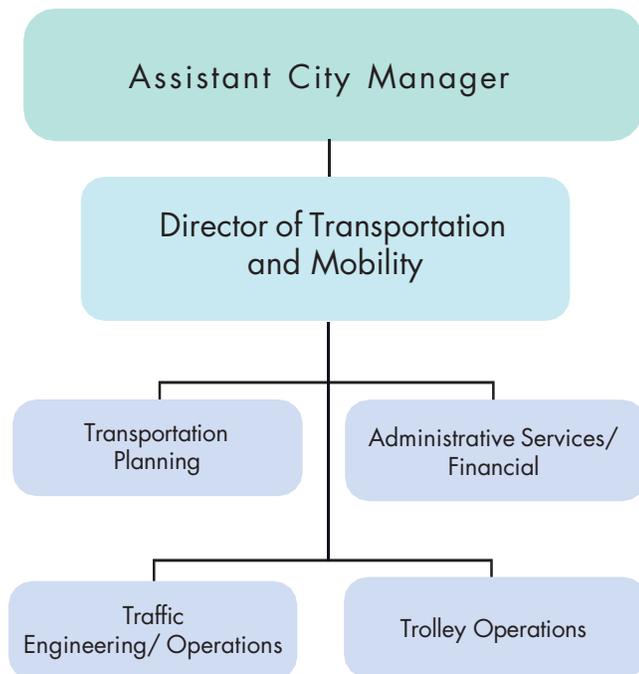


TRANSPORTATION AND MOBILITY

DEPARTMENT MISSION STATEMENT

We oversee the safe and efficient movement of Miami Beach residents and visitors through an interconnected transportation system that emphasizes mobility, livability, accessibility, and alternative modes of travel. We strive to support the City in its effort to achieve environmental and economic sustainability, while improving the quality of life for all who live, work, and play in our vibrant, tropical, community.



DEPARTMENT DESCRIPTION

Formed by the Mayor and City Commission in April 2014, the department focuses on transportation planning, traffic engineering/operations as well as transit service planning and operations. The accomplishment of our mission depends on effective collaboration with state and county agencies with jurisdictional authority over major roadways, traffic control/signalization and transit service in Miami-Dade County, including incorporated municipalities.

In addition to overseeing the Miami Beach Citywide Trolley System, the Transportation and Mobility Department is charged with implementing the Transportation Master Plan as well as the Bicycle-Pedestrian Master plan approved by the City Commission. These plans reflect the City's adopted modal strategy, which prioritizes pedestrians, transit, and bicycles over private automobiles.

DEPARTMENT DESCRIPTION CONT'D

The Miami Beach trolley system consists of four routes: North Beach Trolley, Collins Express, Mid Beach Trolley and South Beach Trolley. The City's trolley service is operated as a turnkey service by a contractor with oversight from the department. The free trolley service carried more than 14,350 passengers daily prior to the pandemic. The trolley service is supplemented by a free ecofriendly, on-demand transit service operated by a private contractor.

In-house traffic operation staff monitors traffic conditions throughout the City and makes real-time adjustments to signal timing as needed. The staff also coordinates with first responders, including Police, Fire and Emergency Management, on various incidents. The department works with Marketing and Communications to disseminate real-time traffic information to the community and motoring public. The department commenced the installation of new state-of-the-art technology in phases beginning in August 2022 with the Intelligent Transportation System and Smart Parking System Project. This will allow the department to more efficiently manage congestion on major thoroughfares while managing 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 Concurrency 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**
The City Commission-approved Transportation Capital Trust Fund requires that 20% of one-time capital contributions be deposited into the fund. While the annual contribution may not be large, it was recognized that the fund would grow over time. Together with other funding sources, the Capital Trust Fund will help pay for important 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 offset funding from various source as appropriate.

Given that the department’s budget relies heavily on the 1% Resort Tax, the department had to significantly reduce or eliminate personnel, citywide trolley services and traffic monitoring/management services during fiscal year 2021. It is essential to identify new funding sources for the department to achieve strategic goals such as helping the City become less car-centric while increasing pedestrian, bicycle and transit use, thereby improving mobility for all modes of transportation throughout the City.

Since fiscal year 2020, the department no longer receives an allocation from the Parking Fund to subsidize its operating budget. Given that the department’s budget relies heavily on the 1% Resort Tax, the department significantly reduced or eliminated personnel, cut back on citywide trolley services and traffic monitoring/management services in fiscal years 2021 and 2022. However, traffic conditions and mobility challenges, particularly during high-impact periods, have returned to pre-pandemic levels as the department’s workload has increased significantly. As such, it is essential that, at a minimum, the department gradually returns to normal/pre-pandemic service levels in terms of staffing and services.



STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:



- **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 adopted Miami Beach Transportation Master Plan and Bicycle-Pedestrian Master Plan projects
- **Facilitate implementation of the Miami-Dade County SMART Plan, including** Bus Rapid Transit/ Dedicated Express Bus service on the Julia Tuttle and MacArthur causeways and the Better Bus Network

Budget Enhancement Actions:

- Improved Frequency of Citywide Trolley Service

Resilient305 Actions:

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

BUSINESS ENVIRONMENT

The Transportation and Mobility Department deals directly with community members, stakeholders, contracted service providers, internal stakeholders, and external transportation partners. Department staff provides technical expertise and support to multiple city departments, while delivering project updates to neighborhood groups, advisory committees as well as the City Commission.

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BUSINESS ENVIRONMENT CONT'D

The overall regulatory environment is expected to remain stable as continued working relationships with transportation partners remain important. One significant change to the regulatory environment has been the adoption of the Miami-Dade County SMART Plan for transit expansion and the decision by the City Commission 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 relies heavily on consultant support to conduct transportation planning and feasibility studies, 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 regularly solicited and used to address pedestrian, bicycle and vehicular traffic safety issues in the field, improve trolley operations and customer service, identify best transportation planning practices to meet mode share goals and provide internal City stakeholders and external transportation partners with the information they need to advance their projects.

The department relies on the support of other city departments to meet strategic objectives. Procurement input is critical to procuring and using contracted services. Collaborations with the Public Works Department and the Office of Capital Improvements to implement bicycle and pedestrian safety improvements as part of routine maintenance, right-of-way/neighborhood improvement projects and stormwater resiliency projects provide a significant efficiency for the City. The Office of Marketing and Communications has been key to implementing our bicycle safety campaign, promoting the City's Trolley service, designing signage for transportation projects, coordinating community outreach for transportation studies as well as active and planned mobility improvements.

The Parking Department provides support in the installation of pavement markings, signage, and safety devices for temporary or permanent projects. Transportation and its contractor collaborate with Police, Communications, and the FDOT Traffic Management Center as part of the citywide Traffic Monitoring/Management services, particularly during high impact periods and major events.

SIGNIFICANT ACCOMPLISHMENTS

- Executed a 20-year contract for the design, construction, operation, and maintenance of new bus shelters and street furniture at no cost to the City under a revenue-sharing agreement.
- Designed and secured county approval for the reconfiguration of Ocean Drive including a pedestrian plaza and protected bicycle path
- Implemented protected bicycle lanes:
 - Pennsylvania Avenue from 5 Street to 16 Street as an alternative to Washington Avenue
 - Indian Creek Drive from 41 Street to 26 Street
 - 72 Street and 73 Street from Dickens Avenue to Collins Avenue
 - Euclid Avenue from 5 Street to 16 Street
- Secured FDOT grants:
 - Middle Beach On-Demand Transit Service
 - South Beach Pedestrian Priority Zone



- Deployed pilot programs:
 - Beachwalk from 15 Street to 24 Street to improve pedestrian safety
 - Pine Tree Drive at 31, 34, and 37 streets to improve safety
- Completed construction of the G.O. Bond Nautilus Neighborhood Traffic Calming Project
- Finalizing design of traffic calming improvements in the Bayshore neighborhood
- Conducting feasibility studies and deploying short-term/tactical urbanism pilots:
 - South Beach Promenade/Española Way East
 - Traffic calming in the South of Fifth neighborhood
- Secured FDOT approval of traffic control plans for high impact periods and governor-declared state of emergency

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 online. We want to assure residents that the department is responsive to traffic, safety 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 stormwater resilience projects is 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 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 is also critical for the successful implementation of the Intelligent Transportation System/Smart Parking System/ Adaptive Traffic Signal Control Project on major thoroughfares in the City, many of which are state roads under FDOT jurisdiction. With the adoption of the county's SMART Plan, this partnership will be 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 the Miami Beach trolley service is critical to improving service reliability, reducing wait times, and enhancing citywide mobility
- 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

The Transportation and Mobility Department is exploring zero-emission technology options for its next generation municipal circulator service. Furthermore, the department is working with Miami-Dade County to secure a commitment from the county to deploy electric buses on Miami Beach transit routes. The Transportation and Mobility Department will continue to work with the county to improve regional bus service efficiency and connectivity to, from and within Miami Beach, as well as the integration of the City's trolley network.

Another project of regional significance is the Connecting Miami Project, which is a partnership between FDOT and the Miami-Dade Expressway Authority. The project will reconstruct portions of State Road (SR) 836, I-95 and I-395 while bringing the addition of an iconic signature bridge over NE 2 Avenue and Biscayne Boulevard. 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 multiyear construction project due to multiple and continuous lane/ramp closures and detours along I-95, SR 836 and I-395 are adversely affecting mobility for Miami Beach residents, visitors, and workforce employees.

Furthermore, the department collaborates with FDOT to ensure that future FDOT projects in the City address safety, mobility and include multimodal accommodations with a focus on pedestrian and bicycle network enhancements. The department is closely coordinating with FDOT to include safety and multimodal enhancements in the future Alton Road reconstruction projects between Michigan Avenue and 63 Street, as well as the future projects on Collins Avenue between 26 Street and 63 Street.

The department will also focus on implementation of important mobility projects, such as complete streets, protected bicycle lanes, shared-use paths, neighborhood greenways, short- and long-term bicycle parking, pedestrian priority zones, intermodal hubs, and improved bus shelters.

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