

MPO RESOLUTION #45-16**RESOLUTION APPROVING THE GENERAL PLANNING SCOPE OF SERVICES FOR THE STRATEGIC MIAMI AREA RAPID TRANSIT (SMART) PLAN IMPLEMENTATION ACTIVITIES AND THE PROGRAMMING OF FEDERAL FUNDS IN THE AMOUNT OF \$7.18 MILLION TO CONDUCT THE ACTIVITIES REFERENCED IN THE SCOPE OF SERVICES**

WHEREAS, under Resolution #26-16 dated April 21, 2016, the Metropolitan Planning Organization (MPO) Governing Board endorsed the Strategic Miami Area Rapid Transit (SMART) Plan; and

WHEREAS, the Project Development and Environmental (PD&Es) studies for the six (6) selected corridors included in the SMART Plan have been approved; and

WHEREAS, under Resolution #28-16 dated May 19, 2016, the MPO Governing Board approved the FYs 2017 and 2018 Unified Planning Work Program (UPWP); and

WHEREAS, Task 5.15 of the UPWP includes the activities to supplement the development of the PD&Es and the implementation of the SMART Plan; and

WHEREAS, under Resolution #31-16 dated May 19, 2016, the MPO Governing Board directed the MPO Executive Director to communicate with federal, state and local partners and develop a comprehensive SMART Plan implementation document that includes planning and funding solutions for all rapid transit corridors identified in the SMART Plan; and

WHEREAS, the MPO has developed in coordination with the transportation partners a general scope of services to conduct planning studies related to the implementation of the SMART Plan; and

WHEREAS, the attached MPO Executive Director's memorandum is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA, that 1) the attached General Planning Scope of Services for the Strategic Miami Area Rapid Transit (SMART) Plan implementation activities is approved; 2) the programming of Federal funds in the amount of \$7.18 million to conduct the activities as described in Task 5.15 of the Unified Planning Work Program (UPWP) is endorsed; and 3) the MPO Executive Director is authorized to (a) advance scope of services to conduct studies for the SMART Plan corridors, (b) procure the necessary services to conduct the SMART Plan implementation activities described in the Scope of Services, and (c) enter into Interlocal Agreements with funding partners, including but not limited to municipalities.

The adoption of the foregoing resolution was moved by Board Member Oliver G. Gilbert, III. The motion was seconded by Vice Chairman Francis Suarez, and upon being put to a vote, the vote was as follows:

Chairman Jean Monestime-Aye
Vice Chairman Francis Suarez-Aye

Board Member Bruno A. Barreiro	-Aye	Board Member Smith Joseph	-Aye
Board Member Esteban Bovo Jr	-Absent	Board Member Philip Levine	-Aye
Board Member Jose "Pepe" Diaz	-Absent	Board Member Daniella Levine Cava	-Aye
Board Member Audrey M. Edmonson	-Absent	Board Member Roberto Martell	-Aye
Board Member Maurice Ferre	-Aye	Board Member Dennis C. Moss	-Aye
Board Member Oliver G. Gilbert, III	-Aye	Board Member Jeff Porter	-Absent
Board Member Perla Tabares Hantman	-Absent	Board Member Rebeca Sosa	-Absent
Board Member Carlos Hernandez	-Absent	Board Member Javier D. Souto	-Aye
Board Member Sally A. Heyman	-Absent	Board Member Xavier L. Suarez	-Aye
Board Member Barbara J. Jordan	-Absent	Board Member Juan C. Zapata	-Aye

The Chairperson thereupon declared the resolution duly passed and approved this 21st day of July, 2016.

METROPOLITAN PLANNING ORGANIZATION

By Zainab Salim
Zainab Salim, Clerk
Miami-Dade MPO





Date: July 11, 2016

To: Honorable Chairman Jean Monestime and Members
MPO Governing Board

From: Aileen Bouclé, AICP 
MPO Executive Director

Subject: **General Planning Scope of Services: Implementation of Strategic Miami Area Rapid Transit (SMART) Plan**

Agenda Item 5.B.6

It is requested that the MPO Governing Board approve the General Planning Scope of Services for the Strategic Miami Area Rapid Transit (SMART) Plan implementation activities and the programming of federal funds, in the amount of \$7.18 million to conduct said activities. The MPO Executive Director will issue work orders consistent with the attached Implementation Plan for the SMART Plan corridors. The MPO Executive Director will also seek funding partnerships with entities along the SMART Plan corridors.

BACKGROUND

Under Resolution #26-16, dated April 21, 2016, the MPO Governing Board unanimously endorsed the SMART Plan, which includes six (6) rapid transit corridors and a network of express bus services throughout Miami-Dade County. Implementation of the vital corridors will provide needed transportation alternatives and relief from traffic congestion.

Under Resolution #28-16, dated May 19, 2016, the MPO Governing Board approved the FYs 2017 and 2018 Unified Planning Work Program (UPWP), which included Task 5.15: Implementation of the SMART Plan.

Under Resolution #31-16, dated May 19, 2016, the MPO Governing Board directed the MPO Executive Director to communicate with federal, state and local partners and develop a comprehensive SMART Plan implementation document that includes planning and funding solutions for all rapid transit corridors in the approved SMART Plan.

This resolution approves the attached Scope of Services for Task 5.15 in the UPWP to support the advancement and implementation of the SMART Plan through the analysis, monitoring, updating and engagement of the MPO in associated technical and policy activities for each of the six (6) rapid transit corridors identified under the SMART Plan, and authorizes the MPO Executive Director to procure the necessary services to conduct the implementation activities, as described in the Scope of Services. Regular reports on the implementation of SMART Plan will be provided to the MPO Board, as part of the MPO Executive Director's Report.

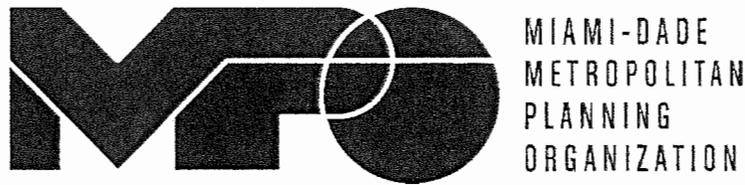
Attached is a copy of the Scope of Services.

FISCAL IMPACT/FUNDING SOURCE

The \$7.18 million to support the implementation efforts of the SMART Plan will be provided by federal and local funds.

TRACK RECORD/ MONITOR

This item is sponsored by the MPO and will be monitored by Jesus Guerra, MPO Deputy Director.



SMART Plan Implementation - MPO Activities

General Scope of Services

Introduction

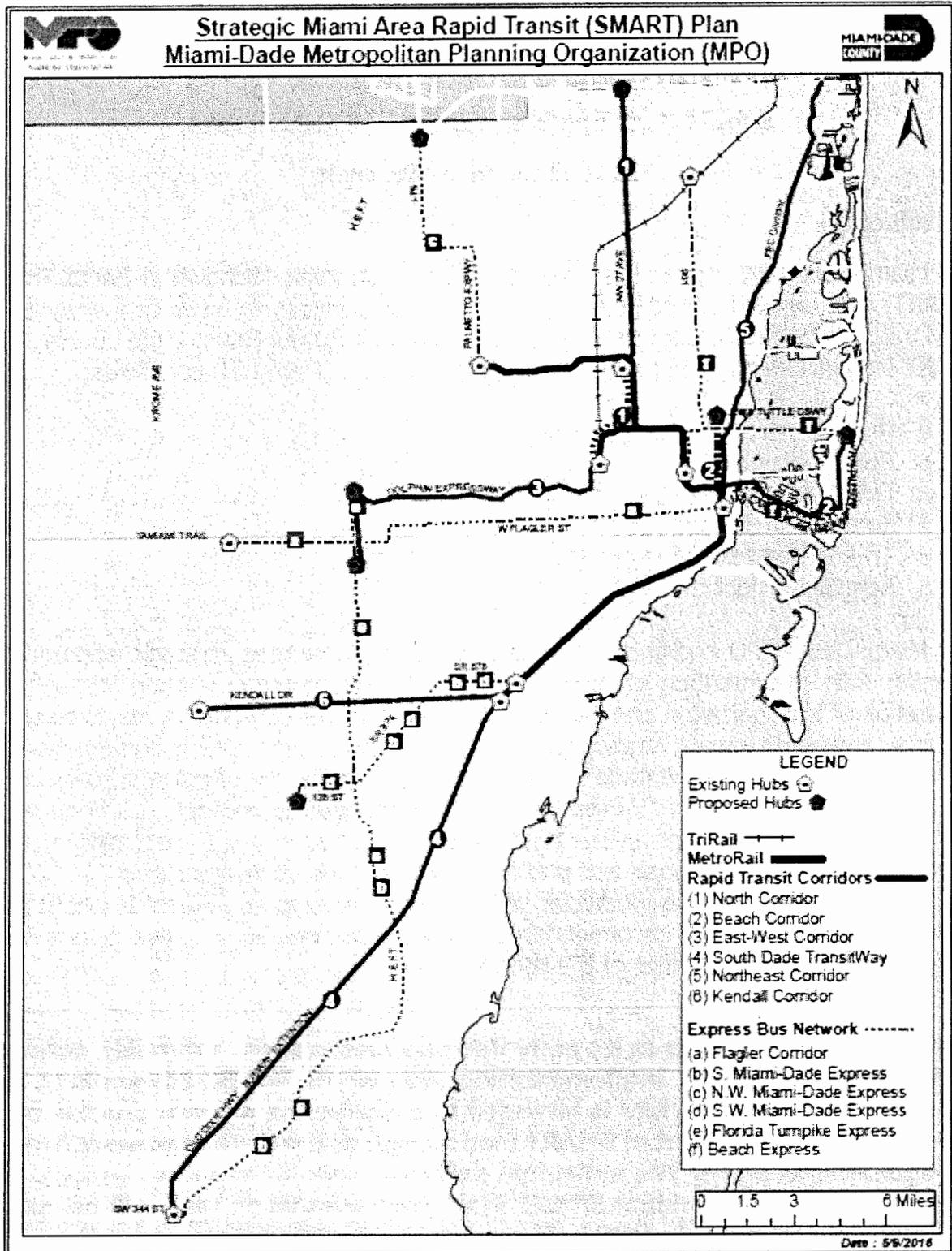
The Miami-Dade MPO Governing Board passed the Strategic Miami Area Rapid Transit (SMART) Plan on April 21, 2016 in recognition of the necessity to advance a program of rapid transit initiatives to address the mobility needs throughout Miami-Dade County. The SMART Plan includes six (6) major rapid transit corridors (Figure 1), as follows:

- North Corridor (NW 27th Avenue)
- Beach Corridor
- East-West Corridor (SR-836)
- South Dade TransitWay
- Tri-Rail Coastal Link (Northeast/FEC Corridor)
- Kendall Corridor

The Miami-Dade MPO recognizes the need for a more holistic, strategic approach to planning with the intention of achieving regional and community goals through the integration of transportation and land use planning and its incorporation into local plans, projects, and development strategies. Hence, the Miami-Dade MPO is moving forward with a SMART Plan Implementation effort which strengthens the ultimate success of the MPO approved SMART Plan. This initiative, which will focus on corridors identified in the SMART Plan and selected for further analysis will provide an in-depth examination of the corridor area, identify the goals and priorities of the communities, assessment of existing conditions, analysis of future conditions, provide technical support, assessment of funding opportunities, and develop recommendations and implementation strategies to achieve the specific goals and priorities of the corridor area.

Since the SMART Plan is in its early development stages, a detailed scope of services for the SMART Implementation Plan would not be advisable at this time. This scope of services is intended to describe the general process to be used for the development of SMART Plan as well as the development of Transit Corridor Master Plans. The individual detailed scope of services, budget, and schedule for each individual SMART Plan Implementation task will be issued through the Miami-Dade MPO's General Planning Consultant and will adhere to the approved budget constraints of the project.

**Figure 1
SMART Plan Map**



Task 1 – SMART Land Use Visioning

Task 1.1 – Literature Research and Review

There are a number of experiences from across the nation where major planning initiatives can provide valuable lessons learned, best practices, and tools that can be utilized to better understand these inherent relationships and to assist in the formulation of land use visioning recommendations to support Miami-Dade County's Strategic Miami Area Rapid Transit (SMART) Plan corridors. To provide a comprehensive list of potential transit supportive strategies, the Consultant will perform a regional and nationwide review of planning initiatives that have focused on the transportation/land use connections and the implementation measures taken. The review will also focus on rapid transit projects program implementations and lessons learned. The identified areas of best practices will include, but not limited to, the following topics:

- Form Based Codes;
- Access management;
- Corridor improvements;
- Goods movement;
- Economic Development;
- Safety;
- Housing Development;
- Complete Streets;
- Livable Communities,
- Transit-Oriented Development Guidelines;
- Facilities for pedestrians and bicyclists;
- Transit services and infrastructure;
- Population and employment growth.

The sources of this search shall encompass both innovative local/metropolitan initiatives as well as policies and research performed by organizations/think tanks which address these issues.

Task 1.2 - Analysis of Conditions

All current plans and projects within the area will also be reviewed. The review process ensures that the necessary coordination with existing plans and ongoing initiatives will take place. The current comprehensive or general plans and all associated documents will also be reviewed to ensure that the corridor planning process is conducted and completed within the framework of the existing institutional environment.

An inventory of the conditions within each of the SMART Plan corridors will be developed, focusing on the existing transportation system, current land use activity, planned developments, property values, land use codes, future transportation improvements, future land uses, economic development forecasts, and infrastructure funding. Data from existing sources will be collected and utilized to build the baseline of existing conditions for the SMART Plan corridors. A corridor profile will be prepared utilizing demographic data and forecasts, development trends, goods movement analyses, traffic analyses, information on currently planned and programmed infrastructure projects, local government ordinances and plans, capital improvement programs, and other pertinent

information. This effort will be coordinated with agencies/consultants performing the project development and environmental work for the respective SMART Plan corridors to ensure no duplication of work efforts and the data is collected in the most efficient manner. The goal of this inventory is to establish a complete picture of the existing conditions within the corridor area, including an understanding of land use patterns and inconsistencies that are not transit supportive. Geographic Information Systems (GIS) will be used in the assessment and reporting of collected data, including the development of illustrative and thematic maps.

Once the existing conditions baseline has been established, the Consultant shall conduct a needs analysis and identify deficiencies. The analysis will identify any potential deficiencies within the SMART Plan corridors based on existing development patterns, committed development and land use policies to support a rapid transit system. The existing conditions baseline will provide a basis for analyzing future corridor conditions scenario and recommendations. The needs analysis will be supplemented with input from citizens and community stakeholders.

The consultant shall compile and review existing Transit-oriented Development (TOD) guidelines developed for the area. Furthermore, the Consultant may examine the other conditions and factors within these corridors that impact transit supportive development such as job-housing linkages, diversity of employment and housing, design standards, available development incentives, etc.

Task 1.3 - Creation of Land Use/Visioning Toolbox

The Consultant will be tasked to develop a Land Use/Visioning Toolbox to address the identified policy directives utilizing the outcome of the Task 1.1. The toolbox shall consist of a myriad of options to support the transportation infrastructure improvements as part of the SMART Plan. To this end, the Consultant will hold a workshop with local agency partners and local government representatives to review the components of the toolbox, identify any desired additions or revisions, and present information on the results of the national literature review and findings. Using this information, the Consultant shall select the most appropriate tools and strategies, along with background information on their applicability (in terms of geographic and policy scope) and examples of their application for use.

Potential tools to be reviewed for possible inclusion in the toolbox include (but is not limited to): scenario analysis/build-out forecasts, standardized trip generation assessment, overlay and/or transportation districts, transit-oriented development, land use transition into neighborhoods, multimodal level of service, access management, travel behavior, and growth management models. While the development of such toolboxes can benefit community and transportation planning, it is important to recognize the practicalities associated with implementing transportation and land use systems.

Political, community, financial, environmental, economic and policy constraints are often limiting factors in the implementation of worthy planning strategies. Possible constraints will be identified for each of the SMART Plan corridors along with appropriate mitigating measures. Performance measures, both qualitative and quantitative, will be developed for the SMART Plan corridors for comparison, prioritization and implementation of the SMART Plan.

Task 1.4 - Scenario Visioning Exercise

One or more land use scenarios may be developed utilizing the land use/visioning toolbox to obtain the necessary ridership figures in support of the modes under consideration in the respective SMART Plan corridor (environmental) studies. The land use scenario development may be focused on varied geographical units such as station-based (nodal), rapid transit corridor, and/or county-wide.

These scenarios may be developed to perform sensitivity testing on various land use policies as selected and determined by the Miami-Dade MPO. The scenarios shall be consistent with the socio-economic factors utilized for the current version of the Southeast Regional Planning Model (SERPM). The results for these sensitivity tests shall cover key transportation system measures and be reported in a manner that a layperson can understand the statistical results.

Task 1.5 - Development and Adoption of Transit Corridor Master Plans (TCMPs)

The development of a recommended Transit Corridor Master Plan (TCMP) for each corridor is a key component of the SMART Plan Implementation planning process and is the culmination of Task 1: SMART Land Use Visioning. The strategies and recommendations included in the TCMP will provide the blueprint or map for the future of the corridor area and may also provide a template for development in other areas or other planning efforts. Additionally, this task will identify any policy changes, modifications to existing plans, or other measures that are needed to implement the proposed recommendations. Financing mechanisms and/or potential funding sources, including public/private partnership opportunities, for proposed initiatives will also be identified. Since the TCMP is likely to encompass multiple communities which will need separate recommendations addressing their particular needs.

The first step in this process will focus on the development of a detailed scope for the specific transit corridors. The Miami-Dade MPO staff in coordination with the Miami-Dade Department of Regulatory and Economic Resources (RER) and other local agencies, as appropriate, will finalize a detailed scope of services, schedule, and budget for each of the selected corridors to develop a corridor TCMP based upon the specific conditions along a particular corridor. Additionally, the Consultant, with Miami-Dade MPO and RER staff shall identify key stakeholders and participants that will be critical to the planning

process, and finalize study area boundaries. This process will be repeated for each SMART Plan corridor.

Once the stakeholders have been identified, the Consultant will hold a meeting with the stakeholders, who will function as members of the Project Advisory Committee (PAC). The purpose of the meeting will be to inform the PAC about the project, planning process, products to be developed, and the PAC's role and responsibilities. The PAC will also discuss the development of the overall vision and goals of the TCMPs and the existing and future planning issues within the study area from their perspective. The Consultant will coordinate with Miami-Dade MPO, RER, and other local agency staff to identify a public involvement and stakeholder coordination program for the plan, including determining the number of public workshops that will be held during the process. This outreach shall be coordinated with other on-going public involvement efforts as part of the corridor project development and environmental studies.

Multimodal network connectivity will also be a major focus area so that good access and connectivity between modes is provided to create an efficient and integrated transportation system. The Consultant will coordinate closely with MPO and RER staff, local agency staff, local officials, and stakeholders to formulate acceptable standards, guidelines, and techniques to maximize internal trip capture within developments, connectivity, and transportation choices within the individual developments. The Consultant shall coordinate this effort with any ongoing initiatives impacting the SMART Plan corridors.

In addition to the focus on transportation, during the TCMP development process, the review of applicable and pertinent development codes and ordinances will also occur. Through this review, recommendations can be developed for the amendment or restructuring of these land use plans including the Miami-Dade comprehensive Development Master Plan (CDMP) and municipal comprehensive plans, and development of codes and ordinances to support the implementation of the corridor plan recommendations. Recommendations will be provided for consistency in policies and development codes between different agencies and municipalities. Specific land use and development tools/strategies, including, but not limited to overlay districts, special benefit districts, multimodal transportation districts, sustainable development principles, among others will be included as part of the TCMP recommendations. These measures are intended to further reinforce transit-oriented development (TOD) principles.

The TCMPs will advance a realistic program of actions that are designed to address the identified issues and challenges. Once the transportation investments needed to adequately serve the area are identified, specific projects and initiatives will be developed to serve that need. Projects will be developed to address both existing and future needs and will be identified for implementation in the short-, medium- and long- range time frames, as generally defined as Priorities I, II/III, and IV, respectively, in the Long Range Transportation Plan. The Consultant will work closely with the Project Advisory Committee

(PAC) and Miami-Dade, RER and local agency staff to identify prioritization factors, develop a prioritization process for ranking initiatives, and have continuous coordination to create the integration of sub-tasks for all the corridors and ensure complementary nature of these efforts.

Task 1.6 - Monitoring and Measurement of Effects

Implementation of the SMART Plan is mission critical. Therefore performance measures, based on quantifiable elements as well a monitoring process, will be established to ensure that the identified TCMP recommendations advance effectively. These performance measures can be customized with some being applicable in one corridor area and not in another. The performance measures will be established based on the identified transportation and land use vision and goals for each corridor, with significant input from the local agency staff, stakeholders and decision-makers, and consistent with current federal policies under the Fixing America's Surface Transportation (FAST) Act, including FTA's Capital Investment Grant Program guidelines.

To ensure the TCMP's effectiveness, the implementation of the corridor recommendations must be monitored on a continuous basis. This monitoring should ensure that the TCMP is meeting its objectives according to an established schedule as well as the needs of the community. The monitoring process will be established in coordination with the PAC, MPO RER and local jurisdictions. The Consultant will review examples of such monitoring programs across the U.S. and identify the most appropriate type of tracking tool that will best suit the local and regional needs for information. The monitoring schedule will also be identified. In addition, the tool will also incorporate, or directly relate to the identified performance measures. This relationship will allow the implementation action steps and schedules to be assessed, but also provide feedback on how well the project is meeting the defined goals and objectives.

Task 2 – SMART Technical Support

The functional responsibilities of providing technical transportation planning support are comprised of four core disciplines; (1) System Plan Development; (2) Travel Demand Forecasting; (3) Environmental Review; and (4) Cost Estimation. The details are described in the following sections.

This work is not to duplicate the corridor based studies, but to rather strengthen those respective efforts by concentrating on tasks beyond those assigned as part of the corridor project development and environmental tasks. This effort shall utilize the strategies and guidance identified in FDOT's Transit Concept and Alternatives Review (TCAR) process, wherever applicable. The following is a listing of the functions and specific tasks that may be performed in support of the SMART Plan Implementation.

Task 2.1 - Systems Plan Development

It is the responsibility of the MPO to perform system planning functions for the transportation network as supported by the federally-mandated Long Range Transportation Plan (LRTP) and the numerous studies that support the LRTP. The MPO shall continue this functional responsibility throughout the SMART Plan planning and development phases ensuring that the SMART Plan is developed in a seamless, efficient and effective manner to maximize mobility from the proposed investments. This entails defining, at least conceptually, the system-wide components comprising the SMART Plan. Examples would be the definition of the Metrorail, light rail, commuter rail or bus rapid transit system including all its planned extensions, stations, maintenance yards and shops, parking lots and other support facilities.

Through a system-wide analysis it is possible to provide an overall goodness-of-fit assessment of the various modal technologies under consideration. Furthermore, a transit system optimization exercise could be conducted to understand modal trade-offs and maximize mobility benefits from the transportation investments. The transit system optimization may include an analysis of modal combinations and sensitivity testing of various fare policies.

The task may involve support functions for a number of special studies, data collection efforts and trade-off analysis during the SMART Plan Implementation period through a multi-disciplined and experienced consultant team providing oversight and guidance to system/corridor studies. The Consultant will conduct additional analyses and assessments as directed by the MPO to further substantiate and provide definitive data for system-wide programs or project development as necessary.

A SMART System Plan would be developed which includes premium transit (i.e. rail and bus rapid transit) system operations, headways, fleet requirements and funding requirements for build out conditions. Development of this plan will include preparation of a matrix showing the impact associated with various operating plan scenarios for the existing Metrorail lines and proposed rapid transit networks. The criteria to be considered in optimizing the operations will include associated costs and ridership. Various operating plan scenarios to be analyzed will be coordinated with local agencies including DTPW, FDOT, municipal transit operators, as well as the consultants representing the various corridor projects.

The Consultant may be tasked to develop information on key performance measures and significant trends, including those utilized by the Federal Transit Administration's Capital Investment Grant Program. This data will serve as a baseline to compare future system-wide results and monitor the performance of transit systems servicing Miami-Dade County. Information to be obtained from transit providers shall include fleet conditions, system usage, revenues, passenger surveys, etc. A secondary element would be to

address specific projects from a program by conducting an alignment review and assessment based on the systems perspective.

It is foreseen that a SMART Plan Technical Team may be necessary to coordinate technical matters on an overall program rather than a project basis, hence ensuring consistency among the various corridor-level studies.

Task 2.2 - Travel Demand Forecasting

The purpose of this task is to develop ridership estimates and network statistics necessary for the calculation of associated capital and operating costs estimates for the rapid transit corridor projects identified in the SMART Plan. The outcome of this task will be the development of a system-wide and corridor level ridership, network statistics and performance metrics related to the SMART Plan Implementation. Various operating plans and socio-economic scenarios will be tested and the resulting ridership and statistics shall be identified for each scenario. Issues associated with implementing the overall plan and individual projects will be identified along with recommendations for resolving them. These activities shall be conducted in coordination and support of the Transit Corridor Master Plans, project development and environmental corridor studies, and the SMART Plan Technical Team. A SMART System Plan will be maintained as a living document as issues are addressed and resolved. The result of this task will be the identification of a potential rapid transit plan.

As a first step, the Consultant will evaluate the existing SERPM model and its ability to capture the travel characteristics of each corridor to determine suitability for forecasting future ridership along the SMART Plan corridors. In addition, the 2040 SERPM model will undergo a series of sensitivity tests to further reinforce SERPM's suitability. A diagnostic report will be prepared with results of the 2040 SERPM model application compared to the SERPM baseline model for further suitability determination in coordination with DTPW, FDOT, FTA, FHWA, and the RTTAC Modeling Subcommittee. Based on the results of the comparison, recommendations will be made as to potential enhancements to the model in order to meet FTA's criteria for travel demand forecast.

The Consultant shall monitor the development of the base (2015) and future (2045) year socio-economic datasets to ensure conformity to the TCMPs and Smart System Plan. When deemed needed, the Consultant shall review data collected from prior transit surveys, the Regional Travel Survey and other available sources to support analysis of existing and future transit travel markets with respect to the SMART Plan.

The Consultant may identify deficiencies in the current Southeast Florida Regional Planning Model (SERPM) 7.0, and refine and potentially recalibrate the SERPM 7 model accordingly under established guidelines. The Consultant may perform a sub-area validation/calibration based on the SMART Plan corridors. The Consultant shall monitor and assess the SERPM 8 Model Development effort that will commence in 2016. Particular

attention needs to be placed upon the development of transit modeling tools and procedures that will support future project evaluations by the Federal Transit Administration (FTA).

Alternatively, FTA's Simplified Trips-On-Project Software (STOPS) model may be used in lieu or as a secondary source for SMART Plan corridor ridership estimations, as deemed appropriate. This would require the Consultant to maintain a current and up-to-date STOPS model calibrated to both County and transit corridor conditions.

The existing and future year highway and transit networks will be reviewed for coding consistency among the corridor project basis. It is anticipated that the Consultant will utilize the latest socio-economic data as well as highway and transit networks available, but if those datasets do not correspond to project opening years the Consultant may therefore be required to develop interim socio-economic datasets by interpolating between the available base and future year sets. The identified 2040 Long Range Transportation Plan (LRTP) priorities will be used to identify roadway and transit improvements to be included in the opening year scenario.

The Consultant may assist the DTPW and FDOT led project development and environmental corridor teams with preparation of the baseline alternatives for analysis purposes and conforming to any FTA criteria, perform corridor level project forecasts, and evaluate station locations by testing multiple operating scenarios. The project may be isolated and tested in order to identify benefits associated with the implementation of the project alone without other proposed SMART Plan rapid transit improvements. Close coordination will be maintained throughout the development of the travel demand forecasts as optimization of the operating plan and alternatives definitions will have an impact on the cost effectiveness of the project.

Additional activities to support the travel demand model include data collection through corridor level transit and travel surveys, stated preference surveys, origin-destination surveys, transit boardings, route schedules or frequencies. Data collected will be used extensively to identify transit travel patterns within the corridor and develop information to support the project, and identify potential station locations. This task includes analysis of various operating plans and user benefit analysis using such tools as GIS-based maps or SUMMIT reporting software.

Task 2.3 - Environmental Review

The functional resources of this task include the resources: to conduct or oversee an Environmental Impact Statement (EIS), an Environmental Assessment (EA), or Categorical Exclusion (CE) for a project; operational assessments; traffic analysis; and the specialized skills to assess, prepare and pursue permits, 4f, cultural resources

assessment, historic preservation research, noise and vibration or other potential project impacts in support of environmental clearances.

Upon the needs identified by the SMART Plan Technical Team, a Consultant may be tasked to provide support for the preparation of these environmental related activities. The Technical Team shall be the key forum for environmental coordination. The Consultant shall provide administrative functions to support the Technical Team. The Consultant shall comply with all applicable federal, State, and local requirements, under this task.

The SMART Plan Implementation Consultant role may include oversight of the development of the alternatives, particularly the baseline alternative as it relates to FTA criteria, travel forecasting and NEPA process as well as other technical reviews and the provision of guidance to the MPO and local agencies conducting transportation planning initiatives in support of the SMART Plan.

The Consultant may also prepare an environmental impact analysis of the proposed SMART Plan projects individually or as a system including but not limited to Title VI/ Environmental Justice, endangered species, wetlands, and social impacts, etc. These activities shall complement and not duplicate the efforts undertaken by the respective SMART Plan corridor documents.

Task 2.4 – Cost Estimation

The Consultant will be tasked to prepare updated conceptual capital and operating cost estimates developed through a quantitative take off process utilizing available project definition and associated data. A portion of this data will be developed through the prior SMART Plan Implementation tasks. These cost estimates for specific projects will be used to evaluate the financial impacts of each operating scenario and SMART Plan system.

A system-wide and corridor based benefit-cost analysis will be performed to assist in the policy development and prioritization process. The benefit cost analysis will utilize the data developed both through prior tasks and from other sources. The Consultant shall ensure a consistent application of the process and shall conform to the FTA's guidance.

Task 3 – SMART Collaboration

The Miami-Dade MPO shall serve as the primary coordination agency for the SMART Plan. As such, the Miami-Dade MPO will provide the necessary support for the overall SMART Plan through continuous communication and coordination forums with local agency staff and decision-makers, community stakeholders, and other partners. Input from citizens will also be an important source of input for the development of the SMART Plan. The Consultant will also be available to make presentations to the local jurisdiction decision-

making bodies, as well as the MPO Governing Board and its Committees. The following are the major collaboration elements of the SMART Plan Implementation.

Task 3.1 - Project Advisory Committee (PAC)

The Miami-Dade MPO may create and provide support functions for a Project Advisory Committee (PAC) for each of the six (SMART) corridors. The PACs shall be comprised of identified community stakeholders for the respective corridor areas and shall meet regularly for the duration of the project development process. The intent of the PAC is to provide essential policy guidance on project related issues for the SMART Plan Implementation tasks including Land Use/Visioning, Technical Support and Funding/Financing tasks.

Task 3.2 - SMART Plan Technical Team

The Miami-Dade MPO shall create SMART Plan Technical Team to address and coordinate project related issues of the SMART Plan Implementation activities and other SMART corridor related studies. The SMART Plan Technical Team shall consist of the Miami-Dade MPO and all local agencies needed for the success of the SMART Plan. Ultimately the success of this Technical Team rests on commitment and close coordination among the key agencies such as MPO, DTPW, FDOT, RER, MDX, municipalities, and consultants for specific projects.

Task 3.3. – Public Outreach

The Miami-Dade MPO may perform various public outreach activities to augment public awareness of the SMART Plan and integrate public input into the SMART Plan Implementation tasks. There are variety of means to achieve these public outreach goals that may include the following sub-tasks:

- Public Information Workshops
- SMART Plan Interactive Website
- Social Media
- Visualization products (including short videos)
- Peer reviews
- Marketing/Branding

In addition, there may be a need to conduct community workshops or charrettes along the SMART Plan corridors (or at specific station areas) to support the various SMART Plan Implementation tasks. Any charrettes shall be led by Miami-Dade's Regulatory Economic Resources (RER) as part of SMART Plan Implementation Task 1 and in coordination with the local agencies through the SMART Plan Implementation organization.

Task 4 – SMART Advancement

This task shall undertake the development of a SMART Plan Funding Strategy to support a multi-project rapid transit program. This funding strategy is aimed at identifying financial, funding, process, and land-use strategies based on the projects' schedule, phasing and costs to advance the implementation of the SMART Plan. There are several major elements to develop a comprehensive funding strategy that will be carried out by the Miami-Dade MPO in coordination with local agencies, stakeholders and decision-makers.

Task 4.1 – Financial Assessment

The Miami-Dade MPO shall identify, with consultant assistance, current and potential funding sources including federal, state, and local funding. Innovative financing solutions including public/private partnerships in the provision of transportation infrastructure and land development proposals shall be considered. Particular attention will be paid to identify opportunities for leveraging public investments with private funding. Additionally, existing and alternative methods of financing and programming of projects, including impact fees and other implementation techniques, will be identified and further explored.

The Consultant shall collect and review all capital and operating cost estimates for the SMART Plan corridors prepared either through Task 2.4 or other project corridor efforts. The Consultant shall ensure that these cost related materials conform and formatted in a manner supportive with FTA's financial planning requirements. Efforts would include coordination of escalation studies, preparation of cash flows, preparation and formatting of capital cost to the appropriate FTA categories as well as assuring the logic of operating plans and the comprehensiveness of the estimates of O&M cost. Furthermore, coordination will be maintained with SMART Plan Technical Team to ensure that project related data and Miami-Dade County's financial documents (e.g. County *Pro Forma*) are consistent.

This Consultant may provide financial planning support and oversight to the overall and project level financial analysis conducted under the individual corridor efforts as part of the SMART Plan. These financial planning support activities may include identifying needs, developing strategies, and maximizing the use of available funds for the SMART Plan Implementation. Furthermore, the Consultant may also provide assistance with scenario testing and "what if" analysis. The Consultant may need to use existing financial models and use it to test various scenarios, perform sensitivity analyses, and address comments related to the model itself as well as the assumptions used in developing it.

The FTA and State process issues and funding opportunities will be evaluated for each project. The Consultant may be requested to assist with preparation of applications for funding opportunities that may arise to support the planning, design and construction of the SMART Plan related projects.

Task 4.2 – Implementation Strategy

Based on the financial assessment results, an implementation strategy shall be developed which promulgates a series of rapid transit corridors along the identified SMART Plan corridors. This implementation strategy shall address the operations and maintenance of existing and future transit system, phasing/sequencing and funding options, strategic policy recommendations.

This task shall also identify and address the actions required or recommended to the MPO's Long Range Transportation Plan, Transportation Improvement Program, and other programs and policies to position ourselves for potential SMART Plan funding sources.

Task 4.3 – Federal Participation

This task consists of providing the administrative support necessary to secure targeted federal funding sources including but not limited to the Federal Transit Administration's New and Small Starts program under the Capital Investment Grant Program. This effort builds upon the SMART Plan Implementation activities in providing the required analysis and documentation by federal agencies which may include a financial plan, updated capital and operating costs, ridership estimates, and possible improvement of the cost effectiveness ratio for a project. This task will be highly coordinated with other key agencies such as DTPW, FDOT and CITT, and may entail the use of a consultant to prepare FTA required documents. The FDOT's TCAR process will be reviewed for guidance on advancing premium transit projects through the federal and State processes.

Among these documents, preparation of a New (Small) Starts Program application may likely be required for those SMART Plan projects identified to seek significant federal capital funding. This task includes performing the necessary analyses to develop and prepare the required templates and supporting documentation that comprise the FTA's New Starts application package. This task includes compiling the New Starts Application documents for the identified SMART Plan corridors, and addressing FTA review comments. The Consultant may provide technical advice from senior experts with relevant experience; the development, review, coordination and oversight of New (Small) Starts Reports; coordination with the appropriate Technical Team members in the production of supporting documents such as Risk Management Assessments, Program Management Plans, Fleet Management Plans, Real Estate Acquisition Plans, and Before and After Studies; the coordination, preparation, and review of Small Starts packages; development of system-wide analysis; cash flow analysis preparation, scenario testing and financial plan preparation; preparation of land use portion of applications, station area planning transit operation analysis; and project capital and operation and maintenance (O&M) costing coordination.

The Consultant may provide technical expertise and resources to: stay abreast of the FTA process; support the development of appropriate implementation strategies conducive to maximizing funds available for implementation of the SMART Plan at large; assist with the development of, development of legislative strategies, and facilitate the FTA review. By request, the Consultant may support the development of legislative strategies including congressional earmarking and statutory/report language. The objective to monitor and track changes in the legislature and at the federal agencies, evaluate their impacts on the SMART Plan Funding Strategy. Information will be transmitted to the SMART Plan Technical Team for measures that may need to be contemplated in light of these changes in order to advance the SMART projects.

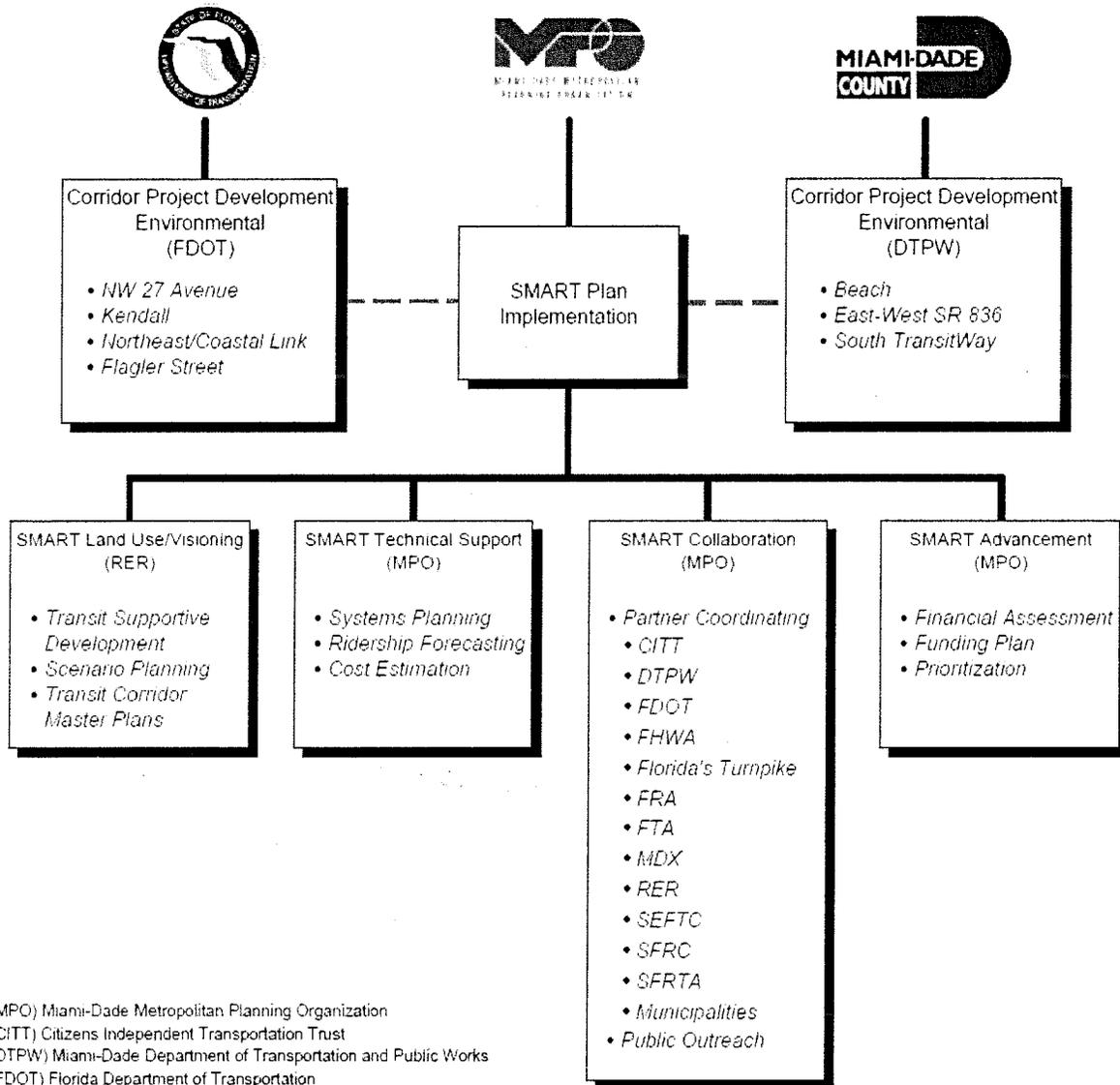
Task 5 – SMART Plan Organization

This task involves the continued oversight of the SMART Plan Implementation activities throughout the project development process. These activities include preparation of the periodic reports to the MPO Governing Board and its Committees, schedule adherence, and refinements to the various work products from the SMART Plan Implementation tasks.

Figure 2 provides an organizational overview of the anticipated structure that will be followed as part of the SMART Plan Implementation effort.

Figure 2

Strategic Miami Area Rapid Transit (SMART) Plan Table of Organization



(MPO) Miami-Dade Metropolitan Planning Organization
 (CITT) Citizens Independent Transportation Trust
 (DTPW) Miami-Dade Department of Transportation and Public Works
 (FDOT) Florida Department of Transportation
 (FHWA) Federal Highway Administration
 (FRA) Federal Railroad Administration
 (FTA) Federal Transit Administration
 (MDX) Miami-Dade Expressway Authority
 (RER) Miami-Dade Regulatory & Economic Resources
 (SEFTC) Southeast Florida Transportation Council
 (SFRC) South Florida Regional Council
 (SFRTA) South Florida Regional Transportation Authority