

**DEPARTMENTAL INPUT  
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

Rev 1

New contract    
  OTR    
  CO    
  SS    
  BW    
  Emergency    
  Previous Contract/Project No. RFO88  
 Re-Bid    
  Other

Requisition/Project No: ROP1100001     LIVING WAGE APPLIES:  YES  NO     TERM OF CONTRACT: 3 year with 2 one-year options-to-renew

Requisition/Project Title: Financial Services Consultant for OCITT

Description: The Office of the Citizens' Independent Transportation Trust (OCITT), is seeking interested parties to submit their qualifications for consideration to provide financial consulting services to the Citizens' Independent Transportation Trust (CITT), as may be required. The selected Proposer may participate in a variety of non-recurring financial service projects via Work Order and will be responsible for providing financial consulting services for the complete duration of the contract term.

User Department(s): OCITT  
 Issuing Department: DPM     Contact Person: Lydia Osborne     Phone: 375-1291  
 Estimated Cost: \$750,000     Funding Source: Surtax Funds     REVENUE GENERATING:  ANALYSIS

Commodity/Service No: 918-49     SIC: \_\_\_\_\_

**Trade/Commodity/Service Opportunities**

Contract/Project History of Previous Purchases For Previous Three (3) Years  
 Check Here  if this is a New Contract/Purchase with no Previous History

	EXISTING	2 <sup>ND</sup> YEAR	3 <sup>RD</sup> YEAR
Contractor:	Infrastructure Management Group, Inc.	Infrastructure Management Group, Inc.	Infrastructure Management Group, Inc.
Small Business Enterprise:	25% Goal	25% Goal	25% Goal
Contract Value:	\$450,000	\$450,000	\$450,000
Comments: The final option to renew will end in November 2011			

Continued on another page (s):  Yes  No

**RECOMMENDATIONS**

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

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***Miami-Dade County, Florida***

***RFP No. 789***

## **SCOPE OF SERVICES**

### **1.1 Introduction/Background**

Miami-Dade County, hereinafter referred to as the County, as represented by the Miami-Dade County Office of the Citizens' Independent Transportation Trust (OCITT), is seeking interested parties to submit their qualifications for contracting to provide financial consulting services consistent with this RFQ. The selected Proposer will perform on a Work Order basis. The selected Proposer shall provide financial analyses to the Citizens' Independent Transportation Trust (the CITT or "Trust"). The Trust is comprised of a 15 Member Board representing the 13 Commission Districts, the Mayor and the League of Cities. The Trust appoints an Executive Director of the CITT who leads the OCITT, a small staff of professionals and support personnel.

The citizens of Miami-Dade County approved a ½ Cent Charter County Sales Surtax ("Surtax") on November 5, 2002. The purpose of the Surtax is to implement the People's Transportation Plan (PTP), which is a publicly-supported transportation improvement program established to develop an integrated mass transportation network and to complete roadway improvements in Miami-Dade County and its municipalities. The PTP included a broad range of projects including extensions to the Metrorail system, expansion of the Metrobus system, improving traffic signalization, improving major and neighborhood roads and highways and the funding of municipalities for road and transportation projects. Since 2003, the Trust and the Board of County Commissioners approved several program changes to projects contained in the PTP. In 2009 a "Unification" amendment was approved that created a Capital Expansion Reserve Fund and allowed use of Surtax funds for operation and maintenance of the entire or unified transit system.

The voters also approved, as part of the ballot question, the CITT to "monitor, oversee, audit, and investigate implementation of the transportation and transit projects funded in whole or in part with surtax proceeds." These financial advisory, analysis and consulting services ensure the County can maintain the critical independence of the Trust in its duties with expert outside support.

Work on the PTP (including municipal projects) has been significant. For example, the Surtax has funded \$406 million for the expansion of Metrorail to the Airport, \$75 million to replace Metromover vehicles, \$60 million in street and neighborhood improvements, and \$48 million for the County's Advanced Traffic Management System. The majority of PTP improvements are funded through long term bonds, and bond payments begin to escalate significantly as debt service begins. The Trust has undertaken initiatives in collaboration with the County to address the financial challenge of a significant potential funding gap for Miami-Dade Transit (MDT) as PTP funds currently used for operating expenses become dedicated to the bond debt payments. These initiatives include ongoing review and modeling of the Pro Forma annual updates, examination of MDT operating and capital budgets, as well as studies and analysis to develop innovative opportunities that improve both MDT revenues and costs.

### **2.2 Objective**

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The objective is to establish a contract to provide financial consulting services to the County, to assist CITT in carrying out its oversight responsibilities for the proceeds of the surtax and the implementation of the PTP.

### **2.3 Preferred Qualification Requirements**

The preferred qualification requirements for this Solicitation are:

- a) The selected Proposer should have performed similar services within the past two years to the services required by this Solicitation.
- b) The selected Proposer's Project Manager should be a licensed financial planner, and/or CPA, and/or have a Masters in Business Administration, Public Administration, or Finance, and/or have at least a 4 year degree with more than 5 years experience in financial consulting services
- c) The selected Proposer's Project Team should include staff with the necessary professional background, credentials and experience to perform financial analysis (including, but not limited to, cost/benefit analysis, rate and fee studies, financing feasibility studies, cash flow and bond indebtedness modeling, etc.), auditing (including forensic auditing), and accounting.
- d) The selected Proposer's staff should be immediately available following contract execution
- e) The following experience is preferable: public sector financing and funding (governmental programs); transit and transportation (road construction projects) industry both nationally and internationally

### **2.4 Restrictions on Other County Contracts**

The selected Proposer and its subcontractors that will be assigned to this project, cannot be a contractor or subcontractor under any other Charter County Transit System Surtax Funded Contract (i.e. PTP funded contract), during the term of any contract issued as a result of this Solicitation, including any extension or option-to-renew periods. This requirement is a continuing condition of award. See Section 3.2 Proposer Information for disclosure requirements regarding current contracts which would violate the above restrictions.

### **2.5 Work Order Process**

#### **A. Assignments**

The OCITT may accept recommendations from the selected Proposer regarding potential assignments to be performed, or the OCITT may develop assignments exclusively

#### **B. Work Plan**

After the assignment has been defined, the OCITT may request that a written work plan from the selected Proposer be submitted. The written work plan must be received by the OCITT as defined in each request, which shall include the following:

- Description of the proposed approach
- Staff performing the work, each person's job title, hourly rate and estimated

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number of hours each will spend on the assignment

- Projected date of assignment completion
- Cost per staff person (based on agreed rates)
- Out-of-pocket cost, if any, such as travel
- Total for the assignment

**C. Work Order**

A Work Order will be issued by the OCITT for **all** work to be performed under any contract as a result of this Solicitation. The OCITT, at its sole discretion, may modify the scope of services in an individual Work Order at anytime. The selected Proposer will be compensated only for work actually performed in the Work Order.

The OCITT will issue Work Orders based on approved work plans. Once a written work plan is received and reviewed by the OCITT, the OCITT will a) make any changes if applicable; b) negotiate the scope on the assignment with the selected Proposer, if applicable; c) approve the work plan as submitted; or d) cancel the assignment.

**2.6 Tasks and Deliverables**

**Tasks**

- A.** General financial consulting services including strategic planning, business planning, fiscal policy formulation, economic analysis, benchmarking and other planning initiatives, and provides recommendations as needed/requested
- B.** Review and assess the Miami-Dade Transit Pro Forma (normally updated each year) with development or maintenance of the CITT Risk Assessment Model including analysis of scenarios and sensitivity as required
- C.** Special studies of transit costs, revenues, policies and procedures, such as benchmarking, peer comparisons, transit capital and operating revenue enhancement evaluations, etc. Such studies may involve gathering data from online databases, publications, journals, as well as local and national contacts with transit or government agencies and other firms or organizations
- D.** Incorporating tools such modeling, forecasting, projections, scenarios, and simulations (Monte Carlo, etc.)
- E.** Perform financial sensitivity analyses on transit and transportation programs, projects and operations, taking into account such factors as capital program implementation, regulatory changes and other such issues that may cause a need to review financial operations
- F.** Performance Management and Measurement

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- G. Ongoing technical assistance by attending meetings of the Trust and its committees
- H. MDT Maintenance and Operations Cost Allocation Model
- I. Any other requests to provide overall financial analyses/consulting to the CITT

**Deliverables**

Deliverables for tasks listed above shall be specified in the Work Orders and may include reports of all findings and recommendations. The selected Proposer should have sufficient and appropriate staff assigned to complete each Work Order within required timelines. The selected Proposer and/or staff shall be available, when requested, to present its progress, findings, recommendations, or a final report to the OCITT, CITT, Board of County Commissioners and subcommittees thereof.

**2.7 Payment Schedule**

The selected Proposer may bill monthly for service completed. All billings shall be accompanied by a breakdown including hours by position, supporting documentation and total expenses. All billings shall be consistent with any negotiated estimates as described in Section 2.5, Work Order Process.