

6.0 Transit Development Plan Goals and Objectives

The identification of goals and objectives for a transit agency is a fundamental and critical step in the preparation of a TDP. It is necessary for establishing the framework within which the agency will pursue its established TDP-inspired vision over time. The FY 2015 - 2024 TDP Major Update presents an opportunity for Miami-Dade Transit (MDT) to develop specific goals, objectives and measures consistent with the Agency's Mission and Vision. The goals and objectives will facilitate assessment of various projects and initiatives that are proposed, planned and implemented throughout the Miami-Dade transit system. These goals and objectives will also be applied to evaluate proposed projects and policy changes recommended by the TDP Major Update and for subsequent minor TDP updates as required by FDOT.

MDT worked closely with the Project Steering Committee to develop the goals and objectives for this TDP. In addition, MDT staff from all divisions assisted in the development and refinement of the TDP goals and objectives. As such, the TDP presents the updated goals and objectives that have been developed and are proposed for MDT.

It is important to note that a key input to the development of these goals and objectives is the range of comments and policy issues that have been identified during the TDP's public outreach process. As documented in the TDP's Public Involvement Plan, many discussions have been held with community leaders, key stakeholders, the Project Steering Committee, MDT staff, and the general public, among other organizations and individuals. The issues highlighted during these discussions help form the basis for the proposed MDT goals. In developing original goals and objectives, or even modifying existing ones, it is beneficial to consider the definitions of these items to ensure that they are prepared in an appropriate manner. As such, the following are general definitions of the terms to consider when developing "goals" and "objectives":

- Goal – A long-term end toward which programs or activities are ultimately directed.
- Objective – A specific, measurable, intermediate end that is achievable and allows measurement of progress toward a goal.
- Target – A defined performance indicator
- Strategy – A prescribed step for achieving a given goal.

6.1 Miami-Dade Transit's Mission

The foundation of these goals and objectives serve to meet the Agency's overall vision and mission for the administration, management and provision of transit services: Miami-Dade Transit's defined functioning purpose is to ***"provide public transportation services."*** Miami-Dade Transit's purpose is rooted in accordance with the Agency's vision ***"To be the #1 Transportation Choice in Miami-Dade County,"***

Miami-Dade Transit Mission Statement

*To meet the needs of the public for the highest quality of transit service:
safe, reliable, efficient and courteous.*

Table 6-1: TDP Major Update Goals, Objectives and Measures

Goal 1: Improve Convenience, Reliability and Customer Service of Transit Services				
OBJECTIVE		MEASURE	TARGET	STRATEGY
1.1	Improve accessibility to major employment, recreation, educational, healthcare, retail centers, and cultural attractions.	<ul style="list-style-type: none"> Percent coverage of the urbanized area. Amount of transit service route miles within ¼ mile of major health facilities, recreation, education, employment, cultural and social service facilities. 	<ul style="list-style-type: none"> Provide a minimum of 60% transit coverage of the urbanized area. Provide a minimum of :Healthcare: 50 route miles, Tourist Attractions and Special attractors: 300 route miles, Educational: 100 route miles, Major Employment Areas and Employers: 40 route miles, Retail Centers: 90 route miles within a ¼ mile of the corresponding destination. 	Evaluate achievement of service coverage and route design standards to improve transit access to major destinations in these categories.
1.2	Improve service for transit dependent population.	<ul style="list-style-type: none"> Service coverage of transit supportive areas include zero car household, low income households, population age 18 years old and under, population age 65 years old and over, minorities and population density. 	<ul style="list-style-type: none"> Transit service coverage in route miles within those supportive areas. 	Evaluate achievement of service coverage and route design standards to improve transit access to major destinations in these categories that is concurrent with the Mass Transit sub-element of the Comprehensive Development Master Plan (CDMP).
1.3	Improve transit service reliability.	<ul style="list-style-type: none"> On-time performance of transit vehicles per mode Percentage of missed pullouts Achievement of mean distance between service failures 	<ul style="list-style-type: none"> Metrorail – 95% Metrobus – 78% STS – 80% Agency target – 0% Metrorail – 39,000 miles Metrobus – 4,000 miles Mover – 6,000 miles 	Evaluate achievement of transit reliability target levels.
1.4	Match transit service coverage with passenger demand.	<ul style="list-style-type: none"> Number of average daily boardings per mode Hours of transit service/service population 	<ul style="list-style-type: none"> Metrorail - 67,000 Metrobus – 241,000 Mover – 30,000 Provide a minimum of 1.5 hours of transit service/service population 	Evaluate achievement of passenger demand measures.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE	TARGET	STRATEGY
1.5	Improve transportation facilities' and services' regional connectivity	<ul style="list-style-type: none"> Number of transit service route miles in corridors of regional significance. Percent coverage of Strategic Intermodal System (SIS) roadway facilities with transit service. Percent of SIS facilities (airport/port/etc.) served by transit. Percent of Miami-Dade County Tri-Rail stations served by MDT 	<ul style="list-style-type: none"> Provide a minimum of 90% bus route miles in corridors of regional significance Introduce four (4) new express bus routes along SIS roadway facilities by 2024 100% of Miami-Dade County SIS facilities served by transit 100% of Tri-Rail Stations serviced by transit 	Utilize service planning process and apply service standards related to transit route performance and design, to increase route miles of service in corridors of regional significance and to improve bus stop spacing to appropriate level and improve passenger comfort and safety.
1.6	Improve service accessibility for non-motorized modes (e.g., bicycle, pedestrian connections).	<ul style="list-style-type: none"> Identification of non-motorized access deficiencies at transit hubs. Enhancement of non-motorized trails within transit facilities. 	<ul style="list-style-type: none"> Complete prioritized list of non-motorized access deficiencies at transit hubs by 2016. Coordination with the Underline Project. 	Utilize planning process to encourage the integration of non-motorized transportation modes in concurrence with the CDMP, MDC Urban Design Manuals Volumes I, II and the Underline Master Plan.
1.7	Improve customer satisfaction.	<ul style="list-style-type: none"> Number of customer complaints per 100,000 boardings by mode Number of formal complaints as a percent of total trips per month. 	<ul style="list-style-type: none"> Metrorail – 1.5 complaints Metrobus -15 complaints Metromover - 0.5 complaints STS – 0.5% complaints 	Evaluate achievement according to annual performance measure.
1.8	Implement the best available technologies and innovations to improve the reliability and efficiency of the transportation system.	<ul style="list-style-type: none"> Number of transportation improvements projects that result in the deployment and operation of new technologies (i.e., GPS) 	<ul style="list-style-type: none"> Implementation of CAD/AVL project by 2015 Installation of real-time signs at high ridership locations by 2015 	MDT continues to undertake the implementation of ITS projects such as smart card fare collection technology as part of the MDT IT/ITS Architecture/Strategic Plan. This plan encourages the active pursuit of a comprehensive, inter-operative and fully integrated “system of ITS technologies.”
1.9	Increase bicycle parking/storage at MDT facilities and vehicles.	<ul style="list-style-type: none"> Number and type (including covered) of bicycle parking spaces at MDT facilities. Number of three-position bicycle racks on MDT buses. 	<ul style="list-style-type: none"> Increase bicycle parking by one percent (1%) per year. Install three-position bicycle racks on 200 MDT buses by 2015. 	Monitor installation of bicycle parking/storage at MDT facilities and vehicles.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

Goal 2: Improve Operational Safety and Security				
OBJECTIVE		MEASURE	TARGET	STRATEGY
2.1	Reduce accidents on transit vehicles.	<ul style="list-style-type: none"> Bus accident rate per 100,000 miles Bus preventable accident rate per 100,000 miles. 	<ul style="list-style-type: none"> 3.77 per 100,000 miles 1.50 accidents per 100,000 miles 	Annual reporting of number of accidents per 100,000 miles and work to reduce number of accidents.
2.2	Make transit vehicles and facilities a secure environment for customers.	<ul style="list-style-type: none"> Total number of functioning video camera surveillance systemwide: <ul style="list-style-type: none"> Number of transit facilities with camera surveillance Number of transit vehicles with camera surveillance Number of security post inspections Number of systemwide NTD Reportable Part One (1) Crimes (Serious) per 100,000 riders (monthly moving average) Number of systemwide NTD Reportable Part Two (2) Crimes (Petty) per 100,000 riders (monthly moving average). 	<ul style="list-style-type: none"> Installation and maintenance of a total of 13,153 video cameras systemwide by 2019: <ul style="list-style-type: none"> 54 transit facilities with camera surveillance 1,025 transit vehicles with camera surveillance Provide a minimum of 750 post inspections. Part 1 Crimes (Serious) - 0.30 per 100,000 riders Part 2 Crimes (Petty) - 1.62 per 100,000 riders 	Maintain visible level of systemwide security presence and surveillance coverage.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

Goal 3: Improve Coordination and Outreach				
OBJECTIVE		MEASURE	TARGET	STRATEGY
3.1	Enhance outreach opportunities to educate the community on transportation issues and highlight transit service benefits such as service reliability, passenger cost savings, and environmental benefits.	<ul style="list-style-type: none"> Number of community/stakeholder outreach events per measure. Number of social media endorsements Number of transit dependent outreach events per year. 	<ul style="list-style-type: none"> Conduct a minimum of two (2) public outreach events for community/stakeholder per month. Monitor number of social media endorsements. Conduct a minimum of six (6) public outreach events for transit dependent population per year. 	Maintain coordination with county and municipal planning staff as well as continue marketing outreach efforts with civic organizations, employers and other community stakeholders.
3.2	Increase coordination between regional and local transportation providers to provide better multimodal connections.	<ul style="list-style-type: none"> Number of coordination events with municipal providers. Number of coordination events with regional service providers (BCT, Tri-Rail, PalmTran). 	<ul style="list-style-type: none"> Conduct semi-annual coordination meetings with local transit service providers 90% attendance rate by MDT at regional transportation service providers coordination meetings. 	Maximize coordination with municipal and regional planning entities to include collaborative planning, design and operation efforts for new and existing transportation services.
3.3	Coordinate municipal transit service options that complement each other to avoid duplication of services.	<ul style="list-style-type: none"> Execution and monitoring of the number of current Interlocal Agreements as required by Code. 	<ul style="list-style-type: none"> 100% of executed Interlocal Agreements required. 	Monitor and maintain coordination with all municipalities required to enter into an Interlocal Agreement as required by Code.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

Goal 4: Enhance the Integration of Transit Services to Support the Economy and Preserve the Environment				
OBJECTIVE		MEASURE	TARGET	STRATEGY
4.1	Apply transportation and land use planning techniques, such as transit-oriented development (TOD), best practices in architecture and landscape architecture that support intermodal connections and coordination and promote placemaking strategies.	<ul style="list-style-type: none"> Identify TOD opportunities at Metrorail Stations. Identify TOD opportunities at South Miami-Dade Busway Stations. Encourage opportunities for access to healthy food options near transit stations including farmers markets. 	<ul style="list-style-type: none"> Complete study of TOD feasibility at Metrorail Stations by 2017. Complete study of TOD feasibility at South Miami-Dade Busway Stations by 2019. Number of farmers markets events held at transit facilities 	Conduct a study to identify TOD opportunities at Metrorail Stations and South Miami-Dade Busway Stations.
4.2	Promote transit service projects that support urban infill and densification	<ul style="list-style-type: none"> Number of transit service route miles within the Urban Infill Area (UIA) 	<ul style="list-style-type: none"> Provide a minimum of 1,400 transit service route miles within the UIA 	Utilize service planning process and evaluate achievement of route and schedule design standards to increase transit service to the UIA.
4.3	Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology.	<ul style="list-style-type: none"> Number of hybrid technology buses in MDT fleet. Increase number of alternative fuel vehicles. 	<ul style="list-style-type: none"> Procure an additional 39 diesel/electric hybrid articulated buses by 2019 Advertise a Request for Proposals (RFP) for alternative fuel vehicles by 2015. 	MDT is planning to procure alternative fuel transit vehicles to replace diesel buses.
4.4	Facilitate connections between transportation modes.	<ul style="list-style-type: none"> Number of multimodal transit hubs Include Broward County Transit (BCT) and Palm Beach County Transit (PalmTran) in the regional smart card program. 	<ul style="list-style-type: none"> Complete construction of a minimum of 3 multimodal transit hubs by 2019 Integration of the BCT and PalmTran in the regional smart card program by 2015. 	Coordinate with regional transit service providers to implement a regional smart card for fare payment.
4.5	Continue to examine the provision and utilization of special-use lanes (Express lanes) on the existing system for transit use	<ul style="list-style-type: none"> Increase number of routes operating on express lanes. 	<ul style="list-style-type: none"> Introduction of three (3) new express bus routes on express lanes by 2019. 	Develop additional lane-miles of express bus services on express lanes.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

Goal 5: Maximize Use of All Funding Sources				
OBJECTIVE		MEASURE	TARGET	STRATEGY
5.1	Achieve a sustainable transit financial plan that maximizes existing and pursues innovative and new funding sources.	<ul style="list-style-type: none"> Implement a sustainable transit financial path. 	<ul style="list-style-type: none"> Complete two (2) additional corridor financing studies by 2019. 	Conducting studies that lead to implementing new/increased sources for capital and operations funding, as projects are developed.
5.2	Optimize operations and maintenance expenses.	<ul style="list-style-type: none"> Decrease systemwide cost per revenue mile Decrease systemwide cost per revenue hour 	<ul style="list-style-type: none"> Maximum cost per revenue mile not to exceed \$9.00 Maximum cost per revenue hour not to exceed \$120.00 	MDT continues to implement bus service efficiency measures to optimize the delivery of services.
5.3	Identify alternative project delivery methods.	<ul style="list-style-type: none"> The number of projects that are built through alternative delivery methods (i.e., Public-Private Partnerships (PPP), Transportation Infrastructure Finance and Innovation Act (TIFIA), State Infrastructure Bank Loans, Design, Build, Operate and Maintain, and Concession agreements etc.) 	<ul style="list-style-type: none"> Completion of two (2) PPP development projects by 2024. 	Monitor progress of development of public-private partnerships.
5.4	Increase passenger fare revenue.	<ul style="list-style-type: none"> Annual Farebox recovery ratio for Metrorail, Metrobus and STS 	<ul style="list-style-type: none"> Maintain a systemwide minimum farebox recovery ratio of 25%. 	Evaluate passenger fare revenues for Metrorail and Metrobus.
Goal 6: Maximize and Expand Transit Services				
OBJECTIVE		MEASURE	TARGET	STRATEGY
6.1	Upgrade and maintain existing transit infrastructure and facilities in a state of good repair.	<ul style="list-style-type: none"> Increase capital expenditure on Infrastructure Renewal Program (IRP). 	<ul style="list-style-type: none"> 10% of deferred maintenance of funded IRP projects/unfunded IRP projects. 	Continue annual IRP prioritization process to determine capital expenditures on infrastructure to maintain the transit system in a state of good repair.
6.2	Implement new expanded transit service in areas that exhibit growing passenger demand and land use densities.	<ul style="list-style-type: none"> Proposed plans for transit service expansion. 	<ul style="list-style-type: none"> Implement six (6) new transit service expansion routes by 2024. 	Report on status of project funding and implementation schedule.

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

Goal 7: Transit system shall fully meet requirements of the Americans with Disabilities Act (ADA).				
OBJECTIVE		MEASURE	TARGET	STRATEGY
7.1	Maintain a transit fleet that is 100% wheelchair-accessible with working lifts and/or level boarding and working securement devices.	<ul style="list-style-type: none"> Complete daily pre-trip inspections (including wheelchair/ramp/tie down inspection). Adherence to preventative maintenance program (including wheelchair/ramp/tie down inspection). 	<ul style="list-style-type: none"> 100% adherence 90% adherence 	Inspections to identify any operational issues with wheelchair lifts or securement devices.
7.2	Upgrade areas within quarter (¼) mile of the South Miami Dade Busway (from Dadeland South Station to SW 200 th Street) to ensure that these areas are 100% wheelchair-accessible.	<ul style="list-style-type: none"> Completion of ADA Pedestrian Improvement project by target date. 	<ul style="list-style-type: none"> Completion of project by 2016 	Construction of sidewalks, ramps and crosswalks to improve ADA accessibility within a ¼ mile radius of Busway bus stations.
7.3	Implement travel training program to teach passengers with disabilities how to use fixed route service.	<ul style="list-style-type: none"> Get contractor in place to provide training program 	<ul style="list-style-type: none"> Implement travel training program by 2019 	Utilize planning process to transition to fixed route service.
7.4	Future design of Enhanced Bus Service (EBS) projects will include pedestrian access within ¼ mile of proposed transit stations.	<ul style="list-style-type: none"> Percent of EBS projects entering final design starting in 2015. 	<ul style="list-style-type: none"> 100% of all projects 	Utilize planning process to facilitate pedestrian access to EBS routes to increase ridership.
7.5	Future design of Park-and-Ride projects will include pedestrian access within ¼ mile of the site.	<ul style="list-style-type: none"> Percent of Park-and-Ride projects entering final design starting in 2015. 	<ul style="list-style-type: none"> 100% of all projects 	Utilize planning process to facilitate pedestrian access to Park-and-Ride sites to increase ridership.