

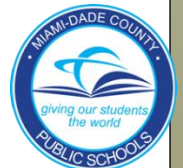


21st Century Schools Bond Advisory Committee

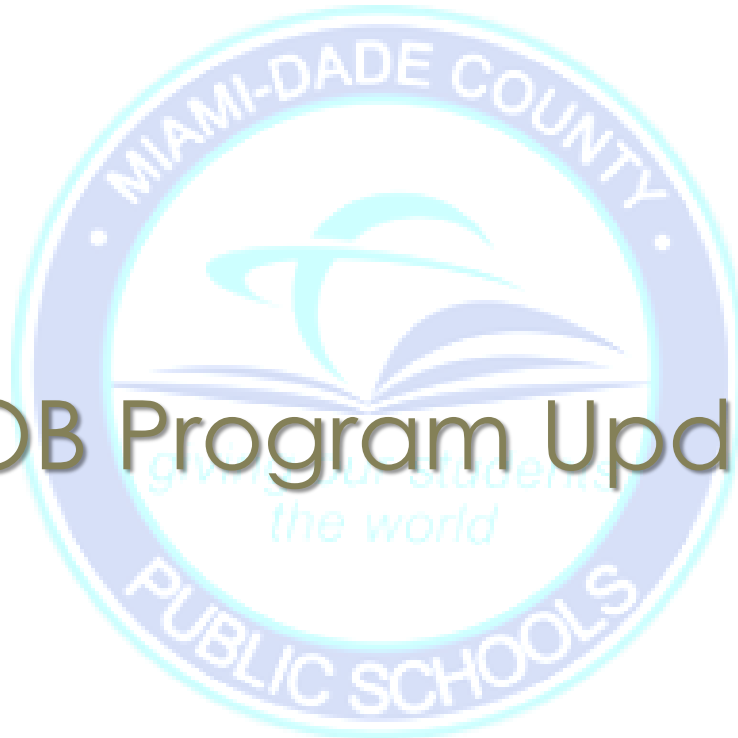
June 11, 2013

Agenda

- I. Call to Order
- II. Roll Call
- III. Welcome
- IV. Approval of Minutes: March 18, 2013
- V. Introduction
- VI. GOB Program Update:
 - A. Office of School Facilities
 - B. Office of Financial Services
 - C. Office of Economic Opportunity
- VII. Action Items:
 - A. Meeting calendar for FY 2013-2014
 - B. GOB Community Outreach Sub-Committee
 - C. Project Delivery Method - Considerations and Decision Matrix
 - D. Proposed Acceleration of Year 3 (FY 2014-15) Projects to FY 2013-14
 - E. Proposed Technology Infrastructure Upgrade under General Obligation Bond
- VIII. Informational Items:
 - A. Implementation of Year 1 Projects
 - B. Introduction of Program Management Support Services (PMSS) Firm
- IX. Old Business: None
- X. Discussion
- XI. Adjournment

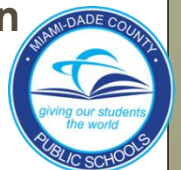


GOB Program Update



Office of School Facilities - Overview

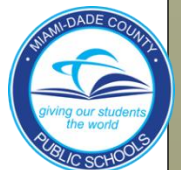
- Starting on April 30, 2013 and continuing through the month of May the District held nine Community meetings (*Dialogue by Design*) on the GOB rollout;
- The Board appropriated approximately \$170 million at the May 8, 2013 meeting to launch the 68 Year 1 GOB projects (Agenda Item E-15 may be viewed at: [May 8, 2013 - Agenda Item E-15](#));
- A Program Management Support Services firm was commissioned by the Board at the May 8, 2013 meeting (Agenda Item F-21 may be viewed at: [May 8, 2013 - Agenda Item F-21](#));
- A kick-off meeting between District staff and PB is scheduled for June 11, 2013;
- Commissioning of design professionals for the other two year 1 GOB funded projects, i.e. Miami Norland Senior partial replacement and new 6th through 12th grade facility at MAST on Virginia Key, are scheduled for Board approval at the June 19, 2013 meeting;
- Work orders for 66 projects with construction values between \$1 million and \$2 million are expected to be issued to design professionals and construction managers before June 30th



Office of Financial Services - Overview

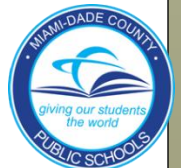
- **Agenda Item E-25 seeking authorization to issue the first GO Bond Series in June/July of this year in an amount of up to \$205 million with a potential second issuance in January of 2014 for an additional amount of up to \$103 million based on favorable terms and conditions, was approved by the Board at the May 8, 2013 meeting. Full Board Item and Treasure Advisory Committee's recommendations can be accessed via link below:**

[May 8, 2013 - Agenda Item E-25](#)



Office of Economic Opportunity - Overview

- The Office of Economic Development continues to conduct community outreach events. Below is a list of events held since the Advisory Committee's meeting of March 18th, as well as **future planned events**:
 - LABA (Latin American Business Association)- Monthly Meetings - MARCH 20 and APRIL 17, 2013
 - Miami-Dade Aviation Department's Minority Affairs Division Community Outreach Meeting - APRIL 5, 2013
 - The Miami-Dade CityDNA Application - APRIL 11, 2013
 - The Miami-Dade Chamber of Commerce (Accessing Your Financial Potential) - APRIL 17, 2013
 - Society for Marketing Professional Services, Small Business are the Backbone of America, APRIL 17, 2013
 - Miami Bayside Foundation, Minority Business Roundtable, APRIL 17, 2013
 - Society of American Military Engineers -APRIL 24, 2013
 - Miami-Dade County Associated Builders and Contractors - MAY 1, 2013
 - Miami-Dade Chamber of Commerce - MAY 16, 2013
 - The Blue Book - MAY 16, 2013
 - MDX: 10th Annual Small, Local & Minority Enterprise Conference - MAY 16, 2013
 - Florida's Turnpike Enterprise Minority Enterprise Contractor Event – MAY 31, 2013
 - CSBE Association Monthly Meeting – JUNE 6, 2013
 - Haitian American Chamber of Commerce (Monthly Meeting) – JUNE 13, 2013
 - Commissioner Barbara Jordan "How to do Business" – JUNE 13, 2013
 - MDC-Dept. of Regulatory & Economic Resources (Monthly Meeting) – JUNE 14, 2013
 - Minority Affairs Division - Miami Dade County – AUGUST 2, 2013

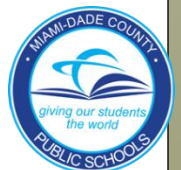


Office of Economic Opportunity - Overview

Disparity Study Update

Key Dates:

- **April 2013**
 - Commenced Data Collection
 - Began Anecdotal
- **May 2013**
 - Completed data collection
- **June 2013**
 - Preliminary Utilization Analysis
 - Preliminary Availability Analysis
 - Preliminary Disparity Analysis
- **July 2013**
 - Completion of Phase 1
 - Provide Final Report on Phase 1 of the study



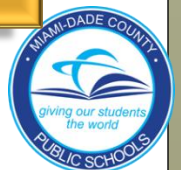


Action Items

Meeting Calendar for FY 2013-2014

- **Recommended Meeting Frequency :
Quarterly**
- **Recommended Meeting Dates:**
 - September 10, 2013
 - December 10, 2013
 - March 18, 2014
 - June 10, 2014

Action Requested: Approve meeting frequency and dates as proposed or with changes



GOB Community Outreach Sub-Committee



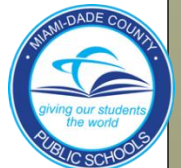
- Over the last month, the District held nine (9) community dialogue meetings across the county at the venues listed below:

- Hialeah-Miami Lakes Senior
- Felix Varela Senior
- Alonzo and Tracy Mourning Senior
- Miami Sunset Senior
- Palmetto Middle
- Coral Gables Senior
- Miami Carol City Senior
- South Hialeah Elementary
- Miami Northwestern Senior

GOB Community Outreach Sub-Committee



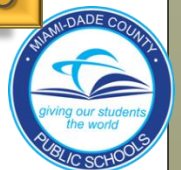
- The purpose of 'Dialogue by Design' meetings was three-fold:
 - To provide an update on the proposed GOB project implementation rollout, including financial tools and opportunities for acceleration;
 - To inform the public of actions taken since passage of the GOB to establish processes, programs and protocols needed to carry out the promises made to the voters (transparency, economic development and maximum private sector participation); and
 - To advance the District's vision of the classroom of tomorrow both from a facilities and technology perspective.



GOB Community Outreach Sub-Committee

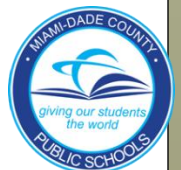
- The community dialogue meetings, both well attended and well received, will need to continue on a periodic and consistent basis as the rollout proceeds
- As a supplement, and in keeping with one of the 21st Century Schools Bond Advisory Committee's responsibilities (i.e. *"... assist in informing the community of the Bond Program progress and participate in District community outreach efforts..."*), it is recommended that the Committee give consideration to the creation of a sub-committee that will work with District staff to develop such a plan

Action Requested: Approve creation of a community outreach sub-committee and make appointments from within membership



Project Delivery Method Considerations

- Part of the project implementation process is an early determination of the design and construction method(s) to be used to deliver a particular project or groups of projects.
- While project implementation can occur in one of several ways, most projects are delivered in one of three basic ways: 1) Design/Bid/Build (a/k/a Hard or Conventional Bid), 2) Design/Build, or 3) Construction Management at Risk.
- The selection of the best delivery method is driven by a number of factors and considerations:
 - Factor 1: Complexity and Innovation
 - Factor 2: Delivery Schedule
 - Factor 3: Level of Design
 - Factor 4: Risk
 - Factor 5: Agency Factors
 - Factor 6: Market Factors
 - Factor 7: Third Party Coordination



Project Delivery Method Considerations

Common Factors Driving Selection of Project Delivery Method

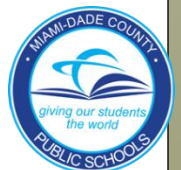
- **Factor 1: Project Complexity**
 - Single new project on clean, ready to build site v. for example a building replacement project on occupied campus or building renovation project with high probability of 'unknown conditions'
- **Factor 2: Delivery Schedule**
 - Project lends itself to linear schedule v. for example need to accelerate certain portions of project or have concurrent phases
- **Factor 3: Level of Design**
 - Project solution is fairly straight-forward v. for example a project which needs to be assessed for different design solutions and/or have greater design customization
- **Factor 4: Risk**
 - Project has low risk level (existing conditions are well known and defined) v. for example a project where unknown conditions require ample opportunities for mitigation and decision-making flexibility



Project Delivery Method Considerations

Common Factors Driving Selection of Project Delivery Method

- **Factor 5: Agency Resource Commitment**
 - Agency commits adequate in-house resources at all levels and thus higher agency (internalized) risk, v. lower level of in-house resource commitment and greater externalization of risk
- **Factor 6: Market Factors**
 - Competitive v. limited supply of labor and/or materials
 - Project lends itself to 'best' upfront price v. qualifications based decision
- **Factor 7: Third Party Coordination**
 - Large number of outside agencies/stakeholders with whom to coordinate project details, including level of required external approvals



Project Delivery Method Considerations – At-a-Glance Summary

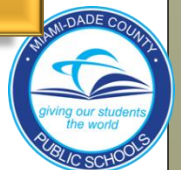
DESIGN-BID-BUILD (HARD BID)	
Pros	Cons
<ul style="list-style-type: none"> ❑ Predictable schedule with defined milestones ❑ Best with linear schedules and low complexity projects such as new buildings on clean sites ❑ Shorter procurement process to get contractor on board ❑ Time to communicate/discuss design with stakeholders 	<ul style="list-style-type: none"> ❑ Linear process can lead to longer duration projects ❑ No interaction between designer and contractor ❑ Errors in design or unknown conditions arising after bidding result in change orders and schedule delays ❑ Low bid selection may not translate into best qualified ❑ Higher risk to owner
DESIGN-BUILD (D/B)	
Pros	Cons
<ul style="list-style-type: none"> ❑ Can accelerate schedule through parallel design-build process ❑ Project schedule risk externalized to D/B team ❑ Contractor has input into design and schedule, thus less risk to owner ❑ Designer and builder become one entity (less opportunities for finger-pointing) ❑ Flexibility in resource loading and scheduling by D/B team 	<ul style="list-style-type: none"> ❑ Procurement is time intensive since before D/B can be commissioned, agency must commission Design Criteria Professional and complete Design Criteria Package ❑ Unknown conditions during design may impact schedule and cost, thus higher risk to owner ❑ Acceptance of quality program and D/B solution can be lengthy and complex ❑ Requires agency's expeditious reviews
CONSTRUCTION MANAGER AT RISK (CMR)	
Pros	Cons
<ul style="list-style-type: none"> ❑ Ability to phase construction ❑ More efficient procurement of long-lead items ❑ Early identification and resolution of design and construction issues ❑ Consistent team involvement minimizes owner's risk as do constructability reviews and Value Engineering 	<ul style="list-style-type: none"> ❑ GMP negotiations can be difficult and lengthy ❑ Strong owner management is required to control schedule ❑ Contingency adjustments need close oversight by owner

Project Delivery Method - Decision Matrix

CONSTRUCTION DELIVERY METHOD DETERMINATION - REPRESENTATIVE SAMPLING

PROJECT SAMPLING	PROJECT COMPLEXITY New (1 pt.) Renovations (2 pts.) Replace & Renovate (3 pts.)	CLEAN & CLEAR SITE Yes (1 pt.) No (2 pts.)	PHASING REQUIRED No (1 pt.) Yes (2 pts.)	POTENTIALLY HIGH LEVEL OF UNKNOWN CONDITIONS No (1 pt.) Yes (2 pts.)	COMPETITIVE MARKET Yes (1 pt.) No (2 pts.)	PROTOTYPE REPEAT Yes (1 pt.) No (2 pts.)	RECOMMENDED DELIVERY METHOD 6-9 pts. Conventional Bid or Design/Build (D/B) 10-13 pts. CM at-Risk (CMR)
Miami Norland Sr	3	2	2	2	1	2	12 = CMR
6-12 Grade @ MAST & Renov.	3	2	2	2	1	2	12 = CMR
Charter Elem in Doral	1	1	1	1	1	2	7 = Bid
American Senior	2	2	2	2	1	2	11 = CMR

Action Requested: Endorse Delivery Method Decision Matrix for application to GOB projects

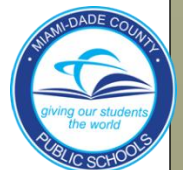


Proposed Acceleration of Year 3 Projects (FY 2014-15) to FY 2013-14

- At its meeting of May 8, 2013 the Board approved Agenda Item E-25, as follows:

APPROVE RESOLUTION 13-062 AUTHORIZING ISSUANCE OF UP TO \$205,000,000 GENERAL OBLIGATION BONDS SERIES 2013 & APPROVE RESOLUTION 13-066 AUTHORIZING ISSUANCE OF UP TO \$103,000,000 FORWARD DELIVERY PRIVATE PLACEMENT GENERAL OBLIGATION BONDS SERIES 2014A WITH CITIBANK, NA

- This action will enable the District to not only issue the first Bond Series in July of this year in an amount of up to \$205M but also forward settle a second issuance in January of 2014 at the same locked-in rate as the first Series plus 22 basis points (interest rate risk reduction strategy) in an amount of up to \$103M.
- A third issuance is planned for June/July of 2014 currently projected to be \$100M. The actual amount may be increased based on updated cash flow projections & market conditions.
- This then presents a unique opportunity to accelerate and start design on 56 projects previously scheduled for FY 2014-15 in FY 2013-14.



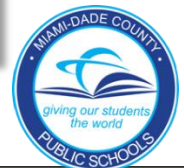
Proposed Acceleration of Year 3 Projects (FY 2014-15) to FY 2013-14

FY 2014-15 Projects Eligible for Acceleration to FY 2013-14

School Name	R=Renovate; RR=Renovate & Replace*
American Senior High	R
Arcola Lake Elementary School	R
Ben Sheppard Elementary School	R
Benjamin Franklin K-8 Center	RR
Biscayne Gardens Elementary School	RR
Charles R. Hadley Elementary School	R
Christina M. Eve Elementary School	R
Coconut Grove Elementary School	R
Comstock Elementary School	RR
Coral Gables Senior High	R

School Name	R=Renovate; RR=Renovate & Replace*
Coral Terrace Elementary School	RR
Cutler Ridge Middle School	RR
Design & Architecture Senior High	R
Devon Aire K-8 Center	R
Dr. Carlos J Finlay Elementary School	R
Ethel Koger Beckham Elementary School	R
Gratigny Elementary School	RR
Greenglade Elementary School	R
Henry H. Filer Middle School	R
Henry M. Flagler Elementary School	RR

*Replacements subject to Castaldi and FDOE approval



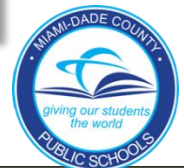
Proposed Acceleration of Year 3 Projects (FY 2014-15) to FY 2013-14

FY 2014-15 Projects Eligible for Acceleration to FY 2013-14

School Name	R=Renovate; RR=Renovate & Replace*
Hialeah Senior High	R
Hialeah-Miami Lakes Senior High	R
Hibiscus Elementary School	RR
Jack D. Gordon Elementary School	R
Jesse J. McCrary, Jr. Elementary School	R
John A. Ferguson Senior High	R
John G. Dupuis Elementary School	R
K-12 @ Annex Completion	NEW
Kenwood K-8 Center	R
Lakeview Elementary School	RR

School Name	R=Renovate; RR=Renovate & Replace*
Lillie C. Evans K-8 Center	RR
M.A. Milam K-8 Center	RR
Mae M. Walters Elementary School	RR
Meadowlane Elementary School	RR
Melrose Elementary School	RR
Miami Beach Senior High	R
Miami Northwestern Senior High	R
Miami Springs Middle School	RR
Neva King Cooper Educational Center	R
Norland Elementary School	RR

*Replacements subject to Castaldi and FDOE approval



Proposed Acceleration of Year 3 Projects (FY 2014-15) to FY 2013-14

FY 2014-15 Projects Eligible for Acceleration to FY 2013-14

School Name	R=Renovate; RR=Renovate & Replace*
Oak Grove Elementary School	RR
Ojus Elementary School	R
Olympia Heights Elementary School	R
Palmetto Elementary School	RR
Parkview Elementary School	RR
Robert Morgan Educational Center	R
Rockway Elementary School	RR
Scott Lake Elementary School	RR

School Name	R=Renovate; RR=Renovate & Replace*
Shenandoah Middle School	R
Silver Bluff Elementary School	R
Southwest Miami Senior High	RR
Springview Elementary School	RR
Sunset Park Elementary School	R
Toussaint L'Ouverture Elementary School	R
Twin Lakes Elementary School	RR
West Miami Middle School	RR

*Replacements subject to Castaldi and FDOE approval

**Action Requested: Endorse Proposed Acceleration of Year 3
Projects from FY 2014-15 to FY 2013-14**



Proposed Technology Infrastructure Upgrade Under GOB

- E-rate and GOB have accelerated establishment of wireless networks in M-DCPS about 5 fold.
- District will have campus-wide wireless access at every site by March of 2014.
- GOB has greatly accelerated deployment of presentation systems (projection, sound and interactive technologies) as well. About 1/3 of classrooms are completed as of now; the GOB will enable remaining classrooms to be completed by January of 2015.
- The wireless and presentation technologies will provide the necessary foundation for the district's transition to digital learning.



Proposed Technology Infrastructure Upgrade Under GOB

- What do we mean by digital learning? Students able to use technology to access information and content. We want them to use technology to:
 - communicate and to collaborate with others;
 - document and demonstrate their learning;
 - create products such as movies, websites, publications, and presentations.
- We want to provide students with great digital content and what is great digital content? Content developed for the medium that takes advantages of the power of technology.



Proposed Technology Infrastructure Upgrade Under GOB

- We seek to provide technology that:
 - is adaptive based on cognitive levels and interests,
 - provides immediate feedback,
 - engages students through use of audio, video, gaming, and social networking features.
- New Common Core State Standards require that students use technology to learn.
- PARCC (Common Core) assessments will be technology based and assess 21st Century skills including information, communication, and technology literacy.



Proposed Technology Infrastructure Upgrade Under GOB

- With the new infrastructure all students will have access to and be able to use technology.

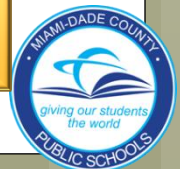


- While the bond will not fund the purchase of student technologies, at the June 19, 2013 School Board Meeting, the District will be seeking permission to purchase a large number of student devices for next school year.

Proposed Technology Infrastructure Upgrade Under GOB

- We will use the district-purchased devices to supplement student-owned devices.
- In general, we want to move towards more flexible learning environments like those in our iPrep academies where students work collaboratively on projects and real world applications, and independently on personalized learning paths.
- Opening fall of 2013, iPrep Math classrooms will expand the use of technology in 49 middle schools for both content delivery and personalization of student learning.
- State statute requires districts to transition to digital materials beginning in 2015-2016. All of these efforts will position the District to make a successful transition.

Action Requested: Endorse Proposed Technology Infrastructure Upgrade

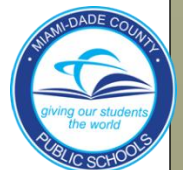


Informational Items



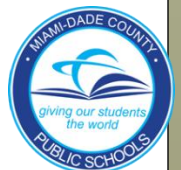
Implementation of Year 1 Projects

- At its meeting of May 8, 2013 the School Board approved appropriations for the GOB year 1 projects in the amount of approximately \$170M.
- 66 of the 68 projects have a construction value between \$1M and \$2M and as previously reported to the Advisory Committee at its inaugural meeting, these projects will be delivered using a cadre of Board commissioned AEPC firms and CM at Risk Contractors (anticipated at 16 and 17, respectively).



Implementation of Year 1 Projects

- To maximize opportunities and promote equitable distribution of work among the firms, projects have been reviewed for geographic proximity and grouped accordingly in series of approximately 4 projects per group.
- This will allow each AEPC firm to be paired with a CM at Risk Miscellaneous firm and each firm to be issued work orders for the projects in their group.
- Firms will be selected for the projects based on an entirely random process.



Introduction of Program Management Support Services (PMSS) Firm

- At its meeting of May 8, 2013 the School Board approved the commissioning of Parsons Brinkerhoff, Inc. (PB) to provide Program Management Support Services (PMSS) to the District in connection with the implementation of the \$1.2B GOB.
- PB is expected to start its assignment by mid-June, 2013.

