POLICY AND PLAN REVIEW FOR THE IMPLEMENTATION OF TRANSPORTATION MANAGEMENT ASSOCIATIONS (TMA) IN MIAMI-DADE

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Miami-Dade County Citizens' Independent Transportation Trust

Task 2

OPERATIONAL FRAMEWORK, FUNDING SOURCES, AND POTENTIAL MODELS FOR TMAS

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Operational Framework, Funding Sources, and Potential Models for TMAs in Miami-Dade County

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1. Introduction

Miami-Dade County's Citizens' Independent Transportation Trust (CITT) is exploring ways to improve the development of multimodal transportation systems through the implementation of Transportation Management Associations (TMAs) within the region. Supported by the broader goals of the People's Transportation Plan (PTP), a voter-approved program funded by a half-cent sales tax since 2002, this initiative aims to enhance transportation infrastructure and services countywide.

Transportation Demand Management (TDM) Strategies are essential for creating efficient, sustainable and livable urban environments. These strategies aim to reduce traffic congestion, improve air quality, and enhance the overall efficiency of transportation systems by promoting alternative commuting options and innovative transportation solutions. TMAs play a pivotal role in the successful implementation of TDM strategies, as non-profit, member-controlled organizations that provide transportation services within specific areas, such as commercial districts, malls, medical centers, or industrial parks[1]. They are typically public-private partnerships involving local businesses and government support. TMAs offer a cost-effective institutional framework for TDM programs, enabling small employers to provide commute trip reduction services comparable to those offered by larger companies.

In Miami-Dade County, the implementation of TDM strategies through the establishment of TMAs is crucial for addressing the region's transportation challenges. In 2023, congestion cost U.S. drivers more than $70.4 billion, a 15% increase over 2022[2]. In the same year, the Miami metropolitan area ranked the 5th most congested city in the U.S., seeing an 18% increase in congestion levels from 2022[3], exceeding the national average. As Miami-Dade County continues to grow, TMAs can help reduce traffic congestion, improve air quality, and enhance the overall efficiency of the transportation system. TMAs can support the county's goals of creating a more sustainable and livable community through collaboration and leveraging resources, setting the stage for comprehensive mobility solutions throughout the County.

1.1 Report Objective

This report aims to provide a comprehensive framework for establishing TMAs in Miami-Dade County. It outlines potential TMA organizational structures, including public-private partnerships, non-profit entities, and member-based associations, evaluating their effectiveness in coordinating transportation services and fostering collaboration among stakeholders. The report seeks to develop a financial model that supports the ongoing operations and growth of TMAs by identifying and assessing sustainable funding sources such as grants, employer contributions, membership fees, and subsidies. Additionally, it proposes a high-level operational framework for TMAs, highlighting key services like first- and last-mile shuttles, carpooling programs, bikeshare, and micro-transit. These services can deliver measurable impacts in the near term, enhancing affordability, productivity, and quality of life, and making the area more attractive to workers, employers, visitors, and residents.

[1] Victoria Transport Policy Institute - TMAs
[2] Why TDM? - Association for Commuter Transportation
[3] Miami FL's Scorecard Report

TMAs offer a customer-centric approach to delivering coordinated transportation services that improve connectivity, boost transit ridership, and alleviate pressure on transportation networks, especially in areas with high economic activity and strong growth. The report emphasizes the importance of TMAs in areas with rising frustration due to congestion highlighting the need for strong interest from community leaders and sufficient funding to support organizational development, documented in **Figure 1- 1**. By addressing these objectives, the report sets the stage for the successful implementation of TDM strategies through TMAs, ultimately creating a more sustainable and livable community in Miami-Dade County. The establishment of TMAs plays a crucial role in transforming the transportation landscape, making it more efficient and responsive to the needs of the community.

Figure 1- 1: Conditions that lead to TMAs' formation

2. Potential TMA Structures for Miami-Dade

This section explores the potential structure of TMAs within Miami-Dade County. It examines and develops recommendations for various key elements crucial to the successful establishment of TMAs, including organizational structure, geographic responsibilities, mission characteristics, sponsor organizations, and IRS classifications. By addressing these key factors, the goal is to create a comprehensive blueprint that will guide the formation and operation of TMAs in the county. These recommendations will ensure that TMAs are well-equipped to meet the unique transportation needs of the community, promote enhanced accessibility, efficiency, and long-term sustainability within the county's mobility network.

2.1 Organizational Structures

TMAs across the country exhibit a wide range of organizational structures, shaped by their specific contexts, sponsor organizations, and the services they are tasked with providing. These relationship-based organizations are most effective when centered around well-defined geographic areas, allowing them to deliver localized and impactful services. At the heart of the TMA model is the public-private partnership model, which focuses on improving transportation access through collaboration between public entities and private stakeholders, as shown in **Figure 2-** 1. The characteristics of these partnerships can vary significantly depending on regional needs and available resources.

In addition to public-private partnerships, key organizational structures for TMAs include nonprofit organizations, member-based associations, and public entities. As previously mentioned, public-private partnerships are collaborative arrangements between government agencies and private sector companies, combining resources and expertise from both sectors to improve transportation infrastructure and services. Nonprofit organizations operate with the mission of enhancing community transportation options, focusing on community needs without the pressure of generating profit, and are eligible for grants and donations. Member-based associations are formed by a coalition of businesses, institutions, and other stakeholders who become members, fostering strong stakeholder engagement and pooling resources. Finally, public entities are TMAs that are established and operated by government agencies, offering direct access to public funding and integration with existing public transportation systems.

TMAs are most successful when they operate as public-private partnerships. These partnerships can take various forms, such as having a chamber of commerce as a sponsor organization, maintaining independence with a board composed of both public and private stakeholders, or establishing an advisory board that includes representatives from both sectors. The "*secret to the success of TMAs*" lies in their ability to unite public and private participation to achieve mutually beneficial goals for their partners. This collaborative approach leverages the strengths of both sectors to improve transportation access and effectively address community needs.

Nearly all successful TMAs function as some form of public-private partnership, enabling them to tap into the diverse resources and expertise of both public and private entities. This structure fosters innovation and allows TMAs to respond flexibly to the unique transportation challenges within their communities. By involving a variety of stakeholders, TMAs can develop tailored solutions that address the specific needs of their service areas, whether through improved transit options, carpooling programs, or other transportation initiatives.

Figure 2- 1: How Public-Private Partnerships Work

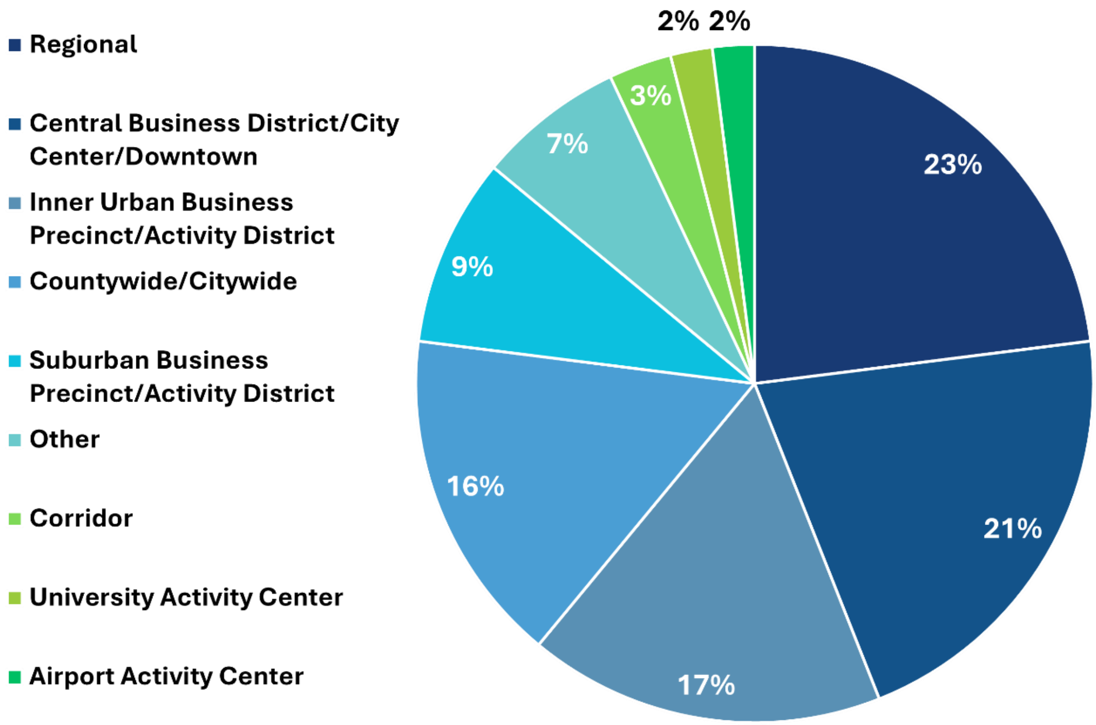
RECOMMENDATION

Based on these insights, it is recommended that all TMAs in Miami-Dade County be structured as **nonprofit, public-private partnerships.** This approach will allow TMAs to focus on community-centric transportation improvements without the pressure of generating profits, while also enabling them to access grants and donations to support their initiatives. By adopting this organizational structure, Miami-Dade County can ensure that its TMAs are well-equipped to meet the transportation needs of residents and commuters, ultimately contributing to a more efficient and accessible transportation system

2.2 Geography of Responsibility

The size and scope of TMAs vary significantly across the country, and properly sizing TMAs can greatly impact their effectiveness, as shown in **Figure 2-2.** Understanding the geographic scope and responsibilities for TMAS is crucial to their successful implementation and operation. This section examines the different geographic scales at which TMAs can operate, focusing on regional, countywide, citywide, and hyperlocal levels.

Figure 2-2: Geographic Scope of TMAs in the United States



Source: ACT 2019 TMA Survey

2.1.1 Regional

TMAs can operate on a regional level, providing services that span multiple counties or metropolitan areas. According to the most recent ACT national survey of TMAs conducted in 2019[4], 23% of TMAs were regional organizations. An example of a regional TMA in South Florida is South Florida Commuter Services (SFCS), which serves a seven-county area, including Miami-Dade, Broward, Palm Beach, Martin, Saint Lucie, Indian River, and Okeechobee Counties. SFCS provides services that are most effective at a regional level, such as the Guaranteed Ride Home (GRH) program, carpool matching, carpool registration, 95 Express Toll exemption, and support for 95 Express buses. Additionally, SFCS helps develop local TMAs, which are essential for maximizing the impact of SFCS services by offering localized support.

Operating at a regional level offers several advantages. Regional TMAs can address transportation challenges across a broader geographic area, benefiting a larger population. By pooling resources from multiple counties, they can achieve economies of scale—reducing costs and improving service delivery. They are also well-positioned to implement comprehensive transportation solutions that address inter-county commuting patterns and regional transit needs. Additionally, regional TMAs facilitate better coordination among various local governments, transit agencies, and private sector partners, leading to a more integrated and efficient transportation system.

[4] 2019 TMA Survey, Association for Commuter Transportation, Page 9

However, regional TMAs also face challenges. Managing a regional TMA can be complex due to the need to coordinate across multiple jurisdictions with varying regulations, priorities, and stakeholders. The broad scope of regional TMAs may dilute its focus, making it harder to effectively address specific local transportation issues. Securing consistent funding from multiple counties can be difficult, especially when financial commitments and priorities differ between regions. Moreover, engaging and maintaining active participation from a diverse set of stakeholders across a wide area can be challenging, potentially impacting the TMA's effectiveness.

While TMAs like SFCS offer significant benefits—such as broad reach, resource efficiency, and comprehensive solutions—they also face challenges related to complex management, diluted focus, funding, and stakeholder engagement. Balancing these advantages and limitations is essential for the successful operation of regional TMAs. To maximize their impact, regional TMAs should actively support the development of local TMAs, which can address more specific, localized transportation needs and serve as a valuable complement to regional efforts.

2.2.1 Countywide

When operating on a countywide level, TMAs provide services that typically align with a county's urban development boundaries and may extend to cover the entire county. According to ACT's National Survey[5], 16% of TMAs operate at this scale, often blending citywide and countywide data. A strong example of a high-impact countywide TMA is Arlington Transportation Partners, located in Arlington County, Virginia. This TMA offers a wide range of services— including outreach, vanpool coordination, corporate bicycle-sharing programs, commute planning, and educational services—to both employers and residents within the planning area[6].

Although Arlington County is technically a countywide TMA, its population of approximately 234,000 makes it more comparable in size to a city than a typical heavily urbanized county. Building and maintaining relationships with employer partners is central to TMA success, and this can be more challenging in larger counties where geographic and demographic diversity make personalized engagement more difficult.

Establishing a TMA at the countywide level offers several advantages as it allows for coordination of transportation services across the entire county, ensuring that all areas benefit from improved mobility options. Countywide TMAs provide a unified approach to transportation management, enabling consistent policies and programs throughout the region. They can also allocate resources more efficiently by targeting areas with the greatest need and potential impact. Additionally, they promote collaboration among municipalities within the county, leading to more coordinated and effective transportation solutions.

However, countywide TMAs also face challenges. Coordinating across multiple municipalities with varying priorities, regulations, and political structures can be complex. The broad scope of a countywide TMA may dilute its focus, making it challenging to address specific local transportation issues effectively. Engaging and maintaining active participation from a diverse range of stakeholders across a county can also be difficult, potentially impacting the TMA's effectiveness. Securing consistent funding from different municipalities within the county may pose another challenge, particularly if there are disparities in financial commitment or strategic priorities across the region.

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[5] 2019 TMA Survey, Association for Commuter Transportation, Page 9
[6] TDM Strategies | Arlington Transportation Partners

Overall, countywide TMAs offer significant benefits, including broad coverage, a unified approach, efficient resource allocation, and enhanced collaboration. However, they also face challenges such as complex coordination, diluted focus, stakeholder engagement difficulties, and funding constraints. While reviewing these benefits and challenges is essential for the successful implementation of TMAs within Miami-Dade County, the county's large size and existing presence of SFCS suggests that a more complementary TMA model would be more effective.

2.2.2 Citywide

TMAs can also operate at the citywide level, providing transportation services that cover the entire city. In some cases, this model may be the most effective option for service delivery. Notable examples include Commute Seattle, Movability in Austin, Move Minneapolis, and goDCgo in Washington, D.C. These TMAs operate in cities without a regional commuter service provider like South Florida's SFCS. In places like Seattle and Minneapolis, regulatory frameworks mandate employer participation, which ensures broad engagement and reduces the need for extensive recruitment. As a result, these TMAs can focus more on delivering core services such as carpool matching, bikesharing programs, and transit subsidies. Most citywide TMAs begin by serving the central business district and later expand their scope to encompass the entire city.

Operating at citywide levels offers several advantages. Citywide TMAs can focus their efforts on densely populated urban areas with significant transportation needs, leading to more impactful and targeted solutions. In cities like Seattle and Minneapolis, regulatory support ensures broad employer participation, reducing the need for recruitment and allowing TMAs to concentrate on service delivery. Centralized services are easily accessible to many residents and commuters, enhancing overall mobility and transportation options. Many citywide TMAs begin by focusing on the central business district, (CBD) building a strong foundation before gradually expanding citywide, which promotes sustainable growth.

However, citywide TMAs also face challenges. Managing operations at this scale requires significant resources to meet the diverse transportation needs of various neighborhoods, making effective allocation difficult. Engaging a wide range of stakeholders across different parts of the city can be complex and may impact on the TMA's overall effectiveness. Coordinating services and policies across multiple districts—each with unique characteristics—adds another layer of difficulty, especially in larger cities. Finally, securing consistent funding for citywide operations can be challenging, particularly when financial commitments vary across different areas of the city.

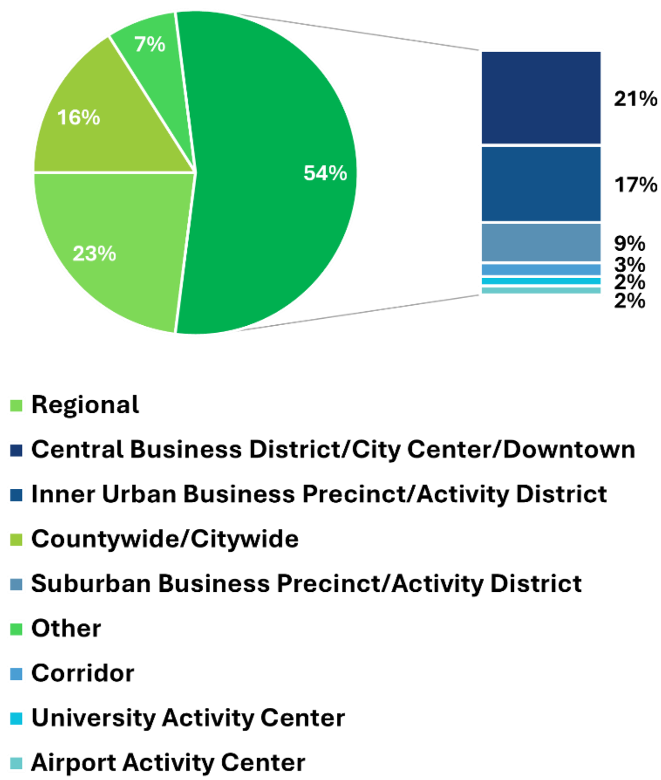
While citywide TMAs can provide significant benefits— such as focused impact, regulatory support, centralized services, and scalability—they also face challenges related to resource allocation, stakeholder engagement, coordination, and funding. Successfully balancing these advantages and obstacles is key to effective operation of citywide TMAs. By initially focusing on the central business district and gradually expanding outward, TMAs can build a strong foundation for sustainable growth. This approach ultimately enhances transportation options and accessibility for urban residents and commuters.

2.2.3 Hyperlocal

Most TMAs in the United States operate on a hyperlocal scale, concentrating on smaller geographic areas within a city or a specific business district that may extend city boundaries. According to the

2019 ACT National Survey[7], 54% of TMAs reported their area of operations as city sub-geography of hyperlocal, with a breakdown shown in **Figure 2-3.** This hyperlocal approach is common in metropolitan areas like Boston, Philadelphia, Atlanta, the suburbs of New York City, Denver, and Los Angeles. In these regions, multiple TMAs serve different parts of the central city, while others focus on specific suburbs, key corridors, or airports.

Figure 2-3: Geographical Scop of Hyperlocal TMAs



Source: ACT 2019 TMA Survey

Often, a TMA's geographic focus aligns with the interests of the sponsoring organizations such as a Downtown Development Authority (DDA), a chamber of commerce membership area, an airport authority area, or a Business Improvement District (BID). This alignment allows TMAs to deliver targeted services that reflect the unique transportation needs of their local communities.

TMAs operating on a hyperlocal scale offer several advantages, including the ability to focus efforts on specific areas and develop tailored solutions that address the unique mobility needs of those communities. This localized approach ensures that the services provided are highly relevant and

effective. By concentrating on smaller geographic areas, hyperlocal TMAs can build stronger relationships with local stakeholders, including businesses, residents and civic organizations, fostering a sense of community ownership and support for TMA initiatives.

[7] 2019 TMA Survey, Association for Commuter Transportation, Page 9

Their close connection to the community also enables hyperlocal TMAs to respond quickly to changing transportation needs and preferences, allowing for a more adaptive and effective delivery service. This flexibility supports the implementation of innovative solutions and timely intervention. Additionally, hyperlocal TMAs promote collaboration among local entities, leading to more coordinated and integrated transportation strategies. Such partnerships result in more efficient use and improved outcomes for the communities they serve.

However, hyperlocal TMAs also face several challenges. Operating on a smaller scale may limit their access to resources, which can hinder the implementation of large-scale transportation initiatives and reduce their ability to address broader mobility challenges. Additionally, the presence of multiple hyperlocal TMAs within a single region can lead to fragmentation, making it difficult to coordinate efforts and develop a unified approach to mobility management. This fragmentation may result in inefficiencies and duplicated efforts across overlapping areas.

Securing consistent funding is another common obstacle, particularly when financial commitments vary across different areas. These funding disparities can impact the sustainability and long-term success of hyperlocal TMAs. Furthermore, while hyperlocal TMAs are well-suited to address specific local needs, expanding their solutions to a wider area may be challenging. This limitation in scalability may reduce the overall impact of their initiatives on regional transportation systems.

Overall, hyperlocal TMAs offer significant advantages, including localized focus, strong community engagement, operational flexibility, and improved collaboration. However, they also face challenges related to limited resources, potential fragmentation, inconsistent funding, and difficulties with scalability. By aligning their geographic scope of responsibility with the interests of sponsoring organizations, hyperlocal TMAs can more effectively address the unique transportation needs of their communities and contribute to a more efficient, accessible, and responsive mobility network.

2.2.4 TMA Effectiveness by Geography of Responsibility

Determining the appropriate geographic scale for a TMA is critical to ensuring its effectiveness, sustainability, and alignment with local and regional mobility goals. Each scale—regional, countywide, citywide, and hyperlocal—offers distinctive advantages and faces unique operational challenges. While regional and countywide TMs can support broad coordination and resource efficiency, citywide and hyperlocal TMAs provide more targeted services and deeper community involvement and engagement. The best approach often depends on the specific transportation needs, governance structures, and funding environments of the area in question. Understanding these tradeoffs is essential to designing TMAs that can deliver lasting value to the communities they serve. **Table 2-1** summarizes the advantages and disadvantages of the different geographies of responsibility for TMAs.

Table 2-1: Advantages and Disadvantages of the Different Geography of Responsibility

TMA Type	Advantages	Disadvantages
Regional	Covers multiple counties; broad population impact.	Complex to manage across jurisdictions.
	Economies of scale in resource use.	Varying regulations and priorities dilute focus.
	Strong inter-county transit coordination.	Difficult to maintain stakeholder engagement across wide areas.
	Supports local TMAs for localized reach.	Funding consistency across regions is challenging.
Countywide	Aligns with county boundaries and allows uniform policies.	Varying political structures create coordination challenges.
	Efficient resource allocation across municipalities.	Diluted focus on hyperlocal needs.
	Enables collaboration among multiple cities.	Engaging with diverse stakeholders is difficult.
	Broad coverage with targeted mobility improvements.	Uneven funding commitment between cities.
Citywide	Centralized services for dense urban areas.	Requires significant resources for citywide reach.
	Often backed by regulatory mandates for employer engagement.	Difficult to meet diverse needs across neighborhoods.
	Starts with a Central Business District and scales gradually.	Complex coordination across districts.
	Allows for focused service delivery and coordination.	Funding inconsistencies among city zones.
Hyperlocal	Highly targeted services tailored to small geographies.	Limited resources and scope. Risk of fragmentation across regions.
	Strong local stakeholder relationships.	Risk of fragmentation across regions.
	Quick responsiveness and flexibility.	Challenges in scalability.
	Effective community engagement and ownership.	Funding instability between small jurisdictions.

RECOMMENDATION

Given the diversity of use cases across Miami-Dade County, the absence of overarching regulatory mandates, and the presence of a regional commuter services organization that benefits from hyperlocal complements, **a hyperlocal strategy is the recommended approach**. This strategy involves establishing multiple TMAs, each tailored to specific high-need areas throughout the county. By focusing on smaller geographic areas, TMAs can deliver highly localized and effective transportation solutions that respond to the unique needs of individual communities

In Miami-Dade, this hyperlocal approach will prioritize locations with strong local partnership organizations—such as DDAs, business districts, chambers of commerce, and other civic groups. These partnerships are critical to the early success of TMAs, offering essential resources, local insight, and strong stakeholder engagement. Aligning the geographic scope of each TMA with the interests of these partner organizations ensures that transportation efforts are both targeted and impactful.

Moreover, the diverse hyperlocal strategy also allows TMAs to remain flexible and responsive to evolving transportation demands within their specific areas. This adaptability supports the implementation of innovative community-specific solutions, enabling TMAs to quickly address issues as they emerge and contribute to a more efficient, accessible transportation system across Miami-Dade County.

2.3 Mission Characteristics

The following section explores the mission characteristics of potential TMAs within Miami-Dade County. TMAs can adopt one or more of three primary mission focuses: Mode Shift, Operations, and Advocacy. The specific mission areas chosen by a TMA are shaped by the organization's context, the composition of its board, the dynamics among key partners, and the expertise of its leadership. While some TMAs may concentrate on a single mission, others may incorporate two—or even all three—focus areas. Understanding these mission types is essential for developing effective TMAs capable of addressing the diverse transportation needs of Miami-Dade County. Each mission type is outlined below to provide a comprehensive overview of its roles and potential impact.

2.3.1 Mode Shift to Improve System Efficiencies through Engagement, Education and Incentives

As one of the primary missions of a TMA, mode shift focuses on improving transportation system efficiency by encouraging the use of more affordable and congestion-reducing travel modes. This mission is typically pursued through partnerships and collaboration between employers and transportation providers, with the TMA acting as the transportation expert for all participating employers. This enables access to better mobility options for employees, business patrons, and tourists

To support this mission, TMAs engage in a variety of activities, providing ongoing education and support for Employer Transportation Coordinators, who serve as liaisons between employers and the TMA. TMAs also conduct workforce outreach and educational efforts to inform employees about alternative transportation options. Additionally, they offer car-free incentives, such as free transit passes or rewards for trying new modes of travel, promoting enterprise transit accounts to employers.

For example, in Seattle 1,800 employers cover 50-100% of the employee transit passes, contributing to 55% of countywide fare revenue[8]. TMAs also implement programs, campaigns, and competitions aimed at reducing congestion, and they measure progress through periodic surveys and traffic counts. They offer practical tools—such as rideshare matching platforms and real-time transit apps—to make sustainable travel more convenient. Furthermore, TMAs often run award programs to recognize companies that demonstrate significant progress in reducing congestion

Overall, this mission focus simplifies the process of identifying and selecting congestion-reducing travel options. TMAs consolidate information from various agencies and vendors, presenting it in a customer-centric way. They collaborate with employers to develop culturally relevant programs that prioritize the needs of traveling employees, residents, or visitors, making transportation options and benefits more accessible and easier to understand.

2.3.2 Operation of Transportation Services within the Appointed Geography

Another key mission characteristic of TMAs is the operation of transportation services within their designated geography. Some TMAs manage on-demand services or shuttles on behalf of coalitions in underserved areas or employment centers. These services can address a variety of needs, such as filling first- and last-mile gaps, connecting them to major transit corridors, or circulating within a business district to serve employees and patrons. According to the 2019 TMA Study, the average TMA allocates 9% of its budget to shuttle or on-demand services, with some allocating none and others dedicated up to 90% of their budget to this purpose[9].

To support this mission, TMAs engage in activities such as overseeing shuttle service contracts to connect key nodes such as linking a campus or corridor to a nearby train station. They also manage on-demand services to close first- and last-mile gaps or provide circulator routes within business districts. These efforts help ensure transportation services are efficiently operated within the designated areas, enhancing accessibility and connectivity within the community.

2.3.3 Unified Advocacy on Behalf of Stakeholders for Improved Transportation Options within the Geographic Scope

Unified advocacy on behalf of stakeholders for improved and safer mobility solutions is a significant mission characteristic of TMAs, with approximately 12% founded with advocacy as a core focus[10]. Advocacy efforts can vary widely, from promoting public support for non-car transportation options and investments to directly engaging with elected officials. TMAs that pursue this mission must ensure that restricted and unrestricted funds are allocated to support these efforts.

To support this mission, TMAs act as conduits of information between employers and transit agencies to enhance service quality. This includes identifying service gaps, inefficiencies, and opportunities for adjustments to better meet commuter needs. TMAs also engage in public communications to promote the use of new or existing transportation services, such as bus or rail lines, on-demand transit, bike-share stations, or multi-use paths. Additionally, they communicate with elected officials on behalf of employers, sharing feedback that highlights both strengths and

[8] King County Metro

[9] 2019 TMA Survey, Association for Commuter Transportation, Page 22

[10] 2019 TMA Survey, Association for Commuter Transportation, Page 8

areas for improvement within the transportation system. The 2019 ACT TMA Survey[11] provides insights into the founding motivations of TMAs nationwide, along with current expenditure metrics presented in **Table 2-2**, offering a deeper understanding of their origins and ongoing activities.

Table 2-2: Estimated Range of Expenditures for TMAs

Budget Line Item	% of Budget Allocated
Staffing	45 - 96%
Shutte Operations	9 - 90%
Office Operations	7 – 45%
Marketing and Promotions	6 – 25%
Member Services	5 – 60%
Consulting Services	5 – 75%
Incentives	4 – 65%
Professional Administrative Service	3 – 25%
IT Services	2 – 20%
Measurement and Evaluation	2 – 20%
Research	1 – 25%
Other	1 – 20%

Source: ACT 2019 TMA Survey

2.3.4 TMA Effectiveness by Mission Characteristic

Taken together, the three primary mission characteristics—Mode Shift, Operations, and Unified Advocacy—provide TMAs with flexible tools to address the diverse and evolving mobility needs of Miami-Dade County. Each mission offers distinct strengths that can be tailored to suit local conditions, stakeholder priorities, and funding opportunities. Mode Shift efforts enhance system efficiency and user awareness through education and incentives; Operations deliver direct service improvements in critical corridors; and Unified Advocacy builds the political and public support necessary to sustain long-term transportation investments.

TMAs that effectively align their mission with local context and governance capacity are more likely to foster sustained engagement, reduce congestion, and expand transportation access. However, each mission also comes with challenges that require thoughtful planning and resource management. For example, operational services may strain budgets, advocacy may require nuanced stakeholder alignment, and outreach campaigns must be tailored to diverse audiences. To support decision-making, **Table 2-3** summarizes the key advantages and disadvantages associated with each mission characteristic. Ultimately, understanding these trade-offs is essential to developing TMAs that are both impactful and sustainable within their geographic and political environment.

[11] 2019 TMA Survey, Association for Commuter Transportation

Table 2-3: Advantages and Disadvantages of Mission Characteristics

TMA Type	Advantages	Disadvantages
Mode Shift	Reduces vehicle mile traveled (VMT), congestion and potential emissions.	Shifting commuting habits takes time and consistent effort, especially in car-centric regions.
	Leverages employer partnerships to scale impact and acts as a centralized resource for employers.	Success often hinges on how many employers actively engage and invest in the programs.
	Uses proven strategies—education, outreach, and incentives—to influence commuter habits.	High-touch efforts like workforce engagement, training, and support can strain staff resources
	Uses tools like surveys and traffic counts to evaluate program effectiveness and facilitates adjustment based on real performance data.	Data collection and analysis must be managed properly to demonstrate effectiveness. Tools like rideshare platforms and real-time apps require technical support and maintenance.
Operation	Addresses first-and last-mile gaps with shuttles and on-demand services filling critical points between major transit lines and final destinations; improving connectivity.	Operating transportation services (vehicles, drivers, insurance, maintenance) can become expensive as it requires consistent funding streams and administrative capacity.
	TMAs can tailor services (routes, schedules, modes) to the specific needs of business districts, campuses or employment hubs, enabling more targeted services.	TMAs take on increased legal and operational responsibility when managing services. Requires contracts, insurance and regulatory compliance oversight.
	Allows for quick adjustments based on real-time needs or rider feedback.	TMAs risk duplicating or competing with public transit services and can create friction if roles and service boundaries are unclear.
	Circulator services and last-mile links help boost foot traffic and reduce parking demand.	Services may favor certain employers or neighborhoods, risks of leaving out areas most in need of enhanced mobility.
Unified Advocacy	TMAs serve as united voices for employers, employees and communities in transportation planning conversations, increasing the likelihood that real-world commuter needs and service gaps are heard by transit agencies and decision-makers.	Doesn't provide direct or short-term service improvements and may be harder to quantify success compared to operational missions.
	Encourages mode shifts indirectly through policy and cultural influences.	TMAs need skilled staff capable of navigating political landscapes and crafting persuasive messages.
	Bridges the gap between the private sector and public agencies to coordinate better services and investments.	Unified messaging can be difficult if stakeholders (employers, agencies, community groups) have competing priorities or visions.
	Improves feedback between users and providers	
	Doesn't require operating physical services, making it more budget-efficient than transportation operations.	Competes with other programmatic or operational needs for limited budgets.

RECOMMENDATION

Mode shift should be central to the mission of TMAs in Miami-Dade County, as it drives ridership for transit agencies and provides congestion and cost-reduction benefits for districts, employees, residents, and patrons. In some cases, TMAs may choose to operate transportation services with funding from various partners; however, this decision is context specific. Finally, some TMA boards may choose to take on advocacy roles, but this should be done with great care and support of all key stakeholders.

2.4 Sponsor Organizations

Sponsor organizations play a vital role in the successful establishment of TMAs. These organizations provide foundational support that contributes to the growth and long-term sustainability of TMAs, which often operate with limited resources and small staff. Many are launched with the backing of key organizations from both the public and private sectors. This support can take various forms, including financial assistance, in-kind contributions, and strategic partnerships. When TMAs collaborate with business organizations, they gain valuable access to business contacts and relationship insights. These partnerships enable TMAs to leverage the networks and influence of their sponsors, helping them build credibility and gain traction within the community. Additionally, TMAs often adopt the geographical focus of their partner business organizations, aligning their efforts with the areas where those partners have a vested interest.

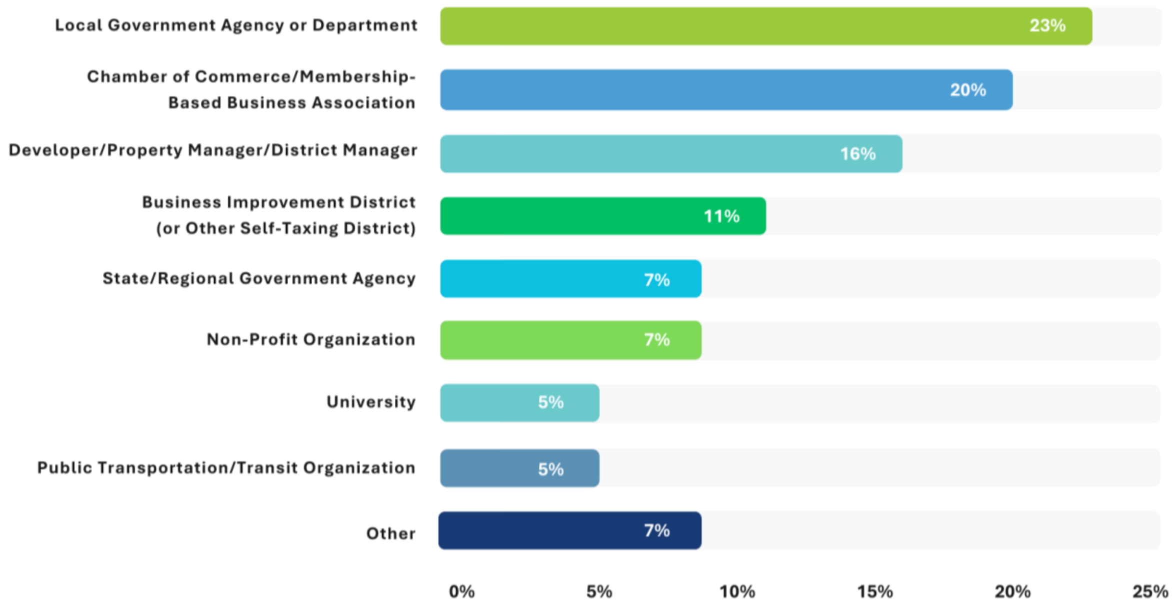
The most recent ACT TMA Survey identifies 55% of TMAs as not being subsidiaries of partner organizations, and 45% being subsidiaries to partner organizations[12]. The types of partner organizations can vary widely, as highlighted in **Figure 2-4**, and include local government agencies, chambers of commerce, developers, property managers, Business Improvement Districts, state or regional government agencies, nonprofit organizations, universities, and public transportation organizations. Each type of partner brings unique strengths and resources to the table, contributing to the overall effectiveness and reach of the TMA.

In-kind support from partner organizations is another critical aspect of this relationship. TMAs frequently receive office space, accounting services, and other administrative support from their partners, which helps reduce operational costs and allows them to focus more on their core mission. This type of support can be especially valuable during the early stages of a TMA's development.

Given the challenges associated with launching TMAs, it is strategic for Miami-Dade County to prioritize locations where partner organizations are prepared to support and assist in the creation of TMAs. This approach ensures that TMAs have the necessary backing to overcome initial hurdles and establish a strong presence in the community.

[12] 2019 TMA, Survey. Association for Commuter Transportation, Page 11

Figure 2-4: Breakdown of TMA Subsidiary Partners



Source: ACT 2019 TMA Survey

RECOMMENDATION

TMAs are a dynamic complement to the regional commuter service organizations as well as countywide and regional transit providers. To effectively fulfill this role, TMAs must maintain strong connections with local business. Therefore, it is recommended to **prioritize the creation of TMAs in partnership with key business entities that can offer substantial support and resources.**

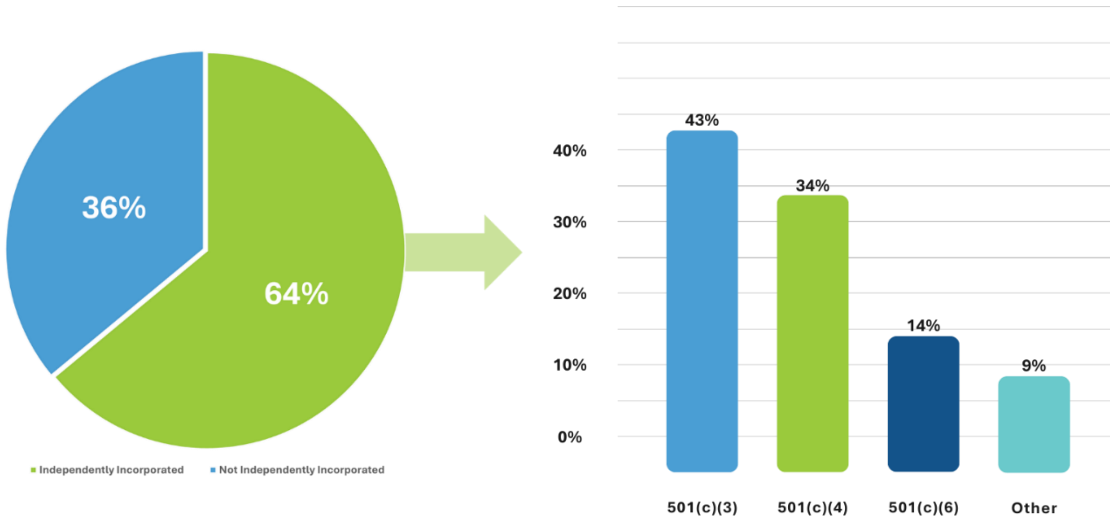
Given the challenges associated with launching TMAs, Miami-Dade County should focus on locations where partner organizations are ready and willing to support their formation. Recommended partners include DDAs, chambers of commerce, BIDs, PortMiami, Miami International Airport, major property owners, and other business district entities. These organizations can take a leading role, providing the necessary backing to overcome initial hurdles and establish a strong presence within the community.

2.5 IRS Classification

TMAs can be classified under several IRS categories, each with distinct features and implications for their operations, funding, and activities. Understanding these classifications is essential as TMAs determine their organizational structure and strategic goals. According to ACT's 2019 TMA Survey, 64% of TMAs are independently designated with the IRS[13], underscoring the importance of selecting the appropriate classifications, as illustrated in **Figure 2-5**. The potential classifications available to TMAs are outlined below.

[13] 2019 TMA Survey, Association for Commuter Transportation, Page 10

Figure 2-5: National TMA Classifications



Source: ACT 2019 TMA Survey

2.5.1 501(c)(3) – Charitable Organizations

TMAs can operate as 501(c)(3) or charitable organizations, which are established for charitable, religious, educational, scientific, and literary purposes—all aimed at serving the public good. Often referred to as foundations, this classification is the most common among independently incorporated TMAs, with 43%[14] falling under this category, as shown previously in **Figure 2-5**. A successful example of a TMA operating as a 501(c)(3) non-profit organization would be Commute Seattle. For over 20 years, Commute Seattle has partnered with businesses, organizations, community partners, and destinations that collectively employ, serve, and attract over 600,000 people to Seattle every day[15].

Key features of 501(c)(3) TMAs include:

- **Tax-Exempt Status:** TMAs are exempt from federal income taxes, allowing more resources to be directed toward their mission.
- **Tax-Deductible Donations:** Contributions to TMAs are tax-deductible for donors, enhancing fundraising appeal.
- **Limited Lobbying:** Lobbying activities are restricted to no more than 20% of expenditures, ensuring the organization remains focused on its charitable purpose.
- **No Political Campaigning:** TMAs are prohibited from participating in political campaigning, preserving a neutral stance in political manners.

By operating as 501(c)(3), TMAs can effectively leverage these advantages to support their mission of improving transportation networks and serving their communities.

[14] 2019 TMA Survey, Association for Commuter Transportation, Page 10
[15] Commute Seattle

2.5.2 501(c)(4) – Social Welfare Organizations

TMAs operating as 501(c)(4) or social welfare organizations focus on promoting social welfare, civic engagement, and community benefits. Often referred to as advocacy groups, this classification is the second most common among independently incorporated TMAs, with 34%[16] falling in this category, as shown previously in **Figure 2-5.** The TMA of Lake-Cook, located in the Chicago suburb of Deerfield, Illinois, is a good example of a TMA operating as a 501(c)(4) or social welfare organization. Although it ceased operations in 2024, during its 35-year tenure, it worked to improve commutes for employees of over 40 member organizations, enhancing the quality of life for those it served.

Key features of 501(c)(4) TMAs include:

- **Tax-Exempt Status:** TMAs are exempt from federal income taxes, allowing more resources to be directed toward their mission.
- **Non-Deductible Donations:** Contributions to TMAs are not tax-deductible for donors, which may affect fundraising efforts.
- **More Lobbying Allowed:** TMAs can engage in more extensive lobbying activities, to advocate for social welfare initiatives.
- **Limited Political Campaigning:** TMAs may participate in political campaigning, providing it constitutes less than 50% of their overall activities, allowing for some political involvement.

By operating as 501(c)(4), TMAs can take advantage of these features to support their mission of promoting social welfare and fostering community engagement

2.5.3 501(c)(6) – Business and Trade Associations

TMAs can operate as 501(c)(6) or business and trade associations, which typically include business leagues, chambers of commerce, and professional associations that promote business interests. Often referred to as trade associations or business leagues, this classification is the least common among independently incorporated TMAs, with 14%[17] falling in this category as documented in **Figure 2-5**. While relatively few TMAs are classified this way, Go Lloyd in Portland, Oregon, is a notable example.

Focused on economic development, Go Lloyd successfully connected and collaborated with partners such as Portland Bureau of Transportation (PBOT), Tri-Met, Lloyd EcoDistrict, Metro, and the Lloyd Community Association to enhance travel options and provide transportation resources to residents and commuters in the region.

Key features of 501(c)(6) TMAs include:

- **Tax-Exempt Status:** TMAs are exempt from federal income taxes, allowing more resources to be directed toward their mission.
- **Non-Deductible Donations:** Contributions to TMAs are not tax-deductible for donors, which may affect fundraising efforts.
- **Lobbying and Political Activity Allowed:** TMAs can engage in lobbying and political activities and influence relevant policies.

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[16] 2019 TMA Survey, Association for Commuter Transportation, Page 10
[17] 2019 TMA Survey, Association for Commuter Transportation, Page 10

By operating as 501(c)(6), TMAs can leverage these benefits to support their mission of advancing business interests and fostering professional development within the community.

2.5.4 Implications of Classification Choices

The choice of IRS classification for TMAs carries significant implications, particularly when it comes to funding from public sector partners such as transit agencies and municipalities. TMAs typically do not face competition from other organizations offering similar services within their geographic area, positioning them as natural candidates for sole-source funding from government partners. However, this funding process can be affected by the TMA's tax classifications.

Operating as a 501(c)(3) or charitable organization is often the most advantageous classification for TMAs. This designation makes it easier to secure donor funding, as contributions are tax-deductible for donors. Additionally, 501(c)(3) organizations enjoy tax-exempt status and are subject to restrictions on lobbying activities—conditions that align well with the typical expenditure patterns of TMAs. Many TMAs report spending less than 20% of their budget on lobbying and rarely engage in political campaigning, making 501(c)(3) classification an optimal choice.

While some TMAs may initially view the "*Social Welfare and Advocacy*" designation of a 501(c)(4) as appropriate, this classification can complicate funding from public sector partners. Contributions to 501(c)(4) organizations are not tax-deductible, which can hinder fundraising efforts. Although the ability to engage in more extensive lobbying and limited political campaigning may seem advantageous, it can raise concerns for government partners and discourage sole-source funding due to potential conflicts of interest.

Similarly, the 501(c)(6) classification permits lobbying and political activities, but like TMAs classified as 501(c)(4), contributions are not tax-deductible. This can also make it more difficult to secure public sector partners and funding. TMAs operating as 501(c)(6) organizations may encounter challenges aligning their activities with the expectations and requirements of government funding sources.

Many TMAs initially classified as 501(c)(4) organizations have later applied for IRS reclassification to 501(c)(3) or charitable organizations. TMAs that have made this transition include Chester County TMA in Pennsylvania, Delaware County TMA in Delaware, and Commute Seattle in Washington. Similarly, Movability in Austin, TX is currently transitioning from a 501(c)(6) to a 501(c)(3). This shift is often driven by the desire to simplify donor funding and better align with the typical activities and expenditures of TMAs. Since TMAs are highly unlikely to exceed 20% lobbying expenditure limit and rarely, if ever, endorse political candidates, the 501(c)(3) classification is generally the most suitable. **Table 2-4**, below, further outlines the differences between each classification type and the difficulty establishing a successful TMA under each model.

Table 2-4: Classification Overview

ORGANIZATION TYPE	SOLE SOURCE CONTRACTING	WHY?
501(c)(3) – Charitable/Educational Nonprofits	✅ Easiest	Governments often partner with public interest nonprofits for grants and contracts.
		Can be classified as providing "public benefit", making it easier to justify a sole source contract.
		Eligible for many governments grant programs (e.g., HUD, DOT, FTA).
501(c)(4) – Social Welfare & Advocacy	⚠️ Moderate Difficulty	Can receive government contracts but must demonstrate a clear public benefit.
		More scrutiny because they can engage in political activities
		More likely to receive service-based contracts (e.g., public transit advocacy, commuter programs).
501(c)(6) – Business/Trade Associations	❌ Most Difficult	Typically represent business interests, which makes sole sourcing harder to justify.
		Governments avoid preferential treatment of business groups
		Can still receive contracts, but usually through competitive bidding or membership agreements.

RECOMMENDATION

For the establishment of new TMAs within Miami-Dade County, it is recommended that they be **independently incorporated as 501(c)(3) or Charitable Organizations.** This recommendation is based on several key factors that make this classification the most advantageous for TMAs, as summarized below.

- **Easier Access to Funding:** The 501(c)(3) classification facilitates easier access to funding from public sector partners such as transit agencies and municipalities. TMAs typically do not have competitors providing similar services within their geography, making them natural candidates for sole-source funding from government partners. Additionally, the tax-deductible status of donations to 501(c)(3) organizations makes fundraising efforts more attractive to donors, further expanding funding opportunities
- **Alignment with Mission and Activities:** TMAs operating as 501(c)(3) organizations align well with the mission of serving the public good through charitable, educational, scientific, and literary activities. This classification supports the core TMA objectives such as improving transportation systems, reducing congestion, and promoting sustainable travel options.

- **Limited Lobbying and Political Campaigning:** While TMAs may engage in advocacy, it is highly unlikely they will spend more than 20% of their budget on lobbying. The 501(c)(3) classification allows for limited lobbying while ensuring that the focus remains on charitable activities. Additionally, 501(c)(3) organizations are prohibited from political campaigning, which helps maintain neutrality and avoids potential conflicts of interest

2.5.5 Summary of Potential Structures for TMAs

The development of TMAs involves careful consideration of various factors, including organizational structure, geography of responsibility, mission characteristics, sponsor organizations, and IRS classification, as summarized in **Table 2-5.** Trends indicate that TMAs benefit significantly from strong partnerships with local business entities and government agencies, which provide essential support and resources. The geography of responsibility often aligns with the areas where these partners have vested interest, enhancing their effectiveness in serving the community. Mission characteristics—such as mode shift, transportation services operations, and unified advocacy—are crucial in improving transportation system efficiency and promoting sustainable travel. Sponsor organizations play a vital role in providing foundational support through in-kind contributions and strategic partnerships. Finally, IRS classification has significant implications for funding and operational activities and must be carefully considered during the formation process.

Table 2-5: TMA Structure Summary

ORGANIZATIONAL ASPECT	TRENDS AND INSIGHTS	RECOMMENDATION
Type of Organization	TMAs typically operate as public-private partnerships with a shared, mutually beneficial mission. Participation structures may vary.	**TMAs in Miami-Dade County should be Public-Private Partnerships**
Geography	Most TMAs in the United States are hyperlocal, aligned with specific partner geographies. Fewer operate citywide or regionally. In South Florida, a regional TMA would duplicate existing commuter services.	**Multiple hyperlocal TMAs with geographies matched to areas of distinct needs or aligned with boundaries of partner/sponsor organizations.**
Mission Characteristics	While TMAs may serve various roles, most focus on mode shift. Some offer transportation services or general advocacy. They may provide briefings to elected officials but typically avoid lobbying or endorsing candidates. TMAs are most effective as apolitical, service-focused partners that unify diverse stakeholders.	**All Miami-Dade TMAs should prioritize mode shift, the core mission of TMAs. Some may operate transportation services, while most focus on advocacy and brief elected officials, remaining apolitical and nonpartisan.**
Sponsor Organizations	Successful TMAs bridge government partners with community entities responsive to local business and employee interests. That local partner may be a chamber, DDAs, BDIs, business association, business park, or a very major development. The local business partnership entity can take a key leadership role.	**Prioritize TMAs where there are interested Chambers, BDIs, DDAs, industry coalition, business park, or major development owner. Encourage in-kind support (long term or at minimum initially).**
IRS Classification	43% of TMAs are 501(c)(3), 34% are 501(c)(4), and 14% are 501(c)(6)[18]. Classification as anything other than a 501(c)(3) can make contributions from government partners more difficult. Classification as a 501(c)(3) has no negative impact unless a TMA intends to spend more than 20% on direct lobbying or intends to endorse political candidates. Both would be ill-advised.	**Incorporate TMAs as 501(c)(3) or charitable organizations, unless political lobbying is a core purpose, which is not recommended.**

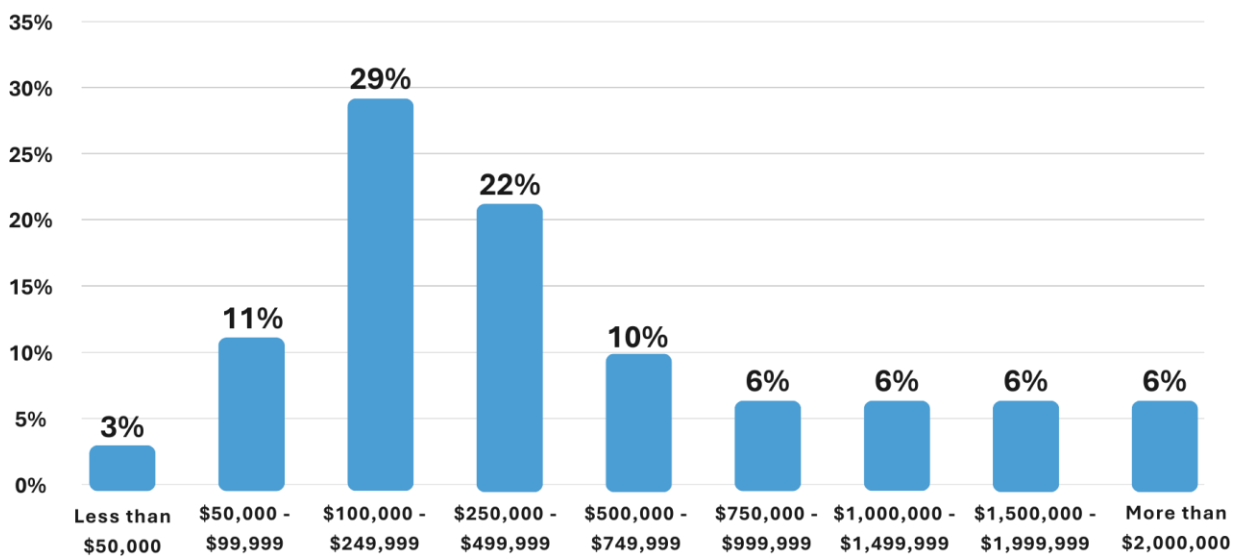
[18] 2019 TMA Survey, Association for Commuter Transportation, Page 10

3. Evaluation of Funding Sources

Successful TMAs depend on diversified funding sources and a consistent financial foundation supported by core partners. This balance ensures financial resilience and enables TMAs to expand their services while adapting to changing transportation needs. To maintain accountability, effective TMAs implement performance measures and key performance indicators (KPIs) that demonstrate their impact, efficiency, and progress to stakeholders. These metrics help justify funding while reinforcing the value TMAs bring to local mobility solutions.

For context, the 2019 ACT TMA Survey gathered insights from 99 TMAs nationwide, documenting budget levels across the country, as presented in **Figure 3-1**. The findings revealed that only the largest and most established TMAs reported budgets exceeding $1million[19], underscoring the importance of securing long-term funding strategies and diversified revenue streams. This data highlights the need for emerging TMAs to strengthen financial sustainability, leveraging public-private partnerships, grants, stakeholder contributions, and innovative funding models to ensure continued success in advancing regional transportation solutions.

Figure 3-1: National TMA Budgets



Source: ACT 2019 TMA Survey

The survey revealed notable funding trends from 2009 to 2019, showing how TMAs diversified their revenue streams over time. On average, membership dues accounted for 23% of total income[20], though in some cases, TMAs relied on them entirely (100%). Meanwhile, government grants, particularly from national sources, contributed an average of 16% to overall funding. Beyond these primary sources, TMAs secured financial support through local and regional government grants, service fees, and business district contributions, further reinforcing their ability to sustain operations. These funding distributions are illustrated in **Table 3-1** and **Figure 3-2** providing deeper insight into the evolving landscape of TMA financial support and sustainability.

[19] 2019 TMA Survey, Association for Commuter Transportation, Page 20
[20] 2019 TMA Survey, Association for Commuter Transportation, Page 23

Table 3-1: TMA Funding Sources

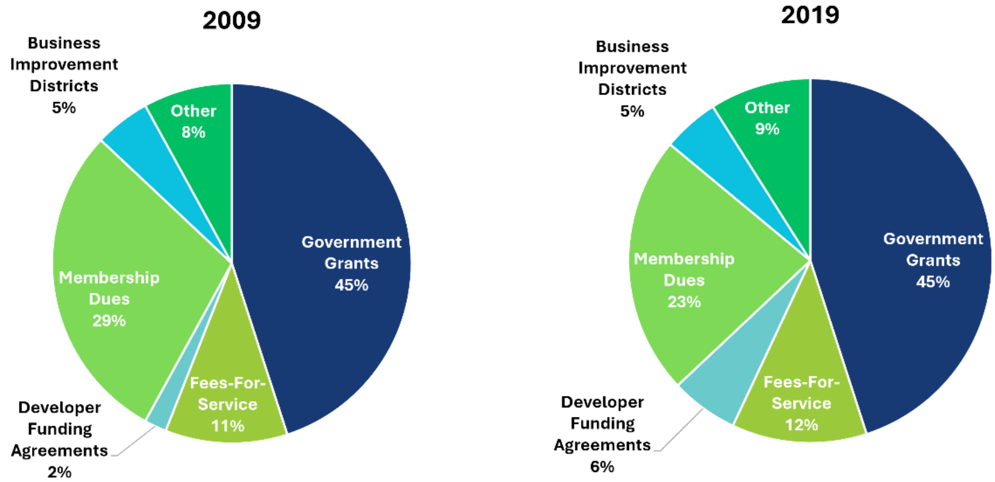
Funding Source	% of Funding Allocated
Membership Dues	23 – 100%
National/Federal Government Grants	16 – 90%
Regional Government Grants	8 – 100%
State Government Grants	9 – 99%
Local Government Grants	12 – 100%
Fees-For-Service	7 – 90%
Developer Funding Agreements	6 – 100%
Service Contracts/Brokered Services	5 – 80%
Business Improvement District (or Similar Taxing District)	5 – 97%
Parking Fees	2 – 92%
Shuttle/Transit Revenues	2 – 75%
Vanpool Revenues	1 – 50%
Foundation/Other Grants	1 – 14%
Transit Pass Sales	0 -33%
Advertising/Sponsorships	0 – 10%
Other	5 – 100%

Source: ACT 2019 TMA Survey

Over the past decade, TMAs have become less reliant on membership dues, with contributions decreasing from 20% to 11% of their primary funding. This trend highlights a shift toward more diversified revenue streams, reducing financial risk and enhancing long-term sustainability[21]. TMAs remain most resilient when supported by multiple funding sources, ensuring stability even if one becomes unreliable. This section provides an in-depth analysis of key funding components, tailored to the South Florida landscape. The following subsections examine Federal, State, and local government grants, along with funding mechanisms such as BDI, DDAs, stakeholder participation fees, philanthropic grants, membership dues, fee-for-service models, and travel incentives. A summary table at the end of the chapter will consolidate key insights and recommendations, helping inform future funding strategies.

[21] 2019 TMA Survey, Association for Commuter Transportation, Page 24

Figure 3-2: Change in TMA Funding Sources



For Membership Dues in 2009:

- 20% of TMAs received 90% or more of their revenue from dues
- 21% of TMAs received 1 – 10% of their revenue from dues
- 58% of TMAs got at least some revenue from dues

For Membership Dues in 2019:

- 11% of TMAs received 90% or more of their revenue from dues
- 15% of TMAs received 1 – 10% of their revenue from dues
- 51% of TMAs got at least some revenue from dues

Source: ACT 2019 TMA Survey

This report provides detailed insight into each of the funding components mentioned above, with specific context for the South Florida environment. TMAs are most financially resilient when supported by multiple funding sources, reducing the risk posed by changes to a single source.

3.1 Federal Government Grant

Federal government grants can be a significant source of funding for TMAs, accounting for an average 45% of TMA funding[22], as highlighted previously in **Figure 3-2**. However, the availability and suitability of these grants can vary based on geographic and contextual factors. For example, one major federal revenue source for many TMAs is Congestion Mitigation and Air Quality (CMAQ) funding. These funds are allocated annually to each state based on factors such as population and air quality needs and are administered through state Departments of Transportation (DOTs) or Metropolitan Planning Organizations (MPOs). States with areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) or that have recently met them (maintenance areas), receive CMAQ funding to support projects addressing these air quality challenges. However, this source is generally unavailable to South Florida counties due to their typically high air quality. While CMAQ funding can be a substantial revenue source for eligible areas and supports initiatives that improve air quality and reduce congestion, its geographic limitations and administrative complexity pose challenges. States in which TMAs are frequent users of CMAQ funding include California, Washington, Oregon, Colorado, Minnesota, Georgia, Tennessee, and Massachusetts[23].

TMAs have also pursued various other federal grants, although these are not typically primary funding sources. The federal funding landscape is highly uncertain, making reliance on these grants risky. TMAs are advised not to structure their budgets around federal funding due to their

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[22] 2019 TMA Survey, Association for Commuter Transportation, Page 23

[23] 2018 ACT TMA Survey. EXP/SMA accessed crosstabs of a 2018 survey to gather this information, which is not published publicly

unpredictability. While such grants can provide supplemental funding for specific projects or support innovative transportation solutions, they are highly competitive and require significant administrative effort, including strict compliance with federal requirements.

RECOMMENDATION

When establishing TMAs in Miami-Dade County, it is important to avoid relying on federal funding, as there are currently no clear pathways to success with these types of awards. Established TMAs may reassess the federal funding landscape at a later stage and pursue opportunities as appropriate. While federal grants can provide substantial funding support for TMAs, their availability and reliability may vary significantly, which poses a challenge for TMAs in Miami-Dade County.

For instance, CMAQ funding—a major source for TMAs in other regions—is generally unavailable in South Florida due to the area's high air quality. As a result, TMAs in Miami-Dade County cannot depend on CMAQ funds for project funding. Other federal grants may offer supplementary opportunities, but they are often highly competitive and involve administrative complexities, including strict compliance requirements.

Given these challenges, **TMAs in Miami-Dade County should prioritize diversified funding strategies to ensure financial stability and long-term success.** Local funding sources—such as government grants, contributions from BDIs or DDAs, and membership fees—can provide a more reliable and sustainable financial base. This diversified approach reduces risk associated with dependence on any single funding stream and strengthens the resilience of TMAs in the region.

3.2 State Government Grants

The State of Florida offers reimbursement funding to TMAs for qualified activities, providing a valuable source of financial support. As of 2025, TMAs typically receive a total of $125,000 over three years through the state match program, allocated as $60,000 in the first year, $40,000 in the second year, and $25,000 in the third year of the agreement[24]. Access to this state funding requires qualification through a TMA vetting tool administered by South Florida Commuter Services on behalf of Florida Department of Transportation (FDOT), as depicted in **Figure 3-3**. Completion of this tool requires committed local public and private funding, in an amount equal to or greater to the state funding requested, which is a well-developed TMA concept within a defined geography and data demonstrating a commensurate need.

The receipt of state funding can take a minimum of 6-9 months and up to two (2) years after submitting the TMA vetting form, included in **Appendix A**. Access to these funds requires programming within the next available FDOT fiscal year. Once the funds have been encumbered by the FDOT controller, the TMA may submit invoices for eligible expenses that have already been paid and incurred, along with the appropriate receipts. FDOT will reimburse the TMA according to the approved, contracted timeline. A TMA entering this process can expect to receive its first reimbursement in the third year of operation, but this timeline may be shortened through early engagement with South Florida Commuter Services for guidance and support.

[24] Interview with Source, Jonathan Hopkins, Executive Director of WPBgo – March 2025

Reimbursable program administration and operational costs include salaries, marketing materials, advertising, computerized matching, reporting, and purchase of promotional items for public education campaigns that promote alternatives to single-occupant vehicle travel. Additionally, expenses such as computer hardware and software for establishing trip-matching services, specialized demonstration projects with statewide or regional impact, and other capital purchases to achieve program objectives, and other operational costs such as the Guaranteed Ride Home programs or vanpool administration are eligible for reimbursement.

State government grant funding offers a structured and reliable source of financial support for TMAs, helping to cover these essential operational and program costs. However, because the funding is reimbursement-based, TMAs must have the upfront capital to cover expenses before receiving reimbursement. While this funding stream presents significant benefits for TMAs in Miami-Dade County, it also introduces challenges that require careful financial planning and management

Figure 3-3: SFCS Vetting Tool Questionnaire


SOUTH FLORIDA COMMUTER SERVICES
A PROGRAM OF FDOT

Transportation Management Association (TMA) Feasibility Tool Criteria

Please answer the questions below to the best of your ability, and provide attachments as required. Any additional information and attachments related to any of the categories of the feasibility tool will be taken into consideration during the assessment. If you cannot provide the information as requested, please provide a brief explanation as well as a substitute metric(s) in relation to the topic.

Question#1

Please provide an overview of the TMA, including the target area, the type of TMA being proposed, and key goals and objectives. Please also describe and attach a PDF map of the proposed TMA boundaries.

Question#2

Traffic Congestion- Please provide information about the average level of service of the major arterials in and around the proposed TMA boundaries. Additional information and metrics about traffic congestion will also be taken into consideration.

Source: South Florida Commuter Services

RECOMMENDATION

To effectively establish TMAs in Miami-Dade County, **securing state funding through SFCS should be a priority once public or private stakeholders express interest in forming a TMA**. As an FDOT program authorized under Florida Statutes (Chapters 187 and 341), SFCS provides financial and technical assistance to promote alternatives to driving alone. However, because state funding operates on a reimbursement basis and follows a matching-funds model, securing additional local funding is essential to support the launch, operations, and development of a TMA while pursuing state resources.

State government grants provide a structured and reliable financial foundation for TMAs, covering operational and programmatic costs. In South Florida, access to these funds requires qualification through a TMA vetting tool administered by SFCS, which evaluates several criteria. TMAs must demonstrate a committed local public-private funding source equal to or greater than the requested state funding, a clearly defined service area, and supporting data illustrating community need. By meeting these requirements, TMAs can secure financial stability, ensuring long-term resilience and meaningful community impact.

3.3 Local Government Grants

Local government grants can be a significant funding source for TMAs in Miami-Dade County. Many cities and counties provide direct funding to their TMAs, enabling a wide range of Transportation Demand Management (TDM) activities. In some cases, cities have TDM regulations that require employers and developers to pay membership fees to TMAs as part of their compliance efforts. This ensures consistent funding for the TMA, even without direct municipal support. Other cities have TDM policies that mandate engagement with a TMA, with the city covering the cost of TMA services. Still, others use a hybrid approach, combining elements of both direct funding and regulatory-driven contributions.

In cities like Boston and throughout much of California, TDM regulations require developers or employers to meet specific transportation-related standards. Many employers find it easier to comply with these requirements by joining a TMA, resulting in TMAs being largely funded through membership fees driven by city, county, or State policy. In contrast, most of South Florida lacks such TDM regulations. In a few areas where TDM ordinances do exist, they have not been strong enough to foster self-organized TMA collaborations among employers and developers

Particularly in cases where there is no strong incentive for employers or developers to self-fund TMA memberships, cities, counties and transit agencies often step in with direct funding. This support typically ranges from $50,000 to $150,000 per contributing entity. In South Florida, examples include Commute Broward, which receives its primary funding from the county-based Metropolitan Planning Organization (MPO), and WPBgo in Palm Beach County, which receives funding from the City of West Palm Beach and the Community Redevelopment Agency CRA[25]. Nationally, Move Minneapolis receives approximately $100,000 per year from the City of Minneapolis[26]. In Seattle, Commute Seattle receives annual funding of $125,000 per entity from the city, King County, and Sound Transit, the regional transit authority. In some locations, city funding is combined with policies that encourage membership and fee contributions to TMAs by local employers, property managers, or developers. Cities like Bellevue, Washington, and several in California follow this model[27].

Additionally, some transit authorities provide alternative funding pathways for TMA. In the Denver area, RTD provides grant opportunities for TMAs to support local first- and last-mile transportation services. From 2024 to 2026, RTD has allocated between $1.3 million and $1.9 million annually for these grants[28]. In Seattle, King County Metro contracts with local TMAs for sales and marketing of ORCA for Business—an enterprise-level transit pass program for employers and universities—covering an employer's entire workforce or a university's entire enrollment[29], and providing 55% of King County Metro's fare revenue[30].

Overall, local government grants represent a reliable and flexible source of financial support for TMAs, enabling them to support a broad range of TDM activities. However, the availability and structure of these grants can vary significantly based on local policies and regulations. While these

[25] Interview with sources, Jonathan Hopkins, Chair ACT TMA/TMO Council, and Robyn Chiarelli, Executive Director, Commute Broward – March 2025

[26] Interview with source, Becky Alperts, SRF Consulting, former staff at Move Minnesota and Move Minneapolis – March 2025

[27] Interview with source, Jonathan Hopkins, Chair, ACT TMA/TMO Council – March 2025

[28] RTD Partnership Program Announcement, April 9, 2025.

[29] Interview with source, Jonathan Hopkins, Chair, ACT TMA/TMO Council – March 2025

[30] Metro Matters, "King County Metro to resume fare inspection in March 2025," January 6, 2025.

grants offer significant benefits for TMAs in Miami-Dade County, they also present challenges that require strategic planning and sound financial management.

RECOMMENDATION

To establish successful TMAs in Miami-Dade County, it is recommended to **leverage local government grants as a primary funding mechanism.** The formation and sustained operation of TMAs typically depends on securing a level of local funding. Partnership funding among key stakeholders fosters a “*skin-in-the-game*” approach that promotes the kind of collaboration that TMAs are known for. TMAs may also benefit from standardized annual funding agreements with Miami-Dade County, CITT, or the individual cities they serve.

Given these insights, TMAs in Miami-Dade County are encouraged to pursue such standardized annual funding agreements. This approach ensures a stable and predictable funding stream, allowing TMAs to plan effectively and implement their transportation management strategies. By securing local government grants and fostering stakeholder collaboration, TMAs can achieve financial stability and deliver meaningful community impact.

3.4 Business Improvement Districts and Downtown Development Authorities

Throughout the country, BIDs, Community Improvement Districts (CIDs), DDAs, CRAs, Metropolitan Improvements Districts (MIDs), and Downtown Associations play a key role in the development of TMAs. These organizations offer a promising approach to addressing urban transportation challenges. With a focus on the built environment and public realm, they often include a transportation component and may have dedicated transportation staff. While they commonly fund on-demand services, shuttles and circulators, they rarely implement broader programmatic alternatives to help local businesses address parking or congestion issues.

TMAs often provide an effective near-term solution to the transportation challenges faced by these organizations. Operating through a similar public-private partnership and collaboration model, TMAs align well with the missions of DDAs, CRAs, and BIDs. As such, they can serve as natural partners in popular and rapidly growing areas throughout Miami-Dade and beyond.

Nationally, Atlanta serves as a premier example of this kind of symbiotic relationship. In Georgia, CIDs are self-taxing districts whose funds can be specifically allocated for TMAs and transportation management. As a result, at least 10 TMAs have been established across the Atlanta Metro area, with CIDs acting as the catalyst, as documented in **Table 3-2**. Similarly, Downtown Associations and partnerships in cities like Denver and Seattle have played foundational— and financial—roles in launching TMAs. In Seattle, the Downtown Seattle Association-led MID contributes $135,000 annually to TMA operations, along with in-kind support. Closer to home, the West Palm Beach DDA funds the local WPBgo with $100,000 per year and also provides in-kind support.

Table 3-2: Metro Atlanta's TMAs[31]

NAME OF TMA	GEOGRAPHY SERVED	ASSOCIATED CID(S)	YEAR OF CID FOUNDING	YEAR OF TMA FOUNDING	DISTANCE ATLANTA CITY CTR (MILES)
Downtown Connects[32]	Downtown Atlanta	Atlanta Downtown Improvement District (ADID)	1995	N/A	N/A
Midtown Transportation	Midtown Atlanta	Midtown Improvement District (MID)	2000	2000	3
Livable Buckhead	Buckhead area	Buckhead Community Improvement District (CID)	1999	1999	8
Commuter Club*	Cumberland district	Cumberland Community Improvement District (CID)	1988	1996	10
Perimeter Connects	Perimeter district	Perimeter Community Improvement Districts (PCIDs)	1999	1998	13
Shift	South Metro	ATL Airport CIDs	2014	2016	10
ASAP	Atlantic Station	Atlantic Station Master Owner's Association	N/A	2005	4
Clifton Corridor TMA	Clifton Corridor	Emory University	N/A	1998	6

The benefits of this funding strategy are substantial. It enables TMAs to offer comprehensive transportation management services, including commuter programs, ridesharing, and congestion mitigation strategies, all of which can enhance the transportation infrastructure. However, there are important challenges to consider. While BIDs and DDAs can provide initial funding, maintaining consistent financial support over time can be difficult. TMAs require a diversified funding base to remain financially stable and sustainable. Integrating TMAs into the existing framework of BIDs and DDAs also demands careful coordination and management, which can be complex and time-consuming, potentially causing delays in implementation. Additionally, securing buy-ins from all stakeholders, including local businesses and residents, is critical and may require robust communication and engagement strategies.

RECOMMENDATION

In Miami-Dade County, leveraging BIDs, DDAs, and Chambers of Commerce as founding partners for TMAs is a strategic approach to addressing transportation challenges. These organizations should serve as initial point of engagement due to their established focus on the built environment and public realm, which typically includes transportation components. TMAs operate under a

[31] Interview with Source, Johann Weber, TDM Director, Atlanta Regional Council.

[32] This TMA is not currently in operation as of May 2025

public-private partnership model, similar to BIDs and DDAs, promoting stronger collaboration and enabling more integrated, effective mobility solutions. BIDs and DDAs also often fund on-demand services, shuttles and circulators—services that can be expanded when partnered with successful TMAs to further tackle transportation challenges.

It is recommended that **newly established TMAs in Miami-Dade County engage local BIDs, DDAs, and Chambers of Commerce** as founding partners to develop viable solutions to urban mobility challenges. This approach offers significant benefits, including improved transportation management, economic development, and long-term sustainability.

3.5 Founding Funding Partners/Key Stakeholder Participation Fees

Enlisting major stakeholders as founding funding partners for TMAs has proven to be a successful approach in South Florida and beyond. These funding partners help underwrite the launch of the program and attract government co-funding. For instance, the WPB Mobility Coalition (WPBgo), receives 20-25% of its operational funding from the private sector and universities. Contributors include Chambers of Commerce, universities, prominent downtown employers, developers, and a parking operator, all committed to the mission of the organization. These key stakeholders participate in a high-level steering committee meeting once a month. Unlike a board meeting, they do not have fiduciary responsibilities or contract approval authority, but members value the collaborative problem-solving effort at the Mobility Coalition roundtable enough to continue their substantial financial support. Early success at WPBgo was due in part due to the credibility lent by these initial funding partners and the value they placed on the coalition's collaborative approach to addressing transportations challenges discussed at the Mobility Coalition roundtable.

The implications of this funding strategy are significant. Founding funding partners lend credibility to the TMA, helping to attract additional government co-funding and support. This collaborative approach fosters a sense of shared responsibility and commitment among stakeholders, enhancing the overall effectiveness of the TMA. Benefits include diversified funding sources, which contribute to financial stability and long-term sustainability. Additionally, the involvement of key stakeholders can lead to more comprehensive and effective transportation solutions, as these partners bring diverse perspectives, expertise, and resources to the table.

However, there are challenges to consider, including the complexities of coordinating and managing the participation of multiple stakeholders. Maintaining long-term engagement and commitment requires effective communication and strong relationship management. Additionally, while the steering committee meetings serve as a valuable forum for collaboration, their lack of decision-making authority may limit the TMA's ability to implement certain initiatives quickly.

RECOMMENDATION

Communities interested in establishing TMAs should begin by identifying key local partners who can take a leadership role in the effort. Engaging stakeholders such as chambers of commerce, universities, hospitals, major employers, developers, and other influential community stakeholders is essential. These founding funding partners can provide the seed funding needed to match city, county, and State contributions, allowing TMAs to launch more quickly and deliver more flexible programs.

The success of this public-private partnership model is evident in examples like WPBgo, where private sector and university contributions make up 20-25% of operational funding. This collaborative approach not only lends credibility to the TMA but also helps attract additional government co-funding and support. By fostering a shared sense of shared responsibility and commitment among stakeholders, communities can more effectively address transportation challenges, reduce congestion, and improve mobility. However, careful planning and strong management are required to maintain stakeholder engagement and ensure the successful implementation of initiatives.

3.6 Philanthropic Grants

Funding TMAs through philanthropic grants is a compelling strategy due to the wide-reaching impact of transportation choices on various systems such as health, safety, and economic opportunity. High automobile usage is linked to increased asthma rates along transportation corridors, as well as higher rates of roadway fatalities and incapacitating injuries resulting from greater traffic volumes, higher vehicle speeds, and wider roadways[33]. By promoting alternatives to driving, TMAs can improve affordability for people at all income levels and increase access to jobs and opportunities. These benefits make transportation initiatives attractive to philanthropic organizations, which often aim to address social determinants of health and aim to enhance overall community well-being.

The implications of using philanthropic grants to fund TMAs are substantial. Philanthropic funding can provide vital financial resources that complement government support, help fill critical gaps that Federal or State funding may not cover. This type of partnership can accelerate and amplify the impact of transportation initiatives, expanding their reach and effectiveness. Moreover, philanthropic engagement can lend credibility to TMAs and attract additional investment from other stakeholders.

However, challenges do exist. Securing philanthropic grants can be highly competitive and time-consuming, often requiring organizations to clearly demonstrate alignment with the funder's strategic priorities and mission. Additionally, managing the expectations and requirements of multiple funders can be complex, necessitating strong communication and coordination. Trust-based philanthropy—which emphasizes unrestricted, multi-year funding —can help mitigate some of these challenges by giving nonprofits with the flexibility to allocate resources where they are most needed.

RECOMMENDATION

Given the current conditions, philanthropic grants may become a viable option in the future but are not feasible under current conditions for TMAs in Miami-Dade County. Instead, leveraging philanthropic support remains a promising long-term strategy. Philanthropic organizations are often interested in funding transportation initiatives due to their significant impact on health, safety, affordability, and access to opportunities.

While securing philanthropic grants can be competitive and time-intensive, the potential benefits—such as improved public health outcomes, reduced environmental impact, and expanded economic opportunity—make this funding source a compelling option for future of TMAs in Miami-Dade

[33] Howard Frumkin, Lawrence Frank, and Richard Jackson, *Urban Sprawl and Public Health: Designing, Planning, and Building for Healthy Communities* (Washington, D.C.: Island Press, 2004).

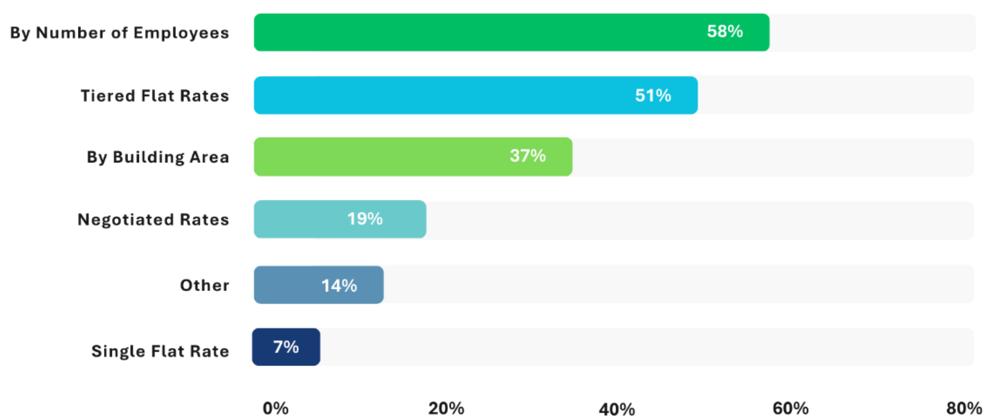
County. Strategic planning and active relationship management will be essential to ensure successful implementation and sustained engagement by philanthropic organizations.

3.7 Membership Fees: All Program Participants

The broad assignment of membership fees to participating developers or employers is common in regions with TDM regulations that impose significant compliance requirements. In such cases, TMAs are often formed to help employers meet these obligations efficiently. However, South Florida lacks both TDM regulations and development right agreements that mandate such activities, making the widespread application of membership fees less feasible. Additionally, the potential market for TMA membership in South Florida may not immediately recognize the value of participation, further complicating this funding approach.

Nationally, approximately 47% of TMAs charge membership fees. These fees are commonly structured based on factors such as the number of employees, tiered flat rates by organization type, building area, negotiated agreements, or single flat-rate models[34], as illustrated in **Figure 3-4**, below. These models vary across different sectors to reflect the differing needs and capacities of participating organizations

Figure 3-4: Basis of TMA Membership Fees



Source: ACT 2019 TMA Survey

The implementation of membership fees offers the potential for a stable and predictable funding source, which can support the ongoing operations and initiatives of TMAs. This approach may also foster a sense of ownership and commitment among members, as their contributions directly support the organization's sustainability. However, there are considerable challenges. Without regulatory requirements, it can be difficult to persuade a broad base of developers and employers to voluntarily pay membership fees. Additionally, the administrative burden of managing and collecting fees from a diverse group of participants can be difficult.

RECOMMENDATION

For the establishment of TMAs within Miami-Dade County, **broad-based membership fees may be a viable option at a future date but are not feasible under current conditions**. Although such fees are a common funding source in areas with significant TDM regulations, South Florida lacks the regulatory framework and development rights agreements that typically mandate this type of

[34] 2019 TMA Survey, Association for Commuter Transportation, Page 26

participation. As a result, the broader market of potential members may not readily perceive the value of TMA membership. Given these limitations, it is recommended that **alternative funding strategies be deployed and pursued to establish and sustain TMAs in Miami-Dade County**.

3.8 Fee-For-Service

Utilizing a fee-for-service model to fund TMAs is a practical approach that can provide a stable revenue stream. Many TMAs offer some services on a fee-for-service basis, including consultations that extend beyond what is typically covered by membership fees, if such fees exist. Examples of fee-for-service work include worksite relocation assistance for employers, detailed analyses and recommendations to meet municipal requirements, or additional services baseline offerings. This model allows TMAs to charge for specific services, ensuring that they can cover the costs associated with providing specialized support

The implications of adopting a fee-for-service model are significant. It enables TMAs to generate revenue directly from the services they provide, particularly beneficial in regions where broad-based membership fees are not feasible. This model also incentivizes TMAs to deliver high-quality, tailored services that meet the specific needs of their clients, thereby enhancing their overall value.

The benefits of fee-for-service models include financial sustainability and operational flexibility. TMAs can adapt their offerings based on demand and client needs, helping them remain relevant and effective. Additionally, this model can attract a diverse range of clients—including employers, developers, and municipalities—who require specialized transportation management services. By offering detailed analyses and recommendations, TMAs can assist these clients in meeting regulatory requirements and improving their overall transportation infrastructure.

On the other hand, there are challenges associated with fee-for-service models. A major concern is the administrative burden of managing and billing individual services. TMAs must ensure they have robust systems in place to track service delivery and collect payments efficiently. Additionally, there is a risk that clients may engage TMAs for one-off services, rather than forming ongoing partnerships. This could limit the overall impact of TMAs and reduce opportunities for comprehensive transportation management solutions.

RECOMMENDATION

Fee-for-service revenue is a potential long-term funding component for establishing TMAs within Miami-Dade County, but it is not typically feasible during the first year of operation. As TMAs become more established and municipal requirements on employers or developers increase, the fee-for-service model becomes more viable. This model offers financial sustainability and flexibility while incentivizing the delivery of high-quality, tailored services. However, careful planning and management are essential to address the administrative challenges and ensure that TMAs can maximize their impact through these specialized offerings.

3.9 Travel Incentives

Funding TMAs through travel incentives is a practical strategy that can offer substantial benefits to commuters and enhance the overall effectiveness of TMAs. Operational TMAs can access incentives through programs like SFCS, which offers bus passes, Tri-Rail passes, and vanpool incentives. While these travel incentive programs may not directly impact on TMA's balance sheets, they deliver clear value by promoting alternative transportation options and reducing reliance on single-occupancy vehicles. The implications of utilizing travel incentives are significant.

These programs can improve commuter satisfaction by offering cost-effective and convenient transportation alternatives. By reducing the number of vehicles on the road, travel incentives help alleviate traffic congestion and improve air quality—aligning with the broader goals of TMAs to enhance urban mobility and environmental sustainability. Additionally, travel incentives can strengthen partnerships between TMAs and local government agencies, businesses, and transportation providers, by fostering a collaborative environment that supports comprehensive transportation solutions.

The benefits of travel incentives include increased affordability for commuters, improved access to jobs and opportunities, and enhanced public health outcomes by reducing pollution and traffic-related fatalities and incapacitating injuries. These programs can also boost the credibility and attractiveness of TMAs, encouraging more stakeholders to participate and support their initiatives.

However, there are still challenges to consider. For instance, implementing and managing travel incentive programs requires coordination with multiple stakeholders, including transportation providers and local government agencies. Ensuring that commuters are aware of and effectively utilize these incentives effectively can be challenging, necessitating robust communication and outreach strategies. Finally, while travel incentives provide indirect financial benefits, TMAs must still secure direct funding sources to cover operational costs and sustain their programs.

RECOMMENDATION

All **TMAs should explore programming options with SFCS and consider how existing incentive programs can benefit their district**. By leveraging travel incentives, TMAs can improve commuter satisfaction, reduce traffic congestion, and enhance air quality—aligning with broader goals of TMAs to improve urban mobility and promote environmental sustainability. Despite the challenges, the indirect financial benefits and positive impact on commuter behavior make travel incentives a valuable component of TMA programming in Miami-Dade County.

Overall, the successful establishment of TMAs in Miami-Dade County requires a secure and diversified funding base to ensure multiple avenues for supporting operations and programming. A detailed review of the various funding mechanisms is summarized in **Table 3- 3**.

Table 3- 3: TMA Funding Source Summary

Source	Trends and Insights	Typical Amounts	% Average TMA Budget	Recommendation
Government Grants | Federal	While federal CMAQ grants are commonly used, they are currently not applicable in South Florida due to the region's attainment of air quality standard.	$100,000–$500,000 per year	**45% Nationally 51% Florida**	❌ Not promising at this time
Government Grants | State	FDOT funds eligible TMAs for their first three years, with reimbursement typically taking 9–24 months from application (subject to change).	$125,000 over 3 years: **Year 1**: $60,000 **Year 2**: $40,000 **Year 3**: $25,000		✅ Highly recommended to meet with SFCS as an initial step
Government Grants | Local	South Florida lacks explicit local funding options or policies requiring private sector contributions, making local funding strategies especially critical	**Miami-Dade:** No Precedent **Broward**: $150,000/year from MPO **West Palm Beach**: $150,000/year from City plus CRA		⚠️ Programs must be established at the city, County, or CITT level to enable funding
BIDS/DDA and Downtown Associations	Many TMAs are initially launched through partnerships with these organizations.	$50,000–$135,000 per year for large TMAs	**5% Nationally 22% Florida**	✅ Highly recommended, engaging local DDA, BID, or Downtown Association as an initial step.
Key Founding Partner Funding	Many TMAs launch with support from major employers or institutions—like chambers, hospitals, or universities—who may also engage in ongoing working groups and view funding as meaningful investment.	$10,000–$25,000 per entity, or higher in select cases	**Not surveyed Nationally 22% Florida** (Alternative approach to membership fees)	✅ Highly recommended to engage local chambers, hospitals, colleges, universities, civic leadership groups to educate and assess as an initial step
Philanthropic Funding	Mode shift to transportation alternatives can significantly improve health, safety, affordability, opportunity, and quality of life. Some philanthropic groups may fund proven programs supporting these outcomes.	$0–$200,000	**Not surveyed Nationally 17% Florida**	⚠️ Recommended only after a track record is established with clear program proposals.
Membership Fees	Membership fees are common where TMAs support TDM compliance, but this model is rare in South Florida. Most businesses need ongoing engagement with a TMA before recognizing its value.	$250–$1,500/year per small business, up to $20,000+/year for large employers or developments. Fees are typically based on employee count or square footage	**23% Nationally 0% Florida**	❌ Not recommended as an initial approach. TMAs should reassess options after they are established.
Fee for Service	TMAs offer fee-based services like relocation support, policy guidance, and employee training for major employers. Amounts vary.	**Amounts vary**	**12% Nationally 0% Florida**	⚠️ **Recommended only after a track record is established with clear service proposals.**
Travel Incentives	SFCS offers ride incentives to TMAs to support employer programs.	$0–$20,000 per program	**Not surveyed Nationally In-kind benefit - Florida**	✅ Highly recommended, engaging SFCS to identify initial program options as an initial step.

3.10 TMA Effectiveness by Funding Source

The successful establishment and long-term sustainability of TMAs in Miami-Dade County will require a diverse and flexible funding strategy. Each potential funding source—ranging from government grants at the federal, state, and local levels, to private-sector mechanisms such as BIDs, founding partner contributions, philanthropic support, membership fees, fee-for-service models, and travel incentives—offers unique advantages and presents specific challenges. No single funding stream is likely to be sufficient on its own. Instead, a blended approach that leverages multiple sources will help ensure financial stability, stakeholder engagement, and programmatic flexibility. TMAs must carefully assess which combinations of funding align best with their regional context, policy environment, and organizational capacity. The advantages and disadvantages of each funding source are summarized in **Table 3- 4**, serving as a reference point for communities to design informed and strategic funding plans for their TMAs.

Table 3-4: TMA Funding Sources Advantages and Disadvantages

TMA Funding Source	Advantages	Disadvantages
Government Grants | Federal	**Substantial Funding Support:** Federal grants can account for a significant share of TMA funding, averaging 45%, and support large-scale initiatives like congestion mitigation and air quality improvement.	**Unpredictability and Limited Eligibility:** Grant availability is uncertain and often geographically restricted—CMAQ funding is generally unavailable in high air quality areas like South Florida.
	Support for Innovation: They offer supplemental funding for specific or innovative transportation projects that might not be funded otherwise.	**Administrative Burden:** Applying for and managing federal grants is highly competitive and involves complex administrative requirements, including strict compliance with federal regulations.
Government Grants | State	**Reliable and Structured Funding:** The state match program provides a predictable, multi-year funding structure ($125,000 over three years) that supports essential TMA operations like salaries, marketing, and technology.	**Delayed Reimbursement Timeline**: TMAs may wait up to 6–24 months before receiving funds, often not seeing their first reimbursement until the third year of operation.
	Comprehensive Coverage of Eligible Costs: A wide range of administrative, operational, and capital expenses are reimbursable, including trip-matching software, promotional campaigns, and vanpool programs.	**Upfront Funding Requirement and Match Obligation**: Since funding is reimbursement-based and requires a 1:1 match, TMAs must have sufficient local funding and capital on hand to front costs before being reimbursed.
Government Grants | Local	**Reliable and Flexible Funding:** Local grants often provide consistent support (e.g., $50,000–$150,000 per entity) and are adaptable to local transportation needs, enabling a wide range of TDM activities.	**Inconsistent Availability and Structure:** Grant availability depends heavily on local policies and regulations, which vary widely. In South Florida, weak TDM ordinances limit funding opportunities.
	Encourages Stakeholder Collaboration: Local funding fosters buy-in from cities, counties, and employers, promoting a "*skin-in-the-game*" approach that strengthens partnerships and supports sustainable TMA operations.	**Dependence on Political and Policy Support**: Funding levels and commitments can change with political leadership or shifting priorities, making long-term planning more complex without standardized agreements.
Business Improvement Districts (BID)	**Strong Initial Financial and Strategic Support:** BIDs and similar organizations (e.g., DDAs, MIDs, CIDs) often provide foundational funding (e.g., $100,000–$135,000 annually) and in-kind support, helping launch TMAs and expand transportation options like shuttles, ridesharing, and congestion mitigation.	**Sustainability of Funding:** While BIDs may offer strong start-up support, maintaining consistent, long-term financial contributions can be challenging, requiring TMAs to diversify funding sources
	Aligned Missions and Synergy: TMAs and BIDs share a focus on public-private collaboration, making them natural partners in addressing urban transportation and enhancing the built environment.	**Complex Coordination Requirements:** Integrating TMAs into BID frameworks demands time-intensive coordination, stakeholder engagement, and management, posing risks of delays and implementation hurdles.
Key Founding Partner Funding	**Credibility and Leverage for Public Funding:** Contributions from respected local institutions (e.g., chambers, universities, employers) enhance the TMA's credibility, making it easier to secure matching funds from government sources.	**Coordination and Relationship Management Burden:** Managing a broad group of high-level stakeholders requires significant effort in communication and relationship-building to maintain long-term engagement.
	Diversified and Sustainable Funding Base: This model provides a mix of private-sector and institutional, promoting long-term financial stability and flexible program delivery.	**Limited Decision-Making Power:** While stakeholders collaborate through a steering committee, their lack of fiduciary or approval authority can slow down decision-making and implementation of initiatives.
Philanthropic Funding	**Complements government funding and fills critical gaps:** Philanthropic grants can support areas that federal or state funding may not cover, enhancing the reach and impact of TMA initiatives.	**Highly competitive and time-consuming to secure:** TMAs must align closely with a funder's strategic mission and priorities, which can take significant effort and resources to demonstrate.
	Attracts credibility and additional investment: Philanthropic engagement can lend legitimacy to TMAs and encourage other stakeholders, both public and private, to contribute funding or resources.	**Complex funder expectations and coordination:** Managing the goals, metrics, and reporting requirements of multiple philanthropic organizations can be demanding and may require dedicated relationship management.
Membership Fees	**Stable and predictable funding stream:** Membership fees can offer consistent revenue to support TMA operations and programming over time.	**Lack of regulatory backing limits feasibility:** In regions like South Florida without TDM regulations, it is difficult to persuade employers or developers to pay fees voluntarily.
	Fosters stakeholder ownership and commitment: By contributing financially, members may feel more invested in the TMA's success and more engaged in its initiatives.	**High administrative burden:** Collecting and managing fees from a varied group of members requires significant administrative effort and coordination.
Fee for Service	**Financial sustainability and flexibility:** Fee-for-service models generate revenue tied to specific services, helping TMAs adapt to demand and support ongoing operations.	**High administrative burden:** Tracking service delivery, invoicing, and payment collection requires strong administrative systems, which may be challenging for newer TMAs.
	Encourages high-quality, tailored services: TMAs are incentivized to deliver customized, impactful support—like regulatory consultations or relocation planning—that directly meets client needs.	**Limited long-term engagement:** Clients may only pay for one-time services instead of forming sustained partnerships, reducing opportunities for broader TMA impact.

4 High-Level Operational Framework

TMAs are typically small organizations ranging from 1 to 15 staff members depending on the geographic area they serve. Despite their size, the range of services they offer can vary significantly and can be grouped into five distinct categories, as highlighted in **Figure 3-5**, below. All TMAs provide **at least one** of these service categories, most offer multiple, and a few cover all five. These categories reflect the needs and preferences of the governing and funding coalitions that support the TMAs, making them highly context dependent.

The five service categories include:

- **Promotions and Marketing:** Marketing is essential to driving behavior change and increasing awareness of TMA services. Effective marketing campaigns can encourage people to choose more sustainable transportation options, such as carpooling, biking, or using public transit. This helps TMAs reduce traffic congestion, lower emissions, and improve community health. Marketing builds the TMA's brand and fosters trust with stakeholders for ongoing support.
- **Mode Shift Support:** Supporting mode shift is a core mission of TMAs and involves collaborating with employers, property managers, and partner agencies to encourage a transition from single-occupancy vehicle use to more sustainable modes of transportation. By offering resources, incentives, and support, TMAs help facilitate this shift, leading to reduced traffic congestion, improved air quality, and enhanced mobility choices. Successful mode shift support requires a strong understanding of local transportation needs and the ability to develop solutions that address them.
- **Advocacy:** Advocacy involves efforts to promote improved transportation options and engaging with elected leaders. Through advocacy, TMAs can influence transportation policies, secure funding, and garner public support for sustainable transportation initiatives. These efforts can range from grassroots campaigns to high-level policy discussions; all aimed at creating a more supportive environment for sustainable transportation. Advocacy ensures that the needs and preferences of the community are represented and addressed in transportation planning and decision-making processes.
- **Provision of Transportation Services:** Providing transportation services is a direct way for TMAs to meet community needs. This can include operating shuttles, offering on-demand services, or managing bike- and carshare programs. Such services fill gaps in the existing transportation network, making it easier for individuals to choose sustainable options. By addressing transportation challenges directly, TMAs enhance mobility, reduce reliance on personal vehicles, and advance mode shift and sustainable goals.
- **Measurement and Evaluation:** Measurement and evaluation are crucial for TMAs to demonstrate their impact and effectiveness. By collecting and analyzing data on transportation behaviors, TMAs can assess program success and make informed, data-driven decisions. A strong focus on measurement allows TMAs to track progress toward their goals, identify areas for improvement, and communicate achievements to stakeholders. Just as a company monitors its profit and loss statements, TMAs must rigorously evaluate their performance to ensure they are meeting objectives and delivering meaningful value to the community.

Figure 3-5: TMA Services and Categories[35]

This section outlines the high-level operational framework for TMAs, including staff functions, organizational structures, Board of Directors roles, and staffing models. It also presents example starting points for TMAs based on the best national practices. A summary of recommendations will be provided at the end to provide clear, actionable guidance.

4.1 Staff

TMAs play a vital role in promoting sustainable transportation options and improving mobility within their designated areas. To deliver services effectively, TMAs rely on a range of key positions, each playing a critical role in the organization's operations. Typically, TMAs employ at least one of the following roles:

- An **Executive Director** provides strategic leadership, expertise, and direction for the TMA. This role involves engaging the Board of Directors to establish the organization's direction and priorities. The Executive Director is responsible for overseeing the overall operations, ensuring that the TMA's goals are met, and handling additional tasks as needed. This position is crucial for maintaining the TMA's vision and mission while ensuring alignment with the community and stakeholders' needs.
- **Program Managers** oversee the various programs offered by the TMA. Depending on the size and scope of the organization, a Program Manager may manage multiple programs or focus on a single initiative. They are typically responsible for managing contracts and ensuring program objectives are achieved. In the absence of dedicated outreach staff, Program Managers may also handle all aspects of the program, including planning, implementation, and evaluation. This role is critical to the smooth operation and success of larger TMA programs.

[35] 2019 ACT TMA Survey, Page 31

- **Outreach Specialists** are the first point of contact for the TMA, engaging directly with employees, students, and other community members. They assist with transportation options and support various TMA programs, offering personalized guidance and information. Outreach Specialists are key to promoting the TMA's services and building relationships with the community, helping to increase awareness and participation in sustainable transportation initiatives.
- **Marketing and Communications** are a critical function for TMAs, driving behavior change and raising awareness of the services offered. While some TMAs have dedicated marketing staff, others may assign marketing responsibilities to a qualified team member. Marketing staff are responsible for developing and executing campaigns, managing communications, and organizing events. Their work ensures that the TMAs' message reaches the target audience and keeps the community informed about available mobility options.
- **Advocacy** is a key function for TMAs, focused on promoting improved transportation options and engaging with elected officials. While only a few TMAs have dedicated advocacy staff, the Executive Director often serves as primary advocate, supported by the Marketing and Communications staff for public outreach. Advocacy efforts can range from grassroots campaigns to high-level policy discussions, all aimed at fostering a supportive environment for sustainable mobility options.
- **Data Analysts** are essential for larger TMAs, where dedicated data teams manage and analyze transportation data. In smaller operations, data management and analysis may be handled by another team member. Data Analysts collect and interpret data on transportation behaviors, program effectiveness, and community needs. Their work enables TMAs to make data-driven decisions, track progress towards goals, and communicate achievements to stakeholders. Measurement and evaluation are critical for demonstrating the impact of TMA programs and ensuring continuous improvement.

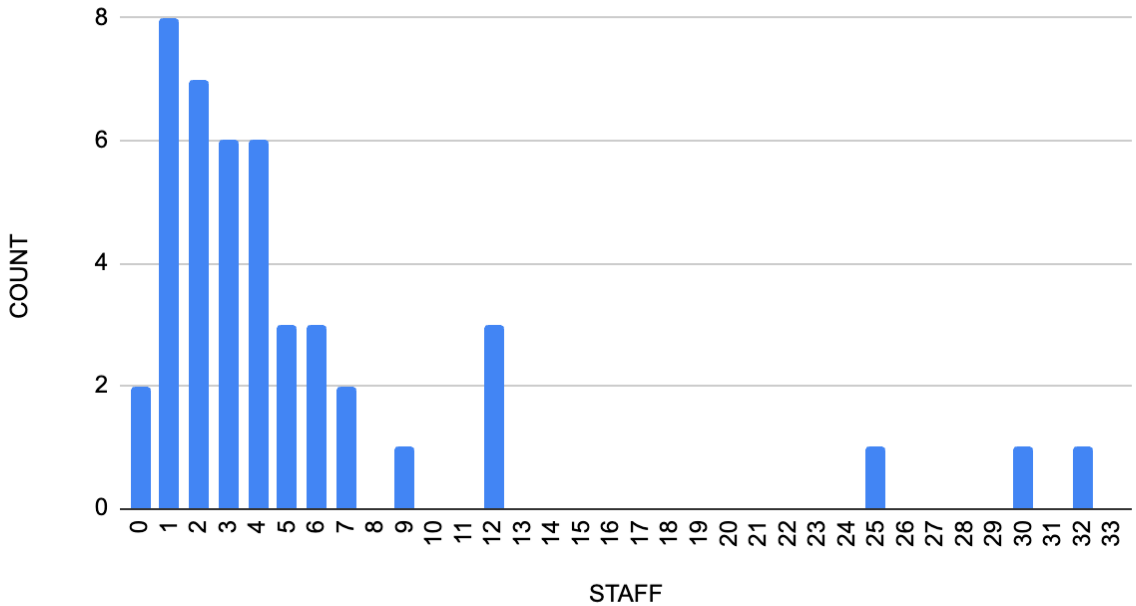
Overall, TMAs can effectively deliver a range of services that meet the diverse needs of their communities by employing staff through these key positions. Each role plays a vital part in the TMAs' success, ensuring that sustainable mobility options are promoted and accessible to all.

4.2 Example Organizational Structure

TMAs are typically small, agile teams that operate on behalf of a partnership to deliver a range of transportation services. Most TMAs have a staff fewer than 10 people, with larger TMAs often being part of a broader organization that offers additional services beyond those of a TMA. According to the 2018 ACT TMA Council Survey, most TMAs reported having fewer than 50 employees, with a detailed breakdown by size provided in **Figure 3-6**[36].

[36] 2018 ACT TMA Survey. EXP/SMA accessed crosstabs of a 2018 survey to gather this information, which is not published publicly

Figure 3-6: TMA Staff Size[37]



Source: ACT 2018 TMA Survey Table

Starting a TMA typically involves a two-phased approach, outlined below.

- **Phase 1 – Staffing:** The initial phase focuses on building a small team of about 1-2 staff members. The goal is to develop initial concepts and create a future work plan, which will be funded in the next phase. Key services include identifying essential services, potential partnerships, and funding sources to lay the groundwork for the TMA's operations.
- **Phase 2 – Service Delivery:** This phase begins once the TMA starts delivering services. It can start within months of the launch or may take up to a year, depending on the complexity of the needs and services, as well as available staffing and funding. During this phase, the TMA expands its team and begins implementing the programs and services outlined in the work plan from Phase 1. The focus shifts to operational efficiency and effective service delivery, ensuring the TMA meets its objectives and serves the community well.
- **Financial Cost Allocation:** In established TMAs, staffing typically accounts for 45-50% of the overall budget, with the remainder allocated to programming. This allocation reflects the need for a dedicated team to manage and deliver services while ensuring adequate resources for program implementation. The specific budget components may vary based on the TMA's size, scope, and the services provided.

Following this phased approach to establishing TMAs helps ensure that the organization delivers services tailored to the needs of the community. Each phase of development, along with corresponding staffing levels, ensures that TMAs are well-equipped to meet their objectives and promote sustainable mobility solutions. The following examples illustrate the organizational structure of TMAs of various sizes and budgets, with more detailed information included in **Appendix B**.

[37] 2018 ACT TMA Survey. EXP/SMA accessed crosstabs of a 2018 survey to gather this information, which is not published publicly

4.2.1 Efficiency Model

The efficiency model is tailored for small communities, typically supporting a single full-time staff member. In Phase 1, the budget is set at $100,000 per year, focusing primarily on staffing. As the program expands into Phase 2, the budget increases to $200,000+ per year, incorporating both staffing and program development to enhance local impact.

The staffing budget allocation shifts from 80-100% in Phase 1—where resources are concentrated on personnel—to 45% in Phase 2, allowing for greater investment in initiatives that benefit the community. This model is particularly suited for small cities or business/activity centers with limited but essential transportation needs.

Leadership is divided between two key roles:

- **Executive Director (35% part-time):** Oversees strategy development, board engagement, partner funding, service contracts, public communications, and advocacy.
- **Program Manager (65% part-time):** Manages program development, service contracts, outreach, marketing, and evaluation.

This structured approach ensures financial sustainability, optimizing staffing resources while expanding programs to better serve local commuters

Example: Seaport TMA in Boston and other small TMAs in the region are examples of this model[38].

4.2.2 Small/Medium City Model

The small/medium city model is designed to support business districts in small to medium-sized cities, providing a structured framework for staffing and funding. The model operates with two full-time staff members, starting with a Phase 1 budget of $200,000 per year, allocated entirely to staffing costs. As the initiative progresses into Phase 2, the budget increases to $400,000+ per year, incorporating both staffing and program development to expand services and outreach.

The staffing budget allocation follows the Efficiency Model, shifting from 80-100% in Phase 1—where resources are primarily dedicated to personnel—to 45% in Phase 2, allowing for greater investment in programs and initiatives that enhance community impact. This structured approach ensures financial sustainability, enabling the district to evolve while maintaining operational efficiency.

This model offers two options:

- **Option 1:** The Executive Director works full-time, overseeing strategy development, board engagement, partner funding, service contract negotiations, public outreach, and advocacy. The Program Manager, also full-time, handles program oversight, service contract, marketing, evaluation, events, and transportation services.
- **Option 2:** Both the Executive Director and Program Manager work part-time (50%), with similar responsibilities as in Option 1. Additionally, a full-time Outreach Coordinator focuses on program outreach, marketing, promotions, and events.

Example: Connect Bellevue (Bellevue, Washington)[39].

[38] Interview with source, Allison Simmons, Executive Director of Seaport TMA – March 2025

[39] Interview with source, Jonathan Hopkins, Chair ACT TMA/TMO Council – March 2025

4.2.3 Medium-Sized City (or equivalent) Partnership

The medium-sized city partnership model is designed for mid-sized cities or major business districts, providing a structured approach to staffing and funding. This model operates with four full-time staff members, beginning with a Phase 1 budget of $200,000 per year, dedicated entirely to staffing costs. In Phase 2, the budget expands to $750,000+ per year, allowing for a combination of staffing and program development. The staffing budget allocation follows the same progressive pattern as previous models, ensuring resources are optimized over time.

Each role is clearly defined to maximize operational efficiency and program effectiveness:

- The **Executive Director (full-time)** oversees strategy development, board engagement, partner funding, service contracts, public outreach, and advocacy.
- The **Program Manager (full-time)** leads program development, contract oversight, measurement and evaluation, quality control, and transportation services.
- The **Marketing and Events Coordinator (full-time)** handles marketing, promotions, event planning, and outreach.
- **Outreach Coordinators (full-time)** focus on program outreach, engagement, and event support, ensuring strong community connections.

This structured approach ensures financial sustainability, allowing mid-sized cities to build a robust TMA framework that evolves with community needs.

Example: Move Redmond (Redmond, Washington)[40].

4.2.4 Large City Business District (or equivalent) Partnership

The large city business district partnership model is designed for major CBDs, providing a comprehensive structure for staffing and funding. This model operates with seven full-time staff members, starting with a Phase 1 budget of $200,000 per year focused on staffing, then expanding to $1,500,000+ per year in Phase 2 to support both staffing and program development. The staffing budget allocation follows the same structured progression as previous models, ensuring efficient resource distribution.

Each role is strategically defined to maximize operational capacity and program impact:

- **Executive Director (full-time):** Leads strategy development, board engagement, partner funding, service contract negotiations, public communications, and advocacy.
- **Program Managers (two full-time):** Share oversight of multiple programs and staff, managing program development, service contract oversight, and quality control.
- **Marketing and Events Manager (full-time):** Oversees marketing, promotions, event planning, and outreach support.
- **Data Analyst (full-time):** Handles measurement, evaluation, and outreach support to inform data-driven decisions.
- **Outreach Coordinators (two full-time):** Focus on program outreach, engagement, and event support, ensuring strong community involvement.

[40] Interview with source, Jonathan Hopkins, Chair ACT TMA/TMO Council – March 2025

This model ensures financial sustainability while expanding key programs and outreach efforts, allowing large-scale business districts to develop robust and resilient TMAs that effectively serve the community.

Example: Commute Seattle prior to 2016[41].

4.2.5 Large Citywide (or equivalent) Partnership

The Large Citywide Partnership model represents the most expansive TMA structure in South Florida. With a team of ten full-time staff members, the model is designed to support large-scale transportation initiatives. Phase 1 operates on a $200,000 annual budget, focusing entirely on staffing, while Phase 2 expands funding to $2,000,000+ per year, enabling both staffing and program development. The staffing budget allocation follows the same progressive framework as previous models, ensuring a strategic balance between personnel and operational investments.

Each role within the model plays a critical function:

- **Executive Director (full-time):** Leads strategy development, board engagement, partner funding, service contract negotiations, public communications, and advocacy.
- **Program Managers (two full-time):** Oversee multiple programs and staff, managing program development, service contract oversight, measurement, evaluation, and quality control.
- **Marketing and Events Manager (full-time):** Handles marketing, promotions, event planning and execution, and outreach.
- **Events Coordinator (full-time, reports to Marketing Manager):** Supports event execution and promotions.
- **Data Analyst (full-time):** Conducts measurement, evaluation, and outreach support, ensuring data-driven decision-making.
- **Outreach Coordinators (four full-time):** Focus on program outreach, engagement, and event support, strengthening community connections.

This model ensures financial sustainability while enabling comprehensive transportation solutions, making it well-suited for large, dynamic urban environments.

Example: Commute Seattle after 2016[42].

4.2.6 Summary of Organizational Structures

Overall, these organizational structures illustrate how TMAs can scale their operations to meet the size and needs of the communities they serve. Each model, summarized in **Table 3-5**, emphasizes the importance of strategic leadership, program management, outreach, marketing, advocacy, and data analysis in delivering effective transportation service solutions.

[41] Interview with source, Jonathan Hopkins, Chair ACT TMA/TMO Council and former Executive Director, Commute Seattle – March 2025

[42] Interview with source, Jonathan Hopkins, Chair ACT TMA/TMO Council and former Executive Director, Commute Seattle – March 2025

Table 3-5: Summary Matrix of TMA Organizational Structures

<table>
<tr><th>Model</th><th>Full-time Staff</th><th>Phase 1 Budget</th><th>Phase 2 Budget</th><th>Staffing % Phase 1 and Phase 2</th><th>Key Role</th><th>Example</th></tr>
<tr><td>Efficiency Model</td><td>1 full-time (or split roles)</td><td>$100K</td><td>$200K</td><td rowspan="6">80–100% /45%</td><td>Executive Director (35%) and/or Program Manager (65%)</td><td>Seaport TMA (Boston)</td></tr>
<tr><td>Small/Medium City Model – Option 1</td><td>2 full-time roles</td><td rowspan="5">$200K</td><td rowspan="2">$400K</td><td>Full-time Executive Director and Project Manager</td><td rowspan="2">Connect Bellevue (Washington)</td></tr>
<tr><td>Small/Medium City Model – Option 2</td><td>3 full-time roles</td><td>50% Executive Director, 50% Project Manager, and a full-time Outreach Coordinator</td></tr>
<tr><td>Medium City Partnership</td><td>4 full-time roles</td><td>$750K+</td><td>Executive Director and Project Manager, Marketing and Events Coordinator, and an Outreach Coordinator</td><td>Move Redmond (Washington)</td></tr>
<tr><td>Large City District Partnership</td><td>7 full-time roles</td><td>$1.5M+</td><td>Executive Director, 2 Project Manager, Marketing and Events Coordinator, Data Analyst, and 2 Outreach Coordinators</td><td rowspan="2">Commute Seattle (pre-2016)</td></tr>
<tr><td>Large Citywide Partnership</td><td>10 full-time roles</td><td>$2M</td><td>Executive Director, 2 Project Manager, Marketing and Events Coordinator, Data Analyst, and 4 Outreach Coordinators</td></tr>
</table>

4.3 TMA Oversight: Board of Directors

TMAs use a variety of oversight models to ensure effective governance and accountability. According to the 2019 ACT TMA Survey, 60% of TMAs had their own independent board, 24% had only an advisory or informal board, 9% reported having no board, and 6% share a board with another organization[43].

Below is a breakdown of the different oversight models used by TMAs:

4.3.1 Independent Board

An independent board provides significant value to TMAs by leveraging the expertise of engaged local stakeholders. Boards must have at least three members to incorporate, though it is recommended that they do not exceed seven members to maintain efficiency and focus. TMA bylaws can establish dedicated seats for sponsor organizations, such as DDAs, BIDs, chambers of commerce, or other key partners.

This model ensures the TMA benefits from diverse perspectives and expertise, fostering strong decision-making and strategic direction. An independent board also offers impartial oversight, helping ensure that the TMA's activities align with its mission while allowing for strategic adjustments to enhance responsiveness and effectiveness.

4.3.2 Independent Board and High-Level Steering Committee

In this model, the TMA operates with a five-member board that holds fiduciary responsibility, alongside a roundtable of over 20 participants, representing major funding partners. The board meets quarterly, while the roundtable, which includes all public transit partners and municipal partners, convenes monthly.

This structure enables comprehensive oversight and collaboration, ensuring that the TMAs' initiatives align with broader community transportation goals. The high-level steering committee provides additional strategic input and facilitates coordination among diverse stakeholders, strengthening the TMAs' ability to address complex transportation challenges.

This dual-layered oversight model provides a structured approach to managing both high-level strategic decisions and day-to-day operational challenges, ensuring efficiency and accountability. Examples of organizations utilizing this model include WPBgo, whose oversight structure is detailed in **Figure 3-7**, and Commute Seattle, both of which demonstrate effective governance and operational coordination. These models serve as valuable frameworks for cities looking to optimize transportation management and stakeholder engagement.

[43] 2019 TMA Survey Results, Page 13

Figure 3-7: WPBgo Oversight Example

TMA Oversight Example:

How was WPBgo's Oversight Established?

CHALLENGE

WPBgo needed to engage numerous interested parties to collaboratively address transportation challenges through a public-private partnership. While many parties were willing to pay participation fees, few sought fiduciary responsibility over the TMA.

SOLUTION (PART 1): WPBgo BOARD

WPBgo established a small, independent board of five voting members and two ex-officio members, all respected community leaders. Founding members, including the DDA, and the chamber of commerce, were allocated voting seats, with additional non-voting participants. The board meets quarterly and focuses on budgets, contracts, strategic direction, and oversight of the Executive Director.

SOLUTION (PART 2): MOBILITY COALITION ROUNDTABLE

WPBgo established a monthly roundtable composed of senior leaders from participating organizations that either pay fees or contribute in-kind support. This roundtable facilitates collaboration and input to reduce congestion.

UNIVERSALLY SUPPORTIVE, POLITIALLY NEUTRAL:

By excluding elected officials from both the board and the roundtable, WPBgo maintains a politically neutral stance. This approach fosters coherent public-private discussions and ensures that all businesses and elected leaders receive high-quality, unbiased technical support.

4.3.3 Advisory Board Only

An advisory board only model is generally not recommended unless supplemented by another oversight body with fiduciary responsibility. While advisory boards can offer valuable insights and recommendations, they lack the authority to make binding decisions.

It is crucial to have a formal oversight body to ensure accountability and governance. Advisory boards can serve as sounding boards for new ideas and initiatives, providing expert advice and community perspectives; however, without fiduciary responsibility, their influence is limited, and they cannot enforce compliance or strategic direction. This model may be appropriate for TMAs in the early stages of development or those with limited resources, but it should be complemented by a more formal governance structure as the TMA grows.

4.3.4 Share a Board with a Parent Organization

In some cases, TMAs may share a board with a parent organization. This model is recommended only when the parent organization is deeply engaged with the TMA and when it would be difficult to identify sufficiently engaged members outside of the parent organization's board.

Sharing a board can streamline governance and leverage existing relationships and expertise, but it requires a high level of integration and commitment from the parent organization. This approach can be beneficial for TMAs that are part of larger organizations with established governance structures and resources. A shared board can provide consistent oversight and support, ensuring that the TMAs' activities align with the broader goals of the parent organization. However, it is critical to ensure that the TMAs' specific needs and priorities are adequately represented within the shared governance framework.

RECOMMENDATION

Each oversight model has its advantages and challenges. The choice depends on the specific needs and context of the TMA. Independent boards and high-level steering committees offer robust governance and stakeholder engagement, while advisory boards and shared boards can offer valuable support if properly structured. Ultimately, strong oversight is essential for the success and sustainability of TMAs, providing accountability, strategic direction, and alignment with community goals.

Based on the various oversight options and regional successes**, the recommended oversight model for newly established TMAs within Miami-Dade County is the Independent Board and High-Level Steering Committee**, which combines an independent board and high-level steering committee. This model has been the most successful regionally, particularly when the private sector recognizes the organization's value, as it supports strong and sustainable fundraising efforts. **In locations where establishing an external steering committee is not feasible, the Independent Board or Advisory Board Only are the most practical alternatives**.

4.4 Staffing Model

There are two primary staffing models for TMAs: establishing a TMA operations contract or directly hiring staff. The choice between these models depends on the organization's context and needs, as described below.

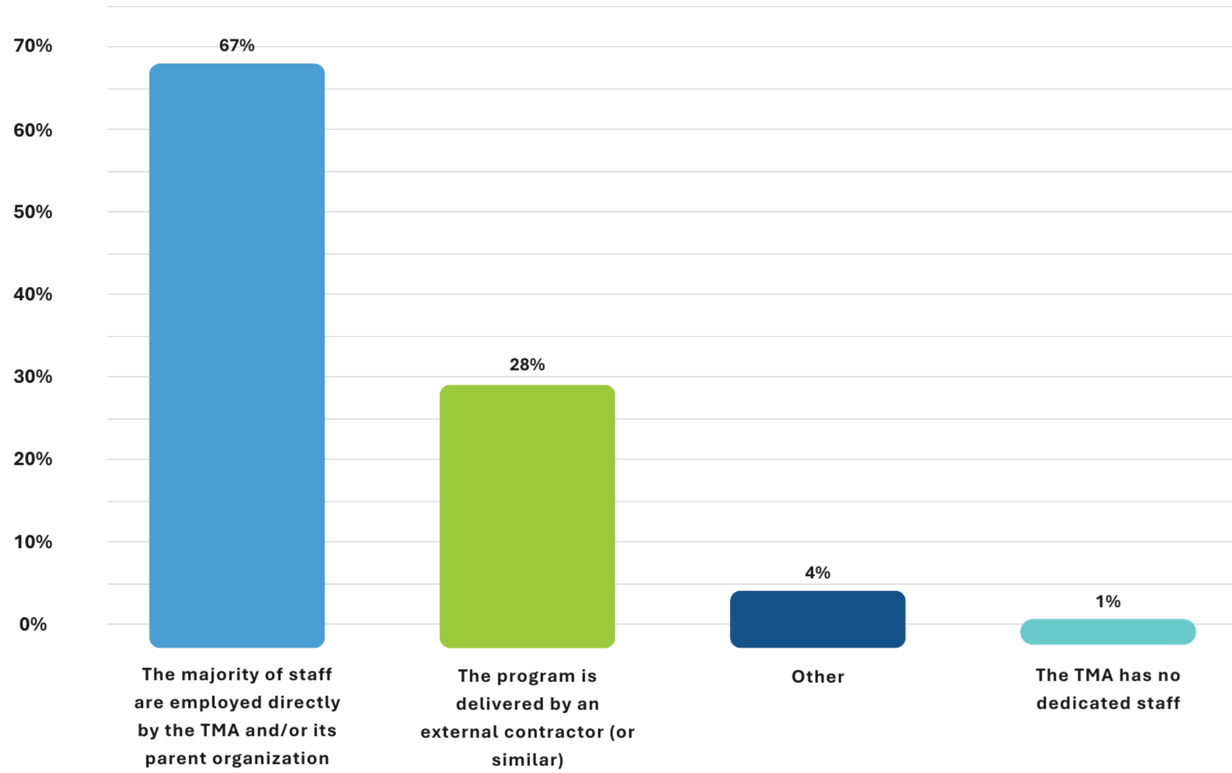
4.4.1 Operations Contract

The contract model based on operations involves hiring an outside company to provide trained staff to operate the TMA. This approach allows TMAs to access high-quality personnel even when funding only supports specific roles, such as part-time Executive Directors, Program Managers, or outreach teams. By sharing staff across multiple programs, this model creates operational efficiencies and ensures that TMAs can function effectively despite limited resources. Currently, approximately 28% of TMAs operate under this model as seen in **Figure 3-8**, including WPBgo in West Palm Beach, as well as several TMAs in Atlanta, Boston, and Southern California[44].

There are several advantages to the contract model based on operations, particularly its focus on access to expertise, flexibility, and efficiency. This approach is especially beneficial in regions where local expertise in TDM or TMA operations is limited. By contracting with an outside company, TMAs can access experienced professionals who are well-versed in TMA functions. It also enables TMAs to hire fractional staff, such as part-time personnel, who can be shared across related programs to manage costs. This model encourages TMAs to leverage external resources rather than relying solely on their parent organizations, enhancing operational effectiveness. This can be especially valuable during the early stages of establishment when internal resources may be limited.

[44] 2019 TMA Survey, Association for Commuter Transportation, Page 14

Figure 3-8: Staffing Models for TMAs



Source: 2019 TMA Survey

4.4.2 Direct Hire

The direct-hire model is typically used by cities with larger TMAs or TMAs that are non-profits partially managed by larger organizations. In this model, staff are hired directly by the TMA, often requiring substantial board involvement or outside consultant support during the early stages to recruit and hire highly qualified team members. About 67% of TMAs operate this way, with examples including Seattle, Denver, and Austin[45].

This model offers both advantages and challenges. On the one hand, it allows TMAs to have greater control over staffing and operations, enabling the organization to select team members whose expertise aligns with its mission and goals. It also facilitates better integration of staff into the TMAs' culture, promoting a cohesive team and fostering long-term commitment. However, direct hiring can be resource-intensive, particularly in the early stages. It requires significant effort for recruitment, onboarding and training, with board participation necessary to ensure the right talent is brought on board.

[45] 2019 TMA Survey, Association for Commuter Transportation, Page 14

RECOMMENDATION

Given that South Florida lacks TDM or TMA experts, it may be advantageous for some TMAs to initially hire an external TMA operator. This approach would provide the necessary expertise and support to effectively establish the TMA. **For TMA boards that wish to hire in-house staff, partnering with sponsoring organizations, such as the DDA or Chamber of Commerce, can be helpful in the recruitment and hiring process**. These organizations can offer in-kind support for the hiring and onboarding of the first 1-4 employees, providing a strong foundation for the TMA.

Establishing and operating TMAs requires a thorough understanding of various high-level operational frameworks, including staff functions, organizational structures, oversight models, and staffing strategies. By adopting best practices and tailoring them to the community's specific needs, TMAs can effectively promote sustainable transportation options and enhance mobility. A summary table, included as **Table 3-6**, outlines the key components and recommendations discussed throughout this section, offering clear guidance for the successful implementation and management of TMAs.

Table 3-6: High-Level Operation Framework Components and Recommendations Summary

Organizational Aspect	Trends and Insights	Recommendation
Services	TMAs provide any or all of the following: Mode Shift Support, Transportation Services, Marketing and Promotions, Advocacy, as well as Measurement and Evaluations.	Most TMAs in Miami-Dade will include Mode Shift Support as a key service. Additional services are context dependent. Advocacy should be engaged with caution.
Functions	Typical TMA functions include Executive Director, Program Managers, Outreach, Marketing, Data Analysis, and in some cases Advocacy.	Typically, starting with an Executive Director and Program Manager is advisable. The TMA can develop program plans and hire additional staff, if strategy and budget allow.
Example Organizational Structures	Most TMAs have 1–12 staff members, with examples showing typical divisions of labor	See example staffing models in this section for different TMA sizes and budgets.
TMA Oversight	Most TMAs have independent boards. Smaller ones may share a board with a business improvement district or similar entity. In complex areas, a small board plus a larger steering committee (e.g., WPBgo) can keep partners engaged without heavy board responsibilities. Steering committee participation can also generate revenue	An independent board is strongly recommended. If stakeholders are limited, sharing a board with a BID sponsor is a viable option. Larger or high-impact TMAs benefit from a 5–7-member board plus a separate public-private advisory group.
Staffing Model	Some TMAs hire staff directly, while others contract operators. For smaller or newer TMAs, contracting can provide access to high-quality, part-time talent shared across multiple TMAs.	Staffing is highly context dependent. If a TMA entity is unsure of how to start the process, hiring a TMA operator even as a short-term solution can help jumpstart the process.

4.5 TMA Effectiveness by Organizational Aspect

Effective organizational design is essential for a TMA's success, as it directly influences service delivery, stakeholder engagement, and long-term sustainability. The four key organizational aspects—**staff functions, organizational structure, TMA oversight,** and **staffing models**—each present distinct advantages and challenges that should be carefully considered when establishing or expanding a TMA. Whether leveraging a lean, agile team or integrating into a broader organization, selecting the right structure and staffing model ensures efficient operations and responsiveness to community needs. Similarly, the choice of oversight—ranging from independent boards to shared governance—can strengthen accountability and strategic direction. A summary of the key advantages and disadvantages for each of these organizational aspects is provided in **Table 3-7**, serving as a useful reference to guide decision-making and implementation efforts.

Table 3-7: Organizational Aspects Advantages and Disadvantages

Organizational Aspects	Advantages	Disadvantages
Staff Functions	**Specialized Expertise:** Dedicated roles like Executive Directors, Program Managers, and Data Analysts enable TMAs to operate with focused expertise, strategic leadership, and data-driven decision-making.	**Staffing Costs:** Maintaining a diverse and skilled staff requires significant financial resources, which may be challenging for smaller or newly formed TMAs.
	Community Engagement: Roles such as Outreach Specialists and Marketing staff foster direct engagement with the community, raising awareness and encouraging participation in sustainable transportation initiatives.	**Role Overlap in Small TMAs:** In smaller organizations, staff often juggle multiple responsibilities, which can dilute effectiveness and lead to burnout.
Organizational Structures	**Scalable and Phased Growth:** The two-phase model (initial staffing and service delivery) allows TMAs to scale operations according to funding, service demand, and community readiness	**Delayed Service Launch:** The phased approach can delay full-service implementation, especially if staffing or funding in Phase 2 is limited or slow to materialize.
	Budget Flexibility: Small team sizes (often <10 people) and a balanced cost allocation between staff and programs (45–50%) allow TMAs to adjust to evolving financial and service needs.	**Limited Capacity in Early Stages:** Small initial teams may struggle with workload and have limited capacity to deliver wide-ranging services until expansion occurs.
TMA Oversight	**Improved Accountability and Strategic Direction**: Oversight models like independent boards and high-level steering committees provide strong governance, impartial decision-making, and alignment with long-term community transportation goals.	**Complex Governance Structures**: Dual-layered models (e.g., board + steering committee) can be time-intensive and require high stakeholder engagement, which may not be feasible for newer or smaller TMAs.

Organizational Aspects	Advantages	Disadvantages
	Stronger Stakeholder Engagement: Engaging public, private, and institutional partners builds trust, encourages funding, and helps ensure that programs reflect the needs of diverse constituents.	**Limited Authority in Advisory-Only Models**: TMAs with only advisory boards may lack the authority to make binding decisions, leading to weak accountability and limited organizational impact.
Staffing Model	**Access to Specialized Expertise and Flexibility**: Whether through direct hire or contract models, TMAs can access experienced professionals (e.g., Executive Directors, Data Analysts) with targeted skills to enhance program delivery and outreach. Contracting allows flexibility in staffing roles and hours, which is ideal for new or resource-limited TMAs.	**Resource-Intensive Recruitment and Management**: Direct hiring requires significant time, board involvement, and financial investment, especially in the early stages of TMA development. Recruitment, onboarding, and training can strain limited organizational capacity.
	Stronger Organizational Integration: Direct hires are more likely to align with the TMA's culture and mission, fostering long-term commitment and operational continuity. Staff working in-house often build deeper relationships with stakeholders and community members	**Limited Local Expertise and Capacity**: In regions with few TDM/TMA professionals (e.g., South Florida), TMAs may struggle to find qualified local talent, hindering their ability to hire effectively or operate independently without external support.

5. Summary and Next Steps

This document provides a comprehensive overview of the framework required to establish TMAs within Miami-Dade County, examining potential TMA frameworks, including organizational structures, geographies of responsibilities, mission characteristics, sponsor organizations, and IRS classifications. Additionally, it evaluates funding sources such as federal, state, and local grants, financial support from BIDs and DDAs, founding funding partners, philanthropic grants, membership fees, fee-for-service models, and travel incentives. The document also proposed a high-level operational framework for TMAs, highlighting key elements such as staff functions and model organization sizing, oversight structures, and staffing models.

These frameworks are designed to ensure effective coordination of transportation services and foster collaboration among stakeholders. The document enriches CITT’s task in evaluating the feasibility of establishing TMAs in the county by providing a detailed analysis of these elements and identifying ideal TMA frameworks based on national best practices, ensuring that the proposed structures are both effective and sustainable.

The next steps involve using the information provided in this document to identify proposed geographies for TMAs within the county based on a needs assessment. The subsequent report, the **Needs Assessment and Implementation Report**, will include a thorough needs analysis of areas that would benefit the most from the establishment of TMAs. This analysis will consider factors such as population density, existing transportation infrastructure, and potential for stakeholder engagement, as well as a detailed implementation plan for potential TMA geographies. Engaging the CITT and stakeholders will be crucial in this process. After the completion of the Implementation Plan, meetings will be necessary to help gather input on the proposed boundaries and geographies, ensuring that the recommendations are well-informed and reflective of the community’s needs.

APPENDIX A

Transportation Management Association (TMA) Feasibility Tool Criteria

Please answer the questions below to the best of your ability, and provide attachments as required. Any additional information and attachments related to any of the categories of the feasibility tool will be taken into consideration during the assessment. If you cannot provide the information as requested, please provide a brief explanation as well as a substitute metric(s) in relation to the topic.

Question#1

Please provide an overview of the TMA, including the target area, the type of TMA being proposed, and key goals and objectives. Please also describe and attach a PDF map of the proposed TMA boundaries.

Question#2

Traffic Congestion- Please provide information about the average level of service of the major arterials in and around the proposed TMA boundaries. Additional information and metrics about traffic congestion will also be taken into consideration.

Question#3

Transit Access- Please list and briefly describe all premium transit within a half mile radius of the proposed TMA boundaries. (Premium transit is described as any form of public transportation that offers limited-stop, peak period fixed-route service with short headways; express service to distances greater than 10 miles; and/or transportation that has amenities marketed towards choice riders. Examples of Premium Transit include commuter rail, light rail, bus rapid transit, regional express buses, etc.) Please attach a map highlighting if the listed premium transit is within the proposed TMA boundaries or where the nearest station is location in relation to the TMA boundaries.

Question#4

Employee Recruitment and Retention- Please provide information identifying any potential problems with employee recruitment and retention specifically related to transportation issues?

Question#5

Other Transportation Issues- Please supply information about any other transportation issues within the target area (i.e., Parking, Air Quality, Off-Peak Congestion, Emergency Preparedness, etc.)

Question#6

Major Mixed-Use Activity Centers/Transportation Corridors- Please attach a PDF of a 2019 All Workers Inflow-Outflow Analysis of the target area (This can be performed using the U.S. Census Bureau's "On the Map" tool. Please change the subtitle to "Proposed (Area Name) TMA" and output the analysis as a composite PDF Chart/Map).

Question#7

Employees- Please provide the number of employees in the target area. Additional information about specific industries will also be taken into consideration.

Question#8

Economic Development- Please provide information related to trends in economic development with the target area over the next five years.

Question#9

Resiliency- Please supply a Cover Assessment and Tree Benefits report using a 500-point evaluation of the target area using the I-Tree Canopy assessment tool (canopy.itreetools.org). Any additional information about the proposed TMA area's resiliency will also be taken into consideration.

Question#10

History of Involvement- Please provide examples of potential stakeholders within the target area either planning or implementing a transportation and/or transportation demand management (TDM) project/program.

Question#11

Presence of a Champion/Core Group of Stakeholders- Please identify all stakeholders and indicate their level of commitment to the proposed TMA.

Question#12

Multiyear Funding Commitments- Please outline a financial plan for the proposed TMA, including any and all funding sources.

Question#13

Stakeholders Commitments- Please supply information related to stakeholders funding commitments, including amount and duration of the funding commitment.

Question#14

Please provide any additional information related to the feasibility of the target area becoming a TMA.

APPENDIX B

Efficiency Model

This is the starter model for small communities.

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
1 full-time employee	$100,000/yr Staffing Only	$200,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a small city or small- to medium-sized business/activity center. Impacts are somewhat limited.			

POSITION	RESPONSIBILITIES
Executive Director, Part Time (35%)	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)
Program Manager, Part Time (65%)	Program development Service contract oversight All program outreach & engagement (Mode Shift Support) Marketing and Promotions Measurement and Evaluation

Small/Medium City Model – Option 1

This is an ideal TMA size for a small to medium sized city business district.

<table>
<tr><th>MODEL</th><th>PHASE 1 BUDGET</th><th>PHASE 2 BUDGET</th><th>STAFFING % BUDGET</th></tr>
<tr><td>2 full-time employees Option 1</td><td>$200,000/yr
Staffing Only</td><td>$400,000+/yr
Staffing + Programs</td><td>Phase 1: 80-100%
Phase 2: 45%</td></tr>
<tr><td colspan="4">Serves a small city or small- to medium-sized business/activity center.</td></tr>
<tr><th colspan="2">POSITION</th><th colspan="2">RESPONSIBILITIES</th></tr>
<tr><td colspan="2">Executive Director, Full Time</td><td colspan="2">Strategy development
Board engagement
Pursuit of partner funding
Service contract negotiations (if any, at direction of board)
All public communications
Advocacy (if any, at direction of board)</td></tr>
<tr><td colspan="2">Program Manager, Full Time</td><td colspan="2">Program development & management
Service contract oversight
Marketing and Promotions (if not delegated)
Measurement and Evaluation
Events planning
Oversee Transportation Services, if a TMA function</td></tr>
</table>

Small/Medium City Model – Option 2

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
2 full-time employees Option 2	$200,000/yr Staffing Only	$400,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a small city or small- to medium-sized business/activity center.			

POSITION	RESPONSIBILITIES
Executive Director, Part Time (50%)	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)
Program Manager, Part Time (50%)	Program development Program oversight Service contract oversight Marketing and Promotions (if not delegated) Measurement and Evaluation Events planning Outreach and engagement support when needed Oversee Transportation Services, if a TMA function Quality Control
Outreach Coordinator, Full Time	All program outreach and engagement (Mode Shift Support) Marketing and Promotions (if delegated) Events planning

Medium-Size City (or equivalent) Partnership

This is an ideal TMA size for a medium sized city or for a major business district.

<table>
<tr><th>MODEL</th><th>PHASE 1 BUDGET</th><th>PHASE 2 BUDGET</th><th>STAFFING % BUDGET</th></tr>
<tr><td>4 full-time employees</td><td>$200,000/yr
Staffing Only</td><td>$750,000+/yr
Staffing + Programs</td><td>Phase 1: 80-100%
Phase 2: 45%</td></tr>
<tr><td colspan="4">Serves a medium-sized city or large business district.</td></tr>
<tr><th colspan="2">POSITION</th><th colspan="2">RESPONSIBILITIES</th></tr>
<tr><td colspan="2">Executive Director, Full Time</td><td colspan="2">Strategy development
Board engagement
Pursuit of partner funding
Service contract negotiations (if any, at direction of board)
All public communications
Advocacy (if any, at direction of board)</td></tr>
<tr><td colspan="2">Program Manager, Full Time</td><td colspan="2">Program development
Program oversight
Service contract oversight
Measurement and Evaluation
Quality Control
Oversee Transportation Services, if a TMA function</td></tr>
<tr><td colspan="2">Coordinator: Marketing + Events, Full Time</td><td colspan="2">Marketing and Promotions
Events Planning and Execution
Outreach and Engagement</td></tr>
<tr><td colspan="2">Outreach Coordinators, Full Time</td><td colspan="2">All program outreach and engagement (Mode Shift Support)
Events support</td></tr>
</table>

Large City Business District (or equivalent) Partnership

This is a reasonable TMA size for a large-scale central business district for a very large city.

<table>
<tr><th>MODEL</th><th>PHASE 1 BUDGET</th><th>PHASE 2 BUDGET</th><th>STAFFING % BUDGET</th></tr>
<tr><td>7 full-time employees</td><td>$200,000/yr
Staffing Only</td><td>$1,500,000/yr
Staffing + Programs</td><td>Phase 1: 80-100%
Phase 2: 45%</td></tr>
<tr><td colspan="4">Serves a medium to large city or large collection of business districts</td></tr>
<tr><th colspan="2">POSITION</th><th colspan="2">RESPONSIBILITIES</th></tr>
<tr><td colspan="2">Executive Director, Full Time</td><td colspan="2">Strategy development
Board engagement
Pursuit of partner funding
Service contract negotiations (if any, at direction of board)
All public communications
Advocacy (if any, at direction of board)</td></tr>
<tr><td colspan="2">2x Program Managers, Full Time
(dividing oversight of multiple programs and staff)</td><td colspan="2">Program development
Program oversight
Service contract oversight
Quality Control</td></tr>
<tr><td colspan="2">Manager, Marketing & Events, Full Time</td><td colspan="2">Marketing and Promotions
Events Planning and Execution
Outreach and Engagement Support</td></tr>
<tr><td colspan="2">Data Analyst</td><td colspan="2">Measurement and Evaluation
Outreach and Engagement Support</td></tr>
<tr><td colspan="2">2x Outreach Coordinators, Full Time</td><td colspan="2">All program outreach and engagement (Mode Shift Support)
Events support</td></tr>
</table>

Large Citywide (or equivalent) Partnership

This is the high end of TMA size for any location in South Florida.

<table>
<tr><th>MODEL</th><th>PHASE 1 BUDGET</th><th>PHASE 2 BUDGET</th><th>STAFFING % BUDGET</th></tr>
<tr><td>10 full-time employees</td><td>$200,000/yr
Staffing Only</td><td>$2,000,000+/yr
Staffing + Programs</td><td>Phase 1: 80-100%
Phase 2: 45%</td></tr>
<tr><td colspan="4">Serves a large city or large collection of business districts, with a robust array of programming.</td></tr>
<tr><th colspan="2">POSITION</th><th colspan="2">RESPONSIBILITIES</th></tr>
<tr><td colspan="2">Executive Director, Full Time</td><td colspan="2">Strategy development
Board engagement
Pursuit of partner funding
Service contract negotiations (if any, at direction of board)
All public communications
Advocacy (if any, at direction of board)</td></tr>
<tr><td colspan="2">2x Program Manager, Full Time
(dividing oversight of multiple programs and staff)</td><td colspan="2">Program development
Service contract oversight
Measurement and Evaluation
Quality Control</td></tr>
<tr><td colspan="2">Manager, Marketing + Events, Full Time</td><td colspan="2">Marketing and Promotions
Events Planning and Execution
Outreach and Engagement</td></tr>
<tr><td colspan="2">Events Coordinator</td><td colspan="2">Supports execution of events and promotions
Reports to Manager, Marketing</td></tr>
<tr><td colspan="2">Data Analyst</td><td colspan="2">Measurement and Evaluation
Outreach and Engagement Support</td></tr>
<tr><td colspan="2">4x Outreach Coordinators, Full Time</td><td colspan="2">All program outreach and engagement (Mode Shift Support)
Events support</td></tr>
</table>