

Transportation Demand Management (TDM) Study



JULY 2022



Transportation Demand Management (TDM) Study

Greater Fort Lauderdale Transportation Management Association

July 2022

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EXECUTIVE SUMMARY

Background

The Broward Region is one of the most exciting places in the world to live, work and play. Broward is in the middle of the 4th largest metropolitan area in the nation with a vibrant economy, beautiful beaches, lush landscape, a tropical climate and one of the most ethnically diverse populations in the entire country (2020 US Census). Broward welcomes 64 new households per day and entertains more than 13 million visitors a year. As population and tourism continues to grow and the roadway network approaches capacity, transportation professionals will need to focus on strategies to manage transportation demand and assure safe and equitable access to transportation.

The future is promising! Florida is earmarked to receive over \$16 billion under the Infrastructure Investment and Jobs Act (IIJA) and in 2018 Broward voters approved a penny sales tax that will generate an additional \$15.6 billion for better roads, management, and reduction of traffic congestion and for more public transportation options. The Broward Mobility Advancement Program (MAP) and the Broward Metropolitan Planning Organization's (BMPO) Metropolitan Transportation Plan (MTP) identify broad based investment in transportation on strategic corridors and 20+ miles of light rail. Many exciting projects are underway including the Broward Commuter Rail project which is moving towards a preferred alternative with 6 stations identified along the Florida East Coast (FEC) Railway corridor, the Central Broward East/West Transit Study, and the revival of the Airport/Seaport Automated People Mover Project Study. The private sector is also active in the future of Broward and regional and intercity transportation as Brightline is building new stations in Aventura and Boca Raton, with the Orlando connection opening in early 2023 and a planned connection to Tampa in 2028.

With opportunity comes challenges and there are headwinds that must be navigated to assure the benefits of investments are equitable and effective: the cost of housing in Broward is pushing low- and moderate-income employees farther away from where they work, the cost of owning an automobile has exceeded the annual salary of many workers, and the cost of fueling gasoline powered vehicles has become untenable for many. We cannot let transportation, or access to technology, become a barrier to the ladders of opportunity for our students; part time, low-and-moderate income workers, nor can we afford to allow transportation issues to be detrimental to employee recruitment and retention for Broward businesses.

The time is now for the implementation of a Transportation Demand Management (TDM) program focused on all of Broward. The Vision is to establish a highly recognized resource that is a one stop shop for information on transportation services, benefits, and payment. This Implementation Plan provides a two-year strategic program to solidify partnerships with the and to establish the foundation of a program through effective outreach and performance measurement.



In August of 2021 the BMPO and the Downtown Fort Lauderdale Transportation Management Association (DTFTL TMA) partnered to develop and implement a TDM program through an expanded TMA that covers all of Broward. The strategic initial steps included the funding of this initial effort and to expand the purview of DTFTL TMA. The DTFTL TMA has been a transportation partner in Broward for 30 years focusing on mobility and accessible transportation for workers and businesses located in the Downtown Fort Lauderdale Regional Activity Center. Over the years membership has grown to include transportation service providers, major employers and planning agencies and the TMA grew the Sun Trolley community bus service to be the largest community bus network in Broward, providing seamless connectivity between neighborhoods, waterways, jobs, the Fort Lauderdale-Hollywood International Airport, and the BCT, Tri-Rail, and Brightline services.

New local funding generated by the Broward Sales Tax allows for Broward Transit (BCT) to take on the operations and maintenance of the community bus service (now branded as LauderGo!). In January of 2022 the DTFTL TMA amended their by-laws to become the Greater Fort Lauderdale Transportation Management Association. Under the amended by-laws the TMA expands their purview to all of Broward and maintains their core purposes to:

- provide a forum for developers, employers, and property owners to address common transportation concerns;
- reduce traffic congestion, air pollution, and parking needs by supporting mobility services;
- promote efficient transportation demand management systems and programs that will enhance the area's competitiveness and economic vitality;
- continue its image as an attractive place in which to live, work, visit, and conduct business; and
- administer contributions and grants to the TMA from public and private sources for an expanded geographic area that covers all of Broward.

Roles and Responsibilities

The role of the Greater Fort Lauderdale TMA is to provide a one stop shop for transportation information and to be an advocate for educating the public on the benefits and opportunities to reduce the cost and time for commuting to work and school. The purpose is not to operate transit systems or to have a capital infrastructure program but to provide complimentary services. The TMA will work with current service providers including BCT, the South Florida Vanpool Program, the South Florida Regional Transit Authority (SFRTA)/Tri-Rail, Brightline, the Florida Department of Transportation (FDOT), the Area Agency on Aging of Broward, various Transportation Network Companies (TNCs) and micromobility providers to market each of their services and trip benefits to the commuting public. The TMA TDM program will also be implemented as a complementary effort to the South Florida Commuter Services program. The TMA will focus on internal Broward trip patterns and origins and destinations while the SFCS program will continue to focus on commuting on the Interstates and traffic into, out of, and through Broward. Figure E-1 presents



data for the 2019 US Census Longitudinal Employment and Household Database (LEHD) showing that more than 530 thousand persons live and work in Broward. These people will be the focus of the TMA program as will the 100s of thousands of University, College, Technical School and Broward School Board school trips that begin and end in Broward on a daily basis. Through this initial effort it is understood by the TMA and SFCS that there will be some overlap and that continuous coordination and consistent messaging are necessary.

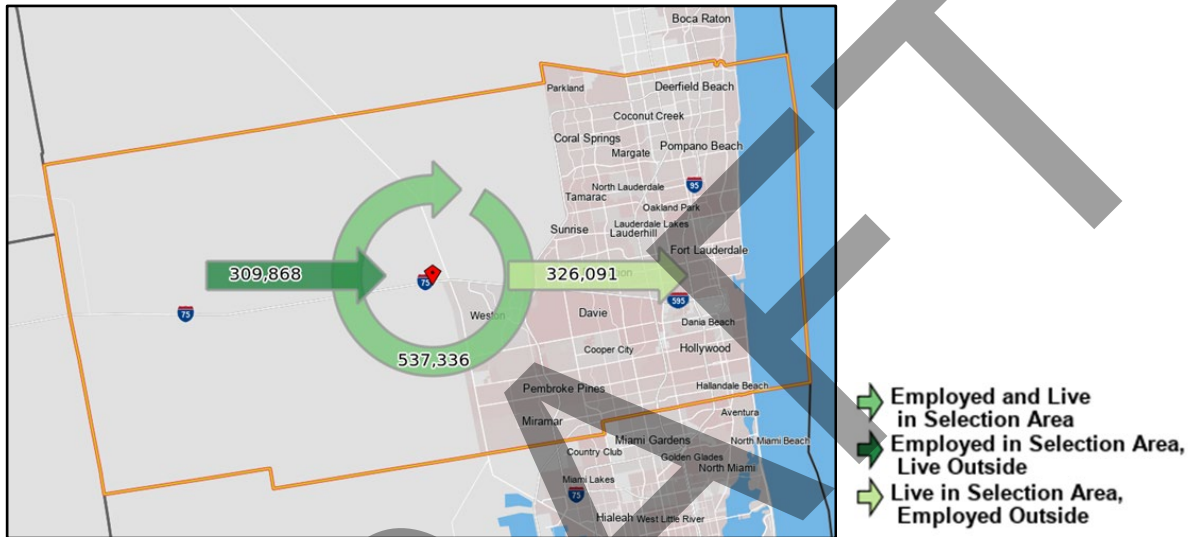


Figure E-1: US Census 2019 LEHD Employee Home Based Work Destination

Developing the Vision

Outreach Interviews

The Project Team was staffed by the Broward MPO and the Greater Fort Lauderdale TMA supported by professional consulting services. The Team developed a scope of services that included an extensive outreach and feedback loop through stakeholder interviews and a series of workshops to develop the Vision and Mission. The first steps included the creation of the Commute Broward brand and the Shift Your Ride tagline and the development of an extensive list of contacts that would represent a cross section of Broward commuters, employers, and transportation agencies. Outreach objectives were framed to obtain input on a consistent basis including interview prompts on the adequacy of the transportation network and services, existing agency partnerships, identification of groups in need of assistance, technology solutions, the impacts of COVID-19, solutions that could effectuate reductions Single Occupant Vehicle (SOV) commuting. The Team then engaged the stakeholders through initial interviews and a series of follow-up workshops as an iterative approach to craft a plan that meets the desires and





challenges framed by the community. A list of the stakeholder groups for this effort is provided on Figure E-2. Note that BMPO and the TMA will continuously engage these stakeholders in the future and develop new stakeholder partnerships through the execution of the Implementation Plan.

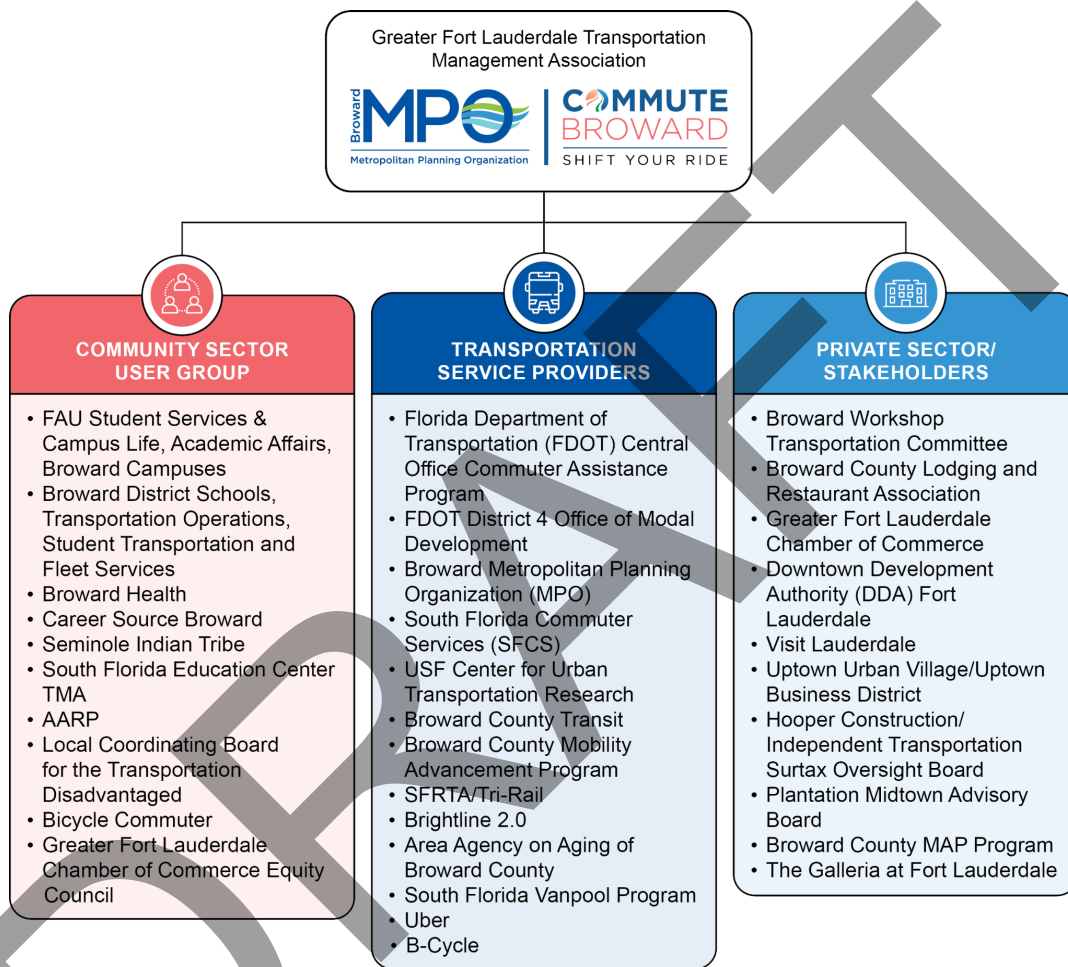


Figure E-2: List of Stakeholders

The interviews were held in an open discussion format so that the interviewees would feel comfortable in expressing their thoughts. A general framework was developed with open ended questions relating to:

- Identification of existing transportation services and partnerships
- An assessment of the impact of the COVID-19 pandemic to TDM with a focus on teleworking
- The level of interest in TDM options
- Opportunities and challenges for the future



- The development of a coordinated implementation plan that complements service provider programs

The team conducted 31 interviews with 56 persons. There were some nuances to the discussions based on the perspectives of the stakeholder groups. For the Transportation Service Providers group, some of the questions prompted network and services provided, partnerships with other providers, and performance metrics. The framework for discussion with the Private Sector group included queries on how transportation information is shared with employees, prompts concerning transportation benefits, parking rules and remote work policies. The discussion questions presented to the Community User groups focused on their experience with the transportation system, costs, and the importance of transportation in their daily lives. All groups

were asked about COVID-19 impacts and opportunities, and challenges that they foresee in the next five (5) or 10 years.

During the discussions, there were resonating themes that evolved focused on Efficiency of Service, Equity and Sustainability.



Figure E-3: Goals & Values Word Cloud

Efficiency

There was much discussion about the efficiency of existing transportation services with many mentioning the need for consolidated information, connectivity, payment, and trip planning through a “a one-stop shop” for Broward transportation. Users indicated that it takes a very long time to get to work and employers echoed that concern on the time to get to work and the negative impact it has on employee retention.

There were discussions about a lack of late-night services and first mile/last mile connections and the need for more micro mobility including the expansion of B-Cycle and potential dock less systems.

Equity

There was a common theme throughout the outreach efforts indicating that the Broward TDM program needs to have a focus on low- and moderate-income commuters with a target of supporting our frontline workers who sustain our economic base and necessity of daily life needs. The time for assistance is now as the cost of housing has, and is, displacing workers, and the



cost of owning and operating a vehicle has skyrocketed. It was also mentioned that remote work could be made more accessible with widespread availability to wireless and broadband services.

Sustainability

Sustainability was heard throughout the outreach effort in non-traditional terms. The discussions were not so much about the environmental benefits of a TDM program, but more about how COVID-19 really tested our resilience and how BCT continued to provide services for all essential workers throughout the pandemic. It was also heard that sustaining our quality of life by maintaining and economic growth is reliant on attracting and retaining employees and that transportation is playing a bigger role in that equation.

These themes drove the development of the Mission and Vision Statements.

MISSION STATEMENT

To optimize Broward's transportation network through collaborative strategies that support economic development and community prosperity.

VISION STATEMENT

Advancing commuting solutions for an improved quality of life in Broward.

The Scope of Services included a sub-task to learn about the impacts of the COVID-19 epidemic and how telework/remote working is being implemented in Broward. In general, it was found that COVID-19 had a significant impact on the provision of services; now services are back to 100% and ridership is growing. The pandemic has resulted in a new perspective for remote work and bicycle commuting to play a significant role in TDM. The Project Team also heard recognition that our transit employees were heroes during COVID-19 carrying our frontline workers in hospitality, retail, healthcare and other industries and some paratransit providers pivoted to providing free meals at home.

The Project Team heard that remote working is far more acceptable than pre-pandemic and could be more successful than in the past as part of a TDM plan. It was also noted that the implementation of formal remote work policies in Broward is still in a dynamic phase as formal programs are evolving. The Team found that a few agencies had official remote work policies including FDOT, Broward Health and Broward County and no private sector participants interviewed for this study had set formal policies.

Stakeholder Workshops

A series of Stakeholder Workshop Group meetings was developed as part of the outreach phase. Four (4) workshops were held inviting the Project Stakeholders to participate in an iterative set of meetings where potential effective strategies were developed and vetted for inclusion in the



Implementation Plan. The presentations and materials for each workshop can be found in Appendix B.

The interview process resulted in 74 potential strategies for the TMA to implement. Through an iterative process, the Stakeholders assessed the potential impact and the level of resources and effort in order to realize results. At Workshop #4, the top 10 strategies were shared with the group and the Stakeholders and they were asked to prioritize those strategies through a voting exercise. The top 10 strategies and the numbers of votes for each are shown in descending order on Table E-1.

Table E-1: Voting Results for the Top 10 Initiatives

Rank	Strategy	Votes
1	Improving Connectivity between Low- and Middle-Income Housing and Jobs	11
2	Employee Transportation Coordinator Program	9
3	Grant Writing for TDM Funding	8
	South Florida Commuter Services - Complementary Efforts Targeted Areas in Broward	8
5	Supporting Hospitality, Health and Frontline Worker Industries	6
6	Land Use Policy - Workforce Housing	5
7	Employee Transit Discount Program/Parking Disbenefit	3
8	Events - (Bike to Work Day, Dump the Pump, Group Rides, etc.)	2
	Real Time Transit Arrival Information	2
10	Parking Utilization/Costs	0

Implementation Plan

A detailed two (2) year implementation plan with a vision for year three (3) and beyond, was developed based on the top priorities and the project budget. This inaugural implementation plan includes a General Management Program and the top five (5) strategies that were identified through outreach interviews and stakeholder workshops. *Note that the approach to reaching out to the Number 1 Strategy: Improving Connectivity between Low Income Housing and Jobs and the Number 5 Strategy: Supporting Hospitality, Health and Frontline Worker Industries were found to be synonymous and were combined within the Implementation Plan.*

The detailed Implementation Plan follows starting with the General Management Activities that will be needed to be implemented to get the TMA and the TDM program up and running. Now that the strategies have been detailed, they are all considered to be equally vital to the program and dependent upon the success of each strategy. As the General Management activities are underway, Grant Research and Writing activities will begin as the program is starting with limited



funding, leveraging new funding will be critical to the growth of the program. The approach to Grant Funding will be very competitive and the TMA approach will be strategic to build partnerships with the MPO and stakeholders. Grants will be important to expand TMA services in the initial years and beyond. For the long term it was heard from the stakeholders and learned through the Best Practices effort that a dedicated source of funding be sought either through an ordinance, membership fees or other opportunities.

Activities to coordinate with the Regional South Florida Commuter Service Program will also begin immediately as the messaging, roles and responsibilities need to be clarified and made seamless for outreach to the public. The outreach effort will include a broad range of options for including, but not limited to, transit, carpool, vanpool, bicycling and walking, micro-mobility, paratransit, and private ridesharing.

GENERAL MANAGEMENT

Tier One. Foundational Activities

- I Implement a TMA Phone Number and E-Mail Address
- II. Coordination with the Broward MPO on Website Development and Messaging. One-Stop Shop Transportation Portal with Linkages to All Transportation Programs in the County
- III. Develop and Implement a Social Media Presence
 - Gen X & Older - Facebook, YouTube, Pinterest, Nextdoor, LinkedIn
 - Millennials - Facebook, Instagram, LinkedIn, Twitter, Pinterest, YouTube, WhatsApp
 - Gen Z - Reddit, Instagram, Snapchat, LinkedIn, YouTube, TikTok
- IV. Participate in SFRTA/Tri-Rail Monthly Regional Marketing Meetings
- V. Facilitate TMA Board Meetings

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I Prepare an Annual Report including Key Performance Indicators, Celebrating Successes, and Re-evaluating Challenges.
- II. Support Marketing of TDM Measures for Major Events e.g., Air and Sea Show, Tortuga Festival, Hard Rock, FLA Live Arena
- III. Attend Meetings with High-Level Employment Groups (Broward Workshop Transportation Committee, Lodging and Restaurant Association, Greater Fort Lauderdale Chamber of Commerce, Visit Lauderdale)
- IV. Attend Transportation Events with Transit Agencies at Major Employers and Transportation Hubs Including park and Ride Lots.

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Achieve Funding from Grants, Employer Memberships, and/or Fees for Services
- II. Prepare an Annual Reports on Countywide Transportation Impacts Influenced by the TMA
- III. Develop Agreements to Access/Allow for Online Payment of Transit and Transportation Fares/Costs



GRANT RESEARCH AND WRITING

Tier One. Foundational Activities

- I. Maintain Coordination with FDOT Central and District 4 on Current Commuter Assistance Programs
- II. Coordinate with the Broward MPO Washington Liaison on Overall Grant Strategy Including Which Grants to Secure and How to Leverage the Support of TMA Board for Other Grants
- III. Identify Up to Two Federal and State Grants for the Year 2023 Cycle of Federal Grants
- IV. Prepare and Submit Grants
- V. Continuously Explore Opportunities for New Funding Sources and TDM Grant Opportunities

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I. Execute and Administer Grants
- II. Coordinate with MPO on a Potential TDM Micro-Grant Grant Program
- III. Coordinate with FDOT District 4 and Broward School Board on Potential Support for Safe Routes to School Funding for the TMA

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I. Strategically Add Staff Through Grant Employees
- II. Additional Resources Dedicated to a TDM Micro-Grant Program
- III. Leverage Private Sector Political Capital for Additional Grants

COLLABORATE WITH SOUTH FLORIDA COMMUTER SERVICES

Tier One. Foundational Activities

- I. Provide Direct Connectivity Between SFCS and Commute Broward Websites
- II. Collaborate on up to (4) Joint Activities and Strategies per Year
- III. Collaborate on Federal TDM Grant Strategies

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I. Coordinate on Development of Annual Plans and Key Performance Indicators.

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I. Achieve Joint Funding from Grants, Employer Memberships, and/or Fees for Services

Strategic outreach begins with implementation of the Employee Transportation Coordinator Program activities as this effort will require working with major employers to build a program leveraging employer-based functions that already exist with employees that implement preferential carpool parking, transit discount programs and transportation information. It is



recommended that early outreach efforts begin with government and institutional agencies as they tend to be more open to TDM strategies and already have some programs in place to build upon.

DEVELOPMENT OF AN ETC NETWORK

Tier Two. Build Off of Foundational Strategies and Develop Formal Outreach to Institutional Employers

- I. Prepare a Brief Informational Brochure on The Role of ETCs and a Transportation Program Can Support Employee Retention
- II. Discuss with Institutions on How They Manage Parking and If There Are Designated Staff for Preferential Carpool Spaces, Transit Discount Programs, and Other Potential Benefits
- III. Identify Key Staff and Willing Agencies to Develop a Nucleus of ETCs, e.g., SFRTA/Tri-Rail Program
- IV. Identify Broward Best Practices and Develop a TMA ETC Handbook to Utilize in Recruiting and Training New ETCs

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I. Develop a Program of Recognition and Reward, Annual Luncheon - Broward ETC of the Year
- II. Additional Resources Could Support ETC Training and Expansion
- III. Share and Promote Collective Impacts Within Agencies and Through Local Media
- IV. Reach Out Through Chambers of Commerce and Private Sector Associations to Promote ETCs.

Implementing Transportation Education and Encouragement Services to reduce daily single-occupant vehicle (SOV) commuter travel and vehicle miles traveled (VMT) in Broward was identified as being the strategy that will ultimately have the most impact from the stakeholder outreach effort. Specifically, the strategy identified would be to implement a targeted approach at destinations with a focus on low-and-middle-income jobs in support of service, institutional, and construction employees.

The intensity of engagement will be dependent on the resources available for delivery as set out within the tiers. Again, it is recommended that initial efforts for employer-based outreach first begin with institutional employers as industry trends indicate that they are more open to allowing outreach to outreach programs. All outreach will begin with reaching out to the employer, obtaining information on employee transportation issues, and creating a message and materials for review and acceptance by the employer.

A schedule of events was developed for Fiscal Years 2023 and 2024 and is displayed in Table E-4.



TDM EDUCATION AND ENCOURAGEMENT SERVICES

Tier One. Foundational Activities

- I Develop Initial Material Demonstrating the Value of Transportation Programs for Institutional Outreach (see Tier Two).
- II. Review of Current South Florida Commuter Services Resources and Development of Printed and Online Resources That Promotes Commuting by Non-SOV Modes, Targeted to Employees and Employers.
- III. Participate in the implementation of the Development of the Broward MPO/SFRTA Tri-Rail Mobile App.
- IV. Participate in the Implementation of the MPO Congestion Management Process.
- V. Continue to Collect and Document Work from Home Policies. Provide a Clearinghouse of Programs for Employers to Review.

Tier Two. Build from Foundation and Develop Formal Outreach to Institutional Employers

- I Develop an Understanding with Local Transit Agencies (BCT, SFCS, SFRTA, South Florida Vanpool, Brightline, B-Cycle, Area Agency on Aging, etc.) to Offer Existing and Potentially New Programs Including Preferentially Priced Employer-Purchased Transit Products.
- II. Support the Marketing of TDM Pilot Projects.
- III. Implement Direct Engagement with Institutional Employers to Promote the Online Transportation Portal in Addition to Delivering Employer-Specific Programming. This Outreach Will Focus on Engaging Major Institutional Employers Such as Broward Government; Major Health Care Facilities including Broward Medical Center, Holy Cross Hospital, and Memorial Hospital West and at Colleges; The Seminole Tribe; and Universities at the South Florida Education Center and other locations around the County.
- IV. Additional Measures Coordinated by the TMA and MPO Team Will Include Supporting the Development and Administration of Customized Commuter Programs for Employers, Bike and Walk Programs, and Micro-Mobility. Telework Best Practices will be Provided in a Toolbox.
- V. Hold Transportation Pop-Up Events at Strategic Locations at Major Institutional Employers.

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Dedicate Additional Resources to Engaging Schools to Promote Active Transportation (bicycling and walking) and TDM Strategies such as School Pools, Walking Buses, Promoting Sustainable Transportation to Student Groups and School Infrastructure Improvements.
- II. Additional Resources Will Provide Direct Support to Employers Willing to Develop TDM Strategies Customized for Their Workplace. Engagement Will Focus on Major Employers Including Retail, Hotel, Wholesale Major Employers.
- III. Support BCT/B-Cycle in the Development and Implementation of a Strategic Growth Plan. Promote On-Site B-Cycle Stations as part of Major Employer Outreach.
- IV. Development of a Program to Support Major Construction Companies Willing to Develop TDM Strategies Customized for Their Work Sites Promoting Transit, Vanpools, Carpooling.
- V. Implement a Wide-Ranging and Integrated Approach to Employer, Community and School TDM Including More Capacity and Scale of Travel Planning and Implementation Support.
- VI. Additional Resources Will Provide Direct Support to Visit Lauderdale and the Tourist Industry through a Potential Concierge Service to Promote TDM Measures for Visitors.
- VII. Additional Resources Will Provide Direct Support for Major Event TDM Measures.

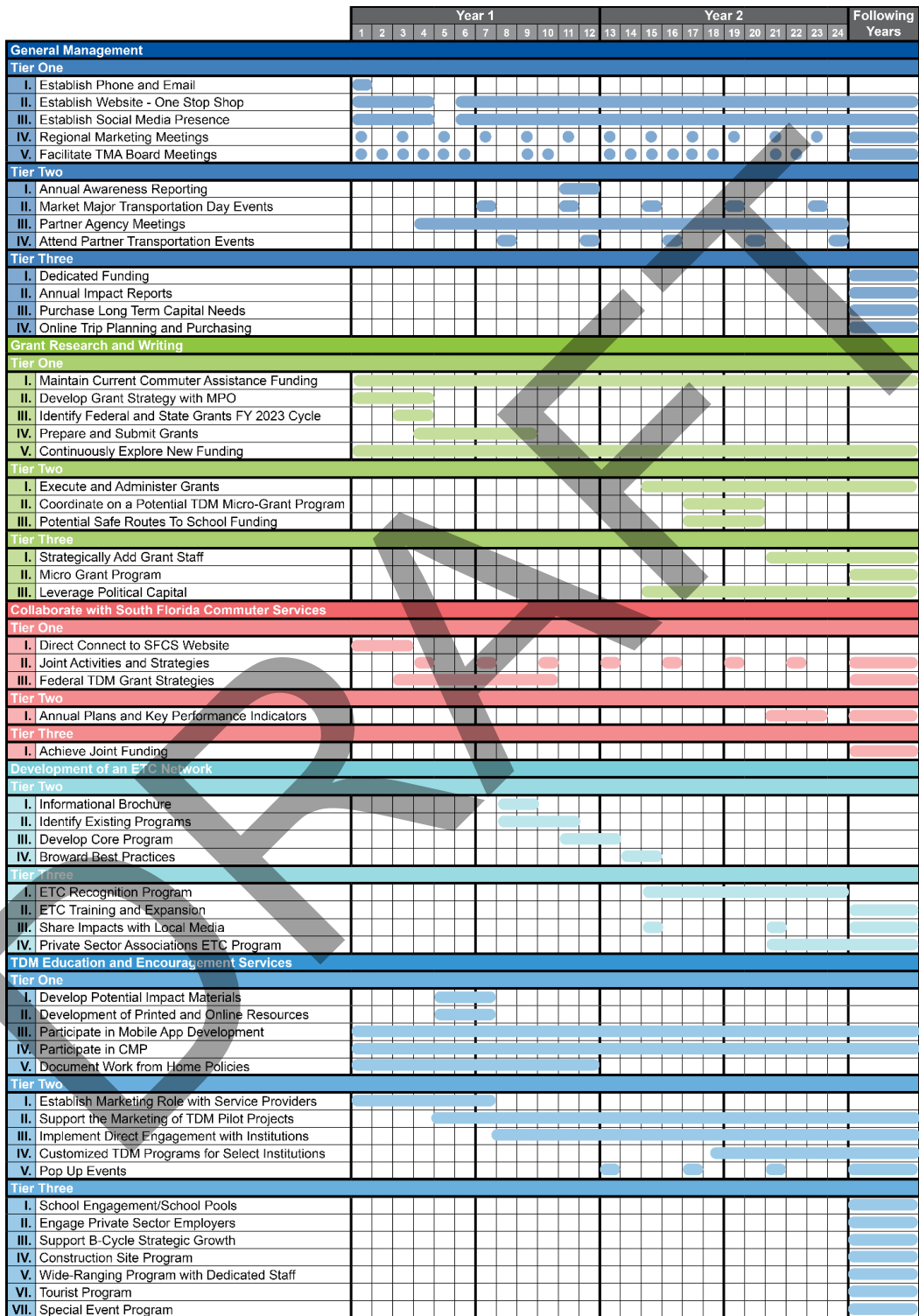


Figure E-4: Schedule of Strategy Deployment



Performance Measurement

The overall goal of an evaluation process is to provide timely, useful, and meaningful information on program activities and performance as well as information that can be used by program staff and other decision-makers to guide future decisions about program direction and resource allocation.

Performance measures are indicators of a program's success and illustrate how well the program is meeting its goals. This Plan has identified a series of Key Performance Indicators (KPIs) that should be used by the Greater Fort Lauderdale TMA Program to assess current and future success in encouraging TDM Program participation; meeting the public's travel information and assistance needs; and facilitating a shift to non-SOV modes of travel.

Monitoring should be carried out across five scales over time which serves to capture the evolution of travel behavior change, including:

- **Activities** for the quantification of TDM program marketing and outreach activities;
- **Awareness** of and exposure to TDM programming directed at them, including knowledge of access to non-SOV modes;
- **Participation** in TDM programming aimed to facilitate the use of non-SOV modes;
- **Satisfaction** with the execution and delivery of TDM programming; and
- **Impacts** as it relates to initial and continued shifts to non-SOV modes with TDM program assistance.

Over the next two years it is important to monitor various Program Activities, this includes: meetings and events attended, contacts advertising, outreach activities, and the number of on-site promotions to verify productivity. This data will define the TMAs presence in the community. Once the phone line, website and social media sites have been established it will be important to begin comparing the level of outreach and education to telephone, web hits and visits, and social media comments and questions; to determine the successes achieved and potential adjustments to the outreach. It is also important to note that the initial budget of \$150,000 per year in a community of 1.9 million people is very limited. Therefore, the KPIs selected should have data that is easy to corral and assess to maximize efficiency and staff time.



Table E-2: Recommended Measures for Year One & Year Two

GENERAL MANAGEMENT		
Level	Action Items	Key Performance Indicator
Tier One		
I	Establish Phone and Email	Number of Contacts
II.	Establish and Maintain Website	Beta Test Website
III.	Establish Social Media Presence	Number of Connections
IV.	Attend Regional Marketing Meetings	Number of Meetings Attended
V.	Facilitate TMA Board Meetings	Annual Meeting Attendance Rate
Tier Two		
I	Annual Awareness Reporting	
II.	Market Major Transportation Day Events	Number of Events
III.	Countywide Meetings	Number of Meetings Attended
IV.	Purchase Event Materials	Completed
V.	Attend Partner Transportation Events	Number of Meetings Attended
GRANT RESEARCH AND WRITING		
Level	Action Items	Key Performance Indicator
Tier One		
I	Maintain Current Commuter Assistance Funding	
II.	Develop Grant Strategy with MPO	
III.	Identify Federal and State Grants FY 2023 Cycle	Select Programs
IV.	Prepare and Submit Grants	Submit Applications
V.	Continuously Explore New Funding	
Tier Two		
I	Execute and Administer Grants	
II.	Coordinate on a Potential TDM Micro-Grant Program	
III.	Potential Safe Routes to School Funding	



COLLABORATE WITH SOUTH FLORIDA COMMUTER SERVICES

Level	Action Items	Key Performance Indicator
Tier One		
I	Direct Connect to SFCS Website	Complete
II.	Joint Activities and Strategies	Number of Events
III.	Federal TDM Grant Strategies	
Tier Two		
I	Annual Plans and Key Performance Indicators.	Complete

DEVELOPMENT OF AN ETC NETWORK

Level	Action Items	Key Performance Indicator
Tier Two		
I	Informational Brochure	Complete
II.	Identify Existing Programs	Complete
III.	Develop Core Program	
IV.	Broward Best Practices	Complete

TDM EDUCATION AND ENCOURAGEMENT SERVICES

Level	Action Items	Key Performance Indicator
Tier One		
I	Develop TDM Marketing Materials	Complete
II.	Development of Printed and Online Resources	Complete
III.	Participate in Mobile App Development and CMP	
IV.	Document Work from Home Policies	
Tier Two		
I	Establish Marketing Role with Service Providers	
II.	Support the Marketing of TDM Pilot Projects	
III.	Implement Direct Engagement with Institutions	Institutions Contacted
IV.	Customized TDM Programs for Select Institutions	Number of Customized Plans
V.	Pop Up Events	Number of Events



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Acronyms

AARP	an interest group focusing on issues affecting those over the age of fifty
ACT	Association for Commuter Transportation
ADA	Americans with Disabilities Act
AIM	Accelerating Innovative Mobility
AVO	Average Vehicle Occupancy
BCT	Broward County Transit
BMPO	Broward Metropolitan Planning Organization
CAP	Consultant Acquisition Plan
CMAQ	Congestion Mitigation and Air Quality
CMP	Congestion Management Process
CRP	Carbon Reduction Program
CUTR	Center for Urban Transportation Research
DDA	Downtown Development Authority
DTFTL TMA	Downtown Fort Lauderdale Transportation Management Association
DTPW	Department of Transportation and Public Works
EDP	Employer Discount Program
ETC	Employee Transportation Coordinator
FAU	Florida Atlantic University
FDOT	Florida Department of Transportation
FLL	Fort Lauderdale–Hollywood International Airport
FRLA	Florida Restaurant and Lodging Association
FTA	Federal Transit Administration
FTE	Full-Time Employee (or Full-Time Equivalent)
FY	Fiscal Year
GRH	Guaranteed Ride Home
IIJA	Infrastructure Investment and Jobs Act
KPI	Key Performance Indicators
LEHD	Longitudinal Employment and Household Database
MAP	Mobility Advancement Program



MDT	Miami-Dade Transit
MDTPW	Miami-Dade Transportation and Public Works
MOD	Mobility on Demand
MPO	Metropolitan Planning Organization
MTP	Metropolitan Transportation Plan
NAACP	National Association for the Advancement of Colored People
NIMBY	Not in My Back Yard
OESBD	Office of Economic and Small Business Development
OMD	Office of Modal Development
SFCS	South Florida Commuter Services
SFEC	South Florida Education Center
SFRTA	South Florida Regional Transportation Authority
SFVP	South Florida Vanpool Program
SOV	Single Occupant Vehicle
TCC	Treasure Coast Connector
TD	Transportation Disadvantaged
TDM	Transportation Demand Management
TIP	Transportation Improvement Program
TMA	Transportation Management Association
TMI	Transportation Management Initiative
TMO	Transportation Management Organization
TNC	Transportation Network Company
TOPS!	Transportation Options
TSM&O	Transportation Systems Management and Operations
USF	University of South Florida
VA	Veterans Affairs
VMT	Vehicle Miles Traveled



MISSION STATEMENT
[Why the Plan Exists]

To optimize Broward's transportation network through collaborative strategies that support economic development and community prosperity.

VISION STATEMENT
[What the Plan Strives For]

Advancing commuting solutions for an improved quality of life in Broward.

DRAFT





1. INTRODUCTION

The Broward Metropolitan Planning Organization (BMPO) has contracted with the Greater Fort Lauderdale Transportation Management Association (TMA) to study Transportation Demand Management (TDM) and transit strategies to increase the efficiency of existing transportation systems by influencing demand on those systems to help manage congestion. Additionally, the BMPO is developing a new Congestion Management Process (CMP) to monitor the capacity and traffic levels on major roadways in the Broward region. The primary purpose of the CMP is to develop and implement strategies to improve safety and mobility through all modes of transportation (i.e. TDM, transit, community shuttles, bicycle, pedestrian, and roadway) and to reduce Single-Occupancy Vehicle (SOV) travel. Additional activities include assistance with educational and other outreach activities and events.

This document provides the background to support the implementation of a **Countywide TDM Program**, the local outreach that identifies and prioritizes activities, the timing for implementing strategies, and key performance measures. It should be recognized that TDM plans are meant to be flexible to leverage opportunities as they are discovered through due diligence and to rebalance strategies and/or resources on an annual basis to build onto successes and recognize challenges.

The **objective** of this study was to understand and document the community's TDM needs while focusing on traffic mitigation, teleworking, flexible work schedules, mobility for seniors, transportation advocacy, safety, and environmental impacts.

The **goals** of this study include:

- Focus on promoting efficient TDM systems and programs.
- Perform an extensive stakeholder outreach effort.
- Enhance Broward's competitiveness and economic vitality.
- Bolster Broward's image as an attractive place to live, work, visit, and conduct business.
- Make a positive impact on reducing traffic congestion.
- Enhance the connectivity between modes of travel.



Purpose

The Greater Fort Lauderdale TMA is organized exclusively for the purposes of social welfare and educational purposes as those terms are defined, and limited by, Section 501 (c) (3) of the Internal



Revenue Code (1954), as amended, or any corresponding provisions of a subsequent federal law. The core purposes of the TMA are to:

- Provide a forum for developers, employers, and property owners to address common transportation concerns and to work cooperatively with the government to mitigate the impacts of traffic congestion through a transportation management program;
- Reduce traffic congestion, air pollution, and parking needs by supporting mobility services in the county;
- Promote efficient transportation demand management systems and programs that will enhance the area's competitiveness and economic vitality and continue its image as an attractive place in which to live, work, visit, and conduct business; and
- Administer contributions and grants to the TMA from public and private sources and funds under contracts with public agencies and private organizations, in accordance with the terms and conditions of such contributions, grants, and contracts and in keeping with the purposes of the Corporation as stated in its Articles of Incorporation and these Bylaws.

Need

The Broward region is located in the center of the Miami Urbanized Area - the 4th largest urbanized area in the United States. This location is of critical importance for the local, national, and global economies, and includes Port Everglades and the Fort Lauderdale–Hollywood International Airport (FLL) serving as gateways to Latin America, the Caribbean, and the rest of the US and the world. Being in the center means the regional transportation system is an integral part of Broward's transportation system.

According to the Broward Office of Economic and Small Business Development (OESBD) 2020 Scorecard and the Broward MPO 2045 Metropolitan Transportation Plan (MTP) the County's population is projected to increase from 1.9 million in 2020 to 2.2 million in 2045, an increase of nearly 16%. Furthermore, there is an expected increase in employment from 847 thousand in 2019 to 1.2 million employees by 2045. Broward is also a local, national, and global destination; those numbers are also projected to rise. Prior to the COVID-19 pandemic, Broward County welcomed more than 13 million overnight hotel visitors in 2019 and added more than 3,000 new hotel rooms from 2017 through 2019. Despite the pandemic, development continued into 2020 with the addition of nearly 800 additional rooms and a 32% increase is expected through the year 2045. One fact to highlight is that the developable area of Broward is, for the most part, built out. Therefore, it is critical that transportation assets are maximized and optimized to not only support our residents, students, employees, and employers, but also to welcome tourists and visitors to the region.



BROWARD COUNTY TRENDS

POPULATION & DENSITY

TOTAL POPULATION
1,944,375

1,204.6
SQUARE MILES

POPULATION DENSITY
1614.125

TOURISM

2020 2019

21M
36M
AIRPORT PASSENGERS

8.6M
13+M
OVERNIGHT HOTEL VISITORS

2.54M
3.89M
CRUISE PASSENGERS

MODES OF TRAVEL

78.3%
DRIVE ALONE

	Carpool	9%
	Public Transportation	2.4%
	Walk	1.2%
	Other Means	2.4%
	Work At Home	6.7%

HOUSING

\$1,433
MEDIAN GROSS RENT
FL - \$1,218 US - \$1,096

62.8%
HOMEOWNERSHIP RATE
FL - 66.2% US - 64.4%

\$370,000
MEDIAN HOME PRICE
(2022)

\$60,922
MEDIAN HOUSEHOLD INCOME
FL - \$57,703 US - \$64,994

15.4%
HOME PRICE INCREASE

Sources: <https://data.census.gov/cedsci/profile?g=0500000US12011>, https://www.broward.org/EconDev/Documents/Scorecard-ED202076593_ADA.pdf, <https://www.redfin.com/county/442/FL/Broward-County/housing-market>



There are limited opportunities for increased roadway capacity in Broward and the development of a robust multimodal, well connected, safe, comfortable, and convenient network is a high priority for continued prosperity. The integration of transportation and land use is essential to the successful development of an effective multimodal transportation system as are the implementation of a strategic Transportation Demand Management (TDM) Plan and Congestion Management Process (CMP).

TDM, at a fundamental level, aims to reduce single-occupant vehicle travel and increase Average Vehicle Occupancy (AVO) thereby optimizing the transportation network through the provision of information, incentives, resources, and support to people who want to make the best possible use of available transportation options. These alternatives can include public transit, carpooling, vanpooling, flextime and/or remote work, ridesharing, walking, and bicycling.

On a longer-term, advanced level, effective TDM strategies including land development practices, dedicated funding and fees, smart urban design, and municipal planning strategies encourage broader integration of transportation alternatives and the built environment. At this level, concepts include walkability indices, complete streets, sustainability, urban livability, and the integrated management of key transportation corridors.

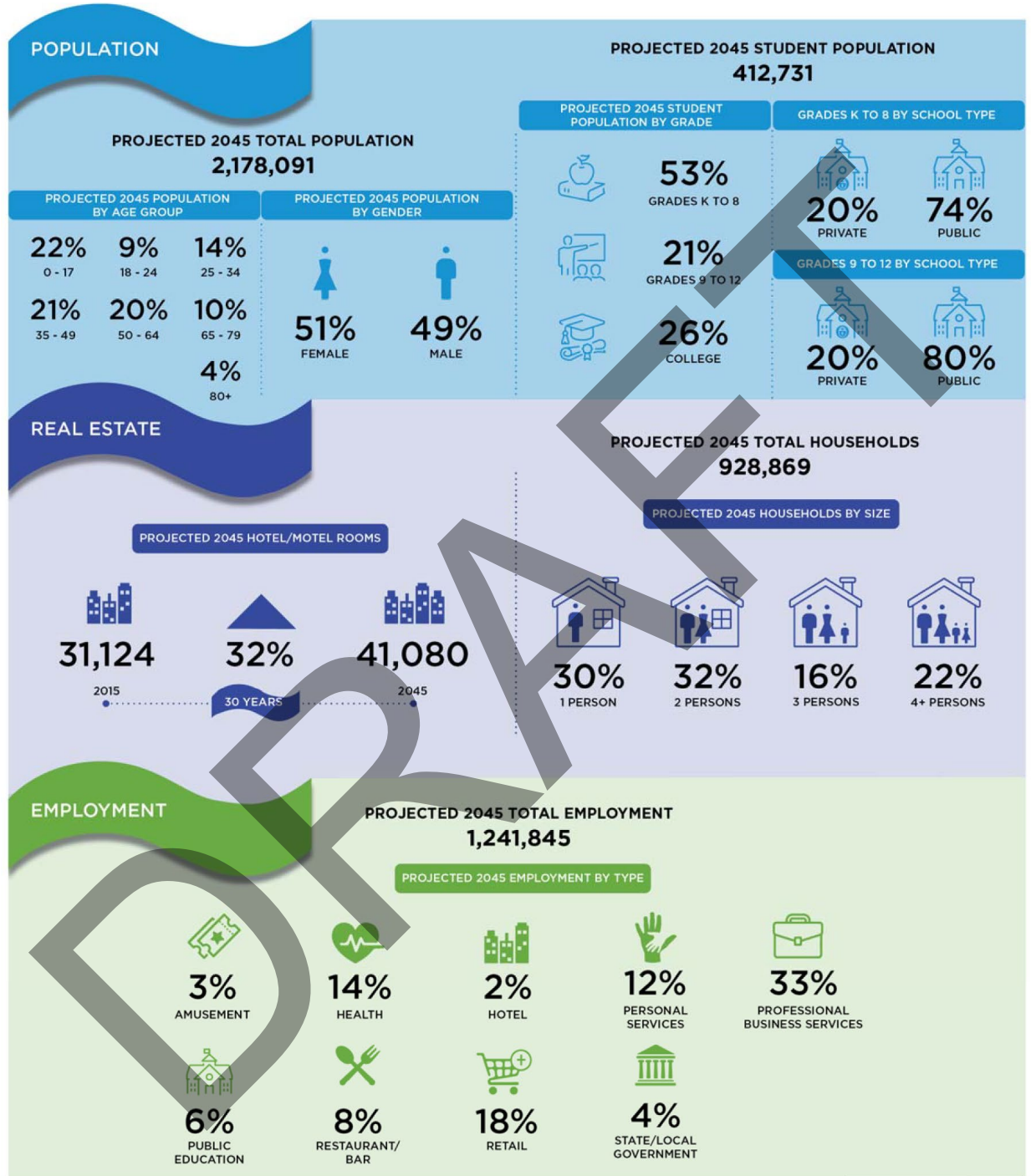
Congestion management is often discussed as a complementary effort to TDM strategies as CMP maximizes existing capacity and TDM optimizes the use of the system through managing demand and assisting with connectivity between modes/services. Maximizing the capacity of the transportation network and improving safety and mobility through Transportation Systems Management and Operations (TSM&O) and integrated corridor management of all modes of transportation is the main intent of the Broward MPO's CMP. Another key strategy for the Greater Fort Lauderdale TMA to focus on is Equity. While equity and equality are similar, they are different concepts. Equality is treating all people the same and providing equal access to opportunity. While equity refers to proportional representation based on circumstances (e.g., class, race, gender). Figure 1-1 is an illustration of the differences between equality and equity.



Figure 1-1: Equity vs. Equality



Source: University of Kansas



Source: Broward MPO Commitment 2045 Metropolitan Transportation Plan

Figure 1-2: Broward Projected Growth by 2045



Throughout the development of this plan, the project team consistently heard from Service Providers, the Community, and the Private Sector that transportation availability, affordability, and accessibility have become increasingly more difficult for a growing population in Broward. The Broward Office of Economic and Small Business Development (OESBD) 2020 Scorecard indicates that the median cost of a single-family home in Broward is \$377,000 - a figure which is out of reach for many residents and new home buyers. Additionally, 52% rent increases are staggering (Figure 1-3); the cost for vehicles - both new and used - have skyrocketed; and the price of gasoline is, as of June 2022, almost \$5.00 a gallon. These impacts on transportation, including the time and cost for residents and families to live, work, go to school, and shop in Broward have become an increased challenge to many. These challenges also create a strong need statement for TDM strategies.



MIAMI (CBSMiami) – What goes up, keeps going up. Rents continue to rise across the country and in South Florida and it's forcing tenants to make difficult choices.

Figure 1-3: Rental Price Increases January 2021 - January 2022

“TDM should really be owned and implemented by a multitude of entities within a region as each brings unique skill sets, funding, programmatic channels, and leadership to the table. The key to success is having a collaborative environment where each entity is empowered to do what they do best, and coordination/ partnerships are seen as keys to achieving the greater goals. A comprehensive TD plan should be developed with the input from all public/private sector groups that will need to be relied upon to get things done”. David Strauss, ACT





2. EXISTING TDM EFFORTS IN BROWARD

There are many transportation service providers operating within Broward and the Implementation Plan includes partnering with these agencies to leverage and expand the utilization of these programs through effective marketing. A summary of the existing TDM activities and resources in Broward is provided in the following text.

South Florida Commuter Services

South Florida Commuter Services (SFCS) offers a variety of TDM strategies by promoting and advocating for transportation alternatives while demonstrating the benefits through outreach, marketing, and partnerships. SFCS is a Florida Department of Transportation (FDOT) program which provides technical and financial assistance to promote transportation alternatives to commuters driving alone. This program is offered in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie, and Indian River Counties. SFCS TDM strategies include carpool, vanpool, mass transit, bicycling, walking, park-and-ride facilities, working from home, and a guaranteed ride home program.



The carpool and promotion of the Enterprise/South Florida Vanpool Program provide single-occupant drivers with the option to commute with others within the same geographic area. SFCS provides a web-based ride match service to find the best carpool/vanpool group/partners in the surrounding area. The vanpool and carpool services are provided for employees or employers, including students obtaining a university or college degree. One of the several benefits of these programs includes free use of the 95 Express Lanes.

In addition to carpool and vanpool services, SFCS also encourages the use of mass transit, walking, and biking. Mass transit for the service area in Broward includes a variety of express bus, local bus, and light rail services which include Broward Transit (BCT), Miami-Dade Transit (MDT), Palm Tran, South Florida Regional Transportation Authority (SFRTA)/Tri-Rail, Brightline and various private Transportation Network Company (TNC) providers. Utilizing mass transit plays an important role in the economy, health, and environment. There are strategically located park-and-ride facilities throughout the area that are mobility hubs within the region, providing access to commuter rail, express bus services, bicycle facilities as well as regular local and shuttle transit services. The park-and-ride lots can also be used for commuters as a meeting location for carpools and vanpools with three (3) or more occupants.

Individuals who register with SFCS and utilize carpool, vanpool, walking, biking, and/or mass transit at least 3 times per week are eligible for the Guaranteed Ride Home (GRH) program. The GRH program assures a ride home at no cost for unplanned events or emergencies. The program covers the expense of an Uber/Lyft ride or taxicab fare to get home. SFCS also provides several resources for working from home, these resources include a telework certification series to help



managers and teleworkers create effective and efficient work in the digital workplace. Other resources include a telework agreement and a guide to setting up an effective work from a home workplace.

SFCS has also implemented a pilot study to help determine the long-term feasibility of using TNCs to make the first-and-last-mile connections for Tri-Rail trips. The pilot program is intended to understand how services like Uber may complement regional commuter rail impact costs, total travel time, Americans with Disabilities Act of 1990 (ADA) accessibility, ridership, convenience, and change public perception of regional commuter rail in South Florida.

South Florida Vanpools Program

Enterprise has partnered with the South Florida Vanpool Program (SFVP) to connect workers, living in proximity to each other, to a comfortable late-model van or SUV for transportation. The vanpool program allows the rider to save money by sharing their commute with other riders while getting to work on time. The benefits of the program include:



- I-95 & I-75 express lane toll exemption,
- Emergency Ride Home Program: vanpool 3+ days/week and get 6 free taxi or Lyft/Uber vouchers per year for emergencies or unscheduled overtime,
- Comprehensive physical and liability insurance, and
- 24/7 roadside assistance and preventative maintenance.

Employers have the option to partner with Enterprise to improve employees' commute to work. Enterprise will work with the employer by tailoring the program to the business's goals, assisting with recruiting riders, connecting employees who live near each other, supplying a recent-model vehicle, and providing real-time reports and quarterly impact reports to update employers' performance measures. Enterprise also includes onboarding and maintenance for the vehicle and program. The Enterprise website offers a tool that calculates the benefits and impacts of participating in a vanpool program. Figure 2-1 shows the amount of freed-up parking spaces, yearly employee savings, and pounds of carbon emissions that are reduced annually when vanpooling at a company with 100 employees.

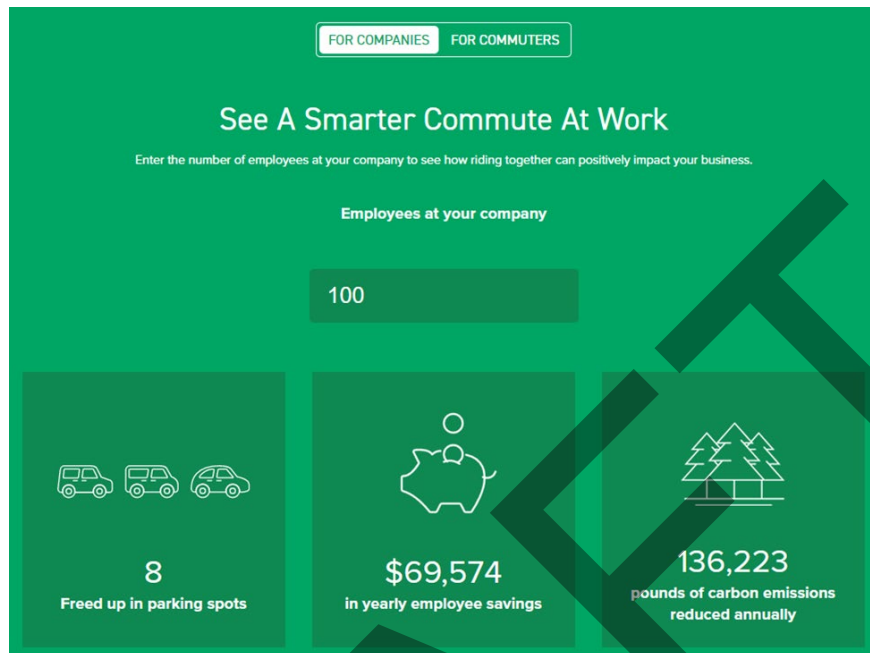


Figure 2-1: Enterprise Commute Benefits Tool for Companies

Commute groups set their own rules, share responsibilities, such as driving and vehicle care. Enterprise provides a complete clean starter kit for new commutes and encourages all riders to take the Complete Clean Pledge. Commute with Enterprise is a competitive benefit that helps employers recruit and retain employees while having the ability to diversify and recruit the talent pool from surrounding areas. The SFVP provides various benefits including:

- Reduced parking congestion by freeing up parking space.
- IRS Code 132(f) can help your employees save money by reducing taxable income and can help your business lower FICA payroll taxes.
- Quarterly impact reports help you track toward your business goals, like lowering your carbon footprint or freeing up parking spaces.

Commuter benefits to the vanpool program include:

- Getting that hour of drive time back as “me” time. The time you can build into your workday and be more present when you get home.
- Federal employees can get up to \$270 a month in transit benefits. For non-Federal employees, there are many local and company subsidies that can help substantially lower commuting costs.
- A guaranteed ride home through the Guaranteed Ride Home (GRH) Program.
- The ability to pay with pre-tax income through IRS Code 132(f).



Enterprise also provides a savings calculation tool for commuters on their website; this tool is based on the miles traveled to work. Figure 2-2 shows the yearly savings amount, annual hours of drive time back, and the number of miles less traveled. This information can be used to calculate savings in time, money, and maintenance.

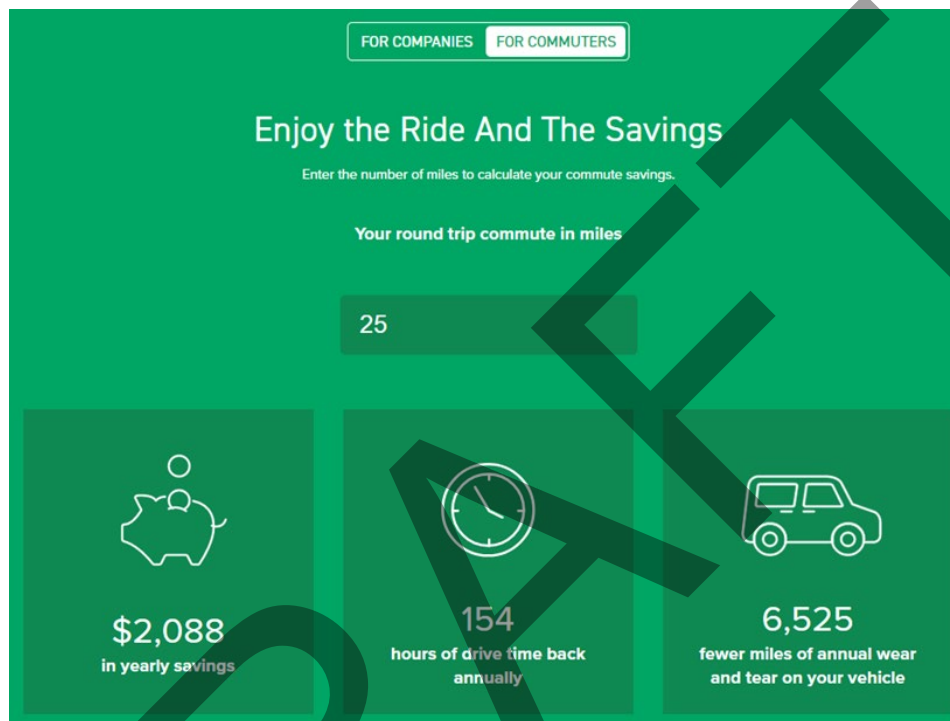


Figure 2-2: Enterprise Commute Benefits Tool for Commuters

South Florida Regional Transit Authority (SFRTA)/Tri-Rail

SFRTA operates the Tri-Rail commuter rail service in Miami-Dade, Broward, and Palm Beach counties. The system operates 25 trains per weekday in each direction for a total of 50 trains between 4:00 am and 10:35 pm. On weekends and holidays SFRTA operates 15 trains in each direction, for a total of 30 trains per day between 5:17 am and 11:45 pm. Tri-Rail trains also accommodate bicycles, there are seven stations in Broward and all stations have bike lockers.



SFRTA also operates 14 commuter bus routes, three (3) in Palm Beach County and 11 in Broward. This service has become an important first/last mile connection and about 25 percent of Tri-Rail passengers ride the commuter buses.

There are seven Tri-Rail stations in Broward, all of them serve as park-and-ride lots. These park-and-ride lot facilities include bicycle racks and lockers at the station, mostly free parking, electric



vehicle charging station, and restroom facilities secured by a camera and/or security personnel. Table 2-1 includes the number of parking spaces in each park-and-ride facility in Broward. The Broward Boulevard Tri-Rail/Amtrak Station, Fort Lauderdale Airport Tri-Rail Station, Sheridan Street Tri-Rail Station, and Hollywood Boulevard Tri-Rail Station/Amtrak Station also serve as park-and-ride stations for Managed Lanes Express Bus routes.

Table 2-1: Tri-Rail Station Park-and-Ride Spaces 2019

Facility Name	Park-and-Ride Spaces (2019)			
	ADA	Non-ADA/Tri-Rail	Motorcycle	Total
Deerfield Beach Tri-Rail/Amtrak Station	5	122	4	264
Pompano Beach Tri-Rail Station	16	478	6	500
Cypress Creek Tri-Rail Station	14	613	6	633
Broward Boulevard Tri-Rail/Amtrak Station	39	755	0	794
Ft. Lauderdale Airport Tri-Rail Station	11	440	12	463
Sheridan Street Tri-Rail Station	19	827	3	847
Hollywood Boulevard Tri-Rail/Amtrak Station	5	122	4	131

Uber has partnered with the SFRTA to provide complimentary rides to or from select Tri-Rail Stations within Broward and Palm Beach Counties within selected service areas, as shown in Figure 2-3.

Riders are provided a voucher through the Uber application to their personal account, which appears in the Uber wallet. The voucher may be used when scheduling a trip as a payment paid by SFRTA. Tri-Rail passengers can make up to two Uber trips per day with a voucher. Uber also works in partnership with the GRH programs by SFCS.

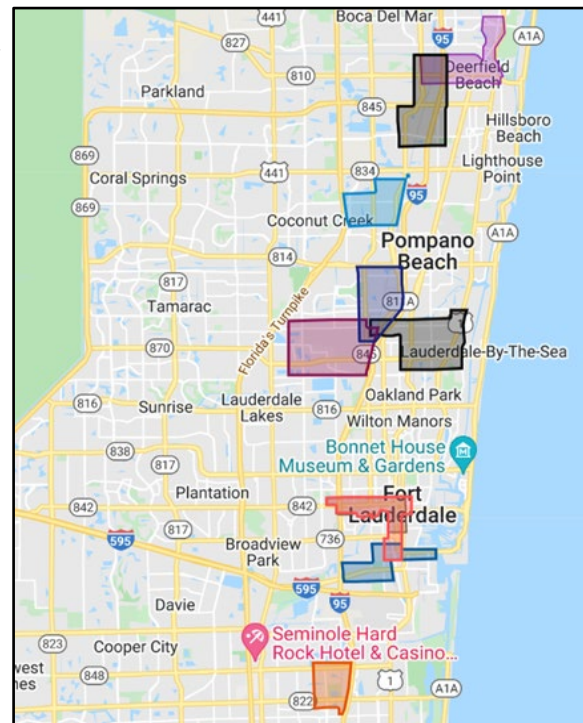


Figure 2-3: SFRTA and Uber Services Map



SFRTA/Tri-Rail Commuter Discounts

Tri-Rail provides discounted fares through the EASY card, an automated fare collection system. Commuters may add cash value up to \$150 to pay the one-way fare, a monthly pass, 12-trip, or weekend passes. The EASY Card is an effort to create seamless regional travel in South Florida. Tri-Rail has partnered with MDT to use the EASY Card as the preferred way to pay for transit fares and is valid for use on both Tri-Rail and MDT, which includes Metrorail and Metrobus. With the EASY Card, users may enjoy various benefits such as convenience, free balance protection, free autoloading, and free online account management. To obtain a discounted fare (Children, Persons with disabilities, Seniors, Students, and Employer Discount Program members) individuals must pre-qualify to obtain a Discounted Fare EASY Card for a \$2 charge, this can be completed by taking the proper eligibility documents to a Ticket Kiosk equipped with a photo station, such as the Fort Lauderdale Airport Station Kiosk.

Employer Discount Program

Tri-Rail also offers an Employer Discount Program (EDP) which allows employers to offer their employees public transit benefits, such as a 15% discount on monthly and 12-trip passes. Employers can offer workers pre-tax benefits with payroll deduction through the new federal tax incentives. Tri-Rail's EDP program provides many advantages, such as:

- Improved employee recruitment and retention efforts
- New job markets with greater access to the tri-county area
- Additional employee benefit with substantial savings
- Reduced parking demand at company locations
- Tax-free incentives
- Greater opportunity for access to transportation alternatives
- Improved company public reputation/image
- Improved employee recruitment and retention efforts
- New job markets with greater access to the tri-county area

Employers may apply for the program at no cost. To qualify, an employer is required to:

- Have at least four employees signed up in the program
- Have a business/commercial location
- Have a business phone number registered to the employer
- Assign an EDP contact person to promote and administer the program
- Select promotional methods as outlined in #3 of the Agreement Form
- Verify employees' participation

The EDP program also provides a pre-paid program to employers who want to purchase a pass or passes for their employees. Passes are automatically loaded on the 26th of each month, for the following month's pass. Employee benefits include a relaxed commute, free parking, an easy connection, tax benefits, and a 15% discount on monthly and 12 trip tickets. Employees can also



take advantage of the GRH program, including additional savings when joining the EDP program. Table 2-2 provides an estimated amount of savings when enrolled in the EDP program.

Table 2-2: Employee Fare Pass Savings

Fare	Regular Price	EDP Employee Price
Regional Monthly Pass	\$155.00	\$131.75
Monthly Pass	\$110.00	\$93.50
12 Trip Pass	Based on Zones Traveled	Based on Zones Traveled
12 Trip Pass (1 Zone)	\$30.00	\$25.00
12 Trip Pass (2 Zone)	\$45.00	\$38.25
12 Trip Pass (3 Zone)	\$60.00	\$51.00
12 Trip Pass (4 Zone)	\$75.00	\$63.75
12 Trip Pass (5 Zone)	\$90.00	\$76.50
12 Trip Pass (6 Zone)	\$105.00	\$89.25

Brightline

Brightline is the only privately owned and operated high-speed rail in the United States and has welcomed more than 2 million passengers on its route along the FEC Railroad in South Florida. Brightline has built three stations in South Florida since 2017, including West Palm Beach, Fort Lauderdale, and Miami. Brightline operates approximately 17 one-way and round trips a day, with availability starting from 5:47 am to 1:00 am. Brightline is expanding and new service connecting South Florida to Central Florida is expected to open in late 2022 or early 2023, with additional stops including stations in Aventura, Boca Raton, and PortMiami.



Brightline offers a door-to-door booking service with Brightline+, including a Brightline-branded mobility fleet that is fully electric. The Brightline+ fleet vehicles currently include Tesla cars, shared electric vans, and neighborhood electric vehicles. Brightline also offers a mobile application for iPhone and Android users to book trips across multiple private and public transportation modes for the first-and-last-mile, this service is available through Brightline+ to individuals located within five miles of a Brightline Station. Brightline is working with Miami-Dade Transit, Broward Transit, and Palm Tran to produce the nation's first multimodal transit payment service integrated with high-speed rail. Brightline has integrated CitiBikes and BrightBike in West Palm Beach, scooters, and other modes of travel into the Brightline+ service. Brightline is also improving rider transportation information by providing real-time updates via ActionFigure, a real-time



transportation software system at Brightline Stations. The Brightline+ fleet will also be fully electric by the end of 2022.

Brightline offers group discounts when riding with friends, family, or colleagues of ten to sixteen passenger reservations. Brightline also engages in the community by providing perks when taking the Brightline train to different stations. Some of the perks include "Home Runner Trains," which provides a complimentary shuttle service to the Miami Marlin games hosted in Miami.

BCT Limited Stop, Local Bus, and Community Bus Services

BCT is the major public transportation provider in Broward, with service throughout Broward and reaching into downtown Miami and southern Palm Beach County. Fixed-route and Express Bus service includes 46 weekday routes, 33 Saturday routes, and 32 Sunday routes. BCT provides connections to the community's multimodal transportation network as well as to system-wide connections at four transfer terminals located throughout the county. BCT also provides Limited Stop Breeze and Express Bus service, in addition to the Community Shuttle service, which provides local transit service within communities, including the paratransit service which provides transit to the elderly and people with disabilities.



Fixed routes provide connections to the community's multimodal transportation networks. Broward has 16 park-and-ride lots for Tri-Rail/Amtrak, Express Bus, and BCT fixed route services. BCT also has a limited stop bus service named "Breeze Routes" along select corridors which stop at major intersections and operates during weekday morning and afternoon peak travel periods. These limited stop bus routes include: US 1 Breeze (Route 101) and 441 Breeze (Route 441), University Breeze (Route 102), and Broward Breeze (Route 122). US 1 Breeze Route (Route 101) operates from Aventura Mall in Miami-Dade County to the Broward Central Terminal in Downtown Fort Lauderdale. The 441 Breeze begins at the Golden Glades Park-and-Ride lot in Miami-Dade County and ends at Coconut Creek Casino along Turtle Creek Drive.

BCT Community Shuttle Program is a collaborative transit service that operates in partnership with 18 Broward municipalities. BCT provides the funding to the municipalities that operate and maintain the shuttles and run local fixed routes. Routes are designed to complement BCT's Fixed Route system and to provide increased mobility and connectivity options in areas within the community that larger buses are unable to serve. Communities have anywhere between 1 and 7 routes within their community, this is largely dependent on the municipality and their demand for transportation services.



Coconut Creek	2 routes	Lauderdale Lakes	2 routes
Coral Springs	2 routes	Lauderhill	7 routes
Dania Beach	2 routes	Lighthouse Point	1 route
Davie	3 routes	Margate	4 routes
Deerfield Beach	2 routes	Miramar	4 routes
Fort Lauderdale	5 routes	Pembroke Pines	5 routes
Hallandale Beach	4 routes	Pompano Beach	4 routes
Hillsboro Beach	1 route	Tamarac	2 routes
Lauderdale-by-the-Sea	1 route	West Park	1 route

BCT Commuter Discounts

Ride-and-Save

The Ride-and-Save program is a commuter benefit program that helps commuters save money when they use an alternative mode of transportation to and from work. Employees may set aside \$260 a month of their pre-tax income toward various commuting costs. The Ride-and-Save benefit options include:

Option #1 - Employer Paid Benefit

- Employers can pay for their employees to commute on BCT by purchasing a 31-Day bus pass. Employers get a tax deduction for the expense.

Option #2 - Employee Paid Benefit

- Employees pay for a BCT 31-Day bus pass with their existing gross income when their employer provides a pre-tax deduction program for their transit costs.

Option #3 - Fare Share Benefit

- Employers can provide a portion of the cost of a BCT 31-Day bus pass. The employee also pays a portion using pre-tax income when the employer offers a pre-tax deduction program.

Discounted fares are provided for seniors 65 years and older, children 18 years or younger, college students, and Veterans, with the appropriate documentation. Discounted fares include:

- One-Way Cash Fare Reduced \$1
- All Day Bus Pass Reduced \$4
- 31-Day Bus Pass Reduced \$40
- Premium Express One-Way Cash Fare Reduced \$1.30
- 31-Day College Bus Pass \$50



Express Bus Park-and-Ride Lot Services (I-95, I-595)

The 95 Express buses are operated by BCT and MDT and funded by FDOT. The Express Bus Service in Broward provides free commuter park-and-ride locations and travel along the major interstate highways from Broward to Miami-Dade County.



The 95 Express has three routes in Broward: 95 Express Miramar (Route 106) from Miramar Regional Park to Miami Civic Center, 95 Express Pembroke Pines (Route 108) from North Perry Airport to Miami Civic Center, and 95 Express Pembroke Pines / Miramar (Route 109) from CB Smith Park / Ansin Sports Complex to Downtown Miami.

the 595 Express has two routes from Broward: 595 Express (Route 110) from FLA Live Arena¹ to Miami/Brickell, and 595 Express (Route 114) from FLA Live Arena to Miami Civic Center.

Table 2-3: Park-and-Ride Lot Spaces 2019

Facility Name	Park-and-Ride Spaces (2019)			
	ADA	Non-ADA/Tri-Rail	Motorcycle	Total
Miramar Regional Park-and-Ride Lot	2	131	0	133
North Perry Airport Park-and-Ride Lot	6	210	0	216
CB Smith Park-and-Ride Lot	5	120	0	125
Ansin Sports Complex Park-and Ride Lot	2	92	0	94
Sunrise Park-and-Ride Lot	10	330	0	340
Davie Park-and-Ride Lot	7	195	0	202

Lyft

Lyft provides transport service support through a mobile application by offering ride-hailing, vehicle rentals, bike, and scooter rentals. You can view nearby public transportation options in the 'Transit' section of the Lyft application home screen in selected cities. Lyft also works in partnership with the GRH program by SFCS. Lyft has also partnered with Brightline to help get around South Florida by providing \$5 off a Lyft ride to/from any Brightline station with every purchase from the Brightline website. Lyft and Brightline are also working together to provide a seamless solution to improve transportation options throughout the region.



¹ Formerly Known as the BB&T Center



Private Non-Profit/Paratransit

BCT provides paratransit services through the Transportation Options (TOPS!) program which is a shared-ride service. Broward TOPS provides transportation to individuals in accordance with the ADA and the Commission for the Transportation Disadvantaged (TD) guidelines. Paratransit service provides transportation service to individuals who have a functional disability or are financially disadvantaged and cannot travel by fixed-route bus service.



The estimated travel time of a TOPS! trip is similar to a fixed bus route system (excluding express bus service and commuter rail services), including transfers and walking time. The one-way fare per trip is \$3.50 and must be paid to the driver upon boarding the vehicle. TOPS! is an origin-to-destination service and drivers must follow pick up and drop off locations as stated on their manifest. Paratransit Rider's Choice Program is a program for existing paratransit customers and provides a new transportation choice for customers while enhancing the paratransit service. Customers are issued a Rider's Choice payment card which pays up to \$18 of the trip's actual metered fare when traveling by an authorized taxi company within Broward. The card is valid for use only in Broward. TOPS! operates during the same days and hours as the BCT fixed-route bus service, from early morning until late at night. Service areas and transfer points are shown in Figure 2-4.

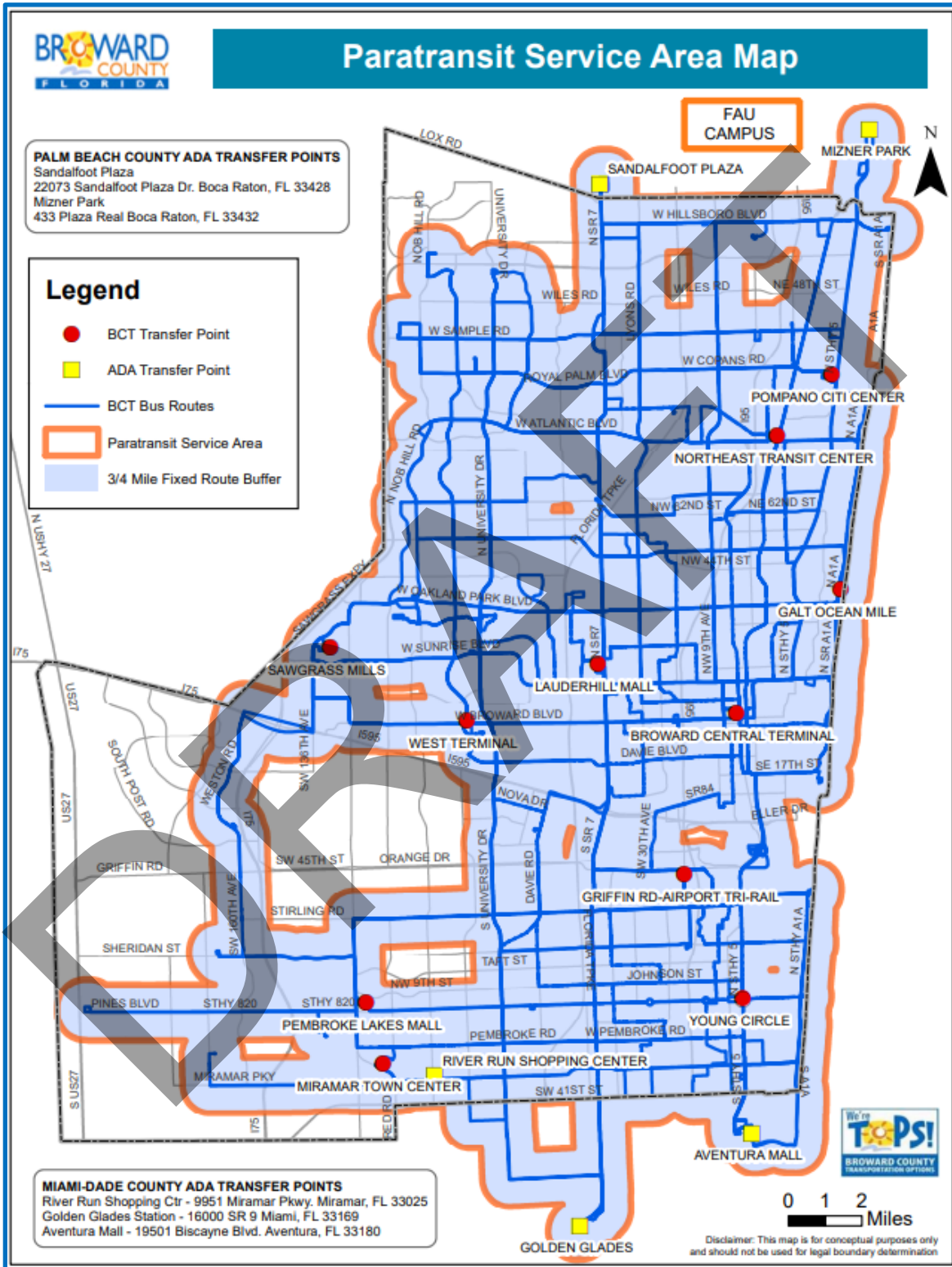


Figure 2-4: Broward Paratransit Service Area Map



Broward B-Cycle

Broward B-Cycle is a bike-share micromobility program managed by BCT that provides transportation and recreation options through stations located throughout the county. Broward B-Cycle provides an alternative option for commuting short trips that may be too long to walk. B-Cycles are easy to use and adjustable for people of all sizes by providing an adjustable seat post. Other features include fenders, skirt guards, chainguards to keep your clothes clean, and a basket at the front of the bike to hold any belongings. B-Cycle provides a mobile application for both iPhone and Android users to pay for bikes, unlock bikes, and instructions on how to use the bikes and systems while allowing users to access and manage their accounts and data. A kiosk is available at the B-station for payment to rent. A B-Cycle bike may be returned to any B-station with an available dock. Figure 2-5 illustrates the B-stations located throughout Broward.

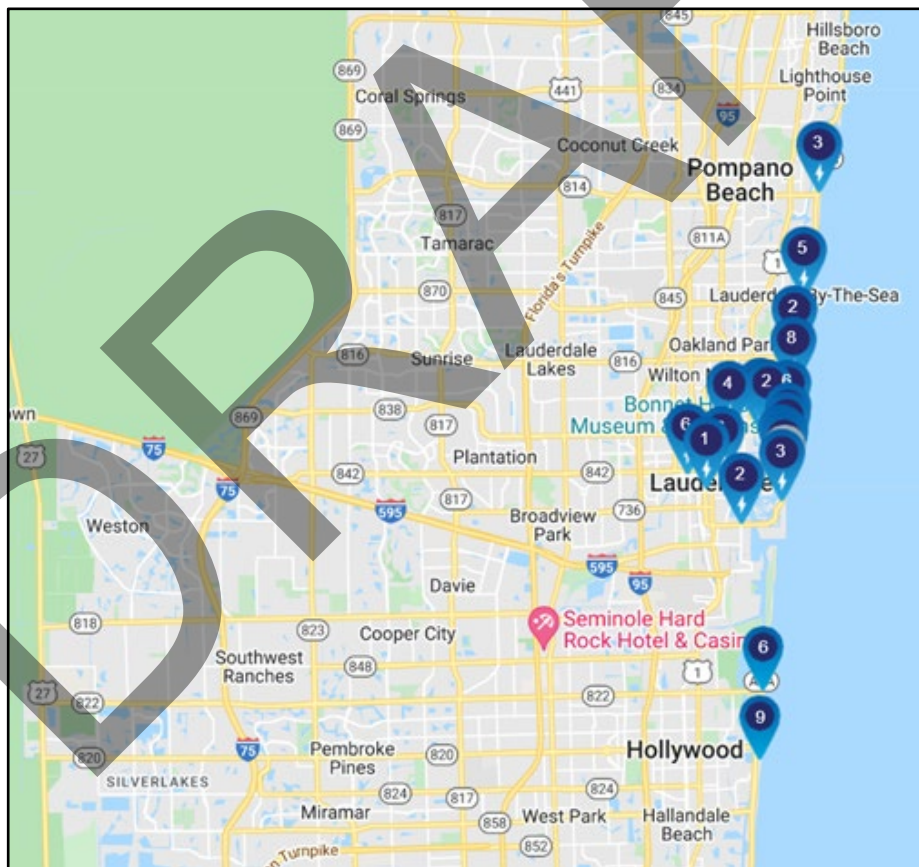


Figure 2-5: Broward B-Cycle Stations Map





3. OUTREACH EFFORTS

Project Stakeholders

The project team developed a stakeholder list for the purpose of exploring current issues, desires, and goals of the community. Stakeholders provided information and feedback to better understand current gaps and identify needs as it relates to TDM in Broward. Stakeholders identified consisted of three main categories: transportation service providers, private sector stakeholders, and community user groups.

Transportation service providers selected consisted of local transit services operating in Broward. These services include local and community bus services, commuter and intercity rail services, transportation network companies, micro-mobility providers and FDOT commuter assistance programs.

Next, the project team selected individuals from the private sector. Private sector stakeholders were selected with input from the Downtown Fort Lauderdale Transportation Management Association, in addition to four factors: (1) the number of employees, (2) location within Broward, (3) transit access, and (4) overall traffic congestion impact. Private sector individuals included Regional Business Centers, Employers, and different organizations and agencies.

Lastly, the project team selected individuals within the community, who commute to work via an alternative mode of transportation (e.g., walking, biking, transit). The project team also identified organizations that provide services for job seekers and employers, organizations that provide resources and tools to re-enter the workforce, and organizations and universities that assist with coordinating transportation services for a large mass. These individuals represented economically disadvantaged (SOV) commuters, university students, the elderly, individuals with a physical disability, and tourists. A list of stakeholders can be found in Table 3-1.

Table 3-1: Stakeholder List

Transportation Service Providers
Florida Department of Transportation District 4 Office of Modal Development (OMD)
South Florida Commuter Services (SFCS)
Florida Department of Transportation State Consultant Acquisition Plan (CAP)
University of South Florida (USF) Center of Transportation Research Program (CUTR)
Transportation Demand Management
Broward County Transit (BCT)
Broward B-Cycle Program
Broward Mobility Advancement Program (MAP)
South Florida Regional Transportation Authority/Tri-Rail (SFRTA)



Transportation Service Providers

Brightline
Area Agency on Aging of Broward
South Florida Vanpool Program Commute (SFVP)
Ride Hail Provider - Uber

Private Sector/Stakeholders

Broward Workshop
Broward Chapter of the Florida Restaurant and Lodging Association (FRLA)
Greater Fort Lauderdale Chamber of Commerce
Downtown Development Authority (DDA) Fort Lauderdale
Visit Lauderdale
Uptown Urban Village, Uptown Business District
City of Fort Lauderdale, Department of Sustainable Development, Urban Design and Planning Division
Broward Health
Hooper Construction, Alan Hooper, Chair Broward Independent Transportation Surtax Board
Plantation Midtown Advisory Board, Regional Business Center
The Galleria at Fort Lauderdale

Community Sector User Group

Florida Atlantic University (FAU), Interim Associate Vice President for Academic Affairs
Florida Atlantic University (FAU), Director Student Services & Campus Life for Broward Campuses
Florida Atlantic University (FAU), Davie Campus Student, Transit Rider
Broward District Schools, Transportation Operations, Student Transportation, and Fleet Services
National Association for the Advancement of Colored People (NAACP)
Urban League of Broward, Economically Disadvantaged
Career Source Broward
Seminole Tribe of Florida
South Florida Education Center Transportation Management Association (SFEC)
AARP
Physically Disabled Person
Bicycle Commuter 1
Bicycle Commuter 2



It is important to note that the NAACP and the Urban League of Broward were not available. However, the TMA looks forward to future partnerships with them and other organizations.

Outreach efforts consisted of emailing identified participants to set up individual interviews; the emails included the scope of work and the purpose of the TDM study. Once the individual accepted, the team provided the interviewee with questions related to their agency, group, or themselves to help guide the discussion. In total 31 interviews were held with 56 stakeholders. Each discussion was held virtually for approximately an hour via a virtual meeting platform. Appendix A includes the summary of the 31 interviews.

Stakeholder interviews assisted the project team in identifying opportunities, challenges, partnerships, relationships, gaps, information and how the team could proceed in the formation of an action plan. Outreach and collaborative efforts with stakeholders played a vital role in developing the community vision and the implementation plan that is discussed further in the Implementation Plan section. The TMA will continue to collaborate and cooperate with the stakeholders for additional input on services, to identify groups in need of assistance, implement technology, and develop new programs. Notable examples of input from stakeholders follow.

Notable Notes and Quotable Quotes from the Interviews

Efficiency

- Huge miss on biking –need more infrastructure, bike lanes, bridges, showers, and safe places to park their bicycle.
- First mile/last mile connections are critically important. Need more micro-mobility and expansion of B-Cycle
- Surtax is the game changer – integrated community-wide program,
- Need to expand or provide other options for docking bikes, lack of locations.
- Multiple transportation apps require fares to be paid individually. Need to have a more efficient system.
- College Campuses need to be better connected locally and regionally.
- Need better connections to the port and convention center visitors Bureau.
- Need to increase accessibility to the barrier island for service workers.
- Trip to work in the morning is Total 3 hours in the morning - Community Bus to Fix route – 30 min then Fixed Route to Job – 2 hours and 20 min
- Improved infrastructure for seniors to ride bikes and feel safe.
- Lack of late-night service has been a big issue for years
- One stop shop app for purchasing transit tickets & planning trips.
- Community shuttles to underserved neighborhoods, without public transportation connected to medical institutions.
- Need timely roadway/infrastructure construction advisements



Equity

- Broward Health patients from low-income communities, particularly patients of the Broward Health clinics in the Fort Lauderdale areas, who do not have access to personal transportation, have indicated on multiple occasions, their reason for missing Doctor's appointments, is the unavailability of access to transportation.
- Need to support construction industry and workers with transportation and parking assistance
- Late shift workers need extended hours of service to cover late night, weekends, and holidays.
- Service workers spend hours getting to work. Need premium services for existing riders.
- Telecom companies need to provide services in underserved communities.
- 40 years ago, the Broward Workshop was Ft. Lauderdale TMA centric. They have Broadened their perspective to be regional and include focuses on racial equity, transportation, housing resiliency
- Multiple opportunities to focus on colleges and universities, connecting lower income communities to higher education opportunities.
- County paratransit program, probably one of the most successful in the country. Great example of a partnership, life changer for the 100Ks of people
- Need transportation and options. "The most inequitable things about public transit are the lack of it"
- Uber -
 - Partnership with Walmart, Walgreens, CVS, etc. so that riders without a credit card can access services through the purchase of credits/cards for the use of Uber
 - Call center available for riders without a smartphone
 - Accommodates ADA customers
 - Data analytics provides the customer the opportunity to review underserved areas
 - Drivers who consistently cancel trips in disadvantaged areas can be suspended or removed from the platform
- Florida salaries are typically lower, Impact from high costs of housing, being pushed out
- Equity is an issue for seniors. Goal of Area Agency on Aging is to be independent and have a great quality of life.
- Need widespread access to wireless and broadband services.

Sustainability

- COVID-19 really tested our resilience – but we were very successful in supporting the community, never completely shut down service. They continued to provide services for all essential workers throughout.
- TDM can create more capacity for more construction [economic development].
- Sustainable economic development will require support for hospitality industry workers.
- The environmental message has not motivated commuters to switch modes in the region.
- Brightline Trains run on biofuel. Trains are inherently environmentally supportive.



- Uber is committed to zero emissions by 2030.
- Uber Green is a product they offer allowing riders to choose an electric vehicle or hybrid for their ride.
- Assemble policies that address resiliency and the built environment – air emissions, congestion reduction, parking reduction - building codes will have to adapt.
- Economic impacts of families taking care of the elderly.
- Bike riding is COVID sustainable.
- Broward County pivoted quickly from pandemic.

COVID-19 Impacts

- Transit services were hit hard, but local services needed to continue to support front line workers. Our bus drivers are heroes.
- COVID increased bicycle use for commuting, how can we leverage that?
- BCT Broward Bike (B-Cycle) sharing program saw an increase in ridership. Ridership doubled during COVID and increased 122% in 2021- reaching 103,467 trips.
- Pandemic hit micro-mobility hard. Scooters were stopped and have not come back.
- Services for elderly were hit hard. Many providers stopped services. Donations of vans were used to deliver home meals. Home delivered meals took the place of transportation services for others.
- A lot of people from the northeast have moved down to Florida, which has resulted in higher home prices. Existing seniors are being pushed out due to increases in housing costs.
- Florida was different from the rest of the nation as they reopened early and service has come back strong consistent with domestic travel at airports. Things will get even better when foreign tourists come back.
- Lost a lot of people due to the halt of prioritizing routine health. People stopped going to their doctor's appointment.
- Increased emotional pressure such as loneliness.
- Shortage of bus drivers across all service providers.
- Some services were converted to deliver home meals.
- Daily deep cleaning of transit/transportation vehicles.
- Broward County does not allow its employees to routinely work from home. Certain sectors and industries are not able to work from home, such as police, fire, health care, hotel, restaurants, or unionized workers.

Remote Work

- Teleworking and COVID have separated people and how we reconnect socially.
- COVID will have long term effects, work at home syndrome will continue. Employers will have to realize the quality of life and flexible work schedules to retain employees.
- Center for Urban Transportation Research (CUTR) household surveys and the US Census have been tracking telework including Miami and Florida. Seems to be about 34%



- The Town of Davie adopted a telecommuting policy but now all departments are back to work.
- Many stakeholders indicated they have no formal work from home policy.
- Work from home policies should be unique to the size of the company.
- Take away from working from home is that the time spent on commuting has turned into productivity.
- Broward Health has implemented a telework policy which allows employees to request to work from home. The policy evaluates the employees' position and is approved based on operational imperatives. Developing a service to manage those who work from home.

Opportunities

- Don't be afraid of failure. Adapt on the fly. If you jump in systemwide it will be difficult to sustain or explain.
- Performance Measurement. Document your failures, have seen pilots implemented and then go away with no documentation on the causes.
- Engage the School Board, Broward College, Governmental entities – two courthouses downtown.
- There are advocates for pedestrians and bicycle users, but no vocal advocates for the transit user population
- Think of the Broward Workshop as allies, to support a laundry list of efforts.
- TMA can have a broader scope than a TDM program, TMA can customize to their constituency
- Pilot Projects:
 - BCT will be launching a micro-mobility program to complement the shuttle program. Utilizing as a mechanism to get to smaller communities.
 - Tri-Rail will be launching a micro-mobility pilot in the Cypress Creek area.
 - Subscription service to vanpooling services to be provided. No details yet.
 - Potential on demand vanpooling pilot program
- How do TMAs address Equity - ACT has a committee on equity
- Non-profit hospitals must do a community health benefit assessment of their services, previously studied the social determinants of health in transportation. One big issue is that you need a transit connection for people to visit people at the hospital.
- Commute trip reduction law
- Growth management act – grow up not grow out
- Socialize cost- benefits (ridership) 60% are paid by employers
- Two separate contracts when buying a home or leasing office space. The parking space doesn't come with the rent (1 contract for building + 1 for parking lot)
- Oregon law - <https://www.oregon.gov/deq/aq/programs/pages/eco.aspx>. Employee Commute Options is a mandatory program for large employers.
- Need a Toolbox for Suburban communities.
- Dockless connectivity is easy and quick; it has a place in the system



- B-Cycle stations now have a smaller footprint and are solar.
- Seminole Tribe need better connections to Airport, Seaport, and Brightline.
- Special event transportation communications and options
- Community Shuttles in replacement for City service for students who live under the 2 miles mark. School Walk Safe/ Bike Safe Programs.
- Opportunities for other new modes of transportation “above the road”, such as gondolas.

Challenges

- How do we communicate to businesses on what the benefits are, leadership needs to be convinced?
- Convenient and comfortable transportation to encourage SOV commuters to use Public Transportation. Getting rid of the negative stigma of public transportation.
- Municipal support of affordable housing
- Creating alternative vision for people to see freedom away from the car.
- Creating a carpool system with students is difficult as schedules vary each semester.
- Infatuated with technology that hasn't proven itself need to change behavior
- Need to gain credibility with the private sector.
- Need Funding to build a robust program.
- Keeping up with growth.
- Conflict between cars and bikes on shared use facilities, road range can occur.
- Commuter Services Programs are not elevated as other investments, not talking about persons per mile. If the metrics are vehicles, then we get vehicle solutions.
- There are vocal citizens for pedestrians and bike users but no vocalist for the transit user population.
- Not in My Back Yard (NIMBY) issues are going to be the biggest challenge to expanding transit and the private sector component of the TMA Board can provide political capital
- I-95 corridor poses challenges – FDOT proposing a flyover, rearrange the interchange for fewer crashes
- How to create alternatives for people to see freedom away from the car
- Concerns about getting [hospitality] staff from home to work, cost of housing, low wages, limits opportunities to own a car

Stakeholder Workshops

A TDM Workshop group was developed as part of the outreach phase. A total of 4 workshops were held inviting the Project Stakeholder to participate in an iterative set of meetings where potential effective strategies were vetted for inclusion in the Implementation Plan. Three (3) of the workshops were held in-person and one (1) occurred virtually via Zoom. Each workshop contributed to the development of recommendations, the implementation plan, and identification of opportunities and challenges, as well as forming the development of the Broward MPO's countywide TDM strategies. The presentation and materials distributed for each forum can be found in Appendix B.



The results of the workshops identified the strategies and role for the Greater Fort Lauderdale TMA. As previously mentioned, the interviews with stakeholders identified themes related to equity, efficiency, and sustainability which resonated throughout the process and will be the agency's core Mission and Vision. The outreach efforts and stakeholder engagement also played a vital role in the TDM Study by providing connections, insight, and knowledge about our community, while also creating new partnerships and strengthening existing ones. These exercises also assisted the team in identifying what the role and focus of the Greater Fort Lauderdale TMA will be, which is to provide a one stop shop for transportation information while advocating and educating the public on benefits and opportunities to reduce the cost of commuting to/from work or school.

A summary of each workshop forum is provided in the next section.

Workshop 1

The first forum was held in person on December 2, 2021, at the BMPO office. This first TDM workshop outlined the scope of the study, including the goals and objectives of the study, the role of workshop members, and information on what had been learned up to that point.

The role of attendees included ongoing participation to help inform recommendations, become eventual ambassadors for TDM implementation, assistance in expanding messaging related to TDM efforts, and the possibility of becoming a TMA Board Member.

Next, common themes relating to opportunities and challenges were identified through the interview process among the different stakeholder groups. Especially as it relates to equity and providing better transit for low-to-middle income communities and front-line workers. Throughout the first forum, participants were asked various polling questions including:

- Rank these values relating to TDM (Personally):
 - Health
 - More Personal Time
 - More Productive During Commute
 - Protecting the Environment
 - Saving Money
- Rank these values relating to TDM (Affiliation):
 - Health
 - More Personal Time
 - More Productive During Commute
 - Protecting the Environment
 - Saving Money
- What goals/values are most important to establish for the TDM Study?



A word cloud was generated from the results of the survey activity. Figure 3-1 illustrates the words associated with the last question related to goals and values of the group.



Figure 3-1: Goals & Values Word Cloud

As the word cloud illustrates, efficiency, equity, and sustainability were the most common words identified for this exercise. These themes guided the discussion and study moving forward.

Workshop 2

The second TDM forum was held on February 3, 2022, virtually via Zoom. This forum included an update on stakeholder interviews, including common themes, survey results, National TMA peer review of best practices, and discussion of the TMA Action Matrix Survey. The team presented common opportunities and challenges that had been identified through ongoing stakeholder interviews. The opportunities and challenges are listed in Figure 3-2.

Opportunities	Challenges
County Surtax, IJA, Premium Transit	Not In My Back Yard
Equity	Advocacy
Pilot Projects	Collaborative Marketing
Technology	Systemwide
Micro-Mobility/ FMLM	Complete Trip App
Incentives	Collaboration & Outreach
Policies/Ordinances	Model Ordinance Development

Figure 3-2: TDM Opportunities & Challenges



National Best Practices are discussed in further detail in the National Best Practices section of this report.

Prior to the second forum, the project team emailed stakeholders a TMA Strategy Matrix Survey (Figure 3-3). The survey included 74 specific TDM strategies in twelve (12) distinct categories for workshop members to rate, using a 10-point Likert scale². The 12 categories were highlighted in gray, while the strategies were included below each section, in roman numerals.

Workshop members were asked to rate the 12 categories and strategies on the level of impact as well as the complexity or length of time to realize that impact on a scale of 0 to 10, with 10 having the highest impact or implementation. The twelve (12) strategies were derived from the stakeholder interviews and best practices.

² The Likert Scale is a rating scale that helps you gauge the attitudes or opinions of your customers. Named after the American social psychologist, Rensis Likert, this bipolar scale gives 5 or 7 different options ranging from one extreme to another for the respondents to choose from (surveysensum.com).



POTENTIAL TDM STRATEGIES

Many Transportation Management Associations (TMAs) came into existence in the early 1990s to assist in carrying out the goals of the Congestion Mitigation and Air Quality Improvement (CMAQ) Program. Traditionally, the role of TMAs has been to disseminate information and encourage "9-to-5" employees to use alternatives to drive-alone commuting while alleviating the pressures of peak traffic congestion. With a paradigm shift towards teleworking, the widespread availability of information online at people's fingertips, and a greater focus on social equity and economic stability, the charge of TMAs has evolved significantly.

After conducting approximately 40 interviews with local stakeholders, system users, and peer TMAs, we have learned there is an important need to connect private and public interests, and a county-wide TMA can serve to fill this niche. In addition to a resource for matching carpoolers, a county-wide TMA should focus on advocacy, social connections, resiliency, and partnerships. Below is a list of broad-brush strategies that may be applied to support the localized transportation needs of our community.

We are seeking your input to build a Broward County specific program. Please provide your assessment of Impact and the level of Efforts to have an impact on the community. We will average all of the scores to identify short, mid and long-term initiatives for your review at the next workshop.

* **Level of Impact** (Congestion Reduction, Equity and/or Economic Development) 0 to 10 w/ 10 having the highest impact

** **Level of Effort** (Complexity of Implementation – Staffing, Cost and Time) 0 to 10 w/ 10 the easiest to implement

NAME: _____

AGENCY: _____


STRATEGIES (ALPHABETICAL)		LEVEL OF IMPACT*	LEVEL OF EFFORT**	COMMENTS
 A. ADVOCACY FOR TDM PROGRAMS – Corridor TDM Plans, Events, Grants, Cities, Transit Advocate, Complement South Florida Commuter Services (SFCS), Forum				
i.	Congestion Management Program Corridor TDM Plans			
ii.	Events – (Bike to Work Day, Dump the Pump, Group Rides, etc.)			
iii.	Grant Writing for TDM Funding			
iv.	Municipal Outreach and Coordination on TDM Programs			
v.	Public Transportation Advocate (Miami-Dade Model - Transit Alliance - counter NIMBY issues)			
vi.	South Florida Commuter Services – Complementary Efforts Targeted Areas in Broward County			
vii.	TDM Forum			

Figure 3-3: Potential TMA Action Items Matrix








STRATEGIES (ALPHABETICAL)	LEVEL OF IMPACT*	LEVEL OF EFFORT**	COMMENTS
 B. COMPREHENSIVE PLAN/ORDINANCES BEST PRACTICES – Trip Reduction Incentives/Ordinances, Micro-Transit Accommodation and Permitting, Workforce Housing			
i. Developer Incentives for Trip Reduction Plans			
ii. Land Use Policy – Workforce Housing			
iii. Micro-Transit Accommodation (Bike Share Pads. Etc.)			
iv. Streamlining Permitting for Bike Share			
v. TMA Membership Fees to Support Programs			
vi. Trip Reduction Ordinance			
 C. COUNTYWIDE TOURIST CONNECTIVITY TDM PLANS – Airports, Port Everglades, Convention Center, Special Events, Intercity Rail			
i. Airport			
ii. Convention Center			
iii. Intercity Rail - Brightline/Amtrak			
iv. Major Attraction Areas			
v. Seaport			
vi. Special Event Transportation Management			
 D. INFORMATION/TECHNOLOGY – Transportation Info Center, Complete Trip Payment App, Big data Tools			
i. Countywide Transportation Information Center			
ii. Notifications - MOT, Incidents, Disrupted Transit Service			
iii. One Stop Payment – Complete Trip Cross Use App			
iv. Real Time Transit Arrival Information			
v. Utilize Data and Analytics Tools to Identify Target Travel Sheds			
 E. ENVIRONMENTAL/SUSTAINABILITY – Promoting Green Practices, TDM=Environmental Benefits, Trip Reduction			
i. Best Practices for Green Transportation			
ii. Carbon Footprint Calculator			
iii. Marketing Green Transportation			
 F. EQUITY – Internet Access, Health, Connect Workforce Housing/Frontline Workers to Jobs, Incentives,			
i. Broadband Accessibility			
ii. Connectivity to Health Centers			
iii. Improving Connectivity between Low Income Housing and Jobs			

Figure 3-3: Potential TMA Action Items Matrix (continued)







STRATEGIES (ALPHABETICAL)		LEVEL OF IMPACT*	LEVEL OF EFFORT**	COMMENTS
iv.	Subsidized Premium Transit Passes			
v.	Support Underserved Communities/ Paratransit/ Independent Living			
vi.	Supporting Hospitality, Health and Frontline worker Industries			
 G. FOCUSED TDM PROGRAMS FOR MAJOR TRIP GENERATORS (Colleges/ Universities, Hospitals, Office Buildings, Business Centers, Residential, Airports, Seaports, Etc.)				
i.	Communication Network Through Employers to Employees			
ii.	Employee Transit Discount Program/Parking Disbenefit			
iii.	Employee Transportation Coordinator Program			
iv.	Events - Transportation Days, Groups Rides, etc.			
v.	Secure Bicycle Parking			
vi.	Showers for Bikers and Walkers			
vii.	Tele-Working Toolbox			
viii.	Toolbox for Suburban Business Centers			
 H. MARKETING SUPPORT FOR PILOT/EMERGING PROGRAMS (CURRENT EXAMPLES) – BCT, Tri-Rail, Brightline, Rideshare Companies, Vanpool, SFCS, others				
i.	BCT Late Shift Program – (Shared Ride for Late Shift Workers)			
ii.	Brightline 2.0 (Complete Trip Connectivity)			
iii.	On-Demand South Florida Vanpool Program			
iv.	Tri-Rail Pilot Projects (62nd Street Freebie Tram Connection, Shared Ride Connections)			
v.	South Florida Commuter Services Broward County Programs			
 I. METRIC REPORTING – Showing Results Each Year, Biennial Survey				
i.	Environmental Equity - wait times, canceled trips - in underserved areas Individual Cost Savings			
ii.	Large Employer/Residential Survey Every 2 Years			
iii.	Micro Mobility Use			
iv.	Parking Utilization/Costs			
v.	Transportation Demand (VMT/VHT, Vehicle Occupancy, Person Throughput)			
 J. PROMOTE AND EXPAND MICRO-MOBILITY – Bike Share, Trams, Rideshare Companies, Scooters				

Figure 3-3: Potential TMA Action Items Matrix (continued)





STRATEGIES (ALPHABETICAL)	LEVEL OF IMPACT*	LEVEL OF EFFORT**	COMMENTS
i. Bicycle Lockers/Secure Bike Racks			
ii. Bike Share Program Strategic Growth Plan			
iii. Curbside Management Best Practices			
iv. Micro-Transit Trams			
v. Mid-Block Pedestrian Crossings			
vi. Rideshare/Taxi programs			
vii. Scooters			
viii. Station Area/Park and Ride Lot Implementation			
 K. SCHOOL POOLS – Carpooling Incentives, Safe and Healthy Biking and Walking, Safe Routes to School Grants			
i. Bike Safety, Bike to School			
ii. Community Bus Routes Coordination with Schools			
iii. Parent + Employee Pooling			
iv. Safe Routes to School Grants for Safe Sidewalks and Bike Routes			
v. School Pool Lane benefit for Pickup/Dropoff			
vi. Walking Buses			
 L. TRANSIT/INFRASTRUCTURE EXPANSION SUPPORT – Provide a Mechanism to Champion Major Investments			
i. Barrier Island Connectivity			
ii. Blue ways/Waterways Taxi			
iii. Central Broward East/West Transit Study			
iv. Gondolas/Aerial Trams			
v. Electric Vertical Takeoff and Landing (eVOLs) Vehicle, Helicopters			
vi. FEC Corridor Passenger Rail/New River Crossing			
vii. Park and Ride Lot Development			
viii. Protected Bike Lanes/Safe Sidewalks			
ix. Surtax High-Capacity Transit Corridors			
M. OTHER (Please specify)			

Figure 3-3: Potential TMA Action Items Matrix (continued)



Workshop 3

The third TDM Workshop was held on April 7, 2022, in person at the Galleria Mall in Fort Lauderdale. The purpose of the third workshop was to provide an update to the project, introduce the results of the TMA Action Matrix Survey, review current events pertinent to TDM, discuss the vision statement, and next steps of the TDM Study.

The results of the survey were calculated by the project team. Table 3-3 lists the top ten (10) ranked strategies, out of 74, voted on by stakeholders who participated in the TMA Action Matrix Survey.

Table 3-2: Top 10 Ranked Strategies

Rank	Strategy
1	Improving Connectivity between Low Income Housing and Jobs
2	Employee Transportation Coordinator Program
3	Grant Writing for TDM Funding
	South Florida Commuter Services - Complementary Efforts Targeting Areas in Broward
5	Supporting Hospitality, Health and Frontline Worker Industries
6	Land Use Policy - Workforce Housing
7	Employee Transit Discount Program/Parking Disbenefit
8	Events - (Bike to Work Day, Dump the Pump, Group Rides, etc.)
	Real-Time Transit Arrival Information
10	Parking Utilization/Costs

The survey results identified the ten (10) strategies with the best combination of being either easy to implement or will have the highest impact. Of the ten (10) strategies identified, the project team asked participants to select their top five strategies, which were to be considered for the implementation plan. These votes were then combined with the implementation and impact scores and include:

- South Florida Commuter Services - Complementary Efforts in Targeted Areas of Broward



- Supporting Hospitality, Health, and Frontline Worker Industries
- Improving Connectivity between Low Income Housing and Jobs
- Grant Writing for TDM Funding
- Employee Transportation Coordinator Program

The results of the TMA Action Matrix Survey are illustrated in Figure 3-4.

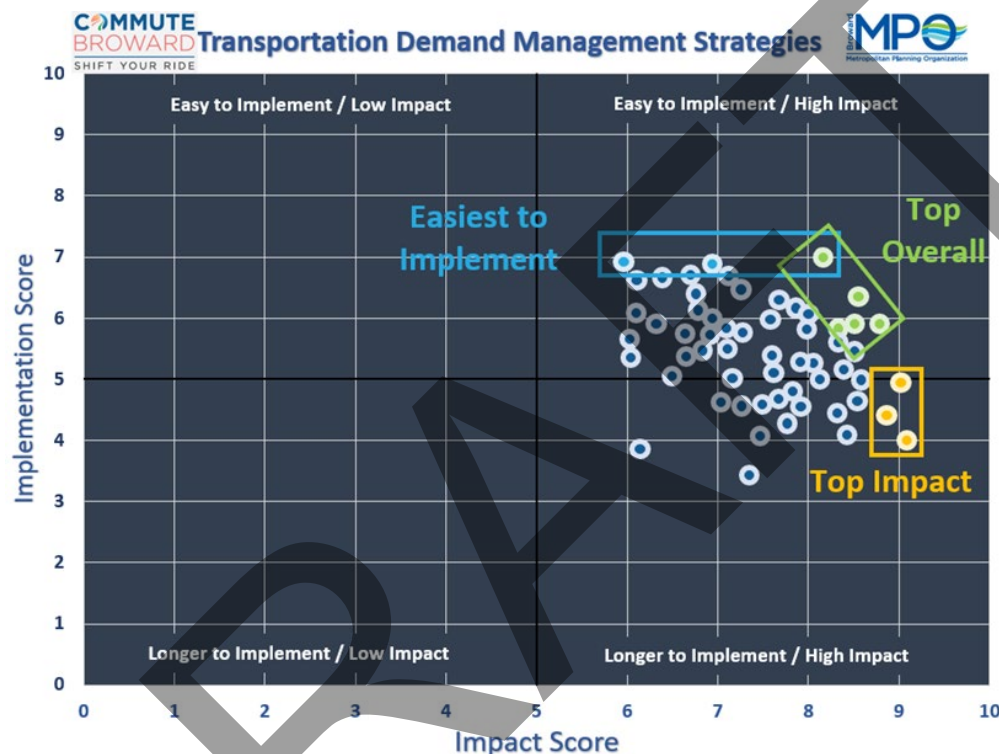


Figure 3-4: Implementation & Impact Scores

The third forum also included an interactive workshop activity which included poster boards of the top 10 strategies, these boards were placed around the meeting room, see Figure 3-5 on the next page for an example of the poster board graphic.

Workshop members were then asked to vote on their top three strategies using green sticker dots. The results of the activity were then tallied and concluded with four strategies identified by workshop members as the most important strategies to implement. It is important to note that strategies 3 and 4 tied for third place, resulting in four identified strategies:

1. Improving Connectivity between Low Income Housing and Jobs
2. Employee Transportation Coordinator Program
3. Grant Writing for TDM Funding
4. South Florida Commuter Services – Complementary Efforts Targeting Areas in Broward

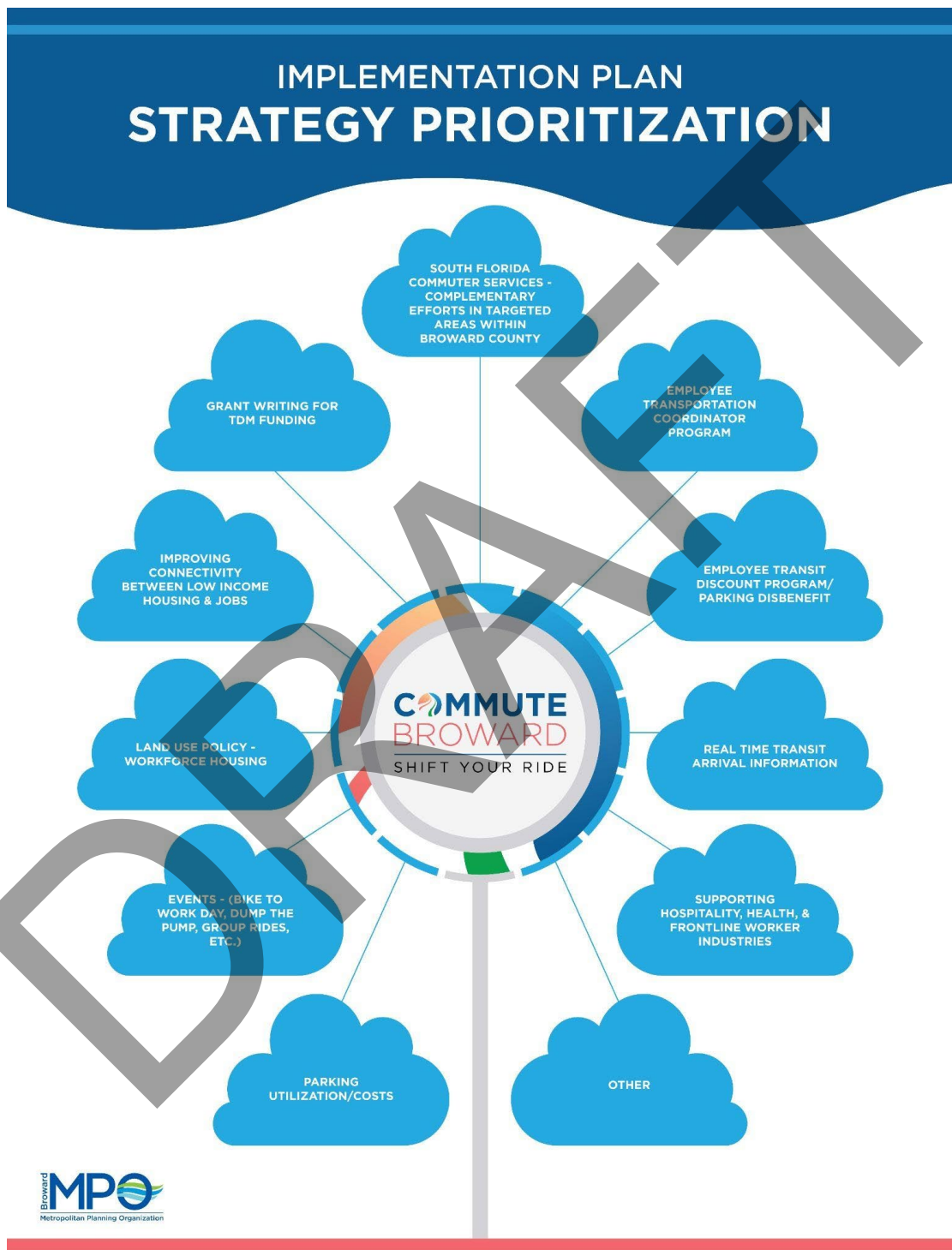


Figure 3-5: Implementation Plan Strategy Prioritization



Workshop 4

The fourth TDM Workshop was held on June 7, 2022, in person at Florida Atlantic University's Davie Campus. The workshop included a detailed review of the Implementation Plan Elements and the proposed schedule. The workshop was performed in a breakout format where three (3) groups were identified for the purposes of allowing a robust discussion on the implementation plan strategies. Each group was facilitated by a senior Project Team staff person and a scribe. A detailed list of the comments received and how they were addressed in the Implementation Plan is provided in the Appendix C.

Peer TMAs

The Commute Broward team inventoried TMAs from around the nation to identify broad trends and to select TMAs for peer interviews designed to explore transportation issues faced by other regions of similar size, learn how TMAs are addressing these challenges, and identify best practices to incorporate into the Broward MPO TDM Study. The purpose of the peer interviews was to understand the transportation issues faced by other regions of similar size and how TMAs are addressing these challenges. Evaluation and discussions with other TMAs assisted the project team identify available strategies, efforts, mitigation methods, and best practices to utilize in Broward.

The project team interviewed the following TMAs:

- Atlanta, Georgia – Central Atlanta Progress (CAP)/Downtown Connects
- Austin, Texas – Austin Movability
- Boston, Massachusetts – Mass Commute
- Glendale, California – Go Glendale
- San Francisco, California – TMA San Francisco (TMA SF)

The project team also interviewed the Executive Director of the Association for Commuter Transportation (ACT), which is an international association representing agencies that implement TDM activities. ACT strives to improve the lives of commuters, the livability of communities, and the economic growth of businesses. As a leading advocate for TDM, ACT provides guidance surrounding best practice TDM strategies.

Figure 3-6 provides a map of the peer TMA locations. Topics of discussion between the project team and the TMAs included:

- Regulatory framework including whether there is a host agency.
- Challenges the TMA faces.
- The impacts of COVID-19.
- Marketing Strategies.
- Funding.



Once interviews with stakeholders, system users, and peer TMAs were completed, a vital need was identified, connecting private and public interests to advance TDM efforts. Furthermore, a countywide TMA would be able to serve as a mechanism to connect the public and private interests for the purpose of advancing TDM efforts in Broward.

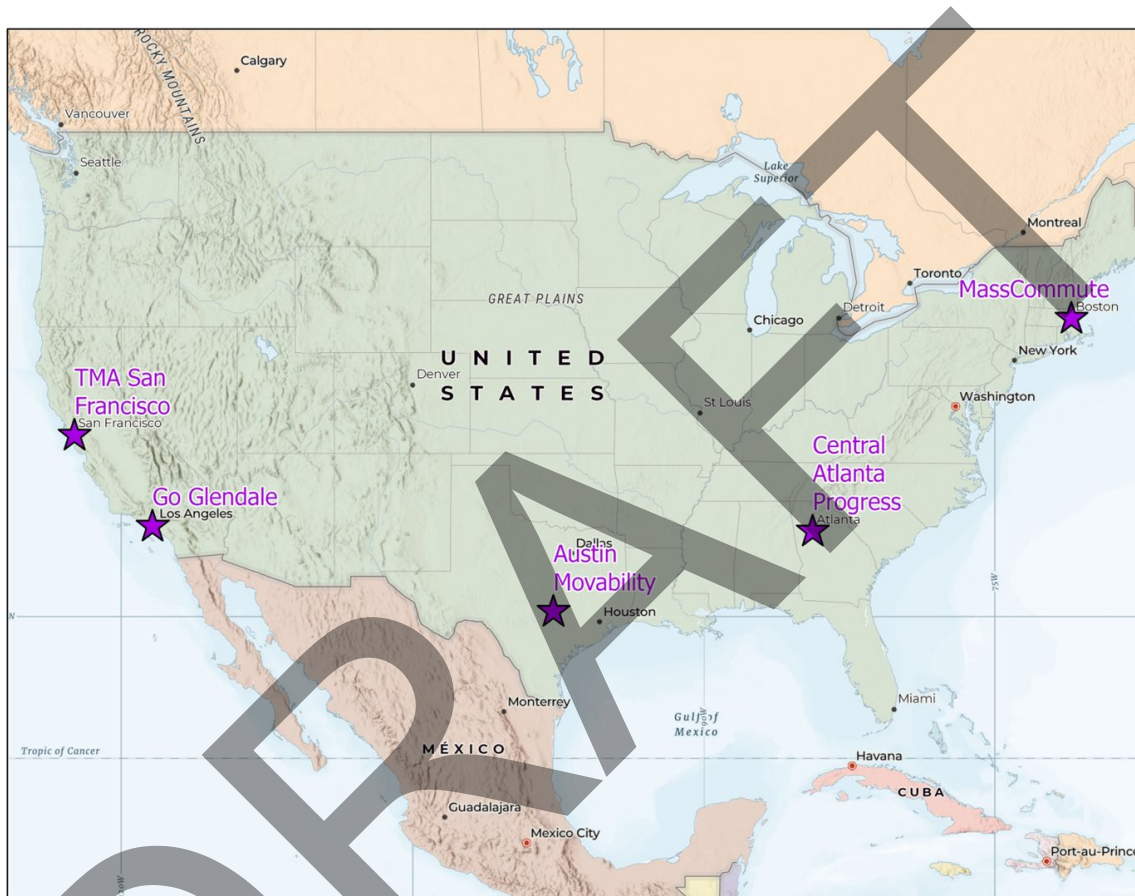


Figure 3-6: Peer TMAs Map

Overview

Traffic congestion, climate change, and air pollution pose continued significant challenges for locations across the United States. The Commute Broward team explored transportation issues faced by other regions of similar size and how TMAs are assisting to address these challenges. This evaluation will assist the Greater Fort Lauderdale TMA to identify the methods available to achieve Broward-specific goals. Five (5) peer TMAs were identified from an initial database created of approximately one hundred (100) TMAs. The peer TMAs were interviewed to provide inside information that would not otherwise be available from simply researching their websites. These interactions will assist in learning from the experience of subject matter experts to learn about their measurable and realistic goals and to determine which mitigation methods have been



most effective to achieve multimodal transportation goals and help address the significant challenges facing the region.

There are three primary reasons that TMAs are formed.

- A local law requires creation of a TMA within a zoning or a trip reduction ordinance.
- Agencies coordinated to address a significant local issue such as impact from major construction.
- They could be established through Chambers of Commerce or Business Improvement Districts as a value add-on to the broader member needs.

Challenges

COVID-19 has significantly impacted travel patterns. Members of TMAs are typically white-collar employers, which have transitioned to be more accepting of telework. As many employers are transitioning back to having employees work from their office, companies are looking for permanent strategies for employee productivity or improved quality of life during commute time.

Funding

TMA funding typically comes from private sector membership dues. MPOs and state governments also receive Congestion Mitigation and Air Quality (CMAQ) Improvement Program funding that gets distributed to TMAs. Smaller amounts of funding may also come from parking revenues and bus shelter advertisements.

Insights

TMAs can act as a bridge between the private sector, MPOs, State DOTs, and local elected officials, and can serve as leaders for TDM awareness and advocacy. There is an opportunity to gain additional traction for TDM policies with decision-makers due to increases in fuel prices and housing costs, which serve as potential disruptors for commute choice.

A more detailed summary of the Peer TMA review and best practice performance indicators can be found in the Appendix.



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4. IMPLEMENTATION PLAN

Introduction

This chapter presents the implementation plan for focused TDM efforts for the BMPO and Greater Fort Lauderdale TMA. The Plan is specifically developed based on the information gained from efforts conducted for this study including the TDM Forum Workshop Group, stakeholder interviews, best practice peer reviews from around the nation, and data gathered throughout the process.

Board of Directors

The Greater Fort Lauderdale Transportation Management Association, Incorporated (TMA) is governed by a Board of Directors. The TMA By-Laws require that there must be a minimum of seven (7), and not more than twenty (20), members on the Board with full voting rights. The 2022 Slate of Officers and Members are shown below, there are currently fifteen (15) members. Note that, the number of Directors may be changed by a majority vote of the then-voting members of the Board of Directors. The voting members of the Board of Directors may also appoint, by majority vote, up to 10 non-voting Advisory Directors to the Board.

Certain members of the Board of Directors are required to come from specific government and nonprofit entities. The Broward Board of County Commissioners has the right to appoint two (2) Commissioners, with their respective aides serving as alternates with full voting rights; the City of Fort Lauderdale City Commission has the right to appoint two (2) Commissioners, with their respective aides serving as alternates with full voting rights; the Fort Lauderdale Downtown Development Authority (DDA) has the right to appoint one (1) member; the Broward Metropolitan Planning Organization (MPO) has the right to appoint one (1) member; the South Florida Regional Transportation Authority (SFRTA) has the right to appoint one (1) member, and the Florida Department of Transportation (FDOT) has the right to appoint one (1) member. A member of the Board of Directors shall have full voting rights and the right to appoint an alternate to the Board from the same organization. Alternates attending Board of Director meetings shall have full voting rights, the same as if the actual appointed member was present. If any organization declines to assign a board appointment, the TMA may appoint an at-large member.



Table 4-1: 2022 Board Officers and Members

2022 BOARD OFFICERS			
Gregory (Greg) Stuart Chairman of the Board (Broward MPO)	Tasha Cunningham Vice-Chair (Beach Improvement District)	Joey Epstein Treasurer (Community Leader)	Stephanie Toothaker Secretary (Community Leader)
2022 BOARD MEMBERS			
Commissioner Tim Ryan Broward Board of County Commissioners	Commissioner Lamar Fisher Broward Board of County Commissioners	Commissioner Ben Sorensen City of Fort Lauderdale City Commission	
Commissioner Steven Glassman City of Fort Lauderdale City Commission	Greg Durden Community Leader	Newton Wilson Florida Department of Transportation	
Loraine Cargill South Florida Regional Transportation Authority/Tri-Rail	Roosevelt Walters Community Leader	Melissa Milroy The Galleria at Fort Lauderdale	
Dana Pollitt Community Leader	Vacant Downtown Development Authority		

The Greater Fort Lauderdale TMA has expanded its purview to support commuter transportation needs on a countywide basis. This perspective is new and expansive, and responsibilities have increased significantly. It is recommended that the TMA implement a Tiered Program approach based on strategies of solidifying a foundation of collaboration and support and expanding over time to create change and move the needle on mode split towards more sustainable practices.

The strategy for creating a clear implementation plan for the TMA is based on packaging the highest rated TDM strategies within themes, which are then scaled up in intensity to provide three tiers of implementation. This will enable the TMA to develop an annual plan based on available resources with TDM programming and prior year successes.

The intensity of engagement will be dependent on the resources available for delivery. This inaugural implementation plan includes a General Management Program and five (5) Focus TDM



Area Programs that were identified through extensive outreach and stakeholder forums. For each program area, the tiered strategies are described below.

Tier One: Establishes a strong network of collaboration with service providers, creates a clear sense of purpose for the Board, and markets services from existing providers. This study has established the groundwork for this effort and the TMA and the MPO should sustain that momentum.

Tier Two: Builds on the foundation established in Tier One, Tier Two initiates a more intense community engagement element and begins to work with targeted industries and in dense areas of employment and congestion.

Tier Three: Substantially increases outreach through expanded resources from grants and dedicated funding to reach a large number of county residents and employers.

Implementation Plan

General Management

Management of the initial rollout of the TDM Plan will require fundamental strategies to institutionalize the TMA within the current transportation stakeholder scenario in Broward. The original TMA has been a part of the stakeholder network for the Downtown Fort Lauderdale core and the surrounding communities for more than 30 years and maintaining those relationships and fostering new partnerships are keys to success.

The *Commute Broward* brand and *Shift Your Ride* tagline were developed by the Broward MPO in collaboration with the TMA Executive Director. It is recommended that immediate tasks include establishing the TMA messaging and media presence and outreach mechanisms under the new branding, while at the same time, the TMA Director will be solidifying and building stakeholder coordination and collaboration. It is recommended that outreach be performed in a proactive, grass roots approach, reaching out to the community and holding events where the people are as the plan has identified targeting low to moderate income employees and students.

The recommended General Management program follows.

GENERAL MANAGEMENT

Tier One. Foundational Activities

- I. Implement a TMA Phone Number and E-Mail Address
- II. Coordination with the Broward MPO on Website Development and Messaging. One-Stop Shop Transportation Portal with Linkages to All Transportation Programs in the County
- III. Develop and Implement a Social Media Presence
 - Gen X & Older - Facebook, YouTube, Pinterest, Nextdoor, LinkedIn
 - Millennials - Facebook, Instagram, LinkedIn, Twitter, Pinterest, YouTube, WhatsApp
 - Gen Z - Reddit, Instagram, Snapchat, LinkedIn, YouTube, TikTok



IV. Participate in SFRTA/Tri-Rail Monthly Regional Marketing Meetings

V. Facilitate TMA Board Meetings

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I Prepare an Annual Report including Key Performance Indicators, Celebrating Successes, and Re-evaluating Challenges.
- II. Support Marketing of TDM Measures for Major Events e.g., Air and Sea Show, Tortuga Festival, Hard Rock Events, FLA Live Arena
- III. Attend Meetings with High-Level Employment Groups (Broward Workshop Transportation Committee, Lodging and Restaurant Association, Greater Fort Lauderdale Chamber of Commerce, Visit Lauderdale)
- IV. Attend Transportation Events with Transit Agencies at Major Employers and Transportation Hubs Including park and Ride Lots.

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Achieve Funding from Grants, Employer Memberships, and/or Fees for Services
- II. Prepare an Annual Reports on Countywide Transportation Impacts Influenced by the TMA
- III. Develop Agreements to Access/Allow for Online Payment of Transit and Transportation Fares/Costs

Grant Writing for TDM Funding

Programmed funding for the TMA TDM plan for Fiscal Years 2023 and 2024 is jointly funded by the BMPO at \$100,000/year and the FDOT at \$50,000/year. State funding for TMAs is authorized under Chapters 187 and 341, Florida Statutes for TMAs organized as private-not-for-profit corporations, in cooperation with local government, that are established according to local comprehensive plans, other locally adopted plans, or regional commuter assistance program goals.

The FDOT Commuter Assistance Program language is clear that the funds can be used for TDM strategies including a set of measures designed to reduce the number of trips made by single-occupant vehicles and enhance the regional mobility of all residents. These strategies can include but are not limited to traditional ridesharing (carpooling & vanpooling), public transportation, alternative work hours (flextime, compressed work week, etc.), non-motorized transportation (bicycle and pedestrian modes), and development and implementation of shuttle services.

This implementation plan has been developed based on Tier One and Tier Two strategies being implemented in FYs 2023 and 2024. Advancement into Tier Three strategies beyond FY 2024 will require obtaining and managing additional funding and it is recommended the TMA immediately work on bringing new operating and capital funds to Broward through grants in the 2023 cycle of applications for federal funding.

In the past the TMA has been very successful in leveraging the talent and resources of their Board, particularly support from the private sector through Standing and Ad Hoc Task Forces. It



is recommended that this practice be continued in the future and include, at a minimum, a Grants and Dedicated Source of Funding Task Force

Federal Authorizations and Funding Opportunities

The Infrastructure Investment and Jobs ACT (IIJA) is a priority investment in the nation's infrastructure, which includes roads, bridges, rail, transit, ports, airports, water systems, and broadband. Also known as the Bipartisan Infrastructure Law (BIL), the IIJA was signed by President Biden in November 2021 and is the largest federal investment in transportation in the nation's history. The legislation reauthorizes surface transportation programs for FY 2022-2026 and provides advance appropriations for certain programs. The law authorizes up to \$108 billion to support federal public transportation programs, including \$91 billion in guaranteed funding. The bill also includes more than 100 new discretionary programs. Several of the programs have themes consistent with stakeholder feedback during the TDM Study outreach including equity and sustainability.

Each grant has its own eligibility criteria and objectives. Successful grant writing has no set approach, but the grant applicant should have collaborative support for the proposal and the TMA will need to customize the approach for each grant they pursue and show that the grant will fulfill the intent of the grant objectives. Some of the new federal grant programs that could be leveraged are described below. Potential grant opportunities that have been identified based on their applicability to TDM, mobility, equity, and efficiencies include:

FHWA's Advancing Transportation & Congestion Management Technologies Deployment program funds projects that use emerging transportation technologies, data, and their applications to increase connectivity to employment, education, and other opportunities; support workforce development; contribute to community revitalization, particularly for disadvantaged or underserved populations; address critical safety issues and efficiency; and improve infrastructure return on investment.

FTA's Accelerating Innovative Mobility (AIM) Initiative highlights FTA's commitment to support and advance innovation in the transit industry. AIM will drive innovation by promoting forward-thinking approaches to improve transit financing, planning, system design, and service. The AIM Initiative also supports innovative approaches to advance strategies that promote accessibility, including equitable and equivalent accessibility for all travelers. Eligible activities include all activities leading to the development and testing of innovative mobility, such as planning and developing business models; obtaining equipment and service; acquiring or developing software and hardware interfaces to implement the project; operating or implementing the new service model; and evaluating project results.

Eligible project partners under the AIM Initiative include but are not limited to private for-profit and not-for-profit organizations, State or local government entities, multi-jurisdictional partnerships, and organizations.



Opportunities for TDM in the Infrastructure Investment and Jobs Act

ACT

The \$1.2 trillion Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL), provides historic funding levels for transportation and our nation's infrastructure. Within the legislation, there are many new programs & initiatives that could fund the development and implementation of transportation demand management (TDM) strategies across the country. The following is a short list of programs that the Association for Commuter Transportation has identified as top opportunities for states, local governments, and TDM programs to target in their efforts to create efficient, multimodal transportation systems that benefit all people, reduce congestion, and improve air quality while providing a better journey for everyone.

<p>Congestion Mitigation & Air Quality Program</p> <p>Traditionally a primary source of funding for TDM programs. Adds shared micromobility as eligible projects.</p> <p>Allocation: Formula to States Funding: \$13.2 billion</p>	<p>Travel Demand Data & Modeling</p> <p>Directs USDOT to study forecasted travel demand data vs. observed data and inform States & MPOs.</p> <p>Allocation: Not Specified Funding: Not Specified</p>
<p>Carbon Reduction Program</p> <p>Reduce emissions through traffic monitoring & management, public transit, congestion management technology, and other strategies.</p> <p>Allocation: Formula to States Funding: \$6.4 billion</p>	<p>Congestion Relief Program</p> <p>Reduce highway congestion, lower economic & environmental costs, & optimize highway capacity and transit usage.</p> <p>Allocation: Competitive Grant Funding: \$250 million</p>
<p>PROTECT Program</p> <p>Improve resiliency of transportation infrastructure against effects of climate change.</p> <p>Allocation: Formula to States/ Competitive Grant Funding: \$8.7 billion</p>	<p>SMART Grant Program</p> <p>Develop projects incorporating innovative transportation technologies.</p> <p>Allocation: Competitive Grant Funding: \$500 million</p>
<p>Safe Streets and Roads for All Grant Program</p> <p>Develop & implement comprehensive safety plans.</p> <p>Allocation: Competitive Grant Funding: \$6 billion</p>	<p>Increasing Safe & Accessible Transportation Options</p> <p>States and MPOs to adopt Complete Streets policies.</p> <p>Allocation: Formula to States/MPOs Funding: 2.5% transportation research funding</p>

Association for Commuter Transportation (ACT) www.actweb.org

Figure 4-1: Opportunities for TDM in the Infrastructure Investments & Job Act



The Carbon Reduction Program (CRP), which provides funds for projects designed to reduce transportation emissions, defined as carbon dioxide (CO₂) emissions from on-road highway sources. Eligible projects or strategies designed to support congestion pricing, shifting transportation demand to nonpeak hours or other transportation modes, increasing vehicle occupancy rates, or otherwise reducing demand for roads, including electronic toll collection, and travel demand management strategies and programs.

FTA's Enhancing Mobility Innovation program advances a vision of mobility for all – safe, reliable, equitable, and accessible services that support complete trips for all travelers. The program promotes technology projects that center the passenger experience and encourage people to get on board, such as integrated fare payment systems and user-friendly software for demand-response public transportation.

Mobility on Demand (MOD) Sandbox Demonstration Program funds projects that promote innovative business models to deliver high-quality, seamless, and equitable mobility options for all travelers.

The recommended Grant Research and Writing program follows.

GRANT RESEARCH AND WRITING

Tier One. Foundational Activities

- I. Maintain Coordination with FDOT Central and District 4 on Current Commuter Assistance Programs
- II. Coordinate with the Broward MPO Washington Liaison on Overall Grant Strategy Including Which Grants to Secure and How to Leverage the Support of TMA Board for Other Grants
- III. Identify Up to Two Federal and State Grants for the Year 2023 Cycle of Federal Grants
- IV. Prepare and Submit Grants
- V. Continuously Explore Opportunities for New Funding Sources and TDM Grant Opportunities

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I. Execute and Administer Grants
- II. Coordinate with MPO on a Potential TDM Micro-Grant Program
- III. Coordinate with FDOT District 4 and Broward School Board on Potential Support for Safe Routes to School Funding for the TMA

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I. Strategically Add Staff Through Grant Employees
- II. Additional Resources Dedicated to a TDM Micro-Grant Program
- III. Leverage Private Sector Political Capital for Additional Grants



Complementary and Supportive Strategies

As discussed earlier SFCS offers a variety of TDM strategies by promoting and advocating for transportation alternatives through outreach, marketing, and partnerships. SFCS is an FDOT-funded program that provides technical and financial assistance to promote transportation alternatives to commuters driving alone. This program is offered in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie, and Indian River Counties. SFCS TDM strategies include carpool, vanpool, mass transit, bicycling, walking, park-and-ride facilities, working from home, and a guaranteed ride home program with a focus on regional travel and the Interstate system. It is critically important that the SFCS Team and the Greater Fort Lauderdale TMA collaborate so that consistent and complementary efforts are implemented in a fashion that is seamless to the public.

COLLABORATE WITH SOUTH FLORIDA COMMUTER SERVICES

Tier One. Foundational Activities

- I Provide Direct Connectivity Between SFCS and Commute Broward Websites
- II. Collaborate on up to (4) Joint Activities and Strategies per Year
- III. Collaborate on Federal TDM Grant Strategies

Tier Two. Build Off of Foundational Action Items and Develop More Formal Relationships

- I Coordinate on Development of Annual Plans and Key Performance Indicators.

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Achieve Joint Funding from Grants, Employer Memberships, and/or Fees for Services

Development of an Employee Transportation Coordinator Network

Employee transportation benefits are becoming an increasingly important aspect of mobility strategies as more and more organizations realize the importance of offering commuter resources to their team members. Whether you are a business, government, or non-profit, having a strong commuter support system in place is a proven way to drive recruitment and retention. Especially given that younger workers place a premium value on benefits that lead to a better work-life balance.

To get maximum value from commuter benefits, more and more organizations are adding a dedicated Employee Transportation Coordinator (ETC) to their teams. Some organizations already have an ETC program like SFRTA/Tri-Rail and others have a de facto ETC and they are not necessarily aware of the terminology. There are businesses and agencies that currently have a designated person that administers and disseminates: remote work policy to employees, manages carpool spaces, and/or maintains safety and security at bicycle racks. Recognizing these types of activities in a more formal and identifiable manner as ETCs will lead to more participation in these programs. Most organizations achieve this in one of two ways: those with sizable workforces are usually best served by hiring or assigning someone to ETC duties on a



full-time basis. Smaller and mid-size organizations may be able to add ETC responsibilities to an existing team member's job description, since they may not require a full-time commitment.

Establishing regularly scheduled workshops to bring together ETCs to discuss, train, and learn about commute options and programming will create an environment of pride and ownership of programs. The recommended implementation strategies for Broward's program are shown below and include annual recognition of ETCs and TDM best practices.

DEVELOPMENT OF AN ETC NETWORK

Tier Two. Build Off of Foundational Strategies and Develop Formal Outreach to Institutional Employers

- I Prepare a Brief Informational Brochure on The Role of ETCs and a Transportation Program Can Support Employee Retention
- II. Discuss with Institutions on How They Manage Parking and If There Are Designated Staff for Preferential Carpool Spaces, Transit Discount Programs, and Other Potential Benefits
- III. Identify Key Staff and Willing Agencies to Develop a Nucleus of ETCs
- IV. Identify Broward Best Practices and Develop a TMA ETC Handbook to Utilize in Recruiting and Training New ETCs

Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Develop a Program of Recognition and Reward, Annual Luncheon - Broward ETC of the Year
- II. Additional Resources Could Support ETC Training and Expansion
- III. Share and Promote Collective Impacts Within Agencies and Through Local Media
- IV. Reach Out Through Chambers of Commerce and Private Sector Associations to Promote ETCs.

Transportation Education and Encouragement Services

According to the Replica database for a typical weekday during the period of March-May 2021, it was found that 78.3 percent of work commute trips in Broward were made in SOVs. Long commute distances are also common throughout the county, which suggests many employees may use at least some portion of the regional transportation network during their commute.

Providing transportation education and encouragement services to reduce daily SOV commuter travel and vehicle miles traveled (VMT) in Broward was identified as being the strategy with the most support from the stakeholder outreach effort. Specifically, the strategy identified would be to implement a targeted approach at destinations with a focus on low- and middle-income jobs in support of service, institutional, hospitality and construction employees.



The intensity of engagement will be dependent on the resources available for delivery as set out within the tiers. It is recommended that initial efforts for employer-based outreach first begin with institutional employers as industry trends indicate that they are more open to allowing outreach to outreach programs. It will be critical to the success of the program to develop messaging and performance metrics that resonate with the employer.



Source: Nelson Nygaard, *The New Transportation Demand Management, An Implementation Guide for City Officials*

Figure 4-2: TDM Can Mitigate Trips Approaching Major Employment Destinations

The recommended Transportation Education and Encouragement Services program follows.

TDM EDUCATION AND ENCOURAGEMENT SERVICES

Tier One. Foundational Activities

- I. Develop Initial Material Demonstrating the Value of Transportation Programs for Institutional Outreach (see Tier Two)
- II. Review of Current South Florida Commuter Services Resources and Development of Printed and Online Resources That Promotes Commuting by Non-SOV Modes, Targeted to Employees and Employers.
- III. Participate in the implementation of the Development of the Broward MPO/SFRTA Tri-Rail Mobile App.
- IV. Participate in the Implementation of the MPO Congestion Management Process.
- V. Continue to Collect and Document Work from Home Policies. Provide a Clearinghouse of Programs for Employers to Review.



TDM EDUCATION AND ENCOURAGEMENT SERVICES

Tier Two. Build Off of Foundational Strategies and Develop Formal Outreach to Institutional Employers

- I Develop an Understanding with all Local Transit Agencies (BCT, SFCS, SFRTA, South Florida Vanpool, Brightline, B-Cycle, Area Agency on Aging, etc.) to Offer Existing and Potentially New Programs Including Preferentially-Priced Employer-Purchased Transit Products.
- II. Support the Marketing of TDM Pilot Projects.
- III. Implement Direct Engagement with Institutional Employers to Promote the Online Transportation Portal in Addition to Delivering Employer-Specific Programming. This Outreach Will Focus on Engaging Major Institutional Employers Such as Broward Government; Major Health Care Facilities including Broward Medical Center, Holy Cross Hospital, and Memorial Hospital West and at Colleges; The Seminole Tribe; and Universities at the South Florida Education Center and other locations around the County.
- IV. Additional Measures Coordinated by the TMA and MPO Team Will Include Supporting the Development and Administration of Customized Commuter Programs for Employers, Bike and Walk Programs, Micro-Mobility (B-Cycle), and Telework Best Practices will be Provided in a Toolbox.
- V. Hold Transportation Pop-Up Events at Strategic Locations at Major Institutional Employers.

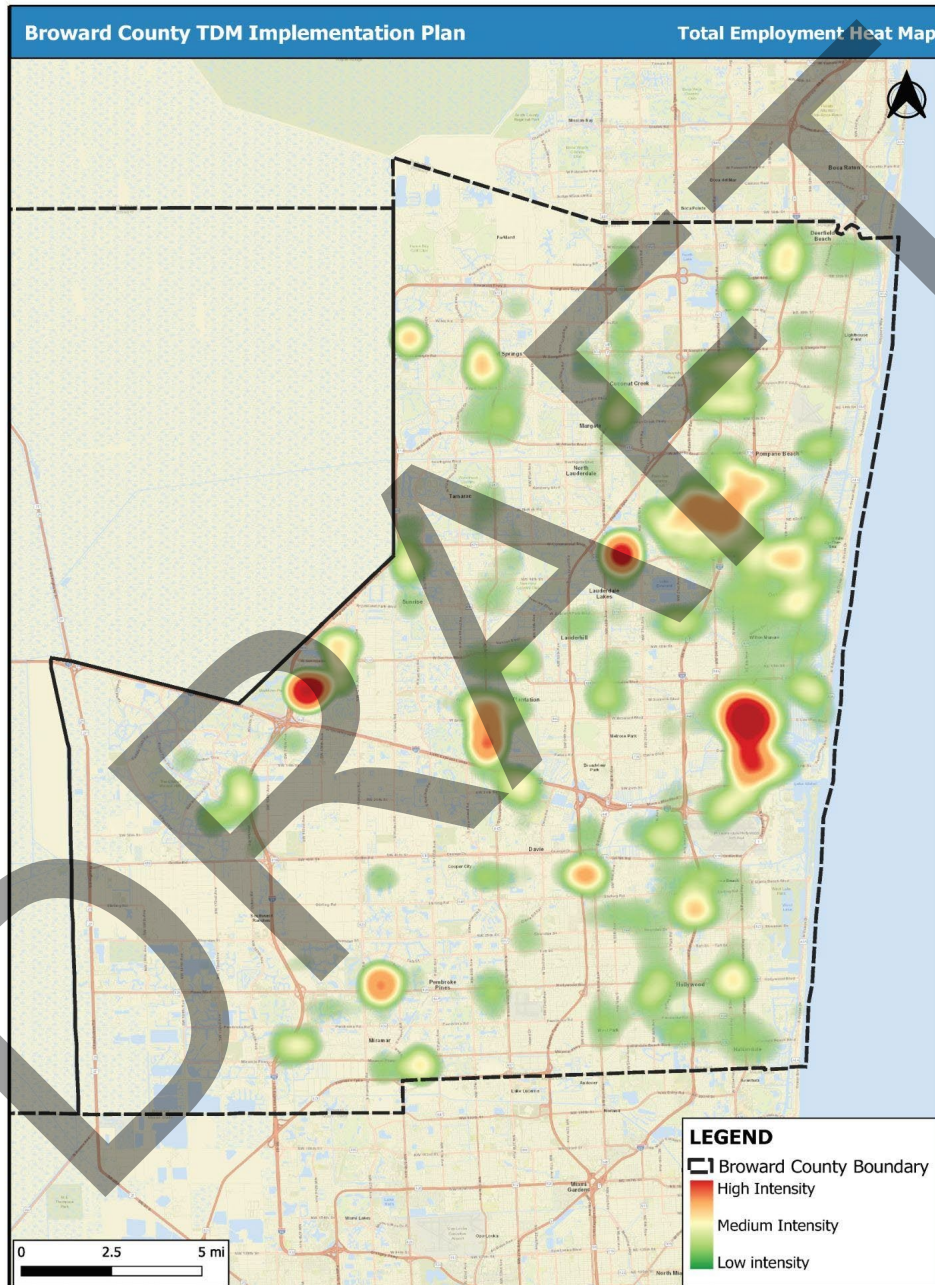
Tier Three. Substantial Increase in Outreach and Public Recognition of the TMA

- I Dedicate Additional Resources to Engaging Schools to Promote Active Transportation (bicycling and walking) and TDM Strategies such as School Pools, Walking Buses, Promoting Sustainable Transportation to Student Groups and School Infrastructure Improvements.
- II. Additional Resources Will Provide Direct Support to Employers Willing to Develop TDM Strategies Customized for Their Workplace. Engagement Will Focus on Major Employers Including Retail, Hotel, Wholesale Major Employers.
- III. Support BCT/B-Cycle in the Development and Implementation of a Strategic Growth Plan. Promote On-Site B-Cycle Stations as part of Major Employer Outreach.
- IV. Development of a Program to Support Major Construction Companies Willing to Develop TDM Strategies Customized for Their Work Sites Promoting Transit, Vanpools, Carpooling.
- V. Implement a Wide-Ranging and Integrated Approach to Employer, Community and School TDM Including More Capacity and Scale of Travel Planning and Implementation Support.
- VI. Additional Resources Will Provide Direct Support to Visit Lauderdale and the Tourist Industry and a potential Concierge Service to Promote TDM Measures for Visitors.
- VII. Additional Resources Will Provide Direct Support for Major Event TDM Measures.

Stakeholder outreach indicated that the TDM plan should target low-to-middle-income workers as the transportation costs are rising sharply. In order to achieve this objective, GIS analysis of employment density was performed for industries with a traditionally high percentage of service and blue-collar jobs.



Figures 4-3 to 4-8 include several heat maps analyses of industry employment densities. Table 4-2 thereafter identifies employers within the service area and blue-collar industries to begin partnership and outreach activities.



(Source: Southeast Florida Regional Planning Model (SERPM))

Figure 4-3: Total Employment Heat Map

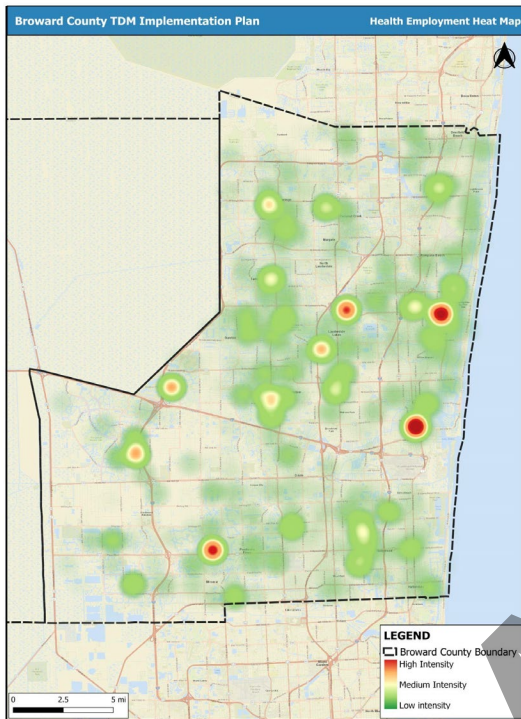


Figure 4-4: Health Employment Heat Map*

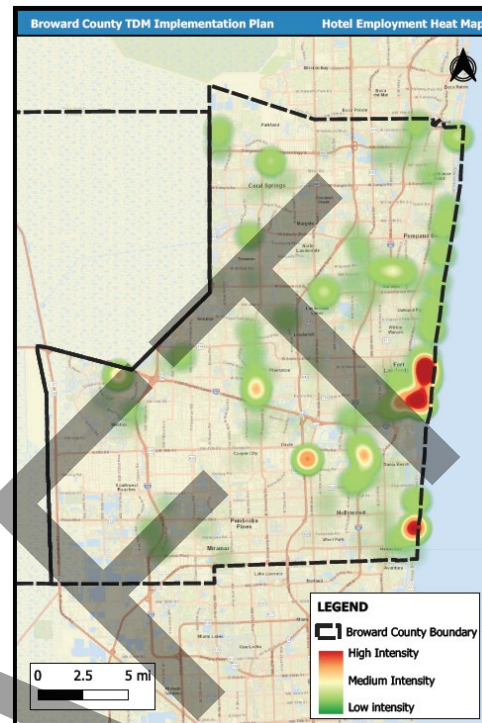


Figure 4-5: Hotel Employment Heat Map*

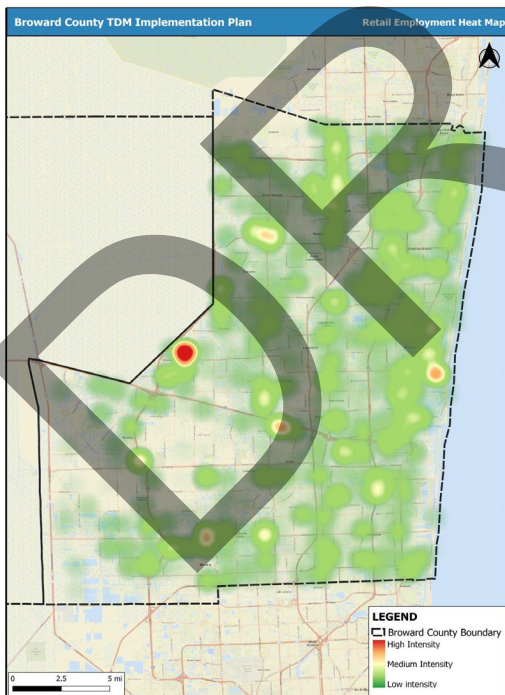


Figure 4-6: Retail Employment Heat Map*

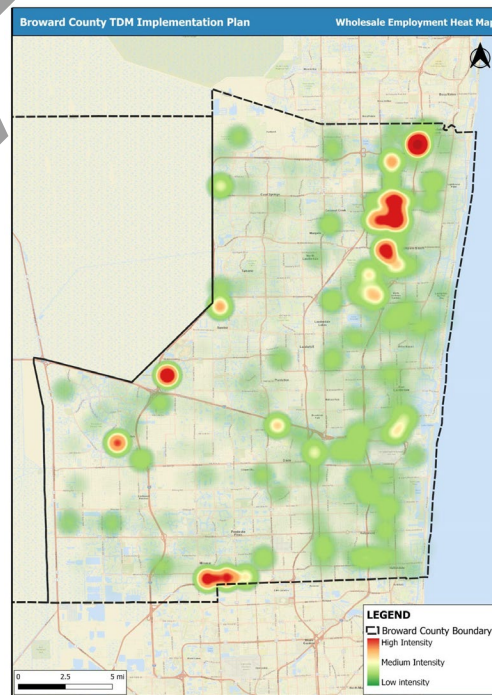
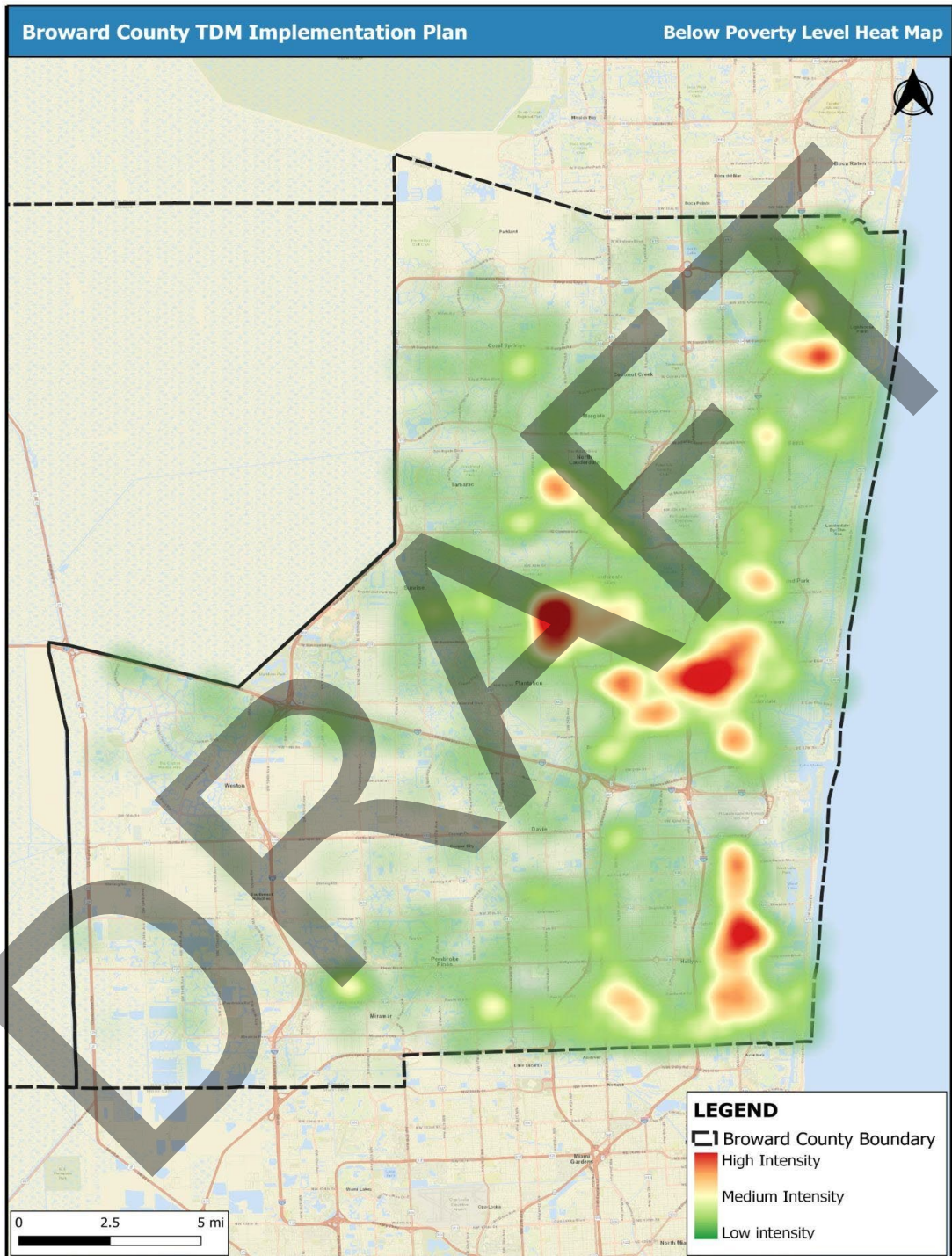


Figure 4-7: Wholesale Employment Heat Map*

** (Source: Southeast Florida Regional Planning Model (SERPM))*



(Source: Broward MPO Equity Tool)

Figure 4-8: Below Poverty Level Heat Map



Table 4-2: Broward TDM Implementation Plan Outreach Candidates

Employment Type	Facility Name
HealthCare	Holy Cross Health (Fort Lauderdale and Coral Springs)
	Memorial Health System (Hollywood, Miramar, Memorial West)
	Broward Health Medical Center and Broward Health Weston
Colleges	Broward College
	Atlantic Technical College
Universities	Keiser University
	Nova Southeastern University
	Ross University (School of Medicine, Miramar)
	Chamberlain University (Nursing School, Miramar)
Hotel and Restaurant	Broward Lodging and Restaurant Association
Hotels	Seminole Hard Rock Hotel & Casino Hollywood
	The Diplomat Beach Resort
	Margaritaville Hollywood Beach Resort
Hotels - Fort Lauderdale Beach	Fort Lauderdale Marriott Harbor Beach Resort & Spa
	B Ocean Resort Fort Lauderdale
	The Pillars Hotel
	AC Hotel by Marriott Fort Lauderdale Beach
	The Drift Hotel
	The Westin Fort Lauderdale Beach Resort/Convention Center
	W Fort Lauderdale
	The Kimpton Goodland Hotel Fort Lauderdale Beach
	Hilton Fort Lauderdale Beach Resort
	Four Seasons Hotel and Residences Fort Lauderdale
	Conrad Fort Lauderdale Beach
	The Ocean Resort Residences
	The Atlantic Hotel & Spa
Construction Companies	Moss & Associates
	Balfour Beatty Construction, LLC
	RCC Associates
	Miller Construction



Employment Type	Facility Name
Total Business Employment (Sawgrass Mills area)	Sawgrass Mills Mall
	Mercy Hospital
	Sawgrass Technology Park (Cushman & Wakefield)
	Sawgrass Lake Center
	Sam's Club
	The Home Depot
	American Express
	Walmart Supercenter
Total Employment (Pembroke Lakes Mall area)	Memorial Hospital West
	Pembroke Lakes Mall
	Target
	HomeGoods
Total Wholesale Employment (Deerfield Beach area)	Publix Distribution Center
	Republic National Distributing Company
	The Home Depot
Total Wholesale Employment (Sawgrass Expwy & I-595)	Ikea
	DMI4 Amazon Sunrise
	Actavis Pharmaceuticals
Total Wholesale Employment (Miramar Business Center / SR-823/Red Road & Florida's Turnpike)	American Tire Distributors
	Sam's Club Wholesale Fulfillment Center / Sam's Club Export
	Global Perishable Services
	DVB6 Amazon Delivery Station
Schools	Broward District Schools, Student Transportation & Fleet Srvcs
	Cypress Bay High School
	Western High School
	Marjory Stoneman Douglas High School
	J.P. Taravella High School
	American Heritage Schools, Broward Campus PK, (K-12)
Other Organizations	Community Foundation of Broward County
	United Way of Broward County
	Human Resource Association of Broward County



A schedule of events was developed for FY 2023 and 2024 and displayed in Figure 4-9 below.

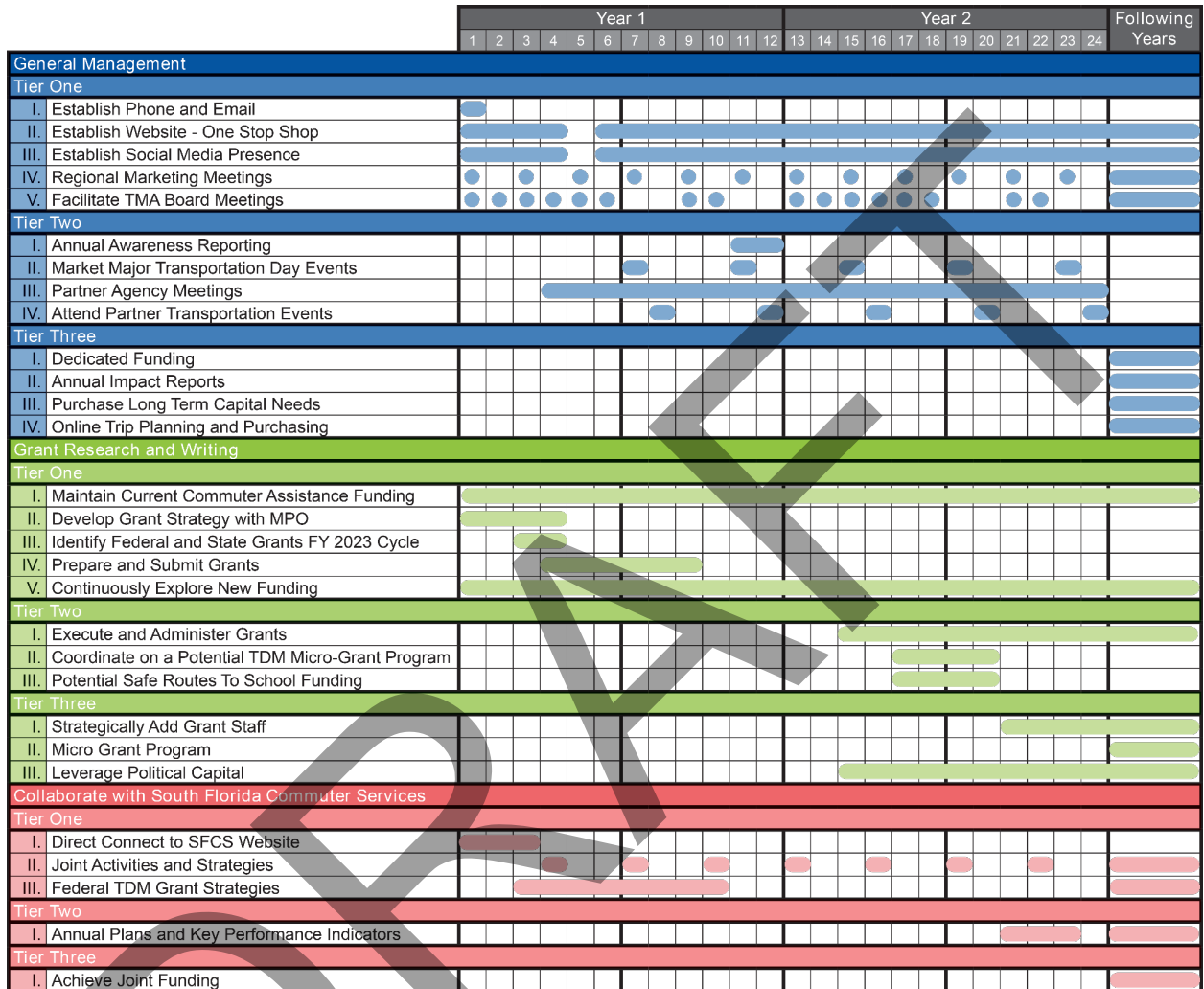


Figure 4-9: Schedule of Strategy Deployment



	Year 1												Year 2												Following Years	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
Development of an ETC Network																										
Tier Two																										
I. Informational Brochure																										
II. Identify Existing Programs																										
III. Develop Core Program																										
IV. Broward Best Practices																										
Tier Three																										
I. ETC Recognition Program																										
II. ETC Training and Expansion																										
III. Share Impacts with Local Media																										
IV. Private Sector Associations ETC Program																										
TDM Education and Encouragement Services																										
Tier One																										
I. Develop Potential Impact Materials																										
II. Development of Printed and Online Resources																										
III. Participate in Mobile App Development																										
IV. Participate in CMP																										
V. Document Work from Home Policies																										
Tier Two																										
I. Establish Marketing Role with Service Providers																										
II. Support the Marketing of TDM Pilot Projects																										
III. Implement Direct Engagement with Institutions																										
IV. Customized TDM Programs for Select Institutions																										
V. Pop Up Events																										
Tier Three																										
I. School Engagement/School Pools																										
II. Engage Private Sector Employers																										
III. Support B-Cycle Strategic Growth																										
IV. Construction Site Program																										
V. Wide-Ranging Program with Dedicated Staff																										
VI. Tourist Program																										
VII. Special Event Program																										

Figure 4-9: Schedule of Strategy Deployment (continued)



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5. PERFORMANCE MEASUREMENT

The overall goal of an evaluation process is to provide timely, useful, and meaningful information on program activities and performance as well as information that can be used by program staff and other decision-makers to guide future decisions about program direction and resource allocation. As part of the Scope of Services the Project Team conducted a literature review of all transportation demand management efforts, transportation services, current trends and providers operating in Broward County with a focus on performance metrics. This review included FDOT Commuter Assistance Programs, local bus and community bus services, commuter rail services, the regional commuter service programs and other services identified as part of the initial research effort.

The results of the research indicates that every program and service seems to have its own performance measures tailored to their strategic plans. The metrics vary significantly from agency to agency and the only program we found to have reported on straight Vehicle Miles of Travel (VMT) reductions was the FDOT CUTR 2017 Statewide Commuter Assistance Program Monitoring Report. As far as COVID-19 impacts go - the research showed that bus transit ridership was trending downward for the years prior to COVID-19 while Tri-Rail ridership was on an upward trend, all ridership spiraled downward during the pandemic and although full transit service has come back, for the most part, ridership is not back to 2019 levels.

Performance measures are indicators of a program's success and illustrate how well the program is meeting its goals. This Plan incorporates a series of key performance indicators (KPIs) that should be used by the Greater Fort Lauderdale TMA Program to assess current and future success in encouraging TDM Program participation; meeting the public's travel information and assistance needs and facilitating a shift to non-SOV modes of travel.

Monitoring should be carried out across five scales over time that serves to capture the evolution of travel behavior change, including:

- **Activities:** quantification of TDM program marketing and outreach activities;
- **Awareness:** exposure to and awareness of TDM programming directed at them and knowledge of access to non-SOV modes;
- **Participation:** participation in TDM programming aimed to facilitate the use of non-SOV modes;
- **Satisfaction:** satisfaction with execution and delivery of TDM programming; and
- **Impacts:** initial and continued shifts to non-SOV modes with TDM program assistance.

Over the next two years it is important to monitor completion of foundational tasks and various program Activities, such as meetings and events attended, contacts advertising and outreach activities and the number of on-site promotions to verify productivity. This data will define the TMA's presence in the community. Once the phone line, website, messaging, and social media sites have been established it will be important to begin comparing the level of outreach and



education to telephone, web hits and visits and social media comments and questions to determine the successes achieved and potential adjustments to the outreach. It is also important to note that the initial budget of \$100,000/per year in a community of 1.9 million is very limited and that KPIs should be selected that have data that is easy to corral and assess in order to optimize staff.

KPIs at the Participation, and Satisfaction scale are important precursors to impacts. They document trends in target populations' understanding and acceptance of non-SOV modes and awareness and participation in TDM programming. These measures are useful for tracking day-to-day program operations, including resource allocation, and operating efficiency, and identifying areas for program improvements. It is not anticipated that the TMA will achieve measurable results in the next two years, but these are important indicators to support future expansion.

Finally, a mature countywide TMA will have the ability to measure inputs needed to calculate Impact KPIs. In the future, it will be important for the TMA to monitor data resources and to coordinate with the MPO Congestion Management Program to monitor commuter trends and mode shifts over time.

The FDOT Commuter Assistance Program Instructions suggest that all commuter assistance service agencies receiving state funding should monitor and report to the District office the following data on an annual basis.

- A. Number of commuters switching from single-occupant vehicles
- B. Number of agency vans in service, and other coordinating agency vans that are participating in the rideshare-matching program (where applicable)
- C. Number of vehicle trips eliminated for all commuters participating in the commuter assistance program
- D. Number of vehicle miles eliminated for all commuters participating in the commuter assistance program
- E. Number of employer contacts and employers participating
- F. Description of major accomplishments
- G. Number of parking spots saved / parking needs reduced
- H. Amount of commuter costs saved

The recommended measures for Year One and Year Two are provided below.



Table 5-1: Recommended Measures for Year One & Year Two

GENERAL MANAGEMENT		
Level	Action Items	Key Performance Indicator
Tier One		
I	Establish Phone and Email	Number of Contacts
II.	Establish and Maintain Website	Beta Test Website
III.	Establish Social Media Presence	Number of Connections
IV.	Attend Regional Marketing Meetings	Number of Meetings Attended
V.	Facilitate TMA Board Meetings	Annual Meeting Attendance Rate
Tier Two		
I	Annual Awareness Reporting	
II.	Market Major Transportation Day Events	Number of Events
III.	Countywide Meetings	Number of Meetings Attended
IV.	Purchase Event Materials	Completed
V.	Attend Partner Transportation Events	Number of Meetings Attended
GRANT RESEARCH AND WRITING		
Level	Action Items	Key Performance Indicator
Tier One		
I	Maintain Current Commuter Assistance Funding	
II.	Develop Grant Strategy with MPO	
III.	Identify Federal and State Grants FY 2023 Cycle	Select Programs
IV.	Prepare and Submit Grants	Submit Applications
V.	Continuously Explore New Funding	
Tier Two		
I	Execute and Administer Grants	
II.	Coordinate on a Potential TDM Micro-Grant Program	
III.	Potential Safe Routes to School Funding	



COLLABORATE WITH SOUTH FLORIDA COMMUTER SERVICES

Level	Action Items	Key Performance Indicator
Tier One		
	I Direct Connect to SFCS Website	Complete
	II. Joint Activities and Strategies	Number of Events
	III. Federal TDM Grant Strategies	
Tier Two		
	I Annual Plans and Key Performance Indicators.	Complete

DEVELOPMENT OF AN ETC NETWORK

Level	Action Items	Key Performance Indicator
Tier Two		
	I Informational Brochure	Complete
	II. Identify Existing Programs	Complete
	III. Develop Core Program	
	IV. Broward Best Practices	Complete

TDM EDUCATION AND ENCOURAGEMENT SERVICES

Level	Action Items	Key Performance Indicator
Tier One		
	I Develop TDM Marketing Materials	Complete
	II. Development of Printed and Online Resources	Complete
	III. Participate in Mobile App Development and CMP	
	IV. Document Work from Home Policies	
Tier Two		
	I Establish Marketing Role with Service Providers	
	II. Support the Marketing of TDM Pilot Projects	
	III. Implement Direct Engagement with Institutions	Institutions Contacted
	IV. Customized TDM Programs for Select Institutions	Number of Customized Plans
	V. Pop Up Events	Number of Events



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6. FISCAL YEAR 2023 & 2024 BUDGET

Staff Hour Estimate

A staff hour estimate was developed based on the Year One and Year Two efforts funded by the FDOT (\$50,000) and MPO (4100,000) funds. The hours were developed based on the budget, with one Full-Time Employee (FTE) at 2,080 work hours in a year. Table 6-1 shows the staff hour estimate for FY 2022 and FY 2023.

Table 6-1: Staff Hour Estimate for FY 2022 & FY 2023

Level	Action Items	FY 2023	FY 2024
General Management			
Tier One			
I.	Establish Phone and Email	25	0
II.	Establish and Maintain Website	200	120
III.	Establish Social Media Presence	175	120
IV.	Attend SFRTA Regional Marketing Meetings	24	24
Tier Two			
I.	Annual Awareness Reporting	40	40
II.	Market Major Transportation Day Events	40	40
III.	Partner Agency Meetings	140	140
V.	Attend Partner Transportation Events	16	16
Grant Research and Writing			
Tier One			
I.	Manage Current Commuter Assistance Funding	20	20
II.	Develop Grant Strategy with MPO	40	40
III.	Identify Federal and State Grants FY 2023 Cycle	20	20
IV.	Prepare and Submit Grants	160	160
V.	Continuously Explore and Pursue New Funding Opportunities	80	80
Tier Two			
I.	Execute and Administer Grants/New Funding	20	20
II.	Coordinate on a Potential TDM Micro-Grant Program	20	20
III.	Potential Safe Routes to School Funding	80	80



Level	Action Items	FY 2023	FY 2024
Collaborate with South Florida Commuter Services			
Tier One			
I	Direct Connect to SFCS Website Including Interactive Tools	20	
II.	Joint Activities and Strategies	120	120
III.	Joint State and Federal TDM Grant Strategies	20	20
Tier Two			
I	Annual Plans and Key Performance Indicators.	20	20
Development of an ETC Network			
Tier Two			
I	Informational Brochure	20	
II.	Identify Existing Programs	20	
III.	Develop Core Program		40
IV.	Broward Best Practices		40
TDM Education and Encouragement Services			
Tier One			
I	Develop Initial TDM Handout Outreach Materials	80	0
II.	Development of Printed and Online Resources in Support of All Service Providers	40	40
III.	Participate in the Development of SFRTA Transit Mobile App	40	20
IV.	Participate in Implementation of MPO CMP Process	20	20
V.	Document Work from Home Policies	10	10
Tier Two			
I	Establish Marketing Role with Service Providers	40	
II.	Support the Marketing of TDM Pilot Projects	30	20
III.	Implement Direct Engagement with Institutions		100
IV.	Customized TDM Programs for Select Institutions		120
V.	Pop Up Events		40



Level	Action Items	FY 2023	FY 2024
Implementation Plan Total Hours		1,580	1,550
Ongoing TMA Activities			
	Administration	100	100
	Vacation/Sick Leave	120	120
	Board Meetings (8) and Retreat	200	200
	Participation in ACT, AMPO and CUTR Events	80	110
Ongoing Activities Hours		500	530
Total Hours		2,080	2,080
Cost	Hourly Rate*	\$ 56.92	\$ 59.20
	Staff Hour Costs	\$118,394	\$ 123,136
	Micro-Grants (2)	\$ 10,000	\$ 10,000
	Event materials, printing, pop-up tent, etc.	\$ 21,606	\$ 16,864
Total Budget		\$ 150,000	\$ 150,000

* Contract Annual Increase at 5% FY-2023 and 4% FY 2024 Based on Estimated Cost of Living Adjustment