

# ISSUING DEPARTMENT INPUT DOCUMENT

## CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

New   
  OTR   
  Sole Source   
  Bid Waiver   
  Emergency   
 Previous Contract/Project No. RFQ-00495

Re-Bid   
  Other – Access of Other Entity Contract   
 LIVING WAGE APPLIES:  YES  NO

Requisition No./Project No.: RFQ-01875   
 TERM OF CONTRACT 5 YEAR(S) WITH      YEAR(S) OTR

Requisition /Project Title: Financial Consulting Services for OCITT

Description: OCITT seeks qualified consultants to provide financial consulting services for the following: Group 1: General Financial Consulting; Group 2: Financial Analysis, Studies and Modeling; and Group 3: Performance Management and Measurement.

Issuing Department: ISD-SPD   
 Contact Person: Jonathan Desvergunat   
 Phone: 305-375-5312

Estimate Cost: \$1,500,000.00

Funding Source:      GENERAL   
      FEDERAL   
      OTHER PTP Surtax

### ANALYSIS

<b>Commodity Codes:</b>	<u>946-48</u>	<u>918</u>	<u>946</u>	<u>946-49</u>	<u>    </u>
Contract/Project History of previous purchases three (3) years Check here <input type="checkbox"/> if this is a new contract/purchase with no previous history.					
	<b><u>EXISTING</u></b>	<b><u>2<sup>ND</sup> YEAR</u></b>	<b><u>3<sup>RD</sup> YEAR</u></b>		
<b>Contractor:</b>	<u>IMG Rebel Advisory, Inc</u>	<u>    </u>	<u>    </u>		
<b>Small Business Enterprise:</b>	<u>    </u>	<u>    </u>	<u>    </u>		
<b>Contract Value:</b>	<u>\$1,250,000.00</u>	<u>    </u>	<u>    </u>		
<b>Comments:</b>	<u>    </u>				

Continued on another page (s):     YES     NO

### RECOMMENDATIONS

	Set-Aside	Subcontractor Goal	Bid Preference	Selection Factor
<b>SBE</b>	<u>    </u>	<u>    </u>	<u>    </u>	<u>    </u>

Basis of Recommendation:     

Signed: <u>Jonathan Desvergunat</u>	Date sent to SBD: <u>5/12/21</u>
	Date returned to SPD: <u>    </u>

## **2.0 SCOPE OF SERVICES**

### **2.1 Introduction/Background**

Miami-Dade County, hereinafter referred to as the County, is seeking qualified consultants, on behalf of the Citizens' Independent Transportation Trust (CITT), to provide financial consulting services, to the Office of the Citizens' Independent Transportation Trust (OCITT), consistent with this solicitation. The selected Proposers will perform on a Work Order basis.

The CITT is comprised of a 15 Member Board representing the 13 Commission Districts, the Mayor and the League of Cities, and was created to oversee the People's Transportation Plan (PTP) funded with the half-percent sales surtax. The CITT appoints an Executive Director of the CITT who leads the OCITT. A small staff of professionals and support personnel provide staff support for the CITT and coordinate public outreach efforts to inform the community regarding the improvements that have been implemented using surtax funds.

On November 5, 2002, the citizens of Miami-Dade County approved a ½ Cent Charter County Sales Surtax ("Surtax"). 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 voters also approved, as part of the ballot question, the CITT to: "review, monitor, oversee, audit, and investigate implementation of the transportation and transit projects funded in whole or in part with surtax proceeds." 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.

Work on the PTP, including municipal projects, has been significant. For example, the Surtax has funded millions for the expansion of Metrorail to the Airport, replacement of Metromover vehicles, street and neighborhood improvements, and the County's Advanced Traffic Management System. The majority of PTP improvements are funded through long term bonds. The CITT has undertaken initiatives in collaboration with the County to address the financial challenge of a significant potential funding gap for Department of Transit and Public Works (DTPW) 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 DTPW operating and capital budgets, as well as studies and analysis to develop innovative opportunities that improve both DTPW revenues and costs.

### **2.2 Qualification Requirements**

The Preferred Qualification requirements for this Solicitation are:

- A. The selected Proposer(s) should have:
  - 1) Performed services within the past two (2) years that are similar to the services required by this Solicitation. Refer to Section 2.3, Services to be Provided, for types of the transportation/transit planning, performance measures, and financial advisory, analysis, and consulting services; and
  - 2) Relevant experience in public sector financing and funding (governmental programs) and in the transit and transportation (road construction projects) industries, nationally and internationally.
- B. The selected Proposer's lead individual(s) on this project should have one (1) or more of the following qualifications:
  - 1) Be a licensed financial planner;
  - 2) Be a Certified Public Accountant (CPA);
  - 3) Have a Master's in Business Administration, Public Administration, or Finance; or
  - 4) Have at least a 4-year degree with more than 5 years of experience in financial consulting.
- 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., and accounting (government accounting standards).
- D. The selected Proposer's key staff should be immediately available to work for the OCITT on this contract, following contract execution.

### **2.3 Services to be Provided**

The selected Proposer(s) shall provide services in the three (3) groups listed below, on an as needed basis. Proposers must indicate in the proposal form which groups they want to be considered for award. Award to one (1) group does not exclude Proposer from being considered for award for other groups.

**Group 1: General Financial Consulting**

Examples of specific tasks are:

- 1) Provide 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.
- 2) Provide ongoing technical assistance.
- 3) Carry out other requests to provide overall financial analyses/consulting to the CITT.

**Group 2: Financial Analysis, Studies and Modeling**

Examples of specific tasks are:

- 1) Review and assess the Department of Transit and Public Works Pro Forma with development or maintenance of the CITT Risk Assessment Model, including analysis of scenarios and sensitivity as required. The DTPW Pro Forma is normally updated each year.
- 2) Incorporate or develop tools such as modeling, forecasting, projections, scenarios, and simulations (Monte Carlo, etc.)
- 3) 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.
- 4) Review DTPW Maintenance and Operations Cost Allocation Model in the event that DTPW has future revisions or updates.
- 5) Conduct 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.

**Group 3: Performance Management and Measurement**

Examples of specific tasks are:

- 1) Assist with devising, assessing and implementing performance measures and related processes and systems.
- 2) Review and analyze Transit Operating and Maintenance (O&M) programs/processes and offer recommendations to align with best practices.
- 3) Benchmark business process performance and identify business process improvements.
- 4) PTP surtax revenue and spending score card/progress card.
- 5) Municipal planning studies and performance measurement.
- 6) Surtax spending performance measurement website updates.
- 7) Miscellaneous related tasks as directed by the OCITT.

**2.4 Deliverables**

Deliverables for assigned tasks shall be specified in the Work Order (see Section 2.5, Work Order Process). Deliverables may include reports of all findings and recommendations.

Note: The selected Proposer(s) 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.

**2.5 Work Order Process**

The selected Proposer(s) will participate in a work plan and work order process. The Selected proposers will be identified for work assignments based on their designation per group. Following is the Work Order process:

**A. Assignments**

When the need arises, the OCITT will develop work order assignments, and provide the Selected Proposer per group with information regarding the specific objectives, anticipated deliverables and desired outcomes and timelines. The OCITT reserves the right to develop and alternative, streamlined process for work assignments.

**B. Work Plan**

After the assignment has been defined by OCITT, the Selected Proposer(s) shall prepare a written work plan for review and evaluation by the OCITT. The written work plan must be received by the OCITT as defined in each request, which shall include, but not be limited to, the following:

- Description of the proposed approach
- Names of personnel who will be performing the work, including each person's job title, hourly rate and estimated number of hours each will spend on the assignment;
- Cost per staff person (based on Price Proposal Schedule, Form 1);
- Out-of-pocket cost, if any, such as travel;
- Projected timeline of tasks and date of assignment completion; and
- Total for the assignment

Once a written work plan is received by the OCITT Project Manager and other OCITT assigned staff, the OCITT, at its sole discretion, may a) negotiate the assignment with the Proposer, b) recommended modifications to scope of services, if applicable; c) approve the work plan as submitted; or d) suspend or cancel the assignment at any time, at no cost to the OCITT or the County.

### **C. Work Order**

Work Orders will be issued by the OCITT for **all** work to be performed under any contract as a result of this Solicitation. Multiple work orders may be issued simultaneously, depending on the need for the services. The OCITT anticipates issuing work orders based on approved work plans as described above.

When an assignment falls under multiple key areas, the OCITT, at its sole discretion will determine which key area to utilize.

Note: All costs associated with estimating a project shall be borne by the selected Proposer(s), and the selected Proposer(s) shall not have any claim, financial or otherwise, against the OCITT or the County, as a result of the OCITT modifying or canceling a work order.

### **2.6 Fees**

Proposers will submit proposed fees in the Price Proposal Schedule (Form 1).

### **2.7 Payment Schedule**

The selected Proposer may bill monthly for service completed unless otherwise specified in Work Order. All billings shall be accompanied by a breakdown including hours by position, supporting documentation and total expenses. The County will only pay the selected Proposer(s) for work actually performed under the Work Order.