TRANSIT COMMITTEE

April 16, 2008

Prepared by: Nelson Diaz

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	4/16/2008		Memorandum from the County Manager re : Changes to the agenda
2	4/16/2008		Memorandum from Commissioner Edmonson re: Absence from meeting
3	4/16/2008	1E5	Presentation PUBLIC HEARING FOR BUS SERVICES ADJUSTMENTS June 15, 2008 Line Up
4	4/16/2008	3D	Presentation Automated Fare Collection System
5	4/16/2008	5F	Presentation Orange Line Metrorail Extension PROGRAM UPDATE
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Memorandum

Date: April 16, 2008

To: Honorable Chairperson and Members
Transit Committee

From: George M. Burgess
County Manager

Subject: Requested Changes to the
Transit Committee Agenda

EXHIBIT

Additions

1E6 SUB.

081201 RESOLUTION AMENDING THE PEOPLE'S TRANSPORTATION PLAN (PTP) TO INCLUDE THE PROCUREMENT OF NEW METRORAIL VEHICLES, IN LIEU OF THEIR REHABILITATION [SEE ORIGINAL ITEM UNDER FILE NO. 081108] (Miami-Dade Transit Agency)

Scrivener's Errors

1E5

081107 RESOLUTION AUTHORIZING MIAMI-DADE TRANSIT BUS SERVICE ADJUSTMENTS TO BE IMPLEMENTED ON OR ABOUT JUNE 15, 2008 (Miami-Dade Transit Agency)

Note: ***On handwritten page 7 for Route 68 Gratigny Connection, under the "Reason(s)" column, the standard of 15.7 should read 15.5.***

MEMORANDUM
BOARD OF COUNTY COMMISSIONERS
COMMISSIONER AUDREY M. EDMONSON
DISTRICT 3

Date: April 15, 2008

To: Honorable Dorrin D. Rolle, Chair
Members of Transit Committee

From: Commissioner Audrey M. Edmonson
District 3

Subject: Absence from April 16, 2008 Transit Committee Meeting

Please be advised that I will not be in attendance at the Transit Committee meeting on Wednesday, April 16, 2008. I will be attending the National Association of Local Housing Finance Agencies Conference. I apologize for any inconvenience this may cause.

Thank you for your consideration.

c: Honorable Carlos Alvarez, Mayor
Honorable Chairman Bruno Barreiro and Members,
Of the Board of County Commissioners
George M. Burgess, County Manager
Cynthia Curry, Senior Advisor
Cynthia Johnson Stacks, Assistant County Attorney
Kay Sullivan, Clerk of the Board
Dianne Davis, Agenda Coordinator
Charles Anderson, Commission Auditor

Exhibit

Exhibit 4/16/2008 Transit Committee Meeting Agenda Item 5

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

June 15, 2008 Line Up

TRANSIT COMMITTEE

APRIL 16, 2008

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

PURPOSE OF PRESENTATION

- To discuss service planning process
- To explain findings and recommendations

BACKGROUND OF STANDARDS

- Service planning standards developed in 1998 based on report from Transit Cooperative Research Program (TCRP)
- Maximize route productivity while minimizing customer impact
- Sets route evaluation criteria
- Similar to standards used by other transit agencies
- Start of evaluation process

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

PROCESS FOR ROUTE EVALUATION:

- Determine routes below standards
- Determine segments and trips with low ridership
- Options for service reductions:
  - Eliminate low productivity trips
  - Eliminate weekend service
  - Decrease frequency
  - Eliminate off-peak service
  - Eliminate duplicate service
  - Eliminate route segments (i.e., low ridership)

PROCESS FOR ROUTE EVALUATION (continued)

- Consider impacts on:
  - -Reduced-fare passengers (e.g., students, Golden Passport and Patriot Passport users)
  - -Passengers going to and from work/school
- Consider available alternatives
- Reallocate resources to overcrowded routes and routes needing improved on-time performance

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

CRITERIA ARE APPLIED TO ENTIRE ROUTE

BOARDINGS PER REVENUE HOUR
should be at least half the system average = 15.5 for weekdays, 17.6 for Saturdays and 14.7 for Sundays (updated numbers based on November 2007, the latest available data at the time of analysis)

OR

NET COST (SUBSIDY) PER PASSENGER
should be no more than double the system average = $4.38 for weekdays, $3.58 for Saturdays and $4.62 for Sundays

OR

should be at least 5 passengers per one-way trip on short trips (less than 1 hour) or 8 passengers on long trips (1 hour or more).

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

EXAMPLES OF SPECIFIC APPLICATIONS

- **Route 27**

  43.1 boardings per hour is above 15.5 standard and the net cost of $1.21 per passenger is much less than the standard of $4.38

- **Route 278 (Flagami Connection)**

  8.1 boardings per hour is well below the 15.5 standard and the net cost per passenger of $11.41 is much more than the standard of $4.38

  ***using November 2007 data**

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

DATA COLLECTION

- Fare Boxes
- Ridership data from actual observations
  - Bus Operators
  - Supervisors
  - Transit Field Technicians
  - Quality Service Team
  - Community Service Reports (e.g., from 311)

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

SUMMARY

- 103 routes currently in operation

  Service reduced five percent (5%) from 34.2 million miles to 32.6 million miles per year from October 2007 lineup

  Estimated net operating savings of $13.7 million per year for all recommended service adjustments, including the 16 public hearing routes

- Routes requiring public hearing:

  Nine (9) routes to be eliminated

  Seven (7) routes for service adjustments

  Estimated net operating savings of $8.3 million per year for 16 public hearing routes

PUBLIC HEARING FOR BUS SERVICE ADJUSTMENTS

SUMMARY

- Out of nearly 258,000 daily weekday boardings:

  Only 6,000 boardings would be affected by the adjustments.

  Many of these 4,700 boardings would still have alternative transit service available

NEXT STEPS

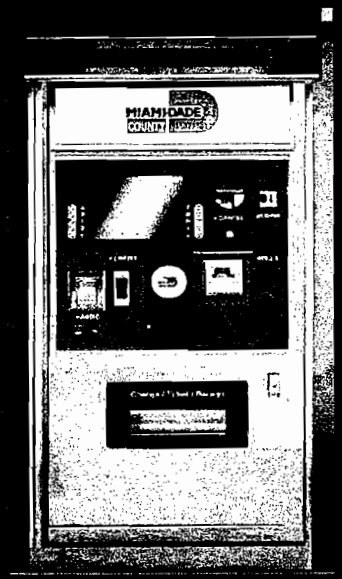
- Board consideration on May 6, 2008
- If approved, passenger information campaign
- If approved, implementation on June 15, 2008

METROBUS SERVICE CHANGES FOR JUNE 15, 2008 LINEUP
PUBLIC HEARING REQUIRED

Route	Service Description	Commission Districts Affected
6	Change headway to 60 minutes seven days a week.	3, 5, 6, 7
41	Discontinue the segment of the route on NW 36 Street from NW 87 Avenue to Allapattah Station.	2, 3, 6, 12
	Discontinue weekend service	
68 Gratigny Connection	Discontinue entire route	1, 2, 12, 13
77	Discontinue overnight service between 1:00 a.m. and 5:00 a.m.	1, 2, 3, 5
82	Discontinue entire route	10, 11
95	Discontinue midday service to Civic Center and CBD between 9:30 a.m. and 2:30 p.m.	1, 2, 3, 5
J	Discontinue overnight service between 12:40 and 4:30 a.m.	2, 3, 4, 5, 6
V	Discontinue entire route	2, 4
147	Discontinue entire route	10, 11, 12
212 Sweetwater Circulator	Change weekday and Saturday headway to 30 minutes	12
216 Goulds Connection	Discontinue entire route	8, 9
241 North Dade Connection	Discontinue entire route	1, 13
242 Doral Connection	Discontinue entire route	12
243 Seaport Connection	Discontinue midday service between 9:00 a.m. and 3:00 p.m.	5
245 Okeechobee Connection	Discontinue entire route	12
278 Flagami Connection	Discontinue entire route	6

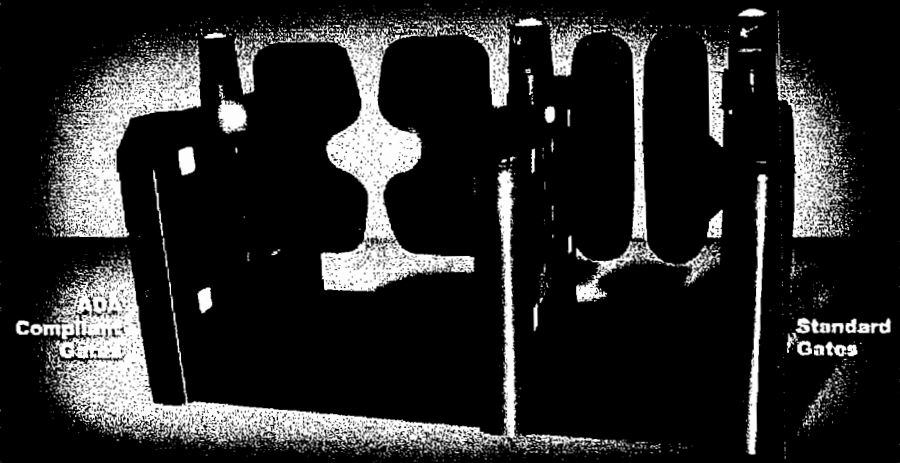
The End

Exhibit - Received 4/16/2008 - Agenda Item 3D



Automated Fare Collection System

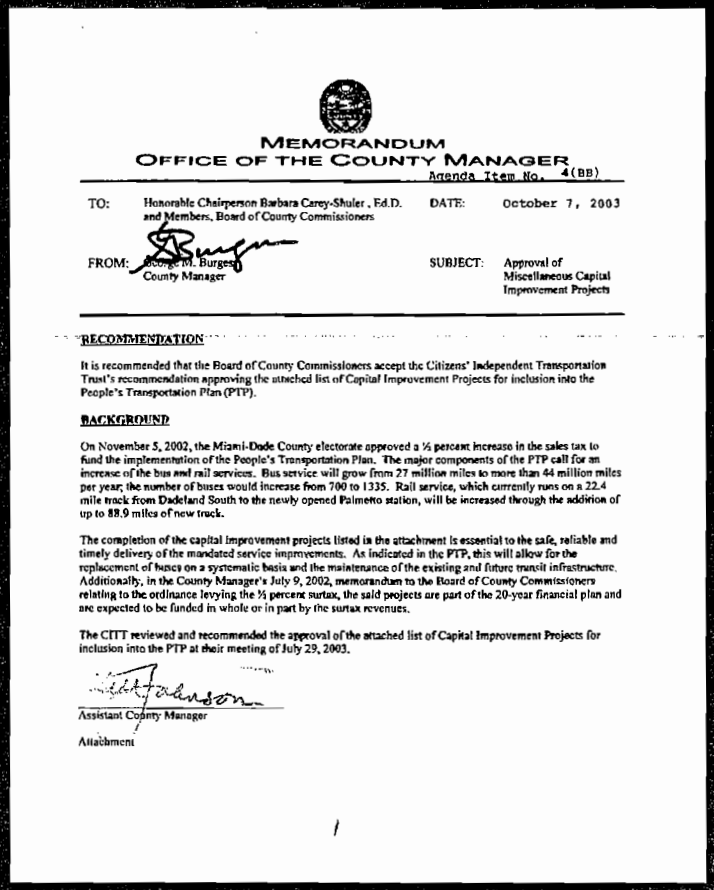
MIAMI-DADE TRANSIT



TRANSIT COMMITTEE

April 16, 2008

Automated Fare Collection System Funding



MEMORANDUM
OFFICE OF THE COUNTY MANAGER

Agenda Item No. 4(BB)

TO: Honorable Chairperson Barbara Carey-Shuler, Ed.D. and Members, Board of County Commissioners

DATE: October 7, 2003

FROM: George M. Burgess, County Manager

SUBJECT: Approval of Miscellaneous Capital Improvement Projects

RECOMMENDATION

It is recommended that the Board of County Commissioners accept the Citizens' Independent Transportation Trust's recommendation approving the attached list of Capital Improvement Projects for inclusion into the People's Transportation Plan (PTP).

BACKGROUND

On November 5, 2002, the Miami-Dade County electorate approved a ½ percent increase in the sales tax to fund the implementation of the People's Transportation Plan. The major components of the PTP call for an increase of the bus and rail services. Bus service will grow from 27 million miles to more than 44 million miles per year; the number of buses would increase from 700 to 1335. Rail service, which currently runs on a 22.4 mile track from Dadeland South to the newly opened Palmetto station, will be increased through the addition of up to 88.9 miles of new track.

The completion of the capital improvement projects listed in the attachment is essential to the safe, reliable and timely delivery of the mandated service improvements. As indicated in the PTP, this will allow for the replacement of buses on a systematic basis and the maintenance of the existing and future transit infrastructure. Additionally, in the County Manager's July 9, 2002, memorandum to the Board of County Commissioners relating to the ordinance levying the ½ percent surtax, the said projects are part of the 20-year financial plan and are expected to be funded in whole or in part by the surtax revenues.

The CITT reviewed and recommended the approval of the attached list of Capital Improvement Projects for inclusion into the PTP at their meeting of July 29, 2003.

Assistant County Manager

Attachment

- Funding Source
  - ✓ The Fare Collection Project was amended into the People's Transportation Plan (PTP) to be funded by the surtax by the CITT and BCC on July 29, 2003 and October 9, 2003, respectively.
  - ✓ Proceeds from the Transit System Sales Surtax Revenue Bonds series 2008 will be used to fund this project.

History of Automated Fare Collection System

07/13/2007	MDT requests termination of the Interlocal Agreement with SFRTA and decided to have its own procurement
08/23/2007	MDT & the Department of Procurement (DPM) decide to procure a MDT Automated Fare Collection System (AFCS)
09/14/2007	Request for Proposal officially published by DPM
10/24/2007	Three proposals received and distributed to the Technical Advisory and Evaluation Committee members
11/16/2007	Oral presentations given by Cubic Transportation Systems, Inc. and Scheidt & Bachmann USA, Inc.
11/19/2007	Cubic Transportation Systems, Inc. ranked highest and recommendation issued to begin negotiations
01/11/2008	MDT and Cubic Transportation Systems, Inc. complete negotiations
02/28/2008	County Manager signs the Contract Award Recommendation Memo
03/04/2008	A Notice of Protest filed by Scheidt & Bachmann USA, Inc.
03/21/2008	Arbitration hearing held
03/31/2008	Received Findings and Recommendations of Hearing Officer accepting the County Manager's recommendation to Award the Contract to Cubic Transportation Systems, Inc.
04/08/2008	MDT went before the Board of County Commissioners and the agenda item was referred back to the Transit Committee

MDT Objectives for the Automated Fare Collection System

- Replacement of Obsolete Equipment and Technology

  - ✓ Metrorail fare gates are 25 years old
  - ✓ Metrobus fare boxes are 20 years old
  - ✓ Tokens were introduced 16 years ago

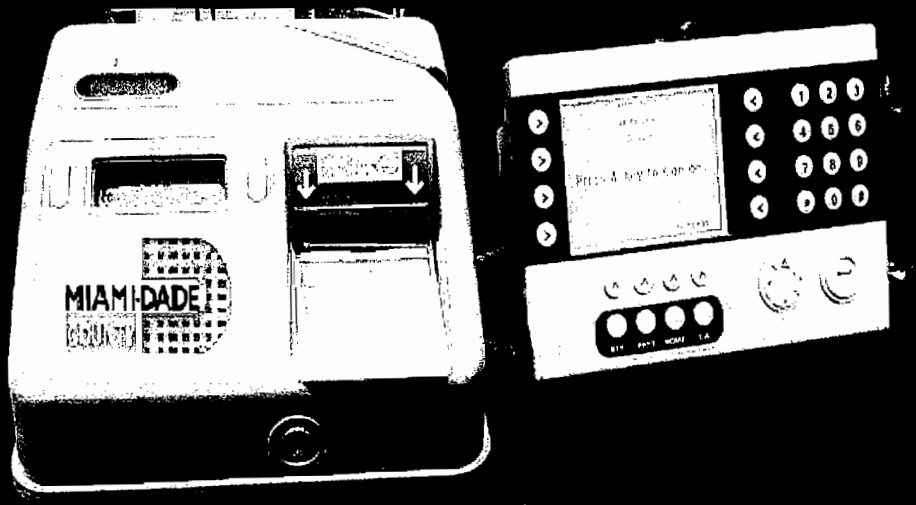
MDT Objectives for the Automated Fare Collection System

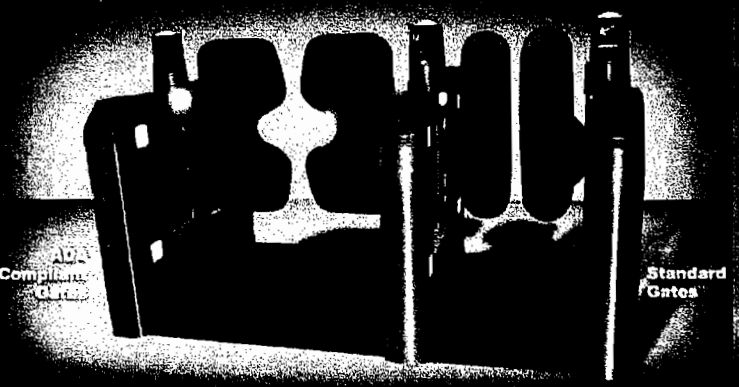
- Reduce Fare Evasion
  - ✓ Electronic validation of fare media on Metrorail and Metrobus
  - ✓ Increase barrier height on Metrorail
  - ✓ Implement exit control on Metrorail
  - ✓ Elimination of paper transfers on Metrobus
- Increase Accountability
  - ✓ Record of transactions at Ticket Vending Machines and fare boxes
  - ✓ Accurate revenue accounting
  - ✓ Audit functionality
- Improve Planning and Scheduling
  - ✓ Automatic Passenger Counter (APC)
  - ✓ Targeted Scheduling
  - ✓ Reduce Operating Costs

MDT Objectives for the Automated Fare Collection System

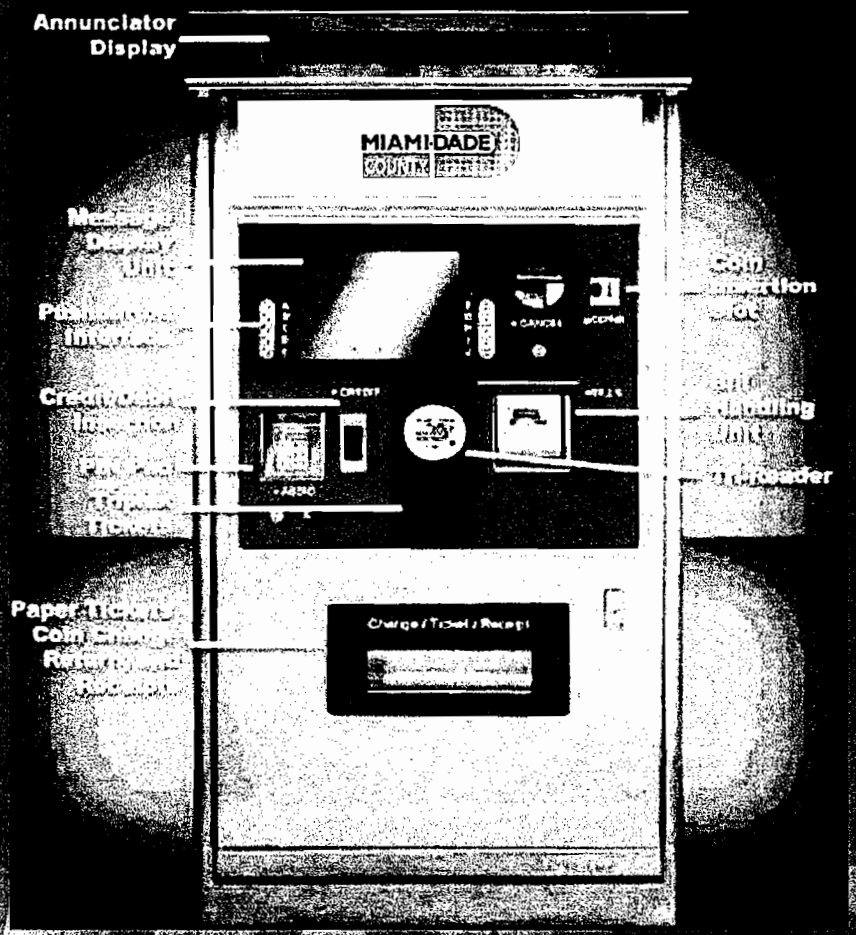
- Implement Smart Card
  - ✓ More reliable and durable than magnetic tickets
  - ✓ Processing equipment is faster
  - ✓ Improves fraud control since utilize high security encoding
  - ✓ Provides accurate validation of fare products
  - ✓ Provides greater flexibility for fare policies, incentive programs, and loyalty programs
- Provide Regional Capability
  - ✓ Capable of supporting regional expansion
  - ✓ Attract riders from other regions

The Automated Fare Collection System
Fare Gate & Fare Box



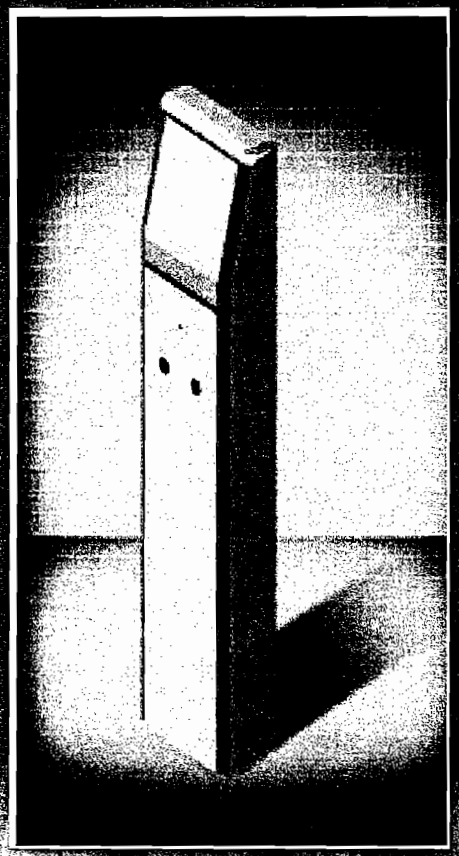


The Automated Fare Collection System
Ticket Vending Machine (TVM)



- ✓ Dispenses smart cards (paper and plastic)
- ✓ Accepts cash, credit or debit cards for payment
- ✓ Validates bills and coins
- ✓ Accepts payment for parking garage fees

The Automated Fare Collection System
Automatic Passenger Counter (APC)



- ✓ Passenger boarding and exiting will be automatically counted
- ✓ Wireless communication between buses and garage computer for automatic passenger counter data
- ✓ Accurate passenger counts will be available for reporting to the Federal Transit Administration
- ✓ Provides passenger flow statistics

Automated Fare Collection System Equipment Cost

System Component	Negotiated Price	Life Cycle
Fare Gates and Barriers	$8,619,480	15 years
Vending Equipment	$6,415,226	
Bus Equipment	$21,610,314	
Computer Systems	$988,481	
Other Equipment (smart card encoding, smart card photo ID, maintenance test station, Non-recurring engineering, Metromover APC, and spare parts)	$3,491,310	
Other Costs (program management, 3-year warranty, 1-year on-site technical support for hardware and software)	$3,843,419	
Fare Media (i.e. paper and plastic smart cards)	$531,770	
Parking Services (TVM Function)	$600,000	
Total - Equipment and services	$46,100,000	
User Access Program collected by DPM	$902,000	
TOTAL	$47,002,000	

Automated Fare Collection System Fiscal Impact

- Contract Cost
  - ✓ The overall contract cost, equipment and service: **$47,002,000**
- New Equipment Expected Life
  - ✓ 15 years

Automated Fare Collection System Implementation Timeline

MDT will seek contract approval by the Board of County Commissioners and the Citizens Independent Transportation Trust in April-May 2008

- Metrobus Equipment Installation
  - ✓ Scheduled to begin at the first garage in July-August 2008
  - ✓ Completion of Metrobus equipment installation is projected for November-December 2008
- Metrorail Equipment Installation
  - ✓ Scheduled to begin on the first seven stations in December 2008-January 2009
  - ✓ Completion of Metrorail equipment installation is projected for March-April 2009

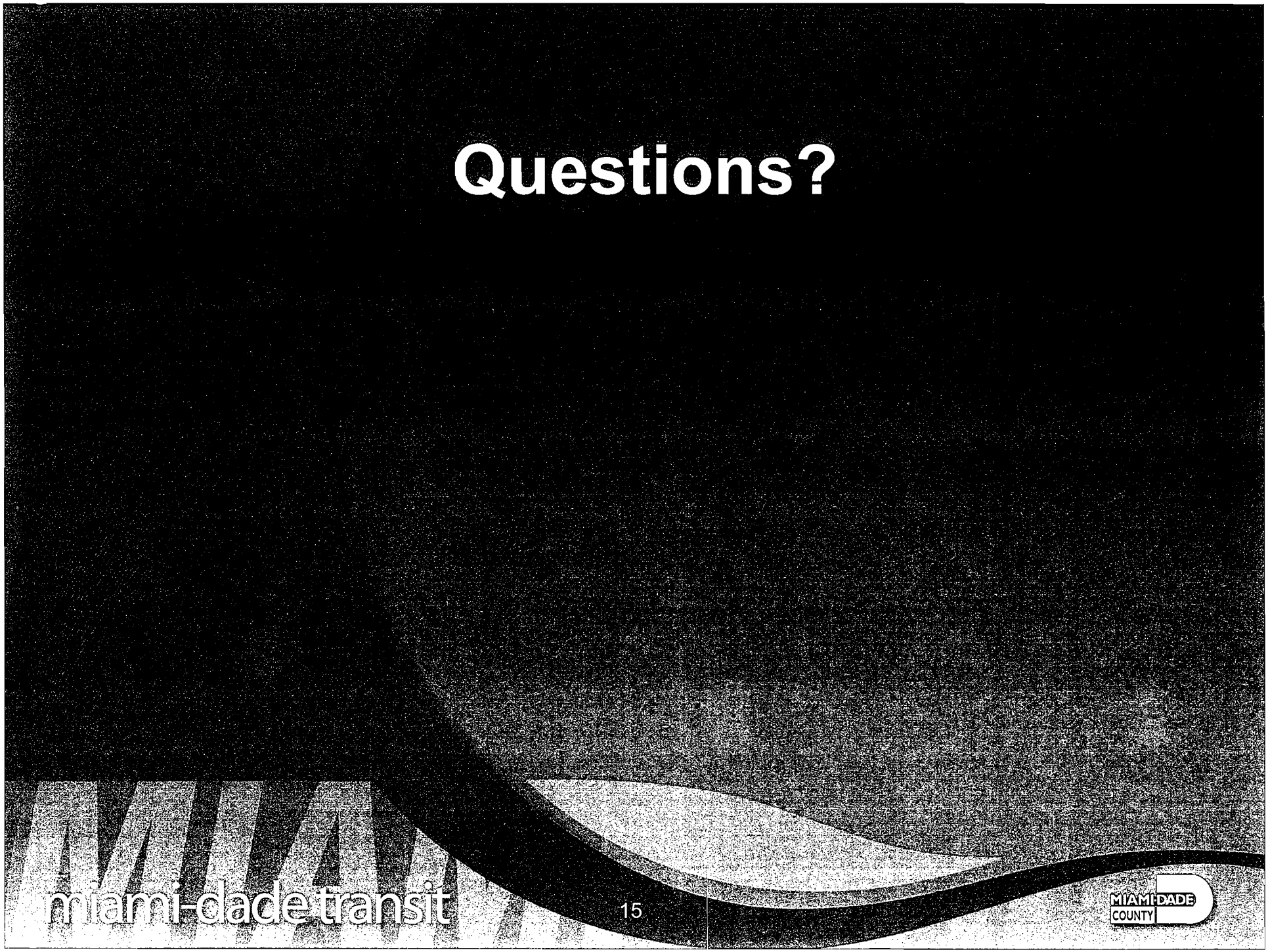
Automated Fare Collection System Project Timeline

03/31/2008	Received Findings and Recommendations of Hearing Officer accepting the County Manager's recommendation to Award the Contract to Cubic Transportation Systems, Inc.
04/16/2008	MDT presents the Automated Fare Collection System project to the Transit Committee
04/17/2008	MDT presents the Automated Fare Collection System project to the CITT Project Financial Review Committee
04/22/2008	MDT presents the Automated Fare Collection System project to the Board of County Commissioners
04/30/2008	MDT presents the Automated Fare Collection System project to the CITT Trust
05/01/2008	Notice To Proceed issued
05/31/2208	"Show & Tell" Demonstration for bus and rail system equipment
07/10/2008	Bus system equipment installation commences with first of four garages
11/22/2008	Bus system equipment installation completed
12/15/2008	Rail system equipment installation commences with seven rail stations
03/09/2009	Rail station installation completed

Automated Fare Collection System Customer Service Initiatives

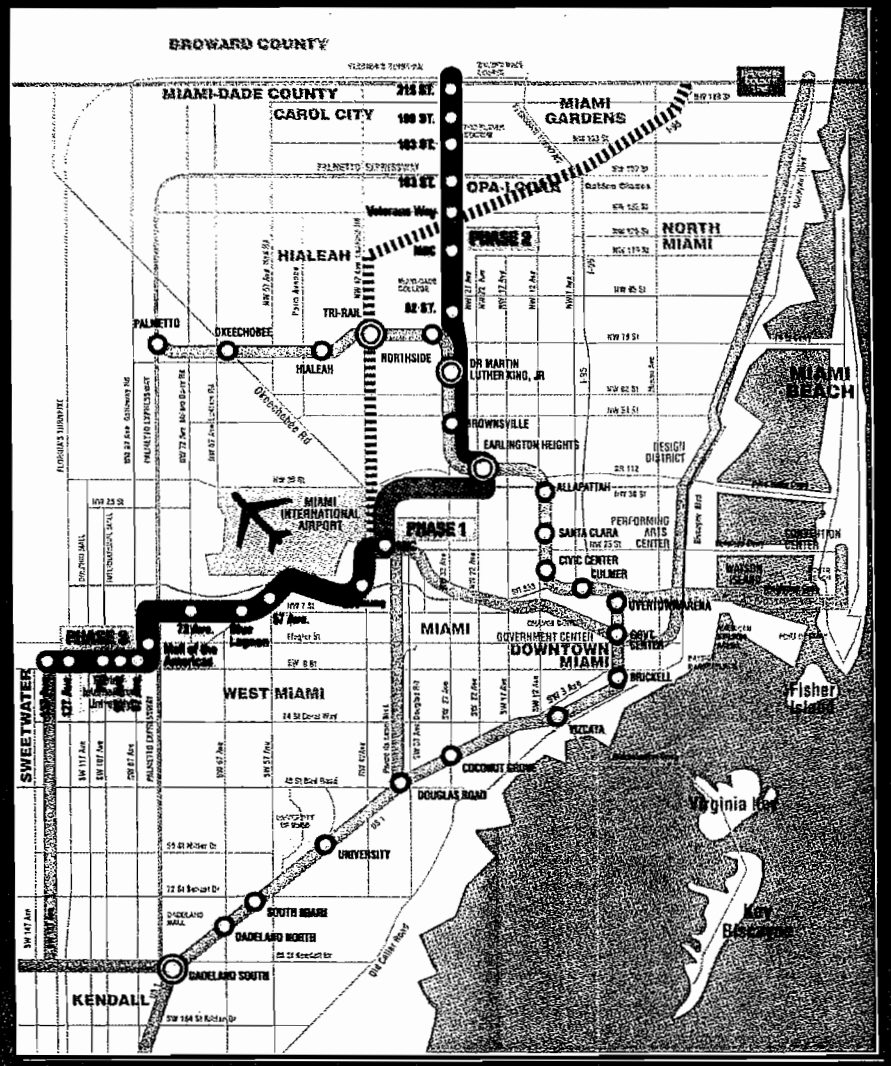
- Implementing Extensive Customer Awareness Campaign
  - ✓ Mobile education bus
  - ✓ Community outreach programs
  - ✓ Smart card road shows
  - ✓ "Show & Tell" demonstrations
- Smart Cards Available to Metrobus Riders First
- Increased Customer Assistance
  - ✓ Station Agents at Metrorail stations and on key Metrobus routes

Questions?



MIAMI-DADE COUNTY

Exhibit- Received 4/16/2008 - Agenda Item 5F



Orange Line

Metrorail Extension

PROGRAM UPDATE

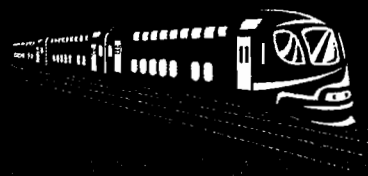
TRANSIT COMMITTEE

APRIL 16, 2008

ORANGE LINE

Presentation Outline

- Program Update
- Discuss Program Management Consultant's (PMC) Role in advancing the Orange Line Program



ORANGE LINE

Orange Line Capital Improvement Program

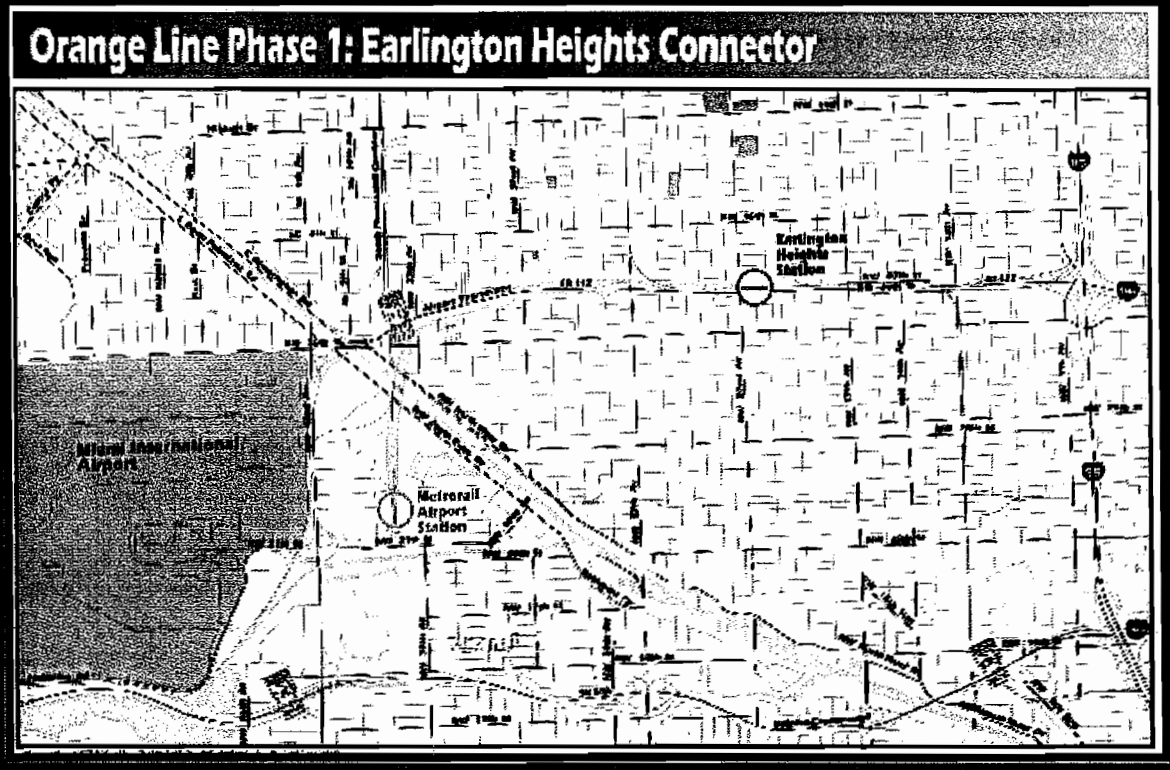
Implementation of the Orange Line

(includes Planning, Preliminary Engineering , ROW Acquisition, Final Design, & Construction)

- Phase 1: MIC-Earlington Heights Connector
- Phase 2: North Corridor
- Phase 3: East-West Corridor
- Required Improvements to Existing Systems

Phase 1: MIC-Earlington Heights Connector Project Alignment & Description

- Elevated
- 2.4-miles
- Double-track
- Heavy-rail extension
- From: Existing Earlington Heights Metrorail Station
- To: New Metrorail Station at the Miami Intermodal Center (MIC)



Operating Plan:

- MIC to Brickell Shuttle-Thru opening of North Corridor (Headway 6.5 min peak/10 min off-peak)
- MIC to Dadeland South-After North Corridor opening (Headway 6.5 min peak/10 min off-peak)

ORANGE LINE

Phase 1: MIC-Earlington Heights Connector Schedule and Budget

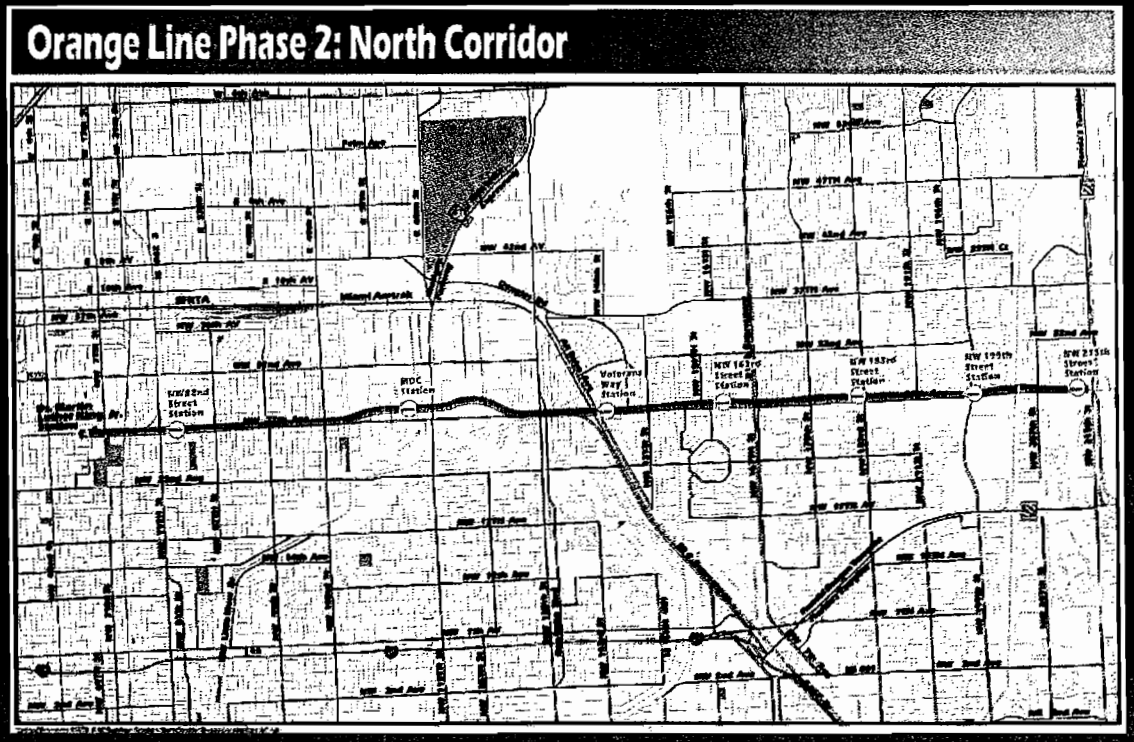
• Award Construction Engineering and Inspection Contract	July 2008
• Complete Right of Way	July 2008
• Award Construction Contract	September 2008
• Begin Construction	December 2008
• Complete Construction/Revenue Service	4th Quarter 2011

Budget : $ 526 million

(Year of Expenditure, Excluding Finance Charges)

Phase 2: North Corridor
Project Alignment & Description

- Elevated
- 9.5-miles
- Double-track
- Heavy-rail extension
- Alignment runs along NW 27th Ave.
- From: Just north of the existing Dr. Martin Luther King, Jr. Station
- To: Miami-Dade/Broward County Line
- 7 stations planned



Operating Plan:
Headway 6.5 min peak/10 min off-peak

ORANGE LINE

Phase 2: North Corridor
Expected Project Schedule and Budget

(All dates are subject to FTA's Approval of the updated Financial Plan)

• Entry into Final Design	4th Quarter 2008/2009
• Final Design complete	4th Quarter 2010/2011
• Right-of-Way acquisition & relocations complete	4th Quarter 2012/2013
• Begin Construction	2nd Quarter 2012/2013
• Complete Construction/Revenue Service	4th Quarter 2016/2017

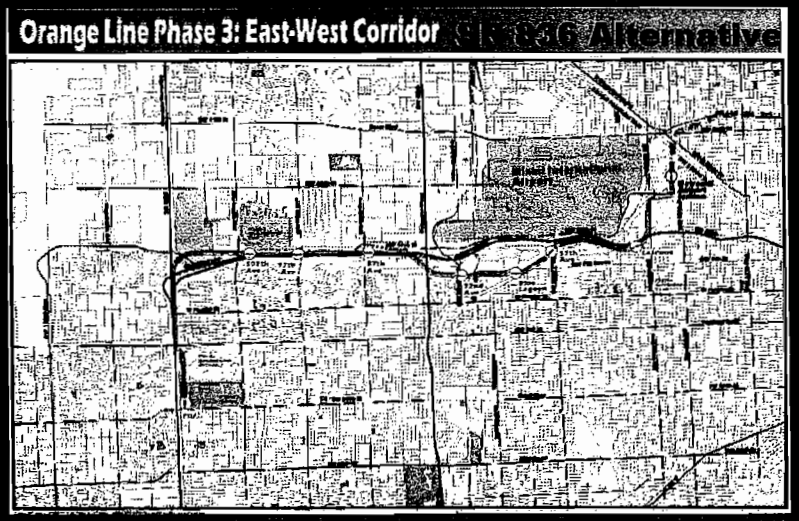
Budget: $ 1.4 billion

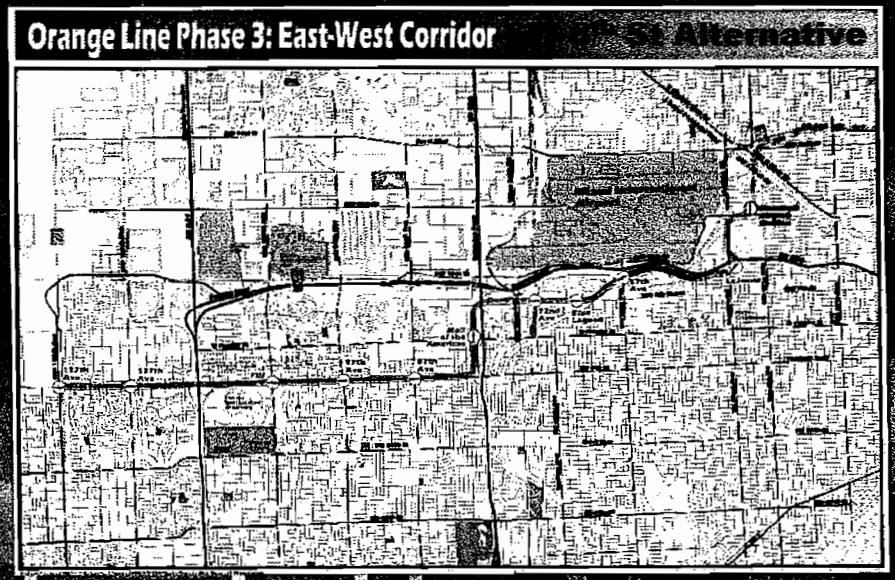
(Year of Expenditure, Excluding Finance Charges)

Phase 3: East-West Corridor
Project Alignment & Description

- Elevated
- 10-13 miles
- Double-track
- Heavy-rail extension
- From: Miami Intermodal Center (MIC) at Miami Int. Airport (MIA)
- To: Florida International University (FIU) and destinations west
- 7-10 stations planned
- Alignment under study

Operating Plan:
Headway 6.5 min peak/10 min off-peak





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Phase 3: East West Corridor

Expected Schedule and Budget

(All dates are subject to FTA's Approval of the updated Financial Plan)

• Record of Decision	4th Quarter 2010
• Complete Design	3rd Quarter 2013
• Complete Right of Way	2nd Quarter 2015
• Complete Construction/Revenue Service	4th Quarter 2019

Budget: $ 2.2 billion

(Year of Expenditure, Excluding Finance Charges)

ORANGE LINE

FTA Development Process

Decision/Approval Process

Project Development: 6 – 12 Years

Select a Locally Preferred Alternative

FTA Decision on Entry into Preliminary Engineering

FTA Decision on Entry into Final Design

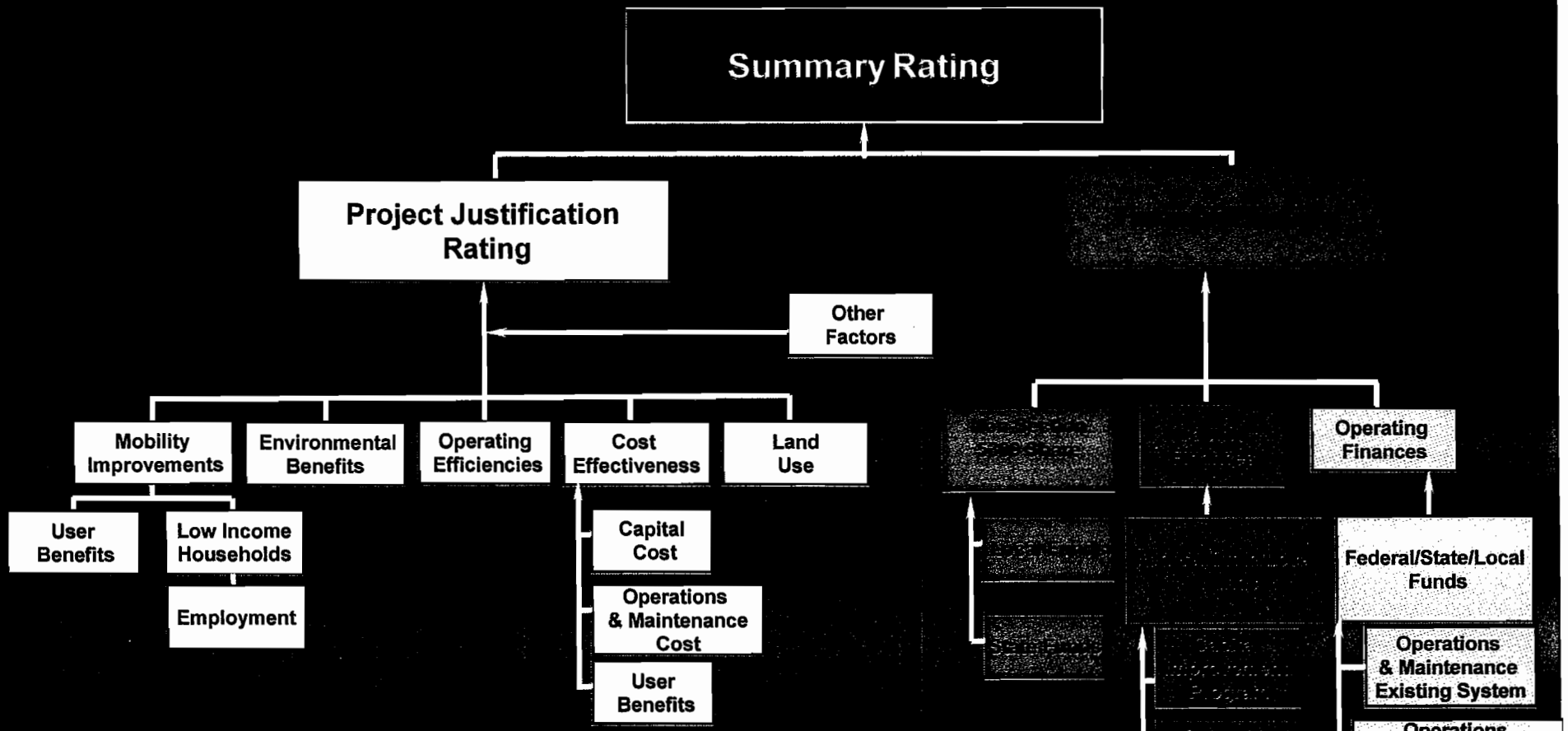
Full Funding Grant Agreement Approval (FFGA)

Systems Planning	Alternatives Analysis / Draft Environmental Impact Statement	Preliminary Engineering / Final Environmental Impact Statement Application	Preliminary Engineering / Final Environmental Impact Statement	Final Design	Construction/ Procurement

New Starts Application Submittals

ORANGE LINE

FTA Project Evaluation Process

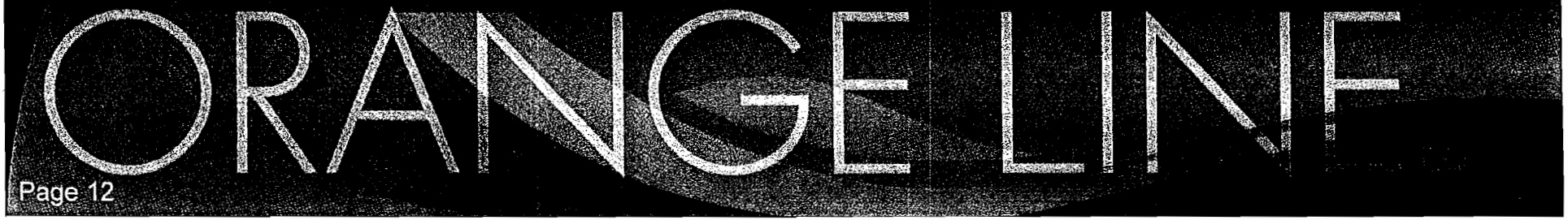


ORANGE LINE

Phase 2: North Corridor Project Challenges

- FTA issued an overall project rating of "Medium-Low" in February 2008
  - The project received a "Medium" rating from FTA in 2006 and 2007

- Financial concerns about Miami-Dade Transit's (MDT) ability to:
  - Operate existing system
  - Maintain and renew existing infrastructure
  - Operate the Orange Line (Phases 1, 2, and 3)
  - Keeping operating costs under control
  - Increase fares regularly



Phase 2: North Corridor Next Steps

- MDT is reviewing its options
  - Revenue Options and Cost Expenditures
  - Infrastructure Renewal Program
  - Operations & Maintenance Cost Containment
  - Orange Line Implementation Schedule
- MDT is preparing a revised financial plan in conjunction with the Office of Strategic Business Management (OSBM)
- MDT is working within County budget process to implement changes the Financial Plan
- Citizens' Independent Transportation Trust's (CITT) Financial Consultant has completed an independent review of MDT's previous submittal to FTA
- MDT is working with FTA to continue to advance the Orange Line Program

ORANGE LINE

Phase 2: North Corridor Project Status

(All dates are subject to FTA's Approval of the updated Financial Plan)

ACTIVITIES CONTINUING AS SCHEDULED:

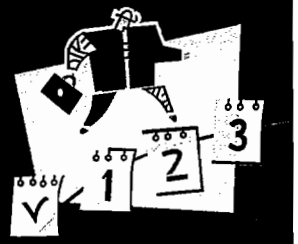
- Preliminary Design
- Right-of-Way Engineering (Surveys, Title Searches, Legal Descriptions)

PLANNED ACTIVITIES:

- FTA Risk Assessment – Spring/Summer 2008
- Re-submittal of Financial Plan to FTA – Summer 2008
- Final New Starts Report to FTA – Fall 2008

ORANGE LINE

Phase 2: North Corridor Project Status



(All dates are subject to FTA's Approval of the updated Financial Plan)

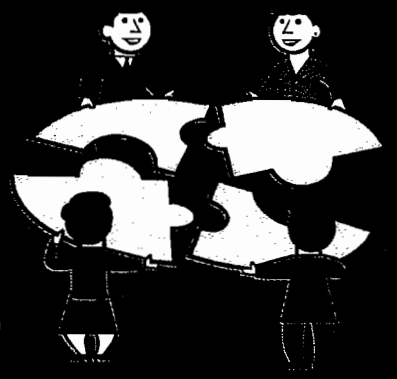
PLANNED ACTIVITIES Continued:

• Entry into Final Design	4th Quarter 2008/2009
• Final FTA New Starts "Medium" rating	1st Quarter 2009/2010
• Full Funding Grant Agreement (FFGA)	4th Quarter 2009/2010
• Final Design complete	4th Quarter 2010/2011
• Right-of-Way acquisition & relocations complete	4th Quarter 2012/2013
• Begin Construction	2nd Quarter 2012/2013
• Complete Construction/Revenue Service	4th Quarter 2016/2017

ORANGE LINE

Requirements to Meet the Program Objectives

- Provide Program and Project Management to advance Corridors
- Provide Needed Expertise in Specialized Areas such as Systems Engineering
- Obtain State and Federal Funding
- Solicit Public Input
- Develop New Design Criteria for New Corridors
- Perform Technical Studies to set Design Parameters
- Develop and Submit Required Documents to FTA



ORANGE LINE

Role of the Program Management Consultant (PMC)

- In 2005, based on the 2003 Summer Study, the Board of County Commissioners decided to use a PMC to help advance the People's Transportation Plan.
  - Offers flexibility of control in terms of in-house staffing size
  - Provides the County access to a large pool of technical staff that would be inefficient to keep as permanent County staff
  - Provides needed expertise to run such a large, complex program
  - Preserves some institutional experience upon program completion
  - FTA recommends use of a Program Management Consultant for large Capital Programs

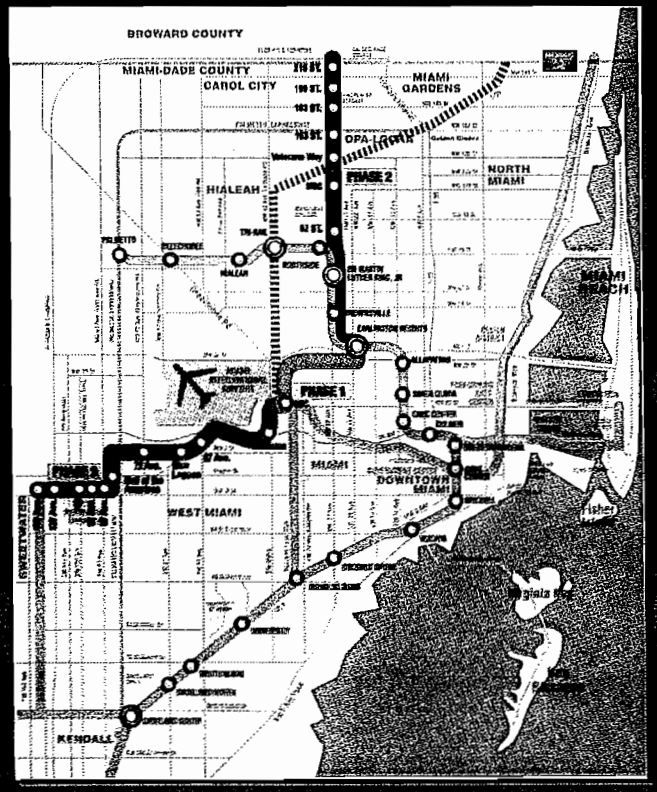
SIGNIFICANT ACCOMPLISHMENTS

Provided Program and Project Management for:

- *Phase 1: MIC-Earlington Heights Connector*
  - Finished Final Design and Issued Bid Package
  - Advanced Right-of-Way Acquisition
  - Commenced Utility Relocation

- *Phase 2: North Corridor*
  - Obtained FTA Record of Decision
  - 60% Design complete
  - 75% Right-of-Way Engineering complete

- *Phase 3: East-West Corridor*
  - Continuing Alternatives Analysis process and further development of the most cost-effective alignment to-date



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SIGNIFICANT ACCOMPLISHMENTS

Provided Right-of-Way Services

Prepared Studies and Recommendations for Systems components

Prepared Studies and Recommendations for Planning and Transit Oriented Development Studies

Developed Design-Build Procurement Documents for:

- Test Track
- Palmetto Traction Power Sub-Station (TPSS)
- Central Control System

Capital Costs Savings Measures:

- Developed preferred guideway option for North Corridor (-$20M)
- Developed solution at 215th Street Station to eliminate storage track (-$15M)
- Developed Alignment Junction for MIC-EHT (-$5M)
- Reduced size of the MIC Station Bus Plaza (-$10M)

ORANGE LINE

Is the Program Management Consultant Model working?

- PMC is performing satisfactorily
- The PMC is experienced and knowledgeable about MDT's specific requirements
- Cost for PMC Services is within normal industry range for similar programs
- Keeping the existing team will maintain continuity of services and preserve the Program Schedule
- Invoicing process has been revamped to pay the PMC in a timely manner
- Significant improvements have been made to increase the Disadvantaged Business Enterprise (DBE) participation

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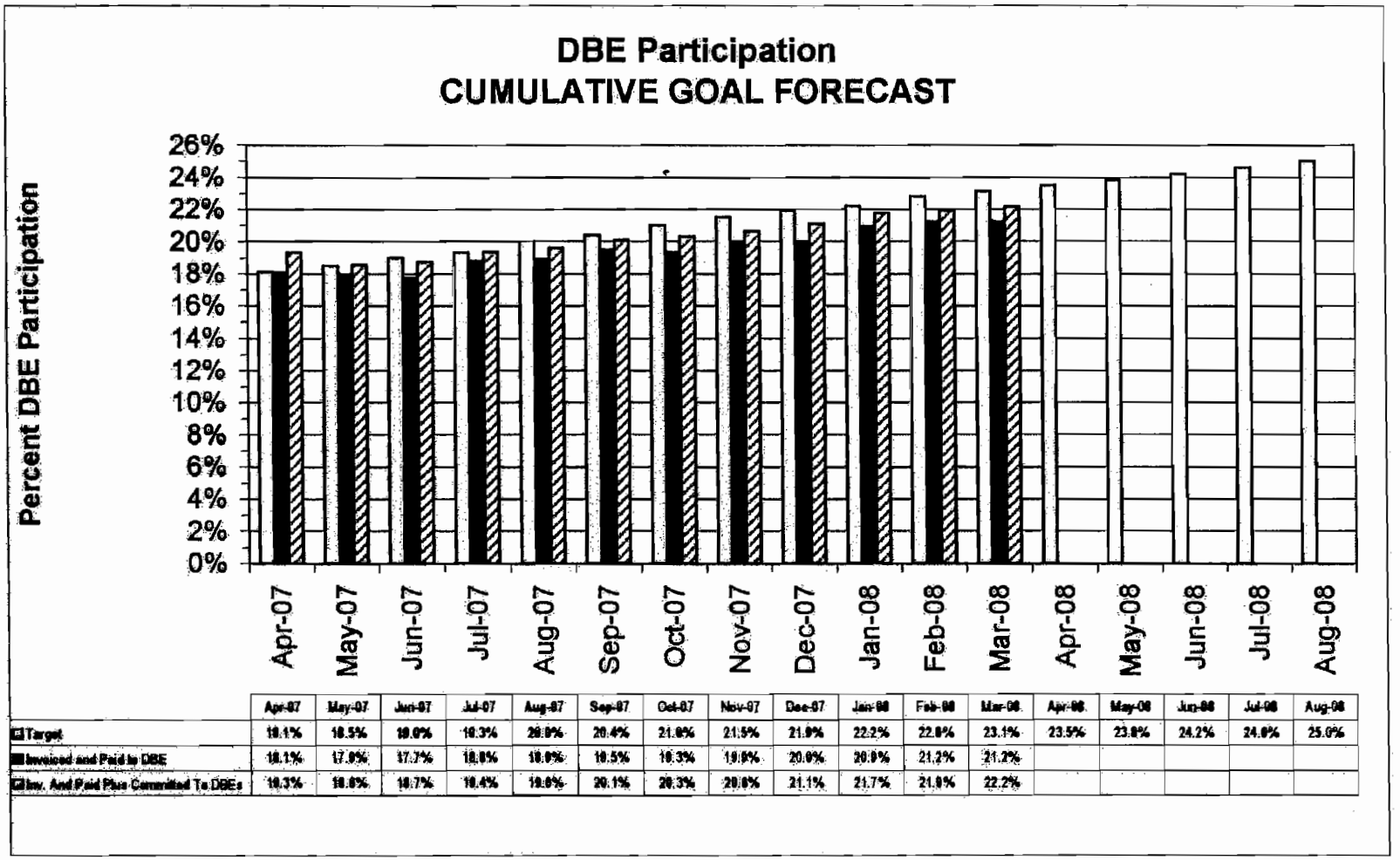
DBE Program Status



	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Target	18.1%	18.5%	18.9%	19.3%	19.8%	20.4%	21.0%	21.5%	21.9%	22.2%	22.6%	23.1%	23.5%	23.8%	24.2%	24.6%	25.0%
Invoiced and Paid to DBE	18.1%	17.9%	17.7%	18.0%	18.9%	19.5%	19.3%	19.9%	20.0%	20.9%	21.2%	21.2%					
Inv. And Paid Plus Committed To DBEs	18.3%	18.6%	18.7%	18.4%	19.0%	20.1%	20.3%	20.6%	21.1%	21.7%	21.9%	22.2%					

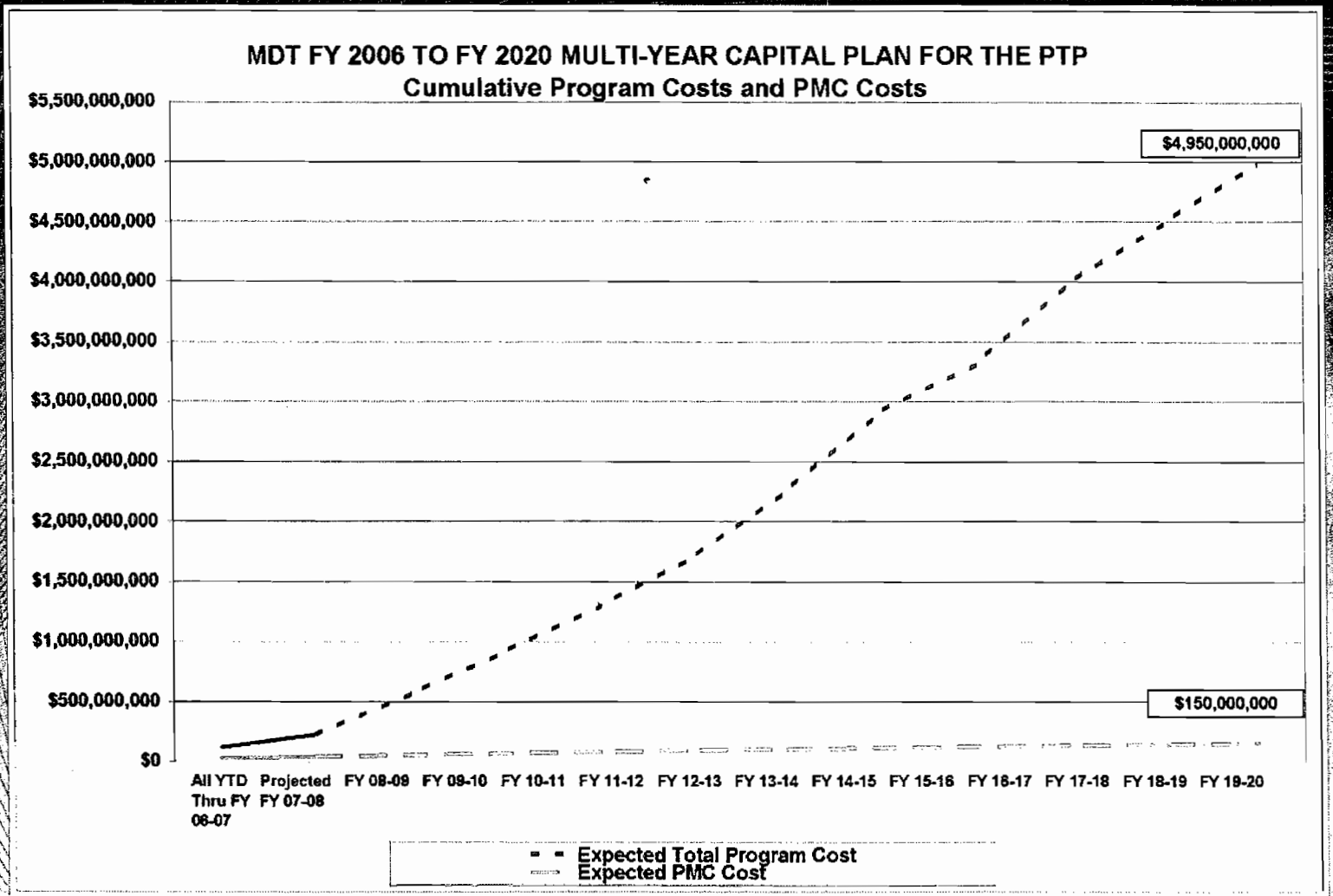
ORANGE LINE

Refining PMC Scope and Responsibilities

- County will provide Construction Management for Orange Line Phase 1: MIC-Earlington Heights Connector

- Streamlined PMC Staffing
  - Safety and Security
  - Document Control
  - Operations

PMC Contract



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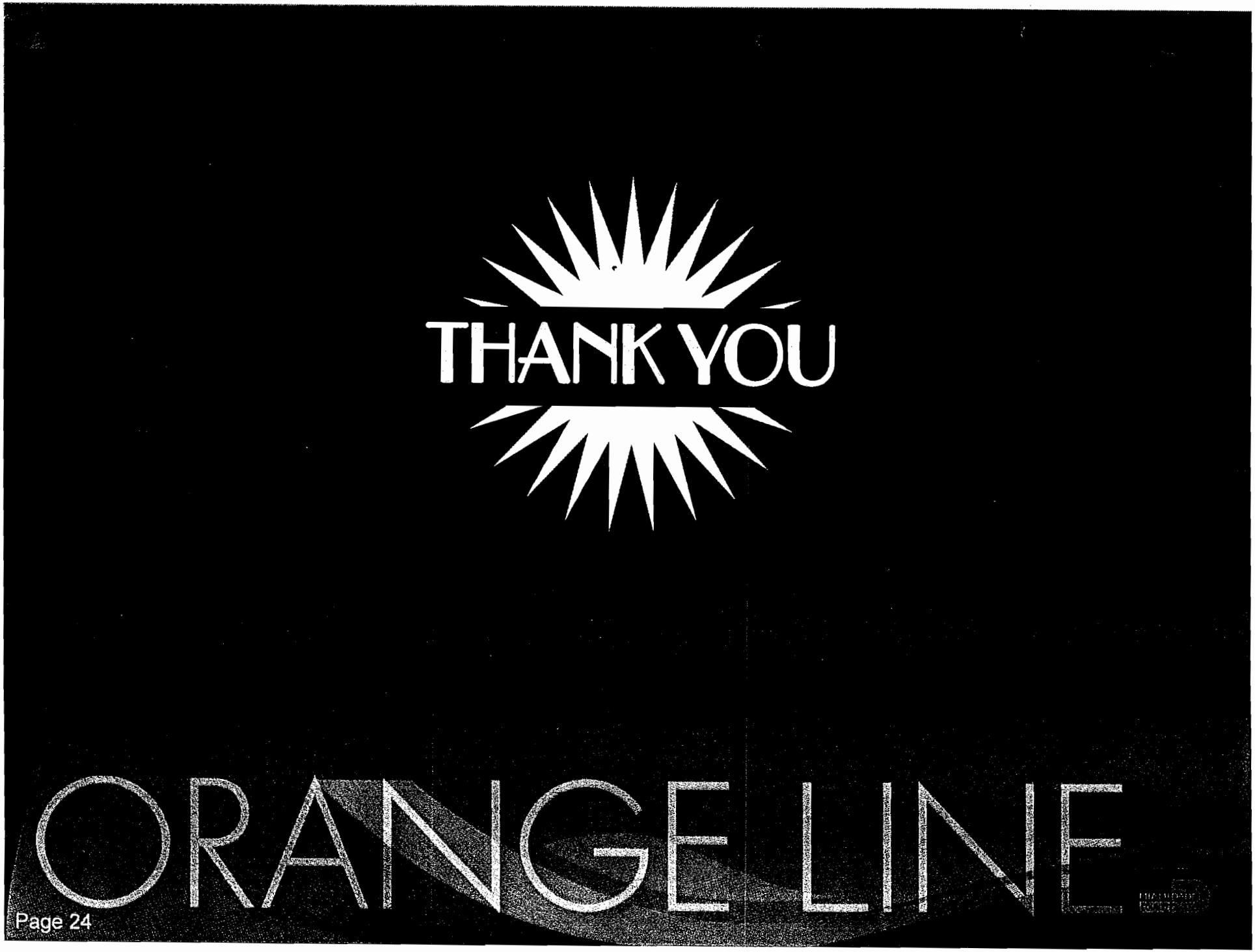
THANK YOU
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