

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 3 (PM/OR ADHERENCE TO DESIGN
PHASE TIMELINE) – ADDENDUM TO RESPONSE**

Regarding analysis of delay causes, there is on-going review of delay cause action. Between 2010 and 2013, the Office of Facilities & Construction (OFC) had been reorganized from approximately two hundred (200) staff down to approximately twelve (12) because of the recession. In late 2014 the Bond passed, but the OR-PM and CPCM did not come on Board until Fall 2015. With the loss of so many direct staff also came the loss of organizational process asset experience and historical knowledge of the District.

This and the delay issues listed in the response to Audit Observation 2 has led to a significant learning curve for all parties. A study of common issues that were surfacing during design reviews resulted in a document that was shared with all designers in December 2018 in order to pre-empt repetitive mistakes. The OR-PM team is working closely with OFC and the Building Department to continually identify issues and determine subsequent improvements.