PROPOSED
BCAD
GROUND
TRANSPORTATION
PROGRAM

01/25/2011
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INTRODUCTION

On August 25, 2009, the Selection Committee for Request for Letters of Interest (RLI) 20081001-0-AV-01 (Ground Transportation Services for the Fort Lauderdale-Hollywood International Airport (FLL) and Port Everglades) rejected the four proposals received to manage the Ground Transportation Services Program at the Fort Lauderdale-Hollywood International Airport (FLL) and provide taxicab dispatch services.

The Selection Committee, which included 5 Commissioners, directed the Broward County Aviation Department (BCAD) to hire a consultant to study the proposed ground transportation program to ensure it is the most optimal program and report its findings and recommendations. Jacobs Consultancy, now Leigh Fisher, was hired to conduct the study. During the course of the study, Jacobs Consultancy conducted focus sessions individually with each group of airport ground transportation operators and Aviation and Port Everglades Department staff to gain the necessary insight into the issue. Jacobs Consultancy published their findings and recommendations in a report titled “Commercial Vehicle Business Arrangements-Fort Lauderdale-Hollywood International Airport” in April 2010. The report was distributed to interested stakeholders and posted on the Airport’s website (www.fll.net).

Over the past several months, the Aviation Department has been reviewing its Ground Transportation Program, including the consultant’s report. This process has included a number of general stakeholder meetings, as well as meetings with staff from County Permitting, Licensing, and Consumer Protection, Port Everglades Department, Convention and Visitors Bureau, and the County Attorney. Additionally, BCAD held meetings with members from each of the ground transportation industry groups (taxi, shared ride, pre-arranged limousine, hotel courtesy, and charter bus) to ensure each group had an opportunity to read the consultant’s report and provide comments.

BCAD and Jacobs Consultancy are in agreement with several recommendations, including:

- Procuring the services of a qualified ground transportation management contractor to perform dispatch services for taxicabs, on-demand shared ride vans, charter buses picking up passengers at the airport and other ground transportation management tasks.

- Implement an automatic vehicle identification system (AVI) that would be used to monitor the volume of commercial vehicle trips on the Airport. The Board of County Commissioners (BOCC) approved a RLI for design/build of the AVI system at FLL at their meeting on June 8, 2010 (agenda item #57).

- Implement higher taxicab vehicle and customer service standards than those currently required by Broward County. These standards would be consistent with those at other airports offering high-quality taxicab service and will be phased into maximum participation.

- Procure separate concessions for on-demand shared ride and on-demand private car service.

- Establish ground transportation information counters (to be staffed by the ground transportation management contractor) in each terminal to provide customer service with information on fares, schedules, and destinations served, and service for passengers with special needs and meet/greet services for pre-arranged ground transportation operators.
For a summary comparison of Jacobs Consultancy and BCAD’s recommendation (Exhibit 1).

The next several pages describe the specifics of the BCAD recommendations after analyzing the Jacobs Consultancy report and meeting with representatives from each of the airport's ground transportation operator groups.

I. Contractor for Management of the Ground Transportation Program

A focal point of the BCAD Ground Transportation Program is the competitive selection of a Ground Transportation Management Contractor (Contractor) that will serve as an extension of BCAD staff to provide a more universal dispatch responsibility and enhanced control of commercial vehicle access to the limited terminal curbside.

Point of sale operations for the shared ride and private car concessions will move to interior counters in the terminals, allowing BCAD to replace curb space currently assigned exclusively to a single vendor with a designated commercial vehicle passenger pick-up area accessible by multiple operators under the direct control of BCAD’s Contractor.

The BCAD ground transportation plan eliminates the current Metered Taxicab Service Concession Agreement and replaces it with a taxicab system that is open to all permitted taxicabs in Broward County that meet the vehicle and service standard established for the Airport. Since the contractor will be tasked with dispatch and enforcement of BCAD’s ground transportation program with multiple vendors and operators, BCAD recommends the selected contractor be prohibited from being a business or entity (or affiliate) operating any ground transportation service at the FLL.

The Contractor will be responsible for:

Taxi

- Day-to-day control and enforcement of all aspects of on-demand taxicab dispatch operations
- Communications with taxicab companies and individual drivers
- Staffing curbside taxicab starter locations and dispatch positions in the taxi hold lot along with providing radio equipment required to perform the airport dispatch service

Concessions and Ground Transportation Information

- Staffing the in-terminal ground transportation information counters for the purpose of providing public information regarding all ground transportation options at FLL
- Calling shared ride and private car vehicles to the curb once the concessionaires are ready for passenger loading. Contractor will control the designated Commercial Vehicle Pick-up area on the curb (Exhibit 2)
- The information counters will also serve as the meeting point for pre-arranged ground transportation operators picking up passengers
Charter (Cruise) Buses and Pre-Arranged Ground Transportation

- Communicating with charter buses staged in the bus holding lot to dispatch the bus to the designated curb space when passengers are ready for immediate loading
- Coordinating pre-arranged limousines access to the commercial vehicle passenger pick-up area upon presentation of satisfactory proof of pre-arrangement

General

- Assuring all ground transportation services are being delivered in a “customer friendly” manner consistent with Broward County standards
- Enforcing Airport Ground Transportation Program rules
- Management of Ground Transportation Areas (GTA’s)
- Preparing reports of operating statistics
- Providing assistance to BCAD regarding billing
- Providing approved BCAD ground transportation rule information to operators
- Providing applications for ground transportation service providers, pursuant to BCAD requirements
- Issuing and ensuring proper installation of decals and AVI tags
- Conducting operator/driver required orientation and customer service training
- Provide a solution to meet the requirement of credit card acceptance

II. CONTRACTOR OPERATION OF TAXI CAB DISPATCH SERVICE

The Contractor, under the direction of BCAD, will implement a taxi dispatch service open to all taxicabs displaying a valid Broward County Taxicab Permit and qualifying for an Airport Decal. The Contractor will issue the Airport Decal to taxicabs that:

- Present the taxicab to the Contractor for inspection to ensure that the vehicle meets the equipment standards established in the Airport Ground Transportation Program (Exhibit 6)
  Taxicab vehicle age requirement will be phased in over a three year period
- Complete the application form
- Receive a program orientation and customer service training program
- Pay the applicable Airport Decal and AVI transponder fee
- Agree to abide by the BCAD Ground Transportation Program rules and regulations

The Taxicab hold lot and dispatch procedures

An authorized taxicab (that is, one that has an AVI tag installed) approaches the entry gate at the taxicab hold lot and, following a successful read of the AVI tag, the taxicab is granted access to the lot.

- The taxi cab enters the “first-in; first-out” dispatch line and awaits dispatch in order of its arrival into the taxi hold lot
- Upon being released from the taxi hold lot, the taxicab approaches the hold lot exit lane gate and receives a terminal assignment from the dispatcher. The AVI tag is read by the system and the taxicab is released from the hold lot
- The taxicab driver proceeds directly to the assigned GTA to await passenger loading
Once the taxicab’s dispatch ticket is verified by the starter the taxicab is loaded and exits the terminal area, the AVI tag is read and the trip is recorded for proper billing

Upon completion of a trip involving a credit card voucher, driver may present the executed voucher to the BCAD Contractor for payment

**Estimated Operator costs (Subject to Board Approval)**

- Annual per company application fee of $100.00
- Per taxicab annual decal and AVI tag fee of $50.00
- A per trip fee which will be billed to the permit holder monthly based on a minimum of $3.00

**Program Benefit**

The recommended program will allow BCAD to: (a) improve customer service by consistently providing the public with higher-quality taxicabs and driver appearance, (b) open the airport to all Broward County permitted taxicabs that meet the higher airport standard (Exhibit 7) and (c) eliminate possible conflicts of interest that arise when one taxicab company is responsible for dispatch and control of competing companies.

**III. Ground Transportation Concessions**

**On-Demand Shared Ride Service**

On-demand, door-to-door, shared ride service is currently available at the Airport and BCAD plans to continue this service as a single provider concession. BCAD recommends retaining the main elements of the existing service; except that “private car services” (limousine services), which are currently provided under the same concession agreement, will be removed from the shared ride agreement, and will be the subject of a separate solicitation process and operate under a separate agreement with separate operating areas.

Under the BCAD program, the shared ride concession will provide and operate a point of sale in the concession space adjacent to the ground transportation counter and seating area in each terminal. Concession staff will arrange trips and notify BCAD’s Contractor to call the van to the curb when it is ready to be loaded.

The shared ride service will, under the BCAD plan, be authorized to utilize large vans and minibuses to meet passenger demand. Each authorized vehicle will be issued an Airport Decal and equipped with an AVI tag to record trip activity.

Upon execution of the concession agreement and as vehicles are added to their fleet, the concessionaire will be required to present vehicles to the BCAD Contractor for inspection and for the installation of the Airport Decal and AVI tag. The concessionaire’s drivers/operators will also be required to complete the orientation and customer service training program.

**Estimated Operator costs (Subject to Board Approval)**

Fees may be based on a minimum per-trip fee of $3.50. Actual per trip fees will be subject to bid and may be different.
Program Benefit

The BCAD program for on-demand shared ride service will enable the patron to obtain comparative transportation information from the Ground Transportation Counter. Once the patron chooses shared ride, they will be able to pay the zone fare or produce a pre-paid coupon to the Concessionaire. This transaction will be conducted in a climate controlled environment free from loud street noise where seating is available until their ride is assembled and the vehicle is curbside ready for boarding.

On-Demand Private Car Service

BCAD recommends that private car (town car) service be established as a separate concession (from the shared ride service, under which agreement it currently is operated) and be assigned its own unique point of sale and operating area and procedures. The concessionaire will also be permitted to operate the shared ride service if they are the successful proposer, but they may not be affiliated with the BCAD Contractor.

BCAD will establish space in the vicinity of the proposed ground transportation information counters to be located in each terminal (Exhibit 3-6) for the selected concessionaire to install its own point of sale kiosk or counter. The concessionaire will notify the BCAD Contractor when it is ready to load and the Contractor will call the private car from the staging area and direct it to a loading space in the designated Commercial Vehicle lane.

Upon execution of the concession agreement and as vehicles are added to their fleet, the concessionaire will be required to present vehicles to the BCAD Contractor for inspection and for the installation of the Airport Decal and AVI tag. The concessionaire’s drivers/operators will also be required to complete the orientation and customer service training program.

Upon execution of the concession agreement, the operator will coordinate with BCAD’s Contractor to have the AVI tag installed on each authorized vehicle and coordinate required driver orientation training.

Estimated Operator costs (Subject to Board Approval)

Concession fees may be based on a minimum per trip fee of $3.25. Per trip fees will be subject to bid and the actual may be different.

Program Benefit

The BCAD program for on-demand private car service enables the patron to obtain comparative transportation information before choosing the service in a climate controlled environment free of street noise and have seating available until their vehicle and driver are ready to load. Additionally, BCAD believes this operating plan may reduce historic tensions between taxicab operators and private car operators as this operating plan will create a clearer distinction between the two services.
IV. Non-Concession Ground Transportation

*Pre-arranged Limousines/Vans*

This category includes pre-arranged ground transportation services with companies other than those that have concession agreements with the Airport, as well as transportation for airline crews in vehicles with less than 19 passenger seats.

BCAD plans to require all operators of limousines/vans properly licensed by Broward County Permitting, Licensing and Consumer Protection Division or the respective permitting agency in their home county to make application for an airport decal that will permit them to provide services at the Airport. The decal is issued through Broward County Permitting, Licensing and Consumer Protection Division. Once they have obtained the required airport decal, the authorized operator must contact BCAD’s Contractor for the installation of the AVI tag, required driver orientation training, and to be included in the Ground Transportation Management System for access authorization and billing arrangements for trip fees.

*Standard Operating Procedures*

Operators of pre-arranged limousines/vans desiring to greet their customers in the baggage claim area will be required to:

- Park in the garage (or other specified location if driving an over-height vehicle)
- Walk to the appropriate terminal
- Show the BCAD Contractor, upon request, their permit, valid trip log, or other acceptable evidence of pre-arrangement
- Wait for their customer in the designated driver meet/greet area to be located in the vicinity of the ground transportation counter

Once the passenger arrives, the driver will escort the passenger to the vehicle in the garage, as is the current practice.

*Estimated Operator costs (Subject to Board Approval)*

In addition to non-airport related costs which Broward County Permitting, Licensing and Consumer Protection will collect, the following airport specific charges will apply:

- Annual Airport Decal and AVI Tag Fee Per Vehicle: $50.00
- Per Trip Fee: $3.25
- Published Garage Parking Fee of $1.00 for each 20 minutes of parking

*Program Benefit*

This operating plan will greatly reduce the ability for unauthorized solicitation of passengers in traditional areas of baggage claim and concourse exit. All pre-arranged ground transportation operators will be screened to ensure they have the required permit and trip logs to conduct their operations. Passengers will benefit by having one place in each terminal to locate their driver or having a comfortable place to wait for their driver to arrive.
Charter Buses and Cruise Ship Buses

BCAD recommends that operators of all charter buses, including cruise ship buses carrying passengers between Port Everglades or Port of Miami and the Airport, be required to (1) make application through the BCAD Contractor and be issued a decal and AVI tag for each bus accessing the Airport, and (2) charter buses representatives meeting their customers will contact BCAD’s Contractor in advance to provide customer pick-up information. Once the passengers arrive and are collected by their company’s meeeter/greeter, the company representative will notify BCAD’s Contractor who will assign the closest bus loading space and notify the bus operator that they may access the space provided. Depending on the time between bus availability and customer availability for loading, the bus will either be authorized to proceed directly to the assigned space or be dispatched from the bus hold lot.

Buses accessing the Airport for the purpose of dropping off passengers will proceed directly to the GTA’s located between each of the terminals and access the first available GTA space serving the desired terminal.

Estimated Operator costs (Subject to Board Approval)

- Cost to the operator includes:
  - Annual application fee per company of $50.00
  - Annual Decal/AVI Tag Fee Per Vehicle of $10.00
  - Per Trip Fee for Vehicles with 20-26 passenger seats not including the driver: $6.00
  - Per Trip Fee for Vehicles with 27 and more passenger seats not including the driver: $10.00

Special Note: The bus fee structure presented later in this report is based on elimination of the current per trip fee exemption for buses transporting passengers between the Airport and Port Everglades.

Program Benefit

Bus operators will reduce the frequency of having to circulate the airport roadway system waiting for a curbside space to open up. BCAD’s Contractor will coordinate the use of these spaces during peak charter bus activity periods.

Passengers will benefit by having a central point in each terminal where they may receive information on their specific cruise line’s charter bus loading operation.

Courtesy Vehicles

BCAD will require operators of courtesy vehicles to: (1) apply to the Broward County Permitting, Licensing and Consumer Protection Division for a Courtesy Vehicle Decal (2) obtain an AVI tag from BCAD’s Contractor and (3) sign acknowledgement of receipt of the Airport Ground Transportation Program operating procedures.
Courtesy vehicles will pick-up customers in the Ground Transportation Areas (GTA’s) located between the terminals only. Customer drop-off on the upper level may be made along the curbside check-in areas of each terminal.

**Estimated Operator costs (Subject to Board Approval)**

(a) For off-airport parking businesses, execute an Off-Airport Parking Agreement with BCAD, pay the percentage of gross required by the permit plus a minimum per trip fee of $1.00. Note: Hotel operators also operating off-airport parking services must execute a separate Off-Airport Parking Agreement with BCAD.

(b) For off-airport rental car businesses, execute an Off-Airport Rental Car Agreement with BCAD, which includes payment of a concession fee (established by County ordinance) plus a minimum per trip fee of $1.00. Note: Off-Airport Rental Car operators also operating off-airport parking services must execute a separate Off-Airport Parking Agreement with BCAD.

(c) Courtesy Vehicles Annual Decal Fee of $50.00 plus a minimum per trip fee of $1.00.

**Special Note:** BCAD is searching for available space within close proximity to the terminals in which authorized operators of non concession pre-arranged ground transportation and courtesy vehicles may stage until their customer is ready for loading.

**V. Financial Considerations and Proposed Commercial Vehicle Fees**

BCAD recommends collecting fees on a per-trip basis from most of the commercial vehicles transporting passengers to and from the Airport. Within Florida, Jacksonville, Orlando and Miami airports set fees on a per trip basis, while Tampa and Palm Beach charge concession privilege fees. Nationally Denver, Chicago, Houston, Philadelphia, Salt Lake City, San Francisco, Seattle–Tacoma and Washington Dulles are among the airports that set commercial ground transportation fees on a per trip basis. Ground transportation revenues represent approximately 0.6% of total operating revenues at the airport. While this is a valuable revenue source, BCAD places strong emphasis on providing a high level of customer service.

BCAD recommends a fee structure based on market rates and an equitable allocation with all operators paying for access. Exhibit 9 shows a chart of the proposed FLL fees, subject to Board approval.

In order to determine a proposed fair market rate, BCAD considered:

1. The fees the operators are currently paying to BCAD or others in order to access FLL
2. The fees currently charged by other Florida airports (Exhibit 10)

Based on the estimated cost of dispatch services by the contractor, a “low scenario” and a “high scenario” are considered. The estimated incremental revenue in each scenario is expected to cover 128% and 118% of the expected incremental costs respectively. The incremental costs in both scenarios include $525,000 for Information Booths, which would provide a new service currently not available.

The Current Estimated Trips in Exhibit 9 are based on data from surveys that Jacobs Consultancy conducted during November 2009, which was annualized based on 2009 parking data. BCAD believes that the estimated trips and therefore the estimated revenues are conservative due to:
1. The period surveyed was during an off-peak period in a down-turn year.
2. Some vehicles are difficult to identify as ground transportation vehicles and therefore may have been excluded from the count.

A one percent change in the estimated trips will increase/decrease estimated revenues by approximately $36,000. A ten cent change in the average fee per trip will result in an increase/decrease in estimated revenues of approximately $126,000.

The current system of self reporting some of the Ground Transportation revenue will be replaced with the new system in which billing will be automatic through the contractor utilizing the per trip data gathered via the AVI system.

Green Initiatives

BCAD plans to work with the Board of County Commissioners and stakeholders to establish incentives for Ground Transportation Operators to transition to qualifying “Clean Vehicles”. The incentive will most likely be in the form of preferential per-trip fees for all classes of Ground Transportation Services and head of the line privileges for taxis.

VI. Implementation Actions and Schedule

This section presents the sequence of events for implementing the Ground Transportation Plan.


2. Obtain approval by the BOCC of the recommended ground transportation business plan by February 28, 2011.

3. Obtain approval by the BOCC of an RLI for a Ground Transportation Management Contractor by March 29, 2011. A key component of the RLI will be a requirement for proposers to recommend a customer service focused program at a reasonable cost to taxicab operators that will enable taxicabs which do not currently accept credit card payment to be able to accept credit card payment at the conclusion of a reasonable phase-in period.

4. BCAD and County Purchasing will follow the procurement process in compliance with FAA and ACDBE requirements. BCAD plans to present an acceptable contract for Ground Transportation Management Contract by December 13, 2011.

5. There will be a reasonable mobilization period to allow the selected Ground Transportation Management Contractor time to hire and train staff by March 31, 2012. The Contractor will implement taxi dispatch service, set up information booths and prepare to phase in curbside access for shared ride and private car service as the new concessions commence service.

6. BCAD will prepare an RLI solicitation for new concession agreements for Shared Ride Services and Private Car/Luxury Limousine Services and present them for Board approval.
by March 29, 2011. It is envisioned that the solicitation can be completed and agreements can be brought to the Board by October 2011.

7. BCAD will seek Board approval in February 2011 to extend the existing contracts with Yellow Airport Limousine and B&L Services, Inc., which expire on April 30, 2011.

8. During the mobilization period, BCAD will initiate the required notices to the Federal Aviation Administration and complete the procurement process and selection of a new Shared Ride and Private Car Service.

9. Upon completion of the AVI system and BCAD’s acceptance of this system, it is expected that BCAD will issue AVI tags to all authorized commercial vehicle operators. BCAD plans to test the AVI for a period of a few months and generate sample invoices to both test the system and familiarize operators with the new invoicing system. This critical step will enable BCAD to develop fair and equitable per trip fees based on actual usage by group.

10. BCAD will conduct stakeholder meetings with the individual ground transportation operator groups to discuss invoice process and receive final input from users before providing data to the County Commission to request a public hearing on proposed implementation of fees.

11. BCAD will provide test data to the BOCC, recommended fees and request the BOCC approve BCAD to proceed with requesting a public hearing on proposed implementation of fees by March 27, 2012.
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<tr>
<th>Jacobs Consultancy Recommendation</th>
<th>BCAD Recommendation</th>
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<tr>
<td>1. Retain a ground transportation operations contractor to manage taxicab operations and perform other duties. This contractor would be required to demonstrate that they have no business relationships or interests in taxicab operations in South Florida.</td>
<td>BCAD concurs that in order to ensure there is no bias (or perception of bias) the taxicab dispatch functions should be performed by an independent ground transportation management firm (Contractor). The Contractor would be responsible for day-to-day control and enforcement of all aspects of on-demand taxicab operations, communications with taxicab drivers, ensuring taxicabs and other ground transportation operators (share-ride, pre-arranged limousines/minivans, courtesy vehicles and charter buses) remain in their designated areas. BCAD agrees that the selected contractor should have no business relationships or interests in taxicab or other ground transportation operations permitted to operate at the Fort Lauderdale-Hollywood International Airport.</td>
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<tr>
<td>2. Implement an Automatic Vehicle Identification (AVI) system that would be used to monitor the volume of commercial vehicle trips on the airport.</td>
<td>BCAD concurs with this recommendation. The Board of County Commissioners approved RLI R0837004R1 (Design-Build Commercial Vehicle AVI System at Fort Lauderdale-Hollywood International Airport) on June 8, 2010.</td>
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<td>3. In cooperation with Port Everglades, implement higher taxicab standards than those currently required by Broward County. These standards would be consistent with those at other airports offering high-quality taxicab service.</td>
<td>BCAD concurs with this recommendation. The Airport and Seaport are the primary transportation hubs in Broward County serving tourism as well as transportation needs of local residents and business travelers alike. Patrons “First and Last” impressions of this destination are often formed at these two facilities, fueling a need for taxicab service as well as other ground transportation services to present high standards (age and cleanliness of vehicles, driver uniform etc.) Port Everglades and the Convention and Visitors Board both concur, with the support of Broward County Licensing, Permitting and Consumer Protection, that the taxicab standards at the Airport should be raised and include a method for all taxicabs dispatched at the Airport to accept credit card transactions.</td>
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<td>4. Allow all County taxicabs and drivers meeting new BCAD/Port standards to pick up on-demand passengers on the Airport. Each taxicab driver picking up a customer at the Airport would be required to pay a fee to BCAD.</td>
<td>BCAD recognizes the importance of a high quality taxicab service for the FLL Airport. There are two primary methods of achieving the service objective while maintaining a competitive procurement environment. One is the Concession Agreement (competitively bid) and the other is a system open to all taxicab permit holders whose taxicabs and services offered meet a new standard approved by the Board. BCAD recommends eliminating the taxicab service Concession and replace it with a management agreement with a BCAD Contractor qualified to operate a taxicab dispatch system that allows open access to all permitted taxicabs in Broward County that meet a new set of airport taxicab standards and agree to operate in compliance with new airport taxicab operating rules. All taxicabs desiring access to pick-up passengers at the airport will make application through BCAD’s Contractor who is tasked with administering the permit program, providing dispatch services and enforcing the County approved taxicab operating rules. The Contractor will issue the airport decal and install the AVI transponder on the approved taxicab. The Board of County Commissioners will approve the airport’s new taxicab operating standards and rules and will establish an annual permit fee and a per-trip fee for each taxicab authorized in the airport taxicab dispatch system.</td>
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<tr>
<td>Jacobs Consultancy Recommendation</td>
<td>BCAD Recommendation</td>
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<td>5. Establish a separate concession contract for shared-ride van services.</td>
<td>BCAD concurs with this recommendation. BCAD feels that the current demand for shared-ride van services may best be served through the competitive selection of a single Concessionaire. With implementation of the AVI system it is envisioned that the privilege fee would be comprised of a negotiated minimum annual guarantee and per-trip fee.</td>
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<td>6. Discontinue on-demand private car services. In the event BCAD management should desire to continue on-demand private car services or re-establish these services in the future, it is recommended that BCAD award a separate concession contract solely for the provision of on-demand private car services. Concessionaires seeking this contract would need to demonstrate that they have no business connections with the then current ground transportation management contractor or the shared-ride van concessionaire.</td>
<td>Following discussions with stakeholders, BCAD concurs that this service has been a signature service well established and received by the FLL community over the years. BCAD recommends the private car service be a separate Concession Agreement with different points of sale and loading areas from the share-ride service. Private car service may be located in the vicinity of the ground transportation counter and once the passenger checks-in the Concessionaire may either notify the third party management company to call up a waiting private car for loading at a designated curbside space.</td>
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<td>7. Implement per-trip fee amounts that (a) allow BCAD to fully recover its annual costs of providing, maintaining, and operating the facilities used by the commercial vehicles and (b) reflect the varying size of vehicles used by each service (i.e., buses with capacity of more than 30 passengers). Operators paying concession/privilege fee or their per-trip fees. The fee amounts are to be reviewed and adjusted periodically to reflect changes in BCAD’s costs and the volume of commercial vehicle trips.</td>
<td>BCAD acknowledges that it has historically not been operating under the objective of full cost recovery and would propose to implement the proposed trip fee structure with the objective of covering the specific costs related to the automatic vehicle identification (AVI) system acquisition/operation and the cost of the third party ground transportation management company.</td>
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<td>8. Require that the operators of hotel/motel courtesy vehicles, pre-arranged limousines, and all charter buses pay the per-trip fees. Hotel/motel operators would also pay additional fees for any trips exceeding a prescribed monthly limit. The monthly limit on courtesy vehicle trips is intended to encourage efficient use of the Airport roadways and curbsides.</td>
<td>BCAD concurs with this recommendation. A primary objective of the ground transportation system is to manage control of roadway use to reduce unnecessary trips through the airport resulting in traffic congestion and negative environmental impact.</td>
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<td>9. Require the operators of Off-Airport Parking businesses pay the existing privilege fee, as well as fees for any trips exceeding a prescribed monthly limit.</td>
<td>BCAD concurs with this recommendation and would consider negotiating new terms which would be a blend of fixed fees and variable per-trip fees as permits come up for renewal.</td>
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<td>10. Establish ground transportation information counters (to be staffed by the ground transportation management contractor) in each terminal to provide customers with information on fares, schedules, and destinations served, and service for passengers with special needs.</td>
<td>BCAD concurs with this recommendation. BCAD believes there should be a ground transportation counter centrally located in the baggage claim facilities of each terminal. This counter would be staffed by employees BCAD’s Contractor and provide unbiased information (rates, loading locations, services) on all available ground transportation options offered at FLL.</td>
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<td>11. Establish a pre-arranged limousine driver meet/greet area adjacent to the ground transportation information counter at each terminal.</td>
<td>BCAD concurs with this recommendation. This service may be provided at the ground transportation counter described above by the BCAD Contractor. BCAD’s Contractor would enter passenger pick-up information provided by authorized pre-arranged ground transportation operators (limousines, car services) by phone, internet or in person and make their customers check-in at the counter upon arrival at FLL. Pre-arranged limousine operators will be required to park in the garage and personally check-in at the ground transportation counter. Once the passenger arrives they are matched with their driver (if driver is present in the meeting area) or their driver will be notified of the passengers’ arrival and dispatched to curbside for immediate loading in a space designated for this purpose. This system will significantly reduce unauthorized solicitation of trips not pre-arranged in accordance with County ordinances.</td>
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## EXHIBIT 7

### FLL TAXICAB SERVICE STANDARDS

<table>
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<tr>
<th>STANDARD</th>
<th>CURRENT COUNTY STANDARD</th>
<th>PROPOSED FLL STANDARD</th>
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<tr>
<td>Maximum Vehicle Age and Mileage</td>
<td>No limits as long as taxicab can meet vehicle appearance and safety requirements</td>
<td>No more than 7 model years/400,000 mi Taxicab must meet vehicle and safety requirements</td>
</tr>
<tr>
<td>Computer Dispatching/GPS</td>
<td>Not Required</td>
<td>Not Required</td>
</tr>
<tr>
<td>Vehicle Appearance</td>
<td>Exterior: paint in good condition, no dents/rust. All exterior safety equipment installed and operating properly</td>
<td>Exterior: paint in good condition (no fading), no dents or rust, wheel covers on all wheels. All safety equipment installed and operating properly</td>
</tr>
<tr>
<td></td>
<td>Interior: clean, no torn upholstery and properly functioning Air Conditioning</td>
<td>Interior: clean, no torn upholstery and properly functioning air conditioning</td>
</tr>
<tr>
<td></td>
<td>all interior safety equipment</td>
<td>all interior safety equipment</td>
</tr>
<tr>
<td></td>
<td>i.e., seat belts, head rests, air bags must be in proper operating condition</td>
<td>i.e., seat belts, head rests, air bags must be in proper operating condition</td>
</tr>
<tr>
<td>Passenger/luggage Capacity</td>
<td>&lt;8 passengers</td>
<td>&lt;8 passengers</td>
</tr>
<tr>
<td>ADA Accessible</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Airport Specific Customer Service Training</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Driver Uniform</td>
<td>Not Required</td>
<td>Collard shirt, dress slacks, closed toe shoes and no flip flops</td>
</tr>
<tr>
<td>Driver Communication Skills</td>
<td>Speak, read and write English</td>
<td>Speak, Read and Write English</td>
</tr>
<tr>
<td>Credit Card or Voucher Acceptance</td>
<td>Not Required</td>
<td>Required</td>
</tr>
</tbody>
</table>
EXHIBIT 8

FLL TAXI DRIVERS’ RULES

1. OPERATIONAL RULES
   a. When loading/picking-up passengers, taxi drivers shall present a valid dispatch ticket to starter. A valid ticket is one that was recently issued by the dispatcher at the Taxi Hold Lot with the number of the taxi written on it. Other tickets will not be accepted. When there is a significant demand on taxis and BCAD has directed that taxis bypass the Hold Lot tickets will be dispensed manually at GTA-0.
   b. If a driver leaves the airport, they must return to the Hold Lot to receive a new ticket; there is no short trip line.
   c. Drivers may drop off on the departure (upper) level only. Drivers may only pick-up in the designated areas of the lower level. No scooping.
   d. Drivers conducting personal pick-ups may not use the GTAs; they must park in the garages.
   e. No solicitation of passengers is permitted at any time.

2. DRIVER APPEARANCE/DRESS CODE
   Drivers shall present themselves in a professional manner. This includes a neat and clean appearance. Drivers shall wear slacks, a collared shirt with sleeves, and closed in shoes with socks (no open-toe shoes/sandals) when loading/picking-up or unloading/dropping-off passengers at Ft. Lauderdale-Hollywood International Airport.

3. DRIVER CONDUCT
   a. Drivers shall conduct themselves in an orderly and proper manner so as not to annoy, disturb or to be offensive to others. Drivers will not use improper language, or act in a loud, boisterous or otherwise improper manner. Drivers shall conduct themselves at all times in a friendly, courteous manner toward the public, employees, or others doing business at the Airport. Drivers shall not engage in open or public disputes, disagreements, or conflicts, tending to deteriorate the quality of services to the public, or be incompatible with the best interest of the public or the Airport.
   b. Drivers shall maintain a clean and safe vehicle per the requirements BCAD and of Chapter 22 ½, 9B (Minimum Vehicle Standards), Broward County Code of Ordinances, including, but not limited to working A/C, seatbelts, tires, headlights, brake lights, and turn signals.
   c. Drivers are to use the waste receptacles provided for the disposal of all waste materials including cigarette butts, matches, paper and other accumulated waste. No littering.
   d. Drivers will not leave their vehicles unattended (per Chapter 22 ½, 9A (t) of the Minimum Standards of Conduct in the Broward County Code of Ordinances) and will not be inside of the Terminals. There shall be no congregating in groups around the podiums or outside of parked vehicles; each driver must remain with the vehicle that is in service. Drivers will use lavatory facilities provided at the Taxi Hold Lot as Terminal facilities are for Airport patrons.
   e. Drivers will not offer tips or any other compensation to starters, dispatchers, airline employees, or skyscrapers for preferential treatment or fares.
   f. Taxi drivers will only provide metered fares and will not offer flat rates.

Product of BCAD, Operations Division, Landside  November 25, 2009
I the undersigned have read, understand, and agree to comply with the above rules.

Driver Name & BCID________________________ Signature____________________ Date______
## EXHIBIT 9: PROPOSED FEES PER TRIP

<table>
<thead>
<tr>
<th>Classification</th>
<th>Current Estimated Trips</th>
<th>Revenue based on current fees ($)</th>
<th>Current Equivalent Per Trip</th>
<th>Proposed Fee Per Trip (Low)</th>
<th>Estimated Revenue (Low)</th>
<th>Proposed Fee Per Trip (High)</th>
<th>Estimated Revenue (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax (a)</td>
<td>450,000</td>
<td>$2,112,000</td>
<td>$4.69</td>
<td>$3.00</td>
<td>$1,350,000</td>
<td>$3.50</td>
<td>$1,575,000</td>
</tr>
<tr>
<td>On-demand Shared-Ride Van Service (b)</td>
<td>90,000</td>
<td>$162,000</td>
<td>$1.80</td>
<td>$3.50</td>
<td>$315,000</td>
<td>$3.75</td>
<td>$337,500</td>
</tr>
<tr>
<td>On-demand Private Car (Town Car) (c)</td>
<td>190,000</td>
<td>$327,000</td>
<td>$1.72</td>
<td>$3.25</td>
<td>$567,500</td>
<td>$3.50</td>
<td>$665,000</td>
</tr>
<tr>
<td>Pre-arranged Town Car (garage) (d)</td>
<td>270,000</td>
<td>$149,000</td>
<td>$0.55</td>
<td>$3.25</td>
<td>$877,500</td>
<td>$3.50</td>
<td>$945,000</td>
</tr>
<tr>
<td>Pre-arranged Limousine/Van (garage) (e)</td>
<td>30,000</td>
<td>$2,000</td>
<td>$0.06</td>
<td>$3.25</td>
<td>$97,500</td>
<td>$3.50</td>
<td>$105,000</td>
</tr>
<tr>
<td>Hotel/Motel Courtesy (6 - 14 Pax)</td>
<td>150,000</td>
<td>$0</td>
<td>$0.00</td>
<td>$1.00</td>
<td>$150,000</td>
<td>$1.20</td>
<td>$180,000</td>
</tr>
<tr>
<td>Off Airport Parking Shuttle (f)</td>
<td>70,000</td>
<td>$0</td>
<td>$0.00</td>
<td>$1.00</td>
<td>$70,000</td>
<td>$1.00</td>
<td>$70,000</td>
</tr>
<tr>
<td>Charter Buses - Port Everglades (g)</td>
<td>6,000</td>
<td>$0</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$60,000</td>
<td>$11.50</td>
<td>$69,000</td>
</tr>
<tr>
<td>Charter Buses - Other (h)</td>
<td>4,000</td>
<td>$40,000</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$40,000</td>
<td>$11.50</td>
<td>$46,000</td>
</tr>
<tr>
<td><strong>Totals / Average</strong></td>
<td><strong>1,260,000</strong></td>
<td><strong>$2,791,000</strong></td>
<td><strong>2.22</strong></td>
<td><strong>2.84</strong></td>
<td><strong>$3,577,500</strong></td>
<td><strong>3.17</strong></td>
<td><strong>$3,992,500</strong></td>
</tr>
</tbody>
</table>

### Revenue split

<table>
<thead>
<tr>
<th>Service</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLL</td>
<td>$1,218,000</td>
<td>$3,577,500</td>
</tr>
<tr>
<td>B&amp;L Services</td>
<td>$1,573,000</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Incremental FLL Revenue [Estimated Revenue over Current Revenue]

- $2,359,500
- $2,774,500

### Incremental FLL Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatic Vehicle Identification System Installation</td>
<td>$218,000</td>
<td>$218,000</td>
</tr>
<tr>
<td>Automatic Vehicle Identification System Operation</td>
<td>$76,000</td>
<td>$76,000</td>
</tr>
<tr>
<td>Payments to Third Party Contractor (7)</td>
<td>$1,550,000</td>
<td>$2,050,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,844,000</td>
<td>$2,344,000</td>
</tr>
</tbody>
</table>

### Surplus

- $515,500

### % coverage of incremental costs by incremental revenue

- 128%
- 118%

### Notes:

1. Revenue based on current fees represents the total fees that the Ground Transportation operators are currently paying to BCAD and others in order to access the FLL airport. This does not include permit fees, which are not expected to change from current.
2. Current revenue includes $1,573,000 that the taxi operators currently pay to B&L Services, which would be included in the per trip fee to FLL under the new system. Under current approved rates, the behavior is compensated with a $2.00 per trip fee for all trips originating at FLL.
3. This is the minimum fee level and could be higher depending on bids.
4. Pre-arranged town cars, limousines and vans utilize the garage and pay published parking rates of $1.00 for each 20 minutes. Typically, they pay $2.00 per pickup.
5. This is not reflected in the current or expected revenues above as not expected to change with the new system and is part of parking revenues.
6. This represents a fee per trip in addition to the concession fee that the off-airport parking shuttles are currently paying.
7. There will be no change to the terms of the concession agreement for this service, which currently generates annual revenue for the airport of approximately $0.25 million. Currently approximately 60% of all bus trips are to/from Port Everglades. These trips are currently exempt from per trip fees.
8. FLL's published per trip fee for buses is $6.00 (20 - 26 Pax) and $10.00 (27 Pax and up), although 20-26 Pax buses are infrequent.
9. This represents ground transportation dispatch, information booths in the terminals and a cruise bus command post.
### EXHIBIT 10: PROPOSED FEES PER TRIP COMPARED TO OTHER FLORIDA AIRPORTS

<table>
<thead>
<tr>
<th>Classification</th>
<th>Proposed Fee Per Trip (Low)</th>
<th>Proposed Fee Per Trip (High)</th>
<th>Jacksonville Fee Per Trip</th>
<th>Orlando Fee Per Trip</th>
<th>Miami Fee Per Trip</th>
<th>Jacobs Consultancy’s Benchmarking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi</td>
<td>$3.00</td>
<td>$3.50</td>
<td>$2.50</td>
<td>$4.15</td>
<td>$2.00</td>
<td>$2.00 - $4.00</td>
</tr>
<tr>
<td>On-demand Shared-Ride Van Service (2)</td>
<td>$3.50</td>
<td>$3.75</td>
<td>$2.50</td>
<td>n/a</td>
<td>$2.50</td>
<td>$2.00 - $3.00</td>
</tr>
<tr>
<td>On-demand Private Car (Town Car) (2)</td>
<td>$3.25</td>
<td>$3.50</td>
<td>$2.50</td>
<td>n/a</td>
<td>$2.50</td>
<td></td>
</tr>
<tr>
<td>Pre-arranged Town Car (garage) (3)</td>
<td>$3.25</td>
<td>$3.50</td>
<td>$2.50</td>
<td>$5.25</td>
<td>$2.50</td>
<td></td>
</tr>
<tr>
<td>Pre-arranged Limousine/Van (garage) (3)</td>
<td>$3.25</td>
<td>$3.50</td>
<td>$2.50</td>
<td>$7.65</td>
<td>$2.50</td>
<td>$2.40 - $4.80</td>
</tr>
<tr>
<td>Hotel/Motel Courtesy (6 - 14 pax)</td>
<td>$1.00</td>
<td>$1.20</td>
<td>$2.50</td>
<td>$2.40</td>
<td>$1.00</td>
<td>$1.00 - $3.00</td>
</tr>
<tr>
<td>Off Airport Parking Shuttle (4)</td>
<td>$1.00</td>
<td>$1.00</td>
<td>Note (5)</td>
<td>Note (5)</td>
<td>Note (5)</td>
<td>Note (5)</td>
</tr>
<tr>
<td>Charter Buses - Port Everglades (6)</td>
<td>$10.00</td>
<td>$11.50</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Charter Buses - Other (6)</td>
<td>$10.00</td>
<td>$11.50</td>
<td>$20.00</td>
<td>$9.35</td>
<td>$6.00</td>
<td>$5.00 - $20.00</td>
</tr>
<tr>
<td>Average</td>
<td>$2.84</td>
<td>$3.17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**

1. The fee per trip does not include permit fees, which are not expected to change from current.
2. This is the minimum fee level depending on bids.
3. Pre-arranged town cars, limousines and vans utilize the garage and pay published garage parking rates of $1.00 for each 20 minutes. Typically they pay $2.00 per pickup.
   
   This is not reflected in the fees per trip above as not expected to change with the new system and is part of parking revenues.
4. This is an equivalent fee per trip based on a concession fee. There will be no change to the terms of the agreement for this service.
   
   Fee per trip ranges for Orlando and Miami represent vehicles with less than 16 passengers and vehicles 16 passengers and over.
5. The fee is part of the concession privilege fee.
6. Orlando’s Charter Bus Trip fee is comprised of a base trip fee of $5.80 plus the typical dwell time charge of $3.55.
   
   Each additional 20 minutes of dwell time equals $3.55.