

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2019-2020

Robin Bartleman
School Board Member

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a √ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2019-2020 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators

Scoring Rubric

Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.			X	
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: See Attachments			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan Development and attainment of partnerships, grants and other resources to support initiatives Results from outreach and collaboration with employees and their respective union/meet and confer groups Presentations to internal and external stakeholders Involvement in state and national organizations to provide input and influence local, state and national policy decisions Development and refinement of Board Policies Consistent and regular one-on-one meetings with Board members Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

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LEADERSHIP:

COVID-19 Response

Mr. Runcie, his cabinet, administrators, teachers and staff should be commended for their initial response to the COVID-19 Pandemic. Once the community went into quarantine, Mr. Runcie provided leadership and worked to meet the needs of our students and stakeholders, including providing feeding sites, pivoting to virtual instruction, distributing computers, formulating strategic partnerships to ensure students have access to the internet, delivering books to our Title I students, and ensuring students have access to mental health services.

It is imperative that Mr. Runcie provides the same leadership as we transition to in-person instruction; communication with the Board and stakeholders is lacking. Mr. Runcie announced the opening of school prior to discussions with the Board and sent out a binding survey to our teachers prior to explaining what in-person instruction would look like and what safety protocols would be in place. These actions have created animosity and chaos among our employees. Mr. Runcie must do a better job communicating what Phase 2 will look like and address questions and concerns that are prevalent throughout the community. He must also ensure that all policies and procedures for in-person instruction are communicated clearly and are followed consistently throughout the District, especially safety protocols.

Smart Bond

In 2014, the SMART Bond was approved by the voters and promises were made. As the Superintendent, it is Mr. Runcie's sole responsibility to manage the execution of the SMART Bond Program. His responsibility includes holding Facilities and Procurement staff and third-party vendors, including Program Managers, accountable for deliverables and responsibilities. Since that time, the SMART Program has been plagued with delays and independent audits as well as Tax Watch Reports that have outlined deficiencies within our processes and program. In fact, six years after the passage of the SMART Program, only 16 projects of 236 projects in the bond are closed out. As of July 2020, 23 additional projects are between 96-100% completion. In March of 2020, the School Board of Broward County authorized an additional \$250 million in Certificates of Participation (loans). These COPs will need to be paid back in approximately 10 years, in two consecutive \$125 million payments. At the time the SMART Program was approved, voters understood that it only covered \$800 million of projects while there were approximately \$2 billion in needs. It is unfortunate that the SBBC took out a \$250 million loan, not to cover new projects that are needed, but to cover the existing projects from the SMART Bond, which is currently projected to be up to \$536.9 million over the original SMART budget according to the **Running Construction Budget Report** created by Atkins as of 8/31/2020 (draft).

Third Party Audits of our Program Management consistently find issues and repeated findings that have not been corrected. The **Oct 3, 2019 RSM Internal Audit of the Program Manger** contained multiple observations including observation #2, the need for Construction Invoice Supporting Documentation (p.7), and observation #3, ineffective interim plan reviews and lapses in project management during the Building Department Review Process including issues with roofing (p.9).

There were similar process findings in the **Aug 4, 2020 Roofing Process Analysis**. The analysis is quite comprehensive. Observation #2, which sited the lack of long-term planning in 2014 and several other

observations that show deficiencies in Program Management. Some examples are delays in execution of the authorization to proceed, and PM/OR Adherence to Design Phase Timelines. In finding #9, Delayed Payment and Processing in the Capital Program Response, it states, "concerns regarding timely payments were brought to our attention during recent conversations held with the SMART Program's contractor community regarding delays in the invoicing process." This should not be a "recent conversation," as vendors have been complaining about this issue for years. The fact that this had to be brought to the Executive Director's attention suggests that he was not proactively managing this process nor looking at reports. There were also issues with E-builder and the uploading of appropriate documentation. It was noted that issues were fixed, and the finding was closed. However, when looking at the **June 2020 Internal Audit of Program Management** on page 14, there are still issues with document retention in E-Builder.

The District has hired a new Program Manager, but the question remains as to why CBRE Heery and facilities were not held accountable for lack of progress and all the issues identified in multiple audits (see audits provided in this document). It is imperative that as we transition to a new Program Manager that all documents and databases be complete before Heery leaves. Mr. Runcie needs to ensure that all aspects of the SMART Program are managed appropriately and that there is a firm accountability system. He must ensure that even the most basic common-sense policies and procedures are adhered to. For example, the last RSM Internal Audit revealed that a third-party employee approved his or her own timecards (**June 2020 Internal Audit of Program Management p.3**).

For the past two years, there have been questions about the roofing costs of the District, and staff has been looking into issues in our roofing program. Contractors have been very vocal about how difficult it is to do business with the District due to delays in payment and issues and challenges with the roofing process. In fact, I attended a meeting on March 3 that Mr. Runcie organized with our contractors. One contractor stood up and voiced that he charges 35% more for doing work in Broward County because the District is so difficult to work with. They also voiced concerns about being forced to utilize certain vendors for subs and products. Contractors were also concerned about committing crews because of permitting issues. There are also issues with delayed payments resulting in them being unable to pay their subcontractors. At the meeting, one contractor stated he received his August draw 7-8 months late and he still hadn't received his October draw. Staff blames the contractors for not completing paperwork. If many of our contractors are reporting the same issue, and this issue is adversely impacting the District, then it is incumbent upon Mr. Runcie to revisit processes and see where the breakdown occurs. After that meeting, Mr. Runcie began actively addressing the issue; however, it took too much time for the problem to be acknowledged and come to light. Mr. Runcie should implement an accountability system to verify the timeframe it takes to issue payments to all vendors and periodically check the timelines to ensure that the issue remains resolved. Mr. Runcie should benchmark the District's timelines for permitting against other school districts in the State.

The District has paid more than \$60 million dollars for Program Management Services; why did it take a third-party analysis of the roofing process to bring these issues front and center? Why did it take an audit to bring to light the delays in getting projects out of permitting? Who was responsible for reviewing the data? According to the Roofing Process Analysis, of the 203 roofing projects that were part of the 2014 SMART Bond Program, only 9 projects are in closeout and 62 are in construction. The auditor reviewed a small sample size and found it took an average of 196 days for A/E to revise a project in the Plan Review Analysis. In the roofing sub permit analysis, it took an average of 60 days in Building Department review per project and 171 days for the roofer to revise the project. The Roofing Process

Analysis found many issues with the roofing design and plan review process (see document). It begs the question of how the District had all these problems when Heery was responsible for day to day operations. What were the Project Managers doing when these delays were occurring? Mr. Runcie must continue to address issues with processes within the SMART Program, including scope creep, slow approval of change orders, permitting delays, contingency use directives and pay applications.

The quarantine was an opportunity to expedite work in our empty school buildings. Unfortunately, some contractors and their employees contracted the virus. It is not clear what job sites were impacted. It should be noted that completion dates for years 1, 2, and 3 schools stayed the same or slid farther behind during this period. The big three projects, Stranahan, Northeast and Ely, continue to face significant delays. The substantial completion dates were revised in November 2018 when the Executive Director of Capital Programs and CBRE Heery Program Director re-baselined the Program. As of the June 30th Substantial Completion Report produced by Atkins, Ely was supposed to be completed in Aug. 2020 and now has an estimated completion date of Dec. 2021. Northeast was to be completed in Aug. 2021, but this date was pushed to Oct. 2022. Stranahan's major renovation completion date remains at Jan. 2021; however, the Stranahan cafeteria project completion date went from Aug. 2020 to May 2022. Northeast's new building went from November 2021 to March 2022. It is frustrating that ADA projects like the wheelchair lift at Ely, which has been in the DEFP for 10 years, while a year four school had a culinary arts lab expedited and completed. Mr. Runcie must monitor these timelines closely.

The Council of Great City Schools' **Reviewing the Physical Plant Operations Program** (included) was submitted on Sept. 10, 2019. The **RSM Roofing Process Analysis** was discussed at a workshop in Sept. 2020 (included). Both documents point out the need for long-term planning and coordination. Great City Schools stated that "there did not appear to be a clear division wide leadership vision or integrated structure in place to manage defined responsibilities and accountabilities across major departments in the Facilities Division. This may be due in part to the lack of a permanent Chief Facilities Officer" (page 10). The Council of Great City Schools Report recommended the District "permanently fill the Chief Facilities Officer's position with a proven facilities executive who has compelling credentials and experience in the K-12 environment." Instead of following this recommendation, Mr. Runcie eliminated the Chief Facilities Officer position from the Organizational Chart. There was no coordination between PPO and Facilities to the detriment of the District as outlined on page 10 of the report. A need for a coordinated effort can also be found on page 14 of the **RSM Roofing Process Analysis Internal Audit** dated Aug. 4, 2020. Mr. Woods has now been given the responsibility to coordinate these two departments, in addition to the enormous amount of responsibility he has overseeing multiple strategic departments. Both the RSM Audit and this review call for Mr. Runcie to hire an individual with experience in Facilities to coordinate these departments and develop a long-term plan. The PPO Report also outlined that the District had not reached its annual goal of MWBE participation and that the district is currently at 17% participation (p.13). It also cited no deliberate or proactive succession plan or capacity building in critical functions (p.13). This issue extends beyond PPO and Facilities. Mr. Runcie must continue to monitor MWBE Participation and develop succession planning.

Mr. Runcie's recent directive related to communication with the Facilities Task Force is concerning. His evaluation indicates he should "appropriately interpret and execute the intent of Board Policy." It should be noted that the Facilities Task Force was created as a result of a previous Grand Jury. Members of this committee take their roles and responsibilities very seriously. Instead of working and having a discussion with the Facilities Task Force, he has unilaterally created a new set of rules for them including "no other

District Staff member or District-contracted vendor will be permitted to communicate with any member of the FTF.” This violates policy, is an inconsistent application of 1.7, and conflicts with the Facilities’ Task Force Policy 7012 and multiple staff job descriptions. It is imperative he address what he meant by this language and there are questions as to how he can unilaterally create such a rule and apply it to only one advisory group without even seeking Board input.

The Superintendent is responsible for ensuring that policies and procedures are always adhered to. His responsibility is to “improve public trust and confidence in the institution and strengthen the focus on our core mission.” The ineffective leadership he has demonstrated with the SMART Bond has eroded public trust. It is imperative that this be restored. However, Mr. Runcie has made improvements in other areas to the District. He has expanded innovative programs and improved the quality of instruction. The District successfully passed a referendum and is utilizing the dollars for their intended purpose. The emotional health, academic progress and safety of our students is a top priority for the Board. Being a good steward of taxpayer dollars is also important. One of the reasons I voted to hire Mr. Runcie was his business and IT experience. He was asked to fix issues that existed with the business side of the School District. Nine years later, there are issues that have been successfully resolved, some that have not been fixed, and some new ones that have arisen. The ineffective implementation of the SMART Bond Program is a significant issue and will have long term consequences that have and will impact students, taxpayers and future Boards. It highlights deficiencies in his ability to lead and manage effectively.

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Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.		X		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	Comments: See Attachments			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none">• Student Achievement/Performance Data• Implementation plan for Common Core State Standards• Implementation plan for instructional and administrator evaluation systems• Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices• Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students• Utilization of quality assessments and interventions to enhance achievement				

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High Quality Instruction:

FSA testing did not occur during the 2019-2020 school year due to the COVID-19 Pandemic, therefore, there is limited data to evaluate if there is high quality instruction. It should be noted that the graduation rate increased 2 points, the District's highest graduation rate of all time. The District also increased mental health services this school year and expanded BCPS Innovative Programs. The Advanced Placement pass rate also increased during the 2020 school year. Under Mr. Runcie's leadership, the District has expanded debate, CTACE, Cambridge, Innovative and STEM Programs, and has increased mental health programming for our students. Including addressing the needs of the MSD and Deerfield Beach High Community. The Implementation of the SAT School Day remains high at 89%. Overall average scores decreased from 496 in 2018 to 492 in 2020. Math scores decreased from 471 in 2018 to 465 in 2020.

District Staff, administrators and teachers should be commended for pivoting to virtual learning in a matter of two weeks. The virtual instruction offered in the Spring had its challenges; however, the quality of virtual instruction offered since the opening of school has improved dramatically.

Parents and advocates consistently report issues with Exceptional Student Education Services. Prior to the pandemic, the community and stakeholders were frustrated with the length of time it took District Staff to complete Child Find Pre-K evaluations. This issue was corrected, and the timelines were improved the last couple of years, however, evaluation timelines have once again become a problem. At the beginning of the 2019-2020 school year, there were numerous issues with BCPS' Hospital Homebound Program, including a shortage of teachers resulting in students experiencing a break in services.

Parents of ESE students also reported issues with students receiving direct services in person, before the pandemic and during virtual instruction. Mr. Runcie must set up a check and balance system to ensure that IEPs are implemented with fidelity and direct services are provided. A system of accountability must also be established to ensure that Support Facilitators provide needed services - a BCPS teacher and parent reported that she never heard from her Support Facilitator.

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Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.			X	
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: See Attachments			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none">• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan• Development and implementation of a performance management system• Improved budget process incorporating enhanced planning, communication and resource distribution• Development and implementation of innovative and entrepreneurial programs• Analysis and recommendations for improvements to the organizational structure• Redirection of resources to support schools• Use of audits to improve practices and accountability				

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Continuous Improvement:

Mr. Runcie must implement appropriate leadership and performance management techniques to define roles, assign functions and to determine accountability for attaining organizational goals. He must also develop, implement, promote and monitor continuous improvement processes. Mr. Runcie's SIM Process has been helpful in identifying process issues within the organization; however, Mr. Runcie has not established a system to effectively ensure that corrective action takes place and holding staff accountable. He also needs to create a stronger accountability system at the school level to ensure fidelity of implementation of School Board policies and procedures. This has been a pattern throughout his tenure.

Issues related to employees

There are still numerous issues with human resources and employee discipline. For example, in June 2020, a case was brought before the Board for termination. The teacher had been arrested and upon final disposition of his case, he was prohibited from accessing sensitive information. This teacher should have been terminated but was permitted to remain in his position for multiple years. This case was quite troubling, as one of the school board attorneys blamed the State for the situation. Subsequently, the State provided written correspondence which contradicted our attorney. There are also issues regarding excessive payments for secondary positions, including a substitute making over \$60,000. In my opinion, Mr. Runcie has not provided a thorough review of this situation.

There have also been numerous breakdowns of communication between Mr. Runcie and his leadership team regarding payroll, employment and other HR issues. The most recent example occurred when it was revealed to the Board and Mr. Runcie that employees would be receiving their paychecks without their referendum dollars because the BTU and the District did not finish collectively bargaining. The Board was unaware of the issue and Mr. Runcie reported during a Budget Hearing that he was also unaware of the issue, and he instructed his staff to complete collective bargaining and notify employees.

Office of Chief Auditor

Since the Board only has a dotted line to the Chief Auditor and Mr. Runcie has a direct line, the Superintendent has the responsibility to ensure that the Chief Auditor runs his office in an efficient manner and is always independent. On January 24, 2020, a third party conducted an **External Quality Review of the BCPS Operations of the Chief Auditor**, and it was presented to the Board. It suggested that a formalized method of communication be developed and found that the Chief Auditor spent most of his time in meetings dealing with the operations of the School District and needed to spend more time focusing on audits and his office (p.4). It has been reported that minutes of audit meetings are not completed in a timely fashion, and minutes and motions have been recorded incorrectly.

Mr. Runcie must ensure that the Chief Auditor has the staff needed to perform the duties that are outlined in his job description, and that his time is spent focusing on the department's core mission. In the Chief Auditor's job description, it states that his Position Goal is to "design, implement and coordinate

the District's internal auditing function to assure conformance with School District policies, state and federal regulation, and established auditing principals and procedures. Special emphasis to be placed on the auditing of the District's ongoing facilities construction and maintenance program" (p.1). It should be highlighted that the Chief Auditor has done an excellent job directing and working with RSM as it pertains to auditing elements of the SMART Bond. However, he needs to be directed to ensure that audits and review of the ongoing facilities and construction maintenance programs are completed as outlined in the responsibilities in his job description. It is unacceptable that the manager for facilities audits position remains vacant. During the May 14, 2020 Audit Committee meeting, the Chief Auditor was asked about the position and he said there was a hiring freeze and he would discuss it with Mr. Runcie. He further stated that he did not receive any qualified candidates; however, a former facilities auditor applied for the job, he had the qualifications having served in the role before. The Chief Auditor's explanation was not accurate. Mr. Runcie must also review the Chief Auditor's Essential Performance Responsibilities.

On August 11, 2020, during a discussion of the third-party roofing audit with the Board, the Chief Auditor alluded to the fact that he wrote management responses regarding the identified deficiencies. While the Chief Auditor acts as a liaison with outside auditors and gives direction to governmental auditors, nowhere in his job description does it state that he should be writing management responses. The Chief Auditor should be objective, identify findings and follow up with Mr. Runcie, who should hold staff accountable for correcting those findings. Mr. Runcie needs to work with the Chief Auditor and make future recommendations to the Board to ensure he has the staff and time needed to meet the position goal and essential performance responsibilities.

District Operations

The Board has made significant investments in software systems that have not been fully implemented. It was only after persistent requests at the Board Level that E-Builder was utilized. **The Council of Great City Schools Physical Plant Operations Review** highlighted issues with the CMMS System, including insufficient governance, oversight, contractor mismanagement, and embedded silos (p.15). These same issues are prevalent with other software system adoptions across the District.

The Council's report highlighted issues with costs paid by the District for PPO related services and stated, "The ceiling for items purchased and the gross volume of purchases gives one pause about the potential for fraud and abuse" (p.17). They go as far as to give a Key Performance Indicator Comparison of costs. A PPO employee was recently indicted by a Federal Grand Jury for bribery. The item of question in the indictment was highlighted by former Chief Auditor Pat Riley in his internal audit. Mr. Runcie is not responsible for this individual's choices and actions; however, it is his responsibility to put controls in place within the organization. Pat Riley's original audit had many red flags which were not addressed by management. Upon reading the indictment, it appears law enforcement action did not occur until after the audit; which begs the question as to if any corrective actions were put in place by Mr. Runcie after receiving the audit findings. It should also be noted that staff refuted the audit when it was presented to the Board.

Mr. Runcie was asked to review all current contracts in PPO, especially those highlighted in the Council's report. The Chief Auditor added this request to his audit plan in August of 2020.

The State of Florida Auditor General Operation Audit of April 20, 2019 continued to note findings related to District Overpayments (p. 5), repeated findings related to P-Cards (p.5-6), and Information Technology User Access Issues for sensitive personal student information and human resources and security controls. Some of these audits' findings date back to 2014-2015 (p. 11). Mr. Runcie reported that 7 of the 8 findings are now closed. Since the Auditor General does not provide formal close out reports, future boards should follow up to ensure everything is corrected.

Mr. Runcie was sent an email in October of 2019 regarding issues with the Recordex contract and the former Chief Information Officer, along with back up documentation regarding a home purchase and car purchases. Once again, Mr. Runcie is not responsible for an individual employee's actions; however, there have been multiple questions at the Board level and from other stakeholders about IT contracts and sole source contracts under the leadership of the former Chief Information Officer, including the District's iCloud storage which was not competitively bid. This issue, among others, has been raised at the time the contracts were brought before the Board. It is Mr. Runcie's responsibility to have controls in place and investigate concerns. An outside audit was not submitted to the Board until April 13, 2020. The third-party auditor did not include a finding related to the use of split purchases to avoid the \$500,000 threshold. The Chief Auditor had to have the third-party auditor revise the report to include this finding. The audit was subsequently forwarded to the Office of the State Attorney. Based on the findings of the audit, the Audit Committee passed a motion recommending that the District audit multiple IT Contracts and used very clear language, "... with further recommendation to review the \$81 million purchase of the bond dollars and any significant purchases between 2015 and 2019 under the technology department under the former Chief Information Officer." In the **2020 Audit Plan**, the Chief Auditor did not include the motion of the Audit Committee but instead listed Bid #16-059E to be audited (p. 24). When questioned about auditing other contracts during a Board meeting, he opined that the language was inclusive. However, if you read the **Audit Plan** (attached), the language is very clear as to what he is auditing. Future boards and Mr. Runcie should ensure that other IT contracts are reviewed especially given the information presented to the Board regarding the deliberate circumventing of District policy and processes.

Mr. Runcie must strive to continue a quality strategic planning process that will forge crucial partnerships, community and District relationships, translating the strategic plan into a reality. There are still communication issues with our advisories, and the issues with the "looping" process have not been rectified. In May of 2018, the District Advisory Committee brought forward their detailed recommendations to improve the Broward County Public School's Website. This had been an issue raised in multiple evaluations, and concerns have been voiced prior to 2018. On Sept 4, 2020, the District Advisory Council, made up of community stakeholders and parents, again voiced their frustration that their recommendations fell on deaf ears. Their goal is to make sure that parents and students always have access to the same information. In an additional report, they highlighted information on the website that is outdated and inaccurate. Our stakeholders are frustrated with our lack of progress in addressing their needs and there is a lack of follow up (DAC email is included).

The Capital and Operation Budget reports are very detailed and are without exceptions. The only suggestion is to modify the DEFP. The projects that have not come before the Board are based on 2014 Cost Estimates that are grossly understated. It has been stated there is no need to revise these estimates because they will be revised when the project comes before the Board. Mr. Runcie and the budget office are forecasting, and planning based on Atkin's Estimates; however, the actual cost estimates per project are not reflected in the DEFP, a legal document shared with taxpayers.

Safety and security protocols are a priority of the School Board, which Mr. Runcie continues to strengthen and enhance. This division has hired more than 500 new security personnel, created a 24/7 District Security Operations Center, expanded video surveillance and fixed the Radio System. However, Mr. Runcie must work closely with Mr. Katz to coordinate health and safety protocols during this pandemic. Answers to questions about contact tracing are unclear. Everything must be implemented with fidelity.

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Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.			X	
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: See Attachment			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none">• Climate Surveys• Comprehensive communications plan• Outreach efforts to increase parent input and involvement• Outreach efforts to engage the community and businesses• Outreach efforts and collaboration with municipalities, universities, and legislative groups• Communication tools that enhance communication and customer service• Newsletters and public engagement documents designed to strengthen connections to the community				

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Communication:

Mr. Runcie must continue to develop and maintain meaningful, respectful and cooperative relationships with media, municipality, county, community and legislative representatives. Mr. Runcie has been able to build strong relationships with local and state officials, and the Office of Legislative Affairs has done an outstanding job pushing information out to our local community during this pandemic. SMART communication provided by Garth Solutions has been excellent.

The Public Information Office should be commended for working closely with a Sun Sentinel reporter to set up an "Ask Lois" column that answers questions about schools during this pandemic. However, it should be noted that the Public Information Office has delayed responses to some reporters. There is no reason for some of the delays, especially when the requests pertain to critical issues that affect the community (see attached emails). It is unacceptable that the Public Information Office does not respond consistently in a timely fashion or at all, especially when other districts are providing timely information (see email Aug. 4, 2020). One reporter has sent multiple emails that were not responded to. Another reporter was also ignored when asking for information on Dec. 16, 2019. The PIO answered his question on a Saturday, two days after the deadline, even though the PIO responded to a similar request made by a Miami Herald reporter in a timely fashion (see email). Emails are included to illustrate Mr. Runcie's inability to address issues in his Public Information Office; he and the Board are copied on all of them. BCPS is the 6th largest District in the nation and the world operates on a 24-hour news cycle, and requests must be prioritized, and critical information must get out first. In order to improve the Public Information Office, the School Board approved three additional chart level positions at Mr. Runcie's request, despite criticism from our teachers regarding the inequities in budget decisions.

In the last 24 hours of completing this evaluation, information was posted on Twitter that clearly illustrates glaring communication issues that have and will continue to exist unless Mr. Runcie provides effective leadership for this department. At the SBBC on Sept. 22, 2020, the School Board Chair recapped the discussion and the Board's direction to the Superintendent and the public, stating that "on the 14th, 15th, and 16th of October, our specified ESE students with our Centers, along with our pre-k, k, first, second, sixth and ninth graders are welcomed back into our classrooms, brick and mortar . . ." The communication Tweeted by Mr. Runcie to the public on the opening of schools excluded 2nd grade. At 3:30pm on 9/23/2020, Scott Travis, a reporter from the Sun Sentinel, sent an email to the Public Information Office asking for clarification on when second graders will return to school. He received an acknowledgement that the email was received but was not given an answer. This could have easily been clarified in a one-sentence response. Why would the District perpetuate misinformation? There are thousands of second grade parents and teachers awaiting an answer. As a Board member, I will have to go back and watch the meeting to see where the miscommunication occurred, this is probably an innocent mistake and should have been addressed immediately (attached screen shots from Twitter and the video and emails are included on twitter @smtravis).

Mr. Runcie also needs to improve on opening lines of communication with employee groups. Lisa Maxwell from Broward Principals and Assistants Association and Anna Fusco from the Broward Teachers Union continuously contact the Board about issues, and they are only addressed after the issues are raised to the Board level. For example, on Sept. 20, 2019, Ms. Maxwell sent the Board an email regarding the requirement mandating Principals to train their entire staff on Active Assailant Training. However, only

law enforcement and trained individuals should administer the training. This situation should have been resolved prior to reaching the Board level.

Mr. Runcie has provided a visible presence throughout the district and community, especially during Phase 1 of the pandemic. His public communication on a macro level has dramatically improved. He does an effective job of communicating goals; however, as information moves down through the organization to the school and classroom level, there are frequent discrepancies in details and information. Mr. Runcie must create a clear system of communication. It is unacceptable that the announcement to open schools on Oct. 5, 2020 and the distribution of a "binding" teacher survey was released prior to the September 22, 2020 workshop with no input from Board. This upset teachers, parents and stakeholders and has set a negative tone.

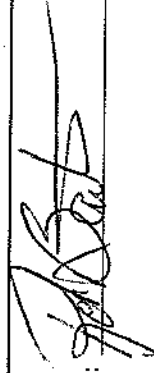
Mr. Runcie's communication regarding returning to brick-and-mortar classrooms has left many questions unanswered and the Board is being inundated with questions and complaints from parents and teachers. Parents are especially frustrated because they are being asked to make important decisions regarding their children's safety with little information. It is imperative that easily accessible information be provided to all stakeholders, parents and teachers. One pagers and frequently asked questions can help clear up misinformation.

The School Board of Broward County, Florida
Robert W. Runcie, Superintendent of Schools
Superintendent Annual Evaluation Scoring Worksheet
2019-2020

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2019-2020 Superintendent's Annual Evaluation*.

	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century				
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness				0.80
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes				0.75
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board				0.40
Overall Performance:					2.25

Board Member Signature: _____



The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2019-2020

COMMENTS:

See attachments

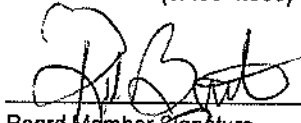
Overall Performance Evaluation Rating:

Circle One: Highly Effective
(3.400-4.000)

Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

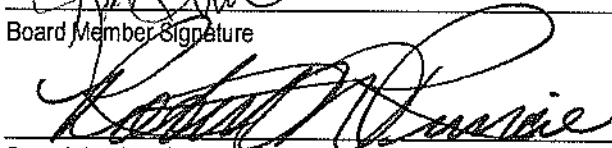
Unsatisfactory
(1.000-1.449)



Board Member Signature

9/25/2020

Date



Superintendent Signature

9/29/2020

Date

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Friday, September 4, 2020 9:54 PM
To: Thelma J. Robinson; Robin W. Bartleman
Subject: Superintendent's Evaluation
Attachments: Website recommendations check list (1) (1).xlsx; Recommendations of the BCPS DAC School Website Subcommittee_3 (1).pdf; websiteRecommendations (1).docx

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From: Broward DAC <districtadvisorycouncil@gmail.com>
Sent: Friday, September 4, 2020 9:38:58 PM
Cc: Scott D. Jarvis <scott.jarvis@browardschools.com>
Subject: School Websites

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Dear School Board Member,

During my committee report I spoke about the website recommendations that were presented to the Board in May 2018 and what little progress has been made. These website recommendations were developed by a subcommittee that consisted of parents, a principal, an assistant principal, a reading coach who is now an A.P. and a micro tech. We met several times to develop a list that was then vetted through each area, taken to school SAF meetings then looped back to DAC. This took an incredible amount of time, energy and effort, but it was done to help improve communication between the District and stakeholders. Our goal was to ensure that every student in every school had access to the same information. It is disappointing to say the least that almost two and a half years later that goal has not been achieved. The subcommittee, Area Advisories and SAF chairs did a remarkable job of not only identifying necessary changes, but also how and who needed to address them. I am attaching three files to this email. One is an excel sheet that contains the original website recommendations, one is a checklist for Principals and the third is the

one with some items highlighted in green that was developed by Tony Hunter from DAC's original document.

I was perusing the District's website and found some information that is outdated and inaccurate. It wouldn't be fair to hold schools to a higher standard than our own District.

As more grandparents, siblings, family members and learning pods are bearing the responsibilities of academic supervision they need resources that are current, accurate and reliable. These stakeholders are not privy to parent links so must find information in a different manner, which ideally would be a school website.

I hope we can continue to work together to make our District and school experiences the best they can be.

Respectfully,

Debbie Espinoza
District Advisory Council Chair
954-444-9262

Section	DAC Priority	Owner	Description	Certification Training	Done	Not Done
Statement	Urgent	District	Each zone should collaborate to: Provide a uniform placement of content for the benefit of a mor user friendly experience for parents that transition from elementary to middle and middle to high			
Recommendation	Urgent	District	Contact Info. Email links for intire faculty & staff (include department & position)			
Recommendation	Urgent	School	Remove outdated information from website			
Recommendation	Urgent	School	Have SAC, SAF, and I Zone evaluate their school's websites to see if it meets the needs of the community			
Recommendation	Urgent	District	Principal email should be made axailable on the website			
Banner	Normal	School	Showcase unique programs & successes; freshen up periodically			
Banner	Normal	School	Right now the banner should be rwminding parents that the next school year will start on Wednesday, August 15, 2018			
Home Page	Urgent	District	"If you see something; say something" Anonymous Tip Line Info			
Home Page	Urgent	School	School Calendar should be utilized and updated regularly			
Home Page	Normal	District	Free Broward County Mobile App Info			
Home Page	Normal	District	Volunteer - Get Involved in Education info/link & Mentor Link			
Home Page	Normal	District	Online School forms link (current forms linked to district webpage)			
Home Page	Urgent	District	211 & Suicide Prevention homepage link			
Home Page	Normal	School	School Newsletter (if available)			
Home Page	Normal	School	School Media Links - Twitter/Facebook			
Home Page	Normal	School	Calendar for upcoming year (as soon as released)			
Home Page	Normal	School	Make an appointment to tour our school - We Welcome You!			
Home Page	Normal	District	Boundary changes Proposed (if applicable)			
Quick Links	Normal	District	Pinnacle			
Quick Links	Normal	District	Virtual Counselor			
Quick Links	Normal	District	Single Sign On - SSO w/expalnation & directions			
Quick Links	Normal	District	NAVIANCE			
Quick Links	Normal	District	SMART Bond update			
Quick Links	Normal	District	If providing ESE link, add Gifted & ESOL link			
Quick Links	Normal	School	School Calendar			
Quick Links	Normal	District	Online School Payments			
Quick Links	Normal	District	District Website & District Calendar			
Quick Links	Normal	District	School Improvement Plan - SIP			
Our Schools	Normal	School	Contact Us/Attendance Line			
Our Schools	Normal	District/School	Derss Code (include unified dress code)			

Our Schools	Normal	District/School	Safety Drills (include explanations for code red etc.)		
Our Schools	Normal	School	Pick up & Drop off directions		
Our Schools	Normal	District	School & District Policies		
Our Schools	High	School	School Protocols (Policies/Procedures)		
Our Schools	High	District	District Policies		
Our Schools	High	District	Redirect links to actual policies, not district departments or summaries**		
Our Schools	High	District	5.5 Attendance Policy w/ current work policy		
Our Schools	High	District	Policy 6000.1 - Student Progression/Promotional Criteria		
Our Schools	High	District	Anti-Bullying Policy 5.9		
Our Schools	High	District	Discipline Matrix		
Our Schools	High	District	Code of Conduct		
Our Schools	High	District	Tabacco Policy, Cell Phone Policy		
Our Schools	High	District	Add link to school board's policy page		
Our Schools	Normal	School	School Newsletter, Parent/School Handbook		
Our Schools	Normal	District	Single Sign On (Canvas Description w/benefits & directions)		
Our Schools	Normal	District	Links to feeder elementary, middle schools and high schools		
Our Schools	Normal	School	PTA/PTO (duplicate in Parent tab)		
Our Schools	Normal	District	Title 1 info		
Our Schools	Normal	School	SAC, SAF, DAC, Area Advisory, 1 Zone info, (Duplicate in Parent Tab) Update descriptions for each group. Include dates & times for meetings, agendas & minutes, contact info for SAC & SAF Chair. **SAC & SAF are 2 separate entities**		
Our Schools	Normal	District	Medical Authorization Forms (\\Include new high school medication form) (duplicate in Parent Tab)		
Our Schools	Normal	District	"Now Hiring" district link (let substitute teachers, bus drivers, etc.)		
Our Schools	Normal	District	School Improvement Plan - SIP		
Our Schools	Normal	District/School	Community & Business Partners		
Our Schools	Normal	District/School	City or Municipality link (building stronger communities)		
Students & Parents	Normal	District/School	Stay Connected - Get the APP (explanation & benefits)		
Students & Parents	Normal	District	Pinnacle, SSO, Virtual Counselor (w/direction)		
Students & Parents	Normal	District	Legislative info/ Take Action		
Students & Parents	Normal	District	Volunteer Approval & Mentoring		
Students & Parents	Normal	School	School Supplies & Donations needed		
Students & Parents	Normal	District	Discipline matrix for ALL levels		
Students & Parents	Normal	District	Response to intervention (RTI & MTSS)		
Students & Parents	Normal	District	Procedural Guide for Gifted Education		

Students & Parents	Normal	School	Student Volunteer Hours - Logs			
Students & Parents	Normal	School	Tutoring Available			
Academics	Normal	District	Progression Plan, Policy 6000.1			
Academics	Normal	District	NAVANCE (description & derivations)			
Academics	Normal	District	FL Department of Education/Rubic & ranges for FSA & EOC Sources			
Academics	Normal	District	Hig School Graduation Requirements (Middle & High School)			
Academics	Normal	District	Grade Calculation/EOC/Midterms & Finals			
Academics	Normal	District	Practice tests for FSA/EOC/FCAT (science)			
Academics	Normal	District	Academic Resources; Khan Academy, Libraries, Algebra Nation etc.			
Academics	Normal	District/School	Summer Reading (required & suggested)			
Activities	Normal	School	All Clubs listed with Contact info, & dates & time of meeting			
Activities	Normal	School	Booster Clubs - Pamphlet "Frequently asked questions & answers" (Department of Athletics & Student Activities.			
Athletics	Normal	School	Booster Clubs - Pamphlet "Frequently asked questions & answers"			
Athletics	Normal	School	Coach's contact info			
Athletics	Normal	School	Athletic Calendar w/times & locations of ALL Sporting Events			
Contact	Normal	School	Administration			
Contact	Normal	School	Instructional Staff			
Contact	Normal	School	Office Staff			
Contact	Normal	School	Guidance			
Contact	Normal	School	PTA/PTO (duplicate in Parent tab)			
Contact	Normal	School	Caferteria			
Contact	Normal	School	Athletic Director			
Contact	Normal	District	ESE Department			
Contact	Normal	School	School Advisory Council Chair			
Contact	Normal	School	School Advisory Forum Chair			

School Website Improvement - Principal Checklist
Recommendations of the BCPS District Advisory Council School Website Subcommittee - 5/19/18
 (Staff in receipt 06/26/2018)

3/13/2019

ID	Section	DAC Priority	Owner	Description	Note
1	Statement			Statement	
2	Statement	Urgent	District	Each zone <u>should</u> collaborate to:	
3	Statement			Provide a uniform placement of content for the benefit of a more user-friendly experience for parents that transition from elementary to middle and then to high school.	
4	Statement				
5	Recommendations			RECOMMENDATIONS **high priority ***urgent	
6	Recommendations	Urgent	District	Contact info: Email links for entire faculty & staff (include department & position)	
7	Recommendations	Urgent	School	Remove outdated information from websites.	Certification Training
8	Recommendations	Urgent	School	Have SAC, SAF and I Zone evaluate their school's website to see if it meets the needs of the community.	
9	Recommendations	Urgent	District	Principal's email address should be made available on the website.	
10	Recommendations				
11	Banner			BANNER	
12	Banner	Normal	School	Showcase unique programs & successes; freshen up periodically	Certification Training
13	Banner	Normal	School	Right now banner should be reminding parents that the next school year will start on Wednesday, August 15, 2018.	
14	Banner				
15	Home Page			HOME PAGE	
16	Home Page	Urgent	District	"If you see something, say something" Anonymous Tip line Info.	
17	Home Page	Urgent	School	School Calendar should be utilized & updated regularly	
18	Home Page	Normal	District	Free Broward County Public Schools Mobile App Info.	
19	Home Page	Normal	District	Volunteer - Get Involved in Education Info/link & Mentor link	
20	Home Page	Normal	District	Online School Forms link (current forms linked to district webpage)	
21	Home Page	Urgent	District	211 & Suicide Prevention homepage link	
22	Home Page	Normal	School	School Newsletter (if available)	Certification Training
23	Home Page	Normal	School	Social Media links - Twitter/ facebook	Certification Training
24	Home Page	Normal	School	Calendar for upcoming school year (as soon as released)	Certification Training
25	Home Page	Normal	School	Make an appointment to tour our outstanding school -We Welcome you!	
26	Home Page	Normal	District	Boundary changes Proposed (if applicable)	
27	Home Page				
28	Quick Links			QUICK LINKS (bottom right corner of homepage)	
29	Quick Links	Normal	District	Pinnacle	
30	Quick Links	Normal	District	Virtual Counselor	
31	Quick Links	Normal	District	Single Sign On - SSO w/explanation & directions	
32	Quick Links	Normal	District	NAVANCE	
33	Quick Links	Normal	District	SMART Bond update	
34	Quick Links	Normal	District	If providing ESE link, add Gifted & ESOL link	
35	Quick Links	Normal	School	School Calendar	
36	Quick Links	Normal	District	Online School Payments	
37	Quick Links	Normal	District	District Website & District Calendar	
38	Quick Links	Normal	District	School Improvement Plan - SIP	
39	Quick Links				

School Website Improvement - Principal Checklist
Recommendations of the BCPS District Advisory Council School Website Subcommittee - 5/19/18
 (Staff In receipt 06/26/2018)

3/13/2019

ID	Section	DAC Priority	Owner	Description	Note
40	Our Schools			OUR SCHOOL	
41	Our Schools	Normal	School	Contact Us/Attendance line	
42	Our Schools	Normal	District/School	Dress Code (include unified dress code)	Certification Training
43	Our Schools	Normal	District/School	Safety Drills (include explanations for code red etc.)	Certification Training
44	Our Schools	Normal	School	Pick up & Drop off directions	Certification Training
45	Our Schools	Normal	District	School & District Policies	
46	Our Schools	High	School	School Protocols (Policies/Procedures)	Certification Training
47	Our Schools	High	District	District Policies	
48	Our Schools	High	District	Redirect links to actual policies, not district departments or summaries**	
49	Our Schools	High	District	5.5 Attendance Policy w/ current Makeup work policy	
50	Our Schools	High	District	Policy 6000.1 - Student Progression/Promotional Criteria	
51	Our Schools	High	District	Anti-Bullying Policy 5.9	
52	Our Schools	High	District	Discipline Matrix	
53	Our Schools	High	District	Code of Conduct	
54	Our Schools	High	District	Tobacco Policy, Cell Phone Policy	
55	Our Schools	High	District	Add link to school board's policies page.	
56	Our Schools	Normal	School	School Newsletters, Parent/School Handbooks	
57	Our Schools	Normal	District	Single Sign On (Canvas Description w/benefits & directions)	Certification Training
58	Our Schools	Normal	District	Links to feeder elementary, middle schools and high schools	
59	Our Schools	Normal	School	PTA/PTO (duplicate in Parent tab)	Certification Training
60	Our Schools	Normal	District	TITLE I Info.	
61	Our Schools	Normal	School	SAC, SAF, DAC, Area Advisory, I zone Info. (duplicate in Parent Tab) Update descriptions for each group. Include: dates & times for meetings, agendas & minutes, contact info. for SAC & SAF Chair. ** SAC & SAF are 2 separate entities**	Certification Training
62	Our Schools	Normal	District	Medical Authorization Forms (include new High School Medication form)(duplicate in Parent tab)	
63	Our Schools	Normal	District	"Now Hiring" district link (ie: substitute teachers, bus drivers, etc.)	
64	Our Schools	Normal	District	School Improvement Plan - SIP	
65	Our Schools	Normal	District/School	Community & Business Partners	
66	Our Schools	Normal	District/School	City or Municipality link (building stronger communities)	Certification Training
67	Our Schools				Certification Training
68	Students & Parents			STUDENTS & PARENTS	
69	Students & Parents	Normal	District/School	Stay Connected -- Get the APP (explanation & benefits)	
70	Students & Parents	Normal	District	Pinnacle, SSO, Virtual Counselor (w/directions)	
71	Students & Parents	Normal	District	Legislative Info./ Take Action	
72	Students & Parents	Normal	District	Volunteer Approval & Mentoring	
73	Students & Parents	Normal	School	School Supplies & Donations needed	
74	Students & Parents	Normal	District	Discipline matrix for ALL levels	Certification Training
75	Students & Parents	Normal	District	Response to Intervention (RTI & MTSS)	
76	Students & Parents	Normal	District	Procedural Guide for Gifted Education	
77	Students & Parents	Normal	School	Student Volunteer Hours -- Logs	Certification Training

School Website Improvement - Principal Checklist
Recommendations of the BCPS District Advisory Council School Website Subcommittee - 5/19/18
 (Staff in receipt 06/26/2018)

3/13/2019

ID	Section	DAC Priority	Owner	Description	Note
78	Students & Parents	Normal	School	Tutoring Available	Certification Training
79	Students & Parents				
80	Academics			ACADEMICS	
81	Academics	Normal	District	Progression Plan, Policy 6000.1	
82	Academics	Normal	District	Navigate (description & directions)	
83	Academics	Normal	District	FL Department of Education/Rubric and ranges for FSA & EOC Scores	
84	Academics	Normal	District	High School Graduation Requirements (Middle & High Schools)	
85	Academics	Normal	District	Grade Calculator/EOC/Midterms & Finals	
86	Academics	Normal	District	Practice tests for FSA/EOC/FCAT (science)	
87	Academics	Normal	District	Academic Resources: Khan Academy, libraries, Algebra Nation etc.	
88	Academics	Normal	District/School	Summer Reading (required & suggested)	Certification Training
89	Academics				
90	Activities			ACTIVITIES	
91	Activities	Normal	School	ALL Clubs listed with Contact Info. and dates & times of meetings	Certification Training
92	Activities	Normal	School	Booster Clubs – Pamphlet "Frequently Asked Questions & Answers" (Dept. of Athletics & Student Activities)	Certification Training
93	Activities				
94	Athletics			ATHLETICS	
95	Athletics	Normal	School	Booster Clubs – Pamphlet "Frequently Asked Questions & Answers"	Certification Training
96	Athletics	Normal	School	Coach's contact info.	
97	Athletics	Normal	School	Athletic Calendar w/times & locations of ALL Sporting Events	Certification Training
98	Athletics				
99	Contact			CONTACT	
100	Contact	Normal	School	Administration	
101	Contact	Normal	School	Instructional Staff	
102	Contact	Normal	School	Office Staff	
103	Contact	Normal	School	Guidance	
104	Contact	Normal	School	PTA/PTO	Certification Training
105	Contact	Normal	School	Cafeteria	Certification Training
106	Contact	Normal	School	Athletic Director	
107	Contact	Normal	District	ESE Dept.	
108	Contact	Normal	School	School Advisory Council Chair	Certification Training
109	Contact	Normal	School	School Advisory Forum Chair	Certification Training

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:32 PM
To: Thelma J. Robinson
Subject: FW: BTU Poll: Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

Print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Wednesday, September 16, 2020 5:08 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>
Subject: RE: BTU Poll: Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi,

I'm just confirming that the district is not commenting. As I said, my deadline was 4:30, which was 40 minutes ago. I'm getting ready to file my final version and then I'm calling it a day.

In the future, is there any way you can let me know if you're not going to comment or if you plan to send me something well after my deadline so I can make arrangements? The communication has been really troublesome recently. I spend a lot of time waiting, or sending you multiple follow-up emails, never knowing if you're going to respond, and it's frustrating.

I can be reached at 561-573-9028.

Thank you,
Scott Travis

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Wednesday, September 16, 2020 2:14 PM
To: Travis, Scott <stravis@sunsentinel.com>
Subject: RE: BTU Poll: Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

External Email Sender

Scott,

Thank you for contacting the Office of Communications. Your email has been received. A member of our staff will follow up with you as soon as possible.

Office of Communications

Broward County Public Schools
600 SE 3rd Avenue
Fort Lauderdale, FL 33301
BCPS.PIO@browardschools.com
Phone: 754-321-2300
Fax: 754-321-2318

browardschools.com
Twitter @browardschools
Facebook www.facebook.com/browardschools



**Educating Today's Students to
Succeed in Tomorrow's World**

Under Florida law, email addresses and all correspondence, including e-mail communications, made or received in connection with the transaction of School Board business are public records, which must be retained as required by law and must be disclosed upon receipt of a public records request, except as may be excluded by federal or state laws.

The School Board of Broward County, Florida expressly prohibits bullying, including cyberbullying, by or towards any student or employee. See Policy 5.9: Anti-Bullying for additional information.

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Wednesday, September 16, 2020 1:42 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>
Subject: Fwd: BTU Poll: Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Does the district have any comment about this survey? Do you see it having any effect on Supt. Runcie's recommendation to open schools Oct. 5?

My deadline is 4:30.

Thanks,
Scott

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From: Herz, Carol <cherz@btuonline.com>
Sent: Wednesday, September 16, 2020 12:26:47 PM

Subject: BTU Poll: Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

FOR IMMEDIATE RELEASE

CONTACT: Carol Herz, BTU Communications, 954-798-8515

Broward Voters Strongly Prefer Re-Opening Schools Safely Rather Than Quickly, Trust Teachers the Most On the Issue

FT. LAUDERDALE, FL -- Broward voters overwhelmingly prefer that health and safety take precedence over other factors when physically re-opening schools, and they trust teachers the most on the issue, according to a public opinion poll conducted for the Broward Teachers Union (BTU) of likely general election voters.

Voters were asked to choose between immediately re-opening schools to help students, parents and the local economy, or waiting until we can guarantee the health and safety of students, teachers, employees and their families.

An overwhelming 67% of voters county-wide sided with health and safety, while only 27% favored immediately reopening schools. Fifty percent felt strongly about health and safety, but only 20% felt strongly about an immediate re-opening plan.

"This confirms what we have been saying all along," said Anna Fusco, BTU president. "Our union's position has always been that face-to-face learning is optimal, but we can't safely reopen schools physically until the District has procedures and rules in place that protect students, teachers, school employees and their families."

The poll also found that Broward voters trust BTU the most when making decisions about physically re-opening schools safely and looking out for the interests of students, parents and teachers.

Fifty-five percent of voters gave the union a net favorable trust rating, compared to a paltry 32% net favorable (54% net unfavorable) trust rating for the Trump administration and 36% favorable (47% net unfavorable) trust rating for Gov. Ron DeSantis.

"Voters trust and respect educators because we have demonstrated our unwavering commitment to helping students and parents get through this pandemic," Fusco said. "We will overcome every single challenge thrown at us if we are given adequate resources and support."

TargetSmart Research Solutions conducted the 682-interview poll from Sept. 1-6 with live, professional agents on landline and mobile phones, and online after recruiting voters with SMS and email messages. A detailed summary is attached.

###

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:33 PM
To: Thelma J. Robinson
Subject: FW: Reopening efforts

Print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Friday, September 4, 2020 8:23 AM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Jennifer A. Hodder <jennifer.hodder@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Patricia M. Good <pgood@browardschools.com>
Subject: RE: Reopening efforts

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

I can accept answers until 2 p.m. today. I'd rather not say that the school district refused to answer all my specific questions for something as important to the community as how reopening is going to work. Sept. 22 isn't for over two weeks. Is there a reason you don't want the public to have any information this weekend? I don't get the resistance.

Get [Outlook for iOS](#)

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Friday, September 4, 2020 6:20:37 AM
To: Travis, Scott <stravis@sunsentinel.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Jennifer A. Hodder <jennifer.hodder@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>
Subject: RE: Reopening efforts

External Sender
Scott,

The response you received specifies that the information you requested will be available at the September 22nd meeting. Here is it again:

Broward County Public Schools priority continues to be ensuring the health and safety of our students and staff. The District is working diligently on plans and protocols for when schools reopen for face-to-face learning, while adhering to Centers for Disease Control and Prevention guidelines. A School Board workshop is scheduled for September 22, 2020, to present this information to the Board for discussion and feedback.

Thank you.
Office of Communications

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Thursday, September 3, 2020 6:36 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Jennifer A. Hodder <jennifer.hodder@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>
Subject: Re: Reopening efforts

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi,

Could I get answers to my questions?

How will classes be different? How far apart will desks be?

Is there a capacity of each school you are trying not to exceed?

What will you do if more parents want to return their kids to school than you feel you can accommodate?

What will you do if you don't have enough teachers who are willing or able to return to meet parent demand for in-person education?

When a kid or teacher get COVID, what will be your plan for when to close or quarantine a school?

Are you doing anything differently regarding middle and high school schedules to avoid having kids interact with hundreds of kids each day?

Get [Outlook for iOS](#)

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Thursday, September 3, 2020 5:47:20 PM
To: Travis, Scott <stravis@sunsentinel.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Jennifer A. Hodder <jennifer.hodder@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>
Subject: RE: Reopening efforts

Caution: External Sender

Scott,

Broward County Public Schools priority continues to be ensuring the health and safety of our students and staff. The District is working diligently on plans and protocols for when schools reopen for face-to-face learning, while adhering to Centers for Disease Control and Prevention guidelines. A School Board workshop is scheduled for September 22, 2020, to present this information to the Board for discussion and feedback.

Thank you.
Office of Communications

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Thursday, September 3, 2020 9:25 AM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Subject: Re: Reopening efforts

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

These are additions I questions I have.

How will classes be different? How far apart will desks be?

Is there a capacity of each school you are trying not to exceed?

What will you do if more parents want to return their kids to school than you feel you can accommodate?

What will you do if you don't have enough teachers who are willing or able to return to meet parent demand for in-person education?

When a kid or teacher get COVID, what will be your plan for when to close or quarantine a school?

Are you doing anything differently regarding middle and high school schedules to avoid having kids interact with hundreds of kids each day?

Are you doing anything differently related to class changes?

Get [Outlook for iOS](#)

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Wednesday, September 2, 2020 2:22:28 PM
To: Travis, Scott <stravis@sunsentinel.com>
Subject: RE: Reopening efforts

Automatic Email Sender

Scott,

Thank you for contacting the Office of Communications. Your email has been received. A member of our staff will follow up with you as soon as possible.

BCPS.PIO@browardschools.com

Office of Communications
Broward County Public Schools
600 SE 3rd Avenue
Fort Lauderdale, FL 33301
Phone: 754-321-2300
Fax: 754-321-2318

browardschools.com
Twitter @browardschools
Facebook www.facebook.com/browardschools



Educating Today's Students to
Succeed in Tomorrow's World

Under Florida law, email addresses and all correspondence, including e-mail communications, made or received in connection with the transaction of School Board business are public records, which must be retained as required by law and must be disclosed upon receipt of a public records request, except as may be excluded by federal or state laws.

The School Board of Broward County, Florida expressly prohibits bullying, including cyberbullying, by or towards any student or employee. See Policy 5.9: Anti-Bullying for additional information.

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Wednesday, September 2, 2020 1:26 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>
Subject: Reopening efforts

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi,

I'm doing a story for the holiday weekend about how schools will look differently whenever they reopen? What changes will students see? What steps are you all taking as far as cleaning, labeling for social distance etc. Have you all figured out the bus situation yet?

My deadline is end of day Thursday.

Thanks,
Scott
561-573-9028

Get [Outlook for iOS](#)

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:33 PM
To: Thelma J. Robinson
Subject: FW: Reopening amendments

From: Robin W. Bartleman
Sent: Sunday, September 20, 2020 6:30 PM
To: Thelma J. Robinson <thelma.robinson@browardschools.com>
Subject: FW: Reopening amendments

print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Tuesday, August 11, 2020 8:08 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>
Subject: Re: Reopening amendments

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi Kathy,

Thank you for that response.

School reopening is an extremely important topic to the community, and they are looking for accurate information. I was juggling several things this morning and was trying to keep up with all the amendments the School Board made to the plan. There were some pretty substantial ones, like moving up the Oct. 1 date to look at when it might be safe to reopen schools.

Your response, which came nearly eight hours after I made my request, was to send me a link to non-existent minutes. It will likely be weeks before the minutes to this meeting are posted. Was there no one on your staff who could have assisted me in finding out the changes the School Board made?

I realize it's not always possible to respond to me as quickly as I'd like, but on an issue this important, I would have appreciated more assistance. Please let me know what I can do in the future so that the tens of thousands of Broward County residents who depend on the Sun Sentinel for vital news about the school district will be able to receive information in a more timely manner.

Thanks,
Scott Travis

561-573-9028

Sending me a link to non-existent minutes minutes

Get Outlook for iOS

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>

Sent: Tuesday, August 11, 2020 6:36 PM

To: Travis, Scott

Subject: RE: Reopening amendments

[Redacted]
Scott,

The list requested is not yet available.

Once it becomes available, you will be able to access it through this link:

<https://www.browardschools.com/Page/35681>

BCPS Office of Communications

600 S.E. Third Ave.

Fort Lauderdale, FL 33301

browardschools.com



Educating Today's Students to
Succeed in Tomorrow's World

Under Florida law, e-mail addresses, and all forms of communications, including e-mail communications, made or received in connection with the transaction of School Board business are public records, which must be retained as required by law and must be disclosed upon receipt of a public records request, except as may be excluded by federal or state laws. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by phone.

The School Board of Broward County, Florida expressly prohibits bullying, including cyberbullying, by or towards any student or employee. See Policy 5.9: Anti-Bullying for additional information.

From: Travis, Scott <stravis@sunsentinel.com>

Sent: Tuesday, August 11, 2020 11:11 AM

To: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>;

Keyla I. Concepcion <keyla.concepcion@browardschools.com>

Subject: Reopening amendments

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Can I get a list of all the amendments approved today for the reopening plan once this passes? I want to make sure I accurately report this and I've gotten confused by all the changes.

Thanks,
Scott

Get Outlook for iOS

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:34 PM
To: Thelma J. Robinson
Subject: FW: projected enrollment decline

print

From: Travis, Scott
Sent: Tuesday, February 25, 2020 3:13 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Kathy Koch <kathy.koch@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Public Record Requests <recordrequests@browardschools.com>; Judith M. Marte <judith.marte@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>
Subject: Re: projected enrollment decline

Thanks.

On Feb 25, 2020, at 2:55 PM, BCPS Office of Communications <BCPS.PIO@browardschools.com> wrote:


Scott,

Both the slide in the budget presentation and the memo are correct.

- The memo, which is an internal planning document, highlights the combined total impact of both the Family Empowerment Scholarships (FES) and the projected change to unweighted FTE.

<image001.jpg>

- If you combine the approx. 1,200 (UFTE) + 2,500 (FES) = 3,700. The memo stated approximately 4,000 FTE decrease.
- When the current fiscal year's budget was being built in May 2019 and June 2019, the FES impact was not yet known, since it was the first year of the FES program. The FLDOE sent out amended FTE and budgets to the District in January 2020 (the third calculation), which notified Districts of the actual impact of the FES to each district's FTE. This is the information included in the slide and addressed as part of the total approximate FTE decrease in the memo.

Thank you,
Office of Communications

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Tuesday, February 25, 2020 5:25 AM
To: Kathy Koch <kathy.koch@browardschools.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Keyla I.

Concepcion <keyla.concepcion@browardschools.com>; Cathleen G. Brennan
<cathleen.brennan@browardschools.com>; Public Record Requests
<recordrequests@browardschools.com>; Judith M. Marte <judith.marte@browardschools.com>; Donna
P. Korn <donna.korn@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>;
Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>
Subject: Fwd: projected enrollment decline

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi,

The powerpoint from the Feb. 11 budget meeting predicted an 1,200 FTE student decline in student enrollment. But a Feb. 5 memo from Marte predicts a 4,000. Can you tell me which one is correct and what the reason is for the discrepancy?

Thanks,

Scott

Begin forwarded message:

From: "Travis, Scott" <stravis@sunsentinel.com>
Date: February 21, 2020 at 11:52:00 AM EST
To: Kathy Koch <kathy.koch@browardschools.com>, Keyla Concepcion
<keyla.concepcion@browardschools.com>, Nadine Drew
<nadine.drew@browardschools.com>, "Cathleen G. Brennan"
<cathleen.brennan@browardschools.com>, Iviani Figueroa
<iviani.figueroa@browardschools.com>, BCPS Office of Communications
<BCPS.PIO@browardschools.com>, "Judith M. Marte"
<judith.marte@browardschools.com>, "Donna P. Korn"
<donna.korn@browardschools.com>, "Robin W. Bartleman"
<rbartleman@browardschools.com>, "rosalind.osgood@browardschools.com"
<rosalind.osgood@browardschools.com>
Subject: FW: projected enrollment decline

Hi,

The powerpoint from the Feb. 11 budget meeting predicted an 1,200 FTE student decline in student enrollment. But a Feb. 5 memo from Marte predicts a 4,000. Can you tell me which one is correct and what the reason is for the discrepancy?

Thanks,
Scott

From: Travis, Scott

Sent: Friday, February 14, 2020 1:00 PM

To: Kathy Koch <kathy.koch@browardschools.com>; Keyla Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Iviani Figueroa <iviani.figueroa@browardschools.com>; BCPs Office of Communications <BCPS.PIO@browardschools.com>

Subject: projected enrollment decline

Hi,

The powerpoint from the Feb. 11 budget meeting predicted an 1,200 FTE student decline in student enrollment. But a Feb. 5 memo from Marte predicts a 4,000. Can you tell me which one is correct and what the reason is for the discrepancy?

Thanks,
Scott

Scott Travis
Staff Writer

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:35 PM
To: Thelma J. Robinson
Subject: FW: Reopening threshold

print

From: Travis, Scott
Sent: Tuesday, August 4, 2020 12:17 PM
To: BCPS PIO <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>
Cc: Nora A. Rupert <nora.rupert@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori Alhadeff <playforalyssa@gmail.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>
Subject: RE: Reopening threshold

Hi,

Did you not get this message I sent yesterday? Palm Beach and Miami-Dade got back to me within an hour yesterday. My deadline has now passed and I can't find your response.

Should I just say your office is declining to comment?

Thanks,
Scott

From: Travis, Scott
Sent: Monday, August 3, 2020 2:12 PM
To: BCPS PIO <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>
Subject: Reopening threshold

Hi,

A lot of folks have asked us when schools may reopen. The numbers are starting to show some positive signs so people are wondering what the threshold is. Is it based on declining cases over a certain period? Is it based on percent positive for a time period? Do we need to enter Phase 2 as a county?

Would you first open as hybrid before going to 5 days a week?

Any input you can provide would be helpful. My deadline is noon tomorrow.

Thanks,
Scott

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:37 PM
To: Thelma J. Robinson
Subject: FW: covid hot spots
Attachments: covid hot spots.jpg

print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Wednesday, July 22, 2020 2:46 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Lori Alhadeff <playforalyssa@gmail.com>
Subject: FW: covid hot spots

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Hi,

Not sure if you saw I had a 2 p.m. deadline. Will you be getting me any information?

Thanks,
Scott Travis
561-573-9028

From: Travis, Scott
Sent: Tuesday, July 21, 2020 10:48 AM
To: 'BCPS Office of Communications' <BCPS.PIO@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>
Subject: covid hot spots

Hi,

I got this list sent to me that was sent out last week. Could I get some clarification?

What makes a school red versus yellow? Is it a certain number of cases?

Do you have an updated list for this week? Could I get a copy?

Do you have a sense of why you're having such an issue with this since you're at skeleton staff? Is it being caused by roofers and contractors?

How many total cases do you have in the district?

My deadline is 2 p.m. Wednesday. I can be reached at 561-573-9028.

Thanks,
Scott Travis

Scott Travis
Staff Writer

SunSentinel



*Winner of the 2019
Pulitzer Prize for Public
Service*

333 SW 12th Avenue
Deerfield Beach, Florida 33442

o 561.243.6637
c 561.573.9028
Twitter: [smtravis](#)

SunSentinel.com
A Tribune Publishing Company

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:36 PM
To: Thelma J. Robinson
Subject: FW: Grand jury

print

From: Travis, Scott
Sent: Monday, December 16, 2019 1:52 PM
To: Kathy Koch <kathy.koch@browardschools.com>
Cc: Patricia M. Good <pgood@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Swisher, Skyler <sswisher@sunsentinel.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; RR <r.r@browardschools.com>
Subject: RE: Grand jury

Hi Kathy,

Thank you for your response.

Skyler sent you and your staff an email at 11:35 a.m. Thursday. He said his deadline was 5 p.m. Thursday. Your response came on his day off at 2:30 p.m. on Saturday, nearly 48 hours after his deadline. The Miami Herald posted a story on Thursday that included a detailed response from your office. They apparently received a response by their deadline. My question, which I'll ask again, is why was the Miami Herald provided information that day when the Sun Sentinel wasn't, and what can we do to ensure that doesn't happen again?

We appreciate that your office has provided info on other topics, and we appreciate that you provided us more detailed info on the grand jury after our deadline. But my question relates to breaking news and timeliness. If you cannot meet our deadline, is it possible to let us know that, instead of just letting a deadline pass? And if you've sent information to the Miami Herald on the same topic, is there any reason why you can't at minimum send that same information to us close to the same time, if we have also asked for comment? We do not like to write that the school district didn't respond to requests for comment, and it seems so unnecessary in this case because you had a response prepared that you gave to another newspaper.

Here is a copy of Skyler's email to you:

From: Swisher, Skyler <sswisher@sunsentinel.com>
Sent: Thursday, December 12, 2019 11:35 AM
To: Kathy Koch <kathy.koch@browardschools.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Subject: Sun Sentinel request

Hi Kathy,

Does the school district want to comment about the grand jury report that was released Wednesday night? I am working on a follow-up story.

You can reach me at 954-200-9418. Deadline is 5 p.m. today.

Thanks,
Skyler Swisher

Political Reporter
333 SW 12th Avenue
Deerfield Beach, Florida 33442
o 954.200.9418
o 561.243.6634

Thank you,
Scott Travis

From: Kathy Koch <kathy.koch@browardschools.com>
Sent: Monday, December 16, 2019 1:21 PM
To: Travis, Scott <stravis@sunsentinel.com>
Cc: Patricia M. Good <pgood@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Swisher, Skyler <sswisher@sunsentinel.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; RR <r.r@browardschools.com>
Subject: RE: Grand jury

Antonio Bustos, Deputy Opinion Editor
Good afternoon Scott,

The Office of Communication and I, personally, are in communication with the Sun-Sentinel.

1. I sent a return email statement directly to **Skylar Swisher**, since he is the reporter who reached out to the Office of Communications. A copy of the email is at the end of this response.
2. We submitted an OpEd on Friday to **Rosemary O'Hara, Opinion Editor**, from Superintendent Runcie/Broward County Public Schools regarding the Grand Jury report.
3. We are working with **Sergio Bustos, Deputy Opinion Editor**, on last minute edits. The OpEd will be posted this afternoon and printed tomorrow.
4. **Investigative reporters Brittany Wallman and Megan O'Matz** are interviewing Superintendent Runcie on Thursday as a response to their two-part series that was published on Sunday.
5. We researched and answered two separate inquiries from you, **Scott Travis, Education Reporter** last week regarding Antonio Magwood and Thomas Darby.
6. We responded to an inquiry from **Megan O'Matz** about mental health in BCPS.

Here is the email that was sent to Skylar:

From: Kathy Koch
Sent: Saturday, December 14, 2019 2:30 PM
To: Swisher, Skyler <sswisher@sunsentinel.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Subject: RE: Sun Sentinel request

Hi Skylar,

If you write a follow up piece, please feel free to use this statement from Broward County Public Schools Superintendent Robert W. Runcie:

The safety and security of our students and schools are our first priority, and part of a communitywide responsibility. Broward County Public Schools recognizes the value of the Grand Jury Report and its recommendations. We encourage everyone – if you see or hear anything suspicious, tell someone. Report it through our tip lines: SaferWatch and FortifyFL apps, call, text or email. Students: Threats are taken seriously. If you threaten to do harm to another student, a staff member or your school, you are committing a crime. It doesn't matter that you are joking. Law enforcement will find you, arrest you and you may be prosecuted. Please think before you make a threat. Parents: Please talk to your children on a regular basis, and especially during the upcoming holidays. Threats are serious matters and can have consequences far beyond school.

My best,
Kathy

Scott,

BCPS/Office of Communications is in communication with and provides information to the Sun-Sentinel on a regular basis. We understand that it is our daily newspaper's responsibility to share information about public education to Broward County residents.

Regards,
Kathy

Katherine Koch
Chief Communications Officer
Broward County Public Schools
754-321-2616

-----Original Message-----

From: Travis, Scott <stravis@sunsentinel.com>

Sent: Monday, December 16, 2019 11:52 AM

To: Kathy Koch <kathy.koch@browardschools.com>

Cc: Patricia M. Good <pgood@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Swisher, Skyler <sswisher@sunsentinel.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; RR <r.r@browardschools.com>

Subject: RE: Grand jury

Hi Kathy,

I'm following up to find out what happened Thursday where the school district appeared to provide detailed information to the Miami Herald for a grand jury story but did not respond that day to the Sun Sentinel's request for information.

What can we do to ensure that doesn't happen again? This is an extremely important topic and Broward residents deserve to get information about Broward schools just as quickly as people who live in Miami-Dade.

Thanks,

Scott Travis

-----Original Message-----

From: Travis, Scott

Sent: Friday, December 13, 2019 3:26 PM

To: Kathy Koch <kathy.koch@browardschools.com>

Cc: Patricia M. Good <pgood@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Swisher, Skyler <sswisher@sunsentinel.com>; Bcps Pio <BCPS.PIO@browardschools.com>; Cathleen Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; RR <r.r@browardschools.com>

Subject: Grand jury

Hi Kathy,

Skyler Swisher told me he contacted you and the PIO office by email and phone yesterday for a grand jury story and received no response. The Miami Herald wrote a similar story and appeared to get a lengthy response from your office.

Is there something we can do differently to ensure residents in Broward County get the same timely responses to Important issues about Broward schools as those in Miami-Dade County?

I can be reached at 561-573-9028.

Thank you,
Scott Travis

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:38 PM
To: Thelma J. Robinson
Subject: FW: Is the school even Western?

Please print

From: Robin W. Bartleman
Sent: Sunday, September 20, 2020 6:41 PM
To: Thelma J. Robinson <thelma.robinson@browardschools.com>
Subject: FW: Is the school even Western?

print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Monday, February 3, 2020 5:39 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Shawn M. Cerra <shawn.cerra@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Aston A. Henry <aston.henry@browardschools.com>; candy.sims@flhealth.gov
Subject: Is the school even Western?

I found a similar letter from West Broward.

<https://www.browardschools.com/cms/lib/FL01803656/Centricity/Domain/216/MRSA.pdf>

I promise you I'm doing the best I can to report this story accurately, but I'm really struggling because I'm lacking the most crucial information about this very important issue that affects public health. Do I need to write a correction?

Which school or schools were these students from?

What other events were canceled because of this?

Please help me out here.

Thanks,
Scott

From: Travis, Scott
Sent: Monday, February 3, 2020 4:48 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: SHAWN.CERRA@BROWARDSCHOOLS.COM; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; ASTON.HENRY@BROWARDSCHOOLS.COM; candy.sims@flhealth.gov
Subject: RE: MRSA Western High?

Hi,

Someone just alerted me that this was posted on Facebook Friday by a former coach in Broward County:

"BCAA (wrestling tournament) Cancelled to a skin disease breakout a few weeks back but reported today. Risk management and the health dept. Shut the tournament down."

Is that accurate? Is he correct that the "outbreak" was a few weeks ago but just reported? Who reported it?

Why were Western parents just notified on Sunday instead of on Friday when such dramatic action was being taken at schools?

Thanks,
Scott

From: Travis, Scott

Sent: Monday, February 3, 2020 4:06 PM

To: BCPS Office of Communications <BCPS.PIO@browardschools.com>

Cc: SHAWN.CERRA@BROWARDSCHOOLS.COM; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>

Subject: RE: MRSA Western High?

I appreciate the response but I still am confused about a lot of stuff, and parents keep contacting me asking questions that I can't answer, so I'm hoping to get more details.

- How many students do you know that were infected?
- So the district canceled every wrestling and basketball game and practices on Friday at every district school or just certain schools? What other games were canceled Friday besides the one at South Plantation? We know that South Plantation had its rescheduled basketball tournament game on campus Saturday. Were all wrestling matches/basketball games at all schools that were scheduled for Saturday held as planned?
- What other schools, if any, have had students with MRSA in the last week or so?
- Is there any direct connection between South Plantation and Western or was there no direct connection, and the game Friday was canceled only as a precaution? Had the affected wrestling students visited South Plantation High recently for a match? What schools had they visited recently?
- So every high school gym/locker room in all parts of Broward have been scrubbed/cleaned because of this? Is that correct? Are all ready to use now?
- Can you give me more details about when and how this came about? How were you notified? Do you believe students gave it to each other?
- Have any other communicable diseases been discovered at Western or any other school during the past week? If so, what disease and which schools and how many students?
- Can you give me any details about how the infection manifested itself on students? Did they discover a boil and where on the body was it? Was it the same place for every student?

Thank you,
Scott Travis

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>

Sent: Monday, February 3, 2020 3:18 PM

To: Travis, Scott <stravis@sunsentinel.com>

Subject: RE: MRSA Western High?

Shawn Cerra
Scott,

Friday morning, Broward County Public Schools was notified of several student wrestlers who contracted suspected cases of Methicillin-Resistant Staphylococcus Aureus (MRSA). As a precaution, the District postponed high school wrestling and basketball games scheduled for Friday and practices on the weekend. The District immediately began implementing measures to clean equipment, weight rooms, locker rooms including shower areas, gymnasiums and wrestling areas at all high schools. Parents were notified of the situation and received CDC guidance.

In addition, parents of wrestling students from seven schools that participated in recent wrestling meets have been asked to consult their healthcare provider to confirm there are no signs of a staph infection. The District will also offer healthcare professionals to provide screenings, at no charge, to student wrestlers from these same schools starting Monday morning.

BCPS Office of Communications
600 S.E. Third Ave.
Fort Lauderdale, FL 33301
P: 754-321-2300
Keyla.concepcion@browardschools.com
browardschools.com



Educating Today's Students to
Succeed in Tomorrow's World

Under Florida law, e-mail addresses, and all forms of communications, including e-mail communications, made or received in connection with the transaction of School Board business are public records, which must be retained as required by law and must be disclosed upon receipt of a public records request, except as may be excluded by federal or state laws. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by phone.

The School Board of Broward County, Florida expressly prohibits bullying, including cyberbullying, by or towards any student or employee. See Policy 5.9: Anti-Bullying for additional information.

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Monday, February 3, 2020 1:55 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>
Subject: RE: MRSA Western High?

Also, are these the same students that prompted the postponement of the basketball tournament at South Plantation? Do we know any other schools affected?

<https://www.sun-sentinel.com/sports/highschool/basketball-girls/fl-sp-hs-big-8-semis-20200201-vycxazv7zzeihpqwhdntcssryy-story.html>

From: Travis, Scott
Sent: Monday, February 3, 2020 1:41 PM
To: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Kathy Koch <kathy.koch@browardschools.com>; Keyla I. Concepcion <keyla.concepcion@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>
Subject: MRSA Western High?

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:38 PM
To: Thelma J. Robinson
Subject: FW: secondary jobs

print

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Friday, December 20, 2019 3:10 PM
To: Kathy Koch <kathy.koch@browardschools.com>
Cc: Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Ann M. Murray <ann.murray@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Judith M. Marte <judith.marte@browardschools.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>; Nora A. Rupert <nora.rupert@browardschools.com>
Subject: Re: secondary jobs

Hi Kathy,

Thank you for resubmitting on Dec. 12 my questions that I first asked Sept. 26 regarding secondary jobs, including administrators having \$20,000 extra jobs with the district, substitutes making more than 20-year teachers and a director hiring her and her office manager's children while asking the board to lay off longtime employees.

Are the answers back now and will I get them today?

Thanks,
Scott Travis

On Dec 12, 2019, at 6:31 PM, Travis, Scott <stravis@sunsentinel.com> wrote:

Hi Kathy,

Thank you for the opportunity to provide further clarity to you and School Board members about my story. I know my questions may seem excessive, but it has been 10 weeks now, and I've been extremely flexible with my deadline. It's crucial for me to be accurate and fair, so that's why I've patiently waited for you to respond.

I need to know if you're going to be responding in the next few days. It's not fair to me to neither answer the majority of my questions nor tell me you're refusing to answer them, after I've sent you over a dozen emails over a three-month period.

This is my angle. The school district is in a period of diminished resources, scrutiny from a grand jury, questions about how the integrity of its investigations, an impasse with the teacher's union and an erosion of public trust.

Considering all that:

- Is it a good practice to ask the School Board in June to lay off clerical staff from Head Start at the same time the director appeared to violate the district's nepotism policy by hiring her son and the son of a manager for clerical jobs?
- Is it a good practice for Maurice Woods to tell the School Board in June that demand was down in the printing services department, causing a need to "right size," at the same time you're paying some printing service employees to work second jobs in the same department that Woods said demand was way down?
- Is it a good practice to temporarily move [REDACTED] who was under investigation at Stoneman Douglas, to Talent Development and not only pay him his regular salary but an additional \$1,240 for a second job in a department where he's working not because he's needed, but because he's under investigation?
- Is it a good practice to give 40 percent of your assistant principals second jobs with the district, paying them from \$1,000 to over \$20,000 a year without telling the School Board about that when you asked them to approve higher salaries for administrators recently?
- Is it a good practice to give the assistant principals at Sheridan Tech secondary jobs with huge extra pay (two made over \$20,000 each on top of their regular salaries) when the school has faced declining enrollment and no other schools are paying administrators anywhere near this much in secondary pay?
- Is it a good practice to pay substitute teachers with no state ESOL certification over \$60,000 a year, more than many regular teachers with 20 years experience, to teach adult ESOL night classes? Why not ask your certified teachers to do this?
- Is it a good practice to allow substitute teachers to clock in 2,500 hours a year, which would be 50 hours a week times 50 weeks a year? Is it healthy for them to work this much? Or are they manipulating their hours to reach a certain pay? How do you know their hours are accurate?

I'm more than happy to discuss the findings of my investigation further with you. In fact, I've been trying to do that for 3 months, but this is the first time you've asked me to elaborate. Please, feel free to call me at 561-573-9028 or 561-243-6637. I'm here to talk so you can have the best information to properly respond to my questions.

I look forward to hearing from you.

Scott

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Thursday, December 12, 2019 3:24 PM
To: Travis, Scott <stravis@sunsentinel.com>; BCPS Office of Communications <BCPS.PIO@browardschools.com>
Cc: Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>
Subject: RE: secondary jobs

EXTERNAL SOURCE

Scott,

We will resubmit your request to our District experts. The preliminary answers to your 40+ questions appear below.

What is the slant of your article?

Thank you,
Office of Communications

From: Travis, Scott <stravis@sunsentinel.com>

Sent: Thursday, December 12, 2019 2:49 PM

To: BCPS Office of Communications <BCPS.PIO@browardschools.com>

Cc: Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>; Judith M. Marte <judith.marte@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Rosalind V. Osgood <dr.rosalind.osgood@browardschools.com>; Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; Nora Rupert <norarupert@comcast.net>; Ann M. Murray <ann.murray@browardschools.com>; Laurie Rich Levinson <laurie.richlevinson@browardschools.com>; Patricia M. Good <pgood@browardschools.com>; Lori K. Alhadeff <lorialhadeff@browardschools.com>

Subject: RE: secondary jobs

Will I be getting a more complete response to my questions or is the district declining to comment?

What can I do to get the district to provide answers to my questions on a more regular basis? I never know if you're going to answer. Many times I don't even get acknowledgements. Is this the way it's going to be or can we do something to change this?

Remember I first made this request in September and 90 percent of my questions haven't been answered and I've had to send out reminder after reminder after reminder.

I look forward to your response.

Thanks,
Scott Travis

From: Travis, Scott

Sent: Tuesday, December 10, 2019 11:28 AM

To: BCPS Office of Communications <BCPS.PIO@browardschools.com>

Cc: Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>

Subject: RE: secondary jobs

Will I be getting a more complete response to my question or is the district declining to comment?

From: BCPS Office of Communications <BCPS.PIO@browardschools.com>
Sent: Friday, November 22, 2019 4:11 PM
To: Travis, Scott <stravis@sunsentinel.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Kathy Koch <kathy.koch@browardschools.com>
Subject: RE: secondary jobs

EXTERNAL SOURCE

Scott,

Below is the initial response to your inquiry:

Secondary positions are often cost effective and may be utilized for a variety of needs. Some examples include driving an activity bus; providing after school tutoring; working in before/after care; attending/conducting summer training; covering of classes; additional time/overtime and part-time positions; and work required outside of the work calendar. It can be a savings to a school to utilize existing staff, as opposed to hiring/using outside individuals or entities to do the work. In addition, without using secondary positions, schools may have to evaluate certain services to determine if they can continue to be provided.

Your question about "additional positions administration," pertains to employees who are performing additional work that takes place outside of the established work calendar.

As for how staff is selected, it depends on the situation and the employee's contractual status. It also depends on which employees are available, have the desire to do the work, and the required skills. The approval of secondary jobs is made at the workplace level and must include having the funds available to compensate the employees.

Thank you,
Office of Communications

From: Travis, Scott <stravis@sunsentinel.com>
Sent: Thursday, September 26, 2019 8:13 PM
To: Kathy Koch <kathy.koch@browardschools.com>
Cc: BCPS Office of Communications <BCPS.PIO@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>
Subject: secondary jobs

Hi Kathy,

I received a public record request related to secondary jobs and overtime pay for 2018-19 for district employees. The database raises a lot of questions. I'm attaching this year's list and a similar one requested last year.

General questions:

Taking out anyone with substitute or sub in their secondary job, it appears the district paid about \$30 million in secondary jobs in 2018-19. That compares to about \$17 million in 2017-18, a year when it might have made sense to have more temporary help due to Stoneman Douglas.

- 1) Why is the district spending so much on temporary and secondary positions, especially given declining enrollment, high public scrutiny and complaints by district officials of inadequate funding from Tallahassee? Where is this money coming from?
- 2) Positions marked "additional positions administration" including union and non-union, increased from about \$208,000 to \$752,000. Out of 300 positions, about 177 were at their same school or department. What jobs are these administrators doing and why is acceptable to pay them anywhere from an extra \$1000 to over \$20,000 on top of their salary? Isn't this double dipping?
- 3) How are second jobs chosen? Can employees apply for them or are candidates hand-selected?
- 4) Who approves these secondary jobs and will any supervisors face discipline for approving these jobs in places where they appear excessive or unnecessary, given this is taxpayer money?

Stoneman Douglas

The following Stoneman Douglas administrators received extra pay last year for work paid for mostly by Stoneman Douglas's budget: [REDACTED] (\$3,476 plus \$1,240 from Talent Acquisition) [REDACTED] (\$1,016), [REDACTED] \$10,550 plus \$1500 at Falcon Cove \$5,900 as an ESOL teacher at Community School South), [REDACTED] \$1,638) and [REDACTED] (\$1,830)

- 1) Can you tell me what their jobs were, what date they worked and why they were paid extra to be an administrator on campus? Since they're all salaried, aren't they supposed to work however many hours it takes without extra pay? Also, who approved these?
- 2) Why were [REDACTED] and [REDACTED] paid since they were reassigned to a non-student contact jobs less than halfway through the school year? Why didn't the district just give them comp time if they worked all these extra hours after they were assigned away from the school? I appears [REDACTED] was working at Stoneman Douglas and had two additional jobs at the same school. Then he was reassigned to talent acquisition and gets a fifth job? Why was this allowed to happen? Is it normal for people who are reassigned for being under investigation to take a job where they then take a second job at their reassigned location? Is this a sound practice?
- 3) Why was [REDACTED] who left for a promotion at the end of 2017-18, allowed to take a second job at Stoneman Douglas at his new higher rate?

Printing services and Head Start

In late June, 10 employees from Head Start and Printing Services were placed on the layoff list. This came at the end of a year where Head Start paid about \$218,000 in secondary job money, including at least \$8,000 to relatives of Head Start leadership. Two printing services employees were paid \$15,519 for secondary jobs.

- 1) Who approved these secondary positions?
- 2) If the district was facing a budget shortfall and had to do layoffs, why were you paying people extra to do jobs? Shouldn't you be cutting the budget, not adding to it? Is this good planning?
- 3) [REDACTED] told the School Board in late June that she was laying off six clerk specialists because of a budget reduction. But her son [REDACTED] was paid \$2,156 for temporary clerical work in her department [REDACTED] son of [REDACTED] who was Head Start office manager was paid \$5,900 for clerical work? How does the district justify this? Does this violate the district's nepotism policy? Does the office manager supervise the clerical staff? Are they still working in Head Start? If not, where are they working? Has [REDACTED] been disciplined for this? If so, what was the discipline? If not, why not since it would appear to be a violation of the nepotism policy?

- 4) Maurice Woods told the School Board demand was down in the printing service department, necessitating it to "right size." If demand was down, why did you pay people to work second jobs? Why didn't you just use the staff that didn't have enough to do due to decreased demand?
- 5) What is the status of the 10 employees who were laid off from printing services? Did they get their jobs back?

Substitutes/non-contract employees

I noticed an issue with non-certified substitute and non-contract teachers clocking in what appear to be excessive hours, receiving excessive pay or both.

- 1) [REDACTED] a district substitute teacher, was paid \$60,700, which is more than many 15-year teachers, to teach adult learners at Atlantic Tech, even though he's not a certified teacher. Other substitute or temporary teachers who received large salaries were [REDACTED] (\$61,300), [REDACTED] (\$59,754) and [REDACTED] (\$57,637). None of these are certified. Why were they allowed to get paid this much? Is this fair to certified teachers?
- 2) [REDACTED] who is listed as a substitute on district records, was paid \$61,287 for teaching GED at Henry Perry Educational Center. He clocked in over 2,500 hours. That's the equivalent of 50 hours a week for 50 weeks a year. Does that seem excessive?
- 3) [REDACTED] is listed as working 2836 hours as an interim sub of Dillard High. How is that possible since most teachers work less than 1,500 hours in a year (7.5 hours a day times 196 days)? Since the normal teacher school year is about 39 weeks, did she work 74 hours a week?
- 4) How do substitutes or non-contract teachers clock in? Does anyone check to see if their hours are excessive?

Technical colleges:

- 1) Four assistant principals received secondary jobs paying large sums: [REDACTED] (\$18,135), [REDACTED] (\$20,560), [REDACTED] (\$20,698) and [REDACTED] (\$14,459). What were their second jobs and was this pay reasonable? It far exceeds most other administrators.
- 2) Atlantic Tech paid \$1.3 million in secondary jobs, McFatter is \$1 million and Sheridan is \$626,000 for a total of about \$3 million. This is way up from last year. According to an identical request I made last year for 2017-18, Atlantic Technical spent about \$310,000, McFatter \$336,000 and Sheridan \$118,000. What's going on? Why is it spiking such a large amount? Do you plan to audit these schools secondary payments or ask the federal government to do that since you're using so many federal workforce dollars?

My deadline is end of day on Thursday, Oct. 3.

Thank you,
Scott Travis

Scott Travis
Staff Writer

333 SW 12th Avenue
Deerfield Beach, Florida 33442
o 561.243.6637
c 561.573.9028
Twitter [smtravis](#)

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Monday, September 21, 2020 7:36 PM
To: Thelma J. Robinson
Subject: FW: secondary jobs addition quesitons/info

Print

From: Travis, Scott
Sent: Thursday, November 7, 2019 12:37 PM
To: Kathy Koch <kathy.koch@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Judith Marte <judith.marte@browardschools.com>; BCPS PIO <BCPS.PIO@browardschools.com>
Cc: Heather P. Brinkworth <heather.brinkworth@browardschools.com>; Donna P. Korn <donna.korn@browardschools.com>; Robin W. Bartleman <rbartleman@browardschools.com>; 2013success <2013success@tribpub.com>
Subject: RE: secondary jobs addition quesitons/info

Hi,

Could I get the status of this request I first made on Sept. 26? I know my questions were extensive, but isn't six weeks enough time to fully answer them? I don't think I've even gotten an acknowledgement from the communications office. I did get one acknowledgement from Ms. Marte on Oct. 3 saying she'd need more time.

Thanks,
Scott Travis

From: Travis, Scott
Sent: Friday, October 4, 2019 4:15 PM
To: Kathy Koch <kathy.koch@browardschools.com>; Cathleen G. Brennan <cathleen.brennan@browardschools.com>; Nadine Drew <nadine.drew@browardschools.com>; Judith Marte <judith.marte@browardschools.com>; BCPS PIO <BCPS.PIO@browardschools.com>
Subject: secondary jobs addition quesitons/info

Hi,

These are additional anomalies I found when reviewing the secondary jobs database. I also requested the same list from Palm Beach County and there were no principal or assistant principal second jobs on there (I'm waiting on Miami-Dade's info). At a time when the district is trying to raise principal and assistant principal pay to comparable to the other counties, shouldn't all this extra pay they're receiving be part of the conversation?

These are the specific additional examples I found.

██████████, the assistant principal at JP Taravella, was paid an extra \$7,132 (at \$63 an hour) for two administrative jobs, one at Taravella and one at Community Schools North. Can you tell me what these jobs are? He was also paid \$21,494 as an ESOL teacher at Community Schools North, even though he's not certified

to teach ESOL. Can you explain why he was given that job? In total, he was paid \$28,000 extra, far more than anyone else. Why was this allowed to happen?

██████████, a teacher, CTE student support, worked 580 hours at \$4.83 an hour, for a total of \$31,470. for an "additional position teacher (student)? Can you tell me what that position is and why someone who is already making \$110,000 is able to boost her salary another \$31,470? Her certifications are in health and P.E. are those the subjects she's teaching?

██████████ and ██████████ both an automotive service technician teachers at McFatter, both make \$114,000 in their regular job and an additional \$27,000 as "additional position teacher (student)." Can you tell me what this position was and why they were allowed to work this many hours? Neither are certified teachers. Are they required to be for their regular or additional teaching jobs?

Please provide me answers to as many questions as possible by Wednesday.

Thanks,
Scott Travis
561-573-9028

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Staff Writer

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Thelma J. Robinson

From: Robin W. Bartleman
Sent: Thursday, September 24, 2020 8:53 AM
To: Thelma J. Robinson
Subject: FW: School reopening

Print for eval

-----Original Message-----

[REDACTED]
Sent: Thursday, September 24, 2020 8:10 AM
To: BCPS School Board Members and Secs <schoolboard@browardschools.com>
Subject: School reopening

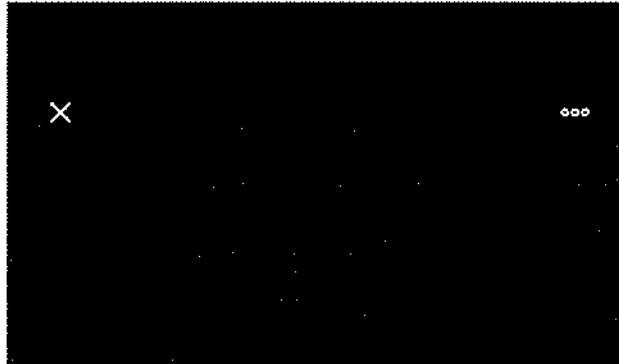
CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Where can I find a definite answer for what going in person will look like for my kindergartner? I received the email for me to pick yet I can't find an updated reopening plan to make an informed choice.

On that note I strongly encourage that if I'm understand the bits I heard in the meeting correctly, that the plan is to send kindergartners to still sit in front of a computer for most of the day? I BEG you to reconsider that option. My son is not learning anything doing virtual, it's not age appropriate for 6 year olds. Especially for those are respond negatively to screen time.

Thank you so much for your time, and I realize how difficult this situation is for everyone involved!

[REDACTED]
Sent from my iPhone



BCPS Office of Communicat... 3:35 PM
To You

Caution: External Sender

Scott,

Thank you for contacting the Office of Communications. Your email has been received. A member of our staff will follow up with you as soon as possible.

Office of Communications

Broward County Public Schools



Scott Travis • @smtravis • 8h

I contacted @browardschools PIO @KatherineKoch's office at 3:30pm for clarity. It's after midnight & only response I have is one below. On T...



3

2



Tweet your reply



Tweets Tweets & replies Media Likes



Scott Travis @smtravis · 7h

When will @browardschools 2nd graders be able to return to brick and mortar classes? Oct 14 or Oct. 20? @DonnaKorn2 said at end of Tuesday's School Board meeting it would be Oct. 14. This is the date I put in my story. 1 of 3



277 views



Scott Travis @smtravis · 7h

But today @RobertwRuncie tweeted which grades return Oct. 14 and 2nd grade wasn't on the list. It's no big deal to me if they decided to change the date. @DonnaKorn2 inadvertently



8:10



Scott Travis
17K Tweets



Tweets Tweets & replies Media Likes



Scott Travis @smtravis · 7h

I contacted @browardschools
PIO @KatherineKoch's office at
3:30pm for clarity. It's after
midnight & only response I have
is one below. On Tuesday, School
Board members including
@ReverendRos,
@SBBCBrinkworth&
@Robin_Bartleman slammed the
district for poor communications.
3 of 3

I thank you for contacting the Office of
Communications. Your email has been
received. A member of our staff will follow up
with you as soon as possible.

Office of Communications
Broward County Public Schools
600 SE 3rd Avenue
Fort Lauderdale, FL 33301



Retweet 3

Like 2



Scott Travis @smtravis · 10h

Were @pbcsd schools safe
enough to open this week and
should they stay open? A judge is



SMART - Running Construction Budgets

DRAFT

Loc ID	Project ID	Funding year	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
1631	P.001728	G2	Annabel C. Perry PK8 SMART Program Renovations	\$ 3,065,000	\$ 5,015,037	\$ 2,037,465	\$ 3,797,000	A \$ 5,015,037	Jorge A. Gutierrez Architect LLC	Di Pompeo Construction Corporation
1791	P.002110	G5	Apollo MS SMART Program Renovations	\$ 6,915,000	\$ 6,915,000	\$ 4,682,885	\$ 3,113,591	E \$ 6,800,000	RGD Consulting Engineers	
2221	P.000415	G2	Atlantic Technical College & HS SMART Renovations	\$ 8,952,000	\$ 8,952,000	\$ 6,154,986	\$ 12,363,211	E \$ 15,824,910	M.C. Harry and Associates, Inc.	
4702	P.001959	G1	Atlantic Technical College Arthur Ashe SMART Program Renovations (CC-A)	\$ 1,242,000	\$ 1,242,000	\$ 815,458	\$ 2,484,957	A \$ 3,078,449	Nyarko Architectural Group	Decktight Roofing Services, Inc
2511	P.001796	G2	Atlantic West ES SMART Program Renovations	\$ 2,617,000	\$ 2,617,000	\$ 1,780,638	\$ 3,581,586	E \$ 4,584,430	FICE Design, Inc.	
0343	P.001686	G2	Attucks MS Phase 1 SMART Program Renovations	\$ 3,040,778	\$ 3,040,778	\$ 2,036,701	\$ 3,319,873	A* \$ 4,451,717	FICE Design, Inc.	BEC Group
0343	P.001633	G1	Attucks MS Phase 2 SMART Program Renovations	\$ 918,125	\$ 918,125	\$ 602,812	\$ 816,965	E \$ 1,175,200	GLE Associates, Inc	
2611	P.002044	G4	Bair MS SMART Program Renovations	\$ 1,517,000	\$ 1,517,000	\$ 1,018,937	\$ 871,367	A* \$ 1,517,000	Song & Associates, Inc.	
2001	P.001944	G1	Banyan ES SMART Program Renovations	\$ 1,243,000	\$ 1,243,000	\$ 816,114	\$ 1,691,549	A \$ 2,205,979	Song & Associates, Inc.	Sagoma Construction Services
0641	P.001786	G3	Bayview ES SMART Program Renovations	\$ 1,481,565	\$ 2,688,739	\$ 956,704	\$ 1,915,303	A \$ 2,688,739	Jorge A. Gutierrez Architect LLC	Thornton Construction Company
0201	P.002085	G5	Bennett ES SMART Program Renovations	\$ 1,814,000	\$ 1,814,000	\$ 1,218,425	\$ -	\$ 4,000,000	DLFC Architects	Grace & Naeem Uddin, Inc.
0361	P.001646	G1	Blanche Ely HS SMART Program Renovations (CMAR)	\$ 14,255,436	\$ 21,444,436	\$ 9,586,824	\$ 18,241,000	A \$ 21,444,436	Wolfberg Alvarez & Partners, Inc.	Morganti Group, Inc.
0971	P.002065	G4	Boulevard Heights ES SMART Program Renovations	\$ 3,790,000	\$ 3,790,000	\$ 2,556,096	\$ 4,734,401	E \$ 6,060,033	Rodriguez Architect, Inc.	
1741	P.001360	G1	Boyd H. Anderson HS Media Center Construction	\$ 2,018,340	\$ 2,018,340	\$ 2,018,340	\$ 826,400	A \$ 2,018,340	M.C. Harry and Associates, Inc.	State Contracting & Engineering Corp.
1741	P.001846	G3	Boyd H. Anderson HS SMART Program Renovations	\$ 5,274,000	\$ 5,274,000	\$ 3,409,148	\$ 8,604,463	E \$ 11,013,713	M.C. Harry and Associates, Inc.	
0871	P.001974	G4	Bright Horizons Center SMART Program Renovations	\$ 1,663,000	\$ 1,663,000	\$ 1,109,397	\$ 2,886,000	A \$ 3,556,100	Song & Associates, Inc.	Lego Construction Co
0811	P.001638	G1	Broadview ES SMART Program Renovations	\$ 1,845,614	\$ 1,845,614	\$ 630,930	\$ 4,381,583	A \$ 5,475,130	M.C. Harry and Associates, Inc.	OAC Action Corp
0501	P.002037	G4	Broward Estates ES SMART Program Renovations	\$ 2,763,000	\$ 2,763,000	\$ 1,855,849	\$ 5,556,652	A \$ 6,752,168	Song & Associates, Inc.	West Construction
1671	P.001920	G3	C. Robert Markham ES SMART Program Renovations	\$ 9,159,000	\$ 9,159,000	\$ 5,935,878	\$ 5,288,026	A* \$ 7,913,830	Carty Architecture, LLC	Burke Construction
1461	P.001661	G3	Castle Hill ES SMART Program Renovations	\$ 2,109,000	\$ 3,676,030	\$ 1,406,927	\$ 2,967,617	A \$ 3,676,030	Jorge A. Gutierrez Architect LLC	CB Constructors, Inc.
2641	P.001757	G2	Central Park ES SMART Program Renovations	\$ 4,927,475	\$ 4,927,475	\$ 3,300,392	\$ 6,079,000	A \$ 7,973,000	CSA Central, Inc	Lunacon
3771	P.002040	G4	Challenger ES SMART Program Renovations	\$ 1,349,000	\$ 1,349,000	\$ 891,540	\$ 2,897,400	A \$ 3,555,100	Song & Associates, Inc.	Grace & Naeem Uddin, Inc.
2961	P.001732	G2	Chapel Trail ES SMART Program Renovations	\$ 1,688,000	\$ 1,688,000	\$ 1,126,075	\$ 3,457,306	A \$ 4,538,436	GLE Associates, Inc	Advanced Roofing
3221	P.001818	G3	Charles Drew ES SMART Program Renovations	\$ 3,017,000	\$ 3,017,000	\$ 2,020,768	\$ 4,162,623	E \$ 5,328,157	FICE Design, Inc.	
0301	P.001848	G3	Charles Drew FRC SMART Program Renovations	\$ 3,278,000	\$ 3,278,000	\$ 2,195,584	\$ 1,962,999	E \$ 3,278,000	Sol-ARCH, Inc.	
3391	P.001847	G3	Charles W. Flanagan HS SMART Program Renovations (CMAR)	\$ 8,533,000	\$ 15,326,361	\$ 5,819,841	\$ 10,676,080	A \$ 14,748,800	Song & Associates, Inc.	Core Construction Services
1421	P.001413	G1	Coconut Creek ES SMART Program Renovations	\$ 4,527,618	\$ 5,044,761	\$ 3,032,570	\$ 3,802,197	A \$ 4,692,444	Jorge A. Gutierrez Architect LLC	Lego Construction Co
1681	P.001753	G2	Coconut Creek HS SMART Program Renovations	\$ 4,302,000	\$ 4,302,000	\$ 2,962,497	\$ 4,106,020	E \$ 5,506,560	M.C. Harry and Associates, Inc.	
3741	P.002088	G5	Coconut Palm ES SMART Program Renovations	\$ 1,056,000	\$ 1,056,000	\$ 697,899	\$ 2,318,917	E \$ 2,968,214	RGD Consulting Engineers	
0231	P.001937	G3	Colbert Museum Magnet (fka Colbert ES) SMART Program Renovations	\$ 756,000	\$ 756,000	\$ 496,365	\$ 1,255,368	A \$ 1,590,903	SGM Engineering, Inc.	Thornton Construction Company
0331	P.001659	G4	Collins ES SMART Program Renovations	\$ 1,774,000	\$ 1,774,000	\$ 1,162,030	\$ 1,970,574	A \$ 2,452,300	GLE Associates, Inc	Core Construction Services
1211	P.002150	G5	Cooper City ES SMART Program Renovations	\$ 867,000	\$ 867,000	\$ 572,991	\$ 1,004,803	E \$ 1,286,148	RGD Consulting Engineers	M.A.C. Construction Inc.
1931	P.002133	G5	Cooper City HS SMART Program Renovations	\$ 8,609,000	\$ 8,609,000	\$ 5,830,074	\$ -	\$ 11,622,150	Song & Associates, Inc.	D. Stephenson Construction Company
2011	P.002122	G4	Coral Cove ES SMART Program Renovations (T&B)	\$ 148,000	\$ 148,000	\$ 22,796	\$ 22,796	A \$ 148,000		Koldaire, Inc.
3861	P.002080	G5	Coral Glades HS SMART Program Renovations	\$ 2,366,000	\$ 2,366,000	\$ 1,589,192	\$ 5,407,751	E \$ 6,921,921	DLFC Architects	
3041	P.002045	G3	Coral Park ES SMART Program Renovations	\$ 1,681,000	\$ 1,681,000	\$ 1,129,092	\$ 812,140	A \$ 1,332,450	Song & Associates, Inc.	Lego Construction Co
1151	P.001765	G2	Coral Springs HS SMART Program Renovations	\$ 10,631,000	\$ 10,631,000	\$ 7,230,753	\$ 10,812,722	A* \$ 14,462,000	M.C. Harry and Associates, Inc.	Gulf Building, LLC
2561	P.001979	G4	Coral Springs MS SMART Program Renovations	\$ 10,502,000	\$ 10,502,000	\$ 7,112,026	\$ 13,014,314	E \$ 16,800,000	Rodriguez Architect, Inc.	Munilla Construction Management
2551	P.001923	G1	Coral Springs PK8 Phase 1 ADA Restrooms, Fire Alarm, Fire Sprinkler	\$ 1,735,262	\$ 1,735,262	\$ 1,157,604	\$ 1,736,802	E \$ 2,223,107	ACAI Associates, Inc.	
2551	P.001982	G5	Coral Springs PK8 Phase 2 SMART Program Renovations	\$ 2,538,000	\$ 2,538,000	\$ 1,620,761	\$ 3,978,522	E \$ 5,092,508	RGD Consulting Engineers	
3111	P.002063	G5	Country Hills ES SMART Program Renovations	\$ 4,413,000	\$ 4,413,000	\$ 2,976,266	\$ 5,328,197	E \$ 6,820,092	Song & Associates, Inc.	
2981	P.002002	G3	Country Isles ES SMART Program Renovations	\$ 558,000	\$ 558,000	\$ 368,776	\$ 969,678	A \$ 1,239,660	Nyarko Architectural Group	Grace & Naeem Uddin, Inc.
0901	P.001676	G5	Cresthaven ES SMART Program Renovations	\$ 4,416,123	\$ 4,416,123	\$ 2,978,373	\$ -	\$ 6,762,500	CES Engineering Services, LLC	
0221	P.002086	G5	Croissant Park ES SMART Program Renovations	\$ 3,661,000	\$ 3,661,000	\$ 2,469,094	\$ 5,645,192	E \$ 7,225,846	DLFC Architects	
3222	P.002081	G5	Cross Creek School SMART Program Renovations	\$ 1,260,000	\$ 1,260,000	\$ 832,720	\$ 1,557,923	E \$ 1,994,141	DLFC Architects	
1871	P.000816	G5	Crystal Lake MS SMART Program Renovations	\$ 2,235,525	\$ 2,235,525	\$ 1,501,555	\$ 2,085,186	E \$ 2,861,472	Rodriguez Architect, Inc.	T&G Constructors
3623	P.001774	G2	Cypress Bay HS SMART Program Renovations	\$ 13,739,000	\$ 13,739,000	\$ 9,320,892	\$ 25,604,000	A \$ 32,578,000	Zyscovich Architects	Morganti Group, Inc.
1781	P.001412	G1	Cypress ES SMART Program Renovations	\$ 3,299,167	\$ 3,752,064	\$ 2,209,761	\$ 2,840,165	A \$ 3,744,200	Jorge A. Gutierrez Architect LLC	Lego Construction Co
2123	P.002120	G3	Cypress Run EC SMART Program Renovations (T&B)	\$ 77,000	\$ 77,000	\$ 20,418	\$ 21,490	A \$ 77,000		Koldaire, Inc.
0101	P.002061	G5	Dania ES SMART Program Renovations	\$ 2,502,000	\$ 2,502,000	\$ 1,680,540	\$ -	\$ 3,377,700	RGD Consulting Engineers	
3697	P.001972	G2	Dave Thomas EC East SMART Program Renovations	\$ 758,000	\$ 758,000	\$ 500,954	\$ 2,190,567	A \$ 2,619,494	The Tamara Peacock Company	Overholt Construction Corp.
2801	P.001899	G3	Davie ES SMART Program Renovations	\$ 2,876,000	\$ 2,876,000	\$ 1,883,877	\$ 3,931,585	A \$ 5,096,700	Wolfberg Alvarez & Partners, Inc.	Lego Construction Co
0011	P.001820	G3	Deerfield Beach ES SMART Program Renovations	\$ 6,233,445	\$ 6,233,445	\$ 4,330,000	\$ 3,777,000	A \$ 5,611,445	ACAI Associates, Inc.	OAC Action Corp

SMART - Running Construction Budgets

DRAFT

Loc ID	Project ID	Funding year	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE		TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
1711	P.001694	G1	Deerfield Beach HS Phase 1 SMART Program Renovations	\$ 8,774,000	\$ 8,774,000	\$ 5,900,542	\$ 5,314,000	A	\$ 7,359,400	Wolfberg Alvarez & Partners, Inc.	H.A. Contracting
1711	P.002134	G5	Deerfield Beach HS Phase 2 SMART Program Renovations	\$ 3,912,000	\$ 3,912,000	\$ 2,638,376	\$ -		\$ 5,281,200	Laura M. Perez & Associates, Inc.	
0911	P.002142	G5	Deerfield Beach MS SMART Program Renovations	\$ 4,333,000	\$ 4,333,000	\$ 2,922,312	\$ -		\$ 10,000,000	DLFC Architects	
0391	P.002036	G4	Deerfield Park ES SMART Program Renovations	\$ 5,240,000	\$ 5,240,000	\$ 3,534,021	\$ 4,685,306	A	\$ 6,224,840	Rodriguez Architect, Inc.	Advanced Roofing
0371	P.001726	G1	Dillard 6-12 SMART Program Renovations	\$ 4,232,000	\$ 4,232,000	\$ 2,915,612	\$ 6,736,263	A	\$ 8,498,232	Sol-ARCH, Inc.	T&G Constructors
0271	P.001915	G4	Dillard ES SMART Program Renovations	\$ 1,677,000	\$ 1,677,000	\$ 1,126,405	\$ 3,171,306	A*	\$ 4,065,440	Song & Associates, Inc.	Advanced Roofing
3962	P.002118	G5	Discovery ES SMART Program Renovations (T&B)	\$ 150,000	\$ 150,000	\$ 100,500	\$ 39,680	A	\$ 150,000		Koldaire, Inc.
1611	P.001662	G2	Dr. MLK Montessori Academy SMART Program Renovations	\$ 1,061,000	\$ 1,061,000	\$ 730,366	\$ 691,299	A	\$ 956,859	SGM Engineering, Inc.	Grace & Naeem Uddin, Inc.
0721	P.002064	G5	Driftwood ES SMART Program Renovations	\$ 1,735,000	\$ 1,735,000	\$ 1,165,363	\$ 2,779,397	E	\$ 3,557,628	RGD Consulting Engineers	
0861	P.001837	G2	Driftwood MS SMART Program Renovations	\$ 5,544,000	\$ 5,544,000	\$ 3,713,337	\$ 6,287,000	A	\$ 8,345,700	LIVS Associates	Lunacon
3461	P.001746	G1	Eagle Point ES SMART Program Renovations	\$ 4,820,000	\$ 4,820,000	\$ 3,228,406	\$ 4,433,357	A	\$ 6,145,450	Williamson Dacar Associates, Inc.	Burke Construction
3441	P.001722	G2	Eagle Ridge ES SMART Program Renovations	\$ 2,259,000	\$ 3,306,383	\$ 1,506,993	\$ 2,325,813	A	\$ 3,306,383	The Tamara Peacock Company	Lego Construction Co
3191	P.001897	G3	Embassy Creek ES SMART Program Renovations	\$ 3,524,000	\$ 3,524,000	\$ 2,317,564	\$ 3,436,445	A	\$ 4,864,700	Wolfberg Alvarez & Partners, Inc.	G.E.C. Associates, Inc.
3301	P.002111	G5	Endeavour Primary LC ES SMART Program Renovations	\$ 957,000	\$ 957,000	\$ 632,471	\$ 1,999,998	A	\$ 2,360,590	The Tamara Peacock Company	D. Stephenson Construction Company
2942	P.001948	G2	Everglades ES SMART Program Renovations (CC-A)	\$ 1,212,000	\$ 1,212,000	\$ 795,761	\$ 1,825,306	A	\$ 2,344,500	Song & Associates, Inc.	Advanced Roofing
3731	P.001985	G3	Everglades HS SMART Program Renovations	\$ 3,669,000	\$ 3,669,000	\$ 2,474,489	\$ 5,091,140	A	\$ 6,376,254	The Tamara Peacock Company	Lego Construction Co
1641	P.001785	G2	Fairway ES SMART Program Renovations	\$ 4,003,000	\$ 4,003,000	\$ 2,681,184	\$ 5,889,000	A	\$ 7,510,900	Nyarko Architectural Group	Thornton Construction Company
3622	P.001902	G3	Falcon Cove MS SMART Program Renovations (CMAR)	\$ 10,741,000	\$ 10,741,000	\$ 7,223,355	\$ 17,908,033	A	\$ 22,788,000	Zyscovich Architects	OHL Building, Inc.
2541	P.002135	G3	Flamingo ES SMART Program Renovations	\$ 1,955,000	\$ 1,955,000	\$ 1,314,599	\$ 1,487,500	A	\$ 2,160,000	SGM Engineering, Inc.	Grace & Naeem Uddin, Inc.
0851	P.002001	G4	Floranada ES SMART Program Renovations	\$ 776,000	\$ 776,000	\$ 512,850	\$ 2,390,306	A	\$ 2,838,840	Nyarko Architectural Group	Advanced Roofing
3051	P.001865	G3	Forest Glen MS SMART Program Renovations	\$ 5,189,000	\$ 5,189,000	\$ 3,475,560	\$ 6,990,000	A	\$ 9,047,800	Via Design Studio	Thornton Construction Company
2631	P.000827	G1	Forest Hills ES HVAC Upgrade/Replacement	\$ 2,100,000	\$ 2,100,000	\$ 1,512,000	\$ 885,577	C	\$ 1,019,529	GLE Associates, Inc	Hyvac
2631	P.001926	G1	Forest Hills ES SMART Program Renovations	\$ 1,336,000	\$ 2,419,601	\$ 877,175	\$ 1,911,992	A	\$ 2,419,601	Song & Associates, Inc.	FHP Tectonics Corp.
0951	P.001839	G3	Fort Lauderdale HS SMART Program Renovations	\$ 2,409,000	\$ 2,409,000	\$ 1,687,778	\$ 2,939,899	A	\$ 3,772,887	Sol-ARCH, Inc.	West Construction
3531	P.001973	G4	Fox Trail ES SMART Program Renovations	\$ 770,000	\$ 770,000	\$ 508,885	\$ 1,019,140	A	\$ 1,397,150	Via Design Studio	Lego Construction Co
3642	P.001863	G3	Gator Run ES SMART Program Renovations	\$ 2,571,000	\$ 2,571,000	\$ 1,715,130	\$ 3,235,748	A	\$ 4,116,323	Via Design Studio	Overholt Construction Corp.
2021	P.001968	G3	Glades MS SMART Program Renovations	\$ 386,000	\$ 386,000	\$ 255,103	\$ 52,893	E	\$ 386,000	Via Design Studio	
2851	P.001745	G2	Griffin ES SMART Program Renovations	\$ 2,258,000	\$ 4,126,208	\$ 1,506,326	\$ 3,296,363	A	\$ 4,126,208	Jorge A. Gutierrez Architect LLC	Anatom Construction, Inc.
0592	P.001822	G2	Gulfstream Academy of Hallandale Beach (FKA Hallandale Adult & Community) SMART Program Renovations	\$ 5,161,700	\$ 5,161,700	\$ 3,457,275	\$ 3,799,000	A	\$ 5,161,700	ACAI Associates, Inc.	Thornton Construction Company
0131	P.002072	G5	Gulfstream Academy of Hallandale Beach (FKA Hallandale ES) SMART Program Renovations	\$ 1,090,000	\$ 1,090,000	\$ 720,369	\$ 1,557,897	E	\$ 1,994,108	RGD Consulting Engineers	
3931	P.002055	G2	Gulfstream Early Learning Center of Excellence (FKA Gulfstream MS) SMART Program Renovations	\$ 4,746,000	\$ 4,746,000	\$ 3,410,000	\$ 4,850,000	A	\$ 6,148,347	Silva Architects, LLC	Grace & Naeem Uddin, Inc.
0403	P.002115	G5	Hallandale Magnet HS Ph 2 SMART Program Renovations	\$ 6,955,000	\$ 6,955,000	\$ 4,709,974	\$ 4,422,320	E	\$ 6,955,000	Song & Associates, Inc.	
0491	P.002068	G5	Harbordale ES SMART Program Renovations	\$ 1,049,000	\$ 1,049,000	\$ 693,273	\$ 1,490,530	E	\$ 1,907,878	RGD Consulting Engineers	G.E.C. Associates, Inc.
3131	P.001784	G2	Hawkes Bluff ES SMART Program Renovations	\$ 2,903,000	\$ 2,903,000	\$ 1,936,609	\$ 5,490,306	A	\$ 6,809,437	Sol-ARCH, Inc.	Advanced Roofing
1011	P.001986	G4	Henry D. Perry EC SMART Program Renovations	\$ 5,807,000	\$ 5,807,000	\$ 3,916,424	\$ 7,383,256	A	\$ 9,308,580	Laura M. Perez & Associates, Inc.	Lego Construction Co
3961	P.002147	G5	Heron Heights ES SMART Program Renovations	\$ 657,000	\$ 657,000	\$ 434,204	\$ 417,749	E	\$ 657,000	RGD Consulting Engineers	Thornton Construction Company
0121	P.001983	G4	Hollywood Central ES SMART Program Renovations	\$ 4,817,000	\$ 4,817,000	\$ 3,248,737	\$ 6,972,140	A	\$ 8,658,350	The Tamara Peacock Company	Lego Construction Co
0111	P.001845	G4	Hollywood Hills ES SMART Program Renovations	\$ 2,999,000	\$ 2,999,000	\$ 2,022,620	\$ -		\$ 5,000,000	Tamara Peacock Company	
1661	P.001806	G2	Hollywood Hills HS SMART Program Renovations	\$ 14,521,000	\$ 14,521,000	\$ 9,886,781	\$ 18,408,668	A	\$ 21,675,351	ACAI Associates, Inc.	James B. Pirtle Construction
1761	P.001788	G2	Hollywood Park ES SMART Program Renovations	\$ 4,185,000	\$ 4,185,000	\$ 2,803,087	\$ 5,227,500	A	\$ 6,965,250	CSA Central, Inc	Burke Construction
2531	P.002038	G4	Horizon ES SMART Program Renovations	\$ 813,000	\$ 813,000	\$ 537,303	\$ 1,170,000	A	\$ 1,539,000	Song & Associates, Inc.	Cosugas LLC
3471	P.001748	G2	Indian Ridge MS SMART Program Renovations	\$ 5,115,000	\$ 6,060,102	\$ 3,425,995	\$ 4,699,211	A	\$ 5,593,626	Jorge A. Gutierrez Architect LLC	Lego Construction Co
3181	P.001980	G4	Indian Trace ES SMART Program Renovations	\$ 3,530,000	\$ 3,530,000	\$ 2,380,743	\$ 6,750,689	E	\$ 8,640,882	LIVS Associates	
2751	P.001675	G1	J.P. Taravella HS ADA RR (CC-A)	\$ 458,554	\$ 458,554	\$ 321,927	\$ 191,037	E	\$ 458,554	Jorge A. Gutierrez Architect LLC	
2751	P.001942	G4	J.P. Taravella HS SMART Program Renovations	\$ 10,990,000	\$ 10,990,000	\$ 7,256,588	\$ 12,185,000	A*	\$ 15,699,000	Song & Associates, Inc.	Morganti Group, Inc.
1971	P.002059	G5	James S. Hunt ES SMART Program Renovations	\$ 4,833,000	\$ 4,833,000	\$ 3,259,528	\$ 4,148,728	E	\$ 6,186,240	RGD Consulting Engineers	
2121	P.001743	G2	James S. Rickards MS SMART Program Renovations	\$ 5,009,000	\$ 5,009,000	\$ 3,354,997	\$ 7,978,710	A	\$ 10,701,080	Williamson Dacar Associates, Inc.	West Construction
0831	P.001886	G3	Lake Forest ES SMART Program Renovations	\$ 1,913,000	\$ 1,913,000	\$ 1,276,174	\$ 2,450,306	A	\$ 3,115,142	Nyarko Architectural Group	Advanced Roofing
3591	P.002070	G5	Lakeside ES SMART Program Renovations	\$ 2,899,000	\$ 2,899,000	\$ 1,947,197	\$ 3,339,306	A	\$ 4,284,240	Rodriguez Architect, Inc.	Advanced Roofing

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Loc ID	Project ID	Funding year	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
0621	P.002073	G5	Larkdale ES SMART Program Renovations	\$ 1,401,000	\$ 1,401,000	\$ 925,906	\$ 1,997,140	A \$ 2,690,350	CES Engineering Services, LLC	Lego Construction Co
1701	P.001637	G1	Lauderdale Lakes MS SMART Program Renovations	\$ 6,481,000	\$ 6,481,000	\$ 4,358,492	\$ 4,947,000	A \$ 6,481,000	Jorge A. Gutierrez Architect LLC	Di Pompeo Construction Corporation
0431	P.001635	G1	Lauderdale Manors ELC SMART Program Renovations	\$ 2,974,056	\$ 2,974,056	\$ 1,984,011	\$ 5,415,000	A \$ 6,950,500	CSA Central, Inc	Burke Construction
1391	P.001801	G2	Lauderhill 6-12 SMART Program Renovations	\$ 6,126,000	\$ 6,126,000	\$ 4,119,754	\$ 5,692,430	E \$ 7,841,280	FICE Design, Inc.	
1382	P.002092	G5	Lauderhill Comm School at Park Lakes LC (fka Castle Hill Annex) SMART Program Renovations	\$ 644,000	\$ 644,000	\$ 425,613	\$ 718,174	E \$ 919,263	DLFC Architects	
1381	P.002066	G5	Lauderhill-Paul Turner ES SMART Program Renovations	\$ 2,295,000	\$ 2,295,000	\$ 1,541,503	\$ 4,204,546	E \$ 5,381,819	CES Engineering Services, LLC	
3821	P.001999	G4	Liberty ES SMART Program Renovations	\$ 377,000	\$ 377,000	\$ 249,155	\$ 303,084	A \$ 465,093	Song & Associates, Inc.	FHP Tectonics Corp.
1091	P.001824	G2	Lloyd Estates ES SMART Program Renovations	\$ 2,252,000	\$ 2,252,000	\$ 1,502,323	\$ 2,681,221	E \$ 3,431,963	FICE Design, Inc.	
3101	P.002141	G5	Lyons Creek MS SMART Program Renovations	\$ 3,049,000	\$ 3,049,000	\$ 2,056,342	\$ -	\$ 6,000,000	DLFC Architects	
3841	P.001759	G1	Manatee Bay ES SMART Program Renovations	\$ 1,759,000	\$ 2,384,661	\$ 1,173,440	\$ 1,906,326	A \$ 2,284,661	Jorge A. Gutierrez Architect LLC	Lego Construction Co
2741	P.001998	G4	Maplewood ES Media Center	\$ 362,000	\$ 362,000	\$ 243,419	\$ 190,000	A \$ 362,000	Song & Associates, Inc.	Lunacon
2741	P.001639	G1	Maplewood ES SMART Program Renovations	\$ 2,279,629	\$ 2,279,629	\$ 1,520,754	\$ 3,507,115	A \$ 4,575,455	M.C. Harry and Associates, Inc.	Lunacon
1161	P.001647	G1	Margate ES SMART Program Renovations	\$ 4,618,753	\$ 4,618,753	\$ 3,093,612	\$ 5,918,500	E \$ 8,564,000	Song & Associates, Inc.	
0581	P.001836	G3	Margate MS SMART Program Renovations	\$ 8,636,000	\$ 8,636,000	\$ 5,807,737	\$ 8,383,379	E \$ 11,054,080	LIVS Associates	
3011	P.002185	G5	Marjory Stoneman Douglas HS Building Replacement		\$ 18,000,000	\$ 12,600,000	\$ 12,613,478	A NOT SMART	Zyscovich Architects	Pirtle Construction Company
3011	P.000817	G5	Marjory Stoneman Douglas HS SMART Program Renovations	\$ 10,107,805	\$ 10,107,805	\$ 6,845,075	\$ 11,482,175	E \$ 14,697,184	Song & Associates, Inc.	D. Stephenson Construction Company
0341	P.002125	G5	Mary M. Bethune MS SMART Program Renovations	\$ 3,151,000	\$ 3,151,000	\$ 2,125,134	\$ -	\$ 4,253,850	RGD Consulting Engineers	
0241	P.001954	G4	McArthur HS SMART Program Renovations	\$ 15,811,496	\$ 15,811,496	\$ 10,751,897	\$ 22,115,000	E \$ 28,966,000	Rodriguez Architect, Inc.	Gilbane Building Company
0841	P.001964	G3	McNab ES SMART Program Renovations	\$ 1,295,000	\$ 1,295,000	\$ 850,256	\$ 2,681,306	A \$ 3,210,437	ACAI Associates, Inc.	Advanced Roofing
0481	P.001941	G2	McNicol MS SMART Program Renovations	\$ 1,345,000	\$ 1,345,000	\$ 883,084	\$ 821,859	A \$ 1,202,138	Jorge A. Gutierrez Architect LLC	FHP Tectonics Corp.
0761	P.002083	G5	Meadowbrook ES SMART Program Renovations	\$ 1,061,000	\$ 1,061,000	\$ 701,204	\$ 582,956	E \$ 1,061,000	RGD Consulting Engineers	T&G Constructors
4772	P.002046	G4	Millennium 6-12 Collegiate Academy SMART Program Renovations	\$ 2,935,000	\$ 2,935,000	\$ 1,971,377	\$ 3,496,928	E \$ 4,441,099	Song & Associates, Inc.	
0531	P.001727	G1	Miramar ES SMART Program Renovations	\$ 3,798,000	\$ 3,798,000	\$ 2,543,877	\$ 4,877,000	A \$ 6,084,935	The Tamara Peacock Company	Di Pompeo Construction Corporation
1751	P.002003	G4	Miramar HS SMART Program Renovations	\$ 11,007,000	\$ 11,007,000	\$ 7,454,016	\$ 14,525,774	E \$ 18,000,000	M.C. Harry and Associates, Inc.	Thornton Construction Company
1841	P.002011	G3	Mirror Lake ES SMART Program Renovations	\$ 1,720,000	\$ 1,720,000	\$ 1,147,423	\$ 3,038,785	A \$ 3,833,400	ACAI Associates, Inc.	West Construction
3541	P.002148	G5	Monarch HS SMART Program Renovations	\$ 2,224,000	\$ 2,224,000	\$ 1,493,814	\$ -	\$ 6,000,000	DLFC Architects	
2691	P.001996	G1	Morrow ES SMART Program Renovations	\$ 2,386,623	\$ 2,386,623	\$ 1,592,131	\$ 1,200,000	A \$ 1,917,583	Delta G Consulting Engineers, Inc.	T+G Corporation
3911	P.002143	G5	New Renaissance MS SMART Program Renovations	\$ 3,554,000	\$ 3,554,000	\$ 2,396,930	\$ -	\$ 6,500,000	CES Engineering Services, LLC	
0881	P.001710	G1	New River MS SMART Program Renovations	\$ 2,242,000	\$ 2,242,000	\$ 1,495,652	\$ 3,343,297	A \$ 4,324,600	Crain Atlantis Engineering, Inc.	Burke Construction
2671	P.002112	G5	Nob Hill ES SMART Program Renovations	\$ 1,859,000	\$ 1,859,000	\$ 1,248,651	\$ 2,117,120	E \$ 2,709,914	The Tamara Peacock Company	
0561	P.001969	G3	Norcrest ES SMART Program Renovations	\$ 2,110,000	\$ 2,110,000	\$ 1,417,242	\$ 2,360,000	A \$ 3,182,500	The Tamara Peacock Company	Burke Construction
0521	P.001890	G5	North Andrews Gardens ES SMART Program Renovations	\$ 2,278,000	\$ 2,278,000	\$ 1,530,084	\$ 4,450,152	E \$ 5,696,195	Tamara Peacock Company	
1191	P.001849	G1	North Fork ES SMART Program Renovations	\$ 1,933,000	\$ 1,933,000	\$ 1,275,106	\$ 3,456,863	E \$ 4,424,785	Jorge A. Gutierrez Architect LLC	
2231	P.001903	G1	North Lauderdale PK8 SMART Program Renovations	\$ 1,436,000	\$ 1,436,000	\$ 942,832	\$ 1,921,957	A \$ 2,529,350	GLE Associates, Inc	Thornton Construction Company
0041	P.001992	G3	North Side ES SMART Program Renovations (CC-A)	\$ 1,696,000	\$ 1,696,000	\$ 1,136,320	\$ 2,825,073	A \$ 3,465,430	ACAI Associates, Inc.	OAC
1241	P.002301	G5	Northeast HS New Addition and Renovation to Building 12		\$ 17,840,962	\$ 11,953,445	\$ 16,280,108	E \$ 18,900,000	Zyscovich Architects	Pirtle Construction Company
1241	P.001684	G1	Northeast HS SMART Program Renovations (CMAR)	\$ 13,886,000	\$ 13,886,000	\$ 9,419,750	\$ 19,996,611	A \$ 24,531,005	ACAI Associates, Inc.	Pirtle Construction Company
1282	P.002149	G5	Nova Blanche Foreman ES SMART Program Renovations	\$ 1,748,000	\$ 1,748,000	\$ 1,305,072	\$ 2,476,205	E \$ 3,169,542	RGD Consulting Engineers	
1271	P.002145	G5	Nova Dwight D. Eisenhower ES SMART Program Renovations	\$ 1,031,000	\$ 1,031,000	\$ 681,377	\$ 997,670	E \$ 1,319,680	RGD Consulting Engineers	Thornton Construction Company
1281	P.001817	G2	Nova HS SMART Program Renovations	\$ 19,563,000	\$ 19,563,000	\$ 13,291,313	\$ 25,422,614	A \$ 31,826,745	ACAI Associates, Inc.	Pirtle Construction Company
1311	P.001898	G3	Nova MS SMART Program Renovations	\$ 2,602,000	\$ 2,602,000	\$ 2,286,624	\$ 5,375,215	A \$ 6,639,300	Wolfberg Alvarez & Partners, Inc.	Burke Construction
1311	P.002027	G2	Nova MS SMART Fire Sprinklers	\$ 903,000	\$ 903,000	\$ 582,226	\$ 200,731	A \$ 200,731	Wolfberg Alvarez & Partners, Inc.	Pirtle Construction Company
0031	P.001895	G3	Oakland Park ES SMART Program Renovations	\$ 3,061,000	\$ 3,061,000	\$ 2,013,071	\$ 4,510,755	A \$ 5,762,330	Jorge A. Gutierrez Architect LLC	Lunacon Construction Group
0461	P.001712	G1	Oakridge ES SMART Program Renovations	\$ 3,606,000	\$ 3,606,000	\$ 2,455,464	\$ 3,777,373	A \$ 5,079,860	Nyarko Architectural Group	OAC
0471	P.001955	G3	Olsen MS SMART Program Renovations	\$ 7,073,000	\$ 7,073,000	\$ 4,670,232	\$ 8,397,969	A \$ 11,054,315	Song & Associates, Inc.	Johnson-Laun Construction
1831	P.001970	G4	Oriole ES SMART Program Renovations	\$ 3,176,000	\$ 3,176,000	\$ 2,141,995	\$ 5,533,393	E \$ 7,082,743	Via Design Studio	
3311	P.001885	G3	Palm Cove ES SMART Program Renovations	\$ 2,212,000	\$ 3,530,659	\$ 1,475,639	\$ 2,794,956	A \$ 3,341,529	Nyarko Architectural Group	Lego Construction Co
1131	P.002084	G5	Palmview ES SMART Program Renovations	\$ 3,952,000	\$ 3,952,000	\$ 2,665,353	\$ 3,402,225	E \$ 5,058,560	RGD Consulting Engineers	
3571	P.002069	G5	Panther Run ES SMART Program Renovations	\$ 1,434,000	\$ 1,434,000	\$ 947,715	\$ 2,883,140	A \$ 3,562,970	CES Engineering Services, LLC	Lego Construction Co
3761	P.001988	G4	Park Lakes ES SMART Program Renovations	\$ 774,000	\$ 774,000	\$ 511,528	\$ 430,349	A \$ 774,000	Song & Associates, Inc.	Grace & Naeem Uddin, Inc.

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Loc ID	Project ID	Funding year	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE		TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
1951	P.001844	G5	Park Ridge ES SMART Program Renovations	\$ 2,184,000	\$ 2,184,000	\$ 1,466,947	\$ 2,730,553	E	\$ 3,495,108	CES Engineering Services, LLC	
3171	P.002062	G5	Park Springs ES SMART Program Renovations	\$ 5,021,000	\$ 5,021,000	\$ 3,386,321	\$ 6,268,145	E	\$ 8,023,226	KVH Architects, PA	
1781	P.002116	G5	Park Trails ES SMART Program Renovations	\$ 2,314,000	\$ 2,314,000	\$ 1,554,265	\$ 2,620,187	A*	\$ 3,590,200	Song & Associates, Inc.	Burke Construction
3631	P.002082	G5	Parkside ES SMART Program Renovations	\$ 846,000	\$ 846,000	\$ 559,112	\$ 2,083,557	E	\$ 2,666,953	RGD Consulting Engineers	Sagoma Construction Services
0701	P.001617	G1	Parkway MS Roofing Bldg 22 & 24	\$ 754,360	\$ 754,360	\$ 754,360	\$ 754,360	C	\$ 754,360		
0701	P.001807	G1	Parkway MS SMART Program Renovations	\$ 3,166,640	\$ 3,166,640	\$ 2,120,996	\$ -		\$ 6,500,000	Crain Atlantis Engineering, Inc.	
2071	P.001634	G1	Pasadena Lakes ES SMART Program Renovations	\$ 4,023,000	\$ 4,023,000	\$ 2,657,072	\$ 4,778,811	E	\$ 6,116,878	FICE Design, Inc.	
2661	P.001842	G3	Pembroke Lakes ES SMART Program Renovations	\$ 2,554,000	\$ 2,554,000	\$ 1,703,789	\$ 4,157,356	E	\$ 5,321,416	Crain Atlantis Engineering, Inc.	
1221	P.001864	G3	Pembroke Pines ES SMART Program Renovations	\$ 3,909,000	\$ 3,909,000	\$ 2,618,224	\$ 3,699,000	A	\$ 5,084,000	CES Engineering Services, LLC	T&G Constructors
0931	P.002041	G4	Peters ES SMART Program Renovations	\$ 3,038,000	\$ 3,038,000	\$ 2,048,923	\$ 5,048,005	E	\$ 6,461,446	Delta G Consulting Engineers, Inc.	
0653	P.002121	G4	Pine Ridge EC SMART Program Renovations (T&B)	\$ 74,000	\$ 74,000	\$ 20,418	\$ 20,418	A	\$ 74,000		Koldaire, Inc.
2861	P.002004	G4	Pines Lakes ES SMART Program Renovations	\$ 1,483,000	\$ 1,483,000	\$ 980,099	\$ 1,200,000	A*	\$ 1,722,800	Laura M. Perez & Associates, Inc.	Cosugas LLC
1881	P.002130	G5	Pines MS SMART Program Renovations	\$ 395,000	\$ 395,000	\$ 261,051	\$ 572,123	A	\$ 701,730	Rodriguez Architect, Inc.	Messam Construction
2811	P.001949	G3	Pinewood ES SMART Program Renovations	\$ 1,908,000	\$ 1,908,000	\$ 1,272,838	\$ 3,452,000	A	\$ 4,306,000	Song & Associates, Inc.	Lego Construction Co
2571	P.001793	G3	Pioneer MS SMART Program Renovations	\$ 8,298,000	\$ 8,298,000	\$ 5,580,430	\$ 9,096,994	A	\$ 11,765,193	Williamson Dacar Associates, Inc.	Lego Construction Co
1901	P.001744	G1	Piper HS SMART Program Renovations	\$ 14,381,000	\$ 14,381,000	\$ 9,792,249	\$ 14,964,000	A	\$ 20,491,400	Wolfberg Alvarez & Partners, Inc.	H.A. Contracting
0941	P.002119	G5	Plantation ES SMART Program Renovations (T&B)	\$ 145,000	\$ 145,000	\$ 97,150	\$ 38,600	A	\$ 145,000		Koldaire, Inc.
1451	P.001916	G4	Plantation HS SMART Program Renovations	\$ 14,949,000	\$ 14,949,000	\$ 9,870,677	\$ 14,070,000	E	\$ 18,470,000	Song & Associates, Inc.	Thornton Construction Company
0551	P.001729	G2	Plantation MS SMART Program Renovations	\$ 3,448,000	\$ 3,448,000	\$ 2,309,449	\$ 5,234,820	A	\$ 6,636,300	Sol-ARCH, Inc.	Lee Construction
1251	P.002136	G5	Plantation Park ES SMART Program Renovations	\$ 1,983,000	\$ 1,983,000	\$ 1,331,939	\$ 2,691,418	E	\$ 3,445,015	Rodriguez Architect, Inc.	G.E.C. Associates, Inc.
0751	P.001713	G2	Pompano Beach ES SMART Program Renovations	\$ 5,224,000	\$ 5,224,000	\$ 3,499,003	\$ 4,799,140	A	\$ 6,614,551	Williamson Dacar Associates, Inc.	T&G Constructors
0185	P.002091	G5	Pompano Beach HS SMART Program Renovations	\$ 2,644,000	\$ 2,644,000	\$ 1,775,919	\$ 1,896,084	E	\$ 3,384,320	DLFC Architects	
0021	P.001721	G1	Pompano Beach MS SMART Program Renovations	\$ 8,084,000	\$ 8,084,000	\$ 5,436,515	\$ 9,887,982	A	\$ 12,871,180	Nyarko Architectural Group	Thornton Construction Company
3121	P.001754	G2	Quiet Waters ES SMART Program Renovations	\$ 4,621,000	\$ 6,197,000	\$ 3,095,117	\$ 4,799,926	A	\$ 6,197,000	Williamson Dacar Associates, Inc.	Anatom Construction, Inc.
2721	P.001725	G2	Ramblewood ES SMART Program Renovations	\$ 2,860,000	\$ 2,860,000	\$ 1,907,923	\$ 3,245,144	A	\$ 4,213,158	Nyarko Architectural Group	Anatom Construction, Inc.
2711	P.001867	G3	Ramblewood MS SMART Program Renovations	\$ 4,544,000	\$ 4,544,000	\$ 3,043,543	\$ 5,192,037	A	\$ 6,878,241	CES Engineering Services, LLC	OAC Action Corp
2891	P.001866	G3	Riverglades ES SMART Program Renovations	\$ 2,670,000	\$ 2,670,000	\$ 1,781,173	\$ 2,227,434	A	\$ 3,118,177	Via Design Studio	Lunacon Engineering Group
0151	P.001987	G4	Riverland ES SMART Program Renovations	\$ 1,506,000	\$ 1,506,000	\$ 1,011,548	\$ 3,330,814	A	\$ 4,057,192	Laura M. Perez & Associates, Inc.	OAC Action Corp
3031	P.002039	G4	Riverside ES SMART Program Renovations	\$ 1,500,000	\$ 1,500,000	\$ 1,007,518	\$ 1,671,270	E	\$ 2,139,226	Song & Associates, Inc.	
3701	P.001950	G3	Rock Island ES SMART Program Renovations	\$ 1,234,000	\$ 1,234,000	\$ 810,205	\$ 1,785,608	A	\$ 2,306,944	Song & Associates, Inc.	Decktight Roofing Services, Inc
1851	P.001896	G3	Royal Palm STEM Magnet (fka Royal Palm ES) SMART Program Renovations	\$ 3,633,000	\$ 3,633,000	\$ 2,389,248	\$ 6,377,140	A	\$ 7,908,900	Jorge A. Gutierrez Architect LLC	Lego Construction Co
0891	P.002132	G5	Sanders Park Elementary Magnet School SMART Program Renovations	\$ 4,773,000	\$ 4,773,000	\$ 3,219,062	\$ 5,282,332	E	\$ 6,761,385	DLFC Architects	
3061	P.001924	G3	Sandpiper ES SMART Program Renovations	\$ 469,000	\$ 469,000	\$ 307,930	\$ 749,894	A	\$ 921,942	Hammond and Associates, Inc.	Thornton Construction Company
3401	P.002127	G5	Sawgrass ES SMART Renovations	\$ 2,646,000	\$ 2,646,000	\$ 1,777,262	\$ 3,968,668	E	\$ 5,079,895	RGD Consulting Engineers	
3431	P.001841	G3	Sawgrass Springs MS SMART Program Renovations	\$ 6,323,975	\$ 6,323,975	\$ 4,252,893	\$ 7,246,484	E	\$ 9,275,500	BRPH Architects/Engineers, Inc	
2871	P.001632	G2	Sea Castle ES SMART Program Renovations	\$ 2,810,975	\$ 2,810,975	\$ 1,875,219	\$ 2,971,072	A	\$ 4,319,154	Crain Atlantis Engineering, Inc.	CB Constructors, Inc.
0601	P.001951	G2	Seagull Alternative HS SMART Program Renovations	\$ 1,324,000	\$ 1,324,000	\$ 869,296	\$ 1,873,553	A	\$ 2,455,082	Song & Associates, Inc.	Grace & Naeem Uddin, Inc.
1891	P.002047	G4	Seminole MS SMART Program Renovations	\$ 4,619,000	\$ 4,619,000	\$ 3,115,199	\$ 7,700,000	E	\$ 9,856,000	Delta G Consulting Engineers, Inc.	
1811	P.001636	G1	Sheridan Hills ES SMART Program Renovations	\$ 3,231,764	\$ 3,231,764	\$ 2,164,615	\$ 5,745,553	E	\$ 7,354,308	Williamson Dacar Associates, Inc.	
1321	P.002071	G5	Sheridan Park ES SMART Program Renovations	\$ 3,115,000	\$ 3,115,000	\$ 2,100,854	\$ 4,790,073	E	\$ 6,131,293	Song & Associates, Inc.	
1051	P.002060	G5	Sheridan Technical College SMART Program Renovations	\$ 7,770,000	\$ 7,770,000	\$ 5,261,897	\$ 9,795,612	E	\$ 12,538,383	Silva Architects, LLC	D. Stephenson Construction Company
1051-1	P.002128	G5	Sheridan Technical HS SMART Program Renovations	\$ 2,070,000	\$ 2,070,000	\$ 1,390,375	\$ -		\$ 2,794,500	Laura M. Perez & Associates, Inc.	
3371	P.002009	G3	Silver Lakes ES SMART Program Renovations	\$ 744,000	\$ 744,000	\$ 488,487	\$ 1,857,342	A	\$ 2,249,741	Nyarko Architectural Group	Atlas Apex Roofing, Inc.
2971	P.002144	G5	Silver Lakes MS SMART Program Renovations	\$ 2,150,000	\$ 2,150,000	\$ 1,444,109	\$ -		\$ 2,902,500	CES Engineering Services, LLC	
3491	P.002146	G5	Silver Palms ES SMART Program Renovations	\$ 1,343,000	\$ 1,343,000	\$ 887,574	\$ 3,584,762	E	\$ 4,350,000	RGD Consulting Engineers	Messam Construction
3081	P.001984	G3	Silver Ridge ES SMART Program Renovations	\$ 1,958,000	\$ 1,958,000	\$ 1,315,147	\$ 2,402,000	A	\$ 3,032,700	The Tamara Peacock Company	Lego Construction Co
3581	P.001906	G3	Silver Shores ES SMART Program Renovations	\$ 1,034,000	\$ 1,034,000	\$ 678,891	\$ 1,798,491	C	\$ 2,098,000	GLE Associates, Inc	Lego Construction Co
3331	P.001406	G1	Silver Trail MS SMART Program Renovations	\$ 4,655,000	\$ 6,203,150	\$ 3,117,890	\$ 4,876,455	A	\$ 6,203,150	Nyarko Architectural Group	CB Constructors, Inc.
0171	P.001838	G3	South Broward HS SMART Program Renovations	\$ 5,682,000	\$ 5,682,000	\$ 3,902,535	\$ 8,275,545	A	\$ 10,765,100	LIVS Associates	Johnson-Laux Construction

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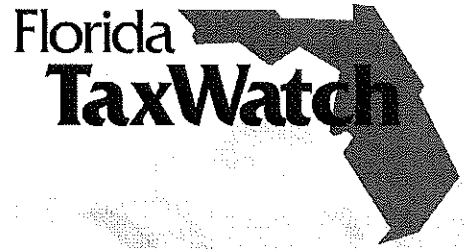
Loc ID	Project ID	Funding year	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE		TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
2351	P.002090	G5	South Plantation HS SMART Program Renovations	\$ 4,397,000	\$ 4,397,000	\$ 2,965,475	\$ 2,818,399	E	\$ 3,607,551	RGD Consulting Engineers	
2351	P.002090-HVC	G5	South Plantation HS SMART Program Renovations HVAC	\$ -	\$ -	\$ -	\$ 2,739,246	E	\$ 3,506,235	SGM Engineering, Inc.	
0921	P.002067	G5	Stephen Foster ES SMART Program Renovations	\$ 2,339,000	\$ 2,339,000	\$ 1,571,057	\$ 4,128,983	E	\$ 5,285,098	Song & Associates, Inc.	
0691	P.001905	G3	Stirling ES SMART Program Renovations	\$ 2,221,000	\$ 2,221,000	\$ 1,481,643	\$ 3,441,002	A	\$ 4,376,295	GLE Associates, Inc	Anatom Construction, Inc.
0211	P.002163	G5	Stranahan HS Cafe/Kitchen SMART Program Renovations	\$ 6,675,000	\$ 6,675,000	\$ 4,673,000	\$ -		\$ 6,675,000	LIVS Associates	
0211	P.001683	G1	Stranahan HS SMART Program Renovations	\$ 14,902,557	\$ 28,491,577	\$ 11,011,046	\$ 24,660,511	A	\$ 28,491,577	Wolfberg Alvarez & Partners, Inc.	Gilbane Building Company
0611	P.001939	G2	Sunland Park Academy SMART Program Renovations	\$ 498,000	\$ 498,000	\$ 328,680	\$ 1,130,000	A	\$ 1,379,100	SGM Engineering, Inc.	Lego Construction Co
0251	P.001819	G2	Sunrise MS SMART Program Renovations	\$ 2,706,000	\$ 2,706,000	\$ 1,805,189	\$ 5,396,140	A	\$ 6,656,050	FICE Design, Inc.	Lego Construction Co
3661	P.001971	G3	Sunset Lakes ES SMART Program Renovations	\$ 1,211,000	\$ 1,211,000	\$ 800,337	\$ 2,419,140	A	\$ 2,991,500	The Tamara Peacock Company	Lego Construction Co
1171	P.002079	G5	Sunshine ES SMART Program Renovations	\$ 1,166,000	\$ 1,166,000	\$ 770,597	\$ 1,800,000	E	\$ 2,304,000	DLFC Architects	Messam Construction
2621	P.002049	G4	Tamarac ES Media Center	\$ 295,000	\$ 295,000	\$ 190,207	\$ 170,073	A	\$ 295,000	Jorge A. Gutierrez Architect LLC	S3S Construction
2621	P.001724	G1	Tamarac ES SMART Program Renovations	\$ 3,191,000	\$ 3,191,000	\$ 2,137,312	\$ 1,575,000	A	\$ 2,462,657	Crain Atlantis Engineering, Inc.	T&G Constructors
0571	P.001808	G2	Tedder ES SMART Program Renovations	\$ 3,188,000	\$ 3,188,000	\$ 2,135,302	\$ 3,142,378	A	\$ 4,215,616	Sol-ARCH, Inc.	OAC Action Corp
3151	P.002042	G4	Tequesta Trace MS SMART Program Renovations	\$ 3,291,000	\$ 3,291,000	\$ 2,219,554	\$ -		\$ 4,936,500	LIVS Associates	
1021	P.001892	G3	The Quest Center SMART Program Renovations	\$ 1,688,000	\$ 1,688,000	\$ 1,126,075	\$ 1,234,401	A	\$ 1,688,000	Nyarko Architectural Group	Messam Construction
3291	P.001674	G5	Thurgood Marshall ES SMART Program Renovations	\$ 1,999,736	\$ 1,999,736	\$ 1,343,180	\$ 3,563,265	E	\$ 4,560,979	The Tamara Peacock Company	Gulf Building, LLC
3481	P.002129	G5	Tradewinds ES SMART Program Renovations	\$ 1,711,000	\$ 1,711,000	\$ 1,149,242	\$ 3,089,000	A	\$ 3,843,900	Rodriguez Architect, Inc.	Lego Construction Co
0731	P.001904	G2	Tropical ES SMART Program Renovations	\$ 912,000	\$ 912,000	\$ 598,790	\$ 1,389,326	E	\$ 1,778,337	GLE Associates, Inc	FHP Tectonics Corp.
1621	P.001952	G2	Village ES SMART Program Renovations (CC-A)	\$ 1,003,000	\$ 1,003,000	\$ 658,538	\$ 1,240,562	A*	\$ 1,587,919	Song & Associates, Inc.	
3321	P.002000	G4	Virginia Shuman Young ES SMART Program Renovations	\$ 1,724,000	\$ 1,724,000	\$ 1,157,974	\$ 3,820,206	A	\$ 4,628,230	Nyarko Architectural Group	Advanced Roofing
0321	P.001938	G2	Walker ES SMART Program Renovations (CC-A)	\$ 1,591,000	\$ 1,591,000	\$ 1,061,366	\$ 2,834,582	A	\$ 3,428,090	SGM Engineering, Inc.	OAC Action Corp
3001	P.002010	G3	Walter C. Young MS SMART Program Renovations (CMAR)	\$ 9,213,000	\$ 9,213,000	\$ 6,083,253	\$ 10,696,294	E	\$ 13,691,256	Laura M. Perez & Associates, Inc.	Core Construction Services
0511	P.002074	G5	Watkins ES SMART Program Renovations	\$ 921,000	\$ 921,000	\$ 608,679	\$ 2,530,580	A*	\$ 3,035,840	RGD Consulting Engineers	Sagoma Construction Services
2881	P.002114	G5	Welleby ES SMART Program Renovations	\$ 2,775,000	\$ 2,775,000	\$ 1,863,909	\$ 3,449,756	E	\$ 4,415,688	RGD Consulting Engineers	
3971	P.002087	G5	West Broward HS SMART Program Renovations (T&B)	\$ 438,000	\$ 438,000	\$ 48,725	\$ 48,725	A	\$ 438,000		Koldaire, Inc.
0161	P.001794	G2	West Hollywood ES SMART Program Renovations	\$ 2,679,000	\$ 2,679,000	\$ 1,787,177	\$ 3,003,236	A	\$ 3,910,160	Crain Atlantis Engineering, Inc.	West Construction
2681	P.001823	G2	Westchester ES SMART Program Renovations	\$ 3,545,142	\$ 3,545,142	\$ 2,374,514	\$ 1,892,071	A	\$ 2,998,000	FICE Design, Inc.	OAC Action Corp
2831	P.001967	G4	Western HS SMART Program Renovations	\$ 4,226,000	\$ 4,226,000	\$ 2,779,235	\$ 3,734,800	E	\$ 5,409,280	LIMCO Engineering, Inc.	
3871	P.002131	G5	Westglades MS SMART Program Renovations	\$ 2,837,000	\$ 2,837,000	\$ 1,905,553	\$ 3,674,214	E	\$ 4,702,994	RGD Consulting Engineers	
2052	P.002043	G4	Westpine MS SMART Program Renovations	\$ 2,285,000	\$ 2,285,000	\$ 1,534,786	\$ 3,698,640	A	\$ 4,615,500	Song & Associates, Inc.	Grace & Naeem Uddin, Inc.
0631	P.001993	G2	Westwood Heights ES SMART Program Renovations	\$ 1,720,000	\$ 1,720,000	\$ 1,147,423	\$ 3,482,517	A	\$ 4,237,269	ACAI Associates, Inc.	Lego Construction Co
0452	P.001711	G1	Whiddon-Rogers EC SMART Program Renovations	\$ 5,326,000	\$ 5,326,000	\$ 3,567,322	\$ 7,690,831	E	\$ 9,844,264	Cartaya Associates	
1752	P.002089	G5	Whispering Pines EC SMART Program Renovations	\$ 2,100,000	\$ 2,100,000	\$ 1,410,526	\$ 3,174,569	E	\$ 4,063,448	RGD Consulting Engineers	D. Stephenson Construction Company
1071	P.001900	G3	William E. Dandy MS SMART Program Renovations	\$ 3,195,000	\$ 3,195,000	\$ 2,101,196	\$ 5,737,368	A	\$ 7,175,104	Jorge A. Gutierrez Architect LLC	Lunacon Construction Group
2771	P.001965	G3	William T. McFatter Technical Broward Fire Academy SMART Program Renovations	\$ 256,000	\$ 256,000	\$ 168,081	\$ 489,002	A	\$ 614,512	Nyarko Architectural Group	Decktight Roofing Services, Inc
1291	P.001658	G2	William T. McFatter Technical College SMART Program Renovations	\$ 7,371,525	\$ 7,371,525	\$ 4,957,373	\$ 6,617,196	A*	\$ 9,435,552	Sol-ARCH, Inc.	
0191	P.001917	G4	Wilton Manors ES SMART Program Renovations	\$ 3,438,000	\$ 3,438,000	\$ 2,261,006	\$ 3,836,528	E	\$ 4,910,756	Rodriguez Architect, Inc.	
0991	P.001741	G1	Wingate Oaks Center SMART Program Renovations	\$ 2,558,000	\$ 2,558,000	\$ 1,706,457	\$ 4,455,700	A*	\$ 5,831,000	Sol-ARCH, Inc.	Lunacon Construction Group
3091	P.001981	G4	Winston Park ES SMART Program Renovations	\$ 2,681,000	\$ 2,681,000	\$ 1,800,771	\$ 1,259,161	A	\$ 2,344,600	CES Engineering Services, LLC	Grace & Naeem Uddin, Inc.
n/a	n/a		SPE Program	\$ 18,344,617	\$ 19,247,008	\$ 10,122,913	n/a	A	\$ 14,473,747		
				\$ 858,997,380	\$939,019,159	\$601,178,547	\$1,008,553,090		\$1,395,857,191*		

Projected SMART Reserves (Total Projected Budget - 2017 DEFP)= **\$ 536,859,811**

* The "Total Projected Budget" includes an allowance for change orders during construction that may or may not be required

A*= Actuals pending Board approval

E = 100% Estimate



Monitoring and Oversight of General Obligation Bonds to Improve Broward County Schools:

***SMART Program Quarterly Report Review
for the Quarter Ended June 30, 2019***

Presented to the Broward County Bond Oversight Committee
September 9, 2019

Q4
2018-19



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Senator Pat Neal
Chairman of the Board of Trustees

Dominic M. Calabro
President & Chief Executive Officer

Dear Fellow Taxpayer,

The end of the 2018-19 school year marks the end of Year 5 of the SMART Program. This is significant in that all of the planned facilities construction projects at Broward public schools were to have been started by the end of Year 5. This has not happened. We now know that it is going to take longer than expected to complete the planned renovations, perhaps one to two years beyond the original forecast completion dates.

SMART Program funds have dramatically improved the amount and quality of technology in the classrooms. With the additional computers purchased with SMART Program funds, the District-wide average ratio of students to computers is now 2:1. Weight rooms and track facilities have been improved and tens of thousands of pieces of music and arts equipment have been purchased.

The greatest concern is the issue of financial risk. Higher rates of inflation, higher roofing and mechanical/electrical/fire protection costs, and items that were excluded from the original scopes of work will undoubtedly continue to increase project costs. By how much is unknown, but the most recent risk assessment estimates that the total cost of SMART Program facility improvements could increase by about \$436 million over original budgets. Florida TaxWatch considers controlling project costs and mitigating the additional financial risk to be the greatest challenge facing the District as SMART project implementation moves forward.

I am pleased to present the following report, which includes the Florida TaxWatch review of the SMART Program quarterly report for the quarter ending June 30, 2019. Florida TaxWatch staff will be available to present our findings and recommendations at the Bond Oversight Committee's September 9, 2019 meeting.

Sincerely,

Dominic M. Calabro
President & CEO

INTRODUCTION

On August 26, 2019, Florida TaxWatch received the *Bond Oversight Committee Quarterly Report for the Quarter Ended June 30, 2019* ("Quarterly Report"). This single 736-page report provides updated information on the implementation of the District's SMART Program and the use of general obligation bond funds to purchase and install technology upgrades, purchase music and arts equipment, improve safety, upgrade athletic facilities, and renovate educational facilities.

The Quarterly Report consists of an Introduction and the following eight sections:

- Section 1 ---Technology School Board Broward County (SBBC) Schools;
- Section 2 --- Technology Charter Schools;
- Section 3 --- Music & Art Equipment;
- Section 4 --- Athletics;
- Section 5 --- Facilities;
- Section 6 --- Budget Activity;
- Section 7 --- Supplier Diversity Outreach Program; and
- Section 8 --- Communications.

The School Board of Broward County has provided guidance to the Bond Oversight Committee in Section 4 of Resolution 15-106 (as amended). In reviewing quarterly reports prepared by District staff, the Committee is charged with:

- Verifying the effective use of bond proceeds and compliance with the purposes set forth in the bond programs as approved by the Board;
- Ensuring that bond revenues are expended for the purpose set forth in the bond programs as approved by the Board;
- Ensuring that any deferred proposals or changes of plans are executed after appropriate approval of the Board;
- Validating that no bond funds are used for any teacher or administrative salaries or other school operating expense; and
- Reviewing efforts by District staff to maximize bond revenues by balancing best value, quality, and efficiency in meeting the bond programs as approved by the Board.

To encourage greater accountability, transparency, public support, and confidence in the use of the general obligation bond funds, Florida TaxWatch has reviewed this report against the most recent SMART Program budget. TaxWatch is pleased to present the following report and recommendations.

TECHNOLOGY

The SMART Program allocates \$80.9 million for Technology (computer devices and hardware) for SBBC schools (\$68.9 million) and charter schools (\$12.0 million), all of which is programmed to be spent in Years 1-3. As of June 30, 2018, the planned SMART technology deployment has been fully completed for all SBBC schools. All planned charter school SMART Program technology projects were completed as of the end of the quarter ended March 31, 2017. Table 1 provides a final summary of the SMART Program technology deployment.

TABLE 1.
FINAL SMART PROGRAM TECHNOLOGY UPGRADE SUMMARY

	SBBC Schools	Charter Schools	Total
Student Laptops	64,455	5,086	69,541
Teacher Laptops	13,333	1,417	14,750
Desktops	5,051	1,712	6,763
Tablets	523	3,099	3,622
Computer Carts Trays	1,066	316	1,382
Wireless Access Points	13,166	0	13,166
Category 6 Cable Drops	12,738	0	12,738
Digital Classrooms	0	1,347	1,347
Accessories & Peripherals	0	3,394	3,394

All SBBC schools now comply with the District's standard of 1 computer for every 3.5 students. With the additional computers purchased with SMART Program funds, the District-wide average ratio of students to computers is now 2:1. As shown in Table 2, 150 (65 percent) SBBC schools have student-to-computer ratios of 2:1 or better. Student-to-computer ratios range from 0.9:1 (Hollywood Central Elementary School, Larkdale Elementary School, Oakridge Elementary School, Palmview Elementary School, and the Quest Center) to 3.5:1 (Coral Park Elementary School).

TABLE 2.
FINAL STUDENT-TO-COMPUTER RATIOS - SBBC SCHOOLS

Range	Number	Percentage
0.0 - 1.0	11	4.8%
1.1 - 2.0	150	65.2%
2.1 - 3.0	45	19.6%
3.1 - 3.5	4	1.7%
Met Standard*	20	8.7%
Total	230	100%

* Twenty schools met the 3.5:1 ratio standard prior to any action under this program, and were not required to purchase additional equipment.

The SMART Program allocates \$11 million to the Technology and Support Services Center (TSSC) to purchase infrastructure to support upgrades for school networks and computer expansion. The District reports that greatly increased demand for network capacity and reliability has required either the replacement or implementation of systems that provide:

- Improved network security perimeter defense and traffic management;
- Load balancing of Internet and internal network traffic;
- IP address management and Domain Name Systems (DNS) operations;
- Core network capacity and speed; and
- Back-up and recovery.

To meet this demand, the District has spent or encumbered \$9.83 million to:

- Implement a new "Next Generation Firewall" at the District's Internet perimeter (\$1,519,323);
- Improve the speed and capacity of the systems that manage and balance the Internet traffic pattern and load distribution (\$564,591);
- Upgrade the application-specific load balancing system (\$31,497);
- Improve the reliability of critical network services and systems (\$905,556);
- Improve the speed and capacity of the core network (\$806,481);
- Replace the out-of-service tape back-up system with a virtual back-up tape solution (\$393,593);
- Replace the existing automatic call distribution system with one that will be integrated into the District's current voice application system (\$386,313);
- Relocate and build storage for offsite disaster recovery (\$221,488);
- Replace disk storage that supports the Enterprise Resource Planning (ERP) system (\$212,881);
- Implement enhanced content filters (\$1,354,141);
- Build firewall internet capacity (\$1,395,356);
- Update data network infrastructure (\$385,070);
- Address the immediate need for additional storage space (\$596,425);
- Upgrade systems that support the Student Information System and Data Warehouse (\$385,141);
- Provide additional capacity to support Internet growth and security requirements (\$357,193); and
- Replace/upgrade back-up to an enterprise solution (\$314,988).

The Interim Chief Information Officer reports that all of the above projects have been completed, and that the remaining \$1.17 million will be used for projects that:

- Increase network bandwidth and reliability;
- Improve network traffic management and reporting;
- Enhance IT security and identity management systems;
- Increase systems storage capacity;

-
- Expand and refresh the District's virtualized server environment; and
 - Extend and enhance core telecommunications routing and applications systems.

To meet this demand, the Interim Chief Information Officer identified 2 projects totaling \$1.17 million:

- Additional hardware to support centralized management tools for Local Area Network (LAN) endpoints (\$241,131); and
- Replacement of Uninterrupted Power Supply (UPS) devices and computer batteries as needed (\$928,832).

The Interim Chief Information Officer reports that both of these projects have begun. The additional hardware to support LAN endpoints is expected to be completed by the end of Q1 2019 (September 30, 2019). The UPS project is expected to be completed by the end of Q1 2020 (September 30, 2020).

MUSIC, ART, AND THEATRE EQUIPMENT

MUSIC EQUIPMENT

The District has allocated amounts of \$300,000 for high schools, \$100,000 for middle schools, and \$50,000 for elementary schools to permit schools to address their most critical music equipment needs. The total amount of SMART Program funding allocated to purchase new music instruments and equipment is \$19.2 million.

Deployment of music equipment is based upon the results of gap analyses and priority lists of needed equipment for each school. The Chief Academic Officer reports that an additional 123 pieces of music equipment were delivered during Q4 2018-19. Overall, more than 59,000 pieces of musical equipment have been ordered. Of that total, 57,428 (96 percent) have been delivered. The status of music equipment orders is shown in Table 3.

TABLE 3.
MUSIC EQUIPMENT DEPLOYMENT STATUS - SCHOOLS WITH MUSIC PROGRAMS

	Q3 2018-19		Q2 2018-19	
	Number	Percent	Number	Percent
In Process	0	0%	1	0.5%
Ordering	0	0%	0	0%
Closing Out	5	2.3%	5	2.3%
Closed	188	88.3%	186	85.3%
No Program	20	9.4%	26	11.9%
Total	213	100%	218	100%

Approximately \$17.57 million has been spent or encumbered on music equipment as of June 30, 2019. Music and art equipment has been purchased from 13 vendors (see Table 4). Of the approximately \$17.57 million spent on replacement music and art equipment, approximately \$10.9 million (62.1 percent) has been spent with one vendor, All County Music.

TABLE 4.
Q4 2018-19 MUSIC & ART VENDOR PAYMENTS (CUMULATIVE)

Vendor	Amount	Percentage
All County Music	\$10,906,898	62.1%
Cascio Interstate Music	\$3,228	0.0%
Enabling Devices	\$8,284	0.0%
JW Pepper	\$3,383	0.0%
Malmark	\$6,372	0.0%
Music Arts Enterprises	\$3,653,615	20.8%
Music Man	\$1,282,349	7.3%
Romeo Music	\$440,549	2.5%
School Specialty	\$64,250	0.4%
Summer Arts Sessions	\$9,600	0.1%
Summer Hays Music	\$11,964	0.1%
Vista Pan Steel Instruments	\$5,036	0.0%
Wenger	\$1,177,906	6.7%
Total	\$17,573,434	100.0%

ART EQUIPMENT

The SMART Program allocates \$313,600 for replacement kilns. Kilns are ordered on an “as needed” basis subject to the process for kiln evaluation/repair/orders. The Chief Academic Officer reports that 11 new kilns were ordered during Q4 2018-19, bringing the total number ordered or delivered to 134 (see Table 5).

TABLE 5.
KILN STATUS (Q4 2018-19)

Location	Number
Ordered	23
Delivered to Warehouse	20
Delivered to School	91
Total	134

THEATER EQUIPMENT

The District reports that SMART funding will be made available to schools to upgrade and/or add to their sound, lighting, and stage equipment. The District reports that \$1,036,000 million will be allocated to 39 schools over the term of the SMART Program:

- Elementary schools with full theater programs (3) will receive \$7,000;
- Middle schools with full programs (7) will receive \$14,000;
- Middle schools with partial programs (3) will receive \$7,000;
- High schools with full programs (19) will receive \$42,000; and
- High schools with partial programs (5) will receive \$14,000.

The Chief Academic Officer reports that all orders have been submitted and equipment is in the process of being delivered to the 39 schools. Approximately \$925,680 of the \$1,036,000 (89.4 percent) has been spent or encumbered.

ATHLETICS

TRACK PROJECTS

The SMART Program allocates \$3.81 million for new tracks at three middle schools and 12 high schools. The District reports that the 15 planned track resurfacing projects at the 3 middle schools and 12 high schools have been completed.

WEIGHT ROOMS

The SMART Program allocates \$3.63 million for new weight rooms at each of the 30 high schools. The Chief Portfolio Services Officer reports that weight room projects have been completed at 29 of the 30 high schools. Of the 1 remaining high school (Northeast High School), the weight room project is currently in the Design Phase.

In the Q3 2018-19 report, the Chief Portfolio Services Officer reported that a request for re-design has pushed the planned completion date for the Northeast High School weight room project back to Q3 2019 (September 30, 2019). In this report, however, the Chief Portfolio Services Officer reports that “the weight room is being relocated to a building that is set for construction and cannot proceed until construction for the building is complete. Once the selected vendor gains access, the new weight room can be completed within 90 days (see p.66).”

The Chief Portfolio Services Officer reports (see p.71) that Gilbane was terminated as the Construction Manager for Northeast High School’s SMART project. As a result, construction of the weight room has been extended to a planned completion date of Q4 2020 (December 31, 2020), a delay of 15 months.

RECOMMENDATION 1

Florida TaxWatch recommends that, at the September 9, 2019 Bond Oversight Committee meeting, the Chief Portfolio Services Officer brief the Committee on the reasons for terminating Gilbane as the Construction Manager, and on the status of procuring a new Construction Manager.

FACILITIES

CONSTRUCTION SCHEDULE

For the second time since the beginning of construction activities, the District has revised the schedule for the completion of SMART Program construction projects. The newly-revised construction schedule is designed to ease the flow of projects moving through the Design Phase; avoid an overabundance of projects being initiated simultaneously; and lighten the demand on an oversaturated construction and labor market.

The newly-revised construction schedule reflects a reevaluation based upon market conditions, availability of contractors, school enrollment, cash flow, lead times, end user coordination requirements, and building access. The newly-revised construction schedule:

- Recognizes that the District's original commitment to start every project within 5 years and complete every project within 7 years is no longer realistic;
- Increases the length of the Design Phase for each project by an average of 282 days;
- Increases the length of the Construction Phase for each project by an average of 125 days;
- Recognizes that the market will not support bidding 30-40 construction projects each month, as reflected in the previous schedule;
- Reflects bidding 8-12 construction projects each month;
- Pushes the scheduled completion date for 26 projects back to calendar year 2022; and
- Pushes the scheduled completion date for 3 projects back to the first quarter of calendar year 2023.

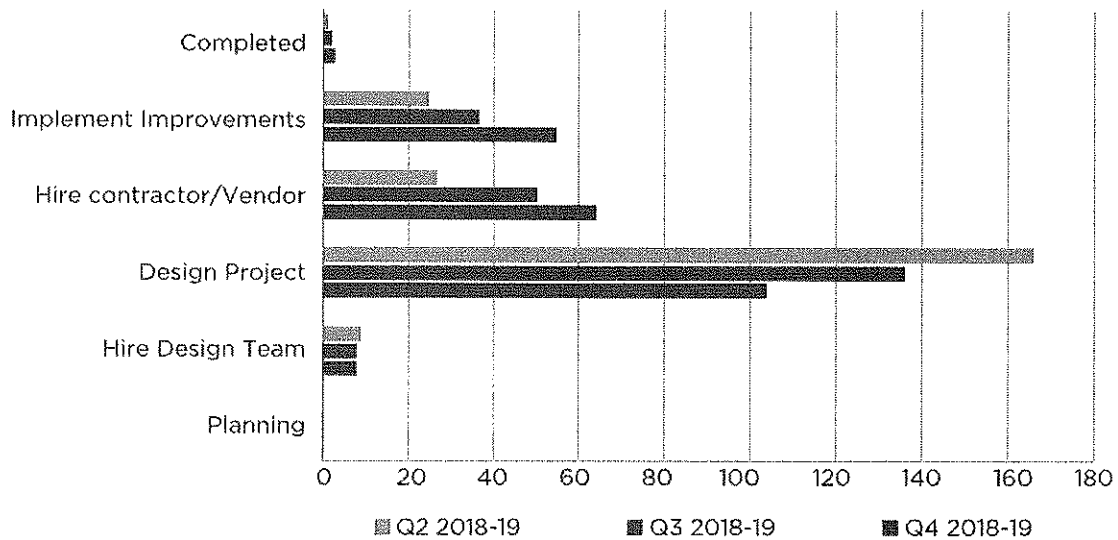
PRIMARY RENOVATIONS PROJECTS

The Executive Director, Capital Programs, reports that Primary Renovations projects are either underway or complete at 234 Broward County schools. The status of the Primary Renovations projects over the past three quarters is shown in Figure 1.

When compared to Q3 2018-19, Figure 1 shows a decrease in the number of active Primary Renovations projects in the Design Phase (136 to 104) and an increase in the number of active Primary Renovations projects in the Hire Contractor/Vendor Phase (51 to 64) and in the Implement Improvements Phase (37 to 55). Florida TaxWatch considers this to be a good sign. This trend has continued for the past three quarters. In addition, the number of completed Primary Renovations projects has increased from 2 to 3.

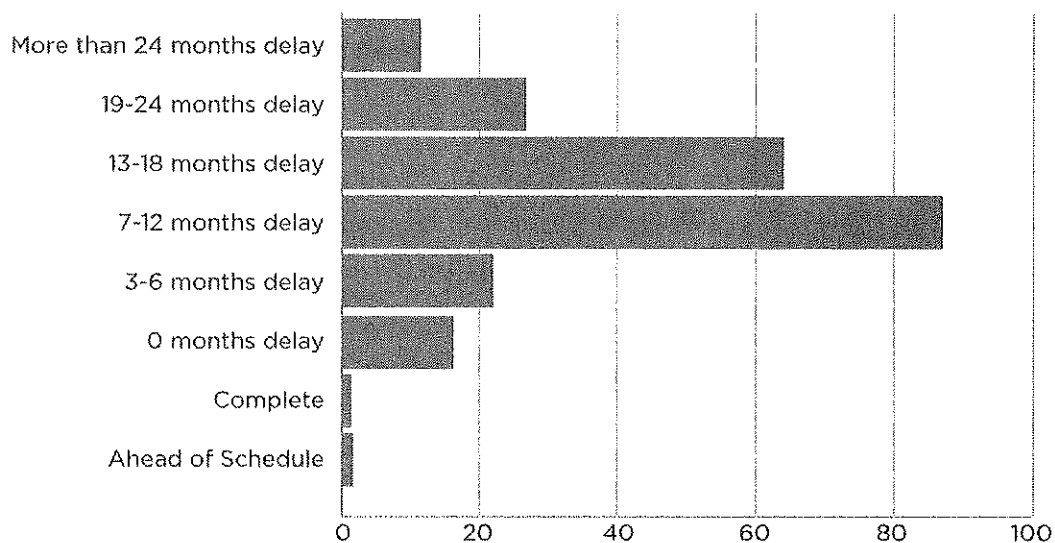
TaxWatch compared the "new planned" and "planned" schedules on each school's School Spotlight to better understand the additional delays reflected in the new project schedules. As shown in Figure 2, when compared to the 2017 schedule's planned completion dates, the completion of Primary Renovations projects has been pushed back by more than one year at almost one-half (45 percent) of the schools.

FIG. 1 - PRIMARY RENOVATION PROJECT STATUS: Q4 2018-19
NUMBER OF PROJECTS



Florida TaxWatch compared the "new planned" and "planned" schedules on each school's School Spotlight to better understand the additional delays reflected in the new project schedules. As shown in Figure 2, when compared to the 2017 schedule's planned completion dates, the planned completion of Primary Renovations projects has been pushed back by more than one year at almost one-half (45 percent) of the schools.

FIG. 2 - PRIMARY RENOVATION PROJECTS:
COMPARISON OF "PLANNED" AND "NEW PLANNED" SCHEDULES
NUMBER OF PROJECTS



FLAGGED SCHOOLS AND PROJECTS

In previous reports, Florida TaxWatch has identified schools and projects that were “flagged” for either schedule or budget issues.

- Schedule issues reflect a risk of or inability to meet the planned milestone date for progressing to the next phase in the process. Schedule flags are removed once the project has regained the time and is back on its planned schedule.
- Budget issues reflect a need for School Board approval of an increase in funding based on bid and/or change order results. When the School Board approves the necessary budget increase, the Budget flags are removed and replaced with an “Additional Funding” notation in the project’s scope of work on the school’s School Spotlight.

The District Facilities Construction Report identifies 121 projects that have been flagged for either schedule (102) or budget (19) reasons, a net increase of 23 flagged projects compared to the Q3 2018-19 Facilities Construction Report.

- Of the 102 projects flagged for schedule reasons, 49 are newly-flagged projects and 53 are projects flagged in previous quarters that are unresolved. Of the 49 newly-flagged projects, 39 are Primary Renovations projects.
- Of the 19 projects flagged for budget reasons, all 19 are newly-flagged projects. Of the 19 newly-flagged projects, 16 are Primary Renovations projects.

Florida TaxWatch commends the Executive Director, Capital Programs, for his efforts to make the status of facility construction improvements more transparent. New to this Facilities Construction Report is a discussion (see pp. 75-76) of not just what went well, but of what did not go well. Delays resulting from the additional reviews by the District’s new roofing consultant are discussed, as are delays resulting from failed inspections and from the termination of several design firms.

RECOMMENDATION 2

Florida TaxWatch recommends that, at the September 9, 2019 Bond Oversight Committee meeting, the Executive Director, Capital Programs, brief the Committee on design firm contracts terminated to date, including reasons for termination and the schools where these firms were working.

A considerably more-detailed explanation of flagged projects is included (see pp. 90-97). The reason(s) why an individual project has been flagged is identified, as is the proposed remedy. The comments section of each School Spotlight includes more-detailed information regarding the status of each project.

Florida TaxWatch identified 22 Primary Renovations projects where delays resulting from multiple revisions and submittals by the design firm, lengthy delays in making necessary revisions and resubmitting construction documents, and non-responsiveness by design firms have given the Executive Director, Capital Programs, cause to propose the following remedy:

"The owner will be enforcing terms of the contract for delays and multiple resubmissions."

In response to a growing backlog of construction projects in the Design Phase, Florida TaxWatch raised the issue of imposing financial penalties (liquidated damages) against design firms that failed to submit higher-quality initial plans or that failed to timely address building department comments in its review of the District's Q1 2018-19 Facilities Construction Report. At the December 17, 2018 meeting of the Bond Oversight Committee, the Executive Director, Capital Programs, advised the Committee that the first set of contracts with design firms failed to include any enforceable provisions that would permit the District to impose financial penalties against non-responsive design firms. As a result, unexcused delays by the design firms result in harm to the District, for which the District is uncompensated. Florida TaxWatch considers this to be unacceptable and inconsistent with construction contract best practices.

The Executive Director, Capital Programs, explained that the new professional service agreements (PSAs) with design firms include provisions whereby design firms can be charged \$100 per day for every day they are late in submitting required documents. Further, after two revisions and resubmittals, the new PSAs permit the District to charge the design firm for the cost of the additional revisions and resubmittals. The Heery representative affirmed that all of the subsequent contracts have some form of incentive (penalty) for design firms to successfully complete their work on time. Bond Oversight Committee Member Hillberg acknowledged that this was a "great step" forward and requested to see the new language.

Florida TaxWatch questions whether \$100 per day adequately compensates the District for unexcused delays by the design firms. Florida TaxWatch understands that "liquidated damages" cannot be punitive and must reflect the actual anticipated harm to the District as a result of the unexcused delays; however, at \$100 per day, a design firm that was non-responsive for one year would pay only \$36,500 in liquidated damages. The question then becomes "Is \$36,500 a fair and reasonable estimate of harm to the District resulting from a one-year delay in completing a Primary Renovations project?" Florida TaxWatch thinks the harm to the District would be far greater; therefore, the liquidated damages should more fully reflect the additional harm.

RECOMMENDATION 3

Florida TaxWatch recommends that, at the September 9, 2019 Bond Oversight Committee meeting, the Executive Director, Capital Programs:

- **Brief the Committee on the number of current PSAs that include no enforceable financial penalties against non-responsive design firms, including the schools where these firms are working;**
- **Brief the Committee on enforcement actions taken to date, including contract termination, against non-responsive design firms and contractors, including the schools where these firms are working; and**
- **Provide and discuss the liquidated damages/financial penalties provisions contained in the new PSAs with design firms.**

RECOMMENDATION 4

Florida TaxWatch recommends that the current PSAs that include no enforceable financial penalties against non-responsive design firms be amended to include enforceable liquidated damages provisions.

RECOMMENDATION 5

To promote even greater transparency, Florida TaxWatch recommends that, beginning with the Q1 2019-20 Facilities Construction Report, the Executive Director, Capital Programs, identify actions taken by the District to enforce the terms and conditions of contracts with design firms, vendors, and contractors. This should include the name of the vendor, the action(s) taken, and the reason for the action(s).

The Budget flags represent \$61.6 million in additional funding that will be needed to complete these 19 projects. When the School Board approves the necessary budget increases for these projects, the Budget flags are removed and replaced with an "Additional Funding" notation in the project's scope of work on the school's School Spotlight. A review of the School Spotlight for each school identifies Primary Renovations projects at 52 schools where additional funding totaling more than \$149.7 million has been approved by the School Board (see Table 6).

TABLE 6
ADDITIONAL PRIMARY PROJECT FUNDING APPROVED BY SBBC (CUMULATIVE)

School	Add. \$	School	Add. \$
Anabel C. Perry Pre K-8	\$1,950,037	McNab Elementary School	\$1,915,437
Atlantic Technical, Arthur Ashe Jr., Campus	\$1,836,449	Miramar Elementary School	\$2,286,935
Banyan Elementary School	\$962,979	North Side Elementary School	\$1,769,430
Bayview Elementary School	\$946,739	Nova High School	\$11,993,745
Blanche Ely High School	\$7,310,000	Oakridge Elementary School	\$1,473,860
Castle Hill Elementary School	\$1,567,030	Palm Cove Elementary School	\$1,318,659
Charles W. Flanagan High School	\$6,793,361	Pinewood Elementary School	\$2,398,000
Coconut Creek Elementary School	\$517,143	Pompano Beach Elementary School	\$1,390,551
Colbert Elementary School	\$834,903	Pompano Beach Middle School	\$4,787,180
Colbert Museum Magnet	\$834,903	Quiet Waters Elementary School	\$1,576,000
Cypress Bay High School	\$18,839,000	Ramblewood Elementary School	\$1,353,158
Cypress Elementary School	\$452,897	Riverland Elementary School	\$2,551,192
Dillard 6-12	\$4,266,232	Rock Island Elementary School	\$1,072,944
Eagle Ridge Elementary School	\$1,047,383	Sandpiper Elementary School	\$452,942
Everglades Elementary School	\$1,132,500	Seagull Alternative High School	\$1,131,082
Fairway Elementary School	\$3,507,900	Silver Lakes Elementary School	\$1,505,741
Falcon Cove Middle School	\$12,047,000	Silver Ridge Elementary School	\$1,074,700
Forest Glen Middle School	\$3,858,800	Silver Shores Elementary School	\$1,231,560
Forest Hills Elementary School	\$1,083,601	Silver Trail Middle School	\$1,781,150
Gator Run Elementary School	\$1,535,323	Stranahan High School	\$13,710,000
Griffin Elementary School	\$1,868,208	Sunland Park Academy	\$881,100
Hawkes Bluff Elementary School	\$3,906,437	Walker Elementary School	\$1,837,090
Hollywood Hills High School	\$7,154,351	West Hollywood Elementary School	\$1,231,160
Indian Ridge Middle School	\$945,102	Westchester Elementary School	(\$547,142)
Lake Forest Elementary School	\$1,202,142	Westwood Heights Elementary School	\$2,517,269
Manatee Bay Elementary School	\$625,661	TOTAL	\$149,719,824

PSA AMENDMENTS, BIDS, AND CHANGE ORDERS

The following is a summary of actions taken by the School Board during Q4 2018-19:

- Authorized 17 schools to advertise for bids;
- Approved bid recommendations from contractors at 15 schools;
- Approved 1 design Professional Services Agreement (PSA) at Wilton Manners Elementary School;
- Approved additional funding in the amount of \$123,843 for School Choice Enhancement Projects at Banyan Elementary School, Cypress Elementary School, and Floranada Elementary School;
- Approved PSA amendments (scope and/or service fees) to 6 PSAs;

-
- Approved Guaranteed Maximum Prices amendments for projects at Cypress Bay High School, Falcon Cove Middle School, and Marjory Stoneman Douglas High School;
 - Approved modifications to the original scope and/or service fees for projects at Margate Elementary School and McArthur High School; and
 - Approved change orders for projects at 5 schools (no fiscal impacts).

THE “BIG 3” SCHOOLS

As previously recommended by Florida TaxWatch, the District has provided a more balanced and accurate “snapshot” of the status of facilities Renovations projects at the Big 3 schools. The status of the Primary Renovation and other projects is identified, and key milestones and their target completion dates are identified.

The planned dates for “substantial completion” of Primary Renovations projects are as follow:

- Blanche Ely High School Primary Renovation --- Q3 calendar year 2020;
- Northeast High School Primary Renovation (Phase 1) --- Q1 calendar year 2022. This represents a delay of 6 months from the substantial completion date (Q3 calendar year 2021) identified in the Q3 2018-19 Facilities Construction Report, and is presumably due in large part to the termination of the Construction Manager (Gilbane);
- Northeast High School Primary Renovation (Phase 2) --- Q3 calendar year 2021; and
- Stranahan High School Primary Renovation --- Q3 calendar year 2021.

SINGLE POINT-OF-ENTRY PROJECTS

The tragic and senseless shootings at Marjory Stoneman Douglas High School have focused attention on school safety and security. In response, the District’s Facilities Report highlights the District’s efforts to ensure the safety and security of Broward County students, including the acceleration of all Single Point-of-Entry projects (which limit access to the school through one entrance point during school hours). The School Board is to be commended for accelerating the release of funds so Single Point-of-Entry projects can be initiated ahead of schedule. Additional safety improvements include fire sprinklers, fire alarms, emergency exit signage/lighting improvements, fencing, and door hardware.

The Q3 2018-19 Report moved up the timing for completing the remaining Single Point-of-Entry projects, committing to complete all of the remaining Single Point-of-Entry projects before students return to school in the Fall. The District reports that, of June 30, 2019, all but Single Point of Entry 15 projects had been completed, with the remaining 15 projects in the Construction Phase.

Over the life of the SMART Program, the School Board has increased SMART Program funds budgeted for safety and security improvements from \$134.1 million to \$141.0 million, an increase of \$6.9 million.

Through Q4 2018-19, the District spent a total of \$25.22 million on safety and security projects (prior year and current year expenditures), an increase of \$5.15 million over Q3 2018-19. Table 7 provides a summary of expenditures for safety and security projects since SMART Program inception.

TABLE 7.
SMART PROGRAM SAFETY AND SECURITY PROJECT EXPENDITURES
(THROUGH JUNE 30, 2019)

	Prior Year Expenditures	Commitments	Current Year Expenditures	Total
Financially Active				
GOB Funds	\$6,955,109	\$17,987,159	\$8,063,426	\$33,005,694
Non-GOB Funds	\$1,787,325	\$11,591,293	\$4,053,222	\$17,431,840
Completed/Meets Standards				
GOB Funds	\$1,958,833	\$495,907	\$2,000,518	\$4,455,258
Non-GOB Funds	\$205,331	\$1,631	\$200,346	\$407,308
Total	\$10,906,598	\$30,075,990	\$14,317,512	\$55,300,100

As shown in Table 7, the District has spent or committed more than \$55.3 million for school safety improvements since SMART Program inception.

SCHOOL CHOICE ENHANCEMENT PROGRAM

The Executive Director, Capital Programs, reports that all School Choice Enhancement Program (SCEP) projects are either active or complete. SCEP projects are budgeted at \$100,000; the scope of the capital project (e.g., electronic marquees, shade structures, playgrounds, etc.) is determined by a vote of the teachers, staff, and parents of students at the school.

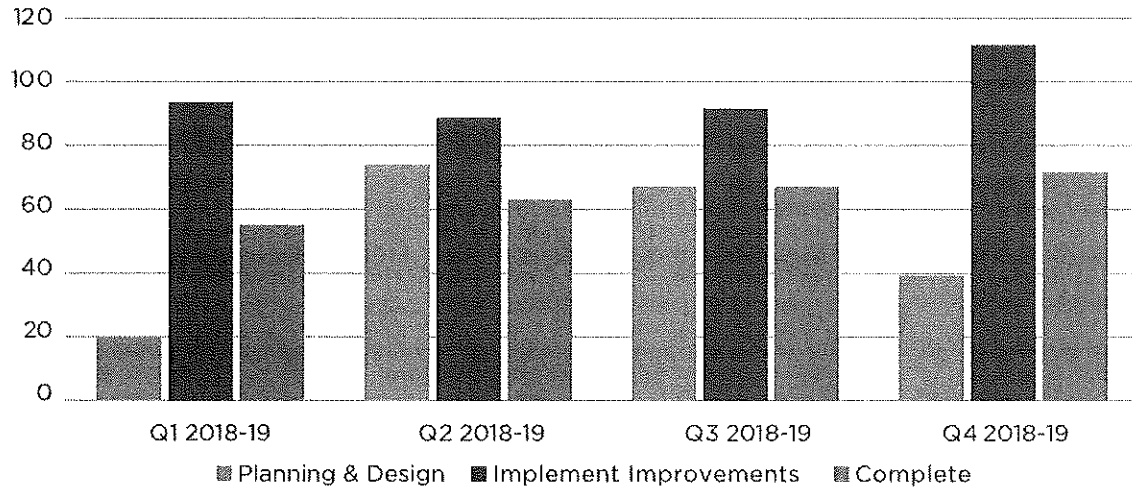
As of June 30, 2019, the number of SCEP projects in the Planning Phase has decreased from 68 to 41. The second phase, Implementation, includes selection and procurement. There are currently 115 schools in the second phase. The third phase, Completion, occurs when all items have been delivered and installed. There are 74 schools with completed SCEP projects. The status of these projects is shown in Table 8.

TABLE 8.
SCHOOL CHOICE ENHANCEMENT PROJECT (SCEP) STATUS

Project Phase	Q4 2018-19		Q3 2018-19	
	Number	Percentage	Number	Percentage
Planning/Design	41	17.8%	68	29.6%
Implement Improvements	115	50.0%	93	40.4%
Improvements Complete	74	32.2%	69	30.0%
Total	230	100%	229	100%

The District is making considerable progress implementing the SCEP Program projects. As shown in Figure 3, the number of SCEP projects that have begun the Implementation Phase and the number of Completed projects have increased over the past four quarters.

FIG. 3 - SCHOOL CHOICE ENHANCEMENT PROJECT STATUS
NUMBER OF PROJECTS



BUDGET ACTIVITY

EXPENDITURES

The SMART Program Budget Activity Quarterly Report provides expenditure information for financially active projects as well as projects that have been completed. The SMART Program total budget for years 1-5 has increased from \$1.065 billion to \$1.126 billion. This includes the \$800 million in general obligation bond (GOB) funding and \$326 million in non-GOB capital project funding (capital millage and impact fees). This represents an increase of about \$138.6 million over the original budget of \$987.4 million (\$800 million GOB funds plus \$187.4 million in existing capital resources).

SMART Program expenditures increased from \$230,673,109 to \$266,389,881, an increase of about \$35.7 million during Q4 2018-19. The Chief Financial Officer reports a SMART Program balance of \$581,945,883 at the end of Q4 2018-19. The Chief Financial Officer reports that a second series of the General Obligation Bonds was issued in February 2019 to ensure projects have available funds in line with the projected construction delivery timeframes.

During Q4 2018-19, the School Board approved the following funding increases:

- Silver Ridge Elementary School --- Approved recommendation to award Construction Agreement (\$1,074,700);
- Westwood Heights Elementary School --- Approved recommendation to award Construction Agreement (\$2,517,269);
- North Side Elementary School --- Approved recommendation to award Construction Agreement (\$1,769,430);
- Walker Elementary School --- Approved recommendation to award Construction Agreement (\$1,837,090);
- Dillard 6-12 School --- Approved recommendation to award Construction Agreement (\$4,266,232);
- Gator Run Elementary School --- Approved recommendation to award Construction Agreement (\$1,535,323);
- Banyan Elementary School --- Approved request for additional SCEP funding (\$10,245);
- Floranada Elementary School --- Approved request for additional SCEP funding (\$7,680);
- Cypress Elementary School --- Approved request for additional SCEP funding (\$5,918);
- Everglades Elementary School --- Approved recommendation to award Construction Agreement (\$1,132,500);
- Fairway Elementary School --- Approved recommendation to award Construction Agreement (\$3,507,900);
- Riverland Elementary School --- Approved recommendation to award Construction Agreement (\$2,551,192);

-
- Hawkes Bluff Elementary School --- Approved recommendation to award Construction Agreement (\$3,906,437);
 - Pinewood Elementary School --- Approved recommendation to award Construction Agreement (\$2,398,000);
 - Forest Glen Middle School --- Approved recommendation to award Construction Agreement (\$3,858,800);
 - Sunland Park Academy --- Approved recommendation to award Construction Agreement (\$881,100);
 - Falcon Cove Middle School --- Approved Guaranteed Maximum Price amendment to Construction Agreement (\$12,047,000);
 - Cypress Bay High School --- Approved Guaranteed Maximum Price amendment to Construction Agreement (\$18,839,000); and
 - Westchester Elementary School --- Approved recommendation to award Construction Agreement (\$- 547,142).

Since inception of the SMART Program, the School Board has approved net increases/decreases of \$138,980,971.

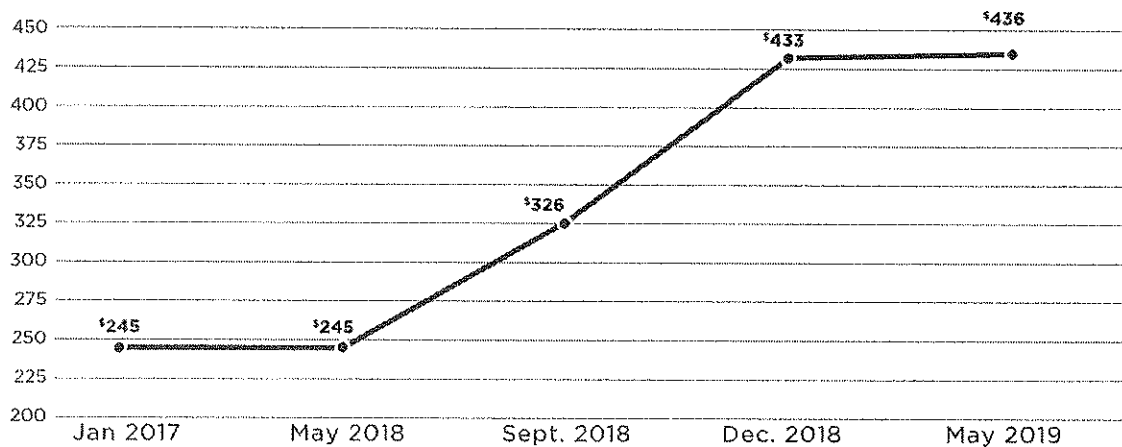
ASSESSMENT OF FINANCIAL RISK

At the October 8, 2018 Bond Oversight Committee meeting, Superintendent Runcie made it clear that the planned Renovations projects will cost more than what is currently budgeted. Higher rates of inflation, higher roofing and mechanical/electrical/fire protection costs, and items that were excluded from the original scopes of work will undoubtedly increase the costs. As previously recommended by Florida TaxWatch, the District's Facilities Report now includes the latest assessment of financial risk.

The latest SMART Program financial risk assessment (issued June 5, 2019) by Atkins North America, Inc., estimates that the total cost of SMART Program facility improvements is expected to increase to \$436 million over the original budget. This projection reflects the "70 percent risk result," the point at which 70 percent of the forecast model runs are equal to or less than that point. The risk projections from September 2018 to June 2019 are shown in Figure 4.

This projected \$436 million cost overrun is based on actual pricing data for about 30 percent of SMART Program projects. These actual pricing data on costs-to-date show that projects that have been bid or negotiated (including cost increases at the Big 3 high schools) are near 47-49 percent above the initial budgets.

FIG. 4 - PROJECTED FINANCIAL RISK
(\$ MILLIONS)



Since the September 2018 risk assessment by Atkins, the District has briefed both the School Board and the Bond Oversight Committee on projected increases for roofing projects. The average cost per square foot for roofing projects that was included in the District's 2014 assessment, upon which initial SMART project budgets were based, was \$6.80 per square foot. Compared to the original estimates, the current cost for roofing projects is about \$19 per square foot, or about 300 percent of the original estimated cost. The District projects a potential impact on SMART Program reserves of up to \$280 million.

The District has set aside \$225 million (reserve) to mitigate potential funding risks in the SMART Program. Due to approved School Board approvals through the end of Q4 2018-19, the SMART Program reserve balance is currently \$74.7 million (includes future years). To maintain sufficient reserves, the District is setting aside property tax money from future years to help pay for the cost overruns. This means that moneys that would otherwise be used to fund future projects or meet future needs will be used to mitigate the SMART Program financial risk. Given the dramatic increase in financial risk, it is unclear whether this reserve will be sufficient to mitigate the projected \$436 million assessed risk.

RECOMMENDATION 6

Florida TaxWatch recommends that, at the September 9, 2019 Bond Oversight Committee meeting, the Chief Financial Officer brief the Committee on the District's contingency plan for additional reserve funds needed to address the potential impacts of the updated \$436 million risk assessment.

HARD COSTS VERSUS SOFT COSTS

As previously recommended by Florida TaxWatch, the District's Facilities Report includes a breakdown of hard and soft costs. "Hard costs" include tangible expenses that are directly related to the physical construction or implementation of the project's scope, and include such costs as materials, equipment, labor and supervision, etc. "Soft costs" include expenses that are indirectly related to the physical construction or implementation of the project's scope, and include such costs as architect and engineering fees, program management fees, furniture and fixtures, general and administrative costs, etc.

The District reports (reference June 7 memorandum from Atkins to Bond Oversight Committee members) that typically, hard costs make up 65-75 percent of total budget, and soft costs typically make up 30-35 percent of total budget.

Information on hard and soft costs is provided for the following two fully-complete schools:

- Manatee Bay Elementary School
 - Hard costs --- 88 percent; and
 - Soft costs --- 12 percent.
- Indian Ridge Middle School)
 - Hard costs --- 87 percent; and
 - Soft costs --- 13 percent.

For both of the schools for which a breakdown is provided, the percentage of hard costs is 17 to 23 percent higher than the percentage that typically makes up the total budget and the percentage of soft costs is significantly lower than what one would typically expect. As more and more projects are completed, the BOC can gain a better and more accurate understanding of actual hard and soft project costs.

SUPPLIER DIVERSITY & OUTREACH

The Supplier Diversity Outreach Program Report includes data specific to the participation of and committed funding to Minority/Women Business Enterprises (M/WBE), ethnic-owned business enterprises (EBEs) and small business enterprises (SBEs). This permits the reporting of historically underutilized businesses, in addition to M/WBEs, as previously recommended by TaxWatch.

The Chief Strategy & Operations Officer reports that, as of the end of Q4 2018-19, there were 724 active E/S/M/WBE certified companies that provide commodities (supplies), construction, professional services, and business services to District schools, 7 fewer than were reported in Q3 2018-19. Of these 724 E/S/M/WBEs:

- 74 (10.2 percent) are SBE certified companies;
- 317 (43.8 percent) are MBE certified companies;
- 213 (29.4 percent) are M/WBE certified companies; and
- 120 (16.6 percent) are WBE certified companies.

Procurement activity increased during Q4 2018-19, from \$70.2 million to \$87.4 million. The Chief Strategy & Operations Officer reports as part of its Contract Compliance Metrics an E/S/M/WBE commitment of \$27.8 million during Q4 2018-19. This represents about 32 percent of the total \$87.4 million in contracts awarded during the quarter.

Through June 30, 2019, the District has issued purchase orders to E/S/M/WBEs totaling \$110.9 million. This represents a cumulative E/S/M/WBE prime commitment of 21.6 percent. Of this \$110.9 million E/S/M/WBE commitment:

- \$6.18 million has been awarded to E/S/M/WBE firms for Safety projects;
- \$0 has been awarded to E/S/M/WBE firms for Music and Arts projects;
- \$10,700 has been awarded to E/S/M/WBE firms for Athletics projects;
- \$104.7 million has been awarded to E/S/M/WBE firms for Renovations projects; and
- \$0 has been awarded to E/S/M/WBE firms for Technology projects.

As previously recommended by Florida TaxWatch, the Q4 2018-19 Supplier Diversity Outreach Program Report includes information on contracts awarded to or purchases made from E/S/M/WBEs and historically underutilized businesses for safety projects, music and arts equipment, athletics projects, and technology upgrades. This permits the extent to which the District is utilizing M/WBEs and historically underutilized businesses for technology upgrades, replacement musical equipment, and replacement kilns to be determined. No E/S/M/WBEs have received any of the bond money for Music and Art equipment or for Technology improvements.

In terms of the total SMART Program minority spend (per ethnicity):

- 14.1 percent has been awarded to African American-owned companies;
- 67.8 percent has been awarded to Hispanic American-owned companies;
- 7.2 percent has been awarded to Asian American-owned companies; and
- 10.5 percent has been awarded to White Female-owned companies.

As previously recommended by Florida TaxWatch, the District has stepped up its efforts to award SMART Program purchase orders to women-owned companies. More than one-third (35.2 percent) of the total minority spend was awarded to women-owned companies.

COMMUNICATIONS

The Q4 2018-19 Report highlights the District's continued efforts to promote the SMART Program.

When the School Board approves a new phase of a SMART project, the Office of Facilities and Construction sends a memo to the principal of the school explaining the Board's decision and the timetable for going forward. This is designed to help school administrators speak more knowledgeably about ongoing improvements that affect their facilities. During Q4 2018-19, 26 of these principal letters were distributed.

Other outreach efforts include:

- 6 outreach events were conducted at schools, community, and business forums;
- 31 project charter meetings to communicate and build relationships with community members; and
- Continued use of Twitter and social media to "spotlight" SMART Program accomplishments.

LOOKING AHEAD

The District continues to make progress in implementing the \$1.126 billion SMART Program. SMART Program expenditures and commitments now exceed \$544.3 million. All planned computer devices have been ordered and received, all SBBC schools now comply with the District's standard of 1 computer for every 3.5 students, and all technology projects planned for charter schools have been completed.

The replacement of music, arts, and theater equipment continues, with all planned projects accelerated and underway, and more than 57,000 pieces of musical equipment have been delivered to Broward public schools. More than 130 kilns have been ordered, with 111 delivered, and theater equipment has been ordered and is being delivered to the 39 schools with theater programs.

All 15 planned track resurfacing projects have been completed and 29 of the 30 weight room projects have been completed. The District continues its efforts to ensure participation by Minority/Women Business Enterprises (M/WBE), ethnic-owned business enterprises (EBEs) and small business enterprises (SBEs) that provide commodities (supplies), construction, professional services, and business services to District schools

For the second time since the beginning of construction activities, the District has revised the schedule for the completion of SMART Program construction projects. The new construction schedule pushes the planned completion date for 26 projects back to calendar year 2022 and pushes the scheduled completion date for 3 projects back to the first quarter of calendar year 2023. The planned completion dates for Primary Renovations projects at more than 100 schools have been pushed back by more than one year. Despite the additional time built into the new construction schedule, Florida TaxWatch finds the fact that Primary Renovations projects at more than 50 schools have currently been flagged for Schedule issues extremely discomfoting.

Of greater concern is the issue of financial risk. Primary Renovations projects at 19 schools were flagged for Budget issues during Q4 2018-19. More than \$61.6 million in additional funding is required to complete these projects. Since inception, the School Board has approved \$139.0 million in additional funds for SMART construction projects.

Higher rates of inflation, higher roofing and mechanical/electrical/fire protection costs, and items that were excluded from the original scopes of work will undoubtedly continue to increase project costs. By how much is unknown, but Atkins North America, Inc., estimates that the total cost of SMART Program facility improvements could now increase by about \$436 million. This represents a significant increase over the September 2018 financial risk assessment, which projected SMART Program cost increases of \$302 million.

This projected \$436 million cost overrun is based on actual pricing data for about 30 percent of SMART Program projects. These actual pricing data on costs-to-date show that projects that have been bid or negotiated exceed the initial budgets by 47-49 percent. The projected cost overruns (300 percent) for roofing projects could add an additional \$280 million in financial risk. Florida TaxWatch considers controlling project costs and mitigating the additional financial risk to be the greatest challenge facing the District as SMART project implementation moves forward.

In this report, Florida TaxWatch has offered recommendations to help guide the Bond Oversight Committee in its oversight of the implementation of the SMART Program, and to ensure that public's right-to-know how the taxpayer-approved General Obligation Bond funds are being spent is well-served. Florida TaxWatch looks forward to presenting the results of its review to the Committee and the public, and to providing continued support and guidance as the Bond Oversight Committee continues its effective oversight of SMART Program implementation.

ABOUT FLORIDA TAXWATCH

As an independent, nonpartisan, nonprofit taxpayer research institute and government watchdog, it is the mission of Florida TaxWatch to provide the citizens of Florida and public officials with high quality, independent research and analysis of issues related to state and local government taxation, expenditures, policies, and programs. Florida TaxWatch works to improve the productivity and accountability of Florida government. Its research recommends productivity enhancements and explains the statewide impact of fiscal and economic policies and practices on citizens and businesses.

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The findings in this Report are based on the data and sources referenced. Florida TaxWatch research is conducted with every reasonable attempt to verify the accuracy and reliability of the data, and the calculations and assumptions made herein. Please feel free to contact us if you feel that this paper is factually inaccurate.

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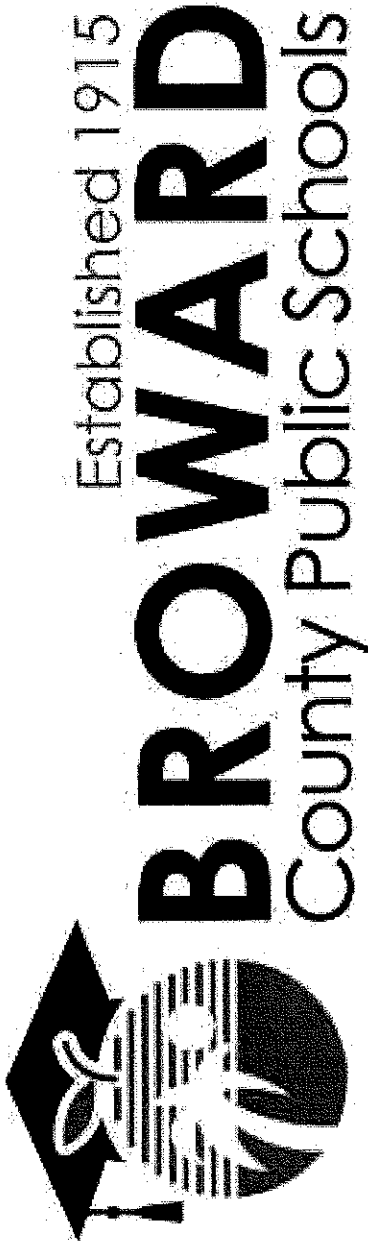
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Internal Audit of Program Management FY 2019-2020 Q1

January 30, 2020

PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

FY 2018-19 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements

DETAIL

We noted exceptions to reporting requirements. In January 2019, the RFI aging report was not provided and as of February 2019 the post project completion reporting had not been provided.

RECOMMENDATION

To comply with section 6.4.2.6 of the Program Manager RFP, we recommend the Program Manager report on post project stakeholder satisfaction. If stakeholder satisfaction assessments are not currently solicited, we recommend OFC and Atkins co-develop a survey for distribution to stakeholders as part of the project closeout process.

In addition, we recommend OFC issue an addendum, memorandum of understanding, or similar to the CBRE-Heery contract specifying that reporting requirements have been modified to include project specific schedule reporting, as a replacement to the program level reporting specified in section 6.4.3.10 of the Owner's Representative RFP.

MANAGEMENT'S RESPONSE

Response: The post project completion report has been drafted by CPCM for review by OFC and the ORPM. Upon approval the report will be submitted in the CPCM monthly reporting. The January 2019 RFI report has since been provided to OFC and the office of the Chief Auditor.

The group of stakeholders has been selected with some questions customized to each stakeholder. Consensus on the stakeholder questions should be reached on 9/13 Interdepartmental Meeting.

Original estimated completion date: July 2019

Estimated completion date: January 2020

OBSERVATION STATUS

Partially Complete – RSM has noted the inclusion of a Financial Closeout report as part of the post project completion reporting in monthly packets from March 2019 - present. However, we also note that stakeholder satisfaction was included as a reporting component in the Program Manager RFP. Establishment of a recurring process for stakeholder satisfaction reporting is still pending. We have obtained evidence that surveys have been distributed to key stakeholders for two closed projects; however, the results of the surveys have not been closed and analyzed by Management or packaged for reporting. As such, this observation remains open.

In addition to the above, we noted that vendor performance evaluation reporting was omitted from the June, July, and August 2019 monthly packages provided to OFC. Although the summary reporting was omitted, we noted that evaluations were still conducted, and applicable reporting was available through e-Builder. We will continue to test monthly reporting for compliance with the established reporting requirements.



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

FY 2018-19 Q3 (Observation #3) PM/OR Adherence to Design Phase Timeline

DETAIL

We noted instances of non-compliance related to the Design Phase SOP. The OR team did not track or maintain evidence of compliance with the timeline detailed in the SOP. The procedures noted in SOP 3.3 related to design review milestones (Scope Validation, 30%, 50%, 90% and 100%) were not followed for all 5 sample selections. Additionally, the architect did not submit responses prior to the design meeting as required in the SOP for 21 of 24 milestones reviewed.

RECOMMENDATIONS & NEXT STEPS

Given the design delays identified for the 5 projects we sampled, we recommend the PM/OR develop an approach to identifying and addressing design phase schedule delays as they arise.

In addition, we noted that for 5 of 5 projects sampled, the PSA contained an option for the District to pursue damages for unexcused delay caused by the design consultant. As such, we further recommend the OFC analyze each project within the program to determine whether (1) damages for delay were included in each PSA, and (2) whether delays from the established design schedule existed. For variances noted between the timeline established in the PSA and/or accompanying NTP, the District should perform an analysis to identify the cause(s) of delay, and whether pursuit of damages is warranted.

Considering the Building Department's review of 100% documents occurs after the OR Atlanta Team's review, RSM intends to interview the Building Department during our next quarter's audit procedures in an effort to identify the full review timeline, and more clearly define the root cause(s) of noted delays.

MANAGEMENT'S RESPONSE

Response: Regarding the monitoring of deliverables, every design phase project is managed by the PM per deliverable. We will now be utilizing the language of the PSA to assess delay charges at \$100/day. Notice was given to the consultants initially in December 2018.

In addition, the PSA language allows for assessment of damages on plan reviews past (2) cycles. This will be enacted and these charges will go back to January 1, 2019 and be assessed going forward.

We have reports that are used to track the status of Revise/Re-submit cycles which the PM will use to initiate notice of assessment.

Regarding analysis of delay causes, there is on-going review of delay cause action. There has been a significant learning curve for all parties. The OR-PM team is working closely with the OFC and the Building Department to continually identify issues and determine subsequent improvements.

As an example, 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.

Original Completion Date: N/A



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

FY 2018-19 Q3 (Observation #3) PM/OR Adherence to Design Phase Timeline (continued)

MANAGEMENT'S RESPONSE

As a result of issuing charges to Design Consultants, a reduction in the Design Consultants purchase order is to be completed which reduces the Basic Design Fee in their Professional Service Agreement (PSA) accordingly. There is a written process that is followed and executed by the Project Manager that is used to reduce the purchase order. The close-out of charges from the first round of issued charges is in progress. Once complete, copies of the Purchase Order Reduction Memo can be provided.

There were 61 letters issued to design firms triggered by design phasing that required revise/resubmit cycles exceeding two (2) in July and closing letters were sent on December 10th and 11th, 2019.

As a result of the December communication:

A. Nineteen (19) of the notices were issued to firms with contracts of an earlier version that do not have the Non-Conforming Design penalty language. A subsequent letter was sent and corrected the original notice and removed the charges.

B. Thirteen (13) of the notices were protested. Upon review with the design firms, these charges were removed.

C. Fifteen (15) of the notices had charges that were assessed. The Purchase Order Reduction memos are being processed and will be completed by the end of January 2020.

D. Fourteen (14) of the Notices, involving four (4) firms, have requested a further view of the charges. Review meetings have been or are being set. Resolution is expected by the end of January 2020.

Assessments levied from Item (C) total \$6,056. Assessments pending from Item (D) total \$4,160.

The second batch of notices regarding revise/resubmit assessments was delivered on December 23, 2019. At that time, 19 notices were sent. The process of reviewing protests will follow.

Estimated completion date: November 2019

OBSERVATION STATUS

Closed – As of this report, fee reductions have been processed for five projects. We reviewed executed amendments to each contract, that were approved by the board, and reduced design fees by a total of \$96,100. We will continue to monitor fee reductions processed going forward.



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION

FY 2018-19 Q4 (Observation #1) PM/OR Adherence to SOP for Construction Services Minor Projects (CSMP)

DETAIL

We noted instances of non-compliance related to the Construction Services Minor Projects SOP. Procurement and Warehouse Services were no longer involved in the CSMP contractor selection. We obtained the CSMP contract log utilized in the selection of the "best available contractor" and noted that the log does not include evidence of justification for each project's vendor selection.

The OR-PM also indicated that for projects over \$30,000, an estimate is performed by the PC-Estimator for comparison to the vendor's proposal. While this may help mitigate the risk of unreasonable vendor proposals, the review by the PC-Estimator does not include assessment of prior contract distribution among vendors

RECOMMENDATION

We understand the OR-PM is providing resources to supplement Procurement and Warehouse Services staff in order to process the large volume of contracts necessary for the Program. As such, we recommend the OR-PM note reasoning and maintain documentation for the justification of vendor selection for each CSMP contract assigned, as contemplated by the PWS role in the SOP. We further recommend OFC and the PM-OR update relevant portions of SOP 10.80 to reflect the current process.

MANAGEMENT'S RESPONSE

Response: The recommendations for SOP 10.80 have been reviewed and modifications have been made accordingly.

The CSMP Contract Log has been under modification. The recommendations were already under consideration and will be implemented into the Log for documentation purposes.

The prior refinement to SOP 10.80 step # 4, was to remove Procurement from the action of assigning specific CSMP contractor. It is important to understand that this change reflects what has been the practice throughout the SMART Program.

The involvement of Procurement, while not present in the assignment of work, is clearly and undoubtedly present throughout the CSMP process. The process begins with the solicitation of CSMP contractors. Procurement is directly responsible for this part of the process which includes analyzing potential CSMP contractors, assessing qualifications, ranking contractors, and ultimately presenting a contract award recommendation for SBBC review and approval. Once solicitation, selection, and approval is completed, the end-users (SMART Program/Facilities/Physical Plant Operations) become responsible for the assignment of work. Once the assignment is recognized, the actual contractual obligation again shifts to Procurement. Procurement is responsible for compliance, issuing the Purchase Order, executing final signature on the Notice to Proceed (NTP) and finally, mailing documents such as the Purchase Order and NTP to the contractor.

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION FY 2018-19 Q4 (Observation #1) PM/OR Adherence to SOP for Construction Services Minor Projects (CSMP) (continued)

MANAGEMENT'S RESPONSE

In summary Procurement is involved and responsible from the beginning of the process with the solicitation for the pool of qualified firms and later through the issuance of the NTP and Purchase Order. Strategic conversation has been on-going with Procurement and from those discussions, it is clear the District intends to continue to consider the development and use of an automated, digital tool to enhance the assignment process.

The goal in the selection of a Continuing Contractor is to provide an equitable opportunity for work through the term of the contract. A determining factor in the selection process is based upon the percentage of current commitments. If a Contractor with the lowest percentage declines the project, then Staff will proceed to the next Contractor with the lowest percentage of awarded projects. In addition, the time since last award is a factor in the selection process. If multiple contractors have equal lowest percentages of work awarded to date, then the selection will be based on a weighted criteria which includes evaluations and input from Procurement.

In the short term, the focus has and will continue to be on ensuring that staff is responsible for maintaining the CSMP Logs by tracking and documenting the reason for selection or de-selection each time a CSMP contractor is considered and/or awarded work in the SMART Program.

Long term solution, as stated, the intent is to create an automated, digital tool to support the selection process. A target date must be established in collaboration with Procurement and Warehouse Services.

Original estimated completion date: October 2019

Estimated completion date: TBD

OBSERVATION STATUS

(PLEASE REFER TO APPENDIX A FOR NEW CSMP SOP)

Closed – We received the updated SOP (approved 1-13-20), which was developed in conjunction between OFC, PM/OR, and PWS, and included the following modifications:

- The purpose section included modifications to clarify that Purchasing and Warehouse Services (PWS) is responsible for procuring the pool of vendors/contractors.
- Procedures were modified to note that CSMP selection is determined utilizing the CSMP-CMAR Selection Matrix rather than a log maintained by PWS.
- Procedures were modified to note that the OR-PM, OR-Contract Admin, and the OR-PD work together to select the next available contractor.

We also received the updated CSMP-CMAR Selection Matrix via e-Builder reporting, and noted that commentary was included as justification for the vendor selection process.



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION FY 2018-19 Q4 (Observation #2) Construction Invoice Supporting Documentation

DETAIL

During our testing of Construction Manager at Risk “CMAR” invoicing, we noted insufficient supporting detail was provided for the sample of invoices tested from 3 active CMAR projects. All three projects were considered cost-plus contracts, with the subcontractors classified as a director cost. We noted the following instances of insufficient support:

- For 2 of 5 applicable invoices, subcontractor pay applications were not included in supporting documents
- For 1 of 3 applicable invoices, a cover was provided, but no corresponding schedule of values was provided with the subcontractor pay applications
- For 1 of 5 invoices, no lien releases were provided for either the prime contractor or subcontractors
- For 2 of 5 invoices, the prime contractor’s lien release did not agree to the pay application
- For 1 of 4 applicable invoices, signed subcontractors lien releases for \$10 were provided as supporting documentation, although no related subcontractor costs were invoiced

For five (5) sample projects related to non-CMAR invoices, we obtained all approved pay applications as of our testing date to complete a rollover and review of supporting documentation. The following instances of insufficient support were noted:

- For 2 of 5 projects, project management did not obtain general contractor lien waivers in a timely manner for any of the pay applications approved.
 - Per review of the lien releases provided, the liens were dated after RSMs request date for the missing documentation. Additionally, for one (1) of the projects, the lien release provided was the amount due for the three pay applications combined
- For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 4 of the project’s approved invoices
- For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 3 of the project’s approved invoices. However, five (5) subcontractor lien releases were provided for \$10.00 for services through 2/28/19. This occurred before the first pay application period of 3/1/19 – 3/31/19.

RECOMMENDATION

We recommend the OR-PM enforce the supporting documentation requirements of the CMAR and non-CMAR agreements, and require contractors to provide subcontractor invoices, and all related lien releases with each application for payment. Invoices should not be approved or processed for payment prior to receipt of all appropriate supporting documentation. To aid in the completeness of review a checklist should be utilized by the OR-PM, and all reviewers to document receipt and review of all applicable supporting documents.

Further, we recommend for the projects where this support has not been provided, a retrospective audit be performed to ensure the District has not been overbilled for tradework actually performed.

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	FY 2018-19 Q4 (Observation #2) Construction Invoice Supporting Documentation (continued)
MANAGEMENT'S RESPONSE	<p>Response: The Checklist has been reviewed by staff, cross-referenced with the General Condition requirements for CMAR and ITB projects and are in the process of being revised. A review/refresher of pay invoice document requirements is planned for Friday, October 25th, 2019 as part of the weekly Project Managers meeting. In the long term, the invoice workflow in e-Builder is in the process of being improved. The end result is to increase checks and balances at the submittal stage for the vendor, thus reducing the opportunity for submitting invoices lacking complete supporting documentation. The outcome is expected to reduce rejected pay-applications and thus increase the speed of vendor payment processing. The target for completion and roll-out in January 2020. In addition, Capital Budget and staff have provided training on the proper processing of Direct Owner Purchases in the invoice system to project managers and contractors. This was another area where improper processing caused rejections of pay-applications.</p> <p>Original Estimated completion date: October 2019</p> <p>Estimated completion date: March 2020</p>
OBSERVATION STATUS	<p>Partially Complete – Management provided an updated pay application checklist and minutes from a PM staff meeting, showing discussion of procedures for reviewing pay applications and utilization of the new checklist. This observation remains open, pending RSM testing of future pay applications for conformance with the updated checklist and review procedures.</p>





PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION

FY 2018-19 Q4 (Observation #3) Ineffective interim plan reviews & lapses in project management during the Building Department review process

DETAIL

During our Q3 testing, we identified instances of significant variance between the design phase timeline, as stated in the design Authorization to Proceed, versus actual deliverable submission. We obtained access to the Building Department's plan review tracking software (ISS) to obtain the detailed population and timing of review comments from the Building Department and responses/resubmissions from the designers for all 9 disciplines. The significant effort and time required to obtain an approved design may suggest the review conducted by the PM-OR design review team is not effective in identifying issues prior to submission to the Building Department. Conversely, if issues are identified by the PM-OR design team, Designers are not held accountable to address comments appropriately prior to submission to the Building Department.

RECOMMENDATION

We recommend the OFC, OR-PM, and Building Department meet to evaluate the efficacy and necessity of the OR-PM design review process. To quantify the effectiveness, we recommend the teams co-develop Key Performance Indicators ("KPI"), for use in continuing evaluations of the review process.

If the OR-PM design review process is ultimately deemed ineffective, the District may consider modifying requirements of the agreement, to re-deploy the OR-PM resources used for the design review to other areas of greater need.

MANAGEMENT'S RESPONSE

Response: Management is in agreement with the ongoing task to evaluate the alignment of the design review process. To that end, a design summit was held involving the Building Department, OFC and the CBRE | Heery Design Review Team.

As a result, common understanding of what the Building Department prioritizes was further developed. Ongoing analysis of the Building Department comments will be part of the CBRE | Heery Design review teams work.

The goal will continue to be the delivery of Construction Documents that require less review time by the Building Department in order to obtain an LOR.

A comprehensive review of comments and concerns was completed by the CBRE | Heery Design Review Team. A twelve (12) page document was produced and shared with all designers on 7/31/2018.

A second major effort focused on design review improvement was held as the Design Review Conference (Summit) on 3/21-22 2019.

As a result of this conference the following actions were taken:

- 1) New Building Department comments not included in the 7/31/18 document are communicated directly to the design consultants by the CBRE | Heery Design Review Team.

The 7/31/18 document will be re-issued to reinforce the use of this constitutional knowledge.

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION

FY 2018-19 Q4 (Observation #3) Ineffective interim plan reviews & lapses in project management during the Building Department review process (continued)

MANAGEMENT'S RESPONSE CONTINUED

- 2) CBRE I Heery Design Review Team was given increased access to the Building Department Design Review software platform (I.S.S.).
- 3) All CBRE I Heery comments will/care closed before submitting CD's to the Building Department at 100% design for review.
- 4) The Design Review Team is to produce a letter to go with the 100% submittal to the Building Department. This was not used. Instead an internal checklist has been created and is applied as a check point before CD's are submitted to the Building Department.
- 5) The CBRE I Heery Design Review Team is currently gathering information from reviews of years 3-5 projects. Once this is complete and compiled, the information will be shared with design consultants (Q1-2020).

Subsequent to the Conference/Summit, meetings have been held with design consultants. Included in these meeting besides dealing with Non-Conforming Design Documents, was information was shared to continue to assist in providing and/or clarifying the direction and responses needed from the design consultants in the preparation of Design Documents. This focus continues to work toward improvement of timely deliverables and great output.

The chart in [prior report] illustrates a positive trend of reducing the number of revisions as well as time to receive the L.O.R. As a follow-up to the described action listed in the previous management response, the fifteen (15) page letter providing direction for Consultants to consider throughout the design process was issued through e-Builder October 24, 2019.

In addition, a new lessons learned document (recently issued to Contractors on 10/21/19) was also sent to consultants through e-Builder on October 24, 2019.

Original estimated completion date: October 15, 2019

Estimated completion date: October 15, 2019

OBSERVATION STATUS

Closed – Management provided the conference agenda and action items resulting from the summit that took place on 3/21/2019 – 3/22/2019. On the first day of the Summit minutes, we noted that the Building Department provided commentary regarding pain points during the design review process. In the action items resulting from the summit, the need was identified to issue the July 2018 design delay letter containing the Building Department's comments to new firms, and to reissue the letter to existing firms. We noted the letter was issued / re-issued to design firms via e-Builder on 10/24/19. As the communications identified by Management have been distributed to the design teams, we recommend closure of this finding.



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Further, our procedures included testing of PMOR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RFI aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including eBuilder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10 including:
 - Updated project schedules – all projects
 - 6 phases report
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction invoice review – Non-CMAR
 - Supplier Diversity Outreach Program / Economic Development & Diversity Compliance
- Performed an analysis of OR and sub-consultant billings, compare to original contract scope (and amendments), identify specific funding mechanisms, and communicate results to the Facilities Task Force and Audit Committee
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

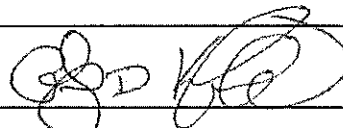
Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with Internal Audit, OFC, the PM/OR team, and incorporated management's response into our report.



APPENDIX A

STANDARD OPERATING PROCEDURES

Document Number:	10.80			Revision No.:	009
SOP Name:	Construction Services Minor Projects (CSMP)				
Latest Revision Date:	December 12, 2019	Revised by:	Deputy Program Manager Michael Bobby	Approved by:	Program Director Daniel Jardine
Revised items summary:	Revised Purpose statement, Steps #3, #4, #10, and #24 through #34..				
BCPS Approval by:			BCPS Approval Date:	1-13-20	

1. PURPOSE

The purpose of this section is to provide guidance for the use and application of the District's Construction Services Minor Projects (CSMP) delivery method. PWS is responsible for procuring the pool of contractors who will become the board approved vendors eligible for work under a CSMP contract. Throughout the term of this contract, PWS will provide compliance oversight at the time each NTP is issued.

This procedure helps identify the actions and requirements for:

- A. Soliciting construction proposals from the Construction Services Minor Projects (CSMP) pool of prequalified contractors.
- B. Evaluating the Contractors proposals and required documentation.
- C. Generating, processing for approval, and issuing the Notice to Proceed.
- D. Obtaining a Purchase Order number.

2. SCOPE

This procedure includes all CSMP contracts up to the CSMP cap of \$2,000,000.

3. DEFINITIONS

See section 1.20 and 1.30 for Definitions and Abbreviations.

4. PROCESS MAP

See Attachment 10.80-1 – To be developed.

STANDARD OPERATING PROCEDURES

5. PROCEDURE

STEP	ACTION	RESPONSIBLE
1.	As a CSMP need is identified, the scope, budget, and desired schedule is developed. A CSMP may be identified by other BCPS departments (i.e. PPO) and must be coordinated with the OR-PM to facilitate an accurate record of the CSMP contract value issue to date.	OR-PM
2.	The PC-PD determines the FLCC for the project	PC-PD
3.	The OR-PM informs the OR-ContrAdm, who maintains the CSMP contract log, of the need to select a CSMP contractor.	OR-PM OR-ContrAdm
4.	Together the OR-PM, OR-ContrAdm and the OR-PD identify the next available contractor in the CSMP contract rotation. Contract rotation will be determined by utilizing the CSMP-CMAR Selection Matrix.	OR-PM OR-ContrAdm OR-PD
5.	A Proposal Request (Estimating Order Form – Document 00800a) is prepared by the OR-PM and routed for approval to the OFC-CD	OR-PM
6.	The Proposal Request (Document 00800a) is reviewed, sign, and returned	OFC-CD
7.	Once approved, the OR-PM sends the Proposal Request (Document 00800a) to the Contractor via e-Builder. If CSMP Contractor declines the Proposal Request, return to Step #4.	OR-PM
8.	The Contractor assembles their proposal and submits via email to the OR-PM, along with the following documents: <ul style="list-style-type: none"> • Estimating Order (Document 00800a) • Estimating Recap Form (Document 00800b) • Contractor Proposal • Schedule of Values (Document 00435) • Project Specific Certificate of Insurance • Project Schedule • Statement of Intent to Perform as an S/M/WBE Subcontractor (Document 00470) • S/M/WBE Subcontractor Participation Schedule (Document 00475), or • S/M/WBE Good Faith Effort Form (Document 00480) 	GC
9.	Reviews the Proposal Package for compliance, completeness, and responsiveness. If revisions and/or negotiations are necessary to reach an agreement, the OR-PM shall record for the file any such discussions. If appropriate, a site visit may be scheduled to assist in the preparation of the Contractor's Proposal. The OR-PM will verify that the Contractor is registered with the Building Department.	OR-PM

STANDARD OPERATING PROCEDURES

10.	BCPS Economic Development & Diversity Compliance department (EDDC) reviews and verifies the SMWBE documents listed in step 8 and notifies the OR-PM with written recommendations.	EDDC
11.	For projects over \$30k, the OR-PM forwards a copy of the proposal package to the PC-Est	OR-PM
12.	The PC-Est prepares an estimate of the work based on RS Means cost information and applies the Contractor's multiplier as per their approved bid/contract. The PC-Est. provides any additional commentary.	PC-EST
13.	The PC-PD reviews the Contractor's Proposal package and the PC-Est's estimate to confirm compliance with the budget. If this cannot be confirmed the package is returned to the OR-PM for further revisions/discussions with the Contractor. If agreement cannot be reached, then return to Step #4.	PC-PD
14.	If the CSMP Contractor's Proposal package is accepted, the OR-PM prepares the NTP (Document 00550)	OR-PM
15.	Sends an original NTP to the Contractor for their signature	OR-PM
16.	Reviews the NTP and returns an original, signed copy to the PM. (blue ink only)	GC
17.	Signs the original NTP (blue ink only)	OR-PM
18.	The OR-PD or OR-DPM reviews and initials the NTP package	OR-PD or DPM
19.	Forwards the completed Proposal Package, along with the partially executed NTP, to the OFC for processing & distribution.	OR-DC
20.	Routes a copy of the Proposal Package with the Certificate of Insurance and an original copy of the partially executed NTP to RM.	OFC-DC
21.	The RM reviews/approves Contractor's insurance documentation and signs the original NTP (in blue ink) and returns it to OFC along with the Insurance approval letter. If revisions are necessary, the package is returned to the OR-PM for revision.	RM
22.	The OFC-DC logs and routes the NTP package to the OFC-PM	OFC-DC
23.	The OFC-PM reviews and initials the NTP package	OFC-PM
24.	OFC-ED (Executive Director) signs the original NTP (blue ink only).	OFC-ED
25.	Prepares a Request for Requisition memo, and sends it to Capital Payments, along with a complete copy of the entire NTP.	OFC-DC
26.	CP Bookkeeper reviews and performs a budget analysis. The CP Bookkeeper enter into SAP and generates a requisition. CP Review Supervisor reviews and approves requisition.	CP

STANDARD OPERATING PROCEDURES

27.	Routes original NTP package to the PWS - Construction Purchasing Agent (CPA).	OFC-DC
28.	<p>PWS – CPA reviews and validates the NTP package for compliance. Validate the following:</p> <ul style="list-style-type: none"> • The Bid No. and Name are accurate, and that contractor is awarded on the contract. • The contractor has not exceeded contract approved limits. • Risk Management has signed the NTP and Certificate of Insurance is present • OFC-ED Signature has signed the NTP. • Contractor's Pre-qualification certificate is active and attached. • NTP amount is substantiated by Contractor's Proposal and Document 800b – Estimating Recap; NTP amount matches M/WBE document total. • Approved Schedule of Values and Schedule are attached. • M/WBE documents are accurate and comply with the contract terms. • SDOP Compliance check has been completed, signed, and attached. • If the NTP is for \$200,000 or more, <ul style="list-style-type: none"> ◦ The performance and payment bonds are attached. ◦ The amount and the template form used are correct ◦ The bonds are recorded with Broward County. • Building Permit is attached. <ul style="list-style-type: none"> ◦ If not attached, verify the assignment is for design/build. • Stakeholders to be copied are included on NTP. • The Contractor Selection Matrix was utilized and is signed by OFC-DC. <p>In the event, any item is not in compliance, the NTP Package will be returned for correction and re-validated once returned to OFC-DC.</p>	PWS
29.	Upon completion of the validation for compliance, PWS issues PO. PWS inserts the construction start date of seven (7) days after PO issuance date	PWS
30.	PWS-DP signs the original NTP (in blue ink) and PWS uploads NTP into SAP.	PWS-DP PWS
31.	Distributes fully executed NTP with PO to Contractor, Capital Payments, OR-PM, other stakeholders identified on NTP form, and project file.	OR-PM

STANDARD OPERATING PROCEDURES

32.	The OR-PM conducts a Pre-Construction Conference in accordance with SOP 4.15	OR-PM
33.	Mobilizes Contractor's Team for design and/or construction.	GC
34.	After the NTP is released, Contract/Project Performance issues must be communicated to PWS. Issues related to M/WBE-Certified Firms must be communicated to EDDC.	OR-PM PWS EDDC

6. REFERENCES / RESOURCES / ATTACHMENTS

References:

4.15 Pre-Construction Conference

Attachments:

10.80-1 CSMP Projects Process Map (to be developed)

10.80-2 Estimating Order (Doc. 00800a)

P.Docs\CSMP

10.80-3 Estimating Recap Form (Doc. 00800b)

P.Docs\CSMP

10.80-4 Notice to Proceed (Construction CSMP) (Doc. 00550)

P.Docs\CSMP

10.80-5 Schedule of Values (Doc. 00435)

10.80-6 Statement of Intent to Perform as an S/M/WBE Subcontractor (Doc. 00470) = 1 pg

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-7 S/M/WBE Subcontractor Participation Schedule (Doc. 00475) = 1 pg

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-8 S/M/WBE Participation: Good Faith Effort Form (Doc. 00480) = 5 pgs

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-9 CSMP-CMAR Selection Matrix (Project Controls Specialist USE ONLY)

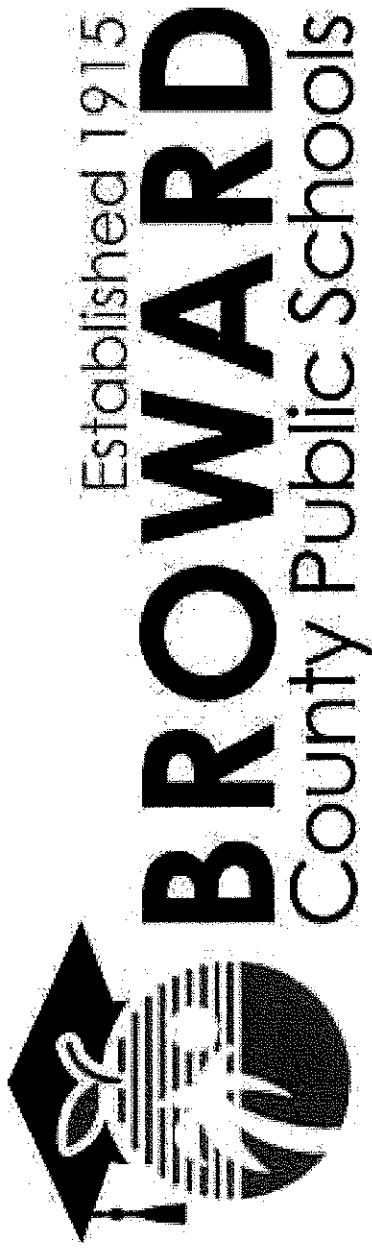
P.Docs\CSMP

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Internal Audit of Program Management FY 2019-2020 Q2

February 2020

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Program Management – FY 2019-2020 Q2
Internal Audit Report
Issued: February 2020

TRANSMITTAL LETTER

March 3, 2020

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Broward County Public Schools
600 SE 3rd Avenue, 8th Floor
Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scope of work, submitted October 3, 2019, we hereby submit our FY 2019-2020 Q2 internal audit report of the Program Management function. We will be presenting this report to the Audit Committee at the next scheduled meeting on March 12, 2020.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
Current Period Observations	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
Subconsultant Billing Analysis	This section presents the analysis of CBRE-Heery Subconsultant billings, as requested by the Facilities Task Force.
Prior Observations Follow Up	This section provides an update and current status of remediations related to prior noted findings.
Objectives and Approach	The objectives and approach of the internal audit are explained in this section.
Appendix	This section includes documentation provided by the OR/PM in response to prior observations.

We would like to thank all those involved for their assistance in connection with the FY 2020 Q2 internal audit of the Program Management function at Broward County Public Schools.

Respectfully Submitted,

RSM US LLP



EXECUTIVE SUMMARY

Background, Objectives and Scope

RSM has provided various operational and construction auditing services through agreement with District's Office of the Chief Auditor ("OCA") since 2012. In March of 2017, RSM began providing quarterly evaluation reports of the District's Program Management team directly to the District's Office of Facilities and Construction ("OFC"). During our engagement we worked closely with OFC and members of the ATKINS and CBRE-HEERY Program Management team to improve the District's design and construction control environment, and encourage transparency and accuracy in reporting. In November 2018, contractual oversight and management of our work shifted from OFC, back to the OCA. RSM works with OCA on a quarterly basis to define an audit plan for upcoming quarter.

The objective of our engagement is to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices. Our scope included activities performed during the period October – December 2019.

Observations

The observations identified during our assessment are summarized on the following page, and include management action plans with estimated completion dates.

During our work, noted instances of non-compliance with the standard operating procedures for Change Management and Project Closeout, and also noted inconsistent and or missing documentation in support of change order costs in e-Builder.

Further, we noted a variance between days approved on the change orders and the total days added to project schedules. We also noted \$97,661 of work performed by the OR-PM for a design engineering and feasibility study, that was not competitively bid as required by the District's procurement policy.

Approach

Our audit approach consisted of the following:
Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6.
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Selected a sample of change orders for testing of the Atkins independent cost estimating process
- Followed up on prior findings

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10.
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction change orders / change management
 - Construction closeout
- Performed an analysis of OR and sub-consultant billings, compare to original contract scope (and amendments), identify specific funding mechanisms, and communicate results to the Facilities Task Force and Audit Committee
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with OCA, OFC, the PM/OR team, and incorporated management's response into our report.



EXECUTIVE SUMMARY - CONTINUED

Summary of Observations

Following is a summary of observations that were identified during our work. Further details of each item are included within the Detailed Observations section of this report.

Observations
1. Change order supporting documentation and retention in e-Builder Through our detailed testing, we noted a lack of supporting documentation for labor, material, and equipment rates utilized in contractor change order proposals.
2. Change Order retention in e-Builder (Repeat Finding) Through our detailed testing we noted that applicable supporting documentation was not uploaded to e-Builder in a timely manner.
3. Contract time modifications Through our detailed testing of change orders, we noted a variance between additional days approved via change orders, and days added to the schedule.
4. PM/OR Adherence to SOP for Change Management Through our detailed testing of the Change Management Standard Operating Procedure ("SOP"), we noted non-compliance with the following requirements: <ul style="list-style-type: none">• e-Builder was not updated appropriately to show the change order request status as "potential"• change order requests forms (1250b,c,d) were not completed by contractors• distribution of the formal approval letter (notice to proceed) to the contractor was untimely, or was not completed
5. PM/OR Adherence to SOP for Project Closeout Through our detailed testing of the Project Closeout Standard Operating Procedure ("SOP"), we noted that closeout checklists were not completed as required by the SOP, but rather used as a reference or guide to complete the closeout process.

EXECUTIVE SUMMARY - CONTINUED

Observations	
6. Project Closeout Checklist Improvement Opportunity	
Through our detailed testing of the Project Closeout Standard Operating Procedure (“SOP”), we noted an opportunity to add two (2) items to the project closeout checklist.	
7. Procurement of Design and Engineering Feasibility Scope of Work “Cafeteria Study”	
Through our review of the consultant/subconsultant invoices, we noted \$97,661 of work performed by the OR-PM for a design engineering and feasibility study, that was not competitively bid as required by the District’s procurement policy.	





CURRENT PERIOD OBSERVATIONS

DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	1. Change order supporting documentation
DETAIL	<p>In our detailed testing of change orders, we noted inconsistent documentation was provided in support of change order costs.</p> <p>Through our review of labor, material, and equipment costs included in change orders, we noted that inconsistent support was provided by contractors as support for the rates (hourly/daily/weekly) utilized:</p> <ul style="list-style-type: none"> • For 7 of 9 applicable change orders, there was partial or no labor support provided for the rates used • For 6 of 9 applicable change orders, there was partial or no material support provided for the rates used • For 4 of 9 applicable change orders, there was partial or no equipment support provided for the rates used <p>To mitigate the risk of receiving unreasonable cost estimates, a breakdown of labor, equipment, and material rates and costs should be required to facilitate an effective review. Breakdowns should include both unit rates and quantities required to allow for a review of the reasonableness of proposed costs, and are required by the Project Manual. Although the Cost and Program Controls Manager prepares independent estimates for comparison of costs, these estimates are only provided for changes in excess of \$25,000. Our sample selection included 7 change orders that were over the \$25,000 threshold. Detailed breakdowns from contractors are critical to allow thorough evaluation of changes, particularly for those changes where an independent estimate is not prepared (<\$25,000).</p>
RECOMMENDATION	<p>We recommend the OR-PM require contractors to submit supporting documentation for change orders to allow for a detailed review of the reasonableness of cost quotes provided by the contractor, especially for changes under \$25,000.</p>
MANAGEMENT'S RESPONSE	<p>Response: While the change orders included all relevant documentation, staff recognizes that the level of detail was not consistent across all change orders. As the program progressed into the construction phase, staff had not received many change orders at that point, and the requirements, although delineated in the contract were not closely adhered to fully.</p> <p>The automatic workflow that processes all change orders through e-Builder includes requirements for detailed cost support documentation regardless of the value of the change order. There is also a committee for reviewing change orders, the Change Order Review Panel (CORP). The CORP Chair reviews each change order for completeness then uploads the item to the agenda for the next CORP meeting. The Panel then reviews all documentation prior to approval. In summary, we have taken all action necessary to meet the recommendation for detailed labor and material breakdowns, inclusive of labor rates. Action taken and Complete.</p> <p>Estimated Completion Date: N/A</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	2. Change Order retention in e-Builder (Repeat Finding)
DETAIL (REFER TO APPENDIX A FOR CHANGE ORDER FORMS)	<p>We previously reported a finding related to design procurement document retention in e-Builder (FY 2018-2019 Q3 report). In the current quarter, we noted similar exceptions related to change order document retention. To conduct our testing for SOP compliance, we first reviewed documents available on e-Builder, and subsequently followed up with the PM/OR and District personnel to obtain those documents which were not originally uploaded therein. All documentation requested was provided and uploaded to the appropriate location in e-Builder after our request; however, the following documents were consistently missing from e-Builder:</p> <ul style="list-style-type: none">• Change Request/Proposal form (document 1250b) for 5 of 9 applicable change orders• Proposal Worksheet Detail (document 1250c) for 5 of 9 applicable change orders• Proposal Worksheet Summary (document 1250d) for 5 of 9 applicable change orders <p>Each of the documents noted above are key components of change order pricing detail, and are required by the SOP (example forms included as Appendix A). As e-Builder is the District's central repository of information related to projects, all relevant project and program documents should be uploaded in a timely manner.</p>
RECOMMENDATION	<p>We understand the e-Builder workflow for change orders was implemented/effective as of 5/31/2019, and requires that all documentation be attached in order to complete the review process. We recommend the PM/OR team evaluate the current maintenance of legacy documentation. Pending results of this analysis, the PM/OR team should consider migration of the legacy documentation created prior to the implementation date of 5/31/2019 into e-Builder for purposes of document retention.</p>
MANAGEMENT'S RESPONSE	<p>Response: OR-PM document control staff is currently, retroactively, migrating change order files along with 1250b, c, and d documents into e-Builder (folder G05-08-CO). The file migration of retroactive projects should be completed no later than the end of April 2020.</p> <p>Estimated Completion Date: April 2020</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2																																																															
OBSERVATION	3. Contract time modifications and schedule updates																																																														
DETAIL	<p>Through our detailed testing of change orders, we noted a variance between additional days approved via change orders, and days added to the next corresponding project schedule update. We also noted instances where the final completion date listed in versions of project schedules, prior to approved changes, did not agree the final completion date listed in the Notice to Proceed (NTP).</p> <p>Project final completion dates are included in the contractor's NTP. Minor fluctuations to the daily/weekly schedule are expected, and should be reflected in the updated schedule provided by contractors each month (typically with the pay application package). Changes to the final completion date are only allowed with the District's approval through a change order, and should also be reflected in monthly schedule updates. We selected a sample of ten (10) change orders to validate that appropriate schedule updates were made, to reflect additions of time approved via the change order. Exceptions noted during our testing are detailed in the table below:</p>																																																														
	<table><tr><th colspan="2">A</th><th colspan="2">B</th><th colspan="2">C = A+B</th><th>D</th><th colspan="2">C-D</th></tr><tr><th>Original completion date per NTP</th><th>Completion date from schedule prior to approved changes</th><th>Approved addition of days via sampled change order</th><th>Calculated completion date from NTP</th><th>Completion date per schedule attached to next pay application</th><th>Calculated variance between approved days and days shown on schedule</th><th colspan="3"></th></tr><tr><td>P-001677 Stranahan HS CO #1</td><td>11/23/2017</td><td>150</td><td>4/22/2018</td><td>3/23/2018</td><td>30</td><td colspan="3"></td></tr><tr><td>P-001630 Plantation HS CO #1</td><td>3/8/2018</td><td>60</td><td>5/7/2018</td><td>4/26/2018</td><td>12</td><td colspan="3"></td></tr><tr><td>P-001835 Village ES CO #1</td><td>3/4/2018</td><td>38</td><td>4/11/2018</td><td>5/10/2018</td><td>-29</td><td colspan="3"></td></tr><tr><td>P-001941 McNicol MS CO #1</td><td>11/13/2018</td><td>120</td><td>3/13/2019</td><td>3/5/2019</td><td>8</td><td colspan="3"></td></tr></table>									A		B		C = A+B		D	C-D		Original completion date per NTP	Completion date from schedule prior to approved changes	Approved addition of days via sampled change order	Calculated completion date from NTP	Completion date per schedule attached to next pay application	Calculated variance between approved days and days shown on schedule				P-001677 Stranahan HS CO #1	11/23/2017	150	4/22/2018	3/23/2018	30				P-001630 Plantation HS CO #1	3/8/2018	60	5/7/2018	4/26/2018	12				P-001835 Village ES CO #1	3/4/2018	38	4/11/2018	5/10/2018	-29				P-001941 McNicol MS CO #1	11/13/2018	120	3/13/2019	3/5/2019	8			
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<p>Contract time modifications approved through change orders should be reflected on the schedule when incorporated into the pay application to provide project management with an accurate schedule through project completion. Creation and monitoring of accurate schedules is critical to the successful and timely completion of projects. If updates to the schedule are not prepared in a timely manner, project and program management may not have appropriate information for decision making, and further, may provide outdated schedule information to other stakeholders (School Board, Facilities Task Force, etc.)</p>																																																															
RECOMMENDATION	<p>We recommend the OR-PM review the process for updating the schedule included in the pay applications to ensure the accuracy of the project schedule.</p>																																																														



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2		
OBSERVATION	3. FY 2019-2020 (Observation #3) Contract time modifications and schedule updates (continued)	
MANAGEMENT'S RESPONSE	<p>Response: Currently, the e-Builder workflow for GC Invoices, which went live in Q1 2019 includes a requirement for the raw schedule file which subsequently gets reviewed by the OR-Scheduler to ensure schedule integrity including validation of an approved change order in the subsequent payment application period. Additionally, OR-PM is currently updating the SOP to include that step in the pay application process to show how this is done. This will formalize and memorialize this process. Work is projected to be completed by end of March 2020.</p> <p>Estimated Completion Date: March 2020</p>	



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	4. PM/OR Adherence to SOP for Change Management
<p>DETAIL (REFER TO APPENDIX A FOR CHANGE ORDER FORMS)</p>	<p>Through our detailed testing related to the Construction Change Management Standard Operating Procedure ("SOP"), we noted instances of non-compliance with the SOP in effect as of 2/1/2019. We selected ten (10) change orders for testing, and noted exceptions from the following procedures:</p> <p><i>(Step 2) If generated by the A/E, OR, or BCPS, a Proposal Request (PR) will be submitted to the contractor. The Contractor will respond with Change Order Request proposal (COR). If the request is generated by the Contractor, a Change Order Request proposal (COR) will be submitted.</i></p> <ul style="list-style-type: none"> o <i>The COR must include the following:</i> <ul style="list-style-type: none"> o <i>i. Request For Information (RFI) and response, if applicable;</i> o <i>ii. COR Form 1250b (Attachment 12.20-3) A clear description of the scope and justification as to why it is a change are to be included on 1250b. Additionally, the backup for 1250b needs to include 1250c and 1250d.</i> o <i>iii. Necessary sketches or drawings identifying the change, as needed</i> <p><i>(Step 4) The OR-PM reviews the merit of the COR request, ensures the proper supporting information has been provided by the Contractor; and enters the COR with its status shown as "Potential"</i></p> <p><i>(Step 10) Upon approval by Board and receiving of executed Agenda Request Form (ARF), a Change Order approval letter will be prepared by OR-BD for signature by OFC-CD and sent to the Contractor.</i></p> <p>During our testing the OR-PM confirmed that the current process does not align with steps 4 and 10 outlined above. The following instances of non-compliance with the procedures above were noted:</p> <ul style="list-style-type: none"> • For 1 of 9 applicable change orders, the contractor included the 1250b and 1250d forms but did not complete the 1250c form. (Step 2) • For 1 of 9 applicable change orders, the contractor did not complete the 1250c,d forms which typically follow the 1250b form, but rather completed the cost proposal through their own format. (Step 2) • For 10 of 10 applicable change orders, the OR-PM did not enter the change order request "COR" status in e-Builder to "potential". (Step 4) • For 10 of 10 applicable change orders, the OR-BD did not prepare an approval letter to be sent to the contractor after the board approved the change order. However, we did note that the OR provided informal email correspondence notifying the contractor of the approved change order for 5 of the 10 samples. (Step 10)



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	4. PM/OR Adherence to SOP for Change Management (continued)
DETAIL (CONTINUED)	<p>The purpose of identifying potential change orders in e-Builder is to allow for a projection of incoming requests/questions that may result in extra costs and/or extensions of time. Without timely recognition of potential change orders in e-Builder, program and project management may be limited in their ability to base decisions on all available information.</p> <p>Through discussions with the OR-PM, the Project Managers had been informally notifying the contractor via email and phone when a change order had been approved by the Board. There is a risk of additional cost and potential delays to the project when there is a delay informing the contractor of additional approved work.</p>
RECOMMENDATION	<p>We recommend OFC and the PM-OR update step 4 of SOP 12.20 to reflect the current process, which now includes the usage of e-Builder workflows. We further recommend the PM-OR to determine if e-Builder can automatically send change order approval letters to the contractor after the Board's approval to proceed, in an effort to mitigate the risk of untimely notification.</p>
MANAGEMENT'S RESPONSE	<p>Response: SOP 12.20 will be updated, as recommended, and signed off by BCPS. Once complete, the revised SOP will be provided to RSM. Due date set as end of March 2020.</p> <p>In addition, the automated e-Builder workflow of approved change order notification to the contractor is underway. Roll-out is planned for the end of Q2 2020. Until such time the manual process will continue to be utilized.</p> <p>Estimated Completion Date: March 2020</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	5. PM/OR Adherence to SOP for Project Closeout
DETAIL	<p>Through our detailed testing related to the Project Closeout Standard Operating Procedure (“SOP”), we noted instances of non-compliance related to the use of checklists. We selected the two (2) completed projects from the November 2019 OR-PM milestone schedule located in e-Builder for testing.</p> <p>SOP 5.40 details the procedures for completing the project closeout process with a focus on the following:</p> <ul style="list-style-type: none">• Certificate of occupancy• Final acceptance and completion• Project financials• Warranty• Document control closeout and record turnover. <p>The SOP references attachment 5.40-2 (project closeout checklist) which includes a column for the OR-PM to sign-off on each SOP step. Additionally within the project closeout SOP, steps one (1) and two (2) refer to the certificate of occupancy and final acceptance and completion checklists (attachment 5.20-15). Per discussion with the OR team, the checklists noted above are used as a reference or guide to complete project closeout, but are not completed for documentation purposes. We noted through testing that all of the applicable steps within the SOP were completed for our two (2) sample selections.</p> <p>Although the checklists are not required, use of the checklists would help mitigate the risk of an incomplete closeout, and would further serve to document which individual verified the completion of each closeout step. Also refer to Observation 6 below, related to the content of the closeout checklist.</p>
RECOMMENDATION	<p>We recommend the OR-PM team implement the use of the checklists noted above for all project closeouts going forward. The checklists should be evaluated for completeness and clarity of content, as during our review we noted that many documents/procedures were included in a single signoff step.</p>
MANAGEMENT’S RESPONSE	<p>Response: The use of the checklist as listed in the SOP for Closeout will be made a required element to be completed by Project Managers and included in the documents that are monitored by the Closeout Specialist. The SOP will be updated accordingly and signed off by BCPS.</p> <p>Estimated Completion Date: March 16, 2020</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	6. Project Closeout Checklist Improvement Opportunity
DETAIL	<p>Through our review of the Project Closeout Checklist, we noted the opportunity exists to add certain items:</p> <ul style="list-style-type: none">• Final Punchlist review and approval – as projects near closure and contractors demobilize from the jobsite, validation of punch list items prior to final payment is an important step in providing a complete project to end users. Punchlist items may often seem small or insignificant as compared to the project's scope, but may drastically impact the perceived overall quality of the project to the end users.• Buyout reconciliation (as applicable) – for CMAR projects, buyout reconciliations are a critical component to validating that project savings are appropriately tracked throughout the project, and returned to the District as applicable. <p>Closeout checklists provide a guide for project management to perform all activities related to the closure of the project. We noted that the items listed above were not included in the current closeout checklist, but may be helpful additions to assist project management in validating that relevant project activities are performed and documented.</p>
RECOMMENDATION	<p>We recommend the OR-PM team review the content of existing checklists, and consider implementation of the items above in the next update of the closeout checklist.</p>
MANAGEMENT'S RESPONSE	<p>Response: OR-PM will review the content of the SOP and add the final punch list review and approval as well as buyout reconciliation (applicable only to CMAR projects) to the closeout checklist. A revised checklist will be sent to RSM by March 16, 2020.</p> <p>Estimated Completion Date: March 16, 2020</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q2	
OBSERVATION	7. Procurement of Design and Engineering Feasibility Scope of Work “Cafeteria Study”
DETAIL	<p>During our analysis of CBRE – Heery and subconsultant invoices, we noted invoiced hours related to a “Cafeteria Study” with \$97,661 in total billings that appeared to be outside the original scope of the Owner’s Representative agreement.</p> <p>Through further inquiry with the PM/OR team and OFC, we understand that at the request of the District, CBRE – Heery performed design and engineering feasibility studies for 15 schools cafeteria and food service department renovations. The study occurred over approximately 19 months, with one project (Stranahan HS) ultimately selected for construction.</p> <p>Design and engineering feasibility studies are not a component of the scope of services defined in Section 6 of the RFP for Owner’s Representative services. The scope as defined therein, focuses on the management of the Program, and management of individual projects, but does not identify performance of these services.</p> <p>District policy 3320 requires a minimum of three (3) quotes for purchases above \$50,000. Lack of compliance with the competitive bidding process required by policy 3320 carries a number of risks:</p> <ul style="list-style-type: none">• Legal action, such as lawsuits and fines, due to violations of state or federal procurement laws;• Perceived corruption between the buyer and seller• Negative public perception• Overpaying for goods or services due to non-competitive bidding;• Less than optimal quality of service or goods due to non-competitive bidding
RECOMMENDATION	<p>We recommend OFC prepare a sole source justification memo summarizing the decision to award the cafeteria study to CBRE-Heery, rather than utilizing a competitive bidding process. This memo should be prepared in accordance with the District’s Purchasing policy. For other ad-hoc requests that may arise outside the scope commemorated in the RFP, OR agreement, and amendments thereto, we recommend the District follow purchasing policy for competitive procurements.</p>
MANAGEMENT’S RESPONSE	<p>Response: In accordance with Section 6.2.1 and 6.2.2 of the RFP, the Owner’s Representative was assigned planning and assessment studies of fifteen high school cafeterias to determine what necessary improvements could be performed to address a food court concept. The studies were partially completed and were conceptual in nature. They were done for the purpose of informing The Board of potential options with respect to capacity of the dining area and configuration of food stations for better efficiency.</p> <p>Although it was staff’s assumption that the cafeteria studies could be performed under the above-noted sections, it has become apparent that this type of task falls outside of these requirements, and therefore, must be executed through a separate procurement. In light of this understanding, staff commits to ensuring that all additional assignments are within the scope of services allowed by the current Owner’s Representative agreement.</p> <p>Estimated Completion Date: N/A</p>



SUBCONSULTANT BILLING ANALYSIS



SUBCONSULTANT BILLING ANALYSIS

At the direction of the OCA, in response to a request by the Facilities Task Force, RSM compiled the analysis below, which summarizes CBRE-Heery billings by Subconsultant and scope through August 31, 2019. RSM conducted evaluations of subconsultant billings, for the purposes of identifying work outside of the scope of the PMOR agreement (see observation #5), and to identify improper funding approaches for Subconsultant work.

Consultant/Subconsultant (8/31/2015 – 8/31/2019)	Administrative / Document Control	Design Support	MWBE Support	Procurement Support	Project / Program Management	Total Billings
BACH REAL ESTATE	-	-	\$1,219,335.78	-	\$76,899.38	\$1,296,235.16
CORRADINO	-	-	-	\$77,078.00	\$8,151,814.39	\$8,228,892.39
DEZAYAS	\$2,202,681.54	-	-	\$986,546.75	\$542,827.44	\$3,732,055.73
DICKEY	-	-	-	\$172,349.68	-	\$172,349.68
GARTH	\$1,452,159.35	-	-	\$1,334,377.56	\$2,528,989.04	\$5,315,525.95
HEERY	\$113,923.75	\$4,288,245.39	-	-	\$12,082,503.23	\$16,484,672.37
KEITH & ASSOCIATES	\$1,417.50	-	-	-	\$4,849,053.47	\$4,850,470.97
REI ENGINEERS	-	-	-	-	\$34,999.17	\$34,999.17
Total	\$3,770,182.14	\$4,288,245.39	\$1,219,335.78	\$2,570,351.99	\$28,267,086.12	\$40,115,201.42

Through our discussions with the Capital Budget Analyst V, we noted that all payments related to the invoicing above have been funded through the SMART Bond program. As the Bond Resolution 14-88 broadly defines the bond scope “for improvements to public school facilities of the District, including safety enhancements and instructional technology upgrades”, we note that the descriptions of work performed in scope areas noted above fall within the broad description of the bond program.

In addition to program management of SMART projects, the PM OR team also assists with the management of projects that are funded from sources outside the bond. Although the team assists with these other projects, we noted that all program management fees were being allocated to SMART program projects. Projects funded from other mechanisms to which program management fees were unallocated include: District Educational Facilities Plan (DEFP), SMART/DEFP, and “Legacy” projects. Through discussions with Capital Budget personnel, we noted that program management budgets were established for DEFP and DEFP/SMART projects; however expenditures were not being allocated to those projects. Capital Budget indicated that expenditure allocations will be made going forward, and RSM is currently working with Capital Budget to quantify the program management fees relevant to Legacy projects.



PRIOR OBSERVATIONS FOLLOW UP

PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018-2019 Q3	
OBSERVATION	FY 2018-19 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements
DETAIL	We noted exceptions to reporting requirements. In January 2019, the RFI aging report was not provided and as of February 2019 the post project completion reporting had not been provided.
RECOMMENDATION	To comply with section 6.4.2.6 of the Program Manager RFP, we recommend the Program Manager report on post project stakeholder satisfaction. If stakeholder satisfaction assessments are not currently solicited, we recommend OFC and Atkins co-develop a survey for distribution to stakeholders as part of the project closeout process. In addition, we recommend OFC issue an addendum, memorandum of understanding, or similar to the CBRE-Heery contract specifying that reporting requirements have been modified to include project specific schedule reporting, as a replacement to the program level reporting specified in section 6.4.3.10 of the Owner's Representative RFP.
MANAGEMENT'S RESPONSE	Response: The post project completion report has been drafted by CPCMC for review by OFC and the ORPM. Upon approval the report will be submitted in the CPCMC monthly reporting. The January 2019 RFI report has since been provided to OFC and the office of the Chief Auditor. The group of stakeholders has been selected with some questions customized to each stakeholder. Consensus on the stakeholder questions should be reached on 9/13 Interdepartmental Meeting. Original estimated completion date: July 2019 Estimated completion date: February 2020
OBSERVATION STATUS	Closed – RSM received and reviewed the post occupancy satisfaction survey results for two closed projects, Manatee Bay Elementary School and Indian Ridge Middle School. The survey was sent to 49 key stakeholders ranging from 15 various departments including: Procurement, Project Management, and the Building Department. Per inquiry with the PM-OR, results and responses from the survey will be reviewed and discussed at the bi-weekly interdepartmental meetings. Further, we were provided the January 2020 Program Manager monthly reporting package which was inclusive of the summary results from the post occupancy satisfaction surveys.



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018 -2019 Q4	
OBSERVATION	FY 2018-19 Q4 (Observation #2) Construction Invoice Supporting Documentation
DETAIL	<p>During our testing of Construction Manager at Risk “CMAR” invoicing, we noted insufficient supporting detail was provided for the sample of invoices tested from 3 active CMAR projects. All three projects were considered cost-plus contracts, with the subcontractors classified as a director cost. We noted the following instances of insufficient support:</p> <ul style="list-style-type: none">• For 2 of 5 applicable invoices, subcontractor pay applications were not included in supporting documents• For 1 of 3 applicable invoices, a cover was provided, but no corresponding schedule of values was provided with the subcontractor pay applications• For 1 of 5 invoices, no lien releases were provided for either the prime contractor or subcontractors• For 2 of 5 invoices, the prime contractor’s lien release did not agree to the pay application• For 1 of 4 applicable invoices, signed subcontractors lien releases for \$10 were provided as supporting documentation, although no related subcontractor costs were invoiced <p>For five (5) sample projects related to non-CMAR invoices, we obtained all approved pay applications as of our testing date to complete a rollforward and review of supporting documentation. The following instances of insufficient support were noted:</p> <ul style="list-style-type: none">• For 2 of 5 projects, project management did not obtain general contractor lien waivers in a timely manner for any of the pay applications approved.<ul style="list-style-type: none">◦ Per review of the lien releases provided, the liens were dated after RSMs request date for the missing documentation. Additionally, for one (1) of the projects, the lien release provided was the amount due for the three pay applications combined• For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 4 of the project’s approved invoices• For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 3 of the project’s approved invoices. However, five (5) subcontractor lien releases were provided for \$10.00 for services through 2/28/19. This occurred before the first pay application period of 3/1/19 – 3/31/19.
RECOMMENDATION	<p>We recommend the OR-PM enforce the supporting documentation requirements of the CMAR and non-CMAR agreements, and require contractors to provide subcontractor invoices, and all related lien releases with each application for payment. Invoices should not be approved or processed for payment prior to receipt of all appropriate supporting documentation. To aid in the completeness of review a checklist should be utilized by the OR-PM, and all reviewers to document receipt and review of all applicable supporting documents.</p> <p>Further, we recommend for the projects where this support has not been provided, a retrospective audit be performed to ensure the District has not been overbilled for tradework actually performed.</p>

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018-2019 Q4	
OBSERVATION	FY 2018-19 Q4 (Observation #2) Construction Invoice Supporting Documentation (continued)
MANAGEMENT'S RESPONSE	<p>Response: The Checklist has been reviewed by staff, cross-referenced with the General Condition requirements for CMAR and ITB projects and are in the process of being revised. A review/refresher of pay invoice document requirements is planned for Friday, October 25th, 2019 as part of the weekly Project Managers meeting. In the long term, the invoice workflow in e-Builder is in the process of being improved. The end result is to increase checks and balances at the submittal stage for the vendor, thus reducing the opportunity for submitting invoices lacking complete supporting documentation. The outcome is expected to reduce rejected pay-applications and thus increase the speed of vendor payment processing. The target for completion and roll-out in January 2020. In addition, Capital Budget and staff have provided training on the proper processing of Direct Owner Purchases in the invoice system to project managers and contractors. This was another area where improper processing caused rejections of pay-applications.</p> <p>Original Estimated completion date: October 2019 Estimated completion date: March 2020</p>
OBSERVATION STATUS	<p>Partially Complete – Management provided an updated pay application checklist and minutes from a PM staff meeting, showing discussion of procedures for reviewing pay applications and utilization of the new checklist. This observation remains open, pending RSM testing of future pay applications for conformance with the updated checklist and review procedures.</p>



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Further, our procedures included testing of PMOR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RFI aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Selected a sample of change orders for testing of the Atkins independent cost estimating process
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including e-Builder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10 including:
 - Updated project schedules – all projects
 - 6 phases report
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction change orders / change management
 - Construction closeout
- Performed an analysis of OR and sub-consultant billings, compare to original contract scope (and amendments), identify specific funding mechanisms, and communicate results to the Facilities Task Force and Audit Committee
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with Internal Audit, OFC, the PM/OR team, and incorporated management's response into our report.



APPENDIX A



**The School Board of Broward County, Florida
Office of Facilities & Construction**

2301 N.W. 26th Street
Fort Lauderdale, FL 33311

(754) 321-1500

Document 01250a (00 63 53)-Proposal Request

To:

(Contractor)

Project No:

Project Title:

Facility Name:

Location No:

**Proposal
Request No.:** _____

Date: _____

(One Proposal
request per form)

Please submit an itemized quotation for changes in the Contract Sum and/or Time incidental to proposed modifications to the Contract Documents described below.

This is not a Change Order nor a direction to proceed with the Work described below.

Description: (Written description of the Work)

Attachments: (List attached documents that support description):

**Project
Consultant:**

By: (Signature)

The School Board of Broward County, Florida
[Specifier replace this line with SBBC project number and name]
[Specifier replace this line with Project Consultant's name]
((Specifier leave this line)) SBBC Design & Material Standards, January 01, 2010 Edition)

Section 01250a (00 63 00)
Proposal Request
[Specifier replace this line with issue date]
Page 1 of 2



**The School Board of Broward County, Florida
Office of Facilities & Construction**

2301 N.W. 26th Street
Fort Lauderdale, FL 33311

(754) 321-1500

Document 01250a (00 63 53)-Proposal Request



The School Board of Broward County, Florida
Office of Facilities & Construction
2301 N.W. 26th Street
Ft. Lauderdale, FL 33311

(754) 321-1500

Document 01250b (00 63 57)-Change Order Request (Proposal)

To:

(Project Consultant)

Change Order
Request No.:

Date:

Project No:

Project Title:

(One Request
(Proposal) per form)

Facility Name:

Location No:

This Change Order Request (Proposal) contains an itemized quotation for changes in the Contract Sum and/or Time in response to proposed modifications to the Contract Documents based on Proposal Request No. _____ or other conditions which require this Proposal.

Description of Proposed Change:

☐ Attachments

Reason for Change:

Does Proposed Change involve a change in Contract Sum or Time? ☐ Yes ☐ No

If yes: Proposed Change in Contract Sum:

Proposed Change in Contract Time:

Attached Pages: ☐ Proposal Worksheet Summary
☐ Proposal Worksheet Detail(s)

Contractor:

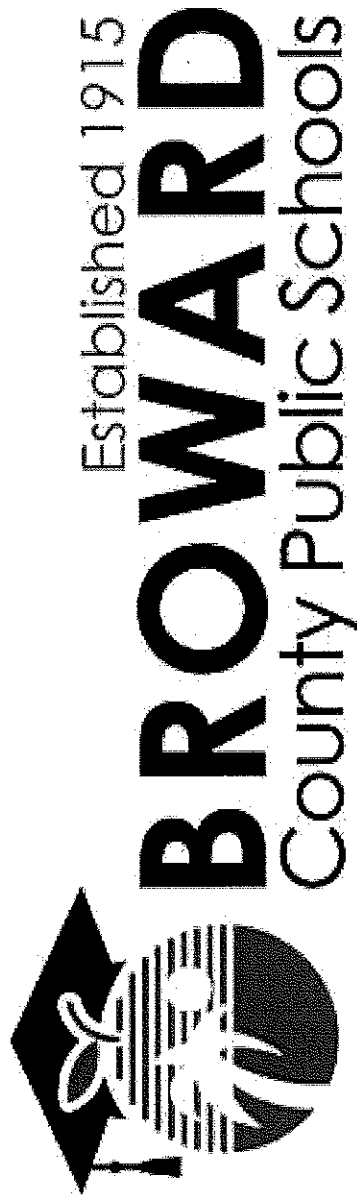
By: (Signature)

☐ Attached is supporting information from:

☐ Subcontractor

☐ Supplier

☐ _____



Internal Audit of Program Management FY19 Q3

June 12, 2019



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TRANSMITTAL LETTER

June 12, 2019

Joris Jabouin, Chief Auditor
Broward County Public Schools
600 SE 3rd Avenue, 8th Floor
Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scoping letter submitted January 22, 2019, we hereby submit our FY19 Q3 internal audit report of the Program Management function. We will be presenting this report to the Audit Committee at the next scheduled meeting on June 20, 2019.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Contract Administration function.
Detailed Observations	This section presents descriptions of the items noted during our internal audit and recommended actions as well as summarized responses from Atkins and CBRE Heery, and estimated completion dates.
Objectives and Approach	The internal audit objectives and focus are expanded upon in this section as well as a review of our approach.
Appendices	This section provides full Atkins and CBRE Heery's responses to RSM's recommendations.

We would like to thank all those involved in assisting the Internal Auditors in connection with the FY19 Q3 internal audit of the Program Management function at Broward County Public Schools.

Respectfully Submitted,

[RSM US LLP]





EXECUTIVE SUMMARY

Background, Objectives and Scope

RSM has provided various operational and construction auditing services through agreement with District's Office of the Chief Auditor ("OCA") since 2013. In March of 2017, RSM began providing quarterly evaluation reports of the District's Program Management team directly to the District's Office of Facilities and Construction ("OFC"). During our engagement we worked closely with OFC and members of the ATKINS and CBRE-HEERY Program Management team to improve the District's design and construction control environment, and encourage transparency and accuracy in reporting. In November 2018, RSM was notified that the District intended to shift the contractual oversight and management of our work from OFC, back to the OCA. In January 2019, RSM worked with OCA to define an audit plan for the calendar year 2019, and began conducting fieldwork shortly thereafter.

The objective of our current engagement is to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices. Our scope included activities performed during the period January – March 2019.

Observations

The observations identified during our assessment are summarized on the following page, and include management action plans with estimated completion dates.

During our work we noted that with the exception of RFI aging reports, the PM team is in compliance with the reporting requirements of their agreement, but the OR team's agreement will need to be modified to reflect current reporting practice.

Further, we noted e-Builder work flows for invoice and RFI reviews were recently implemented (February 2019), but have not been mandated for use by OFC. Lastly, we identified instances of non-compliance with the standard operating procedure for Design; these include departure from the standard design review schedule, as well as missed or combined design review phases.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6.
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including e-Builder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10.
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Design procurement
 - Design schedule management

- Review CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with OCA, OFC, the PM/OR team, and incorporated management's response into our report.





EXECUTIVE SUMMARY - CONTINUED

Summary of Observations

Following is a summary of observations that were identified. Further details of each item are included within the Detailed Observations section of this report.

Observations

1. PM/OR Compliance with Reporting Requirements

During our testing of reporting packages provided by the PM/OR team for the in-scope period, we noted that in some instances reports were provided for the first time in the January 2019 package, and that some reports have still not been provided by the PM/OR team.

2. Delay in Execution of the Authorization to Proceed

Through our detailed testing related to the Design Procurement Standard Operating Procedure ("SOP"), we noted non-compliance with the SOP for 5 of 5 projects sampled, with significant delays in the execution of the consultant's Authorization to Proceed ("ATP") after Board approval of the Professional Service Agreements ("PSA") for 4 out of 5 projects sampled.

3. PM/OR Adherence to Design Phase Timeline

Through our detailed testing related to the Design Phase Standard Operating Procedure ("SOP"), we noted instances of non-compliance with the SOP in effect at the time of our testing.

4. e-Builder Workflow Implementation & Document Retention

Although the Request for Information ("RFI") / Architect Supplemental Instruction, Consultant's Invoicing, and GC Invoicing e-Builder workflows relevant to capital projects were listed as "live" in monthly reporting, we noted that workflows are not yet widely utilized. The PM/OR team noted that although the workflows were live and training was provided, a directive was not issued to Project Managers, instructing them to utilize e-Builder workflows for all invoicing and RFIs.

Through our detailed SOP testing, we also noted that several supporting documents were not uploaded to e-Builder, including copies of the advertisement for design procurement, and design review logs.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

1. PM/OR Compliance with Reporting Requirements

DETAIL

In August 2018 RSM conducted a facilitated session with representatives from Broward OFC, CBRE-Heery, and Atkins to discuss PM/OR compliance with deliverable requirements as outlined in each vendor's contract documents. This facilitated session was intended to establish a baseline for reports to be provided by the PM/OR team going forward. In this meeting, we collectively identified reporting previously provided to OFC, reporting available from the PM/OR team, and reporting to be provided to OFC for future periods. We then reconciled the current/future reporting to the requirements outlined in each vendor's contract documents to verify that reporting in future periods would align specified requirements. As a result of this reconciliation, we noted that Atkins' planned future reporting conformed with requirements, but that CBRE-Heery's RFP requirements would require amendment to align with planned future deliverables. For reporting to sufficiently meet OFC's needs, the contract may require modification as the planned reporting varied from that specified in the CBRE-Heery contract.

The reports listed in the table below were identified as the agreed-upon package to be provided for the periods ending September 2018 and beyond. The table summarizes the results of our testing:

Monthly Report	Responsible Vendor	Provided Jan 2019?	Provided Feb 2019?
Project schedule updates	CBRE-Heery	Yes	Yes
Milestone Baseline Schedule	CBRE-Heery	Yes	Yes
Monthly report of schedule delays / slippage at both program and project level	Atkins	Yes	Yes
Monthly cash flow report – actual vs projected	Atkins	Yes	Yes
Monthly RFI aging and reporting by project	Atkins	No	Yes
Monthly change order reporting – project & program level	Atkins	Yes	Yes
Vendor performance monitoring reports	Atkins	Yes	Yes
Post project completion reporting	Atkins	No*	No*
Project quality reporting – design process revise & resubmits, inspection results	Atkins	Yes	Yes

*Through review of the Milestone Baseline Schedule, we noted that only one project is listed as complete (Manatee Bay ES P.001759; complete December 18, 2018).



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	1. PM/OR Compliance with Reporting Requirements (continued)
RECOMMENDATION	<p>As identified in the August 2018 facilitated session, to comply with section 6.4.2.6 of the Program Manager RFP, we recommend the Program Manager report on post project stakeholder satisfaction. If stakeholder satisfaction assessments are not currently solicited, we recommend OFC and Atkins co-develop a survey for distribution to stakeholders as part of the project closeout process.</p> <p>In addition, we recommend OFC issue an addendum, memorandum of understanding, or similar to the CBRE-Heery contract specifying that reporting requirements have been modified to include project specific schedule reporting, as a replacement to the program level reporting specified in section 6.4.3.10 of the Owner's Representative RFP.</p>
MANAGEMENT'S RESPONSE (REFER TO APPENDIX A FOR FULL TEXT)	<p>Response: The post project completion report has been drafted by [Capital and Program Controls Management] CPCM for review by OFC and the ORPM. Upon approval the report will be submitted in the CPCM monthly reporting. The January 2019 RFI report has since been provided to OFC and the office of the Chief Auditor.</p> <p>Estimated Completion Date: July 2019</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

2. Delay in Execution of the Authorization to Proceed

DETAIL

Through our detailed testing related to the Design Procurement Standard Operating Procedure ("SOP"), we noted non-compliance with the SOP for 5 of 5 projects sampled, with significant delays in the execution of the consultant's Authorization to Proceed ("ATP") after Board approval of the Professional Service Agreements ("PSA") for 4 out of 5 projects sampled. SOP 10.20, as effective during the design and design procurement phases of our sampled projects, states that the Project Manager shall prepare the ATP 1 week prior to the SBBC meeting, and that the Architect must return the ATP by the day of the Board meeting.

In further discussions, the OR noted that Project Managers are often not assigned to projects until after Board approval of the PSA. As such, the ATP is not completed until after the PSA is executed, and then must route through the various OR and OFC approvals prior to execution. Refer to the table below, which summarizes the timeline between Board approval of the PSA and execution of the ATP for each of our sampled projects:

Project	Board Approval of PSA	ATP Document Date	Days Elapsed	OFC Approval of ATP	OFC Approval Days Elapsed	ATP Delivery to Designer*	ATP Delivery Days Elapsed	Total Days Elapsed After Board Approval
Cooper City HS (P.002133)	05/08/2018	07/05/2018	-58	07/11/2018	-6	7/24/2018	-13	-77
Sanders Park ES (P.002132)	04/24/2018	06/14/2018	-51	07/02/2018	-18	7/12/2018	-10	-79
Mary M. Bethune ES (P.002125)	05/08/2018	07/20/2018	-73	07/30/2018	-10	8/10/2018	-11	-94
Westglades MS (P.002131)	06/12/2018	06/17/2018	-5	07/02/2018	-15	7/12/2018	-10	-30
Sawgrass ES (P.002127)	05/08/2018	07/23/2018	-76	07/30/2018	-7	8/10/2018	-11	-94

*includes review, approval, and assignment of project number by Capital Payments, receipt by OR, distribution to Design Professional

Note that an SOP has since been created for the ATP process, as SOP 10.25 (effective 03/05/2019). The timeline related to the preparation of the ATP remained the same as noted in the prior SOP 10.20.

RECOMMENDATION

We recommend the OFC and PM/OR team review the SOP to determine whether the timeline established for execution of the ATP is practical and reasonable. If the analysis reveals that the timeline should be modified, we recommend the SOP be updated to reflect an attainable schedule. If the timeline is reasonable as currently written, we recommend the OR assign project managers prior to the Board meeting date for approval of the PSA, and work to complete ATPs in accordance with the timeline specified in the SOP.



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	2. Delay in Execution of the Authorization to Proceed (continued)
MANAGEMENT'S RESPONSE (REFER TO APPENDIX A FOR FULL TEXT)	<p>Response: Based upon the SMART Project assignment of A/E's being nearly complete, the future issuance of ATPs is limited to eleven (11) projects. It is the OR-PM and CPCM recommendation not to change the SOP 10.25 since that practice is sound. In addition, the assignment of PMs to the projects have also now been completed. Going forward assignment of PMs prior to A/E selection continues to be best practice. As a practical application, PMs were not always assigned ahead of time due to the manner in which PM staffing was increased during the course of the project. Until this year, PMs were not always in place prior to the inception of RFQ process.</p> <p>There were eight (8) year (5) projects where designers had been selected and given approved PSAs. At that time, a conscious effort was made to smooth out the number of projects in the work flow, (design-bid-build). In the case of the three (3) designers involved in these eight (8) projects, all had an existing work load with prior year projects.</p> <p>This purposeful delay was aimed at effecting the following:</p> <ul style="list-style-type: none">• Reduce a log jam of design and design review• Focus on Year 1-2-3 projects• Recognize that year 4 and year 5 projects are being managed on schedule and with the new milestone schedule this delay smooths out the curve from design through cash flow. (The designers included in this group are Laura M. Perez and Assoc., DLFC Architectural, CES Consultants.) <p>Estimated Completion Date: N/A</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

3. PM/OR Adherence to Design Phase Timeline

DETAIL

Through our detailed testing related to the Design Phase Standard Operating Procedure (“SOP”), we noted instances of non-compliance with the SOP in effect at the time of our testing. SOP 3.3 details the procedures for completing design reviews at each major design milestone (Scope Validation, 30%, 50%, 90% and 100%), and established the following timeline of procedures to be performed prior to each milestone’s design review meetings:

- Designer submits required documentation 2 weeks prior to design review meeting
- Design reviewers submit Design Comment Sheets to Design Coordinator 5-10 days prior to design review meeting (depending on complexity of project)
- Designer submits responses 2 days prior to design review meeting
- In general, the design review process should be completed within a 3-week period

The timeline noted above was originally developed to provide structure and efficiency to the design review process. Through discussions with the OR team, we noted that they did not track or maintain evidence of compliance with the timeline detailed in the SOP. We reviewed supporting documentation to validate completion of the various Design reviews noted in the SOP, and identified the following:

- The OR noted that design schedules are developed on a project by project basis, and listed in the designer’s Authorization to Proceed. Zero (0) of 5 projects sampled included reviews at all design milestones noted in the SOP (SV, 30%, 50%, 90% and 100%).
- In one instance, a Scope Validation design review was not performed, although the review was noted in the ATP.
- The architect did not submit responses prior to the design meeting as required in the SOP for 21 of 24 milestones reviewed.

Through further discussions with the PM/OR team, we noted that SOP 3.3 was recently updated (effective 02/21/2019) to remove reference to the timeline described in prior versions of the SOP, and to clarify that review timelines are dependent on those listed in the executed PSA. Refer to the table below that summarizes dates of key design milestone reviews and total time between each milestone noted for each of our sampled projects:

Project	ATP	Scope Validation				SD				DD				50%				90%				100%			
		Complete		Days		Complete		Days		Complete		Days		Complete		Days		Complete		Days		Complete		Days	
		Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days	Complete	Days
Nov a HS (P.001817)	2/28/17	X	X																						
Holly wood Hills HS (P.001806)	3/7/17																								
Swgrass Spgs MS (P.001841)	4/26/17	6/6/17	41																						
Forest (Glen MS (P.001865)	5/31/17	6/29/17	29																						
Gulf stream Acd. (P.001822)	5/24/17	7/14/17	51																						

According to the Authorization to Proceed, this portion of the design review was not required based on the design schedule. X Validation was not performed by the Design Review team. Phases completed at same time, instead of separate as specified in ATP. ** Not specified in ATP, but was performed



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION

3. PM/OR Adherence to Design Phase Timeline (continued)

DETAIL - CONTINUED

The table below summarizes the variance in days from the original schedule noted in each project's ATP:

Project	Scope Validation			SD			DD			50%			100%		
	ATP Day	Actual Day	Variance	ATP Day	Actual Day	Variance	ATP Day	Actual Day	Variance	ATP Day	Actual Day	Variance	ATP Day	Actual Day	Var.
Nova HS (P.001817)	14	X	X	84	118	-34	154	212	-58	231	309	-78	293	403	-110
Holly wood Hills HS (P.001806)				84	105	-21	154	215	-61	231	307	-76	293	485	-192
Swgrass Spgs MS (P.001841)	66	41	25	124	119	5	189	189	0	268	289	-21	347	331	16
Forest Glen MS (P.001865)	36	29	7	92	83	9	148	201	-53	231	201	30	315	357	-42
Gulf Stream Acad. (P.001822)	42	51	-9	105	112	-7	161	177	-16	224	229	-5	275	348	-73

■ According to the Authorization to Proceed, this portion of the design review was not required based on the design schedule
Team

X Validation was not performed by the Design Review

* Phases completed at same time, instead of separate as specified in ATP

In addition to the reviews performed by the OR team, the District's Building Department also conducts a review of each project at 50% and 100% documents. As noted in our recommendation below, in the next quarter RSM will meet with the Building Department to understand their process, and conduct further analysis of the review timeline.

RECOMMENDATIONS & NEXT STEPS

Given the design delays identified for the 5 projects we sampled, we recommend the PM/OR develop an approach to identifying and addressing design phase schedule delays as they arise.

In addition, we noted that for 5 of 5 projects sampled, the PSA contained an option for the District to pursue damages for unexcused delay caused by the design consultant. As such, we further recommend the OFC analyze each project within the program to determine whether (1) damages for delay were included in each PSA, and (2) whether delays from the established design schedule existed. For variances noted between the timeline established in the PSA and/or accompanying NTP, the District should perform an analysis to identify the cause(s) of delay, and whether pursuit of damages is warranted.

Considering the Building Department's review of 100% documents occurs after the OR Atlanta Team's review, RSM intends to interview the Building Department during our next quarter's audit procedures in an effort to identify the full review timeline, and more clearly define the root cause(s) of noted delays.



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	3. PM/OR Adherence to Design Phase Timeline (continued)
MANAGEMENT'S RESPONSE (REFER TO APPENDIX A FOR FULL TEXT)	<p>Response: Regarding the monitoring of deliverables, every design phase project is managed by the PM per deliverable. We will now be utilizing the language of the PSA to assess delay charges at \$100/day. Notice was given to the consultants initially in December 2018.</p> <p>In addition, the PSA language allows for assessment of damages on plan reviews past (2) cycles. This will be enacted and these charges will go back to January 1, 2019 and be assessed going forward.</p> <p>We have reports that are used to track the status of Revise/Re-submit cycles which the PM will use to initiate notice of assessment.</p> <p>Regarding analysis of delay causes, there is on-going review of delay cause action. There has been a significant learning curve for all parties. The OR-PM team is working closely with the OFC and the Building Department to continually identify issues and determine subsequent improvements.</p> <p>As an example, 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.</p> <p>Estimated Completion Date: N/A</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3	
OBSERVATION	
4. e-Builder Workflow Implementation & Document Retention	
DETAIL	<p>Although the Request for Information ("RFI") / Architect Supplemental Instruction, Consultant's Invoicing, and GC Invoicing e-Builder workflows relevant to capital projects were listed as "live" in monthly reporting, we noted that workflows are not yet widely utilized. An e-Builder Summit was hosted by Atkins in January 2019 to discuss the scope and timeline of the e-Builder workflow implementation. Representatives from Atkins, CBRE-Heery, and OFC were present for the discussion, and deadlines for "go-live" dates were agreed upon. The PM/OR team noted that although the workflows were live and training was provided, a directive was not issued to Project Managers, instructing them to utilize e-Builder workflows for all invoicing and RFIs.</p> <p>Through our detailed SOP testing, we also noted that several supporting documents were not uploaded to e-Builder. To conduct our testing of SOP compliance, we first reviewed documents available on e-Builder, and followed up with PM/OR and District personnel to obtain those documents which were not originally uploaded. All documentation requested was provided, and uploaded to the appropriate location in e-Builder after our request; however, the following documents were consistently missing from e-Builder:</p> <ul style="list-style-type: none">• A copy of the advertisement for Design Procurement• All Design Review logs <p>As e-Builder is the District's central repository of information related to projects, all relevant project and program documents should be uploaded in a timely manner.</p> <p>We recommend the OR team begin utilizing the established workflows for all invoicing and RFIs going forward. Vendors should also be informed that invoicing submitted outside of e-Builder will not be processed unless a corresponding invoice issued through the workflow has also been generated.</p> <p>We further recommend the PM/OR team establish a process to verify that all documents are uploaded to e-Builder in accordance with the established SOP.</p> <p>Response: A letter has been prepared for District approval instructing external vendors to utilize electronic workflows as of a certain cut off date. With regards to the timeline for issuance of the e-Builder utilization letter, as there are still some contracts to amend with e-Builder language, the issuance of the letter has been postponed to the end of June.</p> <p>With respect to a tool that is to be used to ensure that all pertinent project documents are archived in e-Builder, a template has been created by project. This template will be used once fully vetted to track and record documentation to be loaded and placed into e-Builder. By virtue of this tool, project by project monitoring will be able to be accomplished through the OR-PM Document Control staff.</p> <p>(continued on following page)</p>
RECOMMENDATION	
MANAGEMENT'S RESPONSE (REFER TO APPENDIX A FOR FULL TEXT)	



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

4. e-Builder Workflow Implementation & Document Retention (continued)

**MANAGEMENT'S
RESPONSE**
(REFER TO APPENDIX
A FOR FULL TEXT)

The archival template is already being used by Document Control. The first phase is to retro-actively review and ensure that closed-out, projects have all archives of project records in e-Builder. The Template is being vetted and will be finalized for full roll-out by mid-June 2019. Internal training of PM's/APM's/Admins will occur (by July 1st) relative to use of the Template. The next level of review once completed projects have been reconciled, will begin in July with the oldest projects in construction being the first area of focus.

Regarding the Design Review Logs, the Atlanta Design Review team has now completed loading all past reviews to e-Builder. They will be responsible for this task throughout all remaining design phases.

Added Staff: A Coordinator is to be hired by July 1st whose job will include daily monitoring of progress of archival in e-Builder according to the template. The next major checkpoint should be September 2019 to determine the gap in records in e-Builder and an action plan to reconcile the same.

Estimated Completion Date: September 2019



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Further, our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RFI aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including eBuilder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10 including:
 - Updated project schedules – all projects
 - 6 phases report
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Design procurement
 - Design schedule management
- Review CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with Internal Audit, OFC, the PM/OR team, and incorporated management's response into our report.



APPENDIX A

Observation 1 Response

Observation: PM/OR Compliance with Reporting Requirements. #1 Post Project Stakeholders satisfaction assessment.

The OR-PM agrees with the concept and utilization of Post-occupancy assessments. The challenge to implementing such a process in the SMART Program is the nature of the vast majority of work are renovations including roofing, building envelope, HVAC and Life Safety systems. As such, in order to develop the assessment surveys, it is suggested that the following be jointly defined by District, OR-PM, and CPCM staff:

1. Stakeholders - determine the survey audience. Is it the same for every project?

Additions may be different from renovation.

- School Based Staff
- District Level Staff

2. Focus of Survey

- Additions Only?

- Renovations – if yes - sampling or all?

- Media Centers, STEM Labs, Music, Art Projects as separate survey?

3. Assessment focus on all or part of listed groups below

- OR-PM and OR-PC
- Professional Consultants
- CM or CMAR Project
- Contractors

4. Who will receive the results and how will they be reported?

Outcome

As OR-PM we suggest that the most significant benefit of a Post-Occupancy assessment is to be utilized to identify opportunities for improvement in the efficacy of future capital projects as well as to confirm practices and procedures that should be continued.

Summary

The results of post-occupancy assessments will be reviewed as they are received for improvement opportunities. As more data is collected, analysis can identify trends and commonalities which indicate the greatest opportunity for improvement. The post project completion report has been drafted by CPCM for review by OFC and the ORPM. Upon approval the report will be submitted in the CPCM monthly reporting. (**Appendix B**)

Recommendation

To include modification to reporting requirements (project in next contract renewal amendment) (anticipated July 2019)

Post Project Completion Financial Report

Regarding reporting of project completion, please see attached example of report.



APPENDIX A - CONTINUED

Observation 2 Response

Delay in Execution of the Authorization to Proceed (ATP)

The OR-PM has used an ATP Log (*Appendix C*) to track the time it takes to deliver the fully executed ATP to the designer. This log, has been used since 2016 to track, monitor and adjust processes where and if needed. The earliest ATP's issued starting in mid-year 2016 ranged from 35 to 69 days in cycle time. In 2017, cycle times were reduced dramatically and ranged from 9 to 62 days. The outliers that were in excess of 30 days were almost all CMAR delivery and the CM's ATP.

ATP cycle times began to shift again in 2018. These were driven by the assignment of the new baseline schedule and sequencing the work such that as designs are commenced the flow through the permitting and bidding processes are systematic and set-up to prevent pinch points/bottlenecks in the work flow.

Finally in the past six months, there has been strategic direction wherein projects in late 2018 and early 2019 are being held as consideration is given to modifying delivery methods.

With respect to the reference to SO P's 10.20 and 10.25 we still would maintain the target of issuing an ATP to the consultant prior to the action taken by the SBBC Board is a sound practice. The decision on when to issue the fully executed ATP is being made on a project by project basis as noted above.

The projects sampled in this report are all year 4 or 5 projects and as such the issuance of ATPs were varied based upon the new schedule and the flow of obtaining LORs which determines the flow of bidding.

Summary

Based upon the SMART Project assignment of A/E's being nearly complete, the future issuance of ATPs is limited to eleven (11) projects. It is the OR-PM and CPCM recommendation not to change the SOP 10.25 since that practice is sound. In addition, the assignment of PMs to the projects have also now been completed. Going forward assignment of PMs prior to A/E selection continues to be best practice. As a practical application, PMs were not always assigned ahead of time due to the manner in which PM staffing was increased during the course of the project. Until this year, PMs were not always in place prior to the inception of RFQ process.



APPENDIX A – CONTINUED

Observation 3 Response

PM/OR Adherence to Design Phase Timeline.

The design phase schedule has always been dictated by what is included in the SBBC Board approved Professional Service Agreement (PSA). This is true whether or not the Delivery Method is an Invitation to Bid (Hard Bid) or a Construction Management at Risk (CMAR) project. The PSA determines the reviews and the deliverables that are required as well as the duration provided for the designer and the owner. (Attached is a copy of the PSA Schedule) (*Appendix D*) **

The SOP as correctly noted has been modified to match actual practice. Original schedules were not based upon actual working processes, but estimates of the same. The new milestone baseline schedule was built using experience from the first 2-3 years of the program.

Currently, the deliverable schedules are tracked against and as part of the milestone schedule. All of the Design Review Team comments for each phase of their review are now in e-Builder.

Regarding the monitoring of deliverables, every design phase project is managed by the PM per deliverable. We will now be utilizing the language of the PSA to assess delay charges at \$100/day. Notice was given to the consultant initially in December 2018. (Attached is a copy the December letter, letter of Notice and Cost Tracking table) (*Appendix D*)

In addition, the PSA language allows for assessment of damages on plan reviews past (2) cycles. This will be enacted and these charges will go back to January 1, 2019 and be assessed going forward. (Attached is a copy of the letter and Cost Tracking table)

We have reports that are used to track the status of Revise/Re-submit cycles which the PM will use to initiate notice of assessment.

Regarding analysis of delay causes, there is on-going review of delay cause action. There has been a significant learning curve for all parties. The OR-PM team is working closely with the OFC and the Building Department to continually identify issues and determine subsequent improvements.

As an example, 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.



APPENDIX A – CONTINUED

Observation 4 Response

The need to ensure that e-Builder is the authoritative archival source for all project related documentation is clear and the OR-PM in conjunction with CPCM are working diligently to this end result.

With respect to a tool that is to be used to ensure that all pertinent project documents are archived in e-Builder, a template has been created by project. This template (**Appendix E**) will be used once fully vetted to track and record documentation to be loaded and placed into eBuilder. By virtue of this tool, project by project monitoring will be able to be accomplished through the OR-PM Document Control staff.

Regarding the Design Review Logs, the Atlanta Design Review team has now completed loading all past reviews to e-Builder. They will be responsible for this task throughout all remaining design phases. Regarding the advertisement for Design Procurement, after the initial tranche of projects went to design, there was a process change whereby the Board allowed advertisement for design without Board approval. Therefore, any subsequent project will not have Board item for approval to advertise design.

As far as utilization of the e-Builder workflows, we are providing the following data since the go-line date of February 15th for your reference:

- A/E Invoicing: 102 total invoices with 17 different vendors
- G/C Invoicing: 38 total invoices with 13 different vendors
- RFIs: 133 total records (13 G/Cs and 10 A/E)

A letter has been prepared for District approval instructing external vendors to utilize electronic workflows as of a certain cut off date.

APPENDIX B



Broward County Public Schools

MARCH 31, 2019 -Post Project Completion Financial Report

Project Name	Project Number	Original Budget	Current Budget	Current Commitments	Actuals Paid	SUBSTANTIAL COMPLETION (PH: 6) Finish	END OF CONSTRUCTION (FINAL) (PH: 7) Finish	Warranty Phase (Forecast Date)	Actual/Current Budget %	Amount Returned To Smart Reserves
Boyd Anderson HS - Media Ctr Remodeling	P.001350	2,018,340.00	2,018,340.00	1,477,028.34	1,471,863.57	03.06.2017	08.16.2017	03.06.2018	73	Pending
Boyd Anderson HS - Media Ctr Remodeling										
Indian Ridge HS - GCB Renovations	P.001748	5,115,000.00	6,060,102.00	5,284,051.01	5,233,757.01	01.10.2019	02.22.2019	01.10.2020	88	Pending
Indian Ridge HS - GCB Renovations										
Mandarin Bay ES - SMART Program Renovations	P.001759	1,759,000.00	2,394,561.00	2,252,776.36	2,239,095.19	11.02.2016	11.02.2018	11.02.2019	94	Pending
Mandarin Bay ES - SMART Program Renovations										

APPENDIX C

Average time from Board Approval to when Procurement sends out (D to M)

APPENDIX D



CBRE | HEERY

2301 NW 26th Street
Building 7
Oakland Park, Florida 33311

+1 754 321 4850 Tel
www.heery.com

November 13, 2018

«First_Name» «Last_Name»
«Company_Name»
«Contact_Address», «Suite»
«Contact_City», «Contact_State» «Contact_Zip»

RE: SMART Program Renovations – Professional Services
1. Proper Submittal of Invoices
2. Basic Service Fee Impact due to Non-Conforming Design Documents
3. Basic Service Fee Impact due to delay in Performance of Deliverables

Dear First Name,

This letter is intended to provide clarification and notice with respect to the three (3) topics listed above.

Item 1:

Submittal of invoices enhances the ability for pay requests to be processed in a timely fashion. It has come to our attention that invoices received by Broward County Public Schools (BCPS) for payment to consultants for services rendered have not always included all required documents such as updated project schedules. This requirement is specifically identified in Article 2.2.6.5 of the Professional Service Agreement (PSA) (Note: similar language is found in the PSA's for CMAR delivery). Article 6.1.7 specifies that no payment shall be due unless and until all material, forms and documents required by the PSA have been provided by the Project Consultant and its sub-consultants.

With respect to the above, effective December __, 2018, invoices will be rejected and returned if the appropriate documents are not attached. Also, for immediate action, consultant must include a copy of this memo when submitting their invoice as acknowledgement of their understanding of these requirements.

Item 2:

Deduction of Basic Fee for costs due to Non-Conforming Design Documents. As of this memorandum, the District (BCPS) will be applying the effects of Article 2.1.7.2. (Note: This language is in all PSA's except the 2015 versions).

2.1.7.2 (Excerpt)

Penalty for Non-Conforming Design Document. The cost, as solely determined by the Owner, of all subsequent reviews after the second review for that phase shall be borne by the Project Consultant and the Owner will deduct such costs from the Project Consultants Basic Fee.

Item 3:

Deduction of Basic Fee for Performance Delay. As of the memorandum, the District (BCPS) will be applying the effective Article 10.1.3.

10.1.3 (Excerpt)

The consultant agrees that the Owner is entitled to recover no less than \$100 per consecutive calendar day of unexcused delay caused by the Consultants failure to comply with the times set forth in the fully executed ATP. Owner shall have the right to deduct such amount from payments due and owing to the Consultant.

Regarding items 2 and 3, a notice will be sent to the Consultant from the Project Manager detailing the event that has occurred, and the amount of the deduction. The subsequent pay application shall reflect the deductions as specified in the notice.

The application and consequences of these items will be enforced from this point. It is not the intent to apply any actions to previously incurred conditions that may have fallen under any of these three PSA driven terms.

For questions regarding matters presented herein, please contact Mike Bobby at Michael.Bobby@CBRE.com.

Sincerely,



Daniel Jardine
Project Manager
CBRE | Heery

Acknowledge By:

Firm Name: _____

Representative Name: _____

Signature: _____

Date: _____



CBRE | HEERY

2301 NW 26th Street
Building 7
Oakland Park, Florida 33311

+1 754 321 4850 Tel
www.heery.com

[Month] [Day], 20[]

[Mr./Ms. First and Last Name]

[Firm Name]

[Firm Address]

[City, State, Zip Code]

RE: SMART Program Renovations – Non-Conforming Design Documents and Delay of Deliverables

Dear [Mr./Ms. Last Name]:

This letter serves to provide notice and clarification regarding the enforcement of specific terms of the Professional Service Agreement ("PSA") addressing the above-referenced topics.

You will recall a letter dated November 30, 2018 and a meeting for all designers on December 3rd, 2018 at which time the letter was distributed to all in attendance. In addition for those firms not in attendance, the letter was sent out as a follow-up to the meeting.

This letter and meeting of December 3rd, 2018 was to provide notice of three actions that will be required going forward.

1. Invoicing – These instructions relative to proper submittals of invoices went in to effect December 10th, 2018. A follow-up letter was sent specific to these invoicing requirements (see attached).

The next two items for action were first, application of charges for Non-Conforming Design Documents and second, application of charges for Delay in Performance of Contractually obligated deliverables.

This letter further serves to notify that action on Non-Conforming Documents (these requiring more than two (2) submittals and/or Delays on Deliverables will be in effect as stated in items I and II below.

I. NON-CONFORMING DESIGN DOCUMENTS

If the Building Department, Design Services Department, Peer Plan Review Consultant (and/or other plan review authority) deem the submittal of any drawings, plans, specifications or other documents or materials ("Deliverable") to be unacceptable as defined by the terms "Revise and Resubmit," *all costs -- as solely determined by the SBBC -- for reviews after the second review of the applicable Phase Deliverable will be deducted from the Project Consultant's Basic Services Fee. See Art. 2.1.7.2.*

Example: A 100% Construction Design Document Deliverable is submitted, reviewed (the **First Review**) and returned to the Project Consultant as "Revise and Resubmit." The Project Consultant revises and re-submits the Phase I Deliverable which is reviewed (the **Second Review**) and again returned to the Project Consultant as "Revise and Resubmit." The Project Consultant revises and re-submits the Phase I Deliverable which is reviewed (the **Third Review**)

and returned to the Project Consultant as "Approved with Comments" (or similar). In this example, all costs associated with the Third Review will be deducted from the Project Consultant's Basic Services Fee.

NOTE: Effective January 1st, 2019, the District shall enforce the terms of Article 2.1.7.2 of the PSA. The assigned Project Manager shall provide notice detailing the event that has occurred and the amount of the deduction. The applicable invoice shall reflect the deductions as specified in the notice. **[Note: This language is in all PSA's except the 2015 versions]**

The costs to be incurred are illustrated on the attached Non-Confirming Design Documents Table of Charges.

II. DELAY:

If the Project Consultant fails to comply with the schedule set forth in the fully-executed ATP, the SBBC shall deduct and withhold \$100, for each calendar day of unexcused delay, from payments due and owing to the Project Consultant. See Art. 10.1.3.

Example: A Phase I Deliverable is due on December 4, 2018. Project Consultant submits its Phase I Deliverable on January 5, 2018. The Phase I Deliverable is considered to be thirty two (32) days late. The delay clock stops at the delivery date. The submittal is then reviewed. It may be returned to the Project Consultant as "Approved and the delay charges will be calculated on (32) days. If returned and not accepted the delay clock continues until acceptance."

NOTE: Effective April 15th, 2019 the District shall enforce the terms of Article 2.1.7.2 of the PSA. The assigned Project Manager shall provide notice detailing the event that has occurred and the amount of the deduction. The applicable invoice shall reflect the deductions as specified in the notice.

For questions regarding matters presented herein, please contact Mike Bobby at Michael.Bobby@CBRE.com.

Sincerely,

Daniel Jardine
Program Director
CBRE | Heery

DJ:mq

Page 3

Receipt and Content Acknowledge By:

Firm Name: _____

Representative Name: _____

Signature: _____

Date: _____

**REVISE AND RE-SUBMIT FEE DEDUCTIONS
BASIC SERVICE FEE – DEDUCTION TABLE**

Project Name: _____

Purchase Order #: _____

Project #: _____

RR #:		Original Basic Service Fee:	\$
Date #:		Deduction:	\$
Phase:			
Description:			
RR #:		Original Basic Service Fee:	\$
Date #:		Deduction:	\$
Phase:			
Description:			
RR #:		Original Basic Service Fee:	\$
Date #:		Deduction:	\$
RR #:		Original Basic Service Fee:	\$
Date #:		Deduction:	\$

Adjusted Basic Service Fee: \$ _____



CBRE | HEERY

BASIC SERVICE FEE - DEDUCTION TABLE

Project Name: _____ Purchase Order #: _____

Project #: _____

RR #:		Original Basic Service Fee:	\$
Date:		Deduction:	\$
Description:			
RR #:		Original Basic Service Fee:	\$
Date:		Deduction:	\$
Description:			
RR #:		Original Basic Service Fee:	\$
Date:		Deduction:	\$
Description:			
RR #:		Original Basic Service Fee:	\$
Date:		Deduction:	\$
Description:			

Adjusted Basic Service Fee: \$ _____

APPENDIX E

PROJECT DOCUMENTS LOG

Construction Phase
NAME OF SCHOOL,
SMART Program Renovations
Project No. P.00

CONSTRUCTION DOCUMENTS:

Document Type:	e-Builder File Location:	Date Uploaded:
Pre-Con Meeting Minutes		
Progress Meeting Minutes		
Schedules		
Field Progress Report		
Submittal Logs		
RFI Logs		
ASI Logs		
Inspections		
Testing Reports		
Surveys		
Change Order Log		

- 4.1.12 **e-Builder.** The Project Consultant shall be required to use Owner's Project Management Software, e-Builder. One (1) license will be distributed to Design Professional, at cost to Owner, which will allow access into e-Builder for one of multiple projects as awarded by Owner. Usage of this license will be provided throughout the duration of the project(s). Based on availability, additional licenses may be provided as needed.

In order to further delineate how e-Builder will be utilized to manage your project(s) we are providing the following:

1. **e-Builder.** The Project Consultant shall use the Owner's Project Management software, e-Builder, as a conduit for all project management tasks, including, but not limited to: communications to, from and between Owner, Project Consultant and CM; pay applications/invoicing; request for change orders and change orders; materials, equipment and systems submittals; requests for information; Architect's Supplemental Instructions; SMWBE Monthly Utilization Reporting; Weekly Progress Reports and meeting minutes

Licenses shall be provided to Project Consultant to permit access and use of e-Builder for all projects awarded by Owner. Such license(s) shall be valid throughout the duration of the project(s). See Item 1.5 below for license request instructions.

- 1.1. **Forms Module.** The e-Builder Forms Module shall be used as the exclusive method to create Action Items that require a response from another Project Construction Team member. The required use of the Forms Module includes ALL e-mailed communications.
- 1.2. **Work Flows.** Any and all responses or required response to an open Action Item or to an initiated Work Flow process shall be input and managed through e-Builder. Work Flow processes that will be executed through e-Builder include but are not limited to those processes identified in Item # 1 above.
- 1.3. **Calendar Module.** The identification of Project events and required deliverables shall be input and maintained in the Calendar Module. At a minimum, such events include bi-weekly design meetings (while in design), weekly construction meetings, public meetings for the project (ex. Project Charter Meetings, Big Three Monthly Updates, etc.) and other design and/or construction milestones and deadlines.
- 1.4. **Meetings.** Information to be input into e-Agenda related to any meeting includes, but is not limited to an agenda, a reminder of the meeting (which must occur a minimum of two (2) days prior to the meeting), meeting minutes (using the approved meeting minutes template) and confirmation of actual meeting attendees.
- 1.5. **Access to e-Builder and Licensing.** Vendor shall designate and identify the employee(s) that shall personally access e-Builder, the projects to which the employee(s) is assigned, and the employee(s)'s duties and responsibilities as it relates to e-Builder.

This information together with a request for licensing shall be sent to Colette Jones, Program Controls Support, telephone number (754) 321-1537, colette.jones@browardschools.com. Upon receipt, review and acceptance of the request, access information and logins shall be provided to Vendor.

Training shall be coordinated, scheduled and provided to those provided access and licenses by Colette Jones. Additional training may be provided based on availability.

Please notice that licenses are now unlimited and as such the Project Consultant may request the number of licenses deemed necessary to meet your commitment herein under your current PSA's.

If you have any questions please contact Mike Bobby, (754) 321-4865, Michael.Bobby@cbre.com

Please sign your receipt of this notice. Scan and email it Colette Jones.

Firm Name: _____

Representative Name: _____

Signature: _____

Date: _____



RSM US LLP

100 NE 3rd Avenue, Suite 300

Fort Lauderdale, FL 33301

954.462.6351

www.rsmus.com

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The School Board of Broward County, Florida
Office of Facilities & Construction
2301 N.W. 26th Street
Fort Lauderdale, FL 33311

(754) 321-1500

Document 01250c (00 63 55)-Proposal Worksheet Detail

To:

(Project Consultant)

Project No. &
Location No.:
Project Title:
Facility Name:

Proposal
Request No.:

Change Order
Request No.:

Date Prepared:

From/Trade:

Contact:

Phone:

Shaded Areas for Project Consultant's Use Only

Additions:

Ref No.	Item Description	Estimated Quantity	UNIT PRICES		TOTAL
			Materials	& Labor	
1					
2					
3					
4					
4					
5					
6					
7					
8					
9					
10					
Subtotal: (Enter this number on Worksheet Summary)					



The School Board of Broward County, Florida
 Office of Facilities & Construction
 2301 NW 26th Street, Bldg. 6
 Fort Lauderdale, Florida 33311

(754) 321-1500

Document 01250d (00 63 54)-Proposal Worksheet Summary

To:

(Project Consultant)

Proposal
Request No.: _____

Change Order
Request No.: _____

Project No:

Project Title:

Facility Name:

Location No:

Date Prepared:

From/Trade: _____

Contact: _____

Phone: _____

Additions:

	Sheet	Item Description	Materials	Labor	Subtotal	Work Type
1						
2						
3						
4						
5						
6						
7						
8						
Subtotal Additions Self Performing:						
Subtotal Additions Lower Tier:						

Deductions:

	Sheet	Item Description	Materials	Labor	Subtotal	Work Type
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Subtotal Deductions Self Performing:						
Subtotal Deductions Lower Tier:						

Total (Additions-Deductions) _____



Document 01250d (00 63 54)-Proposal Worksheet Summary

Maximum Markup on Work Performed:

1	Self-Performed Work (Direct Cost) (GC or Sub)	
		15% on first \$25,000
		10% on portion between \$25,000 and \$50,000
		7.5% on portion between \$50,000 and \$200,000
		5% on portion greater than \$200,000

Total _____

Maximum Markup on Work Performed:

2	By Lower Tier Contractor: (Low Tier of Sub-Contractors or other on Change Order proposal)	
		8% on first \$25,000
		4% of portion greater than \$25,000

Total _____

CONSTRUCTION MANAGER AT RISK (CMAR) CONTRACTS

Maximum Markup on Work Performed: (Per Agreement Exhibit B) & General Conditions

1	Self-Performed Work (Direct Cost)	
		PER NEGOTIATED FEE PERCENTAGE (%)

Total: _____

Per General Conditions

2	Lower Tier Contractor (Low Tier of Sub-Contractors or other on Change Order Proposal)	
		10%

CMAR Total: _____

GC/CMAR Mark Up (Lower Tier)

		%
--	--	---

Grand Total: _____

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Internal Audit of Program Management FY19 Q4

October 3, 2019



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TRANSMITTAL LETTER

October 3, 2019

Joris Jabouin, Chief Auditor
Broward County Public Schools
600 SE 3rd Avenue, 8th Floor
Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scope, as agreed with the Office of the Chief Auditor on May 14, 2019, we hereby submit our FY19 Q4 internal audit report of the Program Management function. We will be presenting this report to the Audit Committee at the next scheduled meeting on October 10, 2019.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
Detailed Observations	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
Prior Findings Follow Up	This section provides an update and current status of remediations related to prior noted findings.
Objectives and Approach	The objectives and approach of the internal audit are explained in this section.
Appendix	This section includes an analysis of data derived from the Building Department's plan review tracking software (ISS), in support of our observations.

We would like to thank all those involved for their assistance in connection with the FY19 Q4 internal audit of the Program Management function at Broward County Public Schools.

Respectfully Submitted,

[RSM US LLP]



EXECUTIVE SUMMARY

Background, Objectives and Scope

RSM has provided various operational and construction auditing services through agreement with District's Office of the Chief Auditor ("OCA") since 2012. In March of 2017, RSM began providing quarterly evaluation reports of the District's Program Management team directly to the District's Office of Facilities and Construction ("OFC"). During our engagement we worked closely with OFC and members of the ATKINS and CBRE-HEERY Program Management team to improve the District's design and construction control environment, and encourage transparency and accuracy in reporting. In November 2018, RSM was notified that the District intended to shift the contractual oversight and management of our work from OFC, back to the OCA. In January 2019, RSM worked with OCA to define an audit plan for the calendar year 2019, and began conducting fieldwork shortly thereafter.

The objective of our current engagement is to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices. Our scope included activities performed during the period April – June 2019.

Observations

The observations identified during our assessment are summarized on the following page, and include management action plans with estimated completion dates.

During our work, we noted instances of non-compliance with the standard operating procedures for Construction Services Minor Projects (CSMP).

Further, in our testing of CMAR invoices, we noted missing supporting documentation related to subcontractor's billings.

Lastly, we identified gaps in the PM/OR design review process, and in project management effectiveness during the Building Official's plan review process.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6.
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10.
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction procurement
 - Construction Invoice - CMAR
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with OCA, OFC, the PM/OR team, and incorporated management's response into our report.



EXECUTIVE SUMMARY - CONTINUED

Summary of Observations

Following is a summary of observations that were identified during our work. Further details of each item are included within the Detailed Observations section of this report.

Observations

1. PM/OR Adherence to SOP for Construction Services Minor Projects (CSMP)

Through our detailed testing of the Construction Procurement Standard Operating Procedure ("SOP"), we noted non-compliance with the procurement process for Construction Services Minor Projects. The SOP inferred the SBBC's Procurement Department was to select vendors from the contract log, but in practice the OR-PM was performing this process. Additionally, there is no evidence of reasoning or justification for the selection of the each vendor to support any variances in equitable distribution.

2. Construction Invoice CMAR Supporting Documentation

Through our detailed testing, we noted non-compliance with contract agreements and SOPs related to supporting documentation to be included with each CMAR pay application. Missing documentation included:

- General Contractor and Subcontractor lien releases
- Subcontractor pay applications and schedule of values

3. Ineffective Interim plan reviews & lapses in project management during the Building Department review process

Through our detailed analysis related to the 100% design review process, we noted significant delays from Designers when resubmitting plans to the Building Department after the first round submission. Furthermore, although the CBRE/Heery design review team was providing reviews at the applicable interim milestones, we noted a substantial amount of comments and errors were identified by the Building Department during their review.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	1. PM/OR Adherence to SOP for Construction Services Minor Projects (CSMP)
DETAIL	<p>Through our detailed testing, we noted non-compliance with the Standard Operating Procedure ("SOP") related to the Construction Procurement for CSMP (Construction Services Minor Projects). SOP 10.80, as effective during the construction procurement phase of our sampled project, details the following collaboration between Procurement and Warehouse Services ("PWS") and the OR-PM for rotation in vendor selection/assignment:</p> <ul style="list-style-type: none"> • (Step 3) The OR-PM consults the current CSMP Contract Log maintained by the OR-PD to identify the next available contractor in the CSMP contract rotation. • (Step 4) Procurement and Warehouse Services (using Ariba system) selects the next available contractor in the CSMP contract rotation. Notifies the OR-PM. <p>As written, the SOP is designed to involve PWS in the selection process in conjunction with the Ariba software, to create and document an independent review of vendor assignment and promote equitable distribution. During our testing the OR-PM noted that current process does not align with the procedures outlined in the SOP. The OR-PM has been maintaining their own CSMP vendor contract log, and selects "the best available contractor" for each project without involvement from PWS. We obtained the OR-PM's contract log, and noted that the log does not include evidence of justification for each project's vendor selection. Although the OR-PM was unable to provide documentation supporting reasons for each selection, brief narratives of justifications were provided which included:</p> <ul style="list-style-type: none"> • Specialization of vendors, specific to scope of project • Non-selection due to prior poor performance • Waiver of projects by vendors due to limited vendor capacity for multiple projects <p>The OR-PM also indicated that for projects over \$30,000, an estimate is performed by the PC-Estimator for comparison to the vendor's proposal. While this may help mitigate the risk of unreasonable vendor proposals, the review by the PC-Estimator does not include assessment of prior contract distribution among vendors. In addition to the non-compliance with the SOP as noted, above, the process of selecting vendors for CSMPs without involvement from PWS and without documented justifications of selections, increases the risk of favoritism, whether actual or perceived, in the CSMP vendor selection process.</p>
RECOMMENDATION	<p>We understand the OR-PM is providing resources to supplement Procurement and Warehouse Services staff in order to process the large volume of contracts necessary for the Program. As such, we recommend the OR-PM note reasoning and maintain documentation for the justification of vendor selection for each CSMP contract assigned, as contemplated by the PWS role in the SOP. We further recommend OFC and the PM-OR update relevant portions of SOP 10.80 to reflect the current process.</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	1. PM/OR Adherence to SOP for Construction Services Minor Projects (CSMP)
MANAGEMENT'S RESPONSE <i>(Refer to Appendix E for updated SOP)</i>	<p>Response: The recommendations for SOP 10.80 have been reviewed and modifications have been made accordingly. These changes have been highlights (See Appendix E)</p> <p>The CSMP Contract Log has been under modification. The recommendations were already under consideration and will be implemented into the Log for documentation purposes.</p> <p>The prior refinement to SOP 10.80 step # 4, was to remove Procurement from the action of assigning specific CSMP contractor. It is important to understand that this change reflects what has been the practice throughout the SMART Program.</p> <p>The involvement of Procurement, while not present in the assignment of work, is clearly and undoubtedly present through-out the CSMP process. The process begins with the solicitation of CSMP contractors. Procurement is directly responsible for this part of the process which includes analyzing potential CSMP contractors, assessing qualifications, ranking contractors, and ultimately presenting a contract award recommendation for SBBC review and approval. Once solicitation, selection, and approval is completed, the end-users (SMART Program/Facilities/Physical Plant Operations) become responsible for the assignment of work. Once the assignment is recognized, the actual contractual obligation again shifts to Procurement. Procurement is responsible for compliance, issuing the Purchase Order, executing final signature on the Notice to Proceed (NTP) and finally, mailing documents such as the Purchase Order and NTP to the contractor.</p> <p>In summary Procurement is involved and responsible from the beginning of the process with the solicitation for the pool of qualified firms and later through the issuance of the NTP and Purchase Order. Strategic conversation has been on-going with Procurement and from those discussions, it is clear the District intends to continue to consider the development and use of an automated, digital tool to enhance the assignment process.</p> <p>The goal in the selection of a Continuing Contractor is to provide an equitable opportunity for work through the term of the contract. A determining factor in the selection process is based upon the percentage of current commitments. If a Contractor with the lowest percentage declines the project, then Staff will proceed to the next Contractor with the lowest percentage of awarded projects. In addition, the time since last award is a factor in the selection process. If multiple contractors have equal lowest percentages of work awarded to date, then the selection will be based on a weighted criteria which includes evaluations and input from Procurement.</p> <p>Estimated completion date: October 2019</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	2: Construction Invoice CMAR Supporting Documentation
DETAIL	<p>During our testing of Construction Manager at Risk ("CMAR") invoicing, we noted insufficient supporting detail was provided for the sample of invoices tested from the three (3) active CMAR projects. The CMAR agreements for each sampled project require supporting documentation to be attached with each pay application. Sufficient supporting documentation includes full subcontractor pay applications, and lien releases from the CMAR and all subcontractors for work performed during the period. Our sampled projects included the Blanch Ely HS, Stranahan HS, and Charles Flanagan HS projects. Excerpts from each agreement are included below for reference:</p> <p>Per the Charles Flanagan HS Contract Agreement, required supporting documentation is explicitly defined: <i>Article 8.5 "Applications for Payment shall be notarized and supported by such data substantiating Construction Manager's right to payment as Owner may reasonably require. This shall include, but not be limited to invoices, subcontractor pay applications, subcontractor releases of lien, buyout savings reconciliation, allowance usage log, contingency usage log, and other documents as required by Owner."</i></p> <p>Per the Blanche Ely HS and Stranahan HS Contract Agreements, subcontract costs are defined as direct cost items, and payment applications should include supporting documentation: <i>Article 26.2.01 "Payments due to subcontractors from the Construction Manager or made by the Construction Manager to subcontractors for their work performed pursuant to contract under this Agreement."</i></p> <p><i>Article 8.5 "Applications for Payment shall be notarized and supported by such data substantiating Construction Manager's right to payment as Owner may reasonably require."</i></p> <p>Although required supporting documentation is explicitly defined in two of the three contracts, we noted that all three agreements are considered cost-plus contracts, with the subcontractors classified as a direct cost. As such, we would expect to applicable support to include that as referenced in the Charles Flanagan HS agreement Article 8.5.</p> <p>For each project, we selected two pay applications for testing. The following instances of insufficient support were noted:</p> <ul style="list-style-type: none"> • For 2 of 5 applicable invoices, subcontractor pay applications were not included in supporting documents • For 1 of 3 applicable invoices, a cover was provided, but no corresponding schedule of values was provided with the subcontractor pay applications • For 1 of 5 invoices, no lien releases were provided for either the prime contractor or subcontractors • For 2 of 5 invoices, the prime contractor's lien release did not agree to the pay application • For 1 of 4 applicable invoices, signed subcontractors lien releases for \$10 were provided as supporting documentation, although no related subcontractor costs were invoiced <p>By not requiring contractors to provide appropriate supporting documentation with pay applications, the District is at risk of incurring overbillings from contractors, and/or incurring charges that are not in compliance with the terms of the construction agreement.</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4	
OBSERVATION	2. Construction Invoice CMAR Supporting Documentation
RECOMMENDATION	<p>We recommend the OR-PM enforce the supporting documentation requirements of the CMAR agreements, and require contractors to provide subcontractor invoices, and all related lien releases with each application for payment. Invoices should not be approved or processed for payment prior to receipt of all appropriate supporting documentation. To aid in the completeness of review a checklist should be utilized by the OR-PM, and all reviewers to document receipt and review of all applicable supporting documents.</p> <p>Further, we recommend for the projects where this support has not been provided, a retrospective audit be performed to ensure the District has not been overbilled for tradework actually performed.</p>
MANAGEMENT'S RESPONSE	<p>Response: A checklist is used and submitted with every pay application. The checklist is referenced in SOP 11.20 Contractor Pay Application Review Process.</p> <p>A cross-referencing of the checklist with payment procedures found in General Conditions 00700 and 001290 will be conducted to review and revise for alignment of all such documents.</p> <p>The Checklist will be updated accordingly. Refresher training in the use of the checklist and supporting documents in the pay application process will be conducted by the end of October 2019.</p> <p>Estimated completion date: October 2019</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION

3. Ineffective interim plan reviews & lapses in project management during the Building Department review process

DETAIL

(Refer to Appendix A for 7 sampled project tables)

During our Q3 testing, we identified instances of significant variance between the design phase timeline, as stated in the design Authorization to Proceed, versus actual deliverable submission. As we understood that additional delays were also present during Building Department review and permit issuance, we noted in our recommendation that we would interview the Building Department and perform additional analysis to identify the full review timeline, and more clearly define the root cause(s) of noted delays.

We obtained access to the Building Department's plan review tracking software (ISS) to obtain the detailed population and timing of review comments from the Building Department and responses/resubmissions from the designers for all 9 disciplines. The table below summarizes the average number of review rounds, and days in review queue for the Building Department and the Designer for seven sampled projects (full detail of each sampled school is shown in appendix A).

	ISS Plan Review (100% for permit)						
	Total (Average)			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Average Total Days	Average Days Per Round	Average Total Days	Average Days Per Round
Site Utilities	2.67	8.33	114.00	23.67	8.72	90.33	34.67
Building	3.71	13.57	152.43	29.57	7.54	122.86	33.45
Plumbing	2.71	8.14	128.43	22.43	8.98	106.00	37.45
Mechanical	3.57	18.00	142.29	14.00	4.32	128.29	36.42
Electrical	3.57	33.00	146.29	21.86	9.67	124.43	35.47
Fire Safety	2.86	11.86	132.29	36.00	14.42	96.29	32.53
Fire Alarm	3.17	19.17	123.33	31.00	13.75	92.33	29.79
Fire Protection	3.50	8.25	160.00	40.50	19.88	119.50	39.06
Roofing	4.43	33.43	177.71	53.00	15.39	124.71	29.64
AVERAGE	3.35	17.08	141.86	30.22	8.99	111.64	34.28

The analysis above reveals that on average, the Building Department must perform 3.35 rounds of review, with 17.08 comments requiring action, prior to issuance of a permit. The data above further shows that the Building Department performs a review within 8.99 days, and that Designers require 34.28 days to submit revised plan documents.



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	3. Ineffective interim plan reviews & lapses in project management during the Building Department review process
DETAIL <i>(Refer to Appendix A for 7 sampled project tables)</i>	<p>As noted in our prior report, the PM-OR team performs review of documents during all interim phases of design (Scope Validation, Schematic Design, Design Development, 50%, and 100%). The table above represents efforts required to obtain an approved set of 100% design documents, after those reviews conducted by the PM-OR team during the design phase.</p> <p>The significant effort and time required to obtain an approved design may suggest the review conducted by the PM-OR design review team is not effective in identifying issues prior to submission to the Building Department. Conversely, if issues are identified by the PM-OR design team, Designers are not held accountable to address comments appropriately prior to submission to the Building Department. Some recurring/consistent comments noted during the Building Department's review included :</p> <ul style="list-style-type: none"> • Electrical – design changes/revisions related to the refrigerant vapor detection and alarm system (for 4 of 7 projects) • Roofing – design note changes regarding notice of approval for roofing system and roofing assemblies (for 3 of 7 projects) • Building – missing asbestos surveys (for 4 of 7 projects) <p>Additionally, the extended delay from Designers in responding to Building Department comments suggests insufficient project management over Design professionals, to require more timely resubmissions.</p>
RECOMMENDATION	<p>We recommend the OFC, OR-PM, and Building Department meet to evaluate the efficacy and necessity of the OR-PM design review process. To quantify the effectiveness, we recommend the teams co-develop Key Performance Indicators ("KPI"), for use in continuing evaluations of the review process.</p> <p>If the OR-PM design review process is ultimately deemed ineffective, the District may consider modifying requirements of the agreement, to re-deploy the OR-PM resources used for the design review to other areas of greater need.</p>
MANAGEMENT'S RESPONSE	<p>Response: Management is in agreement with the ongoing task to evaluate the alignment of the design review process. To that end, a design summit was held involving the Building Department, OFC and the CBRE Heery Design Review Team.</p> <p>As a result, common understanding of what the Building Department prioritizes was further developed. Ongoing analysis of the Building Department comments will be part of the CBRE Heery Design review teams work.</p> <p>The goal will continue to be the delivery of Construction Documents that require less review time by the Building Department in order to obtain an LOR.</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q4

OBSERVATION	3. Ineffective interim plan reviews & lapses in project management during the Building Department review process
MANAGEMENT'S RESPONSE <i>(Refer to Appendix B for referenced attachments)</i>	<p>A comprehensive review of comments and concerns was completed by the CBRE Heery Design Review Team. A twelve (12) page document was produced and shared with all designers on 7/31/2018.</p> <p>A second major effort focused on design review improvement was held as the Design Review Conference (Summit) on 3/21-22 2019. As a result of this conference the following actions were taken:</p> <ol style="list-style-type: none"> 1) New Building Department comments not included in the 7/31/18 document are communicated directly to the design consultants by the CBRE Heery Design Review Team. The 7/31/18 document will be re-issued to reinforce the use of this constitutional knowledge. Due Date: 10/15/19 2) CBRE Heery Design Review Team was given increased access to the Building Department Design Review software platform (I.S.S.). 3) All CBRE Heery comments will/are closed before submitting CD's to the Building Department at 100% design for review. (See attached "Change of Practice" in Appendix B) 4) The Design Review Team is to produce a letter to go with the 100% submittal to the Building Department. This was not used. Instead an internal checklist has been created and is applied as a check point before CD's are submitted to the Building Department. (See Appendix B) 5) The CBRE Heery Design Review Team is currently gathering information from reviews of years 3-5 projects. Once this is complete and compiled, the information will be shared with design consultants (Q1-2020). <p>Subsequent to the Conference/Summit, meetings have been held with design consultants. Included in these meeting (see agenda and related documents attached in Appendix B) besides dealing with Non-Conforming Design Documents, was information was shared to continue to assist in providing and/or clarifying the direction and responses needed from the design consultants in the preparation of Design Documents. This focus continues to work toward improvement of timely deliverables and great output.</p> <p>The chart in Appendix B illustrates a positive trend of reducing the number of revisions as well as time to receive the L.O.R.</p> <p>Estimated completion date: October 15, 2019.</p>



PRIOR FINDINGS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	1. PM/OR Compliance with Reporting Requirements
DETAIL	We noted exceptions to reporting requirements. In January 2019, the RFI aging report was not provided and as of February 2019 the post project completion reporting had not been provided.
RECOMMENDATION	<p>To comply with section 6.4.2.6 of the Program Manager RFP, we recommend the Program Manager report on post project stakeholder satisfaction. If stakeholder satisfaction assessments are not currently solicited, we recommend OFC and Atkins co-develop a survey for distribution to stakeholders as part of the project closeout process.</p> <p>In addition, we recommend OFC issue an addendum, memorandum of understanding, or similar to the CBRE-Heery contract specifying that reporting requirements have been modified to include project specific schedule reporting, as a replacement to the program level reporting specified in section 6.4.3.10 of the Owner's Representative RFP.</p>
MANAGEMENT'S RESPONSE	<p>Response: The post project completion report has been drafted by CPCM for review by OFC and the ORPM. Upon approval the report will be submitted in the CPCM monthly reporting. The January 2019 RFI report has since been provided to OFC and the office of the Chief Auditor.</p> <p>The group of stakeholders has been selected with some questions customized to each stakeholder. Consensus on the stakeholder questions should be reached on 9/13 Interdepartmental Meeting.</p> <p>Estimated completion date: July 2019</p>
OBSERVATION STATUS	Partially Complete – RSM has noted the inclusion of a Financial Closeout report as part of the post project completion reporting in monthly packets from March 2019 - present. However, we also note that stakeholder satisfaction was included as a reporting component in the Program Manager RFP. As stakeholder satisfaction reporting is still under development, this observation remains open.



PRIOR FINDINGS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3	
OBSERVATION	2. Delay in Execution of the Authorization to Proceed
DETAIL	We noted non-compliance with the Design Procurement SOP for 5 of the 5 projects sampled, with significant delays in the execution of the consultant's Authorization to Proceed (ATP) for 4 out of 5 projects sampled. In further discussions, the OR noted that Project Managers are often not assigned to projects until after Board approval of the PSA. As such, the ATP is not completed until after the PSA is executed, and then must route through the various OR and OFC approvals prior to execution.
RECOMMENDATION	We recommend the OFC and PM/OR team review the SOP to determine whether the timeline established for execution of the ATP is practical and reasonable. If the analysis reveals that the timeline should be modified, we recommend the SOP be updated to reflect an attainable schedule. If the timeline is reasonable as currently written, we recommend the OR assign project managers prior to the Board meeting date for approval of the PSA, and work to complete ATPs in accordance with the timeline specified in the SOP.
MANAGEMENT'S RESPONSE	<p>Response: Based upon the SMART Project assignment of A/Es being nearly complete, the future issuance of ATPs is limited to eleven (11) projects. It is the OR-PM and CPCM recommendation not to change the SOP 10.25 since that practice is sound. In addition, the assignment of PMs to the projects have also now been completed. Going forward assignment of PMs prior to A/E selection continues to be best practice. As a practical application, PMs were not always assigned ahead of time due to the manner in which PM staffing was increased during the course of the project. Until this year, PMs were not always in place prior to the inception of RFQ process.</p> <p>There were eight (8) year (5) projects where designers had been selected and given approved PSAs. At that time, a conscious effort was made to smooth out the number of projects in the work flow, (design-bid-build). In the case of the three (3) designers involved in these eight (8) projects, all had an existing work load with prior year projects.</p> <p>This purposeful delay was aimed at effecting the following:</p> <ul style="list-style-type: none"> • Reduce a log jam of design and design review • Focus on Year 1-2-3 projects • Recognize that year 4 and year 5 projects are being managed on schedule and with the new milestone schedule this delay smooths out the curve from design through cash flow. (The designers included in this group are Laura M. Perez and Assoc., DLFC Architectural, CES Consultants.) <p>Estimated completion date: N/A</p>
OBSERVATION STATUS	Closed – As noted in Management's Response, only eleven projects pending issuance of the ATP remain, and all eleven projects have been assigned a Project Manager. As Management further indicated that delays in issuance of the ATPs were purposeful for the reasons noted above, and that no additional projects will require a design ATP, we understand Management's decision to forego updates to the SOP.



PRIOR FINDINGS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	3. PM/OR Adherence to Design Phase Timeline
DETAIL	We noted instances of non-compliance related to the Design Phase SOP. The OR team did not track or maintain evidence of compliance with the timeline detailed in the SOP. The procedures noted in SOP 3.3 related to design review milestones (Scope Validation, 30%, 50%, 90% and 100%) were not followed for all 5 sample selections. Additionally, the architect did not submit responses prior to the design meeting as required in the SOP for 21 of 24 milestones reviewed.
RECOMMENDATIONS & NEXT STEPS	<p>Given the design delays identified for the 5 projects we sampled, we recommend the PM/OR develop an approach to identifying and addressing design phase schedule delays as they arise.</p> <p>In addition, we noted that for 5 of 5 projects sampled, the PSA contained an option for the District to pursue damages for unexcused delay caused by the design consultant. As such, we further recommend the OFC analyze each project within the program to determine whether (1) damages for delay were included in each PSA, and (2) whether delays from the established design schedule existed. For variances noted between the timeline established in the PSA and/or accompanying NTP, the District should perform an analysis to identify the cause(s) of delay, and whether pursuit of damages is warranted.</p> <p>Considering the Building Department's review of 100% documents occurs after the OR Atlanta Team's review, RSM intends to interview the Building Department during our next quarter's audit procedures in an effort to identify the full review timeline, and more clearly define the root cause(s) of noted delays.</p>
MANAGEMENT'S RESPONSE (Refer to Appendix C for Common Issues Document) (Refer to Appendix D for fee calculation)	<p>Response: Regarding the monitoring of deliverables, every design phase project is managed by the PM per deliverable. We will now be utilizing the language of the PSA to assess delay charges at \$100/day. Notice was given to the consultants initially in December 2018.</p> <p>In addition, the PSA language allows for assessment of damages on plan reviews past (2) cycles. This will be enacted and these charges will go back to January 1, 2019 and be assessed going forward.</p> <p>We have reports that are used to track the status of Revise/Re-submit cycles which the PM will use to initiate notice of assessment.</p> <p>Regarding analysis of delay causes, there is on-going review of delay cause action. There has been a significant learning curve for all parties. The OR-PM team is working closely with the OFC and the Building Department to continually identify issues and determine subsequent improvements.</p> <p>As an example, 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.</p>



PRIOR FINDINGS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3

OBSERVATION	3. PM/OR Adherence to Design Phase Timeline (continued)
MANAGEMENT'S RESPONSE	<p>As a result of issuing charges to Design Consultants, a reduction in the Design Consultants purchase order is to be completed which reduces the Basic Design Fee in their Professional Service Agreement (PSA) accordingly. There is a written process that is followed and executed by the Project Manager that is used to reduce the purchase order. The close-out of charges from the first round of issued charges is in progress. Once complete, copies of the Purchase Order Reduction Memo can be provided.</p> <p>Estimated completion date: November 2019</p>
OBSERVATION STATUS	<p>OPEN – Refer to Appendix C of this report, which contains the correspondence from the OR-PM to designers regarding the study of common review issues noted. Also, refer to Observation #3 in the FY2019 Q4 report herein, with additional detail concerning the result of reviews conducted by the Building Department.</p> <p>Through further discussion with the PM/OR team, we noted that efforts are underway to assess causes of delays noted during the revise/resubmit process, and impose penalties from January 2019 forward. Refer to Appendix D of this report, which contains spreadsheets provided by the OR-PM displaying calculations of penalties to designers for revise and resubmit fees. As penalties are currently pending assessment, this observation remains open.</p> <p>The OR-PM has not applied the design delay fees retroactively but going forward will utilize the \$100/day delay fee for current and future projects.</p>



PRIOR FINDINGS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY19 Q3	
OBSERVATION	4. e-Builder Workflow Implementation & Document Retention
DETAIL	We noted that e-Builder workflows were not yet widely utilized. "Go-live" dates were agreed upon in January 2019. However a directive was not issued to Project Managers, instructing them to utilize e-Builder workflows for all invoicing and RFIs. Through our detailed SOP testing, we noted several supporting documents were not uploaded to e-Builder. All documentation was provided and uploaded to the appropriate location after our document request.
RECOMMENDATION	We recommend the OR team begin utilizing the established workflows for all invoicing and RFIs going forward. Vendors should also be informed that invoicing submitted outside of e-Builder will not be processed unless a corresponding invoice issued through the workflow has also been generated. We further recommend the PM/OR team establish a process to verify that all documents are uploaded to e-Builder in accordance with the established SOP.
MANAGEMENT'S RESPONSE	<p>Response: A letter has been prepared for District approval instructing external vendors to utilize electronic workflows as of a certain cut off date. With regards to the timeline for issuance of the e-Builder utilization letter, as there are still some contracts to amend with e-Builder language, the issuance of the letter has been postponed to the end of June.</p> <p>With respect to a tool that is to be used to ensure that all pertinent project documents are archived in e-Builder, a template has been created by project. This template will be used once fully vetted to track and record documentation to be loaded and placed into e-Builder. By virtue of this tool, project by project monitoring will be able to be accomplished through the OR-PM Document Control staff.</p> <p>The archival template is already being used by Document Control. The first phase is to retro-actively review and ensure that closed-out, projects have all archives of project records in e-Builder. The Template is being vetted and will be finalized for full roll-out by mid-June 2019. Internal training of PM's/APM's/Admins will occur (by July 1st) relative to use of the Template. The next level of review once completed projects have been reconciled, will begin in July with the oldest projects in construction being the first area of focus.</p> <p>Regarding the Design Review Logs, the Atlanta Design Review team has now completed loading all past reviews to e-Builder. They will be responsible for this task throughout all remaining design phases.</p> <p>Added Staff: A Coordinator is to be hired by July 1st whose job will include daily monitoring of progress of archival in e-Builder according to the template. The next major checkpoint should be September 2019 to determine the gap in records in e-Builder and an action plan to reconcile the same.</p> <p>Estimated completion date: September 2019</p>
OBSERVATION STATUS	Closed – Obtained evidence of audits conducted by CBRE-Heery to verify that appropriate documentation was uploaded to e-Builder. RSM also performed additional testing on a separate sample of schools to verify completeness of e-Builder documentation uploaded. No exceptions were noted during our follow-up testing.



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Further, our procedures included testing of PMOR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RFI aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including eBuilder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10 including:
 - Updated project schedules – all projects
 - 6 phases report
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction procurement
 - Construction invoice review - CMAR
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with Internal Audit, OFC, the PM/OR team, and incorporated management's response into our report.



APPENDIX A



Nova High School - SMART Program Renovations (P.001812) (ISS#5982)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	3.00	11.00	133.00	40.00	13.33	83.00	31.00
Building	3.00	10.00	133.00	40.00	14.33	90.00	30.00
Plumbing	3.00	10.00	133.00	37.00	12.33	96.00	32.00
Mechanical	3.00	14.00	133.00	12.00	4.00	121.00	40.33
Electrical	3.00	52.00	133.00	33.00	11.00	100.00	33.33
Fire Safety	3.00	7.00	133.00	49.00	16.00	85.00	28.33
Fire Alarm	3.00	39.00	133.00	48.00	16.00	85.00	28.33
Fire Protection	3.00	4.00	106.00	30.00	15.00	76.00	38.00
Roofing	4.00	24.00	141.00	56.00	14.00	85.00	28.33

Hollywood Hills High School - SMART Program Renovations (P.001806) (ISS#6030)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	3.00	9.00	112.00	19.00	5.33	96.00	32.00
Building	3.00	37.00	112.00	14.00	4.67	98.00	32.67
Plumbing	3.00	21.00	112.00	17.00	5.67	95.00	31.67
Mechanical	3.00	1.00	112.00	6.00	2.00	106.00	35.33
Electrical	3.00	20.00	112.00	17.00	5.67	95.00	31.67
Fire Safety	3.00	9.00	112.00	34.00	11.33	78.00	26.00
Fire Alarm	3.00	22.00	112.00	34.00	11.33	78.00	26.00
Fire Protection	3.00	6.00	96.00	25.00	12.50	71.00	35.50
Roofing	4.00	35.00	120.00	33.00	8.25	87.00	29.00



Sawgrass Springs Middle School – SMART Program Renovations (P.001841) (ISS#6344)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building	5.00	7.00	324.00	48.00	9.80	275.00	55.00
Plumbing	4.00	6.00	273.00	27.00	6.75	246.00	61.50
Mechanical	5.00	30.00	296.00	16.00	3.20	280.00	56.00
Electrical	6.00	19.00	318.00	39.00	7.80	279.00	55.80
Fire Safety	5.00	54.00	324.00	77.00	15.40	247.00	49.40
Fire Alarm	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fire Protection	4.00	16.00	279.00	49.00	12.25	230.00	57.50
Roofing	5.00	58.00	324.00	66.00	13.20	258.00	51.60

N/A – The Discipline was not applicable for this project. No information was available on ISS.

Forest Glen Middle School – SMART Program Renovations (P.001885) (ISS#6442)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building	3.00	7.00	92.00	18.00	6.00	74.00	37.00
Plumbing	1.00	0.00	40.00	6.00	6.00	34.00	34.00
Mechanical	3.00	13.00	93.00	16.00	5.00	78.00	39.00
Electrical	3.00	5.00	93.00	6.00	2.00	85.00	42.50
Fire Safety	3.00	0.00	41.00	6.00	3.00	35.00	35.00
Fire Alarm	2.00	3.00	91.00	9.00	4.50	82.00	41.00
Fire Protection	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Roofing	5.00	56.00	233.00	62.00	13.40	166.00	33.20



Gulfstream Academy of Hallandale Beach K-8 – SMART Program Renovations (P-001822) (ISS#6806)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	2.00	5.00	97.00	15.00	7.50	82.00	41.00
Building	4.00	22.00	160.00	82.00	13.00	108.00	27.00
Plumbing	3.00	11.00	140.00	38.00	12.00	104.00	34.67
Mechanical	4.00	3.00	143.00	19.00	4.75	124.00	31.00
Electrical	4.00	86.00	150.00	38.00	9.50	112.00	28.00
Fire Safety	4.00	10.00	161.00	59.00	14.75	102.00	25.50
Fire Alarm	4.00	13.00	161.00	60.00	15.00	101.00	25.25
Fire Protection	4.00	8.00	159.00	59.00	14.50	101.00	25.25
Roofing	4.00	12.00	173.00	65.00	21.25	88.00	22.00

Silver Trail Middle School – GOB Renovations (P-001406) (ISS#4824)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building	5.00	4.00	153.00	19.00	3.80	144.00	28.80
Plumbing	3.00	8.00	113.00	22.00	7.33	91.00	30.33
Mechanical	4.00	8.00	127.00	10.00	2.50	117.00	29.25
Electrical	4.00	16.00	126.00	10.00	2.50	116.00	29.00
Fire Safety	2.00	1.00	97.00	14.00	7.00	53.00	26.50
Fire Alarm	4.00	9.00	149.00	16.00	4.00	134.00	33.50
Fire Protection	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Roofing	6.00	43.00	169.00	41.00	6.83	118.00	19.67



Eagle Ridge Elementary School - GOB Renovations (P-001722) (1904465)							
	Total			Building Department		Consultant (Designer)	
	Rounds	Total Comments	Total Days	Total Days	Average Days Per Round	Total Days	Average Days Per Round
Site Utilities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building	3.00	8.00	83.00	22.00	7.33	71.00	23.67
Plumbing	2.00	1.00	88.00	12.00	6.00	76.00	38.00
Mechanical	3.00	57.00	92.00	20.00	6.67	72.00	24.00
Electrical	3.00	33.00	92.00	8.00	2.67	84.00	28.00
Fire Safety	2.00	2.00	88.00	14.00	7.00	74.00	37.00
Fire Alarm	3.00	29.00	94.00	20.00	6.67	74.00	24.67
Fire Protection	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Roofing	3.00	7.00	94.00	23.00	7.67	71.00	23.67



APPENDIX B

Years	Avg # of Permits	Days to Permit
1	4.4	241
2	4.4	265
3	4.0	199
4	3.5	145
5	3.1	90
Grand Total	4	202



Date: _____ Facility/Location #: _____ ISS # _____
Project Name: _____ Project No.: _____

PRE-REQUISITE: In order to submit 100% Construction Documents to the Building department, the Project Manager must have sign-off from the following district department services: [If unable to receive sign-off, indicate the date, method of communication and why unable to receive sign-off. Attach evidence of communication – Email, Notes, e-Builder etc.]

		Print Name	Sign	Date
1	BCPS Environmental Health & Safety:			
	Checklist of EHS concerns Roger Riddlemoser or Alison Witoshynsky or Designee			
2	Physical Plant Operations (PPO):			
	Mechanical Eloy Quesada or Designee			
	Fire Alarm Shawn Dwarika or Designee			
3	Information Technology (IT):			
	Cabling/Terminator/Log-Out Brenda Akins or Designee			
	Voice/Video/Data Brenda Akins/Jeune Tilus or Designee			
	Intercom Teresa Macri or Designee			
	Antennas/Surveillance Cameras Becon-Justin Hanlon/Ed Kessler or Designee			
4	Program Areas:			
	Media Center Neena Grosvenor or Designee			
	Stem Labs Dr. Marilyn Johnson or Designee			
	Art Donna Haynes or Designee			
	Music Joseph Luechauer or Designee			
5	Roof Reality Check Complete:			



6	All Comments from 100% DRT back-check closed			
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Note: It is possible that the Scope of Work does not include an area(s) of review, therefore, the appropriate designation would be "Not Applicable".

The intent of these sign-offs is to ensure that the appropriate stakeholders have been involved in reviewing the project per their area of interest. This is not a design review, but instead is intended to determine that BCPS educational and curriculum standards pertinent to their area of responsibility have been recommended in the project.

Note for PM: Direction given at Lessons Learned Session on September 30, 2019, actual signatures are not required. The signature of the PM can be substituted. By signing for any or all areas, this indicated that all due diligence for design.

Project: **SMART PROGRAM RENOVATIONS**
Project No: HII-1509700
Date: June 20, 2019
Meeting: Project Consultants and Engineers (A/E's)
Location: Rock Island Professional Center, Portable 1203

A G E N D A

<i>Item No.</i>	<i>Item</i>	
1.	Non-Conforming Design Documents	Mike Bobby
2.	Review Direction, Multiple Topics	Mike Bobby

A/E Meeting and e-Builder Communication

1. IT design as applied to Media Center, STEM Labs, Art, Music Spaces
(Draft from ID 5/16)
2. FA System Design and Spec. Change 9/25/18 Memo
3. Meet Applicable Building Codes
Ex: ADA Restrooms Margate MS, South Broward HS
4. Application of Div. 17 Voice/Video/Data and Div. 16 16320 PA/Comm. Does not include all low voltage such as EMS, Surveillance Cameras (ITV) or PA Systems, Security, Fire Alarms. Be sure to properly indicate in contract v. not in contract or not in contract by owner. Typical room layout data and power.
5. IT Review of Construction Documents (CDs) – Need consistent legends and symbols
 - Need existing and new (ex: outlets)
6. Final A/C in location of Fire Panel – A/C is required for new fire panel location. A/E to look for options that include A/C without having to add A/C. Fire inspectors will be involved in determining the location. A/E's check with BASS (BCPS vendor) to specify correct device through which to connect to monitoring service.
7. Test and Balance and HVAC Component Directive (Once Final)
8. Do Pre-Construction Functional testing on duct sensors (Life Safety). New not required if in place and working. Remove, protect, reinstall properly.
9. Proper way to show deletion of scope – use C. Robert Markham as an example. Get from PM
10. Media Centers, STEM Labs, Art and Music Spaces
 - Renovation of finishes v. Renovation v. Remodel
 - If renovation of finishes - no life safety or code upgrade required
11. FA Voice Activation
 - Old Spec v. New Spec

- If under construction with old spec do change order
 - If pre-bid, use add alternate. If pre LOR, modify design (final direction after 6/5/19)
12. A/E's – Provide (half-size) sets at 90% design to PM for issuance to PPO
13. Conduit termination on Roof – A/E to use notes on CDs to show where a conduit terminates to determine the function of the conduit. Remaining conduits must be 18" above finished roof. Mounting must be able to receive flashing.
14. Wet Signature v. Electronic Signature – Use Wet Signature at all times until further notice
15. Windows – Unless MAPPS requires full replacement and deficiency is minor in nature, remove the scope from the project – must include minor repairs such as caulking.
16. Occupancy of Buildings on Multi-building Campus (e.g. Stranahan HS)
- Occupancy is given on a building by building basis using Certificate of Completion and possibly an OEF 110b. Final OEF209 will occur only after full campus project is complete.
17. Use of Surface Mounted Conduit – Generally on hard walls. Must paint conduit. On case by case basis. Review with Pre-Construction and Building Department before including design.
18. Rusted Out Roof – Top Equipment
- Stands/supports – A/E must identify condition. If warranted, include replacement. Build new to new specification.

Date: April 22, 2019
To: Information & Technology and Building Department from ID Meeting 4/18/19
From: Mike Bobby
Subject: re: Media Centers/Art/Music/STEM Labs)

MEMORANDUM

Background

Over the course of the last several months, discussions about what can and should be included in the designs for remodeling and renovations of Media Centers, STEMS Labs, Art and Music spaces were on-going and with input from district IT staff certain directions were identified. A "Draft" communication was written based upon that input with the intent that once vetted, it would provide direction to the consultants and OR-PM.

Statement of Problems

The directions in the "Draft" are in conflict with existing Design Criteria. In discussion with all parties representing the Building Department, Pre-Construction Services and IT will identified the following existing conditions:

1. The Design Criteria does not include the use of power poles, however, it does not state that power poles may not be used.
2. Design Criteria as created is intended for use in NEW buildings including additions.
3. Design Criteria has not been updated.
4. There are no specifications written for power poles.
5. There are no educational specifications for STEM Labs.
6. Designers are not always following design criteria.
7. OR-PM's are not always managing the design process in working between the Designer and District stakeholders.
8. Hard wiring data is still required based upon specific programmatic and functional requirements.

Discussion

Given these conditions the following represents points of discussion:

1. Budget Driven Decisions – The decisions being made are driven by an effort to maximize the result for the Building. Less expensive options and avoiding costly work such as trenching existing concrete floors and using floor mounted on outlets are being avoided.
2. Any changes to the Design Criteria must be made through the Standards Committee.

3. The Designers should be directed to design the space to avoid requirements for power and data other than along the perimeter of the space. Any power/data should extend out from the perimeter and must go through FF&E.
4. The Designer should not be adding any power poles unless there are absolutely no other viable solutions.
5. Any variation from design criteria must be reviewed on a case by case basis during the design phase prior to LOR.

Action to be taken to resolve the Problem

1. There will be no added power poles without approval by Pre-Construction Services. Any addition of power poles must be accompanied by a specification for material and installations.
2. Existing power poles may remain and existing power poles can be removed.
3. No directive will be sent out to the Designer professionals.
4. These Design directions will be processed thru the OR-PM.
5. A report will be provided by Atkins to identify all projects with scope including Media Centers, STEM Labs, Art or Music spaces and the status of design/construction. (Complete)
6. Using this report and priority of projects by status the OR-PM will be given direction to:
 - a. Make sure IT, BCPS District Department Resource and Building Resource Staff have been involve in review of proposed design(s). If not, remedy ASAP.
 - b. Make sure A/E responds to comments quickly and in detail.
7. **Action:** A written statement from Pre-Construction Services is required by the Building Department if a variance from design criteria is to be included in the design.



Date: September 25, 2018
To: All Architects/Engineers (Consultants) under contract with the Broward County Public Schools (BCPS)
From: On behalf of CBRE | Heery, BCPS, the Director, Pre-Constructor Shelley Meloni, District Chief Fire Official MaryAnn May
Subject: Notice of Fire Alarm System Design and Specification Changes
Effective Date: Immediately

MEMORANDUM

Effective immediately a new specification section 13845 has been approved and instituted. It is to be used in all projects either under construction, in design or what will be in design where the scope of project includes fire alarm system improvements.

Action by Phase of Project

1. **Construction** – If in construction, the consultant will initiate an RFI. Once it is determined at what level a change is required in the permitted construction documents, a change order will be processed accordingly. A plan change will also needed to be executed through the BCPS Building Department.
2. **Bidding and Advertisement Period** – If the project is in the advertisement phase of bidding and the design changes can be made through an addendum without delaying the opening of bids the consultant will process accordingly. If this is not possible a change order will be issued post bid award as discussed in item #1.
3. **Construction Documents under 100% Review by BCPS Building Department** – If construction documents are under 100% Review in the BCPS Building Department, the consultant will initiate work to modify the design as needed to meet the new requirements. However, the designer will not modify the construction drawings in any way that will delay receiving the Letter of Intent (LOI) to permit. If the drawings are not able to be changed prior to receiving the LOI, the Consultant will issue an addendum during the bidding advertisement period for the project.
4. **Projects under Design** – The consultant shall modify the design in order to meet the new requirements. The construction documents will meet these requirements prior to going into the Building Department for 100% review. Regardless of the present phase of design, these changes shall be made immediately.
5. **Future Projects for Design** – The new requirements for Fire Alarm Systems will be included in Construction Documents.

Note for Consultants

Consultants are advised to carefully review the capability and condition of the existing system. If the system is addressable capable, the use of the existing system may be able to be incorporated all, or in part and still be able to meet the new requirements. If there is a need for a determination in this regard, the OR-PM assigned to the project must be notified immediately. Upon such notice, OR-PM will facilitate a meeting with Chief May (BCPS Chief Fire Official) as soon as possible in order to yield direction to the consultant.

References

The specifications are now in the district web-site and can be accessed by going to:

<http://www.broward.k12.fl.us/constructioncontracts/DivisionOneDesignStandards.html>

Attachments

- Specification 13845 Fire Alarm System
- Letter from Chief May to Mr. Robert Corbin regarding transition to new Fire Alarm Standard/Specifications.



CBRE | HEERY

2301 NW 26th Street
Building 7
Oakland Park, Florida 33311

+1 754 321 4850 Tel
www.heery.com

Date

[Mr./Ms. First and Last Name]

[Firm Name]

[Firm Address]

[City, State Zip Code]

Project Name:

Project Number:

Delay Notice: P.O. # _____ - D# _____

Re: Delay - Start

Dear [Mr./Ms. Last Name]:

This letter shall serve as written notice of the The School Board of Broward County, Florida's (the "SBBC") enforcement of the terms of your Professional Service Agreement (PSA) addressing the design schedule.

Pursuant Art. 10.1.3 of the PSA, "if [Firm Name] fails to comply with the schedule set forth in the fully-executed Authorization to Proceed (ATP), the SBBC shall deduct and withhold \$100.00, for each calendar day of unexcused delay, from payments due and owing to the Project Consultant."

[Firm Name] failed to submit a complete deliverable for [fill in description of required submittal] on [fill in due date] as required by its design schedule. Accordingly, the SBBC shall immediately deduct and withhold delay charges in the amount of \$100.00 per calendar day starting on [fill in date]. These delay charges will continue to accrue until such time as [Firm Name] has submitted a complete deliverable as defined in [fill in PSA reference]. The SBBC shall continue to hold delay charges equivalent to the total delay to the overall design schedule until issuance of the Letter of Recommendation for Permit (LOR).

Delay Cost Tracking Table

[Firm Name] must submit the attached Delay Cost Tracking Table to each of your subsequent invoices. Invoices shall be adjusted in the Basic Service Column for the number of days delayed and related cost by number of calendar days from the start date of the Delay (as stated in this letter) through date of invoice submitted (date on invoice).

NOTE: A final reconciliation of delay charges shall be made upon issuance of the Letter of Recommendation for Permit (LOR) for this project.

Sincerely,

Danny Jardine
Program Director
CBRE | Heery

Michael Bobby
Deputy Program Director
CBRE | Heery

Frank Girardi
Task Assigned,
Executive Director,
Capital Programs

Shelley Meloni
Director,
Pre-Construction

cc: A/E Representative
OR-PM



CBRE | HEERY

DELAY COST TRACKING TABLE

Delay Notice:	
Start Date/Current Date/End Date:	
Total # of Days:	
Total Delay Changes:	
Delay Notice:	
Start Date/Current Date/End Date:	
Total # of Days:	
Total Delay Changes:	
Delay Notice:	
Start Date/Current Date/End Date:	
Total # of Days:	
Total Delay Changes:	
Delay Notice:	
Start Date/Current Date/End Date:	
Total # of Days:	
Total Delay Changes:	
Delay Notice:	
Start Date/Current Date/End Date:	
Total # of Days:	
Total Delay Changes:	
Total of Delay Changes:	

Note: End Date is the date at which point the delayed deliverable was approved and accepted by the reviewing authority.



PSA Attachment 6
The School Board of Broward County, Florida
Office of Facilities & Construction
2301 N.W. 26th Street
Fort Lauderdale, Florida 33311

(754) 321-1500

Consultant's Authorization To Proceed (Continued)

Project No. & Location No.: P #####
 Professional Fees
 Project Title: GOB SCOPE NAME

Facility Name: NAME OF SCHOOL
 Project Consultant: NAME OF VENDOR A/E

ATP #3

Delay Charge Adjustment

Phase	Original Basic Fee	Fee Authorized by ATP	Fee Previously Paid	Fee Balance
I - Schematic Design (30% CDs)	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
II - Design Development (60% CDs)	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
III - 90% CDs	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
III - 100% CDs	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
IV - Bid Phase (GMP)	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
V - Construction Administration	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
VI - Warranty	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
Allowance - Document Reproduction	#####.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
Allowance - Specific Purpose Survey & GPR	\$0.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
Allowance - Geotechnical	\$0.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
Allowance - Non-Destructive / Destructive Testing	\$20,000.00	##### 100.0%	\$0.00 0.0%	\$0.00 0.0%
Allowance - Pre-Design Testing	\$0.00	\$0.00 100.0%	\$0.00 0.0%	\$0.00 0.0%
Supplemental Services	\$0.00	\$0.00 100.0%		
Total:	#####.00 <i>466,600</i>	#####.00 <i>378,000</i>	100.0% <i>0.0%</i>	\$0.00 <i>0.0%</i>

Payment for these services shall be made in accordance with the provisions of the Professional Services Agreement.

Approved By Consultant				Certified By SBBC			
Name:				Name: Shelley N. Meloni			
Title:				Title: Director, Pre-Construction			
Signature:		Date:		Signature:		Date:	
Recommended By SBBC				Approval by SBBC			
Name:				Name:			
Title: Project Manager / Program Director				Title:			
Signature:		Date:		Signature:		Date:	

This document is part of the Professional Services Agreement between The School Board of Broward County, Florida (Owner) and the Project Consultant and is incorporated by reference into the terms and conditions of that agreement.



The School Board of Broward County, Florida
 Florida Facilities and Construction Management Department
 2301 NW 26th Street Fort Lauderdale, FL 33311(754) 321-1500

Design Professional
 (Name)

Date:

Project No:

Facility Name:

Invoice No:

Project Title:

SBBC PO No.

Design Professional's

ATP No.

Remit to address:

Invoice From:

Project Manager

Delay Charge Adjustment

Original Basic Fee	\$
Current basic fee	\$

INVOICE TOTALS:

Summary	Current Fee	Previously Billed	This Invoice	Balance
Basic Services	\$	\$	\$	\$
Reimbursable	\$	\$	\$	\$
Total:	\$	\$	\$	\$

BASIC FEE TOTALS:

Period	Fee	Previously Billed	This Invoice	Balance
<i>I From 3/12</i>	\$	\$	% \$	% \$
<i>II DD</i>	\$	\$	% \$	% \$
<i>III 50/90</i>	\$	\$	% \$	% \$
<i>IV 100</i>	\$	\$	% \$	% \$
<i>V</i>	\$	\$	% \$	% \$
<i>VI Other Services</i>	\$ 30,000	\$	% \$ (3,000)	% \$ 27,000 100 %
Total Previously Billed:		\$		
Total Amount This Invoice:			\$	
Total Balance:				\$

Submitted By: Name: Title: Date: (Signature)	Certified By: Name: Title: Project Manager Date: (Signature)	Recommended By: Name: Title: Date: (Signature)	Approved By: Name: Title: Date: (Signature)
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Date: April 16, 2019
To: Project Managers
From: Michael Bobby
Subject: How To Treat Comments from Atlanta at 100% Back-check Review

MEMORANDUM

This notice is intended to clarify the manner in which comments coming from the Atlanta Design Review Team (DRT) are to be handled at the 100% Back-check phase.

Change of Practice

Past: There has been a direction that supported sending the 100% CD's to the Building Department for review without closing comments received from the Atlanta DRT emanating from their 100% CD Back-check.

Practice Forward: All comments generated by the D.R.T. must be closed prior to sending 100% CD's to the Building Department for plan review.

Once comments have been closed, the D.R.T. will issue notice through e-Builder that the CD's are ready to be submitted to the Building Department.



APPENDIX C

July 31, 2018

Recurring Design Issues Delaying Permitting
A letter to Design Firms doing work with the School Board of Broward County

On behalf of the District and serving in the capacity of Owner's Representative, CBRE | Heery has completed a review of recent Construction documents submitted to the Broward County Public Schools Building Department, herein after referred to as the Building Department, and comments made by the Building Department. At the current time, approximately 70% of the SMART Program projects are in the design phase. Roughly 50% of these are at or near the point where they will be submitted to the Building Department for permit review.

It is important for everyone involved in the success of the SMART Program to be aware that design is a critical phase. As professional in this industry we all know this to be mission critical. If the design and permitting of the SMART Program projects was performed in any fashion that damages the standard of care required of professionals, the impact on the project, both financially and in time, would be exponentially greater than delays during the design phase. For that reason, both the Building Department and CBRE | Heery have worked to produce the information in this letter to better communicate lessons learned along with recommendations to better align the design firms with the Building Department requirements. The outcome that we all need to continue to strive for is the highest quality of design that meets with BCPS design guidelines, educational specifications and all applicable building codes and regulations which are inherent to the BCPS Building Department permitting process.

As such, CBRE | Heery would like to inform you of changes in procedure between the Project Management Team and the Building Department.

1. Moving forward, the Project Management Team will be holding standing meetings with the Building Department on a weekly basis. We urge you to communicate with your Project Managers to have any issues addressed in these meetings at the earliest convenient time. Communication and needed clarifications with the Project Managers and Building Department should not be an excuse for delays in the design process. It is the responsibility of all of us to make sure that is not the case.
2. Additional meetings will be encouraged between the Design professionals, Project Managers, and Building Department to resolve misunderstanding of comments and interpretations between the parties. It is emphasized that these meetings should not be entered into lightly. The sheer scope and size of the SMART Program prevents meetings like this to be conducted adhoc when other means of resolution are available. However, if resolution of issues and differing interpretations are not successful then these meetings will be made available at the request of either party.
3. Increased monitoring of the design phase during the permitting process and increased communication by Management: You can expect to have a more direct line of communication with the Management team of the SMART Program to avoid unforeseen delays in the design and permitting process.
4. An increased scrutiny of submissions prior to 100% Construction Document submissions to the Building Department for permitting: It has been identified that the comments by the design review teams have not been properly addressed and closed out. To avoid time delays with the submission for permit to the Building Department, these same learned lessons that are being shared with you will also be priority to the design review team. Improper addressing of these issues and comments will result in an expedited rejection of document submission at the appropriate phases.

2301 NW 26th Street
Building 7
Fort Lauderdale, Florida 33311

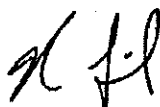
+ 1 754 321 4850 Tel

In addition, this review of the recent submissions of Construction Documents has identified recurring design practices that are deemed not acceptable by the Building Department. The Building Department and CBRE | Heery are jointly providing you with the attached:

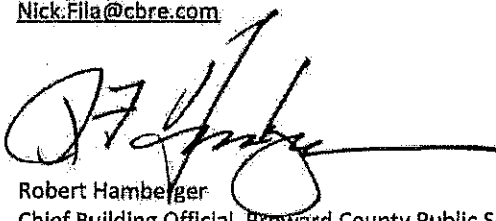
1. Process Overview of Design Submission and Letter of Recommendation to Permit Process.
2. List of issues identified in the preliminary design review by CBRE | Heery and recurring Building Department permit submission comments.

We would like to thank you for your involvement and professionalism with The School Board of Broward County Florida. The professionalism we all show in this process can help to align everyone involved to a better understanding of the quality and integrity of the Facilities that the District is striving for. We are excited to be in business with your firm and look forward to a successful relationship as we continue to improve the learning environment for our students. We urge you to not hesitate to reach out to us as your comments and feedback are important. Our focus is on the success of everyone involved in the SMART Program.

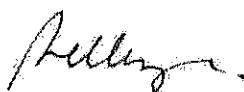
Sincerely,



Nicholas Fila
Senior Assoc., Design Manager, CBRE | Heery
Nick.Fila@cbre.com



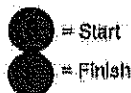
Robert Hamberger
Chief Building Official, Broward County Public Schools



Shelley Meloni
Director of Pre-Construction, Office of Facilities and Construction

cc: Frank Girardi, Director of Construction, Office of Facilities and Construction
Rob Chomiak, Senior Managing Director, CBRE | Heery
Rob Corbin, Program Director, CBRE | Heery

Attachment 1) Process Overview of Design Submission and Letter of Recommendation to Permit Process.



OR = Owner's Rep (Heery)
OR-PD = Program Director
OR-DPM = Deputy Program Manager
OR-PM = Project Manager
OR-DC = Document Control
OR-BC = Board Document Specialist
OR-CxA = Commissioning Agent

PC = Program Controls (Alkins)
PC-PD = Program Director
PC-PD = Program Director
PC-Est = Program Estimator
PC-Sch = Program Scheduler
PC-EB = E-Builder Technician

OFC = Office of Facilities & Construction
OFC-CFO = Chief Facilities Officer
OFC-PD = Pre Construction Director
OFC-CD = Director of Construction
OFC-DC = Document Control
OFC-PM = Manager of Projects

SBBC = School Board of Broward County
OSBR = Official School Board Records
SUPT = Superintendent of Schools
PPO =Physical Plant Operations
PPO-D = Physical Plant Operations Director
RM = Risk Management
CP = Capital Payments
PCM = Program Controls Manager

BCPS = Broward County Public Schools
OTHER = Other BCPS Departments
PS = Procurement Services
CPA = Construction Purchasing Agent
A/E = Architect/Engineer
CMAR = Construction Manager at Risk
CMAR-PM = Project Manager
Contractor/GC = C3MP or DBB Contractor

Recurring Design Issues Delaying Permitting
Attachment 2) Process Overview of Design Submission and Permitting Process

This list of issues and learned lessons is structured by professional discipline. Statements found here are both issues identified by the CBRE|HEERY design review team, and comments provided by the Building Department during submissions for permit. For additional clarification of these comments, please reach out to Nicholas Fila, CBRE|HEERY.

General

1. All references to FBC shall be 2017 edition.
2. Table of Contents and List of Drawings is consistently inaccurate.
3. Notification and Asbestos survey requirements, Applications for Building Permits for the demolition and/or renovation of an existing structures must contain a copy of the Broward County Environmental Protection Department (EPD) "Statement of Responsibilities Regarding Asbestos". Also, the 100% Permit review submittal must include a signed statement from the BCPS Coordinator, LEA of Environmental Health & Safety Department that a "Asbestos Survey" has been completed for the area or scope of work At least (10) working days prior to the initiation of work for and asbestos removal project, a building demolition project, the owner, operator, or contractor shall prepare and submit to EPGMD a completed Statement of Responsibilities Regarding Asbestos, using the form provided by EPGMD. The EH&S Asbestos Designated Person will schedule an Asbestos Pre-Renovation/Demolition Inspection of the facility. Upon completion of the Inspection the EH&S Asbestos Designated Person will return your ACBM/LBP inspection form to you indicating if an asbestos abatement is requirement prior to starting construction activities. A copy of this form signed by the EH&S Asbestos Designated Person must be submitted to the SBBC Building Department as proof that an asbestos survey of the work area has been completed. At this time any asbestos abatement that may be required prior to construction activities at the site will be scheduled. No Permit will be issued until it has been submitted to Broward county Environmental protection and Growth Management Dept. at least ten working days prior to the proposed demolition Project. After submission and receipt to Building Dept. before Permit is issued.
4. The list of designated rooms or areas to be renovated must occur at the 50/60% document stage to allow the LEA of the Environmental Safety and Health department to perform a survey to determine necessary abatement. This action will provide the contractor with the necessary scope of work to submit a proposal in a timely fashion.
5. Documents or major portions are omitted making it impossible to review and subsequently permit.
6. If drawings and specifications contain 3 volumes of documents, sometimes only 2 spec books or 2 sets of drawings are provided for review, making the submittal incomplete and thereby delaying the review.
7. Not all comments are responded to across some or all disciplines.
8. Hardware or hollow metal submittals are sent to the Building department bypassing the PPO review.
9. **Asbestos Abatement** - Asbestos reports missing at 90% submission.
10. **STEM Lab and other Vocational Labs:**
 1. Program and space design not complete at 90% and 100% submissions.
 2. Program and space scope not included at 50% submission, resulting in Building Department rejection due to added scope. All scope must be provided at the 50% submission to the Building Department in order to be accepted as complete at the 100% submission.
 3. In lieu of leaving the space blank due to missing information, the existing MEP, Building and Fire conditions must be shown. Should any of the disciplines become provided later through a plan change to the permitted set, there will be established lighting, power, mechanical and fire aspects to draw from to perform required calculations to be able to approve the plan changes.

If there are additional vocational labs or media centers, the same logic used for STEM Labs would apply for those areas.

Architectural/Building/Roofing

1. Proposed roofing details not complying with existing roof compositions.
2. Scope of mechanical equipment not identified on roof plans; Mechanical roof systems cross references are missing. Specifically, drawings do not clarify what is new and existing to remain or clarify curb extensions for mechanical equipment clearly.
3. Roofing Specs: Missing Specification sections.
 - a. Masonry Removals/Repair Spec.
 - b. Concrete Removals/Repair Spec.
 - c. Wood Treatment Spec.
 - d. Remedial Painting Spec.
 - e. Roof Curbs Spec.
 - f. Torch Applied Spec vs Other Spec. Not used by the District.
 - g. Roofing Specs often do not relate to specific roof composition.
4. Drainage Calculations:
 - a. Pipe sizing missing.
 - b. Drainage calculations per new code must be zoned; Define by ridge to ridge or expansion joint to expansion joint not. Not total roof area.
5. Navigation issues with respect to cross-referencing details to roof plan or missing details and or details not matching exact roofing locations.
6. No structural repairs shown on roofing plan or cross-referenced to structural drawings.
7. Re-roof basis of design verification missing.
8. Provide details and pertinent information on proposed Roof plan with annotation of proposed deck slope $\frac{1}{4}" = 1'-0"$, perimeter dimension, roof perimeter edge at mechanical room, canopy, new roof hatch that comply with the latest FBC 17 6Th ed. Sect. 107.2.1, DMS, SMACNA, NRCA, OSHA, Manufacturer's specifications and industry standards. • Building 1: new installation of fan on roof will require a repair detail to be included on contract documents. • provide structural details for equipment guard protection, to be included attachment to structure and clearance from roof drip edge. • Provide Florida registered engineer signed and sealed submittal for roof designed wind load uplift zone pressures. • Designer to confirm that Liquid applied roofing have a 20-year system per BCPS D M&S • Roof vent for ventilation is not allowed per PCBS D &MS, Machinal equipment shall have 18-inches minimum clearance from low/parapet wall. • Parapet membrane flashing (smooth, granular cap) shall have minimum of 6-inches overlap beyond metal Cant on roof. • Roof details annotation are not legible to read content. • Electrical engineer to provide detail for existing / new fan /curb installation which shall have direct electrical connection below roof deck. • Remove/Replace gravity and power driven fan dampers.
9. Provide details that comply with the latest FBC, DMS, SMACNA, NRCA, OSHA, Manufacturer's specifications and industry standards reflecting the most stringent requirements, with practical allowances that work in the field. Identify method, type, material and spacing for all attachments required to meet uplift pressures on roof covering components inclusive of accessories and/or equipment in the field, (FBC 14, Section 1512, Section 1514-7, Section 1620) • Existing taller Antenna on roof shall be removed from roof and be relocated to another location. Designer to coordinate with PM for new location. Smaller antenna can be relocated to exterior parapet side and attachment to substrate shall resist design wind load uplift pressure. • Conduit pipe support shall attached to structure to resist wind load uplift as specified, a gooseneck or u -shape metal pipe flashing shall be provided at top pipe support w/ clamp connection.

10. Provide detail for support and flashing of Electrical conduit, mechanical piping or any other service lines running on the roof shall be raised not less than 8 inches (BCPS requires 18 inches) above the finished roof surface. (FBC17 Sect. 1522.3.4) (cable on roof shall be run along exterior side of parapet wall below coping.
11. Designer to provide submittal document that existing lightweight to meet requirements of standard procedures for roof moisture survey per FBC HVHZ 2014 (TAS) 126-95.
12. Roof drain pipe, overflow scupper opening size (WxH) from drainage schedule to be identified on proposed roof plan (FBC17 6TH. Ed. Sect.107.2.1, FBCP17 6th.Ed Chap. 11) • Designer to re-evaluate drainage calculation. Overflow scupper shall be calculated per roof zone. • Provide detail for overflow scupper flashing termination through mansard roof. and device required to be equipped with bird screen closure. • East side of roof which has three roof drains however, one at middle is missing an overflow. • Secondary (emergency) roof drains or scuppers shall be provided where the roof perimeter Construction extends above the roof in such a manner that water will be entrapped if the primary drains allow buildup for any reason. (FBC14 Sect. 1107) • Provide detail for plumbing vent pipe extension using S.S. coupling with no hub. To be concealed below proposed finished level. • Overflow Scupper flashing to protrude a minimum of 3-inch passed the wall surface and scupper flashing to protrude 1-inch. • Show overflow pipe outline on proposed roof plan and termination discharge shall be detailed with roof condition (show partial elevation for location of overflow scupper). • Gutter width size to be minimum 2-inches wider than downspout size. • Metal drip edge to overlap gutter profile minimum 1-1/2" to 2 -inches.
13. Lightweight Insulating concrete shall not be applied over an existing roofing system unless the existing roofing assembly is verified to be adequate to accept the new lightweight insulating concrete and is in compliance with the testing required herein. (FBC17 6th. Ed. Sect. 1521.20)
14. (If applicable) Clothes dryer exhaust duct(s) that penetrate roof shall terminate with a non-screened curb mounted appliance equipped with a backdraft damper in accordance with 2014 FMC, Section 504.4.
15. Applications for Building Permits for the demolition and/or renovation of an existing structures must contain a completed copy of the Broward County Environmental Protection and Growth Management Department (EPD) "Statement of Responsibilities Regarding Asbestos" form and a "Notice of Demolition or Asbestos Renovation" form. Also, the 100% Permit review submittal must include a signed statement from the BCPS Coordinator, LEA of Environmental Health & Safety Department that a "Asbestos Survey" has been completed for the area or scope of work.
16. Accurate identification of existing deck composition.
17. Incorrect citing of existing slope.
18. Lack of coordination with all disciplines regarding existing and proposed roof conditions.
19. Lack of all appurtenant information to evaluate a roof plan on the same plan, ie; wind pressure zones, legend, etc
20. Lack of accurate disposition of existing accessories/ equipment conditions.
21. Incomplete assessment of all-encompassing features of a roof, ie; horizontal canopies over doors, tie-in to other canopies, mansards, etc.
22. Lack of understanding key features of our D&MS as are: ARBS vs wood blocking, torch membrane application, lightweight installation, etc.
23. Lack of understanding for the applications of a "temporary roof" on different types of deck.
24. Identifying all roofing components in a quantifiable way that require to be replaced, repaired or new.
25. Lack of understanding roofing warranties, to tackle critical issues such as corrosion or other contaminants that may void a warranty.
26. Depicting information on plans from "As Built" drawings without field verification.

27. Lack of basic details addressing each particular substrate found on project.
28. Providing good resolution photographs of existing roof conditions to help the reviewers depict missed or erroneous assertions on drawings.
29. Meaningless or repetitive notes as are those related to isolating the removal of all flashing components both metal and membrane, instead of simply stating the removal is to metal deck or lightweight, etc.
30. Lack of legibility, clarity in the contract drawings by not using different line weight, size of symbols and characters, etc.
31. Persistent comments and detailing parapets, borne out of a lack of understanding; parapets may become edges without the need to add more cost and ineffective use of resources.
32. Difficulty, even when given reference details, to adapt to project specific conditions.

Site Utilities

Preliminary Site Engineering Design Development Requirements

1. Verify and show all existing underground utility locations for conflicts.
2. Consultant's shall conduct school site visit to evaluate the scope and assess the proposed elements of project for any discrepancies or conflicts. The report of the field inspection shall be communicated with all district's project management group.
3. Coordinate and Conduct all pertinent Tests and Calculations for the proposed design requirements to include Paving, Grading, Storm Drainage, Water Distribution, Fire Mains, Sanitary Sewer System.
4. Coordinate and identify all demolition requirements and work scope with contractor's construction staging area needs and temporary utilities connections.
5. Identify existing underground improvements in conflict with the proposed construction and specify limits of the proposed work scope with appropriate scope legend.
6. Verify and show site grading and elevations within the limits of the construction and consider general site grading and storm water management features for collection and treatment.
7. Evaluate preliminary fire protection work scope according to state of Florida Fire Prevention Code and NFPA-72 and design of fire assemblies and fire protection systems.
8. Research and provide existing and updated Storm Drainage Permit status for the required modification of Five-Year License Certification from local Drainage District.
9. Coordinate and verify that all Site Engineering and Utilities scope of work related to jurisdictional permits and approvals are properly identified and noted on the proposed plans.
10. For all proposed off-site Fire main taps, coordinate with the local City or B.C. Utilities, Engineering and Fire Marshal and submit copies of the required jurisdictional permits for the Site Engineering scope of work.
11. Coordinate with the proposed Roofing plan and show locations of all storm drain structures and services with connection invert and elevations.
12. Dimension location of the proposed fire mains and service extensions from a referenced point and verify and indicate size, type and length of service assemblies.

13. Provide complete details for the proposed scope of work to include paving, signage, marking, storm drainage, water distribution, sanitary sewer system, pump stations, fencing and landscape irrigation according to local jurisdictional or Broward County standards and specifications as required.
14. Coordinate and verify all identified proposed work scope for the Fire System installations. Evaluate and verify FBC and NFPA 72 and 14 code requirements for the proposed extension of the new Fire Main Taps, Fire Hydrants, FDCs and services. coordinate and verify the design requirements for new Fire System installations.
15. Provide key site map and legend for the limits of proposed construction and demolition work.
16. Please provide a copy of all applied jurisdictional permits and approvals to the Broward County Public Schools Building department.

Mechanical/HVAC

1. Variable Volume vs. Constant Volume system design does not match District standards with respect to classroom and assembly spaces.
2. Make-up air has now increased in requirements per the new 2017 Building Code. AHU units now need to be increased in size according to code. Many make-up air vs closed system issues exist.
3. Heat load calculations are not provided in 90% submittals.
4. Outdoor air ventilation calculations are not shown in 90% submittals.
5. Commission issues: Controls data need to be fully provided.
6. Commissioning specifications not included in the 90% submittals.
7. Equipment ID must be noted per District Standards.
8. AHU's have to be sized per heat load calculations and ventilation calculations.
9. Chiller and pump sizing is not according to load calculations. Sizing is based on existing data which is outdated.
10. Return air and Outdoor air is not ducted per District Standards.
11. Existing rooms cannot support the new equipment and clearances in accordance with District Standards and The Florida Building Code.
12. Roof mounted ductwork must be of round profile and aluminum per District Standards.
13. Design must conform to District approved manufacturer/vendor list.
14. Attachments for roof mounted equipment must be detailed on mechanical drawings per District Standards and Building Department requirements.
15. Per FBC Energy Conservation 2017 section C403.2.2 Equipment and system sizing. The output capacity of heating and cooling equipment and systems shall not exceed the loads calculated in accordance with section C403.2.1
16. SBBC 2A-6A Mechanical Design Criteria, C(5). In either CAV or VAV designed systems, only internally lined double wall insulated galvanized steel ducts shall be provided on all mechanical room supply and return air ducts for a distance of 20 feet to and from the AHU discharge and return air openings.
17. Double wall duct not properly identified on plans.
18. Additional missing items:

- a. Energy Compliance Report
 - b. Provide building pressurization charts
 - c. Wind load calculations for mechanical equipment
 - d. Control sequence of operations and diagrams in accordance with 2017 Florida Energy Conservation Code
 - e. Refrigerant detectors in machinery room shall be provided as required by the Florida Fire Prevention Code, NFPA 1-53.2.3.1.
 - f. A complete updated set of remodeled or renovated plans for areas within the scope-of-work shall be provided and shall include room FISH numbers, room names and all new mechanical equipment such as AHUs, ductwork sizes, supply and return air CFM values for T+B purposes.
19. Mechanical Rooms located on the building perimeter shall be provided with a supply air diffuser supplying a minimum of 100 – 150 CFM as per SBBC 2A-6 Mechanical Design Criteria, Section B.
 20. Provide a means to comply with 2017 FMC, Sections 307.2.3 and/or 307.2.3.1 for condensate overflow. Please indicate means to comply on plan(s).

Electrical

1. All references to NEC shall be 2014 edition All references to FBC are the 2017 edition Installation shall be in compliance with, FBC, NEC, BCPS Design and Material Standards including sections 13, 16 and 17 and all other relevant sections. FEC Sections C405 thru C408, 2017; ANSI/ASHRAE/IESNA 90.1 2013.
2. Disconnecting and re-wiring the roof equipment being removed for the roof replacement is the responsibility of the Electrical Contractor per FSS 489.
3. Ground mounted A/C equipment such as DX condenser units shall be installed on a concrete pad and enclosed within a 6-foot-high chain link fence enclosure 6A-6, SREF 453 10.1.1 FBC 2704.1. Metal likely to become energized shall be bonded. Bond the fence with #6 as per 250.52 with suitable lugs or clamps, wire-to-ground rod shall be cadwelded. Comply with BCPS 16060 3.3(C) provide detail.
4. Provide GFCI receptacles in all mechanical rooms as required by FBC 453.17.8 and NEC 210.8(B) A GFCI Receptacle for ground mounted Mechanical Equipment NEC 210.63.
5. Provide a remote duct detector indicators/test stations in accordance with BCPS 13845 3.1 (5) for all new and replacement air handlers. Mounted inside the adjacent to the mechanical room door opening hardware. Uniformly surface mounted on the wall between 48 and 54 inches above the floor. For duct detectors that are above a ceiling or on a roof, flush mount the remote indicators on the ceiling or nearest wall below the unit such that the unit is not above 80 inches from the highest floor level.
6. AHU's, FCU's and exhaust fans shall be interfaced with EMS & Fire Alarm. All new and existing fans shall shut down upon activation of the fire alarm system. Comply with BCPS 13845 2.2(A), NFPA 90A
7. Roof replacement: FBC 107.2.1: Electrical Plans must be coordinated with Mechanical and Structural Drawings. Scope requiring the removal and re-installation of Exhaust Fan equipment for Roof Replacement shall include proper noting for the safe removal and re-installation of all roof top equipment included but not limited to electrical panels and locations, and branch circuit numbers' Notation shall state the responsibility of the Electrical Contractor to assure reconnection to fans and other roof top equipment to existing conduit and wire are acceptable (adequate) and being free from hazards and code compliant. NEC 90.1(B)
8. Fire Alarm Control Panel - All New Fire Alarm Control Panels shall be fed by emergency generator power circuit and label as per NEC 760.41(B) and BCPS 13845 2.7(M) Provide engraved label at all fire alarm control panels indicating source location, panel and circuit number, ETC. Comply with NEC 760.41(B), BCPS 16231 1.1 C.
9. Provide speaker/strobes in all Classrooms and Group Toilets.
10. Provide smoker detectors in Group Toilets.

11. Additional consistently missing items when applicable:
 - a. Commissioning plan with automated lighting controls.
 - b. Existing emergency panel and circuit #'s.
 - c. Fire alarm panel details are consistently lacking for 90% submissions.
 - d. FPL coordination to determine present load conditions (maximum demands) and confirmation of AIC rating. Submission of FPL letter indicating max available fault current at the FPL transformer in vaults.
 - e. Lighting fixture schedules on a consistent basis.
 - f. Means of egress emergency lighting with average of 1 foot candle at egress walking surface with photometrics.
12. Installation shall be in compliance with (2017)FBC, (2014)NEC, (2013)NFPA 72, (2015)NFPA 101, (2017)Florida Fire Prevention Code, BCPS Design and Material Standards including sections 2A-7, 2A-8, 13, 16 and 17 and all other relevant codes and sections.
13. Minimum Plan Review Criteria for Electrical – The examination of the electrical documents shall include all of the relevant criteria; electrical wiring, services, feeders and branch circuits, overcurrent protection, fault current calculations, grounding, wiring methods and materials, GFCI's, equipment, special occupancies, emergency systems, communications systems, low voltage, load calculations, etc. Comply with FBC 107.3.5
14. For existing facilities, the consultant shall visit the site, determine the present load conditions (max. demand) and provide detailed information on the existing service including voltage/phases, switchgear, number of conductors, conduit size, etc. Comply with BCPS 2A-7(A)
15. Commissioning Plan: FBC C408.3 Lighting system functional testing. Controls for automatic lighting systems shall comply with this section. FBC C408.3.1 Functional testing. Prior to passing final inspection, the registered design professional shall provide evidence that the lighting control systems have been tested to ensure that control hardware and software are calibrated, adjusted, programmed and in proper working condition in accordance with the construction documents and manufacturer's instructions. Functional testing shall be in accordance with Sections FBC C408.3.1.1 and FBC C408.3.1.2 for the applicable control type.
16. Automatic Receptacle Control – The following shall be automatically controlled: At least 50% of all 125-volt 15 and 20 amp receptacles in all private offices, conference rooms, printing/copying rooms, break rooms, classrooms and individual work stations. At least 25% of branch circuit feeders installed for modular furniture. Comply with FBC C405.6.1 and ASHRAE 90.1-2013 8.4.2
17. Re-Roofing projects – Coordinate electrical penetrations, equipment disconnects and enclosure support details with Architectural/Structural support details to ensure BCPS approved typical detail is being consistently incorporated. (Coordinate with Roofing Plan Reviewer) All electrical equipment shall be mounted a minimum of 18" above the new finished roof surface. Refer to BCPS 16132.3.2.D(1). Provide detail illustrating procedure to be followed to raise and support all existing electrical conduits and enclosures a minimum of 18" above the new roof deck. Comply with BCPS 16132 3.2(D) and NEC 314.15 and 314.23. Demo plans shall include details regarding the removal and re installation of rooftop mechanical/electrical equipment and electrical contractor scope of work necessary for the roof replacement.
18. Review and verify all relevant BCPS Design and Material Standards (DMS)specification sections related to the entire scope of the electrical work have been provided. Consultants and Engineers shall not eliminate or modify BCPS sections of specifications, unless the portion(s) removed or modified is NOT related to the scope of work included in this project.
19. All new or renovated electrical switchgear and panelboards shall be provided with surge protection devices (SPD"S) in accordance with BCPS 16415 and NEC 285. A listed SPD shall be installed in or on all emergency systems switchboards and panelboards. Comply with (2014) NEC 700.8
20. Electric Equipment rated 800 amps or more - personnel doors intended for entrance and egress from the working space less than 25 feet from nearest edge of the working space, the door shall open in the direction of egress and be equipped with Listed panic hardware. (2014) Comply with NEC 110.26(C)(3)

21. New and replacement Switchgear and Panelboards. Provide short circuit study to determine the maximum available fault current at each overcurrent device and electrical equipment. Comply with NEC 110.9 and 110.10. Provide equipment evaluation schedule to ensure proper interrupting ratings of all new overcurrent protective devices and proper short-circuit current ratings(SCCR) at point of application.
22. Provide Panel Schedules for all electrical panels affected by the scope of this project. Panel schedules shall provide detail for ALL new loads and equipment to be installed including panel brand name, type, mounting, main breaker, amperage, capacity, panel/equipment locations, conduit size, wire size, breaker size, load calculations, voltage drop calculations, AIC ratings, etc.
23. Coordinate all new/replaced electrical equipment panel/circuit numbers indicated on the floor plans with the Panel Schedules provided. Verify consistency of panels and circuits provided. Every circuit and circuit modification shall be legibly identified as to its clear, evident and specific purpose or use. The identification shall include an approved degree of detail that allows each circuit to be distinguished from all others. Comply with NEC 408.4(A)
24. Electrical Panels shall be provided with updated typewritten circuit directories indicating location (Building, Room #) and specific equipment being fed and shall have an engraved label indicating the equipment where the Electrical Panel power supply originates. Majority of panel schedules provided indicate "EXISTING LOAD" circuit descriptions. Not acceptable. NEC 408.4 A&B
25. When modifications to the electrical installation occur that affect the maximum available fault current at the service, the maximum available fault current shall be verified or recalculated as necessary to ensure the new and existing service equipment ratings are sufficient for the maximum available fault current at the line terminals of the equipment. Comply with NEC 110.24(B)
26. Provide GFCI receptacles in all mechanical, boiler and electrical rooms, corridors, vestibules, stairwells, and as required by FBC 453.17.8 and NEC 210.8(B) Provide readily accessible GFCI breaker for new drinking fountain(s). Provide source panel/circuit number. NEC 210.8
27. Electrical plans shall include the electrical power connection to ALL of the new HVAC DDC Control Panels throughout the campus. Provide source panel, circuit numbers and panel schedules/locations.
28. Provide/indicate electrical conduit, wiring, equipment for a fully functional Refrigerant vapor detection and alarm system; Provide electrical plans indicating the required conduit and wiring for the power and supervision interface with the building fire alarm system as required by NFPA 72 and the 2014 Florida Mechanical Code section 1105.3 and 2014 Florida Fire Prevention Code, NFPA 1, section 53.2.3.1.6
29. Refrigerant vapor detection and alarm system; The Refrigerant vapor detection, alarm system and emergency exhaust fan shall be connected to a secondary source of power to automatically supply electrical power in the event of loss of power from the power the primary source. Comply with NFPA 1, 53.2.3.4.4.
30. NEC 422.31(B) - Hand dryers rated over 300 volt-amperes and/or 1/8 hp or lower shall have a disconnecting means within sight from the appliance or a breaker lock shall be provided in accordance with NEC 110.25. The breaker shall be capable of being locked in the open position. The provisions for locking must be an integral part of the enclosure and shall remain in place with or without the lock installed. Hand dryers RATED OVER 1/8 hp shall comply with NEC 422.31(C)(1) or (2)
31. Replacement, disconnection and re-connection of rooftop HVAC equipment, including exhaust fans. Provide engraved label at each SERVICE DISCONNECT indicating power source Bldg/Room/Panel/Circuit number. Comply with BCPS 16010 3.2
32. Computer circuits - Provide one (1) dedicated electrical panel. Provide dedicated Transient Voltage Surge Protector (TVSS) for the electrical panel. Provide one (1) 20A-125V circuit for every two (2) quadruplex of power provided. Each circuit must consist of one (1) phase conductor, one (1) neutral and one (1) grounding conductor. Connect the grounding conductor to the ground bar in the computer panel. Computer circuits and non-computer circuits shall not occupy the same conduit. Comply with BCPS 2A-8(V)

33. Installer Qualifications: Cabling installer must have on staff personnel certified by BICSI. 1. Layout Responsibility: Preparation of Shop Drawings and Cabling Administration Drawings, and field testing program development by a Registered Communications Distribution Designer (RCDD). 2. Installation Supervision: Installation shall be under the direct supervision of a BICSI Certified or equivalent Registered Technician, who shall be present at all times when Work of this Section is performed at Project site. Comply with BCPS 17000 1.7
34. Provide fixture support detail for new or re-installed lighting fixtures. Specification Section BCPS 16510 3.2(E) and 09510 3.2(E) indicates Light Fixtures shall be supported independently of suspension system. The Electrical Contractor is to provide 4 wire hangers, or chains, for each fixture; one hanger at each fixture corner. Install hangers plumb to structure above. Provide 4 chains or #9 ceiling wire for each fixture. Provide approved detail for support of lightweight LED fixtures. Comply with NEC 410.36(B) and ASTM C 636M
35. Provide photometric calculation for the normal and emergency lighting to verify foot-candle requirements per SBBC Electrical Design Criteria BCPS 2A-7(D) and specifications.
36. Provide lighting fixture schedule including description, quantities, manufacturer, catalog number, voltage, LED, type, mounting heights, etc. Details shall include a lighting fixture schedule with wattage and control narrative. Comply with (2017)FBC/EC C103.2(10)
37. Proposed new canopy/covered walkway light fixtures shall be LED, UL listed for wet location, lensed, vandal resistant, vapor proof, with tamper proof screws in compliance with BCPS 10532 2.5(A), 16510 and (2017)FBC/EC C405. Preferable fixture type: Sylvania, "VAPOR" model, Listed to UL 1598 Standards for wet locations, IP65 rated, or equivalent.
38. Verify electrical panels supplying power to new LED light fixtures are provided with a suitable surge protection device in accordance with BCPS 16415 and NEC 285. A listed SPD shall be installed in or on all emergency systems switchboards and panelboards. Comply with (2014) NEC 700.8
39. ADD clarification Note: The existing fire alarm system shall remain 100% operational at all times during this renovation/replacement project. The new system shall be installed, operational, tested and certified prior to disconnecting and demolishing the old fire alarm system, panels, conduits, boxes, etc. The contractor shall provide a fire watch at their expense for any period of time any portion of the existing system is not operational while the building is occupied.
40. New fire alarm control panel shall be provided with a wireless communicator, AES-Intelligent monitoring system in compliance with BCPS 13845 2.7(U).
41. Fire Alarm Control Panel - All fire alarm control panels power supply shall derive from the building emergency power source and be labeled in accordance with NEC 760.41(B) and BCPS 13845 2.7(M)
42. Where fire sprinklers are installed in hoistways, machine rooms, or machinery spaces, a means must be provided to automatically disconnect the main line power supply to the affected elevators prior to the application of water. See section 21.4 of NFPA 72 - 2010, ASME A17.1-2007 and NEC 620.51 for additional requirements.

Plumbing

1. Condensate drainage accurately designed and shown on plumbing drawings and properly referenced on mechanical drawings.
2. Plumbing sanitary vent details require extension to meet 8" minimum requirement.
3. Proper roof drainage calculation and design in accordance with District Standards and Building Department Plumbing and Roofing requirements.
4. Scope Of Work Add - All Work To Be In Accordance w/ FPC (2017), FBC/ADA (2017), SREF (2014), BCPS Design Criteria, Material Standards & Specifications.

5. Provide On Plg Plans/ Civil Plans All Primary Storm Drainage Systems To Be Connected Directly To UG Storm Drains Below Grade. The Use Of Splash Blocks Is Prohibited. BCPS Mech Design Criteria Sec 2A-6 N. 12., Arch Design Criteria Sec 2A-2 D. 1. h. i. & BCPS Spec 15105 3.2 BB. & CC.
6. The primary roof drain system shall be sized for a rainfall intensity of 4.5 inches per hour for a 100-year rainfall in accordance with the currently approved FBC 14 –Plumbing Chapter 11, Figure 1106.6, downspout drain piping shall not be less than 4" in size.
7. BCPS measurements must follow STANDARDS FOR PLUMBING FIXTURES AND ACCESSORIES. Coordinate all information with Section 15410 – PLUMBING FIXTURES (latest revision) of the BCPS design and material standards.
8. Hose Bibb Schedule Section 15410 (2.66) install narrow wall hydrant in group toilets at 30 inches above finished floor on grade. In toilets, install on an open accessible wall adjacent or the plumbing fixtures.
9. The use of PVC piping is limited to underground sanitary, grease waste and storm drain system. The use of PVC piping for above grade installation in the building interior is PROHIBITED.
10. Floor drains design and material standards Section 15430 Part 2, (2.9) floor drain (A), (B) and (C) only shows 3 inches floor drains.
11. FPC 405.3.1 Water closets, urinals, lavatories and bidets. A water closet, urinal, lavatory or bidet shall not be set closer than 15 inches from its center to any side wall, partition, vanity or other obstruction, or closer than 30 inches center to center between adjacent fixtures. There shall be not less than 21 inch clearance in front of the water closet, urinal, lavatory or bidet to any wall, fixture or door. Water closet compartment shall be not less than 30 inches in width and not less than 60 inches in depth for floor-mounted water closets and not less than 30 inches in width and 56 inches in depth for wall-hung water closets.
12. FPC 405.3.5 Urinal partitions. Note that where partitions are used, the distance from the center of the urinal to the face of the partition must be at least 15 inches to be in compliance with Section 405.3.1. The thickness of partitions cannot encroach into the required spaces for fixtures.
13. Standard for Plumbing Fixtures and Accessories for (K – 5) Water closet centerline grades (K – 5) to be 16 inches from side wall . Standard 15 inch bowl.
14. (K – 5) Water closets in elementary schools in student applications ,are to be 10 inch rough fixtures roughed in at 12 inches.
15. (K – 5) ADA lavatory 31 inches above finish floor (top of rim) 24 inches apron / knee clearance,
16. (K – 5) Grab bar 25 inches to centerline.
17. Urinals (k-5) 14 inches top of rim.
18. Design and material standards Section 15410 Narrow wall hydrant- cold water only (WH-3) (group toilets, ese toilets and interior walls) ASSE 1052, ASSE 1019-B, dual check, vandal-proof cast bronze, recessed stainless steel box, mild-climate wall hydrant with satin face, self-opening locking cover removable key, ¾ inch HPT outlet, integral vacuum breaker, backflow preventer. NOTE: Install narrow wall hydrant in group toilets at 30 inches above finished floor on grade. In toilets, install on an open accessible wall adjacent or the plumbing fixtures.
19. FBC sixth edition (2017) Accessibility Section 213.3.1 Toilet Compartments. Where toilet compartments are provided, at least one toilet compartment shall comply with 604.8.1. In addition to the compartment require to comply with 604.8.1, at least one compartment shall comply with 604.8.2 where six or more toilet compartments are provided, or where the combination of urinals and water closets totals six or more fixtures.

20. Design and Material Standards Section 15430 Part 3, 3.2 (N) n all floor P-traps equipped with trap primers, connect the primer to the water closet flush valve in order to prevent evaporation of the trap seals. In areas where water closet flush valves are not available, make connection to lavatories or domestic water piping.
21. Provide accurate and complete information for roof drainage and pattern proposed plan, base Prior to commencement of installation of roofing cap, flood test the deck to insure positive slope and drainage. If there is any ponding water, it sh FBC 1503.7, Protection against decoy termites. Condensate lines and roof downspouts shall discharge at least 1 foot away from the structure sidewall. Whether by underground piping, tail extensions, or splash blocks. Gutters with downspouts are require on all buildings with eaves of less than 6 inches horizontal projection except for gable end rakes or on a roof above roof.
22. Provide adjustable condensate line support with stainless steel components and straps for attachment of pipe to support. Insulate all drainage condensate pipes to avoid condensation on to roof covering system. (2017 FBC, Section 453.1; D&MS, Section 07600).
23. Provide proper disposal of rainwater from roofs by roof drains, scuppers, overflow scuppers, gutters, and downspouts complying with the Florida Building Code, SREF and the Florida Plumbing Code requirements.
24. Condensate piping and discharge location must be shown on the plans. Condensate drywells shall be provided for all units of 2 ¼ tons or larger. For units of 2 tons or smaller, condensate discharge onto the ground is approved.
25. Provide adjustable condensate line support with stainless steel components and straps for attachment of pipe to support. Insulate all drainage condensate pipes to avoid condensation un to roof covering system. (FBC 2017,Section 453.1, D&MS, Section 07600).
26. FBC - 1503.7. Protection against decoy termites. Condensate lines and roof downspouts shall discharge at least 1 foot away from the structure sidewall. Whether by underground piping, tail extensions, or splash blocks. Gutters with downspouts are require on all buildings with eaves of less than 6 inches horizontal projection except for gable end rakes or on a roof above roof.

Fire Protection/Fire Sprinklers

1. Civil drawings are missing to address fire loop scope and/or access to fire hydrants and water source requirements.
2. Sprinkler installation must be noted as fully supervised.
3. Provide UL listed pipe penetration details.
4. Identify and provide details for all site signage required by NFPA.

Fire Alarm / Fire Sprinklers / Fire Safety

1. Missing indication of fire alarm system scope in early submissions. Fire Alarm system scope identified late in the design process.
2. Fire Alarm components and design are often not per District Standards.
3. Provide remote duct detector indicators in locations as required per SBBC Spec. Section 13845.3.1(A) 2. (a-c).
4. Fire Alarm system shall be Voice/tone type evacuation system. All horn/strobes shall be changed to speaker/strobes.
5. If kindergarten rooms have designated sleeping areas smoke detectors will be required (normally 2 detectors will provide the required coverage)
6. Missing Fire and Life Safety Plans as required per District Standards and Building Department requirements.

7. Sprinkler risers should be located in a mechanical room.
8. Note if the existing fire main lines are dedicated fire water or if they are combined with domestic water.
9. Note type of building construction.
10. Plan should show building square footage with fish numbers.
11. Show exit travel distances/path of travel for all modified areas.
12. Verify there are no dead-end corridors.
13. Show current fire ratings of affected areas.
14. Show all required life safety features new and existing.



APPENDIX D

LOR Issued

Yes

Letters Issued

Yes

Design Review Fee - Letters (Sent)	Calculated Charge	Final Charge
ACAI Associates, Inc.	\$1,283.00	
Deerfield Beach ES SMART Program Renovations	\$606.00	TBD
Hollywood Hills HS SMART Program Renovations (CMAR)	\$144.00	TBD
Mirror Lake ES SMART Program Renovations (CC-A)	\$102.00	\$102.00
Nova HS SMART Program Renovations (CMAR)	\$144.00	\$0.00
Westwood Heights ES SMART Program Renovations (CC-A)	\$287.00	\$0.00
BRPH Architects/Engineers, Inc.	\$2,637.00	
Sawgrass Springs MS SMART Program Renovations	\$2,637.00	\$2,637.00
CES Engineering Services, LLC	\$649.00	
Panther Run ES SMART Program Renovations	\$72.00	\$72.00
Park Ridge ES SMART Program Renovations	\$129.00	\$129.00
Ramblewood MS SMART Program Renovations	\$448.00	\$448.00
Crain Atlantis Engineering	\$215.00	
Sea Castle ES SMART Program Renovations	\$215.00	\$0.00
CSA Group	\$4,473.00	
Hollywood Park ES SMART Program Renovations	\$2,807.00	\$2,807.00
Lauderdale Manors ELC SMART Program Renovations	\$1,666.00	\$1,666.00
Florida International Consulting Engineers Design	\$2,280.00	
Sunrise MS SMART Program Renovations	\$849.00	\$849.00
Westchester ES SMART Program Renovations	\$1,431.00	\$1,431.00
GLE Associates, Inc.	\$2,357.00	
Attucks MS Phase 2 SMART Program Renovations (CC-A)	\$842.00	\$0.00
Chapel Trail ES SMART Program Renovations (CC-A)	\$732.00	\$0.00
North Lauderdale PK8 SMART Program Renovations (CC-A)	\$783.00	\$0.00
Jorge A. Gutierrez Architect, LLC	\$2,202.00	
North Fork ES SMART Program Renovations (CC-A)	\$1,755.00	\$1,755.00
Oakland Park ES SMART Program Renovations	\$447.00	\$0.00
Laura M. Perez & Associates	\$742.00	
Pines Lakes ES SMART Program Renovations	\$670.00	\$670.00
Riverland ES SMART Program Renovations	\$72.00	\$72.00
M.C. Harry & Associates	\$144.00	
Maplewood ES SMART Program Renovations	\$144.00	TBD
Nyarko Architectural Group	\$1,448.00	
Country Isles ES SMART Program Renovations	\$201.00	\$201.00
Fairway ES SMART Program Renovations	\$348.00	\$348.00
Floranada ES SMART Program Renovations	\$698.00	\$698.00
Virginia Shuman Young Montessori SMART Program Renovations	\$201.00	\$201.00
RGD & Associates, Inc. dba RGD Consulting Engineers	\$144.00	
Watkins ES SMART Program Renovations	\$144.00	\$144.00

Design Review Fee - Letters (Sent)	Calculated Charge	Final Charge
Rodriguez Architects Inc.	\$1,029.00	
Deerfield Park ES SMART Program Renovations	\$813.00	\$813.00
Lakeside ES SMART Program Renovations	\$216.00	\$0.00
SGM Engineering, Inc.	\$1,065.00	
Colbert Museum Magnet (fka Colbert ES) SMART Program Renovations (CC-A)	\$215.00	\$215.00
Sunland Park Academy SMART Program Renovations (CC-A)	\$563.00	\$563.00
Walker ES SMART Program Renovations (CC-A)	\$287.00	\$0.00
Sol-ARCH Inc.	\$2,491.00	
Dillard 6-12 SMART Program Renovations	\$624.00	\$624.00
Fort Lauderdale HS SMART Program Renovations	\$994.00	\$0.00
Hawkes Bluff ES SMART Program Renovations	\$427.00	\$427.00
Plantation MS SMART Program Renovations	\$446.00	\$446.00
Song & Associates, Inc.	\$2,559.00	
Bright Horizons Center SMART Program Renovations (CC-A)	\$491.00	\$491.00
Dillard ES SMART Program Renovations	\$274.00	\$274.00
Maplewood ES Media Center (Bundled bid with P.001639)	\$61.00	\$61.00
Olsen MS SMART Program Renovations	\$455.00	\$455.00
Park Lakes ES SMART Program Renovations	\$129.00	\$129.00
Park Trails ES SMART Program Renovations	\$273.00	\$273.00
Pinewood ES SMART Program Renovations (CC-A)	\$441.00	\$441.00
Westpine MS SMART Program Renovations	\$435.00	\$435.00
Tamara Peacock Company	\$2,443.00	
Dave Thomas EC East SMART Program Renovations	\$420.00	\$420.00
Everglades HS SMART Program Renovations	\$777.00	\$777.00
Hollywood Central ES SMART Program Renovations	\$344.00	\$344.00
Silver Ridge ES SMART Program Renovations	\$301.00	\$301.00
Sunset Lakes ES SMART Program Renovations	\$601.00	\$0.00
Via Design Studio	\$2,384.00	
Forest Glen MS SMART Program Renovations	\$616.00	TBD
Fox Trail ES SMART Program Renovations	\$144.00	\$0.00
Gator Run ES SMART Program Renovations	\$724.00	\$306.00
Glades MS SMART Program Renovations	\$72.00	\$0.00
Riverglades ES SMART Program Renovations	\$828.00	\$285.00
Williamson Dacar Associates, Inc.	\$5,121.00	
James S. Rickards MS SMART Program Renovations	\$4,154.00	\$4,154.00
Pioneer MS SMART Program Renovations	\$967.00	\$967.00
Wolfberg Alvarez & Partners	\$1,570.00	
Davie ES SMART Program Renovations	\$149.00	\$149.00
Embassy Creek ES SMART Program Renovations	\$246.00	\$246.00
Nova MS SMART Program Renovations	\$1,175.00	\$1,175.00
Zyscovich, Inc.	\$1,058.00	
Cypress Bay HS SMART Program Renovations (CMAR)(Ph 2 - Classroom Addition)	\$565.00	\$565.00
Marjory Stoneman Douglas HS Building Replacement (CMAR)	\$493.00	\$493.00

LOR Issued	Yes
Letters Issued	No

Design Review Fee - Letterts (Pending)	Calculated Charge
Carty Architecture, LLC	\$1,223.00
C. Robert Markham ES SMART Program Renovations (CMAR)	\$1,223.00
CES Engineering Services, LLC	\$1,469.00
Larkdale ES SMART Program Renovations (CC-CMAR)	\$301.00
Lauderhill-Paul Turner ES SMART Program Renovations	\$969.00
Winston Park ES SMART Program Renovations	\$199.00
Crain Atlantis Engineering	\$1,372.00
New River MS SMART Program Renovations	\$731.00
Pembroke Lakes ES SMART Program Renovations	\$641.00
GLE Associates, Inc.	\$1,855.00
Collins ES SMART Program Renovations (CC-A)(CC-CMAR)	\$699.00
Stirling ES SMART Program Renovations (CC-A)	\$1,156.00
Jorge A. Gutierrez Architect, LLC	\$2,062.00
Royal Palm STEM Museum Magnet (fka Royal Palm ES) SMART Program Renovations	\$566.00
William E. Dandy MS SMART Program Renovations	\$1,496.00
LIVS Associates	\$2,187.00
Driftwood MS SMART Program Renovations	\$1,274.00
South Broward HS SMART Program Renovations	\$913.00
RGD & Associates, Inc. dba RGD Consulting Engineers	\$488.00
Harbordale ES SMART Program Renovations (CC-CMAR)	\$488.00
Rodriguez Architects Inc.	\$172.00
Boulevard Heights ES SMART Program Renovations	\$172.00
Sol-ARCH Inc.	\$2,014.00
Tedder ES SMART Program Renovations	\$566.00
Wingate Oaks Center SMART Program Renovations	\$1,448.00
Song & Associates, Inc.	\$2,885.00
Bair MS SMART Program Renovations	\$946.00
Broward Estates ES SMART Program Renovations	\$729.00
Challenger ES SMART Program Renovations	\$375.00
Horizon ES SMART Program Renovations	\$699.00
Stephen Foster ES SMART Program Renovations	\$142.00
Tamara Peacock Company	\$1,183.00
Norcrest ES SMART Program Renovations	\$824.00
Thurgood Marshall ES SMART Program Renovations	\$359.00
Williamson Dacar Associates, Inc.	\$545.00
Eagle Point ES SMART Program Renovations	\$545.00
Zyscovich, Inc.	\$3,542.00
Falcon Cove MS SMART Program Renovations (CMAR)	\$3,542.00



APPENDIX E

STANDARD OPERATING PROCEDURES

Document Number:	10.80	Revision No.:	009
SOP Name:	Construction Services Minor Projects (CSMP)		
Latest Revision Date:	September 13, 2019	Revised by: <i>Michael Bobby</i>	Approved by: <i>Daniel Jardine</i>
Revised Items summary:	Step #4 Revised.		
BCPS Approval by:		BCPS Approval Date:	

1. PURPOSE

The purpose of this section is to provide guidance for the use and application of the District's Construction Services Minor Projects (CSMP) delivery method. This procedure helps identify the actions and requirements for:

- A. Soliciting construction proposals from the Construction Services Minor Projects (CSMP) pool of prequalified contractors.
- B. Evaluating the Contractors proposals and required documentation.
- C. Generating, processing for approval, and issuing the Notice to Proceed.
- D. Obtaining a Purchase Order number.

2. SCOPE

This procedure includes all CSMP contracts up to the CSMP cap of \$2,000,000.

3. DEFINITIONS

See section 1.20 and 1.30 for Definitions and Abbreviations.

4. PROCESS MAP

See Attachment 10.80-1 – Update under development

5. PROCEDURE

STEP	ACTION	RESPONSIBLE
1.	As a CSMP need is identified, the scope, budget, and desired schedule is developed. A CSMP may be identified by other BCPS departments (i.e. PPO) and must be coordinated with the OR-PM to facilitate an	OR-PM

STANDARD OPERATING PROCEDURES

	accurate record of the CSMP contract value issue to date.	
2.	The PC-PD determines the FLCC for the project	PC-PD
3.	The OR-PM informs the OR-ContMgr, who maintains the CSMP contract log, of the need to select a CSMP contractor.	OR-PM OR-ContMgr
4.	Together the OR-PM, OR-ContMgr and the OR-PD identify the next available contractor in the CSMP contract rotation.	OR-PM OR-ContMgr OR-PD
5.	A Proposal Request (Estimating Order Form – Document 00800a) is prepared by the OR-PM and routed for approval to the OFC-CD	OR-PM
6.	The Proposal Request (Document 00800a) is reviewed, sign, and returned	OFC-CD
7.	Once approved, the OR-PM sends the Proposal Request (Document 00800a) to the Contractor via e-Builder. If CSMP Contractor declines the Proposal Request, return to Step #4.	OR-PM
8.	The Contractor assembles their proposal and submits via email to the OR-PM, along with the following documents: <ul style="list-style-type: none"> • Estimating Order (Document 00800a) • Estimating Recap Form (Document 00800b) • Contractor Proposal • Schedule of Values (Document 00435) • Project Specific Certificate of Insurance • Project Schedule • Statement of Intent to Perform as an S/M/WBE Subcontractor (Document 00470) • S/M/WBE Subcontractor Participation Schedule (Document 00475), or • S/M/WBE Good Faith Effort Form (Document 00480) 	GC
9.	Reviews the Proposal Package for compliance, completeness, and responsiveness. If revisions and/or negotiations are necessary to reach an agreement, the OR-PM shall record for the file any such discussions. If appropriate, a site visit may be schedule to assist in the preparation of the Contractor's Proposal. The OR-PM will verify that the Contractor is registered with the Building Department.	OR-PM

STANDARD OPERATING PROCEDURES

10.	BCPS Office of Supplier Diversity and Outreach Program (SDOP) reviews verifies the SMWBE documents listed in step 8 and notifies the OR-PM with written confirmation of approval.	SDOP
11.	For projects over \$30k, the OR-PM forwards a copy of the proposal package to the PC-Est	OR-PM
12.	The PC-Est prepares an estimate of the work based on RS Means cost information and applies the Contractor's multiplier as per their approved bid/contract. The PC-Est. provides any additional commentary.	PC-EST
13.	The PC-PD reviews the Contractor's Proposal package and the PC-Est's estimate to confirm compliance with the budget. If this cannot be confirmed the package is returned to the OR-PM for further revisions/discussions with the Contractor. If agreement cannot be reached, then return to Step #4.	PC-PD
14.	If the CSMP Contractor's Proposal package is accepted, the OR-PM prepares the NTP (Document 00550)	OR-PM
15.	Sends an original NTP to the Contractor for their signature	OR-PM
16.	Reviews the NTP and returns an original, signed copy to the PM. (blue ink only)	GC
17.	Signs the original NTP (blue ink only)	OR-PM
18.	The OR-PD or OR-DPM reviews and initial the NTP package	OR-PD or DPM
19.	Forwards the completed Proposal Package, along with the partially executed NTP, to the OFC for processing & distribution.	OR-DC
20.	Routes a copy of the Proposal Package with the Certificate of Insurance and an original copy of the partially executed NTP to RM.	OFC-DC
21.	The RM reviews/approves Contractor's insurance documentation and signs the original NTP (in blue ink) and returns it to OFC along with the Insurance approval letter. If revisions are necessary the package is returned to the OR-PM for revision.	RM
22.	The OFC-DC logs and routes the NTP package to the OFC-PM	OFC-DC
23.	The OFC-PM reviews and initials the NTP package	OFC-PM
24.	Routes a copy of the complete Proposal package to the Construction Purchasing Agent.	OFC-DC

STANDARD OPERATING PROCEDURES

25.	CPA signs the original NTP (in blue ink) and returns it to OFC.	CPA
26.	Prepares a Request for Requisition memo, and sends it to Capital Payments, along with a complete copy of the entire proposal.	OFC-DC
27.	CP Bookkeeper reviews and performs a budget analysis. The CP Bookkeeper enter into SAP and generates a requisition.	CP
28.	Purchasing issues PO. Notification is sent to OFC, OR and the Contractor. Procurement inserts the construction start date of seven (7) days Procurement approval)	PWS
29.	Receives PO Number from Construction Purchasing Agent and adds the PO Number to the NTP.	OFC-DC
30.	OFC-DC signs the original NTP (blue ink only).	OFC-CD
31.	Forwards the fully executed NTP to the OR-PM for distribution to the Contractor, Capital Payments and project file.	OFC-DC
32.	Distributes fully executed NTP to Contractor, Capital Payments and project file.	OR-PM
33.	The OR-PM conducts a Pre-Construction Conference in accordance with SOP 4.15	OR-PM
34.	Mobilizes Contractor's Team for design and/or construction.	GC

STANDARD OPERATING PROCEDURES

6. REFERENCES / RESOURCES / ATTACHMENTS

References:

4.15 Pre-Construction Conference

Attachments:

10.80-1 CSMP Projects Process Map (Full size)

10.80-2 Estimating Order (Doc. 00800a)

P.Docs\19-CSMP

10.80-3 Estimating Recap Form (Doc. 00800b)

P.Docs\19-CSMP

10.80-4 Notice to Proceed (Construction CSMP) (Doc. 00550)

P.Docs\02-NTP-ATP and <http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-5 Schedule of Values (Doc. 00435) = 10 pages

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-6 Statement of Intent to Perform as an S/M/WBE Subcontractor (Doc. 00470) = 1 pg

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-7 S/M/WBE Subcontractor Participation Schedule (Doc. 00475) = 1 pg

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-8 S/M/WBE Participation: Good Faith Effort Form (Doc. 00480) = 5 pgs

<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

10.80-9 Post-Award Vendor Subcontracting Waiver Request Form (Doc. 00490) = 2 pgs

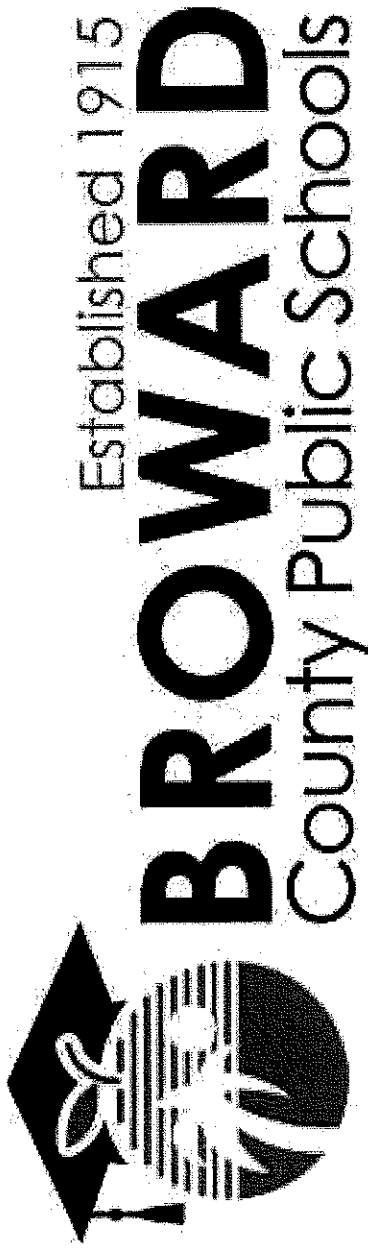
<http://www.broward.k12.fl.us/constructioncontracts/D0docs.html>

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Internal Audit of Program Management FY 2019-2020 Q3

June 2020



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TRANSMITTAL LETTER

June 9, 2020

Joris Jabouin, Chief Auditor
Broward County Public Schools
600 SE 3rd Avenue, 8th Floor
Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scope of work, submitted January 15, 2020, we hereby submit our FY 2019-2020 Q3 internal audit report of the Program Management function. We will be presenting this report to the Audit Committee at the next scheduled meeting on June 18, 2020.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
Current Period Observations	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
Prior Observations Follow Up	This section provides an update and current status of remediations related to prior noted findings.
Objectives and Approach	The objectives and approach of the internal audit are explained in this section.
Appendix	This section includes documentation provided by the OR/PM in response to prior observations.

We would like to thank all those involved for their assistance in connection with the FY 2020 Q3 internal audit of the Program Management function at Broward County Public Schools.

Respectfully Submitted,

[RSM US LLP]

EXECUTIVE SUMMARY

Background, Objectives and Scope

RSM has provided various operational and construction auditing services through agreement with District's Office of the Chief Auditor ("OCA") since 2012. In March of 2017, RSM began providing quarterly evaluation reports of the District's Program Management team directly to the District's Office of Facilities and Construction ("OFC"). During our engagement we worked closely with OFC and members of the ATKINS and CBRE-HEERY Program Management team to improve the District's design and construction control environment, and encourage transparency and accuracy in reporting. In November 2018, contractual oversight and management of our work shifted from OFC, back to the OCA. RSM works with OCA on a quarterly basis to define an audit plan for upcoming quarter.

The objective of our engagement is to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Our procedures included testing of PM/OR compliance with District standard operating procedures and industry leading practices. Our scope included activities performed during the period January – March 2020.

Observations

The observations identified during our assessment are summarized on the pages that follow, and include management action plans with estimated completion dates.

During our work, we identified a segregation of duties conflict related to a PMOR employee who was approving their own timecards.

We also noted a finding related to increasing the level of documentation used to support billings of PMOR subconsultant labor for Communications.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6.
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Selected a sample of change orders for testing of the Atkins independent cost estimating process
- Followed up on prior findings

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10.
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction Procurement
- Conducted interviews and process walkthroughs with CBRE-HEERY and select consultants to understand staffing model and assignment of key responsibilities. This included a design assessment of processes and staffing, and analysis of billings by position, some of which is still in process as of our report date.
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings into this report. We have reviewed the results of our testing with OCA, OFC, the PM/OR team, and incorporated management's response herein.

EXECUTIVE SUMMARY - CONTINUED

Summary of Observations

Following is a summary of observations that were identified during our work. Further details of each item are included within the Detailed Observations section of this report.

Observations	
1. CBRE-Heery labor invoice review	Through our detailed testing of OR-PM invoices, we noted that a CBRE-Heery employee was approving their own timecards. This occurred over a 5 month period, and represented total billings to the District of \$85,860.
2. Subconsultant Fees and Billing Support - Communications	During our review we noted that although some deliverables from the Communications team are specifically defined, while other duties performed may not directly correlate to measurable deliverables. We recommend the Office of Facilities and Construction obtain a monthly description from the Communications team that outlines deliverables and/or tasks performed by individual to support hours billed.



CURRENT PERIOD OBSERVATIONS



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q3

1. CBRE-Heery labor invoice review

DETAIL

Through our detailed testing of the monthly CBRE-Heery labor invoices that were available during our testing period, we identified instances where a CBRE-Heery employee was self-approving their own timecards, which were used as supporting documents for hours invoiced to the District. Self-approvals were contained within labor invoices from August 2019 - December 2019. Prior to August 2019, the employee's timesheets were approved by a supervisor.

We informed Capital Payments of the self-approvals prior to the District's receipt of the December 2019 invoice, and understand that Capital Payments directed CBRE-Heery to obtain supervisor approval of the employee's timesheets going forward; however, the December invoice still contained the self-approval of the same employee's timecard. The following table summarizes the self-approved timecard transactions which total 636 hours and \$85,860:

Month	Hours	Bill Rate	Bill Amount
August	144	\$ 135	\$ 19,440
September	92	\$ 135	12,420
October	176	\$ 135	23,760
November	124	\$ 135	16,740
December	100	\$ 135	13,500
Total	636		\$ 85,860

A separate employee, with knowledge of the actual time worked, should be the approver of this employee's timesheet. Without appropriate review of an employee's time, the District is at an increased risk for billings of incorrect and/or overstated time.

In review of subsequent invoices, we noted the secondary review of this employee's timesheet was documented in the January 2020 invoice, and in 3 of the 4 weeks of the February 2020 invoice. Through discussion with Capital Payments, we understand that an independent review/approval of this employee's timesheets will be verified prior to payment going forward.

RECOMMENDATION

We recommend that CBRE-Heery modify the timecard review process to include appropriate segregation of duties. We further recommend the District include a review step to verify that all timecards submitted with an invoice include a secondary review and approval prior to acceptance and payment.



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q3	
OBSERVATION	1. CBRE–Heery labor invoice review
MANAGEMENT’S RESPONSE	<p>Response: CBRE/Heery has revised the timescard review and approval process where the Program Director now reviews and approves all timesheets submitted by CBRE/Heery staff. We have gone back and reviewed all of the timesheets where the employee reviewed and approved their own timesheets and have verified and validated all time charged during this period in question was appropriate.</p> <p>This concern will not be an issue moving forward and has been resolved.</p> <p>Estimated Completion Date: N/A</p>



DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q3

2. Subconsultant Fees and Billing Support - Communications

OBSERVATION

DETAIL

We reviewed the CBRE-Heery Subconsultant billings for the team that leads communications efforts for the SMART program. During our review we noted that although some deliverables are specifically defined, other duties performed by the team may not directly correlate with consistently measurable deliverables. Through discussions, we noted that team members perform a variety of duties related to internal and external reporting and public outreach, which include the following:

- Compilation of the quarterly Bond Oversight Committee reports
- Web design for the SMART Futures website
- Compilation of other newsletters, circulars, and pamphlets
- Graphic design
- Photography
- Copywriting
- Social media updates
- Ad-hoc reports requested by various OR-PM and District leadership

The following table summarizes the personnel and costs associated with the Communications team:

Communications Team (July – December 2019)				
Headcount	Avg. FTE	Avg. Monthly / Head	Avg. Monthly Cost / Head	Annualized Cost / Head
7	5.89	146	\$9,645	\$115,740
				Annualized Total
				\$790,920

Although we understand the duties performed by the team cover many facets of reporting and professional design, timesheets related to these hours only include the “Communications” description. Considering the size of the team dedicated to communications, and costs associated therewith, District management may not have adequate information to assess reasonableness of hours incurred.

RECOMMENDATION

In addition to the timesheets provided with the CBRE-Heery invoices, we recommend the Office of Facilities and Construction obtain a monthly description from the Communications team that outlines deliverables and/or tasks performed by individual. This will help provide additional context to the work performed, as support for the hours incurred in this area, and allow the team to repurpose employees if there is variability in workload.

DETAILED OBSERVATIONS – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019-2020 Q3	
OBSERVATION	2. Subconsultant Fees and Billing Support - Communications
MANAGEMENT'S RESPONSE	<p>Response: The SMART Communications Team, led by Garth Solutions, Inc (GSI), performs a variety of tasks associated with delivering a comprehensive communications program intended to keep a diverse base of stakeholders informed about the Program's progress. Related deliverables include but are not be limited to a variety of reporting documents such as the Bond Oversight Committee report, community/District presentations, photo documentation, content/graphic development, digital & social media campaigns, web design/maintenance, newsletters and other collateral materials – all of which require diverse skill sets.</p> <p>The communication deliverables are currently tracked and monitored internally utilizing GSI's project management tools. Additionally and as a result of the remote work environment due to the COVID pandemic, GSI has recently implemented a more detailed timesheet documentation process to capture daily activity logs of each staff member. GSI will leverage these tools to enhance reporting of activities related to SMART Communications by submitting a monthly communications report that summarizes deliverables and related tasks performed by assigned individuals. This documentation will be submitted beginning with the June 2020 pay application and will continue thereafter throughout the term of the program.</p> <p>Estimated Completion Date: June 2020</p>





PRIOR OBSERVATIONS FOLLOW UP



PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018 -2019 Q4	
OBSERVATION	FY 2018-19 Q4 (Observation #2) Construction Invoice Supporting Documentation
DETAIL	<p>During our testing of Construction Manager at Risk “CMAR” invoicing, we noted insufficient supporting detail was provided for the sample of invoices tested from 3 active CMAR projects. All three projects were considered cost-plus contracts, with the subcontractors classified as a director cost. We noted the following instances of insufficient support:</p> <ul style="list-style-type: none"> For 2 of 5 applicable invoices, subcontractor pay applications were not included in supporting documents For 1 of 3 applicable invoices, a cover was provided, but no corresponding schedule of values was provided with the subcontractor pay applications For 1 of 5 invoices, no lien releases were provided for either the prime contractor or subcontractors For 2 of 5 invoices, the prime contractor’s lien release did not agree to the pay application For 1 of 4 applicable invoices, signed subcontractors lien releases for \$10 were provided as supporting documentation, although no related subcontractor costs were invoiced <p>For five (5) sample projects related to non-CMAR invoices, we obtained all approved pay applications as of our testing date to complete a rollforward and review of supporting documentation. The following instances of insufficient support were noted:</p> <ul style="list-style-type: none"> For 2 of 5 projects, project management did not obtain general contractor lien waivers in a timely manner for any of the pay applications approved. <ul style="list-style-type: none"> Per review of the lien releases provided, the liens were dated after RSMs request date for the missing documentation. Additionally, for one (1) of the projects, the lien release provided was the amount due for the three pay applications combined For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 4 of the project’s approved invoices For 1 of 5 sampled projects, subcontractor lien releases were not provided for 1 of 3 of the project’s approved invoices. However, five (5) subcontractor lien releases were provided for \$10.00 for services through 2/28/19. This occurred before the first pay application period of 3/1/19 – 3/31/19.
RECOMMENDATION	<p>We recommend the OR-PM enforce the supporting documentation requirements of the CMAR and non-CMAR agreements, and require contractors to provide subcontractor invoices, and all related lien releases with each application for payment. Invoices should not be approved or processed for payment prior to receipt of all appropriate supporting documentation. To aid in the completeness of review a checklist should be utilized by the OR-PM, and all reviewers to document receipt and review of all applicable supporting documents.</p> <p>Further, we recommend for the projects where this support has not been provided, a retrospective audit be performed to ensure the District has not been overbilled for tradework actually performed.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018 - 2019 Q4	
OBSERVATION	FY 2018-2019 Q4 (Observation #2) Construction Invoice Supporting Documentation
MANAGEMENT'S RESPONSE (SEE APPENDIX A FOR MEMORANDUM)	<p>Response: The Checklist has been reviewed by staff, cross-referenced with the General Condition requirements for CMAR and ITB projects and are in the process of being revised. A review/refresher of pay invoice document requirements is planned for Friday, October 25th, 2019 as part of the weekly Project Managers meeting. In the long term, the invoice workflow in e-Builder is in the process of being improved. The end result is to increase checks and balances at the submittal stage for the vendor, thus reducing the opportunity for submitting invoices lacking complete supporting documentation. The outcome is expected to reduce rejected pay-applications and thus increase the speed of vendor payment processing. The target for completion and roll-out in January 2020. In addition, Capital Budget and staff have provided training on the proper processing of Direct Owner Purchases in the invoice system to project managers and contractors. This was another area where improper processing caused rejections of pay-applications.</p> <p>Q3 2020 Update: The original observation identified opportunities to improve checks and balances by insuring that additional supporting documentation are included by the contractors requesting payment. Specifically, the recommendation that resulted was to require contractors to provide sub-contractor invoices and all related lien releases with each application for payment.</p> <p>Subsequently, Pay-Application check lists were revised and targeted to satisfy this recommendation. Since that time, the checklists were posted and were used live in the e-Builder process work flow. Training was conducted with Project Manager's and other members of the Project Manager's team. Furthermore, the check lists generated input from a number of the design teams and a round table discussion ensued. The result of the round table was another fine-tuning of the check lists.</p> <p>There has been on-going work with contractors regarding processing of Pay-Applications, the use of check lists and related requirements for contractors, designers and project managers.</p> <p>A memorandum was recently prepared to create a final cut-off for including the sub-contractors' documents and is to be issued via e-Builder the week of June 8, 2020. This memorandum dictates that the documentation as required is not just reviewed in draft form but uploaded into e-Builder as part of the Pay-Application work flow.</p> <p>This memorandum will be reviewed at construction progress meetings</p> <p>Original Estimated completion date: October 2019 Estimated completion date: March 2020 Revised Estimated completion date: August 2020</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2018 - 2019 Q4	
OBSERVATION	FY 2018-2019 Q4 (Observation #2) Construction Invoice Supporting Documentation
OBSERVATION STATUS	<p>Partially Complete – RSM reviewed the most recent pay application for 2 CMAR and 3 Non-CMAR projects to verify project management utilization of the new pay application checklist. In our testing, we noted the new checklist was completed for the samples tested; however, we also noted that while the checklist was used, subcontractor pay applications were still omitted from the final pay application packages tested for the CMAR project.</p> <p>In further discussions, the OR-PM team indicated that subcontractor pay applications were reviewed and marked-up during monthly site walkthroughs and prime contractor pay application “pencil copy” reviews, but were not included in final packages uploaded to e-Builder. Without maintaining and uploading the subcontractor pay applications with the final prime contractor package, appropriate supporting documentation is not maintained in the District’s records to support amounts invoiced by the prime contractor. As such, we recommend the project management team obtain subcontractor pay applications, or require inclusion of subcontractor invoices in the packages uploaded to e-Builder by the prime contractor.</p> <p>As the updated checklist has been implemented, we note follow up related to this finding as partially complete, pending further testing in to validate that appropriate supporting documentation is included with pay applications.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #1) Change order supporting documentation
DETAIL	<p>In our detailed testing of change orders, we noted inconsistent documentation was provided in support of change order costs. Through our review of labor, material, and equipment costs included in change orders, we noted that inconsistent support was provided by contractors as support for the rates (hourly/daily/weekly) utilized:</p> <ul style="list-style-type: none"> • For 7 of 9 applicable change orders, there was partial or no labor support provided for the rates used • For 6 of 9 applicable change orders, there was partial or no material support provided for the rates used • For 4 of 9 applicable change orders, there was partial or no equipment support provided for the rates used
RECOMMENDATION	<p>We recommend the OR-PM require contractors to submit supporting documentation for change orders to allow for a detailed review of the reasonableness of cost quotes provided by the contractor, especially for changes under \$25,000.</p>
MANAGEMENT'S RESPONSE	<p>Response: While the change orders included all relevant documentation, staff recognizes that the level of detail was not consistent across all change orders. As the program progressed into the construction phase, staff had not received many change orders at that point, and the requirements, although delineated in the contract were not closely adhered to fully. The automatic workflow that processes all change orders through e-Builder includes requirements for detailed cost support documentation regardless of the value of the change order. There is also a committee for reviewing change orders, the Change Order Review Panel (CORP). The CORP Chair reviews each change order for completeness then uploads the item to the agenda for the next CORP meeting. The Panel then reviews all documentation prior to approval. In summary, we have taken all action necessary to meet the recommendation for detailed labor and material breakdowns, inclusive of labor rates. Action taken and Complete.</p> <p>Estimated Completion Date: N/A</p>
OBSERVATION STATUS	<p>Closed - RSM tested a sample of 4 change orders that were reviewed by the Change Order Review Panel (CORP) after their formation in Q1 2019. In our testing, we noted a significant improvement in the level of supporting documentation for change orders. We also conducted testing of a separate sample of 3 change orders and validated that the e-Builder workflow was utilized, and that approvals occurred at all steps defined in the workflow.</p> <p>In 1 of 4 change orders reviewed for supporting documentation, we noted the General Contractor did not provide a rate card/timesheet to support labor rates. The total GC labor was less than 10% of the total change order cost, and the CORP review identified a reduction of approximately \$10,000 in proposed labor costs. Considering these items, the CORP review was an effective control in validating the proposed change order costs. In addition, considering the significant improvement noted in supporting documentation for other sampled change orders, we recommend closing the follow up related to this finding.</p>

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #2) Change Order retention in e-Builder (Repeat Finding)
DETAIL	<p>We previously reported a finding related to design procurement document retention in e-Builder (FY 2018-2019 Q3 report). In the current quarter, we noted similar exceptions related to change order document retention. To conduct our testing for SOP compliance, we first reviewed documents available on e-Builder, and subsequently followed up with the PM/OR and District personnel to obtain those documents which were not originally uploaded therein. All documentation requested was provided and uploaded to the appropriate location in e-Builder after our request; however, the following documents were consistently missing from e-Builder:</p> <ul style="list-style-type: none"> • Change Request/Proposal form (document 1250b) for 5 of 9 applicable change orders • Proposal Worksheet Detail (document 1250c) for 5 of 9 applicable change orders • Proposal Worksheet Summary (document 1250d) for 5 of 9 applicable change orders
RECOMMENDATION	<p>We understand the e-Builder workflow for change orders was implemented/effective as of 5/31/2019, and requires that all documentation be attached in order to complete the review process. We recommend the PM/OR team evaluate the current maintenance of legacy documentation. Pending results of this analysis, the PM/OR team should consider migration of the legacy documentation created prior to the implementation date of 5/31/2019 into e-Builder for purposes of document retention.</p>
MANAGEMENT'S RESPONSE	<p>Response: OR-PM document control staff is currently, retroactively, migrating change order files along with 1250b, c, and d documents into e-Builder (folder G05-08-CO). The file migration of retroactive projects should be completed no later than the end of April 2020.</p> <p>Estimated Completion Date: April 2020</p>
OBSERVATION STATUS	<p>Complete, pending testing – In discussions, the OR-PM noted that all available historical change order documentation has been uploaded to e-Builder, and was completed in April 2020. We will conduct testing in the next quarter to validate completeness of historical change order data in e-Builder.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #3) Contract time modifications and schedule updates
DETAIL	<p>Through our detailed testing of change orders, we noted a variance between additional days approved via change orders, and days added to the next corresponding project schedule update. We also noted instances where the final completion date listed in versions of project schedules, prior to approved changes, did not agree the final completion date listed in the Notice to Proceed (NTP).</p> <p>Project final completion dates are included in the contractor's NTP. Minor fluctuations to the daily/weekly schedule are expected, and should be reflected in the updated schedule provided by contractors each month (typically with the pay application package). Changes to the final completion date are only allowed with the District's approval through a change order, and should also be reflected in monthly schedule updates. We selected a sample of ten (10) change orders to validate that appropriate schedule updates were made, to reflect additions of time approved via the change order. We noted exceptions for 4 of our sample selections.</p>
RECOMMENDATION	<p>We recommend the OR-PM review the process for updating the schedule included in the pay applications to ensure the accuracy of the project schedule.</p>
MANAGEMENT'S RESPONSE	<p>Response: Currently, the e-Builder workflow for GC Invoices, which went live in Q1 2019 includes a requirement for the raw schedule file which subsequently gets reviewed by the OR-Scheduler to ensure schedule integrity including validation of an approved change order in the subsequent payment application period. Additionally, OR-PM is currently updating the SOP to include that step in the pay application process to show how this is done. This will formalize and memorialize this process. Work is projected to be completed by end of March 2020.</p> <p>Q3 2020 Update: SOP 12.20a-Construction Change Management-Construction Change Order has been revised incorporating this Observation in Step 5 of the SOP.</p> <p>OR-Scheduler and/or PC-Scheduler will review Pre-Impact and Impact Electronic Construction Schedules including required narrative for schedule integrity. Upon review the OR-PM has the option to revise and resubmit back to the GC or submit to the A/E, OR-Sch, and/or PC-Sch.</p> <p>SOP 12.20a was sent to the District for review. The District had comments. Those comments have been incorporated into the SOP and now the SOP 12.20a has been sent back to the District for their review.</p> <p>Also, SOP 11.20a-Contractor Pay Application Review Process-Hard Bid ITB and CSMP and 11.20b-Contractor Pay Application Review Process CMAR AND CC CMAR revisions have taken place incorporating this observation in Step #4 of the SOP and the SOPs are under review with the District.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #3) Contract time modifications and schedule updates
MANAGEMENT'S RESPONSE	<p>The OR-Scheduler receives notification through e-Builder that an electronic Construction Schedule has been submitted to review in tandem with A/E and/or OR-PM for schedule integrity, i.e. if applicable, implemented approved Change Order(s). OR-Sch, A/E and/or OR-PM.</p> <p>Estimated Completion Date: March 2020</p> <p>Revised Estimated Completion Date: August 2020</p>
OBSERVATION STATUS	<p>Open - RSM tested a sample of 4 change orders to verify inclusion of change order time extensions/reductions. Through our testing we noted discrepancies between the scheduled final completion date noted in the pay application, and the RSM calculated final completion date for 4 of 4 samples. In further discussions, the OR-PM team indicated there was a delay in the implementation of procedures related to comparison of schedules to change orders. The OR-PM has updated the SOP to specifically include this review/comparison procedure.</p> <p>We understand the SOP has been drafted and provided to the District for review. This observation remains open pending further testing of change orders and completion/approval of the updated SOP.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #4) PM/OR Adherence to SOP for Change Management
DETAIL	<p>Through our detailed testing related to the Construction Change Management Standard Operating Procedure (“SOP”), we noted instances of non-compliance with the SOP in effect as of 2/1/2019. We selected ten (10) change orders for testing, and noted the following exceptions.</p> <ul style="list-style-type: none">• For 1 of 9 applicable change orders, the contractor included the 1250b and 1250d forms but did not complete the 1250c form. (Step 2)• For 1 of 9 applicable change orders, the contractor did not complete the 1250c,d forms which typically follow the 1250b form, but rather completed the cost proposal through their own format. (Step 2)• For 10 of 10 applicable change orders, the OR-PM did not enter the change order request “COR” status in e-Builder to “potential”. (Step 4)• For 10 of 10 applicable change orders, the OR-BD did not prepare an approval letter to be sent to the contractor after the board approved the change order. However, we did note that the OR provided informal email correspondence notifying the contractor of the approved change order for 5 of the 10 samples. (Step 10) <p>Through discussions with the OR-PM, the Project Managers had been informally notifying the contractor via email and phone when a change order had been approved by the Board. There is a risk of additional cost and potential delays to the project when there is a delay informing the contractor of additional approved work.</p>
RECOMMENDATION	<p>We recommend OFC and the PM-OR update step 4 of SOP 12.20 to reflect the current process, which now includes the usage of e-Builder workflows. We further recommend the PM-OR to determine if e-Builder can automatically send change order approval letters to the contractor after the Board’s approval to proceed, in an effort to mitigate the risk of untimely notification.</p>
MANAGEMENT’S RESPONSE	<p>Response: SOP 12.20 will be updated, as recommended, and signed off by BCPS. Once complete, the revised SOP will be provided to RSM. Due date set as end of March 2020. In addition, the automated e-Builder workflow of approved change order notification to the contractor is underway. Roll-out is planned for the end of Q2 2020. Until such time the manual process will continue to be utilized.</p> <p>Q3 2020 Update: SOP 12.20-Construction Change Management has been divided into 3 SOPs:</p> <ul style="list-style-type: none">• SOP 12.20a Construction Change Management-Construction Change Order was sent to the District for review. The District had comments. Those comments have been incorporated into the SOP and now the SOP 12.20a has been sent back to the District for their review.• SOP 12.20b Construction Change Management-Construction Change Directive is under development in accordance with the e-Builder process.• SOP 4.29-Contingency Use Directive – is under revision in accordance the e-Builder Process.

PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #4) PM/OR Adherence to SOP for Change Management
	<p>Original Estimated Completion Date: March 2020</p> <p>Estimated Completion Date (For automated e-Builder rollout): June 2020</p> <p>Revised Estimated Completion Date: July 2020</p> <p>Partially Complete – RSM tested a sample of 3 recent change orders to verify appropriate forms were included in the e-Builder workflow. We noted all required forms were completed and attached to the change order as applicable. Through discussions with the OR-PM team, we noted that updates to the Change Management SOP are still in process, due to the complexities of the new e-Builder workflow. This finding remains open, pending completion of the updated SOP, and testing of the automated e-Builder workflow for distribution of change order approval letters.</p>
OBSERVATION STATUS	



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2	
OBSERVATION	FY 2019-2020 Q2 (Observation #5) PM/OR Adherence to SOP for Project Closeout
DETAIL	<p>Through our detailed testing related to the Project Closeout Standard Operating Procedure ("SOP"), we noted instances of non-compliance related to the use of checklists. We selected the two (2) completed projects from the November 2019 OR-PM milestone schedule located in e-Builder for testing.</p> <p>The SOP references attachment 5.40-2 (project closeout checklist) which includes a column for the OR-PM to sign-off on each SOP step. Additionally within the project closeout SOP, steps one (1) and two (2) refer to the certificate of occupancy and final acceptance and completion checklists (attachment 5.20-15). Per discussion with the OR team, the checklists noted above are used as a reference or guide to complete project closeout, but are not completed for documentation purposes. We noted through testing that all of the applicable steps within the SOP were completed for our two (2) sample selections.</p> <p>Although the checklists are not required, use of the checklists would help mitigate the risk of an incomplete closeout, and would further serve to document which individual verified the completion of each closeout step. Also refer to Observation 6 below, related to the content of the closeout checklist.</p>
RECOMMENDATION	<p>We recommend the OR-PM team implement the use of the checklists noted above for all project closeouts going forward. The checklists should be evaluated for completeness and clarity of content, as during our review we noted that many documents/procedures were included in a single signoff step.</p>
MANAGEMENT'S RESPONSE	<p>Response: The use of the checklist as listed in the SOP for Closeout will be made a required element to be completed by Project Managers and included in the documents that are monitored by the Closeout Specialist. The SOP will be updated accordingly and signed off by BCPS.</p> <p>Q3 2020 Update: Our Standard Operation Procedure has been completed and approved by the Broward County Public Schools. See attached signature page. Beginning July 1, 2020, the OR-PM will ensure the utilization of the checklists going forward.</p> <p>Estimated Completion Date: March 16, 2020 Revised Estimated Completion Date: July 1, 2020</p>
OBSERVATION STATUS	<p>Partially Complete –The approved SOP was provided to RSM which included the requirement to utilize the project checklist. Further, we understand that Project Managers have been instructed to utilize and complete the closeout checklist for current projects in the closeout phase. This finding remains open pending testing to validate usage of the closeout checklist.</p>



PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2019 - 2020 Q2

OBSERVATION	FY 2019-2020 Q2 (Observation #7) Procurement of Design and Engineering Feasibility Scope of Work “Cafeteria Study”
DETAIL	<p>During our analysis of CBRE – Heery and subconsultant invoices, we noted invoiced hours related to a “Cafeteria Study” with \$97,661 in total billings that appeared to be outside the original scope of the Owner’s Representative agreement. Through further inquiry with the PM/OR team and OFC, we understand that at the request of the District, CBRE – Heery performed design and engineering feasibility studies for 15 schools cafeteria and food service department renovations. The study occurred over approximately 19 months, with one project (Stranahan HS) ultimately selected for construction.</p> <p>Design and engineering feasibility studies are not a component of the scope of services defined in Section 6 of the RFP for Owner’s Representative services. The scope as defined therein, focuses on the management of the Program, and management of individual projects, but does not identify performance of these services. District policy 3320 requires a minimum of three (3) quotes for purchases above \$50,000. Lack of compliance with the competitive bidding process required by policy 3320 carries a number of risks:</p> <ul style="list-style-type: none"> • Legal action, such as lawsuits and fines, due to violations of state or federal procurement laws; • Perceived corruption between the buyer and seller • Negative public perception • Overpaying for goods or services due to non-competitive bidding; • Less than optimal quality of service or goods due to non-competitive bidding
RECOMMENDATION	<p>We recommend OFC prepare a sole source justification memo summarizing the decision to award the cafeteria study to CBRE-Heery, rather than utilizing a competitive bidding process. This memo should be prepared in accordance with the District’s Purchasing policy. For other ad-hoc requests that may arise outside the scope commemorated in the RFP, OR agreement, and amendments thereto, we recommend the District follow purchasing policy for competitive procurements.</p>
MANAGEMENT’S RESPONSE	<p>Response: In accordance with Section 6.2.1 and 6.2.2 of the RFP, the Owner’s Representative was assigned planning and assessment studies of fifteen high school cafeterias to determine what necessary improvements could be performed to address a food court concept. The studies were partially completed and were conceptual in nature. They were done for the purpose of informing The Board of potential options with respect to capacity of the dining area and configuration of food stations for better efficiency. Although it was staff’s assumption that the cafeteria studies could be performed under the description of the above-noted sections, it has become apparent that this type of task falls outside of these requirements, and therefore, must be executed through a separate procurement. In light of this understanding, staff commits to ensuring that all additional assignments are within the scope of services allowed by the current Owner’s Representative agreement.</p> <p>Estimated Completion Date: N/A</p>
OBSERVATION STATUS	<p>Closed – RSM will continue to test PM-OR invoices, conduct analysis, and report as applicable.</p>



OBJECTIVES AND APPROACH

Objectives

The objective of our work was to verify that the District's Program Management Consultant ("PM" - Atkins) and Owner's Representative ("OR" - CBRE-HEERY) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP. Further, our procedures included testing of PMOR compliance with District standard operating procedures and industry leading practices.

Approach

Our audit approach consisted of the following:

Program Manager (Atkins)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.2.6 including:
 - Monthly schedule delays / slippage at both program and project level
 - Cash flow – actual vs projected
 - RF1 aging and reporting by project
 - Change order reporting – project & program level
 - Vendor performance monitoring
 - Post project completion reporting
 - Project quality – design process revise & resubmits, inspection results
- Selected a sample of change orders for testing of the Atkins independent cost estimating process
- Reviewed Atkins monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings, including e-Builder utilization and workflow rollout

Owner's Representative (CBRE-Heery)

- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from RFP Article 6.4.3.10 including:
 - Updated project schedules – all projects
 - 6 phases report
- Selected a sample of project(s) for control assessment and testing
- Tested the sample projects for compliance with District Standard Operating Procedure and best practices. In-Scope processes for this period included:
 - Construction Procurement
- Conducted interviews and process walkthroughs with CBRE-HEERY and select consultants to understand staffing model and assignment of key responsibilities. This included a design assessment of processes and staffing, and analysis of billings by position.
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy

Reporting

At the conclusion of our procedures, we summarized our findings related to the Contract Administration process. We have reviewed the results of our testing with Internal Audit, OFC, the PM/OR team, and incorporated management's response into our report.



APPENDIX A



Established 1915
BROWARD
County Public Schools

CBRE | HEERY

Date: June 4, 2020

To: All General Contractors and Construction Managers at Risk

From: CBRE | Heery on Behalf of Broward County Public Schools

Subject: Required Documentation Necessary for Processing Pay Applications

MEMORANDUM

The following directive is to be applied to the May 2020 pay application cycles, but no later than the June cycle if at the time of receiving this directive, the May cycle has already been submitted into e-Builder.

As shown in the Pay Application checklist for General Contractors and for Construction Management at risk, the following documents are necessary to be uploaded with the relevant pay application into e-Builder.

REQUIREMENT	CMAR Process GINVC CMAR-CC-CMAR Checklist #	GC Process GINVH Hard Bid (ITB) or CSMP Checklist #
Sub-contractor Pay Application and/ or invoices	17	12
Sub-contractor Lien Releases	19	14

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Roofing Process Analysis

August 4, 2020



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TRANSMITTAL LETTER

August 4, 2020

Joris Jabouin, Chief Auditor
Broward County Public Schools
600 SE 3rd Avenue, 8th Floor
Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scope of work, submitted April 29, 2020, we hereby submit our Roofing Process Analysis report. We will be presenting this report to the Audit Committee at the next scheduled meeting.

Our report is organized in the following sections:

Terms and Acronyms	This section defines the acronyms used throughout our analysis.
Executive Summary	This section provides a brief background and a summary of the observations related to our analysis of key components of the District's roofing process.
Process Overview	This section provides a high-level process overview of the key components included in our analysis.
Analysis and Observations	This section presents descriptions of the observations noted during our analysis, and corresponding recommended actions.
Objectives and Approach	The objectives and approach of the analysis are explained in this section.
Appendix	This section includes details process maps related to the procurement selection/assignment process.

We would like to thank all those involved for their assistance in connection with the Roofing Process Analysis at Broward County Public Schools.

Respectfully Submitted,

RSM US LLP



TERMS AND ACRONYMS

The following terminology and acronyms are referenced throughout the report:

ATP – Authorization to Proceed
AE – Architect / Engineer (Designer)
BCPS – Broward County Public Schools
BD – Building Department
CMAR – Construction Manager at Risk
CSMP – Continuing Services Minor Projects
DBB – Design-Bid-Build
E-Builder – Construction management software utilized by the District
FBC – Florida Building Code
GC – General Contractor
GMP – Guaranteed Maximum Price
GOB – General Obligation Bond
HVHZ – High-Velocity Hurricane Zones
ISS – Building Department's Integrated Software System
LOR – Letter of Recommendation
LWIC – Lightweight Insulating Concrete
NOA – Miami-Dade Notice of Acceptance NTP – Notice to Proceed
OFC – Office of Facilities and Construction
OR-DRT – Owner's Representative Design Review Team
OR-DRTL – Owner's Representative Design Review Team Lead
OR-PM – Owner's Representative Project Manager
PMOR – Program Manager Owner's Representative
PWS – Procurement and Warehousing Services
QSEC – District's Qualification Selection Evaluation Committee
SREF – State Requirements for Educational Facilities



EXECUTIVE SUMMARY

Broward County Public Schools – Roofing Analysis

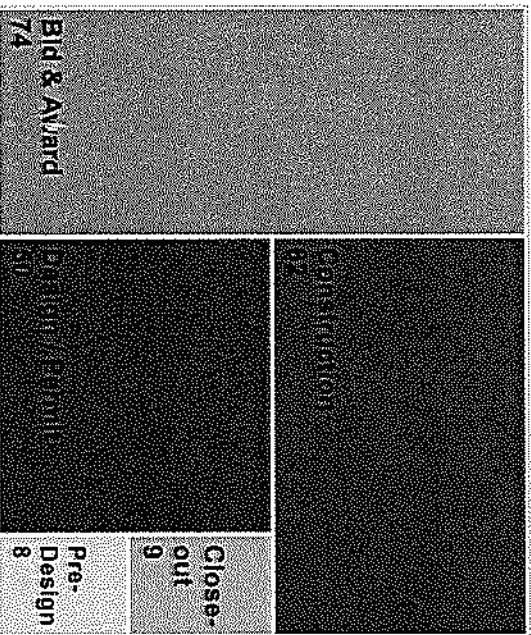
Observation Highlights

The District's SMART Bond Program created a substantial and immediate increase in the need for highly qualified and experienced design and construction professionals. The local market did not have the capacity to fulfill this need, which resulted in issues, complaints, missed expectations, project delays, and the District's Building Department (BD) having to take on a more educational and supportive role with third-party vendors with respect to roofing.

Our sample basis testing shows that in most cases, delays in the roofing plan and sub-permit review occur when pending responses from third-party vendors, and are not caused by the BD. That said, and considering the current local market environment, the BD's availability to spend time educating design and construction professionals as to why certain requirements exist is a critical component of a successful and timely delivered program. Currently, the BD's limited staff, manual processes, and unwavering commitment to building high quality roofs have further exacerbated challenges faced within the program. Key BD personnel have been relegated to performing detailed and administrative tasks manually, and without the support of lower level staff resources or information technology systems that possess modern automation capabilities.

As detailed in the pages that follow, we recommend the BD increase its involvement in the design and plan review process, accept electronic submittal of roofing sub-permits, explore technology system improvement(s), and prepare for staffing increases as the volume of sub-permit applications and construction inspections is certain to increase as more roofing projects move through the process.

Current Roofing Activity Roofing Project Phases: 203 Total Projects



Vendors:	Roofing Sub-Permits:
18 Architect/Engineers	48 Permits approved*
19 Roofing subs	68 Permits applied for*
4 Roofing vendors on CSMP contract	

RSM Approach

- 25+ Interviews with roofing stakeholders
- 12 Detailed process maps created
- 150+ Documents obtained | reviewed | analyzed
- 30+ Data analytic procedures

SMART Program (FY20)
~\$1.143B

General Obligation Bond
~\$800M

Other Capital Outlay Funding
~\$314M

- 4**
- Building Department FTEs:**
- 2 full-time roofing inspectors / plans examiners
 - 2 third-party roofing inspectors

Plan Review Analysis (Averages):

- 53 Days in BD review per project**
- 196 Days for A/E to revise per project**
- 3.8 Rounds of review prior to approval**

Roofing Sub-Permit Analysis (Averages):

- 60 Days in BD review per project**
- 171 Days for Roofer to revise per project**
- 4.8 Rounds of review prior to approval**

Pay Application Processing

- Ranging from **17 to 145 Days**
- 59 Days on Average***

* Based on summary ISS data for eighty (80) roofing projects
** Based on a sample of ten (10) projects
*** Based on a sample of twenty (20) pay applications



EXECUTIVE SUMMARY (CONTINUED)

The following table briefly summarizes the observations noted during our analysis. Refer to the Analysis section below for further detail:

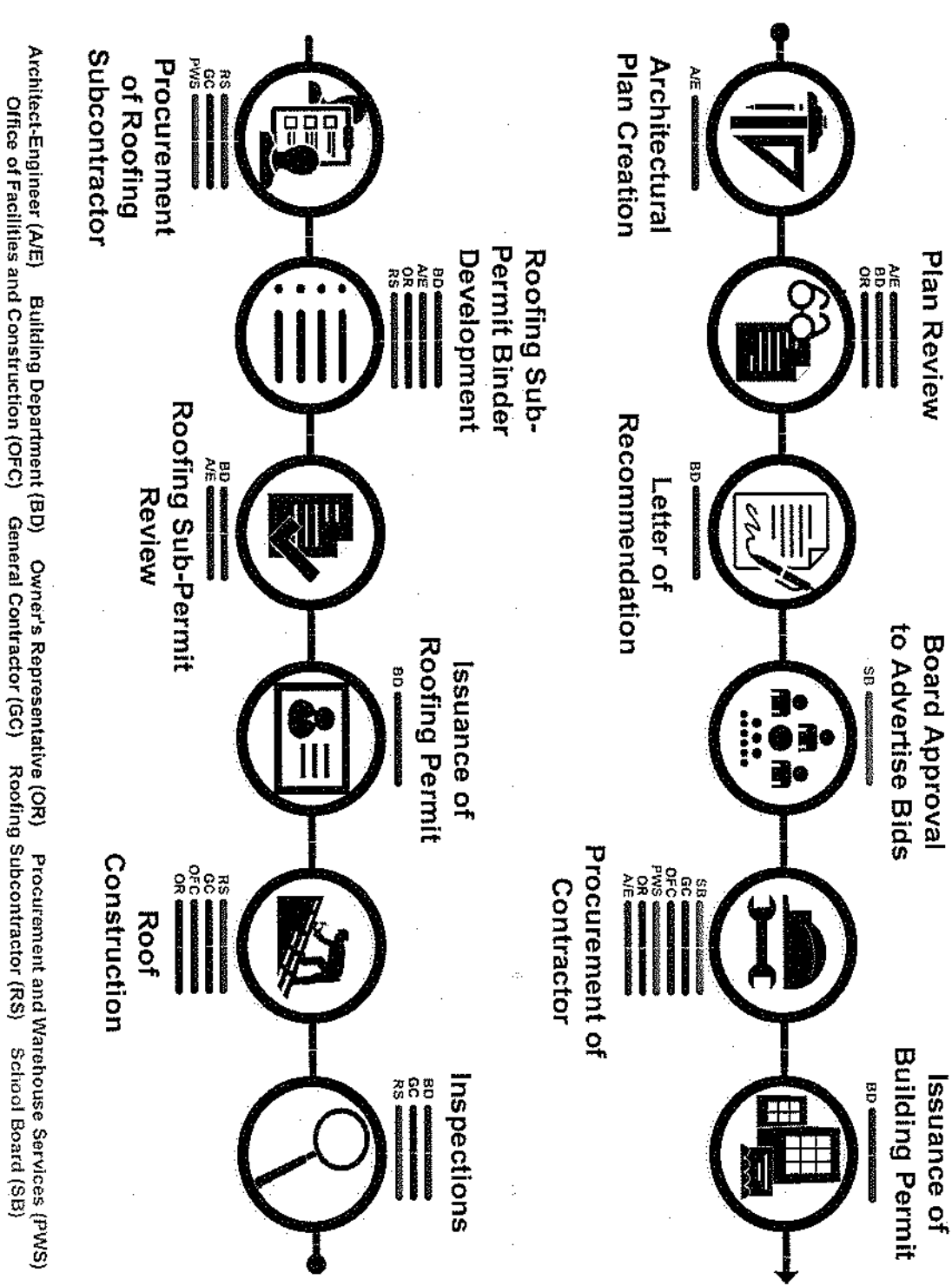
1. Roofing Design and Plan Review
Design drawings are a critical element and basis for roofing subcontractor bidding, planning, and sub-permitting submissions; however, we noted that the planning and design process excludes certain components that are key to the efficient completion of accurate and comprehensive designs.
2. Strategic Long-Term BCPS Roofing Plan
Through inquiry, we noted there is no strategic roofing plan in place for prioritizing, selecting, or scheduling roofing projects to develop a long-term plan for each of the 241 school facilities managed by BCPS.
3. Utilizing Alternative/Separate Contracting for Roofing Scopes
During our analysis, we noted an opportunity for the District to expedite project timelines by extracting roofing scopes of work into individual projects. These projects could be delivered by CSMP contractors for projects under \$2M, or procured separately but parallel with other scopes, for projects greater than \$2M.
4. Roofing Sub-Permit Review Process – ISS Comments & Clearance
Through our inquiry and review of ISS Data, we noted instances where the level of detail contained in ISS could be improved to allow for a more thorough explanation and timeline tracking of issues noted by the Building Department during sub-permit application review.
5. Roof Sub-Permitting Process is Manual / Printed
Through our analysis, we noted that roofing sub-permit documentation is submitted and maintained in printed (hard-copy) binders, rather than electronically.
6. Lack of Resources to Support Roofing Sub-Permitting
Currently, only one (1) individual is responsible for facilitating the entire roofing sub-permit process. While our analysis reflected that the BD reviewer was able to turn around sub-permit application reviews within thirteen (13) days (on average) we anticipate increases in future transaction volume to continue to strain this individual's capacity.
7. Lack of Formalized Procedures and Resources for Inspections
As part of our review we noted a lack of formalized procedures and resources for inspections.
8. Building Code Interpretation and District Design Standards
During our analysis, we identified multiple items related to the District's position/interpretation of the Florida Building Code and District design standards that limit available roofing manufacturers to a single provider. While predicated on the District's commitment to constructing high-quality roofs, these factors likely contribute to increased costs of roof construction.
9. Pay Application – Delayed Payment and Processing
As part of inquiry and data analysis, payment to roofing subcontractors for materials and services rendered have frequently been delayed on projects.



BACKGROUND

Process Overview

The process overview below depicts the roofing process starting with the creation of the designer's architectural plans. The overview does not include the processes that occur prior to the design phase (i.e. design team procurement, scope development, etc.). Refer to Appendix A for detailed process maps related to the processes depicted below.





ANALYSIS

Plan Review Process

The design phase and plan review process are critical to the success and timeline of a roofing project. The quality of the design plans provided by the design consultant can affect the later stages of a project, including the general contractor's procurement of roofing subcontractors, roofing sub-permitting process, roof construction, and inspections process. If the design consultant's drawings are not complete, do not reflect the actual conditions of the building, or are not designed according to design standards and building code, the timeline and costs of subsequent stages of a construction project can be substantially affected.



At the beginning of a GOB Renovation project, the District will procure a design consultant to create a set of drawings or plans based on the scope of a given project. When a designer receives an Authorization to Proceed (ATP) from the District, the vendor begins the design process and starts drafting the architectural plans. The designer's plans include the architectural drawings and specifications of the design, which encompass the different disciplines or trades required by the scope of work (i.e. roofing, mechanical, electrical, etc.). To validate these plans for accuracy, completeness, and compliance with applicable codes and standards, the Owner's Representative Design Review Team (OR-DRT) and District's Building Department (BD) to perform plan reviews at various points during the design phase.

The stages of design are dependent on the size, scope, and complexity of a project; however, the typical design review process includes the following stages:

- Scope Validation
- 30% Construction Documents
- 50% Construction Documents (or 60% depending on the contract)
- 90% Construction Documents
- 100% Construction Documents

The Design Review Team is comprised of engineers and plan reviewers who perform reviews based on their specialization (i.e. mechanical, plumbing, electrical, etc.). The OR-DRT does not currently have a reviewer who specializes in roofing; however, roofing details are reviewed as part of the building envelope by the structural and architectural reviewer. The OR-DRT reviewers work remotely, and as such their review relies on the scope of work, construction documents, and information provided to them by the Owner's Representative Project Manager (OR-PM) field personnel.

The OR-PM facilitates the plan review process, serving as the intermediary between the designer, OR-DRT, and BD. The OR-DRT is typically not in direct communication with the BD unless a meeting is requested. At each design stage, the OR-PM provides the OR-DRT with the design plans for review. The OR-DRT's review mainly focuses on compliance with applicable building codes and District design criteria. After the OR-DRT provides review comments, the Owner's Representative Design Review Team Lead (OR-DRTL) compiles the comment sheets for the OR-PM to distribute to the designer.

The BD performs reviews for the 50/60% Design Development submittal and 100% Construction Documents submittal. The Department currently has one (1) District employee dedicated to reviewing plans, and multiple individuals who perform reviews on an as-needed basis. For the 50/60% submittal, the BD performs a courtesy review (or peer review) of the design plans. This review is not required, but allows for the designer to receive comments from the BD directly, prior to the BD's 100% review. Unlike the BD's 100% review, the 50/60% review is only performed once, and is not currently structured for back-and-forth communication between the designer and the BD. Refer to Observation #1 for additional information related to the BD's involvement earlier in the plan review process.



ANALYSIS (CONTINUED)

Plan Review Process (continued)

The 100% submittal is reviewed by the BD to ensure compliance with the scope of work, Florida Building Codes, District design standards, and State Requirements for Educational Facilities (SREF). This process can take multiple rounds of review; the designer will be instructed to revise and resubmit their construction documents until the BD determines they are compliant.

The BD utilizes their in-house Integrated Software System (ISS) to provide review comments and solicit responses from the design consultant directly. The system records the date that the BD receives the plans and the date that they complete their review. The time spent between review and plan resubmittal is dependent on the number of comments provided, the severity of the issues, and response times of both the BD and designer. This process is performed for all disciplines (if applicable to a given project) as required by the Florida Building Code.

Disciplines include:

- Building
- Site Utilities
- Roofing
- Mechanical
- Electrical
- Plumbing
- Fire Protection
- Fire Safety

For the purposes of our analysis, we obtained summary ISS data of eighty (80) roofing projects. Through our review of ISS data and discussions with roofing contractors, BCPS BD, and BCPS OFC, we selected ten (10) projects for further analysis. The table below includes ISS data from the BD's 100% review for the roofing discipline for these ten (10) sampled projects*.

Sample #	School Name	Project Name	Discipline	Rounds of BD Review	Total Days in BD Review	Total Days in A/E Queue After BD Review
1	Sandpiper Elementary School	GOB Renovations	Roofing	3	36	146
2	Lake Forest Elementary	GOB Renovations	Roofing	6	134	290
3	Dillard 6-12 School	GOB Renovations	Roofing	4	92	304
4	Blanche Ely Senior High School	GOB Renovations	Roofing	4	70	230
5	Castle Hill Elementary School	GOB Renovations	Roofing	3	27	127
6	Stranahan Senior High	GOB Renovations	Roofing	4	29	176
7	The Quest Center	GOB Renovations	Roofing	4	42	179
8	Walker Elementary School	GOB Renovations	Roofing	6	69	258
9	Riverland Elementary School	GOB Renovations	Roofing	3	33	58
10	Stoneman Douglas Senior High School	GOB Renovations	Roofing	1	1	N/A

*Our sample was selected from a population of eighty (80) projects that had a Notice to Proceed (NTP) date on or before March 11, 2020.



ANALYSIS (CONTINUED)

Plan Review Process (continued)

The table below provides a summary of the ISS data from the BD's 100% for the ten (10) sampled projects.

Building Department Review		A/E Response / Resubmittal		
Average Rounds of BD Review Required	Avg. Days in BD Review Per Round	Avg. Total Days in BD Review Per Project	Avg. Days Between BD Review and A/E Resubmittal Per Round	Avg. Total Days Between BD Review and A/E Resubmittal Per Project
3.8	14	53	63	196

After the BD reviews and approves the 100% submittals for all disciplines, the Chief Building Official will issue a Letter of Recommendation (LOR) stating that the "documents have been reviewed for bidding/construction and are awaiting contractor information in order to issue the Construction Permit." When a contractor is on-boarded, the BD will issue a Building Permit, often referred to as the "Master Permit" or "Construction Permit". The contractor is then able to start "bidding the project" and proceed with procuring the various subcontractors who will perform the work on a given project. When a Notice to Proceed (NTP) is issued to the contractor, they are able to begin construction on the project.



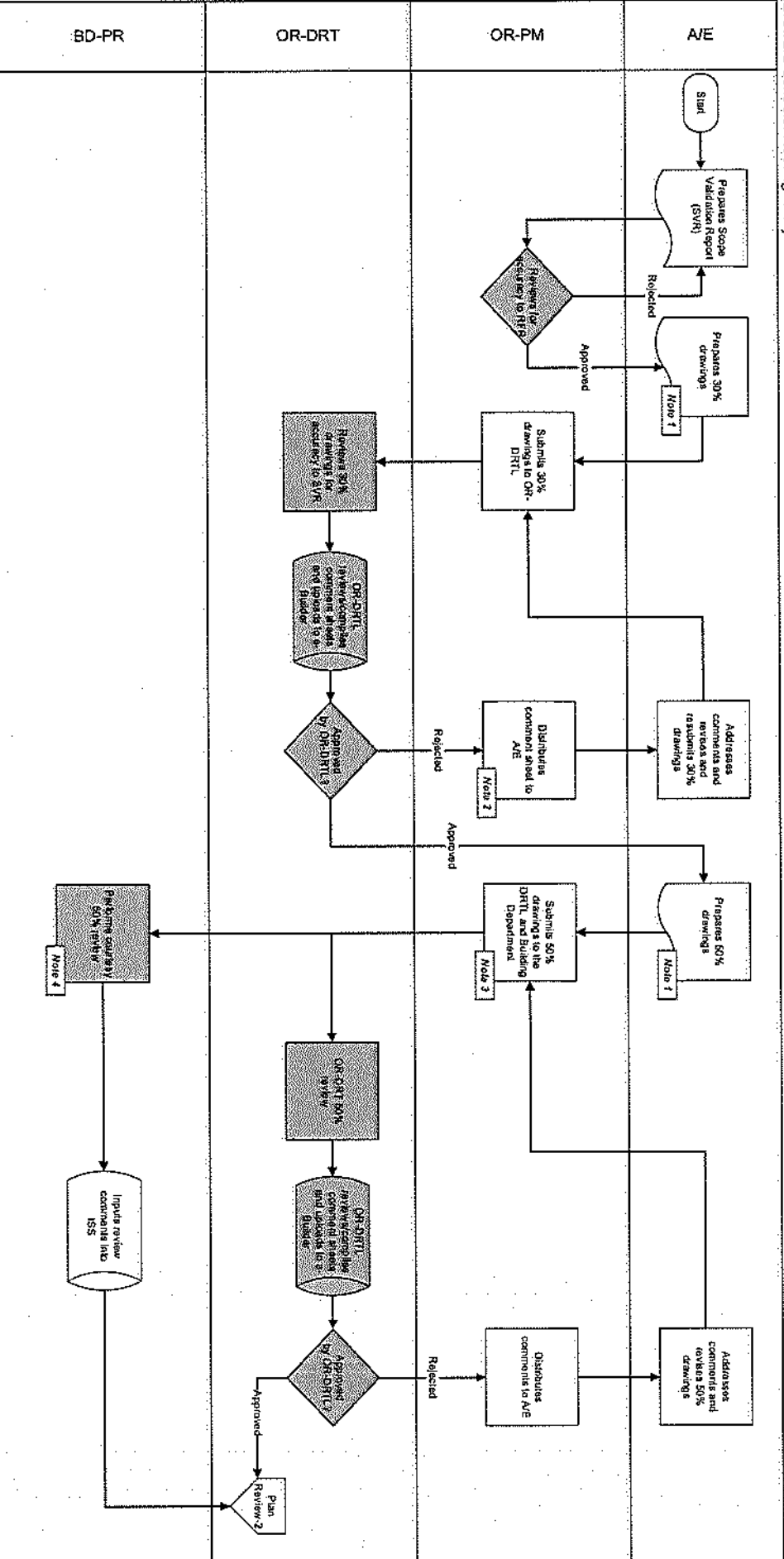
ANALYSIS (CONTINUED)

Plan Review Process – Process Maps

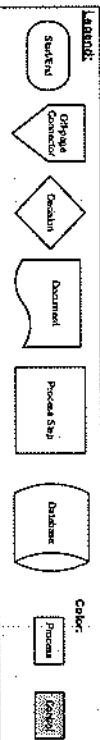
Plan Review Process

Page 1 of 2

Broward Schools: Roofing Analysis



Acronym:
A/E = Design Consultant
OR-PM = Owner's Representative Project Manager
OR-DRT = Owner's Representative Designer Review Team
OR-DRTL = Owner's Representative Designer Review Team Leader
BD-PR = Building Department Plan Reviewer



Note 1: Design sheets are dependent on the size of the project, delivery method, and complexity. 30% and 50% sheets are approved.
Note 2: Comments sheets can also be generated by approved plans.
Note 3: The 50% drawings are sent to the Design Review Team Lead and Building Department simultaneously.
Note 4: The OR-PM, the OR-DRT, and Building Department perform their reviews concurrently. Review comments are compiled by the OR-DRTL and combined at 60%.
Note 5: The Building Department's review at 60% or 60% is dependent on the scope of work and nature of the project. The Building Department provides comments, however, they do not reject a submission.



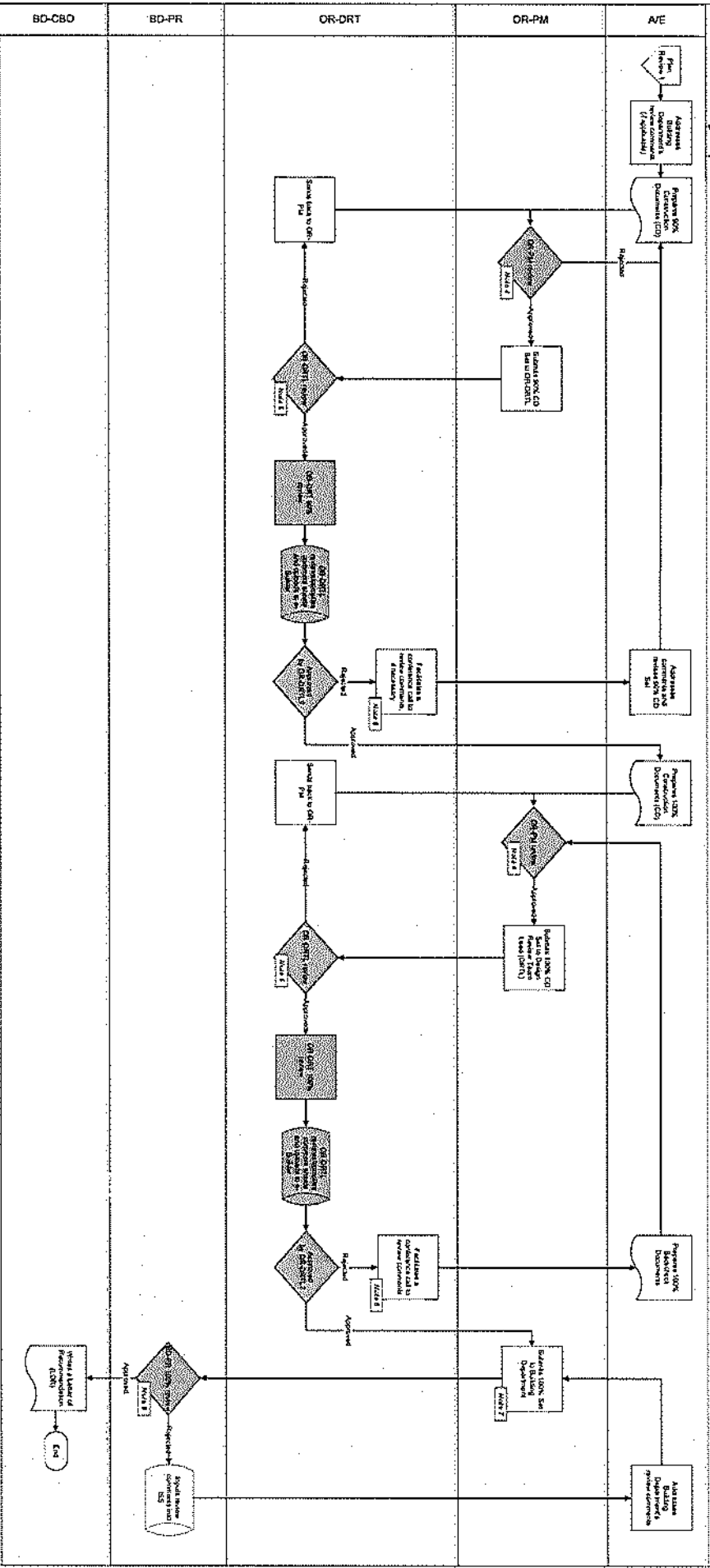
ANALYSIS (CONTINUED)

Plan Review Process -- Process Maps (continued)

Plan Review Process

Howard Schools: Roofing Analysis

Page 2 of 2



Notes: The Plan Review Process is a critical component of the roofing process. It ensures that all building documents are reviewed and approved before construction begins. The Plan Review Process is a critical component of the roofing process. It ensures that all building documents are reviewed and approved before construction begins. The Plan Review Process is a critical component of the roofing process. It ensures that all building documents are reviewed and approved before construction begins.



ANALYSIS (CONTINUED)

Plan Review Process - Observations

Observation	1. Roofing Design and Plan Review
Description	<p>Design drawings are a critical element and basis for roofing subcontractor bidding, planning, and sub-permitting submissions; however, we noted that the planning and design process excludes certain components that are key to the efficient completion of accurate and comprehensive designs.</p> <p>Based on inquiries with roofing contractors, BCPS BD, and BCPS OFC:</p> <ul style="list-style-type: none"> Many of the designers lack specialized roofing knowledge and do not use subconsultants to assist with the roofing portion of the plans; Designers often utilize prior as-built drawings as a basis to create the new project drawings. Prior school drawings may be outdated (10 to 20 years old) and may not accurately depict the current conditions of the roof; Roofing subcontractors perform a short on-site visit prior to bidding and rely heavily on the designer's plans during the bidding process; Instances occur where roofing subcontractors learn of requirements to which they were previously unaware during the sub-permitting process which deviate from the original roofing contractor's bid; BCPS BD is not involved in plan review until 50/60%, which is after a significant portion of the design and plan review process has occurred; and BCPS BD review at 60% is considered a courtesy and is documented within ISS, but there is no resolution or Q&A between the BD, DRT or A/E regarding comments. <p>Failure to identify and incorporate these critical planning elements early in the process may lead to schedule delays and cost increases in each subsequent phase of the project.</p>
Recommendation	<p>We recommend the following:</p> <ul style="list-style-type: none"> Evidence of a site visit should be retained to verify that the designer performed an inspection of the roof prior to design. If designer drawings do not provide sufficient detail or do not accurately represent the existing conditions of the roof, this may result in construction change orders later in the roofing process; Designers should utilize third-party consultants when necessary to assist with the roofing portion of the design; BCPS BD should collaborate with designers earlier in plan review (as early as scope validation or 30%) to identify required changes applicable to roofing. The BD's roofing subject matter expert should conduct an initial kickoff meeting with designers to review project scope and communicate District expectations prior to plan formulation; and A meeting should be held after the 60% courtesy review between the BD, DRT, and A/E to discuss the review and answer any pending questions or concerns.



ANALYSIS (CONTINUED)

Plan Review Process - Observations

Observation	1. Roofing Design and Plan Review (continued)
Management's Action Plan	<p>Capital Programs Response: The SMART Program has undeniably encountered various issues and challenges related to its roofing process. Navigating these challenges has resulted in obstacles identified during or at the completion of the Design phase on earlier projects. While many of these obstacles have contributed to project delays, the lessons learned in the process have presented opportunities to identify mitigating solutions to be implemented on subsequent projects that are still making their way through the design and contractor procurement stages. As a result of this effort to apply these lessons to our process improvements, there has been a marked improvement in the number of days to obtain LOR's and Roofing Sub-permits.</p> <p>The observations and recommendations provided in the RSM audit are well received, noted and will serve as a basis to further expound on solutions, some of which are already in progress. Over the past 2 years, the SMART Team has worked in collaboration with the Office of Capital Program (OCP) and the Building Department (BD) to further understand the challenges as they pertain to the roofing work and to begin formulating viable solutions.</p> <p>A number of efforts have been initiated and are underway in earnest to address several concerns identified in the audit report. These include but are not limited to:</p> <ul style="list-style-type: none"> • Establishing a focused and collaborative Roofing Team • Adding staff resources dedicated to supporting roofing efforts • Meeting with the business, contractor and roofing communities to obtain candid feedback that can inform solutions • Working with the Building Department to coach and assist roofing contractors with the sub-permit process • Review of Roof Sub-Permit binders for compliance prior to submission to BD • Developed standardized guidelines and details to assist roofing contractors with preparation of sub-permits • Performing Roofing Reality Checks for QA/QC • Reviewing and identifying process improvements • Requiring site visits prior to a contractor's bid submittal • Review and update of District Design Standards • Outreach to encourage additional manufacturers to obtain NOA <p>Our intent is to continue working collaboratively to apply these mitigating strategies and other recommended solutions on projects that are making their way through design, bid/award and sub-permitting.</p> <p>Our team has already been, and will continue, working with the remaining design firms early in the process to ensure they have a clear understanding of the Districts roofing requirements. We have already seen, in recent months, a marked improvement in the average timeframe and success rate for designers: 100% plan approval: 109 days compared to the 196 days reported in the audit.</p>



ANALYSIS (CONTINUED)

Plan Review Process - Observations

Observation	1. Roofing Design and Plan Review (continued)
Management's Action Plan	<p>Capital Programs Response (continued): As we all now have a better understanding of the requirements necessary for successful implementation of the SMART Program's roofing scope, the intent is to continue working with design firms to produce higher quality designs/bid documents, to increase the likelihood of a more seamless implementation process.</p> <p>Building Department Response:</p> <ul style="list-style-type: none"> Many of the Consultants in fact used third party consultant/testing agencies in the design to review the existing conditions of the roofs. However, the program was driven by budget and scope of work that did not adequately describe the scope needed to provide a code compliant roof replacement. Generally there are not enough details in the design documents at 30% for the BD to benefit the process. Even at 50%, the design is not advanced enough to provide constructive feedback; however the 50% comments did open a dialog between the Building Department and the Consultant affording the Lead Roofing Inspector to have many meetings with the Consultants to review the roofing scope and details prior to the permit submittal. At the Phase III 100% permit submittal all prior review comments from the BD and the PMOR are reviewed for completeness as the first step in reviewing the project for a building permit. In fact, numerous pre-submittal and interim submittal meetings with BD staff already are part of the process. The lead roofing plans examiner has often met with both consultants and contractors multiple times each to assist them in the procurement of permits. The analysis presumes that there are enough architects and contractors that have a clear understanding of roofing in the construction industry so that visits to the site would yield a better understanding for both entities across the board. This is a rare occurrence and a breach of contract for that tenet for consultants especially and a considerable number of roofing contractors, who were provided that option at the Pre-construction meetings. This fact is proven by the very documents submitted to the BD for permits. It is important to note that the contractor's requirement to visit the site was made a requirement approximately 2 months ago. <p>Responsible Party: Executive Director of Capital Programs, Chief Building Official</p>



ANALYSIS (CONTINUED)

Plan Review Process – Observations

Observation	2. Strategic Long-Term BCPS Roofing Plan
Description	<p>Through inquiry, we noted there is no strategic roofing plan in place for prioritizing, selecting, or scheduling roofing projects to develop a long-term plan for each of the 241 school facilities managed by BCPS. For example, it is possible that a building may receive a roof replacement with a lifespan much greater than the expected useful life of a building. Instead of less-costly repairs to extend the existing roof's lifespan to a timeline consistent with the remaining building components, individuals making facility maintenance decisions regarding elements such as roofing should be equipped with up-to-date information to enable effective decision-making.</p> <p>The District prepares a District Educational Facilities Plan (DEFP) annually which includes the subsequent five (5) fiscal years. The current plan includes up to the end of FY2024. While the DEFP is critical to capital outlay planning, it does not contemplate the long-term plans for each BCPS school. Additionally, there is no system currently utilized to manage BCPS roofs as an asset to store and maintain the information necessary for long-term planning.</p> <p>Without proper tracking of long-term plans related to each buildings life cycle, resources may be utilized ineffectively leading to financial, operational, and reputational damage.</p>
Recommendation	<p>We recommend BCPS develop and maintain a long-range plan for all facilities managed. This planning document should be updated and distributed periodically, and utilized during facility maintenance decision-making processes. The strategic plan should consider the current conditions of existing facilities / roofs and include a life cycle analysis to assist in the planning and selection of future projects. If BCPS does not currently have the expertise and available resources, the District may consider utilizing a third-party roofing consultant to assist in the comprehensive evaluation of all roofs within the District and development of an enterprise-wide strategy for construction and maintenance.</p> <p>In addition to the current state evaluation, the District should also develop a plan for ongoing administration of warranties and maintenance activities. This process would require the collaboration of Physical Plant Operations (PPO) and Procurement and Warehouse Services (PWS) to identify and select the appropriate vendors to perform roofing-related maintenance activities. To facilitate tracking of maintenance and warranties, the District should integrate its current asset management software, Maximo.</p>
Management's Action Plan	<p>Capital Programs Response: Efforts are actively underway to explore options for both a short and long-term action plan for the ongoing roofing-related maintenance work and warranty administration.</p> <p>The immediate and short-term plan is to leverage the continuing roofing contracts managed by PPO, as needed, to perform required warranty inspections, repairs and maintenance on the 17 million square feet of new roofs. The ability to leverage existing contracts makes this option ideal for addressing immediate and near-term roofing maintenance activities.</p> <p>The recommendation moving forward, and for the longer term, is to procure and contract with a third-party Asset Management Company (Company) to develop a comprehensive plan for the ongoing management and maintenance of the District's roofing program. With Board approval, a procurement can be advertised to hire the Company with a target mobilization timeframe of early 2021.</p>



ANALYSIS (CONTINUED)

Plan Review Process – Observations

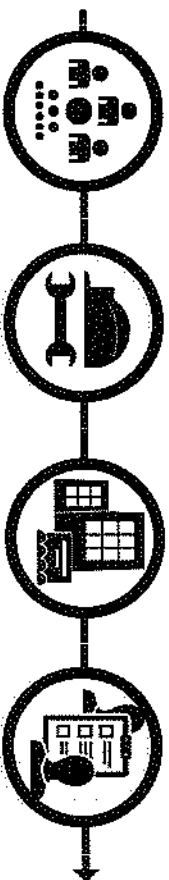
Observation	2. Strategic Long-Term BCPs Roofing Plan (continued)
Management's Action Plan	<p>Capital Programs Response (continued): The Company will be responsible for inspecting all roofs, assessing their lifecycles, and developing an overall management plan. A third-party Company can offer a breadth of specialized resources focused on extending the lifecycle of roofs by maintaining new roofs as well as identifying the most optimal approach to repair the balance of roofs not currently included in the SMART program.</p> <p>Furthermore, an Asset Management company can be instrumental in helping the District to establish an in-house roofing department as part of the company's eventual exit strategy, should the District so desire.</p> <p>Additional details will be provided to the Board as these and other options are evaluated and resulting recommendations further defined.</p> <p>Responsible Party: Executive Director of Capital Programs</p>



ANALYSIS (CONTINUED)

Procurement

The District's objective is to purchase the highest quality goods and services at the lowest possible price, while maintaining compliance with School Board policies, as well as Federal and State Statutes. Procurement & Warehousing Services (PWS) is the District's centralized purchasing department that oversees all aspects of the District's procurement process. PWS works closely with the Office of Facilities and Construction and the Owner's Representative Team to procure vendors used for projects in the SMART Program.



The District's Qualification Selection Evaluation Committee (QSEC) is responsible for the evaluation, selection, and recommendation of award for construction, design, design-build, and program management solicitations. The Committee is comprised of department leaders and key stakeholders from multiple departments, including Procurement & Warehousing Services, the Office of Facilities and Construction, and the Building Department. QSEC is tasked with pre-qualifying the various construction managers, architects, and designers bidding on a contract for all procurement delivery methods.

The three (3) most common delivery methods for District construction projects are Design-Bid-Build (DBB), Construction Manager at Risk (CMAR), and Continuing Services Minor Projects (CSMP), with each contract type requiring a different procurement process. For projects that include roofing, Design-Bid-Build is the District's most common delivery method. The data in the table (right) was compiled from the population data of two hundred three (203) projects that include roofing in the scope of work.

Procurement Type	# of Contracts
Delivery Method	
CSMP	12
CMAR	30
DBB	161

The Design-Bid-Build project delivery method is a very linear and structured approach where the District engages a design professional and then a fixed price construction contractor. As the name implies, the designer designs the project, then the District solicits bids from contractors based on a complete design, and the awarded general contractor builds the project. When the general contractor is procured, they undergo their own procurement process to hire subcontractors to complete the work on the project (i.e. roofing subcontractors).

The Construction Manager at Risk delivery method (CMAR), is a more collaborative and overlapping approach where the District engages a design firm and then a construction manager prior to completion of 100% design. CMAR contracts generally include a formal, qualifications based solicitation, and require the construction manager to complete the project within the agreed upon Guaranteed Maximum Price (GMP). While a general contractor is not typically a part of the design process in the DBB delivery method, a construction manager is afforded the opportunity to be involved during pre-construction, and works closely with the designer throughout the planning and design phases of a project. This allows for more for collaboration and coordination between the designer and contractor, and allows the CMAR to procure a roofing subcontractor earlier in the process to aid in design and constructability assessments.

As part of the CSMP delivery method, PWS is responsible for the initial procurement of a pool of prequalified contractors. Once a pool of vendors is approved by the Board, the District can use these vendors for projects under \$2,000,000, without having to complete a formally advertised and evaluated procurement process. PWS provides oversight throughout the CSMP process; however, the Owner's Representative Project Manager drives the process in conjunction with the Office of Facilities and Construction when the need for a contractor arises. At the time of this analysis, the District had four (4) roofing contractors on CSMP contracts.

Please reference Appendix A for detailed process maps related to the major procurement delivery methods.



ANALYSIS (CONTINUED)

Procurement - Observations

Observation	3. Utilizing Alternative/Separate Contracting for Roofing Scopes
Description	<p>During our analysis, we noted an opportunity for the District to expedite project timelines by extracting roofing scopes of work into individual projects. These projects could be delivered by CSMP contractors for projects under \$2M, or procured separately but parallel with other scopes, for projects greater than \$2M.</p> <p>Only two (2) of the 203 total SMART projects contain a roofing-only scope. All other projects are a combination of multiple scopes of work, and are awarded (or planned to be awarded) to a general contractor. Subsequent to award, the general contractor engages with a roofing subcontractor. We understand the District desires to expedite roofing projects, and further, that certain challenges and workflows (strict code requirements and District specifications, sub-permit process) are specific to roofing scopes. The utilization of a general contractor can prove useful for improving multi-trade coordination, but adds an additional layer of reviews, approvals, complexities, and profit margin to the roofing process that have the potential to hinder or delay progress.</p> <p>As of May 1, fifty-eight (58) roofing projects were in pre-award phase, and still pending final design, and seventy-four (74) are in the bidding and award phase. The opportunity exists to extract these 132 roofing scopes into individual projects.</p> <p>This approach could provide the following benefits to the District:</p> <ul style="list-style-type: none"> • Expedite roofing work • Potential savings of >\$8M, from removal of GC profit margins on roofing scopes • Alleviate delays in payment processing (see Observation #9). <p>For roofing projects under \$2 million, the District has the opportunity to utilize the Continuing Service Minor Project Pool (CSMP). For roofing projects over \$2 million, the District has the opportunity to procure roofing contractors through the standard bidding process, but separate from remaining scopes of SMART Projects. Both contracts include identical language requiring the contractor to coordinate with other trades:</p> <p><i>10.09.03 (CSMP) / 6.03 (Doc 520 Agreement Form) Contractor agrees to commence the Work when directed by Owner and to diligently and continuously perform such Work and to coordinate the Work with other Work being performed on the Project by other trades so that the Owner shall not be delayed by any act or omission of Contractor in completion of the Project within the time specified above.</i></p> <p>The District currently has twenty (20) roofing contractors on the pre-qualified listing posted to the Procurement website. Many of these pre-qualified roofers have actively participated in prior roofing workshops, and have expressed the ability and capacity to assist the District in expediting roofing projects. During the May 2020 roofing workshop, ten (10) roofing contractors provided information regarding their capacity for additional work. Forty (40) total roofing crews are currently available from ten (10) roofing contractors who responded to the District's request regarding crew availability. Three (3) of the ten (10) roofers are contracted under a CSMP agreement and can provide a total of fifteen (15) crews.</p>



ANALYSIS (CONTINUED)

Procurement - Observations

Observation	3. Utilizing Alternative/Separate Contracting for Roofing Scopes (continued)
Recommendation	<p>We recommend management and the PMOR perform an evaluation of roofing projects that have not yet applied for a sub permit, and identify candidates for extraction from GC to roofing-only scopes of work, utilizing CSMP and hard-bid contracts when applicable. This process should include consideration with respect to the current condition of the roof, and magnitude of repair work, the complexity of adjacent trade work, and the overall project timeline. In addition, the extraction of roofing scopes may require the carving out of HVAC and Mechanical scopes, since roofing is often done in conjunction with both disciplines.</p>
Management's Action Plan	<p>Capital Programs Response: The initial approach at the onset of the program was to "bundle" all scopes of work at a school campus into one project to create efficiencies and to help minimize disruptions to school scheduling. Part of the rationale for this "bundling" approach look into consideration scopes of work that had to be done simultaneously or in close coordination with the roofing scopes of work. For example, this approach was intended to avoid a scenario where roofing work would be completed first and prior to having to return with installation of mechanical equipment on a new roof which could possibly void the roof warranty and start a chain of "finger pointing" when it comes to the repair of the impacted roofs. The initial approach provided for the single source of accountability and responsibility, which is a proven strategy for programs such as this.</p> <p>Given much of what we have gleaned through lessons learned to date and as affirmed in the RSM audit, it is prudent to explore opportunities to "break out" and implement the roofing scopes of work separately. The SMART team has already begun reviewing projects to identify opportunities to do so via CSMP contracts or other delivery methods.</p> <p>While the CSMP contracts are an existing avenue, according to State Statute they can only be applied to roofing projects valued under \$2 million, which represents a minority of SMART Program roofing projects. However, as of July 1st, State Statute now allows for a \$2-to-4 million category for continuing services contracts. We hope to leverage this new development and are actively working with Procurement & Warehousing Services (PWS) to establish a pool of contractors that fall within this category.</p> <p>Additionally, as they transition on board, an expectation of the new PMOR will be to continue evaluating projects for opportunities to optimize delivery of the scope from a schedule and budget perspective. Breaking out the roofing scopes of work will be an important focus and aspect of their initial evaluation.</p> <p>Responsible Party: Executive Director of Capital Programs</p>



ANALYSIS (CONTINUED)

Sub-Permitting Process

In 2006, the BD created a new roofing program to address issues with ineffective shop drawings received from roofing subcontractors. This change required that roofing subcontractors obtain a roofing "sub-permit" before they can proceed with construction. The District requires a sub-permit for new roof construction, roof renovation, and re-roofing projects. The purpose of the sub-permitting process is to ensure that roofing subcontractors are constructing roofs that are in compliance with Florida Building Code, District design standards, and State Requirements for Educational Facilities (SREF). The sub-permitting process reflects the District's expectations prior to actual construction and provides an added layer of quality control. Ideally, issues can be identified through the sub-permitting process, mitigating the potential for complications during and after construction. The District's goal is to construct roofs that will last twenty (20) or more years and foster a safe environment for the building's occupants.



To facilitate the sub-permitting process and assist roofers in obtaining a permit, the BD developed a sample "sub-permit package binder". The package is organized into twelve (12) sections or tabs which contain instructions for roofing subcontractors to create a project binder and copies of the documents required by the Florida Building Code (i.e. Asbestos-Free Materials Affidavit). The BD requires roofers to follow the provided format outlined in the package. At a high level, the package should include the scope of work proposed by the roofer, the type of roofing system, the materials that will be used, and detailed drawings created by the roofing subcontractor. To create a binder, the roofers rely heavily on the drawings / plans provided by the designer to create their own engineering and specifications. As stated in the Plan Review section of this report, accurate and detailed designer plans are critical to assist the roofing subcontractors in the completion of sub-permit binders.

The BD currently has one (1) District Roofing Plan Examiner performing the review of the sub-permit binders. According to BD personnel, the Department receives approximately three (3) to four (4) binder submissions each week. The Roofing Plan Examiner provides on-demand support to roofing contractors seeking guidance during the sub-permitting process. Formal and informal meetings are often conducted with roofers to walk through their binders. Although comments are formally documented in ISS, the Roofing Plan Examiner also provides verbal feedback to roofers during in-person meetings and over the phone.

The sub-permit review process is similar to the BD's plan review process for 100% construction documents. The BD utilizes the ISS system to provide comments and solicit responses from the roofer. The system tracks the date when the binder was received by the BD, when a review was completed, and when the roofer resubmitted their binder (if applicable). Through our analysis of ISS data and interviews with key personnel, we noted that it often takes multiple rounds of review and re-submissions before a sub-permit binder is approved. The duration of the sub-permitting process depends on the complexity of the project, the time it takes the BD to review, and the time it takes the roofer to address review comments and resubmit the binder. When the binder is approved and a roofing sub-permit is issued, the roofer then begins construction.

Based on our review, roofers have experienced significant difficulties with the process of obtaining a roofing sub-permit. Some roofers are not accustomed to the District's expectations, requirements, and stringent design standards, in comparison with their experience at other school districts and clients. Of the eight (8) roofing projects that have been completed, seven (7) were constructed by one (1) roofing contractor. During our analysis of eighty (80) roofing projects, we noted that twenty-six (26) of the forty-eight (48) roofing sub permits issued were obtained by one (1) contractor. Only a small group of roofing subcontractors have been able to consistently obtain a roofing permit.



ANALYSIS (CONTINUED)

Sub-Permitting Process (continued)

Through our review of summary ISS data and discussions with roofing contractors, BCPS BD, and BCPS OFC, we selected 10 projects for in-depth analysis. Our selection included five (5) projects that have completed the roofing sub-permitting process and five (5) projects that are currently in the process. The tables below summarize the ISS data and depict the timeline of the BD review, and the related roofing subcontractor's revise and resubmit process.

School Name	Project Name	Permit Status	Rounds of BD Review	Total Days in BD Queue*	Total Days in Queue After BD Review	Days Until Approval**
Sandpiper Elementary School	GOB Renovations	Approved	6	67	243	310
Blanche Ely Senior High School	GOB Renovations	Approved	6	94	77	171
Castle Hill Elementary School	GOB Renovations	Approved	6	58	125	183
Stranahan Senior High	GOB Renovations	Approved	3	37	103	140
Stoneman Douglas Senior High School	GOB Renovations	Approved	3	48	58	106

* Total Days in BD Queue includes the final round of review, which only includes the days in the BD's queue (since the roofer does not revise and resubmit after approval). The BD has an additional round's worth of data compared to the roofer.

** Days Until Approval shows the time between when the BD first received the roofing binder (Round 1) and the date of their final review / approval.

School Name	Project Name	Permit Status	Rounds of BD Review	Total Days in BD Queue	Total Days in Queue After BD Review	Days Outstanding*
Lake Forest Elementary	GOB Renovations	Outstanding	4	60	292	352
Dillard 6-12 School	GOB Renovations	Outstanding	10	98	255	353
The Quest Center	GOB Renovations	Outstanding	3	46	221	267
Walker Elementary School	GOB Renovations	Outstanding	4	33	151	184
Riverland Elementary School	GOB Renovations	Outstanding	3	58	186	244

* Days outstanding shows the time between when the BD first received the roofing binder (Round 1) and the total days in the roofer's queue (as of June 10, 2020).

The table below provides a summary of the ISS data from the Building Department's review of the subcontractor roofing binders.

Building Department Review		Roofing Subcontractor Response / Resubmittal		
Average Rounds of BD Review Required	Avg. # of Days in BD Review Per Round	Avg. Total # of Days in BD Review Per Project	Avg. Time Between BD Review and Roofer Resubmittal Per Round	Avg. Total Days Between BD Review and Roofer Resubmittal Per Project
4.8	13	60	41	171



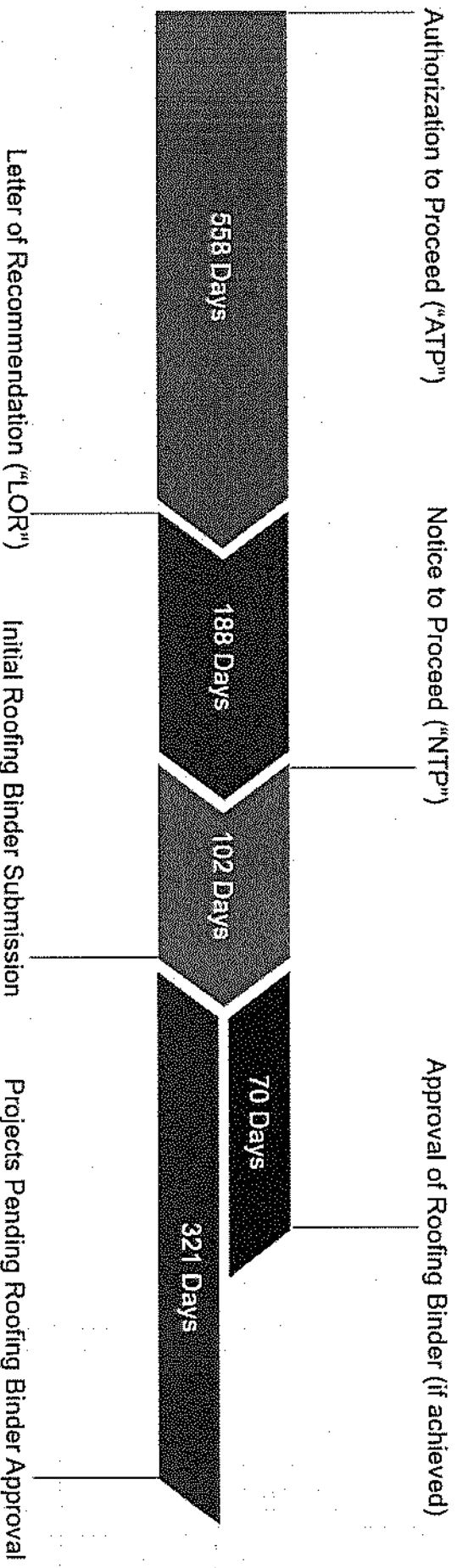
ANALYSIS (CONTINUED)

Sub-Permitting Process (continued)

The timeline below provides a high-level overview of the duration of the processes outlined in this report, using common construction milestones such as the ATP, LOR, and NTP dates. The data was compiled from eighty (80) different roofing projects, including:

- Eight (8) completed construction projects;
- Forty (40) projects that have an approved roofing sub-permit but have not completed construction;
- Twenty-one (21) projects that are currently in the sub-permitting process; and
- Eleven (11) projects that have an NTP but have not started the roofing sub-permitting process.

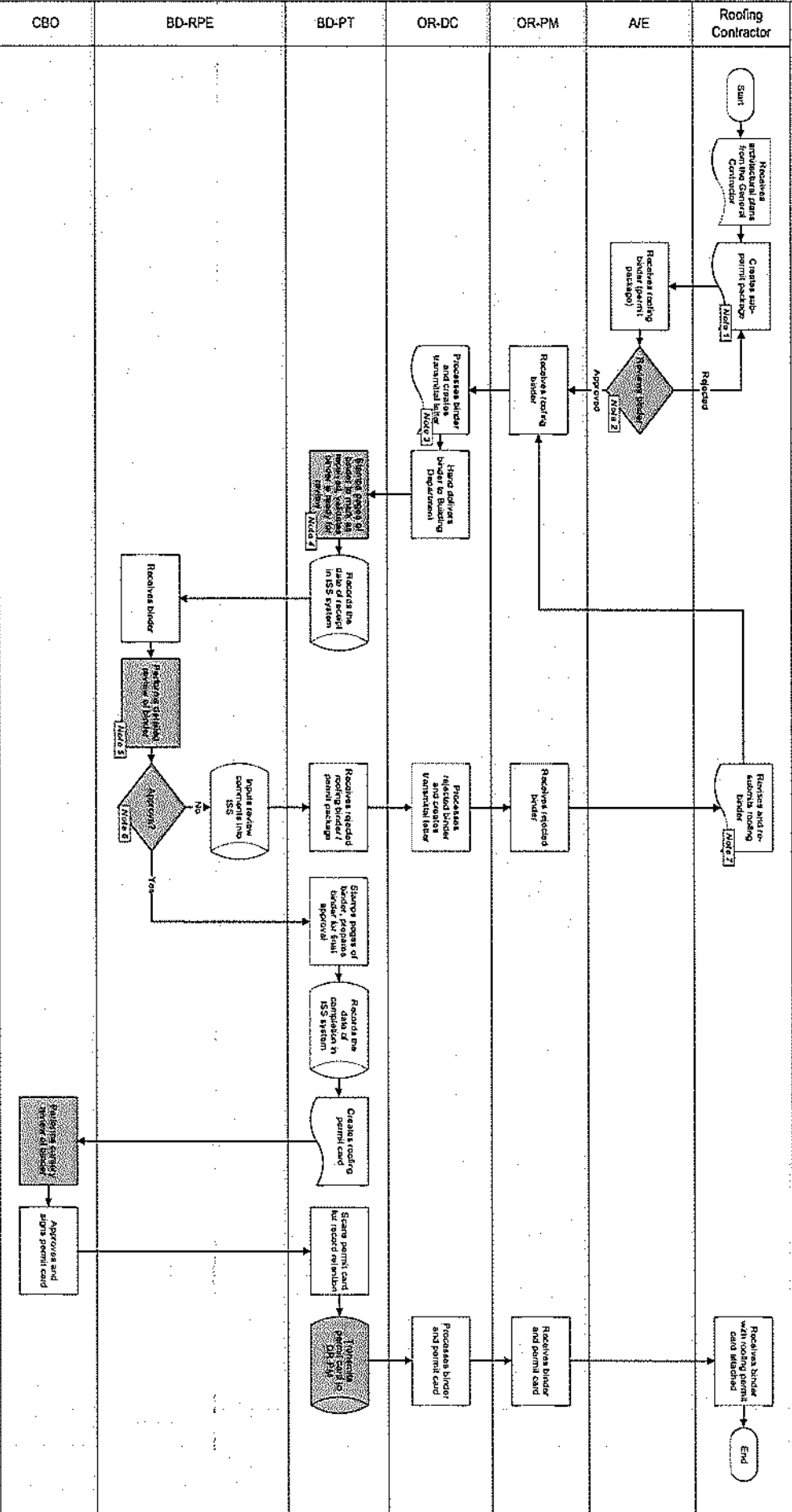
Timeline Analysis: Design Phase through Roofing Binder Approval



*** The 'Initial Roofing Binder Submission' to 'Approval of Roofing Binder' only includes data from the forty-eight (48) projects that have completed the sub-permitting process*

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Acronyms:
 ARE = Architectural Consultant
 CR-PM = Owner's Representative Project Manager
 CR-UC = Owner's Representative Consultant
 BD-PT = Building Department Permit Technician
 BD-APP = Building Department Permitting Plan Examiner
 CEC = Chief Building Official



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	4. Roofing Sub-Permit Review Process – ISS Comments & Clearance
Description	<p>Through our inquiry and review of ISS Data, we noted instances where the level of detail contained in ISS could be improved to allow for a more thorough explanation and timeline tracking of issues noted by the Building Department during sub-permit application review.</p> <p>Based on a sample of ten (10) roofing projects, the average BD review required ~13 days and contractors utilized ~41 days to re-submit sub-permitting documents. Our samples included an average of 4.8 reviews and five (5) samples included a round of revisions which took over one-hundred (100) days for re-submission.</p> <p>As a result of fieldwork, the following items were identified related to the roofing sub-permitting process:</p> <ul style="list-style-type: none"> • Inconsistent documentation of review comments within ISS related to format and comment structure; • Lack of evidence in ISS surrounding closure of review comments. In one (1) instance, comments were compiled into one (1) large paragraph through six (6) rounds of review. In each subsequent round, comments were added to the previous round's comments without evidence of closure, making it difficult to determine which parts of the comment were addressed; • New review comments for contractors to address were provided after the first or second round of review; • Lack of details provided to contractors to enable expedited clearance of review comments; • Frequently, the first round of review is focused on formatting; • Notification of the completion of the roofing sub-permit review, and subsequent comments, is not provided to the applicable roofing contractors; and • There is no PM-OR monitoring of aging (outstanding) review comments, and ISS lacks the capability of automatic notifications. <p>Lengthy and complex roofing sub-permitting processes affect the ability of projects to be completed on-time, within budget, and may reduce the pool of roofing contractors willing or able to deliver services. Increasing the level of detail contained in ISS, can help to ensure that (1) roofing subcontractors have clear and documented guidance regarding issues noted during Building Department review of sub-permit binders and changes required to obtain a sub-permit and (2) the BD has access to relevant information to allow monitoring of aging comments and applications.</p>



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	4. Roofing Sub-Permit Review Process – ISS Comments & Clearance (continued)
<p>Recommendation</p>	<p>To elaborate on the opportunities identified above, we recommend the following:</p> <ul style="list-style-type: none"> The BD should utilize a consistent structure to document comments including numbering, bulleting, and other means to improve organization and clarity. Each individual comment should be provided in its own subsection within ISS. For example, if there are five (5) deficiencies identified, there should be five (5) separate comments to be addressed, instead of one (1) paragraph with five (5) comments. The reviewer should clearly document the satisfaction of prior review comments within ISS. After the initial BD review, new comments requiring revision should be minimized and should not be recorded unless brand new information is submitted by the roofing subcontractor. If a revision is required, the corresponding comment should provide clear guidance to the contractor for resolution. References to applicable state building code, district standards, etc. should not be broad and limited to section names or numbers. Notify roofing contractors when roofing sub-permit review have been completed and review comments have been issued. Begin regular monitoring the aging of sub-permit review comments to be addressed by roofing contractors. The OR-PM Project Manager assigned to the project should assist in expediting the roofing sub-permit binder review/approval process by following up with vendors to address comments and provide revised submittals in a timely manner. The BD may consider exploring alternative software with enhanced comment tracking, aging, and notification functionality to assist in monitoring efforts. To potentially reduce the number of review comments in ISS, roofing subcontractors should be required to conduct a site visit to inspect the existing conditions of the roof prior to drafting their design drawings. BCPS BD roofing sub-permitting reviewer should meet with the roofing subcontractor during this preliminary site visit to establish expectations and review the roofer's scope of work. The BD should dedicate qualified technical resources to support the roofing sub-permitting process. <i>Reference Observation #6 for additional details.</i> <p>Capital Programs Response: The SMART program team is committed to supporting a more efficient sub-permit review process by tracking and following up with contractors to ensure Building Department comments are addressed in appropriately and in a timely manner. A dedicated staff resource was already been hired in April 2020 by the PMOR to focus on providing support to contractors for roofing related matters.</p> <p>Building Department Response:</p> <ul style="list-style-type: none"> We concur with the majority of the analysis' observations and recommendations. In fact many of the recommendations have been implemented. As an example, one comment per deficiency. Additionally many of the roofing subcontractors submissions, which require voluminous comments from the plan reviewer are not addressed for several generations of submittals. As such even with added clarity, many of the comments will still remain unaddressed and uncorrected for additional generations of submittals.

**Management's
Action Plan**



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	4. Roofing Sub-Permit Review Process – ISS Comments & Clearance (continued)
Management's Action Plan	<p data-bbox="1201 346 1234 913">Building Department Response (continued):</p> <ul style="list-style-type: none"> <li data-bbox="1096 399 1193 1974">Once the Sub-Permit review is complete, the PMOR is notified, and the review is returned to the PMOR marked approved or revise and resubmit. Throughout the review process in the BD, the roofing contractor can monitor the review through the ISS system in real time and actually see the review comments before the submittal package is returned to the contractor through the PMOR. <li data-bbox="909 399 1096 1974">Currently, the ISS System is being reviewed and updated by a third-party vendor enhancing the system for inspections and Plan Review. Phase I is underway, this is much needed and costly, so a commitment is needed to support these improvements. From the inception of the GOB, there has been little to no maintenance for the ISS system. There are many aspects of data gathering that are non-functional and the system itself is extremely slow. What is envisioned is a repair of a technological system that is 10 years old to salvage the last decade's data, while a current technological version, which is capable of employing the recommendations of this analysis and providing the efficiency and speed possible in today's technology. <p data-bbox="860 346 893 861">Responsible Party: Chief Building Official</p>



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	5. Roof Sub-Permitting Process is Manual / Printed
<p>Description</p>	<p>Through our analysis, we noted that roofing sub-permit documentation is submitted and maintained in printed (hard-copy) binders, rather than electronically.</p> <p>As part of each project, the roofing binder is hand delivered from the roofing contractor to the Designer, then the Project Manager, then Document Control, then to the Permit Technician, then to the BD Roofing Plan Examiner (<i>Reference Appendix A for detailed process maps related to the sub-permitting process</i>). If revisions are required, the binder follows the same hand-off review process. Additionally, as part of inquiry it was noted that review comments requiring revisions are in some cases provided by phone or in-person which may lead to misinterpretation of failure to address.</p> <p>As part of our comparative analysis, it was noted that electronic submissions are required by neighboring jurisdictions, and that roofing subcontractors expressed a willingness to migrate to electronic submission. Printed plan binders increase the risk of long review processes, incomplete documentation, and an ineffective audit trail.</p>
<p>Recommendation</p>	<p>We recommend BCPS implement electronic submission of roofing sub-permit documentation. This may include evaluation of ISS's capabilities to adopt electronic submission, or implementation of an additional plan review technology. Considering that the District's e-Builder platform allows for electronic submission and workflow review/approval of large documents, and that most parties involved in the creation/review of sub-permit binders are already familiar with the e-Builder platform, the District should evaluate whether implementing electronic submission of the roofing sub-permit submission process through e-Builder is a viable option.</p>
<p>Management's Action Plan</p>	<p>Building Department Response: We also concur with this aspect of the analysis and would like to add that modifications to existing systems are usually extremely time consuming in the constitution of an RFP, bid selection and execution of the product.</p> <p>The Building Department will begin looking at programs that can assist in the electronic plan review and submittal process, keeping in mind the regulations of the Florida Building Code and Statutes regarding electronic signatures and record keeping. Upon subsequent research, if the e-Builder platform cannot support the needed requirements for the use of a building department system, the alternate solution could very well be created in the new version of ISS in keeping with the response to Recommendation 4 above.</p> <p>Responsible Party: Chief Building Official</p>



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	6. Lack of Resources to Support Roofing Sub-Permitting
Description	<p>Currently, only one (1) individual is responsible for facilitating the entire roofing sub-permit process. While our analysis reflected that the BD reviewer was able to turn around sub-permit application reviews within thirteen (13) days (on average) we anticipate increases in future transaction volume to continue to strain this individual's capacity.</p> <p>Considering that only ~24% (135+ remaining) of the roofing projects planned have received roofing sub-permits, there is a large amount of sub-permitting to be performed that could significantly impact project timelines and budgets. Further, implementation of the additional ISS documentation requirements in Observation #3 may result in an increase to the level of effort required in the sub-permit review process and by the current resource dedicated to roofing sub-permit review.</p> <p>Due to the deep level of experience possessed by the current sole sub-permit reviewer, we believe expanding the current pool of resources can create more opportunity for this person to extend their value elsewhere within the roofing process. This may include:</p> <ul style="list-style-type: none"> • Increased involvement within Design / Plan Review processes (see Obs #1) • Oversight and technical support of multiple sub-permit reviewers • Oversight and technical support of multiple inspections personnel (See Obs #7) <p>Continued utilization of a single individual for the roofing sub-permitting process, similar to many construction processes, increases the likelihood of: project delays, process breakdown due to unexpected absences or position vacancy, conflicts of interest, bribery, favoritism, ineffective vendor management, among others.</p>
Recommendation	<p>The BD should consider allocating additional resources to support the sub-permitting process. Multiple individuals facilitating the sub-permitting process should enable shorter review periods and improved contingency planning. The District is currently contracted with a third-party vendor who specializes in building department services specifically for government clients and may have the expertise necessary to assist in roofing sub-permit binder review. The scope of their services include inspections, plans review, code enforcement, etc. The individual currently responsible for reviewing the sub-permitting binders could provide training for third-party reviewers and supervision throughout the process.</p>
Management's Action Plan	<p>Building Department Response:</p> <ul style="list-style-type: none"> • Despite years of searching for competent individuals with roofing expertise that has met with frustration and failure. The type of individuals that the audit recommends, if they were available to hire would require creating job descriptions and incorporating them into the ORG Chart. It is common knowledge that this process can take anywhere from 6 to 8 months. The BD would welcome the added reinforcements. The two supplementary code enforcement providers, who employ over 600 code enforcement personnel in the tri-county area do not employ such individuals (See attached email from CAP Government). They may exist, but probably not at the current inspector salary level; Therefore, a salary study should be performed for fulfilling these important positions that rise above the charted pay grade 25 salary level of an inspector. Hence, a new job description may need to be created to avail the District of suitable employees to fulfill this need.



ANALYSIS (CONTINUED)

Sub-Permitting Process - Observations

Observation	6. Lack of Resources to Support Roofing Sub-Permitting (continued)
Management's Action Plan	<p>Building Department Response (continued):</p> <p>This may attract more well-rounded individuals that have a technical background that is well suited to the roofing industry, such as the lead inspector, who would currently qualify for such a position. As the analysis states, "Continued utilization of a single individual for the roofing submitting process" is not recommended (paraphrased). Therefore, two or three would likely meet the anticipated goals, if and when the staffing increases are given support and we are successful in finding such individuals. If this process moves forward, an additional consideration would be the pay grade represented, which would include such positions. A step up would be pay grade 26, which tops out at about \$107,000 or \$108,000. Pay grade 27, a supervisor's position would be the next pay grade at about \$115,000. So, it would seem obvious that the District could offer no more than \$108,000, which probably will not likely yield any fruit in our search for necessary human resources. In this case we are trapped by our own salary structure.</p> <ul style="list-style-type: none"> • Much like the issue of trying to improve roofing contractor capacity, plan review and inspection of the roofing scope needs to be by experienced qualified licensed people. Added bodies will not add capacity unless a plan and schedule are developed and maintained in reference to the remaining roofing scope of work. <p>Responsible Party: Chief Building Official</p>



ANALYSIS (CONTINUED)

Inspections Process

The scheduling of inspections on roofing projects is fluid and informal due to the dynamic nature of roof construction. Roofing is an ongoing activity, and thus requires additional attention from BD inspectors that is typically not required for other disciplines. Inspections are performed on an as-needed basis by the BD's Lead Inspector and two (2) third-party inspectors. Although there is not a formalized schedule or structure to roofing inspections, they are performed during specific phases of the roofing process as required by the Florida Building Code.

Chapter 15 of the 2017 FBC, Section 1512.4 "Inspections" states,

"Required inspections for *continuous roofing systems*:

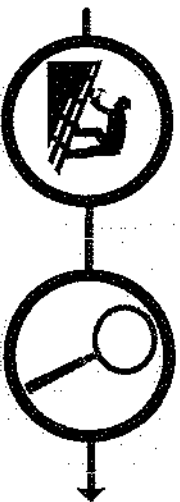
- During application of any roofing system prior to the full concealment of the adhesion/attachment process to the roof deck or to the existing roofing assembly.
- In cases where a roof area is less than 1,500 square feet (139 m), and when the building official is not able to perform any of the above requested inspection in a timely manner, the building official may authorize to continue with the work and may require that satisfactory evidence be provided to show that the covered work was performed in compliance with this code.
- After all roofing work has been completed, a final inspection shall be performed by the building official.

Required inspections for *discontinuous roofing systems*:

- During or after application of the base sheet, anchor sheet or underlayment of any roofing system.
- During the installation of the cap sheet.
- During the installation of any prepared roof covering, such as shingles, tiles, slates, shakes and similar.
- Upon completion of all adhesive-set and mortar-set tile systems, and prior to the final inspection, a field verification and static uplift test, in compliance with TAS 106 shall be required to confirm tile adhesion to the underlayment. This test may be required by the building official for mechanically attached tile systems. All results of this test shall be submitted to the building official."

In the past, roof inspections were requested from the general contractor and scheduled in advance by calling a specified phone number. Since the emergence of the GOB, the volume of roofing projects has increased, causing a growing demand for inspections. The process begins early in the morning when the Lead Inspector receives calls and text messages from roofing subcontractors requesting an inspection. The Lead Inspector then sends a group text message to the two (2) third-party inspectors to assign inspections for the day. The inspectors then proceed to the assigned project site to conduct an inspection of the roof. Based on their observations and discussion with the roofer, an "Inspection Report" is completed, which identifies the nature of the inspection or current stage of the roofing process. Comments are provided on the report and the inspection is given a pass/fail designation. Only in extreme cases will construction be stopped as a result of a failed inspection. When the roof has been constructed and the project is complete, the BD will perform a final inspection with the general contractor and roofing subcontractor to close out the project.

Timeliness of inspections is essential to maintain the project and construction schedule. A roofer may not be able to proceed to the next stage of the roofing process until an inspection is conducted, or until issues are addressed from previous inspections and re-inspection is performed. If the roofer continues with the next stage of the roof without an inspection, the roofer could be instructed to re-perform the work, resulting in additional time, labor, and materials expended by the roofer.





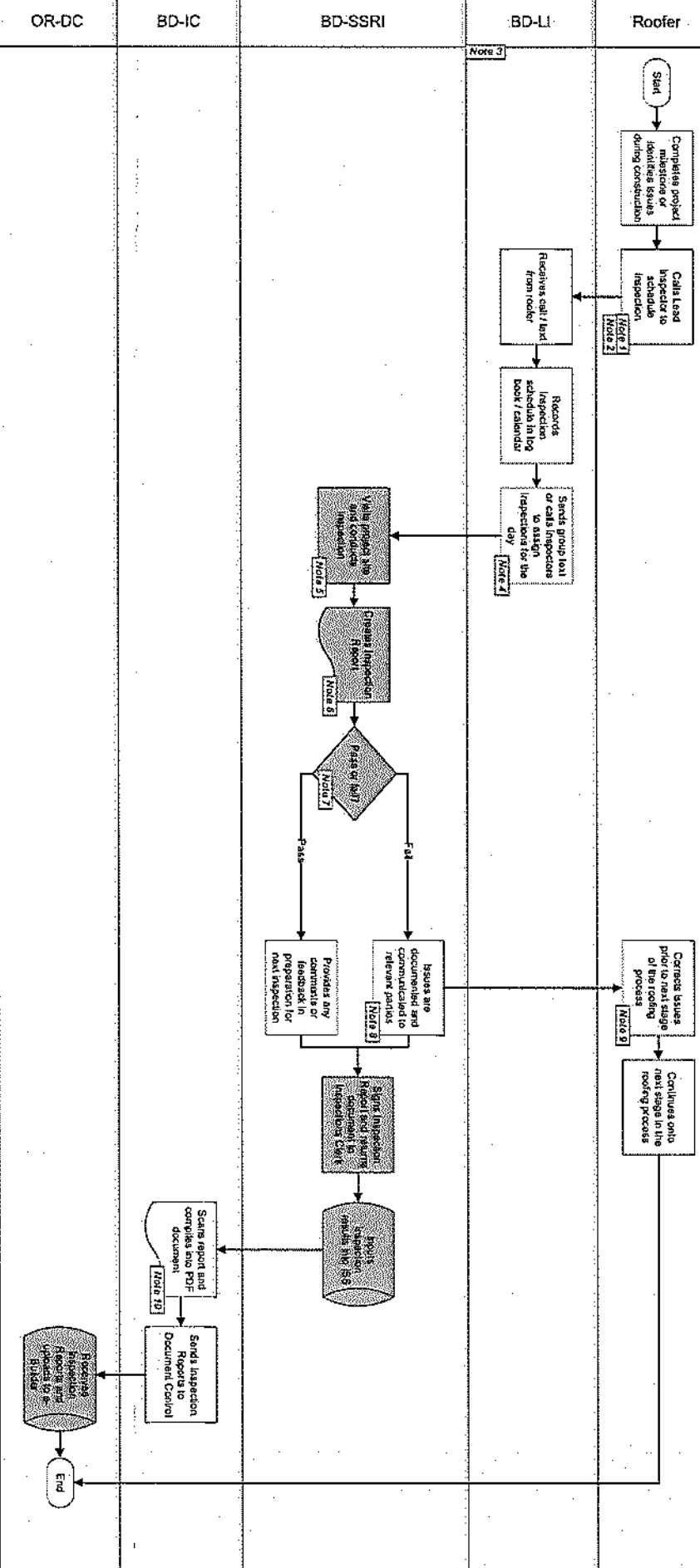
ANALYSIS (CONTINUED)

Inspections Process – Process Maps

Roof Inspections Process

Page 1 of 1

Broward Schools: Roofing Analysis





ANALYSIS (CONTINUED)

Inspections Process - Observations

Observation	7. Lack of Formalized Procedures and Resources for Inspections
Description	<p>As part of our review we noted a lack of formalized procedures and resources for inspections. Specifically, we identified the following:</p> <ul style="list-style-type: none"> • No centralized system is utilized for roofers to schedule roof inspections. • Roofing contractors contact (call / text) the Lead Inspector directly to schedule inspections. This one (1) individual is responsible for the scheduling and organization (assignment) of inspections. There is no specified BD phone number to schedule roof inspections in advance, although other disciplines have dedicated lines. • Roofing contractors often begin working late at night / early in the morning when the BD does not have resources readily available to accommodate inspections requests. The Lead Inspector frequently receives calls / texts from roofers as early as 3:00 AM to schedule inspections; and • Lead Inspector manually maintains an inspection schedule (i.e. day planner) <p>Roof inspections cannot follow the same procedures that are implemented for other disciplines. Inspections for other trades are scheduled by the general contractor, and typically take one (1) to two (2) days to process and complete. In order to facilitate the progression of roofing projects, inspections must occur on an on-demand basis. The volume of inspections is also much higher compared to other disciplines, given that work completed on the roof is often performed one (1) section at a time. Roofs must be covered / sealed at the end of each day to prevent water intrusion, which creates an immediate need for inspections before subsequent sections can be completed.</p> <p>Based on a sample of five (5) completed construction projects, an average of 220 individual inspection reports were generated for each project within ISS. Multiple roof inspections can occur in a day on a given project based on various components and sections of a roof.</p> <p>As stated previously, one (1) individual is responsible for managing all roof sub-permitting process and roof inspections. This individual manages two (2) inspectors which are provided through a third-party vendor agreement. The lack of resource availability and the increase in inspection volume arising from the GOB gave rise to the need to bring efficiencies to the process. These efficiencies naturally manifested themselves through the abandonment of the centralized and structured process, and have been replaced by the informal text messaging and phone call process noted herein. With approximately (~195) roofing projects yet to enter into construction, it would appear that the current inspection resource pool of three (3) will be inadequate to execute a more structured process, a problem which will increase as more roofing projects come online.</p> <p>A decentralized manual process for organizing inspections may lead to errors, inefficiencies, contingency issues and unanticipated events.</p>



ANALYSIS (CONTINUED)

Inspections Process - Observations

Observation	7. Lack of Formalized Procedures and Resources for Inspections (continued)
Recommendation	<p>We recommend the following:</p> <ul style="list-style-type: none"> • Implementation of an electronic system to schedule and manage inspections; • Addition of an inspections scheduler to intake requests and assign inspections. The BD should consider adding an additional shift to account for late night / early morning requests for roof inspections; • Reestablishment of a BCPS inspections phone line and/or email box to be managed by the scheduler; and • Consider expanding the use of third-party inspectors as project volumes increase. <p>In conjunction with the recommendations noted in Observation #5, the District can optimize use of the Lead Inspector's expertise through providing oversight and technical support to the process. This can be achieved through a reduction of administrative duties currently performed by this role, facilitated by the addition of a scheduler and additional inspectors.</p>
Management's Action Plan	<p>Building Department Response:</p> <ul style="list-style-type: none"> • Some of the recommendations generally speaking may not be feasible. Finding a staff member that will work a night shift given push back from the union would be difficult. Perhaps a job description that catered to such details would be possible. As mentioned above that scenario takes substantial time. Third party (supplemental) inspection firms have no available roofing personnel. The BD already has an inspection call line; However with the understanding that most of what is suggested in the recommendation is being performed by the Lead Roofing Inspector, the Building Department could look into the addition of a roofing phone line for Inspection Requests and clerical/scheduler personnel along with Building/Site Security. • Regarding the consideration of expanding the use of third-party inspectors, see the reply in Recommendation 6 as to the availability of these additional inspectors. • The on-going nature of the roofing process is what caused the BD to move away from the conventional work flow that was incorporated into the ISS System. For 90% of the construction the contractor can schedule a building or trade inspection through the ISS System the day or days before the inspection is needed. With roofing inspections, each day on a particular project the need for inspection is usually established the day the work will be performed or work will be postponed in the early morning hours due to weather conditions. <p>Responsible Party: Chief Building Official</p>



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance

RSM performed an analysis to gain an understanding of critical elements and interpretations of related roofing design requirements. Key stakeholders explained that variances between and complexities within the Florida Building Code, SREF, and the District's Design Standards drive certain issues when executing the roofing projects. Therefore, we obtained and reviewed the related documentation below as part of our analysis. Additionally, we performed a comparative analysis of BCPS to neighboring jurisdiction's corresponding requirements (Miami-Dade and Palm-Beach).

RSM reviewed the following as part of our analysis:

Codes, Requirements, and Guidance	BCPS District Requirements
2017 Florida Building Code (FBC)	Section 2A-2 Architectural Design Criteria
2017 Florida Building Code – Existing Building	Design Standards:
2017 Florida Building Code – High-Velocity Hurricane Zone	<ul style="list-style-type: none"> 07500 Roof Assembly 07501 RA Special Warranty Forms 07502 RA Lightweight Insulating Concrete (LWIC) 07551 RA Modified Bitumen Roofing 07600 RA Flashing and Sheet Metal 07631 RA Gutters and Downspouts 07716 RA Roof Expansion Joints 07721 RA Supports for Rooftop Equipment 07722 RA Roof Scuttles and Automatic Fire Vents
2014 State Requirements for Educational Facilities (SREF)	
Life Cycle Guidelines for Materials and Buildings for Florida's Public Educational Facilities	
Florida Safe School Design Guidelines	
Test Application Standards (TAS) of the FBC	
Roofing Application Standards (RAS) of the FBC	
American Society of Civil Engineers (ASCE) 7	
Information available from the Factory Mutual Research Corp, as applicable.	
Florida State Statutes, section 553	
Miami-Dade Notification of Approvals website and materials	

The Florida Building Code is adopted by the Florida Building Commission and updated every three (3) years. It is amended annually to incorporate interpretations, clarifications and to update standards. Minimum requirements for permitting, plans review and inspections are established by the code, and local jurisdictions may adopt additional administrative requirements that are more stringent. According to the FBC, "Eleven Technical Advisory Committees (TACs), which are constituted consistent with American National Standards Institute (ANSI) Guidelines, review proposed code changes and clarifications of the code and make recommendations to the Commission." There is a formal process to obtain interpretations of the code which establishes precedent and are typically incorporated into the next amended code.

Broward County and Miami-Dade County are included as part of the "High-Velocity Hurricane Zone" (HVHZ) and adhere to an additional separate code—Florida Building Code – High-Velocity Hurricane Zone. Although Palm-Beach County is not included in a HVHZ, we performed an interview with School District of Palm-Beach due to relevant proximity. Palm-Beach County does not utilize a roofing sub-permit process, does not require System Riders for roofing warranties, and requires electronic submission of roofing plans.

When developing their design standards, the District met with Miami-Dade County given their experience in roofing within the HVHZ. In fact, the District copied Miami-Dade's design standards document and made adjustments as desired. For instance we noted, the District's Design Standard document related to roof assemblies (07500 Roof Assembly.docx), published on the District's Design Standards web page, only approximately five (5) differences as it related to over 150 roof assembly requirements.



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance (continued)

As part of our review, the following highlights were identified:

1. Chapter 4 of the 2017 FBC, Section 453.1 "Scope" states, "Public educational facilities shall comply with the Florida Building Code and the Florida Fire Prevention Code as adopted by the State Fire Marshal. **These are minimum standards; boards may impose more restrictive requirements.**"
2. Chapter 15 of the 2017 FBC, Section 1501.1 "Scope" states, "The provisions of this chapter shall govern the design, materials, construction and quality of roof assemblies, and rooftop structures. **Exception: Buildings and structures located within the high-velocity hurricane zone shall comply with the provisions of Section 1503.7 and Sections 1512 through 1525.**"
3. Chapter 4 of the 2017 FBC, Section 453.5.14 "Renovation" provides the following definition for renovation, "The rejuvenating or upgrading of existing facilities by installation or replacement of materials and equipment. The use and occupancy of the spaces remain the same. Only that portion of the building being renovated must be brought into compliance with the Florida Building Code and Florida Fire Prevention Code as adopted by the State Fire Marshal unless the renovation adversely impacts the existing life safety systems of the building."
4. Chapter 4 of the 2017 FBC, Section 453.8.4 "Standards for remodeling and/or renovation projects" states, "Standards for remodeling and/or renovation projects. Portions of buildings being remodeled and/or renovated shall be brought into compliance with current required Florida Building Code and the Florida Fire Prevention Code as adopted by the State Fire Marshal **as required by the plan review authority in its best judgment.**"
5. Chapter 15 of the 2017 FBC, Section 1515.2.2 "Minimum Slope" states, "All roofing assemblies must be installed in compliance with the slope requirements specified in the product control approval, in compliance with Table 1515.2."
6. Chapter 15 of the 2017 FBC, Section 1515.2.2.1 then states, "In new construction the minimum deck slope shall be not less than 1/4".12"
7. **Chapter 4 of the 2017 FBC, Section 453.5.8 "New Construction" states, "Any construction of a building or unit of a building in which the entire work is new. An addition connected to an existing building is considered new construction."**

Based on the exception included in #2 (1501.1) above, although Chapter 15 of FBC includes the minimum requirements and applicable exceptions from the code for roof assemblies and rooftop structures, only certain sections of the chapter are applicable which may cause confusion among roofing contractors. Additionally, given the number of applicable codes and guidelines, roofing contractors must rely on the District to understand specific requirements and interpretations.



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance – Observations

Observation	
Description	<p>8. Building Code Interpretation and District Design Standards</p> <p>Included in the state building codes, as referenced above, the BD has the ability to require standards above the minimum. Additionally, elements of the FBC and related documents require interpretation by District Building Officials. These interpretations allow the district to make preferential decisions enabling alignment with the organization's risk tolerance. In many cases, requiring standards above the minimum results in additional time and resources spent by roofing contractors to understand the standards, identify adequate manufacturers, finalize roofing plans, obtain approvals, etc.</p> <p>RSM identified the following primary issues as they relate to the interpretation of the Florida Building Code and District design standards:</p> <p>Requiring compliance with the FBC as a new roof system for existing roof replacement projects – Per BCPS documentation obtained as part of our review, "It has always been the position of the BCPS BD that on existing roof replacement projects in which the existing substrate system is removed due to the existing conditions and replaced with new installation of lightweight insulating concrete as the substrate, we have required compliance with the FBC as a new roof system, and therefore must meet the minimum design per Section 1515.2.2.1".</p> <p>Based on the Chapter excerpts #5, #6, #7 identified in the analysis section and the BD's position to require compliance with the FBC as a new roof system, the District utilizes their expertise to interpret specific details of the code to meet the quality standards that support their overall mission and objectives. The treatment of roofing projects as new construction is an example since new construction requires certain specific standards (minimum slope of 1/4:12).</p> <p>Additionally, the BD requires lightweight insulating concrete (LWIC) for all new roof assemblies. LWIC addresses many roof risks including: superior moisture protection, fire protection, prevents air infiltration, bonds the total insulation system to the substrate, is re-roofable, and supports building sustainability. Although there are other insulating materials, it has been decided that LWIC is the best insulating material and it is their chosen standard. Polyisocyanurate was previously utilized and is still utilized for minor repairs when use of LWIC is not appropriate.</p> <p>Miami-Dade Notice of Acceptance (NOA) for manufacturers for re-roofing projects – NOAs specific to HVHZs are required by FBC for roofing products and building permitting authorities must determine whether products comply with the requirements of the Code specific to the building they are used in. As part of our review, we searched Miami-Dade's NOA product search database for a District required roofing system (Modified Bitumen Roof System Over Lightweight Concrete Decks). We identified thirteen (13) manufacturers with seventeen (17) Miami-Dade NOAs for "Modified Bitumen Roof System Over Lightweight Concrete Decks" with Maximum Design Pressures ranging from 75 to 500 PSF (lbs/sqft).</p> <p>Interviewees in the BD noted that individual NOA(s) exist for the temporary roofing required on District roof replacement projects, and for the new roofing assembly. Only one (1) of these NOAs evidences that the entire roofing assembly (temporary + new system) has been tested to the design standards required by the District. As such, only one (1) manufacturer is able to meet the District's standard, which may drive an increase in quality, but likely minimizes competition and increases costs. Based on inquiry with OFC, we noted that multiple manufacturers are in the process of obtaining an NOA that adheres to the District's standards.</p>



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance – Observations

Observation	8. Building Code Interpretation and District Design Standards (continued)
Description	<p>To complement the required NOA, the BD also requires warranties with "System Riders" and "Wind Riders" to improve the District's ability to meet applicable standards and protections in the event that roofs fail to operate as specified.</p> <ul style="list-style-type: none"> o A System Rider provides assurance to the District that the Manufacturer is supplying a warranty for the entire roof assembly, not strictly the roofing membrane. o A Wind Rider provides assurance to the District that the roofing assembly meets the HVHZ wind load and uplift requirements of the FBC for the specific project. <p>Elements unique to re-roofing projects are required by the BD to be included in the System Rider covering the entire roof assembly. Since only one (1) manufacturer has received an NOA for roofing assemblies with elements specific to a re-roofing project—meaning the entire system was tested, it is logical that other manufacturers whom have not obtained a comparable NOA would not want to include those elements in their System Riders.</p> <p>While Miami-Dade NOAs provide evidence that roofing products are tested for the specific conditions required by the BD, a Wind Rider is required to specify the wind velocity as evidence that the products meet the BD's standards. It is the District's position that while Miami-Dade NOAs include a Maximum Design Pressure (in PSF), this does not specify the wind velocity that the assembly can withstand. The OFC noted during interviews, that Miami-Dade also required Wind Riders and System Rider for the same purposes. We were unable to validate Miami-Dade's use of Wind Rider and System Riders.</p> <p>During inquiries with roofing stakeholders and neighboring jurisdictions, it was noted that warranties / riders are not always effective considering claims are commonly not covered because of weather events and other factors. We obtained a sample of an executed warranty that included a warranty from the roofing contractor, the manufacturer warranty, and the Wind and System Riders that provide amendments to the manufacturer warranties.</p> <p>Based on the language included within the sampled warranty and riders, there are many conditions, situations, and damages that are not covered and the determination of the cause and extent of the repairs is performed by the manufacturer and is "final and binding." For example, damages caused by hurricanes, tornados, or microbursts are not covered and the wind speed warranty "excludes damage where the cause includes any of the following: (a) primary or secondary structural components, (b) wood nailers or blocking and edge system components, (c) deck and deck fastening,... (e) substrates that are deteriorated, rusted, rotted, deformed, weakened, crushed, compressed, or otherwise failed,... (g) windborne debris, or (h) neglect or physical abuse." Additionally, the manufacturer's Care and Maintenance Guide must be followed; installation must meet the manufacturer's standards, photo documentation must occur before and after cleanup for all severe wind events (including instances of no damage), and claims must be made within two (2) and fourteen (14) days for System and Wind Rider claims, respectively. Additional factors are included in the warranty documentation that may cause claims to not be covered.</p>



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance – Observations

Observation	8. Building Code Interpretation and District Design Standards (continued)
Recommendation	<p>The BD has established the aforementioned requirements and interpretations in conjunction with their understanding of the District's mission and risk tolerance. In the event that existing roof conditions for a project in design present an opportunity, in the opinion of the design professional, where conditions exist that could give rise to a different interpretation, the District may consider encouraging the design professional to request a clarification from the Florida Building Commission to better understand whether certain thresholds may exist to dictate re-roofing versus new roofing assembly requirements.</p> <p>Based on the 2017 FBC, the Preface states, "The Commission may only issue official code clarifications using procedures of Chapter 120, Florida Statutes. To obtain such a clarification, a request for a Declaratory Statement (DEC) must be made to the Florida Building Commission in a manner that establishes a clear set of facts and circumstances and identifies the section of the code in question. Requests are analyzed by staff, reviewed by the appropriate Technical Advisory Committee, and sent to the Florida Building Commission for action. These interpretations establish precedents for situations having similar facts and circumstances and are typically incorporated into the code in the next code amendment cycle. Non-binding opinions are available from the Building Officials Association of Florida's (BOAF) web site (www.BOAF.net) and a Binding Opinion process is available online at www.floridabuilding.org."</p> <p>Requested clarifications, whether submitted to the Florida Building Commission or through the Building Officials Association of Florida, should include sufficient detail regarding the existing conditions of the roof in order to provide the Commission or BOAF enough information to determine whether the conditions require a "new construction" or "re-roofing" standard of repair.</p> <p>The District may also consider assessing the conformance of roofing packages using engineering calculations for a proposed roof assembly to satisfy requirements (i.e. wind loads) outlined by the Florida Building Code. The FBC requires that a roofing system must be designed to meet the performance requirements in Section 1512-1525; however, the FBC does not appear to specify which materials must be used to meet those requirements. The District could allow roofing contractors to engineer a roof assembly based on the engineer's calculations as an alternative to an NOA, provided that the materials used adhere the District's design standards. This could allow for the use of other roofing manufacturers, which could increase the pool of vendors and potentially reduce material costs.</p> <p>To provide roofing contractors with alternatives to the one (1) NOA accepted by the District, BCPS should consider requiring or encouraging additional roofing suppliers to apply for NOA. BCPS should also continue to track the progress made by other manufacturers with NOA testing already in process.</p>



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance – Observations

Observation	8. Building Code Interpretation and District Design Standards (continued)
Management's Action Plan	<p>Capital Programs Response: The SMART Team continues to support efforts to expand the pool of manufacturers that have obtained NOA's. As such we have encouraged additional manufacturers to begin the testing process and to seek an NOA.</p> <p>Some progress in this regard has been made already, with the manufacturer Johns Manville having just completed testing and will become an additional option once their NOA is officially approved. A third manufacturer is preparing for testing and approval as well.</p> <p>Building Department Response:</p> <ul style="list-style-type: none"> • If the choice to carry a wind rider or a system rider is up for consideration, it should be a decision which would come out of Risk Management. However, the wind rider is a product warranty issued as an addendum to the insufficient standard product warranty issued by roofing manufacturer at the completion of the roofing project. The FBC does require that their product meet the minimum basic wind speed of 180 mph in the High-Velocity Hurricane Zone (HVHZ) to which they comply with during construction, but the standard warranty by most roofing manufacturers only covers up to 74 mph wind speed as such it becomes an inherent deficit in meeting the minimum code requirement in the warranty terms, therefore to meet the basic wind speed in the warranty, an addendum in the form of wind rider is required. • The interpretation of the Florida Building Code is the sole purview of Florida's building officials. In my experience, if a DEC statement is requested and it concerns an aspect that is as clearly written in the code as this is, the Florida Building Commission (FBC) will defer to the judgment of the local Authority Having Jurisdiction, which in this case are the Board's appointed Building Officials. Since the District's Building Officials are of this opinion concerning this aspect of the analysis, it is not to say we would not be opposed to a design professional requesting a code interpretation from the Florida Building Commission to resolve this issue once and for all. None of the analysis's recommendations explain why the other major school districts are encountering the same roofing costs as BCPS. The bottom line is that the BD disagrees with the analysis on this particular point. • Reference is made in the analysis with Notice of Acceptance (NOA) and engineering calculations, the opinion by many is that they are one in the same and can be used interchangeable with each other. This opinion is supported with a code section from the Florida Building Code – Section 1504 which explains the performance requirements of roofing designs. However Section 1504 is not pertinent to the High Velocity Hurricane Zone (HVHZ) as stated in the exception to Section 1501. <p><i>Exception: Buildings and structures located within the high-velocity hurricane zone shall comply with the provisions of Section 1503.7 and Sections 1512 through 1525.</i></p> <p>The correct referenced Code Section would be Section 1515 High-Velocity Hurricane Zones – Performance Requirements, Section 1515.1 General, states: <i>All roof assemblies, roof coverings and roof systems shall have product approval, and shall meet the following minimum requirements.</i></p> <p>The remaining sections all speak to product approvals, tested assemblies and Roofing Application Standard RAS and Testing Application Standard (TAS) requirements. The minimum requirements of Section 1515.1 which dictate product approval and testing must be adhered to.</p>



ANALYSIS (CONTINUED)

Roofing Requirements and Preferences – Standards, Codes, and Guidance – Observations

Observation	8. Building Code Interpretation and District Design Standards (continued)
Management's Action Plan	<p>Building Department Response (continued):</p> <p>The only reference to alternative materials or design (engineering calculations) is listed in the Florida Building Code – Building Section 104.11 Alternative materials, design and methods of construction and equipment, which states: <i>The provisions of this code are not intended to prevent the installation of any material or to prohibit any design or method of construction not specifically prescribed by this code, provided that any such alternative has been approved. An alternative material, design or method of construction shall be approved where the building official finds that the proposed design is satisfactory and complies with the intent of the provisions of this code, and that the material, method or work offered is, for the purpose intended, not less than the equivalent of that prescribed in this code in quality, strength, effectiveness, fire resistance, durability and safety. Where the alternative material, design or method of construction is not approved, the building official shall respond in writing, stating the reasons why the alternative was not approved.</i></p> <p>Refer to Appendix B for an additional summary provided by the Building Department.</p> <p>Responsible Party: Executive Director of Capital Programs, Chief Building Official</p>



ANALYSIS (CONTINUED)

Pay Application Processing and Payment

A payment application or "pay application" is a detailed invoice submitted by a contractor to the Owner (the District) for the purposes of receiving payment for completed work during a particular time period. A payment application serves as the contractor's request for payment and also the designer's certification of the work completed by the contractor. A pay application is an amalgamation of the costs incurred by the general contractor (GC) and the various subcontractors who completed work for a given time period. Subcontractors must submit their individual pay applications to the general contractor for review and integration into the GC's pay application.

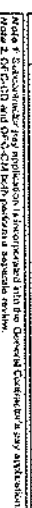
Before a pay application is approved and paid, the District is responsible for reviewing the general contractor's payment application package for completion, accuracy, and proper supporting documentation. Contractor pay applications require an intensive review process through multiple levels of review, and typically require approval signatures from the Owner's Representative Project Manager, Owner's Representative Deputy Director, Director of Facilities Design & Construction, and the Executive Director of the Office of Facilities and Construction before they can be paid by Capital Payments. It is important to note that subcontractor pay applications do not require District approval signatures and are not reviewed individually. The initial review of a subcontractor pay application is performed by the general contractor. Depending on the language and structure of the general contractor's agreement with the subcontractor, the subcontractor may not receive funding until the general contractor receives payment from the District.

As part of our roofing analysis, we examined the District's payment application process to evaluate the time it takes from initiation to payment. Through our interviews with key stakeholders and roofing subcontractors, certain vendors cited significant delays in receiving payment for work performed. We understand this issue is often attributed to errors on the general contractor's payment application, resulting in rejection by the District, though rejections may also occur due to errors on the subcontractor pay applications. Each time a GC's pay application is rejected by the District for revisions, the entire payment process (and pass-through to subcontractors) is delayed. While larger roofing companies can survive without receiving payment for many months, smaller roofing contractors may not be able to handle the same financial burden. In an effort to ease the burden of non-payment to GCs and subcontractors, the District has recently decided to no longer reject an entire pay application and delay payment of the invoice, but instead will issue partial payment for approved costs.

Pay Application Process – Process Maps

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Broward Schools: Rolling Analysis



Acetylsalicylic acid

Abstracts:



ANALYSIS (CONTINUED)

Pay Application Process – Observations

Observation	9. Pay Application – Delayed Payment and Processing
Description	<p>As part of inquiry and data analysis, payment to roofing subcontractors for materials and services rendered have frequently been delayed on projects. Payment applications submitted by the general contractor include costs related to all subcontractor work-to-date. After the general contractor has received funds from BCPS, funds are disbursed to subcontractors for costs included in the payment application. Therefore, roofing subcontractors do not receive disbursements until all payment application issues or questions have been resolved by the general contractor.</p> <p>According to multiple roofing subcontractors and general contractors, Project Managers are not conducting "pencil requisitions" with subcontractors prior to pay application submission to BCPS. Pencil requisitions are a process for general contractors and subcontractors to review a draft of the payment application to validate accuracy of information included. Pencil requisitions typically reduce the amount of issues or questions received by the client (i.e. BCPS).</p> <p>To assess the possible payment delays experienced by general contractors and subcontractors, we analyzed four (4) pay applications from five (5) sampled projects for a total of twenty (20) pay applications. These projects were identified as examples of delayed payments through discussions with roofing subcontractors and through review of data within e-Builder. On average for the selected projects, fifty-nine days (59) elapsed from the time the pay application was submitted for review to the final processing of payment by Capital Payments. Four (4) out of the twenty (20) pay applications required more than three (3) months for approval. The table on the next page provides a detail of the twenty (20) samples analyzed.</p>



ANALYSIS (CONTINUED)

Pay Application Process – Observations

9. Pay Application – Delayed Payment and Processing (continued)

The table below provides the detail of the twenty (20) pay applications analyzed:

Observation	Pay Application Information			GC Invoice Processing		
	School Name	Billing Period	Current Payment Due	Submittal Date	Capital Payments Final Bundle	Processing (Days)
Description	Silver Trail Middle School	9/1/2019 - 10/31/2019	79,796	10/2/2019	2/1/2020	132
	Silver Trail Middle School	11/1/2019 - 12/31/2019	48,596	1/14/2020	3/13/2020	59
	Silver Trail Middle School	1/1/2020 - 3/31/2020	124,841	4/8/2020	4/27/2020	19
	Silver Trail Middle School	3/1/2020 - 3/31/2020	118,241	4/22/2020	6/17/2020	56
	James S. Rickards Middle School	11/30/2019	54,320	11/26/2019	1/27/2020	62
	James S. Rickards Middle School	2/1/2020 - 2/29/2020	4,851	3/31/2020	4/17/2020	17
	James S. Rickards Middle School	3/1/2020 - 3/31/2020	461,683	4/3/2020	4/24/2020	21
	James S. Rickards Middle School	4/1/2020 - 4/30/2020	687,281	5/12/2020	6/17/2020	36
	Stranahan High School	7/1/2019 - 7/31/2019	1,144,258	8/13/2019	11/19/2019	98
	Stranahan High School	8/1/2019 - 8/31/2019	1,041,028	9/13/2019	2/5/2020	145
	Stranahan High School	11/1/2019 - 2/29/2020	1,193,188	12/9/2019	4/20/2020	133
	Stranahan High School	3/1/2020 - 3/31/2020	622,786	4/27/2020	5/28/2020	31
	Pioneer Middle School	9/13/2019 - 9/30/2019	137,277	10/7/2019	12/19/2019	73
	Pioneer Middle School	10/1/2019 - 11/30/2019	379,699	12/10/2019	1/14/2020	35
	Pioneer Middle School	12/1/2019 - 12/31/2019	612,891	1/10/2020	2/13/2020	34
	Pioneer Middle School	1/1/2020 - 1/31/2020	207,672	2/14/2020	3/19/2020	34
	Pioneer Middle School	9/1/2019 - 12/31/2019	389,790	10/11/2019	2/14/2020	126
	Forest Glen Middle School	1/1/2020 - 1/31/2020	106,832	2/24/2020	3/12/2020	17
	Forest Glen Middle School	2/1/2020 - 2/29/2020	963,579	3/31/2020	4/24/2020	24
	Forest Glen Middle School	3/1/2020 - 3/31/2020	256,279	4/26/2020	5/14/2020	18

Based on a sample of payment applications, processing time ranged from 17 to 145 days with an average of 59 days.

Untimely payment of payment applications is detrimental to BCPS's reputation, increases legal risks, and significantly affects contractor cash flow. We noted that during our fieldwork, BCPS implemented procedures to improve the speed of payment application disbursements by allowing approved portions of pay applications to be processed when submitted correctly (short pay). As illustrated in the table above, pay application processing times have substantially decreased in recent billing periods.



ANALYSIS (CONTINUED)

Pay Application Process – Observations

Observation	9. Pay Application – Delayed Payment and Processing (continued)
Recommendation	<p>We recommend the following:</p> <ul style="list-style-type: none"> General contractors should be required to perform a pencil requisition to validate the accuracy of payment application information prior to submission to BCPS; and Continue the practice of isolating and paying for portions of payment applications submitted correctly, and require subsequent revisions for non-conforming line items.
Management's Action Plan	<p>Capital Programs Response: Concerns regarding timely payments were brought to our attention during recent conversations held with the SMART Program's contractor community regarding delays in the invoicing process. The OCP, CBRE/Heery, Atkins, and Capital Budget staff met regularly to identify, review, and prioritize the delayed invoices as well as identifying some key factors in improving the process, such as:</p> <p><u>INVOICE LINE ITEM CONSISTENCY</u></p> <p>Lack of consistency in invoice formatting and line item descriptions creating a time-consuming and ineffective review process. With a new Schedule of Values (SOV) now in place to avoid those inconsistencies, the amount of effort spent in review has been minimized.</p> <p><u>E-BUILDER WORKFLOW TRAINING</u></p> <p>The use of E-Builder for payment processing has met with a longer-than-expected period of initiation as staff was required to learn the new process. Training is being amplified to gain comfort with the workflow, with its utilization refocused toward the intended purpose and benefits.</p> <p><u>PAY APPLICATION CHECKLIST</u></p> <p>The Contractor Pay Application Checklist that must be completed by the contractor prior to submission to the design firm was intended to ensure that hired firms met the standards and expectation outlined in their contracts but has often become a roadblock to payment processing. To improve its usage and avoid continued frustration, all relevant parties have been trained in its proper usage, and the process itself has been adjusted to address warranted concerns.</p> <p>Since February 2020, Project Managers have been responsible for conducting "pencil" reviews of vendor pay applications to help address discrepancies up front and to mitigate potential delays in processing payments. This added step in the process includes identifying opportunities to adjust pay applications so that approved items can be processed while remaining comments are addressed.</p> <p>Much progress has already been made, and most of the outstanding payments previously awaiting fulfillment have been resolved. Additionally, since we are currently dealing with the closure of locations during the Coronavirus protocols, we have implemented a process that allows invoice review, approvals, and payment processing to be effectively managed by staff remotely.</p> <p>Responsible Party: Executive Director of Capital Programs</p>



OBJECTIVES AND APPROACH

Objectives

The objective of our work will be to identify opportunities for improvement related to the permitting, construction, and inspection of roofing projects. The scope of our work will include the following:

- Plan review process for roofing design
- Procurement selection/assignment of roofing projects to contractors
- Roofing sub-permit application process, inception to approval
- Usage of ISS software for tracking submission and resolution of permitting review comments
- Benchmarking of roofing sub-permit requirements with comparable entities
- Comparison of District standards to Building Code requirements
- Pay application processing and review, payment timeline analysis for roofing contractors / subcontractors

Note: this review was not performed by professional roofers, certified inspectors, or any qualified roofing specialist. This review is meant to provide an objective perspective on technical areas of roofing as they relate to the scope of our project. We are not able to validate the completeness of applicable requirements, standards, and criteria reviewed as issued by the State of Florida or any other related issuing entity. The requirements depicted below were identified as part of our document inspection, research, and inquiry.

Approach

Our audit approach consisted of the following:

Process Mapping

- Conducted 20+ interviews with OFC, the BD, and roofing contractors to obtain an understanding of each in-scope process. Produced process flow diagrams to identify the current process, key controls, and areas of concern or delay related to:
 - Roofing plan review
 - Procurement selection/assignment
 - Sub-permitting
 - Inspections
 - Pay applications (roofing contractors / subcontractors)

For each process, selected a sample of transactions to walkthrough each process, and to confirm understandings obtained through inquiry.

Florida Building Code / SREF / District Design Standards Analysis

- Conducted interviews with management, and reviewed select documentation, to facilitate an analysis of the Florida Building Code, State Requirements for Educational Facilities (SREF), and the District's Design Standards. The purpose of this analysis was to identify key differences, if applicable, and to document the District's justifications for implementing standards more stringent than Building Code and/or SREF (if applicable).



OBJECTIVES AND APPROACH (CONTINUED)

Objectives (continued)

Benchmarking

- Contacted comparable jurisdictions to obtain an understanding of how they permit and inspect roofing projects, and whether or not they have implemented design standards deemed more stringent than the Building Code. Documented the results of benchmarking activities performed and highlight similarities and differences from SBBC's current state. The following jurisdictions were included in our benchmarking: Miami/Dade and Palm Beach.

Reporting

At the conclusion of our procedures, we summarized our findings related to the Roofing Process Analysis. We have reviewed the results of our testing with Management and incorporated management's response into our report.



APPENDIX A – PROCUREMENT PROCESS MAPS

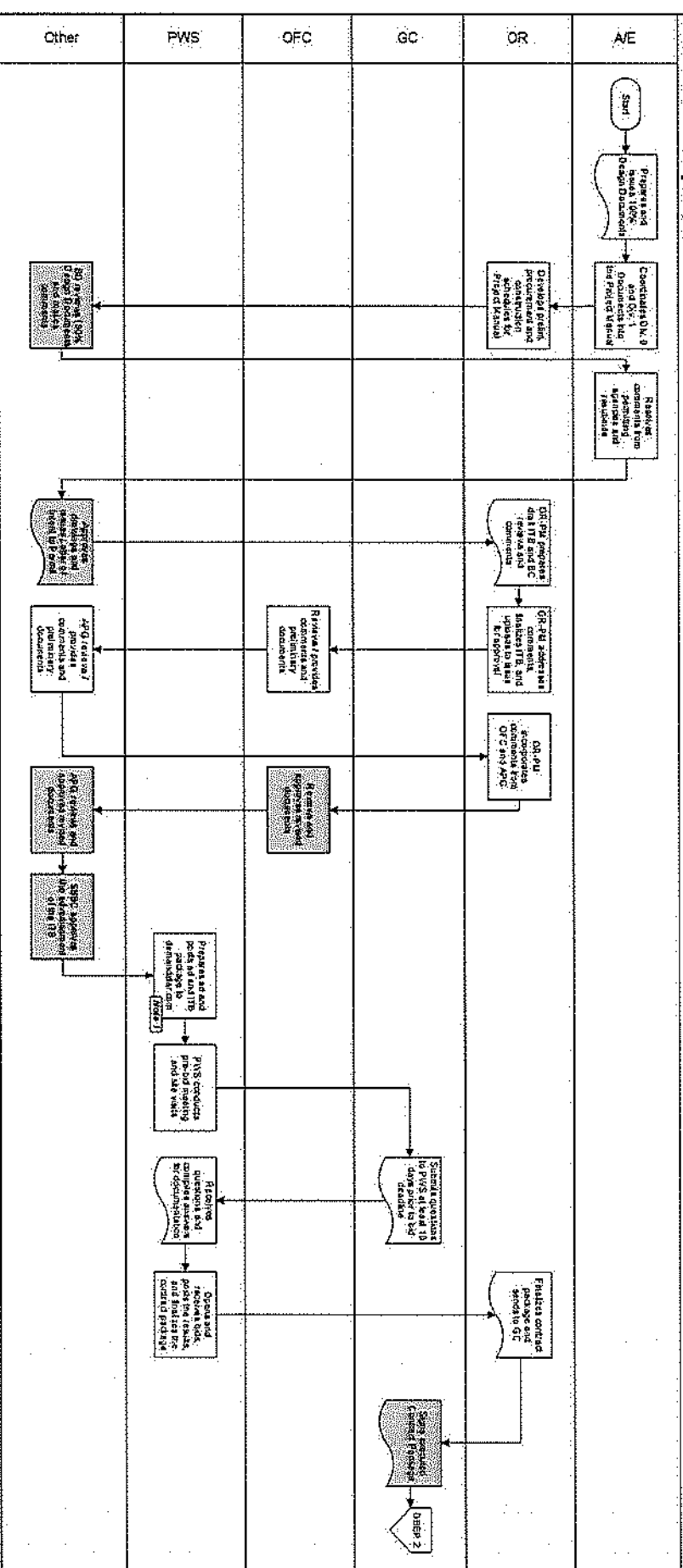


APPENDIX A – PROCUREMENT PROCESS MAPS

Construction Design-Bid-Build Contracts

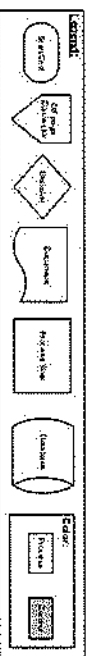
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Broward Schools Roofing Analysis



Note: The information must be passed for a minimum of 30 days.

Abbreviations:
 DR - District Representative
 OR - Owner Representative
 GC - General Contractor
 AE - Architect/Engineer
 IFB - Invitation for Bid
 PWS - Project Work Sheet
 APG - Agency Procurement Group
 SBBC - School Board of Broward County



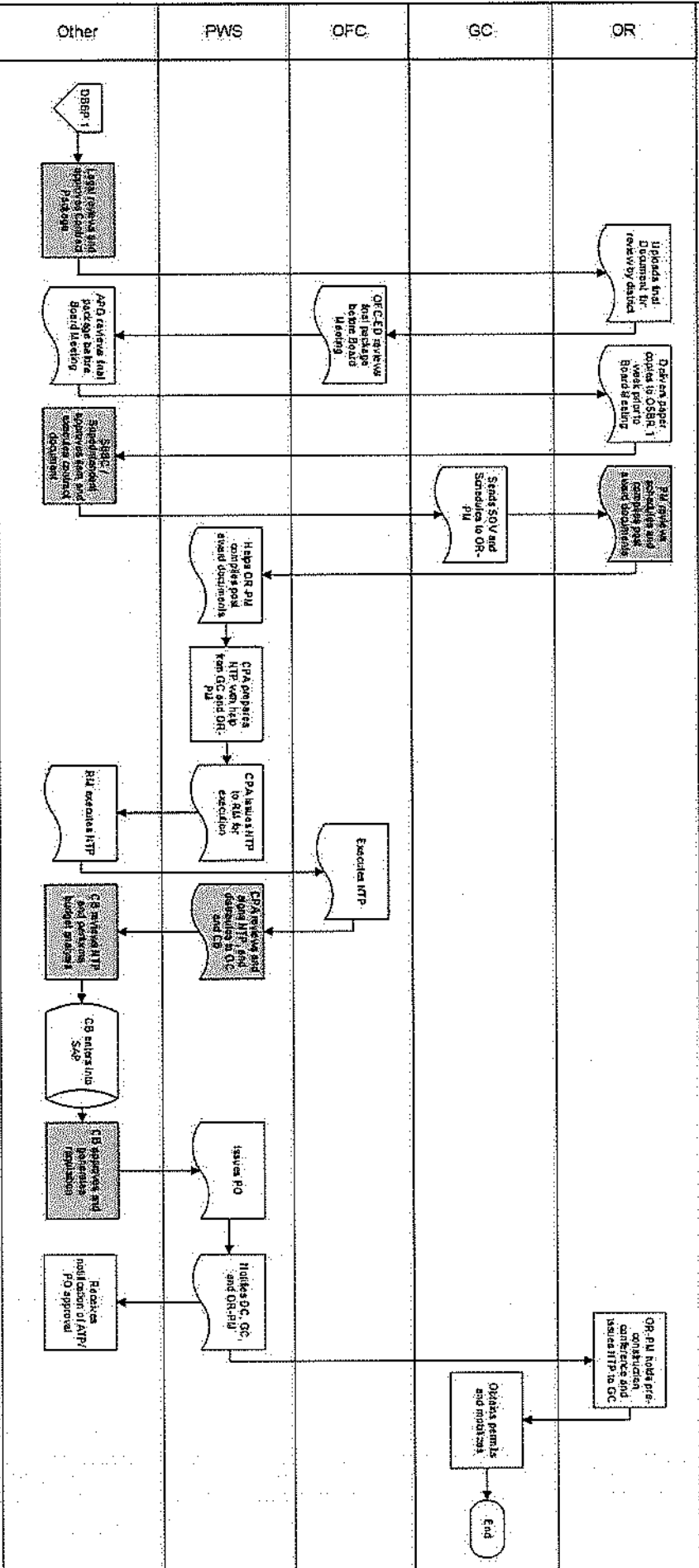


APPENDIX A – PROCUREMENT PROCESS MAPS (CONTINUED)

Construction Design-Bid-Build Contracts

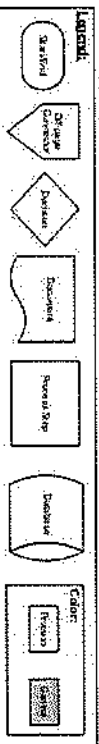
Page 2 of 2

Broward Schools Roofing Analysis



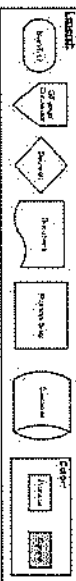
Acronyms:
OR - Owner Representative
OR-PU - Owner's Representative Project Manager
GC - General Contractor
OFC - Office of Facilities and Construction
PWS - Procurement and Warehousing Services
ITB - Invitation to Bid
APD - Agenda Planning Group
SBC - School Board of Broward County
OFC-ED - Office of Facilities and Construction Executive Director
SOV - Schedule of Values
RL - Risk Management

Acronyms:
HAPP - Notice to Proceed
CB - Capital Budget
PO - Purchase Order
DC - Document Control
APY - Acquisition of Property
CPA - Construction Purchasing Agent



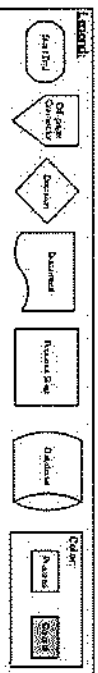
Page 1 of 2

Broward Schools: Roofing Analysis



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Page 1. The ATP should only include a brief description of the scope of evidence the consultant was provided, e.g., Anatomical MFE, etc.

Page 2. Should include the accession. Not included on a separate document.

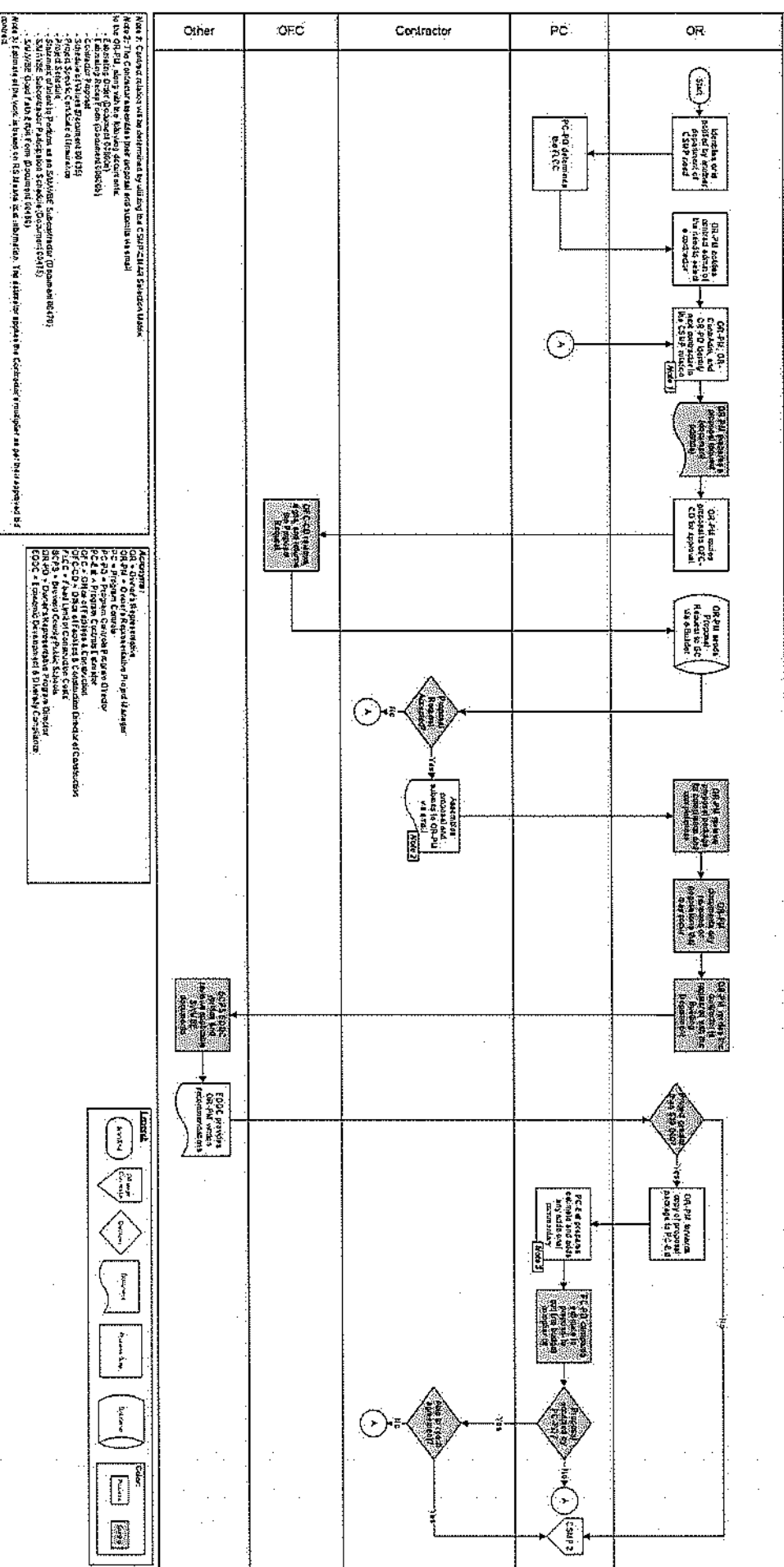
Page 3. It is not necessary to qualify services any further on the ATP, since the preceding document is an FPIA.

Notes 5. Part of the ATP will include 1 or 3 separate evidencing boxes

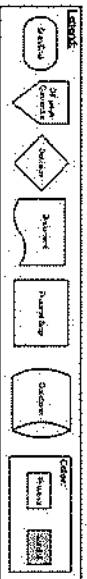
- AR - Assistant Register
- OR - Over a Representative
- OR-PU - Over a Representative Program Manager
- OR-PDU - Over a Representative Program Data Manager
- ARP - Automobile in Process
- PC - Program Center
- BCPS - Broward County Public Schools
- BD - Banking Dept.
- CAAR - Canadian Ambassador
- OR-BC - Board of County Commissioners

P-A = Purchased Auditor
 OFC = Office of Facilities & Construction
 OFC-CD = Director of Construction
 OFC-CFO = Chief Financial Officer
 OFC-DO = Document Control
 OFC-PCA = Program Control Manager
 OFC-PP = Procurement Director
 DSE = Qualification Selection Evaluation Committee
 CSA = Construction Services Agreement
 PQ = Purchase Order

Page 1 of 2

[illegible]

Broward Schools' Roofing Analysis



1. The first step in the process of identifying a problem is to recognize that a problem exists. This involves gathering information about the situation and identifying the specific issue that needs to be addressed.



APPENDIX B – ADDITIONAL BUILDING DEPARTMENT RESPONSE



APPENDIX B – ADDITIONAL BUILDING DEPARTMENT RESPONSE

The following summary was provided by the Building Department in response to the analysis and observations presented in this report.

"There is no doubt that RSM's analysis has yielded some credible ideas, which is the benefit of a system analysis. Recommendations initiated by RSM, subsequent meetings between RSM and the BD, the Roofing Process Analysis and resultant responses are cumulatively to the benefit of the District. However, we need to clarify a couple of points: The goals of both departments are to provide a building for the students. Each department involved has its own agenda to accomplish that goal. The Facilities Department's goal is to complete the facility on time and within budget. The Building Department's goal is to provide a structurally sound roof that should meet the required life cycle as outlined in FS 1013.37, FBC453.4, 453.8.7 and SREF 2014 section 4.3 (8) (a) and that meets the Florida Building Code minimums and is constructed to the District's design and material standards. The BD does not have much flexibility in the interpretation of either the FBC or the pre-determined design and material standards. The FBC can be quite rigid as such and does not allow for arbitrary decisions made by BD personnel. If the construction does not meet either the time or financial goals, that is not brought about by the Building Department's requirement to enforce the Florida Building Code or to adhere to the District's design and material standards. As we know the majority of the report is based on opinions and/or thoughts from construction management that do not fully understand the intricate workings of the Florida Building Code. Understanding the recommendations are still based on opinions, I am more concerned how the back-up information appears to only support the observations and do not tell the complete story.

It is the BD's goal to work toward achieving the technical and personnel recommendations to fortify the department's role in the process. It is our hope that the finances be made available to achieve that process."

Thelma J. Robinson

From: Robin W. Bartleman
Sent: Sunday, September 20, 2020 7:01 PM
To: Thelma J. Robinson
Subject: FW: Facilities Task Force (FTF) Single Point of Contact
Attachments: FTF_Single_Point_Contact_Protocols.pdf; memo-board-school board established advisory committees 10-17-16.pdf; Staff Liaisons.pdf; D-057 Executive Director Capital Programs.pdf; S-036 Director, Pre-Construction.pdf; S-037 Director, Construction.pdf; S-038 Director, Program Controls.pdf; CC-052 Supv III Opera.pdf

Print all attachments and email from this email and send home ASAP

From: Nathalie Lynch-Walsh <nathalie.lynch-walsh@nathalielynchwalsh.com>
Sent: Friday, September 18, 2020 4:38 PM
To: Barbara J. Myrick <barbara.myrick@browardschools.com>
Cc: Keith Lindsey <keith.lindsey@browardschools.com>; John Daly <daly06@aol.com>; Michael Levinson <michael.levinson@browardschools.com>; Joanne Sterner <joanne.sterner@gmail.com>; Andrew Grub <andrewgrub0@gmail.com>; hebertnyperez <hebertnyperez@hotmail.com>; Carol Saponaro <c_saponaro@hotmail.com>; Becky Blackwood <blackwood@bellsouth.net>; jim.silvernale <jim.silvernale@federationmembers.org>; yursunny@comcast.net; taflaco <taflaco@aol.com>; Mathew Decker <deckermb@yahoo.com>; afusco <afusco@btuonline.com>; John M. Perez <jmptm1@hotmail.com>; Dr. Nathalie Lynch-Walsh <nlynch-walsh@att.net>; Nathalie Lynch-Walsh <nathalie.lynch-walsh@nathalielynchwalsh.com>; garne4 <garne4@gmail.com>; Eric E. Garner <eric.garner@browardschools.com>; Ralph Cunningham <Cunningham2000@gmail.com>; caac.chair@gmail.com; maritza_giraldo2001@yahoo.com; Linda Ferrara <linferrara39@gmail.com>; Leslie Caracuel (DAC) <districtadvisorycouncil@gmail.com>; rcdahl <rcdahl@bellsouth.net>; Jacqui Luscombe <esechair@gmail.com>; Burton Miller <president@browardpts.org>; Earlyn Barton <immediatepastpresident@browardpts.org>; Wendy King <wwendyking333@yahoo.com>; Phyllis Shaw <treasurer@browardpts.org>; Frank L. Girardi <fgirardi@browardschools.com>; Shelley N. Meloni <smeloni@browardschools.com>; Philip D. Kaufold <pkaufold@browardschools.com>; Dave A. Archer <dave.archer@browardschools.com>; Sam R. Bays <sam.bays@browardschools.com>; Phyllis L. Bryant <phyllis.bryant@browardschools.com>; Gregory T. Boardman <gregory.boardman@browardschools.com>; Dave Norman Jr <dave.norman-jr@browardschools.com>; Laura V. Mappe <lauramappe@browardschools.com>; Lauren D. Collins <lauren.collins@browardschools.com>; Jackie L. Primeau <jackie.primeau@browardschools.com>; Debra J. Connelly <debbie.connelly@browardschools.com>; Robert F. Hamberger <robert.hamberger@browardschools.com>; Ronald F. Morgan <ronald.morgan@browardschools.com>; Maria L. Rouco <mlrouco@browardschools.com>; Juan.alfonso@aecom.com; Juan Alfonso-AECOM <jalfonso-aecom@browardschools.com>; Kathleen Langan-AECOM <klangan-aecom@browardschools.com>; kathleen.langan@aecom.com; Jardine, Daniel W. <djardine@heery.com>; Bobby, Michael @ MIAMI <mbobby@heery.com>; nam.shelton@cbre.com; David.Carter@atkinsglobal.com; ashley.carpenter@atkinsglobal.com; yvonne <yvonne@garthsolutions.com>; Mary C. Coker <mary.coker@browardschools.com>; Luis E. Perez <luis.perez@browardschools.com>; Shari S. Francis <shari.francis@browardschools.com>; Adriana Rodriguez <arodriguez@browardschools.com>; Cheryl Fields <CFields@browardschools.com>; Robert M. Ballou <robert.ballou@browardschools.com>; Jasmine M. Jones <jasmine.jones@browardschools.com>; Paulette Hemmings Turner <PTurner@browardschools.com>; Judith M. Marte <judith.marte@browardschools.com>; Cynthia R. Allen <cynthia.allen@browardschools.com>; Omar R. Shim <omar.shim@browardschools.com>; Joris Jabouin <joris.jabouin@browardschools.com>; Eric Seifer <eric.seifer@browardschools.com>; david.luker@rsmus.com; matthew.blondell@rsmus.com; Brian Katz <Brian.Katz@browardschools.com>; Leo Nesmith <leo.nesmith@browardschools.com>; Roger P. Riddlemoser <roger.riddlemoser@browardschools.com>; Robert H. Jindrcek <robert.jindrcek@browardschools.com>; Davida S. Johnson <davida.johnson@browardschools.com>; Kmbrlv@hotmail.com; esthermizell@gmail.com;

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Subject: FW: Facilities Task Force (FTF) Single Point of Contact

CAUTION: This email originated from an external source. Use caution when replying, clicking links, or opening attachments.

Ms. Myrick

Please see the attached memo from the Superintendent titled "Facilities Task Force Single Point of Contact." When I received the memo, which offered no explanation for its contents, I immediately reached out to the Office of the Chief of Staff to discuss the nature of the memo before moving forward. So far the only response I have received is that I can discuss it during my October 5th meeting with the Superintendent and Chief of Staff to discuss the Facilities Task Force's goals and objectives for the year—a meeting that is likely to be postponed due to the potential start of in-person classes that week.

As the Facilities Task Force meets on October 1st, it seems prudent to address the legal implications of the attached memo now, so they may be resolved prior to the meeting.

I noticed you were not copied on the memo. I am hoping that means your office was not consulted on the memo. Had you been consulted on the memo I am certain you would have advised that any operational, procedural, or communications restrictions or conditions applied to one advisory group would need to apply to all advisory groups, lest the School Board wish to create the impression of targeting one of its own advisory groups and violating its own Anti-Bullying Policy, School Board Policy 5.9. I offer your own October 2016 review of Advisory group compliance issues (attached) as evidence you recognize the need to assess advisory groups as whole, rather than singling out one group for disparate treatment.

Furthermore, I am certain you would have researched related policies (1.7, 7012), job descriptions (see attached), and TSP bargaining unit contracts to ensure the restrictions and conditions in the memo did not violate policies, inconsistently apply policies, or otherwise conflict with the goals, intent, and legal requirements of those documents.

As School Board Policy 4.9 applies to all staff except temporary and substitute personnel, I am certain you would have vetted the reasons behind the memo's creation, to avoid staff inadvertently finding themselves subject to corrective action

for violating School Board Policy 5.9 and State Rule 6A-10.081 - Principles of Professional Conduct, as well as acting in conflict with their own job descriptions and policies 1.7 and 7012.

But it is the following line I'm certain you would have made sure was not included, due to its blatant disparate treatment of a Board-established advisory group and implied threat to District employees: **"no other District staff member or District-contracted vendor will be permitted to communicate with any member of the FTF."**

The memo does not explain how staff is to be made aware of this restriction, nor does it explain how it is to be enforced, nor does it provide consequences—it leaves that to the imagination of the reader.

I've analyzed the restrictions and conditions in the memo that in the absence of being consistently applied to all advisory groups, would create disparate treatment of the Facilities Task Force:

1. The assignment of the newly hired Operations Supervisor III as the FTF liaison

The attached list of advisory groups and their liaisons shows other advisory groups have liaisons with subject matter experience and expertise consistent with their advisory groups. Unless this change is being made to ALL advisory groups, it results in the inconsistent application of 1.7 as related to the rationale for assigning a liaison and is in conflict with the Office of Capital Programs job descriptions. Furthermore, because the Operations Supervisor III would have to consult with subject matter experts to gain knowledge related to each issue to be able to coordinate responses or determine necessary staff to attend meetings, etc., the only apparent goal of this decision seems to be to prevent the FTF Chair from being able to communicate directly to the Director of Pre-Construction or other staff. The Operations Supervisor III job description indicates the position provides "liaison services for the director or designee, such as attending meetings, making phone and personal contacts, serving as a department representative on committees." Historically the person in this position has attended meetings for the purpose of recording them, coordinated meeting handouts, scheduled meetings, followed up on information requests, transmitted reports, etc.—all functions consistent with the job title. The position was never meant to take the place of the Director-level liaison, whose position goals include "to serve as liaison between the Facilities Design & Construction Department, schools, and the community." **Unless this change is being applied to ALL advisory groups this condition creates disparate treatment of the Facilities Task Force and needs to be reversed until such time as it is applied to ALL advisory groups.**

2. The communication and information approval process

We welcome a formal communication process, much of which we were already proactively engaging in with staff. We have in fact already forwarded the FTF follow-up list and related documents to the Operations Supervisor III so he has time to work on the list prior to our next meeting. I have every confidence in his ability to work with the Director of Pre-Construction and others to gather the necessary information and documents in a timely manner. He has no control however, over when and if items are approved, and **unless other advisory groups are being made to follow the same process, this condition creates disparate treatment of the Facilities Task Force and needs to be reversed until such time as it is applied to ALL advisory groups.**

3. "no other District staff member or District-contracted vendor will be permitted to communicate with any member of the FTF."

Beyond the questions surrounding how this restriction is to be communicated to staff and enforced, and the should-be obvious Policy and State Rule violations, this restriction generates a number of logistical issues not addressed in the memo:

- a. What happens if the chair needs to delegate a task to the Vice Chair, other officer, or a sub committee member?
- b. At what point do we cease to be considered "FTF members" for the purpose of communicating with staff in other roles?
 - i. How does FTF get informed about QSEC meetings?
 - ii. Are the employee members of FTF to be removed?
 - iii. Are school-based staff forbidden from speaking to us about our own children?

- iv. What happens to FTF members married to District employees—are they expected to never speak to each other again?

Unless this absurd restriction is being applied to ALL advisory groups this condition creates disparate treatment of the Facilities Task Force and needs to be reversed until such time as it is applied to ALL advisory groups.

The Facilities Task Force is a board-established committee consisting of Board appointees and community representatives tasked with bringing about continuous improvement. Continuous improvement is never achieved without honest and open communication aimed at examining and analyzing problems for the purpose of creating solutions and minimizing the risk of repeating past mistakes. This is especially crucial for a District under its fourth Grand Jury investigation, with a Bond program years behind schedule and based on a 2014 budget so unrealistic the District recently saddled a future Board with \$250 million in debt to supplement the budget shortfall.

The expectation of accountability for the reality of a bond program that has not delivered on its promises to taxpayers cannot come as a surprise to the Office of Capital Programs or the Program Managers. Nor can the request for an improved ability to monitor taxpayer-funded projects to ensure schools with the most critical needs are addressed sooner rather than later.

Over the past several months the FTF has worked with applicable staff from the Office of Capital Programs, Procurement, the Building Department, Atkins, and Heery to create much-needed improvements in the processes related to the development of the Program Manager scope of services and Program Status reports to assist the Facilities Task Force and the District with better monitoring in both areas. Examples of collaborative efforts in these areas and others include:

1. The 2015 Program Manager RFP was written in such an abstract and ambiguous manner that it made holding Heery accountable challenging to say the least. The current roofing debate is perhaps the most critical example of the risk of lack of specificity, as the Building Department was scarcely mentioned in the 2015 scope of services. The current scope of services and contract provide a level of specificity designed to better define measurable objectives, expectations, and deliverables as they relate to the Building Department and the overall management of the Program.
2. The Milestone Baseline Schedule is a useful tool for specific projects, but not for providing a snapshot of the program as a whole. Atkins created the Substantial Completion Report, which shows the extent to which each project's completion date has changed from one quarter to the next. The next step is to provide summary information by program year and board member district. Roofing sub-permit dates are also planned to be added to the Milestone Baseline Schedule. Due to the Heery transition, this change may take place with AECOM.
3. The Facilities Task Force remembers when millions of dollars would stay tied up in the closeout process. Atkins has developed the Percent Complete, or Active Projects Log, which shows each project by phase through financial completion.
4. FTF created a log of follow up items to better assist our liaison and OCP staff with follow up items. Ultimately the goal is to automate this process using Microsoft Teams Planner.
5. To help provide consistency, FTF provided feedback on the Cost and Program Controls Manager Scope of Services prior to its submission to RSM for review.

Being responsible for the success of a program of this size and scope with its myriad challenges would be a source of considerable stress for the most seasoned Chief Facilities Officer. I can certainly appreciate the pressure the Executive Director of Capital Programs has been under the past two years since he took on this responsibility, especially since much of his frustration seems to inconsistently and increasingly manifest itself in overblown responses to relatively routine requests and other interactions. At the beginning of September, it seemed things had turned a corner, but within a matter of days the behaviors reappeared.

No one needs additional stress in the middle of a pandemic. It is beyond comprehension why the Superintendent of the nation's sixth largest school district, instead of deescalating the issue by recognizing and addressing stress-related behaviors chose instead to exacerbate the issue by authoring a memo targeting the very group with which the Executive

Director is tasked to *serve as a liaison, represent the department for the purpose of conveying and receiving information related to assigned projects and activities, and work with to support, develop, and supervise school leaders to improve achievement, deliver quality instruction, create a positive and safe school environment and effective communication.*

I can only hope that as General Counsel you will advise the Superintendent and his staff of what needs to be done to correct these violations as soon as possible so we can all move forward in a constructive manner.

Thank you

Nathalie Lynch-Walsh, Ph.D.
Facilities Task Force Chair
954-383-1262

From: Leo Nesmith <leo.nesmith@browardschools.com>
Sent: Tuesday, September 15, 2020 5:26 PM
To: Dr. Nathalie Lynch-Walsh <nlynch-walsh@att.net>; Nathalie Lynch-Walsh <nathalie.lynch-walsh@nathalielynchwalsh.com>
Cc: RR <r.r@browardschools.com>; Jeffrey S. Moquin <jeffrey.moquin@browardschools.com>; Frank L. Girardi <fgirardi@browardschools.com>; Theresa M. Silva <theresa.silva@browardschools.com>; Christine Ward <christine.ward@browardschools.com>; Dave Norman Jr <dave.norman-jr@browardschools.com>; Debra J. Connelly <debbie.connelly@browardschools.com>; BCPS School Board Members <schoolboardmembers@browardschools.com>
Subject: RE: Facilities Task Force (FTF) Single Point of Contact

Good Afternoon Dr. Lynch-Walsh,

Hope all is well. Please find attached the memorandum regarding specific protocols for Facilities Task Force Single Point of Contact. I attempted to call you but didn't get an answer. I left a voicemail requesting a return phone call so I can review the protocol with you.

Please give me a call at your earliest convenience. I look forward to speaking with you soon!

Leo Nesmith, Ph.D.

Director, District Administrative Services

Office of the Chief of Staff

Work: (754) 321-2605



Educating Today's Students to
Succeed in Tomorrow's World

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The School Board of Broward County, Florida expressly prohibits bullying, including cyberbullying, by or towards any student or employee. See Policy 5.9: Anti-Bullying for additional information.

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT
ROBERT W. RUNCIE
SUPERINTENDENT OF SCHOOLS

September 15, 2020

TO: Dr. Nathalie Lynch-Walsh
Facilities Task Force Chair

FROM: Robert W. Runcie
Superintendent of Schools

SUBJECT: **Facilities Task Force Single Point of Contact**

Per policy 1.7, advisory committees are established by The School Board to provide recommendations to it on issues within certain standing areas of responsibility. Advisory committees are intended to provide recommendations from a community perspective on specific areas as directed by The School Board or Superintendent and may inform The School Board of issues that are brought to the attention of committees by members of the community. Each School Board-Established Advisory Committee will be assigned a staff liaison to facilitate the committee's activities. **Effective immediately, the staff liaison for the Facilities Task Force (FTF) is Dave Norman Jr. and he may be contacted via email at dave.norman-jr@browardschools.com or telephone at (754) 321-1511.**

The staff liaison will work with the Chair of the FTF to ensure the goals and objectives for the school year are completed. To assist in meeting the goals and objectives of the FTF, the staff liaison and Chair of the FTF will complete the following:

- The Chair of the FTF will send any request for information/correspondence to the staff liaison in writing via email.
- The staff liaison will document the written request for tracking and provide a tracking number to the Chair of the FTF.
- The staff liaison will forward the tracking information and request to District staff for prioritization and completion within a timely manner.
- District staff will forward the completed request and all pertaining information/correspondence to the staff liaison.

September 15, 2020

Facilities Task Force Single Point of Contact

- The staff liaison will provide the information received from District staff to the Executive Director, Capital Programs, or designee for approval to disseminate.
- Once approved, the staff liaison will forward the completed request to the Chair of the FTF.

No other District staff member or District-contracted vendor will be permitted to communicate with any member of the FTF. All requests for information/correspondence from any FTF appointee will need to be sent through the Chair of the FTF to the staff liaison. The Executive Director, Capital Programs, may require a Director from the Office of Capital Programs, the staff liaison, and other staff deemed necessary to attend all FTF meetings. The FTF appointees shall continue to advise their respective School Board Member on specific observations, concerns, recommendations, and successes relative to the SMART program, maintenance of facilities, new construction, and renovation and remodeling projects.

If you have any question or concerns, please contact **Dave Norman Jr. at (754) 321-1511.**

RWR:ts

c: School Board Members
BCPS Cabinet
Facilities Task Force Committee Members

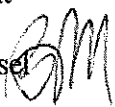
THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
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BARBARA J. MYRICK
GENERAL COUNSEL

MEMORANDUM

TO: Dr. Rosalind Osgood, Chair
School Board Members
Robert W. Runcie, Superintendent

FROM: Barbara J. Myrick, General Counsel 

DATE: October 17, 2016

SUBJECT: School Board-Established Advisory Committees

I have reviewed School Board Policy 1.7 regarding School Board-Established Advisory Committees (Advisory Committees), and the By-Laws of a few of the Committees. It has come to my attention that some of the Advisory Committees are not operating in compliance with Policy 1.7 and/or their respective Committee By-Laws. It is imperative that this memorandum be distributed to all Advisory Committee Chairs and District staff liaisons for each Advisory Committee so that this memorandum can be reviewed by the committee membership no later than their November committee meeting(s). A corrective action plan should be developed by the Committee immediately if it is determined that the Advisory Committee is not operating within the requirements of Policy 1.7 and/or the Advisory Committees' By-Laws). The following are highlights of the Policy that must be addressed immediately:

1. No member may serve as the Chair or Vice-Chair of an Advisory Committee for more than two (2) consecutive years. After serving as its Chair for two years, no members may serve as an officer of that Advisory Committee for a period of at least two (2) years. (SBP 1.7 A 7)
2. All Advisory Committee Chairs are to meet with the Superintendent or his or her designee annually. (SBP 1.7 A 8)
3. District staff liaisons who are assigned to each committee are to assist to facilitate the Advisory Committee's activities. Although not expressly delineated in Policy 1.7, this should include establishing an agenda for each meeting at least seven (7) days in advance so that the Advisory Committee members, District staff and public can have ample notice of the topics to be discussed and time to prepare for each meeting in the spirit of the Florida Sunshine Law.

4. School Board Members shall designate their appointments and/or reappointments to Advisory Committees for the upcoming school year and notify the Chief of Staff of their appointments and/or reappointments by June 30 of each year. (SBP 1.7 B 1&2)
5. Each Advisory Committee member shall maintain his or her primary residence within Broward County. (SBP 1.7 B 3)
6. Each Advisory Committee member is required to execute the District's Conflict of Interest form **prior** to serving on the Advisory Committee. (SBP 1.7 C 1)
7. Each Advisory Committee member is required to complete the District's annual training program, which covers the following subjects: ethical standards for public officers, the Sunshine Law, public records law and Robert's Rules of Order. These trainings are provided on-line. (SBP 1.7 C 2)
8. If Committee members gather for a scheduled Advisory Committee meeting and a quorum cannot be established, I do not recommend Committee members and staff proceed to have an informal meeting and/or discuss any information that might come before the Committee and/or Board as it *could* be construed that staff participated in an improper meeting.

At this juncture, I recommend that the Superintendent or his designee work with the District staff liaisons and the Advisory Committee Chairs to ensure that each Advisory Committee and its members are in compliance. I have been advised that Jeff Moquin, Chief of Staff, recently met with all Staff Liaisons to review these requirements and to advise them of actions for future meetings.

If an Advisory Committee is found to be out of compliance with any issue addressed above or with any portion of the Advisory Committee's By-Laws, the Advisory Committee should (1) develop a written corrective action plan at its next meeting explaining how the Advisory Committee members will address the areas of non-compliance and (2) submit the plan to the Chief of Staff and the General Counsel's Office no later than **December 1, 2016** for consideration. The Chief of Staff and the General Counsel's Office will review the plan and determine whether the Advisory Committee can continue to meet in the interim. It is the expectation of this Office that any Advisory Committee out of compliance would be brought into compliance by February 1, 2017.

If you have any questions, please do not hesitate to contact me.

cc: Jeff Moquin, Chief of Staff



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
JOB DESCRIPTION**

POSITION TITLE: Director, Pre-Construction
JOB CODE: S-036
CLASSIFICATION: Exempt
SALARY BAND: D
BARGAINING UNIT: ESMAB
REPORTS TO: Chief Facilities Officer
CONTRACT YEAR: Twelve Months

POSITION GOAL:

To establish the program and procedures to manage the planning and design process of facilities in such a manner as to provide a superior educational environment within allotted schedules and budget. To be accountable for the work of subordinate personnel and vendors. To serve as liaison between the Facilities Design & Construction Department, schools, and the community.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Pre-Construction shall carry out the performance responsibilities listed below.

- Supervise staff as assigned in the performance of job duties.
- Lead the planning and design efforts for new facilities, additions, alterations, renovations and other facility-related improvements with educational staff, design staff, architects, engineers, program managers, AHJ's and other professionals and stakeholders.
- Accountable for the design/plan review of construction documents for all major and minor construction projects ensuring conformance to State, Federal, educational codes, safety standards and local requirements.
- Coordinate design and development of construction documents for small projects including ADA, Safety, and playgrounds.
- Develop and maintain the District's technical specifications utilized by outside consultants for major and minor projects as well as the District's design criteria and construction standards and materials.
- Collaborate with other departments responsible for the District's Educational Specifications to insure they are maintained and up-to-date.
- Establish project cost budgets for funding allocations; assist consultants and educational staff in development of educational programs for projects; establish and update project schedule.
- Coordinate and expedite the administration and management of projects during preconstruction to ensure schedule, budget, and quality compliance.
- Direct the development of all necessary documents (RFQ's, RFP's, and Design Criteria Packages) necessary for the procurement process to implement the District's design and construction programs.
- Provide leadership for professional staff and consultants, to include, but not limited, to architects, engineers, and project managers through coordination of design and construction processes.
- Oversee work in progress with management personnel of other departments in the Facilities & Construction Division and departments in the District.
- Develop and maintain procedures and policies relative to the department and the work performed by staff/vendors; train all staff and vendors accordingly.
- Evaluate individual contributions and section performance and establish procedures to maximize the effectiveness of the section.
- Respond to inquiries or concerns in a timely manner by preparing or overseeing the preparation of all required reports and maintaining appropriate records.

- Collaborate in the development and monitoring of the department's budget, expenditures, and inventories in support of short and long-range goals as related to the position responsibilities.
- Seek and implement innovative solutions to challenges driven by fluctuating funding levels, personnel staffing, emerging technologies and changing customer requirements.
- Initiate and maintain programs that ensure District facilities meet the highest environmental and conservation standards for building elements and systems according to the most recent performance and rating guidelines.
- Represent The School Board of Broward County, Florida, at regulatory hearings, legal actions and legislative meetings.
- Evaluate existing school needs and make recommendations to correct facilities-related problems.
- Coordinate and supervise ADA upgrades, Indoor Evaluation Quality remediation, and relocation of portable classrooms to meet curriculum and construction needs as well as state building codes.
- Conduct warranty inspections and communicate with the vendor to correct deficiencies without cost to the District.
- Serve as off-hours contact person for emergencies, such as fires and storm damage, and contact the appropriate person/agency in order that the school may resume operation as quickly as possible.
- Establish goals, objectives and action plans consistent with District goals and strategic commitments and implement tracking systems which produce expected outcomes to meet the needs of the District.
- Provide technical assistance to schools and departments.
- Attend meetings both day and evenings.
- Communicate the goals and achievements of the Pre-Construction Division.
- Provide the necessary information for any pending litigation; appear as a witness in court in reference to projects supervised.
- Prepare, oversee the preparation of, and submit all required reports in a timely manner and maintain all appropriate records.
- Perform and promote all activities in compliance with the equal employment and non-discrimination policies of The School Board of Broward County, Florida.
- Participate in training programs offered to enhance the individual skills and proficiency related to the job responsibilities.
- Review current developments, literature and technical sources of information related to job responsibilities.
- Ensure adherence to safety rules and procedures.
- Follow federal and state laws, as well as School Board policies.
- Perform other duties as assigned by the immediate supervisor or designee.

MINIMUM QUALIFICATIONS & EXPERIENCE:

- An earned bachelor's degree from an accredited institution in architecture, engineering, building construction or field related to the title of the position.
- A minimum of ten (10) years, within the last twelve (12) years, of progressively more responsible experience in the field related to the title of the position, including at least two (2) years in a leadership position within the engineering, facilities or construction discipline.
- Valid FL Registration as an Architect, Licensed Contractor, or Licensed Professional Engineer.
- Computer skills as required for the position.

PREFERRED QUALIFICATIONS & EXPERIENCE:

- An earned master's degree from an accredited institution in architecture, engineering, or field related to the title of the position.
- Bilingual skills.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Works closely with Chief Facility Officer, department heads and staff, school administrators, legislators, local agencies, vendors, and community to effectively manage the plan and design of construction projects for The School Board of Broward County, Florida.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Board Approved: 01/25/2011

Board Adopted: 05/17/2011

Revised: 10/01/2012

2012-2013 Organizational Chart

Approved as Amended: 6/23/15

Adopted as Amended: 7/28/15

2016-2017 Organizational Chart

Board Approved: 9/20/16

Board Adopted: 10/18/16

Committee	Staff Liaison	Position
Audit Committee	Joris Jabouin	Chief Auditor
Bond Oversight Committee	Omar Shim	Director, Capital Budget
Broward County Council of PTAs/PTSAs	Nadia Clarke	Assistant Director
District Advisory Council	Scott Jarvis	Assistant Director
Diversity Committee	David Watkins	Director
ESOL Leadership Council	Victoria Saldala	Director
ESE Advisory Council	Sonja Clay	Director
Facilities Task Force	Shelley Meloni	Director, Pre-Construction
Gifted Advisory Council	Zuzel Rodriguez	Curriculum Specialist for Gifted & Talented
Human Relations Committee	David Watkins	Director
		School Principal, assigned to Governmental Affairs
Parent, Community Involvement Task Force	Angel Gomez	
Small Business Advisory Committee	Jasmine Jones	Manager
Teacher Advisory Committee	Susie Cantrick	Director
Technology Advisory Committee	Dale Bondanza	Director

Bargaining Unit	Pay Grade
ESMAB	E
ESMAB	D
ESMAB	C
ESMAB	C
ESMAB	D
ESMAB	D
ESMAB	D
ESMAB	D
ESMAB	C
ESMAB	D
BPAA	N/A
ESMAB	C
ESMAB	D
ESMAB	D



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA JOB DESCRIPTION

POSITION TITLE: Director, Program Controls
JOB CODE: S-038
CLASSIFICATION: Exempt
SALARY BAND: D
BARGAINING UNIT: ESMAB
REPORTS TO: Chief Facilities Officer
CONTRACT YEAR: Twelve Months

POSITION GOAL:

To provide cost effective and timely delivery of quality capital projects consistent with the District's goals. These projects include the effective control from project charter to the transition to operations for all new construction, comprehensive renovation, facility-related improvements and other educational enhancements.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Program Controls shall carry out the performance responsibilities listed below.

- Supervise staff as assigned in the performance of job duties.
- Develop and execute an effective system of program controls and performance improvement for all capital construction for the District.
- Directly supervise staff and provide leadership of consultants responsible for the delivery of school construction projects.
- Respond to internal and external customers in a timely, accurate, courteous and empathetic manner representing Broward County Public Schools in a positive light.
- Coordinate a seamless management of projects from pre-construction activities through procurement, construction and closeout, with a specific focus on developing a robust set of cost, quality and schedule controls.
- Develop and implement systems for quality assurance and continuous process improvement which provide: effective and actionable evaluations of staff, consultants, design professionals and contractors; a clear system of accountability; and a knowledge management system which captures and infuses lessons learned and best practices into the execution of every project.
- On a routine and timely basis meet with stakeholders of the program to provide effective communication regarding project and program status, to garner informal feedback and to build strong relationships upon which to execute the program.
- Develop and implement a comprehensive change management process in collaboration with the Directors of Pre-Construction and Construction, including preparation and presentation of changes to the School Board.
- Collaborate in the development and monitoring of the department's budget, expenditures, and inventories in support of short and long-range goals as related to the position responsibilities.
- On a routine basis travel to schools and work sites throughout the District, to review the effectiveness of control systems, facilitate issue resolution and communicate with stakeholders.
- Provide outstanding customer service, and use positive interpersonal communication skills.
- Implement systems, policies and procedures in accordance with School Board policies.
- Make all decisions and perform all tasks in accordance with the Broward County Public Schools organizational values.
- Ensure compliance with Board rules and applicable federal laws and regulations.
- Perform and promote all activities in compliance with the equal employment and non-discrimination policies of The School Board of Broward County, Florida.

- Participate in the training programs offered to enhance the individual skills and proficiency related to the job responsibilities.
- Review current developments, literature and technical sources of information related to job responsibilities.
- Ensure adherence to safety rules and procedures.
- Follow federal and state laws, as well as School Board policies.
- Perform other duties as assigned, by the immediate supervisor or designee.

MINIMUM QUALIFICATIONS & EXPERIENCE:

- An earned bachelor's degree from an accredited institution with major course work in Business Management (with a focus in Operations), Construction Management or in a related field.
- A minimum of ten (10) years within the last twelve (12) years of progressively more responsible experience in the field related to the title of the position. At least two (2) years in a leadership position with responsibility for a medium to large commercial, industrial, or public capital construction program
- Computer skills as required for the position.

PREFERRED QUALIFICATIONS & EXPERIENCE:

- An earned master's degree from an accredited institution with major course work in Business Management (with a focus in Operations), Construction Management or in a related field.
- A minimum of ten (10) years of experience within the last twelve (12) years managing major facility renovation programs with primary responsibility for the leadership of program controls.
- Experience in the development and management of a variety of program control systems including: data management and reporting, performance management, change management, knowledge management, project estimating and cost management.
- Valid Registration as an Architect, Licensed Contractor, or Licensed Professional Engineer.
- Demonstrated track record of success in on-time and within budget completion of construction projects in accordance with all applicable contract specifications, school board codes, or regulations.
- Bilingual skills.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Works with the Chief Facilities Officer, and District leadership at all levels, and parent/school/community groups to support, develop, and supervise staff and operations to improve the instructional environment for students and teachers, through the timely delivery of high quality projects.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Approved as Amended: 6/23/15

Adopted as Amended: 7/28/15

2016-2017 Organizational Chart

Board Approved: 9/20/16

Board Adopted: 10/18/16



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

JOB DESCRIPTION

POSITION TITLE:	Executive Director, Capital Programs
CONTRACT YEAR:	Twelve Months
SALARY BAND:	E
BARGAINING UNIT:	ESMAB

PREFERRED QUALIFICATIONS

- EDUCATION:** An earned master's degree from an accredited institution is preferred.
- EXPERIENCE:** A minimum of five (5) years of experience and/or training in the field related to the title of the position is preferred.

OR

MINIMUM QUALIFICATIONS

- EDUCATION:** An earned bachelor's degree from an accredited institution is required.
- EXPERIENCE:** A minimum of ten (10) years of experience and/or training in the field related to the title of the position. Bachelor's degree in Architecture, Civil Engineering, Construction and Building Management or related degree is required.

ADDITIONAL QUALIFICATIONS

- REQUIRED:** Current registration as an architect, licensed contractor, or professional engineer in the State of Florida. Ability to complete all design and construction of projects in a timely and efficient manner in accordance with any applicable contract documents and School Board codes or regulations. Computer skills as required for the position.
- PREFERRED:** Preferred major or concentration in architecture, engineering, building construction, or field related to the title of the position. Bilingual skills are preferred.

REPORTS TO: Chief Facilities Officer

SUPERVISION: The position supervises staff as assigned.

POSITION GOAL: To establish the program and procedures to manage the planning, design and construction process of facilities in such a manner as to provide a superior educational environment within allotted schedules and budget. To be accountable for the work of subordinate personnel. To serve as liaison between the Facilities Design & Construction Department, schools, and the community.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Executive Director, Capital Programs shall carry out the performance responsibilities listed below.

1. Assist in the creation of District-wide multi-year capital construction/improvement plans for the purpose of understanding and preparing for District enrollment and academic change.
2. Coordinate resources, scheduling and related management tasks for an assigned facilities functional area, e.g., maintenance, safety, construction and permitting; infrastructure and systems maintenance; logistics, asset management and warehousing.
3. Efficiently manage the use of available resources, both human and financial, according to established standards and parameters. Modifies allocation of resources in response to changes in priorities or other directives as issued by the Department, Division, Superintendent or Board.
4. Evaluate potential sites and/or condition of existing locations for the purpose of determining construction and/or renovation requirements and ensuring that locations decided upon meet all project needs, requirements and specifications.
5. Compile, analyze and interpret statistical data; identify matters of significance, trends and other indicators for the purpose of developing recommendations to improve desired outcomes in the function, program, project, and/or specialization area(s) of responsibility.
6. Ensure areas of responsibility comply with established regulatory standards/requirements; develops/modifies policies, procedures and/or guidelines accordingly. Ensures proper implementation and communication of any changes to both District and non-District staff.
7. Monitor project activities (e.g. costs, time and materials, schedules, budgets, change orders, etc.) for the purpose of ensuring district objectives are achieved within budget and timeframes and in compliance with established requirements.
8. Work collaboratively with school center staff to provide a safe environment and with other District support personnel to provide effective resource components.
9. Prepare various internal monthly reports and annual reports that accurately represent department activities.
10. Develop and actively monitor operational procedures on a daily basis.

11. Review a variety of construction-related information for the purpose of ensuring completeness of records and insurance claims.
12. Design and implement redundant systems, policies, and procedures for disaster recovery and data archiving to ensure effective protection and integrity of data assets.
13. Develop and design database strategies, system monitoring and improving database performance, capacity, and planning for future expansion requirements.
14. Evaluate and implement new technologies, products and tools used in the database environment.
15. Serve as a District and/or department representative in a variety of meetings (e.g. planning, community, vendor, etc.) for the purpose of conveying and receiving information related to assigned projects and activities.
16. Supervise assigned personnel and ensure staff development.
17. Perform and promote all activities in compliance with the equal employment and nondiscrimination policies of The School Board of Broward County, Florida.
18. Participate in training programs to enhance the individual skills and proficiency related to the job responsibilities.
19. Review current developments, literature and technical sources of information related to job responsibilities.
20. Ensure adherence to safety rules and procedures.
21. Follow federal and state laws, as well as School Board policies.
22. Perform other duties as assigned by the Chief, Facilities Officer or designee.

SIGNIFICANT CONTACTS – frequency, contact, purpose, and desired end result:

Works with the Chief Facilities Officer, District leadership at all levels, parent/school/community groups to support, develop, and supervise school leaders to improve achievement, deliver quality instruction, create a positive and safe school environment and effective communication.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

FLSA OVERTIME CATEGORY:

The job is exempt from the overtime provisions of the Fair Labor Standards Act.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Approved as Amended: 6/23/15

Adopted as Amended: 7/28/15



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
JOB DESCRIPTION**

POSITION TITLE: Director, Construction
JOB CODE: S-037
CLASSIFICATION: Exempt
SALARY BAND: D
BARGAINING UNIT: ESMAB
REPORTS TO: Chief Facilities Officer
CONTRACT YEAR: Twelve Months

POSITION GOAL:

To provide cost effective and timely delivery of quality capital projects consistent with the District's goals. These projects include the construction, commissioning, change management and close out of new construction, comprehensive renovation, facility-related improvements and other educational enhancements.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Construction shall carry out the performance responsibilities listed below.

- Supervise staff as assigned in the performance of job duties.
- Develop and execute an effective system for managing the construction and commissioning of all capital construction for the District.
- Directly supervise staff and provide leadership for consultants responsible for the delivery of school construction projects.
- Respond to internal and external customers in a timely, accurate, courteous and empathetic manner representing Broward County Public Schools in a positive light.
- Coordinate the seamless management of projects from pre-construction activities through procurement, construction and closeout, with a specific focus on developing a robust commissioning process which begins at project schematic design and continues through the transition to operations by the end user.
- Implement programs for quality assurance and continuous process improvement which provide: effective and actionable evaluations of staff, consultants, design professionals and contractors; a clear system of accountability; and a knowledge management system which captures and infuses lessons learned and best practices into the execution of every project.
- On a routine and timely basis meet with stakeholders of the program to provide effective communication regarding project and program status, to garner informal feedback and to build strong relationships upon which to execute the program.
- Develop and implement a comprehensive change management process in collaboration with the Director of Program Controls, including preparation and presentation of changes to the School Board.
- Ensure adherence to schedule, budget and established financial controls.
- Develop and maintain procedures and policies relative to the department and the work performed by staff/vendors; train all staff and vendors accordingly.
- On a routine basis travel to schools and work sites throughout the District, to review project status, facilitate issue resolution and communicate with stakeholders.
- Provide outstanding customer service, and use positive interpersonal communication skills.
- Make all decisions and perform all tasks in accordance with the Broward County Public Schools organizational values.
- Ensure compliance with Board rules and applicable federal laws and regulations.
- Collaborate in the development and monitoring of the department's budget, expenditures, and inventories in support of short and long-range goals as related to the position responsibilities.

- Perform and promote all activities in compliance with the equal employment and non-discrimination policies of The School Board of Broward County, Florida.
- Participate in training programs offered to enhance the individual skills and proficiency related to the job responsibilities.
- Review current developments, literature and technical sources of information related to job responsibilities.
- Ensure adherence to safety rules and procedures.
- Follow federal and state laws, as well as School Board policies.
- Perform other duties as assigned, by the immediate supervisor or designee.

MINIMUM QUALIFICATIONS & EXPERIENCE:

- An earned bachelor's degree from an accredited institution with major course work in construction management, architecture, engineering or related field.
- A minimum of ten (10) years within the last twelve (12) of progressively responsible experience in the field related to the title of the position, including at least two (2) years in a leadership position with responsibility for a medium to large commercial, industrial, or public capital construction program.
- Demonstrated track record of success in on-time and within budget completion of construction projects in accordance with all applicable contract specifications, school board codes, or regulations.
- Computer skills as required for the position.

PREFERRED QUALIFICATIONS & EXPERIENCE:

- An earned master's degree from an accredited institution with major course work in construction management, architecture, engineering or related field.
- A minimum of ten (10) years of experience within the last twelve (12) years managing major facility renovation programs with primary responsibility for the leadership of construction and close out phases.
- Experience managing capital construction for an educational institution.
- Valid Registration as an Architect, Licensed Contractor or Licensed Professional Engineer.
- Bilingual skills.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Works with the Chief Facilities Officer, District leadership at all levels, and parent/school/community groups to support, develop, and supervise staff and operations to improve the instructional environment for students and teachers, through the timely delivery of high quality projects.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Approved as Amended: 6/23/15

Adopted as Amended: 7/28/15

2016-2017 Organizational Chart

Board Approved: 9/20/16

Board Adopted: 10/18/16



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

JOB DESCRIPTION

POSITION TITLE:	Supervisor III, Operations
CONTRACT YEAR:	Twelve Months
PAY GRADE:	20
BARGAINING UNIT:	BTU-TSP

QUALIFICATIONS

Education - Standard high school diploma or satisfactory completion of an approved General Educational Development (GED) Testing Program Education.

Experience - Minimum of eight (8) years of experience and/or training in the field related to the title of the position.

Special Qualifications - Knowledge of computerized/automated business and office practices acquired through at least one (1) year of post-secondary training. Prefer progressively more responsible successful work experience in a variety of computer/business and office practices with at least two (2) years of supervisory experience in computer/office related field. Bilingual skills preferred. Computer skills as required for the position.

OR

Education – An earned associate's degree from an accredited institution.

Experience – Minimum of five (5) years of experience and/or training in the field related to the title of the position.

Special Qualifications – Preferred degree majors include computer science, business or related field. Prefer progressively more responsible successful work experience in a variety of computer/business and office practices with at least two (2) years of supervisory experience in computer/office related field. Bilingual skills preferred. Computer skills as required for the position.

DIRECT

ACCOUNTABILITY:

As assigned

SUPERVISION:

Supervision of designated department support personnel in accordance with their Board approved job descriptions.

GOAL:

To supervise designated department support personnel and retain administrative control over assignments; to provide services and expertise in specified areas to enhance the ability of the department to respond satisfactorily to the requirements of the Broward County School District in employee training and development.

ACCOUNTABILITY

PROCEDURES:

The Director or designee will assess the effectiveness of the Supervisor III, Operations annually with respect to the performance of specific responsibilities.

PERFORMANCE

RESPONSIBILITIES:

The Supervisor III, Operations shall

1. analyze special project assignments in such areas as space utilization, new equipment purchases, installation of software packages, departmental projects, etc.; determine methods to obtain optimum results; develop plans and procedures; notify/advise individuals affected by projects; resolve problems; initiate and participate in project activities and monitor progress.
2. provide liaison services for the director or designee, such as attending meetings, making phone and personal contacts, serving as a department representative on committees, etc.
3. study work procedures of department processes and recommend improvements to eliminate duplication of material, time and efforts.
4. conduct research projects: respond to requests/questions involving research; determine procedures to be used; gather

required data; utilize appropriate computer programs or adapt programs to the project; analyze and condense data to final form; organize, prepare, and present reports/project results to the Director or designee.

5. receive new/revised policies, procedures and instructions through or from the Director or designee and disseminate to departmental employees as directed.
6. determine need for repairs to equipment and facilities, initiate work orders and monitor results to determine satisfaction.
7. determine requirements for the cleanliness, orderliness and sanitary condition of the department; order related supplies and equipment, instruct facilities servicepersons in proper methods, assign duties to servicepersons and monitor results.
8. maintain inventories of office supplies, training materials, equipment, parts, etc.; initiate requisitions to replenish; prepare and maintain records as required.
9. evaluate designated department support personnel.
10. instruct staff members in proper department operational methods, procedures, computer techniques and equipment utilization.
11. participate, successfully, in the training programs offered to increase the individual's skill and proficiency related to the assignments.
12. review current developments, literature and technical sources of information related to job responsibility.
13. ensure adherence to good safety procedures.
14. perform other duties as assigned by the Director or designee.

Supervisor III, Operations (Cont.)

SBBC: CC-052
FL: 480

15. follow federal and state laws, as well as
School Board policies.

Board Approved: 9/5/89 &
Adopted: 10/3/89
Realignment of Department: 3/19/96
Organizational Chart: 5/9/00; 5/01/2001

Board Adopted: 12/16/03
Revised: 10/3/04

MILESTONE BASELINE SCHEDULE

Contractor/ CMAR	Architect/ Engineer	PROCURE DESIGNER										PROCURE CONTRACTOR										CONSTRUCTION			
		BOC Phase:					DESIGN					PROCURE CONTRACTOR					CONSTRUCTION					CONSTRUCTION			
		Start BOC Planned PH 2	Board Approve to Advertise	Advertise Date	Questions Due	Proposals Due/Rec'd	QSEC Meeting Date	Pasting of QSEC Recomm.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	PH 1 30% SD	PH 2 DD	PH 3 50/60% CD	PH 3 90% CD	PH 3 100% CD	Start BOC Planned PH 4 LOI Permit	Board Approve to Advertise	Advertise Package	ITB Questions Due	Receive Bids	Board Approve Contract/ CMAR GMP	Start BOC Planned PH 5 Substantial Completion	Finish BOC Planned PH 5 Final Completion	Contract Close-out Date
Jorge A. Gonzalez Architect LLC	Difonpo Construction	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
RGO Consulting Engineers	TBD	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
Nykro Architectural Group	Advanced Roofing Inc.	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
M.C. Herry and Associates, Inc.	TBD	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
FICE Design, Inc.	TBD	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
FICE Design, Inc.	TBD	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
GLE Associates, Inc.	TBD	June 2017 BOC Planned Quarter	03-2016	03-2016						04-2016	12/21/16	02/14/17	NA	04/11/17	05/23/17	06/13/17	08/01/17	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		Project Contractual Dates																							
		Previous Update (06/30/20)	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20
		07/31/20 Update, Actual Forecast	05/17/16	05/24/16	06/07/16	06/23/16	07/11/16	07/18/16	11/01/16	12/14/16	02/27/17	03/27/17	NA	05/01/17	06/05/17	07/03/17	08/21/18	07/25/17	03/12/18	04/20/18	05/04/18	05/22/18	08/14/18	08/20/18	09/15/20

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Architect/ Engineer	Contractor/ CMAR	PROCURE DESIGNER										PROCURE CONTRACTOR										CONSTRUCTION				Contract Close-out Date
		BOC Phase:					Start BOC					DESIGN					PROCURE CONTRACTOR					CONSTRUCTION				
		Board Approve to Advertise	Advertise Date	Questions Due	Proposals Due/Rec'd	QSEC Meeting Date	Posting of QSEC Recmm.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	Ph 1 30% SD	Ph 2 DD	Ph 3 50/60% CD	Ph 3 90% CD	Ph 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	ITB Package	ITB Questions Due	Receive Bids	Board Approve CMAR CMP	Start BOC Planned PH 5	Start BOC Substantial Completion Date	Finish BOC Final Completion Date		
Song & Associates, Inc.	TBD	June 2017 BOC Planned Quarter																								
		BOC Planned Quarter																								
		Project Contractual Dates																								
		Previous Update (06/30/20)																								
Song & Associates, Inc.	TBD	07/31/20 Update, Actual Forecast																								
		Difference from Previous Update																								
		Difference from Contractual Dates																								
		Difference from BOC Planned																								
Song & Associates, Inc.	TBD	June 2017 BOC Planned Quarter																								
		BOC Planned Quarter																								
		Project Contractual Dates																								
		Previous Update (06/30/20)																								
Song & Associates, Inc.	TBD	07/31/20 Update, Actual Forecast																								
		Difference from Previous Update																								
		Difference from Contractual Dates																								
		Difference from BOC Planned																								
Jorge A. Guzman Architect LLC	Thomson Construction Company	June 2017 BOC Planned Quarter																								
		BOC Planned Quarter																								
		Project Contractual Dates																								
		Previous Update (06/30/20)																								
DLFC Architects	TBD	07/31/20 Update, Actual Forecast																								
		Difference from Previous Update																								
		Difference from Contractual Dates																								
		Difference from BOC Planned																								
Willberg Almer & Partners, Inc.	The Morielli Group, Inc.	June 2017 BOC Planned Quarter																								
		BOC Planned Quarter																								
		Project Contractual Dates																								
		Previous Update (06/30/20)																								
Rodriguez Architect, Inc.	TBD	07/31/20 Update, Actual Forecast																								
		Difference from Previous Update																								
		Difference from Contractual Dates																								
		Difference from BOC Planned																								
M.C. Harty and Associates, Inc.	TBD	June 2017 BOC Planned Quarter																								
		BOC Planned Quarter																								
		Project Contractual Dates																								
		Previous Update (06/30/20)																								
M.C. Harty and Associates, Inc.	TBD	07/31/20 Update, Actual Forecast																								
		Difference from Previous Update																								
		Difference from Contractual Dates																								
		Difference from BOC Planned																								

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Architect/ Engineer	Contractor/ CMAR	BOC Phase:	PROCURE DESIGNER					DESIGN					PROCURE CONTRACTOR				CONSTRUCTION									
			Start BOC Planned PH 2	Board Approve to Advertise	Questions Due	Proposals Due/Rac'd	QSEC Meeting Date	Posting of QSEC Recomm.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	PH 1 35% SD	PH 2 DD	PH 3 50/60% CD	PH 3 90% CD	PH 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	Advertise Package	ITB Questions Due	Receive Bids	Board Approve Contract/ CMAR GMP	Start BOC Planned PH 5	Final Completion Date	Contract Close-out Date	
Song & Associates, Inc.	Legs Construction Company	June 2017 BOC Planned Quarter							02-2017	02-2017							03-2018						03-2018	03-2018		
		BOC Planned Quarter								03-2017	03-2017							04-2018						04-2018	04-2018	
		Project Contract Dates								08-2017	08-2017							09-2018						09-2018	09-2018	
		Previous Update (06/30/20)								07-2017	07-2017							08-2018						08-2018	08-2018	
M.C. Herry and Associates, Inc.	OAC Nelson and Construction Inc.	June 2017 BOC Planned Quarter							03-2016	03-2016							04-2017						04-2017	04-2017		
		BOC Planned Quarter								08-2016	08-2016							09-2017						09-2017	09-2017	
		Project Contract Dates								08-2016	08-2016							09-2017						09-2017	09-2017	
		Previous Update (06/30/20)								07-2016	07-2016							08-2017						08-2017	08-2017	
Song & Associates, Inc.	West Construction Inc.	June 2017 BOC Planned Quarter							03-2017	03-2017							04-2018						04-2018	04-2018		
		BOC Planned Quarter								08-2017	08-2017							09-2018						09-2018	09-2018	
		Project Contract Dates								08-2017	08-2017							09-2018						09-2018	09-2018	
		Previous Update (06/30/20)								07-2017	07-2017							08-2018						08-2018	08-2018	
Carly Architects, LLC	Burks Construction Group, Inc.	June 2017 BOC Planned Quarter							03-2017	03-2017							04-2018						04-2018	04-2018		
		BOC Planned Quarter								08-2017	08-2017							09-2018						09-2018	09-2018	
		Project Contract Dates								08-2017	08-2017							09-2018						09-2018	09-2018	
		Previous Update (06/30/20)								07-2017	07-2017							08-2018						08-2018	08-2018	
Jorge A. Contreras Architects LLC	CB Contreras Inc.	June 2017 BOC Planned Quarter							03-2016	03-2016							04-2017						04-2017	04-2017		
		BOC Planned Quarter								08-2016	08-2016							09-2017						09-2017	09-2017	
		Project Contract Dates								08-2016	08-2016							09-2017						09-2017	09-2017	
		Previous Update (06/30/20)								07-2016	07-2016							08-2017						08-2017	08-2017	
CSA Central, Inc.	Lunson Construction Group Corp	June 2017 BOC Planned Quarter							03-2016	03-2016							04-2017						04-2017	04-2017		
		BOC Planned Quarter								08-2016	08-2016							09-2017						09-2017	09-2017	
		Project Contract Dates								08-2016	08-2016							09-2017						09-2017	09-2017	
		Previous Update (06/30/20)								07-2016	07-2016							08-2017						08-2017	08-2017	
Song & Associates, Inc.	Grace & Naam Uddin Inc.	June 2017 BOC Planned Quarter							03-2017	03-2017							04-2018						04-2018	04-2018		
		BOC Planned Quarter								08-2017	08-2017							09-2018						09-2018	09-2018	
		Project Contract Dates								08-2017	08-2017							09-2018						09-2018	09-2018	
		Previous Update (06/30/20)								07-2017	07-2017							08-2018						08-2018	08-2018	

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Architect/ Engineer	Contractor/ CMAR	BOC Phase:		PROCURE DESIGNER						DESIGN										PROCURE CONTRACTOR						CONSTRUCTION			
		Start BOC Planned PH 2	Board Approve to Advertise	Advertise Date	Questions Due	Proposals Due/Rec'd	QSEC Meeting Date	Posting of QSEC Recommend.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	PH 1 30% SD	PH 2 DD	PH 3 50/60% CD	PH 3 90% CD	PH 3 100% CD	LOE Permit Date	Start BOC Planned PH 4	Board Approve to Advertise	ITB Package	ITB Questions Due	Receive Bids	Control/ CMAR CMP	Start BOC Planned PH 5	Substantial Completion	Final Completion	Contract Close-out Date		
Via Design Studio	TBD	Project Contract Dates																											
		Previous Update (06/30/20)	03/15/16	04/19/17	05/09/17	05/23/17	06/27/17	06/29/17	11/07/17	12/07/17	01/07/18	03/07/18	05/07/18	06/27/18	07/25/18	08/16/18	08/15/20	09/28/20	10/15/20	10/20/20	01/19/21	03/25/21	04/24/21	05/17/21					
		07/31/20 Update, Actual Forecast	03/15/16	04/19/17	05/09/17	05/23/17	06/27/17	06/29/17	11/07/17	12/07/17	01/07/18	03/07/18	05/07/18	06/27/18	07/25/18	08/16/18	08/15/20	09/28/20	10/15/20	10/20/20	01/19/21	03/25/21	04/24/21	05/17/21					
		Difference from Previous Update	N/A	0	0	0	0	0	0	0	-34	-30	N/A	-44	-33	-27	-112	0	0	0	0	0	0	0	0	0	0		
Jorge A. Gutierrez Architect LLC	ANATOM Construction Company	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/15/16	03/22/16	04/13/16	04/27/16	05/18/16	05/20/16	07/26/16	09/23/16	11/04/16	11/22/16	N/A	1/22/2016	02/11/17	05/01/17	05/04/18	06/29/17	08/04/17	03/20/17	04/16/17	06/04/17	06/20/18	07/24/18	10/28/18	12/17/18			
		07/31/20 Update, Actual Forecast	03/15/16	03/22/16	04/13/16	04/27/16	05/18/16	05/20/16	07/26/16	09/23/16	11/04/16	11/22/16	N/A	1/22/2016	02/11/17	05/01/17	05/04/18	06/29/17	08/04/17	03/20/17	04/16/17	06/04/18	06/20/18	07/24/18	10/28/20	09/15/20	12/17/19		
		Difference from Previous Update	0	0	0	0	0	0	0	0	0	0	N/A	0	0	0	0	0	0	0	0	0	0	0	-31	-31	-35		
ACAI Associates, Inc.	Thomson Construction Company	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		07/31/20 Update, Actual Forecast	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		Difference from Previous Update	0	0	0	0	0	0	0	0	-10	-9	-8	-8	N/A	-84	-74	1	0	0	0	0	0	0	-39	-39	-35		
BGD Consulting Engineers	TBD	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		07/31/20 Update, Actual Forecast	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		Difference from Previous Update	0	0	0	0	0	0	0	0	-10	-9	-8	-8	N/A	-84	-74	1	0	0	0	0	0	0	-39	-39	-35		
Shia Architects, LLC	Grace & Nueem USDA Inc.	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		07/31/20 Update, Actual Forecast	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		Difference from Previous Update	0	0	0	0	0	0	0	0	-11	-10	-10	-11	-52	-105	-227	0	0	0	29	15	19	35	3	3	0		
Song & Associates, Inc.	TBD	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		07/31/20 Update, Actual Forecast	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		Difference from Previous Update	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
BGD Consulting Engineers	GEC Associates Inc	June 2017 BOC Planned Quarter																											
		Previous Update (06/30/20)	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		07/31/20 Update, Actual Forecast	03/20/16	09/27/16	10/14/16	10/28/16	11/10/16	11/14/16	05/02/17	05/22/17	06/29/17	08/30/17	12/19/17	12/19/17	N/A	01/31/18	03/21/18	03/21/18	05/20/18	06/26/18	08/21/18	08/21/18	09/28/18	10/28/18	09/15/20	10/20/20			
		Difference from Previous Update	0	0	0	0	0	0	0	0	-9	-8	-7	-7	-21	-43	-99	0	0	0	0	0	0	0	0	0	0		

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Architect/ Engineer	Contractor/ CMAR	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR										CONSTRUCTION																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
		Start BOC Planned PH 2					Board Approve to Advertise	QSEC Meeting Date	Proposals Due/Rec'd	Questions Due	Start BOC Planned PH 3	Scope & Budget Validation				Ph. 1 30% SD	Ph. 2 DD	Ph. 3 50-60% CD	Ph. 3 90% CD	Ph. 3 100% CD	LOR Permit Date	Start BOC Planned PH 4	Board Approve to Advertise	ITB Package	ITB Questions Due	Receive Bids	Contract/ CMAR GMP	Start BOC Planned PH 5	Substantial Completion	Final Completion	Close-out Date																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
		Advertise	Advertise	Advertise	Advertise	AIP Date						Validation	Validation	Validation																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Song & Associates, Inc.	Cosagra, LLC	June 2017 BOC Planned Quarter					Q3-2017																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															</

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Architect/Engineer	Contractor/CMAR	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR										CONSTRUCTION			
		Start BOC Planned PH 2		Board Approve to Advertise	Advertise Date	Questions Due	Proposals Due/Rec'd	QSEC Meeting Date	Posting of QSEC Recomm.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	PH 1 30% SD	PH 2 DD	PH 3 50/60% CD	PH 3 90% CD	PH 3 100% CD	Start BOC Planned PH 4	LOR Permit Date	Board Approve to Advertise	Advertise Package	ITB Questions Due	Receive Bids	Board Approve Contract/CMAR	Start BOC Planned PH 5	Substantial Completion Date	Final Completion Date	Contract Close-out Date							
		Advertise	Advertise																																
Song & Associates, Inc.	TBD	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
LVS Associates	TBD	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
Song & Associates, Inc.	D Stephen Construction Inc.	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
Zyncocon Architects	Pride Construction Company	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
RUD Consulting Engineers	TBD	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
Rodriguez Architect, Inc.	Gibson Building Company	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	
Rodriguez Architect, Inc.	Gibson Building Company	June 2017 BOC Planned Quarter																																	
		BOC Planned Quarter																																	
		Project Contract Dates																																	
		Previous Update (06/30/20)																																	

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Architect/ Engineer	Contractor/ CMAR	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR										CONSTRUCTION																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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			Start BOC Planned PH 2					Board Approve to Advertise	Posting of QSEC Award Date	QSEC Meeting Date	Proposals Due/Ret'd Date	QSEC Meeting Date	Board Award Date	Scope & Budget Validation	Ph. 1 35% SD	Ph. 2 DD	Ph. 3 50/65% CD	Ph. 3 80% CD	Ph. 3 100% CD	LR Permit Date	Start BOC Planned PH 4	Board Approve to Advertise					ITB Questions Due	Receive Bids	Board Approve Contract/CMAR CMP	Start BOC Planned PH 5	Substantial Completion Date	Final Completion Date	Contract Close-out Date																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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Prepared by: S. Cavendish
Date Printed: 7/31/2020 at 2:01 PM

MILESTONE BASELINE SCHEDULE



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MILESTONE BASELINE SCHEDULE

Architect/ Engineer	Contractor/ CMAR	BOC Phase:	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR						CONSTRUCTION					
			Start BOC Planned PH 2		Questions Due	Proposals Due/Roc'd	QSEC Meeting Date	Posting of QSEC Rescom.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	Ph 1 30% SD	Ph 2 DD	Ph 3 50/60% CD	Ph 3 80% CD	Ph 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	ITB Package	ITB Questions Due	Receive Bids	Board Approve Contract/ CMAR GMP	Start BOC Planned PH 5	Finish BOC Planned PH 6			Contract Close-out Date							
			Board Approve to Advertise	Advertise Date																				Schematic Completion	Final Completion									
Sika Architects, LLC	D Stephenson Construction Inc	June 2017 BOC Planned Quarter	Q2-2018						Q1-2019							Q3-2019							Q3-2020	Q1-2021	Q1-2021	Q4-2021								
		BOC Planned Quarter		Q2-2018													Q3-2019							Q1-2020	Q3-2021	Q4-2021								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	09/20/17	10/04/17	10/19/17	11/16/17	11/16/17	02/21/18	03/06/18	03/29/18	05/15/18	N/A	09/27/18	09/19/19	09/08/19	09/03/20	N/A	N/A	N/A	N/A	N/A	10/20/20	12/03/20	08/19/22	07/19/22	07/19/22	07/19/22						
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
Laura M. Perez & Norem Associates, Inc.	Grace & Norem Uddin Inc.	June 2017 BOC Planned Quarter	Q3-2018						Q1-2019							Q3-2019							Q1-2020	Q3-2020	Q4-2020									
		BOC Planned Quarter		Q3-2018													Q3-2019							Q1-2020	Q3-2020	Q4-2020								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	12/13/17	01/09/18	01/24/18	03/02/18	03/02/18	16/02/18	06/25/20	07/26/20	10/14/20	N/A	02/16/21	05/11/21	05/11/21	05/11/21	05/11/21	N/A	N/A	N/A	N/A	07/20/21	12/10/22	12/10/22	12/10/22	12/10/22	12/10/22	12/10/22					
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
Nykola Architectural Group	Atlas Apex Roofing, LLC	June 2017 BOC Planned Quarter	Q3-2018						Q1-2019							Q3-2019							Q1-2020	Q3-2020	Q4-2020									
		BOC Planned Quarter		Q3-2018													Q3-2019							Q1-2020	Q3-2020	Q4-2020								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	N/A	N/A	N/A	N/A	N/A	07/11/17	08/21/17	12/27/17	N/A	02/27/18	05/03/18	05/03/18	05/03/18	05/03/18	05/03/18	N/A	N/A	N/A	N/A	07/20/21	12/10/22	12/10/22	12/10/22	12/10/22	12/10/22	12/10/22					
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
CES Engineering Services, LLC	Core Construction Services	June 2017 BOC Planned Quarter	Q3-2018						Q1-2019							Q3-2019							Q1-2020	Q3-2020	Q4-2020									
		BOC Planned Quarter		Q3-2018													Q3-2019							Q1-2020	Q3-2020	Q4-2020								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	06/27/18	07/17/18	07/23/18	08/27/18	08/27/18	11/07/18	06/07/20	08/09/20	11/13/20	N/A	03/27/21	06/10/21	06/10/21	06/10/21	06/10/21	N/A	N/A	N/A	N/A	08/21/21	12/26/22	12/26/22	12/26/22	12/26/22	12/26/22	12/26/22					
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
RSD Consulting Engineers	TRD	June 2017 BOC Planned Quarter	Q3-2018						Q1-2019							Q3-2019							Q1-2020	Q3-2020	Q4-2020									
		BOC Planned Quarter		Q3-2018													Q3-2019							Q1-2020	Q3-2020	Q4-2020								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	02/26/18	02/23/18	03/14/18	04/10/18	04/10/18	06/26/18	08/01/18	08/23/18	10/16/18	N/A	11/21/18	02/13/19	05/01/19	05/01/19	05/01/19	05/01/19	N/A	N/A	N/A	N/A	08/21/21	12/26/22	12/26/22	12/26/22	12/26/22	12/26/22	12/26/22				
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
The Tamara Peacock Company Construction Architects of Florida, Inc.	Lego Construction Company	June 2017 BOC Planned Quarter	Q2-2017						Q3-2018							Q1-2019							Q1-2020	Q3-2020	Q4-2020									
		BOC Planned Quarter		Q2-2017													Q1-2019							Q1-2020	Q3-2020	Q4-2020								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	05/18/17	06/26/17	07/13/17	07/13/17	07/13/17	11/07/17	12/04/17	01/08/18	03/02/18	N/A	04/25/18	06/06/18	07/24/18	12/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18	01/17/18					
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																
GLE Associates, Inc	Lego Construction Company	June 2017 BOC Planned Quarter	Q3-2017						Q1-2018							Q3-2018							Q1-2019	Q3-2019	Q4-2019									
		BOC Planned Quarter		Q3-2017													Q3-2018							Q1-2019	Q3-2019	Q4-2019								
		Project Contract Dates																																
		Previous Update (06/30/20)																																
		07/31/20 Update, Actual Forecast	N/A	N/A	N/A	N/A	N/A	N/A	03/06/17	04/24/17	12/22/17	N/A	06/22/17	08/29/17	11/14/17	12/22/17	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18	08/09/18					
		Difference from Previous Update																																
		Difference from Contractual Dates																																
		Difference from BOC Planned																																

MILESTONE BASELINE SCHEDULE

ID	Architect/Engineer	Contractor/CMAR	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR					CONSTRUCTION					Contract Close-out Date
			Start BOC Planned PH 2		Questions Due	Proposals Due/Rcd	QSEC Meeting Date	Posting of QSEC Recomm.	Board Award Date	Start BOC Planned PH 3		Scope & Budget Validation	Ph 1 30% SD	Ph 2 DD	Ph 3 50/60% CD	Ph 3 90% CD	Ph 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	ITB Package	ITB Questions Due	Receive Bids	Board Approve Contract/CMAR GMP	Start BOC Planned PH 5		Substantial Completion Date	Final Completion Date	Contract Close-out Date					
			Board Approve to Advertise	Advertise Date						AIP Date	ATP Date													Constr. KIP	Substantial Completion Date	Final Completion Date							
1	SCM Engineering, Inc.	Lego Construction Company	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
2	HSE Design, Inc.	Lego Construction Company	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
3	The Towers Pinnacle Company, Architects of Florida, Inc.	Lego Construction Company	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
4	QLEC Architects	TBD	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
5	Jaya A. Gulerich Architect LLC	PFO (Physical Plant Operations)	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
6	Dren Marley Engineering, Inc.	T&G Corporation	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														
7	S&ARCH, Inc.	QAC Action Construction Inc.	June 2017 BOC Planned Quarter							Q2-2017	Q2-2017	Q4-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017	Q2-2017
			Project Contract Dates																														
			Previous Update (05/30/20)																														
			07/31/20 Update, Actual Forecast																														

MILESTONE BASELINE SCHEDULE

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MILESTONE BASELINE SCHEDULE

Architect/ Engineer	Contractor/ CMAR	BOC Phase: BOC Planned Quarter	PROCURE DESIGNER						DESIGN						PROCURE CONTRACTOR						CONSTRUCTION																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
			Start BOC Planned PH 2		Questions Due	Proposals Due/Rec'd	QDEC Meeting Date	Posting of QDEC Recomm.	Board Award Date	Start BOC Planned PH 3	Scope & Budget Validation	Ph. 1 30% SD	Ph. 2 DD	Ph. 3 50/60% CD	Ph. 3 90% CD	Ph. 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	Advertise Package	ITB Questions Due	Receive Bids	Board Approve Contract/ CMAR CMP	Start BOC Planned PH 5		Substantial Completion Date	Final Completion Date	Contract Close-out Date																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			Board Approve to Advertise	Advertise Date																			ATP Date	Planned PH 5				Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5	Planned PH 5

MILESTONE BASELINE SCHEDULE

Architect/Engineer	Contractor/CMAR	PROCURE DESIGNER										DESIGN										PROCURE CONTRACTOR					CONSTRUCTION				
		BDC Phase: June 2017 BDC Planned Quarter					BDC Phase: July 2017 BDC Planned Quarter					BDC Phase: August 2017 BDC Planned Quarter					BDC Phase: September 2017 BDC Planned Quarter					BDC Phase: October 2017 BDC Planned Quarter					BDC Phase: November 2017 BDC Planned Quarter				
		Start BOC Planned PH 2	Board Approve to Advertise	Advertise Date	Questions Due	Proposals Due/Rev's	QC Meeting Date	Posting of QC Recomm.	Board Award Date	Scope & Budget Validation	PH 1 30% SD	PH 2 DD	PH 3 50/60% CD	PH 3 80% CD	PH 3 100% CD	Start BOC Planned PH 4	Board Approve to Advertise	Advertise Package	ITB Questions Due	Receive Bids	Board Approve Contract/CMAR CMP	Start BOC Planned PH 5	Contractor Substantial Completion Date	Final Completion Date	Contract Close-out Date						
Nykro Architectural Group	TBD	05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
S&M-ARCH, Inc.	TBD	05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
Rodriguez Architect, Inc.	TBD	05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
S&M-ARCH, Inc.	TBD	05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
GES Engineering Services, LLC	Grace & Naeem Uddin Inc.	05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	
		05/16/16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	05/23/17	06/20/17	N/A	06/26/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	06/20/18	07/17/17	12/25/17	

RFQ - CC CMAR	RFQ Designer / Continuing Contract CMAR Contractor
RFQ - DBB	RFQ Designer / Design-Build Contractor
RFQ - CMAR	RFQ Designer / Construction Manager at Risk (CMAR)
RFQ - CSMP	RFQ Designer / Continuing Services Minor Projects Contractor
CCA - CC CMAR	Continuing Contract Architect / Continuing Contract CMAR Contractor
CCA - DBB	Continuing Contract Architect / Design-Build Contractor
CCA - CMAR	Continuing Contract Architect / Construction Manager at Risk (CMAR)
CCA - CSMP	Continuing Contract Architect / Continuing Services Minor Projects Contractor

- NOTES:**
- The dates shown in this document comprise the baseline milestones dates.
 - Design Milestones to be developed as part of ongoing negotiations. Upon issuance of ATP, design milestones are adjusted to match P50/ATP due dates.
 - Board Milestones after 11/30/20 are preliminary and subject to change when Board Meeting Schedule is issued. Other milestones may be affected by these changes.

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release line



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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
YEAR 1														
P.001959	Atlantic Tech College Arthur Ashe (Cont Serv Designer)	Jun-2019	Mar-2019	Apr-2019	Jun-2019	Sep-2019	Oct-2019	Aug-2019	Aug-2019	Aug-2019	Aug-2019	Dec-2019	Jun-2020	Jun-2020
P.001633	Altucks MS Phase 2 (Cont Serv Designer)	Apr-2019	Apr-2019	May-2019	Sep-2019	Aug-2019	Dec-2019	May-2020	Jun-2020	Sep-2020	Sep-2020	Nov-2020	May-2021	Sep-2021
P.001944	Baryan ES (Cont Serv Designer)	Apr-2019	Apr-2019	Apr-2019	Jul-2019	Oct-2019	Dec-2019	Aug-2019	Sep-2019	Sep-2019	Sep-2019	Dec-2019	Jun-2020	Sep-2020
P.001646	Blanche Ely Senior HS (CMAR Delivery)	May-2018	Jun-2019	Jun-2019	Jun-2019	Aug-2020	Jan-2021	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Dec-2021
P.001638	Broadview ES	Sep-2018	Jun-2019	Aug-2019	Nov-2019	Jan-2020	Aug-2020	Jan-2021	Dec-2020	Feb-2021	May-2021	Oct-2021	Oct-2021	Jan-2022
P.001413	Coconut Creek ES (Re-Bid)	Jan-2018	Jan-2019	Mar-2019	Jan-2019	Jan-2019	Jan-2019	Mar-2019	Jun-2019	Jul-2019	Oct-2019	Nov-2019	Feb-2020	Feb-2020
P.001412	Cypress ES	Nov-2017	Sep-2018	Nov-2018	Sep-2018	Oct-2018	Sep-2018	Mar-2019	Apr-2019	Aug-2019	Aug-2019	Nov-2019	Nov-2019	Mar-2020
P.001694	Deerfield Beach HS Phase 1	Feb-2018	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Aug-2020	Dec-2020	Mar-2021	May-2021	Aug-2021	Nov-2021	Jan-2022	Feb-2022
P.001726	Dillard 6-12 School	Oct-2018	Feb-2019	May-2019	Sep-2019	Nov-2019	Oct-2020	Nov-2020	Dec-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020
P.001746	Eagle Point ES	Oct-2018	May-2019	Jul-2019	Nov-2019	Feb-2020	Aug-2020	Jan-2021	Jan-2021	Feb-2021	Apr-2021	Apr-2021	May-2021	Jun-2021
P.001926	Forest Hills ES (Cont Serv Designer)	Apr-2019	Jan-2019	Mar-2019	Jul-2019	Feb-2019	Feb-2019	Feb-2019	Aug-2019	Aug-2019	Oct-2019	Dec-2019	Apr-2020	Sep-2020
P.001637	Lauderdale Lakes MS	May-2018	Feb-2019	Jun-2019	Jun-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Aug-2019	Dec-2019	Mar-2020	Jun-2020
P.001635	Lauderdale Manor ELC	Nov-2018	Feb-2019	Mar-2019	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Sep-2020	Sep-2020	Jan-2021	Mar-2021	May-2021	Aug-2021
P.001759	Manatee Bay ES	Oct-2018	Jan-2019	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018
P.001639	Maplewood ES	Sep-2018	May-2019	Jul-2019	Oct-2019	Dec-2019	Aug-2020	Nov-2020	Oct-2020	Sep-2020	Dec-2020	Jan-2021	Feb-2021	Feb-2021
P.001647	Margate ES Phase 1	Aug-2018	Jun-2019	Jul-2019	Nov-2019	Apr-2020	Nov-2020	Nov-2021	Oct-2021	Oct-2021	Oct-2021	Oct-2021	Apr-2021	Apr-2021
P.001647-NCA	Margate ES Phase 2	-	-	-	-	-	-	-	-	-	-	-	-	-
P.001727	Millar ES	Sep-2018	Jan-2019	Mar-2019	Aug-2019	Sep-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019
P.001996	Morrow ES (Cont Serv Designer)	Mar-2019	Sep-2019	Sep-2019	Nov-2019	Nov-2019	Nov-2019	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Feb-2020	Feb-2020
P.001710	North River Middle School	Dec-2018	Mar-2019	Apr-2019	Sep-2019	Nov-2019	Feb-2020	Sep-2020	Aug-2020	Oct-2020	Oct-2020	Feb-2021	Mar-2021	May-2021
P.001949	North Fork ES (Cont Serv Designer)	-	-	-	Jul-2019	Oct-2019	Jan-2020	Apr-2020	May-2020	May-2020	May-2020	Mar-2021	Apr-2021	Oct-2021
P.001903	North Lauderdale Pre K-8 (Cont Serv Designer)	Feb-2019	May-2019	Jun-2019	Jul-2019	Oct-2019	Jan-2020	Jul-2020	Aug-2020	Aug-2020	Sep-2020	Nov-2020	Feb-2021	Mar-2021
P.001684	Northwest HS (CMAR Delivery)	May-2018	May-2019	May-2019	May-2019	Aug-2019	Apr-2021	Aug-2021	Aug-2021	Jan-2022	Jan-2022	Feb-2022	Aug-2022	Oct-2022
P.001712	Oakridge ES	Sep-2018	Feb-2019	Apr-2019	Sep-2019	Nov-2019	Oct-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020
P.001807	Parkway MS	Oct-2018	Jul-2019	Jul-2019	Nov-2019	Feb-2020	Nov-2020	May-2021	Apr-2021	Apr-2021	Apr-2021	Oct-2021	Nov-2021	Nov-2021
P.001634	Paradise Lakes ES	Nov-2018	May-2019	Jul-2019	Oct-2019	Mar-2020	Aug-2020	Feb-2021	Jan-2021	Jan-2021	Jan-2021	Apr-2021	Jul-2021	Jan-2022
P.001744	Piper High School	Sep-2019	Sep-2019	Dec-2019	Dec-2019	Aug-2020	Aug-2021	May-2022	May-2022	May-2022	May-2022	May-2022	Aug-2022	Aug-2022
P.001721	Pompano Beach MS	Sep-2018	Jul-2019	Sep-2019	Dec-2019	Mar-2020	Oct-2020	May-2020	May-2020	May-2020	May-2020	May-2020	Aug-2020	Dec-2020
P.001636	Sheridan Hills ES	Jul-2018	May-2019	Jun-2019	Nov-2019	Feb-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Jul-2021	Jul-2021
P.001406	Silver Trail MS	Jul-2018	Jan-2019	Apr-2019	Aug-2019	Sep-2019	Feb-2020	Jan-2021	Sep-2019	Oct-2019	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001683	Stranahan HS (CMAR Delivery)	May-2018	May-2019	May-2019	Sep-2019	Sep-2020	Feb-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001724	Tamarac ES	Oct-2018	Feb-2019	Apr-2019	Aug-2019	Nov-2019	Jan-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Mar-2020
P.001711	Whiddon-Rogers Education Center	Dec-2018	Jul-2019	Sep-2019	Nov-2019	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Sep-2021	Nov-2021
P.001741	Wingate Oaks Center	Sep-2018	Feb-2019	Apr-2019	Aug-2019	Nov-2019	Feb-2020	Jul-2020	Aug-2020	Oct-2020	Oct-2020	Feb-2021	Mar-2021	Sep-2021
YEAR 2														
P.001728	Arnabell Perry Pre K-8	Sep-2018	Dec-2018	Feb-2019	Jun-2018	Jun-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Dec-2019	Feb-2020	Apr-2020
P.000415	Atlantic Technical HS & Technical College	Apr-2018	Mar-2020	Jun-2020	Aug-2020	Sep-2020	Jan-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Mar-2022	Jun-2022
P.001796	Atlantic West ES	Dec-2018	Apr-2019	Apr-2019	Aug-2019	Nov-2019	Aug-2020	Mar-2021	Feb-2021	Jul-2021	Jun-2021	Dec-2021	Apr-2022	Nov-2022
P.001686	Attucks MS Phase 1	Oct-2018	May-2019	Apr-2019	Dec-2019	Jan-2020	Aug-2020	Feb-2021	Jan-2021	Jan-2021	Apr-2021	Jul-2021	Dec-2021	Dec-2021
P.001757	Central Park Elementary School	Oct-2018	Mar-2019	Apr-2019	Oct-2019	Dec-2019	Aug-2020	Oct-2020	Jan-2021	Jan-2021	Mar-2021	Jun-2021	Oct-2021	Nov-2021
P.001732	Chapel Trail ES (Cont Serv Designer)	Mar-2019	Mar-2019	May-2019	Jul-2019	Oct-2019	Mar-2020	Sep-2020	Sep-2020	Nov-2020	Jan-2021	Feb-2021	Jan-2021	Jan-2021
P.001753	Coconut Creek HS	Aug-2018	Aug-2019	Sep-2019	Feb-2020	May-2020	Dec-2020	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Nov-2021	May-2022
P.001765	Coral Springs HS	Oct-2018	Mar-2020	Mar-2020	Jun-2020	Sep-2020	Dec-2020	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Jul-2022	Nov-2022
P.001774	Cypress Bay HS (Ph 1-Renovations) (CMAR Delivery)	Dec-2018	Jul-2019	Nov-2018	Jan-2019	Jun-2020	Sep-2020	Jan-2020	Dec-2019	Dec-2019	Dec-2019	Dec-2019	Jan-2020	Aug-2020
P.001774-2	Cypress Bay HS (Ph 2-Classroom Additions) (CMAR Delivery)	-	-	-	Jan-2019	Oct-2019	Aug-2020	Jun-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020
P.001972	Dave Thomas EC East	Jan-2019	Nov-2019	Dec-2019	Jan-2020	Jan-2020	Aug-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Dec-2020

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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P 001662	Dr. MLK Jr. Montessori Academy (Cont Serv Designer)	-	-	-	Jul-2019	Oct-2019	Jan-2020	Jun-2019	Jun-2019	Jul-2019	Feb-2020	Sep-2020	Mar-2020	Mar-2020
P 001837	Driftwood HS	Apr-2019	Nov-2019	Jan-2020	Nov-2019	Feb-2020	Aug-2020	Dec-2020	Nov-2020	Feb-2021	May-2021	Jul-2021	Sep-2021	Nov-2021
P 001722	Eagle Ridge ES	Sep-2018	Feb-2019	Apr-2019	May-2019	Apr-2019	Mar-2019	Mar-2019	Apr-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	Jul-2020
P 001948	Everglades ES (Cont Serv Designer)	Apr-2019	May-2019	May-2019	Jul-2019	Oct-2019	Jan-2020	Mar-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Aug-2020	Aug-2020
P 001785	Fairway ES	Dec-2018	Mar-2019	Apr-2019	Aug-2019	Nov-2019	Aug-2020	Nov-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020
P 001745	Griffin ES	Oct-2018	Feb-2019	May-2019	Nov-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Feb-2020	Apr-2020	Jul-2020
P 001822	Gulfstream Academy (FKA/Halandale Adult)	Feb-2019	Aug-2019	Sep-2019	Nov-2019	Jan-2020	Sep-2020	Oct-2020	Jul-2020	Jun-2020	Jun-2020	Jun-2020	Aug-2020	Aug-2020
P 002055	Gulfstream Early Childhood Center of Excellence (FKA Gulfstream MS)	-	-	Jun-2020	Jun-2020	Jun-2020	Nov-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Jul-2021	Nov-2021	Nov-2021
P 001784	Hawkes Bluff ES	Dec-2018	Feb-2019	Apr-2019	Aug-2019	Oct-2019	Feb-2020	May-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jul-2020	Nov-2020
P 001806	Hollywood Hills HS (CMAR Delivery)	Jan-2019	Sep-2019	Aug-2019	Oct-2019	Feb-2020	Aug-2021	Jun-2021	Mar-2021	May-2021	May-2021	May-2021	May-2021	May-2021
P 001788	Hollywood Park ES	Dec-2018	Mar-2019	Apr-2019	Oct-2019	Dec-2019	Aug-2020	Jan-2021	Jan-2021	Mar-2021	Jul-2021	Sep-2021	Nov-2021	Dec-2021
P 001748	Indian Ridge MS	Oct-2018	Mar-2019	Feb-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019
P 001743	James S. Rickards MS	Jan-2018	Aug-2019	Nov-2019	Mar-2020	Apr-2020	Aug-2020	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Feb-2021	Feb-2021	Feb-2021
P 001801	Lauderhill 6-12 STEM-MED Magnet School	Feb-2019	Sep-2019	Oct-2019	Jan-2020	Apr-2020	Aug-2020	Dec-2020	Nov-2020	Apr-2021	May-2021	Oct-2021	Feb-2022	Jun-2022
P 001824	Lloyd Estates ES	Nov-2018	Feb-2019	May-2019	Sep-2019	Nov-2019	Aug-2020	Feb-2021	Jan-2021	Feb-2021	Jun-2021	Sep-2021	Jan-2022	May-2022
P 001941	McNicol Middle Magnet & STEM School (Cont Serv Designer)	Mar-2019	Feb-2019	Mar-2019	Oct-2018	Oct-2018	Oct-2018	Feb-2019	May-2019	Jul-2019	Feb-2020	Nov-2019	Nov-2019	Nov-2019
P 001817	Nova HS (CMAR Delivery)	Jan-2019	Sep-2019	Sep-2019	Oct-2019	Jan-2020	Jun-2021	Aug-2021	Aug-2021	Nov-2021	Nov-2021	Jul-2021	Jul-2021	Jul-2021
P 001729	Plantation MS	Dec-2018	Mar-2019	Apr-2019	Jul-2019	Oct-2019	Feb-2020	Jun-2020	Aug-2020	Nov-2020	Feb-2021	Apr-2021	May-2021	Aug-2021
P 001713	Pompano Beach ES	Sep-2018	Mar-2019	May-2019	Oct-2019	Dec-2019	May-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Jun-2020	Sep-2020
P 001754	Quiet Waters ES	Nov-2018	Aug-2019	Oct-2019	Feb-2020	Nov-2019	Dec-2019	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Apr-2020	Apr-2020	Nov-2020
P 001725	Rancho Verde ES	Sep-2018	Aug-2019	Dec-2019	Jan-2020	Nov-2019	Feb-2020	Feb-2020	Jul-2020	Apr-2020	Apr-2020	Apr-2020	Aug-2020	Dec-2020
P 001632	Sea Castle ES	Oct-2018	Jan-2019	Feb-2019	Aug-2019	Nov-2019	Feb-2020	May-2020	Jul-2020	Sep-2020	Oct-2020	Nov-2020	Nov-2020	Nov-2020
P 001951	Seagull Alternative HS (Cont Serv Designer)	Apr-2019	Jun-2019	Jun-2019	Aug-2019	Nov-2019	Feb-2020	Dec-2019	Dec-2019	Jan-2020	Jan-2020	Apr-2020	Aug-2020	Dec-2020
P 001939	Sunland Park Academy (Cont Serv Designer)	Feb-2019	Apr-2019	May-2019	Aug-2019	Dec-2019	Mar-2020	Jun-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020
P 001819	Sunrise MS	Feb-2019	Jul-2019	Jul-2019	Sep-2019	Dec-2019	Aug-2020	Oct-2020	Aug-2020	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P 001808	Toddler ES	Nov-2018	Apr-2019	Apr-2019	Sep-2019	Nov-2019	Oct-2020	Mar-2021	Feb-2021	Mar-2021	Jun-2021	May-2021	Jun-2021	Aug-2021
P 001904	Tropical ES (Cont Serv Designer)	Feb-2019	May-2019	Jul-2019	Sep-2019	Dec-2019	Mar-2020	Sep-2020	Nov-2020	Jan-2021	Mar-2021	Jul-2021	Nov-2021	Feb-2022
P 001952	Village ES (Cont Serv Designer)	Apr-2019	Jun-2019	Jul-2019	Sep-2019	Jan-2020	Aug-2020	Nov-2020	Nov-2020	Feb-2021	Apr-2021	Jul-2021	Oct-2021	Sep-2021
P 001938	Walker ES (Cont Serv Designer)	Feb-2019	May-2019	Apr-2019	Jul-2019	Oct-2019	Jan-2020	Mar-2020	Dec-2019	Mar-2020	Mar-2020	Jul-2020	Sep-2020	Nov-2020
P 001794	West Hollywood ES	Oct-2018	Feb-2019	Mar-2019	Aug-2019	Oct-2019	Jan-2020	Mar-2020	Mar-2020	Mar-2020	Mar-2020	Jun-2020	Jun-2020	Jun-2020
P 001823	Westchester ES	Feb-2019	Jun-2019	Jun-2019	Sep-2019	Nov-2019	Aug-2020	Nov-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Jan-2021	Mar-2021
P 001993	Westwood Heights ES (Cont Serv Designer)	Feb-2019	Jun-2019	May-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	May-2020	May-2020	May-2020	May-2020	May-2020	Jul-2020
P 001658	William T. McFatter Tech College & Tech HS	Nov-2018	Sep-2019	Sep-2019	Jan-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	Aug-2021	Nov-2021	Feb-2022	Oct-2022
YEAR 3														
P 001786	Bayview ES (Cont Serv Designer)	May-2019	Mar-2019	Apr-2019	Jul-2019	Jun-2019	Apr-2019	Apr-2019	Apr-2019	Aug-2019	Oct-2019	Jan-2020	Apr-2020	Jul-2020
P 001846	Boyd H. Anderson HS	May-2019	Nov-2019	Nov-2019	Dec-2019	Feb-2020	Aug-2020	May-2021	May-2021	Jun-2021	Oct-2021	Jan-2022	May-2022	Jul-2022
P 001920	C. Robert Markham ES (CMAR Delivery)	Oct-2019	Mar-2020	Mar-2020	May-2020	Jun-2020	Aug-2021	Sep-2021	Sep-2021	Aug-2021	Oct-2021	Nov-2021	Jul-2022	Jun-2022
P 001661	Castle Hill ES (Cont Serv Designer)	Apr-2019	Mar-2019	Apr-2019	Feb-2019	Jan-2019	Jan-2019	May-2019	Aug-2019	Aug-2019	Nov-2019	Mar-2020	Jun-2020	Oct-2020
P 001818	Charles Drew ES	Feb-2019	Jun-2019	Jul-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	Dec-2020	Mar-2021	May-2021	Sep-2021	Jan-2022	May-2022
P 001848	Charles Drew Family RC	May-2019	Oct-2019	Dec-2019	Apr-2020	Feb-2020	Aug-2020	Feb-2021	Jan-2021	Apr-2021	Nov-2021	Sep-2021	Jan-2022	May-2022
P 001847	Charles W. Flanagan HS (CMAR Delivery)	May-2019	Sep-2019	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Oct-2019	Jan-2020	Jan-2020
P 001937	Colbert Museum Magnet (FKA Colbert ES) (Cont Serv Designer)	Apr-2019	Jun-2019	May-2019	Aug-2019	Nov-2019	Feb-2020	Mar-2020	Jan-2020	Dec-2019	Jan-2020	Mar-2020	Sep-2020	Sep-2020
P 002045	Coral Park ES	-	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Aug-2020	Jun-2021	May-2021	May-2021	May-2021	Sep-2021	Oct-2021	Nov-2021
P 002002	Country Isles ES	Nov-2019	Jan-2020	Nov-2019	Mar-2020	Mar-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021	May-2021	Mar-2022

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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P 002120	Cypress Run EC (Test & Balance)	-	-	Mar-2018	Jul-2018	Sep-2018	Nov-2018	Feb-2019	Apr-2019	Jun-2019	Jun-2019	Jun-2019	Jun-2019	Jun-2019
P 001899	Dave ES	Jun-2019	Jun-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Oct-2020	Oct-2020	Jan-2021	Mar-2021	Aug-2021	Mar-2021	Jun-2021
P 001820	Deerfield Beach ES	Apr-2019	Nov-2019	Dec-2019	Dec-2019	Mar-2020	Aug-2020	Oct-2020	Dec-2020	Feb-2021	May-2021	Apr-2021	Jul-2021	Aug-2021
P 001897	Embassy Creek ES	Jun-2019	Jun-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Dec-2020	Dec-2020	Sep-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020
P 001885	Everglades HS	Jan-2020	Mar-2020	Feb-2020	Apr-2020	Mar-2020	Aug-2020	Aug-2021	Jul-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P 001902	Falcon Cove MS (CMAR Delivery)	Apr-2020	Mar-2020	Mar-2020	May-2020	Jun-2020	Oct-2020	Aug-2021	Aug-2020	Jun-2020	Jun-2020	Jun-2020	Dec-2020	Dec-2020
P 002135	Flamingo ES (Cont Serv Designer)	-	-	-	Apr-2020	Apr-2020	Sep-2020	Dec-2020	Nov-2020	Feb-2021	Mar-2021	May-2021	Apr-2021	Apr-2021
P 001865	Forest Glen MS	Sep-2019	Dec-2019	Oct-2019	Dec-2019	Feb-2020	Sep-2020	Dec-2020	Oct-2020	Oct-2020	Nov-2020	Nov-2020	Nov-2020	Feb-2021
P 001839	Fort Lauderdale HS	Jun-2019	Aug-2019	Sep-2019	Oct-2019	Dec-2019	Mar-2020	Sep-2020	Sep-2020	Sep-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020
P 001863	Gator Run ES	Nov-2019	Nov-2019	Nov-2019	Oct-2019	Dec-2019	Feb-2020	Jun-2020	Jun-2020	May-2020	May-2020	May-2020	Sep-2020	Sep-2020
P 001868	Glades MS	Oct-2019	Dec-2019	Jan-2020	Feb-2020	Feb-2020	Aug-2020	May-2020	May-2020	Sep-2020	Dec-2020	Apr-2021	Oct-2021	Mar-2022
P 001886	Lake Forest ES (Cont Serv Designer)	Jan-2019	Apr-2019	Jun-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Aug-2020	Oct-2020
P 001836	Margate MS	May-2019	Mar-2020	Mar-2020	Feb-2020	May-2020	Aug-2020	Dec-2020	Nov-2020	Feb-2021	Jun-2021	Nov-2021	Jan-2022	May-2022
P 001864	McNab ES (Cont Serv Designer)	Feb-2019	Jun-2019	May-2019	Jul-2019	Oct-2019	Feb-2020	Feb-2020	Feb-2020	Sep-2020	Feb-2020	Mar-2020	Aug-2020	Nov-2020
P 002011	Mirror Lake ES (Cont Serv Designer)	Feb-2019	Jun-2019	Jun-2019	Sep-2019	Jan-2020	Aug-2020	Oct-2020	Jul-2020	Sep-2020	Dec-2020	Mar-2020	Nov-2020	Nov-2020
P 001969	Norcrest ES	Nov-2019	Feb-2020	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Nov-2020	Nov-2020	Dec-2020	Jan-2021	Jan-2021	Feb-2021	Mar-2021
P 001992	North Side ES (Cont Serv Designer)	Mar-2019	Jul-2019	Jul-2019	Jul-2019	Oct-2019	Mar-2020	Jun-2020	Jun-2020	May-2020	May-2020	May-2020	May-2020	Sep-2020
P 001898	Nova MS	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Nov-2020	Nov-2020	Jan-2021	Apr-2021	May-2021	Jun-2021	Jul-2021
P 001895	Oakland Park ES	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Feb-2020	Aug-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020	Feb-2021	Mar-2021	Mar-2021
P 001955	Olsen MS	Sep-2019	Mar-2020	Jul-2020	Jul-2020	Jul-2020	Nov-2020	May-2021	May-2021	May-2021	Sep-2021	Mar-2022	Mar-2022	Mar-2022
P 001885	Palm Cove ES (Cont Serv Designer)	Jan-2019	Apr-2019	May-2019	Aug-2019	Sep-2019	Aug-2019	Aug-2019	Aug-2019	Feb-2020	Nov-2019	Dec-2019	Dec-2019	Dec-2019
P 001842	Pembroke Lakes ES	Apr-2019	Sep-2019	Sep-2019	Sep-2019	Dec-2019	Aug-2020	May-2021	Apr-2021	Apr-2021	May-2021	Jul-2021	Oct-2021	Jan-2022
P 001864	Pembroke Pines ES	Aug-2019	Nov-2019	Nov-2019	Nov-2019	Jan-2020	Aug-2020	Apr-2021	Sep-2020	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P 001949	Pinewood ES (Cont Serv Designer)	Apr-2019	May-2019	Jun-2019	Aug-2019	Oct-2019	Feb-2020	Jun-2020	Sep-2020	Sep-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020
P 001793	Pioneer MS	Jan-2019	Aug-2019	Oct-2019	Feb-2020	Apr-2020	May-2020	May-2021	Oct-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020
P 001867	Rancho Verde MS	Sep-2019	Nov-2019	Nov-2019	Jan-2020	Feb-2020	Aug-2020	Jan-2021	Jan-2021	Mar-2021	Jun-2021	Apr-2021	May-2021	May-2021
P 001866	Riverblades ES	Sep-2019	Oct-2019	Aug-2019	Sep-2019	Dec-2019	Aug-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020	Dec-2020	Dec-2020	Dec-2020
P 001950	Rock Island ES (Cont Serv Designer)	Apr-2019	Apr-2019	Apr-2019	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Apr-2019	Oct-2019	Apr-2020	Jun-2020	Aug-2020	Aug-2020
P 001896	Royal Palm STEM Magnet (Ika Royal Palm ES)	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Feb-2020	Aug-2020	Dec-2020	Dec-2020	Nov-2020	Mar-2021	May-2021	Jul-2021	Sep-2021
P 001924	Sandpiper ES (Cont Serv Designer)	Feb-2019	Feb-2019	Apr-2019	Jul-2019	Oct-2019	Oct-2019	Sep-2019	Aug-2019	Aug-2019	Dec-2019	Jul-2020	Aug-2020	Nov-2020
P 001841	Sawgrass Springs MS	Jun-2019	Nov-2019	Nov-2019	Nov-2019	Jan-2020	Sep-2020	Nov-2020	Jan-2021	Dec-2020	May-2021	Aug-2021	Apr-2022	Jun-2022
P 002009	Silver Lakes ES (Cont Serv Designer)	-	Jun-2019	Jun-2019	Jul-2019	Oct-2019	Oct-2019	Jul-2019	Oct-2019	Nov-2019	Nov-2019	Jan-2020	Apr-2020	Jul-2020
P 001884	Silver Ridge ES	Dec-2019	Jan-2020	Dec-2019	Feb-2020	Jan-2020	Aug-2020	Jul-2020	Feb-2020	Jul-2020	May-2020	May-2020	Nov-2020	Jan-2021
P 001906	Silver Shores ES (Cont Serv Designer)	Feb-2019	Feb-2019	May-2019	Jul-2019	Oct-2019	Oct-2019	Dec-2019	Nov-2019	Nov-2019	Nov-2019	Oct-2019	Oct-2019	Oct-2019
P 001838	South Broward HS	Jul-2019	Dec-2019	Nov-2019	Dec-2019	Mar-2020	Aug-2020	Dec-2020	Jan-2021	Apr-2021	Apr-2021	Sep-2021	Dec-2021	Mar-2022
P 001905	Stirling ES (Cont Serv Designer)	Feb-2019	May-2019	Aug-2019	Aug-2019	Dec-2019	Mar-2020	Aug-2020	Aug-2020	Dec-2020	Jan-2021	Jan-2021	Feb-2021	Feb-2021
P 001971	Sunset Lakes ES	Nov-2019	Jan-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Mar-2021	Aug-2020	Sep-2020	Nov-2020	Oct-2020	Oct-2020	Oct-2020
P 001892	The Quest Center (Cont Serv Designer)	Jan-2019	Apr-2019	Jun-2019	Jul-2019	Oct-2019	Nov-2019	Aug-2019	Oct-2019	Dec-2019	Dec-2019	Mar-2020	Jul-2020	Aug-2020
P 002010	Walter C. Young MS (CMAR Delivery)	Mar-2020	Sep-2020	Aug-2020	Nov-2020	Nov-2020	Aug-2021	Nov-2021	Nov-2021	Nov-2021	Dec-2021	Feb-2022	Jun-2022	Aug-2022
P 001900	William E. Dandy MS	Jun-2019	Jan-2020	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	May-2021
P 001965	William T. McFatter TC Broward Fire (Cont Serv Designer)	Apr-2019	Apr-2019	Jun-2019	Aug-2019	Oct-2019	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Aug-2020	Jul-2020	Mar-2021	Dec-2021
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P 002044	Bar MS	-	Feb-2020	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Mar-2021	Oct-2021	Oct-2021	Feb-2022
P 002065	Boulevard Heights ES	-	-	Jul-2020	Jun-2020	Jul-2020	Nov-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Oct-2021	Mar-2022	May-2022
P 001974	Bright Horizons Center (Cont Serv Designer)	-	Aug-2019	Aug-2019	Oct-2019	Dec-2019	Aug-2020	Oct-2020	Oct-2020	Mar-2020	Mar-2020	May-2020	Jun-2020	Sep-2020
P 002037	Broward Estates ES	-	Apr-2020	May-2020	May-2020	Jun-2020	Sep-2020	Feb-2021	Feb-2021	Feb-2021	Mar-2021	Aug-2021	Aug-2021	Aug-2021

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P.002040	Challenger ES	-	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Apr-2021	Sep-2021	Jul-2021	Aug-2021
P.001659	Collins ES (Cont Serv	-	-	Oct-2019	Jan-2020	Dec-2019	Aug-2020	Dec-2020	Dec-2020	Apr-2021	May-2021	May-2021	Apr-2022	Jun-2022
P.002122	Coastal Cove ES (Test & Balance)	-	-	May-2018	Aug-2018	Sep-2018	Nov-2018	Feb-2019	Apr-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019
P.001979	Coral Springs MS	-	Feb-2021	Dec-2020	Dec-2020	Dec-2020	Aug-2021	Nov-2021	Nov-2021	Feb-2022	Jan-2022	Jul-2022	Mar-2023	Jun-2023
P.002036	Deerfield Park ES	-	Jul-2020	Mar-2020	Apr-2020	Apr-2020	Aug-2020	Feb-2021	Sep-2020	Dec-2020	Apr-2021	Jul-2021	Sep-2021	Oct-2021
P.001915	Dillard ES	Jan-2020	Feb-2020	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Apr-2021	Jul-2021	Jul-2021	Oct-2021
P.002001	Florida ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Mar-2020	Aug-2020	Feb-2021	Jan-2021	Jan-2021	Jan-2021	Jul-2021	May-2021	Jun-2021
P.001973	Fox Trail ES	Sep-2019	Nov-2019	Jan-2020	Feb-2020	Feb-2020	Sep-2020	Nov-2020	Nov-2020	Nov-2020	Dec-2020	Jun-2021	Jun-2021	Aug-2021
P.001986	Henry D. Perry EC	Jan-2020	Apr-2020	Apr-2020	May-2020	May-2020	Sep-2020	May-2021	May-2021	May-2021	Aug-2021	Dec-2021	Dec-2022	Dec-2022
P.001983	Hollywood Central ES	Jan-2020	Mar-2020	Feb-2020	Apr-2020	Mar-2020	Aug-2020	Jan-2021	Jan-2021	Feb-2021	Jun-2021	Aug-2021	Sep-2021	Sep-2021
P.001845	Hollywood Hills ES	-	-	-	Jun-2020	Jun-2020	Jan-2021	Oct-2021	Oct-2021	Feb-2021	Mar-2021	Sep-2021	Aug-2022	Nov-2022
P.002038	Horton ES	-	Jan-2020	Feb-2020	Feb-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Mar-2021	Sep-2021	Oct-2021	Sep-2021
P.001980	Indian Trace ES	-	May-2020	May-2020	May-2020	Jun-2020	Nov-2020	Sep-2021	Sep-2021	Nov-2021	Nov-2021	Mar-2022	Dec-2022	Feb-2023
P.001942	J.P. Taravelia HS (CMAR Delivery)	Dec-2019	Mar-2020	Mar-2020	Apr-2020	Apr-2020	Aug-2020	Sep-2021	Sep-2021	Nov-2021	Nov-2021	Mar-2022	Sep-2022	Sep-2022
P.001999	Liberty ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	May-2020	Jul-2020	Nov-2020	Aug-2020	Sep-2020	Sep-2020
P.001998	Maplewood ES Media Center	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Nov-2020	Aug-2020	Sep-2020	Oct-2020	Oct-2020
P.001954	McArthur HS Phase 1 (CMAR Delivery)	Mar-2020	Nov-2020	Oct-2020	Nov-2020	Apr-2021	Aug-2021	Jul-2022	Jul-2022	Jul-2022	Jul-2022	Jul-2022	Aug-2022	Aug-2022
P.001954-NCA	McArthur HS Phase 2 (CMAR Delivery)	-	-	-	-	-	-	-	-	-	Mar-2023	Feb-2023	#N/A	Apr-2023
P.002046	Millennium 6-12 Collegiate Academy (FKA Millennium MS)	-	May-2020	May-2020	Jun-2020	May-2020	Sep-2020	Mar-2021	Feb-2021	Feb-2021	Mar-2021	Sep-2021	Feb-2022	Jun-2022
P.002003	Miramar HS (CMAR Delivery)	Apr-2020	Jan-2021	Oct-2020	Nov-2020	Sep-2020	Aug-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Feb-2022	May-2022	Aug-2022
P.001970	Orlando ES	Nov-2019	Feb-2020	Mar-2020	Apr-2020	Apr-2020	Aug-2020	May-2021	May-2021	May-2021	May-2021	Sep-2021	May-2022	Aug-2022
P.001988	Park Lakes ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020	Jul-2021	Jul-2021	Aug-2021
P.002041	Peters ES	-	May-2020	Jun-2020	Apr-2020	Oct-2020	Feb-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Nov-2021	Aug-2022	Nov-2022
P.002121	Pine Ridge EC (Test & Balance)	-	-	Apr-2018	Jul-2018	Sep-2018	Nov-2018	Mar-2019	Apr-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019
P.002004	Pines Lakes ES	Dec-2019	Jan-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Jul-2021	Jan-2022	Dec-2021
P.001916	Plantation HS (CMAR Delivery)	Dec-2019	Mar-2020	Mar-2020	Apr-2020	Apr-2020	Oct-2021	Mar-2022	Mar-2022	Mar-2022	Jul-2022	Oct-2022	Jan-2023	Aug-2023
P.001987	Riverview ES	Dec-2019	Jan-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Nov-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020
P.002039	Riverside ES	-	Feb-2020	Feb-2020	Mar-2020	Apr-2020	Aug-2020	Jun-2021	May-2021	May-2021	May-2021	Nov-2021	Jul-2022	Oct-2022
P.002047	Seminole MS	-	Jun-2020	Jul-2020	Sep-2020	Nov-2020	Aug-2021	Jan-2022	Dec-2021	Dec-2021	Dec-2021	Jul-2022	Jul-2022	Mar-2023
P.002049	Tamarac ES Media Center (Cont Serv Designer)	-	Sep-2019	Apr-2019	Aug-2019	Aug-2019	Oct-2019	Feb-2020	May-2020	Oct-2020	Nov-2020	Mar-2020	Jul-2020	Jun-2020
P.002042	Treasure Trace MS	-	May-2020	May-2020	May-2020	Jun-2020	Nov-2020	Jan-2022	Jan-2022	Mar-2022	May-2022	Jun-2022	Jan-2023	Apr-2023
P.002000	Virginia Shuman Young ES	Jan-2020	Feb-2020	Dec-2019	Mar-2020	Apr-2020	Aug-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Aug-2021	Sep-2021	Aug-2021
P.001967	Western HS	Jul-2019	Mar-2020	Apr-2020	Apr-2020	Jun-2020	Aug-2021	Apr-2022	Apr-2022	Apr-2022	Jul-2022	Feb-2023	Oct-2023	Feb-2024
P.002043	Westpine MS	-	Apr-2020	May-2020	May-2020	May-2020	Sep-2020	Aug-2021	Aug-2021	Jul-2021	Aug-2021	Dec-2021	Jan-2022	Jan-2022
P.001917	Wilton Manors ES	Jul-2019	Feb-2020	Apr-2020	May-2020	May-2020	Oct-2020	Sep-2021	Aug-2021	Nov-2021	Sep-2021	Dec-2021	Sep-2022	Dec-2022
P.001981	Winston Park ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Sep-2021	Jul-2021	Jul-2021
YEAR 5														
P.002110	Apollis MS	-	-	Jan-2021	Oct-2020	Oct-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Aug-2022	May-2023	Aug-2023
P.002065	Barnett ES	-	-	May-2020	May-2020	Mar-2020	Aug-2020	Apr-2021	May-2021	Jun-2021	Sep-2021	Mar-2022	Dec-2022	Mar-2023
P.002088	Cocoon Pain ES (Cont Serv CMAR)	-	-	May-2020	Mar-2020	Feb-2020	Aug-2020	Mar-2021	Apr-2021	May-2021	May-2021	Feb-2022	May-2022	Aug-2022
P.002150	Cooper City ES SMART Program Renovations	-	-	-	Jun-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Mar-2021	Sep-2021	Feb-2022
P.002133	Cooper City HS (CMAR Delivery)	-	-	-	Jan-2021	Mar-2021	Aug-2021	May-2022	May-2022	May-2022	May-2022	May-2022	Aug-2022	Sep-2022
P.002080	Coral Gables HS	-	-	Jul-2020	Jun-2020	Jul-2020	Dec-2020	Dec-2021	Dec-2021	Dec-2021	Dec-2021	Jul-2022	Dec-2022	Mar-2023
P.001982	Coral Springs Pre K-8 Phase 2	-	-	-	Sep-2020	Sep-2020	Jan-2021	Sep-2021	Sep-2021	Sep-2021	Sep-2021	Jan-2022	Apr-2022	Aug-2022
P.002063	Country Hills ES	-	-	Aug-2020	Oct-2020	Nov-2020	Aug-2021	Jan-2022	Jan-2022	Jan-2022	Jan-2022	Jan-2022	Jan-2023	May-2023
P.001676	Cresthaven ES SMART Program Renovations (CMAR Delivery)	-	-	-	Mar-2021	Mar-2021	Aug-2021	Dec-2022	Dec-2022	Sep-2021	Dec-2022	Dec-2022	Feb-2023	Nov-2022
P.002086	Crossant Park ES	-	-	Aug-2020	Jun-2020	Jul-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Jul-2022	Dec-2022	Dec-2022
P.002081	Cross Creek School	-	-	May-2020	May-2020	Mar-2020	Aug-2020	Mar-2021	Mar-2021	Apr-2021	Mar-2021	Mar-2021	Sep-2021	Sep-2021

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P 000816	Crystal Lake MS (Cont Serv CMAR)	-	-	-	Jul-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	May-2021	Nov-2021	Mar-2022	Aug-2022
P 002061	Dana ES	-	-	Jun-2020	Jul-2020	Jul-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Jul-2022	Oct-2022	Jun-2023	Sep-2023
P 002134	Deerfield Beach HS Phase 2 (CMAR Delivery)	-	-	-	Oct-2020	Nov-2020	Aug-2021	Sep-2022	Sep-2022	Jul-2022	Jul-2022	Apr-2023	Jul-2023	Feb-2023
P 002142	Deerfield Beach MS (CMAR Delivery)	-	-	-	-	May-2021	Aug-2021	Dec-2022	Dec-2022	Jul-2022	Dec-2022	Dec-2022	Feb-2023	Apr-2023
P 002118	Discovery ES (Test & Balance)	-	-	-	-	Nov-2018	Feb-2019	Apr-2019	Jun-2019	Sep-2019	Nov-2019	Feb-2020	Mar-2020	Mar-2020
P 002064	Driftwood ES	-	-	May-2020	Jun-2020	Jul-2020	Nov-2020	May-2021	May-2021	May-2021	Jul-2021	Dec-2021	Sep-2022	Nov-2022
P 002111	Emdeavour Primary LC ES (Cont Serv CMAR)	-	-	Apr-2020	Mar-2020	Dec-2019	Apr-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Nov-2020	Jan-2021	May-2021
P 002072	Gulfstream Academy (FKA Hallandale ES)	-	-	Apr-2020	Jun-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Mar-2021	Mar-2021	Sep-2021	Feb-2022	Jan-2022
P 002115	Hallandale Magnet HS Ph 2	-	-	Feb-2021	Nov-2020	Nov-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Jul-2022	Feb-2023	May-2023
P 002068	Harbordale ES (Cont Serv CMAR)	-	-	Mar-2020	Apr-2020	Feb-2020	Aug-2020	Jan-2021	Feb-2021	Mar-2021	Mar-2021	Sep-2021	Sep-2021	Dec-2021
P 002147	Heron Heights ES SMART Program Renovations (CC-CMAR)	-	-	-	Aug-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	Jun-2021	Jun-2021	May-2021	Jul-2021	Jul-2022
P 002059	James S. Hunt ES	-	-	Sep-2020	Aug-2020	Sep-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Sep-2022	May-2023	Aug-2023
P 002070	Lakeside ES	-	-	Jul-2020	Jun-2020	May-2020	Sep-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Jun-2021	Aug-2021
P 002073	Larkdale ES (Cont Serv CMAR)	-	-	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Nov-2020	Mar-2021	Mar-2021	Oct-2021	Nov-2021
P 002092	Lauderhill Comm School at Park Lakes (Cont Serv CMAR)	-	-	Mar-2020	May-2020	Apr-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	Jun-2021	Jun-2021	Sep-2021	Feb-2022
P 002066	Lauderhill-Paul Turner ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Sep-2021	Feb-2022	Jun-2022
P 002141	Lyons Creek MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Mar-2021	Aug-2021	Sep-2022	Sep-2022	Mar-2022	Aug-2022	Aug-2022	Oct-2022	Nov-2022
P 000817	Marjory Stoneman Douglas HS (CMAR Delivery)	-	-	-	Dec-2020	Feb-2021	Aug-2021	Mar-2022	Mar-2022	Apr-2022	Apr-2022	Apr-2022	Jul-2022	Oct-2022
P 002185	Marjory Stoneman Douglas HS Bldg 12 (CMAR Delivery)	-	-	-	-	May-2020	Aug-2020	Jul-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jul-2020
P 002125	Mary M. Bethune MS	-	-	-	Oct-2020	Oct-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	May-2022	Mar-2023	Jul-2023
P 002083	Meadowbrook ES	-	-	May-2020	Mar-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	Oct-2020	Oct-2020	Mar-2021	Sep-2021	Jan-2022
P 002148	Monarch HS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Feb-2021	Aug-2021	Oct-2022	Oct-2022	Apr-2022	Oct-2022	Aug-2022	Aug-2022	Sep-2022
P 002143	New Renaissance MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Mar-2021	Aug-2021	Jan-2023	Jan-2023	Jul-2022	Jan-2023	Jan-2023	Mar-2023	Feb-2023
P 002112	Nob Hill ES (Cont Serv CMAR)	-	-	Jun-2020	Mar-2020	Jan-2020	Aug-2020	Mar-2021	Mar-2021	Jun-2021	Jun-2021	Jul-2021	Sep-2021	Apr-2022
P 001890	North Andrews Gardens ES	-	-	Jun-2020	Jul-2020	Jul-2020	Jan-2021	Sep-2021	Sep-2021	Jan-2022	Oct-2021	Feb-2022	Nov-2022	Feb-2023
P 002301	Northeast HS New Building (CMAR)	-	-	-	-	-	Aug-2021	Nov-2021	Nov-2021	Sep-2021	Sep-2021	Nov-2021	Feb-2022	Mar-2022
P 002149	Nova Blanche Forman ES SMART Program Renovations (CC-CMAR)	-	-	-	Aug-2020	Mar-2020	Aug-2020	May-2021	May-2021	Jun-2021	Jun-2021	Mar-2022	Aug-2022	Nov-2022
P 002145	Nova Dwight D. Eisenhower ES SMART Program Renovations	-	-	-	Jul-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	May-2021	Nov-2021	Nov-2021	Feb-2022
P 002094	Palmetto ES	-	-	Aug-2020	Jul-2020	Sep-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Aug-2022	Apr-2023	Jul-2023
P 002069	Parmer Run ES	-	-	Mar-2020	Mar-2020	Jan-2020	Aug-2020	Nov-2020	Sep-2020	Oct-2020	Apr-2021	Jul-2021	Aug-2021	Jul-2021
P 001844	Park Ridge ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Aug-2021	Jan-2022	Apr-2022
P 002062	Park Springs ES	-	-	Oct-2020	Nov-2020	Nov-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Jul-2022	Apr-2023	Aug-2023
P 002116	Park Trails ES	-	-	Aug-2020	Jun-2020	Jul-2020	Jan-2021	Apr-2021	Apr-2021	Jan-2021	Apr-2021	Sep-2021	Jan-2022	Oct-2021
P 002082	Parkside ES	-	-	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Dec-2020	Apr-2021	Feb-2021	Apr-2021	Oct-2021	Apr-2022	Aug-2022
P 002130	Pines MS (Cont Serv CMAR)	-	-	-	Apr-2020	Dec-2019	Aug-2020	Feb-2021	Mar-2021	Dec-2020	Mar-2021	Jun-2021	Apr-2021	Nov-2021
P 002119	Plantation ES (Test & Balance)	-	-	-	-	Nov-2018	Feb-2019	Mar-2019	Jun-2019	Sep-2019	Nov-2019	Feb-2020	Apr-2020	May-2020
P 002136	Plantation Park ES	-	-	-	Jun-2020	Mar-2020	Aug-2020	Apr-2021	May-2021	May-2021	May-2021	Dec-2021	Aug-2022	Aug-2022
P 002091	Pompano Beach HS	-	-	Jul-2020	Jun-2020	Jul-2020	Dec-2020	Jul-2021	Jun-2021	Jun-2021	Jun-2021	Dec-2021	Sep-2022	Dec-2022
P 002132	Sanders Park ES	-	-	-	Sep-2020	Nov-2020	Aug-2021	Feb-2022	Jun-2022	Jun-2022	Jun-2022	May-2022	Jan-2023	Apr-2023
P 002127	Sawgrass ES	-	-	-	Oct-2020	Sep-2020	Feb-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Nov-2021	Jun-2022	Sep-2022
P 002071	Sheridan Park ES	-	-	Jun-2020	May-2020	Jun-2020	Oct-2020	Mar-2021	Mar-2021	Mar-2021	Apr-2021	Oct-2021	May-2022	Jan-2022
P 002060	Sheridan Technical College (CMAR Delivery)	-	-	Dec-2020	Nov-2020	Nov-2020	Aug-2021	Sep-2021	Sep-2021	Sep-2021	Dec-2021	Mar-2022	Apr-2022	Jun-2022

Substantial Completion Report: June 2020

STATUS AS OF:

Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P.002128	Sheridan Technical HS (CMAR Delivery)	-	-	-	Aug-2020	Sep-2020	Aug-2021	May-2022	Apr-2022	Jun-2022	Jun-2022	Dec-2022	Mar-2023	Nov-2022
P.002144	Silver Lakes MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Feb-2021	Aug-2021	Sep-2022	Sep-2022	Mar-2022	Sep-2022	Aug-2022	Nov-2022	Nov-2022
P.002146	Silver Palms ES SMART Program Renovations	-	-	-	Jul-2020	Mar-2020	Aug-2020	Feb-2021	May-2021	May-2021	May-2021	Sep-2021	Apr-2022	Jan-2022
P.002090	South Plantation HS	-	-	Sep-2020	Aug-2020	Sep-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Sep-2022	Jun-2023	Sep-2023
P.002067	Stephen Foster ES	-	-	Jun-2020	May-2020	Jun-2020	Oct-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Oct-2021	Jan-2022	Apr-2022
P.002163	Stranahan HS Cafeteria (CMAR Delivery)	-	-	-	Aug-2020	Jun-2020	Aug-2020	Aug-2020	Dec-2020	Jun-2021	Aug-2021	Mar-2022	Apr-2022	May-2022
P.002079	Sunshine ES	-	-	May-2020	May-2020	Mar-2020	Aug-2020	Jul-2021	Jul-2021	Aug-2021	Aug-2021	Mar-2022	Dec-2022	Mar-2023
P.001674	Thurgood Marshall ES	-	-	Jun-2020	May-2020	Jan-2020	Aug-2020	Dec-2020	Dec-2020	Feb-2021	May-2021	Nov-2021	Feb-2022	Mar-2022
P.002129	Tradewinds ES	-	-	-	Jun-2020	Feb-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Nov-2021	Sep-2021	Sep-2021
P.002074	Watkins ES	-	-	Mar-2020	May-2020	Feb-2020	Aug-2020	Oct-2020	Oct-2020	Sep-2020	Dec-2020	Mar-2021	Sep-2021	Sep-2021
P.002114	Wetley ES	-	-	Aug-2020	Jun-2020	Jan-2020	Oct-2020	Jul-2021	Jun-2021	Jun-2021	Jun-2021	Feb-2022	Sep-2022	Dec-2022
P.002087	West Broward HS (Test & Balance)	-	-	-	-	Jan-2019	Mar-2019	Apr-2019	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Jul-2020	Oct-2020
P.002131	Westglades MS	-	-	-	Sep-2020	Oct-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	May-2022	Oct-2022	Dec-2022
P.002089	Whispering Pines EC (Cont Serv CMAR)	-	-	Jun-2020	Apr-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Mar-2021	May-2021	Jul-2021	Oct-2021	Apr-2022

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Review of the Physical Plant Operations Program of the Broward County Public Schools

Robert W. Runcie, Superintendent of the Broward County Public Schools, requested that the Council of the Great City Schools (CGCS) provide a high-level management review of the school district's physical plant operations (PPO) program.¹ Specifically, he requested that the Council --

- Review and evaluate the department's organizational structure and business processes, and provide comparisons, metrics, and other benchmarking data on how the department spends its funds.
- Develop recommendations that would assist the department in achieving greater operational efficiency, effectiveness, and enhance its service delivery and strategic value to the district.

In response to this request, the Council assembled a Strategic Support Team (the team) of senior managers with extensive experience in facilities and business operations from other major city school systems across the country. The team was composed of the following individuals. (Attachment A provides brief biographical sketches of team members.)

Robert Carlson, Project Director
Director, Management Services
Council of the Great City Schools (Washington, D.C.)

David Palmer, Principal Investigator
Deputy Director (Retired)
Los Angeles Unified School District (California)

Alex Belanger
Assistant Superintendent, Facilities Management
Fresno Unified School District (California)

¹ The Council has conducted over 300 organizational, instructional, management, and operational reviews in over 60 big city school districts over the last 20 years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying "best practices" for other urban school systems to replicate. (Attachment E lists the reviews that the Council has conducted.)

Rickey Bevilacqua
Manager, Facilities Construction
Pinellas County Schools (Florida)

Christos Chrysiliou
Director of Architectural and Engineering Services
Los Angeles Unified School District (California)

John Dufay
Executive Director, Maintenance & Operations
Albuquerque Public Schools (New Mexico)

Scott Layne
Deputy Superintendent of Operations
Dallas Independent School District (Texas)

Trena A. Marsal (Deane)
Executive Director, Facility Management
Denver Public Schools (Colorado)

Stacey Marshall
Director, Facilities Services
School District of Palm Beach County (Florida)

John Shea
Chief Executive Officer, Division of School Facilities
New York City Department of Education (New York)

The team reviewed documents provided by the district prior to a four-day site visit to Broward County, Florida, on May 18-21, 2019. The general schedule for the site visit is described below, and the complete working agenda is presented in Attachment B.

The team met with Superintendent Runcie, Chief Financial Officer Judith Marte, and Chief Strategy & Operations Officer Maurice Woods during the evening of the first day of the site visit to discuss expectations and objectives for the review and make final adjustments to the work schedule. The team used the second and third days to conduct interviews with key staff members (a list of individuals interviewed is included in Attachment C), and examine additional documents and data (a complete list of documents reviewed is included in Attachment D).² The final day of the visit was devoted to synthesizing and refining the team's findings and recommendations and preparing a briefing for selected staff on the team's preliminary findings.

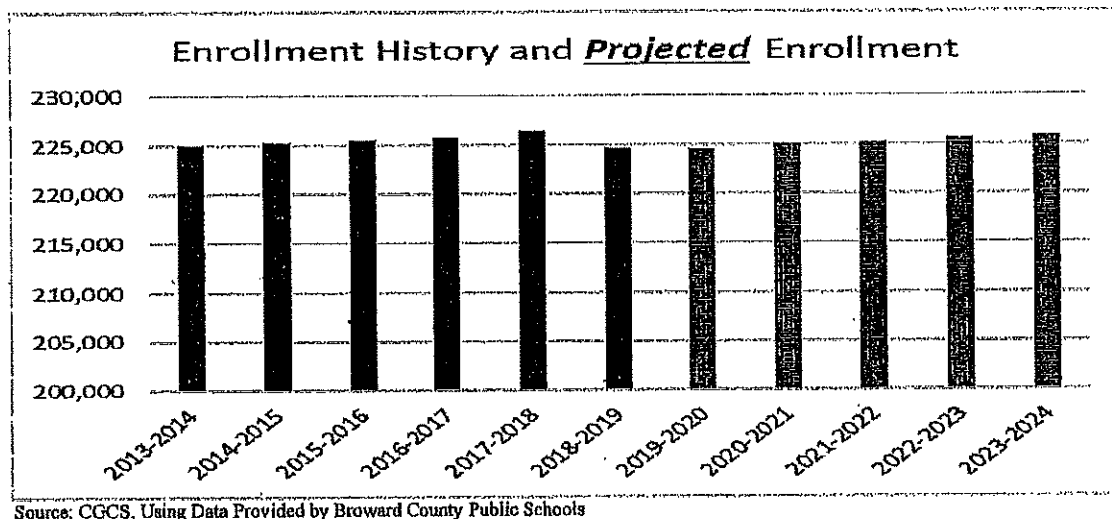
² The Council's reports are based on interviews with district staff and others, a review of documents, observations of operations, and professional judgment. The team conducting the interviews must rely on the willingness of those interviewed to be truthful and forthcoming, but it cannot always judge the accuracy of statements made by interviewees.

The Council sent the draft of this document to team members for their review to affirm the accuracy of the report and obtain their concurrence with the final recommendations. This management letter contains the findings, comparative data, and recommendations that have been designed by the team to help improve the operational efficiencies, effectiveness, and service delivery of the Broward County Public Schools Physical Plant Operations program.

Broward County Public Schools

Broward County Public Schools (BCPS), the sixth largest school district in the nation and the second largest district in the state of Florida, educates more than 224,600 pre-kindergarten through twelve grade students³ in 234 schools, centers, technical colleges, and 88 charter schools. The district serves a diverse student population from 204 different countries and 191 different languages, all supported by 36,375 district employees.⁴ Exhibit 1 below shows six years of past enrollment trends and enrollment projections through 2023-2024.⁵

Exhibit 1. Broward County Public Schools Enrollment History and Projections



The School Board of Broward County governs the system and is responsible for policymaking and oversight of the Broward County Public Schools. The Board is a nine-member elected body, seven of whom are elected from geographic districts and two of whom are elected “at-large.” The Board oversees a general operating budget, which is funded through a combination of state and federal resources (53 percent of the total general operating fund revenue) and local resources (47 percent of the total general operating fund revenue).⁶

³ Does not include approximately 45,000 charter and 175,000 adult education students.

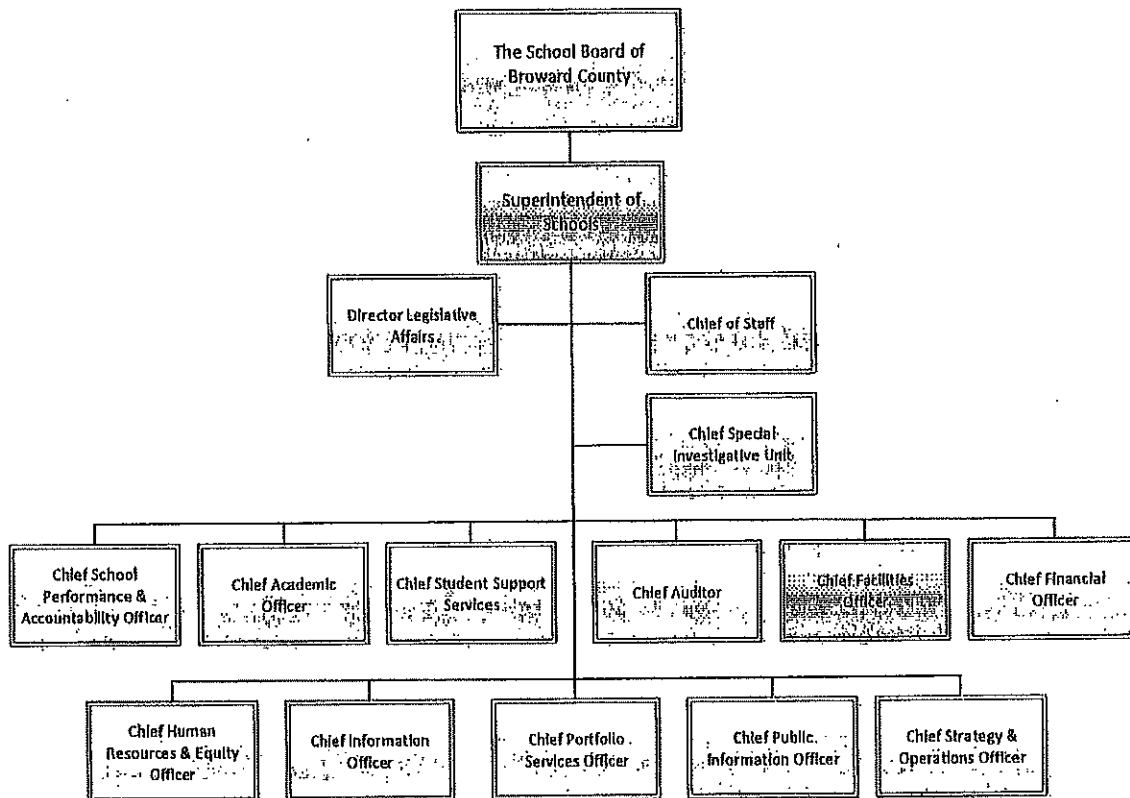
⁴ Source: <https://www.browardschools.com/domain/13954>.

⁵ Source: Letter to the Board, dated October 17, 2018.

⁶ *Ibid.*

The Superintendent, who is appointed by the Board, is responsible for the management and operation of the school system and its resources. Exhibit 2 below shows the organizational structure of the Office of the Superintendent, which has eleven line positions that manage the operational functions of the district and three staff positions that provide specialized expertise and support to the Superintendent and his line staff.⁷

Exhibit 2. Office of the Superintendent Organizational Chart (2018-2019)



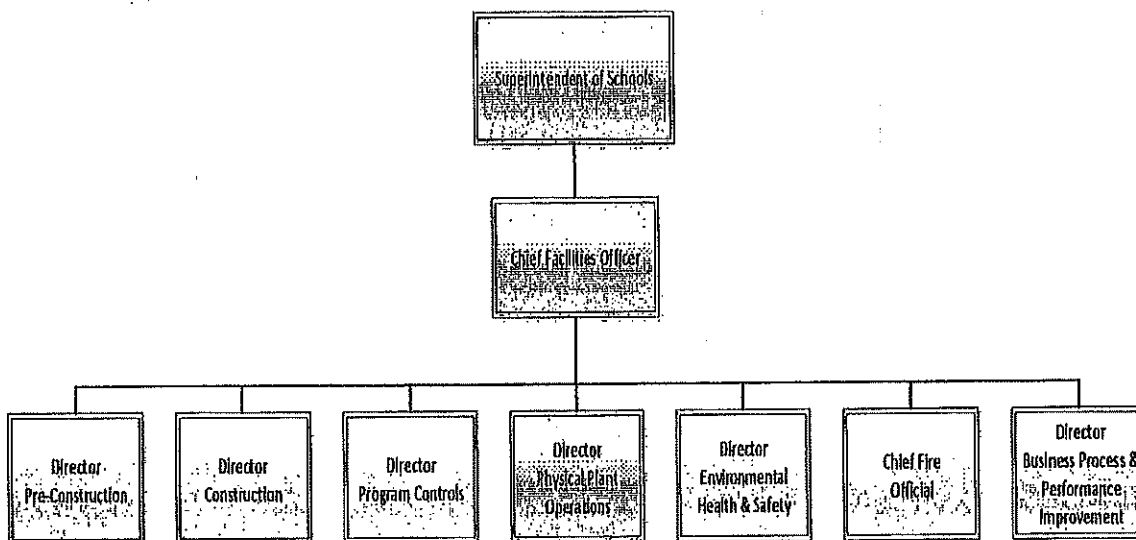
Source: CGCS, Using Data Provided by Broward County Public Schools

The Chief Facilities Officer,⁸ who is a direct report to the Superintendent, has responsibility for Pre-Construction, Construction, Program Controls, Physical Plant Operations, Environmental Health and Safety, Chief Fire Official, and Business Process and Performance Improvement. The Chief Facilities Officer's organization is shown below in Exhibit 3.

⁷ A line function or position has authority and responsibility for achieving the major goals of the organization. A staff function or position is a position whose primary purpose is providing specialized expertise, assistance, or support to line positions.

⁸ At the time of the team visit, the Chief Facilities Officer position was led by an interim.

Exhibit 3. Chief Facilities Officer's Organizational Chart

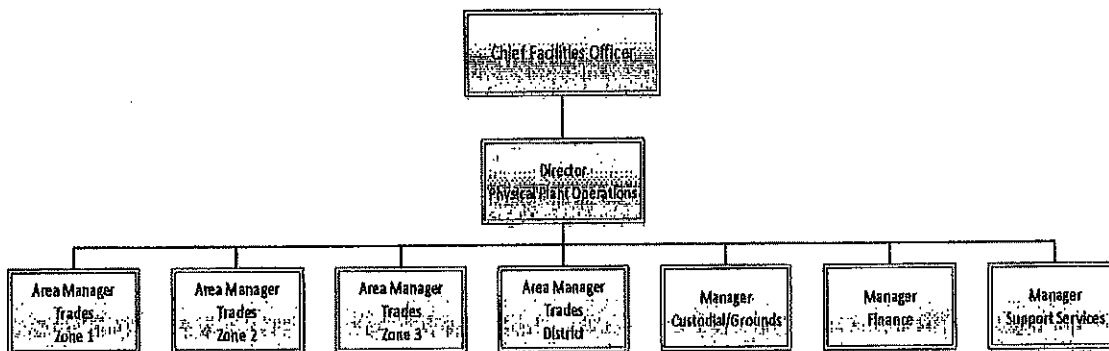


Source: CGCS, Using Data Provided by Broward County Public Schools

Physical Plant Operations

The Director of Physical Plant Operations (PPO), who is a direct report to the Chief Facilities Officer, has seven line positions reporting directly to him. Exhibit 4 below shows the department's organizational structure.

Exhibit 4. Physical Plant Operations Organizational Chart



Source: CGCS, Using Data Provided by Broward County Public Schools

The PPO department is responsible for planning, organizing, and implementing a comprehensive maintenance program for all school buildings, portable classrooms, the district's administrative/support facilities, grounds, and athletic fields. Department responsibilities also include the coordination of maintenance and minor capital projects; minor, major, and emergency building and grounds repairs; building-code compliance; the successful implementation of a

preventive maintenance program, and reducing the district's deferred maintenance backlog.⁹ Exhibit 5 below highlights the scope of assets that the PPO Department is responsible for maintaining.

Exhibit 5. Physical Plant Operations Responsibilities¹⁰

Broward County Public Schools - Physical Plant Operations	
Number of Sites	255
Total Number of Acres	4,006
Total Number of Square Feet - Excluding Portables	35,865,013
Total Number of Square Feet - Including Portables	37,046,711
Oldest Building	1924
Newest Building	2016
Oldest Portable	1958
Newest Portable	2005
Average Age of all Buildings	39 yrs.
Average Age of all Portables	52 yrs.
Total Number of Unused Portables	142

Source: CGCS, Using Data Provided by Broward County Public Schools

The Director of Physical Plant Operations is responsible for departmental staffing and budget. The department is staffed with approximately 700 FTE positions, of which about 600 are skilled trades positions.¹¹ The FY19 combined¹² department budget was \$89.3 million, which was 3.68 percent of the district's general fund budget. Exhibit 6 below shows PPO budgets since 2008 and compares its portion of the district's general fund budget.¹³

⁹ Deferred maintenance is a measure of preventive and regular maintenance, minor and capital repairs, and capital system and component replacements that are needed to extend the life of the facility to achieve its projected life expectancy but that has been postponed to a future date beyond the recommended service interval or breakdown. Deferred maintenance results in a) increased overall costs of managing and operating facilities; b) increased incidence of unplanned and more costly urgent and emergency repairs; c) increased incidence of disruptions to delivering instructional programs; d) increased risk of defaults on warranties of equipment and building components; and e) premature failure of buildings and equipment, requiring significant and often unbudgeted capital expenditures and their accompanying debt-service costs. (Source: Council of the Great City Schools publication, *Reversing the Cycle of Deterioration in the Nation's Public School Buildings*, October 2014.)

¹⁰ The department reported that all unused portables are in "unsatisfactory condition."

¹¹ Trades include carpenters, electricians, glazers, heating/ventilation/air conditioning technicians, low voltage technicians, masons. Mechanics, painters, plumbers, roofers, sheet metal technicians, welders, and others with specialized skills.

¹² Includes \$68.1M general fund, and \$21.2M from the capital budget.

¹³ Notes for Exhibits 6, 7, and 8: Includes budget for Stockroom Staff & Inventory purchases transferred to Procurement Dept FY 2014; includes special allocation for hurricane Irma in FY18 and FY19; includes budgets posted to Departments 9604, 9607, 9608 and 9616 only, including clearing accounts; includes Capital Budget Carryovers; excludes billings to other Department budgets (such as Food Service Program); and includes clearing accounts for Purchase Services and Inventory Purchase.

Exhibit 6. Physical Plant Operations Budget History

YEAR	PPO General Fund Only Budget	PPO Capital Only Budget	PPO Combined General Fund and Capital Budget	Adopted District General Fund Budget	PPO Budget as % of BCPS General Fund Budget
2008	\$ 84,703,481	\$ 72,570,006	\$ 157,273,487	\$ 2,250,263,695	6.99%
2009	87,404,076	35,787,462	123,191,538	2,120,429,945	5.81%
2010	87,034,919	25,125,230	112,160,149	1,933,819,307	5.80%
2011	80,684,726	37,775,568	118,460,294	1,984,461,146	5.97%
2012	78,596,788	25,922,879	104,519,666	1,911,760,862	5.47%
2013	68,439,518	23,720,111	92,159,629	1,959,387,262	4.70%
2014	58,033,007	22,051,295	80,084,302	2,039,267,108	3.93%
2015	59,867,279	17,180,223	77,047,502	2,197,678,645	3.51%
2016	58,574,142	13,941,142	72,515,284	2,272,057,691	3.19%
2017	59,802,065	12,673,139	72,475,204	2,350,535,976	3.08%
2018	63,613,565	30,464,974	94,078,539	2,424,429,023	3.88%
2019	68,145,064	21,180,691	89,325,755	2,427,300,733	3.68%

Source: CGCS, Using Data Provided by Broward County Public Schools - PPO Department

Findings

The findings of the Council's Strategic Support Team are organized into four general areas: Commendations, Leadership and Management, Organization, and Operations. These findings¹⁴ are followed by a set of related recommendations.

Commendations

- The PPO Department has a dedicated and competent staff that articulated a "can do" problem-solving attitude when describing their roles, responsibilities, and challenges.
- All contractor personnel who might encounter students were vetted and approved before they could enter school campuses.
- The PPO Director provided logistical support and essential background information throughout the site visit that helped the team understand the department's organization, function, and operating procedures and processes.
- School-site administrators who were interviewed during the site visit showed high regard for the services the department provides to their schools and students.

¹⁴ Review teams often identify areas of concern that may go beyond the intended scope of the project. As a service to our member districts, any concern that rises to a high-level is included in the report.

- The team observed or were told about several “best practices,” including --
 - The development of department mission and vision statements;
 - Weekly team meetings that take place with the director and his reporting managers;
 - Managers, in turn, conduct weekly team meetings with their staff members;
 - Detailed written process flow charts and standard operating procedures; and
 - Performance assessments or evaluations that all department employees receive annually.
- The team acknowledged and sincerely appreciated the outstanding hospitality provided by the principal, staff, and students of the Atlantic Technical College.

Leadership and Management

- Over the past ten years, the department has experienced a 55 percent funding reduction and a 35 percent reduction in department staffing.¹⁵ These reductions were due, in part, to state actions that reduced the capital millage rate from 2.0 mills to 1.75 mills in 2008, and a further reduction in the millage rate from 1.75 mills to 1.5 mills in 2009.¹⁶

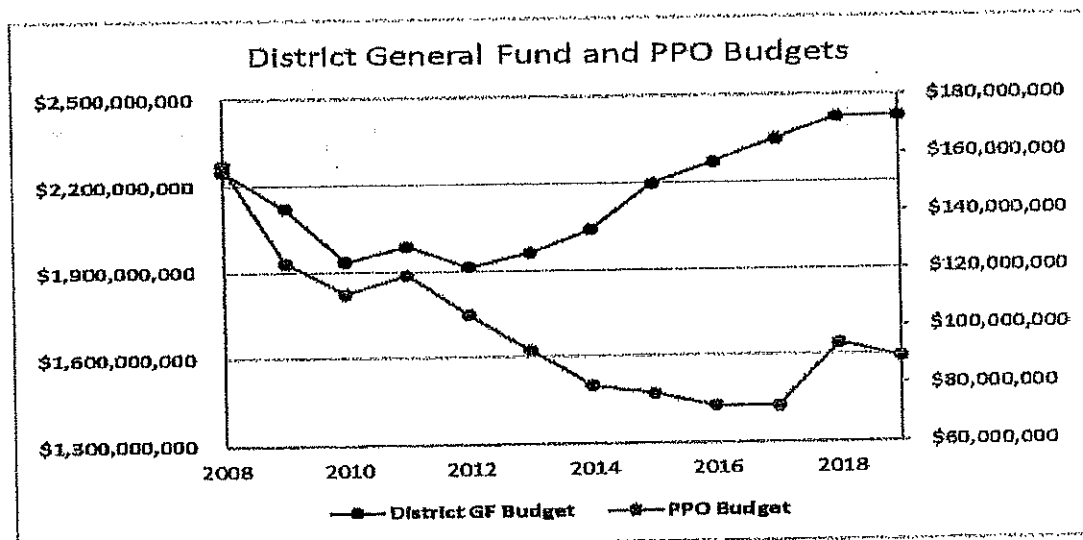
After experiencing budget decreases starting in 2008, however, data indicated that beginning in 2012 to the present, the district’s general fund budget has more than fully recovered, while the PPO budget is still substantially behind where it might otherwise be. Exhibit 7 compares the district’s general fund budget to the PPO department budget from 2008 to 2019.¹⁷

¹⁵ Includes budget for Stockroom Staff & Inventory purchases transferred to Procurement Department FY 2014.

¹⁶ A mill is equivalent to \$100 per \$100,000 of taxable valuation.

¹⁷ See footnote 15.

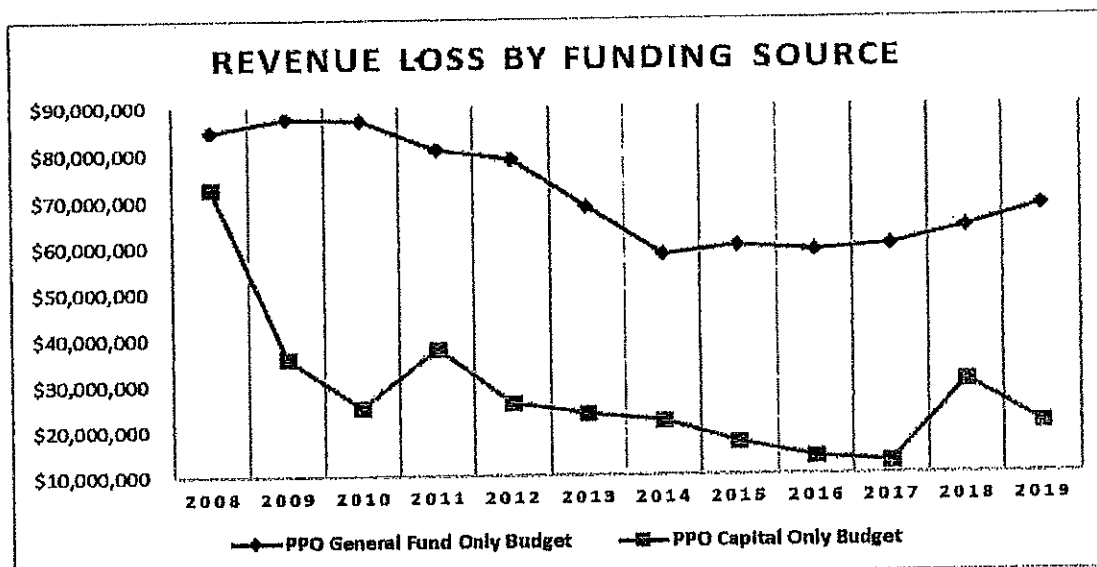
Exhibit 7. District General Fund and Physical Plant Operations Yearly Budgets



Source: CGCS, Using Data Provided by Broward County Public Schools - PPO Department

- In addition to reductions caused by state action that reduced the district's capital millage, the PPO department's budget was also affected by significant reductions from the district's capital budget. This loss of funding is illustrated in Exhibit 8 below.¹⁸

Exhibit 8. General Fund and Capital Budget Reductions



Source: CGCS, Using Data Provided by Broward County Public Schools - PPO Department

¹⁸ *Ibid.*

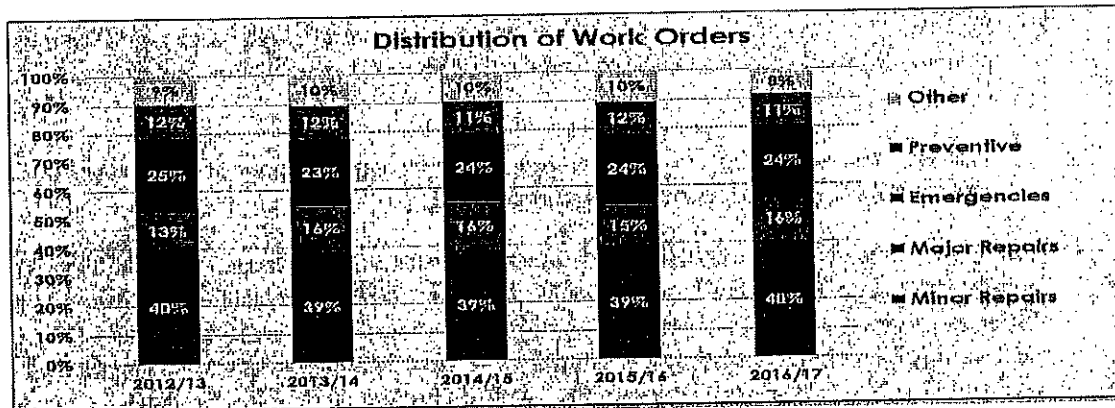
- There did not appear to be a clear division-wide leadership vision or integrated structure in place to manage defined responsibilities and accountabilities across major departments in the Facilities Division. This may be due, in part, to the lack of a permanent Chief Facilities Officer. As a result--
 - Communications, consistency, and coordination of effort between facilities construction and PPO was scattered;
 - Representatives from PPO were not always at the table when the SMART Bond program¹⁹ and other construction projects were being discussed and decided;
 - Strategic direction and long-range *coordinated* goal setting were jeopardized;
 - Business analytical tools and techniques, return on investment (ROI) analysis, total cost of ownership (TCO) analysis, equipment longevity and life cycle analysis, cost-benefit analysis, activity-based costing, risk analysis, repair vs. replace analysis, and business case justifications with rationales used to drive decision making, increase effectiveness, or achieve greater efficiencies were not fully leveraged;
 - Decisions appeared to be financially driven vs. strategically driven, which led to critical issues not being addressed as evidenced by a reported 5-year roof leak and exterior paint cycles being increased from five to six-year intervals to 12-14-year intervals; and
 - The team found little evidence of a formally executed funding plan for predictive, preventive, or routine²⁰ maintenance programs, which caused a large and growing deferred maintenance backlog. As a result --
 - The deferred maintenance backlog was estimated to be over \$3 billion, which equated to approximately \$13,000 per student;
 - When facility systems (e.g., roof, HVAC, life-safety, security, etc.) are not maintained, these systems follow an accelerated deterioration curve and fail prematurely, sometimes years *before* their designed life expectancy;
 - Deferring maintenance substantially magnifies the costs of maintaining a school facility; and
 - Minor repairs orders and emergency calls from schools became the drivers or determinants of maintenance activity, resulting in the maintenance department not able to be engaged in proactive activities to ensure that major equipment and

¹⁹ SMART was a \$800 million General Obligation Bond program of \$800 million to be used for capital improvements for Safety, Music, Arts, Renovations and Technology and was secured with landslide support on November 4, 2014.

²⁰ Routine maintenance includes repairs that regularly occur in the on-going care and upkeep of building features and systems. Examples of "routine" repairs would include painting a classroom, fixing a leaking pipe, roof patches, and/or replacing an HVAC part or component. This would not include major maintenance, renovations or construction projects.

systems are maintained to maximize lifetime effectiveness. Exhibit 9 below shows work order distribution, by type, during the past five years, which verifies that only 11-12 percent of total work performed was dedicated to preventive maintenance;²¹

Exhibit 9. Work Order Distribution History, by Type



Source: Broward County Public Schools – Physical Plant Operations Department

- There was no formal process that identified, prioritized, or funded deferred maintenance projects. There was no replacement cycle plan for school-site mechanical equipment or site needs, such as interior painting; and
- There appeared to be no long-term strategic plan to transition to green schools or the use of smart technology to drive cost savings, such as water sensors, time clocks, controls, and LED lighting.
- The team found no evidence of a current long-term facilities maintenance plan, including a facilities condition assessment (FCA), a current facilities condition index (FCI) with deficiencies categorized by priority,²² space utilization plans, educational specifications, design guidelines, asset tracking, and cyclic planning. As a result –
 - There was no updated design guide and master specifications to support consistency between facilities construction and building maintenance requirements; and
 - Decisions regarding the disposition of assets were burdened by the lack of an active asset tracking and management system.²³

²¹ Source: PowerPoint presentation to the Superintendent's Cabinet on June 25, 2018.

²² Facilities Condition Assessment (FCA) provides objective, quantifiable facilities data, resulting in a Facilities Condition Index (FCI) that allows the district to 1) objectively prioritize and rank facilities projects according to need; 2) plan and schedule projects according to an objectively ranked priority; and 3) promulgate such rankings, plans and schedules to district stakeholders and the community at large. Systemic FCA and FCI informs stakeholders about their place in the repair/replacement queue; helps to manage expectations of stakeholders; and increases the district's reliance on cost-effective and data-driven prioritization of work. The last FCI was performed over four years ago.

²³ This condition may improve as the quality of data in the new CMMS system becomes more reliable.

- For many years, the department started and operated the fiscal year with a deficit (underfunded) budget. As a result --
 - The annual structural deficit of \$10 million to \$20 million caused PPO to act as a “contractor” to other district departments to lessen the impact of the shortfall;
 - Fulfilling “side work” – instead of maintenance – on small capital and school requested projects exacerbated the lack of critical routine and preventive maintenance work performed; and
 - The fact that maintenance staff was performing capital work further supports the presumption that the department is underfunded.
- The Council team found it difficult to access or receive data to account for classroom counts and usage. The team heard differing numbers of unused classrooms in the district. What was clear, however, was that maintenance department staff, grounds staff, and custodial staff were maintaining and conditioning unused and unneeded classrooms, which negatively affected department resources, the PPO budget, and utility budgets.
- The recruiting, onboarding, and retaining of skilled trades personnel was an ongoing challenge. The team was told that --
 - There were currently 31²⁴ skilled-trade positions unfilled, which equates to a 4.86 percent vacancy rate;
 - All new employees to the department, regardless of experience, must start at the bottom of the pay scale for that position;
 - While PPO acknowledged they enjoyed an experienced but aging workforce, there was no bench strength in place and no succession plan for trades personnel and supervisors in the very competitive South Florida labor market. On average, there were approximately 35 retirements of trades personnel each year;
 - The district was not leveraging the opportunity to create a pipeline of BCPS students who could be prepared and certified to assume trade positions in PPO upon high school or trade school graduation;
 - The district lacked an automated, online application process for maintenance (trades) positions;
 - As a test, Council team members went online to the district’s “Careers” webpage and found --
 - No vacant (non-substitute) trade positions were open for filing; and

²⁴ This number varied considerably in interviews. The team requested and was provided an updated spreadsheet count, which is reflected in this management letter.

- To apply for temporary maintenance vacancies, an applicant must send their resume, high school diploma/GED or college transcripts (if applicable), and any additional required documents directly to the hiring location listed on the advertisement by mail or hand delivery.
- The time to onboard new employees into the department ranged from three to six months. In comparison, the Great City Schools KPI²⁵ median time in 2017-2018 to fill vacancies for non-school, non-exempt positions was 35 days. With the high demand in the region for skilled trades personnel, it was not reasonable to expect any candidate to wait up to six months to begin employment with the district. Exhibit 10 below illustrates the number of filled and unfilled PPO positions at the time of the review.

Exhibit 10. Physical Plant Operations Vacancies

Position Title	Filled Positions	Vacant Positions	Total Positions	Position Title	Filled Positions	Vacant Positions	Total Positions
HVAC	86	5	91	Fencing	5	4	9
Electricians	64		64	Pest Control	8	1	9
Plumbers	44	2	46	Tractor Operator	22		22
Carpenters	65	1	66	Small Mower	13		13
Roofers	24		24	Irrigation	14		14
Low Voltage	8		8	Grounds Repair	4	1	5
Fire Alarm	10	1	11	School Site Repair	0	1	1
Hardware	8		8	Mail Clerk	1		1
Boiler	3		3	Warehouse Serviceperson	2		2
Cafeteria/Ind. Arts	10	1	11	Building Security	0	1	1
Fire Extinguisher	4		4	Building Operations	1		1
Lift Station	2		2	Facility Serviceperson	32	4	36
Backflow	0		0	Floor Finish	10		10
Masons	15		15	Glaziers	3		3
Painters	34	4	38	Playground Eq	8		8
Sheet Metal	9		9	Water Treatment	6		6
Laborers	39	4	43	Mechanic	1		1
Truck Driver	5		5	Small Appliances	1		1
Utility Serviceperson	33		33	Sign Maker	1		1
Welder	6		6	Sub Total	192	12	144
Heavy Equipment	6	1	7	Grand Total	697	51	638
Sub Total	475	19	494	Vacancy Rate		4.86%	

Source: CGCS, Using Data Provided by Broward County Public Schools

- The district had not reached its annual goal of 40 percent *Minority/Women Business Enterprise (M/WBE)*²⁶ participation. The district was currently at 17 percent participation, which did not reflect current community demographics.
- No deliberative or proactive succession plan or capacity building in critical functions were available to ensure continuity in the event of leave, retirement, promotion, or resignation of key department staff. PPO staff did not receive professional development opportunities unless they were statutorily driven.

²⁵ The Council's KPI project is a performance measurement and benchmarking tool that identifies performance measures, key indicators, and best practices that can guide the improvement of academic and non-instructional operations in urban school districts across the nation.

²⁶ School Board of Broward County Policy 3330. See: <http://www.broward.k12.fl.us/sbbcpolicies/docs/Policy%203330.pdf>.

- Based on FY18 comparisons with other large school districts in Florida, the team found the district's maintenance spending levels on *cost per square foot* and *cost per student* comparable to other large Florida school districts with an enrollment greater than 100,000 students, but considerably higher than the Florida state average of all districts combined. Exhibit 11 below compares large Florida districts.²⁷

Exhibit 11. FY18 Spending Comparisons

School District	Florida Inventory of School Houses Gross Square Feet	Capital Outlay Full Time Equivalent Students	Operation of Plant Function 7900	Maintenance of Plant Function 8100	Cost per Gross Square Foot			Cost per Capital Outlay Full Time Equivalent		
					Operations	Maintenance	Total	Operations	Maintenance	Total
MIAMI-DADE	48,621,476	272,610	\$273,750,230	\$102,726,644	\$5.63	\$2.11	\$7.74	\$1,004.18	\$376.83	\$1,381.01
BROWARD	39,368,962	220,079	\$179,924,014	\$66,528,443	\$4.57	\$1.69	\$6.26	\$817.54	\$302.29	\$1,119.83
HILLSBOROUGH	29,362,815	189,903	\$118,018,651	\$28,875,630	\$4.02	\$0.92	\$4.94	\$621.47	\$141.52	\$762.99
ORANGE	33,989,067	184,633	\$126,270,782	\$41,012,616	\$3.72	\$1.21	\$4.93	\$683.90	\$222.13	\$906.03
PALM BEACH	31,372,273	169,779	\$135,256,094	\$79,333,279	\$4.31	\$2.53	\$6.84	\$796.66	\$467.27	\$1,263.93
DUAL	18,011,150	110,146	\$68,859,906	\$29,105,969	\$3.71	\$1.82	\$5.33	\$607.01	\$284.25	\$891.26
State Total	461,500,613	2,441,498	\$1,824,566,035	\$686,528,489						
Average for Districts Selected Above (Districts with > 100,000 FTE Students)					\$4.33	\$1.68	\$6.01	\$755.13	\$295.72	\$1,050.84
Florida State Average (All Districts)					\$3.95	\$1.44	\$5.39	\$747.31	\$273.00	\$1,020.31

Source: Florida Department of Education.

- Although there were attempts to measure employee productivity and distinguish productive work time vs. non-productive time (i.e., time spent traveling to/from job sites, rest breaks, waiting for or picking up parts and materials, vehicle breakdowns, and other non-productive time activity), the absence of GPS technology in department vehicles and limited implementation of the new CMMS²⁸ mobility feature, significantly reduced the department's capacity to accurately track productive vs. non-productive time and take corrective action where needed.
- Additional studies and reviews are not going to fix or solve the increasing deferred maintenance crisis. To reinforce--
 - The team analyzed previous consultant reports and internal reviews, all of which reached the same conclusion, i.e., the Broward County Public Schools facilities maintenance effort required substantial and sustained infusions of funds to reverse the cycle of deterioration currently affecting its schools.²⁹

²⁷ Source: Florida Department of Education at: <http://www.fldoe.org/finance/edual-facilities/annual-energy-maintenance-operations-r.html>.

²⁸ CMMS are preventive maintenance software modules that represent various capabilities in a facilities maintenance management system. Typically, the base module is a work order management system, which performs all preventive maintenance functions as work orders.

²⁹ The review team unanimously concurred with this finding and noted that the district's aging infrastructures and building equipment could no longer wait; delaying would simply increase costs to the level of unsustainability.

Organization

- The team was told that some material and safety testing, which is a function of the Office of Environmental Health and Safety, had been or will be transferred to the Risk Management Office, which is a misalignment of responsibilities and use of expertise.
- Energy management falls under the Environmental Health and Safety unit, which limits opportunities to reinvest energy savings back into the PPO budget.
- Job descriptions were outdated and required a cumbersome process to update current responsibilities and reporting lines. For example --
 - The job description for Area Manager, Trades, was last updated in August 2004, and was listed as a direct report to the Director, Maintenance Operations, a title that no longer exists;³⁰
 - The job description for Grounds Manager was last updated in June 2006;
 - The job description for Supervisor I, Electrical and Supervisor I, Mechanical Equipment was last updated in December 2003; and
 - The job description for Assistant Area Supervisor, Maintenance, was last updated in November 2006.

Operations

- The newly acquired computerized maintenance management software (CMMS) system had not been fully implemented, integrated, or deployed to field staff and schools because there was --
 - Insufficient governance, oversight, and program management at the enterprise level;
 - Contractor mismanagement and embedded silos at department levels, which resulted in--
 - Limiting management's ability to measure and drive employee productivity; and
 - Negatively affecting anticipated efficiencies, increasing productivity, and enhancing potential cost savings, which could have been reinvested;
 - Confusion by all staff members interviewed as to who was currently the executive sponsor and who was currently the project manager overseeing the transition to and implementation of the new system;

³⁰ Multiple job descriptions reference reporting to the Director, Maintenance Operations.

- A lack of training for affected staff to fully understand and successfully implement the new system;
- Little consideration to upgrading older (and outdated) desktop computer hardware to improve productivity;
- Delays in reaching key rollout milestones, and no clear understanding of what the next implementation phases consist of;
- Significant rollout issues due, in part, to the lack of a robust pilot testing phase and the lack of critical system and bandwidth stress-testing before cutover; and
- The possible lack of due diligence by district staff in the selection of a consulting firm that reportedly had no previous K-12 implementation experience with the newly acquired CMMS system.
- There was a general sense by staff from PPO, and other departments, that an alternative CMMS application would have better served the needs of the district and the department.
- Multiple CMMS implementation issues were still not resolved when the team visited, including --
 - The lack of seamless integration with critical district legacy systems;
 - Departments developing “work-arounds” using third-party software to accomplish work because the CMMS was not able to process data as designed or needed;
 - The district’s fuel dispensing system not being able to interface with the new CMMS system;
 - Warehouse cycle counts were not taking place as designed;
 - HVAC and possibly other systems unnecessarily being repaired in-house as warranty tracking was lacking;
 - “Canned”³¹ reports required significant customization to become useful to the department. For example --
 - The Council team requested the total number of work orders generated/entered for FY19, but was told that it took several days to produce a “clean” report that staff felt confident was accurate;³²
 - A reduction of efficiency and productivity due to the lack of remote access at school sites and the mobility feature coming online;

³¹ A canned report is a report that has been pre-formatted or built by the developer.

³² The team acknowledges that the new CMMS software went “live” in February 2019.

- Migration to the latest version of the CMMS software; and
- A full cost accounting of the indirect and unintended costs associated with implementation.
- The team was told of inconsistent service-levels, resource distribution, and the perception of inequity in balancing the maintenance needs of all schools in the district, regardless of location.
- Principals interviewed rated their overall maintenance services as a 7.75 score on a scale of 1 to 10, with ten being high. Principals indicated a firm preference for services provided by district employed trades personnel. Principals also indicated that--
 - They were not satisfied with the capital program work that was contracted out,³³ which principals described as a “nightmare;”
 - That timelines for capital projects were rarely adhered to;
 - There was preferential treatment provided to schools in a particular “side” of town, and “newer” schools appeared to receive more attention than “older” schools;
 - Roofs still leak, air quality in some classrooms was poor, mold was present at some sites, and flooding and pooling of water exist, which created safety concerns for students and staff;
 - General contractors performing construction work “can’t get it right;” and
 - Significant delays seem to be occurring on starting bond-related work. These delays caused cost increases as the bond was approved by the voters several years prior, and construction costs have increased considerably.³⁴
- The ceiling for item purchases and the gross volume of purchases gives one pause about the potential for fraud and abuse.
- There was little use of alternative procurement methods (e.g., bench, job order contracting, draw down POs) to address single trade projects for a larger level or scope of work.
- The team identified an imbalance within each maintenance zone on the number and age of schools served, and the number of maintenance resources (personnel) available within each zone.

³³ See news article at: <https://www.sun-sentinel.com/local/schools/fl-ne-northeast-high-school-contract-terminated-delays-continue-20190628-jju35fzuobe3pgykga6ruxvmoe-story.html>.

³⁴ *Ibid.*

- There appeared to be minimal advanced scheduling of routine maintenance work since 80 percent of the current maintenance work was emergency, minor, or major repair work. Scheduling or dispatching decisions were not data-driven, but *ad hoc* in nature. Also --
 - The current department practice was to perform maintenance work that fell into the categories of *safe*, *cool*, and *dry*; and
 - The current practice of having call center personnel prioritizing work requests may not be effective, since call center staff may lack the expertise to diagnose and appropriately rank service call needs.
- The \$7,500 cap on work orders can cause a three-week delay due to additional approvals required at the director's level, and in some cases even higher levels.
- There was little evidence or business cases identified to support the current department practice of --
 - Repairing items when repairing was determined to be more expensive than replacing the asset;
 - Using one central maintenance warehouse with staging areas in each zone vs. the current practice of using multiple warehouse locations;
 - Currently assigning 76 percent of maintenance staff ³⁵ to day shift and 24 percent to swing/night shift vs. 50/50 or 25/75 levels that could achieve greater efficiencies; and
 - Having 70 percent of work performed in-house and 30 percent contracted out vs. other ratios, which might prove more economical, effective, and timely over the long run.
- For the safety of district students, PPO repaired city/county sidewalks around schools. Although this effort was commendable, the team questioned whether the district should assume the responsibility and liability of making these types of repairs.
- The team was told differing numbers of work orders created on a weekly, monthly, or annual basis. With time, the new CMMS system may add reliability to the work order reporting and tracking process. Additional issues about work orders included --
 - Thousands of work orders remained open for years because they did not meet the approval criteria. There was no process in place advising the requester of the denial; suggesting resubmittal if approval criteria changed, and then closing, cancelling, or voiding the work order. Exhibit 12 below displays the number of work orders created each fiscal year for the past four years;³⁶

³⁵ Excludes grounds personnel.

³⁶ The team felt that for a district this size, annual work order totals should far exceed what was reported.

Exhibit 12. Work Orders Created, By Fiscal Year

Fiscal Year	Work Orders Created
FY16	82,794
FY17	80,045
FY18	82,805
FY19	80,819

Source: CGCS, Using Data Provided by Broward County Public Schools

- No electronic process for tracking work order materials exists. Material(s) picked up by employees at their maintenance zone or supply houses were tracked with paper tickets and manually entered into the new CMMS system. Procurement staff shared they had to retrieve these data from the new CMMS system and manually enter it into the district's ERP program. Manual paper processes waste staff time and incur a high risk of error; and
- A similar duplication of effort occurred with time reporting. Time from one system (the departments automated time tracking system) must be manually entered into the new CMMS system.
- Several internal systems, controls, and processes were lacking or needed strengthening. For example --
 - There appeared to be a lack of a robust bar-coded inventory control asset management system in place to capture acquisition history and repairs with dates and costs. This failure could be attributed to the poor CMMS rollout;
 - There was a reliance on the building department for school site inspections, but these inspections primarily checked building code and district standards compliance vs. inspecting for maintenance standards, needs, and related issues;
 - A quality control issue was identified when substandard paint was used by contractors on a SMART program project, and district staff appeared to have limited control or input into contract specifications;
 - The team heard that a division was contracting out work without procurement department knowledge or required bidding; and
 - No replacement program or funding was in place for the department's service (white fleet) vehicles.

- Exhibit 13 below compares BCPS self-reported maintenance and custodial operations KPI data with CGCS member districts' median scores and with median scores on Florida's CGCS reporting districts.³⁷ BCPS's KPI comparative data indicate that --
 - *Multiple Grounds Work* related KPI costs were extremely high, compared to both national and Florida state medians;
 - *Major Maintenance - Staff Ratio - Field Worker per Office Staff* was extremely high, compared to both national and Florida state medians;
 - *Routine Maintenance - Cost per Work Order* was comparable to the national median, but very high compared to the Florida state median;
 - *Routine Maintenance - Cost per Work Order, Contractor-Operated* was very high, compared to the national median and extremely high, compared to the Florida state median;
 - *Routine Maintenance - Cost per Work Order, District-Operated* was somewhat higher than the national median, but extremely high compared to the Florida state median;
 - *Utility Usage - Electricity Usage per Square Foot (KWh)* was very high, compared to the national median and somewhat higher than the Florida state median;
 - *Work Order Completion Time (Days)* was high, compared to both national and Florida state medians;
 - *Utility usage - Water (Non-Irrigation) Usage per Square Foot (gal.)* was extremely high, compared to both the national and Florida state medians; and
 - *Work Order Cancel/Void Rate* was significantly higher than the national median and somewhat higher than the Florida state median.

³⁷ Florida districts include the following counties: Broward, Duval, Hillsborough, Miami-Dade, Orange, Pinellas, and Palm Beach. Further, the team was advised that the water cost per square foot includes sewerage costs. Sewage costs are captured in a separate KPI.

Exhibit 13. Key Performance Indicator Comparison

2017-2018 Key Performance Indicators Maintenance and Operations	Broward County Schools	CGCS National Median	CGCS Florida Only Median	Note
Building Square Footage by Ownership - Percent Leased	0.0364%	0.3669%	0.2811%	
Building Square Footage by Type - Percent Modular	1.1300%	0.9134%	0.8149%	
Building Square Footage by Type - Percent Portable	3.23%	1.85%	1.85%	
Building Square Footage by Type - Percent Site-Built	95.64%	98.07%	97.39%	
Building Square Footage by Type - Percent Academic	96.39%	95.29%	96.76%	
Building Square Footage by Usage - Percent Non-Academic	3.61%	5.28%	3.43%	
Custodial Supply Cost per Square Foot	\$0.08	\$0.11	\$0.00	Lower is Better
Custodial Work - Cost per Square Foot	\$1.70	\$1.80	\$1.83	Lower is Better
Custodial Work - Cost per Square Foot, District-Operated	\$1.70	\$1.78	\$1.81	Lower is Better
Custodial Work - Cost per Student	\$277.62	\$277.17	\$269.50	Lower is Better
Custodial Workload	26,277	26,356	23,471	Higher is Better
Custodial Work - Staff Ratio - Field Workers per Office Staff	156.667	77.7143	160.171	
Green Buildings - Buildings Green Certified	0.00%	1.65%	0.4698%	Higher is Better
Green Buildings - Buildings Green Certified or Equivalent	4.86%	5.17%	4.86%	Higher is Better
Green Building - Buildings With Energy Star Certificate	0.00%	14.93%	5.52%	Higher is Better
Grounds Work - Cost per Acre	\$3,757.65	\$1,203.29	\$1,137.36	Lower is Better
Grounds Work - Cost per Acre, Contractor-Operated	\$6,189.74	\$1,352.55	\$694.41	Lower is Better
Grounds Work - Cost per Acre, District-Operated	\$3,125.87	\$1,807.52	\$1,915.50	Lower is Better
Grounds Work - Cost per Student	\$51.91	\$33.76	\$26.77	Lower is Better
Grounds Work - Proportion Contractor-Operated	20.62%	40.08%	48.05%	
Grounds Work - Staff Ratio - Field Workers per Office Staff	15.286	15.333	15.2857	
M&O Cost per Student	\$782.0	\$1,000.43	\$783.05	Lower is Better
M&O Costs Ratio to District Operating Budget	8.22%	7.07%	6.97%	
M&O Staff - Field Staff as Percent of All Staff	94.83%	94.95%	94.83%	
M&O Staff - Non-Exempt Workers as Percent of Field Staff	100.00%	97.78%	98.26%	
Major Maintenance - Cost per Student	\$103.82	\$103.82	\$103.82	Lower is Better
Major Maintenance - Delivered Construction Costs as % of Total Costs	92.90%	89.47%	92.14%	
Major Maintenance - Supervisor/Support Staff Costs as % of Total Costs	6.96%	8.89%	6.96%	Lower is Better
Major Maintenance - Delivered Construction Costs as % of Total Costs	92.90%	89.47%	92.14%	
Major Maintenance - Staff Ratio - Field Worker Per Office Staff	6.24	2.35	2.03	
New Construction - Cost per Student	\$14.02	\$268.59	\$87.83	
New Construction - Delivered Construction Costs as % of Total Costs	70.13%	90.34%	82.86%	
New Construction - Design to Construction Cost Ratio	36.57%	14.72%	16.61%	
New Construction - Supervisor/Support Staff Costs as % of Total Costs	4.22%	2.30%	3.50%	
Renovations - Cost per Student	\$178.36	\$168.19	\$145.67	
Renovations - Supervisor/Support Staff Costs as Percent of Total Costs	3.29%	3.15%	3.29%	
Routine Maintenance - Cost per Square Foot	\$0.93	\$1.17	\$1.06	Lower is Better
Routine Maintenance - Cost per Student	\$152.84	\$217.63	\$153.20	Lower is Better
Routine Maintenance - Cost per Work Order	\$421.24	\$426.06	\$339.33	Lower is Better
Routine Maintenance - Cost per Work Order, Contractor-Operated	\$1,521.59	\$1,059.80	\$754.61	Lower is Better
Routine Maintenance - Cost per Work Order, District-Operated	\$468.33	\$401.14	\$244.02	Lower is Better
Routine Maintenance - Proportion Contractor-Operated, By Work Orders	3.98%	3.98%	7.74%	
Routine Maintenance - Ratio of Field Workers to Office Staff	6.2826	11.14	7.7431	
Utility Costs - Cost per Square Foot	\$1.06	\$1.34	\$1.16	Lower is Better
Utility Costs - Electricity Cost per Square Foot	\$1.05	\$1.04	\$1.08	
Utility Usage - Electricity Usage per Square Foot (KWh)	13.787	9.489	12.892	Lower is Better
Work Order Completion Time (Days)	25	16.73	21.52	Lower is Better
Work Order Cancel/Void Rate	6.74%	1.60%	4.74%	FY17 data
Utility Costs - Water Cost Per Square Foot	\$0.28	\$0.09	\$0.08	FY17 data
Utility Usage - Water (Non-Irrigation) Usage Per Square Foot (Gal.) (FY17 Data)	37.57	13.01	15.16	Lower is Better
Utility Usage - Water Usage For Irrigation	2.48%	14.53%	21.26%	FY17 data

Source: CGCS KPI Project.

Recommendations

The CGCS Strategic Support Team has developed the following recommendations³⁸ to help improve the effectiveness and efficiency of the Broward County Public Schools Physical Plant Operations program.

1. Permanently fill the Chief Facilities Officer's position with a proven facilities executive who has compelling credentials and experience in the k12 environment. Elevate Physical Plant Operations to an Executive Director's position that, once removed from day-to-day activities, can in tandem with the Executive Director of Capital Programs, develop and execute a formalized predictive, preventive, and routine maintenance program that addresses the large and growing deferred maintenance backload; allows buildings to be properly maintained; and safeguards the public's capital investment in these facilities.
2. Implement and maintain the industry best practice of funding capital maintenance at the two percent level of current plant replacement value (CPRV) of district facilities. Funding at this level will allow buildings and grounds to be properly maintained and will safeguard the public's capital investment in these facilities.³⁹
3. Increase total PPO department staffing to, at a minimum, the levels and ratios suggested by the Florida Department of Education.⁴⁰ In addition--
 - a. Initiate a comprehensive staffing study of all department units to ensure all functions are staffed appropriately to mirror industry standards, and require that day-to-day activities are performed in a timely, effective, and efficient manner; and
 - b. Evaluate current organizational structures and workflows to determine if staff could be repurposed to achieve greater operational efficiencies and effectiveness.
4. Develop business case justifications that include return on investment, accurate costs, cost-benefit analysis, the total cost of ownership, business-case justifications, reasonable implementation timelines, risk assessment, and other analytical tools for the following activities, at a minimum--
 - a. Estimating the fiscal impact of building closures, and removing portable classrooms that are unused or in unsatisfactory condition;
 - b. Developing a proposed five-year capital maintenance project program that identifies the capital funds required to proactively replace or modernize major systems, including roofs, HVAC, restrooms, kitchens, pavements, etc. to industry standards;

³⁸ Recommendations are not listed in any specific order or priority.

³⁹ The Council of the Great City Schools' authoritative document, *Reversing the Cycle of Deterioration in the Nation's Public School Buildings* recommends the two percent funding level as a best practice.

⁴⁰ See: http://www.fldoe.org/core/fileparse.php/5599/urlt/0075330-6_0.pdf, p.94.

- c. Prioritizing, quantifying, and costing existing deferred maintenance projects to assist the department and the district in securing needed funds;
- d. Utilizing one central maintenance warehouse with staging areas in each zone vs. the current practice of employing multiple warehouse locations;
- e. Evaluating staffing ratios for day vs. swing shift personnel to determine what benefits could be enjoyed by increasing the swing shift work force ratio of maintenance personnel performing job functions when school is not in session and students are not on campus;
- f. Introducing alternative procurement methods, including master agreements (bench),⁴¹ job order contracting, and draw down purchase orders to address single trade projects for a larger level or scope of work. Solicitation, with an emphasis on *Minority/Women Business Enterprise* (M/WBE) participation, should be made for locally licensed trade mechanics and technicians to perform work that supports the mission of the department. Require district/contractor cost comparisons be made with fully loaded costs for providing the services in-house, such as salaries, benefits, overhead or indirect costs, materials, and supplies. Projects for these types of solicitations could include --
 - i. Annual routine service and preventive maintenance agreements for HVAC, roofing, and other systems and equipment as appropriate,
 - ii. Crisis and triage responses,
 - iii. Routine maintenance,
 - iv. Special projects requested by school administrators currently assigned to PPO maintenance staff, and
 - v. SMART and other construction projects currently assigned to PPO maintenance staff.
- g. Implementing and funding a department vehicle replacement program;
- h. Procuring maintenance parts of higher quality to increase life cycle time and ensuring bids are in place for all commodity needs; and
- i. Developing and enforcing clear repair vs. replace criteria.

⁴¹ A "bench" of firms is a group of pre-qualified contractors who have been issued master contracts/agreements ("bench contracts") for various kinds of professional services. An often-employed feature of bench contracts is that each contract may be of no dollar value. Instead, "Task Orders" are issued to a bench firm for services based on the bench contract pricing schedule, as the result of a mini solicitation among similar bench firms. Master agreements are indefinite quantity type contracts, awarded to multiple firms for the same type services. Bench contracts (also known as Continuous Service Contracts) provide the district with greater flexibility and efficiency in awarding required services for the district. These contract awards are procured through a Request for Proposal (RFP) process. Once a firm qualifies and is placed on the district's bench list, individual tasks/work orders are competed among the bench participants.

5. Pursue all opportunities to garner support from the Broward County community and all other districts in Florida to encourage and lobby the state to raise millage to pre-2008 levels.
6. Convene a meeting with the CEO of the CMMS implementation consulting company to discuss the CMMS failures the district is experiencing. This meeting should include BCPS legal staff, procurement and contract administration staff, information and technology staff, PPO staff, and other affected departments. The purpose of this meeting should be to--
 - a. Determine why the new CMMS implementation has failed to serve the district and its students appropriately;
 - b. Identify all inadequacies that the implementation has encountered to determine if they are related to implementation, training, or both;
 - c. Determine whether the vendor is committed to dedicating all needed resources to ensuring it is successfully meeting all BCPS needs and timelines as required in the contract;
 - d. Establish an agreed upon timeline that will specify when corrective action will be completed, and what the consequences for failure to complete all corrective action will be; and
 - e. Determine if BCPS should continue to use that vendor.
7. Invest in implementing critical industry best practices into BCPS facility activities by --
 - a. Creating or updating a Long-Range Facilities Master Plan (LRFMP), that includes --
 - i. A current facilities condition assessment (FCA) and index (FCI) for developing cost-effective, data-driven prioritization of long and short-range facilities-use and maintenance decisions; and
 - ii. A multi-year facilities usage and maintenance plan.
 - b. Delivering a predictive and preventive maintenance approach to ensuring that critical equipment and systems are maintained to maximize lifetime effectiveness;
 - c. Bar coding physical assets and inventory, including warehouse inventories, for greater control and cost tracking; and
 - d. Introducing and aggressively pursuing smart technology, energy conservation, and other sustainability projects.
8. Partner with the Department of Human Resources, and together --
 - a. Monitor turnover rates, establish or review exit interview protocols for department employees who voluntarily separate from BCPS, and identify and track the causes for staff's leaving in order to identify opportunities to make or recommend changes in policy;

- b. Study the successes of peer districts' onboarding methods for maintenance personnel, and identify and adopt processes that can be implemented in BCPS;
- c. Invite the BCPS Office of the Chief Information Officer to plan and staff ongoing recruitment opportunities and job fairs by leveraging mass communication and social media approaches;
- d. Create a flowchart and realistic timeline that reduces the number of steps and time required from recruitment to onboarding. Redundancies should be identified and eliminated, the number of "hands" involved in the process should be reduced, and opportunities for "fast-tracking" should be implemented;⁴²
- e. Review and revise job descriptions to reflect actual duties that need to be performed and reporting lines reviewed and updated as necessary;
- f. Conduct ongoing employee classification and compensation studies that analyze duties, salaries, and benefit structures in comparable organizations so BCPS can take the necessary steps to better compete for and retain employees;
- g. Ensure all department vacancies are posted in a timely way, applications are being accepted, reviewed, and processed quickly, and prompt feedback is provided to applicants;
- h. Create a pipeline for "hard to fill" trade positions by developing or expanding apprentice and intern programs. Design strategies to encourage age appropriate BCPS students, adult and trade school students, and interested members of the community to enter these programs;
- i. Invest in making BCPS a more attractive employer by --
 - i. Using a special training rate to compensate, whenever possible, apprentice and intern trainees for a portion of their training;⁴³
 - ii. Adding maintenance trades positions to the current practice of applying for previous work experience credit at the time of onboarding, while monitoring the effect of salary compression on existing employees; and
 - iii. Evaluate the benefit of BCPS's covering candidate upfront costs of fingerprinting and background checks, and possibly other requirements such as physicals. Recover this cost only from applicants that are hired during their first 120 (or 180) days of employment through payroll deductions.
- j. Track all costs associated with recruiting, training, and onboarding as part of future budgeting justifications.

⁴² For example, determine if fingerprinting and similar requirements can be conducted much earlier in the process.

⁴³ May require a "commitment" letter to protect the district's investment.

9. Clarify with the appropriate municipal or county jurisdiction their responsibilities to maintain public sidewalks around the district's schools. Develop a formal process to promptly notify (and track) the appropriate city/county department of any safety and liability issues that exist.
10. Implement programs to measure customer satisfaction, including the use of customer surveys and focus groups, to identify service concerns and establish future priorities. At a minimum, input from students, parents, school site administrative, teaching, and support staff should be solicited. Additionally, develop a web-based client satisfaction report where principals can provide the Chief Facilities Officer with a monthly assessment of maintenance, grounds, and other services provided to their schools.
11. Establish a system of fiscal accountability where area managers are held responsible for their budgets, timely approvals, and execution of work. To facilitate this effort --
 - a. Conduct training on the district's budget system and the facilities management software utilized by the department to ensure all relevant budget data are readily available;
 - b. Implement systems to track budgets, and actual expenses of planned and unplanned facilities work in a predictable, reliable, and reportable fashion; and
 - c. Incorporate the use of GPS technology to track productive time and non-productive time to reduce non-productive time to the greatest extent possible.
12. Develop succession planning and cross-training within the department to ensure knowledge transfer and orderly transition of responsibilities.
13. Establish clear expectations about intra and interdepartmental communications and cooperation to resolve misunderstandings, increase the capacity of each department to perform its responsibilities, and build knowledge and appreciation among all departments. Develop or hire leaders who will lead by example to champion knowledge sharing and collaboration. Ensure that all department employees know --
 - a. District, division, and department goals and objectives and how they will be achieved;
 - b. That interdepartmental collaboration is taking place with all appropriate departments and stakeholders at the table;
 - c. How personnel will be held accountable and evaluated using performance-monitoring metrics;
 - d. Why changes are being made that may impact the team along with expected outcomes;
 - e. That managers and supervisors are held accountable to ensure that information and feedback is disseminated up-and-down, and side-to-side within and between departments; and

- f. That employee feedback and suggestions are welcomed and considered, so team members know there is an ongoing departmental process-improvement program to encourage innovation and improvement.
14. Create a comprehensive staff development plan to benefit employee retention and provide opportunities for employees at all levels to enhance their skills and learn industry best practices through--
- a. Participation in professional organizations,
 - b. In-depth new-employee orientation,
 - c. Cross-functional training, including within trades, and
 - d. Visiting peer districts to gather performance, safety, customer service, and technology leveraging strategies.
15. Identify root causes and develop corrective action plans to reduce the number of KPIs identified in this management letter that are very high, extremely high, or significantly higher, when compared to peer districts nationally and within Florida.
16. Analyze and monitor at the department level--
- a. Current maintenance zone configurations for workload consistency between maintenance zones, accounting for the numbers and types of schools, age of schools, enrollment, number of used and unused classrooms and portables, deferred maintenance backlog, and other considerations;
 - b. The number and skill set types of maintenance personnel for resource consistency, dependent upon the anticipated needs of each zone; and
 - c. Service level consistency, response time consistency, and resource deployment consistency to ensure a service-level balance between all geographic areas of the district.
17. Expand annual PPO inspections of district facilities to incorporate critical maintenance systems and equipment. This process should include--
- a. Forming a committee of department managers to review the current assessment form to determine what additional maintenance systems and equipment should be assessed;
 - b. Identifying potential deficiencies to be inspected for and corrective action to be taken;
 - c. Providing training to inspectors of added systems and equipment to be inspected;
 - d. Initiating work orders for corrective action; and
 - e. Verifying corrective action has taken place, and the work order was closed.

ATTACHMENT A. STRATEGIC SUPPORT TEAM

Robert Carlson

Robert Carlson is Director of Management Services for the Council of the Great City Schools. In that capacity, he provides Strategic Support Teams and manages operational reviews for superintendents and senior managers; convenes annual meetings of Chief Financial Officers, Chief Operating Officers, Transportation Directors, and Chief Information Officers and Technology Directors; fields hundreds of requests for management information; and has developed and maintains a Web-based management library. Prior to joining the Council, Dr. Carlson was an executive assistant in the Office of the Superintendent of the District of Columbia Public Schools. He holds doctoral and master's degrees in administration from The Catholic University of America; a B.A. degree in political science from Ohio Wesleyan University; and has done advanced graduate work in political science at Syracuse University and the State Universities of New York.

David M. Palmer

David Palmer, Deputy Director (retired), Los Angeles Unified School District, is a forty-year veteran of school business operations administration. Mr. Palmer's executive responsibilities included the management and oversight of division operations, strategic planning and execution, budget development and oversight, and contract administration. Mr. Palmer oversaw the design and implementation of performance standards, benchmarks and accountabilities for staff and advised the Council of Great City Schools on the *Key Performance Indicator* project. Mr. Palmer was also an instructor in the School Business Management Certificate Program at the University of Southern California. Mr. Palmer currently provides consulting services for school districts and other governmental agencies and is a very active member of the Council's Strategic Support Team.

Alex Belanger

Alex Belanger is the Assistant Superintendent of Facilities Management and Planning at Fresno Unified School District (FUSD), the fourth largest school district in California. FUSD is comprised of 3,862 Classrooms located at 99 schools with 12 non-instructional sites totaling, 8.26 M square feet on 1,277.66 acres with 74,000 students enrolled. Mr. Belanger has over 26 years of experience in general contracting and recovery of major public/private construction projects, public/commercial maintenance and operations services, construction management and public and private design/sustainability program management. He has successfully managed and recovered projects for Department of Defense, Department of Transportation, healthcare, hospitality and educational K-12 / community college / universities, commercial/retail facilities. His background is further diversified with his experience in developing and managing projects/programs in the oilfield/mining industry on the North Slope of AK in sensitive tundra wetland areas. As a private consultant he managed projects/programs in the Arctic Circle for NANA Regional Corporation, Pedro Bay Village Corporation and Ilimina Village corporation from inception to closeout establishing/developing opportunities for community economic development. Commercially he managed NMS (NANA/Sodexo partnership) facilities Management department one of the largest privately held M&O companies in Alaska. Prior to being recruited to Fresno Unified School

District Alex was hired as Assistant Director of Maintenance and Operations as a recovery specialty to address and improve maintenance and operations related to safety, productivity, and quality control at ASD. Mr. Belanger is a Licensed General Contractor in the state of Alaska, holds a PM Certification from Parsons Brinckerhoff/Harvard online, qualified at a GS-11 Principal Supervising Construction Coordinator for DOD and a Journeyman Carpenter. Alex also serves on the committee overseeing West Fresno Steering Committee, Fresno City Parks/Trails revitalization. He is an acting board member on West Fresno Community Economic Development Corporation and Central Unified School District Bond Oversight committee. He is a member of CMAA Construction Manager Association of America. His most recent recognitions are ACSA Classified Leader of the Year Region IX and was part of a team that received the AIA Design Award of Merit for Philip J. Patino School of Entrepreneurship.

Rickey A. Bevilacqua

Rickey Bevilacqua is the Manager of Facilities Construction for the Facilities Design and Construction Department with Pinellas County Schools (PCS). Mr. Bevilacqua leads a team of project managers and engineers to oversee over 100 construction projects with a value of construction over two hundred million dollars per year. He assists the school board architect with design criteria standards for the construction documents. With over 35 years of educational experience in construction he is an expert in his field. Experience includes planning, budgeting, design, and construction of K-12, vocational, and exceptional schools including three schools achieving LEED gold certification. Included in his experience, working on joint ventures with private schools, municipalities, and the County's Health Department. Mr. Bevilacqua has 40 years of experience in the construction industry with 35 years of educational construction. He is a high school and vocational graduate and is a State Licensed Building Contractor, Plans Examiner, and Inspector.

Christos Chrysiliou

Christos Chrysiliou is the Director of Architectural and Engineering (A&E) Services for the Facilities Services Division of the Los Angeles Unified School District (LAUSD). LAUSD is the 2nd largest School District in the Nation with 13,500 buildings located at 1,270 schools and centers across 6,478 acres of land educating a population of approximately 700,000 students. Mr. Chrysiliou has over thirty years of experience in architectural planning, development, design, project management, sustainability and construction, enabling him to work with a strategic mindset to bring innovative ideas and solutions to solve complex issues. He has successfully managed projects for educational facilities, hospitality and commercial/retail facilities from inception to closeout with an emphasis on planning and design. As the Director of A&E Services, he is responsible for Design, Architecture, Engineering, Sustainability Initiatives and Energy Management for the District. During his eighteen years of experience at LAUSD, he has worked within the three major facility branches: Construction, Asset Management, and Maintenance & Operations where he has gained effective leadership skills and provided responsible management for capital improvement programs. Mr. Chrysiliou earned a Bachelor of Architecture and Minor in Business Degree from Woodbury University in Burbank, California and an Associate of Arts Degree in Interior Design from the Fashion Institute of Design and Merchandising (FIDM) in Los Angeles, California. He is a Registered Architect in the State of California and has served several

Boards including the AIA SFV Chapter and Collaborative for High Performance Schools. He holds several professional certifications including: Certified Construction Manager (CCM), Parsons Project Manager Certification (PPMC), LEED Building Design & Construction (LEED AP BD+C), and Facility Management Professional (IFMA). He is a member of the American Institute of Architects, Construction Management Association of America, US Green Building Council. He also serves on several advisory councils for local utility service providers and outside agencies, analyzing new technologies and possible implementation for maximizing energy efficiency and is a constant figure in state and national sustainability forums such as the U.S. Department of Energy's Better Buildings Challenge, New Buildings Institute, and NREL. His most recent recognitions include the *Best of Green Schools Ambassador Award* by the Center for Green Schools and the *Walk the Walk Award Portfolio* by the Better Buildings Challenge LA Chapter. Mr. Chrysiliou's vision is to develop balanced educational environments that utilize sustainable systems that protect and restore our natural resources and enhance the educational experience and overall well-being of our communities.

John Dufay

John Dufay is the Executive Director of Maintenance and Support Operations for Albuquerque Public Schools which contains 15.2 million square feet in 2,100 buildings. The M&O Division is comprised of 267 skilled technicians representing seven service departments and a financial/accounting office. As a 1976 graduate of the University of New Mexico, College of Architecture, he commenced his professional career with a local design firm, initially focusing on high end custom homes and small commercial and multi-housing projects and later expanding into environmental issues and assessments. In 1985, Mr. Dufay accepted a staff architect position at Los Alamos National Laboratory where he worked on ADA accessibility, energy projects, renovation and major upgrade projects. He returned to the University of New Mexico, graduating with a M.S. in Environmental Science in 1992. In 1988 — in response to the Federal law for managing asbestos in schools (AHERA) Mr. Dufay was hired as the first environmental management planner charged with creating the only in-house environmental management program. In the 1990s, he designed a new technology third generation type of constructed wetlands for waste-water treatment and recycling which was extremely effective and efficient. A patent was filed on the technology in 1997 and in December 2000 the U.S. Federal Patent and Trademark Office issue Utility Patent #6159371 for Constructed Wetlands Remediation System, Sub-surface Nitrification/Denitrification of Waste-Water.

Scott Layne

Scott Layne serves as Deputy Superintendent for Operations for the Dallas Independent School District. His main responsibilities include maintenance, grounds, energy management, regulatory compliance, custodial services, fleet management, transportation, food service, construction, safety/security and police, and technology. His career in public education began in the Katy Independent School District in 1982. He worked as an architectural draftsman involved in the design and construction of renovations and additions to existing school facilities. In 1988, he accepted a position with the Midland Independent School District, eventually serving as Director of School Plant Services. In 1991, he went to the Irving Independent School District and has served as Assistant Director of Maintenance and Operations, Director of Maintenance and

Operations, Executive Director of Facilities, and Assistant Superintendent for Support Services. In August 2016, Mr. Layne accepted the position of Chief Operating Officer with the Dallas Independent School District. In May 2017, he took on additional responsibilities and his title was changed to Deputy Superintendent for Operations. Mr. Layne is a member of the Texas Association of School Administrators (TASA), Texas Association of School Business Officials (TASBO), the North Texas Facilities Services Association (NTFSA), and the Association for Learning Environments (A4LE). He has served as Chairman of the TASBO Maintenance and Operations Research Committee, President of the North Texas Facilities Services Association, President of the Council of Educational Facility Planners, International (DFW Chapter), President of the Council of Educational Facility Planners, International (Southern Region), and Chairman of the Board for A4LE. He has also served as President of the Irving Sunrise Rotary Club. Mr. Layne earned a Bachelor of Science Degree in Architectural Studies from the University of Illinois at Urbana-Champaign and an Associate of Fine and Applied Sciences Degree from Illinois Central College.

Trena A. Marsal (Deane)

Trena A. Marsal (Deane) is the Executive Director of Facility Management for Denver Public Schools (DPS). Facility Management is responsible and accountable for over 16 million square feet of facilities which includes 230 school programs located in 226 DPS owned facilities and 7 leased facilities. As the second largest landowner in Denver and the largest school district in Colorado the District educates a population of over 93,000 students and is growing. Facility Management employs over 900 employees within Custodial Operations, Maintenance, Real Estate, and Sustainability, Professional Development, Safety and Community Use Divisions. Mrs. Marsal's career has spanned 20 years with DPS and during this time she has served as the Chief of Maintenance Engineering, Director of Operations and Maintenance and her current assignment as the Executive Director of Facility Management. Mrs. Marsal holds a Bachelor of Science Degree in Occupational Safety, Master of Management and MBA Degrees in Human Resources. Mrs. Marsal serves on the Mayor's Developers Advisory Council, is co-chair of the African American Equity Task Force and Wisdom Team, Denver Parks and Recreation Board and has served on various committees across the District to support student achievement and the mission of the District.

Stacey Marshall

Stacey Marshall began her career as a plumber in the private sector and came to the Maintenance Department for the School District of Palm Beach County in May 2000. She worked her way from Senior Mechanical Technician for mechanical vendor services, to Facilities Management Coordinator managing the Mechanical Section, and to the position of Facilities Management Administrator. As the Facilities Administrator she managed Central Services for the District, which included mechanical, lock and window, generators, fire alarm, intercom, grounds, sheet metal, pest control, and general trade repairs. In 2017, Ms. Marshall became the General Manager of Maintenance and Plant Operations and has recently accepted the position of Director of Facilities Services, which maintains more than 200 facilities for the School District of Palm Beach County. Ms. Marshall was part of the School District of Palm Beach County's recovery efforts for Hurricanes' Frances, Jeanne, Wilma, and Irma. In addition, as part of her job responsibilities,

Ms. Marshall coordinated the District's Emergency Response Center during Hurricane Irma and is currently coordinating the District's recovery efforts through FEMA.

John T. Shea

John Shea has been the CEO of the New York City Department of Education, Division of School Facilities (DSF) since August 2008. The New York City Department of Education is the largest K-12 school district in the United States, with 1.1 million students, universal pre-kindergarten, and a portfolio of 1,405 buildings with a total of 135M square feet of managed space. To successfully oversee this enterprise, DSF relies on an outstanding team of 250 professional staff in the areas of Facility Management, Engineering, Contracts, Project Management, Sustainability, Environmental Health and Safety, Finance, Emergency Preparedness, IT, and Maintenance Management, as well as 450 professional trades staff, 860 Custodian Engineers, 1100 Building Engineers, and 6500 Cleaners. Before arriving at the NYC DOE John spent twelve years as the Executive Director of Facilities for the Nassau County Board of Cooperative Educational Services (BOCES), the largest regional school district in New York State. Prior to BOCES, he was a Technical Manager for the Aramark Corporation in their Educational Services division. John started his career in the maritime industry as an engineer, supervising ship repair and construction both domestically and internationally. He has a BS in Marine Engineering from the United States Merchant Marine Academy, from where he graduated in 1989, and is a former officer in the United States Naval Reserve.

ATTACHMENT B. WORKING AGENDA

**Strategic Support/Technical Assistance Team
Facilities Review
Broward County Public Schools
June 18-21, 2019**

**Working Agenda
Subject to Change as Required**

Tuesday, June 18

Team Arrival

6:15 p.m.

Team to Meet in Hotel Lobby
Marriott North
6650 N. Andrews Ave.
Fort Lauderdale
954.771.0440

6:30 p.m.

Dinner Meeting
15th Street Fisheries
1900 SE 15th Street

Robert Runcle
Superintendent
Judith Marte
Chief Financial Officer
Maurice Woods
Chief Strategy & Operations Officer
Others (TBD)

Wednesday, June 19

7:00 – 7:45 a.m.

Team Continental Breakfast
District Maintenance Office
3810 NW Tenth Avenue

Requirements
Internet Connectivity
LCD Projector & Power Strips
White Board/Flip Charts

8:00 – 9:00 a.m.

Team Interview

Sam Bays
Director, Physical Plant Operations

9:15 – 10:00 a.m.

Team Interview

Dale Schmidt
Director, Performance Management
Office of Strategic Initiative

Management

10:15 – 11:00 a.m.

Team Interview

Robert Maloney
Manager, Facilities Support Services

11:15 – 12:00 Noon

Team Interview

Pamela Norwood
Manager, PPO Finance

12:15 – 1:15 p.m.

Working Luncheon

1:30 – 2:15 p.m.

Team Interview

Eric M. Chisem

Review of the Physical Plant Operations Program of the Broward County Public Schools

Operations

Director, Talent Acquisition &

2:30 – 3:15 p.m.

Team Interviews

Ed Hineline

Director, Business Applications,
Information 3& Technology Department

Jeff Whitney

Assistant Director, Capital Budget
Department

Greg Neiman

Work Flow Process: CMMS Lead

William Robinson

CMMS Administrator

3:30 – 4:15 p.m.

Team Interview

Eloy Quesada

District Trades Manager (Capital
Installations)

4:00 – 4:45 p.m. Team Discussion of Work Plan for Balance of Site Visit

Thursday, June 20

7:00 – 7:45 a.m.

Continental Breakfast

8:00 – 8:45 a.m.

Team Interview

Ron DiCurcio

Dale Spear

Area Managers (2 of 3)
(Routine Maintenance)

9:00 – 9:45 a.m.

Team Interview

Ron Eggenberger

Grounds Manager

Roy Norton

Manager, Custodial/Grounds &
Special Projects

10:00 – 10:45 a.m.

Team Interview

Omar Shim

Director, Capital Budget
(PPO Liaison)

11:00 – 11:45 a.m.

Team Interview

Michael Solley

Kevin Jackson

Clara Knowles

Zone/Trade Supervisors

12:00 – 1:00 p.m. Working Luncheon

1:15 – 2:00 p.m.

Team Interview

Mary Coker & Paul Molnar

Material Handling

Richard Ellis

Supervisor, Equipment Repair

Review of the Physical Plant Operations Program of the Broward County Public Schools

		<u>Tommy Fitzpatrick</u> Fleet Maintenance
2:15 – 3:00 p.m.	Team Interview	<u>Dr. MaryAnn May</u> Fire Chief <u>Brian Katz</u> Chief of Safety, Security & Emergency Preparedness <u>Roger Riddlemosser</u> Director, Environmental Health & Safety
3:15 – 4:00 p.m.	Team Interview	<u>Mary Coker</u> Director, Procurement & Warehouse Services <u>Danielle Mamede</u> Assistant Director, Procurement & Warehouse Services <u>Cenira Infante</u> <u>Marissa Smith</u> <u>Maurice Stradiotti</u> <u>Deeana Lowe-Chin</u> Senior Process Analysts
4:15 – 5:00 p.m.	Team Interview	<u>Principals</u> Randomly Selected Across Grade Levels

Team Discussion of Work Plan for Balance of Site Visit

Friday, June 21

7:00 – 7:45 a.m.	Continental Breakfast	
8:00 – 12:00 Noon	Team Meeting	Discussion of Findings & Recommendations
12:00 – 1:00 p.m.	Working Luncheon & Debriefing	<u>Robert Runcie</u> Superintendent <u>Maurice Woods</u> Chief Strategy & Operations
Officer		<u>Judith Marte</u> Chief Financial Officer Others (TBD)
	Adjournment & Departures	

ATTACHMENT C. DISTRICT PERSONNEL INTERVIEWED

- Robert Runcie, Superintendent
- Judith Marte, Chief Financial Officer
- Maurice Woods, Chief Strategy & Operations Officer
- Mary-Ann May, Acting Chief Facilities Officer
- Sam Bays, Director, Physical Plant Operations
- Dale Schmidt, Director, Performance Management
- Robert Maloney, Manager, Facilities Support Services
- Pamela Norwood, Manager, Physical Plant Operations Finance
- Eric M. Chisem, Director, Talent Acquisition and Operations
- Ed Hineline, Director, Business Applications
- Jeff Whitney, Assistant Director, Capital Budget
- Greg Neiman, Work Flow Process: CMMS Lead
- William Robinson, CMMS Administrator
- Eloy Quesada, District Trades Manager (Capital Installations)
- Ron Dicurcio, Area Manager Zone 2 (Routine Maintenance)
- Dale Spear, Area Manager Zone 3 (Routine Maintenance)
- Ron Eggenberger, Grounds Manager 2
- Jerry Vevio, Supervisor II
- Omar Shim, Director, Capital Budget
- Kevin Jackson, Zone/Trade Supervisor
- Clare Knowles, Zone/Trade Supervisor
- Mary C. Coker, Director, Procurement and Warehousing
- Paul Molnar, Stock Room Assistant - Material Logistics
- Reginal Moncrief, Supervisor Logistics and Relocations
- Richard Ellis, Supervisor, Grounds
- Tommy Fitzpatrick, Manager, Vehicle Maintenance
- Craig Kowalski, Chief, School Police
- Roger Middlemoss, Director, Environmental Health & Safety
- Danielle Mamede, Assistant Director, Procurement & Warehouse Services
- Cenira Infante, Senior Process Analyst
- Marissa Smith, Senior Process Analyst
- Maurice Stradiotti, Senior Process Analyst
- Deena Lowe-Chin, Senior Process Analyst
- Al Shelton, Senior Process Analyst
- Principals:
 - Jocelyn M. Reid, Deerfield Park Elementary
 - Jimmy Arrojo, Western High
 - Juan Alejo, Boulevard Heights Elementary
 - Cory Smith, Ramble Wood Middle
 - Robert Pappas, Gulfstream Academy
 - Anthony Valachovic, Northeast High

Review of the Physical Plant Operations Program of the Broward County Public Schools

- Parinaz Bristol, Plantation High
- Michael Walker, Sunrise Middle
- Bob Crawford, Atlantic Technical College
- Bardetta Haygood, Henry D. Perry Education Center
- Christopher McGuire, Broward Virtual School
- Ricardo Santana, Glades Middle

ATTACHMENT D. DOCUMENTS REVIEWED

- Budget:
 - Comprehensive Annual Financial Reports for
 - Fiscal Year Ended June 30, 2016
 - Fiscal Year Ended June 30, 2017
 - Fiscal Year Ended June 30, 2018
 - Physical Plant Operations (PPO) Expenses vs. General Fund, FY 2015 to 2019, Final June 17, 2019
- Florida School District Annual Plant Maintenance and Operations Cost Information, 2017-2018
- Demographics and Student Assignments Department, Benchmark Day Enrollment Count, September 11, 2018, Appendix D: School Enrollment by Grade Level
- Organizational Charts:
 - District Organizational Charts, 2018-2019, approved May 22, 2018
 - Facilities Division Organization Charts 2019, dated April 25, 2019
- Job Descriptions:
 - Director, Physical Plant Operations, adopted as amended July 28, 2015
 - Area Manager, Trades, updated August 24, 2004
 - Manager, Facilities Support Services, reporting change July 25, 2011
 - Manager, Physical Plant Operations (PPO) Finance, Board approved October 18, 2016
 - Manager, Custodial/Grounds, adopted as amended July 28, 2015
 - Grounds Manager, board adopted June 20, 2006
 - Area Supervisor I, Maintenance, revised December 19, 2014
 - Supervisor I, Electrical, board adopted December 16, 2003
 - Supervisor I, Heating, Ventilation and Air Conditioning, revised January 27, 2015
 - Supervisor I, Mechanical Equipment, Board adopted December 16, 2003
 - Supervisor I, Roofing, revised December 19, 2014
 - Assistant Area Supervisor, Maintenance (4), revised November 29, 2006
 - Project Coordinator, Information & Technology, Board adopted February 19, 2014
 - Supervisor II, Grounds, revised December 19, 2014
- Department Strategic Plans:
 - Division Facilities:
 - Department Under Review: PPO, dated March 31, 2014
 - Performance Management 3.0 Review: dated PPO, June 25, 2018
 - Performance Management 2.0, PPO
 - Department Under Review: PPO, Version 1.5, dated May 6, 2014
 - Status of Progress on Strategic Initiatives, dated June 24, 2019
- PPO Work Orders Costs Summary 2
- Internal/External Audits:

- Procurement and Warehousing Services' Purchasing Card (P-Card) Services for Period from July 1, 2015 through September 30, 2015, Audit Committee on November 17, 2016, by Office of the Chief Auditor
- Termite Extermination Contracts No. 15-109T and No. 28-137T, Audit Committee on March 10, 2016, by Office of the Chief Auditor
- Broward County Public Schools Maintenance Review, Portolan Performance Index, June 2018, by Portolan Group, dated May 30, 2019
- Presentation, PPO's Path Forward, A Discussion of the SOP's, Business Plan, and KPI's of PPO, 4th Quarter Fiscal Year 2017
- Standard Operating Procedure and Index, last revision January 20, 2017
- Vendor Contracts, PPO Bid List as of May 21, 2019
- PPO Work Plans:
 - 120-Day Work Group Schedules:
 - Zone 1
 - Zone 3
 - District Trades, 2019 Summer Projects, dated May 31, 2019
 - District Trades, Air Cooled Chillers PM (Annual), revised May 31, 2019
 - District Trades, South Area Boilers PM (Monthly)
 - District Trades, Cooling Tower PM (Quarterly), dated March 1, 2018
 - District Trades, Fire Hydrant PM (Annual)
 - District Trades, Generator PM (Quarterly)
 - District Trades, HVAC Projects
 - District Trades, Lift Station PM (Monthly)
 - District Trades, Compactor PM (Semi-Annual)
 - District Trades, Somat PM (Semi-Annual)
 - District Trades, Water Cooled Chillers PM (Annual), revised May 31, 2019
 - 2009-2010 – Work Plan, dated November 30, 2009
 - Fire Alarm Inspections 2018-2019
 - Fire Pump Inspections (Annual) 2019-2020
 - Fire Sprinkler Inspections (4th quarter) 2018-2019
 - Kitchen Hood Inspections 2018-2019 (2nd half)
- Procedure for Requesting Projects not Funded in the Adopted District Educational Facilities Plan, dated December 03, 2007, Bulletin No: A-468
- Composite Costs, 2016-2017
- Agenda Request Form, The School Board of Broward County, Florida, Item No. EE-4; Computer Maintenance Management System, Meeting date January 18, 2017
- CMMS Agreement, Agreement with Electronic Data, Inc.
- Product Requirements Document, CMMS 7.6 eSAM, Prepared by Consultant., Version 3.1, dated September 1, 2017
- Space Types, Space Inventory, dated January 7, 2019
- MAPPS Financials by School, dated June 20, 2019
- Florida Classrooms (Florida Department of Education)

Review of the Physical Plant Operations Program of the Broward County Public Schools

- 21st Annual Customer Survey Results, 2014-2015, dated June 24, 2016
- Facilities Service Schedule and Evaluation Form
- Grounds Equipment Repair Department Handout
- Facilities Assessment Form Sample with Pictures
- Copy of the 2017-2018 BCPS Facility KPI Data Entered into the CGCS Online Repository
- Facilities Analysis Data from the National Center for Education Statistics
- Public Schools Facilities Element Support Document – 2016/17 (Part of Volume 4 of the Broward County Comprehensive Plan)
- Consulting Contract for New CMMS Implementation, dated September 1, 2017
- Board Agenda Item for Consulting Contract re: New CMMS Implementation, dated January 18, 2017

ATTACHMENT E. COUNCIL REVIEWS

The Council of the Great City Schools is a coalition of 75 of the nation's largest urban public-school systems.⁴⁴ The organization's Board of Directors is composed of the superintendent, CEO, or chancellor of schools and one school board member from each member city. An executive committee of 24 individuals, equally divided between superintendents and school board members, provides regular oversight of the 501(c)(3) organization. The composition of the organization makes it the only independent national group representing the governing and administrative leadership of urban education and the only association whose sole purpose revolves around urban schooling.

The mission of the Council is to advocate for urban public education and to assist its members in to improve and reform. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group also convenes two major conferences each year; conducts studies of urban school conditions and trends; and operates ongoing networks of senior school district managers with responsibilities for areas such as federal programs, operations, finance, personnel, communications, instruction, research, and technology. Finally, the organization informs the nation's policymakers, the media, and the public of the successes and challenges of schools in the nation's Great Cities. Urban school leaders from across the country use the organization as a source of information and an umbrella for their joint activities and concerns.

The Council was founded in 1956 and incorporated in 1961 and has its headquarters in Washington, DC. Since the organization's founding, geographic, ethnic, language, and cultural diversity has typified the Council's membership and staff.

⁴⁴ Albuquerque, Anchorage, Atlanta, Austin, Baltimore, Birmingham, Boston, Broward County (Ft. Lauderdale), Buffalo, Caddo Parish (Shreveport), Charleston County, Charlotte-Mecklenburg, Chicago, Buffalo, Clark County (Las Vegas), Cleveland, Columbus, Dallas, Dayton, Denver, Des Moines, Detroit, Duval County (Jacksonville), East Baton Rouge, Fort Worth, Fresno, Guilford County (Greensboro, N.C.), Hillsborough County (Tampa), Houston, Indianapolis, Jackson, Jefferson County (Louisville), Kansas City, Little Rock School District, Long Beach, Los Angeles, Memphis, Miami-Dade County, Milwaukee, Minneapolis, Nashville, Newark, New Orleans, New York City, Norfolk, Sacramento, Oklahoma City, Omaha, Orange County (Orlando), Palm Beach County, Philadelphia, Pittsburgh, Portland, Providence, Richmond, Rochester, Sacramento, Salt Lake City, San Diego, San Francisco, Seattle, Stockton, St. Louis, St. Paul, Toledo, Toronto, CA, Washington, D.C., and Wichita

History of Strategic Support Teams of the Council of the Great City Schools

The following is a history of the Strategic Support Teams provided by the Council of the Great City Schools to its member urban school districts over the last 20 years.

City	Area	Year
Albuquerque		
	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005 & 2018-9
	Legal Services	2005
	Safety and Security	2007
	Research	2013
	Human Resources	2016
Anchorage		
	Finance	2004
	Communications	2008
	Math Instruction	2010
	Food Services	2011
	Organizational Structure	2012
	Facilities Operations	2015
	Special Education	2015
	Human Resources	2016
Atlanta		
	Facilities	2009
	Transportation	2010
Austin		
	Special Education	2010
Baltimore		
	Information Technology	2011
Birmingham		
	Organizational Structure	2007
	Operations	2008
	Facilities	2010
	Human Resources	2014
	Financial Operations	2015
Boston		
	Special Education	2009
	Curriculum & Instruction	2014
	Food Service	2014
	Facilities	2016
Bridgeport		
	Transportation	2012
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
	Transportation	2009

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Information Technology	2012
	Information Technology	2018
	Facilities Operations	2019
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000
	Finance II	2003
	Bilingual Education	2009
	Special Education	2014
	Facilities Operations	2019
Caddo Parish (LA)		
	Facilities	2004
Charleston		
	Special Education	2005
	Transportation	2014
Charlotte-Mecklenburg		
	Human Resources	2007
	Organizational Structure	2012
	Transportation	2013
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
	Special Education	2013
Chicago		
	Warehouse Operations	2010
	Special Education I	2011
	Special Education II	2012
	Bilingual Education	2014
Christina (DE)		
	Curriculum and Instruction	2007
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
	Special Education	2017
Columbus		

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Transportation	2009
Dallas		
	Procurement	2007
	Staffing Levels	2009
	Staffing Levels	2016
Dayton		
	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
	Organizational Structure	2017
Denver		
	Superintendent Support	2001
	Personnel	2001
	Curriculum and Instruction	2005
	Bilingual Education	2006
	Curriculum and Instruction	2008
	Common Core Implementation	2014
Des Moines		
	Budget and Finance	2003
	Staffing Levels	2012
	Human Resources	2012
	Special Education	2015
	Bilingual Education	2015
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003
	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Human Resources	2009
	Special Education	2018
Fresno		
	Curriculum and Instruction	2012
	Special Education	2018
Guilford County		
	Bilingual Education	2002
	Information Technology	2003
	Special Education	2003
	Facilities	2004
	Human Resources	2007
	Transportation	2017
Hillsborough County		
	Transportation	2005
	Procurement	2005
	Special Education	2012
	Transportation	2015
Houston		
	Facilities Operations	2010
	Capitol Program	2010
	Information Technology	2011
	Procurement	2011
Indianapolis		
	Transportation	2007
	Information Technology	2010
	Finance and Budget	2013
	Finance	2018
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
	Curriculum and Instruction	2017
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
	Facilities operations	2015
	Budget and finance	2015
Kansas City		
	Human Resources	2005
	Information Technology	2005
	Finance	2005
	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Stimulus Planning	2009
	Human Resources	2016
	Transportation	2016
	Finance	2016
	Facilities	2016
	Curriculum and Instruction	2016
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005
	Human Resources	2005
	Business Services	2005
Louisville		
	Management Information	2005
	Staffing Levels	2009
	Organizational Structure	2018
Memphis		
	Information Technology	2007
	Special Education	2015
	Food Services	2016
	Procurement	2016
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
	Information Technology	2013
Milwaukee		
	Research and Testing	1999
	Safety and Security	2000
	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
	Human Resources	2013
	Information Technology	2013
	Human Resources	2019
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
	Transportation	2016
	Organizational Structure	2016
Nashville		

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Food Service	2010
	Bilingual Education	2014
	Curriculum and Instruction	2016
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		
	Testing and Assessment	2003
	Curriculum and Instruction	2012
	Transportation	2018
	Finance	2018
	Facilities Operations	2018
Omaha		
	Buildings and Grounds Operations	2015
	Transportation	2016
Orange County		
	Information Technology	2010
Palm Beach County		
	Transportation	2015
	Safety & Security	2018
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009
	Special Education	2009
	Transportation	2014
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006
	Finance	2006
	Special Education	2009
	Organizational Structure	2016
	Business Services and Finance	2016
	Curriculum and Instruction	2016
	Research	2016

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Human Resources	2018
	Information Technology	2018
	Facilities Operations	2018
Portland		
	Finance and Budget	2010
	Procurement	2010
	Operations	2010
Prince George's County		
	Transportation	2012
Providence		
	Business Operations	2001
	MIS and Technology	2001
	Personnel	2001
	Human Resources	2007
	Special Education	2011
	Bilingual Education	2012
	Bilingual Education	2019
Puerto Rico		
	Hurricane Damage Assessment	2017
	Bilingual Education	2019
Reno		
	Facilities Management	2013
	Food Services	2013
	Purchasing	2013
	School Police	2013
	Transportation	2013
	Information Technology	2013
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
	Human Resources	2014
	Financial Operations	2018
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
Sacramento		
	Special Education	2016
San Antonio		
	Facilities Operations	2017
	IT Operations	2017
	Transportation	2017
	Food Services	2017
	Human Resource	2018
San Diego		

Review of the Physical Plant Operations Program of the Broward County Public Schools

	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		
	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
St. Paul		
	Special Education	2011
	Transportation	2011
	Organizational Structure	2017
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008
	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008
	Capital Projects	2013
	Transportation	2019
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998
	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
	Common Core Implementation	2011
Wichita		
	Transportation	2009
	Information Technology	2017

The School Board of Broward County, Florida

Agreed-Upon Procedures Report April 13, 2020



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THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

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Independent Accountant's Report on Applying Agreed-Up Procedures

To: Members of the School Board of
Broward County, Florida

We have performed the procedures enumerated below, which were agreed to by The School Board of Broward County, Florida (the "SBBC") solely to assist the specified parties in evaluating Broward County Public School's ("BCPS") compliance with its purchasing policies and requirements related to the purchases of Recordex SimplicityTouch interactive flat panels and accessories from Dell Marketing L.P. during the years 2014 to 2019. We are not responsible for the BCPS's compliance with those requirements, which is the responsibility of the BCPS's management. The sufficiency of these procedures is solely the responsibility of those specified parties in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

The procedures performed are located on pages 5 - 11 and our findings, observations and recommendations are detailed in Exhibit I.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on Broward County Public School's ("BCPS") compliance with its purchasing policies and requirements related to the purchases of Recordex SimplicityTouch interactive flat panels and accessories from Dell Marketing L.P. during the years 2014 to 2019. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures; other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the School Board of Broward County and BCPS's management and is not intended to be and should not be used by anyone other than these specified parties.

HCT Certified Public Accountants & Consultants, LLC

Hollywood, Florida
April 13, 2020

EXECUTIVE SUMMARY

The School Board of Broward County, Florida (the “SBBC”), Office of the Chief Auditor requested that HCT Certified Public Accountants & Consultants, LLC (“HCT”) perform an Agreed-Upon Procedures engagement related to the district’s purchase of approximately 2,900 Recordex SimplicityTouch interactive flat panels and accessories (“Recordex” or “Recordex interactive flat panels”) from Dell Marketing L.P. (“Dell”) for approximately \$17,000,000. The scope of the engagement specifically focused on the technology selection, purchasing and provisioning processes related to Recordex interactive flat panels and accessories purchased between January 1, 2014 through December 31, 2019. The specified objectives of the engagement were as follows:

#1 - Determine if the Recordex interactive flat panels were acquired from Dell Marketing L.P. in accordance with Broward County Public School’s (“BCPS”) purchasing policies and procedures and with proper authorization.

#2 - Determine how Recordex interactive flat panels were chosen and if the proper selection process was followed.

#3 - Examine the transaction structure and pricing of the Recordex interactive flat panel purchases to determine if this was reasonable based on other bids.

After we concluded the procedures outlined in the Agreed-Upon Procedures report (pages 5 - 11), we had the following findings and observations (please refer to Exhibit I for full details with related recommendations and management responses):

Summary of Findings and Observations

Finding #1-01

We noted three purchases in October 2015 for 5, of the approximately 2,900, Recordex units were purchased under an incorrect Bid ID.

Finding #1-02

We noted that one of the vendor responses related to Bid/Award ID 16-168E were missing several pages including the page related to bidding on the Recordex catalog item number.

Observation #1-01

We did not note any violations of BCPS’s purchasing policies and procedures related to Bid ID 56-063E.

Observation #1-02

We noted that the total amount spent under Bid ID 56-083E was \$492,769 (92 Recordex) which was in excess of the original cost estimate awarded of \$415,310 (70 Recordex). The total amount spent however did not exceed the \$500,000 threshold for the bid solicitation waive process that was used to approve this bid.

Finding #2-01

We found little to no information related to the process behind how Recordex was chosen as the preferred interactive board technology during this period. We did not note, in the information we reviewed, a requirement for an IT technology selection committee to review all significant IT product selections.

Finding #3-01

We noted that per the financial analysis worksheet for audio visual catalog Bid ID 16-168E provided by the PWS department of the \$32,000,000 approved under this bid, the total spend amount through 2019 (end of bid term) ended up being approximately \$22,000,000 of which approximately \$16,000,000 or 73% was paid to Dell for Recordex interactive flat panels (IFPs) and related products. Had all vendors known that \$16,000,000 was going to be spent specifically on one product from the entire 322 item audio visual catalog, there may have been more competitive bidding from the vendors on Recordex and could have potentially led to higher discounts.

Finding #3-02

We were unable to find documentation of any price and/or feature comparisons being done with Recordex's competitors' products by BCPS personnel. We did not find any evidence of the BCPS user community or a formal selection committee being significantly involved in the Recordex technology product selection. Also, we found no evidence of due diligence being performed to ensure that Recordex IFPs, at the given price point, were the best value based on functionality and most cost effective interactive flat panel solution for BCPS at the time.

Observation #3-01

During the bid process for Bid ID 16-168E, we noted no issue in Dell being selected as the approved vendor based on its bid of 46% discount off of MSRP as no other vendors during the bid process offered a lower discount. There was only one other vendor that bid on Recordex interactive flat panels and their discount was only 16.2%.

Observation #3-02

The majority of the Recordex interactive flat panels purchased by BCPS were the 70-inch interactive flat panel display models at a price per unit of \$4,498 (price for IFP only).

Observation #4-01

We found correspondence noting that the BCPS former CIO had communications with the authorized reseller of Recordex's (Edco) owner as far back as 2015. We also were able to confirm with Edco's attorney that they at least knew each other prior to then. The former CIO is currently a Senior VP at another company owned by Edco's owner. Additionally, the former CIO purchased a house from Edco's owner at a price well below market value, based on the sales prices for similar properties in the area at the time. We were informed by Edco's attorney that the house was sold at a discount due to it being in disrepair at the time of sale and was sold in "as is" condition.

Please refer to Exhibit I for more detailed information on the findings and observations listed above along with the related recommendations and management responses.

RESULTS:

As a result of the procedures performed, with the exception of the findings and observations listed above, we did not note any other anomalies or deviations from BCPS's policies and procedures related to the Recordex interactive flat panel purchases during the period of January 1, 2014 to December 31, 2019.

Agreed-Upon Procedures Report

BACKGROUND:

As part of Broward County Public School's ("BCPS") vision to transform school libraries and classrooms into innovative learning centers that support digital and personalized learning, Recordex SimplicityTouch interactive flat panels (IFPs) were purchased and distributed to schools districtwide. The IFPs included an interactive touch interface, document camera, and slate which are utilized as tools to assist both teachers and students in a collaborative learning environment.

During the years of 2015 to 2019 Broward County Public Schools purchased approximately 2,900 Recordex SimplicityTouch IFPs and accessories ("Recordex" or "Recordex interactive flat panels") from Dell Marketing L.P. ("Dell") for approximately \$17,000,000. There were no Recordex interactive flat panels purchased by BCPS in 2014.

The primary Recordex, USA and related products purchased included:

- ST-700 Recordex SimplicityTouch 70" HD Interactive LED/LCD Flat Panel Displays (IFP)
- Accessories include SimplicityCam, SimplicitySlate, and SimplicityMic
- Installation accessories include, Chief Fusion Adjustable Mobile Carts, Floor Stands and wall mounts
- IFPs were also available in 65, 75, and 86-inch display models

More can be learned about the interactive solutions available to the school district on the BCPS's Audio Visual Standards as documented on the information technology webpage under Audio Visual in the Standard items section:

Standard Items | Interactive Solutions

There are five types of interactive solutions that are supported by the District.

Epson: CCS Presentation Systems

Mimio: Camcor, Inc.

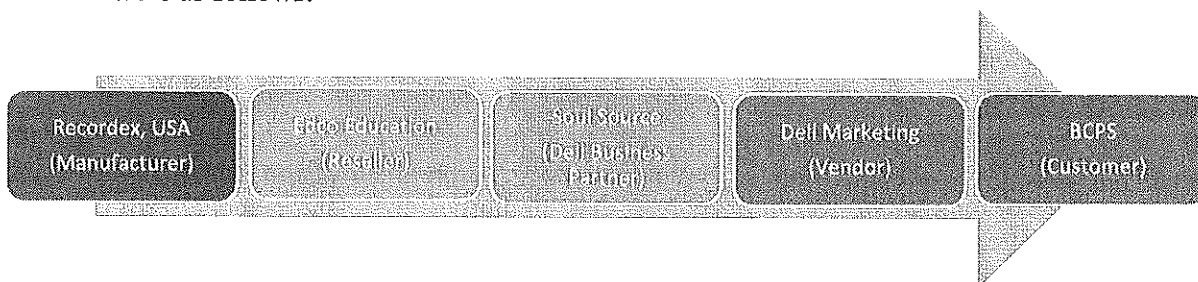
Promethean: School Specialty

Recordex: Dell

Smart: CCS Presentation Systems

Recordex interactive flat panels are manufactured by Recordex, USA (<https://recordexusa.com/>). The Recordex were purchased from Dell under BCPS Bid ID numbers 14-046E, 56-063E, 56-083E, and 16-168E, Dell purchased Recordex interactive flat panels from their business partner Sole Source Technology LLC ("Sole Source") who in turn purchased the IFPs from EDCO Education ("EDCO") the authorized reseller of Recordex at the time.

The transaction flow and parties involved from the manufacturer to Broward County Public Schools were as follows:



The School Board of Broward County, Florida Office of the Chief Auditor hired HCT Certified Public Accountants & Consultants, LLC (“HCT”) to perform an agreed-upon procedures engagement to examine these transactions.

SCOPE AND OBJECTIVES:

The scope of our review specifically focused on the technology selection, purchasing and provisioning processes related to Recordex interactive flat panels and accessories purchased between January 1, 2014 through December 31, 2019.

The objectives of our engagement included the following:

- Objective #1 - Determine if the Recordex interactive flat panels were acquired from Dell Marketing L.P. in accordance with BCPS’s purchasing policies and procedures and with proper authorization.
- Objective #2 - Determine how Recordex interactive flat panels were chosen and if the proper selection process was followed.
- Objective #3 - Examine the transaction structure and pricing of the Recordex interactive flat panel purchases to determine if this was reasonable based on other bids.

METHODOLOGY:

To satisfy the engagement objectives, we performed the following agreed-upon procedures:

- We reviewed BCPS’s purchasing and procurement policies and procedures related to this transaction including:
 - 3320 - Purchasing Policies
 - 1007 - Ethics Code for School Board Members
 - 5306 - School and District Technology Usage
 - Ethics Outline 1: General Requirements for All School District Employees
 - Ethics Outline 2: Requirements for All School District Employees Having Any Purchasing Authority

- Ethics Outline 3: Requirements for School District Employees with Purchasing Authority in excess of \$1,000
- Ethics Outline 4: Requirements for School District Employees with Purchasing Authority in Excess of \$20,000
- We obtained an understanding of BCPS's procurement, request for proposal (RFP), invitation to bid (ITB), bid, and vendor selection processes.
- We reviewed the bid process, documents and approvals related to the following Bid ID's under which Recordex were purchased during the period:
 - Bid ID 14-046E
 - Bid for computers and servers - \$1,000,000
 - Vendor - Dell Marketing L.P.
 - Contract period - March 18, 2014 - December 31, 2018
 - 3 purchases of Recordex IFPs made under this bid on October 20, 2015
 - 5 units purchased in total at a cost of \$4,500 per unit
 - Total cost (with accessories) - \$24,680
 - Bid ID 56-063E
 - Approved for 84 Recordex SimplicityTouch IFPs (with accessories and installation)
 - Actual purchase - 83 IFP units
 - Estimated approved cost - \$498,732
 - Actual total cost - \$492,439
 - Vendor - Dell Marketing L.P.
 - Contract period - December 17, 2015 - March 31, 2017
 - Department contact - Former CIO
 - Solicitation waive allowed since less than \$500,000
 - "Piggyback" on another governmental agent contract (Admin Minnesota master agreement).
 - Bid ID 56-083E
 - Approved for 70 Recordex SimplicityTouch IFPs (with accessories and installation)
 - Actual purchase - 92 IFP units
 - Estimated approved cost - \$415,310
 - Actual total cost - \$492,769
 - Vendor - Dell Marketing L.P.
 - Contract period - March 16, 2016 – March 31, 2017
 - Department contact - Former CIO
 - Solicitation waive allowed since less than \$500,000
 - "Piggyback" on another governmental agent contract (Admin Minnesota master agreement)

- Bid ID 16-168E
 - Audio Visual (catalog) - \$32,000,000
 - Vendors - Dell Marketing L.P. and 14 others
 - 322 items in catalog
 - Contract period July 27, 2016 – December 31, 2019
 - Approved by Board on July 26, 2016
 - Recordex USA listed as approved manufacturer - catalog item #240
 - Awarded to vendor Dell Marketing L.P. with a 46% discount

- Summary of Recordex interactive flat panels purchased by Bid ID number:

Bid ID	Units purchased	*Total cost
14-046E	5	\$24,680
56-063E	83	\$492,439
56-083E	92	\$492,762
16-168E	2,715	\$15,727,655
Total	2,895	\$16,737,536

*Total cost includes accessories and installation

- According to information provided by the BCPS's Procurement and Warehousing Services Department, there were no other Recordex interactive flat panels purchased between January 1, 2014 and December 31, 2019 outside of the four Bid IDs outlined above.
- We examined the Dell purchase and/or lease agreements related to the Recordex purchases
- Reviewed the process related to Recordex being selected as the preferred interactive board technology
- Reviewed the relationships between the companies involved in the BCPS Recordex purchase transaction
- Researched Recordex manufacturer and MSRP pricing
- Searched for other pricing available online for Recordex
- We conducted interviews with:
 - BCPS management and/or personnel from the following departments
 - Procurement and Warehousing Services (PWS)
 - Information Technology (IT)
 - Finance
 - IT Finance
 - Internal audit
 - Academics
 - Office of School Performance and Accountability (OSPA) - interview conducted by BCPS internal audit staff
 - Representatives from Dell
 - An attorney representing EDCO and its owner

- We attempted to contact but were unable to interview the following former BCPS personnel who were involved in the Recordex purchases process
 - Former Chief Information Officer (CIO during the period when the Recordex technology selection was made and during the majority of the related purchases)
 - Former Project Manager (PM for the Recordex purchasing project)
 - Former Director of Network Integration (Director during the period when the Recordex technology selection was made and during the related purchases)

Summary of interviews conducted:

Interview with BCPS's Procurement and Warehouse Services (PWS) Department

HCT participated in a meeting in December 2019 with five Procurement and Warehouse Services (PWS) personnel at the TSSC Center, 7720 W. Oakland Park Blvd. Sunrise, FL 33351. The attendees included the IT Audit Manager, PWS Assistant Director, Senior Process Analyst, Strategic Sourcing Manager, Purchasing Agent IV and one other team member. During this meeting and various other communications HCT inquired of the BCPS PWS personnel regarding the appropriate and relevant purchasing policies and procurement policies that would apply to the Recordex interactive board transactions.

PWS personnel performed a walkthrough of procurement processes and procedures used to purchase the Recordex. PWS personnel informed us that bid solicitations can be waived allowing purchases to "piggyback" on another governmental agent contract instead of going through the bid process. These were allowed for purchases under \$500,000 at the time of the Recordex purchases. PWS personnel informed us they are not involved in the product selection process. They also informed us that they had no information related to the process behind how Recordex was chosen as the preferred interactive flat panel technology for BCPS.

Interview with BCPS's Information Technology (IT) Department

In December 2019, HCT met with the BCPS IT Audit Manager and Director of Network Integration. The location for the meeting on the IT distribution process of IT equipment was at the KC Wright Building, 600 SE 3rd Avenue, Fort Lauderdale, Florida 33301.

The Director of Network integration performed a walkthrough of IT equipment requisition request and acquisition processes and procedures. He discussed the Recordex project roll out and integration of Recordex IFPs and accessories. He provided us information on the Recordex IFP deployment and installation process. He also reviewed the IT product selection process. As it relates to how Recordex was chosen as the preferred interactive board technology, he was unable to provide us with any documentation or information on the process.

Interview with representatives from Dell

In January 2020, HCT met with the BCPS IT Audit Manager and a Dell Technologies, Florida Public Sales Account Executive who was involved in the Recordex sales and the Regional Sales

Director for South Florida. The meeting was held at Broward County Public Schools, 600 SE 3rd Ave., 8th Floor, Fort Lauderdale, Florida 33301.

The Dell representatives provided a walkthrough of their proposal and bid process and gave an overview of Recordex integration projects for BCPS. They explained that Dell purchased Recordex from Sole Source, a business partner, because Recordex USA doesn't do direct sales. Dell later clarified that they attempted to onboard Edco, the authorized reseller for Recordex USA at the time, as a business partner in 2016 for the purpose of reselling Recordex products. Edco ended up not becoming a Dell business partner so Sole Source was used to purchase the Recordex from Edco and resell them to Dell. We were also informed that Dell sold Recordex at the time because their own interactive board technology had not been released yet.

Interview with BCPS's Treasury Department

HCT met with the BCPS IT Audit Manager, Treasurer, and one of his associates in January 2020. The location for the meeting on the financing used in the Recordex purchases was at the KC Wright Building, 600 SE 3rd Avenue, Fort Lauderdale, Florida 33301.

The Treasurer gave us a high-level walkthrough of finance processes and procedures. He also reviewed the financing options to purchase/lease the Recordex interactive flat panels. He explained that the majority of the Recordex were purchased through a \$14,000,000 lease from Dell Financial Services.

Interview with BCPS's IT Finance Department

In January 2020, HCT met with BCPS IT Audit Manager and IT Finance Manager. The location for the meeting on the IT financing and distribution processes related to the Recordex purchases was at the TSSC Center, 7720 W. Oakland Park Blvd. Sunrise, FL 33351.

He performed a walkthrough of IT Finance Department processes and procedures. He provided and reviewed with us the Recordex purchase orders from the various bids. As it relates to how Recordex was chosen as the preferred interactive board technology, he was unable to provide us with any significant documentation or information on the process. He also was unsure if the BCPS user community had any involvement in the Recordex selection process.

Interview with an attorney representing EDCO and its owner

In February 2020, HCT had a teleconference with an attorney representing EDCO Education and its owner. Other participants on the call included the BCPS Chief Auditor and IT Audit Manager.

The attorney informed us that Edco was the exclusive reseller for Recordex in North America during the time of the BCPS purchases. He informed us that a majority of Edco sales are direct but, in some instances, they sell through third parties. He told us that Dell representatives requested for Edco to become a Dell business partner for the purpose of reselling Recordex to them. He said that Edco didn't become a Dell business partner, so Dell secured a Recordex supply pipeline through Sole Source (<http://solesourcetechnology.com/>). He informed us that all Recordex purchases from

Edco were made by Sole Source. He represented that Edco did not have any direct contact with BCPS's management or personnel during the entire process and that all dealings were through Dell and Sole Source.

He acknowledged that the owner of Edco and BCPS's former CIO knew each other before the time of the Recordex purchases. He said they knew each other from both of them being in the education industry. He confirmed that the former CIO is currently employed as a Senior Vice President at another company owned by Edco's owner. He also acknowledged that the owner of Edco sold a house to the Former CIO in 2018.

Interview with BCPS's Academic Department

In March 2020, HCT had a teleconference with BCPS's Chief Academic Officer and Director of Innovative Learning to discuss their role in the Recordex interactive flat panel selection and purchase. Other participants on the call included the BCPS Chief Auditor and IT Audit Manager.

They explained the initial implementation of Recordex to school media centers for training prior to the major rollout of Recordex to classrooms in 2016/2017. As it relates to how Recordex was chosen as the preferred interactive board technology, they were unable to provide us with any significant documentation or information on the process.

EXHIBIT I

FINDINGS, OBSERVATIONS, AND RECOMMENDATIONS:

Objective #1 - Determine if the Recordex interactive flat panels were acquired from Dell Marketing L.P. in accordance with BCPS's purchasing policies and procedures and with proper authorization. In regards to this objective, we had the following notable findings and observations:

Finding #1-01

- Recordex purchased under Bid ID 14-046E
 - ❖ We noted three purchases in October 2015 for 5, of the approximately 2,900, Recordex units costing \$22,500 were purchased under this Bid ID. While Dell was the authorized vendor for this bid, it was earmarked for computers and servers not Recordex, interactive flat panels, or interactive audio/visual equipment. We inquired with the PWS Department and were informed that these were purchased under the wrong Bid ID; however, we were not provided with a valid Bid ID number as to where these purchases should have been posted.

Recommendation

We recommend BCPS personnel better ensure adherence to existing controls to prevent purchase orders from being processed under incorrect Bid ID numbers.

Management Response: Maurice L. Woods, Chief Strategy & Operations Officer

The three purchases for the total of five Recordex SimplicityTouch IFP were made in October 2015 under the BID ID dated March 18, 2014 for computers and servers. As noted in the report, for the subsequent purchases, this control was in effect resulting in new Bids created for the rest of the 2,900 Recordex SimplicityTouch IFP.

Subsequent those purchases, controls have been implemented in the procurement process for the user to first check if bid exists for materials and services. If yes, the available bid should be used and if no bid exists or there is a bid but no SAP material #'s, user must get vendor quotes.

Finding #1-02

- Recordex purchased under Bid ID 16-168E
 - ❖ We noted that one of the fifteen awarded vendor responses related to this bid were missing several pages, including the page related to bidding on the Recordex catalog item number. We inquired with the PWS department regarding the procedure if pages are missing from the catalog item section of the bid document. We were informed that although there is no formal procedure documented for this scenario, the items on the missing pages would be typically considered no discount or a non-bid on those items.

Recommendation

We recommend that if pages are missing from a vendor's bid that BCPS personnel request those pages to ensure no discounts are missed out on during the bid process.

Management Response: Maurice L. Woods, Chief Strategy & Operations Officer

Pages were missing from one of the vendor responses received for BID ID 16-168E. The Procurement practice is if a vendor responds with a line blank or with a pricing page, it is automatically considered a no-bid. The process will be re-evaluated.

Incomplete submission for required information are usually considered non-responsive. The Office of Strategy and Operations is currently addressing the operational and technological issues of the coronavirus and the serious concerns to the community. Procurement staff will meet with the District's Chief Auditor's staff 90 days after the schools are re-opened to provide a root cause analysis. If this situation has not been rectified with existing processes, we will provide a timeframe for any necessary improvements.

Observation #1-01

- Recordex purchased under Bid ID 56-063E
 - ❖ Based on the information and documentation we were provided; we did not note any violations of BCPS's purchasing policies and procedures related to this bid.

Observation #1-02

- Recordex purchased under Bid ID 56-083E
 - ❖ We noted that the total amount spent under this bid was \$492,769 for 92 Recordex, which was in excess of the original cost estimate awarded of \$415,310 for 70 Recordex. The total amount spent, however, did not exceed the \$500,000 threshold for the bid solicitation waive process that was used to approve the bid.

Objective #2 - Determine how Recordex interactive flat panels were chosen and if the proper selection process was followed. In regards to this objective, we had the following notable findings and observations:

Finding #2-01

- We found little to no information related to the process behind how Recordex was chosen as the preferred interactive board technology during this period. We did not note, in the information we reviewed, a requirement for an IT technology selection committee to review all significant IT product selections.

Recommendation

We believe for a technology investment of this size in one product there should be a committee or at least a more formal documented process on how and when the product selection was made. We suggest Academics or the OSPA, the ultimate users of the technology product, be involved to review and provide recommendations during the selection process. Also, documented in this process should be the other technologies considered and the rationale as to why the ultimate product selection was made.

Management Response: Philip Dunn II, Chief Information Officer / Maurice L. Woods, Chief Strategy & Operations Officer

The Office of the Chief Information Officer will review the current corporate governance process for the acquisition of technology assets to ensure proper protocols were followed and approvals were used to determine the technology that best fits the District's needs. Controls that include a technology selection committee consisting of a Principal, Academics, OSPA, representatives from Education technology, IT Solutions and IT Infrastructure will be considered for the process. We will consider having the committee members involved in reviewing and scoring proposals received from external vendors. The committee members could be given the opportunity to participate in "hands on" demonstration. This ultimate process will help determine which proposal best meets the requirements of the District as defined in the Request for proposal.

The Offices of the Chief Information Officer and Strategy and Operations are currently addressing the operational and technological issues of the coronavirus and the serious concerns to the community. Procurement staff will meet with the District's Chief Auditor's staff 90 days after the schools are re-opened to provide a timeframe for the process re-evaluation.

Objective #3 - Examine the transaction structure and pricing of the Recordex interactive flat panel purchases to determine if this was reasonable based on other bids. In regards to this objective, we had the following notable findings and observations:

Finding #3-01

- We did note that per the financial analysis worksheet for audio visual catalog bid ID 16-168E provided by the PWS department of the \$32,000,000 approved under this bid, the total spend amount through 2019 (end of bid term) ended up being approximately \$22,000,000 of which approximately \$16,000,000 or 73% was paid to Dell for Recordex interactive flat panels and related products. Had all vendors known that \$16,000,000 was going to be spent specifically on one product from the entire 322 item audio visual catalog, there may have been more competitive bidding from the vendors on Recordex and could have potentially led to higher discounts.

Recommendation

We recommend that for purchases this size related to one product that a separate ITB/RFP be done for that product alone rather than it being done in conjunction with an overall catalog bid.

Management Response: Maurice L. Woods, Chief Strategy & Operations Officer

The Offices of the Chief Information Officer and Strategy and Operations are currently addressing the operational and technological issues of the coronavirus and the serious concerns to the community. Procurement staff will meet with the District's Chief Auditor's staff 90 days after the schools are re-opened to provide a timeframe for the process re-evaluation.

Finding #3-02

- We were unable to find documentation of any price and/or feature comparisons being done with Recordex's competitors' products by BCPS personnel. We did not find any evidence of the BCPS user community or a formal selection committee being significantly involved in the Recordex technology product selection. Also, we found no evidence of due diligence being performed to ensure that Recordex IFPs, at the given price point, were the best value based on functionality and most cost effective interactive flat panel solution for BCPS at the time.

Recommendation

We recommend for purchases this size related to one technology product that the User departments be involved in the selection process. We also recommend that price and feature comparisons and product reviews of comparable products, as well as the rationale for the final product selection, be required to be performed and formally documented. Examples of product comparisons we suggest being made during the selection process are experience of manufacturer, product functionality, delivery/implementation time, price, warranty, etc.

Management Response: Maurice L. Woods, Chief Strategy & Operations Officer

The Office of the Chief Information Officer will review the current corporate governance process for the acquisition of technology assets and work with Office of the Chief Strategy and Operations on the acquisition of technology assets. Evaluation committee will be considered

to encourage vendors to present an oral presentation of their proposal and demonstration of their product.

The Offices of the Chief Information Officer and Strategy and Operations are currently addressing the operational and technological issues of the coronavirus and the serious concerns to the community. Procurement staff will meet with the District's Chief Auditor's staff 90 days after the schools are re-opened to provide a timeframe for the process re-evaluation.

Observation #3-01

- During the bid process for Bid ID 16-168E, we noted no issue in Dell being selected as the approved vendor based on its bid of 46% discount off of MSRP as no other vendors during the bid process offered a lower discount. There was only one other vendor that bid on Recordex interactive flat panels and their discount was only 16.2%.

Observation #3-02

- The majority of the Recordex interactive flat panels purchased by BCPS were the 70-inch interactive flat panel display models at a price per unit of \$4,498 (price for IFP only). We searched for comparable 70-inch Recordex interactive board bid awards/purchases made by other school districts during the same time period and found the following:

Name	Date	Vendor	*Price
Cobb County School District	4/16/2019	Edco	\$3,799
Cartersville City Schools	2/22/2017	Edco	\$4,867
West Irondequoit School District	10/12/2016	Fusion Digital LLC	\$4,085
Bibb County School District	10/28/2015	**Dell (Edco)	\$5,733

*These prices are for the 70-inch Recordex interactive board display model. However, it does not factor in accessories, warranties, or installation that may have been included/excluded in these prices.

**Recordex and Dell (Edco) were not the awarded product/vendor. Awarded product was ClearTouch for \$4,631 sold by LeCroy Educational Technology.

We also examined interactive board technology selections made by neighboring school districts during the same time period and found the following:

We researched and noted that Miami-Dade County Public Schools (Miami-Dade) selected Promethean ActiveBoard Touch as their interactive board technology. This is an interactive whiteboard technology which utilizes projectors.

We researched and noted that The School District of Palm Beach County (Palm Beach) selected SMART Board as their interactive board technology.

The Promethean interactive boards selected by Miami-Dade utilize interactive whiteboard technology with projectors while the Recordex and SMART interactive boards selected by

BCPS and Palm Beach, respectively, utilize interactive flat panel technology. We were unable to perform a true price comparison between these different products due to the significant differences in features, accessories, specifications, warranties, software, capabilities, etc.

Please see Attachment #2 for a summary comparison of specifications related to these products.

Observation #4-01

Relationship between BCPS former CIO and Edco's owner

We found correspondence noting that the former CIO had communications with Edco's owner as far back as 2015. We also were able to confirm with Edco's attorney that they at least knew each other prior to then. The former CIO is currently a Senior VP at another company owned by the Edco's owner. Additionally, the former CIO purchased a house from Edco's owner at a price well below market value based on the sales prices for similar properties in the area at the time. We were informed by Edco's attorney that the house was sold at a discount due to it being in disrepair at the time of sale and was sold in "as is" condition.

Recommendation

BCPS should review this observation to determine appropriate action, if deemed necessary.

Management Response: Mr. Robert Runcie, Superintendent of Broward Schools

The District, through its Chief Auditor, has already contacted law enforcement on this observation. The Office of the Chief Auditor is fully aware of the issues noted in this agreed-upon procedure report and will work with law enforcement on all matters related to this observation.

RESULTS:

As a result of the procedures performed, with the exception of the items listed in the Findings, Observations and Recommendations section above, we did not note any other anomalies or deviations from BCPS's policies and procedures related to the Recordex interactive flat panel purchases during the period of January 1, 2014 to December 31, 2019.

ATTACHMENTS

#1. Timeline of Recordex Purchases

Recordex Timeline																		
RECORDEX PURCHASES TIMELINE		Purchased 5 Recorder Bid Number 14-04EE		Purchased 83 Recorder Bid Number 56-063		Purchased 92 Recorder Bid Number 56-083		Purchased 1187 Recorder Bid Number 16-168E		Purchased 1258 Recorder Bid Number 16-168E		Purchased 183 Recorder Bid Number 16-168E		Purchased 67 Recorder Bid Number 16-168E				
		2014		2015		2016		2017		2018		2019						
BID TIMELINE	Bid Number 14-04EE Dell Marketing L.P. & SBC March 18 2014 - December 31, 2018 Recordex Purchase 000 451601531 dated 10/20/2015	Bid Number 56-063 Awarded to Dell Marketing 84 schools December 17, 2015 - March 31, 2017 Contract No. MWMC-112 Utilized of state contracts or piggyback of other governmental agency contracts less than \$500,000	Bid Number 56-083 Awarded to Dell Marketing March 16, 2016 - March 31, 2017 Contract No. MWMC-112 Utilized of state contracts or piggyback of other governmental agency contracts less than \$500,000	Bid Number 16-168E Recommendation of \$500,000 or greater Contract term July 27, 2016 - December 31, 2019 Vendor Dell Marketing									ITB FY20-016 Recommendation of \$500,000 or Greater Audiotual Equipment Purchases include interactive boards					
	Computer and Servers \$51,000,000	Simplicity Touch Screens \$468,732	Simplicity Touch Screen \$415,310	Audio Visual (Catalag) \$32,000,000									Audio Visual Equip Install, Products & Computer Peripherals \$58,200,000					
FORMER CIO EMPLOYMENT TIMELINE	Former CIO Initial Employment 3/18/2013 - 2/21/2014		Former CIO, Separation of Employment 2/12/2014 - 5/25/2015		Former CIO Re-Hire 5/26/2015 - 1/12/2019													

#2. Summary Comparison of Interactive Board Products

Features*		Miami-Dade County Public Schools**	Broward County Public Schools	Palm Beach County Public Schools
Technology (Display Boards)		Interactive Whiteboard	Interactive Flat Panel	Interactive Flat Panel (High Grade)
Vendor		Promethean	Recordex	Smart Technology
Model		Promethean ActiveBoard 6Touch 88"	Recordex ST-700 Simplicity Touch 70" HD IFP	Smart Smartboard Technology (Smart Board 6000)
Size		88" Nominal Size	70"	65" and 75"
Resolution		32768 x 32768	3840 x 2160 Quad HD 4K	3840 x 2160 4K UHD (Ultra High Definition)
Surface		Dry Erase Surface	LCD TV Led Backlight	LCD TV Led Backlight
Warranty		5 years	5 years	3 years
Continuous Touch Points		6 for drawing and gestures	True Multi-Touch detects up to 32 points simultaneous - 10-point operation	Digital Vision Touch technology, 8 touches, Pen ID two people can write independently and simultaneously, using different colored ink
USB HID Multitouch & Pen		Yes – USB "B" 2.0	Yes	Yes
Technology		Infrared / Projector	LCD TV	LED
Output Rate		90Hz	60hz	60hz
Touch Response Time (First Click and Continuous Writing)		<= 10 ms	10 ms	8 ms
Sound		optional	2 x 15 W Stereo Sound + 15W Subwoofer (45W Total)	20w

Computer Needed	Needs a Computer	Built in Android (No Computer Needed)	Not known
Wi-Fi	Needs a Computer	Built in Wi-Fi or Ethernet Cable Connect to network through LAN Ethernet port (RJ45) or Wireless 2.4 GHz and 5GHz	802.11 a/b/g/n Dual-band 2.4/5 Ghz
Android Smart TV Inputs	Not known	Built in web browser, media player and android version of Xpress annotation software. Android Version 5.0.1 - ARM Cortex A53 - 2GB RAM - 16GB Internal Storage	Smart Smartboard Technology (Smart Board 6000)
Accessories	Digital Pen 1 (optional upgrade)	Power cable, stylus, Remote, VGA Cable, USB Cable, HDMI Cable, AV Adapter Cable	Not known
RS-232 Control	No	Yes	No
People Can Write Simultaneously	Yes (depends on markers)	Yes (up to 10)	Yes (2)
General Features	Lower scale monitor that can serve as a dry erase board. It needs a computer to power and to use digital features. No sound is standard.	Not a dry erase board (has the technology to substitute) Can serve as its own computer, no other input needed with internet. Has a clear screen with HD. Comes with a sound system.	Not a dry erase board (has the technology to substitute). Requires a yearly subscription for technology. Has mini computers as optional. Has the capability to use internet. Has a clear screen with 4K HD. Comes with a sound system.

* Summary chart of features obtained from internet for informational purposes only

** Miami-Dade product selection specifications are based model from a sales quote obtained for this product

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

**JORIS JABOUIN, CHIEF AUDITOR
OFFICE OF THE CHIEF AUDITOR**

PHONE: 754.321.2400

FACSIMILE: 754.321.2719

DATE: June 29, 2020

TO: School Board Members and Superintendent Runcie

FROM: Joris M. Jabouin, CPA, Chief Auditor

SUBJECT: Supplemental Post-Report Memorandum
DD-1 – HCT REPORT – AGREED-UPON-PROCEDURES – RECORDEX
SIMPLICITYTOUCH INTERACTIVE FLAT PANELS – Additional Finding

As I discussed at the Regular School Board Meeting on June 23, 2020, I re-reviewed School Board Policy 3320 section II Purchasing policies – General Provisioning against the HCT Agreed-Upon Procedures Report on the District's purchases of Recordex Interactive Flat Panels from 2014 to 2019. My re-review resulted in the following finding that will be included in the files of the Office of the Chief Auditor and also be part of our follow-up process.

Additional Finding #1-03
<p>Recordex purchased under Bid ID 56-063E and Bid ID 56-083E</p> <ul style="list-style-type: none"> We noted the respective Post Board approval for the two bids were made on December 17, 2015 and March 15, 2016. However, School Board Policy 3320 section V under Purchasing policies – General Provisioning states "Whenever possible, like purchases should be combined and bid by the Supply Management & Logistics Department. Multiple orders or split invoicing shall not be used to circumvent the rule established Herein". 83 Interactive Flat Panels were purchased under Bid ID 56063E for \$492,439 using the December 17 memorandum and 92 Interactive Flat Panels were purchased under Bid ID 56-083E for \$492,769 using the March 15 memorandum. Per policy, the purchases made under the individual bids were under \$500,000 and did not require Board approval. However, the bid for like purchases appeared to be split and is an exception to the policy and should be reported as a finding.

Although the HCT report noted 5 findings and 5 observations, my follow-up process will now reflect 6 findings because of the additional finding. The management response to this finding is reflected on page 2 of this memorandum.

Management Response (M. Coker via M. Woods):
<p>Consistent with the response in the audit report, District staff complied with SBBC policy. However, the administration and operating procedures during the time of the procurement should have captured these two purchases to verify that the bids did not circumvent the rules established in the policy.</p> <p>During the surrounding months of the two purchases, the PWS department experienced significant transition and turnover. Below are a few key milestones:</p> <ul style="list-style-type: none"> • Feb 2015: Initiated department turnaround strategy • Oct 2015: Director resignation • Oct 2015: PWS Workshop: Growth, Challenges and Opportunities • Dec 2015: Transition memo status update to the Board • Dec 2015: Post Board memo #56-063E, Simplicity Touch Screen • Mar 2016: New Director, PWS joins team • Mar 2016: Post Board memo 56-083E Touch Screen II <p>Subsequent to the two purchases, PWS has enacted structural, leadership, systems and staffing changes that minimize the possibility of this happening again.</p> <p>The following initiatives were implemented in late in SY2015/16 to improve the control environment within PWS:</p> <ul style="list-style-type: none"> • Significantly reduced in the volume of Post Board memos and increased in number of items coming in front of Board for approval. <ul style="list-style-type: none"> ◦ Currently the PWS now averages 20-30 Board items per month versus 8-10 per month in SY2015/16. As of SY2020, PWS has used the Post Board memos on limited basis (only 6 times for amounts for an average of less than \$50,000). • Automated the PWS tracking systems to include detailed Contract Tracker for more visibility into details of each bid, memo, etc.: <ul style="list-style-type: none"> ◦ Post Board memos have specific identifier added to Bid number to allow for separate tracking and monitoring. • Improved ability to compare Post Board items against previous or past Post Board items to ensure that multiple orders or split bids are not occurring. • Enhanced standardization of Post Board memo content to include: <ul style="list-style-type: none"> ◦ Each bid has a specific identifier for tracking, monitoring and reporting activities ◦ Consistent definitions between title used on Post Board memo and title used on the actual bid itself. ◦ All bids and supporting documents are attached Post Board memos. • Upgraded the knowledge base of our purchasing agents: <ul style="list-style-type: none"> ◦ Approximately 50% of all PWS purchasing agents have professional certifications versus approximately 30% in SY2015/16.

JJ/JH:mm

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CUMMINGS-GRAYSON & CO., P.A.

MEMBER AICPA & FICPA

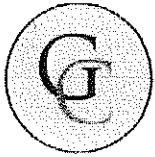
Certified Public Accountants

Since 1979

External Quality Control Review

of the
**Broward County
Public Schools**
Office of the Chief Auditor

Conducted in accordance with guidelines of the
Association of Local Government Auditors
for the period
July 1, 2016 through June 30, 2019



CUMMINGS-GRAYSON & CO., P.A.

MEMBER AICPA & FICPA

Certified Public Accountant

Since 1979

January 24, 2020

Joris Jabouin
Chief Auditor
Office of the Chief Auditor,
Broward County Public Schools
600 S. E. 3rd Avenue
Fort Lauderdale, Florida 33301

Dear Mr. Jabouin,

We have completed a peer review of the Office of the Chief Auditor, Broward County Public Schools, for the period July 1, 2016 to June 30, 2019. In conducting our review, we followed the standards and guidelines contained in the *Peer Review Guide* published in 2017, by the Association of Local Government Auditors (ALGA).

We reviewed the internal quality control system of your audit organization and conducted tests in order to determine whether your internal quality control system operated to provide reasonable assurance of compliance with *Government Auditing Standards* issued by the Comptroller General of the United States. Our procedures included:

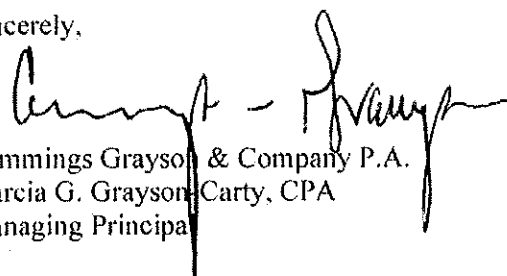
- Reviewing the audit organization's written policies and procedures.
- Reviewing internal monitoring procedures.
- Reviewing a sample of audit and attestation engagements and workpapers.
- Reviewing documents related to independence, training, and development of auditing staff.
- Interviewing auditing staff and management to assess their understanding of, and compliance with, relevant quality control policies and procedures.
- Reviewing the authority, mission, and bylaws of the Audit Committee

Due to the variance in individual performance and judgment, compliance does not imply adherence to standards in every case, but does imply adherence in most situations.

Based on the results of our review, it is our opinion that the Office of the Chief Auditor, Broward County Public Schools' internal quality control system was suitably designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* for audits and attestation engagements during the period July 1, 2016 to June 30, 2019.

We have prepared a separate letter noting areas in which your office excels, and offering suggestions to further strengthen your internal quality control system.

Sincerely,


Cummings Grayson & Company P.A.
Marcia G. Grayson, CPA
Managing Principal



January 24, 2020

Joris Jabouin, CPA
Chief Auditor
Office of the Chief Auditor
Broward County Public Schools
600 S. E. 3rd Avenue
Fort Lauderdale, Florida 33301

Dear Mr. Jabouin,

We have completed a peer review of the Office of the Chief Auditor, Broward County Public Schools for the period July 1, 2016 through June 30, 2019 and issued our report thereon dated January 24, 2020. We are issuing this *companion letter* to offer observations and suggestions stemming from our peer review, and our follow-up on prior review reports (*internal use only*).

First, we would like to mention some of the areas in which we believe your office excels:

- The Chief Auditor's Office has attracted highly qualified staff with expertise and credentials in a variety of areas;
- The Chief Auditor's office has developed and implemented an effective and efficient system for following up on the status of outstanding audit recommendations;
- The work paper files were exceptionally well organized, and supported all conclusions derived;
- The OCA staff pays very close attention to the quality of work performed, referencing and cross-referencing documentation very carefully.
- Training and Professional Development Opportunities and adherence to CPE requirements are strongly encouraged, promoting the expertise, dedication and enthusiasm of professional staff.

We offer the following observations and suggestions to enhance your organizations demonstrated commitment and adherence to Government Auditing Standards:

Prior Peer Review Period 07/01/2010 to 06/30/2014

Condition: No Membership to a Professional Organization

Although individual members of the Office of the Chief Auditor are certified public accountants (CPAs) and are also members of the AICPA and FICPA, the Office of the Chief Auditor as a unit/division/department is not a member of any organization that provides guidance on emerging or leading practices to internal audit functions such as the Institute of Internal Auditors.

Follow-up Comment/Resolution as of January 24, 2020:

The Chief Auditor and some of his staff members joined the Institute of Internal Auditors (IIA) as individual members at their own personal costs for the years 2016-2017, 2017- 2018, and 2018 and 2019 fiscal years. Although the Chief Auditor is in favor of group membership for the Office of the Chief Auditor, School Board Policy 4208 (attached) prohibits the payment of such dues for individuals. Office of the Chief Auditor team members who are IIA members pay for those memberships on their own and are not reimbursed. The Chief Auditor plans to develop professional relationships with other audit units/divisions/departments in Broward, Dade, and Palm Beach counties to ensure that the Office of the Chief Auditor is aligned with leading audit practices.

This is deemed as compliant with the recommendation.

Current Peer Review Period 07/01/2016 to 06/30/2019

- **Condition:** In the OCA, the work paper files were exceptionally well organized, and supported all conclusions derived. However, it was noted some instances where some documents and/or workpapers were incomplete due to missing signature for instance for Beachside Montessori (August 2018) where the Property Audit Division/ Independence Statement was not signed, Eagle Point FY 2018: The New"/ Found Items Report was not signed by the principal, Charles W. Flanagan High Audit File Worksheet, Independence statement was not signed by the auditor. It is important to always have the auditor and/or the auditee signed the audit documents whenever required. A signature in a document indicates knowledge, approval, acceptance and/or obligation. Thus, the absence of signature when required could indicate the opposite.

Recommendation: Pay attention to signature requirements, and also maintain a copy of the signed document in the files, since it is possible in the above referenced instances the original documents were signed.

- Condition: The Office of the Chief Auditor submitted at the end of every fiscal year a proposed audit plan. The plan indicates the type of audits the office intends to perform. The plan does not list the number of entities or the names of the entities the office expect to audit. Without this performance indicator, it is difficult to compare the actual engagements completed to the annual audit plan's projection.

Recommendation: State the quantity of entities that the Department plan to audit. Compare audit engagements completed to the audit plan annually to ensure that actual audits performed compare substantially to the number of audits planned. In FY 2020, it was noted that a similar plan had been adopted.

Condition: The interviews with the staff had several comments regarding communication, meetings, and advancement within the department. Per the comments noted, communication is perceived as being limited to managers, and not to the staff in general, with departmental meetings not being conducted routinely, thus further reducing exchange of experience and mentoring. From conversation with the Chief Auditor, a variety of different types of meetings are held, such as management meetings, team-wide meetings, one-on-one meetings, and project meetings.

It was noted that staff also thought that advancement occurs only if an associate retires, quit, or is no longer with the department.

Recommendation: Manager may consider developing a formalized method of communication which shares the goals and direction of the Chief Auditor. The managers may conduct a meeting immediately after their meeting with the Chief Auditor (while the guidance and information is fresh) highlight the main issues, concerns, and matters, gaining feedback from the staff and allowing them to contribute their thoughts and ideas, emphasizing that they are team members and an integral part of the improvements and changes in the department. Meetings should be scheduled, considering the needs of the department and the available time of the Chief Auditor, allowing the team to get together. Communicate the path of advancement within the department, what skills are required, education, and experience to the staff, so they can better plan their capacity for individual growth.

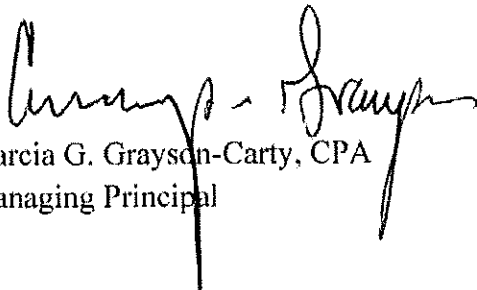
- Condition: The Office of the Chief Auditor is in a period of transition since the previous Quality Assessment, and with the retirement of the former Chief Auditor and the

appointment of a new Chief Auditor in 2018. The Chief Auditor position has since been elevated to a Cabinet-level position that is required to attend numerous meetings, including regular board meetings and workshops as well as events. At the same time needed to provide guidance, training, and coaching to team members is limited and is often significantly delayed. The Chief Auditor's time is limited in providing the quality control review needed in accordance the audit standards.

Unlike the audit units/divisions/departments in the school districts of Miami-Dade County and Palm Beach County and other school districts, the Office of the Chief Auditor does not have an Assistant Chief Auditor, who can provide coverage in the absence of the Chief Auditor. (Note: The Palm Beach County School District's compliance reporting is performed by their Office of Inspector General).

Recommendation: The Office of the Chief Auditor should consider adding a new position to handle more of the staff issues and concerns, meetings, report guidance and reviews, and daily operations, which would be entitled "Assistant Chief Auditor", similar to the Office of Management and Compliance Audits of Miami Dade County Public Schools and Palm Beach County Public Schools.

Thank you for your hospitality and we look forward to your implementation of our recommendations.



Marcia G. Grayson-Carty, CPA
Managing Principal

ATTACHMENT

SCHOOL BOARD POLICY 4208

PROFESSIONAL ASSOCIATION MEMBERSHIP AND ATTENDANCE AT MEETINGS

THE PAYMENT OF MEMBERSHIP DUES FOR INDIVIDUALS, BOARD MEMBERS AND ADMINISTRATORS SHALL BE PAID BY THE SCHOOL SYSTEM ONLY WHEN AUTHORIZED BY THE SUPERINTENDENT AND APPROVED BY THE BOARD. SUCH AUTHORIZATION SHALL INCLUDE PROVISION FOR PAYMENT.

THE PAYMENT OF MEMBERSHIP DUES FOR SCHOOL ORGANIZATIONS MAY BE PAID BY THE SCHOOL WHEN AUTHORIZED BY THE PRINCIPAL. AN INDIVIDUAL SHALL PAY HIS/HER OWN DUES.

ALL EMPLOYEES SHALL HAVE THE RIGHT TO JOIN PROFESSIONAL ASSOCIATIONS OF THEIR CHOICE BUT MAY NOT UNDER ANY CIRCUMSTANCES BE COERCED INTO SUCH MEMBERSHIP.

AUTHORITY: F.S. 230.22 (1) (2)
POLICY ADOPTED: 2/4/21

POLICY AMENDED: 9/5/23

RULES

Teacher attendance at official county professional meetings held on school time shall be mandatory.

Meetings of all professional associations which are held for the purpose of enacting professional business and which require members to leave their campus during school hours may not be held unless prior approval has been obtained from the Superintendent or his/her designated representative.

At state subject area meetings, each school shall be represented when possible by at least one faculty member. Expenses for such meetings shall be paid in accordance with Board Policy and Rules 4007.

Officers, program participants, and committee members of state, national or international associations shall be permitted to attend conventions and perform such other official duties as may be required so long as any such planned absences and/or duties do not cause unreasonable neglect of regular school obligations. Expenses shall be paid in accordance with Board Policy and Rules 4007.

Attendance of other instructional personnel at conferences, workshops, and national conventions shall be encouraged on the basis of contributing to improved educational practices. Request shall be considered and granted in line with budgetary limits and maintaining school or department efficiency.

Membership in specified recognized professional associations and attendance at their meetings shall be encouraged on an individual, school and/or system basis. This shall apply also to Board Members and county-level administrators.

Principals desiring to attend out-of-county meetings must have the prior approval of the Area Superintendents.

AUTHORITY: F.S. 230.22 (1) (2)
RULES ADOPTED: 2/4/21

RULES AMENDED: 9/5/23

OCA MANAGEMENT'S RESPONSE



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

600 SE Third Avenue • Fort Lauderdale, Florida 33301 • Office: 754-321-2400 • Fax: 754-321-2719

Office of the Chief Auditor
Joris Jabouin, Chief Auditor
754.321.2400
joris.jabouin@browardschools.com
www.browardschools.com

**The School Board of
Broward County, Florida**

Donna P. Korn, Chair
Dr. Rosalind Osgood, Vice Chair

Lori Alhadeff
Robin Bartleman
Heather P. Brinkworth
Patricia Good
Laurie Rich Levinson
Ann Murray
Nora Rupert

Robert W. Runcie,
Superintendent of Schools

January 24, 2020

Cummings Grayson & Co. P.A.
Marcia G. Grayson-Carty, CPA
915 NW 1st Avenue
Suite 3 A
Miami, FL 33136

Dear Ms. Grayson-Carty,

Thank you for performing the Office of the Chief Auditor's External Quality Control Review. We appreciate your time and the expertise that you brought to this endeavor.

We are pleased that your review found the Office of the Chief Auditor to be in full compliance with Government Auditing Standards. Your input throughout the review has proven to be a valuable and quality-enhancing asset for our team. Your recognition of our staff as highly qualified and your observation of the organization of our files is noted.

We appreciate your comments on ways to further strengthen our internal quality control system. As mentioned in your companion letter, our department takes extensive steps to ensure adherence to our quality control system, enhance ethics and independence, and training our auditors with an emphasis on Continuing Professional Education. We concur and we will move forward with the recommendations in your companion letter on additional team communications, completing the signature requirements of our work papers, and the pursuit of an assistant chief auditor.

Our entire staff found the peer review to be an educational and constructive process. We greatly appreciate the professionalism that you displayed and the insights that you shared with us from your experiences.

Thank you and your team for your professionalism and your fine work.

Joris M. Jabouin

Joris M. Jabouin, CPA



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
JOB DESCRIPTION**

POSITION TITLE: Chief Auditor
JOB CODE: A-013
CLASSIFICATION: Exempt
SALARY BAND: E
BARGAINING UNIT: ESMAB
REPORTS TO: Superintendent of Schools
CONTRACT YEAR: Twelve Months

POSITION GOAL:

To design, implement and coordinate the District's internal auditing function to assure conformance with School District policies, state and federal regulations, and established auditing principles and procedures. Special emphasis to be placed on the auditing of the District's ongoing facilities construction and maintenance program.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Chief Auditor shall carry out the essential performance responsibilities listed below.

- Supervise staff as assigned in the performance of job duties.
- Design and administer an internal audit program, including procedures, practices and schedules for review and control of internal accounting and financial records, and develop a system for reporting to the Superintendent auditing activities and findings, and (through the Superintendent) report to other members of management as applicable.
- Design, coordinate and implement an audit function for the district facilities construction and maintenance program. This shall include, but not be limited to, reviews to establish compliance with procedures for selecting professional services, reviewing bid documents for general contractors, review of procedure used in site acquisition, construction contracts including adherence to all specifications, etc.

Other responsibilities shall include:

- a. Review compliance with engineering and architectural specifications and state regulations. Assure compliance with all building regulations including OSHA standards.
- b. Review contracts for the purchase and building of portable classrooms.
- c. Audit new property leaseholds.
- d. Review of district construction and maintenance projects for compliance with established quality, time, and budget standards.
- e. Provide staff assistance with procedures and systems.
- f. Review formal communication systems (written and electronic) between the facilities and capital budgeting departments to ensure appropriate sharing of information.
- Direct the supporting organization, develop and establish the duties of subordinate auditors; schedule their assignments, special studies and analyses, and field trips; initiate and supervise the preparation of reports that set forth the internal controls reviewed, the basic records examined and the documents and transactions tested.
- Establish the purpose and the scope of each audit, i.e., if it is a review of a single function or action, or if the audit should include the review of an entire area of responsibility such as a department and the functions it performs.
- Examine for validity and accuracy the accounting and financial records and FTE reporting in connection with mathematical accuracy and authenticity of actual values compared with the data; for example, this may include physical inventory checks of material in terms of number or value, direct confirmation of values or amounts from independent outside interests, etc.
- Protect and conserve school district property and assets of all kinds (through the auditing function) by insuring that all assets are properly cared for and safeguarded by the following procedures:
 - a. Detection of fraud and dishonesty - establishing necessary controls to place emphasis on prevention of fraudulent activity.
 - b. Checking for adequate burglary protection, for protection of inventories against all elements and similar type "physical" losses.

- c. Review of the adequacy of insurance and the data relative to the building, material or equipment on which the insurance is based.
 - d. Detection of inefficiencies in methods or procedures as, for example, accounting document processing procedures.
 - e. Review of the physical condition and location of operating assets.
 - f. Review of "outside" transactions covering purchasing, and in some cases, special agreements and contracts.
- Review and report, from an audit of policies and procedures in both financial, facilities and operational functions of the school district, for compliance with the controls that management and the principal departments have established in their operations. Such audits may include review for conformance to accounting procedures, hiring practices, safety observances or compliance with governmental regulations, Florida Statutes, state and federal regulations, and School Board policy, i.e., revenue acts, social security legislation, minimum wage legislation, etc. This type of audit essentially measures and evaluates the effectiveness of other controls. All final reports will be submitted to the Superintendent and Board simultaneously.
- Review records and procedures for their competence to perform the intended function or activity; in addition, review and appraise the policies and plans of the school district as they relate to a specific area in which the auditor is conducting a study and/or analysis.
 - a. Make recommendations for changes to school district policy and procedure; present sufficient supporting data and evidence for a management decision.
 - b. May appraise and make a report and/or recommendations in connection with performance of a segment of the school district or an individual in such areas where it is apparent that functions and assignments are being carried out in an unsatisfactory manner.
 - c. Through appraisal of various methods and procedures, put into practice or "pass on" to other areas of the school district new ideas or "better ways of doing things"; continually review for new application of ideas and machines to accounting procedure.
 - d. Review the system of departmental and management reports for purposes of determining their effectiveness: if the data presented is what management needs for effective control of operations, if data is duplicated in other reports or in some other forms, if fewer or additional reports are required.
- Represent the Superintendent in special assignments; assist in administration of certain functions such as training of personnel - act as liaison between management and other groups in the interpretation of school district policies and procedures; supply sources of material for management's needs.
- Represent the school district and act as liaison with "outside" auditors in order to minimize duplicating coverage and particularly to facilitate the year-end work of the "outside" accounting firm; assist and give direction to "governmental" auditors who may have occasion to review the school district records, particularly in connection with government funding.
- Operate on staff basis in order to maintain freedom of action in review and appraisal of policies, plans, procedures and records. Maintain complete objectivity in performance of the audit function.
- Coordinate and serve as the Board contact with the School Board Audit Committee.
- Assist in achieving the Board's Strategic Plan and Goals.
- Perform and promote all activities in compliance with equal employment and nondiscrimination policies of The School Board of Broward County, FL.
- Participate, successfully, in the training programs offered to increase the individual's skill and proficiency related to the assignments.
- Review current developments, literature and technical sources of information related to job responsibility.
- Ensure adherence to good safety procedures.
- Perform other duties as assigned by the Superintendent.
- Follow federal and state laws, as well as School Board policies.

MINIMUM QUALIFICATIONS & EXPERIENCE:

- An earned bachelor's degree from an accredited institution.
- A minimum of seven (7) years of progressively more responsible experience and/or training in the field related to the title of the position, such as in one or more of the following: auditing, budgeting and accounting, preferably in a governmental agency.
- A Florida certificate in public accounting.
- Construction/auditing experience required.
- Computer skills are required for the position.

PREFERRED QUALIFICATIONS & EXPERIENCE:

- Advanced degree preferred.
- Experience in one or more of the following preferred: facilities, engineering, architecture, or construction.
- Registered Engineer, Registered Architect or General Contractors Licensure preferred.
- Bilingual skills preferred.

SIGNIFICANT CONTACTS – frequency, contact, purpose, and desired end result:

On a continuous basis, communicates and collaborates with Board members, Superintendent of Schools, all levels of school and district employees, and with local, regional, state and national institutions, organizations and agencies to ensure the effective design, construction, maintenance and operation for all facilities of The School Board of Broward County, Florida.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the district board.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Board Approved: 3/21/85 & Adopted 4/15/85

Item G-7: 11/6/86

Retitled: 4/12/94

Revised: 1/17/95 & Adopted 2/7/95

Organizational Chart Changes: 5/1/2001

Title Change & Upgrade: 5/1/2001

Revised and Adopted: 12/16/03*

Title Change Adopted: 5/4/04



AGENDA REQUEST FORM

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

ITEM No.:

DD-1.

MEETING DATE

2020-09-01 10:05 - School Board Operational Meeting

AGENDA ITEM

ITEMS

CATEGORY

DD. OFFICE OF THE CHIEF AUDITOR

DEPARTMENT

Auditing

Special Order Request

☒ Yes☐ NoTime
10:35 AM

Open Agenda

☒ Yes☐ No

TITLE:

Proposed Audit Plan for the 2020-2021 School/Fiscal Year for the Office of the Chief Auditor

REQUESTED ACTION:

Receive - Proposed Audit Plan for the 2020-2021 School/Fiscal Year for the Office of the Chief Auditor.

SUMMARY EXPLANATION AND BACKGROUND:

The Proposed Audit Plan for fiscal 2020-2021 identifies the audits, reviews, projects and services provided by the Office of the Chief Auditor. Reports related to Internal Funds, Facilities, Information Technology, Property & Inventory, and Operations will be prepared. Audit work done with respect to Charter Schools, and Special Investigations will be performed. Other activities include training, participation on various committees, and responding to requests from District Administration and the Auditor General.

See Supporting Docs for continuation of Summary Explanation and Background.

The Audit Committee reviewed and approved the Audit Plan for transmittal during the Committee's August 13, 2020 meeting. An excerpt of the Committee's meeting with their discussion on this item is attached.

SCHOOL BOARD GOALS:☐ Goal 1: High Quality Instruction ☒ Goal 2: Safe & Supportive Environment ☒ Goal 3: Effective Communication**FINANCIAL IMPACT:**

The source of funds to perform most of the audit projects will be General Fund budget allocation for the Office of the Chief Auditor. However, testing of the Quality Assurance of the SMART Bond will be the Capital Budget. There is no additional financial impact to the School District.

EXHIBITS: (List)

(1) Summary Explanation and Background Audit Plan (2) Audit Plan 20-21 (3) Memo to add Additional Information

BOARD ACTION:

(For Official School Board Records Office Only)

SOURCE OF ADDITIONAL INFORMATION:

Name: Joris Jabouin

Phone: 754-321-2400

Name:

Phone:

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
Senior Leader & Title

Joris Jabouin - Chief Auditor

Signature

Joris Jabouin

8/28/2020, 11:19:41 AM

Electronic Signature

Form #4189 Revised 07/25/2019

RWR/ JJ:mm

Approved In Open
Board Meeting On: _____

By: _____

School Board Chair



Established 1915

BROWARD

County Public Schools

SUMMARY OF AUDIT ACTIVITIES FOR THE 2019-2020 SCHOOL/FISCAL YEAR
and
PROPOSED AUDIT PLAN FOR THE 2020-2021 SCHOOL/FISCAL YEAR

To be presented to the:

AUDIT COMMITTEE OF THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

on

AUGUST 13, 2020

and

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

on

SEPTEMBER 1, 2020

JORIS M. JABOUIN, CPA
CHIEF AUDITOR



The School Board of Broward County, Florida

Donna P. Korn, Chair
Dr. Rosalind Osgood, Vice Chair

Lori Alhadeff
Robin Bartleman
Heather P. Brinkworth
Patricia Good
Laurie Rich Levinson
Ann Murray
Nora Rupert

Robert W. Runcie
Superintendent of Schools

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX Coordinator at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

browardschools.com

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INTRODUCTION



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

600 SE Third Avenue • Fort Lauderdale, Florida 33301 • Office: 754-321-2400 • Fax: 754-321-2719

Office of the Chief Auditor
Joris Jabouin, Chief Auditor
754.321.2400
joris.jabouin@browardschools.com
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The School Board of Broward County, Florida

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Dr. Rosalind Osgood, Vice Chair

Lori Alhadeff
Robin Bartleman

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Patricia Good

Laurie Rich Levinson

Ann Murray

Nora Rupert

Robert W. Runcie,
Superintendent of Schools

August 13, 2020

Members of the School Board of Broward County, Florida
Members of the School Board Audit Committee
Mr. Robert W. Runcie, Superintendent of Schools

Ladies and Gentlemen:

In accordance with School Board Policy 1002.1 – Office of the Chief Auditor (OCA), I am respectfully submitting the Proposed Audit Plan for the School Board of Broward County, Florida (the District), which consists of audit reporting and other projects to be performed during the 2020-2021 school/fiscal year, for consideration and approval from the School Board Members and the School Board Audit Committee Members.

Objective and Scope

The primary objective of the OCA is to assist the School Board Members and the Superintendent of Schools with their oversight responsibilities as well as the School Board Audit Committee with their advisory responsibilities and District Management in the performance of their strategic and operational responsibilities. The OCA furnishes reports, analyses, recommendations, counsel, and information concerning the activities reviewed.

The scope of our internal audit work encompasses the examination and evaluation of the adequacy and effectiveness of the District's system of internal control and the quality of performance in carrying out assigned responsibilities. It is our responsibility to provide reasonable assurance that internal controls are in place to achieve the following:

- Reliability and integrity of information;
- Compliance with policies, plans, procedures, laws, and regulations;
- Safeguarding of assets against unauthorized acquisition, use and/or disposition;
- Effective and efficient use of resources; and
- Accomplishment of established objectives and goals for operations and programs.

Prior Year Audit Results

During the past school/fiscal year we submitted 25 reports to the Audit Committee as well as researched and responded to multiple School Board, Audit Committee, District Management, and Regulatory requests. We worked closely with other departments on several investigations related to Internal Funds, Payroll, and Charter Schools.

We reviewed several vendor contracts and provided recommendations to improve internal control procedures, administration and the procurement processes for products and services. We recommended improvements to future contract language and written procedures. Finally, we monitored the status of follow-up issues. A full summary of our accomplishments is provided on pages 6 to 16 of this document.

Audit Approach

In order to efficiently accomplish our primary objective, we will continue to streamline the audit process to increase productivity within the OCA. We will continue to reallocate OCA resources to focus on the high-risk areas that are critical to meeting the goals, mission, and the strategic plan of the District. Our approach is to identify and quantify systemic problems and determine if adequate internal control procedures are in existence which can prevent significant deficiencies from going undetected. In an effort to promote accountability at all levels of the District, reports and findings are summarized to provide useful information to District Management.

District Management is responsible for setting operating standards to measure an activity's effective and efficient use of resources. District Management is also responsible for establishing operating goals and objectives, developing and implementing control procedures, and accomplishing desired operating results.

The OCA is responsible for assessing if:

- Operating standards have been established for measuring economy and efficiency;
- Operating standards are understood and are being met;
- Policies and procedures are appropriately designed to mitigate risks;
- Deviations from operating standards are identified, analyzed, and communicated to those responsible for corrective action; and
- Corrective action has been taken.

As Chief Auditor, I continue to focus our audits in the areas of effective and efficient use of resources and the accomplishment of established goals and objectives for operations or programs. I will continue this endeavor next year and will also review our own audit procedures to ensure consistency with leading practices and the District's strategic plan.

The OCA is guided by the Governmental Auditing Standards ("Yellow Book") issued by the Comptroller General of the United States. The OCA is committed to implementing these standards which encompass:

- Maintaining the independence of the internal auditing function from the activities audited and the objectivity of internal auditors;
- Ensuring the proficiency of internal auditors and the professional care they exercise;
- Determining the scope of internal auditing work;
- Planning and conducting internal auditing assignments; and
- Maintaining quality control and assurances.

I believe that these Standards enhance and improve the quality of our work and the professionalism of our office.

Proposed Audit Plan Areas

The Proposed Audit Plan for the 2020-2021 school/fiscal year is based on a combination of internal resources and external consultants and includes required audits per Florida State Statutes and School Board Policies covering internal funds of schools and property and inventory audits of schools and various District departments. We will also perform audit work in Facilities, Charter Schools, Information Technology, and Operations as well as evaluating school compliance with the District's behavioral threat assessment and student disciplinary requirements.

Sincerely,

/s/ Joris M. Jabouin

Joris M. Jabouin, CPA
Chief Auditor
Office of the Chief Auditor

**SUMMARY OF AUDIT ACTIVITIES
FOR THE 2019-2020 SCHOOL/FISCAL YEAR**

Documented below is a summary of significant activities performed by the OCA during the 2019 – 2020 school/fiscal year.

INTERNAL FUNDS AUDITS

1. OCA Internal Funds Audit Manager, Ms. Ann Conway, and her staff presented reports to the Audit Committee and the School Board on audits of the internal funds of 54 schools and centers. Fifty-three schools noted no exceptions. The school with an exception is being followed up by the OCA.
2. OCA Internal Funds Audit Manager, Ms. Conway, attended planning meetings for the implementation of GASB 84 with staff members of the Accounting and Financial Reporting Department on January 22, 2020 and February 13, 2020.

CHARTER SCHOOLS AUDIT WORK

1. OCA Charter Schools Audit Manager, Mr. Reynaldo Tunnermann, and OCA Auditor, Mr. Luis Castano, completed the annual reviews of charter school financial statements on October 11, 2019. The purpose of these reviews is to determine if there were adequate standards of fiscal management as required by the terms of the charter schools' agreements, Florida Statutes, and Florida Administrative Code.
2. Based on the results of the annual review of charter school financial statements, the Chief Auditor, OCA Charter Schools Audit Manager, Mr. Tunnermann, Charter Schools Management Support Director, Ms. Donte Collins, OCA Auditor, Mr. Castano, and other District personnel conducted meetings on November 4, 2019 and November 5, 2019 with the following charter schools:
 - Ben Gamla
 - Somerset Academy
 - Bridgeprep Academy
 - Sunshine Elementary
 - South Broward Montessori

Additional meetings were conducted on December 6, 2019 and December 9, 2019 with the following charter schools:

- International School of Broward
- Franklin Academy F
- Championship School of Excellence

3. OCA Charter Schools Audit Manager, Mr. Tunnermann, and OCA Auditor, Mr. Castano, completed the annual reviews of cities and municipalities financial statements on January 10, 2020.
4. OCA Charter Schools Audit Manager, Mr. Tunnermann, and OCA Auditor, Mr. Castano, continued working on audits at four charter schools. The scope of those audits includes FTE verification, confirmation of security requirements, and a review of inventory purchased with public funds.
5. OCA Charter Schools Audit Manager, Mr. Tunnermann, presented at the September 6, 2019 Charter Schools New Principals Meeting. He informed the schools of audit requirements that will impact the schools.
6. OCA Charter Schools Audit Manager, Mr. Tunnermann, attended the Charter Schools Monitoring and Oversight Committee meetings on September 25, 2019, November 20, 2019, February 26, 2020, and May 27, 2020.
7. OCA Charter Schools Audit Manager, Mr. Tunnermann, attended the Charter School Renewal meetings on December 19, 2019.
8. OCA Charter Schools Audit Manager, Mr. Tunnermann, attended meetings chaired by the Charter School Management / Support Department to review charter school applications from March 4 – March 6, 2020.
9. OCA Charter Schools Audit Manager, Mr. Tunnermann, led the Audit Financial Committee in charge of analyzing monthly and quarterly Charter Schools financial reports.

OPERATIONAL AUDITS

1. The Audit of the Purchasing Card processes and its controls and activities for multiple periods from January 1, 2018 through December 31, 2018 was completed in January 2020 by OCA Facility Audit Manager, Mr. Gerardo Usallan, and OCA Auditor, Mr. Eric Seifer.
2. OCA Internal Funds Audit Manager, Ms. Conway, and OCA Auditor, Ms. Kashama Patel, worked on the Healthy Vending Machine Audit. This audit is substantially complete. However, the Chief Auditor would like to assess how vending machines will work in the District's new COVID-19 pandemic school and business environment prior to issuing our report.
3. The Chief Auditor continued the BECON Follow-Up Audit assessment with Carr Riggs Ingham Partner, Mr. Robert Broline. They met on February 21, 2020 and later met with BECON Director, Mr. Rick Reynolds. The follow-up assessment was substantially complete before the COVID-19 environment impacted the District. At that point, BECON staff was involved in providing online learning. Thus, the audit will re-commence in August 2020 and the report will be issued in the fall of 2020.
4. OCA Operational Audit Manager, Ms. Meredith Arlotta, and OCA Auditor, Ms. Elena Pritykina, continued working on fieldwork for the OCA's eventual audits of the District's Student Code of Conduct and compliance with school disciplinary and Behavioral Threat Assessment policies. The team performed a substantial amount of work in this area.

FACILITY AUDITS

1. Five audits were compiled on the Program Management of the SMART Bond covering the Program Manager and the Owner's Representative. The reports were prepared by RSM and directed by the OCA. The reports noted 16 findings. Of those, 12 are fully closed and three are partially closed and one and only one is open. The open finding is in process for closure and is being followed up by the outside consultant and the OCA.
2. A review of the SMART Bond's Construction Services Minor Project led to changes to related documents and process. The report was prepared by RSM but was directed by the OCA.
3. A review of the SMART Bond's new Request For Qualification led to changes to related documents and process. The report was prepared by RSM but was directed by the OCA.

4. OCA Facility Audit Manager, Mr. Usallan, and OCA Auditor, Mr. Seifer, attended the Facilities Task Force meetings on September 5, 2019, November 7, 2019, December 5, 2019, January 16, 2020, February 6, 2020, March 5, 2020, and June 4, 2020.
5. OCA Facility Audit Manager, Mr. Usallan, and OCA Auditor, Mr. Seifer, attended bid opening meetings on September 10, 2019.
6. OCA Auditor, Mr. Seifer, attended the QSEC meeting for prequalifying vendors on February 12, 2020 and then attended the QSEC meeting for construction managers of multiple projects on February 20, 2020.
7. OCA Facility Audit Manager, Mr. Usallan, and OCA Auditor, Mr. Seifer, commenced the SREF Audit. Due to Mr. Usallan's retirement, this audit will be completed in school/fiscal 2021 either under the new Facility Audit Manager or with the assistance of a consultant.
8. The Chief Auditor attended and presented at the Bond Oversight Committee meetings on September 9, 2019, December 16, 2019, and June 15, 2020.

INFORMATION TECHNOLOGY AUDITS

1. The Information Security Audit Kick-off Meeting was held on February 10, 2020 jointly presented by RSM Director of IT Audit, Ms. Alexandra Lorie, and OCA IT Audit Manager, Ms. Jennifer Harpalani. The IT Security, IT Business and Student Services, and IT Network Security teams participated in the kick-off meeting. The purpose of the meeting was to make introductions, review scope of work, objectives, timeframes, and expectations of the IT audit.
2. HCT Public Accountants and Consultants presented the Audit of Recordex Purchases. The Chief Auditor and OCA IT Audit Manager, Ms. Harpalani, met with Mr. Rodrick Harvey of HCT in November and December 2019 to discuss the fieldwork related to the agreed-upon procedures engagement related to the District's interactive board technology purchases. The scope of the audit includes compliance with District policies & procedures and an understanding of the differences and functions and pricing of certain interactive boards. A follow-up Recordex audit is planned for school/fiscal 2021. A Technology Computer Devices audit has commenced and is in the plan for school/fiscal 2021.

PROPERTY AND INVENTORY AUDITS

1. OCA Property & Inventory Audit Manager, Ms. Ali Arcese, and her staff presented reports to the Audit Committee and the School Board on audits of Property and Inventory of 94 locations (68 departments and 26 schools) that yielded no exceptions in all 68 departments and 21 of the 26 schools. The five schools with exceptions are followed up by the OCA.
2. The Chief Auditor and OCA Property & Inventory Audit Manager, Ms. Arcese, attended meetings on the District's Tangible Personal Property Management Improvement project on August 14, 16, and 30, 2019 as well as September 13 and 27, 2019. As previously discussed with the Committee during discussions of property and inventory audits and as proposed at the October 30, 2018 School Board Workshop, a review of the District's property and inventory process is needed to address historical issues noted in prior audits.
3. The Chief Auditor and OCA Property & Inventory Audit Manager, Ms. Arcese, met with Director of Applied Learning, Ms. Susan Cantrick, and Budget Support Specialist, Ms. Diane Sterner, on February 27, 2020 to discuss follow-up issues from the responses to the Northeast and Coconut Creek Property and Inventory audits reviewed by the Committee at their January 30, 2020 meeting.
4. OCA Property & Inventory Audit Manager, Ms. Arcese, and her staff visited and observed the technology distribution of laptops and devices to students and parents on March 20, 2020 and March 27, 2020. An audit of device distribution is planned for school/fiscal 2021.

OTHER / WORK WITH REGULATORS / OTHER AUDITORS

1. The Chief Auditor presented the District's Comprehensive Annual Financial Report that yielded an unqualified opinion and no audit findings. The audit was performed by MSL.
2. The Chief Auditor presented the District's Federal Single Audit on expenditures of federal awards. The Audit yielded no audit findings and noted that the District materially complied with the requirements that could have a direct and material effect on each of its major federal programs with respect to federal awards as well as Title I, the Student Financial Assistance Cluster, Twenty-First Century, and Teacher Fund Programs. The audit was performed by S. Davis and Associates.

3. The Chief Auditor presented the District's compliance reports as follows:

- The Independent Accountant Report with no findings;
- The Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters with no exceptions; and
- The Independent Auditor's Management Letter with no new exceptions (exceptions noted were follow ups of prior findings that were also followed up by the OCA in our Purchase Card audit).

The reports were performed by MSL.

4. The Chief Auditor communicated with the Auditor General and Florida Department of Education on the status of the findings in the Auditor General Operational Audit and provided an update on the Legal, Strategy/Operations, Finance, and Audit issues on September 16, 2019. The Chief Auditor noted the closure of seven of the eight prior audit findings. The one remaining finding, the payroll process improvement program, is deemed to be an ongoing project. The Auditor General will commence a new Operational Audit as well as a new Financial Audit during school/fiscal 2021.

5. The Chief Auditor and OCA Audit Manager, Ms. Conway, worked with District management on the strategy for the issues noted in the Florida Auditor General's FEFP and Student Transportation Audit for the fiscal year ended June 30, 2018.

6. The Chief Auditor held several discussions with the Florida Department of Education's Office of Inspector General on various ongoing charter school investigations.

7. The Chief Auditor met with Director of Grants Administration, Ms. Stephanie Williams-Louis, on February 14, 2020 to discuss the District's response to National Science Foundation grant audit. The Chief Auditor compiled the District's response that was sent on March 6, 2020.

8. The Chief Auditor engaged Ms. Marcia Carty, Partner of Cummings-Grayson & Co. to perform the OCA's Quality Assessment (Peer Review). Ms. Carty's staff reviewed various workpapers and documents and conducted individual discussions with the Chief Auditor, the OCA Managers, as well as a sample of other members of the OCA.

9. The Chief Auditor, OCA Audit Manager, Ms. Conway, and OCA Executive Secretary, Ms. Michele Marquardt, completed the submission of the required 2019 financial audit and single audit reports to the Florida Department of Education, the Florida Auditor General, the Federal Audit Clearinghouse (operated by the Federal Office of Management and Budget), and the EZ Audit platform of the US Department of Education on March 31, 2020.

OTHER / GENERAL ACTIVITIES

1. The Chief Auditor attended various School Board meetings and workshops and monitored the agenda items and discussions for issues where future audit coverage may be needed.
2. The Chief Auditor participated in the Superintendent's weekly Cabinet meetings as well as Special Cabinet meetings to address matters related to the COVID-19 pandemic.
3. The Chief Auditor met with Broward County Chief Auditor, Mr. Robert Melton, and City of Fort Lauderdale Chief Auditor, Mr. John Herbst, on February 10, 2020 to discuss common issues and leading audit practices. The Chief Auditor agreed to have the OCA participate in a joint FBI Interviewing & Interrogations Training with Messrs. Melton's and Herbst's teams. The three Chiefs also agreed to meet quarterly. Mr. Herbst is a former Audit Committee Member.
4. The Chief Auditor met with former Chief Auditor of Miami-Dade County Public Schools, Mr. Jose Montes de Oca, on October 1, 2019, January 17, 2020, and April 17, 2020 to discuss leading audit practices.
5. The Chief Auditor participated with other Cabinet members during the Collaborative School visits and Data Dive on December 2, 2019 that was led by Chief School Performance and Accountability Officer (OSPA), Dr. Valerie Wanza.
6. The Chief Auditor held two conference calls with Chief Auditor of Orange County Public Schools, Ms. Linda Lindsey, on June 5, 2020 and June 15, 2020 to discuss their activities during the COVID-19 pandemic.
7. OCA Internal Funds Audit Manager, Ms. Conway, and OCA Property & Inventory Audit Manager, Ms. Arcese discussed ongoing audit processes during the COVID-19 pandemic with representatives of school districts in Miami-Dade, Palm Beach, and Duval counties.

8. OCA Internal Funds Audit Manager, Ms. Conway, OCA Property & Inventory Audit Manager, Ms. Arcese, OCA Operations Manager, Ms. Arlotta, and OCA IT Audit Manager, Ms. Harpalani, participated in various 2024 Strategic Plan Initiative meetings.
9. OCA Internal Funds Audit Manager, Ms. Conway, OCA Property & Inventory Audit Manager, Ms. Arcese, OCA Operations Manager, Ms. Arlotta, and OCA IT Audit Manager, Ms. Harpalani, attended various School Re-Opening Technology Workstream meetings in May and June 2020.
10. The Chief Auditor attended the Principals Meetings Chaired by OSPA Chief, Dr. Wanza, on April 13, 2020, April 27, 2020, May 8, 2020, May 13, 2020, and June 5, 2020.
11. OCA team members coordinated the current School Board Audit Committee meetings on August 8, 2019, October 10, 2019, November 21, 2019, January 30, 2020, March 12, 2020, May 14, 2020, and June 18, 2020.

OTHER / TRAINING

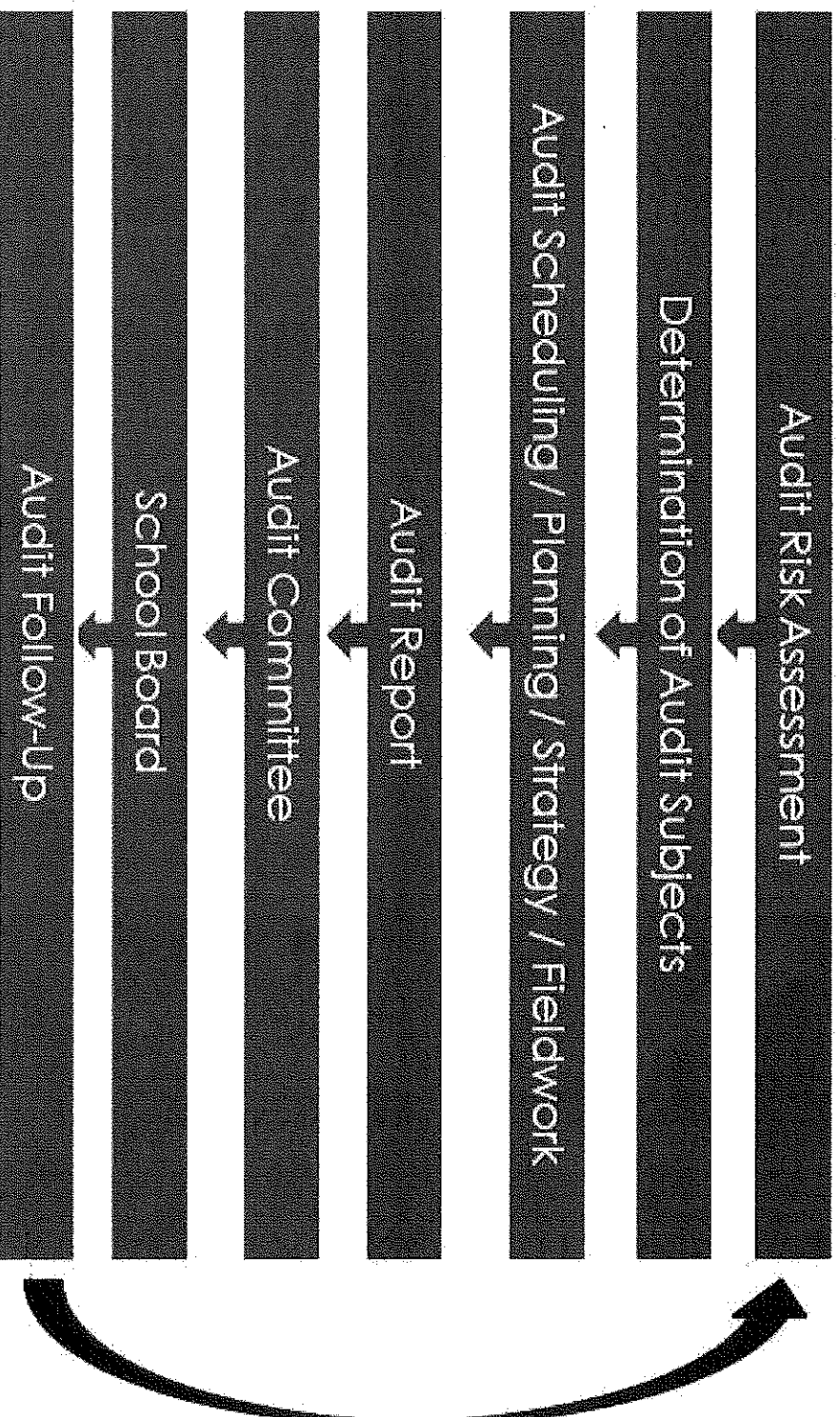
1. OCA Property & Inventory Audit Manager, Ms. Arcese provided fieldwork training to the OCA Inventory Audit Specialists on August 28, 2019. The Chief Auditor also presented at this training.
2. The Chief Auditor attended the District's Threat Assessment Training for Cabinet Members on September 12, 2019.
3. OCA Property & Inventory Audit Manager, Ms. Arcese, and her staff attended Microsoft Word training on September 17, 2019 that was facilitated by the IT Department.
4. OCA Auditor, Mr. Seifer, OCA Executive Secretary, Ms. Marquardt, and OCA Clerk Specialist B, Ms. Megan Gonzalez, attended the Purchase Card Training on September 18, 2019.
5. OCA Property & Inventory Audit Manager, Ms. Arcese, presented at the Inventory Tip Training on September 24, 2019 that was conducted for 89 District employees that included Principals, Assistant Principals, and other school personnel.

6. The Chief Auditor and OCA Internal Funds Audit Manager, Ms. Conway, presented at the Principals Meeting on October 7, 2019 to discuss general audit matters and to speak jointly with OSPA Chief, Dr. Wanza, on the need for school personnel to report any concerns about potential violations of school policies and anonymous tips to District personnel.
7. OCA IT Audit Manager, Ms. Harpalani, attended the first 2020 quarterly meeting of the District Leadership Support Program on February 20, 2020. The meeting agenda included topics on EEO/ADA Compliance and The Maxwell Disc Method Workshop. The District Leadership Support Program aims to provide coaching and support to newly appointed district leaders through development opportunities aligned to high-quality instruction, safe and supportive environment, and effective communication.
8. OCA IT Audit Manager, Ms. Harpalani, participated in the Florida International University 2-day Executive Leadership Institute program customized for BCPS District Leadership Support Program on February 27 – 28, 2020. Topics were on personality and decision-making, problem solving techniques, communicating as a leader, values in leadership, and hidden traps in decision making.
9. OCA Facility Audit Manager, Mr. Usallan, and OCA Auditor, Mr. Seifer, attended an SREF training from February 25 – 27, 2020.
10. The Chief Auditor and most of the OCA team members attended the FBI Interviewing and Interrogations Training on March 9, 2020. This joint training is the result of the collaboration of the Chief Auditor and Broward County Chief Auditor, Mr. Melton, and City of Fort Lauderdale Chief Auditor, Mr. Herbst.
11. OCA Property & Inventory Audit Manager, Ms. Arcese, led the OCA's standard Property and Inventory Training to elementary school Assistant Principals on October 17, 2019.
12. OCA Property & Inventory Audit Manager, Ms. Arcese, conducted a Property and Inventory Tips and Training session to Principals, Assistant Principals, Microcomputer Techs, and Inventory Liaisons on October 24, 2019.
13. The Chief Auditor and all OCA Audit Managers and all OCA Auditors attended the Marcum Government Symposium on October 30, 2019.
14. OCA Internal Funds Audit Manager, Ms. Conway, OCA IT Audit Manager, Ms. Harpalani, and several OCA Auditors attended an Introduction to SAP training provided by Information Technology Business Application Manager, Mr. Thomas Campbell, on November 4, 2019.

15. The Chief Auditor attended the Council of the Great City Schools Chief Financial Officers, Budget Directors, Procurement Directors, Internal Auditors & Risk Managers Joint Conference in Austin, Texas from November 12, 2019 through November 15, 2019.
16. OCA Systems Support Specialist, Mr. Brian Erhard, provided training and support for the Inventory Hot Labs where participants asked site-based questions related to the inventory database and inventory management. The Hot Labs, which were facilitated by the IT Department, were conducted on November 20, 2019, December 11, 2019, January 9, 2020, and January 16, 2020.
17. OCA Property & Inventory Audit Manager, Ms. Arcese, led a BCPS Inventory Process Presentation where she provided information on what constitutes an audit exception and how to correct findings, run SAP inventory reports and downloading them into Microsoft Excel, the surplus process, and best practices. This session was held on January 28, 2020.
18. OCA Property & Inventory Audit Manager, Ms. Arcese, attended webinars on FGFOA Best Practices for Internal Controls in an IT Environment on January 16, 2020.
19. The Chief Auditor and all OCA Audit Managers and all OCA Auditors attended the MSL governmental audit training on May 11-12, 2020.
20. The Chief Auditor, the OCA Audit Managers, and the OCA Auditors completed various continuing professional education (CPE) courses to maintain their certifications. Courses taken by the team included data privacy, corporate governance, ethics, information security, general ledger, and anti-fraud. Note: a CPA certification is required for the Chief Auditor and under Yellow Book standards auditors are required to complete 80 hours of CPE in each two-year period.
21. OCA shared our online CPE resources with CPAs who work in other District Departments.

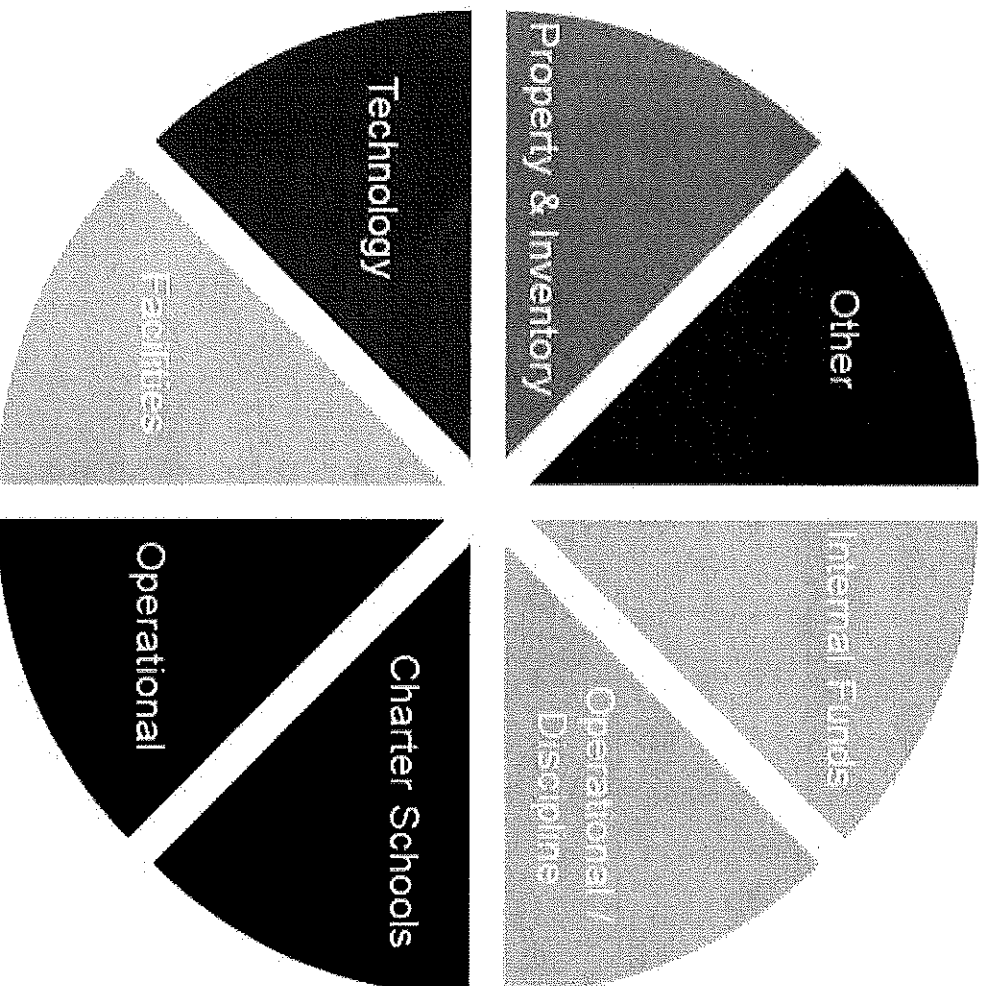
AUDIT PROCESS FLOW

SBBC AUDIT PROGRAM



PROPOSED AUDIT PLAN
FOR THE 2020 - 2021 SCHOOL/FISCAL YEAR

OCA – PRIMARY AUDIT AREAS – SCHOOL/FISCAL 2021



**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
Audit Reporting Projects (projects that yield a report)					
•	Schools Internal Funds Audit Reports	<ul style="list-style-type: none"> • SY '19 Audits of high schools, middle schools, elementary schools, centers, technical colleges, and community schools (199 schools) • SY 20 Audits of high schools, middle schools, elementary schools, centers, technical colleges, and community schools (226 schools) 	OCA	IF	Compliance Fieldwork
•	Schools Payroll Audit Reports	<ul style="list-style-type: none"> • Virtual payroll audits at certain schools, including reviews of payroll procedures and payroll processing (regular and overtime) • Timekeeping system review at various locations and perform payroll reviews 	OCA	OP	Risk 4Q
•	Schools/Departments Property/Inventory Audit Reports	<ul style="list-style-type: none"> • Audits of high schools, middle schools, elementary schools, centers, technical colleges, community schools and District departments 	OCA	PI	Compliance Planning
1	Schools/Departments Property/Inventory Audit Reports	<ul style="list-style-type: none"> • Audit of device distribution 	OCA	PI	Risk Planning
2	Discipline Process Audit Report	<u>Data Completeness Within SBBC Environment</u> <ul style="list-style-type: none"> • Emails of key words • Social media searches • Law enforcement • DMS/BMS referrals • Policy/procedure • Other 	OCA	OD	Risk (Rollover) Fieldwork

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		<u>Discipline Matrix Compliance</u> <ul style="list-style-type: none"> • Correct code used • Correct action used • Documentation supporting the code/action • Student serves the appropriate discipline • Threat assessment eligibility (separate report) • Promise eligibility (separate report) • Training/internal communications • Policy/procedure • Other 			Fieldwork
3	Behavioral Threat Assessment Process Report	<u>Behavioral Plan</u> <ul style="list-style-type: none"> • Implemented • Completed • Follow-Up • Other <u>BITA</u> <ul style="list-style-type: none"> • Applicability of threat assessments for an events/incident • Existence of threat assessment evaluations • Documentation of conclusions • Principal sign off • Principal supervisor sign off • Threat assessment team (membership, meets, decides) • Follow up 	OCA Consultants (RSM – Portion)	OD	Risk (Rollover)

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
4	Promise	<ul style="list-style-type: none"> • Communication to external parties/law enforcement • Training/internal communications • Policy/procedure • Other 			
		<u>Promise</u> <ul style="list-style-type: none"> • Incident/Student Promise eligibility • Promise election • Incident accrual/maximum • Student serves the Promise discipline • Documentation • Law enforcement interaction • Follow up • Training/internal communications • Threat Assessment referral • Policy/procedure • Other 	OCA or Consultants	OD	Risk (Rollover) Fieldwork
5	Discipline Technology Application Audit Report	<u>Disciplinary System / Application (specific application TBD)</u> <ul style="list-style-type: none"> • Access • User administration • Processing • Data security • Data quality • Policy/procedure • Other 	OCA		

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		(Note: This audit is dependent based on the successful hire and onboarding of an IT auditor)			
6	Technology Computer Devices (16-059E)	<ul style="list-style-type: none"> Adherence to District policies and procedures relating to acquiring information technology Bidding, pricing, etc. 	Consultant (HCT)		
7	IT Security Audit	<ul style="list-style-type: none"> Logical access & user account management Security incident management & response Security of sensitive data Web application Intrusion detection 	Consultant (RSM)		
8	Recordex Audit (Follow Up)	<ul style="list-style-type: none"> Determine compliance with the issues noted in the audit conducted during SY '20 	OCA		
•	Charter School Investigation Report(s)	<ul style="list-style-type: none"> Investigation(s) originated by the Florida Department of Education Other 	OCA		
9	Purchase Cards Audit Report (Follow Up)	<ul style="list-style-type: none"> Determine and confirm that P-Card purchases were valid and justified Transactions in accordance with the District's policies and State regulations Determine whether purchases were approved by the appropriate level of authority review credit limits verify P-Cards were not active for employees 	OCA		
				CS OP	Compliance (Rolllover) Fieldwork Risk 4Q

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
10	District-wide Follow-Up Audit Report	<ul style="list-style-type: none"> no longer employed within the district or who had changed positions or responsibilities Follow-up report on all audits published since SY 2016 – 2018 which includes all audits from the OCA (as well as certain other audits prior to SY 2016) 	OCA	OT	OT Fieldwork Rollover
11	Payroll, Overtime, Overpayments Audit Report	<ul style="list-style-type: none"> Calculation of salary of initial and changes to base compensation to final compensation Calculation of incentives Appropriateness of additional compensation (supplements, stipends) Calculation and appropriateness of overtime compensation Determination and status of overpayments Termination of compensation at the end of employment Other <p>(Any fieldwork will avoid duplicating and/or delaying the District's ongoing Payroll Process Improvement initiative and the redesign of the Payroll/HR Processes)</p>	OCA and/or Consultants	OP	Risk Rollover
12	Smart Bond Audit Report 1	<ul style="list-style-type: none"> Verify that the District's SMART Bond Program Management Consultant and Owner's Representative are providing deliverables and services in conformance with the terms and 	Consultants (RSM)	FA	Risk Fieldwork

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		conditions of their respective agreements/RFP as well as the District's standard operating procedures and leading industry practices			
13	Smart Bond Audit Report 2	<ul style="list-style-type: none"> Verify that the District's SMART Bond Program Management Consultant and Owner's Representative are providing deliverables and services in conformance with the terms and conditions of their respective agreements/RFP as well as the District's standard operating procedures and leading industry practices 	Consultants (RSM)	FA	Risk 3Q
14	Smart Bond Audit Report 3	<ul style="list-style-type: none"> Verify that the District's SMART Bond Program Management Consultant and Owner's Representative are providing deliverables and services in conformance with the terms and conditions of their respective agreements/RFP as well as the District's standard operating procedures and leading industry practices 	Consultants (RSM)	FA	Risk 4Q
15	Roof Inspection Process	<ul style="list-style-type: none"> Mapping of sub-permitting, inspection, pay applications Florida Building Code vs Design Standards Benchmarking Reporting 	Consultants (RSM)	FA	Risk Fieldwork
16	Roof Inspection (Follow Up)	Compliance with findings noted in the roof inspection audit.	Consultants (RSM)	FA	Risk 4Q
17	SREF	<ul style="list-style-type: none"> Compliance with inspection requirements 	Consultants (CRI)	FA	Risk Rollover

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
18	PPO	<ul style="list-style-type: none"> • Analysis of proper controls on purchases and maintenance • Effectiveness and compliance with District policies and procedures • Follow up on certain CGCS findings 		FA	Risk Rollover 4Q
19	BECON Follow-Up Audit Report	<ul style="list-style-type: none"> • Perform follow-up procedures related to the previously-issued Operational Assessment of BECON dated May 3, 2018 as well as the Follow-Up Operational Assessment of BECON dated June 10, 2019 	Consultants (CRI)	OP	Rollover Fieldwork 1Q
20	Healthy Vending	<ul style="list-style-type: none"> • Selection process used by the schools for vending company • Calculation of commissions • Test for approved items • Test for approved machines 	OCA	OP	Rollover Fieldwork TBD
•	Comprehensive Annual Financial Report	Facilitate and coordinate the audit of the District's financial statements by MSL.	External Auditors (MSL)	FA	Rollover Fieldwork 2Q
•	Single Audit	expenditures of federal awards yielded no audit findings and noted that the District materially complied with the requirements that could have a direct and material effect on each of its major federal programs with respect to federal awards, the Auditor General audited Title I, the Student Financial Assistance Cluster, Twenty-First Century, and Teacher Fund Programs.	External Auditors (SDA)	FA	Rollover Fieldwork 3Q

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
•	Financial Compliance Reports	<ul style="list-style-type: none"> • Auditor communication of audit results • Audit Management Letter • Comprehensive Annual Financial Report 	External Auditors (MSL)		
•	Other Investigation Report(s) (Specific area TBD)	<ul style="list-style-type: none"> • Potential investigation(s) originated by the State of Florida Auditor General, Federal auditors and others in any potential information on the OCA's fraud hotline or in conjunction with other audits and inquires 	OCA & Consultants (MDO)		
•	Special Assignments (reporting)	<ul style="list-style-type: none"> • Special assignments requested by School Board (after consensus), Audit Committee (after the passing of a formal motion), the Superintendent, and District Management • (Note: a special assignment may serve as a substitute to audits in the plan or require funding or require an adjustment to the plan) 	OCA & Consultant (TBD)		
Audit Non-Reporting Projects (that may not yield an audit report)					
•	Inventory Process Improvement Initiative	A review of the District's property and inventory process is needed to address the historical issues noted on the audits	OCA	P&I	Rollover 2Q
•	Internal Funds Initiatives (non-reporting)	<ul style="list-style-type: none"> • Provide direct assistance to schools in reconciling and resolving Internal Funds accounting issues • Assist Cadre Directors with monitoring Internal Funds in schools with audit exceptions • Provide assistance to school administrators and bookkeepers related to Standard Practice Bulletins, Business Practice Bulletins, and School 	OCA	IF	Compliance TBD

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
•	Charter School Initiatives (non-reporting)	<p>Board policies</p> <ul style="list-style-type: none"> • Perform athletic ticket inventory verification at high schools, prior to the start of the school year • Perform reviews of Charter Schools' monthly, quarterly, and annual financial statements to determine if there are adequate standards of fiscal management • Monitor Charter Schools' financial operations which have been identified with a financial emergency • Perform site visits of Charter Schools and perform various compliance reviews • Assist in the closeout process when Charter Schools are terminated, (i.e. recovery of property and inventory purchased with FTE and SMART Bond Technology funds, participation in close out meetings, and review final audit report of the charter schools) • Participate in the District's Charter School Monitoring and Oversight Committee • Provide assistance to the Charter Schools Management/Support Office related to financial, auditing, and compliance with Charter School agreements • Participate with the Charter Schools Management/Support Office to provide training and workshops to Charter Schools' management 	OCA	CS	Compliance 1Q

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		<ul style="list-style-type: none"> • Participate in discussion panels for the Superintendent's Charter School Summit meetings • Assist the Charter Schools Management/Support Office with the process of reviewing applicants applying for Charter Schools 			
•	Facilities Initiatives (non-reporting)	<ul style="list-style-type: none"> • Attend Qualification Selection Evaluation Committee meetings • Attend Bond Oversight Committee meetings • Attend Facility Task Force meetings 	OCA	FA	1Q 2Q 3Q 4Q
•	Information Technology Initiatives (non-reporting)	<ul style="list-style-type: none"> • Hire an Information Technology Auditor (frozen) • Attend Technology Steering Committee meetings 	OCA		1Q 2Q 3Q 4Q
•	Other Initiatives (non-reporting)	<ul style="list-style-type: none"> • Attend School Board meetings and School Board workshops and monitor agenda items and respond to Board Follow-Up requests and referrals. Monitor for issues where audit coverage may be needed • Monitor the discussions of various School Board committees for issues where audit coverage may be needed • Coordinate and serve as a liaison between the School Board Members and the School Board Audit Committee • Coordinate School Board Audit Committee 	OCA		1Q 2Q 3Q 4Q

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		<ul style="list-style-type: none"> meetings Record, transcribe, and distribute minutes from Audit Committee meetings to the Audit Committee and District staff Copy and deliver all audit reports and other School Board Audit Committee materials to Audit Committee Members 			
<ul style="list-style-type: none"> Additional Initiatives (non-reporting) 		<ul style="list-style-type: none"> Enhance and maintain the website for the Office of the Chief Auditor Train schools and departments on property and inventory procedures and practices Review financial statements of proposed vendors at the request of various District departments Perform audits of grants and contract services, as required by the terms and conditions of the contracts Attend meetings related to School Board Policy 1341 Committee, "Use of School Facilities for Non-School Purposes" to assist District Management Continue quality assurance and in-service training programs for school administrators and staff 	OCA		
<ul style="list-style-type: none"> OCA Management Initiatives (non-reporting) 		<ul style="list-style-type: none"> Participate in the Superintendent's Cabinet Hire replacement auditors to fill vacancies 	OCA		

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
•	Florida Auditor General Financial Audit	<ul style="list-style-type: none"> • Assist and obtain information to for the Auditor General • Arrange and attend entrance / exit meetings 	OCA		
•	Florida Auditor General Operational Audit	<ul style="list-style-type: none"> • Assist and obtain information to for the Auditor General • Arrange and attend entrance / exit meetings 	OCA		
•	Florida Auditor General FEFP & Transportation Audit	<ul style="list-style-type: none"> • Assist and obtain information to for the Auditor General • Arrange and attend entrance / exit meetings 	OCA		
•	Florida Auditor General Appeal	<ul style="list-style-type: none"> • Appeal prior audits 	OCA		
•	Other Regulatory Organizations	<ul style="list-style-type: none"> • Assist law enforcement organizations and outside agencies including the U.S. Department of Education, the Florida State Department of Education, the Florida State Attorney, the State of Florida Office of Management Services, and others 	OCA		
•	OCA Team Improvement Initiatives (non-reporting)	<ul style="list-style-type: none"> • Review the OCA's processes to ensure that our own operating practices are in line with leading practices • Enhance the existing risk assessment methodology for the determination of selected audit subject areas • Implement a continuous improvement audit model 	OCA		

**SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE CHIEF AUDITOR
PROPOSED 2020 – 2021 SCHOOL/FISCAL YEAR AUDIT PLAN**

Project No.	Audit Subject Area	Broad Activity Scope	Assigned Auditor	Audit Area	Notes
		<ul style="list-style-type: none"> • Establish relationships with the Chief Auditors of the school districts in Miami-Dade and Palm Beach counties • Participate in seminars and continuing education on accounting and auditing • Interact with the community by attending events held at various locations 			
•	Special Assignments (non-reporting)	<ul style="list-style-type: none"> • Reserved for special assignments requested by School Board, Audit Committee (after the passing of a formal motion), the Superintendent, and District Management • (Note: a special assignment may serve as a substitute to audits in the plan or require funding or require an adjustment to the plan) 	OCA		

OCA LONG RANGE AUDIT PLAN

LONG RANGE AUDIT PLAN
Audits for Future Fiscal Years

	Audit Subject	
21	CARES Act Compliance	
22	Contract (Maintenance) (specific contract not disclosed to maintain audit confidentiality)	
23	District Vehicle Program	
24	Transportation	
25	District School FTE Controls (specific schools not disclosed to maintain audit confidentiality)	
26	Contract (Vendor) (specific vendor not disclosed to maintain audit confidentiality)	
27	Grant (Title I)	
28	IT General Computer Controls	
29	Travel	
30	Treasury	
31	Accounts Payable	
32	Accounts Receivable	
33	IT Application (specific application not disclosed to maintain audit confidentiality)	
34	Bidding Process	
35	Grant (non-Title I) (specific grant not disclosed to maintain audit confidentiality)	
36	Intergovernmental Agreement (specific agreement not disclosed to maintain audit confidentiality)	

Note 1: Audit subjects are re-assessed annually to create a new audit plan.

Note 2: Audit subjects in the current year plan may be re-audited in future years based on the results of the audit or changed risks.

Note 3: Future year audits may be moved to the current year to substitute for current year audits.

**OCA ORGANIZATIONAL CHART
AND
STAFFING / RESOURCES**

STAFFING / RESOURCES

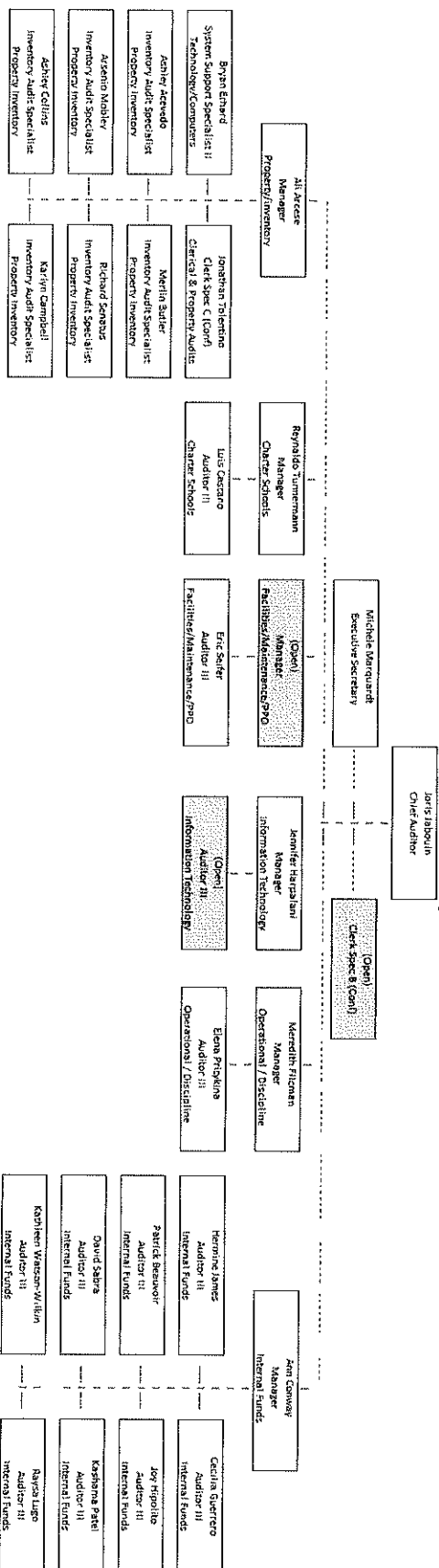
This Audit Plan is based on the OCA's current internal staff of 26 employees, plus three open positions to be filled in the 2020-2021 school/fiscal year. Our staff consists of Managers, Internal Auditors, Inventory Audit Specialists, Clerical Specialists, and Supervisory staff.

The District has implemented a hiring freeze. The OCA will comply with this initiative. However, we are recruiting for the open Facility Audit Manager because it is funded by the District's capital budget.

The OCA also has contracts with outside audit and consulting firms that can be used to perform audits and reviews that are deemed necessary.

Summary of Resources			
Position	Current Resource	Vacancy	Total
Chief	1	0	1
Director / Assistant Chief Auditor	0	0	0
Secretary/Clerk Specialist	2	1	3
Manager	5	1	6
Auditor	11	1	12
Inventory Audit Specialist	6	0	6
System Support Specialist	1	0	1
	26	3	29

Office of the Chief Auditor Organization Chart - July 2020



Summary Explanation and Background

The Proposed Audit Plan for 2020-2021 includes required audits per Florida State Statutes and School Board Policies as well as audits of various controls and systems related to Internal Funds, Facilities, Information Technology, Property & Inventory, and Operations. Audit work done with respect to Charter Schools, and Special Investigations will be performed. Other activities include training, participation on various committees, and responding to requests from District Administration and the Auditor General.

During the past school/fiscal year we submitted 25 reports to the Audit Committee and the School Board and researched/responded to multiple School Board, Audit Committee, District Management, and Regulatory requests. We worked closely with the various District divisions, departments, and outside auditors/consultants on several engagements. We also assisted the Charter Schools Management/Support Office, the Audit Committee, external audit firms, the United States Department of Education's Office of Inspector General, the Florida Department of Education's Office of Inspector General, and the State Attorney's Office.

Our goal is to lead the audit function to its next phase and to continue to be an appraisal function that examines and evaluates the activities of the District. We plan to further review our internal practices to ensure that we are in line with leading audit practices and that we employ a continuous improvement model similar to the District's strategic plan. We also plan to further revise the risk assessment methodology to ensure that areas selected for audit cover the District's ever-changing risks.

The District's Audit Plan was discussed at the Audit Committee's meeting on August 13, 2020. We now look forward to Board Member input so that our Audit Plan can be finalized to cover the significant reviews needed for the new school fiscal year.

**AGENDA REQUEST FORM**

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

MEETING DATE	2020-09-01 10:05 - School Board Operational Meeting	Special Order Request <input checked="" type="radio"/> Yes <input type="radio"/> No
AGENDA ITEM	ITEMS	Time 10:35 AM
CATEGORY	DD. OFFICE OF THE CHIEF AUDITOR	Open Agenda <input checked="" type="radio"/> Yes <input type="radio"/> No
DEPARTMENT	Auditing	

ITEM No.:

DD-1.

TITLE:

Proposed Audit Plan for the 2020-2021 School/Fiscal Year for the Office of the Chief Auditor

REQUESTED ACTION:

Receive - Proposed Audit Plan for the 2020-2021 School/Fiscal Year for the Office of the Chief Auditor.

SUMMARY EXPLANATION AND BACKGROUND:

The Proposed Audit Plan for fiscal 2020-2021 identifies the audits, reviews, projects and services provided by the Office of the Chief Auditor. Reports related to Internal Funds, Facilities, Information Technology, Property & Inventory, and Operations will be prepared. Audit work done with respect to Charter Schools, and Special Investigations will be performed. Other activities include training, participation on various committees, and responding to requests from District Administration and the Auditor General.

See Supporting Docs for continuation of Summary Explanation and Background.

The Audit Committee reviewed and approved the Audit Plan for transmittal during the Committee's August 13, 2020 meeting. An excerpt of the Committee's meeting with their discussion on this item is attached.

SCHOOL BOARD GOALS:

☐ Goal 1: High Quality Instruction ☒ Goal 2: Safe & Supportive Environment ☒ Goal 3: Effective Communication

FINANCIAL IMPACT:

The source of funds to perform most of the audit projects will be General Fund budget allocation for the Office of the Chief Auditor. However, testing of the Quality Assurance of the SMART Bond will be the Capital Budget. There is no additional financial impact to the School District.

EXHIBITS: (List)

(1) Summary Explanation and Background Audit Plan (2) Audit Plan 20-21 (3) Memo to add Additional Information

BOARD ACTION:**RECEIVED**

(For Official School Board Records Office Only)

SOURCE OF ADDITIONAL INFORMATION:

Name: Joris Jabouin

Phone: 754-321-2400

Name:

Phone:

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
Senior Leader & Title

Joris Jabouin - Chief Auditor

Signature

Joris Jabouin

8/28/2020, 11:19:41 AM

Approved In Open
Board Meeting On:

SEP 01 2020

By:

School Board Chair

Electronic Signature

Form #4189 Revised 07/25/2019

RWR/ JJ:mm

STATE OF FLORIDA AUDITOR GENERAL

Operational Audit

Report No. 2019-210
April 2019

BROWARD COUNTY DISTRICT SCHOOL BOARD



Sherrill F. Norman, CPA
Auditor General

Board Members and Superintendent

During the 2017-18 fiscal year, Robert W. Runcie served as Superintendent of the Broward County Schools and the following individuals served as School Board Members:

	<u>District No.</u>
Ann Murray	1
Patricia Good	2
Heather P. Brinkworth, Vice Chair from 11-21-17	3
Abby M. Freedman, Chair through 11-20-17	4
Dr. Rosalind Osgood	5
Laurie Rich Levinson	6
Nora Rupert, Chair from 11-21-17, Vice Chair through 11-20-17	7
Donna P. Korn	At-Large, Countywide
Robin Bartleman	At-Large, Countywide

The team leader was Stefanie Johnson, CPA, and the audit was supervised by Diana G. Garza, CPA.

Please address inquiries regarding this report to Micah E. Rodgers, CPA, Audit Manager, by e-mail at micahrodgers@aud.state.fl.us or by telephone at (850) 412-2905.

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BROWARD COUNTY DISTRICT SCHOOL BOARD

SUMMARY

This operational audit of the Broward County School District (District) focused on selected District processes and administrative activities and included a follow-up on additional matter findings noted in our report No. 2016-180. Our operational audit disclosed the following:

Finding 1: Several employment agreements included a severance pay provision that did not appear to be consistent with State law.

Finding 2: According to Florida Department of Education guidance, school districts may pay the employer payroll taxes for Florida Best and Brightest Teacher Scholarship Program and Florida Best and Brightest Principal Scholarship Program awards from the scholarship program funds. Notwithstanding, for the 2017-18 fiscal year, the District paid \$881,000 for those taxes from other resources without Board approval of the use of those resources for that purpose.

Finding 3: The Board had not established a date for completion and presentation of the school internal funds' audit reports to the Board. Reports for 187 school internal fund audits for the fiscal year ended June 30, 2017, had not been completed and presented as of September 4, 2018. A similar finding was noted in our report No. 2016-180.

Finding 4: The District needs to continue efforts to recover salary overpayments. In addition, District payroll procedures need improvement to prevent future salary overpayments.

Finding 5: The District purchasing card program needs enhancement.

Finding 6: Some unnecessary information technology (IT) user access privileges existed that increased the risk that unauthorized disclosure of the sensitive personal information of students may occur.

Finding 7: Some other inappropriate or unnecessary IT access privileges existed that increased the risk that unauthorized disclosure, modification, or destruction of District data and IT resources may occur.

Finding 8: IT security controls related to user authentication continue to need improvement.

BACKGROUND

The Broward County School District (District) is part of the State system of public education under the general direction of the Florida Department of Education and is governed by State law and State Board of Education rules. Geographic boundaries of the District correspond with those of Broward County. The governing body of the District is the Broward County District School Board (Board), which is composed of seven elected members. The appointed Superintendent of Schools is the Executive Officer of the Board. During the 2017-18 fiscal year, the District operated 226 elementary, middle, high, and specialized schools; sponsored 89 charter schools; and reported 269,334 unweighted full-time equivalent students.

FINDINGS AND RECOMMENDATIONS

Finding 1: Severance Pay

State law¹ provides that, on or after July 1, 2011, a unit of government that enters into an employment agreement that contains a provision for severance pay with an officer, agent, employee, or contractor must include a provision in the employment agreement that precludes severance pay from exceeding 20 weeks of compensation. Our discussions with District personnel and examination of District records indicated that, as of April 2018, there were ten Board-approved employment agreements containing severance pay provisions and we evaluated the propriety of those provisions in all ten agreements.

We found that the severance pay provisions in four employment agreements were contrary to State law as they allowed for severance pay that exceeds 20 weeks of compensation. Specifically:

- The General Counsel agreement dated June 15, 2016, provided that, if terminated without cause during the first 2 years of the agreement, the General Counsel would be paid the balance due through the end of the original term of the agreement or for 6 months, whichever is less.
- On June 13, 2017, the Board amended three employment agreements with two Deputy General Counsels and one Assistant General Counsel to provide that, if terminated in the event of their disability to perform fully their duties, the Board would pay as severance pay and in full satisfaction of the Board's obligations, a lump sum equivalent to the salary remaining payable under the remaining portion of their respective agreements.

In response to our inquiries, District personnel indicated that, for the General Counsel agreement, the severance pay provision only applied to the first 2 years of the contract and expired in June 2018. For the other three employment agreements with the two Deputy General Counsels and one Assistant General Counsel, District personnel agreed that the severance provisions were contrary to State law and, as of January 2019, planned to amend the contracts at an upcoming Board meeting.

Recommendation: The Board should take appropriate action to ensure that severance pay provisions in District employment agreements comply with State law.

Finding 2: Resource Use

State Board of Education (SBE) rules² require the Board to annually adopt and spread on its minutes salary schedules for District employees. The schedules so adopted are to be the sole instrument used in determining employee compensation. Such salary schedules must clearly show the method of computing employee compensation and individual personnel records for each employee must contain evidence of each factor used in calculating that employee's compensation for the year. According to District personnel, the salary schedule amounts identify employee compensation before payroll taxes are applied and District practice is to pay the employer payroll taxes and net compensation amounts from the same funding source.

¹ Section 215.425(4)(a), Florida Statutes.

² SBE Rule 6A-1.052, Florida Administrative Code (FAC).

The Florida Legislature established the Florida Best and Brightest Teacher Scholarship Program³ to reward classroom teachers who achieved high academic standards during their own education. The Florida Legislature also established the Florida Best and Brightest Principal Scholarship Program⁴ to reward school principals who recruit and retain a high percentage of classroom teachers designated as Florida's best and brightest teacher scholars pursuant to State law.

According to guidance contained in a January 2018 FDOE memorandum, each school district may use the applicable portion of funds from the two scholarship programs to pay the applicable employer payroll taxes instead of paying those taxes from other resources. During the 2017-18 fiscal year, the FDOE provided the District a total of \$11.5 million from the two scholarship programs for 11,702 District employees.

Our examination of District records disclosed that, instead of using applicable scholarship program funds to pay the employer payroll taxes, the District paid the taxes from unrestricted resources. For example, for a teacher who received a \$6,000 scholarship award, the District expended \$6,459, including \$6,000 paid to the employee from scholarship program funding and \$459 paid from unrestricted resources for the related employer payroll taxes, instead of following FDOE guidance and using \$6,000 in scholarship program funds to pay both the teacher and the related employer payroll taxes. By using unrestricted resources to pay the employer payroll taxes, District scholarship recipients each received higher payments than they otherwise would have. Collectively, the District disbursed a total of \$881,000 from unrestricted resources for employer payroll taxes associated with the two scholarship programs.

According to District personnel, the Board approved budget amendments for salary increases that included amounts for teachers and principals paid from the respective scholarship programs. Notwithstanding, although we requested, District records were not provided to evidence that the Board approved use of unrestricted resources to pay the employer payroll taxes associated with these scholarships or approved the higher payment amounts to the scholarship recipients on the Board-adopted salary schedule or by other means. Absent Board approval, the authority for using unrestricted resources to pay employer payroll taxes related to the program-funded scholarships and the higher payment amounts is not readily apparent.

In response to our inquiries, District personnel indicated that they received the FDOE memorandum allowing the use of scholarship program funding to pay the applicable employer payroll taxes; however, due to oversights, funding from the two programs was depleted before the District detected the payroll processing errors. District personnel also indicated that, in subsequent years, the employer payroll taxes will be paid from available scholarship program funds. Use of unrestricted resources without prior Board approval not only reduces the amount of those resources for general appropriation and use, but also may result in uses that are inconsistent with Board intentions.

Recommendation: The Board should take action to either authorize District use of the \$881,000 in unrestricted resources for employer payroll taxes applicable to the respective scholarship awards or seek and recover from the scholarship recipients the extra amounts paid due to the payroll processing errors. In addition, for future scholarship payments, the District should follow

³ Section 1012.731, Florida Statutes.

⁴ Section 1012.732, Florida Statutes.

Finding 3: Audits – School Internal Funds

School internal funds provide an accounting for various school club and class activities. The *Financial and Program Cost Accounting and Reporting for Florida Schools (Red Book)*⁵ requires the Board to provide for an annual audit of the school internal funds. State law⁶ requires the District to provide for an audit of its financial statements to be completed within 9 months after fiscal year-end. As school internal funds are an integral part of the District financial reporting entity, it is important that the school internal funds audits are available for consideration during the District financial statements audit.

The District employs internal auditing staff to audit its school internal funds and the Board established an Audit Committee to receive and evaluate the District school internal funds audits. The Audit Committee consists of 12 members, each appointed by one of the 9 Board members, the Superintendent, the District Advisory Committee, or the Broward County Council of Parent Teacher Association. At June 30, 2017, the District reported school internal funds assets and liabilities of \$16.7 million for the District's 226 schools. However, based on discussions with District personnel, the Board had not established a date for completion and presentation of the school internal funds audit reports to the Board.

As shown in Table 1, our review of school internal funds audit reports for the fiscal year ended June 30, 2017, disclosed that 187 of the 226 school internal fund audit reports had not been completed and presented to the Board as of September 4, 2018, over 14 months after the District's June 30, 2017, fiscal year end.

Table 1
School Internal Funds Audit Reports
Not Timely Presented to the Board
For the Fiscal Year Ended June 30, 2017

Type of School	Audit Reports Presented to Board on 9/5/2018	Audit Reports Not Presented to the Board as of 9/6/2018
Elementary	-	134
Middle	6	22
High	8	-
Other	1	16
Totals	<u>15</u>	<u>172</u>

Source: District records.

In response to our inquiry, District personnel indicated that there were several reasons why the audits were not timely completed and presented. For example:

⁵ Chapter 8, Section 4.2, *Red Book*.

⁶ Section 218.39, Florida Statutes.

- Hurricane Irma caused the District to be closed for 7 school days in September 2017, interrupting work flow and requiring the September 7, 2017, Audit Committee meeting to be canceled.
- The Chief Auditor and Office Manager both retired mid-year, requiring the Internal Funds Audit Manager to be assigned Chief Auditor duties for 5 months.
- Following February 14, 2018, the District's focus was the Marjory Stoneman Douglas High School tragedy.
- The scheduled March 22, 2018, Audit Committee meeting was canceled.
- The scheduled June 21, 2018, Audit Committee meeting was canceled and rescheduled to August 9, 2018, to give the new Chief Auditor, who started in June 2018, time to write an Audit Plan to present to the Audit Committee and the Board near the beginning of the school year.

Notwithstanding the reasons provided for delays, school internal funds audit reports timely presented to the Board enhance the relevance and usefulness of the reports for evaluating internal controls over school internal funds and District compliance with laws, rules, and Board policies relating to school internal funds. Timely completed and presented reports also allow for consideration of the audits during the District financial statements audit. A similar finding was noted in our report No. 2016-180.

Recommendation: The Board should establish a date for presenting school internal funds audit reports to the Board. In doing so, the Board should consider the benefits of completing the school internal funds audits within a time frame that:

- **Enhances the relevance and usefulness of the audits for evaluating internal controls over school internal funds and District compliance with laws, rules, and Board policies relating to school internal funds.**
- **Allows for consideration of the audits during the District financial statements audit.**

Finding 4: Salary Overpayments

During the 2017-18 fiscal year, the District incurred \$1.9 billion in salary expenditures. In connection with our examination of District records supporting those salary expenditures, we noted that the District had identified several salary overpayments totaling \$893,035. In response to our inquiries, District personnel indicated that most of the overpayments occurred due to errors associated with employment separations, changes in pay, pay supplements, and employee leave or absences. For example, the three largest salary overpayments from the 2017-18 fiscal year were for:

- An individual who separated from District employment in January 2018, but the District inappropriately continued to pay through April 2018, resulting in overpayments totaling \$14,303. In response to our inquiry, District personnel indicated that the overpayments occurred because the Office Manager untimely notified the HR Department 3 months after the employment separation. According to District personnel, as of February 2019, the District had not recovered the overpayments.
- An individual who separated from District employment in August 2017, but the District inappropriately continued to pay through October 2017, resulting in overpayments totaling \$8,260. According to District personnel, the overpayments occurred because the Office Manager untimely notified the HR Department a month after the employment separation and the HR Department took an additional month to change the individual's status in the payroll system. According to District personnel, as of February 2019, the overpayments had not been recovered.

- An employee who earned a \$1,302 supplement payable for 1 month, but the supplement was not properly entered into the payroll system, causing the supplement to be paid in each paycheck until the error was detected and corrected months later. District records indicated that the overpayments totaling \$9,114 had been recovered from the employee as of February 2019.

District records tracked the salary overpayments and related recovery efforts for the 2015-16, 2016-17, and 2017-18 fiscal years. Table 2 displays the total District-identified salary overpayments by type of error and fiscal year.

Table 2
Salary Overpayments by Error Type
and Overpayments Recovered

During the 2015-16, 2016-17, and 2017-18 Fiscal Years

Overpayment Error Type	2015-16	2016-17	2017-18
Employee Separations	\$158,060	\$191,636	\$165,440
Changes in Pay	91,429	117,387	179,837
Pay Supplements	103,743	119,647	76,089
Employee Leave/Absence	268,198	229,507	314,961
Deletion of Hours	94,237	76,240	80,074
Other	138,060	65,316	76,634
Overpayment Totals	<u>\$853,727</u>	<u>\$799,733</u>	<u>\$893,035</u>
Overpayments Recovered	<u>\$768,734</u>	<u>\$785,862</u>	<u>\$721,127</u>

Source: District records.

According to District records, the total outstanding salary overpayment balance as of June 30, 2018, for all fiscal years was \$712,968, which excluded amounts considered uncollectible according to the 2-year statutory limitation.⁷

Notwithstanding the District recovery process and efforts, the instances of overpayments are indicative of control weaknesses in District payroll processing procedures. For example, our discussions with District personnel disclosed that District procedures require approvers to review and approve the employee time management reports within 3 days after the pay period ends. However, our examination of District records supporting four pay periods for 30 selected employees disclosed that the time management reports were not timely reviewed and approved by the employee's supervisor for 10 salary payments totaling \$40,821. District records indicated that the review and approval for these payroll reports were 3 to 45 days late, or an average of 11 days late; all of which were after the employee had been compensated. Although we requested, District records were not provided to justify why supervisors did not promptly review and approve the payroll reports.

Without prompt supervisory review and approval of time management reports, there is an increased risk that employees may be incorrectly compensated, leave balances may not be accurate, and District records may not be sufficiently detailed in the event of a salary or leave dispute. Similar findings were noted in our report Nos. 2013-160 and 2016-180.

⁷ Section 95.11(4)(c), Florida Statutes.

Recommendation: The District should ensure that, prior to payment, salary payments are appropriate, accurate, properly documented and supported, and timely reviewed and approved by supervisory personnel. The District should also continue efforts to timely recover uncollected salary overpayments.

Finding 5: Purchasing Cards

The District established a Purchasing Card (P-card) program, which gives employees the convenience of purchasing items without using the standard purchase order process. P-cards are designed to provide a cost-effective, convenient, and decentralized method for individuals to make certain business purchases on behalf of the District. P-card purchases are subject to the same rules and regulations that apply to other District purchases.

The District designated a Program Administrator to oversee the P-card program and developed a comprehensive *Purchasing Card Program Policies and Procedures Manual (P-Card Manual)* that addresses management controls over the issuance, use, and deactivation of P-cards. The *P-Card Manual* provides, for example, that all purchases must be approved by a principal, department director, or immediate supervisor. All cardholder statements must be returned to the Program Administrator with both the cardholder's and their immediate supervisor's signatures. In addition, the cardholder must obtain a receipt or invoice for all transactions, reconcile the monthly statement to the receipts, and submit the reconciled statement with attached receipts to their principal, department head, or designee. The principal, department head, or designee must review the cardholder statement and receipts and provide approval by signing the cardholder statement and sending to the Program Administrator by the 15th day of the month. The *P-Card Manual* also provides that the District department will notify the Program Administrator within 2 weeks for any employee that has transferred, retired, or is no longer with the District so the card can be canceled.

To determine the reasonableness of P-card monthly total transaction dollar limits for the period July 1, 2017, through April 10, 2018, we inquired of District personnel and examined District records supporting the limits for 830 P-cards issued to 524 District employees or departments⁸ with monthly purchasing limits of \$20,000 to \$900,000. We found that 177 P-cards issued to 91 employees or departments with limits of \$20,000 to \$500,000 incurred no activity and 631 P-cards issued to 457 employees or departments had total monthly dollar expenditures that were 0.01 percent to 48 percent of the respective monthly purchasing limit.

In response to our inquiry, District personnel indicated that the District-assigned cardholder profiles are based on cardholder requests and each department monitors expenditures, including P-card expenditures, based on the department budget. However, District procedures had not been established for monitoring the P-card purchasing limits and, although we requested, District records were not provided to evidence such monitoring. Absent effective procedures for monitoring P-card purchasing limits, there is an increased risk of P-card misuse.

⁸ Employees and departments may have more than one P-card assigned based on their purchasing responsibilities.

P-card expenditures totaled \$24.5 million, for the period July 1, 2017, through April 10, 2018, and, as of April 10, 2018, 963 District P-cards were in use. Our examination of District records supporting 30 selected P-card expenditures totaling \$219,533 disclosed that:

- District records did not identify the District purpose for 5 charges totaling \$5,905. For example, a \$4,999 charge was for a second deposit to a vendor for an event named “Broward Schools (before and after school)” and the cardholder was the before and after school director. The cardholder statements were signed by the school director and the director’s supervisor to evidence approval; however, no other records existed to justify the purpose for expenditure.
- 4 expenditures totaling \$37,051 were supported by cardholder statements signed by the cardholder but the cardholder’s supervisor did not sign the statements.
- 3 expenditures totaling \$4,601 were supported by cardholder statements that were not signed by the cardholder or the cardholder’s supervisor.
- 1 expenditure totaling \$1,400 was not supported by a receipt or other documentation to demonstrate the authorized District purpose.

Adherence to the *P-Card Manual* purchasing restrictions would help ensure that, prior to acceptance of P-card charges, District records identify cardholder acceptance of the charges and evidence appropriate supervisory review and approval of the purchases. In addition, enforcement of the *P-Card Manual* requirements would help provide assurance that P-cards are used exclusively for authorized District purposes.

During the 2017-18 fiscal year, 21 cardholders separated from District employment. We examined District records to evaluate the timeliness of P-card cancellations and found that 14 P-cards were not timely canceled, including 11 P-cards canceled before our inquiry and 3 P-cards canceled after our inquiry. The cancellations were 20 to 413 days, or an average of 103 days, after the cardholders’ employment separation dates.

In response to our inquiries, District personnel indicated that the untimely cancellations occurred primarily because departments did not timely inform the P-card Administrator of the employment separations. While the financial institution that administers the District P-card program allows 60 days from the close of the cycle in which the transaction is posted to dispute the transaction, untimely cancellation of P-card privileges increases the risk that such privileges could be misused by former employees or others and may limit the District’s ability to satisfactorily resolve disputed charges.

Recommendation: The District should:

- **Establish procedures that require and ensure that each cardholder’s total monthly P-card purchasing limits are periodically evaluated, based on the cardholder’s District spending activity and needs, and adjusted based on the evaluation results.**
- **Enhance P-card procedures to ensure that District records are maintained to effectively restrict P-card purchases to purposes authorized in the *P-Card Manual*.**
- **Ensure P-card privileges are promptly canceled upon a cardholder’s separation from District employment.**

Finding 6: Information Technology User Access Privileges – Sensitive Personal Student Information

The Legislature has recognized in State law⁹ that social security numbers (SSNs) can be used to acquire sensitive personal information, the release of which could result in fraud against individuals or cause other financial or personal harm. Therefore, public entities are required to provide extra care in maintaining the confidential status of such information. Effective controls restrict individuals from accessing information unnecessary for their assigned job responsibilities and provide for documented, periodic evaluations of employee access privileges to help prevent personnel from accessing sensitive personal information of students inconsistent with their responsibilities.

Pursuant to State law,¹⁰ the District identified each student using a Florida education identification number obtained from the FDOE. While the District does not require SSNs from students, the District's student registration form includes an optional field for the student SSN and, if provided, the SSNs are maintained within the District Student Information System (SIS). District personnel indicated that IT user access privileges are controlled by security profiles and a form must be completed and approved by authorized personnel before access is granted.

As of December 2018, the District SIS contained the sensitive personal information of 1,169,288 former students and 25,404 current students. However, although we requested, District records were not readily available to identify the individuals who needed or had access to this information and, according to District personnel, periodic evaluations of such access were not performed.

District personnel indicated that the District SIS had a mechanism to mask SSNs; however, the mechanism had not been used as of the date of our inquiry in August 2018. Absent documented identification and evaluation of the individuals who have access to sensitive personal information of students, there is an increased risk of unauthorized disclosure of that information and the possibility that such information may be used to commit a fraud against District students or others.

Recommendation: To ensure access to the sensitive personal information of students is properly safeguarded, the District should consider masking student SSNs in the District SIS. The District should also identify the individuals who have access privileges to the sensitive personal information of students, document periodic evaluations of those individuals' need for the access privileges, and timely remove any unnecessary access privileges detected. If an individual only requires occasional access to the information, the privileges should be granted only for the time needed.

Finding 7: Information Technology User Access Privileges – Human Resource, Payroll, and Finance Applications

Effective access controls to human resource (HR), payroll, and finance applications include granting IT user access privileges to these resources based on demonstrated need to view, change, or delete data and restrict individuals from performing incompatible functions or functions outside their areas of

⁹ Section 119.071(5)(a), Florida Statutes.

¹⁰ Section 1008.386, Florida Statutes.

responsibility. Effective access controls also provide for documented, periodic evaluations of these privileges to help prevent individuals from performing unauthorized or fraudulent transactions.

As part of our audit procedures, we examined District records supporting the District's documented, periodic evaluations of IT user access privileges and evaluated the IT user access privileges to District HR, Payroll, and Finance modules. We identified 143 individuals with update access to the HR and Payroll modules and 97 individuals with update access to the Finance module. However, we found that 17 of these individuals had access privileges that were unnecessary or permitted the performance of incompatible functions. Specifically:

- 7 IT Department employees, who were part of a systems, applications, and products (SAP) programming team, had update access privileges to the HR and Payroll modules. While the team managed and maintained the SAP applications, we found that these employees could also change personnel actions, employee information, and time data; create payrolls and warrants; and record payments in the accounting records. District personnel believed the SAP programming team needed to continue these access privileges because they maintain the SAP application code. However, although we requested, District records were not provided to demonstrate why such privileges should be continuously provided to these employees.
- 6 other IT Department employees had update access privileges to the HR and Payroll modules that provided the unnecessary update access privileges granted to the SAP programming team. These 6 IT users also had unnecessary access privileges to the Finance module and could create and change vendors, purchase orders, invoices, warrants, and journal entries. According to District personnel, the 6 IT employees provided functional support to users when system issues occurred to help continue processing after resolution of the issues. Subsequent to our inquiry, in November 2018, the District deleted these access privileges for the 6 IT employees.
- 4 Payroll Department employees had update access privileges to the HR and Payroll modules that allowed them to change personnel actions and employee information, which is appropriate only for HR Department personnel. According to District personnel, these 4 employees execute, monitor, and report on all payroll-related functions, including processing paychecks and direct deposits. When payroll discrepancies are identified, team members are required to contact affected staff members, inform them of the discrepancy, and expeditiously update HR information to avoid potential payroll issues. Notwithstanding, District personnel indicated that they will review the access of these 4 employees and modify their access privileges as appropriate.

Recommendation: The District should ensure that IT user access privileges are necessary for the users' assigned job responsibilities and enforce an appropriate separation of duties.

Finding 8: Information Technology – Security Controls – User Authentication

Security controls are intended to protect the confidentiality, integrity, and availability of District data and IT resources. Our audit procedures disclosed certain District security controls related to user authentication need improvement. We are not disclosing specific details of the issues in this report to avoid the possibility of compromising District data and IT resources. However, we have notified appropriate District management of the specific issues.

Without adequate security controls related to user authentication, the risk is increased that the confidentiality, integrity, and availability of District data and IT resources may be compromised. Similar findings were noted in our report Nos. 2013-160 and 2016-180.

Recommendation: The District should improve security controls related to user authentication to ensure the continued confidentiality, integrity, and availability of District data and IT resources.

PRIOR AUDIT FOLLOW-UP

The District had taken corrective actions for applicable findings included in our report No. 2016-180 except as noted in Findings 3, 4, and 8 as shown in Table 3.

Table 3
Findings Also Noted in Previous Audit Reports

Finding	2014-15 Fiscal Year Audit Report	2011-12 Fiscal Year Audit Report
	No. 2016-180, Finding	No. 2013-160, Finding
3	5	Not Applicable
4	2	4
8	12	14

OBJECTIVES, SCOPE, AND METHODOLOGY

The Auditor General conducts operational audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted this operational audit from February 2018 to February 2019 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The objectives of this operational audit were to:

- Evaluate management's performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines.
- Examine internal controls designed and placed in operation to promote and encourage the achievement of management's control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those controls.
- Determine whether management had taken corrective actions for additional matter findings included in our report No. 2016-180.
- Identify statutory and fiscal changes that may be recommended to the Legislature pursuant to Section 11.45(7)(h), Florida Statutes.

This audit was designed to identify, for those programs, activities, or functions included within the scope of the audit, weaknesses in management's internal controls, instances of noncompliance with applicable

laws, rules, regulations, contracts, grant agreements, and other guidelines; and instances of inefficient or ineffective operational policies, procedures, or practices. The focus of this audit was to identify problems so that they may be corrected in such a way as to improve government accountability and efficiency and the stewardship of management. Professional judgment has been used in determining significance and audit risk and in selecting the particular transactions, legal compliance matters, records, and controls considered.

As described in more detail below, for those programs, activities, and functions included within the scope of our audit, our audit work included, but was not limited to, communicating to management and those charged with governance the scope, objectives, timing, overall methodology, and reporting of our audit; obtaining an understanding of the program, activity, or function; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

Our audit included transactions, as well as events and conditions, occurring during the 2017-18 fiscal year audit period, and selected District actions taken prior and subsequent thereto. Unless otherwise indicated in this report, these records and transactions were not selected with the intent of statistically projecting the results, although we have presented for perspective, where practicable, information concerning relevant population value or size and quantifications relative to the items selected for examination.

An audit by its nature does not include a review of all records and actions of management, staff, and vendors, and as a consequence, cannot be relied upon to identify all instances of noncompliance, fraud, waste, abuse, or inefficiency.

In conducting our audit, we:

- Reviewed District information technology (IT) policies and procedures to determine whether the policies and procedures addressed certain important IT control functions, such as security, systems development and maintenance, network configuration management, system backups, and disaster recovery.
- Evaluated District procedures for maintaining and reviewing employee access to IT data and resources. We examined selected access privileges to the District enterprise resource planning (ERP) system finance and human resources (HR) applications to determine the appropriateness and necessity of the access based on employees' job duties and user account functions and whether the access prevented the performance of incompatible duties. Specifically, we:
 - Examined District records supporting IT user access privileges to District Finance, Payroll, and HR modules and identified a total of 143 employees and contractors with access to at least one critical function within the HR and Payroll modules and a total of 97 employees and contractors with access to at least one critical function within the Finance modules.
 - Tested the 20 roles that allowed update access privileges to selected critical ERP system finance application functions resulting in the review of the appropriateness of access privileges granted for 28 accounts.

- Tested the 12 roles that allowed update access privileges to selected critical ERP system HR application functions resulting in the review of the appropriateness of access privileges granted for 43 accounts.
- Evaluated Board security policies and District procedures governing the classification, management, and protection of sensitive and confidential information.
- Determined whether a comprehensive IT disaster recovery plan was in place, designed properly, operating effectively, and had been recently tested.
- Examined selected operating system, database, network, and application security settings to determine whether authentication controls were configured and enforced in accordance with IT best practices.
- Evaluated IT procedures for requesting, testing, approving, and implementing changes to the District business system.
- Evaluated the adequacy of District procedures related to security incident response and reporting.
- Evaluated the District data center's physical access controls to determine whether vulnerabilities existed.
- Determined whether a fire suppression system had been installed in the District data center.
- Interviewed District personnel and reviewed supporting documentation to evaluate whether the District effectively monitored charter schools.
- Analyzed the District's General Fund total unassigned and assigned fund balances at June 30, 2018, to determine whether the total was less than 3 percent of the fund's revenues, as specified in Section 1011.051, Florida Statutes. We also performed analytical procedures to evaluate the District's ability to make future debt service payments.
- From the population of expenditures totaling \$142.4 million and transfers totaling \$264.2 million during the audit period from nonvoted capital outlay tax levy proceeds, Public Education Capital Outlay funds, and other restricted capital project funds, examined documentation supporting selected expenditures and transfers totaling \$9.6 million and \$52.8 million, respectively, to determine District compliance with the restrictions imposed on the use of these resources. We also performed a separate review of impact fees and the capital maintenance transfer.
- Analyzed workforce development funds expenditures totaling \$79.1 million during the audit period to determine whether the District used the funds for authorized purposes (i.e., not used to support K-12 programs or District K-12 administrative costs).
- From the population of 952 industry certifications eligible for the 2016-17 fiscal year performance funding, examined supporting documentation for 30 selected students to determine whether the District maintained documentation for student attainment of the industry certifications.
- From the population of 7,035,184 contact hours for 27,716 adult general education instructional students during the audit period, examined District records supporting 3,908 reported contact hours for 30 selected students to determine whether the District reported the instructional contact hours in accordance with State Board of Education (SBE) Rule 6A 10.0381, Florida Administrative Code (FAC).
- Evaluated District procedures for protecting the sensitive personal information of students including social security numbers.
- Examined the District Web site to determine whether the 2017-18 fiscal year proposed, tentative, and official budgets were prominently posted pursuant to Section 1011.035(2), Florida Statutes.

- Examined District records to determine whether the District established an audit committee and followed prescribed procedures to contract for audit services pursuant to Section 218.391, Florida Statutes, for the 2015-16 and 2016-17 fiscal years.
- Examined District records to determine whether required internal funds audits for the 2016-17 fiscal year were timely performed pursuant to Chapter 8 – School Internal Funds, *Financial and Program Cost Accounting and Reporting for Florida Schools (Red Book)*, and whether the audit reports were presented to the Board.
- Reviewed organizational charts, audit plans, and audit agendas for the audit period to determine whether the internal auditor reported directly to the Board or its designee as required by Section 1001.42(12)(I), Florida Statutes. We also determined whether the internal auditor developed audit work plans based on annual risk assessments considering input from other finance and administrative management.
- Evaluated payments totaling \$165,735 made during the audit period to District employees who worked exclusively for the Broward Education Foundation. We also examined District records supporting the amount outstanding totaling \$226,403, as of June 30, 2018, from the Foundation.
- Examined documentation supporting the District's annual tangible personal property (TPP) physical inventory process to determine whether an annual physical inventory of TPP was performed and the inventory results were reconciled to the property records, appropriate follow-up was made for any missing items, and law enforcement was timely notified for any items that could not be located and considered stolen.
- Evaluated severance pay provisions in all ten applicable employment agreements to determine whether the provisions complied with Section 215.425(4), Florida Statutes.
- From the compensation payments totaling \$1.9 billion to 33,069 employees during the audit period, examined District records supporting compensation payments totaling \$109,628 to 30 selected employees to determine whether the rate of pay was accurate and supervisory personnel reviewed and approved the employees' reports of time worked. In addition, we evaluated District efforts to prevent and detect salary overpayments and to recover salary overpayments when they occur.
- From the population of overtime payments totaling \$12.7 million to 7,210 employees during the audit period, examined District records supporting overtime payments totaling \$19,731 to 19 selected employees to determine whether Board policies and District procedures were adequate, and the supporting documentation evidenced the approval of, and necessity for, the overtime payments.
- Examined District records for the audit period for 15 employees and 15 contractor workers selected from the population of 25,735 employees and 342 contractor workers to assess whether individuals who had direct contact with students were subjected to the required fingerprinting and background screening.
- Examined District records supporting the eligibility of 28 selected District recipients and 2 charter school recipients of the Florida Best and Brightest Teacher Scholarship Program awards from the population of 11,681 District teachers and 1,679 charter school teachers who received scholarship awards totaling \$14.1 million during the audit period.
- Evaluated District procedures to implement the Florida Best and Brightest Principal Scholarship Program pursuant to Section 1012.732, Florida Statutes. In addition, we examined District records to determine whether the District submitted to the FDOE accurate information about the number of classroom teachers and the list of principals, as required by Section 1012.731(4), Florida Statutes, and whether the District timely awarded the correct amount to each eligible principal. We also examined District records supporting eligibility of 6 recipients (4 District and 2 charter school recipients) of the Florida Best and Brightest Principal Scholarship Program

awards from the population of 21 District principals and 7 charter school principals who received scholarships awards totaling \$131,191.

- Determined whether the District followed the January 2018 FDOE guidance to use the applicable portion of funds from the Florida Best and Brightest Teacher Scholarship Program and Florida Best and Brightest Principal Scholarship Program awards to pay the employer payroll taxes related to those awards.
- Evaluated District procedures for informing the District's health insurance program third-party administrator of the eligibility of employee and dependent participants.
- Evaluated Board policies and District procedures to ensure health insurance was provided only to eligible employees, retirees, and dependents and that, upon an employee's separation from District employment, insurance benefits were timely canceled as appropriate based on the policies and procedures. We also determined whether the District had procedures for reconciling health insurance costs to employee, retiree, and Board-approved contributions.
- From the population of payments totaling \$1.1 million through March 2018 for new software applications, examined documentation supporting one selected payment totaling \$950,193 to determine whether the District evaluated the effectiveness and suitability of the software applications prior to purchase, the purchases were made through the competitive vendor selection process, and deliverables met the contract terms and conditions.
- For the 48 significant construction projects with expenditures totaling \$154.6 million and in progress during the audit period, examined documentation for project expenditures of \$40.4 million to determine compliance with Board policies and District procedures and provisions of State laws and rules. Also, for the construction management contract with a guaranteed maximum price (GMP) of \$24.7 million, we:
 - Examined District records to determine whether the construction manager (or contractors) and subcontractors were properly selected.
 - Evaluated District procedures for monitoring subcontractor selection and licensure and examined District records to determine whether the District ensured subcontractors were properly selected and licensed.
 - Examined District records to determine whether architects were properly selected and adequately insured.
 - Determined whether the Board established appropriate policies and District procedures addressing negotiation and monitoring of general conditions costs.
 - Examined District records supporting 19 selected payments totaling \$7.8 million to determine whether District procedures for monitoring payments were adequate and payments were sufficiently supported.
 - Examined District records to determine whether projects progressed as planned and were cost effective and consistent with established benchmarks, and whether District records supported that the contractors performed as expected.
- Examined copies of the most recent annual fire safety, casualty safety, and sanitation inspection reports. We selected 30 reports with 5,150 noted deficiencies and examined documentation to determine whether the deficiencies had continued from previous years without timely correction.
- From the population of purchasing card (P-card) transactions totaling \$24,487,242 during the period July 1, 2017, through April 10, 2018, examined documentation supporting 30 selected transactions totaling \$219,533 to determine whether P-cards were administered in accordance with Board policies and District procedures. We also determined whether the District timely canceled P-cards for the 21 cardholders who separated from District employment during the audit period. From the listing of cardholders as of April 1, 2018, we reviewed the reasonableness of all

830 P-cards issued to 524 District employees or departments with monthly purchasing limits of \$20,000 or more.

- For the 52 District employees issued 72 P-cards with purchasing limits greater than \$20,000, and therefore required to file statements of financial interests in accordance with Section 112.3145(1)(a)3, Florida Statutes, we reviewed Florida Department of State, Division of Corporation, records to determine whether the statements of financial interests were filed.
- For the 20 charter schools that were not renewed or were terminated in the 2017-18 or the 2 preceding fiscal years, evaluated District procedures to determine whether applicable funds and property appropriately reverted to the District, whether the District did not assume debts of the school, except as previously agreed upon by the District, and whether the required audits were timely performed.
- Evaluated the sufficiency of District procedures to determine whether District charter schools were required to be subjected to an expedited review pursuant to Section 1002.345, Florida Statutes. For the 5 schools subjected to an expedited review, we examined records to determine whether the District timely notified the applicable governing board pursuant to Section 1002.345(1)(b), Florida Statutes, and whether the District, along with the governing board, timely developed and filed a corrective action plan with the COE pursuant to Section 1002.345(1)(c), Florida Statutes.
- Examined District records and evaluated District procedures to determine whether the District distributed the correct amount of local capital improvement funds to its eligible charter schools by February 1, 2018, pursuant to Section 1013.62(3), Florida Statutes.
- Evaluated District procedures for identifying facility maintenance needs and establishing resources to address those needs. We reviewed inspection reports for compliance with Federal and State inspection requirements, evaluated District efforts to timely resolve any deficiencies identified during inspections, and reviewed the work order system for appropriate tracking of maintenance jobs.
- Evaluated District procedures for determining maintenance department staffing needs. We also determined whether such procedures included consideration of appropriate factors and performance measures that were supported by factual information.
- Determined whether the District used supplemental academic instruction and research-based reading instruction allocations to provide, to the applicable schools, pursuant to Section 1011.62(9), Florida Statutes, an additional hour of intensive reading instruction to students every day, schoolwide during the audit period. Also, we reviewed District records to determine whether the District appropriately reported to the FDOE, pursuant to the 2017 General Appropriations Act (Chapter 2017-234, Laws of Florida), the funding sources, expenditures, and student outcomes for each participating school.
- Evaluated the adequacy of District Virtual Instruction Program (VIP) policies and procedures.
- Examined District records for the audit period to determine whether the District properly informed parents and students about students' rights to participate in a VIP and the VIP enrollment periods as required by Section 1002.45(1)(b) and (10), Florida Statutes.
- Examined the contract document for the FDOE-approved VIP provider to determine whether the contracts contained required statutory provisions. Also, we examined the contract documents to determine whether provisions were included to address compliance with contract terms, the confidentiality of student records, and monitoring of the providers' quality of virtual instruction and data quality.
- Communicated on an interim basis with applicable officials to ensure the timely resolution of issues involving controls and noncompliance.

- Performed various other auditing procedures, including analytical procedures, as necessary, to accomplish the objectives of the audit.
- Prepared and submitted for management response the findings and recommendations that are included in this report and which describe the matters requiring corrective actions. Management's response is included in this report under the heading **MANAGEMENT'S RESPONSE**.

AUTHORITY

Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.

A handwritten signature in blue ink, reading "Sherrill F. Norman". The signature is fluid and cursive, with the first name "Sherrill" and last name "Norman" clearly legible, and "F." as a middle initial.

Sherrill F. Norman, CPA
Auditor General

MANAGEMENT'S RESPONSE



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

600 Southeast Third Avenue • Fort Lauderdale, Florida 33301 • Office: 754-321-2600 • Fax: 754-321-2719

ROBERT W. RUNCIE
Superintendent of Schools

April 3, 2019

Ms. Sherrill F. Norman, CPA
Auditor General, State of Florida
Claude Denson Pepper Building, Suite G74
111 West Madison Street
Tallahassee, Florida 32399-1450

Dear Ms. Norman:

Please find below the School Board of Broward County's (the District) responses to the list of preliminary and tentative audit findings and recommendations that were provided to the District on March 5, 2019 regarding the State of Florida Auditor General's operational audit of the Broward County District School Board.

Finding No. 1: Severance Pay

The District and its Office of the General Counsel agree with Finding 1.

Pursuant to Fla. Stat. § 215.425 (4), all employment agreements written after July 1, 2011, must contain a provision that severance pay may not exceed an amount greater than 20 weeks of compensation. For all attorneys in the General Counsel's Office that were hired after July 1, 2011, their individual contracts conform to the requirements of Fla. Stat. § 215.425 (4).

The three individuals noted in the finding, two Deputy General Counsels and an Assistant General Counsel, were all initially hired prior to July 1, 2011. Although the employment contracts for these three individuals had been amended for compensation purposes, provision 5A regarding severance pay had not been updated.

In the future, the Office of the General Counsel will annually monitor changes the Legislature makes to the Florida Statutes to ensure agenda items coming from the Office of the General Counsel are current and adhere to statutes.

The School Board approved revised contracts with severance pay provisions that comply with State law on February 5, 2019, for the two Deputy General Counsels and one Assistant General Counsel. Thus, the District now considers this issue closed.

The School Board of Broward County, Florida

Heather P. Brinkworth, Chair
Donna P. Korn, Vice Chair

Lori Alhadeff
Robin Bartleman
Patricia Good
Laurie Rich Levinson
Ann Murray
Dr. Rosalind Osgood
Nora Rupert

Finding No. 2: Resource Use

This District and its Office of the Chief Financial Officer agree with Finding 2.

The overpayment of teachers was caused by staff that initiated the payments misinterpreting the allocation of funds by the Department of Education. For example, the allocation for a highly effective teacher was \$1,200 per teacher, including the employer's share of payroll tax deductions. Employees received \$1,200 as their gross rather than the amount after employer taxes of \$1,108. The overpayment impacted over 11,000 teachers and was less than \$100 per teacher. The Chief Financial Officer became aware of the overpayment when payroll posted to the general ledger and overdrew the account. Staff that initiated the payments have met with the Finance Staff and corrected the process going forward to avoid overpayments in this area.

The District has upgraded to a more current version of the payroll software. As a next step in significantly improving the payroll process, Finance Staff has undertaken a large-scale review and redesign of the District's payroll processes to align with industry-wide best practices and utilize the full power of SAP. The new process will significantly limit the number of employees who create payroll actions (outside of time and attendance), create a larger bank of reports to review prior to the processing of payroll, and utilize the payroll control center within SAP that was not previously available under the older version of SAP in place until June 30, 2018.

The Chief Financial Officer did include the impact of the overpayment in the second budget amendment to the School Board. The Chief Financial Officer agrees with the Auditor General that the overpayment was not clearly communicated to the School Board as the amendment did not specifically point out the overpayment. Any similar payroll items will be clearly disclosed in Board amendments to the budget going forward. Staff will create processes to minimize overpayments, although for an organization with a payroll that exceeds \$1.4B, they will periodically occur. In the event they occur outside the normal course of business and are material, they will be communicated to the School Board.

On March 29, 2019, the District processed the fiscal 2018-2019 Best and Brightest payments in accordance with the proper employer tax withholding. Thus, the District now considers this issue closed.

Finding No. 3: Audits – School Internal Funds

The District and its Office of the Chief Auditor agree with Finding 3.

The District has hired a new Chief Auditor who has implemented a new strategy for the completion of outstanding school internal fund audit reports from prior years and for the timely completion of school internal fund audits going forward.

The District is committed to the Office of the Chief Auditor and has now better empowered the new Chief Auditor with an increased budget, approval for the use of external auditors, a commitment to the new Chief Auditor's risk approach, and the elevation of the audit function to the Superintendent's Cabinet.

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Although the backlog is a function of limited resources, the occurrence of significant adverse community events, and turnover, the upgraded Office of the Chief Auditor will be positioned to overcome these types of challenges going forward.

As part of the Office of the Chief Auditor strategy:

- (1) the new Chief Auditor obtained School Board approval to engage an external audit firm to assist in completing the outstanding school internal fund audits;
- (2) the Office of the Chief Auditor will hire 4 new additional field auditors; and
- (3) the school internal funds audit program was streamlined for efficiency.

To date, the Office of the Chief Auditor's new strategy has now completed 149 of the 172 of the outstanding school internal funds noted. Since the remaining 23 internal funds audits have been assigned to an outsider audit firm with an expected completion date of June 30, 2019, the District now considers this finding to be substantially closed.

Finding No. 4: Salary Overpayments

This District and its Office of the Chief Financial Officer agree with Finding 4.

The District will continue its efforts to actively recover uncollected salary overpayments.

The District has also upgraded to a more current version of the software for payroll. As a next step in significantly improving the processing of payroll, Finance Staff has undertaken a large-scale review and redesign of the District's overall payroll processes to align with industry-wide best practices and the utilization of the full power of SAP. The new process will significantly limit the number of employees who create payroll actions (outside of time and attendance), create a larger bank of reports to review prior to the processing of payroll, and utilize the payroll control center within SAP that was not previously available under the older version of SAP in place until June 30, 2018.

Additionally, the payroll redesign team is reviewing the business rules implemented at the initial design of SAP and has numerous recommendations around the processing of payroll that will significantly reduce payroll overpayments. These recommendations will be implemented with approval of the necessary funding from the School Board.

Staff will create processes and conduct training to minimize overpayments, although for an organization with a payroll that exceeds \$1.4B, they will occur and cannot be completely eliminated.

Finding No. 5: Purchasing Cards

The District and its Office of Strategy and Operations agree with Finding 5.

The District is committed to the implementation of an overall improvement strategy for the maintenance and management of Purchasing Card (P-Card) Program.

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The P-Card Program is a sub-division within the Procurement & Warehousing Services (PWS) Department. The P-Card Program Coordinator retired in June 2018, and the position is pending fulfillment. The P-Card Program has since been moved under the umbrella of the PWS Operations & Compliance sub-division to allow for greater oversight, improved operations, and heightened levels of visibility and control for all aspects of the program.

Limits/Activity

Currently, cardholders are assigned to a Card Profile within the Bank of America WORKS system. The profile defines the monthly cumulative and single transaction limits for each card. Although the profile is not directly linked to the actual budget available to the cardholder, it allows for flexibility up to the limits of the assigned profile.

As part of the overall improvement strategy, historical P-Card usage for active cardholders is under review to determine if; current Card Profile limits are appropriately assigned, Card Profile limits need to be reduced, and/or cardholder status needs to remain active. Cardholders who have not demonstrated a need for the \$20,000 or more limits will be reassigned to Card Profiles below this threshold. Cardholders with a demonstrated need will maintain the assigned Card Profile but will be directed to complete and submit the Statement of Financial Interest form as required by Section 112.3145(1)(a)3, Florida Statutes. Cardholders with no activity within a fiscal year will be deactivated based on an annual usage review to be performed in June of each fiscal year.

Transactions

Each transaction for each cardholder should be reconciled with monthly statements and supported by receipts, packing slips, and/or other supporting documentation. Additionally, reconciled statements should be signed by the cardholder and approved by the immediate supervisor. Signed statements should be submitted to the P-Card Program staff (PWS) on or before the 15th of each month. With the exception of District maintenance related purchases, documentation for each purchase should also be sent. Regarding P-Cards funded by internal funds, signed statements and the respective backup documentation should be sent to Business Support Center – internal funds staff.

An interim solution to support transactional tracking is currently in development for rapid deployment in order to address findings as soon as possible. The interim solution will use existing reports and a tracking database to monitor transactional behavior and identify areas for improvement. The intention of the solution is to document the collection of signed statements and documentation from each active cardholder. Therefore, the interim solution will document that a supervisor approved each transaction, guaranteeing that said purchases are made for a public purpose.

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Additionally, to identify and remedy any taxes included on transactions, a three-pronged approach is in design. First, the continuous education of cardholders and approvers on District Tax-Exemption status. Furthermore, the Federal Tax exemption ID number is printed on each individual Purchasing card, readily available for communication with suppliers or merchants. This training material will include program requirements, but also accountability measures for repeat non-compliance. Second, through monthly system reports and statements received, identify transactions where taxes were charged, and communicate transaction details and instructions to each cardholder affected and their direct supervisor informing them how to work with suppliers to obtain credits for taxes paid. Finally, if repeat non-compliance is identified and efforts to assist and prevent deactivation have been made with no change in behavior, a recommendation to Cabinet for deactivation of the card will be made. Upon approval, subsequent cardholder deactivation activities will be carried out.

Upon fulfillment of the P-Card Program Coordinator position, and the implementation of available capabilities within the Bank of America WORKS system, the long-term solution will be implemented to gather, store, review, and address any transactional discoveries that do not align with District P-Card Program requirements through the online system increasing accountability and significantly reducing risk.

Cancellations

A manual process is currently in place to address the active or inactive status of P-Card accounts associated with terminated or transferred cardholders. Account status is changed to inactive by P-Card Program staff upon notification of cardholder termination/transfer by cardholder department or through District Board Meetings. Accounts may also be deactivated based on fraud alerts or if cards are reported as lost or stolen. In each case, deactivation of accounts is critical.

To ensure prompt deactivation of terminated/transferred cardholder accounts, an automated method tying P-Card system information to District ERP employee profiles is currently in development. This will operate on a two-fold basis: cardholders will be identified as such in District employee profiles, and changes to employee profiles will automatically notify P-Card Program staff of necessary action on cardholder accounts. If cards are identified as being lost or stolen, either through the P-Card system or by the cardholder, immediate deactivation of the account is completed and documentation for taking this action is digitally stored for future reference.

The new structure of the P-Card program within the Operations & Compliance sub-division of Procurement & Warehousing services has already proven to be a valuable migration. The improvements outlined herein will be documented and communicated to all cardholders before and upon implementation. When fully staffed with the implementation of program enhancements mentioned herein, the District will surely benefit from the results of the ongoing and continuous improvement efforts.

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Finding No. 6: Information Technology User Access Privileges – Sensitive Personal Student Information

The District and its Office of the Chief Information Officer agree with Finding 6.

The District understands the importance of security over information. The District maintains a process for securing sensitive personal student information.

All staff who access student data are approved and have acknowledged the District's policy 5306 – School and District Technology Usage, which speaks directly to the need for staff to protect the personally identifiable information of students. The issues noted were extremely limited and only included to a small number of District employees and were not accessed by outsiders and only pertained to TERMS.

When TERMS was first delivered back in the late 1990's, the State of Florida required school districts to collect social security numbers for students. Over the years, that requirement was removed, but the State never removed the social security number as a field that could be reported to them. Most recently, we only see social security numbers being entered for high school students, particularly those in the 11th and 12th grades. Having the social security number for those students seems to help the student with college applications, enabling the colleges to match up the transcripts we send with the student application they have on file. Having the social security number also seems to help the State's Bright Futures Program match students.

Effective with the start of the 2019-20 school year, we have plans to implement programming changes to TERMS that will mask the student Social Security number. At that time, only the select staff at the school who have the responsibility to enter/update the social security number for students will see the entire number. All other TERMS users will only see the last 4 of the student's social security number, representing a drastic reduction of the number of users who can see the entire number today.

Finding No. 7: Information Technology User Access Privileges – Human Resources, Payroll, and Finance Applications

The District and its Office of the Chief Information Officer agree with Finding 7.

The District understands the importance of proper internal controls over user access.

During our project to upgrade and migrate our SAP ERP system to the cloud, we did engage with a hosting company for the use of their consultants to manage the process. Those consultants were provided with access we felt was consistent with the work they needed to perform. Additionally, there are members of the IT staff and of the Payroll Department that have access to employee information we believe is appropriate to responsibilities.

IT Security personnel conduct a yearly review of user access of all employees with access to SAP systems, with a focus on employees with the highest level of access. The activity

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of those employees is reviewed at that time to determine whether their access is consistent with their responsibilities and changes are made as necessary.

Finding No. 8: Information Technology Security Controls

The District and its Office of the Chief Information Officer agree with Finding 8.

The District recognizes the importance of security controls to protect confidentiality and integrity while also providing data availability for our IT resources to perform their critical responsibilities. We will review our significant data security controls to ensure a proper environment that provides the highest level of security for all District data.

If you have any questions or concerns regarding any of the findings, please contact Joris Jabouin, Chief Auditor, at (754) 321-2400.

Sincerely,



Robert W. Runcie
Superintendent of Schools

RWR/JJ:mm

C: School Board Members
Superintendent's Cabinet

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