

MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC # **145-2016**

LETTER TO COMMISSION

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: April 4, 2016

SUBJECT: **KIMLEY-HORN AND ASSOCIATES, INC. CONSULTANT SERVICE ORDER #4 - PROCUREMENT SUPPORT THROUGH EVALUATION OF PROPOSALS AND SUPPORT FOR NEGOTIATION OF THE INTERIM AGREEMENT FOR THE MIAMI BEACH LIGHT RAIL/MODERN STREETCAR PROJECT**

The purpose of this LTC is to provide the Commission with the Kimley-Horn and Associates, Inc., (referred to as "the KH Team") Consultant Service Order #4 (CSO #4) for procurement support through evaluation of proposals and support for negotiation of the Interim Agreement for the Miami Beach Light Rail/Modern Streetcar project, including Project Scope, initial high level project risk analysis, any modifications to the Project Minimum Requirements, and high level Key Technical and Business Terms.

BACKGROUND

On December 16, 2015, the Mayor and Commission adopted Resolution No. 2015-29247, accepting receipt of an unsolicited proposal from Greater Miami Tramlink Partners for a Light Rail/Modern Streetcar Project in Miami Beach, and authorizing the Administration to solicit alternative proposals for a public/private partnership ("P3") for an off-wire or "wireless" light rail/modern streetcar system from 5th Street, via Washington Avenue to the Miami Beach Convention Center (the "Project").

In a similar timeframe, at the December 9, 2015 Commission meeting, the Mayor and City Commission approved the Resolution authorizing the Mayor And City Clerk to execute an agreement between the City of Miami Beach and Kimley-Horn and Associates, Inc., for the preparation of Environmental Analysis for Miami Beach transit projects including the Beach Corridor Transit Connection Project and related services. The services to be provided support the City staff in all aspects of advancing and implementing the preparation of environmental analysis for the Miami Beach Light Rail/Modern Streetcar project, including assisting the City with procurement activities and evaluation of proposals.

In order to quickly expedite the project, the City issued CSO#1 for "Pre-Planning Activities". CSO #1 was issued on December 17, 2015 to initiate the Environmental Review and assist the City in Preliminary Finance and P3 Procurement Activities, providing support needed for issuance of the solicitation and technical support of the City's position in presentations to the County and MPO staff and officials.

CSO #2 for Engineering Survey is still in the process of being revised and will be significantly reduced from the estimate provided in LTC 090-2016 issued on March 3, 2016 to reflect the

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April 4, 2016

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minimum survey effort required for the preparation of the environmental review documents.

CSO #3 was issued on March 21, 2016 in a Not to Exceed amount of \$4,452,813 for environmental analysis; environmental compliance and documentation; development of the public involvement plan; and development of the project funding plan. The approach assumes that the State will issue "A Finding of No Significant Impact" based on an Environmental Assessment. If a more detailed Environmental Impact Review is required, the additional work will be addressed by a separate CSO.

CSO #4: Procurement Support Through Evaluation of Proposals and Support for Negotiation of the Interim Agreement

As outlined in LTC # 123-2016, CSO #4 includes support for the Phase 1 Procurement and negotiation of the Interim Agreement at a Not to Exceed amount of \$984,890. The breakdown of fees is as follows:

| Task | Fee(1) |
|--|------------------|
| Task 1 Support Procurement Stage 1 | |
| 1.1 Questions/Answers | \$59,390 |
| 1.2 Update to PRD Documents | \$34,320 |
| 1.3 Evaluation of Proposals Submitted in Response to the PRD | \$258,400 |
| <i>Total Fee</i> | \$352,110 |
| Task 2 Interim Agreement/Term Sheet | |
| 2.1 Term Sheet | \$108,750 |
| 2.2 Project Risk Factors | \$137,910 |
| 2.3 Support for Development of Minimum Requirements | \$135,310 |
| 2.4 Support of Key Technical/Business Terms | \$147,980 |
| <i>Total Fee</i> | \$529,950 |
| Total All Tasks Labor | \$882,060 |

| | |
|--|--------------------|
| Total Labor | \$882,060 |
| Misc. Expenses (4.5% of Labor) | \$39,691.00 |
| Out of Town Travel Expenses (Estimated) | \$63,139.00 |
| TOTAL CONTRACT LIMIT | \$984,890 |

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The breakdown of tasks among project team members is as follows:

| Firm | Fee for P3 Procurement Technical Tasks ⁽¹⁾ | Fee for P3 Procurement Financial Business Tasks ⁽¹⁾ |
|---|--|---|
| Kimley-Horn | \$289,430 | |
| HDR Engineering | \$148,295 | |
| WSP/Parsons Brinckerhoff (Technical Lead) | \$123,848 | |
| LTK Engineering | \$84,249 | |
| Clary Consulting (Finance Lead) | | \$258,758 |
| Castalia Strategic Advisors | | \$80,310 |
| Subtotal | \$645,822 | \$339,068 |
| Total | \$984,890 | |

Notes:

(1) Fee estimates for each firm are preliminary for budgeting purposes. As the project progresses and the scope of required activities is better defined, fees may be reallocated among the firms.

Additional detail is provided in the attached CSO #4.

Future CSO: Implementation of the Public Involvement Plan

Once the Development of a Public Involvement Plan is completed under Task 3 of CSO #3, a separate CSO will be issued for implementation of the Public Involvement Plan.


 JLM/MT/KOB/JRG

Attachments

Kimley»Horn

April 1, 2016

Jimmy Morales
City Manager
City of Miami Beach
1700 Convention Center Drive
4th Floor
Miami Beach, Florida 33139

Re: Professional Services Agreement, Consultant Service Order (CSO) #4

Dear Mr. Morales:

Kimley-Horn and Associates, Inc. ("Kimley-Horn" or "Consultant") is pleased to submit this CSO #4 to the City of Miami Beach for providing the Preparation of Environmental Analysis for Miami Beach Transit Projects, including the Beach Corridor Transit Connection Project and Related Services ("Project"). This CSO provides services in accordance with the terms of the Master Agreement RFQ No. 2015-213-KB for Continuing Professional Services ("Master Agreement") dated December 22, 2015, which is incorporated herein by reference.

Scope of Services

The Consultant will provide the services as set forth below.

Task 1 – Support Procurement Stage 1

This task advances the P3 procurement process through the evaluation of the proposals that will be received on May 10, 2016. The main item in the task is the evaluation of the proposals to provide the evaluation team with background information from a technical and financial perspective on the proposals.

Technical and consulting activities and services under this task may include but not be limited to:

1.1 Questions/Answers

The Consultant will support the City in evaluating and responding to official questions from the Industry and potential Proposers. This task will include the following major areas of questions and answers to support City staff:

- Coordination with City staff on questions received and tasking the follow-up on the questions to the appropriate experts to develop draft responses for the City's review and follow up, as needed to respond to the questions.
- Key areas that questions are expected include the following, and the Consultant will support the City staff on areas except specific legal questions that will be handled by the City Attorney and outside counsel:
 - Project Environmental Review
 - Project Definition and Terms
 - Construction in street right-of-way (ROW)
 - Utilities along the Project alignment
 - Vehicle Maintenance and Storage Facility location
 - Light Rail Transit (LRT)/Streetcar system and technology (including rolling stock)
 - LRT/Streetcar Operating Plan and standards
 - Operations and Maintenance approach and standards
 - P3 approach
 - Project elements
 - Term
 - Risk management approach for key areas including:
 - Utilities
 - Underground conditions compared to surface locates
 - Permits
 - Maintenance periods
 - Operating Plan (flexibility or strict, and approach for deviations)
 - Compliance approach and penalty system
 - Availability Payment including sources and timing of funding
 - Financing options
 - Project finance plan
 - Project Funding Plan
 - Documents and legal questions

The Consultant will work closely with the City to provide instructing, as needed, on the P3 process and to identify key elements required to start the P3 approach. These services include identifying the Project Champion for the City; major elements to include in the P3 approach, such as project design-build-finance-operate-maintain; desired terms for the P3 agreement; and timing for moving the P3 process forward. This step will also outline the key steps in the process and timing for key decisions by the City during the P3 Project procurement process.

Deliverables include Draft Answers provided to the City staff in response to written questions from the interested private parties that are considering responding to the PRD. Deliverables also include instruction presentations and materials on the P3 process, an outline for the LRT/Streetcar P3 Project procurement process and key elements in that process, which may be presented to appropriate City staff. Also included are follow-up responses to questions at instruction sessions. Instruction presentations may be delivered in a group setting and in one-on-one sessions, as requested by the City.

1.2 Updates to PRD Documents

The Consultant will assist the City in the development of updates to the PRD, including items such as detailed instructions for proposers and other key documents, as required based on feedback from the Pre-Proposal Meeting. This task will include the development of draft materials to augment the PRD document that provide more explanation for the P3 Project, to the extent additional information is available and worthwhile. This task will also include draft amendments to the PRD for consideration by the City staff to address items that arise in the Pre-Proposal Meeting, One-on-One meetings and Questions/Answers during the procurement process.

Deliverables include final draft presentation of documents developed in other tasks such as more detailed Project Summaries, P3 Project Status, Schedules, Funding options, etc., to help the prospective Proposers best understand the Project to the extent information is available. In addition, the team will propose changes to the PRD where deemed appropriate, based on feedback from the Pre-Proposal Meeting, One-on-One Meetings and the Questions/Answers.

1.3 Evaluation of Proposals Submitted in Response to the PRD

The Consultant will provide the following support to the City in the Evaluation of Proposals:

- Provide a technical evaluation summary. The Consultant will evaluate the proposals received for technical aspects and highlight the strengths and

weaknesses of the proposals. The Consultant will also evaluate the proposals for failures to meet minimum key requirements and recommend strategies for addressing the failures. These technical evaluations will be summarized for the City's designated Evaluation Committee. The technical evaluation document will focus on specific areas in the proposals for ease of reference for the Evaluation Committee.

- Provide a financial evaluation summary. The Consultant will evaluate the proposals for financial aspects and highlight the strengths and weaknesses of the proposals. The Consultant will also evaluate the proposals for failures to meet minimum key requirements and recommend strategies for addressing the failures. These technical evaluations will be summarized for the City's designated Evaluation Committee. The technical evaluation document will focus on specific areas in the proposals for ease of reference for the Evaluation Committee.
- Provide an overall evaluation summary for the City's designated Evaluation Committee. The Consultant will provide an overall evaluation summary that highlights the strengths and weaknesses of each proposal. The Consultant will also be available to present findings and respond to questions from the Evaluation Committee.

Deliverables include the overall evaluation summary, individual area summaries and technical highlights on the proposals, which may be updated as risk allocations change.

Task 2 – Interim Agreement/Term Sheet

This task will support the City through the Interim Agreement period that helps provide basic information on Project Scope, initial high level Project Risk Analysis, any modifications to the Project Minimum Requirements, and high level Key Technical and Business Terms. These items are not to "define the project" but to provide a very high level framework to help in the development of the Interim Agreement. This effort will help the Proposer move to the design stage in a timely manner to allow the project to move on an advanced schedule. This task will also support the City during the negotiations of the Interim Agreement for key technical and financial elements of the process.

Technical and consulting services under this task may include but not be limited to:

2.1 Term Sheet

In the development of the project definition and overall terms for the P3 project, the Consultant will develop the overall P3 project terms and will also begin the process of risk allocation for the P3 project:

- Define the high level LRT/Modern Streetcar P3 project terms and initial allocation of project risks for consideration by City staff. Project development activities under this task will largely define the LRT/Modern Streetcar P3 project's high-level terms and feed into the Interim Agreement and follow-on negotiations that further define the key project risk factors and the allocation of these risks between the City and the P3 team. Key members of the Consultant Team will focus on the risk factors for their respective areas of expertise for technical and financial aspects, as appropriate.

2.2 Project Risk Factors

The Consultant will work with the City to help identify project risk factors in design, layout, and concept, and which factors should be retained by City, shared with the P3 team or borne by the P3 team as part of the Interim Agreement. Key examples include items such as: 1) Utility identification and relocation; 2) Permits; 3) Insurance for major natural events; 4) Accidents involving moving vehicles and LRT/Streetcar vehicles that result in more down time than is allowed under the operating performance specifications; 5) Financing options, roles and responsibilities; 6) Savings from future refinancing; 7) Construction by the City or their contractors for other items in the zone where the LRT/Streetcar vehicles operate; 8) Law changes controlled by the City, County and other funding partners; 9) Environmental remediation for the site for the Vehicle Maintenance and Storage Facility; 10) Monitoring performance and reporting noncompliance issues; 11) Points system or similar approach for managing noncompliance issues; and 12) other related issues.

- Develop draft risk register that outlines the key risks, the party that will assume the risk, risk mitigation factors, where and how risk items will be addressed in the draft project agreement and related documents. The Consultant will develop and input the items in the risk register and update the risk register as key decisions are made on the allocation of risk.
- Integrate the risk factors and assumption of risk into the draft Interim agreement. The Consultant will develop updates to the draft Interim Agreement to reflect the allocation of risk and the changes to the allocation of risk as the process moves forward.

Deliverables include the initial Risk Register and overall initiation of risk allocation for the next steps in the P3 procurement process.

2.3 Support for Development of Minimum Requirements

- The Consultant will work with the City to develop minimum requirements to be included in the draft Interim Agreement to adequately define pertinent items to guide the development of next steps in the negotiations. This effort will include both technical and financial elements of the minimum requirements.

Deliverables include drafts of the Minimum Requirements for consideration by the City in the development of the Interim Agreement and negotiations beyond that stage.

2.4 Support of Key Technical/Business Terms

The Consultant will assist the City in the development of key technical and business terms that form key portions of the Interim Agreement based on the Task 2.3 deliverable. The Consultant will coordinate closely with the Project legal team on the development of the key technical and business terms for the Interim and subsequent Project Comprehensive Draft Agreements.

Deliverables – Draft technical and business terms for consideration by the City for the Draft Interim Agreement based on the items in Task 2.

Information Provided By Client

We shall be entitled to rely on the completeness and accuracy of all information provided by the Client or the Client's consultants or representatives. The Client shall provide all information requested by the Consultant during the project.

Schedule

The Consultant will provide services as expeditiously as practicable with the goal of meeting a mutually agreeable schedule. We anticipate this effort will take approximately five (5) months from April to September, 2016, assuming authorization to initiate these services by April 1, 2016.

Fee and Expenses

The Consultant will perform the services in Tasks 1 and 2 on an hourly rate basis. Travel expenses will be billed in accordance to the City's current policies. Labor fee will be billed on an hourly basis according to our current rates. Based on current information, the Consultant estimates that labor fees and expenses will total a not to exceed \$984,890. The fee estimates associated are for general budgeting purposes only and individual actual fees may be less or more than the estimates. Notwithstanding, the total cumulative fee and expenses for Tasks 1 and 2, miscellaneous expenses and out of town travel will not exceed \$984,890 without prior authorization from the City.

| <u>Task - Descriptions</u> | <u>Fee/Fee Type</u> |
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| Total | \$984,890 |

Payment will be due within 30 days of your receipt of the invoice.

Closure

In addition to the matters set forth herein, our Agreement shall include and be subject to, and only to, the executed Master Agreement for Continuing Professional Services dated December 22, 2015, which is incorporated herein by reference. As used in the Master Agreement RFQ No. 2015-213-KB, "Consultant" shall refer to Kimley-Horn and Associates, Inc., and "Client" shall refer to The City of Miami Beach.

We appreciate the opportunity to provide these services to you. Please contact me if you have any questions.

Very truly yours,

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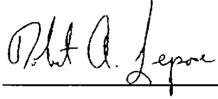


By: Gregory S Kyle, AICP
Senior Vice President

Approved:

CONSULTANT

CITY OF MIAMI BEACH



4/1/16

Project Manager

Date

City Manager

Date

Kimley»»Horn

April 1, 2016

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1700 Convention Center Drive
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We appreciate the opportunity to provide these services to you. Please contact me if you have any questions.

Very truly yours,

KIMLEY-HORN AND ASSOCIATES, INC.

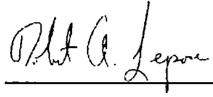


By: Gregory S Kyle, AICP
Senior Vice President

Approved:

CONSULTANT

CITY OF MIAMI BEACH



4/1/16

Project Manager

Date

City Manager

Date

Master Summary

Fee by Task

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task | Fee |
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|--|--------------------|
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| Out of Town Travel Expenses (Estimated) | \$63,139.00 |
| TOTAL CONTRACT LIMIT | \$984,890 |

Master Summary

Fee by Firm

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar
P3 Project Procurement

Task Name: Task to Interim Agreement

Date Prepared: 1-Apr-16

| Firm | Fee for P3 Procurement Technical Tasks ⁽¹⁾ | Fee for P3 Procurement Financial Business Tasks ⁽¹⁾ |
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| Clary Consulting | | \$258,758 |
| Castalia Strategic Advisors | | \$80,310 |
| Subtotal | \$645,822 | \$339,068 |
| Total | \$984,890 | |

Notes:

(1) Fee estimates for each firm are preliminary for budgeting purposes. As the project progresses and the scope of required activities is better defined, fees may be reallocated among the firms.

Master Summary
Person-Hour Estimate

CSO: #4
Project Name: Miami Beach LRT/Modern Streetcar
Task Name: P3 Project Procurement Task to Interim Agreement
Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | | | | | | | | Total | |
|---|---|-----------------------------|------------------------|--------------------------|---------------------|----------------------|---------------------|-----------------------------|------------------------|-----------------|---------------|----------------------------|---------|----------------------|
| | | Project Manager | Chief Engineer A (HDR) | Senior Financial Advisor | Financial Advisor I | Financial Advisor II | Chief Engineer (PB) | Senior Systems Consultant † | Chief Engineer B (HDR) | Senior Engineer | Chief Planner | Project Control Specialist | | Secretary / Clerical |
| | Rates | \$330 | \$325 | \$325 | \$280 | \$210 | \$320 | \$255 | \$300 | \$250 | \$280 | \$100 | \$60 | |
| Task 1. Support Procurement Stage 1 | | | | | | | | | | | | | | |
| 1.1 | Questions/Answers | 30 | 18 | 40 | 15 | 10 | 28 | 12 | 10 | 10 | 20 | 8 | 7 | 208 |
| | | \$9,900 | \$5,850 | \$13,000 | \$4,200 | \$2,100 | \$8,960 | \$3,060 | \$3,000 | \$2,500 | \$5,600 | \$800 | \$420 | \$59,390 |
| 1.2 | Update to PRD Documents | 10 | 8 | 24 | 8 | 0 | 20 | 12 | 8 | 10 | 10 | 8 | 7 | 125 |
| | | \$3,300 | \$2,600 | \$7,800 | \$2,240 | \$0 | \$6,400 | \$3,060 | \$2,400 | \$2,500 | \$2,800 | \$800 | \$420 | \$34,320 |
| 1.3 | Evaluation of Proposals Submitted in Response | 100 | 60 | 128 | 50 | 110 | 100 | 100 | 60 | 80 | 100 | 25 | 20 | 933 |
| Task 1 | Total Hours | 140 | 86 | 192 | 73 | 120 | 148 | 124 | 78 | 100 | 130 | 41 | 34 | 1266 |
| | Total Fee | \$46,200 | \$27,950 | \$62,400 | \$20,440 | \$25,200 | \$47,360 | \$31,620 | \$23,400 | \$25,000 | \$36,400 | \$4,100 | \$2,040 | \$352,110 |
| Task 2. Interim Agreement/Term Sheet | | | | | | | | | | | | | | |
| 2.1 | Term Sheet | 30 | 24 | 66 | 40 | 44 | 40 | 40 | 24 | 24 | 40 | 11 | 11 | 394 |
| | | \$9,900 | \$7,800 | \$21,450 | \$11,200 | \$9,240 | \$12,800 | \$10,200 | \$7,200 | \$6,000 | \$11,200 | \$1,100 | \$660 | \$108,750 |
| 2.2 | Project Risk Factors | 40 | 40 | 66 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 11 | 11 | 500 |
| | | \$13,200 | \$13,000 | \$21,450 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,100 | \$660 | \$137,910 |
| 2.3 | Support for Development of Minimum Require | 40 | 40 | 58 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 11 | 11 | 492 |
| | | \$13,200 | \$13,000 | \$18,850 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,100 | \$660 | \$135,310 |
| 2.4 | Support of Key Technical/Business Terms | 40 | 40 | 96 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 13 | 13 | 534 |
| | | \$13,200 | \$13,000 | \$31,200 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,300 | \$780 | \$147,980 |
| Task 2 | Total Hours | 150 | 144 | 286 | 160 | 254 | 190 | 160 | 120 | 144 | 220 | 46 | 46 | 1920 |
| | Total Fee | \$49,500 | \$46,800 | \$92,950 | \$44,800 | \$53,340 | \$60,800 | \$40,800 | \$36,000 | \$36,000 | \$61,600 | \$4,600 | \$2,760 | \$529,950 |
| All Tasks | Total Hours | 290 | 230 | 478 | 233 | 374 | 338 | 284 | 198 | 244 | 350 | 87 | 80 | 3186 |
| | Total Fee | \$95,700 | \$74,750 | \$155,350 | \$65,240 | \$78,540 | \$108,160 | \$72,420 | \$59,400 | \$61,000 | \$98,000 | \$8,700 | \$4,800 | \$882,060 |

Total Labor \$882,060
Misc. Expenses (4.5% of Labor) \$39,691
Out of Town Travel Expenses (Estimated) \$63,139
TOTAL CONTRACT LIMIT \$984,890

Master Summary

Fee by Task

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task | Fee |
|--|------------------|
| Task 1 Support Procurement Stage 1 | |
| 1.1 Questions/Answers | \$59,390 |
| 1.2 Update to PRD Documents | \$34,320 |
| 1.3 Evaluation of Proposals Submitted in Response to the PRD | \$258,400 |
| <i>Total Fee</i> | \$352,110 |
| Task 2 Interim Agreement/Term Sheet | |
| 2.1 Term Sheet | \$108,750 |
| 2.2 Project Risk Factors | \$137,910 |
| 2.3 Support for Development of Minimum Requirements | \$135,310 |
| 2.4 Support of Key Technical/Business Terms | \$147,980 |
| <i>Total Fee</i> | \$529,950 |
| Total All Tasks Labor | \$882,060 |

| | |
|--|--------------------|
| Total Labor | \$882,060 |
| Misc. Expenses (4.5% of Labor) | \$39,691.00 |
| Out of Town Travel Expenses (Estimated) | \$63,139.00 |
| TOTAL CONTRACT LIMIT | \$984,890 |

Master Summary

Fee by Firm

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar
P3 Project Procurement

Task Name: Task to Interim Agreement

Date Prepared: 1-Apr-16

| Firm | Fee for P3 Procurement Technical Tasks ⁽¹⁾ | Fee for P3 Procurement Financial Business Tasks ⁽¹⁾ |
|-----------------------------|--|---|
| Kimley-Horn | \$289,430 | |
| HDR Engineering | \$148,295 | |
| WSP/Parsons Brinckerhoff | \$123,848 | |
| LTK Engineering | \$84,249 | |
| Clary Consulting | | \$258,758 |
| Castalia Strategic Advisors | | \$80,310 |
| Subtotal | \$645,822 | \$339,068 |
| Total | \$984,890 | |

Notes:

(1) Fee estimates for each firm are preliminary for budgeting purposes. As the project progresses and the scope of required activities is better defined, fees may be reallocated among the firms.

Master Summary
Person-Hour Estimate

CSO: #4
 Project Name: Miami Beach LRT/Modern Streetcar
 Task Name: P3 Project Procurement Task to Interim Agreement
 Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | | | | | | | | Total | |
|--|---|-----------------------------|------------------------|--------------------------|---------------------|----------------------|---------------------|---------------------------|------------------------|-----------------|---------------|----------------------------|---------|----------------------|
| | | Project Manager | Chief Engineer A (HDR) | Senior Financial Advisor | Financial Advisor I | Financial Advisor II | Chief Engineer (PB) | Senior Systems Consultant | Chief Engineer B (HDR) | Senior Engineer | Chief Planner | Project Control Specialist | | Secretary / Clerical |
| | Rates | \$330 | \$325 | \$325 | \$280 | \$210 | \$320 | \$255 | \$300 | \$250 | \$280 | \$100 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | | | | | | | | | | |
| | 1.1 Questions/Answers | 30 | 18 | 40 | 15 | 10 | 28 | 12 | 10 | 10 | 20 | 8 | 7 | 208 |
| | | \$9,900 | \$5,850 | \$13,000 | \$4,200 | \$2,100 | \$8,960 | \$3,060 | \$3,000 | \$2,500 | \$5,600 | \$800 | \$420 | \$59,390 |
| | 1.2 Update to PRD Documents | 10 | 8 | 24 | 8 | 0 | 20 | 12 | 8 | 10 | 10 | 8 | 7 | 125 |
| | | \$3,300 | \$2,600 | \$7,800 | \$2,240 | \$0 | \$6,400 | \$3,060 | \$2,400 | \$2,500 | \$2,800 | \$800 | \$420 | \$34,320 |
| | 1.3 Evaluation of Proposals Submitted in Respon | 100 | 60 | 128 | 50 | 110 | 100 | 100 | 60 | 80 | 100 | 25 | 20 | 933 |
| Task 1 | Total Hours | 140 | 86 | 192 | 73 | 120 | 148 | 124 | 78 | 100 | 130 | 41 | 34 | 1266 |
| | Total Fee | \$46,200 | \$27,950 | \$62,400 | \$20,440 | \$25,200 | \$47,360 | \$31,620 | \$23,400 | \$25,000 | \$36,400 | \$4,100 | \$2,040 | \$352,110 |
| Task 2 Interim Agreement/Term Sheet | | | | | | | | | | | | | | |
| | 2.1 Term Sheet | 30 | 24 | 66 | 40 | 44 | 40 | 40 | 24 | 24 | 40 | 11 | 11 | 394 |
| | | \$9,900 | \$7,800 | \$21,450 | \$11,200 | \$9,240 | \$12,800 | \$10,200 | \$7,200 | \$6,000 | \$11,200 | \$1,100 | \$660 | \$108,750 |
| | 2.2 Project Risk Factors | 40 | 40 | 66 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 11 | 11 | 500 |
| | | \$13,200 | \$13,000 | \$21,450 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,100 | \$660 | \$137,910 |
| | 2.3 Support for Development of Minimum Requi | 40 | 40 | 58 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 11 | 11 | 492 |
| | | \$13,200 | \$13,000 | \$18,850 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,100 | \$660 | \$135,310 |
| | 2.4 Support of Key Technical/Business Terms | 40 | 40 | 96 | 40 | 70 | 50 | 40 | 32 | 40 | 60 | 13 | 13 | 534 |
| | | \$13,200 | \$13,000 | \$31,200 | \$11,200 | \$14,700 | \$16,000 | \$10,200 | \$9,600 | \$10,000 | \$16,800 | \$1,300 | \$780 | \$147,980 |
| Task 2 | Total Hours | 150 | 144 | 286 | 160 | 254 | 190 | 160 | 120 | 144 | 220 | 46 | 46 | 1920 |
| | Total Fee | \$49,500 | \$46,800 | \$92,950 | \$44,800 | \$53,340 | \$60,800 | \$40,800 | \$36,000 | \$36,000 | \$61,600 | \$4,600 | \$2,760 | \$529,950 |
| All Tasks | Total Hours | 290 | 230 | 478 | 233 | 374 | 338 | 284 | 198 | 244 | 350 | 87 | 80 | 3186 |
| | Total Fee | \$95,700 | \$74,750 | \$155,350 | \$65,240 | \$78,540 | \$108,160 | \$72,420 | \$59,400 | \$61,000 | \$98,000 | \$8,700 | \$4,800 | \$882,060 |

| | |
|---|------------------|
| Total Labor | \$882,060 |
| Misc. Expenses (4.5% of Labor) | \$39,691 |
| Out of Town Travel Expenses (Estimated) | \$63,139 |
| TOTAL CONTRACT LIMIT | \$984,890 |

Kimley-Horn

Person-Hour Estimate

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | | Total |
|---|---------------------------------------|-----------------------------|-----------------|---------------|----------------------------|---------------------|-----------|
| | | Project Manager | Senior Engineer | Chief Planner | Project Control Specialist | Secretary/ Clerical | |
| Rates | | \$330 | \$250 | \$280 | \$100 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | | | |
| 1.1 | Questions/Answers | 30 | 10 | 20 | 5 | 5 | 70 |
| | | \$9,900 | \$2,500 | \$5,600 | \$500 | \$300 | \$18,800 |
| 1.2 | Update to PRD Documents | 10 | 10 | 10 | 5 | 5 | 40 |
| | | \$3,300 | \$2,500 | \$2,800 | \$500 | \$300 | \$9,400 |
| 1.3 | Evaluation of Proposals Submitted in | 100 | 80 | 100 | 20 | 15 | 315 |
| | | \$33,000 | \$20,000 | \$28,000 | \$2,000 | \$900 | \$83,900 |
| Task 1 Total | | <i>Hours</i> 140 | 100 | 130 | 30 | 25 | 425 |
| | <i>Fee</i> | \$46,200 | \$25,000 | \$36,400 | \$3,000 | \$1,500 | \$112,100 |
| Task 2 Interim Agreement/Scope | | | | | | | |
| 2.1 | Term Sheet | 30 | 24 | 40 | 8 | 8 | 110 |
| | | \$9,900 | \$6,000 | \$11,200 | \$800 | \$480 | \$28,380 |
| 2.2 | Project Risk Factors | 40 | 40 | 60 | 8 | 8 | 156 |
| | | \$13,200 | \$10,000 | \$16,800 | \$800 | \$480 | \$41,280 |
| 2.3 | Support for Development of Minimum | 40 | 40 | 60 | 8 | 8 | 156 |
| | | \$13,200 | \$10,000 | \$16,800 | \$800 | \$480 | \$41,280 |
| 2.4 | Support of Key Technical/Business Te. | 40 | 40 | 60 | 8 | 8 | 156 |
| | | \$13,200 | \$10,000 | \$16,800 | \$800 | \$480 | \$41,280 |
| Task 2 Total | | <i>Hours</i> 150 | 144 | 220 | 32 | 32 | 578 |
| | <i>Fee</i> | \$49,500 | \$36,000 | \$61,600 | \$3,200 | \$1,920 | \$152,220 |
| Total All Tasks | | <i>Hours</i> 290 | 244 | 350 | 62 | 57 | 1003 |
| | <i>Fee</i> | \$95,700 | \$61,000 | \$98,000 | \$6,200 | \$3,420 | \$264,320 |

| | |
|---|---------------------|
| Total Labor | \$264,320.00 |
| Misc. Expenses (4.5% of Labor) | \$11,894.00 |
| Out of Town Travel Expenses (Estimated) | \$13,216.00 |
| TOTAL CONTRACT LIMIT | \$289,430.00 |

HDR

Program Work Plan - Person-Hour Estimate

CSO: #2
 Project Name: Miami Beach LRT/Modern Streetcar
 Task Name: P3 Project Procurement Task to Interim Agreement
 Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | Total |
|---|--|-----------------------------|--------------------|----------------------------|--------------------|-----------|
| | | Chief Engineer (A) | Chief Engineer (B) | Project Control Specialist | Secretary/Clerical | |
| | Rates | \$325 | \$300 | \$100 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | | |
| 1.1 | Questions/Answers | 18 | 10 | 1 | 1 | 30 |
| | | \$5,850 | \$3,000 | \$100 | \$60 | \$9,010 |
| 1.2 | Update to PRD Documents | 8 | 8 | 1 | 1 | 18 |
| | | \$2,600 | \$2,400 | \$100 | \$60 | \$5,160 |
| 1.3 | Evaluation of Proposals Submitted in Response to the P | 60 | 60 | 1 | 1 | 122 |
| | | \$19,500 | \$18,000 | \$100 | \$60 | \$37,660 |
| Task 1 Total | <i>Hours</i> | 86 | 78 | 3 | 3 | 170 |
| | <i>Fee</i> | \$27,950 | \$23,400 | \$300 | \$180 | \$51,830 |
| Task 2 Interim Agreement/Scope | | | | | | |
| 2.1 | Term Sheet | 24 | 24 | 1 | 1 | 50 |
| | | \$7,800 | \$7,200 | \$100 | \$60 | \$15,160 |
| 2.2 | Project Risk Factors | 40 | 32 | 1 | 1 | 74 |
| | | \$13,000 | \$9,600 | \$100 | \$60 | \$22,760 |
| 2.3 | Support for Development of Minimum Requirements | 40 | 32 | 1 | 1 | 74 |
| | | \$13,000 | \$9,600 | \$100 | \$60 | \$22,760 |
| 2.4 | Support of Key Technical/Business Terms | 40 | 32 | 2 | 2 | 76 |
| | | \$13,000 | \$9,600 | \$200 | \$120 | \$22,920 |
| Task 2 Total | <i>Hours</i> | 144 | 120 | 5 | 5 | 274 |
| | <i>Fee</i> | \$46,800 | \$36,000 | \$500 | \$300 | \$83,600 |
| Total All Tasks | <i>Hours</i> | 230 | 198 | 8 | 8 | 444 |
| | <i>Fee</i> | \$74,750 | \$59,400 | \$800 | \$480 | \$135,430 |

| | |
|---|---------------------|
| Total Labor | \$135,430.00 |
| Misc. Expenses (4.5% of Labor) | \$6,094.00 |
| Out of Town Travel Expenses (Estimated) | \$6,771.00 |
| TOTAL CONTRACT LIMIT | \$148,295.00 |

WSP/Parsons Brinckerhoff

Person-Hour Estimate

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | |
|---|--|-----------------------------|----------------------------|---------------------|-----------|
| | | Chief Engineer | Project Control Specialist | Secretary/ Clerical | Total |
| | Rates | \$320 | \$100 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | |
| 1.1 | Questions/Answers | 28 | 1 | 1 | 30 |
| | | \$8,960 | \$100 | \$60 | \$9,120 |
| 1.2 | Update to PRD Documents | 20 | 1 | 1 | 22 |
| | | \$6,400 | \$100 | \$60 | \$6,560 |
| 1.3 | Evaluation of Proposals Submitted in Response to the P | 100 | 2 | 2 | 104 |
| | | \$32,000 | \$200 | \$120 | \$32,320 |
| Task 1 Total | <i>Hours</i> | 148 | 4 | 4 | 156 |
| | <i>Fee</i> | \$47,360 | \$400 | \$240 | \$48,000 |
| Task 2 Interim Agreement/Scope | | | | | |
| 2.1 | Term Sheet | 40 | 1 | 1 | 42 |
| | | \$12,800 | \$100 | \$60 | \$12,960 |
| 2.2 | Project Risk Factors | 50 | 1 | 1 | 52 |
| | | \$16,000 | \$100 | \$60 | \$16,160 |
| 2.3 | Support for Development of Minimum Requirements | 50 | 1 | 1 | 52 |
| | | \$16,000 | \$100 | \$60 | \$16,160 |
| 2.4 | Support of Key Technical/Business Terms | 50 | 2 | 2 | 54 |
| | | \$16,000 | \$200 | \$120 | \$16,320 |
| Task 2 Total | <i>Hours</i> | 190 | 5 | 5 | 200 |
| | <i>Fee</i> | \$60,800 | \$500 | \$300 | \$61,600 |
| Total All Tasks | <i>Hours</i> | 338 | 9 | 9 | 356 |
| | <i>Fee</i> | \$108,160 | \$900 | \$540 | \$109,600 |

| | |
|---|---------------------|
| Total Labor | \$109,600.00 |
| Misc. Expenses (4.5% of Labor) | \$4,932.00 |
| Out of Town Travel Expenses (Estimated) | \$9,316.00 |
| TOTAL CONTRACT LIMIT | \$123,848.00 |

LTK Engineering

Person-Hour Estimate

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | |
|---|---|-----------------------------|----------------------------|--------------------|----------|
| | | Senior Systems Consultant | Project Control Specialist | Secretary/Clerical | Total |
| | Rates | \$255 | \$100 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | |
| 1.1 | Questions/Answers | 12 | 1 | | 13 |
| | | \$3,060 | \$100 | \$0 | \$3,160 |
| 1.2 | Update to PRD Documents | 12 | 1 | | 13 |
| | | \$3,060 | \$100 | \$0 | \$3,160 |
| 1.3 | Evaluation of Proposals Submitted in Response to the P. | 100 | 2 | 2 | 104 |
| | | \$25,500 | \$200 | \$120 | \$25,820 |
| Task 1 Total | <i>Hours</i> | 124 | 4 | 2 | 130 |
| | <i>Fee</i> | \$31,620 | \$400 | \$120 | \$32,140 |
| Task 2 Interim Agreement/Scope | | | | | |
| 2.1 | Term Sheet | 40 | 1 | 1 | 42 |
| | | \$10,200 | \$100 | \$60 | \$10,360 |
| 2.2 | Project Risk Factors | 40 | 1 | 1 | 42 |
| | | \$10,200 | \$100 | \$60 | \$10,360 |
| 2.3 | Support for Development of Minimum Requirements | 40 | 1 | 1 | 42 |
| | | \$10,200 | \$100 | \$60 | \$10,360 |
| 2.4 | Support of Key Technical/Business Terms | 40 | 1 | 1 | 42 |
| | | \$10,200 | \$100 | \$60 | \$10,360 |
| Task 2 Total | <i>Hours</i> | 160 | 4 | 4 | 168 |
| | <i>Fee</i> | \$40,800 | \$400 | \$240 | \$41,440 |
| Total All Tasks | <i>Hours</i> | 284 | 8 | 6 | 298 |
| | <i>Fee</i> | \$72,420 | \$800 | \$360 | \$73,580 |

| | |
|---|--------------------|
| Total Labor | \$73,580.00 |
| Misc. Expenses (4.5% of Labor) | \$3,311.00 |
| Out of Town Travel Expenses (Estimated) | \$7,358.00 |
| TOTAL CONTRACT LIMIT | \$84,249.00 |

Clary Consulting

Person-Hour Estimate

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | Total |
|---|---|-----------------------------|---------------------|----------------------|---------------------|-----------|
| | | Senior Financial Advisor | Financial Advisor I | Financial Advisor II | Secretary/ Clerical | |
| | Rates | \$325 | \$280 | \$210 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | | |
| 1.1 | Questions/Answers | 40 | 15 | 10 | | 65 |
| | | \$13,000 | \$4,200 | \$2,100 | \$0 | \$19,300 |
| 1.2 | Update to PRD Documents | 24 | 8 | | | 32 |
| | | \$7,800 | \$2,240 | \$0 | \$0 | \$10,040 |
| 1.3 | Evaluation of Proposals Submitted in Response to the PI | 100 | 50 | 50 | | 200 |
| | | \$32,500 | \$14,000 | \$10,500 | \$0 | \$57,000 |
| Task 1 Total | | <i>Hours</i> 164 | 73 | 60 | 0 | 297 |
| | | <i>Fee</i> \$53,300 | \$20,440 | \$12,600 | \$0 | \$86,340 |
| Task 2 Interim Agreement/Scope | | | | | | |
| 2.1 | Term Sheet | 50 | 40 | 20 | | 110 |
| | | \$16,250 | \$11,200 | \$4,200 | \$0 | \$31,650 |
| 2.2 | Project Risk Factors | 50 | 40 | 30 | | 120 |
| | | \$16,250 | \$11,200 | \$6,300 | \$0 | \$33,750 |
| 2.3 | Support for Development of Minimum Requirements | 50 | 40 | 30 | | 120 |
| | | \$16,250 | \$11,200 | \$6,300 | \$0 | \$33,750 |
| 2.4 | Support of Key Technical/Business Terms | 80 | 40 | 30 | | 150 |
| | | \$26,000 | \$11,200 | \$6,300 | \$0 | \$43,500 |
| Task 2 Total | | <i>Hours</i> 230 | 160 | 110 | 0 | 500 |
| | | <i>Fee</i> \$74,750 | \$44,800 | \$23,100 | \$0 | \$142,650 |
| Total All Tasks | | <i>Hours</i> 394 | 233 | 170 | 0 | 797 |
| | | <i>Fee</i> \$128,050 | \$65,240 | \$35,700 | \$0 | \$228,990 |

| | |
|---|---------------------|
| Total Labor | \$228,990.00 |
| Misc. Expenses (4.5% of Labor) | \$10,304.00 |
| Out of Town Travel Expenses (Estimated) | \$19,464.00 |
| TOTAL CONTRACT LIMIT | \$258,758.00 |

Castalia Strategic Advisors

Person-Hour Estimate

CSO: #4

Project Name: Miami Beach LRT/Modern Streetcar

Task Name: P3 Project Procurement Task to Interim Agreement

Date Prepared: 1-Apr-16

| Task Number | Task Name | Direct Labor (Person-Hours) | | | | Total |
|---|--|-----------------------------|---------------------|----------------------|---------------------|----------|
| | | Senior Financial Advisor | Financial Advisor I | Financial Advisor II | Secretary/ Clerical | |
| | Rates | \$325 | \$280 | \$210 | \$60 | |
| Task 1 Support Procurement Stage 1 | | | | | | |
| | 1.1 Questions/Answers | | | | | 0 |
| | | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1.2 Update to PRD Documents | | | | | 0 |
| | | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1.3 Evaluation of Proposals Submitted in Response to the F | 28 | | 60 | | 88 |
| | | \$9,100 | \$0 | \$12,600 | \$0 | \$21,700 |
| Task 1 Total | <i>Hours</i> | 28 | 0 | 60 | 0 | 88 |
| | <i>Fee</i> | \$9,100 | \$0 | \$12,600 | \$0 | \$21,700 |
| Task 2 Interim Agreement/Scope | | | | | | |
| | 2.1 Term Sheet | 16 | | 24 | | 40 |
| | | \$5,200 | \$0 | \$5,040 | \$0 | \$10,240 |
| | 2.2 Project Risk Factors | 16 | | 40 | | 56 |
| | | \$5,200 | \$0 | \$8,400 | \$0 | \$13,600 |
| | 2.3 Support for Development of Minimum Requirements | 8 | | 40 | | 48 |
| | | \$2,600 | \$0 | \$8,400 | \$0 | \$11,000 |
| | 2.4 Support of Key Technical/Business Terms | 16 | | 40 | | 56 |
| | | \$5,200 | \$0 | \$8,400 | \$0 | \$13,600 |
| Task 2 Total | <i>Hours</i> | 56 | 0 | 144 | 0 | 200 |
| | <i>Fee</i> | \$18,200 | \$0 | \$30,240 | \$0 | \$48,440 |
| Total All Tasks | <i>Hours</i> | 84 | 0 | 204 | 0 | 288 |
| | <i>Fee</i> | \$27,300 | \$0 | \$42,840 | \$0 | \$70,140 |

| | |
|---|--------------------|
| Total Labor | \$70,140.00 |
| Misc. Expenses (4.5% of Labor) | \$3,156.00 |
| Out of Town Travel Expenses (Estimated) | \$7,014.00 |
| TOTAL CONTRACT LIMIT | \$80,310.00 |