

RESOLUTION NO. 12-958

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, TO ADOPT THE COMMUTE TRIP REDUCTION PROGRAM (“CTR”); AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE CONTRACT; AUTHORIZING THE TOWN MANAGER TO EXECUTE THE PROGRAM; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town of Miami Lakes (the “Town”) desires to reduce the peak period congestion and total vehicle traffic throughout the Town; and

WHEREAS, effective strategies for easing congestion and operating transportation efficiently, include Transportation Demand Management (TDM), which includes flex time, compressed work week, use of park and ride lots and other strategies; and

WHEREAS, the updated implementation of the Town Transit and Traffic Management Strategies through the Commute Trip Reduction Program requires support and promotion from the Town Council; and

WHEREAS, the Town Council approves adopting the Commute Trip Reduction Program and authorizes the City Manager to implement the program.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The foregoing Recitals are true and correct and incorporated herein by this reference.

Section 2. **Approval of the Program.** The Town Council hereby approves the update to the Town Transit and Traffic Management Strategies through the Commute Trip Reduction Program.

Resolution No. 12-408

Section 3. Authorization of Town Manager. The Town Manager is authorized to take all necessary steps to implement the program.

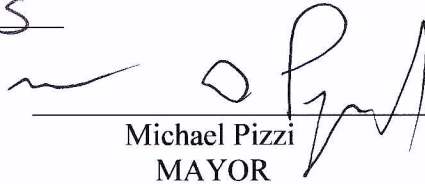
Section 4. Effective Date. This Resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED this 10 day of January, 2012.

Motion to adopt by Mayor Pizzi, second by Councilmember Collins.

FINAL VOTE AT ADOPTION

Mayor Michael Pizzi	<u>YES</u>
Vice Mayor Nick Perdomo	<u>YES</u>
Councilmember Mary Collins	<u>YES</u>
Councilmember Tim Daubert	<u>YES</u>
Councilmember Nelson Hernandez	<u>YES</u>
Councilmember Ceasar Mestre	<u>YES</u>
Councilmember Richard Pulido	<u>YES</u>



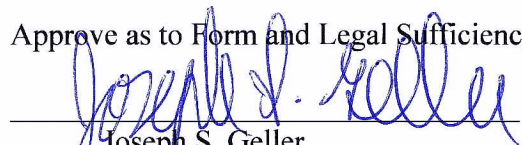
Michael Pizzi
MAYOR

Attest:



Marjorie Tejeda
TOWN CLERK

Approve as to Form and Legal Sufficiency



Joseph S. Geller
GREENSPOON MARDER, P.A.
INTERIM TOWN ATTORNEY

Town of Miami Lakes Commute Trip Reduction Program

January 2012

As a precursor to several Transit related agenda items that will come before you for approval in the coming months, it is timely to update the Transit and Traffic Management Strategies for the Town and present for your approval a Commute Trip Reduction Program, with the objective of achieving a reduction in peak period congestion and total vehicle travel throughout the Town.

The opening statement for the Town's 2004 Transportation Master Plan developed by Kimley Horn and Associates still holds true today. "Continued growth in the region is placing a strain on the Town of Miami Lakes' transportation system resulting in vehicular congestion that is compromising the quality of life for residents and adversely impacting the community's sense of place."

In 2004, all but two internal and peripheral roadways were ranked with a Level of Service (LOS) grade of C, D, E, or F, within the morning and evening peak hour periods, LOS F being the worst. The roadways within the Town of Miami Lakes that exhibit LOS F include:

- NW 67th Avenue (Ludlam Road)
- NW 82nd Avenue
- Miami Lakeway North
- Miami Lakeway South
- NW 154th Street immediately west of the Palmetto Expressway

To date, several major improvements have occurred to alleviate the pressure on the Town's roadways. These include the intersection improvements at the Palmetto and 154th Street, the drainage improvements along Miami Lakeway North and 154th Street, and the exist improvements at the Palmetto and 57th and 67th Avenues that are currently underway. The next major project on the horizon is the completion of 87th Avenue.

"Many conventional transportation improvement strategies solve some problems, but exacerbate others. For example, roadway widening provides more capacity but often leads to higher traffic volumes and vehicle speeds that tend to contradict other economic, social, and environmental goals. In addition, conventional roadway widening is generally a high cost strategy and places a strain on limited land resources. Therefore, alternative transportation mobility strategies are often desired that meet a broader set of goals" (Town of Miami Lakes Transportation Master Plan, 2004).

It is recommended that the improvements to address congestion are accomplished through the use of Transit and Transportation Demand Management system initiatives in addition to traditional roadway improvements.

The combination of the roadway capacity and volume of vehicles in excess of that capacity within a given timeframe generates the congestion we all experience. Transit, Demand Management, and System Management remain the primary opportunities for the Town to reduce the overall number of vehicles, improve the flow of traffic, and hence reduce congestion. Transit includes various services using shared vehicles to provide mobility to the public. Transportation Demand Management (TDM) is a general term for strategies that result in more efficient use of transportation resources, which include flex time or a compressed work week and the use of park and ride lots. If implemented in combination, these would amount to a Commute Trip Reduction Program with the desired end goal of reducing total traffic and peak period traffic within the Town.

Implementation of a successful program requires support and promotion from the entire community from Public Officials to business leaders, and residents to non-resident employees; all will need to make a commitment to promote this program and make it a success. The 2003-04 Economic Development Survey conducted by the Miami Lakes Economic Development Committee revealed that 43% of employers believe their employees would use a trolley if it were available to travel around Town, 24% viewed public transportation within the Town as 'Poor', and 33% viewed traffic as a negative aspect of doing business in Miami Lakes. This clearly indicates room for improvement.

Commuter Trip Reduction Program Strategies	
Transit	On-Demand Service
	Circulator Service
	Miami-Dade Transit Service
TDM	Flex-time
	Compressed Workweek
	Staggered Shifts

TRANSIT

Fixed route bus Transit service in the Town of Miami Lakes is currently provided by Miami-Dade Transit (MDT). MDT's fixed-route transit service consists of the Metrobus bus system, the Metrorail rapid transit system, and the Metromover automated people mover (APM) system.

The Town is currently serviced by six Metrobus routes operated by MDT, down from eight in 2004. The routes include 29, 54, 73, 75, 135, and 267. Each route is described below and illustrations are provided in Attachment A.

Metrobus Route 29 enters the Town from Hialeah in the south, via NW 60th Avenue and NW 138th Street, with service provided along NW 60th Avenue, Miami Lakes Drive, and NW 57th Avenue, to the Miami Lakes Education Center. Route 29 can be used to access the Palmetto General Hospital, the Hialeah Race Course, and the Hialeah Metrorail Station. Route 29 operates weekday service only.

Metrobus Route 54 enters the Town from NW 87th Avenue to the south, with service provided along Commerce Way, Oak Lane, NW 82nd Avenue, NW 79th Court and Miami Lakes Drive. Route 54 can be used to access the Westland Mall, Hialeah Metrorail Station, Miami Gardens to the north and Biscayne Blvd to the east. Route 54 operates Monday through Friday.

Metrobus Route 73 enters the Town from Hialeah in the south via NW 67th Avenue and NW 138th Street, with service provided along NW 60th Avenue, Miami Lakes Drive, and NW 67th Avenue. Route 73 can be used to access the Okeechobee Metrorail Station, the Dadeland Mall, and the South Dade Busway at the Dadeland South Metrorail Station. Route 73 offers service seven days a week.

Metrobus Route 75 provides service to the Miami Lakes Technical Education Center, which functions as the western terminus of the route. Route 75 enters the Town of Miami Lakes from the north along NW 57th Avenue. Route 75 also serves the 163rd Street Mall, and the FIU Biscayne Bay Campus. Route 75 operates seven days a week.

Metrobus Route 135 enters the Town from NW 138th Street, with service provided along NW 60th Avenue, and Miami Lakes Drive, 153rd and 151st Streets. Route 135 provides access to the Hialeah Metrorail, Opa-Locka, Tri-Rail, and the FIU Biscayne Bay Campus. Route 135 operates on weekdays only.

(NEW) Metrobus Route 267 Ludlam Limited provides service to the Town of Miami Lakes along NW 67th Avenue (Ludlam Road). Ludlam Limited is a peak period limited-stop service between Miami Gardens Drive in the north and the Okeechobee Metrorail Station in the south. Within the Town of Miami Lakes, stops are provided at Loch Ness Drive, New Barn Road, and Miami Lakeway South. Ludlam Limited operates on weekdays only southbound in the morning from 6:00 a.m. to 8:25 a.m. and northbound in the afternoon from 3:30 p.m. to 6:30 p.m. with service every 25 minutes. Ludlam Limited provides the quickest Metrobus service between the Town of Miami Lakes and the

Metrorail system, albeit only during weekday peak hour periods. Route 267 provides access to NW 186 Street and 87 Avenue, Miami Gardens Drive and the NW 73 Ave Park and Ride Lot, Hialeah, and the Okeechobee Metrorail Station.

Note: This information was obtained from Metrobus route schedules on the Miami-Dade Transit website.

In short, the Town of Miami Lakes has MDT transit service along the eastern periphery of Town along 57th and 60th Avenues, service to Main Street along 67th Avenue, and on the west side of Town along 82nd Avenue and Commerce Way. The headways or time between buses for these routes vary from a low of 25 minutes on the Ludlam Limited (Route 267) to a high of one hour with variations based on weekend, weekday, peak and off-peak hours. The MDT service provides connections to locations and points of interest throughout the County and region but service gaps within the Town remain present.

EXISTING SERVICE PROVIDED BY THE TOWN

Currently, the Town operates on-demand transit service to help fill the service gaps for Town residents. The on-demand service is provided without charge for resident use and provides door to door service from and to any location in Town between the hours of 8 am until 3:15 pm. Reservations are made by telephoning Town Hall at 305.364.6100, one day prior to the service need. This service is provided with a bus owned by the Town and operated by a private service operator. Residents utilize the service for trips to the library, grocery store, community centers, and to personal appointments. Funding for the on-demand service is provided by the General Fund, until we can qualify riders for the use of surtax funds. The expense for the service last fiscal year was \$75,000.

FUNDING AND FUTURE PLANS

The Town has been awarded two Federal grants for the purchase of additional transit vehicles this FY and at the end of FY 2010-11 put out a competitive solicitation for the provision of on-demand and circulator service operators. The funding for the vehicle purchases are from a Federal Transit Authority (FTA) Grant of \$294,000 (for a diesel bus) and a Federal Earmark of \$570,000 (for two hybrid electric buses). In addition, we have received a State Grant to support the operation of circulator service for \$238,875 with matching funds provided by transit surtax revenue. The State Grant originally awarded in 2006, was recently extended to March of this year and will be subject to recapture by the State if we do not begin circulator operations.

Typical operating costs associated with transit circulator include capital and operating which includes labor, maintenance, fuel, marketing, and other overhead expenses. The Town put out a competitive solicitation for the operations and maintenance of both on-demand and circulator services and the response received came to a rate of \$34.45 an hour. The annual expense will vary based on the number of buses and hours each are operated. Circulator services will run during the morning peak hours of 6:30a.m. – 9:00a.m., and the evening peak hours of 4:00p.m. – 6:30p.m, this amounts to five hours per week day. For the concurrent operation of two circulator buses this would average \$171.25 a day or \$89,050 a year.

BUS PURCHASES

The Town received funding from the FTA which we are drawing down in partnership with the South Florida Regional Transit Authority (SFRTA). The Federal Earmark of \$570,000 is designated for the purchase of two hybrid electric buses and the \$294,000 grant is for the purchase of a diesel bus. For each grant, there is a 10% administration charge on each award through SFRTA. The purchase price for one diesel bus is \$264,600, and one hybrid electric bus is \$497,799. In short, the funding allocations provide less funding than necessary for the purchase of a diesel bus and too little funding for two electric hybrid buses, therefore we are currently working with SFRTA to request permission to amend the grant budgets. This amendment, if approved by the SFRTA, our funding partner, will allow us to reprogram \$60,000 previously allocated for signage toward the purchase of a diesel bus, and will allow us to purchase one hybrid electric bus rather than two. The modification would permit the purchase of the diesel bus for \$264,600, with a \$22,350 supplement from CITT funds and the purchase of a hybrid electric bus for \$497,799, which will leave \$15,200 to purchase amenities for the bus. The additional amenities will include an electric sign, wheelchair ramp, and center door.

In the coming months, agenda items taking action on the sub-recipient agreements with SFRTA, contracts for the two bus purchases, a contract to operate transit service for the Town, and an interlocal agreement with Miami-Dade

County Transit will come before the Council for approval. The table below summarizes the proposed modifications to our bus acquisition grants.

Bus Purchase Summary		
	Federal Grant of \$570,000 for the purchase of two hybrid electric buses	Federal Grant of \$294,000 for the purchase of one diesel bus
Total Grant Amount	\$570,000	\$294,000
Administrative fee by SFRTA	\$57,000	\$29,400
Bus Signage	\$0	\$60,000
Bus Purchase	\$513,000	\$204,600
Price per vehicle based on existing contracts	\$497,800	\$287,000
Balance	\$15,200	(\$82,400)
Proposed Modification is to eliminate funding previously allocated for signage and use towards bus purchase		\$60,000
Revised Balance		(\$22,400)

Town Circulator Service

Depending on the outcome with the SFRTA, the Town will have two new buses to implement a transit circulator service for residents and commuters who work within the Town. Beginning in January, the Town will utilize its one existing bus to begin testing of the circulator route during morning and evening peak hour periods. This will allow us to determine the route timing and the appropriate headways to advertise for the route in order to minimize the wait time for users.

The Town Circulator routes will build off of the existing MDT system in order to connect riders to the larger regional transit system. Tying morning and evening peak hour circulator service into the new MDT Ludlam Limited Route provides the best mechanism to achieve this since it provides headways of just 25 minutes (the lowest headway of all MDT routes through Town). The Ludlam Limited stops at Windmill Gate Road and Loch Ness, Main Street and New Barn Road, and Miami Lakeway South within the Town. Town Circulator services will consist of two routes as depicted in Attachment B: Miami Lakes Town Circulator Map.

TML Route 1, the West Route, will originate at Royal Oaks Park and travel along north 87th Avenue, east on NW 170th Street, south on 82nd Avenue, east on NW 154th Street, south on NW 79th Court, around Commerce Way and back up to NW 154th Street east to Fairway Drive to the Main Street /New Barn Road MDT Ludlam Limited bus stop.

TML Route 2, the East Route, will originate at Miami Lakes Park and travel south along Miami Lakeway North, west onto Miami Lakes Drive and south on NW 60 Avenue, east on 139th Street, north on NW 57th Avenue, to NW 142 Street, north on 60th Avenue, east on Miami Lakes Drive to Cowpen Road, along Bull Run/ Eagle Nest Lane to Main and the Main Street/New Barn Road MDT Ludlam Limited bus stop.

The origination points for both routes, Royal Oaks Park for the West Route and Miami Lakes Park for the East Route, will allow for use as Park-and-Ride lots for residents who would prefer to drive to a location and leave their car, rather

than wait at a bus stop. The terminus point for both routes is the location of our future Government Center and also a stop along the Ludlam Limited MDT route.

The Town will utilize existing bus stops along the defined routes and will operate in partnership with MDT through an interlocal agreement. The connection to the Ludlam Limited will allow riders to reach the Okeechobee Metrorail Station and hence connect to employment centers in downtown and the Dadeland area, further south along the South Dade Busway and locations throughout Miami-Dade County. Town Circulator service will be provided fare free, however MDT service is \$2 for each connection. The addition of the Town Circulator system to the existing MDT network will provide residents and employees who work within the Town an easy and effective alternative to driving their personal vehicle.

The key to making the Town Circulator system a success is to encourage its use as a less stressful, convenient, safe mode of transportation. The level of community support is directly correlated with the likely success of local municipal transit service. A lack of marketing has been identified as an underlying theme in communities that have not been successful with municipal transit service. If residents and employees are unaware of the availability of the service or of the destinations served, achieving significant ridership on the system is difficult. Therefore, developing an effective marketing plan for the transit circulator service is vital to the success of the service.

For example, the City of Coral Gables runs a transit circulator that is deemed the most successful in Miami-Dade County; its success is attributed to its ability to capitalize on the proximity to the MDT's Metrorail, use by university and high school age students, a core employment center, and transit vehicles that are readily identifiable. The Town has a growing population of students, strong employment centers, and now has the ability to tie into the Okeechobee Metrorail Station to allow riders a connection to the countywide transit system.

An easily distinguishable vehicle will aid in increasing recognition of the service. A paint scheme identifying the bus as providing unique service for the Town of Miami Lakes is another important marketing tool. Town leaders and staff should assume a sense of ownership of the service and promote its use throughout the Town. Color brochures and schedules should be published and distributed around Town at locations including shops and restaurants within the Town Center, grocery stores, libraries, schools, parks, and community centers. Initial roll-out of the service will require part-time support with an estimated expense of \$12,000 to get it off the ground and \$50,000 for marketing materials. In summary, without proper resourcing the end result will not be a successful program.

Transportation Demand Management (TDM)

Transportation Demand Management is a general term for strategies that result in more efficient use of transportation resources without modifying the transportation network. TDM strategies are designed to promote programs intended to maximize the people-moving capability of the transportation system by techniques such as shifting travel to non-automobile modes, increasing the number of persons in vehicles, and influencing the time of or need to travel. TDM strategies typically involve employers and public agencies who influence the travel behavior of employees and citizens through work hour policies, provision and pricing of parking, or shuttles.

TDM strategies are employed in urban areas across the country as outlined in the Town's 2004 Transportation Master Plan. TDM strategies that hold the most potential for the Town are alternative work schedule related such as flex time, compressed workweek and staggered shifts.

Flex-time is an alternative work schedule in which employees choose their own work schedule within a set standard number of hours. Employees can choose a schedule that allows them to travel outside of the traditional peak hours of travel. Organizations with a large number of employees will likely experience a broad range of working hours, thereby reducing the strain on the transportation system caused by many employees arriving and departing within a small window of time. It is proven effective at directly reducing peak period congestion and studies have shown it can reduce peak-hour vehicle commute trips by 20-50%.

A Compressed Workweek allows employees to work longer hours each day but fewer days per week. Compressed work weeks typically allow employees to travel to and from work outside of traditional peak hours of travel.

Employees work fewer but longer days, such as four ten-hour days each week (4/40), or nine-hour days with one day off every two weeks (9/80). Studies show that it can reduce total vehicle commutes by 7-10%, making it among the most effective commute trip reduction strategies.

Staggered Shift is an alternative work schedule in which different groups of employees arrive and depart at different times to offset the employment center's congestion impacts on the surrounding roadway network. Shifts are staggered to reduce the number of employees arriving and leaving a worksite at one time. This has a similar effect on traffic as flextime, but does not give individual employees as much control over their schedules.

Park and Ride Lots consist of parking facilities that allow a transfer from low occupancy vehicles to carpools, vanpools, or transit services. The Town will explore the feasibility of establishing additional park and ride locations beyond Royal Oaks Park and Miami Lakes Park in the future.

Alternative work schedule strategies could be promoted to businesses and corporations within the Town's two large business parks. The Florida Department of Transportation (FDOT) operates a commuter assistance program called South Florida Commuter Services (SFCS). SFCS is dedicated to improving South Florida's traffic conditions by promoting alternatives to drive-alone commuting. SFCS also works closely with employers to serve as a guide on employee transportation issues and a source of information on TDM strategies.

TDM strategies including alternative work schedules should be encouraged in partnership with our elected officials and community business leaders. This can be accomplished working with representatives of the SFCS to provide guidance and direction to employers for implementing TDM strategies. However, absent local resourcing this too will not become a success. It is anticipated that TDM can be marketed in conjunction with Town Circulator Services as a Town Commute Trip Reduction Program; however a successful endeavor will require a coordinator to work 15-20 hours a week with business leaders on program implementation with an estimated expense of \$20,000 and \$10,000 of additional funding for marketing materials.

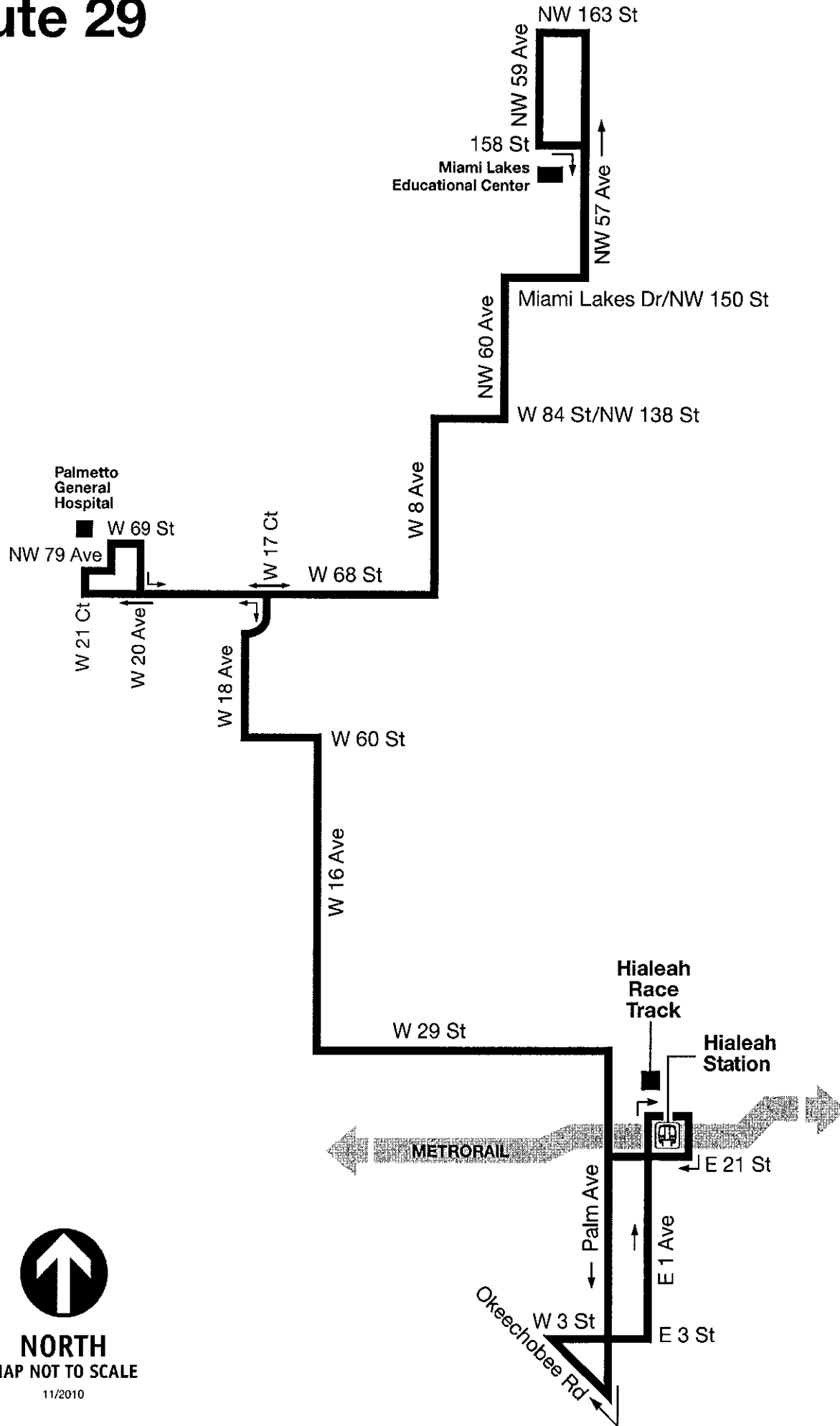
Operating Expense

The expense to successfully launch and operate a Town Circulator system and TDM program is estimated at \$181,050. This includes marketing, part-time promotional support, and operations of the buses. Funding for the circulator operations is provided through the Florida Department of Transportation Grant extended through March of this year, and the funding allocation for the marketing and promotional support for the program will come from PTP Surtax Funds as we have confirmed this use is allowable by the Citizen's Independent Transportation Trust Administrator. The table below provides a summary of estimated operating revenue and expenses for the program.

Summary of Estimated Operating Revenue & Expense		
Revenue		
State Grant for Circulator Operations		\$89,050
PTP Funds		\$92,000
Total Operating Revenue		\$181,050
Expense		
Circulator	Operations	\$89,050
	Marketing	\$50,000
	PT Promotional Support	\$12,000
TDM	Marketing	\$10,000
	PT Promotional Support	\$20,000
Total Operating Expenses		\$181,050

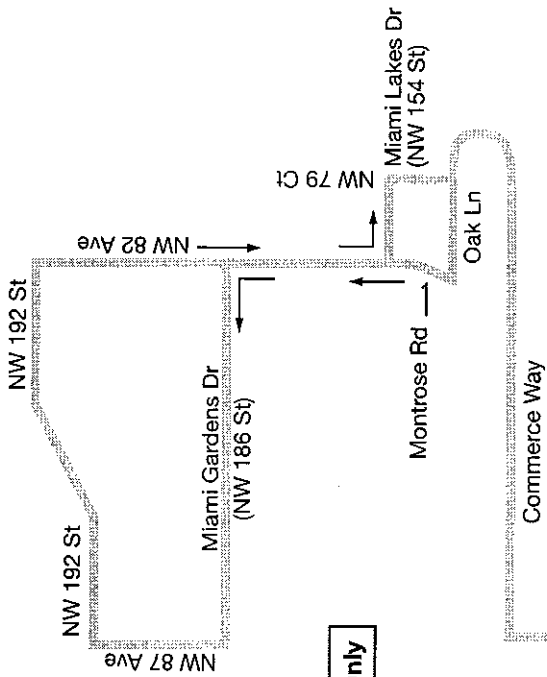
Attachment A: Miami-Dade Transit Routes and Schedules

Route 29

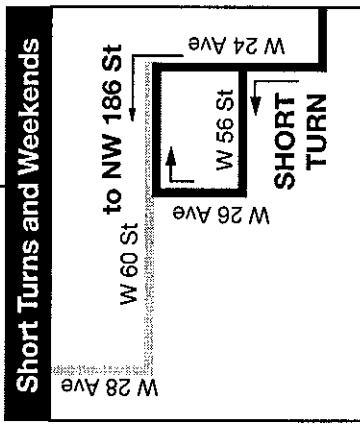
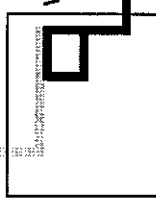


Route 54

Weekday Trips Only



NW 87 Ave

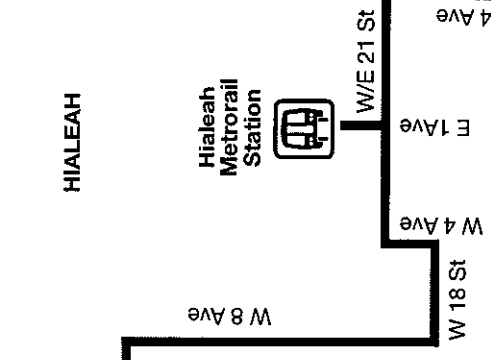


Short Turns and Weekends

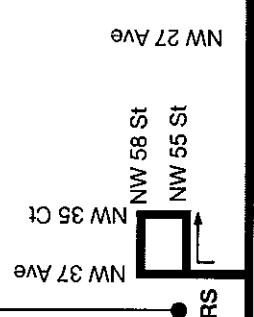
W 28 Ave
W 26 Ave
W 56 St
W 24 Ave
W 60 St to NW 186 St

SHORT TURN

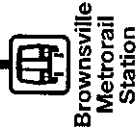
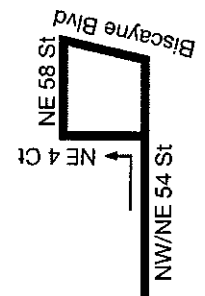
HIALEAH



HRS SERVICE CENTER
Weekdays Only
See schedule for times

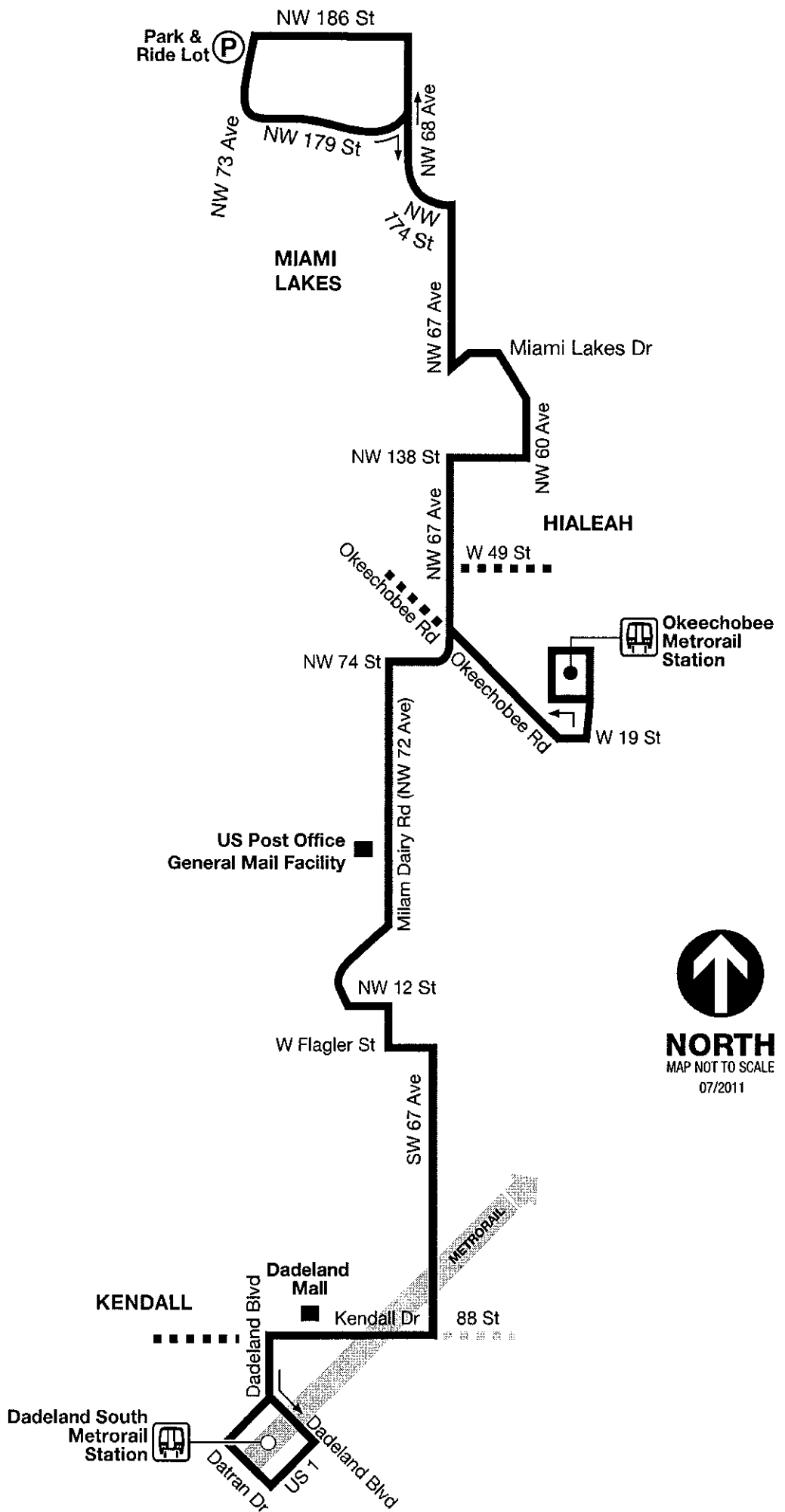


LIBERTY CITY



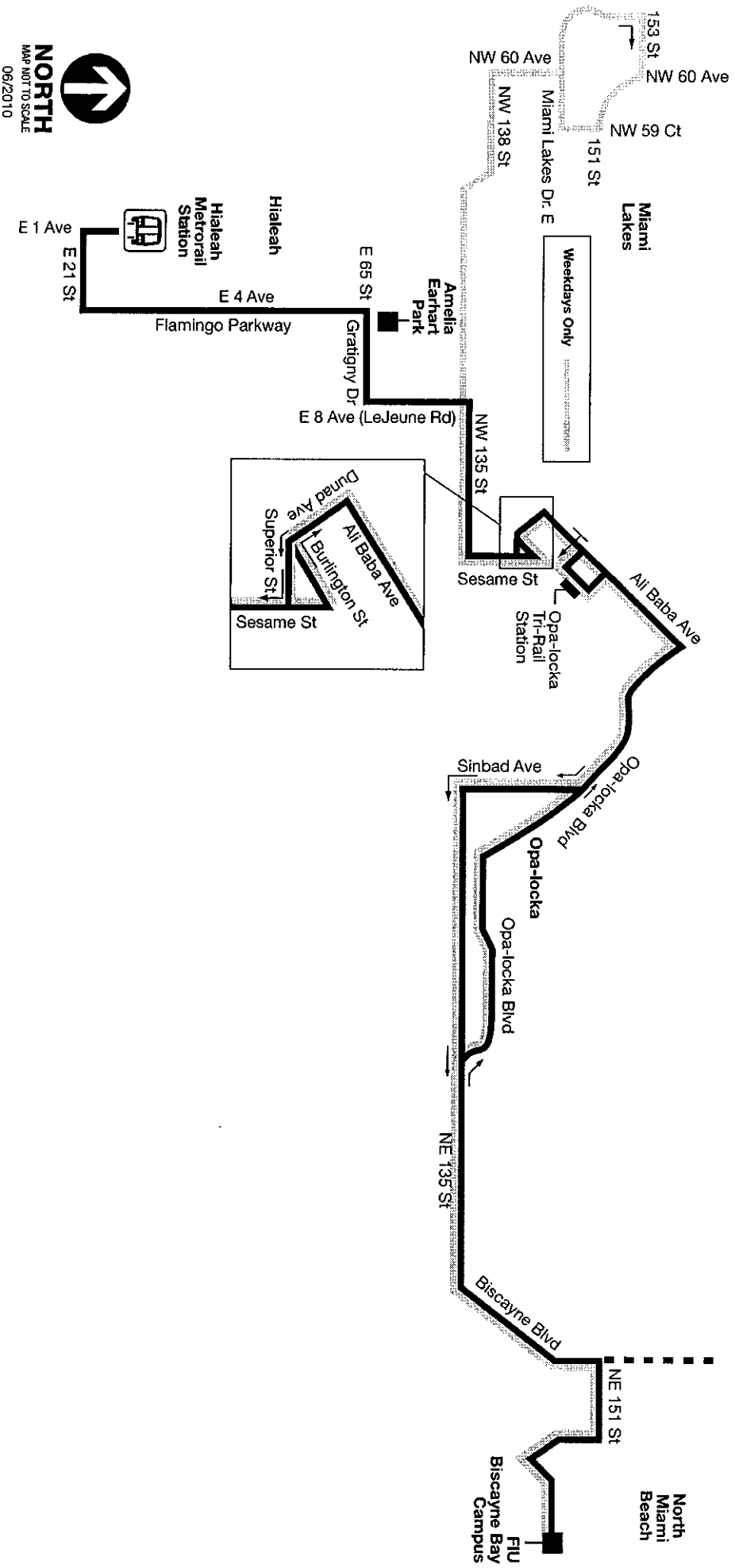
NORTH
MAP NOT TO SCALE
11.2010

Route 73

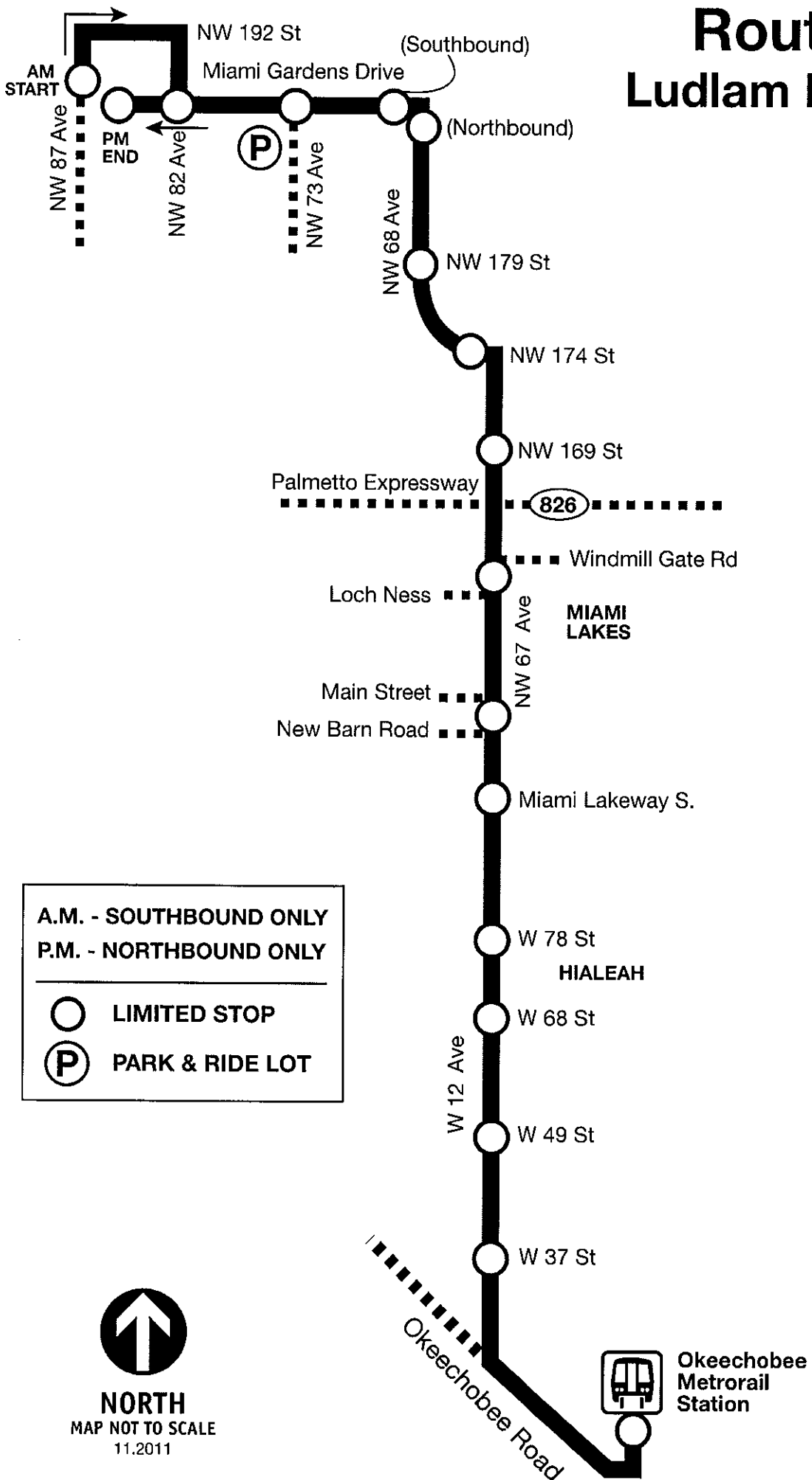


NORTH
MAP NOT TO SCALE
07/2011

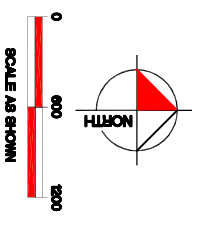
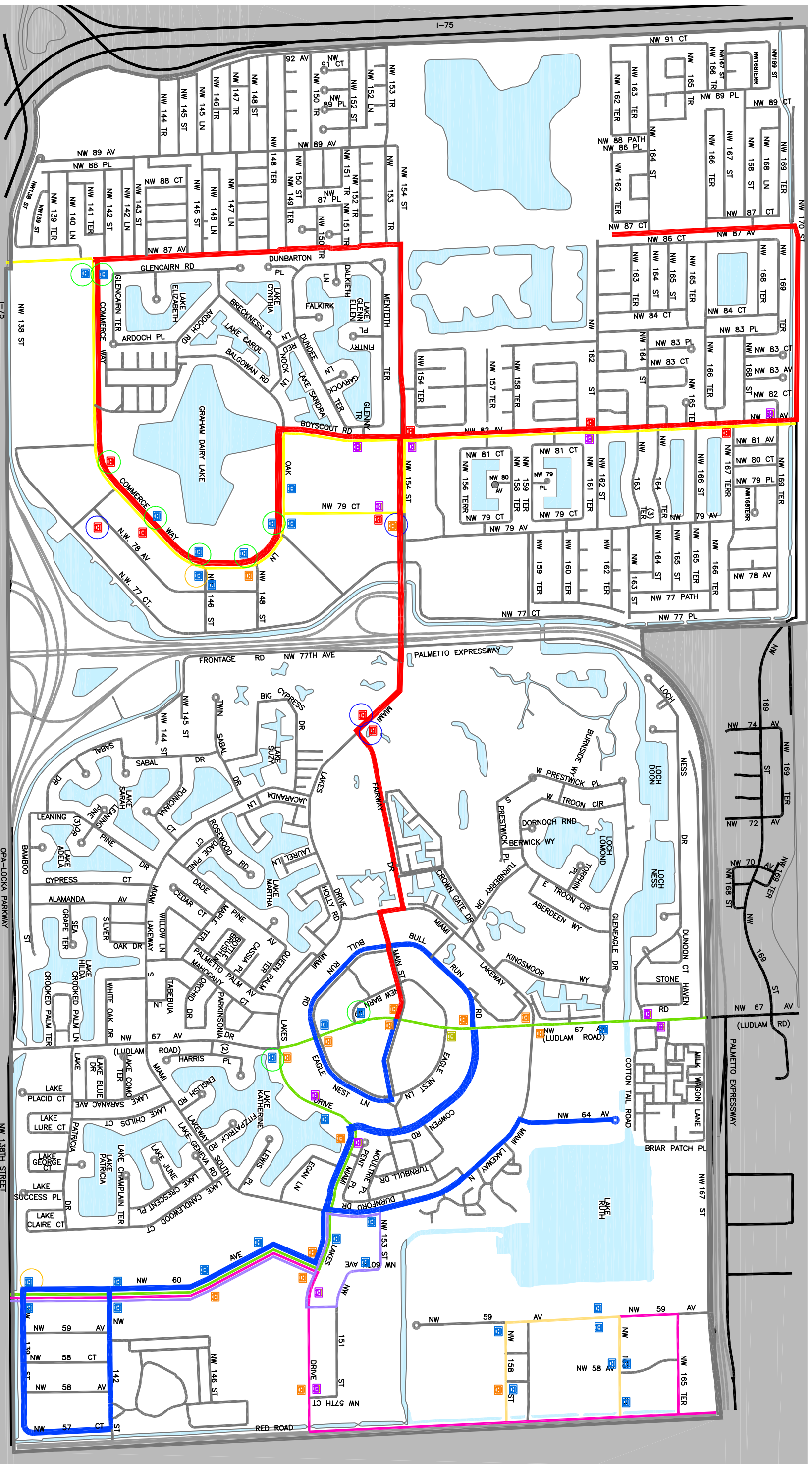
Route 135



Route 267 Ludlam Limited



Attachment B: Miami Lakes Town Circulator Map



	ROUTE 29		BUS STOP W/ TOWN SHELTER		PROPOSED NEW LOCATION
	ROUTE 54		BUS STOP W/ BENCH		PROPOSED NEW LOCATION REQUIRING SIDEWALK INSTALLATION
	ROUTE 73		BUS STOP W/ SIGN ONLY		BUS STOPS, SHELTERS AND BUS ROUTES 2011/ 2012
	THE TOWN CIRCULATOR		BUS STOP W/ COUNTY SHELTER		
	TML WEST ROUTE		NEW BUS SHELTER		
	TML EAST ROUTE				

PUBLIC WORKS DEPARTMENT

Town of Miami Lakes

