

Memorandum



CITY OF DALLAS

DATE September 20, 2018

TO Honorable Members of the Mobility Solutions, Infrastructure and Sustainability Committee

SUBJECT **Bond Program Project Management**

BACKGROUND

On November 7, 2017, Dallas voters approved ten bond propositions for public purposes totaling \$1,050,000,000.00. Each proposition consists of individual projects to be funded and completed over a five-year period. To deliver the bond program projects, and to provide delivery, cost-effective execution at all phases of projects on-time, under budget, and best value engineering, the City Manager's Office recommended the utilization of the services of a Program Manager to support and augment staff, as needed.

On June 12, 2018, AECOM/ AZTECA JV was selected to negotiate for the Program Manager services and to provide staff augmentation for projects included in Propositions A and D with a combined approximate total project value of \$323 Million.

In addition, McKissack-AZ&B JV, LLC was selected to negotiate for the Program Manager services and to provide staff augmentation for projects included in Proposition B and C with a combined approximate total project value of \$266 Million.

Also, Lockwood Andrews & Newman, Inc. (LAN) was selected to negotiate for the Program Manager services for projects included in Proposition E, F, G, and H with a combined approximate total project value of \$51 Million.

SCOPE OF WORK

The scope of services for the Program Manager includes serving as an extension of City staff in reviewing and tracking the design and the construction documents, staff augmentation for project management in some propositions, project budget, and schedule tracking through the TRIRIGA software and City website.

FINANCING

2017 Bond Funds \$7,514,491.04 for AECOM/ AZTECA JV

2017 Bond Funds \$6,426,901.23 for McKissack-AZ&B JV, LLC

2017 Bond Funds \$1,039,348.00 for Lockwood Andrews & Newman, Inc.

DATE September 20, 2018
SUBJECT Bond Program Project Management

ESTIMATED SCHEDULE

Begin staff support and augmentation for design October 2018
Complete staff augmentation for construction December 2022

M/WBE Participation

The Office of Business Diversity has worked diligently with the Bond Program Office to ensure, not only that the M/WBE goals were met, but to also include diverse teams on the bond program projects. This agenda includes 3 addendum items for a four-year consultant contract to manage various aspects of the bond program which include: street projects, city facilities, and park infrastructure. We are pleased to announce that, in addition to each item exceeding the M/WBE goal of 36.30%, 2 of the 3 teams are joint ventures; one of which is a 100% minority joint venture. Finally, through a joint venture, we were able to introduce one new firm that has never done business with the City of Dallas. These three items total \$14.98M with an overall M/WBE participation of \$9.79M or 65.33%.

Please feel free to contact me if you have any questions or concerns.



Majed A. Al-Ghafry, P.E.
Assistant City Manager

[Attachment]

- c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney (I)
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
- Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Bond Program Project Management

**Mobility Solutions,
Infrastructure and
Sustainability**

September 24, 2018

**Majed Al-Ghafry, P.E.
Assistant City Manager**

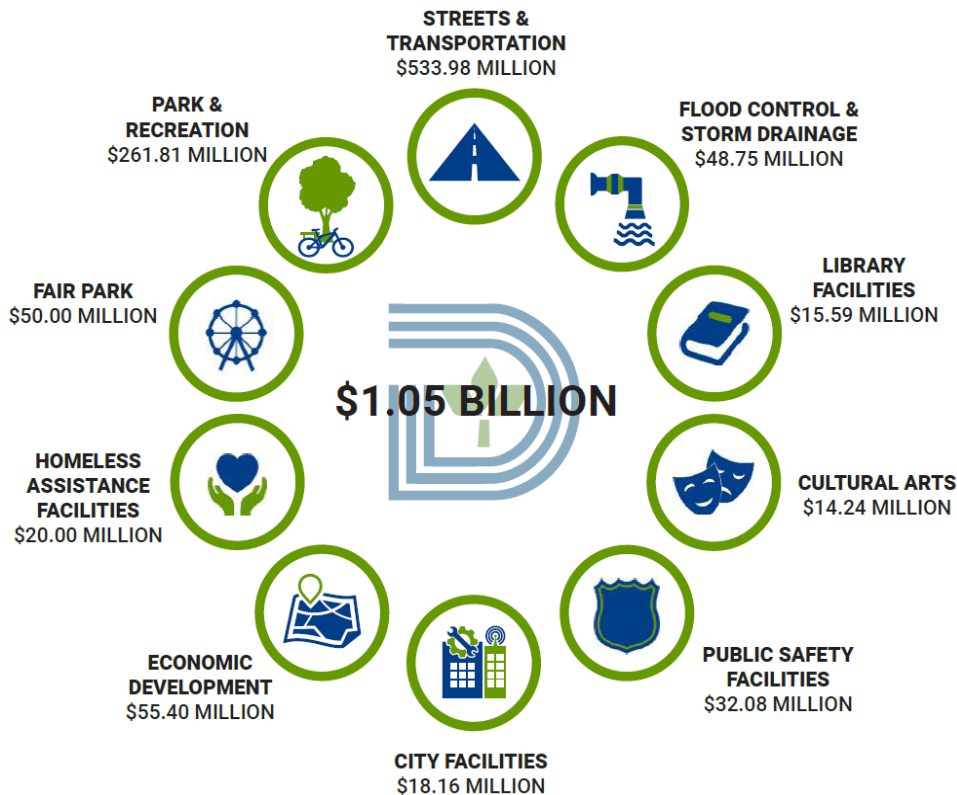
**Rick Galceran, P.E.
Director, Office of the Bond Program**



Recommendation

- Authorize a four-year professional services contract with AECOM/AZTECA Joint Venture the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Streets and Flood Drainage projects approved in the Bond Program.
- Authorize a four-year professional services contract with McKissack AZ&B JV, LLC the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Park and Recreation and Fair Park projects approved in the Bond Program.
- Authorize a four-year professional services contract with Lockwood, Andrews & Newnam, Inc. the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Facilities projects approved in the Bond Program.

The 2017 Bond Program



1,322 projects:

- A. Streets: 1,027 projects
- B. Parks: 163 projects
- C. Fair Park: 12 projects
- D. Flood Control: 85 projects
- E. Libraries: 3 projects
- F. Cultural Arts: 9 projects
- G. Public Safety: 16 projects
- H. City Facilities: 7 projects
- I. Economic Development: TBD
- J. Homeless Assistance: TBD

Background

- On November 7, 2017, Dallas voters approved the 2017 Bond Program, totaling \$1,050,000,000.00.
- To deliver the bond program projects within a five-year period, and to provide on-time, under budget, and best value engineering, the City Manager's Office recommended the utilization of the services of a Program Manager to augment staff, as needed.
- On February 15, 2018, Request for Qualifications (RFQs) were received for Program Management Services for all ten propositions.

Background - Continued

- Three firms were shortlisted for each area (horizontal, parks, and vertical) and a Request for Proposals (RFP) was sent to the shortlisted firms and on March 23, 2018, the three firms submitted their proposals.
- Interviews were scheduled in April 2018 with the three firms.
- A second interview with the shortlisted firms were scheduled in June 2018, and AECOM/AZTECA Joint Venture, McKissack AZ&B JV, LLC, and Lockwood, Andrews & Newnam, Inc. were selected to negotiate for the Program Manager services and to provide possible staff augmentation for the projects.

Bond Program- Program Manager

- Program Manager Services
 - Horizontal (Proposition A and D)
 - Program Management - approximately \$322 Million of the \$582 Million
 - Staff Augmentation – approximately \$38 Million
 - Fee will not exceed \$7,514,491.04
 - Program Management: \$6,514,491.04
 - Possible staff augmentation: \$1,000,000.00
 - Parks and Fair Park (Proposition B and C)
 - Program Management - approximately \$239 Million of the \$312 Million
 - Possible future Staff Augmentation – approximately \$27 Million
 - Fee will not exceed \$6,426,901.23
 - Proposition B - \$5,426,901.23
 - Program Management: \$4,784,567.66
 - Possible staff augmentation: \$1,642,333.57
 - Proposition C - \$1,000,000.00 (Program Management)
 - Vertical (Proposition E, F, G, and H)
 - Program Management - approximately \$51 Million of the \$82 Million
 - Fee will not exceed \$1,039,348.00
 - Program Management: \$1,039,348.00

Value of Bond Program Office and Support Consultants (Project Managers)

- Establish clear guidance regarding ownership, accountability, roles and/or responsibilities.
- Provide the framework for partnerships to streamline the project execution process.
- Ensure projects are completed on-time and within/under budget.
- Ensure timely recommendations to the City Council and reporting to the City leadership and the public.
- Ensure value engineering and best practices are consistently applied to all activities.
- Ensures efficiency and QA/QC through all phases of a Bond Program.

Support Consultants' Responsibilities- (The PMs)

Consultants (The PMs) will Compliment the Office of the Bond Program and the Client Departments in the following:

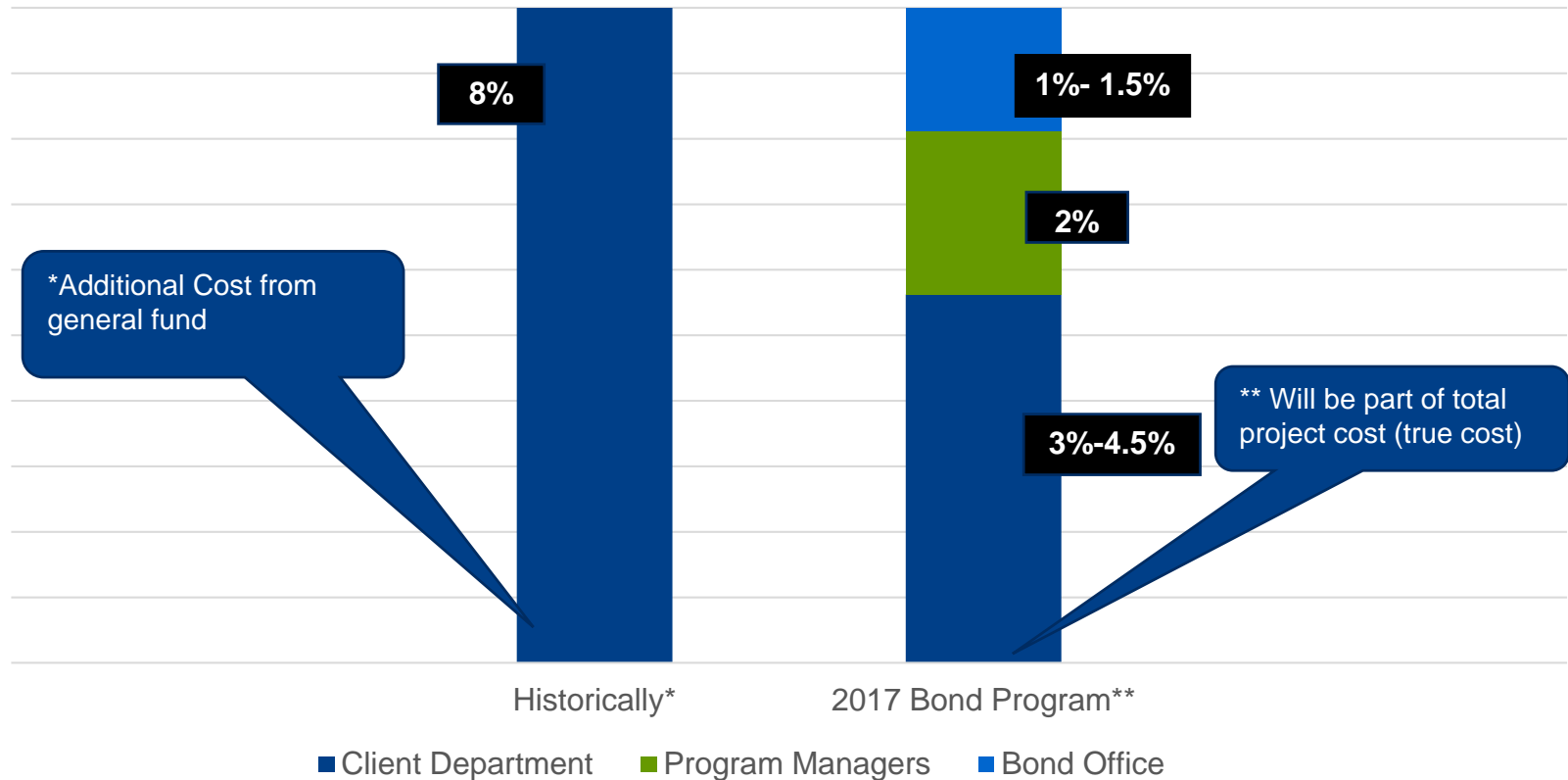
- Monitor project schedules
- Review design and construction compliance
- Evaluate capital delivery system
- Review project budgets and timelines
- Develop communications and community outreach plan
- Coordinate M/WBE outreach events
- Augment program management/supplement staffing services
- Provide value engineering during implementation
- Provide reporting services as-needed
- Assist in permitting and regulation compliance

Client Departments' Responsibilities

- Determine funding needs for projects.
- Determine scope of projects and prioritize listing and project schedules (in concert with approved 2017 Bond Program).
- Review technical aspects of projects to ensure design and construction meet the intent of the project.
- Coordinate with BPO Program Manager and Consultants (The PMs) on project timelines and implementation.
- Prepare City Council agendas.

Bond Program Administration Soft Cost

Program Administration



Final Recommendation

- Authorize a four-year professional services contract with AECOM/AZTECA Joint Venture the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Streets and Flood Drainage projects approved in the Bond Program.
- Authorize a four-year professional services contract with McKissack AZ&B JV, LLC the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Park and Recreation and Fair Park projects approved in the Bond Program.
- Authorize a four-year professional services contract with Lockwood, Andrews & Newnam, Inc. the most qualified consultant, to provide the City of Dallas with support in completing Bond Program projects, and to serve as the Program Manager during the design and construction phases for the Facilities projects approved in the Bond Program.

Appendix



Roles & Responsibilities

Task	Bond Program Office			
	Bond Program Managers*	Support Consultants	Client Department	Support Department
Design RFQ			X	X
Verify scope/cost estimate		X	X	
Verify budget	X			
Select design consultant			X	
Negotiate contract			X	X
Prepare agenda item	X		X	
Execute contract	X		X	X
Issue Notice to Proceed (NTP)			X	
Update schedule/budget in TRIRIGA		X	X	
Conceptual design review			X	X
Supplemental agreements (if any)	X		X	X
Incremental Milestones Review	X	X	X	X
Public outreach		X	X	
Final design			X	X
Update schedule/budget	X	X	X	
Periodic payments	X		X	

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* Oversight of entire Bond Program



Roles & Responsibilities

Task	Bond Program Office			
	Bond Program Manager*	Support Consultants	Client Department	Support Department
Verify budget	X			
Advertise			X	X
Evaluate bids			X	X
Prepare agenda item	X		X	
Prepare contract			X	X
Pre-construction meeting			X	
Submittals/review			X	X
Issue Notice to Proceed (NTP)			X	
Update costs/schedule		X	X	
Notify property owners		X	X	
Start/manage construction			X	
Substantial completion & walkthrough			X	
Periodic/final payments	X		X	
Warranty & final inspection			X	
Project complete	X		X	
Update schedule/final costs		X	X	
Rectify expenditures	X			

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* Oversight of entire Bond Program



Roles & Responsibilities

Task	Bond Program Office			
	Bond Program* Manager	Support Consultant	Client Department	Support Department
Urban Design	X	X		
Land Planning	X	X		
Storm Drainage Review	X	X		
Landscape Architecture Review	X	X		
Electrical Review	X	X		
Constructability Review	X	X		
ADA & TDLR Review	X	X		
Real Estate Services	X	X		
Program Management	X	X		
Project Management	X	X		
Street Design Review	X	X		
Signal Design Review	X	X		
Signal Design Review	X	X		
Construction Sequence Review	X	X		
Utility Coordination	X	X		
Existing Underground Investigation	X	X		
Existing Infrastructure Investigation	X	X		

* Oversight of entire Bond Program



Roles & Responsibilities

Task	Bond Program Office			
	Bond Program Managers*	Support Consultant	Client Department	Support Department
Soil Condition Testing	X	X		
Plans and Specifications Review	X	X		
Survey Review	X	X		
ITS Design Review	X	X		
Pavement Marking Review	X	X		
SWPPP Review	X	X		
Culvert Design Review	X	X		
Sediment/Scour Review	X	X		
Spillway Analysis Review	X	X		
Irrigation Plan Review	X	X		
Street Light Design Review	X	X		

* Oversight of entire Bond Program

Roles & Responsibilities

Task	Bond Program Office			
	Bond Program Manager*	Support Consultant	Client Department	Support Department
Estimating	X	X		
Communications	X	X		
Community Outreach	X	X		
Traffic Signal and Streetlights Inspections	X	X		
Striping and Signing Inspections/Plan Review	X	X		
Erosion Control Review	X	X		
Floodplain Management Review	X	X		
Groundwater Hydrology Review	X	X		
Historic Preservation Review	X	X		
Building Plan Review	X	X		
Mechanical Review	X	X		

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* Oversight of entire Bond Program

Mobility Solutions, Infrastructure and Sustainability



City of Dallas

Roles & Responsibilities

Task	Bond Program Office		Client Department	Support Department
	Bond Program Manager*	Support Consultant		
Building Plan Review	X	X		
Mechanical Review	X	X		
Electrical Review	X	X		
Plumbing Review	X	X		
Water Intrusion Investigations	X	X		
Water Proofing Plans	X	X		
Interior Renovation Review	X	X		
Construction Management	X	X		
Land Acquisition	X	X		
Data/Document Management & Review	X	X		
Project Controls (Cost/Scheduling)	X	X		

* Oversight of entire Bond Program



Roles & Responsibilities

Task	Bond Program Office		Client Department	Support Department
	Bond Program Manager*	Support Consultant		
Soil Condition Testing	X	X		
Creek Ownership Determination	X	X		
Creek Maintenance Responsibility	X	X		
Creek/Channel Lining Review	X	X		
Project Permitting	X	X		
Aquatic Resources Review	X	X		
Sediment/Scour Review	X	X		
Hydraulic Modeling Review	X	X		
Water/Wastewater Design Review	X	X		
M/WBE Outreach	X	X		X

* Oversight of entire Bond Program



Typical Construction Project Cost

Total Project Cost - Budget is typically 120% of Project Cost

