



## Florida Department of Transportation

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SECRETARY

August 18, 2010

Secretary Ray LaHood  
U.S. Secretary of Transportation  
U.S. Department of Transportation  
1200 New Jersey Ave. SE  
Washington, D.C. 20590

Subject: TIGER II Discretionary Grant Application for the Miami Intermodal Center  
(MIC) Program, MIC Central Station

Dear Secretary LaHood:

The Florida Department of Transportation (FDOT) is pleased to submit this application for a TIGER II Discretionary Grant from the National Infrastructure Investment funding under Title I of the FY 2010 Appropriations Act (Pub. L. 111-17).

If awarded a TIGER II Discretionary Grant, the MIC Central Station project will allow FDOT to complete without delay the last remaining transportation element of the \$1.7+ billion Miami Intermodal Center program, affording residents and visitors alike the mobility benefits of a fully integrated intermodal transportation passenger hub. Regarding job creation and economic stimulus, the MIC Central Station can be under construction as early as January 2011 and create over 1,500 construction jobs with a total associated economic impact of \$178.6 million. Completion of the MIC Central Station also will serve as the catalyst for the private development of 8.5 acres of on-site joint/commercial development, resulting in the creation of new business enterprises and over 7,100 new permanent jobs once the development program is fully operational.

If you have any questions or need additional information, please contact Gary Donn, MIC Program Manager, at 305.470.5145 or by e-mail: [gary.donn@dot.state.fl.us](mailto:gary.donn@dot.state.fl.us).

Sincerely,

Stephanie C. Kopelousos  
Secretary

cc: Gus Pego, FDOT

**Transportation, Housing and Urban Development, and  
Related Agencies Appropriations Act for 2010**

**Department of Transportation's National Infrastructure Investments  
"TIGER II Discretionary Grants"**

**Project Narrative**

**Applicant:**

State of Florida, Department of Transportation (FDOT)

**Project:**

Miami Intermodal Center (MIC) Program, MIC Central Station, an intermodal transportation passenger hub.

**Location:**

The MIC Central Station (MSC) is located in unincorporated Miami-Dade County, Florida (an urban area), immediately east of the Miami International Airport (MIA). Congressional District FL-018.

**Amount of Grant Funds:**

This application is requesting a \$25 million TIGER II Discretionary Grant

**Contact Information:**

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# I. Project Description

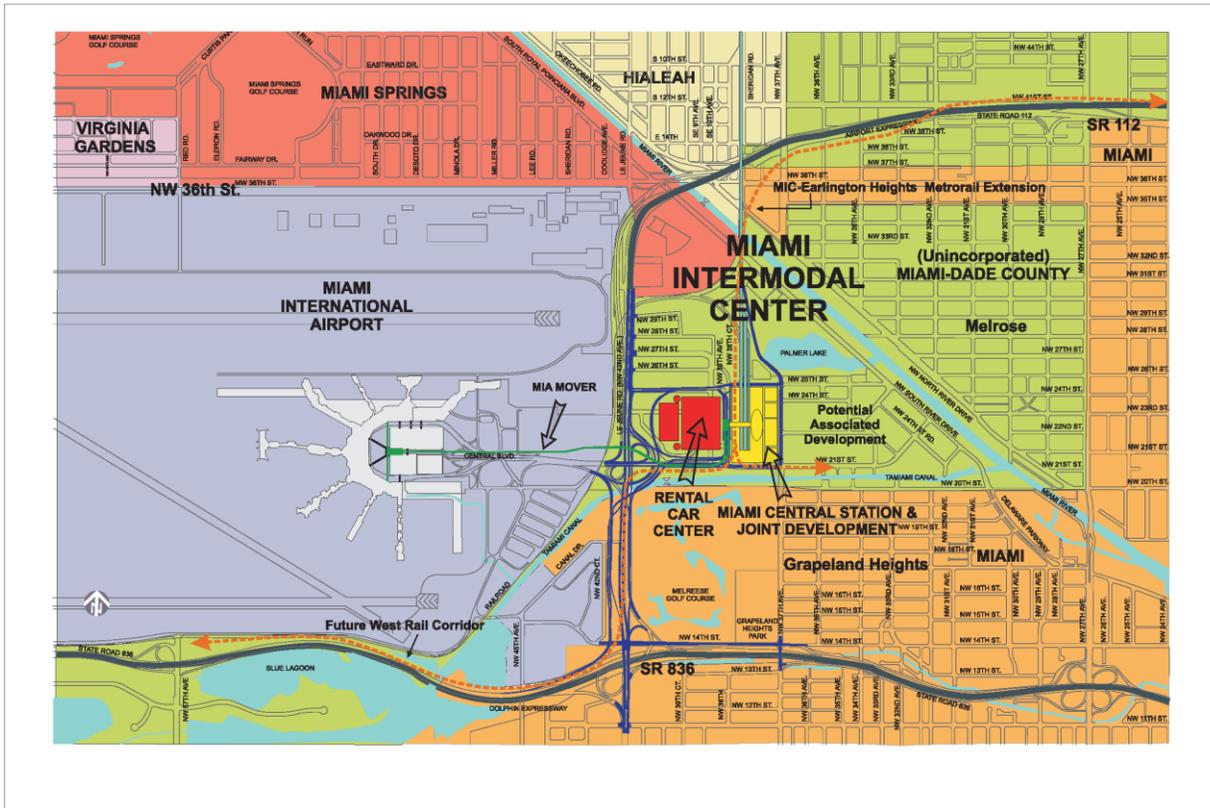
... including a description of the transportation challenges that the project aims to address, and how the project will address these challenges

This application is requesting a **\$25 million TIGER II Discretionary Grant** for the Central Station component of the Miami Intermodal Center (MIC). If awarded, it will allow for the accelerated completion of the MIC Central Station (MCS) by as many as three years. More importantly, accelerated completion of the MCS will allow it to come on line as originally planned and better align its completion with the scheduled completion of other elements of the MIC program that will connect at the MCS. These elements include:

- The MIA Mover system, currently under construction, with operations scheduled to begin in September 2011, and
- The Metrorail and Metrobus connections, also under construction, with operations scheduled to begin in April 2012.

As shown in Figure 1, the MIC and its component MCS is located immediately east of the Miami International Airport (MIA) in Miami-Dade County, Florida.

Figure 1



The MIC is an integrated program designed to relieve roadway congestion in the area surrounding MIA and create a transportation hub, or Central Station (MCS), where all forms of transportation will be available to the public. Major MIC Program elements include:

- A consolidated Rental Car Facility (RCF);
- Area roadway improvements;
- The MIA Mover, an automated people mover system linking the MIC to the MIA terminal;
- The MIC Central Station, including a rail hub, parking, bus terminals, and the MIA Mover Station serving the MIC; and
- 8.5 acres of proposed on-site joint development, adjacent to and immediately east of the MCS site.

The rail component of the MCS includes accommodations for intercity rail (Amtrak), regional commuter rail (Tri-Rail), Miami-Dade County's Metrorail System, and future high speed rail.

As more fully explained under "Project Parties", the Florida Department of Transportation (FDOT) is the lead agency for the overall MIC Program with its individual component elements being undertaken through the program's various stakeholder agencies. Below is a summary of the status of the major program elements along with the respective lead agencies.

**FDOT Lead:** FDOT was responsible for the design and construction of the RCF, which began revenue operations on July 13, 2010. It is being transferred to Miami-Dade County's Aviation Department (MDAD) for perpetual ownership, operations, and maintenance.

All area roadway improvements have been completed and are open to traffic which, among other things, have improved access to MIA and the MIC via two major east-west expressways – SR 836 and SR 112.<sup>1</sup>

The MIA Mover Station (located at the MIC) was designed and is being constructed by FDOT and will be transferred to MDAD for perpetual ownership, operations, and maintenance. It is under construction with a scheduled completion date of September 2010.

The MCS, the subject of this grant application, is scheduled to begin construction as early as January 2011, with a scheduled completion date of December 2012. By necessity, construction of the remaining facilities of the MCS was sequenced last since two of the rental car companies (Hertz and Avis), which have now relocated into the RCF, were occupying a portion of the MCS construction site.

**County Lead:** Miami-Dade County, through MDAD, is constructing the MIA Mover System. Operations are scheduled to begin in September 2011.<sup>2</sup> Miami-Dade County, through its Transit Department (MDT), is constructing the extension of the existing Metrorail System (the Earlington Heights Metrorail Extension). The scheduled completion date is April 2012.

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<sup>1</sup> Excludes new roadways for internal circulation within the MCS site.

<sup>2</sup> From the RCF opening date until the MIA Mover System is operational, rental car customers are being transported to/from the MIA terminal via a consolidated interim bussing service.

The MCS is the last major element of the MIC Program to be completed. The award of a TIGER II Discretionary Grant will allow the MCS to be completed on an accelerated basis and better align its completion with the scheduled completion of the related projects now under construction. Since the MCS is not a new mode of transportation, but rather an intermodal transportation passenger hub (see Figure 2), it has been designed to include accommodations for the following transportation services:

- An extension of the existing Miami-Dade County Metrorail System and a new terminal for the county's Metrobus service to directly serve the MIC and MIA (via the MIA Mover).
- A MIA Mover Station, serving as the eastern terminus of the MIA Mover System, which will connect the MIA terminal with the MIC.
- A rail hub, providing new platforms and related facilities (including parking), for the region's commuter rail and national intercity rail transportation systems,
- A new terminal for intercity bus service, and
- Accommodations for private vehicles, taxis, bicycles, and pedestrians.

**Figure 2**



## Meeting Transportation Challenges

The MIC Program received a Record of Decision (ROD) in 1998. The Federal Highway Administration (FHWA) served as the lead agency for the Final Environmental Impact Statement (FEIS). In the Purpose and Need section of the FEIS, several goals and objectives were identified for the MIC Program in the following six areas. They included:

- Multimodal transportation system development,
- Mobility enhancement,
- Community enhancement,
- Minimized environmental impacts,
- Economic development, and
- Political consensus-building.

From the six areas noted above, those goals which most directly relate to the MCS include:

*“Goal 1: Develop an integrated multimodal transportation system emphasizing the movement of people by facilitating transfers between modes and by connecting the transportation network within and outside the metropolitan area.*

*Goal 3: Provide an efficient mass transit system for (Miami-) Dade County that provides regional mobility competitive with the automobile.*

*Goal 4: Plan and develop a transportation system that preserves the social integrity of urban communities and that incorporates sound land use planning principles.*

*Goal 6: Expand and make available employment opportunities to (Miami-) Dade County residents.”*

The FEIS Purpose and Need statement also identified specific transportation problems the MIC Program was intended to address. Excerpted below are those which most directly relate to the MCS:

- Improve access to MIA,
- Divert MIA shuttle bus services to the MIC, thus relieving congestion on the MIA internal roadway system,
- Promote the intermodal concept by instituting a regional transportation center for Metrorail, Tri-Rail, Amtrak, Metrobus, Greyhound, future high speed rail, the MIA Mover, and the East-West Corridor Rail<sup>3</sup>, thus facilitating the safe and efficient transfer of passengers between modes,
- Greatly improve public transportation service and access to the MIA area employment and activity centers for transit dependent people,
- Encourage the use of transit modes as alternatives to the private automobile,
- Emphasize the importance of integrating transportation modes with land use planning within the MIA area, and

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<sup>3</sup> A planned extension of Miami-Dade County’s urban rail transit system (Metrorail), from the MCS west to the vicinity of Florida International University.

- Enhance economic development and employment opportunities in the MIA area through construction of the MIC and other program elements, including joint development projects.

Figure 2 (above) shows a rendering of the MCS which demonstrates how the current design addresses the program goals and transportation problems listed above.

The design of the MCS will result in the establishment of a regional multimodal transportation hub that will facilitate safe and convenient transfers between modes and connect the transportation network within and outside of the metropolitan area. The inclusion of a regional commuter rail component (SFRTA/Tri-Rail as the service provider) and an intercity rail component (Amtrak as the service provider), as well as an intercity bus component (Greyhound as the service provider), will afford passengers the opportunity to access the regional and national public transportation systems/networks. Operated by the South Florida Regional Transportation Authority (SFRTA), Tri-Rail serves the three-county regional area of Miami-Dade, Broward and Palm Beach Counties (to the north). Amtrak's long-distance intercity trains and Greyhound's over-the-road buses serve the national public transportation system. Of importance, the design of the MCS will not preclude the construction of a future third rail platform to accommodate high speed or additional (conventional) intercity passenger rail services should they be implemented by the State of Florida.<sup>4</sup>

With the construction of the MIA Mover System, access to MIA will be greatly enhanced. As a result, trips that would otherwise be made via the highway (shuttle bus) mode will be eliminated, reducing congestion and improving air quality on MIA's internal roadway system as well as the adjacent roadway network and surrounding area.

The MCS will also afford transit dependent people with improved access to MIA and the surrounding area's employment/activity centers. Today, MIA is Miami-Dade County's second largest employer. In addition, the 8.5 acres already acquired by FDOT directly adjacent to the MCS site has been slated for joint development. This joint/commercial development, envisioned to include such uses as hotel, office, convention/exhibition facilities, and ancillary retail, will be directly accessible to transit dependent people seeking employment opportunities afforded by this new development program. More broadly, once the MIC Program is completed, it will serve as the catalyst for the redevelopment of the area surrounding the MIC (see Figure 1 area labeled "Potential Associated Development").

Described in more detail in the sections below, the MIC Program was developed within the context of sound land use principles. It is not only consistent with but has been incorporated into applicable local, regional, and state transportation plans and the County's future land use plan. Miami-Dade County's Comprehensive Development Master Plan identifies the MIC area as an Urban Center, which is intended "*... to become [a hub] for future urban development intensification around which a more compact and efficient urban structure will evolve. Such centers shall be characterized by physical cohesiveness, direct accessibility by mass transit service, and high quality urban design.*"<sup>5</sup>

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<sup>4</sup> FDOT received \$1.25 billion in ARRA grants from the Federal Railroad Administration for the development of a high speed rail system along the designated Florida high speed rail corridor serving Miami-Orlando-Tampa.

<sup>5</sup> Miami-Dade County's Comprehensive Development Master Plan, Land Use Element.

## II. Project Parties

*... information about the grant recipient and other project parties*

As the applicant, grant recipient, and lead agency for the MIC Program, FDOT is a governmental agency and the principle administrative unit within the executive branch of state government responsible for the planning, design, construction, and maintenance of transportation within the State of Florida. Additional information on FDOT can be found at: <http://www.dot.state.fl.us/>.

Throughout the MIC Program's development, it has and continues to involve many stakeholder agencies. Principle stakeholder agencies involved in the development of the MCS include Miami-Dade County, through MDAD and MDT. They are not only funding partners for their respective elements of the MIC Program, but they also have direct responsibility for construction and operations of their respective transportation modes that will directly connect at the MCS, namely the MIA Mover, Metrorail, and Metrobus. In addition, Amtrak, SFRTA, and Greyhound have been intimately involved in the planning and design of the MCS as the planned transportation service providers.

On a more structured basis, the MIC Program has had in place for several years a Steering Committee comprised of all stakeholder agencies and other interested parties. Membership on the Steering Committee consists of the FHWA, FDOT, the Miami-Dade Expressway Authority (MDX), SFRTA, Miami-Dade County (through MDAD, MDT, and the Planning and Zoning Department), the Miami MPO, the Greater Miami Chamber of Commerce, and the Greater Miami Convention and Visitors Bureau. The Steering Committee provides a forum for the identification and advance notification of program-related issues and a process for the resolution of such issues through consensus.

## III. Grant Funds and Sources and Uses of Project Funds

*... information about the amount of grant funding requested, availability/commitment of funds, sources and uses of all project funds, total project costs, percentage of project costs that would be paid for with TIGER II Discretionary Grant funds, and the identity and percentage shares of all parties providing funds for the project (including Federal funds provided under other programs)*

FDOT is the lead agency for the construction of the MCS. Based on currently available funding, FDOT faces a funding shortfall of \$25 million. The recent economic downturn forced FDOT to make unprecedented funding reductions to its adopted 5-year work program. These reductions were driven in large part by the condition of Florida's real estate market and the fact that people were deferring discretionary travel. Related FDOT revenue sources were reduced accordingly, i.e., documentary stamp revenue, directly tied to real estate sales, and motor fuel tax revenues, a function of motor fuel consumption, which resulted in FDOT having to defer funding for needed projects, such as the MCS, outside of its five-year adopted work program period. However, recognizing the priority that the MCS enjoys, FDOT (with the full support of the Miami MPO) has since been able to advance funding for the MCS except for the \$25 million in requested

TIGER II Discretionary Grant funds. Without the requested TIGER II Discretionary Grant funds, completion of the MCS will be delayed until FY 2016.

Table 1 below shows the current status of sources and uses of funds for the MCS.

**Table 1: MCS Sources and Uses of Funds**

<b>MIC Central Station Cost to Complete (Dollars In Millions)</b>	<b>Amount</b>	<b>% Share</b>
<b><u>Uses:</u></b>		
Construction Cost (Includes construction contingency)	\$ 87.276	
CEI and Post Design Services	\$ 8.275	
<b>Total</b>	<b>\$ 95.551</b>	
<b><u>Sources:</u></b>		
Federal Surface Transportation Program Funds	\$ 29.599	31%
Federal ARRA/Intercity Bus	\$ 2.230	2%
Federal SIB Loan	\$ 20.000	21%
State Transportation Funds	\$ 18.722	20%
<b><i>Proposed TIGER II Discretionary Grant</i></b>	<b>\$ 25.000</b>	<b>26%</b>
<b>Total</b>	<b>\$ 95.551</b>	<b>100%</b>

In March of 2009, Vice-President Joe Biden visited the site of the MCS and announced the award of a \$2.3 million ARRA grant for the intercity bus/Greyhound component of the MCS. From the construction site, he recognized FDOT’s commitment to the MIC Program, with the then active construction of the RCF and the MIA Mover Station as part of the backdrop. To date, FDOT has spent over \$1 billion bringing the various elements of the MIC Program to fruition. Vice-President Biden also recognized the importance of quickly affording the benefits of the MCS to Florida residents and visitors alike, particularly those who are transit dependent. The requested TIGER II Discretionary Grant will allow the MCS to be completed by the earliest possible date and afford its benefits to the public as expeditiously as possible. See video link of Biden visit. [http://www.miamiherald.com/video/index.html?media\\_id=3349454](http://www.miamiherald.com/video/index.html?media_id=3349454)

## IV. Selection Criteria

*... information about how the project aligns with each of the primary and secondary selection criteria and a description of the results of the benefit-cost analysis*

### 1. Primary Selection Criteria

#### a. Long-Term Outcomes

**(i) State of Good Repair:** DOT will assess (i) whether the project is part of, or consistent with, relevant State, local or regional efforts and plans to maintain transportation facilities or systems in a state of good repair, (ii) whether an important aim of the project is to rehabilitate, reconstruct or upgrade surface transportation assets that, if left unimproved, threaten future transportation network efficiency, mobility of goods or people, or economic growth due to their poor condition, (iii) whether the project is appropriately capitalized up front and uses asset management approaches that optimize its long-term cost structure, and (iv) the extent to which a sustainable source of revenue is available for long-term operations and maintenance of the project.

The MCS consists of all new construction and includes replacement or relocation of existing passenger station facilities, i.e., regional commuter rail, intercity rail, and intercity bus station facilities.

The existing SFRTA regional commuter rail MIA station is located at the MCS site. It was designed to a minimum specification knowing that the MIC Program (still in the PD&E phase at the time) would in the future provide for a new facility, fully integrated with the other MCS tenant modes. SFRTA's existing station facilities consist of an at-grade 800 foot long concrete platform partially covered by a 550 foot long fiberglass/metal canopy. The station support facilities consist of two individual one story buildings, each measuring 650 square feet. One building is used mainly for office operations, and the other contains public restrooms and a mechanical systems room. Both buildings are sheltered by a fiberglass/metal canopy. The station design incorporates space for three bus berths and an area for public parking.

The existing Amtrak passenger station, now approximately 20 years old, is located approximately four miles to the north of the MCS site, within the limits of the City of Hialeah. Its current location is not conducive to convenient transfers to other modes of public transportation. It consists of a two story building housing both operations and support functions, including storage for passenger baggage. The boarding platform can accommodate a four car consist. The station is served by at grade public parking.

These existing rail facilities will be replaced with two new at-grade concrete platforms, each 1,035 feet in length. The new platforms will be used by SFRTA for its regional commuter rail service and Amtrak for its existing long-distance intercity train service. In cooperation with Amtrak, FDOT has undertaken several evaluations of future intrastate/intercity rail corridor services that would serve the Miami market, as well as the Tampa, Orlando and Jacksonville markets. These new corridor services would be in addition to Amtrak's existing long distance intercity passenger rail service. All of these plans and evaluations identified the MCS as the

critical terminus to achieving an effective service. Thus, the MCS would likewise benefit any new intercity rail corridor services implemented in the future.

Each new platform at the MCS is served by two rail tracks and will be protected by overhead metal canopies measuring 800 feet in length. Both of the station platforms are connected to an elevated pedestrian concourse via escalators and elevators. The pedestrian concourse provides a physical connection between the rail platforms and the intercity bus terminal, and connections to the other transportation modes serving the MCS, i.e., Metrorail, Metrobus, and the MIA Mover. Each station platform is served by two separate support buildings (headhouses) containing public amenities, operational, and mechanical/electrical areas. Both of the support buildings are covered by a metal canopy affording passengers climate protection.

The existing intercity bus/Greyhound terminal, now approximately 30 years old, will be relocated to the MCS. It is currently located on NW 27<sup>th</sup> Street, approximately two blocks to the north. The existing bus station consists of a one story building providing a lobby area along with support office space. The facility is served by four bus berths and limited public parking. Its current location is not conducive to convenient transfers to other modes of public transportation.

Greyhound's new facilities at the MCS consist of a one story terminal building, housing a lobby area, public restrooms, and operational support space. The terminal building is directly adjacent to six bus berths, all of which are protected by an overhead metal canopy. The terminal facility is connected to the previously referenced pedestrian concourse via escalators and elevators for convenient transfers to other modes of public transportation.

All of the new MCS facilities will be served by over 500 surface parking spaces conveniently distributed to provide users with relatively short walking distances. In addition to public parking, passenger and bus drop-off areas have been strategically located in close proximity to building entrances. Also provided are taxi staging areas to serve passenger needs.

Much of the MCS design (see Figure 2) incorporates an open air concept, appropriate and commonly used in South Florida. This open air design concept incorporates limited construction of new buildings/structures, and will reduce annual maintenance and life-cycle costs over the life span of the new facilities.

Regarding the extent to which the MCS is being capitalized up front, FDOT has been careful to consider in the design of the project the long-term costs associated with capital renewals and replacements both to optimize the long-term cost structure and to maximize the useful life of the asset. Regarding the extent to which a sustainable source of revenue is available for the long-term operations and maintenance of the project (including capital renewals and replacements), the underlying philosophy contained in the MIC FEIS is still valid today and is being applied by FDOT to ensure sufficient funding for future operations and maintenance costs. The annual operations and maintenance costs of the MCS will be funded from MCS operating revenues and residual rent paid by the tenant modes that will operate from the MCS, including MDT, SFRTA, Greyhound and Amtrak. Operating revenues are anticipated from advertising and sponsorship opportunities through contracts with the private sector. The 8.5 acres available for on-site joint development will generate a long-term lease revenue stream; although a portion of this revenue stream is pledged to repay MIC-related debt used to capitalize the acquisition of rights-of-way,

design, and construction of other elements of the MIC Program. Thus, any funding shortfalls net of advertising income and excess joint development lease revenues will be funded by the tenant modes through residual rent assessments. While this arrangement has not been formalized by agreement, it is under active negotiation among the parties involved.

***(ii) Economic Competitiveness:*** *Priority consideration will be given to projects that: (i) improve long-term efficiency, reliability or cost-competitiveness in the movement of workers or goods, or (ii) make improvements that increase the economic productivity of land, capital or labor at specific locations, particularly Economically Distressed Areas.*

Although the MCS is not located within a designated “Economically Distressed Area” as defined in the TIGER II Notice of Funding Availability published in the Federal Register, the MCS is located in a designated Enterprise Zone and a federal Empowerment Zone. Locally, Enterprise Zones are defined as, “*a designated area within Miami-Dade County offering fiscal incentives to businesses that locate or expand within the zone, with the objective of encouraging investment and job creation in economically distressed areas.*” Similarly, federally designated Enterprise Communities and Empowerment Zones are based on criteria including population, poverty rates, and economic distress. Related federal grant programs are intended to facilitate economic revitalization.

As an intermodal transportation passenger hub, the MCS will enhance the efficiency and effectiveness of the transportation system through integration of several alternative modes of transportation at a single location; and, afford travelers and workers improved access to not only new on-site jobs associated with the MIC joint development program but also those within the area surrounding the MIC.

Miami-Dade County’s “Airport-West Dade” market remains one of the strongest in the region. The 8.5 acres adjacent to the MCS site, proposed as joint/commercial development, has the potential to generate new growth in private sector investment and hiring. FDOT has learned from past interactions with the development community that, as a prerequisite to private investment, the development community must have confidence that government will deliver on its commitment to improve transportation and site access. Thus, accelerated completion of the MCS will serve as a catalyst for the adjacent private sector joint development.

Private investment in the adjacent joint development will facilitate and increase the economic productivity of the adjacent 8.5 acres proposed for joint/commercial development. The development program envisioned for this site consists of a new 350-room hotel, 300,000 square feet of office space, and 75,000 square feet of meeting/exhibition space.<sup>6</sup> The economic impact of this proposed redevelopment is described in more detail in Section IV.1.b., *Job Creation and Economic Stimulus*.

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<sup>6</sup> FINAL Project Report, Miami Intermodal Center Market, Economics Research Associates, February 2008.

***(iii) Livability:*** Specifically, DOT will qualitatively assess whether the project: (1) will significantly enhance or reduce the average cost of user mobility through the creation of more convenient transportation options for travelers; (2) will improve existing transportation choices by enhancing points of modal connectivity, increasing the number of modes accommodated on existing assets, or reducing congestion on existing modal assets; (3) will improve accessibility and transport services for economically disadvantaged populations, non-drivers, senior citizens, and persons with disabilities ..., and/or (4) is the result of a planning process which coordinated transportation and land use planning decisions ...

Referring to Section I, *Project Description, Meeting Transportation Challenges*, each of the qualitative measures associated with this selection criterion were identified as goals for the MIC Program in the Purpose and Need section of the MIC FEIS. Section I of this application also describes how the MIC Program and, specifically, the MCS addressed those goals and met the associated transportation challenges. To recap here, the MCS is the intermodal component of the overall MIC Program. It will make available more convenient transportation options for travelers and enhance points of modal connectivity by consolidating several transport modes at a common location. The MCS will afford access to the national, regional, and local transportation systems through its respective tenant modes, i.e., Amtrak, Greyhound, Tri-Rail, Metrorail and Metrobus.

Of particular relevance the MCS was designed to facilitate access for persons with disabilities to the transportation modes serving the MCS. Both of the new rail platforms are connected to an elevated pedestrian concourse via escalators and elevators. The pedestrian concourse provides a physical connection between the rail platforms and the intercity bus terminal, and connections to the other transportation modes serving the MCS, i.e., Metrorail, Metrobus, and the MIA Mover.

It also should be noted that, in addition to the major tenant modes, the design of the MCS was closely coordinated with the Bicycle Pedestrian Advisory Committee (BPAC) of the Miami MPO. The MCS design provides accommodations and amenities for bicycle users in the form of bicycle racks, bicycle storage lockers, men's and women's locker rooms and shower facilities. Access to these facilities is restricted and limited to persons having a key and/or a card to enter the restricted area. Bicycle racks are provided outside the restricted area and can be used by the general public.

***(iv) Environmental Sustainability:*** DOT will assess the project's ability to: (1) improve energy efficiency, reduce dependence on oil and/or reduce greenhouse gas emissions; applicants are encouraged to provide quantitative information regarding expected reductions in emissions of CO<sub>2</sub> or fuel consumption as a result of the project, or expected use of clean or alternative sources of energy; projects that demonstrate a projected decrease in the movement of people or goods by less energy-efficient vehicles or systems will be given priority under this factor; and (2) maintain, protect or enhance the environment, as evidenced by its avoidance of adverse environmental impacts (for example, adverse impacts related to air quality, wetlands, and endangered species) and/or by its environmental benefits (for example, improved air quality, wetlands creation or improved habitat connectivity).

As an intermodal transportation passenger hub, the MCS is not a mode of transportation, but it does indirectly generate passenger trips through alternative (non-highway) modes of public transportation by creating a seamless interconnected system. Qualitatively, the MCS will

improve the efficiency and effectiveness of the region's transportation system through the integration of the tenant modes and afford to travelers and workers more convenient access to these modes. It will therefore serve as a catalyst or inducement to reduce dependence on highway travel.

Regarding the environmental benefit related to the MCS, the MIC FEIS documents the alternatives considered for the selection of the MCS site.<sup>7</sup> The evaluation criteria used to screen alternatives and select the current MCS site included factors related to transportation, land use and planning, economic development, financial, and environmental impacts, including: impacts to neighborhoods, cultural resources, parklands and 4(f) resources, noise, air quality, and contamination. The current site selected for the MCS was the environmentally preferred alternative and was subsequently adopted as the Locally Preferred Alternative (LPA) by the Miami MPO. The selected MCS site consists of 16.5 acres. Adding the 8.5 acres for the adjacent proposed joint development, the combined MCS/joint development site totals 25 acres. The site has been acquired and partially remediated. The additional required remediation will be done prior to the start of construction of the MCS project.

**(v) Safety:** DOT will assess the project's ability to reduce the number, rate and consequences of surface transportation-related crashes, and injuries and fatalities among drivers and/or non-drivers in the US or in the affected metropolitan area or region, and/or its contribution to the elimination of highway/rail grade crossings, the protection of pipelines, or the prevention of unintended release of hazardous materials.

As an intermodal transportation passenger hub, the MCS will indirectly contribute to the reduction of surface transportation-related crashes. By supporting the integrated multimodal transportation system the MIC program will facilitate greater transit use and thereby reduce traffic congestion and allow the overall system to operate more safely and efficiently. By encouraging greater use of mass transit, the MCS will provide safety benefits in a state that experiences above average crash and fatality rates for highway vehicle travel.<sup>8</sup> Conversely, "rail transit remains among the safest modes of transportation in the United States," as stated in the 2009 Rail Safety Statistics Report.<sup>9</sup>

The safety and security of its users/patrons have been considered in the design of the facility. The MCS incorporates facilities for a Miami-Dade Police Department substation, including an office, storage space, and designated parking. The office space is sized to accommodate two officers. The storage area will be used for storing two golf carts that will be used to navigate the 16.5 acre site. A designated parking area for three police cars has been incorporated into the drop-off area directly adjacent to the substation.

In addition, a system of closed circuit television cameras (CCTV) has been incorporated into the MCS design. CCTV cameras will be located at strategic points in the parking area, along the station platforms, and along the pedestrian concourse to monitor entrances to elevators, stairs,

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<sup>7</sup> The MCS was formerly referred to as the MIC Core during the development of the FEIS.

<sup>8</sup> Florida Department of Highway Safety and Motor Vehicles, *Florida Traffic Crash Statistics*, 2007 and 2008; U.S. Census Bureau.

<sup>9</sup> Federal Transit Administration, *2009 Rail Safety Statistics Report*.

and escalators. The CCTV camera locations will be connected to a central network recorder located on site. Network connectivity to each of the tenant modes' facilities will be thru LAN data lines.

## **b. Job Creation and Economic Stimulus**

*... whether the project promotes the short or long-term creation or preservation of jobs and whether the project rapidly promotes new or expanded business opportunities during construction of the project or thereafter. (1) whether the project will promote the creation of job opportunities for low-income workers through the use of best practice hiring programs and utilization of apprenticeship ...; (2) whether the project will provide maximum practicable opportunities for small businesses and disadvantaged business enterprises, including veteran-owned small businesses and service disabled veteran-owned small businesses; (3) whether the project will make effective use of community-based organizations in connecting disadvantaged workers with economic opportunities; (4) whether the project will support entities that have a sound track record on labor practices and compliance with Federal laws ensuring that American workers are safe and treated fairly; and (5) whether the project implements best practices, consistent with our Nation's civil rights and equal opportunity laws, for ensuring that all individuals—regardless of race, gender, age, disability, and national origin—benefit from TIGER II grant funding*

FDOT procured the services of The Washington Economics Group, Inc. (WEG) (<http://www.weg.com>) to assess the short and long-term economic benefits of the MCS. The WEG methodology/modeling approach is summarized below:

*“Economic models that explicitly account for inter-industry linkages (supply relationships); the generation of labor and capital income and the spending of household income have been used since the 1960's to estimate the contribution that a particular business or industry makes to the general economy. These input-output models recognize that, as an industry experiences an increase in the demand for its products or services, it in turn needs more goods and services from its suppliers and must increase its purchases from other industries in the economy. The effect on regional production resulting from successive rounds of inter-industry linkages is referred to as the indirect effect. The resulting increases in regional production also lead to expansions in employment and labor income, and the increases in labor income lead to increases in consumer spending, further expanding sales and production throughout the regional economy. The latter economic impacts are referred to as the induced effects. The successive waves of production, spending and more production result in economic multiplier effects, where the final or total increase in regional production, income and employment, respectively, is larger than the initial (or direct”) increase in production, income and employment. The total quantitative economic contribution of these activities, therefore, is comprised of a direct effect, an indirect effect and an induced effect.”*

### Short Term Economic Benefits and Job Creation

Regarding short term economic benefits and job creation, based on the total construction and construction-related costs of \$95.6 million (see Table 1) to complete the MCS, Table 2 shows the number and type of jobs to be created during the construction of the project.

**Table 2: Jobs Created by the Construction of the MIC Central Station**

<b>Industry</b>	<b>New Jobs</b>
Government & Other	44
Construction	882
Manufacturing	26
Wholesale Trade & Transportation Services	53
Retail Trade	140
Knowledge-Based Services	439
Visitor Industry	57
<b>Total All Industries</b>	<b>1,641</b>
<b>Impact Recap</b>	<b>Number</b>
Direct	930
Indirect	282
Induced	429
<b>Total</b>	<b>1,641</b>

A total of 1,641 new jobs will be created to support the construction of the MCS. Table 2 contains a breakdown of these jobs by industry classification. New labor income associated with these jobs is estimated at \$73.0 million during the construction period. Regarding new tax revenue, \$23.5 million is expected to be paid to federal, state, and local governments. An additional \$97.6 million in Gross State Product is expected to be realized during the construction of the MCS.

The total economic impact of the construction of the MCS is estimated at \$176.8 million, defined as the total of all public and private sector spending arising as a result of the construction of the project. These expenditures include: expenditures directly related to the project, purchases of goods and services, and expenditures by workers and others who have benefited either directly or indirectly from the project.

Turner Construction Company (Turner) was competitively procured as the Construction Manager at Risk (CM@Risk) contractor for the MIC Program in March of 2003. This innovative contracting/project delivery method was selected with the concurrence of the FHWA as the lead federal agency for the program. Turner has successfully undertaken five major construction packages, with only one of the five still under construction: the MIA Mover Station at the MIC (GMP #5).<sup>10</sup> It is anticipated that FDOT will use Turner through the existing CM@Risk contract for the construction of the MCS. Utilizing the existing CM@Risk contract will avoid the extra time required for a new procurement and enable the short term economic benefits of the MCS to be realized sooner.

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<sup>10</sup> GMP = Guaranteed Maximum Price means a negotiated maximum price for an individual construction package undertaken through the MIC Program CM@Risk contract.

Turner's track record on utilization of DBEs for the five construction packages referenced above has been a success. In total, Turner has awarded nearly \$36 million in contracts to DBE firms, ranging from 31% DBE utilization to 9% utilization, depending on the scope of the individual construction package, or GMP.

In addition, Turner has been committed to promoting the creation of job opportunities for low-income workers and has reached out to several Miami-Dade County agencies to share subcontractor contact and job opportunity information to the agencies' constituents. Due in part to these efforts, Turner met and exceeded on-job training (OJT) goals for both GMP #4 (goal was 12; actual 19) and GMP #5 (goal was 0; actual 1). On the prior three construction packages, Turner utilized an additional 13 OJT trainees. Also, Turner has incorporated approximately 175 union apprentices in the five construction packages undertaken to date.

In the context of the MCS project, Turner will continue to work with these agencies, e.g., Community Action Agency and the South Florida Work Force Agency, to achieve similar or better results. When OJT goals are established for the MCS, Turner will work with the various trade subcontractors to identify trade specific goals and facilitate subcontractor meetings with the community agencies who can best provide potential candidates for the available OJT positions.

Historically, Turner has been committed to designing and developing programs to disseminate information to inform the community of the MIC Program; the objective being to stimulate the interest of certified DBEs, veteran owned-small businesses and service disabled veteran-owned small businesses certified through the Small Business Administration. Turner has historically worked with and through organizations such as the following to organize forums and networking opportunities for community outreach to new, potential DBE companies.

- Blackmon/Roberts Group
- Florida Department of Management Systems
- State of Florida/Office of Supplier Diversity
- The Miami-Dade Chamber of Commerce
- Allied Minority Contractors
- The Latin Builders Association
- The Contractors Resource Center
- The National Association of Women in Construction
- Trade Organizations (ABC, AGC, CASF, etc.)
- The Florida Regional Minority Purchasing Council
- Miami Dade County Small Business Development
- USDOT/Southeast Small Business Transportation Resource Center

Turner also has worked hand in hand with the Florida Departments of Transportation, Management Services, and Business Development to encourage and promote DBE certification and participation in the MIC Program. For example:

- Turner planned and sponsored a DBE Matchmaker Conference in December 2007 to generate DBE interest in the MIC RCF (GMP #4) project. There were approximately 50 people in attendance, which included Turner subcontractor representatives.
- Turner planned and sponsored a USDOT DBE Certification Workshop in April 2008. Turner referred more than 20 minority and women owned business to the workshop for DBE

certification. FDOT had representatives on site to interview these referrals and expedite the certification process.

- In June 2008, Turner attended the South Florida Water Management District Small Business Enterprise Certification Workshop where Turner met and recruited DBEs from this event.
- In June 2008, Turner attended a small business conference hosted by the Miami-Dade Expressway Authority, which afforded another opportunity for the recruitment of DBE firms.

Turner's policy is to promote economic advancement of minorities and women as individuals and as business owners through employment and award of contracts/subcontracts. The intent of this policy is to ensure that qualified small, minority and women-owned businesses have an opportunity to compete for and participate in program management and contracting opportunities on projects in Miami Dade County. Turner has been committed to using "best practices" to obtain meaningful and substantial small business participation of minority and/or female contractors, vendors, and labor force. Examples of "best practices" used include:

- Identification and solicitation of interest of Small and Minority Business Enterprises to bid on work. Many of these contractors, subcontractors and materials suppliers have been previously utilized on past and current projects with Turner in the Miami-Dade County area.
- Utilization of those firms certified with the Miami Dade County Public Schools Office of Small Business Assistance, Miami-Dade County Small Business Development and the State of Florida - Office of Supplier Diversity.
- Turner also utilizes other resources such as the Contractors Resource Center, the National Association of Women in Construction (NAWIC), local trade organizations, the USDOT/Southeast Small Business Transportation Resource Center, the Minority Business Development Center, the Florida Regional Minority Business Council (FRMBC), and the South Florida affiliate of the National Minority Supplier Development Council (NMSDC) to assist in identifying certifiable DBEs and to assess their ability to be pre-qualified, bid and perform work in their area of expertise. These resources provide Turner the opportunity to create a stronger DBE contractor base.

Since 1993, the Turner South Florida Office has sponsored "The Turner School of Construction Management" for small, disadvantaged, minority and women owned business enterprises in the local community. The courses are designed to expand the knowledge of small businesses in the construction industry and business principles and practices. Turner has trained and graduated over 1,200 small, minority and women owned businesses in the South Florida area. This eight to twelve week course is taught by professional Turner staff volunteers and includes such topics as Blue Print Reading and Specifications, Building Code Compliance, Risk Management, Business Development, Construction Estimating and Preconstruction, Safety, Job Planning and Set-up, Engineering and Project Records, Change Order Management, Cost and Budget Control, Effective Negotiations and many others. These courses have helped attendees win contracts, often to work with or for Turner, and build networks among themselves, leading to fruitful joint ventures and long-term business relationships.

Turner prequalifies all subcontractors prior to inviting them to bid on a project, requiring them to be fully compliant with all federal laws regarding American workers, their safety and treatment. All subcontractors are required to comply fully with, among other federal, state and local requirements: FHWA-1273, which includes Non-discrimination, Non-Segregated Facilities,

Payment of Predetermined Minimum Wages, Safety: Accident Prevention, the health and safety requirements set forth in 23 C.F.C. – 635.108, the prevailing wage requirements set forth in 42 U.S.C. – 276a U.S.C. - 113, as supplemented by 29 C.F.R. Part 5, 23 C.F.R. – 635.117(f), 635.118.

Turner’s standard form contract requires that all subcontractors comply with the following laws regarding national civil rights and equal opportunity:

- The Americans with Disabilities Act of 1990 and implementing regulations.
- Title VI of the Civil Rights Act of 1964, as amended.
- Equal Employment Opportunity under Executive Order 11246 dated September 24, 1965, any Executive Order amending such order, and implementing regulations.

Long Term Economic Benefits and Job Creation

WEG was also asked to assess the long term economic benefits and job creation associated with the completed MCS. A total of 68 new permanent jobs will be created to support the annual operations and maintenance of the MCS. Table 3 contains a breakdown of these jobs by industry classification. New labor income associated with these jobs is estimated at \$2.9 million annually. Regarding new tax revenue, \$986,000 per year is expected to be paid to federal, state, and local governments. An additional \$3.9 million in annual Gross State Product is expected to be realized on a recurring basis.

The total economic impact of the recurring MCS operations and maintenance is estimated at \$8.0 million per year, defined as the total of all public and private sector spending arising as a result of the project. These expenditures include: expenditures directly related to the project, purchases of goods and services, and expenditures by workers and others who have benefited either directly or indirectly from the project.

**Table 3: New Jobs Created by the Operations and Maintenance of the MCS**

<b>Industry</b>	<b>New Jobs</b>
Government & Other	1
Construction	36
Manufacturing	2
Wholesale Trade & Transportation Services	3
Retail Trade	9
Knowledge-Based Services	16
Visitor Industry	2
<b>Total All Industries</b>	<b>68</b>
<b>Impact Recap</b>	<b>Number</b>
Direct	35.6
Indirect	15.2
Induced	17.2
<b>Total</b>	<b>68.0</b>

The redevelopment of the adjacent 8.5 acre site slated for joint/commercial development will also result in long term economic benefits and job creation through the creation of new business enterprises. A total of 7,105 new permanent jobs will be created to support the operations and maintenance of the MIC joint development program. Table 4 contains a breakdown of these jobs by industry classification. New labor income associated with these jobs is estimated at \$270.4 million annually. Regarding new tax revenue, \$126 million per year is expected to be paid to federal, state, and local governments. An additional \$574 million in annual Gross State Product is expected to be realized on a recurring basis.

The total economic impact of the MIC joint development program is estimated at \$1.2 billion per year, defined as the total of all public and private sector spending arising as a result of the project.

**Table 4: New Jobs Created by the MCS Joint Development**

<b>Industry</b>	<b>New Jobs</b>
Government & Other	113
Construction	39
Manufacturing	81
Wholesale Trade & Transportation Services	359
Retail Trade	867
Knowledge-Based Services	5,065
Visitor Industry	581
<b>Total All Industries</b>	<b>7,105</b>
<b>Impact Recap</b>	<b>Number</b>
Direct	2,018.2
Indirect	3,498.0
Induced	1,588.7
<b>Total</b>	<b>7,104.9</b>

## 2. Secondary Selection Criteria

### a. Innovation

*DOT will also assess the extent to which the project incorporates innovations that demonstrate the value of new approaches to, among other things, transportation funding and finance, contracting, project delivery, congestion management, safety management, asset management, or long-term operations and maintenance. The applicant should clearly demonstrate that the innovation is designed to pursue one or more of the long-term outcomes outlined above and/or significantly enhance the transportation system.*

Section IV.1.a.(i), *State of Good Repair*, refers to sources of operating revenues, including revenues from advertising and sponsorship opportunities through contracts with the private sector. The advertising program concept envisions a digital signage component, which will allow the tenant modes and MIA to incorporate public information messaging along with

commercial advertising. The specifics will be spelled out in a competitive procurement for the advertising program and is anticipated to include tenant mode scheduling information and, potentially, air transportation flight information.

Regarding innovative finance, the MIC Program has been awarded \$42.3 million in State Infrastructure Bank (SIB) loans by FDOT. Specifically, the MCS project was recently awarded a \$20 million SIB loan, which greatly facilitated the fund advancement actions by FDOT and the Miami MPO discussed in Section III. *Grant Funds and Sources and Uses of Funds*.

Section V.(i), *Project Schedule*, refers to the use of the CM@Risk contracting/project delivery method. In place since March of 2003, this innovative project delivery approach has expedited the delivery of several MIC Program-related construction packages. It is planned as the delivery method for the MCS. Using the existing MIC CM@Risk contract will avoid the extra time required for a new procurement and enable both the short and long term economic benefits of the MCS to be realized sooner.

Although not proposed for use on the MCS, the MIC Program has a history of innovative finance with TIFIA credit assistance. Shortly after the ROD was received in 1998, FDOT applied for and was approved for up to \$433 million in Transportation Infrastructure Finance and Innovation Act (TIFIA) credit assistance. The MIC Program's complex and innovative original finance plan is detailed in FDOT's TIFIA loan application. The MIC RCF was financed with \$270 million in direct TIFIA loans. A copy of FDOT's original TIFIA loan application can be found at the following link: <http://www.dot.state.fl.us/financialplanning/finance/mic/TIFIA%20Application-MIC.pdf>. Of particular note, Exhibit IV (B) of the TIFIA application contains a copy of the MIC Record of Decision, dated April 9, 1998.

## **b. Partnership**

***(i) Jurisdictional and Stakeholder Collaboration:*** DOT will give priority to projects that: (1) receive financial commitments from, or otherwise involve, State and local governments, other public entities, or private or nonprofit entities, including projects that engage parties not traditionally involved in transportation projects, such as nonprofit community groups, (2) make effective use of community-based organizations in connecting disadvantaged people with economic opportunities, and (3) will help to complete an overall financing package.

Section III, *Grant Funds and Sources and Uses of Project Funds*, contains the current funding plan for the MCS, which relies on state funds, previously awarded ARRA grant funds, recently advanced federal Surface Transportation Program funds, a recently awarded federal SIB loan and the requested TIGER II Discretionary Grant. While not funding contributors, the MCS involves several other public and private entities through the project's planned accommodation of the tenant modes, i.e., SFRTA, Amtrak, and Greyhound.

The concept of an intermodal transportation passenger hub will inherently aide in connecting disadvantaged people with economic opportunities – both short term opportunities through the expedited construction of the MCS and the adjacent MIC joint development area, and longer term opportunities through the operations and maintenance of the MCS and adjacent joint

development. In addition, the MCS will enhance and expand transportation choices for those defined as transportation disadvantaged and, in the process, provide direct access to the on-site economic opportunities at the MIC as well as access to employment and business opportunities in the surrounding Airport-West Dade market area.

***(ii) Disciplinary Integration:*** *In order to demonstrate the value of partnerships across government agencies that serve the various public service missions forwarded by the Recovery Act and to promote collaboration on the objectives outlined in this notice, the Department will give priority to projects that are supported, financially or otherwise, by non-transportation public agencies that are pursuing similar objectives. For example, the Department will give priority to transportation projects that create more livable communities and are supported by relevant public housing agencies, or transportation projects that encourage energy efficiency or improve the environment and are supported by relevant public agencies with energy or environmental missions.*

During the conduct of the MIC FEIS extensive consultation and coordination was carried out with agencies across all related disciplines. In fact, in December 1994, following the passage of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), the MIC Program was designated as a project of national significance by the Vice President's National Performance Review Team. The designation established the MIC Program as a "Model Program for Consensus Building: Expedited Transportation and Environmental Decision Making". A copy of this designation can be found in FDOT's original TIFIA loan application, Exhibit V (A), Designated Model Program, dated December 9, 1994 at the following link: <http://www.dot.state.fl.us/financialplanning/finance/mic/TIFIA%20Application-MIC.pdf>.

This extensive consultation and coordination process involved many public agencies at all levels of government – federal, state, regional, and local, covering many different disciplines, including, among others: transportation, emergency management, environmental protection, parks and recreation, engineering and permitting, housing, wildlife and habitat conservation, health and human services, historic preservation, and land use planning.

Throughout the development of the MIC Program, FDOT has ensured the presence of a strong public involvement process to inform and assist the public and the business community in dealing with the impacts of the MIC Program, beginning with early right-of-way acquisition through construction of MIC-related projects. Today, FDOT maintains a project field office, which includes a staffed public information component.

As evidenced by the information contained in the preceding sections, the MIC Program and, specifically, the MCS was/is intended to create more livable communities and encourage energy efficiency through facilitating the use of alternative modes of transportation.

### 3. Evaluation of Expected Project Cost and Benefits

*Include benefit-cost analysis (“BCA”), including the monetization and discounting of costs and benefits to a common unit of measurement in present-day dollars. For BCA to yield useful results, full consideration of costs and benefits is necessary. These include traditionally quantified fuel and travel time savings as well as greenhouse gas emissions, water quality impacts, public health effects, and other costs and benefits that are more remotely connected to vehicle-miles or are harder to measure. In addition, BCA should attempt to measure the indirect effects of transportation investments on land use and on the portions of household budgets spent on transportation. Estimates of benefits should be presented in monetary terms whenever possible; if a monetary estimate is not possible, then at least a quantitative estimate (in physical, non-monetary terms, such as ridership estimates, emissions levels, etc.) should be provided.*

Given the long history behind the development of the MIC Program, the MCS is a project that does not easily lend itself to a traditional benefit-cost analysis. As noted earlier, the MIC Program received a Record of Decision in 1998, which has served as the guiding document for project development activities associated with all of the MIC Program’s component projects, including the MCS tenant mode projects. Since then, the scope of the MCS has evolved over time as stakeholder agencies adjusted their programs to reflect the realities of changing fiscal and political environments. For example, the scope of the MCS (formerly MIC Core) contained in the FEIS included landside facilities for MIA (an airport passenger terminal) as well as a terminal for an airport-seaport rail link. Neither is included in the current scope for the MCS. As a result, there is insufficient data reflective of the current scope of the MCS that potentially could be used to quantify/monetize benefits.

As an intermodal transportation passenger hub, the MCS does not directly generate trips. However, the integration of different modes at a single location will facilitate transfers between modes, thereby reducing operating costs through travel time savings. The value recommended by the US DOT of travel time savings on surface transportation modes for all purposes, including personal and business, in 2000 U.S. dollars per person hour is \$11.20 for local travel and \$15.60 for intercity travel.<sup>11</sup> FDOT expects the travel time savings to be especially significant for riders transferring between MIA and (1) the existing intercity bus/Greyhound terminal currently located 2 blocks north of the MCS site, and (2) the existing Amtrak passenger station located approximately four miles north of the MCS site. Similarly, safety is another area where FDOT expects the benefits of the MCS, through its inducement of more non-highway travel, to be significant, particularly in light of Florida’s above average crash and fatality rates for highway vehicle travel.<sup>12</sup> The value of improvements in safety that result in a reduction in the expected number of fatalities by just one is \$6 million (2009 dollars)<sup>13</sup>, and as discussed qualitatively below the MCS will encourage and facilitate greater use of public transportation.

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<sup>11</sup> US DOT, Revised Departmental Guidance: Valuation of Travel Time in Economic Analysis, 11 February 2003, <http://ostpxweb.dot.gov/policy/reports.htm>.

<sup>12</sup> Florida Department of Highway Safety and Motor Vehicles, *Florida Traffic Crash Statistics*, 2007 and 2008; U.S. Census Bureau.

<sup>13</sup> US DOT, Treatment of the Economic Value of a Statistical Life in Departmental Analyses, 18 March 2009, <http://ostpxweb.dot.gov/policy/reports.htm>.

The subjective benefits of the MCS to its users and the general public are clear. Successful intermodal, or multi-modal, passenger facilities provide numerous benefits in their respective communities:

- A well-designed intermodal transportation passenger hub will improve the passenger experience by providing convenient access to multiple transport modes and create a more “seamless” public transportation network. Improving the passenger experience by making public transportation easier and more convenient to use will encourage increased ridership on those transport modes operating from the MCS.
- Complex regional public transportation networks can be confusing and inconvenient for existing and new passengers. Projects like the MCS will make the overall public transportation system more understandable through centralization of services at a single, iconic point of access.
- Consolidation of multiple public transportation modes at a single location also allows for economy in infrastructure. The MCS will contain facilities common to and shared by the tenant modes such as the elevated pedestrian concourse, shared rail platforms (to be used by Tri-Rail and Amtrak), and parking.
- The MCS will afford access to the local, regional and national public transportation networks, e.g., Metrorail, Tri-Rail, Amtrak, Greyhound, etc. which, when combined with MIA, will serve as the major gateway to the greater Miami area and the South Florida region. Considering the planned joint/commercial development adjacent to the MCS site, the MIC area/complex will become a destination in its own right and create the associated economic development/stimulus opportunities described in Section IV.1.b., *Job Creation and Economic Stimulus*.

In view of the above discussion, FDOT would encourage that the broader goals of the FY 2010 Appropriations Act be considered in the evaluation of the MCS TIGER II Discretionary Grant application, “including equitable geographic distribution of grant funds and an appropriate balance in addressing the needs of urban and rural areas and investment in a variety of transportation modes” (emphasis added). This unique project not only incorporates investment in a variety of transportation modes, it indirectly enhances the independent utility of each. While available data is insufficient to allow monetization of the project’s many benefits, FDOT believes it is clear that the total benefits of the MCS are reasonably likely to outweigh the project costs.

#### **4. Evaluation of Project Performance**

*Each project selected for TIGER II Discretionary Grant funding will be required to work with DOT on the development and implementation of a plan to collect information and report on the project’s performance with respect to the relevant long-term outcomes that are expected to be achieved through construction of the project.*

Several of the economic recovery measures and long term outcomes have been sufficiently quantified to allow for the evaluation of actual results compared to the projections made in Section IV.1., *Primary Selection Criteria*. In addition, while not included in the scope for the MCS project, utilization of the tenant modes could be monitored and evaluated as a surrogate for reductions in highway travel.

## V. Project Readiness and NEPA

**(i) Project Schedule:** *a feasible and sufficiently detailed project schedule demonstrating that the project can begin construction quickly upon receipt of a TIGER II Discretionary Grant and that the Grant Funds will be spent steadily and expeditiously once construction starts; the schedule should show how many direct, on-project jobs are expected to be created or sustained during each calendar quarter after the project is underway.*

The MCS is ready to begin construction. Construction documents are 100% complete and are with the Miami-Dade County Building Department awaiting issuance of a building permit. Based on negotiations with FDOT’s CM@Risk contractor, construction could begin as early as January 2011 taking into account time required for demolition/removal of existing structures and site remediation. Duration of construction is estimated at 25 months from Notice to Proceed. Utilizing its existing CM@Risk contract will allow FDOT to avoid the extra time required for a new procurement and enable the short and long term economic benefits of the MCS to be realized sooner.

Table 5 shows the total jobs created by calendar quarter during the MCS construction period, broken down by direct, indirect and induced jobs.

**Table 5: Jobs Created by Calendar Quarter during the MCS Construction Period**

Qtr Ending	Direct	Indirect	Induced	Total Jobs
31-Dec-10	4	1	2	6
31-Mar-11	78	24	36	137
30-Jun-11	198	60	92	350
30-Sep-11	238	72	110	419
31-Dec-11	201	61	93	354
31-Mar-12	83	25	38	146
30-Jun-12	59	18	27	104
30-Sep-12	27	8	12	47
31-Dec-12	15	5	7	27
31-Mar-13	28	9	13	50
<b>Totals</b>	<b>930</b>	<b>282</b>	<b>429</b>	<b>1,641</b>

Prior to the start of construction, existing facilities/structures will be demolished and the site remediated from possible underground contamination before construction of the MCS can proceed. Demolition already has been initiated and is underway. The facilities/structures requiring demolition or removal include the following:

- existing SFRTA/Tri-Rail MIA station,
- Hertz parking garage, and
- Avis office building, vehicle maintenance facilities, and related rental vehicle parking areas.

Some site remediation is anticipated, in particular in the areas below the existing SFRTA/Tri-Rail tracks and the underground fuel tanks belonging to Hertz and Avis. All environmental

remediation is being done in close coordination with Miami-Dade County's Department of Environmental Resources Management (DERM).

**(ii) Environmental Approvals:** *Receipt (or reasonably anticipated receipt) of all environmental approvals necessary for the project to proceed to construction on the timeline specified in the project schedule, including satisfaction of all Federal, State and local requirements and completion of the National Environmental Policy Act process.*

The MIC Program satisfied the NEPA process when it received a Record of Decision in April of 1998. No other environmental approvals are required.

**(iii) Legislative Approvals:** *Receipt of all necessary legislative approvals (for example, legislative authority to charge user fees or set toll rates), and evidence of support from State and local officials, including relevant governor(s) and/or mayors. Evidence of support from all relevant State and local officials is not required; however, the evidence should demonstrate that the project is broadly supported.*

There are no special legislative approvals necessary for the MCS to proceed.

**(iv) State and Local Planning:** *The inclusion of the project in the relevant State, metropolitan, and local planning documents, or a certification from the appropriate agency that the project will be included in the relevant planning document prior to award of a TIGER II Discretionary Grant.*

The MCS is included in the Miami MPO's Adopted 2011 Transportation Improvement Program and is likewise included in the State Transportation Improvement Program/FDOT Adopted Five Year Work Program.

**(v) Technical Feasibility:** *The technical feasibility of the project, including completion of substantial preliminary engineering work.*

There are no technical feasibility issues and as noted in item (i) above, *Project Schedule*, the construction documents are complete and awaiting issuance of a building permit.

**(vi) Financial Feasibility:** *The viability and completeness of the project's financing package (assuming the availability of the requested TIGER II Discretionary Grant funds), including evidence of stable and reliable financial commitments and contingency reserves, as appropriate, and evidence of the grant recipient's ability to manage grants.*

Section III., *Grant Funds and Sources and Uses of Project Funds*, shows the breakdown of funding available along with the requested TIGER II Discretionary Grant. The sources of funds shown in Table 1 are included in FDOT's Adopted Five-Year Work Program and are currently available for use on the MCS project consistent with the project construction schedule.

## **VI. Federal Wage Rate Certification**

*...an application must include a certification, signed by the applicant, stating that it will comply with the requirements of subchapter IV of chapter 31 of title 40, United States Code (Federal wage rate requirements), as required by the FY 2010 Appropriations Act*

The federal wage rate certification is attached.

## **VII. Changes to Pre-Application Form**

*To the extent relevant, the final page of the application should describe (in one page or less) any material changes that need to be made to the pre-application form, including changes to the assurances provided in items xvii and xviii regarding initiation of NEPA and required cost sharing.*

No material changes to the pre-application form are suggested.

## VIII. Signed Federal Wage Rate Certification



### *Florida Department of Transportation*

C. CHARLIE CRIST  
GOVERNOR

1000 NW 111<sup>th</sup> AVENUE  
MIAMI, FLORIDA 33172

STEPHANIE C. KOPELOUSOS  
SECRETARY

August 16, 2010

Office of the Secretary  
U.S. Department of Transportation  
1200 New Jersey Ave, SE  
Washington, DC 20590

**Re: TIGER II Discretionary Grants; Federal Wage Rate Certification**

To Whom It May Concern:

I certify that, if awarded this TIGER II Discretionary Grant for the Miami Intermodal Center (MIC) Program, MIC Central Station, the Florida Department of Transportation will comply with the requirements of Subchapter IV of Chapter 31 of Title 40, United States Code (Federal wage rate requirements), as required by the FY 2010 Appropriations Act.

Sincerely,

A handwritten signature in black ink, appearing to read "Gus Pego".

Gus Pego, P.E.  
District Six Secretary

## IX. Key Differences from TIGER I Application

**From:** TIGERIIGrants@dot.gov [mailto:TIGERIIGrants@dot.gov]

**Sent:** Monday, August 09, 2010 6:22 PM

**Subject:** TIGER II Final Application Appendix Request

Dear Applicant,

Your pre-application indicated that you plan to submit a grant application for a capital project to the Department of Transportation's (DOT or the Department) TIGER II Discretionary Grant Program (TIGER II) that is substantially similar to your TIGER I Discretionary Grant application.

DOT appreciates your continued interest in the TIGER program. To help us in the evaluation process, we ask that in submitting your TIGER II application you provide an appendix that highlights differences between your TIGER I and TIGER II final applications.

If you have any questions about the appendix please contact Robert Mariner at 202-366-8914, or [Robert.Mariner@dot.gov](mailto:Robert.Mariner@dot.gov). As a reminder, final applications must be submitted through [www.grants.gov](http://www.grants.gov) by August 23, 2010, at 5:00 p.m. EDT.

Sincerely,

TIGER II Evaluation Team

### Summary of Differences

Difference	TIGER I	TIGER II	Reason
Cost to complete	\$114.4 M	\$95.6M	Pre-construction work, i.e., demolition and environmental remediation has been funded. Improved construction market pricing.
Grant funds requested	\$96.5M	\$25.0M	FDOT has aggressively pursued and captured alternative funding sources for the project.
Construction jobs (and related economic impacts)	1,964	1,641	Adjusted for reduced construction costs.