Citizens' Independent Transportation Trust Business Plan

Fiscal Years: 2010 and 2011

(10/1/09 through 9/30/11)

Plan Date: March 1, 2010

Approved by:

Charles D. Scurr, Executive Director

Honorable Linda Zilber, Chair

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DEPARTMENT PURPOSE/MISSION

The Office of the Citizens' Independent Transportation Trust (the "OCITT") exists to provide all necessary resources and staff support to assist the Citizens' Independent Transportation Trust (the "CITT" or "Trust") in making informed and independent decisions so that it can effectively carry out its fiduciary and mandated oversight responsibilities with regard to the Charter County Transit System Sales Surtax and the People's Transportation Plan (PTP).

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Maximize the use and efficiency of the existing transportation system on a neighborhood, county and regional basis (TP1)
2. Educate the community regarding transportation issues and opportunities (TP2)
3. Promote improved mobility of people and commerce to capitalize on South Florida's advantage (TP3)
4. Encourage and promote innovative solutions to transportation challenges (TP4)
5. Improve mass transit along major corridors and between major origin and destination locations. (TP5)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

1.1. Maximize the use and efficiency of the existing transportation system on a neighborhood, county and regional basis

1.1.a. Minimum wait time for passengers (TP1-1)

- Provide capital and operating support for enhanced Miami-Dade transit (MDT) Metrorail, Metromover and Metrobus service
- Provide capital and operating support to municipalities

1.1.b. Convenient, clean transit facilities and vehicles (TP1-2)

- Provide funding support to MDT and municipalities for transit operations and maintenance

1.1.c. Improved accessibility to transit facilities and bus stops (TP1-3)

- Provide funding support to MDT and municipalities for improvements to transit facilities and increased access

1.1.d. Safe and reliable transit facilities and transit vehicles (TP1-4)

- Provide funding support to MDT and municipalities for vehicle replacement and renovation

1.1.e. Optimized signalized traffic flow (TP1-5)

- Provide funding support to the Miami-Dade Public Works Department (PWD) for the modernization and expansion of the county-wide Advanced Traffic Management System (ATMS)

1.2. Educate the community regarding transportation issues and opportunities (TP-2)

1.2.a. Increased public knowledge and understanding of public transportation alternatives and benefits (TP2-1)

- Provide reports to the Board of County Commissioners (BCC) on a quarterly basis, per Ordinance 02-117, regarding the implementation of projects funded with Surtax proceeds.
- Publish a periodic newsletter, disseminated to the community, highlighting the accomplishments and implementation of projects funded with Surtax proceeds
- Maintain an up to date website providing the community and general public with comprehensive information concerning the Trust and the accomplishments and projects funded with Surtax proceeds
- Conduct an Annual Municipal Conference with all cities in Miami-Dade County providing information, guidance and best practices for projects funded with Surtax proceeds
- Participate with the BCC, the County Mayor and County Manager in the Annual Transportation Summit
- Coordinate with MDT, PWD and Miami-Dade County to ensure the dissemination of information on the accomplishments of County projects funded with surtax proceeds
- Participate with key community and civic groups in developing solutions to transportation issues including serving on transportation oriented committees and participating as a speaker at community events

1.3. Promote improved mobility of people and commerce to capitalize on South Florida's advantage (TP-3)

1.3.a. Improved transportation connectivity for inter-county movements (TP3-1)

- Provide funding support for inter-county bus transportation service
- Support funding solutions for Tri-Rail

1.4. Improve mass transit along major corridors and between major origination and destination points (TP-5)

1.4.a. Dramatic improvement in the level of bus service (TP5-1)

- Provide capital and operating support for enhanced Miami-Dade Transit (MDT) Metrobus service
- Provide capital and operating support to municipalities for the provision of municipal circulator shuttle bus systems

1.4.b. Expanded rapid transit service along major corridors (TP5-2)

- Provide capital funding support to MDT for the design and construction of the Miami Intermodal Center / Earlington Heights (MIC/EH) Metrorail extension
- Provide funding support for planning and alternative development for additional major corridor improvements
- Provide funding and analytic support for the development of innovative financing alternatives for major corridor improvements such as public- private partnerships, joint development and partnerships with other major funding agencies such as the Miami-Dade Expressway Authority (MDX) and the Florida Department of Transportation (FDOT)

1.4.c. Effective management and oversight of dedicated transit funds (TP5-3)

- Review all MDT and PWD contracts utilizing surtax funds for consideration and approval by the Trust
- Conduct Quarterly Reviews of MDT Major Construction Projects, Operations Performance and Budget Performance
- Annually review the MDT Financial Pro-Forma
- Conduct periodic audits of county surtax expenditures
- Review Quarterly and Annual Municipal progress reports
- Conduct periodic audits of municipal surtax expenditures
- Monitor the receipt of surtax funds
- Monitor the disbursement of surtax funds to MDT, PWD and the municipalities

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

The following are critical success factors for the Trust:

1. Surtax Proceeds - The continued receipt of the Charter County Sales Surtax for distribution to Miami-Dade Transit ("MDT"), the Miami-Dade County Public Works Department ("PWD") and participating municipalities

2. Oversight - Enhanced oversight of Surtax funded projects to include contract reviews and quarterly reviews of major construction projects, performance reports and budget reports.

3. Strategic Objectives - Implementation of the Strategic Objectives adopted by the Trust including a continued focus on innovative financing and public/private partnerships to meet the capital and operating needs of MDT.

4. Community Outreach - Enhanced community outreach to educate the public on the accomplishments and challenges of the Trust

5. Interagency Coordination and Partnerships - Continued interagency coordination and the development of partnerships between Federal State and local agencies including the United States Department of Transportation, the Florida Department of transportation, the Miami-Dade Expressway Authority, the Municipal Planning Organization, and Miami-Dade County and its' transportation departments including MDT and PWD.

6. Municipal Coordination – Continued close coordination and liaison with municipalities receiving surtax funds.

INTERNAL SUPPORT REQUIREMENTS

1. No unusual internal support requirements.

SUSTAINABILITY

1. The CITT supports a broad range of sustainability initiatives through funding of MDT, PWD and municipal projects. These include, for example, the purchase of hybrid buses by MDT, the installation of an Advanced Traffic Management System (ATMS) by PWD and the funding of 21 municipal circulator systems.

3 to 5 YEAR OUTLOOK

The next 3 to 5 years will be pivotal for the Trust and the entities it supports financially. The following are major trends and factors impacting the 3 to 5 Year Outlook:

- Surtax Fund Proceeds – The proceeds generated by the ½ cent Charter County Transit System Sales Surtax have undergone the same economic downturn as the general economy. Surtax proceeds have been stabilizing recently and are now showing signs of recovery with a 1.4% increase in December 2009 collections. This positive trend is expected to continue over the next 3 to 5 years.

- Capital Bond Indebtedness and Operating Revenue Availability – The Trust is funding a number of major capital investments including the construction of the Miami Intermodal Center / Earlington Heights (MIC/EH) Metrorail Project and the purchase of new replacement Metrorail cars. These projects are being financed through bonds. Over the next 3-5 years the remainder of these bonds is anticipated to be sold and debt service payments will commence. The increase in surtax proceeds expended on bond indebtedness will result in a significant decrease in surtax funds available for MDT operations.

- Completion of the Metrorail Extension to Miami International Airport – The Miami Intermodal Center / Earlington Heights (MIC/EH) Metrorail Project is scheduled for completion in 2012. This project will mark the first major Metrorail extension completed with surtax funds as part of the Peoples' Transportation Plan.

- New Municipalities – There were 31 municipalities in existence when the Surtax was approved by the voters of Miami-Dade County. Since that time 3 additional municipalities have been formed. In the next 3-5 years a funding/distribution formula for these new cities will be adopted and implemented.

- Enhanced Trust Oversight – The Trust has adopted a series of Strategic Objectives that will strengthen CITT oversight of surtax funds. This includes enhanced review of contracts, major construction project reviews, performance and budget reviews.

- Major Corridor Investments – Miami-Dade County, in conjunction with the Trust, is in a period of re-examination of the preferred technology for major corridor investments with a focus on lesser cost scalable technology such as Bus Rapid Transit. A major component of this effort is forming partnerships with other funding agencies such as the United States Department of Transportation, the Florida Department of Transportation and the Miami-Dade Expressway Authority. The Federal authorizing legislation for transportation projects, SAFETEA-LU, will be reauthorized within the 3 to 5 year time period. The effort also includes the innovative financing initiative and the development of public private partnerships.

Attachment 1

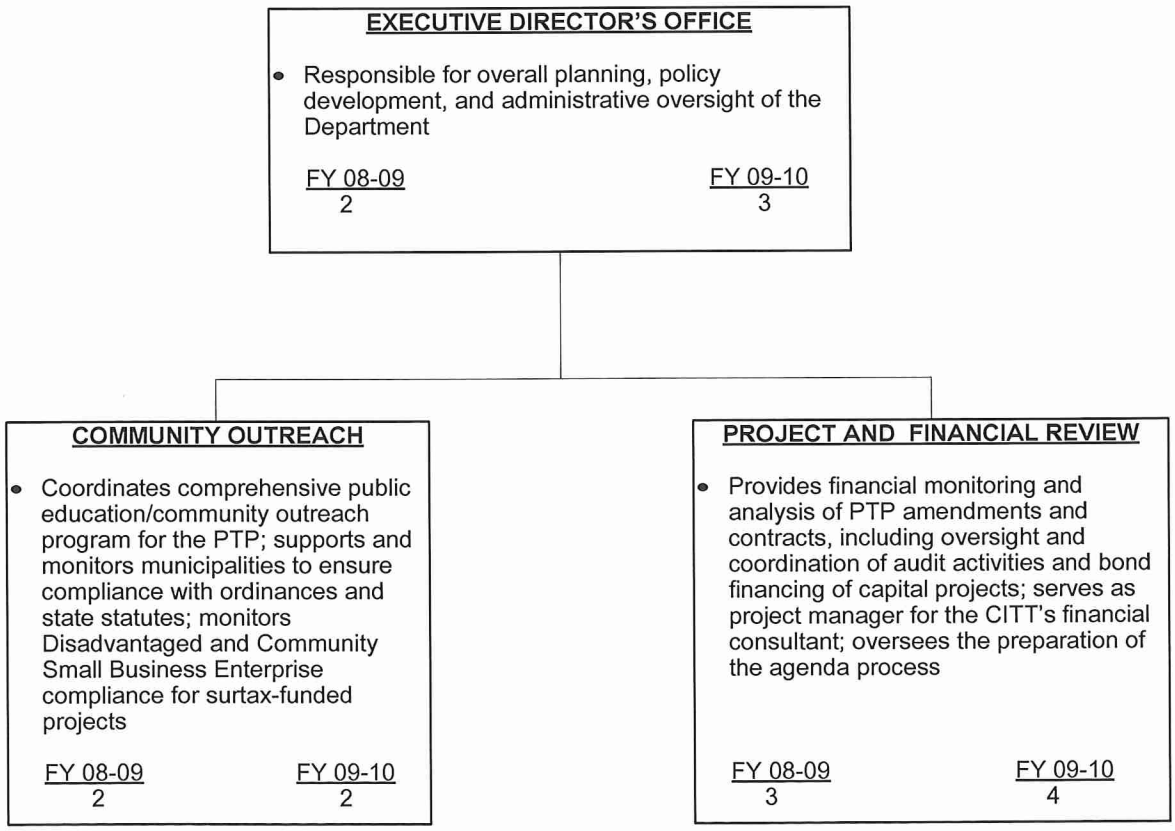
DEPARTMENTAL PROFILE

Department Description

The voters of Miami-Dade County, on November 5, 2002, approved a ½ cent increase in the local sales tax to be used for improving transportation and transit. The voter referendum included the establishment of an independent citizen's oversight panel. Pursuant to Ordinance 02-117 the Citizens'' Independent Transportation Trust (the "CITT" or "Trust") was established to oversee expenditure of sales surtax funds and the implementation of the People's Transportation Plan (the "PTP").

The Trust Board is comprised of 15 Members. Members are selected through a process that includes a Nominating Committee. Thirteen members are appointed by individual County Commissioners and must reside in the Commission District. One Member is appointed by the Mayor and one Member is appointed by the Miami-Dade League of Cities. The Office of the Citizens' Independent Transportation Trust (the "OCITT") is the Department that provides professional staff support to the Trust. The Executive Director of the OCITT is appointed by the Trust.

Table of Organization



Departmental Business Plan and Outlook
Department Name:
Fiscal Years: 2009-10 & 2010-11

Financial Summary

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
PTP Sales Tax Revenue	1,566	2,077	2,514
Total Revenues	1,566	2,077	2,514
Operating Expenditures Summary			
Salary	799	747	973
Fringe Benefits	194	193	267
Other Operating	573	1,137	1,274
Capital	0	0	0
Total Operating Expenditures	1,566	2,077	2,514

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 08-09	Total Funding Adopted FY 09-10	Total Positions Budget FY 08-09	Total Positions Adopted FY 09-10
Strategic Area: Transportation				
Office of the Citizens' Independent Transportation Trust	2,077	2,514	7	9
Total Operating Expenditures	2,077	2,514	7	9

Capital Budget Summary

N/A

Current Business Environment

The current business environment of the Trust is very dynamic. The following are major factors impacting this environment:

- Trust Legislation – The Miami-Dade County Commission adopted new legislation in 2008 that authorized increased independence of the Trust in support of its' mission. This legislation included the authority of the trust to hire an Executive Director.

- Unification – The Trust and the Miami-Dade County Commission adopted legislation in 2009 that provided for the unification of the Transit system and allowed surtax proceeds to support operations and maintenance expenses for existing and expanded services. Included in this legislation was a Maintenance of Effort (the "MOE") requirement for Miami-Dade County general fund support of MDT. The legislation also provides for increased oversight by the Trust in the review and approval of all MDT contracts.

- Transportation Summit – Miami-Dade County, recognizing the challenges of the transit system and future major corridor investments, has held an annual Transportation Summit in 2009 and 2010. The Trust in actively engaged in this process in collaborative efforts to find innovative financing solutions and partnerships that will enable progress on major corridor improvements to continue.

- Economic Conditions – The proceeds from the sales surtax, as discussed earlier, experienced a downturn due to the economic recession. The current status is that surtax proceeds appear to be stabilizing. The future forecast is for a gradual improvement in the economy and moderately increased sales surtax revenues.

- New Municipalities – The Trust is working collaboratively with Miami-Dade County, the existing municipalities receiving surtax funds, and the 3 new municipalities that, per State legislation, are authorized to receive surtax funds. The addition of new surtax recipients, in a period of limited income growth, has placed considerable stress on existing recipients.

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