



The Transportation Trust Strategic Objectives FY 2023-24

July 27, 2023



Strategic Objectives Update: FY 2023-24

- ▶ **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, 2021, 2022, and most recently in June 2023**
- ▶ **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
- ▶ In Feb 2023, the PTP Ordinance was amended to remove the review of non-Surtax transit-related contracts over \$1M and the semi-annual review non-Surtax contracts below \$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 2023-24 Strategic Objectives

- ▶ Continue to enhance the review of MDT contracts using Surtax funds
- ▶ Continue to monitor and review PW contracts using Surtax funds
- ▶ Ensure that proposed contracts are consistent with adopted “Statement of CITT Guiding Principles & Priorities”
- ▶ Ensure that all contracts are in compliance with the new prohibitions on the use of Surtax funds provided in HB 385 (described further in PFR 3), which went 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 2023-24 Strategic Objectives

- Quarterly DTPW Budget Reporting and Review
- Quarterly DTPW Performance, Maintenance & Cleanliness 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



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 became effective on Oct. 1, 2022.**

▶ FY 2023-24 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 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 Value Capture studies
- ▶ The Trust has developed PTP 2.0 as a new paradigm for financing major capital investments
- ▶ The Trust, with IMG Rebel, 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 and conducted analysis on the funding pathways for Multimodal Trails Capital and O&M funding opportunities

► FY 2023-24 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 Value Capture 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 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, 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" – 50% construction complete, with anticipated project completion in Q2 of 2024.
 - ▶ North Corridor: "Elevated Fixed Guideway Transit" – BCC directed DTPW to terminate P3 procurement and take necessary steps to accelerate the implementation. Value Engineering workshops held in May 2023 between DTPW and FDOT.
 - ▶ Northeast Corridor: Commuter Rail – Approved by FTA into the New Starts PD phase. Requested entry into Engineering phase in April 2023. 30% Design complete, with overall completion anticipated in 2028. Aventura Station is now open for service.
 - ▶ Beach Corridor: "Automated People Mover (APM)/Monorail" for Trunk Line/bay crossing & "Elevated APM" for the Miami extension & "BRT" for the Miami Beach extension – P3 process was concluded for trunk line in Oct 2022 and RFP development is underway with an estimated project completion in 2029. Miami Extension portion will proceed as its own project.
 - ▶ East-West Corridor: Gold Standard "BRT" – Approved by FTA into Small Starts PD phase in October 2021. 15% Design complete, with overall completion anticipated in 2026. Tamiami Station is open for service.
 - ▶ Kendall Corridor: PD&E study is on hold (pending results of Flagler Street Demonstration Project)
- ▶ 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 2023-24 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 SMART Corridors park-and-ride stations
- ▶ Continue efforts to 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 and fund SMART Plan Terminal/hubs and 1st/Last Leg Connections such as Golden Glades Sunshine Station, Transitway Park-and-Rides, Panther Station, Downtown Intermodal Terminal, and supporting SMART Plan Park-and-Rides, etc.
- ▶ Continue to support TOD Master plans for SMART corridors – Beach Corridor, East-West Corridor, North Corridor, and South Corridor TOD Master Plan complying with HB 385 Surtax use restrictions
- ▶ Continue to push for the Tri-Rail Downtown Link commuter rail service into MiamiCentral Station to begin service
- ▶ Continue to monitor the South Corridor construction progress and, as per BCC Resolution No. R-1103-18, ensure that ITDP BRT Gold Standard Certification is sought and that the operational commitments made to the CITT and the public are honored



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 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. Nonetheless, in May 2023, the CITT passed Resolution No. R-23-010 recommending to the BCC an amendment to Exhibit 1 of the PTP reinstating the language limiting the use of Surtax funds to eligible County capital enhancements implemented after November 5, 2002, and the operation and maintenance thereof as well as the County’s intent to dedicate at least 10% of their annual share of Surtax funds for Capital Expansion of the transit system. The BCC has yet to act on this recommendation.
- 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 2023-24 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 corridor
- ▶ Complete analysis of the updated Pro-Forma
- ▶ 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 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 outside strategic/financial consulting firms, **IMG Rebel and JLL**, to assist with various strategic analyses
- ▶ **IMG Rebel completed analysis of funding options available to fund Multimodal Trails Capital and Operation and Maintenance costs**
- ▶ **IMG Rebel added PTP Capital projects and ADA compliance features to the interactive PTP Dashboard tool**
- ▶ **IMG Rebel completed equity and mode shift analysis as part of previous Fare Elasticity Study**
- ▶ **IMG rebel worked on updating the value capture studies for SMART Plan Beach, Northeast and South corridors**
- ▶ **JLL is working on developing Municipal Audit Summary and Historic Information Database**
- ▶ **On-going procurement of the new Strategic Mobility Planning and Review support services contract to assist with enhanced review, oversight, analysis and advancement of SMART Plan projects, transit and multimodal transportation programs, capital Improvement programs implementation and related projects funded by PTP**



Strategic and Financial Planning

SFP 4: Strategic Analysis

▶ FY 2023-24 Strategic Objectives

- ▶ 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 2023-24, including:
 - ▶ **FY 2023-24 Pro-Forma Review and Analysis**
 - ▶ **Update the Value Capture Estimate studies for the remaining three SMART Plan Corridors (East-West, North and Kendall Corridors)**
 - ▶ **Analysis of Impacts of HB 7063 on Surtax Collections**
 - ▶ **Equity Analysis of the PTP projects per the New Transportation Infrastructure Bill (IHA)**
 - ▶ **Municipal Performance Evaluation and Recommend Areas for Improved Efficiency**
 - ▶ **Municipal Contracting Study Phase II – develop a standard contract template for Fixed Route and On-Demand Services to assist municipalities with negotiating better contracts with third party transit service providers.**
 - ▶ **PTP Capital projects mapping**



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
- 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 2023-24 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. **A new contracting study is in the works for on-demand services.**
- ▶ **The CITT's Strategic Consultant JLL is developing the municipal audit summary and historic information database.**
- ▶ 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. **This will continue to be updated to show municipal partners the latest data in efficiency trends across services offered.**



Municipal Program

ML 1: Coordination, Partnerships, Policy and Program Guidance

▶ FY 2023-24 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
- ▶ 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
- ▶ Coordinate and support efforts to involve municipalities in the SMART Plan
- ▶ Enhance CITT awareness by coordinating with municipalities on 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
- ▶ 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
- ▶ Continue to work with DTPW to catalyze the response levels of municipalities in updating their ILAs with the County
- ▶ Identify collaborative opportunities between municipalities to enhance the transit services offered to residents
- ▶ Develop policy recommendations for encouraging municipalities' greater use of surtax funds for bicycle/pedestrian infrastructure, particularly as it relates to first/last mile connectivity to transit services
- ▶ Create task force to develop policy recommendations and standardization of contracts between municipalities and third-party vendors for their fixed route circulators and on-demand 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 2023-24 Strategic 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 became effective on Oct. 1, 2022.**

▶ FY 2023-24 Strategic 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
- ▶ Report the status of all audits on the CITT Quarterly Report

▶ FY 2023-24 Strategic 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
- ▶ Continue to audit on a more frequent basis those municipalities with significant audit issues
- ▶ Continue to 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 2023-24 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 has engaged an outside firm to assist with varied community outreach & engagement efforts
- ▶ The CITT developed a volunteer Ambassador Program (described further in CO 6) that, among other things, work as customer advocates on behalf of the CITT and help to disseminate CITT messaging

▶ FY 2023-24 Strategic Objectives

- ▶ Work with the CITT's community engagement firm, **Wragg & Casas**, 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 to work with Miami's Community Newspapers to produce the regular CITT-hosted Facebook Live podcast "Mobility Matters" that focuses on mobility and transportation in Miami-Dade County
- ▶ Continue the effort to enhance transparency by providing historical documents, reports and timely current items on the CITT website
- ▶ **Develop a new, modern website that complements the CITT's new branding once it is completed**
- ▶ 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 highlight accomplishments under the PTP/Transportation Trust marketing campaign.**
- ▶ **The Trust leveraged the 20 Year anniversary of the PTP referendum to inform the public of our accomplishments and current efforts, and pivot to the future, including:**
 - ▶ **Worked with the Community Engagement firm and Miami's Community Newspapers to develop a special PTP 20-Year anniversary issue that was circulated Countywide**
 - ▶ **Worked with the Community Engagement firm to develop a video that celebrates the 20-Year anniversary of the PTP, highlighting many of the accomplishments under the PTP and the work of the CITT**
 - ▶ **Worked with Miami-Dade County's Communications and Customer Experience Department to develop a 2-page informational insert highlighting accomplishments under the PTP. The insert is to be distributed in local newspapers that represent the different ethnic backgrounds of our community.**

▶ FY 2023-24 Strategic Objectives

- ▶ **Continue to have the half-penny Project I.D. applied to all PTP-funded projects and programs throughout the County and to the municipalities**
- ▶ **Continue to work with the outside Community Engagement firm to develop and execute desired community engagement campaigns**
- ▶ **Continue to produce and distribute our consumer-oriented Quarterly Newsletter to be distributed via a variety of mediums**
- ▶ **Work with the County's Communications Department and the CITT's Community Engagement Firm to launch a CITT/PTP rebranding effort**



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 2023-24 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 2023-24 Strategic 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, FDOT, 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



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
- ▶ Launched the CITT Ambassador Program composed of volunteer transit riders who provide regular feedback to the Transportation Trust in a systematic manner and the feedback is then provided to DTPW and municipalities which will work to resolve reported issues in a timely manner.

▶ FY 2023-24 Strategic Objectives

- ▶ Analyze as part of the quarterly Performance, Maintenance and Cleanliness report issues and trends in transit complaints
- ▶ 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: CITT Ambassador Program

▶ Overview

- ▶ The CITT **developed a CITT Ambassador Program** that is 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.
- ▶ The OCITT **contracted** Velocia, Inc. to provide an app-based unified customer advocate feedback and reward system that will capture and track the progress of problems or improvements submitted by the Ambassadors in a seamless and efficient manner and provide Ambassadors with rewards as an incentive to engage with the CITT

▶ FY 2023-24 Strategic Objectives

- ▶ **Renew** the contract with Velocia, Inc. for the unified feedback and rewards system and launch the service
- ▶ Continue to actively recruit, enlist and train volunteers to serve as Ambassadors
- ▶ 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.
- ▶ 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 partnered with DTPW and the TPO to co-host the Rail~Volution Conference held Oct./Nov. 2022 in Miami and organized the mobile workshops for the conference
- ▶ The Trust has since sponsored and actively participate in several transportation-related events, including CoMotion Miami, the TPO Industry Forum, and Greater of Miami Chamber of Commerce Annual Meeting.

▶ FY 2023-24 Strategic Objectives

- ▶ Continue to partner with DTPW, the TPO, FDOT, MDX, and others by participating in local conferences and events to help further and promote CITT objectives
- ▶ Continue to explore major community transportation event(s) in FY 24 in partnership with other community-oriented organizations, such as the TPO, DTPW, the Greater Miami Chamber of Commerce, and other appropriate entities.



The End