

S.0 EXECUTIVE SUMMARY

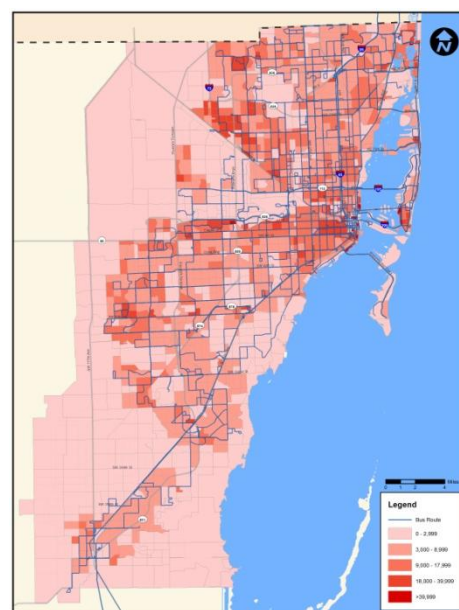
S.1 Introduction

The fiscal year (FY) 2015 – 2024 Transit Development Plan (TDP), known as *MDT10Ahead*, serves as the strategic guide for public transportation in Miami-Dade County over the next 10 years. This TDP presents the current operational and capital improvement needs of Miami-Dade Transit (MDT) and also serves as a planning tool for the implementation and operation of transit services through 2024. This TDP represents planning efforts undertaken by MDT in 2013 and includes a forecast of operational and capital needs for FY 2015 - 2024.

S.2 Operating Environment

Understanding the baseline conditions establishes the context for the delivery of transit services within Miami-Dade County and measures the extent to which MDT service effectively meets the transportation needs of the county. For example, the Miami-Dade County Urban Area is approximately 493 square miles of which MDT's service area covers approximately 306 square miles or 62 percent.

Miami-Dade is also the most populous county in Florida and the eighth (8th) most populous county in the nation. Since 2000, the County population has increased by ten percent (10%) or approximately 240,000 people from Census estimates spanning from 2000 to 2010. Travel times commuting back and forth to work are steadily increasing such that residents are spending more time commuting in traffic to reach employment centers every day.



S.3 Miami-Dade Transit Overview

Miami-Dade Transit operates the 15th largest transit system in the United States. Miami-Dade Transit's service area covers approximately 306 square miles with an urbanized population of approximately 2.5 million. MDT operates four (4) modes of transit service: bus (Metrobus), heavy rail (Metrorail), automated people-mover (APM) (Metromover), and demand-response service (Special Transportation Services or STS).

Together Metrobus, Metrorail and Metromover comprise an integrated multi-modal transit system throughout Miami-Dade County. More than 353,000 average weekday boardings occur on the MDT system while STS's average daily boardings is approximately 5,500.

Miami-Dade Transit Mission Statement

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

S.4 Performance Evaluation – Peer and Trend Analysis

As part of the TDP, MDT conducted a peer and trend analysis. The former compares the agency's performance to other peer agencies, while the latter compares the agency's performance to itself over the last five years.

MDT was typically on par with its peers in terms of performance although there were areas where MDT is performing better than its peers (e.g., bus operating cost per revenue hour) and areas where MDT could improve (e.g., rail farebox recovery). MDT's overall trend also shows mixed results. In some areas MDT has excelled (i.e., bus farebox recovery and STS weekend service) and in some it is showing need for improvement (e.g., rail average age of fleet).

S.5 Public Involvement

MDT's robust public involvement effort was presented in its Public Involvement Plan which was approved by the Florida Department of Transportation. A summary of the public involvement outreach undertaken is presented in the following table. The input received indicated a need for increased transit service whether it be to add new

Type of Event	Total Number of Participants
Project Steering Committee Meetings	4
Focus Group Meetings	2
Outreach Events	36
Additional Comments Received via Online Survey	850
Comment Cards Returned by Mail	2,513
Surveys Completed	1,404
E-blasts Sent	7
E-blast Recipients	10,000
Presentations (TPTAC, CTAC, CITT, TAC, BCC)	5

service areas, increase frequencies, or add to the diversity of modes. Another common theme from the public involvement input is that current services would benefit from improved on-time performance and greater coordination between modes and other transit providers (e.g., Tri-Rail).

S.6 Goals and Objectives

The preparation of the FY 2015 – 2024 TDP Major Update resulted in the development of seven (7) major goals, each with various objectives and corresponding measures. As documented in the TDP's Public Involvement Plan, many discussions were held with community leaders, key stakeholders, the Project Steering Committee, MDT staff, and the general public, among other organizations and individuals in formulating these goals.

- **Goal 1: Improve Convenience, Reliability and Customer Service of Transit Services**
- **Goal 2: Improve Operational Safety and Security**
- **Goal 3: Improve Coordination and Outreach**
- **Goal 4: Enhance the Integration of Transit Services to Support the Economy and Preserve the Environment Management/Operation**
- **Goal 5: Maximize Use of All Funding Sources**

- **Goal 6:** *Maximize and Expand Transit Services*
- **Goal 7:** *Transit system shall fully meet requirements of the Americans with Disabilities Act (ADA).*

S.7 Situation Appraisal

The situation appraisal provides an appraisal of factors within and outside the provider that affect the provision of transit service. This section includes an evaluation of organizational issues, the effects of land use regulations support or hindrance of transit service, state and local transportation plans, other governmental actions and policies, socioeconomic trends, and technology on transit.

S.8 Ten Year Implementation Plan FY 2015 - FY 2024

The Ten Year Implementation Plan presents the various transit improvement projects that are proposed for the MDT transit system over the planning horizon of the FY 2015-2024 TDP Major Update. These improvement projects include committed transit improvement initiatives related to capital, service, and infrastructure. In addition, the MDT Recommended Service Plan (RSP) serves as the needs plan for the MDT system.

Some of the improvements and adjustments reflected in the 2024 RSP are identified under the PTP one-half percent sales surtax approved by voters on November 5, 2002. Most of the improvements listed in the RSP beyond 2014 were not included in the original PTP improvements list, but may be funded with future PTP surtax funds. These improvements were deemed to be the most pressing or requested by the community after the original PTP list was completed.

S.8.1 Recommended Service Plan – Existing Metrobus Routes

MDT is committed to provide a level of transit service that will provide efficient services to passengers throughout the Miami-Dade County service area. The provision of service is continuously considered while MDT seeks to properly address critical issues such as generating revenue, managing operational budgets, and prioritizing capital expansion programs.

Since the TDP comprises part of MDT's operational foundation for the future, the importance of "rightsizing" the RSP cannot be over emphasized. Service route improvement and adjustment needs outlined in the RSP are proposed for implementation throughout the TDP ten year planning horizon of FY 2015-FY 2024. The estimated total need for capital and operating improvements to existing transit routes over this ten year planning horizon is approximately \$129 million.

S.8.2 Recommended Service Plan – New Metrobus Routes

Eleven (11) new transit routes have been proposed under the 2024 RSP to replace old existing routes or add new service. The preliminary programming of these routes was conducted in a systematic and regional approach based on coordination with major transit capital projects. These new routes represent MDT's response to citizens' requests for additional enhanced bus service throughout Miami-Dade County.

S.8.3 Recommended Service Plan - Metromover

The expansion of the Metromover System would entail additional operations and maintenance costs, which is a topic of concern given MDT's approved 10-year operating budget and existing revenue sources. As such, there are no planned service extensions or expansion of the existing Metromover System under consideration by MDT at this time or within the planning horizon of this TDP Major Update.

S.8.4 Recommended Service Plan – Metrorail

The completion of the Orange Line to MIA in 2012 represents a milestone achievement for MDT and the PTP. However, feasibility of future Metrorail extensions has been a topic of concern given MDT's approved 10-year operating budget and existing revenue sources. Therefore, MDT is considering an expansion plan that involves the development of less costly modal approaches to the expansion program such as Bus Rapid Transit and Express Bus Service.

S.8.5 Recommended Service Plan – Special Transportation Services

Miami-Dade Transit has modified its Special Transportation Service area to complement fixed route service in the City of Homestead. The City of Homestead inaugurated seasonal service to Everglades and Biscayne National Parks in April 2014. Miami-Dade Transit will provide complementary STS Service that will be funded by the City of Homestead. The service will only operate on weekends from April to November.

S.8.6 Infrastructure Renewal Program Needs

Miami-Dade Transit continually evaluates systemwide needs for the continual upkeep and maintenance of existing infrastructure to ensure the MDT transit system operates in a state of good repair. The infrastructure renewal program (IRP) includes planned investments in information technology; passenger amenities, rolling stock, systems, maintenance facilities, safety and security, track and guideway and systems maintenance. The unfunded need for IRP projects within the TDP ten year horizon is approximately \$494 million.

S.9 Financial Plan

This TDP Major Update represents planning efforts undertaken by MDT in 2013 to include a forecast of operational and capital needs for FY 2015 through FY 2024. This TDP has been prepared on the basis of expenditure and revenue assumptions included within the Miami-Dade County Pro Forma capital budget as approved by the Miami-Dade County Board of County Commissioners (BCC) in September 2013.

S.9.1 Operating Budget

The operating budget, as presented in the 2014 Pro Forma for the ten-year period from FY 2015 to FY 2024, is balanced. In FY 2015, the direct operating budget for MDT is projected to be approximately \$490 million. In addition to these direct operating expenses, MDT will support approximately \$167 million of other operating expenses, debt service payments, and funding of reserves.

For FY 2015, MDT is projected to spend approximately \$657 million. Miami-Dade Transit's operations are supported by a range of federal, state, local, and directly-generated revenue streams that totals \$650 million for FY 2015. Future revenue growth is projected to fluctuate with a low level of tax revenue growth resulting from the existing

state of the economy. However, in years without any major policy changes, total available funding for MDT is expected to grow at slightly over three percent (3%) annually.

S.9.2 Capital Budget

The capital budget is presented in the FY 2014 Pro Forma for the ten-year period from FY 2015 to FY 2024. All projected capital expenditures could be funded with either PTP surtax debt proceeds or on a pay-as-you-go basis, depending on the availability of funds.

This capital budget is achieved by aggressive borrowing against the PTP surtax (ultimately requiring the inclusion of additional LOGT and general funds in MDT's budget, as described above, to guarantee debt coverage). For FY 2015, MDT's planned capital expenditures totals \$113.7 million with capital revenues totaling \$101.2 million.

S.9.3 Unfunded Needs

MDT FY 2015 – FY 2024 TDP Annual Update is based upon initiatives as identified by MDT that are currently unfunded, which represent important areas of need. These unfunded project costs are presented in year-of-expenditure (YOE) dollars, according to the planned implementation schedules and inflation assumptions. MDT's total unfunded needs between FY 2015 – FY 2024 is \$786 million in YOE dollars.

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