

INTRODUCTION

Plan Description

The Board of County Commissioners (BCC) amended the ordinance governing the activities of the Citizens' Independent Transportation Trust (the "CITT" or "Trust") (Ordinance 02-116) on September 21, 2010 to establish a Five-Year Implementation Plan. The Trust, in consultation with the Mayor, shall recommend to the County Commission a Five-Year Implementation Plan (the "Plan"). The Plan shall include a detailed scope of work and budget for each project funded with surtax funds that is anticipated to be implemented, in whole or in part, during the five-year period. The Plan shall be consistent with the federal requirements for the Transportation Planning Organization (the "TPO" – formerly known as Metropolitan Planning Organization - MPO) Transportation Improvement Program (the "TIP") and Long Range Plan. The Plan shall be updated annually.

This report represents the seventh annual update of the Five-Year Plan. It documents current status of progress in the implementation of surtax funded projects versus the baseline. Future annual updates to the Plan will continue to monitor the actual implementation of the projects, their adherence to budget and schedule, and any changes to the Plan including project additions, deletions or deferrals. The project updates included in this plan are as of September 30, 2018, unless otherwise specified. Project expenditures are actual, through FY 2017-2018 and projected for FY 2018-2019, due to timing. It should be noted that there have been some significant developments in several major projects and the Plan reflects those developments, which are noted with an asterisk (*).

The Plan is divided into the following sections:

- **New Projects:** This section summarizes new projects proposed by the Department of Transportation and Public Works for Surtax and/or Capital Expansion Reserve Funds for the FY 2019-24 Five-Year Implementation Plan.
- **Active Projects:** This section includes a project summary chart of all active Transit and Public Works projects approved for the use of Surtax and/or Capital Expansion Reserve Funds for fiscal years 2019-24. The chart compares baseline (where available) and revised PTP project cost estimates and completion dates; includes actual (through FY 2017) and projected (FY 2018 and FY 2019) PTP expenditures. Active projects are in process or planned within the five-year period; or ongoing operational activities where its respective goal has been amended appropriate to optimal implementation that meets the original intent of the item. Following the chart of active projects, are detailed descriptions of active projects, to include scope of work and budget. Projects are listed by the following categories:
 - PTP Original Projects
 - Transit (Fare Programs, Transit Service Improvements including Municipal Transit operations, Rapid Transit Improvements)
 - Public Works Related projects (Major Highway and Road Improvements, Neighborhood Improvements, Board Requested Projects)
 - Municipal Improvements
 - PTP Amendments 2003-2008 (Miscellaneous Capital Improvements Related to Bus Operations, Miscellaneous Improvements Related to Rail Operations, Additional Amendments)
 - Other Projects 2009 and beyond (includes new projects)
- **Strategic Miami Area Rapid Transit (SMART) Plan:** This section includes detailed information on the SMART Plan; projects included in the SMART Plan; and projects supporting the SMART Plan.

- **Inactive Projects:** This section includes a project summary chart of all inactive projects using all or a portion of Surtax and/or Capital Expansion Reserve Funds. The chart compares baseline (where available) and revised PTP project cost estimates and completion dates; includes actual (through FY 2017) and projected (FY 2018 and FY 2019) PTP expenditures. Inactive projects are fully complete, unfunded, deemed infeasible, canceled by Board action, or any further implementation deferred outside the Five-Year plan period (beyond fiscal year 2024). Projects are listed by the following categories:
 - PTP Original Projects
 - Transit (Fare Programs, Transit Service Improvements including Municipal Transit operations, Rapid Transit Improvements)
 - Public Works Related projects (Major Highway and Road Improvements, Neighborhood Improvements, Board Requested Projects)
 - Municipal Improvements
 - PTP Amendments 2003-2008 (Miscellaneous Capital Improvements Related to Bus Operations, Miscellaneous Improvements Related to Rail Operations, Additional Amendments)
 - Other Projects 2009 and beyond (includes new projects)
- **Municipal Program:** This section discusses the surtax funded municipal transportation program; activity on municipal transportation projects; and provides a summary of surtax dollars given to municipalities and circulator ridership.
- **Pro-Forma:** This section includes the FY 2018 update to DTPW's 40- year Pro-Forma as of July, 2018.
- **FY 2018-19 Budget and Multi-Year Capital Plan:** This section includes the FY 2018-19 Proposed Budget and Multi-Year Capital Plan for the DTPW.
- **Exhibit 1 of People's Transportation Plan:** This section details the original Exhibit 1 attached to the People's Transportation Plan (PTP) and also includes current County Ordinances related to the PTP

Background

On November 5, 2002, the citizens of Miami-Dade County approved a half-cent Charter County Sales Surtax to implement the People's Transportation Plan (PTP). The original PTP included a broad range of projects including extensions to the Metrorail system, expansion of the Metrobus system, improving traffic signalization, improving major and neighborhood roads and highways and the funding of municipalities for road and transportation projects. The voters also approved, as part of the ballot question, the Citizens' Independent Transportation Trust (the "CITT" or "Trust") to oversee the proceeds of the surtax and the implementation of the PTP.

Significant improvements have been made to Miami-Dade County's public transit and roadway systems through the investment of Surtax funds since the PTP was enacted. The signature project of the PTP to date is the completion of the Orange Line, a 2.4 Mile Metrorail extension to Miami International Airport. This \$506 million investment was completed and began revenue service on July 28, 2012. New transit buses, many of which are eco-friendly hybrid vehicles, have been added to the Metrobus fleet and are helping to reduce the carbon footprint of public transit. The Metromover fleet has been replaced and the vehicles are in operation throughout downtown Miami. The first married pair of the new Metrorail vehicles were placed in revenue service on November 30, 2017 and assembly of the remaining vehicles will continue through 2020. Transit ridership is over 100 million passenger trips per year including over eleven million on Metromover alone.

The PTP has also funded improvements for more than 300 miles of roadways throughout the County – including new pavement, guard rails, new bridges, street and traffic signage and Americans with Disabilities Act (ADA) compliant sidewalks. The countywide traffic signalization system has been upgraded with the Advanced Traffic Management System (ATMS): the state-of-the-art distributed traffic signal monitoring and control system. This new control system will result in improved traffic flow and reduced delays on area roadways.

Keeping a promise made to the community in 2002, the Golden Passport/Patriot Passport program was expanded after passage of the PTP to offer seniors, Social Security recipients and low-income honorably discharged veterans fare free rides on public transit. The Metromover remains fare free.

The municipal component of the PTP has generated outstanding results with both transit and roadway improvements completed in the 34 participating cities. Bus circulator systems supported by the PTP are successfully operating in twenty-seven (27) of the participating municipalities carrying more than 11 million passengers annually.

Miami-Dade County officials, industry leaders and fellow citizens desire to continue building momentum towards a comprehensive and coordinated public transit system. The Trust has organized Transportation Summits focused on identifying solutions to issues facing our community and bringing together stakeholders that have a vested interest in those solutions.

The *2015 Transportation Summit* followed a successful *2013 Summit* and aimed to continue to build support for additional major transportation investments and improvements. The 2013 conference was built on two previous similar events organized in 2008 and 2009, but was broader both in scope and attendance with over 500 participants.

A *2017/18 Transportation Summit* was held on January 25th and 26th 2018. The 2017/18 Summit focused on a number of current transportation topics, to include, but not limited to, technology, sustainability and funding the SMART Plan.

Statement of CITT's Principles and Priorities

The intent of the *CITT's Guiding Principles and Priorities* is to provide guidance to the Citizens' Independent Transportation Trust ("CITT"), and its staff and partners, on actions and activities related to the implementation of the Peoples Transportation Plan ("PTP") and use of surtax funds. The CITT shall actively seek to amend the CITT By-Laws, County Code and/or State Statutes as necessary to effectuate these provisions.

MISSION STATEMENT

The Citizens' Independent Transportation Trust (CITT) is an independent arm of Miami-Dade County created by the voters to monitor, oversee, review, audit and investigate implementation of the transportation and transit projects funded with surtax proceeds.

GUIDING PRINCIPLES & PRIORITIES

1. **Independence.** The CITT was created by the voters as an independent entity of the County, and shall endeavor to protect and reaffirm its independence as necessary and appropriate.
2. **Voter Intent.** Projects, programs and activities related to the CITT, PTP and surtax proceeds shall align with the original intent of the voter approved PTP referendum. This includes the intended expenditure of surtax dollars on new and enhanced transportation programs, projects and service, and not on the operation and maintenance of the system existing prior to the PTP.
3. **Public Good.** Consistent with the "Citizens" in its title, the CITT should at all times be guided by the public good, and not by political considerations or special interests, and shall strive for equity and fairness across geographic, demographic and socio-economic lines in all of its actions and activities.
4. **Good Governance.** The CITT shall at all times adhere to good governance practices and principles, holding itself to the highest ethical standards, conducting its business in an open and transparent manner, establishing a culture of integrity, professionalism and accountability, and providing sound financial stewardship of surtax funds.
5. **Balance of Interests.** The CITT shall engage in a thoughtful and comprehensive approach to addressing transportation and mobility issues; one which balances, complements and furthers other community objectives, such as placemaking, quality of life, economic development, health and fitness, affordable housing and sustainability.
6. **Funding Partnerships.** Surtax funds should be leveraged as a local match to attract other funds to the maximum extent possible, including federal/state/municipal funds and private sector contributions. Surtax funds should not exceed 50% of project costs for capital projects, except as otherwise approved by the CITT.
7. **5 Year Plan.** In coordination with the County, the CITT shall proactively propose revisions to the PTP 5 Year Implementation Plan ("5 Year Plan"), including the addition and deletion of projects, consistent with these Guiding Principles & Priorities and the CITT's Strategic Objectives.
8. **Performance, Capacity & Connectivity.** The CITT shall prioritize projects that enhance the performance, capacity and connectivity of the transit system, including the Strategic Miami Area Rapid Transit (SMART) Plan and 1st/last mile solutions that connect the system to surrounding communities, over projects that promote the use of single occupancy vehicles. Furthermore, the CITT shall work with the County, municipalities, and other transportation entities to ensure that all systems complement and connect with one another and work as seamlessly and efficiently as possible.

9. **Capital Expansion Reserve Fund.** The CITT shall work to increase contributions to the Capital Expansion Reserve Fund (CERF), including directing any recaptured, reimbursed, or otherwise uncommitted surtax proceeds to the fund, and increasing the percentage of surtax proceeds dedicated to the fund. CERF should be reserved for critical projects that advance or support the SMART Plan; and any proposed use of CERF should first be reviewed and approved by the CITT and BCC.
10. **1st/Last Mile Solutions.** The CITT shall endeavor to have a percentage of annual surtax proceeds dedicated to 1st/Last mile solutions, such as bike/ped infrastructure, that connects surrounding communities to transit stations.
11. **On-Time & On-Budget.** The CITT shall monitor surtax-funded County and municipal projects to ensure that they are on-time and on-budget, and shall, to the extent possible, withhold, recapture or repurpose funds for projects that are significantly delayed or over-budget unless an acceptable justification is otherwise provided.
12. **Customer Experience.** The CITT shall work with the County and municipalities to ensure that the expenditure of surtax funds is resulting in a positive customer experience and that transit systems and facilities are clean, well-maintained and operating efficiently and effectively.
13. **Promotion.** The CITT shall support the development and execution of a multi-pronged branding, marketing and public relations campaign(s) to promote the CITT, PTP and its initiatives, and support promotional efforts that aim to increase the use of alternative transportation modes, such as transit, carpooling and bike/pedestrian.

1st/Last Mile(s) Connectivity & Mobility Program

The traveling distance between the commuter's starting/ending point (home, etc.) and the transit location is commonly referred to as the First/Last Mile, usually requiring the commuter to walk to a considerable distance to utilize transit. A critical, yet often overlooked and under-resourced, component of successful transit systems is the provision of convenient First/Last Mile(s) solutions that work in concert with transit to connect people from their point of origin to their ultimate destination. The CITT desires to promote and fund these critical connectors to our transit system, major employment centers and schools, and urges the County to prioritize these projects in its capital program and budget.

The CITT is prepared to support surtax funding for the following projects and transportation services:

- A. Bicycle and Pedestrian Paths/Trails/Greenways^{1, 2, 3, 4}
 - 1. Atlantic Greenway
 - 2. Brownsville/Model City Bicycle Boulevard Plan
 - 3. Commodore Trail
 - 4. East Coast Greenway
 - 5. Flagler Trail
 - 6. Golden Glades Multimodal Transportation Facility Bicycle/Pedestrian Accessibility Plan
 - 7. Ludlam Trail
 - 8. Miami Baywalk / Biscayne Line
 - 9. Miami Loop
 - 10. Miami River Greenway/Riverwalk/Trail
 - 11. Okeechobee Metrorail Station Bike/Ped Connectivity to Miami Springs/Medley
 - 12. Overtown Greenway
 - 13. Safe Routes to Schools
 - 14. SMART Trails
 - 15. Snake Creek Trail
 - 16. Snapper Creek Trail
 - 17. South Dade Trail
 - 18. Sunset Drive/Road Protected Bicycle Path
 - 19. Underline/M-Path
 - 20. *Critical path/trail/greenway connectors*
 - 21. *Other paths/trails/greenways approved by the CITT and Board of County Commissioners on a case-by-case basis*
- B. Bicycle Facilities & Services^{1, 2, 4}
 - 1. Bike Commuter Stations (secured/covered parking, repair facilities, lockers, showers...)
 - 2. Bike/Scooter-Share programs
 - 3. Protected bicycle parking at transit facilities
- C. On-Demand Service^{1, 2, 4}
 - 1. Ride-sharing service (for at least two passengers)
 - 2. Variable route circulators/trolleys/shuttles (for at least two passengers)

NOTES:

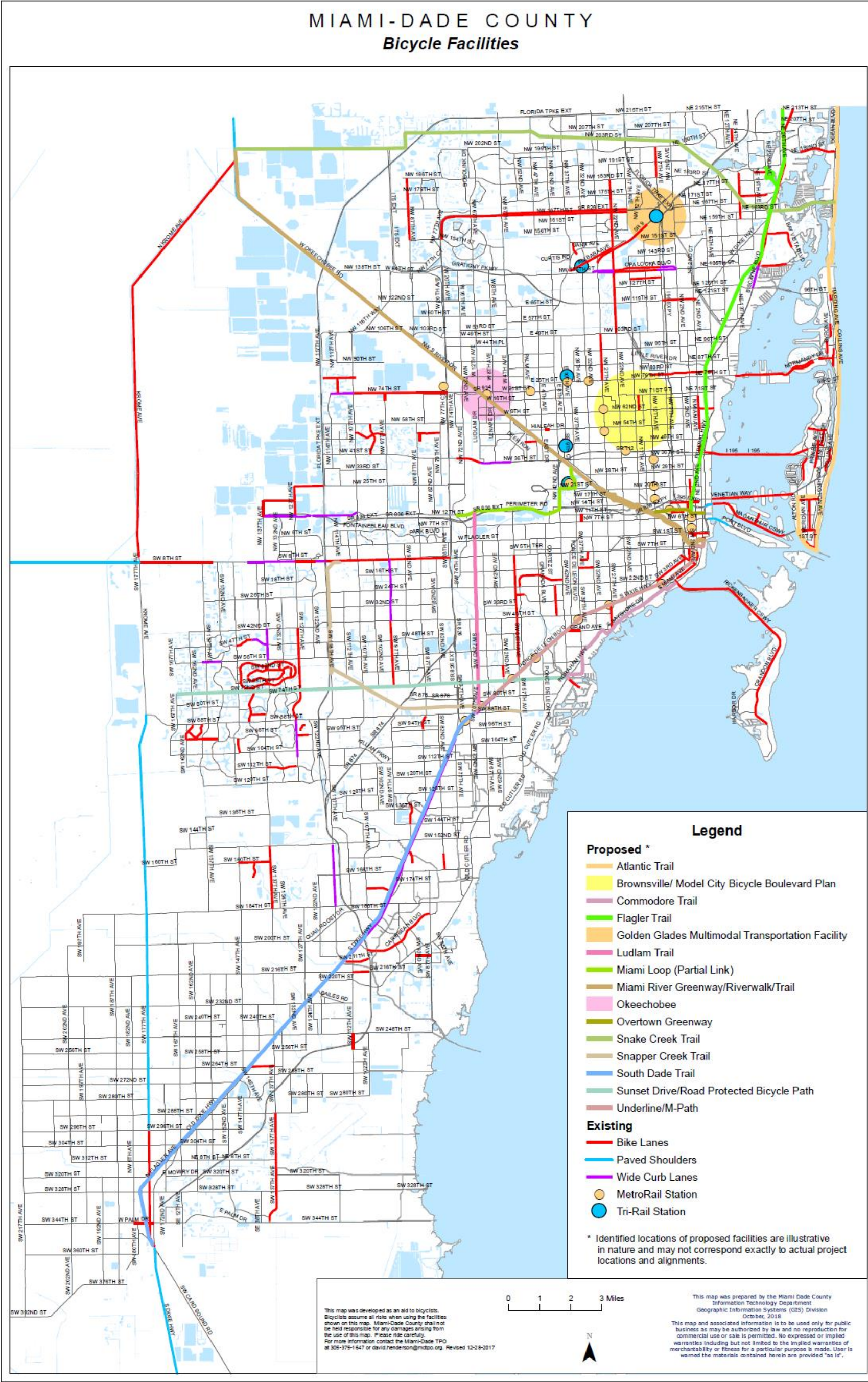
- ^{1.} Projects are listed in alphabetical order, and not in any order of priority or preference.
- ^{2.} Projects/service must primarily serve as a connection to a major transit facility (i.e., Metrorail, Tri-Rail, SMART Plan corridor, park-and-ride, or other premium transit station), or as a direct commuter connection to major employment centers or schools, and shall exclude projects that serve a primarily recreational purpose.
- ^{3.} Bicycle and Pedestrian Paths/Trails/Greenways should be separated and/or otherwise protected from vehicular traffic to the maximum extent possible.

4. Surtax funding may only be utilized for land acquisition and soft/hard costs associated with the construction of the project/service, as well as associated safety and mobility infrastructure elements, such as lighting, signage, striping, intersection improvements, protective barriers, and bike/pedestrian bridges. Surtax proceeds may not be used towards non-essential ancillary enhancements, such as landscaping, aesthetic treatments, street furniture, and recreational equipment, which must be funded through other available sources.



Image courtesy of LA County MTA

Miami-Dade Proposed Bicycle Paths Trails and Greenways (Map as of September 2018)



Updates for FY 2019-24 Five-Year Implementation Plan

The Five-Year Implementation Plan (the Plan) presents status on the scope, cost and timing of initiatives both completed and in progress. It also shows that work completed on the People's Transportation Plan (PTP), including municipal projects, has been significant as is the number and complexity of PTP projects. Continuing the progress on the PTP faces significant financial challenges. The following chart details projects with a significant increase in Surtax dollars in the FY 2019-24 Five-Year Plan Update versus the Surtax need in the baseline year.

INCREASE IN PTP SURTAX/CAPITAL EXPANSION RESERVE FUNDING

Project Name	Approved PTP Funding	PTP Funding for FY 2019-24 Five-Year Plan	Funding Increase
South Dade Corridor Planning and Development (Funded with Capital Reserve Funds)	\$7,000,000	\$100,000,000	\$93,000,000
Metrorail Station Refurbishment	\$35,000,000	\$76,420,000	\$41,420,000
Smart Plan PD&E Study – Beach Corridor (Funded with Capital Reserve Funds)	\$3,750,000	\$4,749,000	\$999,000
Metromover Comprehensive Wayside Overhaul	\$52,645,000	\$64,130,000	\$11,485,000
Track and Guideway 10-15 Yr. Rail Service Equipment Replacement	\$6,270,000	\$8,268,000	\$1,998,000
Metromover Inner Loop (Guideway) Painting	\$8,220,000	\$8,460,000	\$240,000

Project updates included in this plan are actual through FY 2017-18 and projected for FY 2018-19, due to timing, unless otherwise specified. It should be noted that there have been some significant developments in several major projects and the Plan reflects those developments, which are noted with an asterisk (*).

***Project: South Dade TransitWay Corridor** – The South Dade TransitWay Corridor (South Corridor) is one of the six rapid transit corridors of the Strategic Miami Area Rapid Transit (SMART) Plan. The corridor runs 20 miles along the South Dade TransitWay from SW 344 St. on the south to the Dadeland South Metrorail Station on the north. Development of the six SMART Plan rapid transit corridors will directly support the mobility of our population and the County's employment growth.

On Thursday, August 30, 2018, the Miami-Dade Transportation Planning Organization (TPO) Governing Board voted on the Locally Preferred Alternative (LPA) for the South Dade TransitWay corridor and selected Bus Rapid Transit (BRT) as the most feasible mode of transportation for this corridor.

Once completed, BRT will provide rail-like travel time, iconic stations, level boarding through all doors, and pre-paid fares for speedy access. BRT will also provide enhanced safety features and other upgrades along dedicated lanes with multi-layered service lines on the TransitWay. BRT is scheduled to begin operation by 2022.

In order to improve mobility throughout the County, DTPW is also deploying new technologies such as adaptive smart signals and Transit Signal Priority (TSP) controllers.

PTP Capital Expansion Reserve Funds have been earmarked to help advance the South Dade TransitWay Corridor project.

Project: Rail Vehicle Replacement – The recommendation for approval to award new heavy rail vehicles was approved by the Board of County Commissioners November 8, 2012. Notice-to-Proceed was issued on December 13, 2012. The car builder has completed the three design phases of the project: Preliminary completed in September 2013, Intermediate completed in August 2014, and Final completed in November 2015. During the final design phase, DTPW’s project team completed the review of all 14 subsystems. A significant change order was issued on the project that will integrate the County’s new CAD/AVL System into the new vehicles. Additionally, a change order was issued that will add two (2) more CCTV monitors in every vehicle. The contractor continues to execute First Article Inspection (FAI) Phase. To date, all subsystems have had the FAI performed. Hitachi completed its certification as a Miami-Dade approved vendor and the County has reassigned the project to Hitachi Rail Italy S.p.A. A Press Conference was held on October 24, 2016 to announce the completion of the first two cars at the Hitachi Medley facility. It was attended by the Mayor, DTPW Director and Management, and various other officials.

Sixty-four carshells have been delivered to the Hitachi Facility in Medley. Forty-two cars (21 married pairs) have been delivered to Lehman and 18 cars are undergoing various stages of assembly and testing at Medley. Truck frames and associated truck components continue to be received at the Hitachi facility for assembly and installation on the carshells as they complete their assembly. Seventeen married pairs have been conditionally accepted and are available for revenue service. The delivery of Married Pairs will continue through the first quarter of 2020, when all 136 cars are scheduled to be delivered. The Warranty and the contract will be completed first quarter 2025.

***Project: Rapid Transit Corridors** - The Citizens’ Independent Transportation Trust (Trust) voted unanimously to support the Strategic Miami Area Rapid Transit (SMART) Plan. The SMART Plan represents a critical step forward towards developing and implementing a consensus plan to improve transit in our community. The Trust also reaffirmed its commitment to participate as a major funding partner in the PTP corridors. Specifically, the Trust approved a commitment to fund the East-West (SR 836) Project Development and Environment (PD&E) study in an amount not to exceed \$9 million and the South Dade Transitway (U.S. 1) PD&E study in an amount not to exceed \$7 million. The source of this funding is the PTP Capital Expansion Reserve. The Trust previously committed \$3.75 million for the PD&E study for the Beach corridor to be funded with PTP Capital Expansion Reserve Funds.

The Trust full funding of the PD&E studies is with the understanding that these committees would include stakeholders in each of the corridors including the county, the municipalities and other agencies, such as the Miami-Dade Expressway Authority for the East-West (SR 836) corridor. It is also understood that these committees would include funding participation by the stakeholders, similar to the Miami Beach Project Executive Committee. This full partnership and collaboration is one of the premises of PTP 2.0 and is essential if the projects are to succeed.

The Trust has an important and continuing role to play in advancing these projects and assisting in developing the innovative financing plans as envisioned in PTP 2.0.

Project: Capital Expansion Reserve Fund – The PTP includes the establishment of a “Capital Expansion Reserve Fund” for the financing of major corridor improvements beyond the Airport Link, now complete and named the Orange Line. The Capital Reserve Expansion Funding has been approved to fund the Project Development and Environment (PD&E) studies for Downtown Beach Connector, South-Dade and East-West Corridors; and Tri-Rail to Downtown to Miami Central Station. The Trust also approved Capital Reserve funding for the Transportation Planning Organization (TPO) project implementation plan. The Five-Year Plan includes contributions for local funding of anticipated Strategic Miami Area Rapid Transit (SMART) Plan capital projects. Beginning in FY 2019-20, it is planned that funding from the Capital Expansion Reserve fund and FY 2022-23, PTP revenue funds of \$30 million will be available as sources of local funding that can be leveraged with State and/or Federal funds to implement SMART Plan capital projects.

Project: Advanced Traffic Management System (ATMS) – All of the County’s signalized intersections have been migrated to the KITs Advanced Traffic Management System (ATMS) and 4G LTE wireless communications network. The Department is currently under on Phase 3 of the ATMS Project which will enable more integrated traffic solutions. Phase 3 includes an upgrade to the traffic signal controllers, upgraded softwares, enhanced vehicle detection, connected vehicles and integration with other transportation systems. This phase will provide the capability for adaptive traffic systems for real time responses to traffic demands, as well as share traffic information with drivers and other transportation systems to create more efficient and integrated transportation networks.