

**SOUTH FLORIDA**  
**REGIONAL TRANSPORTATION**  
**AUTHORITY**  
**GOVERNING BOARD**

**REGULAR MEETING AGENDA**  
**August 28, 2015**  
**9:30 a.m.**

South Florida Regional Transportation Authority  
Board Room  
800 NW 33<sup>rd</sup> Street  
Pompano Beach, FL 33064

SFRTA BOARD MEETINGS ARE SCHEDULED ON THE FOURTH FRIDAY OF EACH MONTH AT 9:30 A.M. FOR FURTHER INFORMATION CALL (954)942-RAIL (7245). TIME OF MEETINGS SUBJECT TO CHANGE.

**SFRTA Board Members**

Commissioner Steven L. Abrams  
Andrew Frey  
F. Martin Perry  
James A. Scott

Commissioner Bruno Barreiro, Chair  
Frank Frione  
Gerry O'Reilly

James A. Cummings  
Nick Inamdar  
Mayor Tim Ryan

**Executive Director**

Jack Stephens

**GOVERNING BOARD REGULAR MEETING**  
**OF AUGUST 28, 2015**

The meeting will convene at 9:30 a.m., and will be held in the Board Room of the South Florida Regional Transportation Authority, Administrative Offices, 800 NW 33<sup>rd</sup> Street, Pompano Beach, Florida 33064.

**CALL TO ORDER**

**MOMENT OF SILENCE**

**PLEDGE OF ALLEGIANCE**

**AGENDA APPROVAL** – Additions, Deletions, Revisions

**MATTERS BY THE PUBLIC** – Persons wishing to address the Board are requested to complete an “Appearance Card” and will be limited to three (3) minutes. Please see the Minutes Clerk prior to the meeting.

**CONSENT AGENDA**

Those matters included under the Consent Agenda are self-explanatory and are not expected to require review or discussion. Items will be enacted by one motion in the form listed below. If discussion is desired by any Board Member, however, that item may be removed from the Consent Agenda and considered separately.

**C1. MOTION TO APPROVE:** Minutes of Governing Board’s Regular Meeting of June 26, 2015.

**REGULAR AGENDA**

Those matters included under the Regular Agenda differ from the Consent Agenda in that items will be voted on individually. In addition, presentations will be made on each motion, if so desired.

**R1. MOTION TO APPROVE:** Fourth Amendment to Agreement No. 08-004 (Amendment) to provide an additional not-to-exceed amount of \$500,000 to the existing Keolis Transit Services, LLC (Keolis) contract to fund JARC bus demonstration routes, larger buses on the Fort Lauderdale airport route, a new Palm Beach International airport shuttle route and adding one additional bus to the City of Boca Raton shuttle bus service to the Boca Town Center Transfer Station.

Department: Operations  
Project Manager: Chad Betts

Department Director: Bradley Barkman  
Procurement Director: Christopher Bross

**R2. MOTION TO APPROVE:** The South Florida Regional Transportation Authority (SFRTA) Transit Development Plan (TDP) Annual Update for Fiscal Years (FY) 2016-2025.

Department: Planning & Capital Development  
Project Manager: Vicki Gatanis

Department Director: William L. Cross, P.E.  
Procurement Director: Christopher Bross

## **INFORMATION / PRESENTATION ITEMS**

Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.

### **I-1. PRESENTATION** - Tri-Rail Coastal Link on the FEC Corridor

## **COMMITTEE REPORTS / MINUTES**

Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.

- A. PROPERTY TASK FORCE
- B. CONSTRUCTION OVERSIGHT COMMITTEE
- C. PLANNING TECHNICAL ADVISORY COMMITTEE
- D. MARKETING COMMITTEE
- E. OPERATIONS TECHNICAL COMMITTEE
- F. CITIZENS ADVISORY COMMITTEE
- G. AUDIT COMMITTEE
- H. LEGISLATIVE COMMITTEE
- I. ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES
- J. LEGAL SERVICES COMMITTEE

## **MONTHLY REPORTS**

Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.

- A. ENGINEERING & CONSTRUCTION MONTHLY PROGRESS REPORTS – June /July
- B. RIDERSHIP GRAPHS – June /July
- C. ON-TIME PERFORMANCE GRAPHS – June /July
- D. MARKETING MONTHLY SUMMARY – June /July
- E. BUDGETED INCOME STATEMENT – June /July
- F. PAYMENTS OVER \$2,500.00 – June /July
- G. REVENUE AND FARE EVASION REPORTS – June /July
- H. SOLICITATION SCHEDULE – June /July
- I. CONTRACT ACTIONS EXECUTED UNDER THE EXECUTIVE DIRECTOR'S AUTHORITY - June /July
- J. CONTRACT ACTIONS EXECUTED UNDER THE CONSTRUCTION OVERSIGHT COMMITTEE – June /July

K. PROPERTY TASK FORCE – PROJECT SCHEDULE - N/A

L. SECURITY REPORT - June /July

M. EXPIRING CONTRACTS - June /July

N. CONTRACT ACTIONS EXECUTED UNDER GENERAL COUNSEL’S AUTHORITY - June /July

OTHER BUSINESS

EXECUTIVE DIRECTOR REPORTS/COMMENTS

LEGAL COUNSEL COMMENTS

CHAIR COMMENTS

BOARD MEMBER COMMENTS

ADJOURNMENT

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this proceeding, must at least 48 hours prior to the meeting, provide a written request directed to the Executive Office at 800 NW 33<sup>rd</sup> Street, Pompano Beach, Florida, or telephone (954) 942-RAIL (7245) for assistance; if hearing impaired, telephone (800) 273-7545 (TTY) for assistance.

Any person who decides to appeal any decision made by the Governing Board of the South Florida Regional Transportation Authority with respect to any matter considered at this meeting or hearing, will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Persons wishing to address the Board are requested to complete an “Appearance Card” and will be limited to three (3) minutes. Please see the Minutes Clerk prior to the meeting.

**MINUTES**  
**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**GOVERNING BOARD REGULAR MEETING**  
**OF JUNE 26, 2015**

The regular meeting of the South Florida Regional Transportation Authority Governing Board was held at 9:30 a.m. on Friday, June 26, 2015 in the South Florida Regional Transportation Authority Board Room, 800 Northwest 33<sup>rd</sup> Street, Suite 100, Pompano Beach, Florida 33064.

**BOARD MEMBERS PRESENT:**

Bruno Barreiro, Chair, Miami-Dade County Commissioner.  
 Steven L. Abrams, Palm Beach County Commissioner  
 James A. Cummings, Vice Chair, Broward County Citizen Representative  
 Andrew Frey, Miami-Dade County Governor's Appointee  
 Frank Frione, Palm Beach County Governor's Appointee  
 Marie Horenburger, Palm Beach County Citizen Representative – *arrived at 9:50 a.m.*  
 Gerry O'Reilly, Florida Department of Transportation, District IV  
 Tim Ryan, Broward County Commission Mayor  
 James A. Scott, Broward County Governor's Appointee

**BOARD MEMBERS ABSENT:**

Nick A. Inamdar, Miami-Dade County Citizen Representative

**ALSO PRESENT:**

Jack L. Stephens, Executive Director, SFRTA  
 C. Mikel Oglesby, Deputy Executive Director, SFRTA  
 Bonnie Arnold, Public Information Officer, SFRTA  
 Bradley Barkman, Director of Operations, SFRTA  
 Christopher Bross, Director of Procurement, SFRTA  
 Richard Chess, Director of Finance, SFRTA  
 William Cross, Director of Planning and Capital Development, SFRTA  
 Diane Hernandez Del Calvo, Director of Administration/ EEO Officer, SFRTA  
 Mary Jane Lear, Director of Human Resources  
 Renee Matthews, Comptroller/Director of Special Projects, SFRTA  
 Daniel Mazza, P.E., Director of Engineering & Construction, SFRTA  
 Teresa Moore, General Counsel, SFRTA  
 Jeffrey Olson, Deputy General Counsel, SFRTA  
 Sandra Thompson, Executive Administrative Coordinator, SFRTA  
 Allen Yoder, Director of Safety and Security, SFRTA

**CALL TO ORDER**

The Chair called the meeting to order at 9:40 a.m.

**PLEDGE OF ALLEGIANCE**

**ROLL CALL**

The Chair requested a roll call. A quorum was established.

**AGENDA APPROVAL** – Additions, Deletions, Revisions

The Chair asked if there were any changes to the Agenda.

Mr. Jack Stephens, Executive Director, SFRTA reported the following changes to the Agenda.

Agenda Item R1 Motion (F) has been revised as follows:

(F) Delegation to Commissioner Abrams to finalize and approve the Draft Fare Equity Analysis.

EXHIBITS 1-5 to Agenda Item R1

Exhibit 1 - Reimbursement Agreement between SFRTA and the Omni CRA

Exhibit 2 - Reimbursement Agreement between SFRTA and the City of Miami

Exhibit 3 - Reimbursement Agreement between SFRTA and the Miami DDA

Exhibit 4 - Interlocal Agreement between Miami-Dade County and SFRTA for the  
Tri-Rail Downtown Miami Link Station Improvements at the Miami Central Station

Exhibit 5 - Summary of Key Provisions in the Funding Agreements

Exhibit 6 – Draft of Fare Equity Analysis, is now on your dais for review.

**R4.**

**MOTION TO APPROVE:** Amendment No. 3 to Agreement No. 12-008 between the South Florida Regional Transportation Authority (SFRTA) and HDR Engineering, Inc., the Project Management Consultant (PMC), to provide technical reports for the Wave Small Starts Grant Agreement Application, Geotechnical Services for Phases 1C and 1D, and PMC Oversight for the recently approved Broward County Betterments, in the maximum not-to-exceed amount of \$425,356.82.

**R5.**

**MOTION TO APPROVE:** Amendment No. 3 to Agreement No. 14-006 between the South Florida Regional Transportation Authority (SFRTA) and Parsons Transportation Group, Inc. (PTG), to provide Final Design Services for the Broward County Betterments for the Wave Modern Streetcar Project, in the maximum not-to-exceed amount of \$1,186,863.77.

Mr. Stephens stated that the above items were forwarded to your offices on June 22<sup>nd</sup>. In addition, this morning, Agenda Item R7 has been revised and is on the dais for your review.

**R7. MOTION TO APPROVE:**

(A) Delegation to the Construction Oversight Committee (“COC”) to approve change orders and other necessary approvals for the Authorized Projects (see Exhibit 1) in an amount not to exceed 20% of the provided contract amount with notice of all COC meetings and associated agenda items to be sent to all Board members prior to any such meetings.

(B) Amend previous delegation to the Executive Director as follows: to execute Railroad Reimbursement Agreements between FDOT and SFRTA, and associated agreements including but not limited to change orders and Joint Participation Agreements, for the construction or reconstruction of at-grade railroad crossings on the South Florida Rail Corridor, and necessary approaches, with the cost of such construction to be reimbursed by FDOT.

**Board Member Jim Cummings moved for approval of the Agenda as amended. The motion was seconded by Board Member Frank Frione.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

**MATTERS BY THE PUBLIC** – Persons wishing to address the Board are requested to complete an “Appearance Card” and will be limited to three (3) minutes. Please see the Minutes Clerk prior to the meeting.

Mr. David London of West Palm Beach, Florida addressed the Board. He commented that he was wearing headphones that cancel out excessive announcements on the new trains. He commented on the no-smoking policy and mentioned signage. Mr. London commented on Positive Train control (PTC).

*Board Member Marie Horenburger arrived at 9:50 a.m.*

<b>CONSENT AGENDA</b>
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Those matters included under the Consent Agenda are self-explanatory and are not expected to require review or discussion. Items will be enacted by one motion in the form listed below. If discussion is desired by any Board Member, however, that item may be removed from the Consent Agenda and considered separately.
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**C1. MOTION TO APPROVE:** Minutes of Governing Board’s Regular Meeting of May 22, 2015.

**Board Member Jim Cummings moved for approval of the Consent Agenda. The motion was seconded by Board Member Marie Horenburger.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

There were Board Member requests to reorder the Agenda to hear Agenda Items R2 and R4, in advance.

The Chair agreed to address the items out of order.

## REGULAR AGENDA

Those matters included under the Regular Agenda differ from the Consent Agenda in that items will be voted on individually. In addition, presentations will be made on each motion, if so desired.

**R2. MOTION TO AUTHORIZE:** The Downtown Boca Raton Transit Feasibility Study, to be conducted by the South Florida Regional Transportation Authority (“SFRTA”) for a maximum not to exceed amount of \$85,000.

**Commissioner Steven Abrams moved for approval. The motion was seconded by Board Member Frank Frione.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

Board Member Frank Frione requested to be recused from voting on Agenda Item R4. He explained that HDR Engineering and his company, GFA International, Inc., are currently teaming together on a public procurement contract. (FORM 8B has been filed with the office)

Mayor Ryan requested that this item R4, be advanced as he has a press conference he must attend.

**R4. MOTION TO APPROVE:** Amendment No. 3 to Agreement No. 12-008 between the South Florida Regional Transportation Authority (SFRTA) and HDR Engineering, Inc., the Project Management Consultant (PMC), to provide technical reports for the Wave Small Starts Grant Agreement Application, Geotechnical Services for Phases 1C and 1D, and PMC Oversight for the recently approved Broward County Betterments, in the maximum not-to-exceed amount of \$425,356.82.

**Board Member Marie Horenburger moved for approval. The motion was seconded by Board Member Jim Cummings.**

Mayor Ryan expressed his concerns, as well as those of the Broward County Commission’s that were discussed at the last meeting. The concerns are with the component and foot prints of the small circular turnabout at the northern end; also concerns on the operation and maintenance costs and the scalability. He called upon Chris Walton, Executive Director, Broward County Transit, to approach the podium. He requested of Mr. Walton to make a brief statement of his understanding of the concerns.

Mr. Walton stated that the County has not been made aware/provided with any study information that provides validation for the need for the northern loop. He stated that the county is not able to take a position at this point. Requests have been made to staff to receive the information and there is concern in not knowing what the impact will be on the operations and maintenance (O&M). There is also concerns on the impact on the system running time and in meeting the headway requirements.

The Mayor noted that on a time line that shows future dates, July 15<sup>th</sup>, a draft of the Wave O&M Analysis is due from the project manager to SFRTA. Also, on July 22<sup>nd</sup>, a Wave Partner meeting is scheduled to discuss the technical O&M memorandum, and thereafter to prepare for the Federal Transportation Administration (FTA) Quarterly meeting. The Broward County Commission will not meet again until August, as the Commission is on summer break and the Mayor is requesting this discussion to reach a resolution.

Mr. Walton stated that studies were done before. It appears that in this case the line was developed before the study and the study followed. He stated that they do not have any detailed information in order to make an informed decision.

Board Member Cummings responded that it was the desire of the City to have this project. And it was mentioned six months ago about the O&M costs and according to records, there is an O&M cost available right now. As for the study there is proposed less track due to the loop, as well as access to the maintenance facility, which shows in the study. Mr. Cummings referenced Site "O" and Site "K". Mr. Cummings expressed that now at the 11<sup>th</sup> hour, the County is raising issues when the report to the FTA is due and funding is due to close. This is just another reason to delay the project further.

Mayor Ryan noted that there were communications in February and March discussing O&M expense.

Board Member Cummings continued that there is disconnect between the City and the County and lack of communication. The SFRTA is trying to expedite the project and facilitate the progress. The "Partnership Agreement," allows for the SFRTA to make changes deemed necessary. A clause states that if the SFRTA affects the O&M by more than 5%, then the SFRTA has exposure to the county to be reimbursed.

Mr. Stephens emphasized that on July 31<sup>st</sup>, staff must submit to the FTA the grant request for \$60 million to cover the remaining costs of this project, as currently envisioned and adopted by this Board. Should this not occur by July 31<sup>st</sup>, everything goes to zero and all the rules and regulations change and we start back at zero and then cash flow becomes a significant issue. This is an extremely sensitive time.

Mr. Bill Cross, Director of Planning and Capital Development, SFRTA confirmed Mr. Stephens statement. Mr. Cross added that the Board did take action in December for the betterments and did address the northern loop. In March a more comprehensive study of the northern loop showed no impact to the O&M. Granted, the original study is 6-7 years old, and SFRTA has committed to a more comprehensive system wide update. This more comprehensive system wide update will be available to show the overall project O&M.

Board Member Cummings commented that the original O&M came out at \$2.5 million in 2008 and stated that this amount is "subject to inflation." In taking the inflation rate from 2008 to now, that is more than \$2.5 million and everybody knew that going in. Now the study with the complete package will show in today's market and you will need to again, address what the cost is in 2018, when the project is completed.

The Mayor inquired as to the differences from the March interim report to this comprehensive report.

Mr. Cross responded that the March report focused on the Loop and the O&M that might be attributed to the Loop. The comprehensive study will consider the entire project as a whole.

Board Member Cummings asked if the cars, SCADA and the coupling and the additional betterments requested by the county can be separated out of the O&M.

Mr. Cross stated that that would be another level of analysis and would have to ask the PMC what can be separated out. Staff has planned the last six months based upon the decisions to include the city and county betterments. In going back through the federal environmental approvals, which have just been received, we need to stick with the project in order to submit the small starts grants in this time sensitive period by July 31<sup>st</sup>.

Mr. Walton requested the interim studies.

Mr. Cummings requested a copy of the quarterly PMOC meeting notes and the PMOC monthly report and requested that BCT gets copies of the notes.

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

**R5. MOTION TO APPROVE:** Amendment No. 3 to Agreement No. 14-006 between the South Florida Regional Transportation Authority (SFRTA) and Parsons Transportation Group, Inc. (PTG), to provide Final Design Services for the Broward County Betterments for the Wave Modern Streetcar Project, in the maximum not-to-exceed amount of \$1,186,863.77.

**Board Member Marie Horenburger moved for approval. The motion was seconded by Board Member Jim Cummings.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

Board Member Jim Scott requested that Agenda Item R9, Election of the Chair and Vice-Chair be addressed.

The Chair agreed.

**R9. MOTION TO ELECT:** SFRTA Chair and Vice-Chair for Fiscal Year 2015-16.

**Board Member Jim Scott moved to retain the current slate of Commissioner Bruno Barreiro as Chair and Board Member Jim Cummings as Vice-Chair. The motion was seconded by Board Member Andrew Frey.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

The Chair returned to the regular order of the Agenda.

*Mayor Ryan exited the meeting at 10:28 a.m.*

**R1. MOTION TO APPROVE:** Four Funding Reimbursement Agreements associated with the design and construction of the Tri-Rail Downtown Miami Link Station Improvements at the Miami Central Station, in substantially the form provided and listed below (the “Funding Agreements”), along with a delegation to Commissioner Abrams to finalize and execute, and approval of the Fare Equity Analysis, all as follows:

- (A) Reimbursement Agreement between the South Florida Regional Transportation Authority (SFRTA) and the Omni Community Redevelopment Agency (“CRA”) in the not to exceed amount of \$3,750,000;
- (B) Reimbursement Agreement between SFRTA and the City of Miami in the not to exceed amount of \$8,347,030;
- (C) Reimbursement Agreement between SFRTA and the Miami Downtown Development Authority (“DDA”) in the not to exceed amount of \$1,267,000;
- (D) Interlocal Agreement between Miami-Dade County and SFRTA for the Tri-Rail Downtown Miami Link Station Improvements at the Miami Central Station in the not to exceed amount of \$13,900,000;
- (E) Delegation to Commissioner Abrams to finalize and execute, in substantially the form approved, the Funding Agreements; and
- (F) Delegation to Commissioner Abrams to finalize and approve the Draft Fare Equity Analysis.

**Board Member Marie Horenburger moved for approval of (A), (B), (C), (D), (E) and (F). The motion was seconded by Board Member Jim Cummings.**

Ms. Teresa Moore, General Counsel, SFRTA clarified that all these agreements are contingent on the funding agreements approvals, term sheet approval and the final agreement approvals.

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

**R3. MOTION TO APPROVE:** Amendment No. 7 to Agreement No. 10-001, between the South Florida Regional Transportation Authority (SFRTA) and Meridian Management Corporation, Inc. for station maintenance services, extending the term of the Agreement through June 30, 2017 in the not-to-exceed amount of \$4,979,064.00, which includes a not-to-exceed amount of \$600,000.00 for potential Additional Work.

**Board Member Marie Horenburger moved for approval. The motion was seconded by Board Member Jim Cummings.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

Mr. David London of West Palm Beach addressed the Board. He commented on the maintenance of the stations and cigarette butts and suggested specific equipment.

**R6. MOTION TO APPROVE:**

- (A) State Infrastructure Bank (“SIB”) Loan Agreement FM #437252-1 between the Florida Department of Transportation (“FDOT”) and the South Florida Regional Transportation Authority (“SFRTA”) for funds in the amount of \$19,300,000 for the Capital Costs of the SFRTA Operations Center Project.
- (B) Resolution 15-003 pledging SFRTA Capital Funds as Repayment of SIB loan.

**Board Member Jim Cummings moved for approval of (A) and (B). The motion was seconded by Board Member Marie Horenburger.**

**The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.**

**R7. MOTION TO APPROVE:**

- (A) Delegation to the Construction Oversight Committee (“COC”) to approve change orders and other necessary approvals for the Authorized Projects (see Exhibit 1) in an amount not to exceed 20% of the provided contract amount with notice of all COC meetings and associated agenda items to be sent to all Board members prior to any such meetings.
- (B) Amend previous delegation to the Executive Director as follows: to execute Railroad Reimbursement Agreements between FDOT and SFRTA, and associated agreements including but not limited to change orders and Joint Participation Agreements, for the construction or reconstruction of at-grade railroad crossings on the South Florida Rail Corridor, and necessary approaches, with the cost of such construction to be reimbursed by FDOT.

Commissioner Steven Abrams moved for approval of (A) and (B). The motion was seconded by Board Member Jim Cummings.

The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.

**R8. MOTION TO APPROVE:** Amendments to the SFRTA Ethics Policy, as shown in Exhibit 1.

Board Member Marie Horenburger moved for approval. The motion was seconded by Board Member Andrew Frey.

The Chair called for further discussion and/or opposition to the motion. Upon hearing none, the Vice Chair declared the motion carried unanimously.

<b>INFORMATION / PRESENTATION ITEMS</b>
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Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.
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**I-1. PRESENTATION** - Tri-Rail Coastal Link on the FEC Corridor

Mr. Stephens gave an update of the negotiations, meetings and time lines on the progress of the project. He added that there is great excitement and support from the local communities along the corridor. At this time the SFRTA is focused on TRCL getting into the downtown Miami station.

**I-2 INFORMATION** - South Florida Transit Resource Guide, 2nd Edition

Mr. Stephens called upon Ms. Loraine Cargill, Manager of Planning and Capital Development, SFRTA to address the Board.

Ms. Cargill noted that the current copy of the South Florida Transit Resource Guide is an updated edition from the 2008 Resource Guide. She stated that the Resource Guide provides communities and decision makers with information needed to improve the connection between land use and transportation. Ms. Cargill thanked planning staff member Lynda Westin for her efforts and contributions on this document.

<b>COMMITTEE REPORTS / MINUTES</b>
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Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.
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**A. PROPERTY TASK FORCE**

B. CONSTRUCTION OVERSIGHT COMMITTEE

Board Member Cummings commented in regards to the Wave, that he had requested the PMOC reports and that staff do comply with getting the latest reports. He requested that Mr. Chris Walton and Mayor Tim Ryan receive the same reports. He added that county staff members were in attendance at these meetings and it stated that at the end of one meeting it clearly states that this finalizes this Wave.

- C. PLANNING TECHNICAL ADVISORY COMMITTEE
- D. MARKETING COMMITTEE
- E. OPERATIONS TECHNICAL COMMITTEE
- F. CITIZENS ADVISORY COMMITTEE
- G. AUDIT COMMITTEE
- H. LEGISLATIVE COMMITTEE
- I. ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES
- J. LEGAL SERVICES COMMITTEE

<b>MONTHLY REPORTS</b>
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Action not required, provided for information purposes only. If discussion is desired by any Board Member, however, that item may be considered separately.
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- A. ENGINEERING & CONSTRUCTION MONTHLY PROGRESS REPORTS – May
- B. RIDERSHIP GRAPHS – May
- C. ON-TIME PERFORMANCE GRAPHS – May

Board Member Cummings commented on the improvements on the ridership within the last month.

Mr. Stephens responded that all the partners have worked hard to improve the performance within a safety culture.

- D. MARKETING MONTHLY SUMMARY – May
- E. BUDGETED INCOME STATEMENT – May
- F. PAYMENTS OVER \$2,500.00 – May
- G. REVENUE AND FARE EVASION REPORTS – May
- H. SOLICITATION SCHEDULE – May
- I. CONTRACT ACTIONS EXECUTED UNDER THE EXECUTIVE DIRECTOR'S AUTHORITY - May
- J. CONTRACT ACTIONS EXECUTED UNDER THE CONSTRUCTION OVERSIGHT COMMITTEE – May
- K. PROPERTY TASK FORCE – PROJECT SCHEDULE - N/A

L. SECURITY REPORT - May

M. EXPIRING CONTRACTS – May

N. CONTRACT ACTIONS EXECUTED UNDER GENERAL COUNSEL’S AUTHORITY -  
May

## OTHER BUSINESS

### EXECUTIVE DIRECTOR REPORTS/COMMENTS

Mr. Stephens informed the Board Members that provided are the TRCL Survey findings, detailed by county, as requested by the Board at the April meeting.

Mr. Stephens announced that the SFRTA has received the award from American Society of Public Administration South Florida Chapter for “Public Sector Organization 2014-2015.”

### LEGAL COUNSEL COMMENTS

#### CHAIR COMMENTS

The Chair requested that staff look at the security at the stations and police powers. The various jurisdictions have police powers and a united policing power for the SFRTA may be beneficial.

The Chair inquired about the mag-lev and requested information.

#### BOARD MEMBER COMMENTS

Commissioner Abrams noted that the FRA Administrator announced that there will not be a change in the deadline for Positive Train Control (PTC). He inquired as to how this affects the SFRTA.

Mr. Stephens responded that the FRA is anticipating levying fines should properties not be able to meet the deadline. Staff is working with FDOT in identifying technology that will meet the requirements of PTC to be in place as soon as possible. The earliest possible date for the SFRTA to implement PTC requirements would be first quarter of 2017. The SFRTA will pay fines, unless congress takes action and the FRA Administrator is able to issue extensions.

Board Member Cummings requested a synopsis of the PTC involvement to be provided to all Board Members.

Mr. Stephens stated that the SFRTA has planned for PTC within the capital program, but the technology is not available.

Commissioner Abrams noted that according to the studies, PTC will only prevent 4% of accidents.

Commissioner Abrams announced that this meeting is Marie Horenburger’s last meeting as a Board Member with the SFRTA. He wished her well and best of luck.

Board Member Frey commented positively on approving the Boca Raton transit study and the City's support of land use.

Board Member Frank Frione commented that the City of Boca Raton is being proactive and this would be beneficial to other cities along the corridor.

ADJOURNMENT

There being no further business the meeting adjourned at 10:55 a.m.



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, Frank Frione, hereby disclose that on June 26, 2015:

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, HDR Engineering, Inc.;
- inured to the special gain or loss of my relative, \_\_\_\_\_;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The item before the SFRTA Board (Item R4) was a contract between the agency and HDR Engineering, Inc. ("HDR"). I abstained from voting because HDR and GFA International, Inc. are currently teaming together on a public procurement.

6/26/2015  
Date Filed

[Signature]  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015

AGENDA ITEM REPORT

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Consent     Regular

FOURTH AMENDMENT TO AGREEMENT NO. 08-004  
FOR SHUTTLE BUS SERVICES  
WITH KEOLIS TRANSIT SERVICES, LLC

REQUESTED ACTION:

MOTION TO APPROVE: Fourth Amendment to Agreement No. 08-004 (Amendment) to provide an additional not-to-exceed amount of \$500,000 to the existing Keolis Transit Services, LLC (Keolis) contract to fund JARC bus demonstration routes, larger buses on the Fort Lauderdale airport route, a new Palm Beach International airport shuttle route and adding one additional bus to the City of Boca Raton shuttle bus service to the Boca Town Center Transfer Station.

SUMMARY EXPLANATION AND BACKGROUND:

Keolis currently operates the SFRTA shuttle bus service. This Amendment (Exhibit 1), will add JARC Shuttle Bus demonstration routes, larger buses on the Fort Lauderdale Airport route, a new Palm Beach International Airport shuttle route, and one additional bus to the City of Boca Raton shuttle bus service to the Boca Town Center Transfer Station. This Amendment will increase the not-to-exceed amount of Agreement No. 08-004 from \$22,090,542 to \$23,409,542. The Board-approved 5 Year Shuttle Bus Financial Plan is attached to this report as Exhibit 2.

Department: Operations  
Project Manager: Chad Betts

Department Director: Bradley Barkman  
Procurement Director: Christopher Bross

FISCAL IMPACT: Funds are budgeted in the FY 15/16 Operating Budget

EXHIBITS ATTACHED: Exhibit 1 – Fourth Amendment to Agreement No. 08-004  
Exhibit 2 – Shuttle Bus Financial Service Plan

FOURTH AMENDMENT TO AGREEMENT NO. 08-004  
FOR SHUTTLE BUS SERVICES  
WITH KEOLIS TRANSIT SERVICES, LLC

Recommended by: [Signature] 8/20/15 Approved by: [Signature] 8/20/15  
Department Director Date Procurement Director Date

Authorized by [Signature] Date 8/20/15 Approved as to Form by [Signature] Date 8/20/15  
Executive Director Date General Counsel Date

Board Action:

Approved:  Yes  No

Vote:  Unanimous

Amended Motion:

Commissioner Steven L. Abrams  Yes  No  
Commissioner Bruno Barreiro  Yes  No  
James A. Cummings  Yes  No  
Andrew Frey  Yes  No  
Frank Frione  Yes  No

Nick A. Inamdar  Yes  No  
Gerry O'Reilly  Yes  No  
F. Martin Perry  Yes  No  
Mayor Tim Ryan  Yes  No  
James A. Scott  Yes  No



FOURTH AMENDMENT TO AGREEMENT NO. 08-004

BETWEEN

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY

AND

KEOLIS TRANSIT SERVICES, LLC

FOR

OPERATING SERVICES FOR  
SFRTA'S SHUTTLE BUS SYSTEM

**FOURTH AMENDMENT TO AGREEMENT NO. 08-004**

BETWEEN

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**

AND

**KEOLIS TRANSIT SERVICES, LLC**

FOR

**OPERATING SERVICES FOR SFRTA'S SHUTTLE BUS SYSTEM**

This is a Fourth Amendment to the Agreement for Operating Services for SFRTA's Shuttle Bus System between **SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**, hereinafter referred to as "**SFRTA**" and **KEOLIS TRANSIT SERVICES, LLC**, hereinafter referred to as "**CONTRACTOR**".

**WHEREAS**, on December 12, 2008, **SFRTA** and **CONTRACTOR** entered into a seven year Agreement, hereinafter referred to as "Agreement", in the maximum not-to-exceed amount of \$21,959,082.00; and

**WHEREAS**, on December 31, 2008, the First Amendment to the Agreement between **CONTRACTOR** and **SFRTA** was executed to remove the requirement for specialty equipment on the airport shuttle bus route. As a result of the change, the Amendment also reduced the maximum not-to-exceed amount of the Agreement by \$1,016,040.00; and

**WHEREAS**, on December 11, 2009, the Second Amendment to the Agreement between **CONTRACTOR** and **SFRTA** was executed to authorize Tri-Rail shuttle bus service for the 2010 NFL Pro Bowl and Super Bowl in the additional not-to-exceed amount of \$29,000.00; and

**WHEREAS**, on January 28, 2011, the Third Amendment to the Agreement between **CONTRACTOR** and **SFRTA** was executed to provide funding for Job Access Reverse Commute (JARC) shuttle bus routes in the additional not-to-exceed amount of \$1,937,500.00; and

**WHEREAS**, on December 6, 2013, an Assignment Agreement was executed to assign the contract from Limousines of South Florida, Inc. to Keolis Transit Services, LLC; and

**WHEREAS**, **SFRTA** now wishes to amend the Agreement to provide additional funding in the not-to-exceed amount of \$500,000.00 for the continuation of the Job Access Reverse Commute (JARC) shuttle bus demonstration routes, funding for the larger Fort Lauderdale

airport bus, funding for the Palm Beach International airport route, and funding for the City of Boca Raton shuttle bus service to Boca Town Center Transfer Station;

**NOW, THEREFORE, IN CONSIDERATION** of the promises, mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties hereto agree to amend the Agreement as follows:

**1. COMPENSATION** is amended to read as follows:

SFRTA agrees to pay the CONTRACTOR compensation as specified in the Contract Documents the maximum not-to-exceed amount of ~~Twenty Two Million Nine Hundred Nine Thousand Five Hundred Forty two Dollars (\$22,909,542.00)~~ Twenty Three Million Four Hundred Nine Thousand Five Hundred Forty-two Dollars (\$23,409,542.00).

Except to the extent amended, the Agreement shall remain in full force and effect. In the event of any conflict between the terms of this Fourth Amendment to the Agreement and the Agreement, the parties hereby agree that this document shall control.

**IN WITNESS WHEREOF**, the parties have made and executed this Fourth Amendment to the Agreement on the respective date under each signature: **KEOLIS TRANSIT SERVICES, LLC**, signing by and through its \_\_\_\_\_, duly authorized to execute same and **SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY** signing by and through its Chair, authorized to execute same on the \_\_\_\_ day of \_\_\_\_\_, 2015.

ATTEST:

SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY

\_\_\_\_\_  
JACK L. STEPHENS  
EXECUTIVE DIRECTOR

By \_\_\_\_\_  
COMMISSIONER BRUNO BARREIRO, CHAIR

\_\_\_\_\_ DAY OF \_\_\_\_\_, 2015

(SFRTA SEAL)

Approved as to form by:

\_\_\_\_\_  
CHRIS BROSS, Director  
Procurement

\_\_\_\_\_  
TERESA MOORE, General Counsel

ATTEST:

KEOLIS TRANSIT SERVICES, LLC

\_\_\_\_\_  
WITNESS

By \_\_\_\_\_  
PRESIDENT OR VICE PRESIDENT

(Corporate Seal)

\_\_\_\_\_ DAY OF \_\_\_\_\_, 2015

SFRTA Five Year Shuttle Bus Service and Financial Plan (FY 2016 Thru FY 2020)

Line		Proposed 2016	2017	2018	2019	2020
Revenues	1 Funding Sources					
	2 SFRTA General Operating Funds	\$ 5,306,140	\$ 4,863,591	\$ 4,844,148	\$ 4,940,923	\$ 5,037,699
	3 Developer Contribution (Boca Center Shuttle)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	4 City of Opa-Locka (Opa-Locka South Shuttle)	\$ 94,738	\$ -	\$ -	\$ -	\$ -
	5 City of Fort Lauderdale (Uptown Shuttle Link)	\$ 181,773	\$ -	\$ -	\$ -	\$ -
	6 FTA Job Access Reverse Commute	\$ 449,722	\$ -	\$ -	\$ -	\$ -
	7 FDOT Service Development Grant (Boca Center Shuttle)	\$ 110,884	\$ 110,884	\$ -	\$ -	\$ -
	8 <b>Total Revenues</b>	<b>\$ 6,132,373</b>	<b>\$ 4,963,591</b>	<b>\$ 4,944,148</b>	<b>\$ 5,040,923</b>	<b>\$ 5,137,699</b>
Expenses	9 <b>Tri-Rail Shuttle Routes (Operated by SFRTA)</b>					
	10 Lake Worth Shuttle (School Board/Congress Ave.)	\$ 210,957	\$ 217,286	\$ 223,615	\$ 229,944	\$ 236,272
	11 Boca Center Shuttle (Town Center Mall/Lynn Univ.)	\$ 114,418	\$ 117,850	\$ 121,283	\$ 124,715	\$ 128,148
	12 Deerfield Beach Shuttle 1 (Newport Center)	\$ 114,418	\$ 117,850	\$ 121,283	\$ 124,715	\$ 128,148
	13 Deerfield Beach Shuttle 2 (Downtown Deerfield-Boca)	\$ 128,720	\$ 132,581	\$ 136,443	\$ 140,305	\$ 144,166
	14 Pompano Beach Shuttle (Park Central/Copans)	\$ 128,720	\$ 132,581	\$ 136,443	\$ 140,305	\$ 144,166
	15 Cypress Creek Shuttle 1 (East to Hospitals)	\$ 235,986	\$ 243,066	\$ 250,145	\$ 257,225	\$ 264,305
	16 Cypress Creek Shuttle 2 (FDOT Route)	\$ 239,562	\$ 246,749	\$ 253,936	\$ 261,122	\$ 268,309
	17 Cypress Creek Shuttle 3 (Powerline/Casino Route)	\$ 178,778	\$ 184,141	\$ 189,504	\$ 194,867	\$ 200,231
	18 Fort Lauderdale Shuttle 1 (Broward Blvd. Route)	\$ 503,697	\$ 625,301	\$ 643,514	\$ 661,727	\$ 679,939
	19 Fort Lauderdale International Airport Shuttles (1, 2, and Circulator)	\$ 1,017,050	\$ 1,047,562	\$ 1,078,073	\$ 1,108,585	\$ 1,139,096
	20 Sheridan Street Shuttle	\$ 96,540	\$ 99,436	\$ 102,332	\$ 105,228	\$ 108,125
	21 <b>Sub-Total</b>	<b>\$ 2,968,845</b>	<b>\$ 3,164,404</b>	<b>\$ 3,256,571</b>	<b>\$ 3,348,738</b>	<b>\$ 3,440,905</b>
	22 <b>Approved JARC Shuttle Routes (Operated by SFRTA)</b>					
	23 Fort Lauderdale Shuttle 2 (Hospital/ 17th St.)	\$ 189,504	\$ -	\$ -	\$ -	\$ -
	24 Fort Lauderdale Shuttle 3 (Weekends) (Downtown/Hospital)	\$ 181,889	\$ -	\$ -	\$ -	\$ -
	25 Opa-Locka South Shuttle (Miami-Dade College)	\$ 379,008	\$ -	\$ -	\$ -	\$ -
	26 <b>Sub-Total</b>	<b>\$ 750,402</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	27 <b>Partnerships/Payments (Not operated by SFRTA)</b>					
	28 MDT Annual Payment	\$ 666,666	\$ 666,666	\$ 666,666	\$ 666,666	\$ 666,666
	29 Palm Tran Annual Payment	\$ 666,666	\$ 666,666	\$ 666,666	\$ 666,666	\$ 666,666
	30 Boca Raton APOC East and West Shuttles Partnership	\$ 140,000	\$ -	\$ -	\$ -	\$ -
	31 City of Fort Lauderdale (Uptown Shuttle Link)	\$ 181,773	\$ -	\$ -	\$ -	\$ -
	32 Downtown Fort Lauderdale TMA Routes Partnership	\$ 161,509	\$ -	\$ -	\$ -	\$ -
	33 South Florida Education Center Shuttle Partnership	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
	34 Delray Beach CRA Roundabout Partnership	\$ 75,000	\$ -	\$ -	\$ -	\$ -
	35 Boca Center Shuttle Partnership (FDOT SD Grant)	\$ 110,684	\$ 110,684	\$ -	\$ -	\$ -
	36 <b>Sub-Total</b>	<b>\$ 2,097,298</b>	<b>\$ 1,539,016</b>	<b>\$ 1,428,332</b>	<b>\$ 1,428,332</b>	<b>\$ 1,428,332</b>
	37 Other					
	38 5% Contingency	\$ 290,827	\$ 235,171	\$ 234,245	\$ 238,853	\$ 243,462
	39 Special Event Service	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	40 <b>Sub-Total</b>	<b>\$ 315,827</b>	<b>\$ 260,171</b>	<b>\$ 259,245</b>	<b>\$ 263,853</b>	<b>\$ 268,462</b>
41 <b>Total Expenses</b>	<b>\$ 6,132,373</b>	<b>\$ 4,963,591</b>	<b>\$ 4,944,148</b>	<b>\$ 5,040,923</b>	<b>\$ 5,137,699</b>	
42 <b>Revenue Surplus/Shortfall</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

ASSUMPTIONS:

Red cells indicate discontinuation of funding.

Base Rate - \$55 per hour - 3% Yearly Increase to Contract Hourly Rate on SFRTA-operated routes.

Lines 4,6, 23-25: JARC Routes (FL-2,FL-3, OPA-5) due to sunset - Funding needed for FY17 and beyond.

Lines 7 and 35: Additional Boca Raton Shuttle 1 Enhanced Service to be approximately 100% reimbursed for 2 years.

Line 18: FL-1 moves to 2 buses operating seven days a week in FY 17 for JARC sunset mitigation of FL-2, FL-3.

Lines 18 and 19: New larger buses on FLL Airport and Fort Lauderdale 1 Routes at \$68 per hour operating rate.

Lines 30, 32 and 34: Expiring funding partnerships (APOC, TMA, Delray Roundabout) not renewed.

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015  
AGENDA ITEM REPORT

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Consent     Regular

SFRTA TRANSIT DEVELOPMENT PLAN (TDP) ANNUAL UPDATE  
FISCAL YEARS 2016-2025

REQUESTED ACTIONS:

MOTION TO APPROVE: The South Florida Regional Transportation Authority (SFRTA) Transit Development Plan (TDP) Annual Update for Fiscal Years (FY) 2016-2025.

SUMMARY EXPLANATION AND BACKGROUND:

The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of state funding for public transportation. In order to be eligible for these Block Grant Program funds, public transit providers are required to develop and adopt a TDP on an annual basis, with a major update completed every five years. Adopted TDPs must be submitted to the Florida Department of Transportation (FDOT) by September 1st of each year.

In 2013, SFRTA conducted an extensive outreach, coordination, and technical effort to develop "SFRTA Moving Our Region Forward," which was a major update of SFRTA's TDP (Major Update). The FY 2016-2025 TDP Annual Update (TDP Annual Update) presented today is the second annual, minor update following the Major Update. Both major and annual updates of the TDP have a ten year planning horizon. Consistent with past TDPs, the first five years shown in the TDP Annual Update match with SFRTA's recently adopted capital and operating budgets, while years six through ten represent SFRTA's vision, containing planned projects and unfunded needs.

SFRTA's Planning Technical Advisory Committee (PTAC), a committee of the Governing Board that includes representatives from multiple partner agencies, unanimously endorsed the TDP Annual Update on June 17, 2015. Some of the key elements of the TDP Annual Update are:

- SFRTA Control of Dispatch and Maintenance for the South Florida Rail Corridor
- Opening of a new Miami International Airport Station at the Miami Intermodal Center (MIC)

(Continued on Page 2)

Department: Planning & Capital Development  
Project Manager: Vicki Gatanis

Department Director: William L. Cross, P.E.  
Procurement Director: Christopher Bross

EXHIBITS ATTACHED: Exhibit 1- TDP Annual Update Presentation  
Exhibit 2- TDP Annual Update

TRANSIT DEVELOPMENT PLAN (TDP) ANNUAL UPDATE,  
FISCAL YEARS 2016-2025

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SUMMARY EXPLANATION AND BACKGROUND: (Continued from previous page)

- Tri-Rail Downtown Miami Link Initiative
- Construction of a new SFRTA Operations Center and improvements to the Pompano Beach Station
- Social Media Launch
- New Palm Beach International Airport shuttle bus route and other shuttle bus modifications
- Ridership and on-time performance trends for SFRTA's services
- Inclusion of the recently adopted SFRTA Five Year Capital and Operating Budgets
- Documentation of SFRTA's overall needs and projected capital costs over a ten year period

The enclosed PowerPoint presentation (Exhibit 1) provides an overview and some additional highlights of the TDP Annual Update. Also enclosed (Exhibit 2) is the TDP Annual Update document. Past SFRTA TDPs dating back to 2005 can be viewed online at <http://www.sfrta.fl.gov/transit-development-plan.aspx>.

TRANSIT DEVELOPMENT PLAN (TDP) ANNUAL UPDATE,  
FISCAL YEARS 2016-2025

---

Recommended by: B Cross 8/20/15 Approved by: C. J. [Signature] 8/20/15  
Department Director Date Procurement Director Date

Authorized by: [Signature] Approved as to Form by: [Signature]  
Executive Director Date 8/20/15 General Counsel Date 8/20/15

Board Action:

Approved:  Yes  No

Vote:  Unanimous

Amended Motion:

Commissioner Steven L. Abrams  Yes  No

Commissioner Bruno Barreiro  Yes  No

James A. Cummings  Yes  No

Andrew Frey  Yes  No

Frank Frione  Yes  No

Nick A. Inamdar  Yes  No

Gerry O'Reilly  Yes  No

F. Martin Perry  Yes  No

Mayor Tim Ryan  Yes  No

James A. Scott  Yes  No



# *Transit Development Plan Annual Update, FY 2016-2025*

*Presented to:*  
**SFRTA Governing Board**  
**August 28, 2015**

# TDP Overview

- 10-Year timeframe
- Major TDP Update completed in 2013
- 2015 is 2nd Annual Update
  - Assess goals & objectives
  - Update capital plan
  - Update financial plan
  - New horizon year of FY 2025
- Meet FDOT requirements
  - Eligible for state block grants



# Updated Conditions

- Miami Airport Station (at MIC) now open for service
- SFRTA control of SFRC dispatch and maintenance implemented
- New SFRTA Operations Center & Pompano Station improvements under construction
- Tri-Rail Downtown Miami Link (on FEC) now being pursued
- The Wave Modern Streetcar
  - Project & funding refinements
- Some SFRTA Shuttle Bus changes



# FY 2014-15 Planning Trends

- Increased dialogue and partnership with FECI/AAF/FECR
- Growing local interest in transit and bike/ped projects
- Additional SFRTA capital projects in Palm Beach MPO 2040 LRTP
- FTA Triennial Review of SFRTA
  - Zero findings for 3<sup>rd</sup> consecutive review



# Financial Plan

- **Significant changes from 2014 TDP:**
  - **Operating Budget**
    - Includes full year of rail corridor MOW funds
    - New PBI shuttle bus route
  - **Capital Budget**
    - New SFRTA funds for Tri-Rail Coastal Link design
    - New Boca Town Center area station funds
    - Additional Wave Streetcar funds
      - For various refinements

## ➤ Capital Plan

### – First Five Years (FY 2016 – 2020)

- Consistent with SFRTA’s adopted budget

### – Second Five Years (FY 2021 - 2025)

- Unfunded needs – “wish list” projects

- Construction funds for overall Tri-Rail Coastal Link
- New rolling stock and rehab some of existing fleet
- Tri-Rail station area pedestrian improvements
- Planning and implementation of one Miami Freight Rail Corridor
- Broward Mobility Hubs
- New Palm Beach International Airport Station
- Planning study for V.A. Medical Center Tri-Rail Extension

- Exciting progress during FY 14-15
- Extensive changes anticipated in next year's TDP Annual Update
  - Tri-Rail Downtown Miami Link funding
  - Further Tri-Rail Coastal Link details and implementation strategies to be known
  - New SFRTA shuttle bus operations contract
- Continued advancement of projects as funding opportunities become available
  - But constrained by need for additional O&M funding

# TDP Schedule

- SFRTA PTAC endorsement-  
June 17, 2015**
  
- SFRTA Governing Board approval-  
August 28, 2015**
  
- Submittal to FDOT-  
September 1, 2015**

# SFRTA TDP Annual Update FY 2016-2025

[www.sfrta.fl.gov/transit-development-plan.aspx](http://www.sfrta.fl.gov/transit-development-plan.aspx)





FY 2016-2025

# SFRTA FORWARD PLAN

## *Transit Development Plan*



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# 1. INTRODUCTION

The South Florida Regional Transportation Authority (SFRTA) presents this annual update to its Transit Development Plan (TDP), *SFRTA: Moving Our Region Forward (SFRTA Forward)*. The TDP documents this agency's vision and strategic guide over a ten-year planning horizon.

Adopted in 2013, *SFRTA Forward* focuses on reinvigorating SFRTA's identity, mission and leadership role in developing premium regional transit services. Key to achieving its mission, SFRTA seeks to work with public and private sector partners to provide improved transit and associated economic development benefits.

This update describes accomplishments for the past year, evaluates the agency's efforts against the TDP's Goals and Objectives, and documents investment commitments for the next five years. Many exciting *SFRTA Forward* transit projects and concepts are presented, including some near-term projects that are poised to have a significant positive impact. These include:

- ◇ SFRTA Control of Dispatch and Maintenance for the South Florida Rail Corridor
- ◇ Tri-Rail Miami Airport Station at the Miami Intermodal Center (MIC)
- ◇ Tri-Rail Downtown Miami Link Initiative
- ◇ SFRTA Social Media Launch
- ◇ Tri-Rail Pompano Beach Station Improvements and a New SFRTA Operations Center
- ◇ Completion of West Palm Beach Station Improvements, East Side
- ◇ SFRTA New Northern Layover Facility
- ◇ Tri-Rail Coastal Link
- ◇ Provision of Additional Parking Spaces at Lake Worth Station
- ◇ New and Expanded Shuttle Bus Routes
- ◇ New Bicycle Cars

At the same time, SFRTA continues important work with regional agency partners and the private sector to advance other transformational projects, such as region-wide Tri-Rail expansion onto the Florida East Coast (FEC) Railway corridor (known as the Tri-Rail Coastal Link) and The WAVE modern streetcar in downtown Fort Lauderdale.

## TDP REQUIREMENTS

**SFRTA Forward** is consistent with the requirements for the State of Florida Public Transit Block Grant (PTBG) Program, a program enacted by the Florida Legislature to provide a stable source of funding for public transit. The PTBG requires public transit service providers to develop and adopt a 10-Year TDP per the Florida Department of Transportation (FDOT) requirements adopted on February 20, 2007. Major requirements of the rule include:

- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A public involvement plan must be developed and approved by FDOT or be consistent with the approved Metropolitan Planning Organization (MPO) public involvement plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings where the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community’s transit service demand (10-year annual projections) must be made using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.
- Consistency with approved local government comprehensive plans and the MPO’s Long Range Transportation Plans.

## TDP ANNUAL UPDATE COMPLIANCE CHECKLIST

Rule 14-73.001(4) Florida Administrative Code for TDP Annual Update Requirements	Pro-vided	TDP Section Reference
Past year’s accomplishments compared to original Implementation Plan	✓	Section 2.3 SFRTA Efforts and Accomplishments
Analysis of any discrepancies between the plan and its implementation for the past year and steps that will be taken to attain original Goals and Objectives if discrepancies exist	✓	Section 2 generally, and Section 2.3 specifically
Any revisions to the implementation program for the coming year	✓	Section 2.3, implementation updates; Section 4 and 4.3, 10-Year Capital Plan
Revised 10 <sup>th</sup> year implementation plan	✓	Section 4.3, 10-Year Capital Plan
New recommendations for the 10 <sup>th</sup> year	✓	Section 4.3, 10-Year Capital Plan
Revised financial Plan	✓	Section 4.3, 10-Year Capital Plan
Revised list of projects or services needed to meet goals and objectives, including projects for which funding may not have been identified.	✓	Section 4 and 4.3, 10-Year Capital Plan
Summary report on fare box recovery ratio, and strategies to improve it, per 341.071 F.S.	✓	See Appendix C, page A-10

## **ORGANIZATION OF *SFRTA Forward***

***SFRTA Forward*** is organized into four major sections (including Section 1, Introduction).

**Section 2:** Overview of SFRTA services and a summary of accomplishments and challenges since last year's TDP Minor Update (2014).

**Section 3:** Evaluation and update to the goals and objectives developed by SFRTA staff as a part of the SFRTA TDP Major Update in 2013. These goals and objectives were developed to reinforce SFRTA's vision to promote transit growth and improvement over the next decade

**Section 4:** The ***SFRTA Forward*** 10-year transit plan, including the 10-year implementation program and finance plan for SFRTA's operating and capital programs. The 10-year financial plan includes a cost feasible plan and a needs plan to reflect unfunded project needs.

In summary, this update continues the mission of the ***SFRTA Forward***, a plan that thinks big and focuses on reinvigorating the identity of SFRTA and evolving and expanding the leadership role of SFRTA to provide premium transit services throughout the South Florida region.

## **TRANSIT AGENCY CONTACT INFORMATION**

Agency: South Florida Regional Transportation Authority  
Contact: Vicki Gatanis  
Transportation Planner  
Telephone Number: (954) 788-7977  
Mailing Address: 800 NW 33rd Street  
Pompano Beach, FL 33064



## 2 SFRTA OVERVIEW AND EXISTING SERVICES

### 2.1.: HISTORY OF SFRTA

In January 1989, the Tri-Rail was established to provide interim commuter rail service along a 67-mile corridor between the West Palm Beach Station in Palm Beach County and the Hialeah Market Station in Miami-Dade County, following the 1988 FDOT purchase of the South Florida Rail Corridor (SFRC) from CSX Transportation, Inc. Between 1997 and 1998, Tri-Rail service was extended to the Mangonia Park Station in Palm Beach County and to the Miami Airport Station in Miami-Dade County.

In 2003, SFRTA, a tri-county federal public transit authority, was created by the Florida Legislature and enacted by the Florida Department of Transportation, transforming Tri-Rail into SFRTA. The purpose for creating SFRTA was to expand cooperation between Tri-Rail commuter rail services and county transit operators and planning agencies within Miami-Dade, Broward, and Palm Beach counties, with a vision to coordinate, develop, and implement a viable transportation system in South Florida that improves the quality of life and promotes sustainable growth for future generations.

### 2.2: SFRTA EXISTING TRANSPORTATION SERVICES

SFRTA operates Tri-Rail commuter rail service in Miami-Dade, Broward, and Palm Beach counties. The rail line goes as far south as Miami International Airport/Intermodal Center (MIA/MIC), and as far north as Mangonia Park in Palm Beach County. There are currently eighteen Tri-Rail stations open for service—six in Palm Beach County (Mangonia Park, West Palm Beach, Lake Worth, Boynton Beach, Delray Beach, and Boca Raton), seven in Broward County (Deerfield Beach, Pompano Beach, Cypress Creek, Fort Lauderdale, Fort Lauderdale/Hollywood International (FLL) Airport at Dania Beach, Sheridan Street, and Hollywood), and five in Miami-Dade County (Golden Glades, Opa-locka, Metrorail Transfer, Hialeah Market, and the new Miami Airport station at the MIC, which opened for service on April 5, 2015.) This station has been rebuilt and is connected to the airport via an escalator and people mover. SFRTA also operates a free shuttle bus program to and from select Tri-Rail stations, providing connecting service for Tri-Rail riders to numerous destinations in South Florida.

Map 2-1 displays the existing network of SFRTA's services, including Tri-Rail's commuter rail line and station locations and the SFRTA shuttle bus service network. Table 2-4 summarizes shuttle bus routes currently operated and/or funded by SFRTA.

Map 2-1: SFRTA Existing Service



## COMMUTER RAIL SCHEDULE

Weekday southbound Tri-Rail service operates from approximately 4:00 AM until 10:35 PM, with morning peak frequency of approximately 30 minutes and evening peak frequency of around 30 minutes.

Weekday northbound service runs from approximately 4:15 AM to 11:35 PM, with morning peak frequency of approximately 30 minutes and evening peak frequency of 20-40 minutes (Table 2-1).

Weekend and holiday service operates from 5:50 AM to 11:00 PM, and northbound service runs from 5:17 AM to 11:45 PM (Table 2-2).

Day of Travel	Operating Times	Peak Frequency
Southbound Weekday	4:00 AM - 10:35 PM	20-30 min AM and 25-30 min PM
Northbound Weekday	4:15 AM – 11:35 PM	20-40 min AM and 20-40 min PM
Southbound Weekend/Holiday	5:50 AM – 11:00 PM	60 min
Northbound Weekend/Holiday	5:17 AM – 11:45 PM	60 min

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Table 2-1: Commuter Rail Weekday Operating Schedule

SOUTHBOUND TO MIAMI AIRPORT - WEEKDAYS AM												
Train No.	P601	P603	P605	P607	P609	P611	P613	P615	P617	P619	P621	P623
Mangonia Park	4:00	4:40	5:20	6:00	6:20	6:40	7:00	7:30	8:00	9:00	10:00	11:00
West Palm Beach ✕	4:06	4:46	5:26	6:06	6:26	6:46	7:06	7:36	8:06	9:06	10:06	11:06
Lake Worth	4:15	4:56	5:36	6:16	6:36	6:56	7:16	7:46	8:16	9:16	10:16	11:16
Boynton Beach	4:20	5:02	5:42	6:22	6:42	7:02	7:22	7:52	8:22	9:22	10:22	11:22
Delray Beach	4:29	5:11	5:51	6:31	6:51	7:11	7:31	8:01	8:31	9:31	10:31	11:31
Boca Raton	4:35	5:17	5:57	6:37	6:57	7:17	7:37	8:07	8:37	9:37	10:37	11:37
Deerfield Beach	4:42	5:24	6:04	6:44	7:04	7:24	7:44	8:14	8:44	9:44	10:44	11:44
Pompano Beach	4:48	5:30	6:10	6:50	7:10	7:30	7:50	8:20	8:50	9:50	10:50	11:50
Cypress Creek	4:54	5:37	6:17	6:57	7:17	7:37	7:57	8:27	8:57	9:58	10:58	11:58
Fort Lauderdale	5:01	5:45	6:25	7:05	7:25	7:45	8:05	8:35	9:05	10:08	11:08	12:08
Fort Lauderdale Airport ✕	5:08	5:53	6:33	7:13	7:33	7:53	8:13	8:43	9:13	10:17	11:17	12:17
Sheridan Street	5:12	5:57	6:37	7:17	7:37	7:57	8:17	8:47	9:17	10:21	11:21	12:21
Hollywood	5:16	6:01	6:41	7:21	7:41	8:01	8:21	8:51	9:21	10:26	11:26	12:26
Golden Glades	5:25	6:10	6:50	7:30	7:50	8:10	8:30	9:00	9:30	10:35	11:35	12:35
Opa-locka	5:31	6:16	6:56	7:36	7:56	8:16	8:36	9:06	9:36	10:41	11:41	12:41
Metrarail Transfer	5:38	6:23	7:03	7:43	8:03	8:23	8:43	9:13	9:43	10:48	11:48	12:48
Hialeah Market	5:44	6:29	7:09	7:49	8:09	8:29	8:49	9:19	9:49	10:54	11:54	12:54
Miami Airport ✕	5:50	6:35	7:15	7:55	8:15	8:35	8:55	9:25	9:55	11:00	12:00	1:00

SOUTHBOUND TO MIAMI AIRPORT - WEEKDAYS PM													
Train No.	P625	P627	P629	P631	P633	P635	P637	P639	P641	P643	P645	P647	P649
Mangonia Park	12:00	1:00	2:00	3:00	3:30	4:00	4:25	5:00	5:30	6:15	6:45	7:40	8:40
West Palm Beach ✕	12:06	1:06	2:06	3:06	3:36	4:06	4:31	5:06	5:36	6:21	6:51	7:46	8:46
Lake Worth	12:16	1:16	2:16	3:16	3:46	4:16	4:41	5:16	5:46	6:31	7:01	7:56	8:56
Boynton Beach	12:22	1:22	2:22	3:22	3:52	4:22	4:47	5:22	5:52	6:37	7:07	8:02	9:02
Delray Beach	12:31	1:31	2:31	3:31	4:01	4:31	4:56	5:31	6:01	6:46	7:16	8:11	9:11
Boca Raton	12:37	1:37	2:37	3:37	4:07	4:37	5:02	5:37	6:07	6:52	7:22	8:17	9:17
Deerfield Beach	12:44	1:44	2:44	3:44	4:14	4:44	5:09	5:44	6:14	6:59	7:29	8:24	9:24
Pompano Beach	12:50	1:50	2:50	3:50	4:20	4:50	5:15	5:50	6:20	7:05	7:35	8:30	9:30
Cypress Creek	12:58	1:58	2:58	3:58	4:28	4:58	5:23	5:58	6:27	7:12	7:42	8:37	9:37
Fort Lauderdale	1:08	2:08	3:08	4:08	4:38	5:08	5:33	6:08	6:35	7:20	7:50	8:45	9:45
Fort Lauderdale Airport ✕	1:17	2:17	3:17	4:17	4:47	5:17	5:42	6:17	6:43	7:28	7:58	8:53	9:53
Sheridan Street	1:21	2:21	3:21	4:21	4:51	5:21	5:46	6:21	6:47	7:32	8:02	8:57	9:57
Hollywood	1:26	2:26	3:26	4:26	4:56	5:26	5:51	6:26	6:51	7:36	8:06	9:01	10:01
Golden Glades	1:35	2:35	3:35	4:35	5:05	5:35	6:00	6:35	7:00	7:45	8:15	9:10	10:10
Opa-locka	1:41	2:41	3:41	4:41	5:11	5:41	6:06	6:41	7:06	7:51	8:21	9:16	10:16
Metrarail Transfer	1:48	2:48	3:48	4:48	5:18	5:48	6:13	6:48	7:13	7:58	8:28	9:23	10:23
Hialeah Market	1:54	2:54	3:56	4:56	5:26	5:56	6:21	6:56	7:19	8:04	8:34	9:29	10:29
Miami Airport ✕	2:00	3:00	4:02	5:02	5:32	6:02	6:27	7:02	7:25	8:10	8:40	9:35	10:35

**L STOP** - Train may depart station as much as five (5) minutes ahead of schedule

## NORTHBOUND TO MANGONIA PARK - WEEKDAYS AM

Train No.	P600	P602	P604	P606	P608	P610	P612	P614	P616	P618	P620	P622
Miami Airport ✕	4:15	4:45	5:10	5:35	6:00	6:20	7:00	7:40	8:20	9:20	10:20	11:20
Hialeah Market	4:18	4:48	5:13	5:38	6:03	6:23	7:03	7:43	8:23	9:23	10:23	11:23
Metrorail Transfer	4:23	4:54	5:19	5:49	6:09	6:29	7:09	7:49	8:30	9:30	10:30	11:30
Opa-locka	4:29	5:00	5:25	5:55	6:15	6:35	7:15	7:55	8:36	9:36	10:36	11:36
Golden Glades	4:35	5:06	5:31	6:01	6:21	6:41	7:21	8:01	8:43	9:43	10:43	11:43
Hollywood	4:43	5:15	5:40	6:10	6:30	6:50	7:30	8:10	8:52	9:52	10:52	11:52
Sheridan Street	4:47	5:19	5:44	6:14	6:34	6:54	7:34	8:14	8:56	9:56	10:56	11:56
Fort Lauderdale Airport ✕	4:51	5:23	5:48	6:18	6:38	6:58	7:38	8:18	9:00	10:00	11:00	12:00
Fort Lauderdale	5:00	5:32	5:57	6:27	6:47	7:07	7:47	8:27	9:09	10:09	11:09	12:09
Cypress Creek	5:06	5:39	6:04	6:34	6:54	7:14	7:54	8:34	9:16	10:16	11:16	12:16
Pompano Beach	5:12	5:45	6:10	6:40	7:00	7:20	8:00	8:40	9:23	10:23	11:23	12:23
Deerfield Beach	5:18	5:51	6:16	6:46	7:06	7:26	8:06	8:46	9:29	10:29	11:29	12:29
Boca Raton	5:25	5:59	6:24	6:54	7:14	7:34	8:14	8:54	9:38	10:38	11:38	12:38
Delray Beach	5:30	6:04	6:29	6:59	7:19	7:39	8:19	8:59	9:44	10:44	11:44	12:44
Boynton Beach	5:38	6:13	6:38	7:08	7:28	7:48	8:28	9:08	9:53	10:53	11:53	12:53
Lake Worth	5:44	6:19	6:44	7:14	7:34	7:54	8:34	9:14	9:59	10:59	11:59	12:59
West Palm Beach ✕	5:55	6:30	6:55	7:25	7:45	8:05	8:45	9:25	10:10	11:10	12:10	1:10
Mangonia Park	6:05	6:40	7:05	7:35	7:55	8:15	8:55	9:35	10:20	11:20	12:20	1:20

## NORTHBOUND TO MANGONIA PARK - WEEKDAYS PM

Train No.	P624	P626	P628	P630	P632	P634	P636	P638	P640	P642	P644	P646	P648
Miami Airport ✕	12:20	1:20	2:20	3:10	3:50	4:30	4:50	5:20	5:48	6:20	6:50	7:50	9:40
Hialeah Market	12:23	1:23	2:23	3:13	3:53	4:33	4:53	5:23	5:51	6:23	6:53	7:53	9:43
Metrorail Transfer	12:30	1:30	2:30	3:20	4:09	4:39	4:59	5:29	5:57	6:29	6:59	7:59	9:49
Opa-locka	12:36	1:36	2:36	3:26	4:15	4:45	5:05	5:35	6:03	6:35	7:05	8:05	9:55
Golden Glades	12:43	1:43	2:43	3:33	4:21	4:51	5:11	5:41	6:09	6:41	7:11	8:11	10:01
Hollywood	12:52	1:52	2:52	3:42	4:30	5:00	5:20	5:50	6:18	6:50	7:20	8:20	10:10
Sheridan Street	12:56	1:56	2:56	3:46	4:34	5:04	5:24	5:54	6:22	6:54	7:24	8:24	10:14
Fort Lauderdale Airport ✕	1:00	2:00	3:00	3:50	4:38	5:08	5:28	5:58	6:26	6:58	7:28	8:28	10:18
Fort Lauderdale	1:09	2:09	3:09	3:59	4:47	5:17	5:37	6:07	6:35	7:07	7:37	8:37	10:27
Cypress Creek	1:16	2:16	3:16	4:06	4:54	5:24	5:44	6:14	6:42	7:14	7:44	8:44	10:34
Pompano Beach	1:23	2:23	3:23	4:13	5:00	5:30	5:50	6:20	6:48	7:20	7:50	8:50	10:40
Deerfield Beach	1:29	2:29	3:29	4:19	5:06	5:36	5:56	6:26	6:54	7:26	7:56	8:56	10:46
Boca Raton	1:38	2:38	3:38	4:28	5:14	5:44	6:04	6:34	7:02	7:34	8:04	9:04	10:54
Delray Beach	1:44	2:44	3:44	4:34	5:19	5:49	6:09	6:39	7:07	7:39	8:09	9:09	10:59
Boynton Beach	1:53	2:53	3:53	4:43	5:28	5:58	6:18	6:48	7:16	7:48	8:18	9:18	11:08
Lake Worth	1:59	2:59	3:59	4:49	5:34	6:04	6:24	6:54	7:22	7:54	8:24	9:24	11:14
West Palm Beach ✕	2:10	3:10	4:10	5:00	5:45	6:15	6:35	7:05	7:33	8:05	8:35	9:35	11:25
Mangonia Park	2:20	3:20	4:20	5:10	5:55	6:25	6:45	7:15	7:43	8:15	8:45	9:45	11:35

**L STOP** - Train may depart station as much as five (5) minutes ahead of schedule

Southbound trains board on Track 1 and northbound trains board on Track 2, unless otherwise announced at train station.

**Table 2-2: Commuter Rail Weekend and Holiday Operating Schedule**

<b>SOUTHBOUND TO MIAMI AIRPORT - WEEKEND/HOLIDAYS AM/PM</b>															
Train No.	AM SOUTHBOUND							PM SOUTHBOUND							
	P661	P663	P665	P667	P669	P671	P673	P675	P677	P679	P681	P683	P685	P687	P689
Mangonia Park	5:50	6:50	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50	5:50	6:50	9:00
West Palm Beach ✕	5:58	6:58	7:58	8:58	9:58	10:58	11:58	12:58	1:58	2:58	3:58	4:58	5:58	6:58	9:08
Lake Worth	6:08	7:08	8:08	9:08	10:08	11:08	12:08	1:08	2:08	3:08	4:08	5:08	6:08	7:08	9:18
Boynton Beach	6:14	7:14	8:14	9:14	10:14	11:14	12:14	1:14	2:14	3:14	4:14	5:14	6:14	7:14	9:24
Delray Beach	6:23	7:23	8:23	9:23	10:23	11:23	12:23	1:23	2:23	3:23	4:23	5:23	6:23	7:23	9:33
Boca Raton	6:29	7:29	8:29	9:29	10:29	11:29	12:29	1:29	2:29	3:29	4:29	5:29	6:29	7:29	9:39
Deerfield Beach	6:36	7:36	8:36	9:36	10:36	11:36	12:36	1:36	2:36	3:36	4:36	5:36	6:36	7:36	9:46
Pompano Beach	6:41	7:41	8:41	9:41	10:41	11:41	12:41	1:41	2:41	3:41	4:41	5:41	6:41	7:41	9:51
Cypress Creek	6:48	7:48	8:48	9:48	10:48	11:48	12:48	1:48	2:48	3:48	4:48	5:48	6:48	7:48	9:58
Fort Lauderdale	6:56	7:56	8:56	9:56	10:56	11:56	12:56	1:56	2:56	3:56	4:56	5:56	6:56	7:56	10:06
Fort Lauderdale Airport ✕	7:03	8:03	9:03	10:03	11:03	12:03	1:03	2:03	3:03	4:03	5:03	6:03	7:03	8:03	10:13
Sheridan Street	7:07	8:07	9:07	10:07	11:07	12:07	1:07	2:07	3:07	4:07	5:07	6:07	7:07	8:07	10:17
Hollywood	7:11	8:11	9:11	10:11	11:11	12:11	1:11	2:11	3:11	4:11	5:11	6:11	7:11	8:11	10:21
Golden Glades	7:20	8:20	9:20	10:20	11:20	12:20	1:20	2:20	3:20	4:20	5:20	6:20	7:20	8:20	10:30
Opa-locka	7:25	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25	6:25	7:25	8:25	10:35
Metrorail Transfer	7:32	8:32	9:32	10:32	11:32	12:32	1:32	2:32	3:32	4:32	5:32	6:32	7:32	8:32	10:42
Hialeah Market	7:38	8:38	9:38	10:38	11:38	12:38	1:38	2:38	3:38	4:38	5:38	6:38	7:38	8:38	10:48
Miami Airport ✕	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50	5:50	6:50	7:50	8:50	11:00

<b>NORTHBOUND TO MANGONIA PARK - WEEKEND/HOLIDAYS AM/PM</b>															
Train No.	AM NORTHBOUND							PM NORTHBOUND							
	P660	P662	P664	P666	P668	P670	P672	P674	P676	P678	P680	P682	P684	P686	P688
Miami Airport ✕	5:17	6:17	7:17	8:17	9:17	10:17	11:17	12:17	1:17	2:17	3:17	4:17	5:17	6:17	9:42
Hialeah Market	5:20	6:20	7:20	8:20	9:20	10:20	11:20	12:20	1:20	2:20	3:20	4:20	5:20	6:20	9:45
Metrorail Transfer	5:27	6:27	7:27	8:27	9:27	10:27	11:27	12:27	1:27	2:27	3:27	4:27	5:27	6:27	9:52
Opa-locka	5:33	6:33	7:33	8:33	9:33	10:33	11:33	12:33	1:33	2:33	3:33	4:33	5:33	6:33	9:58
Golden Glades	5:39	6:39	7:39	8:39	9:39	10:39	11:39	12:39	1:39	2:39	3:39	4:39	5:39	6:39	10:04
Hollywood	5:49	6:49	7:49	8:49	9:49	10:49	11:49	12:49	1:49	2:49	3:49	4:49	5:49	6:49	10:14
Sheridan Street	5:53	6:53	7:53	8:53	9:53	10:53	11:53	12:53	1:53	2:53	3:53	4:53	5:53	6:53	10:18
Fort Lauderdale Airport ✕	5:57	6:57	7:57	8:57	9:57	10:57	11:57	12:57	1:57	2:57	3:57	4:57	5:57	6:57	10:22
Fort Lauderdale	6:05	7:05	8:05	9:05	10:05	11:05	12:05	1:05	2:05	3:05	4:05	5:05	6:05	7:05	10:30
Cypress Creek	6:12	7:12	8:12	9:12	10:12	11:12	12:12	1:12	2:12	3:12	4:12	5:12	6:12	7:12	10:37
Pompano Beach	6:19	7:19	8:19	9:19	10:19	11:19	12:19	1:19	2:19	3:19	4:19	5:19	6:19	7:19	10:44
Deerfield Beach	6:25	7:25	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25	6:25	7:25	10:50
Boca Raton	6:33	7:33	8:33	9:33	10:33	11:33	12:33	1:33	2:33	3:33	4:33	5:33	6:33	7:33	10:58
Delray Beach	6:39	7:39	8:39	9:39	10:39	11:39	12:39	1:39	2:39	3:39	4:39	5:39	6:39	7:39	11:04
Boynton Beach	6:48	7:48	8:48	9:48	10:48	11:48	12:48	1:48	2:48	3:48	4:48	5:48	6:48	7:48	11:13
Lake Worth	6:54	7:54	8:54	9:54	10:54	11:54	12:54	1:54	2:54	3:54	4:54	5:54	6:54	7:54	11:19
West Palm Beach ✕	7:05	8:05	9:05	10:05	11:05	12:05	1:05	2:05	3:05	4:05	5:05	6:05	7:05	8:05	11:30
Mangonia Park	7:20	8:20	9:20	10:25	11:20	12:20	1:20	2:20	3:20	4:20	5:20	6:20	7:20	8:20	11:45

**L STOP** - Train may depart station as much as five (5) minutes ahead of schedule

**Table 2-3 Commuter Rail Passenger Activity**

*Source: Operations/Monthly Reports*

	Total Daily Boardings	On Time Performance
Fiscal Year 2015	4,292,705	83.5%
Fiscal Year 2014*	4,400,977	86.2%
Change in numbers	-108,272	
Percent Change	-2.5	-3.1%

	Weekday Boardings	On Time Performance
Fiscal Year 2015	3,615,034	81%
Fiscal Year 2014	3,726,169	84.5%
Change in Numbers	-110,432	
Percent Change	-3%	-4.1%

	Saturday Boardings	On Time Performance
Fiscal Year 2015	348,862	93.3%
Fiscal Year 2014	344,166	93.7%
Change in Numbers	4,696	
Percent Change	1.4%	-0.4%

	Sunday Boardings	On Time Performance
Fiscal Year 2015	328,484	92.9%
Fiscal Year 2014	330,642	92.2%
Change in Numbers	-2,158	
Percent Change	-0.65%	0.8%

\*Historically, from FY 2009 through FY 2015, Tri-Rail recorded its highest ridership in FY 2014 (4,400,977), and it's lowest in FY 2010 (3,604,526). FY 2015 is the second-highest ridership year recorded (4,292,705).

**Table 2-4: SFRTA Shuttle Bus Routes**

Tri-Rail Station	Shuttle Bus Routes	Start Time	End Time	Peaks Only Service	Week-end Service	Fiscal Year 14 Annual Ridership	Fiscal Year 15 Annual Ridership	Percent Change 2014-2015
Lake Worth	LKW-1	5:50	18:45	No	No	33,203	31,620	-4.8
Boca Raton	BR-1	6:05	19:25	Yes	No	30,757	41,345	34
Deerfield Beach	DB-1	5:35	19:25	Yes	No	33,169	42,120	27
Deerfield Beach	DB-2	5:30	19:45	Yes	No	29,998	28,752	-4
Pompano Beach	PB-1	4:55	19:45	Yes	No	26,378	25,949	-1.6
Cypress Creek 1	CC-1	5:11	19:20	Yes	No	38,179	41,824	9.5
Cypress Creek 2	CC-2	5:11	19:20	Yes	No	52,262	51,206	-2
Cypress Creek 3	CC-3	5:11	19:20	Yes	No	38,420	43,181	12.4
Ft. Lauderdale	FL-1	5:15	22:45	No	Yes	131,292	155,618	18.5
Ft. Lauderdale	FL-2	6:05	19:15	No	No	32,738	39,035	19
Ft. Lauderdale	FL-3	6:10	23:00	No	Yes (only)	50,787	51,377	1
FLL at Dania Beach-Weekday	FLA-1	4:55	23:05	No	Yes	293,254	299,400	2
FLL at Dania Beach-Weekend	FLA-1	5:30	22:50	No	Yes (only)	66,255	73,135	10
Sheridan Street	SS-1	6:00	19:10	Yes	No	15,858	16,030	1
Opa-locka South	South Link	5:45	18:30	No	No	122,829	123,982	0.9
<b>Total Ridership</b>						<b>995,379</b>	<b>1,064,574</b>	<b>7%</b>

## SHUTTLE BUS RIDERSHIP

The SFRTA Shuttle Bus System ridership increased 7.27% overall for the year for routes operated by SFRTA. Five other shuttle routes are operated by other agencies and funded via partnership with SFRTA:

- Boca Raton APOC East and Boca Raton APOC West Routes (50% partially funded by SFRTA)
- Ft. Lauderdale Northwest Neighborhood Community Link (50% partially funded by SFRTA)
- South Florida Educational Center (SFEC) Shuttle (50% partially funded by SFRTA)
- Delray Beach Roundabout (25% partially funded by SFRTA)

All SFRTA-operated routes are meeting the agency's minimum threshold of seven (7) passengers per hour and several routes set all-time highs in monthly ridership in the last year.

## PARK-AND-RIDE FACILITIES

Free parking at Tri-Rail stations is provided as a convenience to riders. Table 2-5 provides the inventory of available parking capacity at each SFRTA park-and-ride facility.

**Table 2-5: SFRTA Park-and-Ride Location and Capacity**

Tri-Rail Parking Capacity			
Tri-Rail Station	Total Parking Spaces	Tri-Rail Station	Total Parking Spaces
Mangonia Park	272	Fort Lauderdale	325
West Palm Beach	231	FLL at Dania Beach	450
Lake Worth	249	Sheridan Street	470
Boynton Beach	324	Hollywood	110
Delray Beach	129	Golden Glades	205
Boca Raton	159	Opa-locka	72
Deerfield Beach	236	Metrorail Transfer	44
Pompano Beach*	474	Hialeah Market	164
Cypress Creek	345	Miami International Airport	250

\* Parking currently closed for Operations Center construction and Station Improvements. Parking scheduled to reopen Fall of 2016.

## 2.3: SFRTA EFFORTS AND ACCOMPLISHMENTS SINCE LAST TDP

Since adoption of the 2014 SFRTA TDP Update, the SFRTA completed several key initiatives, and continues to make headway on goals and objectives that support the agency's vision and mission.

Major achievements for the year include:

- SFRTA Control of Dispatch and Maintenance for the South Florida Rail Corridor
- Opening of the Tri-Rail Miami Airport Station at the MIC
- Tri-Rail Downtown Miami Link Initiative
- Tri-Rail Pompano Beach Station Improvements and a new SFRTA Operations Center
- Completion of West Palm Beach Station Improvements, East Side
- SFRTA Northern Layover Facility funding
- New Palm Beach International Airport (PBI) Shuttle Funding and other Shuttle Bus Expansions
- Private Sector Procurement Contracts
- Social Media Launch

Updates on these and other significant initiatives for the past year are summarized below:

### **Premium Transit Implementation**

#### ***South Florida Rail Corridor (SFRC) – Dispatch and Maintenance***

On March 29, 2015, SFRTA assumed control of dispatch and maintenance-of-way on the CSX tracks, over the entire the South Florida Rail Corridor (SFRC). This milestone achievement gives SFRTA the authority to prioritize all train movements, passenger and freight, on the SFRC, and gives SFRTA the ability to resolve service issues more readily when incidents occur.

**Challenges and Corrective Actions:** SFRTA experienced a number of transitional difficulties during the first weeks of assuming corridor control, resulting in an increase of Tri-Rail train delays. SFRTA immediately committed to resolving these issues and to regaining rider's confidence and trust. The SFRTA Executive Director pledged to regain the agency's on-time performance and deliver the best possible train service. Within two weeks, on-time performance rose to 74 percent from an initial low of 58%, with a goal of 90 percent. The following measures were enacted:

- On May 4, 2015, trains were scheduled to depart exactly as scheduled.
- Live announcements about delays were instituted at all stations during rush hour, replacing automated messages.
- The 10 busiest stations were staffed with uniformed Tri-Rail Ambassadors at rush hour to answer questions and respond to problems, with the same planned for all 18 stations.
- More SFRTA staff was assigned to oversee daily operations. The agency's operations director relocated to work from SFRTA's Hialeah Yard to directly oversee contractors maintaining trains.
- Tri-Rail committed to a stringent maintenance program and to incorporating 11 new locomotives into service by June 2015.

### ***Tri-Rail Station Service at the Miami Intermodal Center (MIC)***

Marking a milestone achievement, on April 5, 2015, Tri-Rail opened its new Miami Airport Station at the Miami Intermodal Center (MIC). With this historic opening, Tri-Rail passengers can enjoy a seamless connection to the Miami International Airport and connect there with a range of transit services including direct access to airport terminals, Miami-Dade Transit's Metrorail and Metrobus service, the MIC's car-rental complex and taxi services; and in the future, to Amtrak, Greyhound and on-site bicycle lockers.

***Tri-Rail Coastal Link (TRCL):*** The TRCL project is planned to introduce new commuter rail service along 85 miles of the FEC rail corridor and provide new mobility, economic development and transportation choice to the traveling public. TRCL is planned to fully integrate its existing system with the FEC rail corridor to connect to and access the eastern FEC corridor and the region's most populous eastern cities between downtown Miami and Jupiter.

### ***Update: Tri-Rail Downtown Miami Link***

SFRTA was presented with a unique public-private opportunity to bring Tri-Rail service to downtown Miami at the All Aboard Florida (AAF) MiamiCentral Station on the FEC. SFRTA mobilized quickly, working with multiple partners to advance this shared goal. To date, formal funding commitments are pending with various public agencies, including the Citizens Independent Transportation Trust (CITT), City of Miami, FDOT, Miami Downtown Development Authority, Miami-Dade County, OMNI CRA, SEOPW/Park West CRA, and SFRTA. A \$68.9 million capital cost estimate was identified for all public sector infrastructure to implement the Tri-Rail Downtown Miami Link project.

Bi-weekly coordination conference calls continued with focus on operational issues and design of the shared AAF and TRCL downtown stations, with emphasis on the shared AAF/TRCL Downtown Miami station and processes necessary to implement an interim "Tri-Rail Downtown Miami Link" service.

### ***Other TRCL updates for the past year***

SFRTA participated in TRCL coordination meetings among SFRTA, FECI/AAF/FECR, and FDOT key senior staff to review infrastructure needs, develop cost estimates, and address implementation steps for an interoperable positive train control (PTC) system on FEC and SFRC corridors.

- The start of the TRCL Project Development Phase is scheduled to begin by the end of 2015.
- SFRTA and the South Florida and Treasure Coast Regional Planning Councils applied to the FTA TOD Pilot Program in November 2014, for grant funds to implement the Seven50 regional prosperity plan and advance activities supporting the Tri-Rail Coastal Link commuter rail project including comprehensive station area planning for six potential Tri-Rail Coastal Link (TRCL) stations; corridor-wide infrastructure assessment, station area bicycle and pedestrian plan, an affordable housing analysis, and regional TOD Fund business plan.

- The Palm Beach MPO's 2015 Transportation Improvement Program included full funding for SFRTA's Northern Layover and Light Maintenance Facility. Critical for TRCL expansion, this facility will increase capacity and efficiency for the Tri-Rail system. This year, SFRTA completed a property purchase needed to advance the project.
- The Palm Beach Northwood and Miami-Dade Iris projects are budgeted in FY 16 for construction/upgrade of the two rail connections to link the South Florida Rail Corridor to the FEC.
- TRCL technical refinements have resulted in updated estimated capital and right-of-way costs. Requests and strong interest from some jurisdictions have resulted in updated costs for some project segments, (such as Jupiter extension and Miami-Aventura). Further coordination with AAF and continued refinements during the Project Development phase may result in additional changes in the coming years.
- Extensive technical coordination continues between the AAF and TRCL project teams, with detailed analysis performed for train operations (AAF, FEC freight, and TRCL) and shared downtown stations in Miami, Fort Lauderdale, and West Palm Beach.

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Map 2-2: TRCL System Map



Map 2-3: TRCL Downtown Miami Link



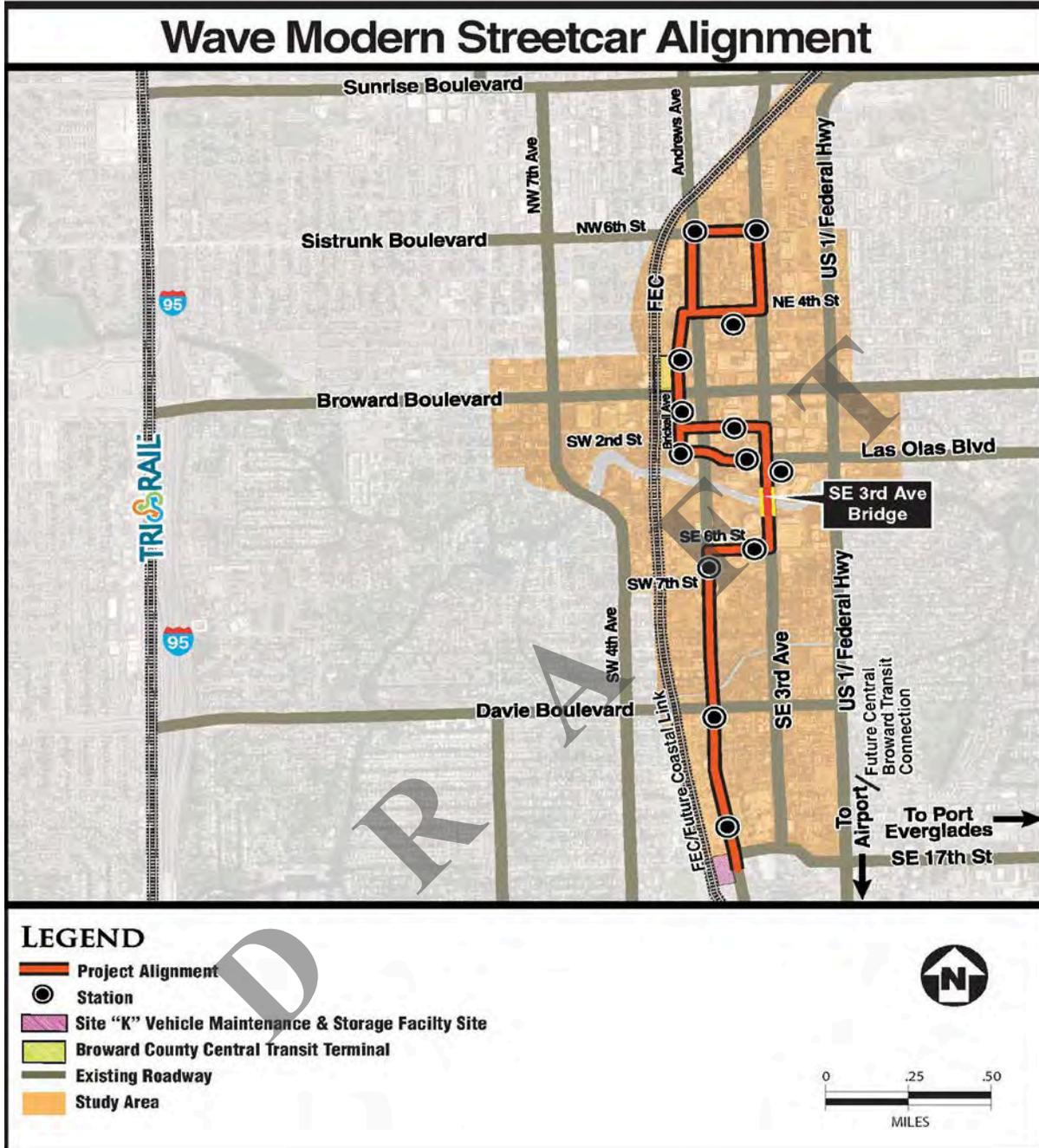
**The WAVE, Downtown Fort Lauderdale Modern Streetcar:** The WAVE is a 2.7 mile north/south streetcar line that will serve downtown Fort Lauderdale with auto-alternative premium transit to the area's growing residential and tourist populations, and to employment, commerce, government and entertainment venues. It will increase mobility, connect to regional bus and rail systems planned for the area, relieve congestion, and reduce air pollution in the city's most densely developed area. Projected to bring private investment, growth, and jobs to downtown Fort Lauderdale, the WAVE has broad support among local leaders and is considered to be the first link in a regional system for improved east/west and north/south connections. The proposed route is shown in Map 2-4 below.

*SFRTA is the sponsoring, implementing agency for the WAVE and responsible to administer the \$18 million Federal Transit Administration (FTA) grant awarded to this agency for the project. In 2013, SFRTA sponsored an FTA Small Starts Discretionary Grant application for an additional \$50 million in project capital funds. This funding is in the President's current proposed budget and pending Congressional approval.*

*Project partners with SFRTA are the Fort Lauderdale Downtown Development Authority (DDA), the Broward MPO, Broward County, Broward County Transit, the City of Fort Lauderdale, and FDOT. The partnership agreement, signed April 2013, allows FTA to release grant funds to SFRTA for project use.*

**WAVE Update:** SFRTA procured the Project Management Consultant Team, and the project Final Designer. Vehicle bid documents for procurement are in the final stages of completion, with construction expected as early as winter 2016, and revenue service in 2017. In January 2015, WAVE partners met with FTA to discuss funding and project system specification issues, following which the partners took formal actions on project aspects under their purview that will advance the project. Additionally, minor refinements were made at several stations along the route, and alternative routing, named "The Flagler Loop", was incorporated at the northern end of the project. The site for the Vehicle Maintenance and Storage Facility was relocated, necessitating extension of the route to the south. See updated Map 2-4.

Map 2-4: The WAVE Streetcar Route



## ***New Tri-Rail Railcars and Locomotives***

In 2014, SFRTA procured 12 new locomotives; four new Brookville locomotives were placed in revenue service during that period. Currently, six new locomotives are in service and six are undergoing testing SFRTA expects to have eleven of the twelve locomotives integrated into service by the end of 2015.

## **Regional Leadership and Coordination**

SFRTA continues to work and coordinate with partner agencies and develop new public-private partnerships. This year, SFRTA forged new partnerships with both public and private groups with the goal to bring Tri-Rail service to downtown Miami via the Tri-Rail Downtown Miami Link project. Table 2-6 summarizes the studies/committees throughout the South Florida region in which the SFRTA planning staff has participated over the past year. Partnership development and expansion actions taken this year include:

- **New Partnership Collaboration: AAF, FEC Railway, Local Municipalities, Local Business and Civic Associations, and FDOT:** SFRTA worked with multiple partners in a shared goal to fund and construct the Tri-Rail Downtown Miami Link to bring Tri-Rail service to Downtown Miami at AAF's MiamiCentral Station.
- **Miami-Dade Rail Opportunities:** In May 2015, SFRTA published "Miami-Dade Rail Opportunities" as a resource to help Miami-Dade County officials consider existing freight rail corridors for passenger service as part of a transportation investment strategy.
- **Multi-Agency Transportation Event:** SFRTA, Miami Dade Transit, and FDOT, in solidarity with transportation agencies nationwide, held a local "Stand Up 4 Transportation Day" event April 9, 2015 at the new Tri-Rail Miami Airport Station in the new MIC.
- **New Private Sector Contracting:** SFRTA signed major new private sector contracts for:
  - Dispatch (ten-year contract, \$10-12M)
  - Maintenance of Way (seven year contract, \$236M)
  - Environmental (\$3M)
- **Ongoing Partnerships:** SFRTA renewed contracts with both the South Florida and Treasure Coast Regional Planning Councils (SFRPC and TCRPC), and continues participating with the three local MPOs, as well as with the regional Southeast Florida Transportation Council (SEFTC) which this year adopted its 2040 Regional Long Range Transportation Plan.
  - SFRTA, SFRPC, and TCRPC applied to the FTA TOD Pilot Program in November 2014 for funding to implement the Seven50 Regional Prosperity Plan and advance activities supporting the Tri-Rail Coastal Link, including comprehensive station area planning for six potential TRCL stations; corridor-wide infrastructure assessment, station area bicycle and pedestrian plan, an affordable housing analysis, and regional TOD Fund business plan.

**Table 2-6: SFRTA Participation in Transportation Studies/Committees**

Regional Project Studies/Committees	SFRTA Participation/Involvement
Southeast Florida Transportation Council (SEFTC)	Regional Transportation Technical Advisory Committee
Tri-Rail Coastal Link	Multiple Miami-Dade public and private agencies; Project Steering Committee and Finance, Technical and Public Involvement/Outreach Sub-Committees
Miami-Dade MPO	Transportation Planning Council, Transportation Planning Technical Advisory Committee and LRTP Steering Committee
Broward MPO	Technical Coordinating Committee and LRTP Steering Committee
Palm Beach MPO	Technical Advisory Committee and LRTP Steering Committee
University Drive Mobility Improvements Study	Project Advisory Committee
Hollywood/Pines Boulevard Corridor Project	Project Advisory Committee
Urban Land Institute – Southeast Florida/Caribbean	Infrastructure Committee and Transportation Subcommittee

### Shuttle Bus Program

SFRTA’s Shuttle Bus program efficiency and productivity continues to increase, with over one million riders system-wide last year. The program’s staff has fostered successful partnerships, implemented route modifications, and increased visibility through marketing, new maps and website improvements.

The SFRTA Planning and Operations departments actively monitor shuttle bus system performance to ensure all routes meet the SFRTA Planning Technical Advisory Committee’s established minimum standard of seven passengers-per-hour. In February 2015, SFRTA’s Governing Board approved the Five Year Shuttle Bus Service and Financial Plan for FY 2016 through FY 2020. This Plan maintains all routes at the current funding level for FY 2016.

#### **New and expanded shuttle bus routes were implemented this year:**

##### **Expanded:**

- The Boca Raton BR1 shuttle: Previously operated with one bus, a second bus was added to the route during peak times in January 2015, increasing from 15 to 28 runs daily, for an 87% service increase overall.
- The Fort Lauderdale FL-1: A third bus was added to the AM service in FY14-15.
- The Fort Lauderdale FL-2: The route was modified to include 17<sup>th</sup> St. Causeway in FY14-15.

##### **New and Continued:**

- PBIA and Tri-Rail West Palm Beach Shuttle: Funding was approved in May 2015 for this new shuttle route. With this addition, all three regional international airports have a direct connection to and from corresponding Tri-Rail stations.
- SFRTA funding partnerships were extended for one more year with the City of Delray Beach for the Delray Beach CRA Roundabout Shuttle, and with the City of Opa-Locka for the South Route shuttle.
- A new five-year funding partnership agreement to continue partially funding the South Florida Educational Center (SFEC) was also approved by the SFRTA Governing Board.

## **Station Improvements**

SFRTA has continued to perform heavy maintenance at all of its Tri-Rail stations. These activities include the regular repairs, painting, and upkeep of the parking lots and station platforms.

The following activities were accomplished this year:

### ***New Operations and Dispatch Center and Tri-Rail Pompano Beach Station Project***

A construction contract for the new Operations Center and Parking Garage was executed and includes the Tri-Rail Pompano Beach Station project under the same design-build contract. The 75,000 square foot Operations Center will be sited on the east parcel of the Pompano Beach Tri-Rail Station. The Center will consist of a 3-story office building with a 150 seat boardroom, a customer service and dispatch operations center, and loading and receiving areas. A four-level, 400 parking space parking garage will support the Operations Center and parking for Tri-Rail passengers.

The new Operations Center has an aggressive development schedule, with construction scheduled to begin in May 2015 and be completed in March 2016. Construction includes substantial improvements to the adjacent Tri-Rail Pompano Station which is designed to Silver LEED standards. The new Operations Center and parking garage complement and are consistent with previously funded improvement plans at the Tri-Rail Pompano Beach station.

### ***West Palm Beach Station Improvements***

SFRTA worked with the City of West Palm Beach to complete numerous east side station improvements including enhancements to the parking lot entrance and north lot, together with new landscaping, irrigation, lighting, and clock tower/fountain features.

### ***Lake Worth Surplus Parking Lot Acquisition***

SFRTA purchased the supplemental Lake Worth Tri-Rail Station parking lot in April 2015 from FDOT. Ownership of this parcel ensures adequate Tri-Rail parking capacity, and may make future transit oriented development near the station possible in the future.

### ***Wayfinding Project***

This project was initiated to evaluate existing station signage and develop, procure and install an updated signage system. The project currently has 90% design approval and is anticipated to be completed within 16 months of vendor selection for fabrication and installation.

## **Customer Support and Outreach**

### ***Social Media Launch***

Tri-Rail is now on Social Media. Six new social media pages went live on January 28<sup>th</sup>, including Facebook, Twitter, Instagram, YouTube, LinkedIn, and Google+. SFRTA can now connect with riders through these platforms at all hours of the day, and can reach out to new riders and businesses with information about Tri-Rail. The SFRTA Corporate and Community Outreach staff monitors and posts across these accounts.

### ***New Safety Coordination Center***

SFRTA established the Public Safety Coordination Center to coordinate with all first responders, contractors and the public to resolve safety issues and hazards along the rail right-of-way and at-grade crossings.

### ***Train Safety Awareness Week***

From May 31-June 6, 2015, SFRTA continued its annual participation in Train Safety Awareness Week (TSAW), working with Operation Lifesaver, Amtrak, Bombardier, CSX Transportation, FTA, FDOT, Veolia, and the Wackenhut Corporation, as well as various law-enforcement agencies and first-responder teams throughout the region.

### ***Employer Discount Program***

To enhance commuter benefits and to meet the needs of employees of area businesses throughout the tri-county region, SFRTA continues to utilize the Employer Discount Program (EDP). The EDP enables employees of registered companies to save 25 percent off Tri-Rail fares on monthly and 12-trip passes. More than 3,000 companies are registered to receive benefits under the EDP.

### **Industry Involvement**

SFRTA participates as a partner/sponsor of relevant groups in the transportation industry, including the Conference of Minority Transportation Officials (COMTO) and the Women in Transportation (WTS) organization, as well as regional transportation summits and other related collaborative opportunities.

### ***Stand Up 4 Transportation Day***

Together with Miami Dade Transit, SFRTA participated in this local multi-agency transportation event held on April 9, 2015. In solidarity with transit agencies nationwide, the event was held at the new Tri-Rail Miami Airport Station in the new Miami Intermodal Center (MIC).

## ***Rail-Volution Conference***

SFRTA staff helped plan and organize the national Rail-Volution conferences in September 2014 and for October 2015. Rail-Volution is a national conference that focuses on building livable communities through activities that coordinate land use and transit. SFRTA is a national partner and participates on the National Steering Committee.

## ***APTA Sustainability and Public Transportation Conference***

SFRTA staff presented on South Florida's transportation and climate change initiatives at the 2014 APTA Sustainability and Public Transportation Conference in Boston, MA.

## **Awards**

### ***SFRTA Received the Federal Transit Agency SuperSTAR Award***

In May 2015, SFRTA received the SuperSTAR award from the FTA. This award is given to recognize outstanding agency achievement. FTA noted that SFRTA "consistently demonstrated the technical capacity to implement and deliver complex construction projects, and has been a great partner to FTA and its regional agencies. Most remarkably, it has shown exemplary business practices resulting in three Triennial Reviews in a row with zero findings."

### ***SFRTA's Finance Department received the following awards:***

The Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program), awarded by the Government Finance Officers Association (GFOA) to encourage and assist government agencies to go beyond minimum accounting requirements to prepare comprehensive annual financial reports with transparency and full disclosure, and to recognize agencies that succeed in achieving that goal.

The Distinguished Budget Presentation Award, awarded to recognize agencies that prepare budget documents of the very highest quality which reflect the guidelines established by the National Advisory Council on State and Local Budgeting, and the GFOA's best practices on budgeting.

### ***SFRTA's Procurement Department received the following awards:***

The Florida Association of Public Purchasing Officers (FAPPO), awarded for Excellence in Public Procurement in 2014. This award is given for organizational excellence in procurement and recognizes agencies that meet and exceed benchmarks and best practices in the Procurement Profession. The program is designed to measure innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function.

The 2014 National Procurement Institute (NPI) Achievement of Excellence in Public Procurement: this prestigious annual award program recognizes organizational excellence in public procurement. This award is earned by those organizations that demonstrate excellence in innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.



## 3. GOALS & OBJECTIVES

The strategic framework of *SFRTA FORWARD's* Goals and Objectives guide the agency's work to plan for and implement transit growth and improvement over the next decade. This section reviews SFRTA's progress relative to its Goals and Objectives, and contains work done in the past year to achieve them.

### VISION

SFRTA's core Vision goal is to take an active leadership role to expand regional premium transit. This year, SFRTA marked several milestone achievements in advancing this goal as it engaged with regional leaders and agencies to plan, fund, and develop new facilities and services. At the same time, the agency continued in its leadership role as FTA project sponsor for The Wave Modern Streetcar in Downtown Fort Lauderdale; and to lead various aspects of the Tri-Rail Coastal Link Study

The SFRTA participated in several planning efforts this year, including:

- ◇ *Expanded Regional Premium Transit:* SFRTA conducted extensive work to plan, fund and develop the Tri-Rail Downtown Miami Link to bring Tri-Rail service to downtown Miami in less than two years.
- ◇ *Education and Advocacy:* SFRTA and Miami Dade Transit, in solidarity with transit agencies nationwide, held a local "Stand Up 4 Transportation Day" event April 9, 2015 at the new Tri-Rail Miami Airport Station in the new Miami Intermodal Center (MIC).
- ◇ *FHWA Climate Resilience Pilot Project:* SFRTA presented on regional transit and land use initiatives at the Southeast Florida Regional Climate Compact's Transportation Workshop and served as chair for the Technical Advisory Committee .
- ◇ *The Urban Land Institute:* SFRTA serves on the ULI Infrastructure Committee and has co-sponsored transportation related events with ULI.
- ◇ *South Florida Transit Resource Guide:* In June 2015 SFRTA published the 2<sup>nd</sup> Edition of the South Florida Transit Resource Guide. This publication demonstrates the vital connection between transportation and land use in Palm Beach, Broward, and Miami-Dade Counties.

## PARTNERSHIPS

The SFRTA works to maintain, improve, and form new, strong partnerships in both public and private sectors. This year, SFRTA built upon existing partnerships while forging new ones to advance transformational projects that include Tri-Rail expansion onto the Florida East Coast (FEC) Railway corridor (known as the Tri-Rail Coastal Link) and The WAVE modern streetcar in downtown Fort Lauderdale.

- **New Partnership Collaboration.** All Aboard Florida, Local Municipalities, Local Business and Civic Associations, and the Florida Department of Transportation partnered with SFRTA to identify funding for the Tri-Rail Downtown Miami Link.
- **Ongoing Partnerships.** SFRTA renewed contracts with the South Florida and Treasure Coast Regional Planning Councils, and continues participating with the three local MPOs and the Southeast Florida Transportation Council (SEFTC).
- **New Private Sector Contracting and Maximizing Efficiency.** SFRTA signed major, new private sector contracts year, with contracts currently privatized at 91%.
- **Transit-Oriented Development Planning.** Together with local and regional partners, SFRTA initiated the Cypress Creek Mobility Hub Master Plan process in December 2014.
- SFRTA and South Florida and Treasure Coast Regional Planning Council applied to the FTA TOD Pilot Program on November 3, 2014, for grant funds to implement the Seven50 regional prosperity plan and advance activities supporting the Tri-Rail Coastal Link commuter rail project.

## QUALITY/PERFORMANCE

The SFRTA continues to evaluate ways to maximize performance, reliability, efficiency and capacity of the existing Tri-Rail system; and to plan and develop strategic capital investments. Major work accomplished this year to advance these aims includes:

- **SFRTA Control and Management of the South Florida Rail Corridor (SFRC).** In a pivotal accomplishment, on March 29, 2015, SFRTA assumed control of, and now directly manages dispatch and maintenance of way on the SFRC. This gives SFRTA control for scheduling all rail traffic on the SFRC for Tri-Rail's passenger trains, CSX's Transportation freight trains, and Amtrak intercity passenger trains.
- **New Miami Airport Tri-Rail Station and Service at the Miami Intermodal Center (MIC).** This new station opened on April 5, 2015 and provides a seamless connection to the airport via a short ride on the MIA Mover.
- **Tri-Rail Downtown Miami Link Initiative.** SFRTA conducted extensive work to plan, fund and develop the Tri-Rail Downtown Miami Link to bring Tri-Rail service to downtown Miami.
- **New Station and Facilities Identified and Funded.** The Northern Layover and Maintenance facility in Palm Beach County was adopted in the FY16 Palm Beach MPO Draft ten year work program and includes full funding in the outer years.

- **SFRTA New Operations and Dispatch Center and Tri-Rail Pompano Beach Green Station Demonstration Project.** Construction commenced in May 2015 for both projects on the existing Pompano Beach Station site and completion is projected for March 2016.
- **New Safety Coordination Center.** SFRTA established the Public Safety Coordination Center to coordinate with all first responders, contractors and the public to resolve safety issues and hazards along the rail right-of-way and at-grade crossings.
- **SFRTA Social Media.** In January 2015, six new SFRTA social media pages including Facebook, Twitter, Instagram, YouTube, LinkedIn, and Google+ went live. SFRTA now connects with riders through these platforms at all hours of the day, and can reach out to new riders and businesses with Tri-Rail information.
- **Wayfinding.** New station signage design was approved. SFRTA will next develop, procure and install the new signage.

**Other improvements furthering SFRTA's quality and performance include:**

- **Miami River-Miami Intermodal Center Capacity Improvement (MR MICC) Project.** Project development and extensive coordination continues with the Army Corps of Engineers, South Florida Water Management District, Miami River Community, and others to advance this project.
- **New Bicycle Cars and Lockers.** Bicycle cars are being readied for test runs in summer of 2015. Ten Bombardier passenger cars will be adapted for first floor bicycle parking of 18 bicycle cars.
- **Wi-Fi testing** is in final process to implement for the fleet of vehicles by the end of 2015.
- **Large scale passenger announcement system** is currently being planned. This will allow for a new, real time messaging system.

## SUSTAINABLE FUNDING

The SFRTA continues to work with numerous partners to secure funding to support and expand premium transit in the region. Funding options are under evaluation to support both the existing Tri-Rail system and the planned TRCL expansion. SFRTA continues to pursue participation in further funding and grant initiatives.

## ECONOMIC GROWTH

Through its role in operating the Tri-Rail system and facilitating its expansion onto the FEC Railway Corridor, the SFRTA works with the private sector and private agencies to identify ways to facilitate economic growth, particularly as it relates to transit. The SFRTA also works with partner agencies on various projects to better the region's growth opportunities. These efforts include, but are not limited to:

- **The Florida Freight and Mobility Plan (FMTP):** The purpose of this FDOT-initiated plan was to “define policies and investments that will enhance Florida’s economic development efforts into the future”. The FMTP contains a Policy and an Investment Element. The Investment Element, adopted in September 2014, includes projects for the Miami River –Miami Intermodal Center Capacity Improvement (MR MICCI) and Northwood Connector.
- **Florida Transportation Plan (FTP) and Strategic Intermodal System Policy Plan (SIS):** SFRTA participated in a FDOT workshop to develop a new State of Florida FTP and SIS policy plan. These plans will define a long-range policy guidance and expenditure framework for state and federal transportation funding.
- **WAVE Streetcar:** Actions were taken this year to advance this project. Streetcar lines have been shown to foster economic competitiveness and increase land values as they generate access to job centers, reduce travel times and thereby improve productivity, for commuters and business users. Research has shown that streetcars can be a sustainable and permanent transportation investment that anchors future growth, provides a major regional transportation component, and spurs economic development by enhancing mobility options as population grows. SFRTA continues to study the feasibility of new streetcar lines for the region and their related potential for economic development.
- **Miam-Dade Rail Opportunities:** In May 2015 SFRTA published “Miami-Dade Rail Opportunities” as a resource to help Miami-Dade County select targeted, strategic transportation investment to assist the County to reach its fullest economic potential.

# ENVIRONMENTAL SUSTAINABILITY

The SFRTA has made it a goal to maximize environmentally sustainable practices for both the current SFRTA/Tri-Rail system and for future projects. The following efforts are underway:

- **The Pompano Beach Green Station Demonstration Project at the Tri-Rail Pompano Beach Station and the New Operations Center:** A contract was let in May 2015 for construction of both a new Operations Center and the new station at the Tri-Rail Pompano Beach station site. SFRTA seeks a LEED Certification for the Center and station improvements which will be constructed with energy saving features. The Center will house administrative staff, a customer service call center, and a dispatch center to handle the agency’s newly assumed corridor dispatch functions. This combined construction project incorporates sustainable energy features which meet the Silver LEED Certification standard. These features include solar panels, LED lighting, and electric car charging stations in the Center garage.
  
- **Participation in Regional Planning Efforts:**
  - **FHWA Climate Resilience Pilot Project.** SFRTA chaired the grant’s Technical Advisory Committee and also presented on regional transit and land use initiatives at the Southeast Florida Regional Climate Compact’s Transportation Workshop.
  
  - **Southeast Florida Regional Climate Change Compact:** SFRTA attended the 2014 Regional Climate Change Conference organized by the Compact, and presented on regional transit and land use initiatives at the Compact’s Transportation Workshop on May 2014. SFRTA also initiated discussions with the Compact on incorporating environmental performance measures into South Florida’s Long Range Transportation Plans.



Rendering of New Operations Center and Tri-Rail Pompano Beach Station



## 4. SFRTA FORWARD PLAN

### 4.1 INTRODUCTION

This section presents an updated 10-year implementation program and finance plan for *SFRTA Forward* based on current and projected operating and capital budgets.

As documented in the 2013 TDP Major Update, the Great Recession created uncertainty regarding the funding available for public transportation at the federal, state, and local levels. As the economy continues to gradually improve and demands and needs increase, the SFRTA recognizes that expanding the agency's role and responsibilities beyond operating the existing Tri-Rail System (i.e. SFRC Dispatch, The WAVE, Tri-Rail Coastal Link, etc.) will require additional capital and operating funds to fully implement these initiatives.

SFRTA is committed to expanding Tri-Rail service to the FEC corridor with its proposed Tri-Rail Coastal Link (TRCL). Per the terms of the multi-party Tri-Rail Coastal Link MOU approved in May 2013, SFRTA is tasked with developing the project's finance plan. As part of this effort, SFRTA has led the activities of the Tri-Rail Coastal Link Finance Subcommittee investigated a wide variety of funding options to cover both capital and operating and maintenance costs. This year, SFRTA forged new partnerships to assemble public-private support and funding for an initial, critical component of TRCL. As planned, the Downtown Miami Link will extend service onto the FEC corridor and into the new All Aboard Florida MiamiCentral station.

At the same time, a sustainable dedicated funding source remains a pressing need in order to fund the recommended initiatives and alternatives in the *SFRTA Forward* plan. A combination of federal funds, state assistance, and local contributions, particularly from partnering local governments, will be crucial in meeting the unfunded needs. FDOT and SFRTA will cooperate in identifying and implementing a dedicated local funding source before July 1, 2019 when the dedicated funding from the State to SFRTA is scheduled to sunset.

## 4.2 OPERATING FORECAST

### Operating Expenses

SFRTA's operating costs for FY 2016, based on the adopted operating budget, total \$105.7 million. The majority of this is dedicated to the operation of the Tri-Rail system (operating contract, train maintenance contract, station maintenance contract, fuel, and New River Bridge dispatch). The major difference in the new FY 2016 budget is the costs associated with a full year of rail corridor Right of Way (ROW) maintenance. This expense increased greatly as the agency took over ROW maintenance and dispatch of the corridor in April 2015, and will continue to perform these duties in the years ahead.

**Table 4-1: SFRTA Operating Expenses**

	Adopted FY 2015-16
<b>OPERATING EXPENSES</b>	
Operating Contract	12,282,872
Train Maintenance Contract	17,216,912
Station Maintenance Contract	2,706,000
Station Safety Improvements	-
Feeder Service	6,049,897
Emergency Feeder Service	55,000
Security Contract	6,732,143
Insurance - Liability/Property/Auto	2,500,000
Train Fuel Contract	9,882,500
CSX Dispatch	-
SFRC Dispatch	3,999,207
Station & Office Utilities	700,000
Corridor Utilities	1,169,610
Revenue Collection	648,000
Corporate & Community Outreach	598,500
Legal Expenses	826,956
Personnel Services	11,294,866
SFRC Maintenance	26,851,339
Office Business Expense	1,138,400
Business Travel/Conferences	219,130
Dues & Subscriptions	150,793
General Training & Seminars	132,805
Professional Fees	1,037,900
Office Rent	792,700
Technical Support	55,000
Electronic Messaging Boards	120,000
Smart Card	78,000
APTA Peer Review	19,000
Alarm Systems	3,000
Uniforms	4,000
Reserve	-
Transfer to Capital Program	(1,575,000)
<b>TOTAL EXPENSES</b>	<b>\$ 105,689,530</b>

## Operating Revenues

SFRTA's operating revenues for FY 2015-2016, based on the adopted operating budget, total \$105.7 million. SFRTA's operating train revenues are generated through Tri-Rail fares. The remainder of the operating revenues is a combination of federal, state, and local funds received from each of the three counties in the South Florida region (Palm Beach, Broward, and Miami-Dade).

The SFRTA is committed to working with FDOT and other partners to identify a new dedicated revenue source that will cover continued operations for the existing Tri-Rail system and the Coastal Link expansion on the FEC Railway. The intent is to identify and secure a new dedicated revenue source prior to FY 2019, so that Tri-Rail Coastal Link service on the FEC can be implemented in an accelerated manner. Per HB 500 (signed into law in 2012) SFRTA's State-dedicated operating assistance is scheduled to sunset by FY 2020 and by then must be replaced with a new dedicated revenue source.

Table 4-2: SFRTA Operating Revenues

OPERATING REVENUES	Adopted FY 2015-2016
<b>TRAIN REVENUE</b>	
Train Service Revenue	13,272,273
Interest Income/ Other Income	325,000
<b>TOTAL TRAIN REVENUE</b>	<b>\$ 13,597,273</b>
<b>OPERATING ASSISTANCE</b>	
Statutory Dedicated Funding	13,300,000
Statutory Operating Assistance	17,300,000
Statutory Maintenance of Way	25,722,054
FTA Planning Grant	1,100,000
FTA Preventive Maintenance	19,922,912
FTA Designated Recipient Fees	150,000
FTA JARC/NF Program Fee	10,000
FTA JARC/NF Program Match	375,890
FHWA	4,000,000
FDOT JPA-Hialeah Station	-
FDOT JPA-MIC Safety Improvements	-
FDOT JPA-MIC Security	129,344
FDOT Flagging Reimbursement Agreement	500,000
City of Boca Raton-Shuttle Service	110,734
Miami-Dade Statutory Operating Assistance	1,565,000
Broward Statutory Operating Assistance	1,565,000
Palm Beach Statutory Operating Assistance	1,565,000
Other Local Funding	279,535
Gas Tax Transfer	1,896,895
SFRTA Reserves	2,599,893
<b>TOTAL ASSISTANCE</b>	<b>92,092,257</b>
<b>TOTAL REVENUE</b>	<b>\$ 105,689,530</b>

### 4.3 10-YEAR CAPITAL PLAN

The 10-year Capital Plan for FY 2016-2025 is provided below. It is based on the demand and mobility needs documented previously and SFRTA's Adopted Capital Budget and Five-Year Plan.

**Capital Expenses:** For the purposes of the *SFRTA Forward* plan, the Capital Budget has been expanded into a Capital Program. The first five years of the Capital Program originate directly from the SFRTA FY 2016 Capital Budget and the Five-Year Plan for FY 2017 to FY 2020. The latter years (FY 2021 to FY 2025) contain projects anticipated to receive funding together with a list of additional projects identified as priorities by SFRTA. Projects in this second five years are unfunded but should additional funding become available, projects could then be programmed into the first five years. Table 4-3 summarizes the programmed and planned capital expenses for *SFRTA Forward*.

The largest capital expense in the next decade will be implementing the Tri-Rail Coastal Link expansion at an estimated capital cost of \$700 million in FY 2021. It is important to emphasize that the implementation schedule developed by SFRTA staff and presented in Table 4-4 does not preclude the opportunity to advance or delay any of the projects included in the *SFRTA Forward* 10-year Capital Plan. As capital funding opportunities become available, this capital plan should be adjusted according to SFRTA's priorities during next year's TDP Annual Progress Report.

Notable changes in the capital expenses since last year include:

- *Northwood and Iris:* \$3,848,023 is budgeted in FY 16 for construction/upgrade of these two rail connections to link the South Florida Rail Corridor to the FEC.
- *The Wave Modern Streetcar:* \$66,290,753 is budgeted in FY 16. This amount reflects combined funding from FDOT, FTA, the Broward MPO, and the City of Fort Lauderdale, and Broward County.
- *Northern Loop, Wave Modern Streetcar:* The City of Fort Lauderdale provides \$5,755,581 in FY 16 for construction of the new, added alignment at the northern end of the Wave project.
- *Positive Train Control (PTC):* \$16,223,888 is budgeted in FY 16 for engineering, installation, project management and system testing for the Tri-Rail fleet.
- *MIC Rail Corridor:* \$1,200,000 of FDOT funding is budgeted in FY 16 for grade crossing improvements and construction on NW 25th and NW 28<sup>th</sup> Streets, near the Miami Airport Station at the MIC.
- *PBIA Shuttle Bus:* Initial new service between the West Palm Beach Station and the PBIA was funded.
- *New Boca Raton Station:* Funding is identified for this project in FY 2017 and 2018.

**Table 4-3: SFRTA Forward 10-Year Capital Plan**

Project List Yellow Highlight = 2nd 5yr Plan Projections	FY 15-16 ADPT'D CAPITAL	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21 PROJECTED	FY 22 PROJECTED	FY 23 PROJECTED	FY 24 PROJECTED	FY 25 PROJECTED
Northern Layover Facility			13,065,944	7,000,000	12,034,056					
Northwood & Iris Crossovers	3,848,023									
Service on FEC-TRCL	908,105	3,613,105	2,425,438	5,803,352		350,000,000	350,000,000			
Boca II		1,500,000	17,000,000							
WAVE	66,290,753	10,328,000								
Northern Loop	5,772,581									
Operations Center	19,300,000									
Dispatch Center	500,000									
New River Draw Bridge	889,000									
MIC Rail Corridor	1,200,000									
MIC TVMs & Networking	205,333		268,000							
MR-MICCI		15,000,000	12,000,000							
Pomp Beach/Delray Beach Sta Improve										
Station Beautification	168,000	168,000	168,000	168,000	168,000	168,000				
Opa Locka Parking Lot Improvements										
SFOMA Transition	455,000									
Transfer to Operating	1,896,895	1,896,895	1,896,895	1,896,895	1,896,895	1,896,895				
New Rolling Stock-TRCL					4,000,000	4,000,000				
New Rolling Stock (Rotem Cars)									25,000,000	
New Locomotives										
Locomotive Spare Parts	300,000		500,000	168,000	468,000	500,000				
TRCL Locomotive Rehab						1,000,000	9,000,000			
Preventive Maintenance	21,400,000	21,400,000	21,400,000	22,300,000	22,300,000	22,300,000				
Passenger Car Spare Parts										
Decolocstat										
Coach Wraps & Cameras										
Lower Door Control										
Rail Yard Improvements	100,000		100,000		300,000					
Hialeah Yard Electric Rewiring										
Heavy Station Maint/Construction	200,000	300,000			100,000					
Station Improvements	100,000			100,000	200,000					
Positive Train Control	16,223,888									
Environmental Mitigation	500,000									
Corridor Flagging	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000				
Passenger Information System	1,500,000									
Passenger Emergency Intercom										
Wayfinding		183,333								
Add Passenger Wi-Fi to Fleet										
Transit Oriented Dev (TOD II)	225,000	300,000		200,000	300,000					
Broward Mobility Hub										
Cypress Creek Mobility Hub			7,000,000							
West Palm Beach Intermodal										
Project Support/Administration	\$ -	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000				
Computer/Office Equipment/Software	500,000	500,000	200,000	200,000	300,000	150,000				
Planning & Capital Development		697,000		1,100,000	1,100,000	1,000,000				
General Engineering Consultants	1,250,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000				
Non-Revenue Fleet Vehicles	100,000		100,000		100,000					
Mold Mitigation										
Boardroom Audio-visual Equipment	25,444									
Debt Service	3,535,117	3,699,945	3,216,667	3,379,799	3,326,308	771,936				
Locomotive & Railcar Rehab						10,000,000				
New Rolling Stock									25,000,000	
Broward Mobility Hubs						12,720,000	12,720,000	12,720,000	12,720,000	12,720,000
Station Area Pedestrian Plan						2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Bike Storage Cars						1,000,000				
WPB Additional Parking (250)						3,000,000				
PBI Airport Station*		250,000*							5,100,000	11,900,000
Miami Freight Rail Corridors						7,500,000		125,000,000		
V. A. Hospital Extension									500,000	
Streetcar Feasibility Studies						800,000				
Federal Funds Unallocated		250,000			412,334	2,930,334				
County Gas Tax Funds Unallocated	3,431,550	3,266,722		1,458,954	1,803,463	2,057,835				
<b>TOTAL 2015 Adopted Capital Budget Fund Allocation by Project</b>	<b>\$ 152,024,689</b>	<b>\$ 67,003,000</b>	<b>\$ 83,240,944</b>	<b>\$ 47,175,000</b>	<b>\$ 52,209,056</b>	<b>\$ 40,175,000</b>				
<b>TOTAL of Projected Costs for 2nd Five Years</b>						<b>\$ 387,520,000</b>	<b>\$ 374,220,000</b>	<b>\$ 140,220,000</b>	<b>\$ 70,820,000</b>	<b>\$ 27,120,000</b>
<b>Total Prior Year Funds Expended</b>										
<b>Remaining Prior Year Funds</b>										

\*PBI Airport Station funding in Palm Beach TIP; will be added into the SFRTA FY16-17 Capital Budget

Yellow Highlighting Indicates Projected Funding



**Table 4-4 SFRTA Capital Revenues**

	ADOPTED FY 2015-16	FY 2016-2017 PROJECTED	FY 2017-2018 PROJECTED	FY 2018-2019 PROJECTED	FY 2019-2020 PROJECTED	FY 2020-2021 PROJECTED	TOTAL
<b>CAPITAL REVENUES</b>							
FTA Section 5307 - Formula Funds	\$16,915,000	\$16,915,000	\$16,915,000	\$16,915,000	\$16,915,000	\$16,915,000	\$101,490,000
FTA Section 5307 - STP Flex Funds							\$0
FTA Section 5309 - Rail Mod.							\$0
FTA Section 5309 - Safetea (Earmark)							\$0
FTA Section 5337 - State of Good Repair	14,050,000	14,050,000	14,050,000	14,050,000	14,050,000	14,050,000	\$84,300,000
FTA Section 5308 - Tigger Funds							\$0
FTA Section - Tiger Funds							\$0
FTA Section 5317 - New Freedom							\$0
FTA Small Starts	49,650,000						\$49,650,000
American Recovery & Reinvestment Act							\$0
FDOT GMR Funds				5,900,000			\$5,900,000
FDOT Urbanized Flex Funds			7,000,000				\$7,000,000
FDOT PTO Funds	500,000						\$500,000
FDOT JPA'S	27,721,355	15,000,000					\$42,721,355
FDOT Grade Crossing Agreement	1,200,000						\$1,200,000
FDOT Flagging Agreement	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	\$7,200,000
FDOT Trip Funds			14,500,000				\$14,500,000
FDOT FHWA Flex Funds				1,100,000			\$1,100,000
PBMPO Funds		1,500,000	21,565,944		12,034,056		\$35,100,000
BMPO Funds	1,800,000						\$1,800,000
City of Ft. Lauderdale	90,753						\$90,753
City of Ft. Lauderdale-Northern Loop	5,772,581						\$5,772,581
Taxing District							\$0
Broward County	5,815,000						\$5,815,000
Rotem Credit							\$0
SIB Loan	19,300,000						\$19,300,000
Unidentified WAVE Funding Source		10,328,000					\$10,328,000
County Gas Tax	8,010,000	8,010,000	8,010,000	8,010,000	8,010,000	8,010,000	\$48,060,000
<b>Total Capital Revenues</b>	<b>\$ 152,024,689</b>	<b>\$ 67,003,000</b>	<b>\$ 83,240,944</b>	<b>\$ 47,175,000</b>	<b>\$ 52,209,056</b>	<b>\$ 40,175,000</b>	<b>\$ 441,827,689</b>

Source: SFRTA Adopted Budget FY 2015-2016 and Five Year Plan, and TDP Analysis by SFRTA staff.

## 4.4 CONCLUSION

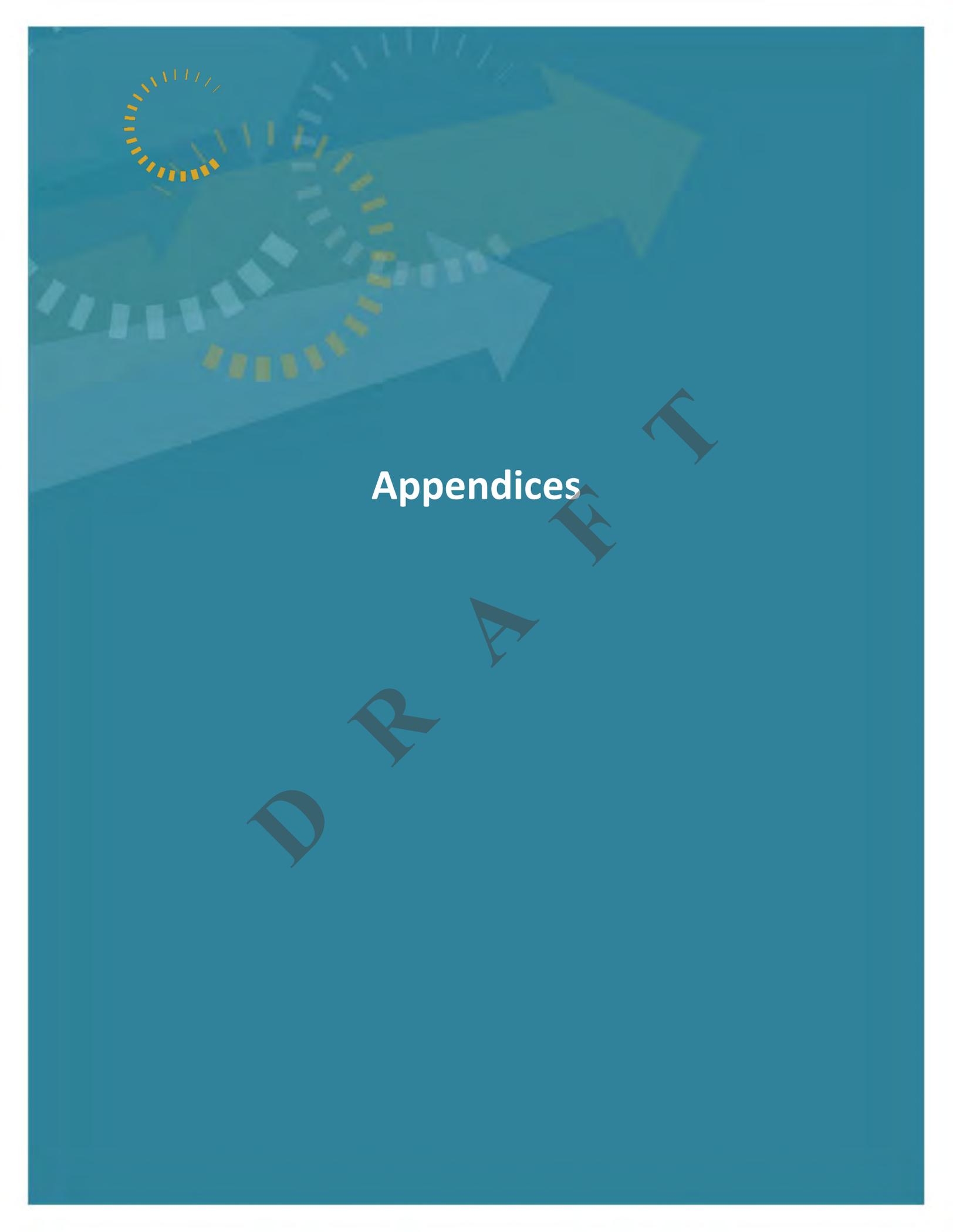
SFRTA's FY 2016–2025 Transit Development Plan Annual Update documents the investments that SFRTA is committed to making over the next five years, as well as its vision for additional priorities and improvements through FY 2025. As summarized in the **SFRTA Forward** Capital Plan presented earlier, many exciting transit projects and concepts are included throughout the 10-year period of **SFRTA Forward**, including some near-term projects that are poised to have a pivotal impact in the South Florida region.

These immediate improvements include the shift of rail corridor dispatch and maintenance duties to SFRTA, and the opening of the new Miami Airport Tri-Rail Station at the MIC, and construction of SFRTA's new Operations and Dispatch Center together with significant improvements to the Pompano Beach Station. Concurrently, SFRTA is working diligently with multiple partners to advance other premium transit projects, such as Tri-Rail expansion onto the FEC Railway corridor (Tri-Rail Coastal Link) and The WAVE modern streetcar in downtown Fort Lauderdale, which are poised to transform the transportation landscape in the South Florida region.

SFRTA is committed to expanding premium transit in the South Florida region. As capital and operating funding opportunities become available, the **SFRTA Forward** Capital Plan will be adjusted and these transformational projects advanced. In conclusion, **SFRTA Forward** is an ambitious plan that addresses the mobility needs of South Florida's growing and dynamic region, identifies a need for continued partnerships, and shows a commitment to expanded premium transit and associated economic development.



Tri-Rail Miami International Airport Station

The background is a solid teal color. In the upper left, there are several overlapping geometric shapes: a large light teal arrow pointing right, a smaller light teal arrow pointing up and right, and a yellow dashed circle. There are also other dashed lines in light blue and yellow scattered across the top half of the page.

## Appendices

**D R A F T**

## VISION

### **1. Goal 1: Take an active leadership role in expanding premium transit in the region.**

- 1.1. Continue successful track record of attracting competitive federal funding grants and awards.
- 1.2. Take necessary actions to implement and operate Tri-Rail Coastal Link (fully integrated Tri-Rail expansion onto the Florida East Coast Railway).
- 1.3. Serve as lead agency and FTA project sponsor for all future studies of Tri-Rail expansion.
- 1.4. Continue as project management lead and FTA project sponsor for development and implementation of The Wave Streetcar
- 1.5. Serve as coordinating agency and FTA project sponsor for development and implementation of future phases and extensions of the WAVE streetcar.
- 1.6. Build upon WAVE experience and expertise to encourage development of new, additional streetcar and light rail projects throughout the region.
- 1.7. Serve as the coordinating agency for future premium transit projects that cross county lines
- 1.8. Pursue development of needed new passenger rail service (commuter rail, DMU, light rail, or streetcar) on multiple rail corridors within the tri-county region.
- 1.9. Work with appropriate agencies in adjacent counties (i.e. Monroe, Martin, and St. Lucie) to investigate new premium transit services that would connect with the existing Tri-Rail system.
- 1.10. Coordinate with local governments and work with partner agencies to develop and apply economic development and land use initiatives to attract transit-oriented development around Tri-Rail stations.

### **2. Goal 2: Provide leadership in advocacy and education of the need for an expanded regional premium transit system.**

- 2.1. Increase public awareness of current challenging and inequitable funding policies towards transit.
- 2.2. Educate the public on the benefit of regional premium transit on the environment.
- 2.3. Increase public awareness of the need for changes in the project prioritization process.
- 2.4. Educate general public and private developers regarding the ability of premium transit to stimulate redevelopment and mixed-use, walkable development.
- 2.5. Continue participation and involvement with Transportation related groups such as American Public Transportation Associations, American Planning Association, Rail-Volution, American Railway Engineering and Maintenance-of-Way Association, WTS International, American Association of Railroads, Florida Public Transportation Association, Conference of Minority Transportation Officials, and Urban Land Institute.

## PARTNERSHIPS

### **3. Goal 3: Continue utilization of private sector contractors for majority of SFRTA services and operations.**

3.1. Continue to assess the appropriate mix of public and private services to maximize efficiency.

### **4. Goal 4: Develop and pursue partnerships with agencies/entities in both the public and private sector.**

4.1. Enhance public partnerships with the region's three metropolitan planning organizations (MPOs), the Southeast Florida Transportation Council (SEFTC), two regional planning councils (RPCs) and Florida Department of Transportation (FDOT) to expand passenger rail and premium transit.

4.1.1. Utilize the metropolitan planning process to develop effective long range plans, strategic TIPs and work programs, and logical funding priorities that reflect local desires.

4.1.2. Continue synergy and coordination between the SEFTC Regional Transportation Technical Advisory Committee (RTTAC) and SFRTA PTAC.

4.2. Develop strong partnerships with cities/towns and their community redevelopment agencies (CRAs) and downtown development authorities (DDAs).

4.2.1. Utilize the two regional planning councils and three MPOs as a vital conduit to build and further strengthen the relationship between SFRTA and local municipalities.

4.2.2. Establish service partnerships to support local circulator shuttle services that are connected to Tri-Rail.

4.2.3. Work with partner agencies to establish sustainable funding mechanisms.

4.2.4. Provide support to municipalities needing assistance in receiving FTA funds.

4.3. Develop a strong partnership with Florida East Coast (FEC) so that expanded freight activity, new passenger rail services, and real estate development opportunities along the FEC corridor can all succeed.

4.3.1. Work directly with FEI and FDOT to establish an agreed upon corridor access agreement for Tri-Rail Coastal Link service.

4.3.2. Partner with FEC to determine mutually beneficial roles that the railroad may have during the construction and operation of Tri-Rail Coastal Link.

4.3.3. Partner with FEC in the use of planned All Aboard Florida stations in the downtowns of Miami, Fort Lauderdale, and West Palm Beach.

## APPENDIX A: Goals and Objectives

- 4.4. Develop strong partnerships with the region's development community to advance transit-oriented development at existing Tri-Rail stations, future Tri-Rail Coastal Link stations, and adjacent to other future premium transit services.
  - 4.4.1. Utilize the Urban Land Institute (ULI) Southeast Florida/Caribbean Chapter as a vital conduit between SFRTA and the region's development community and additional related private sector institutions.
  - 4.4.2. Work to streamline and simplify the process for transit-oriented development to occur at Tri-Rail stations.

## QUALITY/PERFORMANCE

### 5. Goal 5: Maximize the performance, reliability, efficiency and capacity of the existing SFRTA/Tri-Rail system.

- 5.1. Continue to improve train reliability and on-time performance.
  - 5.1.1. Continue to exceed the Florida Transportation Commission (FTC) end-to-end on-time performance objective of 80%, with a target of 90+%.
- 5.2. Reduce vehicle failures/breakdowns.
  - 5.2.1. Exceed the FTC objective of 41,863 revenue miles between vehicle failures.
- 5.3. Continue to assess and rehabilitate locomotives and railcars for total fleet reliability.
- 5.4. Directly manage dispatch and maintenance responsibilities for the South Florida Rail Corridor.
  - 5.4.1. Procure and utilize a contractor for the maintenance of the corridor.
  - 5.4.2. Work to establish a dispatch center by December 2014.
- 5.5. Make strategic capital investments to improve the existing SFRTA/Tri-Rail system.
  - 5.5.1. Pursue implementation of new northern layover and maintenance facility at Mission Spur in Palm Beach County.
  - 5.5.2. Pursue implementation of Miami River-Miami Intermodal Center Capacity Improvement (MR-MICCI) project.
  - 5.5.3. Pursue additional crossovers, sidings, and other small track improvements at key locations along the rail corridor.
- 5.6. Expand parking structures/park-and-ride lot capacity at key locations
- 5.7. Pursue development of additional stations at strategic locations.
- 5.8. Continue to evaluate Tri-Rail train schedule for opportunities to improve service.

## **6. Goal 6: Improve the Tri-Rail passenger experience.**

- 6.1. Continually provide clear and up to date information to Tri-Rail passengers.
  - 6.1.1. Purchase and install a new passenger announcement system.
  - 6.1.2. Provide enhanced real-time information and announcements on station platforms.
  - 6.1.3. Upgrade and enhance the [www.tri-rail.com](http://www.tri-rail.com), [www.sfirta.fl.gov](http://www.sfirta.fl.gov) and [www.tri-railcoastallink.com](http://www.tri-railcoastallink.com) websites.
  - 6.1.4. Further improve existing passenger outreach methods such as EDP member e-mail blasts, VIP messages, and onboard newsletter.
  - 6.1.5. Meet and exceed FTC objective of 1 customer complaint per 5,000 boardings.
  - 6.1.6. Meet and exceed the FTC objective of a 14-day formal response time to customer complaints.
- 6.2. Provide enhanced passenger amenities.
  - 6.2.1. Pursue the feasibility of providing Wi-Fi access onboard and at stations.
  - 6.2.2. Provide additional power outlets for customer use onboard and at stations.
  - 6.2.3. Provide additional space for bicycles onboard trains.
  - 6.2.4. Explore the possibility of providing concessions at stations.
  - 6.2.5. Explore options to install additional Ticket Vending Machines on station platforms.
- 6.3. Improve the appearance and visibility of current and future Tri-Rail stations.
  - 6.3.1. Continue to monitor and improve existing Tri-Rail wayfinding signage.
  - 6.3.2. Continue to schedule heavy maintenance repairs.
- 6.4. Coordinate with all departments and contractors to implement an Incident Response Plan.
  - 6.4.1. In the event of an incident, take necessary measures to improve the conditions for those onboard the train.
  - 6.4.2. In the event of an incident, take the following measures to improve conditions for those at affected stations.
    - 6.4.2.1. Provide accurate real-time information via platform announcements.
    - 6.4.2.2. Create an Emergency Response Team comprised of select SFRTA personnel to be deployed to affected stations within 30 minutes of an incident to provide face-to-face customer service.

## APPENDIX A: Goals and Objectives

### 7. Goal 7: Improve connecting transit and transportation services.

- 7.1. Improve connections with county fixed route and fixed guideway services
  - 7.1.1. Coordinate with county transit providers on improving the scheduling and frequency of connecting county transit fixed route and fixed guideway services.
  - 7.1.2. Pursue station capital improvements that will enhance the efficiency, access, and circulation of connecting county bus routes.
  - 7.1.3. Work to establish a coordinated and simplified region-wide transfer fare policy between Tri-Rail and county operated transit services.
  - 7.1.4. Work with Miami-Dade Transit to maximize the effectiveness of Easy Card by having transfer fees (and various other steps) for non-monthly pass holders shifted to back-office calculations rather than directly to the user.
  - 7.1.5. Work with partner agencies to implement expansion of Easy Card (or another electronic fare card system that can be fully integrated with Easy Card) to all three counties
- 7.2. Work with cities and towns to provide enhanced municipal shuttle connections at Tri-Rail stations.
  - 7.2.1. Coordinate with local governments to further improve municipal shuttle services that currently connect with Tri-Rail.
  - 7.2.2. Pursue viable extensions of existing municipal shuttle bus routes (currently not connected with Tri-Rail) to serve Tri-Rail stations.
  - 7.2.3. Pursue partnerships with local governments on new local circulators or shuttle bus routes that would connect with Tri-Rail stations.
- 7.3. Assess and constantly reevaluate the connecting shuttle bus routes operated or funded by SFRTA.
  - 7.3.1. Further improve the performance and efficiency of the existing SFRTA shuttle system.
    - 7.3.1.1. Ensure that all shuttle routes meet or exceed the 7.0 passenger per hour standard established by SFRTA and the Planning Technical Advisory Committee (PTAC) in 2010.
    - 7.3.1.2. Continue to update the Five-Year Shuttle Bus Service and Finance Plan on an annual basis.
    - 7.3.1.3. Continue to utilize the SFRTA Planning Technical Advisory Committee (PTAC) as a steering and review committee for the SFRTA shuttle system.

- 7.3.2. Pursue new shuttle routes that would provide direct and convenient connections between Tri-Rail and major employment centers, activity centers, intermodal facilities, and educational facilities.
- 7.3.3. Pursue new SFRTA shuttle bus routes that will serve markets along the Florida East Coast (FEC) Railway corridor, growing ridership for future Tri-Rail Coastal Service
- 7.4. Maximize access and availability of alternative transportation modes at stations through the implementation of car and bicycle sharing facilities/programs and electric car charging stations.

## SUSTAINABLE FUNDING

### **8. Goal 8: Pursue funding opportunities to support both the existing SFRTA/Tri-Rail system and expanded premium transit in the region.**

- 8.1. Pursue and secure funding to provide SFRTA with a stable source of operating funds for existing transit services, future initiatives, and matching funds for state and federal funding programs.
- 8.2. Pursue participation in future local, regional, and state transit or transportation funding initiatives.
- 8.3. Pursue participation in state and federal funding programs, including Federal Transit Administration (FTA) New Starts, Small Starts, Discretionary Programs, TIFIA, State New Starts, SIS, and TRIP.
- 8.4. Seek private financing or partnerships for major expansion initiatives.
- 8.5. Work with local municipalities, community redevelopment agencies (CRAs), downtown development authorities (DDAs) and other entities to identify reasonable sources for additional operating funds for new and expanded premium transit services.

## ECONOMIC GROWTH

### **9. Goal 9: Facilitate economic growth and development throughout the region.**

- 9.1. Work with the private sector, local governments, Regional Planning Councils, and MPOs to attract and implement transit-oriented, walkable, mixed-use development around Tri-Rail stations and future Tri-Rail Coastal Link stations.
- 9.2. Accelerate growth and redevelopment along the FEC Railway corridor by implementing Tri-Rail Coastal Link.
- 9.3. Facilitate new streetcar service and its associated economic development to numerous locations throughout the region.

## APPENDIX A: Goals and Objectives

- 9.4. Minimize right-of-way acquisition or other land purchases in the development of projects, so that private sector and land owner opportunities are maximized and local tax revenue is enhanced.
- 9.5. Provide time savings, cost savings, and economic benefits to residents and employers that will result from an improved Tri-Rail system and a wide-reaching, expanded regional premium transit network.
- 9.6. Support, complement, and implement initiatives resulting from the completion of the Seven 50 Southeast Florida Prosperity Plan.
- 9.7. Pursue and advocate for projects on the SFRC and FEC corridors that will provide additional capacity for freight and goods movement.

## ENVIRONMENTAL SUSTAINABILITY

### **10. Goal 10: Maximize environmentally sustainable practices for both the current SFRTA/ Tri-Rail system and expanded premium services in the region.**

- 10.1. To the extent possible, utilize sustainable design practices for all new or upgraded facilities
  - 10.1.1. Construct the Pompano Beach Green Station Demonstration Project.
  - 10.1.2. Install LED lighting at all stations whenever possible.
  - 10.1.3. Install solar panels wherever feasible to take advantage of a renewable power source.
  - 10.1.4. Implement Naturescape/xeriscape practices at all stations.
  - 10.1.5. Install efficient water systems.
- 10.2. Procure new rail power and fleet vehicles that have low emission, hybrid, or alternative fuel characteristics.
  - 10.2.1. Exceed latest EPA emission standards.
  - 10.2.2. Utilize biodiesel as fuel for locomotives.
- 10.3. Increase sustainable/green practices for the agency offices/facilities.



# Regional System Map

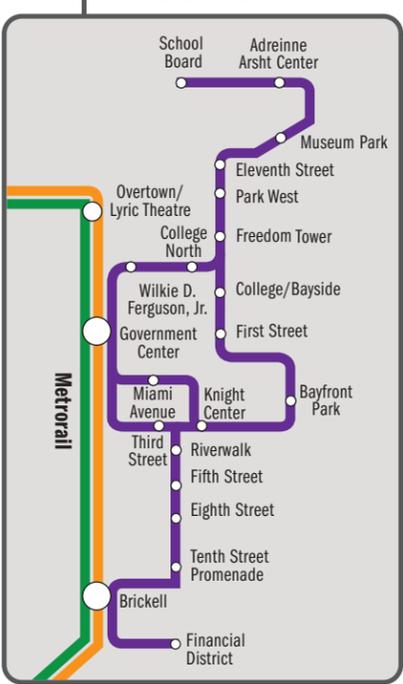
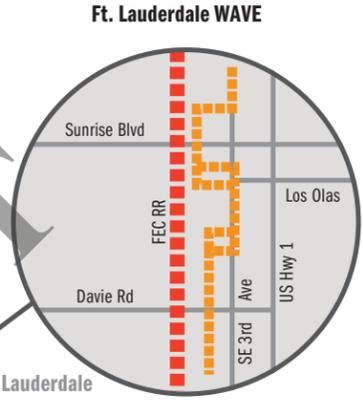
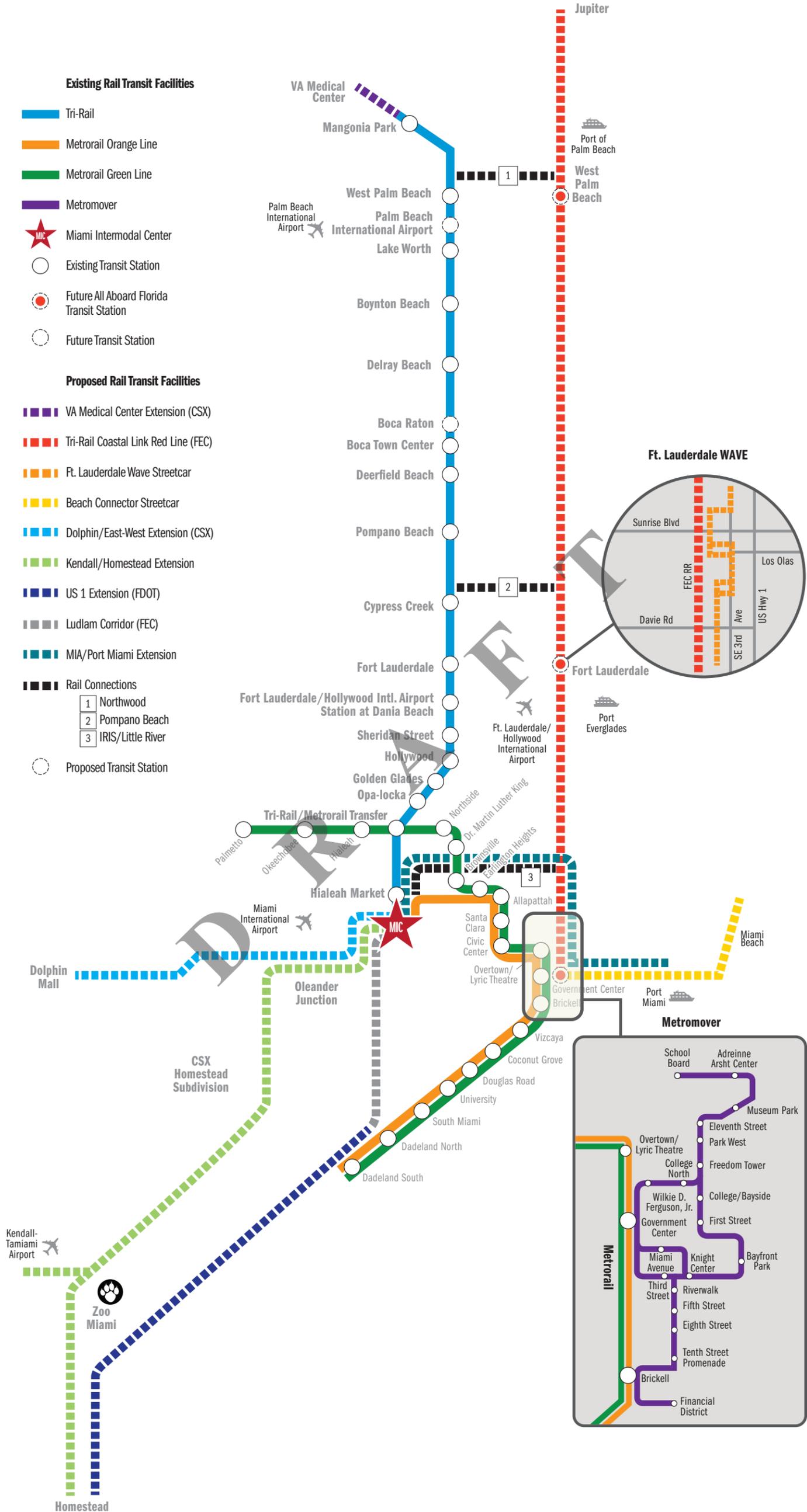


**Existing Rail Transit Facilities**

- Tri-Rail
- Metrorail Orange Line
- Metrorail Green Line
- Metromover
- ★ Miami Intermodal Center
- Existing Transit Station
- Future All Aboard Florida Transit Station
- Future Transit Station

**Proposed Rail Transit Facilities**

- - - VA Medical Center Extension (CSX)
- - - Tri-Rail Coastal Link Red Line (FEC)
- - - Ft. Lauderdale Wave Streetcar
- - - Beach Connector Streetcar
- - - Dolphin/East-West Extension (CSX)
- - - Kendall/Homestead Extension
- - - US 1 Extension (FDOT)
- - - Ludlam Corridor (FEC)
- - - MIA/Port Miami Extension
- Rail Connections
  - 1 Northwood
  - 2 Pompano Beach
  - 3 IRIS/Little River
- Proposed Transit Station



PALM BEACH COUNTY

BROWARD COUNTY

MIAMI-DADE COUNTY

### Background

The Florida Department of Transportation (FDOT) requires each Transit Development Plan to include a brief summary of the farebox recovery ratio, along with strategies implemented and planned to improve this ratio.

### SFRTA Fare Structure

SFRTA's commuter rail system, Tri-Rail, uses six zones for the purpose of fare determination. The weekday fare is determined by the number of zones through which a passenger travels. Fares range from \$2.50 to \$6.90 per one-way trip and \$4.40 to \$11.55 per round trip. SFRTA also operates shuttle bus services to and from many of its stations to connect areas surrounding the rail stations and the airports. These shuttle buses are free to Tri-Rail riders.

### Current Farebox Recovery Ratio

The farebox recovery ratio for Tri-Rail service in Fiscal Year 2014-2015 was 21.4 percent.

### Strategies That Will Affect the Farebox Recovery Ratio

The following are key strategies that SFRTA will employ to potentially contribute to continuing improvements in the farebox recovery ratio:

1. Increase in ridership and associated farebox revenue due to the reopening of the Miami Airport Station and its improved, direct connection to the airport terminal and multiple other transportation modes.
2. Increase in ridership and associated farebox revenue anticipated on the existing Tri-Rail system and the future expanded and integrated Tri-Rail system (including Tri-Rail Coastal Link).
3. Increase in ridership and associated farebox revenue on existing and future commuter rail services by enhancing the passenger experience through service and capital improvements identified in *SFRTA Forward*.
4. Increase in ridership and associated farebox revenue by providing an efficient and expanded network of shuttle buses, improving connections with local bus services, and providing enhanced infrastructure for accessing Tri-Rail stations through bicycling and walking.
5. Continue to monitor commuter rail and shuttle bus performance to determine if adjustments need to be made.
6. Conduct periodic rail and shuttle bus on-board surveys to gather customer information on how to make services more convenient and useful to patrons.
7. Continue to use marketing activities to educate citizens and visitors about SFRTA services and contribute further to increased ridership opportunities.
8. New inclusion of South Florida Rail Corridor (SFRC) dispatch and maintenance-of-way costs (under SFRTA control as of April 2015) as a Tri-Rail operating expense has a negative impact on the farebox recovery ratio. These additional costs negate SFRTA farebox recovery ratio gains that have been achieved in recent years.



TRI-RAIL COASTAL LINK ON THE FEC CORRIDOR

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SUMMARY EXPLANATION AND BACKGROUND: (Continued)

The following is a recent list of major TRCL related meetings and presentations:

Miami-Dade County Board of County Commissioners – 6/30

Palm Beach MPO Technical Advisory Committee (Northwood Rail Connection update) – 7/1

Palm Beach MPO Board (Northwood Rail Connection update) – 7/16

City of Miami – 7/23

Southeast Overtown/Park West CRA – 7/27

With the pending start of the Project Development (PD) phase for the overall TRCL project, activities of the official TRCL project committee structure will increase over the coming weeks. The following is a summary of the TRCL committee schedule and activities:

**Project (Executive) Steering Committee:**

A meeting of the TRCL Project Steering Committee was last held on April 29, 2015. Topics discussed at the meeting included recent FTA coordination, pre-National Environmental Policy Act (NEPA) tasks and progress, the tentative “Project Development” phase schedule, AAF and FECR coordination, Iris and Northwood rail connection status, and Downtown Miami Link efforts. The presentation from the April 29, 2015 meeting was included in the agenda package of the May 22, 2015 meeting of the SFRTA Governing Board. The next meeting of the Project Steering Committee is scheduled for September 30, 2015.

**Public Involvement/Outreach Sub-Committee:**

The next meeting of the Public Involvement/Outreach (PI/O) Sub-committee is scheduled for October 13, 2015.

**Financial Sub-Committee:**

The next meeting of the Financial Sub-committee is tentatively scheduled for September 16, 2015.

**Technical Sub-Committee:**

The next meeting of the Technical Sub-committee is scheduled for August 26, 2015. Key technical activities over the past year have been rail operations planning coordination (AAF, freight, and TRCL trains), details of the three AAF/TRCL downtown stations (Miami, Fort Lauderdale, and West Palm Beach), and all aspects of the proposed interim TRCL service to downtown Miami (now known as Tri-Rail Downtown Miami Link). Extensive coordination and review of information and data associated with the Downtown Miami Link has been a focus in recent months.

**Tri-Rail Downtown Miami Link:**

A time sensitive opportunity exists to gain access into the planned AAF “MiamiCentral” Station in Downtown Miami. AAF has offered to add two additional tracks in their station designed specifically for future Tri-Rail service. In return, AAF will allow access on the FECR into this station via the Iris/Little River rail connection between the South Florida Rail Corridor and Downtown Miami.

(Continued on Page 3)

TRI-RAIL COASTAL LINK ON THE FEC CORRIDOR

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SUMMARY EXPLANATION AND BACKGROUND: (Continued)

These station improvements, along with corridor upgrades to support passenger rail, will cost approximately \$68 Million to be paid by the public sector. SFRTA is working with local governments and FDOT to develop a funding package, although AAF has offered to finance all costs “up front.” Specific details and terms of an agreement among SFRTA, AAF and potentially FDOT were the subject of a meeting held on February 18, 2015 with SFRTA, represented by Commissioner Abrams and staff.

At the February, March, April, May, and June 2015 meetings of the SFRTA Governing Board, Executive Director Jack Stephens, Chairman Barreiro, and Commissioner Abrams provided status report updates that noted progress for various facets of the Tri-Rail Downtown Miami Link effort. In February, the Governing Board took action to develop a resolution of support for the Tri-Rail Downtown Miami Link, noting the project’s importance and its unique public-private-partnership opportunity. At that meeting, Commissioner Abrams announced an agreed upon \$1 million access fee (one-time payment) with FECI for a perpetual public commuter rail easement for the segment of the FEC Corridor between the Iris rail connection and Downtown Miami. In March, April, May, and June 2015, Executive Director Stephens relayed the actions and discussions at recent city and county meetings that have occurred as part of numerous briefings with elected officials. At the time of writing, local government/agency approval for Tri-Rail Downtown Miami Link funding had been received by the City of Miami, Miami-Dade County, Miami Downtown Development Authority (DDA), Omni CRA, and Southeast Overtown/Park West CRA. Approval by the State of Florida is still pending. Coordination and discussions with elected officials and various agencies regarding various aspects of the Tri-Rail Downtown Miami Link project are ongoing.

**FTA Briefing of TRCL Project:**

On August 11, 2015, FTA staff responsible for the discretionary grant programs, including the New Start Program, was briefed by William Cross, Director of Planning and Capital Development, along with a representative of FDOT, District IV. The key topic discussed was timing of the joint FDOT/SFRTA entry to PD request letter to FTA, now planned for later this fall. FTA staff wanted assurance that funding for the PD phase was in place and FDOT confirmed all funding was available.

**Denver Chamber Fly-In:**

SFRTA Board Member and Palm Beach County Commissioner, Steven Abrams and staff attended the *Greater Miami Chamber of Commerce Denver Transportation Fly-In* on August 5-7, 2015. This trip informed businesses, elected officials and transportation professionals about how Denver created and funded one of the most successful transit construction programs in the country. (Please see Exhibits 1-6.)

TRI-RAIL COASTAL LINK ON THE FEC CORRIDOR

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Recommended by: BCross 8/20/15 Approved \_\_\_\_\_  
Department Director Date Procurement Director Date

Authorized by: Joseph A. Stephens Approved as to Form \_\_\_\_\_  
Executive Director Date 8/20/15 General Counsel Date 8/20/15

# GREATER MIAMI CHAMBER OF COMMERCE

## Denver Transportation Fly-In | Working Agenda

as of 07.31.15

### Delegate Hotels

#### Crawford Hotel

1701 Wynkoop Street  
Denver, CO 80202

#### Oxford Hotel

1600 17<sup>th</sup> Street  
Denver, CO 80202

### Greater Miami Chamber Staff Contact

#### Daniel Tapia

305-484-6282 (mobile)

[dtapia@miamichamber.com](mailto:dtapia@miamichamber.com)

## Wednesday, August 5, 2015

### Travel day to Denver

5:30-7:30 p.m.

#### Welcome Reception | Greenberg Traurig, 1200 17<sup>th</sup> Street, #2400, Denver, CO

- Honorable Michael B. Hancock, Mayor, City of Denver
- Honorable Carlos Gimenez, Mayor, Miami-Dade County

## Thursday, August 6, 2015

8:00-9:45 a.m.

#### Working Breakfast Meeting | Oxford Hotel - Oxford Theater, 1600 17<sup>th</sup> Street, Denver, CO

- Welcome
  - Barry E. Johnson, President/CEO, Greater Miami Chamber of Commerce
- Objectives of Destination Denver Fly-In
  - Citizens' Independent Transportation Trust
- Welcome to Denver
  - Richard Scharf, President & CEO, Visit Denver
- Overview of the Denver Area Government, Economy and Demographics
  - Cary Kennedy, Deputy Mayor and CFO, City of Denver
- Overview of the Denver Regional Transportation District and FasTracks Program
  - Dave Genova, Interim General Manager, Denver RTD

10:00 a.m.-12:00 p.m.

#### Eagle P3 Commuter Rail Project and US 36 BRT Tour via Bus

Board at Union Station Bus Depot, 1701 Wynkoop Street, Denver, CO

12:00-1:30 p.m.

#### Working Lunch | Wynkoop Restaurant, 1634 18<sup>th</sup> Street, Denver, CO

- Host Sponsor Welcome
  - Miami Downtown Development Authority
- Denver Union Station Project
  - Frank Cannon, Development Director, Continuum Partners
- Applying the Denver Experience to Miami
  - Mike Reininger, President, All Aboard Florida (formerly Managing Partner, Union Station Neighborhood Company)

Agenda continues on reverse →



# GREATER MIAMI CHAMBER OF COMMERCE

## Denver Transportation Fly-In | *Working Agenda*

*as of 07.31.15*

- 1:30-3:00 p.m.**      **Light Rail System Tour via Light Rail Vehicle, West Line** | *Board at Union Station*
- Brenda Tierney, Tour Guide
- 3:00-5:00 p.m.**      **Working Sessions** | *Denver Metro Chamber of Commerce - 4<sup>th</sup> Floor Conference Room, 1445 Market Street, Denver, CO*
- FasTracks Campaign
    - Marla Lien, General Counsel, RTD
    - Heather Copp, CFO, RTD
  - The Eagle P3 - How was it Conceived and Implemented?
    - Roger Sherman, Chief Operating Officer, CRL Associates
  - The US 36 BRT P3 - How was it Conceived and Implemented?
    - Nick Farber, HPTe Operations Manager, Colorado Department of Transportation
- 5:00-6:00 p.m.**      **Break**
- 6:00-9:00 p.m.**      **Reception and Working Dinner** | *Oxford Hotel - Sage Room, 1600 17<sup>th</sup> Street, Denver, CO*
- Greater Miami Chamber of Commerce
  - Honorable Charles L. Sisk, Chair, Denver Regional Transportation District and former Chair of the Metro Mayors Caucus
  - Honorable Bill Vidal, Former Mayor, City of Denver and Executive Director, Coloradans for Reliable Electricity

### Friday, August 7, 2015

- 8:00-8:30 a.m.**      **Continental Breakfast** | *RTD Headquarters - Lower Level, 1600 Blake Street, Denver, CO*
- 8:30 a.m.-12:00 p.m.**      **Working Sessions** | *RTD Headquarters, 1600 Blake Street, Denver, CO*
- Technology: Light Rail/Commuter Rail/BRT - How Different Technologies Were Selected for Different Corridors | Accelerated Project Delivery - How did it Happen?
    - Pranaya Shrestha, Director of Capital Projects, RTD
- Break--
- Transit Oriented Development
  - Operations and Maintenance – Funding Strategies and Sources
    - Brian Middleton, Senior P3 Manager, Eagle Project
  - Lessons Learned on the P3
- 12:00-2:00 p.m.**      **Lunch on your own and close of program**



# GREATER MIAMI CHAMBER OF COMMERCE

## Denver Transportation Fly-In | Delegates

as of 07.31.15

### **Lourdes Reyes Abadin**

Executive Vice President and Manager of Florida Office  
Estrada Hinojosa & Company, Inc.

### ✓ **The Honorable Steven Abrams**

Commissioner - District 4, Palm Beach County

### **Humberto Alonso**

Vice President, Atkins

### **Jolie Balido**

*Public Relations Agency of Record, Greater Miami Chamber of Commerce*  
President and Co-founder, Roar Media

### **Diane Blagman**

Senior Director, Government Law & Policy Practice, Greenberg Traurig

### ✓ **The Honorable Bruno Barreiro**

Commissioner - District 5, Miami-Dade County

### ✓ **Javier Betancourt**

*Strategic Partnerships Committee Chair, Greater Miami Chamber of Commerce*

Deputy Director, Miami Downtown Development Authority

### **Mitchell Bierman**

*Transportation Committee Chair, Greater Miami Chamber of Commerce*  
Member, Weiss, Serota, Helfman, Cole & Bierman

### ✓ **The Honorable Esteban Bovo**

Commissioner - District 13, Miami-Dade County

### ✓ **Alice Bravo**

Director - Transit, Miami-Dade County

### **Kathie Brooks**

Assistant City Manager, City of Miami Beach

### ✓ **James Cromar**

Director of Planning, Broward Metropolitan Planning Organization

### ✓ **William Cross**

Director of Planning & Capital Development  
South Florida Regional Transportation Authority

### **Meg Daly**

Founder, Friends of the Underline

### ✓ **Harold Desdunes**

District Director of Transportation Systems Development, Florida  
Department of Transportation

### **Al Dotson Jr.**

*Executive Committee Member At-large, Greater Miami Chamber of Commerce*

Partner, Bilzin Sumberg

### **Glenn Downing**

Second Vice Chair, Citizen's Independent Transportation Trust

### **Alex Ferro**

Chief of Staff, Office of the Mayor, Miami-Dade County

### **Jose Fuentes**

Government Affairs Consultant, Becker & Poliakoff, P.A.

### ✓ **The Honorable Carlos Gimenez**

Mayor, Miami-Dade County

### **Jose Gonzalez**

Transportation Director, City of Miami Beach

### ✓ **Jose Gonzalez**

Senior Vice President, Florida East Coast Industries

### ✓ **Jesus Guerra**

Director, Miami-Dade County Metropolitan Planning Organization

### **Matt Haggman**

Program Director, Knight Foundation

### ✓ **Albert Hernandez**

Assistant Director-Transit, Miami-Dade County

### **Michael Llorente**

Partner, LSN Partners

### **Barry Johnson**

*President/CEO, Greater Miami Chamber of Commerce*



# GREATER MIAMI CHAMBER OF COMMERCE

## Denver Transportation Fly-In | Delegates

as of 07.31.15

✓ **Ric Katz**  
*Downtown Transportation Task Force Chair, Greater Miami Chamber of Commerce*  
President, Kommunikatz

**Jason King**  
Principal, Dover, Kohl & Partners

**Danet Linares**  
*New World Center (Downtown Miami) Committee Chair, Greater Miami Chamber of Commerce*  
Vice Chair, Blanca Commercial Real Estate

**Marcelo Llorente**  
Managing Partner, LSN Partners

**Al Maloof**  
Director, Government Relations, Genovese, Joblove & Battista, P.A.

**Ed Marquez**  
Deputy Mayor, Miami-Dade County

✓ **The Honorable Jean Monestime**  
Chairman - Board of County Commissioners, Miami-Dade County

✓ **The Honorable Dennis Moss**  
Commissioner - District 9, Miami-Dade County

**Dr. Pablo Ortiz**  
Associate Vice President, Florida International University

**Benjamin de la Pena**  
Director of Community and National Strategy, Knight Foundation

**Gerard Philippeaux**  
Chief of Staff, Office of the Chair, Miami-Dade County

**Joe Rasco**  
Director - Intergovernmental Affairs, Miami-Dade County

✓ **Michael Reininger**  
President/CEO, All Aboard Florida

**Eric Riel**  
Planning, Design + Transportation, Miami Downtown Development Authority

**Alyce Robertson**  
Executive Director, Miami Downtown Development Authority

✓ **Dr. Mark Rosenberg**  
*Chair-Elect, Greater Miami Chamber of Commerce*  
President, Florida International University

**The Honorable Marc Sarnoff**  
Commissioner - District 2, City of Miami

**Paul Schwiep**  
Chair, Citizen's Independent Transportation Trust

✓ **Charles Scurr**  
Executive Director, Citizen's Independent Transportation Trust

✓ **Vincent Signorello**  
President and Chief Executive Officer of Florida East Coast Industries (FECI)

**Jason Smith**  
Legislative Director - District 8, Miami-Dade County

**Ana Sotorrio**  
*Public Policy Committee Chair, Greater Miami Chamber of Commerce*  
President, ASTS Inc.

✓ **The Honorable Francis Suarez**  
Commissioner - District 4, City of Miami

**Daniel Tapia**  
*Director, Governmental Affairs, Greater Miami Chamber of Commerce*

**Anna Ward**  
First Vice Chair, Citizen's Independent Transportation Trust

✓ **Joseph Yesbeck**  
*Executive Committee Member -- Governmental Affairs Group Chair, Greater Miami Chamber of Commerce*  
Vice President, T.Y. Lin International

**Robert Villar**  
Chief Budget and Performance Reporting, Miami-Dade County





**Metro**  
**AUG**

**DESTINATION  
DENVER**

**The 2015  
Denver Transportation Fly-In  
August 5-7, 2015**

Publication produced by:



Miami Downtown Development Authority  
200 S. Biscayne Boulevard, Suite 2929  
Miami, FL 33131  
305.579.6675  
[www.miamidda.com](http://www.miamidda.com)

## WELCOME

The Miami Downtown Development Authority, Greater Miami Chamber of Commerce, Citizens' Independent Transportation Trust and Miami-Dade County welcome you to **Destination Denver: The 2015 Denver Transportation Fly-In**. The purpose of this trip is to find solutions and study financing options for Miami-Dade's pressing transit and transportation issues. This event is an outgrowth of the 2015 Transportation Summit where more than 500 community leaders came together and focused on the critical need for improved transportation.

On this Fly-In, we will meet with political, business and community leaders from Denver and learn first-hand how the area has been successful in implementing their ambitious transportation vision - the Denver FasTracks Program. FasTracks includes 122 miles of new commuter rail and light rail, as well as 18 miles of bus rapid transit, implemented through innovative joint development and public private partnerships.

As Miami's transportation leaders, it is up to us to take the lessons from this trip and apply them at home. So let's roll up our sleeves when we return and get to work on building our own version of FasTracks ... together, we can get Miami Moving!



## TRIP INFORMATION

### Hotels:

The Crawford Hotel  
 Denver Union Station  
 1701 Wynkoop Street  
 Denver, CO, 80202  
 (720) 460-3700

The Oxford Hotel  
 1600 17<sup>th</sup> St  
 Denver, CO, 80202  
 (303) 628-5400

### Help:

For assistance on the trip, please contact Daniel Tapia with the Greater Miami Chamber of Commerce: (305) 484-6282 | dtapia@miamichamber.com

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## SCHEDULE AT A GLANCE

### DAY 1 - Wednesday, August 5, 2015

All Day Travel to Denver  
 5:30pm **GT** Welcome Reception

### DAY 2 - Thursday, August 6, 2015

8:00am **CH** Working Breakfast Meeting  
 - Welcome & Objectives  
 - Denver/RTD Overview  
 9:45am **US** Bus Tour: US 36 Bus Rapid Transit (BRT)  
 11:00am **US** Bus Tour: East Line Commuter Rail  
 Noon **WR** Working Lunch  
 - Denver Union Station T.O.D.  
 - Applying the Denver Experience  
 1:30pm **US** LRT Tour: West Rail Line  
 3:00pm **DC** Working Sessions  
 - FasTracks Campaign  
 - Eagle P3 Concept & Implementation  
 - U.S. 36 Bus Rapid Transit (BRT)  
 6:00pm **OH** Reception and Working Dinner

### DAY 3 - Friday, August 7, 2015

8:00am **RTD** Continental Breakfast  
 8:30am **RTD** Working Sessions  
 - Technology, Project Delivery, O&M  
 - Transit Oriented Development  
 - P3 Lessons Learned  
 Noon — Lunch on Your Own  
 2:00pm — Close of Program

### MEETING LOCATIONS:

**GT** = Greenberg Traurig | **CH** = Crawford Hotel  
**US** = Union Station | **WR** = Wynkoop Restaurant  
**OH** = Oxford Hotel | **RTD** = Regional Transp. District  
**DC** = Denver Chamber of Commerce

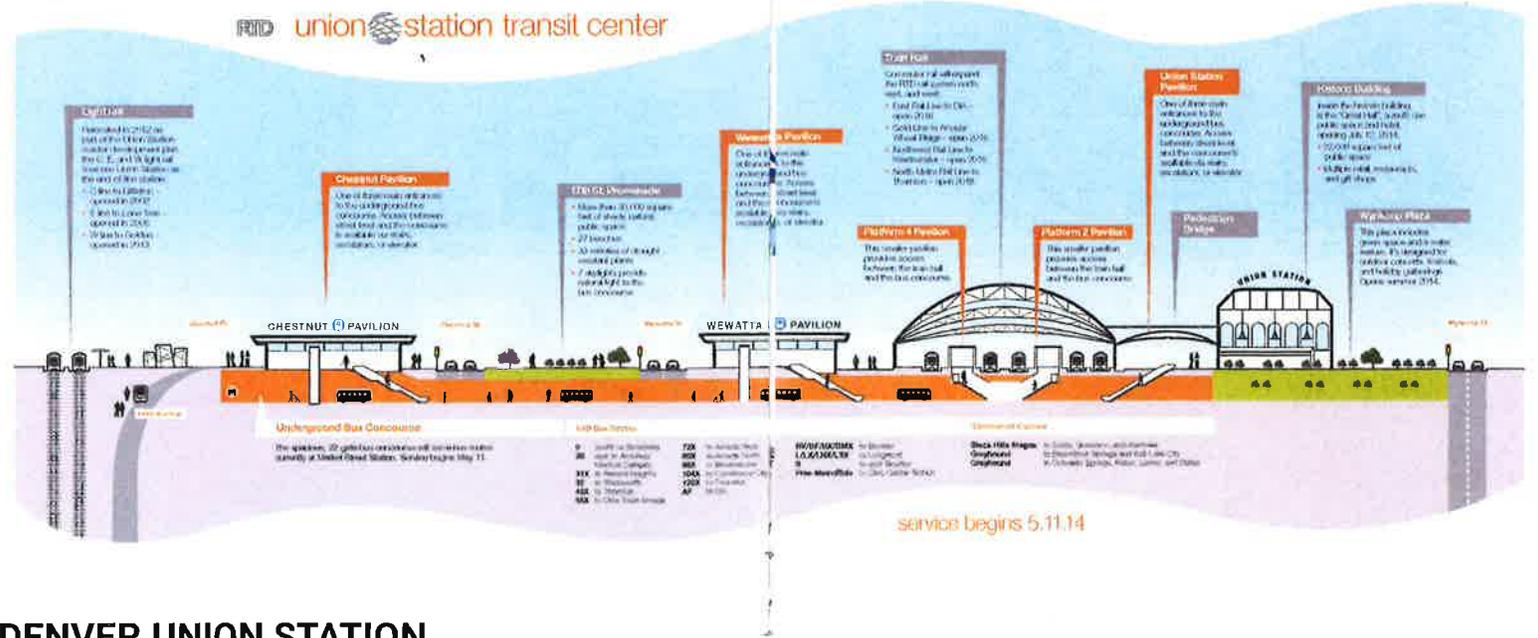
**RTD FasTracks**  
PROGRESS MAP



**DENVER TRANSIT FACTS**

Metro Denver Population: 2.9 million  
 RTD Service Area: 2,340 sq. m.  
 RTD Ridership: 344,381 riders/day  
 Number of Rail Lines: 6 Active  
 Miles of Track: 48 m. (active); 140 m. FasTracks/BRT

Number of Stations: 46 Active  
 RTD Budget: \$460 million  
 Transit Sales Tax: 1% (one Penny)  
 Annual Sales Tax Collection: \$290 Million



## DENVER UNION STATION

Denver's Union Station is part of RTD's 2004 voter-approved FasTracks plan to expand transit service across the Denver metro region.

As the intermodal hub for the region, Union Station integrates RTD's light rail and commuter rail lines, Amtrak rail service, regional buses, taxis, shuttles, and bicycle and pedestrian access. This includes: an eight-track commuter rail station; a 22-bay underground bus facility; and relocation of the Union Station Light Rail Station near the freight rail Consolidated Main Line.

The new Free MetroRide complements the 16th Street Free MallRide as another way to move people between Union Station and the Civic Center area to provide easy, convenient bus and rail connections.

The Union Station historic building was renovated into a boutique hotel, restaurants and retail establishments while maintaining the character of the Great Train Hall.

Info: [www.rtd-denver.com/UnionStation.shtml](http://www.rtd-denver.com/UnionStation.shtml)



**PROPOSED CORRIDORS**

North Corridor

Northeast Corridor /  
Tri-Rail Coastal link

East / West Corridor

BayLink

Douglas Road Corridor

South Corridor

Kendall Corridor

Miami Streetcar\*

Metromover Expansion†

**EXISTING CORRIDORS**

Metrorail

AirportLink

Tri-Rail

Metromover†

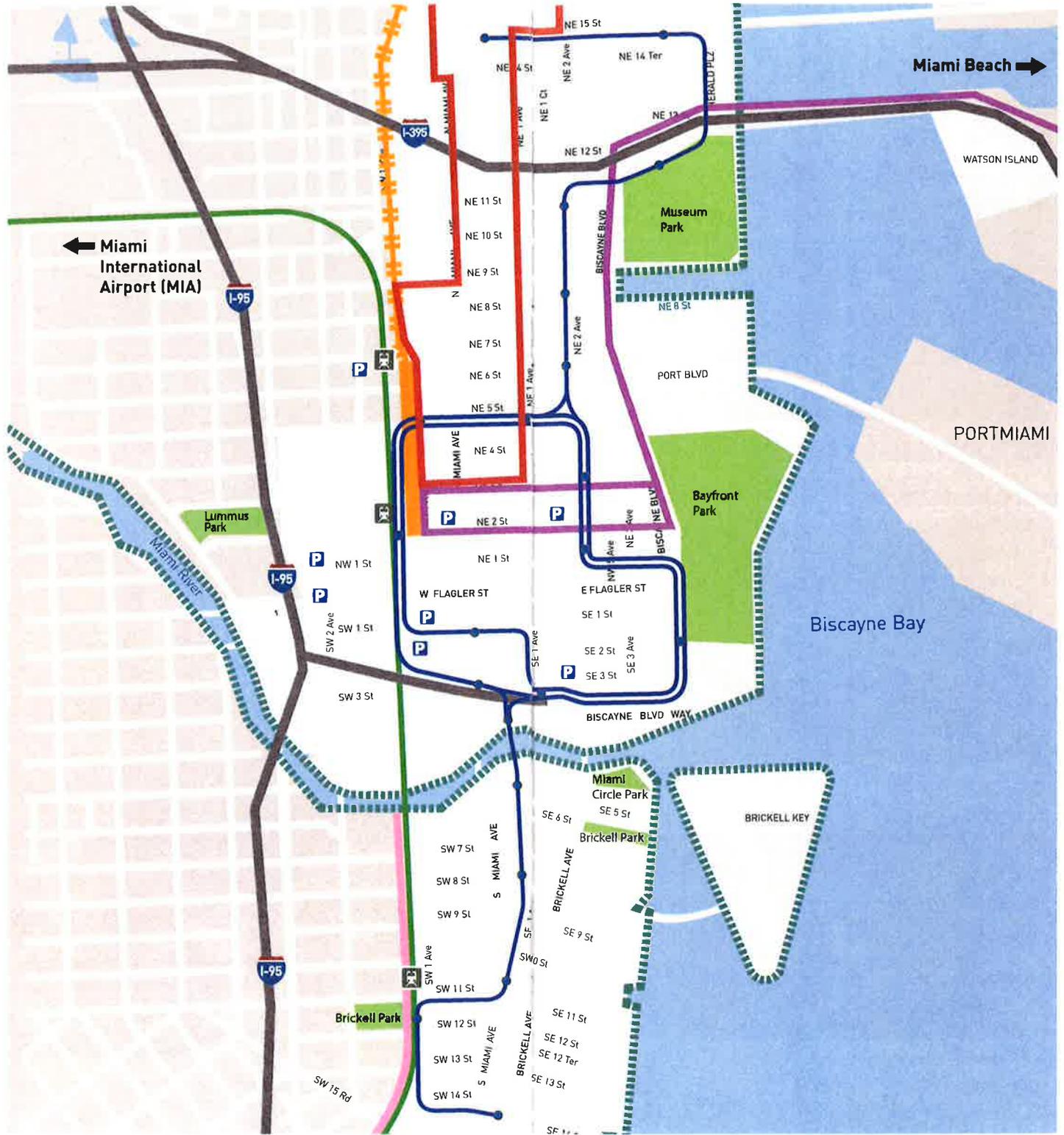
\*Not represented on map due to scale

**MIAMI TRANSIT FACTS**

Miami-Dade Population: 2.6 million  
 MDT Service Area: 306 sq.m.  
 MDT Ridership: 391,000 riders/day  
 Number of Rail Lines: 2 Metrorail; 3 Metromover  
 Miles of Track: 25 Metrorail; 4.4 Metromover

Number of Stations: 23 Metrorail; 22 Metromover  
 MDT Operating Budget: \$490 million  
 Transit Sales Tax: 0.5% (1/2 penny)  
 Annual Sales Tax Collection: \$240 Million

Info: [www.miamidade.gov/transit](http://www.miamidade.gov/transit)



## DOWNTOWN MIAMI TRANSIT PRIORITIES

### Coming Soon (funded &/or under construction)

- MiamiCentral Station
- All Aboard Florida
- Tri-Rail Downtown Miami Link

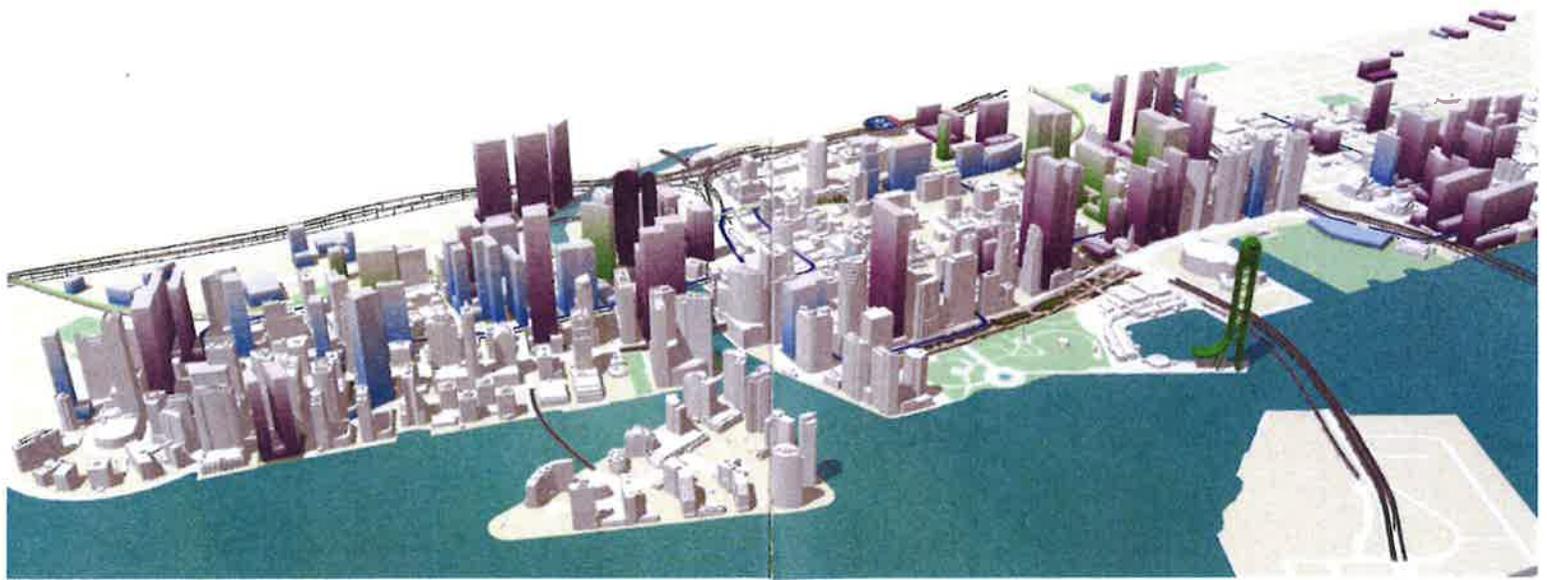
### In The Works (planned)

- Tri-Rail Coastal Link
- BayLink
- Miami Streetcar
- The Underline

### Existing

- Metrorail
- Metromover
- Miami Trolley\*

\* not shown on map



## DOWNTOWN MIAMI DEVELOPMENT

### ■ Under Construction

- 10,000 Residential Units
- 1.1 Million SF Office
- 1.5 Million SF Retail
- 1,800 Hotel Units

### ■ Planned

- 3,000 Residential Units
- 900,000 SF Retail
- 2,000 Hotel Units
- 602,000 SF Meeting Space

### ■ Proposed

- 15,000 Residential Units
- 2.5 Million SF Office
- 1.6 Million SF Retail
- 2,100 Hotel Units

## DOWNTOWN MIAMI FACTS

Greater Downtown Population:	80,750
Daytime Population:	220,000
Avg. Household Income:	\$95,928
Hotel Rooms	7,471 rooms
Greater Downtown Area:	4 sq.m.
DDA District Taxable Value:	\$15 Billion
Metromover Ridership:	35,000 riders/day

**Economic Impact:** Downtown Miami has a considerable economic impact on the State of Florida, with 305,000 jobs, \$21 billion of personal income, and \$28 billion in Gross State Product generated on an annual basis (2012). This results in an economic impact on par with, or greater than, MIA, PortMiami, and Disney World.

## MAJOR PROJECTS



**Brickell City Centre**



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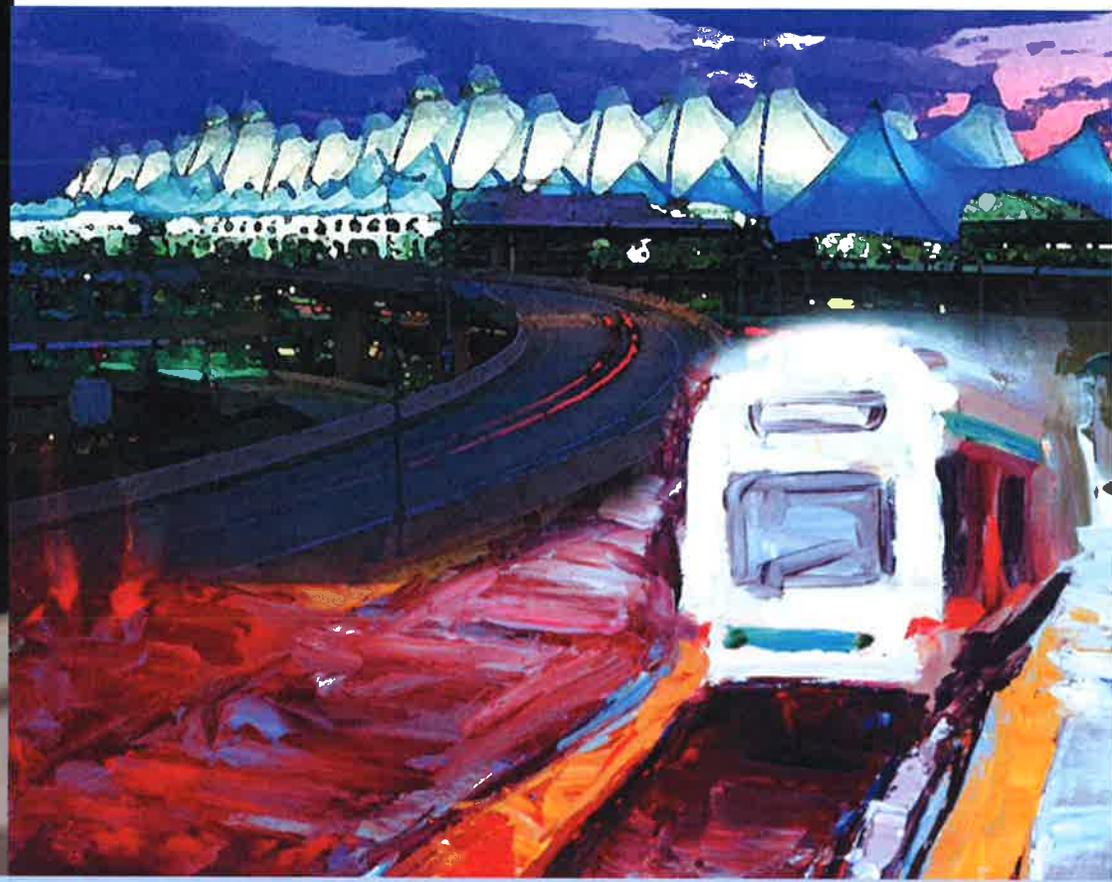
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Dave  
Genova, CEO

**RTD** **FasTracks**  
Eagle P3 Project



## Eagle P3 Project Procurement Lessons Learned





August 31, 2011

As the Regional Transportation District (RTD) implements one of the largest transit Public-Private Partnership (P3) in the nation, we wish to share our experience with the transportation industry. The idea is for the industry to gain knowledge from our "lessons learned" in implementing the Eagle P3 Project as part of RTD's FasTracks transit expansion program, and use them as a guide in the building and rebuilding of our nation's transportation infrastructure.

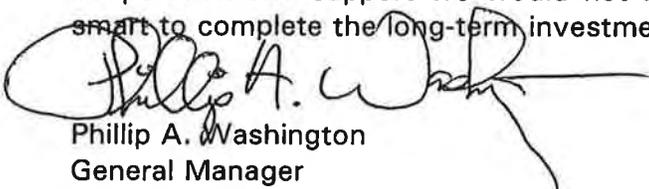
The key lessons learned from the Eagle P3 procurement are:

- RTD created a tremendously competitive environment and engaged the private sector in such a way that resulted in the winning bid coming in \$300 million below internal budget estimates.
- Though a long term, well-funded surface transportation reauthorization bill is needed, RTD proved that the "Three-legged Financing Stool"—private sector financing (in our case - \$486 million), local investment in the form of dedicated sales tax, and federal funding (\$1.03 billion Full Funding Grant Agreement)—could very well be the financing model to build mega infrastructure projects in the future.
- Empowering your team, holding them accountable, and making the work enjoyable can lead to favorable project results.

This lessons learned document is an agency-initiated undertaking to be open and transparent about what has gone well and should be repeated and also to identify things that we would do differently next time. We choose to continue to be forward looking in our approach and to share our experiences as we continue to implement this great regional investment that, after complete build out, will endure and continue to give back for the next 100 years and beyond. As we move forward our objectives for the FasTracks program are:

- Complete the FasTracks investment sooner rather than later
- Help create huge, region-wide economic benefits
- Create jobs and opportunities for individuals and small businesses
- Provide a quality program and develop a world class transit system
- Ensure public and transit system safety
- Minimize impacts during construction
- Provide timely, accurate, clear, consistent information to the public
- Listen, lead, and follow up effectively

Finally, we thank the Colorado Congressional delegation, our Governor John Hickenlooper, FTA Administrator Peter Rogoff and his staff, our metro mayors and other regional elected officials, the RTD Board, and the immensely talented RTD staff and consultant team without whose cooperation and support we would not be successful. We look forward to working hard and smart to complete the long-term investment called FasTracks.

  
Phillip A. Washington  
General Manager

**Acronym List**

AGM.....	Assistant General Manager
APTA.....	American Public Transportation Association
AREMA .....	American Railway Engineering and Maintenance of Right-of-Way Association
ATC.....	Alternate Technical Concept
BE .....	Basic Engineering
BNSF .....	Burlington Northern Santa Fe (Railroad)
CCD .....	City and County of Denver
CCTV .....	Closed Circuit Television
CDOT.....	Colorado Department of Transportation
CDRL .....	Contract Data Requirements List
CEI.....	Cost Effectiveness Index
CM/GC .....	Construction Manager/General Contractor
Concessionaire .....	The selected private sector partner - Denver Transit Partners
CRMF.....	Commuter Rail Maintenance Facility
D-B.....	Design Build
DBE.....	Disadvantaged Business Enterprise
DBFOM .....	Design-Build-Finance-Operate-Maintain
DBOM .....	Design-Build-Operate-Maintain
DIA.....	Denver International Airport
DRCOG.....	Denver Regional Council of Governments
DTP.....	Denver Transit Partners
DUS .....	Denver Union Station
EA .....	Environmental Assessment
Eagle.....	East and Gold Line Enterprise
Eagle P3 Project .....	East and Gold Line Enterprise P3 Projects
EIS .....	Environmental Impact Statement
EMU.....	Electric Multiple Unit
FasTracks .....	The Denver Metro area program of light and commuter rail, bus and maintenance facility projects
FFGA .....	Full-Funding Grant Agreement
FRA.....	Federal Railroad Administration
FTA .....	Federal Transit Administration
GM .....	General Manager
IGA.....	Intergovernmental Agreement
IT.....	Information Technology
MSC.....	Management Steering Committee
MTP .....	Mountain-Air Transit Partners
O&M.....	Operations and Maintenance
NTP.....	Notice to Proceed
NWES .....	Northwest Electrified Segment
NWR .....	Northwest Rail
P3.....	Public-Private Partnership
Penta-P .....	Public-Private Partnership Pilot Program
PE .....	Preliminary Engineering
PI.....	Public Information
PM.....	Project Manager
PMP .....	Project Management Plan

PTC .....	Positive Train Control
PUC .....	Public Utilities Commission
Q&A .....	Question and Answer
RFP .....	Request for Proposals
RFQ .....	Request for Qualifications
ROD .....	Record of Decision
ROW .....	Right-of-Way
RTD.....	Regional Transportation District
SBE.....	Small Business Enterprise
TABOR.....	Taxpayer Bill of Rights (Colorado)
T-REX .....	Transportation Expansion Project
UP .....	Union Pacific (Railroad)
VE .....	Value Engineering

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## Executive Summary

FasTracks is the Regional Transportation District's (RTD) voter-approved transit program to expand rail and bus service throughout the RTD service area. FasTracks will build 122 miles of commuter rail and light rail, provide 18 miles of bus rapid transit service, add 21,000 new parking spaces, redevelop Denver Union Station, and redirect bus service to better connect the eight-county District. The FasTracks investment initiative is projected to create more than 10,000 construction-related jobs at the height of construction and pump billions of dollars into the regional economy.

The East and Gold Line Enterprise (Eagle) Public-Private Partnership (P3) Project will construct two complete commuter rail segments—the **East Corridor** and the **Gold Line**, a **Commuter Rail Maintenance Facility** (CRMF), and an electrified portion of the **Northwest Rail Line** (NWR) referred to as the **Northwest Electrified Segment** (NWES)—all key elements of the overall FasTracks program of projects.

The key to our successful procurement of the Eagle P3 Project are:

- *Developing performance specifications* rather than detailed level that has been the norm for our past transit projects.
- *Maximizing proposer flexibility* through the use of performance level specifications
- *Implementing Alternative Technical Concepts* (ATC) rather than a Value Engineering (VE) approach to enable proposers to effectively manage their anticipated project costs.
- *Establishing, and rigorously adhering to, a Request for Proposal (RFP) schedule.*
- *Providing for a stipend to the proposers* to defray some of the costs of proposal preparation and at the same time ensure we own the approach and ATCs created by both the winning and unsuccessful proposers.
- *Ensuring affordability* by building and operating the Eagle P3 Project within RTD's financial capacity while realizing efficiencies and savings in capital and operations and maintenance costs and maximizing federal support through its Public-Private Partnership Pilot Program (Penta-P).

This procurement is the first of its type in the U.S. to be successfully completed as a 100 percent P3. We took advantage of the lessons learned from earlier P3 projects both here and overseas. Select management and key staff positions have been filled with highly experienced professionals with direct experience on successful overseas P3 projects—projects that are structured similarly to the Eagle P3 Project along with staff experienced in the delivery of major transportation projects.

The Regional Transportation District (RTD) will retain overall ownership and control over key aspects of the completed Project, including:

- Ownership of all assets at all times.
- Revenues generated by the Project.
- The fare policy and structure and the operating plan.
- The performance criteria and resulting availability payments for the Project; these will be based on performance against established metrics.

We have focused this Lessons Learned Report on five major areas:

- Delivery Strategy
- Delivery Implementation
- Communications
- Eagle P3 Project Unique Challenges
- Additional Perspectives

### **Delivery Strategy**

RTD recognized very early in the procurement process that adoption of the P3 approach would allocate much of the responsibility for how things were done to the private sector. This meant that it was imperative RTD focus clearly on the desired outcomes, rather than the how, of the Project.

The Eagle P3 Project team sat down with senior RTD managers to define the issues of paramount concern. After extensive discussion with the senior leadership team the following were identified as the five key goals for the Eagle P3 Project:

- *Quality* – deliver the Project as a safe, high quality, fully operational system that offers a high-quality customer experience for RTD's patrons and promotes sustainable design and operation.
- *Affordability* – build and operate the Eagle Project within RTD's financial capacity while realizing efficiencies and savings in capital and Operations and Maintenance (O&M) costs and maximizing federal support through Penta-P.
- *Competitive Environment* – demonstrate best value through an open competitive selection process.
- *Control* – maintain appropriate oversight, controls, remedies, and incentives without being overly prescriptive. At the same time, permit the private sector to perform and innovate within the parameters of RTD's policies, including meeting small and disadvantaged business enterprise (SBE/DBE) goals.
- *Schedule* – deliver the Eagle P3 Project within or ahead of the FasTracks planned schedule.

### **Delivery Implementation**

The implementation of the Eagle P3 Project delivery approach involved three steps:

- Structuring the Request for Qualifications (RFQ) and draft and final Request for Proposals (RFP).
- The process and schedule of the procurement.
- Evaluation of the actual proposals.

The RFQ set out RTD's expectations of the proposing teams and their team members. The proposing teams were required to be formed as a concessionaire, wholly owned by the entities providing equity to the Project. Core contractors with responsibility for Design-Build (D-B), and

O&M services had to be identified in the responses. Identification of the rolling stock providers was encouraged, but not required.

Requiring leadership by equity providers ensured that the course was set early to maintain focus on a long-term solution that provided both efficiency in capital cost and reliability in service performance.

The structure of the RFP was developed to clearly set RTD's expectations from the concessionaire in all aspects of the Eagle P3 Project, from procurement, through design and construction, and then through the operating concession. Since the intent is to hold the concessionaire to a level-of-service performance, RTD chose to restrict the agency level development of design specifications to performance requirements and availability standards rather than proceeding to the detailed design level.

A draft RFP was provided to qualified teams for review and comment. This was very helpful since we received feedback as to how each commercial clause or technical requirement could be interpreted, particularly when the proposers saw limitations to their preferred approach

The ATC process replaced the VE process. This approach encouraged innovation and was accepted by FTA as a viable substitute for VE. RTD has already submitted a report to FTA on specific results and lessons learned in this area.

A P3 procurement process can only be successful if:

- There are multiple (two or more, but fewer than five) teams capable of delivering the project.
- The proposers remain engaged and participate through to bid submittal.
- The proposers (and their lenders/equity partners) are comfortable with the commercial financing terms

Schedule compliance is vital for a P3 procurement, so maintaining the procurement schedule was one of our top priorities. Maintaining the integrity of the proposing teams, in particular their financing entities, was a big challenge in the financial market that we faced at the beginning of the procurement. Schedule compliance gave the teams and their lenders confidence that we knew what we were doing and we understood that time was money.

The model for the Eagle P3 Project proposal evaluation process was the highly successful one used with the T-REX Project. The key elements of proposal evaluation were:

- Using a well-structured, best value evaluation approach.
- Having well-trained teams review the technical portion of the proposal and apply the evaluation factors.
- Including Project stakeholders in the technical proposal review.
- Insisting on meeting the schedule—sticking to the procurement dates.
- Maintaining strict confidentiality of the proposal, process and results.

## **Communications**

Internal RTD communications were a critical element in managing the procurement and ensuring schedule adherence. We recognized the need for international P3 experts to develop the relevant sections of the RFP. A key requirement was to assure that each section was coherent and developed in a consistent style that resulted in each section complementing the

others rather than duplicating or contradicting them. We supplemented RTD staff with experience in major project delivery by assembling an internationally experienced development team to develop the draft and final RFPs.

A P3 procurement requires major policy decisions throughout the process. Without the full support of our Board of Directors the procurement process would have been seriously delayed, if not actually canceled. We engaged the Board early in the procurement process, starting with the presentation of the RFQ. Upon receiving approval of the recommendation to qualify the three potential proposing teams, we went to the Board with the draft RFP and subsequent changes, making the process of getting Board approval of the final RFP much simpler.

RTD recognized the importance of communicating with industry early and often. We had various forums and forms of communication where critical issues were discussed in a way that allowed issues to be fully and completely explored and understood by both the proposers and RTD.

We actively sought stakeholder input during the Project development and RFP development process as well as during the evaluation of the proposals. RTD also decided that third party and industry reviews were important approaches to allow us to learn from the experiences of other P3 projects.

### **Eagle P3 Project Unique Challenges**

The Eagle P3 Project procurement provided us with some interesting challenges since this was RTD's first direct experience with this methodology. The previous projects in the U.S. were limited in the parallels and lessons learned we could apply. We counterbalanced some of the challenges by carefully recruiting an internationally experienced group of managers and technical experts, but some challenges remained unavoidable or unforeseeable. The most critical of these challenges were:

- Procuring the Eagle P3 Project with only two, and possibly one, teams.
- Finding and applying relevant lessons learned from similar procurements.
- Operating within the constraints of Colorado's Taxpayer Bill of Rights (TABOR) legislation.
- Maintaining an ambitious schedule.
- Accommodating the many unique considerations of a Design, Build, Finance, Operate, and Maintain (DBFOM)/P3 procurement.
- The Eagle P3 Project procurement started with three potential concessionaire teams following the RFQ phase. One proposing team dropped out shortly after the draft RFP was issued. They and we had concerns about the team structure and its ability to manage a project of this size—valued at over \$2.0 billion with nearly 50 years of O&M responsibilities.
- RTD has completed two related Lessons Learned reports in the past three years—one for the completed T-REX Project and one for the first five years of the FasTracks Program of projects. Both of these reports were used as references for this Lessons Learned Report. Many of the T-REX Project processes were used in the Eagle P3 procurement.
- TABOR is a constitutional amendment adopted in 1992. It limits the growth of state and local revenues to a highly restrictive formula: inflation plus the annual change in population and puts restrictions on the issuance of any multi-year fiscal obligation. The

element of Full-Funding Grant Agreement (FFGA) funding became an important consideration for the proposing teams since TABOR does not apply to federal funds.

- Maintaining the Eagle P3 Project procurement schedule was one of our top priorities. It is very easy to let the schedule on such a complex procurement slip, but we did not allow this to happen. Our team and the proposers worked extremely hard to ensure we would meet our published date—June 15, 2010—for recommending the Eagle P3 Project Concessionaire Agreement to the RTD Board of Directors.
- Since the proposal preparation process was going to be lengthy, complicated, and expensive we felt that providing the proposers that actually responded to the final RFP with a multi-million dollar stipend would help offset their costs and help keep them in the process.

### **Additional Perspectives**

RTD went through a change of General Manager (GM), including having an acting GM and conducting a worldwide search for a replacement GM, during the Eagle P3 Project procurement process. At the end of the search process continuity was maintained since the unanimous choice for the position of GM was Phil Washington, the acting GM.

“My role as GM was to keep a high operations tempo, setting the schedule and milestones and holding our management accountable, keeping things moving, and making decisions related to the railroads, TABOR, and other key issues—and ensuring the RFP was released on September 30, 2009, as scheduled.”

The key considerations from the GM's perspective were:

- Providing quality presentations to the Board.
- Providing significant, ongoing education to the Board to aid them in the decision-making process.
- Organizing teams of speakers to meet with regional mayors, elected officials, and other groups.
- Having direct GM and senior RTD staff/consultant involvement throughout the procurement process.
- Actively involving FTA and keeping them informed throughout the process.
- Establishing and sticking to a schedule—the proposing teams really appreciated that.
- Managing expectations.

We held information gathering sessions with both proposing teams to obtain their inputs to the Eagle P3 Project Lessons Learned. A comment from the unsuccessful team was quite telling: “We can’t afford to get it wrong on a 30 to 50 year project.”—MTP team

When comparing the Eagle P3 Project procurement to other U.S. P3 projects, several aspects stood out:

- The political support from the RTD Board was very good. The fact that the Board was unified in support of the Eagle P3 Project was a definite plus. The proposers were very impressed with the conduct and professionalism of the RTD Board of Directors.
- Including the City and County of Denver’s support under political support was very valuable since Denver International Airport (DIA) is a critical component of the East

Corridor. The Mayor's office and Public Works Department was highly supportive and obviously committed to the Project.

- RTD was very confident of getting its portion of the funding.
- The quality of the RTD advisor team—having a legal advisor that brought commercial experience but did not provide “commercial advice” and financial advisors whose assessment of RTD's long term financial mode and payment capacity was credible.
- The advisor team was transparent. The perception on the part of the proposing teams was that the advisors were all RTD staff rather than consultants. They provided inputs that appeared to be from RTD's perspective rather than a consulting one.

A P3 procurement requires major policy decisions throughout the process. Without the full support of our GM and our Board of Directors the procurement process would have been seriously delayed, if not actually cancelled. The DBFOM, P3, Penta-P, and agency roles and responsibilities made the procurement incredibly complex and required major policy commitments and rapid decisions and responses.

### **The Lessons—Summary**

- A successful P3 procurement is heavily dependent on buy-in from, and support of, a broad base of entities including procuring agency personnel, agency management, and board members.
- Develop and insist upon decisive leadership at all levels. Decentralize decision making, empower your leaders, and push your troops beyond their perceived limitations. (One's reach should always exceed their grasp).
- Involving internal (and external) legal counsel and financial managers and advisors at the start of the procurement process is critical for a P3 since it is at the core a business deal rather than a traditional construction contract.
- It is essential to provide P3 project proposers with maximum design flexibility. Allowing this level of design freedom was a significant learning experience for RTD. We saved significant money (approximately \$300 million) without compromising our ability to meet operational requirements.
- Incorporating ATC provisions was a key element in providing both RTD and the proposers the confidence that the Eagle P3 Project could be designed, delivered, operated, maintained, and financed at an acceptable cost.
- The provision of a stipend is very important to demonstrate RTD's commitment and to partially offset the costs associated with the complex and expensive P3 proposal process—from the proposers' perspectives—and was key in corporate decision-making at different stages of the procurement.
- Keep the procuring agency's focus on performance standards rather than design or infrastructure aspects of the procurement.
- Develop the performance standards and availability parameters so the proposed system allows applying quantitative metrics to the evaluation process.
- Allowing the future concessionaire to develop detailed specifications, combined with ATCs, can result in greater confidence a P3 Project can be delivered at the most favorable cost and in the minimum time.

- Risk transfer and ownership considerations are keys to determining which party develops design specifications.
- Qualify teams early so that they can be involved in the development process and understand the agency's goals and expectations.
- Allow teams to organize to their strengths, but always be led by their equity participants to maintain life-cycle focus.
- The use of performance specifications and availability criteria reduces the agency workload and provides the proposers with freedom to propose a project that they feel is feasible and cost-effective to deliver under DBFOM. The availability component is particularly important for obtaining financing and favorable ratings from the rating agencies.
- Keeping to the established schedule was very valuable in establishing and maintaining our credibility with the proposing teams and their financing partners.
- Using the best value approach is a good way to ensure quality technical proposals.
- Involve all levels of management, including legal counsel, at all stages of the procurement process.
- Ensure all parties—stakeholders, Board members, agency staff, and area residents are kept fully informed of the process and decisions and provide them appropriate venues for expressing their views and opinions.
- Bring potential proposers—primes/major subcontractors and SBE/DBE firms—into the RFQ/RFP development process as early as possible.
- Take full advantage of the experience and lessons learned offered by the potential proposers.
- The agency's Board must be "on board" from the outset of the procurement process if a DBFOM/P3 approach is to work. Their unequivocal support is essential.
- The industry forum was a valuable way to provide consistent information to all potential proposers.
- Stakeholder involvement is critical to the overall success of a project. Obtaining their concurrence with project requirements is essential. Their insights benefit the project.
- Regular communication with all stakeholders is essential to obtaining community support of any project.
- Peer review is essential given the limited number of current and past P3 projects in the U.S.
- Be prepared to go forward with only one qualified proposing team, but work hard to maintain competition with more than one team.
- Provide for a stipend for the teams that respond to the final RFP.
- Schedule adherence is critical to meet the unique aspects of the DBFOM project delivery and establish/maintain agency credibility. Staying on schedule is very important to the financing entity on each proposing team.
- Provide the proposers with clear understandings of where they scored well and where they scored poorly.

- Strike a balance between the information provided by the agency in top level performance specifications and the level of design detail required of the proposers in their technical proposals.
- Develop a risk allocation model that reassures the proposers as to which entity will assume crucial risks, thereby reducing the proposers' need to reserve for all possible risks.
- Having strong public sector support reduced the financing costs by five to eight basis points. In addition, TABOR-like restrictions can be "backstopped" by strong agency and financing entity guarantees.
- Motivate and inform the Board, stakeholders, and public throughout the procurement process.
- Actively involve the FTA—P3 is new to them, too.



## Eagle P3 Project Background

The East and Gold Line Enterprise (Eagle) Public-Private Partnership (P3) Project will construct two complete commuter rail segments—the **East Corridor** and the **Gold Line**, a **Commuter Rail Maintenance Facility (CRMF)**, and an electrified portion of the **Northwest Rail Line (NWR)** referred to as the **Northwest Electrified Segment (NWES)**—all key elements of the overall FasTracks program of projects.

The key Eagle P3 Project considerations are:

- The concession period will be longer than the expected life of most components.
- RTD retains ownership of all assets at all times.
- All revenues generated by the Project remain with RTD.
- The fare policy and structure and the operating plan will be established by RTD’s Board of Directors.
- The performance criteria and resulting availability payments for the Project will be based on performance against established metrics.
- The **East Corridor** will provide commuter rail service along 22.8 miles of dedicated rail corridor, running from DUS east to Denver International Airport (DIA). The East Corridor will serve as a connection between these two important areas and travel through the adjacent employment, neighborhood, and new development areas.
- The **Gold Line** will provide commuter rail service along an 11.2 mile corridor with approximately 7.5 miles of dedicated track in a shared rail corridor from the divergence point at the NWES at Pecos Junction west to Arvada and Wheat Ridge. The first 3.7 miles of track—from DUS to Pecos Junction—will be shared with the NWES.
- The **CRMF** will provide maintenance for the Eagle P3 Project rail cars as well as rail cars being procured for the remaining projects in the FasTracks program.
- The **NWES** will provide commuter rail service along approximately 5.3 miles of dedicated track in a shared rail corridor running north from DUS to south Westminster.

### The East Corridor

The East Corridor was approved by the Federal Transit Administration (FTA) on November 6, 2009, when the FTA issued a Record of Decision (ROD). The East Corridor will encompass 22.8 miles of electrified commuter rail extending from DUS in downtown Denver to the end-of-line station at DIA. The East Corridor has five intermediate stations, located at 38<sup>th</sup>/Blake, Colorado, Central Park, Peoria, and 40<sup>th</sup>/Airport. The East Corridor is scheduled to begin operations in 2016.

Figure 2 depicts the *East Corridor*.

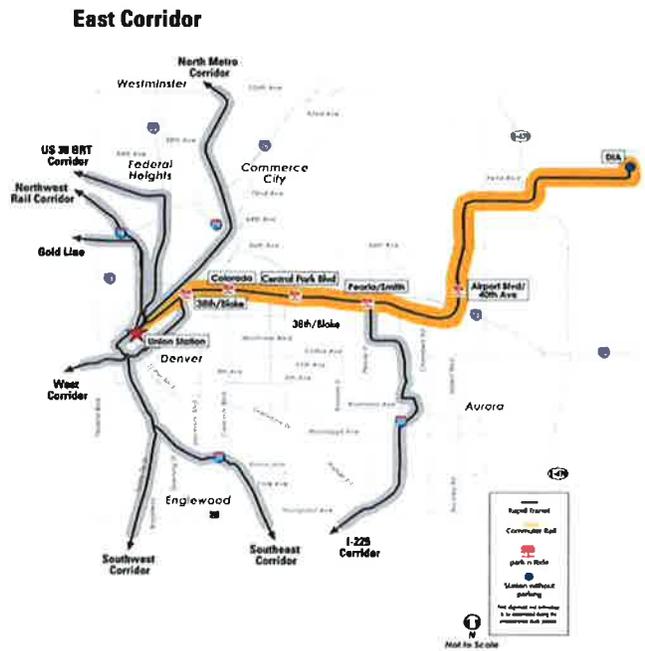


Figure 2: East Corridor Map

### The Gold Line

The Gold Line was approved by the FTA in a ROD issued on November 2, 2009. The Gold Line is an 11.2-mile electric commuter rail corridor that will run along the existing Burlington Northern Santa Fe (BNSF)/Union Pacific (UP) Railroad route from DUS to Wheat Ridge. The Gold Line will pass through northwest Denver, Adams County, and Arvada. The Gold Line will have seven stations, located at 41<sup>st</sup> Avenue, Pecos, Federal, Sheridan, Olde Town, Arvada Ridge, and Ward Road. The Gold Line will provide high quality, reliable transit service for the area while improving travel times and enhancing access to jobs, recreation, and entertainment. The Gold Line is scheduled to begin operations in 2016.

Figure 3 depicts the *Gold Line Corridor*.

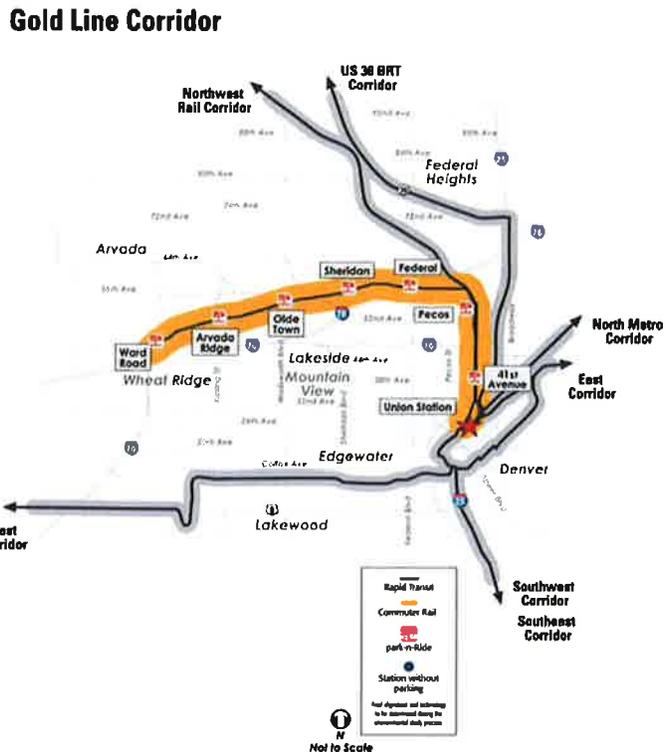


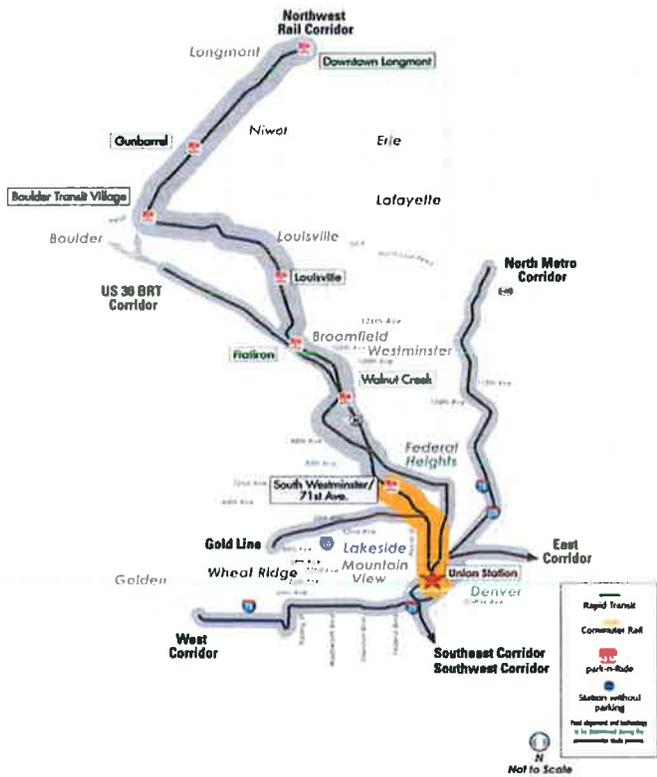
Figure 3: Gold Line Corridor Map

**The Northwest Electrified Segment**

The NWES is the first segment of the 41 mile Northwest Rail line from DUS to Longmont via Boulder. A portion of the NWES is shared with the Gold Line from DUS to Pecos. The NWES then continues to the South Westminster Station at 72<sup>nd</sup> Avenue. The remainder of the NWR Line is still in preliminary design, this latter portion will share track with the BNSF.

**Figure 4** depicts the *Northwest Electrified Segment*.

**Northwest Rail Corridor**



**Figure 4: Northwest Rail Corridor with Electrified Segment Map**

**The Commuter Rail Maintenance Facility**

The CRMF will service the trains for all FasTracks commuter rail projects (East Corridor, Gold Line, North Metro, and Northwest Rail). The CRMF will be sited adjacent to the Gold Line and NWR alignments and connect to the East and North Metro corridor lines at DUS on a 30-acre site immediately north of 48<sup>th</sup> Avenue (referred to as the Fox North Site). The CRMF will include a central control center, a maintenance shop, a rail storage yard, employee facilities, administrative offices, employee parking facilities, and other maintenance facilities.

## Key Eagle P3 Procurement Milestones

The key activities and decisions to date for the Eagle P3 Project have been:

- March 2007: The RTD Board authorized the initial application for Public-Private Partnership Pilot Project (Penta-P) funding.
- June 2007: The RTD Board authorized submittal of the final application to enter the FTA's Penta-P program.
- June 2007: RTD hired Goldman Sachs/JP Morgan as financial advisors and began meetings with potential concessionaires.
- October 2007: RTD hired experienced P3 experts through Jacobs Engineering, the Program Support Consultant.
- January 2008: The recommendation for outside legal counsel was made to the RTD Board (Freshfields Bruckhaus Deringer)
- February 2008: The RTD Board approved the P3 goals and schedule milestones.
- July 31, 2008: An industry forum was held to kick-off the formal procurement phase.
- August 4, 2008: RTD issued the Request for Qualifications (RFQ) to identify core teams capable of delivering the Project.
- November 2008: The three teams deemed qualified to participate in the procurement were determined.
- December 31, 2008: RTD released a Draft Request for Proposals (RFP)
- September 30, 2009: RTD released the final RFP.
- November 2009: The RODs for the East Corridor and Gold Line were issued.
- February 2010: Key Intergovernmental Agreements (IGA) were approved by the RTD Board.
- March 31, 2010: Acquisition of right of way and finalizing relocation agreements with BNSF for portions of Gold Line and for Northwest Electrified segment
- June 15, 2010: Selection of the Eagle P3 Project concessionaire team.
- August 4, 2010: Purchase and Sale and Relocation Agreements for UP right of way for East Corridor and portions of Gold Line
- August 12, 2010: Financial Close achieved and Notice to Proceed (NTP) for Phase 1 issued by RTD.

## The Way Ahead

Design and construction of the Eagle P3 Project commenced immediately following the NTP. Phase 2, which includes construction of the NWES and Gold Line, will be given a NTP following receipt of a Full-Funded Grant Agreement (FFGA).

The chosen implementation approach combines Design-Build (D-B), Financing, and Operations and Maintenance (DBFOM) within a P3 model. In many respects the initial implementation methodology is similar to the D-B approach used by RTD and the Colorado Department of Transportation (CDOT) to implement the Transportation Expansion (T-REX) Project light rail

and highway project; it is worthwhile to note that the T-REX Project was completed under budget and ahead of schedule in late 2006.

At the same time, the DBFOM P3 procurement approach is relatively new in the United States and the Eagle P3 Project is unique in the transit environment in the U.S. RTD has sought expertise from across the country and around the world, particularly from Europe, to understand and incorporate best practices and lessons learned from the recent experiences of other procurement authorities and experts.

Examples of the projects from which experience has been drawn include:

- New Jersey Transit's Hudson-Bergen and RiverLine Design Build Operate Maintain (DBOM) projects. These were the first U.S. transit projects delivered using the DBOM approach.
- Houston Metro's Light Rail and BART's Oakland Connector P3 projects. These projects were also included in the Penta-P program.
- Sweden's Arlanda Rail Link project that connected Stockholm with Arlanda international airport. This was Sweden's first P3 transit project.
- Manchester Metrolink light rail project. This was the first P3 transit project in the United Kingdom.
- The RTD/CDOT T-REX project. Although not a full public-private partnership it provided RTD with significant experience in the procurement and management of a large design-build project. In addition, RTD contracts out a significant portion of its bus operations, which provides experience with contracted service aspects.

# 1. Delivery Strategy

## Overview

In 2007 RTD began experiencing financial challenges to the FasTracks program. These challenges were the result of skyrocketing costs of materials as a result of an extraordinary worldwide demand for construction materials. At the same time, RTD was experiencing declining sales tax revenues as a result of the U.S. economy slipping into recession.

At the same time, FTA initiated a P3 pilot program (Penta-P) with a number of objectives, including testing whether FTA could rely on the private sector's due diligence to reduce the burden on the FTA to review the project. The Penta-P rules also allowed discounting the value of private equity against the cost used in calculation of the FTA's cost effectiveness index (CEI). RTD saw benefits in the program and applied to have the Eagle P3 Project to be part of Penta-P. The application was accepted by FTA in 2007.

Based on FTA's acceptance of this Project into the Penta-P program, RTD was able to move quickly forward with development of the Eagle P3 Project.

The P3 project delivery approach for transit projects is relatively untried in the U.S. While previous highly successful projects such as the T-REX Project were implemented using a D-B approach and NJ Transit's Hudson-Bergen LRT was implemented as part of FTA's DBOM demonstration program, adding the financing responsibilities to the concessionaire's role was new.

## Background

Having made the determination that a P3 approach would be beneficial to the successful and speedy delivery of the candidate Project, RTD developed a strategic approach to procurement and delivery based on three questions:

- What were the key goals to be met by the project?
- What was the best way to structure the project so that funding and financing options were maximized?
- What approach would capture and retain private sector interest?

### 1.1 Developing and Achieving the Key Project Goals

RTD recognized very early in the procurement process that adoption of the P3 approach would allocate much of the responsibility for how things were done to the private sector. This meant that it was imperative RTD focus clearly on the desired outcomes, rather than the how, of the Project.

The Eagle P3 Project team sat down with senior RTD managers to define the issues of paramount concern. After extensive discussion with the senior leadership team the following were identified as the five key goals for the Eagle P3 Project:

- *Quality* – deliver the Project as a safe, high quality, fully operational system that offers a high-quality customer experience for RTD's patrons and promotes sustainable design and operation.

- *Affordability* – build and operate the Eagle Project within RTD's financial capacity while realizing efficiencies and savings in capital and operations and maintenance costs and maximizing federal support through Penta-P.
- *Competitive Environment* – demonstrate best value through an open competitive selection process.
- *Control* – maintain appropriate oversight, controls, remedies, and incentives without being overly prescriptive. At the same time, permit the private sector to perform and innovate within the parameters of RTD's policies, including meeting small and disadvantaged business enterprise (SBE/DBE) goals.
- *Schedule* – deliver the Eagle P3 Project within or ahead of the FasTracks planned schedule.

These five key goals were included in the Instructions to Proposers that formed part of the RFP.

Having established our key goals, we developed procurement and management approaches that would allow each of these, sometimes competing, goals to be achieved.

The Project team developed an organization (see Figure 5) that facilitated technical experts leading the specialist areas while assuring that senior leadership maintained visibility and provided direction as the Project evolved. The nature of the P3 project resulted in a strong need for a cross-disciplinary, inter-departmental team with the ability to capture all perspectives, while still being able to make quick, effective decisions.

A senior Project Manager (PM) was assigned to provide day-to-day leadership and served as the primary leader of the Eagle P3 Project RFP development team. The PM's duties included:

- Coordinating with the teams performing on-going basic engineering and environmental analyses.
- Guiding and coordinating four task forces
- Assuring the strategic support groups developed and provided the necessary supporting documentation.

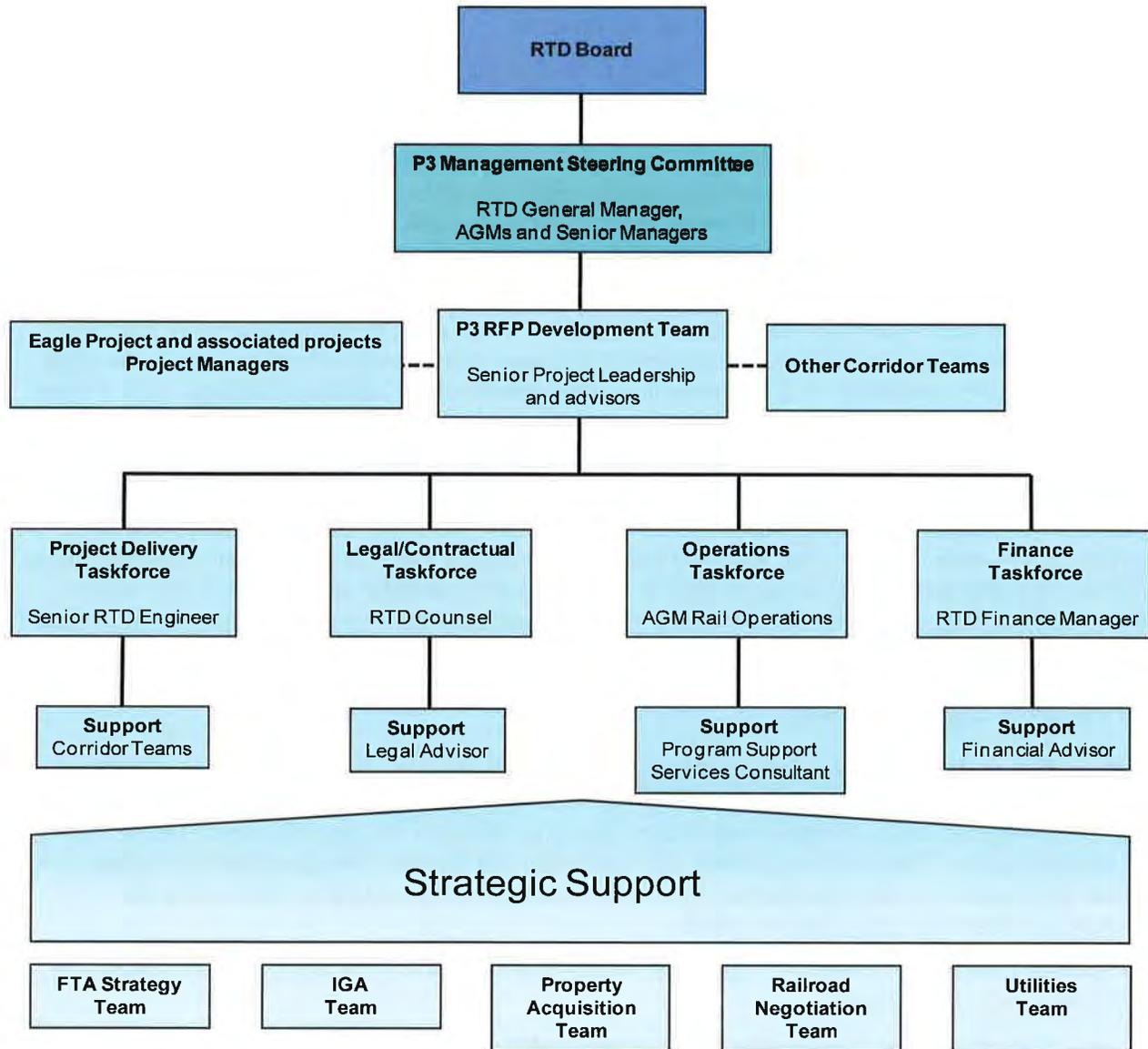
To support the PM we hired other staff with experience in preparing and executing P3 projects. This staff included:

- A technical manager who was able to ensure the structure of the technical requirements was performance-based and avoid some of the pitfalls of over-specifying.
- An operations lead who defined the metrics against which the concessionaire would be measured.
- Financial and legal advisors who helped assure that the RFP attracted proposers and secured RTD's interests over the long term.

As issues arose on the Eagle P3 Project, the team implemented a systematic approach to resolve them. The process involved:

- Performing an analysis of the issue.
- Developing alternative solutions.
- Conducting a "pros and cons" review.
- Making a recommendation of the best way to address the issue.

The analysis and recommendation process was documented in a short white paper including, where necessary, a discussion of how the achievement of Project goals was affected. Each white paper was reviewed and discussed by the P3 Management Steering Committee (MSC). This process assured that each department was able to bring their perspective to the table. This helped avoid unanticipated consequences being discovered later in the process and extensive rework of the procurement. Following consensus of the appropriate approach the white paper was signed off by the General Manager (GM) and, where appropriate, policy decisions were made by the RTD Board. The *Procurement Development Team* is depicted in **Figure 5**.



**Figure 5: Procurement Development Team**

## 1.2 Maximizing Funding and Financing Opportunities

A key driver for RTD's adoption of a P3 approach was the desire to maximize federal funding opportunities—particularly those arising from the Penta-P. At the same time, it was critical to a successful Project that the financing structure be optimized to reduce the overall cost of the

Project, thereby achieving the affordability goal: *Affordability* – build and operate the Eagle P3 Project within RTD's financial capacity while realizing efficiencies and savings in capital and O&M costs and maximizing federal support through Penta-P.

The process for developing the Eagle P3 Project so it was cost-effective and affordable is discussed in lesson 2.1. The structure for funding and financing was developed using thorough financial planning and taking into account RTD's fiscal situation at the time. It is noteworthy that the Eagle P3 Project was procured during one of the worst financial crises to ever hit the world economy and yet the end result was a competitive proposal process and an affordable outcome that presented good value to RTD and its constituents.

RTD recognized the complexity of the financial structuring, taking into account the federal requirements and opportunities present at the time of procurement. As part of RTD's planning process we hired a financial advisor with deep international experience in structuring and modeling P3 projects. The selected advisor was a team composed of Goldman Sachs and JPMorgan Chase. The Project team thoroughly analyzed RTD's revenue stream, our expenses including existing financial commitments, and potential sources of funds. This analysis led to a financial capacity that reassured the potential concessionaire.

Key elements in the analysis of what could be achieved included the amount of financial risk that the concessionaire would be prepared to accept without incurring undue costs. For this analysis RTD sought the assistance of outside counsel with worldwide experience in the legal structuring of P3 contracts. The selected firm was Freshfields Bruckhaus Deringer. The Project team and the advisors worked closely with the proposers to assure that the financial and legal structure incorporated into the RFP was attractive and bankable since a failure to do so could have resulted in the failure of the procurement.

While private sector financing was important, funds from the FTA—through a New Starts application—were critical to the financial health of the entire FasTracks program. At each stage of planning, the needs and requirements of the FTA were carefully analyzed and met. RTD benefited from the flexibility of the Penta-P and enjoyed tremendous cooperation from FTA staff as we worked through the New Starts process and how it could be adapted under Penta-P. An FFGA was awarded to the Eagle P3 Project in August 2011. This allowed construction to begin on the entire Eagle P3 Project.

### **1.3 Capturing and Retaining Private Sector Interest**

A P3 procurement typically takes significant time and effort on the part of senior staff on the proposing teams. These procurements are also quite expensive. This combination results in a great deal of scrutiny by participants' boards and senior management to make sure the investment they will make is worthwhile.

Proposers look for the procuring agency to address a number of key items when considering proposing on a P3 project:

- Does the agency have a revenue stream sufficient to support the project?
- Is there political and public support for the project?
- Is there a need for the project?
- Does the agency have a team capable of procuring and managing the project?

For the Eagle P3 Project RTD was able to demonstrate that we could meet each of these requirements:

- The ballot measure in 2004 that authorized a sales and use tax dedicated to FasTracks was sufficient to support the anticipated level of financing and costs.
- The ballot also showed both political support – all of the regions' mayors approved of the ballot measure; and public support – it passed.
- The need is demonstrated through both the ballot measure that showed the FasTracks Plan and that particularly the East Corridor that connects downtown Denver with Denver International Airport has a vital function as both air and road traffic increase over the years.
- As described in more detail in lesson 1.2, RTD organized an experienced team to manage the process and built on previous experience with both D-B projects and private operation of transit services.

Specific issues RTD addressed as part of the procurement included:

- The criticality of the procurement schedule: RTD recognizes that time is money. In order to enable proposers to budget for the proposal process we needed to establish and keep to a schedule. In August 2008 we held an industry forum during which over 500 large and small businesses were provided with a detailed description of the anticipated Project, the procurement process, and the schedule for the procurement. The first question during the forum was whether RTD was committed to the schedule we had presented and we confirmed we were. Subsequently we amended details along the way, but the schedule we laid out during the industry forum showed an NTP in mid-2010 and we selected Denver Transit Partners in June 2010.
- The need for extensive, open, and confidential communication with proposers: RTD initiated outreach to potential proposers well in advance of the RFQ and draft RFP:
  - We held a series of one-on-one meetings with firms interested in learning more about the Eagle P3 Project and in sharing their experiences with P3 projects.
  - We held meetings with potential teams as they evolved to discuss why they were forming and what they expected from the Project.
  - We held the forum described previously to start connecting businesses that would need to team together.
  - We issued an RFQ to establish the core teams with which we would hold detailed discussions and qualified three teams during these discussions.
  - We established a process to review and discuss the draft RFP with those qualified teams to refine and improve the RFP prior to formal issuance. These discussions resulted in substantial and substantive revisions to the details without affecting the underlying Project. The communications became more formal after the issuance of the final RFP but continued to be substantive and led to 16 addenda being issued during the proposal process.
  - We included the formal request for clarifications that were shared with all proposers, but we also held confidential one-on-one meetings throughout the proposal period. These discussions were invaluable to both the proposers and RTD to optimize the procurement and to assure the very best proposals would be prepared.

- We truly listened to the proposers while maintaining RTD's role. One example was the role of the independent engineer (IE). The IE was originally proposed by external counsel based on their experience as the final arbiter for determining the acceptability of construction payments, resolving technical disputes and determining if revenue service and final completion had been satisfactorily achieved. RTD was uncomfortable with this wide ranging role that left us in a subordinate role. It was discussed with the proposers and agreed that the IE would only resolve disputes over construction payment and determine if revenue service and final completion had been satisfactorily achieved. Technical disputes were to be subject to a dispute resolution panel. This approach left RTD in a position to manage the construction payments and saved money by reducing the level of effort required from the IE.
- The need to provide real opportunities for proposers to bring forward the best ideas in a way that provided them a competitive advantage and therefore a reason to provide the idea: RTD recognized that if all ideas brought forward by the proposers were shared with the other proposers there was no real incentive for a team to offer the idea. This would be detrimental to the overall Project. RTD therefore developed a process we called the Alternative Technical Concept (ATC) process, described in more detail in lesson 2.1. This process allowed proposers to offer variances to the specific requirements of the RFP. If these variances were accepted by RTD the proposal would be considered fully compliant.
- The need to demonstrate RTD's commitment to the Eagle P3 Project: RTD recognized the monetary and time commitment the proposing teams were making and wished to demonstrate our commitment. We did this not only through our words and actions but also by our willingness to make a substantial financial commitment to the teams. We did this in two ways:
  - We offered a stipend available to any team that submitted a proposal compliant with the requirements of the RFP and the ATC process, payable if that team was unsuccessful.
  - When the procurement was delayed RTD increased the stipend offered to \$2.5 million per team in recognition of the need for the teams to be engaged for a longer period.
  - We also offered a compensation agreement worth up to \$20 million for a team that was selected but then not awarded a contract due to RTD deciding not to or being unable to proceed with the Project. The compensation agreement was in reaction to a number of P3 projects around the country not moving forward after conclusion of the procurement. Since we have issued an NTP, there is no cost to RTD for this agreement.

## **1.4 Design Flexibility/Specifications**

### **Overview**

RTD chose to restrict the level of specifications to the performance rather than the detailed design level. The 30 percent plans were provided to the proposing teams solely for reference to allow maximum proposal and final design flexibility. Providing performance specifications and availability standards to the proposer teams enabled them to propose ATCs that would achieve the purpose of transporting people within the parameters set forth by RTD in terms of:

- Safety.

- Operational performance standards.
- Dependability.
- Reliability.
- Cost effectiveness.
- User considerations (station layout, facilities maintenance, access, and so forth).

Since RTD did *not* develop detailed design specifications the proposers had significant flexibility in the designs they proposed. The 30 percent design documents were not part of the contract—they were reference materials for the proposers.

The proposers were still subject to certain performance and availability criteria. All ATCs were subject to RTD approval whenever they modified the performance criteria. Most of the ATCs presented had a primary objective of reducing the cost of the Eagle P3 Project. Some of the ATCs were considered to be value-added but for the most part did not add to the overall Project cost in any substantial way.

## **Background**

At the outset of the RFP development process RTD staff and consultants had created an 800-page design specification just for the rolling stock—with similarly lengthy specifications for the other Project elements. Based on the experience of several staff members and consultants on other P3 worldwide projects it was determined that detailed design specifications would restrict the ability of the proposers to manage and lower costs and possibly result in a less-than-optimal Eagle P3 Project design.

We went through several major revisions of the design specifications, resulting in approximately 200 pages of performance-based specifications rather than detailed design specifications. Of the 200 pages, 46 pages were the condensed version of the rolling stock specification. The goal was to create a set of performance specifications that consisted primarily of industry standard specifications and guidelines, such as the American Railway Engineering and Maintenance of Right-of-Way Association (AREMA) and the American Public Transportation Association (APTA).

Traditionally, RTD has developed detailed design specifications since under the D-B and CM/GC contract delivery approaches the contractor builds the project and RTD must perform the O&M aspects. Under the P3 approach the concessionaire retains the O&M responsibilities for many decades, providing the incentive to construct a quality system that they will be able to maintain. This allocation of responsibilities enabled us to greatly relax our design criteria and, additionally, accept a variety of ATCs.

The ATCs replaced the Value Engineering (VE) process. This approach encouraged innovation and is considered by the FTA to be a desirable substitute for VE. RTD submitted a report to the FTA on specific results and lessons learned in this area (July 2010). Using ATCs gave the proposers the ability to be “non-compliant” with the provisions of the RFP’s functional requirements so long as the risks, costs, and performance characteristics of the proposed change still met the overall Eagle P3 Project performance and availability requirements.

The ATC process allowed proposing team-specific (confidential) variances to our stated requirements. The use of ATCs made the submitted proposals sufficiently different that we were able to get a good feel for the risk profile of each proposal and the proposer’s comfort level with the P3 concept and process. The ATCs served as a risk-transfer mechanism and demonstrated the differences in risk tolerance between the proposing teams.

By holding the proposers responsible for both O&M and meeting our specified performance and availability standards, the risk of higher maintenance costs was transferred to the future concessionaire. We provided the proposers with the minimum performance requirements the Eagle P3 Project had to meet. How they would achieve those standards was left up to the proposers as long as they provided a safe and dependable system. The O&M risk was transferred to the concessionaire.

We also provided the proposers with a stipend, ensuring RTD would own all designs, ATCs, and other information in the proposals that might otherwise have been deemed confidential.

## **The Lessons**

### Developing and Achieving the Key Project Goals

- A successful P3 procurement is heavily dependent on buy-in from, and support of, a broad base of entities including procuring agency personnel, agency management, and elected board members.
- Project goals must be set early and each issue and decision must be aligned with these goals.
- P3 procurements are complex and must be led by a strong and experienced PM to keep the process focused and on schedule. The PM must be supported by staff experienced in P3 in key roles including technical, O&M, financial, and legal. Private financing requires an extended payback term; that gives real ownership responsibility to the concessionaire.

### Maximizing Funding and Financing Opportunities

- Involving internal (and external) legal counsel and financial managers and advisors at the start of the procurement process is critical for a P3 since it is at the core a business deal rather than a traditional construction contract.
- The legal counsel can help look out for the agency's interests since the agency owns the final Project but is not the operator or maintainer for many years into the future.
- A successful P3 procurement is heavily dependent on buy-in and support from the financial parties in the proposers/future concessionaire.
- It is essential to provide P3 project proposers with maximum design flexibility. Allowing this level of design freedom was a significant learning experience for RTD. We saved significant money (approximately \$300 million) without compromising our ability to meet operational requirements.

### Capturing and Retaining Private Sector Interest

- Incorporating ATC provisions was a key element in providing both RTD and the proposers the confidence that the Eagle P3 Project could be designed, delivered, operated, maintained, and financed at an acceptable cost. The ATCs are very valuable to both the proposer and the agency. The proposers gain flexibility and a potential competitive edge since the information was not shared with other proposers. RTD got a better, lower-cost design and RTD owns the ATCs from all proposers without incurring the design costs or associated risks.
- The provision of a stipend is very important to demonstrate RTD's commitment and to partially offset the costs associated with the complex and expensive P3 proposal process—from the proposers' perspectives—and was key in corporate decision-making

at different stages of the procurement. The payment of the stipend ensured RTD owned all concepts and designs delivered by each proposer, and these ATCs and design elements are available for use in the actual P3 Eagle Project. This is similar to the results of VE without the potential delay and cost of performing VE.

- The provision of a compensation agreement that would cover at least the majority of the proposal costs in the event of a decision by RTD not to proceed after selection of a preferred team was important to the proposers as a further demonstration of commitment to the Project on the part of RTD.

#### Design Flexibility / Specifications

- Keep the procuring agency's focus on performance standards rather than design or infrastructure aspects of the procurement. For example, write the performance standard as "the system must provide this level of service" or "must provide this functionality" rather than stating "a five-position switch" or "25 light poles per platform." This provides the proposers the flexibility they need to develop and incorporate designs and ATCs that will greatly reduce costs and minimize schedule impacts.
- It is essential that the procuring agency and its stakeholders keep in mind the need for flexibility in the design criteria. Unlike with traditional infrastructure projects, the detailed design and ultimate operation is the responsibility of the future concessionaire. The agency should restrict its specifications to those related to safety, performance, user experience (e.g. station access), cost-effectiveness, and reliability.
  - Significant time and effort can be saved if the procuring agency determines the level of detail to be in the specifications before developing the specifications.
  - The use of performance specifications and availability criteria reduces the agency's workload and provides the proposers with freedom to propose a Project that they feel is feasible and cost-effective to delivery under DBFOM. The availability component is particularly important for obtaining financing and favorable ratings from the rating agencies.
  - The use of performance specifications and availability criteria gave the proposers the ability to be innovative, using ATCs and industry best practices, and reduced the capital costs associated with the Eagle P3 Project while still ensuring the performance standards RTD required would be met.
  - Allowing the future concessionaire to develop detailed specifications, combined with ATCs, can result in greater confidence a P3 Project can be delivered at the most favorable cost and in the minimum time. The concessionaire team has an equity stake and a long-term commitment to the P3 Project, so they have a vested interest in creating a quality Project that meets procuring agency performance specifications.
- Reviewing the way each proposing team handled ATCs is a viable way to assess the risk tolerances/risk retention and comfort level with the P3 process.
- Ensure the proposing teams are kept fully informed and aware of the procuring agency's expectations from the outset, particularly in terms of on-time parameters and performance monitoring.
- Ensure sufficient system data and/or desired outcomes are provided to the proposing teams so they can adequately design rail service, customer amenities, and stations. Be

sure to provide the level of detail and/or desired outcomes so the proposers can provide ATCs and adequately design the system and meet performance/availability standards.

- Develop the performance standards and availability parameters so the proposed system allows applying quantitative metrics to the evaluation process.
- Provide the proposing teams with a stipend to both offset some of their proposal preparation costs and ensure agency ownership of all designs, concepts, ATCs, and other information in the proposals.
- Risk transfer and ownership considerations are keys to determining which party develops design specifications.

## 2. Delivery Implementation

### Background

The implementation of the Eagle P3 Project delivery approach involved three steps:

- Structuring the RFQ and RFP.
- The process and schedule of the procurement.
- Evaluation of the actual proposals.

Each step was critical in regard to the successful implementation of the contracting strategy and each provided a number of valuable lessons.

### 2.1 RFQ/RFP Structure

#### Request for Qualifications

The RFQ set out RTD's expectations of the proposing teams and their team members. The proposing teams were required to be formed as a concessionaire, wholly owned by the entities providing equity to the Project. Core contractors with responsibility for D-B, and O&M services had to be identified in the responses. Identification of the rolling stock providers was encouraged but not required.

Requiring leadership by equity providers ensured that the course was set early to maintain focus on a long-term solution that provided both efficiency in capital cost and reliability in service performance. Nevertheless, the structure within the teams was not specified, allowing the proposers to organize according to their unique strengths and capabilities.

#### Request for Proposals

The structure of the RFP was developed to clearly set RTD's expectations from the concessionaire in all aspects of the Eagle P3 Project, from procurement, through design and construction, and then through the operating concession. Guidance in establishing this structure came from legal, financial, and technical advisors experienced in delivery of previous P3 projects.

Traditionally RTD has developed detailed design specifications. This is the standard approach under D-B and Construction Manager/General Contractor (CM/GC) contract delivery approaches where the contractor builds the project and RTD must perform the O&M aspects. Using the P3 approach the concessionaire retains the O&M responsibilities for many decades, providing the incentive to construct a quality system that they will be able to maintain.

Since the intent was to hold the concessionaire to a level-of-service performance, RTD chose to restrict the agency level development of design specifications to performance requirements and availability standards rather than proceeding to the detailed design level. Based on the experience of several staff members and consultants on other P3 projects worldwide it was determined that detailed design specifications would restrict the ability of the proposers to manage and lower costs and possibly result in a less-than-optimal Eagle P3 Project design.

The 30 percent engineering plans, developed for environmental permitting needs, were provided to the proposing teams solely as reference materials similarly, a draft 800-page rolling stock design specification, and other detailed specifications developed over the years were provided as reference documents. 200 pages of performance-based specification were established as the contractual technical requirements. The goal was to create a set of

performance specifications that consisted primarily of industry standard specifications and guidelines, such as those published by AREMA and APTA. A similar approach was taken for other elements of the requirements including the requirements for operations and maintenance where metrics for satisfactory performance were established and linked to adjustments to the payment regime, and for project management where minimum requirements were established but details were to be proposed by the proposers.

## 2.2 Procurement Process and Schedule

A P3 procurement process can only be successful if:

- There are multiple (two or more, but fewer than five) teams capable of delivering the project.
- The proposers remain engaged and participate through to bid submittal.
- The proposers (and their lenders/equity partners) are comfortable with the commercial financing terms.

In order to achieve success RTD engaged likely participants early, allowed proposing teams to form, and allowed qualified teams to participate in the development of the RFP.

### Schedule Management

Schedule compliance is vital for a P3 procurement, so maintaining the procurement schedule was one of our top priorities. It is very easy to let the schedule on such a complex procurement slip, but we did not allow this to happen. Our team and the proposers worked extremely hard to ensure we would meet our published date—June 15, 2010—for recommending the Eagle P3 Project Concessionaire Agreement to the RTD Board of Directors.

Maintaining the integrity of the proposing teams, in particular their financing entities, was a major challenge in the financial market that we faced at the beginning of the procurement. Schedule compliance gave the teams and their lenders confidence that we knew what we were doing and we understood that time was money to them, due to the major costs of pursuing P3 contracts.

During the RFQ/draft RFP process there were several instances of potential schedule slippage—most notably in mid- to late 2009. By working closely with both our staff and the proposing teams we were able to absorb several months of delays in the RFP cycle and still hold to the evaluation and award announcement timeline.

Only twice during the process were milestone dates allowed to slip. In each case this was done in consultation with, and at the request of, the proposers. In both cases the remaining schedule was revised to maintain the intended date for recommending the concessionaire to the RTD Board. The first delay was due to a specific financial deal point that required resolution prior to the release of the formal RFP. That release slipped four months, but the time was made up by shortening the final proposal preparation period. The second delay was just two weeks, to allow the proposing teams to reflect the final RFP addenda in their proposals. Again, the time was recovered, this time by removing float from the evaluation period. This collaborative approach increased the proposers' confidence in the partnering approach RTD was trying to project.

### Qualification of Teams

Teams were qualified based on evaluation of their technical ability and experience, management approach, and financial capacity. This ensured a competitive field was established with teams that were fully capable of delivering all key aspects of the Project. We recognized

that at the beginning of a complex process each team would not necessarily have comprehensively gathered all the required skill sets and technical functions on the team.

Recognizing the duration of the procurement process, teams were allowed to replace participants up until submittal of proposals. In each case, the replacement participant was subject to the same level of qualification scrutiny as in the RFQ process.

#### Review of the Draft RFP

A draft RFP was provided to qualified teams for review and comment. All input from each team was completely confidential, allowing the team to openly discuss their views and their possible bidding approaches. It was very helpful to hear how each commercial clause or technical requirement could be interpreted, particularly when the proposers saw limitations to their preferred approach—limitations that were not intended and would perhaps prevent proposing the best solution. RTD was also able to explain its intent for each requirement and allow proposers to offer alternative ways the intent could be met.

The proposing teams were very open in their questions, helping ensure the best possible RFP. RTD was able to entertain questions and requests for clarifications during the majority of the RFP development without compromising confidentiality—RTD's or the proposers'.

The review of the draft RFP lasted five months, with multiple meetings held with each proposing team on a wide range of subjects. There was so much direct contact with the proposing teams it was like “negotiating the contract early.” We received valuable inputs as to areas that might impact Eagle P3 Project costs.

#### Formal Procurement Period

By the time the final RFP was issued, the proposing teams had been together for almost a year and had been reviewing the draft RFP and preparing their proposal approach for nine months. This meant that the formal procurement period could be shortened. Teams agreed to remove a draft proposal submission step, but include a confidential technical presentation prior to submittal of the technical proposal.

Despite the discussions and modifications of the draft RFP, we still received over 800 comments during the nine-month bid process. These became increasingly detailed, demonstrating the level of development to the proposals.

In addition to the early confidential presentation of proposals, we also allowed the teams to make a second presentation after proposal submittal that was open to the community at-large as well as stakeholders and other interested parties. The confidential presentations gave RTD an understanding of the direction of each proposal and allowed for feedback of concerns in time for them to be addressed in the final proposal.

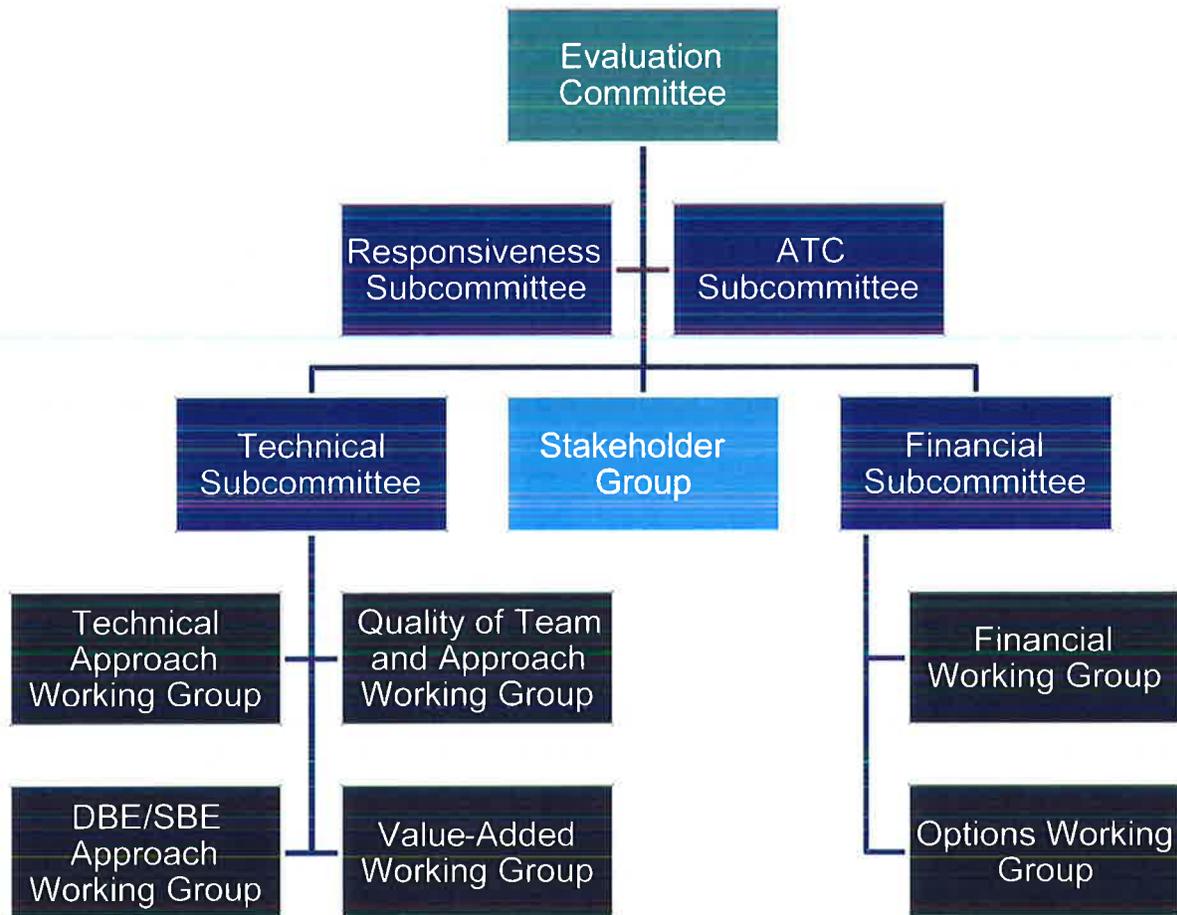
### **2.3 Evaluation of Proposals**

The model for the Eagle P3 Project proposal evaluation process was the highly successful one used with the T-REX Project. The key elements of proposal evaluation were:

- Using a well-structured, best value evaluation approach.
- Having well-trained teams review the technical portion of the proposal and apply the evaluation factors.
- Including Project stakeholders in the technical proposal review.
- Insisting on meeting the schedule—sticking to the procurement dates.

Evaluation Structure

We employed a *Multilevel Evaluation Structure*, shown in **Figure 6**, which reported through the evaluation organization. This enabled us to maintain coordination and control across the many interest groups and subject matter experts assisting with the technical evaluation. The final scoring and selection was the responsibility of the evaluation committee. This structure also assisted in maintaining confidentiality since very few people were privy to more than one area or set of evaluations.



**Figure 6: Multilevel Evaluation Structure**

We gave stakeholders the opportunity to review the technical proposal and comment to the evaluation committee. This gave them real involvement and made them more comfortable about what to expect from the concessionaire.

A very large group of proposal evaluators was necessary due to the complexity of the proposals and the diversity of the stakeholders, as well as the many areas of responsibility within RTD. We could have started our proposal evaluation preparation and evaluator training a little earlier, but we were ready by the time we received the proposals. Holding mandatory training sessions worked well.

While we were prepared to deal with a single proposer, it is RTD policy to do competitive bids for almost every contract—no negotiated contracts. This strengthens our ability to perform

accurate cost estimating and reduces the likelihood of any bids that are significantly above our anticipated price.

### The Technical Evaluation Process

The Technical Evaluation Subcommittee shown in Figure 6 was further broken down, under the Technical Approach Working Group, into eight teams. These teams reviewed and rated specific elements of the technical proposal. The teams were:

- Civil/Structural.
- Systems.
- Safety.
- Operations and Maintenance.
- Stations.
- Rolling Stock.
- Commuter Rail Maintenance Facility.
- Sustainability.

Between them these eight teams reviewed approximately 200 evaluation criteria. Approximately 120 people participated in the technical proposal review.

### Evaluation Schedule

Schedule for the evaluation process is also critical to the pricing of a P3 proposal. Financing proposals have a much shorter shelf-life than construction proposals. If the evaluation takes longer than the lenders are willing to hold a fixed price, it is necessary to allow for price adjustment mechanisms between bid date and contract execution. By committing to a short and disciplined evaluation process, in part by receiving financial proposals just one month after the technical proposals, we were able to get fully-committed financial proposals that gave the most competitive pricing and avoided cost adjustment risks though some adjustments for financing were allowed.

To meet the requirement for schedule compliance and accommodate recovery of the various schedule delays earlier in the process, the proposal evaluation window was shortened. This abbreviated timeline made for a very arduous evaluation process.

The evaluation process worked very well. Absolute secrecy was maintained until the actual RTD Board presentation on June 15, 2010.

## **The Lessons**

### RFQ/RFP Preparation Process

- Qualify teams early so that they can be involved in the development process and understand the agency's goals and expectations.
- Allow teams to organize to their strengths, but always be led by their equity participants to maintain life-cycle focus.
- It is essential that the procuring agency and its stakeholders keep in mind the need for flexibility in the design criteria. Unlike with traditional infrastructure projects, the detailed design is the responsibility of the future concessionaire. The agency should restrict its

specifications to those related to safety, performance, user experience (e.g. station access), cost-effectiveness, and reliability.

- Keep the procuring agency's focus on performance standards rather than detailed design aspects of the procurement to provide proposers the flexibility they need to develop and incorporate their own innovative designs. For example, write the performance standard as "the system must provide this level of service" or "must provide this functionality" rather than stating "a five-position switch" or "25 light poles per platform."
- Provide a process for ATCs since this approach greatly reduces costs and minimizes schedule impacts while maintaining performance standards.
- The use of performance specifications and availability criteria reduces the agency workload and provides the proposers with freedom to propose a Project that they feel is feasible and cost-effective to deliver under DBFOM. The availability component is particularly important for obtaining financing and favorable ratings from the rating agencies.
- Allowing the future concessionaire to develop detailed specifications, combined with ATCs, can result in greater confidence a P3 project can be delivered at the most favorable cost and in the minimum possible time. The concessionaire team has an equity stake and a long-term commitment to the Project, so they have a vested interest in creating a quality Project that meets procuring agency performance specifications.
- Reviewing the way each proposing team handled ATCs is a viable way to assess their risk tolerances and risk retention and comfort level with the overall P3 process.
- Ensure the proposing teams are kept fully informed and aware of the procuring agency's expectations from the outset, particularly in terms of on-time parameters and performance monitoring.
- Ensure sufficient system data and/or desired outcomes are provided to the proposing teams so they can adequately design rail service, customer amenities, and stations. Be sure to provide the level of detail needed and/or desired outcomes so proposers can develop ATCs, adequately design the system, and meet performance and/or availability standards.
- Develop performance standards and availability parameters so the proposed system allows applying quantitative metrics to the evaluation process.
- Provide the proposing teams with a stipend to both offset some of their proposal preparation costs and ensure agency ownership of all designs, concepts, ATCs, and other information in the proposals.

#### Procurement Process and Schedule Management

- Keeping to the established schedule was very valuable in establishing and maintaining our credibility with the proposing teams and their financing partners.
- Working closely with the proposing teams was essential to gain and maintain their confidence in the integrity of our process and in our published procurement schedule.
- Making schedule adherence a top-level management goal and internal performance measure was indicative of our intent and ability to follow through.

- Understanding and respecting the time and financial commitments of each proposing team is critical in gaining and keeping their cooperation and willingness to adapt to minor modifications in the schedule.
- Allowing substantial review, discussions, and modification of the details of the draft RFP gave teams ownership in the process and created further confidence in RTD's commitment to the partnership aspect of the Eagle P3 Project, as well as enabling them to propose their best and most efficient approach to Project delivery.
- Technical proposal presentations prior to submission provided insight into the proposers' approaches and allowed feedback about concerns so they could be addressed in the final proposals.

#### The Proposal Evaluation Process

- Using the best value approach is a good way to ensure quality technical proposals.
- Develop, use, and enforce confidentiality documents and requirements.
- Make training for evaluators mandatory. Allow at least 30 days for the training process prior to actually beginning proposal evaluations.
- Having a multilevel structure that reported up through the evaluation team structure worked well to filter out less significant comments.
- Keep the technical and financial evaluators away from each other—something we believe we did very well since no evaluation details leaked out.
- Give stakeholders the opportunity to review the technical proposal and comment to the evaluation committee—their input is valuable and they will gain early familiarity with the chosen concessionaire.
- A short, disciplined evaluation process allows teams to bid committed financing. This reduces the agency's cost risk and allows for the most competitive pricing.
- The two proposing teams felt that the ATC approach was more valuable than the more typical VE process. At the same time, they would have preferred more clarity in the scoring process as it related to ATCs.

### 3. Communications

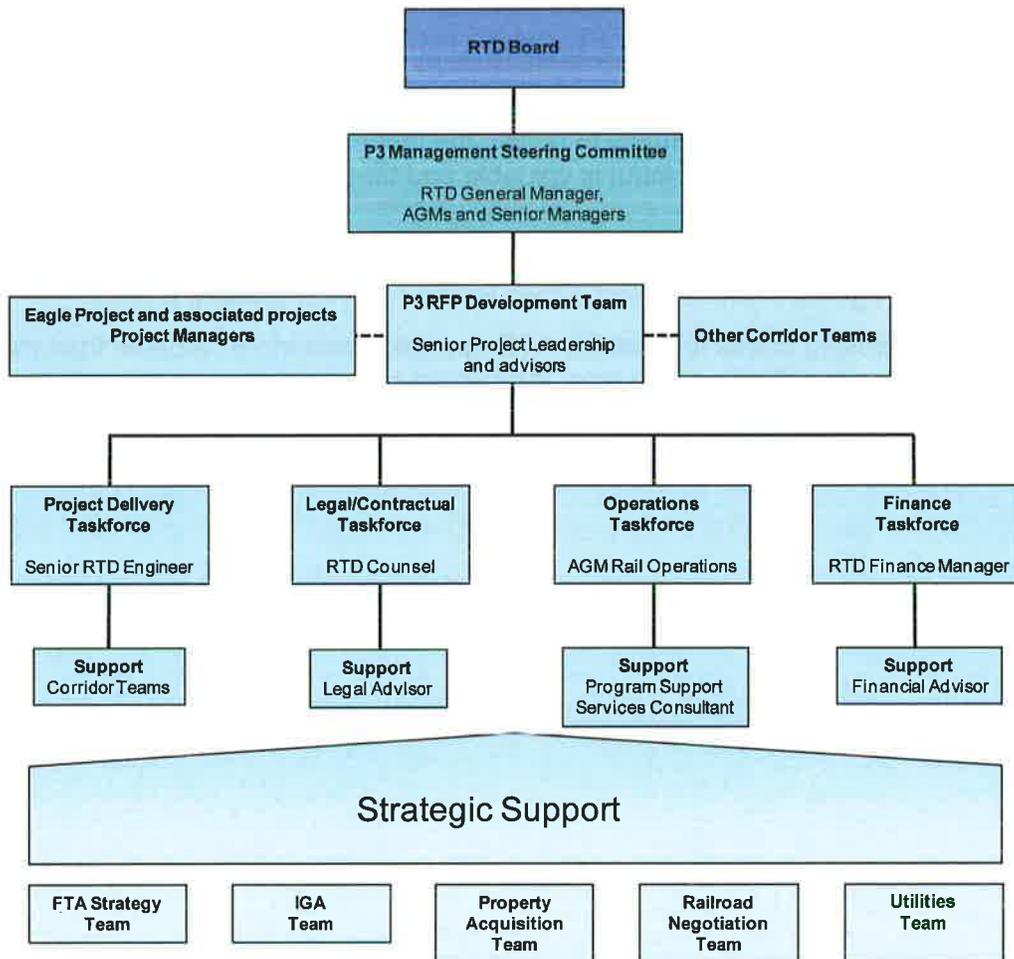
#### Background

P3 procurements are complex and multifaceted and must be fully integrated to result in a successful procurement and project. The best way to assure that a fully integrated set of documents is developed is to communicate early, thoroughly, openly, and often with all parties involved.

#### Lesson 3.1 Internal Communications

Internal RTD communications were a critical element in managing the procurement and ensuring schedule adherence. As described in lesson 1.1, we recognized the need for experts to develop the relevant sections of the RFP. A key requirement was to assure that each section was coherent and developed in a consistent style. This resulted in each section complementing the others rather than duplicating or contradicting them.

We assembled an experienced *Development Team*, led by internationally experienced P3 experts and RTD management experienced in major project delivery and contracted services depicted in **Figure 7**, to develop the draft and final RFPs.



**Figure 7: RFP Development Team**

Our approach to assuring good communication within the RFP development team was to hold regular meetings of each of the task forces and strategic support teams and to cross-link these teams as common issues arose. For example, when property requirements from a city or county arose that needed to be addressed in an IGA, the IGA Team and the Property Acquisition Team would meet to discuss and agree how to present that in the RFP.

As the document production progressed we had independent review meetings to assess and agree to any amendments so issues could be resolved. As the RFP neared completion a senior review group comprising RTD staff, consultants, and advisors went through the entire RFP to identify omissions, duplications, and errors.

As described in lesson 1.2, we held weekly MSC meetings to make sure the GM and all Assistant General Managers (AGM) were fully aware of the Eagle P3 Project strategic developments and key decisions and activities.

### **Lesson 3.2 Communications with the Board of Directors**

A P3 procurement requires major policy decisions throughout the process. Without the full support of our Board of Directors the procurement process would have been seriously delayed, if not actually canceled.

We quickly recognized the need to get our Board of Directors heavily involved in the P3 procurement process. Completing the Eagle P3 Project procurement required a full commitment of the available Taxpayer's Bill of Rights (TABOR) capacity for the FasTracks program. This resulted in other projects being delayed. This meant that some parts of the District would not get funding for the projects they had anticipated in the timeframe they had expected. To ensure we were able to move smoothly through the process RTD Board support was essential.

We engaged the Board early in the process starting with presentation of the RFQ. Upon receiving approval of the recommendation to qualify the three potential proposing teams, we went to the Board with the draft RFP and subsequent changes, making the process of getting Board approval of the final RFP much simpler than we anticipated.

We had substantially more discussions with the RTD Board of Directors on the Eagle P3 Project than on any other procurement we have conducted. While the Board was generally supportive of the Eagle P3 Project and the DBFOM/P3 approach, they had many relevant questions. These insightful questions were an important element in the success of the procurement process and our ability to stay on schedule.

As the procurement moved towards a conclusion our management met with the Board at least once each month during the final six months. During these meetings management provided in depth briefings on key issues, the details of the teams, the primary points in the proposals, and on-going negotiation points. We also provided detailed and confidential briefing packages as the evaluation process proceeded. As a result there were few surprises when we made our concessionaire selection recommendation at the June 15, 2010 Board meeting.

### **Lesson 3.3: Communications with Industry**

RTD recognizes the importance of communicating with industry early and often. As described in lessons 1.3 and 2.2 we had various forums and forms of communication where critical issues were discussed in a way that issues could be fully and completely explored and understood by both the proposers and RTD. Both sides, proposers and RTD, considered these candid and confidential discussions to be critical to the success of the Project procurement and an integral part of the overall communications on the Eagle P3 Project.

### **Lesson 3.4: Communications with Stakeholders and Third Parties**

Ultimately the Eagle P3 Project impacts the cities and counties it serves. Those entities were an important part of the Project development. Other key stakeholders included the FTA, Federal Railroad Administration (FRA), and Public Utilities Commission (PUC) since they are providing funding and have regulatory oversight responsibilities. We also decided that third party and industry reviews were important approaches to allow us to learn from the experiences of other P3 projects.

We actively sought stakeholder input during the project development and RFP development process as well as during the evaluation of the proposals. Representative stakeholders were:

- Adams County
- City of Arvada
- City of Aurora
- City and County of Denver
- City and County of Denver, Department of Aviation
- Colorado Department of Transportation
- City of Westminster
- City of Wheat Ridge

These entities were consulted regularly on issues pertinent to their jurisdictions to assure their concerns and issues were fully addressed in the RFP. As discussed in lesson 2.3, during the evaluation process their input was provided directly to the evaluation committee that made the recommendation for award.

At an early stage in the procurement process RTD sought input from the Canada Line and Bay Area Rapid Transit (BART) project teams to learn lessons from their P3 projects. As the RFP was being finalized additional review and input was sought from Houston Metro management who were actively pursuing their own P3 project and two P3 consultants, each with extensive international and U.S. experience with P3 projects.

In addition, as part of the RFP development process the draft and final RFPs were reviewed by Pricewaterhouse Coopers on behalf of the FTA and by the consultant Urban Engineers on behalf of the Denver Regional Council of Governments (DRCOG).

### **The Lessons**

#### Overall

- Involve all levels of management, including legal counsel, at all stages of the procurement process.
- Ensure all parties—stakeholders, Board members, agency staff, and area residents are kept fully informed of the process and decisions and provide them appropriate venues for expressing their views and opinions.
- Bring potential proposers—primes/major subcontractors and SBE/DBE firms—into the RFQ/RFP development process as early as possible.

- Take full advantage of the experience and lessons learned offered by the potential proposers.
- Be very clear what things may have been “promised” to various stakeholders along the way—these promised items may not have been required of the concessionaire and so may not be delivered (or be required later as changes to Project scope).
- Keep an open door policy until the final RFP is issued.

#### Internal Communications

- Experts must do what experts do best—write the various technical requirements and legal language—but they must be guided and coordinated.
- A senior manager and support team must be directly responsible for execution of the RFP process.

#### Communications with the Board of Directors

- The agency’s Board must be “on board” from the outset of the procurement process if a DBFOM/P3 approach is to work. Their unequivocal support is essential.
- Involving the Board and keeping them fully informed was integral to maintaining and meeting our ambitious RFP issuance and review schedule.

#### Communications with Industry

- The industry form was a valuable way to provide consistent information to all potential proposers.
- Ongoing, frequent and candid discussions assures “no surprises” between the agency and proposers.

#### Communications with Stakeholders and Third Parties

- Stakeholder involvement is critical to the overall success of a project. Obtaining their concurrence with project requirements is essential. Their insights benefit the project.
- Peer review is essential given the limited number of current and past P3 projects in the U.S. Many of the projects have had to overcome significant issues and in a number of cases the agency/owner has had to take over the project as a D-B or CM/GC-delivered system. Incorporating the experiences of our peers proved to be invaluable in the development of the Eagle P3 procurement RFP.

## 4. Eagle P3 Project Unique Challenges

### Background

The Eagle P3 Project procurement provided us with some interesting challenges since this was our first direct experience with this methodology. The previous projects in the U.S. were limited in the parallels and lessons learned we could apply. We counterbalanced some of the challenges by carefully recruiting an internationally experience group of managers and technical experts, but some challenges remained unavoidable or unforeseeable. The most critical of these challenges were:

- Procuring the Eagle P3 Project with only two, and possibly one, teams.
- Finding and applying relevant lessons learned from similar procurements.
- Operating within the constraints of Colorado's TABOR legislation.
- Maintaining an ambitious schedule.
- Accommodating the many unique considerations of a DBFOM/P3 procurement.

### 4.1 Two Teams

#### Background

The Eagle P3 Project procurement started with three potential concessionaire teams following the RFQ phase. Once we identified the qualified teams we began a series of industry reviews in order to explain our P3 procurement process. We ensured the potential proposers understood the need for long-term involvement by a bank or similar financial entity. We also emphasized that the majority, if not all, of the team members needed to be equity participants in the Project.

One proposing team dropped out shortly after the draft RFP was issued. They and we had concerns about the team structure and its ability to manage a project of this size—valued at over \$2.0 billion with nearly 50 years of O&M responsibilities. We didn't lose a team due to contract or other terms, Project issues or concerns, or the P3 procurement process. We provided for several levels of stipend—\$2.5 million to a non-selected team and \$20 million to the selected team if the Project was terminated before NTP—to ensure the costs of the proposal were not a factor that could lead to a team dropping out.

#### Overview

The biggest challenge with only having two teams was the risk of losing one and being left with a sole-source procurement. Many of the legal and financial issues discussed could have been threshold issues that might have been enough to cause a proposer to walk if they did not like the answer. It is likely that each team recognized this and made more out of issues they could have lived with – it gave them some leverage. With three teams we would have been in a position to say “the other two teams have not raised this so we do not intend to consider a change.”

While there were internal and external concerns about procuring a project of this size with only two proposing teams, both remaining teams were deemed extremely strong and well-qualified to design, construct, finance, operate, and maintain the Eagle P3 Project. We were prepared, if necessary, to go forward with a single team; this approach is currently being used to construct the DUS FasTracks hub.

Communicating with the teams—particularly in terms of what questions they were comfortable asking and when to cut-off the question period—was somewhat problematic, but overall the teams indicated they did not have a problem asking questions. There were some confidentiality issues and issues as to when to finally stop taking questions.

## **4.2 Previous Lessons Learned**

### **Background**

RTD has completed two related Lessons Learned reports in the past three years—one for the completed T-REX Project and one for the first five years of the FasTracks Program of projects. Both of these reports were used as references for this Lessons Learned Report. Many of the T-REX Project processes were used in the Eagle P3 procurement.

### **Overview**

There were times that specific T-REX Project experiences were revisited to help clarify how to draft Eagle P3 Project requirements, such as with the approach to quality audits. It was important that we considered how the Eagle P3 Project would differ from, or be similar to, the T-REX Project, given the DBFOM versus D-B delivery models.

### **T-REX**

We used the T-REX Project best value selection approach. We had large teams reviewing the proposals and applying the evaluation criteria and/or factors. We insisted on meeting the established schedule and not allowing the procurement dates to slip.

As with the D-B project delivery on the T-REX Project, adhering to the published schedule is critical for building and maintaining credibility. In the case of the Eagle P3 Project schedule adherence went beyond credibility and impacted the viability of the financing approaches.

The T-REX Project Lessons Learned (2007) document contains some valuable insights about meeting or beating cost and schedule goals.

### **FasTracks**

The FasTracks Lessons Learned (2009) addressed some key areas, particularly going forward, in terms of Management, Policies and Procedures, Project Delivery, and Communications.

It is RTD's policy to do competitive bids for all FasTracks (and other) projects—not negotiated contracts.

The lessons learned on both T-REX and FasTracks strengthened our ability to do cost estimating for the Eagle P3 Project.

## **4.3 Taxpayer Bill of Rights (TABOR)**

TABOR is a constitutional amendment adopted in 1992. It limits the growth of state and local revenues to a highly restrictive formula: inflation plus the annual change in population. It places restrictions on the issuance of multi-year fiscal obligations. In 2005 the voters approved a five-year suspension of the restriction against retaining "excess" revenues. This allowed Colorado to retain the revenue it collects regardless of what the TABOR limit would have been. At the same

time, the suspension left in place the restrictions on raising, approving, or imposing additional taxes. As a political subdivision of the State, the TABOR restrictions apply to RTD.

At the start of the procurement process it was considered by outside counsel that a deal could be done without the use of TABOR to provide a legally enforceable commitment to proposers. This type of deal had been done on a number of occasions prior to the financial collapse. This principle was rejected by each of the proposing teams to the point they notified RTD that the RFP would not be picked up if structured in that manner. RTD was thus required to use 2004 voter approved debt amounts for the Eagle P3 contract to comply with TABOR and contractual requirements.

The element of FFGA funding became an important consideration for the proposing teams since TABOR commitments do not apply to federal funds.

## **4.4 Schedule Management**

### **Overview**

Maintaining the Eagle P3 procurement schedule was our top priority. It is very easy to let the schedule on such a complex procurement slip, but we did not allow this to happen. Our team and the proposers worked extremely hard to ensure we would meet our published date—June 15, 2010—for recommending the Eagle P3 concessionaire agreement to the RTD Board of Directors.

### **Background**

Schedule compliance was vital. Maintaining the integrity of the proposing teams, in particular their financing entities, was a big challenge in the financial market that we faced at the beginning of the procurement. Schedule compliance gave the teams and their lenders confidence that we knew what we were doing and we understood that time was money to them, due to the major costs of pursuing P3 contracts.

When we did have to delay the RFP release schedule it was done in consultation with the proposers because the issue that needed resolving was too big to rush. We then jointly agreed on a new schedule that recovered most of the delay; this increased the proposers' confidence in the partnering approach we were trying to implement.

During the procurement process we had a changeover in our GM. When Phil Washington became the acting GM, schedule compliance took on a different importance. He took on the theme of adhering to the planned schedule and made it his primary performance measure. We did allow a two-week delay in receiving proposals (again for good reason and at the request of the proposers) but again with a schedule recovery approach that did not delay the selection process and contract award.

During the RFQ/draft RFP process there were several instances of potential schedule slippage—most notably in mid- to late 2009. By working closely with both our staff and the proposing teams we were able to absorb several months of delay in the RFP cycle and hold to the evaluation and award announcement timeline.

## 4.5 Unique Aspects of a DBFOM/P3 Procurement

### Overview

The Eagle P3 Project procurement was our first experience with a DBFOM RFP. Past projects, specifically the T-REX Project, were very successfully completed using the D-B approach. We applied many of the processes used during the T-REX Project procurement for the Eagle P3 procurement.

Since the proposal preparation process was going to be lengthy, complicated, and expensive we felt that providing the proposers that actually responded to the final RFP with a multi-million dollar stipend would help offset their costs.

We emphasized schedule compliance, both internally and on the part of the proposing teams. Given the unique financing requirements and the need to minimize the uncertainty in the financing aspects for the teams' financial/equity partner(s), schedule adherence was even more critical than in traditional procurements. In addition, since producing a proposal for a \$2.0 billion P3 project was a very expensive process for the proposers, the RTD Board authorized the payment of a stipend to both teams, along with an additional payment to the selected team should the Project be terminated.

### Background

We had some formal processes in place that helped in the P3 procurement process even if we did not necessarily follow them rigidly. For example, our *White Papers* process helped get decisions made.

Our *Evaluation Procedure* kept a large team focused on their role in a unique evaluation approach.

The approaches for reviewing ATCs were not well documented and not always followed consistently. For example, a batch of ATCs came over a holiday period and some people were not available to respond. In other instances the ATCs came late in the day and needed very quick response. Whenever reasonable, we did step back and see if RTD had an existing process from the T-REX or West Corridor Projects and if it was applicable or not.

### The Lessons

#### Two Teams

- Be prepared to go forward with only one qualified proposing team.
- Provide for a stipend for the teams that respond to the final RFP.
- Look for teams with a strong financing partner and significant equity participation among the other team members.
- Ensure the teams that are qualified during the RFQ process have experience with successful DBFOM projects.
- Lay down the ground rules for asking questions and communicating with agency personnel during the RFP process. The proposers tended to ignore the rules and keep asking for more information or clarifications—this was helpful most of the time, but could be distracting.
- Maintain absolute confidentiality with proposers' sensitive and proprietary information.

### Previous Lessons Learned

- Regular communications with all stakeholders is essential to obtaining community support of any project.
- The D-B and DBFOM project delivery methods effective ways to manage and shift cost and schedule risks to the party best able to handle these risks. The T-REX Project was a valuable lesson in how cost-effective and schedule-efficient a D-B project could be.
- These two project delivery methods bring a significant private sector component into the management of projects. This maximizes contractor innovation and participation.
- Negotiated contract prices (for example CM/GC project delivery) are extremely challenging to implement and should be avoided in the future.
- Staffing resources must be at a sufficient level to adequately address the demands of a project—and the staff should have relevant project delivery method experience.
- Schedule adherence is critical to meet the unique aspects of the DBFOM project delivery and establish/maintain agency credibility.

### Taxpayer Bill of Rights

- Many states have been considering TABOR-like restrictions on taxes and resulting revenues and revenue retention. The presence of TABOR and its restrictions was a potential major stumbling block for the financing and equity partners on the P3 Team.

### Schedule Management

- Keeping to the established schedule was very valuable in establishing and maintaining our credibility with the proposing teams and their financing partners.
- Working closely with the proposing teams was essential to gain and maintain their confidence that we would keep to our published procurement schedule. Our insistence on meeting the established schedule and not letting the procurement dates slip was appreciated by both proposing teams.
- Staying on schedule is very important to the financing entity on each proposing team.
- Making schedule adherence a top-level management goal and internal performance measure is indicative of our intent and ability to follow through.
- Understanding and respecting the time and financial commitments of each proposing team is critical in gaining and keeping their cooperation and willingness to adapt to minor modifications in the schedule (primarily delays not offset by additional response time in other areas).

### Unique Aspects of a DBFOM Procurement

- The process of preparing the RFP and resulting proposals is very complicated, lengthy, and expensive. It is important to be sensitive to the proposers' costs in the process. Page limits may be useful.
- Providing a stipend to the proposers is a valuable way to offset a portion of their proposal preparation costs and potentially increase the number of proposing teams.
- Allow for the difficulties of complying with unique legal issues—in our case, the limitations of the TABOR (see Appendix A).

## 5. Additional Perspectives

### 5.1 The RTD General Manager

RTD went through a change of GM, including having an acting GM and conducting a worldwide search for a replacement GM, during the Eagle P3 Project procurement process. At the end of the search process continuity was maintained since the unanimous choice for the position of GM was Phil Washington, the acting GM.

“My role as GM was to keep a high operations tempo, setting the schedule and milestones and holding our management accountable, keeping things moving, and making decisions related to the railroads, TABOR, and other key issues—and ensuring the RFP was released on September 30, 2009, as scheduled.”

The key considerations from the GM’s perspective were:

- Providing quality presentations to the Board. The presentations the proposing teams made to the RTD Board were essential to obtaining Board understanding of the DBFOM/P3 process and ultimate buy-in and acceptance of RTD’s recommended DBFOM/P3 concessionaire. The material in and frequency of the presentations by RTD staff and the proposing teams prepped the Board to make a decision on June 15, 2010, ensuring the schedule was adhered to.
- Having RTD staff and the GM provide significant, ongoing encouragement to the Board to aid them in the decision-making process and avoid “fear of commitment” for such a big, important, regional Project. Also, RTD’s senior management effectively “led from the front” to streamline the Board’s decision-making process.
- In addition to the various briefings and presentations made to the Board, stakeholders, and RTD management, there were also very valuable one-on-one and small group meetings.
- Organizing teams of speakers to meet with regional mayors, elected officials, and other groups and educate/inform these stakeholders on the procurement process.
- Having direct GM and senior RTD staff/consultant involvement throughout the procurement process.
- Creating and using a Management Steering Committee (MSC) to work through issues. The MSC started working in January 2008—well ahead of the release of the RFP.
- Actively involving the FTA and keeping them informed throughout the process.
- Establishing and sticking to a schedule—the proposing teams really appreciated that.
- Managing expectations—the community had high expectations that RTD had to manage to avoid future disappointments.

### 5.2 The Proposing Teams

“We can’t afford to get it wrong on a 30 to 50 year project.”—MTP team

When comparing the Eagle P3 Project procurement to other U.S. P3 projects, several aspects stood out:

- The political support from the RTD Board was very good. The fact that the Board was unified in support of the Eagle P3 Project was a definite plus. The proposers were very impressed with the conduct and professionalism of the RTD Board of Directors.
- Including the City and County of Denver (CCD) support under political support was very valuable since DIA is a critical component of the East Corridor. The Mayor's office was highly supportive and obviously committed to the Project.
- RTD was very confident of getting its portion of the funding.
- The quality of the RTD advisor team—having a legal advisor that brought commercial experience but did not provide “commercial advice.”
- The advisor team was transparent. The perception on the part of the proposing teams was that the advisors were all RTD staff rather than consultants. They provided inputs that appeared to be from RTD's perspective rather than a consulting one.

RTD laid the foundation for a successful procurement—an important consideration when prospective proposers are deciding to bid/no bid on a project. There were effective processes in place to keep other stakeholders, proposers, and entities informed so they supported RTD's activities and approaches.

#### Railroad Concerns

A major area of concern during the procurement process was the uncertainty concerning the requirements associated with the railroads (BNSF and UP). The uncertainty was reflected in the pricing and in the risks and concerns in the proposals.

The major concern was the potential effects of railroad requirements on work rules for Project personnel. Two of the major concerns were crossings and flagging. Both were sources of “anxiety” for the proposers.

#### Communications

The perception was that of open, transparent communications with RTD and its advisors and stakeholders. In the proposers' previous experience this has not been the case on P3 projects.

The access to RTD and its consultants and advisors to discuss issues and concerns on an informal basis was very welcome. Other projects imposed a stultified, rigid process. A suggestion was offered that the process must be carefully managed—if access is too free it may create a perception of bias in favor of one proposer over others.

The ability to provide technical comments and inputs, especially the ATCs, was greatly appreciated by the proposers. The proposers felt they were “listened to” by RTD. The depth of experience of RTD staff and consultants and advisors supported keeping the lines of communication open throughout the procurement process.

Having the foresight to involve the RTD Board of Directors, the CCD, and the metro area mayors showed the regional commitment to the success of the Eagle P3 Project procurement.

#### Schedule Delays

The delays that occurred between May and September 2009 were a potentially major issue, but the proposers had confidence RTD would still meet the schedule for making the award recommendation to the Board. This concern about potential delays was particularly disturbing to outside bankers since the costs of financing were so time sensitive. The bankers outside the procurement process believed the deal would fall through as a result of the delays.

The proposers felt that RTD did very well keeping to the published schedule despite the issues that arose during the May to September 2009 period. This engendered confidence in RTD, especially on the part of the financing and equity partners. RTD's upping of the stipend as a result of these issues was very welcome. The provision of a stipend indicated that RTD was serious about keeping to the published schedule.

#### Industry Forum/Industry Review/Draft RFP Process

Having an "industry day" is traditional before issuing any draft RFP.

There was a reluctance to ask anything of substance in front of other potential proposers. It was good to see the competition, but the venue didn't really provide any advantage to RTD. It is possible this approach may have "scared away" some potential team members or proposers.

The one-on-one meetings and industry forum were helpful, but not without issues, as mentioned in the previous paragraph.

The ability to make comments on the draft RFP and have them incorporated into the final RFP was very welcome. Keep the draft proposal process short. The review process took five months—two to three months is more typical and reasonable.

#### TABOR Issues

TABOR risks don't exist for any other P3 procurement (anywhere). The proposers were concerned about appropriations and enforceability; the courts could strike these down and affect any termination payment. The financial market is comfortable with the termination process but not the constitutionality. Ultimately, voter approved debt had to be committed to the Eagle P-3 contract.

Bringing the TABOR issue out into the open was good although the way TABOR "unraveled" was not in RTD's favor. The proposers were glad to be made aware of potential TABOR impacts so they could factor it into their financial discussions and planning.

#### Change in RTD's General Manager

The change of GM concerned the proposers; in particular the time gap between the departure of the previous GM and the official appointment of Phil Washington as actual, rather than acting, GM. The proposers' corporate management had severe doubts about the Project during RTD's search for a new GM. The team members and managers actually preparing the proposals had confidence RTD would stay on track.

#### Pricing Considerations

Many of the proposing teams' members were accustomed to proposing five to seven year O&M contracts. Even with experience proposing DBFOM or DBOM and P3 projects, it is difficult to price for long-term variables such as Information Technology (IT), software, and similar costs for a 30 to 50 year timeframe.

The key driver to stay in over a long proposal process—RTD had a real incentive to award a concessionaire contract—the \$1.0 billion carrot of the Penta-P. The future FFGA is tied to the P3 process. This was a major benefit and incentive from the proposers' perspective.

#### Presentations

There were a number of presentations to the RTD Board, stakeholders, and committees.

The January 2010 technical presentation to the RTD Board was mentioned by proposers as a specific example of one that took many hours to prepare and might have been done away with.

RTD still feels that this presentation was very valuable for the Board and would be considered again in the future.

Proposers felt the May 2010 full-blown technical proposal presentation could have been skipped. RTD believes this level and type of presentation was invaluable in gaining Board support and understanding and making the approval of the chosen concessionaire a more straightforward process but will consider ways of limiting the preparation time and effort in the future.

There was concern from proposers about a lack of clarity from the design submission side. Design decisions and/or changes may have been an issue. Some of the reviewers may not have liked the changes.

Preparing for the presentations necessitated the proposers “dropping everything” in the midst of proposal preparation. There were concerns expressed that the presentations emphasized form over content.

The suggestions offered by the proposers include:

- Consider a question and answer session in lieu of some presentations.
- Consider limiting the number of slides allowed in presentations.
- Consider setting parameters for the allowed slides.
- When proposers drop out, consider dividing their share of the stipend to the remaining proposers.

#### Page Count Limitations

The proposers felt RTD wanted too much information. One suggestion was to limit the sections—for example, 100 pages (total) plus appendices for plans. If page count limitations had been imposed the proposers would have structured the proposals differently, based on their perceptions of what was needed for a best value procurement. At the same time, the proposers indicated that there would have been “push-back” if the page counts were too low.

#### Numbers of Proposing Teams

The proposers did not feel that there was an advantage to having more, rather than fewer, proposing teams. The proposers need to recoup their costs—it is easier to do so if there are fewer variables (proposing teams) to consider during the proposal process. It is very expensive to bid.

If the shortlist resulting from the RFQ process is more than three or four teams the potential proposers may consider the risks too high and choose not to bid.

There were concerns about going forward with two proposers—what if one fell through? The fact that RTD was willing and able to go forward with one proposer—to make a sole source award—and that this was acceptable to FTA, was very important. The sole source contract for DUS gave the two actual proposal teams confidence that RTD could do sole source if necessary

#### Other Concerns/Issues

- The proposers liked the systems perspective and the use of top level performance specifications.

- There is the potential for materials perceived as company-sensitive getting to other proposing teams. Maintaining confidentiality around submitted ATCs during the final RFP process is essential.
- The scoring approach was not clear enough; weighting would have helped. Other P3 procurements have used pass-fail on the technical proposal. At the same time, the openness of the process was very helpful in providing information as to how proposals would be weighted and/or scored.
- The forms and letters of intent for DBE participation were “challenging” and onerous. Both the forms and the process could have been streamlined.
- A workshop on the forms and reporting package would have been very helpful.
- Don’t include a cost-loaded schedule with the technical proposal.
- The use of ATCs was confusing at first, but they worked. The timing of ATC approval adversely affected the proposal production schedule.
- The T-REX Project Lessons Learned document was valuable.
- RTD assembled a credible group of advisors and consultants and listened to them. This provided the proposers reassurance about risk sharing and balanced commercial aspects. The legal documents, in particular, were good from the beginning of the procurement process.
- The risk sharing process was clear and equitable. This made the financial and equity partners more comfortable with the entire procurement process. For example, issues such as potential environmental hazards or changes in laws were dealt with clearly. Any time the private sector has to assume “first dollar risk” they are going to reserve accordingly, adding to the cost of the project.
- Having an agency “champion” (in the person of the GM) was very valuable.

#### From RTD's Perspective

- Presentations: The Board was evenly split as to which of the May 2010 presentations was “best.”
- Page count limitations: Since the proposers were only given high level performance specifications there was a need for the proposers to provide detailed specifications in the proposals. This is the rationale for not imposing page count limitations.

At the same time, since this was a new procurement approach at RTD there was some internal reluctance to let go of the detailed design role. This probably resulted in wanting more detail in the proposals than was actually necessary.

- Plans: With page count limits the various plans (such as O&M) would have been in outline form—insufficient detail given that only performance specifications were provided.
- Scoring: Technical proposals were scored on a 100-point scale; then weightings were applied. There were areas of 40 percent difference between the proposers based on one reviewing subcommittee’s evaluation—however another subcommittee would perform its review of a different area and the results were “flipped.” This comprehensive and intentionally segregated approach assured each area was evaluated on its own merits and the quality of teams RTD had as proposers was reflected in almost no overall difference in technical score at the end.

## **5.3 RTD Management Involvement**

### **Overview**

A P3 procurement requires major policy decisions throughout the process. Without the full support of our GM and our Board of Directors the procurement process would have been seriously delayed, if not actually cancelled.

The DBFOM, P3, Penta-P, and agency roles and responsibilities made the procurement incredibly complex and required major policy commitments and rapid decisions and responses.

### **Background**

We quickly learned to get our Board of Directors heavily involved in the P3 procurement process. Each RTD District had to give up TABOR funds so Board support was essential.

We presented the RFQ and terms to the Board, then went to them with the draft RFP and subsequent changes, making the process of getting Board approval of the final RFP much simpler than we foresaw.

We held weekly MSC meetings to make sure the GM and all AGMs were fully aware of the Eagle P3 Project strategic development and key decisions and activities. The Eagle P3 team also held weekly meetings. Initially the team meetings were held in “silos”—then progressively the different projects’ activities and decisions were combined into a coherent whole. Items requiring direction were presented as *White Papers* which described the issue, offered alternative approaches (with pros and cons) and recommended the way forward. The MSC discussed and decided by consensus and there was a permanent record of the decision and why it was made.

We had more discussions with the RTD Board of Directors than on any other procurement. While the Board was generally supportive of the Eagle P3 Project and the DBFOM/P3 approach they have many relevant questions. These insightful questions were an important element in the success of the procurement process and our ability to stay on schedule.

Our management met with the Board at least once each month during the final six months of the procurement. As a result there were few surprises when we made our concessionaire selection recommendation at the June 15, 2010 Board meeting.

## **5.4 Industry and Third Party Reviews**

### **Overview**

Third party and industry reviews were important approaches to allow RTD to learn from the experiences of other P3 projects and incorporate the perspectives of potential proposers into the Eagle P3 Project draft and final RFPs.

The peer review included input from the Canada Line and BART. Two P3 consultants and a senior manager from Houston Metro provided additional input and final review of the RFP.

All interested potential proposers were afforded the opportunity to review the draft RFP and respond to the RFQ.

Third party reviewers included:

- FTA/PricewaterhouseCoopers review of the draft and final RFPs

- DRCOG/Urban Engineers review of the draft and final RFPs

We actively sought stakeholder input during the RFP development process. Representative stakeholders included:

- Adams County
- City of Arvada
- City of Aurora
- City and County of Denver
- City and County of Denver Department of Aviation
- Colorado Department of Transportation
- City of Westminster
- City of Wheat Ridge

## **Background**

Availability-based P3 procurements are relatively new in the U.S. A few projects—most notably the Las Vegas monorail systems—have been built using the P3 approach with availability criteria driving concessionaire payments. The Seattle monorail was to be a P3 procurement. It was bid out but not built due to a loss of public support prior to contract initiation. Other transit systems such as BART and the Houston Metro and many international systems have been bid using a P3 approach, but not necessarily availability performance standards.

Since the P3 approach was new to RTD and the DBFOM delivery method not widely used in the U.S., we considered obtaining peer, third party, and potential/actual proposer input to be essential in the development of an RFP that would deliver the desired Eagle P3 Project on schedule at the most favorable cost.

Early on in the process we invited representatives from CanadaLine and BART to visit RTD and provide some lessons learned from their processes. This input was valuable as it helped identify certain items that they felt they would not do again, items that would not have been immediately apparent from a review of their documents for example. Further input was obtained from both agencies as their and our process developed and they presented issues to the RTD Board, an early step in educating them on the overall P3 experience.

RTD worked with each of the affected local jurisdictions to make sure we understood their concerns and requirements. This involvement assured that local issues were not overlooked in the RFP and therefore ultimately in the project.

The FTA retained PricewaterhouseCoopers as a consultant to review RTD's RFQ and RFP documents to provide FTA assurance that FTA would not be exposed to unacceptable risks. The results of these reviews, carried out at three points in the development process, were shared with us by FTA and the insights from such an experienced consultant were instrumental in making some improvements to the approach and details of the documents.

Our Metropolitan Planning Organization (MPO) the Denver Regional Council of Governments (DRCOG) hired Urban Engineers to review the RFP documents and cost estimates as part of their oversight process. Feedback was very positive and few amendments were made as a result, however this review built confidence that the documents were well developed.

As a final step in the RFP development process, RTD retained the services of three P3 experts from across the country and from the UK. These three individuals reviewed the RFP against best practices and made a small number of key recommendations that were incorporated into the RFP.

## **The Lessons**

### Industry and Third Party Reviews

- Peer review is essential given the limited number of current and past P3 projects in the U.S. Many of the projects have had to overcome significant issues and in a number of cases the agency/owner has had to take over the project as a D-B or CM/GC-delivered system. Incorporating the experiences of our peers proved to be invaluable in the development of the Eagle P3 Project procurement RFP.
- Initiating peer reviews at an early stage and continuing it helped guide the process and build confidence in the documents for all stakeholders including the RTD Board, FTA, local MPO and local jurisdictions.
- Involvement of 3rd party stakeholders provided insights into local issues and assured their buy-in to the process.

## Conclusions and Recommendations

- The DBFOM project delivery approach has been used with great success in many countries around the world: for infrastructure projects of all types including transportation projects such as tolling projects, highway projects, monorail projects, and increasing for commuter/light rail projects. While DBFOM is being used more and more, in the U.S. its track record has not been as successful as in Canada and overseas.
- The structure for funding and financing was developed using thorough financial planning and taking into account RTD's fiscal situation at the time. It is noteworthy that the Eagle P3 Project was procured during one of the worst financial crises to ever hit the world economy and yet the end result was a competitive proposal process and an affordable outcome that presented good value to RTD and its constituents.
- P3 procurements are complex and must be led by a strong and experienced PM to keep the process focused and on schedule. The PM must be supported by staff experienced in P3 in key roles including technical, O&M, financial, and legal. Private financing requires an extended payback term; that gives real ownership responsibility to the concessionaire.
- It is essential to provide P3 project proposers with maximum design flexibility. Allowing this level of design freedom was a significant learning experience for RTD. We saved significant money (approximately \$300 million) without compromising our ability to meet operational requirements.
- It is critical to keep the procuring agency's focus on performance standards rather than design or infrastructure aspects of the procurement. The agency should restrict its specifications to those related to safety, performance, user experience (e.g. station access), cost-effectiveness, and reliability.
- The ATCs are very valuable to both the proposer and the agency. The proposers gain flexibility and a potential competitive edge since the information was not shared with other proposers. RTD got a better, lower-cost design and RTD owns the ATCs from all proposers without incurring the design costs or associated risks. This is similar to the results of VE without the potential delay and cost of performing VE.
- The use of performance specifications and availability criteria reduces the agency's workload and provides the proposers with freedom to propose a Project that they feel is feasible and cost-effective to delivery under DBFOM. The availability component is particularly important for obtaining financing and favorable ratings from the rating agencies. The use of performance specifications and availability criteria gave the proposers the ability to be innovative, using ATCs and industry best practices, and reduced the capital costs associated with the Eagle P3 Project while still ensuring the performance standards RTD required would be met.
- Allowing the future concessionaire to develop detailed specifications, combined with ATCs, can result in greater confidence a P3 Project can be delivered at the most favorable cost and in the minimum time. The concessionaire team has an equity stake and a long-term commitment to the P3 Project, so they have a vested interest in creating a quality Project that meets procuring agency performance specifications.

## The Concluding Lessons

- The D-B, DBOM and DBFOM delivery methods bring a significant private sector component into the management of these projects. The DBFOM approach maximizes contractor innovation and participation. Negotiated contract prices are extremely challenging to implement and should be avoided in the future.
- Include an “availability” performance measure for progress and other payments. It will increase the financial markets’ and proposing teams’ lenders comfort with the viability of their potential investments in a P3 project.
- It is critical that the key members of the concessionaire team have a significant equity stake in the project, along with previous experience with P3 procurements.
- Have a plan and follow it.
- Involve the proposing community early and often, and truly listen to their concerns and driving issues.
- Engage qualified advisors and listen to their advice.
- Engage stakeholders and listen to their opinions.
- Be unyielding on schedule (if it is achievable) except when issues are too big to force resolution in the time available; then be willing to accept a delay but do whatever you can to work around the issue(s) and recover lost time.
- Early coordination with affected railroads and other key stakeholders is essential to ensure ROW and corridor issues are identified, mitigated, and/or resolved as early and cost-effectively as possible.
- Right-of-Way (ROW) identification and acquisition need to begin as early in the procurement process as feasible.
- Successful P3s embrace the partnership ideal from day one, neither party can be successful without the other.

## **Appendix A: Notes on the Taxpayer Bill of Rights**

TABOR's relevant provisions:

- Require a public vote on all tax increases and new government debt.
- Limit the amount of tax revenue raised by state and local governments in Colorado; year-to-year increases in revenue amid economic growth may not exceed the combined rates of population growth and inflation.
- Apply the revenue limits to almost all revenue sources, ranging from income tax and sales tax to college tuition.
- Refund to taxpayers any excess revenue collected above TABOR's limits unless they vote to let government keep the surplus.
- There was a five-year voter-approved suspension, beginning in 2005, that allowed the state to keep "excess" revenues but not raise, approve, or otherwise increase taxes. This moratorium ended in 2010.

For additional information on the provisions of TABOR, with differing perspectives, here are some websites to consider:

<http://www.cbpp.org/cms/?fa=view&id=753>

<http://www.scribd.com/doc/23685932/The-TABOR-Amendment-Learning-to-Live-Within-Colorado-s-Tax-and-Spending-Limit>

**Appendix B: Eagle P3 Procurement Lessons Learned—Master Contact List**

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Project Web Site: <a href="http://www.RTD-Denver.com">www.RTD-Denver.com</a>	



# Transit Finance

Presenter:  
Marla Lien, General Counsel  
Regional Transportation District  
Denver, Colorado



## FINANCING MECHANISMS

Grants

- Federal
  - 49 USC §5309 – fixed guideway capital investment grants for core capacity improvement projects, corridor based bus rapid transit, new fixed guideways, small start projects, and programs of interrelated projects
  - 49 USC §5307 – formula funds for capital projects, planning, job access and reverse commute, and in areas with population less than 200,000 or fewer than 100 buses for operating costs
  - 49 USC §§5310 & 5311 – formula grants for enhanced mobility for seniors, individuals with disabilities and rural areas
  - CMAQ and STP 23 USC §104, §149 and 23 USC §133
  - TIGER (discretionary program funded annually)
- State Grants
- Local Grants
  - May be for smaller projects and components- art, public space and station areas

Debt Issuance

- Bonds
- Commercial Paper

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## FINANCING MECHANISMS (CONT.)

### Loans

- Transportation Infrastructure Finance and Innovation Act (TIFIA) –can be used for any surface transportation project eligible under Title 23 or Chapter 53 of Title 49 923 U.S.C. §601(a)(12)
- Railroad Rehabilitation and Improvement Financing 45 USC §§821-823 and 49 CFR Part 260

### Asset Backed

- Lease - Purchase
- Mortgage

### Tax

- Sales, use, property direct levy or tax increment finance

### Commercial Transactions

- Naming rights, advertising leasing and licensing of property
  - air rights
  - buildings, fiber, pipelines, utilities

### Farebox & Parking

### Private Capital Investment

### Shared Infrastructure/Joint Development

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## COLORADO STRATEGIES

- **Regional Transportation Authorities (RTA's)**
- C.R.S. 43-4-601 et seq. Need a combination of at least one city or county and another city, county or special district authorized with street improvement, safety or transportation powers may enter into a contract to do so. The state may be a party to a contract but does not appear to be one of the parties necessary to form a combination. Contract must be submitted to a vote of the registered electors residing within the boundaries of the proposed authority. If the authority is within the RTD, RTD must be provided a copy of the contract prior to the enabling election. If based on that review RTD believes the authority will provide services that impact it, the authority shall at the request of RTD enter into an intergovernmental agreement regarding those services or eliminate the affecting services from the contract so as to avoid duplication of effort and to ensure coordinated transportation planning, efficient allocation of resources and equitable sharing of costs prior to the authorizing vote.

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## COLORADO STRATEGIES (CONT.)

- Can impose annual motor vehicle registration fees, visitor taxes on lodging, sales or use tax not to exceed one percent, and property tax. Can create enterprises and issue debt. Both the establishment of an RTA and its ability to levy taxes or debt are subject to voter approval. The tax and debt election may be held in combination with the formation election.
- The board of the RTA, or in the case of any RTA established within the boundaries of RTD, the board of RTD may establish local improvement districts for financing a portion of the transportation system where an area will be especially benefited by the financing, construction, operation or maintenance of a regional transportation system. Can only do so however if it receives a petition signed by the lesser of a majority of the registered electorate in the proposed district, or a thousand registered electors in the proposed district (C.R.S. 43-4-608). The method of creating a local improvement district, making improvements and assessing costs must be done pursuant to C.R.S. 30-20-101 et seq., which is an act governing county local improvement districts.

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## COUNTY LOCAL IMPROVEMENT DISTRICTS

- **C.R.S. 32-20-301 Public Projects** –land, buildings, improvements can be financed by revenue from a public project. City or County can issue warrants for cost of construction
- **C.R.S.30-20-501 et seq. County Public Improvements District** – for improvements on public streets or highways. Can charge tolls, rates or fees for revenue producing services or facilities. Can levy property tax and issue bonds. Tax and debt subject to election
- **C.R.S. 30-20-601 Local Improvement Districts** – Counties – can fund public improvements other than solid waste disposal facilities. Can levy sales tax. May levy special assessments. May issue debt. Tax and debt all subject to election

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## MUNICIPAL PUBLIC IMPROVEMENTS

- **C.R.S. Title 31 Part 25**
  - Includes Urban Renewal Districts, Special Improvement Districts, Downtown Development Authorities, and Business Improvement Districts
  - May be used to remedy blight, construct local improvements, construct public facilities and provide services
  - Formation, governance, use of funds, duration of debt and types of taxes authorized including property, or sales, and the power to levy fees varies
  - All tax and debt are subject to election

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## FINANCING CONSIDERATIONS

	RISK	BENEFIT
<b>GRANTS</b>	<ul style="list-style-type: none"> <li>• Limited Availability</li> </ul>	<ul style="list-style-type: none"> <li>• No Repayment Needed</li> </ul>
<u><b>NEW STARTS</b></u>	<ul style="list-style-type: none"> <li>• Phased Project Development</li> <li>• Need FTA authorization to advance to each phase</li> <li>• Each phase is time limited</li> <li>• Need about 50% match</li> <li>• Highly Competitive</li> </ul>	<ul style="list-style-type: none"> <li>• Significant funding source for large projects – greater than \$250 million capital cost</li> </ul>
<u><b>SMALL STARTS</b></u>	<ul style="list-style-type: none"> <li>• Small projects up to \$250 million with federal share up to \$75 million</li> <li>• Phased project development</li> <li>• Each phase is time limited</li> <li>• Need FTA approval for each phase</li> <li>• Limited Availability</li> <li>• Local agency needs to raise majority of project cost</li> </ul>	<ul style="list-style-type: none"> <li>• Faster process – fewer phases than New Starts</li> <li>• No Repayment Needed</li> </ul>

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## FINANCING CONSIDERATIONS (CONT.)

	RISK	BENEFIT
<p><b><u>CORE CAPACITY IMPROVEMENT PROJECTS</u></b></p> <ul style="list-style-type: none"> <li>• Projects must increase existing capacity by at least 10% – not for state of good repair</li> <li>• Phases and approvals are similar to new starts – multi-year requiring approval at each phase</li> </ul>		<ul style="list-style-type: none"> <li>• Funds expansion of existing systems</li> </ul>
<p><b><u>TIGER GRANTS</u></b></p> <ul style="list-style-type: none"> <li>• Discretionary program</li> <li>• Funded annually</li> <li>• Limited funds for distribution (\$500 million in 2015)</li> <li>• Each year's funding may focus on a particular type of project or project benefit</li> <li>• Highly Competitive</li> </ul>		<ul style="list-style-type: none"> <li>• May fund projects that do not qualify well under other capital grant programs</li> </ul>
<p><b><u>FORMULA FUNDS</u></b></p> <ul style="list-style-type: none"> <li>• Periodically Available</li> </ul>		<ul style="list-style-type: none"> <li>• Distribution formulas and project eligibility may change</li> </ul>
<p><b><u>STATE GRANTS</u></b></p> <ul style="list-style-type: none"> <li>• Requirements defined by State Legislature</li> </ul>		<ul style="list-style-type: none"> <li>• May have fewer administrative requirements than federal grants</li> </ul>

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## FINANCING CONSIDERATIONS (CONT.)

	RISK	BENEFIT
<p><b><u>LOANS/ DEBT FINANCING</u></b></p> <ul style="list-style-type: none"> <li>• May need voter approval for any type of indebtedness</li> <li>• May put public property at risk if asset backed</li> <li>• All loans need identified and credit-worthy repayment stream</li> <li>• TIFIA limited to a percentage of project cost</li> <li>• TIFIA and RRIF need to meet most grant eligibility requirements (NEPA, TIP &amp; long range plan inclusion, federal procurements processes)</li> <li>• Debt pre-payment/refinancing ability may be limited</li> <li>• Debt service may constrain operations, especially in economic downturns</li> <li>• Cost may be adversely affected by market events, changes in tax code or other market conditions</li> </ul>		<ul style="list-style-type: none"> <li>• Federal Loans may be at low rates with flexible repayment terms</li> <li>• Sales tax, short-term bridge financing or other debt issuance with reliable payment stream may be at low rates</li> <li>• Municipal bond debt may be at favorable rates due to tax benefits</li> <li>• Repayment can be sculpted to match cash flow needs</li> </ul>

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## FINANCING CONSIDERATIONS (CONT.)

	RISK	BENEFIT
<u>TAX</u>	<ul style="list-style-type: none"> <li>• Generally subject to Voter Approval</li> <li>• Limited appetite for Increased Taxes</li> <li>• May be only for Particular Projects</li> <li>• Competing with many other Public needs</li> </ul>	<ul style="list-style-type: none"> <li>• Generally Reliable</li> <li>• No Repayment Required</li> </ul>
<u>COMMERCIAL TRANSACTIONS</u>	<ul style="list-style-type: none"> <li>• Need to be responsive to Customer Sentiment</li> <li>• Creation of real property rights above or below ground may affect future transit use</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility for Public Transit Assets</li> <li>• First Amendment considerations for Public Entities</li> </ul>

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## FINANCING CONSIDERATIONS (CONT.)

	RISK	BENEFIT
<u>FAREBOX &amp; PARKING</u>	<ul style="list-style-type: none"> <li>• May affect Ridership</li> <li>• Transit Mission may be to service routes that are most price sensitive</li> </ul>	<ul style="list-style-type: none"> <li>• Farebox &amp; Parking may be seen as a unified cost of transit access</li> <li>• May be adjusted as needs or Policy considerations require</li> </ul>
<u>PRIVATE CAPITAL INVESTMENT</u>	<ul style="list-style-type: none"> <li>• Investor may want significant control</li> <li>• Generally more expensive than Public Debt Issuance</li> <li>• May require Legislative and/or Voter Approval</li> </ul>	<ul style="list-style-type: none"> <li>• May introduce commercial rigor into Project Development</li> <li>• May introduce ability to incorporate significant Private Expertise</li> <li>• May provide Project Efficiencies, resulting in lowered costs</li> <li>• Allows for risk transfer</li> </ul>

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## FINANCING CONSIDERATIONS (CONT.)

	RISK	BENEFIT
<p><b><u>SHARED INFRASTRUCTURE/JOINT DEVELOPMENT</u></b></p>	<ul style="list-style-type: none"> <li>• Timing and need of Public and Private development may vary</li> <li>• Public financing may restrict ability for Private use</li> <li>• Need FTA approval for federally funded property</li> </ul>	<ul style="list-style-type: none"> <li>• May be able to share cost and use of property for roads, green space, pedestrian and bike access, parking, utilities, security and maintenance</li> <li>• May increase Ridership</li> <li>• May result in enhanced Rider Experience</li> </ul>

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## THE DENVER EXPERIENCE DENVER UNION STATION

- Approximately 22 acres publicly owned at start of project
- 2 light rail tracks, 8 commuter rail tracks, 22 bus bays - multi-modal regional hub
- Multi- agency, MPO, City and County of Denver Colorado Department of Transportation, RTD
- Amtrak is long term user of facility
- RTD sales tax pledged
- 5 development parcels sold and land sale proceeds used
- Development Authority and tax increment finance district formed (with voter approval)
- TIFIA and RRIF loans
- State and federal formula and capital grants
- FHWA grant - Project of National and Regional significance
- RTD has entered into long term lease with hotel developer for historic station building - building renovation, maintenance and long term income stream

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**THE DENVER EXPERIENCE**  
**DENVER UNION STATION**

RTD

Market St. Station

Legend:  
■ DDA  
■ DUS Met Districts  
□ DUS Site

Downtown Development Authority & Met District Boundaries

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**THE DENVER EXPERIENCE**  
**DENVER UNION STATION –**  
**MAJOR TRANSIT ELEMENTS**

RTD

Light Rail Terminal complete

Mall Shuttle Extension complete

Bus Terminal complete 2014

Commuter Rail complete 2014

Forecourt Plaza complete 2014

Primary Boundary for "DUS" 19.5-ac



## THE DENVER EXPERIENCE EAGLE P3 PROJECT

- 35 mile Commuter Rail Project on separate track
- Public Private Partnership – Design-Build finance operate maintain
- 34 year term for Public Private Partnership
- Sales Tax Revenue Bonds - land acquisition, other local match
- Private Activity Bonds under US DOT allocation (26 USC §142(m))
- TIFIA loan for local match
- Full Funding Grant Agreement
- Commercial Paper for bridge financing due to reduced annual FFGA payments
- Surface Transportation Grants
- Naming Rights under consideration
- Partnership with City and County of Denver Airport Authority for construction of Airport Station; partnership with City of Westminster for parking garage at Westminster Station

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## THE DENVER EXPERIENCE EAGLE P3 PROJECT

- **East Corridor**
  - 22.8 miles of commuter rail between Denver Union Station and Denver International Airport
- **Gold Line and Northwest Electrified Segment**
  - 12.5-mile rail commuter rail line running from Denver Union Station to Wheat Ridge and South Westminster

- **Commuter Rail Maintenance Facility**
  - Facility to repair, maintain, clean, fuel and store transit vehicles and two miles of access track
- **Denver Union Station Infrastructure**
  - Denver Union Station is the major hub for rail and bus transportation in the Denver metro area



Source: Denver Transit Partners EAGLE P3 Project, Series 2010 Official Statement

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**RTD**

## Depot Square at Boulder Junction

**Project Elements:**

**RTD**

- 6 Bay Below Grade Bus Transfer Facility owned by RTD
- 75 RTD spaces - owned by RTD
  - cost of RTD owned improvements \$9 million paid by RTD
  - Other Public and Private
- 5 story, 360 space shared parking structure;
- Public Plaza
- Renovated historic train depot (future restaurant or brew pub)
- 150 room hotel
- New dedicated R.O.W. Junction Place - cost approximately \$4 million
- None of above paid by RTD

**RTD**

# Regional Transportation District

**Dave Genova  
Interim General Manager and CEO**

**August 6, 2015**

**RTD**

## About RTD

- Created in 1969
- Eight-county service area
- Service area: 2,340 square miles
- 2.8 million population (approximately 57% of CO's population)
- 15 elected Board members
- 1 percent sales tax
  - 0.6 base system
  - 0.4 FasTracks



2



## About RTD

- 1,011 active buses
- 172 light rail vehicles
- 77 park-n-rides
- 105 million annual boardings
- Seven operating facilities
- Two administrative facilities
- 2,654 employees



3



## Bus Service

- 137 fixed bus routes
- 9,509 bus stops
- Local and Regional service
- Other services include:
  - Call-n-Ride
  - Access-a-Ride
  - SportsRide
  - RunRide
  - SkyRide
  - Free MallRide
  - Free MetroRide
  - SeniorRide



**RTD**

## Light Rail

- Six rail lines
- 46 stations
- First line opened in 1994
- Zone system



**RTD**

## Commuter vs. Light Rail

- Light rail
  - Lighter in weight, smaller, designed to make more stops, better turning radius and city street operation
- Commuter rail
  - Heavier, larger, faster, carries more people, fewer stops, compliant for railroad corridors





## The RTD FasTracks Plan



**RTD FasTracks  
PROGRESS MAP**

**LEGEND**

- Light Rail/Commuter Rail
- Corridor
- Bus Rapid Transit
- Park-n-Ride
- Station

- 122 miles of new light rail and commuter rail
- 18 miles of Bus Rapid Transit (BRT) service
- 31 new Park-n-Rides; more than 21,000 new parking spaces
- Enhanced Bus Network & Transit Hubs (FastConnects)
- Redevelopment of Denver Union Station
- 57 new rail and/or BRT stations
- Opportunities for Transit Oriented Communities



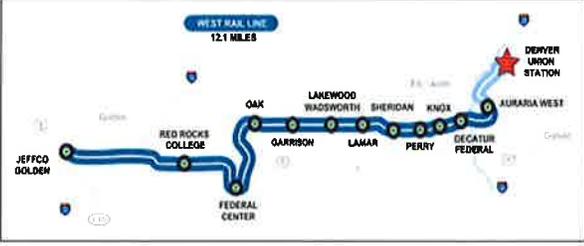
## Success in Securing Federal Funds

- \$1.3 billion in Full Funding Grant Agreements
  - \$1.03 billion FFGA awarded in 2011 for East Line and Gold Line
  - \$308 million awarded for West Line in 2009
- \$280 million TIFIA loan awarded for Eagle P3
  - Has freed up cash for other projects
- \$301 million loans for Union Station
  - RRIF loan - \$155 M
  - TIFIA loan - \$146 M




RTD

## West Rail Line




- W Line
- 12.1 miles of light rail
- First FasTracks project to open
- 11 stations and six new park-n-rides
- Opened in April 2013

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RTD

## Denver Union Station

- \$484 million project
- Multimodal hub integrating light rail, commuter rail, Amtrak, buses, taxis, shuttles, bikes and pedestrians
- Partners include RTD, Colorado Dept. of Transportation, City and County of Denver, Denver Regional Council of Governments
- Bus concourse opened in May 2014
- Historic building opened in July 2014 as boutique hotel, restaurants and shops





## Free MetroRide

- Additional transit capacity between DUS and Civic Center
- Free service will complement Free MallRide service; runs along 18th and 19th streets
- Stops two to three blocks apart for faster travel than MallRide
- Service began May 2014



Free MetroRide service will run every 5 minutes during peak rush hours: 6-9 a.m. and 3-6 p.m., Monday - Friday



## Eagle P3 Project

- A new mode and a new way of doing business in Denver
- The first transit project of its kind in the U.S.
  - A 34-year Public-Private Partnership Concession in which Denver Transit Partners perform design-build, operations and maintenance, and provide partial financing
  - Project cost: \$2.1 billion



RTD

## U.S. 36 Bus Rapid Transit (BRT)

- Part of 2004 voter-approved FasTracks Plan
- Only non-rail line in FasTracks
- Collaboration with CDOT
- 18 miles, Denver to Boulder
- 6 stations
- *Boulder*: Downtown Boulder Station and Boulder Junction at Depot Square
- *Denver*: Union Station and Civic Center



RTD

## FasTracks as an Economic Driver

- Continue to implement more than \$5.5 billion across the region
- 14,000 full-time jobs created since FasTracks began in 2005
- \$1 billion of private development around Union Station
- Every \$1 invested in transit infrastructure translates into \$4 injected in the local economy





## Small Business Office (SBO)

- The RTD Small Business Office's Disadvantaged Business Enterprise/Small Business Enterprise (DBE/SBE) Program assisting in the development of businesses.
- Focuses on building a stronger Colorado economy through:
  - Providing resources, outreach and training for DBE/SBEs to grow and thrive
  - Ensuring comprehensive compliance and monitoring of DBE/SBE commitments
  - Offering SBE Certification for additional opportunities with RTD's SBE program
- To-Date over \$857 million committed to DBE/SBE firms on FasTracks:
  - 512 DBE/SBE firms
  - 1,427 individual contracts awarded to DBE/SBE firms



## Workforce Initiative Now (WIN)

- RTD partnered with Community College of Denver, Denver Transit Partners, and Urban League of Metro Denver to develop WIN to support local construction/transportation workforce development
- Regional collaborative partnership
  - Leverages existing training providers to identify, assess, train and place community members into careers on transportation and mixed-use development projects
  - Grows the local workforce
  - Strengthens the community
- RTD won \$486,465 FTA grant for WIN
- 488 people enrolled; 327 employed – 215 placed by WIN and 112 incumbent workers seeking career opportunities
  - \$16.6/hour average starting wage
- 93% still in position after three months







**MASSIVE  
JUMBO  
GARGANTUAN  
ENORMOUS**

4 new rail lines in 2016.  
Oh yeah, it's gonna be big.

Get the scoop on **A B O R** at [rtd-denver.com/2015](http://rtd-denver.com/2015) 

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**Questions?**

**[david.genova@rtd-denver.com](mailto:david.genova@rtd-denver.com)**

## 2015 Fact Sheet



### CENTRAL RAIL EXTENSION AT A GLANCE

- The Central Rail Extension (CRE) is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The CRE will provide rail service between the existing Central Rail Line at 30th•Downing and the East Rail Line at 38th•Blake. This will serve as a way for commuters in central downtown to connect with the line to the airport.
- Two new stations are proposed: 33rd•Downing and 35th•Downing.
- Service will be provided by single light rail vehicles that complete round-trips, in-traffic transit operations between 30th•Downing and 38th•Blake.

### PROJECT OVERVIEW

- As part of the planning process, an Environmental Evaluation (EE) was conducted, including an analysis of alternative alignments and station locations, identification of potential impacts, and a recommendation for ways to minimize any impacts throughout the corridor.
- 2010: RTD Board of Directors adopted the EE for the Central Rail Extension.
- 2013: The CRE underwent further analysis, including a study to identify the most feasible transit route and operating plan to provide a direct connection between 38th•Blake and downtown Denver.
- 2014: The CRE mobility study is complete and provided several options for consideration. Once final funding is identified, final design and construction will begin. In the meantime, basic engineering design started and is expected to be 30 percent complete in 2015.

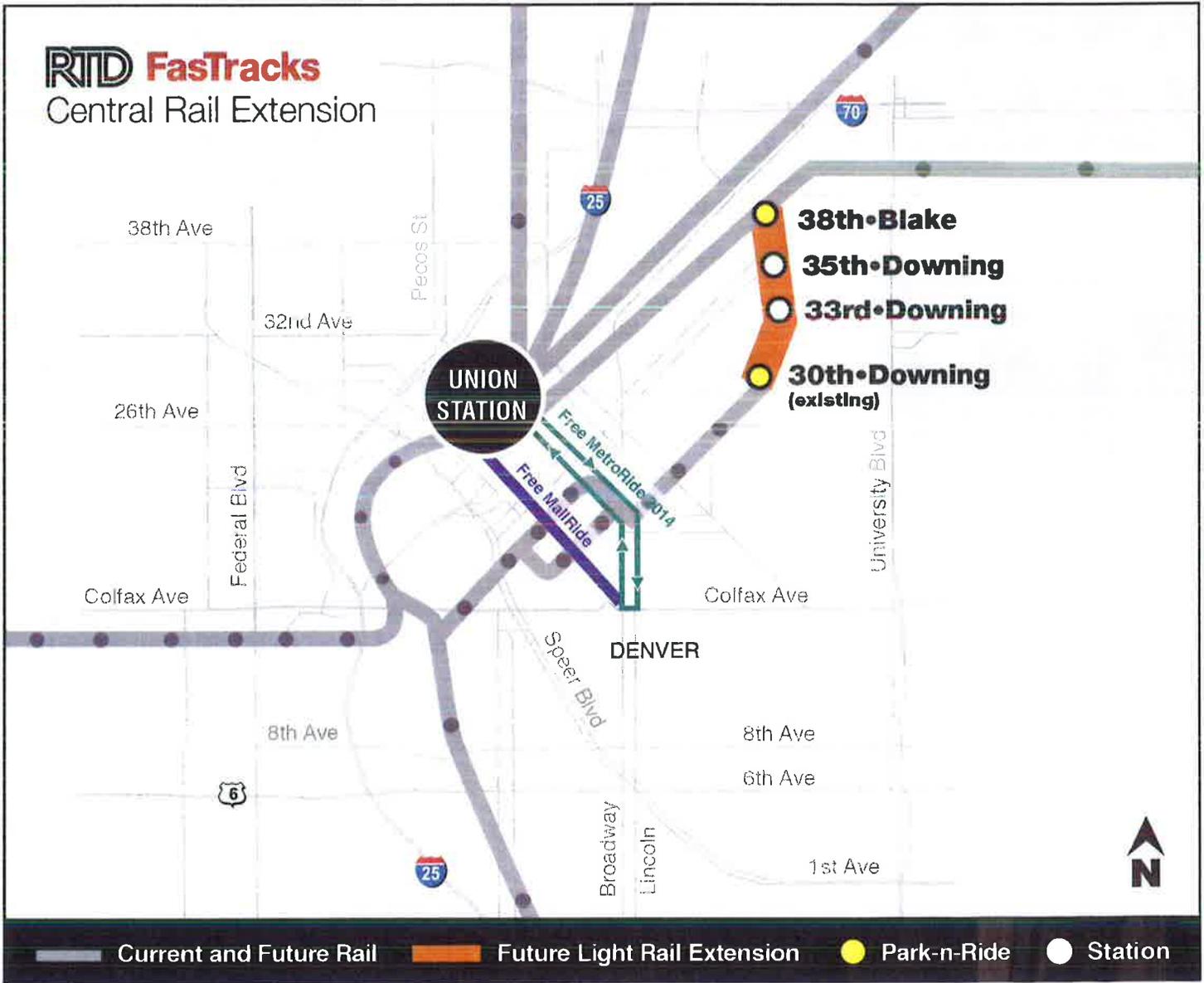
### CENTRAL RAIL EXTENSION FAST FACTS

- Length: 0.8 miles
- Vehicle Type: Light rail
- Stations: 3

*For more information or to request a presentation, call 303.299.2831*



**RTD Fastracks**  
Central Rail Extension



Updated 1/12/2015

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## Commuter Rail Maintenance Facility Fact Sheet



Large bifold doorways allow commuter rail vehicles to enter the maintenance building with overhead power.



Up to 80 electric rail cars can be serviced in this massive facility.



A state-of-the-art operations control center will allow dispatchers, train operators and security to effectively communicate.

### OVERVIEW

- The commuter rail maintenance facility (CRMF) is located at 5151 Fox St. in Denver's Globeville neighborhood.
- The facility is used to maintain, clean and store the vehicles that will serve the East Rail Line, Gold Line, Northwest Rail Westminster Segment and the North Metro Line.
- Approximately 240 operators, mechanics and other staff will be housed in the 230,000-square-foot facility.
- The CRMF can service up to 80 electric rail cars and is equipped with state-of-the-art training and conference rooms, staff break room and lockers.
- The facility's Operations Control Center (OCC) acts as the brain of the commuter rail network with train dispatch, public announcement and security systems, positive train control and the radio communication systems that keeps everyone connected.

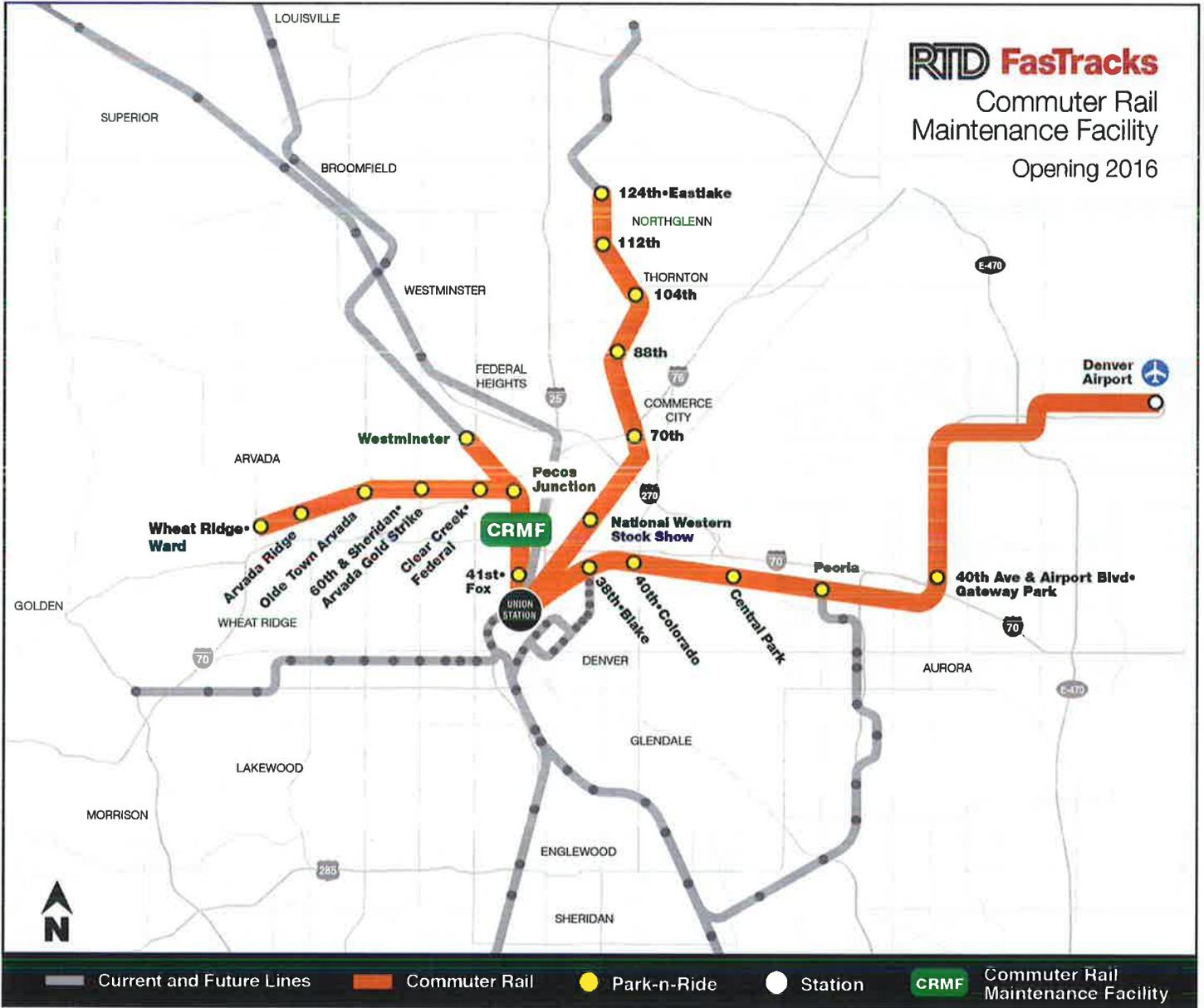
### SUSTAINABILITY

- The facility is working to receive a Leadership in Energy and Environmental Design (LEED) Silver Certification, which demonstrates environmental stewardship and social responsibility.
- Sustainable features of the CRMF include:
  - Efficient mechanics and lights for a 32% energy savings
  - Water-efficient plumbing fixtures for a 39% reduction in water usage
  - Radiant floor heating served by an 89% efficient water boiler
  - Specially designed windows that prevent thermal transfer



For more information or to request a presentation, call 303.299.6990.





Updated 9/11/2014

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## Commuter Rail Vehicle Fact Sheet



The rail cars are assembled in Hyundai Rotem USA's Philadelphia plant, including placement of RTD's branding.



The vehicles are spacious with large seats, luggage towers, bicycle racks, overhead storage and widened wheelchair access.



Rendering of commuter rail car vehicle.

### OVERVIEW

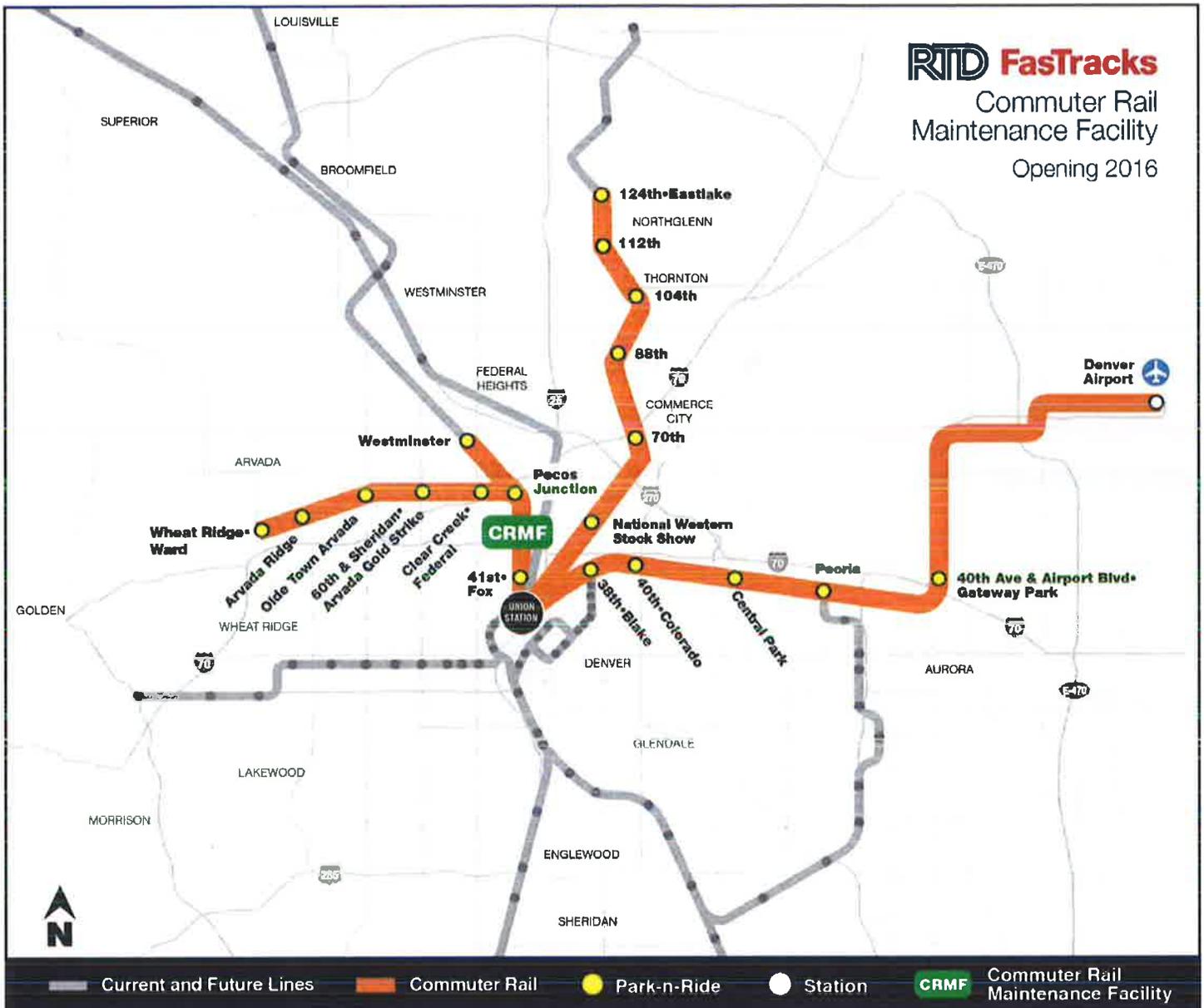
- RTD's commuter rail vehicles are heavier and travel faster than light rail vehicles, but operate in a similar way, using overhead electric lines.
- The vehicles will travel up to 79 miles per hour, go longer distances and make fewer stops than a typical light rail system.
- Sixty-six vehicles were purchased to serve the East Rail Line to Denver International Airport, the Northwest Rail Line to Westminster, the Gold Line to Arvada/Wheat Ridge and the North Metro Rail Line to Thornton.
- The vehicles have large seats with headrests, overhead storage, luggage racks, bicycle racks.
- Passengers will be able to walk directly from the station platform onto the vehicles without climbing stairs, as each door offers level boarding. This means each vehicle entrance is accessible to wheelchairs, rolling luggage, bicycles, strollers and other large items.
- The steel car bodies were manufactured at Hyundai Rotem's plant in South Korea, then shipped to the company's plant in Philadelphia for fitting and assembly of various components including wheel trucks, brakes, seats, etc.
- The vehicles will be maintained, serviced and cleaned at the commuter rail maintenance facility (CRMF) at 5151 Fox St. in Denver's Globeville neighborhood.

### FAST FACTS

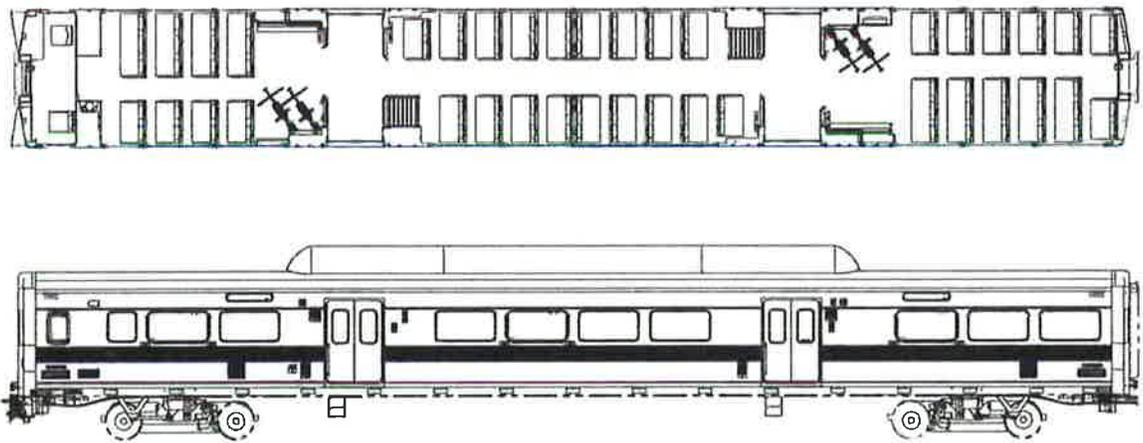
Dimensions:	85 ft. long, 10.5 ft. wide, 12.6 ft. high
Weight:	70 tons (empty)
Maximum Speed:	79 mph
Seats:	91
Total capacity:	232 (including standees); 2 wheelchair spaces per car
Motor power rating:	620 horsepower per vehicle
Power source:	25,000 volts AC on an overhead electrical system

For more information or to request a presentation, call 303.299.2000





### Vehicle Schematic



Updated 9/26/2014

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## Safety First — Be Careful Around Commuter Rail



The commuter rail overhead power lines are 25,000 volts and very dangerous.



Commuter rail vehicles will start running in late Spring 2015 as part of RTD's testing and commissioning program.



The commuter rail platforms, where riders wait to board, are four feet higher than the track. This allows for level boarding on the

### General Safety Information

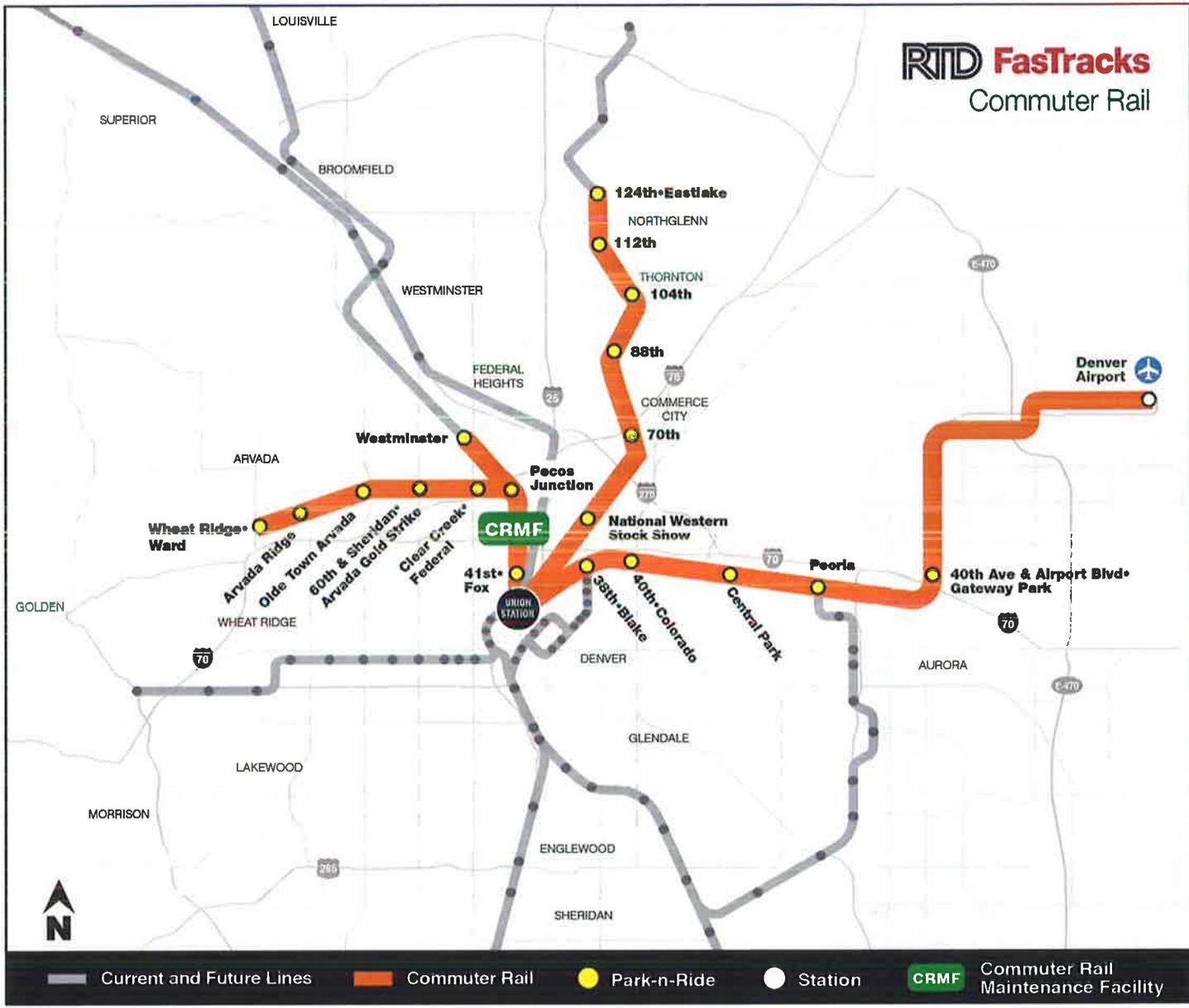
- **NEVER climb power poles, try to touch the wires or throw objects at them.**
- Commuter rail is a new transit technology for Denver, and that means learning some new safety measures, especially about electricity and safe crossing of the tracks. Commuter trains will operate starting in 2016 on the East Rail Line to Denver International Airport, Northwest Rail Line to Westminster and Gold Line to Arvada/Wheat Ridge, and in 2018 on the North Metro Rail Line to Thornton.
- However, the new trains will start testing out on the tracks in spring 2015.
- Like the RTD light rail system, commuter rail is powered by overhead electric lines. Commuter trains use 25,000 AC volts of electricity and operate at speeds up to 79 miles per hour — they can be deadly if you come into contact.
- Never trespass on the tracks — it is not only illegal, but can result in serious injury or death. After the system opens to the public, cross the tracks only at designated pedestrian areas and stay on the platform until your train arrives.
- There are 30 automobile and pedestrian crossings of the tracks among the three rail lines opening in 2016. Here is what you need to know in order to stay safe:
  - Crossing gate arms, flashing lights and special safety signage are at every crossing for a reason — to keep you safe! Always stay behind them until the train passes.
  - Cross the tracks only at designated areas and always yield to approaching trains. For pedestrians, most sidewalk crossings will have gates you must open before crossing the tracks
  - Every crossing is planned to be a Quiet Zone, so the commuter and freight trains will not blow their horns unless there is an emergency.
- Pay attention! Always be aware of your surroundings when around railroad tracks and stay away from all power lines and non-public areas.

### Testing, Commissioning and Electrification

- In Spring 2015, trains will begin to run on the East Rail Line from Union Station to the airport as part of a testing and commissioning process that is required by the Federal Railroad Administration and Federal Transit Administration.
- During this time, no passengers will be allowed on the trains or on the station platforms, and there will be some inconvenience to the traveling public as crossings undergo testing.
- RTD asks the public to follow all at-grade crossing signs and safety measures, and to stay away from all power lines and other commuter rail elements.

*For more information or to request a presentation, call 303.299.2000*





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## 2015 Fact Sheet



### EAST RAIL LINE AT A GLANCE

- The East Rail Line is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- Once completed, it will be a 22.8-mile electric commuter rail line between Denver's Union Station and Denver International Airport (DIA).
- RTD FasTracks is building six stations on the line: 38th•Blake, 40th•Colorado, Central Park, Peoria, Airport & 40th Blvd•Gateway Park and Denver Airport.
- Construction began in August 2010 and the line is scheduled to open in 2016 as the **A** line. It is part of the larger Eagle P3 project that is also building the Gold Line and the first segment of the Northwest Rail Line.



### PROJECT OVERVIEW

- 1997: Plans for rapid transit between downtown and DIA began when RTD conducted an investment study to determine recommendations for commuter rail, light rail, highway widening and transportation management.
- 2003: RTD FasTracks and the Colorado Department of Transportation initiated an Environmental Impact Statement (EIS) process to study improvements to the I-70 East Corridor.
- 2007: Federal Transit Administration (FTA) officials selected the East Rail and Gold lines for a public-private partnership pilot program, which gave birth to the Eagle P3 project.
- 2009: RTD FasTracks released a final EIS; received an FTA Record of Decision, completing the environmental process; and released a Request for Proposals seeking private partners to design, build, finance, operate and maintain the East and Gold rail lines.
- 2010: RTD FasTracks selected Denver Transit Partners as Eagle P3's contractor for a 34-year concession.
- 2011: Eagle P3 received a \$1.03 billion Full Funding Grant Agreement from the FTA, the largest awarded to date at that time by the Obama administration.
- 2014: The last rail was laid and the first commuter rail vehicles arrived in Denver. Testing and commissioning begins in spring 2015.

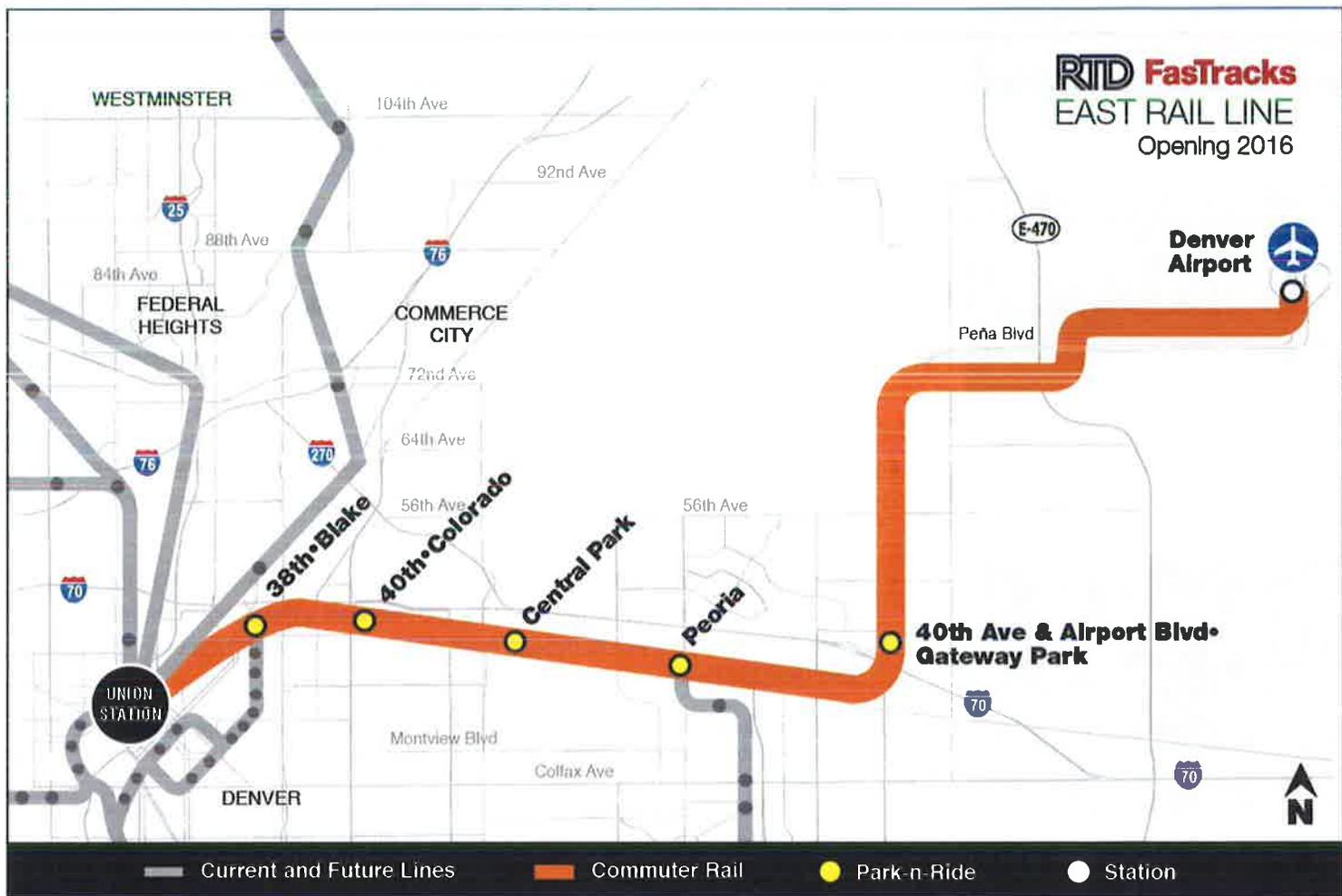


### EAST RAIL LINE FAST FACTS

- Length: 22.8 miles
- Vehicle: Electric Commuter Rail
- Stations: 6
- Parking Spaces: 3,529 (opening day), 7,900 (2030)
- Service Frequency: 15 min (6 a.m. - 8 p.m.) / 30 min (early a.m., late p.m.)

*For more information or to request a presentation, call 303.299.2898*





## 2015 Fact Sheet



### EAGLE P3 PROJECT AT A GLANCE

- Eagle P3 is part of RTD's 2004 voter-approved FaTracks plan to expand transit across the Denver metro region.
- The \$2.2 billion project comprises the East Rail and Gold lines, the first segment of the Northwest Rail Line to Westminster, procurement of 54 commuter rail cars and a commuter rail maintenance facility, all scheduled for completion in 2016.
- P3, or public-private partnership, is an innovative financing and delivery method in which a public entity partners with the private sector. The private team invests its own money and assumes much of the risk on the project. That allows the public entity to spread out large upfront costs while preserving public cash for early construction.
- Funding for Eagle P3 comes from federal grants and loans, RTD sales taxes and the contractor's financial contribution. The project received a \$1.03 billion Full Funding Grant Agreement from the Federal Transit Administration.
- RTD entered into a 34-year agreement with Denver Transit Partners (DTP) under which it will pay DTP to operate and maintain the system; DTP repays its private financing from that amount, much like home mortgages are repaid.

### PROJECT OVERVIEW

- **East Rail Line:** a 22.8-mile electric commuter rail corridor between Denver's Union Station and Denver International Airport that will pass through east Denver and Aurora, and include intermediate stations at 38th•Blake, 40th•Colorado, Central Park, Peoria, and 40th Ave & Airport Blvd•Gateway Park. The name will change to the **A** Line.
- **Gold Line:** an 11.2-mile electric commuter rail corridor between Union Station and Ward Road in Wheat Ridge that will pass through northwest Denver, Adams County and Arvada, and include intermediate stations at 41st•Fox, Pecos Junction, Clear Creek•Federal, 60th & Sheridan•Arvada Gold Strike, Olde Town Arvada, Arvada Ridge and Wheat Ridge•Ward. The name will change to the **G** Line.
- **Northwest Rail Line:** a 6.2-mile first segment running between Union Station and Westminster Station near 71st Avenue and Lowell Boulevard. This will be called the **B** Line.
- **Commuter rail maintenance facility (CRMF):** located at 5151 Fox St., where vehicles serving the four FaTracks commuter rail corridors will be repaired, cleaned and stored.

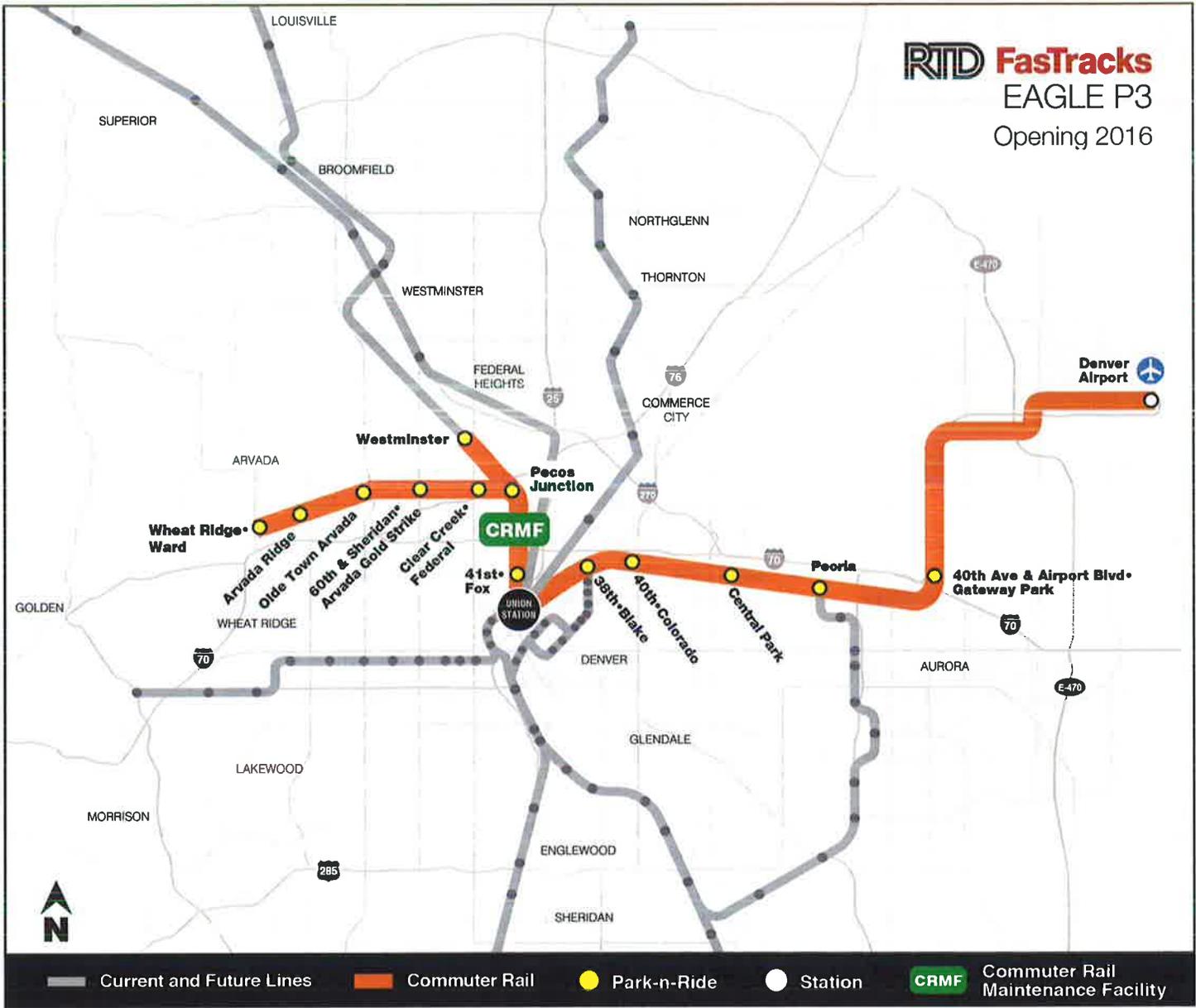
**PROJECT FUNDING:** \$2.2 billion, including \$1.03 billion in federal funds and \$450 million in private financing.

### EP3 PROJECT SCHEDULE

- 2009: RTD released Request for Proposals.
- 2010: Final proposals received; RTD Board of Directors selected Denver Transit Partners as P3 team; Phase I Notice to Proceed issued.
- 2011: \$1.03 billion federal grant awarded; Phase II Notice to Proceed issued.
- 2016: Project opens.

*For more information or to request a presentation, call 303.299.2898*





## 2015 Fact Sheet



### FASTRACKS AT A GLANCE

- FasTracks is RTD's 2004 voter-approved plan to expand transit across the Denver metro region.

### RAPID TRANSIT

- 122 miles of new light and commuter rail • 18 miles of bus rapid transit (BRT)
- 57 new transit stations
- Enhanced bus/rail connections with conveniently timed transfers

### PARK-n-RIDES

- 31 new Park-n-Rides • 21,000 new parking spaces at rail and bus stations

### ENHANCED BUS NETWORK

- FastConnects improves suburb-to-suburb bus service
- New bus routes and route adjustments provide convenient connections

### TRANSIT FACILITIES

- Enhancements improve passenger safety, convenience and transit use
- More security measures at stations
- More shelters and information at stations and Park-n-Rides

### FASTRACKS TIMELINE

- 2013: West Rail (W) Line opened
- 2014: Denver Union Station Bus Concourse opened  
Free MetroRide opened
- 2016: East Rail (A) Line to Denver International Airport opens  
Gold (G) Line to Arvada and Wheat Ridge opens  
I-225 Rail (R) Line through Aurora opens  
Northwest Rail (B) Line segment one to south Westminster opens  
U.S. 36 Bus Rapid Transit (Flatiron Flyer) service opens
- 2018: North Metro (N) Line to Thornton opens

### FUTURE PROJECTS

- Central Extension • Southeast Extension
- Southwest Extension • Northwest Rail to Longmont

### FASTRACKS IS GOOD FOR THE ECONOMY

- \$5.5 billion has been invested or committed to date across the region
- Every \$1 invested in transit infrastructure translates into a \$4 dollar return over 20 years
- Creation of 15,000 direct full-time jobs since 2005

*For more information or to request a presentation, call 303.299.6990*



# RTD FasTracks PROGRESS MAP



**LEGEND**

- Under Construction
- Completed
- Pre-FasTracks
- Future Construction
- Station



Updated 6/26/2015

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## 2015 Fact Sheet



### GOLD LINE AT A GLANCE

- The Gold Line is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The 11.2-mile electric commuter rail line will connect Denver's Union Station to Wheat Ridge, passing through northwest Denver, Adams County and Arvada.
- The line will feature seven stations: 41st•Fox, Pecos Junction, Clear Creek•Federal, 60th & Sheridan•Arvada Gold Strike, Olde Town Arvada, Arvada Ridge and Wheat Ridge•Ward.
- It is part of the larger Eagle P3 project that is also building the East (A) Line and the first segment of the Northwest Rail (B) Line.

### PROJECT OVERVIEW

- 2006: RTD FasTracks began a transit-alternatives study that resulted in an Environmental Impact Statement (EIS).
- 2007: The Federal Transit Administration (FTA) selected the Gold and East Rail lines for its public-private partnership pilot program, giving birth to the Eagle P3 project.
- 2009: RTD FasTracks released a final EIS; received an FTA Record of Decision, signaling the completion of the environmental process; and released a request for proposals to seek a private partner to design, build, finance, operate and maintain the Gold and East rail lines.
- 2010: RTD FasTracks selected Denver Transit Partners as its Eagle P3 contractor and concessionaire under a 34-year contract.
- 2011: Eagle P3 received a \$1.03 billion Full Funding Grant Agreement from the FTA, the largest awarded by the Obama administration; construction began.
- 2016: Line opens to the public as the **G** Line.

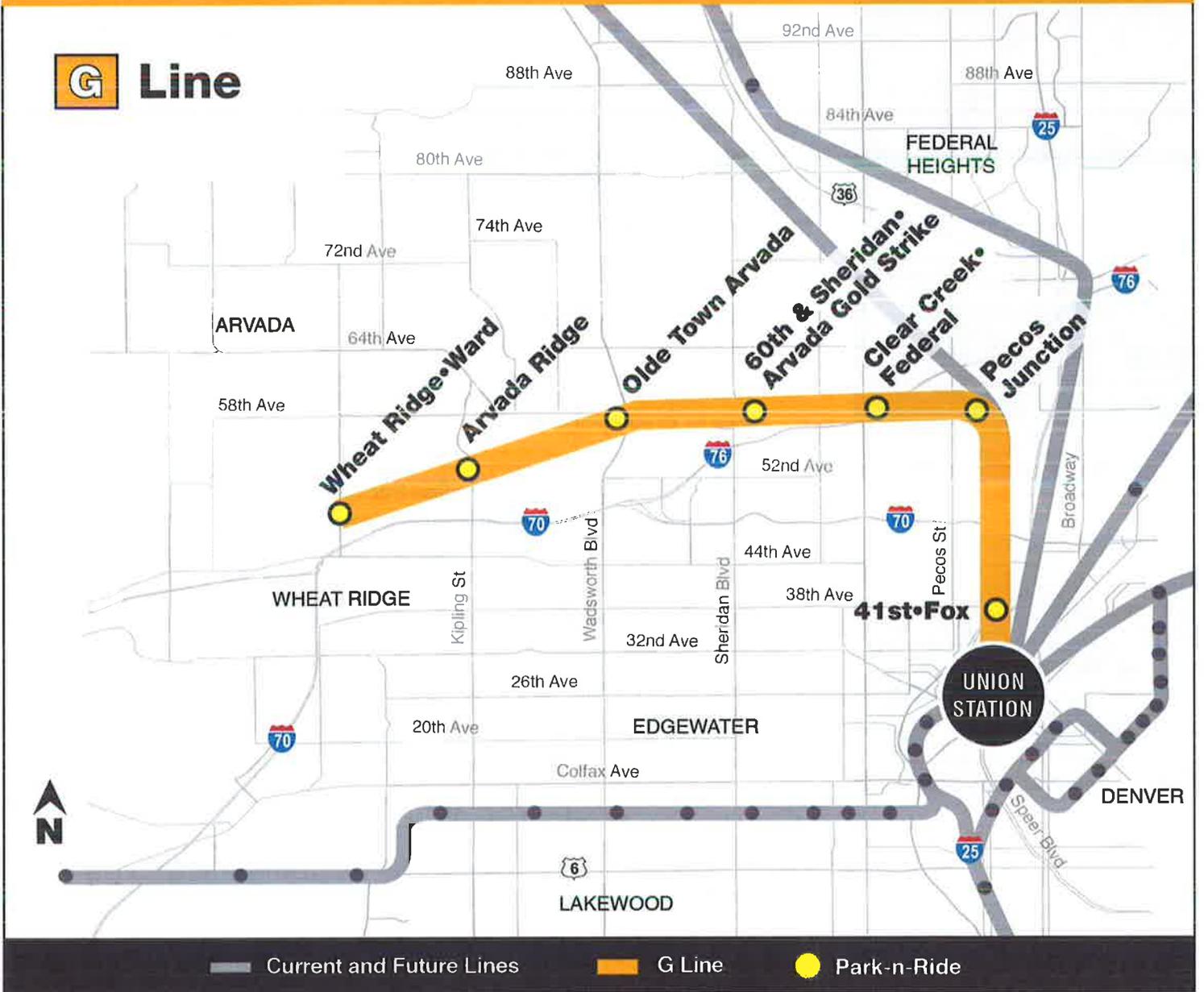
### GOLD LINE FAST FACTS

- Length: 11.2 miles
- Vehicle: Electric Commuter Rail
- Stations: 7
- Parking Spaces: 2,300 (opening day), 2,890 (2030)
- Service Frequency: 15 min (6 a.m. - 6:30 p.m.) / 30 min (early a.m., late p.m.)

*For more information or to request a presentation, call 303.299.2641*



# Gold Line



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Updated 6/26/2015

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**2015 Fact Sheet**



**NORTH METRO RAIL LINE AT A GLANCE**

- The North Metro Rail Line is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The 18.5-mile electric commuter rail line will connect Union Station with Commerce City, Northglenn, Thornton and North Adams County.
- When completed, the line will feature eight stations: 48th & Brighton•National Western Center; Commerce City•72nd; Original Thornton•88th; Thornton Crossroads•104th; Northglenn•112th; Eastlake•124th; York•144th; North Thornton•Hwy 7
- Design and construction of the corridor from Union Station to Eastlake•124th is underway; the remainder will be built as funds become available.

**PROJECT OVERVIEW**

- 2001: RTD completed an investment study to evaluate north I-25 transit from Denver to Brighton.
- 2005: RTD conducted a scoping study to build on previous analyses of the corridor.
- 2006: RTD began an Environmental Impact Statement (EIS) process to analyze transit options for the corridor. The EIS built on previous transit alternative studies, possible adverse implementation impacts and subsequent mitigation.
- 2009: RTD purchased most of the North Metro Rail right-of-way from Union Pacific Railroad for \$119 million.
- 2011: RTD issued a final EIS, identifying community benefits and possible impacts of a new transit service in the area; the team received a Federal Transit Administration Record of Decision.
- 2012: RTD committed funding to build the project's first phase from Union Station to the National Western Center.
- 2013: RTD received an unsolicited proposal to build the line, opened a competitive bidding process, and later awarded a design-build contract to Regional Rail Partners (RRP) to complete the line to Eastlake•124th, with options to extend as funds become available.
- 2014: North Metro Rail Line broke ground in March; design of the project reached 56 percent completion in September; and North Metro received rail delivery and completed tie-in work at Union Station in November.
- 2015: Utility relocation and right-of-way acquisition underway; 90 percent design complete; construction to begin in summer 2015.

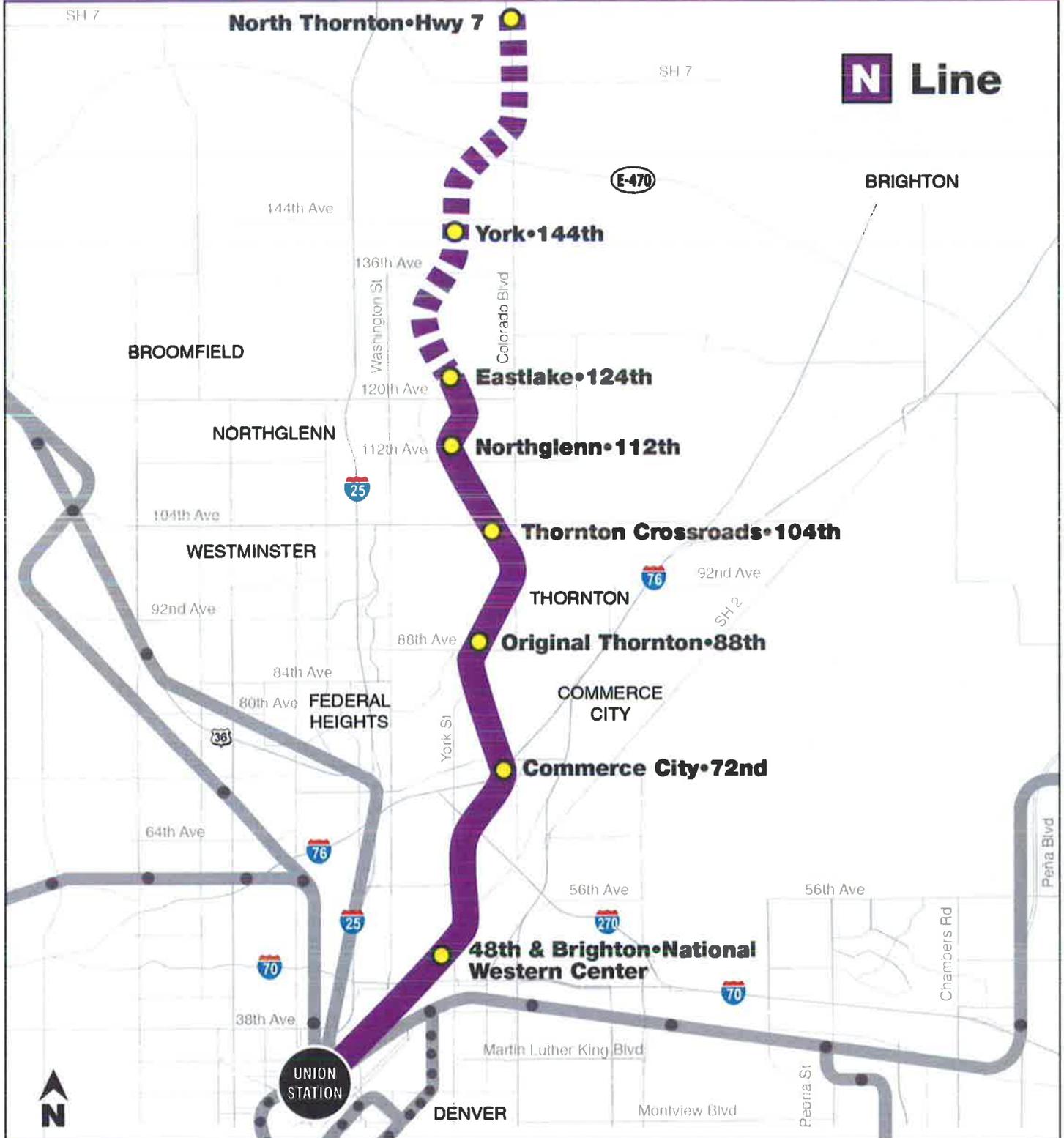
**NORTH METRO RAIL LINE FAST FACTS**

- Length: 18.5 miles, 13 miles under construction
- Vehicle: Electric commuter rail
- Stations: 8 total, 6 under construction
- Parking: 3,850 total spaces, 2,593 under construction
- Service Frequency: 20 min (peak) / 30 min (off-peak)

*For more information or to request a presentation, call 303.299.2895*



# North Metro Rail Line



**N Line**

— Current and Future Lines    — N Line    — Future Construction    ● Park-n-Ride

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Updated 6/24/2015

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## 2015 Fact Sheet



### NORTH METRO RAIL LINE AT A GLANCE

- The North Metro Rail Line is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The 18.5-mile electric commuter rail line will connect Union Station with Commerce City, Northglenn, Thornton and North Adams County.
- When completed, the line will feature eight stations: National Western Stock Show, 72nd, 88th, 104th, 112th, 124th•Eastlake, 144th and 162nd•State Hwy 7.
- Design and construction of the corridor from Union Station to 124th Avenue is underway; the remainder will be built as funds become available.

### PROJECT OVERVIEW

- 2001: RTD completed an investment study to evaluate north I-25 transit from Denver to Brighton.
- 2005: RTD conducted a scoping study to build on previous analyses of the corridor.
- 2006: RTD began an Environmental Impact Statement (EIS) process to analyze transit options for the corridor. The EIS built on previous transit alternative studies, possible adverse implementation impacts and subsequent mitigation.
- 2009: RTD purchased most of the North Metro Rail right-of-way from Union Pacific Railroad for \$119 million.
- 2011: RTD issued a final EIS, identifying community benefits and possible impacts of a new transit service in the area; the team received a Federal Transit Administration Record of Decision.
- 2012: RTD committed funding to build the project's first phase from Union Station to the National Western Stock Show Station.
- 2013: RTD received an unsolicited proposal to build the line, opened a competitive bidding process, and later awarded a design-build contract to Regional Rail Partners (RRP) to complete the line to 124th•Eastlake, with options to extend it as funds become available.
- 2014: North Metro Rail Line broke ground in March; design of the project reached 60 percent completion in September; and North Metro received rail delivery and completed tie-in work at Union Station in November.

### NORTH METRO RAIL LINE FAST FACTS

- Length: 18.5 miles, 12.5 miles under construction
- Vehicle: Electric commuter rail
- Stations: 8 total, 6 under construction
- Parking: 3,850 total spaces, 2,520 under construction
- Service Frequency: 20 min (peak) / 30 min (off-peak)

*For more information or to request a presentation, call 303.299.2895*





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Updated 12/1/2014

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## 2015 Fact Sheet



### NORTHWEST RAIL LINE AT A GLANCE

- The Northwest Rail Line is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The proposed 41-mile diesel commuter rail corridor would operate between Denver's Union Station and Longmont, passing through north Denver, Adams County, Westminster, Broomfield, Louisville, Boulder and Boulder County.
- The line's seven proposed stations are: Westminster (under construction), Church Ranch, Flatiron, Louisville, Boulder Transit Village, Gunbarrel and downtown Longmont.

### PROJECT OVERVIEW

- 2010: RTD FasTracks Environmental Evaluation was completed, identifying the benefits and effects of implementing transit on BNSF Railway right-of-way.
- 2012: Construction of the first 6.2-mile electrified segment between Union and Westminster stations began as part of the Eagle P3 project set to open in 2016; it will operate as the **B** Line upon completion.
- 2013-2014: RTD FasTracks and its contractor completed the 15-month-long Northwest Area Mobility Study to determine the best mobility options for northwest communities including, the feasibility of building the Northwest Rail in phases and providing arterial bus rapid transit.
- 2015-2016: RTD FasTracks earmarked \$17 million to build the first phase of the end-of-line station in Longmont under a construction-ready plan; RTD will use the station for bus transfers then upgrade to a rail/bus facility after it completes the Northwest Rail. Construction of the station will begin in 2015 and end in 2016.
- Future: RTD FasTracks will begin construction on the line between Westminster and Longmont when funding becomes available.

### NORTHWEST RAIL LINE FAST FACTS

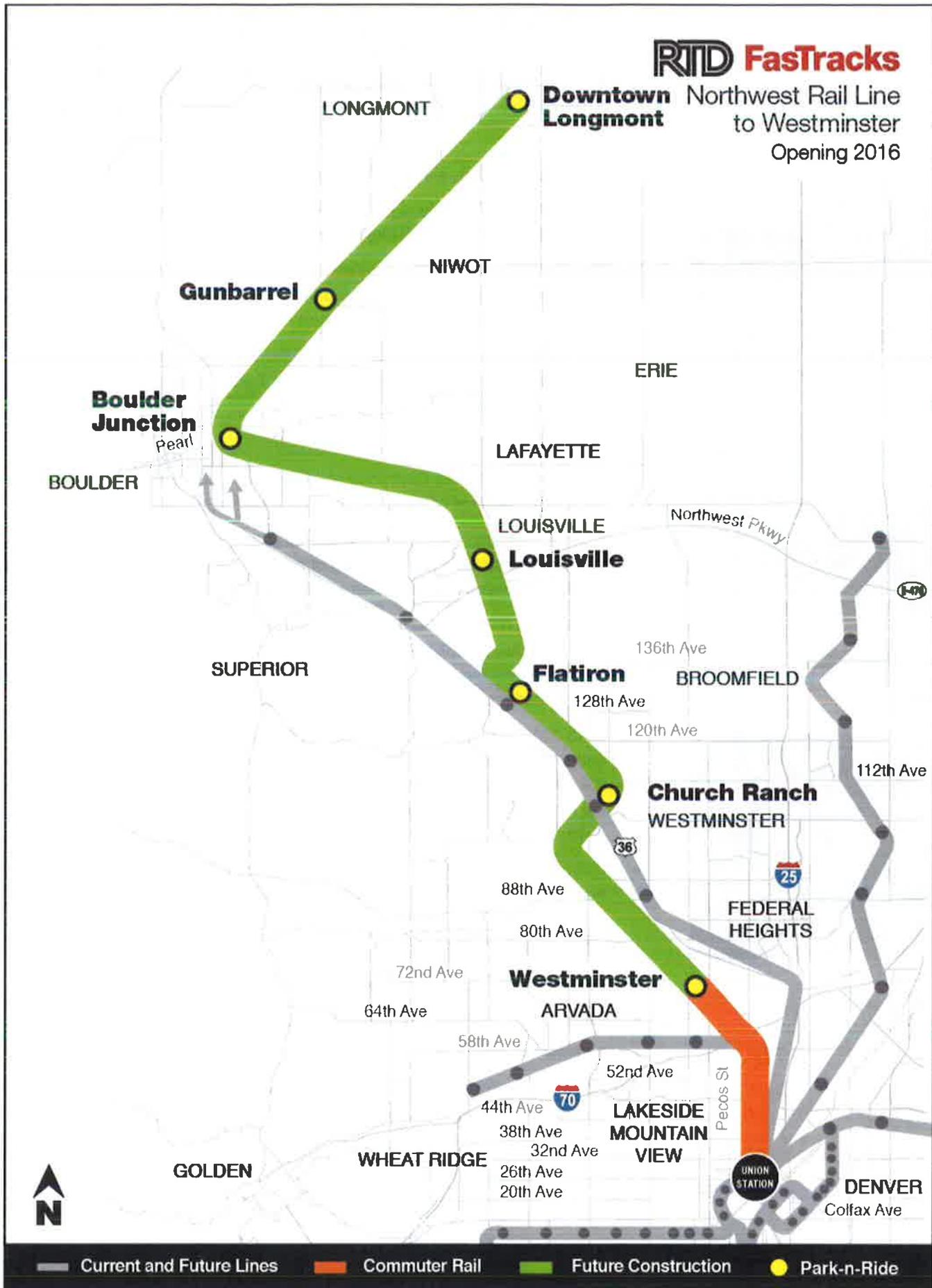
- Length: 41 miles
- Vehicle: Diesel commuter rail
- Stations: 7
- Parking: 4,393 new spaces
- Service Frequency: 30 min (peak) / 60 min (off-peak)

*For more information or to request a presentation, call 303.299.6921*



# RTD FaTracks

**Downtown Northwest Rail Line to Westminster**  
Opening 2016



Current and Future Lines
  Commuter Rail
  Future Construction
  Park-n-Ride

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Updated 1/15/2015

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## 2015 Fact Sheet



### SOUTHEAST RAIL EXTENSION AT A GLANCE

- The Southeast Rail Extension is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The extension will expand the Southeast Rail Line 2.3 miles from Lincoln Station to RidgeGate Parkway in Lone Tree.
- The expansion encompasses three new stations: a Kiss-n-Ride at Sky Ridge Avenue near Sky Ridge Medical Center; one at the future Lone Tree City Center; and a 2,000-slot Park-n-Ride at RidgeGate Parkway.
- The project has completed the Environmental Assessment (EA) needed to qualify for the Federal Transit Administration's (FTA) New Starts grant funding.
- In July 2014, the RTD Board authorized a \$207 million extension of the existing Southeast Light Rail Line farther south into Lone Tree. This action keeps the extension in the pipeline to receive a potential federal grant from the FTA.
- Stakeholders in the southeast have committed to contributing \$35 million to \$40 million in cash, right-of-way and other items to get the light rail extension project completed.

### PROJECT OVERVIEW

- 2008: RTD FasTracks conducted an Environmental Evaluation (EE) to determine ideal alignment, station locations, potential environmental impacts and a companion mitigation plan.
- 2010: Final EE and 30 percent of basic engineering completed.
- 2011: Project team began an EA based on the EE to pursue federal funding.
- 2012: Team begins New Starts application process. RTD engineering begins work on advanced basic engineering and coordination of the project scope with stakeholders.
- 2013: Project accepted into the FTA's New Starts grant development phase and RTD FasTracks will submit additional information for further review over the next two to three years.
- 2014: The FTA signed the Finding of No Significant Impact, which concludes the EA undertaken to fulfill the requirements of the National Environmental Policy Act, a requirement for eligibility for federal funding.

### SOUTHEAST RAIL EXTENSION FAST FACTS

- Length: 2.3 miles
- Vehicle: Light rail
- Stations: 3
- Parking: 1,300 new spaces
- Service Frequency: 6 min (peak) / 7.5 min (off-peak)

*For more information or to request a presentation, call 303.299.2831*





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## 2015 Fact Sheet



### SOUTHWEST RAIL EXTENSION AT A GLANCE

- The Southwest Rail Extension is part of RTD's 2004 voter-approved FasTracks plan to expand transit across the Denver metro region.
- The project will extend the Southwest Light Rail Line 2.5 miles from Mineral Station to Lucent Boulevard in Highlands Ranch.
- The line's new end-of-line station, C-470•Lucent, will include another 1,000 parking spaces.
- Project design and construction will begin when funding is available.



### PROJECT OVERVIEW

- 2008: Environmental planning and basic engineering began.
- 2008-2010: Environmental Evaluation (EE) conducted, including an analysis of alternative alignments and station locations; potential impacts; and recommendations to minimize and mitigate impacts.
- 2010: Final EE issued; 30 percent of basic engineering completed.
- 2013—Present: RTD continues to work with stakeholders to secure funding and determine how to complete the extension sooner rather than later.



### SOUTHWEST RAIL EXTENSION FAST FACTS

- Length: 2.5 miles
- Vehicle: Light rail
- Stations: 1
- Parking: 1,000 planned spaces
- Service Frequency: 5 min (peak) / 10 min (off-peak)

*For more information or to request a presentation, call 303.299.2831*



# RTD FaTracks

## Southwest Rail Extension



Current Light Rail
  Future Light Rail Extension
  Park-n-Ride

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## 2015 Fact Sheet



### U.S. 36 BUS RAPID TRANSIT AT A GLANCE

- U.S. 36 bus rapid transit (BRT) is part of RTD's 2004 voter-approved FaTracks plan to expand transit across the Denver metro region.
- The line encompasses 18 miles of express and high-frequency bus service between downtown Denver and Boulder, passing through Westminster, Broomfield, Superior and Louisville.
- The line's six stations include U.S. 36•Sheridan (formerly U.S. 36•Westminster Center); U.S. 36•Church Ranch; U.S. 36•Broomfield; U.S. 36•Flatiron; U.S. 36•McCaslin; and U.S. 36•Table Mesa.
- BRT elements will improve travel time, reliability and customer experience. These elements include express lane extensions, queue jumps at highway ramps, enhanced shelters with canopies, ticket vending machines, and programmable information displays with real-time bus information.
- Named the "Flatiron Flyer," the BRT line will offer riders their choice of limited-stop and all-station service.

### PROJECT OVERVIEW

- 2001: BRT project began as part of the U.S. 36 Major Investment Study on BRT and commuter rail technologies.
- 2006-2010: The project's first phase was the first element of the FaTracks program to be completed and included new bus pullouts and a pedestrian bridge at U.S. 36•McCaslin; a new Park-n-Ride and bus pullouts at U.S. 36•Church Ranch; and a new Park-n-Ride, bus pullouts and pedestrian bridge at U.S. 36•Broomfield.
- 2013-2015: The Colorado Department of Transportation, in partnership with RTD, is building the express lanes project. Extension of the express lanes between Federal Boulevard to Table Mesa Drive is underway. The project also includes bus bypass lanes at Sheridan, Church Ranch, McCaslin and Flatiron; transit signal priority at intersections; and BRT vehicles. The first milestone for this phase of the project was the opening of the pedestrian bridge and bus pullouts at Table Mesa in 2013.
- 2016: RTD's BRT service will open to the public.

### U.S. 36 BUS RAPID TRANSIT FAST FACTS

- Length: 18 miles
- Vehicle: Bus rapid transit
- Stations: 6
- Parking: 1,278 new spaces
- Service Frequency: 4-15 min (peak) / 15 min (off-peak)

*For more information or to request a presentation, call 303.299.6921*





Current and Future Lines
  Bus Rapid Transit
  Park-n-Ride



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## Introduction

The Regional Transportation District was created in 1969 by the Colorado General Assembly to develop, operate, and maintain a mass transportation system for the benefit of 2.87 million people in RTD's District. The 2,340 square mile District includes all or parts of eight counties: the City and County of Denver, the City and County of Broomfield, the counties of Boulder and Jefferson, the western portions of Adams and Arapahoe Counties, the northern portion of Douglas County, and small portions of Weld County annexed by Brighton, Longmont and Erie. RTD's governing body is a 15-member directly elected Board of Directors, with each Director elected by district for a four-year term. Each Director District contains approximately 180,000 residents.

The Directors are:

District A ... Bill James	District F ... Tom Tobiassen	District K ... Paul Daniel Solano
District B ... Barbara Deadwyler	District G ... Gary Lasater	District L ... Lorraine Anderson
District C ... Ernest Archuleta	District H ... Kent Bagley	District M ... Natalie Menten
District D ... Jeff Walker	District I ... Judy Lubow	District N ... Tina Francone
District E ... Claudia Folska	District J ... Larry Hoy	District O ... Chuck Sisk

Interim General Manager... David A. Genova

## RTD Statistics (As of January 2015)

- Service Area population - 2.87 million
- Cities and towns served - 40 municipalities in 6 counties plus 2 city/county jurisdictions
- Square Miles in service area - 2,340
- Weekday regular fixed-route scheduled miles - 118,385 (includes LRT and Mall Shuttle)
- Annual regular fixed-route service miles operated - 45,246,715 (includes LRT)
- Active bus stops - 9,751
- Park-n-Ride facilities - 77 with 30,090 parking spaces
- Total number of regular fixed routes - 137
  - Local - 65      Express - 14      Regional - 17      Limited - 11
  - SkyRide - 5      Boulder City Local - 13      Longmont City Local - 4      Light Rail - 6
  - Misc - 2 (Mall Shuttle, Art Shuttle)
- Special Services - *Access-a-Ride*, Bolder/Boulder (RunRide), BroncosRide, BuffRide, Call-n-Rides (Arapahoe, Belleview, BelMar, Brighton, Broomfield, Dry Creek, Evergreen, Federal Heights, Golden, Green Mountain, Highlands Ranch, Interlocken/Westmoor, Lone Tree, Longmont, Louisville, Meridian, North Inverness, Orchard, Parker, South Inverness, South Jeffco, and Thornton/Northglenn), CU/CSU Football Game, Free MallRide, Race for the Cure, RockiesRide, Senior Ride, Shopper's Special, and Van Pool (DRCOG Commuter Services).

## Active Fleet

- Total buses (All are wheelchair lift-equipped) - 1,011
  - RTD-owned and operated - 577
  - RTD-owned, leased to private carriers - 434
- Peak-hour buses required - 789 AM, 821 PM (Jan. Runboard)
- Average age of fleet - 9.2 years (Revenue)
- Annual diesel fuel consumption (RTD-operated buses only) - 5.548 million gallons (last 365 days)
- Access-a-Ride cutaways - 323
- Call-n-Ride Ride cutaways - 53
- Light Rail Service
  - Vehicles - 172
  - Miles of track - 48
  - Active Stations - 46

## Ridership - December 2013 - November 2014

- Average weekday boardings - 344,381  
(including approx. 44,442 Mall shuttle boardings; 90,752 LRT boardings; and 2,325 Access-a-Ride boardings)
- Annual boardings - 104,932,002  
(including approx. 13,605,545 Mall shuttle boardings; 26,535,698 LRT boardings; and 675,726 Access-a-Ride boardings)

## Financial

	<b>2014 Amended</b>	<b>2015 Adopted</b>
• Base System, interest & depreciation excluded	\$443 million	\$443.4 million
Base System + Fastracks Operating Budget* (interest & depreciation excluded)	\$460.2 million	\$461.8 million
* Includes West Rail Line, DUS Bus Concourse, Free MetroRide for Fastracks portion		

## Staff

- Budgeted Number of Employees:
  - RTD Total - 2,664
  - Salaried - 735
  - Represented - 1,929
- Private Contractors:
  - Fixed Route Total - 1,043
  - Paratransit (ADA & Call-n-Ride) Total - 630



# Southwest Corridor Light Rail Line

## Project Overview

- In 1992, RTD began the Southwest Corridor Alternatives Analysis/Major Investment Study to evaluate possible alternatives for rapid transit along South Santa Fe Drive between downtown Denver and the City of Littleton.
- In March 1994, the RTD Board of Directors selected light rail transit with a southern terminus at Mineral Avenue in the City of Littleton as the preferred technology and alignment. In July 1994, the Metropolitan Planning Organization (the Denver Regional Council of Governments - DRCOG), through the Senate Bill 208 process, ratified that recommendation.
- In September 1994, RTD received permission from the Federal Transit Administration (FTA) to begin Preliminary Engineering (PE) and the preparation of an Environmental Impact Statement (EIS) for the Southwest Corridor Light Rail Project. The Preliminary Engineering was completed in early 1996.
- In September 1995, the RTD Board of Directors approved spending \$3.9 million to complete the Final Design of the Southwest Corridor Light Rail Project pending a Record of Decision (ROD) by the FTA. In January 1996, the final EIS was submitted to FTA and the ROD was issued in March 1996.
- On May 9, 1996, U.S. Secretary of Transportation, Federico Peña, signed a \$120 million Full Funding Grant Agreement (FFGA), allowing RTD staff to begin Final Design. Final Design was completed by RTD's in-house design staff in December 1997, saving \$2.3 million compared to professional consultant proposal resulting in outstanding design and praise from the Federal Review Team. To demonstrate multi-modal cooperation, the Federal Highway Administration (through DRCOG and the Colorado Department of Transportation) provided flexible highway-to-transit funding in the amount of \$18 million. The FFGA was paid in full in 2001.
- Southwest Light Rail Line groundbreaking occurred on January 21, 1997, and construction began with utility relocation. The Southwest Light Rail Line opened to the public on July 14, 2000, with revenue service beginning on July 17, 2000.
- Ridership has exceeded the projected forecast of 8,400 riders per weekday and averaged 17,900 riders, in April 2002, at the five stations---113 percent over projections. Total light rail system ridership was projected at 22,400 and reached a high of 41,690 average weekday boardings in September 2006. Steady ridership growth continued through 2006 when the Southeast Light Rail line opened.
- To meet ridership demands, RTD purchased 12 additional light rail vehicles which were delivered in 2002 and increased service on the Southwest Corridor in conjunction with the opening of the Central Platte Valley light rail line in April 2002.

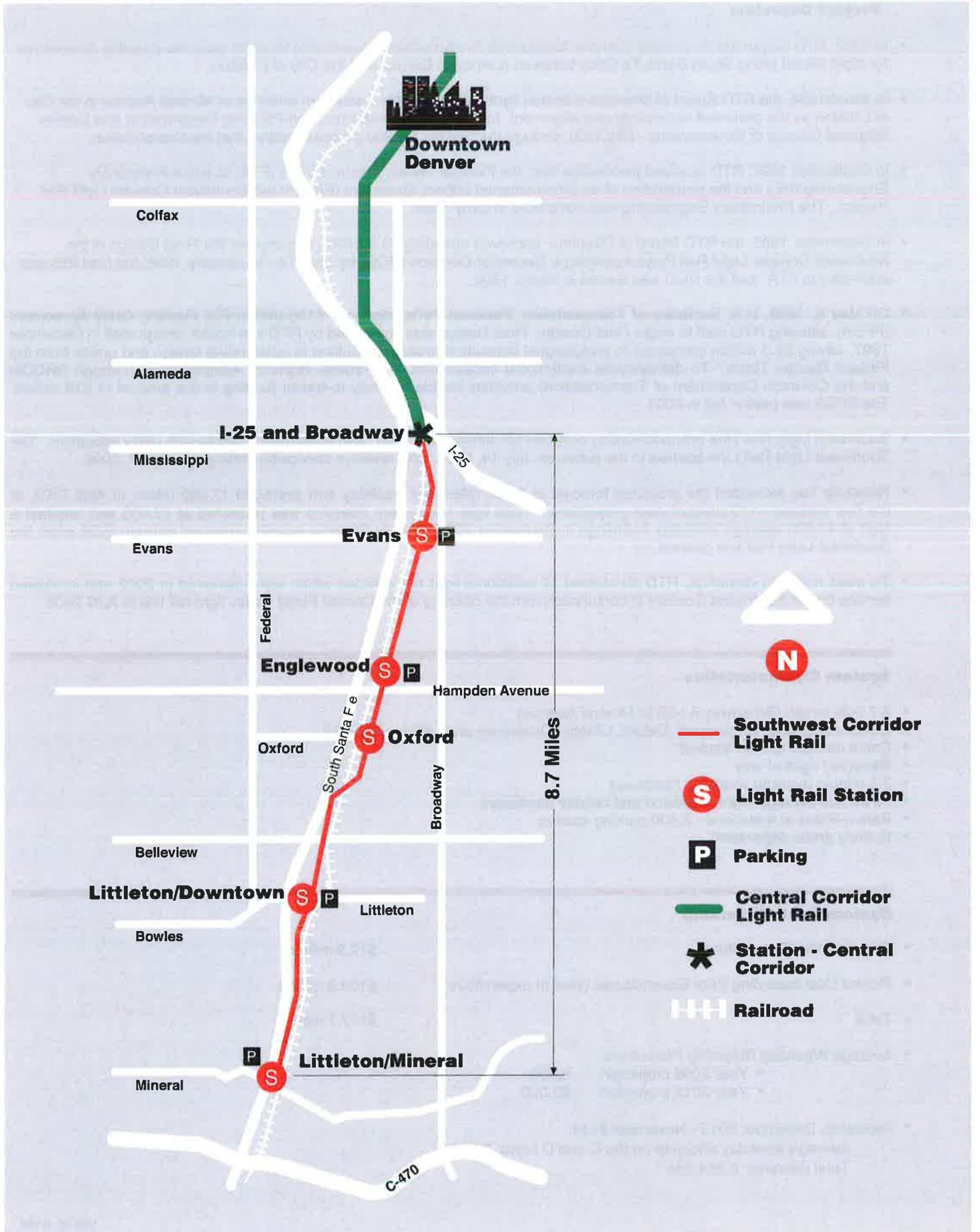
## System Characteristics

- 8.7-mile length (Broadway & I-25 to Mineral Avenue)
- 5 stations (Evans, Englewood, Oxford, Littleton/Downtown and Littleton/Mineral)
- Entire corridor double-tracked
- Reserved right-of-way
- 7.5 minute average weekday headways
- 10 minute average night, weekend and holiday headways
- Park-n-Rides at 4 stations - 2,600 parking spaces
- Entirely grade separated

## System Costs Ridership

- Prior Corridor Expenditures \$17.9 million
- Project Cost excluding Prior Expenditures (year of expenditure) \$159.8 million
- Total \$177.7 million
- Average Weekday Ridership Projections:
  - Year 2000 projection 8,400
  - Year 2015 projection 22,000
- Ridership: December 2013 - November 2014
  - Average weekday ridership on the C and D Lines: 26,771
  - Total ridership: 8,254,844

# Southwest Corridor Light Rail Line



## Project Overview

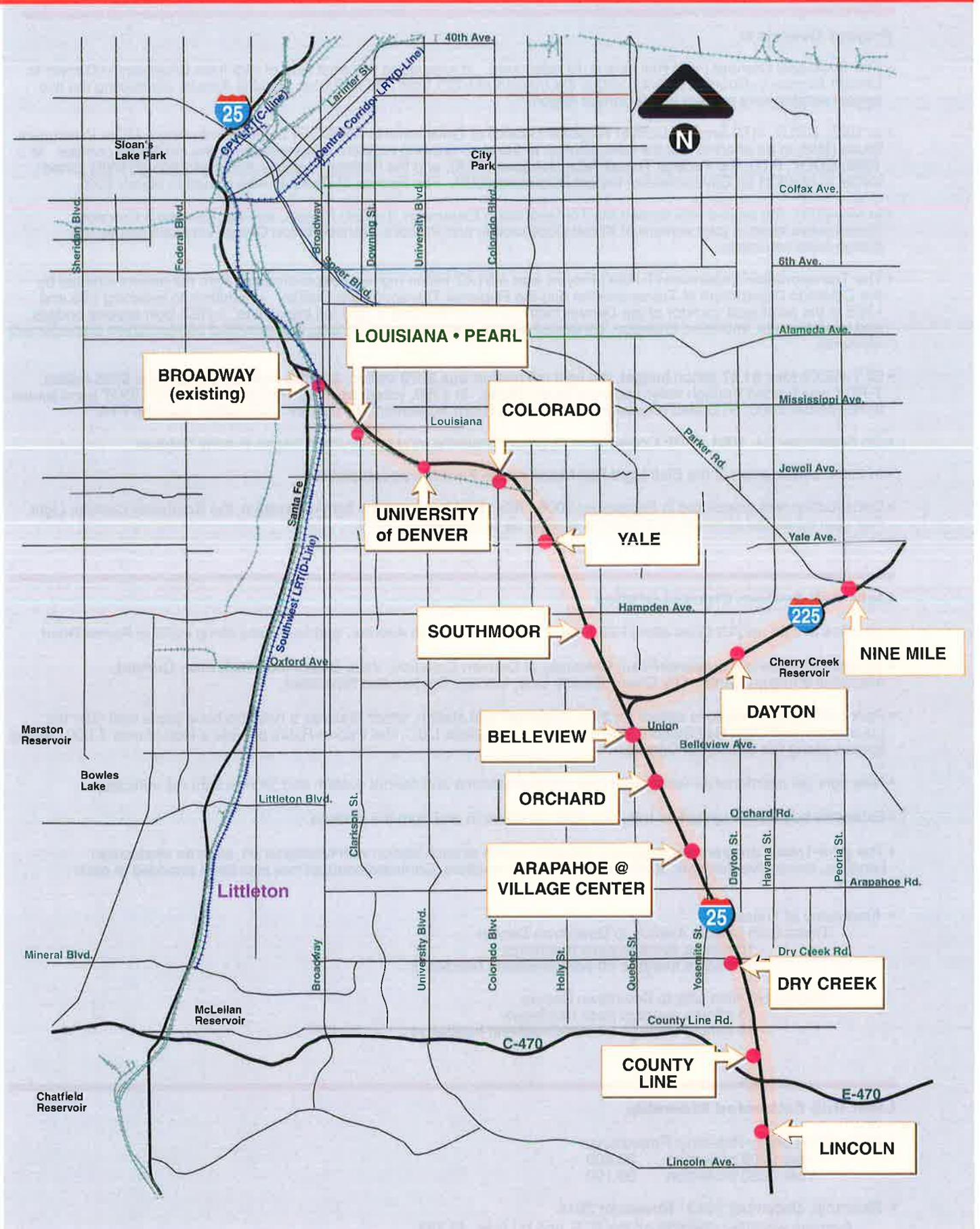
- The Southeast Corridor Light Rail Line is 19 miles long. It runs along the west side of I-25 from Broadway in Denver to Lincoln Avenue in Douglas County, and in the median of I-225 from I-25 to Parker Road in Aurora, connecting the two largest employment centers in the Denver region.
- In 1995, CDOT, RTD and the Denver Regional Council of Governments (DRCOG) began conducting a Major Investment Study (MIS) in an effort to find the best solution to the ever-growing problem of congestion in the southeast corridor. In 1998, CDOT, RTD, the Federal Transit Administration (FTA), and the Federal Highway Administration (FHWA) joined forces to conduct an Environmental Impact Statement (EIS). The Record of Decision was issued in March 2000.
- In May 2001, the project was named the Transportation Expansion (T-REX) Project, and the Southeast Corridor Constructors team, a joint venture of Kiewit Construction and Parsons Transportation Group, was selected as the design-build contractor.
- The Transportation Expansion (T-REX) Project was a \$1.67 billion highway expansion and light rail project directed by the Colorado Department of Transportation and the Regional Transportation District. In addition to widening I-25 and I-225 in the southeast corridor of the Denver metro area and building a light rail transit line, T-REX built several bridges and interchanges, improved drainage, enhanced bicycle and pedestrian access, and provided transportation management elements.
- Of T-REX's total \$1.67 billion budget, the light rail portion was \$879 million, and the highway portion was \$795 million. T-REX was funded through voter-approved bond issues. In 1999, voters approved separate RTD and CDOT bond issues. In November 2000, RTD also received a Full Funding Grant Agreement (FFGA) for \$525 million from the FTA.
- On September 24, 2001, T-REX celebrated its groundbreaking, and construction began in early October.
- In 2004, construction of the Elati Light Rail Maintenance Facility was completed.
- Construction was completed in September 2006. After final testing of the light rail system, the Southeast Corridor Light Rail opened ahead of schedule and under budget on November 17, 2006.

## Light Rail System Characteristics

- 19 miles of light rail, 15 miles along I-25 from Broadway to Lincoln Avenue, and four miles along I-225 to Parker Road.
- 13 light rail stations (Louisiana•Pearl; University of Denver; Colorado; Yale; Southmoor; Belleview; Orchard; Arapahoe@Village Center; Dry Creek; County Line; Lincoln; Dayton; and Nine Mile).
- Park-n-Rides at all stations except for the Louisiana•Pearl station, which features a neighborhood plaza built over the Louisiana•Pearl Light Rail Station, nicknamed "The Louisiana Lid." The Park-n-Rides provide a total of over 7,000 parking spaces along the Southeast Corridor.
- New light rail maintenance facility with new communications and control system and 34 new light rail vehicles.
- Extensive bus feeder system to transport light rail riders to and from the stations.
- The art-n-Transit program showcases a separate theme at each station with functional art, such as windscreen benches, decorative ironwork, trash receptacles, and shelters. Commissioned art has also been provided at each station.
- Frequency of Trains:
  - Trains from Lincoln Avenue to Downtown Denver
    - 10 minute average peak headways
    - 15 minute average off-peak/weekend headways
  - Trains from Nine Mile to Downtown Denver
    - 15 minute average peak headways
    - 15 minute average off-peak/weekend headways

## Light Rail Estimated Ridership

- Average Weekday Ridership Projections:
  - Year 2009 projection 33,800
  - Year 2020 projection 38,100
- Ridership: December 2013 - November 2014
  - Average weekday ridership on the E, F, and H Lines: 45,209
  - Total ridership: 13,771,639





# Central Platte Valley Light Rail Line

## Project Overview

- Central Platte Valley (CPV) light rail extension connects with the Central Corridor near Colfax Avenue and runs from that point to Union Station in Lower Downtown.
- Rail stations are in service at the Auraria West Campus; near Sports Authority Field at Mile High; at the Pepsi Center/ Elitch Gardens; and at the CPV terminus at Union Station in LoDo.
- The CPV extension serves all the major professional sports venues (football, hockey, basketball, and baseball) in the region.
- In March 2000, the Federal Transit Administration issued a Finding of No Significant Impact, thereby approving the CPV's Environmental Assessment.
- The CPV extension necessitated an expansion of the 16th Street Mall Shuttle service from Market Street Station to Union Station to allow transfers between the light rail line and the shuttle. A partial extension to Wynkoop Street opened in September 2001, with the full extension to Union Station becoming operational when the light rail system opened.
- The CPV extension, newly designated as the "C" line, opened to the public on April 5, 2002, with revenue service beginning April 7. In 2006, service on the CPV extension was supplemented with the addition of the "E" line from the Southeast light rail line.
- The Central Platte Valley extension is a good example of a private-public partnership. The cost for completing the CPV extension was covered by the following contributions:

Denver Regional Council of Governments (DRCOG)	\$19.60 million
City and County of Denver	\$ 5.00 million
RTD	\$19.25 million
Private stakeholders - Cash (Broncos, Rockies, Six Flags/Elitch Gardens, Lower Downtown, Auraria, Pepsi Center, and Trillium)	<u>\$ 2.55 million</u>
	\$46.40 million
Donated transit easements	<u>\$ 1.40 million</u>
Total project cost	\$ 47.80 million

- The CPV extension was the third consecutive light rail project RTD has completed on time and within budget.

## System Characteristics

- 1.8 mile length
- 4 stations
- Double-tracked
- Train frequency:  
15-minute weekday peak/off-peak and weekend service; more frequent service is provided for special events, such as Broncos, Nuggets, Rockies and Avalanche games.
- Ridership: December 2013 - November 2014  
Average weekday ridership on the C, E, and W Lines: 30,562  
Total ridership: 6,083,959



# Central Platte Valley Light Rail Line



-  LRT Station Locations
-  Activity Locations
-  Central Corridor Light Rail Line
-  Central Platte Valley (CPV) Light Rail Line



# Central Corridor Light Rail Line

## System Overview

RTD light rail began revenue service on October 7, 1994. RTD's first light rail line, the Central Corridor, runs from 30th Avenue and Downing through the Five Points Business District and downtown Denver, by the Auraria campus and then along railroad right-of-way to I-25 & Broadway.

The light rail line is 5.3 miles long and in 1999, its last full year as a stand-alone route, carried an average of 16,118 riders each weekday. A bus transfer station and Park-n-Rides are located at 30th and Downing, Alameda, and I-25 and Broadway stations. The Southwest Corridor (opened 2000) and the Southeast Corridor (opened 2006) extended the corridor farther south, connecting to the Central Corridor at I-25 & Broadway Station. Local and limited bus service along Broadway and Lincoln is frequent, averaging 3 minutes in the peak and 15 minutes in the off-peak.

This light rail line was funded entirely by RTD -- no tax increase and no federal dollars were necessary. This line was funded with an existing use tax, RTD's capital reserve, and bonds issued by the District.

There are three Park-n-Rides on the Central Corridor light rail line. The I-25 & Broadway Station Park-n-Ride provides 1,308 parking spaces. Alameda Station Park-n-Ride opened in August 1996 with 302 spaces. Current redevelopment is occurring at this station that removes these 302 spaces. However, the developer is providing 100 spaces within the nearby development. The adjacent Broadway/Marketplace provides 221 spaces. The 30th and Downing Station Park-n-Ride has 27 parking spaces.

In December 2004, the two light rail stations serving the Colorado Convention Center and DCPA at 14th/California and 14th/Stout were combined into one station by the City and County of Denver in partnership with RTD as part of the Colorado Convention Center expansion project. This move gives light rail patrons internal access to the Convention Center.

## System Benefits

- Provides the central connection of the planned regional light rail system
- Removed approximately 430 bus trips/day from downtown city streets on opening day
- Reduces air pollution and traffic congestion
- Provides an opportunity for economic development in commercial areas along the transit line
- Established RTD's commitment to rapid transit

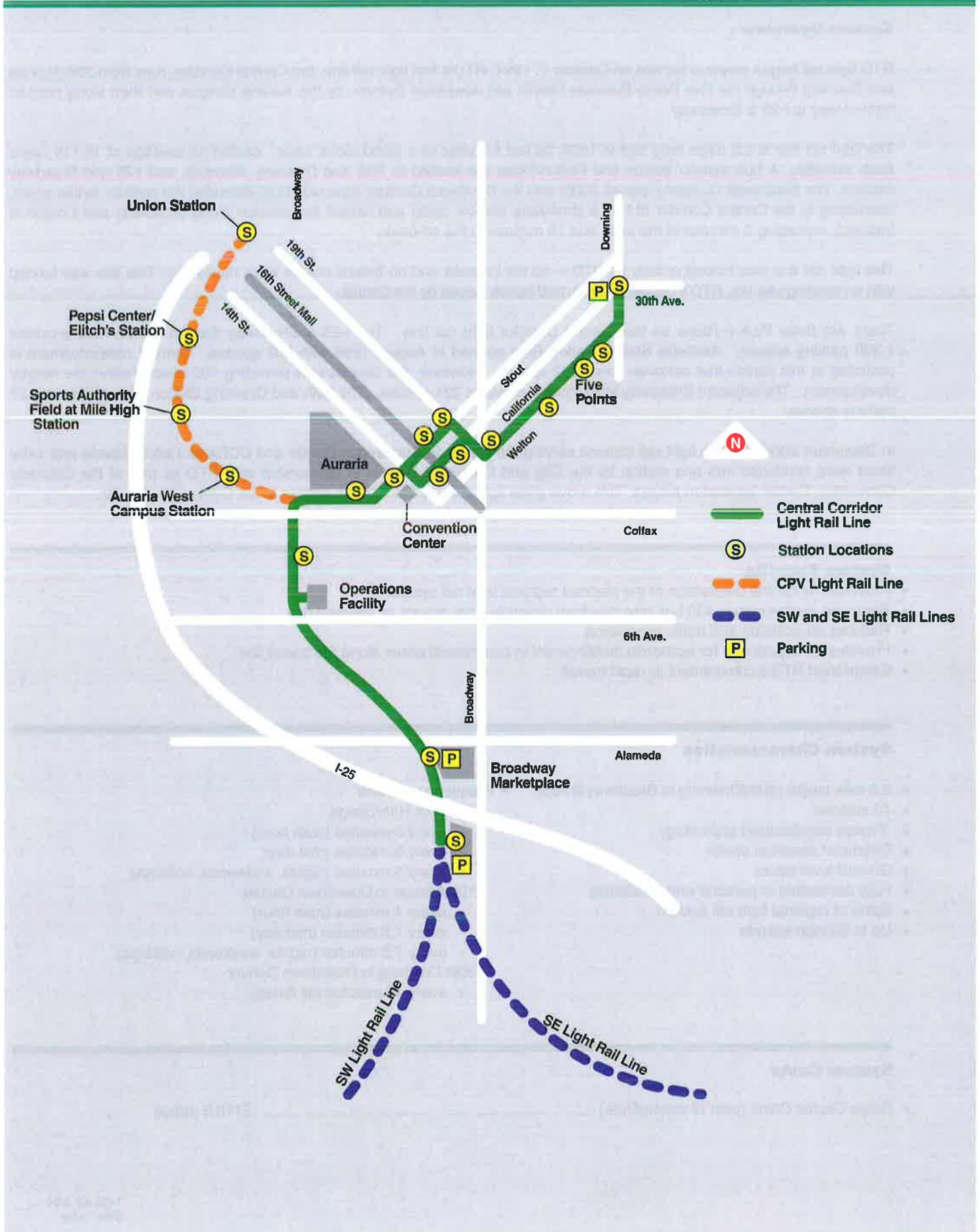
## System Characteristics

- 5.3-mile length (30th/Downing to Broadway@I-25)
- 13 stations
- Proven standardized technology
- Overhead electrical power
- Ground-level tracks
- Fully accessible to persons with disabilities
- Spine of regional light rail system
- Up to 55 mph speeds
- Frequency of trains
  - South of 10th/Osage
    - every 3 minutes (rush hour)
    - every 5 minutes (mid day)
    - every 5 minutes (nights, weekends, holidays)
  - 10th/Osage to Downtown Denver
    - every 4 minutes (rush hour)
    - every 7.5 minutes (mid day)
    - every 7.5 minutes (nights, weekends, holidays)
  - 30th Downing to Downtown Denver
    - every 15 minutes (all times)

## System Costs

- Gross Capital Costs (year of expenditure) ..... \$116.5 million

# Central Corridor Light Rail Line





# FREE MallRide shuttle service

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## FREE MallRide fleet

The Regional Transportation District (RTD) operates a free shuttle bus service along downtown Denver's 16th Street Mall a 1.42 mile-long transit and pedestrian mall. The original shuttle fleet was comprised of 26 three-door, low-floor buses, which have now been replaced with 36 ultra-low emission hybrid-electric vehicles. These four-door vehicles carry up to 115 passengers. During 2012, two newer prototype vehicles were added for in-service testing.

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## FREE MallRide service

The FREE MallRide is available every day from as early as 5:00 a.m. on weekdays with the last complete round-trip leaving at 1:21 a.m. from Union Station. Service is sometimes so frequent - as often as every 1 1/2 minutes during rush hours - that shuttles are seldom out of sight.

The FREE MallRide stops at every intersection along the 1.42 mile-long mall from RTD's Union Station at one end of the mall to RTD's Civic Center Station at the other end, with a total traveling time of approximately 14.5 minutes. Major connections for bus service can be made at RTD's Civic Center and Denver Union Stations located at either end of the 16th Street Mall.

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## FREE MallRide connections to Light Rail

In 2011, the FREE MallRide was extended to a new light rail station built to accommodate the West Rail Line which opened in 2013. At Union Station the FREE MallRide currently connects with RTD's C, E, and W Light Rail Lines, making stops at popular sports and entertainment venues in the Central Platte Valley before heading south and west. The FREE MallRide also connects at the 16th/Stout and 16th/ California Light Rail stations along the 16th Street Mall with RTD's D, F and H Light Rail Lines, providing service to the Five Points area (D Line) and to the southwest (D Line) and southeast (F and H Lines) metro areas.

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## Heart of downtown

The atmosphere of the 16th Street Mall and the ease of movement provided by the FREE MallRide create a dynamic center for activity. The Mall itself was designed as an outdoor plaza, allowing for unique food and gift carts, outdoor dining, outdoor events and open seating for socializing or a game of chess. The FREE MallRide's frequent service allows for easy travel to and from places of employment and some of the area's finest restaurants, shops and entertainment venues, including:

- Auraria Higher Education Campus (through direct connection with Light Rail)
- Colorado Convention Center
- Coors Field
- Denver Pavilions
- Denver Performing Arts Complex and Theater District
- Five Points Historic District (through direct connection with Light Rail)
- Larimer Square
- Pepsi Center (through direct connections with Light Rail)
- The Shops at Tabor Center
- Elitch Gardens (through direct connection with Light Rail)
- Plus hotels, art galleries, boutiques, coffee houses, bookshops, brewpubs and nightclubs.

The Civic Center Station is near the State Capitol, Denver City and County government offices, Denver Public Library, Denver Art Museum and the Colorado History Museum. RTD's Denver Union Station, which houses Amtrak, is near Coor's Field.

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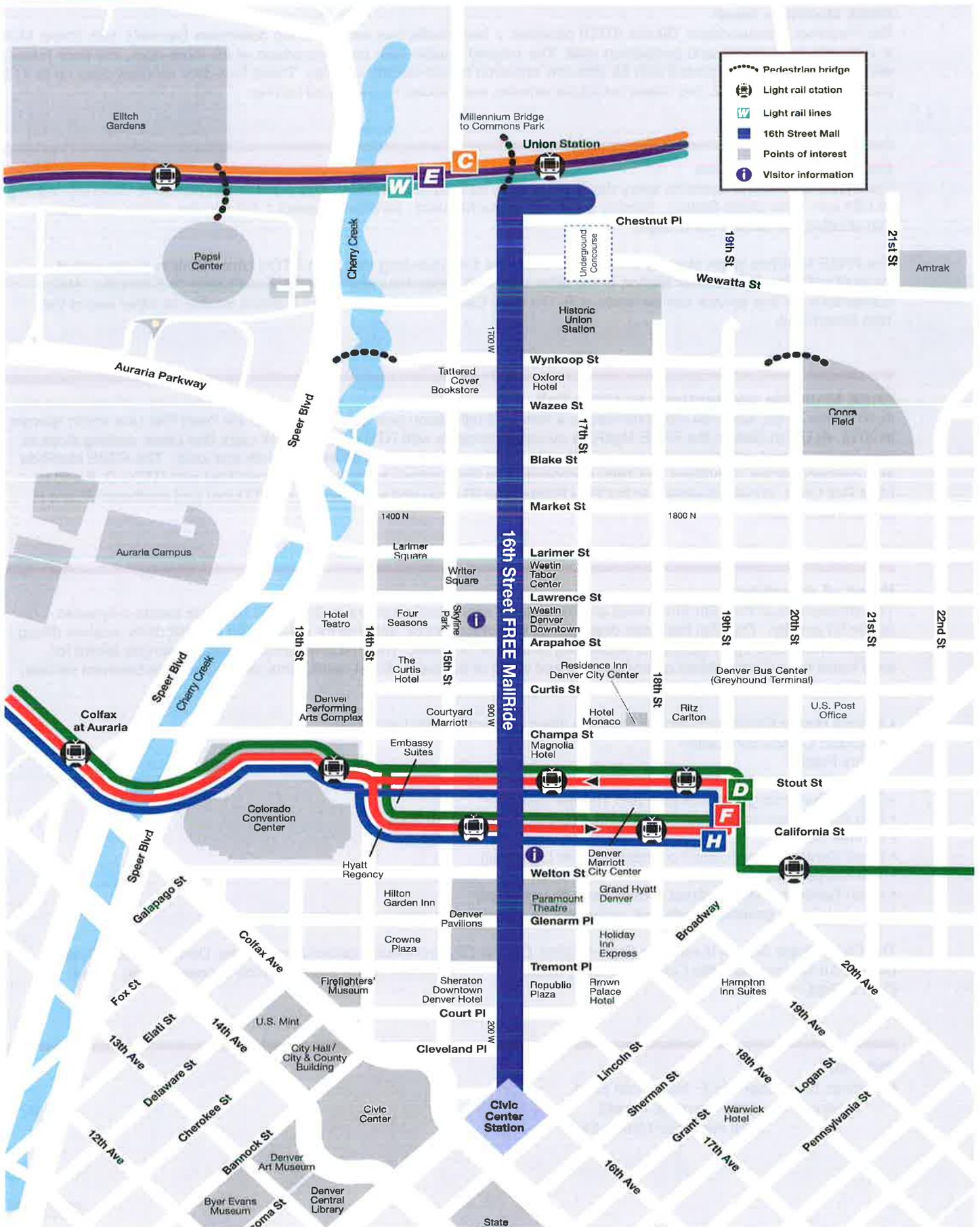
## Ridership

Ridership: December 2013 - November 2014

Average weekday ridership: 44,442

Total ridership: 13,605,545

# FREE MallRide shuttle service



## Introducing the Free MetroRide

RTD's Free MetroRide is a new bus service that travels on 18th Street and 19th Street, connecting Union Station and Civic Center Station with fast, frequent, and reliable service during peak morning and evening rush hours.

The Free MetroRide travels through the downtown metro area and is a great option for connecting to the multiple light rail stations in downtown and the future commuter rail station at Union Station. It is a convenient alternative to the Free MallRide with less frequent stops resulting in faster travel times.

### Free MetroRide facts

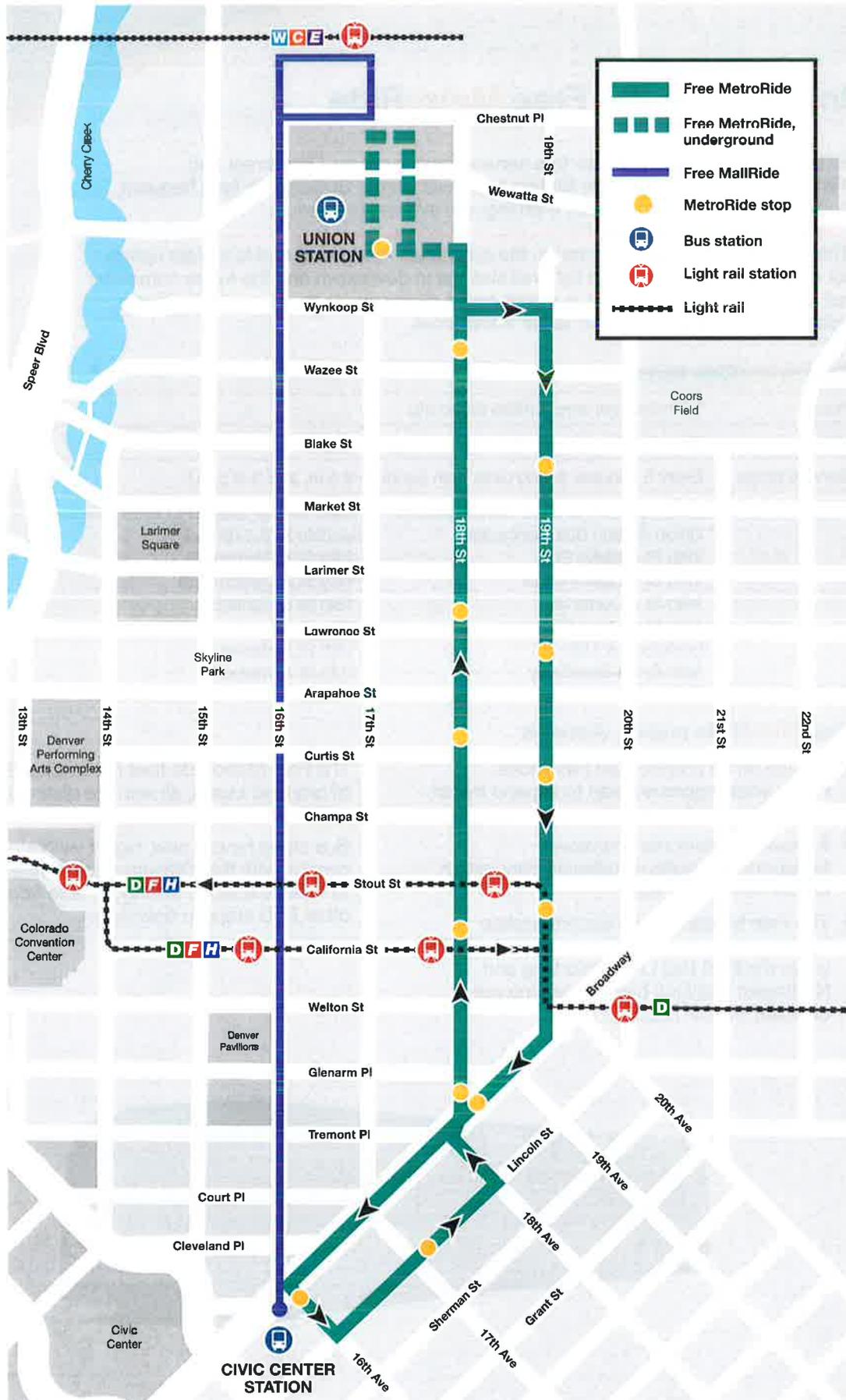
<b>Route</b>	1.5 miles one way, 3 miles round trip	
<b>Vehicle</b>	60' articulated, low-floor bus	
<b>Service times</b>	Every 5 minutes during peak rush hours (6–9 a.m. and 3–6 p.m.)	
<b>Stops</b>	<b>Union Station to Civic Center Station</b> Union Station Bus Concourse 19th St & Blake St 19th St & Lawrence St 19th St & Curtis St 19th St & Stout St Broadway & 18th St 16th Ave & Broadway	<b>Civic Center Station to Union Station</b> Lincoln St & 17th Ave 18th St & Glenarm Pl 18th St & California St 18th St & Curtis St 18th St & Lawrence St 18th St & Market St 18th St & Wazee St

### Free MetroRide project overview

- It is the latest project from FasTracks, RTD's voter-approved plan to expand transit service across the region.
- It provides additional downtown transportation options, relieving congestion on the 16th Street Mall.
- The Free MetroRide will accommodate the increased ridership demands projected when the East Rail Line, Gold Line and Northwest Rail Line begin operating out of Union Station in 2016.
- The Free MetroRide fleet is comprised of branded buses, all with the distinguishing teal, silver and gold color scheme.
- Bus stops have a new, highly visible canopy with the distinctive color scheme to make the stops distinguishable from other RTD stops in downtown.



# Free MetroRide





# Downtown Express (I-25 HOV)

## Project Overview

The Downtown Express consists of 6.6 miles of bus/high-occupancy vehicle (HOV) lanes running from downtown Denver to US 36. Downtown Express lanes are reversible with vehicles moving with rush hour traffic southbound in the morning and northbound in the evening. A Traffic Management System (TMS), which includes changeable signs, traffic gates, and closed-circuit television, provides a safety feature to the barrier-separated lanes.

The project included expansion of two RTD Park-n-Rides: Wagon Road Park-n-Ride, located at I-25 and 120th Avenue, and Thornton Park-n-Ride, located at I-25 and 88th Avenue. In addition, a bike and pedestrian path running along the south side of 20th Street, four acres of new parks on the east side of the Platte River, and two new community parks in the Highland Neighborhood on the west side of I-25 were also developed.

At the time the Downtown Express was the largest construction project ever undertaken by RTD; and it is also the first project that the Colorado Department of Transportation, the City and County of Denver, the Federal Transit Administration, the Federal Highway Administration and RTD constructed together.

On May 8, 2001, the bus/HOV lane was extended to Pecos Street and US 36 with the opening of the US 36 "Direct Connect." This \$148 million extension provides an additional 2.5 miles of barrier-separated, reversible HOV lane, allowing motorists to connect effortlessly from US 36 HOV lanes onto I-25 HOV lanes.

Construction to extend the bus/HOV lane north on I-25 to 78th Avenue was completed in October 2004. This extension provides an additional 2 miles of bus/HOV lane for I-25 traffic. On June 2, 2006, the Colorado Department of Transportation (CDOT) instituted a change in operations on the facility, converting the lanes to HOV/Tolled Express lanes, allowing Single Occupant Vehicles (SOV) access to the lanes by paying a toll.

## Project Status

on weekdays the Downtown Express lanes carry approximately 11,000 cars and buses in both directions. This number includes 300 buses (with 7,200 passengers), 6,000 high-occupancy vehicles (with approximately 15,000 passengers), and almost 3,400 toll vehicles - for a total of over 27,600 passengers.

## Benefits of the Downtown Express

- Shortens commute time  
Bus/HOV commuters typically save as much as 5 to 10 minutes travel time during rush hour, with even greater savings when accidents or severe weather slow general auto traffic.
- Improves air quality  
The travel time savings is attracting commuters from their cars to buses and HOV's, which will reduce carbon monoxide and particulate pollution in downtown Denver.
- Increases I-25 capacity  
The two bus/HOV lanes can carry as many people as four general traffic lanes; increased HOV usage will reduce the number of cars in general.

## Project Cost and Funding Sources

- Capital Cost ..... \$228 million
- Funding
  - Federal Transit Administration..... \$70 million
  - Regional Transportation District ..... \$ 54 million
  - Colorado Department of Transportation and  
Federal Highway Administration..... \$ 84 million
  - City and County of Denver ..... \$ 20 million



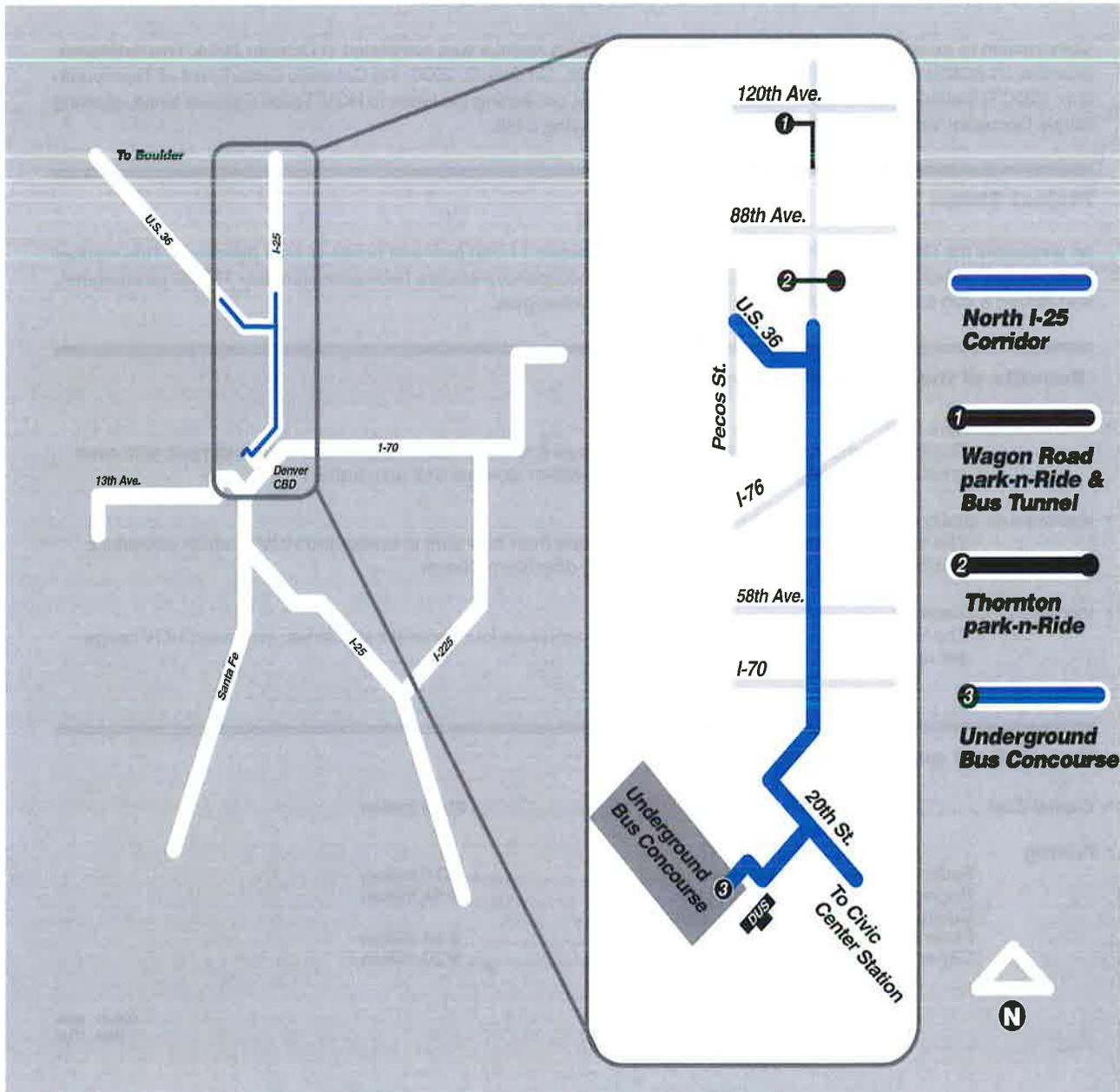
# Downtown Express (I-25 HOV)

**Coordination was required with the following groups and organizations to insure success of this project.**

Colorado Department of Transportation  
 City and County of Denver  
 Federal Transit Administration  
 Federal Highway Administration  
 Adams County  
 Denver City Council  
 Denver Mayor's Office  
 City of Northglenn  
 City of Thornton  
 City of Westminster  
 Huron Heights Neighborhood

Highland Neighborhood  
 Globeville Neighborhood  
 Lower Downtown  
 Downtown Denver, Inc.  
 DRCOG  
 Public Service  
 DEFEND  
 Metro Sewer  
 Denver Water Board  
 Burlington Northern Railroad  
 D&RGW Railroad  
 Union Pacific Railroad  
 Urban Drainage and Flood Control  
 Corps of Engineers  
 Denver Union Terminal  
 North Larimer Business District

State Engineers Office  
 State Health Department  
 Environmental Protection Agency  
 Denver Planning Board  
 AMTRAK  
 Denver Urban Renewal Authority  
 Glacier Park  
 Denver Wastewater  
 US West  
 Platte River Greenway Foundation  
 I-25 Interscape Program  
 Denver Parks and Recreation  
 Colorado State Patrol  
 Denver Police and Fire Department  
 State Historic Preservation Organization  
 Colorado Baseball Commission



**The easiest way to DIA**

RTD's SkyRide bus service offers convenient, reliable and affordable transportation to and from Denver International Airport (DIA). SkyRide has 5 routes, convenient stops throughout the metro area, parking at 14 Park-n-Rides, luggage assistance, and comfortable over-the-road coaches. Buses depart about every 15 minutes during peak hours, with more than 170 arrival and departure times to and from DIA every day of the year.

**SkyRide Routes**

- Route AA provides hourly service from Wagon Road Park-n-Ride and 14 stops along 104th Ave. including the 104th Ave. and Revere Park-n-Ride.
- Route AB provides hourly service from Boulder, with stops at the CU Campus, and the 27th Way & Broadway, US 36 • Table Mesa, US 36 • McCaslin, US 36 • Broomfield and US 36 • Sheridan Park-n-Rides, and with weekday stops at the Stapleton and Airport Blvd & 40th Ave Park-n-Rides (PnR).
- Route AF provides hourly service beginning at the Denver Bus Center Station, with stops at Denver Union Station and the Airport Blvd & 40th Ave. Park-n-Ride.  
Route AS provides service every 15-30 minutes from the Stapleton Park-n-Ride.
- Route AT provides hourly service from the Arapahoe at Village Center and Nine Mile stations, the Airport Blvd & 40th Ave. Park-n-Ride, and the stop at Colfax & Billings.

**Parking**

- SkyRide parking is available at the Airport Blvd & 40th Ave Park-n-Ride with 1,079 parking spaces; Arapahoe at Village Center Station has 817 spaces; US 36 • Broomfield PnR has 940 spaces; Nine Mile Station has 1,225 spaces; Stapleton PnR has 1,769 spaces; US 36 • Table Mesa PnR has 824 spaces; and US 36 • Westminster PnR has 1,310 spaces. Parking fees may apply - please visit [rtd-denver.com](http://rtd-denver.com) or call 303.299.6000 for additional information.

**Luggage**

- SkyRide routes AA, AB, AF, AS and AT have storage space inside the bus for carry-on luggage, and under-coach storage for larger pieces. SkyRide drivers will assist with loading and unloading luggage in the under-coach bins.

**Transfers**

- Customers can transfer from regular service at the Stapleton and Airport Blvd & 40th Ave Park-n-Rides, Boulder Transit Center and Denver Union Station, the Denver Bus Center, and the Denver Tech Center. Transfers can be applied to the SkyRide fare.

**SkyRide Prices**

	Wagon Road, Nine Mile Station, Stapleton, <u>Airport Blvd. &amp; 40th Ave</u>	Denver Downtown	Arapahoe @ Village Center Station, Boulder, US 36 • Broomfield, <u>US 36 • Westminster</u>
Cash One-Way	\$ 9.00	\$ 11.00	\$ 13.00
Cash Discount*	\$ 4.50	\$ 5.50	\$ 6.50
Advance Roundtrip (advance purchase only)	\$ 17.00	\$ 20.00	\$ 24.00
Monthly Pass	\$ 140.00 (Express)	\$176.00 (Regional)	\$176.00 (Regional)

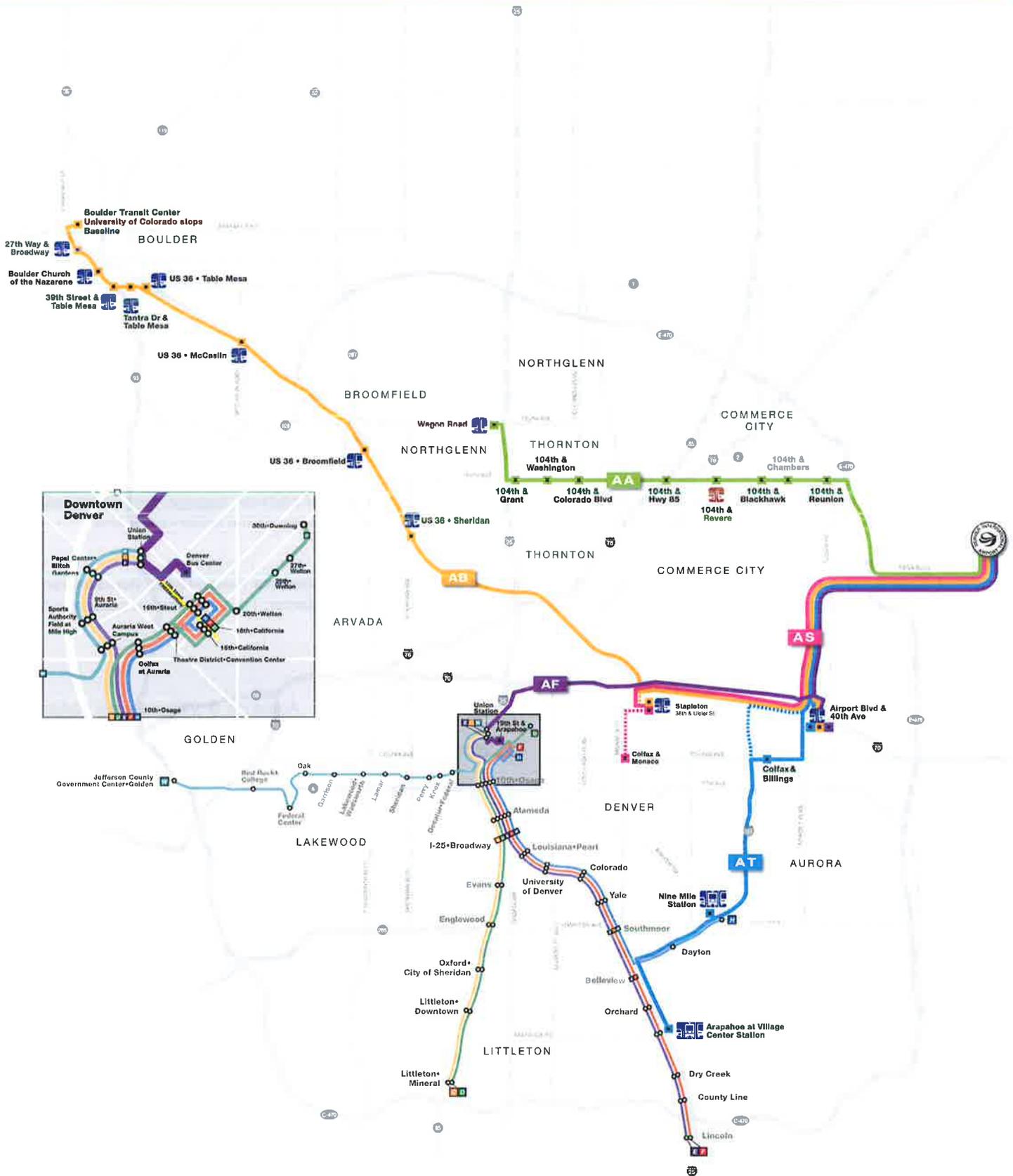
\*Discount Fares: Seniors 65+, Disabled, Medicare and Students (eligibility limited to Elementary, Middle and High School Students ages 6-19). Users must show proof of eligibility upon boarding.

Family Fare - Children 15 years of age and younger ride free when accompanied by an adult passenger (Limit-3 per adult).

Regional Pass - Accepted as full payment on all SkyRide routes.

Express Pass - No additional fare required at the \$9.00 SkyRide stops;  
\$4.00 off the cash fare at the \$11.00 and \$13.00 SkyRide stops.

Eco Pass holders pay \$2.50 each way for SkyRide service to DIA.  
Eco Passes issued by DIA employers are exempt from this fee.



## Introduction

RTD operates 77 parking facilities throughout the metropolitan area within the geographical boundaries of the District. There are no parking fees at 40 of these locations. At 37 locations, daily parking fees apply only to vehicles with license plates registered to an address outside RTD boundaries. After 24 hours, extended parking fees apply to all vehicles at these facilities. See the [RTD park-n-Ride Facilities](#) map on the reverse side to locate RTD parking facilities and applicable fees.

## How to Use RTD Parking Facilities

### STEP 1: Choose a parking facility in a convenient location that provides the service you require.

- To find the facility that best fits your needs, go to the RTD web site, RTD-Denver.com, select "Rider Tools", then "parking" and see the park-n-Ride Map for available service.

### STEP 2: To determine if parking fees apply at your chosen facility, see the map on the reverse side. The locations highlighted in blue have parking fees. Or visit RTD-Denver.com.

- If your chosen facility is shown in red, parking fees do not apply, you may simply park-n-Ride at your convenience. If fees apply go to Step 3.

### STEP 3: Determine if parking fees apply to the facility you have selected.

- If your vehicle has "in"-District license plates, your daily park-and-depart use is free. You will have to pay for extended use each day after the first 24 hours.
- If your vehicle has "out"-of-District license plates, you will have to pay for each day's use, whenever that occurs.

### STEP 4: To determine whether your license plate is registered to an address that is "in" or "out" of the District, you can simply enter your license plate number into any RTD parking pay station to get an immediate answer, or go to the RTD web site, RTD-Denver.com, select "Rider Tools," then "parking," and enter the license plate number of your vehicle in the "license plate lookup."

- Most plates will show immediately as either "in" or "out". If your results are "inconclusive," often due to recent record changes, call **303.299.2900**.



### STEP 5: Know the rules.

- Parking is for patrons of the transit system only up to a maximum of 30 days.
- Parking fees must be paid, or arrangements made to pay, before boarding. There are several optional ways to do this.
- Parking facilities are monitored by license plate daily. Violators may be ticketed, booted or towed non-payment.

### STEP 6: If parking fees apply, you need to decide how you will pay before boarding.

- Each time you park you may make payment at the pay station before you board.
  - Locate the blue canopy and follow the instructions. You may use a credit/debit card or exact change. Take your receipt with you.
- Or, you may arrange to pay-by-phone.
  - To set up an account visit RTD-Denver.com, select Rider Tools, then parking, then Pay-by-Phone. Or, call **1.877.727.5951**
  - After you park you notify your account by telephone with the Parking Zone Number and the number of days in your parking session. The parking session and a small convenience fee are automatically charged to your account. The parking session may be extended by telephone from anywhere in the world. The Parking Zone Number is posted above the pay station at every facility and on RTD-Denver.com on the parking page
- Or, you may establish an automated account which allows you to simply park and depart.
  - This account requires a deposit that you periodically replenish. Your account is automatically charged for each day your vehicle is detected parking in an RTD facility where fees apply. Call **303.292.1505**.
- Or, in-District patrons may apply for monthly Reserved parking space at some facilities by calling **303.292.1505**

## Additional information

### Out-of-District Exemptions

College students, active military and newcomers who drive vehicles with out-of-District plates may apply for an exemption from out-of-District parking fees on RTD-Denver.com, select Rider Tools, then parking. It is the patron's responsibility to apply for this exemption, except for those with disabled plates or placards that receive it automatically. In-District parking fees continue to apply.

### Enforcement

Enforcement information is posted at each site.



## Park-n-Ride

### Parking locations and fees

- In district: \$2.00 after first 24 hours
- Out of district: \$4.00 each 24 hours
- FREE
- RTD eight-county district



### Learn more about our parking program

For more information, please visit our website or call today.

[rtd-denver.com](http://rtd-denver.com)  
303.299.6000

Accounts, exemptions, tickets, and appeals  
303.292.1505

Pay-by-phone  
1.877.727.5951

#### The fine print about Park-n-Ride

RTD Park-n-Rides are for the specific use of transit system passengers.

Parking is available on a first-come, first-served basis.

Covered and uncovered parking options vary by location.

Drivers of vehicles who are in violation of the parking rules and fees may be warned, ticketed, booted, or towed at the owner's expense.

RTD is not responsible for loss, damage, or theft of your vehicle or belongings while parked at a Park-n-Ride.

Central Parking manages and monitors all license plates daily at RTD Park-n-Rides where parking fees apply.





# ADA Paratransit Service

## Access-a-Ride

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### Project Overview

- The Americans with Disabilities act of 1990 (ADA) requires that RTD provide paratransit service to disabled individuals unable to use RTD fixed route buses, operating the same days and hours of service as the fixed route service. This service is called *Access-a-Ride*.
- *Access-a-Ride* is a curb-to-curb (with door-to-door assistance upon special request) transportation system offered to disabled individuals who cannot functionally use RTD's regular fixed route system.
- Passengers wishing to use *Access-a-Ride* must complete an interview/assessment and be certified as ADA eligible by certification specialists.
- Passengers eligible for *Access-a-Ride* services must have an origin and destination within 3/4 of a mile of an RTD non-commuter fixed route and travel during the same days and hours that fixed route service operates.
- Five different service contractors operate RTD's *Access-a-Ride* service. First Transit is responsible for accepting passenger trip requests as well as scheduling and dispatching the trips. Four different companies provide the service and maintain the vehicles.
- RTD leases 322 ADA paratransit vehicles to the various contractors for the operation of *Access-a-Ride* service. Service providers include Horizon, Inc., MV Transportation and VIA Mobility Services.
- TransDev, through their affiliate with Yellow Cab, provides *Access-a-Ride* service with the use of taxi cabs. This non-dedicated vehicle approach allows the cab company to use as leverage the amount of vehicles they have in order to provide RTD service during peak hours.
- Three types of services are being offered through *Access-a-Ride*. They are as follows:
  - Subscription Service: Standing order ride requests, no call-in needed.
  - Reservation Service: Requests for service from 3 days in advance of ride up to the day before the ride.
- Passengers using *Access-a-Ride* are charged a fare to ride the vehicle. Under the provisions of ADA, fares are limited to twice the applicable charge for a similar trip on a fixed route vehicle. *Access-a-Cab* provides flexible, on-call service through private transportation companies. *Access-a-Ride* certified passengers pay the first \$2.00 of the regular fare and any amount of the total fare over \$14.00.
- RTD works closely with a panel comprised of representatives from the disabled community, health care and social services officials, service providers and state/local representatives. This committee, named the ADA Paratransit Advisory Committee, meets every other month, advising RTD of all aspects of the service.

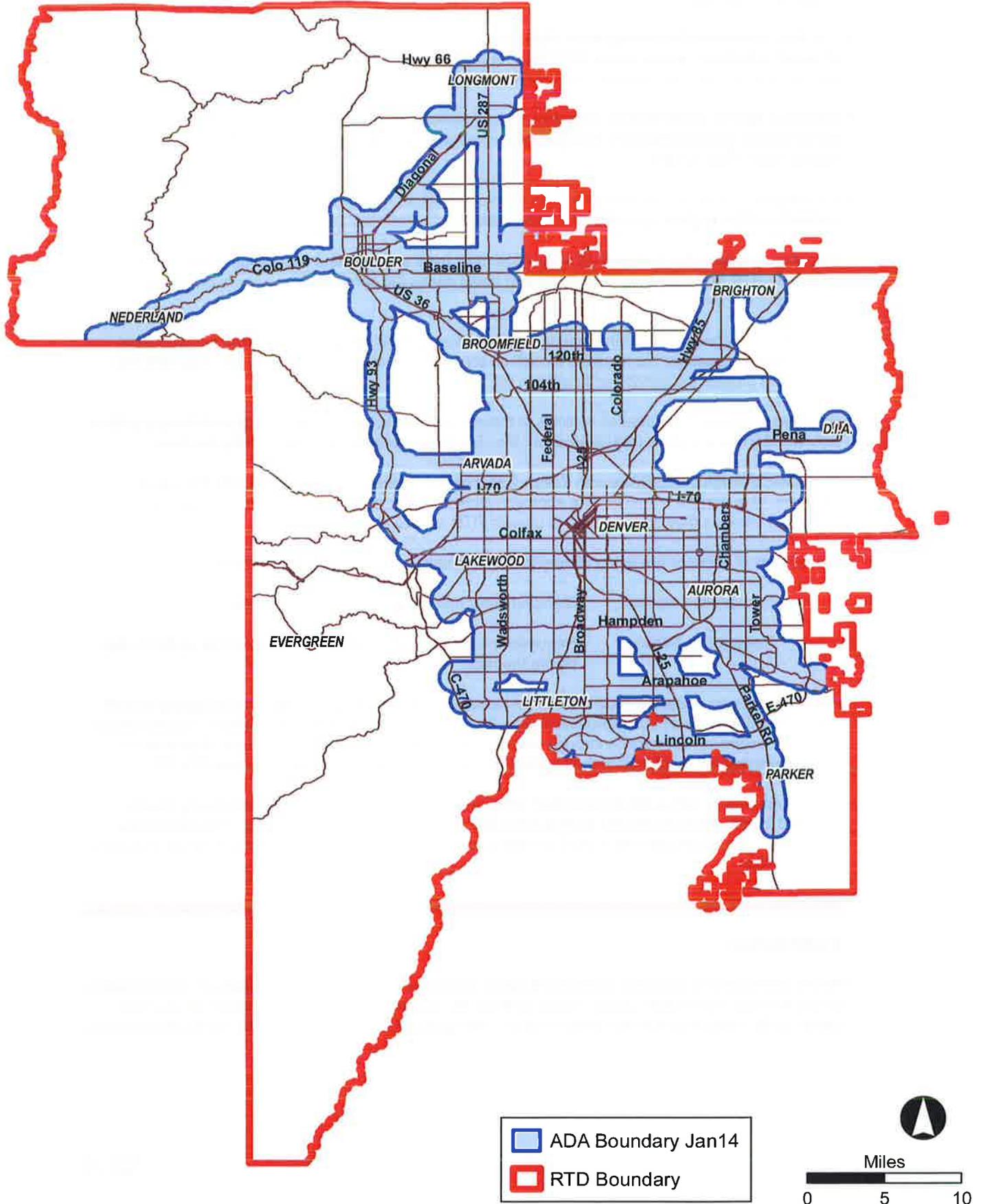
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### Certification

- RTD's certification is provided via Easter Seals of Colorado. RTD provides free applicant transportation to and from the certification center. Once certified, the passenger is issued a customer ID card and users' guide explaining how the service works. The applicant is not charged for the certification process.



# ADA Paratransit Service Access-a-Ride





# Sales and Pass Programs

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## College Pass

College Pass is a discounted pass program between RTD and a college or university and is designed to provide students with access to RTD services in and around the Denver metro area. Students are assessed a fee along with their tuition each academic term. Students may then use their Student ID's to board RTD buses and light rail. There are currently eight colleges enrolled in the College Pass program including:

- Anschutz Medical Campus
  - Auraria Campus (includes the University of Colorado-Denver, Metropolitan State College of Denver, Community College of Denver)
  - Colorado School of Mines
  - Escoffier School of Culinary Arts
  - Naropa University
  - Rocky Mountain School of Art and Design
  - University of Colorado at Boulder
  - University of Denver – Undergraduate and Law Students
- 

## Business Eco Pass

Eco Pass, RTD's most popular discounted pass program, is priced based on a group insurance concept which allows employers to provide benefits of public transportation to all employees at a low cost per employee.

Eco Pass is an annual photo ID pass used for unlimited rides on any of RTD's regular service routes including Regional, Express, Local, Light Rail and call-n-Ride. Eco Pass contracts in 2014 represented \$21,317,716 in revenue and more than 105,858 potential riders at over 1,400 companies. Eco Pass holders pay \$2.50 each way for SkyRide service to DIA. Eco Passes issued by DIA employers are exempt.

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## Transit Voucher

Transit Voucher is a tax-free fare subsidy program that uses special transit vouchers that employees can redeem toward the purchase of monthly bus passes or 10-Ride ticket books.

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## Annual ValuPass

ValuPass is a program which lets frequent riders purchase an annual pass at a discount rate equivalent to the cost of eleven monthly passes. Annual pass subscribers pay the amount in advance and receive their pass in the mail each month.

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## Pass Outlets

RTD's Pass Outlet program allows companies to sell RTD monthly transit passes to employees, students, and/or customers from their own establishments on consignment.

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## Neighborhood Pass Program

The Neighborhood Eco Pass program is a discounted pass program offered to residential communities.

The program is similar to the Business Eco Pass program in that all housing units within a particular residential area must be included in a Neighborhood Eco Pass program. The community must be represented by either a registered neighborhood or homeowner's association, or a city or county government entity.

In 2014, 55 neighborhoods participated in the program, representing \$892,524 in revenue.



# Sales and Pass Programs

## **FlexPass**

RTD's FlexPass is a product designed to offer employers an annual pass program that can be customized to meet the needs of the company and its employees.

FlexPass features:

- RTD Local, Express and Regional monthly passes are purchased through an employer at a discount by or for its employees.
- The employer is required to sign a 12-month commitment with RTD.
- Employer and/or employees order monthly passes through the FlexPass website.
- Program is flexible: the amount and type of passes ordered can vary from month to month.
- Employer and employees are eligible for three different discounts:
  - 10% match discount – RTD will match employer subsidies of up to 10% off the face value of each monthly pass purchased.
  - 5% discount – if the employer agrees to offer the pass to its employees on a pre-tax basis, RTD will discount 5% off the face value of each pass. The employer can elect to pass this discount on to its employees. Employer can elect to use this discount to help offset the administrative cost of the TPA.
  - 5% quantity discount – if an employer purchases an average of 200 or more passes a month, RTD will discount 5% off the face value of each pass. The employer can elect to pass this discount on to its employees.
- In 2014, FlexPass contracts represented \$2,825,668 in revenue, with 136 companies participating and 28,416 passes sold.

## **RTD a Leader in Alternative Fuels and Emissions Standards Testing**

RTD remains on the leading edge of the transit industry with respect to our work with alternative fuels and pollution reduction technology. The RTD fleet operates on ultra-low sulfur diesel fuel, which contains 95 percent less sulfur, and on Compressed Natural Gas. Sulfur produces particulate emissions during the engine combustion process. The use of ultra-low sulfur diesel fuel results in noticeable Particulate Matter (PM) emissions reductions.

Over 20 years ago, RTD began to experiment with various alternative fuels including methanol, propane and Compressed Natural Gas (CNG) in the daily operation of our standard passenger buses and support vehicles. In 2000, RTD introduced a fleet of 36 new mall buses that operate on CNG in electric-hybrid configuration. To support RTD's CNG buses, RTD has a CNG fueling station at its District Shops facility.

RTD is one of the pioneers in the use of true electric-hybrid buses in transit service with our 16th Street Mall Shuttle hybrid buses fueled by Compressed Natural Gas (CNG). These mall shuttle buses take advantage of the latest advanced technology series electric-hybrid propulsion systems. They use a combination of conventional internal combustion engines powered by CNG and electric motors. A small Ford 2.5 liter engine drives a generator which in turn charges a set of batteries. These batteries provide electrical power to propel two electric motors that drive the rear wheels. Each bus can carry up to 115 passengers under the horsepower produced by an engine that is as small as the engine in the popular Toyota Prius hybrid passenger car. The mall buses are quiet and have very low exhaust emission. This fleet of electric-hybrid buses is one of the most successful fleets of hybrid buses in the country. For our hard work with electric-hybrid buses, we received the prestigious award from the Department of Energy's National Renewable Energy laboratories for leadership in promoting renewable energy and energy efficiency.

RTD is currently testing a new generation of hybrid electric mall shuttle vehicles. RTD has put in service two new mall shuttle buses powered by an all-electric drive train using the state-of-the-art lithium ion batteries for energy storage. The batteries are used to power the electric motors, which drive the bus, and all accessories such as air conditioner, power steering, lighting, etc. The batteries recover kinetic energy from the bus brakes via regenerative braking to extend range. The batteries are recharged by a 30kW micro-turbine. The turbine is shut down when the battery charge is sufficient for operation. The bus will run on all drive operation part of the day. It can also be plugged in at night for recharging.

To further enhance the use of hybrid technology, RTD now operates in regular city transit service nine hybrid buses equipped with the highly advanced parallel hybrid system designed and produced by General Motors. These buses are driven by both a small diesel engine typically found in a pickup truck and electric motors integrated in a transmission-like component. The hybrid buses are showing about 15 to 30 percent improvement in fuel consumption as compared to the conventional diesel buses.

To reduce fuel consumption, RTD has worked with the bus transmission manufacturers to implement an intelligent transmission shifting program into its transit buses. Taking advantage of the increased computer power of the transmission electronic controllers, RTD has programmed the transmissions to select the shifting points based on the terrain (flat or steep roads), bus load, acceleration power available from the engine, and road surface resistance. The intelligent program automatically selects the most fuel efficient shift pattern according to the road conditions to achieve a fuel savings of between 5 to 10 percent as seen in RTD operating conditions. RTD has implemented this intelligent shift feature into its bus fleet which has resulted in reduction of fleet energy consumption, green house and other gaseous emissions.

In other efforts to minimize vehicle emissions, RTD continues to phase out the use of old high-emission buses. RTD is in the process of replacing over 500 old buses with new, near-zero-emission buses. In 2014, RTD put into service over 200 new buses. All of the new buses are powered by clean burning engines, which are equipped with highly advanced emission reduction devices and certified to meet the most stringent EPA emission regulations at the time of manufacture. These buses reduce exhaust emissions as much as 90 percent when compared to some of the old, high-emission buses which they replaced.

RTD District Shops has housed one of the premier engine and fuel research labs in the nation, the Renewable Fuels and Lubricants (ReFUEL) Research laboratory. The lab is being operated by the Department of Energy's National Renewable Energy laboratories. Many of RTD's alternative fueled test buses were thoroughly tested by the lab for exhaust emission reduction as compared to regular diesel buses. RTD maintains high exhaust emissions standards of two times more stringent than the requirements by the state of Colorado. If a bus fails an emissions test, it is taken off the streets immediately to remedy the problem. To make sure RTD buses are the cleanest in the state, RTD maintains one of the largest diesel fleet self-certification stations in the state.



**Sherry Ellebracht**

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Communications Department

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**Regional Transportation District**  
1600 Blake Street, BLK 35 • Denver, CO 80202  
rtd-denver.com

**MINUTES**  
**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**PLANNING TECHNICAL ADVISORY COMMITTEE (PTAC) MEETING**  
**JUNE 17, 2015**

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The Planning Technical Advisory Committee (PTAC) meeting was held at 10:00 A.M. on Wednesday, June 17<sup>th</sup>, 2015 in the Miami-Dade Expressway Authority board room located at 3790 NW 21st St, Miami, FL 33142.

**COMMITTEE MEMBERS/ALTERNATES PRESENT:**

Ms. Nilia Cartaya, Miami-Dade Transit  
Mr. William Cross, SFRTA  
Ms. Kim DeLaney, Treasure Coast Regional Planning Council (RPC), Committee Chair  
Mr. Chris Dube, Florida Department of Transportation (FDOT) District 6  
Mr. Wilson Fernandez, Miami-Dade Metropolitan Planning Organization (MPO)  
Mr. Paul Flavien, Broward MPO  
Mr. Larry Merritt, FDOT District 4  
Mr. James Murley, South Florida RPC  
Ms. Valerie Neilson, Palm Beach MPO  
Mr. Joseph Quinty, SFRTA, Committee Vice-Chair  
Mr. Jonathan Roberson, Broward County Transit  
Mr. Fred Stubbs, Palm Tran

**ALSO PRESENT:**

Mr. Alan Brick-Turin, Gannett Fleming  
Ms. Loraine Cargill, SFRTA  
Ms. Mayra Diaz, Miami-Dade Expressway Authority  
Mr. Clarence Eng, Kimley-Horn & Associates  
Ms. Vicki Gatanis, SFRTA  
Ms. Barbara Handrahan, SFRTA  
Ms. Brittany Hubbard, SFRTA  
Ms. Jessica Josselyn, Kittelson  
Mr. Greg Kyle, Kimley-Horn & Associates  
Mr. John Lafferty, Parsons Brinckerhoff  
Mr. John O'Brien, City of North Miami  
Ms. Jill Quigley, HDR  
Mr. Ian Reardon, Kimley-Horn & Associates  
Mr. Adriano Rothschild, Kimley-Horn & Associates  
Ms. Jessica Vargas-Astaiza, SFRTA  
Ms. Natalie Yesbeck-Pustizzi, SFRTA

**CALL TO ORDER**

Chairperson Delaney called the meeting to order at 10:14am.

**ROLL CALL**

The Chair requested pledge of allegiance and the roll call. Chairperson Delaney invited those in the audience to introduce themselves to the group.

**PLEDGE OF ALLEGIANCE**

**AGENDA APPROVAL** – Additions, Deletions, Revisions

Mr. Paul Flavien made a motion to approve the agenda. The motion was seconded by Mr. Fred Stubbs. The motion was called to a vote and carried unanimously.

**DISCUSSION ITEMS:**

**MATTERS BY THE PUBLIC** – None

**CONSENT AGENDA**  
Those matters included under the Consent Agenda are self-explanatory and are not expected to require review or discussion. Items will be enacted by one motion in the form listed below. If discussion is desired by any Committee Member, however, that item may be removed from the Consent Agenda and considered separately.

**C1 – MOTION TO APPROVE:** Minutes of Planning Technical Advisory Committee Meeting of April 15, 2015.

Mr. Fred Stubbs made a motion to approve the meeting minutes. The motion was seconded by Mr. Larry Merritt. The motion was called to a vote and carried unanimously.

**REGULAR AGENDA**  
Those matters included under the Regular Agenda differ from the Consent Agenda in that items will be voted on individually. In addition, presentations will be made on each motion, if so desired.

**R1 – MOTION TO ENDORSE:** SFRTA Transit Development Plan (TDP) FY 2016-2025 Annual Update

Mr. Joseph Quilty introduced Ms. Vicki Gatanis to speak on this subject. Ms. Gatanis noted that the TDP report is the 2<sup>nd</sup> Annual update following the 2013 Major Update, which is required to meet Florida and FDOT statutes. Some major highlights and accomplishments cited by Ms. Gatanis included: the opening of the new Miami Airport Tri-Rail station at the Miami Intermodal Center (MIC), SFRTA control of rail corridor dispatch and maintenance, groundbreaking for construction of a new SFRTA operations center and station at Pompano Beach, pursuit of Downtown Miami Link expansion on the FEC corridor, expanded SFRTA shuttle bus routes, and the SFRTA/Tri-Rail social media launch. Ms. Gatanis, Mr. Joseph Quilty, and Mr. William Cross answered committee members’ questions about the TDP document.

Members' questions were on topics such as positive train control, Downtown Miami Link and Coastal Link expansion, a new Palm Beach International Airport station, and public outreach efforts. The motion to endorse the TDP was made by Mr. Wilson Fernandez and seconded by Mr. Paul Flavien. The item was approved unanimously.

<b>INFORMATION / PRESENTATION ITEMS</b>
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Action not required, provided for information purposes only.
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**I1 – INFORMATION:** Palm Beach International Airport (PBIA) Shuttle Bus Service

Ms. Jessica Vargas introduced this topic and explained that currently there is no direct transit connection between the West Palm Beach Tri-Rail station and PBIA. With a new PBIA Shuttle in place, all three of the region's major international airports would have a direct connection to and from corresponding Tri-Rail stations. The next steps include scheduling a meeting with the airport and SFRTA Operations, and then finalizing the service plan. Chairperson Delaney suggested including the Downtown Development Authority (DDA) in the meeting with the City of West Palm and Palm Tran. Ms. Vargas entertained questions and explained that although funding is currently available in the operating budget, other funding options are welcome. Tri-Rail station parking is anticipated to remain free.

**I2 – INFORMATION:** Miami River-Miami Intermodal Center Capacity Improvement (MR-MICCI)

Ms. Vargas introduced Mr. Ian Reardon, with Kimley-Horn and Associates, who gave a detailed presentation on this item. He explained that the southernmost 1.5 miles of railroad leading to the MIC is still single tracked. Double tracking will improve access and connectivity to the MIC. The existing bridge, assessed in 2011, was deemed structurally sound, but repairs are needed since it is 90 years old. A public hearing is scheduled for September 2015 after the FTA approves the Environmental Assessment (EA) for public availability. Navigational and historical needs are to be considered. Based on comments with the FTA, the focus is on two (2) out of four (4) possible alternatives. The first option is to leave bridge in place, but construct a dual tracked bridge next to it. The second option is to remove the existing bridge and put in a fixed bridge. Mr. Cross acknowledged the coordination assistance that Mr. James Murley has provided with the Miami River Commission and other stakeholders.

**I3 – INFORMATION:** CSX East-West Rail Feasibility Study

Mr. Wilson Fernandez of the Miami-Dade MPO presented this item and gave a detailed presentation. He explained that CSX is still an active railroad for freight use of this east-west corridor, which includes state owned and CSX owned tracks west of the Miami Intermodal Center (MIC). He noted that the City of Doral is a major employment center for Miami Dade County on the north side of corridor, and there is a large residential population on the south side of the corridor. Mr. Fernandez explained that the corridor's rail infrastructure will need to be upgraded to accommodate passenger service. He also noted that CSX is working cooperatively with the study team thus far, attending meetings and providing information. Multiple options were shared, with variations of commuter rail and DMU technology, and various western termini.

The item also led to discussion that this portion of the CSX rail corridor should be on the state's strategic intermodal system (SIS), as well as broader discussion of the SIS emphasis on inter-regional versus intra-regional facilities. Chairperson Delaney suggested that the SFRTA adopt a resolution addressing issues of

having more intra-regional emphasis for SIS designation. The committee made a motion to this effect, and it passed unanimously.

**I4 – INFORMATION:** South U.S. 1(Broward County) Transit Corridor Improvements Study

Mr. Jonathan Robertson introduced Mr. Clarence Eng, with Kimley-Horn and Associates to present this item. This presentation summarized findings and advised that the technical reports are available on the project website. There are three tiers of improvements: low, medium, high costs, which are not mutually exclusive. Improvements are grouped by categories. Some improvements include: traffic signal timing modification, transit signal priority and Queue Jumps for better operations. Young Circle is currently missing a south bound stop, which will be added between Tyler and Hollywood Blvd. The new northbound stop will be on Harrison Street just south of the existing Publix grocery store. BCT in January implemented new service on US-1 Breeze from peak to all day. The frequency is dependent on the level of ridership. Mr. Eng concluded and thanked the committee for its review of the study on multiple occasions.

**I5 – INFORMATION** Transit Resource Guide, Second Edition

Loraine Cargill with SFRTA informed the group that the second edition of the Transit Resource Guide was finalized and printed. It will be taken to the June 26<sup>th</sup>, 2015 SFRTA Governing Board meeting and hard copies will be distributed to PTAC members at a later date.

**OTHER BUSINESS:**

**PTAC MEMBER COMMENTS:**

Mr. Quinty thanked MDX and staff for use of the facility. He addressed Chairperson Delaney and Ms. Neilson regarding bringing a PTAC meeting to West Palm Beach in early fall or winter. Mr. Larry Merritt mentioned the FTP/SIS Workshop on June 24<sup>th</sup> at the FDOT Auditorium. The MIC tour was scheduled to immediately follow the PTAC Meeting.

**NEXT MEETING DATE:** September 16, 2015.

**ADJOURNMENT:** The meeting adjourned at 12:19 pm.

**AGENDA ITEM NO. C1**

MINUTES

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
RTA MARKETING COMMITTEE MEETING OF JULY 15, 2015

The RTA Marketing Committee Meeting was held at 2:00 p.m. on Wednesday, July 15, 2015, at the SFRTA's Administrative Offices, 800 NW 33<sup>rd</sup> Street, Pompano Beach, FL 33064.

**COMMITTEE MEMBERS PRESENT**

Bobbie Crichton, Miami-Dade Transit  
Jordan Rockwell, (Chair) Florida Department of Transportation

**COMMITTEE MEMBERS NOT PRESENT**

Paula Girard, Palm Tran  
Diane Hernandez Del Calvo, (Vice Chair) SFRTA/Tri-Rail  
Mary Shaffer, Broward County Transit

**ALSO PRESENT**

Tarnell Carroll, Broward County Transit  
Victor Garcia, SFRTA/Tri-Rail (alternate voting member)  
Wibec Hay, Florida Department of Transportation  
Suzell Hopman, South Florida Commuter Services  
Steve Rosenberg, SFRTA/Tri-Rail  
Natalie Silverstein, Broward County Transit  
Roseann Voils, Palm Tran (alternate voting member for Palm Tran)  
Jim Udvardy, South Florida Commuter Services

**CALL TO ORDER**

With a quorum in attendance and awaiting the Chair calling in, Mr. Garcia called the meeting to order at 2:04 p.m.

**AGENDA APPROVAL – Additions, Deletions, Revisions**

Mr. Udvardy requested that an item is added to the Agenda in order to recap Dump the Pump 2015.

Mr. Garcia moved for approval of the Agenda. . The motion was seconded by Ms. Crichton.

The Chair moved the discussion to the next item on the Agenda.

**MATTERS BY THE PUBLIC** – Persons wishing to address the Committee are requested to complete an “Appearance Card” and will be limited to three (3) minutes. Please see the Minutes Clerk prior to the meeting.

None.

**DISCUSSION ITEMS**

None.

**CONSENT AGENDA**

Those matters included under the Consent Agenda are self-explanatory and are not expected to require review or discussion. Items will be enacted by one motion in the form listed below. If discussion is desired by any Committee Member however, that item may be removed from the Consent Agenda and considered separately.

**C1 – MOTION TO APPROVE: Minutes of Marketing Committee Meeting of May 20, 2015.**

Ms. Crichton moved for approval of the Minutes of the May 20, 2015 Meeting. The motion was seconded by Ms. Hopman.

The Chair called for any discussions and/or opposition to the motion. Ms. Silverstein stated that an addition should be made to the Minutes which states that Broward County Transit contributed to “Dump the Pump” by including a free monthly pass in the giveaway promotion.

Upon hearing no further comments, the Chair declared Item C1 approved.

The Chair moved the discussion to the next item on the Agenda.

**REGULAR AGENDA**

Those matters included under the Regular Agenda differ from the Consent Agenda in that items will be voted on individually. In addition, presentations will be made on each motion, if so desired.

**INFORMATION / PRESENTATION ITEMS**

Action not required, provided for information purposes only.

**I1 – INFORMATION ITEM: REGIONAL FARE INTEROPERABILITY**

- Mr. Rockwell stated that a changed RFP will go to the Board in October which will be more focused on mobile ticketing and its involvement with BCT and Palm Tran.

**I2 – INFORMATION ITEM: DUMP THE PUMP 2015 RECAP**

- Ms. Hopman stated that there were 559 participants who pledged to ride public transit on Dump the Pump Day.
- For the transit pass competition, the following figures show the participants’ agency preference for the free pass.
  - Broward County Transit - 112
  - Miami Dade Transit - 153
  - Palm Tran - 129
  - Tri-Rail - 145
- The MDT person who was selected, was not reachable by the contact information that was supplied, therefore another name will be drawn for the monthly pass.

<b>REPORTS</b>
Action not required, provided for information purposes only.

None.

**OTHER BUSINESS**

**AGENCY REPORTS**

**BROWARD MPO**

No representation at this meeting.

**BROWARD COUNTY TRANSIT**

- Ms. Silverstein stated that BCT is getting ready to work on a general education campaign for the CAD AVL (real time transit).
- The photo shoot for the Broward County 100<sup>th</sup> Birthday Celebration’s inside/outside bus wrap project has been completed. The next step is designing the wrap and having it installed. It features black and white photos of BCT’s riders.
- Ms. Silverstein further stated that a campaign is underway to alert passengers that a fare increase will take place on October 1. Mr. Garcia questioned whether the fare increases will affect transfers to and from Tri-Rail. Ms. Silverstein stated that transfers will remain at 50 cents. The College Pass and Express Bus Pass will not increase in price. Mr. Rockwell asked whether BCT has attempted universal access for college students which allow them to register for a fee and use their student ID cards to obtain discounted fares. At this time, BCT and MDT sell passes to the schools at face value. The schools sell them through their bookstores and libraries.
- New YouTube videos are being developed.

- BCT is running a 6-week flight television commercial on WPLG (Channel 10) in addition to 6 weeks of digital ads on the website.

### **FLORIDA DEPARTMENT OF TRANSPORTATION**

- Mr. Rockwell stated that FDOT and South Florida Commuter Services are undertaking an effort to feature the idea of telecommuting in order to decrease the number of single-occupancy vehicles on the roads. This idea will be pitched to major employers. Once a number of employers have adopted this idea, the statistics will be used to encourage other employers to make the same effort.

### **MIAMI-DADE TRANSIT**

- Ms. Crichton stated that the artwork for the Corporate Discount Program is being revamped, as well as for the K – 12 Program and the College Discount Program. She further stated that this work is taking place in conjunction with another department, Community Information and Outreach.
- An inauguration took place for the Westchester Circulator which is an old/new route.
- Working on acquiring data on underperforming routes. Ms. Crichton stated that she may be reaching out to South Florida Commuter Services for help with some of these routes.
- The Transportation Director resigned and a new person will be in that position beginning next week.

### **PALM TRAN**

- Ms. Voils stated that Palm Tran is working with Channel 20, which is the local Palm Beach County station. A video has just been completed about Route 1 (The Bulge).
- Palm Tran is also working on a safety video for the bus drivers and operators and another one on safety for cars on roads. There is consideration to update the “yield” signs on the back of buses. Perhaps they are not prominent enough.
- A credit card campaign is underway which would allow for more sales possibilities than only at the Palm Tran Connection Office. Sales are not available online yet.
- Ten new buses are due to arrive.
- Palm Tran is work with a company called “Luminator” which features TV screens on buses for informational purposes as well as for advertisements. It is a pilot program expected to take off at the beginning of August.

### **SOUTH FLORIDA COMMUTER SERVICES**

- No updates.

### **SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY/ TRI-RAIL**

- Mr. Garcia updated the Committee about the efforts to service SunFest. It was a 5-day even which ran from Wednesday through Sunday. Tri-Rail ran a late-night train on Saturday and Sunday to take people southbound. On Saturday, May 2, ridership was 7,381. The special train carried 127 people. On Sunday, May 3, the ridership was 6,077 and the special train carried 140 passengers. On the Saturday, the ridership was the 5<sup>th</sup> highest day in Tri-Rail’s history. Mr. Garcia further noted that the ridership on the special trains does not denote SunFest ridership, because many people departed on earlier trains.

- The phone app is being updated to include the opening of the new Miami Airport Station.
- A new airport campaign has been launched which promotes Tri-Rail's connection to MIA. There is a banner on the website. In connection with airports, Mr. Garcia stated that one of SFRTA's board members requested that a connection to PBIA from Tri-Rail be researched. He further stated to Ms. Voils that he would be meeting with Palm Tran next week to discuss a dedicated express shuttle service from Tri-Rail to PBIA.
- Mr. Garcia stated that the Palm Beach MPO will reach out to Palm Tran to work on a Commuter Challenge in 2016. He stated that he will be included in the talks.
- For its launch, 5 bike cars are being retrofitted on Tri-Rail in which the lower level is being adapted to house bike racks in order to accommodate the increased number of riders who take their bikes onboard. The objective is to have 10 bike cars so that there will be a bike car on every one of the 10 train sets.
- It is hoped to launch Wi-Fi this summer.
- A new smoking policy will hopefully be put into effect this summer which would designate smoking areas on platforms.
- FPTA awards notification will be sent out soon. The deadline is August 28 for entry submissions.
- Mr. Rockwell asked whether there is any commitment yet from the CRA for a downtown Miami Tri-Rail train station. Mr. Garcia stated that all indications are that it is moving forward in a positive manner. Mr. Rockwell stated that he would be aggressive in having South Florida Commuter Services promote the new station. He further stated that it would change the Express Bus program.

### **ADJOURNMENT**

The next meeting will take place on July 15, 2015 at SFRTA's headquarters. There being no further business, the meeting adjourned at 2:39 pm.

**DRAFT MINUTES**  
**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**OPERATIONS TECHNICAL COMMITTEE MEETING**  
**July 23, 2015 Thursday, CRM 102, @ 10:00 A.M.**

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The regular Meeting of the South Florida Operations Technical Committee meeting held on Thursday, July 23, 2015 at 10:00 A.M., SFRTA CRM 102, located at 800 NW 33 Street, Pompano, FL 33064.

Committee Members Present:

Brad Barkman, SFRTA, Chair  
Jordan Rockwell, FDOT

Present via Media Communication Access

Chuck Cohen, Palm Tran  
Eric Zahn, MDT  
David Wells, BCT  
Scott Aronson, Delray Beach

Committee Members /Alternates Absent:

Peter Wolz, BCT  
Jim Udvardy, SFCS  
Jared Fried, BCT  
Anthony Iovino, NSU  
Fred Schenke, AMTRAK  
Director, CSX

Others present:

Margaret Ferrara, SFRTA (minutes)  
Anna Bielawska, SFRTA

CALL TO ORDER

The Chair, Brad Barkman, called the meeting to order at 10 A.M.

MATTERS BY THE PUBLIC

Persons wishing to address the Committee are requested to complete an “Appearance Card” and will be limited to three (3) minutes. Please see the Minutes Clerk prior to the meeting.

**CONSENT AGENDA**

C1- Motion to Approve Minutes of Operations Technical Committee meeting of January 22, 2015 meeting so moved, seconded and approved. (March and May meetings were cancelled).

C2 - Motion to Elect New Chair: A motion for Chair was made by Chuck Cohen to elect Brad Barkman, motion seconded; a motion for a vice chair was made, Jordon Rockwell was selected – seconded and approved.

**REGULAR AGENDA**

Matters included under the Regular Agenda differ from the Consent Agenda will be voted on individually. In addition, presentations will be made on each motion, if desired.

## INFORMATION/PRESENTATION ITEMS

Action not required, provided for information purposes only.

## UPDATES/PRESENTATIONS

(Group started with #2 first)

1. I-75 Express bus service FDOT/Jordan
  - FDOT trying to lock down park n ride lots
  - Express service - BB&T Arena to Miami Gardens - Interchange I-75
  - BB&T park n ride is in Sunrise
  - 400- spaces - very good capacity
  - Still looking for park n ride near Pines Blvd. area going south
  - Delineators will be complete in 2017
  - Service could begin in May 2018
  - Jordan to see if there is a study that he can share with us to distribute to the group
  - There are two different types of buses (articulated and MCI coaches)
  - Passengers prefer the articulated buses – more room
  
2. Fare Interoperability FDOT/Jordan
  - Project going forward - making good progress
  - Pulled the RFP - did an RFI expect new RFP to have more responses
  - It will be out on the street sometime soon
  - Jordan to share the document with the group
  - Possible ETA for RFP end of August
  - Going in the direction of mobile ticketing
  
3. West Palm Beach (PBIA) shuttle service SFRTA
  - Board gave approval to set up a dedicated PBIA train to airport shuttle
  - Birth on the east side and circle round other side
  - Location on intermodal side not convenient
  - PBIA also provides service to the airport
  - Three trips an hour on weekdays but no late night service
  - Coordination between agencies continues
  - ETA September 2016
  - Reached out to Amtrak and Greyhound to see if we could use their birthing areas to make it easier for passengers with luggage
  - Project budgeted for one (1) year only
  - Once service begins it will run on holidays
  - Palm Tran will not have to continue weekend service to PBIA
  
4. Positive Train Control / PTC SFRTA
  - Working with FDOT - Central office
  - Track perspective we will physically be able to get down to FEC eventually when funding is available
  - Tri-Rail's piece of All Board Florida
  - Tri-Rail will have two separate tracks from All Aboard
  - Funding prospects going forward

- FEC - PTC overlay is different – meets requirements adding cab signal overlay to this corridor into the Harmon style at FEC
- Boarding levels are different from FEC
- Working with all entities for funding
- Congress would have to change the mandate date for PTC
- FRA will have to enforce PTC at the end of the year if Congress does not give FRA authority to change implementation date
- Waiting for resolution from Congress to FRA
- If anyone sees any articles on this topic – please send it to us
- PTC is Positive Train Control - supposed to eliminate train-to-train collisions and train to objects on the track
- PTC will have targets on the corridor – it could stop the train
- Train to train... still some conditions that could not be mitigated by PTC initially the train should stop before impact
- PTC will enforce speed in speed-restriction areas

5. SFRTA Worldwide Building

SFRTA

- New Station, parking facility and operations center
- FPL is changing transformer today
- We are setting up a generator for any power outages
- Should be complete today
- Target date for completion of project 2016
- Also making upgrades for a new Pompano Beach Station
- Elevators – stairs will be Leed Certified station and will generate electricity
- A great savings in costs
- Brad asked Maggie to send updated information about progress of building to the group via email

6. Dispatch

SFRTA

- SFRTA now dispatches the entire corridor
- Experiencing some road crossing failures / signal activations
- Could be due to road crossing telephone number to call in at SFRTA Police Service Center
- Sometimes it has an impact on train movement – calls must be investigated
- Working on lifting some restrictions
- New maintenance of way company is VTMI - Veolia Transportation
- MIC - Miami Intermodal Center opened on April 5, 2015
- Running 30 trains a day into the MIC
- Previously into the Hialeah Station – while MIC was under construction
- Schedule seems to be working very well
- Connectors at MIC are working well – Metro-mover to airport
- PA announcements working well, ticket agent is also at station
- Vending machines up and running

Updates:

PALM TRAN – Chuck Cohen

- Next bid in late August
- On time performance improved
- Ridership down
- Fare increase Oct 2013 seems to be reason for the decrease in ridership
- Paratransit – three vendor system doing well
- PT provides bus equipment to the vendors
- Vendors maintain equipment

BCT – David Wells

- Next pick October 11, 2013
- Minor schedule adjustments
- Express routes - slight changes
- AVL will be up and running soon
- AVL will be fleet-wide

MIAMI-DADE – Eric Zahn

- New Director, Alice Bravo
- Possible new Department of Transportation
- Line-up changes / address OTP and capacity issues
- 95 Express in November
- 43 new articulated buses in the next months
- Change in some equipment
- Kudos to all who assisted with MIC transition
- The plan is that Amtrak will go into the MIC
- FDOT to direct traffic if Amtrak blocks the road crossing using an automatic maintenance of traffic plan

DELRAY – Scott Aaronson

- Thanked SFRTA for assisting with another year of funding
- Ridership is up – things are going smoothly
- Trolley is still free with outside funding
- Grant put in to replace Trollies in about 8-9 years

SFRTA

- Wi-Fi on entire rail fleet coming soon
- Fleet will be complete and active in July or early August 2015
- 60% of fleet is complete
- Dedicating the first bike car this week
- Put in 14 bike racks along the wall of train, removed seats
- Walk in access –patrons can sit close to their bikes
- Test on trains – taking counts and try to figure out how to manage the bike trains
- This should reduce congestion at the doors of train
- Monitoring the car using video cameras
- Ultimate target is 10 bike cars
- New locos – final acceptance – now through this quarter

- Fuel consumption results not in yet for new locos
- Brookville locos are much quieter than other locos
- On/off shut down feature after sometime
- Scott gave kudos to the bike cars
- Brad asked Maggie to distribute the bike photos to group
- Scott asked about the locker program at stations
- Lockers are free issued, follow ups, auditors check the lockers
- Locker system is very successful
- But has not kept bikes off the trains as expected

(Minutes were approved and Chair was elected at this point in the meeting).

- Operations will submit an agenda item to the Governing Board to remove CSX from the committee, as requested by CSX

Meeting Adjourned, so moved - next OTC meeting scheduled for September 24, 2015.

**Engineering & Construction  
Monthly Progress Report  
June & July 2015**

**Pompano Beach Station Improvements and SFRTA's Operations Center:**

These two projects have been combined and procured together due to the location, common infrastructure, and construction schedule. The Pompano Beach Station Improvements Project (Station) and the Operations Center Project (Ops Center) are both located in the same property, within limits that overlap each other. The Station project area is approximately 5.79 acres, and it includes both the Tri-Rail Station and the east parking lot; the Ops Center is 3.47 acres, and is located within the Station's east parking lot. The Station design is 100% complete, while the Ops Center is in the preliminary design stage, and impacts the design that has been completed for the Station. 30% Plans are expected to be completed early February 2015. As the final design of the Ops Center progresses it will, incorporate all features and infrastructure that will support both projects within the same site. The SFRTA Board approved the selected contractor (Gulf Building, LLC.) on December 5, 2014. A Kick-off meeting was held on January 6, 2015. The team is meeting weekly to coordinate all station construction and Operations Center design aspects.

The Design Build contractor obtained early work permits from the City of Pompano Beach, and site work began on May 18, 2015. Temporary utilities and construction trailers have been installed. Auger cast pile installation for the building and parking garage was performed through the months of June and July. Building permit coordination with the City of Pompano Beach continued and which was completed as of July 31, 2015. Full building permit was issued on August 4, 2015. The contractor has completed construction and as-builts of all auger cast piles. Formwork and reinforcement for pile caps and grade beams is on-going. Shop drawings for Station construction are being submitted, and two time-lapse cameras have been installed.

Design review comments were issued on June 8, 2015, and a comment review meeting took place on July 27, 2015. A LEED coordination meeting was held on June 4, 2015 to finalize the master site application approach for the US Green Building Council. A review meeting for preliminary finishes option was held on June 8, 2015, and coordination meetings with Dispatch and IT for system needs and equipment took place on June 10 and 24, 2015. An initial furniture coordination meeting was held on July 2, 2015.

**Engineering & Construction  
Monthly Progress Report  
June & July 2015**

**Opa-Locka Station Parking Expansion:**

Expand parking at Tri-Rail's Opa-Locka Station, inclusive of adding about forty five (45) new parking spaces to the south of the station; increase bus bay areas in the existing parking lot; install a continuous pedestrian canopy over the bus waiting areas with solar panels; and improve landscape and hardscape.

A Work Order was executed for HNTB to provide site geotechnical investigation, site survey, environmental services as required for a Categorical Exclusion per NEPA requirements; and the preparation of 30% design plans. Geotechnical investigation, survey, and 30% design plans have been completed. The NEPA documentation has been completed and approved by FDOT and the FTA.

SFRTA has executed a work order for the final 100% design plans, permitting and bidding phase assistance for the project. The design kick-off meeting was held on August 21, 2013 and the final 100% design is complete. SFRTA submitted the 100% design plans to the City of Opa-Locka for review and comments. The City of Opa-Locka Building Department has reviewed and approved the final design plans and has issued a master building permit. Once the project has gone through the SFRTA procurement process and a Contractor is selected, the Contractor will have to pull the individual discipline permits from the City prior to beginning construction. Estimated construction start is winter of 2015.

**Wave Modern Streetcar:**

Design, Construction and Management of a 2.7 mile modern streetcar in Downtown Fort Lauderdale with passenger, solar powered stations, which will operate in mixed traffic with signal priority. Project includes the procurement of five (5) vehicles and the construction of a storage and maintenance yard. Project Partners include The Federal Transit Administration (FTA), Florida Department of Transportation (FDOT), Broward County, Broward Metropolitan Planning Organization (MPO), City of Fort Lauderdale, Fort Lauderdale Downtown Development Authority (DDA) and SFRTA. An Interlocal Partnership Agreement has been executed by all parties on April 26, 2013. The Project Management Consultant (PMC) contract was awarded to HDR Engineering, Inc. to provide services throughout the project. The NTP was issued on May 9, 2013 for the 1.47-mile starter line (Phase 1A).

**Engineering & Construction  
Monthly Progress Report  
June & July 2015**

Technical Advisory Group (TAG) meetings were held on June 5, July 3, 22 and 29, 2015. Wave Partner meetings were held on June 19, July 22 and 24, 2015. A Value Engineering workshop was led by the PMC team, and took place on July 15-17, 2015. A draft report was submitted by the PMC on July 31, 2015

The PMC continues to work with public and private utility companies regarding relocation of infrastructure, and updating the Operating Plan and the Maintenance and Operations cost estimate. Several internal and Partner coordination meetings took place in anticipation of the August 3, 2015 FTA Quarterly meeting.

Two procurement packages were advertised. One is a specification package to select a fence installation contractor. This fence will be installed around the vehicle maintenance and storage facility for security purposes until construction begins. The second procurement package was to select a streetcar vehicle manufacturer, which was advertised on May 29, 2015. A pre-proposal meeting was held on June 11, 2015 at SFRTA's headquarters office. The question and answer period is currently on-going. Addendum 1 through 5 have been sent, and the proposal due date is September 10, 2015.

**South Florida Rail Corridor Dispatch System:**

On Sunday March 29, 2015, SFRTA successfully completed the transition, taking control over 72 miles of railroad and assuming the responsibility of dispatching the SFRC.

Installation by AT&T of the 1G High Speed line between Pompano DCC and the West Palm Beach backup Dispatch Center was completed on April 22, 2015. This connection will facilitate the instantaneous duplication of the Pompano Dispatch configuration in West Palm Beach Dispatch backup Center. In addition, AT&T is continuing with the T1 installation completing a total of 21 out of 30 Control Points. The remaining sites are under construction creating the necessary conditions to bring the phone cable to the Control Point (CP).

Meanwhile Ansaldo is working on the software and database implementation of the West Palm Beach backup office. Completion of the West Palm Beach backup office is expected to be complete by the end of October 2015.

**Engineering & Construction  
Monthly Progress Report  
June & July 2015**

On May 22, 2015, Ansaldo/CWA confirmed that the current firmware version of the Siemens/Ruggedcon routers do not allow adding more than 10 CP's on the failover list. There are currently 10 CP's that are configured for automatic failover between AT&T and Verizon. This is the maximum limit until SFRTA receives the new Ruggedcom 2.6.3 firmware in August.

On May 30, 2015, Ansaldo installed the latest dispatch software (SFRC165 VO4A). On August 7, 2015, Ansaldo successfully installed the new Ruggedcom 2.6.3. firmware to allow more than 10 CP's to be configured for automatic failover between AT&T and Verizon wireless. On August 19<sup>th</sup> and 20<sup>th</sup>, Ansaldo added an additional 13 CP's to the failover list, bringing the total up 23 CP's with automatic failover capability. The remaining 5 CP's still need to have AT&T service installed, which should be completed over the next 5 weeks.

AGENDA REPORT  
 SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
 GOVERNING BOARD MEETING  
 August 28, 2015

JUNE RIDERSHIP

Total monthly ridership for June has decreased 2.3 % when compared to June of last year. Weekday ridership has decreased by 0.4 %, while the average weekday ridership in June 2014 was 13,603 per day versus 12,936 per day for 2015. Total weekend ridership for the fiscal year has increased by 1.3% when compared to last year. Total fiscal year ridership is down by 1.8% over the prior year.

Revenue is shown in Chart 3. Chart 2 shows ridership month-to-month and Chart 1 combines revenue and ridership month-to-month.

<u>Riders</u>	Actual June 2015	Actual June 2014	June '15 vs.'14 %	FY '15 Rider ship To Date	FY '14 Rider ship To Date	FYTD '15 vs '14 %
M-F	284,601	285,656	-0.4%	3,614,907	3,700,691	-2.3%
Saturday	25,997	26,491	-1.9%	348,862	339,760	2.7%
Sunday	21,095	27,243	-22.6%	295,459	297,184	-0.6%
Holidays	-	-	0.0%	33,025	31,292	5.5%
	331,693	339,390	-2.3%	4,292,253	4,368,927	-1.8%

Note: Ridership figures are based on daily reports from Veolia.

**Chart 1 - SFRTA Riders and Revenue Trends**

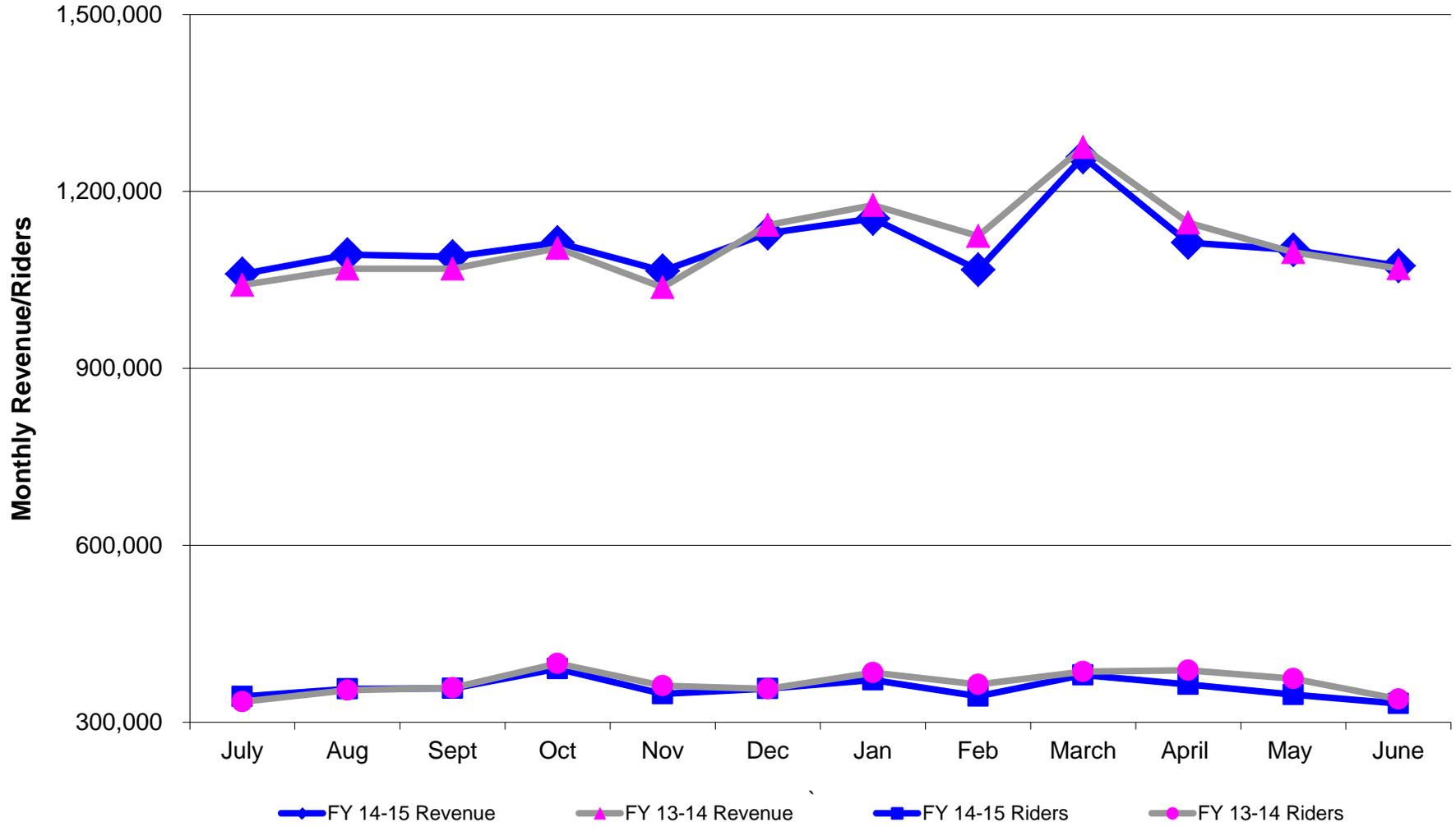


Chart 2 - SFRTA Riders

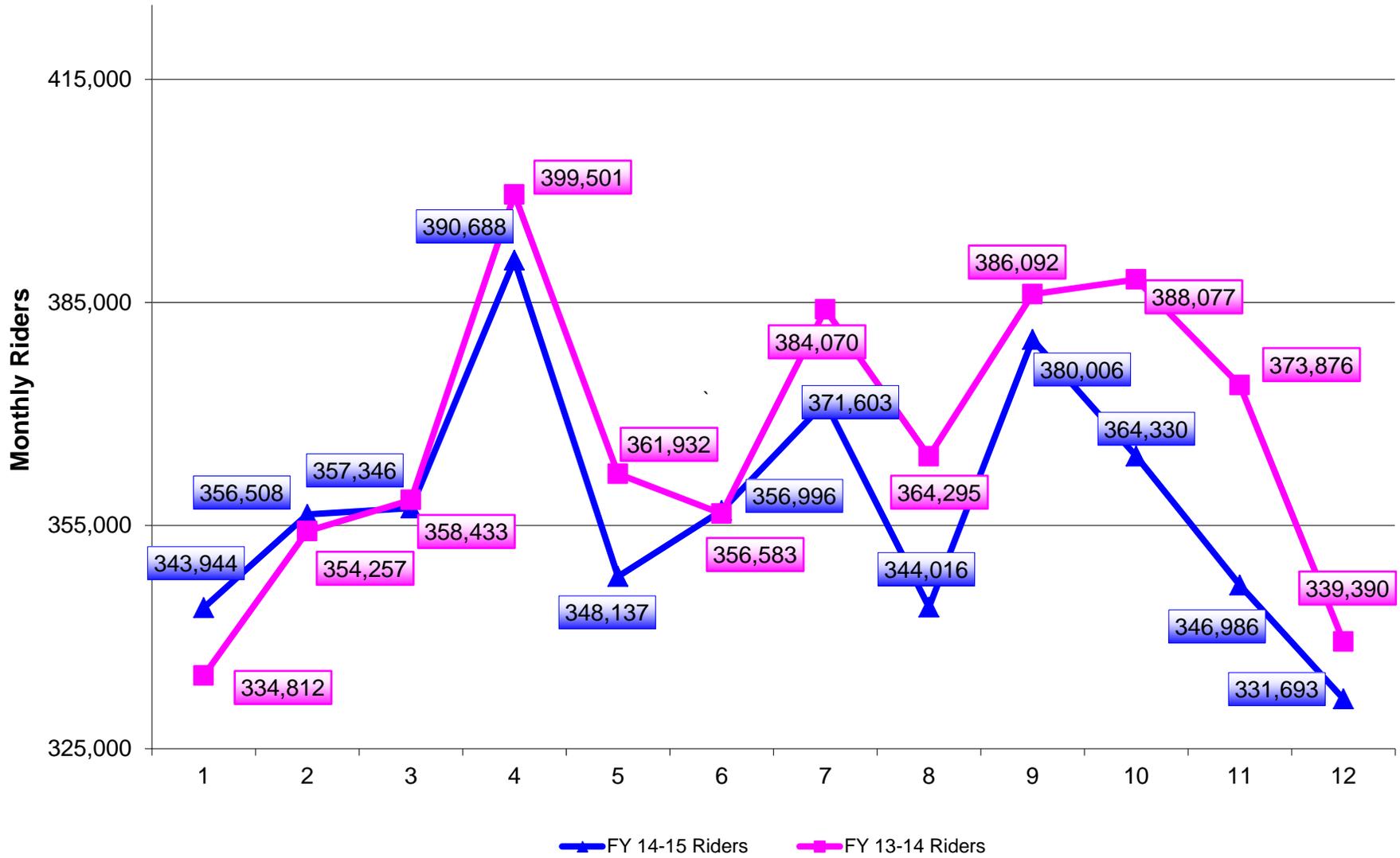
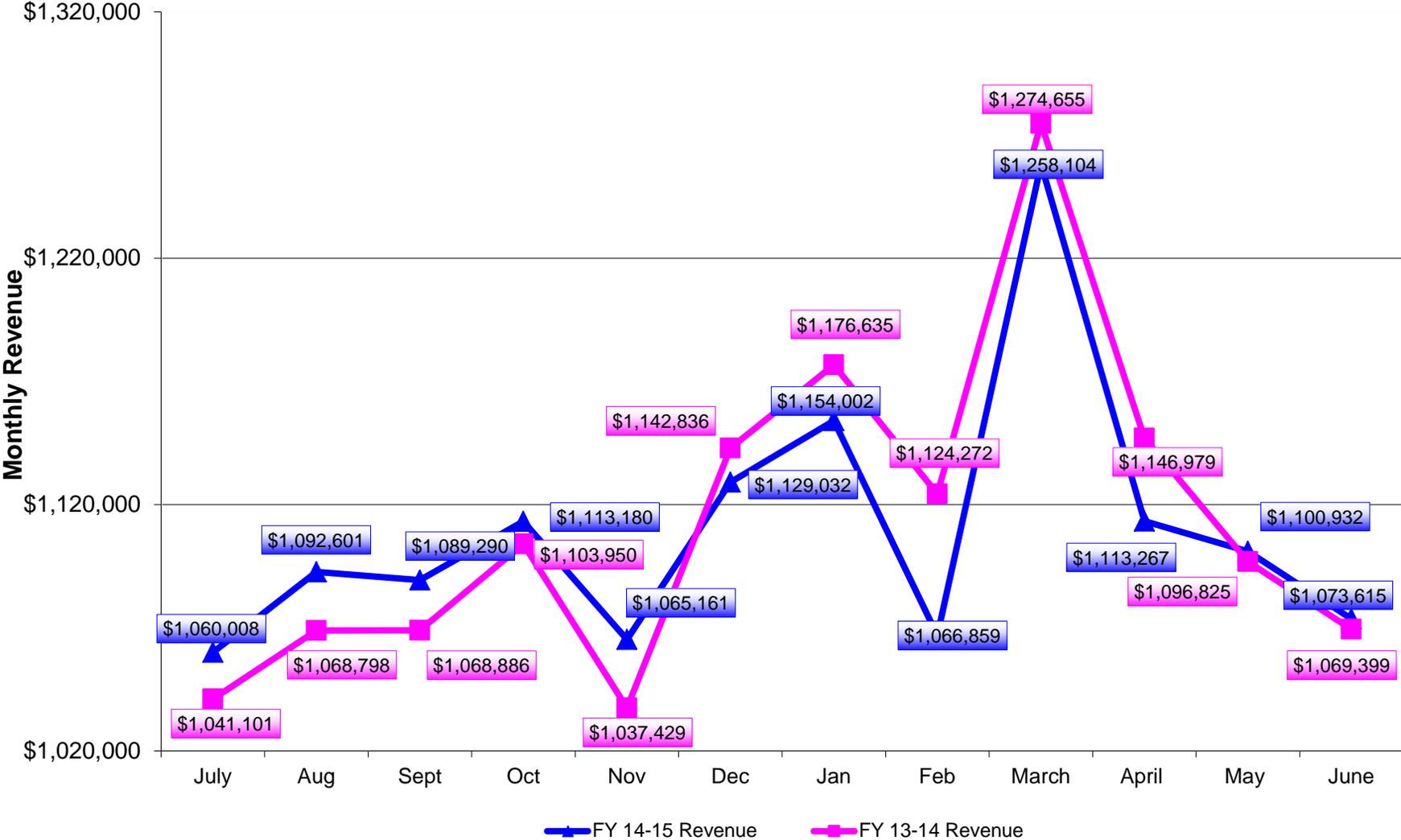


Chart 3 - SFRTA Revenue



AGENDA REPORT  
 SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
 GOVERNING BOARD MEETING  
 August 28, 2015

JULY RIDERSHIP

Total monthly ridership for July has decreased 4.6 % when compared to July of last year. Weekday ridership has decreased by 2.6 %, while the average weekday ridership in July 2014 was 13,177 per day versus 12,281 per day for 2015. Total weekend ridership for the fiscal year has decreased by 15.76% when compared to last year. Total fiscal year ridership is down by 4.6% over the prior year.

Note that the July 4th holiday fell on a Saturday so there was no change in train schedule.

Revenue is shown in Chart 3. Chart 2 shows ridership month-to-month and Chart 1 combines revenue and ridership month-to-month.

<u>Riders</u>	Actual July 2015	Actual July 2014	July '15 vs.'14 %	FY '16 Rider ship To Date	FY '15 Rider ship To Date	FYTD '15 vs '14 %
M-F	282,469	289,892	-2.6%	282,469	289,892	-2.6%
Saturday	23,736	26,256	-9.6%	23,736	26,256	-9.6%
Sunday	21,797	22,157	-1.6%	21,797	22,157	-1.6%
Holidays	0	5,639	-100.0%	0	5,639	-100.0%
	328,002	343,944	-4.6%	328,002	343,944	-4.6%

Note: Ridership figures are based on daily reports from Transdev

**Chart 1 - SFRTA Riders and Revenue Trends**

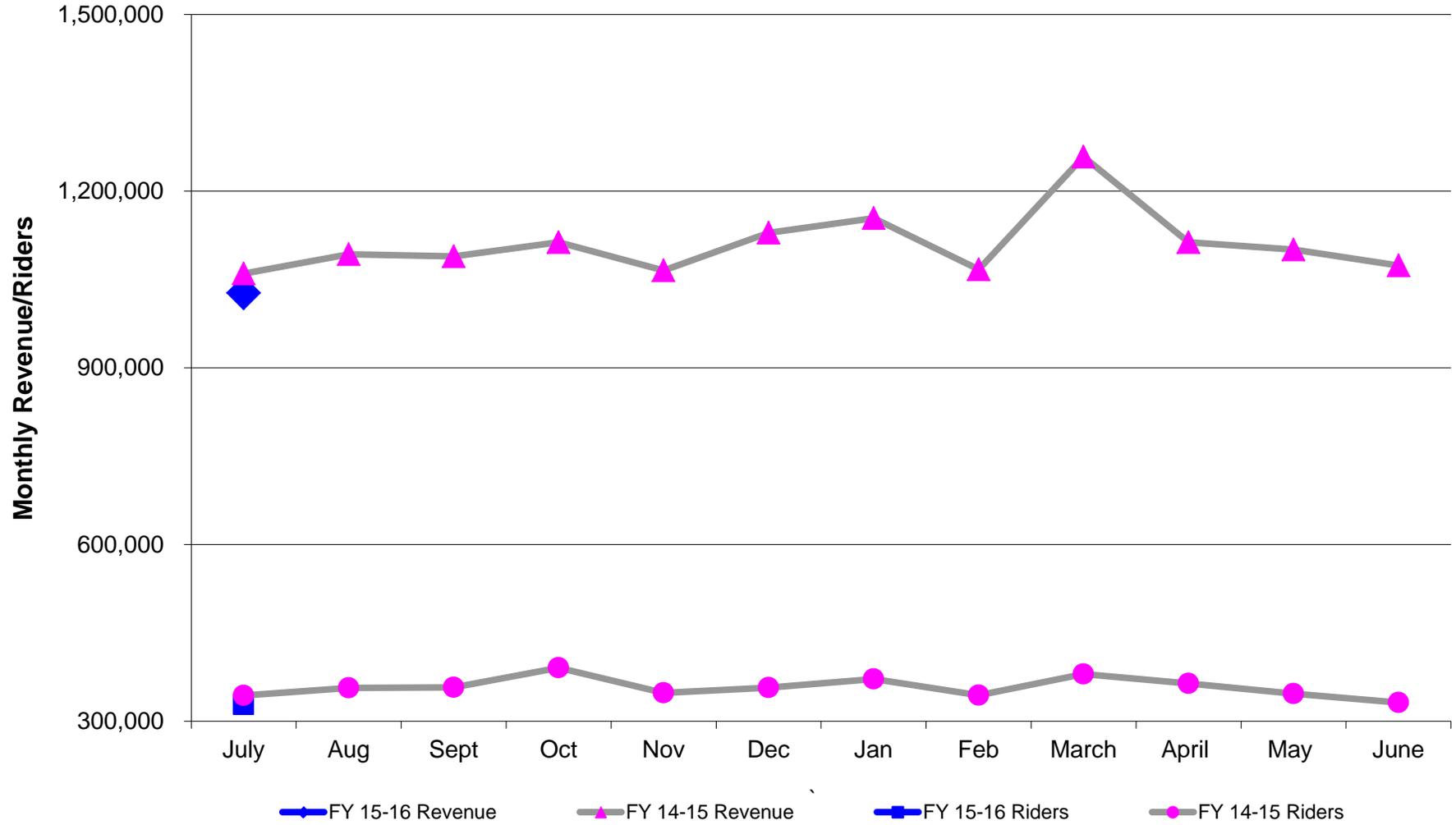


Chart 2 - SFRTA Riders

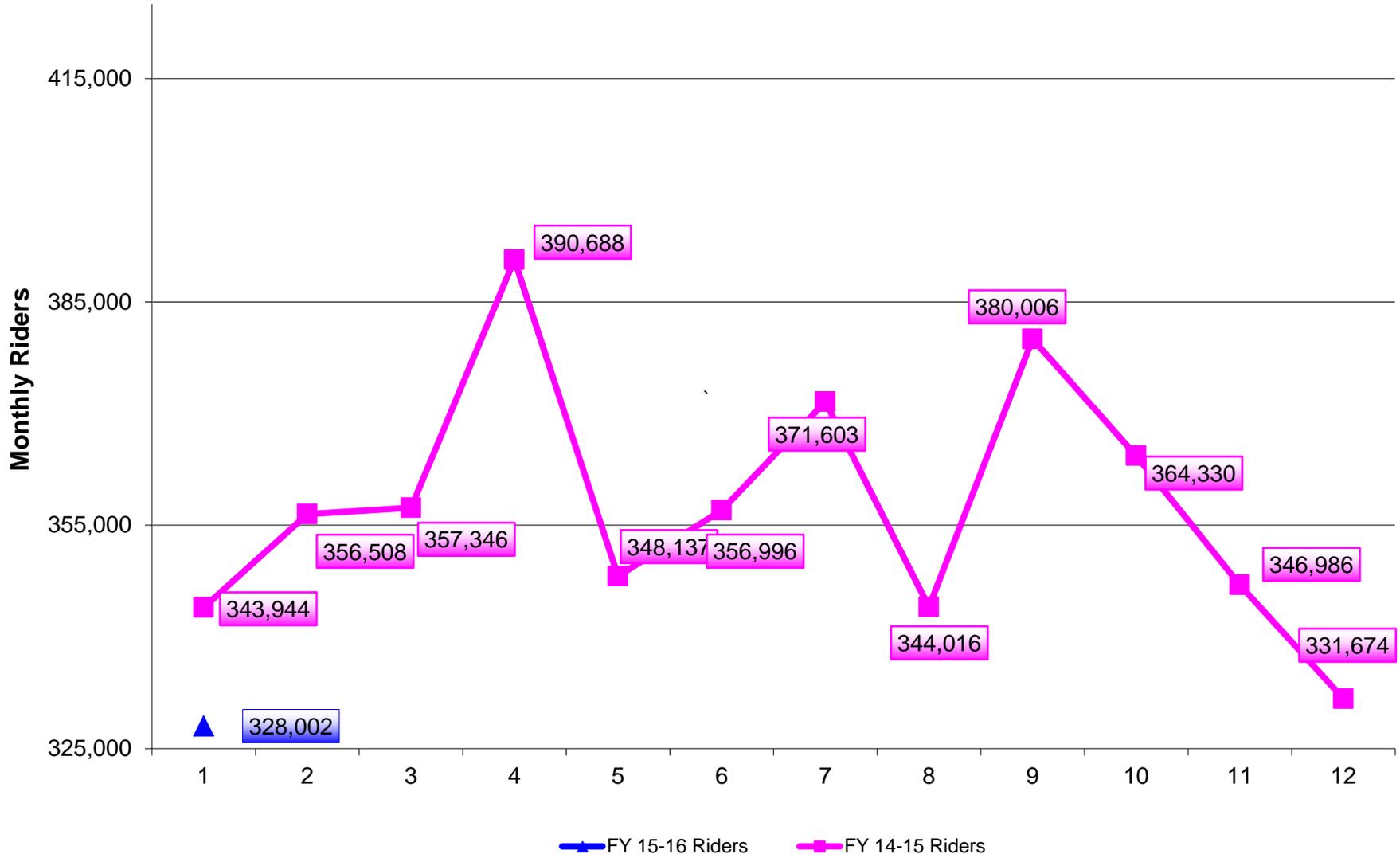
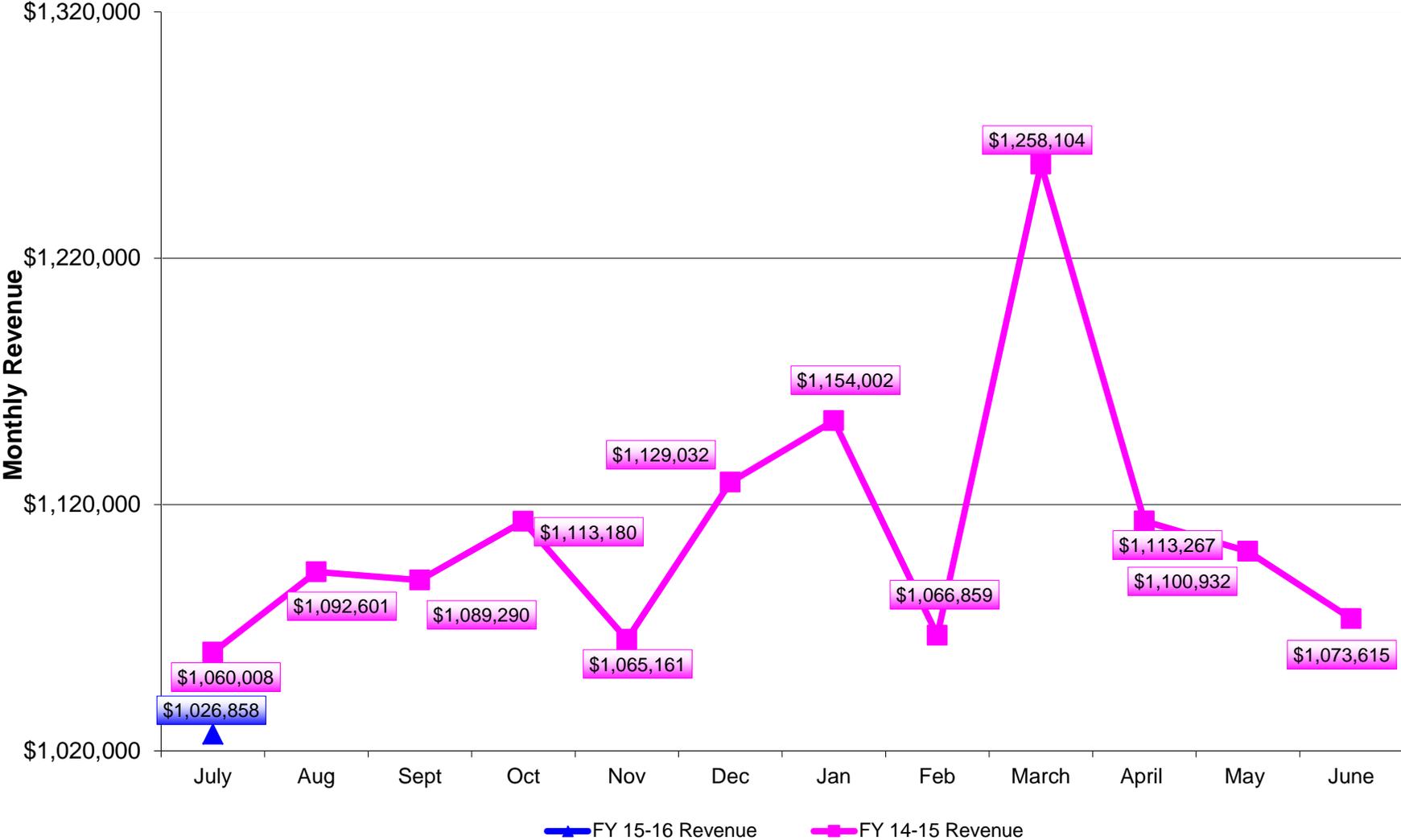


Chart 3 - SFRTA Revenue

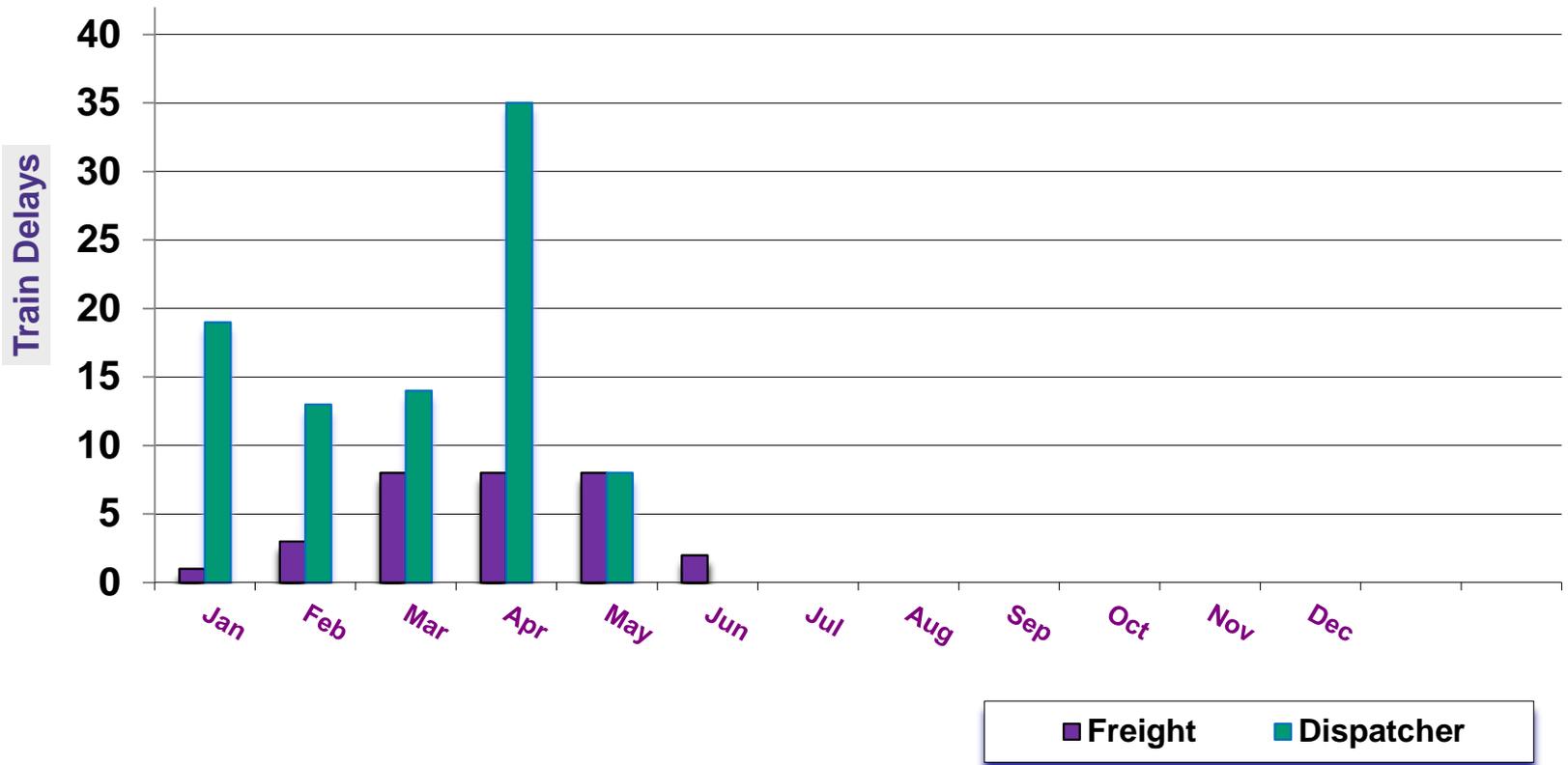




<b>JUN 2015 ON TIME PERFORMANCE - CAUSAL ANALYSIS SUMMARY</b>			
<b>OTP End To End</b>			<b>85.6%</b>
<b>OTP Station To Station</b>			<b>84.8%</b>
<b>DELAY CAUSES</b>	<b>NUMBER OF INCIDENTS</b>	<b>NUMBER OF LATE TRAINS</b>	<b>PERCENT OF TOTAL TRAINS</b>
PD/FD ACTIVITY	4	6	0.4%
CSX FREIGHT	2	2	0.1%
CSX LOCAL SWITCHER	1	3	0.2%
VTMI MOW	3	6	
VTMI COMMUNICATIONS	0	0	0.0%
VTMI OUTSIDE COMMUNICATIONS	0	0	0.0%
VTMI SIGNALS-COMPONENTS	4	12	0.9%
AMTRAK POM DISPATCHER	2	2	0.1%
BOMBARDIER MECHANICAL	2	9	0.7%
TRANSDEV	0	0	0.0%
AMTRAK	0	0	0.0%
FEC DELAY IRIS	2	7	0.5%
FEC DELAY TRAIN	9	12	0.9%
WEATHER	3	20	1.5%
ROW FOUL	5	6	0.4%
SFRTA TRANSPORTATION	4	5	0.4%
SFRTA RULE COMPLIANCE	0	0	0.0%
OTHER	7	7	0.5%
SFRTA SCHEDULE CONFLICT	2	2	0.1%
3rd PARTY GATE MALFUNCTION	13	44	3.3%
3RD PARTY -FATALITIES/VEHICLE	1	11	0.8%
ROTEM MECHANICAL	0	0	0.0%
BROOKVILLE MECHANICAL	13	20	1.5%
VANDALISM	0	0	0.0%
ADA	4	5	0.4%
EFFICIENCY TESTING	0	0	0.0%
DISPATCH SYSTEM	0	0	0.0%
<b>TOTAL</b>	<b>81</b>	<b>179</b>	<b>13.4%</b>
TRAINS LATE		179	13.4%
TERMINATED		10	0.7%
TERMINATED/RECOVERED		0	0.0%
ANNULLED		4	0.3%
TRAINS ON TIME		1147	85.6%
<b>TOTAL</b>		<b>1340</b>	<b>100.0%</b>

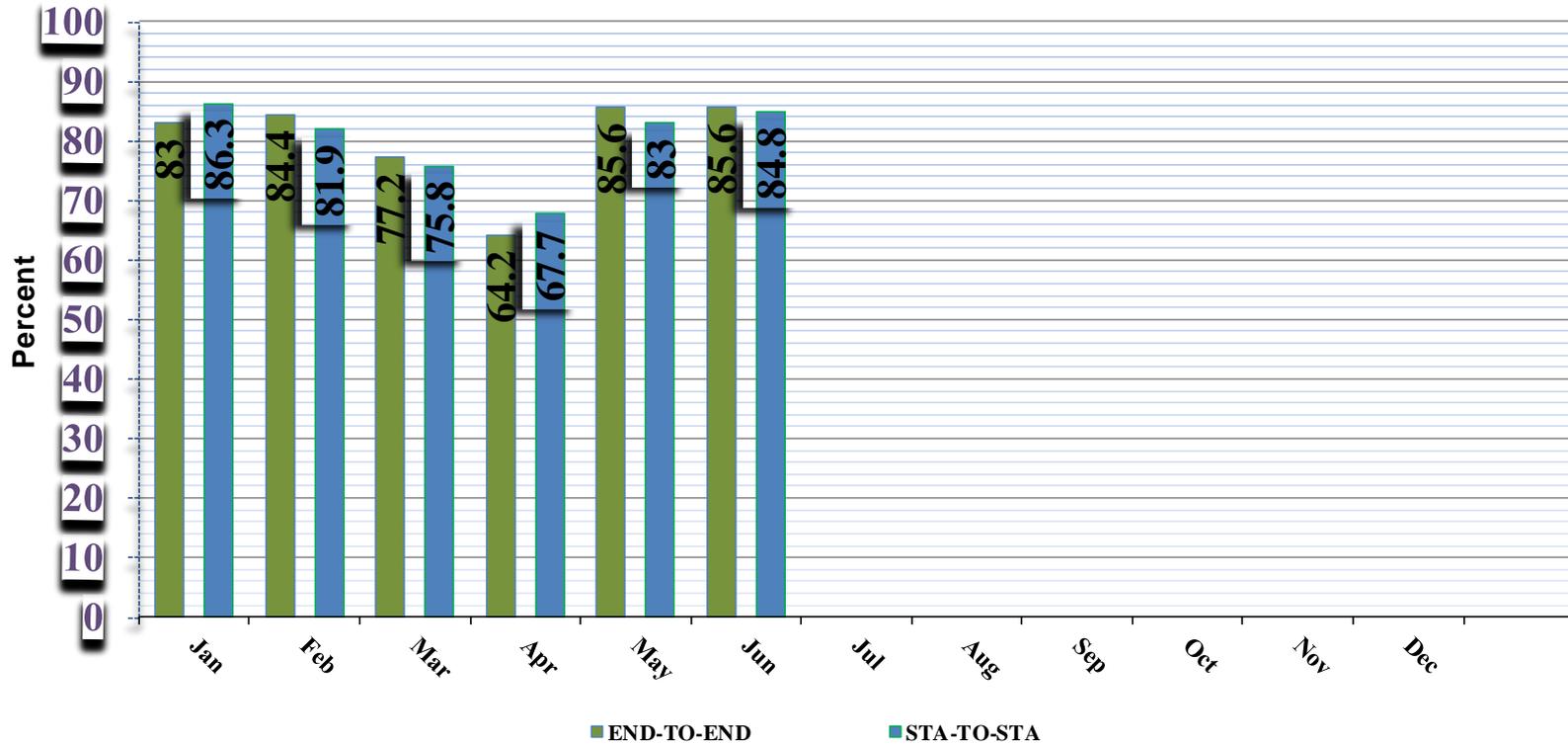


## Dispatcher & Freight Delays - 2015



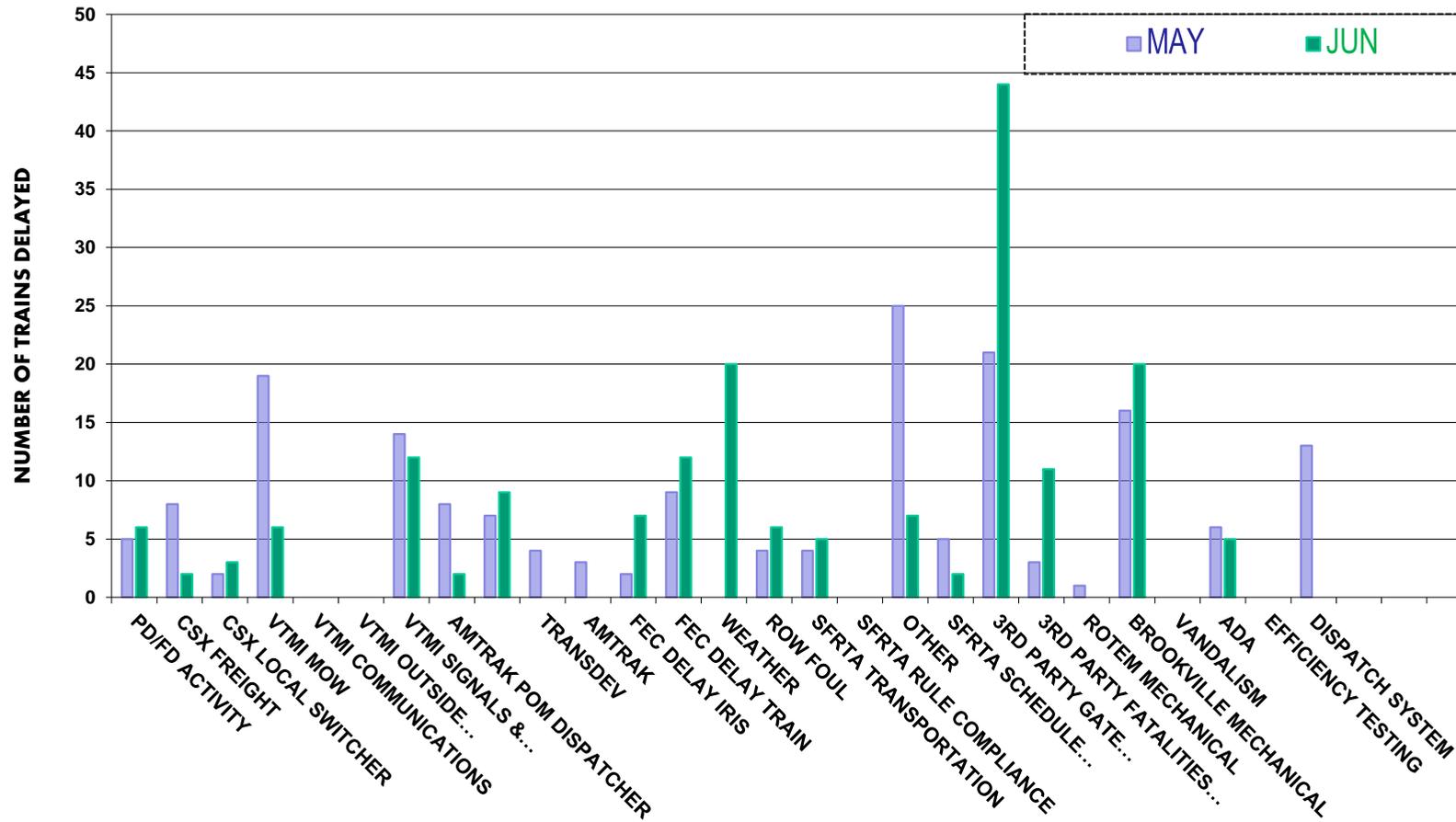


## On-Time Performance Calendar Year 2015



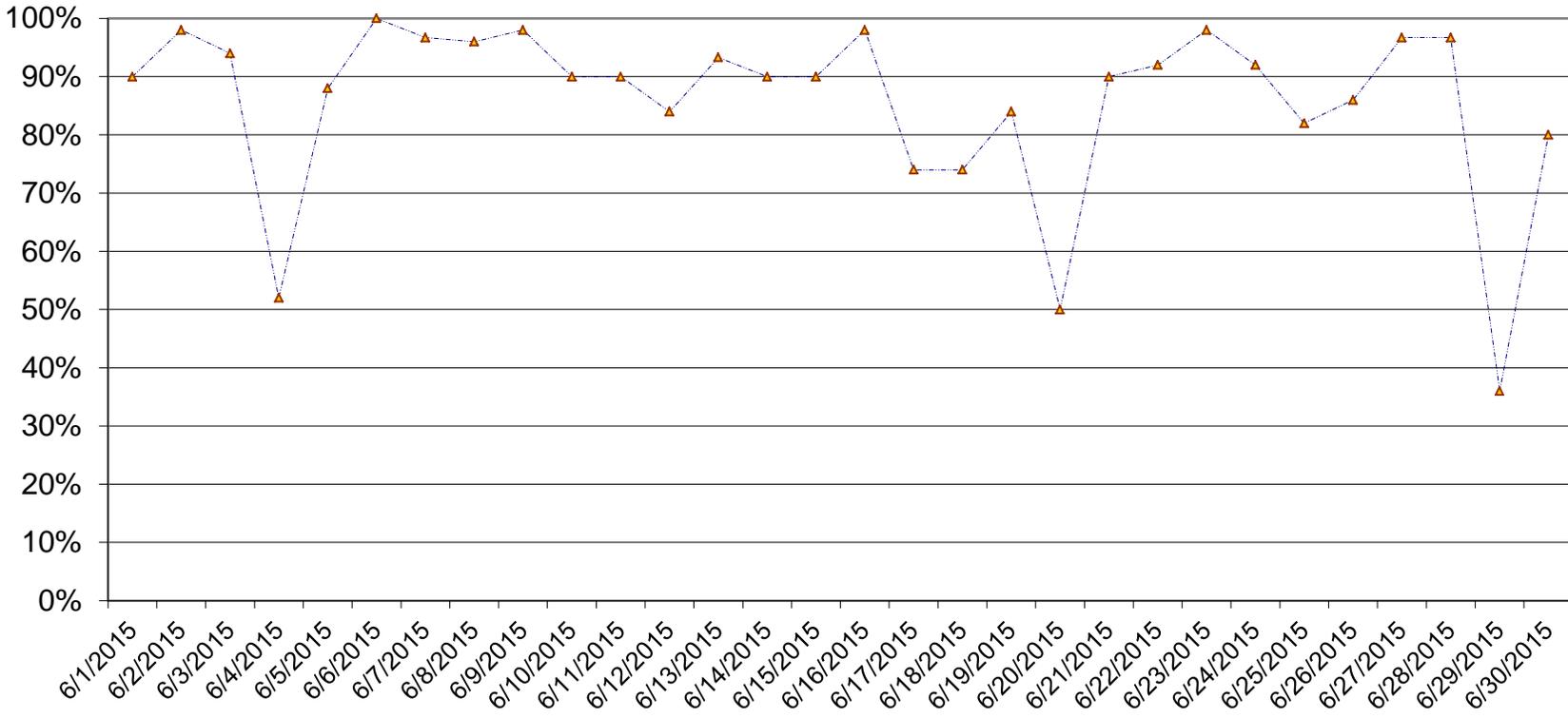


## TRAIN DELAYS- 2015

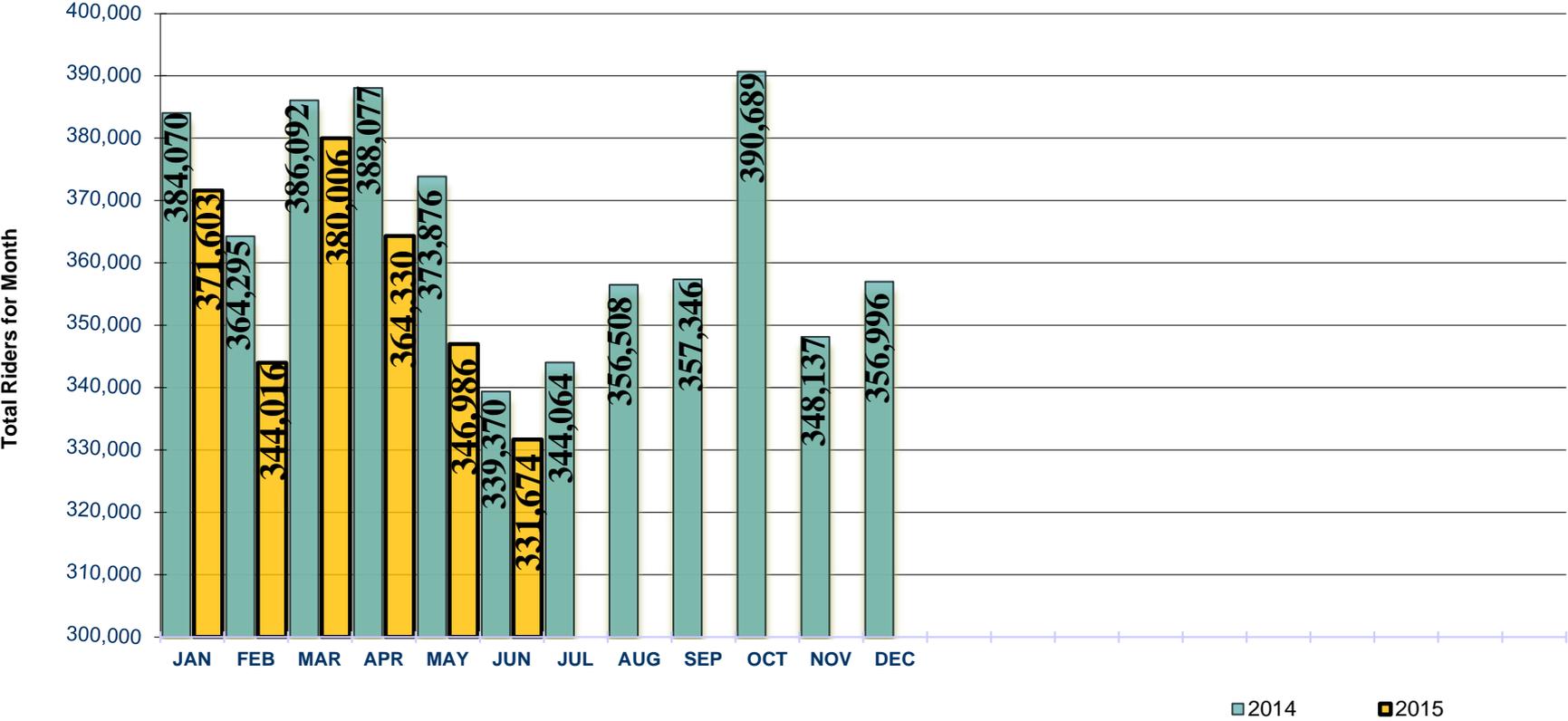




### ON TIME PERFORMANCE END TO END JUN - 2015



# SFRTA Tri-Rail Monthly Ridership 2015

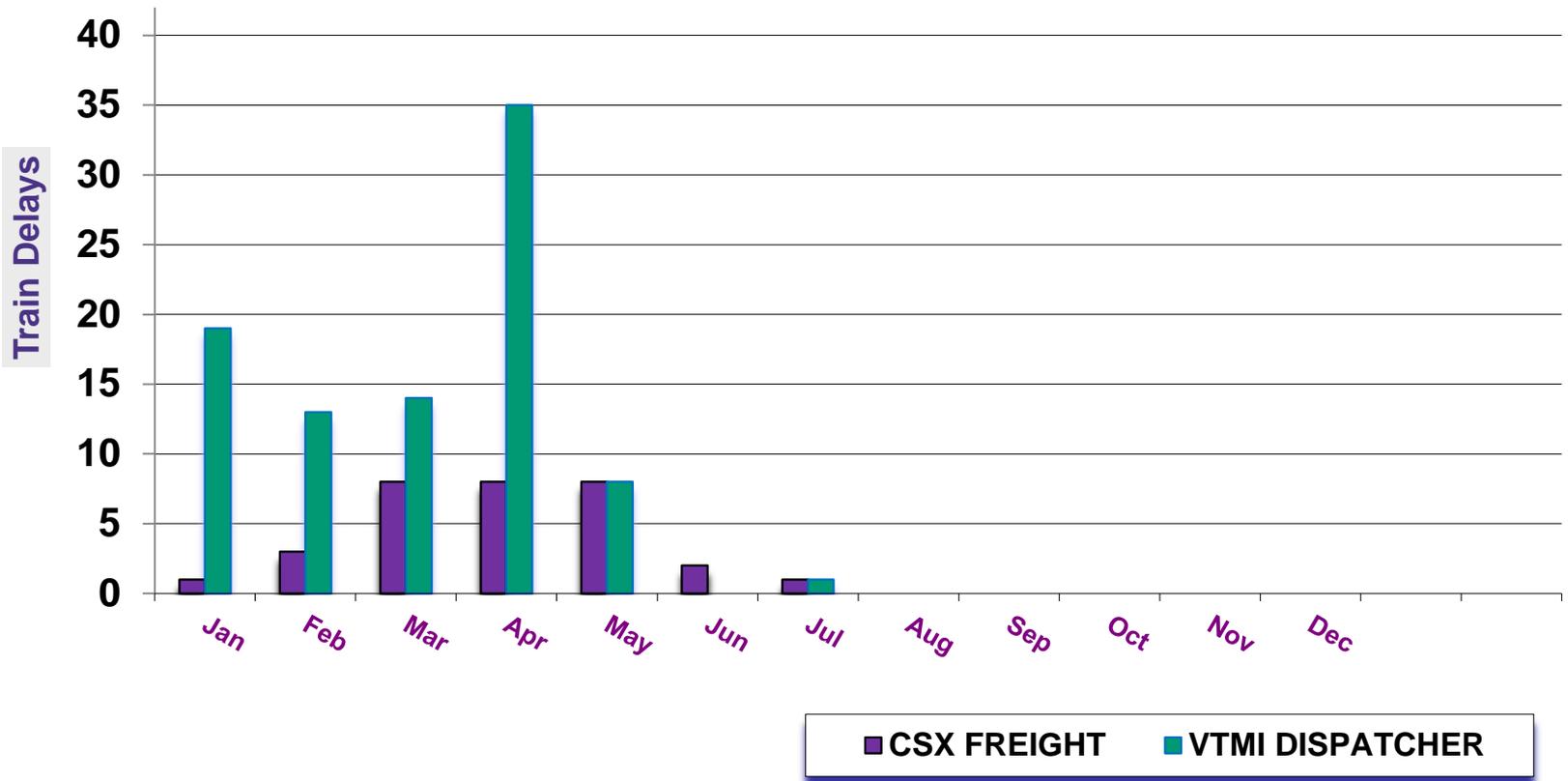




<b>JULY 2015 ON TIME PERFORMANCE - CAUSAL ANALYSIS SUMMARY</b>			
<b>OTP End To End</b>			<b>84.0%</b>
<b>OTP Station To Station</b>			<b>82.8%</b>
	<b>NUMBER OF INCIDENTS</b>	<b>NUMBER OF LATE TRAINS</b>	<b>PERCENT OF TOTAL TRAINS</b>
<b>DELAY CAUSES</b>			
PD/FD Activity	2	4	0.3%
CSX FRIEIGHT	1	1	0.1%
CSX LOCAL SWITCHER	1	9	0.6%
VTMI MOW	5	6	0.4%
VTMI COMMUNICATIONS	0	0	0.0%
VTMI OUTSIDE COMMUNICATIONS	0	0	0.0%
VTMI SIGNALS-COMP.	4	14	1.0%
AMTRAK POM DISPATCHER	1	1	0.1%
BOMBARDIER MECHANICAL	6	11	0.8%
TRANSDEV	0	0	0.0%
AMTRAK	1	2	0.1%
FEC DELAY IRIS	1	5	0.4%
FEC DELAY TRAIN	8	10	0.7%
WEATHER	5	49	3.5%
ROW FOUL	1	1	0.1%
SFRTA TRANSPORTATION	6	7	0.5%
SFRTA RULE COMPLIANCE	0	0	0.0%
OTHER	4	5	0.4%
SFRTA SCHEDULE CONFLICT	0	0	0.0%
3RD PARTY GATE MALFUNCTION	13	32	2.3%
3RD PARTY FATALITIES/VEHICLES	1	21	1.5%
ROTEM MECHANICAL	0	0	0.0%
BROOKVILLE MECHANICAL	8	17	1.2%
VANDALISM	1	3	0.2%
ADA	1	1	0.1%
EFFICIENCY TESTING	1	2	0.1%
DISPATCH SYSTEM	0	0	0.0%
<b>TOTAL</b>	<b>71</b>	<b>201</b>	<b>14.5%</b>
TRAINS LATE		201	14.5%
TERMINATED		14	1.0%
TERMINATED RECOVERED		0	0.0%
ANNULLED		7	0.5%
TRAINS ON TIME		1168	84.0%
<b>TOTAL</b>		<b>1390</b>	<b>100.0%</b>

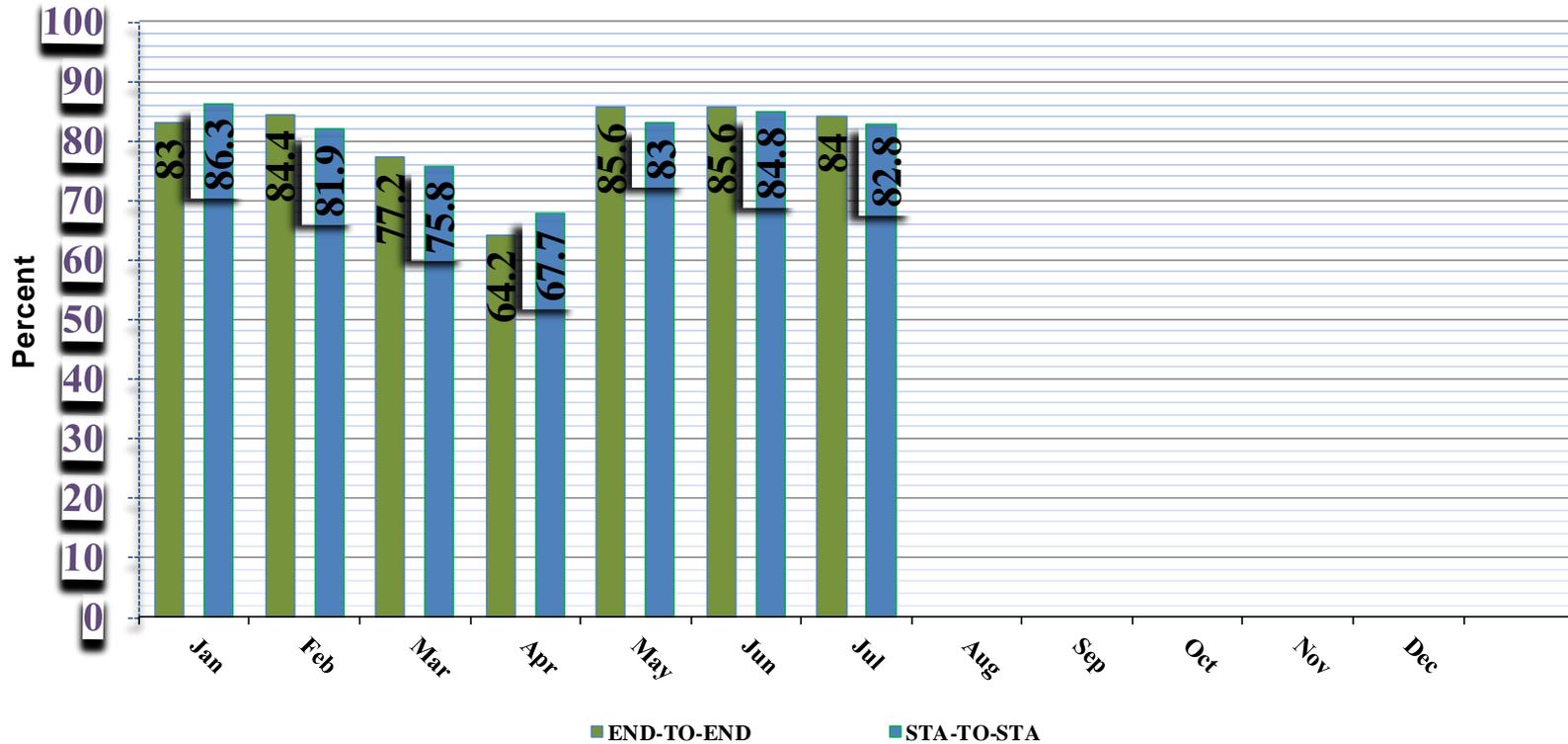


## CSX Freight & VTMI Dispatcher Delays 2015



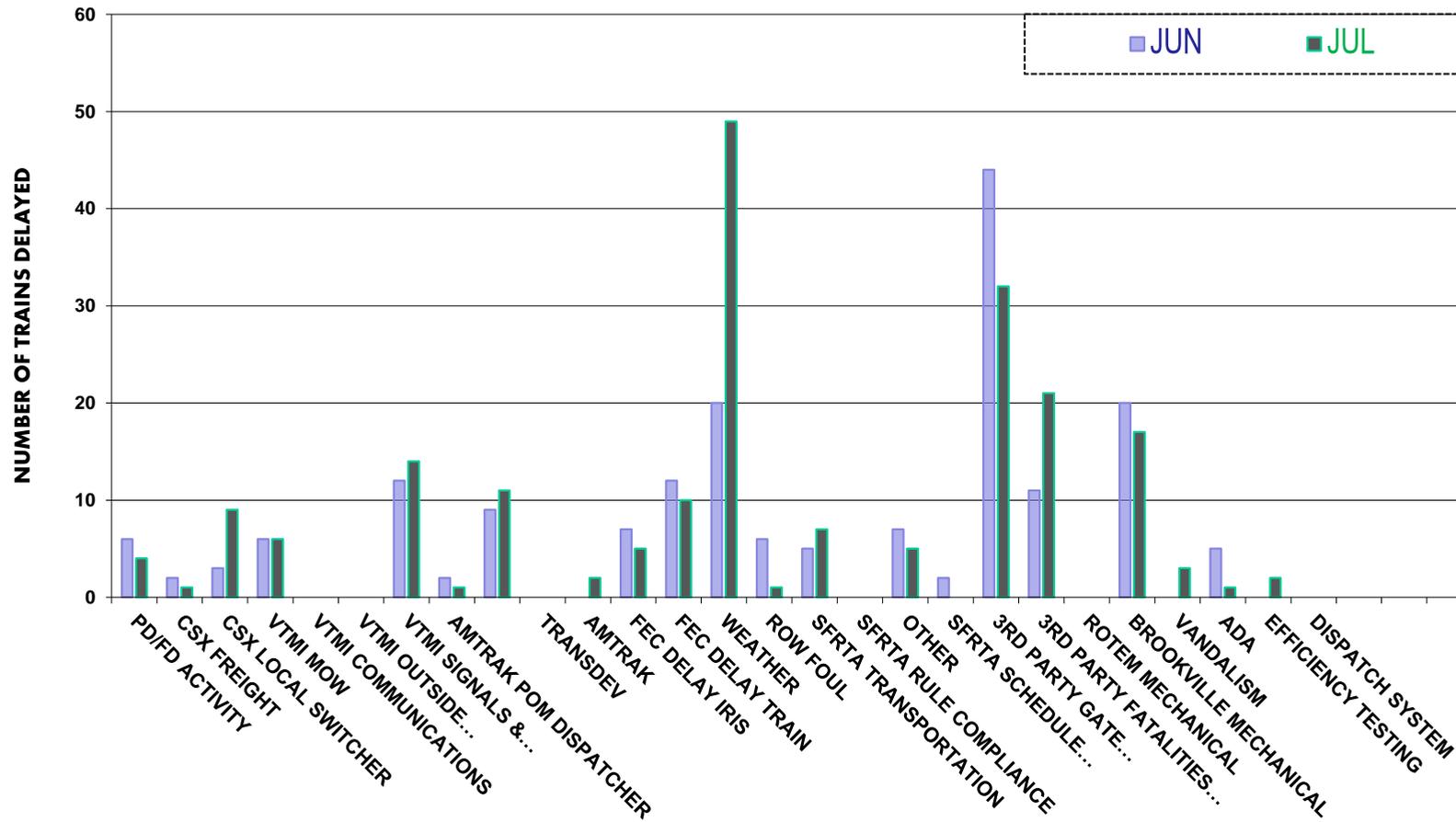


## On-Time Performance Calendar Year 2015



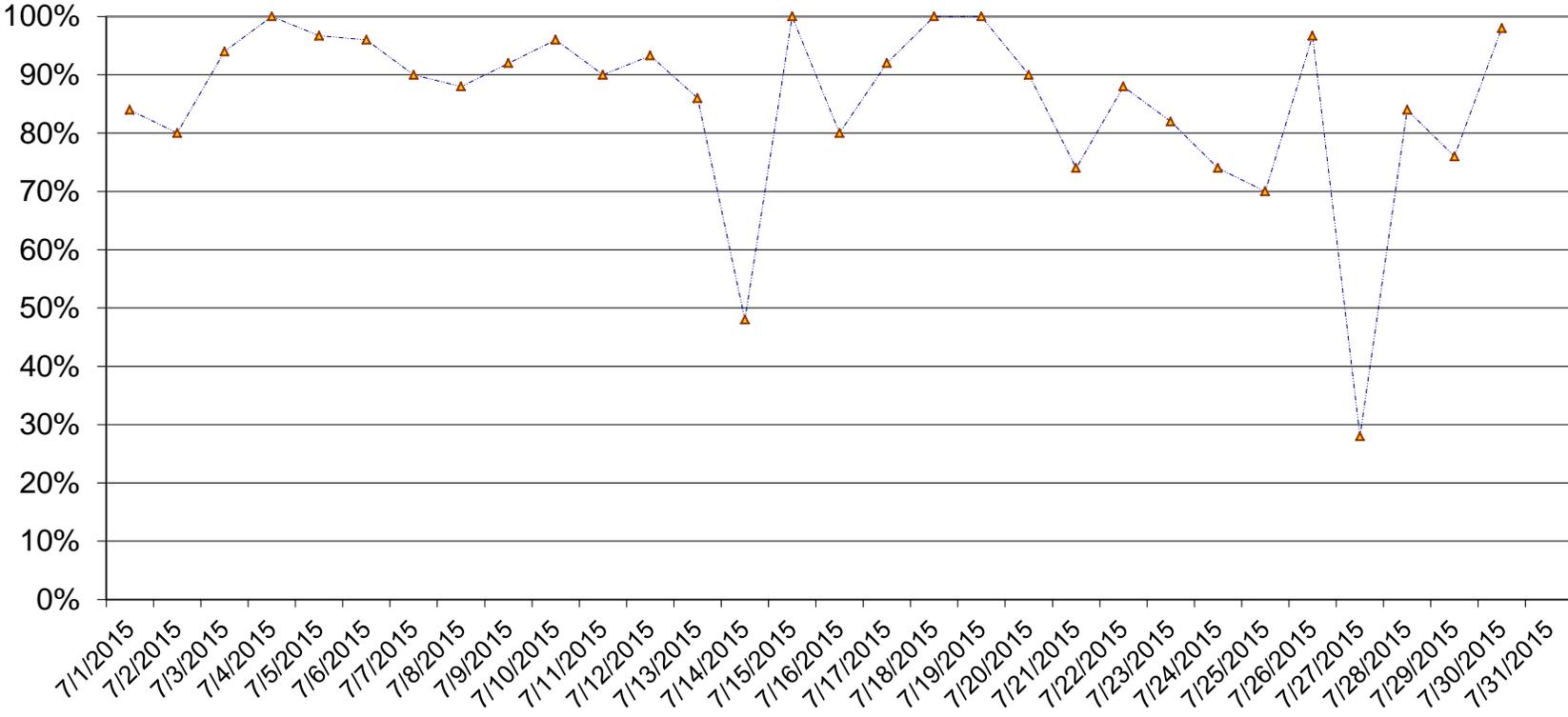


## TRAIN DELAYS- 2015

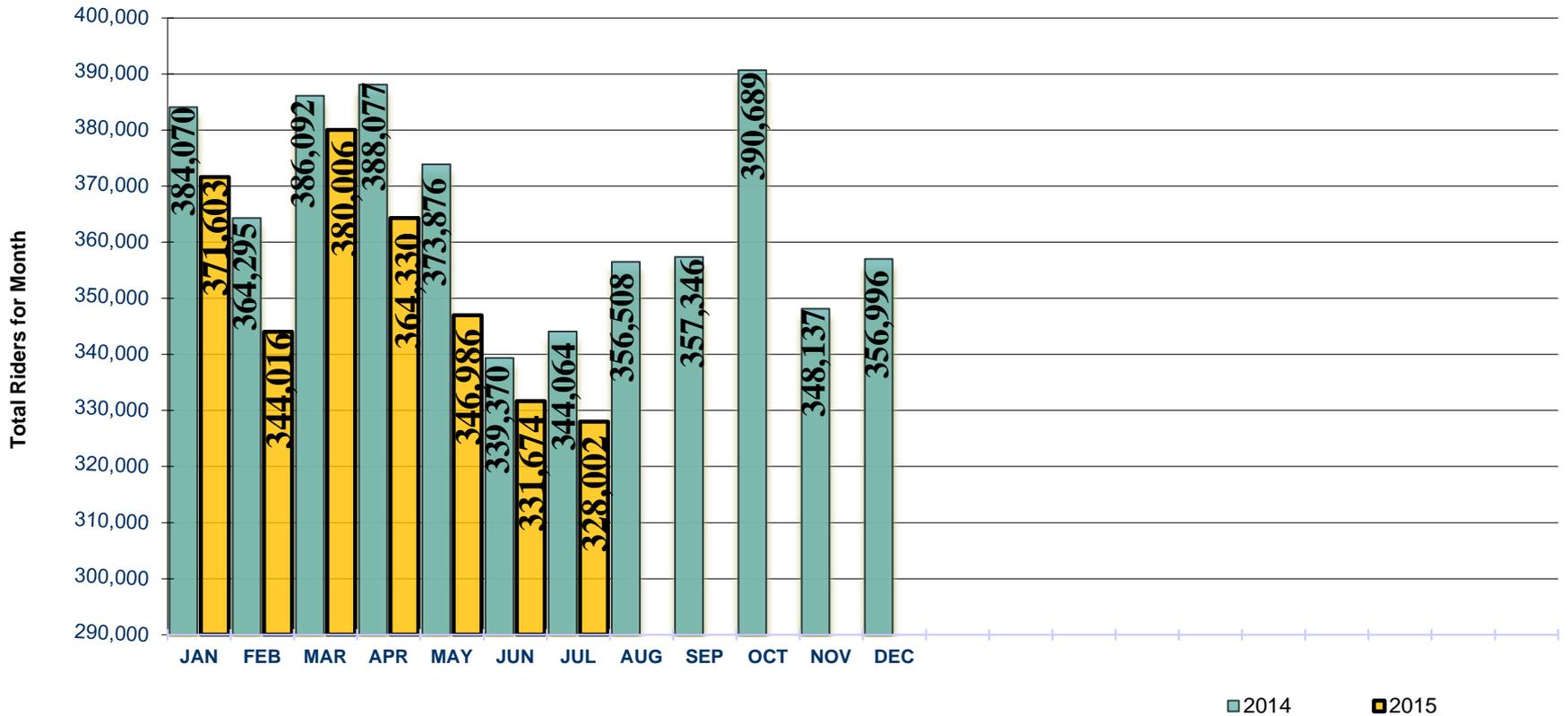




### ON TIME PERFORMANCE END TO END JULY - 2015



# SFRTA Tri-Rail Monthly Ridership 2015



**AGENDA ITEM D**

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
CORPORATE AND COMMUNITY OUTREACH OFFICE  
MONTHLY SUMMARY FOR JUNE 2015  
GOVERNING BOARD MEETING**

**EMPLOYER DISCOUNT PROGRAM**

The Employer Discount Program (EDP) added 16 new employers and 194 new employees during the month of June.

The total number of EDP tickets recorded as sold was 2,236 and the total revenue generated was reported as \$142,088.10 in June.

**NEW EDP COMPANIES**

<b>Employer</b>	<b>Enrollment Date</b>	<b>City</b>
Allin Interactive	06/17/2015	Fort Lauderdale
Blue Ocean Press, Inc.	06/14/2015	Fort Lauderdale
Call Center Consultants, LLC	06/19/2015	Delray Beach
Cocare Management	06/02/2015	Fort Lauderdale
CPS Products, Inc.	06/02/2015	Hialeah
Eldred Auto Management	06/06/2015	Fort Lauderdale
Fabricaire, LLC	06/25/2015	Fort Lauderdale
Hood Distribution	06/23/2015	Delray Beach
Network Capital	06/02/2015	Miami
Raymond James & Associates	06/22/2015	Boca Raton
Richard & Rice Construction Company, Inc.	06/23/2015	Deerfield Beach
SFX-LIC Operating, LLC	06/29/2015	Miami
Steven M Samuels, CPA, PA	06/01/2015	Fort Lauderdale
Tenusa, Inc.	06/05/2015	Miami
The Adrienne Arsht Center	06/15/2015	Miami
Vidascript	06/08/2015	Miami

## EDP SALES MISSIONS

Employer	City
3dcart Shopping Cart Software	Tamarac
Allin Interactive	Fort Lauderdale
AOD Software	Coral Springs
Blue Ocean Press, Inc.	Fort Lauderdale
BrightStar Corporation	Miami
C3/Cloud Computing Concepts	Delray Beach
Cadence Living	Fort Lauderdale
Call Center Consultants, LLC	Delray Beach
CareCloud	Doral
Carnival Cruise Lines	Miami
Chetu	Plantation
CityTwist	Boca Raton
Cocare Management	Fort Lauderdale
CPS Products, Inc.	Hialeah
e-Builder	Plantation
Eldred Auto Management	Fort Lauderdale
Fabricaire, LLC	Fort Lauderdale
Hood Distribution	Delray Beach
Insight Software, LLC	Weston
LeapFactor	Miami
Medytax Solutions, Inc.	Boca Raton
MSC Cruises USA, Inc.	Fort Lauderdale
Network Capital	Miami
Oceanika Yachts	Miami
PaperStreet Web Design	Fort Lauderdale
Parkway Realty	Miami
Prestige Luxury Rentals	Miami
Primetime Palm Beach County, Inc.	Boynton Beach
Promise Healthcare, Inc.	Boca Raton
R2 Unified Technologies	Boca Raton
Raymond James & Associates	Boca Raton
Richard & Rice Construction Company, Inc.	Deerfield Beach
SBA Communications Corporations	Boca Raton
SFX-LIC Operating, LLC	Miami
Sheraton Fort Lauderdale Airport Hotel	Dania

Silversea Cruises	Fort Lauderdale
South County Mental Health Care	Delray Beach
SproutLoud	Sunrise
Steven M. Samuels, CPA, PA	Fort Lauderdale
Tek Partners	Coral Springs
Telefonica USA, Inc.	Miami
Tenusa, Inc.	Miami
The Adrienne Arsht Center	Miami
The Ashvins Group	Miami
TouchSuite	Boca Raton
UDT United Data Technologies	Doral
Ultimate Staffing Service, Inc.	Boca Raton
VidaScript	Miami
Vista Worldlink	Dania Beach
Vue Software	Coconut Creek
WhiteOwl	Miami

## **CORPORATE AND COMMUNITY OUTREACH OFFICE – JUNE 2015 ACTIVITIES**

### **ASPA RECEPTION**

The American Society for Public Administration (ASPA) South Florida Chapter presented the South Florida Regional Transportation Authority (SFRTA) with the “Organization of the Year” award for excellence in public service, during its annual awards ceremony in June. Other public entities recognized at the reception were Jean Monestime, Chairman of the Miami-Dade County Board of Commissioners, who received the “Elected Official of the Year”, and the “Public Administrator of the Year” award was presented to Daniel J. Alonso, City Manager of the City of Miami.

### **BROWARD COUNTY FINANCIAL FIT FAIR**

Broward County hosted a week-long “Financial Fit Fair” at various locations throughout the county, where SFRTA Corporate and Community Outreach (CCO) staff was present to provide employees with information about Tri-Rail’s Employer Discount Program (EDP), as well as free shuttle bus service that connects each office location with Tri-Rail. Among the locations and departments served were the Broward County Governmental Center and Governmental Center West, Aviation Department, Traffic Engineering Division, Water and Wastewater Services and the Transit Division offices in Pompano Beach and Dania Beach.

### **FAU SHOWCASE OF SERVICES**

An SFRTA Corporate & Community Relations Liaison was present for Florida Atlantic University’s (FAU) Transfer Student “Showcase of Services” Orientation, at the Davie campus. Incoming students received information about the free SFEC Shuttle Bus connection and 50-percent student discount fare available to them.

### **FOLK LIFE FRIDAYS**

As Tri-Rail works to expand its services into downtown Miami, the CCO team has committed to attend a monthly festival located in Historic Overtown. The “Folk Life Fridays” event hosts many local businesses and is a popular event for locals in the community. CCO staff engaged with festival-goers to inform them about Tri-Rail service and the benefits of the Tri-Rail Coastal Link.

### **FPTA/FDOT/CUTR WORKSHOP**

The SFRTA Corporate and Community Outreach Manager was asked to take part as a panelist for a roundtable discussion at the Florida Public Transportation Association/Florida Department of Transportation/Center for Urban Transportation Research Professional Development Workshop in Tampa, FL. The panel consisted of a small (Escambia County Area Transit), medium (SFRTA) and large (Miami-Dade Transit) transportation agency representative, to help steer the conversation with topics relevant to the workshop participants.

## **MIAMI CHAMBER CONFERENCE**

The Greater Miami Chamber of Commerce had SFRTA Executive Director, Jack Stephens, as part of its 2015 Goals Conference transportation panel, to discuss the issues faced by the county with the local business community and stakeholders. A Corporate & Community Relations Liaison was present at the event to staff an information booth, in support of future transportation projects in Miami.

## **NATIONAL TRAIN DAY**

The Gold Coast Railroad Museum hosted “National Train Day” at which several railroad organizations were on display for the family-friendly event. An SFRTA Corporate & Community Relations Liaison staffed an information table alongside rail peers from Amtrak, Operation Lifesaver and others. The museum is located in Southwest Miami, where future expansion of rail service is currently being considered. The agency’s participation helped the Liaison gauge the public interest in the proposed opportunities.

## **OFFICE DEPOT**

An SFRTA Corporate and Community Relations Liaison was present at the Office Depot’s “Health and Safety Week” event held at their Boca Raton headquarters. Representatives from South Florida Commuter Services (SFCS) were also available to provide carpool, vanpool and Emergency Ride Home information to employees. The company is a long-standing EDP participant and its offices are served by the free Arvida Park of Commerce (APOC) Shuttle Bus service which connects to Tri-Rail’s Boca Raton Station.

## **PALM BEACH INTERNATIONAL AIRPORT**

SFRTA’s CCO team has been included as part of the initial discussions, in conjunction with the Planning and Operations Departments, to institute a new shuttle bus service for the Palm Beach International Airport. Follow-up meetings with Palm Tran and airport managers have been scheduled to ensure the service is launched successfully. Further outreach opportunities within the airport and for airport travelers are expected to arise once the free service is made available.

## **SENIOR CITIZEN OUTREACH**

An SFRTA Corporate and Community Relations Liaison was present for the Senior Sewing Club’s monthly meeting in Miami, to assist the group in the pre-qualification process in order to receive their Senior Discount EASY Cards. 24 of the group’s members registered on-the-spot. CCO staff also participated in the annual Senior Expo held at the City of Coconut Creek’s community center, where attendees received information about senior discounts among many other services available to community residents and visitors.

## **SHOES FOR CREWS**

An SFRTA Corporate & Community Relations Liaison, along with representatives from SFCS, conducted a presentation to the employees and human resources staff of Shoes for Crews, an EDP-participating company located in West Palm Beach. Information was provided about Tri-Rail service, as well as carpooling options. Shoes for Crews is located within walking distance of the West Palm Beach Station, making Tri-Rail a viable transportation option for its employees.

## **TRANSPORTATION DAYS**

An SFRTA Corporate and Community outreach staff member, along with representatives from SFCS and Broward County Transit, were present at a transit fair at the FDOT District 4 office in Fort Lauderdale. This agency is currently enrolled in the EDP and its location is serviced by Tri-Rail's CC-2 Shuttle Bus which connects to the Cypress Creek Station. Parkway Realty also hosted a transportation day with Tri-Rail and SFCS present. Parkway has been looking for transportation options for its large staff coming onto the island of Brickell Key. Employees learned the process of transferring from Tri-Rail to Metrorail and free Miami Trolley onto the island.

## **ONGOING COMMUNITY OUTREACH ACTIVITIES**

- COMTO Scholarship Committee and Quarterly Membership Meetings
- FPTA Marketing Committee Meeting
- Greater Boca Raton Chamber of Commerce / Economic Development Committee
- Greater Fort Lauderdale Chamber of Commerce / Biz to Biz Leads Group
- Health District/Miami Civic Center Roundtable Meeting
- SFRTA Marketing Committee Bi-monthly Meeting

## AGENDA ITEM D

### SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY CORPORATE AND COMMUNITY OUTREACH OFFICE MONTHLY SUMMARY FOR JULY 2015 GOVERNING BOARD MEETING

#### EMPLOYER DISCOUNT PROGRAM

The Employer Discount Program (EDP) added 13 new employers and 191 new employees during the month of July.

The total number of EDP tickets recorded as sold was and the total revenue 2,012 generated was reported as \$114,055.05 in July.

#### NEW EDP COMPANIES

Employer	Enrollment Date	City
Alta Developers, LLC	07/23/2015	Miami
Atech Fire & Security	07/02/2015	Pompano Beach
Chiquita Brands International	07/09/2015	Fort Lauderdale
Cross Country Mortgage	07/21/2015	Fort Lauderdale
Darnel, Inc.	07/08/2015	Hollywood
Digital Relevance, Inc.	07/23/2015	Boca Raton
Family Lawn Maintenance	07/02/2015	Lake Worth
McArthur Dairy	07/14/2015	Miami
Merchants Bankcard Systems of America, Inc.	07/31/2015	Massachusetts
Poseidon Dredge and Marine, Inc.	07/31/2015	West Palm Beach
Rubinton & Associates, P.A.	07/30/2015	Hollywood
Total Emedical, Inc.	07/28/2015	Deerfield Beach
Westaff of Broward	07/08/2015	Plantation

## EDP SALES MISSIONS

<b>Employer</b>	<b>City</b>
Alta Developers, LLC	Miami
Atech Fire & Security	Pompano Beach
Chiquita Brands International	Fort Lauderdale
City of Boca Raton	Boca Raton
Connections for Business	Hollywood
Cross Country Mortgage	Fort Lauderdale
Darnel, Inc.	Hollywood
Digital Relevance, Inc.	Boca Raton
Dyadic International	Jupiter
Family Lawn Maintenance	Lake Worth
Fiberglass Coating, Inc.	Fort Lauderdale
Gatlin Development	Fort Lauderdale
Goodwill Industries of South Florida, Inc.	Miami
Home.com	Boca Raton
McArthur Dairy	Miami
Merchants Bankcard Systems of America, Inc.	Maine
Miami Signs & Graphics	Miami
Momentum Consulting Corporation	Miami Lakes
More Ticket.com	Boca Raton
Poseidon Dredge & Marine, Inc.	West Palm Beach
Related Cervera Realty Services	West Palm Beach
Rubinton & Associates, P.A.	Hollywood
Southern Auto Finance Company	Fort Lauderdale
Total Emedical, Inc.	Deerfield Beach
Tyco Fire & Safety	Boca Raton
Westaff of Broward	Plantation
Zachry Industrial, Inc.	Fort Lauderdale

## **CORPORATE AND COMMUNITY OUTREACH OFFICE – JULY 2015 ACTIVITIES**

### **BACK TO SCHOOL EXPO**

A South Florida Regional Transportation Authority (SFRTA) Corporate and Community Outreach (CCO) Office staff member was present for two back-to-school expos held at Atlantic Technical College in Fort Lauderdale and St. John's Primitive Baptist Church in Delray Beach. In preparation for the beginning of the school year, students were provided with free school supplies and immunizations on site, in addition to transportation information which was supplied by CCO staff, including details about obtaining student discounts on Tri-Rail.

### **CITY OF MIAMI COMMISSION MEETING**

One of SFRTA's Corporate & Community Relations Liaisons attended the City of Miami's Commission meeting where the funding for the Downtown Miami link was discussed and eventually approved. The liaison's presence allowed for the agency to keep followers of the agency's social media accounts updated with details as the meeting progressed.

### **FAU SHOWCASE OF SERVICES**

An SFRTA Corporate & Community Relations Liaison was present at Florida Atlantic University's (FAU) Transfer Student "Showcase of Services" Orientation, at the Davie campus. Incoming students received information about the free SFEC Shuttle Bus connection and the 50-percent student discount fare available to them.

### **HEALTH AND WELLNESS FAIRS**

SFRTA CCO staff was present at several health and wellness fairs hosted throughout South Florida in July, which included in Miami-Dade County, the Four Seasons Hotel Miami, Norwegian Cruise Line and Jackson Memorial Hospital, which hosted a fair at each of its locations. In each event, CCO staff joined efforts with representatives from either Miami-Dade Transit, Miami-Dade Metropolitan Planning Organization and South Florida Commuter Services, to offer a complete set of transportation services. In Broward County, the team joined representatives from Broward County Transit (BCT) to attend the City of Pompano Beach's Annual Health & Wellness Fair. The community event is open to city staff and residents, at which all benefits available to them are promoted during the two-day event. The team effort provided attendees with a transportation booth containing information about both transit systems' services.

### **LITTLE CUBZ SUMMER CAMP**

An SFRTA's Corporate & Community Relations Liaison conducted a presentation to the students and staff of the Little Cubz Summer Camp program located in Boynton Beach. Information was provided about Tri-Rail service, as well as details about the student discounted fares offered by Tri-Rail. Job opportunities in the transportation industry and safety tips from Operation Lifesaver were also offered.

## **PALM BEACH AIRPORT**

SFRTA's Corporate and Community Outreach Manager and Operations Project Manager in charge of buses, provided a presentation at the Palm Beach International Airport monthly managers' meeting in preparation for the free shuttle service expected to launch in September. The group was provided with the proposed schedule and route for the new service, along with details about enrolling their companies in the EDP, to help facilitate the information to their employees. Follow-up outreach efforts will also take place as the official launch date arrives.

## **ONGOING COMMUNITY OUTREACH ACTIVITIES**

- COMTO Scholarship Committee Meetings
- FPTA Marketing Committee Meeting
- Greater Boca Raton Chamber of Commerce / Economic Development Committee
- Greater Fort Lauderdale Chamber of Commerce / Biz to Biz Leads Group
- Public Involvement Management Team Quarterly Meeting
- SFRTA Marketing Committee Bi-monthly Meeting



## **EXECUTIVE SUMMARY BUDGETED INCOME STATEMENT**

**June 2015**

### **Revenue:**

#### **Train Revenue**

For June 2015 year-to-date (YTD) actual train revenue decreased \$212,422 or 2% when compared to fiscal year (FY) 2015 YTD budgeted revenue. Actual revenue for FY 2015 YTD decreased by \$499,342 or 4% when compared to FY 2014 YTD actual revenue. This decrease is attributed to timing differences in recording the monthly entries for the stored value amounts.

### **Expenses:**

As of June 2015, the SFRTA FY 2015 YTD actual expenses are \$13,644,225 or 14% below budget when compared to the FY 2015 YTD budgeted expense. All expenses are well within budget.

Train operations variance for FY 2015 YTD is \$6,997,826 or 12% below budget when compared to the FY 2015 YTD budget and increased \$13,904,514 or 36% when compared to FY 2014 YTD actual. This increase in FY 2015 can be mostly attributed to an increase in Maintenance of Way, Train Operations Contract, Security Contract, Dispatch expense and Insurance expense.

The major categories within Train Operations include Train Fuel, Security Expense, Feeder Service, Insurance, Dispatch and ROW Maintenance:

- Train fuel expense variance for FY 2015 YTD is \$2,538,185 or 24% below budget when compared to the FY 2015 YTD budget, and decreased \$1,272,019 or 14% when compared to FY 2014 YTD actual fuel expense. This decrease is attributed to lower fuel prices.
- Security expense variance for FY 2015 YTD is \$1,065,209 or 16% below budget when compared to the FY 2015 YTD budget, and increased \$326,998 or 6% when compared to FY 2014 YTD actual. This increase can be attributed to changes in the rates per the contract.
- Feeder bus expense variance for FY 2015 YTD is \$293,469 or 5% below budget when compared to the FY 2015 YTD budget and increased \$242,034 or 5% when

**Expenses (Contd.)**

compared to FY 2014 YTD actual. This increase can be attributed to additional routes in FY 2015.

- Insurance expense variance for FY 2015 YTD is \$173,742 or 7% below budget when compared to the FY 2015 YTD budget and increased \$379,326 or 19% when compared to the FY 2014 actual. This increase in FY 2015 can be attributed to higher rates associated with our rolling stock and property.
- ROW Maintenance expense variance for FY 2015 YTD is \$1,751,700 or 11% below budget when compared to the FY 2015 YTD budget and increased \$13,691,720 or greater than 100% when compared to the FY 2014 actual. This increase in FY 2015 can be attributed to the SFRTA taking over dispatching control of the corridor.
- Dispatch expense variance for FY 2015 YTD is \$217,847 or 5% below budget when compared to the FY 2015 YTD budget and increased \$409,702 or 12% when compared to the FY 2014 actual. This increase in FY 2015 can be attributed to higher rates associated with our base contract.

Train and Station Maintenance variance for FY 2015 YTD is \$4,285,579 or 19% below budget when compared to the FY 2015 YTD budget and decreased \$467,684 or 3% when compared to the FY 2014 actual. This decrease can be attributed to an increase in Train and Station Maintenance expenses for the current month.

- Train Maintenance variance for FY 2015 YTD is \$3,693,926 or 19% below budget when compared to the FY 2015 YTD budget and decreased \$509,227 or 3% when compared to FY 2014 YTD actual. This decrease in FY 2015 can be attributed to a lower amount of expenses monthly with our fleet maintenance contract.
- Station Maintenance variance for FY 2015 YTD is \$591,653 or 22% below budget when compared to the FY 2015 YTD budget and increased \$41,543 or 2% when compared to FY 2014 YTD actual.

Personnel Expenses variance for FY 2015 YTD is \$905,459 or 8% below budget when compared to the FY 2015 YTD budget and increased \$831,459 or 9% when compared to the FY 2014 actual.

Professional Services variance for FY 2015 YTD is \$576,360 or 49% below budget when compared to the FY 2015 YTD budget and increased \$41,624 or 7% when compared to FY 2014 actual.

Legal Departmental expenses variance for FY 2015 YTD is \$221,874 or 26% below budget when compared to the FY 2015 YTD budget and decreased \$27,865 or 4% when

**Expenses (Contd.)**

compared to FY 2014 actual. This decrease can be attributed to lower expenses associated with outside counsel for the year and business travel.

General and Administrative Expenses variance for FY 2015 YTD is \$87,022 or 4% below budget when compared to the FY 2015 YTD budget and increased \$153,488 or 7% when compared to FY 2014 actual. Some categories within General and Administrative expenses are Business Travel, Telecommunications expense and Office Rent.

- Business Travel expense variance for FY 2015 YTD is \$11,338 or 6% below budget when compared to the FY 2015 YTD budget and decreased \$37,776 or 17% when compared to FY 2014 actual.
- Telecommunications expense variance for FY 2015 YTD is approximately \$38,799 or 6% below budget when compared to the FY 2015 YTD budget and increased approximately \$192,949 or 47% when compared to the FY 2014 YTD actual due to an increase in monthly charges, usages as well as new phone lines.
- Office Rent variance for FY 2015 YTD is at budget when compared to the FY 2015 YTD budget and increased \$19,751 or 3% when compared to the FY 2014 actual. This is attributed to the base rent increase per our agreement.

Corporate & Community Outreach expenses variance for FY 2015 YTD is \$70,106 or 11% below budget when compared to the FY 2015 YTD budget and decreased approximately \$17,812 or 3% when compared to the FY 2014 YTD actual.

- Corporate & Community Outreach Contract variance for FY 2015 YTD is \$1,562 or 1% below budget when compared to the FY 2015 YTD budget and increased approximately \$10,374 or 2% when compared to the FY 2014 actual. This decrease is attributed to slightly higher expenses associated with the contract in June.

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
BUDGETED INCOME STATEMENT  
6/01/15 TO 6/30/15**

REVENUE	JUNE 2015 ACTUAL REVENUES	YTD ACTUAL REVENUES	YTD BUDGETED REVENUES	OVER (UNDER) BUDGET	2014-15 ANNUAL BUDGET	BUDGET AVAILABLE
Train Revenue	\$1,027,330	\$12,852,423	\$13,064,845	(\$212,422)	\$13,064,845	\$212,422
Interest Income / Other Income	27,266	506,229	325,000	181,229	325,000	(181,229)
<b>TOTAL TRAIN REVENUE</b>	<b>\$1,054,596</b>	<b>\$13,358,652</b>	<b>\$13,389,845</b>	<b>(\$31,193)</b>	<b>\$13,389,845</b>	<b>\$31,193</b>
<b>OPERATING ASSISTANCE</b>						
Statutory Operating Assistance	-	17,300,000	17,300,000	-	17,300,000	-
Statutory Dedicated Funding	1,018,566	13,300,000	13,300,000	-	13,300,000	-
Statutory Maintenance of Way FHWA	3,749,994 947,620	9,548,590 4,000,000	14,400,000 4,000,000	(4,851,410) -	14,400,000 4,000,000	4,851,410 -
FDOT JPA- Hialeah Station	-	101,860	191,125	(89,265)	191,125	89,265
FDOT JPA- MIC Station	39,084	39,084	279,344	(240,260)	279,344	240,260
FTA Assistance	-	19,955,012	23,100,000	(3,144,988)	23,100,000	3,144,988
FTA-Designated Recipient Fees	-	235,630	300,000	(64,370)	300,000	64,370
FTA-JARC/New Freedom Program Fee	-	40,502	50,000	(9,498)	50,000	9,498
FTA-JARC/New Freedom Program Match	-	465,022	375,890	89,132	375,890	(89,132)
Statutory Counties Contribution	-	4,695,000	4,695,000	-	4,695,000	-
Gas Tax Transfer	-	-	1,400,000	(1,400,000)	1,400,000	1,400,000
SFRTA Reserves	-	-	3,837,636	(3,837,636)	3,837,636	3,837,636
Other Local Funding	-	230,003	294,740	(64,737)	294,740	64,737
<b>TOTAL ASSISTANCE</b>	<b>5,755,264</b>	<b>69,910,703</b>	<b>83,523,735</b>	<b>(13,613,032)</b>	<b>83,523,735</b>	<b>13,613,032</b>
<b>TOTAL REVENUE</b>	<b>\$6,809,860</b>	<b>\$83,269,355</b>	<b>\$96,913,580</b>	<b>(\$13,644,225)</b>	<b>\$96,913,580</b>	<b>\$13,644,225</b>

EXPENSES	JUNE 2015 ACTUAL EXPENSES	YTD ACTUAL EXPENSES	YTD BUDGETED EXPENSES	OVER (UNDER) BUDGET	2014-15 ANNUAL BUDGET	BUDGET AVAILABLE
Train Operations	4,809,064	52,765,673	59,763,499	(6,997,826)	59,763,499	6,997,826
Train and Station Maintenance	726,761	17,865,868	22,151,447	(4,285,579)	22,151,447	4,285,579
Personnel Expenses	843,207	10,175,695	11,081,154	(905,459)	11,081,154	905,459
Professional Fees	45,300	611,040	1,187,400	(576,360)	1,187,400	576,360
Legal	51,459	616,365	838,244	(221,879)	838,244	221,879
General & Administrative Expenses	285,141	2,251,320	2,338,337	(87,017)	2,338,337	87,017
Corporate & Community Outreach	112,433	558,394	628,500	(70,106)	628,500	70,106
Reserve	-	-	499,999	(499,999)	499,999	499,999
Expenses Transferred to Capital	(63,505)	(1,575,000)	(1,575,000)	-	(1,575,000)	-
<b>TOTAL EXPENSES</b>	<b>\$ 6,809,860</b>	<b>\$ 83,269,355</b>	<b>\$ 96,913,580</b>	<b>\$ (13,644,225)</b>	<b>\$ 96,913,580</b>	<b>\$ 13,644,225</b>

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**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**ACTUAL VS BUDGET REPORT**  
**JUNE 30, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	June 2015 Actual	June 2015 Budget	Variances	FY 2015 YTD Actual	YTD Budget	Variances	%	FY 2014 YTD Actual	Variances	%
<b>Revenues:</b>										
Train Revenue	\$1,027,330	\$1,044,402	(17,072)	\$12,852,423	\$13,064,845	(212,422)	-2%	\$13,351,765	(499,342)	-4%
Interest/Dividend Income	27,266	27,083	183	506,229	325,000	181,229	56%	401,335	104,894	26%
<b>Total Train Revenue</b>	<b>1,054,596</b>	<b>1,071,485</b>	<b>(16,889)</b>	<b>13,358,652</b>	<b>13,389,845</b>	<b>(31,193)</b>	<b>0%</b>	<b>13,753,100</b>	<b>(394,448)</b>	<b>-3%</b>
<b>Operating Assistance:</b>										
Statutory Operating Assistance	-	-	-	17,300,000	17,300,000	-	0%	17,300,000	-	0%
Statutory Dedicated Funding	1,018,566	1,018,566	-	13,300,000	13,300,000	-	0%	13,300,000	-	0%
Statutory Maintenance of Way	3,749,994	5,742,997	(1,993,003)	9,548,590	14,400,000	(4,851,410)	-34%	-	9,548,590	0%
FHWA	947,620	995,000	(47,380)	4,000,000	4,000,000	-	0%	4,000,000	-	0%
FDOT JPA- Hialeah Station	-	77,000	(77,000)	101,860	191,125	(89,265)	-47%	-	101,860	0%
FDOT JPA- MIC Station	39,084	50,000	(10,916)	39,084	279,344	(240,260)	-86%	-	39,084	0%
FTA Assistance	-	2,218,177	(2,218,177)	19,955,012	23,100,000	(3,144,988)	-14%	14,569,497	5,385,515	37%
FTA-Designated Recipient Fees	-	85,000	(85,000)	235,630	300,000	(64,370)	-21%	509,480	(273,850)	-54%
FTA-JARC/New Freedom Program Fee	-	24,167	(24,167)	40,502	50,000	(9,498)	-19%	67,411	(26,909)	-40%
FTA-JARC/New Freedom Program Match	-	105,324	(105,324)	465,022	375,890	89,132	24%	498,148	(33,126)	-7%
Statutory Counties Contribution	-	-	-	4,695,000	4,695,000	-	0%	4,695,000	-	0%
Gas Tax Transfer	-	116,667	(116,667)	-	1,400,000	(1,400,000)	-100%	-	-	0%
SFRTA Reserves	-	201,915	(201,915)	-	3,837,636	(3,837,636)	-100%	-	-	0%
Other Local Funding	-	104,562	(104,562)	230,003	294,740	(64,737)	-22%	158,995	71,008	45%
<b>Total Operating Assistance</b>	<b>5,755,264</b>	<b>10,739,375</b>	<b>(4,984,111)</b>	<b>69,910,703</b>	<b>83,523,735</b>	<b>(13,613,032)</b>	<b>-16%</b>	<b>55,098,531</b>	<b>14,812,172</b>	<b>27%</b>
<b>Total Revenue</b>	<b>\$6,809,860</b>	<b>\$11,810,860</b>	<b>(\$5,001,000)</b>	<b>83,269,355</b>	<b>\$96,913,580</b>	<b>(13,644,225)</b>	<b>-14%</b>	<b>68,851,631</b>	<b>14,417,724</b>	<b>21%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**ACTUAL VS BUDGET REPORT**  
**JUNE 30, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	June 2015 Actual	June 2015 Budget	Variiances	FY 2015 YTD Actual	YTD Budget	Variiances	%	FY 2014 YTD Actual	Variiances	%
<b>Expenses:</b>										
<b>Train Operations</b>										
Train Operations Contract	\$934,625	\$1,453,963	(519,338)	\$11,492,296	\$11,801,046	(308,750)	-3%	\$11,229,229	263,067	2%
Train Operation - Fuel	531,895	1,081,875	(549,980)	8,094,315	10,632,500	(2,538,185)	-24%	9,366,334	(1,272,019)	-14%
Emergency Bus Service	7,223	14,983	(7,760)	53,847	55,000	(1,153)	-2%	41,123	12,724	31%
Security Contract	523,068	585,062	(61,994)	5,796,006	6,861,215	(1,065,209)	-16%	5,469,008	326,998	6%
Feeder Bus	351,331	431,778	(80,447)	5,547,862	5,841,331	(293,469)	-5%	5,305,828	242,034	5%
Station Utilities	123,501	150,000	(26,499)	850,234	1,200,000	(349,766)	-29%	575,222	275,012	48%
EMS Boards	278	35,167	(34,889)	139,139	146,000	(6,861)	-5%	121,993	17,146	14%
Revenue Collection	14,209	133,583	(119,374)	421,767	523,000	(101,233)	-19%	488,932	(67,165)	-14%
Insurance	4,389	173,742	(169,353)	2,426,258	2,600,000	(173,742)	-7%	2,046,932	379,326	19%
APTA Dues	-	1,583	(1,583)	-	19,000	(19,000)	-100%	-	-	0%
ROW Maintenance	1,940,548	3,748,423	(1,807,875)	14,073,300	15,825,000	(1,751,700)	-11%	381,580	13,691,720	3588%
TVM Maintenance	6,300	34,333	(28,033)	46,478	172,000	(125,522)	-73%	422,755	(376,277)	-89%
Smart Card	-	16,500	(16,500)	32,611	78,000	(45,389)	-58%	30,365	2,246	7%
Dispatch	371,697	393,284	(21,587)	3,791,560	4,009,407	(217,847)	-5%	3,381,858	409,702	12%
<b>Total Train Operations</b>	<b>4,809,064</b>	<b>8,254,276</b>	<b>(3,445,212)</b>	<b>52,765,673</b>	<b>59,763,499</b>	<b>(6,997,826)</b>	<b>-12%</b>	<b>38,861,159</b>	<b>13,904,514</b>	<b>36%</b>
<b>Train and Station Maintenance</b>										
Train Maintenance	461,382	1,394,155	(932,773)	15,795,937	19,489,863	(3,693,926)	-19%	16,305,164	(509,227)	-3%
Station Maintenance	265,379	321,799	(56,420)	2,069,931	2,661,584	(591,653)	-22%	2,028,388	41,543	2%
<b>Total Train and Station Maintenance</b>	<b>726,761</b>	<b>1,715,954</b>	<b>(989,193)</b>	<b>17,865,868</b>	<b>22,151,447</b>	<b>(4,285,579)</b>	<b>-19%</b>	<b>18,333,552</b>	<b>(467,684)</b>	<b>-3%</b>
<b>Personnel Expenses</b>										
Salaries and Wages	616,865	875,926	(259,061)	7,415,162	8,111,116	(689,454)	-9%	6,885,897	529,265	8%
Taxes	45,796	69,522	(23,726)	565,339	714,263	(148,924)	-21%	532,228	33,111	6%
Group Insurance	118,049	185,775	(67,726)	1,449,663	1,514,500	(64,837)	-4%	1,304,376	145,287	11%
Pension	62,497	91,773	(29,276)	745,531	741,275	(4,256)	0%	621,735	123,796	20%
<b>Total Personnel Expenses</b>	<b>843,207</b>	<b>1,222,996</b>	<b>(379,789)</b>	<b>10,175,695</b>	<b>11,081,154</b>	<b>(905,459)</b>	<b>-8%</b>	<b>9,344,236</b>	<b>831,459</b>	<b>9%</b>
<b>Professional Services</b>										
Auditing Services	-	-	-	72,500	73,500	(1,000)	0%	72,500	-	0%
Professional Services	45,300	91,927	(46,627)	538,540	1,113,900	(575,360)	-52%	496,916	41,624	8%
<b>Total Professional Services</b>	<b>45,300</b>	<b>91,927</b>	<b>(46,627)</b>	<b>611,040</b>	<b>1,187,400</b>	<b>(576,360)</b>	<b>-49%</b>	<b>569,416</b>	<b>41,624</b>	<b>7%</b>
<b>Legal</b>										
Salaries and Wages	32,820	50,138	(17,318)	422,501	433,655	(3,154)	-1%	403,906	18,595	5%
Taxes	2,660	5,740	(3,080)	24,847	32,881	(4,034)	-12%	25,291	(444)	-2%
Group Insurance	3,780	10,250	(6,470)	42,514	39,000	(1,486)	-4%	39,950	2,564	6%
Pension	5,566	8,632	(3,066)	58,462	53,189	(1,727)	-3%	50,594	7,868	16%
Business Travel	79	4,750	(4,671)	6,873	9,000	(2,127)	-24%	6,597	276	4%
Membership/Dues/Subscriptions	937	2,543	(1,606)	6,269	6,519	(250)	-4%	6,849	(580)	0%
Seminars and Training	-	1,333	(1,333)	1,225	4,000	(2,775)	-69%	1,295	(70)	0%
Legal Services	5,617	21,667	(16,050)	53,674	260,000	(206,326)	-79%	109,753	(56,079)	0%
<b>Total Legal</b>	<b>51,459</b>	<b>105,053</b>	<b>(53,594)</b>	<b>616,365</b>	<b>838,244</b>	<b>(221,879)</b>	<b>-26%</b>	<b>644,235</b>	<b>(27,870)</b>	<b>-4%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**ACTUAL VS BUDGET REPORT**  
**JUNE 30, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	June 2015 Actual	June 2015 Budget	Variances	FY 2015 YTD Actual	YTD Budget	Variances	%	FY 2014 YTD Actual	Variances	%
<b>General and Administrative Expenses</b>										
Bank & Credits Cards Fees	22,188	23,833	(1,645)	136,136	138,000	(1,864)	-1%	136,325	(189)	0%
Building Maintenance	8,824	25,875	(17,051)	101,224	106,500	(5,276)	-5%	103,874	(2,650)	-3%
Business Travel	22,769	50,350	(27,581)	182,499	193,837	(11,338)	-6%	220,275	(37,776)	-17%
Materials & Supplies	34,467	53,333	(18,866)	195,527	206,437	(10,910)	-5%	226,221	(30,694)	-14%
Membership/Dues/Subscriptions	2,508	9,171	(6,663)	130,700	134,955	(4,255)	-3%	142,411	(11,711)	-8%
Office Rent	57,763	65,491	(7,728)	692,494	692,890	(396)	0%	672,743	19,751	3%
Printing & Advertising	10,176	19,496	(9,320)	44,553	47,552	(2,999)	-6%	38,328	6,225	16%
Seminars and Training	28,845	30,212	(1,367)	65,433	72,740	(7,307)	-10%	36,711	28,722	78%
Telecommunications	79,268	80,583	(1,315)	607,333	646,387	(39,054)	-6%	414,639	192,694	46%
Vehicle Operations & Maintenance	11,544	13,750	(2,206)	62,683	63,850	(1,167)	-2%	87,675	(24,992)	-29%
Miscellaneous Personnel Expenses	6,789	11,767	(4,978)	32,738	35,189	(2,451)	-7%	18,625	14,113	0%
<b>Total General and Administrative Exp</b>	<b>285,141</b>	<b>383,861</b>	<b>(98,720)</b>	<b>2,251,320</b>	<b>2,338,337</b>	<b>(87,017)</b>	<b>-4%</b>	<b>2,097,827</b>	<b>153,493</b>	<b>7%</b>
<b>Corporate &amp; Community Outreach Expenses</b>										
Special Programs	-	1,000	(1,000)	940	12,000	(11,060)	-92%	6,894	(5,954)	0%
Customer Service/Information	5,381	11,292	(5,911)	54,512	111,500	(56,988)	-51%	75,326	(20,814)	-28%
Corporate & Community Outreach Contract	106,915	110,667	(3,752)	498,438	500,000	(1,562)	0%	488,064	10,374	2%
Promotional Materials	137	3,417	(3,280)	4,504	5,000	(496)	-10%	5,922	(1,418)	0%
<b>Total Corporate &amp; Community Outreach Expenses</b>	<b>112,433</b>	<b>126,376</b>	<b>(13,943)</b>	<b>558,394</b>	<b>628,500</b>	<b>(70,106)</b>	<b>-11%</b>	<b>576,206</b>	<b>(17,812)</b>	<b>-3%</b>
<b>Reserves and Transfers</b>										
Reserve	-	41,667	(41,667)	-	499,999	(499,999)	-100%	-	-	0%
Expenses Transferred to Capital	(63,505)	(131,250)	67,745	(1,575,000)	(1,575,000)	-	0%	(1,575,000)	-	0%
<b>Total Reserves and Transfers</b>	<b>(63,505)</b>	<b>(89,583)</b>	<b>26,078</b>	<b>(1,575,000)</b>	<b>(1,075,001)</b>	<b>(499,999)</b>	<b>47%</b>	<b>(1,575,000)</b>	<b>-</b>	<b>0%</b>
<b>Total Expenses</b>	<b>6,809,860</b>	<b>11,810,860</b>	<b>(5,001,000)</b>	<b>83,269,355</b>	<b>96,913,580</b>	<b>(13,644,225)</b>	<b>-14%</b>	<b>68,851,631</b>	<b>14,417,724</b>	<b>21%</b>
<b>Net Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**STATEMENTS OF NET ASSETS**  
**JUNE 30, 2015**

**ASSETS**

Current assets:

Cash and cash equivalents	\$	79,126,111
Accounts receivable:		
State Grants		4,136,027
Federal Grants		33,674,311
Counties		950,931
Other		1,038,604
Prepaid expenses		513,932
Total current assets		119,439,916

Noncurrent assets:

Capital assets (net of accumulated depreciation)		567,425,151
Total noncurrent assets		567,425,151
Total assets	\$	686,865,067

**LIABILITIES**

Current liabilities:

Accounts payable	\$	10,701,553
Accruals		2,729,123
Compensated absences		447,762
Deferred revenue		1,360,297
Due to other governmental units		167,552
Total current liabilities		15,406,287

Noncurrent liabilities:

Compensated absences		671,643
Deposits		18,263,790
Advances from FDOT		2,000,000
Total noncurrent liabilities		20,935,433
Total liabilities	\$	36,341,720

**NET ASSETS**

Invested in Capital Assets		567,425,151
Reserved for Capital Projects		50,583,001
Unrestricted		32,515,195
Total net assets		650,523,347
Total liabilities and net assets	\$	686,865,067



## **EXECUTIVE SUMMARY BUDGETED INCOME STATEMENT**

**July 2015**

### **Revenue:**

#### **Train Revenue**

For July 2015 year-to-date (YTD) actual train revenue decreased \$43,750 or 4% when compared to fiscal year (FY) 2016 YTD budgeted revenue. Actual revenue for FY 2016 YTD decreased by \$33,150 or 3% when compared to FY 2015 YTD actual revenue. This decrease is attributed to timing differences in recording the monthly entries for the stored value amounts.

### **Expenses:**

As of July 2015, the SFRTA FY 2016 YTD actual expenses are \$1,508,330 or 17% below budget when compared to the FY 2016 YTD budgeted expense. All expenses are well within budget.

Train operations variance for FY 2016 YTD is \$1,066,558 or 18% below budget when compared to the FY 2016 YTD budget and increased \$1,250,513 or 35% when compared to FY 2015 YTD actual. This increase in FY 2016 can be mostly attributed to an increase in Maintenance of Way, Train Operations Contract, Security Contract, and Dispatch expense.

The major categories within Train Operations include Train Fuel, Security Expense, Feeder Service, Dispatch and ROW Maintenance:

- Train fuel expense variance for FY 2016 YTD is \$141,946 or 17% below budget when compared to the FY 2016 YTD budget, and decreased \$188,288 or 22% when compared to FY 2015 YTD actual fuel expense. This decrease is attributed to lower fuel prices.
- Security expense variance for FY 2016 YTD is \$148,574 or 26% below budget when compared to the FY 2016 YTD budget, and increased \$7,039 or 2% when compared to FY 2015 YTD actual. This increase can be attributed to changes in the rates per the contract.
- Feeder bus expense variance for FY 2016 YTD is \$41,415 or 8% below budget when compared to the FY 2016 YTD budget and increased \$35,297 or 8% when

**Expenses (Contd.)**

compared to FY 2015 YTD actual. This increase can be attributed to additional routes in FY 2016.

- ROW Maintenance expense variance for FY 2016 YTD is \$318,000 or 14% below budget when compared to the FY 2016 YTD budget and increased \$1,919,612 or over 100% when compared to the FY 2015 actual. This increase in FY 2016 can be attributed to the SFRTA taking over dispatching control of the corridor.
- Dispatch expense variance for FY 2016 YTD is \$36,238 or 11% below budget when compared to the FY 2016 YTD budget and decreased \$5,234 or 2% when compared to the FY 2015 actual.

Train and Station Maintenance variance for FY 2016 YTD is \$195,439 or 12% below budget when compared to the FY 2016 YTD budget and increased \$22,279 or 2% when compared to the FY 2015 actual. This increase can be attributed to an increase in Train and Station Maintenance expenses for the current month.

- Train Maintenance variance for FY 2016 YTD is \$120,188 or 8% below budget when compared to the FY 2016 YTD budget and increased \$21,727 or 2% when compared to FY 2015 YTD actual. This increase in FY 2016 can be attributed to a higher amount of expenses monthly with our fleet maintenance contract.
- Station Maintenance variance for FY 2016 YTD is \$75,251 or 33% below budget when compared to the FY 2016 YTD budget and remained even when compared to FY 2015 YTD actual.

Personnel Expenses variance for FY 2016 YTD is \$118,973 or 12% below budget when compared to the FY 2016 YTD budget and increased \$275,508 or 46% when compared to the FY 2015 actual.

Professional Services variance for FY 2016 YTD is \$53,992 or 62% below budget when compared to the FY 2016 YTD budget and decreased \$68,250 or 68% when compared to FY 2015 actual.

Legal Departmental expenses variance for FY 2016 YTD is \$22,138 or 24% below budget when compared to the FY 2016 YTD budget and increased \$21,267 or 45% when

**Expenses (Contd.)**

compared to FY 2015 actual. This increase can be attributed to higher expenses associated with business travel and personnel expense.

General and Administrative Expenses variance for FY 2016 YTD is \$56,154 or 24% below budget when compared to the FY 2016 YTD budget and remained even when compared to FY 2015 actual. Some categories within General and Administrative expenses are Business Travel, Telecommunications expense and Office Rent.

- Business Travel expense variance for FY 2016 YTD is \$11,832 or 65% below budget when compared to the FY 2016 YTD budget and decreased \$3,953 or 38% when compared to FY 2015 actual.
- Telecommunications expense variance for FY 2016 YTD is approximately \$861 or 2% below budget when compared to the FY 2016 YTD budget and increased approximately \$9,506 or 28% when compared to the FY 2015 YTD actual due to an increase in monthly charges, usages as well as new phone lines.
- Office Rent variance for FY 2016 YTD is approximately \$7,740 or 12% below budget when compared to the FY 2016 YTD budget and increased \$917 or 12% when compared to the FY 2015 actual. This is attributed to the base rent increase per our agreement.

Corporate & Community Outreach expenses variance for FY 2016 YTD is \$10,526 or 21% below budget when compared to the FY 2016 YTD budget and increased approximately \$776 or 2% when compared to the FY 2015 YTD actual.

- Corporate & Community Outreach Contract variance for FY 2016 YTD is \$4,167 or 10% below budget when compared to the FY 2016 YTD budget and decreased approximately \$1,050 or 3% when compared to the FY 2015 actual. This decrease is attributed to slightly lower expenses associated with the contract in July.



**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**ACTUAL VS BUDGET REPORT**  
**JULY 31, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	July 2015 Actual	July 2015 Budget	Variances	FY 2016 YTD Actual	YTD Budget	Variances	%	FY 2015 YTD Actual	Variances	%
<b>Revenues:</b>										
Train Revenue	\$1,026,858	\$1,070,608	(43,750)	\$1,026,858	\$1,070,608	(43,750)	-4%	\$1,060,008	(33,150)	-3%
Interest/Dividend Income	22,609	27,083	(4,474)	22,609	27,083	(4,474)	-17%	16,517	6,092	37%
<b>Total Train Revenue</b>	<b>1,049,467</b>	<b>1,097,691</b>	<b>(48,224)</b>	<b>1,049,467</b>	<b>1,097,691</b>	<b>(48,224)</b>	<b>-4%</b>	<b>1,076,525</b>	<b>(27,058)</b>	<b>-3%</b>
<b>Operating Assistance:</b>										
Statutory Operating Assistance	1,441,667	1,441,667	-	1,441,667	1,441,667	-	0%	1,441,667	-	0%
Statutory Dedicated Funding	1,108,333	1,108,333	-	1,108,333	1,108,333	-	0%	1,108,333	-	0%
Statutory Maintenance of Way	2,143,505	2,143,505	-	2,143,505	2,143,505	-	0%	-	2,143,505	0%
FHWA	-	333,333	(333,333)	-	333,333	(333,333)	-100%	-	-	0%
FDOT JPA- MIC Station	-	10,779	(10,779)	-	10,779	(10,779)	-100%	-	-	0%
FDOT - Flagging Services	-	41,667	(41,667)	-	41,667	(41,667)	-100%	-	-	100%
FTA Assistance	1,272,609	1,895,024	(622,415)	1,272,609	1,895,024	(622,415)	-33%	1,884,795	(612,186)	0%
FTA-Designated Recipient Fees	-	12,500	(12,500)	-	12,500	(12,500)	-100%	-	-	0%
FTA-JARC/New Freedom Program Fee	-	833	(833)	-	833	(833)	-100%	-	-	0%
FTA-JARC/New Freedom Program Match	-	31,324	(31,324)	-	31,324	(31,324)	-100%	-	-	0%
Statutory Counties Contribution	391,250	391,250	-	391,250	391,250	-	0%	391,250	-	0%
Gas Tax Transfer	-	158,075	(158,075)	-	158,075	(158,075)	-100%	-	-	0%
SFRTA Reserves	-	216,658	(216,658)	-	216,658	(216,658)	-100%	-	-	0%
Other Local Funding	-	32,522	(32,522)	-	32,522	(32,522)	-100%	-	-	0%
<b>Total Operating Assistance</b>	<b>6,357,364</b>	<b>7,817,470</b>	<b>(1,460,106)</b>	<b>6,357,364</b>	<b>7,817,470</b>	<b>(1,460,106)</b>	<b>-19%</b>	<b>4,826,045</b>	<b>1,531,319</b>	<b>32%</b>
<b>Total Revenue</b>	<b>\$7,406,831</b>	<b>\$8,915,161</b>	<b>(\$1,508,330)</b>	<b>7,406,831</b>	<b>\$8,915,161</b>	<b>(1,508,330)</b>	<b>-17%</b>	<b>5,902,570</b>	<b>1,504,261</b>	<b>25%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**ACTUAL VS BUDGET REPORT**  
**JULY 31, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	July 2015 Actual	July 2015 Budget	Variances	FY 2016 YTD Actual	YTD Budget	Variances	%	FY 2015 YTD Actual	Variances	%
<b>Expenses:</b>										
<b>Train Operations</b>										
Train Operations Contract	\$965,211	\$1,023,573	(58,362)	\$965,211	\$1,023,573	(58,362)	-6%	\$920,000	45,211	5%
Train Operation - Fuel	681,596	823,542	(141,946)	681,596	823,542	(141,946)	-17%	869,884	(188,288)	-22%
Emergency Bus Service	935	4,583	(3,648)	935	4,583	(3,648)	-80%	-	935	0%
Security Contract	412,438	561,012	(148,574)	412,438	561,012	(148,574)	-26%	405,399	7,039	2%
Feeder Bus	462,743	504,158	(41,415)	462,743	504,158	(41,415)	-8%	427,446	35,297	8%
Station Utilities	110,805	155,801	(44,996)	110,805	155,801	(44,996)	-29%	47,922	62,883	131%
EMS Boards	10,640	11,000	(360)	10,640	11,000	(360)	-3%	11,903	(1,263)	-11%
Revenue Collection	359	48,167	(47,808)	359	48,167	(47,808)	-99%	38,317	(37,958)	0%
Insurance	-	208,333	(208,333)	-	208,333	(208,333)	-100%	587,711	(587,711)	-100%
APTA Dues	-	1,583	(1,583)	-	1,583	(1,583)	-100%	-	-	0%
ROW Maintenance	1,919,612	2,237,612	(318,000)	1,919,612	2,237,612	(318,000)	-14%	-	1,919,612	0%
TVM Maintenance	2,205	11,000	(8,795)	2,205	11,000	(8,795)	-80%	2,215	(10)	0%
Smart Card	-	6,500	(6,500)	-	6,500	(6,500)	-100%	-	-	0%
Dispatch	297,029	333,267	(36,238)	297,029	333,267	(36,238)	-11%	302,263	(5,234)	-2%
<b>Total Train Operations</b>	<b>4,863,573</b>	<b>5,930,131</b>	<b>(1,066,558)</b>	<b>4,863,573</b>	<b>5,930,131</b>	<b>(1,066,558)</b>	<b>-18%</b>	<b>3,613,060</b>	<b>1,250,513</b>	<b>35%</b>
<b>Train and Station Maintenance</b>										
Train Maintenance	1,314,555	1,434,743	(120,188)	1,314,555	1,434,743	(120,188)	-8%	1,292,828	21,727	2%
Station Maintenance	150,249	225,500	(75,251)	150,249	225,500	(75,251)	-33%	149,697	552	0%
<b>Total Train and Station Maintenance</b>	<b>1,464,804</b>	<b>1,660,243</b>	<b>(195,439)</b>	<b>1,464,804</b>	<b>1,660,243</b>	<b>(195,439)</b>	<b>-12%</b>	<b>1,442,525</b>	<b>22,279</b>	<b>2%</b>
<b>Personnel Expenses</b>										
Salaries and Wages	645,576	744,457	(98,881)	645,576	744,457	(98,881)	-13%	453,510	192,066	42%
Taxes	46,987	57,676	(10,689)	46,987	57,676	(10,689)	-19%	34,539	12,448	36%
Group Insurance	118,078	127,292	(9,214)	118,078	127,292	(9,214)	-7%	68,184	49,894	73%
Pension	65,724	65,913	(189)	65,724	65,913	(189)	0%	44,624	21,100	47%
<b>Total Personnel Expenses</b>	<b>876,365</b>	<b>995,338</b>	<b>(118,973)</b>	<b>876,365</b>	<b>995,338</b>	<b>(118,973)</b>	<b>-12%</b>	<b>600,857</b>	<b>275,508</b>	<b>46%</b>
<b>Professional Services</b>										
Auditing Services	-	6,250	(6,250)	-	6,250	(6,250)	0%	36,250	(36,250)	-100%
Professional Services	32,500	80,242	(47,742)	32,500	80,242	(47,742)	-59%	64,500	(32,000)	-50%
<b>Total Professional Services</b>	<b>32,500</b>	<b>86,492</b>	<b>(53,992)</b>	<b>32,500</b>	<b>86,492</b>	<b>(53,992)</b>	<b>-62%</b>	<b>100,750</b>	<b>(68,250)</b>	<b>-68%</b>
<b>Legal</b>										
Salaries and Wages	50,639	51,594	(955)	50,639	51,594	(955)	-2%	37,623	13,016	35%
Taxes	3,512	3,575	(63)	3,512	3,575	(63)	-2%	2,666	846	32%
Group Insurance	3,780	4,250	(470)	3,780	4,250	(470)	-11%	2,363	1,417	60%
Pension	8,995	9,880	(885)	8,995	9,880	(885)	-9%	4,457	4,538	102%
Business Travel	1,120	1,792	(672)	1,120	1,792	(672)	-38%	-	1,120	0%
Membership/Dues/Subscriptions	-	575	(575)	-	575	(575)	-100%	-	-	0%
Seminars and Training	330	808	(478)	330	808	(478)	-59%	-	330	0%
Legal Services	-	18,040	(18,040)	-	18,040	(18,040)	-100%	-	-	0%
<b>Total Legal</b>	<b>68,376</b>	<b>90,514</b>	<b>(22,138)</b>	<b>68,376</b>	<b>90,514</b>	<b>(22,138)</b>	<b>-24%</b>	<b>47,109</b>	<b>21,267</b>	<b>45%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
ACTUAL VS BUDGET REPORT  
JULY 31, 2015 & 2014**

	Curent Year							Prior Year Comparison		
	July 2015 Actual	July 2015 Budget	Variances	FY 2016 YTD Actual	YTD Budget	Variances	%	FY 2015 YTD Actual	Variances	%
<b>General and Administrative Expenses</b>										
Bank & Credits Cards Fees	12,333	12,333	-	12,333	12,333	-	0%	11,589	744	6%
Building Maintenance	6,322	11,875	(5,553)	6,322	11,875	(5,553)	-47%	6,237	85	1%
Business Travel	6,429	18,261	(11,832)	6,429	18,261	(11,832)	-65%	10,382	(3,953)	-38%
Materials & Supplies	3,928	13,333	(9,405)	3,928	13,333	(9,405)	-71%	18,604	(14,676)	-79%
Membership/Dues/Subscriptions	39,541	42,566	(3,025)	39,541	42,566	(3,025)	-7%	39,264	277	1%
Office Rent	58,318	66,058	(7,740)	58,318	66,058	(7,740)	-12%	57,401	917	2%
Printing & Advertising	227	4,767	(4,540)	227	4,767	(4,540)	-95%	-	227	0%
Seminars and Training	3,930	11,067	(7,137)	3,930	11,067	(7,137)	-64%	600	3,330	555%
Telecommunications	42,864	43,725	(861)	42,864	43,725	(861)	-2%	33,358	9,506	28%
Vehicle Operations & Maintenance	1,007	6,250	(5,243)	1,007	6,250	(5,243)	-84%	761	246	32%
Miscellaneous Personnel Expenses	2,765	3,583	(818)	2,765	3,583	(818)	-23%	-	2,765	0%
<b>Total General and Administrative Exp</b>	<b>177,664</b>	<b>233,818</b>	<b>(56,154)</b>	<b>177,664</b>	<b>233,818</b>	<b>(56,154)</b>	<b>-24%</b>	<b>178,196</b>	<b>(532)</b>	<b>0%</b>
<b>Corporate &amp; Community Outreach Expenses</b>										
Special Programs	-	583	(583)	-	583	(583)	-100%	-	-	0%
Customer Service/Information	1,849	7,208	(5,359)	1,849	7,208	(5,359)	-74%	23	1,826	7939%
Corporate & Community Outreach Contract	37,500	41,667	(4,167)	37,500	41,667	(4,167)	-10%	38,550	(1,050)	-3%
Promotional Materials	-	417	(417)	-	417	(417)	-100%	-	-	0%
<b>Total Corporate &amp; Community Outreach Expenses</b>	<b>39,349</b>	<b>49,875</b>	<b>(10,526)</b>	<b>39,349</b>	<b>49,875</b>	<b>(10,526)</b>	<b>-21%</b>	<b>38,573</b>	<b>776</b>	<b>2%</b>
<b>Reserves and Transfers</b>										
Reserve	-	-	-	-	-	-	0%	-	-	0%
Expenses Transferred to Capital	(115,800)	(131,250)	15,450	(115,800)	(131,250)	15,450	-12%	(118,500)	2,700	0%
<b>Total Reserves and Transfers</b>	<b>(115,800)</b>	<b>(131,250)</b>	<b>15,450</b>	<b>(115,800)</b>	<b>(131,250)</b>	<b>15,450</b>	<b>-12%</b>	<b>(118,500)</b>	<b>2,700</b>	<b>0%</b>
<b>Total Expenses</b>	<b>7,406,831</b>	<b>8,915,161</b>	<b>(1,508,330)</b>	<b>7,406,831</b>	<b>8,915,161</b>	<b>(1,508,330)</b>	<b>-17%</b>	<b>5,902,570</b>	<b>1,504,261</b>	<b>25%</b>
<b>Net Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0%</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**STATEMENTS OF NET ASSETS**  
**JULY 31, 2015**

**ASSETS**

Current assets:

Cash and cash equivalents	\$ 68,200,638
Accounts receivable:	
State Grants	8,902,219
Federal Grants	39,868,249
Counties	1,780,588
Other	699,080
Prepaid expenses	<u>572,248</u>
Total current assets	<u>120,023,022</u>

Noncurrent assets:

Capital assets (net of accumulated depreciation)	<u>567,546,169</u>
Total noncurrent assets	<u>567,546,169</u>
Total assets	<u>\$ 687,569,191</u>

**LIABILITIES**

Current liabilities:

Accounts payable	\$ 6,671,984
Accruals	5,833,648
Compensated absences	447,762
Deferred revenue	1,360,297
Due to other governmental units	<u>167,552</u>
Total current liabilities	<u>14,481,243</u>

Noncurrent liabilities:

Compensated absences	671,643
Deposits	18,263,610
Advances from FDOT	<u>2,000,000</u>
Total noncurrent liabilities	<u>20,935,253</u>
Total liabilities	<u>\$ 35,416,496</u>

**NET ASSETS**

Invested in Capital Assets	567,546,169
Reserved for Capital Projects	50,583,001
Unrestricted	<u>34,023,525</u>
Total net assets	<u>652,152,695</u>
Total liabilities and net assets	<u>\$ 687,569,191</u>



## **FINANCE & INFORMATION TECHNOLOGY EXECUTIVE SUMMARY**

### **INVOICES OVER \$2,500**

During June 2015, the SFRTA's Accounts Payable division processed 362 invoices totaling \$8,218,892.11 and disbursed 189 checks, excluding payroll, totaling \$6,651,854.59.

Invoices over \$2,500 represent 33.4% (63 checks) of all invoices processed in the month of June, and represent 99.2% of the value (\$6,594,165.43) of all checks processed in June 2015.

Accounts Payable processed 60.3% (38 checks) of the checks over \$2,500 within the 21-25 days, with 71.4% (45 checks) of the checks over \$2,500 processed within 30 days.

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**GOVERNING BOARD MEETING: AUGUST 28, 2015**  
**INFORMATION ITEM: PAYMENTS OVER \$2,500**  
**JUNE 1 TO JUNE 30, 2015**

RCVD DATE	APPRVD DATE	CHECK DATE	MAILED CHECK	DAYS PROCESS	VENDOR	DESCRIPTION	AMOUNT
4/24/2015	5/28/2015	6/3/2015	6/4/2015	41	DOWNTOWN FT LAUDERDALE TMA	TMA - BUS ROUTES	13,459.08
5/15/2015	5/27/2015	6/3/2015	6/4/2015	20	EAC CONSULTING	CONTRACT #10-017-E WO #7 INV #6	23,378.74
5/21/2015	5/26/2015	6/3/2015	6/4/2015	14	FLORIDA POWER & LIGHT	04/16-05/18/15 1001 OKEECHOBEE BLVD	8,055.49
5/13/2015	5/19/2015	6/3/2015	6/4/2015	22	G4S SECURE SOLUTIONS USA	CUST #006038 WE 05/04-05/10/15	226,803.76
5/17/2015	5/28/2015	6/3/2015	6/4/2015	18	KEOLIS TRANSIT SERVICES, LLC	04/16-04/30 KEOLIS BASE BUS SERVICE	165,385.75
5/22/2015	5/26/2015	6/3/2015	6/4/2015	13	FLORIDA POWER & LIGHT	ACCT #51132-44031 MOW	35,038.31
5/7/2015	5/18/2015	6/3/2015	6/4/2015	28	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/15 AGREEMENT NO. 15-003	78,758.89
5/15/2015	5/21/2015	6/3/2015	6/4/2015	20	MIAMI DADE	NOV 2014 LINK UP FEE	19,522.50
5/15/2015	5/26/2015	6/3/2015	6/4/2015	20	RAIL TECH CONSULTANTS INC	PIS PARTS AND LABOR	3,775.00
5/26/2015	5/28/2015	6/3/2015	6/4/2015	9	STRAIGHT & NARROW STRIPING	WORK ORDER # 02,03, 03/1-04/11/2015	5,413.00
4/24/2015	5/28/2015	6/8/2015	6/8/2015	45	BOMBARDIER MASS TRANSIT CORPOR	BOMBARDIER ACCIDENT REPAIR CAB 503	33,302.31
5/21/2015	6/3/2015	6/10/2015	6/15/2015	25	CB&I	03/27-04/30/2015 ENVIRONMENTAL SERVICES	159,334.54
6/1/2015	6/2/2015	6/10/2015	6/15/2015	14	FLORIDA POWER & LIGHT	04/29-05/29/2015 690 YAMATO RD	4,500.47
6/5/2015	6/8/2015	6/10/2015	6/15/2015	10	AFFORDABLE PAINT & BODY SHOP	REPAIRS TO VEHICLE #148	3,138.03
5/29/2015	6/2/2015	6/10/2015	6/15/2015	17	FLORIDA POWER & LIGHT	ACCT #14925-86357 MOW	3,430.87
6/1/2015	6/9/2015	6/15/2015	6/15/2015	14	BOMBARDIER MASS TRANSIT CORPOR	05/01-05/31/2015	1,290,937.75
5/27/2015	6/4/2015	6/17/2015	6/19/2015	23	G4S SECURE SOLUTIONS USA	CUST #006038 WE 05/18-05/24/15	348,116.20
6/8/2015	6/17/2015	6/17/2015	6/19/2015	11	FLORIDA POWER & LIGHT	MOW 6/15	3,871.26
5/24/2015	6/1/2015	6/17/2015	6/19/2015	26	G4S SECURE SOLUTIONS USA	CUST #006038 WE 05/18-05/24/15	2,625.98
6/10/2015	6/16/2015	6/17/2015	6/19/2015	9	MIAMI-DADE WATER & SEWER DEPT.	WATER UTILITY ACCOUNT TRANSFER	5,936.22
6/8/2015	6/9/2015	6/17/2015	6/19/2015	11	DEPT OF MANAGEMENT SVCS	MY FLORIDA NET	11,145.26
5/15/2015	5/20/2015	6/17/2015	6/19/2015	35	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 AGREEMENT NO. 15-003	46,474.51
6/11/2015	6/12/2015	6/18/2015	6/29/2015	18	BANK OF AMERICA	PURCHASE CARDS 05/05-06/04/15	29,614.46
6/8/2015	6/17/2015	6/24/2015	6/29/2015	21	CSX TRANSPORTATION	BRIDGE TENDER AND DISPATCH INVOICES	40,949.85
6/8/2015	6/17/2015	6/24/2015	6/29/2015	21	CSX TRANSPORTATION	BRIDGE TENDER AND DISPATCH INVOICES	33,698.61
6/16/2015	6/15/2015	6/24/2015	6/29/2015	13	FLORIDA POWER & LIGHT	SERVICE - 05/11-06/10/15	4,718.72
6/2/2015	6/4/2015	6/24/2015	6/29/2015	27	G4S SECURE SOLUTIONS USA	CUST #006038 WE 05/25-05/31/15	4,885.44
5/8/2015	5/28/2015	6/24/2015	6/29/2015	52	SFEC TMA	APRIL 2015 SFEC PASS THRU BUS ROUTE	8,219.75
6/1/2015	6/9/2015	6/24/2015	6/29/2015	28	ERICKS CONSULTANTS	MAY 2015 LEGISLATIVE CONSULTANT SERVICES	20,500.00
6/9/2015	6/9/2015	6/24/2015	6/29/2015	20	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 AGREEMENT NO. 15-003	32,417.19
5/15/2015	6/9/2015	6/24/2015	6/29/2015	45	MERIDIAN MANAGEMENT CORPORATIO	04/01-04/30/2015 STATION MAINTENANCE	179,507.28
5/29/2015	6/17/2015	6/24/2015	6/29/2015	31	MIAMI DADE	APRIL 2015 MUO FEES, IT RECURRING CHGS	53,612.10
6/5/2015	6/15/2015	6/24/2015	6/29/2015	24	RESPECT OF FLORIDA	05/1-05/31/2015 JANITORIAL SERVICES	5,547.27
6/4/2015	6/19/2015	6/24/2015	6/29/2015	25	RITTERS PRINTING	BLANK CUSTOM PAPER FOR LETTERHEADS	3,135.00
6/5/2015	6/10/2015	6/24/2015	6/29/2015	24	VEOLIA (VTMI)	04/19-05/18/2015 AGREEMENT NO. 14-012	1,901,754.43
6/11/2015	6/12/2015	6/24/2015	6/29/2015	18	DBA WEX BANK WRIGHT EXPRESS FSC	FUEL FOR MAY 2015	2,509.58
6/25/2015	6/23/2015	6/25/2015	6/29/2015	4	KEOLIS TRANSIT SERVICES, LLC	CONTRACT 14-009	31,033.75
6/20/2015	6/9/2015	6/25/2015	6/29/2015	9	KEOLIS TRANSIT SERVICES, LLC	05/01-05/15/2015 KEOLIS BASE BUS SERVICE	284,280.75
5/29/2015	6/8/2015	6/29/2015	6/29/2015	31	NATIONAL RAILROAD PASSENGER	05/2015 AMTRAK DISPATCH / INCENTIVE CONTRACT	297,029.00
6/1/2015	6/9/2015	6/29/2015	6/29/2015	28	BOMBARDIER MASS TRANSIT CORPOR	BOMBARDIER EXTRA COSTS FOR MAINTENANCE	23,923.88
				<b>40</b>	<b>TOTAL OPERATING EXPENDITURES</b>		<b>5,449,740.98</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015  
INFORMATION ITEM: PAYMENTS OVER \$2,500  
JUNE 1 TO JUNE 30, 2015**

RCVD DATE	APPRVD DATE	CHECK DATE	MAILED CHECK	DAYS PROCESS	VENDOR	DESCRIPTION	AMOUNT
5/26/2015	6/1/2015	6/3/2015	6/4/2015	9	CITY OF WEST PALM BEACH	REIMB UNDER JARC GRANT 052 FOR 03/30-04/26/15	18,275.40
5/6/2015	5/19/2015	6/3/2015	6/4/2015	29	KIMLEY HORN AND ASSOCIATES	CONTRACT 10-017H WO #3 INV #23	14,617.03
5/19/2015	5/21/2015	6/3/2015	6/4/2015	16	MAE VOLEN SENIOR CENTER	REIMB NF GRANT FOR FEBRUARY 2015	35,402.89
5/18/2015	5/28/2015	6/3/2015	6/4/2015	17	PARSONS BRINCKERHOFF, INC.	CONTRACT 10-017A WO #8 INV #11	40,613.93
5/18/2015	5/27/2015	6/3/2015	6/4/2015	17	PARSONS TRANSPORTATION GROUP	CONTRACT 10-018C WO #8 INV #1	4,686.34
5/21/2015	5/21/2015	6/3/2015	6/4/2015	14	JEWISH FAMILY SERVICES RUTH & NORMAN RALES	REIMB NF GRANT 050 APRIL 2015	111,237.00
5/11/2015	6/1/2015	6/10/2015	6/15/2015	35	GANNETT FLEMING INC	CONTRACT 10-017B WO #10 INV #11	53,186.60
5/15/2015	5/27/2015	6/10/2015	6/15/2015	31	HDR ENGINEERING INC	CONTRACT 10-017G WO #5 INV #12	6,535.46
5/6/2015	5/28/2015	6/10/2015	6/15/2015	40	KIMLEY HORN AND ASSOCIATES	CONTRACT 09-007D WO#34 INV #10	81,484.71
6/4/2015	6/8/2015	6/11/2015	6/15/2015	11	PEARL TRANSIT CORP	REIMB OF NF GRANT 050. 02/21-05/15/15	56,740.43
5/15/2015	5/20/2015	6/17/2015	6/19/2015	35	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 MARKETING SERVICES	27,462.44
5/11/2015	6/4/2015	6/17/2015	6/19/2015	39	JACOBS ENGINEERING GROUP INC.	CONTRACT 09-007C WO #14 INV #15	21,221.71
6/11/2015	5/18/2015	6/17/2015	6/19/2015	8	KIMLEY HORN AND ASSOCIATES	CONTRACT 10-017H WO #8 INV #6	6,383.20
5/13/2015	5/28/2015	6/17/2015	6/19/2015	37	PARSONS BRINCKERHOFF, INC.	CONTRACT 09-007E WO #22 INV #5	145,521.15
6/19/2015	6/19/2015	6/19/2015	6/19/2015	0	ROBERT LEE SHAPIRO, PA	WAVE SITE K-TITLE POLICY PROJECT #828-41-127103	17,860.00
6/1/2015	6/5/2015	6/22/2015	6/22/2015	21	GULF BUILDING, LLC	CONTRACT 15-001 05/01-05/31/15	306,083.51
5/26/2015	6/10/2015	6/24/2015	6/29/2015	34	ANIXTER INC	NETWORKED PAGE ZONE EXTENDER	8,265.00
5/11/2015	6/10/2015	6/24/2015	6/29/2015	49	GANNETT FLEMING INC	CONTRACT 10-017B WO#13 INV #3	9,931.86
5/18/2015	6/1/2015	6/24/2015	6/29/2015	42	HNTB CORPORATION	CONTRACT #09-007B	42,671.79
6/3/2015	6/10/2015	6/24/2015	6/29/2015	26	KIMLEY HORN AND ASSOCIATES	CONTRACT 09-007D WO #36 INV #6	69,031.01
5/18/2015	6/23/2015	6/24/2015	6/29/2015	42	PARSONS BRINCKERHOFF, INC.	CONTRACT 10-017A WO #6 INV #15	24,207.95
6/5/2015	6/9/2015	6/24/2015	6/29/2015	24	PARSONS TRANSPORTATION GROUP	CONTRACT 14-006 (FINAL DESIGN FOR WAVE)	9,160.86
5/21/2015	6/9/2015	6/24/2015	6/29/2015	39	T.Y. LIN INTERNATIONAL	PROJECT #531108.07 WO #1 INV #9	33,844.18
				23	<b>TOTAL CAPITAL EXPENDITURES</b>		<b>1,144,424.45</b>
	<b>Item Total</b>			63	<b>TOTAL OPERATING EXPENSES AND CAPITAL EXPENDITURES</b>		<b>6,594,165.43</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015  
INFORMATION ITEM:  
SUMMARY OF PAYMENTS OVER \$2,500  
JUNE 1, 2015 TO JUNE 30, 2015**

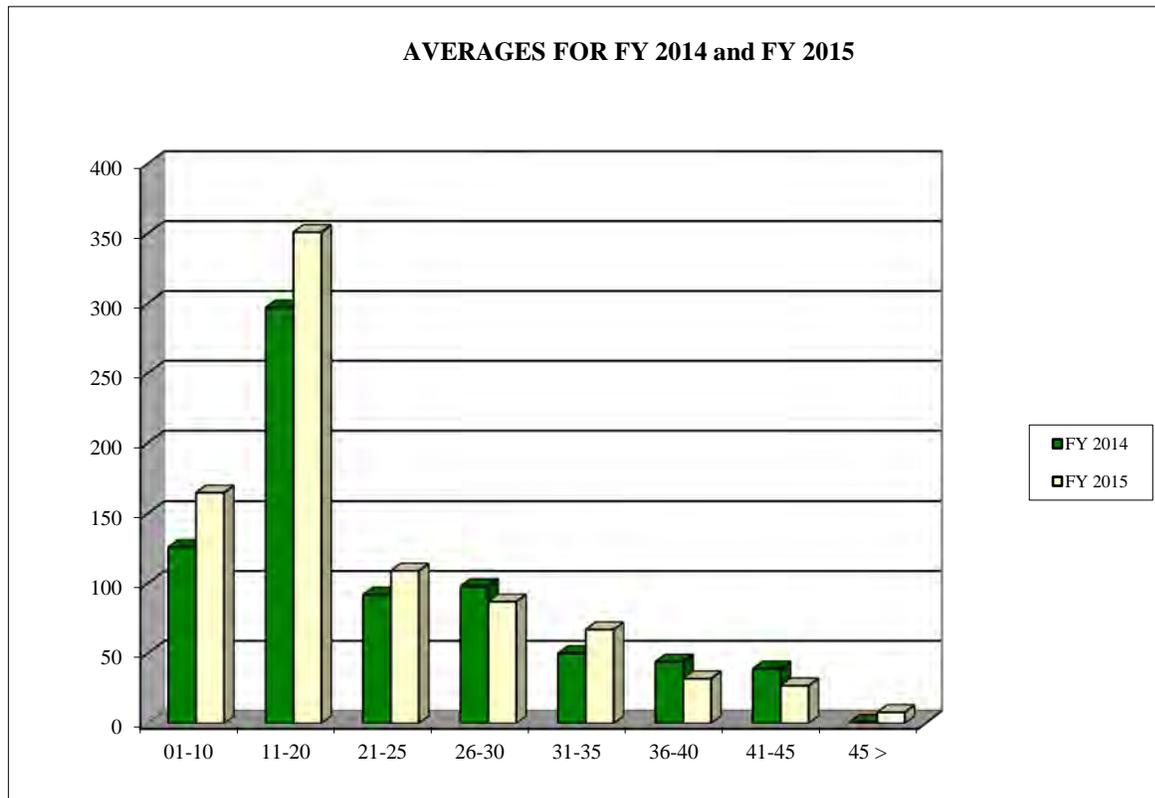
<b>INVOICE CYCLE</b>	<b>NO. CHECKS</b>	<b>PERCENT OF TOTAL</b>	<b>ACCUM %</b>
0-10 days	8	12.7%	12.7%
11-20 days	20	31.7%	44.4%
21-25 days	10	15.9%	60.3%
26-30 days	7	11.1%	71.4%
31-35 days	7	11.1%	82.5%
36-40 days	4	6.3%	88.9%
41-45 days	5	7.9%	96.8%
Over 45 days	2	3.2%	100.0%
<b>TOTAL CHECKS</b>	<b>63</b>	<b>100.0%</b>	

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
PAYMENT CYCLE REPORT - JUNE 2015**

AGENDA ITEM NO. F

**FOR INVOICES \$2,500 AND OVER**

MONTHLY AVERAGE JULY 2014 TO JUNE 2015		MONTHLY AVERAGE JULY 2013 TO JUNE 2014	
INVOICE CYCLE	% OF TOTAL	INVOICE CYCLE	% OF TOTAL
0 -10 Days	19.5%	0 -10 Days	16.9%
11-20 Days	41.5%	11-20 Days	39.8%
21-25 Days	12.9%	21-25 Days	12.3%
26-30 Days	10.3%	26-30 Days	13.1%
31-35 Days	7.9%	31-35 Days	6.7%
36-40 Days	3.8%	36-40 Days	5.9%
41-45 Days	3.2%	41-45 Days	5.2%
Over 45 Days	0.9%	Over 45 Days	0.1%





## **FINANCE & INFORMATION TECHNOLOGY EXECUTIVE SUMMARY**

### **INVOICES OVER \$2,500**

During July 2015, the SFRTA's Accounts Payable division processed 317 invoices totaling \$1,123,048.40 and disbursed 233 checks, excluding payroll, totaling \$9,978,912.49.

Invoices over \$2,500 represent 37.8% (88 checks) of all invoices processed in the month of July, and represent 99.4% of the value (\$9,917,030.11) of all checks processed in July 2015.

Accounts Payable processed 73.9% (65 checks) of the checks over \$2,500 within the 21-25 days, with 77.3% (68 checks) of the checks over \$2,500 processed within 30 days.

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**GOVERNING BOARD MEETING: AUGUST 28, 2015**  
**INFORMATION ITEM: PAYMENTS OVER \$2,500**  
**JULY 1 TO JULY 31, 2015**

RCVD DATE	APPRVD DATE	CHECK DATE	MAILED CHECK	DAYS PROCESS	VENDOR	DESCRIPTION	AMOUNT
6/18/2015	6/16/2015	7/1/2015	7/2/2015	14	FLORIDA POWER & LIGHT	JUNE 2015 INVOICES	12,729.89
6/16/2015	6/19/2015	7/1/2015	7/2/2015	16	G4S SECURE SOLUTIONS USA	CUST #006038 WE 06/08-06/14/15	112,854.49
6/16/2015	6/19/2015	7/1/2015	7/2/2015	16	KEOLIS TRANSIT SERVICES, LLC	06/01-06/15/2015 KEOLIS BASE BUS SERVICE	158,772.00
6/8/2015	6/22/2015	7/1/2015	7/2/2015	24	TRANSDEV SERVICES, INC.	05/01-05/31/2015 VEOLIA BASE CONTRACT 8TH YEAR	963,252.22
7/1/2015	7/1/2015	7/1/2015	7/2/2015	1	FLORIDA MUNICIPAL INSURANCE TR	WORKERS COMPENSATION INSURANCE	12,433.25
7/1/2015	7/1/2015	7/1/2015	7/2/2015	1	PROLOGIS TRUST	JULY 2015 RENT	56,836.73
6/9/2015	6/9/2015	7/1/2015	7/2/2015	23	AT&T	ACCT #VP07JN-06/15	16,852.13
6/10/2015	6/11/2015	7/1/2015	7/2/2015	22	AT&T	BILLING #954 V34-7067 036	38,155.33
6/22/2015	6/22/2015	7/1/2015	7/2/2015	10	FLORIDA POWER & LIGHT	JUNE 2015 INVOICES - MOW	34,563.54
6/8/2015	6/8/2015	7/1/2015	7/2/2015	24	GOVERNMENT AFFAIRS FTI CONSULTING LLC	MATTER #435679.0001	12,000.00
6/23/2015	6/24/2015	7/1/2015	7/2/2015	9	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 15-003 FOR MARKETING	23,634.87
6/12/2015	6/19/2015	7/1/2015	7/2/2015	20	KAPLAN KIRSCH ROCKWELL LLP	CLIENT MATTER 1917-13 05/31	2,702.80
6/15/2015	6/26/2015	7/1/2015	7/2/2015	17	MERIDIAN MANAGEMENT CORPORATIO	MAY 2015 STATION MAINTENANCE	176,011.96
6/19/2015	6/25/2015	7/1/2015	7/2/2015	13	ROBERT LEE SHAPIRO, PA	CURRENT BUILDING LEASE AND OPS CENTER	2,739.00
6/4/2015	6/30/2015	7/8/2015	7/8/2015	34	BV OIL COMPANY	MAY INVOICES	654,234.93
6/30/2015	7/7/2015	7/8/2015	7/10/2015	10	AON RISK SERVICES INC	POLICY TERM 10/01/14-10/01/15	3,607.10
6/5/2015	6/19/2015	7/8/2015	7/10/2015	35	DOWNTOWN FT LAUDERDALE TMA	APRIL 2015 DOWNTOWN FORT LAUDERDALE TMA	26,918.16
6/23/2015	6/29/2015	7/8/2015	7/10/2015	17	G4S SECURE SOLUTIONS USA	CUST #006038 WE 06/15-06/21/15	116,572.37
6/1/2015	7/1/2015	7/8/2015	7/10/2015	39	SPEC TMA	MAY SPEC TMA	7,472.50
6/15/2015	6/16/2015	7/8/2015	7/10/2015	25	AT&T	ACCT #8003-000-2788 JUNE 2015	5,651.34
6/29/2015	6/29/2015	7/8/2015	7/10/2015	11	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 15-003 FOR MARKETING	2,815.00
6/22/2015	7/1/2015	7/8/2015	7/10/2015	18	MERIDIAN MANAGEMENT CORPORATIO	APRIL 2015 ADDITIONAL SERVICES	7,397.56
6/19/2015	7/8/2015	7/8/2015	7/10/2015	21	MIAMI DADE	STORED VALUE JULY 14 - APRIL 15	201,707.77
6/19/2015	7/8/2015	7/8/2015	7/10/2015	21	MIAMI DADE	STORED VALUE FEBRUARY 2011 - JUNE 2014	441,657.55
6/15/2015	7/1/2015	7/15/2015	7/20/2015	35	CITY OF BOCA RATON	BUS OPERATING PARTNERSHIP 01/01-06/30/15	60,947.20
7/1/2015	7/1/2015	7/15/2015	7/20/2015	19	FLORIDA POWER & LIGHT	JUNE 2015 INVOICES	4,438.80
6/30/2015	7/6/2015	7/15/2015	7/20/2015	20	G4S SECURE SOLUTIONS USA	CUST #006038 WE 06/22-06/28/15	113,487.29
7/1/2015	7/9/2015	7/15/2015	7/20/2015	19	KEOLIS TRANSIT SERVICES, LLC	06/16-06/30/2015 KEOLIS JARC GRANT BUS SERVICE	158,057.00
7/1/2015	7/6/2015	7/15/2015	7/20/2015	19	ERICKS CONSULTANTS	LEGISLATIVE CONSULTANT SERVICES FY 2015	20,500.00
6/29/2015	7/1/2015	7/15/2015	7/20/2015	21	FLORIDA POWER & LIGHT	JUNE 2015 INVOICES	2,683.72
6/25/2015	6/30/2015	7/15/2015	7/20/2015	25	GOVERNMENT AFFAIRS FTI CONSULTING LLC	MATTER #435679.0001	12,000.00
7/7/2015	7/14/2015	7/15/2015	7/20/2015	13	MINUTEMAN PRESS	SHUTTLE BUS SCHEDULES	3,247.00
6/30/2015	7/8/2015	7/15/2015	7/20/2015	20	VEOLIA (VTMI)	05/19-06/18/2015 AGREEMENT NO. 14-012	1,919,611.57
7/13/2015	7/14/2015	7/18/2015	7/27/2015	14	BANK OF AMERICA	BOA 7/04/15	13,816.12
7/1/2015	7/9/2015	7/20/2015	7/20/2015	19	NATIONAL RAILROAD PASSENGER	JUNE 2015 AMTRAK DISPATCH	297,039.00
6/15/2015	6/22/2015	7/20/2015	7/20/2015	35	BOMBARDIER MASS TRANSIT CORP	JUNE 2015 INVOICES	56,404.47
7/13/2015	7/4/2015	7/22/2015	7/24/2015	11	FLORIDA POWER & LIGHT	MAY 2015 INVOICES	3,436.86
7/9/2015	7/9/2015	7/22/2015	7/24/2015	15	FLORIDA POWER & LIGHT	JULY 2015 INVOICES	4,073.50
7/6/2015	7/7/2015	7/22/2015	7/24/2015	18	DEPT OF MANAGEMENT SVCS	MY FLORIDA NET MAY 2015	28,233.16
7/10/2015	7/15/2015	7/22/2015	7/24/2015	14	GOVERNMENT AFFAIRS FTI CONSULTING LLC	MATTER #435679.0001	24,000.00
7/13/2015	7/16/2015	7/22/2015	7/24/2015	11	GOODMAN PUBLIC RELATIONS INC.	07/01/14-06/30/2015 15-003 FOR MARKETING	82,203.44
7/6/2015	7/15/2015	7/22/2015	7/24/2015	18	MERIDIAN MANAGEMENT CORPORATIO	JUNE 2015 STATION MAINTENANCE	189,471.02
7/8/2015	7/15/2015	7/22/2015	7/24/2015	16	RESPECT OF FLORIDA	JANITORIAL SERVICES	5,122.77
7/9/2015	7/9/2015	7/22/2015	7/24/2015	15	AT&T	BILLING #954 V34-7067 036	36,295.11
7/21/2015	7/21/2015	7/22/2015	7/24/2015	3	PROLOGIS TRUST	AUGUST 2015 RENT	56,836.73
7/19/2015	7/9/2015	7/27/2015	7/27/2015	8	BV OIL COMPANY	JUNE 2015 INVOICES	450,252.14
6/26/2015	7/15/2015	7/27/2015	7/27/2015	31	BOMBARDIER MASS TRANSIT CORP	JUNE 2015 INVOICES	29,660.00
7/6/2015	7/15/2015	7/27/2015	7/24/2015	18	BOMBARDIER MASS TRANSIT CORP	JUNE 2015 INVOICES	13,914.46
4/30/2015	7/27/2015	7/29/2015	7/31/2015	92	CITY OF BOCA RATON	BUS OPERATING PARTNERSHIP 07/01-12/31/14	79,052.80
7/22/2015	7/27/2015	7/29/2015	7/31/2015	9	CITY OF DELRAY BEACH	CITY OF DELRAY BEACH FUNDING FOR BUS ROUTE	18,750.00
6/16/2015	7/6/2015	7/29/2015	7/31/2015	45	EAC CONSULTING	CONTRACT #10-017-E WO #7 INV #7	19,705.52
7/15/2015	7/1/2315	7/29/2015	7/31/2015	16	G4S SECURE SOLUTIONS USA	CUST #006038 WE 06/29-06/30/15	37,398.19
7/15/2015	7/21/2015	7/29/2015	7/31/2015	16	SPEC TMA	JUNE 2015 SPEC TMA PASS THROUGH FUNDING	8,219.75
7/20/2015	7/23/2015	7/29/2015	7/31/2015	11	FLORIDA POWER & LIGHT	JULY 2015 INVOICES	21,781.88
7/14/2015	7/23/2015	7/29/2015	7/31/2015	17	G4S SECURE SOLUTIONS USA	CUST #006038 WE 07/06-07/12/15	19,637.99
7/28/2015	7/13/2015	7/29/2015	7/31/2015	3	AMERICAN PUBLIC TRANSIT ASSOCI	ANNUAL MEMBERSHIP DUES 07/01/15-06/30/16	37,293.84
7/13/2015	7/14/2015	7/29/2015	7/31/2015	18	FLORIDA POWER & LIGHT	JULY 2015 INVOICES - MOW	3,069.70
7/21/2015	7/22/2015	7/29/2015	7/31/2015	10	VERIZON WIRELESS	06//07/10/2015	7,904.27
7/29/2015	7/29/2015	7/30/2015	7/31/2015	2	ELIZABETH WALTER	PAYMENT FAU EXECUTIVE MBA PROGRAM	5,790.00
				<b>59</b>	<b>TOTAL OPERATING EXPENDITURES</b>		<b>6,935,907.79</b>

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015  
INFORMATION ITEM: PAYMENTS OVER \$2,500  
JULY 1 TO JULY 31, 2015

RCVD DATE	APPRVD DATE	CHECK DATE	MAILED CHECK	DAYS PROCESS	VENDOR	DESCRIPTION	AMOUNT
6/22/2015	6/24/2015	7/1/2015	7/2/2015	10	CITY OF WEST PALM BEACH	REIMB UNDER JARC GRANT	12,926.35
6/24/2015	6/24/2015	7/1/2015	7/2/2015	8	CITY OF WEST PALM BEACH	REIMB UNDER JARC GRANT	5,349.05
6/22/2015	6/23/2015	7/1/2015	7/2/2015	10	HDR ENGINEERING INC	CONTRACT 12-008 #3 FOR PHASE 1B	501,819.31
5/29/2015	6/10/2015	7/6/2015	7/6/2015	38	BOMBARDIER MASS TRANSIT CORPOR	CAPITAL SPARE FORKLIFT FOR HIALEAH	105,392.92
6/12/2015	6/29/2015	7/8/2015	7/10/2015	28	HDR ENGINEERING INC	CONTRACT 10-017GB WO #5 INV #13	13,782.47
6/4/2015	7/6/2015	7/8/2015	7/10/2015	36	KIMLEY HORN AND ASSOCIATES	CONTRACT 14-010C WO #5 INV #1	12,856.07
6/30/2015	6/30/2015	7/8/2015	7/10/2015	10	PARSONS BRINCKERHOFF, INC.	CONTRACT 10-017A WO #5 INV #19	48,118.75
6/5/2015	6/9/2015	7/8/2015	7/10/2015	35	PARSONS TRANSPORTATION GROUP	CONTRACT 14-006 (FINAL DESIGN FOR WAVE)	9,160.86
6/22/2015	6/30/2015	7/8/2015	7/10/2015	18	T.Y. LIN INTERNATIONAL	PROJECT #531108.05 WO #2 INV #5	5,970.40
7/2/2015	7/6/2015	7/15/2015	7/20/2015	18	CITY OF LAUDERHILL	REIMB UNDER JARC GRANT 082 09/01/14-02/28/15	84,917.09
6/16/2015	7/8/2015	7/15/2015	7/20/2015	34	GANNETT FLEMING INC	CONTRACT 10-017B WO #10 INV #12	18,127.91
6/9/2015	7/8/2015	7/15/2015	7/20/2015	41	HNTB CORPORATION	07/21/14-04/24/2015 WO #17	12,523.10
7/8/2015	7/9/2015	7/15/2015	7/20/2015	12	MAE VOLEN SENIOR CENTER	REIMB UNDER NF GRANT	27,396.58
6/18/2015	7/6/2015	7/15/2015	7/20/2015	32	PARSONS BRINCKERHOFF, INC.	CONTRACT 109-007E WO #17 INV #22	23,395.72
6/15/2015	6/19/2015	7/20/2015	7/20/2015	35	BROOKVILLE EQUIPMENT CORP.	2 OPTION LOCOMOTIVES	342,678.00
6/11/2015	6/22/2015	7/20/2015	7/20/2015	39	BOMBARDIER MASS TRANSIT CORPOR	INSTALLATION OF E7 DECELOSTAT SYSTEM	23,860.83
6/26/2015	7/6/2015	7/20/2015	7/20/2015	24	GULF BUILDING, LLC	CONTRACT 15-001 06/01-06/30/15	268,605.00
6/29/2015	7/15/2015	7/22/2015	7/24/2015	25	CHEM HILL, INC.	CONTRACT #10-018B WO #10 INV #8	6,046.14
6/26/2015	7/8/2015	7/22/2015	7/24/2015	28	CUBIC TRANSPORTATION SYSTEMS	EQUIPMENT AND SPARE PARTS FOR THE MIC STATION	495,201.80
6/25/2015	7/9/2015	7/22/2015	7/24/2015	29	KIMLEY HORN AND ASSOCIATES	CONTRACT 14-010C WO #2 INV #1	18,334.91
7/15/2015	7/17/2015	7/22/2015	7/24/2015	9	MAE VOLEN SENIOR CENTER	REIMB UNDER NF GRANT	27,438.66
6/18/2015	7/15/2015	7/22/2015	7/24/2015	36	PARSONS BRINCKERHOFF, INC.	CONTRACT 10-017A WO #6 INV #16	15,675.31
7/2/2015	7/15/2015	7/22/2015	7/24/2015	22	T.Y. LIN INTERNATIONAL	PROJECT #531108.07 WO #1 INV #10	42,151.18
5/29/2015	7/15/2015	7/22/2015	7/24/2015	56	COUNCIL TREASURE COAST REGIONAL PLAN	CONTRACT #11-011	25,000.00
6/9/2015	7/21/2015	7/29/2015	7/31/2015	52	HNTB CORPORATION	03/28-04/24/2015 WO #18 TO AGREEMENT 09-007-B	75,840.93
7/13/2015	7/21/2015	7/29/2015	7/31/2015	18	JACOBS ENGINEERING GROUP INC.	PROJECT #EGXG2714	12,493.63
6/25/2015	7/21/2015	7/29/2015	7/31/2015	36	KIMLEY HORN AND ASSOCIATES	CONTRACT 09-007D WO #35 INV #12	16,385.24
7/20/2015	7/22/2015	7/29/2015	7/31/2015	11	MAE VOLEN SENIOR CENTER	REIMBURSEMENT UNDER NF GRANT	96,527.97
7/20/2015	7/23/2015	7/29/2015	7/31/2015	11	PARSONS TRANSPORTATION GROUP	CONTRACT 14-006 (FINAL DESIGN FOR WAVE)	633,146.14
				<b>29</b>	<b>TOTAL CAPITAL EXPENDITURES</b>		<b>2,981,122.32</b>
				<b>88</b>	<b>TOTAL OPERATING EXPENSES AND CAPITAL EXPENDITURES</b>		<b>9,917,030.11</b>

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
GOVERNING BOARD MEETING: AUGUST 28, 2015  
INFORMATION ITEM:  
SUMMARY OF PAYMENTS OVER \$2,500  
JULY 1, 2015 TO JULY 31, 2015**

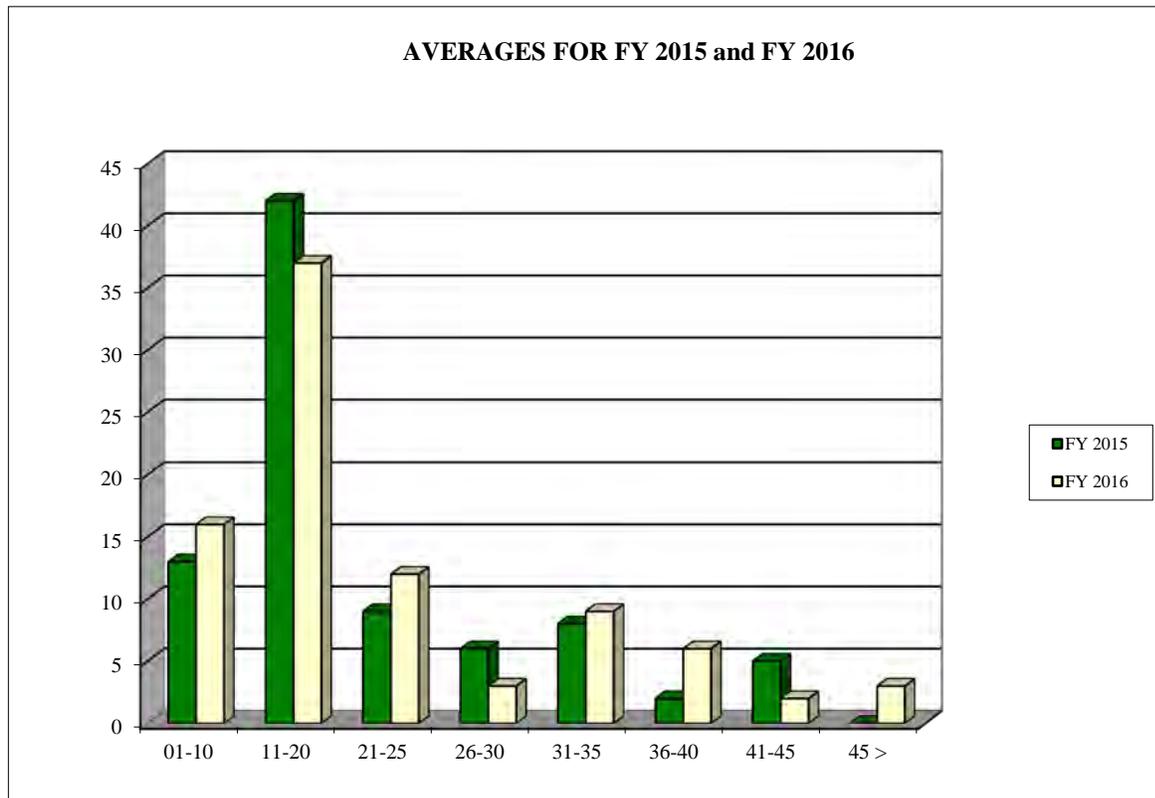
<b>INVOICE CYCLE</b>	<b>NO. CHECKS</b>	<b>PERCENT OF TOTAL</b>	<b>ACCUM %</b>
0-10 days	16	18.2%	18.2%
11-20 days	37	42.0%	60.2%
21-25 days	12	13.6%	73.9%
26-30 days	3	3.4%	77.3%
31-35 days	9	10.2%	87.5%
36-40 days	6	6.8%	94.3%
41-45 days	2	2.3%	96.6%
Over 45 days	3	3.4%	100.0%
<b>TOTAL CHECKS</b>	<b>88</b>	<b>100.0%</b>	

**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
PAYMENT CYCLE REPORT - JULY 2015**

AGENDA ITEM NO. F

**FOR INVOICES \$2,500 AND OVER**

MONTHLY AVERAGE JULY 1, 2014 TO JULY 31, 2014		MONTHLY AVERAGE JULY 1, 2015 TO JULY 31, 2015	
INVOICE CYCLE	% OF TOTAL	INVOICE CYCLE	% OF TOTAL
0 -10 Days	15.3%	0 -10 Days	18.2%
11-20 Days	49.4%	11-20 Days	49.4%
21-25 Days	10.6%	21-25 Days	10.6%
26-30 Days	7.1%	26-30 Days	7.1%
31-35 Days	9.4%	31-35 Days	9.4%
36-40 Days	2.4%	36-40 Days	2.4%
41-45 Days	5.9%	41-45 Days	5.7%
Over 45 Days	0.0%	Over 45 Days	0.0%

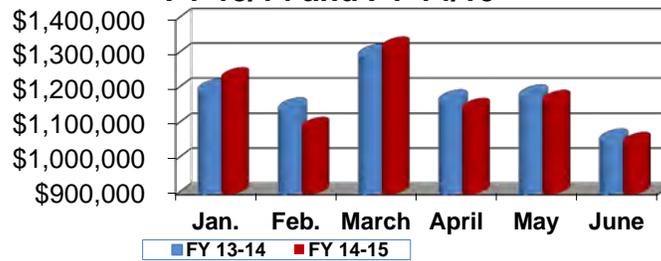


**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
REVENUE REPORT-JUNE 2015**

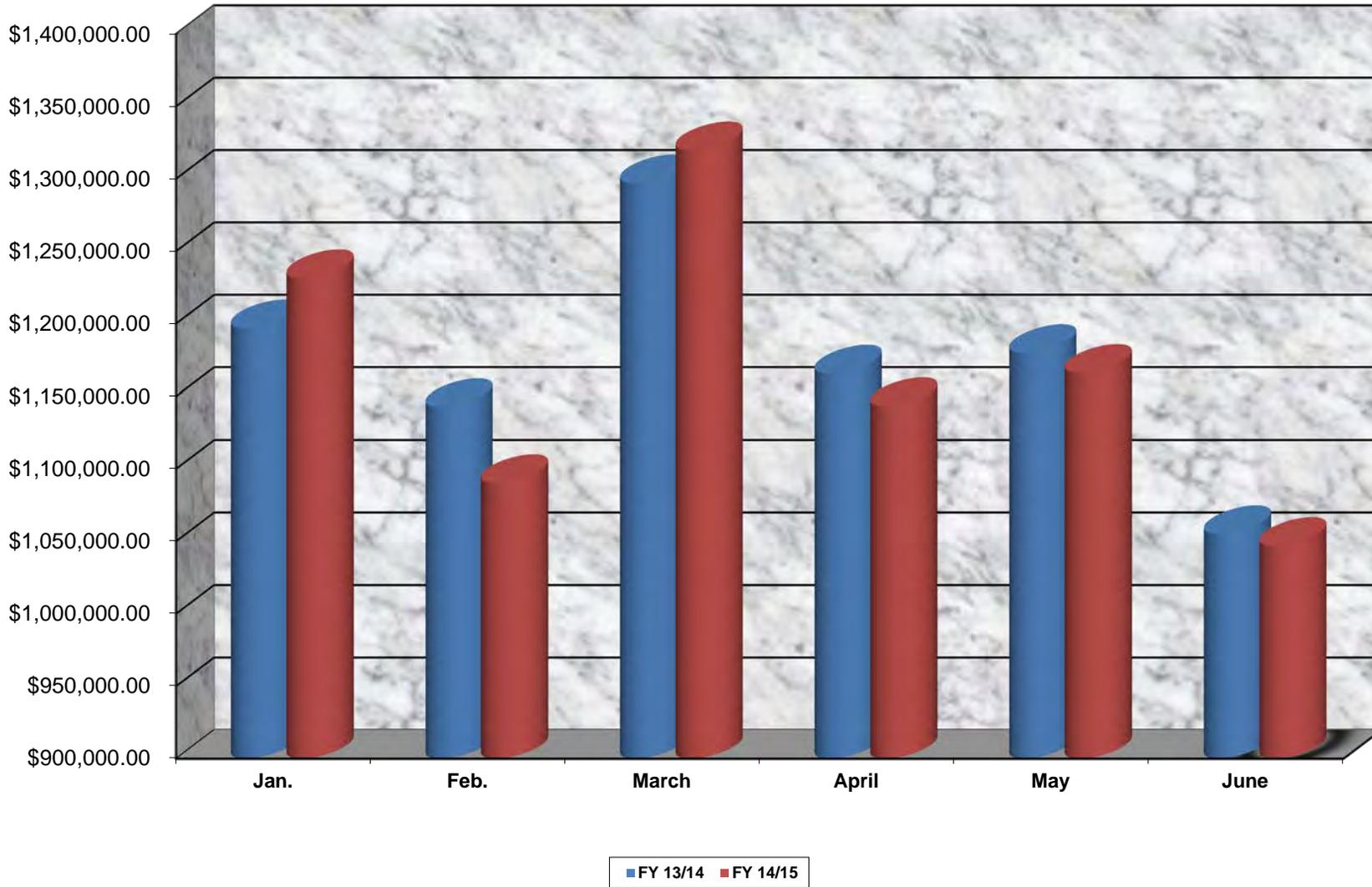
**REVENUE -JUNE 2015**

DESCRIPTION	Jun-14	Jun-15	VARIANCE	%
Weekday Sales	882,963	866,666	(16,298)	-1.8%
Weekend Sales	155,817	152,941	(2,876)	-1.8%
Other Income	16,286	27,314	11,027	67.7%
Total Revenue	1,055,067	1,046,920	(8,146)	-0.8%

**Revenue Monthly Trends  
FY 13/14 and FY 14/15**



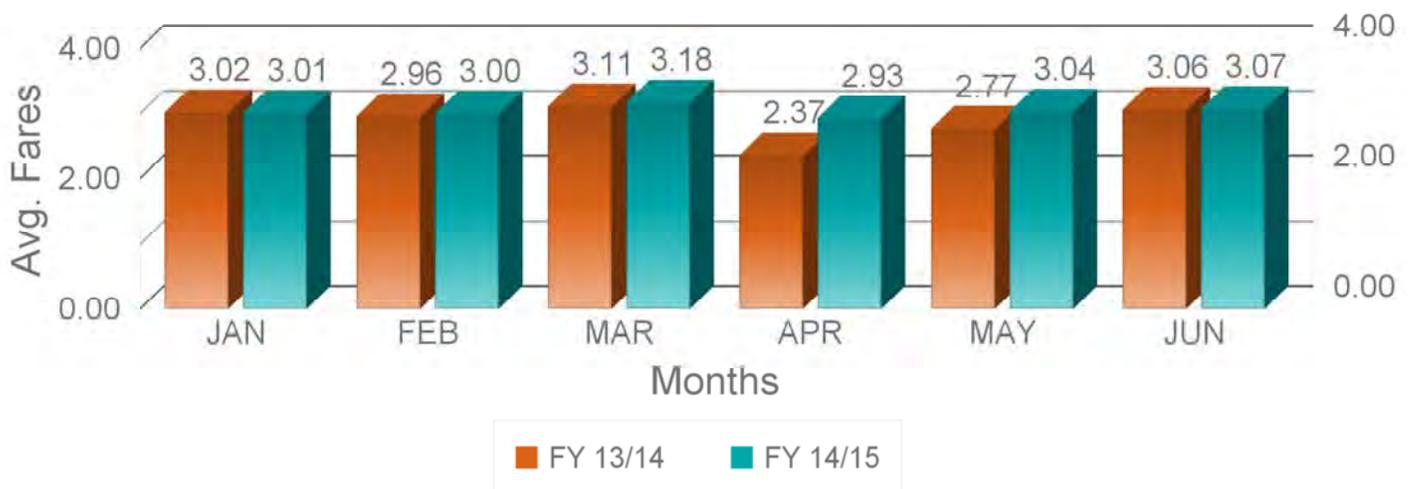
**Annual Trends  
FY 13/14 and FY 14/15**



**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
REVENUE REPORT - JUNE 2015**

Sales by Ticket Type	JUNE 2014	JUNE 2015	Percent Change
<b>Palm Beach Schools</b>	0.00	0.00	0.00%
<b>Employer Disc. Program</b>	140,241.80	129,803.10	-7.00%
<b>Group Tour Sales</b>	512.88	3,040.47	493.00%
<b>Station Sales:</b>			
One-Way	410,176.95	417,542.05	2.00%
Roundtrip	226,217.50	216,168.25	-4.00%
12 Trips FF	39,528.80	41,077.10	4.00%
Monthly	66,200.00	65,100.00	-2.00%
Monthly Reg. Pass	20,000.00	21,600.00	8.00%
One-Way Discount	5,948.30	4,160.65	-30.00%
Roundtrip Discount	8,472.95	6,935.50	-18.00%
Monthly Discount	26,900.00	20,950.00	-22.00%
Monthly Disc. Reg. Pass	11,800.00	9,650.00	-18.00%
Stored Value	73,537.25	74,545.60	1.00%
Card Deposits	9,244.00	9,034.00	-2.00%
<b>Total Station Sales</b>	<b>898,025.75</b>	<b>886,763.15</b>	<b>-1.00%</b>
<b>Total Sales</b>	<b>1,038,780.43</b>	<b>1,019,606.72</b>	<b>-2.00%</b>
<b>Average Fare</b>	<b>3.06</b>	<b>3.07</b>	<b>0.00%</b>

Average Fares: FY 13/14 and FY 14/15



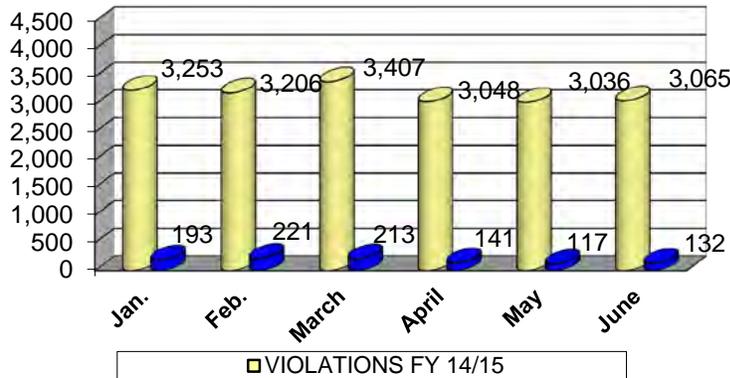
**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
FARE EVASION REPORT  
JANUARY 2015 THROUGH JUNE 2015**

MONTH	TOTAL INSPECTED	TOTAL VIOLATIONS	# OF CITATIONS	# OF WARNINGS	% RIDERS INSPECTED
JANUARY 2015	442,632	3,253	193	3,060	119%
FEBRUARY 2015	421,621	3,206	221	2,976	123%
MARCH 2015	465,160	3,407	213	3,185	122%
APRIL 2015	442,809	3,048	141	2,897	121%
MAY 2015	406,144	3,036	117	2,915	117%
JUNE 2015	391,193	3,065	132	2,929	118%
AVERAGE	428,260	3,169	170	2,994	120%

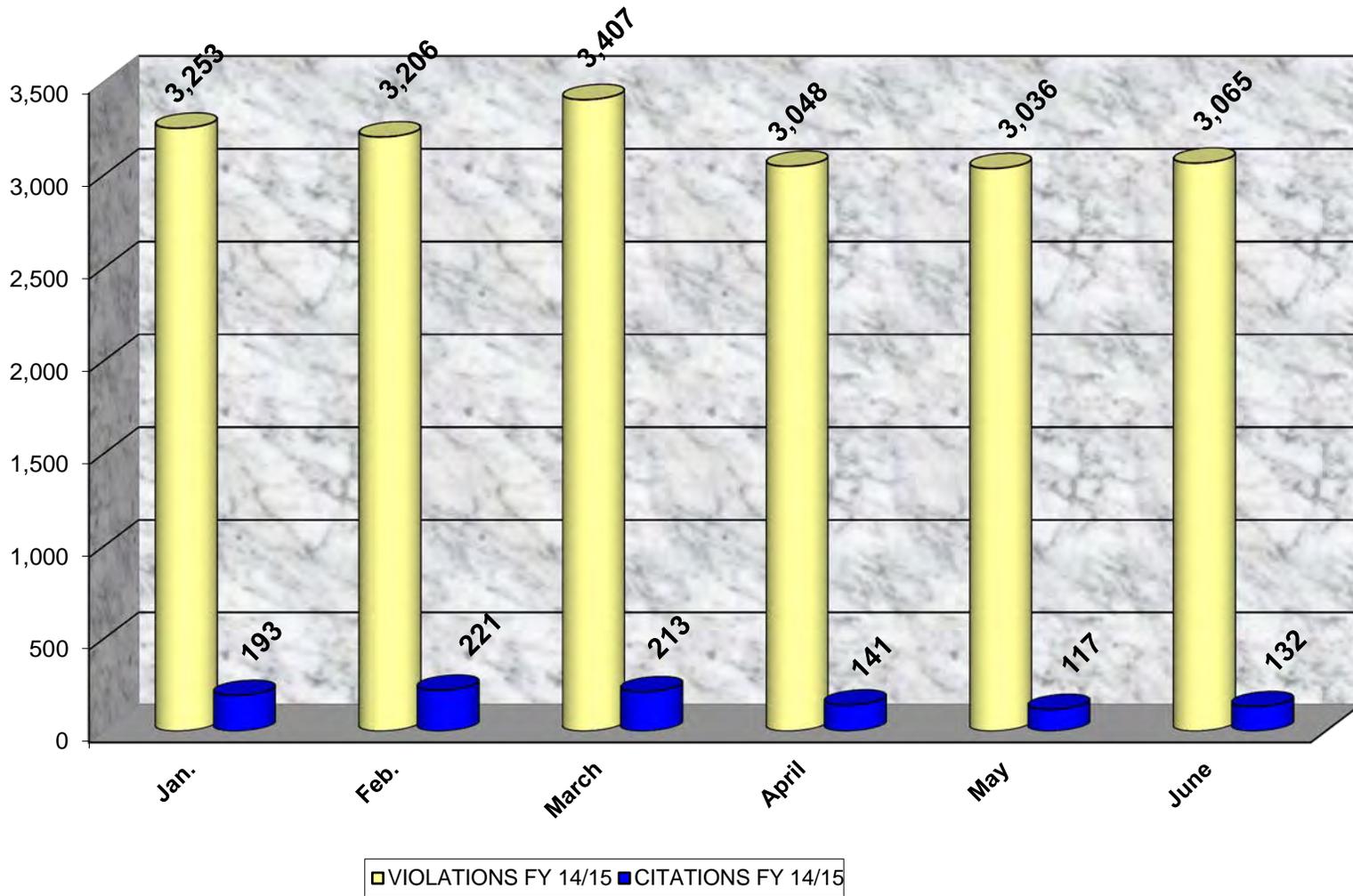
**FARE EVASION % 0.78%**

**FINES \$ 21,747**

**Fare Violations / Citations  
FY 14/15**



### Fare Violations / Citations FY 14/15

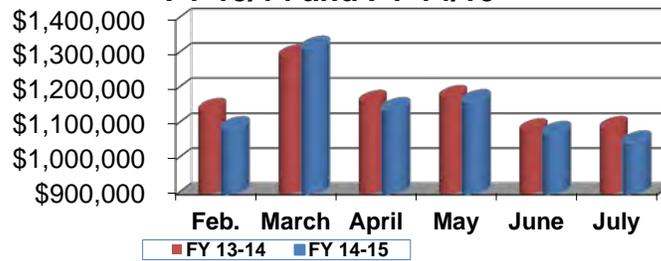


**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
REVENUE REPORT-JULY 2015**

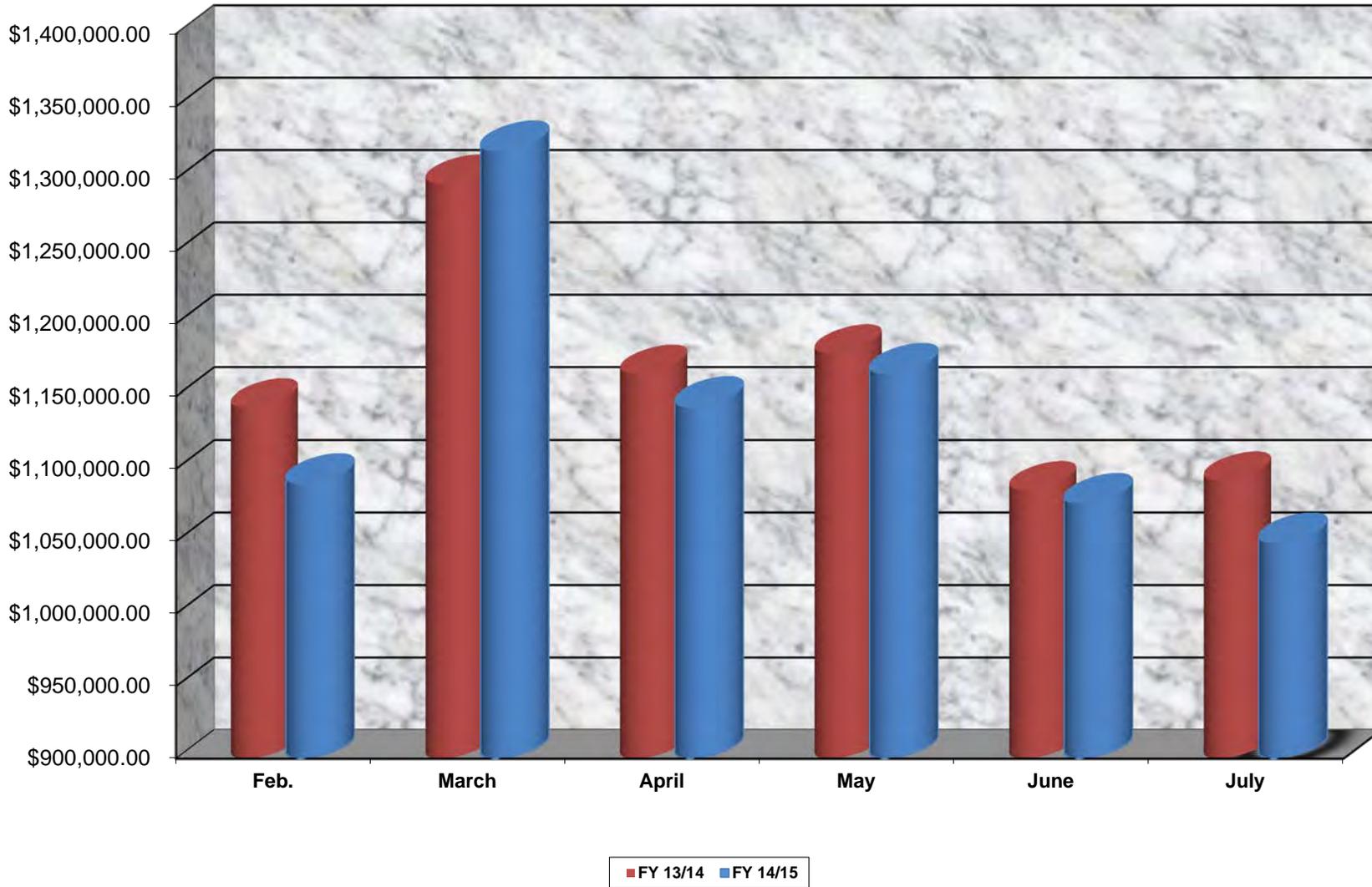
**REVENUE -JULY 2015**

DESCRIPTION	Jul-14	Jul-15	VARIANCE	%
Weekday Sales	914,472	872,829	(41,643)	-4.6%
Weekend Sales	161,377	154,029	(7,349)	-4.6%
Other Income	16,517	22,610	6,093	36.9%
Total Revenue	1,092,366	1,049,467	(42,898)	-3.9%

**Revenue Monthly Trends  
FY 13/14 and FY 14/15**



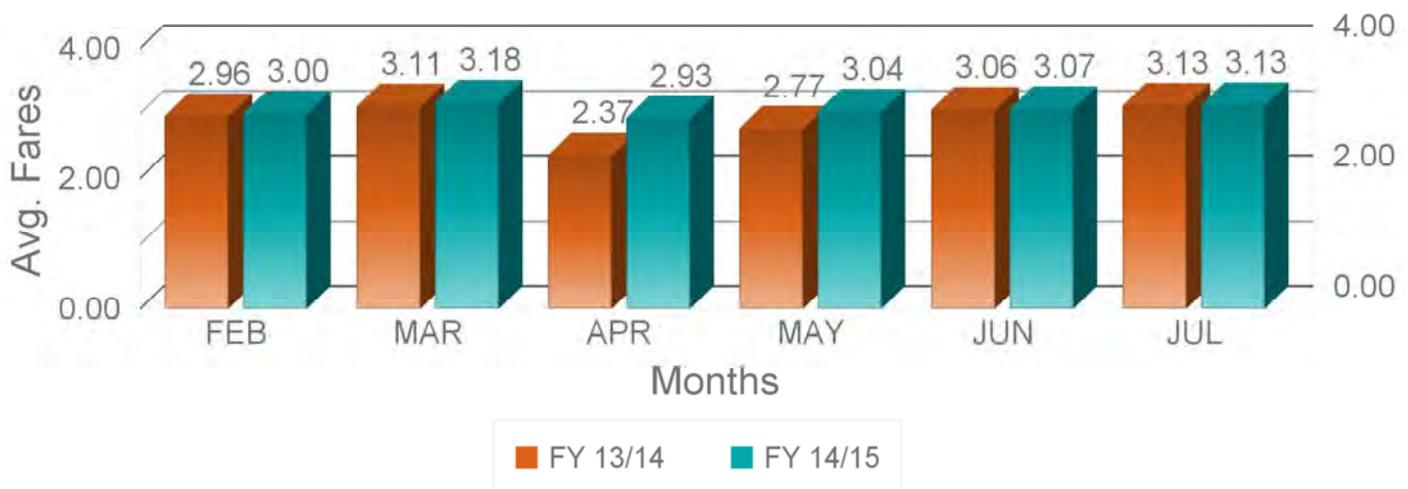
**Annual Trends  
FY 13/14 and FY 14/15**



**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
REVENUE REPORT - JULY 2015**

Sales by Ticket Type	JULY 2014	JULY 2015	Percent Change
<b>Palm Beach Schools</b>	0.00	0.00	0.00%
<b>Employer Disc. Program</b>	144,493.30	114,055.05	-21.00%
<b>Group Tour Sales</b>	1,197.88	316.58	-74.00%
<b>Station Sales:</b>			
One-Way	425,952.50	441,377.70	4.00%
Roundtrip	235,786.15	223,352.35	-5.00%
12 Trips FF	41,566.85	37,269.90	-10.00%
Monthly	68,400.00	64,500.00	-6.00%
Monthly Reg. Pass	19,800.00	18,755.00	-5.00%
One-Way Discount	6,074.30	4,525.15	-26.00%
Roundtrip Discount	8,557.90	6,476.25	-24.00%
Monthly Discount	23,650.00	19,350.00	-18.00%
Monthly Disc. Reg. Pass	11,800.00	9,200.00	-22.00%
Stored Value	78,637.85	78,339.80	0.00%
Card Deposits	9,932.00	9,340.00	-6.00%
<b>Total Station Sales</b>	<b>930,157.55</b>	<b>912,486.15</b>	<b>-2.00%</b>
<b>Total Sales</b>	<b>1,075,848.73</b>	<b>1,026,857.78</b>	<b>-5.00%</b>
<b>Average Fare</b>	<b>3.13</b>	<b>3.13</b>	<b>0.00%</b>

Average Fares: FY 13/14 and FY 14/15

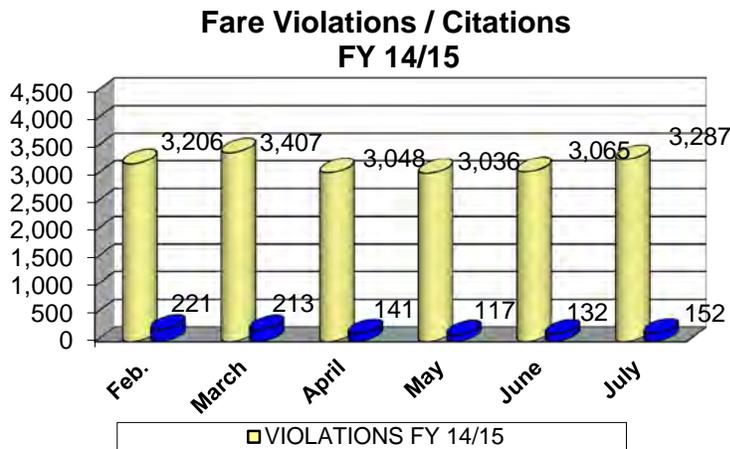


**SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY  
FARE EVASION REPORT  
FEBRUARY 2015 THROUGH JULY 2015**

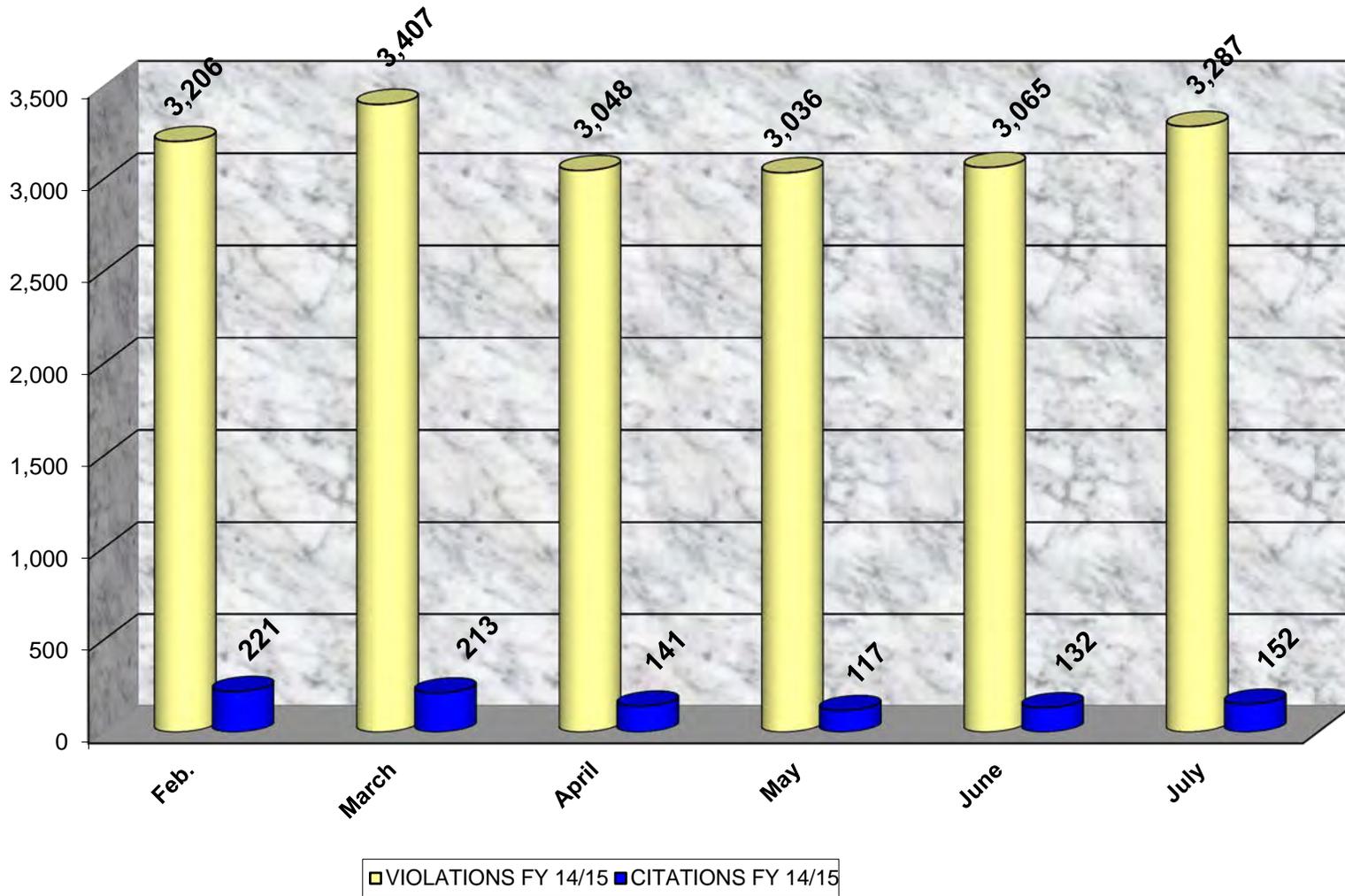
MONTH	TOTAL INSPECTED	TOTAL VIOLATIONS	# OF CITATIONS	# OF WARNINGS	% RIDERS INSPECTED
FEBRUARY 2015	421,621	3,206	221	2,976	123%
MARCH 2015	465,160	3,407	213	3,185	122%
APRIL 2015	442,809	3,048	141	2,897	121%
MAY 2015	406,144	3,036	117	2,915	117%
JUNE 2015	391,193	3,065	132	2,929	118%
JULY 2015	396,732	3,287	152	3,129	121%
AVERAGE	420,610	3,175	163	3,005	120%

**FARE EVASION % 0.83%**

**FINES \$ 700**



Fare Violations / Citations  
FY 14/15





## Solicitation Status Report June 2015

AGENDA ITEM: H

Solicitation Number	Solicitation Type	Description of Services	Advertise Date	Document Available	Pre-Submittal Conference	Due Date Bids/Proposals	Award Contract
15-010	RFP	"The Wave Modern Streetcar Vehicles"	5/29/15	6/2/15	6/11/15	7/23/2015	9/25/2015



**Contract Actions Executed  
Under The Executive Director's Authority  
For The Month of June 2015**

AGENDA ITEM NO: I

Contract/ Purchase Order No.	Contract /Project Description	Contract Action	Amount \$
15-00174	<b>CONTRACTOR: CH2M HILL</b> <b>DESCRIPTION:</b> Easy Card Focus Group and Instructional Video Services.	Work Order	\$26,598.07
15-000420	<b>CONTRACTOR: EXPRESS SYSTEMS &amp; PERIPHERALS</b> <b>DESCRIPTION:</b> Additional Routers To Provide Wi-Fi on Passanger Cars.	Purchase Order	\$23,860.00



**Contract Actions Executed  
Under The  
Construction Oversight Committee's Authority  
For The Month of June 2015**

**AGENDA ITEM: J**

Date Signed	Description	Contract Action	Amount \$
N/A	No Contract Actions were executed by the Construction Oversight Committee for the Month of June, 2015	N/A	N/A



## Solicitation Status Report July 2015

AGENDA ITEM: H

Solicitation Number	Solicitation Type	Description of Services	Advertise Date	Document Available	Pre-Submittal Conference	Due Date Bids/Proposals	Award Contract
15-010	RFP	"The Wave Modern Streetcar Vehicles"	5/29/15	6/2/15	6/11/15	7/23/2015	9/25/2015
15-015	RFP	"SFRTA State and Regional Legislative Consulting Services"	7/17/15	7/20/15	7/30/15	8/14/2015	9/25/2015
16-001	RFP	"Armed Security, Fare Enforcement and Revenue Collection Services"	7/31/15	8/3/15	8/12/15	8/31/2015	9/25/2015
15-014	RFQ	"General Engineering Consultant Services"	7/10/15	7/13/15	7/23/15	8/14/2015	9/25/2015



**Contract Actions Executed  
Under The Executive Director's Authority  
For The Month of July 2015**

AGENDA ITEM NO: I

Contract/ Purchase Order No.	Contract /Project Description	Contract Action	Amount \$
16-000026	<b>CONTRACTOR: ALARM SECURITY</b> <b>DESCRIPTION:</b> Access Control, Camera Installation Maintenance and Repairs.	Purchase Order	\$18,000.00
16-000018	<b>CONTRACTOR: CANON SOLUTIONS</b> <b>DESCRIPTION:</b> Copier Maintenance.	Purchase Order	\$15,800.00
16-000023	<b>CONTRACTOR: CANON SOLUTIONS</b> <b>DESCRIPTION:</b> Replacement Copier For The Planning Dept.	Purchase Order	\$11,470.00
16-000004	<b>CONTRACTOR: CENTER PORT</b> <b>DESCRIPTION:</b> Assessment And Irrigation Costs.	Purchase Order	\$11,110.56
16-000008	<b>CONTRACTOR: FPL FIBERNET, LLC</b> <b>DESCRIPTION:</b> Dedicated Internet Access.	Purchase Order	\$17,490.00
16-000035	<b>CONTRACTOR: LANDSCAPE FORMS</b> <b>DESCRIPTION:</b> Benches For The MIC.	Purchase Order	\$22,800.00
16-000091	<b>CONTRACTOR: LEVERAGE INFORMATION SYSTEMS</b> <b>DESCRIPTION:</b> Variable Message System Controller Assembly and Parts.	Purchase Order	\$21,196.81
10-017 A	<b>CONTRACTOR: PARSONS BRINCKERHOFF</b> <b>DESCRIPTION:</b> Assist the South Florida Regional Transportation Authority (SFRTA) in performing General Engineering Consultant (GEC) services tasks, which require a quick response and short turn-around time.	Work Order	\$25,000.00



**Contract Actions Executed  
Under The Executive Director's Authority  
For The Month of July 2015**

AGENDA ITEM NO: I

Contract/ Purchase Order No.	Contract /Project Description	Contract Action	Amount \$
10-018 A	<b>CONTRACTOR: PARSONS BRINCKERHOFF</b> <b>DESCRIPTION:</b> Provide professional services for implementation of a new Real Time Passenger Information System	Work Order	\$281,711.00
16-000046	<b>CONTRACTOR: RAIL TECH CONSULTANTS</b> <b>DESCRIPTION:</b> PIS System Parts And Labor.	Purchase Order	\$98,000.00
16-000002	<b>CONTRACTOR: RESPECT OF FLORIDA</b> <b>DESCRIPTION:</b> Janitorial Services For SFRTA Main Office.	Purchase Order	\$61,473.24
16-000090	<b>CONTRACTOR: STRAIGHT &amp; NARROW STRIPING</b> <b>DESCRIPTION:</b> Manufacture, Supply, Install, Remove, Repair, Replace and Adjust Roadway Signage.	Purchase Order	\$10,000.00
10-017 C	<b>CONTRACTOR: T.Y. LIN INTERNATIONAL</b> <b>DESCRIPTION:</b> Provides support to SFRTA To Update The Site Plan Package Required To Obtain A Conditional Use Permit From The City of Lake Worth For The Lake Worth Tri-Rail Station.	Work Order	\$29,408.94
16-000033	<b>CONTRACTOR: TROPIC FENCE</b> <b>DESCRIPTION:</b> Chain Link Fence Repairs.	Purchase Order	\$10,000.00



**Contract Actions Executed  
Under The  
Construction Oversight Committee's Authority  
For The Month of July 2015**

**AGENDA ITEM: J**

<b>Date Signed</b>	<b>Description</b>	<b>Contract Action</b>	<b>Amount \$</b>
N/A	No Contract Actions were executed by the Construction Oversight Committee for the Month of July, 2015	N/A	N/A



***MONTHLY CRIME ANALYSIS SUMMARY  
AND FARE EVASION REPORT***

***JUNE 2015***

***PRESENTED BY***



ANTHONY STRIANESE  
PROJECT MANAGER

A handwritten signature in blue ink, appearing to read "AS", is located below the printed name of the project manager.

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

**JUNE 2015**

During the month of June 2015, 3506 incidents were reported to, or by G4S Secure Solutions, USA, and Custom Protection Officers®, of these, one (1) Assault, One m(1) Battery on a C.P.O., (1) Trespasser Strike, Two (2) Trespasser Arrests and (7) Thefts. A total of (7) Arrests were made this month, 4 of these were Fare Evasions.

**MAJOR INCIDENTS**

**MILE MARKER 1001.6 – (33<sup>rd</sup> Street, Pompano Beach, FL) / CSX FREIGHT**

Case #: 06-15-2234

**Train vs. Pedestrian – (Injury)**

This incident occurred at approximately 0522, Saturday, June 20<sup>th</sup> 2015. A Pedestrian was trespassing on the railroad right of way, when he was struck by a CSX Freight Train. The Broward County Sheriff's Department (BSO) as well as the Pompano Beach Fire / Rescue responded to the scene. The pedestrian struck was transported to a medical facility and subsequent information disclosed that he had sustained serious life threatening injuries. BSO has assumed investigative jurisdiction, BSO Case #: **11-15-06-005654**, pertains.

**FORT LAUDERDALE AIRPORT STATION**

Case 06-15-2258

**Suicide – (Attempt)**

This incident occurred at approximately 1802, Saturday, June 2015. The G4S Officer and the Broward Sheriff's Office responded to the listed location regarding a subject who expressed suicide ideation by train. The subject was eventually identified, taken into custody and transported to a medical facility for further evaluation. The BSO Case# is **02-1506-002024**.

**BOYNTON BEACH STATION**

Case #: 06-15-607

**Theft**

This incident was discovered at approximately 1542, June 4<sup>th</sup> 2015. The G4S Officer was conducting an inspection of the listed station, when he discovered that the fire extinguisher, located in the vicinity of the west platform TVM area was missing. In addition the fire extinguisher cabinet had been forcibly entered and the chemicals had been discharged at multiple locations throughout the station. The Boynton Beach, FL, Police Department (BBPD) responded to the station and filed a formal report. The BBPD Case # is: **15-024782**.

**OPA-LOCKA STATON**

Case #: 06-15-993

**Slip / Fall**

This incident occurred at approximately 0800, Tuesday, Jun 9<sup>th</sup> 2015. A female subject slipped and fell at the station, while descending the stairwell. The subject sustained injuries to her head, left shoulder, left leg and right arm. Miami-Dade Fire / Rescue responded and treated the subject on scene. Subsequent to medical intervention, the subject was released.

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

---

**JUNE 2015**

**FORT LAUDERDALE STATION**

Case #: 06-15-3175

**Missing Person – (Located)**

This incident occurred at 1254 Sunday, June 28<sup>TH</sup> 2015. A subject reported missing was located at the Fort Lauderdale Station. Subsequent inquiry by G4S determined that the subject had absconded from the Crescent Home in the city of Fort Lauderdale, FL. The Fort Lauderdale, FL Police Department (FLPD) took custody of the subject and transported him back to the named facility. The FLPD Case # is: **101851**.

**MANGONIA PARK STATION**

Case #: 06-15-1056

**Auto Theft – (Attempted)**

This incident occurred between the inclusive time(s) of 0700-1800, Tuesday, June 9<sup>th</sup> 2015. The owner reported to the G4S Officer that during the interim of his absence, unidentified person(s) forcibly entered the right front window of his 2006 silver in color Chrysler Mini-Van. Now, once access was gained, the perpetrator(s) attempted to remove the vehicle by tampering with and damaging the ignition switch. The Palm Beach County Sheriff's Department (PBCSO) responded and processed the crime scene. The PBCSO Case # is: **15-084564**.

**WEST PALM BEACH STATION**

Case #: 06-15-1692

**Theft**

This incident occurred at approximately 1919, Monday, June 19<sup>th</sup> 2015. A female commuter stated that she left her bag containing personal items on a bench at the station. Now, upon returning after a brief period of time, she discovered that person(s) unknown had stolen miscellaneous items as well as her operator's license, birth certificate, and social security card. The West Palm Beach, FL Police Department (WPBPD) responded to the scene and file a formal report. The WPBPD Case # is: **1510217**.

**SHERIDAN STREET STATION**

Case #: 06-15-1989 /06-15-1990

**Thefts**

Incident Report 06-15-1989 occurred between the inclusive time(s) of 1130 – 1549, June 17<sup>th</sup> 2015. The victims spouse contacted the G4S investigator and complained that between the listed time(s) and date, person(s) unknown stole four tires and rims from 2014 Honda Accord. The Hollywood, FL Police Department responded and filed a formal report. Case #: **33-1506-083823** pertains. **It should be noted that this incident occurred in the FDOT parking facility, which is off SFRTA Property.**

Incident Report # 06-15-1990 occurred between the inclusive time(s) of 0800 -2110, June 17<sup>th</sup> 2015. The victim reported to the G4S Officer that between the listed time(s) and date, person(s) unknown stole four tires and wheels from his 2015 Infinity. The Hollywood, FL Police Department responded and filed a formal report. Case #: **33-1506-083851** pertains. **It should be noted that this incident occurred in the FDOT parking facility, which is off SFRTA Property.**

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

---

**JUNE 2015**

**DELRAY BEACH STATION**

Case # 06-15-1472

**Theft**

This incident occurred between the inclusive time(s) of 1030 – 2028, Friday, June 12<sup>th</sup> 2015. The victim reported to the G4S Officer that between the inclusive time(s) and date, person(s) unknown stole her bicycle from the bicycle rack located at the southeast section of the station. The perpetrators utilized an unknown device to cut a cable lock which secured the bicycle. Loss value is estimated at \$138.00.

**METRO – RAIL TRANSFER STATION**

Case #: 06-15-2422

**Theft**

This incident occurred between the inclusive time(s) of 0455-1500, Monday, June 22<sup>nd</sup> 2015. The victim reported to the G4S Officer that between the inclusive time(s) and dates, person(s) unknown stole his bicycle from the bicycle rack located on the west platform of the station. The bicycle had been secured with a locking device that was still present at the time the theft was discovered. The Hialeah, FL Police Department, (HPD) completed a telephonic report. The HPD Case # is: **2015-22613**.

**WEST PALM BEACH STATION**

Case #: 06-15-1782

**Robbery by Sudden Snatching**

This incident occurred at 1615, Thursday, June 16<sup>th</sup> 2015. The G4S Officers were alerted by a disturbance on the second level crosswalk of the station. After arriving on the scene, the victim and a witness reported that a male subject had attempted to forcibly remove a bag containing personal items from the victim. The victim was able to maintain control of his property. A clothing / physical description resulted in the subject being detained by G4S. The WPBPD was contacted and after completing a preliminary investigation the subject was arrested for Robbery by Sudden Snatching. The West Palm Beach Fire / Rescue treated the subject for a minor laceration to his face, which was the result of his altercation with the victim. He was then transported to the PBC incarceration facility in lieu of \$10,000.00 bond.

**FORT LAUDERDALE STATION – MM 1013.3**

Case #: 06-15-744

**Trespass**

This incident occurred at approximately 2226, Friday, June 5<sup>th</sup> 2015. A subject was observed trespassing on the railroad right of way by walking on the tracks at the listed location. The engineer of the P648 northbound train reported that the subject may have been struck by the train. Now, an inspection of the area resulted in the subject being located near the listed mile marker. He was transported to the Fort Lauderdale Station via the train and remanded to the custody of the G4S Officer assigned to the station. The Fort Lauderdale, FL Police Department responded and met with the subject. The subject acknowledged that he had fallen while walking on the tracks and sustained minor injuries; however, he refused medical attention. The subject was issued a Trespass Warning and released on his own recognizance. The FTLPD Case # is: **15-089531**.

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

**JUNE 2015**

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**BOYNTON BEACH STATION – P667**

Case #: 06-15-810

**Trespass – Arrest**

This incident occurred on Sunday, June 7<sup>th</sup> 2015 at approximately 0918. The subject who had been previously warned, cited and issued a Trespass Warning was located on the listed train without valid fare media. The subject was removed from the train at the listed station and the Boynton Beach, FL Police Department (BBPD) responded. The subject was arrested, for an outstanding warrant in Miami-Dade County. In addition, he was issued a Trespass Warning as well as a Notice to Appear for Transit Fare Evasion. The BBPD Case # is: **15-25268**.

**CYPRESS CREEK STATION - P662**

Case # 06-15-1534

**Trespass – Arrest**

This incident occurred at approximately 0742, Sunday, June 14<sup>th</sup> 2015. A subject, previously issued a Trespass Warning was located onboard the listed train. The subject was removed from the train at the listed station and the Fort Lauderdale, FL Police Department responded to the scene. The subject was issued a Notice to Appear and another Trespass Warning. The subject was then ejected from the property.

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**OUTSTANDING JOB PERFORMANCES**

Custom Protection Officers J. Ferguson and J. Montanez are commended for their communication skills and diligence in locating and calming a suicidal subject in the area of an approaching train. The subject was taken into custody after a brief foot pursuit and transported to the appropriate facility for further evaluation.

**Other**

An informational Power Point presentation has been created and disseminated to each law enforcement agency along the Tri-Rail corridor for the purpose of introducing them to the resources we can provide during a post strike investigation. Feedback thus far has been very positive.

## MONTHLY FARE EVASION REPORT

MONTH: June-2015

Date	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	% Violators Arrested
6/1/2015	14,216	16,338	132	5	127	0	115%	0.80%	4%	96%	0%
6/2/2015	14,003	16,301	147	6	141	0	116%	0.90%	4%	96%	0%
6/3/2015	13,395	15,750	130	7	122	1	118%	0.82%	5%	95%	1%
6/4/2015	13,835	16,022	122	9	113	0	116%	0.77%	7%	93%	0%
6/5/2015	12,691	14,508	139	7	132	0	114%	0.96%	5%	95%	0%
6/6/2015	6,319	5,983	34	2	32	0	95%	0.57%	6%	94%	0%
6/7/2015	5,272	5,769	48	2	45	1	109%	0.83%	4%	94%	2%
6/8/2015	13,237	14,978	116	5	111	0	113%	0.77%	3%	97%	0%
6/9/2015	12,785	15,794	108	6	102	0	124%	0.68%	3%	97%	0%
6/10/2015	12,731	16,752	109	3	106	0	132%	0.65%	3%	97%	0%
6/11/2015	12,701	15,808	110	8	102	0	124%	0.70%	7%	93%	0%
6/12/2015	12,439	14,849	109	4	105	0	119%	0.73%	4%	96%	0%
6/13/2015	6,309	7,244	37	0	37	0	115%	0.51%	0%	100%	0%
6/14/2015	5,360	5,887	61	2	59	0	110%	1.02%	3%	97%	0%
6/15/2015	12,731	14,454	100	2	98	0	114%	0.69%	2%	98%	0%
6/16/2015	12,724	16,245	133	6	127	0	128%	0.82%	5%	95%	0%
6/17/2015	12,356	15,322	108	2	106	0	124%	0.70%	2%	98%	0%
6/18/2015	12,658	15,736	95	3	92	0	124%	0.60%	3%	97%	0%
6/19/2015	12,819	17,145	118	10	108	0	134%	0.69%	8%	92%	0%
6/20/2015	6,716	6,357	35	2	33	0	95%	0.55%	6%	94%	0%
6/21/2015	5,287	6,038	62	4	58	0	114%	1.03%	6%	94%	0%
6/22/2015	12,752	15,223	128	5	123	0	119%	0.84%	4%	96%	0%
6/23/2015	13,120	14,921	148	7	141	0	114%	0.99%	5%	95%	0%
6/24/2015	12,671	15,210	131	5	126	0	120%	0.86%	4%	96%	0%
6/25/2015	12,871	15,110	134	7	127	0	117%	0.89%	5%	95%	0%
6/26/2015	12,303	14,347	125	1	124	0	117%	0.87%	1%	99%	0%
6/27/2015	6,653	6,408	58	1	56	1	96%	0.91%	2%	97%	2%
6/28/2015	5,157	5,887	56	2	54	0	114%	0.95%	4%	96%	0%
6/29/2015	12,949	15,185	96	3	93	0	117%	0.63%	2%	98%	0%
6/30/2015	12,551	15,622	136	6	129	1	124%	0.87%	4%	95%	1%
<b>Totals</b>	<b>331,611</b>	<b>391,193</b>	<b>3,065</b>	<b>132</b>	<b>2929</b>	<b>4</b>	<b>118%</b>	<b>0.78%</b>	<b>4%</b>	<b>96%</b>	<b>0%</b>

## Weekly/Monthly Fare Inspection Report

MONTH: June-2015

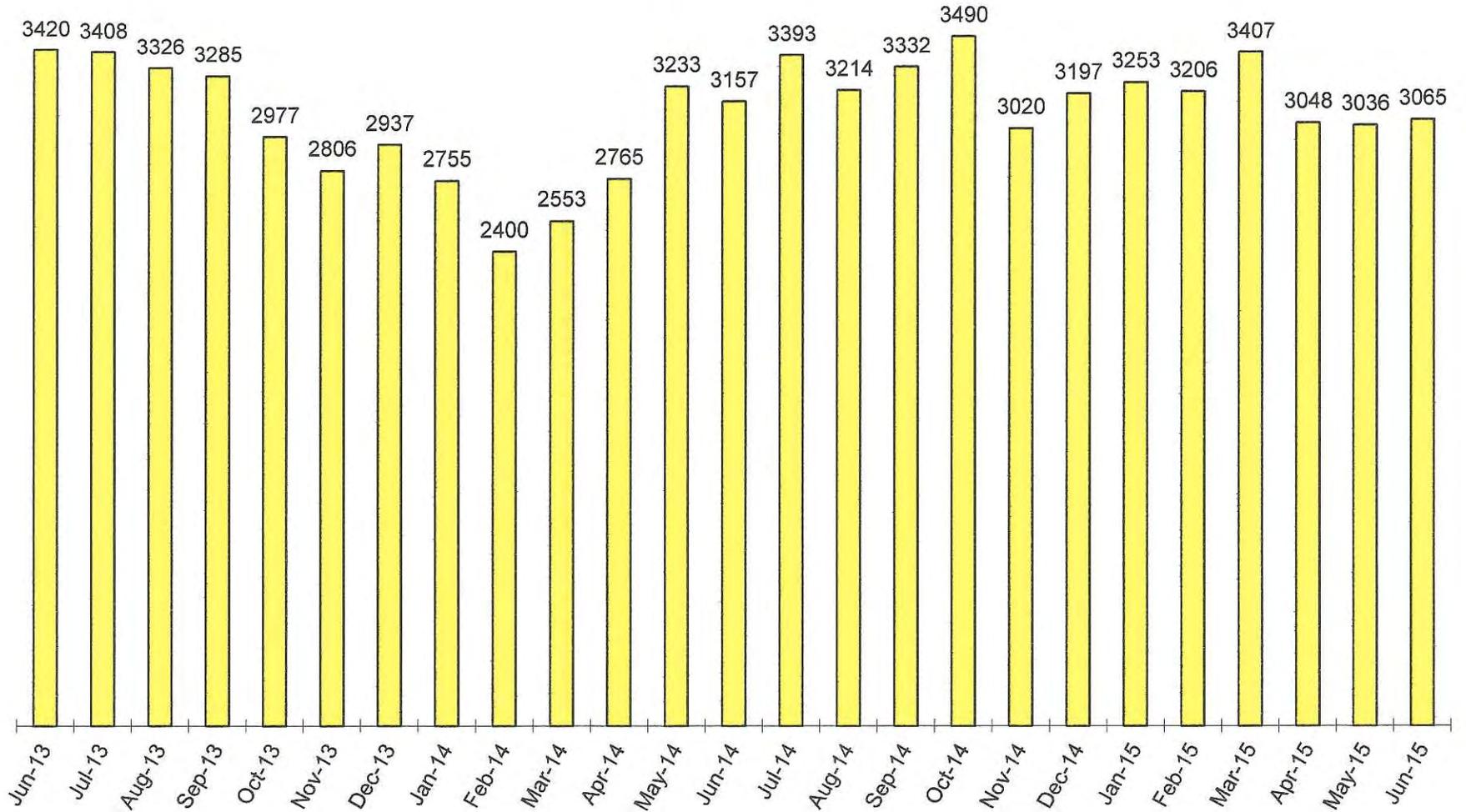
DAY	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	% Violators Arrested
JUNE 1-7, 2015	79,731	90,671	752	38	712	2	114%	0.83%	5%	95%	0%
JUNE 8-14, 2015	75,562	91,312	650	28	622	0	121%	0.71%	4%	96%	0%
JUNE 15-21, 2015	75,291	91,297	651	29	622	0	121%	0.71%	4%	96%	0%
JUNE 22-28, 2015	75,527	87,106	780	28	751	1	115%	0.90%	4%	96%	0%
JUNE 29-30, 2015	25,500	30,807	232	9	222	1	121%	0.76%	4%	96%	0%
	<b>331,611</b>	<b>391,193</b>	<b>3,065</b>	<b>132</b>	<b>2,929</b>	<b>4</b>	<b>118%</b>	<b>0.78%</b>	<b>4%</b>	<b>96%</b>	<b>0%</b>



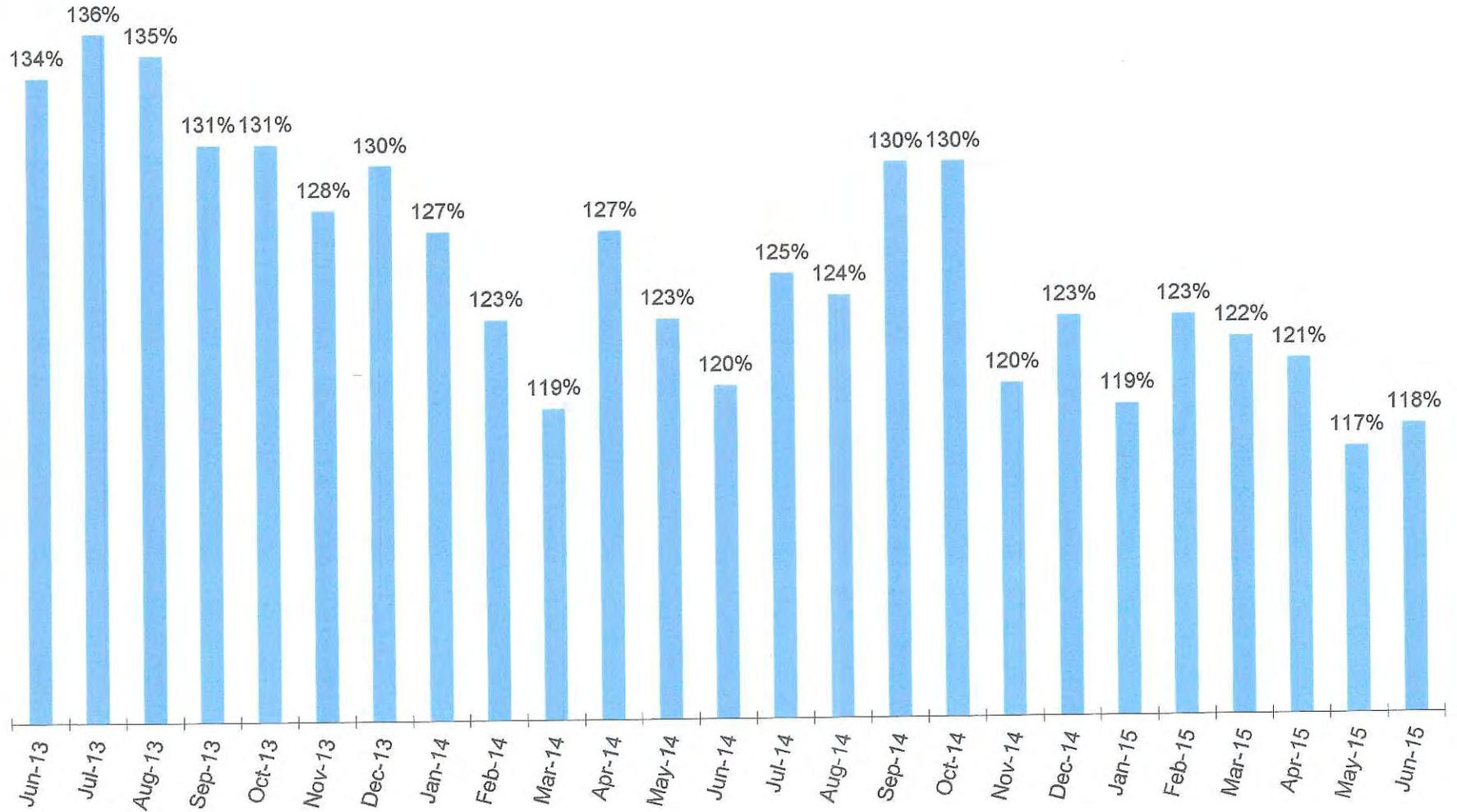
## FARE EVASION REPORT MONTHLY COMPARISON

MONTH	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	% Violators Arrested
November-11	339,550	445,877	3,443	72	3,370	1	131%	0.77%	2%	98%	0%
December-11	311,554	420,962	3435	71	3363	1	135%	0.82%	2%	98%	0%
January-12	336,772	428,741	3711	83	3627	1	127%	0.87%	2%	98%	0%
February-12	338,661	437,229	3133	66	3067	0	129%	0.72%	2%	98%	0%
March-12	364,022	476,764	3398	51	3343	4	131%	0.71%	2%	98%	0%
April-12	352,976	450,968	3178	49	3129	0	128%	0.70%	2%	98%	0%
May-12	353,854	469,435	3325	60	3264	1	133%	0.71%	2%	98%	0%
June-12	308,231	413,532	2999	37	2960	2	134%	0.73%	1%	99%	0%
July-12	302,619	405,707	3109	26	3081	2	134%	0.77%	1%	99%	0%
August-12	324,002	428,836	3099	21	3078	0	132%	0.72%	1%	99%	0%
September-12	329,319	433,572	2998	28	2970	0	132%	0.69%	1%	99%	0%
October-12	380,368	492,830	3321	29	3291	1	130%	0.67%	1%	99%	0%
November-12	350,983	459,811	3,298	31	3267	0	131%	0.72%	1%	99%	0%
December-12	326,412	439,701	3545	40	3504	1	135%	0.81%	1%	99%	0%
January-13	365,947	470,956	3583	43	3539	1	129%	0.76%	1%	99%	0%
February-13	352,773	438,921	3080	67	3013	0	124%	0.70%	2%	98%	0%
March-13	382,389	486,755	3717	183	3530	4	127%	0.76%	5%	95%	0%
April-13	386,755	486,636	3660	41	3618	1	126%	0.75%	1%	99%	0%
May-13	376,961	488,304	3289	96	3192	1	130%	0.67%	3%	97%	0%
June-13	325,240	436,859	3420	193	3223	4	134%	0.78%	6%	94%	0%
July-13	335,538	455,197	3408	225	3173	10	136%	0.75%	7%	93%	0%
August-13	353,977	476,608	3326	163	3155	8	135%	0.70%	5%	95%	0%
September-13	360,416	473,572	3285	128	3155	2	131%	0.69%	4%	96%	0%
October-13	400,198	523,802	3168	180	2977	11	131%	0.60%	6%	94%	0%
November-13	361,358	462,614	2806	146	2652	8	128%	0.61%	5%	95%	0%
December-13	356,655	464,640	2937	141	2789	7	130%	0.63%	5%	95%	0%
January-14	388,660	492,277	2755	121	2632	2	127%	0.56%	4%	96%	0%
February-14	364,857	448,069	2400	86	2308	6	123%	0.54%	4%	96%	0%
March-14	385,596	459,743	2553	77	2472	4	119%	0.56%	3%	97%	0%
April-14	387,963	491,362	2765	120	2737	8	127%	0.56%	4%	99%	0%
May-14	372,507	458,263	3233	179	3048	6	123%	0.71%	6%	94%	0%
June-14	340,111	409,153	3157	227	2915	15	120%	0.77%	7%	92%	0%
July-14	343,855	429,167	3393	273	3111	9	125%	0.79%	8%	92%	0%
August-14	356,596	442,931	3214	215	2988	11	124%	0.73%	7%	93%	0%
September-14	357,498	465,919	3332	198	3124	10	130%	0.72%	6%	94%	0%
October-14	389,574	507,221	3490	165	3322	3	130%	0.69%	5%	95%	0%
November-14	352,762	424,072	3020	153	2861	6	120%	0.71%	5%	95%	0%
December-14	359,776	444,040	3197	150	3044	3	123%	0.72%	5%	95%	0%
January-15	371,459	442,632	3253	193	3060	0	119%	0.73%	6%	94%	0%
February-15	344,117	421,621	3206	221	2976	9	123%	0.76%	7%	93%	0%
March-15	380,011	465,160	3407	213	3185	9	122%	0.73%	6%	93%	0%
April-15	366,910	442,809	3048	141	2897	10	121%	0.69%	5%	95%	0%
May-15	346,946	406,144	3036	117	2915	4	117%	0.75%	4%	96%	0%
June-15	331,611	391,193	3065	132	2929	4	118%	0.78%	4%	96%	0%
<b>PAGE 5 TOTAL</b>	41,304,135	40,906,373	231,697	29,272	201,630	797	99%	0.57%	13%	87%	0%
<b>Totals</b>	<b>56,922,474</b>	<b>60,816,978</b>	<b>372,892</b>	<b>34,523</b>	<b>337,484</b>	<b>987</b>	<b>107%</b>	<b>0.61%</b>	<b>9%</b>	<b>91%</b>	<b>0%</b>

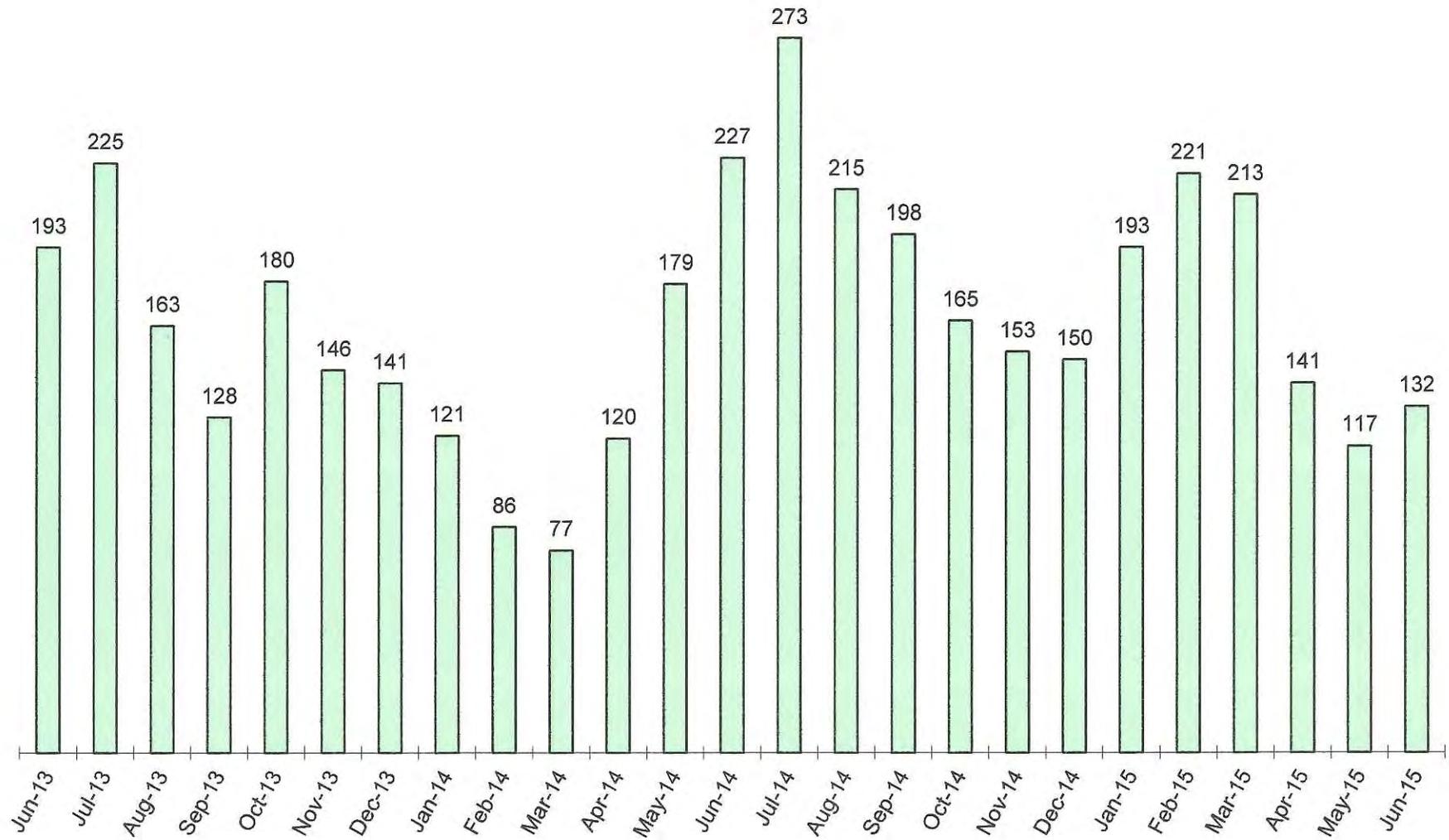
# FARE EVASION VIOLATIONS



## PERCENTAGE OF RIDERS INSPECTED



## CITATIONS ISSUED



## MONTHLY BREAKDOWN OF CITATIONS

MONTH	12 TRIP NO TAP	ZONE OVERRIDE EASY CARD	INSUFFICIENT FUNDS	NO BUS/METRO TRANSFER	NO PHYSICAL TICKET	NO SFRTA TRANSFER	NO TAP EASY CARD	OUTDATED PAPER TICKET	UNREADABLE EASY CARD	ZONE OVERRIDE PAPER TICKET	Total
13-Apr	1	0	2	1	33	0	0	1	0	3	41
13-May	1	0	13	9	58	0	9	0	0	6	96
13-Jun	1	0	17	8	132	0	20	1	0	14	193
13-Jul	4	0	26	13	141	0	19	2	0	20	225
13-Aug	8	0	9	5	113	1	14	1	0	12	163
13-Sep	1	0	9	11	90	1	12	1	0	3	128
13-Oct	2	0	24	12	99	2	25	2	0	14	180
13-Nov	3	0	14	15	90	2	15	2	0	5	146
13-Dec	1	0	13	7	96	2	12	4	0	6	141
14-Jan	2	0	10	8	81	1	12	1	0	6	121
14-Feb	0	0	3	8	57	0	12	0	0	6	86
14-Mar	1	2	9	3	44	0	11	2	0	5	77
14-Apr	0	0	21	6	70	0	10	2	0	11	120
14-May	2	1	16	5	112	7	19	3	0	14	179
14-Jun	2	0	29	16	136	0	26	5	0	13	227
14-Jul	2	0	28	24	151	0	43	9	0	16	273
14-Aug	2	0	17	15	128	0	30	3	0	20	215
14-Sep	1	0	18	14	116	0	31	3	0	15	198
14-Oct	1	0	19	3	97	0	29	4	0	12	165
14-Nov	2	0	15	6	103	0	16	3	0	8	153
14-Dec	1	0	15	9	87	0	26	2	0	10	150
15-Jan	2	0	23	9	113	0	18	5	0	23	193
15-Feb	3	0	28	11	131	1	29	3	0	15	221
15-Mar	1	0	28	10	125	0	31	2	0	16	213
15-Apr	0	0	13	6	89	3	20	3	0	7	141
15-May	0	0	9	2	59	3	30	1	0	13	117
15-Jun	0	0	14	3	87	1	15	0	0	12	132
	<b>44</b>	<b>3</b>	<b>443</b>	<b>247</b>	<b>2,793</b>	<b>24</b>	<b>534</b>	<b>67</b>	<b>0</b>	<b>322</b>	<b>4,477</b>

## MONTHLY BREAKDOWN OF WARNINGS

MONTH	12 TRIP NO TAP	ZONE OVERRIDE EASY CARD	INSUFFICIENT FUNDS	NO BUS/METRO TRANSFER	NO PHYSICAL TICKET	NO SFRTA TRANSFER	NO TAP EASY CARD	OUTDATED PAPER TICKET	UNREADABLE EASY CARD	ZONE OVERRIDE PAPER TICKET	TOTAL
13-Apr	95	5	374	132	2289	31	379	69	3	241	3618
13-May	85	4	270	135	2071	25	323	216	0	63	3192
13-Jun	95	1	319	113	2048	33	322	82	0	210	3223
13-Jul	82	0	303	125	2015	26	296	89	0	237	3173
13-Aug	80	0	271	85	2081	29	285	80	0	244	3155
13-Sep	68	0	217	106	2136	33	294	80	0	221	3155
13-Oct	60	0	220	96	2032	35	249	64	0	221	2977
13-Nov	46	0	183	99	1816	19	259	56	0	174	2652
13-Dec	51	0	171	107	1932	28	257	60	0	183	2789
14-Jan	68	0	153	97	1805	14	271	50	0	174	2632
14-Feb	46	0	144	84	1554	20	291	57	0	112	2308
14-Mar	44	5	177	76	1733	24	221	56	0	136	2472
14-Apr	62	0	157	106	1761	22	324	56	0	152	2640
14-May	57	1	193	130	2017	28	374	72	0	176	3048
14-Jun	60	0	160	136	1924	22	357	63	0	193	2915
14-Jul	85	0	193	167	1960	30	395	86	0	195	3111
14-Aug	55	0	205	125	1906	24	417	70	0	186	2988
14-Sep	55	0	205	125	1906	24	417	70	0	186	2988
14-Oct	60	0	206	117	2182	29	457	82	0	189	3322
14-Nov	49	0	183	104	1919	17	336	79	0	174	2861
14-Dec	61	0	184	117	2090	17	322	56	0	197	3044
15-Jan	55	0	177	98	2156	23	321	55	0	175	3060
15-Feb	50	0	209	132	2010	36	304	57	0	178	2976
15-Mar	65	2	173	104	2179	34	352	78	0	198	3185
15-Apr	59	0	162	83	2044	29	287	56	0	177	2897
15-May	39	0	211	86	1997	18	317	59	0	188	2915
15-Jun	42	0	197	105	2049	22	254	36	0	224	2929
<b>1,763</b>	<b>22</b>	<b>5,991</b>	<b>3,071</b>	<b>55,772</b>	<b>727</b>	<b>9,137</b>	<b>2,039</b>	<b>8</b>	<b>5,225</b>	<b>83,755</b>	

CLASSIFICATIONS BREAKDOWN  
 JUNE 2015

CLASSIFICATION	
ABANDONED VEHICLE	
ALARMS	1
ALARMS-TVM	
ALCOHOLIC BEVERAGE	
ALTERED TICKET/COUNTERFEIT	
ARSON	
ASSAULT AGGRAVATED TRANSIT AGENT / CPO	
ASSAULT-AGGRAVATED	
ASSAULT TRANSIT AGENT / CPO	
ASSAULT	
ASSIST PASSENGER	1
ASSIST OTHER AGENCY	
ATTEMPTED SUICIDE	
AUTO THEFT	
AUTO THEFT - ATTEMPT	1
AUTO THEFT - RECOVERY	
BATTERY - AGGRAVATED TRANSIT AGENT / CPO	
BATTERY - AGGRAVATED	
BATTERY TRANSIT AGENT / CPO	
BATTERY	
BIKE LOCKER/OTHER	3
BICYCLE VIOLATIONS	
BIOLOGICAL RELEASE	
BOMBING	
BOMB THREAT	
BRUSH FIRE	
BURGLARY-ATTEMPT	
BURGLARY	
BURGLARY-AUTO	
BURGLARY-ATTEMPT AUTO	
CAMERA MONITORING CENTER	
CHEMICAL RELEASE	
CIVIL DISTURBANCE	
CREDIT CARD FRAUD	
CRIMINAL MISCHIEF	5
CROSSING W/ GATE DOWN	
CYBER INCIDENT	
DAMAGED PROPERTY	3
DEBRIS ON TRACK	2
DISORDERLY CONDUCT	3
DISTURBANCE	2
DOMESTIC VIOLENCE	
DRUG OFFENSE	
EMS BOARD MALFUNCTION	5
ELEVATOR MALFUNCTION	13
ELEVATOR PHONE MALFUNCTION	3

CLASSIFICATIONS BREAKDOWN  
JUNE 2015

**CLASSIFICATION**

ESCALATOR MALFUNCTION	12
FALSE IDENTIFICATION	
FARE EVASION	3065

	CITATION	WARNED	ARREST
12 TRIP NO TAP	0	42	0
ZONE OVERRIDE EASY CARD	0	0	0
INSUFFICIENT FUNDS	14	197	0
NO BUS/METRORAIL TRANSFER	3	105	0
NO PHYSICAL TICKET	87	2049	4
NO SFRTA TRANSFER TICKET	1	22	0
NO TAP EASY CARD	15	254	0
OUTDATED PAPER TICKET	0	36	0
ZONE OVERRIDE PAPER TICKET	12	224	0
<b>TOTAL</b>	<b>132</b>	<b>2929</b>	<b>4</b>

FIRE	1
GRADE CROSSING PROBLEM	73
HIJACKING	
ILLNESS	6
INJURY	5
INJURY-CPO	
INFORMATION / MISCELLANEOUS	29
INTERFERING W/ TRAIN	
INTOXICATED PERSON	
INVESTIGATION	
KIOSK PROBLEM	
LOST/FOUND PROPERTY	110
LOUD MUSIC	
LUGGAGE	
MISSING PERSON	1
MISSING PERSON-LOCATED	
MOTOR VEHICLE ACCIDENT	1
PARKING PROBLEM	18
PARKING LOT ACCIDENTS	
PARKING LOT VIOLATIONS	
PAYPHONE MALFUNCTION	
PULLED EMERGENCY STOP	1
RECOVERED STOLEN PROPERTY	
RIDING ON OUTSIDE OF TRAIN	
ROBBERY	
ROBBERY- SUDDEN SNATCHING	
ROBBERY STRONG ARMED	1
SABOTAGE	
SAFETY HAZARD	15
SEXUAL BATTERY	
SEX OFFENSE (OTHER)	

CLASSIFICATIONS BREAKDOWN  
 JUNE 2015

CLASSIFICATION	
SIGN PROBLEM	
SLIP AND FALL	3
SMOKING ON TRAIN	1
SOLICITATION	2
STUDENT INCIDENT	1
BAK MIDDLE SCHOOL	
DREYFOOS HIGH SCHOOL	
G STAR	
LAKE WORTH	
ROOSEVELT MIDDLE SCHOOL	
BOYNTON BEACH	
OTHER	
SURFBOARDS ON TRAIN	
SUSPICIOUS INCIDENT	4
SUSPICIOUS PERSON	6
SUSPICIOUS VEHICLE	3
SUICIDE / ATTEMPT	1
TELEPHONIC THREAT	
THEFT	7
THEFT-ATTEMPTED	1
THROWING OBJECT AT TRAIN	2
TOWED VEHICLE	8
TRAIN VS ANIMAL	
TRAIN VS BICYCLE	
TRESPASSER STRIKE	1
TRAIN VS FIXED OBJECT	
TRAIN VS VEHICLE	
TRESPASS ARREST	2
TRESPASS	22
TVM GATE MALFUNCTION	
TVM MALFUNCTION	62
UNAUTHORIZED ANIMAL	
SAV VALIDATOR MALFUNCTION	
VEHICLE ON TRACK	
WEAPON-COMPLAINT	
WEAPON-CONCEALED	
SPECIAL ASSIGNMENT:	
<b>TOTAL INCIDENTS 3506</b>	

## SIX MONTH CRIME ANALYSIS 2015

CLASSIFICATION	JAN	FEB	MAR	APR	MAY	JUNE
ABANDONED VEHICLE	2		1	2	2	
ALARMS	1	1			4	1
ALCOHOLIC BEVERAGE/TRAIN						
ALTERED TICKET/COUNTERFEIT						
ARSON						
ASSAULT-AGGRAVATED TRANSIT AGENT / CPO						
ASSAULT-AGGRAVATED						
ASSAULT TRANSIT AGENT / CPO				1		
ASSAULT						
ASSIST PASSENGER	2		1	3	4	1
ASSIST OTHER AGENCY		1	2	1	4	
ATTEMPTED SUICIDE						
AUTO THEFT				1		
AUTO THEFT - ATTEMPT				1		1
AUTO THEFT - RECOVERY	1					
BATTERY - AGGRAVATED TRANSIT AGENT/ CPO	1					
BATTERY - AGGRAVATED		1				
BATTERY - TRANSIT AGENT / CPO		1	2	1	2	
BATTERY	2					
BIKE LOCKER/OTHER	2	1	1	3	4	3
BICYCLE VIOLATIONS						
BOMBING						
BOMB THREAT				1		
BURGLARY						
BURGLARY ATTEMPT						
BURGLARY-STRUCTURE						
BURGLARY-AUTO	2			1		
BURGLARY-ATTEMPT AUTO						
CAMERA MONITORING CENTER						
CHEMICAL RELEASE						
CIVIL DISTURBANCE						
COUNTERFEIT/ALTERED TICKET						
CREDIT CARD FRAUD						
CRIMINAL MISCHIEF	16	8	8	8	7	5
CROSSING W/ GATE DOWN						
CYBER INCIDENT						
DAMAGED PROPERTY	2	1	1	2		3
DEBRIS ON TRACK	2		1	2	2	2
DISORDERLY CONDUCT	2	3	2	4	6	3
DISTURBANCE	2	3	3	2	3	2
DRUG OFFENSE	1	1	1			
DOMESTIC VIOLENCE						
EMS BOARD MALFUNCTION	5	2	4	1		5
ELEVATOR MALFUNCTION	16	20	15	28	15	13
ESCALATOR MALFUNCTION	2	3	2	19	11	12
ELEVATOR PHONE MALFUNCTION	3		2	1		3
FARE EVASION- CITATIONS	193	221	213	141	117	132
FARE EVASION-WARNINGS	3060	2976	3185	2897	2915	2929
FARE EVASION-ARREST	0	9	9	10	4	4
FALSE IDENTIFICATION						
FIRE		1			1	1
GRADE CROSSING PROBLEM		1	5	67	54	73
SUB-TOTAL	3317	3254	3458	3197	3155	3193

## SIX MONTH CRIME ANALYSIS 2015

CLASSIFICATION	JAN	FEB	MAR	APR	MAY	JUNE
ILLNESS	12	3	11	13	9	6
INJURY				2	4	5
INJURY-CPO				1		
MISCELLANEOUS/INFORMATION	16	22	36	49	26	29
INTERFERING W/ TRAIN	1					
INTOXICATED PERSON						
INVESTIGATION						
KIOSK PROBLEM						
LUGGAGE						
LOST/FOUND PROPERTY	140	118	101	109	106	110
LOUD MUSIC						
MISSING PERSON			1	1		1
MISSING PERSON-LOCATED						
MOTOR VEHICLE ACCIDENT	1	1		2		1
PARKING PROBLEM	16	18	26	29	30	18
PARKING LOT ACCIDENTS						
PARKING LOT VIOLATIONS						
PAYPHONE MALFUNCTION						
PULLED EMERGENCY STOP	1			1		1
RECOVERED STOLEN PROPERTY						
RIDIDNG ON OUTSIDE OF TRAIN	1					
ROBBERY						
ROBBERY SUDDEN SNATCHING						
ROBBERY STRONG ARMED					1	1
SAFETY HAZARD	19	11	18	31	29	15
SEXUAL BATTERY						
SEX OFFENSE (OTHER)						
SIGN PROBLEM					1	
SLIP AND FALL	3	5	3	3	4	3
SMOKING ON TRAIN						1
SOLICITATION	3	2			2	2
STUDENT INCIDENT	3	8	1	2	5	1
SURFBOARDS ON TRAIN						
SUSPICIOUS INCIDENT	1	3	2	2		4
SUSPICIOUS PERSON	3	3	2	5	5	6
SUSPICIOUS VEHICLE	1	2	5	2	2	3
SUICIDE / ATTEMPT			1		1	1
THEFT	4	3		5	6	7
THEFT-ATTEMPTED					1	1
THROWING OBJECT AT TRAIN	2	2	3	2	2	2
TOWED VEHICLES	1	3	3	4	5	8
TRAIN VS ANIMAL						
TRAIN VS BICYCLE						
TRESPASSER STRIKE				3	2	1
TRAIN VS VEHICLE	1	1	2	2		
TRAIN VS FIXED OBJECT						
TRESPASS ARREST				1	2	2
TRESPASS	18	10	5	21	19	22
TVM GATE MALFUNCTION	1	1	2	2	2	
TVM MALFUNCTION	117	107	106	78	85	62
SAV VALIDATOR MALFUNCTION	2		1	2	1	
VEHICLE ON TRACKS	1	2				
WEAPON CONCEALED/COMPLAINT					1	
<b>TOTAL REPORTS</b>	<b>3685</b>	<b>3579</b>	<b>3787</b>	<b>3569</b>	<b>3506</b>	<b>3506</b>



**TWC/SFRTA  
FEDERAL (TSA) DIRECTIVES VIOLATIONS  
FOR JUNE 2015**

Date	Incident Report #	Location	TSA Directive Violation #	Remarks	CPO ID#
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NO INCIDENTS REPORTED

**NTD INTERNET REPORTING**

**NON MAJOR SECURITY**

Part I

**Jun-15**

**INCIDENTS ONLY**

		Transit Passengers	Transit Facility Occupants	Transit Employees	Other Workers	Trespasser	Other	Total Incidents
<b>Forcible Rape</b>								
	In Vehicle	0						0
	In Revenue Facility	0						0
	Non Revenue Facility	0						0
	Right Of Way/Roadway	0						0
<b>Robbery</b>								
	In Vehicle	0						0
	In Revenue Facility	1						1
	Non Revenue Facility	0						0
	Right Of Way/Roadway	0						0
<b>Aggravated Assaults</b>								
	In Vehicle	0						0
	In Revenue Facility	0						0
	Non Revenue Facility	0						0
	Right Of Way/Roadway	0						0
<b>Burglary</b>								
	In Vehicle	0						0
	In Revenue Facility	0						0
	Non Revenue Facility	0						0
	Right Of Way/Roadway	0						0
			Structure					
		0						0
		0						0
		0						0
		0						0
<b>Larceny/Theft Offenses</b>								
	In Vehicle	0						0
	In Revenue Facility	5						5
	Non Revenue Facility	2						2
	Right Of Way/Roadway	0						0
			Includes Burglary Vehicle					
		0						0
<b>Motor Vehicle Theft</b>								
	In Vehicle	0						0
	In Revenue Facility	0						0
	Non Revenue Facility	0						0
	Right Of Way/Roadway	0						0
			Includes Attempts					
		0						0
<b>Arson</b>								
	In Vehicle	0						0

**NTD INTERNET REPORTING**

**NON MAJOR SECURITY**

In Revenue Facility  
 Non Revenue Facility  
 Right Of Way/Roadway

0						0
0						0
0						0

Part II

Fare Evasion (citations)  
 Other Assaults (arrests)  
 Trespassing (arrests)  
 Vandalism (arrests)

In Vehicle	In Revenue	In Non Revenue Facility	On Right of Way	Total Incidents
132				132
0				0
2				2
0				0

Other Security Issues

Bomb Threats  
 Bombing  
 Chemical / Biological / Nuclear Release  
 Cyber Incident  
 Hijacking  
 Non Violent Civil Disturbance  
 Sabotage

In Vehicle	In Revenue	In Non Revenue Facility	On Right of Way	Total Incidents
0				0
0				0
0				0
0				0
0				0
0				0
0				0

(07) Total Arrests (04 FE)  
 (01) Robbery Arrest  
 (02) Trespass Arrest  
 (01) Train v. Trespasser CSX / service disruption

Total Property Damage (\$)

0
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## MONTHLY SUBCONTRACTOR UTILIZATION REPORT

- 1) Did any of the DBE subcontractors rent/lease equipment from the prime consultant or an affiliate company during the report period? If yes, explain the arrangement, including a description of the equipment and the cost.

\_\_\_\_\_ NO \_\_\_\_\_

- 2) Did any of the DBE subcontractors utilize employees or former employees of the prime consultant or an affiliate company during the reporting period?

\_\_\_\_\_ NO \_\_\_\_\_

- 3) Did any of the DBE subcontractors subcontract any portion of its work to a non-DEB during the report period? If yes, explain fully.

\_\_\_\_\_ NO \_\_\_\_\_

- 4) Has the scope of work or the subcontract amount of any of the DBE subcontractors changed since the last report? If yes, explain fully.

\_\_\_\_\_ NO \_\_\_\_\_

By signing this form, the person individually and on behalf of the Firm represents to the SFRTA that the information contained on both the above forms is complete truthful, and accurate.

AUTHORIZED SIGNATURE: \_\_\_\_\_



TITLE: PROJECT MANAGER DATE: July 6, 2015



**RTA**

**SOUTH FLORIDA  
REGIONAL  
TRANSPORTATION  
AUTHORITY**

***MONTHLY CRIME ANALYSIS SUMMARY  
AND FARE EVASION REPORT***

***JULY 2015***

***PRESENTED BY***



**ANTHONY STRIANESE  
PROJECT MANAGER**

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

**July 2015**

During the month of July 2015, 3721 incidents were reported to, or by G4S Secure Solutions, USA, and Custom Protection Officers®, of these, **one (1) Assault, \ one (1) Trespasser Strike, one (1) Unattended Death, two (2) Trespasser Arrests and three (3) Thefts.** A total of **eight (8) Arrests** were made this month, **(6)** of these were for **Fare Evasion.**

**MAJOR INCIDENTS**

**LAKE CLARK SHORES - MM 974.6 – (FORREST HILL BLVD- RAILROAD TRESTLE)  
WEST PALM BEACH CANAL & E-4 CONFLUENCE**  
Case #: 07-15-1282

**Unattended Death – (Suicide)**

This incident occurred between the inclusive time(s) of 0001-0645, Saturday, July 11<sup>th</sup> 2015. The G4S Officer responded to the listed location, after an unidentified male subject was found hanging from the railroad trestle. The subject has not been identified and investigation by the Palm Beach, Florida Sheriff's Department (PBCSO) continues. The PBCSO Case number is: **15-096327.**

**MM 1018.74 – TAFT STREET, HOLLYWOOD, FL**  
Case #: 07-15-3006

**Train vs. Pedestrian – (Fatality)**

This incident occurred at approximately 0336, Monday, July 27<sup>th</sup> 2015. An unidentified male was struck by CSX Freight Train at the listed location. The Hollywood, FL Police Department and the Broward County Medical Examiner (District 17) responded to the scene. The subject was pronounced deceased and this matter is under investigation. The subject has not been identified as of this date. This incident resulted in an approximate 3 ½ hour delay for SFRTA trains. The Hollywood, FL Police Department case number is **33-1507-103914.**

**DELRAY BEACH STATION**  
Case #: 07-15-2448

**Auto Theft – (Recovered)**

This incident occurred at approximately 2034, Tuesday, May 21<sup>st</sup> 2015. The G4S Officer was conducting a foot / vehicle patrol of the station, when he observed a Silver Honda Accord, Georgia License Plate #: CCR 8501. The Officer had observed that this vehicle had been parked at the station in excess of 24 hours and he notified the Delray Beach, FL Police Department. (DBPD) An inquiry by the P.D. disclosed that the vehicle was in fact stolen, at which time it was impounded for further evidentiary processing. The DBPD Case number is: **15-11474.**

**WEST PALM BEACH STATION**  
Case #: 07-15-1495

**Auto Theft**

This incident occurred between the inclusive time(s) of 0055, Tuesday, July 7<sup>th</sup> 2015 and 1845, Monday, July 13<sup>th</sup> 2015. A Greyhound passenger parked her vehicle, a 2007 Dodge Caravan, (Florida Registration) PUJ – 090, at the north portion of the parking facility that borders the east platform. During the interim of her absence, person(s) unknown stole her vehicle. The West Palm Beach, FL Police Department was notified and responded to the station. A formal report of the theft was made, WPBPD Case #: **15-0011956,** pertains.

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

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**July 2015**

**CYPRESS CREEK STATION**

Case #: 07-15-659

**Bomb Threat**

This incident occurred at approximately 1810, Monday, July 6<sup>th</sup> 2015. The G4S Officer while conducting foot / vehicle patrol of the station was alerted by the Fort Lauderdale, FL, Police Department (FLPD) that a telephonic bomb threat had been received. A subject advised that he observed a metal object lying adjacent to Track #2, approximately 300 feet south of the east platform. The station was evacuated and the Police Department made the determination that the device did not pose a threat. The scene was cleared at 1841 and there was not any significant delay to SFRTA trains. The FLPD case #: is **34-1507-106748**.

**WEST PALM BEACH**

Case #: 07-15-2047

**Burglary**

This incident occurred between 2330, Friday, July 17<sup>th</sup> 2015 and 0131, Saturday, July 18<sup>th</sup> 2015. A G4S Zone Patrol Officer discovered that between the listed time(s) and dates, person(s) unknown had forcibly entered a G4S patrol vehicle, # 7177, which was parked unattended in the parking facility of the station. Access into the vehicle was gained by perpetrator(s) breaking both passenger and driver's windows with an unknown object. The interior of the vehicle was entered and the contents ransacked. The West Palm Beach, FL Police Department (WPBPD) responded to the scene and conducted a crime scene investigation. The WPBPD case number is: **15-12242**.

**CYPRESS CREEK**

Case #: 07-15-2937

**Trespass – Arrest**

This incident occurred at approximately 0750, Sunday, July 26<sup>th</sup> 2015. A subject previously issued a Trespass Warning was located on the P663 southbound train. The subject was removed from the train and detained for civil authorities. The Fort Lauderdale, FL Police Department (FLPD) responded to the station and the subject was issued a Notice to Appear for violation of Florida Statute 810.08 / 09, Trespass after Warning. The FLPD case number is: **117597**.

**WEST PALM BEACH STATION**

Case #: 07-15-2048

**Motor Vehicle Accident – (Loss of Power to Station)**

At 0417, Saturday, July 18<sup>th</sup> 2015, the G4S Officer arrived at the Station to discover that the West Palm Beach, FL Police Department was on scene. An unidentified subject was involved in an accident on the east platform. The vehicle sustained extensive damage and there was also extensive damage to the bicycle rack, fence and transformer at the station. In addition, there was no electrical power to the station, as a result of the accident. Investigation continues. The WPBPD case number is: **15-12249**.

**MIAMI AIRPORT STATION**

Case #: 07-15-2316

**Attempted Suicide**

This incident occurred at approximately 2135, Monday, July 20<sup>th</sup> 2015. A male subject was discovered asleep on the #2 platform. The G4S Officer approached the subject, who appeared to be under the influence of an unidentified substance. The subject then stood and expressed suicide ideation as the P647 was entering the station. The G4S Officer, upon observing subject's sudden movement into the path of the train, removed him from the tracks and physically restrained the subject. The Miami-Dade, FL, Police Department (MDPD) was notified and upon responding

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

**July 2015**

the subject was remanded to their custody. The subject was transported to a mental health facility for further observation. The MDPD Case number is: **15-0720-268879**.

**WEST PALM BEACH STATION**

Case #: 07-15-2252

**Assist Passenger - Illness**

This incident occurred at approximately 1250, Monday, July 20<sup>th</sup> 2015. A male subject complained of dizziness at the station. He was assisted by the G4S Officer, and the West Palm Beach Fire / Rescue was contacted. After medical intervention, the subject was transported to a medical facility. The WPBFR Alarm number is: **13803**.

**POMPANO BEACH / HOLLYWOOD STATIONS – P667**

Case #: 07-15-2893

**Lewd and Lascivious Conduct**

This incident occurred on Saturday, July 25<sup>th</sup> 2015. The G4S Officer was approached by two female commuters who stated that a male subject was observed masturbating at the Pompano Beach Station. The act allegedly took place prior to the arrival of the P667. The G4S Officer, after identifying the subject, removed him, along with the female witnesses at the Hollywood Station. The Hollywood, FL Police Department was notified and responded. The subject was issued a Trespass Warning and jurisdiction was remanded to the jurisdiction of the Broward County Sheriff's Office. (BSO) The BSO Case number is: **33-1507-102987**.

**MM 1017.8 – (North of the Sheridan Street Station)**

Case # 07-15-2863

This incident was reported at approximately 2310, Friday, July 24<sup>th</sup> 2015. CSX reported that a freight train derailed at the listed location. The incident did not create significant delays for SFRTA trains and the matter is being investigated by the appropriate railroad authorities.

**MIAMI / POMPANO BEACH STATIONS**

Case # 07-15-897

**Missing Person – (Located)**

This incident was reported at approximately 1340, Wednesday July 8<sup>th</sup> 2015. The Broward County Sheriff's Department (BSO) informed the PSCC that the family of a special needs adult had reported him missing. The subject was last observed in the area of the Cypress Creek Station. A physical / clothing description was provided to all G4S Officers. A G4S Officer then reported that a train crewmember stated a subject matching the description had exited a SFRTA train at the Miami Airport Station. A G4S Officer assigned to Patrol Zone #1 located the subject and accompanied him on the P630 northbound train. The subject was reunited with family members at the Cypress Creek Station. The BSO Case number is: **15-1507-000592**.

**WEST PALM BEACH STATION**

Case #: 07-15-2980

This incident occurred at approximately 1910, Sunday, July 26<sup>th</sup> 2015. The G4S Officer was alerted to a Subject acting in an erratic manner by talking to himself on the west platform of the station. The West Palm Beach, FL Police Department (WPBPD) was contacted and responded. The subject was remanded to the custody of the police and transported to a medical facility under the provisions of the Florida Baker Act Statute. The WPBPD Case # is: **15-12715**.

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

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**July 2015**

**HOLLYWOOD STATION**

Case # 07-15-3170

This incident occurred at approximately 1029, Tuesday, July 28<sup>th</sup> 2015. Amtrak employees alerted the Hollywood, FL Police Department after an unidentified subject was observed trespassing on the railroad right of way. The G4S Officer responded and met with the HFPD and the subject. An inquiry by the police disclosed that the subject had two outstanding arrest warrants. The subject was arrested and remanded to the Broward County Correctional Facility. The HFPD Case number is **33-1507-104500**.

**WEST PALM BEACH STATION**

Case # 07-15-28

This incident occurred at approximately 0838, Wednesday, July 1<sup>st</sup> 2015. The G4S Officer was conducting foot patrol of the West Palm Beach Station. A subject approached the Officer and expressed suicide ideation. The West Palm Beach Police Department was notified and responded to the station. After an assessment by the police, the subject was transported to a medical facility under the provisions of the Baker Act.

**OPA-LOCKA STATION**

Case #: 07-15-352

**Weapon Complaint**

This incident occurred at approximately 1645, Friday, July 3<sup>rd</sup> 2015. The G4S Officer observed two juvenile subjects acting in a suspicious manner as they entered the west platform elevator. The Officer observed that one of the juveniles had what appeared to be a handgun partially concealed in his waistband. The juvenile removed the weapon from his waistband, at which time the Officer withdrew his weapon and ordered the subjects to the ground. The Officer confiscated the weapon and notified the Opa-Locka, FL Police Department. Upon inquiry by the police, the weapon was determined to be a BB gun. Both juveniles were remanded to the custody of their parents and the weapon was seized by the police. The Opa-Locka, FL Police case number is: **15-0703-018**.

**BOYNTON BEACH STATION**

Case #: 07 -15-3441

**Assist other Agency**

This incident occurred at approximately 0435, Thursday, July 30<sup>th</sup> 2015. The G4S Officer was conducting a foot patrol of the station, when he observed a subject lying on the ground. The subject was bleeding and one of his hands was encased in a handcuff. The G4S Officer contacted the Boynton Beach, FL Police Department. Now, upon arrival of the BBPD, it was discovered that the subject had been involved in an escape from their custody, which involved a high speed chase. During his efforts to evade police, the subject was involved in a motor vehicle accident. The subject was taken into custody for outstanding warrants, as well as charges resulting for eluding police. The BBPD Case number is: **15-34590 / 15-34628**.

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**OUTSTANDING JOB PERFORMANCES**

Custom Protection Officer P. Sommervil is commended for his experience, level headedness and quick thinking during an encounter that involved two young juveniles at the Opa-Locka Station with one being in possession of a very realistic semi-automatic BB pistol. His training and tactics averted what could have been a tragic outcome for the involved juvenile(s).

**SOUTH FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY  
MONTHLY CRIME ANALYSIS SUMMARY**

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**July 2015**

Custom Protection Officer D. Dickerson is commended for his quick thinking in preventing an attempted suicide while on patrol at the Miami Station. CPO Dickerson physically subdued and removed the subject from the area ensuring his safety and the safety of the other passengers. The subject was remanded to the Custody of the Miami-Dade County Police Department and transported to a mental health facility, pursuant to provisions of Florida State Statute 394.451, which is the Florida Mental Health Act.

Custom Protection Officer R. Burtka is commended for his role in assisting the Boynton Beach Police Department in the capture of an escaped prisoner found during the early morning hours while on routine patrol at the Boynton Beach station.

Custom Protection Officers are commended for the efforts in locating a special needs adult who boarded the train at the Cypress Creek Station and was found by the CPO working at the Miami Airport Station. The subject was escorted back on the P630 and safely re-united with family members.

Custom Protection Officers are commended for going above and beyond while providing security for persons and property at the West Palm Beach station during an extended power failure that was the result of a motor vehicle crash.

## MONTHLY FARE EVASION REPORT

MONTH: July-2015

Date	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	% Violators Arrested
7/1/2015	12,694	14,854	128	6	122	0	117%	0.86%	5%	95%	0%
7/2/2015	12,995	14,511	122	4	118	0	112%	0.84%	3%	97%	0%
7/3/2015	9,051	11,862	111	3	106	2	131%	0.94%	3%	95%	2%
7/4/2015	5,111	5,560	60	2	58	0	109%	1.08%	3%	97%	0%
7/5/2015	5,064	5,606	62	2	60	0	111%	1.11%	3%	97%	0%
7/6/2015	12,568	14,057	135	8	126	1	112%	0.96%	6%	93%	1%
7/7/2015	12,968	14,363	121	4	117	0	111%	0.84%	3%	97%	0%
7/8/2015	12,576	14,825	121	4	117	0	118%	0.82%	2%	98%	0%
7/9/2015	12,427	15,479	133	8	125	0	125%	0.86%	6%	94%	0%
7/10/2015	12,434	15,767	139	7	132	0	127%	0.88%	5%	95%	0%
7/11/2015	6,246	6,378	37	1	36	0	102%	0.58%	3%	97%	0%
7/12/2015	5,585	6,047	65	2	63	0	108%	1.07%	3%	97%	0%
7/13/2015	12,247	15,727	124	7	117	0	128%	0.79%	6%	94%	0%
7/14/2015	12,508	14,961	98	5	93	0	120%	0.66%	5%	95%	0%
7/15/2015	12,093	18,593	128	4	124	0	154%	0.69%	3%	97%	0%
7/16/2015	12,627	16,152	118	9	109	0	128%	0.73%	8%	92%	0%
7/17/2015	12,263	15,139	113	4	109	0	123%	0.75%	4%	96%	0%
7/18/2015	6,277	6,713	50	0	50	0	107%	0.74%	0%	100%	0%
7/19/2015	5,779	5,889	44	1	43	0	102%	0.76%	2%	98%	0%
7/20/2015	12,660	15,028	138	8	130	0	119%	0.92%	6%	94%	0%
7/21/2015	12,432	16,686	119	6	113	0	134%	0.72%	5%	95%	0%
7/22/2015	12,512	15,365	125	8	117	0	123%	0.81%	6%	94%	0%
7/23/2015	12,533	14,603	112	2	110	0	117%	0.77%	2%	98%	0%
7/24/2015	12,091	16,229	122	7	115	0	134%	0.75%	6%	94%	0%
7/25/2015	6,106	6,309	61	2	59	0	103%	0.97%	3%	97%	0%
7/26/2015	5,369	6,619	59	3	55	1	123%	0.89%	5%	93%	2%
7/27/2015	11,437	13,846	88	8	79	1	121%	0.64%	9%	90%	1%
7/28/2015	12,416	15,290	161	12	149	0	123%	1.05%	7%	93%	0%
7/29/2015	12,483	14,283	144	4	140	0	114%	1.01%	3%	97%	0%
7/30/2015	12,177	16,015	129	4	125	0	132%	0.81%	3%	97%	0%
7/31/2015	12,250	13,976	120	7	112	1	114%	0.86%	6%	93%	1%
<b>Totals</b>	<b>327,979</b>	<b>396,732</b>	<b>3,287</b>	<b>152</b>	<b>3129</b>	<b>6</b>	<b>121%</b>	<b>0.83%</b>	<b>5%</b>	<b>95%</b>	<b>0%</b>

## Weekly/Monthly Fare Inspection Report

MONTH: July-2015

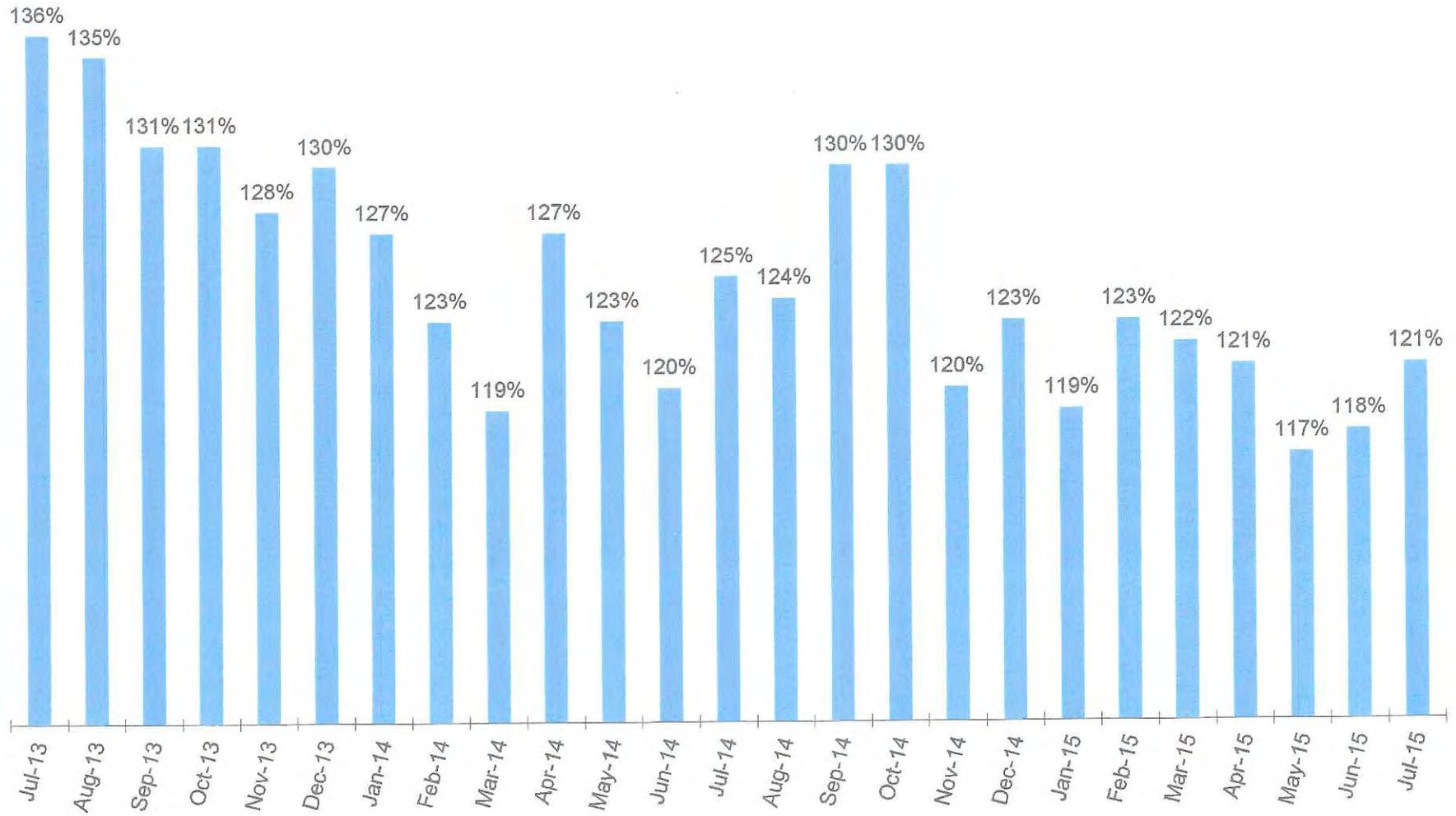
DAY	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	%Violators Arrested
07/01/2015-07/05/2015	44,915	52,393	483	17	464	2	117%	0.92%	4%	96%	0%
07/06/2015-07/12/2015	74,804	86,916	751	34	716	1	116%	0.86%	5%	95%	0%
07/13/2015-07/19/2015	73,794	93,174	675	30	645	0	126%	0.72%	4%	96%	0%
07/20/2015-07/26/2015	73,703	90,839	736	36	699	1	123%	0.81%	5%	95%	0%
07/27/2015-07/31/2015	60,763	73,410	642	35	605	2	121%	0.76%	4%	96%	0%
	<b>327,979</b>	<b>396,732</b>	<b>3,287</b>	<b>152</b>	<b>3,129</b>	<b>6</b>	<b>121%</b>	<b>0.83%</b>	<b>5%</b>	<b>95%</b>	<b>0%</b>



## FARE EVASION REPORT MONTHLY COMPARISON

MONTH	Total Passengers	Total Inspected	Total Violations	Number of Citations	Discretion Warnings	F.S.S. 812.015	% Riders Inspected	% Riders Violation	% Violators Cited	% Violators Warned	% Violators Arrested
July-12	302,619	405,707	3109	26	3081	2	134%	0.77%	1%	99%	0%
August-12	324,002	428,836	3099	21	3078	0	132%	0.72%	1%	99%	0%
September-12	329,319	433,572	2998	28	2970	0	132%	0.69%	1%	99%	0%
October-12	380,368	492,830	3321	29	3291	1	130%	0.67%	1%	99%	0%
November-12	350,983	459,811	3,298	31	3267	0	131%	0.72%	1%	99%	0%
December-12	326,412	439,701	3545	40	3504	1	135%	0.81%	1%	99%	0%
January-13	365,947	470,956	3583	43	3539	1	129%	0.76%	1%	99%	0%
February-13	352,773	438,921	3080	67	3013	0	124%	0.70%	2%	98%	0%
March-13	382,389	486,755	3717	183	3530	4	127%	0.76%	5%	95%	0%
April-13	386,755	486,636	3660	41	3618	1	126%	0.75%	1%	99%	0%
May-13	376,961	488,304	3289	96	3192	1	130%	0.67%	3%	97%	0%
June-13	325,240	436,859	3420	193	3223	4	134%	0.78%	6%	94%	0%
July-13	335,538	455,197	3408	225	3173	10	136%	0.75%	7%	93%	0%
August-13	353,977	476,608	3326	163	3155	8	135%	0.70%	5%	95%	0%
September-13	360,416	473,572	3285	128	3155	2	131%	0.69%	4%	96%	0%
October-13	400,198	523,802	3168	180	2977	11	131%	0.60%	6%	94%	0%
November-13	361,358	462,614	2806	146	2652	8	128%	0.61%	5%	95%	0%
December-13	356,655	464,640	2937	141	2789	7	130%	0.63%	5%	95%	0%
January-14	388,660	492,277	2755	121	2632	2	127%	0.56%	4%	96%	0%
February-14	364,857	448,069	2400	86	2308	6	123%	0.54%	4%	96%	0%
March-14	385,596	459,743	2553	77	2472	4	119%	0.56%	3%	97%	0%
April-14	387,963	491,362	2765	120	2737	8	127%	0.56%	4%	99%	0%
May-14	372,507	458,263	3233	179	3048	6	123%	0.71%	6%	94%	0%
June-14	340,111	409,153	3157	227	2915	15	120%	0.77%	7%	92%	0%
July-14	343,855	429,167	3393	273	3111	9	125%	0.79%	8%	92%	0%
August-14	356,596	442,931	3214	215	2988	11	124%	0.73%	7%	93%	0%
September-14	357,498	465,919	3332	198	3124	10	130%	0.72%	6%	94%	0%
October-14	389,574	507,221	3490	165	3322	3	130%	0.69%	5%	95%	0%
November-14	352,762	424,072	3020	153	2861	6	120%	0.71%	5%	95%	0%
December-14	359,776	444,040	3197	150	3044	3	123%	0.72%	5%	95%	0%
January-15	371,459	442,632	3253	193	3060	0	119%	0.73%	6%	94%	0%
February-15	344,117	421,621	3206	221	2976	9	123%	0.76%	7%	93%	0%
March-15	380,011	465,160	3407	213	3185	9	122%	0.73%	6%	93%	0%
April-15	366,910	442,809	3048	141	2897	10	121%	0.69%	5%	95%	0%
May-15	346,946	406,144	3036	117	2915	4	117%	0.75%	4%	96%	0%
June-15	331,611	391,193	3065	132	2929	4	118%	0.78%	4%	96%	0%
July-15	327,979	396,732	3287	152	3129	6	121%	0.83%	5%	95%	0%
PAGE 5 TOTAL	41,304,135	40,906,373	231,697	29,272	201,630	797	99%	0.57%	13%	87%	0%
Totals	57,250,453	61,213,710	376,179	34,675	340,613	993	107%	0.61%	9%	91%	0%

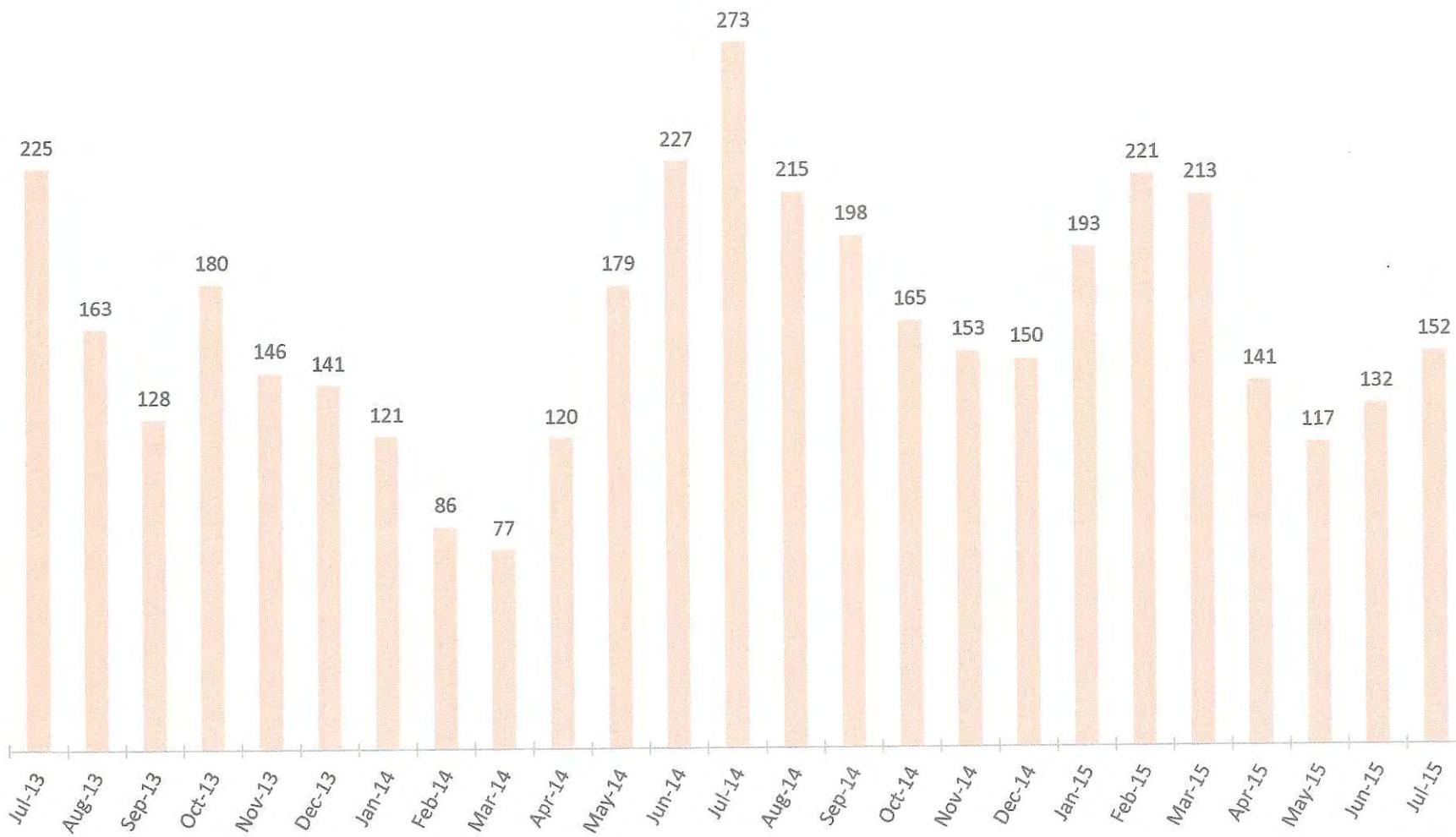
## PERCENTAGE OF RIDERS INSPECTED



## FARE EVASION VIOLATIONS



# CITATIONS ISSUED



CLASSIFICATIONS BREAKDOWN  
 JULY 2015

CLASSIFICATION	
ABANDONED VEHICLE	
ALARMS	1
ALARMS-TVM	
ALCOHOLIC BEVERAGE	
ALTERED TICKET/COUNTERFEIT	
ARSON	
ASSAULT AGGRAVATED TRANSIT AGENT / CPO	
ASSAULT-AGGRAVATED	
ASSAULT TRANSIT AGENT / CPO	1
ASSAULT	1
ASSIST PASSENGER	3
ASSIST OTHER AGENCY	2
ATTEMPTED SUICIDE	1
AUTO THEFT	2
AUTO THEFT - ATTEMPT	2
AUTO THEFT - RECOVERY	
BATTERY - AGGRAVATED TRANSIT AGENT / CPO	
BATTERY - AGGRAVATED	
BATTERY TRANSIT AGENT / CPO	
BATTERY	
BIKE LOCKER/OTHER	2
BICYCLE VIOLATIONS	
BIOLOGICAL RELEASE	
BOMBING	
BOMB THREAT	1
BRUSH FIRE	
BURGLARY-ATTEMPT	
BURGLARY	1
BURGLARY-AUTO	
BURGLARY-ATTEMPT AUTO	
CAMERA MONITORING CENTER	
CHEMICAL RELEASE	
CIVIL DISTURBANCE	
CREDIT CARD FRAUD	
CRIMINAL MISCHIEF	5
CROSSING W/ GATE DOWN	
CYBER INCIDENT	
DAMAGED PROPERTY	
DEBRIS ON TRACK	
DISORDERLY CONDUCT	3
DISTURBANCE	3
DOMESTIC VIOLENCE	
DRUG OFFENSE	1
EMS BOARD MALFUNCTION	2
ELEVATOR MALFUNCTION	15
ELEVATOR PHONE MALFUNCTION	1

CLASSIFICATIONS BREAKDOWN  
JULY 2015

CLASSIFICATION	
ESCALATOR MALFUNCTION	9
FALSE IDENTIFICATION	
FARE EVASION	3287

	CITATION	WARNED	ARREST
12 TRIP NO TAP	1	37	0
ZONE OVERRIDE EASY CARD	0	0	0
INSUFFICIENT FUNDS	15	193	0
NO BUS/METRORAIL TRANSFER	8	100	0
NO PHYSICAL TICKET	84	2247	3
NO SFRTA TRANSFER TICKET	0	17	0
NO TAP EASY CARD	27	301	3
OUTDATED PAPER TICKET	1	63	0
ZONE OVERRIDE PAPER TICKET	16	171	0
TOTAL	152	3129	6

FIRE	
GRADE CROSSING PROBLEM	75
HIJACKING	
ILLNESS	12
INJURY	2
INJURY-CPO	1
INFORMATION / MISCELLANEOUS	28
INTERFERING W/ TRAIN	
INTOXICATED PERSON	
INVESTIGATION	
KIOSK PROBLEM	
LOST/FOUND PROPERTY	108
LOUD MUSIC	
LUGGAGE	
MISSING PERSON	1
MISSING PERSON-LOCATED	
MOTOR VEHICLE ACCIDENT	3
PARKING PROBLEM	15
PARKING LOT ACCIDENTS	
PARKING LOT VIOLATIONS	
PAYPHONE MALFUNCTION	
PULLED EMERGENCY STOP	
RECOVERED STOLEN PROPERTY	
RIDING ON OUTSIDE OF TRAIN	
ROBBERY	
ROBBERY- SUDDEN SNATCHING	
ROBBERY STRONG ARMED	
SABOTAGE	
SAFETY HAZARD	19
SEXUAL BATTERY	
SEX OFFENSE (OTHER)	

CLASSIFICATIONS BREAKDOWN  
JULY 2015

CLASSIFICATION				
SIGN PROBLEM				
SLIP AND FALL				1
SMOKING ON TRAIN				
SOLICITATION				2
STUDENT INCIDENT				
	BAK MIDDLE SCHOOL			
	DREYFOOS HIGH SCHOOL			
	G STAR			
	LAKE WORTH			
	ROOSEVELT MIDDLE SCHOOL			
	BOYNTON BEACH			
	OTHER			
SURFBOARDS ON TRAIN				
SUSPICIOUS INCIDENT				2
SUSPICIOUS PERSON				3
SUSPICIOUS VEHICLE				3
SUICIDE / ATTEMPT				1
TELEPHONIC THREAT				
THEFT				3
THEFT-ATTEMPTED				
THROWING OBJECT AT TRAIN				1
TOWED VEHICLE				7
TRAIN VS ANIMAL				
TRAIN VS BICYCLE				
TRESPASSER STRIKE				
TRAIN VS FIXED OBJECT				
TRAIN VS VEHICLE				
TRESPASS ARREST				2
TRESPASS				10
TVM GATE MALFUNCTION				2
TVM MALFUNCTION				76
UNAUTHORIZED ANIMAL				
SAV VALIDATOR MALFUNCTION				
VEHICLE ON TRACK				
WEAPON-COMPLAINT				1
WEAPON-CONCEALED				
SPECIAL ASSIGNMENT:				
<b>TOTAL INCIDENTS</b>				<b>3721</b>

**SIX MONTH CRIME ANALYSIS  
2015**

CLASSIFICATION	JAN	FEB	MAR	APR	MAY	JUNE	JULY
ABANDONED VEHICLE	2		1	2	2		
ALARMS	1	1			4	1	1
ALCOHOLIC BEVERAGE/TRAIN							
ALTERED TICKET/COUNTERFEIT							
ARSON							
ASSAULT-AGGRAVATED TRANSIT AGENT / CPO							
ASSAULT-AGGRAVATED							
ASSAULT TRANSIT AGENT / CPO				1			1
ASSAULT							1
ASSIST PASSENGER	2		1	3	4	1	3
ASSIST OTHER AGENCY		1	2	1	4		2
ATTEMPTED SUICIDE							1
AUTO THEFT				1			2
AUTO THEFT - ATTEMPT				1		1	2
AUTO THEFT - RECOVERY	1						
BATTERY - AGGRAVATED TRANSIT AGENT/ CPO	1						
BATTERY - AGGRAVATED		1					
BATTERY - TRANSIT AGENT / CPO		1	2	1	2		
BATTERY	2						
BIKE LOCKER/OTHER	2	1	1	3	4	3	2
BICYCLE VIOLATIONS							
BOMBING							
BOMB THREAT				1			1
BURGLARY							1
BURGLARY ATTEMPT							
BURGLARY-STRUCTURE							
BURGLARY-AUTO	2			1			
BURGLARY-ATTEMPT AUTO							
CAMERA MONITORING CENTER							
CHEMICAL RELEASE							
CIVIL DISTURBANCE							
COUNTERFEIT/ALTERED TICKET							
CREDIT CARD FRAUD							
CRIMINAL MISCHIEF	16	8	8	8	7	5	5
CROSSING W/ GATE DOWN							
CYBER INCIDENT							
DAMAGED PROPERTY	2	1	1	2		3	
DEBRIS ON TRACK	2		1	2	2	2	
DISORDERLY CONDUCT	2	3	2	4	6	3	3
DISTURBANCE	2	3	3	2	3	2	3
DRUG OFFENSE	1	1	1				1
DOMESTIC VIOLENCE							
EMS BOARD MALFUNCTION	5	2	4	1		5	2
ELEVATOR MALFUNCTION	16	20	15	28	15	13	15
ESCALATOR MALFUNCTION	2	3	2	19	11	12	9
ELEVATOR PHONE MALFUNCTION	3		2	1		3	1
FARE EVASION- CITATIONS	193	221	213	141	117	132	152
FARE EVASION-WARNINGS	3060	2976	3185	2897	2915	2929	3129
FARE EVASION-ARREST	0	9	9	10	4	4	6
FALSE IDENTIFICATION							
FIRE		1			1	1	
GRADE CROSSING PROBLEM		1	5	67	54	73	75
SUB-TOTAL	3317	3254	3458	3197	3155	3193	3418

## SIX MONTH CRIME ANALYSIS 2015

CLASSIFICATION	JAN	FEB	MAR	APR	MAY	JUNE	JULY
ILLNESS	12	3	11	13	9	6	12
INJURY				2	4	5	2
INJURY-CPO				1			1
MISCELLANEOUS/INFORMATION	16	22	36	49	26	29	28
INTERFERING W/ TRAIN	1						
INTOXICATED PERSON							
INVESTIGATION							
KIOSK PROBLEM							
LUGGAGE							
LOST/FOUND PROPERTY	140	118	101	109	106	110	108
LOUD MUSIC							
MISSING PERSON			1	1		1	1
MISSING PERSON-LOCATED							
MOTOR VEHICLE ACCIDENT	1	1		2		1	3
PARKING PROBLEM	16	18	26	29	30	18	15
PARKING LOT ACCIDENTS							
PARKING LOT VIOLATIONS							
PAYPHONE MALFUNCTION							
PULLED EMERGENCY STOP	1			1		1	
RECOVERED STOLEN PROPERTY							
RIDIDNG ON OUTSIDE OF TRAIN	1						
ROBBERY							
ROBBERY SUDDEN SNATCHING							
ROBBERY STRONG ARMED					1	1	
SAFETY HAZARD	19	11	18	31	29	15	19
SEXUAL BATTERY							
SEX OFFENSE (OTHER)							
SIGN PROBLEM					1		
SLIP AND FALL	3	5	3	3	4	3	1
SMOKING ON TRAIN						1	
SOLICITATION	3	2			2	2	2
STUDENT INCIDENT	3	8	1	2	5	1	
SURFBOARDS ON TRAIN							
SUSPICIOUS INCIDENT	1	3	2	2		4	2
SUSPICIOUS PERSON	3	3	2	5	5	6	3
SUSPICIOUS VEHICLE	1	2	5	2	2	3	3
SUICIDE / ATTEMPT			1		1	1	1
THEFT	4	3		5	6	7	3
THEFT-ATTEMPTED					1	1	
THROWING OBJECT AT TRAIN	2	2	3	2	2	2	1
TOWED VEHICLES	1	3	3	4	5	8	7
TRAIN VS ANIMAL							
TRAIN VS BICYCLE							
TRESPASSER STRIKE				3	2	1	
TRAIN VS VEHICLE	1	1	2	2			
TRAIN VS FIXED OBJECT							
TRESPASS ARREST				1	2	2	2
TRESPASS	18	10	5	21	19	22	10
TVM GATE MALFUNCTION	1	1	2	2	2		2
TVM MALFUNCTION	117	107	106	78	85	62	76
SAV VALIDATOR MALFUNCTION	2		1	2	1		
VEHICLE ON TRACKS	1	2					
WEAPON CONCEALED/COMPLAINT					1		1
<b>TOTAL REPORTS</b>	<b>3685</b>	<b>3579</b>	<b>3787</b>	<b>3569</b>	<b>3506</b>	<b>3506</b>	<b>3721</b>

### MONTHLY BREAKDOWN OF CITATIONS

MONTH	12 TRIP NO TAP	ZONE OVERRIDE EASY CARD	INSUFFICIENT FUNDS	NO BUS/METRO TRANSFER	NO PHYSICAL TICKET	NO SFRTA TRANSFER	NO TAP EASY CARD	OUTDATED PAPER TICKET	UNREADABLE EASY CARD	ZONE OVERRIDE PAPER TICKET	Total
13-Apr	1	0	2	1	33	0	0	1	0	3	41
13-May	1	0	13	9	58	0	9	0	0	6	96
13-Jun	1	0	17	8	132	0	20	1	0	14	193
13-Jul	4	0	26	13	141	0	19	2	0	20	225
13-Aug	8	0	9	5	113	1	14	1	0	12	163
13-Sep	1	0	9	11	90	1	12	1	0	3	128
13-Oct	2	0	24	12	99	2	25	2	0	14	180
13-Nov	3	0	14	15	90	2	15	2	0	5	146
13-Dec	1	0	13	7	96	2	12	4	0	6	141
14-Jan	2	0	10	8	81	1	12	1	0	6	121
14-Feb	0	0	3	8	57	0	12	0	0	6	86
14-Mar	1	2	9	3	44	0	11	2	0	5	77
14-Apr	0	0	21	6	70	0	10	2	0	11	120
14-May	2	1	16	5	112	7	19	3	0	14	179
14-Jun	2	0	29	16	136	0	26	5	0	13	227
14-Jul	2	0	28	24	151	0	43	9	0	16	273
14-Aug	2	0	17	15	128	0	30	3	0	20	215
14-Sep	1	0	18	14	116	0	31	3	0	15	198
14-Oct	1	0	19	3	97	0	29	4	0	12	165
14-Nov	2	0	15	6	103	0	16	3	0	8	153
14-Dec	1	0	15	9	87	0	26	2	0	10	150
15-Jan	2	0	23	9	113	0	18	5	0	23	193
15-Feb	3	0	28	11	131	1	29	3	0	15	221
15-Mar	1	0	28	10	125	0	31	2	0	16	213
15-Apr	0	0	13	6	89	3	20	3	0	7	141
15-May	0	0	9	2	59	3	30	1	0	13	117
15-Jun	0	0	14	3	87	1	15	0	0	12	132
15-Jul	1	0	15	8	84	0	27	1	0	16	152
	<b>45</b>	<b>3</b>	<b>458</b>	<b>255</b>	<b>2,877</b>	<b>24</b>	<b>561</b>	<b>68</b>	<b>0</b>	<b>338</b>	<b>4,629</b>

## MONTHLY BREAKDOWN OF WARNINGS

MONTH	12 TRIP NO TAP	ZONE OVERRIDE EASY CARD	INSUFFICIENT FUNDS	NO BUS/METRO TRANSFER	NO PHYSICAL TICKET	NO SFRTA TRANSFER	NO TAP EASY CARD	OUTDATED PAPER TICKET	UNREADABLE EASY CARD	ZONE OVERRIDE PAPER TICKET	TOTAL
13-Apr	95	5	374	132	2289	31	379	69	3	241	3618
13-May	85	4	270	135	2071	25	323	216	0	63	3192
13-Jun	95	1	319	113	2048	33	322	82	0	210	3223
13-Jul	82	0	303	125	2015	26	296	89	0	237	3173
13-Aug	80	0	271	85	2081	29	285	80	0	244	3155
13-Sep	68	0	217	106	2136	33	294	80	0	221	3155
13-Oct	60	0	220	96	2032	35	249	64	0	221	2977
13-Nov	46	0	183	99	1816	19	259	56	0	174	2652
13-Dec	51	0	171	107	1932	28	257	60	0	183	2789
14-Jan	68	0	153	97	1805	14	271	50	0	174	2632
14-Feb	46	0	144	84	1554	20	291	57	0	112	2308
14-Mar	44	5	177	76	1733	24	221	56	0	136	2472
14-Apr	62	0	157	106	1761	22	324	56	0	152	2640
14-May	57	1	193	130	2017	28	374	72	0	176	3048
14-Jun	60	0	160	136	1924	22	357	63	0	193	2915
14-Jul	85	0	193	167	1960	30	395	86	0	195	3111
14-Aug	55	0	205	125	1906	24	417	70	0	186	2988
14-Sep	55	0	205	125	1906	24	417	70	0	186	2988
14-Oct	60	0	206	117	2182	29	457	82	0	189	3322
14-Nov	49	0	183	104	1919	17	336	79	0	174	2861
14-Dec	61	0	184	117	2090	17	322	56	0	197	3044
15-Jan	55	0	177	98	2156	23	321	55	0	175	3060
15-Feb	50	0	209	132	2010	36	304	57	0	178	2976
15-Mar	65	2	173	104	2179	34	352	78	0	198	3185
15-Apr	59	0	162	83	2044	29	287	56	0	177	2897
15-May	39	0	211	86	1997	18	317	59	0	188	2915
15-Jun	42	0	197	105	2049	22	254	36	0	224	2929
15-Jul	37	0	193	100	2247	17	301	63	0	171	3129
	<b>1,800</b>	<b>22</b>	<b>6,184</b>	<b>3,171</b>	<b>58,019</b>	<b>744</b>	<b>9,438</b>	<b>2,102</b>	<b>8</b>	<b>5,396</b>	<b>86,884</b>





## MONTHLY SUBCONTRACTOR UTILIZATION REPORT

- 1) Did any of the DBE subcontractors rent/lease equipment from the prime consultant or an affiliate company during the report period? If yes, explain the arrangement, including a description of the equipment and the cost.

\_\_\_\_\_ NO \_\_\_\_\_

- 2) Did any of the DBE subcontractors utilize employees or former employees of the prime consultant or an affiliate company during the reporting period?

\_\_\_\_\_ NO \_\_\_\_\_

- 3) Did any of the DBE subcontractors subcontract any portion of its work to a non-DEB during the report period? If yes, explain fully.

\_\_\_\_\_ NO \_\_\_\_\_

- 4) Has the scope of work or the subcontract amount of any of the DBE subcontractors changed since the last report? If yes, explain fully.

\_\_\_\_\_ NO \_\_\_\_\_

By signing this form, the person individually and on behalf of the Firm represents to the SFRTA that the information contained on both the above forms is complete truthful, and accurate.

AUTHORIZED SIGNATURE: \_\_\_\_\_



TITLE: PROJECT MANAGER DATE: August 3, 2015



**TWC/SFRTA  
FEDERAL (TSA) DIRECTIVES VIOLATIONS  
FOR JULY 2015**

Date	Incident Report #	Location	TSA Directive Violation #	Remarks	CPO ID#
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NO INCIDENTS REPORTED



G4S Secure Solutions USA  
6499 Powerline Road Suite 300  
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## MEMORANDUM

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To: Mr. Anthony Strianese, Project Manager, G4S/SFRTA  
From: Richard D. Cannon, Jr. Investigator, ID #276  
**SUBJECT: MONTHLY ACTIVITY REPORT – JULY 2015**  
Date: Tuesday, August 4<sup>th</sup> 2015

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I was assigned the following tasks for the month of: **JUNE 2015**

**As the Court Liaison Officer:** I maintained contact with the Clerk of the Court, North County Regional Courthouse, Deerfield Beach, FL. I also handled the filing, service and return of subpoenas served to Custom Protection Officers assigned to the G4S/SFRTA Project. I attended all court hearings involving G4S / SFRTA / Fare Evasion matters and tracked criminal cases.

**As the Citation Coordinator:** I managed the review, sorting and filing of Citations. I filed **152** citations at the North County Regional Courthouse. I also processed any voided citations and conducted inquiries as directed by the County Court Judge, related to Fare Evasion Citations. I conducted CPR/AED training for personnel assigned to the G4S/SFRTA Project, as well as entry-level training to newly assigned Transit Agents.

**As the Investigator:** I investigated or conducted inquiries into **(10)** Incidents:

- SFRTA IR #: 12-14-2631 – Train vs. Pedestrian – (Fatality) (Pending P.D. M.E. Reports)
- SFRTA IR #: 04-15-1280 – Train vs. Vehicle – (Pending P.D. Report)
- SFRTA IR #: 04-15-2208 – Train vs. Pedestrian – (Pending M.E. / P.D. Report)

- **SFRTA IR #: 04-15-2369 – Train vs. Pedestrian – (Pending M.E. /P.D. Report)**
- **SFRTA IR #: 05-15-1056 - Train vs. Pedestrian – (Pending P.D. Report)**
- **SFRTA IR #: 05-15-2182 – Train vs. Pedestrian – (Pending M.E. /P.D. Report)**
- **SFRTA IR #: 06-15-2234 – Train vs. Pedestrian – (Pending M.E. / P.D. Report)**
- **SFRTA IR #: 07-15-1282 – Unattended Death – (Pending M.E. / P.D. Report)**
- **SFRTA IR #: 07-15-3006 – Train vs. Pedestrian – (Pending M.E. / P.D. Report)**
- **SFRTA IR #: 07-15-2828 – Discourtesy – (Pending Interview of Witness)**

In addition, I obtained various police reports pertaining to incidents involving the SFRTA. Lastly, I continued to provide support, logistical and troubleshooting services to the Director of Safety & Security, SFRTA, as well as the Project Manager.

rdc/

cc: Mr. Allen R. Yoder  
Director, Safety & Security, SFRTA

**Expiring Contract Report  
S FL Regional Transportation Authority**

**Expiring Date (6/1/2015) thru (6/1/2016)**

<b>Project Manager Contract # Contract Administrator</b>	<b>Contract Title Contract Name</b>	<b>Start Date Expiration Date</b>	<b>Contract Duration Renewal</b>
<u>projectmgr</u> Renee Matthews 02-711 BOBBY BECKER	INTEGRATED FINANCIAL MGT SYSTEM SOFTWARE 010137 TYLER WORKS/EDEN DIVISION	12/31/2008 12/31/2015	7 Year Term
Brad Barkman 06-101 BOBBY BECKER	TRANSITION DISP TRAIN CTRL AND YARD SERV 010512 NATIONAL RAILROAD PASSENGER	02/01/2007 03/31/2016	9 Year Term 5 year base term. 5 - 1 year renewal options. 4 options exercised, 1 option remaining.
Renee Matthews 09-015 BOBBY BECKER	TECHNICAL SERVICES & PROC. SUPPORT AFCS 012040 CH2M HILL, INC.	11/09/2011 03/31/2016	5 Year Term Engineering Services Through Delivery And Acceptance Of Fare Collection System.

**8/18/2015**

# Expiring Contract Report S FL Regional Transportation Authority

**Expiring Date (6/1/2015) thru (6/1/2016)**

Project Manager Contract # Contract Administrator	Contract Title Contract Name	Start Date Expiration Date	Contract Duration Renewal
<u>projectmgr</u> Vicki Wooldridge 10-010 BOBBY BECKER	STATE LEGISLATIVE CONSULTANT SERVICES 010142 ERICKS CONSULTANTS	07/01/2010 09/30/2015	5 Year Term 2 - 1 year renewal options. Both options exercised, no renewal options remain.
Suzie Papillon 10-017 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010288 PARSONS BRINCKERHOFF, INC.	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-021 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010549 GANNETT FLEMING INC	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-022 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 011776 T.Y. LIN INTERNATIONAL	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.

**8/18/2015**

**Expiring Contract Report  
S FL Regional Transportation Authority**

**Expiring Date (6/1/2015) thru (6/1/2016)**

<b>Project Manager Contract # Contract Administrator</b>	<b>Contract Title Contract Name</b>	<b>Start Date Expiration Date</b>	<b>Contract Duration Renewal</b>
<u>projectmgr</u> Suzie Papillon 10-023 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010289 PARSONS TRANSPORTATION GROUP	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-024 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 011777 EAC CONSULTING	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-025 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 011207 JACOBS ENGINEERING GROUP INC.	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-026 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010195 HDR ENGINEERING INC	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-027 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010547 KIMLEY HORN AND ASSOCIATES	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.

**Expiring Contract Report  
S FL Regional Transportation Authority**

**Expiring Date (6/1/2015) thru (6/1/2016)**

<b>Project Manager Contract # Contract Administrator</b>	<b>Contract Title Contract Name</b>	<b>Start Date Expiration Date</b>	<b>Contract Duration Renewal</b>
<u>projectmgr</u>			
Suzie Papillon 10-028 BOBBY BECKER	GENERAL ENGINEERING CONSULTING SERVICES 010695 BERGMANN ASSOCIATES INC	10/18/2010 10/17/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-029 BOBBY BECKER	GENERAL SYSTEMS ENGINEERING SERVICES 010288 PARSONS BRINCKERHOFF, INC.	11/04/2010 11/03/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-030 BOBBY BECKER	GENERAL SYSTEMS ENGINEERING SERVICES 010289 PARSONS TRANSPORTATION GROUP	11/04/2010 11/03/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Suzie Papillon 10-031 BOBBY BECKER	GENERAL SYSTEMS ENGINEERING SERVICES 012040 CH2M HILL, INC.	11/04/2010 11/03/2015	5 Year Term 2 - 1 year renewal options. Both options exercised - no options remain.
Richard Chess 11-001 BOBBY BECKER	BROKERAGE SERVICES 010029 AON RISK SERVICES INC	10/01/2010 02/29/2016	6 Year Term N/A

**Expiring Contract Report  
S FL Regional Transportation Authority**

**Expiring Date (6/1/2015) thru (6/1/2016)**

<b>Project Manager Contract # Contract Administrator</b>	<b>Contract Title Contract Name</b>	<b>Start Date Expiration Date</b>	<b>Contract Duration Renewal</b>
<u>projectmgr</u> Allen Yoder 11-003 BOBBY BECKER	ARMED SECURITY SERVICES 011745 G4S SECURE SOLUTIONS USA	11/01/2010 10/31/2015	5 Year Term No renewal options
Lynda Westin 11-010 BOBBY BECKER	SFRPC INTERLOCAL AGREEMENT 010339 S FL REGIONAL PLANNING COUNCIL	07/01/2010 06/30/2015	5 Year Term No renewals
Chad Betts 14-007 BOBBY BECKER	SHUTTLE BUS FUNDING AGREEMENT 010134 DOWNTOWN FT LAUDERDALE TMA	10/01/2013 09/30/2015	2 Year Term No renewal options
Chad Betts 14-009 BOBBY BECKER	SHUTTLE BUS SERVICES 012623 KEOLIS TRANSIT SERVICES, LLC	01/01/2009 12/31/2015	6 Year Term No renewal options



**Contract Actions Executed  
Under The General Counsel's Authority  
For June 2015**

**AGENDA ITEM NO: N**

<b>Date Signed</b>	<b>Contract /Purchase Order No.</b>	<b>Contract Action</b>	<b>Amount \$</b>	<b>Term</b>
N/A	There are currently no Contract Actions executed at this time.	N/A	N/A	N/A



**Contract Actions Executed  
Under The General Counsel's Authority  
For The Month of July 2015**

AGENDA ITEM NO: N

Date Signed	Contract /Purchase Order No.	Contract Action	Amount \$	Term
7/1/2015	<b>Kaplan Kirsh Rockwell LLP</b> Legal Services - Railroad Retirement Issues Contract # 11-015	Purchase Order 16-000010	5,000.00	N/A
7/1/2015	<b>Thompson Coburn LLP</b> WAVE Project	Purchase Order 16-000011	10,000.00	N/A
7/1/2015	<b>Westlaw</b> Westlaw subscription for online legal research	Purchase Order 16-000007	5,700.00	1 year
7/20/2015	<b>Kaplan Kirsh Rockwell LLP</b> Legal Services - FEC Negotiations Contract # 11-015	Purchase Order 16-000037	50,000.00	N/A
7/20/2015	<b>Kaplan Kirsh Rockwell LLP</b> Legal Services - WAVE Project Contract # 11-015	Purchase Order 16-000038	5,000.00	N/A
7/20/2015	<b>Kaplan Kirsh Rockwell LLP</b> Legal Services - Labor and 13 ( c ) Issues Contract # 11-015	Purchase Order 16-000039	1,500.00	N/A
7/20/2015	<b>Robert Lee Shapiro, PA</b> Issues related to current building lease and Operations Center Contract # 15-005	Purchase Order 16-000040	2,500.00	N/A
7/20/2015	<b>Shutts and Bowen LLP</b> Environmental Legal Assistance - Parcels 104-105 Contract # 15-007	Purchase Order 16-000041	10,000.00	N/A
7/22/2015	<b>Shutts and Bowen LLP</b> Bond Counsel Services for Tri-Rail Downtown Miami Link Service Contract # 15-007	Purchase Order 16-000052	5,000.00	N/A
7/20/2015	<b>Thompson Coburn LLP</b> Federal Legal Issues	Purchase Order 16-000042	10,000.00	N/A