

2024

The Underline



SHIFT 305

2-Year Action Agenda

Miami-Dade County Department of
Transportation and Public Works



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Letter from DTPW Director



Dear Residents of Miami-Dade County,

In 2015, Miami-Dade Transit and the Miami-Dade Department of Public Works came together to form the Miami-Dade Department of Transportation and Public Works (DTPW). This merger follows a storied history of more than 100 years of transportation services provided to residents through rail, street cars, and bus systems through entities such as the Miami Beach Railway and the Metro Transit Agency. In 2022, Mayor Daniella Levine Cava introduced her priorities of the “4 E’s”: Economy, Environment, Equity and Engagement. These priorities are mirrored in Thrive305, the County’s engagement initiative and action plan, which articulates actions to deliver a vibrant, equitable, sustainable and engaged future for all.

DTPW plays a major role in the activation and realization of Thrive305. We are committed to helping the County achieve its goals by **being the world’s best provider of transportation options**. A critical step in this support is our proud introduction of Shift305, our department’s roadmap to move Miami-Dade toward a cleaner, greener, more efficient and connected future.

This Shift305 Two-Year Action Agenda is DTPW’s commitment to you to take measurable action toward addressing some of our most pressing transportation challenges, from congestion that wastes time and money, to traffic deaths that disproportionately affect people of color and the low income, to keeping pace with transportation technologies, in order to provide you with the most efficient and safe ways to move around. By making the SHIFT to safer and cleaner ways of traveling, and the quicker delivery of infrastructure projects to improve connectivity and economic opportunity for all Miaimians, DTPW can foster safety and accessibility; enhance the resiliency of our infrastructure and roads; optimize street space to maximize quality of life; and better connect residents, workers and visitors to places they work, play and learn.

Through 135 prioritized and measurable actions organized around the principles of Safe, Clean, Connected and Efficient, DTPW is committed to strategically directing its resources and capacity to delivering on County transportation goals to **produce results**. The Shift305 Action Agenda is an important tool of community communication and trust building to increase transparency, accountability, and better alignment of our actions to results. Whether you are riding on one of our Metrobus’ 101 routes and 27 miles of service; walking on one of our 4,000 miles of sidewalks; crossing one of our 199 bridges; or are one of our 1.3 million rides through paratransit services, **the SHIFT305 Action Agenda is for you**.

With appreciation,

Eulois Cleckley
 CEO and Executive Director
 Department of Transportation and Public Works



History of Miami-Dade Transportation and DTPW

Miami-Dade's History of Transportation

1896 Henry Flager's East Coast Railroad passenger service comes to Miami.

1920 Miami Beach Railway Co. started operating a single rail line connecting downtown Miami and Southern Miami Beach via the County Causeway.

1925 The City of Miami bought streetcars from George Dunn and started leasing them to the Miami Beach Railway.

1915 The Miami Traction Co. began service with streetcars in Miami.

1926 Florida Power and Light acquired the causeway trolley line and contracted with Miami for trolley and bus service. Moreover, the first Coral Gables rapid transit cars operated from downtown Miami to Ponce de Leon Boulevard in Coral Gables via Coral Way.

The Great Miami Hurricane Hits

1926 Miami eliminates completely its streetcars.

1935 Coral Gables switch to an all-bus system as a response of overhead power lines were damaged by a storm.

1939 Miamiians vote to combine all of the different modes of transit under the same umbrella.

1940 Miami eliminates completely its streetcars.

1959 The County commission tries to buy the privatized bus system without success due to lack of funds.

1960 The Metropolitan Transit Authority is Created.

1961 I-95 Highway Opens in Miami

1961 "The construction of I-95 resulted in the total obliteration of Overtown, the city's historic African American neighborhood."

1970's Miami-Dade residents reject building six new expressways and in response the County buys the bus system and eventually the Metrorail and Metromover.

1974 Miami-Dade County takes over the bus system and Metro Transit Agency is the new name of the Agency.

1976 The Metromover receives Federal funding.

1977 The MPO is created.

1984 The Metrorail begins operating with the Green Line with 10 stations between Dadeland South and Overtown.

1986 The Metromover opens.

1990 Voters reject a penny tax.

1994 Metromover gets extended, serving Miami's financial district and the north of central downtown Miami.

2002 Miami-Dade residents vote to accept a 1/2 cent tax for transit to fund: -88.9 new miles of Metrorail -17 million miles of additional bus service -Free Metromover service -Free Metrorail for seniors

2012 The Metrorail gets expanded, creating the Orange Line to the airport.

2015 Miami-Dade Transit and the Department of Public Works combine creating the **Department of Transportation and Public Works (DTPW)**.

2016 Miami-Dade adopts the Smart Plan with the scope to add six new Metrorail lines around the County.

2020 Daniella Levine Cava was elected Miami-Dade County's first-ever woman Mayor in November 2020.

2022 The County's Strategic Plan is updated and introduces the Mayoral priorities known as the 4 Es: Economy, Environment, Equity and Engagement and outlines the Transportation and Mobility Mission Statement. *To provide a safe and resilient transportation system that enhances mobility, connects communities, and supports a prosperous County, while minimizing carbon emissions.*

What is the role of the Department of Transportation & Public Works in Miami-Dade County?

Provides Transportation Services

- » Responsible for formulating policies and strategizing projects related to transportation and public infrastructure development
- » Metrobus (70 routes)
- » MetroRail (24.8 mile dual elevated track)
- » MetroMover (4.4 mile dual elevated track)
- » Paratransit (2023 annual ridership: 1.4M)
- » Transit pass services and GO connect app
- » Implements advanced traffic management systems
- » Regulates the taxi and limo industry

Manages Public Works Services

- Plans, designs, build and maintenance of:
- » 7,680 paved lane miles
 - » 18.5 million linear feet of sidewalk
 - » 199 fixed roadway bridges including 8 movable bridges
 - » 400+ miles of bicycle lanes and trails/greenways countywide
 - » 27,668 streetlights
 - » Over 80,000 drainage structures
 - » Provides 5g infrastructure
 - » Designs and implementation of a micromobility network (builds and maintains bicycle lanes and sidewalks)





SHIFT305 Overview



How we approach **mobility** is changing

Miami-Dade County is facing several challenges, such as rapid population growth and the effects of a changing climate. After extensive public engagement, Mayor Daniella Levine Cava put forward **Thrive305**, a countywide engagement initiative and action plan to address these challenges and deliver a vibrant, equitable, sustainable and engaged future for Miamians.

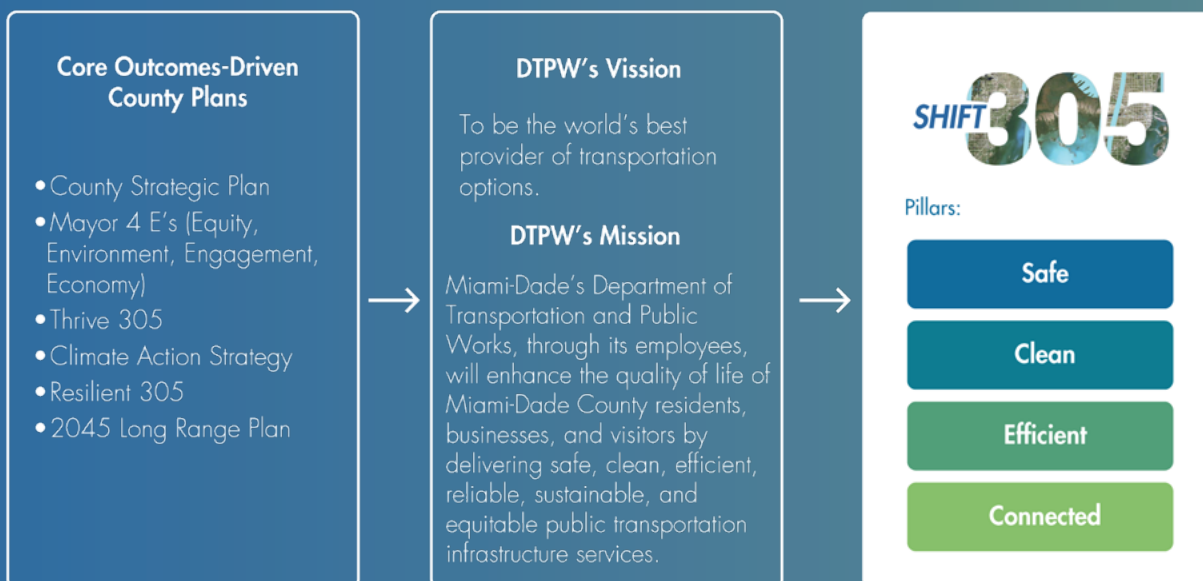
SHIFT305 is the roadmap for the Department of Transportation and Public Works (DTPW) to deliver on the priority actions of Thrive305 and move Miami-Dade forward to a **cleaner, greener, more efficient and connected future**. It recognizes that achieving Thrive's bold vision requires a profound shift - a shift of priorities, a shift of thinking, and a shift into action.

Organized around four core pillars, SHIFT305 aligns the diversity of work the Department is responsible for - transit, traffic operations, and quality infrastructure - into cross-cutting and collaborative action.

Thrive305 *Transportation Priority Actions*

- » **Action 6.1** Improve bus network with reduced wait and travel times, protection from elements and increased comfort
- » **Action 6.2** Improve streets and bus stops for bike and pedestrian safety
- » **Action 6.3** Give transit riders and workers greater voice in transit decisions
- » **Action 6.4** Seek funding to expand rail along key corridors

County and Department Plans and Goals Incorporated in the SHIFT305:



Why do we need to “Shift”?

Miami-Dade County faces a number of challenges - many of them closely linked to transportation and county infrastructure.



All of this threatens Miami-Dade’s livability and economic competitiveness. The good news is there are tangible, effective near-term actions that can help mitigate the worst effects of climate change, increase the resilience of our transportation system, and reduce or eliminate traffic related deaths on our streets. Making the **shift** to safer and cleaner ways of traveling and quicker delivery of major infrastructure improvements will increase connectivity and opportunity for all Miamians, decrease congestion, and improve our equitable economic outlook.

Miami-Dade County is well positioned to make this shift. The County has:

- » A **robust innovation ecosystem** that can develop, demonstrate and scale effective new solutions.
- » A **diverse population** and workforce vital to new solutions.
- » **Strong public leadership and public support** driven by clear public values.

SHIFT305 Framework

At the center of SHIFT305 are the mission and vision of the Department of Transportation and Public Works (DTPW), which is aligned with the County goals. To accomplish its vision and mission, DTPW has recognized specific internal and external actions that will steer the department's efforts towards propelling Miami-Dade a more environmentally-friendly, efficient, and interconnected future.

SHIFT305 Strategy Framework

DTPW's Vision

To be the **world's best provider** of transportation options.

DTPW's Mission





Miami-Dade's Department of Transportation and Public Works, through its employees, will **enhance the quality of life of Miami-Dade County residents, businesses, and visitors** by delivering safe, clean, efficient, reliable, sustainable, and equitable public transportation infrastructure services.

Areas of Focus

- » **Invest in Our People:** create a culture that supports and empowers staff.
- » **Operate with Discipline:** Establish consistent processes and procedures that rely on data.
- » **Achieve Operational Excellence:** Create a great customer service experience across all modes and supporting infrastructure.
- » **Deliver Results:** Deliver projects on time and budget.

Pillars

Four goals of SHIFT305:

-  **Safe** - Foster safety and accessibility across Miami-Dade's transportation infrastructure, utilizing data-driven insights to optimize service quality.
-  **Clean** - Enhance Miami-Dade's transportation resilience to current climate challenges and secure sustainability for future generations.
-  **Efficient** - Optimize street space, operations, and data usage to minimize travel time and costs while maximizing quality of life
-  **Connected** - Connect Miami-Dade residents, workers and visitors to the places they choose to work, play and learn.



Operationalization of SHIFT305

The SHIFT305 Action Agenda

Thrive305 lays out bold but achievable goals. This Action Agenda lays out the critical near-term actions and policies needed to advance on those goals while the Shift305 Strategic Plan aligns DTPW for swift, efficient and unified delivery of those critical projects.

The Action Agenda is organized around the four pillars of SHIFT305 - Safe, Clean, Efficient, and Connected - and each pillar is subdivided into a set of priority policies to be achieved through specific, realistic, and timely actions. Outcomes will be measured by reportable Key Performance Indicators (KPIs).

Moreover, the SHIFT305 action agenda includes a series of internal actions that will position the department for success in accomplishing its long-term vision and mission.

SHIFT305 Action Agenda Development Process

Inputs

- » Document review (County and DTPW plans and strategies)
- » Community input (Thrive305)
- » DTPW mission, vision and areas of focus
- » DTPW's People | Resilience | Excellence Framework
- » DTPW staff interviews (identification of key opportunities and threats)
- » Workshops with key DTPW staff to prioritize actions that should be implemented in the following 2 years



SHIFT305 Action Agenda Structure

How to read the SHIFT305 Action Agenda

Four Pillars of SHIFT305

Overarching goal definition →



Safe

Foster safety and accessibility across Miami-Dade's transportation infrastructure, utilizing data-driven insights to optimize service quality.



Priorities

More specific targets, which combined help to achieve the overarching goal

Example:

1.1 Build a safe and inclusive environment for everyone, regardless of background or abilities

1.2 Achieve a state of good repair



Actions

Identified tasks that outline how the subgoals could be achieved in a defined timeline

1.3.1

1.3.2

1.3.3

Action Components

- **Timeline**
- **KPIs** (defined indicators that will track action progress)
- **Owner** (staff member responsible for coordinating the implementation of the action)

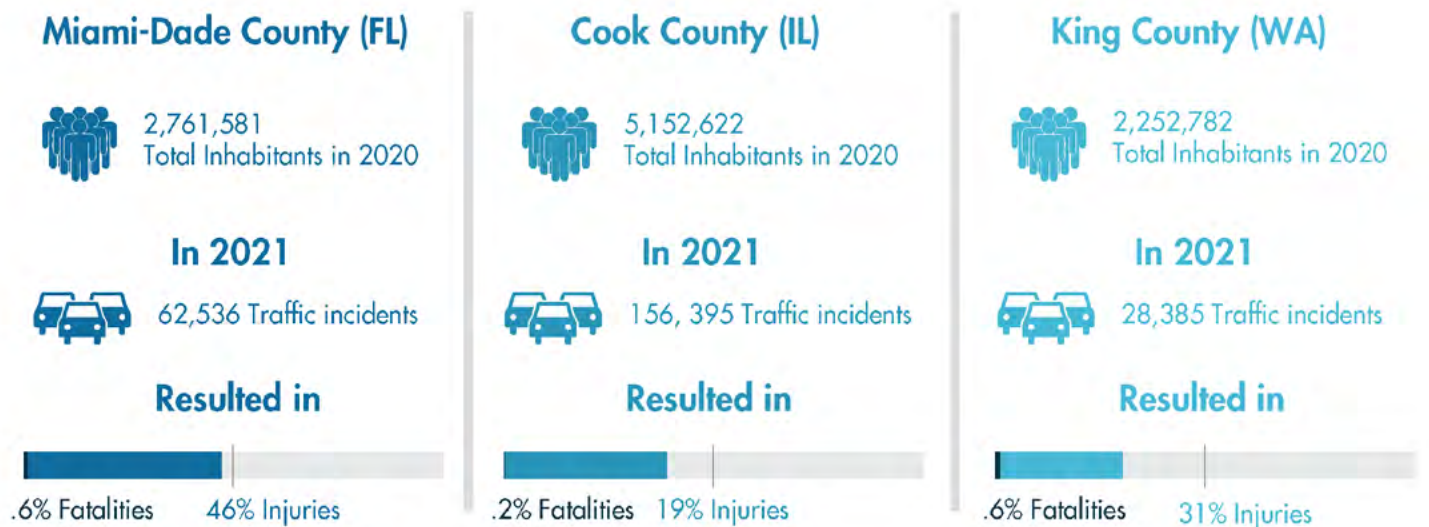




Safe

Goal 1: Foster safety and accessibility across Miami-Dade’s transportation infrastructure, utilizing data-driven insights to optimize service quality.

Traffic Incidents in Miami-Dade County Compared to Other Peer Counties



Priorities



1.1 Build a safe and inclusive environment for everyone, regardless of background or abilities



1.2 Achieve a state of good repair

Goal 1: Foster safety and accessibility across Miami-Dade’s transportation infrastructure, utilizing data-driven insights to optimize service quality.

1.1 Build a safe and inclusive environment for everyone, regardless of background or abilities		
Alignment with County Priorities	Action	Timeline for Completion
Promote traffic and roadway safety	Publish revised bicycle and pedestrian safety chapter of the DTPW Design Manual	04/2024
	Create a bicycle and pedestrian safety framework for MOT permits in urban areas	04/2024
	Create an educational campaign for traffic and mobility safety	12/2024
Improve safety for pedestrians and bicyclists	Publish revised design standards for bicycle and pedestrian roadway projects (DTPW Design Manual)	04/2024
	Adopt a countywide resolution committing to end all fatal and serious injury crashes by 2040 and establishing a modal hierarchy	04/2024
	Implement the quarterly complete streets collaborative stakeholder meeting	12/2023
	Issue an updated Vision Zero Action Plan	08/2023
	Develop a regulatory framework for micro mobility	11/2023
	Identify system wide analysis of bicycle infrastructure needs (CTMP)	04/2024
	Develop an improved traffic calming interlocal agreement template leveraging Vision Zero and Complete Streets treatments	04/2024
Ensure the safe operation of public transit	Create a quick-build program for low-cost, rapid safety treatments	12/2023
	Acquire new brake/alignment testing equipment for retrofit the For-Hire inspection center	06/2023
	Implement AI analytics software to identify guideway intrusions and prompt reaction	06/2025
Improve accessibility and connectivity for all customers with disabilities	Implement transit signal priority at all intersections of the South Corridor	09/2024
	Identify the sidewalk gaps Countywide based on the modal hierarchy prioritization (CTMP)	04/2024
	Increase number of wheelchair accessible taxicabs participating in the Airport Regional Taxicab Service (ARTS) program from six to ten vehicles	09/2024
Promote equity in the planning and delivery of County services	Perform a Countywide pedestrian and ADA accessibility analysis (CTMP)	04/2024
	Establish criteria to prioritize vision zero projects in transit dependant/equity zones within the County	08/2023
	Identify the equity zones in need of prioritized transit service per mode (CTMP)	04/2024
Protect privacy of customers of the transportation system	Issue a report identifying customer data points that require cybersecurity protection	06/2024
	Conduct a review of existing third party contracts to identify data security provisions and conduct a risk assessment of the provisions	02/2024
	Assess upcoming technology acquisitions and coordinate with the enterprise security office to ensure data security provisions in resulting contracts	08/2023
Increase countywide preparedness and community awareness	Craft a communications strategy using DTPW assets to educate customers about emergency preparation plans (DTPW Comprehensive Strategic Communications Plan)	01/2024
	Identify potential infrastructure improvements needed to support the safe operation of electric buses during emergency evacuations (CTMP)	07/2024

Goal 1: Foster safety and accessibility across Miami-Dade’s transportation infrastructure, utilizing data-driven insights to optimize service quality.

1.2 Achieve a state of good repair		
Alignment with County Priorities	Action	Timeline for Completion
Replace/rehabilitate aging bridge infrastructure	Identify at risk bridge facilities in need of immediate action (Bridge Replacement Plan)	06/2023
Harden and maintain roadway infrastructure	Award a countywide Roadway Asset Inventory contract	02/2024
Provide resilient, well maintained, modern, and comfortable transportation vehicles, facilities and structures	Develop a 5-year plan achieve a state of good repair in all DTPW facilities	06/2023
	Identify funding needs for the implementation of the 5-year state of good repair plan	10/2024
	Develop a Strategic Asset Management Plan (SAMP) to include PW Assets in addition to TAMP	03/2024
	Perform 4-year update to Transit Asset Management Plan (TAMP)	06/2023

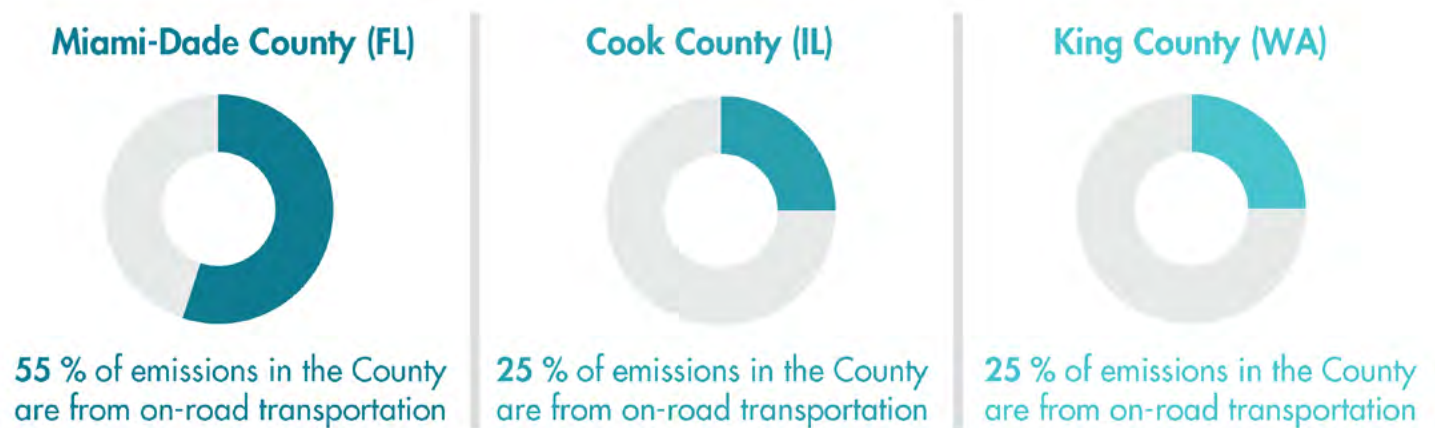




Clean

Goal 2: Enhance Miami-Dade’s transportation resilience to current climate challenges and secure sustainability for future generations.

Emissions generated from on-road transportation in Miami-Dade County Compared to Other Peer Counties



Priorities:



2.1 Plan (and act!) for resilience and adaptation



2.2 Design streets and services to mitigate sea level rise, excessive heat, and other climate effects



2.3 Make biking and walking easy and enjoyable, especially for short-distance trips

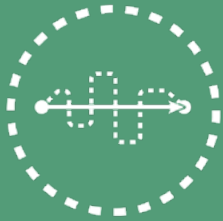
Goal 2: Enhance Miami-Dade’s transportation resilience to current climate challenges and secure sustainability for future generations.

2.1 Plan (and act!) for resilience and adaptation		
Alignment with County Priorities	Action	Timeline for Completion
Reduce County's governments greenhouse gas emissions and resource consumption	Identify key zero emissions infrastructure projects for the 5-year PTP plan	05/2024
	Develop a department wide sustainability policy framework or plan	01/2024
	Develop an emission reduction prioritization roadmap	01/2024
	Transition 20% of the transit fleet to fully electric	01/2025
	Set department targets for GHG reduction by division	01/2024
	Establish a department wide plan to convert all light fleet to fully electric (Transition to Zero Emissions Plan)	02/2024
	Create an inventory of all level 2 charging infrastructure at DTPW facilities	01/2024
	Establish a pilot micro freight program using electric cargo bicycles	12/2024
	Obtain funding for upgrades to electric bus charging infrastructure at all bus depots	07/2024
Protect and restore natural habitat, and prevent pollution of air, water, and land	Revise SOPs to integrate landscape and tree canopy into ROW modification processes	02/2024
Preserve and enhance natural areas and green spaces	Revise SOPs to integrate landscape and tree canopy into ROW modification processes	02/2024
	Create design guidelines that promote placemaking and green spaces at Transit Oriented Communities (DTPW Design Manual)	01/2025
Provide conservation education to encourage community stewardship of our natural resources	Coordinate with County departments and facilitate implementation of a sustainability educational campaign targeting transit users	05/2025
	Implement an internal workshop on County efforts related to tree canopy and extreme heat	12/2023
Lead community sustainability efforts and climate change mitigation and adaptation strategies	Identify funding sources for the construction of resilient infrastructure	03/2024
	Purchase four electric bicycles/cargo bicycles for in-house demonstration of reduced vehicle footprint and promotion of sustainable transportation	04/2024
2.2 Design streets and services to mitigate sea level rise, excessive heat, and other climate effects		
Alignment with County Priorities	Action	Timeline for Completion
Mitigate extreme heat risks	Install 350 bus shelters	06/2025
	Implement an extreme heat sensor pilot deployment at 10 bus shelters in unincorporated Miami-Dade County (in collaboration with Chief Heat Officer)	06/2023
	Revise SOPs to integrate landscape and tree canopy into ROW modification processes	02/2024
	Adopt an internal policy defining tree typologies and establishing tree planting strategies for DTPW (in collaboration with Chief Heat Officer and Neat Streets)	02/2024
	Plant 1,000 native trees within the public ROW	06/2025
Prepare for and adapt to sea level rise	Create an implementation strategy for sea level adaptation	12/2024
Promote livable and beautiful neighborhoods	Revise SOPs to integrate landscape and tree canopy into ROW modification processes	02/2024
	Complete an assessment of best alternatives to obtain customer satisfaction feedback for services provided by DTPW (e.g. TDP surveys for transit)	06/2024
	Introduce planters as a mean of separation in bicycle lane projects	12/2023
Mitigate community flood risk	Create an inventory of assets exposed to physical climate risks (e.g. Extreme heat, flooding, sea-level rise) (CTMP)	04/2024

Goal 2: Enhance Miami-Dade’s transportation resilience to current climate challenges and secure sustainability for future generations.

2.3 Make biking and walking easy and enjoyable, especially for short-distance trips		
Alignment with County Priorities	Action	Timeline for Completion
Increase grant funding for non-motorized infrastructure projects	Establish a process to support grant application preparations and tracking of grants for the department	12/2023
	Obtain funding from USDOT Strengthening Mobility and Revolutionizing Transportation Grant to implement a non-motorized micro freight pilot in Miami-Dade	06/2023
Increase mobility options that are efficient, affordable, and benefit the environment	Implement a first and last mile electrification pilot	12/2024
	Implement an EV equitable carshare pilot	04/2025
	Implement a state of the art BRT, zero emissions, transit system in South Dade	09/2024
	Issue an RFP for station based bikeshare/micromobilityshare	06/2024
	Develop a regulatory framework for micro mobility	11/2023
	Developer mode-specific transportation master plans (CTMP)	04/2024
	Develop a framework for licensing of low-speed electric vehicles providing for-hire transportation	11/2024
Expand & improve bikeway, greenway and sidewalk system (PW)	Identify bicycle and sidewalk connectivity gaps Countywide based on the modal hierarchy prioritization (CTMP)	04/2024
	Upgrade Micro Mobility Network separation devices in Downtown Miami from stoppers to planters	12/2023
	Extend the Downtown Micro Mobility Network to the Venetian Causeway	04/2024
	Complete Underline phases II	12/2023
	Complete Underline phases III	12/2025
	Complete NEPA and 30% design of the South Dade Trail	12/2024
Promote clean, attractive roads and rights-of-way	Award a countywide Roadway Asset Inventory contract	12/2024
	Purchase one (1) small sweeping truck to support maintenance of protected bicycle lanes	06/2023





Efficient

Goal 3: Optimize street space, operations, and data usage to minimize travel time and costs while maximizing quality of life.

Average time spent commuting in public transportation in Miami-Dade County Compared to Other Peer Counties

In 2019, the average time spent commuting in public transportation



Miami-Dade County (FL)

48.7 minutes

Cook County (IL)

44.1 minutes

King County (WA)

46.3 minutes

Priorities:



3.1 Reduce the cost of transportation, both in money and time



3.2 Use data for values-based planning and program decisions



3.3 Make transit easier, more efficient and appealing to use

Goal 3: Optimize street space, operations, and data usage to minimize travel time and costs while maximizing quality of life

3.1 Reduce the cost of transportation, both in money and time		
Alignment with County Priorities	Action	Timeline for Completion
Promote efficient traffic flow on Miami-Dade County roadways	Analyze countywide congestion and identify top 20 corridor in need of smart solutions to expedite traffic throughout	06/2023
	Expedite implementation of ATMS amongst top 20 congested corridors	06/2025
	Develop a virtual dashboard/interface compiling and integrating ATMS data to rank and prioritize engineering/service WO for the retiming of signals countywide	06/2024
Provide reliable, accessible and affordable transit service	Issue an RFP to upgrade the transit fare collection system (Account Based Ticketing (ABT) and Hardware)	11/2023
	Implement municipal GTFSRT Feeds	12/2023
	Create a social media campaign to educate customers on real time information options available to them (DTPW Comprehensive Strategic Communications Plan)	01/2024
	Implement the better bus network to increase frequency	12/2023
Reduce the cost of transportation, both in money and time.	Develop recommendations for updates to the County's Transportation Demand Management regulation (in coordination with RER)	06/2024
	Create a DTPW Transportation Management Demand monitoring program and governing body	06/2025
	Implement the Better Bus Network	11/2023
	Implement short term expansion of Go-Connect service to cover BBN gaps	11/2023
Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit	Develop a Universal Basic Mobility Pilot framework	02/2024
Provide world-class airport, seaport and transportation facilities	Build the South Dade BRT	09/2024
	Develop a modernization and replacement plan to revitalize all major transit facilities and stations	05/2024
	Develop a plan to implement dedicated bus lanes throughout Miami-Dade County	04/2024
	Award a contract for the development of the Station Improvements Strategic Plan (SISP)	11/2023
	Develop a policy framework for the installation of electric vehicle chargers at all DTPW parkings and park and rides	12/2024
	Award a contract for construction of the South Dade electric bus facility	02/2024
	Complete construction of the South Dade electric bus facility	07/2025

Goal 3: Optimize street space, operations, and data usage to minimize travel time and costs while maximizing quality of life

3.2 Use data for values-based planning and program decisions		
Alignment with County Priorities	Action	Timeline for Completion
Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner	Conduct an assessment of the existing MOU with the strategic procurement department to appropriately allocate the resources	12/2023
	Conduct a comprehensive review of the goods and services procurement division to restructure with appropriate positions to ensure skill sets, qualifications and staffing levels	04/2024
	Conduct an analysis and develop a key performance indicator for goods and services procurement processing time	04/2024
	Put in place an expedited procurement ordinance to grant additional authorities to the DTPW director	12/2023
Deploy effective and reliable technology solutions that support Miami-Dade County services	Deploy an AV Microtransit service	12/2024
	Implement the capital improvements and construction management system (e-Builder)	12/2024
	Integrate Go-Connect into transitapp for improved trip-planning	09/2023
	Establish MDS as the official communications protocol for in-ROW MaaS operation	06/2024
	Develop a plan to increase public awareness of the taxicab app booking availability	12/2023
	Develop a Legislative Agenda Management System for DTPW	06/2023
Use data for values-based planning and program decisions	Establish MDS as the official communications protocol for in-ROW MaaS operation	06/2024
	Perform a data gap analysis (CTMP)	04/2024
	Procure a bus telematics software tool	06/2025
	Audit and propose enhanced data driven KPIS for all divisions - Revise Business Plan Metrics	09/2023
Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Perform an analysis of unspent operational funds by division	09/2023
	Develop a policy to maximize the use of unspent division's operational funds prior to the end of the Fiscal Year	02/2024
	Develop a process to coordinate the initiation and oversight of the department's legislative requests at the local, state and federal level to advance how we do business	04/2024
	Implement the technology needs prioritization process	11/2023
	Develop a DTPW's Fleet Management Implementation Strategy	04/2025
	Present a strategy before CCED for pulling of budgets as leverage for advertising campaigns	06/2024
	Implement at least one Transportation Management Association (TMA)	06/2024
	Adopt an internal People, Resilience and Excellence (PRE) framework	12/2023
3.3 Make transit easier, more efficient and appealing to use		
Alignment with County Priorities	Action	Timeline for Completion
Minimize response time (public safety)	Implement a rapid response team (RAMBO) to get service back to normal as soon as possible following an accidents/incident	01/2024
	Establish emergency preemption for emergency response services operating on the South Corridor	03/2025
Support customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Upgrade existing For-Hire database tracking system	12/2024
	Implement an EASY Card cross-promotion program pilot (e.g. stamped EASYCARDS with reference to parks, extreme heat risk, sea level rise, libraries)	

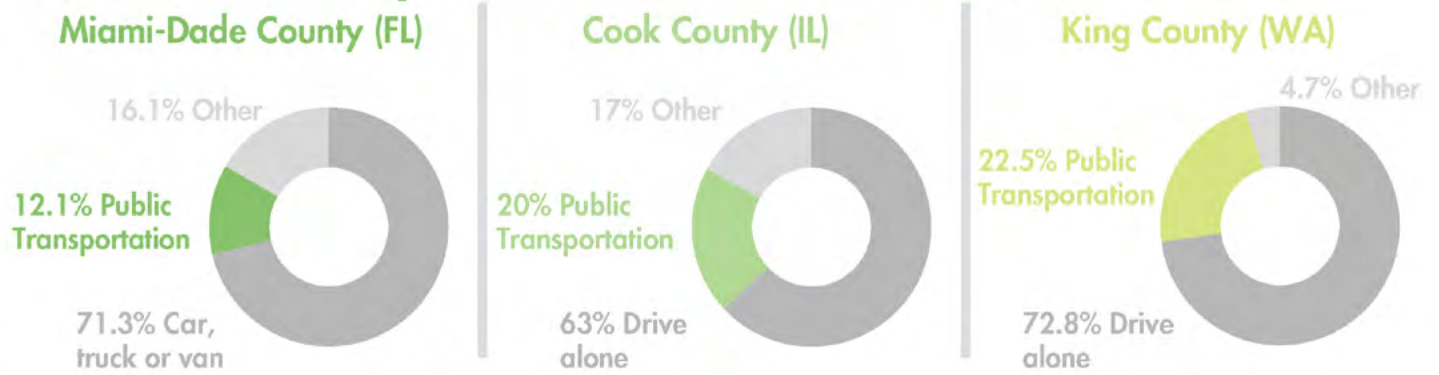


Goal 4: Connect Miami-Dade residents, workers and visitors to the places they choose to work, play and learn.

Connected

Mode of transportation used to go to work in Miami-Dade County Compared to Other Peer Counties

Mode of transportation to work in 2019



Priorities:



4.1 Connect networks and services to expand viable access to jobs, schools and opportunities



4.2 Be a global leader in transportation innovation

Goal 4: Connect Miami-Dade residents, workers and visitors to the places they choose to work, play and learn.

4.1 Connect networks and services to expand viable access to jobs, schools and opportunities		
Alignment with County Priorities	Action	Timeline for Completion
Foster healthy living and ensure access to vital health services	Implement the Better Bus Network	11/2023
	Create a social media campaign to promote bicycling and walking as healthy and efficient means of transport (DTPW Comprehensive Strategic Communications Plan)	01/2024
	Issue RFP to modernize the Paratransit service	04/2024
	Implement a new Go-Connect service throughout Miami-Dade (RFP Award and contract execution)	04/2025
Increase economic opportunity and access to information technology	Develop e-hail taxicab program in conjunction with taxicab and technology companies	01/2024
	Implement the Better Bus Network to provide high frequency connectivity to major employment centers	11/2023
Expand and modernize public transportation systems and options while minimizing carbon emissions	Implement a state of the art BRT, zero emissions, transit system	09/2024
	Award a contract for construction of the South Dade electric bus facility	02/2024
	Implement TNC option for paratransit customers	07/2025
	Implement a transit rewards program either internally or externally supported (e.g. Velocia) to incentivize mobility as a service MAAS, enhancing multimodal accessibility	06/2024
Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Perform internal analysis and establish an internal minimum threshold on affordable and workforce housing for development within TOC and RTZ areas	01/2024
Facilitate connectivity at major points of interest and throughout the transportation system (expand access to jobs, schools and opportunities)	Develop 4 modal frameworks (ped/bike, roadway, transit, freight)	04/2024
	Identify system wide gaps by mode	04/2024
	Revised timed-transfers at major transit hubs	03/2024
4.2 Be a global leader in transportation innovation		
Alignment with County Priorities	Action	Timeline for Completion
Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions	Implement/support two (2) major mobility conferences in Miami-Dade	06/2024
	Create a plan to leverage and maximize DTPW assets for deployment of media content (DTPW Comprehensive Strategic Communications Plan)	01/2024

Internal Actions

DTPW defined four internal areas of focus (Invest in our People; Operate with Discipline; Achieve Operational Excellence and Deliver Results) that will orient how the Department operates internally in order to accomplish its vision and mission. As part of the action agenda the Department has identified 14 actions that will be accomplished in the next two fiscal years.

Alignment with County Priorities	Action	Timeline for Completion
Attract and hire new talent to support operations	Develop an internal procedure to expedite the hiring process of strategic positions	12/2023
Workforce development/training	Implement DTPW's Succession Planning Strategy	12/2023
	Develop Phase I of DTPW's management leadership program	12/2023
	Develop Phase II (final) of DTPW's management leadership program	10/2024
	Develop a training program to teach DTPW employees new cross functional skills	12/2023
Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner	Conduct an assessment of the existing MOU with the strategic procurement department to appropriately allocate the resources	12/2023
	Conduct a comprehensive review of the goods and services procurement division to restructure with appropriate positions to ensure skill sets, qualifications and staffing levels	04/2024
	Conduct an analysis and develop a key performance indicator for goods and services procurement processing time	04/2024
	Put in place an expedited procurement ordinance to grant additional authorities to the DTPW director	12/2023
Bolster opportunities for small and local businesses to participate in County contracting	Implement a small business/minority owned business industry forum	08/2023
Promote employee development and leadership	Develop a framework for workforce and talent development	12/2023
	Develop an educational campaign on proactive health and wellbeing tailored to DTPW employees (DTPW Comprehensive Strategic Communications Plan)	01/2024
	Create a recurrent employee engagement process	01/2024
Ensure an inclusive and diverse workforce	Develop an action plan to promote diversity and inclusion throughout department divisions and among management layers	03/2024





Performance Measurement

Performance Measurement

The DTPW's Action Agenda, serves as a roadmap outlining the strategic steps to be executed in the next two years. The overarching aim of this agenda is to translate the DTPW's vision and mission into tangible achievements. In this context, the measurement of the Action Agenda's performance is a pivotal factor. To ensure the achievement of its goals, the DTPW will implement the following steps:

Accountability through Timelines and KPIs

To effectively monitor and evaluate the progress of the Action Agenda, each listed action is associated with a designated date of completion and a KPI. By setting clear timelines and KPIs it is possible to ensure that it is carried out and measure its success.

Measurement of Progress

The Action Agenda is a dynamic document that must evolve in response to changing circumstances and emerging challenges. Monitoring it on a quarterly basis allows for a proactive approach to address issues as they arise. This continuous assessment ensures that the Action Agenda remains on track and adapts to the evolving needs and priorities of the community. Furthermore, the DTPW has created an Action Agenda dashboard that serves as a vital tool for communicating the progress of the Action Agenda.

Evaluation of Progress

After each year of implementation, a comprehensive evaluation of the Action Agenda is essential. This evaluation is not merely a formality but a critical step in reflecting on the progress made thus far. It allows stakeholders to assess the goals, priorities and overall effectiveness of the actions taken. It also offers an opportunity to identify areas where the DTPW excelled and those that require improvement.

Update of the Action Agenda

The ability to adapt and make necessary modifications is a hallmark of a well-structured Action Agenda. The evaluation process helps in identifying actions that require adjustments or potential new actions that have arisen in response to changing circumstances or community needs. This flexibility ensures that the DTPW remains responsive to the dynamic environment it operates in.

Engage the Community

The Action Agenda is not merely an internal document but a commitment to the community. DTPW will use the results of the Action Agenda performance measurement to engage, receive feedback and inform the public about the work being done to achieve the DTPW's vision and mission. By providing this level of transparency, DTPW aims to foster trust and collaboration within the community.



Appendix

DTPW's People|Resilience|Excellence Framework

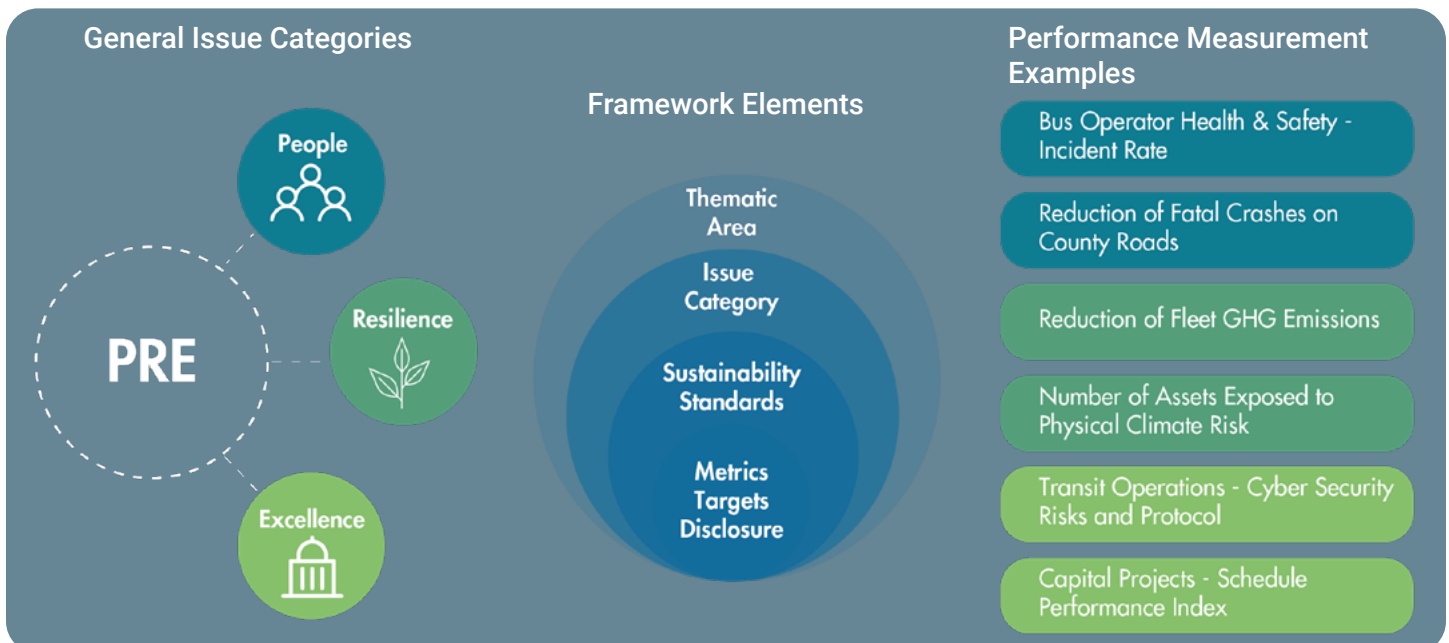
The People, Resilience, and Excellence framework strengthens the executive management's forward-looking approach to measuring and reporting on sustainability performance risks and opportunity factors. A first-of-its-kind amongst public transportation agencies, this framework uses industry-specific economic, social and human capital, environmental, and governance measures and targets to ensure that DTPW's strategic, operational, and investment decisions are the right ones.

The management team is leveraging the action agenda to align with this framework's performance risk and opportunity factors to continuously measure and communicate progress toward targets to stakeholders.

Measures are grouped within the following general issue categories as established by major stakeholder's priorities:



Framework Components





Miami-Dade County Department of
Transportation and Public Works