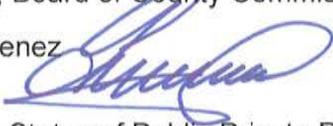


Date: August 12, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Update on the Status of Public Private Partnership Program Plan

Introduction

On July 2, 2013, the Board of County Commissioners (Board) approved Resolution No. R-1022-13, which created the Miami-Dade County (County) Public Private Partnership (P3) Program. As the Board is aware, a P3 is a government service or private business venture funded and operated through a contractual agreement among government(s) and one or more private sector entity. More specifically, Resolution No. R-1022-13 required the P3 Program Plan to contain: (a) a list of projects suitable for public private partnerships and a timeline for their completion; (b) identification of potential advantages and disadvantages of delivery methods in connection with each project; (c) legislative recommendations to simplify County processes; (d) proposed amendments to the provision of the County Code governing unsolicited proposals; and (e) a description of similar projects in other communities in the United States.

Legislation

At the national level, the Performance Based Building Coalition has been working with the Ways and Means Committee of the U.S. House of Representatives to encourage the creation of a new category of Private Activity Bonds for public buildings. Private Activity Bonds are tax-exempt bonds issued by, or on behalf of local or state governments to provide special financing benefits for qualified projects. Most often, such financing is intended for private use projects, where the government generally does not pledge its own credit. Many attribute the expanded use of P3s in transportation to the passage of the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users in 2005, which added highway and freight transfer facilities to the types of privately developed and operated projects for which certain qualified Private Activity Bonds may be issued.

In 2013, the Florida Legislature passed and Governor Scott signed, House Bill 85, which authorizes local governments to utilize P3s when citing the public need to construct and upgrade facilities predominantly used for public purposes. The intent of House Bill 85 is to encourage greater private sector participation in the delivery and financing of public buildings and infrastructure projects.

In 2015, Florida State Representative Greg Steube presented House Bill 65, which did not pass, to exempt unsolicited proposals from the State Sunshine requirements. This legislation would have protected unsolicited proposals from becoming public record the moment the proposals were submitted to an agency, which would encourage firms to consider P3 frameworks to help address community needs.

At the local level, County staff is working to identify applicable County Code sections, procedures and policies to determine what amendments are necessary to move P3 projects forward. At the very least, modifications to the Cone of Silence legislation could allow: (a) closed meetings for discussions with proposers regarding their offers during the evaluation process, and (b) the submission of confidential information to be considered by a selection committee. These measures protect the interests of both the County and the participating competitors. Legislation is also necessary to allow more flexibility in regard to the County's traditional terms, conditions and limitations of liability as well as to include the use of the State of Florida model for Invitations to Negotiate as one of the contracting processes available to County staff.

County P3 Projects

In response to Resolution No. R-151-15, which directed the County Mayor to issue solicitations for a financial consultant and legal services to provide specialized expertise regarding the P3 to design, build, finance, operate, and maintain the County's Court Facilities and Jail Facilities, the first two (2) solicitations referenced below are underway. Additional P3 related initiatives are also described below:

1. RFP-00198: Legal Services for Implementation of P3 to Develop County Civil and Criminal Court Facilities and Other Projects as Determined by the Board of County Commissioners

Following a two-week posting of the draft solicitation for industry comment, a Request for Proposals (RFP) was issued on April 29, 2015. A Pre-Proposal Conference was held and 15 proposals were received on May 29, 2015. Evaluations and negotiations will take place in June/July 2015 with a recommendation to award presented to the Board thereafter. The process remains under the Cone of Silence.

2. RFP-00199: Financial and P3 Advisory Services

Following a two-week posting of the draft solicitation for industry comment, the Request for Proposal (RFP) was issued on April 30, 2015. A Pre-Proposal Conference was held and nine (9) proposals were received on June 2, 2015. Evaluations and negotiations will take place in June/July 2015 with a recommendation to award presented to the Board thereafter. The process remains under the Cone of Silence.

3. RFQ-00241: Financial and P3 Advisory Support Services Pool for County Water and Sewer and Other County P3 Initiatives

The draft scope of services was placed for a two-week period on the Internal Services Department's website for industry comment on May 22, 2015. A Request for Qualifications will be issued following approval for legal sufficiency, and a review of insurance and small business requirements.

4. Request for Proposal-00085: Compressed Natural Gas Program
5. Request for Proposal-00096: Compressed Natural Gas Program for Miami-Dade Transit

The Board approved Resolution Nos. R-419-14 and R-420-14, which authorized the advertisement of two (2) solicitations seeking firms to design, finance, construct, maintain, and operate Compressed Natural Gas (CNG) compliant facilities and infrastructure, and offer CNG fuel for: 1) the Internal Services, Public Works and Waste Management, and the Water and Sewer departments, and 2) Miami-Dade Transit, respectively. The Miami-Dade Transit solicitation also includes the delivery of CNG buses. The objective of the solicitations and any resulting contracts is to provide energy and fuel savings solutions for the County's heavy vehicle fleet. The County intends to form a P3 with the selected proposer(s) to take advantage of the savings associated with the use of CNG for its fleet and generate revenue to the County through the sale of CNG to third parties. Three (3) proposals were received for each project. The proposals are currently under review by an Evaluation/Selection Committee and the process remains under the Cone of Silence.

6. South Miami Heights Water Treatment Plant

In 2006, an Interim Consumptive Use Authorization and Agreement was reached between the Water and Sewer Department and the South Florida Water Management District (SFWMD). As part of this Agreement, Water and Sewer Department agreed to incorporate the use of the Upper Floridian Aquifer raw water into Miami-Dade County's water supply portfolio. On July 16, 2012, SFWMD issued a modification to the Water and Sewer Department's Water Use Permit, which limits the raw

water withdrawal rate from the Biscayne Aquifer to three million gallons per day with the balance of the raw water being drawn from the Upper Floridian Aquifer.

The South Miami Heights Water Treatment Plant will improve reliability in water service and quality by allowing for the decommissioning of satellite plants that are over 40 years old into one (1) service sub-area. Construction of the plant will benefit the consumers in the south Miami-Dade area and will bolster water treatment production capacity. The Water and Sewer Department is looking for a partner to design, build, finance, operate, and maintain the plant located at 11800 SW 208 Street.

Currently, staff is performing a Value for Money analysis of this project. The preliminary project schedule has the solicitation being advertised by November 2015, with the plant operational by the end of 2019, at a total projected cost of \$150 million. Also over the last several months, staff from the Water and Sewer Department and Office of Management and Budget have been meeting with staff from the Florida Governmental Utility Authority for briefings on their experience and potential benefits to local governments in Florida.

The procurement process is being conducted pursuant to state law, Section 287.05712, Florida Statutes, Public-Private Partnerships, and is intended to conclude after an evaluation of proposals by a Competitive Selection Committee with a recommendation to award to be presented to the Board of an Interim Agreement (Phase 1) for certain planning, development, design, and financing services for the project. The company awarded the Interim Agreement would be required to submit certain cost, schedule, and other information for the negotiation and possible award of a Comprehensive Agreement (Phase 2) that may include the final design, permitting, construction, financing, operation, and maintenance of the project. The Interim and Comprehensive Agreements may include a Progressive Design-Build approach.

Potential P3 County Projects

Exhibit A (attached) lists capital projects identified by various County departments that may benefit from a P3 delivery method. These departments continue to work on identifying opportunities and needs. The list includes 51 projects that need to be vetted for suitability for this methodology. At this time, County staff does not have a timeline for these projects. A Value for Money analysis for each project needs to be performed to determine if the project best fits the P3 delivery method, or if it should follow the County's traditional project delivery method. The analysis will assist in identifying the financial advantages and disadvantages of using the P3 delivery method.

Outreach

My Office has scheduled an Industry Day to offer the private sector the opportunity to learn about upcoming projects and to discuss other available projects. The event is sponsored by The P3 Institute and will be held on September 24-25, 2015 at Florida International University's Biscayne Bay Campus. The Board will be invited to the event and provided program information beforehand.

P3 Task Forces

On February 3, 2015, the Board approved Resolution No. R-144-15, which created the Miami-Dade Court Capital Infrastructure Task Force. The Court Capital Infrastructure Task Force is charged with providing a comprehensive assessment of the County trial court infrastructure, including repair of existing facilities and the acquisition or construction of additional court facilities, solicitation of proposals to address identified needs, and financing recommendations.

Also on February 3, 2015, the Board approved Resolution No. R-150-15, which created the Miami-Dade County P3 Task Force. An item recommending nominees for the P3 Task Force will be presented to the Board for approval. The P3 Task Force will serve in an advisory role to the Board and will

recommend changes to current County rules and procedures, evaluate and make recommendations regarding the P3 Program, and identify potential projects that would benefit from a P3 delivery method.

Other Projects in the United States

Exhibit B (attached) is a list of completed and ongoing P3 projects throughout the US. This list includes water and sewer, airport, seaport, judicial, and civic center projects.

Next Update

While roadway and bridge infrastructure projects have used the P3 delivery method for some time, vertical infrastructure projects have been slow in materializing. For example, the vertical construction projects underway such as the Long Beach Civic Center has taken over a year to procure and have experienced some delays due to budgetary and financial considerations and projections. The County continues to carefully identify appropriate projects that meet the County's operational needs and the available options to address those needs. While P3s have been used for years, the recent global economic slowdown has brought this type of project delivery method to the forefront. Our next update of the P3 Program Plan will take place in early 2016.

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1451, or me directly.

Attachments

c: Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Department Directors
Charles Anderson, Commission Auditor

Exhibit "A"

Potential P3 Projects in Miami-Dade County

1	WASD	Project Name:	SDWWTP-Class AA Biosolids Processing Plant
		Estimated Cost:	\$200 Million
		Project Description:	New Facility to treat biosolids at the South District Wastewater Treatment Plant.
		Other Information:	Design Build Finance Operate and maintain (DBFOM) a New Facility to treat biosolids to Class AA level to improve quality biosolids disposed of and to increase the number of disposal sites available.
2	WASD	Project Name:	Northwest Wellfield Water Treatment Plant - GWUDI
		Estimated Cost:	\$450 Million
		Project Description:	New 50 MGD Water Treatment Plant.
		Other Information:	Design Build Finance Operate and Maintain (DBFOM) a new 50 MGD Water Treatment Plant to serve the Miami Dade Northwest area and replace the Hialeah Water Treatment Plant. 25 MGD of the plant will be nanofiltration treatment; and 25 MGD will be Reverse Osmosis (RO) membrane treatment.
3	WASD	Project Name:	AMR/AMI Automatic Meter Reading (AMR) System
		Estimated Cost:	\$150 Million
		Project Description:	Provide and Install AMR/AMI throughout Miami Dade County.
		Other Information:	Design Build Finance Operate and Maintain (DBFOM) in order to implement AMR, enabling meter readers to read meters remotely via wireless radio transmitters, and then transfers the data into the billing system that will enable the implementation of monthly billing and electronic monitoring.
4	WASD	Project Name:	West District Wastewater Treatment Plant
		Estimated Cost:	\$2.1 Billion
		Project Description:	New Wastewater Treatment Plant.
		Other Information:	Design Build Finance Operate and Maintain (DBFOM) the new wastewater treatment plant which is required to process future flows and provide reuse in accordance with the WASD Ocean Outfall Legislation Compliance Plan. Project also consists of biosolids project and the system to dispose of effluent into the Floridian Aquifer to meet reuse requirements in accordance with the WASD Ocean Outfall Legislation Compliance Plan.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

5	WASD	Project Name:	General Maintenance and Office Facilities
		Estimated Cost:	\$120 Million
		Project Description:	New Maintenance and Office Facilities at the North, Central and South Districts.
		Other Information:	Design Build and Finance (DBF) of new maintenance and operations facilities in Miami Dade County, one each at the North, Central and South Districts.
6	WASD	Project Name:	Peak Flow Management Facilities
		Estimated Cost:	\$310 Million
		Project Description:	Six projects to properly assist and deal with peak flow management.
		Other Information:	Design Build and Finance (DBF) of new district-wide facilities and improvements for the wastewater transmission system based on the future flow allocations to existing wastewater treatment plants and the future district wastewater treatment plant's needs and demands.
7	WASD	Project Name:	East/West 84 inch Force Main
		Estimated Cost:	\$180 Million
		Project Description:	Installation of a new wastewater FM.
		Other Information:	Design Build Finance (DBF) a new wastewater influent force main from the Central District to the new West District Wastewater Treatment Plant. Includes the possibility of enhancing it to provide as storage to manage peak flows.
8	WASD	Project Name:	Water Distribution System Storage Tank & Main replacements
		Estimated Cost:	\$70 Million
		Project Description:	Installation of a new 2.5 MG storage tank and related appurtenances.
		Other Information:	Design Build Finance (DBF) Replacement and renewal of treatment plant facilities, water and sewer pipelines, and pumps
9	MDAD	Project Name:	Concourse D Extensions
		Estimated Cost:	\$700 Million
		Project Description:	Extend Concourse D on the east and west side of the existing concourse with 20-27 aircraft gates and holdrooms (depending on configuration) along with the apron and fueling infrastructure required for these gates.
		Other Information:	American Airlines' future growth at MIA requires expansion of the concourse facilities in the North Terminal. American has stated that it is willing to construct and finance this project.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

10	MDAD	Project Name:	Cargo Buildings Development
		Estimated Cost:	Varies
		Project Description:	Construct cargo buildings at MIA.
		Other Information:	Cargo facilities are leased based on appraisal rates, which may or may not be equal to cost recovery rates. Therefore, MDAD generally loses money on these facilities annually (or, at best, breaks even). Improving them using borrowed money would reduce debt capacity for more urgent capital projects involving the terminal, landside and airfield. Equity funding sources (such as grants or PFC revenues) are also not available. Private development would have a negligible impact on existing revenue streams.
11	MDAD	Project Name:	General Aviation Facilities Development
		Estimated Cost:	Varies
		Project Description:	Hangars and other aviation support facilities at the four MDAD general aviation airports.
		Other Information:	Demand for more, larger, modern facilities, especially hangars, at the general aviation airports is increasing. However, significant investment of Aviation Department funds (equity or borrowed) is not a current option. Private development at the general aviation airports would address this need and have a negligible impact on existing revenue streams.
12	Cultural Affairs	Project:	African Heritage Cultural Arts Center
		Estimated Cost:	\$20 million
		Project Description:	Construction of a new, "replacement" neighborhood cultural center in Liberty City.
		Other Information:	The African Heritage Cultural Arts Center will celebrate the fortieth anniversary of the building in 2015.
13	Cultural Affairs	Project:	Coconut Grove Playhouse
		Estimated Cost:	\$15 million
		Description:	Renovation and construction of a new theater facility.
		Other Information:	There is currently \$15 million available from the BBC-GOB program and \$5 million available from CDT funds.
14	Cultural Affairs	Project:	HistoryMiami
		Estimated Cost:	\$40 million
		Description:	Expansion of museum and reconfiguration of downtown cultural center complex to achieve greater pedestrian access.
		Other Information:	There is currently \$6 million available from the BBC-GOB program.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

15	Cultural Affairs	Project:	Improvements - South Miami-Dade Cultural Arts Center
		Estimated Cost:	\$30 million
		Description:	Construction of a new parking garage and outdoor concert stage in southern Miami-Dade County.
		Other Information:	More comprehensive plans continue to be discussed regarding redevelopment of county properties adjacent to the center.
16	Cultural Affairs	Project:	Miami-Dade County Auditorium
		Estimated Cost:	\$40 million
		Description:	Building expansion and parking garage.
		Other Information:	There is currently \$9 million available from the BBC-GOB program.
17	Cultural Affairs	Project:	Westchester Arts Center
		Estimated Cost:	\$20 million
		Description:	Construction of a new cultural facility in Tropical Park.
		Other Information:	There is currently \$8 million from the BBC-GOB program available.
18	PWWM	Project	Venetian Causeway
		Estimated Cost	\$130 million
		Description	Project consists of the replacement of the existing bridges on the Venetian Causeway and the maintenance of the entire Causeway.
		Other Information	The Venetian Causeway is a tolled facility. The Florida Department of Transportation (FDOT) is currently conducting a Project Development and Environment Study which could potentially lead to Federal/State funding for the project. Additionally, the County is currently securing a design-build contract to effectuate the replacement of the westernmost 730' of the West Venetian Bascule Bridge. There are no funds currently assigned to the balance of the project.
19	PWWM	Project	Rickenbacker Causeway
		Estimated Cost	\$95 million
		Description	Project consists of replacing the existing Bear Cut and West Bridges along the Rickenbacker Causeway, and the maintenance of the entire Causeway excluding the East and West Fishing Pier as included below.
		Other Information	The Rickenbacker Causeway is a tolled facility. These bridges were recently rehabilitated by the County, providing a twenty year life span. There are no funds currently assigned to the Project.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

20	PWWM	Project	East Fishing Pier Replacement - Rickenbacker Causeway
		Estimated Cost	\$5 to \$10 million
		Description	Project consists of demolishing the remaining old Bay Bridge on the Rickenbacker Causeway currently being used as a Fishing pier. Potential improvements could include additional amenities (i.e., restaurant).
		Other Information	The Rickenbacker Causeway is a tolled facility. These bridges were recently rehabilitated by the County, providing a twenty-year life span. There are no funds currently assigned to the Project.
21	PWWM	Project	West Fishing Pier Replacement - Rickenbacker Causeway
		Estimated Cost	\$5 to \$10 million
		Description	Project consists of the construction and operation of a public fishing pier with restaurant and bait shop facilities on the Rickenbacker Causeway to replace the fishing pier demolished in 2007.
		Other Information	The Department is interested in the private sector designing, building, and operating the project with annual royalties or fees going to the Rickenbacker Fund. This project is in an initial market research stage.
22	PWWM	Project	Convert Toll Plaza Office to Restaurant or other use - Venetian Causeway
		Estimated Cost	\$500,000 to \$1 million
		Description	Project consists of converting the existing surplus Venetian Toll Plaza Office to a restaurant or other facility.
		Other Information	With the conversion to SunPass, the toll plaza office has little usage and can be converted to a restaurant or other facility. The property is waterfront and offers views of the Miami skyline.
23	PWWM	Project	Repair and/or replacement of County maintained Sonovoid Bridges
		Estimated Cost	\$40 to \$100 million depending on a rehabilitation versus replacement option.
		Description	Project consists of 84 Sonovoid bridges throughout the County that are in need of structural repairs or replacement. Most are functionally obsolete and lack basic safety features.
		Other Information	The bridges are located throughout the County. Currently, there is only minimal funding available.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

24	PWWM	Project	New TSS Facility including new Traffic Control Center
		Estimated Cost	\$45 million
		Description	Project consists of the purchasing of land, or developing existing County land (>5 Acres), to design and construct a new building and traffic control center. Project should include office furniture, warehouse, work areas, IT equipment, backup power, storage yard, fiber optic communication infrastructure, fueling facility and the relocation of the existing operations.
		Other Information	TSS is responsible for the operation and maintenance of all traffic control devices, traffic signs, and arterial roadway lights throughout the County. The Traffic Control Center monitors traffic operations and traffic signals on the surface roads throughout the County.
25	PWWM	Project	Traffic Signal Support System Upgrades
		Estimated Cost	\$73 million
		Description	Project consists of upgrading 274 traffic signals from spanwire support systems to mast arm support systems.
		Other Information	This project will require the surveying of the existing traffic signals, acquiring right-of-way, and the reconstruction of the intersection to meet all current and applicable standards.
26	PWWM	Project	Upgrade of County Traffic Signage
		Estimated Cost	\$100 million
		Description	Project consists of replacing all County maintained traffic signs with new decorative signage and hardware.
		Other Information	There is currently no complete inventory of the traffic signs maintained by Miami-Dade County. Estimates on the number of signs to be replaced are over 1 million signs.
27	PWWM	Project	Upgrade of Roadway Lighting to LED Smart Grid Lighting
		Estimated Cost	\$50 million
		Description	Project consists of replacing all 26,400 County maintained roadway lights with LED smart grid lighting fixtures.
		Other Information	The project would include the upgrade of any lighting electrical circuits to current standards, integration of the smart grid technology with the Traffic Control Center, and the development of as-built surveys for all installations.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

28	PWWM	Project	Secondary Canal Improvements
		Estimated Cost	Approximately \$54 million of identified unfunded needs
		Description	Projects consist of improvements to canals throughout the County, to improve the flood protection level of service in areas with chronic flooding and service areas where future development is under way or anticipated.
		Other Information	The overall project list is a product of PWWM Stormwater Master Plan modeling and systematic field evaluations of the County's infrastructure. The actual need may be higher.
29	MDCR	Project Name:	Krome Detention Center
		Estimated Cost:	\$453.75 Million
		Project Description:	Low-rise detention facility, multi-use high to low level security, including segregation, dormitory and direct supervision. Project includes central support facility, providing laundry, commissary, maintenance, food service and warehouse space that nullifies private leases.
		Other Information:	70 buildable acres with 30 acres of lakes. Infrastructure (water/sewer) in place for 12,000 inmates. Site preparation completed in 1990's. 1,015,000 sq. ft.; 2,500 capacity.
30	MDCR	Project Name:	Training and Treatment Center
		Estimated Cost:	\$267.75 Million
		Project Description:	Mid-rise detention facility, multi-use high to low level security, including segregation, linear intermittent surveillance and direct supervision. A new facility would also serve as the centralized intake facility for all inmate booking in Miami-Dade County.
		Other Information:	Built in 1952. The department's oldest facility that has 14 buildings and sits on a 10 acre-site. Buildings are mid to low level security and use direct supervision and linear intermittent surveillance. Considered unconstitutional by DOJ standards, the facility has received its 40 year recertification by RER. The Boot Camp Program is colocated on this facilities grounds and would require consideration when decommissioning this facility. 595,000 Sq. Ft., 1,700 capacity.
31	MDCR	Project Name:	Boot Camp
		Estimated Cost:	\$39.4 Million
		Project Description:	Paramilitary program for young men and women offenders between the ages of 14 and 24, who have been adjudicated as an adult. Direct supervision surveillance is used in supervising this population.
		Other Information:	Repurposed building on Training & Treatment Center lot completed in 1995. This facility sits on the land plot adjacent to the Training and Treatment Center, which would require relocation if Training & Treatment Center were decommissioned. 87,050 sq. ft., 250 capacity.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

32	MDCR	Project Name:	Pretrial Detention Center
		Estimated Cost:	\$78.75 Million
		Project Description:	Multi-use high to low level security, Direct supervision and linear intermittent surveillance,. Project to be incorporated into a Criminal Justice Complex. Parking would be required as part of the Criminal Justice Complex.
		Other Information:	Built in 1961. The department's second oldest facility. Containing a multi-year capital renovations plan not inclusive of a Forty Year Re- Certification. 175,000 sq. ft., 500 capacity.
33	MDCR	Project Name:	Women's Detention Center
		Estimated Cost:	\$39.4 Million
		Project Description:	The Women's Detention Center was built in 1982 with the intent of housing pretrial adult and juvenile female detainees in a podular intermittent setting.
		Other Information:	Currently this facility is being repurposed to provide office space for the Pretrial Service Bureau and the Monitored Release Unit as part of cost savings in lieu of a private lease. 87,050 sq. ft., 250 capacity.
34	MDCR	Project Name:	Metrowest Detention Center
		Estimated Cost:	\$351.9 Million
		Project Description:	MWDC is the department's largest facility and has the rated capacity of 2,234 inmates in a direct supervision setting.
		Other Information:	The first building was completed in 1991 and the second completed in 1993. MWDC is in good condition and has several capital replacement projects that are currently on-going. 781,900 sq. ft., 2,234 capacity.
35	MDCR	Project Name:	Turner Guilford Knight Correctional Center
		Estimated Cost:	\$157.5 Million
		Project Description:	Currently a multi-level security facility, intake center, medical housing, clinic and mental health housing, and video courts. Average population 800.
		Other Information:	Built in 1989. TGK is one the department's most advanced facilities. The facility is for the most part in good shape with several capital improvement items in progress. Current population is low due to ongoing construction and renovations. 350,000 sq. ft., 1,000 capacity.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

36	MDCR	Project Name:	North Dade Detention Center
		Estimated Cost:	\$39.4 Million
		Project Description:	The NDDC facility is currently unoccupied, with a pending recommendation for demolition.
		Other Information:	Built in 1974. This facility sits on a 3-acre site. A 40-year recertification is pending for this facility, which is currently unfunded. 87,500 sq. ft., 250 capacity.
37	PortMiami	Project Name:	New Cruise Terminal and Berth
		Estimated Cost:	\$150 million
		Project Description:	Construction, operation and maintenance of a new cruise terminal, parking garage, and berth.
		Other Information:	DBOMT: Cruise terminals are traditionally financed by ports and backed by long-term cruise line guarantees. In recent years (though primarily overseas), some cruise lines have shown willingness to take a controlling roll in designing, building, operating, maintaining and transferring cruise facilities. In this instance, there would still likely be port involvement in the financing component.
38	PortMiami	Project Name:	Port of Miami Gantry Cranes
		Estimated Cost:	\$45 million
		Project Description:	Purchase of new cranes; operation and maintenance of new and existing cranes.
		Other Information:	POMT: Many models exist at ports for the ownership and operation of gantry cranes. Currently, PortMiami uses a fully-owned sub-entity to operate cranes, which requires PortMiami to finance all new crane purchases. This model would transfer operating risk and capital costs to a private entity in exchange for residual or guaranteed revenue stream.
39	MDT	Project Name:	Beach Corridor
		Estimated Cost:	\$529 Million - \$774 Million
		Project Description:	The proposed Beach Corridor transit service will interface with the exiting Metrorail, Metromover and Metrobus systems in downtown Miami. It will also provide a connection to the Miami Intermodal Center/Miami International Airport via Metrorail, to Broward and Palm Beach counties via Tri-Rail, and to the future All Aboard Florida train service that will connect Orlando to Miami via its station in downtown Miami. In Miami Beach, the proposed system will connect to the County's major convention center and provide improved transit service within a highly dense and transit-oriented area.
		Other Information:	\$1.5 Million has been identified for the planning phase between FDOT, County, City of Miami, and City of Miami Beach.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

40	MDT	Project Name:	State Road 836 (East / West)
		Estimated Cost:	TBD
		Project Description:	Unfunded: Bus Rapid Transit, Light Rail, or Heavy Rail Upgrade.
		Other Information:	Funded: Purchase 60 foot buses to extend bus service along SR836 from SW 8 St and SW 147 Ave to the MIC at MIA, install Wi-Fi, bus real-time signs, transit signal priority and build new robust bus stations, Park and Ride/bus terminal \$26.9 Million.
41	MDT	Project Name:	Northwest 27th Avenue
		Estimated Cost:	TBD
		Project Description:	Unfunded: Bus Rapid Transit, Light Rail, or Heavy Rail Upgrade.
		Other Information:	Funded: Purchase 60 foot buses to extend bus service along NW 27 Ave from NW 215 St to the MIC; install Wi-Fi, bus real-time signs, transit signal priority; and build new robust bus stations, Park and Ride/bus terminal \$37 Million.
42	MDT	Project Name:	Facilities Modernization
		Estimated Cost:	\$44 Million
		Project Description:	Parking garage overhaul, MetroRail stations refurbishment and transit facilities roof replacement.
		Other Information:	\$12 M funded
43	MDT	Project Name:	Douglas Road Extension to Miami Intermodal Center
		Estimated Cost:	\$280 Million - \$1.5 Billion
		Project Description:	Enhanced Bus, Bus Rapid Transit, Light Rail, or Heavy Rail.
		Other Information:	Unfunded
44	PROS	Project Name:	Amelia Earhart
		Estimated Cost:	\$32 Million
		Project Description:	Aquatic Complex NTE \$12 Million; Recreation Center & Related Parking NTE \$12 Million; Soccer Complex Shortfall \$8 Million.
		Other Information:	Amelia Earhart Park is a 515-acre district park located at 401 E 65th Street in Miami-Dade County. The park serves as a regional sports facility as well as passive park for the region. The park currently provides venues for extreme sports activities including mountain biking and wakeboarding. To further expand the opportunities for extreme sports, and in support of the other amenities in the park, PROS is contemplating the development of a large scale recreation center (+/- 100,000 safe) and a large scale aquatics facility. The location of these facilities is generally located along E 65th Street with the final location to be determined by a general plan update that is currently in process by the department.

Exhibit "A"

Potential P3 Projects in Miami-Dade County

45	PROS	Project Name:	Camp Matecumbe Overnight Cabins
		Estimated Cost:	\$1.3 Million
		Project Description:	Four Over Night Cabins (only a portion of the Master Plan).
		Other Information:	<p>Camp Matecumbe is located in the West Kendall area of unincorporated Miami-Dade County. This property is surrounded on two sides by the 78-acre Boystown Pineland managed by the Miami-Dade County EEL Program to the north and west and multi-family Kendall Breeze townhomes to the east. The southern edge of property is bordered by the Kendall-Tamiami Executive Airport.</p> <p>The project is for a small portion of the master plan, consisting of four typical overnight cabins, 1,050 sq. ft. each, to include:</p> <ul style="list-style-type: none"> • Cabin • Ramp • Railing • Restoration of sod as needed. <p>Camp Matecumbe includes 17.37 acres which is predominately developed or highly disturbed terrain, which contains camp facilities, a gymnasium, mess hall, and chapel. The latter 3 will remain on site to accommodate recreation and educational programs at the park that will focus on the environmental features of the rock pineland habitat and cultural significance of the site as it relates to Operation Pedro Pan.</p>

Exhibit "A"

Potential P3 Projects in Miami-Dade County

46	PROS	Project Name:	Haulover Park
		Estimated Cost:	TBD
		Project Description:	Beach Restaurant/Retail Facility, Pier, Marina Restaurant, and Public Restroom.
		Other Information:	<p>The Beach Restaurant/retail site is comprised of one acre at the southeastern most point of the park. This site formerly supported the old Lighthouse Restaurant which successfully operated at the park until the mid 1970's. The restaurant/retail facility is to be constructed at the intersection of the Promenade, Sunny Isles Beachwalk, and jetty. The premises will include indoor/outdoor food and beverage service, related retail, open recreational area, back of house support and perimeter buffer. Restaurant may range between 4,000 to 9,000 square feet inclusive of ancillary retail space. Outdoor and non-enclosed food, beverage and recreation activity areas may comprise the balance of the one acre (43,560 sq. ft.) footprint. All design and construction must be sea turtle compliant.</p> <p>The Pier must be designed and constructed as part of the restaurant and accessed from same parking area. Entirety cannot exceed 19,000+ sq. ft. along its 800+ linear foot length.</p> <p>The Marina Restaurant and public restroom must comply with Haulover Park Design Guidelines which set restrictions as to footprint area of restaurants and kitchen areas, ADA compliance, and location of facilities; approximately 11,900 sq. ft. including 5,500 sq. ft. restaurant, 2,500 sq. ft. kitchen, 3,000 sq. ft. covered outdoor dining, plus restroom.</p>
47	PROS	Project Name:	Miami-Dade Regional Soccer
		Estimated Cost:	\$58.4 Million
		Project Description:	Develop Single Purpose Regional Soccer Park.
		Other Information:	<p>The Miami-Dade Regional Soccer Park is a 47.33 acre site located at NW 87th Ave. / NW 62nd. St. in Doral. The property is intended to be developed into a world class soccer tournament facility. The park development will include protection of existing native trees.</p> <p>Program to include site work, utilities, lighted roadways and walkways, lighted parking, 8 natural turf soccer fields, 3,000-seat stadium with grandstand bleachers and press box, maintenance yard, access control chain-link fence w/windscreen and access gates, signage, and landscaping . Buildings to include restrooms, concessions and office, event space, academy building; and ticket booth. Fill and FF&Es are excluded.</p>

Exhibit "A"

Potential P3 Projects in Miami-Dade County

48	PROS	Project Name:	West Kendall District (WKD) - RFP
		Estimated Cost:	TBD
		Project Description:	RFP for capital development, programming, and operation of a major regional sports park.
		Other Information:	<p>WKD is a 164 acre property located west of SW 157th Avenue and north of SW 120th Street, in the southwest portion of unincorporated Miami-Dade County. WKD is located immediately adjacent to the Kendall-Tamiami Regional Airport and a portion of the Southeast corner of the park is within the Outer Safety Zone (OSZ) of the airport.</p> <p>PROS is seeking information and ideas to partner with the County in capital development, programming, and operation of a major regional sports park. The County seeks to accomplish the following objectives:</p> <ul style="list-style-type: none"> - Advance the development of the Park - Advance the play of sports within the County - Provide economic development - Provide revenue to PROS <p>An RFP was sent to PROS Staff for review 11/13/14.</p>

49	PROS	Project Name:	West Kendall District (WKD) - Soccer Fields
		Estimated Cost:	\$64.5 Million
		Project Description:	Soccer Fields at WKD as part of the master plan for the larger 164-acre park.
		Other Information:	<p>Partial Park Development in Support of Soccer Fields, to include:</p> <ul style="list-style-type: none"> - Underground Utilities, Drainage, Signage and FF&Es - Lighted Access Road - Lighted Parking Lot - Synthetic Turf Athletic Fields (4 Large and 2 Small) - 6-Lighted Multipurpose Fields - 2-Stadium Fields, Lighted W/ Grandstand Bleacher and Press Box - Concession Field House - Maintenance Yard

Exhibit "A"

Potential P3 Projects in Miami-Dade County

50	PROS	Project Name:	West Kendall District (WKD) - 63 Acre Phase 1 Dev.
		Estimated Cost:	\$22.5 Million
		Project Description:	63+/- Acre Phase 1 Development of the larger 164-acre Park
		Other Information:	Phase 1 Program at WKD is for a +/- 63 Acres Site, to include: - Excavation of proposed Lake - Use of excavated material to fill Phase 1 Area to a 3'H Elevation and proposed 12'W Lighted Greenway Trail to a 4'H elevation - Vehicle Access Road and 180 Ea. Lighted Parking Lot - Pavilion - Medium Restroom Building - Sod and Allowance for Shaded Picnic Area - Complete Site Fill & Grading, +/- 101 Acres, to include use of the balance of the excavated material from Phase 1, plus new additional fill, spread and compacted to obtain an average of 1 to 2 feet high as noted - Provide temporary protection and silt fence as needed, and complete Access Control Fence.

51	PHCD	Project Name:	Public Housing
		Estimated Cost:	TBD
		Project Description:	PHCD began using public/private partnerships to redevelop its public housing sites with the issuance of RFP #794 in 2011, and anticipates continuing public housing redevelopment through this program; the RFP was a joint effort between PHDC and ISD. Potential P3 outside of the current program could focus on the approach to providing new and substantially rehabilitated public housing on existing sites. The Collins Park Apartments acquisition and conversion to public housing may be of particular interest since it was a unique approach to redevelopment. Over the past two years the current program has resulted in the completion of 810 public housing units; 240 new units (including 124 for Collins Park) and 570 rehabilitated units with a total development cost of \$125 million. Plans over the next 18 months include the completion of over 500 public housing and/or affordable units with over \$100 million in total development costs. Plans for the next 2-5 years are for redevelopment of over 4,000 public housing and/or affordable housing units with over \$700 million in total development costs.
		Other Information:	TBD

Exhibit "B"

P3 Projects in the United States

1	Project Name	Long Beach Courthouse
	Project Status	Completed
	Project Description	<p>531,000 sq.ft. Total for new Courthouse with 31 courtrooms and 115,000 sq.ft rented out for other government offices.</p> <p>Precedent to project was a 2007 project feasibility report by the Judicial Council of California (Judicial Council). The project was a first of its kind P3 in which the state had the private sector finance, design, construct, operate and maintain the courthouse facility. The project unfolded over a 6-year process from planning, to legislature to delivery of the courthouse, and allowed the Judicial Council to take advantage of private sector financing during the height of the financial crisis in 2010. The project was structured via an RFP setting a performance-based delivery and stringent design, operating, and performance standards. Implementation was via a 35-year operating agreement with Long Beach Judicial Partners (LBJP), a private team of architects, builders, financiers, and facility managers. The cost of the project was reported at \$490.57 million, for which financing was arranged with a Debt to Equity ratio of 90:10. Meridiam, the equity partner within LBJP, contributed \$49.06 million as an equity investment, and \$441.5 million was raised as a 7-year Mini Perm financing on a club loan basis. After the completion of construction, this loan was successfully refinanced with a \$518.5 million 34-year bond in November 2013.</p>

2	Project Name	Allentown Water Concession
	Project Status	Completed
	Project Description	<p>An agreement transferring Allentown's municipal water and wastewater systems to the Lehigh County Authority (LCA) in a public to public transaction took place in 2013. This is the first concession lease of public assets in the country to have been offered to both corporate and governmental bidding teams and to have then secured competitive final bids from both. The agreement calls for the LCA to create an independent special purpose entity to operate that city's water and wastewater systems on a 50 year-lease.</p> <p>The special purpose entity entered into a 50-year concession agreement with the City of Allentown for the exclusive right to operate, manage, maintain, improve, and collect revenues from their water and wastewater facilities. In return, the City of Allentown received an up-front payment of \$211.2 million which will be used by the City to defease all water and wastewater debt related to the systems, fund the City's pension plan, and set aside reserves. The City of Allentown will also receive annual payments from the system to offset current support of their general fund. In connection with the closing, LCA issued \$307.7 million in bonds to fund the payment to Allentown, operating and capital reserve accounts, five years of capital improvement projects, and the cost of issuance.</p>

Exhibit "B"

P3 Projects in the United States

3	Project Name	Port Canaveral Container and Multi-Purpose Cargo Terminal Concession
	Project Status	Completed
	Project Description	<p>Gulfainer, the Emirati operator, secured a 35-year concession from Port Canaveral for its container and multi-purpose cargo terminal, where it has committed to invest \$100 million in infrastructure, equipment and human capital.</p> <p>The Florida terminal is expected to contribute \$280 million in revenue to Port Canaveral, which granted the concession.</p> <p>Gulfainer, a subsidiary of Crescent Enterprises headquartered in Sharjah, operates four terminals in the United Arab Emirates (UAE), three in Saudi Arabia, three in Iraq, one in Lebanon and another one in Brazil.</p>

4	Project Name	The Corpus Christi Harbor Bridge Replacement Project
	Project Status	Ongoing
	Project Description	<p>The project includes the construction of a new, cable-stayed bridge over the Port of Corpus Christi Ship Channel. The design proposed by Flatiron/Dragados includes a mainspan of 1,655 feet, which, when completed, will be the longest cable-stayed span in the United States. In addition to the construction of the new Harbor Bridge, the project also includes the demolition of the existing Harbor Bridge, as well as improvements to US 181 and SH 286.</p> <p>The project will address structural deficiencies and navigational restrictions of the current bridge, and improve safety, connectivity, and level of service in the area. The purpose of the project is to correct these established needs and to promote, enhance and spur economic development in the area. The scope of the comprehensive maintenance agreement includes the design, construction, finance and 25-year maintenance of the project.</p>

5	Project Name	Indianapolis Justice Complex
	Project Status	Ongoing
	Project Description	<p>The Marion County Justice Complex will improve public safety and provide economic development opportunities across the city. The new facility will add 1,000 new jail beds to existing jail bed capacity for a total of 3,200 beds at the end of construction. The new facility will also include 1,000 community correction beds, a 500-bed increase from current capacity. Adequate space for criminal court facilities will also be added to ease overflow of courtrooms in the City-County Building. Final bid came in at \$408 Million.</p>

Exhibit "B"

P3 Projects in the United States

6	Project Name	Long Beach New Civic Center Project
	Project Status	Ongoing
	Project Description	The Long Beach Civic Center Project involves the financing, design, construction, operations and maintenance of a new City Hall, Main Library and a revitalized Lincoln Park. The Project will also incorporate a permanent headquarters building for the Port of Long Beach and private development components. The City Council has selected Plenary Edgemoor Civic Partners (PECP) as the developer, and is in the plan refinement state which will include a series of community meetings in each of the Council districts in the near future. PECP's proposal included a Civic Center with: 11-story city hall with 268,800 sq. ft., an 11-story port headquarters with 232,100 sq. ft., a 3-story main library with 93,500 square feet, and a 209,088 sq. ft. improvements at Lincoln Park. PECP's plan also allows for private development including mixed use residential with retail and hotel. \$12.6 Million Payment Budget from City for \$200 Million Project.
7	Project Name	Denver International Airport Great Hall Redevelopment
	Project Status	Ongoing
	Project Description	The City and County of Denver Department of Aviation, which operates Denver International Airport is seeking qualified teams to develop and deliver a project that will relocate and improve TSA screening, increase non-revenue opportunities in the Great Hall and optimize the capacity, efficiency, flexibility and useful life of the Jeppesen Terminal. Successful teams must have demonstrated experience in development financing, planning, designing, building, leasing, marketing and managing high-volume, sustainable, upscale retail and dining opportunities at airports.
8	Project Name	LaGuardia Airport Central Terminal Building Replacement
	Project Status	Ongoing
	Project Description	The Port Authority of New York/New Jersey (PANYNJ) has embarked on a Public-Private Partnership to replace the Central Terminal Building (CTB) at LaGuardia Airport (LGA). This is described as one of the most ambitious P3s ever undertaken in the New York/New Jersey region. This project will see the current CTB removed with the P3 providing the design, construction, financing, maintenance and operation of a new terminal in its place. The terminal, which was dedicated in 1964, serves most of the airport's scheduled domestic airlines.