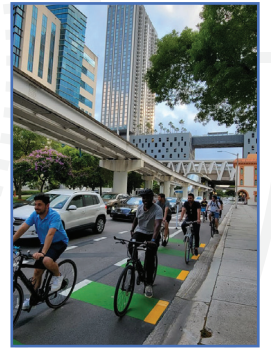
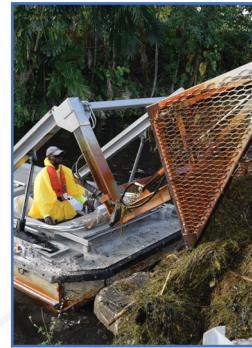




DEPARTMENT
OF TRANSPORTATION
AND PUBLIC WORKS

ANNUAL REPORT 2023

MAKING SIGNIFICANT
STRIDES TO STRENGTHEN
OUR PUBLIC TRANSIT
SYSTEM AND EXPAND
MOBILITY OPTIONS



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



MAKING SIGNIFICANT STRIDES TO STRENGTHEN OUR PUBLIC TRANSIT SYSTEM AND EXPAND MOBILITY OPTIONS

Strong public transit systems do more than connect us to our destination; they connect us to good-paying jobs, schools, our natural and built environment, and arts and culture. That's why working to further strengthen our public transit system and expand mobility options has been a top priority for my administration, alongside our Department of Transportation and Public Works (DTPW). I am pleased to report that we're making significant progress going into 2024.

The Better Bus Network, launched in November 2023, marked a historic milestone in our mission to provide efficient and comprehensive transit service. And to build a transit system that works best for you, we're committed to collecting rider feedback to make community-centered adjustments and improvements.

We're strengthening our rail and bus systems and doubling down on bicycle and pedestrian safety. We continue advancing our Vision Zero goal to significantly reduce traffic fatalities and injuries, protecting residents and increasing safety in every corner of our county. In addition, DTPW's innovative transit-oriented communities are pushing forward more affordable housing options.

With these investments, we're making improvements to both services and quality of life. We're on our way!

Kindest regards,

Daniella Levine Cava
Mayor of Miami-Dade County



FOCUS ON BECOMING THE WORLD'S BEST PROVIDER OF TRANSPORTATION OPTIONS

In 2023, the Miami-Dade County Department of Transportation and Public Works was hard at work, implementing many of the department's strategic priorities and improvements. Our team's dedication has brought us closer to our vision of becoming the world's best provider of transportation options.

Together, with Mayor Cava and our Board of County Commissioners, we have propelled numerous transit and public works initiatives forward. It is an honor for us to serve the residents, businesses, and visitors of Miami-Dade. Providing innovative transportation and mobility solutions underscores our commitment to each person who calls our county home.

Our strategic roadmap, SHIFT305, represents the framework as we start another year to deliver projects and services that are safe, clean, efficient, and connected for all our residents. Notably, we have improved our transit services and performance. Moreover, construction of our South Dade TransitWay will be completed this summer and last year, we received National Environmental Policy Act approval to proceed on our Northeast Corridor, providing commuter service between Aventura and Downtown Miami.

This is why I look forward to 2024 being a year of even greater successes and momentum. Our efforts will ensure Miami-Dade becomes an even more resilient, sustainable, and inclusive county for all.

I extend my heartfelt appreciation to all whom are part of our journey.

With gratitude,

Eulois Cleckley
DTPW Director and CEO

The Department of Transportation and Public Works (DTPW) develops, coordinates, and operates Miami-Dade’s transportation networks with the goal of improving mobility to create a safer, more resilient, connected and sustainable community for our residents, businesses and visitors.

VISION

To be the world’s best provider of transportation options.

MISSION

DTPW, 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 and services.

FOCUS AREAS

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

GRANTS

SAFE STREETS AND ROADS

DTPW received a \$16.2 million Implementation Grant in 2023 under the Safe Streets and Roads for All (SS4A) program, administered by the United States Department of Transportation. The awarded funds will focus on infrastructure improvements at 24 critical locations within the County’s high injury crash network.

FREIGHT AND TECHNOLOGY

The department was awarded a \$2 million grant in 2023 for infrastructure projects through the U.S. Department of Transportation’s (USDOT) Strengthening Mobility and Revolutionizing Transportation (SMART) grant program. The awarded funds will be used to conduct demonstration projects focused on advanced smart community technologies and systems, to improve last mile transportation and freight safety and efficiency in Miami-Dade County’s downtown area.

FEDERAL FUNDING

2022 – 2023 TOTAL AWARD

\$137,411,429

FEDERAL FUNDING

FY 2023 TOTAL AWARD

\$133,803,154

STATE FUNDING

FY 2023 TOTAL AWARD

\$49,674,580

AWARDS AND RECOGNITION

DTPW’s Bus Roadeo Winners

In 2023, for the first time ever, a woman operator, Telisa Ruan, won the Miami-Dade County Bus Roadeo competition, a two-day driving and maintenance skills challenge.

Operator Ruan and the bus maintenance winning technicians went on to the State’s 2023 Annual Triple Crown Bus Roadeo where they picked up some additional hardware.

Telisa took home second place overall and first place among rookies in the State Bus Roadeo. On the bus maintenance challenge - Joefred Tolentino, Willie Albizu, and Gilberto Crespillo – captured 1st place in one category and 4th overall.

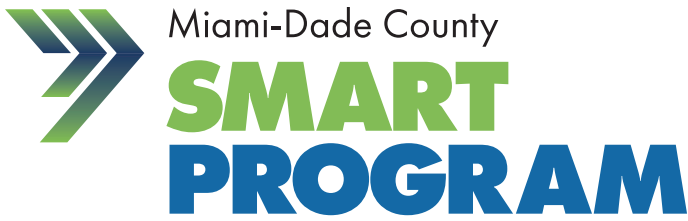


Transportation, Mobility and Planning Committee Chair Eileen Higgins.

Other DTPW honors include:

- 2023 Outstanding Public Transportation Board Member of the Year from APTA – Commissioner and

- DTPW operator Anthony Howard captured second place for Operator of the Year from the Florida Public Transportation Association (FPTA).
- 2023 APTA Certificate of Merit for Bus Emergency Management.
- Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY 2021.
- 2023 Ray LaHood Award from the WTS - DTPW Director and CEO Eulois Cleckley.
- 2023 Green Visionary Award for Emissions-Free Bus program from the South Florida Hispanic Chamber.
- DTPW External Affairs Division was awarded first place in the FPTA Special Events category for the GO Electric Bus Naming Contest; First place in the Social Media category, and 2023 Best of the Best in Marketing overall award.



Miami-Dade County
SMART
PROGRAM



The Strategic Miami Area Rapid Transit (SMART) Program is advancing five rapid transit corridors that will greatly expand and enhance Miami-Dade County's public transit infrastructure.

The program is comprehensive, proactive and supports the future population and employment growth anticipated in our region.



SMART PROGRAM benefits include:

- Improvements in safety.
- Reduction in traffic congestion.
- Reduction of transportation-related emissions.
- A significant increase in public transit ridership.
- Reduction in the number of vehicles on the road.
- Increase in housing, retail, and office development near transit stations and along major transportation corridors.
- Enhanced connections to jobs, education, and other popular destinations in Miami-Dade County.
- An expanded and interconnected network of premium transit services.
- More job opportunities in the transportation industry.

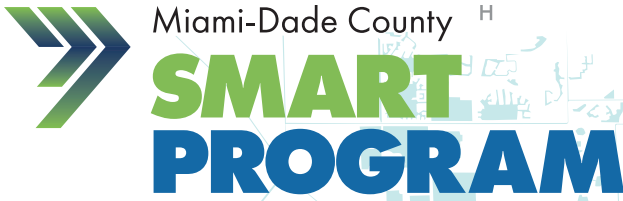
SMART PROGRAM gains in 2023

- Construction during 2023 of the South Dade TransitWay surpassed the 75% mark and will be completed in 2024, providing a rapid transit option for commuters traveling from Florida City, one of the fastest growing communities in Miami-Dade County, to the Dadeland area.
- Once completed, Bus Rapid Transit (BRT) service on this corridor will provide comfortable rail-like travel times, iconic stations, level boarding through all doors, and pre-paid fares for speedy access.
- In collaboration with DTPW, the Florida Department of Transportation (FDOT) conducted a Value Engineering (VE) study in 2023. This effort identified over \$500

million in capital cost savings for the project, against a baseline estimate of approximately \$2 billion, that may materialize in construction, making the project more cost effective and feasible.

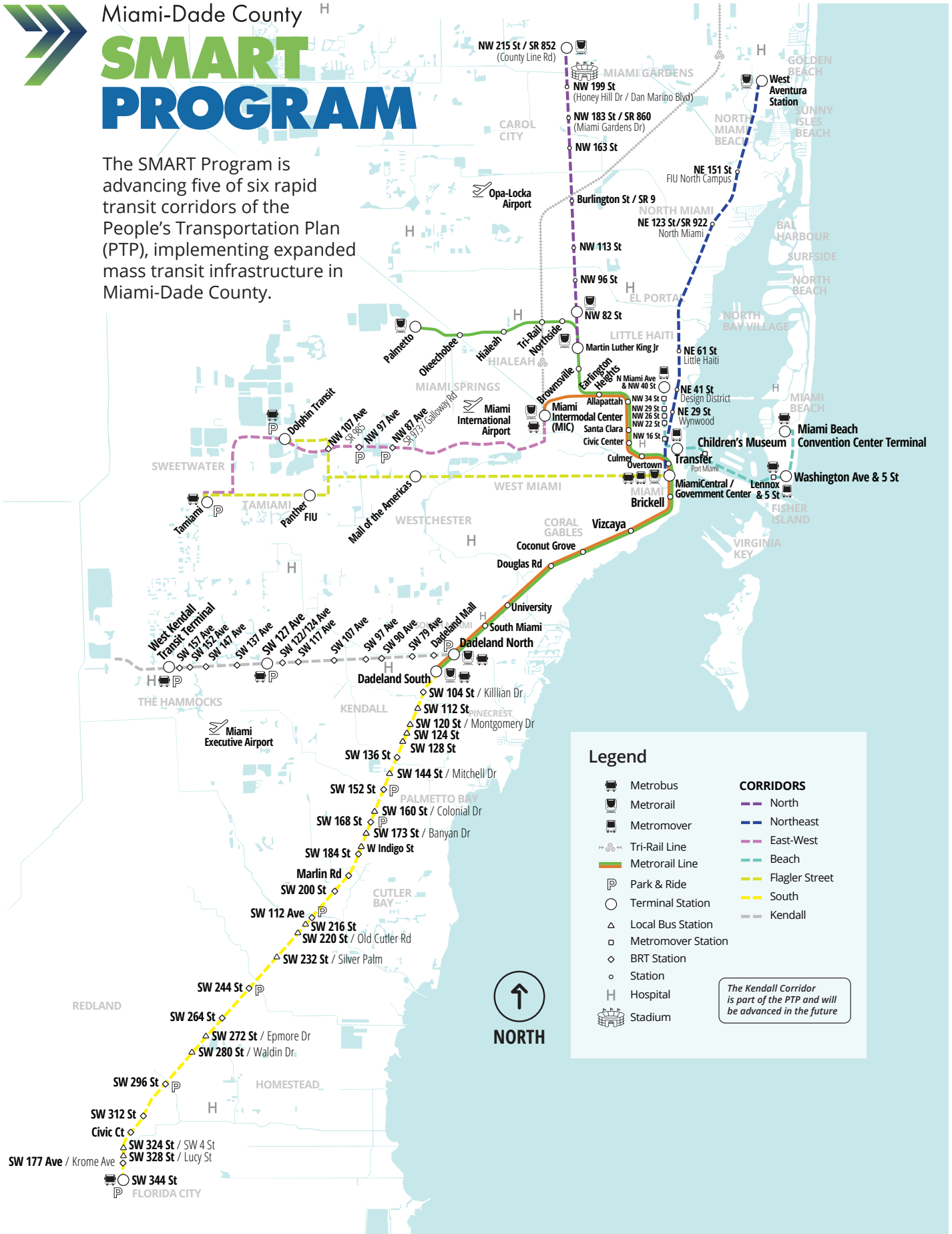
- On the Northeast Corridor, the project received initial acceptance in the FTA Capital Investment Grants Program – New Starts Program, and National Environmental Policy Act (NEPA) approval in 2023. FDOT has committed \$103 million in its Work Program and \$192 million is committed in the County's budget. The next goals are to complete FTA New Starts approval process which includes receiving approvals from FTA to complete the Engineering Phase and Construction Phase and receiving the estimated \$283 million federal funds from FTA, among other deliverables.





Miami-Dade County SMART PROGRAM

The SMART Program is advancing five of six rapid transit corridors of the People's Transportation Plan (PTP), implementing expanded mass transit infrastructure in Miami-Dade County.





SHIFT 305

In 2023, DTPW officially launched SHIFT305, an initiative to revitalize Miami-Dade’s transportation system by 2025 encompassing four goals: safe, clean, efficient and connected. This roadmap action plan contains strategic objectives for each focus area.

THE WAY WE APPROACH MOBILITY IS CHANGING



SAFER

DTPW is committed to promoting a culture of safety and security by making Miami-Dade streets, paths and transportation programs secure and accessible to all and driven by data to ensure the highest level of safety and quality of service.



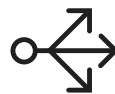
EFFICIENT

DTPW is committed to utilize Miami-Dade County’s street spaces, data and operations to minimize travel times and costs, and to maximize quality of life.



CLEANER

DTPW is committed to providing transportation in Miami-Dade County that is resilient to climate impacts now, and sustainable for future generations.



CONNECTED

DTPW is committed to providing Miami-Dade residents, workers and visitors with a transportation network that allows them to easily get to the places they work, play and learn.

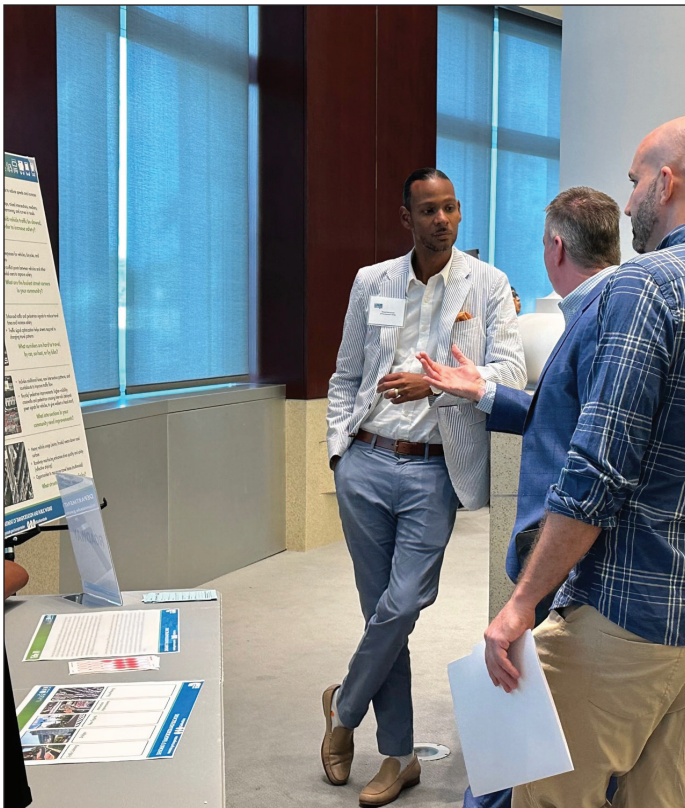
SHIFT305 SAFER**COUNTYWIDE
TRANSPORTATION
MASTER PLAN**

In 2023, DTPW launched the first-ever Countywide Transportation Master Plan (CTMP) to identify capital investment projects and major improvements for transit, pedestrians, cyclists, roadway safety, and freight to be completed throughout Miami-Dade County in the next 20 years that are truly harmonized with our municipalities and funding partners.

The department realizes that it can't do this without you and conducted many community listening sessions last fall and those will continue in 2024. Additionally, a short five-question survey is now available for those who would like to submit feedback about mobility improvements for the County.

The CTMP is not only closely aligned with the department's SHIFT305 strategy, but it is also in line with the existing strategic plans and initiatives of Miami-Dade County Mayor Daniella Levine Cava and the Board of County Commissioners.

Among its main goals, the CTMP will prioritize the needs of the public based on input gathered, identify multi-modal investments, harmonize DTPW multimodal project investments with future municipal transportation and transit projects, and establish processes to prioritize investments across all modes.

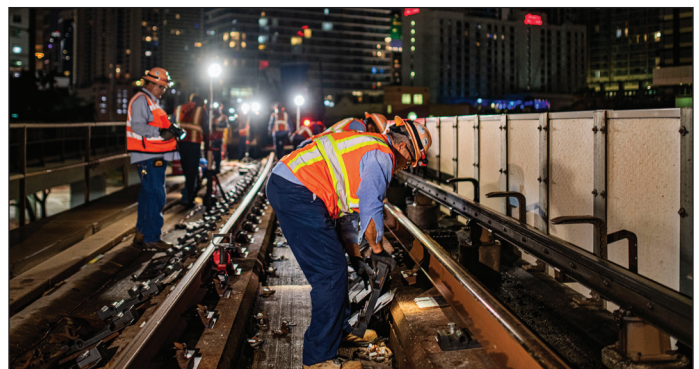
**IMPROVED
METRORAIL SAFETY**

Following the Federal Transportation Agency's (FTA) and the Florida Department of Transportation's (FDOT) safety mandates, DTPW frequently inspects the Metrorail tracks and guideway and removes debris and obstructions to ensure safe operations daily. Additionally, Metrorail crews work on maintaining and upgrading Metrorail's tracks and guideway to improve safety and reliability for Miami-Dade Transit riders the 365 days of the year.

The work is extensive, meticulous, and time-consuming, and not all of it can be completed after service hours. For this reason, single-tracking takes place on weekends and after 8 p.m. on weekdays to allow the work to be performed safely and as expeditiously as possible.

Single-tracking is an industrywide practice that allows regular track maintenance and upgrades to be installed safely while minimizing service impacts. Some of the major safety upgrades include the replacement of fasteners, acoustical barriers, and tracks. Additionally, single-tracking is sometimes necessary due to construction work happening near the tracks by another agency or private contractor.

Single-tracking at the current levels will continue for another 18-24 months.



SHIFT305 SAFER VISION ZERO



In 2023, DTPW led the County's Vision Zero efforts to implement comprehensive safety measures and policies to significantly reduce – with the goal to eliminate – fatalities and serious injuries related to traffic crashes by 2040. Vision Zero is a critical component of the Mayor's and DTPW's goal to make Miami-Dade County streets safe for everyone – no matter where people live, no matter their income, or choice to walk, bike, drive or take public transportation.

VISION ZERO MILESTONES IN 2023

The Department was awarded a \$16.2 million Implementation Grant under the Safe Streets and Roads for All (SS4A) program, administered by the United States Department of Transportation, which will fund:

- Road Safety Audits on five High-Injury Network corridors.
- Research study of unreported crashes countywide.
- Bicycle protective device pilot project on three corridors.
- Innovative intersection video safety analysis pilot at five intersections.
- Miami-Dade "Safest Driver" Contest countywide.



SAFETY AND SECURITY

Safety is DTPW's number one priority and as such the department is steadfast in making sure all employees and Miami-Dade Transit riders are safe while using the system.

While safety precautions are put in place and enforced by Miami-Dade Transit, it's imperative for all passengers to abide by the rules as we all work together to keep each other safe and secure.

Additionally, in partnership with ITD, the department's Office of Safety and Security (OSS) deployed a new software tool to enhance communication as part of DTPW's Corrective Action Plan (CAP) reporting process in 2023. The intuitive and customizable CAP application provides improved safety oversight and efficiency. The new tool was created to ensure safety trigger events such as an accident, hazard investigation, drill, etc. are addressed in a timely manner. The CAP application was also designed to help enhance reporting procedures to the Florida Department of Transportation (FDOT).



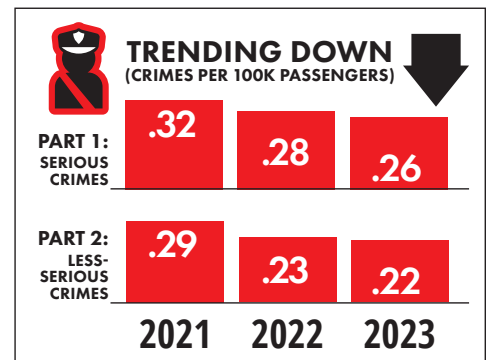
CURRENT AND PLANNED ENHANCEMENTS

- **PHASE 1:** 24 Safety Vision Zero Projects programmed for construction.
 - 10 Projects constructed to date.
- **PHASE 2:** Top 100 Safety Priority Locations:
 - 45 Locations on State Roads - Late 2022/early 2023 submitted report to FDOT with preliminary analysis of state road locations.
 - 55 Locations on County/Municipal Roads
 - 24 projects to be funded via a Safe Streets and Roads for All (SS4A) Federal Implementation Grant
 - Three projects to be funded via HSIP Improvement Program
 - 30% design of project improvements currently underway

VISION ZERO OUTREACH

Between August 2022 and November 2023, DTPW's Vision Team participated in 55 outreach events, including the solemn World Day of Remembrance to promote greater awareness of road safety. Three-quarters of outreach events were conducted in underserved areas. Officials also staffed the 2023 Miami Book Fair and other major gatherings.

DTPW received a Road to Zero Grant to fund the development of a community liaison outreach pilot program, focused on providing education and assessing user behaviors/comfort level in equity priority neighborhoods where Vision Zero projects were recently installed.



SHIFT305 SAFER



For-Hire Transportation

The Department regulates for-hire chauffeurs and vehicles such as taxicabs, limousines, passenger motor carriers (including jitneys and tour vans), special transportation service vehicles, non-emergency transportation services, private school buses and ambulance services.

DTPW provides chauffeur training sessions and enforces for-hire ordinances to ensure that visitors and residents who utilize for-hire transportation are transported in vehicles that are licensed, safe, insured, cosmetically pleasing, and operated by licensed trained chauffeurs.



To protect consumers, the Department also conducts undercover enforcement operations to deter unlicensed transportation providers from operating.

In 2023, DTPW conducted 89 chauffeur training sessions.

- Inspected 7,978 vehicles
- Issued 2,676 new licenses
- Trained more than 125 law enforcement personnel from various local agencies.
- Increased the number of undercover operations, in partnership with MDPD, from 10 in 2022 to 23 in 2023 to curtail unlicensed transportation providers from targeting unaware consumers.



Rickenbacker Causeway

DTPW staff and Mayor Cava's team took immediate actions to increase safety along the Rickenbacker Causeway following a fatal accident on this corridor in 2022. Since then, our planning and public works teams have been actively working on several major safety improvements on the Rickenbacker Causeway to continue enhancing safety and efficiency along the highly utilized causeway by motorists, pedestrians, and cyclists. As part of the work being done, the department is developing a Master Plan that will provide a holistic planning framework for the Causeway. The scope of the Master Plan includes coordination with the Village of Key Biscayne, City of Miami, partner agencies, and stakeholders, the identification of short-term projects aimed at funding within the Capital Improvement Program (CIP), and long-term projects for future funding opportunities. The study is scheduled to be completed in 2024.

At the same time, construction improvements were completed in 2023. The safety enhancements done include the relocation of the entrance driveway to Hobie Beach Park and the consolidation of driveways east of the William Powell Bridge and west of Bear Cut Bridge. These enhancements on the Rickenbacker Causeway have reduced the number of driveways, which help minimize mobility conflict points.



SHIFT305 CLEANER

South Dade Transit Operations Center

DTPW is expanding its fleet of zero-emissions buses to include 100 brand new 60-ft articulated battery-electric-buses that will be housed at a brand-new, state-of-the-art Transit Operations Center in South Dade. The facility will be one of the largest and most modern in the nation.

As part of the planning and design process, last May, DTPW hosted a one-of-kind forum to provide industry leaders with the opportunity to better understand project details for the construction of the new operations center. Construction is expected to start in Spring 2024.

The Transit Operations Center will be built on a 200-acre site in South Dade. It will employ more than 100 people, include green energy features such as solar power, and considerably improved efficiency for bus routes which will employ bus rapid transit (BRT) service on the TransitWay corridor of the SMART Program.

The first 60-foot zero-emissions bus that will provide bus rapid transit service on the South Dade corridor is expected to arrive this spring. With the addition of these buses, DTPW will operate one of the nation's largest emissions-free fleets.



Sustainability Efforts: Community Involvement

Highlighting the department's sustainability efforts, DTPW unveiled a sustainability bus with the artwork of County artist-in-residence Xavier Cortada. His work adorns the exterior and interior of a 40-foot electric bus with the message "Keep Fossils Buried." The bus was unveiled on Earth Day 2023.

Moreover, DTPW continues its tree relocation program so that native trees deemed suitable for re-planting can be carefully unearthed and placed in parks and within other project areas.

In addition, DTPW is endeavoring on a countywide LED street light replacement project to make lighting more sustainable and cost-effective.



SHIFT305 CLEANER

Passenger Shelter Replacement

The Bus Passenger Shelter Program is part of the Department's vision to operate and grow a safer and cleaner transit system. The program consists of the installation of new bus passenger shelters, new trash containers, new bicycle racks, improved pedestrian accessibility to and from bus shelters, and a complete renovation of the existing bus passenger shelters.

At the end of 2023, the Department had installed 353 new bus shelters, 338 trash containers, 329 new bus shelter illumination systems, and 708 new bicycle racks.

This project is scheduled to be completed by the end of summer 2024.



Zero-Emissions Vehicles

In alignment with the County's climate action strategy, which focuses on ways to reduce greenhouse gases, DTPW has purchased one hundred 60-ft articulated zero emissions buses from New Flyer. As mentioned on the previous page, these new vehicles have been uniquely designed by New Flyer to provide bus rapid transit service on the South Dade Corridor of the SMART Program. The first unit is expected to arrive in Miami in the spring of 2024. With the addition of these 60-ft battery-electric powered buses, DTPW will operate one of the nation's largest emissions-free fleets which already includes nearly 70 zero-emissions 40-ft buses.

Also, as part of the County's effort to ultimately build a more resilient and sustainable community, the department retrofitted its three bus garages with 25 electric chargers each to house the new battery-electric 40-ft buses already in service.

Metrorail Acoustical Barriers Replacement Program

In 2023, DTPW received approval from the Board of County Commissioners to expand the scope of work for the Metrorail Acoustical Barrier Replacement Program. With the approval of the Supplemental Scope, DTPW will now complete the replacement of 100% of the existing acoustical barrier inventory, having a consistent and homogeneous sound abatement system. The new barriers are being installed to help abate sound/noise produced by passing trains.

To minimize the impacts to riders while the barriers are installed, most of the work takes place late at night and, when needed, on weekends. As of December 2023, the original portion of the project's area, which excluded the Airport and Palmetto extensions, was almost 95% completed and is expected to be finished in spring 2024. The additional portions of the project area are scheduled to be completed by the fall of 2025.



SHIFT305 EFFICIENT Better Bus Network

Working alongside an engaged community, Miami Dade's 34 municipalities, and Transit Alliance Miami, Miami-Dade County accomplished a historic feat with the launch of the fully reimagined Better Bus Network on November 13, 2023.

The Better Bus Network is the first complete redesign of the County's bus network in almost 40 years. The new network is expected to dramatically increase transit access to jobs, education, healthcare and quality of life. It offers efficient services to vulnerable communities, and serves as a viable alternative to private transportation, potentially reducing vehicular dependence within the community.

In addition to more frequent service every day, throughout the day, more notable improvements for the Better Bus Network include better on-time performance (OTP). For example, in November 2002, Metrobus OTP was at 65%. In November 2023, following the BBN launch, Metrobus OTP improved to 70%. Nonetheless, we are continuing to aspire for greater efficiency.

DTPW continues gathering feedback from riders and is making adjustments and improvements to the BBN 1.0 version launched this past fall. It has developed a new feedback form and survey instrument and continues hosting information sessions in the community. The survey can be completed at miamidade.gov/betterbus. In addition, DTPW aims to implement a Riders' Council in 2024.

LED Smart Lighting

By leveraging new, connected technology, DTPW is working to deploy a fully integrated suite of streetlights, sensors, networks, and data analytics platforms to improve mobility, accessibility and safety. Through this project, DTPW is leveraging the existing roadway lighting infrastructure to transform all County and local Florida Department of Transportation (FDOT) streetlights into a networked Smart LED energy saving system. Among other notable benefits, the work



includes an upgrade of architectural lighting at the Stephen P. Clark Center in Downtown Miami as well as the Rickenbacker Bridge. By the end of 2023, the contractor had upgraded a stretch along NW 199th Street between the Florida Turnpike and 37th Ave. where the LED smart lights have been installed. The new lights are much more energy efficient and have a significantly longer usage life.

MetroConnect

Continuing with the program's success, DTPW rebranded GO Connect, the on-demand, shared ride provider and expanded service areas and hours to provide better service and more connections to the new Better Bus Network.

Launched in the fall of 2023, MetroConnect – formerly GO Connect – now gives Miami-Dade Transit riders free access and service inside of 10 newly-expanded zones across Miami-Dade County. The 10 new zones include North Dade, Civic Center, Westchester, Kendall North, Kendall South, Dadeland North, Dadeland South, TransitWay, Cutler Bay, and South Dade.

In 2024 MetroConnect is continuing to expand making it easier than ever before to access Miami-Dade Transit stations or nearby destinations within the program's service area. With a few taps on the MetroConnect app, riders can book a ride to be paired with others headed in the same direction. In 2023, MetroConnect provided 142,140 free trips to Miami-Dade Transit riders. Free trips will continue into the foreseeable future and the program now includes Autonomous Vehicle service as part of a pilot component in the Dadeland area.



SHIFT305 EFFICIENT

STS (Special Transportation Service)



Miami-Dade County's STS program provides services to the community 24-hours a day – 7-days a week including on holidays. The program has 44,780 registered certified clients and it averages 5,548 trips weekday and 2,054 on weekends and is one of the

largest and most respected in the nation.

STS provides:

- Door-to-door service throughout Miami-Dade County
- Free fares for STS EASY Card holders on fixed route service (Metrobus and Metrorail)
- Education for residents about the STS program.

In 2023, DTPW launched a series of new benefits for STS customers. These include:

- Extended service hours for trip reservations from 6 a.m. to 6 p.m.
- Stand-by vehicles were added to minimize service delays during peak times.
- Personnel added to monitor service and minimize delays.
- Negotiated pickup times as per ADA standards which allow scheduling flexibility up to one hour before or after the requested time to improve operational efficiencies.



Bus Operators Recruitment



Metrobus' workforce was significantly impacted by the labor shortage that the country experienced during and emerging from the COVID-19 pandemic. To confront the situation and stay competitive, DTPW

bolstered its efforts to recruit, hire and retain bus operators in 2022 and 2023, and those efforts continue. Among many changes, the department launched a

\$5,000 hiring bonus to all new qualified bus operators as well as a \$500 referral bonus. As part of our recruitment efforts, the department is advertising across the community and on social media and participating job fairs.

As a result, a total of 145 new bus operators graduated and joined Metrobus workforce in 2023.



Advanced Traffic Management System (ATMS)

The Advanced Traffic Management System (ATMS) project includes upgrading the county's central software, replacing approximately 3,000 traffic signal controllers, and installing additional traffic detection systems at signalized intersections with the goal of improving safety, first and foremost, and efficiency, while improving traffic flow and reducing congestion.

The system upgrade is anticipated to offer capabilities that will reinforce traffic signal optimization strategies, enhancing mobility across all forms of transportation and make the infrastructure more adaptive to the conditions it faces in real time. By the end of December 2023, the Department and its contractor had completed the installation of 514 controllers throughout the County. Project completion is expected within seven years. The portion of this system specifically addressing traffic signals is now called the Signal Innovation Program (SIP).



SHIFT305 CONNECTED

Roadways and Neighborhood Improvements

The Roadway and Neighborhood Improvements program delivers enhancements to arterials roads and intersections which help improve connectivity. The program includes over 40 ongoing roadway improvement projects worth \$410 million.

This program includes resurfacing, guardrails, sidewalks, traffic signals, and streetlights improvements.

Venetian Causeway

Constructed in 1927, the Venetian Causeway provides an important connection between Miami and Miami Beach. The Causeway has 12 bridges: 10 fixed span bridges and 2 bascule leaf span bridges. The bridges are designated as historic landmarks by the City of Miami and City of Miami Beach. With an initial design life of 50 years, the bridges are moderately to severely deteriorated and have been repaired numerous times. As such, DTPW, the Florida Department of Transportation (FDOT) and other agencies and stakeholders, are working together to replace 11 bridges, including the easternmost moveable bridge, along the Causeway.

As part of the project's timeline, DTPW hosted a public meeting to present plans and provide information about the design phase of the project in April 2023. The project's team has

In 2023, the Department completed the following roadway improvements:

- Thirty- six resurfacing projects totaling \$14,175,000
- Thirteen sidewalk and shared used path projects totaling \$683,000
- Ten drainage improvements projects totaling \$3,272,000

been working on finishing the 60% design milestone, scheduled for submittal early 2024. The design phase is expected to be completed by the end of 2024 and permitting phase is estimated to be completed by the end of 2025. Construction advertisement is tentatively estimated for early 2026, subject to successful securing of Federal grant awards. Once completed, the bridge replacement project will make the Venetian Causeway a safer and more efficient corridor for all users.



Transit-Oriented Communities

Transit-Oriented Communities (TOC) are conveniently located next to Miami-Dade Transit services, providing better access to jobs and housing for people of all ages and incomes without the need for cars.



The following noteworthy TOC advancements were made in 2023:

- Grand opening of Link at Douglas next to the Douglas Road Metrorail Station
- Groundbreaking of Phase 2 of VOX Miami being constructed next to the South Miami Metrorail Station.
- Significant construction progress of Metro Grande next to Okeechobee Metrorail Station in NW Miami-Dade.
- Completion of Grove Central, a mixed-use residential and retail project located next to the Coconut Grove Metrorail Station.
- Groundbreaking of Atlantic Station centrally located next to the Historic Overtown/Lyric Theater Metrorail Station and Brightline's MiamiCentral station.

Other TOC developments are on the horizon, further addressing the needs for affordable and workforce

housing, such as:

- Phase 3 of Northside Transit Village.
- Palmetto Metrorail Station TOC which will offer free units to young adults who have aged out of foster care and designated units for military personnel and bus operators.
- Dolphin Park and Ride TOC which will stand out as the County's largest transit-oriented community, bringing in over a billion dollars in revenue.



SHIFT305 CONNECTED

Metromover Freedom Tower Station

After undergoing major renovations, the Metromover Freedom Tower Station reopened for service in October 2023. The station's reopening is part of the department's continuous commitment to furthering urban mobility and enhancing connectivity for Miami Downtown residents, businesses, and visitors.

To commemorate the reopening of the station, DTPW held a ribbon cutting that also book ended Hispanic Heritage Month. Participating in the ceremony were Miami Dade College President Madeline Pumariega, students, Marlins Vice President of Public Affairs Alfredo

Mesa, who served on the former Freedom Tower preservation board, and members of DTPW's executive leadership team.

The station is conveniently located on the north side of Miami Dade College's Wolfson Campus providing access to students and to the institution's National Historic Landmark Freedom Tower, Miami's beloved Ellis Island of the South. The Freedom Tower Metromover Station also provides quick access to the Kaseya Center, home of the Miami HEAT. Fans and concertgoers can ride Metromover FREE to the station for quick and easy access to the Kaseya Center.



The Underline

The Underline is a unique 10-mile multimodal corridor that is transforming the underutilized land beneath the Miami-Dade County Metrorail guideway from Brickell to Dadeland South into a first-class walkable, cycling-friendly green space.

Thanks to the support from agency partners such as Friends of the Underline, the State of Florida, major benefactors including Ken Griffin, and several

municipalities, DTPW broke ground last year on phase 3 of the Underline - a 7.36-mile segment that connects the Vizcaya Metrorail Station to the Dadeland South Metrorail station.

Phase 1 was inaugurated in 2021 and phase 2 is scheduled to open in spring. The Underline will feature many safe amenities from dog parks to basketball courts to areas for arts activations.



The Underline

Phase 3 Groundbreaking Ceremony

University Metrorail Station | September 12, 2023

SPECIAL EVENTS

Community participation and representation

As part of DTPW's community involvement, DTPW staff and leadership team proudly commemorated many important occasions that are part of South Florida's rich and diverse culture throughout 2023. Among some of the events, the department revamped its unique bus tours highlighting Hispanic Heritage Month, Earth Day, Veterans Day, World Day of Remembrance for Traffic Victims, Asian Pacific Islander Heritage as well as Jewish American Month and Haitian Heritage Month, Law Enforcement Appreciation Day, and many other community and business engagement events and symposiums.

In January, DTPW director Eulois Cleckley and colleagues participated in the department's clean-up day in Honor of Dr. Martin Luther King Jr. which took place at Metrorail's Earlington Heights Station and the team, including director Cleckley, were honored to take part in the 46th Annual MLK Parade showcasing a uniquely wrapped Metrobus and engaging with members of the community.



Ultra Music Festival

The Ultra Music Festival was a blast for attendees and many of them also enjoyed our Transit beat as we provided extended hours on Metrorail and Metromover during the world-renowned event at Bayfront Park from March 24 through the 27. Miami-Dade Transit extended service until 2 a.m. on Friday and Saturday, helping move over 190,000 passengers on Metrorail and Metromover combined, which is our highest Friday through Sunday ridership since the start of the pandemic over 3 years ago.

Throughout the weekend, DTPW deployed an army of volunteers to our Metrorail and Metromover stations to help guide festivalgoers with a smile and useful information on how to reach Bayfront Park using our public transportation infrastructure. The work of these transit ambassadors and many others behind the scenes made a tremendous difference in the success of the weekend and made our department shine. At the same time, it exposed the many benefits of our Transit system to locals and tourists from all over the world.



SPECIAL EVENTS



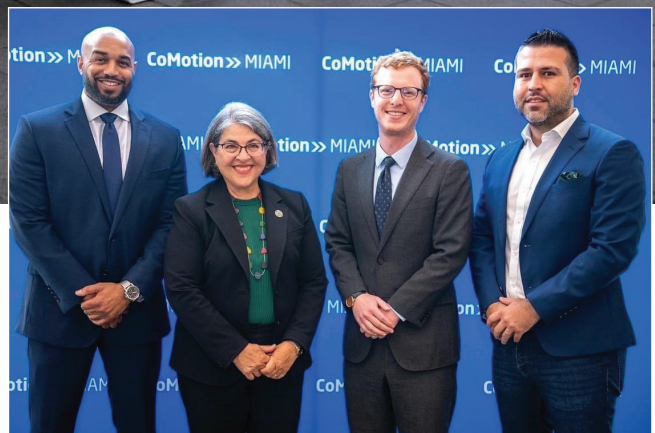
A look ahead *The NACTO 2024 National Conference*

As an affirmation that DTPW is doing things right, Miami-Dade County and the department are hosting the 2024 National Association of City Transportation Officials (NACTO) designing cities conference from May 7 through May 10. This conference is the most important and influential annual national meeting around mobility and transportation.

Every year, the conference convenes 1,000 officials, planners, and practitioners to advance the state of transportation in cities across North America and DTPW is thrilled that our county will be hosting this international conference this year.

The 2024 event will be NACTO's 12th conference, and the first held in the southeast U.S.

With government leaders, engineers, planners, policy makers and advocates converging around innovative solutions that especially address access, the conference is designed to equip attendees with the resources, information, and relationships to build safe, sustainable, equitable, accessible streets.



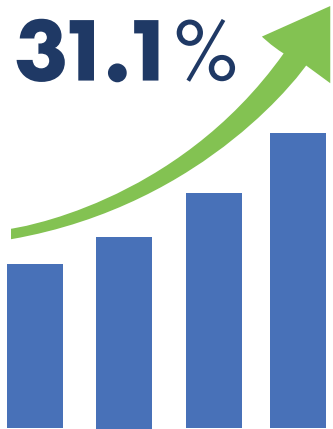
CoMotion Miami 2023

Together with Miami-Dade County Mayor Daniella Levine Cava, DTPW, and PortMiami hosted CoMotion Miami. At this two-day event, DTPW introduced the prestigious Mobility Champion awards, celebrating those who drive innovative transportation solutions in Miami-Dade. Among the honorees were Mayor Daniella Levine Cava, Commission Chairman Oliver G. Gilbert III, Commissioner Eileen Higgins and Commissioner Juan Carlos Bermudez, all recognized for their commitment to our public transit system. The University of Miami was lauded as a Corporate Mobility Champion for promoting sustainable transit among its community.

Also, the Single Stop Program at Miami Dade College and the Knight Foundation stood out as Non-Profit Mobility Champions for their invaluable contributions. Last year's municipal winner, the City of Doral, was acknowledged for its significant strides in public transit and safety enhancements.

MIAMI-DADE TRANSIT SYSTEM THE 15TH LARGEST IN THE COUNTRY

TOTAL NUMBER OF TRIPS COMPLETED ACROSS ALL MODES IN 2023: **80,168,640**



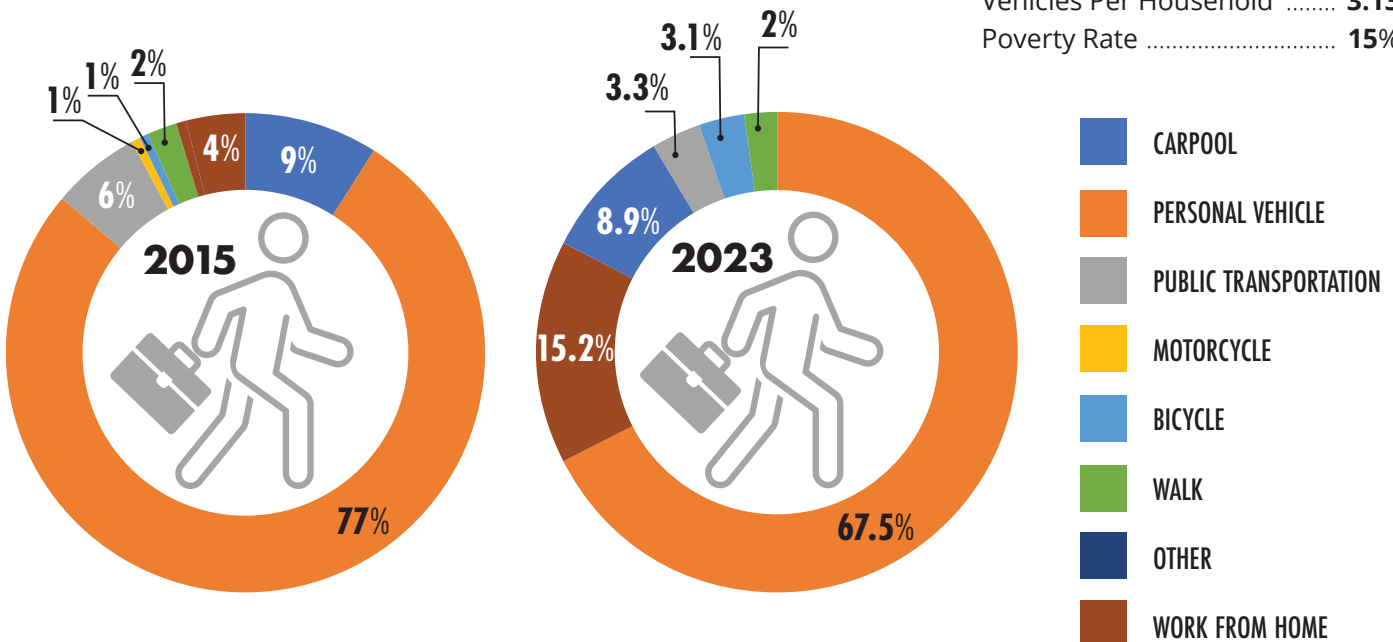
19 million more riders on all four modes combined – *Metrobus, Metrorail, Metromover and STS* – from 2022 to 2023.

Metrobus achieved the biggest improvement with a **38.2%** increase in ridership from 2022 to 2023.

CHANGING DYNAMICS IN TRANSPORTATION TRENDS
According to 2022 American Community Survey (ACS), notable shifts in transportation methods were observed. Between 2016 and 2022, there was a **9% decrease** in single vehicle commutes and a **10% rise** in remote work in Miami-Dade County.

MEANS OF TRANSPORTATION TO WORK

Miami-Dade County:
Persons Per Household **2.95**
Vehicles Per Household **3.13**
Poverty Rate **15%**

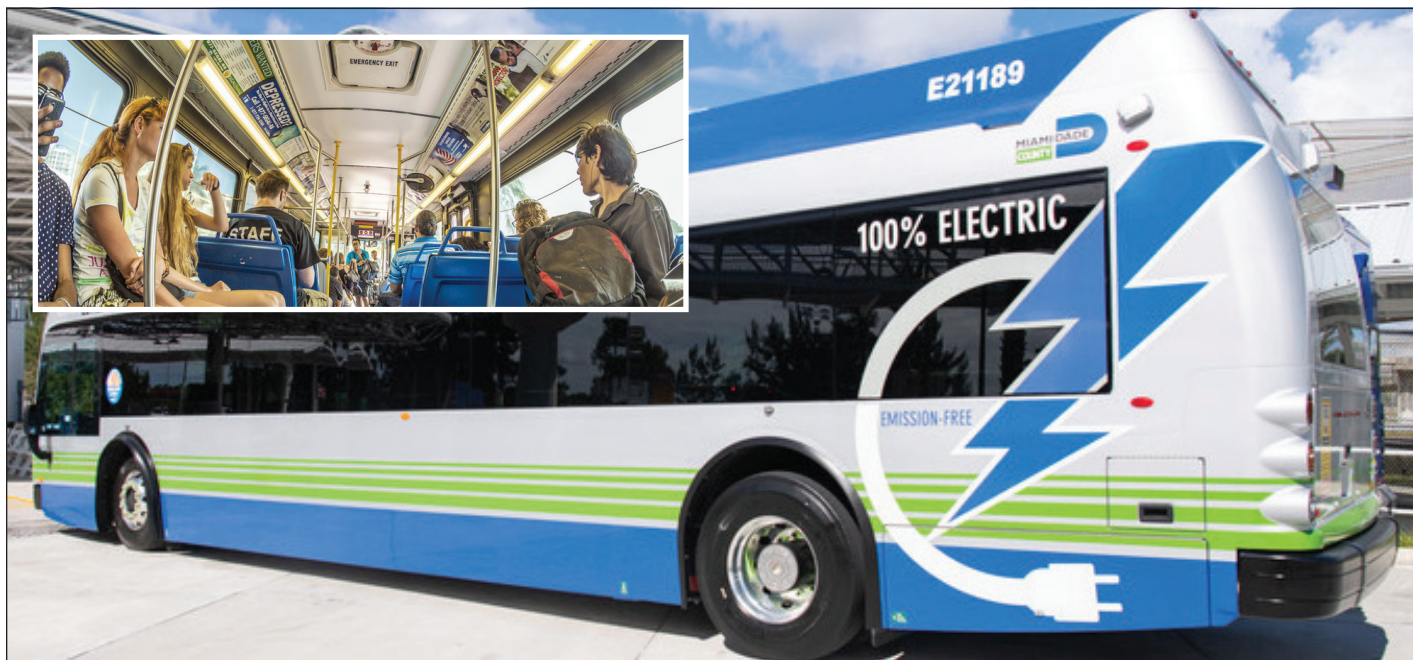


Note:
Means of Transportation Data and Vehicles per Household Data Source: 2015 American Community Survey
Persons Per Household and Poverty Rate Source: 2020 Census.

METROBUS

SYSTEM PERFORMANCE METRICS SYSTEM SUMMARY

Metrobus serves all major shopping, entertainment and cultural centers, as well as major hospitals and schools. Service is available from Miami Beach, Key Biscayne, West Miami-Dade, Homestead, Florida City and the Middle Keys.



TOTAL ANNUAL BOARDINGS



Miami-Dade County is operating one of the largest zero-emissions electric bus fleet among public transportation agencies in the country.

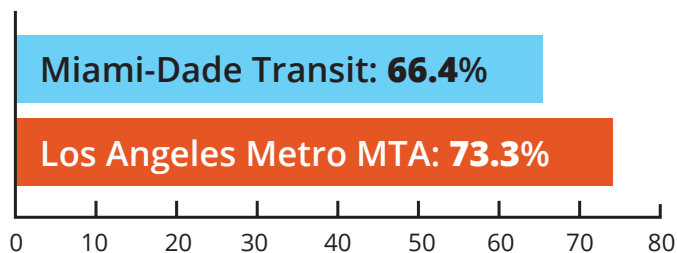
ON-TIME PERFORMANCE

DECEMBER 2022	DECEMBER 2023
65.77%	66.44%

METROBUS BY THE NUMBERS

- 70 bus routes: 57 directly operated by DTPW and 13 contracted routes.
- As of December 2023, the Metrobus Active Fleet consists of 750 buses, including 85 Hybrid, 557 CNG, and 69 Battery-Electric buses.
- The Average age of the fleet is: 4.5 years, making Miami-Dade Transit's fleet one of the youngest in the nation.
- Annual traveled miles: 27.2 million - 24.3 million operated DTPW and 2.9 contracted.
 - Nine express routes
 - 8,000 bus stops
 - Over 2,9000 park and ride parking spaces

VS OTHER SYSTEMS IN DECEMBER 2023



METRORAIL

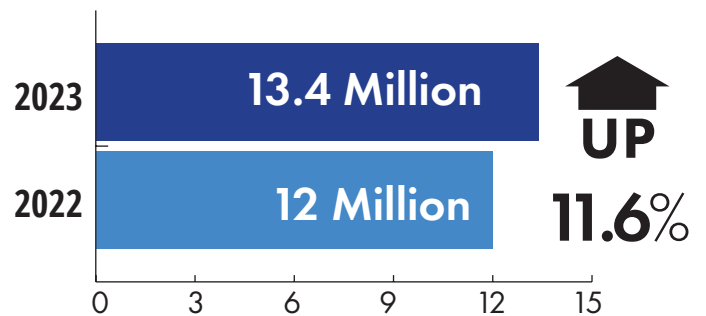
SYSTEM PERFORMANCE METRICS



The Metrorail system is a 25-mile dual track that provides service to Miami International Airport (MIA) and runs from Kendall through South Miami, Coral Gables, and downtown Miami; to the Civic Center/ Jackson Memorial Hospital area; and to Brownsville, Liberty City, Hialeah, and Medley in northwest Miami-Dade, with connections to Broward and Palm Beach counties at three locations: Historic Overtown Lyric Theatre station - transfer to Brightline, MIA (Orange Line) and the Tri-Rail (Green Line) stations - transfer to Tri-Rail.

DTPW is actively working on maintaining and upgrading Metrorail's tracks and guideway to improve safety and reliability for Miami-Dade Transit riders.

TOTAL ANNUAL BOARDINGS

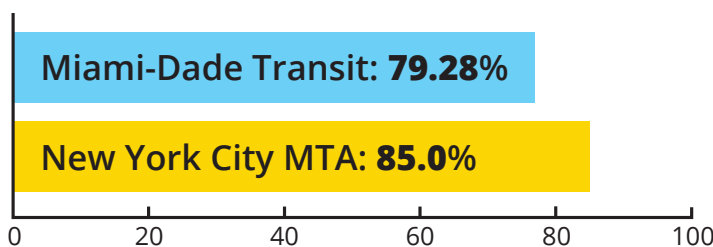


ON-TIME PERFORMANCE

2022 ANNUAL AVERAGE	2023 ANNUAL AVERAGE
75%	* 73%

* Includes service adjustments due to single-tracking work for safety and reliability improvements.

VS COMPARABLE SYSTEMS IN +NOVEMBER 2023



METRORAIL BY THE NUMBERS

- 24.8 miles of dual track.
- 23 Metrorail stations.
- 136 Metrorail cars.
- 9,581 Park & Ride Stations.
- New rail cars that entered service a few years ago and which are still pristine.

+ OTP data for December 2023 not available from other agencies at publication.

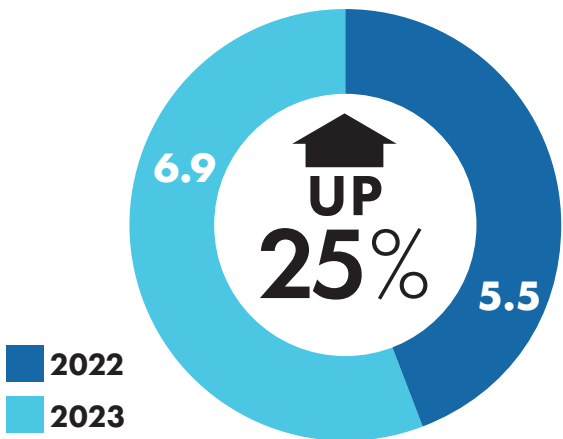
METROMOVER

Metromover is a free elevated people mover system that operates seven days a week servicing 21 stations in the Downtown Miami, Omni, and Brickell areas. Major destinations include the Kaseya Center, home of the Miami HEAT, Bayside Marketplace, Miami Dade College, and the Miami-Dade County School Board.



Miami-Dade County is investing \$150 million from The People's Transportation Plan (PTP) and Federal Transit Administration (FTA) to upgrade Metromover and improve system reliability, reduce wait times, get riders to their destination quicker, and increase route flexibility to provide greater service.

TOTAL ANNUAL BOARDINGS (IN MILLIONS)



SERVICE DELIVERED IN DECEMBER 2023 ⇨ 98.8%

METROMOVER BY THE NUMBERS

- 4.4 miles of track
- 21 Metromover Stations
- 29 Metromover Cars
- Major Upgrade Project underway to make the system future ready, adaptable and expandable.

PARATRANSIT

SYSTEM PERFORMANCE METRICS

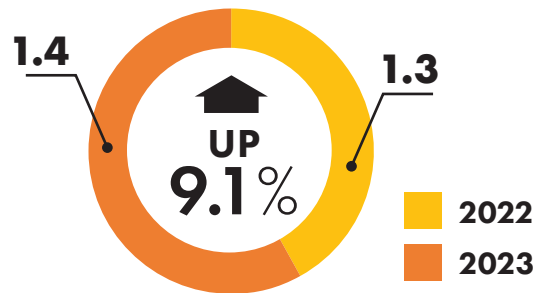
Miami-Dade County's Special Transportation Service (STS) program services the community 24 hours a day - 7 days a week including holidays.

- 44,780 registered certified clients.
- Average of 5,548 trips weekday and 2,054 on weekends.
- Major changes to service and enhancements were introduced in April 2023.



DTPW launched a series of new benefits for STS customers in 2023. Some of these benefits include extended service hours for trip reservations, stand-by vehicles were added to minimize service delays, and personnel was added to monitor service and minimize delays.

TOTAL ANNUAL TRIPS (IN MILLIONS)

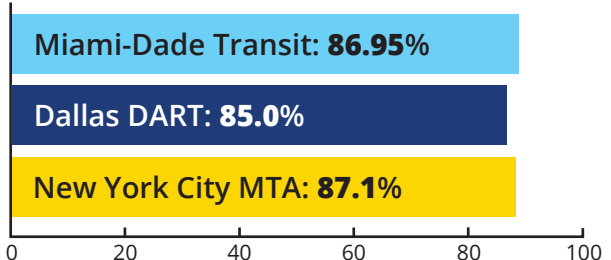


ON-TIME PERFORMANCE

NOVEMBER 2022	*NOVEMBER 2023
85.1%	86.9%

* OTP data for December 2023 not available at publication.

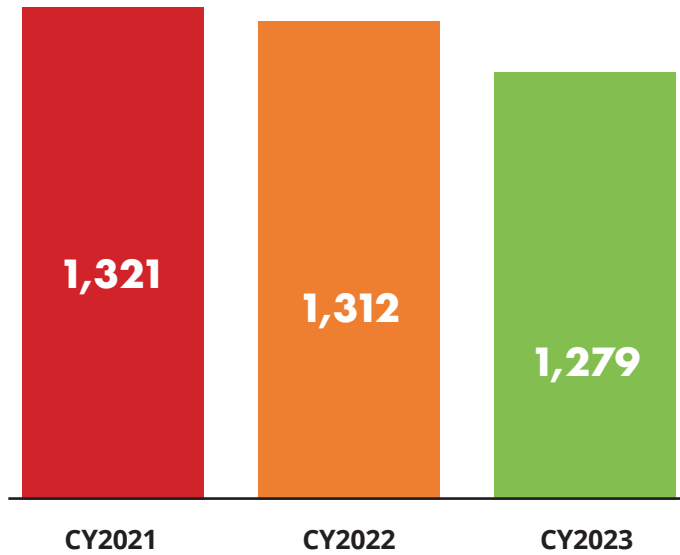
VS OTHER SYSTEMS IN NOVEMBER 2023



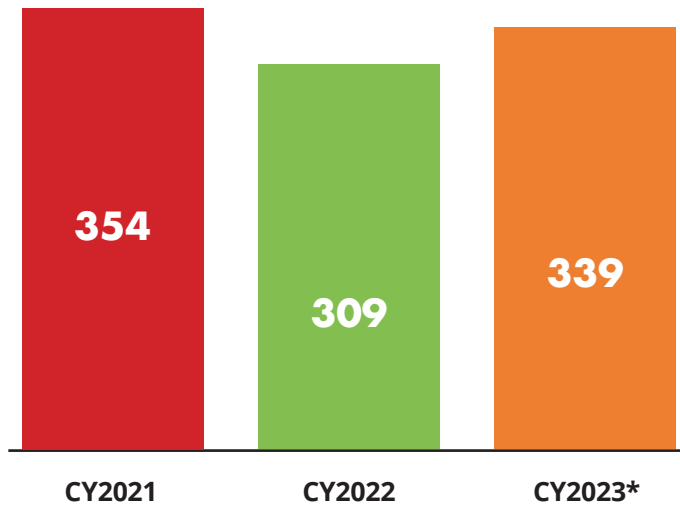
VISION ZERO

Miami-Dade County's commitment to reducing all traffic fatalities and severe injuries to zero while increasing safe, equitable, and healthy mobility for all.

SERIOUS INJURIES ON MIAMI-DADE COUNTY ROADWAYS



FATALITIES ON MIAMI-DADE COUNTY ROADWAYS



*Data as of Dec. 28, 2023 at press time.
Source: Signal Four Analytics – Florida Traffic Safety Dashboard



PUBLIC WORKS

As part of DTPW's Vision to be the world's best provider of transportation options, the department operates, repairs, and maintains a myriad of public infrastructure assets throughout Miami-Dade County.

PUBLIC WORKS BY THE NUMBERS

- Over 7,680 paved lane miles 18.5 million linear feet of sidewalk
- More than 400 miles of bicycle lanes and trails/ greenways countywide
- 27,668 streetlights
- 3,154 signalized intersections and 1,150 other traffic control devices and 1,150 other traffic control devices
- Over 1,250,000 traffic signs
- 199 fixed roadway bridges including 8 movable bridges
- Over 80,000 drainage structures
- 19 pump stations
- 190 linear miles of secondary canals maintained





DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

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