

**ATTACHMENT B**  
**PROGRAM MANAGEMENT SERVICES**  
**BEXAR COUNTY FY 2007 - FY 2017 FLOOD CONTROL PROJECTS**

The following scope of services for program management is an effort to provide an encompassing but not all inclusive list of duties and responsibilities that may be expected from the selected Program Management Consultant (PMC). Each consultant should be able to verbally answer, explain, and quantify the following items during an interview process if selected.

Based on program needs and requirements, due to external priorities, required implementation schedules, or the mission of the program, the selected Program Management Consultant will confer with Bexar County Infrastructure Services on a modified scope of services from the list below. This modified list will establish a basis to begin negotiations. Such services will require close coordination with Bexar County's legal, budget, and purchasing departments.

**I. Administrative and Management Support Tasks:**

1. Administrative support services
2. Assets management and facilities management including fixed asset reporting
3. Assistance with development/modification of schedules collaborative software
4. Attend/organize, facilitate and/or summarize meetings
5. Budgeting
6. Cost estimating
7. Data management
8. Document preparation, technical editing and production management
9. Performance management controls, including management reports (annual, monthly, etc.)
10. Program cost projections
11. Programmatic scheduling using collaborative software
12. Records management
13. Sales tax reimbursement analysis
14. Support for technical presentations
15. Training & education (health & safety)
16. Interdepartmental and interagency coordination
17. Coordination of program advisory committee (CBOC, Commissioners Court, etc.)
18. Assistance with presentations to various other parties as required

**II. Technical Support Tasks:**

1. Cost estimating and validation of previous estimates
2. Data and information management
3. Geographic Information System (GIS) services
4. Planning services
5. Analytical services including hydrologic and hydraulic modeling
6. Project prioritization and phasing

7. Conceptual and preliminary design
8. Evaluation of project delivery methods
9. Project and bid packaging
10. Peer review services
11. Design review
12. Value engineering/constructability and bid-ability reviews
13. Quality Assurance/Quality Control
14. Field services as required to meet program requirements
15. Performance of Environmental Audits
16. Manage Environmental remediation services and laboratory analysis
17. Manage geotechnical investigations'
18. Manage survey contract

### **III. Real Estate and Land Management:**

1. Development of a real estate acquisition strategy, schedule and cash-flow model
2. Improvements to the current land acquisition process
3. Parcel information gathering including project & parcel mapping
4. Performance of environmental audits and environmental remediation services
5. Assistance with shortlist or pre-qualification of Appraisers, title companies/closing agents
6. Provide a complete review and report of all land purchases that are needed in the next 3 years with a projected 10 year forecast. Inclusive may be a detailed options report on available tracts, including estimated land purchase and life-cycle costs and a non-economic evaluation. This report will be deliverable on a per-project basis, as appropriate.

### **IV. Procurement Services:**

1. Improvements to current financing process
2. Assistance with Pre-Qualification procedures
3. Assistance with procurement process

Additionally the Program Management Consultant will recommend to Bexar County Infrastructure Services for each project in the CIP the most cost effective and schedule-appropriate method of delivery, e.g.,

- a) conventional design
- b) low bid for construction
- c) design/construction management-at-risk
- d) design-build-operate
- e) design-contract-build
- f) task order contracting of design or construction services

## **V. Engineering Design Standard and Peer Review Process:**

Facilities which may be subject to these services may include, but shall not be limited to the following:

1. Natural Waterway Conveyance (NWWC)
2. Regional Stormwater Detention Facilities (RSWF)
3. Low Water Crossings (LWC)
4. Stormwater Outfalls
5. Buyouts
6. Alternative Projects

## **VI. Environmental Engineering and Permitting Support:**

1. Acquisition of programmatic environmental permits and the development of strategies for construction, operation and maintenance of CIP projects, on the program level.
2. Conduct engineering feasibility studies related to program strategies and geographic areas within Bexar County
3. Perform environmental evaluations of alternative and selected plans during the planning and design process

## **VII. Public Outreach:**

1. Public Information and Education
2. Project Manager assistance and support
3. Agency, Public and Stakeholder Involvement

## **VIII. Project Budget, Schedule, and Document Reporting and Control:**

A major role of the Program Management Consultant firm selected is to provide Program Management services to Bexar County that will recommend and make available a turn key web based program/project management collaborative software. The Program Management Consultant firm selected will accurately monitor program progress from a project budget, schedule, and document management standpoint. Monitoring progress will occur on a short-term basis (i.e. daily and weekly) and will summarize and report progress status in an easy to understand format. The Program Management Consultant should confirm and conform with Bexar County Information Systems any and all recommended software components that address program and project management progress reporting. Three collaborative software packages that should be considered as primary contenders are 1) Prolog by Meridian 2) eProject and 3) Primavera.. :

1. *Collaboration*: The Program Management Consultant will emphasize tight control of all tasks and projects, using a proven integrated suite of software tools for budgeting, resource planning and project controls, and for communicating to all members and stakeholders. Program Management Consultant will include in its progress reports; document tracking; and monitoring and reporting of budgets, schedules and resources. It will include critical-path scheduling, detailed resource and cost estimating, computerized document tracking and timely innovative reporting.

2. *Work Breakdown Structure (WBS)*: Program controls will be based on a detailed WBS to capture and sort information on all program and project activities from planning to close out. The Program Management Consultant will work closely with Bexar County Infrastructure Services to refine the proposed WBS and assign responsibilities for each task. This system will be developed in order to generate detailed progress reports by project type, schedule phase, responsible party, budget critical projects and other pertinent groupings. Information will be able to be “rolled up” to the program level or provided at the task summary level.

3. *Scheduling*: A program of this magnitude and complexity will require an accurate, logical, comprehensive master schedule. The Program Management Consultant will prepare a master schedule that includes all program activities, projects, total float, critical-path activities, major milestones, key deliverable target dates, logical and precedence relationships among activities, and activity duration’s. All phases of each project within the program will be resource loaded.

4. *Cost Estimating*: The Program Management Consultant will work closely with Bexar County Infrastructure Services to develop a cost estimate development, review, and verification process specific to the CIP. The Program Management Consultant will develop estimating guidelines to be used by all design consultants to ensure uniformity in cost estimates. The Program Management Consultant will review all cost estimates to check that each item of work is quantified and verified. Unit costs will be verified or added for new items. Markups, allowances, contingencies and escalation factors will be clearly identified. In addition to construction costs, the Program Management Consultant will ensure that all anticipated associated program management costs are included in the budget.

5. *Cost Control*: The Program Management Consultant will use the recommended collaborative software as a basis to evaluate trends, identify any cost variances, and develop corrective action as needed to stay on the CIP budget target. Cost Control will be formalized to clearly identify the impact of each scope variance. As soon as a scope variance is defined, the Program Management Consultant will use the formalized cost variance system to assign an order of magnitude cost estimate that will be further refined as more information becomes available. The system will be required to document if the variance is ultimately accepted; modified or rejected to prevent scope creep that adds costs to a project. If the variance is accepted, the Program Management Consultant will be responsible for timely communication of this information to all Bexar County Departments and Divisions affected by this change in Bexar County Infrastructure Services costs goals for that project.

6. *Electronic Document Management*: The Program Management Consultant will provide a thorough, efficient process for collecting, organizing and disseminating data related to Bexar

County Flood Control Program. The Program Management Consultant will ensure that records are properly stored and indexed for later retrieval to establish details behind certain actions and decisions when necessary; documents generated both internally and externally are appropriately managed and maintained. The basic functions of the document control system will include check in documents, check out documents, track versions, view status, keep documents secure, obtain approvals when required, coordination, work collaboration and distribute information.

Key aspects of the document control system will be:

- Project Filing System.
- Document Control Coding.
- Document Tracking

7. *Reporting*: The Program Management Consultant will establish a reporting protocol using a variety of performance measurements and reporting techniques from the design phase through completion of construction documents. Three distinct levels of reporting will be established; Program Level, Project Level, Task Summary. At the program level, the Program Management Consultant will use progress reports as an informational tool for senior management, as a management tool for project managers, and as status reports for staff. The Program Management Consultant will help in the establishment of monthly reports to analyze project status and manage project costs and schedules. The appropriate level of progress reporting will be provided to each level of manager to ensure that they can manage their work without information overload. The WBS will be used to vary output of reports specifically for the intended audience. Project and program reports will be readily accessible in near real-time so that the project managers can focus on delivering projects on time and within budget. Each week the Program Management Consultant will review the status of an executive progress review on critical-path items and an exception report that identifies any tasks that have missed critical deadlines and provide comments. Monthly reports will be provided focusing on overall program status and will include a one-page executive summary, a detailed task-by-task narrative of progress and significant events, schedule variance analysis, schedule forecast, impact variances, update of key deliverables, and other pertinent information. The Program Management Consultant may regularly use a variety of performance measurement techniques to determine if the program is progressing at an acceptable level. Performance will be monitored to compare actual versus planned costs, schedule, cash flow and other key factors. Additional reports will include, but not be limited to, lists of deliverables for each project with associated due dates; cost estimates and budgets for the overall program and each project; specialized reports on trends, variances, potential change orders, claims and specific needs.

### **VIII. Augmenting Staff:**

The Program Management Consultant may be requested to provide augmentation to Bexar County staff on an as-needed basis. The determination of need will be at the discretion of Bexar County Infrastructure Services. Augmenting staff will be accomplished by separate work orders. Functional areas wherein staff may be augmented include, but is not limited to, land acquisition, finance, purchasing, procurement, plan review according to Bexar County Infrastructure Services

Department standards, administration and in various operating divisions when a CIP project or projects imposes an unusual and/or temporary workload on that division.

#### **X. Efficiency and Cost Effectiveness Audit:**

The Program Management Consultant will audit all procedures and resources used by Bexar County to achieve the goal stated in this RFQ. This efficiency and cost-effectiveness audit will not be limited to Bexar County Infrastructure Services. In performing this audit the Program Management Consultant will initially describe in detail all processes currently in use whereby work is accomplished, and it will describe the policies, rules and laws which constrain or mandate those processes. All clearances, decision points, redundant data entry, recycle loops, and other processing features shall be identified. The Program Management Consultant will then make programmatic recommendations, consistent with current ordinances, to improve those processes and facilitate the cost-effective delivery of the CIP. The deliverable on this portion of the work shall be a report due in draft within 6 months of notice to proceed. The final report may be due within 6 weeks of receipt of all of Bexar County's comments on the draft.

#### **XI. SWOT Analysis:**

The Program Management Consultant will engage Bexar County Infrastructure Services and other departments as pertinent in two half-day sessions (more if needed) performing an analysis of strengths, weaknesses, opportunities and threats (SWOT) to the County government's ability to deliver Bexar County's CIP. These group session's will be supplemented by at least twelve individual interviews, including selected individuals in Bexar County Infrastructure Services, Budget, and Purchasing Departments. The findings of this analysis will be due within 4 months of the notice to proceed.

#### **XII. SOP's:**

Develop, implement, augment, and modify existing operating procedures into a comprehensive employee manual to assist existing staff and project management staff in maintaining consistency in the execution of the CIP program. This initial deliverable will be due within 9 months of the notice to proceed.