



The Transportation Trust Strategic Objectives FY 2021-22

July 29, 2021



Strategic Objectives Update: FY 2021-22

- ▶ **The Transportation Trust continues to have an essential role and mission in the financing, oversight and improvement of transportation and public transit in Miami-Dade County**
- ▶ **The development of “Strategic Objectives” by the Trust is an important component in achieving this essential role and mission**
- ▶ **The development of Strategic Objectives is an iterative process of discussion, formulation, review and feedback, which has been informed, in part, by the Strategic Workshops held in 2018 and 2021.**
- ▶ **The updated Strategic Objectives will inform our budget and the OCITT’s Strategic Work Plan, which forms the basis for staff priorities for the remainder of this year and beyond**
- ▶ **Substantive changes to the document from previous years are highlighted in yellow**



Strategic Areas

- ▶ **Project and Financial Review**
- ▶ **Strategic and Financial Planning**
 - ▶ **Municipal Program**
- ▶ **Audit and Financial Management**
- ▶ **Community Outreach & Engagement**



Project and Financial Review

PFR 1: Contract Review

▶ Overview

- ▶ The Transportation Trust is charged with the review and approval of all county contracts using surtax funds, and non-surtax transit-related contract over \$1M. Under the current review process, the Trust reviews and approves contracts prior to BCC action. Any disapproval by the Trust would require an extraordinary vote of the County Commission to override and approve. A key component of this review process is the concurrent and interactive review between the Trust and BCC, at both the Committee and full Board levels. The CITT has initiated an enhanced review of all contracts for compliance and ensuring appropriate use of surtax funds.

▶ FY 2021-22 Strategic Objectives

- ▶ Continue to enhance the review of all MDT contracts (contracts using surtax funds & non-surtax contracts >\$1M)
- ▶ Continue to monitor and review PW contracts using surtax funds
- ▶ Ensure that proposed contracts are consistent with adopted “Statement of CITT Guiding Principles & Priorities”
- ▶ Continue to semi-annually review non-surtax contracts below \$1M per Ordinance
- ▶ Ensure that all contracts are in compliance with the new prohibitions against the use of surtax funds provided for in HB 385 (described further in PFR 3), which go into effect on Oct. 1, 2022



Project and Financial Review

PFR 2: Budget and Performance Reviews

▶ Overview

- ▶ **The Transportation Trust enhanced its oversight of DTPW to include performance reviews of operating and capital expenditures of surtax funds in order to ensure that performance standards are being achieved and that capital equipment is being operated and maintained in accordance with industry standards.**
- ▶ **In response to major new projects and programs, and the need for enhanced municipal oversight, the following regular Reviews are needed.**

▶ Major Program Elements & FY 2021-22 Objectives

- ▶ **Quarterly DTPW Budget Reporting and Review**
- ▶ **Quarterly DTPW Performance Reporting and Review**
- ▶ **Quarterly DTPW Capital Projects Reporting and Review**
- ▶ **Quarterly FDOT & DTPW SMART Plan Reporting and Review**
- ▶ **Quarterly City of Miami Transit and Capital Project Reporting and Review**
- ▶ **Quarterly Brightline/SFRTA Tri-Rail Downtown Miami Link & Aventura Station Reporting and Review**
- ▶ **Monthly-to-Quarterly Transit System Maintenance & Cleanliness Reporting and Review**



Project and Financial Review

PFR 3: PTP Five Year Implementation Plan

▶ Overview

- ▶ In 2010 the Trust proposed, and the BCC approved, an amendment to the PTP Ordinance to establish a Five-Year Implementation Plan. The Five-Year Plan includes a detailed scope of work and budget for each project funded with surtax funds that is expected to be implemented in the Five-Year period. It provides the Trust and the County with an important tool to track the progress on every PTP project. Projects must be included in the Plan in order to receive surtax funding, and the Plan is updated annually.
- ▶ In 2019 the Florida legislature adopted legislation (HB 385) that amended provisions governing the use of surtax funds. Generally speaking, the legislation aimed to redirect funds to capital projects by adding additional restrictions on the use of funds by Miami-Dade County and its municipalities. These provisions are slated to become effective on Oct. 1, 2022. An analysis of HB 385's impacts to the 5 Year Plan by the County Attorney's Office is underway.

▶ FY 2021-22 Strategic Objectives

- ▶ Develop, in conjunction with Miami-Dade County, the annual updates of the PTP Five-Year Implementation Plan
- ▶ Utilize the Plan as management and decision making and communication tool to the public
- ▶ Align the Miami-Dade County Annual Multi-Year Capital Plan and DTPW Transit Development Plan with the PTP Five-Year Implementation Plan
- ▶ Continue to encourage the advancement of first/last mile projects via their inclusion in the Five-Year Plan
- ▶ Continue to ensure that the Plan is consistent with adopted "Statement of CITT Guiding Principles & Priorities"
- ▶ Ensure that the Five-Year Plan is in compliance with the new restrictions on the use of surtax funds provided for in HB 385



Strategic and Financial Planning

SFP 1: PTP 2.0 & Innovative Funding Solutions

► Overview

- ▶ The People's Transportation Plan, as approved by the voters in 2002, included major transit investments in all of the transportation corridors. PTP 1.0 has achieved many significant accomplishments. However, the progress on major corridor investments has been limited
- ▶ The Trust has undertaken a series of initiatives designed to address the sustainability of transit finances, with the assistance of IMG Rebel. Among the challenges tackled are to proactively address the budget shortfall identified in the MDT Financial Pro-Forma and to provide creative opportunities for future capital investments. These efforts are designed to identify, research and analyze a full range of best practices and innovative financing sources.
- ▶ The Trust had completed Innovative Funding Studies for all PTP/SMART Corridors a few years ago, **and is now in the process of updating the Special Assessment District studies.**
- ▶ The Trust has developed PTP 2.0 as a new paradigm for financing major capital investments
- ▶ The Trust, with IMG Rebel, has developed an interactive financial tool to assist in developing funding solutions for SMART Plan. The Funding Tool has been adopted by the TPO.
- ▶ The Trust also engaged IMG Rebel to conduct a fare elasticity study to help guide transit fare policy

► FY 2021-22 Strategic Objectives

- ▶ Continue to utilize and promote the interactive financial tool to assist in developing overall funding solutions
- ▶ Collaborate on implementation of the most promising innovative funding opportunities for each PTP/SMART Corridor
- ▶ **Complete the updates of the Special Assessment District studies (described further in SFP 4) for each of the corridors**



Strategic and Financial Planning

SFP 2: SMART Plan & PTP Corridor Support & Advocacy

▶ Overview

- ▶ The People's Transportation Plan (PTP), as approved by the voters in 2002, included major transit investments in all of the transportation corridors.
- ▶ The SMART Plan, adopted by the County and the TPO, is a comprehensive plan advancing major corridor investments in all six PTP corridors
- ▶ All six corridors are now well-into the Project Development & Environment (PD&E) Phase. Funding for the PD&E Phase is confirmed, with the Trust providing major financial support for the three DTPW corridors. FDOT is funding the other three corridors.
- ▶ PD&E in each of these corridors is at various stages of completion. The technology "solutions" being considered for these corridors includes Metrorail, People Mover, Monorail, Commuter Rail and Bus Rapid Transit (BRT).
- ▶ The TPO has selected the Locally Preferred Alternative (LPA) for the following corridors:
 - ▶ South Dade Corridor: Gold Standard "BRT" – Construction has commenced, with completion anticipated in early 2023
 - ▶ North Corridor: "Elevated Fixed Guideway Transit" – P3 proposals due by end of Summer 2021
 - ▶ Northeast Corridor: Commuter Rail – Coordinating w FTA to enter into Project Development in Fall 2021
 - ▶ Beach Corridor: "Automated People Mover (APM)/Monorail" for Trunk Line/bay crossing & "Elevated APM" for the Miami extension & "BRT" for the Miami Beach extension – In Oct. 2020 BCC approved 18-month Interim Agreement phase for Trunk Line
 - ▶ East-West Corridor: Gold Standard "BRT" – Coordinating w FTA to request Small Starts funding in 2022
 - ▶ Kendall Corridor: TBD (LPA anticipated in Fall 2021)
- ▶ In order for these projects to be implemented, sustained advocacy is needed at each step in the process.



Strategic and Financial Planning

SFP 2: SMART Plan & PTP Corridor Support & Advocacy

- ▶ **FY 2021-22 Strategic Objectives**
 - ▶ **Carefully monitor the status of projects in each PTP/SMART Plan corridor**
 - ▶ **Continue to develop and implement strategies to accelerate and move each project forward**
 - ▶ **Continue to support major projects in the pipeline such as the Tri-Rail Downtown Miami Link and Brightline Aventura Station**
 - ▶ **Actively participate in the PD&E Technical Committees and Project Implementation Committees for each PTP/SMART Corridor**
 - ▶ **Allocate surtax funding for future project development, construction, and Operations & Maintenance (O&M) phases for SMART Plan corridor projects as Locally Preferred Alternatives are selected**
 - ▶ **Continue to support the Implementation of the SMART Plan Bus Express Rapid Transit (BERT) Network that provides rapid transit express bus service throughout the County.**
 - ▶ **Continue to support and fund SMART Plan Terminal/hubs and 1st/Last Leg Connections such as Golden Glades Sunshine Station, Dolphin Station TOD, Transitway Park-and-Rides/Tamiami Station, Panther Station, BERT routes and supporting Park-and-Rides, etc.**



Strategic and Financial Planning

SFP 3: Transit Pro-Forma Review & PTP Capital Funding Availability for Major PTP Corridor Projects

► Overview

- ▶ The Trust and BCC, as part of the “Unification” Ordinance, established a “Capital Expansion Reserve” to fund future major corridor improvements beyond the Orange Line.
- ▶ The first cycle of PTP bond issuances is “winding down”. The initial cycle included original PTP projects, specifically including the Orange Line to MIA. It also included significant expenditures for projects added to the PTP by amendment including the purchase of new Metrorail and Metromover vehicles and a number of capital infrastructure renewal projects.
- ▶ A Transportation Infrastructure Improvement District (TIID) promoted by the CITT was adopted by the BCC and will provide an estimated \$2 Billion in additional funding to advance the SMART Plan over the 40-yr life of the Pro-Forma
- ▶ The CITT approved a Resolution rescinding its prior support for “Unification.” In response, the BCC approved a Resolution restricting the use of surtax funds in the FY20 fiscal year budget to only those projects approved by the voters in 2002. While the “Unification” policy is technically still in place, due to an increase in debt service obligations, unification has become moot, as there are not enough surtax funds to cover O&M expenses at past levels
- ▶ The BCC approved resolutions establishing that Revenues generated by Douglas Road TOD and South Miami TOD be transferred for the development and construction of the SMART Plan



Strategic and Financial Planning

SFP 3: Transit Pro-Forma Review & PTP Capital Funding Availability for Major PTP Corridor Projects

- ▶ **FY 2021-22 Strategic Objectives**
 - ▶ **Strategically use the capital expansion reserve fund to act as a catalyst to stimulate progress on major corridor investments specifically including the SFRTA Tri-Rail Downtown Miami Link, the PD&E studies for the SMART Plan, and subsequent project development, construction, and Operations & Maintenance (O&M) phases for each of the SMART Plan corridors**
 - ▶ **Complete analysis of the updated Pro-Forma, including an analysis of the potential impacts of COVID-19 on surtax funds and the PTP**
 - ▶ **Contribute modeling and other analytical support to collaborate with the County on the development of each year's Pro-Forma**
 - ▶ **Run alternate Pro-Forma scenarios with a particular focus on capital fund availability for major PTP corridor projects**
 - ▶ **Continue to facilitate and monitor the progress for the unwinding of Unification**
 - ▶ **Continue a collaborative discussion with the County and TPO to determine the distribution of future bond proceeds between corridor expansion projects and infrastructure renewal projects**
 - ▶ **Continue to facilitate, with key stakeholders, a process to identify and develop new efforts that advance the implementation of major corridor development and rapid transit in Miami-Dade County. The financing for major capital projects will continue to be very challenging. Community-wide efforts to identify priorities and develop funding plans are essential.**
 - ▶ **Continue to request that revenues generated by TODs be transferred for the development and construction of the SMART Plan**
 - ▶ **Continue to advocate for the development of Special Assessment Districts along each corridor to increase funding levels for SMART Plan implementation**



Strategic and Financial Planning

SFP 4: Strategic Analysis

► Overview

- ▶ The CITT engages an outside strategic/financial consulting firm, IMG Rebel, to assist with various strategic analysis
- ▶ The CITT commissioned two strategic assessments in recent years to determine whether investment of surtax dollars in the existing Metromover and Metrorail systems were being protected vis-à-vis adherence to preventative policies and practices. The reports outlined several areas of concern, and recommendations for addressing them.
- ▶ In 2021 IMG Rebel developed an interactive PTP Dashboard tool that the CITT, County, Municipalities and the public can use to monitor and analyze performance trends for both the County and municipal transit systems.
- ▶ In 2021, IMG Rebel completed the “DTPW Transit O&M Overtime Budget and Benchmarking Study” to diagnose the overtime cost drivers, comparison with the peers and benchmarking, and reported finding/recommendations .

► FY 2021-22 Strategic Objectives

- Continue to monitor the County’s efforts to address the concerns and recommendations provided in the CITT’s Metromover and Metrorail Preventative Maintenance Assessment reports. The Trust regularly asks DTPW for status updates to ensure that the recommendations are being addressed.
- Continue to update, enhance and utilize the CITT’s Interactive PTP Dashboard as a tool to monitor, analyze and improve the County/municipal transit systems. Work with IMG Rebel to develop Phase II of the dashboard that includes tracking of all surtax funded DTPW capital and infrastructure improvement projects.
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Strategic and Financial Planning

SFP 4: Strategic Analysis

► FY 2021-22 Strategic Objectives (*continued*)

- Continue to commission and conduct additional strategic analysis in furtherance of the CITT's strategic objectives. Several new initiatives are underway or planned for FY 2021-22, including:
 - PTP status and Surtax spending report card
 - Forecast new funding opportunities from Federal government as a result of change to existing policy or new legislation/regulations
 - Update the Special Assessment District studies for each SMART Plan Corridor
 - Municipal Contracting Study Phase II – develop a standard contract template to assist municipalities with negotiating better contracts with third party transit service providers



Strategic and Financial Planning

SFP 5: Ordinance Enhancements

▶ Overview

- ▶ The Trust, in cooperation with the County and the municipalities, holds periodic meetings and workshops to discuss best practices and how the use of surtax funds can support these efforts. The Trust is able to support most of these best practices administratively. At the 2017 Municipal Workshop several of the best practices discussed required modifications to the current Ordinance.
 - ▶ In 2018, the CITT was able to successfully amend the PTP Ordinance to provide for:
 - ▶ First/Last leg solutions including variable fixed route, on-demand, and technology based applications
 - ▶ Revised Maintenance of Effort calculation for extraordinary situations
 - ▶ Clarification of the Five-Year Implementation Plan timetable
 - ▶ At its 2018 Strategic Workshop, Members discussed the importance of regular attendance at Trust meetings, and directed Staff to work towards an amendment of the CITT Ordinance that would strengthen attendance requirements, and to work with the BCC to follow the CITT's lead in rescinding "unification." We continue to work towards codification of these desired amendments.
 - ▶ In March 2021, the Ordinance was amended to provide municipalities with greater flexibility in the use of surtax funds for on-demand service by allowing the service to freely extend beyond a municipality's jurisdictional boundaries
- ▶ FY 2021-22 Strategic Objectives
- ▶ Continue pursuing Ordinance amendments as necessary to further CITT objectives



Municipal Program

ML 1: Coordination, Partnerships, Policy and Program Guidance

○ Overview

- The Trust facilitates partnership opportunities between municipalities and the Miami-Dade County Department of Transportation and Public Works. The Trust also facilitates coordination and partnerships between municipalities.
- The Trust develops policy and program guidance for the municipalities. Additionally, the Trust facilitates and disseminates best practices information to the cities and ensures this information is incorporated legislatively and administratively.
- In the past years, the CITT launched a staff-level Transportation Partners Coordinating Committee to coordinate with municipal and agency transportation officials on a regular basis
- The CITT completed a Municipal Contract study which compared terms of all municipal circulator contracts with third-party vendors and identified best practices which will be shared with the municipalities
- In 2021 the CITT's strategic consultants, IMG Rebel, developed an interactive PTP Dashboard tool that the CITT, County, Municipalities and the public can use to monitor and analyze performance trends for both the County and municipal transit systems.
- In 2021, IMG Rebel completed an analysis of COVID-19's potential impacts to surtax collections. This was shared with municipalities to provide guidance to their budget development and service plans.

○ FY 2021-22 Strategic Objectives

- Continue to support efforts to coordinate Metrorail and MDT bus routes with municipal shuttles to increase efficiency and reduce duplication
- Showcase municipal best practices at Trust Meetings
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Municipal Program

ML 1: Coordination, Partnerships, Policy and Program Guidance

- **FY 2021-22 Strategic Objectives (*continued*)**
 - **Continue to host an Annual Municipal Workshop to promote best practices, coordination and program development**
 - **Continue to facilitate and host a staff-level Transportation Partners Coordinating Committee to coordinate with municipal transportation officials on a regular basis**
 - **Provide enhanced technical assistance to municipalities experiencing severe financial problems**
 - **Coordinate and support efforts to involve municipalities in the SMART Plan**
 - **Enhance CITT awareness by coordinating with municipalities the placement of the new Project I.D. and other branding initiatives on Municipal Circulators and surtax funded projects**
 - **Continue to distribute grant opportunities that are available to municipalities**
 - **Coordinate integration efforts between municipalities and DTPW to show real-time trolley arrival information on the MDT tracker app**
 - **Conduct site visits to all municipalities on a regular basis**
 - **Create a formal monitoring program to assure compliance**
 - **Continue to work with municipalities to implement recommendations in the Municipal Contracts Study.**
 - **Encourage municipalities to utilize the CITT's Interactive PTP Dashboard as a tool to analyze their transit system performance, conduct peer analysis, and improve their services**



Municipal Program

ML 2: Municipal Reporting

- **Overview**
 - The Trust works with municipalities on quarterly and annual mandatory reporting requirements
 - Implemented a new reporting template that gathers additional data necessary for monitoring the efficient use of Surtax funds
- **FY 2021-22 Objectives**
 - Continue to upgrade substantive aspects of municipal annual and quarterly reporting to provide for the meaningful collection of data essential to supporting surtax funding
 - Continue to support positive enhancements to the CITT Ordinance
 - Require enhanced reporting for municipalities with compliance or audit issues
 - Utilize augmented reporting and data collection to update and enhance the CITT's Interactive PTP Dashboard



Audit & Financial Management

AFM 1: CITT Fund Financial Management

▶ Overview

- ▶ The Transportation Trust should continue to prioritize and enhance its financial management capabilities to ensure that surtax funds are fully and properly accounted for and managed by the respective user groups.
- ▶ In 2019 the Florida legislature adopted legislation (HB 385) that amended provisions governing the use of surtax funds. Generally speaking, the legislation aimed to redirect funds to capital projects by adding additional restrictions on the use of funds by Miami-Dade County and its municipalities. These provisions are slated to become effective on Oct. 1, 2022. An analysis of HB 385's impacts to the 5 Year Plan by the County Attorney's Office is underway.

▶ FY 2021-22 Objectives

- ▶ Continue to prioritize and enhance financial management capabilities
- ▶ Monitor the DTPW adherence to the 5% cap on administrative expenses and develop, as needed, specific guidelines on eligibility of expenses
- ▶ Ensure County/municipal compliance with the new restrictions on the use of surtax funds provided for in HB 385
- ▶ Utilize the CITT's Interactive PTP Dashboard as a tool for tracking surtax collections and expenditures



Audit & Financial Management

AFM 2: Municipal Audits

- **Overview**
 - **The Trust, with the assistance of Audit and Management Services (AMS), has completed several cycles of municipal audits, and is currently in the process of completing the next round of audits**
 - **Began to report the status of all audits on the CITT Quarterly Report**

- **FY 2021-22 Objectives**
 - **Continue municipal audit efforts with AMS to ensure the completion of municipal audits in order to complete a full audit cycle every 2-3 years**
 - **Audit on a more frequent basis those municipalities with significant audit issues**
 - **Coordinate with municipalities and AMS to resolve audit findings**
 - **Continue to report status of audits on the CITT Quarterly Report**



Audit & Financial Management

AFM 3: County Audits

- **Overview**
 - The Trust, with the assistance of AMS, is responsible for regular audits of surtax expenditures of the Public Works and Transit components of the Department of Transportation and Public Works (DTPW). The most recent audit for “Transit” was completed in October 2020, and for “Public Works” in January 2021
- **FY 2021-22 Strategic Objectives**
 - Start compiling and providing AMS with any documents needed for the next audit of the Transit and Public Works functions of DTPW, which is currently scheduled for 2023



Community Outreach & Engagement

CO 1: Communication

► Overview

- ▶ The Transportation Trust strives to enhance its community outreach and engagement efforts by developing a comprehensive, positive, proactive and expanded multi-media community outreach and communications program that strives to inform the public about the Transportation Trust and its many achievements. This program also will tell the full story about the history, challenges, and positive advancements of the Transportation Trust, as well as the Transportation Trust's continued progress in fulfilling its oversight role and meeting Miami-Dade County's transportation needs through projects funded in whole or in part with surtax funds.
- ▶ The CITT is currently working to engage an outside firm to assist with varied community outreach & engagement efforts
- ▶ The CITT is currently working to develop a volunteer Ambassador Program (described further in CO 6) that will, among other things, work as customer advocates on behalf of the CITT and help to disseminate CITT messaging

► FY 2021-22 Strategic Objectives

- ▶ Select and engage with an outside Community Engagement firm to develop and execute a holistic community outreach and engagement strategy.
- ▶ Increase the use of technology and social media in outreach activities with an emphasis on dialogue and two-way communication
- ▶ Continue the effort to enhance transparency by providing historical documents, reports and timely current items on the CITT website; Develop a more dynamic "digital magazine" web portal to complement the CITT's existing website
- ▶ Utilize the CITT's Interactive PTP Dashboard as a tool for furthering community outreach and engagement efforts



Community Outreach & Engagement

CO 2: Marketing Campaign

▶ Overview

- ▶ The Transportation Trust continues to work on a Transportation Trust/PTP marketing campaign.
- ▶ A key component of our efforts is the development of a “Did You Know?” campaign that highlights the role of the PTP and surtax dollars in funding major transportation programs and projects, such as the new fleet of Metrorail vehicles, the new fleet of Compressed Natural Gas (CNG) buses, the municipal trolleys, the Golden Passport and Patriot Passport program, and more.
- ▶ A new half-penny Project I.D. was created in partnership with the County’s Communications Department and the Miami-Dade County Board of County Commissioners to better communicate accomplishments of the PTP to the public.

▶ FY 2021-22 Strategic Objectives

- ▶ **Work with the new outside Community Engagement firm to develop and execute any desired community engagement campaigns.**
- ▶ Utilize multi-media resources to continue to publicize the role of the PTP in major transportation programs and projects through the development of the PTP “Did You Know?” campaign.
- ▶ Continue to produce and distribute our consumer-oriented Quarterly Newsletter to be distributed via a variety of mediums.
- ▶ Continue to have the new half-penny Project I.D. applied to all PTP-funded projects and programs throughout the County and to the municipalities.



Community Outreach & Engagement

CO 3: Membership Recruitment

▶ Overview

- ▶ The Transportation Trust will continue to conduct a Trustee membership recruitment campaign that is broad in its outreach to the general public.

▶ FY 2021-22 Strategic Objectives

- ▶ Use multi-media resources to publicize the opportunity for interested persons to apply to become a member of the Citizens' Independent Transportation Trust.
- ▶ Focus outreach efforts to target specific Commission Districts or nominating entities.
- ▶ Maintain a database of potential candidates for the Nominating Committee.
- ▶ Develop a “pipeline” of potential candidates for Trust Membership from the CITT’s new Ambassador Program (described further in CO 6), currently under development



Community Outreach & Engagement

CO 4: Community Organization Coordination

○ Overview

- The Transportation Trust will continue to enhance its efforts of working with Miami-Dade County, municipalities and other important transportation and community groups to coordinate the development of upcoming transportation projects, and inform them of Transportation Trust accomplishments.

○ FY 2021-22 Objectives

- Continue to coordinate with stakeholder organizations.
- Continue to serve as a liaison, working with community and business organizations, such as local Chambers of Commerce, the Beacon Council, the Greater Miami Convention and Visitors Bureau, the Downtown Development Authority, the American Public Transportation Association, the Miami-Dade Expressway Authority (or successor), the Florida Public Transportation Association, the American Society for Public Administration, the International City and County Managers Association, the Miami-Dade County League of Cities, and many others.
- Coordinate participation with the Board of County Commissioners, DTPW, and the TPO.
- Identify outreach opportunities to educate the public on the surtax and the oversight activities of the Transportation Trust, including sponsorship of community and Chamber events, and presentations before municipalities.
- **Organize a strategic inter-agency PTP workshop on the eve of the 20-year anniversary of the referendum, to include the CITT, Mayor, BCC Transportation Committee Chair, TPO Chair, new DTPW Director, and/or others as appropriate.**



Community Outreach & Engagement

CO 5: Transit Customer Experience

- **Overview**

- **The Transportation Trust will continue to enhance its efforts to ensure that the expenditure of surtax funds is resulting in a positive customer experience, and that transit systems and facilities are clean and operational.**

- **FY 2021-22 Objectives**

- **Analyze as part of the monthly and quarterly Performance, Maintenance and Cleanliness reports issues and trends in transit complaints.**
- **Develop a Customer Advocate (i.e., “Ambassador”) Program composed of volunteer transit riders who will provide regular feedback to the Transportation Trust and/or DTPW in a systematic manner and would hold DTPW management accountable for addressing reported issues.**
- **Conduct Community Outreach Committee meetings on a quarterly basis.**
- **Utilize the CITT’s Interactive PTP Dashboard as a tool for tracking and improving transit performance**
- **Utilize the Ambassador Program (described further in CO 6) to help track and improve the customer experience**



Community Outreach & Engagement

CO 6: Customer Advocate (i.e., “Ambassador”) Program

▶ Overview

- ▶ The CITT is currently working to develop a Customer Advocate (i.e., “Ambassador”) Program to be composed of volunteer “Ambassadors” representing each of the routes and stations served by the County and municipal transit systems, as well as other PTP-funded services and facilities.

▶ FY 2021-22 Strategic Objectives

- ▶ Hire a part-time Customer Advocate Program Coordinator to help develop, launch and manage the Ambassador Program
- ▶ Actively recruit, enlist and train volunteers to serve as Ambassadors
- ▶ Work with the County and municipalities to develop and/or customize a unified customer advocate feedback system, such as a mobile app, that will capture and track the progress of problems or improvements submitted by the Ambassadors in a seamless and efficient manner
- ▶ Develop a benefits, awards and recognition program to incentivize volunteers to participate in the program and recognize their service
- ▶ Collaborate with Trust, County and Transportation Planning Organization (TPO) public information officers to amplify desired communications via the Ambassadors through their social media channels and other means of communication
- ▶ *Continued on next page...*



Community Outreach & Engagement

CO 6: Customer Advocate (i.e., “Ambassador”) Program

- ▶ **FY 2021-22 Strategic Objectives (continued)**
 - ▶ **Leverage the network of Ambassadors as a focus group to discuss on-going issues or new transit/mobility ideas/projects, test messaging or concepts, and gather structured feedback**
 - ▶ **Organize gathering(s) of the Ambassadors on a semi-regular basis to keep them engaged, recognize their service, provide them with information, and solicit their collective input**
 - ▶ **Identify a pipeline of Ambassadors that may be good candidates for Trust membership as vacancies occur**
 - ▶ **Share lessons learned and best practices across all service providers to enhance their operations**
 - ▶ **Present a regular report on the Program’s progress to the Trust and other groups as appropriate**



Community Outreach & Engagement

CO 7: Major Community Transportation Event(s)

▶ Overview

- ▶ The Transportation Trust last hosted the successful 2017-18 Transportation Summit (its third) in cooperation with the Miami-Dade County, the Greater Miami Chamber of Commerce and Miami-Dade Transportation Planning Organization (TPO).
- ▶ The Transportation Trust was planning to partner with peer organizations on several major transportation events in FY 2020-21, all of which were cancelled, postponed or moved to a virtual setting due to COVID-19.
- ▶ These events, such as Rail~Volution (now set for Oct. '22 in Miami), are in the process of being rescheduled as COVID-related restrictions come to an end

▶ FY 2021-22 Strategic Objectives

- ▶ Partner with DTPW, the TPO and others in organizing the 2022 Rail~Volution Conference in Miami, and leverage the conference to help further and promote CITT objectives
- ▶ Continue to explore major community transportation event(s) in FY 2021-22 in partnership with other community-oriented organizations, such as the TPO, DTPW, the Greater Miami Chamber of Commerce, Miami Foundation, Miami Today and other appropriate entities.



The End