

2006 Bond Program

2006 Bond Program Delivery

City Council Briefing

December 4, 2006

Public Works and Transportation

Briefing Purpose

- ❑ To outline factors considered for developing the recommended issuance schedule and delivery of the 2006 Bond Program
- ❑ To present strategies for delivery of the program
- ❑ To provide forecast of resources needed for program delivery

Planning for Delivery

- As we look at the options to deliver the bond program
 - Staff is developing criteria that will be used to develop the recommended schedule to issue bonds based on five proposed bond sales
 - Staff's plan includes the use of existing resources combined with ways of augmenting current capabilities
 - Staff also recommends using private sector resources where feasible

Proposed Bond Sale Schedule

<input type="checkbox"/> 1 st Sale May 2007	\$ 135.36 million
<input type="checkbox"/> 2 nd Sale Nov. 2007	\$ 304.54 million
<input type="checkbox"/> 3 rd Sale Nov. 2008	\$ 304.54 million
<input type="checkbox"/> 4 th Sale Nov. 2009	\$ 304.54 million
<input type="checkbox"/> 5 th Sale Nov. 2010	\$ 304.54 million
 Total	 \$1,353.52 million

Basis for Scheduling Projects Criteria

- Optimize the opportunity for Minority Women Business Enterprises (M/WBEs) participation
 - In FY 04-05, total M/WBE participation on Architectural & Engineering (A&E) contracts was 37.9% and on Construction contracts was 42.7

Basis for Scheduling Projects

Criteria

- Public Safety and Protection of Property
 - Give priority to major flood protection/storm drainage projects
 - Address critical bridge repairs
 - Implement priority traffic signal system upgrades
 - Address erosion control projects that protect public infrastructure first

Basis for Scheduling Projects

Criteria (Cont'd)

- Economic Development and Business Retention
 - Target areas needing a concentration of infrastructure improvements
 - Address coordination with other development efforts
 - Address acquisition and demolition of property in strategic development areas

Basis for Scheduling Projects

Criteria (Cont'd)

Priority Technical Ranking and Master Plan Recommendation

- Technical ranking indicates a priority & in cases like resurfacing identifies projects that should be done early to avoid further deterioration resulting in higher cost
- Master Plan Recommendations are used for:
 - Park and Recreation Facilities
 - Library Facilities
 - City Service and Maintenance Facilities
 - Cultural Art Facilities

Basis for Scheduling Projects

Criteria (Cont'd)

- Project Readiness
 - Design complete or underway
 - Required acquisition is complete
- Project Phase Schedule Requirements
 - Allowing sufficient time for acquisition, design & construction
 - Scheduling projects not funded for all phases toward the end of the program

Basis for Scheduling Projects

Criteria (Cont'd)

- Partnering Entities Schedule
 - Meeting projected funding schedule on partnership projects
 - Meeting contractual obligations for time of implementation

Basis for Scheduling Projects

Criteria (Cont'd)

- ❑ Coordination with other Capital Improvements
 - Avoid conflict with other agency projects
 - Facilitate joint project implementation with other Departments such as Parks, Equipment Building Services, Public Works & Transportation, & Dallas Water Utilities

Basis for Scheduling Projects

Criteria (Cont'd)

Workload Distribution

- Strategic scheduling of projects to balance demand on staff
- Maintain a balance of design & construction for each of the 4 & ½ years

Geographic Distribution

- Provide for citywide distribution of programs

Basis for Scheduling Projects

Criteria (Cont'd)

- Project Groupings for Economy of Scale
 - Group like category projects in an area for design &/or construction

Typical Steps on Project Delivery

Project Management

- Selection for A/E services
- Contract administration

Design

- Requires survey of the site or public right-of-way
- Involves programming, schematic design, & design development
- Involves preparation of construction documents

Typical Steps on Project Delivery

□ Environmental Site Analysis

- Requires Office of Environmental Quality review of environmental assessment on acquisition

□ Right-of-way acquisition

- Requires Property Management involvement to obtain easements, & private property necessary to build the proposed projects in the bond program

Typical Steps on Project Delivery

□ Construction

- Involves advertisement of bids, construction awards to City Council, & construction administration/construction management
- Involves construction inspection services during the duration of the contract

Typical Steps on Project Delivery

□ Bond Sale Issuance

- City Attorney's Office manages the Bond Counsel contract and is currently in the process of selecting a new Bond Counsel that is going to be in place before the bond issuance in May 2007

Delivery Options

- Continue to use City staff for in-house design
 - Typically used on resurfacing projects, alleys, sidewalk, & small drainage & erosion projects
 - Advantages
 - Cost effective
 - High efficiency and quality for standard projects
 - Creates well-rounded staff and meets long term goals to provide succession planning

Delivery Options

- ❑ Continue to use Consultant to outsource design
 - Typically used on cultural, fire, library, park, police, & city service & maintenance facilities, & larger street and drainage projects
 - Advantages
 - ❑ Brings specific expertise to various types of projects
 - ❑ Allows a steady flow of typical large projects into the construction phase each year of the bond program

Delivery Options

- ❑ Continue to use Consultants for full service contracts & Design-Build teams
 - Typically used on facilities projects such as libraries, fire stations, police facilities, recreation centers & park service centers
 - Advantages
 - ❑ Consultant provides multiple areas of expertise
 - ❑ Consultant provides construction administration
 - ❑ As a result, staff is able to manage multiple large facilities projects concurrently
 - ❑ Design-build teams provide integrated design that may be advantageous for LEED projects

Delivery Options

- Continue to use City staff to provide construction management/construction administration
 - Typically used on smaller paving, drainage, park projects, & small facilities projects
 - Part of overall project management by City staff
 - Advantages
 - Creates well-rounded staff
 - Ability to respond quickly to citizen's concerns

Delivery Options

- Continue to use City staff for in-house construction
 - To be used on new security lighting and pool improvements in the Park and Recreation Department
 - Advantage
 - Cost effective

Delivery Options

- Continue to use development agreements on Economic Developments Projects
 - Council approved development agreements assign the responsibilities to the developer on implementing projects
 - Typically used in Tax Increment Financing projects & economic development bond projects
 - Advantages
 - Enable to meet the developer's timeline
 - Supplements City staff resources

Delivery Options

- Propose to use Consultants for full service contracts
 - Propose for large drainage projects such as the levee drainage systems
 - Advantages
 - Consultant to provide industry leading experts on pump station design, & deep tunneling
 - Supplements staff for right-of-way acquisition, construction inspection & construction management

Delivery Options

- Propose to phase consultant award on full service contracts
 - Propose for large projects
 - Supplement consultant contract when phase is completed
 - Phases may include schematic design, design development, construction document, & construction administration/construction management
 - Advantages
 - Incentivizes consultant to complete each phase in a judicious manner & provide scope definitions on later phases before the next phase is awarded to the consultant
 - Provides necessary funding for the issuance period

Delivery Options

- Propose to use Consultants to provide Program/Project Management
 - Consultant will act as City's project manager responsible for all phases of work including coordination internally, with other agencies & public to implement the design and construction of a project
 - May be used on groups of similar maintenance projects, recreation center renovations & service center replacement
 - Advantage
 - Supplement current staff levels to perform job functions that city staff would ordinarily perform

Delivery Options

- Continue to work with other governmental agencies to implement Intergovernmental projects
 - There may be projects which other governmental agencies take the lead in implementing these projects due to funding requirements

Delivery Options

- Consider Construction Managers
 - Construction Managers at-risk provide pre-construction & construction services in the performance of the project
 - Used in large complicated facilities project such as Convention Center & Police Headquarters
 - Advantages
 - Provides assistance during the design phase in evaluating costs, phasing and schedule
 - Supplements staff to provide inspection services, & construction management to the project

After Considering The Preceding Delivery Options

- Staff reviewed existing operations & delivery methods that are being proposed to determine if additional staffing is required to implement the bond program
- The following pages outlines the need of various Departments for additional staff

Additional Staff Funded in FY 06-07

□ FY 2006-07

- Park & Recreation Department (PKR)
 - 2 new positions
- Equipment & Building Services (EBS)
 - 3 new positions

Tentative Forecast for Additional Staff

FY 2007-08

- Park & Recreation Department (PKR)
 - 19 new positions for in-house construction staff
 - 6 new positions responsible for recreational facilities and site development projects, & Dallas Zoo and Fair Park projects
- Public Works & Transportation (PWT)
 - 6 new positions responsible for Intergovernmental and Flood and Storm Drainage projects

Tentative Forecast for Additional Staff

- FY 2007-08 (cont'd)
 - Development Services - Property Management (DEV)
 - 2 new positions responsible for site & right-of-way acquisitions
 - Office Of Environmental Quality (OEQ)
 - 1 new position responsible for Environmental Site Assessments for site and right-of-way acquisitions

Tentative Forecast for Additional Staff

□ FY 2008-09

- Park & Recreation Department (PKR)
 - 2 new positions responsible for construction inspections
- Public Works & Transportation (PWT)
 - 4 new positions responsible for Intergovernmental & Street Projects
- Development Services - Property Management (DEV)
 - 2 new positions responsible for site & right-of-way acquisitions

Next Step

- Brief Council in January/February 2007 on the proposed implementation schedule