

**SPECIAL MEETING
WORK SESSION
August 10th, 2015, 8:30 a.m.**

**CITY COUNCIL OF THE CITY OF ABILENE, TEXAS,
CITY COUNCIL CHAMBERS OF CITY HALL**

The City Council of the City of Abilene, Texas, met in a Special Meeting to conduct a bond 2015 work session at 3:00 p.m. on August 10th, 2015 in the City Council Chambers of City Hall. Mayor Norm Archibald was present and presiding with Councilmen Shane Price, Bruce Kreidler, Anthony Williams (came in after the meeting started), Kyle McAlister, Jay Hardaway and Steve Savage. Also present were City Manager Robert Hanna, City Attorney Dan Santee, City Secretary Danette Dunlap, and various other members of staff.

Mayor Archibald gave the invocation and led the Pledge of Allegiance to the Flags of the United States of America and the State of Texas.

Allen Greer and Kevin Johnson with Freese and Nichols, Inc. briefed the council on the process evaluation for implementation of the 2015 Bond Projects.

Purpose

Objective Review of Current & Best Practices

Focus on Project Delivery, Budgets, Schedule, Construction Delivery, Organizational Capacity

Need

Size of Program, Limited City Resources, Commitment to Citizens

Scope of Work to Provide a successful on-time and on-budget bond program

- 3rd Party review, evaluation and recommendations of Public Works Department for delivery of bond projects
- Organizational Structure and Capacity
- 3rd Party Review of each Bond Proposition in reference to:
 - Project delivery processes
 - Budgets
 - Schedule
 - Construction delivery

Process Review...

Reviewed Existing Data and Documentation

Interviews with Various Staff

Program Controls and Schedules

Management and Communications

Organizational Effectiveness

Processes Evaluated

- Scheduling
- Budgets

- Staffing
- Design Processes
- Project Management
- Construction Management
- Communication – Internal and External
- Land acquisition
- Document control
- Public Relations
- Reporting
- Transparency

SWOT Analysis

Strengths	Weaknesses
Staff is engaged and is eager to get projects done	Adequate resources with experience to deliver the bond projects
End users understand and know what they want in their projects	Turn-over and institutional knowledge leaving City
All segments of the Bond program were approved	Communication/Coordination between departments and outside stakeholders

Opportunities	Threats
Cross train staff in other areas	Ability of the City to deliver program under current conditions
Utilize third-party services to fill the gaps in experience	Adequate funds to get all projects built

Use third-party services to have on-call experience without having to pay for a staff position

Projects not on schedule and over budget

-Project Budgets do not include water/sewer costs

Project Delivery

- Currently
- In-house design
- Limited contracting with A/E Firms
- Design-Bid-Build
- Smaller Construction projects
- Recommendations
- Hire local A/E's for design
- Specialized A/E's for specific specialized projects
- Combine projects to create larger construction contracts
- Utilize Alternative Project Delivery Methods

Organizational Effectiveness...

Public Works Dept.

- ✓ Transition from using in-house design to third-party design
- ✓ Re-purpose existing design staff to manage and inspect projects
- ✓ Evaluate capacity of inspection staff and needs for staffing

Bond Program Management

- ✚ Need a single point of contact, Program Manager, to oversee the entire bond program
- ✚ Create a program management team to act as owner's representative for planning of and design/construction management of all bond program projects
- ✚ Dedicated project controls role responsible for tracking and reporting schedule and budget
- ✚ Utilize Project Management Software in management of bond program projects (eBuilder – currently used by utility Dept.)

Public Relations...

- Develop a Communications Plan including regular meetings with designated internal stakeholders
- Conduct Community/Neighborhood Meetings showing Proposed Plans and Schedules of Projects

- Establish Process for website and e-mail updates
- Monthly, quarterly and annual reports
- Maintain engagement of bond committee as advocates for the program

Quality Control...

- Develop QC process design review and approval
- Change order management
- Contracting standards for surveying and testing
- Contract Specifications for contractor sequencing (Incentives/Delays)

Robert Hanna City Manager then briefed the city council on the steps.

- The question remains how best to provide CIP Program Management.
- There are three methodologies.
 1. Request for Qualifications – 90 days to selection of firm.
 2. Enter into a contract without an RFQ process – selection of firm within 30 days.
 3. Increase City staffing levels – at least 90 days.

First 30 days

- Establish baseline program schedule
- Begin RFQ Preparation for consultant selection
- Begin e-Builder implementation
- Begin development Communications/PR Plan
- Develop reporting format and frequency
- Further study Year 1 & 2 of project scope, schedule and budgets

First 90 days

- Issue RFQ's and select consultants for first year of projects
- Implement communication plan
- Utilize e-Builder to manage projects
- Prepare first quarterly reports
- Finalize project scope, schedules and budgets
- Conduct community/neighborhood meetings
- Meet with bond committee

First 180 days

- Begin/continue project design
- Develop curriculum for staff training
- Review and update contract documents

Council and Staff discussion included: 1) 3rd party reviews; 2) CMAR process; 3) reporting to citizens; 4) public relations; 5) stake holders meetings; 6) keep the bond committee engaged; 7) number of contractors in town; 8) recommend entering into a contract without an RFQ – selection of a firm within 30 days; 9) safe routes to schools and school districts. AISD participated and Wylie ISD did not; 10) council is supportive of entering into a contract without an RFQ process for the selection of a firm within 30 days by the City Manager.

There being no further business, the meeting was adjourned at 4:55 p.m.

Danette Dunlap
City Secretary

Norm Archibald
Mayor