

**RESOLUTION No. 19-296**

**A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF  
THE CITY OF DORAL, FLORIDA, ADOPTING THE DORAL  
TROLLEY/SMART PLAN COORDINATION STUDY; AND  
PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, the City of Doral continuously reviews the Doral Transit System to recommend improvements and keep up with passenger needs; and

**WHEREAS**, on August 20, 2018, City implemented minor improvements to Trolley Route 1, 2, and 3 and commenced the new Florida International University (FIU) Trolley Route (Route 4); and

**WHEREAS**, these improvements included servicing newly completed residential and retail developments in the City that were not previously serviced including the Doral Math and Science Academy, Dolphin Mall, and Doral Legacy Park; and

**WHEREAS**, the Public Works Department (PWD) performed the Doral Trolley/SMART Plan Coordination Study to review and recommend possible transit hubs, shorter routes, and future connection opportunities with the transit service provided by Miami-Dade County Department of Transportation and Public Works, including potential future SMART Plan corridors (East-West Corridor, Flagler Corridor, NW Miami-Dade Express, Florida's Turnpike Express) as well as the County's Better Bus Project; and

**WHEREAS**, the Hub & Spoke Alternative ranked the highest out of the proposed route combinations; and

**WHEREAS**, the Doral Trolley/SMART Plan Coordination Study also provides additional recommendations, including a conceptual Downtown Doral Central Trolley Hub, trolley stop amenities, improvements to the City's vehicle fleet, and recommendations to Miami-Dade Transit service to provide better mobility options; and

**WHEREAS**, a copy of the Doral Trolley/SMART Plan Coordination Study is attached as Exhibit "A".

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DORAL AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made part hereof by this reference.

**Section 2. Approval.** The City Council hereby approves the adoption of the Doral Trolley/SMART Plan Coordination Study dated November 2019.

**Section 3. Authorization.** The City Manager is authorized to adopt the findings and recommendations as outlined in the Doral Trolley/SMART Plan Coordination Study.

**Section 4. Implementation.** The City Manager and the City Attorney are hereby authorized to take such further action as may be necessary to implement the purpose and the provisions of this Resolution.

**Section 5. Effective Date.** This Resolution shall take effect immediately upon adoption.

The foregoing Resolution was offered by Councilmember Cabrera who moved its adoption. The motion was seconded by Councilmember Mariaca and upon being put to a vote, the vote was as follows:

Mayor Juan Carlos Bermudez	Not Present at Time of Vote
Vice Mayor Christi Fraga	Yes
Councilwoman Digna Cabral	Yes
Councilman Pete Cabrera	Yes
Councilwoman Claudia Mariaca	Yes

PASSED AND ADOPTED this 19 day of November, 2019.

  
\_\_\_\_\_  
JUAN CARLOS BERMUDEZ, MAYOR

ATTEST:

  
\_\_\_\_\_  
CONNIE DIAZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:

  
\_\_\_\_\_  
LUIS FIGUEREDO, ESQ.  
CITY ATTORNEY

# EXHIBIT “A”

## CONSULTANT WORK ORDER PROPOSAL

Date: July 13, 2018

Dear Ms. Carbonell:

Gannett Fleming, Inc. (Consultant) proposes to provide the services identified below for the project entitled “**Doral Trolley/SMART Plan Coordination Study**”, pursuant to its Professional Service Agreement with the City of Doral (City), RFQ No. 2017-21

### I. GENERAL

Gannett Fleming, Inc. will provide services for the City of Doral for the above referenced project. The scope of services will include the following tasks:

### II. SCOPE OF WORK

1. Existing System Review
2. Stakeholder Meetings
3. Peer Systems Review
4. Systems Review Findings Summary
5. Development of Alternatives
6. Development of Transit Stop Infrastructure Guidelines
7. Recommendations
8. Final Report

### III. COMPENSATION

Gannett Fleming shall perform the Work detailed in this Proposal, Not to Exceed the fee of One Hundred and Fifty Thousand dollars with Zero cents (\$150,000.00). The City shall not be liable for any fee, cost, expense or reimbursable expense or other compensation beyond this amount. Upon written authorization by City Officials, Gannett Fleming will be ready to perform additional services in connection with the project not otherwise identified in this agreement.

### IV. PROJECT MANAGER

CONSULTANT’S Project Manager for this Work Order assignment will be Alina Fernandez, P.E.



Submitted by:

\_\_\_\_\_  
Alina Fernandez, P.E. - Project Manager  
Gannett Fleming, Inc.

Reviewed and approved by:

\_\_\_\_\_  
Rita Carbonell – Transportation Manager  
City of Doral

# City of Doral

## RFQ#2017-21

### Doral Trolley/SMART Plan Coordination Study

**Purpose:** The purpose of this study is to analyze and evaluate the existing Doral Trolley system and make recommendations for modifications, improvements, and expansions to better serve the Doral travel market over the short-, medium-, and long-term. The results of the study will be organized into a final report consistent with many of the components of a Transit Development Plan (TDP), recognizing that a TDP is not required at this time.

The study will build upon information developed and assembled by others including:

- David Plummer study the initiation of a Florida International University (FIU) route
- TSO Mobile data including telephone and mobile app data
- City-supplied geographic information systems (GIS) data
- Rider surveys conducted by FIU on behalf of the City

The study will also address:

- Title VI of the Civil Rights Act of 1964 requirements regarding nondiscriminatory transportation for all customers and potential customers of the transit service
- Trolley stop infrastructure and amenities standards
- Coordination with University Transit Management Association (UTMA) (Sweetwater and FIU) service

#### Task 1 – Existing System Review

The consultant will conduct a review of the current City of Doral Trolley operation to establish a working knowledge of the routes, schedule, operational issues, maintenance issues, staffing, and management. Consultant staff will review pertinent documents, as identified by the City including any prior studies, performance reports, contracts, and other relevant records. The consultant will meet with the City to identify specific routes and stops of the system to be visited for analysis purposes. The consultant will then ride some of the identified routes of the system and visit some of the stops at certain times of the day as discussed and agreed upon with the City.

The consultant will identify and receive information on rider surveys conducted on the Trolley System. Information will ideally be assembled in electronic format accompanied by any summary reports and documentation.

The City will coordinate the delivery of data from TSO Mobile regarding the telephone and mobile apps used by trolley customers.

The City will facilitate the delivery of GIS data for land use, socioeconomics, transportation, public facilities, comprehensive plan, zoning, and other available data relevant to this study.

Through this review, the consultant will document:

- The management and organizational structure of the trolley system

- Operating and maintenance costs for the current and two prior years
- Inventory of facilities (administration, operations, and maintenance)
- Roster of the existing trolley fleet including age and condition of each vehicle
- Roster of any support vehicles dedicated to the trolley operation including age and condition of each vehicle
- Summary of issues, positive, negative, and neutral associated with the current operation.

The consultant will assemble and analyze socioeconomic and demographic data to identify potential and underserved markets. City and County GIS data along with relevant U.S. Census data will serve as the basis for this analysis.

The consultant will also evaluate unserved and underserved markets based on typical walk distances to trolley/transit stops, taking into consideration geographical barriers like waterways.

As part of this analysis, the consultant will examine ridership on existing Doral trolleys and Miami-Dade transit vehicles. Stronger and weaker route segments will be identified. Areas of potential overlap will be noted and taken into consideration in reformulating routes under the system alternatives.

Travel times between representative trip ends will be determined in an effort to improve travel times for the largest potential ridership. One-way travel will for example, tend to result in much quicker trip times in one direction than the other and may suggest alterations in the system.

The consultant will conduct an initial meeting with the City to serve as a kick-off meeting and to organize this task.

## **Task 2 –Stakeholder Meetings**

The consultant will meet with trolley system stakeholders to review conditions, issues, and ideas for improvement. Discussions will be scheduled with stakeholders identified by City staff and with others as identified during Task 1. The consultant will prepare a list of questions and conduct the discussions in an open manner so as to permit a free flow of ideas. Information from earlier discussions may be used in subsequent discussions to further probe key concepts. A maximum of 15 separate discussions will be conducted. Each is expected to take no longer than one hour. The following are a representative list of stakeholders for which discussions will be scheduled:

- Key staff within the Department of Public Works
- Key staff representing the Trolley Operation and Maintenance (O&M) Contractor
- A sample of trolley drivers
- Elected officials and senior City staff as agreed with the City
- Representatives of the business community (e.g., Doral Chamber of Commerce)
- Representatives of travel and tourism organizations
- Representatives of community groups with an interest in transportation in general (e.g., trolley, transit, bicycle, pedestrian) and the Doral Trolley in particular
- Public and private social service agencies with a clientele that could rely upon public transportation for medical travel as well as those traveling to mobility-impaired clients (e.g., home health aides)
- Major medical institutions (e.g., Jose Milton Memorial Hospital/Jackson West at NW 25<sup>th</sup> Street and NW 79<sup>th</sup> Avenue)

The consultant will maintain a record of each discussion, which will be retained by the consultant and may be included in the final project documentation depending on the relevance to the overall task.

During the study Kick-Off meeting with the City, the consultant will discuss with the City options to optimize the stakeholder outreach. This discussion will focus on which methods may work more efficiently, whether conducting individual discussions as described above, or perhaps organizing a Study Advisory Group which may include the stakeholders described above.

The consultant will also conduct an initial discussion with other transportation agencies including Miami-Dade Department of Transportation and Public Works (DTPW), Miami-Dade Transportation Planning Organization (TPO), Miami-Dade Expressway Authority (MDX), and the Florida Department of Transportation (FDOT) and then ongoing coordination to establish existing and future operational plans, financial considerations, and impacts of changes to City route structure.

### **Task 3 –Peer Systems Review**

The consultant will review peer transit systems that may be of relevance to the City’s system. This review may include similar transit systems provided by other Miami-Dade County municipalities and may also include other similar systems provided by municipalities around the nation. Data collection for this analysis would include, where applicable, existent reports, field observations, and discussions with peer system personnel. Information collected would be identified as proprietary where requested but otherwise be assembled as part of the project documentation. This review will help inform the study as to the range of possibilities and approaches that have been applied to other similar systems.

### **Task 4 –Systems Review Findings Summary**

The consultant will summarize the findings from Tasks 1, 2, and 3 into a technical memorandum. The technical memorandum will include a summary of findings. Appendices will include extracts of relevant documents, photographs, and other information collected in the course of the conduct of those tasks. A summary of each stakeholder discussion will be included, based upon the notes prepared during the course of each discussion. The technical memorandum is intended to be a record of the work performed and not a final deliverable and as such, represents the findings of the consultant and not subject to review and revision. Any comments by the city will be incorporated into the final project documentation.

The consultant will prepare a presentation for the City Council or other group as directed by the City. The presentation will be prepared in PowerPoint and will summarize:

- The study objectives and goals
- The study schedule and key milestones
- The findings of Tasks 1, 2, and 3
- Invitation for comment and guidance by the audience

The presentation will be submitted to the City for review and comment and will be revised and resubmitted. The consultant will prepare the presentation and/or support City staff in making the presentation. The consultant will take notes during the presentation to capture comments and suggestions by the audience for incorporation into the final project documentation.

The consultant will convene a public meeting to present an overview of the study along with existing information assembled in Tasks 1, 2, and 3. The meeting will be organized to solicit input from the public on:

- Transportation needs that could be met by an expanded or reorganized trolley system
- Concerns regarding existing and future trolley services
- Preferences for alternative ideas that should be considered in this study
- Concerns regarding Title VI issues

The input from the City Council and public meeting will be summarized in a document that includes: meeting collateral materials, oral and written input from the public, and responses to any questions or comments that can be addressed prior to the completion of the study.

## **Task 5 – Development of Alternatives**

The consultant will develop up to four alternative scenarios for the future Doral Trolley System. These alternatives will address:

- Changes to existing routes including sub-dividing the current routes into shorter routes as well as combining elements of certain existing routes with other
- Introducing new service to destinations near and outside of the City including Dolphin Mall, Miami International Airport, future intermodal stations (e.g., Dolphin Station), and future SMART Plan Stations
- Introducing SMART Plan Demo projects within the City and its vicinity
- Introducing new routes and services within the City including a downtown circulator
- Connections with services operated by others including Miami-Dade County, UTMA, and future connections to SMART Plan

The consultant will develop an evaluation of each alternative scenario based on the project goals obtained through discussion with City staff and other stakeholders. Key measures would likely include:

- Capital and operating & maintenance costs
- Potential ridership based on sketch planning techniques for ridership estimating
- Potential markets served
- Major impacts, positive and negative, resulting from changes
- Effect on Title VI issues

The consultant will present the results to City staff followed by presentations to the City Council or committee(s) of the Council. The alternatives and results of the evaluation will be presented. The consultant will also conduct a public meeting to share the results of the alternatives development and analysis and solicit input on the benefits and disadvantages of each as well as concerns associated with any of the alternatives.

The consultant will summarize the alternatives development and evaluation effort with a technical memorandum describing the alternatives, the evaluation, and feedback received from the various public presentations.

## **Task 6 – Development of Transit Stop Infrastructure Guidelines**

The consultant will develop guidelines for appropriate infrastructure and amenities at Doral Trolley/Transit stops based on objective criteria (e.g., daily or peak period boardings, adjacent land uses, interface with other transportation systems). Recommendations on the stop infrastructure (e.g., type and size of shelter, passenger information systems, etc.) and amenities (e.g., trash receptacles, benches, etc.) will be developed along with the cost of each component and the basis for application.

## **Task 7 - Recommendations**

The consultant will evaluate the alternatives identified in Task 5 and findings to develop a plan of recommendations for the short-, medium-, and long-term (i.e., under two years, approximately 5 years into the future, approximately 10 years into the future).

The consultant will develop an initial recommendation based on an internal evaluation. This evaluation will be shared with the City and revised based on any preferences or issues external to this study. The final selection of a preferred alternative would be incorporated into the project documentation and subject to adoption or modification by the City.

The consultant will present the recommendations to City staff followed by a presentation to the City Council or committee(s) of the Council. This presentation could be made as part of a hearing for public comment to allow the general public. Alternatively, the recommendations could be presented to the general public in an informational public meeting. Public comment would be shared with the City and included in the final project documentation.

## **Task 8 – Final Report**

The consultant will prepare a final report that summarizes the preceding tasks including the evaluation of alternatives and findings. Key information will be included in the report as an appendix. The final report will be submitted to the City for review and comments. The consultant will review comments with the City and then incorporate comments into a final document.

The consultant will also prepare a “Road Map,” which will be an implementation plan identifying way to move recommendations forward to further phases. This will be a section of the final report identifying steps/strategies toward implementation of any changes to the existing trolley system along with responsible parties, actions associated with procuring funding, and solicitation of vendors. The “Road Map” will be reviewed by the City and revised in accordance with any comments received, and produced in final format.

**City of Doral - RFQ 2017-21**

**Doral Trolley/SMART Plan Coordination Study**

Gannett Fleming

Fee Estimate

<b>Task Number</b>	<b>Task</b>	<b>Total</b>
1	Existing System Review	\$ 12,376.00
2	Stakeholder Meetings	\$ 12,832.00
3	Peer Systems Review	\$ 6,600.00
4	Systems Review Findings Summary	\$ 20,802.00
5	Development of Alternatives	\$ 36,143.00
6	Development of Transit Stop Infrastructure Guidelines	\$ 24,925.00
7	Recommendations	\$ 24,440.00
8	Final Report	\$ 11,882.00
<b>TOTAL FEE</b>		<b>\$ 150,000.00</b>

**City of Doral - RFQ 2017-21**

**Doral Trolley/SMART Plan Coordination Study**

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Schedule

Task Number	Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
1	Existing System Review	█									
2	Stakeholder Meetings		█	█	█	█	█	█	█	█	
3	Peer Systems Review		█								
4	Systems Review Findings Summary			█							
5	Development of Alternatives				█	█	█	█	█		
6	Development of Transit Stop Infrastructure Guidelines						█	█	█		
7	Recommendations									█	
8	Final Report										█