



# Citizens' Independent Transportation Trust (CITT), Charter County Transportation Surtax ("Half-Penny") & People's Transportation Plan (PTP)

March 18, 2022

*Javier A. Betancourt*  
*Executive Director*  
*CITT*





# **Citizens' Independent Transportation Trust (CITT)**



# Overview of the Transportation Trust

- On November 5, 2002, Miami-Dade County voters approved an indefinite (no sunset provision) half-penny surtax to implement the People's Transportation Plan (PTP).
- The People's Transportation Plan (PTP) is a broad based and long-term program incorporating roadway and transit improvements.
- Voters also approved the creation of a **Citizens' Independent Transportation Trust (Transportation Trust)**, an independent entity comprised of citizens who serve as volunteers with the mission to oversee expenditure of surtax revenue.
- **Mission:** To monitor, audit, review, oversee and investigate the use of the Surtax proceeds and the implementation of the People's Transportation Plan (PTP).

COUNTY	
County Transportation Expansion Question	
Shall the County implement the People's Transportation Plan including: Plans to build rapid transit lines to West Dade, Kendall, Florida City, Miami Beach and North Dade; expanding bus service; adding 635 buses; improving traffic signalization to reduce traffic backups; improving major and neighborhood roads and highways, including drainage; and funding to municipalities for road and transportation projects by levying a ½ percent sales surtax whose proceeds will be overseen by the Citizen's Independent Transportation Trust?	
YES	134 
NO	135 





# Transportation Trust Oversight and Administration



Oscar J. Braynon  
Chairperson  
District 1



Alfred J. Holzman  
1<sup>st</sup> Vice Chairperson  
District 6



Robert Wolfarth  
2<sup>nd</sup> Vice Chairperson  
District 4



Quezari Harvey  
District 3



Mary Street  
District 5



Meg Daly  
District 7



Hon. Peggy Bell  
District 8



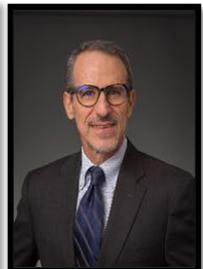
Marilyn Smith  
District 9



Ernie Thomas  
District 10



\*Joseph Curbelo  
District 12



\*Paul J. Schwiep, Esq.  
Mayor's Office



L. Elijah Stiers, Esq.  
Miami-Dade County  
League of Cities



Javier A. Betancourt  
Executive Director

\* Former Chairperson

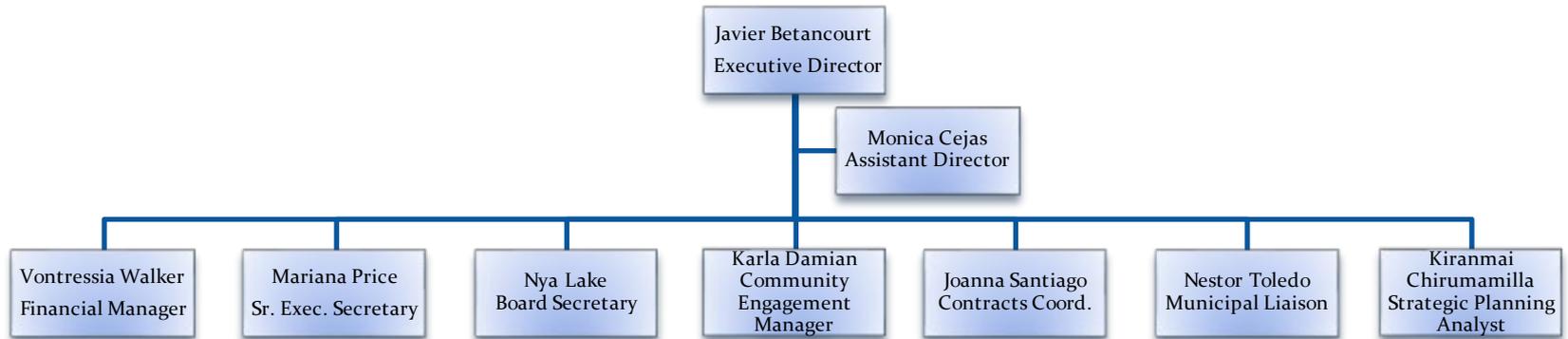
NOTE: Districts 2, 11 and 13 are currently vacant

Citizens' Independent Transportation Trust  
Stephen P. Clark Center-111 NW 1<sup>st</sup> Street, 6114  
Miami, Florida 33128-1994  
305-375-1357  
[www.miamidade.gov/citt](http://www.miamidade.gov/citt)

@GoCITT  
 Citizens' Independent Transportation Trust  
 @transportationtrust



# Office of CITT



## Function Areas:

- Project Review & Financial Analysis
- Strategic & Financial Planning
- Municipal Programs
- Community Engagement / Customer Advocate
- Budget & Accounting
- Audit (*contracted w Office of Audit & Management Services*)

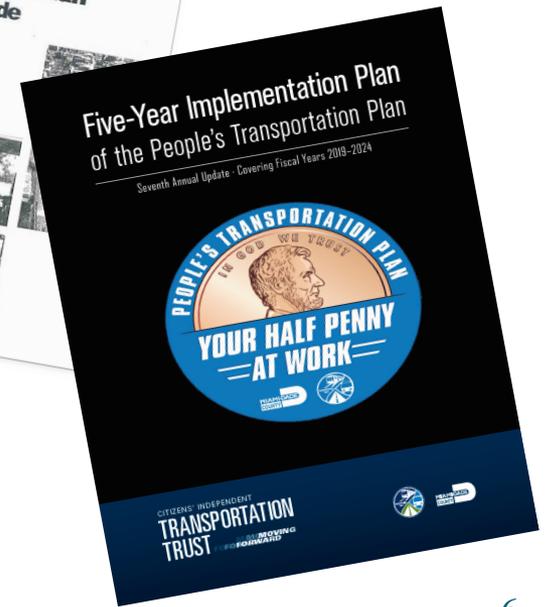
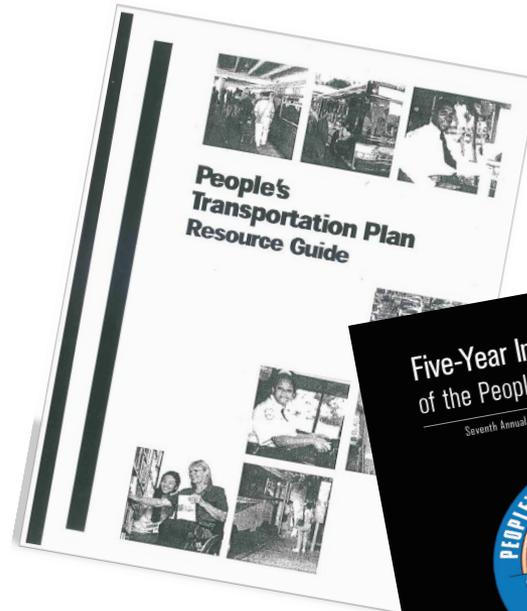
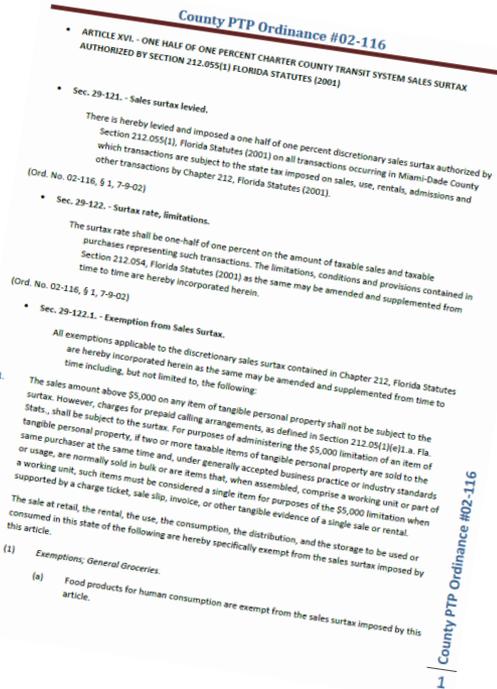
- Exec. Dir. reports directly to CITT Board
- 9 full-time positions
- 1 part-time position

\$3M Operating Budget (less than 1% of annual surtax proceeds)



# Our Guiding Documents

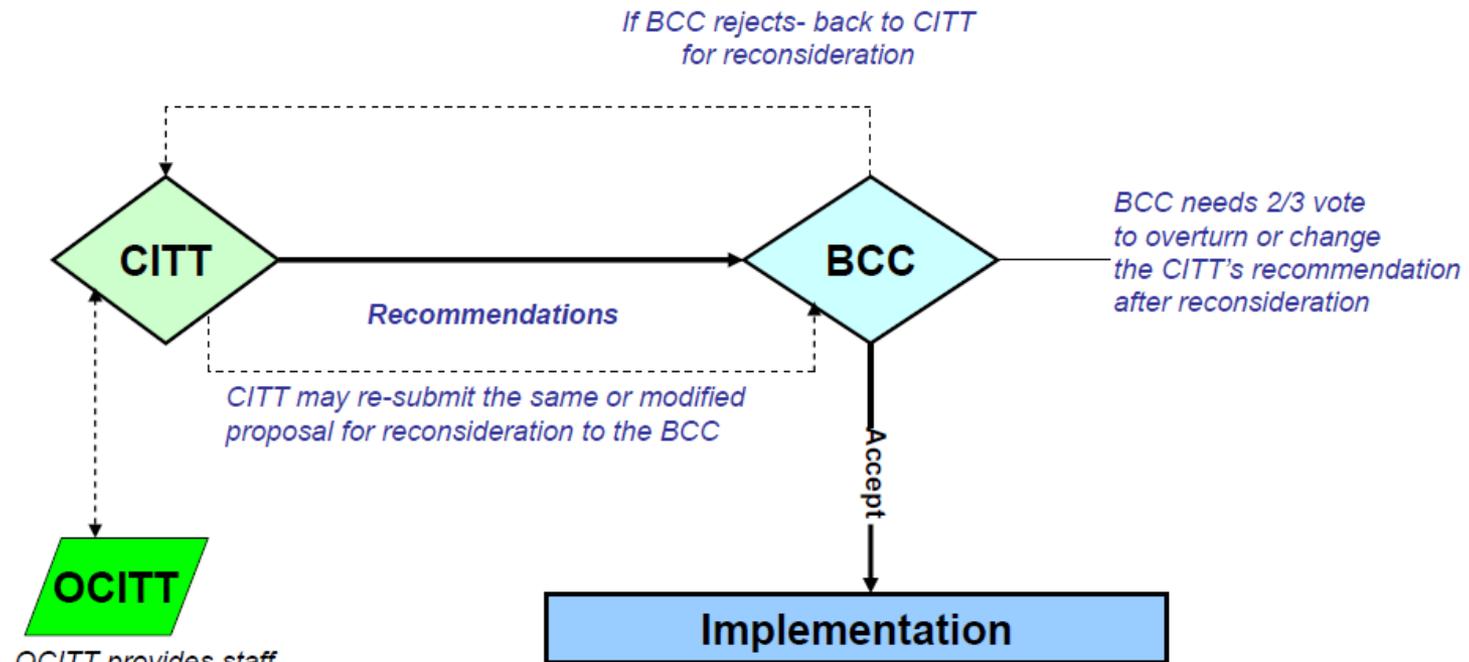
- F.S. 212.055
- PTP Ordinance #02-116
- CITT Ordinance #02-117
- CITT By-Laws
- Original PTP (Exhibit 1)
- 5 Year Implementation Plan





# Project Review & Approval Process

## PTP Amendments and Project Recommendations



OCITT provides staff support to the CITT.

BCC	Board of County Commissioners
CITT	Citizens' Independent Transportation Trust
TPO	Transportation Planning Organization
OCITT	Office of the Citizens' Independent Transportation Trust
PTP	People's Transportation Plan

**TPO**  
Project priorities may be changed by the TPO process as mandated by federal & state law.



# Audits

2021 - 4th Quarter (July 1, 2021 - Sept 30, 2021)							
As of 10/07/21							
Municipality	Last Audit Completed		Next Audit	# Prior Audits	Initiated	In Progress (Draft)	Final
	Through	Report Date					
<b>MUNICIPALITY</b>							
1 Aventura	9/30/2015	1/19/2017	2021	2	✓	-	-
2 Bal Harbour	9/30/2017	12/14/2018	2021	3	-	-	-
3 Bay Harbor Islands	9/30/2020	4/6/2021	2024	4	-	-	-
4 Biscayne Park	9/30/2019	2/12/2021	2023	3	-	-	-
5 Coral Gables	9/30/2019	5/26/2020	2023	4	-	-	-
6 Cutler Bay	9/30/2018	6/13/2019	2022	2	-	-	-
7 Doral	9/30/2018	4/3/2019	2022	2	-	-	-
8 El Portal	9/30/2016	11/13/2017	2021	2	✓	-	-
9 Florida City	9/30/2020	6/30/2021	2024	4	-	-	-
10 Golden Beach	9/30/2018	12/10/2019	2022	3	-	-	-
11 Hialeah	9/30/2018	1/28/2020	2022	3	-	-	-
12 Hialeah Gardens	9/30/2017	2/8/2019	2022	3	-	-	-
13 Homestead	9/30/2017	8/5/2019	2022	3	-	-	-
14 Key Biscayne	9/30/2018	10/30/2019	2022	3	-	-	-
15 Medley	9/30/2020	3/19/2021	2024	4	-	-	-
16 Miami	9/30/2019	9/16/2020	2021	7	✓	8/30/2021	9/28/2021
17 Miami Beach	9/30/2018	9/10/2019	2022	3	-	-	-
18 Miami Gardens	9/30/2020	5/12/2021	2024	3	-	-	-
17 Miami Lakes	9/30/2019	6/25/2020	2023	4	-	-	-
20 Miami Shores	9/30/2018	10/16/2019	2022	3	-	-	-
21 Miami Springs	9/30/2019	10/7/2020	2023	3	-	-	-
22 North Bay Village	9/30/2017	3/1/2019	2021	3	✓	8/9/2021	8/30/2021
22 North Miami	9/30/2018	10/1/2019	2022	3	-	-	-
22 North Miami Beach	9/30/2018	10/1/2019	2022	3	-	-	-
25 Opa-Locka	9/30/2018	12/28/2020	2021	4	✓	-	-
26 Palmetto Bay	9/30/2018	5/28/2019	2022	3	-	-	-
27 Pinecrest	9/30/2020	4/6/2021	2024	4	-	-	-
28 South Miami	9/30/2019	1/5/2021	2023	4	-	-	-
29 Sunny Isles Beach	9/30/2019	6/15/2021	2023	3	-	-	-
30 Surfside	9/30/2018	12/5/2019	2022	3	-	-	-
31 Sweetwater	9/30/2017	6/5/2019	2021	4	✓	-	-
32 Virginia Gardens	9/30/2017	11/19/2018	2021	3	✓	-	-
33 West Miami	9/30/2019	4/6/2021	2023	3	-	-	-
<b>COUNTY</b>							
Transit	9/30/2019	10/23/2020	2023	3	-	-	-
Public Works	9/30/2019	1/29/2021	2023	3	-	-	-
<b>Total</b>					5	0	2



## AUDIT AND MANAGEMENT SERVICES

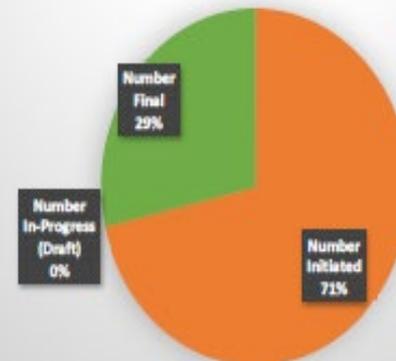
Cathy Jackson  
Director

### Overtown Transit Village North

701 NW 1st Court, Miami, FL 33136  
786-469-5900 | [bemor@miamidade.gov](mailto:bemor@miamidade.gov)

Contact Us

## 7 Audits (FY 2021 - Q4)





# Strategic Planning & Analysis

**EVALUATING INNOVATIVE FINANCING OPPORTUNITIES FOR MIAMI-DADE TR**



**FINAL REPORT**  
October 2009

Prepared for:  
Miami-Dade County  
Office of Citizens' Independent Transportation Trust



Prepared for:



**METROMOVER PREVENTATIVE MAINTENANCE ASSESSMENT - PRESENTATION**

Date: July 25, 2018

**VALUE CAPTURE AND INNOVATIVE FINANCING OPTIONS FOR A PREMIUM TRANSIT SYSTEM ON NW 27<sup>TH</sup> AVENUE IN MIAMI-DADE COUNTY**



**FINAL REPORT**  
August 2014

Prepared for:  
Miami-Dade County  
Office of Citizens' Independent Transportation Trust

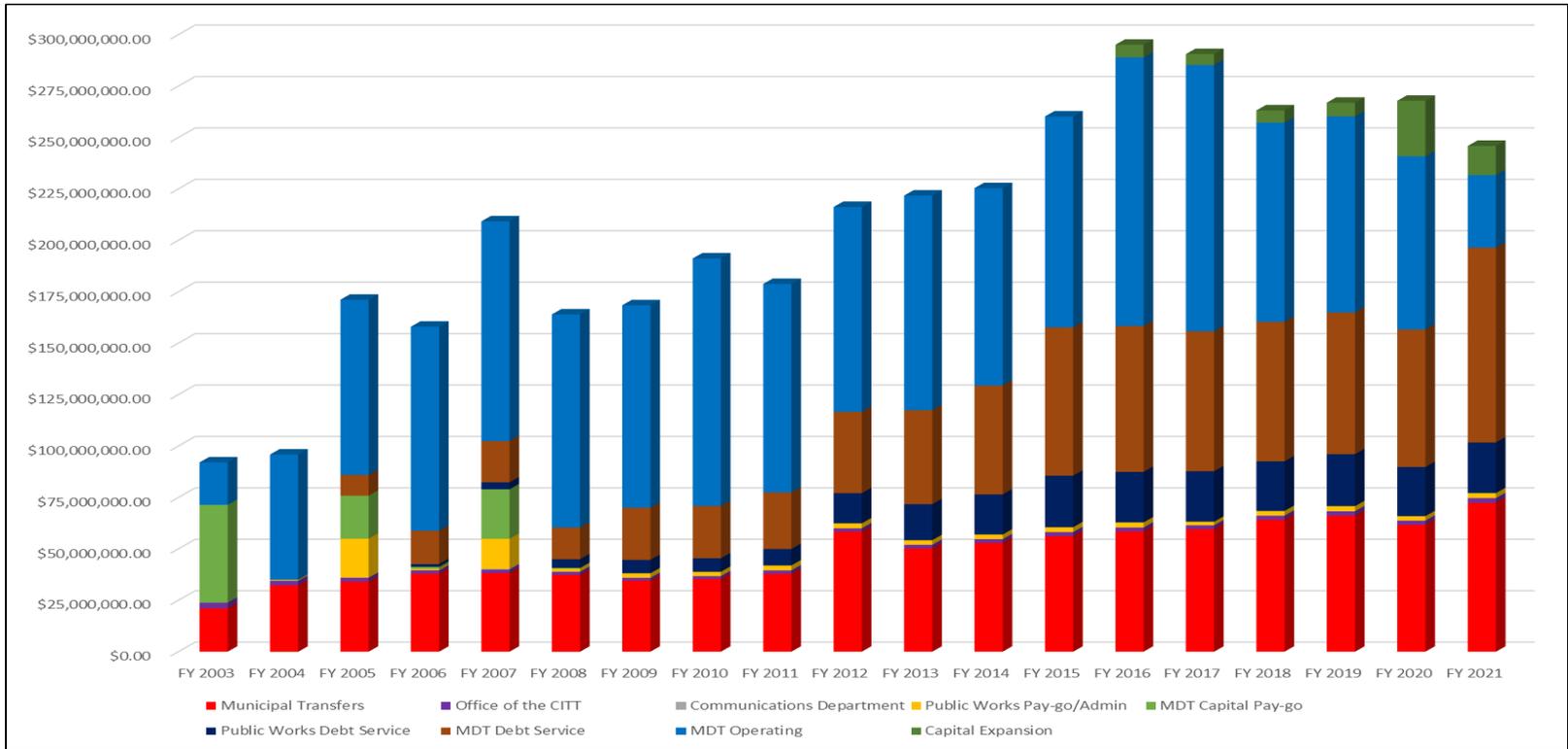




# **Charter County Transportation Surtax (Half-Penny)**



# Actual Surtax Expenditures through FY 2021

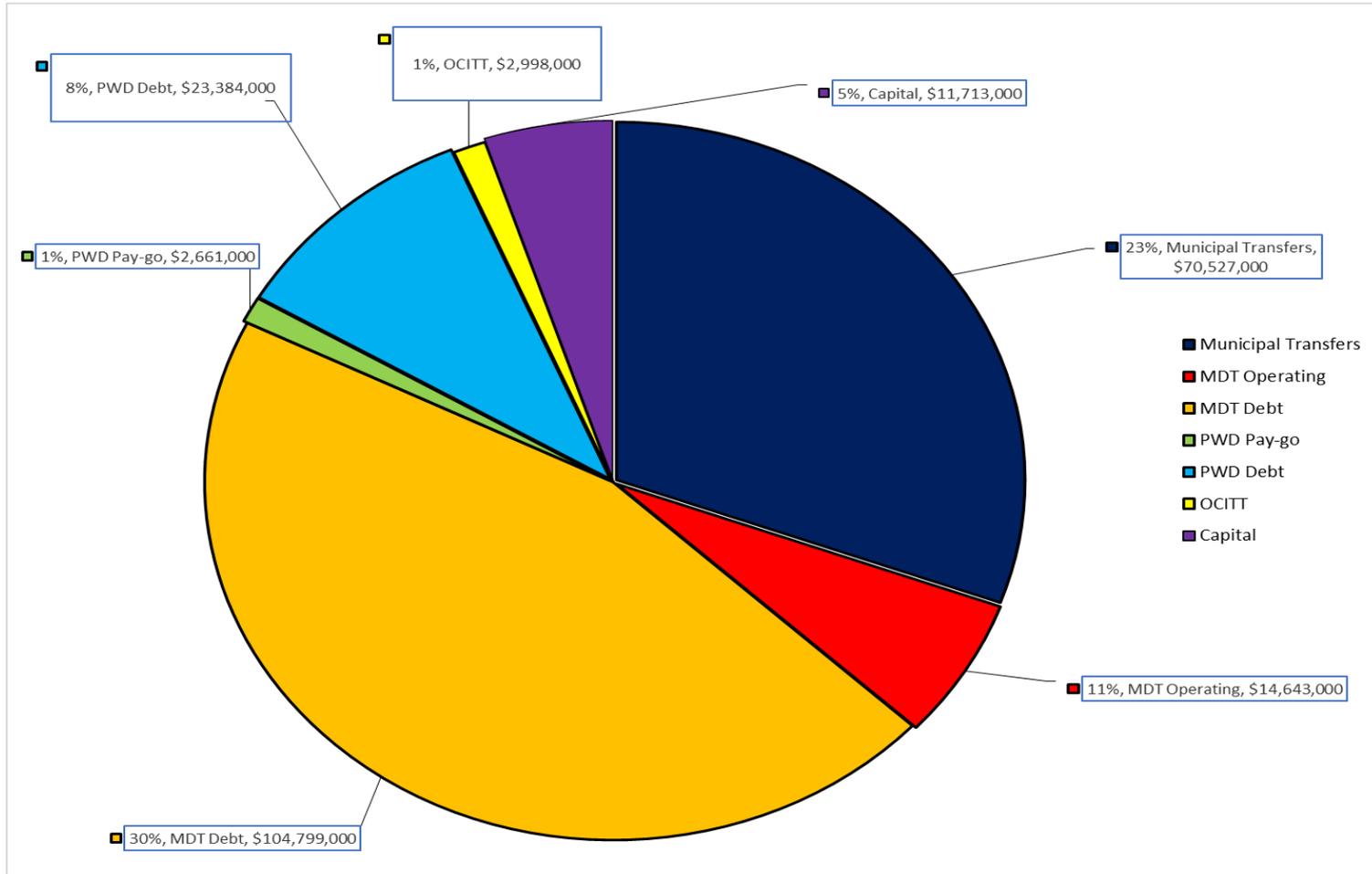


Approx. **\$4.0 billion** of Sales Surtax Revenue has been collected since 2002 and distributed as follows:

- ❑ 67% / \$2.7 billion to Miami-Dade Transit (capital, debt service and operations)
- ❑ 23% / \$909 million to Municipalities
- ❑ 8% / \$313 million to Public Works (capital, debt service and operations)
- ❑ 2% / \$65 million Capital Expansion
- ❑ >1% / \$36 million to CITT for Administration



# Surtax Collections & Expenditures - ANNUAL



FY 2022 Projected Surtax Collections: **\$306M**

*\*Source: FY 2021 Adopted Pro-forma*



# People's Transportation Plan (PTP)



# PTP Promises (Exhibit 1)

**EXHIBIT 1  
PEOPLE'S TRANSPORTATION PLAN**

**YEAR 2003-2031: RAPID TRANSIT IMPROVEMENTS**  
Construction of up to 88.9-miles of countywide rapid transit lines. (Capital Cost: \$7 billion)

- **Technology and Corridor Improvements:** Two corridors, totaling 26.7 miles of rapid transit, have completed the planning phase and are ready to enter into final design and construction -- the North Corridor and East-West Corridor.
- **The North Corridor** is a 9.5-mile heavy rail alternative, running from the Dr. Martin Luther King, Jr. Metrorail Station, along NW 27<sup>th</sup> Avenue to NW 215<sup>th</sup> Street (Miami-Dade/Broward County line); with proposed stations at Northside Shopping Center, MDCC-North Campus, City of Opa-locka, Palmetto Expressway, Carol City Shopping Center, Pro-Player Stadium and the Florida Turnpike. The North Corridor (part of the original Rapid Transit Plan) will receive top priority to go into the final design and construction phase. (\$555 million)
- **The East-West Corridor** consists of two segments, one from the Florida Turnpike east to the Palmetto Expressway (SR 826) and from the Palmetto, through Miami International Airport, downtown Miami, and to the Port of Miami, 6-miles and 11.2 miles respectively. These sites have been identified as potential station locations: Florida Turnpike, NW 107<sup>th</sup> Avenue, NW 97<sup>th</sup> Avenue, NW 87<sup>th</sup> Avenue, Milam Dairy Road, Blue Lagoon area, Miami Intermodal Center, NW 27<sup>th</sup> Avenue, Orange Bowl, Government Center (downtown Miami), and the Port of Miami. (\$2,789 million)
- **The remaining 62.2-miles of rapid transit lines need to complete** federal, state and local planning processes to determine feasibility, technology, and corridor alignment. These corridors include, but are not limited to, the following:
  - **Earlington Heights/Airport Connector:** A 3.1 mile extension from the Earlington Heights Metrorail Station to the Miami Intermodal Center, located on the east side of Miami International Airport. (\$207 million)
  - **Baylink:** A 5.1-mile corridor between downtown Miami and South Miami Beach. (\$510 million)
  - **Kendall Corridor:** A 15-mile corridor with both east-west and north-south segments. (\$877 million)
  - **Northeast Corridor:** A 13.6-mile corridor from downtown Miami, through Little Haiti, to NE 215<sup>th</sup> Street, generally along the Biscayne Blvd./US 1 Corridor and Florida East Coast railroad right-of-way. (\$795 million)
  - **Rail Extension to Florida City:** A 21-mile rail extension along US1 consisting of two segments, one from Dadeland South Metrorail Station to Cutler Ridge; a second segment from Cutler Ridge to Florida City. (\$946 million)
  - **Douglas Road Extension:** A 4.5-mile corridor from the Douglas Road Metrorail Station to the Miami Intermodal Center. (\$280 million)

**EXHIBIT 1  
PEOPLE'S TRANSPORTATION PLAN**

**YEAR 2003-2008: BUS SERVICE IMPROVEMENTS** (Capital Cost: \$90 million)

- Increases bus fleet from 700 to 1335.
- Increases current service miles from 27 million miles to 44 million miles.
- Increases operating hours from 1.9 million hours to 3.3 million hours.
- Utilizes minibuses on all new bus routes and in neighborhood/municipal circulator shuttle service.
- Adds mid-day, Saturday and Sunday services within 30-days of approval of a dedicated funding source using existing buses.
- Provides 15-minutes or better bus service during rush hour; 30-minutes or better during other periods; 24-hour service in certain major corridors.
- Replaces buses on a systematic basis to reduce operating cost and increase reliability.
- Constructs bus pull-out bays on major streets to expedite traffic flow.
- Implements grid system for bus service (north-south and east-west) on major streets and avenues with circulator service feeding main line bus service and rapid transit lines.
- Expands the bus shelter program throughout the County.
- Enhances and expands transit bus stop signage countywide; incorporate information technology at bus stop and rail stations.
- Expands Transit's public information program through enhanced marketing and advertising.
- Expands on successful municipal circulator program.

**EXHIBIT 1  
PEOPLE'S TRANSPORTATION PLAN**

**YEAR 2003-2013: MAJOR HIGHWAY AND ROAD IMPROVEMENTS** (Total Cost: \$309 million)

**NOTE:** This Exhibit 1 includes those projects listed on the attached 3 pages entitled "Board Requested Major Roadway and Neighborhood Improvement Projects for Inclusion in the People's Transportation Plan."

**EXHIBIT 1  
PEOPLE'S TRANSPORTATION PLAN**

**MUNICIPAL IMPROVEMENTS** (Cities to receive a pro rata share (determined by population) of 20% total surtax revenues on an annual basis (currently estimated at \$62.6 million [one-percent] or \$31.3 million [one-half percent])

Bus Service

Rapid Transit

Major Highway & Road

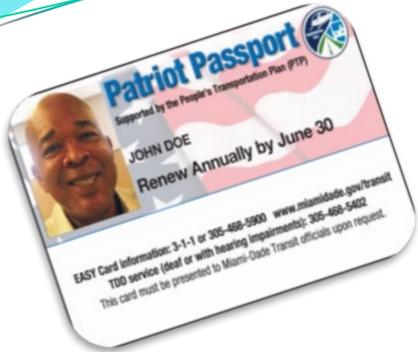
Municipal

## ALSO...

- ✓ Maintenance of Effort (MOE)
- ✓ Golden Passport (Fare-free transit for ALL seniors)
- ✓ Fare-free Metromover
- ✓ Neighborhood Improvement Program (distribution to Commission Districts)



# Progress To-Date



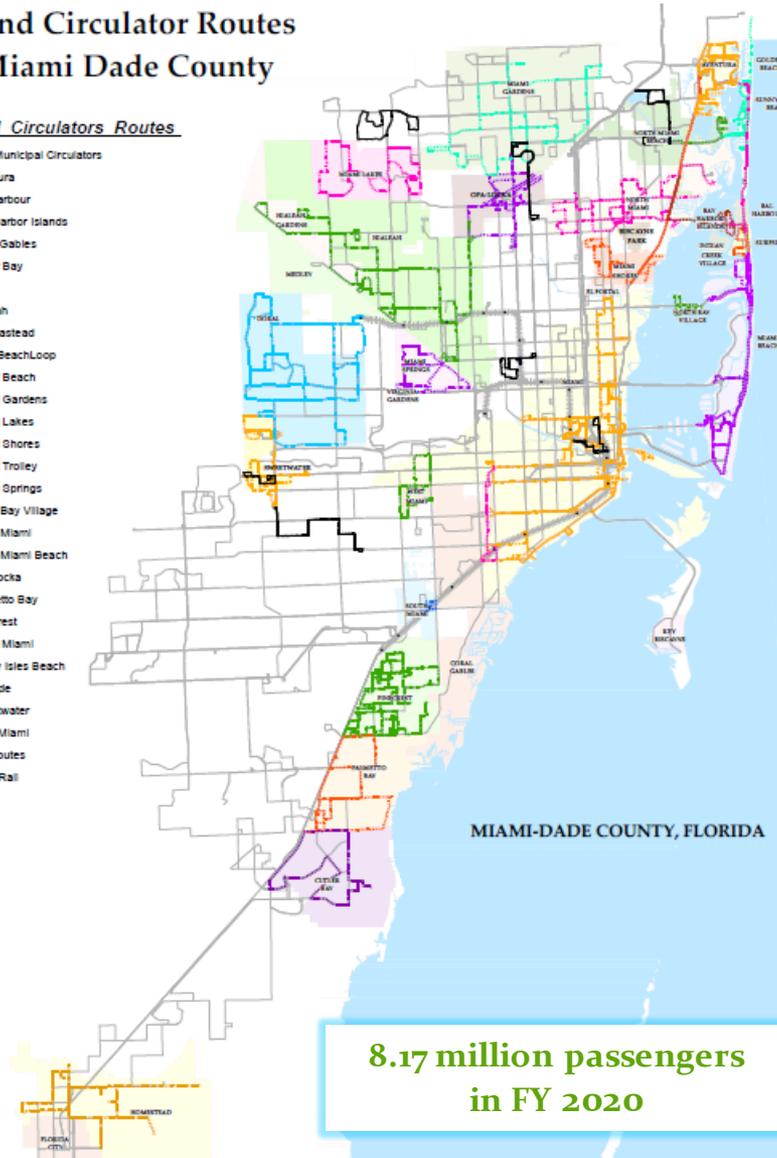
# Promises Fulfilled: Municipal Program



## Bus and Circulator Routes in Miami Dade County

### Bus and Circulators Routes

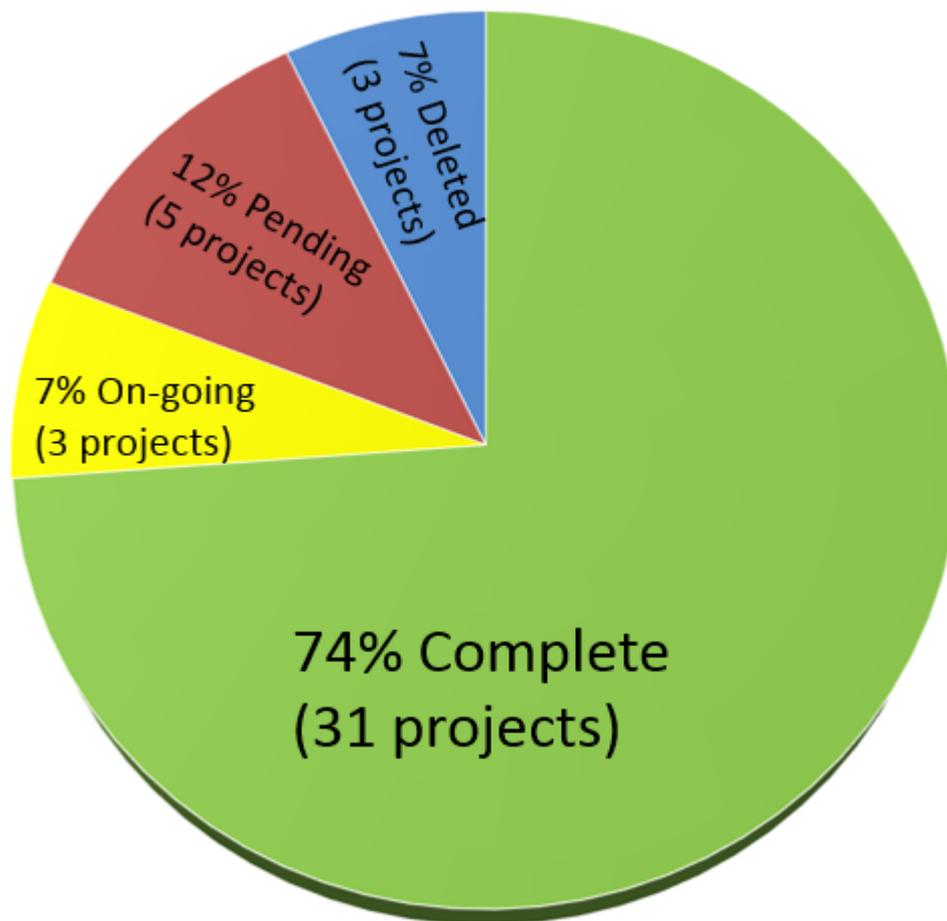
- Non-Municipal Circulators
- Aventura
- Bal Harbour
- Bay Harbor Islands
- Coral Gables
- Cutler Bay
- Doral
- Hialeah
- Homestead
- NorthBeachLoop
- Miami Beach
- Miami Gardens
- Miami Lakes
- Miami Shores
- Miami Trolley
- Miami Springs
- North Bay Village
- North Miami
- North Miami Beach
- Opa-locka
- Palmetto Bay
- Pinecrest
- South Miami
- Sunny Isles Beach
- Surfside
- Sweetwater
- West Miami
- BusRoutes
- MetroRail



MUNICIPALITY	CIRCULATOR	ON-DEMAND
Aventura	✓	✓
Bal Harbour	✗	✓
Bay Harbor Islands	✓	✗
Biscayne Park	✗	✗
Coral Gables	✓	✓
Cutler Bay	✓	✓
Doral	✓	✓
El Portal	✗	✗
Florida City	✗	✓
Golden Beach	✗	✗
Hialeah	✓	✓
Hialeah Gardens	✓	✓
Homestead	✓	✗
Indian Creek	✗	✗
Key Biscayne	✓	✓
Medley	✓	✗
Miami	✓	✓
Miami Beach	✓	✓
Miami Gardens	✓	✗
Miami Lakes	✗	✓
Miami Shores	✓	✗
Miami Springs	✓	✗
North Bay Village	✗	✗
North Miami	✓	✗
North Miami Beach	✓	✗
Opa-Locka	✓	✗
Palmetto Bay	✓	✓
Pinecrest	✓	✓
South Miami	✗	✓
Sunny Isles Beach	✓	✗
Surfside	✓	✗
Sweetwater	✓	✗
Virginia Gardens	✓	✗
West Miami	✗	✓



## Promises Fulfilled: Major Roadway, Highway & Neighborhood Improvements





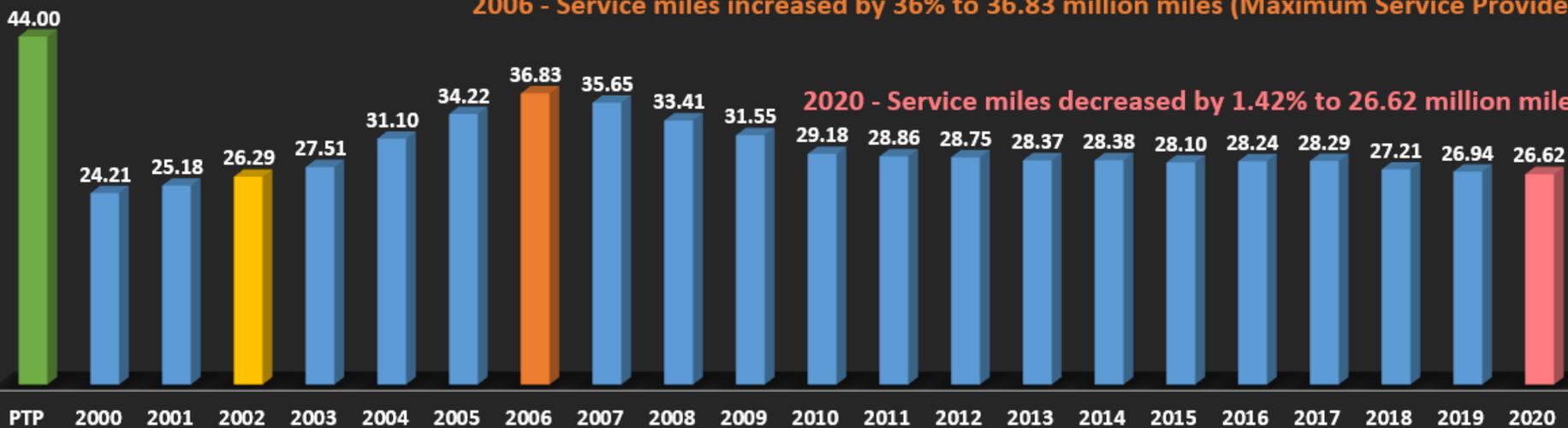
## “Unfulfilled Promises”: Enhanced Bus Service

PTP proposed to increase the service miles from 27 million miles to 44 million miles by 2008 (63% increase)

2002- Service miles decreased by 3% to 26.29 million miles

2006 - Service miles increased by 36% to 36.83 million miles (Maximum Service Provided)

2020 - Service miles decreased by 1.42% to 26.62 million miles



Metrobus Vehicle Revenue Miles (in millions)



# “Unfulfilled Promises”: Rapid Transit Corridors

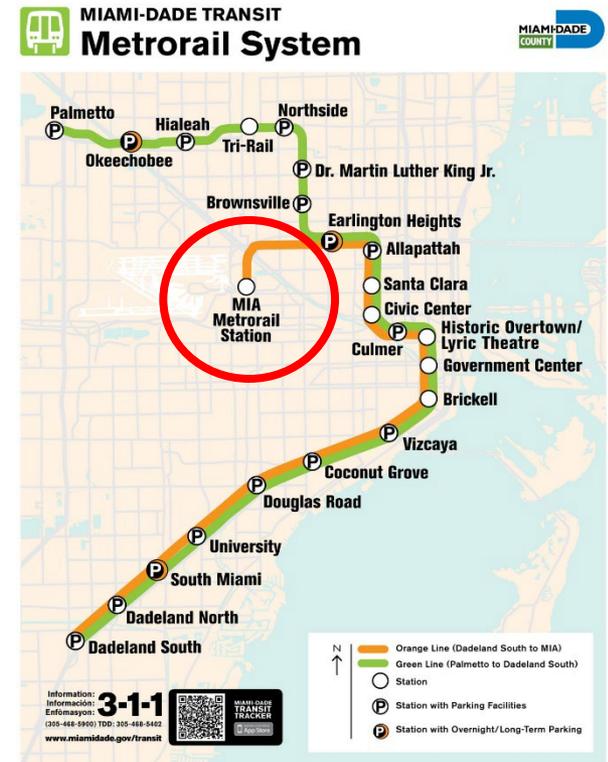
## BEFORE



## THE PROMISE

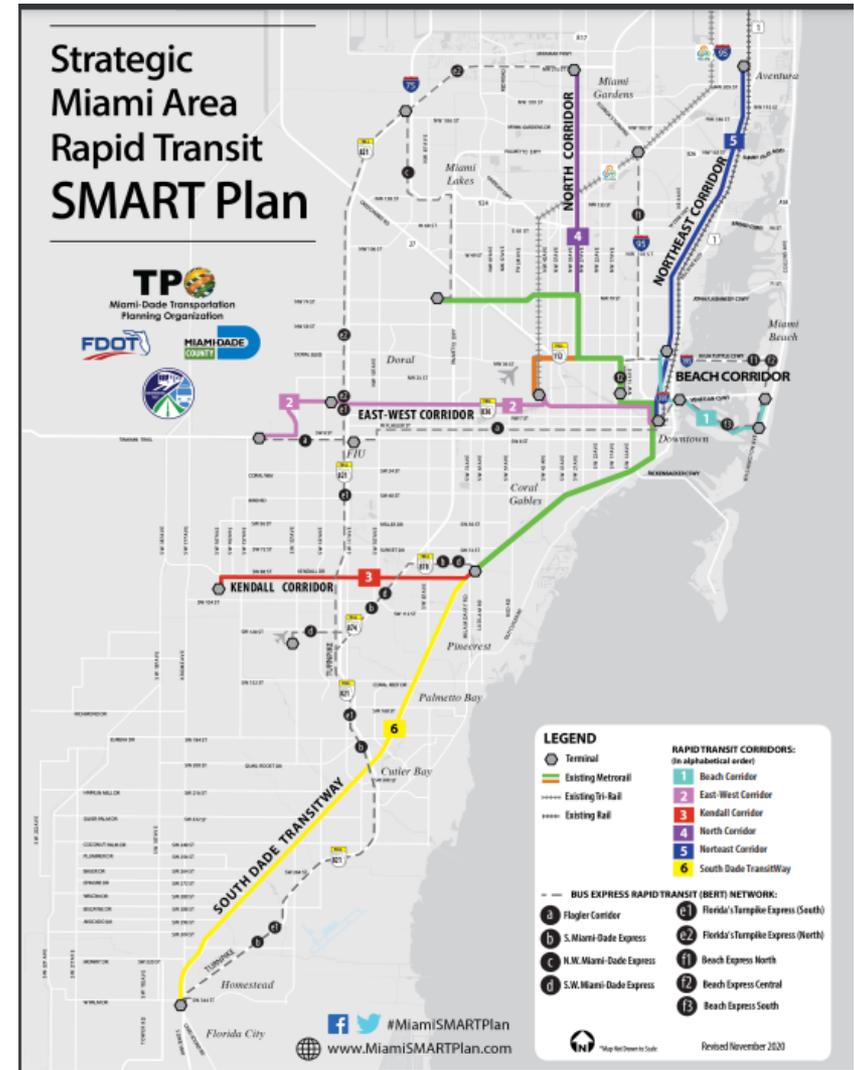
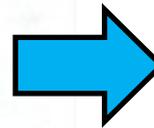


## THE RESULT





# The Future: *Enter The SMART Plan*





# SMART Plan Corridors

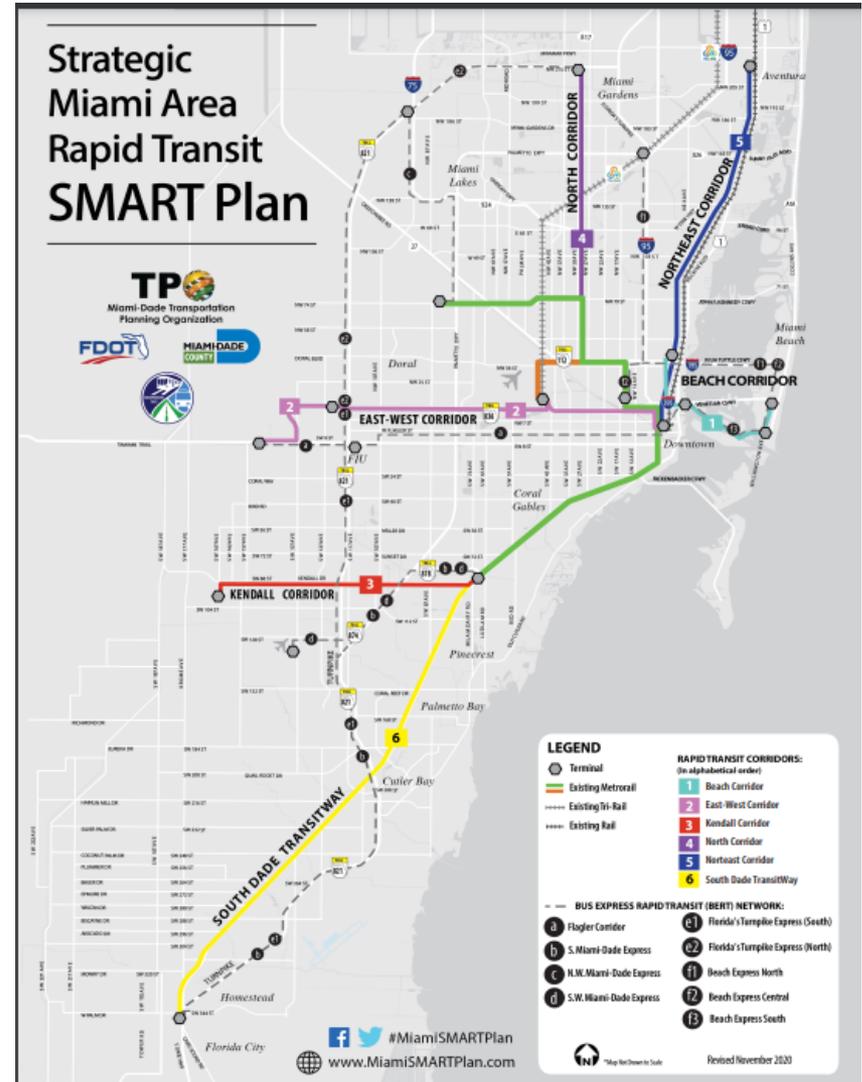
- Six (6) Rapid Transit Corridors**

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>✓ Beach</li> <li>✓ East-West</li> <li>✓ Kendall</li> <li>✓ North</li> <li>✓ Northeast</li> <li>✓ South</li> </ul> | } | <p>(1) Project under construction</p> <p>(5) Project Development &amp; Environment Phase</p> |
|--|---|--|

- Six (6) Bus Express Rapid Transit Corridors**

- |   |   |                                      |
|---|---|--------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Beach Express</li> <li>✓ Flagler Street</li> <li>✓ Florida Turnpike</li> <li>✓ NW Miami-Dade Express</li> <li>✓ S Miami-Dade Express</li> <li>✓ SW Miami-Dade Express</li> </ul> | } | Over 90 miles of express bus network |
|---|---|--------------------------------------|

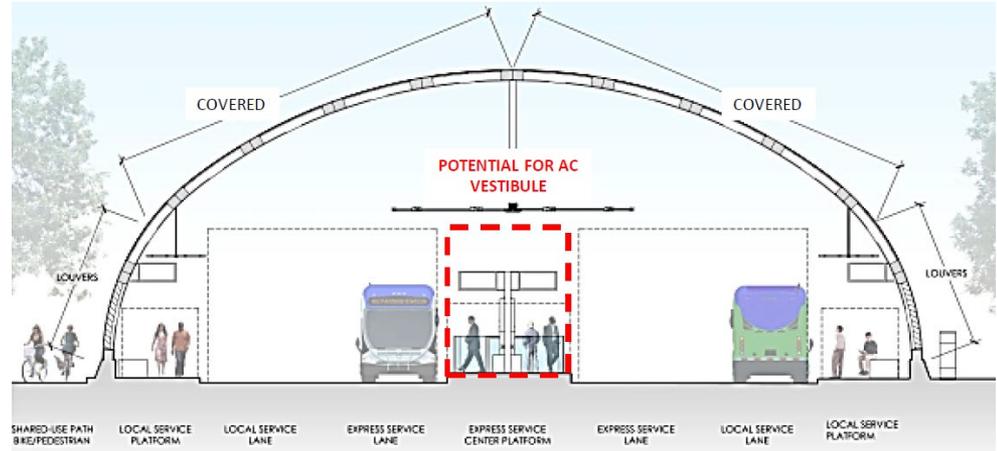
- Supported by the CITT, TPO, Miami-Dade County, Municipalities, State and multiple entities**



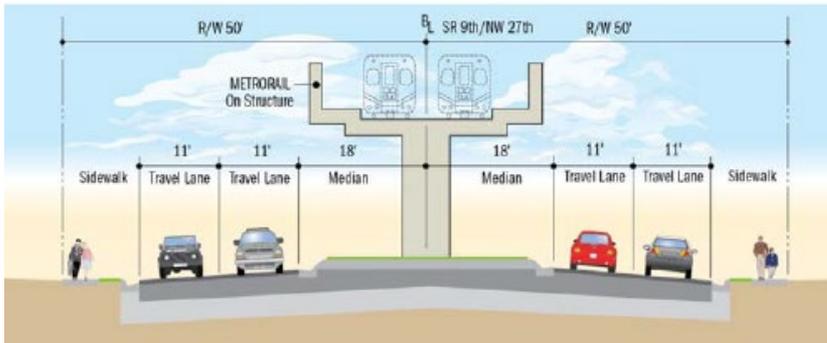


# Projects in Progress

## South Dade: Bus Rapid Transit (BRT) – Under construction



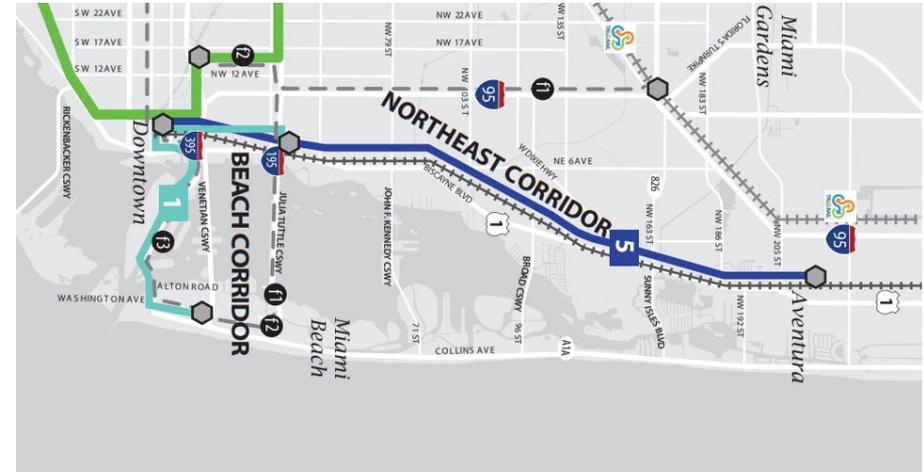
## North Corridor (27<sup>th</sup> Ave) : Elevated Rail (P3 procurement process on going)



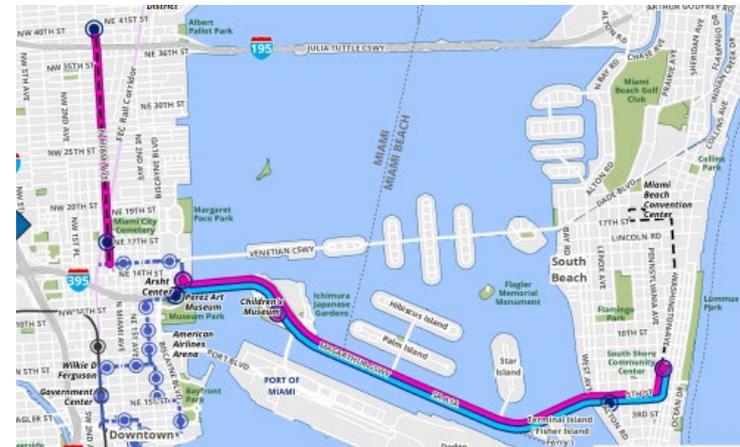


# Projects in Progress

## NE Corridor: Commuter Rail – Aventura Station under construction



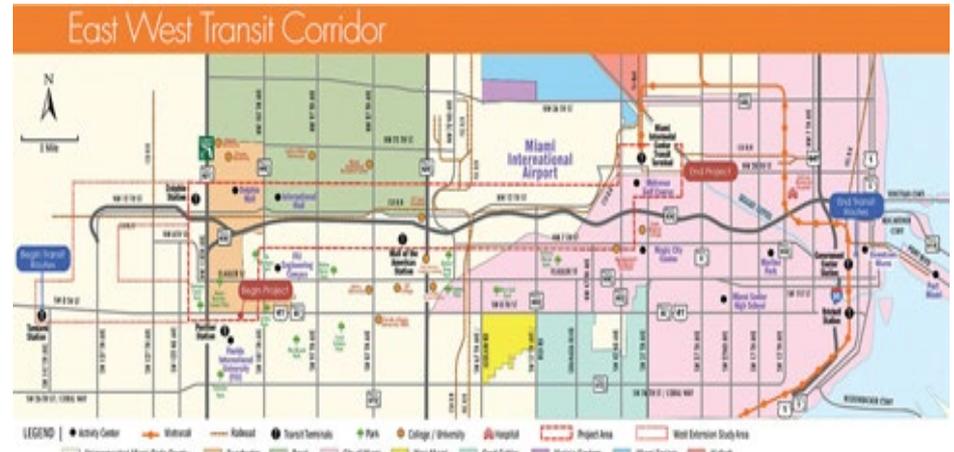
## Beach Corridor: APM/Monorail – Engineering plans and environmental permitting in progress



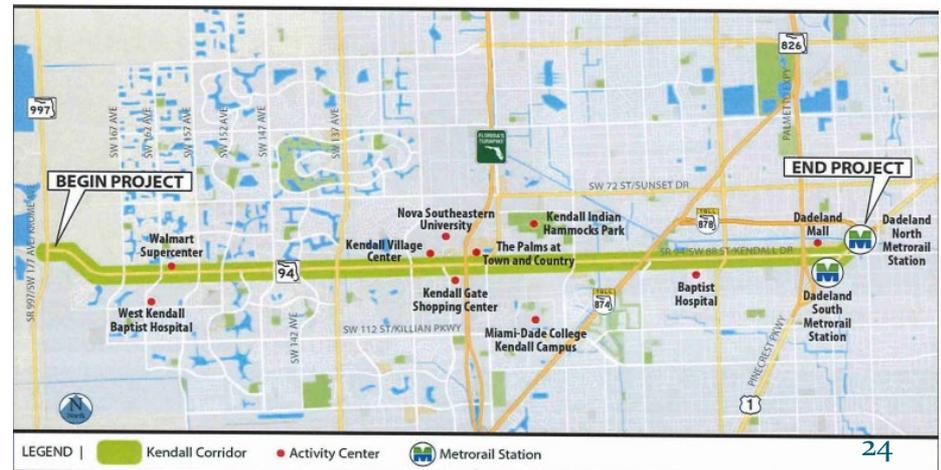


# Projects in Progress

## East-West Corridor: BRT – PD&E Study ongoing



## Kendall Corridor: PD&E Study ongoing



Curbside lanes BRT



# Funding Lasagna

## Potential Sources of Funding

- ✓ • PTP Surtax / half-penny
  - Capital Expansion Reserve Fund
  - Future Uncommitted Proceeds
  - Municipal Share
- ✓ • TPO Flexed SU Grant
- ✓ • State/Federal Grants
- Toll Revenue
  - MDX
  - Florida's Turnpike
  - Express Lanes
- Local Option Gas Tax
  - Restoration of 2 cents
- Parking Revenue
- Value Capture Districts
  - ✓ • Tax Increment Financing (TIF) District
  - Special Assessment Districts
  - CRAs
- Public/Private Partnerships
  - ✓ • Brightline
  - TODs / Adopt-a-Station
  - Port Tunnel Model (availability payments)





## **Additional Areas of Focus**

**First/Last Mile Solutions  
(Bike/Ped, On-Demand...)**

**Enhancing County/Municipal Connectivity**

**Improving the Customer Experience  
(Maintenance, Cleanliness, Performance...)**

**Community Engagement**





# Thank You



@GoCITT



Citizens' Independent  
Transportation Trust



@transportationtrust

***Javier A. Betancourt***

***Executive Director***

***The Transportation Trust***

***305.375.1357***

***Javier.Betancourt@miamidade.gov***

***www.miamidade.gov/citt***