



Miami-Dade County Board of County Commissioners

Office of the Commission Auditor

Board of County Commissioners

Legislative Analysis

February 21, 2012
9:30 A.M.
Commission Chamber

Charles Anderson, CPA
Commission Auditor
111 NW First Street, Suite 1030
Miami, Florida 33128
305-375-4354

**Miami-Dade County Board of County Commissioners
Meeting Agenda**

February 21, 2011

Item Number(s)

8A1
8O1

Acknowledgements:

Bia Marsellos, Senior Legislative Analyst

Michael Amador-Gil, Senior Legislative Analyst

Elizabeth Owens, Legislative Analyst

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 8(A)1- First Amendment to Lease and Concession Agreement

File Number: 112537

Date of Analysis: February 16, 2012

Summary

This resolution approves the First Amendment to the Lease and Concession Agreement for Luggage Wrapping Services at Miami International Airport (MIA) with Sinapsis Trading USA, LLC (Sinapsis) to: 1) *reduce the Minimum Annual Guarantee (MAG) paid to the Miami-Dade Aviation Department (MDAD) from \$11.1 million to \$8.658 million*; 2) *reduce the contract term from five years with two one-year extensions to the greater of one year or the award of a new contract*; 3) *provide for shared revenues of 35% of gross revenues generated by a new Sinapsis off-airport bag wrapping program*; and 4) *authorize the Mayor or his designee to procure a new luggage wrapping contract*.

See attachment for a comparison of the current Sinapsis Agreement and the proposed amendments.

On July 20, 2010, the Board of County Commissioners (BCC), through R-841-10, approved the new Lease and Concession Agreement for luggage wrapping services at MIA between the County and Sinapsis. The Agreement included a MAG of \$11 million with a term of five years with a two year option-to-renew. The contract measures were 30 percent ACDBE goal of which 26 percent has been attained as of December 2011, through Crown Global Services Corp.

During the discussion at the 7/20/10 BCC meeting, the BCC asked that the performance of Sinapsis be closely monitored to ensure compliance with the MAG of \$11 million, that a quarterly report be prepared on the performance of the contractor and that the Agreement be brought back to the BCC if it was determined that the contractor was not in compliance with the contract terms. Additionally, MDAD advised the BCC that the MAG was secured by a performance bond posted by the contractor.

Article 3.02 of the Agreement states that the terms and conditions of Article 3.01 "Minimum Annual Guarantee" and Article 3.04 "Percentage Fee to the Department" are not subject to negotiation or adjustment for any reason and specifically states that the County will not be liable for any reduction in sales or disruptions or delays during the Term of the Agreement.

Justification for Proposed Amendments

One of the reasons stated as the justification for the proposed amendments is that changes occurred in the industry and in the competitive environment which were not contemplated in Sinapsis' response to the RFP. More specifically, the study commissioned by Sinapsis and the survey conducted by the aviation consulting firm concluded the increase in the off-airport wrapping referred to as "leakage" as the main culprit for the request to reduce the MAG.

However, Article 1.06 of the Agreement states that: *This Agreement is nonexclusive in character and in no way prevents MDAD from entering into an Agreement with any other parties for the sale or offering of competitive services, products or items at the Airport during the Term of this Agreement.*

- *How can competitive services off-airport not have been contemplated when submitting a response to an RFP?*

Performance Bond

Sinapsis has remained current in all its obligations except for the Performance Bond as stated in the Mayor's Memo dated December 13, 2011. In response to the Chairman's request for a status report for the Luggage Wrapping Agreement, the Mayor's Memo states *that the Performance Bond in the amount of \$8,373,138 expired on December 4, 2011 and that Sinapsis is no longer capable of securing a Bond at that level*. Additionally, the Memo states, *without an amendment to the Concession*

Agreement, a Bond of lesser amount could not be issued as upon the issuance of that lower Bond, the concessionaire would be non-compliant.

- *If the Performance Bond is currently expired, is the concessionaire currently in compliance?*

Article 3.09 of the Agreement states that the Concessionaire, in this case Sinapsis, must keep a Performance Bond in full force and effect during the Term and any Extension of this Agreement.

Luggage Wrapping Services Background Information

On March 8, 2001, the BCC adopted R-100-01, awarding the Concession Agreement for the operation of the baggage wrap services at MIA to Secure Wrap of Miami, Inc. for an initial term of three (3) years with four one (1) year options-to-renew. The MAG was \$4.5 million for the initial 3-year term or 7 percent of gross revenues. The MAG was secured through a Surety Bond equal to 100 percent of the MAG for each year of the Agreement. No contract measures were applied to the solicitation process. However, Secure Wrap proposed a mentoring program for a local Black Business Enterprise firm to improve the level of participation in this line of business at MIA.

Subsequently, R-1220-04 adopted on October 19, 2004, approved the **First Amendment** between the County and Secure Wrap by extending the Baggage Wrap Concession Agreement for one five (5) year term in lieu of the option to extend for four separate terms of one year each; modified the MAG to a sliding scale percentage fee, and waived competitive bid requirements. This modification created favorable terms for Secure Wrap, as necessitated by the financial hardship caused by the September 11, 2001 events, in order to recoup the revenues lost as a result of diminution of sales.

Secure Wrap, through their attorney, requested a five (5) year extension in a letter to MDAD dated December 5, 2007. However, MDAD responded by stating that they would review the request and determine the best course of action as they were aware of other vendors who expect MDAD to allow the opportunity to participate in a public solicitation.

A memo, dated, September 30, 2008, from the Office of the Inspector General to MDAD urged MDAD to immediately begin initiating a new RFP or an Invitation to Bid (ITB) process. The Request for Proposals was advertised on September 15, 2009.

On November 3, 2009, through R-1232-09, the BCC approved a **Retroactive Second Amendment** to the Baggage wrap Concession Agreement between the County and Secure Wrap extending the term of the agreement on a month-to-month basis not to exceed one year retroactively commencing on August 22, 2009; and increase the monthly percentage fee to 20 percent of the monthly gross revenues. *At the time the revenue to the County was approximately, \$1.2 million, with the implementation of a straight 20 percent increase to the monthly gross revenue, the revenue to the County would increase to approximately \$1.6 million. The mentoring program they had proposed in 2001 when awarded the contract, is for Hannah Wrap, Inc.*

In June 2010, an award recommendation was issued to Sinapsis and subsequently a Bid Protest was filed by Secure Wrap delaying the award on the new contract.¹ However, the Hearing Examiner rejected Secure Wrap's arguments and upheld the County Manager's recommendation to award the contract to Sinapsis.

On July 20, 2010, the BCC, through R-801-10, approved a **Third Amendment** to the Concession Agreement between the County and Secure Wrap extending the agreement on a month-to-month basis not to exceed four months. The Third Amendment was to begin *August 22, 2010; and increase the monthly percentage fee to twenty-two percent and MAG to \$2 million. The Third Amendment allowed for an adequate transition period for the new service provider.*

¹ See File No. 101862

Additional Information

Other Recent Amendments to Various Lease and Concession Agreements at MIA		
Date	Legislative Action	Justification
Dec. 19, 2011 R-1120-11	This resolution amended nine Lease and Concession Agreements relating to the <u>Central Terminal area</u> (Central Terminal Relief Program) of MIA, <i>providing financial relief to concessionaires retroactively from November 1, 2009, to January 31, 2013; and authorizing changes in name for two concessionaires.</i>	Depending on the specific location, payment provisions to MDAD include monthly rent and MAGs and/or percentage of gross revenues. For the most part, these Amendments replace MAG and rents with each concessionaire's percentage fee to provide financial relief. These fees (percentage fees) are generally based upon the cost of the commodity being sold; i.e., a smaller fee for an inexpensive commodity category such as books, and a higher fee for jewelry. As each case differs by retailer, specific financial terms are spelled out in each fiscal impact section. <i>There may or may not be a long-term negative impact on revenues as future sales strength in the Central Terminal is unknown.</i>
Jan. 1, 2010 R-13-10	This resolution approved twelve (12) Retroactive First Amendments to twelve (12) Lease and Concession Agreements relating to the <u>South Terminal Area</u> of MIA, and approved <i>the relief package</i> to the South Terminal concessionaires that includes: <i>1) waiver of the MAG through to the end of the first year of operation; 2) adjusting and applying the MAG at the beginning of the second year to reflect the actual sales of the first full operating year; and (3) execution of waivers of claims by the Concessionaires.</i>	Each of the concessionaires experienced varying degrees of additional costs to build out their facilities as a result of the completion of the South Terminal. The second is that since the opening of the South Terminal a number of assumptions that were made by MDAD staff and the concessionaires, related to the volume of passengers and especially the passenger-traffic flow patterns, have not materialized. <i>As a result, the concessionaires exceeded their reasonable build-out costs, and the sales of the South Terminal concessionaires have been severely and negatively impacted.</i>

Passenger Growth at MIA

The South Florida Business Journal, in an article, dated, January 26, 2012, states that MIA reached a new all-time high for annual passenger traffic in 2011, with 38.3 million passengers, up 7.3 percent from the previous year, according to statistics released by the Miami Dade Aviation Department. International passengers led the way, up 9 percent to 18.4 million travelers, while domestic passengers rose 5.8 percent to nearly 19.9 million. Despite projections from industry associations of a 1 percent decline in air travel nationwide. According to the article, MIA's busier-than-projected travel season helped the airport surpass the 38 million-passenger mark for the first time ever on December 30 and also included a new-single day passenger record of more than 135,000 passengers on January 2.

MIA's growth is largely attributed to American Airlines whose parent company, AMR Corp. is currently in Chapter 11 proceedings and the Miami hub is widely viewed as one of its gems. MIA's passenger traffic was also boosted by new and expanded service by other carriers, including six carriers new to the airport in 2011: Arkefly; Corsairfly; ExecAir; KLM; TAP Portugal; and VivaAerobus.

Attachment: *Comparison of Sinapsis' First Amendment to the Initial Contract*

Prepared by: Michael Amador-Gil and Bia Marsellos

Proposed Amendments to the Current Contract

Proposed First Amendment	Current Contract
<p>1.01 <u>TERM</u> Deletes Sub-Article 1.01 TERM in its entirety, and replace with the following new Sub-Article 1.0.:</p> <p style="padding-left: 40px;"><i>The term of the Agreement will be for one year from the effective date of the execution of the First Amendment, or until the new Luggage Wrapping Services Lease and Concession agreement is awarded, whichever occurs later. The Concessionaire is aware that the County will be soliciting bids, proposals, qualifications or otherwise publicly soliciting for a replacement Luggage Wrapping Services Lease and Concession Agreement during the term of this agreement.</i></p> <p style="padding-left: 40px;"><i>Nothing herein will bar or prohibit Concessionaire from participating in such solicitation. In no event will this agreement afford Concessionaire or any other party any right to use the Locations after the expiration or termination of this agreement.</i></p>	<p>1.01 <u>TERM</u> The Department hereby leases to the Concessionaire the Locations, Exhibit A, commencing upon the effective date of the Agreement; and will expire at 11:59 o'clock p.m. on the fifth year unless sooner terminated. In no event will this Agreement afford Concessionaire or any party any right to use or occupy the Locations after the expiration, or termination of this Agreement.</p>
<p>1.02 <u>EXTENSION</u> Deletes Sub-Article 1.02 Extension</p>	<p>1.02 <u>EXTENSION</u> At the sole discretion of the Department, the initial five year term may be extended for a maximum of one two year term period, provided the extension is mutually agreed to by the Department and the Concessionaire in writing.</p> <p>In the event the Department elects to extend the Agreement, the Concessionaire will be notified, in writing, no less than sixty-day calendar days prior to the expiration of the initial term. The Concessionaire may elect not to agree to the extension, and if so, must notify the Department thirty calendar days after receipt of written notification by the Department to extend the Agreement. In the event the Department does not give such notice, the Agreement will expire accordingly. In the event the Concessionaire is in default, pursuant to Article 12 "Default and Termination by County" Agreement beyond applicable grace and cure periods, the Department will not exercise its rights to extend the Agreement.</p>
<p>3.01 <u>MINIMUM ANNUAL GUARANTEE</u> Deletes Sub-Article 3.01, Minimum Annual Guarantee in its entirety and replace with the following new Sub-Article 3.01:</p> <p style="padding-left: 40px;"><i>As consideration for the privilege to engage in business at MIA, Concessionaire will pay the</i></p>	<p>3.01 <u>MINIMUM ANNUAL GUARANTEE</u> As consideration for the privilege to engage in business at MIA, Concessionaire will pay the Department a MAG of eleven million one hundred thousand dollars (\$11,100,000), inclusive of the annual rental of the locations pursuant to Sub-Article 3.06 "Annual Rental."</p>

Proposed Amendments to the Current Contract

Proposed First Amendment	Current Contract
<p><i>Aviation Department a MAG of eight million six hundred fifty eight thousand dollars (\$8,658,000) inclusive of the annual rental of the locations pursuant to Sub-Article 3.06, "Annual Rental."</i></p> <p><i>The MAG payment will commence on the first full month after the effective date of the First Amendment and will be in U.S. funds, prorated and payable in twelve equal monthly payments (Minimum Monthly Payments) on or before the first day of each month, in advance, without billing or demand, plus applicable taxes as may be required by law.</i></p>	<p>The MAG payment will commence on Beneficial Occupancy and will be in U.S. funds, prorated and payable in twelve equal monthly payments (Minimum Monthly Guarantee) on or before the first day of each month, in advance, without billing or demand, plus applicable taxes as may be required by law.</p> <p>After the first year, on the anniversary of the Effective Date, and every year thereafter, during the term of the Agreement including and extensions thereto, the MAG will be adjusted on accordance with Sub-Article 3.03 "Recalculations of MAG."</p>
<p>3.04 <u>PERCENTAGE FEE TO THE DEPARTMENT</u> Adds a the following paragraph to Sub-Article 3.04:</p> <p><i>In addition to the percentage fee specified of fifty-six and one-half percent (56.5 percent), the Concessionaire will pay the Aviation Department the percentage fee of Thirty-Five Percent (35 percent) for luggage wrapping activities revenue generated by off-airport operations of the Concessionaire within Miami-Dade County.</i></p> <p><i>This percentage fee is applicable only to the special sales and marketing program utilized by the Concessionaire to develop its off-airport luggage wrapping market and is no way utilized in the calculation of the monthly MAG percentage fee payments to the Department.</i></p> <p><i>The Concessionaire must submit the off-airport program to the Department for its approval. The program, at a minimum, must include a program description, audit and reporting controls, and pricing.</i></p>	<p>3.04 <u>PERCENTAGE FEE TO THE DEPARTMENT</u> The Concessionaire will pay the Department the percentage fee of fifty-six and one-half (56.5 percent) for luggage wrapping activities gross revenue, or the Minimum Monthly Guarantee; whichever is greater. The monthly percentage fee will be due on the fifteenth day of the month following the month during which the monthly gross revenue were received or accrued. Percentage fees are non-taxable.</p> <p>Monthly Percentage Fee payments to the Department payable on any unreported Gross Revenues, as determined by the annual audit required pursuant to Sub-Article 3.17 "Annual Audit," are considered as having been due on the tenth day of the month during which the unreported Gross Revenues are received or accrued.</p>

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 801 – Interlocal Agreement with the City of Miami for Public Transportation Services

File Number: 120034

Date of Analysis: February 17, 2012

Summary

This resolution authorizes the County Mayor or his designee to execute an Interlocal Agreement between Miami-Dade County (County) and the City of Miami (City) for the provision of public transportation services within the City.

This Agreement is necessary, pursuant to Chapter 31, Article III, Section 31-113, of the Miami-Dade County Code (Code), which requires an interlocal agreement to authorize a municipality in a local public transportation system to provide circulator services, and to be exempt from the requirements regulating passenger motor carriers.

This Agreement allows the City, under the Miami Trolley Program, to operate public transportation circulator routes within the City to complement Miami-Dade Transit (MDT) services and provide an alternative mode of transit for residents and visitors. Although the routes are located within Commission Districts 2, 3, 5, and 7, the project impacts are countywide.

This will be the first Agreement for public transportation services between MDT and the City. The Agreement will last for seven (7) years with two (2) five-year automatic extensions. Each party has the right to terminate for cause.

Background and Relevant Legislation

Miami Trolley Program

The purpose of the Miami Trolley Program is to provide residents, visitors, and commuters with a mode of public transportation primarily in the City that connects to existing MDT MetroBus, MetroMover, and MetroRail services for a more efficient multimodal transportation system. Ultimately, if the anticipated ridership is realized, this Program will reduce traffic congestion particularly during peak hours.

However, the only route scheduled to begin in early March 2012 is the Health/Stadium District Trolley. The remaining routes would be phased in every few months beginning with the Brickell/Biscayne Trolley. The proposed routes under the Miami Trolley Program are:

1. Health/Stadium District Trolley
2. Brickell/Biscayne Trolley
3. Overtown/Allapattah Trolley (Optional Route)
4. Coral Way Trolley (Optional Route)
5. Grove Trolley Pilot Project (Optional pilot project)
6. Overtown/Health District Trolley

Fiscal Impact of the Miami Trolley Program

The operation and maintenance of the Miami Trolley Program will be sustained by the 20 percent (20%) transit portion of the City's annual half-cent transit surtax proceeds which, pursuant to the Miami-Dade County Ordinance No. 02-116, must be allocated to transit projects; and Florida Department of Transportation (FDOT) grant funding. No matching funds or contribution from the City's General Fund will be required for the implementation of the Miami Trolley Program.

The Miami Trolley Program will provide transit service to residents and visitors. Although there is some duplication with MDT service (see chart below), it is expected that there will be no significant financial impact on MDT revenues. MDT has provided technical service planning and scheduling assistance to the City in the development of this project.

Initially no fare will be collected until the City Commission enacts a fare structure ordinance. Without an established City fare, city staff estimates that the system's funds will last until 2020. With a fare, they could potentially last until 2024. However, these projections are due to change depending on gas prices. Also, as the City commission changes fares and operating hours, so will operating costs. Advertising space inside and outside trolley cars is estimated to generate \$800 per month per trolley to the City.¹

Miami Trolley Program ²				
Proposed Routes	Additional Funding	Anticipated Ridership ³	Number of Trolley Vehicles	MDT Routes with Similar Alignment and Daily Ridership
Health/Stadium District Trolley	FDOT is providing state funds for the operation and maintenance of the initial route for a 3 year period.	900 riders daily	4	<ul style="list-style-type: none">No MDT route with similar alignment.
Brickell/Biscayne Trolley	n/a	1,500 riders daily	10	<ul style="list-style-type: none">Metromover (19,0505),Route 3 (9,840); andRoute 93 (480)
Overtown/Allapattah Trolley (Optional Route)	n/a	1,400 riders daily	8	<ul style="list-style-type: none">Route 32 (2,831); andRoute 211
Coral Way Trolley (Optional Route)	n/a	700 riders daily	5	<ul style="list-style-type: none">Route 24 (6,130)
Grove Trolley Pilot Project (Optional pilot project)	n/a	TBD ⁴	TBD	The City is in the process of developing a service plan for this routed with the specific stop locations and hours of operations.
Overtown/Health District Trolley	n/a	TBD	TBD	The City is in the process of developing a service plan for this routed with the specific stop locations and hours of operations.

¹ City of Miami memo from City Manager Tony E. Crapp, Jr. dated March 31, 2011, and Miami Today article, Miami Approves Free Trolley System, by Patricia Hoyos.

² Source: City of Miami Trolley Program Presentation – June 29, 2011 Citizens Transportation Advisory Committee (CTAC) meeting.

³ Based on the November 2010 Systemwide Modeling Analysis.

⁴ To be determined.

City of Miami Legislation	
<u>Dates and Resolution Nos.</u>	<u>Summary of Legislation</u>
May 28, 2009 <i>R-09-0269</i> June 10, 2010 <i>R-10-0227</i>	These resolutions authorized the City Manager to enter into an Interlocal Agreement with MDT for the acceptance and use of Federal Transit Administration (FTA) Section 5307 funds, in the amount of \$4,084,282 provided by the American Recovery and Reinvestment Act for the purchase of sixteen (16) Classic American Trolleys to provide municipal trolley service.
Nov. 13, 2008 <i>R-08-0633</i> April 8, 2010 <i>R-10-0175</i> Feb. 10, 2011 <i>R-11-0050</i>	These resolutions authorized the City Manager to accept grant funds from the FDOT in the amount of \$852,185 for 50% of the annual operations and maintenance costs of the Health District Trolley for a three (3) year period.
June 24, 2010 <i>R-10-0269</i>	This resolution authorized the City Manager to accept grant funds in the amount of \$619,416 from FDOT for 50% of the operation and maintenance costs for the first year of service for the Brickell/Biscayne Trolley.
Jan. 27, 2011 <i>R-11-0035</i>	This resolution authorized the City Manager to enter into a Supplemental Joint Participation Agreement (SJPA) with the FDOT for the purchase of approximately twelve (12) additional Classic American Trolleys and ancillary capital equipment for the provision of municipal trolley service.
Feb. 11, 2011 <i>RFP No. 256244</i>	The City issued Request for Proposal (RFP) No. 256244 for Trolley Services for the Health/Stadium District and Brickell/Biscayne routes with additional optional routes (Overtown/Allapattah and Coral Way), and for special events/charter services. <ul style="list-style-type: none"> On April 29, 2011 and June 2, 2011, the City's Evaluation Committee convened and selected LSF Shuttle as the most qualified, responsive and responsible proposer.
July 28, 2011 <i>R-11-0323</i>	This resolution endorsed the findings and recommendations of the City's Evaluation Committee and authorized the City Manager to negotiate an agreement with LSF Shuttle.
Jan. 12, 2012 <i>R-12-0010</i>	This resolution authorized the City Manager to execute a Professional Services Agreement with LSF Shuttle to provide Municipal Trolley Operations Services for the City per the compensation schedule set forth in Article V of the Agreement , allocating funds from the City's share of the transit Surtax funds. <ul style="list-style-type: none"> Term – 5 years with an option to extend for 5 additional one-year periods The FY 2011-12 allocation will not exceed \$2 million Local Participation <ul style="list-style-type: none"> Twenty percent (20%) of the repair and maintenance of the Trolleys not performed internally by the Contractor will be performed by businesses located within the municipal boundaries of the City. Parts purchases and warranty items are excluded from this requirement. Twenty percent (20%) of the labor employed by the Contractor for the daily operations and routine maintenance of the Trolleys will be persons residing within the municipal boundaries of the City. The Contractor shall be responsible for submitting a quarterly report to the City documenting compliance with the aforementioned provisions.

City of Miami Recommendation of Evaluation Committee

A memo, dated June 15, 2011, from the City provides the Recommendations of the Evaluation Committee for RFP No. 256244 – Trolley Services for the City of Miami.

On February 11, 2011, the City issued RFP No. 256244 for the provisions of Trolley Services for the Health/Stadium District and Biscayne/Brickell Routes and Future Additional Routes. Four (4) proposals were received from prospective bidders in response to the City's solicitation. All four (4) proposals were deemed responsive and responsible. The Evaluation Committee ranked the four (4) proposers in the following order, recommending that the City enters into negotiations with the 1st ranked, LSF Shuttle:

1. Limousines of South Florida d/b/a LSF Shuttle
 2. American Coach Lines of Miami, Inc. d/b/a Coach America
 3. First Transit
 4. Safeguard America, Inc. d/b/a Americas Transportation
- Assessed Strengths of LSF Shuttle
 - Demonstrated extensive experience with operations and maintenance of fixed-route municipal circulator service.
 - At the time of assessment, LSF Shuttle was the only local maintenance and repair shop authorized to perform warranty repairs for Specialty Vehicles (SV), the trolley vehicle manufacturer for the Miami trolleys, located in Nevada.
 - At the time of assessment, LSF Shuttle was located at 2595 NW 38th Street. By the time of the award of this contract, the company anticipates moving to another location in close proximity to the trolley routes and to MDT's fare box drop-off location at 3300 NW 32nd Avenue.
 - The hourly rate offered by LSF Shuttle is among the most competitive submitted by the proposers.
 - Customer service is paramount for LSF Shuttle.
 - LSF Shuttle has a System Safety Program Plan (SSPP) and a Drug and Alcohol Policy approved by the Federal Transit Administration (FTA) and the Department of Transportation (DOT).
 - LSF Shuttle will provide a replacement vehicle at no cost to the City should a Miami Trolley require towing (at their costs as well). In addition, LSF Shuttle will provide pre-inspected ready vehicles to supplement the existing Miami trolley fleet should additional vehicles be needed to maintain headways on any of the routes.
 - LSF Shuttle is proposing an experienced local Project Manager responsible for the day-to-day oversight of the Miami Trolley System operation.
 - Assessed Weaknesses of LSF Shuttle
 - At the time of the assessment, a maintenance and repair facility dedicated to the Miami Trolley System has not been identified; however, LSF Shuttle committed to securing a property, contingent upon contract award.

Question: Now that LSF Shuttle has been awarded the contract, has LSF Shuttle identified property to be used as a maintenance and repair facility?

Additional Information on LSF Shuttle

LSF Shuttle is the company chosen by the City to build and operate the Miami Trolley System. LSF Shuttle also operates a Trolley system in Broward County.

LSF Shuttle⁵

Limousines of South Florida, Inc. dba LSF Shuttle is a wholly-owned subsidiary of Tectrans, Inc. and has been operating in the South Florida market for over 25 years.

⁵ LSF Shuttle website: www.lsfshuttle.com/index.html

LSF Shuttle is the largest operator of fixed-route shuttle service for municipalities in South Florida with over 300 vehicles a day in operation in Florida.

LSF has been a Florida Corporation since 1984 with corporate offices in Los Angeles and South Florida. LSF has three operating facilities located in South Florida, including one facility at the Fort Lauderdale-Hollywood International Airport where currently in operation is the RAC and employee shuttles for the Broward County Aviation Department. A second facility in Broward County is just a few blocks away from the Fort Lauderdale Airport facility, where in operation are the fixed route contracts for more than 20 municipalities with a full maintenance and parts department that services more than one hundred vehicles. A third facility in Broward County is just south of the Palm Beach/Broward County line. This facility services all of our Northern Broward and Southern Palm Beach County contracts.

LSF Shuttle has a vast amount of shuttle experience, both fixed-route and airport. The shuttle bus services have been in operation at the Fort Lauderdale-Hollywood International Airport for over fifteen (15) years (1987-2002), and more recently from May 2008 to present. Operations include the shuttle buses for the employee and public remote parking lots along with providing tram service inside the parking garages at the airport.

LSF Shuttle also provides fixed-route community shuttles in Miami-Dade County for the City of Doral, Village of Palmetto Bay, City of Miami Springs, City of North Miami, City of Miami Lakes, City of Aventura, Town of Bay Harbor Island, Town of Bal Harbor, City of Surfside and Miami Shores Village. In Broward County, LSF Shuttle provides fixed-route shuttles for the City of Hallandale Beach, City of Dania Beach, Town of Davie, City of Plantation, City of Lauderhill, City of Lauderdale Lakes, City of Coral Springs, City of Pompano Beach, City of Wilton Manors, City of North Lauderdale and the City of Fort Lauderdale, under the Sun Trolley operation.

Additionally, LSF Shuttle operates all of the South Florida Regional Transportation Authority (SFRTA) Tri-Rail feeder buses in Broward County, and operates fixed-route parking shuttles for Memorial HealthCare Systems serving three separate facilities, along with several private condominium shuttles. LSF Shuttle also operates the shuttle bus services at the Fort Lauderdale-Hollywood International Airport and for the employee and public remote parking lots along with providing tram service inside the parking garages at the airport.

Prepared By: Elizabeth N. Owens