



***The Transportation Trust
Strategic Objectives
2014-2015***

May 22, 2014



The Transportation Trust
Strategic Objectives Update: FY 2014-15

- ▶ **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**
- ▶ **The Updated Strategic Objectives will form the basis for the Trust budget and staff priorities for the remainder of this year and beyond**



The Transportation Trust Strategic Areas

- ▶ ***Project and Financial Review***

- ▶ ***Strategic and Financial Planning***
 - ▶ ***Municipal Liaison***

- ▶ ***Audit and Financial Management***
 - ▶ ***Community Outreach***



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 2014-15 Strategic Objectives

- ▶ ***Amend the PTP Ordinance to allow Trust review of all MDT contracts***



Project and Financial Review

PFR 2: Budget and Performance Reviews

▶ Overview

- ▶ *The Transportation Trust enhanced its oversight of MDT 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.*

▶ Major Program Elements

- ▶ *Quarterly Budget Review*
- ▶ *Quarterly Performance Review*
- ▶ *Quarterly Capital Project Review*

▶ FY 2014-15 Objectives

- ▶ *Continue to upgrade, in cooperation with Miami-Dade Transit, the substantive aspects of the Quarterly Reports .*
- ▶ ***Priority focus on railcar procurement***



Project and Financial Review

PFR 3: PTP Five Year Implementation Plan and Major Capital Investment Review

▶ 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. The Trust also initiated for major capital investments an enhanced review process that began with AirportLink and will continue for projects such as MDT Systems Upgrades and the Railcar Procurement.*

▶ Major Program Elements

- ▶ *The first Five-Year Plan was completed in 2011 providing a baseline for future updates. The first annual update was completed in 2012 providing changes versus previous year. Both plans included recommendations on several projects and listing of all contracts approved by the Trust*

▶ FY 2014-15 Strategic Objectives

- ▶ *Develop, in conjunction with Miami-Dade County, the annual updates of the Five-Year Implementation Plan*
- ▶ *Continue and enhance the review of major capital investments **specifically including the Railcar procurement***
- ▶ *Continue enhancing coverage of municipal PTP projects*
- ▶ *Utilize the Plan as management and decision making tool*
- ▶ *Utilize the Plan as a communication tool to the public*



Strategic and Financial Planning

SFP 1: Transportation Symposium/Summit

► Overview

- *The Trust should facilitate, with key stakeholders, a process for to identify and develop new efforts that advance the implementation of major corridor development and rapid transit in Miami-Dade County. The completion of the AirportLink, as noted earlier, was a seminal accomplishment for the Trust and the surtax program. The financing for major capital projects beyond the AirportLink will be very challenging. A community-wide effort to identify priorities and develop funding plans for the future is needed. The concept of a substantive symposium to explore future opportunities, in conjunction with the Florida International University Metropolitan Center, is essential***
- *The Trust hosted the very successful “2013 Transportation Summit - Visioning the Future of Miami-Dade County’s Public Transportation” on June 6, 2013***
- *The Trust also hosted the very well attended “Transportation Summit Community Forum – An Opportunity for Public Input” on February 22, 2014***

► FY 2014-15 Strategic Objectives

- *Host a 2014 Transportation Summit in the Fall of 2014***
- *Support efforts for major corridor development, including plans and studies for individual project implementation as well as MDT, MPO, FDOT, SFRTA, MDX and other partners 10-25 year transportation plans***
- *Support priority implementation of major projects in the pipeline specifically including the Miami Beach Light Rail Project, the FEC All-Aboard Florida Intercity Rail Project, The Tri-Rail Coastal Link Project and the NW 27th Avenue BRT Project***



Strategic and Financial Planning

SFP 2: MDT Pro-Forma

▶ Overview

- ▶ ***The Trust, with the assistance of Infrastructure Management Group (IMG), performs an annual review of the MDT Financial Pro-Forma. This review has indicated and validated several serious concerns specifically including a financial shortfall projected for 2014.***

▶ FY 2014-15 Objectives

- ▶ ***Complete analysis of the updated Pro-Forma and prepare and present a complete analytical report.***
- ▶ ***Contribute modeling and other analytical support to collaborate with the County on the development of each year's Pro-Forma.***
- ▶ ***Integrate findings and recommendations from Pro-Forma analysis into Trust strategic objectives for Project and Financial Review and for Strategic and Financial Planning.***
- ▶ ***Analyze, in conjunction with the County, the possibility and timetable of unwinding Unification***



Strategic and Financial Planning

SFP 3: Innovative Financing

▶ Overview

- ▶ *The Trust has undertaken a series of initiatives designed to address the sustainability of transit finances, with the assistance of IMG. 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.*
- ▶ *Further, 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. There is currently \$44 million identified for the Capital Expansion Reserve.*
- ▶ *The Trust completed a corridor specific analysis to support the Miami-Miami Beach Light Rail Project*

▶ FY 2014-15 Strategic Objectives

- ▶ *Collaborate on implementation of the most promising innovative MDT funding opportunities.*
- ▶ *Continue working with the County and Board of County Commissioners to ensure that funds for capital expansion are available for corridor improvements beyond the recently-opened Orange Line and to develop consensus on a prioritized project list. This includes leveraging state, federal and private sector funding, taking advantage of strategic opportunities, and accelerating corridor improvements.*
- ▶ ***Complete an Innovative Financing Study for the North (27th Avenue) Corridor***
- ▶ ***Support innovative financing efforts for the Northeast Corridor, such as facilitating discussions among Tri-Rail Coastal Link and the municipalities***



Strategic and Financial Planning

SFP 4: Transit Operating & Financial Performance

▶ Overview

- ▶ *The Trust has undertaken a series of initiatives designed to address transit cost efficiency and operational performance, with the assistance of the Center for Urban Transportation Research (CUTR).*
- ▶ *The Trust also initiated examining implementation plans for the most promising revenue opportunities, proffering recommendations to stimulate discussion and public discourse on improving transit's budget outlook.*

▶ FY 2014-15 Strategic Objectives

- ▶ *Identify and explore new areas of analysis of MDT operations and performance*
- ▶ *In conjunction with the County and CUTR, specific initiatives that should be carried out to follow-up earlier efforts to improve MDT performance. For example, a review of overtime policies, expanded benchmarking efforts, etc.*
- ▶ *Initiate a maintenance records audit of bus, mover, facilities and equipment maintenance, in comparison to manufacturers' recommendations and State of Good Repair practices.*
- ▶ *Support the prioritization of replacement of the aging Metrobus fleet through the conversion to CNG technology*
- ▶ *Support efforts to make the system more efficient through routing and scheduling improvements including an emphasis on gridding*



Municipal Liaison

ML 1: Coordination, Partnerships, Policy and Program Guidance

- ***Overview***
 - ***The Trust facilitates partnership opportunities between municipalities and Miami-Dade County Transit and Public Works Departments. 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***

- ***2014-15 Strategic Objectives***
 - ***Support a major effort to coordinate Metrorail and MDT bus routes with municipal shuttles to increase efficiency and reduce duplication.***
 - ***Showcase municipal best practices at Monthly Trust Meetings***
 - ***Host an Annual Municipal Conference to promote best practices, coordination and program development***



Municipal Liaison

ML 2: New Municipalities and Reporting

Overview

- ***The Trust has been working with the County and the municipalities to facilitate a cooperative solution that will enable the receipt of surtax funding for future municipalities. The Trust was a key contributor to the process leading to the recently implemented agreements to enable surtax funding for the three new municipalities of Cutler Bay, Doral and Miami Gardens***
- ***The Trust works with municipalities on quarterly and annual reporting requirements***

FY 2014-15 Objectives

- ***Develop, in cooperation with the municipalities, the County Administration and the County Attorney, a cooperative solution to potential future new municipalities***
- ***Continue to upgrade substantive aspects of municipal annual and quarterly reporting to provide for the meaningful collection of data essential to supporting PTP funding***
- ***Continue to support positive enhancements to the CITT Ordinance***



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.***

▶ FY 2014-15 Objectives

- ▶ *Continue to prioritize and enhance financial management capabilities***



Audit & Financial Management

AFM 2: Municipal Audits

- ***Overview***

- ***The Trust, with the assistance of Audit and Management Services (AMS), completed the full cycle of municipal audits. The Trust has initiated the second round of municipal audits, focusing on cities where there were audit findings in the initial audits.***

- ***FY 2014-15 Objectives***

- ***Continue municipal audit efforts with AMS to ensure the completion of municipal audits annually in order to complete a full audit cycle every 5 years.***



Audit & Financial Management

AFM 3: County Audits

- ***Overview***
 - ***The Trust, with the assistance of AMS, completed audits of Miami Dade Public Works and Miami Dade Transit. These audits had a number of findings and recommended follow-up actions.***

- ***FY 2014-15 Strategic Objectives***
 - ***Prioritize Miami-Dade Transit and Public Works and Waste Management for the 2014-15 AMS audit cycle***



Community Outreach

CO 1: Communication

► Overview

- ▶ *The Transportation Trust should enhance its community outreach efforts and develop a comprehensive, positive, proactive and expanded multi-media community outreach and communications program **that will inform the public about the Transportation Trust and tell the full story about the history, challenges and many positive advancements and achievements of the Trust**, and the Trust's continued progress in fulfilling its oversight role and in meeting Miami-Dade County's transportation needs through projects funded in whole or in part with Surtax funds. The Transportation Trust should, as part of the Community Outreach Initiative, focus on the future of public transit and transportation in Miami-Dade County and the positive and proactive role of the Trust in achieving that future.*
- ▶ *The Trust, for the first time, engaged in social media with the establishment of Facebook and Twitter presence*
- ▶ *The Transportation Summit Community Forum included a live twitter feed*

► FY 2014-15 Strategic Objectives

- ▶ *Maintain comprehensive outreach program*
- ▶ *Expand the electronic distribution of the newsletter*
- ▶ ***Increase use of technology and social media in outreach activities with an emphasis on dialogue and two-way communication***
- ▶ ***Refresh and reformat the Quarterly Report***
- ▶ ***Continue enhancing transparency by providing historical documents and reports and timely current items on the CITT website***



Community Outreach

CO 2: Transportation Summit Outreach

- **Overview**

- *The Transportation Trust should continue to disseminate to the community information on the outcome of the Transportation Summit which involved community, business and political leaders in a collaborative effort to develop strategies for the future of development of public transportation in Miami-Dade County.*

- **FY 2014-15 Strategic Objectives**

- *Publish the report on the results of the **2013 and subsequent Transportation Summits***
- *Disseminate to the public the strategies and plans resulting from the session*
- ***Develop and implement a comprehensive multi-media outreach and publicity plan for the 2014 Transportation Summit including print, video, radio, television and social media***



Community Outreach

CO 3: Membership Recruitment

▶ Overview

- ▶ *The Transportation Trust should initiate a membership recruitment campaign that is both broad in its outreach to the general community and targeted in its outreach to community and business leaders.*

▶ Major Program Elements

- ▶ *Comprehensive multi-media recruitment campaign*

▶ FY 2014-15 Strategic Objectives

- ▶ *Use multi-media resources to publicize the opportunity for the public to apply for membership on the Trust.*
- ▶ *Focus outreach efforts to specific Commission Districts or nominating entities as indicated.*
- ▶ *Maintain a database of candidates and slates for the Nominating Committee.*



Community Outreach

CO 4: Community Organization Coordination

Overview

- *The Transportation Trust should enhance its efforts to coordinate with Miami-Dade County as well as with other important transportation and community groups such as the Citizens Transportation Advisory Committee of the MPO and the Transportation Executive Committee of the Greater Miami Chamber of Commerce.*

Major Program Elements

- *Coordination with stakeholder organizations*
- *Liaison and member of community and business organizations such as the Greater Miami Chamber of Commerce(GMCC), Beacon Council, Greater Miami Convention and Visitors Bureau, Downtown Development Authority, local Chambers of Commerce events, Conference of Minority Transportation Officials, American Public Transportation Association, Miami-Dade Expressway Authority, Florida Public Transportation Association, American Society for Public Administration, International City and County Managers Association, Miami-Dade League of Cities and others*
- *Coordinate participation with the Board of County Commission Transportation and Aviation Committee, Metropolitan Planning Organization and the Citizens' Transportation Advisory Committee*

FY 2014-15 Objectives

- *Identify stakeholder organizations with an interest in public transportation issues related to the goals and objectives of the PTP and the Trust*
- *Identify outreach opportunities to educate the public on the Surtax and the oversight activities of the Trust.*
- *Continue and enhance community organization outreach efforts.*



Community Outreach

CO 5: MDT Customer Experience

- **Overview**

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

- **FY 2014-15 Objectives**

- *Initiate, in conjunction with Strategic and Financial Planning, a secret shopper type program to regularly assess system cleanliness and operation*
- *Analyze, as part of the Quarterly Performance Report, issues and trends in the MDT complaint system*