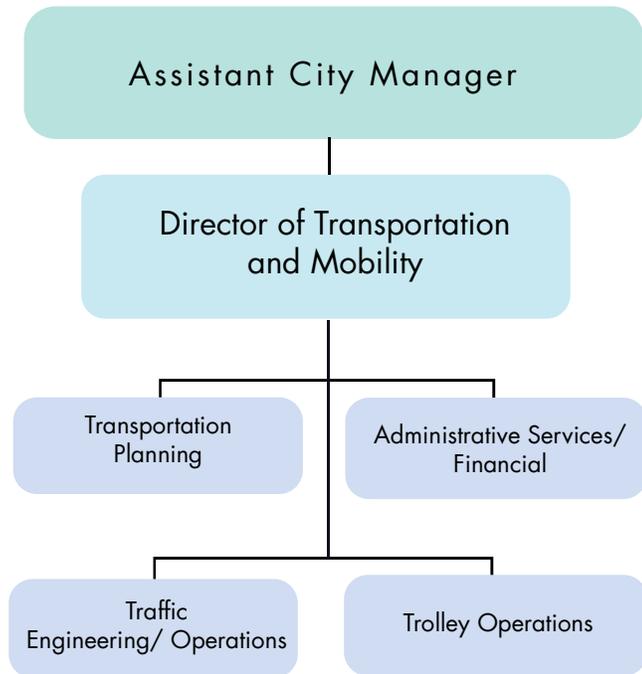


# TRANSPORTATION AND MOBILITY

## 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 and Mobility 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 Department has primarily focused on transportation planning, traffic engineering/operations, and trolley system planning and operations. The accomplishment of our mission depends on effective collaboration with State and County agencies who have jurisdictional authority over major roadways, traffic control/signalization, and transit service in Miami-Dade County, even within incorporated municipalities.

The 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 Department oversees the operation of the 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 Department. The free trolley service, pre-pandemic, carried over 14,000 passengers daily. The trolley service is supplemented by a free eco-friendly on-demand transit service.

Traffic management is another focus of the Department. In-house traffic operations staff monitors traffic within the City, makes real-time adjustments to traffic signal timing as needed, and coordinates with Police and Fire (including Emergency Management) on incident management, and with Marketing and Communications to disseminate real-time traffic information to the community and motoring public. New technology will be implemented in phases beginning in FY 2022 through the Intelligent Transportation System and Smart Parking System Project to more efficiently manage 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 expenditures) are listed below:

- City’s Share of Half Cent Transit Surtax (People’s Transportation Plan)  
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: 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 Department operating expenditures
- Mobility Fee (replaced Transportation Concurrence Mitigation)  
Uses: One-time capital expenditures for projects recommended in the Transportation Master Plan
- Advertising Revenues  
Derived from advertising on the exterior of the trolley vehicles, and on bus shelters.  
Uses: Department operating expenditures

# TRANSPORTATION AND MOBILITY

## FISCAL ENVIRONMENT CONT'D

- Transportation Capital Trust Fund**  
 At its July 13, 2016 meeting, the City Commission approved the Transportation Capital Trust Fund requiring that 20% of one-time capital contributions 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 and provide funding for transportation projects.  
 Uses: General one-time transportation expenditures
- Grants**  
 Capital and operating funds received from federal and state discretionary grant programs, including Florida Department of Transportation (FDOT) Transit Service Development and the FDOT Transportation Alternatives grant programs, are used to off-set funding from various sources above, as appropriate.

Given that the Department’s budget relies heavily on the 1% Resort Tax, and the impact that the COVID-19 pandemic has had on Resort Tax revenues, the Department has significantly reduced or eliminated Department personnel, citywide trolley services, and traffic monitoring/management services in fiscal year 2021. As such, it is essential to identify new funding sources for the Department in order for the City to achieve its strategic 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:

- South Beach Promenade (Short-Term)
- Maintenance of Existing Bicycle Pedestrian Pilot Project for Flamingo Park Neighborhood Open Slow Streets
- Implementation & Maintenance of Temporary Bike Lanes on Pennsylvania Avenue
- South of Fifth Traffic Calming Study
- Continuation of Freebie for Seniors Program

Resilient305 Actions:

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



# TRANSPORTATION AND MOBILITY

## BUSINESS ENVIRONMENT

The Transportation and Mobility Department deals directly with community members, stakeholders, contracted service providers, internal stakeholders, and external transportation partners. Department staff also provides technical expertise and project information to multiple City departments, 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. As such, the department is working closely with FDOT and Miami-Dade County to advance SMART Plan projects in Miami Beach, including the Beach Corridor Rapid Transit project (formerly Bay Link) and Bus Express Rapid Transit (BERT) routes on the Julia Tuttle and MacArthur causeways.

Specialized contracted services continue to help the Department provide services to the community such as Miami Beach trolley services, traffic monitoring/management services, and traffic control device implementation and maintenance services. The Department also relies heavily on consultant support to perform transportation planning studies, technical traffic engineering/operational studies, and related design development. These activities have helped move multiple Transportation Master Plan 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 Department relies on the support of other city departments to meet its strategic objectives. 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 storm water 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, designing signage for transportation projects, coordinating public outreach for transportation studies, and planned mobility improvements. The Parking Department assists the deployment of pavement markings, signage, and safety devices for temporary or permanent pilot projects.

## SIGNIFICANT ACCOMPLISHMENTS

- Developed and deployed three successful pilot projects to facilitate economic recovery, outdoor social distancing, and safe mobility during the pandemic:
  1. Converted Ocean Drive into a pedestrian and bicycle promenade with parklets
  2. Implemented parklets and parking-protected bike lanes on Washington Avenue (first in Miami-Dade County) which resulted in an increase of more than 500 bicyclists per day
  3. Developed and deployed an Open-Slow Streets pilot project in the Flamingo Park neighborhood (first and only in South Florida) resulting in an increase of 30% in bike volumes and 28% in pedestrian volumes

***Developed and implemented 3 innovative pilot projects to transform streets and promote economic recovery and social distancing during the pandemic.***

- Re-purposed the Middle Beach on-demand transit service to serve elderly residents living in affordable housing facilities throughout the City for essential trips to the closest Publix or pharmacy during the pandemic
- Resumed citywide trolley service on February 15, 2021 at a reduced service level and with a high frequency of interior vehicle cleaning in response to the ongoing pandemic
- Implemented protected bike lanes on Meridian Avenue between Dade Boulevard and 16 Street (first permanent lane re-purposing project in Miami-Dade County)
- Implemented a bicycle box at the intersection of West Avenue and 17 Street (first in Miami-Dade County)
- Completed the installation of signalized crosswalks and pedestrian flashing beacons at the intersections of West Avenue and 6 Street, Jefferson Avenue and 15 Street, and Pine Tree Drive and 45 Street
- Facilitated the implementation of a cross-bay commuter ferry service connecting South Beach and Downtown Miami as a traffic mitigation strategy
- Completed the design of new iconic bus shelters and awarded a contract for construction, operation, and maintenance of new bus shelters citywide with revenue share
- Completed a Zero-Emission Transition Plan for next generation eco-friendly circulator service

# TRANSPORTATION AND MOBILITY

## CRITICAL SUCCESS FACTORS

- Communication and responsiveness to the public is critical to departmental success. The Department would like residents to support new projects as they come on-line, and residents should feel that the Department is responsive to traffic and mobility related concerns.
- Continued internal partnerships with City departments are critical to departmental success. Implementing bicycle and pedestrian safety improvements during large scale roadway and storm water resilience projects are one way to ensure cost effective implementation. This partnership also expedites interdepartmental plan reviews and approvals. In-house 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 are critical to departmental success. This partnership is also critical for the successful implementation of the Intelligent Transportation System/Smart Parking System/ Adaptive Traffic Signal Control Project on major thoroughfares, many of which are state roads under FDOT jurisdiction. With the adoption of the County's Strategic Miami Area Rapid Transit (SMART) Plan, this partnership is key to implementing any future regional rapid transit connections to Miami Beach.
- Continued contractual relationships with transportation service providers and transportation planning and engineering consultants are critical to departmental success.
- Restoring pre-pandemic service level of Miami Beach trolley service is critical to improving service reliability, and citywide mobility overall.
- 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 opportunities 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 and Mobility Department will continue to coordinate with Miami-Dade County to plan and deliver multimodal projects such as transit service expansion/ enhancements, as well as help advance the Strategic Miami Area Rapid Transit (SMART) Plan, including Bus Express Rapid Transit (BERT) routes across the MacArthur and Julia Tuttle causeways, and the long-term Beach Corridor (formerly Bay Link).

The Transportation and Mobility Department has been actively participating in Transit Alliance Miami's Better Bus Project to improve regional bus service efficiency and connectivity to, from, and within Miami Beach, as well as integration with the City's trolley network.

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 in 2024. 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. In light of the Connecting Miami Project, the City is pursuing various traffic mitigation strategies approved by the City Commission in partnership with FDOT and Miami-Dade County.

Furthermore, the Department collaborates with FDOT to ensure that future FDOT projects in the City address safety, mobility, and include multi-modal accommodations with a focus on pedestrian and bicycle enhancements.

The 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, intermodal hubs, and iconic bus shelters.

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