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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

Memorandum

MIAMI-DADE COUNTY

Date: January 10, 2008

To: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

Agenda Item No. 8(J)(1)(C)

From: George M. Burgess
County Manager

R-22-08

Subject: Appropriation of Remaining $9 Million Included Under the Professional Services Agreement for the Program Management Consultant for the Implementation of the People's Transportation Plan, Contract No. TR04-PTP1

RECOMMENDATION

It is recommended that the Board of County Commissioners (Board) approve the appropriation of the remaining $9 million of funding available for the Program Management Consultant (PMC) Contract No. TR04-PTP1, to continue PMC services through approximately July 2008 for the implementation of the People's Transportation Plan (PTP). Resolution No. R-487-05 approved a $44 million contract but was amended to require Board approval for funding beyond an initial $25 million. An appropriation of $10 million was approved through Resolution No. R-499-07 this spring for continued program funding. The PMC contract supplements the technical and managerial competencies of Miami-Dade Transit (MDT), providing the expertise required to develop and launch the Orange Line Metrorail Extension Project Phase 1: Miami Intermodal Center (MIC)-Earlington Heights Connector; Phase 2: North Corridor; and Phase 3: East-West Corridor.

SCOPE

This item has countywide impact. The Orange Line Metrorail Extension Project Phases 1, 2 and 3 are located within Commission Districts 1, 2, 3, 6, 10, 11, and 12.

FISCAL IMPACT

No new fiscal impact is anticipated since the $9 million appropriation is part of the original $44 million contract previously approved by the Board under Resolution No. R-487-05.

All projects to be managed by the PMC under this contract were included in Ordinance No. 02-116, Exhibit 1 - PTP Rapid Transit Improvements and its subsequent amendments, adopted by the Board on July 9, 2002. The amount of this contract is part of the total program budget of $4.6 billion for PTP work performed over the next twelve years (which may be assigned to the PMC) and is included in the December 2006 Pro-Forma which anticipates an estimated 50% funding from the Federal Transit Administration (FTA), 25% from the Florida Department of Transportation (FDOT) and other local sources, and 25% from the Charter County Transit System Surtax (Surtax).

The PMC cost summary as of November 21, 2007 is as follows: total invoiced and paid to the PMC as of September 28, 2007 is $29,508,000; services performed by the PMC which have been earned and partly invoiced, but not yet paid (accrued), is $3,122,000. Therefore, the total anticipated commitment is $32,630,000 of which 68% has been used for Management and Engineering Support, 7% for Right-of-Way, 13% for Planning and Outreach, 6% for Safety and Security, 4% for reimbursable expenses (e.g., reproduction, mail services and travel expenses) and 2% for Special Studies. The $35 million appropriated to date is expected to last through mid January 2008.

TRACK RECORD/MONITOR

The contract monitor for this agreement is Albert A. Hernandez, P.E., Deputy Director, MDT Engineering, Planning and Development.

Parsons, Brinckerhoff, Quade & Douglas, Inc., the PMC selected by MDT for the Orange Line project is currently performing satisfactorily. The Miami-Dade Office of Capital Improvements (OCI) database

includes eight contracts previously awarded to this firm. Some of these awards include Equitable Distribution Program (EDP) contracts with MDT for $413,119; Aviation for $20,000; and two (2) with Water and Sewer Department (WASD) for $100,361. Awards also include Professional Services Agreements (PSAs) with MDT for $4,000,000; the Seaport for $2,000,000; and two with the Metropolitan Planning Organization (MPO) totaling $1,623,683.

The OCI database reflects two contractor performance evaluations from WASD with overall performance ratings of "Satisfactory". Since the MPO and Aviation contracts reviewed did not have evaluations on file, MDT staff contacted the respective project managers and confirmed that performance has been "Satisfactory". Evaluations for the other two (2) MDT projects in the OCI database have not been submitted, since these projects have not been completed.

BACKGROUND

After the voters' approval of the PTP on November 5, 2002, the County recognized the need to develop an effective organization to implement the capital expansion program, including the development of the Orange Line projects. A "Transit Summer Study" conducted by the Office of Performance Improvement and distributed to the Board on September 12, 2003, proffered that the County employ a program management model utilizing an appropriate mix of County staff supported by a private program manager. This model is particularly applicable to Orange Line development because it offers tremendous flexibility of control in terms of in-house staffing size, allows the County to tap required expertise on an as-needed basis, preserves some institutional expertise upon program completion, and accommodates the structuring of appropriate checks and balances between consultants and County staff. The Federal Transit Administration (FTA) also encourages the use of a PMC for implementation of such an extensive capital program. In fact, many transit agencies use a PMC for their capital programs. Separate firms are used to perform planning, preliminary engineering, final design and inspection services.

According to the Transit Summer Study, public transportation systems with large expansion programs, are typically expending from 3% to 7% of the total program budget for program management services, depending on program complexity. MDT's Orange Line program has a total program budget of $4.6 billion for 12 years, and average program management costs are $14 million per year, or 3.7% of total program costs. Scope of work includes overall project management, oversight of design consultants and system integration, planning, scheduling, budgeting, utility relocation, Right Of Way (ROW) acquisition, public involvement and information, development of design criteria, document preparation support, quality assurance, contract oversight, safety and security consulting, operations interface support, financial planning, technical support, and extension of staff.

MDT recently corroborated the Transit Summer Study with its own comparison of four transportation agencies using program management services in their capital expansion programs. MDT also reviewed statistics found in the 2007 Construction Management Association of America (CMAA) survey. The data reviewed by MDT are summarized below.

MDT surveyed several transit agencies performing capital improvement projects with a program management consultant and found that they are expending between 2.2% and 4.7% of their total program budgets on PMC costs. For example, Denver Regional Transit Authority (DRTA)'s FasTracks program has a total program budget of $4.7 billion for 12 years, with PMC average yearly expenditures of $15 million per year, or 3.9% of total program costs. The Utah Transit Authority's (UTA) Capital Improvement Program (CIP) has a total budget of $2.8 billion for 10 years, with PMC expenditures averaging $6.2 million per year, or 2.2% of total program costs. The Metropolitan Washington Airports Authority (MWAA)'s Metro Area Dulles Extension program has a total program budget of $3 billion for 6 years, with PMC average expenditures of $20 million per year, or 4.7% of total program costs. MDT also reviewed the Miami-Dade Expressway Authority (MDX)'s PMC expenditures because it has a

program management model similar to the MDT model. Although MDX is dedicated to highway development, their PMC performs similar but somewhat more expansive services than those performed at MDT. Services for MDX include overall program management, oversight of design consultants and system integration, planning, scheduling, budgeting, utility relocation, architecture, development of design criteria, security analysis, budgets, scheduling, quality assurance, financial planning, land use planning, operations interface support, and extension of staff. The MDX's CIP has a total budget of $1.2 billion for 10 years, with PMC expenditures averaging $7 million per year, or 5.8% of total program costs.

The Construction Management Association of America (CMAA) conducts reviews of transportation projects similar to the MDT project. The CMAA's 2007 Comparison of Construction Management and Program Management Costs report indicates that the percentile of fees for program management services range from 3.0% to 5.5%, with the median at 4.2% of the overall budget for capital projects.

Based on MDT's findings summarized above, MDT is operating their PMC program within budget and in accordance with the industry's prevailing practices. MDT takes great pains to ensure that every expenditure associated with the PMC is essential, with work orders and invoices scrutinized prior to approval with a view towards fiscal restraint.

The PMC currently functions as special support staff to MDT and provides assistance in coordination and oversight of all program elements, and are an extension of MDT's staff in the development of the three phases of the Orange Line including the initial investment necessary to oversee Phase 1, and planning of Phase 2 and the initial stage of the Federal approval for Phase 3. The remaining $9 million is requested to continue all three expansion phases of the Orange Line. Critical activities in the next 12 months include completion of final design, construction contract advertisement, bid and award process for Phase1; right-of-way engineering and acquisition activities; managing new starts preliminary engineering and systems engineering; developing FTA requested documents for final design; preparing a FTA New Starts application for Phase 2; and continuing planning activities for Phase 3.

The information below includes corrective actions implemented by MDT to address concerns, raised at the April 24, 2007 Board meeting, regarding overall PMC contracting practice, including low Disadvantaged Business Enterprise (DBE) participation, and delays in invoice payments to sub-consultants/subcontractors. MDT has also acted on observations and concerns identified by the Office of the Inspector General (OIG), which were consistent with the Board's concerns. As a result of MDT actions, the OIG has noted some improvement in PMC project files. MDT is developing additional safeguards to ensure the contract requirements are properly monitored. The OIG will continue working with MDT to monitor progress and improve contract compliance.

Procedure for Adding Subcontractors

Earlier this year, it was determined that there had been a misapplication of Section XII of the contract relative to the addition of sub-consultants. As a result, a new procedure for adding sub-consultants has been implemented by MDT, along with a directive designed to ensure that all pertinent documentation is reviewed before any subconsultant is added.

Section XII of MDT's Architectural/Engineering PSA contains language which allows, in certain circumstances, the addition of new sub-consultants to the contract. Further, the contract language stipulates that special professional consultants can be added to assist in performing specialized tasks. However, addition of firms is permissible only when there is no one on the consultant team (prime or subs) that can perform the(se) specialized task(s) and if the addition of the special professional consultant benefits the project delivery. Finally, the work to be performed by the new firm shall be specialized in nature and had to have been unforeseeable at the time the team was selected.

To ensure proper application, additions of any sub-consultants to the team, whether requested by MDT or by the Prime, will be approved by the Contracting Officer's Representative (COR). If the request comes from the County, it must come from the COR in writing, or, if from the Consultant, it must be addressed to the COR. In either case, the final package for approval will come from the PMC and include the following requirements: name and addresses of firm, owners, and principals; primary areas of expertise; overhead rate (refer to Section IV of the Contract); DBE approval from MDT's Office of Civil Rights (if applicable); explicit justification on why the firm is needed and how it was selected; tasks the subconsultant will be working on as per the contract's scope of services; assurances from the Prime Contractor that the subcontractor has been informed and will comply with all the terms of the contract; resumes of proposed key personnel for the project; proposed hourly wage rate for key personnel, if applicable; copies of Miami-Dade County's Technical Certification and Disadvantaged Business Enterprise (DBE) Certification Letters; copy of Miami-Dade County's Affirmative Action Plan Approval Letter, if required; copy of Miami-Dade County's Vendor Registration; and completed DBE Forms, as follows: (1) Bidder's List Form; (2) Schedule for Participation Form; (3) Letter of Intent Form; and (4) Contractor Identification Statement Form.

There has been strict adherence to administrative contractual requirements. Work commences only after official go-ahead is given by the COR and with established procedures. Similarly, subconsultant addition follows strict adherence to contract provisions and is in line with DBE regulations. There has been no addition of sub-consultants to the contract beyond the substitution of the original team members, Nodarse, Inc and A2, which was done in accordance with DBE regulations and in compliance with Section XII of the contract.

Invoicing and Acceleration of Payments

MDT and the PMC team have developed a process map and project schedule to improve tracking and minimize time required to process invoices. This has resulted in the PMC and the County being able to process all current invoices according to the schedule, which includes payment to all DBE sub-consultants within five (5) days of the PMC receiving payment from the County. Additionally, the entire process has been reviewed and improved to accelerate payments in accordance with Florida Statue 218.70, the Florida Prompt Payment Act. To assist in this effort, the PMC has increased the number of personnel assigned to invoice processing and are creating invoices for the subconsultant to review and sign, to minimize subconsultant errors which can delay payment.

As described in monthly reports to the Transit Committee, MDT has also established a pre-approval process for the labor hours being charged by the sub-consultants and their hourly labor rates. The PMC submits Bi-Weekly Labor Reports for each PMC employee, delineated by task number, for review and approval by the MDT Project Manager in advance of invoice submittal. Also, the PMC now submits Action Request Forms for approval of new personnel and hourly rate changes prior to the invoice submittal. These newly established procedures have reduced the review, correction and approval time for invoices significantly. The department is now on schedule with the prime and subconsultant payments for the PMC contract.

Disadvantaged Business Enterprise Participation Rate

The PMC DBE participation rate was at 13% In April 2007; since that time, the PMC and MDT's Office of Civil Rights & Labor Relations developed a plan with established benchmarks to achieve the established 25% goal. The PMC is committed to attaining the established 25% DBE participation goal over the life of the contract. To this end, the Transit Committee has been receiving monthly reports detailing specific DBE participation, goal attainment, and adherence to the prompt payment policy established by the Board.

In order to compensate for lower DBE performance levels in 2005 and 2006, the PMC has taken steps this year to increase DBE participation and is currently achieving a year-to-date rate near 27%.

Specifically, to increase the DBE participation, the PMC undertook the following actions: moved the Quality Assurance management functions from a non-DBE firm to a DBE firm; moved selected tasks under Safety and Security from a non-DBE firm to a DBE firm; moved the Public Outreach functions from a non-DBE firm to a DBE firm; moved the DBE Compliance task from a non-DBE firm to a DBE firm; assigned new Right-of-Way Acquisition Program components to a DBE firm; dedicated future Construction Manager Position to a DBE firm; and substituted a DBE firm in accordance with pre-established procedures.

For the 2007 work program, DBE participation has increased substantially, and opportunities for DBE participation have been increasing with each new annual work program. The total invoiced and paid to DBE firms as of September 25, 2007 was $5,844,567. This represents a 19.5% DBE participation of the total amount paid to all sub-consultants. The actual payments discussed above cover services performed up until September 28, 2007. (Please note that payments are made in accordance with receipt of invoices which typically cover overlapping months.)

The services performed by the PMC after September 28, 2007, total $1,683,877, of which the DBE participation is 33.8%, or $568,596. The funds for PMC services performed between September 28, 2007 and November 9, 2007 have been invoiced but not yet been paid (accrued). Once the $1,683,877 in accrued funds is fully invoiced and $568,596 is paid to the DBE's, DBE participation is projected to increase from the current 19.9% to 20.6% overall from the inception of the contract to date. As a result of the implemented policies and procedures, the challenges experienced earlier this year have been resolved. The most recent bi-weekly labor period showed a participation rate of approximately 34%. MDT will continue to work closely with the PMC in order to ensure that monthly targets are met, as well as the overall contract goal of 25%.

Recent Accomplishments and Future Needs
The PMC provides critical management, technical and program oversight support for the Orange Line and other PTP projects. Below are highlights from MDT projects which have received or will be receiving PMC support, based on receipt of the remaining $9 million appropriation for PMC services.

Orange Line Phase 1: Miami Intermodal Center (MIC)-Earlington Heights Connector Project
The PMC is assisting MDT with project management for the elevated, 2.4 mile, double track heavy-rail extension of the existing Miami-Dade Metrorail System. The PMC has assisted MDT and the Corridor Consultant to achieve the 90% stage of design, providing technical oversight and guidance to the Corridor Design Consultants and developing design criteria for use by the corridor consultants.

The major PMC activities performed in support of Phase I include: Coordination with third-party entities, e.g.; Florida Department of Transportation (FDOT), South Florida Regional Transportation Authority (SFRTA), Miami-Dade Expressway Authority (MDX), South Florida Rail Corridor (SFRC), CSXT, utility companies and other Project Stakeholders; interface management with MIC; development of scope and control cost estimate for demolition contracts; development of fire hazard study for the guideway alignment; coordination of design document review; Assistance with property acquisition and relocation efforts; coordination of environment assessment issues with DERM and SFWMD; development of Program Management Plan (PMP), Safety & Security Plan (SSMP) and other technical documents; performance of Constructability review; monitor and update the Project schedule and budget; provided in-depth technical support to assist County staff during negotiation for additional design services with the design consultant; the PMC supports MDT in the Public Involvement efforts inclusive of the Project newsletter, stakeholder coordination and third party meetings; assist MDT with coordination of Arts-in-Public Places Program; assistance with utility relocation efforts.

It is anticipated that the 100% design will be completed by the end of 2007 and advertised for bidding beginning in early 2008. Selection and procurement for construction, award and contract execution, leading up to Notice to Proceed, is projected to begin in Late 2008.

Orange Line Phase 2: North Corridor Metrorail Extension
The PMC is supporting MDT with project management and oversight for the Preliminary Engineering activities of the North Corridor.

The initial Preliminary Engineering phase of this contract is complete, and the PMC is now overseeing the continuing Preliminary Engineering efforts prior to commencing Final Design. Future critical activities include technical oversight of the Corridor Design Consultant; interface between MDT and the Consultant; budget, cost and schedule management; preparation of the annual New Starts Applications (inclusive of developing the traffic demand modeling financial plan and technical data for submittal in support of FTA's federal funding process); developing the FTA-mandated Project Management Plan (PMP), Right-of-Way Acquisition and Management Plan (RAMP), Safety and Security Management Plan (SSMP) and other technical documents, technical guidance to the Corridor Design Consultant. .

The PMC provided in-depth technical support to assist MDT staff during negotiations for the Final Design and Construction support phase of the contract for Phase II. The PMC actively supports MDT in its on-going activities involving oversight by the FTA, and their Project Management Oversight Consultant (PMOC). These include monthly progress meetings with the PMOC, quarterly meetings with FTA, site visits, FTA-mandated project risk assessment evaluations and numerous reporting requirements. The PMC supports MDT in the public involvement efforts for the Corridor, inclusive of public meetings, stakeholder coordination and third party meetings. A Record of Decision was received from FTA on April 26, 2007.

The PMC has provided project management support to MDT throughout the environmental process, inclusive of technical oversight of the Planning work and coordination with MDT and the Design Consultant. The PMC currently coordinates design management, provides document control services coordinates the Art in Public Places (APP), Transit-Oriented Development (TOD) and Business Assistance Program (BAP) initiatives and provides public involvement support staff to MDT.

With PMC support, MDT submitted a New Starts Update Report to the FTA, which included an extensive update to the financial plan submitted on September 7, 2007. MDT is also working with PMC to secure a Full Funding Grant Agreement (FFGA) with the FTA in 2009. The FY 2009 Corridor Financial Plan addresses FTA issues raised from previously submitted financial plan.

Recent Accomplishments on the Orange Line Phase 2: North Corridor, include record of decision (ROD), received from the FTA in April 2007; Notice to Proceed (NTP) on New Starts Preliminary Engineering and Systems Phases issued in April 2007; execution of Joint Participation Agreement (JPA) with FDOT development of Master Project Schedule; review and coordination of planning, design (approximately 60% complete), right-of-way acquisition and construction schedules; commencement of pre-risk assessment (precursor to final design entry); completion of the right-of-way relocation needs assessment; commencement of geotechnical exploration (soil borings) and Right-of-Way control survey; and commencement of right-of-way engineering phase including control survey, title searches and legal descriptions.

Orange Line Phase 3: East-West Corridor Metrorail Extension
The PMC is assisting MDT with the project management for the planning activities and monitoring the development of environmental documents on this Phase. The PMC has assisted the Corridor consultant to advance the planning phase of this contract. Major activities performed include: assisting MDT with identification of several possible alignments along the Corridor for cost effectiveness;

coordinating with FTA and FDOT; and advancing the Supplemental Draft Environmental Impact Statement (SDEIS) within the framework negotiated with FTA. Public outreach has been an important area where significant progress has been made. In order to comply with the Federal NEPA process, project scoping was conducted in 2006 and involved intensive coordination with FTA, FDOT, agency and private stakeholders, and the general public.

Primary accomplishments in the last four (4) months include the continued development of alignment plans, profiles, and typical sections for different alignment options and work towards improving cost effectiveness/user benefits for most promising alternatives; refined baseline and build alternative costs, prepared a "Baseline Report" for submittal to FTA; development of a "Special Events" model to assess additional travel demand; continued confirmation of Community and Business Advisory Committee (CBAC) appointments; exploration of partnering opportunities with other agencies (FDOT & MDX); exploration of joint development opportunities with key stakeholders (e.g., Florida International University, Mall of the Americas, Sheraton, Waterford); and assisting the department with evaluation of the preservation of the SR 826/SR 836 Interchange "underpass/overpass" option.

Right-of-Way Acquisition Support
The PMC is providing Right-of-Way acquisition support services on the Orange Line for Phases 1 and 2 projects. For Phase 1, there are 36 parcels that will be acquired. The Public Works Department (PWD) is responsible for the acquisition of 23 of these parcels. To date, of the 36, eleven (11) parcels have been acquired. The others are owned by MDX and other government agencies. For Phase 2, there are 118 parcels. Temporary construction easements will be added to the project. Right-of-Way Engineering is underway by the PMC. The PMC is also providing relocation assistance to the displaced residents and businesses for this project, as well as coordinating property management and demolition services. PWD is responsible for the Right-of-Way Engineering and acquisition.

Program Management Consultant Work for 2008
Significant progress has been made in the development and design of the Orange Line to date, as well as with the other PTP projects. During 2008, critical stages of final design will be performed; requiring increased levels of coordination, technical oversight, and program management. The PMC will provide technical expertise to augment MDT staff to perform these important functions.

PMC work planned for 2008 includes management and technical oversight of planning, preliminary engineering and final Design; FTA New Starts application (Phases 2 and 3); travel demand forecasting system-wide; transit oriented development planning and master developer scope development; project controls, scheduling and cost estimating; financial planning; safety and security plans, hazard and threat management; right-of-way acquisition and engineering support; and utilities relocation coordination and agreements. PMC will also assist MDT with operations and maintenance support, special studies and tasks, and extension of MDT staff to ensure quality control, public, employment and business outreach, and safety and security consultation.

Assistant County Manager

MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners

DATE: January 10, 2008

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 8(J)(1)(C)

Please note any items checked.

_____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Bid waiver requiring County Manager's written recommendation

_____ Ordinance creating a new board requires detailed County Manager's report for public hearing

_____ Housekeeping item (no policy decision required)

_____ No committee review

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(J)(1)(C)
01-10-08

RESOLUTION NO. **R-22-08**

RESOLUTION AUTHORIZING APPROPRIATION OF THE REMAINING $9 MILLION INCLUDED UNDER THE PROFESSIONAL SERVICES AGREEMENT BETWEEN MIAMI-DADE COUNTY AND PARSONS BRINCKERHOFF QUADE AND DOUGLAS, INC. TO PROVIDE PROGRAM MANAGEMENT CONSULTING SERVICES FOR THE IMPLEMENTATION OF THE PEOPLE'S TRANSPORTATION PLAN, CONTRACT NO. TR04-PTP1

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board approves the appropriation of the remaining $9 million included under the Professional Services Agreement with Parsons Brinckerhoff Quade and Douglas, Inc. to provide Program Management Consulting services for the implementation of the People's Transportation Plan Contract No. TR04-PTP1, in substantially the form attached hereto and made a part thereof.

The foregoing resolution was offered by Commissioner **Dorrin D. Rolle**, who moved its adoption. The motion was seconded by Commissioner **Dennis C. Moss** and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman **aye**
Barbara J. Jordan, Vice-Chairwoman **aye**

Jose "Pepe" Diaz	**aye**	Audrey M. Edmonson	**aye**
Carlos A. Gimenez	**aye**	Sally A. Heyman	**aye**
Joe A. Martinez	**aye**	Dennis C. Moss	**aye**
Dorrin D. Rolle	**aye**	Natacha Seijas	**absent**
Katy Sorenson	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 10th day of January, 2008. This resolution shall become effective as follows: (1) ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board, and (2) either i) the Citizens' Independent Transportation Trust (CITT) has approved same, or ii) in response to the CITT's disapproval, the County Commission re-affirms its award by two-thirds (2/3) vote of the Commission's membership and such reaffirmation becomes final.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **Kay Sullivan**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Bruce Libhaber