

TaxWatch Recommendations Q3 2017-18

SMART Program Quarterly Report Review for the Quarter Ended May 21, 2018

SECTION 1 --- TECHNOLOGY SBBC SCHOOLS

RECOMMENDATION 1: TaxWatch recommends that, beginning with the Q4 2017-18 Bond Oversight Committee Report, the District begin reporting the status of these 8 new technology projects.

RESPONSE: Per the TaxWatch Recommendations Q3 2017-18, beginning with the Q4 2017-18 Bond Oversight Committee Report, Information & Technology will begin reporting the status of these 8 new technology projects.

SECTION 2 --- TECHNOLOGY CHARTER SCHOOLS

N/A

SECTION 3 --- MUSIC & ART EQUIPMENT

N/A

SECTION 4 --- ATHLETICS

RECOMMENDATION 2: TaxWatch recommends the District explain to the Bond Oversight Committee the reason for the apparent delays in completing the track projects at the following schools:

- Cypress Bay High School
- J.P. Taravella High School
- West Broward High School

Further, the Committee should make clear its expectation that future Athletics Reports include explanations for any project that is delayed.

RESPONSE: Track improvements at two out of the three schools were substantially complete by the March 31st end of quarter cut-off date except for some final outstanding items to be addressed before the projects could be reported as complete. All outstanding details at two of the three schools have since been completed and will be reflected as such in the next quarterly report. The remaining schools is nearing completion of implementation and will be fully complete by the end of Q2 2018. Below please find an explanation for the delay at each school below:

- Cypress Bay High School – Track improvements were completed on March 23rd, 2018 pending the final inspection. The final inspection was completed on April 16th shortly after the end of quarter closing date. The project is now fully complete and will be reported as such in the next quarterly report.
- J.P. Taravella High School –Improvement work is now 90% complete. Final project completion and close out are expected by end of Q2 2018.
- West Broward High School – Track improvement work was completed on March 23rd, 2018. However, the final completion of the project was dependent on the installation of perimeter fencing which has since been finished on May 1st, thus completing the project.

Please note that a schedule flag (s) was indicated on each school's spotlight to indicate the delay along with a brief note in the comment section. More detailed explanations for any delayed projects can be provided in future reports.

RECOMMENDATION 3: TaxWatch recommends that the District brief the Committee on the reasons for the apparent delay in completing the above weight room projects. Further, the Committee should make clear its expectation that future Athletics Reports include explanations for any project that is delayed.

RESPONSE: The following list includes Year 5 schools that appear behind schedule because they contain original planned dates that were assigned based on the assumption that funding would be released earlier. Planning initiated early for these schools and now are well on their way for early completion based on the Board's approval to accelerate the year 5 funding on April 24, 2018. Planned bars shown on the dash board were reflected incorrectly, due to the fact that the actual progress had started on activities that were not logically tied to any financial commitment by the Board. The fact that funding for phase 5 schools was originally anticipated for July 1, 2018 and most of the phase 5 schools are currently scheduled to be complete by the end August 2018, represents that these schools will be finished over six months ahead of the originally planned completion date, end of Q3 2018.

- Cooper City High School
- Coral Glades High School
- Deerfield Beach High School
- Hallandale Magnet High School
- Marjory Stoneman Douglas High School
- Monarch High School
- Pompano Beach High School
- South Plantation High School

SECTION 5 --- FACILITIES

RECOMMENDATION 4: TaxWatch recommends the District revisit the list of "flagged schools" on pages 88-89 to make sure all schools with budget and/or schedule issues are correctly identified.

RESPONSE: There was an inadvertent oversight in the "Flagged Schools" summary on pages 88-89. The section of the report was not inclusive of all schools that reflected schedule or budget flags on the individual school spotlights. We will take additional quality control steps to alleviate such errors in future. In the meantime, an updated section will be provided for committee members at the upcoming meeting on Monday May 21st.

RECOMMENDATION 5: TaxWatch recommends that the Bond Oversight Committee and District staff engage in a candid discussion of what can reasonably be done to keep facility renovation projects moving through the process and avoiding the "pig in the python" that is occurring when projects reach the Design Phase

RESPONSE: A combination of contributing factors have led to the notable accumulation of projects in the design phase including a number of strategies that were implemented this past year in a concerted attempt to regain the schedule. Some, but not all, factors that may have contributed to the "pig in the python" phenomenon in the Design phase include:

- Initiation of SMART projects were originally intended to be spread out over a 5-year time frame but were in actuality initiated collectively in a condensed period in an attempt to regain the schedule. (i.e. most year 1, 2, and 3 projects launched in a compressed time period while year 4 were started on time and year 5 began the planning phase ahead of their scheduled time.)
- This District has not implemented a program of this magnitude in its recent history. The District, the consulting teams and supporting business communities have undergone learning curve challenges that have necessitated adjustments to the program approach. For example, many of the design consultants are new to doing business with the District and are not as well versed on the unique dynamics and requirements of this

District. As a result, design consultants are taking longer than originally planned to complete design documents.

- The original baseline schedule for SMART projects was based on “concurrent” reviews which enabled both the consulting team and the Building Department to review final design documents simultaneously. Although the intent of this approach was to mitigate schedule delays, this effort had a contrary effect as it resulted in multiple revisions than anticipated.
- The CBRE|Heery PMO team has since reverted to “sequential” reviews which enables the PMO team to first conduct design reviews and firm up documents prior to submittal to the building department. Unfortunately, sequential reviews tend to take longer which has impacted the schedule.

The Program Management Office (PMO) is working diligently with the District and the Building Department to establish updated strategies that will address the current and future over-concentration of projects in any phase. Some key strategies the collective team is exploring include:

- Weekly meetings with the Building Department to prioritize, collectively address and reach decisions faster.
- The CBRE/Heery design review team will conduct initial reviews of design documents to help ensure that issues are addressed prior to Building Department reviews.
- Capturing and communicating lessons learned to design consultants and contractors proactively and early in the process to avoid making the same mistakes.
- Working with the procurement team to further address selection factors such as work load and current performance of firms during QSEC.

The PMO is working diligently with the District to identify and implement strategies such as those mentioned above and will provide the BOC with an update in the next report.

RECOMMENDATION 6: TaxWatch recommends the District revisit these 14 projects and flag their status as appropriate.

RESPONSE: CBRE|Heery has revisited the following 14 projects. Please find a brief response addressing their status:

- The comments related to the following schools were regarding the Weight Room projects specifically. Please note that the weight room projects at all the schools listed below remain on track to be completed by end of Q3 2018.
 - Cooper City High School
 - Coral Glades High School
 - Deerfield Beach High School
 - Hallandale Magnet High School
 - Marjory Stoneman Douglas High School
 - Monarch High School
 - Pompano Beach High School
 - South Plantation High School
- Collins Elementary School on track and not delayed. The Primary renovations project was planned to enter Phase 3 during Q3 of calendar year 2017. It met the planned time frame with an actual date of 10/31/2017 as reflected on the spotlight.
- Castle Hill Elementary School and Forest Hills Elementary School both reflected an “S” schedule flag in the previous quarterly report. Because the schedule has been regained, a schedule flag was no longer applicable for this report.
- Cypress Elementary School, Oakland Park Elementary School and Tequesta Trace Elementary should reflect a schedule flag. The correction will be reflected in the next BOC report.

Please note that any clarifications or corrections will be reflected accordingly in the next BOC report.

RECOMMENDATION 7: Florida TaxWatch recommends that, to encourage accountability, transparency, public support, and confidence in the use of SMART Program funding, the District include in the Bond Oversight Committee Report for Q4 2017-18 (and all subsequent reports) a summary or explanation of any PSA amendments.

NOTE: This recommendation was included in TaxWatch's report to the Bond Oversight Committee for the quarter ending December 31, 2017.

RESPONSE: For future BOC reports, CBRE/Heery will include details of the actual Board meeting date and agenda item for ease of reference to the final Board back up materials. The details being requested are in the individual Board agenda items available on the District's website.

RECOMMENDATION 8: Florida TaxWatch recommends that, to encourage accountability, transparency, public support, and confidence in the use of SMART Program funding, the District include in the Bond Oversight Committee Report for Q4 2017-18 (and all subsequent reports) a summary or explanation of any change orders.

RESPONSE: For future BOC reports, CBRE/Heery will include details of the actual Board meeting date and agenda item for ease of reference to the final Board back up materials. The details being requested are in the individual Board agenda items available on the District's website.

RECOMMENDATION 9: Florida TaxWatch recommends that, to encourage accountability, transparency, public support, and confidence in the use of SMART Program funding, the District include in the Bond Oversight Committee Report for Q4 2017-18 (and all subsequent reports) a summary or explanation of any changes in project scope or amount.

RESPONSE: For future BOC reports, CBRE/Heery will include a more detailed summary and/or explanation of any changes in project scope or amount.

RECOMMENDATION 10: TaxWatch recommends that the Bond Oversight Committee and District staff engage in a candid discussion of what can reasonably be done to keep Single Point of Entry projects moving through the process and avoiding the "pig in the python" that is occurring when projects reach the Design phase.

RESPONSE: The list of Single Point of Entry (SPE) projects recently had an additional 123 projects added, which has created the appearance of the "pig in the python" related to SPE projects. Many of these projects, while listed as in Design Phase, involve scopes of work that will not require full Building Department reviews. For example, many projects involve adding fencing on a campus. These projects will fall under a master permit with the Building Department and will not require the same reviews that an SPE project involving building renovation will require.

Also as addressed in the above response to "Recommendation 5", the PMO is working diligently with the District to identify and implement strategies that will mitigate the immediate and future challenges with an over-concentration of projects in any one phase such as Design. We will provide the BOC with an update in the next report.

SECTION 6 --- BUDGET ACTIVITY

N/A

SECTION 7 --- SUPPLIER DIVERSITY OUTREACH

RECOMMENDATION 11: TaxWatch recommends the District, as part of its ongoing outreach efforts, continue to step up its efforts to recruit and retain qualified E/S/M/WBEs for all SMART Program categories.

RESPONSE: As we move through the various phases of the Implementation of the new policy 3330, various Affirmative Procurement Initiatives (APIs) are being added to encourage greater participation by S/M/WBEs in all SMART program categories. SDOP has identified hidden pockets where there is a lack of certified firms, or expertise within certain commodities. We use this to prioritize and target events that we attend, and to implement APIs that help develop and grow the S/M/WBEs Firms.

RECOMMENDATION 12: TaxWatch recommends the District step up its efforts to award SMART Program purchase orders to women-owned firms.

RESPONSE: SMART Program Purchase Orders are issued at the Prime level. The majority of Certified Women Owned Firms are engaged at the sub-consultant or subcontractor level, with few bidding as prime on contracts. Based on TaxWatch's recommendation, SDOP have stepped up, and are targeting events and organizations that support Women Owned Businesses, for example:

- The Women Business Enterprise National Council, (WBENC)
- National Association of Women in Construction (NAWIC)
- Florida Women's Business Center
- Women's History Month – 8th Annual Women Mean Business Conference
- Broward College's Women's Success Summit 2018

It is the Goal of the District to recruit and develop Certified Women Owned Firms who will eventually move into the Prime Bidder Position.

SECTION 8 --- COMMUNICATIONS

N/A