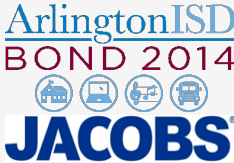



Bond Program Planning

May 15, 2014




JACOBS




Purpose

- Enable bond program to start promptly after election
- Determine the most efficient way to implement the bond program
- Establish best practices and quality standards
- Enhance transparency and community confidence
- Provide a roadmap for a successful bond program



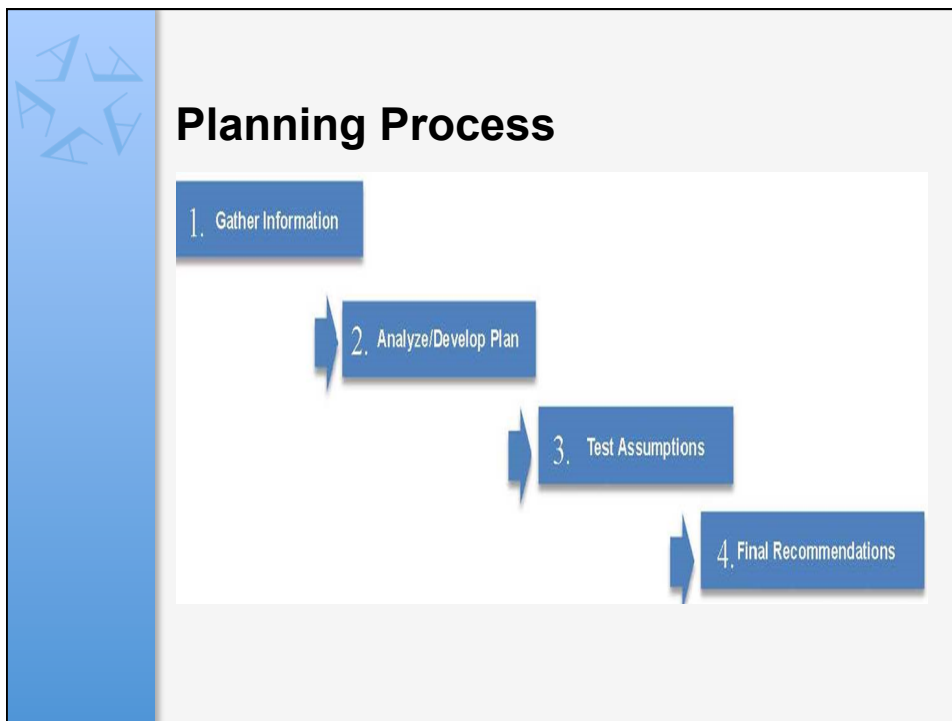
Framework

- \$663.1 million bond program
- Five-year construction plan
- Transparent procurement of services to achieve best value for the district
- Complex construction program requiring
 - Superior controls
 - Consistency of documents and practices
 - Extended oversight by bond administrators



Tasks and Deliverables

- Forms of agreement for architects/other professional services
- Request for qualifications (RFQs) for architects/other professional services
- Program & project controls/Reporting
- Master Schedule/Phasing/Cash Flow
- Procurement strategy/Bid packaging



Task 1. Forms of Agreement - Recommended Templates

- For Architects: AIA Document B101™–2007, Standard Form of Agreement Between Owner and Architect
 - Edited one-part document
 - All requirements in one place
 - Included recommendations from AISD attorneys
 - No need for supplementary conditions
 - Term “Architect” includes all prime firms
 - No need for separate agreement for engineers

DRAFT AIA Document B101™ – 2007
Standard Form of Agreement Between Owner and Architect

AGREEMENT made as of the day of in the year
 (In words, indicate day, month and year.)

BETWEEN the Architect, a firm identified as the Owner
 (Name, legal status, address and other information)

Adopting Independent School District
 of the State of Texas
 and the Architect
 (Name, legal status, address and other information)

WITNESSES:
 For the following Project:
 (Name, location and detailed description)

The Owner and Architect agree as follows:

ADDITIONAL AND DELETIONS:
 This document has been modified by the addition of the following provisions:
 (List all additions and deletions, including the location of each change in the original document.)


ELECTRONIC COPIES:
 This document is available in electronic form on the AIA website at www.aia.org. The electronic version of this document is the authoritative version for all purposes.

DISCLAIMER:
 This document is not intended to constitute an offer of insurance or any other financial product. It is not a contract and should not be relied upon as such. It is provided for informational purposes only.

AIA B101 – 2007 as modified for AISD

Task 1. Forms of Agreement - Recommended Templates

- For Other Professional Services:
District's Form
 - Created one-part document
 - Same base template for all services
 - Exhibit A will include specific scope



ARLINGTON INDEPENDENT SCHOOL DISTRICT


MASTER AGREEMENT
FOR
MISCELLANEOUS CONSULTING SERVICES
(INCLUDING PROFESSIONAL SERVICES
OTHER THAN ARCHITECT/ENGINEERING SERVICES)

TEMPLATE ISSUE DATE:
REVISION DATE:

District's new Master Agreement for Consulting Services


Task 1. Other Recommendations

- Implement Background Check/Drug Testing/Badges Program
 - Per State Requirements
 - Enhanced campus safety and security
- Define approach to MWBE/Local Vendors
 - Additional points awarded in evaluation process
 - Goal of encouraging MWBE/Local participation
 - No formal thresholds or targets




John S. Doe
Acme Construction Co.
Arlington ISD
BOND 2014
#123456 Date

BOND ADMINISTRATORS & MANAGERS




John S. Doe
Acme Construction Co.
Arlington ISD
BOND 2014
#123456 Date

ARCHITECTS/ENGINEERS & OTHER DESIGN PROFESSIONALS



John S. Doe
Acme Construction Co.
Arlington ISD
BOND 2014
#123456 Date

GENERAL CONTRACTORS & CONSTRUCTION MANAGERS AT RISK



John S. Doe
Acme Construction Co.
Arlington ISD
BOND 2014
#123456 Date

SUB-CONTRACTORS

Task 1. Other Recommendations

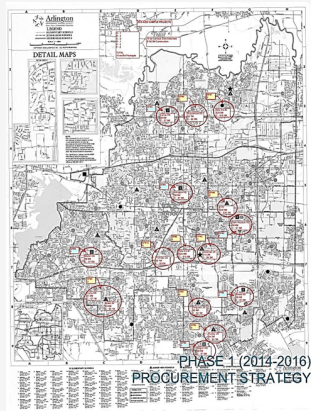
- Improve the payment schedule
 - Standardize the Payment Schedule for all architects
 - Allocate larger % of fee to construction administration phase

Project Phase	Percentage
Schematic Design	15%
Design Development	15%
100% Construction Documents	40%
Bidding/Negotiation	5%
Construction Phase	25%
Total	100%

Proposed Payment Schedule

Task 2. Request for Qualifications (RFQ) for Architects

- Increased efficiency of the selection process
 - Multiple architect selection in lieu of one at a time
- Improved the quality/consistency of the RFQ
 - Modified current RFQ template
 - Updated boiler plate
 - Organized contents
 - Offered a pre-proposal conference
 - Coordinated submittal requirements with items to be evaluated



RFQ will select architects for Phases 1 and 2 of the Program

Task 2. RFQ - Recommended Architect's – Evaluation Criteria

- Expanded evaluation criteria from 4 to 9 items
- Tailored criteria for specific solicitation
- Provided clear instructions to proposers on what to submit
 - Level playing field
- Provided clear instructions to evaluators on how to grade
 - Consistency in the evaluation
 - Avoid protests

Criterion	Points
Firm Profile	10
K-12 Project Firm Experience	15
Organizational Plan and Project Approach	10
Personnel	16
Workload	5
Consultant Services	14
Prototypical Design	5
HUB Participation	10
References	15
Total Points	100

Proposed Architect's Evaluation Criteria

Task 2. RFQ – Other Recommendations

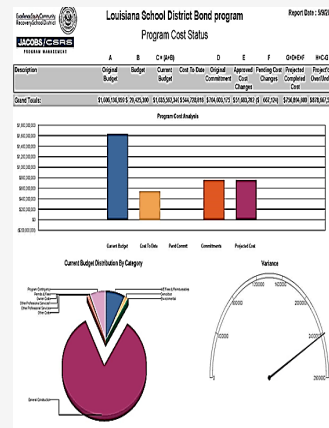
- Seven-member Selection Committee
- Proposed Schedule for Architect Selection for phases 1 & 2:
 - Issue Advertisement 05/16/14
 - Pre-Proposal Conference 05/29/14
 - Responses (SOQs) due 06/10/14
 - Evaluation Committee Mtg. 06/16/14
 - Board Approval 06/26/14
 - A/E Contract Start July 2014
- RFQs for other professional services
 - Similar criteria for selection

Range ID	Range Criteria	A/E Firm Name
A	Bid Packages with Construction Cost less than \$2M	Firm 1
		Firm 2
		Firm 3
		Firm 4
		Firm 5
B	Bid Packages with Construction Cost from \$2M to \$5M	Firm 6
		Firm 7
		Firm 8
		Firm 9
		Firm 10
C	Bid Packages with Construction Cost from \$5M to \$10M	Firm 11
		Firm 12
		Firm 13
		Firm 14
		Firm 15
D	Bid Packages with Construction Cost from \$10M to \$14M	Firm 16
		Firm 17
		Firm 18
		Firm 19
		Firm 20
E	Bid Packages with Construction Cost from \$14M to \$25M	Firm 21
		Firm 22
		Firm 23
		Firm 24
		Firm 25
F	Bid Packages with Construction Cost over \$25M	Firm 26
		Firm 27
		Firm 28
		Firm 29
		Firm 30

Proposed Ranking by Categories

Task 3a. Financial Controls Recommendations

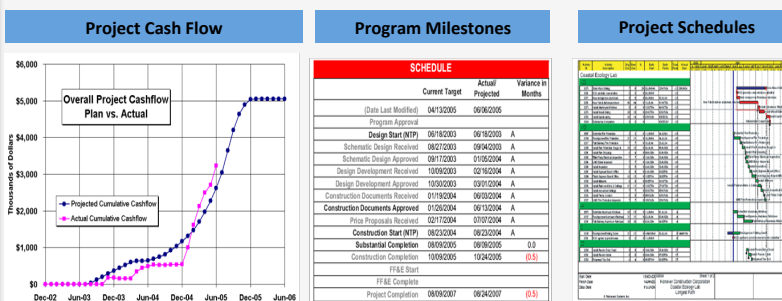
- Implement Program Management Controls Systems (PMCS)
 - Require ongoing reconciliation with TEAMS
 - Checks and balances increase transparency and accountability
- Budget set-up and structure
- Project tracking tool for Plant Services
- Cost tracking and change management
- Improves controls and efficiencies for payments to vendors



Sample Cost Tracking Report

Task 3a. Schedule Controls Recommendations

- Schedule system required for tracking and progress reporting
- AISD responsible for overall program timeline and critical milestones
 - Architects responsible for detailed design schedule
 - Contractors responsible for detailed construction schedule



Task 3a. Document Controls Recommendations

- Document Repository
 - Electronic and Hard Copy Filing
- Filing System
 - Filing Structure
 - File Naming System
- Imaging Capabilities
- Remote Access
- Search Capabilities
- Collaborative support of multiple users

Sample Filing Structure (Excerpt)

200 ADMINISTRATION
 210 Team Directory
 220 DISD Correspondence (To & From, By Date)

300 DESIGN PHASE
 310 Design Phase Meetings
 320 A/E Correspondence (To/From)
 330 STB Documentation
 340 SD Documents / Estimates / Comments / CDROM
 350 DD Documents / Estimates / Comments / CDROM
 360 50% CD Documents / Estimates / Comments / CDROM
 370 95% CD Documents / Estimates / Comments / CDROM
 380 100% CD Documents / Estimates / Comments / CDROM

400 CSP PHASE
 410 Advertisement and Other Correspondence
 420 CSP Proposals from Contractors / Evaluations / Recommendations

500 CONSTRUCTION PHASE
 501 Construction Phase Meetings
 505 GC Correspondence (To/From)
 508 Other Correspondence (To/From)
 520 Custodial Overtime Forms
 530 GC Invoices
 540 Potential Change Orders (PCO)
 550 Claims

600 POST-CONSTRUCTION PHASE
 610 Close-Out Phase Meetings / Correspondence
 620 Record Dwg CDROM

Task 3b. Procedures Manual Recommendations

- Provided critical procedures applicable to early stages of the program
 - Incorporated best practices
 - Streamlined methods
 - Compliant / transparent processes
 - Proven approach
- Provided table of contents for complete Procedures Manual for further development

Sample Procedure Flow Chart

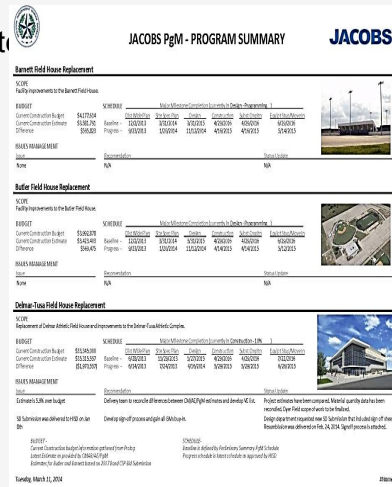
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graph TD
    Start([From 1.0B 1.0P, 1.0B 1.0CP or Change Request]) --> AEP[A/E Preparation 1.0P, 1.0B 1.0CP and Requirements 1.0C at project initiation to PM]
    AEP --> GCReview{GC Consents with A/E?}
    GCReview -- No --> AEP
    GCReview -- Yes --> GCReviewBox[General Contractor Review for information in 1.0P into 1.0P]
    GCReviewBox --> AEGCConsent{A/E Consents with GC?}
    AEGCConsent -- No --> AEP
    AEGCConsent -- Yes --> AEGCConsentBox[A/E Consents with GC and all copies]
    AEGCConsentBox --> End([End])
  
```


Task 3c. Reporting Recommendations

• Developing report template

- By Level
 - Program Level Status
 - Project Level Status
- By Frequency
 - Monthly
 - Quarterly
 - Annual
- By End User / Audience
 - Board of Trustees and District Leadership
 - Citizens Oversight Committee
 - The Public

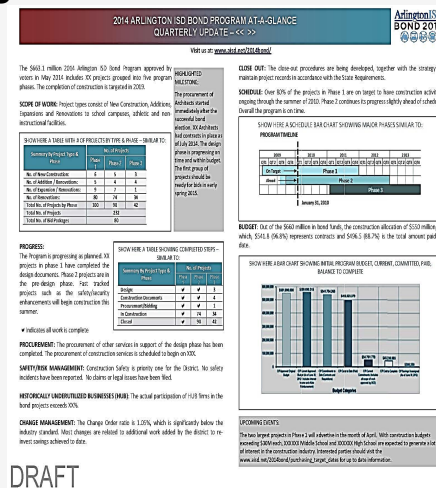


Sample Monthly Report by Project Level

Task 3c. Reporting Recommendations

• Developing dashboard report

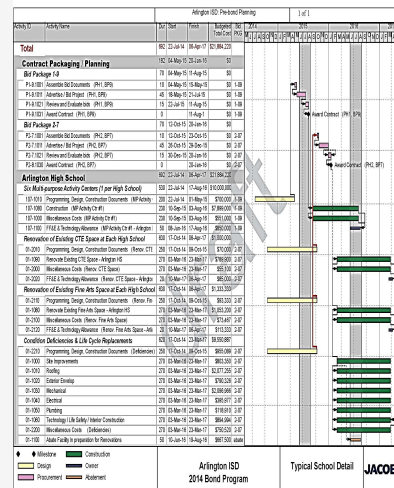
- All critical program information in one page
- Tailored for busy stakeholders
- Available in English and Spanish
- Laymen terms
- Includes images and charts
- Easy to distribute
- Cost-effective for bulk printing



Sample Dashboard Report

Task 4. Master Schedule

- Developed Master Schedule
 - Program Level
 - Bid Package Level
 - Project Level
- Identified
 - Project Priorities
 - Proper Sequence
 - Critical Path Activities
- Integrated
 - Technology
 - Transportation
 - Other non-construction items



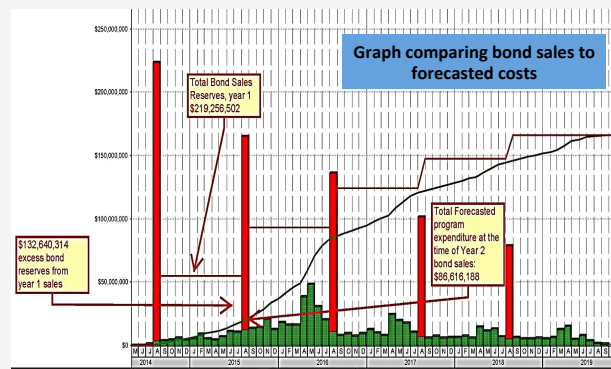
Sample Project Level Schedule

Estimated Project Completion

Project	Estimated Completion
Workman Classroom Addition	Jan. 2016
New Elementary School - Baird Farm Road	Aug. 2016
New Elementary School - Workman Site	Aug. 2016
Dual Language/Fine Arts Academy - Roquemore	Aug. 2016
Dual Language/Fine Arts Academy - Corey	Aug. 2016
Multi-purpose Activity Centers	Aug. 2016
Career Tech Center	Aug. 2017
Agricultural Science Center	Aug. 2017
Fine Arts Center	Aug. 2018
Athletics Complex	Aug. 2019

Task 4. Cash Flow

- Validated bond sales plan versus forecasted program expenditures
- Confirmed program phasing based on funding available
- Developed cash flow projections
- Identified potential peak/valleys in financial plan



Task 4. Phasing

- Defined Program Timeline
 - Major phases of the program (Phase 1 – 5)
 - Major phases of the project (design, procurement, construction etc.)
- Staggered Construction Procurement
 - Best value in proposals
- Spread-out the work in manageable pieces

Preliminary Bond Timeline

	2014				2015				2016				2017				2018				2019				
Phase	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	A/E SELECT	DESIGN			GC PROCURE		CONSTRUCTION								CLOSE										
2		A/E SELECT	DESIGN				GC PROCURE		CONSTRUCTION						CLOSE										
3						A/E SELECT	DESIGN				GC PROCURE		CONSTRUCT				CLOSE								
4										A/E SELECT	DESIGN				GC PROCURE		CONSTRUCTION				CLOSE				
5														A/E SELECT	DESIGN			GC PROCURE		CONSTRUCTION			CLOSE		

The above timeline is preliminary and subject to change

- Five-Year Program
- Five Program Phase
 - Phase 1 – Ends 2017
 - Phase 2 – Ends 2017
 - Phase 3 – Ends 2018
 - Phase 4 – Ends 2019
 - Phase 5 – Ends 2019
- Varied Procurement opportunities

Site No.	Site Name	Construction Budget (Cost of the Work)	Bid Package BPP No.	BPP Construction Budget	No. of Projects in BPP	BPP Size Range Code	Project Phase
Phase 1 - (2014-2017)							
106	Peterson Junior - High School	\$2,360,620	Phase 1 - Bid Package #1	\$2,360,620	1	D - 1	1
105	Owens Junior High School	\$4,383,533	Phase 1 - Bid Package #2	\$4,383,533	1	B - 1	1
120	Stoddard Junior - High School	\$10,083,062	Phase 1 - Bid Package #3	\$10,083,062	1	C - 1	1
112	Acquiescent Elementary School	\$1,362,189	Phase 1 - Bid Package #4	\$1,362,189	1	C - 1	1
101	Reis Junior High School	\$5,190,500					
117	Covey Elementary School	\$7,600,225	Phase 1 - Bid Package #5	\$10,100,755	2	D - 1	1
206	New Elementary School - 1 (a Work Item)	\$20,280,000	Phase 1 - Bid Package #6	\$20,280,000	1	-	1
206	New Elementary School - 2 (a Work Item)	\$20,280,000	Phase 1 - Bid Package #7	\$20,280,000	1	-	1
201	Covey & Tenthredent Center - 2 (a Work Item)	\$18,870,000	Phase 1 - Bid Package #8	\$18,870,000	1	-	1
100	Washington High School	\$4,640,000					
101	Albany High School	\$4,640,000					
102	Lincoln High School	\$4,640,000					
103	Monte High School	\$4,640,000					
104	San Antonio High School	\$4,640,000					
105	Logan High School	\$4,640,000					
North Springs Activity Center for Junior High Students				Phase 1 - Bid Package #5	\$10,280,000	1	-
202	The Industrial Development Center	\$960,420	Phase 1 - Bid Package #12	\$960,420	1	A - 1	1
Total Phase 1				\$109,996,128			

- 111 projects grouped into 43 bid packages
- Several Bid Package Ranges
 - All contractor/architect sizes
 - Small <\$2M = 6 packages
 - Mid \$2-\$10M = 19 packages
 - Large >\$10M = 18 packages
- Variety of Work
 - New, additions, renovations
- Scatter throughout District
 - All high school networks have work in all phases
 - Equitable distribution of priority projects

No. of Projects /Phase		No. of BPs/Phase	
Phase 1	16	Phase 1	10
Phase 2	38	Phase 2	10
Phase 3	20	Phase 3	9
Phase 4	12	Phase 4	7
Phase 5	25	Phase 5	7
Total No. of Projects	111	Total No. of BP's	43


BPS Range		Range Code	No. of Bid Pkgs./\$ Range
\$0	\$1,999,999	A	6
\$2,000,000	\$4,999,999	B	10
\$5,000,000	\$9,999,999	C	9
\$10,000,000	\$13,999,999	D	7
\$14,000,000	\$24,000,000	E	7
\$25,000,000	+	F	4
Total No. of BPs			43

12



Recommended Staffing

- Jacobs recommends up to:
 - Program/Project Controls
 - One Controls Manager handles budget/schedule updates
 - One Cost Controls Specialist
 - Two Document Control/Purchasing Specialists/Admins
 - Project Managers
 - Six Project Managers
 - Two Construction Specialists
- M.A.P.P.S. Specialist



Questions?