

**MEETING OF THE 21<sup>ST</sup> CENTURY SCHOOLS BOND ADVISORY COMMITTEE**  
**MEETING MINUTES – June 9, 2015**

The 21<sup>st</sup> Century Schools Bond Advisory Committee (Committee) met on June 9, 2015 in Conference Room 916 of the School Board Administration Building. Chairman Martinez called the meeting to order at 3:00 p.m.

**Committee Members**

Mr. Roberto Martinez  
Ms. Cindy Lerner  
Mr. Cecil T. Daniels  
Mr. Anthony Dawsey  
Dr. Jaap Donath  
Mr. T. Willard Fair  
Ms. Marlen Martell

Ms. Gepsie Metellus  
Rev. Guillermo Revuelta  
Mr. Alan Rubin  
Mr. Paul Wallace  
Ms. Carol Graham Wyllie  
Ms. Julie Williamson

**Ex-Officio Non-Voting Members**

Mr. Jose Montes de Oca  
Mr. Jaime G. Torrens  
Mr. Jose Dotres  
Ms. Mary Cagle

**Alternates**

Mr. Alex J. Gonzalez  
Mr. Rayfield McGhee Jr.

**Miami-Dade County Public School Attendees**

Mr. Alberto M. Carvalho  
Dr. Lawrence Feldman,  
Board Vice Chair  
Dr. Marta Perez  
Mr. Walter J. Harvey  
Mr. Carl Nicoleau  
Ms. Tabitha Fazzino  
Ms. Ana Rijo-Conde  
Mr. Raul F. Perez  
Mr. Brian Williams  
Mr. Leo Fernandez

Mr. David Coleman  
Mr. Cedric McMinn  
Ms. Raquel Alexander  
Ms. Dalia Rosales  
Ms. Maloy Castro Morales  
Mr. Thomas Knigge  
Mr. Victor Alonso  
Ms. Ana R. Craft  
Ms. Marisol Marin  
Ms. Tammy Reed

**Other Attendees**

Ms. Judy Carty  
Mr. Ron Frazier  
Ms. Gabriela Cantero  
Mr. Charles Nyarko

**Recording Secretary**

Ms. Erika Duarte

Mr. Martinez called the meeting to order and stated that voting would be delayed until later. He asked that Ms. Cindy Lerner, Vice Chair, begin her presentation since she would have to leave early.

Mr. Lerner spoke of her interest in sustainability and resiliency, adding that she is Chair of the National League of Cities Energy, Environment and Natural Resources Committee. This has afforded her the opportunity to remain abreast of efforts being implemented nation-wide, in turn allowing her to keep the South Florida community informed and involved when at all possible. Ms. Lerner noted her particular interest in addressing challenges associated with climate change and sea level rise. Ms. Lerner also noted her office's work with schools within the Village of Pinecrest for the past six years in an effort to advance sensitivity and understanding of what the aforementioned

principles mean and incorporating them into learning objectives through the teachers, the PTA and through School Operations.

Shortly after the creation of this Advisory Board, it became clear that it was important for M-DCPS to address long-term future needs in the areas of sustainability and resiliency. Ms. Lerner expressed her hope that the District would explore energy efficiency and renewable energy. This will likely prove challenging given the lack of legislative support at the state level. In comparison to the rest of the nation, Florida is not on par in terms of energy efficiency and renewable energy initiatives. Ms. Lerner noted that in the Village of Pinecrest, codes and regulations were adjusted so that new homes and commercial buildings take renewable energy into consideration, making it easier for future installations should the owner elect to install energy efficient products.

Ms. Lerner stated that in her opinion, every school once completed should be as efficient as possible, including solar energy. To that end, the US Department of Energy's website provides information on initiatives being implemented in various communities. Ms. Lerner noted the efforts of Broward County and Palm Beach County.

Mr. Martinez then recognized Mr. Alberto Carvalho, Superintendent of Schools, who had joined the Committee.

Mr. Torrens expressed the District is extremely serious in its consideration of energy and utility conservation and shared how even in the first Bond referendum over 20 years ago, a cutting edge energy performance contracting program had been implemented. He noted that while due to lack of state incentives, implementation of alternative energy sources is not as cost effective as it is in other states there are still opportunities available. One of the District's objectives for the coming year is the implementation of another phase of the Guaranteed Energy Performance Contract, which has been approved by the Superintendent to complement the Bond. Mr. Torrens indicated this would be the right tool to advance energy efficiency on a guaranteed basis, as any energy efficient projects must be paid from the savings.

Mr. Carvalho welcomed the Committee and thanked them for their contribution to ensuring the viability and accuracy of the Bond rollout. He pointed out that the Committee had received a draft of the Second Annual Report. One of the many items detailed was the analysis related to Phase 1 of the Disparity Study. Mr. Carvalho indicated he had found some elements within the report to be troubling, resulting in the decision to both re-verify the findings via an audit by the Independent Chief Auditor, and commissioning a third party expert to conduct the equivalent of a mini Disparity Study specific to one of the four areas declared under the draft report. This mini study would be finalized soon. As promised, the District was moving in the direction of bringing forth Board-approved policies and restoring some MWBE features to protect and augment opportunity while not slowing down the implementation of the Bond.

Mr. Carvalho noted he would expect the report and associated implementing recommendations to materialize within 45 to 60 days, and indicated he felt the

community would be satisfied with the results. Additionally, the Second Annual Report also detailed completion of projects, projects underway, projects being commissioned, and lastly a reduction of between a year to a year and a half of the Bond implementation timeline.

Mr. Carvalho then spoke of some of the challenges including the escalating cost of construction, mainly driven by private sector activity. As such, the District's objective would continue to be to move ahead aggressively and attempt to secure favorable prices. He noted that at the June Board meeting alone, there would be 9 commissioning items for approval, including commissioning of the first African American prime architectural firm in many years. Another example of a promise made and a promise kept.

Mr. Carvalho then reminded the Committee of the on-going replacement of the Miami Norland Senior high School, the largest single investment in the GOB, a \$40 million project. Also noteworthy on the opposite side of the county is funding for Miami Palmetto Senior High School, which although not originally slated to be a replacement, with input from the Village's Mayor and community feedback, coupled with availability of additional funding, had evolved into a major replacement project. Mr. Carvalho expressed his satisfaction with the progress made, but noted the urgency in remaining ahead of the curve. He thanked the Committee on behalf of Miami-Dade County Public Schools for all their work on the Committee.

Mr. Martinez then described his visit to a school during the Adopt a School program. He noted that although there a scope and budget are created pursuant to an inventory of needs undertaken prior to the Bond's inception, often, after on-site visits, modifications in scope and/or increased funds are warranted. Mr. Carvalho concurred and added that there have also been instances where the opposite was the case allowing the surplus after Board approval to be reinvested into other projects.

The Chair then directed the Committee's attention to Mr. Torrens for the project updates.

**Mr. Torrens provided an Update on the Year-1 Project Rollout as follows:**

- 32 projects with substantial completed
- 34 in Construction
- 2 in bidding
- M.A.S.T. @ Virginia Key to be completed and occupied by August 2015
- Miami Norland Senior replacement to be completed and occupied in August 2016
- An additional 23 smaller projects were accelerated containing critical scope such as air conditioning, portable removal, and playgrounds;
- Nearly two thirds of the accelerated projects added to Year 1 have been completed

**Mr. Torrens then provided an Update on the Year-2 Project Rollout as follows:**

- Total of 79 projects
- 54 assigned to Small/ Micro business firms
  - 10 in construction
  - 41 in design or bidding
  - remainder in scoping
- All projects in the \$1-\$2 million grouping in construction
- Projects over \$2 million
  - 15 with contracts assigned
  - 1 in Construction

Mr. Torrens reminded the Committee that the addition project at D.A.S.H., previously discussed by the Committee, was presented to the Board requesting authorization to explore more significant opportunities in the Design District, where the school is located. The current school site is a significant real estate asset. The possibility of building a new school is being explored. Mr. Torrens expressed his enthusiasm over the prospect of a new building with any additional revenue generated from the real estate asset to be re-directed to other needs. Mr. Martinez inquired if the students, teachers and parents have been kept informed. Mr. Torrens indicated this would be an on-going conversation with the stakeholders.

**Mr. Torrens next provided an Update on the Year-3 Project Rollout as follows:**

- 54 projects total
  - 37 projects over \$2million
  - Solicitations grouped as previously discussed
  - 2 project groups reserved for Small/Micro Sheltered Markets businesses
  - A/E solicitations for the first groups issued in March
  - Solicitations for remaining projects to continue until completion

Mr. Torrens noted the grouping model has been very successful in distributing work to qualified firms. The first group of Year-3 project solicitations consisting of 9 projects worth approximately \$31 million resulted in the following:

- 7 different prime Architects selected
- All are Small/Micro Businesses and MWBE certified
- All projects had additional sub-consultants goals for Small/Micro businesses of at least 15%
- 14 different sub-consultants involved
- First Certified Asian American firm

Mr. Torrens specifically referred to a notable achievement directly resulting from the Small/Micro business program, i.e. two firms first commissioned as Small/Micro Businesses for projects under \$1 million, now successful in competing for larger projects between \$3 and \$5 million: Carty Architects and Nyarko Architects. Mr. Torrens asked Mr. Nyarko and Ms. Carty, in attendance, to share their experience working with the School Board on the GOB program. Mr. Nyarko expressed his satisfaction with the program's implementation noting that it has been a tremendous experience with additional great opportunities in the future. Ms. Carty stated that the format being used by M-DCPS in grouping projects is much more efficient from the responders' end, adding that proposal preparation is an extensive process. She further noted that this new method is a game changer which will allow many more additional firms to become involved. Mr. Torrens then informed the Committee that Small Business Architects and Contractors meet with the District on a quarterly basis, where they provide recommendations for implementation, and which M-DCPS takes into consideration. Ms. Carty attested to this noting their input at these quarterly chats is taken into consideration.

Dr. Donath asked how working with government contracts may impact the firms' ability to compete in the private sector, and whether it is advantageous. Ms. Carty noted that while the impact and advantages may not be seen immediately she rather expects to see the gains in the long run because building a portfolio is crucial to a small firm like Carty Architecture. It certainly has a positive effect when it comes to hiring workforce. Mr. Nyarko agreed with Ms. Carty and also commended the work accomplished by the OEO. Mr. Torrens pointed many of the design professionals recognize the importance of reaching or exceeding the established participation goals set forth by the District.

Mr. Torrens moved ahead to Program Adjustments. He explained that up for the Committee's consideration was a recommendation to reallocate funds in the amount of \$391K for completion of additional critical work at South Hialeah Elementary. Mr. Martinez asked that this item be addressed later in the meeting.

**Mr. Torrens next provided an Update on the Year-4 Project Rollout as follows:**

- 50 projects total
- 39 projects over \$2 million
- Solicitations to be issued through groupings
- Sheltered Market opportunities to be developed in conjunction with OEO
  - Construction delivery methods to be based on the previously approved protocol : CM @ Risk for renovations/ work on existing sites and Hard Bid for new construction projects
- 11 projects under \$2 million (AEPC) already assigned

Mr. Martinez recognized Dr. Marta Perez, Board Member, who had joined the meeting. Mr. Torrens introduced the School Board Treasurer, Mr. Leo Fernandez, who provided an update on the GOB financials. Mr. Fernandez advised the District is watching the cash flow needs closely so as not to impose an unnecessary additional burden on the taxpayers. Cash flow projections were presented and voted on by the Treasury Advisory Committee and the Board, resulting in a recommendation to issue an additional \$200 million. Mr. Fernandez indicated the goal is to go into the market in July and secure the lowest possible interest point. Taxpayers will see a gradual increase in their taxes of roughly \$18 per every \$100,000. Ms. Wyllie asked what the term would be and Mr. Fernandez indicated it would likely be 30 years. Mr. Rubin asked about the prior Bond and Mr. Fernandez noted the current tax burden is \$10 per \$100,000 at this time.

Dr. Feldman, Board Vice-Chair, noted that during the previous Bond referendum a concern had been that funds would be depleted prior to concluding the program. He pointed out that costs are expected to rise as the program is rolled, and suggested that consideration be given to the possibility of borrowing a larger sum of money but not using it until necessary. Dr. Feldman's concern was over schools slated to begin work during the latter years of the Bond. Mr. Torrens assured that the District has accelerated the pace as much as reasonably possible in an effort to reduce the impact of rising construction costs on future projects. Mr. Rubin inquired if instead of reallocating excess money early in the Bond, it may prove more beneficial to expend each project's funding, and later at the end of the Bond program, go back and finish any extra work with whatever funds are available at that time. Mr. Torrens noted that this would more than likely result in significantly higher spending because of inflation in construction costs among other factors. Mr. Torrens reminded the Committee of its decision to balance each Year's fund prior to moving to the next year, and added that he is open to any different recommendations from the Committee. Ms. Wyllie pointed out that costs are driven from supply and demand, and added that the industry constantly fluctuates.

Mr. Martinez moved ahead and pointed out to the Committee had received the first draft of the Second Annual Report and asked that any member of the Committee who has any questions present them as soon as possible to the Office of School facilities so that they can be addressed properly. Ms. Fazzino suggested that the Committee forward any questions or recommendations via email to [gob@dadeschools.net](mailto:gob@dadeschools.net) by July 15 so that staff will have ample time to make any needed adjustments and subsequently allow the Committee to take action at the September 8 Bond Advisory Committee Meeting .

Mr. Martinez reminded the Committee to the School Adoption Program already in place, and encouraged the Committee members to participate if they haven't already done so.

He described his recent visit to Kenwood Elementary, an older campus of Dade-County, and voiced the importance of meeting with staff members of the school administration and students to get a better feel for the needs of the school. Mr. Torrens advised the Committee that forms were available for those interested in participating in the program. He informed the Committee that when should they decide to visit a school they would be accompanied by members of the Project Management team from the Office of Capital Improvement Projects to meet with the Principal and to help get a better understanding of the scope of work for the project in question. He reiterated the importance of the Committee's feedback. Reverend Revuelta shared his experience visiting Shenandoah Elementary and conveyed how impressed he was by the Bond work there. Dr. Donath spoke about his visit to Ojus Elementary, a campus his children attended, and added he would be returning once the work is further along. Mr. Dawsey shared his experience visiting Phyllis Ruth Miller Elementary, noting that this project in particular is focused on infrastructure; specifically upgrades to the media room, sound system and the AC system.

Ms. Martell noted that after her visits to JFK and North Miami Beach Senior she felt further improvements would be needed. Mr. Martinez advised her to feel free to always be vocal about any input she may have in respects to the Bond rollout. Ms. Williamson asked for clarification as to what schools can be adopted and Mr. Martinez advised she could choose to visit schools other Committee members have already chosen. Mr. Torrens offered to sit with Ms. Williamson to further discuss details of the adoption program as well as details of whichever school(s) she may have in mind. Ms. Metellus suggested that future agendas for the Bond Advisory Committee include a segment for the Committee to share these types of experiences with each other. Mr. Martinez agreed and believes it's a worthwhile idea.

Mr. Williams began his update for the Office of Economic Opportunity by sharing that between April of 2013 and June 4<sup>th</sup>, 2015, 659 firms had been certified by the District. He added that the department is constantly striving to develop strategies to increase this number. A remarkable accomplishment was the consistency in terms of participation in the race neutral program noting that approximately 90% of the companies in the program are minority owned. Ms. Wyllie proposed that a column be added to report number of people actually employed or contracted. Mr. Williams added that compliance staff in the OEO is compiling this information for both prime contractors and sub-contractors, which may also be broken down by trade and industry. He noted there were almost 100 certified SBE sub-contracting firms participating in the Bond program.

Frazier noted that as a private citizen rather than extract information, it should instead be provided directly to him. Mr. Torrens confirmed that everything viewed and discussed in the Bond Advisory Committee can be viewed on the website, and added that Mr. Williams would make sure to transmit information directly to Mr. Frazier and the SBE Advisory Committee going forward. Ms. Metellus requested that a summary update be provided to the SBE Committee, detailing what has been done, what has been spent, etc. Mr. Williams stated that this request was previously made, and the District had already provided a response.

Mr. Dotres informed the Committee that the delayed information referenced by Mr. Frazier, specifically the expenditures, had been gathered, but the Department wanted to double check the data and ensure it is solid. Just earlier in the day, a meeting took place with the Chief Auditor where it was concluded that the District will soon be presenting specific data points to the public. Some of these data points are as follows:

- General expenditures; 2013-14 , 2014-15 & year to date
- Procurement commitments; 2013-14 , 2014-15 & year to date
- P-Card expenses; 2013-14 , 2014-15, year to date
- Charges incurred by schools; 2013-14 , 2014-15, year to date

Mr. Dotres assured the Committee that as soon as the auditors have verified the information and the Superintendent authorizes its release, the information will be released.

Mr. Martinez excused himself and reminded the Committee that the next Committee meeting would take place September 9 and asked the Committee members to please submit any input on the Report to District Staff prior to then. He asked that Mr. Anthony Dawsey take his place for the remainder of the meeting.

Ms. Martell inquired if a location had been determined for the new secondary facility located in North Dade Miami-Dade and Mr. Torrens responded that it had not. She also asked where the new budget for each of the schools could be viewed and Mr. Torrens directed her to the M-DCPS website. Ms. Martell wanted to specifically locate yearly operating budgets for each school and Mr. Fernandez advised that this information is provided to the parents of every student on a yearly basis via written publication.

**Mr. Dawsey requested a motion to approve the endorsement of the reallocation of funds as shown from a Year-1 contingency year to a Year-1 project under critical needs.**

Mr. Dawsey asked that Mr. Torrens elaborate prior to the Committee voting. He explained that South Hialeah Elementary School is a school built in the 1920's, with a major addition built approximately 8 years ago. Once the GOB construction commenced, it was determined that there were greater needs relative to the plumbing and infrastructure for the 6 restrooms than originally envisioned which required an additional \$391,000. There is funding available from prior reallocations totaling \$398,000. The request was to reallocate \$391,000 of that balance to this Year-1 project in order to complete the work over the summer.

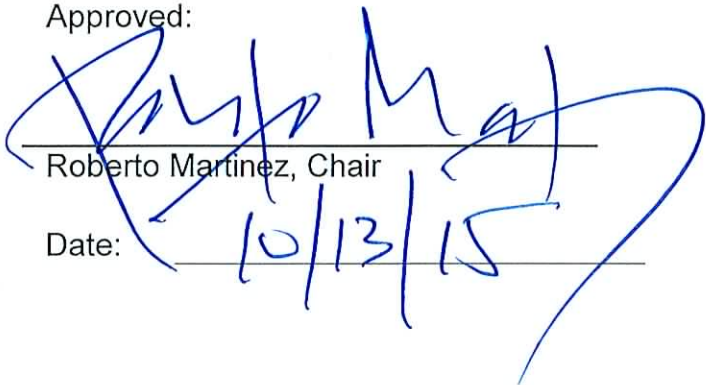
**Mr. Dawsey requested a motion, which was made by Mr. Alan Rubin, seconded by Ms. Marlen Martell and passed unanimously.**

**There being no further business to discuss, Mr. Dawsey adjourned the meeting at 4:53 p.m.**

Approved:

  
\_\_\_\_\_  
Roberto Martinez, Chair

Date:

  
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10/13/15