

EXHIBIT 1

EXECUTIVE SUMMARY

Background

On September 16, 2015, the District negotiated and 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 and an amendment for the remainder of the First additional renewal year. This Amendment is for the Second additional extension year.

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.

Atkins’ proposal for this Third Amendment is \$3,137,174 which includes \$2,831,145 of CPCM labor, \$10,000 in reimbursable expenses, and \$296,029 for the e-Builder project management software with site licensing model. This one (1) year renewal will result in a total proposed, not-to-exceed amount of \$12,360,747 for Year 1 through Year 5 of the Agreement.

Services

Since coming on board in September 2015, the Atkins team has supported moving the SMART Program forward with the following value-add CPCM services that will continue through this third extension, Year 5:

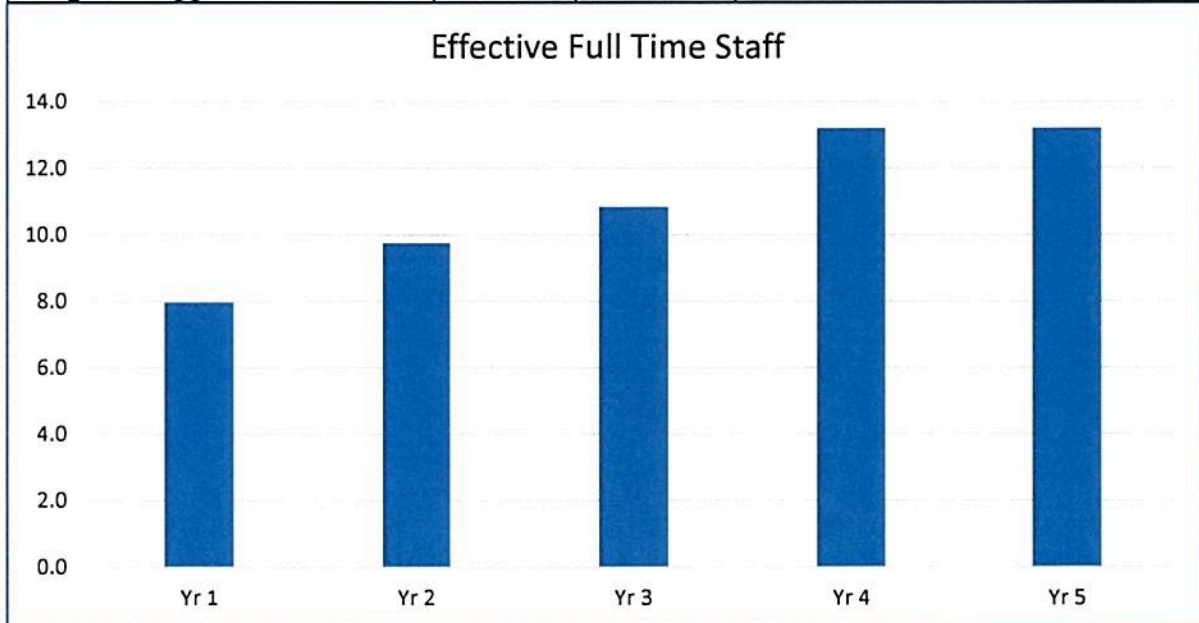
- Continue to provide the District with reviews on program cost risks and market conditions and work with District Capital staff on recommended Program reserves for cost risks
- Continue to provide the District with a monthly cost loaded Program Master Schedule for reporting, including project commitment and cash flow projection information based on Master Program Schedule and projected budgets; provide cash flow analyses to Chief Financial Officer to assist in identifying timelines for sale of bond tranches
- Check and balance Cost Review/Validation for projects at design stages, reporting on variances from original budgets as well as verifying that the ADEFP scope is what is being designed
- Continue to support negotiations for design fees and CMAR proposals
- Continue to analyze actual bids received to advise on reasonableness, and collect data for future estimates and risk analysis
- Provide Change Order Reviews and construction claims support on District projects to ensure that they are in conformance with the contract and are equitable
- Provide development and support/input to Bond Oversight Committee reports and meetings

- Continue to support the use of the e-Builder software on the program through development, training and customer support
- Continue to train Broward Schools student summer interns in project controls, scheduling and estimating

CPCM Staffing

Year 5 proposed staffing includes extending the current staff positions for Year 5 with minor modifications 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. Atkins’ proposed staffing plan, shown below, includes the current staffing and proposed staffing:

Role	Current Staffing	Proposed Staffing	Justification
Senior Staffing	1.1	1.1	Maintain Current Level
Scheduling/ Program Reporting	2.0	3.0	Additional Resource Needed for Construction Schedule Review
Systems/ Software	3.0	3.0	Maintain Current Level
Cost and Change Order Review/ Validation	5.5	5.0	Design Estimates are ramping down while demand is increasing for Change Order reviews
Risk Management and Market Analysis	0.2	0.2	Maintain Current Level
Program Support	1.4	0.9	Student interns and one (1) part-time resource



Evaluation

In FY19 Q1, the Office of Facilities and Construction (OFC) developed an evaluation rubric with the Office of Strategic Initiative Management that would tie performance domains to more explicit descriptors and objective evidence. After development, OFC staff is currently finalizing an evaluation of Atkins for FY19 Q4. Additionally, OFC staff conducts weekly meetings with Atkins to review program objectives and project progress. Furthermore, communication with OFC staff and Atkins are ongoing daily occurrences.

In FY19 Q3 RSM US LLP conducted an internal audit and review of Atkins's Program Management function as it relates to processes, Bond Oversight Committee reporting and compliance with deliverables. RSM and Atkins reviewed the audit findings and a report was sent to the Office of the Chief Auditor and the Audit Committee on June 20, 2019.

Conclusion

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

At this stage in the SMART Program and based on current performance, it is recommended that Atkins continue to provide CPCM services for Year 5 of the Agreement. This will continue to maintain clear accountability in execution and delivery of the program. Atkins is submitting this proposal of a not-to-exceed amount of \$3,137,174 for extension of the Agreement for a 5th year, and to formally incorporate supplemental services, as outlined above.

The funding for this request for additional Program Manager – CPCM Services Agreement is included in the individual SMART Program construction project budgets and is included in the Adopted District Educational Facilities Plan.