

# Memorandum



**Date:** May 1, 2018

**To:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor

Agenda Item No. 8(N)(11)

**Subject:** Resolution Authorizing a Retroactive One-Year Option to Renew with Limousines of South Florida, Inc., Effective February 27, 2018, for the Provision of Transit Services at a Rate of \$45.09 per Bus Revenue Hour; and Further Authorizing the County Mayor or County Mayor's Designee to Execute Documents Necessary to Effectuate the Same and Exercise all Provisions of the Contract, Except that the Exercising of Any Options to Renew Shall Require Board of County Commission Approval

## **RECOMMENDATION**

On June 6, 2017, the Board of County Commissioners (Board) approved Resolution No. R-611-17, authorizing the accessing of City of Miami (City) Contract No. 18483 with Limousines of South Florida, Inc. (LSF) for the provision of public transit services for the Miami-Dade County (County) Department of Transportation and Public Works (DTPW) on 14 existing low-ridership routes (routes 1, 29, 46, 82, 101, 202, 211, 212, 246, 254, 267, 272, 286, and 344). It is recommended that the Board authorize a retroactive one-year option to renew, effective February 27, 2018, with LSF for the provision of transit services at the rate of \$45.09 per bus revenue hour.

Additionally, the report requested through Resolution No. R-611-17 detailing the performance of LSF, is attached for reference as Exhibit A.

## **SCOPE**

The impact of this item is countywide in nature. With approval of this item, the contractor will continue to provide service for transit routes 1, 29, 46, 82, 101, 202, 211, 212, 246, 254, 267, 272, 286, and 344. Additionally, pursuant to Resolution No. R-235-18, with the Board's approval of the one-year option to renew, routes 56, 71, 72, 115, 210 and 217, as well as Life Line routes Green Hills, Kings Creek, Sierra Lake, Robert Sharp, Ahepa, and Fed Gardens will be included as routes provided by the contract with LSF (route maps included as Exhibit B). For reference purposes, Life Line routes are transportation services for the disadvantaged required by State Statute. These particular routes provide transportation services for the elderly and disadvantaged, once a week for a few hours per day, from senior centers to markets or malls.

## **FISCAL IMPACT**

As a result of the operation of the 14 bus routes contracted out to LSF, DTPW has realized \$1,251,773 in transit operation savings from September 2017 to January 2018, and is expecting an annualized savings amount of over \$3,000,000. The increase of two routes, which restored service and added an additional \$1,000,000 in cost, bring the net budgetary savings to approximately \$2,000,000. This contract expense trend is aligned with the fiscal impact originally anticipated by DTPW.

As part of the additional routes being contracted out, DTPW will come back to the Board at a later date with an item approving a bid waiver for the purchase and expenditure of additional equipment in the estimated amount of \$621,000. This will allow LSF to furnish vehicles with tracking and safety equipment to include: GPS, cameras, modems, automated passenger counter, and other equipment itemized in Exhibit 1 to Amendment No. 1 to the City's contract with LSF.

**TRACK RECORD/MONITOR**

The project manager is Carlos Cruz-Casas, P.E., Assistant Director, Transportation Strategic Planning Division, DTPW.

**DELEGATED AUTHORITY**

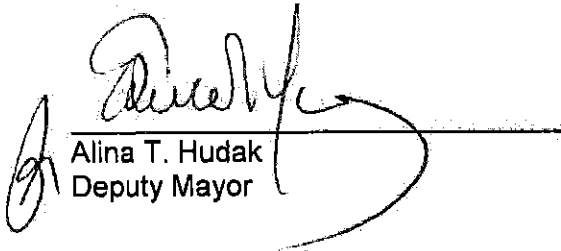
If this item is approved, the County Mayor or County Mayor's Designee will have the authority to exercise all provisions of the contract, excluding any extensions or renewals, pursuant to Section 2-8.1 of the County Code and Implementing Order 3-38.

**DUE DILIGENCE**

Pursuant to Resolution No. R-187-12, due diligence prior to contract award was conducted in accordance with the Internal Services Department's Procurement Guidelines to determine contractor responsibility, including verifying corporate status and review of performance or compliance issues. The lists referenced include convicted vendors, debarred vendors, delinquent contractors, suspended vendors, and federal excluded parties. There were no adverse findings relating to contractor responsibility.

**APPLICABLE ORDINANCES AND CONTRACT MEASURES**

- The two percent User Access Program does not apply due to accessing an awarded contract.
- The Small Business Enterprise Bid Preference and Local Preference Ordinances do not apply due to accessing an awarded contract.



Alina T. Hudak  
Deputy Mayor

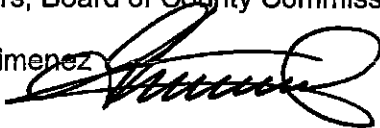
**Exhibit A – Performance Report of Fourteen (14) Miami-Dade County Bus Routes  
Outsourced to Limousines of South Florida, Inc.**

# Memorandum



**Date:** April 13, 2018

**To:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Performance Report for Miami-Dade County Bus Routes Outsourced to  
Limousines of South Florida, Inc.  
(Departmental Directive #171019)

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On June 6, 2017, the Board of County Commissioners (Board) approved Resolution No. R-611-17 authorizing access to Contract No. 18483 between Limousines of South Florida, Inc. (LSF) and the City of Miami (City), for the provision of transit services in Miami-Dade County (County). This report has been prepared by the Department of Transportation and Public Works (DTPW) in response to a request from the Board to provide a performance update for the associated contracted bus routes. This report provides a summary of the service performance analysis conducted for the first six months of the operation of the 14 contracted bus routes, from September 2017 to February 2018.

## **BACKGROUND**

### **Contracted Services Overview**

DTPW developed a countywide transit plan which included bus route modifications and adjustments based on an analysis of ridership data and maximum passenger load per vehicle. The analysis focused on service improvements to increase the efficiency, reliability, and consistency of the bus service, while simultaneously seeking to identify savings. DTPW identified savings through the re-structuring of low productivity routes, elimination of duplicative service, straightening of main corridor bus routes, and adjustment of service to match ridership demand.

Within the plan, DTPW initially identified 14 low-ridership bus routes to be contracted out in order to utilize smaller, more appropriate vehicles to provide adequate service. The outsourced routes were 1, 29, 46, 82, 101, 202, 211, 212, 246, 254, 267, 272, 286, and 344. A trial run of Routes 46, 101, 254, and 286 occurred from August 23, 2017 to August 26, 2017, and the operation of all 14 routes commenced on August 27, 2017.

In order to realize additional savings and to provide services equitable to the demand, DTPW will also contract with LSF for routes 56, 71, 72, 115, 210 and 217, as well as Life Line routes Green Hills, Kings Creek, Sierra Lake, Robert Sharp, Ahepa, and Fed Gardens. For reference purposes, Life Line routes are transportation services for the disadvantaged required by State Statute. These particular routes provide transportation services for the elderly and disadvantaged, once a week for a few hours per day, from senior centers to markets or malls.

### **MONTHLY OPERATING COSTS**

Figure 1 includes the cumulative monthly operating costs and realized savings for the 14 bus routes from September 2017 to January 2018. The contracted expenses include the monthly invoices by LSF, and costs for fueling vehicles at the County's Internal Services Department fueling location. The total amount for the first five months of the contracted operation of the routes is \$1,284,604, resulting in an approximately 49 percent cost savings versus the amounts previously incurred by the County. When compared with the total cost of \$2,536,380 for the County's operation of the 14 bus routes, the total savings amount is \$1,251,773, and is expected

to be over \$3,000,000 annualized. This trend is aligned with the fiscal impact anticipated by DTPW.

**Table 1: Cumulative Monthly Operating Costs and Realized Savings for Contracted Bus Routes, from September 2017 to January 2018**

MONTH	DTPW COST FOR DIRECT OPERATION	CONTRACTED EXPENSES	SAVINGS	
Sep-17 <sup>1</sup>	461,304	214,999	-246,306	-53percent
Oct-17	467,842	254,054	-213,788	-46percent
Nov-17	520,389	308,715	-211,674	-41percent
Dec-17	517,126	249,228	-267,898	-52percent
Jan-18	569,718	257,610	-312,108	-55percent
<b>TOTAL</b>	<b>2,536,380</b>	<b>1,284,607</b>	<b>-1,251,773</b>	<b>-49percent</b>

**SERVICE DELIVERY ANALYSIS**

To ensure efficiency, reliability, and consistency, DTPW monitors service performance and service delivery of bus routes using service standards adopted by DTPW in 2009. For the purposes of this analysis, service data for the 14 routes combined, including monitoring data (scheduled trips and on-time departures from the first scheduled stop of the trips), on-time performance, customer complaints, and accidents, were analyzed.

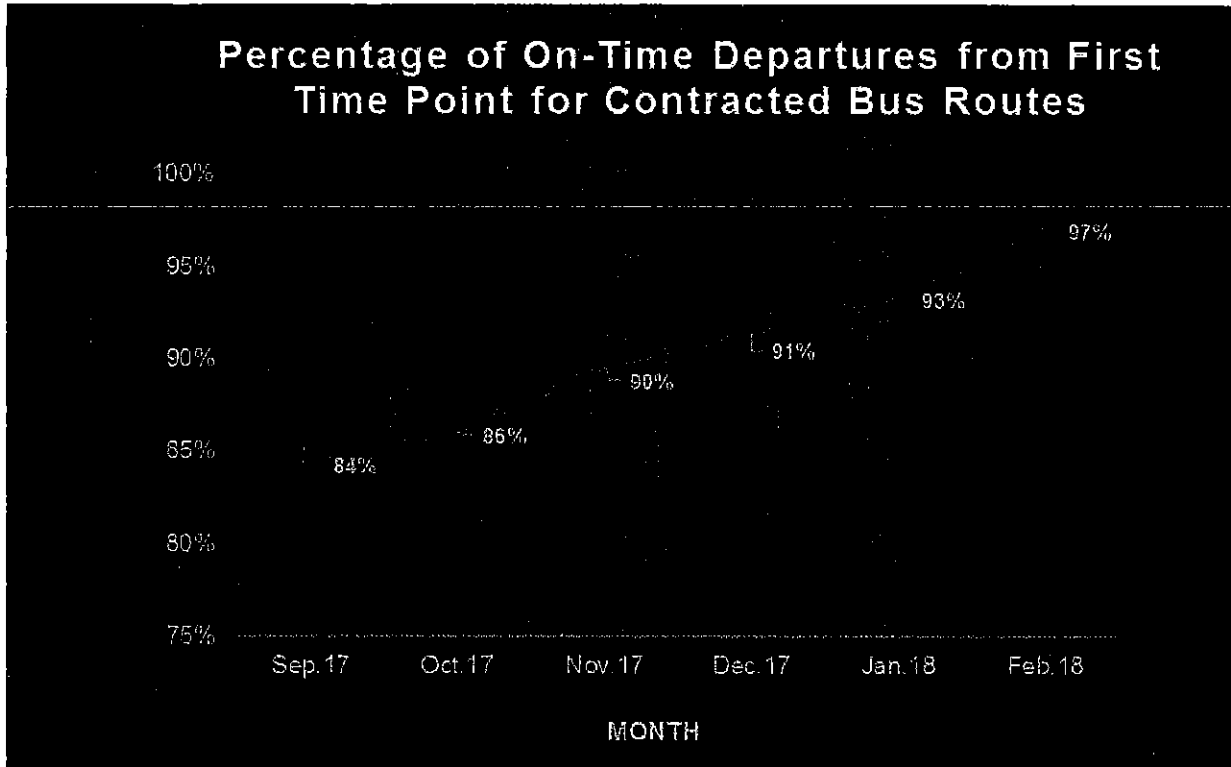
The service standards provide a framework for guiding the creation and evaluation of existing and proposed services. The measures by which these service standards evaluate bus service delivery are on-time performance and number of missed trips. The total number of scheduled trips varied by month due to the number of overall service days, weekdays, level of service, and holidays. DTPW's staff conducted field checks and used mobile equipment to monitor an average of 37 percent of scheduled trips per month.

**Departures from First Time Points and On-Time Departures**

To validate the on-time initiation of daily service, the bus departures at the first stop of routes was monitored with the mobile tracking equipment. DTPW monitored the scheduled number of departures from the first scheduled stop of the trips and calculated the percentage of trips for buses that departed on time.

Figure 1 shows the on-time departures from first time points by month for all bus routes during their first six months of operation. After clearing operational constraints due to impacts caused by Hurricane Irma, buses improved the on-time departure performance from 84 percent in September 2018, to 97 percent in February 2018.

<sup>1</sup> Lower operating costs in September 2017 due to Hurricane Irma.



**Figure1:** Percentage of on-time departures from first scheduled stop of the trips, all contracted bus routes combined

**On-Time Performance Analysis**

On-Time Performance (OTP) is the time deviation of actual operating time from the published schedule, and is one of the key monthly indicators used to measure DTPW's performance on public transportation services. OTP indicates the percentage of time that buses are on time, which corresponds to actual arrival being no more than 59 seconds before scheduled departure, and no more than four minutes and 59 seconds past the scheduled time of departure. OTP is measured monthly by comparing the actual departure times at all time points using an Automatic Vehicle Locator System with the corresponding scheduled departure times, excluding first and last time points for each trip. OTP varies by month due to many factors including traffic conditions, weather conditions, number of incidents, number of overall service days, and weekdays.

**OTP Analysis Before and After Contracted Service**

DTPW is monitoring the OTP of the contracted bus routes utilizing mobile equipment installed on LSF's vehicles. For the purposes of this report, the analysis was conducted using OTP data from November 2017 to January 2018. The average OTP for all the contracted routes was compared against the average OTP level for the routes before being outsourced, for the time period from February 2017 to July 2017.

According to the data available for this report, buses on the contracted routes were on time approximately 77 percent of the time, performing slightly above the average performance level of 76 percent reported for the six month period before the contracted operation of the routes, and slightly below the desired OTP of 78 percent. The chart in Figure 2 illustrates the monthly OTP for the combined bus routes before and after being contracted out.

To ensure that the outsourced routes meet the minimum OTP standard of 78 percent, DTPW is actively monitoring the monthly reports to identify operational actions that can help improve bus route performance.

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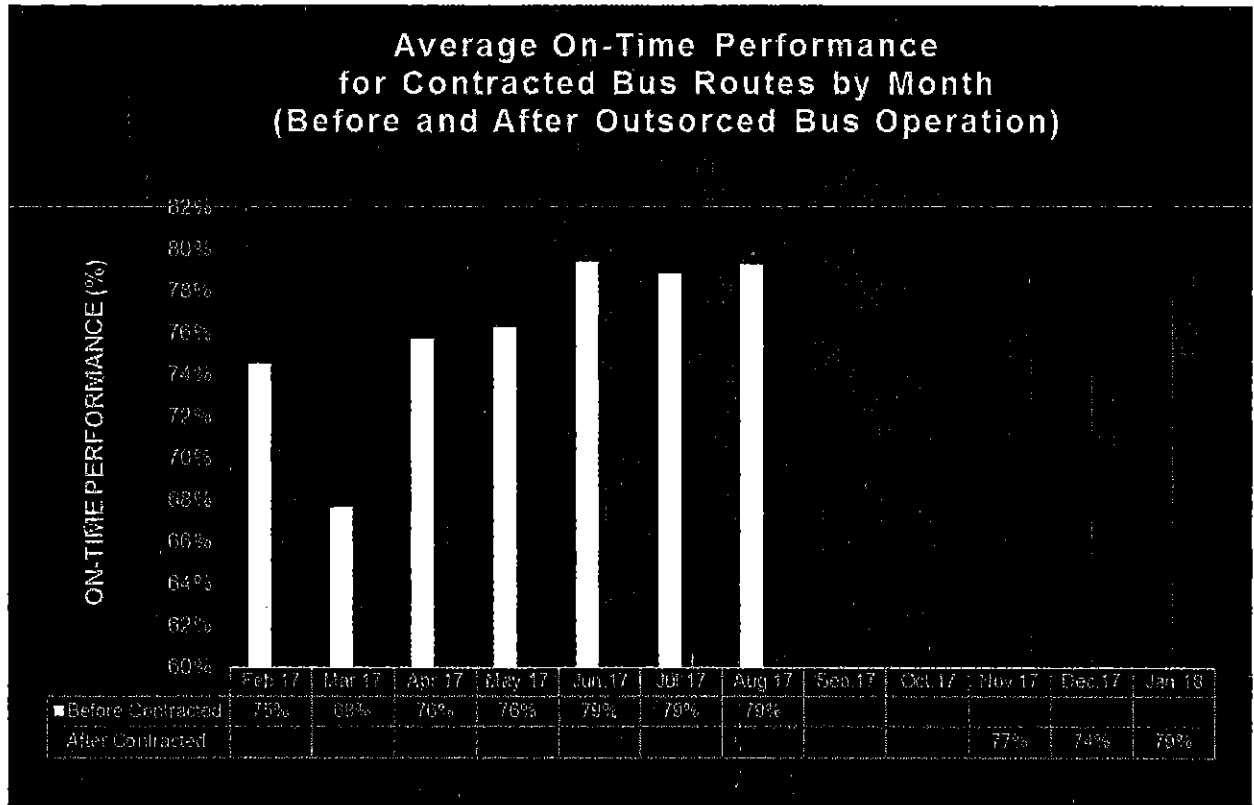


Figure 2: Average OTP for all routes combined before and after the outsourced operations

**BUS SERVICE COMPLAINT ANALYSIS**

DTPW is responsible for the timely and effective response to public service requests, including customer complaints on bus services sent through the 311 Contact Center Program, MDT tracker app, and complaints made on behalf of residents through a County Commissioner’s office, or through a municipality’s administration if applicable. A service request is opened for every concern or complaint received, and is sent to the appropriate section within DTPW for review, investigation, recommendations for improvements or corrective actions, and implementation of recommendations if applicable. In the case of the contracted bus routes, customer complaints are investigated and discussed with LSF.

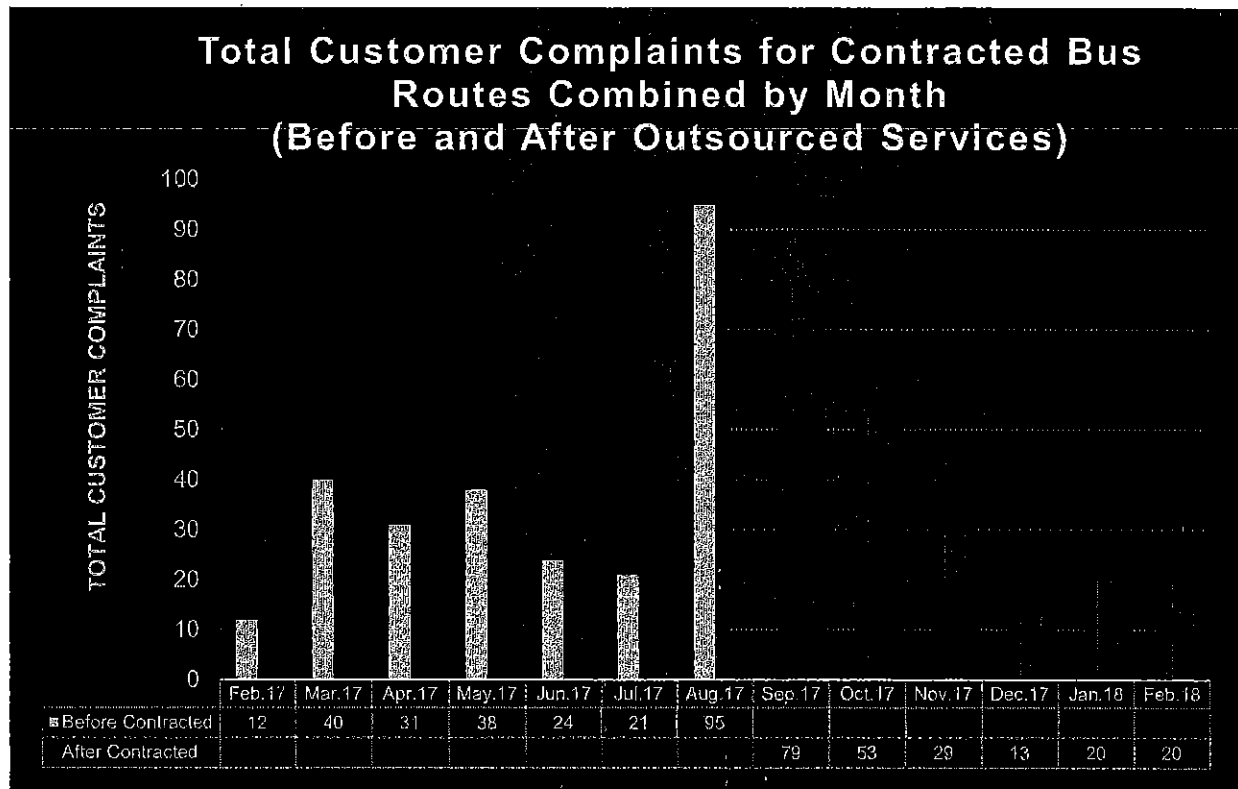
Under DTPW’s direct operation of the 14 bus routes prior the start of the contracted services, a combined total of 166 customer complaints were received within a period of six months. This is an average of 28 complaints per month between February 2017 and July 2017. During the first six months of the outsourced operation of the routes, from September 2017 to February 2018<sup>2</sup>, DTPW received approximately 214 complaints related to the 14 bus routes, or an average of 36 complaints per month. However, from September to February, the monthly complaints declined by 78 percent, from 79 to 20 complaints respectively. Figure 3 illustrates the combined total customer complaints received per month for the bus routes before and after the outsourced services.

It is important to note that 62 percent of the complaints received under the contracted services occurred between September and October, and decreased significantly thereafter. This is likely associated with an unfamiliarity of the customers with the new outsourced service, and residual

<sup>2</sup> Data from Customer Complaints Report for February 2017 through and February 2018.

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impacts of Hurricane Irma. Nonetheless, DTPW will continue working with the contractor to identify improvements to their operations and improve customer satisfaction.



**Figure 3:** Combined total customer complaints received by month before and after the start of outsourced bus route services

**MONTHLY RIDERSHIP ANALYSIS**

**Total Combined Weekday Boardings by Month**

Boarding counts from September 2017 to January 2018<sup>3</sup> for all 14 bus routes, except Route 82, were obtained from the County’s fare collection system. The boarding counts for Route 82 were obtained from LSF’s ridership reports due to a data issue with the County’s equipment onboard this route’s vehicles.

Figure 4 shows the combined average weekday boardings for the 14 outsourced bus routes from February 2017, when they were under DTPW’s direct operation, until January 2018, five months into the outsourced services.

**Before Contracted Services (February 2017 – July 2017)**

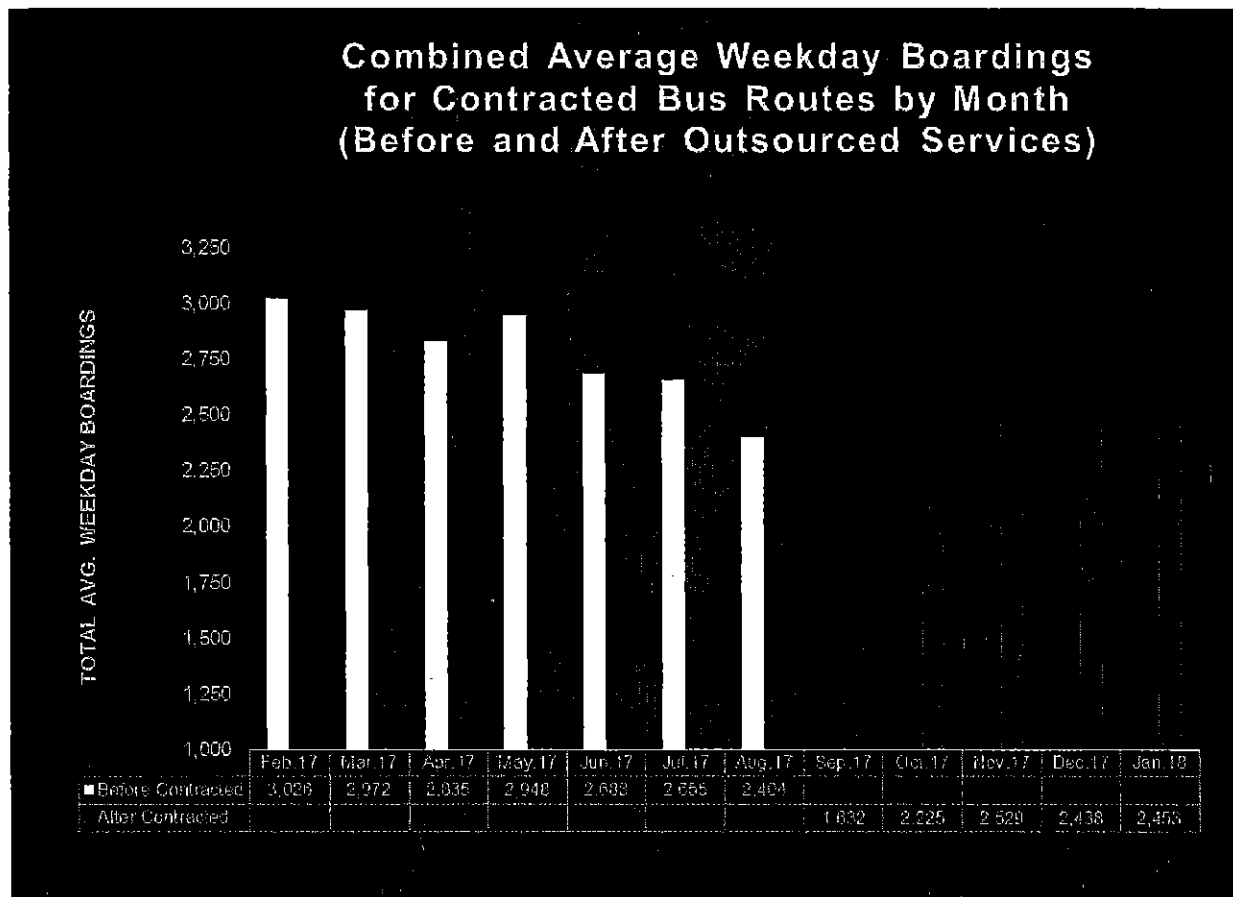
From February 2017 to July 2017, under DTPW’s direct operation of the 14 routes, the average weekday boardings observed a decline in ridership of 12 percent. The ridership for the combined routes experienced an average 9 percent decrease when compared with the same period of time the previous year (266 passengers). This decreasing trend is aligned with the overall Metrobus system ridership trend. From February 2017 to January 2018, excluding September’s ridership, the overall bus system has experienced an average weekday ridership reduction of 9 percent per month, carrying about 17,600 weekday passengers less every month than in the previous year.

<sup>3</sup> Most recent ridership data published is January 2018. All ridership data was obtained from the Monthly Ridership Technical Reports.

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**After Contracted Services (September 2017 – January 2018)**

Complete ridership data for the outsourced service is available from September 2017 to January 2018. Due to the Hurricane Irma in September, the contracted bus routes experienced a significant reduction in weekday ridership of about 43 percent less than the average weekday ridership carried by the routes before being contracted out. However, from September to January, the monthly average weekday ridership increased from 1,632 weekday passengers in September 2017, to 2,453 weekday passengers in February 2018, which corresponds to a reduction of nearly 16 percent when compared to the same period of time the past year (excluding September's data). The ridership reduction on the contracted bus routes might be caused by a combination of factors, including the decreasing ridership trend experienced by the bus system prior the contracted services, residual impacts from Hurricane Irma, or the effects of service transition.



**Figure 4:** Combined average weekday boardings for contracted bus routes by month before and after the contracted operation of the routes

**MONTHLY TOTAL ACCIDENTS AND SAFETY CONCERNS**

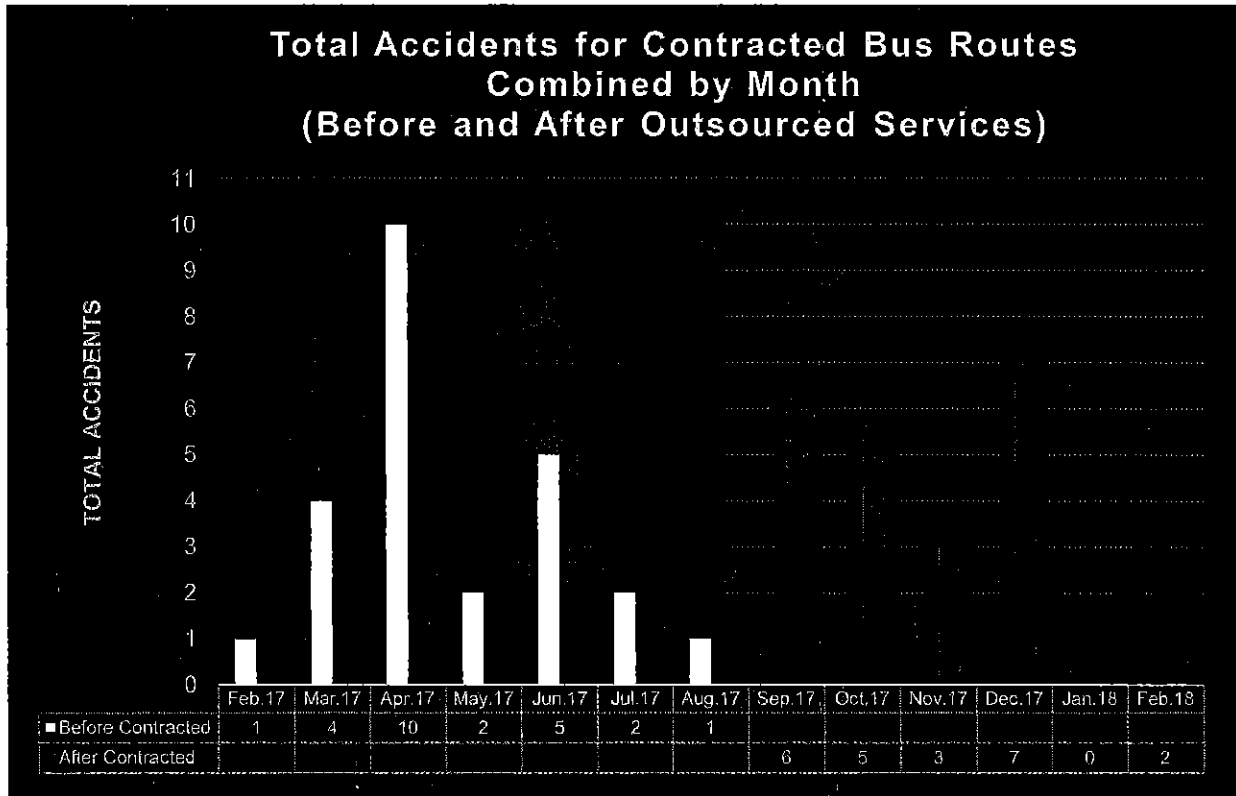
Under DTPW's direct operation of the 14 bus routes prior to the start of the outsourced services, a combined total of 26 accidents, or an average of four accidents per month, were reported from February 2017 to July 2017.

From the start of the contracted services, the monthly accidents decreased significantly from six accidents in September to two accidents in February. According to the accident data for the first six months of contracted operations, the combined total of accidents, and average monthly

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accidents, are comparable with those reported under DTPW's direct operation of the routes (see Figure 5).

Additionally, DTPW safety personnel advised that approximately 40 percent of the accidents experienced by the contracted routes were preventable incidents. As such, DTPW is working closely with LSF to identify mitigation strategies, and potential improvements to the contracted operations in order to further reduce the number of accidents experienced.



**Figure 5:** Combined total accidents reported by month before and after the start of outsourced bus route services

**CONCLUSION**

A performance assessment of contract expenses, realized savings, on-time performance, customer complaints, and ridership were compared for services provided directly by DTPW versus services contracted out to LSF for similar time periods. According to the data available, the outsourced bus routes are performing slightly above the on-time performance level previously reported for the same routes under DTPW's direct operation. Additionally, the number of customer complaints and accidents reported per month have decreased. Finally, the total savings for the first five months of contracted operations is \$1,251,773, and is expected to be over \$3,000,000 annualized. This represents an approximate 49 percent costs savings to DTPW's operating budget for these routes. DTPW will continue to closely monitor and work with LSF in an effort to improve customer's experience, and to ensure customer satisfaction.

Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners  
Page 8

Pursuant to Ordinance 14-65, this memorandum will be placed on the next available Board Meeting. If additional information is required, please contact Alice N. Bravo, P.E., Director, DTPW, at (786) 469-5406.

C: Abigail Price-Williams, County Attorney  
Geri Bonzon-Keenan, First Assistant County Attorney  
Alina T. Hudak, Deputy Mayor, Office of the Mayor  
Alice N. Bravo P.E., Director, Department of Transportation and Public Works  
Chris Agrippa, Clerk of the Board  
Eugene Love, Agenda Coordinator

**Exhibit B – Maps of Additional Miami-Dade County Routes to be Outsourced to  
Limousines of South Florida, Inc.**

# Route 56

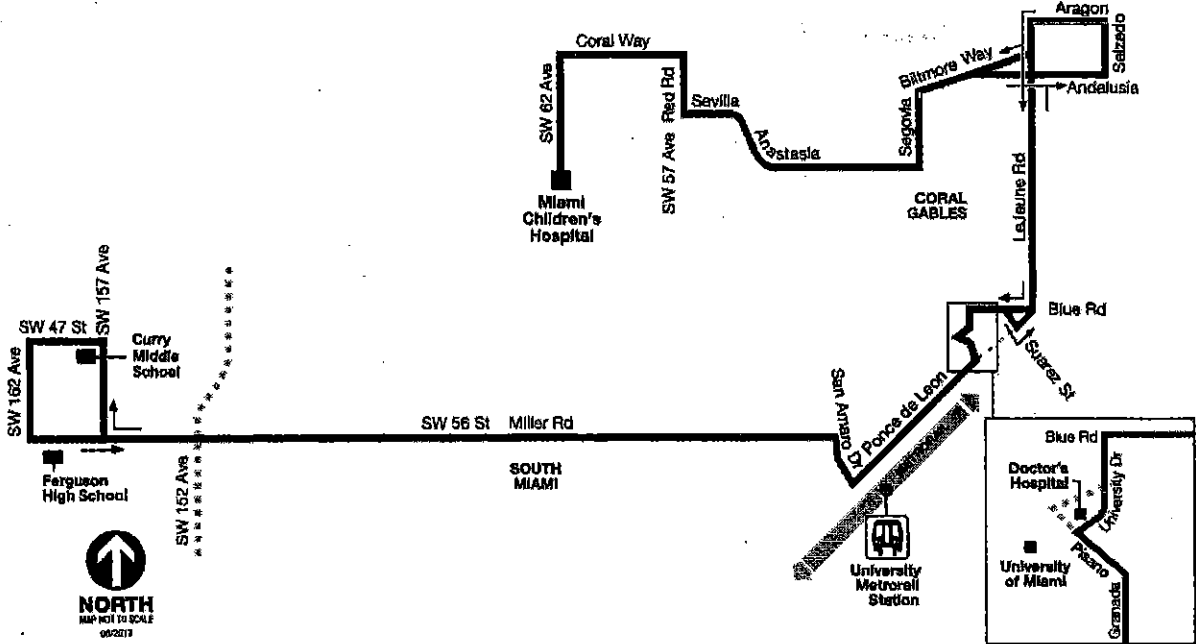


Figure 1: Route 56 Map

# Route 71

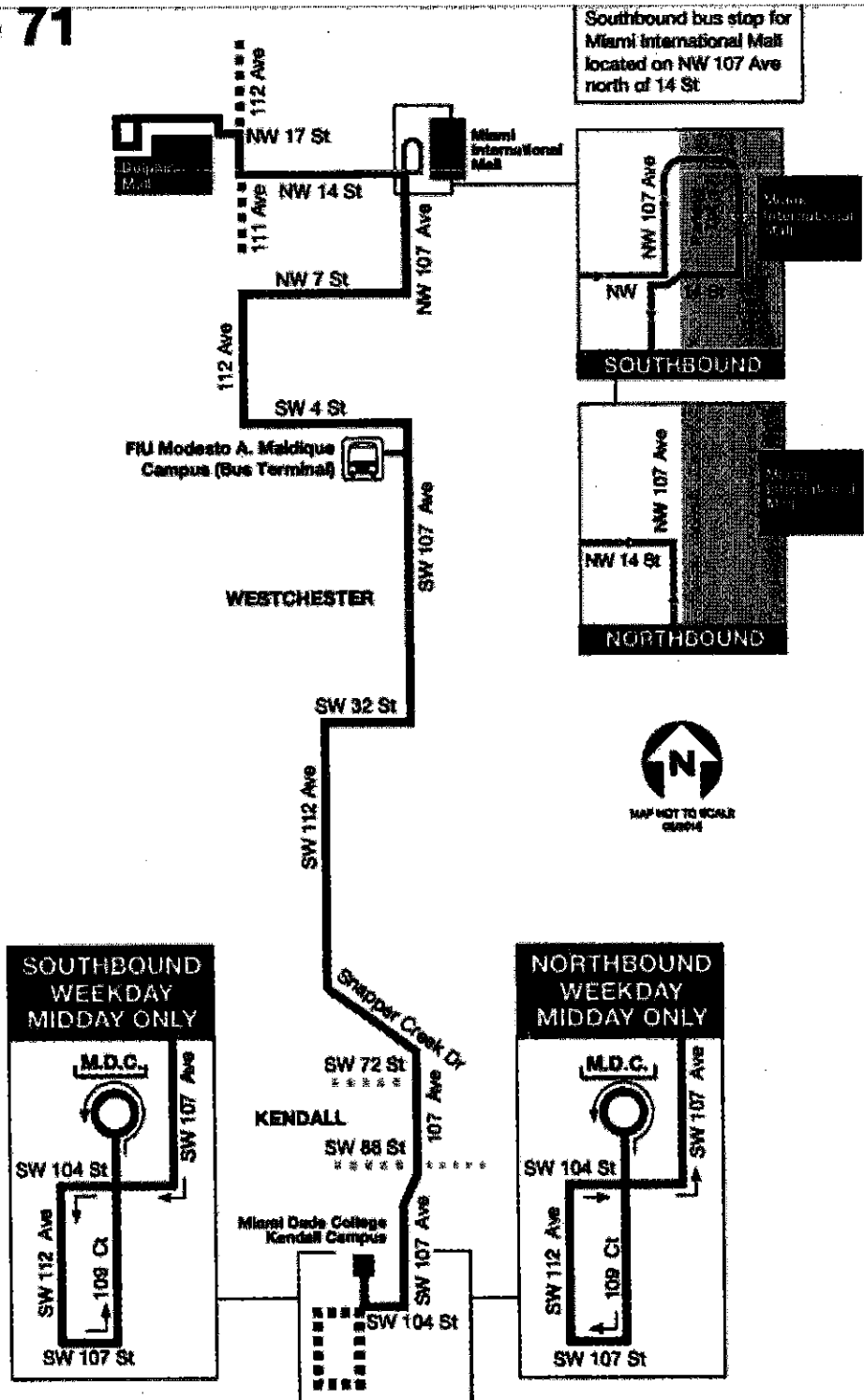
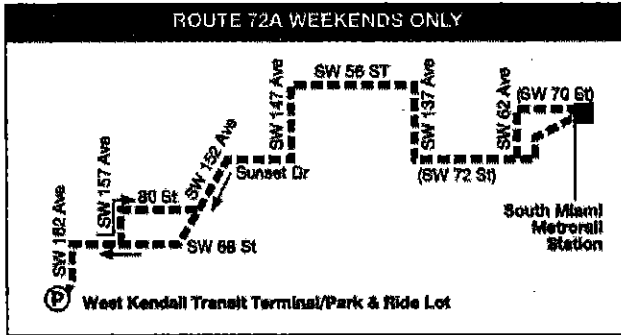


Figure 2: Route 71 Map



# Route 72

**Legend**

**Park & Ride Lot (P)**

**Route 72A** ———  
 West Kendall Transit Terminal  
 South Miami Metrorail Station

**Route 72** ———  
 SW 56 St/SW 132 Ave  
 South Miami Metrorail Station

**Route 72A** .....  
 Weekends only  
 West Kendall Transit Terminal  
 via SW 56 St/SW 147 Ave  
 South Miami Metrorail Station

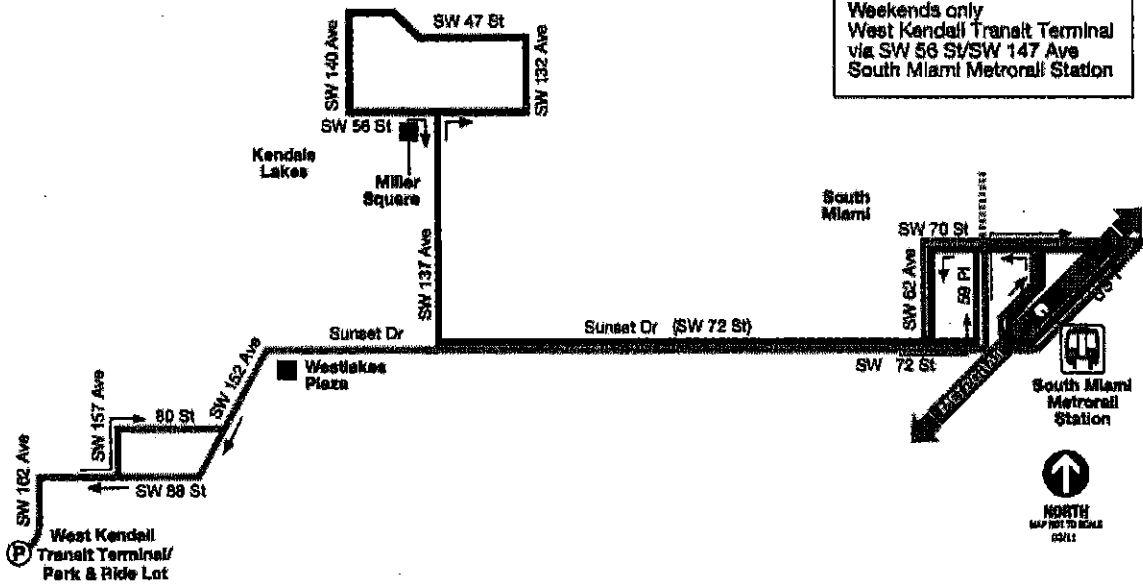


Figure 3: Route 72 Map



**115**

MID-NORTH  
BEACH CONNECTION

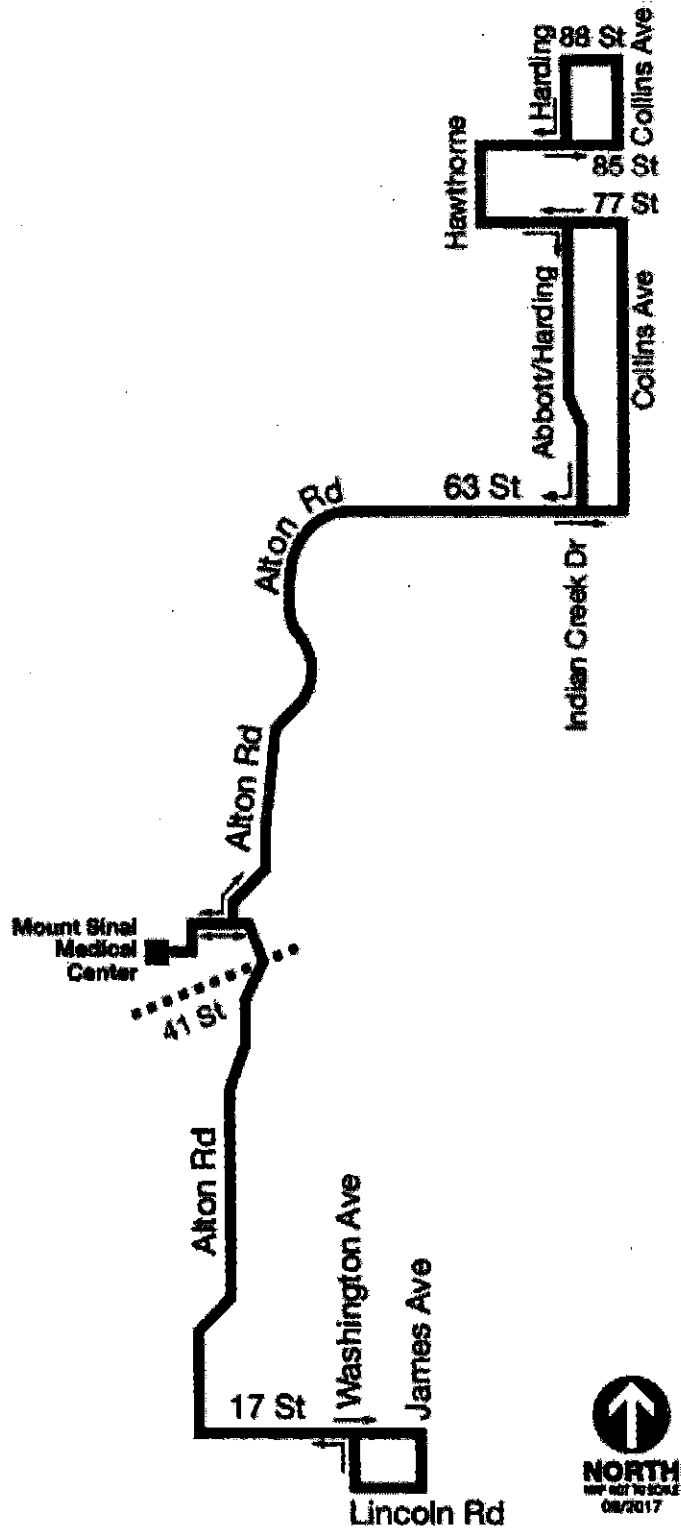


Figure 4: Route 115 (Mid-North Beach Connection) Map

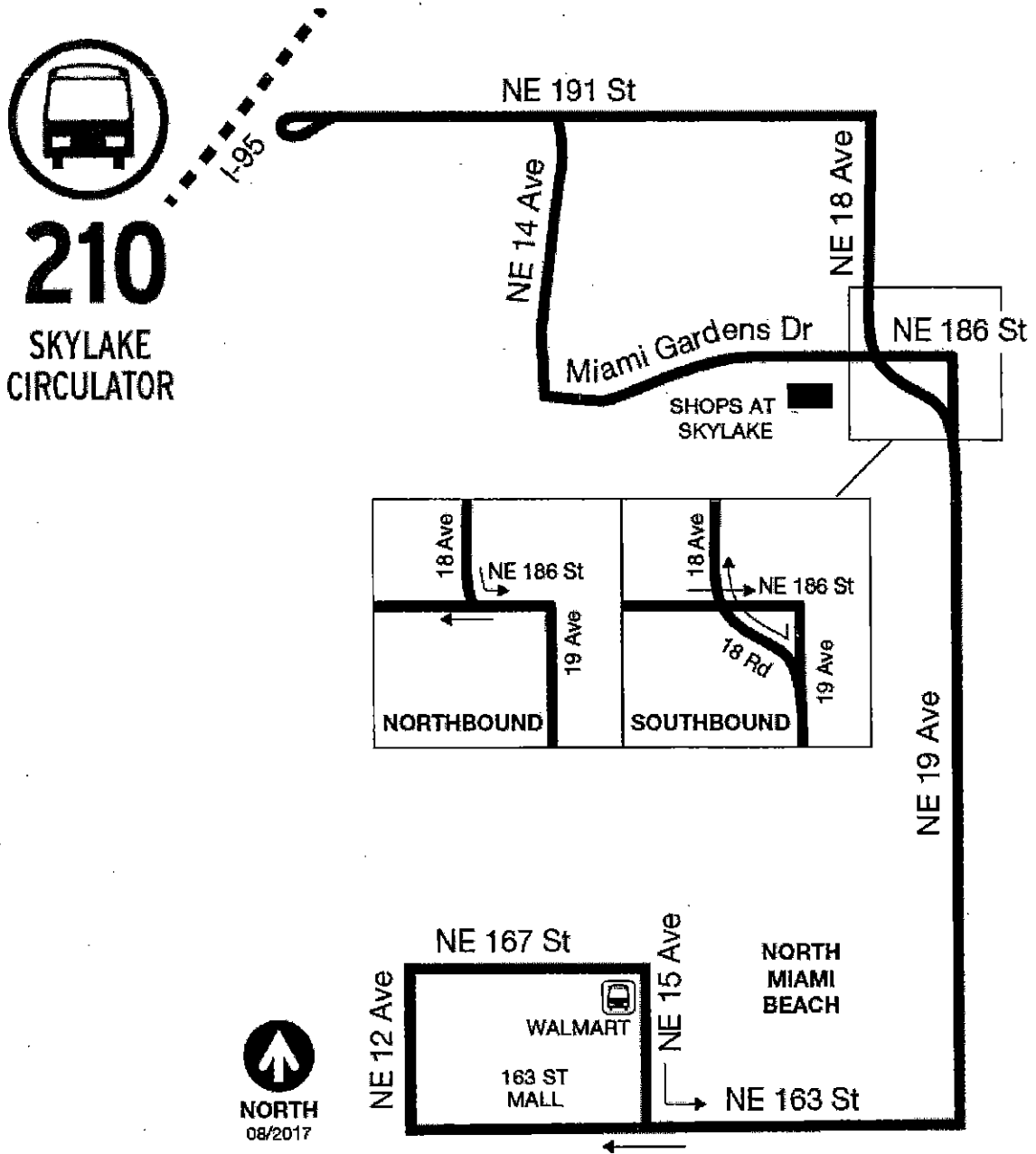


Figure 5: Route 210 Map

  
**217**  
**BUNCHE PARK**  
**CIRCULATOR**

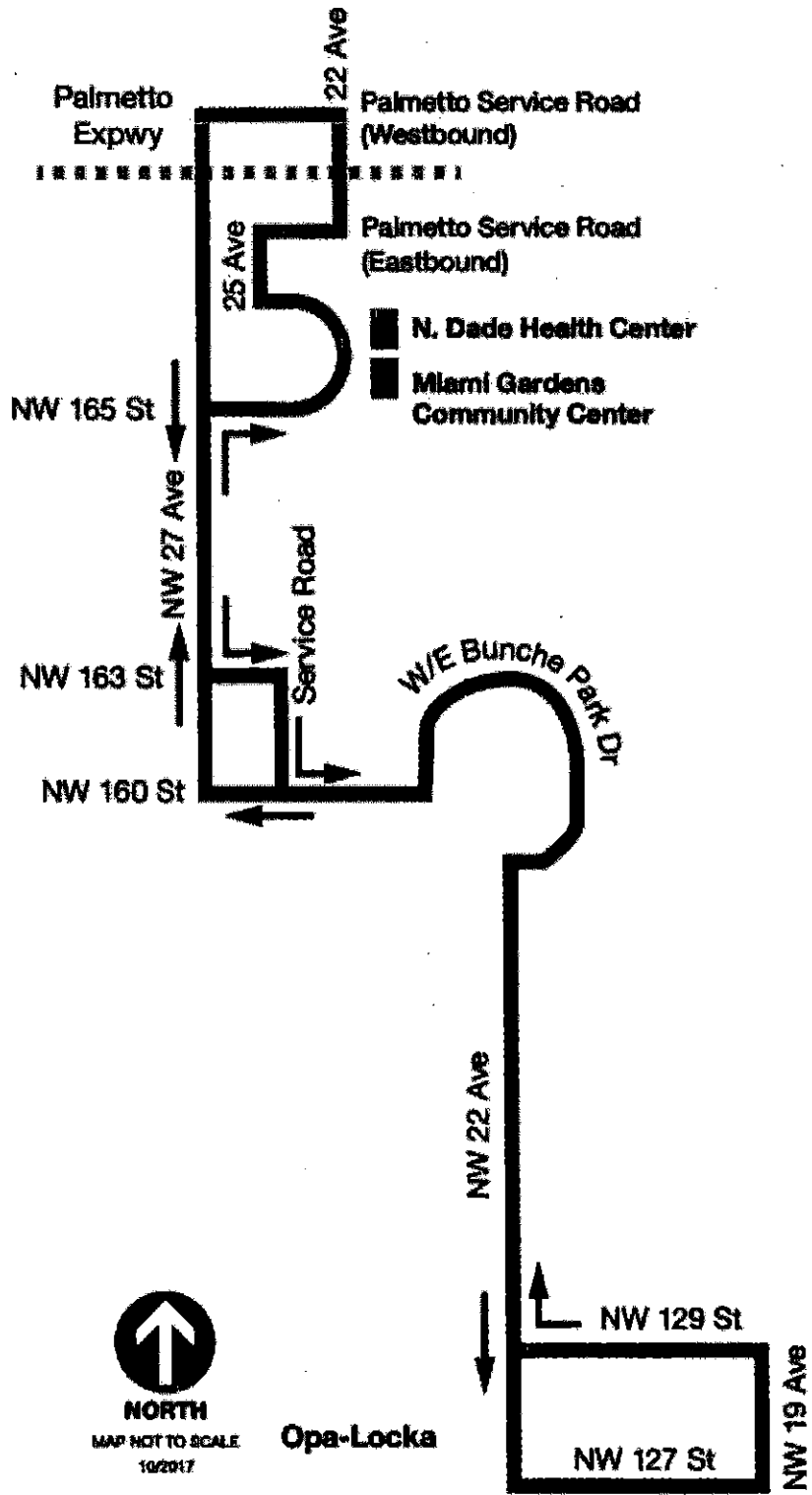


Figure 6: 217-Bunche Park Circulator Map

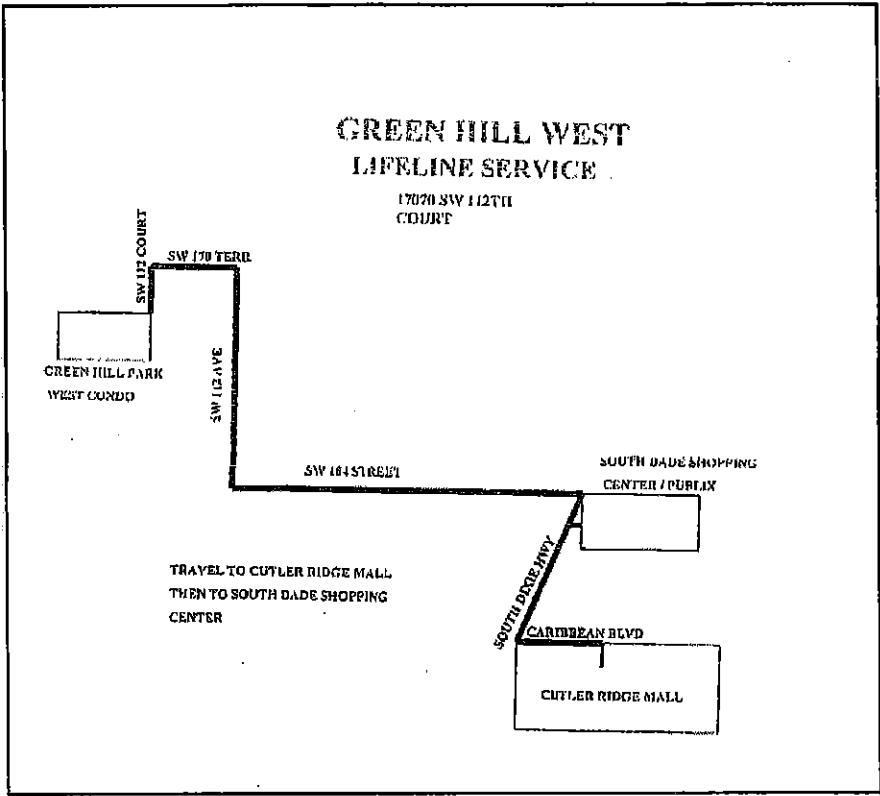


Figure 12: Green Hills Lifeline Map

# VILLAGE OF KINGS CREEK

## LIFELINE SERVICE

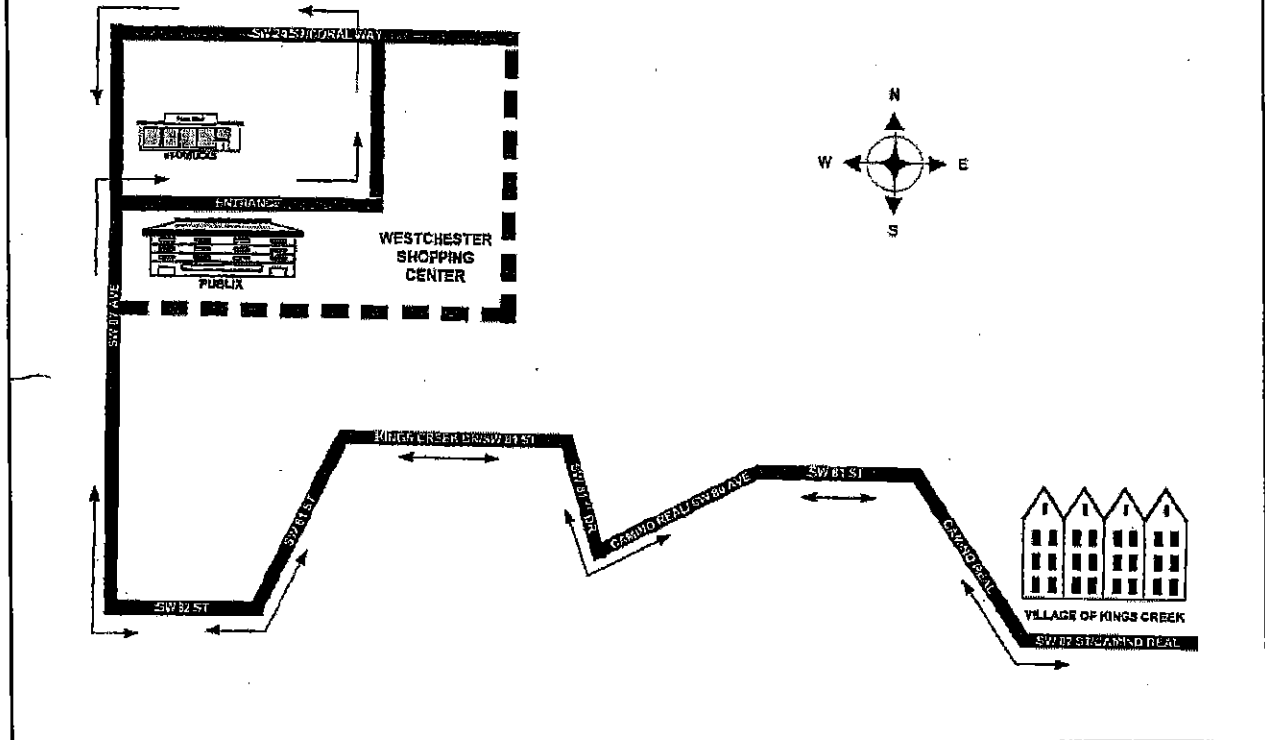


Figure 13: King's Creek Lifeline Map

# Sierra Lakes Lifeline

OPERATES EVERY FRIDAY

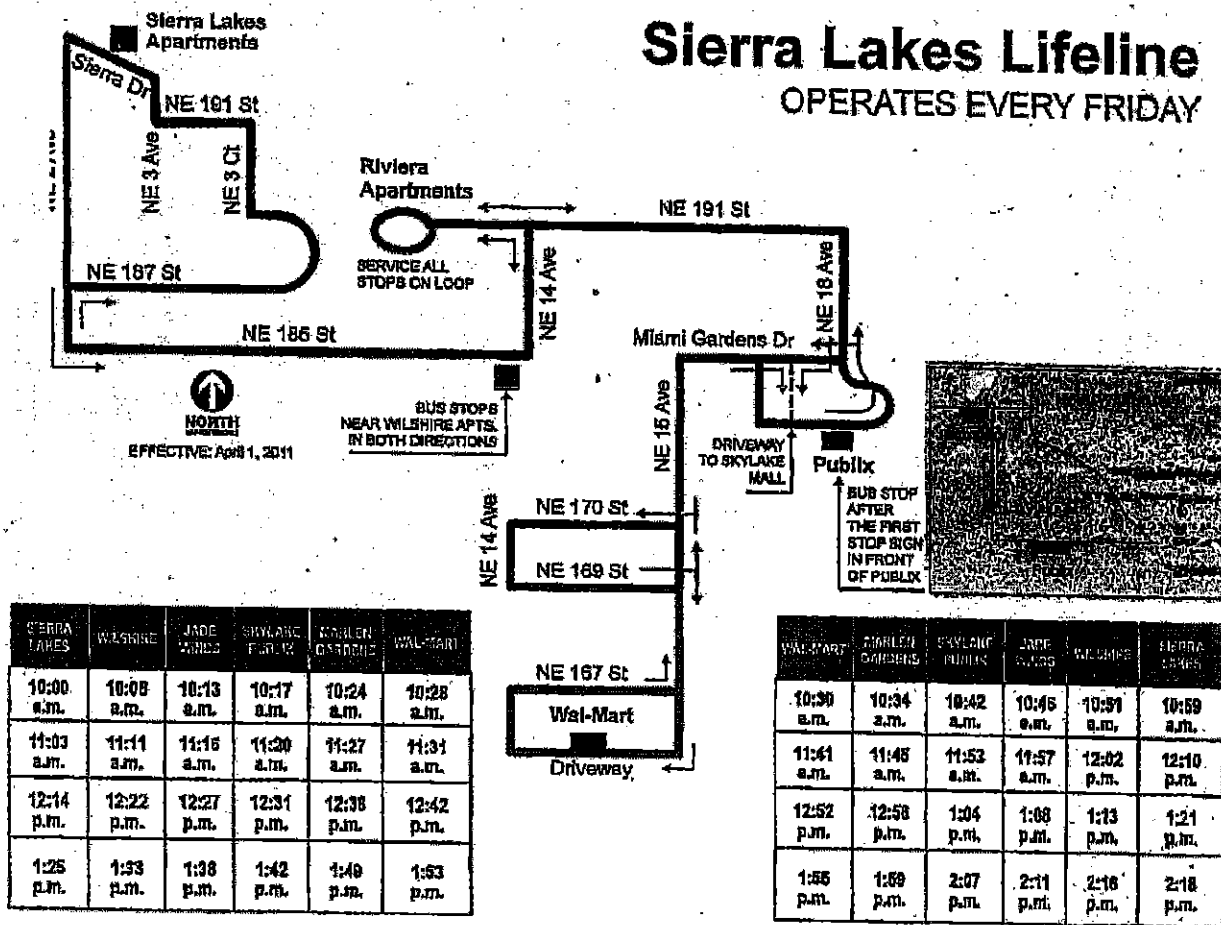


Figure 9: Sierra Lakes Lifeline Map

# Robert Sharp Lifeline

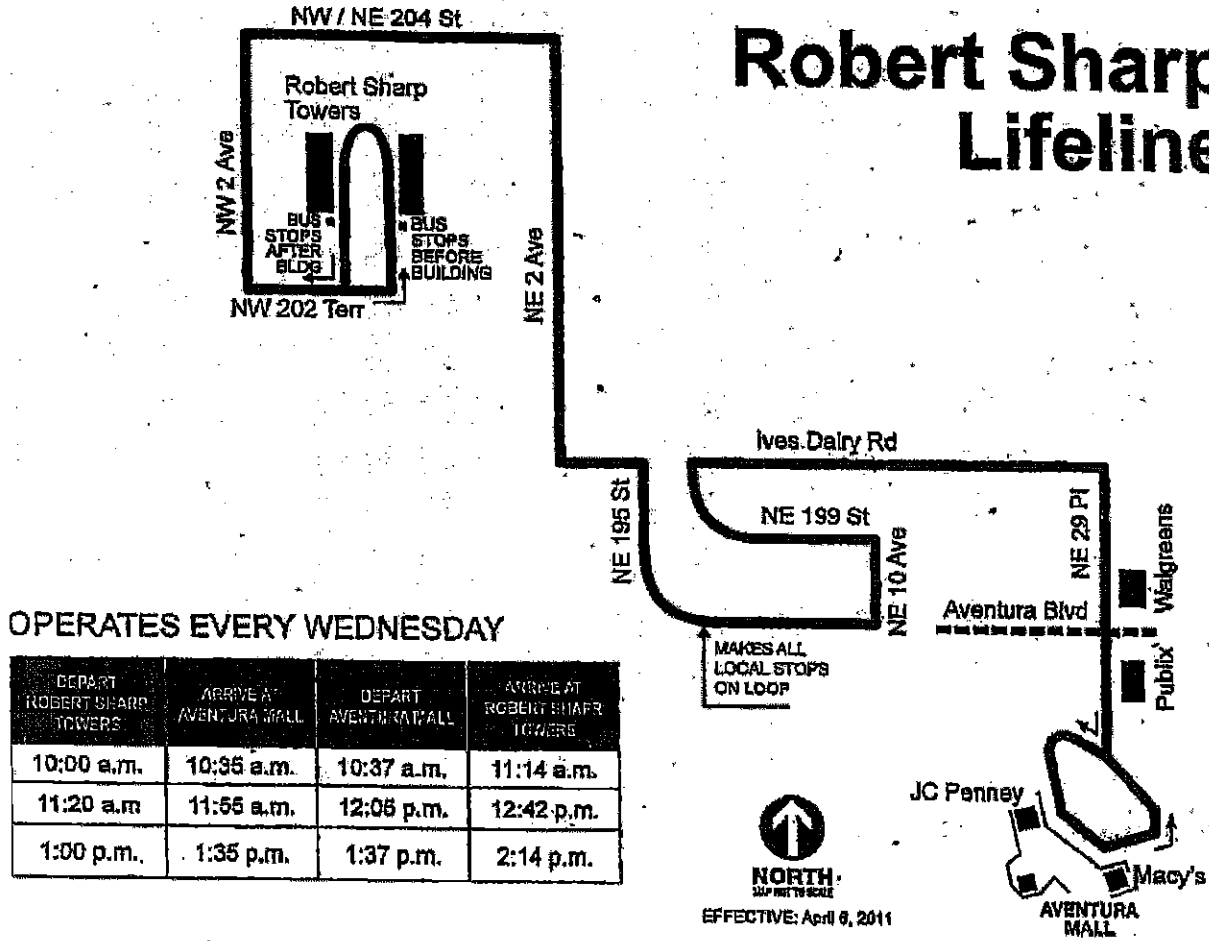


Figure 10: Robert Sharp Lifeline Map



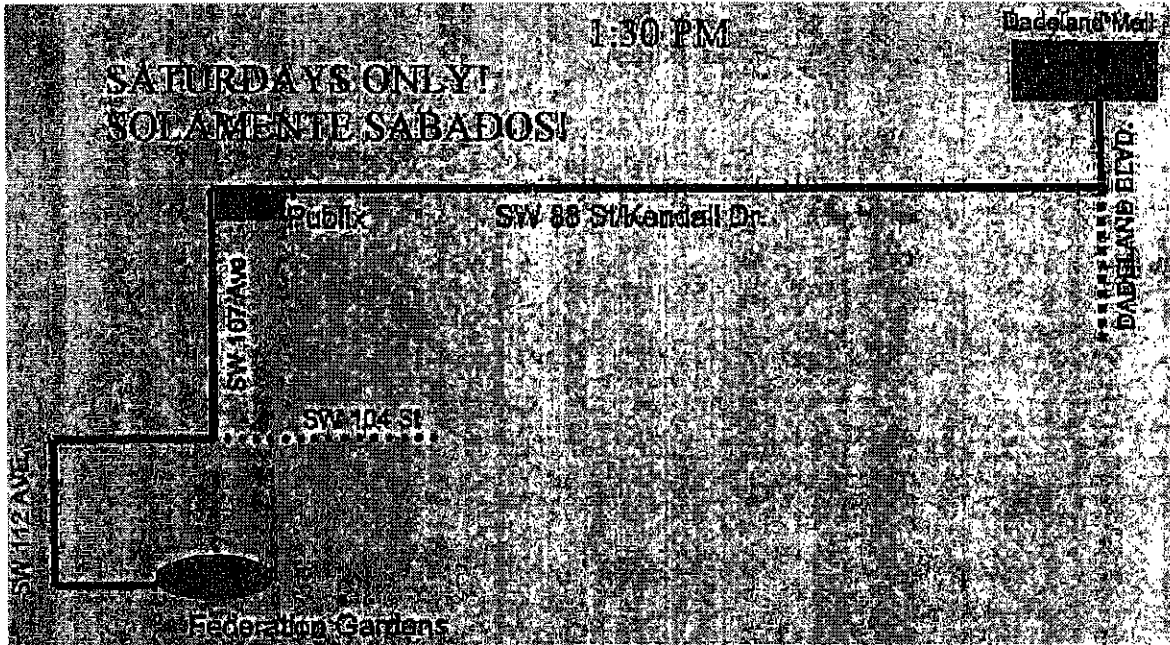


Figure 11: Fed Gardens Lifeline Map

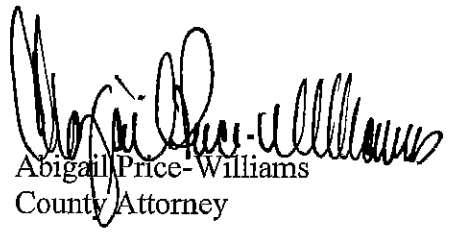


# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**DATE:** May 1, 2018

**FROM:**   
Abigail Price-Williams  
County Attorney

**SUBJECT:** Agenda Item No. 8(N)(11)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(N)(11)  
5-1-18

RESOLUTION NO. \_\_\_\_\_

RESOLUTION AUTHORIZING, PURSUANT TO RESOLUTION NO. R-611-17, A RETROACTIVE ONE-YEAR OPTION TO RENEW EFFECTIVE FEBRUARY 27, 2018 WITH LIMOUSINES OF SOUTH FLORIDA, INC., FOR THE PROVISION OF TRANSIT SERVICES AT THE RATE OF \$45.09 PER BUS REVENUE HOUR; AND FURTHER AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE DOCUMENTS NECESSARY TO EFFECTUATE THE SAME AND EXERCISE ALL PROVISIONS OF THE CONTRACT, EXCEPT THAT THE EXERCISING OF ANY OPTIONS TO RENEW SHALL REQUIRE THIS BOARD'S APPROVAL

**WHEREAS**, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board, pursuant to Resolution No. R-611-17, authorizes a retroactive one-year option to renew effective February 27, 2018 with Limousines of South Florida, Inc., for the provision of transit services at the rate of \$45.09 per bus revenue hour; and further authorizes the County Mayor or County Mayor's Designee to execute documents necessary to effectuate the same and exercise all provisions of the contract, except that the exercising of any options to renew shall require this Board's approval. A copy of the Contract is on file with and available from the Transportation Strategic Planning Division, Department of Transportation and Public Works.

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The foregoing resolution was offered by Commissioner  
who moved its adoption. The motion was seconded by Commissioner  
and upon being put to a vote, the vote was as follows:

- |                                     |                   |
|-------------------------------------|-------------------|
| Esteban L. Bovo, Jr., Chairman      |                   |
| Audrey M. Edmonson, Vice Chairwoman |                   |
| Daniella Levine Cava                | Jose "Pepe" Diaz  |
| Sally A. Heyman                     | Barbara J. Jordan |
| Joe A. Martinez                     | Jean Monestime    |
| Dennis C. Moss                      | Rebeca Sosa       |
| Sen. Javier D. Souto                | Xavier L. Suarez  |
| District 5 - Vacant                 |                   |

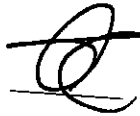
The Chairperson thereupon declared the resolution duly passed and adopted this 1<sup>st</sup> day of  
May, 2018. This resolution shall become effective upon the earlier of (1) 10 days after the date of  
its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon  
an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing  
of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.



Annery P. Alfonso