



MEMORANDUM
OFFICE OF THE COUNTY MANAGER TC

Agenda Item No. 7(B)

TO: Honorable Chairperson and Members DATE: **September 19, 2003**
Transportation Committee
Board of County Commissioners

FROM:  SUBJECT: Departmental Reports
County Manager

Attached please find the first in a series of monthly updates for departments that report to the Transportation Committee as requested by the Chair. These updates address the status of goals adopted by the Transportation Committee for each department.

Attachments

Miami-Dade Aviation Department

Goal #1: Determine governance structure for MIA

Status:

The Board established the Aviation Ad Hoc Committee in April 2003 for the purpose of developing a proposed Aviation Authority Ordinance for the governance of Miami-Dade County's airport system.

The Committee has convened ten meetings to date and has covered a broad range of aviation governance topics from the general principles of airport management to the more complex legal and economic issues relating to the creation of aviation authorities.

The Committee is scheduled to conclude its work on September 14, 2003 and will present its proposed ordinance to the Board for first reading on September 23, 2003 meeting.

Goal #2: Expediting the Capital Improvement Program

Status:

The Miami-Dade Aviation Department's (MDAD) Capital Improvement Program (CIP) encompasses the modernization of the existing aviation facilities and their expansion to meet future customer needs while maintaining competitiveness. The success of the CIP continues to rely on effective communication between MDAD, stakeholders, state and federal regulatory agencies, other County departments and the building, trades and engineering communities.

Of the \$4.8 billion CIP, \$1.42 billion has been completed including the new Runway and two new Fire Rescue facilities. Projects in construction phase total approximately \$2.46 billion and include North Terminal Development, South Terminal Development, Central Collection Plaza, Central Chiller Plant, Midfield Apron Taxiway Improvements, Miscellaneous Security Improvements, and Airport Operations Information Systems (AOIS). The remaining CIP projects are in planning and design phase.

A major focus of the CIP is to maximize state and federal grants and reduce our Cost per Enplaned Passenger (CEP). During the month of August, MDAD applied for and received FAA grants totaling approximately \$17 million and Memorandums of Agreement (MOA) between MDAD and the Transportation Security Administration (TSA) for reimbursement of mandated in-line baggage screening equipment have been initiated.

Goal #3: Bring final resolution to the noise problem

Status:

MIA's aircraft noise mitigation program continues with good progress on many fronts:

- ✓ Completed Phase 1 of the Environmental Assessment (EA) for Operational Procedure Changes at MIA and implemented Phase 1 changes.
- ✓ Began Phase 2 of Operational Procedure Changes at MIA.
- ✓ Produced School Noise Insulation Program (SNIP) report.
- ✓ Begin one-year pilot program for SNIP (ten year program).
- ✓ Completed EA for Noise Mitigation Procedures at Opa-locka Airport (OPF)

- ✓ Implemented OPF procedure changes.
- ✓ Installed six to ten additional Permanent Aircraft Noise Monitors around MDAD operated airports.
- ✓ Continue to evaluate the Part 150 issue.

Goal # 4: Reversing the passenger traffic lost by making significant in-roads into new markets, including low-fare carriers, Europe, Africa, etc.

Status:

Low-cost carriers: Presentations are to be conducted to two low-cost carriers during September 2003.

Europe: Presentations were conducted to carriers in Ireland and Belgium during June 2003. Follow-up and dialogue now in process. Should airlines decide on Miami, service start-up might occur during 2004 for Ireland and 2005 for Belgium.

Africa: Individual presentations were conducted between February and June 2003 to airlines in Senegal, Kenya, Nigeria and South Africa. A joint presentation combining routes to Nigeria, Kenya and South Africa will be conducted in September 2003 to a major US carrier. Status of the African studies is as follows:

Senegal: Private airline interested in Miami service is pursuing financing in order to wet-lease aircraft for the route.

Kenya: Nation is under a Category II rating by the FAA. Cannot initiate new service to the US until a Category I rating is achieved. Government is pursuing this goal with the FAA for upgrade in 2004.

Nigeria: There is interest in Miami from three private airlines. Nation is also under Category II restraints and needs to pursue FAA upgrade for its airlines to fly to the US.

South Africa: Follow-up work and dialogue now in process.

Asia: Presentations scheduled for September 2003 to airlines in Hong Kong, Singapore and Japan postponed until Spring 2004. Due to effects of SARS, some Asian markets have experienced 40% decreases in airline traffic.

SEAPORT

Goal #1: Maintaining market share and attracting new business.

Status: On the cargo side, marketing efforts continue to focus on maintaining existing accounts as well as attract new ones. Competition from nearby ports for this business remains strong and has resulted in certain services opting to leave the Port of Miami. Notwithstanding these isolated departures, cargo numbers have continued to show growth. This growth, in part, is attributable to existing long-term agreements with major carriers and on-going negotiations with other lines. Toward the end, we anticipate bringing an agreement with a major shipping line, for review by the Transportation Committee, which would, among other things, provide for its ships to continue calling in Miami. We anticipate that this action may be followed by similar agreements with other lines.

Additionally, the Seaport Department will also bring for review to the Transportation Committee certain revisions to Item 219 of Port of Miami Terminal Tariff 010 – Temporary Emergency Changes to Tariff – which would allow the Seaport Director additional authority to take the necessary action required to maintain existing or attract new accounts in an expeditious manner. This authority is needed in order for the Port to react quickly in the shipping industry's competitive environment. Year-to-date numbers through July are up 5.2% for tonnage and 8% for TEUs.

On the cruise side, marketing efforts have resulted in the addition of a new line, Oceania Cruises, home-porting in Miami, effective November 2003. An incentive agreement with Oceania Cruises is being brought to the Transportation Committee for review. Should this agreement move favorably through Committee, we anticipate submitting this agreement for review by the Board of County Commissioners in October 2003. Additionally, staff is meeting with representatives from Norwegian Cruise Line to discuss a potential long-term cruise operating agreement.

Recent County Commission action in establishing small cruise vessel wharfage and dockage rates also assisted the Port in keeping Windjammer Barefoot Cruises homeported in Miami this season. Year-to-date passenger count through July is up 10%.

Goal #2: Advancing the \$170 million Infrastructure Program.

Status: The P&O/Seaport \$111 million Fast Track Development Program for 33 projects has completed more than 90% of all design requirements and executed 23 project GMP's, totaling \$77 million of which 5 projects have been completed and current. Overall completion of this program is scheduled for November 2004.

The Seaport Expedite Program for two (2) new cruise terminals (\$60 million) and multiple infrastructure projects (\$40 million), including crane electrification and mooring, container yard and INS lease improvements is now ready for IGMP execution and currently scheduled for an 18 month completion.

The Department has been successful in working with state and federal agencies to secure grant funds for security infrastructure projects. These projects are being

integrated into the capital development program. Toward this end, the Department recommended to the Transportation Committee an amendment to the P&O Development Agreement at its July meeting. The Committee favorably recommended the item for County Commission review at its September 9 meeting

Goal #3: Agreeing on a feasible plan to improve traffic flow on and off Port.

Status:

On-Port: Within the Infrastructure Program, construction is underway to implement new roads that will ultimately separate cargo and cruise traffic on the Port. In addition to being a new security measure, this separation of vehicles is anticipated to ease traffic flow within the Port.

Off Port: The primary route to and from the Port is from I-395 entering/exiting from N.E. 1st and 2nd Avenues. The first step the Port has undertaken in improving off-Port access is to perform road improvements on N.E. 1st and 2nd Avenues from I-395 to 5th and 6th Streets. These improvements include resurfacing, drainage, and right-of-way acquisition (completed) for wider turning lanes for truck traffic. The Public Works Department, on the Port's behalf, is expected to commence construction of these improvements in 2004.

With the increasing redevelopment in the downtown area, traffic is expected to increase in the vicinity of the Port. The second step the Port has undertaken is to improve off-Port access to seek an alternate route to the interstate system. For travel north on I-95, downtown and Port traffic have two options: (1) the I-95 ramp at N.W. 8th Street and (2) I-395/2nd Avenue. If vehicles need to go west on 836, the primary entry point is I-395/1st Avenue. As a result, the Port is working with the Florida Department of Transportation (FDOT) in FDOT's PD&E evaluation for a new ramp at N.W. 6th Street westbound 836 with entry point at I-95 and N.W. 6th Street. The Port will be responsible for road improvements along 5th and 6th Streets similar in nature to those being performed on N.E. 1st and 2nd Avenues.

Also, the Department continues to work with the appropriate state and federal agencies to move forward with the Port Tunnel project.

Goal #4: Beginning the development process for Maritime Center (i.e. office space, hotel, restaurants, etc.)

Status: At this time, the Seaport Department has developed a maritime center mixed-use concept with preliminary site layouts as a working tool for further marketing and feasibility analyses.

Miami- Dade Transit

Goal #1: Implement short-term goals of Peoples Transportation Plan

Status:

- November 6, 2002 – Implemented free Metromover fares and free fares system wide for everyone 65 years or older, or Social Security recipients, through the Golden Passport Program. Over 50,000 Golden Passport patrons have been issued a Passport. In the spirit of cooperation, customers who show other identification to ride free have until September 1, 2003 to sign up for the Program. An informational campaign included posters in buses and trains, flyers at stations and with bus operators. A new procedure was implemented to issue Golden Passports on the spot at the Government Center Station and at other locations.
- November 9 and 10, 2002 - Improved Saturday and Sunday service
- November 11, 2002 - Weekday headway improvements, and weekday mid-day improvements; Since November 2002 made improvements on 48 Metrobus routes
- Since November 11, 2002 - Implemented seven new routes:
 - Little Haiti Circulator
 - Coconut Grove Shuttle
 - Little Havana Circulator
 - Coral Way MAX
 - Sweetwater Connection
 - Hialeah Gardens Connection
 - Flagami Connection
- May 30, 2003 - Opened new Palmetto Metrorail Station
- June 8, 2003 - Implemented 24-hour service on Metrorail and Metromover and on Special Transportation Services (STS)
- June 8, 2003 - Implemented eleven 24-hour Metrobus routes.
 - At present: Continuous 24 hour service on Routes: L, S, 3, 11, 12, 27, 40, 54, 77, 88, Busway MAX
 - Plus : Night Owl, Airport Owl (operate 12 a.m – 6 a.m. only)

To continue implementation on-schedule, MDT has:

- A total of 5,429,000 annualized total bus miles have been added for FY 2003 increasing the actual miles to be run in FY 2003 by 3,095,000.
- Hired 414 bus operators since November 2002
- Hired 49 Bus Maintenance Technicians since Nov. 2002 all are still in training. 40 of the trainees are currently working in garages servicing buses and will resume the classroom portion of their training later this year.
- Worked with Employee Relations, South Florida Work Force and Miami-Dade Public Schools to develop and implement Metrobus Mechanic Apprenticeship Training Program. Program approved by BCC on July 17, 2003 and implemented on August 25, 2003. Project begins with 26 students at Robert Morgan Technical Education Center and another 26 students at Miami Lakes Technical Education Center. Qualified applicants will be eligible for full tuition, uniforms, books, transportation, childcare and basic tools needed for the training program through the South Florida Work Force.
- Completed RFP for 400 small, low floor buses. RFP approved by the Transportation Committee on July 17, 2003; considered by BCC on September 9, 2003
- Completed Agreement to lease an additional bus garage in order to provide for additional space for our new buses that are beginning to arrive. Agreement to be considered by the BCC in September.

Goal #2: Recreate Department's image through futuristic designs and facilities integrated into the system

Status:

- Introduced a new bus stop information system that includes maps, service frequencies and days/times of operation for every route serving the particular stop.
- Conducted an advertising campaign highlighting transit improvements resulting from the implementation of the People's Transportation Plan. The campaign included the development of a new slogan and jingle (in English, Spanish and Creole) that played extensively in the highest-rated local FM stations.

- Conducted an extensive advertising campaign to promote the newest Metrorail station. The campaign consisted of billboards, transit advertising posters and a series of 12 on-site radio promotions to stimulate usage of the new station.
- Introduced a new minibus design that is aerodynamic and more interesting in design. Among the new features are the colorful red poles that replaced the standard stainless steel poles.
- Working with CEMUSA, bus passenger shelter contractor to select an attractive shelter design. Anticipate installation of first new shelter in October 2003.
- Initiated RFP for 400 small, low floor buses that encourages unique and innovative designs and features that are modern, aerodynamic, futuristic with up-to-date, innovative passenger accommodations and appealing in appearance; approved by Transportation Committee on July 17, 2003; considered by BCC on September 9, 2003
- Providing customers with transit information via Kiosk Technology at the Government Center and the Airport. Future kiosk installation at Dadeland and an updated installation at Government Center scheduled to begin in FY 03/04.
- Providing customers with transit information via the WEB. Redesign of Transit Website scheduled for FY 03/04 will include new web technology such as "PASS Sales" and "Where's the Train". "PASS Sales" will provide customers with the option of purchasing Fare Media on line. "Where's the Train" will provide customers with Real Time Next Train information.
- Completing final stages of contract negotiations for the Real Time Electronic Signage project. This project will provide real time information at Rail Stations/Bus Stops and provide information to the customer as they ride on trains and buses through electronic signage and television.

Goal #3: Improve the system's reliability

Status

- Consultant contract for Metrorail and Metromover Rehabilitation approved by Transportation Committee on July 17, 2003; considered by BCC on September 9, 2003
- RFP for Paratransit Transportation Services approved by Transportation Committee on July 17, 2003; considered by BCC on September 9, 2003
- Purchase new buses of varying sizes to meet the variety of customer needs.

The bus acquisition plan for minibuses for 2003 is as follows:

March	10
July	5
August	12
September	20
October	16
<u>November</u>	<u>7</u>
Total	70

The bus acquisition plan for full-size buses for 2003 is as follows:

June	5
July	29
August	36
<u>September</u>	<u>30</u>
Total	100

- Total Metrobus fleet to increase from 700 to 1,335 buses in the next 5 years.
- Planning to conduct comprehensive, ongoing survey of Metrobus running times and passenger loads to ensure schedule reliability and efficient operations.
- Working on upgrading and replacing the Metromover computer system. This project will enhance system reliability and centralize the system with the existing Metrorail control computer.
- Working on modifying and enhancing the current CAD/AVL system to improve on-time performance for entire fleet and tracking system.
- Contract for Enterprise Asset Management Systems (EAMS) has recently been awarded. This system will automate Materials Management, Inventory and Maintenance functions.

Goal #4: Improve the courtesy and customer service provided

Status:

- Working with Miami-Dade University, Employee Relations Department, to customize Customer Service-focused educational program for all MDT employees: Executive Staff, Managers, Supervisors, and General Employees
- Program covers "What is Customer Service": positive and negatives, MDT expectations, internal customer service, internal customer chain, steps to success, teamwork and customer service in MDT environment and developing standards.
- Memo of Understanding with Team Metro for three Outreach Centers. Fourth Center already open in Little Haiti. Centers provide STS applications, permits, employment information, Bike permits, sales of passes and tokens, individual trip planning, transit route guides and scheduling information, community outreach, and other assistance.
- Memo of Understanding with Art In Public Places to repair and restore artwork at Metrorail and Metromover stations.

Consumer Services Department

Goal #1: Complete implementation of the Limousine Ordinance

Status:

The Limousine ordinance, adopted on November 14, 2000, contained numerous implementation elements. The following major elements have been completed:

1. Create an apprentice program for initial limousine chauffeurs no later than January 1, 2002 (Section 31-605). This program and the training program designed for new taxi drivers each have received NACo awards.
2. Establishment of minimum limousine rates following a public hearing: (Section 31-604)
3. Issue one luxury limousine sedan license for each existing limousine license as of adoption (Section 31-603 (c) (i))
4. Issue one luxury limousine sedan license for each limousine license leased prior to January 1, 1999 (Section 31-603 (c) (ii))
5. Issue one luxury limousine sedan license to each operator providing service prior to January 1, 1999 following receipt of documentation and settlement agreements requiring payments of \$500/vehicle/year for each year of illegal operations (Section 31-603 (c) (iii))

The following major elements are in process:

1. Investigate and prepare report concerning existing limousine rates at two-year intervals (Section 31-604): Completion anticipated this calendar year.
2. Conduct a lottery to issue luxury limousine sedan licenses to taxicab chauffeurs (Section 31-603 (c) (iv)): Lottery application period closed December 9, 2002. Applications are under review for eligibility. Lottery anticipated this calendar year.

The following will be implemented in the future:

1. Create a limousine advisory group (Section 31-606 (a) (9)): An initial Limousine Committee was convened to review three specific issues. The work of that Committee is complete. Establishment of a permanent limousine advisory group is pending.
2. Every year commencing two years after completion of the initial lottery, conduct a lottery to issue additional luxury sedan licenses equal to 5% of the total luxury limousine sedans (Section 31-603 (a) (i)): Process will commence in the final quarter of 2005.

Goal #2: Further the transition to owner-operator Taxi Cab System.

Status:

The Taxi Ordinance was adopted July 9, 1998. One of its central goals was to create a system of owner-drivers. Mechanisms to accomplish this goal included: a lottery to be conducted each year for five years resulting in the issuance of 25 taxi licenses to taxicab chauffeurs. The lottery allocation increased to 27 licenses to accommodate revisions for the underserved area, and will increase to 32 in the 2003 lottery due to the wheelchair accessible taxi ordinance. Additionally, the Code requires that, in the event of a transfer, the transfer must be to a taxicab chauffeur, with certain exceptions. The taxi chauffeur is required to drive the vehicle one of two shifts five days per week.

Since adoption of the Taxi Ordinance, there have been 110 licenses issued to owner operators as the result of the lottery. The 2003 lottery will occur later this year and result in an additional 32 licenses issued. There have been 156 transfers of taxi licenses to owner-

operators since the adoption of the ordinance. Additionally, two revoked taxi licenses were sold to owner-operators at public auction. In total, records reflect 376 taxi licenses held by owner-operators.

Goal #3: Continue to improve consumer protection services.

Status:

During this fiscal year, several initiatives have resulted in additional consumer protections or services:

1. In May 2003, an amended cable television ordinance enhanced consumer protection measures by reducing the time for qualifying for credit in the event of an outage from three hours to two, the number of missed appointments used as a basis for credit was reduced from two appointments to one, and the ordinance imposed enhanced technical standards that will improve service availability and reliability overall.
2. In July 2003, the towing ordinance was reinstated. The ordinance provides for licensing and regulation of towers, and specific protections for consumers whose vehicles are towed without their consent. The licensing program will commence in December 2003; the consumer protections were effective immediately.
3. Over the past several months, CSD staff responsible for investigating and mediating consumer complaints against business have attended training and received "Certified Mediator" status as recognized by the Florida Supreme Court. The purpose of this training was to enhance the CSD's ability to assist consumers with resolving their disputes with businesses.

Goal #4: Institute a streamlined process to license passenger motor carriers, non-emergency vehicles and private school buses.

Status:

CSD has been embarking on an industry-by-industry review of regulations and reform measures. The Taxi Ordinance was adopted in 1998, followed by the Limousine Ordinance in 2000. CSD is presently drafting revisions to Passenger Motor Carrier code sections. This section of the Code regulates services such as tour vans, contract carriers, and jitneys.

An initial draft ordinance was circulated to industry and a workshop was held on May 12, 2003. Additional revisions are now being made based upon feedback obtained from industry and other interested parties.