

# 21<sup>st</sup> Century Schools Bond Advisory Committee

December 12, 2017



A decorative graphic consisting of four colored squares arranged in a stepped pattern. There are two yellow squares at the top, one orange square in the middle, and one light blue square at the bottom. The squares are slightly offset from each other, creating a sense of depth.

## OFFICE OF SCHOOL FACILITIES UPDATE

## Year 1 (68 Projects, including 1 advanced)

**68**

Substantially completed, including 6-12 Grade Addition at MAST on Virginia Key and Miami Norland Senior High School

# GOB PROJECT UPDATE

Year 2 (79 Projects)	
54	Under \$1M (SBE/MBE): <ul style="list-style-type: none"><li>• All substantially completed</li></ul>
9	With values between \$1M and \$2M: <ul style="list-style-type: none"><li>• All substantially completed</li></ul>
16	Over \$2M: <ul style="list-style-type: none"><li>• 8 substantially completed</li><li>• 8 in construction</li></ul>



Year 3 (54 Projects)	
17	Under \$2M: <ul style="list-style-type: none"><li>• 16 substantially completed</li><li>• 1 in construction</li></ul>
37	Over \$2M: <ul style="list-style-type: none"><li>• 8 substantially completed</li><li>• 17 in construction</li><li>• 12 in bidding or design</li></ul>

Year 4 (50 Projects)	
18	With values between \$1M and \$2M: <ul style="list-style-type: none"><li>• 11 in design/pre-construction</li></ul>
32	Over \$2M: <ul style="list-style-type: none"><li>• 7 in design</li><li>• Balance require architect and contractor commissioning (competitive solicitations ongoing)</li></ul>

## Year 5 (50 Projects) and Accelerated Scope

**12**

Under \$2M, all have been assigned to architects and contractors and currently in scoping or design

**38**

Over \$2M require architect and contractor solicitations

**281**

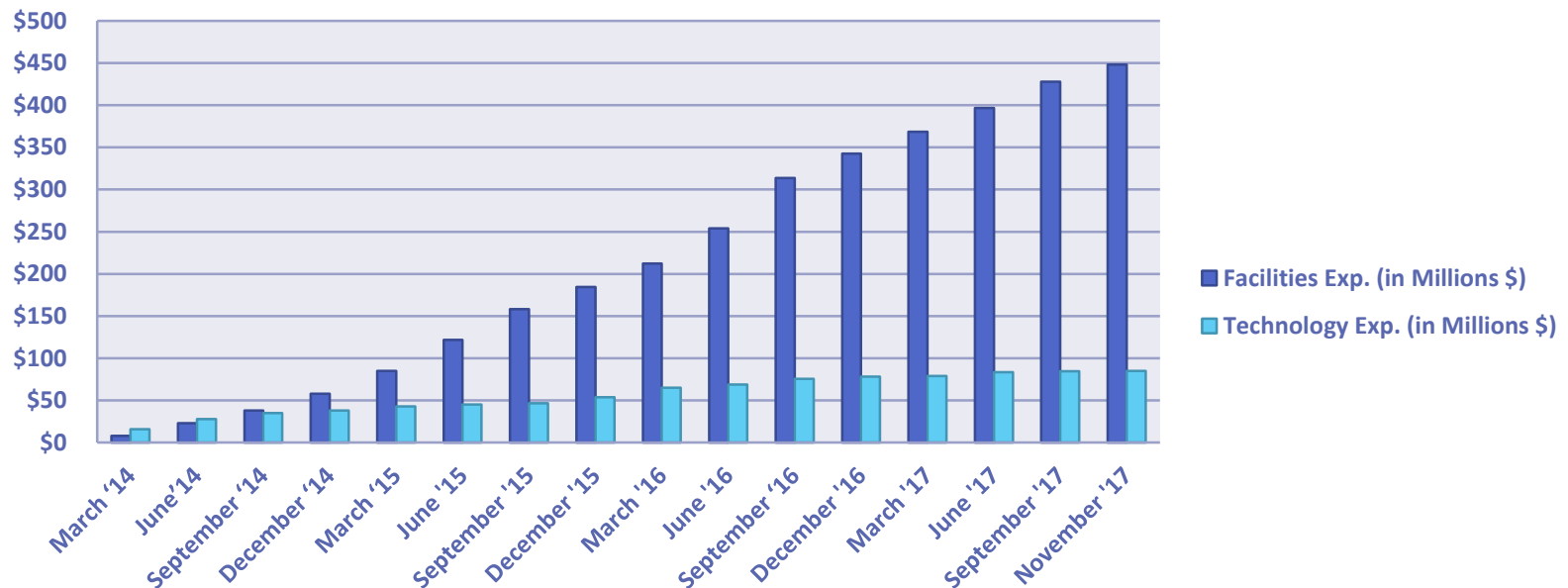
Smaller accelerated projects (playgrounds, portable removal, roofing, air conditioning)

- 222 completed
- 20 in construction
- Balance in design or bidding

# GOB PROJECT EXPENDITURES

Transaction Category	March '14	June '14	Sept. '14	Dec. '14	March '15	June '15	Sept. '15	Dec. '15	March '16	June '16	Sept. '16	Dec. '16	March '17	June '17	Sept. '17	Nov. '17
Facilities Exp. (Millions )	\$8	\$23	\$38	\$58	\$85	\$122	\$158	\$185	\$212	\$254	\$295	\$343	\$369	\$397	\$431	\$448
Technology Exp. (Millions)	\$16	\$28	\$35	\$38	\$43	\$45	\$47	\$54	\$65	\$69	72	\$78	\$79	\$83	\$85	\$85

Expenditures thru 11/30/17

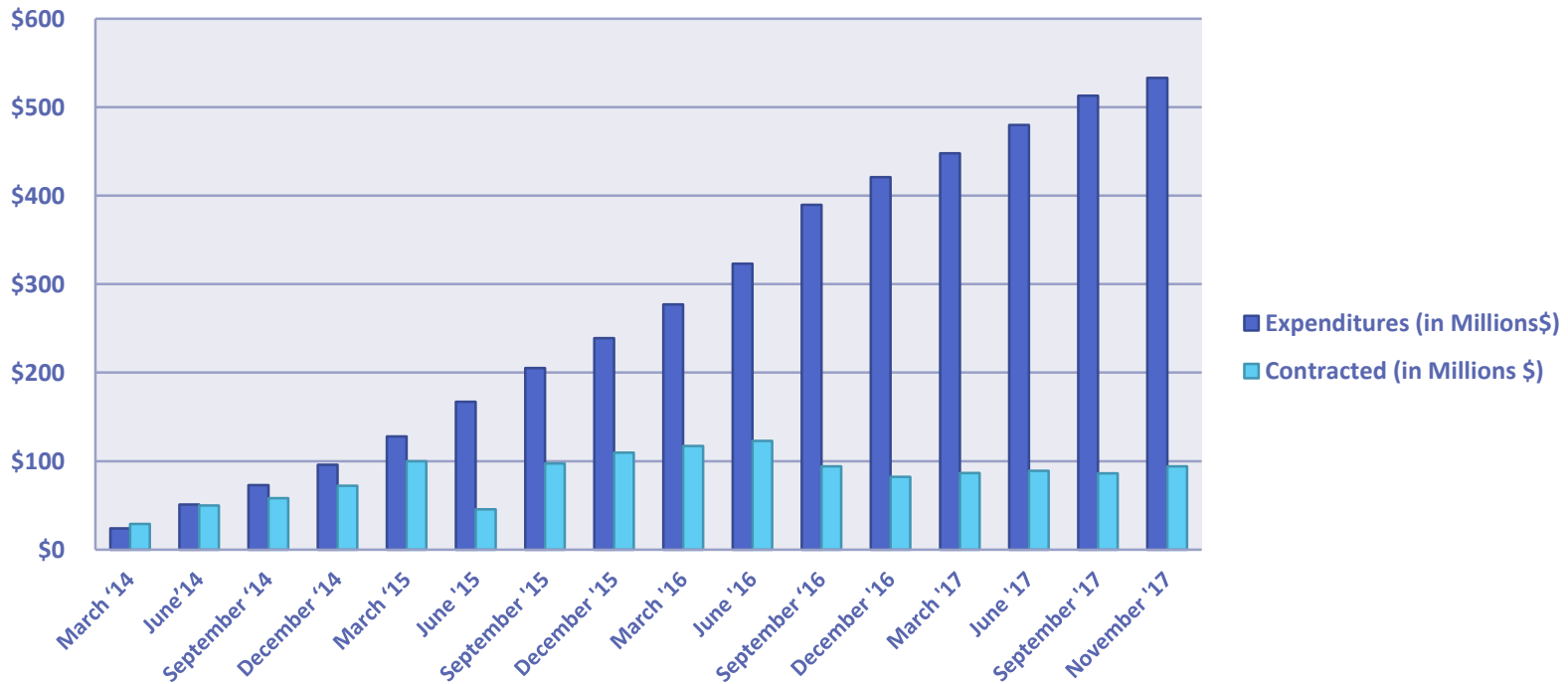


# GOB PROJECT EXPENDITURE & CONTRACTED AMOUNTS

9

Transaction Category	March '14	June '14	Sept. '14	Dec. '14	March '15	June '15	Sept. '15	Dec. '15	March '16	June '16	Sept. '16	Dec. '16	March '17	June '17	Sept. '17	Nov. '17
Expenditures (Millions )	\$8	\$23	\$38	\$58	\$85	\$122	\$158	\$185	\$212	\$254	\$295	\$421	\$448	\$480	\$516	\$533
Contracted (Millions)	\$16	\$28	\$35	\$38	\$43	\$45	\$47	\$54	\$65	\$69	72	\$82	\$86	\$89	\$86	\$94

**Expenditures and Contracted Amounts thru 11/30/17**



# GOB PROJECT EXPENDITURES (as of 11/30/17)

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Cost Category Group Description	Facilities	Technology	Total Exp.
Construction & Preconstruction Services	\$ 269,601,562.21	\$ 5,859,829.37	\$ 275,461,391.58
Furniture Fixtures & Equipment	\$ 3,943,760.62	\$ 75,698,732.70	\$ 79,642,493.32
Direct Purchase of Construction Materials	\$ 63,366,806.38	\$ -	\$ 63,366,806.38
Architectural Engineering Services	\$ 31,557,524.91	\$ 24,182.62	\$ 31,581,707.53
Program Management Services	\$ 23,057,065.62	\$ 219,575.76	\$ 23,276,641.38
Abatement/Overhead	\$ 18,621,511.39	\$ 733,846.00	\$ 19,355,357.39
Maintenance Managed Projects	\$ 17,217,056.21	\$ 1,547,775.48	\$ 18,764,831.69
Building Code Compliance Services	\$ 6,566,478.26	\$ 11,009.00	\$ 6,577,487.26
GOB Financial Services	\$ 4,593,406.93	\$ -	\$ 4,593,406.93
Builders Risk Insurance	\$ 4,503,553.70	\$ -	\$ 4,503,553.70
P/A Systems Services	\$ 1,360,652.05	\$ -	\$ 1,360,652.05
Environmental Services	\$ 1,359,945.09	\$ -	\$ 1,359,945.09
Software	\$ -	\$ 1,209,712.24	\$ 1,209,712.24
Custodial Reimbursement	\$ 808,099.34	\$ 20,576.12	\$ 828,675.46
Printing Services	\$ 707,225.78	\$ 452.02	\$ 707,677.80
Advertising	\$ 229,716.81	\$ -	\$ 229,716.81
Miscellaneous (e.g., Fire Watch, Rekeying, Security Services, Signs)	\$ 169,822.82	\$ -	\$ 169,822.82
Photography Services	\$ 105,153.55	\$ 168.00	\$ 105,321.55
Legal Services	\$ 85,407.44	\$ -	\$ 85,407.44
Reimbursement	\$ 48,527.70	\$ -	\$ 48,527.70
Utility Services	\$ 47,173.90	\$ -	\$ 47,173.90
Estimating Services	\$ 30,758.00	\$ -	\$ 30,758.00
Government Requirement	\$ 1,299.00	\$ -	\$ 1,299.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 447,982,507.71</b>	<b>\$ 85,325,859.31</b>	<b>\$ 533,308,367.02</b>

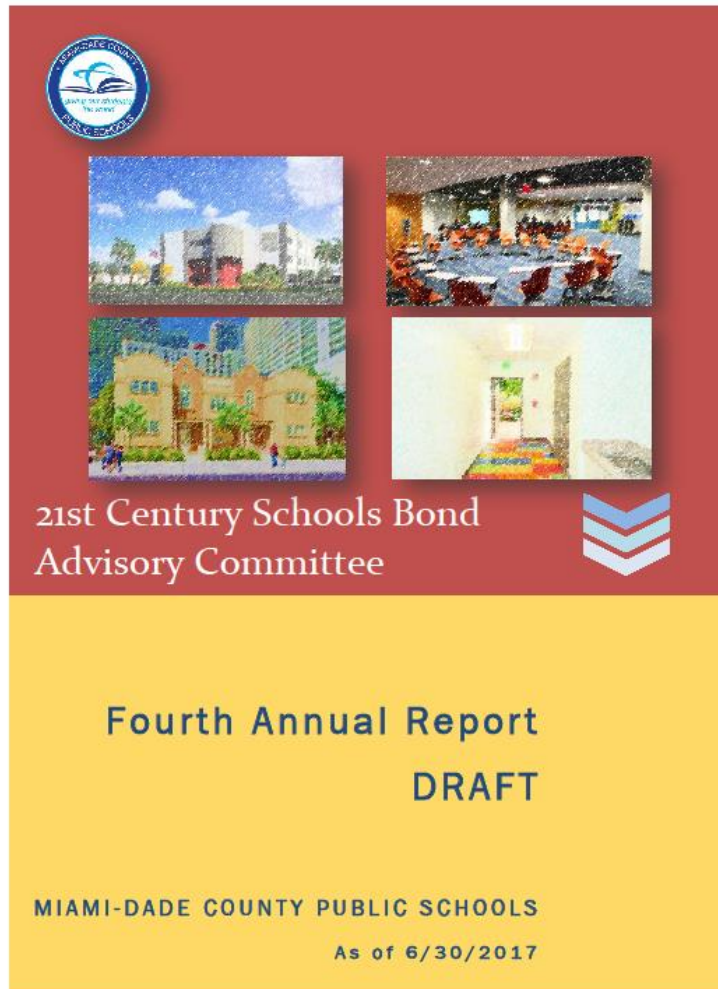


A decorative graphic consisting of several colored squares. At the base is a large light blue rectangle. Above it, on the left, is a yellow square, and on the right is an orange square. In the center, overlapping the base and the other two squares, is a smaller purple square. All squares have a slight 3D effect with shadows.

# FOURTH ANNUAL REPORT

# APPROVAL OF FOURTH ANNUAL REPORT

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## 21st Century Schools Bond Advisory Committee | 2017

### Executive Summary - The Year in Retrospect

June 30, 2017 marks the end of the fourth reporting period in the GO Bond program's implementation, which, for this period only, includes April 1, 2016 through June 30, 2017, following overwhelming approval by the voters of the Bond referendum in November of 2012. During the reporting period, program implementation continued at a steady pace, with several projects completed or actively in construction or design. During this reporting period, we also saw sustained and successful participation by Small and Micro Business Enterprises, with high levels of inclusiveness and diversity among participating sub-consultant and sub-contractor teams. Through June 30 of 2017, the District with close to 800 renovation or replacement projects at different stages, ranging from completed to planning.

The educational environment for students throughout Miami-Dade County continues to be positively transformed as a result of this effort, the primary goal of which is to create sustainable and instructional-appropriate 21<sup>st</sup> Century learning spaces. This extends to ancillary spaces and site improvements, such as new playgrounds, parent drop-off areas, parking and drainage improvements and other site upgrades, all of which collectively provide added value to the overall school experience by students, parents and faculty.

#### Year 1 Projects:

- ✓ Out of 68 projects, all achieved substantial completion.

#### Accelerated Projects (includes scope from projects in Year 1 through Year 5):

- ✓ Out of 264 projects district-wide:
  - ✚ 196 achieved substantial completion;
  - ✚ 22 were in construction; and
  - ✚ The balance was in design or bidding.



# FOURTH ANNUAL REPORT - CONTENT

- The Fourth Annual Report is a high level retrospective of the main activities undertaken by the District in its continued implementation of the GO Bond program;
- This Report covers 15 months (April 1, 2016 through June 30, 2017) rather than the customary 12-month period;
- The one-time period adjustment was endorsed by the Committee so that future years' reports will align with the fiscal year;



# FOURTH ANNUAL REPORT-CONTENT (Cont'd)

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- Committee governance and membership;
- Executive Summary describing:
  - Level of effort for projects in years 1 through 5 as well as accelerated scope;
  - S/MBE related activities, most notably, the first two documents issued to the Board on S/MBE and M/WBE project participation;
  - Financial activity, in terms of expenditures and contracted amounts through the end of the reporting period

21st Century Schools Bond Advisory Committee 2017

**REPORTING AS OF APRIL, 2017**

MEMORANDUM

TO: The Honorable Chair and Members of The School Board of Miami-Dade County, Florida

FROM: Alberto M. Carvalho,

SUBJECT: OFFICE OF ECONOMIC OPPORTUNITY

The Office of Economic Opportunity (OEO) is responsible for the growth of Small/Micro Business Enterprises (M/WBE) through its contract review and monitoring agencies, quasi-public agencies, and that local S/MBE's and M/WBE's with the School Board of Miami-Dade for all segments of the contract 6320.02. In the past, data and monthly basis. These established continue, and new monitoring and additional updates will include information that we are not only engaging firms those strategies that lead to increased

**Monthly Certification Report**  
As of April 2, 2017, the OEO Certified MBE, and/or M/WBE. The report broadening the pool of certified firms.

Total Number of Firms	Category
238	African-American
27	Asian-American
461	Hispanic-American
2	Native-American
43	Non-Minority
10	Service-Disabled Veteran
63	Women (Caucasian Females)
844*	

\*The Office of Economic Opportunity certifications based upon the report.

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21st Century Schools Bond Advisory Committee 2017

**REPORTING AS OF MAY, 2017**

MEMORANDUM

July 11, 2017

TO: The Honorable Chair and Members of The School Board of Miami-Dade County, Florida

FROM: Alberto M. Carvalho, Superintendent of Schools *AM*

SUBJECT: STAFF FOLLOW-UP: BOARD MEETING OF MAY 24, 2017, AGENDA ITEM H-5, GOB PROGRESS AND ACCOUNTABILITY

At the School Board meeting of May 24, 2017, the Board approved Agenda Item H-5, proffered by School Board Member Dr. Dorothy Bendross-Mindingall and co-sponsored by School Board Members Ms. Lubby Navarro and Ms. Mari Tere Rojas. Agenda Item H-5 requested that the Superintendent provide a comprehensive report on General Obligation Bond (GOB) projects, detailing small and minority business participation and local workforce hiring by July 12, 2017.

The Board was provided an update regarding the status of the Online Diversity Compliance System, which will be fully implemented by fall 2017, at the Facilities and Construction Committee meeting of June 14, 2017. As shared at Committee, the Contract Compliance module is now live and can provide reports for awards and payments for prime architects, engineers, consultants, and contractors as well as subcontractors/sub-consultants, inclusive of Small/Micro Business Enterprises (SMBW) and Minority/Women Business Enterprises (M/WBE) certification. Although a priority for initial data uploads have been the GOB funded projects, other facilities and goods and services contract data will also be included in this module.

Further, as you may be aware, the Office of Management and Compliance Audits is currently reviewing the initial 65 closed GOB projects uploaded into the online system. Once this review is finalized, any recommendations for improvement or modification that emerge will be appropriately integrated into the system and an updated data analysis will be provided. Additionally, to ensure the greatest level of accuracy and to dispel questions regarding the District's implementation of S/MBE and M/WBE certification programs, the School Board Attorney's office has engaged Mr. Franklin Lee as external counsel to review and provide commentary regarding the current implementation of program policies and procedures.

A summary of the data related to the District's utilization of S/MBE and M/WBE certified firms for GOB projects through May 31, 2017, is provided below. Tables providing more detailed information regarding both award and payment amounts to primes and subcontractors are attached for your information.

- A total of \$399,576,881 has been awarded for GOB projects, and \$337,022,301 has been paid out to all prime firms for their work. Of the total awarded to date, 6.64% has been awarded to African American primes; 2.40% to non-minority women primes; and 54.66% to Hispanic American primes.
- Additionally, \$228,912,895 of the total amount awarded, or 57.29%, has been awarded to primes that are M/WBE certified. Of this total, 15.09% was awarded to African American-owned firms; 4.05% to non-minority women-owned firms; and 80.86% to Hispanic American-owned firms.

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# FOURTH ANNUAL REPORT-CONTENT (Cont'd)

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- A program update section with more detailed information on program adjustments, project activity and lessons learned
- A summary of expenditures from program inception through the end of the reporting period in the following formats:
  - Expenditures by cost group for both facilities and technology
  - Expenditures by vendor
  - Expenditures by project number
- A GO Bond financing update

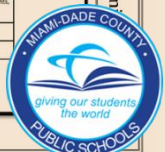
COST CATEGORY			
21st Century Schools Bond Advisory Committee 2017			
GOB Expenditures by Cost Category Groups through June 30, 2017			
Cost Category Group Description	Facilities	Technology	Total Expenditures
Abatement/Overhead	\$ 18,621,511.39	\$ 733,846.00	\$ 19,355,357.39
Architectural Engineering Services	\$ 29,037,673.86	\$ 24,182.62	\$ 29,061,856.48
	191,147.02	\$ -	\$ 191,147.02
	85,543.55	\$ 168.00	\$ 85,711.55
	100,376.30	\$ -	\$ 1,003,376.30
	\$ 1,598.30	\$ 4,835.00	\$ 6,046,533.30
	\$ 5,626,311.57	\$ 251,883,207.35	\$ 257,509,518.92
	\$ 20,576.12	\$ 743,895.12	\$ 764,471.24
	\$ -	\$ 30,758.00	\$ 30,758.00
	\$ 74,244,726.17	\$ 77,321,958.03	\$ 148,566,684.20
	\$ -	\$ 118,607.90	\$ 118,607.90
	\$ -	\$ 755.00	\$ 755.00
	\$ -	\$ 4,503,553.70	\$ 4,503,553.70
	\$ 1,547,775.48	\$ 15,567,095.79	\$ 17,114,871.27
	\$ -	\$ 81,229.74	\$ 81,229.74
	\$ -	\$ 58,467,388.63	\$ 58,467,388.63
	\$ -	\$ 833,963.77	\$ 833,963.77
	\$ 219,575.76	\$ 21,788,317.59	\$ 22,007,893.35
	\$ 452.02	\$ 655,566.45	\$ 656,018.47
	\$ -	\$ 44,927.70	\$ 44,927.70
	\$ 1,209,712.24	\$ 1,209,712.24	\$ 2,419,424.48
	\$ -	\$ 4,591,879.93	\$ 4,591,879.93
	\$ -	\$ 47,173.90	\$ 47,173.90
	\$ 83,632,160.98	\$ 493,730,973.48	\$ 577,363,134.46

VENDOR			
21st Century Schools Bond Advisory Committee 2017			
GOB Expenditures by Vendor and Program Group through June 30, 2017			
Vendor Name	Total Expenditures		
A & B HARDWARE/UMER INC.	\$ 937.84		
A AFFORDABLE CARPETMAINTENANCE	\$ 26,448.86		
A AND B PIPE & SUPPLY CO	\$ 7,691.36		
A. FALFRO TRUCKING, INC.	\$ 45,079.50		
AAA AUTOMATED DOOR REPAIR INC.	\$ 8,581.74		
AAA FLAG & BANNER MFG CO	\$ 9,070.74		
ABC-BANGUNG INC.	\$ 11,446.41		
ABC SUPPLY CO INC.	\$ 44,441.89		
ABC COMPANY, INC.	\$ 207.00		
ABOVE INTERIOR DISTRIBUTORS INC.	\$ 12,710.52		
ACAC ASSOCIATES INC.	\$ 408,660.39		
ACCESS BUILDERS, INC.	\$ 44,150.00		
ACCO BRANDS USA LLC	\$ 6,053.96		
ACTUAR INC.	\$ 8,150,578.29		
ACE EDUCATIONAL SUPPLIES INC.	\$ 3,975.37		
ACE Flooring Systems, Inc.	\$ 8,249.45		
ACE PUMP & SUP			
ACE SERVING & V.			
ACQUITY ENGINE			
ACTION SOD & LI			
ACTION SUPPLY C			
ADOREL CONCRE			
ADVANCE SECUR			
ADVANCED RECR			
AFR SCHOOL SUP			
AIRQUEST ENVIR			
ALDORA ALLUMIN			
ALL AMERICAN PI			
ALL COUNTY MAJ			
ALL POINTS DESK			
ALL RACK & SHI			
ALL SOUTH LEIG			
ALL SPECIALTY SA			
ALLEGREZ ARCHI			
ALL PUMP INC.			
ALLIED CONTROL			
ALLIED INTERIOR			
ALLIED PAPER CO			
ALUM METAL LLC			
AMEC FOSTER W			
AMERICAN BAPA			
AMT DISTRIBUTO			
AMON ENTERPRI			
AMPCO PRODU			
ANXTER			
ANXTER POWER			

PROJECT #			
21st Century Schools Bond Advisory Comm			
GOB PROGRAM EXPENDITURES BY PROJECT THROUGH JUNE 30, 2017			
FACILITY	PROJECT #	BUDGETED	EXPENDITURES
0001 - AIR BASE K-8 CTR INT'L EDUC	01440800	\$ 5,302,738.00	\$ 421,082.47
0041 - AIR BASE K-8 CTR INT'L EDUC	01528400; 01420000	\$ 18,680.00	\$ 255,884.41
0071 - EUGENIA B. THOMAS K-8 CENTER	01331100	\$ 126,330.00	\$ 295,431.72
0081 - LENORA B. SMITH ELEMENTARY	01529200	\$ 3,235,382.00	\$ 91,144.01
0081 - LENORA B. SMITH ELEMENTARY	01529201	\$ 392,000.00	\$ 43,278.07
0091 - BOB GRAHAM EDUCATION CTR	01529400; 00715100	\$ 551,066.00	\$ 556,052.83
0091 - BOB GRAHAM EDUCATION CTR	01529401	\$ 26,466.00	\$ 18,739.12
0092 - NORMAN'S HOLLOW PLAZA GOLF	01414000	\$ 8,368,998.00	\$ 34,402.80
0093 - ARCOLA LAKE ELEMENTARY	01432500	\$ 3,879,511.00	\$ 503,433.74
0093 - ARCOLA LAKE ELEMENTARY	01432501	\$ 62,330.00	\$ 62,468.00
0093 - ARCOLA LAKE ELEMENTARY	01432502	\$ 141,409.00	\$ 6,523.18



# APPROVAL OF FOURTH ANNUAL REPORT

- District provided link to the Fourth Annual Report Draft to Committee members on December 6, 2017
- A hard copy was also delivered to each Committee member for ease of access and reference
- Members were requested to provide any desired comments prior to the meeting
- AS NO COMMENTS OR REQUESTS FOR CHANGE WERE RECEIVED AS OF DECEMBER 11, 2017, IT IS RECOMMENDED THAT THE FOURTH ANNUAL REPORT BE APPROVED BY THE COMMITTEE FOR TRANSMITTAL TO THE BOARD, ONCE THE CHAIR'S LETTER IS INSERTED IN THE DOCUMENT





GOB MID-POINT

- As evidenced by the documented level of effort, the GOB program implementation is roughly at its mid-point
- Intentionality and reflection are inherent in this body of work and the quality of the deliverables is readily demonstrable
- The mid-point milestone presents another opportunity for self-evaluation and recalibration



# MID-POINT AUDITS AND ASSESSMENTS

- A number of reviews of specific aspects of the GOB program implementation have been initiated and/or completed by the following entities:
  - the State of Florida Auditor General,
  - the District's Office of Management and Compliance Audits, (OMCA), and
  - the Office of the Inspector General (OIG)
- These reviews are in addition to the customary Comprehensive Annual Financial Audit, the latest of which was received by the Board at its December 2017 meeting, with no findings or unquestioned costs



# MID-POINT AUDITS AND ASSESSMENTS

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- The State of Florida Auditor General conducted an Operational Audit of various aspects of the District's operations and released its report in March of this year for the period ending June 30, 2016
- The Audit included a record examination of "25 significant construction contracts" with no findings issued (see Audit Report excerpt below)

- From the population of 145 significant construction contracts with expenditures totaling \$134.6 million during the audit period, selected 25 significant construction contracts with expenditures totaling \$73.7 million. For these 25 contracts, we:
  - Examined records to determine whether the construction managers were properly selected.
  - Evaluated District procedures for monitoring subcontractor selection and licensure and examined records to determine whether subcontractors were properly selected and licensed.
  - Examined records to determine, as applicable, whether the architects and engineers were properly selected and adequately insured.
  - Determined whether the District established written policies and procedures addressing negotiation and monitoring of applicable general conditions costs.
  - Examined records supporting all payments to construction managers to determine whether District procedures for monitoring payments were adequate and payments were sufficiently supported.



# MID-POINT AUDITS AND ASSESSMENTS

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- OMCA has conducted or is in the process of completing the following assessments:
  - Audit of Construction Program Management Support Services Contract – Presented to the Board at December 14, 2016 meeting  
<http://pdfs.dadeschools.net/Bdarch/2016/Bd121416/agenda/e90rev.pdf>
  - Audit of 65 Financially Closed Projects for Validation of Contactor Utilization – Presented to the Board at November 15, 2017 meeting  
<http://pdfs.dadeschools.net/Bdarch/2017/Bd111517/agenda/E86.pdf>
  - Audit of 10 Completed Projects – On-going



# Mid-Point Assessment

- The OIG has released the following two assessments:
  - Final Report of Inspection of Selected Contractors' S/MBE Utilization Goals – Presented to Committee at the June 20, 2017 meeting (posted on Bond website)  
[http://bondsfor schools.dadeschools.net/pdfs\\_2017/GOBIG\\_0013%20Final\\_Report\\_6.15.17.pdf](http://bondsfor schools.dadeschools.net/pdfs_2017/GOBIG_0013%20Final_Report_6.15.17.pdf)
  - Fronting by M/WBE Electrical Subcontractor, Complete Power Systems – Presented to Committee at the October 24, 2017 meeting (posted on Bond website)

[http://bondsfor schools.dadeschools.net/pdfs\\_2017/OIG\\_Report-Investigation\\_SB-1516-1006-102417.pdf](http://bondsfor schools.dadeschools.net/pdfs_2017/OIG_Report-Investigation_SB-1516-1006-102417.pdf)



- Additional audits of specific elements of the GOB program are included in the OMCA Audit Plan for 2018, as further informed by Board Items H-3 and H-10, approved by the Board at the November 15, 2017 meeting

<http://pdfs.dadeschools.net/Bdarch/2017/Bd111517/agenda/h3rev.pdf>

(link to November 2017 Board Item – H-3)

<http://pdfs.dadeschools.net/Bdarch/2017/Bd111517/agenda/h10rev.pdf>

(link to November 2017 Board Item – H-10)

<http://www.dadeschools.net/schoolboard/agenda/e87rev.pdf> [link to Audit Plan (Board Item E-87 – December 6, 2017)]



- While all findings and observations in the audits and assessments are valuable as a catalyst for improvement, the District is focusing more specifically on areas that, if unaddressed:
  - may allow for the erosion or weakening of processes and procedures, and just as importantly,
  - adversely impact the integrity of program delivery and the desired outcomes



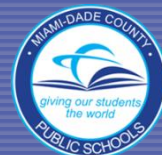
- Out of the various audits and assessments conducted to date (some of which were initiated at the request of the Superintendent or as a referral from District staff) one area of operation merits immediate attention and strengthening of current procedures
- That area deals with requests for sub-contractor substitutions initiated by primes, and the ensuing action on such requests by the District, including formal documentation



- Strengthening process and procedures in this area will, at a minimum, consist of:
  - implementation of a customized form with specific sign-off checkpoints by senior Facilities and OEO staff to ensure the substitution requests are in line with the S/MBE and M/WBE commitments for goal participation,
  - inclusion of replacement memorandum(a) of understanding with the substitution request form, fully executed by the prime and the replacement sub-contractor(s) specifying the terms of their agreement, specifically as to % participation and dollars
  - updating by OEO of sub-contractor information in the online compliance system



- This process improvement will ensure that:
  - requests for substitutions are reviewed interdepartmentally, uniformly processed and recorded;
  - approved changes are accurately reflected in the OEO online compliance monitoring system so that both prime firms and subs can self-report and validate actual participation levels;
  - approved changes are captured in the building permit compliance system, specifically for those disciplines that require licenses, to facilitate verification of full compliance at any given time



# GOB 2018 MEETING DATES



Wednesday, March 14, 2018

Tuesday, June 12, 2018

Tuesday, September 11, 2018

Tuesday, December 11, 2018

