

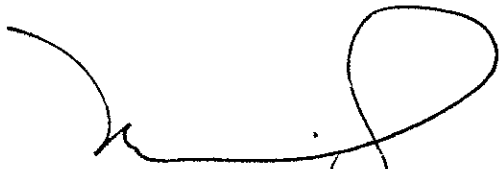


# Office of the Citizens' Independent Transportation Trust (CITT) Business Plan

**Fiscal Years: 2007 through 2008**  
(10/1/06 through 9/30/08)

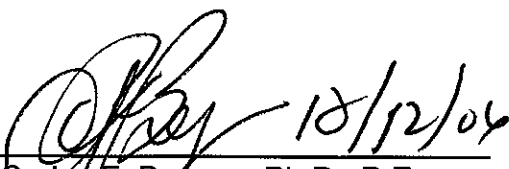
Plan Date: November 30, 2006

Approved by:



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Nan A. Markowitz,  
Executive Director



10/12/06

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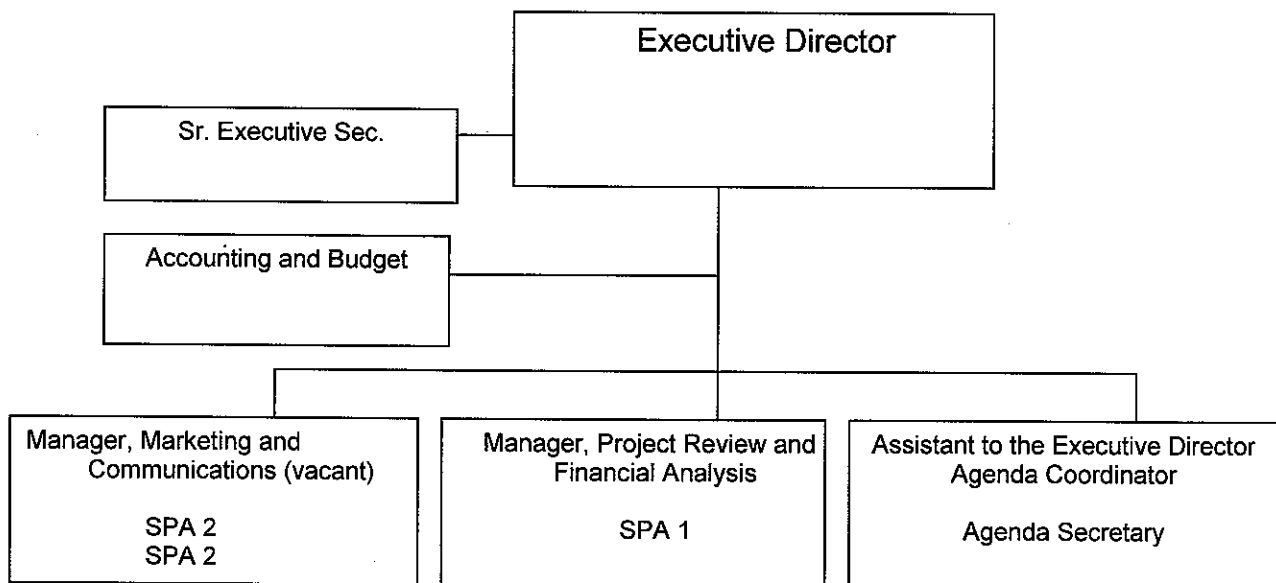
Carlos F. Bonzon, Ph.D., P.E.  
Assistant County Manager

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## EXECUTIVE SUMMARY

The Office of the Citizens' Independent Transportation Trust (OCITT) was created to provide all necessary resources and support staff to the Citizens' Independent Transportation Trust (CITT), so it can fulfill its mandated oversight of the usage of the Charter County Transit System Sales Surtax ("Surtax") and the implementation of the People's Transportation Plan ("PTP"). The Surtax is expected to generate over \$190 million in FY 2006-2007, which is used to support transit and transportation projects listed in Exhibit 1 of the People's Transportation Plan and to repay debt service on Surtax backed bond issuance. The FY 2006-2007 Business Plan is focused on the development of efficient fiscal and programmatic auditing/monitoring processes, on-going implementation of streamlined approval processes and coordination of a comprehensive public outreach and education program regarding the implementation of the PTP.



**During FY 2006-2007 major programs, initiatives or milestones for the OCITT include:**

- Provide training for the new Municipal Tracking System and Technical Assistance Program to ensure PTP compliance as per County Ordinance 02-117.
- Seek best practices for internal and external fiscal guidelines and financial management controls, to ensure that no more than 5% of surtax proceeds are expended on administrative costs.
- Review measures and best practices to manage the workflow between the CITT and the Financial Consultant to ensure the necessary fiscal oversight as per County Ordinance 02-117.
- Audit past year's expenditures to ensure compliance Ordinance 02-117.

**During FY 2007-2008 significant factors critical for the OCITT include:**

- Working with the Financial Consultant to review surtax expenditures for consistency with the PTP and Ordinance 02-117.
- Conducting municipal compliance reviews as per Ordinance 02-117, relating to applicable Interlocal Agreements.

## **DEPARTMENT PURPOSE/MISSION**

On November 5, 2002, voters approved a one-half percent increase in the sales tax to be used exclusively for improving transit and transportation in Miami-Dade County. Pursuant to Ordinance 02-117, the Citizens' Independent Transportation Trust (CITT) was created to monitor the implementation of the People's Transportation Plan (PTP). The Trust is a group of citizens, selected through a nominating committee that functions as an independent body, with certain powers over the use and expenditures of Surtax proceeds. Its mission is to monitor, oversee, review, audit, and investigate implementation of the transportation and transit projects listed in the PTP, and all other projects funded in whole or in part with Surtax proceeds and to assure compliance with any limitations imposed in the levy on the expenditure of Surtax proceeds, including but not limited to, any limitation that Surtax proceeds only be expended for transportation and transit purposes.

***Departmental Purpose:*** The OCITT exists to provide all necessary resources and staff support to assist the CITT 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 PTP.

***Departmental Mission:*** To provide the CITT with the necessary administrative staff support as per Ordinance 02-117, to monitor, audit, oversee and investigate the use of the Surtax proceeds and the implementation of the PTP.

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

## **STRATEGIC ALIGNMENT**

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

**Goal TP2: Educate the community regarding transportation issues and opportunities.**

**Goal: TP5: Improve mass transit along major corridors and between major origin and destination locations.**

**Departmental Business Plan and Outlook**  
**Office of the Citizens' Independent Transportation Trust**  
**Fiscal Years: 2006/2007 – 2007/2008**

- (TP2.1.3) Increased public knowledge and understanding of public transportation alternatives and benefits
- (TP5.3.1) Effective management and oversight of dedicated transit funds

Department-related Strategic Plan Outcomes and departmental objectives:

- Related to Outcome TP2-1: Increased public knowledge and understanding of public transportation alternatives and benefits. Ordinance 02-117 directs the CITT to file a report, including any recommendations, with the Mayor and the County Commission on a quarterly basis regarding the implementation of the projects funded by surtax proceeds
- Related to Outcome TP2-1: Increased public knowledge and understanding of public transportation alternatives and benefits. To remain connected with the citizens that adopted the People's Transportation Plan, the OCITT is proactively increasing its Community Outreach efforts. This will be measured through the increase in community awareness.
- Related to Outcome TP5-3: Effective management and oversight of dedicated transit funds (priority outcome). In an effort to comply with Ordinance 02-117, Section (f) (2) "...to assure compliance with any limitations imposed in the levy on the expenditures of surtax proceeds..." the OCITT has contracted with the office of Audit and Management Services to perform four (4) audits.
- Related to TP5-3: Effective management and oversight of dedicated transit funds (priority outcome) at the request of the Citizens' Independent Transportation Trust, the OCITT is the Project Manager overseeing the work of the CITT's Financial Consultant that reviews the pro forma on an annual basis and recommends adjustments.
- Related to Outcome TP5-3: Effective management and oversight of dedicated transit funds (priority outcome) to remain responsive to the citizens of Miami-Dade County, meeting minutes are posted on our website so that interested stakeholders can follow the progress and accomplishments of the CITT and the PTP.
- Related to Outcome TP5-3: Effective management and oversight of dedicated transit funds (priority outcome). In keeping with the CITT's responsibility to monitor and oversee the spending of the Surtax, OCITT staff carefully reviews all contracts submitted by PWD and MDT to ensure fiscal compliance with the People's Transportation Plan. Review the agenda items submitted by MDT and PWD (by submittal deadline) and submit OCITT staff questions to MDT and PWD no later than four (4) working days prior to package delivery deadline.

## KEY PROGRAMS

The department's key programs are highlighted below and organized by balanced scorecard perspective.

### **Customer Perspective**

- The CITT is actively pursuing opportunities to speak at community meetings and events to educate citizens and maintain support for County initiatives
- The OCITT is bringing together representatives from all participating municipalities to exchange and provide relevant information pertaining to the Interlocal Agreements between the County and respective municipalities. Effectiveness will be measured via participant survey
- Raw data pertaining to number of visits to our website is being tracked to use in trend analysis

### **Financial Perspective**

- The OCITT has contracted with the office of Audit and Management Services to perform four (4) audits of municipalities per fiscal year.
- Prepare and submit to the CITT Trust, Surtax related monthly financial reports to ensure compliance with Ordinance 02-117.
- Process monthly municipal surtax transfers within 10 working days of FAMIS posting
- Review the pro forma on an annual basis and recommend adjustments

### **Internal Perspective**

- Agenda Secretary to submit draft CITT minutes no later than seven (7) working days after CITT meetings
- Review the agenda items submitted by MDT and PWD (by submittal deadline)

### **Learning and Growth Perspective**

The OCITT will ensure that staff maintains an adequate level of training and education (a minimum of 2 training workshops per quarter).

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

The CITT's purpose is to monitor, oversee, review, audit, and investigate the implementation of the transportation and transit projects listed in any levy of the surtax, and all other projects funded in whole or in part with surtax proceeds. The OCITT is responsible for providing the CITT with the necessary tools to make timely and informed decisions necessary to fulfill its mandate. As such, the following are critical to the OCITT's success:

The schedule and breadth of projects contained in the PTP is aggressive and complex and relies on the involvement of Miami-Dade Transit (MDT), Public Works Department (PWD), and participating municipalities that receive a portion of the municipal share of the Surtax. Other entities are crucial to the success of the PTP, including the Metropolitan Planning Organization (MPO), the Florida Department of Transportation (FDOT), the South Florida Regional Transportation Authority (RTA) and the Federal Transit Administration (FTA).

- Staff oversight and coordination among these various entities is essential to ensure the PTP's integrity and vision.
- The cooperation of multiple entities and municipalities providing necessary information to the CITT for its review and approval of amendments and contracts
- The accuracy of the financial projections and assumptions contained in the PTP's pro forma. The pro forma model assumes specific levels of sales tax proceeds, fare-box recoveries, federal and state financial commitments, construction and operating costs, inflation factors, and financing options. During its thirty-year life cycle, the model will continually undergo change, and even seemingly, small assumption adjustments may have major financial impacts.
- Changes in utilization rates requiring modifications/improvements to rail lines/bus routes not previously included/approved in the PTP
- Changes in utilization rates requiring the reduction/elimination of PTP-specified transportation improvements
- Additions or deletions to the approved list of PWD improvements due to changing needs or availability of other funding
- Unrealized revenue projections (e.g., changes in fare box recovery, Surtax growth rate, Consumer Price Index, etc.)
- Higher than anticipated implementation costs
- Lower than anticipated federal/state matching funds
- Revise and manage the Interlocal Agreement with eligible municipalities

### **3 to 5 YEAR OUTLOOK**

Key factors in reaching the OCITT's strategic objectives will be achieved through training and maintaining a streamlined agenda coordination effort and apply best practices to ensure the timely implementation of PTP contracts and amendments.

The OCITT anticipates expansion of its municipal support program to provide increased auditing and technical assistance. The Automated Countywide Reporting Systems Application has been developed in conjunction with Enterprise Technology Service Department (ETSD) staff, and became operational in November 2005. The Community Outreach/Education Program will be expanded to include feedback surveys relating to the implementation of the PTP.

*Attachment 1*

## **DEPARTMENTAL PROFILE**

### **Department Description**

The OCITT is responsible for providing the CITT with detailed subject analysis and essential comprehensive research materials pertaining to the PTP, as well as ongoing snapshots of local, state, and federal strategic transportation issues. Its responsibility is to monitor, oversee, review, audit, and investigate implementation of the transportation and transit projects listed in any levy of the surtax, and all other projects funded in whole or in part with surtax proceeds.

It is also responsible for analyzing proposed changes to the PTP to determine relevance and consistency with the goals of the PTP. It provides the administrative structure for the CITT to perform its mandated duties, including a process to facilitate the approval of contracts and expenditures necessary to implement the PTP as well as amendments to the PTP.

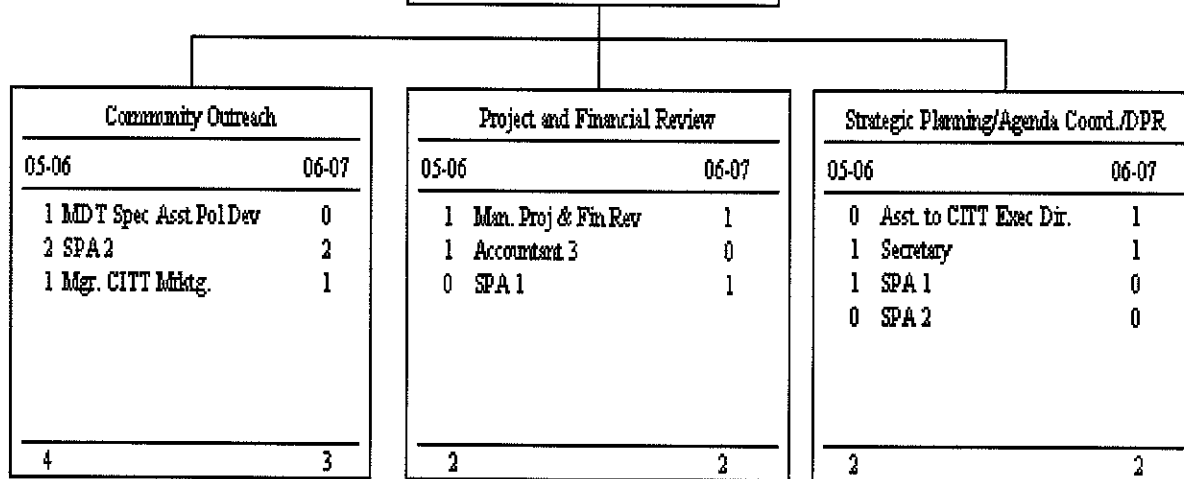
**Departmental Business Plan and Outlook**  
**Office of the Citizens' Independent Transportation Trust**  
**Fiscal Years: 2006/2007 – 2007/2008**

**Table of Organization**

**Staffing Chart**  
**Office of the Citizens' Independent Transportation Trust**  
**FY 2007**

Totals (Div. 20)	
05-06	06-07
13	10
Total P/T/ Hours	
05-06	06-07
0	0

Executive Director	
04-05	06-07
1 Executive Director	1
1 Sr. Executive Sec.	1
1 SPA 2	0
1 Asst. to Exec Dir.	0
1 Special Asst. OPTM	0
0 SPA 1	1
<b>5</b>	<b>3</b>



Departmental Business Plan and Outlook  
Office of the Citizens' Independent Transportation Trust  
Fiscal Years: 2006/2007 – 2007/2008

**Financial Summary**

***Revenues and Expenditures by Fund (All Dollars in Thousands)***

	<b>Total Annual Budget</b>		
	<b>Prior Fiscal Year FY 04-05 ACTUAL</b>	<b>Current Fiscal Year 06 Budget</b>	<b>PROJECTION AS OF 7/31/06</b>
<b>Revenues</b>			
Charter County Surtax	169,932.00	167,773.00	179,704.00
Interest Income	2,530.00	1,920.00	1,821.00
Repayment of MDT Loan	0.00	1,848.00	1,848.00
Carryover to PTP Fund	114,618.00	139,601.00	115,967.00
<b>Total</b>	<b>287,080.00</b>	<b>311,142.00</b>	<b>299,340.00</b>
<b>Expense</b>			
(CITT) Salaries & Fringes	1,369.00	1,385.00	1,185.00
(CITT) Other Operating	592.00	1,342.00	1,113.00
(PTP) Transfers to MDT	116,189.00	152,492.00	112,419.00
(PTP) Loan to MDT	22,900.00	13,500.00	28,278.00
(PTP) Transfers to PWD	18,976.00	2,787.00	3,807.00
(PTP) Transfer/Municipalities	33,987.00	33,555.00	35,941.00
Reserve for Future Exp.	93,067.00	106,081.00	116,597.00
<b>Total</b>	<b>\$287,080.00</b>	<b>\$311,142.00</b>	<b>\$299,340.00</b>

**Equity in pooled cash (for proprietary funds only)**

<b>Fund/ Subfund</b>	<b>FY 2005 BEGINNING YEAR ACTUAL</b>	<b>FY 2005 END ACTUAL</b>	<b>FY 2006 YEAR-END BUDGET</b>
<b>SP 402</b>	\$83,466.00	\$74,188.00	\$40,668.00
<b>ET420</b>	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$83,466.00</b>	<b>\$74,188.00</b>	<b>\$40,668.00</b>

- Budget and Projected numbers are based on the December 2005 pro forma.
- Amounts do not reconcile to FAMIS. MDT loan amounts are shown here for budget/appropriation purposes but are not revenues/expenses for financial purposes.

**Current Business Environment**

Ordinance 02-117 established the roles and responsibilities of the CITT with regard to the oversight of the PTP, which assumes federal and state matching funds for the construction of additional rail lines, expansion of the existing bus fleet, road and neighborhood improvements as well as the creation of jobs. The CITT's fiduciary responsibilities require it to monitor, audit, oversee and investigate the use of Surtax funds to ensure compliance with the applicable ordinance relating to the PTP, and ensure the implementation of the specific voter-approved improvements.

Ordinance 02-117 clearly delineates the duties and powers of the CITT. The CITT approves all amendments to the PTP and then seeks BCC approval. In addition, any contract partially or wholly funded with Surtax proceeds must first be approved by the BCC and then by the CITT. Ensuring the efficient movement of items, requiring both BCC and CITT approval, through the various respective committees and to keep the PTP improvements moving forward in an expeditious manner, requires significant coordination and cooperation among various departments.

The assumptions made in the PTP include federal and state matching dollars. With more than 200 transit projects in the pipeline, competition for these dollars is very intense in the national arena. To pursue these matching funds and ensure the efficient implementation of the PTP, the OCITT maintains professional relationships with its business partners: Miami-Dade Transit (MDT), Public Works Department (PWD), the Metropolitan Planning Organization (MPO), Municipalities, the Florida Department of Transportation (FDOT), the U.S. Department of Transportation (DOT) as well as many other stakeholders at the state, federal, and local levels.