



The Citizens' Independent Transportation Trust Strategic Objectives FY 2024-25

July 24, 2024



Strategic Objectives Update: FY 2024-25

- ▶ **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**
- ▶ **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 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. 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 2024-25 Strategic Objectives

- Continue to enhance the review of all MDT contracts (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 against the use of Surtax funds provided for in HB 385 and BCC Resolution R-1009-23 (described further in PFR 3), which became effective on Oct. 1, 2022 and November 7, 2023 respectively



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 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 2024-25 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 Program Reporting and Review
- Monthly Capital Project Reporting and Review
- Bi-Annual 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.**
- ▶ **In November 2023, BCC passed a resolution amending Exhibit 1 to the People's Transportation Plan to reinstate the language limiting the use of Charter County Transportation System Surtax Funds to eligible County capital enhancements implemented after November 5, 2002 and the operation and maintenance thereof.**

► FY 2024-25 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 **and BCC Resolution R-1009-23**



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 **Program**. 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 2024-25 Strategic Objectives

- ▶ 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 Program & 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, now SMART Program, 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" – Construction has commenced, with completion anticipated in **October 2024**
 - North Corridor: "Elevated Fixed Guideway Transit" – **BCC passed a Reso (R-1139-22) to terminate P3 process in November 2022. Value Engineering was completed in October 2023 and PD&E restarted in March 2024.**
 - Northeast Corridor: Commuter Rail – **FTA NEPA approval in November 2023. Risk assessment workshop completed in February 2024. Request to enter into Engineering phase was approved by FTA and \$264M was included in FTA's FY 2025 CIG adopted budget.**
 - Beach Corridor: **P3 process was concluded. City of Miami Beach passed a Reso urging DTPW to pursue alternative transportation solutions for Beach Corridor; DTPW is coordinating with USCG and FDOT; Advertisement for a consultant contract is being developed for the Design District Mover extension project.**
 - East-West Corridor: **DTPW received \$8.1M Project Development Grant from FTA; In January 2024, TPO Governing Board approved re-evaluation of the project including commuter rail; DTPW will coordinate with FTA on the next steps and solicit a feasibility study**
 - Kendall Corridor: TBD (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 Program & PTP Corridor Support & Advocacy, continued...

- ▶ **FY 2024-25 Strategic Objectives**
 - ▶ Carefully monitor the status of projects in each PTP/SMART Program
 - ▶ Continue to develop and implement strategies to accelerate and move each project forward
 - ▶ 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 Program corridor projects as Locally Preferred Alternatives are selected
 - ▶ Continue to support and fund SMART Program Terminal/hubs and 1st/Last Leg Connections such as Golden Glades Sunshine Station, Dolphin Station TOD, Transitway Park-and-Rides, Tamiami Station, Panther Station, Downtown Intermodal terminal, and other SMART Program supporting 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 Plans
 - ▶ Conduct an analysis exploring opportunities for expediting the North Corridor project



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 several 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 Program 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 Program



Strategic and Financial Planning

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

► FY 2024-25 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 Program, and subsequent project development, construction, and Operations & Maintenance (O&M) phases for each of the SMART Program 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 Program
- Continue to advocate for the development of Special Assessment Districts along each corridor to increase funding levels for SMART Program implementation
- Meet with the Mayor and top administration officials to discuss the “fiscal cliff” and other financial/budgetary matters



Strategic and Financial Planning

SFP 4: Strategic Analysis

► Overview

- The CITT engages an outside strategic/financial consulting firms, IMG Rebel and JLL, to assist with various strategic analyses
- 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.
- IMG Rebel **completed** Fare Elasticity Study, equity analysis, and mode shift impacts
- **In 2022**, IMG Rebel completed analysis of the Bipartisan Bill Infrastructure Investment and Jobs Act (IIJA) to forecast new funding opportunities from the Federal government as a result of changes to existing policy or new legislation/regulations
- **In 2023**, IMG Rebel **completed analysis of** innovative funding options available to fund Multimodal Trails Capital and Operation and Maintenance costs.
- **In 2023**, IMG Rebel **completed** updating the value capture studies for SMART **Program**, South, Northeast and Beach corridors
- **In 2023**, **executed a new** Strategic Planning and Review Support Services contract to assist with enhanced review, oversight, analysis and advancement of SMART **Program** projects and capital Improvement projects funded by PTP

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Strategic and Financial Planning

SFP 4: Strategic Analysis, continued...

- ▶ **FY 2024-25 Strategic Objectives (*continued*)**
 - ▶ 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
 - ▶ 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 2024-25, including:
 - ▶ **Update the Special Assessment District studies for the North, East-West and Flagler SMART Program Corridors**
 - ▶ **Municipal Contracting Study Phase II – develop a standard contract template to assist municipalities with negotiating better contracts with third party transit service providers**
 - ▶ **Municipal Audit Summary Database development by Fiscal Year and by Municipality**
 - ▶ **GIS mapping of the PTP funded capital projects**
 - ▶ **Conduct an analysis exploring opportunities for expediting the North Corridor project**



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 2024-25 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.
- **This year, the Trust started hosting monthly CITT Municipal Program Committee meetings**
- The CITT completed a Municipal Contract study **and is in the process of updating it. This study** compared terms of all municipal circulator contracts with third-party vendors and identified best practices which will be shared with the municipalities.
- CITT developed, **and updates annually**, 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.

► FY 2024-25 Strategic Objectives

- Continue to support efforts to coordinate Metrorail and MDT bus routes with municipal shuttles to increase efficiency and reduce duplication
- **Present quarterly Municipal updates at Trust meetings and identify 1 municipality to** showcase municipal best practices at every Trust Meetings
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Municipal Program

ML 1: Coordination, Partnerships, Policy and Program Guidance

► FY 2024-25 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 Program
- Enhance CITT awareness by coordinating with municipalities on the placement of the half-penny decals and other branding initiatives on Municipal Circulators and Surtax funded projects
- Continue to distribute grant opportunities that are available to municipalities
- Coordinate monthly meetings with CAO to review latest eligible use of Surtax fund inquiries and update municipal guidelines as necessary
- 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
- Inform, educate and encourage municipalities to use their surtax funds to advance 1st/Last Mile, bike-ped projects



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
- The CITT approved a Resolution in support of pending BCC legislation that would require municipalities to share their transit data with the County in certain formats in order to better integrate transit data into the County's app

► FY 2024-25 Objectives

- Continue to upgrade valuable aspects of municipal annual and quarterly reporting to provide for the meaningful collection of data essential to supporting Surtax expenditures
- 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 prioritizes and enhances 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 House Bill (HB) 385 that amended provisions governing the use of Surtax funds. 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.
- In November 2023, BCC passed R-1009-23 further restricting use of Surtax funds

► FY 2024-25 Objectives

- Continue to prioritize and enhance financial management capabilities
- Monitor DTPW's 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 and BCC Resolution R-1009-23
- 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
- The Trust reports the status of all audits on the CITT Quarterly Report

► FY 2024-25 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
- **Facilitate the CITT Audit Committee as necessary**
- **Explore the possibility of competitively bidding future audits**



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 audits for “Transit” and “Public Works” were completed in 2024
- AMS launched a more comprehensive financial and management audit of the CITT/County/Municipal processes in 2023, the results of which are still pending

► FY 2024-25 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 2026
- Address any findings and recommendations resulting from AMS’ audit of the CITT
- Explore the possibility of competitively bidding future audits



Community Engagement

CE 1: Communication

► Overview

- ▶ The Transportation Trust strives to enhance its community 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 engages an outside firm to assist with varied community outreach & engagement efforts; **the current contract term is coming to an end, and will be competitively bid in the coming weeks/months**
- ▶ The CITT leverages its volunteer Ambassador Program (described further in CO 6) to work as customer advocates on behalf of the CITT and help disseminate CITT messaging

► FY 2024-25 Strategic Objectives

- ▶ Work with the CITT's 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 regular CITT-hosted "Mobility Matters" Facebook Live podcast focused on mobility and transportation**
- ▶ **Develop and maintain site(s) where Mobility Matters podcasts can be uploaded and housed, and make the podcast available on leading streaming sites (e.g., Spotify, YouTube, Pandora, etc.)**



Community Engagement

CE 1: Communication, continued...

- ▶ **FY 2024-25 Strategic Objectives, (continued)**
 - ▶ 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
 - ▶ Develop, recruit and fill a new “Digital Media” position at the OCITT to manage and enhance the CITT’s website, social media, podcast, digital dashboards, and other digital media initiatives



Community Engagement

CE 2: Marketing

► Overview

- The Transportation Trust continues to work on an ongoing Transportation Trust/PTP marketing campaign
- A key component of our efforts was 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) and electric buses, the municipal trolleys, the Golden Passport and Patriot Passport program, and more. This effort is now part of the “Fun Fact Friday” campaign.
- A 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 2024-25 Strategic Objectives

- Work with our 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 “Fun Fact Friday” 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
- Leverage the 20+ Year anniversary of the PTP referendum to inform the public of our accomplishments and current efforts, and pivot to the future



Community Engagement

CE 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 2024-25 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)



Community Engagement

CE 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 2024-25 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 **Greater Miami Expressway Agency (GMX)**, 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 and civic/business/community organizations



Community Engagement

CE 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 2024-25 Objectives

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



Community Engagement

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

► Overview

- The CITT developed 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
- In 2022, a Customer Advocate Program Coordinator was hired to help develop, launch and manage the Ambassador Program
- The CITT contracted with Velocia, Inc. to provide an app-based unified customer advocate feedback and reward system that captures and tracks the progress of problems or improvements submitted by the Ambassadors in a seamless and efficient manner and provides Ambassadors with rewards as an incentive to engage with the CITT; a 5 year renewal of the contract was recently approved by the CITT

► FY 2024-25 Strategic Objectives

- Actively recruit, enlist and train volunteers to serve as Ambassadors
- Collaborate with Trust, County, TPO, **FDOT, and SFRTA** public information officers to amplify desired communications via the Ambassadors through their social media channels and other means of communication
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Community Engagement

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

- ▶ **FY 2024-25 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**
 - ▶ **Recognize and reward top performing Ambassadors via an Ambassador of the Month/Quarter/Year program**



Community Engagement

CE 7: Major Community Transportation Event(s)

► Overview

- In 2023/24, the CITT presented at and/or participated in various conferences such as the Aspen Ideas: Climate Conference, CoMotion Miami Conference, National Association of City Transportation Officials (NACTO) Conference, Greater Miami Chamber of Commerce's 2024 Goals Conference and TPO's Industry Forum Breakfast, and the TPO's Bike Immersion Program, among other major events

► FY 2024-25 Strategic Objectives

- Continue to explore major community transportation event(s) in FY25 in partnership with other community-oriented organizations, such as the TPO, DTPW, the Greater Miami Chamber of Commerce, Miami Foundation and other appropriate entities
- Explore the production of a major "State of the CITT/PTP" type of event that highlights many of the achievements under the People's Transportation Plan (PTP), and engages the public about ongoing projects and programs



The End