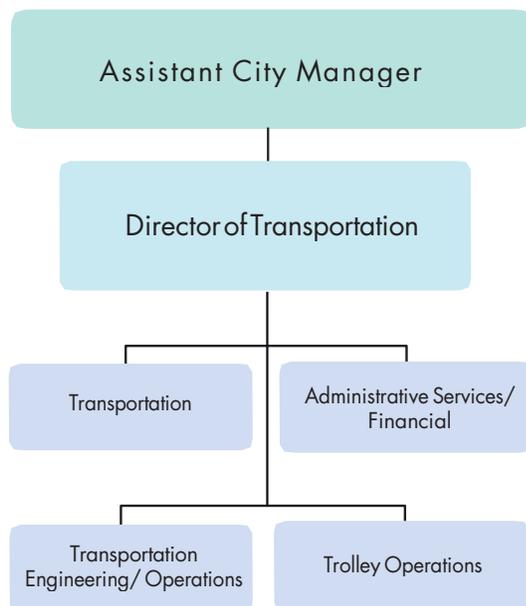


TRANSPORTATION

DEPARTMENT MISSION STATEMENT

To ensure the safe and efficient movement of people and goods through an interconnected transportation system that provides mobility, livability, accessibility, and promotes alternative modes of travel, while ensuring environmental and economic sustainability, and improving the quality of life for all who live, work, and play in our vibrant, tropical, historical community.



DEPARTMENT DESCRIPTION

The Transportation Department was formed by the Mayor and City Commission in April 2014. Prior to this date, transportation functions were performed as part of the Transportation Division of the Public Works Department. Since its inception, the Transportation Department has primarily focused on transportation planning, traffic engineering, and trolley system planning and operations. The accomplishment of our mission depends on effective collaboration with State and County agencies.

The Transportation Department is focused on implementing the Transportation Master Plan and the Bicycle-Pedestrian Master Plan adopted by City Commission Resolution on April 14, 2016. These plans reflect the City's adopted Modal Prioritization Strategy: (1) Pedestrians; (2) Transit, Bicycles, and Freight; and (3) Private Automobiles. The City Commission adopted the new modal priority via Resolution in July 2015.

DEPARTMENT DESCRIPTION CONT'D

Additionally, the Transportation Department oversees the operation of the local Miami Beach trolley system that consists of four routes: North Beach Trolley; Collins Express; Middle Beach Trolley; and South Beach Trolley. The City's trolley service is operated as a turn-key service by a professional private sector contractor managed by the Transportation Department. The trolley service currently carries approximately 14,000 passengers per day.

Traffic management is another focus of the Transportation Department. In-house traffic operations staff, assisted by a private contractor, monitors traffic within the City, makes real-time adjustments to traffic signal timing as needed, coordinates with Police, Fire (including Emergency Management), and Marketing and Communications. New technology will be implemented in phases beginning in FY 2020 through the Intelligent Transportation System and Smart Parking System Project to more efficiently reduce congestion on major thoroughfares and manage parking demand within the City.

FISCAL ENVIRONMENT

Current funding sources for transportation projects and the use of these funds (i.e., for capital or operating expenses) are listed below:

- Half Cent Transit Surtax (People's Transportation Plan (PTP), City's share.)
In 2002, Miami-Dade County voters approved by referendum a half-penny surtax to fund transportation projects. Per Ordinance, the County distributes 20% of surtax proceeds to municipalities for transportation and transit projects. Uses: Miami Beach Trolley Operations and Maintenance
- 1% Resort Tax (split between Quality of Life (30%), Transportation (60%) and Arts (10%))
Uses: Balance of the trolley operations; Professional Services and Transportation Department operating expenses
- Parking Enterprise Fund
Surplus generated from Parking Enterprise fund revenues
Uses: Transportation Department Operating Budget
- Transportation Concurrency Mitigation
One-Time transportation capital expenditures for projects that increase capacity, including the Intelligent Transportation System/Smart Parking System Project.
- Fees in lieu of Parking
Uses: General parking capacity and transportation-related improvements.

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FISCAL ENVIRONMENT CONT'D

- **Advertising Revenues**
Derived from advertising on-board the trolley vehicles and advertising on bus shelters.
Uses: Transportation Department Operating Budget
- **Transportation Capital Trust Fund**
At its July 13, 2016 Commission Meeting, the City Commission approved the Transportation Capital Trust Fund requiring that 20% of one-time capital contributions should be deposited to the Trust Fund. It was recognized that the funds generated on an annual basis may not be large, but over time, the funds would accumulate, with other existing sources that would provide funding for projects over time.
Uses: General one-time transportation-related expenditures.
- **Grants**
Capital and Operating funds received from federal and state discretionary grant program (for trolley operation and maintenance) including, Florida Department of Transportation (FDOT) Transit Service Development Grant Program, are used to off-set funding from various sources above, as appropriate.

The above sources alone, however, are not sufficient to fund future initiatives such as Transportation Master Plan projects. The City is currently pursuing the implementation of a more progressive Mobility Fee Program to replace the City's existing Concurrency Fee Program. The Mobility Fee will better assess the transportation impacts of new developments and provide funding for the implementation of the Transportation Master Plan (TMP) Multimodal Project Bank over a 20-year horizon. Further, it will help the City achieve its future mode share goals of being less car centric and increasing pedestrian, bicycle, and transit trips, thereby improving mobility for all modes of transportation citywide.



STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:



- **Neighborhoods**
 - Evolve parks and green spaces to meet the changing needs of the community
- **Mobility**
 - Increase multi-modal mobility citywide and connectivity regionally
 - Address traffic congestion
 - Improve the walking and biking experience
- **Organizational Innovation**
 - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement
 - Implement the General Obligation Bond

Strategic Plan Actions:

- **IMPLEMENT** the Transportation Master Plan
- **IMPLEMENT** Bus Rapid Transit/ Dedicated Express Bus on the Julia Tuttle Causeway

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **DEVELOP** Mobility Hubs in the 305
- **DESIGN** a Better Bus Network
- **DRIVE** into the Future!
- **IT'S** Electric!



TRANSPORTATION

BUSINESS ENVIRONMENT

The Transportation Department deals directly with community members, contracted service providers, internal City stakeholders, and external transportation partners; this is expected to remain consistent in the next fiscal year. Department staff also provides project information to multiple City advisory committees, Commission committees, and the City Commission.

The overall regulatory environment is anticipated to remain stable and, as such, continued working relationships with transportation partners remain important. One significant change to the regulatory environment has been the adoption of the Miami-Dade County Strategic Miami Area Rapid Transit (SMART) plan for transit expansion in April 2016, and the decision by the City Commission in December 2016 to seek binding fiscal commitments from Miami-Dade County prior to further work on potential Miami Beach rapid transit initiatives. The Department has adjusted its work plan accordingly.

Specialized contracted services continue to help the Transportation Department provide services to the City such as Miami Beach trolley services, specialized traffic monitoring/management services, and traffic control device implementation and maintenance services. The Department also relied heavily on consultant support this year to perform technical traffic engineering/operational studies and related design development, and to initiate feasibility studies for projects recommended in the Transportation Master Plan. These activities have helped move multiple projects forward.

Feedback from the customers identified above is continuously utilized to address pedestrian, bicycle, and vehicular traffic conditions in the field, provide routine feedback on trolley operations, identify best transportation planning practices to meet mode share goals, and provide internal City stakeholders and external transportation partners with the information that they need to advance their projects.

The Transportation Department relies on the support of other city departments to meet its key intended outcomes. Procurement input is critical to procuring and utilizing contracted services. Partnering with the Public Works Department, the Office of Capital Improvements, and the Office of Environment and Sustainability to implement bicycle and pedestrian safety improvements as part of routine maintenance, right-of-way/neighborhood improvement projects, and resiliency projects provides a significant efficiency for the City. The Marketing and Communications Department's support has been key to implementing our bicycle safety campaign, promoting the City's Trolley Service, and organizing public outreach for transportation studies and planned transportation-related improvements.

SIGNIFICANT ACCOMPLISHMENTS

- Ranked highest of 25 cities providing circulator service in Miami-Dade County, with the City's trolley service receiving the only 4-star rating in the County by the Transit Alliance
- Received the top ranking by Transit Alliance for being the city in Miami-Dade County with the highest percent of road miles with bike lanes
- Secured FDOT Transit Service Development Grant in the amount of \$1.25 million for operation of South Beach Trolley service during FY 2020



- Acquired approvals from Historic Preservation Board and Design Review Board for design of new iconic bus shelters with the intent of issuing a Request for Proposals during FY 2019
- Secured grant funds (\$5.16 million) and FDOT funding for inside shoulder modifications on the Julia Tuttle Causeway for service in 2022 (Beach Express North Bus Express Rapid Transit (BERT) Demonstration Project)
- Implemented long-term bicycle parking at six (6) City-owned garages with approximately 120 spaces combined, and a bicycle repair station at each location that includes all tools necessary to perform basic bike repairs and maintenance
- Presented new citywide Transportation Demand Management (TDM) standards for new development projects to the City Commission for approval, including a GetMe2MiamiBeach.com website which features links that provide transportation options based on the purpose of the trip as defined by the user
- Launched a pilot program for on-demand transit in Middle Beach via a partnership with Freebee
- Maintained 20-22% reduction in average travel times along major thoroughfares through the Traffic Monitoring and Management Program services
- Executed a contract with a Design/Build/Operate/Maintain (DBOM) contractor for the City's Intelligent Transportation System (ITS) and Smart Parking System (SPS) program
- Completed implementation of three (3) Safe Routes to School Projects to improve bicycle and pedestrian facilities in the vicinity of four (4) schools within the City

TRANSPORTATION

CRITICAL SUCCESS FACTORS

Continued partnerships are critical for departmental success:

- Communication and responsiveness to the public is critical to departmental success. The Transportation Department would like residents to support new projects as they come on-line, and residents should feel that the Transportation Department is responsive to traffic and mobility related concerns.
- Continued internal partnerships with Procurement, Public Works, Capital Improvements, Environment and Sustainability, Tourism & Cultural Development, Economic Development, and Marketing and Communications, among other City departments, are critical to departmental success. Implementing bicycle and pedestrian safety improvements during large scale roadway and sustainability projects is one way to ensure cost effective implementation. This partnership also expedites interdepartmental plan review. In-house Marketing and Communications support in organizing community outreach has been extremely effective.
- Continued external partnerships with the Florida Department of Transportation (FDOT) and Miami-Dade County Transportation and Public Works Department to ensure that City of Miami Beach projects are included in the FDOT Work Program, Miami-Dade County Long Range Transportation Plan, and Transportation Improvement Program. This partnership is also critical for the successful implementation of the Intelligent Transportation System/Smart Parking System/Adaptive Traffic Signal Control Project. With the adoption of the County's Strategic Miami Area Rapid Transit (SMART) plan, this partnership is key to implementing any future regional transit connections to Miami Beach.
- Continued contractual relationships with transportation service providers and transportation planning and engineering consultants are critical to departmental success
- Maintenance of the existing level of trolley service and implementation of service adjustments as necessary to improve service efficiency is critical to improving citywide mobility and connectivity to regional transit routes
- Research, evaluation, and implementation of alternative multimodal transportation options, even if on a pilot/demonstration basis, are critical to improving citywide mobility
- Continued professional development opportunity for department staff is critical to continued success in recruitment and retention of appropriately skilled personnel

FUTURE OUTLOOK

In the next five years, the Transportation Department will continue to coordinate with Miami-Dade County to plan and deliver multimodal projects such as transit service expansion/enhancements, as well as to help advance the Strategic Miami Area Rapid Transit (SMART) Plan, including Bus Express Rapid Transit across the MacArthur and Julia Tuttle Causeways, and the long-term Beach Corridor.

Another project of regional significance is the Connecting Miami Project, a partnership between the Florida Department of Transportation (FDOT) and the Miami-Dade Expressway Authority (MDX). The Project will reconstruct portions of State Road (SR) 836, I-95 and I-395, including an iconic signature bridge over NE 2 Avenue and Biscayne Boulevard, redefining the Miami skyline with its six sweeping arches. Mobility will be enhanced for residents, commuters and tourists by increasing capacity on these expressways. The Connecting Miami Project commenced in Summer 2018 and is anticipated to be completed by Fall 2023. Traffic impacts during the multi-year construction project due to multiple and continuous lane/ramp closures and detours along I-95, SR 836, and I-395 are expected to adversely affect mobility for Miami Beach residents, visitors, and workforce employees.

The City is pursuing various traffic mitigation strategies approved by the City Commission in partnership with FDOT and Miami-Dade County, including:

1. Accelerate the implementation of the Beach Express North Bus Express Rapid Transit (BERT) Demonstration Service or Route 150 (Airport Express) Modifications
2. Enhance service of the County Route "A"
3. Explore waiving tolls on the Venetian Causeway
4. Implement inter-agency communication protocols to keep the Miami Beach community informed of lane closures and detours
5. Explore water taxi service connecting Miami Beach and Miami

The Transportation Department will also focus on implementation of important municipal projects, such as Complete Streets, Protected Bicycle Lanes, Shared-Use Paths, Green Bike Lanes, Neighborhood Greenways, Short and Long Term Bicycle Parking, Pedestrian Priority Zones, Inter-modal Hubs/Intercept Garages, and Iconic Bus Shelters.

Expedited project delivery methods such as pilot/tactical urbanism demonstration projects, Public-Private Partnerships (P3), and new/emerging technologies, such as autonomous/connected vehicles, will be explored and applied as appropriate.