

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF FACILITIES & CONSTRUCTION

FRANK GIRARDI
EXECUTIVE DIRECTOR, CAPITAL PROGRAMS

Telephone: (754) 321-1525

Facsimile: (754) 321-1501

August 19, 2019

TO: Joris Jabouin
Chief Auditor

FROM: Frank Girardi, Executive Director
Office of Facilities & Construction



SUBJECT: **AUDIT OBSERVATION 2 (DELAY IN EXECUTION OF THE
AUTHORIZATION TO PROCEED) – ADDENDUM TO RESPONSE**

In analyzing the root causes of delays during the design phase of multiple projects, there were a number of factors that are outlined below that had an impact on the progress of projects. In addition, the delay in issuing Authorizations to Proceed on eight projects took into consideration these factors and resulted in a purposeful attempt to minimize logjams in the program schedule and to implement a more consistent execution.

Multiple projects were issued within a short timeframe and with the pool of Architects and Engineers not fully broadened. In addition, the initial pool of consultants was mostly comprised of firms that had little or no familiarity or experience with District processes, procedures or requirements. This became evident during the first two years since the first and second year projects were more complex, complicated projects that would require a more in-depth understanding of how to address renovations within existing facilities. The scopes of work and budgets were not sufficiently clear in the Needs Assessment leading to a significant amount of time devoted to the Scope Validation process that extended beyond the scheduled time in the consultant contracts. In many cases, a re-evaluation of the scope was required before the project could proceed to the Design Development phase. Staff from the Office of Facilities and Construction, the Building Department, the Owner's Representative and the Cost and Program Controls Manager devoted considerable time with consultants to bring clarity to the project scopes and budgets and to make decisions on how best to proceed.

The original schedules were overly aggressive in comparison to the level of work that was required for the types of projects. Most projects were originally conceived as deferred maintenance projects but evolved into more extensive renovations. As a result, two re-baselined schedules were implemented subsequent to the originally approved schedules; the most recent

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occurring in November 2018. This allowed for more realistic schedules and prioritization of funding years 1 through 3 projects for efficient flow from the design phases through bidding and construction.

As projects progressed through the Design Development and Construction Documents phases, changes in the Florida Building Code and select sections of the District's Design & Material Standards resulted in some projects requiring redesign of certain elements. Contract Amendments had to be approved by the Board for many projects in order to address scope/fee changes and to provide clarification for Professional Services Agreement language. The OR-PM team is working closely with OFC and the Building Department to mitigate any further delays.