



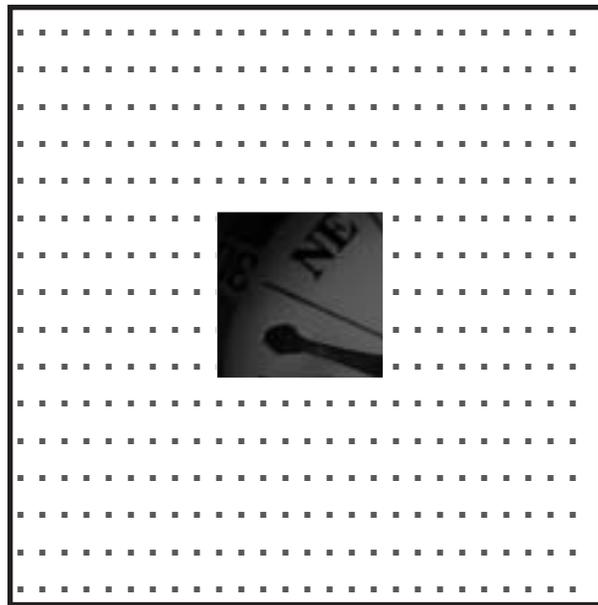
Transportation *Component*

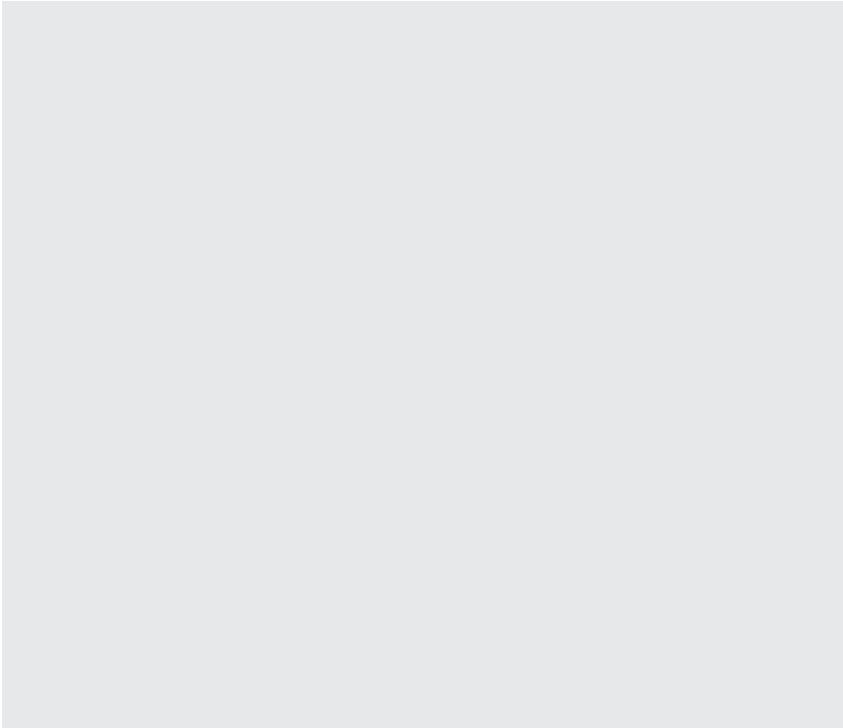
MIAMI-DADE COUNTY STRATEGIC PLAN



TRANSPORTATION MISSION STATEMENT

“To provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce.”





Transportation *Component*

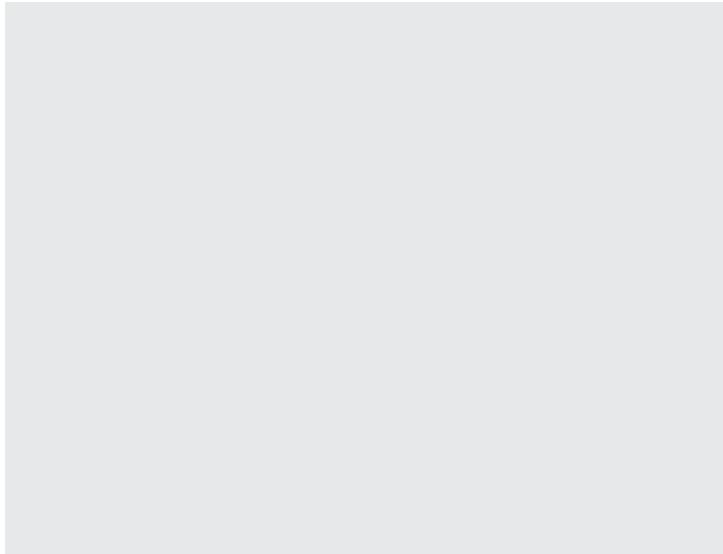
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Transportation Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides detailed information on the Miami-Dade County Transportation Component of the Miami-Dade County Strategic Plan.



Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends

We identified the trends and events that may impact our ability to provide or improve transportation services as well as the strengths and weakness of our County government to meet these challenges.

Without question, Miami-Dade County is facing a major transportation challenge. Our ability to sustain future economic growth and a high quality of life will, in part, be determined by how successfully the community is able to address transportation

issues. At present, we lack the ability to effectively move people or goods throughout the County. Without major transportation improvements and with projected population increases, the County be facing total gridlock within the next twenty years.

Public support for a dedicated transportation funding source has grown along with the traffic congestion. In November 2002 voters approved the levying of a .5% sales tax dedicated exclusively to transportation,

primarily public transit (*“The People’s Transportation Plan”*). This increased funding should greatly enhance Miami-Dade County’s ability to address the transportation challenge.

Another emerging issue in recent years has been the importance of regional cooperation on transportation issues. The regular movement of people and goods move throughout the tri-County area necessitates a joint problem-solving approach.

TRANSPORTATION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Several existing plans and studies, in addition to strong professional staff, are available to expedite the implementation of transportation improvements. In recent years, community outreach and involvement in transit issues has improved, and the Metropolitan Planning Organization process provides an existing forum for cross-agency and cross-regional collaboration. Finally, the central locations of the airport and seaport and existing heavy rail and automated guideway systems are infrastructure strengths on which Miami-Dade County can build.

WEAKNESSES

The ability to recruit, retain and train skilled individuals to develop, operate and maintain Miami-Dade County's transportation system have been a continuing concern.

CHALLENGES

With continued growth anticipated, it is critical that the County implement *The People's Transportation Plan* mandated by the community as expeditiously as possible. However, difficulties will continue to be faced in nurturing champions for transportation plans because the implementation timeline is so far off, and elected officials often have more urgent local needs.

OPPORTUNITIES

In addition to the community's recognition that if they want better services they need to pay for them, there is also recognition and support for the need to integrate transportation planning and growth. Organizationally, County government has strengthened its transportation functions by creating a single Surface Transportation Manager within the County Manager's office, responsible for the oversight of the implementation of *The People's Transportation Plan*. Finally, private sector involvement (van pools, shuttles to Metrorail, etc.) provides opportunities on which Miami-Dade County can build.

The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Transportation Strategic Area Plan build upon our strengths, address our weaknesses and take advantage of the opportunities identified.

Transportation Component

MIAMI-DADE COUNTY STRATEGIC PLAN



Goals



GOAL

ENCOURAGE AND PROMOTE INNOVATIVE SOLUTIONS TO TRANSPORTATION CHALLENGES, INCLUDING INCENTIVE PLANS

Miami-Dade County's population density, and relatively low public transit use have led to rising congestion levels and commute times that exceed national averages. Only six percent of work trips and peak period trips are taken using transit and average automobile occupancy for work trips is just 1.09. Major roadways are currently approaching or exceeding capacity. Addressing the capacity issues will be a formidable challenge as the County's population is expected to grow by almost 40% by the year 2025 and,

despite congestion levels, almost three-quarters of our residents use public transportation less than once a month (see survey information below). To address these challenges Miami-Dade County will have to do more than just expand public transportation services, the most important of which is better integration of land use and transportation planning.

With the exception of limited areas in Miami-Dade County, the land

use pattern established by years of development supports the dependence on the automobile. With few opportunities for people to live and work in close proximity, the use of public transportation and other alternative modes is effectively discouraged. However, available resources for addressing these problems include existing transit zoning and railroad rights-of-way throughout the County, as well as current tax laws which permit pre-tax transportation benefits.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How frequently do you use Mass transportation?</i>	15% Almost every day 4% One to three times a week 7% One to three times a month 74% Less than once a month
<i>How do you rate the ease of travel by car?</i>	23% Good 24% So-So 53% Poor
<i>How do you rate the congestion on the roadways?</i>	28% Not a problem 29% Minor Problem 43% Major Problem

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)								
<p>More integrated land-use development to decrease dependence on automobiles <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Develop formalized processes and structures including development incentives to encourage higher-density, mixed use and transit-oriented development at or near existing and future transit stations and corridors. (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area) ■ Develop and implement new and innovative incentive plans to reduce automobile usage 	<ul style="list-style-type: none"> ■ Increase in percentage of transit trips taken at and near transit stations at least 80 percent commensurate with increases in transit levels 								
<p>Improved level-of-service on major roadway corridors <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Expand existing carpool and vanpool programs ■ Encourage employer-based transit subsidy programs 	<ul style="list-style-type: none"> ■ Decrease 24-hour volume-to-capacity ratios on major highways as follows: <table border="0" style="margin-left: 40px;"> <tr> <td>I-95</td> <td>0.87</td> </tr> <tr> <td>US1</td> <td>0.95</td> </tr> <tr> <td>SR 826</td> <td>0.99</td> </tr> <tr> <td>SR 836/I-395</td> <td>0.99</td> </tr> </table>	I-95	0.87	US1	0.95	SR 826	0.99	SR 836/I-395	0.99
I-95	0.87									
US1	0.95									
SR 826	0.99									
SR 836/I-395	0.99									
<p>Increased vehicle occupancy</p>	<ul style="list-style-type: none"> ■ Identify and evaluate alternative exclusive right-of-way corridors and modes 	<ul style="list-style-type: none"> ■ Increase average work trip vehicle occupancy from an estimated 1.09 persons per vehicle to 1.12 persons per vehicle 								



GOAL

MAXIMIZE THE USE AND EFFICIENCY OF THE EXISTING TRANSPORTATION SYSTEM ON A NEIGHBORHOOD, COUNTY AND REGIONAL BASIS



Miami-Dade Transit operates a unified public transportation system that is one of the largest in the nation and carries over 45 percent of all transit trips in Florida. While there is a need to expand the existing transportation system to address existing congestion levels and future growth, the existing system must also be improved. Surveys of both users of the system and residents countywide show that frequency of service, reliability, comfort, and convenience are all factors of concern. Generally, Metrorail performs better in

these areas than Metrobus service, at least in part due to the separation of the guideway from congested streets.

Traffic signalization is another area to be improved in our existing system. While the majority of downed traffic signals are responded to within a couple of hours, over 600 countywide traffic signals are not part of the computerized signalization system. As a result, only 38% of residents rate traffic signalization during peak times as good.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES					
	BUS			RAIL		
	GOOD	SO-SO	POOR	GOOD	SO-SO	POOR
<i>How do you rate the frequency of Metrobus and Metrorail service?</i>	28%	31%	41%	65%	25%	10%
<i>How do you rate the reliability of Metrobus and Metrorail service?</i>	33%	33%	33%	71%	21%	8%
	BUS AND RAIL					
	GOOD	SO-SO	POOR			
<i>How would you rate the cleanliness of buses and train cars?</i>	47%	30%	22%			
<i>How would you rate the convenience of Metrobus routes?</i>	33%	26%	41%			

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Minimum wait time for transit passengers (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Increase fleet size for both bus and rail ■ Recruit and train personnel ■ Work with the community to review and revise routes and schedules and coordinate routes at major transfer points for optimal connections 	<p>Within three to five years, achieve the following minimum headways for all transit service provided by the County:</p> <ul style="list-style-type: none"> ■ No more than 15 minutes peak bus service and 30 minutes non-peak bus service ■ No more than 6 minutes peak rail service and 15 minutes non-peak rail service ■ No more than one hour for night owl bus service ■ Implementation of 24-hour bus and rail operations
Convenient, clean transit passenger facilities and vehicles (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Provide additional amenities for passengers, including bathrooms, concessions, etc. ■ Review and revise facility and vehicle cleaning programs, supervision and quality measures 	<ul style="list-style-type: none"> ■ Increase in passenger satisfaction with vehicles and facility cleanliness and comfort from 75% of customers mostly satisfied or very satisfied to 95% within two years
Improved accessibility to transit facilities and bus stops (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Expand and improve bus shelter programs, including bus shelter design. ■ Continue implementation of joint development programs ■ Improve access to stations and bus stops for pedestrians, bicyclists and people with disabilities ■ Increase park and ride availability ■ Improve existing and design new transit facilities to offer increased protection of passengers from the elements. 	

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe and reliable transit facilities and transit vehicles <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Replace and rehabilitate vehicles systematically ■ Improve material management systems to make parts available for timely repairs ■ Use available technologies for automated scheduling and monitoring of maintenance ■ Increase maintenance capacity in locations that reduce deadhead time (facilities, personnel, etc.) ■ Enhance existing transit service monitoring system 	<ul style="list-style-type: none"> ■ Improvement in rate of schedule adherence from 97% and 71% in FY 2002 to 99% and 85% for rail and bus service respectively, by 2004 ■ Decrease in rate of missed trips to less than 0.1 percent for all County transit service within two years
Optimum signalized traffic flow	<ul style="list-style-type: none"> ■ Upgrade computerized traffic signalization system to handle all signals countywide ■ Conduct regular, systematic field reviews and evaluations of all traffic signals and intersections over time to improve traffic signalization and traffic signal model calibration and identify areas in need of traffic enforcement for referral to the Police Department ■ Improve response and repair time for traffic signal trouble calls ■ Pursue innovative approaches to minimizing traffic signal downtime 	<ul style="list-style-type: none"> ■ 99% of all traffic signals operational in five years ■ 99% of all operating traffic signals synchronized and optimized in five years



GOAL

IMPROVE MASS TRANSIT ALONG MAJOR CORRIDORS AND BETWEEN MAJOR ORIGIN AND DESTINATION LOCATIONS



Miami-Dade County has had success in shifting trips from congested highways to rapid transit. For example, 30 percent of trips on US1 corridor between Vizcaya and Kendall Drive are on Metrorail. Further existing public transportation plans for all major corridors will help expedite implementation of “*The People’s Transportation Plan*”. However, procurement of buses in a timely manner and completing projects ahead of anticipated growth and within projected budgets are challenges

that must be met. In addition, the County will need to be successful in using the funds generated by “*The People’s Transportation Plan*”^{1/2} penny sales tax to leverage additional available federal funds or bonds. Based on the 2003 resident survey, many Miami-Dade County residents do not agree that the County uses their tax dollars wisely. County government must ensure that the community is satisfied with the use of their People’s Transportation Plan tax dollars.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Expanded rapid transit service along all major corridors <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Maximize leveraging of local funding to obtain federal, state and non-traditional funding ■ Provide a program of rapid transit projects within the Long Range Transportation Plan framework as driven by “<i>The People’s Transportation Plan</i>” ■ Identify and examine potential use of existing highway rights of way for transit and potential alternative uses for existing and abandoned rail corridors and integrate, where possible, into existing transportation corridor studies ■ Advance right-of-way acquisition for rapid transit corridors 	<ul style="list-style-type: none"> ■ 100% achievement of all major milestone timelines in “<i>The People’s Transportation Plan</i>”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Effective management and oversight of dedicated transit funds <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Implement management structure for administration of transit funds and development projects ■ Establish the Citizens' Independent Transportation Trust to oversee ongoing management of transit funds 	<ul style="list-style-type: none"> ■ 90% of the community satisfied or very satisfied with the implementation of <i>“The People’s Transportation Plan”</i>
<p>Dramatic improvement in the level of bus service <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Implement bus service improvements identified in the <i>“The People’s Transportation Plan”</i> ■ Implement a grid system for north-south and east-west corridors for major streets and avenues with circulator services feeding main bus and rapid transit lines ■ Enhance existing and develop new transit hubs through planning coordination, joint development, and development incentives (Coordinate with Neighborhood and Unincorporated Area Municipal Services) ■ Streamline bus procurement process to increase the bus fleet from 700 to 1335 buses in the next five years ■ Expand usage of smaller (less than 31 feet), neighborhood friendly buses ■ Expand training programs for additional bus operators and mechanics ■ Expand on successful municipal circulator programs 	<ul style="list-style-type: none"> ■ Increase in bus service miles from 27 million to 44 million miles in five years ■ Increase in bus operating hours from 1.9 million hours to 3.3 million hours over five years ■ Increase in daily bus boardings from 240,000 to 400,000 within five years



GOAL

ENHANCE THE EASE OF MOVEMENT OF PEOPLE AND GOODS TO, FROM AND THROUGH THE AIRPORT, THE SEAPORT, AND OTHER CENTERS THROUGH NEW AND IMPROVED INTER-MODAL LINKAGES



Miami Dade County Aviation Department system of airports and the Seaport are major economic engines for Miami-Dade County. Miami International Airport is number one for international freight in the nation and third in the nation for international passengers. The Seaport is the largest cruise port in the world, ranks in the top ten ports nationally, and is one of the top five container ports serving the Caribbean and Latin America. 3.6 million passenger boardings per year are handled by the Seaport, with an estimated 30 percent traveling to and from the Airport. Our residents rate the Airport well, but are less positive regarding

transportation to and from the airport.

Demand at both facilities continues to increase, with a projected demand of 39 million Miami International Airport passengers by 2015. While funding and long range facilities development plans are in place, the nature of Aviation Department and Seaport capital improvement projects require careful phasing to minimize departmental impacts which complicates the project scheduling. Further, as a result of the September 11th terrorist attacks, security projects have increased dramatically, impacting the timing and funding of other projects.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>How do you rate the Seaport?</i>	68%	20%	11%
<i>How do you rate the Airport?</i>	60%	23%	16%
<i>How do you rate the transportation to and from the airport?</i>	31%	29%	39%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Seamless movement of people, baggage and cargo between Seaport and Airport <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Coordinate efforts to relieve bottlenecks for passengers moving on/off or between ports ■ Work in close concert with industries and regulatory agencies to re-evaluate the feasibility of the Airport and Seaport East-West Corridor connection 	<ul style="list-style-type: none"> ■ Improved passenger satisfaction with travel between ports
Enhanced customer service, convenience, and security at every level of contact with the ports <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Plan, design and construct passenger parking garages sufficient to meet demand ■ Plan, design and construct traffic circulation improvements to provide safer and faster access to destinations ■ Plan, design and construct more customer-friendly terminals ■ Ensure compliance with Homeland Security requirements 	<ul style="list-style-type: none"> ■ Improved national customer satisfaction ranking for the airport to one of the top ten ranked airports for passenger satisfaction by 2007
Meet existing and future demand levels for passengers and cargo at the ports <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Implement existing capital improvement plans at both ports on schedule ■ Find innovative solutions for future cargo and intermodal facilities to serve the airport and seaport 	<ul style="list-style-type: none"> ■ 100% compliance with Homeland Security requirements ■ Increase in the number of seaport parking spaces of 3,600 more spaces by 2010 ■ 80% of capital improvement project milestones completed on schedule



EDUCATE THE COMMUNITY REGARDING TRANSPORTATION ISSUES AND OPPORTUNITIES



Critical to the successful implementation of an expanded and improved transportation system is public understanding of the benefits of using public transportation services as well as easy access to information on available transportation services. For example, a 2000 survey conducted by Miami-Dade transit concluded that a comprehensive scheduling and route information system would raise transit usage. Miami-Dade County has significant existing resources to

address public education, including the extensive community involvement program developed through *The People's Transportation Plan*, and internet and telephone customer information services providing websites, maps and schedules, press releases, etc. In addition, there is a new transit customer information system under development and plans are underway for real time information displays for Metrorail.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased public knowledge and understanding of public transportation alternatives and benefits	<ul style="list-style-type: none"> ■ Continue public involvement activities, including meetings, websites, public service announcements, and Maps-By-Mail ■ Advertise and promote new and improved services ■ Pursue innovative strategies for public involvement 	<ul style="list-style-type: none"> ■ Increased daily bus and rail boardings from 50,000 and 240,000 to 60,000 and 300,000, respectively, within three years ■ 90% of customers aware of key items related to services available and benefits of public transportation
Improved customer access to transit trip planning information	<ul style="list-style-type: none"> ■ Develop automated multi-modal information thru various media such as electronic kiosks ■ Implement regional customer information network 	<ul style="list-style-type: none"> ■ Increased number of visitors to County transit websites ■ 85% of community mostly satisfied or very satisfied with transit trip information availability

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Clear and informative transit and transportation signage	<ul style="list-style-type: none"> ■ Plan and implement comprehensive signage for all transit facilities, including: <ul style="list-style-type: none"> ■ Review and revision of criteria and standards for signage ■ Compliance with the American Disabilities Act ■ Use of automated signs ■ Implementation of transit signage plan ■ Coordinate with all transportation entities to review and revise, as appropriate, standards for highway and arterial road signage placement 	<ul style="list-style-type: none"> ■ 100% compliance with signage criteria at transit facilities and within transit vehicles ■ 85% of community mostly satisfied or very satisfied with transportation signage overall ■ Increase in the percentage of the community mostly satisfied or very satisfied with transit signage from 85% to 95%



GOAL

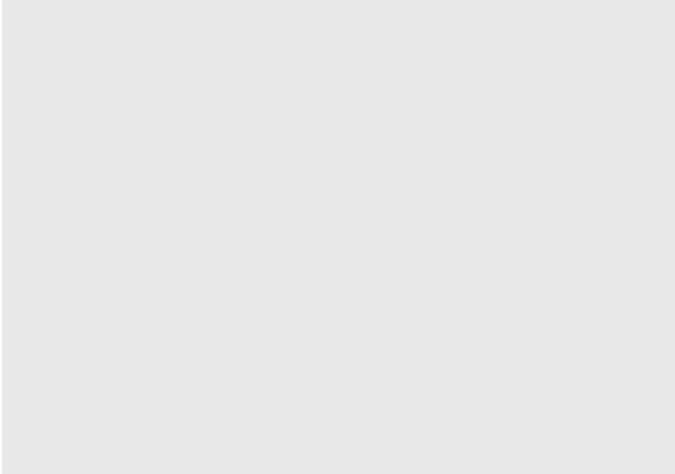
PROMOTE IMPROVED MOBILITY OF PEOPLE AND COMMERCE TO CAPITALIZE ON SOUTH FLORIDA'S ADVANTAGE



Southeast Florida has developed into an increasingly inter-related area. The ability to travel seamlessly between three counties (Miami-Dade, Broward and Palm Beach) is essential to the future of each of the counties. However, the use of public transportation is only about one percent of all trips between the three counties and schedule data from various transit agencies is

not yet standardized to enable seamless integration between and among systems. In 2003, the legislature approved the creation of the South Florida Regional Transportation Authority to develop mass transportation programs aimed at easing traffic congestion throughout the region. In addition, many of *“The People’s Transportation Plan”* programmed improvements will help address inter-County travel.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved transportation connectivity for inter-county movements	<ul style="list-style-type: none"> ■ Enhance coordination between the Regional Transit Organization (RTO), Metropolitan Planning Organizations (MPOs) in the region and Transit operating entities ■ Support funding source for regional projects ■ Coordinate fare policies, fare media and information dissemination between all transit entities in the region ■ Develop equitable resource allocation measures, increase public awareness and solicit public input into the decision-making process 	<ul style="list-style-type: none"> ■ 100% increase in transit usage for inter-county travel in three years



Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process



The development of the Strategic Area Plan for Transportation included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Jose Abreu
Secretary,
Florida Department of
Transportation, District 6

Bruce Brecheisen
Senior Vice President,
Seaboard Marine Ltd.

Brendan Corrigan
Senior Vice President
Cruise Operations,
Carnival Cruise Lines

Peter Fernandez
Inter-modal Manager
Seaboard Marine Ltd

Daniel Fils-Aime
Citizens' Transportation
Advisory Committee

Joseph Giulietti
Executive Director
TRI-RAIL

Allen Harper
Chief Executive Officer
Esslinger Wooten
Maxwell, Inc.
Greater Miami Chamber of
Commerce Transportation
Working Group

Frank Hernandez
Chair
Citizens Transportation
Advisory Committee

David Kaufman
Bicycle Pedestrian
Advisory Committee

Dr. George Koonce
Associate Superintendent
for School Operations
Miami-Dade County
Schools

Jose Padilla
St. Augustine Real
Estate Advisors
Greater Miami Chamber of
Commerce Transportation
Working Group

Servando Parapar
Executive Director
Miami-Dade Expressway
Authority

Carline Paul
Citizens' Transportation
Advisory Committee



Daniel Perez-Zarraga
Chair
 Transportation Aesthetics
 Review Committee

Steve Petterson
General Manager
 Advance Cargo

Emma Pringle
 Citizens' Transportation
 Advisory Committee

Walter Revell
 H.J. Ross Associates, Inc.

Rafael Rodon
President
 Codina Consulting

Guillermo Rodriguez
 Citizens' Transportation
 Advisory Committee

Michael Ronan
*Director—Destination
 Development*
 Royal Caribbean
 International

Jorge P. Rovirosa
Executive Vice President
 Florida Stevedoring Inc.

George Siggins
 Airline Consultant to the
 MIA Affairs Committee

These individuals provided the leadership and community expertise needed to make the Transportation Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project
- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives

within the Transportation Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting transportation in Miami-Dade County, drafted a Transportation mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing plans and initiatives within the County as much work had already been accomplished in the Transportation Strategic Area, including for example:

- The Regional Transportation Summit
- The district meetings and summits related to a dedicated funding source for transportation in Miami-Dade County

Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

