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ITEM No.:	
JJ-4.]

ADDED ITEM AGENDA REQUEST FORM

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

e schoo	? MEETING DATE	2018-10-16 10:05 - Regular School Board Meeting	Special Order Request
EM No.:	AGENDA ITEM	ITEMS	
JJ-4.	CATEGORY	JJ. OFFICE OF FACILITIES & CONSTRUCTION	
	DEPARTMENT	Facilities Pre-Construction	Open Agenda
TI E.			

TITLE:

Second Amendment and Second Extension of Program Manager - Cost and Program Controls Services Agreement - Atkins North America, Inc.

REQUESTED ACTION:

Approve the Second Amendment and Second Extension of the Agreement for Program Manager Services, Cost and Program Controls, Atkins North America, Inc.

SUMMARY EXPLANATION AND BACKGROUND:

See Executive Summary (Exhibit 1) for details.

This Amendment has been reviewed and approved as to form and legal content by the Office of the General Counsel.

SCHOOL BOARD GOALS:

O Goal 1: High Quality Inst	ruction 💿	Goal 2: Continuous Improvement	-C) Goal 3: Effective Communication
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FINANCIAL IMPACT:

This Second Amendment and Second Extension of Program Manager Cost and Program Controls Services Agreement will result in a financial impact of a not-toexceed amount of \$2,767,500. Funding for the Cost and Program Controls Services Agreement is included in the individual SMART Program construction project budgets and is included in the Adopted District Educational Facilities Plan (September 5, 2018).

EXHIBITS: (List)

(1) Executive Summary (2) Second Amendmer	t (3) Previously Approved ARFs (4)	Staffing Plan (5) Collabor	ation Form
BOARD ACTION:	SOURCE OF ADDITIONAL IN	FORMATION:	
APPROVED	Name: Shelley N. Meloni, D	lirector	Phone: (754) 321-1515
(For Official School Board Records Office Only)	Name:	Name:	
THE SCHOOL BOARD OF BROWA	RD COUNTY, FLORIDA	Approved In Open	OCT 1 6 2018
Leo Bobadilla - Chief Facilities Officer		Board Meeting On: By:	Mora lupa
Signature	_		School Board Chair
Frank L. Girardi			
10/11/2018, 4:21:30	PM		
Electronic Signature Form #4189 Revised 08/04//2017 RWR/ LB/FG/SNM:dch			

EXHIBIT 1

EXECUTIVESUMMARY

Background

On September 16, 2015, the District entered into a contract with Atkins North America, Inc. (Atkins) to provide Program Manager – Cost and Program Control Services (CPCM) for the District's SMART Program. The original contract term was for a three-year period with the agreement allowing for extension of two additional one-year periods and, if needed, 180 days beyond the expiration date of the renewal period. The initial three-year period expired on September 16th, 2018, and Atkins received a 45-day extension for time only extending to November 1, 2018. This Amendment is for the remainder of the first additional extension year.

Atkins' proposed volume of work for the initial three (3) year period was based on certain assumptions at the time of the RFP, which resulted in a Base Contract of \$6,456,073 for the initial three (3) year period. This included costs of \$417,375 for a project management software (e-Builder) that has been implemented for the SMART Program and for future District project/program management.

Atkins' Base Contract also included a commitment to 45% M/WBE participation in its original proposal and has committed to continue this commitment in this amendment. As of August 2018, the CPCM has reported achieving an overall M/WBE participation of approximately 46%.

Atkins staffing levels were initiated at a lower level than proposed due to the start-up of the SMART Program and early planning and design efforts that did not warrant the full proposed staffing. This resulted in a lower than anticipated Year 1 at approximately seven (7) actual versus ten (10) planned. As projects moved into the Design phase, Year 2 staff levels grew closer to nine (9) staff. As the SMART Program transitioned into full design in Year 3, the level of effort required continued to increase. Atkins worked with District staff to keep Atkins staff at a minimum and only increase when the workload required. This allowed the team to complete the three (3) year term within budget as well as an additional 45 days at no cost to the School Board with a likely savings to the School Board of over \$200,000.

Atkins' proposal for this Second Amendment is \$2,767,500 which includes \$2,461,568 of CPCM labor, \$24,000 in reimbursable expenses, and \$281,932 for the e-Builder project management software with site licensing model. This extension and associated fee will result in a total proposed, not-to-exceed amount of \$9,223,573 for Year 1 through Year 4 of the Agreement. Additionally, staff desired to formally incorporate an evaluation requirement into the CPCM Agreement to assess Atkins' performance.

This Second Amendment requests approval of the second extension period from November 2, 2018 through and including September 17, 2019, and encompasses staffing, formal incorporation of an evaluation process of the CPCM, and proposed fee to cover the renewal term.

At the outset of the program, an allocation was set aside as a percentage of the entire program to cover costs for the Owner's Representative (OR), Cost and Program Controls Manager, Builder's Risk Insurance and Third-Party code reviews based on the program value. The overall proposed fees for Atkins are budgeted within this allocation.

Atkins' Services and Key Activities During Years 1-3

Since coming on board in September 2015, the Atkins team has supported moving the SMART Program forward with various value add services that will continue or will be included in this first extension, Year 4:

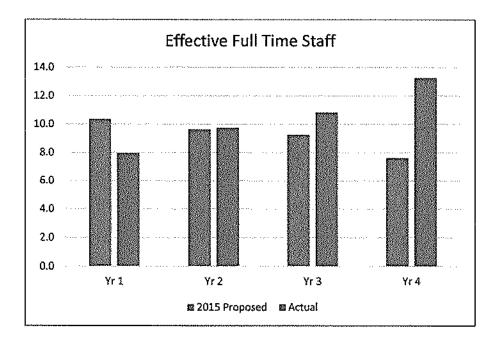
- Provide the District with quarterly reviews on program cost risks and market conditions and work with District Capital staff on recommended Program reserves for cost risks
- Continue to provide the District with cash flow projections information based on projected budgets and schedules; provide cash flow analyses to Finance team to assist in identifying timelines for sale of bond traunches
- Verify that the proposed project scope being designed is what was approved for the project (or necessary to deliver on the approved scope) in order to control "scope creep"
- Provide negotiation support for design fees and CMAR proposals
- Provide analysis on actual bids received to advise on reasonableness and support future risk analysis
- Provide Change Order reviews and construction claims support on District projects to ensure that they are in conformance with the contract, that entitlement exists, and costs are appropriate
- Review and support development of the quarterly Bond Oversight Committee reports
- Continue to train Broward Schools student summer interns in project controls, scheduling and estimating

CPCM Staffing

Year 4 proposed staffing includes extending the current staff positions for Year 4 to continue to perform the core services as well as meet the needs of a changing program. Atkins has streamlined its cost review/validation; reporting and analysis to provide the most efficient effort for these elements and has used non-core staff sparingly and only as needed to meet program deliverables.

Role	Current Staffing	Proposed Staffing	Justification
Senior Staffing	1.1	1.1	Maintain current level
Scheduling/ Program Reporting	2	2	Maintain current level
Systems/ Software	2	3	Add additional resource for administration of software
Cost and Change Order Review/ Validation	4	5.5	Meet demand of estimating projects in design as well as reviews of bids, GMPs and Change Orders
Risk Mgmt & Market Analysis	0.2	0.2	Maintain current level
Program Support	1.5	1.4	Support adjustment
Totals	10.8	13.3	• • • • • • • • • • • • • • • • • • •

Atkins' proposed staffing plan includes the following changes for the upcoming contract year:



Core Year 4 Staff Needed vs. Year 4 Planned

The current Year 4 proposed level of personnel is higher than was anticipated in the original budget, as the peak of design completion and high volume of construction is occurring later than Atkins had contemplated. Considering this plan, the staffing was anticipated to begin decreasing slightly in Years 4 and 5. Additionally, the level of effort to manage and maintain e-Builder, to properly manage the cost risks in the current economic environment, and to manage the high volume of concurrent projects is above what was anticipated. The SMART Program is on track for a high level of work progress in Year 4, and the Atkins staff projections have been developed to provide the controls to properly manage this level.

Considering this high level, Atkins has streamlined its cost review/validation, reporting and analysis to provide the most efficient effort for these elements, and has used non-core staff sparingly and only as needed to meet program deliverables.

Project Management Software (e-Builder)

The e-Builder service in Years 1-3 included 100 licenses. This level was chosen to maximize efficiency for the District as the software was being implemented, current staff were being trained, and the SMART Program was being ramped-up. This user level has become too restrictive in Year 3, and the recommendation included in the Year 4 budget is for an e-Builder site license to include unlimited licenses. This will allow for providing licenses to all Broward Schools Facilities staff, OR and CPCM staff as well as, architects, engineers, and contractors. This will facilitate collaboration, change management, and document control throughout construction. To date, 125 external vendors have been trained representing 21 Architectural/Engineering firms and 12 General Contractors. Deferring the site license until Year 4 saved the District approximately \$150,000 to \$200,000 in licensing fees over the initial 3-year contract.

Evaluation

In addition to the proposed staffing changes described above, staff is requesting to incorporate language in the Agreement referencing an evaluation of Atkins' performance. While an evaluation tool has been used in the past to evaluate Atkins' performance, the Office of Facilities and Construction is currently working with the Office of Strategic Initiative Management to develop a rubric that will tie performance domains to more explicit descriptors and objective evidence. Performance domains will cover key deliverables (e.g., schedule controls, budget/cost controls, change management, etc.) as well as essential attributes (e.g. effective communications, leadership, and customer responsiveness). Once completed, the tool will be used in the next evaluations of Atkins.

Additionally, staff has engaged RSM US LLP to conduct quarterly reviews of Atkins with a focus on identifying improvements in processes, including Bond Oversight Committee reporting, as well as compliance with deliverables. RSM and staff conduct regular meetings with Atkins to review these reports and action plans to address any findings.

Conclusion

Atkins has an experienced team of project controls professionals including its 45% M/WBE partners that will continue to provide SBBC critical services to manage scope, cost, and schedule as the SMART Program continues toward its peak years.

At this stage in the SMART Program and based on current performance, it is recommended that Atkins continue to provide CPCM services for Year 4 of the Agreement. This will continue to maintain clear accountability in execution and delivery of the program. Atkins' proposal for this Second Amendment, the second period of the first of two (2) potential (1) year extensions is \$2,767,500. This Second Amendment is intended to extend Atkins' agreement from November 2, 2018 through and including September 17, 2019 and to formally incorporate supplemental services as outlined above.

AMENDMENT TO AGREEMENT FOR PROGRAM MANAGER/COST and PROGRAM CONTROL SERVICES between

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

and

ATKINS NORTH AMERICA, INC.

THIS SECOND AMENDMENT to the Program Manager/Cost and Program Controls Services Agreement by and between The School Board of Broward County, Florida ("SBBC") and Atkins North America, Inc. ("Atkins") dated September 16, 2015 (the "Agreement"), is hereby entered into this 16th day of October 2018.

WHEREAS, the SBBC and Atkins acknowledge and agree that the Agreement is in full force and effect as revised by the First Amendment dated September 5, 2018 and this Second Amendment; and

WHEREAS, pursuant to the terms of the First Amendment, the Parties mutually agreed to extend the initial term of the Agreement (the "First Renewal Period") for a period of Forty-Five (45) days to permit an assessment of the organizational structure of Atkins, to address the progress of the SMART program, and to develop measurable criteria to evaluate the performance of Atkins via performance metrics; and

WHEREAS, after completion of the aforementioned evaluation, the parties mutually desire to extend the term of the Agreement for an additional three hundred twenty (320) days (the "Second Renewal Period").

NOW THEREFORE, in exchange for the mutual covenants and promises set forth herein and other good and valuable consideration, the parties agree as follows:

1. The recitals contained herein are true and correct and are incorporated herein by reference.

2. <u>Exercise of Second Renewal Period</u>. The parties agree to exercise the Second Renewal Period as revised through this Second Amendment and to extend the term of the Agreement from November 2, 2018 through and including September 19, 2019.

3. <u>Other Provisions Remain in Force.</u> All other terms and conditions of the Contract shall remain in full force and effect. Except as expressly provided herein and as may have been previously amended, all other portions of the Agreement remain in full force and effect.

4. <u>Scope of Services and Fees.</u> Atkins's scope of services and fees defined in the Agreement are hereby increased to include those additional services described in the Executive Summary of this Board Item, and fees identified within the "*Atkins - Owner's Representative*"

Services- Staffing Plan" (the "Staffing Plan"), attached hereto and incorporated herein as "Exhibit 3"

5. Atkins's fees shall be increased as set forth in the Staffing Plan by a not-to-exceed amount of Two Million, Seven Hundred Sixty-Seven Thousand Five Hundred Dollars (\$2,767,500) for years one to four of the Agreement, for a total not-to-exceed amount of Nine Million, Two Hundred Twenty Three Thousand Five Hundred Seventy Three Dollars (\$9,223,573).

6. Upon agreement between Atkins and the Chief Facilities Officer or his designee, and without further action by the SBBC, the fees set forth in the Staffing Plan may be adjusted by reallocating amounts amongst and between Staffing Groups and Contract Years as deemed appropriate.

7. **Quarterly Evaluation.** An evaluation shall be conducted on a quarterly basis to measure performance. Such evaluation shall be communicated to Atkins to identify areas for betterment and shall be used as basis for continuous improvement.

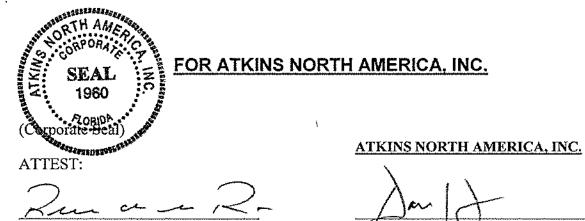
8. Order of Precedence among Agreement Documents. In the event of conflict between the provisions of the Agreement and the provisions contained herein, the provisions of the following documents shall take precedence in this order:

- a) this Second Amendment to Agreement; then
- b) the First Amendment to the Agreement; then
- c) the Agreement.

5. Authority: Each person signing this Second Amendment on behalf of either party warrants that he or she has full legal power to execute this Second Amendment on behalf of the party for whom he or she is signing it to bind and obligate such party with respect to all provisions contained in this Second Amendment.

IN WITNESS WHEREOF, the Parties hereto have made and executed this Second Amendment to Agreement on the day and year first above written.

*** THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK ***



Rene de los Rios, Assistant Secretary

-or-

erreda Witness

Witness

The Following Notarization is Required for Every Agreement Without Regard to Whether the Party Chose to Use a Secretary's Attestation or Two (2) Witnesses.

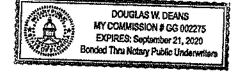
STATE OF FLORIDA

COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged by for me this $\frac{1}{2}$ day of $\frac{1}{2}$, 2018, by David J. Carter of Atkins North America, Inc., on behalf of the corporation or agency, who is personally known to me and did/did nor first take an oath.

My commission expires:

(SEAL)



David/J.

Carter, Vice President

Signature, Notary Public

Printed Name of Notary

IN WITNESS WHEREOF, the Parties hereto have made and executed this Second Amendment on the day and year first above written.



FOR SBBC

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

By Nora Rupert, Chair

ATTEST:

Robert W. Runcie, Superintendent of Schools

Approved as to Form and Legal Content:

Office of the General Counsel

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EXHIBIT 3

Special Order Request

No

🔿 Yes



ITEM No.: EE-5.

TITLE:

AGENDA REQUEST FORM THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

THE SCHOOL BOARD OF DROWARD COUNTY, FLORIDA

	MEETING DATE	Sep 16 2015 10:15AM - Regular School Board Meeting		1	rime
	AGENDA ITEM		Ļ		
1	CATEGORY	EE. OFFICE OF STRATEGY & OPERATIONS		Oper	n Agenda
J	DEPARTMENT	Procurement & Warehousing Services	(• Yes	O №

Recommendation of \$500,000 or Greater - 15-114C - Program Manager/Cost and Program Controls Services

REQUESTED ACTION:

Approve the recommendation to award the above RFP. Contract Term: September 17, 2015, through September 18, 2018, 3 Years; User Department: Facilities Office; Award Amount: \$6,456,073; Awarded Vendor(s): Atkins North America, Inc.; M/WBE Participation: (See page 3 of Executive Summary)

SUMMARY EXPLANATION AND BACKGROUND:

The School Board of Broward County, Florida, received three (3) proposals in response to RFP 15-114C - Program Manager/Cost and Program Controls Services. This request is to recommend award to Atkins North America, inc., to provide Cost and Program Controls Services. A copy of the RFP documents are available online at: http://www.broward.k12.fl.us/supply/agenda/15-114C-Supporting-Documentation.pdf A copy of the complete RFP documents are available at the School Board members' office on the 14th floor of the K.C. Wright Administration Conter.

This Agreement has been reviewed and approved as to form and legal content by the Office of the General Counset.

SCHOOL BOARD GOALS:

0	Goal 1: High Quality Instruction	۲	Goal 2: Continuous Improvement	0	Goal 3: Effective Communication
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FINANCIAL IMPACT:

The estimated financial impact to the District will be \$6,456,073 for the initial three (3) year period. The funding source will come from Capital Funding. The financial impact amount represents an estimated contract value; however, the amount authorized will not exceed the estimated contract award amount.

EXHIBITS: (List)

(1) Executive Summary (2) Agreement (3) Supporting Documentation (4) Recommendation Tabulation

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ne: Jeffrey Moquin	Phone: 754-321-2650
ne: Ruby Crenshaw	Phone: 754-321-0501
DUNTY, FLORIDA	
licer Approved in Open Board Meeting On: _	SEP 1 6 2015
B	Obrona Horn
by	Conna 1 jorn
PM I I I I I I I I I I I I I I I I I I I	School Board Chair
fi fi	me: Ruby Crenshaw OUNTY, FLORIDA fficer Approved in Open

a Hord Count	ТНЕ	ADDED ITE AGENDA REQUEST FORM SCHOOL BOARD OF BROWARD COUNTY, FLORIDA	EM
PHU SCROOM	MEETING DATE	2018-09-05 10:05 - School Board Operational Meeting	Special Order Request
ITEM No.:	AGENDA ITEM	ITEMS	
JJ-8,	CATEGORY	JJ. OFFICE OF FACILITIES & CONSTRUCTION	11110
	DEPARTMENT	Facilities Pre-Construction	Open Agenda
TITLE:			

First Amendment and First Extension of Program Manager - Cost and Program Controls Services Agreement - Alkins North America, Inc.

REQUESTED ACTION:

Approve the First Amendment and First Extension of the Agreement for Program Manager Services, RFQ No. 15-114C, previously awarded at the September 16, 2015 School Board meeting to Alkins North America, Inc.

This Amendment has been reviewed and approved as to form and legal content by the Office of the General Counsel. ÷۲

SUMMARY EXPLANATION AND BACKGROUND:

See Exhibit 1.

SCHOOL BOARD GOALS:

O Goal 1: High Quality Instruction (Goal 2: Continuous Improvement O Goal 3: Effective Communication

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FINANCIAL IMPACT:

There is no financial Impact to the District.

EXHIBITS: (List)

(1) Executive Summary (2) Amendment		
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BOARD ACTION:	SOURCE OF ADDITIONAL INFORMATION:	
APPROVED	Name: Shelley N. Meloni, Director	Phone: 764-321-1515
For Officiel School Board Records Office Only)	Name;	Phone:
THE SCHOOL BOARD OF BROWA		Open SEP 0 5 2018
Leo Bobadilla - Chief Facilities Officer	Board Meeti	By: Deather P. Printin
Signature		School Board Chair
Leo Bobadilla Jr		SVY
8/31/2018 2:59:09 F	PM	
Electronic Signature	· · · · · · · · · · · · · · · · · · ·	

Form #4189 Revised 08/04//2017 RWR/ LB/SNM:ma

School Board of Broward County Program Manager - Cost and Program Control Services

ATKINS

Year 4 Extension, Not to Exceed Proposal

Position	Contract Year 1	Contract Year 2	Contract Year 3	Total Base Contract	Year 4 Total
Senior Staffing	\$370,440	\$353,304	\$352,304	\$1,076,048	\$374,197
Scheduling	\$442,915			\$1,328,745	
Systems/ Software	\$468,720				
Cost Review/ Validation	\$553,643			\$1,660,929	
Risk Mgmt & Market Analysis	\$87,066	\$65,646	\$44,982	\$197,694	\$58,311
Program Cost Analysis/ Misc	\$195,302	\$161,785	\$136,577	\$493,664	\$304,255
Summer Interns	\$20,286	\$20,286	\$20,286	\$60,858	\$16,632
Subtotal Labor Cost	\$2,138,372	\$1,970,539	\$1,875,787	\$5,984,698	\$2,461,568

Reimbursable Expenses (badging, reproduction, pre-approved travel/ lodging, special software, etc)

e-Builder, Year 4, Site License Model

Total: Year 4 Option, Not to Exceed Proposal

CONTRACT TOTALS TO DATEActual Cost Year 1\$1,499,041Actual Cost Year 2\$2,080,935Actual Cost Forecast Yr 3\$2,358,000e-Builder Year 1-3\$417,375Total Contract Year 1-3\$6,456,073

Salary Escalation for Year 4

In initial negotiations in 2015, Atkins contract set hourly rates for the 3-year term with no salary escalation allowed. The year 4 hourly rates are based on the current salary rates of personnel. Overall this percentage increase averages to a 1.9% yearly rate increase (5.9% total average) from Year 1 to Year 4. The Atkins multiplier remains as negotiated in the base contract.

Cost Proposal Assumptions

Team staff will be supplied with Atkins (and subconsultants) provided computers and cell phone with industry standard scheduling and cost estimating software. Fee excludes lease and furniture costs, assumes SBBC will provide office space and furniture.

CMS staff will be housed in CMS offices in Broward County, and will be at all meetings and coordination required at District Offices (at no additional cost to the District). Free on-site parking provided by SBBC for staff located at SBBC offices.

e-Builder

Site license model will include unlimited licenses to allow for not only District Facilities staff, OR staff, CPCM staff, and other District departments, but also vendors. This allows for collaboration throughout the project lifecycle. Deferring the site license until Year 4 saved the District approx \$150-200k in licensing fees over the initial three (3) year contract.

\$281,932

\$24,000

\$2,767,500

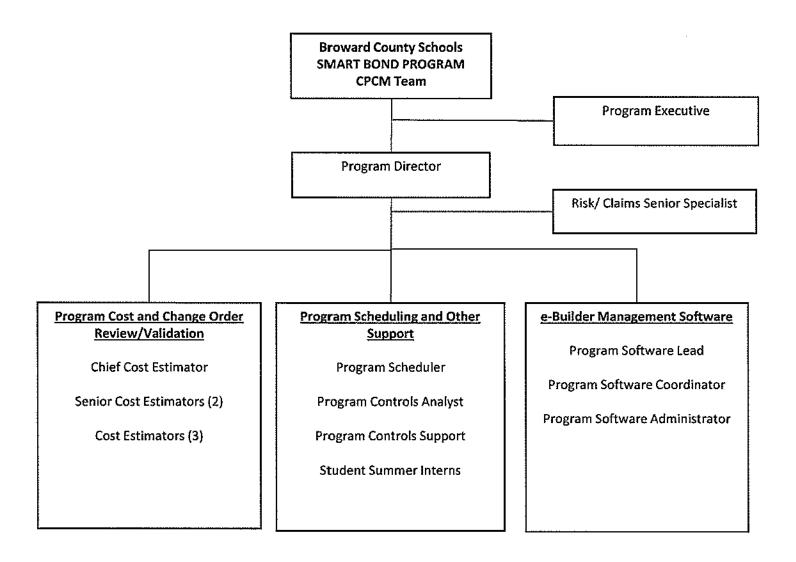


EXHIBIT 5

COLLABORATION

SIGN-OFF FORM

Item #/Title of Agenda Request Item: JJ-4./Second Amendment and Second Extension of Program Manager Cost and Program Controls Services Agreement Atkins North America, Inc.

School Board Meeting: 10/16/18

The financial impact of this item is \$2,767,500.

- This project has not been appropriated in the Adopted District Educational Facilities Plan (September 5, 2018). These funds in the amount of \$_____ will come from the Capital Projects Reserve.
- () This project has been appropriated in the Adopted District Educational Facilities Plan (September 5, 2018). There is no impact to the project budget.
- This project has been appropriated in the Adopted District Educational Facilities Plan (September 5, 2018). There is no current impact to the project budget. There is a potential future impact to the project budget based on the additional scope approved in this item.

Comments:

This Second Amendment and Second Extension of the Program Manager Cost and Program Controls Services Agreement will result in a financial impact of not-to-exceed amount of \$2,767,500. Funding for the Cost and Program Controls Services Agreement is included in the individual SMART Program project budgets and the Adopted District Educational Facilities Plan (September 5, 2018).

Department Name

Department Head

Capital Budget

Omar Shim, Director

10/9/2018

Note: By signing this collaboration the Capital Budget Department is acknowledging that the budget impact as stated is correct. Other aspects of the agenda item are the responsibility of the department submitting the item.