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# Internal Audit of Program Management FY 2020-2021 Q4

November 2021



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## TRANSMITTAL LETTER

November 10, 2021

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Fort Lauderdale, Florida 33301

Pursuant to the approved internal audit scope of work, dated July 28, 2021, we hereby submit our FY 2020-2021 Q4 internal audit report of the Program Management function. We will present this report to the Audit Committee on November 18, 2021.

Our report is organized in the following sections:

<b>Executive Summary</b>	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
<b>Current Period Observations</b>	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
<b>Prior Observations Follow Up</b>	This section provides an update and current status of remediations related to prior noted findings.
<b>Objectives and Approach</b>	The objectives and approach of the internal audit are explained in this section.
<b>Appendix A</b>	This section includes supplemental documents related to the PM/OR's response to Observation #1 & 2.

We would like to thank all those involved for their assistance in connection with the FY 2020-2021 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, 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 the upcoming quarter.

The objective of our engagement is to verify that the District's Cost and Program Controls Manager ("CPCM" - Atkins) and Program Manager - Owner's Representative ("PM/OR" - AECOM) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP / RFQ. 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 of April 2021 – August 2021.

### 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 testing, we identified issues related to unsupported calculations for trend days added to the reset baseline schedule, misalignment between contractor construction schedules and the baseline schedule, and PM/OR consideration of Board-approved prioritizations during the re-baselining process. We also noted multiple observations related to change orders.

Four (4) follow-up items remain open, including observations related to the incorporation of contract time modifications in project schedules, PM/OR monthly deliverables, e-Builder system access, and PM/OR invoicing.

### Approach

Our audit approach consisted of the following:

#### Cost and Program Controls 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

#### Program Manager - Owner's Representative (CBRE-Heery & AECOM)

- Conducted a comparative analysis of AECOM's revised Milestone Baseline Schedule and CBRE-Heery's Milestone Baseline Schedule to assess whether material changes in estimated project completion dates have occurred.
- Selected a sample of project invoices and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Selected a sample of change orders and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from its RFQ
- Reviewed AECOM monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings

#### 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, and the CPCM and PM/OR teams, and incorporated management's responses herein.



## CURRENT PERIOD OBSERVATIONS



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	1. Unsupported Trend Calculations
DETAIL	<p>Supporting calculations and underlying historical project data were not produced to support PM/OR trend days added to project baseline schedules.</p> <p>In response to our request for this information, the PM/OR provided an executive summary which included the following trend methodology which was applied to project baseline schedules:</p> <ul style="list-style-type: none"> <li>• Building Department review cycles (135 days)</li> <li>• NTP issuance (45 days compared to the previous trend of 30 days)</li> <li>• Roofing sub-permit process (175 days)</li> <li>• Change management (i.e. change orders, Change Order Review Panel (“CORP”) review, Board approval, etc.) <ul style="list-style-type: none"> <li>○ Small Projects – 140 days</li> <li>○ Medium Projects – 210 days</li> <li>○ Large Projects – 285 days</li> </ul> </li> <li>• Time risk allowance (i.e. weather delays, increased construction durations, etc.)</li> <li>• Project closeout (60 days compared to the previous trend of 30 days)</li> </ul> <p>Considering the extensions in project schedules resulting from the trending methodology noted above, validation of underlying historical data and calculations used is critical to confirming accuracy of schedule changes. If incomplete data or inaccurate calculations were used in the re-baselining process, the result could be projects with schedule durations in excess of the actual time needed to complete the work.</p>
RECOMMENDATION	We recommend the District obtain and review PM/OR historical data and trending calculations to validate their accuracy.
MANAGEMENT’S RESPONSE	<p>AECOM disagrees with the RSM statement “<i>In response to our request for this information, the PM/OR provided an executive summary which included the following trend methodology which was applied to the project baseline schedules...</i>” The AECOM report provided to RSM intitled, <b>Response to RSM Observations Regarding Ten Project Schedule Audits [Appendix A - Exhibit A]</b> is a detailed documented analysis of the process used to support AECOM’s assumptions, risks, and reasons for the project milestones presented in the schedule. In addition, our report analyzed historical actual durations of numerous delays impacting the CBRE/Heery schedule. The team ultimately focused on six critical areas of trends as shown above.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	1. Unsupported Trend Calculations (continued)
MANAGEMENT'S RESPONSE	<p>After several meetings on 6/4/21, AECOM submitted the report <b>[Appendix A - Exhibit A]</b>. Following our submission, RSM requested interviews with Team Leaders which occurred during the week ending 9/2/21. In these meetings RSM presented their Milestone Schedule Analysis. This analysis resulted in their opinion of “undefined float/unsupported trend calculations” in these 10 sample projects. AECOM requested a copy of the RSM Milestone Schedule Analysis for AECOM to use to assist RSM in identifying the variances. RSM declined to share the data. In an attempt, to understand what RSM was trying to achieve, AECOM requested a meeting on 9/23/21 to review the AECOM vs RSM calculation variances. During this meeting AECOM shared our calculations and identified the scheduling tasks that RSM had noted as “undefined float”. During this meeting it was decided that a comparison table was required. RSM then provided their data for AECOM to enter in the comparison table resulting in an inconsequential variance <b>[Appendix A - Exhibit B]</b>.</p> <p>To reiterate, during our schedule reset sessions, the team performed trend analysis. As we have described before, this project management strategy is where historical data is utilized and then processed in order to determine any possible variance from an established baseline. The intent is for a specific trend to be anticipated and necessary adjustments made during the project management process in order to maximize the full potential of outcomes. Utilizing historical data is a proven method to be able to identify these trends. Trend Analysis is the most dependable and efficient method for anticipating possible future behavior and outcomes of a specific project.</p> <p>AECOM reviewed the CBRE-Heery schedule historical data which then AECOM calculated an average of how long the delays were extending the programs duration. AECOM analyzed the data, the current phase of the project, the physical percentage of construction completion, and the size of the project. AECOM made accommodations for staff resource constraints, and contractor/subcontractor competencies capacity and resourcing and used our professional experience and judgement to determine the Time Risk Allowances (TRA). In an attempt to understand what additional data RMS is looking for, AECOM reran the historical data <b>[Appendix A - Exhibit C]</b> which further supports the need to add trends to the schedule. The charts below outline the percentage of projects that exceeded the baseline schedule tasks for these TRA items.</p> <p>AECOM continues to analyze the schedule to improve the performance period of the program as shown with new strategies including but not limited to: the roof carve out program (including mentorship/protégé program to increase the amount of competent roofers), Day 2 work, night roofing and torching, and the swing space program.</p> <p>AECOM's is formally requesting the supporting calculations that substantiates RSMs claim that AECOM continues to have Unsupported Trend Calculations.</p> <p>The charts <b>[Appendix A]</b> represent the historical data that resulted in the trends.</p>



## DETAILED OBSERVATIONS

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4

#### OBSERVATION

#### 2. Re-Baselining Considerations

#### DETAIL

Through interviews with the PM/OR and District stakeholders, we noted that two (2) key factors were not considered during the development of the new baseline schedule. Detailed observations are provided below.

##### 1. Construction Contractor Schedules

Through interviews with PM/OR project teams, we noted that existing construction schedules and/or the dates defined in existing NTP's were not considered during the re-development of the baseline schedule. For example, for three (3) sampled projects with an NTP date preceding the finalization of the baseline schedule, we noted that the final completion dates included in the new baseline do not align with the final completion dates included in the Contractor's most recent project schedule. The primary reason for this misalignment is the number of trend days added to each schedule, as shown in the chart below.

Project Name	Program Year	Project Number	Final Completion Date (Contractor) <sup>A</sup>	Final Completion Date (Baseline)	Difference (Contractor Sched vs Program Sched)	AECOM Trend Days Applied	Variance (Sched Difference vs Trend)
Pines Lakes ES	4	P.002004	11/28/2021	01/26/2024	789	767	-22
Henry D. Perry EC	4	P.001986	03/10/2023	06/28/2024	476	554	+78
South Broward HS	3	P.001838	7/10/2022 <sup>B</sup>	10/21/2023	468	554	+86

<sup>A</sup> Obtained from the project schedule included in the Contractor's most recent pay application

<sup>B</sup> Final completion date not provided in Contractor schedule. The date shown is the Contractor's Substantial Completion date plus 30 days for final completion.

If contractors become aware that the District's overall program schedule does not materially conform to the requirements of their respective agreements, the risk of project delay is increased.

##### 2. Board-Approved Prioritizations

Through interviews with the PM/OR and District stakeholders, we noted that Board-approved prioritizations of projects were not considered during the development of the new baseline schedule. Rather, current and historical program and project conditions were used as the basis for re-baselining. While we appreciate the dynamic and evolving nature of the District's infrastructure over time, the initial Board-approved schedule and prioritization was developed to address the District's most critical needs and warranted consideration in this process.





## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	2. Re-Baselining Considerations (continued)
RECOMMENDATION	We recommend the District perform an assessment of projects in the construction phase to confirm the accuracy of project schedules when the new baseline schedule deviates from the program schedule by more than sixty (60) days. The District should consider a reduction of trend days when the contractor's progress, history with the District, and current schedule indicates an opportunity to do so.
MANAGEMENT'S RESPONSE	<p>A. <u>Construction Contractor Schedules</u></p> <p>AECOM and ATKINS disagree with the RSM statement <i>"If contractors become aware that the District's overall program schedule does not materially conform to the requirements of their respective agreements, the risk of project delay is increased."</i></p> <p>The contractor is contractually obligated to meet the contract dates. The contractor is not allowed time extensions for any contractor caused delays. If concurrent delays (responsibility of more than one entity) occur, the Change Order process requires the contractor to submit a Time Impact Analysis (TIA) justifying any additional time. Due to the contract's no damages for delays clause, the contractors are not allowed any additional general conditions, which disincentivizes the contractor from delaying the project.</p> <p>The Construction Contractor Schedule only includes the contractual duration as identified in the Notice to Proceed. As outlined in the <b>AECOM Response to RSM Observations Regarding Ten Project Schedule Audits [Appendix A - Exhibit A]</b>, The AECOM Master Project Schedule includes the Construction Duration as defined by the project team, weather delays 40/100 days and the trends. Trending was assigned per project and on a prorated based on the construction percent complete of each project. The District owns float, per the construction Specification Section 01320.1.4.C.4.(k) <i>"Total and free float; float time shall accrue to Owner and to Owner's benefit"</i>. We expect contractors to meet the original contract duration, however as shown in the trends we must be prepared to issue time to the contractor if required and if the contractor is delayed by the Owner. Per the District's construction Agreement <u>Article 6 Time and Delays</u>, includes no damage for delays, based on this clause the District will not incur additional cost's if time is required to be added to the contract. If the trend durations were given to the contractor at award, the District would be at risk and incur additional cost.</p> <p>The process includes, the project managers preparation of a Monthly Project Update (MPU) in which they provide a schedule narrative and percent complete for each project. The AECOM schedulers then review the Master Project Schedule and enters the updates while reviewing for a potential reduction in trends, as appropriate.</p> <p>P.002004 Pines Lakes ES – SMART Program Renovations: The Master Project Schedule update did not actualize the schedule activities. It has been corrected for the next reporting period.</p> <p>P.001986 Henry D. Perry Education Center – SMART Program Renovations has lingering issues therefore AECOM did not reduce the trends until these issues mitigated.</p>



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	2. Re-Baselining Considerations (continued)
MANAGEMENT'S RESPONSE	<p>B. <u>Board-Approved Prioritizations</u></p> <p>P.001838 South Broward HS – SMART Program Renovations. AECOM was tasked with analyzing the Districts existing schedule and resequencing the projects based on our recommendations. Per the AECOM Contract Documents, RFQ# FY20-192 Program Manager – Owner's Representative Services 6.6.1 Broward County Public School's Objectives to Retaining Owner's Representative to Manage its Capital Program. "While the Program has an established sequencing, the PMOR will be responsible for continually reviewing and making recommendations to optimize the sequencing of the assignment portion of the program considering changing external and internal conditions and needs of the District." The AECOM Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021 "Through several weeks during October, November and December of 2020, detailed evaluations of the program's remaining scope of work, basis for the previous delays in the program, projects by funding years, market conditions related to available firms and labor, as well as internal resources for the program. The evaluations included collaborative working sessions with OCP, procurement, building department, and Atkins staff. The team also met with and interviewed Architects/Engineers, Contractors, and Subcontractors. The team also included Team Leaders, Project Managers and Schedulers."</p> <p>AECOM disagrees with the Recommendation rebaselining considerations. Per the AECOM Contract Documents, RFQ# FY20-192 Program Manager – Owner's Representative Services 6.4.4.2 Schedule Controls. "The PMOR is responsible for developing and maintain project schedules."</p>



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	3. Change Order Review & Supporting Documentation for Time and Materials Change Orders (Repeat Finding)
DETAIL	<p>We previously reported a finding related to change order supporting documentation in the FY 2019-2020 Q2 report. In the current quarter, we noted inconsistent documentation was provided to support the labor, material, and equipment costs included in the Contractor's change order request for two (2) of five (5) change order samples. Specifically, we noted the following:</p> <p><b><u>James Rickards Middle School - Change Order #1, Item #1 (P.001743):</u></b></p> <ul style="list-style-type: none"> <li>The labor breakdown provided by the Contractor was not mathematically accurate. As a result of our recalculation, we noted eighteen (18) instances where the product of the invoiced rate and the total hours billed for the period did not equal the total amount invoiced by the Contractor, resulting in a potential overbilling of \$2,531.</li> <li>Supporting documentation was not provided for \$2,302 of the \$10,891 in material costs included in the Contractor's change order request. Material costs should be supported by vendor invoices or receipts, and should include a description of the materials, the unit price, and the quantities purchased as evidence of actual cost.</li> <li>In one (1) of five (5) change orders, partial or no documentation was provided to support equipment costs included in the Contractor's change order request. We noted (3) instances where equipment usage was not supported by the daily reports submitted by the Contractor. Equipment usage should be documented in an equipment log or within the Contractor's daily reports, and should include the type of equipment, equipment quantity, and the total hours in use.</li> </ul> <p><b><u>James Rickards Middle School - Change Order #1, Item #2 (P.001743):</u></b></p> <ul style="list-style-type: none"> <li>Supporting documentation was not provided for \$15,850 of the \$78,340 in labor costs included in the Contractor's change order request. The purpose of the change order was to reimburse the Contractor for work previously completed using a time and materials ("T&amp;M") methodology. Given the nature of the change order, all labor costs should be supported by timesheets, daily reports, or other forms of labor documentation as evidence of actual cost.</li> <li>Supporting documentation was not provided for \$15,000 of the \$156,334 in subcontractor costs included in the Contractor's change order request. All work completed by subcontractors should be supported by a vendor invoice or pay application as evidence of actual cost.</li> </ul> <p>Missing supporting documentation and mathematical errors in approved change order packages indicate that the change order workflow is not operating as designed. Through our review of the e-Builder workflow, and further inquiry with the CPCM, we noted that several steps in the workflow were overridden for Item #2 above. Per the CPCM, several workflow overrides occurred due to the urgent nature of the changes and extenuating circumstances of the change item (refer to Observation #4 for additional information).</p>



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	3. Change Order Review & Supporting Documentation for Time and Materials Change Orders (continued)
DETAIL	<p>For example, the Architect/Engineer (“A/E”) review step in e-Builder was bypassed as the A/E on the project was not involved in the scope of work for Change Item #2, and the engineering firm who approved the change item was not built into the e-Builder workflow. Although we understand the unique circumstances surrounding certain change orders, the District should follow the standard operating procedures set forth in SOP 12.20 (Construction Change Management), and perform each of the steps built into the e-Builder workflow.</p> <p>In addition, RSM reviewed the applicable CORP meeting recording for the change orders detailed above. We noted that the panel questioned whether documentation was provided by the Contractor; however, while presenting the change order package, the OR-PM stated that the costs included in the change item were supported by actual “tickets”, or the daily reports provided by the Contractor. Although suggested during the CORP meeting that all support was included, no additional documentation was provided to RSM to support the missing items noted above.</p> <p>For change orders that include costs for work previously completed, the District should obtain sufficient evidence to determine the actual cost incurred by the Contractor. Prior to submitting the change order to the Change Order Review Panel (“CORP”), the Owner’s Representative Project Manager “OR-PM” should perform a detailed review of the Contractor’s change order request to validate that each cost item is supported by the appropriate documentation. If a detailed review is not performed, the District risks incurring unreasonable or duplicated costs, or paying for rates higher than the costs incurred by the Contractor.</p>
RECOMMENDATION	<p>We recommend the District consider incorporating an additional procedure in SOP 12.20 to address workflow overrides in the event of an emergency. For example, prior to a workflow override, the procedure may require supplemental approval from the Deputy Director (PM/OR) and/or the Executive Director of Capital Programs.</p> <p>In addition, the District may also consider conducting a mandatory training for Project Managers who are responsible for the review of Contractor change orders, to reinforce the expectation that change order packages should provide support for 100% of all costs. This may include invoices, timesheets, and other detailed breakdowns for hour and material quantities, rates, and calculations.</p>
MANAGEMENT’S RESPONSE	<p>ATKINS is in agreement that an SOP 12.20 modification is required to address workflow overrides in the case of an emergency. However, in the case of Change Order #1, Item #2, the workflow overrides in this case were due to the fact that Architect of Record on the project was put in a supporting role not directly involved in the plan to investigate the collapse, support and secure the building. Therefore, the normal AE steps in the e-Builder workflow had to be skipped.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>



## DETAILED OBSERVATIONS

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4

#### OBSERVATION

#### 3. Change Order Review & Supporting Documentation for Time and Materials Change Orders (continued)

#### MANAGEMENT'S RESPONSE

In the current process, Senior Managers (Team Leaders) are not included in the review and approval process, the process was limited to the project manager and CORP. In the upgrades developed for the e-Builder process Team Leaders will now be required to review and sign off on each change order. Another improvement includes an official sign off from the estimator assigned to the project. These steps will provide for additional accountability and scrutiny within the upgraded processes.

As outlined and updated in our AECOM monthly report the Team has finalized the building of the cost module improvements in e-Builder, testing is currently on-going. Once testing is complete data migration will commence. We will then move into a comprehensive training phase to ensure that all team members are aligned with the new process. We believe these improvements exceed the recommendations provided in Observation 3 of the RSM report.

**Estimated Completion Date:** January 2022



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	4. Independent Cost Estimates for Change Orders
DETAIL	<p>Through our detailed testing of change orders, we noted that an independent cost estimate (“ICE”) was not performed for a requested change greater than \$25,000 as required by the District’s standard operating procedures.</p> <p>According to SOP 12.20, Step 5b:</p> <p><i>“For changes in contract sum that are greater than \$25,000, the PC Cost Estimator will review all relevant 01250 forms and supporting documentation to determine if the requested change in contract sum is fair and reasonable and provide a cost estimate/analysis.”</i></p> <p>The sampled change order included two (2) Board-approved change items as detailed below:</p> <ul style="list-style-type: none"> <li>• <b>James Rickards Middle School (P.001743):</b> Change Order #1, Item #1: \$121,710</li> <li>• <b>James Rickards Middle School (P.001743):</b> Change Order #1, Item #2: \$270,835</li> </ul> <p>An independent cost estimate was not performed for Item #2 above, which included the time, labor, and material costs incurred by the Contractor to secure Building #1 at James S. Rickard Middle School following the collapse of the media center roof on March 5<sup>th</sup>, 2021. Change Item #1 included costs for work completed through March 5<sup>th</sup>, and was unrelated to the changes included in Item #2. Although Item #1 and Item #2 vary in scope, both change orders followed a time and materials compensation structure for work previously completed.</p> <p>Through inquiry with the CPCM, and review of the applicable CORP meeting recording, we noted that an independent cost estimate was not performed for Item #2 due to the urgency of the changes and the Contractor’s proposal being based on “actual cost”. However, considering the work was already completed, and an independent cost estimate was performed for Item #1, a cost estimate should have been performed for Item #2. Although we understand the exigent circumstances surrounding the change item, all changes over \$25,000 should be reviewed by the PC Cost Estimator to determine the accuracy of the Contractor’s change order request. The independent cost estimate provides an un-biased appraisal of the changes and a secondary level of review prior to the change order’s submission to CORP, and is a critical control in the change order review process.</p>
RECOMMENDATION	<p>We recommend the District perform an independent cost estimate for all changes over \$25,000. Further, estimates should be completed for all Contractor requests/proposals, including changes for work previously performed.</p>



## DETAILED OBSERVATIONS

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4

OBSERVATION	4. Independent Cost Estimates for Change Orders (continued)
MANAGEMENT'S RESPONSE	<p>AECOM understands that all changes under \$25,000 require AECOM to perform an independent estimate and all changes over \$25,000 require ATKINS to perform an independent cost estimate. In the case of Change Order #1, Item #2, an independent cost estimate was performed for this scope prior to the issuance of the Construction Change Directive (CCD), but was overlooked and not performed after the actual costs were submitted. As noted above in the improved e-Builder process estimators will be required to officially sign off on change orders. The value of the change will dictate which firm's estimator will sign off in e-Builder. Additionally, a check list is included in the new e-Builder process for CORP requirements to ensure that each item has been appropriately reviewed.</p> <p><b>Estimated Completion Date:</b> January 2022</p>



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	5. Change Order Retention in e-Builder (Repeat Finding)
DETAIL	<p>We previously reported a finding related to change order retention in e-Builder in the FY 2019-2020 Q2 report. In the current quarter, we noted several exceptions related to the retention of signed change order forms in e-Builder. Specifically, we noted the following:</p> <ul style="list-style-type: none"> <li>For two (2) of the five (5) change orders, a Contractor signature was not included on the 1250b form (Change Order Request / Proposal) retained in e-Builder</li> <li>For one (1) of the five (5) change orders, a Contractor signature was not included on the 1250e form (Construction Change Directive) retained in e-Builder</li> <li>For one (1) of the five (5) change orders, an Architect/Engineer (“A/E”) signature was not included on the 1250e form (Construction Change Directive) retained in e-Builder; however, a signed copy was provided upon further request.</li> <li>For (1) of the five (5) change orders, an Owner’s Representative Project Manager (“OR-PM”) signature was not included on the 1250g (Construction Change Order) form retained in e-Builder; however, a signed copy was provided upon further request.</li> </ul> <p>The standard operating procedures for Construction Change Management (SOP 12.20) require that the A/E, Contractor, and OR-PM sign and date the applicable change order documents following CORP’s approval of the change order. The use of e-Builder and the change order workflow reduces the risk of processing change orders without the proper approvals. However, each of the documents noted above are key components of the change order review process, and executed (signed) copies of the documents should be retained in e-Builder. Further, as e-Builder is the District’s central document repository, all relevant project and program documents should be uploaded in a timely manner.</p>
RECOMMENDATION	We recommend the OR-PM confirm that all required forms are signed and included in the final change order package within e-Builder upon receipt of all fully executed documentation.
MANAGEMENT’S RESPONSE	<p>Currently the standard operating procedure for Construction Change Management (SOP 12.20) is a manual process and requires team members to email or hand carry documents to parties for signature with no accountability incorporated into the process. As described in previous management responses the cost module for improvements in e-Builder are complete. As also previously described we have added Team Leaders to review and sign off on each change order making sure that the appropriate forms are executed. This will significantly improve the e-Builder process by requiring all approvals and signatures be completed prior to moving to the next step.</p> <p>Regarding required forms, the 1250g (or 1250h Contingency Use Directive (CUD) is the most important form in the change order package as it is the form signed by the AE, PM and GC which goes to the Board for approval. The District’s General Counsel has stated that a CCD (1250e) does not have to be signed by the Contractor (GC) in order for it is be issued officially from the District and the GC still has to comply with the CCD.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>





## DETAILED OBSERVATIONS

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4

#### OBSERVATION

#### 5. Change Order Retention in e-Builder (continued)

#### MANAGEMENT'S RESPONSE

The 1250b is the form that summarizes the Contractor's proposal for the work being requested. This form has been deemed redundant by the Team and will not be included as a mandatory item in the new change order workflows being prepared for rollout.

**Estimated Completion Date:** January 2022



## DETAILED OBSERVATIONS

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4

#### OBSERVATION

#### 6. Independent Cost Estimates and the Negotiation of Change Orders

#### DETAIL

For two (2) of the five (5) change orders tested in the current period, we noted that the Contractor's change order request/proposal was accepted by the District despite exceeding the independent cost estimate by 5% or greater. The Contractor's change order request/proposal was accepted despite the findings detailed by the PC Cost Estimator, which included variances related to labor and materials costs, sales tax calculations, and Contractor mark-ups.

The table below compares the total amount of the Contractor's change order proposal to the independent cost estimate performed for our five (5) samples.

Project Name	Project #	Change Order #	Contractor Proposal Amount	ICE Amount	Total Difference	Percentage Difference
James S. Rickards MS	P.001743	CO #1, Item #1	\$ 121,710	\$ 121,616	\$ 94	0.08%
		CO #1, Item #2	\$ 270,835	N/A <sup>A</sup>	N/A	N/A
Cypress Bay HS	P.001774	CO #3, Item #1	\$ 54,410	\$ 49,862	\$ 4,548	8.36%
		CO #3, Item #2	\$ 45,596	\$ 41,567	\$ 4,029	8.84%
Embassy Creek ES	P.001897	CO #2, Item #2	\$ 58,959	\$ 57,249	\$ 1,710	2.90%

<sup>A</sup> Independent cost estimate not performed. Refer to Observation #4 for additional information.

For changes over \$25,000, the CPCM's subconsultant performs an independent cost estimate of the items included in the Contractor's change order proposal. The subconsultant utilizes RSMeans, a construction estimating database to compare the Contractor's proposed costs to the cost data generated by the software. The PC Cost Estimator performs a line-by-line comparison of the labor, equipment, materials, and other project costs to determine the total cost of the change order. If applicable, a variance or delta is calculated, and a revised change order amount is provided by the PC Cost Estimator.

After the independent cost estimate is performed, the change order package is submitted to CORP for approval. Through our review of SOP 12.20 and inquiry with the CPCM, we noted that a threshold does not currently exist for the negotiation or acceptance of the Contractor's change order proposal. According to the CPCM, CORP historically accepts change orders with a delta up to 5%, but may require additional explanation or supporting documentation from the Contractor prior to approval.



## DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q4	
OBSERVATION	6. Independent Cost Estimates and the Negotiation of Change Orders (continued)
DETAIL	We understand the effort required to hold negotiations with the Contractor may exceed the potential benefit in certain instances; however, these potential cost savings may have a significant impact over the course of the program's duration.
RECOMMENDATION	We recommend the District consider implementing an additional step in the standard operating procedures for Construction Change Management to require that further negotiations be held for change order proposals that exceed the independent cost estimate by a certain threshold. For example, the District may require that an additional meeting be held with the Contractor if the difference between the Contractor's proposal and the independent cost estimate exceeds 5% of the proposed change order value. Further, the District may also consider incorporating additional language to require the PM/OR provide justification if the contractor's original proposal exceeds the ICE, and is still accepted.
MANAGEMENT'S RESPONSE	<p>In the improved e-Builder cost module the team will add a 5% cap to the process such that if the value of the change order is more than 5% over the cost estimate the system will not allow the user to move to the next step until a justification memo authored by the estimator assigned be provided by the contractor to explain deltas or a negotiation meeting needs to occur to resolve the differences.</p> <p><b>Estimated Completion Date:</b> January 2022</p>



## PRIOR OBSERVATIONS FOLLOW UP



## PRIOR OBSERVATIONS FOLLOW UP

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	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.
MANAGEMENT'S RESPONSE	<p><b>Q2 2020 Response:</b> 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><b>Q3 2020 Update:</b> 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>



## 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 (continued)
MANAGEMENT'S RESPONSE	<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> <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><b>Estimated Completion Date:</b> March 2020</p> <p><b>Revised Estimated Completion Date:</b> August 2020</p> <p><b>Q3 2021 Update:</b> AECOM has updated our procedure Board Approved Change Order Notification. A Board Approved Change Order Letter is sent to the Contractor notifying them of the Board approval and the requirement to submit an updated schedule, including the change order items and schedule of values prior to their next pay application submission. Once a Change Order has received Board Approval an action item is sent in e-Builder notifying the Project Manager, Team Leader and Invoice Reviewer (OR-PM Data Entry) to validate that it is included in the next application for payment. AECOM has updated the Standard Operating Procedure (SOP) and provided additional training to the General Contractors Project Managers, and Schedulers on the updated process.</p> <p><b>Revised Estimated Completion:</b> June 17, 2021</p> <p><b>Q4 2021 Update:</b> AECOM had added a check for invoice approvals not to allow an invoice to be processed if a Change Order had included time and was approved by the Board. Because some contractors fail to invoice monthly, the workflow override failed to identify the lack of schedule update. Going forward an additional check will be added to the process to verify the contractual requirement to submit invoices monthly. The project manager will issue a notice of contract default for failure to submit an updated schedule. A deductive change order from general conditions and fee will be issued to the contractor each month for the lack of contractual schedule submission requirements.</p> <p>P.001974 Bright Horizon Center – SMART Program Renovations: The contractor has not submitted an invoice since the Change Order (CO) was Board approved on August 17, 2020. The contractor has been notified to submit an updated schedule. If the schedule is not submitted for the next reporting period, the notice of default and back charge will be issued.</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 (continued)
MANAGEMENT'S RESPONSE	<p><b>Q4 2021 Update (continued):</b> P.001839 Fort Lauderdale HS – SMART Program Renovations: The CO was included in the updated schedule with the incorrect amount of time added. The project manager has requested the updated schedule from the contractor with the correct amount of time added for the approved CO.</p> <p>P.001822 Gulfstream Academy of Hallandale Beach K-8: SMART Program Renovations: The contractor has not worked on site and has not submitted an invoice since the Change Order was Board approved on March 10, 2021. The contractor has been notified to submit an updated schedule. The contractor has been notified to submit an updated schedule. If the schedule is not submitted for the next reporting period, the notice of default and back charge will be issued.</p> <p><b>Revised Estimated Completion Date:</b> December 2021</p>
OBSERVATION STATUS	<p><b>Open</b> – RSM re-tested an additional sample of three (3) change orders with time modifications to verify inclusion of change order time extensions/reductions in the Contractor's project schedule. Through our detailed testing, we noted discrepancies between the scheduled final completion date noted in the Contractor's schedule and the RSM calculated final completion date for three (3) of three (3) projects sampled in the current period. A summary of RSM's testing related to change order time extensions/reductions is provided below:</p> <ul style="list-style-type: none"> <li>• <b>Q2 2020:</b> Three (3) of four (4) samples failed testing</li> <li>• <b>Q3 2020:</b> Four (4) of four (4) samples failed testing</li> <li>• <b>Q3 2021:</b> Two (2) of three (3) samples failed testing</li> <li>• <b>Q4 2021 (current period):</b> Three (3) of three (3) samples failed testing</li> </ul> <p>This observation will remain open, and RSM will select additional samples as they are available.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

#### OBSERVATION

#### FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements

#### DETAIL

RSM conducted detailed testing procedures related to the PM/OR's compliance with the monthly/quarterly deliverables as required by the RFQ. We noted that required monthly/quarterly reporting deliverables were not provided to OFC during our scope period (December 2020 – March 2021).

#### Monthly Reporting Requirements

The PM/OR's RFQ provides a summary of monthly deliverables that are required to be provided to the District by the PM/OR starting December 2020. Through discussions with OFC and the PM/OR, we noted that a completed monthly reporting package had not been submitted to OFC as of March 2021. However, the PM/OR submitted their first monthly reporting package for February 2021 on April 1, 2021, and the March package on April 28, 2021. The reports listed in the table below were identified as the agreed-upon monthly deliverables to be provided by the PM/OR. The table below summarizes the results of our testing:

AECOM Monthly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Dec 2020?	Provided Jan 2021?	Provided Feb 2021?	Provided Mar 2021?
Develop Baseline Schedule	Yes	N/A	Yes <sup>1</sup>	N/A
Maintain Monthly Schedule Updates	N/A <sup>2</sup>	N/A <sup>2</sup>	Yes	Yes
Variance Analysis (Schedule / Budget) Slippage	No	No	No	Partial <sup>3</sup>
Evaluation of Pay Requisition (Consultants & Contractor)	No	No	No <sup>4</sup>	No <sup>4</sup>
Earned Value Project Management	No	No	No <sup>4</sup>	No <sup>4</sup>
Change Management - Report & Monitor Impact of Changes (Quality, Scope, Schedule & Budget)	No	No	Yes	Yes
Monthly Executive Summary of Program Performance	No	No	Partial <sup>4</sup>	Partial <sup>4</sup>
Monthly Executive Summary of Project Specific Performance	No	No	Partial <sup>4</sup>	Partial <sup>4</sup>

See the next page for notes referenced in the matrix above.





## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)									
DETAIL	<p><b>Note 1:</b> The PM/OR produced a baseline schedule in December 2020 and a revised baseline schedule in February 2021. RSM is currently conducting testing procedures to assess the PM/OR’s December 2020 baseline schedule reset and the data included in the February 2021 revised baseline schedule. The results of our testing will be presented in the Q4 2021 Internal Audit Report.</p> <p><b>Note 2:</b> Monthly schedule updates could not be maintained until the PM/OR’s baseline scheduled was set.</p> <p><b>Note 3:</b> The March 2021 monthly package includes a variance report that summarizes schedule changes by district, school, and project. However, we noted significant positive schedule variances that are likely attributable to advancement of projects as compared to the February 2021 baseline. As noted in Note 1, RSM is in the process of conducting testing related to the baseline schedule and variance reporting process. In addition, the monthly package does not include a report for budget slippage, as required by Section 6.7.1 of the RFQ.</p> <p><b>Note 4:</b> Several requirements outlined in Section 6.7 were not provided. For the current status of the PM/OR’s monthly reporting requirements, reference Management Response #1.</p> <p><b><u>Quarterly Reporting Requirements</u></b></p> <p>The items listed in the table below were identified as the agreed-upon quarterly deliverables to be provided after the first three (3) months of the PM/OR’s tenure. The table below summarizes the results of our testing:</p> <table><tr><th>AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)</th><th>Provided Q4 2020?</th><th>Provided Q1 2021?</th></tr><tr><td>Knowledge Management/Continuous Improvement at Program &amp; Project Level (industry best practices &amp; lessons learned)</td><td>Yes</td><td>No</td></tr><tr><td>Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix</td><td>Yes</td><td>Yes</td></tr></table> <p>RSM held a meeting with the PM/OR on March 15, 2021 to discuss the current status of the required reporting deliverables. The PM/OR presented an outline of their proposed monthly report, but stated that a finalized monthly package had not been finalized or provided to Management.</p>	AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Q4 2020?	Provided Q1 2021?	Knowledge Management/Continuous Improvement at Program & Project Level (industry best practices & lessons learned)	Yes	No	Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix	Yes	Yes
AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Q4 2020?	Provided Q1 2021?								
Knowledge Management/Continuous Improvement at Program & Project Level (industry best practices & lessons learned)	Yes	No								
Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix	Yes	Yes								



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
DETAIL	<p>In addition to the required written deliverables highlighted above, the RFQ requires the PM/OR to establish open, collaborative, and free-flowing communication with program stakeholders:</p> <ul style="list-style-type: none"> <li> <b>6.2.2 Relationships with District Senior Management</b>  <i>“...the District expects the PMOR to perform these functions in a manner that supports and facilitates the District’s management operations as a collaborative team, and in particular as a team in which each of the members understands its role, and respects and appreciates the roles and contributions of other team members.”</i> </li> <li> <b>6.3.1 District Expectations of the PMOR’s Approach to Program Management</b>  <i>“...The District has decided to keep the Cost and Program Control function separate from its Program Manager-Owner’s Representative function. While this separation of duties creates a system of checks and balances, it also creates the need for functional relationships, collaboration, and communication to enable both types of Program Managers to successfully fulfill their responsibilities.”</i> </li> </ul> <p>During our procedures, interviewees cited a lack of transparency, limited production of written reports, and an environment lacking in collaboration between the PM/OR, the District, and the CPCM. The PM/OR has conducted numerous meetings with District staff and the CPCM to address both strategic and procedural issues, and has made progress in establishing mutual understanding on approaches to key issues related to historically challenging areas. The magnitude and complexity of the District’s program increases the risk of delays, overruns, and missed expectations if the three (3) primary process owners; District staff, PM/OR, and CPCM are not aligned.</p>
RECOMMENDATION	<p>We recommend the PM/OR provide monthly and quarterly deliverables as required by their RFQ to allow the District to more effectively monitor project and program performance. Further, open communication should be established between the PM/OR, District staff, and the CPCM to increase transparency and facilitate the sharing of information. As the Program Manager/Owner’s Representative, AECOM should seek to provide timely information and actively collaborate with District staff and the CPCM in an effort to collectively move the Program forward.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response:</b> AECOM, the OCP, and the CPCM began a comprehensive review of the reporting requirements during the first 100 days of the AECOM contract. These reviews were as a result of conflicts, errors, and or duplication of reports on data that either was not included in the AECOM contract; or the data that was to be reported but would not be available until AECOM completed the e-Builder enhancements; or the reporting requirements were for the CPCM to report.</p> <p>The primary cause of the inability to live report and fulfil the reporting requirements within the RFQ is due to the structure of the PMIS/ e-Builder System. The current structure is inconsistent with industry standards in PMIS systems in comparative K12 capital programs.</p> <p>The contract required AECOM to perform a comprehensive review of program wide practices, including e-Builder. This work was completed within the first 90 days of the program. On or about November 19<sup>th</sup>, 2020, the AECOM team presented all elements of our required deliverables to include the recommendations for e-Builder to the OCP team. The AECOM team collaborated and coordinated our recommendations with the CPCM providing the CPCM, OCP and District leadership the opportunity to review and provide comments on AECOM's State of the Program presentation. Bridging the gap between <i>happened</i> and <i>happening</i> requiring the team to move the system toward timely, transparent, clear, automated, and up-to-date program data is and has been mission critical.</p> <p>AECOM understands the sensitivity and financial burden of bringing these challenges to the forefront at this point in the program. Our entire team has and will continue to work with complete transparency and coordination. District employees are the “end user” when it comes to implementing the updated e-Builder system at the workplace. We will continue to provide updates on our implementation plan, author user manuals, and provide training so that when the SMART program is complete District employees will use the system with complete confidence and competency.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <p><u>Monthly Reporting Requirements</u></p> <p>As agreed with OCP, and CPCM, AECOM submitted a February 2021 monthly report on April 1, 2021 in a narrative format until the MPU Process in e-Builder was finalized, the MPU Process is now complete and MPU's were included in the March 2021 report submitted on April 30, 2021.</p> <p>The acceptance of the monthly reporting template occurred on March 18, 2021.</p> <p>6.52 PMOR Performance-based Evaluation Tool (attached), was due within the first 60 days of the contract, was submitted to the OCP team on October 17, 2020. The OCP team, the CPCM, the Facilities Task Force (FTF) subcommittee, the FTF committee at large, and AECOM have been working together to develop the final evaluation tool, reporting templates, categories, the frequency of category reporting, the basis of the evaluation tool, the reporting of the evaluation tool, and the subjective rubric reporting. AECOM received final approval of 85% of the performance-based evaluation tool from the OCP and the FTF on March 12, 2021. The results of the OCP / District review of the subjective rubric is outstanding and continues to be reviewed by District departments. Based upon the recommendation of OCP and the FTF these elements will be addressed during the second year of the AECOM contract.</p> <p>The following monthly reporting requirements were either adjusted, delayed or removed based on the final 6.5.2 PMOR Evaluation (attached).</p> <p><b>A. Schedule Adherence:</b> Develop Baseline Schedule, Maintain Monthly Schedule Updates, and Variance Analysis (Schedule/ Budget Slippage)</p> <p><b>SMART Program 2020-Re-set Schedule – Summary of Baseline &amp; Update Schedule Reporting</b></p> <p>AECOM's first submission of the official draft re-set schedule to OCP and through OCP to the CPCM, was on or about November 16, 2020 and November 17th, 2020. OCP and CPCM provided comments regarding the schedule, cost impacts of the schedule, ability to complete the program, and general comments on AECOM's schedule updates from November 2020 through February 2021.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <p>AECOM continued the development of the schedule and submitted the final draft within the State of the Program presentation in December 2020. Following additional comments received from the OCP and SBBC, AECOM continued to further develop the 2020 re-set schedule during January 2021 and submitted an updated baseline at the February 9th, 2021, presentation as well as submitted the revised baseline update schedule to OCP within AECOM's February monthly report, submitted on April 1, 2021. AECOM will continue to provide the schedule and variance updates in our monthly reports.</p> <p>Variance Analysis Budget Slippage AECOM is building the e-Builder Process Cost Management these processes will provide the tools necessary for reporting.</p> <p>Estimated Completion: September 30, 2021</p> <p><b>6.7.9 Performance Evaluation at Program and Project Level – Monthly</b></p> <p>Program and project-level metrics have been consolidated into one list. Project-level metrics have been incorporated into program-level metrics as determined and agreed on by the FTF, OCP and AECOM.</p> <p><b><i>Program and Project Level Reporting – Monthly Evaluation of Pay Requisitions (Consultants &amp; Contractor), Earned Value Project Management, Change Management – Report in Monitor Impact of Changes (Quality, Scope, Schedule &amp; Budget), Monthly Executive Summary of Program Performance, and Monthly Executive Summary of Project Specific Performance:</i></b></p> <ul style="list-style-type: none"> <li>▪ <b>Monthly Evaluation of Pay Requisition</b> – Development of a targeted metric to measure process improvement plan to actual in progress – coordination with CPCM to finalize (see G. of Final Performance Evaluation).</li> </ul> <p><i>Current Status Pay Requisitions: As outlined in the AECOM e-Builder Current State Analysis, AECOM is building the e-Builder Process for Schedule of Values (SOV) and Invoicing these processes will provide the tools necessary for reporting.</i></p> <p><i>Estimated Completion: September 30, 2021.</i></p> <ul style="list-style-type: none"> <li>▪ <b>Earned Value Project Management</b> – Data is not available</li> </ul>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <ul style="list-style-type: none"> <li> <b>Change Management Report in Monitor Impact of Changes (Quality, Scope, Schedule &amp; Budget)</b> – re-configuration, activating e-Builder cost module and following the e-Builder best practices guide in development. As noted in the Evaluation Tool and agreed with OCP and FTF upon completion of the e-Builder improvements – further metrics will be developed. </li> </ul> <p><i>Current Status Change Management: As outlined in 6.5 Performance Evaluation, B. Budget vs. Actual Cost and the AECOM e-Builder Current State Analysis, AECOM is building the e-Builder Process Cost Management these processes will provide the tools necessary for reporting. As approved by the Board, SBBC needs to issue a Purchase Order to e-Builder to turn on the Forecasting module and create the internal process to allow the bunding of Potential Change Orders into a Change Order. AECOM is reliant on the e-Builder changes to complete the e-Builder Enhancements to the Cost Module.</i></p> <p><i>Estimated Completion: TBD, contingent on e-Builder script build completion by the District.</i></p> <p><b>Monthly Executive Summary of Program Performance, and Monthly Executive Summary of Project Specific Performance</b></p> <ul style="list-style-type: none"> <li> <b>Budget vs Cost:</b> As outlined in 6.5 Performance Evaluation, B. Budget vs. Actual Cost and the AECOM e-Builder Current State Analysis, AECOM is building the e-Builder Process Cost Management these processes will provide the tools necessary for reporting. As approved by the Board, SBBC needs to issue a Purchase Order to e-Builder to turn on the Forecasting module and create the internal process to allow the bunding of Potential Change Orders into a Change Order. AECOM is reliant on the e-Builder changes to complete the e-Builder Enhancements to the Cost Module. </li> </ul> <p><i>Estimated Completion: TBD, contingent on e-Builder script build completion by the District.</i></p> <ul style="list-style-type: none"> <li> <b>RFI Rates (Logs):</b> As outlined 6.5 Performance Evaluation, E. RFIs and the AECOM e-Builder Current State Analysis, AECOM is building the e-Builder Process for RFIs, this process will provide the tools necessary for reporting: </li> </ul> <p><i>Estimated Completion: June 17, 2021</i></p> <ul style="list-style-type: none"> <li> <b>Change Order Rates (Logs):</b> See Budget vs Cost notes above. </li> <li> <b>Vendor Performance Milestones:</b> These reports have been created, reviewed by BCPS and submitted in the Monthly Report. </li> </ul>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <ul style="list-style-type: none"> <li>▪ <b>Stakeholder Satisfaction:</b> As outlined in 6.5 Performance Evaluation, 6.7.9 (1)(F) Subjective rubric completed by management team needs further refinement and is target for year 2 implementation. <i>Estimated Completion: April 30, 2022.</i></li> <li>▪ <b>Project Quality Adherence:</b> As outlined in 6.5 Performance Evaluation, F. Quality Adherence, further discussion is needed surrounding measuring metrics related to project specific metrics. <i>Estimated Completion April 30, 2022. Lessons Learned reporting will be included in the March 2021 Monthly Report Submission.</i></li> <li>▪ <b>Contractor's Progress Payments:</b> See Budget vs Cost notes above.</li> <li>▪ <b>Responses to RFIs:</b> See RFI Rates (Logs) notes above.</li> <li>▪ <b>Field &amp; Change Order Root Causes:</b> see Budget vs. Cost notes above.</li> <li>▪ <b>Quality Deficiency &amp; Building Department Inspection Reports:</b> See Project Quality Adherence notes above.</li> <li>▪ <b>Safety Incidents:</b> See Project Quality Adherence notes above.</li> <li>▪ <b>Claims:</b> See Project Quality Adherence notes above.</li> <li>▪ <b>(EDDC) Compliance:</b> As outlined in 6.5 Performance Evaluation, H. EDDC Compliance, AECOM to follow up with SAP to BG2Now Integration and review EDDC requirements regarding MWBE subconsultant/subcontractor reporting.</li> <li>▪ <b>M/WBE Compliance:</b> See (EDDC) Compliance notes above.</li> <li>▪ <b>Material Testing Results:</b> See Project Quality Adherence notes above.</li> </ul> <p>Estimated completion date: 30 days after the last day of the previous month.</p>





## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <p><u>Quarterly Reporting Requirements</u></p> <p><b>AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)</b></p> <p><b>Knowledge Management/ Continuous Improvement at Program and Project Level (industry best practices &amp; lessons learned)</b></p> <p>As projects reach substantial completion a Lessons Learned log is developed by the PMOR team and will be reported and applied for continuous improvement</p> <p>Estimated completion date: Quarterly</p> <p><u>6.2.2 Relationships with District Senior Management and 6.3.1 Districts Expectation of the PMOR's Approach to Program Management</u></p> <p><b>Organizational Change &amp; Building District Relationships</b></p> <p>Organizations that seek to improve operational outcomes generally embrace business, structural, technological, and other organizational changes. However, change can often be met with resistance and even dislike by individuals that are impacted. In fact, organizational change can lead to employee and consultant opposition or dissension. Understanding that few organizations can survive without adapting to change, the commitment of leadership to remain steadfast, even when faced with resistance, is essential to achieving successful outcomes.</p> <p>It is with this mindset, based on broad industry experience, that AECOM has approached our charge to deliver the SMART General Obligation Bond (GOB) in the most effective and expedient manner possible. As such, the recommendations that AECOM has presented to the School Board of Broward County (SBBC), the Office of Capital Programs (OCP) and District staff (collectively The District) over the last five months have been based on a framework of collaboration, cooperation while implementing industry standards, and progressing the SMART program's changing needs as directed by SBBC, OCP, District staff and the AECOM contract.</p> <p>At the end of January AECOM proposed the development of an Organizational Change Management Committee to implement the processing of recommendations outlined in the November 17th, 2020 (internal to OCP), December 17, 2020 and February 9, 2021 presentations. The committee, as selected by the Executive Director of OCP, held our first meeting on February 10th, 2021, and have continued to meet weekly since that time to review, coordinate and collaborate on details of the policy and administrative change; development and changes to Standard Operating Procedures (SOP's); technology and e-Builder enhancements; reporting requirements and more.</p>





## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
<b>MANAGEMENT'S RESPONSE</b>	<p><b>Q3 2021 Response (continued):</b></p> <p>AECOM has worked to implement the recommendations as a coordinated effort to prepare, adopt and implement fundamental organizational business practices. These include but are not limited to culture, policies, procedures, and implementation strategies to improve the delivery of the SMART program and complete the program as effectively and efficiently as possible.</p> <p>AECOM has worked to implement the recommendations as a coordinated effort to prepare, adopt and implement fundamental organizational business practices. These include but are not limited to culture, policies, procedures, and implementation strategies to improve the delivery of the SMART program and complete the program as effectively and efficiently as possible. AECOM consistently engages and collaborates with all SBBC departments. We respect the professional relationships with our colleagues and rely upon the entire team to hold each other accountable for our roles and responsibilities. Our path forward is coordinated, well planned and continues to be executed with resilience.</p> <p>Estimated completion: On-going</p> <p><b><u>AECOM Collaboration and Interface Matrix</u></b></p> <p>Example of collaboration:</p> <p>AECOM has reviewed the structure for the Monthly Report and Bond Oversight Committee (BOC) Report with RSM, and Tax Watch to establish agreed upon structures for the monthly and BOC reports. We worked, collaborated and coordinated closely with all groups to ensure our newly developed e-Builder Monthly Project update (MPU) format for monthly project reporting included all data that each group would want included in the report. We received comments and incorporated those comments into the report templates.</p> <p><b>e-Builder Analysis</b></p> <p>AECOM was engaged in coordination and discovery meetings with CPCM and BCPS staff during the 30-60-90 period of startup of the contract. After that time, AECOM developed recommendation plans of where improvements could be made. These were reviewed and discussed with CPCM, BCPS staff in multiple departments, community groups, auditors and the Board in December of 2020. Per the direction from the Board Workshop between December 2020 and February 2021, AECOM developed a workplan to execute on those items that were within PMOR scope from the recommendations. This workplan considered best implementation practices and with the intent to minimize impact to day to day operations ongoing in e-Builder and the execution of the SMART Program. AECOM presented the workplan in February 2021 in a Board follow up discussion and received an executed Change Memo to proceed in March 2021.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response (continued):</b></p> <p><u>Current status:</u> Since March 2021, AECOM has been executing on that plan. The first step was to baseline all of the critical need processes in e-Builder using AECOM's certified e-Builder staff. The next phase of the workplan is to begin to receive feedback from PMOR leadership, CPCM, and BCPS staff on the baselined industry standards that have been built in e-Builder.</p> <p><b>Reoccurring Meetings</b></p> <p>Below [prior appendix] is a chart that outlines AECOM's reoccurring meetings that take place on a monthly basis in which AECOM interfaces/ collaborates with the District as a whole.</p> <p><b>Coordination Meetings</b></p> <p>The below chart [prior appendix] is a general list of various meetings that we have held with OCP and CPCM over the past quarter on the PMOR Performance Evaluation Tool and the Monthly Reporting Template, both finalized and approved on March 18th, 2021.</p> <p>The chart does not reflect previous meetings/ discussions on this topic but aim to assist in showing the extensive collaboration that has gone into finalizing these two important documents, which outlines AECOM's reporting responsibilities.</p> <p><b>AECOM Community Meetings/Outreach</b></p> <p>The below chart [prior appendix] shows community meetings that AECOM has been part of over the past quarter.</p> <p>AECOM will continue to engage with the SBBC and CPCM, to further collaborate on the overall wellbeing of the SMART Program in a transparent, timely and efficient manner.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)
MANAGEMENT'S RESPONSE	<p><b>Q4 2021 Update:</b> AECOM recommends and continues to work with the District to define the reporting requirements, due to the inability to come to closure on what to report on, we recommend strike through the reporting requirements bullets that AECOM cannot accomplish based on the limitations of the program.</p> <p>Due to the limitations of the current e-Builder system, AECOM has now finalized the Cost module e-Builder processes which will allow us to report on the following reporting requirements in January 2022:</p> <ul style="list-style-type: none"> <li>• Contractor's Progress Payments</li> <li>• Variance Analysis Budget Slippage</li> <li>• Evaluations of Pay Requisitions (Consultants and Contractors)</li> <li>• Field and Change Order Root Causes</li> </ul> <p><b>Revised Estimated Completion Date:</b> January 2022</p> <p>AECOM continues to work on e-Builder process to allow for the reporting on the following reporting requirements:</p> <ul style="list-style-type: none"> <li>• RFI Rates</li> <li>• Stakeholder Satisfaction</li> <li>• Claims</li> <li>• Quality Assurance</li> </ul> <p><b>Revised Estimated Completion Date:</b> March 2022</p> <p>Recommendation of the removal of the following reporting requirements that will not be able to be met due to the limitations of the program:</p> <ul style="list-style-type: none"> <li>• Earned Value Project Management</li> <li>• Quality Deficiency &amp; Building Department Inspection Reports</li> <li>• Material Testing Results</li> </ul>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

#### OBSERVATION

#### FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)

#### OBSERVATION STATUS

**Partially Complete** – As part of our quarterly and follow-up testing procedures, RSM conducted detailed testing related to the PM/OR's compliance with the monthly/quarterly deliverables as required by the RFQ. We noted that certain required monthly deliverables were not provided to the District during our scope period. All required quarterly deliverables were produced by the PM/OR and included in the June 2021 monthly report.

#### Monthly Reporting Requirements

RSM obtained the monthly reporting packages provided to the District for the period of April 2021 through August 2021 and tested for compliance with the requirements of the RFQ. The table below summarizes the results of our testing:

AECOM Monthly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Apr. 2021?	Provided May 2021?	Provided Jun. 2021?	Provided Jul. 2021?	Provided Aug. 2021?
Develop Baseline Schedule	N/A	N/A	N/A	N/A	N/A
Maintain Monthly Schedule Updates	Yes	Yes	Yes	Yes	Yes
Variance Analysis (Schedule / Budget) Slippage	Partial <sup>1</sup>	Partial <sup>1</sup>	Partial <sup>1</sup>	Partial <sup>1</sup>	Partial <sup>1</sup>
Evaluation of Pay Requisition (Consultants & Contractor)	No	No	No	No	No
Earned Value Project Management	No	No	No	No	No
Change Management - Report & Monitor Impact of Changes (Quality, Scope, Schedule & Budget)	Yes	Yes	Yes	Yes	Yes
Monthly Executive Summary of Program Performance	Partial <sup>2</sup>	Partial <sup>2</sup>	Partial <sup>2</sup>	Partial <sup>2</sup>	Partial <sup>2</sup>
Monthly Executive Summary of Project Specific Performance	Partial <sup>3</sup>	Partial <sup>3</sup>	Partial <sup>3</sup>	Partial <sup>3</sup>	Partial <sup>3</sup>

**Note 1:** During our scope period, the PM/OR produced variance reports detailing the various delays and advancements incurred at the project and District-level. However, the monthly packages did not include a report for budget slippage, as required by Section 6.7.1 of the RFQ.



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

OBSERVATION	FY 2020-2021 Q3 (Observation #1) PM/OR Compliance with Reporting Requirements (continued)						
<b>OBSERVATION STATUS (CONTINUED)</b>	<p><b>Note 2:</b> Several requirements outlined in Section 6.7.9.1 <i>Monthly Executive Summary of Program Performance</i> were not provided, including deliverables related to:</p> <ul style="list-style-type: none"> <li>RFI Rates</li> <li>Stakeholder Satisfaction</li> <li>Project Quality Adherence</li> </ul> <p><b>Note 3:</b> Several requirements outlined in Section 6.7.9.2 <i>Monthly Executive Summary of Project Specific Performance</i> were not provided, including deliverables related to:</p> <ul style="list-style-type: none"> <li>Contractor's Progress Payments</li> <li>Field &amp; Change Order Root Causes</li> <li>Claims</li> <li>M/WBE Compliance</li> <li>Responses to RFI's</li> <li>Quality Deficiency &amp; Building Dept. Inspection Reports</li> <li>(EDDC) Compliance</li> <li>Material Testing Results</li> </ul> <p>Since the date of our last report, the PM/OR has made significant progress in developing the infrastructure necessary to provide the monthly deliverables required by the RFQ. Several new e-Builder modules are currently being developed (i.e. e-Builder Cost Module), which are scheduled to be completed in the next quarter.</p> <p><b><u>Quarterly Reporting Requirements</u></b></p> <p>Through our review of the June 2021 monthly reporting package, we noted that the PM/OR provided an updated R.A.C.I matrix to satisfy quarterly reporting requirements. In addition, the PM/OR has incorporated Knowledge Management reporting into their Monthly Project Update (MPU) process and e-Builder workflow as of their April 2021 monthly report. The table below summarizes the results of our testing:</p> <table border="1"> <thead> <tr> <th>AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)</th><th>Provided Q2 2021?</th></tr> </thead> <tbody> <tr> <td>Knowledge Management/Continuous Improvement at Program &amp; Project Level (industry best practices &amp; lessons learned)</td><td>Yes</td></tr> <tr> <td>Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix</td><td>Yes</td></tr> </tbody> </table> <p>This observation will remain open, and RSM will continue to test PM/OR compliance with reporting requirements on a quarterly basis.</p>	AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Q2 2021?	Knowledge Management/Continuous Improvement at Program & Project Level (industry best practices & lessons learned)	Yes	Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix	Yes
AECOM Quarterly Reporting Requirements (section 6.7 of the Owners Representative RFQ)	Provided Q2 2021?						
Knowledge Management/Continuous Improvement at Program & Project Level (industry best practices & lessons learned)	Yes						
Responsible, Accountable, Consulted, Informed (R. A. C. I.) Matrix	Yes						



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

#### OBSERVATION

#### FY 2020-2021 Q3 (Observation #2) CPCM Compliance with Reporting Requirements

#### DETAIL

RSM conducted detailed testing procedures related to the CPCM team's compliance to the required monthly deliverables as required by the RFP. We noted the following required monthly/quarterly reporting deliverables were not provided to OFC during our scope period (November 2020 – February 2021):

- One (1) of seven (7) monthly reporting deliverables for December 2020
- Two (2) of seven (7) monthly reporting deliverables for January 2021
- Three (3) of seven (7) monthly reporting deliverables for February 2021

In section 6.4.2.6 of the CPCM RFP, a summary of deliverables with determined reporting frequencies are required to be provided to the school District by the CPCM.

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:

Atkins Monthly Reporting Requirements	Provided Nov. 2020?	Provided Dec. 2020?	Provided Jan. 2021?	Provided Feb. 2021?
Monthly report of schedule delays / slippage at both program and project level	Yes	Yes	No	No
Monthly cash flow report – actual vs projected	Yes	Yes	Yes	No
Monthly RFI aging and reporting by project	Yes	Yes	Yes	Yes
Monthly change order reporting – project & program level	Yes	Yes	Yes	Yes
Vendor performance monitoring reports	Yes	Yes	Yes	Yes
Post project completion reporting	Yes	Yes	Yes	Yes
Project quality reporting – design process revise & resubmits, inspection results	Yes	No	No	No

**Note:** Subsequent to our initial testing procedures, RSM obtained the required monthly reports for December 2020 and January 2021 from the CPCM, who provided the reports immediately following our request.



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #2) CPCM Compliance with Reporting Requirements (continued)
RECOMMENDATION	We recommend the CPCM provide monthly deliverables as required by their RFP to allow the District to effectively monitor project and program performance.
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response:</b> The CPCM commitment is to provide monthly reports within two weeks of the completion of the monthly schedule update by the PM/OR. Due to delays in the schedule updates in the December and January periods, the CPCM reports were split into two submittals to allow completion of non-schedule related reports in a timely manner. It is anticipated that this will no longer be necessary as the PM/OR schedule updates have fallen into a regular rhythm. The reports that were missing with the original submittal were subsequently provided to the District and the Auditors. An additional QC step has been added to ensure that none of the twenty or so elements of the report pack are left out in the future.</p> <p>The February reports were heavily impacted by the District's server shutdown caused by data locking ransomware which meant that the Oracle Primavera (P6) schedule updates could not be completed by the PM/OR nor could the schedule dependent reports be completed by the CPCM. Regular updates resumed for the March 2021 period.</p> <p><b>Estimated completion date:</b> Completed</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

### INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3

#### OBSERVATION

#### FY 2020-2021 Q3 (Observation #2) CPCM Compliance with Reporting Requirements (continued)

#### OBSERVATION STATUS

**Closed** – As part of our quarterly and follow-up testing procedures, RSM reviewed the CPCM's monthly deliverables for compliance with the requirements set forth in the RFP. Through our detailed testing of the CPCM's *SMART Program Monthly Reports*, we noted that the monthly reporting deliverables summarized in the table below were provided to the District for the period of March 2021 through August 2021. As a result, we note this observation as closed.

The table below summarizes the results of our testing:

Atkins Monthly Reporting Requirements	Provided Mar. 2021?	Provided Apr. 2021?	Provided May 2021?	Provided Jun. 2021?	Provided Jun. 2021?	Provided Aug. 2021?
Monthly report of schedule delays / slippage at both program and project level	Yes	Yes	Yes	Yes	Yes	Yes
Monthly cash flow report – actual vs projected	Yes	Yes	Yes	Yes	Yes	Yes
Monthly RFI aging and reporting by project	Yes	Yes	Yes	Yes	Yes	Yes
Monthly change order reporting – project & program level	Yes	Yes	Yes	Yes	Yes	Yes
Vendor performance monitoring reports	Yes	Yes	Yes	Yes	Yes	Yes
Post project completion reporting	Yes	Yes	Yes	Yes	Yes	Yes
Project quality reporting – design process revise & resubmits, inspection results	Yes	Yes	Yes	Yes	Yes	Yes

RSM will continue to test CPCM compliance with reporting requirements on a quarterly basis and report as applicable.





## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #3) e-Builder System Access
DETAIL	<p>Through our detailed testing and discussions with the CPCM, we noted that a terminated project manager (PM) from a PM/OR subconsultant had access to e-Builder, the District's Construction Management Software for nine (9) days after their termination date. The PM/OR's Document Control Manager informed the CPCM via email that the individual should have their access removed from e-Builder on March 22, 2021, but the access was not removed until March 31, 2021. Per inquiry with the CPCM, their team did not remove the Project Manager until they received project reassignment instructions from the PM/OR, as the removal of this employee without reassignment would result in e-Builder functionality issues with the open workflow items in the Project Manager's queue.</p> <p>RSM reviewed the seven (7) projects assigned to the Project Manager and noted there were open items in the PM's queue within the e-Builder workflow for three (3) projects. The following items were noted as outstanding items in the PM's queue for review and approval:</p> <ul style="list-style-type: none"> <li>• Vendor invoices</li> <li>• Change orders</li> <li>• Direct owner purchases</li> <li>• Project meeting minutes</li> </ul> <p>As the project was not staffed for nine (9) days, each respective workflow was further delayed as the Project Manager's responsibilities had not been reassigned and the position remained vacant. The PM/OR has processed twelve (12) project manager and assistant project manager terminations as of March 2021, representing a 27% turnover rate in project managers and assistant project managers. This is discussed in the follow-up for prior finding FY 2020-2021 Q1-Q2 (Observation #1) below.</p> <p>Personnel departures or terminations should result in immediate removal of e-Builder system access to reduce the risk of terminated personnel accessing proprietary information for inappropriate use. RSM noted that the twelve (12) terminated individuals were not District employees; as such, we understand that system access is related to e-Builder, and does not affect the District's ERP or financial systems.</p>
RECOMMENDATION	<p>The CPCM and PM/OR should consider evaluating the current procedures for removing e-Builder system access for terminated personnel. If an individual is terminated, a qualified secondary approver should have the ability to review and approve items in place of the terminated employee until the position is filled and a replacement is on-boarded.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #3) e-Builder System Access (continued)
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response:</b> The process is to remove the user immediately from e-Builder upon receipt of notification of termination. For most users this is a very simple process as there are no concerns about project workflows being left unattended. However, for Project Managers (PM) especially, it is important to have a "replacement" to assign the open processes to. This "replacement" could be temporary until a new PM is brought on board, but it would allow for the workflows such as those mentioned above (change orders, vendor invoices, etc.) to be managed in the interim. To ensure the immediate removal of terminated employees' access to e-Builder, the CPCM will continue to work closely with PM/OR to obtain timely notifications of date of departure and assign appropriate secondary approver or replacement. In addition, the CPCM will take immediate action to remove the user upon notification to ensure access is terminated immediately to increase security measures in accessing proprietary project information. It has been confirmed that the Project Manager highlighted in the observation did not log in to the system after his departure.</p> <p><b>Estimated completion date:</b> Effective Immediately</p> <p><b>Q4 2021 Update:</b> AECOM has developed an Onboarding SOP and is in the process of finalizing a new Exit Interview SOP that will include the removal of access to all BCPS systems. Atkins is in the process of creating a new process to notify the exit of a team member for the removal from the BCPS systems. During this process, we noted that BCPS doesn't remove email accounts after team members leave, this new process will include the notification from removal to IT. It has been confirmed that the highlighted users did not access the system after completion.</p> <p><b>Revised Estimated Completion Date:</b> December 2021</p>
OBSERVATION STATUS	<p><b>Open</b> – As part of our follow-up procedures, RSM obtained a listing of PM/OR personnel departures/terminations for the current period. To confirm that the individuals included in the listing were removed from e-Builder in a timely manner, we compared the exit dates (the last date of employment) included in the listing to a report provided by the CPCM detailing all users removed from e-Builder during our scope period. Through our comparison of the listings, we noted that five (5) of the nineteen (19) individuals terminated during our scope period were removed from e-Builder between seven (7) and twelve (12) days after their official exit date.</p> <p>Upon receiving notice of a personnel departure, the PM/OR should immediately notify the CPCM and provide the individual's anticipated exit date. The CPCM should then schedule to remove the user's access within one (1) day of their official exit date. We recommend the CPCM, in conjunction with the PM/OR develop formal procedures for the removal of e-Builder system access for terminated personnel.</p> <p>This observation will remain open pending further testing of e-Builder system access.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #4) PM/OR Monthly Invoicing
DETAIL	<p>For the current period, RSM reviewed five (5) CBRE-Heery and four (4) AECOM PM/OR labor invoices for contractual compliance, proper supporting documentation, and mathematical accuracy. RSM detailed tested 100% of the \$9,076,647 in total labor invoiced by CBRE-Heery and AECOM. Through our testing, we identified the following exceptions related to the PM/OR monthly invoicing process:</p> <ul style="list-style-type: none"> <li><b>A. Miscalculation of invoiced labor (CBRE-Heery)</b> In one (1) of the five (5) CBRE-Heery labor invoices reviewed during the current period, we noted that invoiced amounts were incorrectly calculated for three (3) CBRE-Heery Technical Support employees. The invoiced rate applied to the number of hours billed for each employee did not recalculate to the total invoiced amount, resulting in an overbilling of \$218.</li> <li><b>B. Invoiced labor rates exceeded the rates specified in the staffing matrix provided with the invoice package (AECOM)</b> In three (3) of four (4) AECOM labor invoices reviewed during the current period, we noted that the invoiced labor rate for one (1) AECOM employee and one (1) AECOM subconsultant exceeded the labor rate specified in the staffing matrix provided with the monthly invoice package, resulting in an overbilling of \$2,107.</li> <li><b>C. An incorrect “hourly rate multiplier” was applied to invoiced labor rates (AECOM)</b> In two (2) of four (4) AECOM labor invoices reviewed during the current period, we noted that the “hourly rate multiplier” applied to base labor rates for three (3) AECOM employees exceeded the multiplier defined in Attachment A of the PM/OR Agreement, resulting in an overbilling of \$520.</li> <li><b>D. Missing supporting documentation for invoiced labor (AECOM)</b> Through our detailed testing of four (4) AECOM labor invoices reviewed during the current period, we noted inconsistency in the level of documentation that was provided to support amounts invoiced by the PM/OR. Specifically, we noted that 376 total labor hours related to seven (7) individual employees from three (3) PM/OR subconsultants were unsupported by timesheets within the provided PM/OR invoice package. In total, \$28,046 in labor costs were unsupported by timesheets.</li> <li><b>E. Employees billed were not included on the staffing matrix provided with the invoice package (AECOM)</b> Through our detailed testing of four (4) AECOM labor invoices reviewed during the current period, we noted seven (7) instances where an individual was billed to the project but was not included in the staffing matrix provided with the invoice package. The seven (7) instances involved five (5) different employees, two (2) of which were missing from the staffing matrix in two (2) separate invoices.</li> </ul>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #4) PM/OR Monthly Invoicing (continued)
RECOMMENDATION	<p>We recommend the District define responsibilities for PM/OR invoice reviews to validate that each employee billed is included in the staffing matrix, and that the correct labor rate and hourly rate multipliers are being applied to the invoiced labor. This may include Capital Payments and OFC personnel identifying specific review procedures for each reviewer in the workflow.</p> <p>We further recommend the PM/OR team develop an internal invoice review process to aid in the reduction of errors and omissions in the invoice preparation and submittal process.</p> <p>The District may consider also seeking a credit on subsequent PM/OR invoices to account for the exceptions identified above.</p>
MANAGEMENT'S RESPONSE	<p><b>Q3 2021 Response:</b></p> <ul style="list-style-type: none"> <li>A. Heery</li> <li>B. AECOM Payroll confirmed that Pedro Nunez's rate on the matrix reflected \$60 but his actual raw rate is \$64.39. Therefore, his bill rate should have been \$144.23. 40 hrs. x 144.23= \$5,769.20. A (\$173.20) credit will be applied to the next invoice.</li> <li>C. AECOM agrees with the credit of (\$520.20) and this credit will be applied to the next invoice.</li> <li>D. AECOM has an invoice protocol that was followed, and staff confirmed that all documentation was submitted appropriately.</li> <li>E. AECOM has reviewed the internal invoice process and revised the internal invoicing procedure checklist to have the Staffing Matrix be reviewed earlier in the process to avoid these discrepancies in the future: "Review most recent staffing matrix and validate submitted invoices against it for staff charges and invoiced rates."</li> </ul> <p><b>Q4 2021 Update:</b> As part of our Year One Contract closeout, AECOM has conducted an internal review and audit our practices and procedures as it relates to our management of the SMART Program.</p> <p>One of the areas of focus in our audit was our invoicing practices. For the period between August 2020 and July 2021, we identified errors in our billables submitted to the District. Those errors include instances of over and under billing and in some cases errors in the updating of ours staffing matrix.</p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #4) PM/OR Monthly Invoicing (continued)
MANAGEMENT'S RESPONSE	<p><b>Q4 2021 Update (continued):</b> Since the completion of our audit, we have worked closely not only with AECOM internal billers, but also with our Consulting Partners to create changes we intend to put into practice for Year Two.</p> <p>Some of those changes include (a) designating a staff member to review and revise monthly, the staffing matrix submitted with the AECOM invoices; (b) instituting a triple layer review of each invoice before submission to the District; numbering all invoices before hand-delivery to ensure proper tracking, as well as electronic delivery of every invoice submitted to the District; instituting AECOM's new cell phone reimbursement policy in an effort to reduce such expense to the District; and conducting quarterly audits of the new changes to monitor their success.</p> <p>The Program Director will closely monitor these new processes to the integrity of AECOM's invoicing practices is safeguarded.</p> <p><b>Revised Estimated Completion Date:</b> November 2021</p>
OBSERVATION STATUS	<p><b>Partially Complete</b> – RSM performed detailed testing of twelve (12) AECOM labor invoices, five (5) AECOM expense invoices, three (3) CBRE-Heery labor invoices, and six (6) CBRE-Heery expense invoices as part of our quarterly and follow-up testing procedures for the current period.</p> <p>Through our review of the PM/OR monthly invoices, we noted several exceptions related to the items detailed in Prior Observation #4 (FY 2020-2021 Q3), as detailed on the following pages. In addition, the credits detailed in the PM/OR's response above (Items B and C) were not reflected in the subsequent invoices tested during the current period.</p> <p>Through our review of PM/OR monthly invoices, we noted the following:</p> <ul style="list-style-type: none"> <li><b>A. Miscalculation of invoiced labor (CBRE-Heery)</b> During our detailed testing of three (3) CBRE-Heery labor invoices, we did not identify mathematical inaccuracies within the invoices provided.</li> <li><b>B. Invoiced labor rates exceeded the rates specified in the staffing matrix provided with the invoice package (AECOM)</b> In four (4) of twelve (12) AECOM labor invoices reviewed during the current period, we noted ten (10) instances where the invoiced labor rate for four (4) AECOM subconsultants exceeded the labor rate specified in the staffing matrix provided with the monthly invoice package, resulting in a potential overbilling of \$6,626. In addition, the invoice credit detailed in the PM/OR's response above was not reflected in the subsequent invoices tested during the current period.</li> </ul> <p style="text-align: right;"><i>(continued on next page)</i></p>



## PRIOR OBSERVATIONS FOLLOW UP – CONTINUED

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2020-2021 Q3	
OBSERVATION	FY 2020-2021 Q3 (Observation #4) PM/OR Monthly Invoicing (continued)
OBSERVATION STATUS	<p><b>C. An incorrect “hourly rate multiplier” was applied to invoiced labor rates (AECOM)</b> RSM reviewed the staffing matrix provided with each monthly labor invoice and confirmed that the “hourly rate multiplier” was adjusted to reflect the specified multiplier defined in Attachment A of the PM/OR Agreement. However, the invoice credit detailed in the PM/OR’s response above was not reflected in the subsequent invoices tested during the current period.</p> <p><b>D. Missing supporting documentation for invoiced labor (AECOM)</b> Through our detailed testing of twelve (12) AECOM labor invoices, we noted that forty (40) total labor hours related to one (1) PM/OR subconsultant were unsupported by timesheets within the provided PM/OR invoice package. In total, \$4,127 in labor costs were unsupported by timesheets.</p> <p><b>E. Employees billed were not included on the staffing matrix provided with the invoice package (AECOM)</b> Through our detailed testing of twelve (12) AECOM labor invoices, we noted two (2) instances where one (1) PM/OR employee and one (1) PM/OR subconsultant were billed to the project but were not included in the staffing matrix provided with the invoice package.</p> <p>Further, through our detailed testing of five (5) AECOM monthly expense invoices, we noted additional exceptions related to the mathematical accuracy of invoiced expense amounts, and missing supporting documentation for travel expenses:</p> <ul style="list-style-type: none"> <li>For one (1) of the five (5) invoices, we noted that the amount invoiced by one (1) PM/OR subconsultant was incorrect based on our recalculation of the items listed in the expense cost breakdown, resulting in a potential overbilling of \$441.</li> <li>For one (1) of the five (5) invoices, we noted that the total amount billed for a subconsultant by the PM/OR is not mathematically accurate, resulting in a potential overbilling of \$180.</li> <li>For one (1) of the five (5) invoices, we noted that supporting documentation was not provided for one (1) PM/OR subconsultant’s mileage reimbursement. We recommend that the PM/OR and District obtain expense reports, mileage logs, and/or route maps for all mileage charges prior to approval. In total, \$630 was unsupported by backup documentation.</li> </ul> <p>This observation will remain open, and RSM will continue to test PM/OR invoices on a quarterly basis.</p>



## OBJECTIVES AND APPROACH

### Objectives

The objective of our work was to verify that the District's Program Management Consultant ("CPCM" - Atkins) and Owner's Representative ("PM/OR" - CBRE-HEERY & AECOM) are providing deliverables and services in conformance with the terms and conditions of their respective agreements / RFP / RFQ. 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:

#### Cost and Program Controls 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

#### Program Manager - Owner's Representative (CBRE-Heery & AECOM)

- Conducted a comparative analysis of AECOM's revised Milestone Baseline Schedule and CBRE-Heery's Milestone Baseline Schedule to assess whether material changes in estimated project completion dates have occurred. Procedures included, but were not limited to the following:
  - Tested sampled projects for milestone accuracy and project completion
  - Completed interviews with project managers to gain an understanding of the current status of sampled projects
- Selected a sample of project invoices and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Selected a sample of change orders and performed detailed testing for compliance with District Standard Operating Procedure and best practices
- Obtained and reviewed deliverables submitted in accordance with PM monthly reporting requirements derived from its RFQ
- Reviewed AECOM monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Reviewed CBRE-HEERY monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy



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## OBJECTIVES AND APPROACH – CONTINUED

### 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, and the CPCM and PM/OR teams, and incorporated management's response herein.

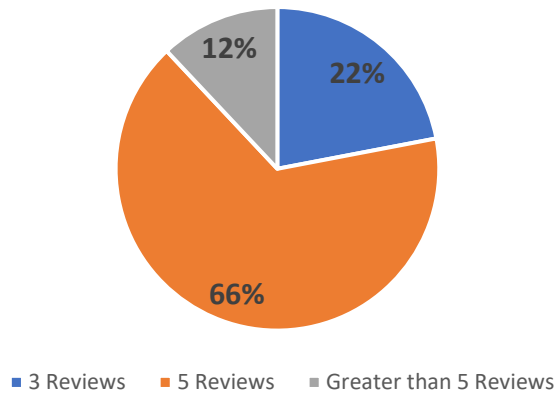




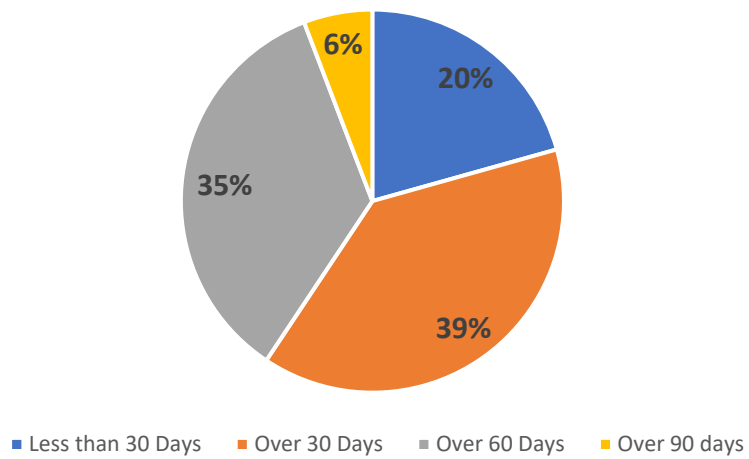
## APPENDIX A

## Appendix A

Design Equivalent Reviews

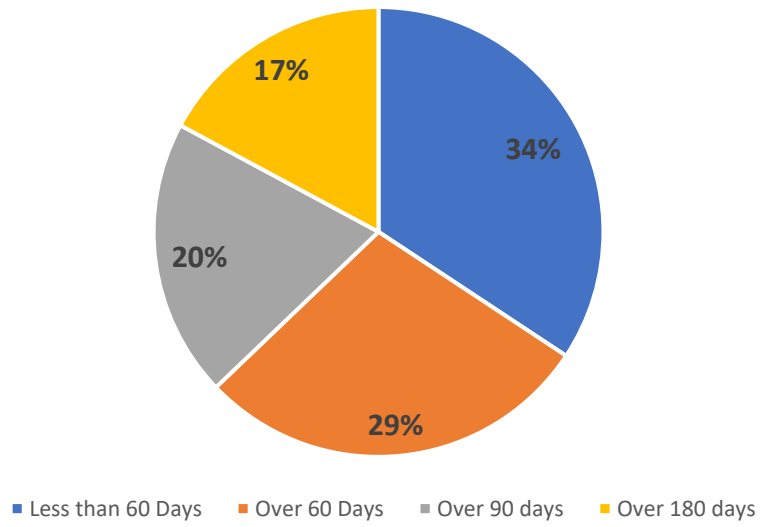


NTP Historical Durations

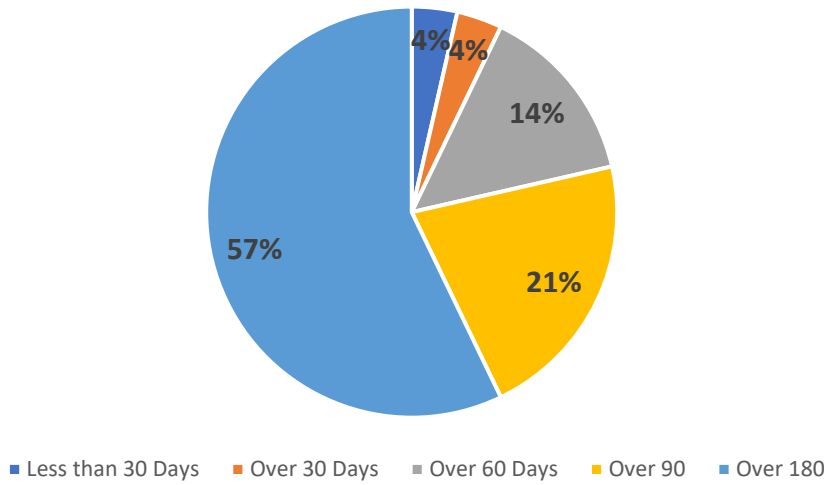


## Appendix A

Roof Permit Durations



Closeout Durations





# AECOM Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

# Exhibit A

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## Executive Summary

RSM identified 10 Projects and requested that AECOM provide relevant documentation to support the assumptions, risks and reasons for the project milestones presented in the schedule for the ten schools shown below. Further RSM requested calculations that were used to modify CBRE-Heery's September 2020 schedule projections, including the specific trends and adjustments for resource limitations.

1. Boulevard Heights ES (P.002065)
2. Coconut Palm ES (P.002088)
3. Coral Springs MS (P.001979)
4. Henry D. Perry EC (P.001986)
5. Lauderdale Manors ELC (P.001635)
6. Margate MS (P.001836)
7. Pines Lakes ES (P.002004)
8. Sawgrass ES (P.002127)
9. Sawgrass Springs MS (P.001841)
10. South Broward HS (P.001838)

AECOM has reviewed the excel file submitted by RSM Friday April 9<sup>th</sup>, 2021, this was presented as the "Milestone Schedule Analysis" of a sample of the 10 projects. This file is in reference to two sets of data, Heery Columns = 9/30/20 schedule data and AECOM columns = 12/31/20 schedule data.

These 10 sample projects were reviewed and the comparison analyzed by AECOM. In general, the dates expressed in the RSM milestone schedule were consistent with the AECOM P6 schedule referenced, with the exception of Coral Springs MS and Sawgrass Springs MS.

AECOM developed the 2020 Reset Schedule for the SMART Program as part of the established 30-60-90 program assessment conducted. Through several weeks during October, November and December of 2020, AECOM conducted detailed evaluations of the program's remaining scope of work, basis for the previous delays in the program, projects by funding years, market conditions related to available firms and labor, as well as internal resources for the program. The evaluations included collaborative working sessions with OCP, procurement, building department, and Atkins staff. The team also met with and interviewed Architects / Engineers, Contractors, and Subcontractors. The team also included Team Leaders, Project Managers and Schedulers.

AECOM reviewed the November 2020 CBRE-Heery schedule to understand the logic and methodology used to create and update the Master Baseline Schedule. It was identified that along with the previously mentioned evaluations, the project schedules were flawed and trending past the published schedule milestone and completion dates. Challenges affecting the program were reviewed dating back to the inception of the program in 2014. Some of the challenges identified include increased development of district contractual and governance controls misaligned with industry standard, absence of strong programmatic leadership, systemic scheduling failures, and inconsistent change and risk management.

Specifically, germane to this report, certain trends were identified, delivery method execution was reviewed along with the scope, procurement processes, departmental operating procedures, resourcing, owner and contractor delays as well as weather impacts on the program.

# Exhibit A

The analysis uncovered several areas and milestone durations that were causing delays not represented in the 2018 CBRE-Heery Baseline schedule. This information gathered during the analysis was then modeled into a trend and applied (as a linear bar) to the construction activities. Consideration was given to the current physical percentage of the construction at the time and distributed accordingly. The following were areas of identified delays:

1. Historical Actual Durations:

- NTP Issuance (ex: Review against contract and PO dates)
- Building Department Reviews (ex: Roofing Binders, ASIs)
- Permitting (ex: Building Permit, Roof Sub-Permits)
- Change Management (ex: Change Orders, Change Order Review Panel (CORP), Board Approvals)

2. Roofing Projects Forecasted Schedule delays:

AECOM completed an evaluation of Roofing Contractors and Subcontractors to determine competencies, capacity and resourcing, this was assessed by way of looking at current data of the work being done and performance recorded through site reports and GC Evaluation records.

The AECOM team separated the projects into 3 groups, small, medium and large based on forecasted "Completion Cost" as a component potentially affecting planned delivery versus actual performance. Previously mentioned trends were applied to the groups to represent average time to execute ASIs, conduct pricing exercises, Change Order processing, CORP Process and Board Approvals.

In addition, the AECOM team conducted a schedule delay analysis of the 2018 CBRE-Heery Baseline schedule. CPM scheduling methods were used to review planned versus as-built conditions to help identify the quantitative impact of the identified causes of delays. The results of this analysis were then used to apply trending to the AECOM 2020 Reset Schedule. The forensic delay analysis included a schedule risk analysis to account for the cost impact of schedule slippage. The AECOM 2020 Reset Schedule publication took into consideration the critical program milestone dates. Finally, the AECOM 2020 Reset Schedule included a resource allocation constraint analysis.

In December 2020, AECOM presented to the Board the 2020 Reset schedule finishing in April 2026. The Board expressed concerns that the December 2020 Reset schedule end date was not acceptable and an alternate earlier end date must be provided. AECOM reviewed the schedule for additional opportunity to reduce the schedule and resubmitted in February 9, 2021 with a resource leveled October 2025 end date. It was requested by a Board Member that AECOM present a case for completing the Bond program by 2023. AECOM determined that with the lack of capacity in resources to carry out roofing activities, the constraint of limiting project managers to eight projects, the current limit of resources within the Procurement and Warehousing processes, the request could not be achieved without further programmatic concessions being introduced into the analysis.

## **AECOM Assumptions**

Projects categorized as Small, Medium and Large by Forecasted Completion Cost:

- Small Projects: \$0 to \$2M
- Medium Projects: >\$2M to \$5M
- Large Projects: >\$5M

# Exhibit A

The following trends were applied:

- NTP trending at 45 days compared to baseline 30-day assumption (see Appendix 01)
- Closeout of 60 days compared to 30-day assumption (see Appendix 05)
- Building Department Design Review Cycle with 5 Reviews versus baseline assumption of 3 (see Appendix 02)
- Roofing sub-permit process trend at 175 days average versus (see Appendix 04)
- ASI, Pricing, Change Order, CORP and Board Approval process delay trends were averaged and the below was applied based on project category. Previous assumption in 2018 schedule (see Appendix 04)
  - Small Projects – 140 days
  - Medium Projects – 210 days
  - Large Projects – 285 days

Trending assignments were applied pro-rata based on the construction percent complete of each project. The trend was applied to the three main construction activities that drives the Reset Substantial Completion Date. It is associated with the “Expected Finish” date to automatically reconcile as the construction activities are updated.

## Review of RSM Data

The information provided in the RSM request was reviewed and minor discrepancy was identified between the December 20 AECOM Baseline schedule dates and the dates presented by RSM on Coral Springs MS Contract Closeout date, Substantial Completion, Final Completion dates and Advertise to Bid (Heery) dates for Sawgrass Springs MS.

In the review it must be noted that the variances between the “Heery columns = 9/30/20 schedule data” and “AECOM columns = 12/31/20 schedule data” was all in alignment with the purposeful action carried out by AECOM to execute the 2020 Reset schedule carried out as part of AECOM 30-60-90 deliverables to BCPS.

One of the main features included in the schedule is the way Advertise to Bid are managed, by scheduling the frequency of the Bid and Award phase it was possible to control how many project is awarded to contractors thus maintaining a balance that is manageable by the available resources. Resourcing was also one of the driving components in deciding the program end date. Fig 1 below



## Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

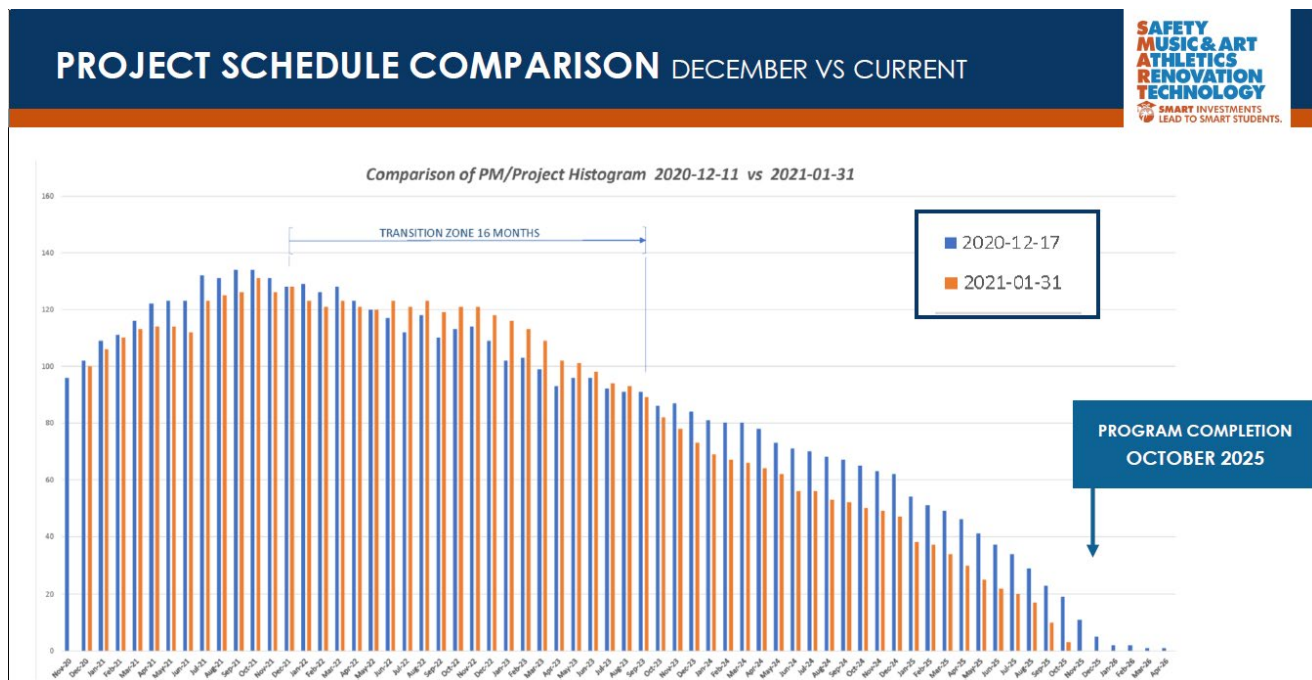


Figure 1 - Comparison Project in Construction to finish October 2025

## Risk

Categories:

- **Design Risk** – Ability to control Design processes that began prior to AECOM engagement in August 2020, schedule issues in design deliverables are still ongoing. Design errors and omission, longer design process than anticipated, late changes by stakeholders
- **Permitting Risk** – Timeliness of submittal between AE and the Building Department and ability to streamline the Revise and Resubmit cycle, this include Drawings and Roofing Sub-Permit.
- **Procurement Risk** – Challenge with Procurement Bid & Award, how to maintain volume of projects awarded for Construction and not compromise losing a Letter of Recommendation LOR permits. Not over saturating the market with projects if there are not enough competent GC and Roofers available to be contracted on these available projects. Risk of not have enough Procurement Agents, District staff to manage the number of projects out to bid.
- **Construction Risk** – Failure to carry out work in accordance with the contract and Design, where Contractual Milestone are not being met and project over-run aren't addressed, to have control of GC schedule contractual obligation, maintain change management and Board Award/Approval. Mitigate Weather Condition, Construction Cost (currency fluctuation and inflation), uncertainties with Labor, Plant, Material and Subcontractor, Delay Risks

- **Closeout Risk** – The ability to get projects processed through the 3 stages of Closeout Phase efficiently.

## Project Milestones

The project milestones included in the Master Schedule are there to act as a Gate through the lifecycle of the projects, they are not all contractual, but they are included in all the schedules to act as a Sectional Gateway to get to the major milestones.

### 1. **Boulevard Heights ES (P.002065)**

AECOM December 2020 schedule has the ITB dates (0000.TE.430 - ITB Advertisement - Advertise to Bid Contractor) constrained, this was to maintain the flow of project going into the Bid & Award phase to ease the Resourcing constraints risk, however, as part of the February 9, 2021 response to the Board, AECOM revised the schedule and prioritize those projects that was nearing the loss of its LOR, the resequencing meant this project was advertised earlier April 8 2021, bringing the SC date forward to October 2023.

Please refer to P.002065 Boulevard Heights HS in the appendix for full details of the schedule, above is a snapshot.

Table 1- AECOM 2020 Reset Baseline Permit & LOR Activities

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL	Total Float
<b>Boulevard Heights ES SMART Program Renovations</b>				2107	1634	681	10-Jul-19	10-Jul-19	16-Jan-24	18-Nov-25	473	0
<b>CONSTRUCTION PROCUREMENT (BID &amp; AWARD)</b>				473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	1.4	In Progress	CONSTRUCTION PROCUREMENT	473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
<b>CONSTRUCTION (BID, BIDDING, CONTRACT APPROVAL &amp; PRE-CONSTRUCTION)</b>				473	1004	123	10-Jul-19 A	10-Jul-19	22-Aug-23	02-Jun-21	-581	0
<b>INVITATION TO BID (ITB) BOARD AGENDA ITEM</b>				20	20	0	10-Jul-19 A	10-Jul-19	06-Aug-19 A	06-Aug-19	0	0
P.002065 - DEC20	0000.TE.710	Completed	ITB Board Agenda Item - Preliminary Review and Approval by CPO	1	1	0	10-Jul-19 A	10-Jul-19	10-Jul-19 A	10-Jul-19	0	0
P.002065 - DEC20	0000.TE.360	Completed	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	1	1	0	10-Jul-19 A	10-Jul-19	10-Jul-19 A	10-Jul-19	0	0
P.002065 - DEC20	0000.TE.410	Completed	ITB Board Agenda Item - Revised Document APO Review APO Fin	1	1	0	22-Jul-19 A	22-Jul-19	22-Jul-19 A	22-Jul-19	0	0
P.002065 - DEC20	0000.TE.430	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procure	1	1	0	06-Aug-19 A	06-Aug-19	06-Aug-19 A	06-Aug-19	0	0
<b>ITB ADVERTISEMENT AND BIDS</b>				50	49	49	03-Mar-23	21-Dec-20	10-Mar-23	10-Mar-21	-545	-11
P.002065 - DEC20	0000.TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0	03-Mar-23*	21-Dec-20	03-Mar-23*	21-Dec-20	-547	-11
P.002065 - DEC20	0000.TE.725	Not Started	ITB Advertisement - Pre-Bid Conference	0	0	0	09-Mar-23	06-Jan-21	09-Mar-23	06-Jan-21	-547	7
P.002065 - DEC20	0000.TE.433	Not Started	ITB Advertisement - Site Visit	0	0	0	06-Mar-23	06-Jan-21	06-Mar-23	06-Jan-21	-547	7
P.002065 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	20-Mar-23	18-Jun-21	20-Mar-23	18-Jun-21	-548	+10
P.002065 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	04-Apr-23	01-Feb-21	04-Apr-23	01-Feb-21	-547	-11
P.002065 - DEC20	0000.TE.445	Not Started	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	3	3	3	18-Apr-23	16-Feb-21	20-Apr-23	18-Feb-21	-548	-11
P.002065 - DEC20	0000.TE.450	Not Started	ITB Advertisement - Finalize Contract Package For Board Approval	14	14	14	21-Apr-23	19-Feb-21	10-May-23	10-Mar-21	-548	-11
<b>CONSTRUCTION CONTRACT BOARD AGENDA ITEM</b>				28	28	28	10-May-23	10-Mar-21	20-Jun-23	20-Apr-21	-548	-24
P.002065 - DEC20	0000.TE.465	Not Started	Construction Contract Board Item - Preliminary Review and Approve	0	0	0	10-May-23	10-Mar-21	20-Jun-23	20-Apr-21	-548	-11
P.002065 - DEC20	0000.TE.715	Not Started	Construction Contract Board Item - Preliminary APG Review (APG F	0	0	0	17-May-23	17-Mar-21	20-Jun-23	20-Apr-21	-548	-11
P.002065 - DEC20	0000.TE.470	Not Started	Construction Contract Board Item - Revised Document APO Review	0	0	0	24-May-23	24-Mar-21	20-Jun-23	20-Apr-21	-548	-11
P.002065 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Cor	0	0	0	20-Jun-23	20-Apr-21	20-Jun-23	20-Apr-21	-548	-11
<b>PRE-CONSTRUCTION</b>				31	40	40	20-Jun-23	20-Apr-21	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	0000.TE.485	Not Started	Pre-Construction - Execute Contract Document With Selected Contr	1	1	1	20-Jun-23	20-Apr-21	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	0000.TE.490	Not Started	Pre-Construction - Prepare NTP Document	30	45	45	21-Jun-23	21-Apr-21	22-Aug-23	02-Jun-21	-581	0
P.002065 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	22-Aug-23	02-Jun-21	22-Aug-23	02-Jun-21	-581	0
<b>CONSTRUCTION</b>				244	524	524	30-Aug-23	03-Jun-21	16-Sep-25	25-May-22	-845	0
P.002065 - DEC20	5	Not Started	CONSTRUCTION	244	752	752	30-Aug-23	03-Jun-21	16-Sep-25	25-May-22	-1213	0
P.002065 - DEC20	0000.TE.1781LC	Not Started	Construction Duration + Trends	0	538	538	30-Aug-23	19-Sep-25	16-Sep-25	25-May-22	-1213	0

The AECOM 2020 reset also included evaluation of the Construction Performance Period for all the projects, this resulted in the increased duration for Construction from 244 days to 752 days.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to September 19, 2025.

### 2. **Coconut Palm ES (P.002088)**

In the 2018 CBRE-Heery Baseline schedule the Coconut Palm ES project delivery method was Construction Manager at Risk (CMAR). The contractor Thornton Construction had its contract terminated without cause on April 30, 2019, agreement could not be reached on a

## Exhibit A

## Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

GMP. The delivery method was converted from CMAR to ITB as a result of the Board Approved Termination, this caused further delay to the project where a new cycle of Bid and Award was added to the schedule.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to August 27, 2025.

Please refer to P.002088 Coconut Palm ES in the appendix for full details of the schedule, below is a snapshot.

*Table 2 - Coconut Palm ES December 2020 Reset Dates*

[illegible]

# Exhibit A

## 3. Coral Springs MS (P.001979)

In the 2018 CBRE-Heery Baseline schedule Coral Springs MS project was classified as Construction Manager at Risk (CMAR), however, the Contractor MCM was issued with a Letter of Termination without cause on June 11, 2019.

In the 2020 CBRE-Heery Baseline schedule Design Phase 3 – 100% CD Review planned for 2 Revise and Resubmit submittals to be completed by October 30, 2020. During the AECOM 2020 Reset schedule review it was noted that Design Phase 3 – 100% CD Review was on its 3rd Revise and Resubmit submittals with outstanding comments from multiple Disciplines, 3 additional reviews were added in keeping with the average amount of revise and resubmit that is trending, this re-forecasted the LOR date out to April 16, 2021.

The AECOM 2020 reset also included evaluation of the Construction Performance Period for all the projects, this resulted in the increased duration for Construction from 619 days to 989 days.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to October 28, 2025.

Please refer to P.001979 Coral Springs MS in the appendix for full details of the schedule, below is a snapshot.

Table 3 - 2020 CBRE-Heery Baseline schedule of Coral Springs MS Permitting


				P.001979-30SEP20 - B1 Coral Springs MS SMART Program Renovations - Heery 30 SEPT 20 BCPS - RSM 10 Project Audit											
Project ID	Activity ID	Activity Status	Activity Name	Original Duration	Remaining Duration	Start	Finish	Total Float	2020				2021		
PHASE III - 90% CONSTRUCTION DOCUMENTS				242	0	27-Nov-18 A	26-Jul-19 A		Q1	Q2	Q3	Q4	Q1	Q2	Q3
P.001979-30SEP20 - B1	0000.TE.320	Completed	Design Phase 3 90% CDs - Prepare and Issue	218	0	27-Nov-18 A	02-Jul-19 A								
P.001979-30SEP20 - B1	0000.TE.330	Completed	Design Phase 3 90% CDs - Review and Comment	24	0	03-Jul-19 A	26-Jul-19 A								
PHASE III - 100% CONSTRUCTION DOCUMENTS				185	0	27-Jul-19 A	27-Jan-20 A								
P.001979-30SEP20 - B1	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	18	0	27-Jul-19 A	13-Aug-19 A								
P.001979-30SEP20 - B1	0000.TE.735	Completed	Design Phase 3 100% CDs - Backcheck	167	0	14-Aug-19 A	27-Jan-20 A								
PERMITTING				198	23	27-Jan-20 A	30-Oct-20	106							
P.001979-30SEP20 - B1	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	37	0	27-Jan-20 A	03-Mar-20 A								
P.001979-30SEP20 - B1	0000.TE.350	Completed	Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubit	30	0	04-Mar-20 A	02-Apr-20 A								
P.001979-30SEP20 - B1	0000.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	164	31	03-Apr-20 A	30-Oct-20	161							
P.001979-30SEP20 - B1	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0		30-Oct-20*	106							

Table 3 – AECOM 2020 Reset schedule of Coral Springs MS Permitting with Additional Revise & Resubmits

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021


 Established 1915 <b>BROWARD</b> County Public Schools				P.001979 - DEC20 Coral Springs MS SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit										
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021
<b>PHASE III - 90% CONSTRUCTION DOCUMENTS</b>				164	218	0	27-Nov-18 A	27-Nov-18	26-Jul-19 A	26-Jul-19	0			
P.001979 - DEC20	0000.TE.320	Completed	Design Phase 3 90% CDs - Prepare and Issue	218	218	0	27-Nov-18 A	27-Nov-18	02-Jul-19 A	02-Jul-19	0			
P.001979 - DEC20	0000.TE.330	Completed	Design Phase 3 90% CDs - Review and Comment	24	24	0	03-Jul-19 A	03-Jul-19	26-Jul-19 A	26-Jul-19	0			
<b>PHASE III - 100% CONSTRUCTION DOCUMENTS</b>				120	176	0	27-Jul-19 A	27-Jul-19	27-Jan-20 A	27-Jan-20	0			
P.001979 - DEC20	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	18	18	0	27-Jul-19 A	27-Jul-19	13-Aug-19 A	13-Aug-19	0			
P.001979 - DEC20	0000.TE.735	Completed	Design Phase 3 100% CDs - Backcheck	167	167	0	14-Aug-19 A	14-Aug-19	27-Jan-20 A	27-Jan-20	0			
<b>PERMITTING</b>				108	309	75	27-Jan-20 A	27-Jan-20	16-Apr-21	30-Oct-20	-111	13		
P.001979 - DEC20	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	37	37	0	27-Jan-20 A	27-Jan-20	24-Feb-20 A	03-Mar-20	8			
P.001979 - DEC20	0000.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	30	30	0	24-Feb-20 A	04-Mar-20	14-Jul-20 A	02-Apr-20	-72			
P.001979 - DEC20	0000.TE.355	Completed	Design 100% Documents - RO2 Review by Permitting Agencies	211	164	0	14-Jul-20 A	03-Apr-20	11-Sep-20 A	30-Oct-20	49			
P.001979 - DEC20	0000.TE.355.10	Completed	Design 100% Documents - Revise & Resubmit RO2	0	14	0	11-Sep-20 A		23-Oct-20 A					
P.001979 - DEC20	0000.TE.355.20	Completed	Design 100% Documents - RO3 Review by Permitting Agencies	0	14	0	23-Oct-20 A		11-Dec-20 A					
P.001979 - DEC20	0000.TE.355.30	In Progress	Design 100% Documents - Revise & Resubmit RO3	0	14	13	11-Dec-20 A		20-Jan-21			7		
P.001979 - DEC20	0000.TE.355.40	Not Started	Design 100% Documents - RO4 Review by Permitting Agencies	0	14	14	21-Jan-21		03-Feb-21			11		
P.001979 - DEC20	0000.TE.355.50	Not Started	Design 100% Documents - Revise & Resubmit RO4	0	14	14	04-Feb-21		23-Feb-21			8		
P.001979 - DEC20	0000.TE.355.60	Not Started	Design 100% Documents - RO5 Review by Permitting Agencies	0	14	14	24-Feb-21		09-Mar-21			11		
P.001979 - DEC20	0000.TE.355.70	Not Started	Design 100% Documents - Revise & Resubmit RO5	0	14	14	10-Mar-21		26-Mar-21			13		
P.001979 - DEC20	0000.TE.355.80	Not Started	Design 100% Documents - Resolve Comments	0	14	14	30-Mar-21		16-Apr-21			13		
P.001979 - DEC20	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			16-Apr-21	30-Oct-20	-111	13		

Table 5 - Side by Side comparison AECOM vs Heery Schedules

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
Coral Springs MS SMART Program Renovations - December 2020				1558	2183	1267	01-May-17 A	01-May-17	29-Dec-25	18-Jul-23	-625	0
START OF CONSTRUCTION				426	999	999	18-Nov-21	07-Oct-21	28-Oct-25	17-Jun-23	-603	-1
CONSTRUCTION WORK				426	999	999	18-Nov-21	07-Oct-21	28-Oct-25	17-Jun-23	-603	-1
P.001979 - DEC20	0000.TE.650	Not Started	Construction - Construction	619	989	989	18-Nov-21	07-Oct-21	03-Aug-24	17-Jun-23	-412	-1
P.001979 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			28-Oct-25	17-Jun-23	-603	-1
PROJECT CLOSE-OUT				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0
P.001979 - DEC20	6	Not Started	CLOSE-OUT	21	61	61	29-Oct-25	19-Jun-23	29-Dec-25	17-Jul-23	-895	-2
CLOSE-OUT				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0
BOC FINAL COMPLETION (Cert of Completion)				21	43	43	29-Oct-25	18-Jun-23	29-Dec-25	17-Jul-23	-625	0
P.001979 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			29-Dec-25	17-Jul-23	-625	0
P.001979 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			29-Dec-25	18-Jul-23	-625	0
P.001979 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0	29-Dec-25	18-Jun-23	29-Dec-25	18-Jul-23	-625	0

## 4. Henry D. Perry EC (P.001986)

AECOM December 2020 reset variance in schedule dates for Henry D. Perry EC primarily reflects a delay in processing the NTP Activity 000.TE635 by 26 days, this is compounded by the inclusion in the December 2020 Reset two additional activities 0000.TE.1791 and 0000.TE.1781 (Time Risk Allowances) for trending identified.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to April 29, 2024.

Please refer to P.001986 Henry D. Perry EC in the appendix for full details of the schedule, below is a snapshot.

Table 6 - Henry D. Perry EC AECOM December 20 vs Heery Sept 20

Layout: BCPS - RSM 10 Project Audit													
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020
<b>Henry D. Perry EC SMART Program Renovations - December 2020</b>													
<b>PRE-CONSTRUCTION</b>				1464	1823	896	14-Apr-17 A	14-Apr-17	15-Jul-24	21-Feb-23	-399	0	
P.001986 - DEC20	0000.TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contractor	37	72	0	19-Aug-20 A	19-Aug-20	19-Aug-20 A	19-Aug-20	0		
P.001986 - DEC20	0000.TE.490	Completed	Pre-Construction - Prepare NTP Document	36	30	0	20-Aug-20 A	20-Aug-20	16-Nov-20 A	09-Oct-20	-26		
P.001986 - DEC20	0000.TE.635	Completed	Construction - Issue NTP to Contractor	0	0	0			14-Sep-24 A	09-Oct-20	-26		
<b>CONSTRUCTION</b>				553	977	841	30-Nov-20 A	12-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	5	In Progress	CONSTRUCTION	553	1277	1216	30-Nov-20 A	12-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.1781LOE	In Progress	Construction Duration + Trends	0	891	868	30-Nov-20 A	29-Apr-24	29-Apr-24	27-Dec-22	-339	6	
<b>START OF CONSTRUCTION</b>				546	877	841	30-Nov-20 A	19-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.645	Completed	Construction - Start	546	877	841	30-Nov-20 A	19-Oct-20	29-Apr-24	27-Dec-22	-339	6	
P.001986 - DEC20	0000.TE.650	In Progress	Construction - Construction (800 days per bid)	0	800	770	30-Nov-20 A	19-Oct-20	09-Feb-23	27-Dec-22	-43	-10	
P.001986 - DEC20	0000.TE.1791	Not Started	Roofing Sub-permit Process Trend	0	166	166	09-Feb-23	24-Jul-23	24-Jul-23		-10		
P.001986 - DEC20	0000.TE.1781	Not Started	Trending Including ASI, Pricing, Change Order, Cop Process and Boas	0	280	280	25-Jul-23	29-Apr-24	29-Apr-24		-10		
P.001986 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			29-Apr-24	27-Dec-22	-489	-10	
P.001986 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			29-Apr-24	27-Dec-22	-489	-10	



# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

## 5. Lauderdale Manors ELC (P.001635)


Lauderdale Manors ELC schedule variance reflects a delay in the project, there was a breakdown in communication with the Contractor and everyone concerned with this project causing the permit to lapse, a permit extension would normally be requested to the building department in similar situation but that never happen. This delay occurred after the 2018 CBRE-Heery Baseline schedule publication and prior to the AECOM 2020 Reset schedule. This permit lapsing and delay resulted in Re-Design and subsequent Re-Advertisement. The result is a 192-day delay reflected in the AECOM 2020 Reset schedule.

The ITB Board Agenda was forecasted to take place January 4, 2021 and issuance of the Notice to Proceed (NTP) for Construction June 23, 2021.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 2, 2023.

Please refer to P.001635 Lauderdale Manors in the appendix for full details of the schedule, below is a snapshot.

Table 7 – 2020 AECOM Baseline schedule of Lauderdale Manors ELC MS Re-Permitting

 <b>BROWARD</b> County Public Schools			P.001635 - DEC20 Lauderdale Manors ELC SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit																
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021					
													Q2	Q3	Q4	Q1	Q2	Q3	Q4
P.001635 - DEC20	0000.TE.210	Completed	Pre-Design - Execute PSA With Selected Design Professional	0	0	0	06-Dec-16 A	06-Dec-16	06-Dec-16 A	06-Dec-16	0	0							
P.001635 - DEC20	0000.TE.220	Completed	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Select	6	6	0	23-Jan-17 A	23-Jan-17	30-Jan-17 A	30-Jan-17	0	0							
P.001635 - DEC20	0000.TE.225	Completed	Design Professional ATP - Issue ATP to Design Professional	0	0	0			30-Jan-17 A	30-Jan-17	0	0							
DESIGN WORK OFF-HOURS WORKS ON WEEKENDS																			
P.001635 - DEC20	0000.TE.030	Completed	Project Design Kick-Off - Hold Project Kick-Off Meeting With Princip	1	1	0	11-May-16 A	11-May-16	11-May-16 A	11-May-16	0	0							
P.001635 - DEC20	0000.TE.250	Completed	Project Charter - Hold Stakeholder Meeting	1	1	0	21-Nov-16 A	21-Nov-16	11-Nov-16 A	11-Nov-16	0	0							
DESIGN & PERMITTING																			
P.001635 - DEC20	3	In Progress	DESIGN	500	1000	28	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-419	769							
DESIGN																			
P.001635 - DEC20	3	In Progress	DESIGN	500	1475	37	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-420	-23							
DESIGN																			
P.001635 - DEC20	3	In Progress	DESIGN	500	1000	25	01-Feb-17 A	01-Feb-17	15-Feb-21	05-Jun-19	-419	769							
PROJECT SCOPE VALIDATION AND DESIGN DOCUMENTS																			
P.001635 - DEC20	0000.TE.680	Completed	Project Scope Validation - Validate Scope of Work	56	56	0	01-Feb-17 A	01-Feb-17	28-Mar-17 A	28-Mar-17	0	0							
P.001635 - DEC20	0000.TE.685	Completed	Project Scope Validation - Review / Accept	14	14	0	29-Mar-17 A	29-Mar-17	11-Apr-17 A	11-Apr-17	0	0							
PHASE I - SCHEMATIC DESIGN																			
P.001635 - DEC20	0000.TE.226	Completed	Site Visit	1	1	0	08-Feb-17 A	08-Feb-17	08-Feb-17 A	08-Feb-17	0	0							
P.001635 - DEC20	0000.TE.270	Completed	Design Phase 1 Documents (Schematic) - Prepare and Issue	48	48	0	08-Feb-17 A	08-Feb-17	28-Mar-17 A	28-Mar-17	0	0							
P.001635 - DEC20	0000.TE.285	Completed	Design Phase 1 Documents (Schematic) - Review	14	14	0	29-Mar-17 A	29-Mar-17	11-Apr-17 A	11-Apr-17	0	0							
PHASE II - DESIGN DEVELOPMENT																			
P.001635 - DEC20	0000.TE.295	Completed	Design Phase 2 Design Development - Prepare and Issue	44	44	0	12-Apr-17 A	12-Apr-17	25-May-17 A	25-May-17	0	0							
P.001635 - DEC20	0000.TE.315	Completed	Design Phase 2 Design Development - Review and Comment	16	16	0	25-May-17 A	25-May-17	09-Jun-17 A	09-Jun-17	0	0							
PHASE III - 50% CONSTRUCTION DOCUMENTS																			
P.001635 - DEC20	0000.TE.325	Completed	Design Phase 3 50% CDs - Prepare and Issue	45	45	0	10-Jun-17 A	10-Jun-17	24-Jul-17 A	24-Jul-17	0	0							
P.001635 - DEC20	0000.TE.335	Completed	Design Phase 3 50% CDs - Review and Comment	18	18	0	25-Jul-17 A	25-Jul-17	11-Aug-17 A	11-Aug-17	0	0							
PHASE III - 100% CONSTRUCTION DOCUMENTS																			
P.001635 - DEC20	0000.TE.340	Completed	Design Phase 3 100% CDs - Prepare and Issue	66	66	0	12-Aug-17 A	12-Aug-17	16-Oct-17 A	16-Oct-17	0	0							
P.001635 - DEC20	0000.TE.688	Completed	Design Phase 3 100% CDs - Backcheck	239	239	0	16-Oct-17 A	16-Oct-17	11-Jun-18 A	11-Jun-18	0	0							
PERMITTING - ORIGINAL - LOR EXPIRED																			
P.001635 - DEC20	0000.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	16	16	0	11-Jun-18 A	11-Jun-18	26-Jun-18 A	26-Jun-18	0	0							
P.001635 - DEC20	0000.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	58	58	0	27-Jun-18 A	27-Jun-18	23-Aug-18 A	23-Aug-18	0	0							
P.001635 - DEC20	0000.TE.355	Completed	Design 100% Documents - RO2 Review by Permitting Agencies	23	23	0	23-Aug-18 A	23-Aug-18	14-Sep-18 A	14-Sep-18	0	0							
P.001635 - DEC20	0000.TE.690	Completed	Design 100% Documents - Revise & Resubmit RO2	89	89	0	15-Sep-18 A	15-Sep-18	12-Dec-18 A	12-Dec-18	0	0							
P.001635 - DEC20	0000.TE.700	Completed	Design 100% Documents - RO3 Review by Permitting Agencies	31	31	0	12-Dec-18 A	12-Dec-18	11-Jan-19 A	11-Jan-19	0	0							
P.001635 - DEC20	0000.TE.710	Completed	Design 100% Documents - Revise & Resubmit RO3	52	52	0	12-Jan-19 A	12-Jan-19	04-Mar-19 A	04-Mar-19	0	0							
P.001635 - DEC20	0000.TE.720	Completed	Design 100% Documents - RO4 Review by Permitting Agencies	8	8	0	04-Mar-19 A	04-Mar-19	11-Mar-19 A	11-Mar-19	0	0							
P.001635 - DEC20	0000.TE.730	Completed	Design 100% Documents - Revise & Resubmit RO4	63	63	0	12-Mar-19 A	12-Mar-19	13-May-19 A	13-May-19	0	0							
P.001635 - DEC20	0000.TE.740	Completed	Design 100% Documents - RO5 Review by Permitting Agencies	7	7	0	15-May-19 A	15-May-19	21-May-19 A	21-May-19	0	0							
P.001635 - DEC20	0000.TE.750	Completed	Design 100% Documents - Revise & Resubmit RO5	9	9	0	22-May-19 A	22-May-19	30-May-19 A	30-May-19	0	0							
P.001635 - DEC20	0000.TE.760	Completed	Design 100% Documents - RO6 Review by Permitting Agencies	6	6	0	31-May-19 A	31-May-19	05-Jun-19 A	05-Jun-19	0	0							
P.001635 - DEC20	0000.TE.360E	Completed	Letter of Recommendation to Permit From SBBC Building Departme	0	0	0													
PERMITTING - NEW LOR																			
P.001635 - DEC20	0001.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	0	66	25	22-Jul-20 A		15-Feb-21		-15								
P.001635 - DEC20	0001.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	0	14	0	22-Jul-20 A		11-Aug-20 A										
P.001635 - DEC20	0001.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	0	14	35	03-Sep-20 A		13-Feb-21		-22								
P.001635 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Departme	0	0	0			15-Feb-21		-15								

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 8 - Lauderdale Manors Bid & Award and LOR Activities included expired LOR

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish	Total Float
Lauderdale Manors ELC SMART Program Renovations - December 2020				1436	1968	791	22-Apr-16 A	22-Apr-16	20-Feb-24	18-Jan-22	-532	0
PERMITTING - ORIGINAL - LOR EXPIRED				245	245	0	11-Jun-18 A	11-Jun-18	05-Jun-19 A	05-Jun-19	0	0
P.001635 - DEC20	0000.TE.360E	Completed	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			05-Jun-19 A			
PERMITTING - NEW LOR				0	66	25	22-Jul-20 A		15-Feb-21			-15
P.001635 - DEC20	0001.TE.345	Completed	Design 100% Documents - RO1 Review by Permitting Agencies	0	14	0	22-Jul-20 A		11-Aug-20 A			
P.001635 - DEC20	0001.TE.350	Completed	Design 100% Documents - Revise & Resubmit RO1	0	14	0	11-Aug-20 A		03-Sep-20 A			
P.001635 - DEC20	0001.TE.355	In Progress	Design 100% Documents - RO2 Review by Permitting Agencies	0	14	35	03-Sep-20 A		13-Feb-21			-22
P.001635 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Department - New LOR	0	0	0			15-Feb-21			-15
CONSTRUCTION PROCUREMENT (BID & AWARD)				755	902	122	10-Nov-17 A	10-Nov-17	23-Jun-21	16-Nov-20	-147	669
P.001635 - DEC20	4 In Progress	In Progress	CONSTRUCTION PROCUREMENT	755	1322	171	10-Nov-17 A	10-Nov-17	23-Jun-21	16-Nov-20	-219	-15
INVITATION TO BID (ITB) BOARD AGENDA ITEM				16	16	0	10-Nov-17 A	10-Nov-17	05-Dec-17 A	05-Dec-17	0	0
P.001635 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1	1	0	05-Dec-17 A	05-Dec-17	05-Dec-17 A	05-Dec-17	0	0
ITB ADVERTISEMENT AND BIDS				73	73	0	08-Nov-19 A	08-Nov-19	04-Mar-20 A	04-Mar-20	0	0
P.001635 - DEC20	0000.TE.430	Completed	ITB Advertisement - Advertise to Bid Contractor - Expired LOR	0	0	0			08-Nov-19 A	08-Nov-19	0	0
P.001635 - DEC20	0000.TE.435	Completed	ITB Advertisement - Deadline For Questions (2 Wks Before Bids) - Expired LOR	0	0	0			10-Jan-20 A	10-Jan-20	0	0
P.001635 - DEC20	0000.TE.440	Completed	ITB Advertisement - Receive Bids From Contractors / Open Bids - Expired LOR	0	0	0			03-Feb-20 A	03-Feb-20	0	0
P.001635 - DEC20	0000.TE.450	Completed	ITB Advertisement - Finalize Contract Package For Board Approval - Expired LOR	22	22	0	04-Feb-20 A	04-Feb-20	04-Mar-20 A	04-Mar-20	0	0
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				0	0	0	31-Mar-20 A	31-Mar-20	31-Mar-20 A	31-Mar-20	0	0
P.001635 - DEC20	0000.TE.480	Completed	Construction Contract Board Item - Board Approve Construction Contract Board Item - I	0	0	0			31-Mar-20 A	31-Mar-20	0	0
PRE-CONSTRUCTION				163	98	0	31-Mar-20 A	31-Mar-20	30-Oct-20 A	16-Nov-20	11	0
P.001635 - DEC20	0000.TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contractor - Expired LOR	1	1	0	31-Mar-20 A	31-Mar-20	31-Mar-20 A	31-Mar-20	0	0
P.001635 - DEC20	0000.TE.495	Completed	Pre-Construction - Prepare NTP Document to Contractor - Expired LOR	157	97	0	08-Apr-20 A	08-Apr-20	30-Oct-20 A	16-Nov-20	11	0
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION (NEW)				0	122	122	04-Jan-21	16-Nov-20	23-Jun-21	16-Nov-20	-147	-11
INVITATION TO BID (ITB) BOARD AGENDA ITEM (NEW LOR)				0	13	13	04-Jan-21		20-Jan-21			0
P.001635 - DEC20	0000.TE.806	Not Started	ITB Board Agenda Item - Board Approval To Advertise For Procurement	0	1	1	20-Jan-21		20-Jan-21			0
ITB ADVERTISEMENT AND BIDS (NEW LOR)				0	32	32	15-Feb-21		30-Mar-21			-14
P.001635 - DEC20	0000.TE.816	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0			15-Feb-21			-15
P.001635 - DEC20	0000.TE.826	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			02-Mar-21			-15
P.001635 - DEC20	0000.TE.836	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			16-Mar-21			-6
CONSTRUCTION CONTRACT BOARD AGENDA ITEM (NEW LOR)				0	0	0	20-Apr-21		20-Apr-21			0
P.001635 - DEC20	0000.TE.856	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			20-Apr-21			0
PRE-CONSTRUCTION (NEW LOR)				0	46	46	20-Apr-21	16-Nov-20	23-Jun-21	16-Nov-20	-147	-11
P.001635 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			23-Jun-21	16-Nov-20	-147	-11
CONSTRUCTION				254	614	614	01-Jul-21	17-Nov-20	02-Dec-23	23-Nov-21	-512	-10
P.001635 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			02-Dec-23	23-Nov-21	-739	-15
P.001635 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			02-Dec-23			-15
CLOSE-OUT				30	50	50	03-Dec-23	24-Nov-21	20-Feb-24	18-Jan-22	-532	0
BOC FINAL COMPLETION (Cert of Completion)				30	60	60	03-Dec-23	24-Nov-21	31-Jan-24	23-Dec-21	-769	-15
P.001635 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			31-Jan-24	23-Dec-21	-769	-15
FAC CLOSE-OUT (Board or Memo)				0	0	0	20-Feb-24	18-Jan-22	20-Feb-24	18-Jan-22	-532	0
P.001635 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			20-Feb-24	18-Jan-22	-25	0

## 6. Margate MS (P.001836)

In the 2018 CBRE-Heery Baseline schedule Design Phase 3 – 100% CD Review planned for 3 Revise and Resubmit submittals to be completed by December 21, 2018. In the Heery September 30, 2020 Baseline the Review and Resubmit was increased to 7 Reviews, during the AECOM 2020 Reset schedule review it was noted that Design Phase 3 – 100% CD Review was on its 8<sup>th</sup> Revise and Resubmit submittal with several outstanding and new comments, this was rectified in the AECOM 2020 Reset schedule where 2 additional reviews were added on top of the 8 Revise and Resubmit submittals that was already there when AECOM took charge, this re-forecasted the LOR date out to April 7, 2021. The 2018 CBRE-Heery Baseline schedule had the LOR date as April 26, 2019 Constrained.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 14, 2024.

Please refer to *P.001836 Margate MS* in the appendix for full details of the schedule, below is a snapshot.

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 9 – AECOM December 2020 schedule of Margate MS Permitting vs Heery September 20 Baseline



				P.001836 - DEC20 Margate MS SMART Program Renovations - December 2020 BCPS - RSM 10 Project Audit																														
Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031										
Margate MS SMART Program Renovations - December 2020													1515	2190	1078	22-Aug-16 A	22-Aug-16	18-Feb-25	19-Jul-22	-675	0													
PERMITTING													502	687	70	01-Aug-18 A	01-Aug-18	07-Apr-21	14-Oct-20	-125	185													
P.001836 - DEC20	0000.TE.345	Completed	Design 100% Documents - R01 Review by Permitting Agencies	35	35	0	01-Aug-18 A	01-Aug-18	04-Sep-18	04-Sep-18	0																							
P.001836 - DEC20	0000.TE.350	Completed	Design 100% Documents - Review & Resubmit R01	40	40	0	05-Sep-18 A	05-Sep-18	14-Oct-18 A	14-Oct-18	0																							
P.001836 - DEC20	0000.TE.355	Completed	Design 100% Documents - R02 Review by Permitting Agencies	15	15	0	15-Oct-18 A	15-Oct-18	29-Oct-18 A	29-Oct-18	0																							
P.001836 - DEC20	0000.TE.360	Completed	Design 100% Documents - Review & Resubmit R02	134	134	0	29-Oct-18 A	29-Oct-18	11-Mar-19 A	11-Mar-19	0																							
P.001836 - DEC20	0000.TE.365	Completed	Design 100% Documents - R03 Review by Permitting Agencies	22	22	0	11-Mar-19 A	11-Mar-19	01-Apr-19 A	01-Apr-19	0																							
P.001836 - DEC20	0000.TE.370	Completed	Design 100% Documents - Review & Resubmit R03	77	77	0	02-Apr-19 A	02-Apr-19	17-Jun-19 A	17-Jun-19	0																							
P.001836 - DEC20	0000.TE.375	Completed	Design 100% Documents - R04 Review by Permitting Agencies	46	46	0	18-Jun-19 A	18-Jun-19	02-Aug-19 A	02-Aug-19	0																							
P.001836 - DEC20	0000.TE.380	Completed	Design 100% Documents - Review & Resubmit R04	56	56	0	03-Aug-19 A	03-Aug-19	27-Sep-19 A	27-Sep-19	0																							
P.001836 - DEC20	0000.TE.385	Completed	Design 100% Documents - R05 Review by Permitting Agencies	29	29	0	27-Sep-19 A	27-Sep-19	25-Oct-19 A	25-Oct-19	0																							
P.001836 - DEC20	0000.TE.390	Completed	Design 100% Documents - Review & Resubmit R05	77	77	0	28-Oct-19 A	28-Oct-19	10-Jan-20 A	10-Jan-20	0																							
P.001836 - DEC20	0000.TE.395	Completed	Design 100% Documents - R06 Review by Permitting Agencies	47	47	0	10-Jan-20 A	10-Jan-20	25-Feb-20 A	25-Feb-20	0																							
P.001836 - DEC20	0000.TE.400	Completed	Design 100% Documents - Review & Resubmit R06	140	140	0	26-Feb-20 A	26-Feb-20	14-Jul-20 A	14-Jul-20	0																							
P.001836 - DEC20	0000.TE.405	Completed	Design 100% Documents - R07 Review by Permitting Agencies	71	57	0	15-Jul-20 A	15-Jul-20	17-Sep-20 A	23-Sep-20	6																							
P.001836 - DEC20	0000.TE.410	Completed	Design 100% Documents - Review & Resubmit R07	0	14	0	17-Sep-20 A	17-Sep-20	10-Nov-20 A	10-Nov-20	0																							
P.001836 - DEC20	0000.TE.415	Completed	Design 100% Documents - R08 Review by Permitting Agencies	0	14	0	10-Nov-20 A	10-Nov-20	18-Nov-20 A	18-Nov-20	0																							
P.001836 - DEC20	0000.TE.420	In Progress	Design 100% Documents - Review & Resubmit R08	0	14	47	18-Nov-20 A	18-Nov-20	15-Feb-21	15-Feb-21	268																							
P.001836 - DEC20	0000.TE.425	Not Started	Design 100% Documents - R09 Review by Permitting Agencies	0	14	14	16-Feb-21	16-Feb-21	01-Mar-21	01-Mar-21	254																							
P.001836 - DEC20	0000.TE.430	Not Started	Design 100% Documents - Review & Resubmit R09	0	14	14	02-Mar-21	02-Mar-21	15-Mar-21	15-Mar-21	268																							
P.001836 - DEC20	0000.TE.435	Not Started	Design 100% Documents - R10 Review by Permitting Agencies	0	14	14	16-Mar-21	16-Mar-21	07-Apr-21	07-Apr-21	253																							
P.001836 - DEC20	0000.TE.390	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0	07-Apr-21	07-Apr-21	14-Oct-20	14-Oct-20	-116	185																						

Table 10 – Milestone comparison AECOM December 2020 vs Heery September 2020 Schedule dates

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish	Total Float
<b>Margate MS SMART Program Renovations - December 2020</b>				1515	2190	1078	22-Aug-16 A	22-Aug-16	18-Feb-25	19-Jul-22	-675	0
<b>PERMITTING</b>				562	687	70	01-Aug-18 A	01-Aug-18	07-Apr-21	14-Oct-20	-125	185
P.001836 - DEC20	0000.TE.360	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			07-Apr-21	14-Oct-20	-116	180
<b>ROOFING</b>				0	180	60	17-Jul-20 A		26-Mar-21			286
P.001836 - DEC20	4 In Progress	CONSTRUCTION PROCUREMENT	CONSTRUCTION PROCUREMENT	733	1063	86	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-330	-16
<b>CONSTRUCTION PROCURMENT (BID &amp; AWARD)</b>				712	1511	120	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-462	-22
<b>CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL &amp; PRE-CONSTRUCTION</b>				733	1063	86	29-Mar-18 A	29-Mar-18	17-May-22	09-Feb-21	-330	-16
<b>INVITATION TO BID (ITB) BOARD AGENDA ITEM</b>				19	19	0	29-Mar-18 A	29-Mar-18	24-Apr-18 A	24-Apr-18	0	
P.001836 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1	1	0	24-Apr-18 A	24-Apr-18	24-Apr-18 A	24-Apr-18	0	
<b>ITB ADVERTISEMENT AND BIDS</b>				27	27	27	18-Jan-22	29-Oct-20	23-Feb-22	09-Dec-20	-296	-11
P.001836 - DEC20	0000.TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0			18-Jan-22*	29-Oct-20	-296	-11
P.001836 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			02-Feb-22	16-Nov-20	-296	-11
P.001836 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			16-Feb-22	02-Dec-20	-296	-11
<b>CONSTRUCTION CONTRACT BOARD AGENDA ITEM</b>				28	13	13	23-Feb-22	09-Dec-20	15-Mar-22	19-Jan-21	-300	-19
P.001836 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			15-Mar-22	19-Jan-21	-14	0
P.001836 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			17-May-22	09-Feb-21	-318	-16
<b>CONSTRUCTION</b>				347	668	668	25-May-22	17-Feb-21	14-Dec-24	16-Jun-22	-651	-15
P.001836 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			14-Dec-24	16-Jun-22	-912	-22
P.001836 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			14-Dec-24	16-Jun-22	-912	-22
<b>CLOSE-OUT</b>				22	46	46	15-Dec-24	17-Jun-22	18-Feb-25	19-Jul-22	-675	0
<b>BOC FINAL COMPLETION (Cert of Completion)</b>				30	60	60	15-Dec-24	17-Jun-22	12-Feb-25	16-Jul-22	-942	-22
P.001836 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			12-Feb-25	16-Jul-22	-942	-22
P.001836 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			12-Feb-25	16-Jul-22	-942	-22
<b>FAC CLOSE-OUT (Board or Memo)</b>				0	0	0	18-Feb-25	19-Jul-22	18-Feb-25	19-Jul-22	-675	0
P.001836 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			18-Feb-25	19-Jul-22	-31	0

## 7. Pines Lakes ES (P.002004)

In the 2018 CBRE-Heery Baseline schedule, this project was listed as ITB, then CBRE-Heery converted the delivery method to Construction Services Minor Project (CSMP). The bid came back by way of the 800B from the nominated GC with pricing of \$1,593,938, this was over \$1.234M the Atkins construction Fixed Limit of Construction Cost FLCC. The bid was rejected, and the project was re-converted back to ITB.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to November 27, 2023.

Please refer to P.002004 Pines Lake in the appendix for full details of the schedule



# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 11 - Pines Lake ES Schedule Modification for 2020 Reset

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2020	2021	2022	2023
<b>Pines Lakes ES SMART Program Renovations - December 2020</b>													Q3	Q4	Q1	Q2
<b>ITB ADVERTISEMENT AND BIDS</b>																
P.002004 - DEC20	0000 TE.430	Completed	ITB Advertisement - Advertise to Bid Contractor	34	44	0	14-Jul-20	14-Jul-20	15-Sep-20	31-Aug-20	-10	0				
P.002004 - DEC20	0000 TE.725	Completed	ITB Advertisement - Pre-Bid Conference	0	0	0	14-Jul-20	14-Jul-20	14-Jul-20	14-Jul-20	0	0				
P.002004 - DEC20	0000 TE.433	Completed	ITB Advertisement - Site Visit	0	0	0	22-Jul-20	22-Jul-20	22-Jul-20	22-Jul-20	0	0				
P.002004 - DEC20	0000 TE.435	Completed	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	22-Jul-20	22-Jul-20	22-Jul-20	22-Jul-20	0	0				
P.002004 - DEC20	0000 TE.440	Completed	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	07-Aug-20	07-Aug-20	07-Aug-20	07-Aug-20	0	0				
P.002004 - DEC20	0000 TE.445	Completed	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	1	1	0	25-Aug-20	25-Aug-20	25-Aug-20	25-Aug-20	0	0				
P.002004 - DEC20	0000 TE.445	Completed	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal d	4	14	0	26-Aug-20	26-Aug-20	15-Sep-20	31-Aug-20	-10	0				
<b>CONSTRUCTION CONTRACT BOARD AGENDA ITEM</b>																
P.002004 - DEC20	0000 TE.470	Completed	Construction Contract Board Item - Revised Document APG Review (A	10	54	0	01-Sep-20	31-Aug-20	22-Sep-20	15-Sep-20	-5	0				
P.002004 - DEC20	0000 TE.480	Completed	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Sep-20	15-Sep-20	15-Sep-20	15-Sep-20	0	0				
P.002004 - DEC20	0000 TE.465	Completed	Construction Contract Board Item - Preliminary Review and Approval Is	0	0	0	21-Sep-20	21-Sep-20	21-Sep-20	21-Sep-20	0	0				
P.002004 - DEC20	0000 TE.715	Completed	Construction Contract Board Item - Preliminary APG Review (APG Plan)	0	0	0	22-Sep-20	22-Sep-20	22-Sep-20	22-Sep-20	0	0				
<b>PRE-CONSTRUCTION</b>																
P.002004 - DEC20	0000 TE.485	Completed	Pre-Construction - Execute Contract Document With Selected Contrac	27	46	0	15-Sep-20	15-Sep-20	15-Sep-20	15-Sep-20	0	0				
P.002004 - DEC20	0000 TE.490	In Progress	Pre-Construction - Prepare NTP Document	26	45	10	16-Oct-20	16-Sep-20	15-Jan-21	21-Oct-20	-53	-6				
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	15-Jan-21	15-Jan-21	21-Oct-20	21-Oct-20	-53	-6				
<b>CONSTRUCTION</b>																
P.002004 - DEC20	5	Not Started	CONSTRUCTION	250	722	722	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
P.002004 - DEC20	0000 TE.1781LOE	Not Started	Construction Duration + Trends	250	1037	1037	25-Jan-21	22-Oct-20	27-Nov-23	22-Oct-21	-766	-10				
<b>START OF CONSTRUCTION</b>																
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Start	250	722	722	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
<b>CONSTRUCTION WORK</b>																
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Start	250	722	722	25-Jan-21	22-Oct-20	27-Nov-23	23-Oct-21	-530	-6				
P.002004 - DEC20	0000 TE.635	Not Started	Construction - Construction (Including Weather Days @ 40days/100d	367	722	722	25-Jan-21	22-Oct-20	16-Jan-23	23-Oct-21	-450	-10				
P.002004 - DEC20	0000 TE.1791	Not Started	Riding Sub-pool Process Trend	0	175	175	17-Jul-23	17-Jul-23	10-Jul-23	10-Jul-23	-10	0				
P.002004 - DEC20	0000 TE.1791	Not Started	Trending Including ASL Pricing, Change Order, Cop Process and Boe	0	140	140	11-Jul-23	11-Jul-23	27-Nov-23	27-Nov-23	-10	0				
P.002004 - DEC20	0000 TE.655	Not Started	Construction - Certificate of Occupancy (BO Signed 11/06)	0	0	0	27-Nov-23	27-Nov-23	23-Oct-21	23-Oct-21	-765	-10				
P.002004 - DEC20	0000 TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01/7/06)	0	0	0	27-Nov-23	27-Nov-23	27-Nov-23	27-Nov-23	-10	0				

## 8. Sawgrass ES (P.002127)

CBRE-Heery September 2020 schedule had the LOR issued September 11, 2020 for Sawgrass ES a Funding Year 5 project. As part of the AECOM 2020 Reset schedule review it was noted that there were a number of years 1 - 3 projects nearing LOR expiration and also to facilitate resource leveling, the decision was made to delay the ITB Advertisement to November 2021. The project Construction Duration was also deemed to be unrealistic based on the Scope information, therefore a review resulted in an expansion of the performance period for Construction.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to December 4, 2024.

Please refer to P.002127 Sawgrass ES in the appendix for full details of the schedule, below is a snapshot.

Table 12 - AECOM 2020 Reset schedule of Sawgrass ES Design and Permitting

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float	2021	2022	2023	2024
<b>Sawgrass ES SMART Renovations - December 2020</b>													Q4	Q1	Q2	Q3
<b>CONSTRUCTION PROCUREMENT (BID &amp; AWARD)</b>																
P.002127 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	372	527	155	20-Sep-17	20-Sep-17	18-Feb-25	18-Oct-22	-569	0				
<b>CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL &amp; PRE-CONSTRUCTION</b>																
P.002127 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	372	527	155	20-Sep-17	20-Sep-17	18-Feb-25	18-Oct-22	-569	0				
P.002127 - DEC20	0000 TE.410	Completed	ITB Board Agenda Item - Revised Document APG Review (APG Final)	1	1	0	08-Apr-20	08-Apr-20	08-Apr-20	08-Apr-20	0	0				
P.002127 - DEC20	0000 TE.420	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1	1	0	08-Apr-20	08-Apr-20	08-Apr-20	08-Apr-20	0	0				
<b>ITB ADVERTISEMENT AND BIDS</b>																
P.002127 - DEC20	0000 TE.430	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	0	0	29-Nov-21	29-Nov-21	29-Nov-21	29-Nov-21	-146	-15				
P.002127 - DEC20	0000 TE.725	Not Started	ITB Advertisement - Pre-Bid Conference	0	0	0	03-Dec-21	03-Dec-21	03-Dec-21	03-Dec-21	-146	-3				
P.002127 - DEC20	0000 TE.433	Not Started	ITB Advertisement - Site Visit	0	0	0	03-Dec-21	03-Dec-21	03-Dec-21	03-Dec-21	-146	-3				
P.002127 - DEC20	0000 TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0	15-Dec-21	15-Dec-21	15-Dec-21	15-Dec-21	-146	-15				
P.002127 - DEC20	0000 TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0	07-Jan-22	07-Jan-22	07-Jan-22	07-Jan-22	-146	-15				
P.002127 - DEC20	0000 TE.445	Not Started	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	3	3	3	24-Jan-22	17-Jan-21	26-Jan-22	21-Jun-21	-146	-15				
P.002127 - DEC20	0000 TE.450	Not Started	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal d	14	14	14	27-Jan-22	22-Jan-21	15-Feb-22	12-Jul-21	-146	-15				
<b>CONSTRUCTION CONTRACT BOARD AGENDA ITEM</b>																
P.002127 - DEC20	0000 TE.485	Not Started	Construction Contract Board Item - Preliminary Review and Approval Is	25	10	15	15-Feb-22	12-Jul-21	15-May-22	17-Aug-21	-140	-13				
P.002127 - DEC20	0000 TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Feb-22	12-Jul-21	15-May-22	17-Aug-21	-140	-13				
P.002127 - DEC20	0000 TE.470	Not Started	Construction Contract Board Item - Revised Document APG Review (A	0	0	0	01-Mar-22	26-Jun-21	17-May-22	29-Sep-21	-155	-8				
P.002127 - DEC20	0000 TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contra	0	0	0	15-Mar-22	17-Aug-21	17-May-22	29-Sep-21	-155	-8				
<b>PRE-CONSTRUCTION</b>																
P.002127 - DEC20	0000 TE.485	Not Started	Pre-Construction - Execute Contract Document With Selected Contrac	31	46	15	15-Mar-22	17-Aug-21	17-May-22	29-Sep-21	-155	-8				
P.002127 - DEC20	0000 TE.490	Not Started	Pre-Construction - Prepare NTP Document	30	45	15	15-Mar-22	17-Aug-21	17-May-22	29-Sep-21	-155	-8				
P.002127 - DEC20	0000 TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0	17-May-22	29-Sep-21	17-May-22	29-Sep-21	-155	-8				
<b>CONSTRUCTION</b>																
P.002127 - DEC20	5	Not Started	CONSTRUCTION	232	648	648	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-576	-8				
P.002127 - DEC20	0000 TE.1781LOE	Not Started	Construction Duration + Trends	232	925	925	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-825	-12				
<b>START OF CONSTRUCTION</b>																
P.002127 - DEC20	0000 TE.645	Not Started	Construction - Start	232	648	648	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-576	-8				
<b>CONSTRUCTION WORK</b>																
P.002127 - DEC20	0000 TE.645	Not Started	Construction - Start	232	648	648	25-May-22	30-Sep-21	04-Dec-24	01-Sep-22	-576	-8				
P.002127 - DEC20	0000 TE.650	Not Started	Construction - Construction (Including Weather Days @ 40days/100d	330	540	540	25-May-22	07-Oct-21	15-Nov-23	01-Sep-22	-440	-12				
P.002127 - DEC20	0000 TE.1791	Not Started	Riding Sub-pool Process Trend	0	175	175	16-Nov-23	16-Nov-23	08-May-24	08-May-24	-12	0				
P.002127 - DEC20	0000 TE.1791	Not Started	Trending Including ASL Pricing, Change Order, Cop Process and Boe	0	210	210	09-May-24	09-May-24	04-Dec-24	04-Dec-24	-12	0				
P.002127 - DEC20	0000 TE.655	Not Started	Construction - Certificate of Occupancy (BO Signed 11/06)	0	0	0	04-Dec-24	04-Dec-24	01-Sep-22	01-Sep-22	-825	-12				
P.002127 - DEC20	0000 TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01/7/06)	0	0	0	04-Dec-24	04-Dec-24	04-Dec-24	04-Dec-24	-12	0				

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

## 9. Sawgrass Springs MS (P.001841)

The Letter of Recommendation permit for P.001841 Sawgrass Springs MS had expired after receiving it April 16<sup>th</sup>, 2019. The lapse of LOR meant it was reverted back for redesign and possible updated code changes from the original LOR issuance. The redesign Phase 3 – 100% CD Review planned for 4 Revise and Resubmit submittals and was re-forecasted for completion on June 02, 2021.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to May 20, 2025.

Please refer to P.001841 Sawgrass Springs MS in the appendix for full details of the schedule, below is a snapshot.

Table 13 – December 2020 Reset Sawgrass Springs MS ES Design Permitting and Construction activities

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/5/20)	Finish	Finish (Heery 9/5/20)	Variance - BL Project Finish Date	Total Float	2019202020212022202320242025																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Sawgrass Springs MS SMART Program Renovations - December 2020													1493	2132	1108	02-Sep-16A	02-Sep-16	20-May-25	16-Aug-22	699	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					

Deferral of ITB Bid Advertisement from Heery Sept 20 Schedule

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 14 - AECOM 2020 Reset schedule for Sawgrass Springs MS Expired LOR and new Design Reviews

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
Sawgrass Springs MS SMART Program Renovations - December 2020				1493	2192	1108	02-Sep-16 A	02-Sep-16	20-May-25	16-Aug-22	-699	0
PERMITTING - LOR EXPIRED				223	223	0	22-May-18 A	22-May-18	16-Apr-19 A	16-Apr-19	0	0
P.001841 - DEC20	0000.TE.360	Completed	Letter of Recommendation to Permit From SBBC Building Department (LOR Expired)	0	0	0			16-Apr-19 A	16-Apr-19	0	0
PERMITTING - NEW LOR				0	102	102	09-Jan-21		02-Jun-21			172
P.001841 - DEC20	0000.TE.1776	Not Started	Design 100% Documents - R01 Review by Permitting Agencies	0	21	21	09-Jan-21		30-Jan-21			254
P.001841 - DEC20	0000.TE.1782	Not Started	Design 100% Documents - Revise & Resubmit R01	0	14	14	31-Jan-21		13-Feb-21			268
P.001841 - DEC20	0000.TE.1786	Not Started	Design 100% Documents - R02 Review by Permitting Agencies	0	14	14	14-Feb-21		28-Feb-21			253
P.001841 - DEC20	0000.TE.1999	Not Started	Design 100% Documents - Revise & Resubmit R02	0	14	14	01-Mar-21		14-Mar-21			267
P.001841 - DEC20	0000.TE.1796	Not Started	Design 100% Documents - R03 Review by Permitting Agencies	0	14	14	15-Mar-21		06-Apr-21			252
P.001841 - DEC20	0000.TE.1801	Not Started	Design 100% Documents - Revise & Resubmit R03	0	14	14	07-Apr-21		20-Apr-21			258
P.001841 - DEC20	0000.TE.1806	Not Started	Design 100% Documents - R04 Review by Permitting Agencies	0	14	14	21-Apr-21		04-May-21			252
P.001841 - DEC20	0000.TE.1811	Not Started	Design 100% Documents - Revise & Resubmit R04	0	14	14	05-May-21		18-May-21			258
P.001841 - DEC20	0000.TE.1816	Not Started	Design 100% Documents - R05 Review by Permitting Agencies	0	14	14	19-May-21		02-Jun-21			252
P.001841 - DEC20	0000.TE.360N	Not Started	Letter of Recommendation to Permit From SBBC Building Department	0	0	0			02-Jun-21			172
CONSTRUCTION PROCUREMENT (BID & AWARD)				684	1045	73	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-361	-14
P.001841 - DEC20	4	In Progress	CONSTRUCTION PROCUREMENT	684	1532	103	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-523	-20
CONSTRUCTION ITB, BID / AWARD, CONTRACT APPROVAL & PRE-CONSTRUCTION				684	1045	73	12-Apr-18 A	12-Apr-18	21-Jun-22	14-Jan-21	-361	-14
INVITATION TO BID (ITB) BOARD AGENDA ITEM				19	975	1	12-Apr-18 A	12-Apr-18	15-Mar-22	08-May-18	-956	-20
P.001841 - DEC20	0000.TE.420	Completed	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1	1	0	08-May-18 A	08-May-18	08-May-18 A	08-May-18	0	0
P.001841 - DEC20	0000.TE.2000	Not Started	ITB Advertisement - Advertise to Bid Contractor	0	1	1	15-Mar-22		15-Mar-22			-1
ITB ADVERTISEMENT AND BIDS				15	18	18	11-Mar-22	16-Nov-20	05-Apr-22	09-Dec-20	-325	-15
P.001841 - DEC20	A*	Not Started	Start ITB	0	0	0	11-Mar-22*		15-Mar-22	16-Nov-20	-325	-15
P.001841 - DEC20	0000.TE.435	Not Started	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0	0	0			29-Mar-22	02-Dec-20	-325	-15
P.001841 - DEC20	0000.TE.440	Not Started	ITB Advertisement - Receive Bids From Contractors / Open Bids	0	0	0			19-Apr-22	15-Dec-20	-331	-24
CONSTRUCTION CONTRACT BOARD AGENDA ITEM				3	9	9	05-Apr-22	09-Dec-20	19-Apr-22	15-Dec-20	-16	0
P.001841 - DEC20	0000.TE.480	Not Started	Construction Contract Board Item - Board Approve Construction Contract Board Item	0	0	0			21-Jun-22	14-Jan-21	-361	-14
PRE-CONSTRUCTION				16	46	46	19-Apr-22	15-Dec-20	21-Jun-22	14-Jan-21	-361	-14
P.001841 - DEC20	0000.TE.635	Not Started	Construction - Issue NTP to Contractor	0	0	0			21-Jun-22	14-Jan-21	-361	-14
CONSTRUCTION				364	681	681	29-Jun-22	15-Jan-21	06-Mar-25	25-Jun-22	-683	-14
P.001841 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			06-Mar-25	25-Jun-22	-985	-20
P.001841 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			09-Aug-23			-20
ROOF WORKS				0	284	284	29-Jun-22		09-Aug-23			383
P.001841 - DEC20	RO00.TE.000	Not Started	Roof Construction Works	0	291	291	29-Jun-22		09-Aug-23			397
P.001841 - DEC20	RO00.TE.002	Not Started	Obtain Roof Sub-permits from BD	0	60	60	29-Jun-22		27-Aug-22			555
CLOSE-OUT				36	52	52	07-Mar-25	26-Jun-22	20-May-25	16-Aug-22	-699	0
BOC FINAL COMPLETION (Cert of Completion)				30	60	60	07-Mar-25	26-Jun-22	05-May-25	25-Jul-22	-1015	-20
P.001841 - DEC20	0000.TE.665	Not Started	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0	0	0			05-May-25	25-Jul-22	-1015	-20
P.001841 - DEC20	0000.TE.1771	Not Started	Consultant's Letter Establishing Final Completion Date (01770h)	0	0	0			05-May-25			-20
FAC CLOSE-OUT (Board or Memo)				0	0	0	20-May-25	16-Aug-22	20-May-25	16-Aug-22	-699	0
P.001841 - DEC20	0000.TE.672	Not Started	Project Close-Out - Final Payment Memo or Board Item	0	0	0			20-May-25	16-Aug-22	-33	0

## 10. South Broward HS (P.001838)

In the 2020 CBRE-Heery Baseline schedule the NTP was forecasted to be issued by October 1<sup>st</sup>, 2020, however, the NTP was actually issued December 18<sup>th</sup>, 2020 as shown in the AECOM December 2020 Reset. Trending bars were added into the AECOM 2020 reset as a result of the workshop held where AECOM identified constructability gaps.

The application of Trending analysis in the form of Time Risk Allowance (TRA), the delays referenced above and the resource constraints, has increased the Performance Period and has projected the Substantial Completion date out to September 01, 2023.

Please refer to P.001838 South Broward HS in the appendix for full details of the schedule

Table 15 - AECOM December 2020 reset schedule, South Broward HS NTP through Substantial Completion

Project ID	Activity ID	Activity Status	Activity Name	BL Project Duration	Original Duration	Remaining Duration	Start	Start (Heery 9/30/20)	Finish	Finish (Heery 9/30/20)	Variance - BL Project Finish Date	Total Float
South Broward HS SMART Program Renovations - December 2020				1437	1825	732	22-Aug-16 A	22-Aug-16	21-Nov-23	17-May-22	-388	0
PRE-CONSTRUCTION				31	72	0	19-Aug-20	19-Aug-20	19-Aug-20		-41	0
P.001838 - DEC20	0000.TE.405	Completed	Pre-Construction - Execute Contract Document With Selected Contr	1	1	0	19-Aug-20 A	19-Aug-20	19-Aug-20		0	0
P.001838 - DEC20	0000.TE.490	Completed	Pre-Construction - Prepare NTP Document	30	30	0	20-Aug-20 A	20-Aug-20	18-Dec-20 A	01-Oct-20	-54	-14
P.001838 - DEC20	0000.TE.635	Completed	Construction - Issue NTP to Contractor	0	0	0			18-Dec-20 A	01-Oct-20	-54	-14
CONSTRUCTION				365	692	676	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	5	In Progress	CONSTRUCTION	365	1004	975	28-Dec-20 A	02-Oct-20	01-Sep-23	25-Mar-22	-525	-14
P.001838 - DEC20	0000.TE.1781LOE	In Progress	Construction Duration + Trends	0	702	692	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
START OF CONSTRUCTION				361	687	676	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
CONSTRUCTION WORKS				0	0	0	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	0000.TE.645	Completed	Construction - Start	0	0	0	28-Dec-20 A	02-Oct-20	01-Sep-23	27-Mar-22	-368	-10
P.001838 - DEC20	0000.TE.650	In Progress	Construction - Construction (530 days per bid)	530	530	527	28-Dec-20 A	02-Oct-20	10-Jun-22	22-Mar-22	-60	-14
P.001838 - DEC20	0000.TE.1791	Not Started	Roofing Sub-permit Process Trend	0	168	168	11-Jun-22		25-Nov-22		-14	-14
P.001838 - DEC20	0000.TE.1781	Not Started	Trending Including ASI, Pricing, Change Order, Corp Process and Bow	0	280	280	26-Nov-22		01-Sep-23		-14	-14
P.001838 - DEC20	0000.TE.655	Not Started	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			01-Sep-23	27-Mar-22	-523	-14
P.001838 - DEC20	0000.TE.1770	Not Started	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			01-Sep-23			-14

The above schedules of AECOM December 2020 reset with CBRE-Heery September 2020 as the baseline for comparison, columns Start and Finish shows both schedule dates.

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

## Conclusion

The data submitted by RSM was evaluated and attention paid to the variances between the CBRE-Heery September 2020 Schedule and the AECOM December 2020 reset.

Overall the variances presented are factors of the reset; this include schedule assessment and enhancement, putting together realistic duration and sequencing, adding additional Design Revise & Resubmit, additional time to prepare NTP, adding Time Risk Allowance (Trending) for Change Orders plus time allocation for ASI etc., The AECOM December 2020 reset includes roofing reality, roofing activities by buildings, weather calendar that was never present in the CBRE-Heery September 2020 schedule.

## Appendix

### Appendix 01 NTP Process Trends

Table 4 - Typical CBRE-Heery vs AECOM trending for NTP

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish
PRE-CONSTRUCTION			46	46	30	20-Jun-23	11-Mar-20	22-Aug-23	21-Apr-20
P.002065-1 - B13	0000.TE.485	Pre-Construction - Execute Contract Document With Selected C	1	1	1	20-Jun-23	11-Mar-20	20-Jun-23	11-Mar-20
P.002065-1 - B13	0000.TE.490	Pre-Construction - Prepare NTP Document	45	45	30	21-Jun-23	11-Mar-20	22-Aug-23	21-Apr-20
P.002065-1 - B13	0000.TE.635	Construction - Issue NTP to Contractor	0	0	0			22-Aug-23	21-Apr-20

### Appendix 02 Building Department Design Review Cycle Trends

Table 5 - Typical Trending for 5 Reviews included in December 2020 Reset

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish	Variance - BL Project Finish Date
PERMITTING			94	94	94	02-Jun-21	02-Jun-21	14-Oct-21	14-Oct-21	0
P.00XXX	0000.TE.1005	Design 100% Documents - RO1 Review by Permitting Agencies	21	21	21	02-Jun-21	02-Jun-21	23-Jun-21	23-Jun-21	0
P.00XXX	0000.TE.1015	Design 100% Documents - Revise & Resubmit RO1	14	14	14	23-Jun-21	23-Jun-21	07-Jul-21	07-Jul-21	0
P.00XXX	0000.TE.1025	Design 100% Documents - RO2 Review by Permitting Agencies	14	14	14	07-Jul-21	07-Jul-21	21-Jul-21	21-Jul-21	0
P.00XXX	0000.TE.1280	Design 100% Documents - Revise & Resubmit RO2	14	14	14	21-Jul-21	21-Jul-21	04-Aug-21	04-Aug-21	0
P.00XXX	0000.TE.1285	Design 100% Documents - RO3 Review by Permitting Agencies	14	14	14	04-Aug-21	04-Aug-21	18-Aug-21	18-Aug-21	0
P.00XXX	0000.TE.1290	Design 100% Documents - Revise & Resubmit RO3	14	14	14	18-Aug-21	18-Aug-21	01-Sep-21	01-Sep-21	0
P.00XXX	0000.TE.1295	Design 100% Documents - RO4 Review by Permitting Agencies	14	14	14	01-Sep-21	01-Sep-21	16-Sep-21	16-Sep-21	0
P.00XXX	0000.TE.1300	Design 100% Documents - Revise & Resubmit RO4	14	14	14	16-Sep-21	16-Sep-21	30-Sep-21	30-Sep-21	0
P.00XXX	0000.TE.1305	Design 100% Documents - RO5 Review by Permitting Agencies	14	14	14	30-Sep-21	30-Sep-21	14-Oct-21	14-Oct-21	0
P.00XXX	0000.TE.360	Letter of Recommendation to Permit From SBBC Building Depa	0	0	0			14-Oct-21	14-Oct-21	0

### Appendix 03 Roofing Sub-permit Process Trends

Refer to Appendix 04 below.



# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

## Appendix 04 ASI, Pricing, Change Order, CORP and Board Approval Process Trends

Table 6 - Trending ASI, Pricing, Change Order, CORP Board Approval

### Trends Listing

#### Trend 01

Building Department

Letter of Recommendation – LOR

100% CDs Submissions + BD Revisions = 135d or 4.5 Months

#### Trend 02

Building Department

Roof Sub-permit Process = 175 days

#### Trend 03

Trending Including ASI, Pricing, Change Order, Corp Process and Board Approval

Small Projects = 20 Weeks

Medium Project = 30 Weeks

Large Projects = 40 Weeks

Note: On each size of projects depending on how close construction is to finish it can be less weeks  
Those number of weeks per project size are the maximum time estimated as a trend

#### Trend 04

Weather Impact, Summertime, productivity, previous experiences on past projects and other factors where estimated by Team Leaders to determine more realistic construction durations

#### Trend 05

Project Closeout: It went from 30 days to 60 days duration

Trending by Small, Medium and Large (At completion cost value)

Activity	Status	Trend by Value	Base Original Duration	Adjustments	Current Original Duration
Construction (Bid Value)	Not Started	Any	2018 OD	Expected Weather Day Impacts	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Expected Weather Day Impacts	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Expected Productivity	Sum
Construction (Bid Value)	In-Progress	Any	2018 OD	Current CO's Pending Approval Impacting Time	Sum
Roofing Sub-Permit Process Trend	Not Started	Any	175 Calendar Days		
Roofing Sub-Permit Process Trend	In-Progress	Any	175 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Sm	140 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Md	210 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	Not Started	Lg	285 Calendar Days		
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Sm	140 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Md	210 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)
Trending ASI, Pricing, Change Order, Corp Process, & Board Approval	In-Progress	Lg	285 Calendar Days	1-Duration%Complete	BOD*(1-Duration%Complete)

# Exhibit A

Response to RSM Observations Regarding Ten Project Schedule Audits Conducted in April 2021

Table 7 - Trending in the December 2020 Reset

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish	Variance - BL Project Finish Date
CONSTRUCTION WORK			797	797	797	27-Jul-22	27-Jul-22	13-Sep-25	13-Sep-25	0
P.00XXXX	0000.TE.645	Construction - Start	0	0	0	27-Jul-22	27-Jul-22			0 Not Started
P.00XXXX	0000.TE.650	Construction - Construction (Including Weather Days @ 40day	760	760	760	27-Jul-22	27-Jul-22	24-Aug-24	24-Aug-24	0 Not Started
P.00XXXX	0000.TE.1791	Roofing Sub-permit Process Trend	175	175	175	25-Aug-24	25-Aug-24	15-Feb-25	15-Feb-25	0 Not Started
P.00XXXX	0000.TE.1781	Trending Including ASI, Pricing, Change Order, Corp Process and	210	210	210	16-Feb-25	16-Feb-25	13-Sep-25	13-Sep-25	0 Not Started
P.00XXXX	0000.TE.655	Construction - Certificate of Occupancy (BD Signed 110b)	0	0	0			13-Sep-25	13-Sep-25	0 Not Started
P.00XXXX	0000.TE.1770	Construction - Substantial Completion (AE Signed 01770e)	0	0	0			13-Sep-25	13-Sep-25	0 Not Started

## Appendix 05 Closeout Trends

Table 20 - Typical Heery 2020 Baseline vs December 2020 Reset Closeout

Project ID	Activity ID	Activity Name	Original Duration	Remaining Duration	BL Project Duration	Start	BL Project Start	Finish	BL Project Finish
CLOSE-OUT			46	46	22	15-Dec-24	11-Dec-20	18-Feb-25	12-Jan-21
BOC FINAL COMPLETION (Cert of Completion)			60	60	30	15-Dec-24	11-Dec-20	12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.660	Project Close-Out - Resolve Punchlist Items	60	60	30	15-Dec-24	11-Dec-20	12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.665	Project Close-Out - Final Completion (OEF-209/Cert of Complet	0	0	0			12-Feb-25	09-Jan-21
P.001836-2 - B13	0000.TE.1771	Consultant's Letter Establishing Final Completion Date (01770h	0	0	0			12-Feb-25	

Table 21 - RSM 10 Project Sample

Heery columns = 9/30/20 schedule data  
AECOM columns = 12/31/20 schedule data

Procure Contractor											
Sample #	Index	School Name	LOR Permit Date (Heery)	LOR Permit Date (AECOM)	LOR Permit Date (Difference)	Board Approve to Advertise (Heery)	Board Approve to Advertise (AECOM)	Board Approve to Advertise (Difference)	Advertise ITB Package (Heery)	Advertise ITB Package (AECOM)	Advertise ITB Package (Difference)
1	13	Boulevard Heights ES	08/27/19	08/27/19	0	08/06/19	08/06/19	0	12/21/20	03/03/23	802
2	28	Coconut Palm ES (Cont Serv CMAR)	06/04/20	06/04/20	0	11/04/20	04/20/21	167	03/30/21	05/15/23	776
3	37	Coral Springs MS	10/30/20	04/16/21	168	11/04/20	06/07/21	215	04/29/21	06/07/21	39
4	86	Henry D. Perry EC	05/20/19	05/20/19	0	07/23/19	07/23/19	0	05/29/20	05/29/20	0
5	102	Lauderdale Manors ELC	06/05/19	06/05/19	0	12/05/17	12/05/17	0	11/08/19	11/08/19	0
6	114	Margate MS	10/14/20	04/07/21	175	04/24/18	04/24/18	0	10/29/20	01/18/22	446
7	161	Pines Lakes ES	04/18/19	04/18/19	0	09/05/18	09/05/18	0	07/14/20	07/14/20	0
8	183	Sawgrass ES	09/11/20	09/11/20	0	04/14/20	04/14/20	0	04/29/21	11/29/21	214
9	184	Sawgrass Springs MS	04/16/19	04/16/19	0	05/08/18	05/08/18	0	10/29/20	03/15/22	502
10	198	South Broward HS	09/05/19	09/05/19	0	05/22/18	05/22/18	0	01/24/20	01/24/20	0

Heery columns = 9/30/20 schedule data  
AECOM columns = 12/31/20 schedule data

Sample #	Index	School Name	ITB Questions Due (Heery)	ITB Questions Due (AECOM)	ITB Questions Due (Difference)	Receive Bids (Heery)	Receive Bids (AECOM)	Receive Bids (Difference)	Board Approve Contract/CMAR GMP (Heery)	Board Approve Contract/CMAR GMP (AECOM)	Board Approve Contract/CMAR GMP (Difference)
1	13	Boulevard Heights ES	01/18/21	03/20/23	791	02/01/21	04/04/23	792	04/20/21	06/20/23	791
2	28	Coconut Palm ES (Cont Serv CMAR)	04/16/21	05/30/23	774	04/30/21	06/14/23	775	07/20/21	08/15/23	756
3	37	Coral Springs MS	05/18/21	06/23/21	36	06/02/21	07/09/21	37	08/17/21	09/08/21	22
4	86	Henry D. Perry EC	06/22/20	06/22/20	0	07/02/20	07/02/20	0	08/19/20	08/19/20	0
5	102	Lauderdale Manors ELC	01/10/20	01/10/20	0	02/03/20	02/03/20	0	03/31/20	03/31/20	0
6	114	Margate MS	11/16/20	02/02/22	443	12/02/20	02/16/22	441	01/19/21	03/15/22	420
7	161	Pines Lakes ES	08/07/20	08/07/20	0	08/18/20	08/18/20	0	09/15/20	09/15/20	0
8	183	Sawgrass ES	05/18/21	12/15/21	211	06/02/21	01/07/22	219	08/17/21	03/15/22	210
9	184	Sawgrass Springs MS	11/16/20	03/15/22	484	12/02/20	03/29/22	482	12/15/20	04/19/22	490
10	198	South Broward HS	02/14/20	02/14/20	0	06/16/20	06/16/20	0	08/19/20	08/19/20	0

Heery columns = 9/30/20 schedule data															AECOM columns = 12/31/20 schedule data														
															Construction														
Sample #	Index	School Name	Construction NTP Date (Heery)	Construction NTP Date (AECOM)	Construction NTP Date (Difference)	Substantial Completion Date (Heery)	Substantial Completion Date (AECOM)	Substantial Completion Date (Difference)	Final Completion Date (Heery)	Final Completion Date (AECOM)	Final Completion Date (Difference)	Contract Closeout Date (Heery)	Contract Closeout Date (AECOM)	Contract Closeout Date (Difference)															
1	13	Boulevard Heights ES	06/02/21	06/20/23	811	05/25/22	09/19/25	1213	06/24/22	11/16/25	1243	07/19/22	11/16/25	1218															
2	28	Coconut Palm ES (Cont Serv CMAR)	08/31/21	10/17/23	777	08/25/22	08/27/25	1098	09/24/22	10/26/25	1128	10/18/22	11/19/25	1127															
3	37	Coral Springs MS	09/29/21	11/11/23	43	06/17/23	11/03/26	870	07/17/23	01/03/26	899	07/18/23	01/03/26	898															
4	86	Henry D. Perry EC	10/09/20	11/19/20	41	12/27/22	04/20/24	489	01/26/23	06/28/24	519	02/21/23	07/16/24	511															
5	102	Lauderdale Manors ELC	11/16/20	06/23/21	219	11/23/21	12/02/23	739	12/23/21	01/31/24	769	01/18/22	02/20/24	763															
6	114	Margate MS	02/09/21	05/17/22	462	06/16/22	12/14/24	912	07/16/22	02/12/25	942	07/19/22	02/18/25	945															
7	161	Pines Lakes ES	10/21/20	01/19/21	86	10/21/21	11/27/23	765	11/23/21	01/26/24	795	12/21/21	02/20/24	791															
8	183	Sawgrass ES	09/29/21	05/17/22	230	09/01/22	12/04/24	825	10/01/22	02/02/25	855	10/18/22	02/18/25	854															
9	184	Sawgrass Springs MS	01/14/21	06/21/22	523	06/25/22	03/06/25	985	07/25/22	09/05/25	1015	08/16/22	05/20/25	1008															
10	198	South Broward HS	10/01/20	12/18/20	78	03/27/22	09/01/23	523	04/26/22	10/31/23	553	05/17/22	11/21/23	553															

Boulevard Heights ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	1835 days	07/10/17	07/19/22	100%	OVERALL PROJECT	2416 days	07/10/17	02/20/24	29%	
PLANNING	84 days	07/10/17	10/02/17	100%	PLANNING	84 days	07/10/17	10/02/17	100%	
Start Project	0 days	10/02/17	10/02/17	100%	Start Project	0 days	10/02/17	10/02/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	07/10/17	07/10/17	100%	Project Information - Select Project For Approval To Advertise	0 days	07/10/17	07/10/17	100%	
Project Number - Issue PNRF and Obtain Project Number	14 days	08/09/17	08/23/17	100%	Project Number - Issue PNRF and Obtain Project Number	14 days	08/09/17	08/23/17	100%	
DESIGN PROCUREMENT	229 days	07/28/17	03/14/18	100%	DESIGN PROCUREMENT	229 days	07/28/17	03/14/18	100%	
RFQ Document - Prepare Document	31 days	07/28/17	08/28/17	100%	RFQ Document - Prepare Document	31 days	07/28/17	08/28/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	14 days	08/04/17	08/18/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	14 days	08/04/17	08/18/17	100%	
Design Professional Selection - PWS Prepare Advertisement	1 day	08/28/17	08/29/17	100%	Design Professional Selection - PWS Prepare Advertisement	1 day	08/28/17	08/29/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	09/18/17	09/18/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	09/18/17	09/18/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	10/04/17	10/04/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	10/04/17	10/04/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	18 days	10/05/17	10/23/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	18 days	10/05/17	10/23/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	10/24/17	10/24/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	10/24/17	10/24/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/25/17	10/25/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/25/17	10/25/17	100%	
Design Professional Selection - Negotiations With Selected Firm	36 days	10/26/17	12/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	36 days	10/26/17	12/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	16 days	12/04/17	12/20/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	16 days	12/04/17	12/20/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	01/12/18	01/12/18	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	01/12/18	01/12/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/12/18	02/12/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/12/18	02/12/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	02/21/18	03/02/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	02/21/18	03/02/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	02/21/18	02/21/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	02/21/18	02/21/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	02/22/18	02/22/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	02/22/18	02/22/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/06/18	03/14/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/06/18	03/14/18	100%	
DESIGN	530 days	03/15/18	08/27/19	100%	DESIGN	530 days	03/15/18	08/27/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	03/14/18	03/14/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	03/15/18	03/15/18	100%	
Project Scope Validation - Validate Scope of Work	36 days	03/15/18	04/20/18	100%	Project Scope Validation - Validate Scope of Work	36 days	03/15/18	04/20/18	100%	
Project Scope Validation - Review / Accept	7 days	04/21/18	04/28/18	100%	Project Scope Validation - Review / Accept	7 days	04/21/18	04/28/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	37 days	04/29/18	06/05/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	37 days	04/29/18	06/05/18	100%	
Design 30% Documents (Schematic) - Review	13 days	06/06/18	06/19/18	100%	Design 30% Documents (Schematic) - Review	13 days	06/06/18	06/19/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	69 days	06/20/18	08/28/18	100%	Design Phase 3 50% CDs - Prepare and Issue	69 days	06/20/18	08/28/18	100%	
Design Phase 3 50% CDs - Review and Comment	20 days	08/29/18	09/18/18	100%	Design Phase 3 50% CDs - Review and Comment	20 days	08/29/18	09/18/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	70 days	09/19/18	11/28/18	100%	Design Phase 3 90% CDs - Prepare and Issue	70 days	09/19/18	11/28/18	100%	
Design Phase 3 90% CDs - Review and Comment	13 days	11/29/18	12/12/18	100%	Design Phase 3 90% CDs - Review and Comment	13 days	11/29/18	12/12/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	57 days	12/13/18	02/08/19	100%	Design Phase 3 100% CDs - Prepare and Issue	57 days	12/13/18	02/08/19	100%	
Design Phase 3 100% CDs - Backcheck	78 days	02/09/19	04/28/19	100%	Design Phase 3 100% CDs - Backcheck	78 days	02/09/19	04/28/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	23 days	04/29/19	05/22/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	23 days	04/29/19	05/22/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	15 days	05/23/19	06/07/19	100%	Design 100% Documents - Revise & Resubmit R01	15 days	05/23/19	06/07/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	19 days	06/07/19	06/26/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	19 days	06/07/19	06/26/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	43 days	06/27/19	08/09/19	100%	Design 100% Documents - Revise & Resubmit R02	43 days	06/27/19	08/09/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	18 days	08/09/19	08/27/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	18 days	08/09/19	08/27/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	08/27/19	08/27/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	08/27/19	08/27/19	100%	
					ROOF REALITY CHECK	480 days	05/01/20	08/24/21	75%	
					Start Roof Reality Checks	0 days	05/01/20	05/01/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	05/01/20	05/08/20	100%	
					Prepare Roof Report	3 days	05/12/20	05/15/20	100%	
					Report Review and Issued to Roof Committee	4 days	05/15/20	05/19/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	23 days	10/28/20	11/20/20	100%	
					AE Issues Addendum	37 days	06/01/21	07/08/21	79%	
					Addendum Review by Roofing Committee	42 days	07/09/21	08/20/21	0%	
					Addendum Approved by Roofing Committee	0 days	08/20/21	08/20/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	08/23/21	08/24/21	0%	
CONSTRUCTION PROCUREMENT	693 days	07/10/19	06/02/21	100%	CONSTRUCTION PROCUREMENT	778 days	07/10/19	08/26/21	85%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/10/19	07/10/19	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	07/10/19	07/10/19	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	07/15/19	07/15/19	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	07/15/19	07/15/19	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/22/19	07/22/19	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/22/19	07/22/19	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	08/06/19	08/06/19	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	08/06/19	08/06/19	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	12/21/20	12/21/20	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	04/08/21	04/08/21	100%	
ITB Advertisement - Pre-Bid Conference	0 days	01/05/21	01/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	04/24/21	04/24/21	100%	
ITB Advertisement - Site Visit	0 days	01/05/21	01/05/21	0%	ITB Advertisement - Site Visit	0 days	05/01/21	05/01/21	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	01/15/21	01/15/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/04/21	05/04/21	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	01/29/21	01/29/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	05/13/21	05/13/21	100%	

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Exhibit B

Boulevard Heights ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	02/15/21	02/17/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	5 days	05/14/21	05/19/21	100%	
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	19 days	02/18/21	03/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	4 days	05/21/21	05/25/21	100%	
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	03/09/21	03/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	05/24/21	05/24/21	100%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	03/16/21	03/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	05/26/21	05/26/21	100%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	03/23/21	03/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	06/07/21	06/07/21	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	04/20/21	04/20/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	06/22/21	06/22/21	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	04/20/21	04/20/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	1 day	06/22/21	06/23/21	100%	
Pre-Construction - Prepare NTP Document	42 days	04/21/21	06/02/21	0%	Pre-Construction - Prepare NTP Document	63 days	06/24/21	08/26/21	10%	21
CONSTRUCTION	356 days	06/02/21	05/25/22	0%	CONSTRUCTION	814 days	08/26/21	11/18/23	0%	
Construction - Issue NTP to Contractor	0 days	06/02/21	06/02/21	0%	Construction - Issue NTP to Contractor	0 days	08/26/21	08/26/21	0%	
Construction - Start	0 days	06/10/21	06/10/21	0%	Construction - Start	0 days	09/03/21	09/03/21	0%	
Construction - Construction	349 days	06/10/21	05/25/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	366 days	09/03/21	09/04/22	0%	17
					Roofing Sub-permit Process	174 days	09/05/22	02/26/23	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	264 days	02/27/23	11/18/23	0%	264
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	05/25/22	05/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	11/18/23	11/18/23	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	11/18/23	11/18/23	0%	
					Roof Construction Works	273 days	09/03/21	06/03/22	0%	
					Obtain Roof Sub-permits from BD	59 days	09/03/21	11/01/21	0%	
					Bldg. 009	28 days	11/02/21	11/30/21	0%	
					Bldg. 002	20 days	12/01/21	12/21/21	0%	
					Bldg. 005	19 days	12/22/21	01/10/22	0%	
					Bldg. 007	19 days	01/11/22	01/30/22	0%	
					Bldg. 013	19 days	01/31/22	02/19/22	0%	
					Bldg. 008	17 days	02/20/22	03/09/22	0%	
					Bldg. 004	11 days	03/10/22	03/21/22	0%	
					Bldg. 010	11 days	03/22/22	04/02/22	0%	
					Bldg. 001 (Admin.)	11 days	04/03/22	04/14/22	0%	
					Bldg. 006	10 days	04/15/22	04/25/22	0%	
					Bldg. 012	10 days	04/26/22	05/06/22	0%	
					Bldg. 011	6 days	05/07/22	05/13/22	0%	
					Bldg. 016	5 days	05/14/22	05/19/22	0%	
					Bldg. 003	4 days	05/20/22	05/24/22	0%	
					Bldg. 015	4 days	05/25/22	05/29/22	0%	
					Bldg. 014	4 days	05/30/22	06/03/22	0%	
CLOSE-OUT	54 days	05/26/22	07/19/22	0%	CLOSE-OUT	93 days	11/19/23	02/20/24	0%	39
Project Close-Out - Resolve Punchlist Items	29 days	05/26/22	06/24/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	11/19/23	01/17/24	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/17/24	01/17/24	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	06/24/22	06/24/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/17/24	01/17/24	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	07/19/22	07/19/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%	
Project Close-Out - End of Project	0 days	07/19/22	07/19/22	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	581

	RSM	Variance
Trend: NTP	15	6
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	175	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	173	91
Trend 4: Construction	402	-385
Trend 5: Punchlist	30	9
	795	-280
Variance	66	
	581	



Exhibit B

Coconut Palm ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1904 days	08/01/17	10/18/22	100%	OVERALL PROJECT	3031 days	08/01/17	11/18/25	25%	
PLANNING	64 days	08/01/17	10/04/17	100%	PLANNING	64 days	08/01/17	10/04/17	100%	
Start Project	0 days	08/01/17	08/01/17	100%	Start Project	0 days	08/01/17	08/01/17	100%	
Project Number - Issue PNRF and Obtain Project Number	14 days	09/20/17	10/04/17	100%	Project Number - Issue PNRF and Obtain Project Number	14 days	09/20/17	10/04/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	09/21/17	09/21/17	100%	Project Information - Select Project For Approval To Advertise	0 days	09/21/17	09/21/17	100%	
DESIGN PROCUREMENT	185 days	09/18/17	03/22/18	100%	DESIGN PROCUREMENT	186 days	09/18/17	03/23/18	100%	
RFQ Document - Prepare Document	16 days	09/18/17	10/04/17	100%	RFQ Document - Prepare Document	16 days	09/18/17	10/04/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	
Design Professional Selection - PWS Prepare Advertisement	0 days	10/05/17	10/05/17	100%	Design Professional Selection - PWS Prepare Advertisement	0 days	10/05/17	10/05/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/06/17	10/06/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/06/17	10/06/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	10/20/17	10/20/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	10/20/17	10/20/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/07/17	11/07/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/07/17	11/07/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	21 days	11/08/17	11/29/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	21 days	11/08/17	11/29/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	11/30/17	11/30/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	11/30/17	11/30/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	11/30/17	11/30/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	11/30/17	11/30/17	100%	
Design Professional Selection - Negotiations With Selected Firm	48 days	12/01/17	01/18/18	100%	Design Professional Selection - Negotiations With Selected Firm	48 days	12/01/17	01/18/18	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	01/19/18	02/01/18	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	01/19/18	02/01/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/22/18	02/22/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/22/18	02/22/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/06/18	03/06/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/06/18	03/06/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	03/07/18	03/07/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	03/07/18	03/07/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	4 days	03/09/18	03/13/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	4 days	03/09/18	03/13/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/14/18	03/22/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/14/18	03/22/18	100%	
DESIGN	793 days	04/03/18	06/04/20	100%	DESIGN	793 days	04/03/18	06/04/20	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	03/22/18	03/22/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	03/23/18	03/23/18	100%	
Project Scope Validation - Validate Scope of Work	21 days	04/03/18	04/24/18	100%	Project Scope Validation - Validate Scope of Work	21 days	04/03/18	04/24/18	100%	
Project Scope Validation - Review / Accept	7 days	04/26/18	05/03/18	100%	Project Scope Validation - Review / Accept	7 days	04/26/18	05/03/18	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	90 days	05/04/18	08/02/18	100%	Design Phase 1 Documents (Schematic) - Prepare and Issue	90 days	05/04/18	08/02/18	100%	
Design Phase 1 Documents (Schematic) - Review	13 days	08/02/18	08/15/18	100%	Design Phase 1 Documents (Schematic) - Review	13 days	08/02/18	08/15/18	100%	
Design Phase 3 50% CDs - Prepare and Issue (35d DD + 35d 50%)	118 days	08/07/18	12/03/18	100%	Design Phase 3 50% CDs - Prepare and Issue (35d DD + 35d 50%)	118 days	08/07/18	12/03/18	100%	
Design Phase 3 50% CDs - Review and Comment	13 days	12/04/18	12/17/18	100%	Design Phase 3 50% CDs - Review and Comment	13 days	12/04/18	12/17/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	23 days	12/18/18	01/10/19	100%	Design Phase 3 90% CDs - Prepare and Issue	23 days	12/18/18	01/10/19	100%	
Design Phase 3 90% CDs - Review and Comment	12 days	01/11/19	01/23/19	100%	Design Phase 3 90% CDs - Review and Comment	12 days	01/11/19	01/23/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	24 days	01/24/19	02/17/19	100%	Design Phase 3 100% CDs - Prepare and Issue	24 days	01/24/19	02/17/19	100%	
Design Phase 3 100% CDs - Backcheck	21 days	02/18/19	03/11/19	100%	Design Phase 3 100% CDs - Backcheck	21 days	02/18/19	03/11/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	9 days	03/12/19	03/21/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	9 days	03/12/19	03/21/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	31 days	03/22/19	04/22/19	100%	Design 100% Documents - Revise & Resubmit R01	31 days	03/22/19	04/22/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	9 days	04/23/19	05/02/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	9 days	04/23/19	05/02/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	11 days	05/03/19	05/14/19	100%	Design 100% Documents - Revise & Resubmit R02	11 days	05/03/19	05/14/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	28 days	05/15/19	06/12/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	28 days	05/15/19	06/12/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	5 days	06/12/19	06/17/19	100%	Design 100% Documents - Revise & Resubmit R03	5 days	06/12/19	06/17/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	29 days	06/18/19	07/17/19	100%	Design 100% Documents - R04 Review by Permitting Agencies	29 days	06/18/19	07/17/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	173 days	07/18/19	01/07/20	100%	Design 100% Documents - Revise & Resubmit R04	173 days	07/18/19	01/07/20	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	20 days	01/08/20	01/28/20	100%	Design 100% Documents - R05 Review by Permitting Agencies	20 days	01/08/20	01/28/20	100%	
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	93 days	01/29/20	05/01/20	100%	Design 100% Documents - Revise & Resubmit R05	93 days	01/29/20	05/01/20	100%	
Design 100% Documents - RO6 Review by Permitting Agencies	33 days	05/02/20	06/04/20	100%	Design 100% Documents - R06 Review by Permitting Agencies	33 days	05/02/20	06/04/20	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	06/04/20	06/04/20	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	06/04/20	06/04/20	100%	
					ROOF REALITY CHECK	379 days	07/07/20	07/21/21	75%	
					Start Roof Reality Checks	0 days	07/07/20	07/07/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	07/07/20	07/14/20	100%	
					Prepare Roof Report	153 days	07/16/20	12/16/20	100%	
					Report Review and Issued to Roof Committee	0 days	12/16/20	12/16/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	26 days	11/20/20	12/16/20	100%	
					AE Issues Addendum	169 days	12/17/20	06/04/21	100%	
					Addendum Review by Roofing Committee	43 days	06/07/21	07/20/21	60%	
					Addendum Approved by Roofing Committee	0 days	07/20/21	07/20/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	0 days	07/21/21	07/21/21	0%	
CONSTRUCTION PROCUREMENT	1218 days	05/01/18	08/31/21	100%	CONSTRUCTION PROCUREMENT	1371 days	05/01/18	01/31/22	43%	
Prepare ATP Document / Signature By CMAR Professional	15 days	05/01/18	05/16/18	100%	Prepare ATP Document / Signature By CMAR Professional	15 days	05/01/18	05/16/18	100%	
Facilities Approve ATP / Prepare Internal PO To Selected CMAR Professional	62 days	05/29/18	07/30/18	100%	Facilities Approve ATP / Prepare Internal PO To Selected CMAR Professional	62 days	05/29/18	07/30/18	100%	

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Exhibit B

Coconut Palm ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
Issue ATP to CMAR Firm	0 days	07/30/18	07/30/18	100%	Issue ATP to CMAR Firm	0 days	07/30/18	07/30/18	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/19/20	08/19/20	0%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	10/14/20	10/14/20	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/27/20	08/27/20	0%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	10/21/20	10/21/20	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/04/20	09/04/20	0%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	10/28/20	10/28/20	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/15/20	09/15/20	0%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/20/21	04/20/21	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	03/30/21	03/30/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	07/21/21	07/21/21	0%	
ITB Advertisement - Pre-Bid Conference	0 days	04/05/21	04/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	07/28/21	07/28/21	0%	
ITB Advertisement - Site Visit	0 days	04/05/21	04/05/21	0%	ITB Advertisement - Site Visit	0 days	07/28/21	07/28/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	04/15/21	04/15/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/06/21	08/06/21	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	04/29/21	04/29/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/23/21	08/23/21	0%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	4 days	05/14/21	05/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	09/08/21	09/10/21	0%	-2
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	20 days	05/19/21	06/08/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	09/13/21	09/30/21	0%	-3
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	06/08/21	06/08/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	09/30/21	09/30/21	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	06/15/21	06/15/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	10/07/21	10/07/21	0%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	06/22/21	06/22/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	10/14/21	10/14/21	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	07/20/21	07/20/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	11/16/21	11/16/21	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	07/20/21	07/20/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	11/16/21	11/16/21	0%	
Pre-Construction - Prepare NTP Document	41 days	07/21/21	08/31/21	0%	Pre-Construction - Prepare NTP Document	75 days	11/17/21	01/31/22	0%	34
CONSTRUCTION	358 days	09/01/21	08/25/22	0%	CONSTRUCTION	1296 days	02/08/22	08/27/25	0%	
Construction - Issue NTP to Contractor	0 days	08/31/21	08/31/21	0%	Construction - Issue NTP to Contractor	0 days	01/31/22	01/31/22	0%	
Construction - Start	0 days	09/09/21	09/09/21	0%	Construction - Start	0 days	02/08/22	02/08/22	0%	
Construction - Construction	350 days	09/09/21	08/25/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	357 days	02/08/22	01/31/23	0%	7
					Roofing Sub-permit Process	174 days	02/01/23	07/25/23	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	763 days	07/26/23	08/27/25	0%	763
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	08/25/22	08/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	08/27/25	08/27/25	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	08/27/25	08/27/25	0%	
					Roof Construction Works	152 days	02/08/22	07/10/22	0%	
					Obtain Roof Sub-permits from BD	59 days	02/08/22	04/08/22	0%	
					Bldg. 001 (2 Floors)	76 days	04/09/22	06/24/22	0%	
					Bldg. 002	10 days	06/25/22	07/05/22	0%	
					Bldg. 004	4 days	07/06/22	07/10/22	0%	
CLOSE-OUT	53 days	08/26/22	10/18/22	0%	CLOSE-OUT	82 days	08/28/25	11/18/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	08/26/22	09/24/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	08/28/25	10/26/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	10/26/25	10/26/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	09/24/22	09/24/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/26/25	10/26/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	10/18/22	10/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	11/18/25	11/18/25	0%	
Project Close-Out - End of Project	0 days	10/18/22	10/18/22	0%	Project Close-Out - End of Project	0 days	11/18/25	11/18/25	0%	1127

	RSM	Variance
Trend: NTP/Procurement	0	-29
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	175	1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	140	-623
Trend 4: Construction	7	0
Trend 5: Punchlist	30	1
	352	-650
Variance	125	
	1127	

Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	2269 days	05/01/17	07/18/23	100%	OVERALL PROJECT	3161 days	05/01/17	12/26/25	20%	
PLANNING	25 days	05/01/17	05/26/17	100%	PLANNING	25 days	05/01/17	05/26/17	100%	
Start Project	0 day	05/01/17	05/01/17	100%	Start Project	0 days	05/01/17	05/01/17	100%	
Project Number - Issue PNRF and Obtain Project Number	0 day	05/01/17	05/01/17	100%	Project Number - Issue PNRF and Obtain Project Number	0 day	05/01/17	05/01/17	100%	
Project Information - Select Project For Approval To Advertise	0 day	05/26/17	05/26/17	100%	Project Information - Select Project For Approval To Advertise	0 day	05/26/17	05/26/17	100%	
DESIGN PROCUREMENT	222 days	06/22/17	01/30/18	100%	DESIGN PROCUREMENT	222 days	06/22/17	01/30/18	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	15 day	06/22/17	07/07/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	15 days	06/22/17	07/07/17	100%	
RFQ Document - Prepare Document	14 days	06/23/17	07/07/17	100%	RFQ Document - Prepare Document	14 days	06/23/17	07/07/17	100%	
Design Professional Selection - PWS Prepare Advertisement	4 days	07/07/17	07/11/17	100%	Design Professional Selection - PWS Prepare Advertisement	4 days	07/07/17	07/11/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 day	07/18/17	07/18/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 day	07/18/17	07/18/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	08/01/17	08/01/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	08/01/17	08/01/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 day	08/18/17	08/18/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 day	08/18/17	08/18/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	44 days	08/21/17	10/04/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	44 days	08/21/17	10/04/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 day	10/05/17	10/05/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 day	10/05/17	10/05/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	10/10/17	10/10/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/10/17	10/10/17	100%	
Design Professional Selection - Negotiations With Selected Firm	7 days	10/11/17	10/18/17	100%	Design Professional Selection - Negotiations With Selected Firm	7 days	10/11/17	10/18/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	14 days	10/19/17	11/02/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	14 days	10/19/17	11/02/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	12/11/17	12/11/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 day	12/11/17	12/11/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 day	12/19/17	12/19/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 day	12/19/17	12/19/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 day	12/20/17	12/20/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 day	12/20/17	12/20/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	01/11/18	01/17/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	01/11/18	01/17/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	01/24/18	01/30/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	01/24/18	01/30/18	100%	
DESIGN	944 days	01/30/18	08/31/20	100%	DESIGN	1339 days	01/31/18	10/01/21	88%	395
Design Professional ATP - Issue ATP to Design Professional	0 day	01/30/18	01/30/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	01/31/18	01/31/18	100%	
Project Scope Validation - Validate Scope of Work	15 days	02/15/18	03/02/18	100%	Project Scope Validation - Validate Scope of Work	15 days	02/15/18	03/02/18	100%	
Project Scope Validation - Review / Accept	6 days	03/03/18	03/09/18	100%	Project Scope Validation - Review / Accept	6 days	03/03/18	03/09/18	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	45 days	03/10/18	04/24/18	100%	Design Phase 1 Documents (Schematic) - Prepare and Issue	45 days	03/10/18	04/24/18	100%	
Design Phase 1 Documents (Schematic) - Review	14 days	04/25/18	05/09/18	100%	Design Phase 1 Documents (Schematic) - Review	14 days	04/25/18	05/09/18	100%	
Design Phase 2 Design Development - Prepare and Issue	65 days	05/09/18	07/13/18	100%	Design Phase 2 Design Development - Prepare and Issue	65 days	05/09/18	07/13/18	100%	
Design Phase 2 Design Development - Review and Comment	23 days	07/14/18	08/06/18	100%	Design Phase 2 Design Development - Review and Comment	23 days	07/14/18	08/06/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	92 days	08/07/18	11/07/18	100%	Design Phase 3 50% CDs - Prepare and Issue	92 days	08/07/18	11/07/18	100%	
Design Phase 3 50% CDs - Review and Comment	18 days	11/08/18	11/26/18	100%	Design Phase 3 50% CDs - Review and Comment	18 days	11/08/18	11/26/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	217 days	11/27/18	07/02/19	100%	Design Phase 3 90% CDs - Prepare and Issue	217 days	11/27/18	07/02/19	100%	
Design Phase 3 90% CDs - Review and Comment	23 days	07/03/19	07/26/19	100%	Design Phase 3 90% CDs - Review and Comment	23 days	07/03/19	07/26/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	17 days	07/27/19	08/13/19	100%	Design Phase 3 100% CDs - Prepare and Issue	17 days	07/27/19	08/13/19	100%	
Design Phase 3 100% CDs - Backcheck	166 days	08/14/19	01/27/20	100%	Design Phase 3 100% CDs - Backcheck	166 days	08/14/19	01/27/20	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	36 days	01/27/20	03/03/20	100%	Design 100% Documents - R01 Review by Permitting Agencies	28 days	01/27/20	02/24/20	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	29 days	03/04/20	04/02/20	100%	Design 100% Documents - Revise & Resubmit R01	141 days	02/24/20	07/14/20	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	132 days	04/03/20	08/13/20	100%	Design 100% Documents - R02 Review by Permitting Agencies	59 days	07/14/20	09/11/20	100%	
					Design 100% Documents - Revise & Resubmit R02	42 days	09/11/20	10/23/20	100%	
					Design 100% Documents - R03 Review by Permitting Agencies	52 days	10/23/20	12/14/20	100%	
					Design 100% Documents - Revise & Resubmit R03	228 days	12/15/20	07/31/21	100%	
					Design 100% Documents - R04 Review by Permitting Agencies	20 days	07/31/21	08/20/21	5%	
					Design 100% Documents - Revise & Resubmit R04	13 days	08/21/21	09/03/21	0%	
					Design 100% Documents - R05 Review by Permitting Agencies	13 days	09/04/21	09/17/21	0%	
					Design 100% Documents - Revise & Resubmit R05	13 days	09/18/21	10/01/21	0%	
Letter of Recommendation to Permit From SBBC Building Department	0 day	08/31/20	08/31/20	0%	Letter of Recommendation to Permit From SBBC Building Department	0 days	10/01/21	10/01/21	0%	
					ROOF REALITY CHECK	302 days	01/06/21	11/04/21	68%	
					Start Roof Reality Checks	0 days	01/06/21	01/06/21	100%	
					Roof Package Assembled by Doc. Control and Roof Team	18 days	01/07/21	01/25/21	100%	
					Prepare Roof Report	26 days	01/27/21	02/22/21	100%	
					Report Review and Issued to Roof Committee	9 days	08/02/21	08/11/21	0%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	8 days	08/12/21	08/20/21	0%	
					AE Issues Addendum	28 days	08/23/21	09/20/21	0%	
					Addendum Review by Roofing Committee	42 days	09/21/21	11/02/21	0%	
					Addendum Approved by Roofing Committee	0 days	11/02/21	11/02/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 days	11/03/21	11/04/21	0%	
CONSTRUCTION PROCUREMENT	1546 days	07/06/17	09/29/21	100%	CONSTRUCTION PROCUREMENT	1744 days	07/06/17	04/15/22	85%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	07/06/17	07/06/17	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 day	07/06/17	07/06/17	100%	
CMAR RFQ Document - Issue PSFR to PWS and Obtain RFQ Number	3 days	07/07/17	07/10/17	100%	CMAR RFQ Document - Issue PSFR to PWS and Obtain RFQ Number	3 days	07/07/17	07/10/17	100%	
CMAR RFQ Document - Prepare Document	1 days	07/11/17	07/12/17	100%	CMAR RFQ Document - Prepare Document	1 days	07/11/17	07/12/17	100%	

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Exhibit B

Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
CMAR Contractor Selection - PWS Prepare Advertisement	4 days	07/21/17	07/25/17	100%	CMAR Contractor Selection - PWS Prepare Advertisement	4 days	07/21/17	07/25/17	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/07/17	08/07/17	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/07/17	08/07/17	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 day	08/14/17	08/14/17	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 day	08/14/17	08/14/17	100%	
CMAR Contractor Selection - Board Approve For Procurement	0 day	08/22/17	08/22/17	100%	CMAR Contractor Selection - Board Approve For Procurement	0 day	08/22/17	08/22/17	100%	
CMAR Contractor Selection - PWS Advertise RFQ Package	0 day	08/24/17	08/24/17	100%	CMAR Contractor Selection - PWS Advertise RFQ Package	0 day	08/24/17	08/24/17	100%	
CMAR Contractor Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	09/13/17	09/13/17	100%	CMAR Contractor Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 day	09/13/17	09/13/17	100%	20
CMAR Contractor Selection - Receive Responses From CMAR Contractors	0 day	09/27/17	09/27/17	100%	CMAR Contractor Selection - Receive Responses From CMAR Contractors	0 day	09/27/17	09/27/17	100%	14
CMAR Contractor Selection - QSEC Evaluate Submittals From CMAR Contractors	18 days	09/28/17	10/16/17	100%	CMAR Contractor Selection - QSEC Evaluate Submittals From CMAR Contractors	18 days	09/28/17	10/16/17	100%	1
CMAR Contractor Selection - QSEC Meeting To Discuss Recommendations	0 day	10/17/17	10/17/17	100%	CMAR Contractor Selection - QSEC Meeting To Discuss Recommendations	0 day	10/17/17	10/17/17	100%	1
CMAR Contractor Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/18/17	10/18/17	100%	CMAR Contractor Selection - Prepare and Issue or Post QSEC Recommendation	0 day	10/18/17	10/18/17	100%	1
CMAR Contractor Selection - Negotiations With Selected Firm	20 days	10/19/17	11/08/17	100%	CMAR Contractor Selection - Negotiations With Selected Firm	20 days	10/19/17	11/08/17	100%	1
CMAR Contractor Selection - Finalize PSA Package For Board Approval	29 days	11/09/17	12/08/17	100%	CMAR Contractor Selection - Finalize PSA Package For Board Approval	29 days	11/09/17	12/08/17	100%	1
CMAR Contract Board Agenda Item - Deliver Final Contract Pkg to OSBR (1 Wk Ahead of Mtg)	0 days	12/11/17	12/11/17	100%	CMAR Contract Board Agenda Item - Deliver Final Contract Pkg to OSBR (1 Wk Ahead of Mtg)	0 day	12/11/17	12/11/17	100%	3
CMAR Contract Board Agenda Item - Board Approve Final CMAR Contract	0 day	12/19/17	12/19/17	100%	CMAR Contract Board Agenda Item - Board Approve Final CMAR Contract	0 day	12/19/17	12/19/17	100%	8
Pre-CMAR Services - Execute Contract Document With Selected CMAR Firm	0 days	12/19/17	12/19/17	100%	Pre-CMAR Services - Execute Contract Document With Selected CMAR Firm	0 day	12/19/17	12/19/17	100%	
Pre-CMAR Services - Prepare ATP Document / Signature By Design Professional	21 days	02/05/18	02/26/18	100%	Pre-CMAR Services - Prepare ATP Document / Signature By Design Professional	21 days	02/05/18	02/26/18	100%	48
Pre-CMAR Services - Issue ATP to CMAR Firm	0 day	02/26/18	02/26/18	100%	Pre-CMAR Services - Issue ATP to CMAR Firm	0 day	02/26/18	02/26/18	100%	0
CMAR Contract Board Agenda Item - Board TERMINATE CMAR Contract	0 day	06/11/19	06/11/19	100%	CMAR Contract Board Agenda Item - Board TERMINATE CMAR Contract	0 day	06/11/19	06/11/19	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	08/19/20	08/19/20	0%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	1 days	09/30/21	10/01/21	0%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 day	08/27/20	08/27/20	0%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	3 days	10/08/21	10/11/21	0%	7
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 day	09/04/20	09/04/20	0%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	1 days	10/19/21	10/20/21	0%	8
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 day	09/15/20	09/15/20	0%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	1 days	10/28/21	10/29/21	0%	8
ITB Advertisement - Advertise to Bid Contractor	0 day	04/29/21	04/29/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	10/29/21	10/29/21	0%	
ITB Advertisement - Pre-Bid Conference	0 day	05/05/21	05/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	11/05/21	11/05/21	0%	7
ITB Advertisement - Site Visit	0 day	05/05/21	05/05/21	0%	ITB Advertisement - Site Visit	0 days	11/05/21	11/05/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 day	05/17/21	05/17/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	11/16/21	11/16/21	0%	11
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 day	06/01/21	06/01/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	12/03/21	12/03/21	0%	17
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	06/16/21	06/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	12/20/21	12/22/21	0%	17
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	18 days	06/21/21	07/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	01/03/22	01/20/22	0%	12
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 day	07/09/21	07/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	01/20/22	01/20/22	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 day	07/16/21	07/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	01/27/22	01/27/22	0%	7
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 day	07/23/21	07/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	02/03/22	02/03/22	0%	7
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 day	08/17/21	08/17/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	02/10/22	02/10/22	0%	7
Pre-Construction - Execute Contract Document With Selected Contractor	0 day	08/17/21	08/17/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 day	02/11/22	02/11/22	0%	1
Pre-Construction - Prepare NTP Document	42 days	08/18/21	09/29/21	0%	Pre-Construction - Prepare NTP Document	60 days	02/14/22	04/15/22	0%	3
CONSTRUCTION	624 days	09/30/21	06/16/23	0%	CONSTRUCTION	1291 days	04/15/22	10/27/25	0%	
Construction - Issue NTP to Contractor	0 day	09/29/21	09/29/21	0%	Construction - Issue NTP to Contractor	0 days	04/15/22	04/15/22	0%	
Construction - Start	0 day	10/07/21	10/07/21	0%	Construction - Start	0 days	04/25/22	04/25/22	0%	
Construction - Construction	618 days	10/07/21	06/17/23	0%	Construction - Construction (Including Weather Days @ 40days/100days)	988 days	04/25/22	01/07/25	0%	370
					Roofing Sub-permit Process	174 days	01/08/25	07/01/25	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	117 days	07/02/25	10/27/25	0%	117
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 day	06/17/23	06/17/23	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	10/27/25	10/27/25	0%	0
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	10/27/25	10/27/25	0%	0
					Roof Construction Works	238 days	04/25/22	12/19/22	0%	
					Obtain Roof Sub-permits from BD	59 days	04/25/22	06/23/22	0%	
					Bldg. 001	163 days	06/24/22	12/04/22	0%	
					Bldg. 005	4 days	12/05/22	12/09/22	0%	
					Bldg. 003	4 days	12/10/22	12/14/22	0%	
					Bldg. 004	4 days	12/15/22	12/19/22	0%	
CLOSE-OUT	30 days	06/18/23	07/18/23	0%	CLOSE-OUT	59 days	10/28/25	12/26/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	06/18/23	07/17/23	0%	Project Close-Out - Resolve Punchlist Items	59 days	10/28/25	12/26/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	12/26/25	12/26/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 day	07/17/23	07/17/23	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	12/26/25	12/26/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 day	07/18/23	07/18/23	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	12/26/25	12/26/25	0%	
Project Close-Out - End of Project	1 day	07/18/23	07/18/23	0%	Project Close-Out - End of Project	1 days	12/26/25	12/26/25	0%	892

Trend: NTP	18	RSM	Variance
Trend 1: Design	395	15	3
Trend 2: Roofing Sub-permit	174	84	311
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	117	175	-1
		118	-1

# Exhibit B

## Coral Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
					Trend 4: Construction	370	370	0		
					Trend 5: Punchlist	29	30	-1		
						1103	792	311		
					Variance	-210				
						893				

Henry D Perry EC

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	2105 days	04/14/17	01/17/23	100%	OVERALL PROJECT	2651 days	04/14/17	07/16/24	45%	546
PLANNING	20 days	04/14/17	05/04/17	100%	PLANNING	20 days	04/14/17	05/04/17	100%	
Start Project	0 days	04/14/17	04/14/17	100%	Start Project	0 days	04/14/17	04/14/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	
Project Number - Issue PNRF and Obtain Project Number	17 days	04/17/17	05/04/17	100%	Project Number - Issue PNRF and Obtain Project Number	17 days	04/17/17	05/04/17	100%	
DESIGN PROCUREMENT	234 days	04/17/17	12/07/17	100%	DESIGN PROCUREMENT	234 days	04/17/17	12/07/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	04/17/17	04/17/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	04/17/17	04/17/17	100%	
RFQ Document - Prepare Document	30 days	04/17/17	05/17/17	100%	RFQ Document - Prepare Document	30 days	04/17/17	05/17/17	100%	
Design Professional Selection - PWS Prepare Advertisement	2 days	05/03/17	05/05/17	100%	Design Professional Selection - PWS Prepare Advertisement	2 days	05/03/17	05/05/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	
Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	09/05/17	09/18/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	09/05/17	09/18/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	
DESIGN	529 days	12/08/17	05/20/19	100%	DESIGN	529 days	12/08/17	05/20/19	100%	573
Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	
Project Scope Validation - Validate Scope of Work	39 days	12/08/17	01/16/18	100%	Project Scope Validation - Validate Scope of Work	39 days	12/08/17	01/16/18	100%	
Project Scope Validation - Review / Accept	20 days	01/17/18	02/06/18	100%	Project Scope Validation - Review / Accept	20 days	01/17/18	02/06/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	36 days	02/07/18	03/15/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	36 days	02/07/18	03/15/18	100%	
Design 30% Documents (Schematic) - Review	26 days	03/15/18	04/10/18	100%	Design 30% Documents (Schematic) - Review	26 days	03/15/18	04/10/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	43 days	04/11/18	05/24/18	100%	Design Phase 3 50% CDs - Prepare and Issue	43 days	04/11/18	05/24/18	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	05/25/18	06/08/18	100%	Design Phase 3 50% CDs - Review and Comment	14 days	05/25/18	06/08/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	60 days	06/09/18	08/08/18	100%	Design Phase 3 90% CDs - Prepare and Issue	60 days	06/09/18	08/08/18	100%	
Design Phase 3 90% CDs - Review and Comment	19 days	08/08/18	08/27/18	100%	Design Phase 3 90% CDs - Review and Comment	19 days	08/08/18	08/27/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	43 days	08/28/18	10/10/18	100%	Design Phase 3 100% CDs - Prepare and Issue	43 days	08/28/18	10/10/18	100%	
Design Phase 3 100% CDs - Backcheck	155 days	10/11/18	03/15/19	100%	Design Phase 3 100% CDs - Backcheck	155 days	10/11/18	03/15/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	11 days	03/15/19	03/26/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	11 days	03/15/19	03/26/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	30 days	03/27/19	04/26/19	100%	Design 100% Documents - Revise & Resubmit R01	30 days	03/27/19	04/26/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	23 days	04/27/19	05/20/19	100%	Design 100% Documents - R02 Review by Permitting Agencies	23 days	04/27/19	05/20/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	05/20/19	05/20/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	05/20/19	05/20/19	100%	
					ROOF REALITY CHECK	49 days	12/08/20	01/26/21	100%	567
					Start Roof Reality Checks	0 days	12/08/20	12/08/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	12/09/20	12/16/20	100%	
					Prepare Roof Report	7 days	12/16/20	12/23/20	100%	
					Report Review and Issued to Roof Committee	11 days	12/24/20	01/04/21	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	7 days	01/05/21	01/12/21	100%	
					AE Issues Addendum	2 days	01/13/21	01/15/21	100%	
					Addendum Review by Roofing Committee	4 days	01/18/21	01/19/21	100%	2
					Addendum Approved by Roofing Committee	0 days	01/20/21	01/20/21	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	01/25/21	01/26/21	100%	4
CONSTRUCTION PROCUREMENT	471 days	06/19/19	10/01/20	100%	CONSTRUCTION PROCUREMENT	531 days	06/19/19	11/30/20	100%	-588
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	06/19/19	06/19/19	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	06/19/19	06/19/19	100%	-531
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	06/24/19	06/24/19	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	06/24/19	06/24/19	100%	4
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/08/19	07/08/19	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	07/08/19	07/08/19	100%	13
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	07/23/19	07/23/19	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	07/23/19	07/23/19	100%	14
ITB Advertisement - Advertise to Bid Contractor	0 days	05/29/20	05/29/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	05/29/20	05/29/20	100%	310
ITB Advertisement - Pre-Bid Conference	0 days	06/04/20	06/04/20	100%	ITB Advertisement - Pre-Bid Conference	0 days	06/04/20	06/04/20	100%	5
ITB Advertisement - Site Visit	0 days	06/12/20	06/12/20	100%	ITB Advertisement - Site Visit	0 days	06/12/20	06/12/20	100%	7
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	06/22/20	06/22/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	06/22/20	06/22/20	100%	9
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	07/02/20	07/02/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	07/02/20	07/02/20	100%	9
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	07/08/20	07/08/20	100%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	07/08/20	07/08/20	100%	5
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	6 days	07/09/20	07/15/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	6 days	07/09/20	07/15/20	100%	0
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/28/20	07/28/20	100%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	07/28/20	07/28/20	100%	12

Exhibit B

Henry D Perry EC

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/29/20	07/29/20	100%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/29/20	07/29/20	100%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	08/05/20	08/05/20	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	08/05/20	08/05/20	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Prepare NTP Document	43 days	08/20/20	10/01/20	0%	Pre-Construction - Prepare NTP Document	103 days	08/20/20	11/30/20	100%	60
Construction - Issue NTP to Contractor	0 days	10/01/20	10/01/20	0%	Construction - Issue NTP to Contractor	0 days	11/30/20	11/30/20	100%	
CONSTRUCTION	806 days	10/02/20	12/16/22	0%	CONSTRUCTION	1261 days	11/16/20	04/29/24	22%	
Construction - Start	1 days	10/09/20	10/09/20	0%	Construction - Start	1 days	11/30/20	11/30/20	100%	
Construction - Construction (800 days per bid)	800 days	10/09/20	12/17/22	0%	Construction - Construction (800 per bid) (Including Weather Days @ 40days/100days)	801 days	11/30/20	02/08/23	22%	1
					Roofing Sub-permit Process	166 days	02/09/23	07/24/23	0%	166
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	280 days	07/25/23	04/29/24	0%	280
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	days	12/17/22	12/17/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	04/29/24	04/29/24	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	04/29/24	04/29/24	0%	
					Roof Construction Work	759 days	11/16/20	12/15/22	16%	
					Obtain Roof Sub-permits from BD	86 days	11/16/20	02/10/21	100%	
					Bldg. 003	268 days	02/15/21	11/10/21	18%	
					Bldg. 004	268 days	02/15/21	11/10/21	12%	
					Bldg. 002	151 days	03/01/21	07/30/21	18%	
					Bldg. 001	132 days	03/19/21	07/29/21	12%	
					Bldg. 005	223 days	04/30/21	12/09/21	28%	
					Bldg. 006	532 days	07/01/21	12/15/22	0%	
CLOSE-OUT	31 days	12/18/22	01/17/23	0%	CLOSE-OUT	78 days	04/30/24	07/16/24	0%	47
Project Close-Out - Resolve Punchlist Items	30 days	12/18/22	01/16/23	0%	Project Close-Out - Resolve Punchlist Items	59 days	04/30/24	06/28/24	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	06/28/24	06/28/24	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/16/23	01/16/23	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	06/28/24	06/28/24	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	01/17/23	01/17/23	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	07/16/24	07/16/24	0%	
Project Close-Out - End of Project	0 days	01/17/23	01/17/23	0%	Project Close-Out - End of Project	0 days	07/16/24	07/16/24	0%	546

	diff	lags	
Design	0	0	
RRC			
Roof (coincident w/ constr.)	0	0	
Constr Proc.	60	0	<-same lags
Constr. (incl Roof Reality & Roof constr.)	455	0	
Closeout	47	17	diff
	562	17	545

Trend: NTP	60	RSM	0	Variance	-60
Trend 1: Design	0		0		0
Trend 2: Roofing Sub-permit	166		166		0
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	280		280		0
Trend 4: Construction	1 *		0		-1
Trend 5: Punchlist	47		30		-17
	554		476		-78
Variance	8				



Exhibit B

Lauderdale Manors ELC

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl		Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2007 days	04/22/16	10/19/21	100%		OVERALL PROJECT	1957 days	04/22/16	02/20/24	18%	
PLANNING	17 days	04/22/16	05/09/16	100%		PLANNING	17 days	04/22/16	05/09/16	100%	
Start Project	0 days	04/22/16	04/22/16	100%		Start Project	0 days	04/22/16	04/22/16	100%	
Project Information - Assemble Data	6 days	04/22/16	04/28/16	100%		Project Information - Assemble Data	6 days	04/22/16	04/28/16	100%	
Project Information - Review With Team	3 days	04/29/16	05/02/16	100%		Project Information - Review With Team	3 days	04/29/16	05/02/16	100%	
						Project Design Kick-Off - Prepare and Issue Principal's Letter	0 days	05/03/16	05/03/16	100%	
						Project Design Kick-Off - Prepare Project Kick-Off Meeting Handouts	6 days	05/03/16	05/09/16	100%	
Project Number - Issue PNRF and Obtain Project Number	6 days	05/03/16	05/09/16	100%		Project Number - Issue PNRF and Obtain Project Number	6 days	05/03/16	05/09/16	100%	
DESIGN PROCUREMENT	273 days	05/03/16	01/30/17	100%		DESIGN PROCUREMENT	274 days	05/03/16	01/31/17	100%	
RFQ Scope of Work Document - Prepare Draft	6 days	05/03/16	05/09/16	100%		RFQ Scope of Work Document - Prepare Draft	6 days	05/03/16	05/09/16	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	05/03/16	05/05/16	100%		RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	05/03/16	05/05/16	100%	
RFQ Document - Prepare Document	16 days	05/04/16	05/20/16	100%		RFQ Document - Prepare Document	16 days	05/04/16	05/20/16	100%	
RFQ Scope of Work Document - Internal Review and Comment	6 days	05/10/16	05/16/16	100%		RFQ Scope of Work Document - Internal Review and Comment	6 days	05/10/16	05/16/16	100%	
RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	05/10/16	05/12/16	100%		RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	05/10/16	05/12/16	100%	
RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	05/17/16	05/18/16	100%		RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	05/17/16	05/18/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	1 day	05/24/16	05/25/16	100%		RFQ Document - Issue For Review and Approval By CPO and APG	1 day	05/24/16	05/25/16	100%	
RFQ Board Agenda Item - Finalize and Issue For Review and Approval	0 days	05/26/16	05/26/16	100%		RFQ Board Agenda Item - Finalize and Issue For Review and Approval	0 days	05/26/16	05/26/16	100%	
RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CFO	0 days	05/27/16	05/27/16	100%		RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CPO	0 days	05/27/16	05/27/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	4 days	05/27/16	05/31/16	100%		RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	4 days	05/27/16	05/31/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	06/01/16	06/02/16	100%		RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	06/01/16	06/02/16	100%	
RFQ Board Agenda Item - Incorporate CFO and APG Comments	3 days	06/03/16	06/06/16	100%		RFQ Board Agenda Item - Incorporate CPO and APG Comments	3 days	06/03/16	06/06/16	100%	
RFQ Board Agenda Item - Upload Revised Documents For Review By CFO	0 days	06/07/16	06/07/16	100%		RFQ Board Agenda Item - Upload Revised Documents For Review By CPO	0 days	06/07/16	06/07/16	100%	
RFQ Board Agenda Item - Revised Documents Review and Approval by CFO	1 day	06/07/16	06/08/16	100%		RFQ Board Agenda Item - Revised Documents Review and Approval by CPO	1 day	06/07/16	06/08/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	06/09/16	06/10/16	100%		RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	06/09/16	06/10/16	100%	
RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	06/13/16	06/13/16	100%		RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	06/13/16	06/13/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	06/21/16	06/21/16	100%		RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	06/21/16	06/21/16	100%	
Design Professional Selection - PWS Prepare Advertisement	7 days	06/22/16	06/29/16	100%		Design Professional Selection - PWS Prepare Advertisement	7 days	06/22/16	06/29/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	06/29/16	06/29/16	100%		Design Professional Selection - PWS Advertise RFQ Package	0 days	06/29/16	06/29/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	08/11/16	08/11/16	100%		Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	08/11/16	08/11/16	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	08/25/16	08/25/16	100%		Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	08/25/16	08/25/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	28 days	08/26/16	09/23/16	100%		Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	28 days	08/26/16	09/23/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	09/26/16	09/26/16	100%		Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	09/26/16	09/26/16	100%	
Design Professional Selection - Negotiations With Selected Firm	30 days	09/27/16	10/27/16	100%		Design Professional Selection - Negotiations With Selected Firm	30 days	09/27/16	10/27/16	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	09/27/16	09/27/16	100%		Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	09/27/16	09/27/16	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	7 days	10/28/16	11/04/16	100%		Design Professional Selection - Finalize PSA Package For Board Approval	7 days	10/28/16	11/04/16	100%	
PSA Board Agenda Item - Legal Review Final PSA Document	4 days	11/07/16	11/11/16	100%		PSA Board Agenda Item - Legal Review Final PSA Document	4 days	11/07/16	11/11/16	100%	
PSA Board Agenda Item - APG Review Final PSA Board Package	3 days	11/14/16	11/17/16	100%		PSA Board Agenda Item - APG Review Final PSA Board Package	3 days	11/14/16	11/17/16	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	11/18/16	11/18/16	100%		PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	11/18/16	11/18/16	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	12/06/16	12/06/16	100%		PSA Board Agenda Item - Board Approve Final PSA Package	0 days	12/06/16	12/06/16	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	12/06/16	12/06/16	100%		Pre-Design - Execute PSA With Selected Design Professional	0 days	12/06/16	12/06/16	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	01/23/17	01/30/17	100%		Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	01/23/17	01/31/17	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	01/30/17	01/30/17	100%		Design Professional ATP - Issue ATP to Design Professional	0 days	01/30/17	01/30/17	100%	
DESIGN	855 days	02/01/17	06/05/19	100%		DESIGN	1773 days	02/01/17	12/09/21	76%	
Project Scope Validation - Validate Scope of Work	55 days	02/01/17	03/28/17	100%		Project Scope Validation - Validate Scope of Work	55 days	02/01/17	03/28/17	100%	
Site Visit	0 days	02/08/17	02/08/17	100%		Site Visit	0 days	02/08/17	02/08/17	100%	
Design Phase 1 Documents (Schematic) - Prepare and Issue	47 days	02/09/17	03/28/17	100%		Design Phase 1 Documents (Schematic) - Prepare and Issue	47 days	02/09/17	03/28/17	100%	
Design Phase 1 Documents (Schematic) - Review	13 days	03/29/17	04/11/17	100%		Design Phase 1 Documents (Schematic) - Review	13 days	03/29/17	04/11/17	100%	
Project Scope Validation - Review / Accept	13 days	03/29/17	04/11/17	100%		Project Scope Validation - Review / Accept	13 days	03/29/17	04/11/17	100%	
Design Phase 2 Design Development - Prepare and Issue	43 days	04/12/17	05/25/17	100%		Design Phase 2 Design Development - Prepare and Issue	43 days	04/12/17	05/25/17	100%	
Design Phase 2 Design Development - Review and Comment	15 days	05/25/17	06/09/17	100%		Design Phase 2 Design Development - Review and Comment	15 days	05/25/17	06/09/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	44 days	06/10/17	07/24/17	100%		Design Phase 3 50% CDs - Prepare and Issue	44 days	06/10/17	07/24/17	100%	
Design Phase 3 50% CDs - Review and Comment	17 days	07/25/17	08/11/17	100%		Design Phase 3 50% CDs - Review and Comment	17 days	07/25/17	08/11/17	100%	
Design Phase 3 100% CDs - Prepare and Issue	65 days	08/12/17	10/16/17	100%		Design Phase 3 100% CDs - Prepare and Issue	65 days	08/12/17	10/16/17	100%	
Design Phase 3 100% CDs - Backcheck	238 days	10/16/17	06/11/18	100%		Design Phase 3 100% CDs - Backcheck	238 days	10/16/17	06/11/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	15 days	06/11/18	06/26/18	100%		Design 100% Documents - R01 Review by Permitting Agencies	15 days	06/11/18	06/26/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	57 days	06/27/18	08/23/18	100%		Design 100% Documents - Revise & Resubmit R01	57 days	06/27/18	08/23/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	22 days	08/23/18	09/14/18	100%		Design 100% Documents - R02 Review by Permitting Agencies	22 days	08/23/18	09/14/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	88 days	09/15/18	12/12/18	100%		Design 100% Documents - Revise & Resubmit R02	88 days	09/15/18	12/12/18	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	30 days	12/12/18	01/11/19	100%		Design 100% Documents - R03 Review by Permitting Agencies	30 days	12/12/18	01/11/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	51 days	01/12/19	03/04/19	100%		Design 100% Documents - Revise & Resubmit R03	51 days	01/12/19	03/04/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	7 days	03/04/19	03/11/19	100%		Design 100% Documents - R04 Review by Permitting Agencies	7 days	03/04/19	03/11/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	62 days	03/12/19	05/13/19	100%		Design 100% Documents - Revise & Resubmit R04	62 days	03/12/19	05/13/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	6 days	05/15/19	05/21/19	100%		Design 100% Documents - R05 Review by Permitting Agencies	6 days	05/15/19	05/21/19	100%	
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	8 days	05/22/19	05/30/19	100%		Design 100% Documents - Revise & Resubmit R05	8 days	05/22/19	05/30/19	100%	
Design 100% Documents - RO6 Review by Permitting Agencies	5 days	05/31/19	06/05/19	100%		Design 100% Documents - R06 Review by Permitting Agencies	5 days	05/31/19	06/05/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	06/05/19	06/05/19	100%		Letter of Recommendation to Permit From SBBC Building Department	0 days	06/05/19	06/05/19	100%	LAG
						Design 100% Documents - R01 Review by Permitting Agencies	21 days	07/22/20	08/11/20	100%	22
						Design 100% Documents - Revise & Resubmit R01	386 days	08/11/20	08/31/21	90%	387
						Design 100% Documents - R02 Review by Permitting Agencies	15 days	09/01/21	09/15/21	0%	16
						Design 100% Documents - Revise & Resubmit R02	14 days	09/16/21	09/29/21	0%	15
						Design 100% Documents - R03 Review by Permitting Agencies	14 days	09/30/21	10/13/21	0%	15
						Design 100% Documents - Revise & Resubmit R03	14 days	10/14/21	10/27/21	0%	15
						Design 100% Documents - R04 Review by Permitting Agencies	15 days	10/28/21	11/11/21	0%	16

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853

LAG

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Exhibit B

Lauderdale Manors ELC

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM BL September 1, 2021						
Task Name	Duration		Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance	
						Design 100% Documents - Revise & Resubmit R04	14 days	11/12/21	11/25/21	0%	15	
						Design 100% Documents - R05 Review by Permitting Agencies	14 days	11/26/21	12/09/21	0%	15	
						Letter of Recommendation to Permit From SBBC Building Department	1 days	12/09/21	12/09/21	0%	2	
						ROOF REALITY CHECK	15 days	05/06/20	05/21/20	100%		
						Start Roof Reality Checks	0 days	05/06/20	05/06/20	100%		
						Roof Package Assembled by Doc. Control and Roof Team	7 days	05/06/20	05/13/20	100%		
						Prepare Roof Report	5 days	05/13/20	05/18/20	100%		
						Report Review and Issued to Roof Committee	1 day	05/20/20	05/21/20	100%		
CONSTRUCTION PROCUREMENT	1009 days		11/10/17	08/14/20	100%	CONSTRUCTION PROCUREMENT	1650 days	11/10/17	05/17/22	82%		LAG
ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	4 days		11/10/17	11/13/17	100%	ITB Board Agenda Item - Revised Documents Review by APG (APG Final) - Expired LOR	4 days	11/10/17	11/13/17	100%		485
ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days		11/17/17	11/17/17	100%	ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg) - Expired LOR	1 days	11/17/17	11/17/17	100%		
ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days		12/05/17	12/05/17	100%	ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	12/05/17	12/05/17	100%		
ITB Advertisement - Advertise to Bid Contractor	1 days		11/08/19	11/08/19	100%	ITB Advertisement - Advertise to Bid Contractor - Expired LOR	1 days	11/08/19	11/08/19	100%		
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days		01/10/20	01/10/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids) - Expired LOR	1 days	01/10/20	01/10/20	100%		
ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days		02/03/20	02/03/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids - Expired LOR	1 days	02/03/20	02/03/20	100%		
ITB Advertisement - Finalize Contract Package For Board Approval	30 days		02/04/20	03/04/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval - Expired LOR	30 days	02/04/20	03/04/20	100%		
Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days		03/31/20	03/31/20	100%	Construction Contract Board Item - Board Approve Construction Contract Board Item - Expired LOR	1 days	03/31/20	03/31/20	100%		
Pre-Construction - Execute Contract Document With Selected Contractor	1 days		03/31/20	03/31/20	100%	Pre-Construction - Execute Contract Document With Selected Contractor - Expired LOR	1 days	03/31/20	03/31/20	100%		
Pre-Construction - Prepare NTP Document	136 days		04/01/20	08/14/20	100%	Pre-Construction - Prepare NTP Document to Contractor - Expired LOR	206 days	04/08/20	10/30/20	100%	71	7
						ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	4 days	12/10/21	12/13/21	0%	5	405
						ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	12/14/21	12/14/21	0%	2	0
						ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	01/18/22	01/18/22	0%	2	34
						ITB Advertisement - Advertise to Bid Contractor	1 days	01/18/22	01/18/22	0%	2	
						ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days	02/03/22	02/03/22	0%	2	15
						ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days	02/17/22	02/17/22	0%	2	13
						ITB Advertisement - Finalize Contract Package For Board Approval	14 days	02/18/22	03/03/22	0%	15	0
						Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days	03/15/22	03/15/22	0%	2	11
						Pre-Construction - Execute Contract Document With Selected Contractor	1 days	03/15/22	03/15/22	0%	2	
						Pre-Construction - Prepare NTP Document	63 days	03/16/22	05/17/22	0%	64	0
CONSTRUCTION	372 days		08/17/20	08/23/21	0%	CONSTRUCTION	557 days	05/25/22	12/02/23	0%		7
Construction - Issue NTP to Contractor	0 days		08/14/20	08/14/20	0%	Construction - Issue NTP to Contractor	0 days	05/17/22	05/17/22	0%		
Construction - Start	0 days		08/24/20	08/24/20	0%	Construction - Start	0 days	05/25/22	05/25/22	0%		
Construction - Construction	364 days		08/24/20	08/23/21	0%	Construction - Construction (Including Weather Days @ 40days/100days)	364 days	05/25/22	05/24/23	0%		
						Roofing Sub-permit Process	82 days	05/25/23	08/14/23	0%	83	
						Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	110 days	08/15/23	12/02/23	0%	111	
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days		08/23/21	08/23/21	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	12/02/23	12/02/23	0%		
						Construction - Certificate of Occupancy (BD Signed 110b)	0 days	12/02/23	12/02/23	0%		
						Roof Construction Works	250 days	05/25/22	01/29/23	0%		
						Obtain Roof Sub-permits from BD	59 days	05/25/22	07/23/22	0%		
						Bldg. 001	30 days	07/24/22	08/23/22	0%		
						Bldg. 002	16 days	08/24/22	09/09/22	0%		
						Bldg. 003	4 days	09/10/22	09/14/22	0%		
						Bldg. 004	16 days	09/15/22	10/01/22	0%		
						Bldg. 005	16 days	10/02/22	10/18/22	0%		
						Bldg. 006	30 days	10/19/22	11/18/22	0%		
						Bldg. 007 (2 Floors)	30 days	11/19/22	12/19/22	0%		
						Bldg. 008	10 days	12/20/22	12/30/22	0%		
						Bldg. 009	6 days	12/31/22	01/06/23	0%		
						Bldg. 010	6 days	01/07/23	01/13/23	0%		
						Bldg. 011	5 days	01/14/23	01/19/23	0%		
						Bldg. 012	4 days	01/20/23	01/24/23	0%		
						Bldg. 017	4 days	01/25/23	01/29/23	0%		
CLOSE-OUT	57 days		08/24/21	10/19/21	0%	CLOSE-OUT	80 days	12/03/23	02/20/24	0%	24	0
Project Close-Out - Resolve Punchlist Items	29 days		08/24/21	09/22/21	0%	Project Close-Out - Resolve Punchlist Items	59 days	12/03/23	01/31/24	0%		
						Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/31/24	01/31/24	0%		
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days		09/22/21	09/22/21	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/31/24	01/31/24	0%		
Project Close-Out - Final Payment Memo or Board Item	0 days		10/19/21	10/19/21	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%		
Project Close-Out - End of Project	0 days		10/19/21	10/19/21	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	854	

	diff	diff	LAGS	
Design Proc	1	1		
Design (lag REMOVED) - N68	506	918	412	
Constr. Proc (lag REMOVED) - N85	156	641	485	
Constr (incl Roofing)	178	185	7	
Closeout	23	23	0	
SUM	864	1768	904	864
		minus lag/lag overlap	7	
			857	

Trend: NTP	169	RSM	15	Variance	154
Trend 1: Design	518		98		420
Trend 2: Roofing Sub-permit	83		82		1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	111		110		1
Trend 4: Construction			0		0
Trend 5: Punchlist	24		30		-6
	905		335		570
Variance	485				-485
	420				85

RSM Audit lists Heery Completion as 1/18/22 - Heery Completion on 9/28/20 is 10/19/21

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Margate MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)						Data Date: AECOM September 1, 2021						
Task Name	Duration	Start	Finish	% Compl		Task Name	Duration	Start	Finish	% Compl	Variance	
OVERALL PROJECT	1482 days	08/22/16	07/19/22	100%		OVERALL PROJECT	3221 days	08/22/16	06/17/25	21%		
PLANNING	2 days	08/22/16	08/23/16	100%		PLANNING	2 days	08/22/16	08/23/16	100%		
Start Project	1 days	08/22/16	08/22/16	100%		Start Project	0 days	08/22/16	08/22/16	100%		
Project Information - Select Project For Approval To Advertise	1 days	08/22/16	08/22/16	100%		Project Information - Select Project For Approval To Advertise	1 days	08/22/16	08/22/16	100%		
Project Number - Issue PNRF and Obtain Project Number	1 days	08/23/16	08/23/16	100%		Project Number - Issue PNRF and Obtain Project Number	1 days	08/23/16	08/23/16	100%		
DESIGN PROCUREMENT	359 days	08/23/16	04/03/17	100%		DESIGN PROCUREMENT	224 days	08/23/16	04/04/17	100%		
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	1 days	08/23/16	08/23/16	100%		RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	1 days	08/23/16	08/23/16	100%		
RFQ Document - Prepare Document	5 days	08/23/16	08/29/16	100%		RFQ Document - Prepare Document	5 days	08/23/16	08/29/16	100%		
RFQ Document - Issue For Review and Approval By CFO and APG	2 days	08/30/16	08/31/16	100%		RFQ Document - Issue For Review and Approval By CPO and APG	2 days	08/30/16	08/31/16	100%		
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	1 days	09/01/16	09/01/16	100%		RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	1 days	09/01/16	09/01/16	100%		
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 days	09/12/16	09/12/16	100%		RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 days	09/12/16	09/12/16	100%		
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 days	09/20/16	09/20/16	100%		RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 days	09/20/16	09/20/16	100%		
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	1 days	10/18/16	10/18/16	100%		RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	1 days	10/18/16	10/18/16	100%		
Design Professional Selection - PWS Prepare Advertisement	2 days	10/19/16	10/20/16	100%		Design Professional Selection - PWS Prepare Advertisement	2 days	10/19/16	10/20/16	100%		
Design Professional Selection - PWS Advertise RFQ Package	1 days	10/21/16	10/21/16	100%		Design Professional Selection - PWS Advertise RFQ Package	1 days	10/21/16	10/21/16	100%		
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	1 days	11/02/16	11/02/16	100%		Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	1 days	11/02/16	11/02/16	100%		
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	1 days	11/17/16	11/17/16	100%		Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	1 days	11/17/16	11/17/16	100%		
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	9 days	11/18/16	12/02/16	100%		Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	9 days	11/18/16	12/02/16	100%		
Design Professional Selection - QSEC Meeting To Discuss Recommendations	1 days	12/05/16	12/05/16	100%		Design Professional Selection - QSEC Meeting To Discuss Recommendations	1 days	12/05/16	12/05/16	100%		
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	1 days	12/07/16	12/07/16	100%		Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	1 days	12/07/16	12/07/16	100%		
Design Professional Selection - Negotiations With Selected Firm	20 days	12/15/16	01/30/17	100%		Design Professional Selection - Negotiations With Selected Firm	33 days	12/15/16	01/30/17	100%		
Design Professional Selection - Finalize PSA Package For Board Approval	25 days	01/31/17	02/03/17	100%		Design Professional Selection - Finalize PSA Package For Board Approval	4 days	01/31/17	02/03/17	100%		
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	1 days	02/03/17	02/03/17	100%		PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	1 days	02/03/17	02/03/17	100%		
Pre-Design - Prepare ATP Document / Signature By Design Professional	10 days	03/13/17	03/23/17	100%		PSA Board Agenda Item - Board Approve Final PSA Package	1 days	03/21/17	03/21/17	100%		
PSA Board Agenda Item - Board Approve Final PSA Package	1 days	03/21/17	03/21/17	100%		Pre-Design - Prepare ATP Document / Signature By Design Professional	9 days	03/13/17	03/23/17	100%		
Pre-Design - Execute PSA With Selected Design Professional	5 days	03/21/17	03/21/17	100%		Pre-Design - Execute PSA With Selected Design Professional	1 days	03/21/17	03/21/17	100%		
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	15 days	03/23/17	04/03/17	100%		Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	8 days	03/23/17	04/03/17	100%		
DESIGN	866 days	04/04/17	09/15/20	100%		DESIGN	1602 days	04/04/17	08/23/21	95%		
Design Professional ATP - Issue ATP to Design Professional	1 days	04/03/17	04/03/17	100%		Design Professional ATP - Issue ATP to Design Professional	0 days	04/04/17	04/04/17	100%		
Project Scope Validation - Validate Scope of Work (& Review)	21 days	04/04/17	04/26/17	100%		Project Scope Validation - Validate Scope of Work	23 days	04/04/17	04/26/17	100%		
Site Visits (Per PSA)	14 days	04/04/17	05/02/17	100%		Site Visits (Per PSA)	29 days	04/04/17	05/02/17	100%		
Design 30% Documents (Schematic) - Prepare and Issue	35 days	04/27/17	08/16/17	100%		Design 30% Documents (Schematic) - Prepare and Issue	112 days	04/27/17	08/16/17	100%		
Design Phase 2 Design Development - Prepare and Issue	50 days	08/17/17	10/12/17	100%		Design Phase 2 Design Development - Prepare and Issue	57 days	08/17/17	10/12/17	100%		
Design Phase 2 Design Development - Review and Comment	14 days	10/13/17	11/02/17	100%		Design Phase 2 Design Development - Review and Comment	21 days	10/13/17	11/02/17	100%		
Design Phase 3 50% CDs - Prepare and Issue	77 days	11/03/17	11/29/17	100%		Design Phase 3 50% CDs - Prepare and Issue	27 days	11/03/17	11/29/17	100%		
Design Phase 3 50% CDs - Review and Comment	21 days	11/29/17	12/15/17	100%		Design Phase 3 50% CDs - Review and Comment	17 days	11/29/17	12/15/17	100%		
Design Phase 3 100% CDs - Prepare and Issue	77 days	12/16/17	03/13/18	100%		Design Phase 3 100% CDs - Prepare and Issue	88 days	12/16/17	03/13/18	100%		
Design Phase 3 100% CDs - Backcheck	28 days	03/14/18	08/01/18	100%		Design Phase 3 100% CDs - Backcheck	141 days	03/14/18	08/01/18	100%		
Design 100% Documents - RO1 Review by Permitting Agencies	21 days	08/01/18	09/04/18	100%		Design 100% Documents - R01 Review by Permitting Agencies	35 days	08/01/18	09/04/18	100%		
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	14 days	09/05/18	10/14/18	100%		Design 100% Documents - Revise & Resubmit R01	40 days	09/05/18	10/14/18	100%		
Design 100% Documents - RO2 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%		Design 100% Documents - R02 Review by Permitting Agencies	15 days	10/15/18	10/29/18	100%		
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	14 days	10/29/18	03/11/19	100%		Design 100% Documents - Revise & Resubmit R02	134 days	10/29/18	03/11/19	100%		
Design 100% Documents - RO3 Review by Permitting Agencies	14 days	03/11/19	04/01/19	100%		Design 100% Documents - R03 Review by Permitting Agencies	22 days	03/11/19	04/01/19	100%		
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	14 days	04/02/19	06/17/19	100%		Design 100% Documents - Revise & Resubmit R03	77 days	04/02/19	06/17/19	100%		
Design 100% Documents - RO4 Review by Permitting Agencies	14 days	06/18/19	08/02/19	100%		Design 100% Documents - R04 Review by Permitting Agencies	46 days	06/18/19	08/02/19	100%		
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	14 days	08/03/19	09/27/19	100%		Design 100% Documents - Revise & Resubmit R04	56 days	08/03/19	09/27/19	100%		
Design 100% Documents - RO5 Review by Permitting Agencies	10 days	09/27/19	10/25/19	100%		Design 100% Documents - R05 Review by Permitting Agencies	29 days	09/27/19	10/25/19	100%		
Design 100% Documents - Resolve RO5 Comments From Permitting Agencies and Resubmit	14 days	10/26/19	01/10/20	100%		Design 100% Documents - Revise & Resubmit R05	77 days	10/26/19	01/10/20	100%		
Design 100% Documents - RO6 Review by Permitting Agencies	10 days	01/10/20	02/25/20	100%		Design 100% Documents - R06 Review by Permitting Agencies	47 days	01/10/20	02/25/20	100%		
Design 100% Documents - Resolve RO6 Comments From Permitting Agencies and Resubmit	16 days	02/26/20	07/14/20	100%		Design 100% Documents - Revise & Resubmit R06	140 days	02/26/20	07/14/20	100%		
Design 100% Documents - RO7 Review by Permitting Agencies	10 days	07/15/20	08/09/20	100%		Design 100% Documents - R07 Review by Permitting Agencies	65 days	07/15/20	09/17/20	100%	39	
						Design 100% Documents - Revise & Resubmit R07	55 days	09/17/20	11/10/20	100%	55	
						Design 100% Documents - R08 Review by Permitting Agencies	9 days	11/10/20	11/18/20	100%	9	
						Design 100% Documents - Revise & Resubmit R08	90 days	11/18/20	04/29/21	100%	90	
						Design 100% Documents - R09 Review by Permitting Agencies	14 days	04/30/21	05/25/21	100%	14	
						Design 100% Documents - Revise & Resubmit R09	14 days	05/26/21	09/30/21	50%	14	
						Design 100% Documents - R10 Review by Permitting Agencies	30 days	10/01/21	10/30/21	0%	30	
						Design 100% Documents - Revise & Resubmit R10	20 days	10/31/21	11/19/21	0%	20	
						Design 100% Documents - R11 Review by Permitting Agencies	20 days	11/20/21	12/10/21	0%	20	
						Design 100% Documents - Revise & Resubmit R11	20 days	12/11/21	12/30/21	0%	20	

Exhibit B

Margate MS

						Design 100% Documents - R12 Review by Permitting Agencies	20 days	12/31/21	01/19/22	0%	20
						Design 100% Documents - Revise & Resubmit R12	20 days	01/20/22	02/08/22	0%	20
						Design 100% Documents - R13 Review by Permitting Agencies	20 days	02/09/22	02/28/22	0%	20
						Design 100% Documents - Revise & Resubmit R13	20 days	03/01/22	03/20/22	0%	20
						Design 100% Documents - R14 Review by Permitting Agencies	18 days	03/21/22	04/07/22	0%	18
						Design 100% Documents - Revise & Resubmit R14	15 days	04/08/22	04/22/22	0%	15
Letter of Recommendation to Permit From SBBC Building Department	1 days	09/15/20	09/15/20	0%		Letter of Recommendation to Permit From SBBC Building Department	0 days	04/22/22	04/22/22	0%	
						ROOF REALITY CHECK	557 days	04/17/20	10/25/21	65%	
						Roof Package Assembled by Doc. Control and Roof Team	4 days	04/17/20	04/23/20	100%	
						Start Roof Reality Checks	0 days	04/24/20	04/24/20	100%	
						Prepare Roof Report	14 days	04/27/20	05/15/20	100%	
						Report Review and Issued to Roof Committee	4 days	05/18/20	05/22/20	100%	
						Roofing Reality Check - Walkthroughy / Meeting with AE	7 days	08/02/21	08/10/21	0%	
						AE Issues Addendum	20 days	08/11/21	09/08/21	0%	
						Addendum Review by Roofing Committee	31 days	09/09/21	10/21/21	0%	
						Addendum Approved by Roofing Committee	0 days	10/21/21	10/21/21	0%	
						Addendum Delivery to Procurement & Warehousing Services (PWS)	2 days	10/22/21	10/25/21	0%	
CONSTRUCTION PROCUREMENT	695 days	03/29/18	01/15/21	100%		CONSTRUCTION PROCUREMENT	1511 days	03/29/18	05/17/22	76%	
ITB Board Agenda Item - Preliminary Documents Review and Approval by CFO (E-Agenda)	3 days	03/29/18	03/29/18	100%		ITB Board Agenda Item - Preliminary Documents Review and Approval by CPO (e-Agenda)	1 days	03/29/18	03/29/18	100%	
ITB Board Agenda Item - Preliminary Documents APG Review (APG Planning)	2 days	04/02/18	04/02/18	100%		ITB Board Agenda Item - Preliminary Documents APG Review (APG Planning)	1 days	04/02/18	04/02/18	100%	
ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	2 days	04/09/18	04/09/18	100%		ITB Board Agenda Item - Revised Documents Review by APG (APG Final)	1 days	04/09/18	04/09/18	100%	
ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	04/16/18	04/16/18	100%		ITB Board Agenda Item - Deliver Paper Copies To OSBR (1 Wk Before Board Mtg)	1 days	04/16/18	04/16/18	100%	
ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	04/24/18	04/24/18	100%		ITB Board Agenda Item - Board Approval To Advertise For Procurement	1 days	04/24/18	04/24/18	100%	
ITB Advertisement - Advertise to Bid Contractor	1 days	10/29/20	10/29/20	0%		ITB Advertisement - Advertise to Bid Contractor	0 days	04/22/22	04/22/22	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	1 days	11/13/20	11/13/20	0%		ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/10/22	05/10/22	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	1 days	12/01/20	12/01/20	0%		ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	05/24/22	05/24/22	0%	
ITB Advertisement - Post Bid Results	3 days	12/02/20	12/04/20	0%		ITB Advertisement - Post Bid Results	3 days	05/25/22	05/27/22	0%	
ITB Advertisement - Finalize Contract Package For Board Approval	2 days	12/07/20	12/08/20	0%		ITB Advertisement - Finalize Contract Package For Board Approval	2 days	05/30/22	05/31/22	0%	
Construction Contract Board Item - Legal Review Contract Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Legal Review Contract Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Upload Final Document For Review by CFO	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Upload Final Document For Review by CPO	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - CFO Review Final Construction Contract Board Item Board Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - CPO Review Final Construction Contract Board Item Board Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	1 days	12/08/20	12/08/20	0%		Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	05/31/22	05/31/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	1 days	12/15/20	12/15/20	0%		Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	06/21/22	06/21/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	1 days	12/16/20	12/16/20	0%		Pre-Construction - Execute Contract Document With Selected Contractor	1 days	06/21/22	06/21/22	0%	
Pre-Construction - Prepare NTP Document	15 days	12/17/20	01/15/21	0%		Pre-Construction - Prepare NTP Document	45 days	06/22/22	08/23/22	0%	30
CONSTRUCTION	480 days	01/25/21	05/24/22	0%		CONSTRUCTION	935 days	08/31/22	03/22/25	0%	
Construction - Issue NTP to Contractor	0 days	01/15/21	01/15/21	0%		Construction - Issue NTP to Contractor	0 days	08/23/22	08/23/22	0%	
Construction - Start	0 days	01/25/21	01/25/21	0%		Construction - Start	0 days	08/31/22	08/31/22	0%	
Construction - Construction	480 days	01/25/21	05/19/22	0%		Construction - Construction (Including Weather Days @ 40days/100days)	480 days	08/31/22	12/23/23	0%	
						Construction - Certificate of Occupancy (BD Signed 110b)	0 days	03/22/25	03/22/25	0%	
						Roofing Sub-permit Process	175 days	12/24/23	06/15/24	0%	175
						Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	280 days	06/16/24	03/22/25	0%	280
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	05/24/22	05/24/22	0%		Construction - Substantial Completion (AE Signed 01770e)	0 days	03/22/25	03/22/25	0%	
						Roof Construction Works	208 days	08/31/22	06/17/23	0%	
						Obtain Roof Sub-permits from BD	60 days	08/31/22	10/29/22	0%	
						Bldg. 001	118 days	10/30/22	02/24/23	0%	
						Bldg. 006	22 days	02/25/23	03/18/23	0%	
						Bldg. 002	21 days	03/19/23	04/08/23	0%	
						Bldg. 005	20 days	04/09/23	04/28/23	0%	
						Bldg. 004	20 days	04/29/23	05/18/23	0%	
						Bldg. 003	14 days	05/19/23	06/01/23	0%	
						Bldg. 008	6 days	06/02/23	06/07/23	0%	
						Bldg. 009	5 days	06/08/23	06/12/23	0%	
						Bldg. 007	5 days	06/13/23	06/17/23	0%	
CLOSE-OUT	30 days	05/25/22	07/19/22	0%		CLOSE-OUT	65 days	12/15/24	02/18/25	0%	35
Project Close-Out - Resolve Punchlist Items	30 days	05/25/22	06/23/22	0%		Project Close-Out - Resolve Punchlist Items	65 days	12/15/24	02/12/25	0%	
						Consultant's Letter Establishing Final Completion Date (01770h)	0 days	12/15/24	02/12/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	1 days	06/23/22	06/23/22	0%		Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	02/18/25	02/18/25	0%	
Project Close-Out - Final Payment Memo or Board Item	1 days	07/19/22	07/19/22	0%		Project Close-Out - Final Payment Memo or Board Item	0 days	02/18/25	02/18/25	0%	
Project Close-Out - End of Project	1 days	07/19/22	07/19/22	0%		Project Close-Out - End of Project	0 days	02/18/25	02/18/25	0%	945

Exhibit B

Margate MS

		RSM	Variance
Trend: NTP	30	15	15
Trend 1: Design	425	56	369
Trend 2: Roofing Sub-permit	175	175	0
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	280	280	0
Trend 4: Construction		0	0
Trend 5: Punchlist	35	30	5
	945	556	389.3
Variance	0		



Pine Lakes ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1740 days	04/14/17	01/18/22	100%	OVERALL PROJECT	2503 days	04/14/17	02/20/24	40%	
PLANNING	41 days	04/14/17	05/25/17	100%	PLANNING	41 days	04/14/17	05/25/17	100%	
Start Project	0 days	04/14/17	04/14/17	100%	Start Project	0 days	04/14/17	04/14/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	Project Information - Select Project For Approval To Advertise	0 days	04/14/17	04/14/17	100%	
Project Number - Issue PNRF and Obtain Project Number	38 days	04/17/17	05/25/17	100%	Project Number - Issue PNRF and Obtain Project Number	38 days	04/17/17	05/25/17	100%	
DESIGN PROCUREMENT	227 days	04/24/17	12/07/17	100%	DESIGN PROCUREMENT	228 days	04/24/17	12/08/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	04/24/17	04/26/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	04/24/17	04/26/17	100%	
RFQ Document - Prepare Document	6 days	04/28/17	05/04/17	100%	RFQ Document - Prepare Document	6 days	04/28/17	05/04/17	100%	
Design Professional Selection - PWS Prepare Advertisement	4 days	05/05/17	05/09/17	100%	Design Professional Selection - PWS Prepare Advertisement	4 days	05/05/17	05/09/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	05/19/17	05/19/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	06/02/17	06/02/17	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	06/26/17	06/26/17	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	15 days	06/27/17	07/12/17	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	07/13/17	07/13/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	07/17/17	07/17/17	100%	
Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	Design Professional Selection - Negotiations With Selected Firm	45 days	07/18/17	09/01/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	34 days	09/05/17	10/09/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	34 days	09/05/17	10/09/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	10/26/17	10/26/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	11/07/17	11/07/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	11/08/17	11/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	6 days	11/21/17	11/27/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	9 days	11/28/17	12/07/17	100%	
DESIGN	496 days	12/08/17	04/18/19	100%	DESIGN	496 days	12/08/17	04/18/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	12/07/17	12/07/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	12/08/17	12/08/17	100%	
Project Scope Validation - Validate Scope of Work	49 days	12/08/17	01/26/18	100%	Project Scope Validation - Validate Scope of Work	49 days	12/08/17	01/26/18	100%	
Project Scope Validation - Review / Accept	10 days	01/27/18	02/06/18	100%	Project Scope Validation - Review / Accept	10 days	01/27/18	02/06/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	28 days	02/07/18	03/07/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	28 days	02/07/18	03/07/18	100%	
Design 30% Documents (Schematic) - Review	13 days	03/08/18	03/21/18	100%	Design 30% Documents (Schematic) - Review	13 days	03/08/18	03/21/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	42 days	03/22/18	05/03/18	100%	Design Phase 3 50% CDs - Prepare and Issue	42 days	03/22/18	05/03/18	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	05/04/18	05/18/18	100%	Design Phase 3 50% CDs - Review and Comment	14 days	05/04/18	05/18/18	100%	
Design Phase 3 90% CDs - Prepare and Issue	47 days	05/19/18	07/05/18	100%	Design Phase 3 90% CDs - Prepare and Issue	47 days	05/19/18	07/05/18	100%	
Design Phase 3 90% CDs - Review and Comment	20 days	07/06/18	07/26/18	100%	Design Phase 3 90% CDs - Review and Comment	20 days	07/06/18	07/26/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	26 days	07/27/18	08/22/18	100%	Design Phase 3 100% CDs - Prepare and Issue	26 days	07/27/18	08/22/18	100%	
Design Phase 3 100% CDs - Backcheck	106 days	08/22/18	12/06/18	100%	Design Phase 3 100% CDs - Backcheck	106 days	08/22/18	12/06/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	36 days	12/06/18	01/11/19	100%	Design 100% Documents - RO1 Review by Permitting Agencies	36 days	12/06/18	01/11/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	17 days	01/12/19	01/29/19	100%	Design 100% Documents - Revise & Resubmit R01	17 days	01/12/19	01/29/19	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	23 days	01/30/19	02/22/19	100%	Design 100% Documents - RO2 Review by Permitting Agencies	23 days	01/30/19	02/22/19	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	52 days	02/23/19	04/16/19	100%	Design 100% Documents - Revise & Resubmit R02	52 days	02/23/19	04/16/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	2 days	04/16/19	04/18/19	100%	Design 100% Documents - RO3 Review by Permitting Agencies	2 days	04/16/19	04/18/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	04/18/19	04/18/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	04/18/19	04/18/19	100%	
					ROOF REALITY CHECK	28 days	07/01/21	07/29/21	0%	
					Start Roof Reality Checks	0 days	07/01/21	07/01/21	0%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	07/01/21	07/08/21	0%	
					Prepare Roof Report	20 days	07/09/21	07/29/21	0%	
CONSTRUCTION PROCUREMENT	847 days	08/09/18	12/03/20	100%	CONSTRUCTION PROCUREMENT	900 days	08/09/18	01/25/21	100%	53
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/09/18	08/09/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	08/09/18	08/09/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/13/18	08/13/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/13/18	08/13/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	08/20/18	08/20/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	08/20/18	08/20/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/05/18	09/05/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	09/05/18	09/05/18	100%	
CSMP Contractor Authorization - Receive Proposal, Negotiate and Finalize NTP Document	487 days	06/02/19	10/01/20	100%						
CSMP Contractor Authorization - Prepare NTP Document	34 days	10/02/20	11/05/20	0%						
ITB Advertisement - Advertise to Bid Contractor	0 days	07/14/20	07/14/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	07/14/20	07/14/20	100%	
ITB Advertisement - Pre-Bid Conference	0 days	07/22/20	07/22/20	100%	ITB Advertisement - Pre-Bid Conference	0 days	07/22/20	07/22/20	100%	
ITB Advertisement - Site Visit	0 days	07/22/20	07/22/20	100%	ITB Advertisement - Site Visit	0 days	07/22/20	07/22/20	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/07/20	08/07/20	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	08/07/20	08/07/20	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/18/20	08/18/20	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	08/18/20	08/18/20	100%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	09/02/20	09/04/20	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	0 days	08/25/20	08/25/20	100%	
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	17 days	09/08/20	09/25/20	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	20 days	08/26/20	09/15/20	100%	

Exhibit B

Pine Lakes ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	09/25/20	09/25/20	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	09/01/20	09/01/20	100%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	10/02/20	10/02/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	09/15/20	09/15/20	100%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	10/09/20	10/09/20	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	09/21/20	09/21/20	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	10/20/20	10/20/20	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	09/22/20	09/22/20	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	10/20/20	10/20/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	09/25/20	09/25/20	100%	
Pre-Construction - Prepare NTP Document	43 days	10/21/20	12/03/20	0%	Pre-Construction - Prepare NTP Document	101 days	10/16/20	01/25/21	100%	58
CONSTRUCTION	371 days	12/04/20	12/10/21	0%	CONSTRUCTION	1029 days	02/01/21	11/27/23	15%	
Construction - Issue NTP to Contractor	0 days	12/03/20	12/03/20	0%	Construction - Issue NTP to Contractor	0 days	01/25/21	01/25/21	100%	
Construction - Start	0 days	12/11/20	12/11/20	0%	Construction - Start	0 days	02/01/21	02/01/21	100%	
Construction - Construction	366 days	12/11/20	12/12/21	0%	Construction - Construction 300d per bid (Including Weather Days @ 40days/100days)	721 days	02/01/21	01/23/23	15%	355
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	12/12/21	12/12/21	0%	Roofing Sub-permit Process	167 days	01/24/23	07/10/23	0%	167
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	139 days	07/11/23	11/27/23	0%	139
					Construction - Substantial Completion (AE Signed 01770e)	0 days	11/27/23	11/27/23	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	11/27/23	11/27/23	0%	
					Roof Construction Works	113 days	05/13/21	09/03/21	43%	
					Obtain Roof Sub-permits from BD	59 days	05/13/21	07/11/21	82%	
					Bldg. 085	16 days	07/12/21	07/28/21	0%	
					Bldg. 002	6 days	07/29/21	08/04/21	0%	
					Bldg. 001	4 days	08/05/21	08/09/21	0%	
					Bldg. 003	4 days	08/10/21	08/14/21	0%	
					Bldg. 006	4 days	08/15/21	08/19/21	0%	
					Bldg. 007	4 days	08/20/21	08/24/21	0%	
					Bldg. 004	4 days	08/25/21	08/29/21	0%	
					Bldg. 005	4 days	08/30/21	09/03/21	0%	
CLOSE-OUT	36 days	12/13/21	01/18/22	0%	CLOSE-OUT	84 days	11/28/23	02/20/24	0%	48
Project Close-Out - Resolve Punchlist Items	29 days	12/13/21	01/11/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	11/28/23	01/26/24	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	01/26/24	01/26/24	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/11/22	01/11/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	01/26/24	01/26/24	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	01/18/22	01/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/20/24	02/20/24	0%	
Project Close-Out - End of Project	0 days	01/18/22	01/18/22	0%	Project Close-Out - End of Project	0 days	02/20/24	02/20/24	0%	763

	RSM	Variance
Trend: NTP	15	43
Trend 1: Design	0	0
Trend 2: Roofing Sub-permit	168	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	110	29
Trend 4: Construction	355	0
Trend 5: Punchlist	30	18
	678	89
Variance	-4	
	763	

Sawgrass ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
OVERALL PROJECT	1846 days	09/28/17	10/18/22	100%	OVERALL PROJECT	2700 days	09/28/17	02/18/25	23%	
PLANNING	4 days	11/13/17	11/17/17	100%	PLANNING	4 days	11/13/17	11/17/17	100%	
Start Project	0 days	11/13/17	11/13/17	100%	Start Project	0 days	11/13/17	11/13/17	100%	
Project Information - Select Project For Approval To Advertise	0 days	11/13/17	11/13/17	100%	Project Information - Select Project For Approval To Advertise	0 days	11/13/17	11/13/17	100%	
Project Number - Issue PNRF and Obtain Project Number	2 days	11/15/17	11/17/17	100%	Project Number - Issue PNRF and Obtain Project Number	2 days	11/15/17	11/17/17	100%	
DESIGN PROCUREMENT	314 days	09/28/17	08/08/18	100%	DESIGN PROCUREMENT	315 days	09/28/17	08/09/18	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	4 days	09/28/17	10/02/17	100%	
RFQ Document - Prepare Document	26 days	11/15/17	12/11/17	100%	RFQ Document - Prepare Document	26 days	11/15/17	12/11/17	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	12/13/17	12/13/17	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	12/13/17	12/13/17	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	01/09/18	01/09/18	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	01/09/18	01/09/18	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	01/24/18	01/24/18	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	01/24/18	01/24/18	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	20 days	01/25/18	02/14/18	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	20 days	01/25/18	02/14/18	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	03/02/18	03/02/18	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	03/02/18	03/02/18	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	03/02/18	03/02/18	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	03/02/18	03/02/18	100%	
Design Professional Selection - Negotiations With Selected Firm	22 days	03/05/18	03/27/18	100%	Design Professional Selection - Negotiations With Selected Firm	22 days	03/05/18	03/27/18	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	13 days	03/28/18	04/10/18	100%	Design Professional Selection - Finalize PSA Package For Board Approval	13 days	03/28/18	04/10/18	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	04/26/18	04/26/18	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	04/26/18	04/26/18	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	05/08/18	05/08/18	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	05/08/18	05/08/18	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	05/09/18	05/09/18	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	05/09/18	05/09/18	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	07/24/18	07/25/18	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	1 days	07/24/18	07/25/18	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	13 days	07/26/18	08/08/18	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	13 days	07/26/18	08/08/18	100%	
DESIGN	749 days	08/13/18	08/31/20	100%	DESIGN	760 days	08/13/18	09/11/20	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	08/08/18	08/08/18	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	08/09/18	08/09/18	100%	
Project Scope Validation - Validate Scope of Work	24 days	08/13/18	09/06/18	100%	Project Scope Validation - Validate Scope of Work	24 days	08/13/18	09/06/18	100%	
Project Scope Validation - Review / Accept	11 days	09/07/18	09/18/18	100%	Project Scope Validation - Review / Accept	11 days	09/07/18	09/18/18	100%	
Design 30% Documents (Schematic) - Prepare and Issue	43 days	09/19/18	11/01/18	100%	Design 30% Documents (Schematic) - Prepare and Issue	43 days	09/19/18	11/01/18	100%	
Design 30% Documents (Schematic) - Review	14 days	11/02/18	11/16/18	100%	Design 30% Documents (Schematic) - Review	14 days	11/02/18	11/16/18	100%	
Design Phase 3 50% CDs - Prepare and Issue	114 days	11/17/18	03/11/19	100%	Design Phase 3 50% CDs - Prepare and Issue	114 days	11/17/18	03/11/19	100%	
Design Phase 3 50% CDs - Review and Comment	14 days	03/12/19	03/26/19	100%	Design Phase 3 50% CDs - Review and Comment	14 days	03/12/19	03/26/19	100%	
Design Phase 3 90% CDs - Prepare and Issue	58 days	03/27/19	05/24/19	100%	Design Phase 3 90% CDs - Prepare and Issue	58 days	03/27/19	05/24/19	100%	
Design Phase 3 90% CDs - Review and Comment	33 days	05/25/19	06/27/19	100%	Design Phase 3 90% CDs - Review and Comment	33 days	05/25/19	06/27/19	100%	
Design Phase 3 100% CDs - Prepare and Issue	26 days	06/28/19	07/24/19	100%	Design Phase 3 100% CDs - Prepare and Issue	26 days	06/28/19	07/24/19	100%	
Design Phase 3 100% CDs - Backcheck	118 days	07/25/19	11/20/19	100%	Design Phase 3 100% CDs - Backcheck	118 days	07/25/19	11/20/19	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	27 days	11/20/19	12/17/19	100%	Design 100% Documents - R01 Review by Permitting Agencies	27 days	11/20/19	12/17/19	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	36 days	12/18/19	01/23/20	100%	Design 100% Documents - Revise & Resubmit R01	36 days	12/18/19	01/23/20	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	31 days	01/24/20	02/24/20	100%	Design 100% Documents - R02 Review by Permitting Agencies	31 days	01/24/20	02/24/20	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	19 days	02/25/20	03/15/20	100%	Design 100% Documents - Revise & Resubmit R02	19 days	02/25/20	03/15/20	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	11 days	03/16/20	03/27/20	100%	Design 100% Documents - R03 Review by Permitting Agencies	11 days	03/16/20	03/27/20	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	66 days	03/28/20	06/02/20	100%	Design 100% Documents - Revise & Resubmit R03	66 days	03/28/20	06/02/20	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	71 days	06/03/20	08/13/20	100%	Design 100% Documents - R04 Review by Permitting Agencies	75 days	06/03/20	08/17/20	100%	4
Letter of Recommendation to Permit From SBBC Building Department	0 days	08/31/20	08/31/20	0%	Letter of Recommendation to Permit From SBBC Building Department	0 days	09/11/20	09/11/20	100%	
					ROOF REALITY CHECK	367 days	09/21/20	09/23/21	50%	
					Start Roof Reality Checks	0 days	10/01/20	10/01/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	9 days	09/21/20	09/30/20	100%	
					Prepare Roof Report	24 days	10/02/20	10/26/20	100%	
					Report Review and Issued to Roof Committee	10 days	10/27/20	11/06/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	11 days	07/01/21	07/12/21	0%	
					AE Issues Addendum	27 days	07/13/21	08/09/21	0%	
					Addendum Review by Roofing Committee	43 days	08/10/21	09/22/21	0%	
					Addendum Approved by Roofing Committee	0 days	09/22/21	09/22/21	0%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	0 days	09/23/21	09/23/21	0%	
CONSTRUCTION PROCUREMENT	539 days	04/08/20	09/29/21	100%	CONSTRUCTION PROCUREMENT	769 days	04/08/20	05/17/22	10%	230
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/08/20	04/08/20	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/08/20	04/08/20	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/14/20	04/14/20	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	04/14/20	04/14/20	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	04/29/21	04/29/21	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	11/29/21	11/29/21	0%	
ITB Advertisement - Pre-Bid Conference	0 days	05/05/21	05/05/21	0%	ITB Advertisement - Pre-Bid Conference	0 days	12/03/21	12/03/21	0%	
ITB Advertisement - Site Visit	0 days	05/05/21	05/05/21	0%	ITB Advertisement - Site Visit	0 days	12/03/21	12/03/21	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	05/17/21	05/17/21	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	12/15/21	12/15/21	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/01/21	06/01/21	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	01/07/22	01/07/22	0%	
ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	06/16/21	06/18/21	0%	ITB Advertisement - Post Bid Results (14 Cal Days after bid opening)	2 days	01/24/22	01/26/22	0%	

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Exhibit B

Sawgrass ES

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance
ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	18 days	06/21/21	07/09/21	0%	ITB Advertisement - Finalize Contract Package For Board Approval (20 cal days)	19 days	01/27/22	02/15/22	0%	
Construction Contract Board Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	07/09/21	07/09/21	0%	Construction Contract Board Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	02/15/22	02/15/22	0%	
Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	07/16/21	07/16/21	0%	Construction Contract Board Item - Preliminary APG Review (APG Planning)	0 days	02/22/22	02/22/22	0%	
Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	07/23/21	07/23/21	0%	Construction Contract Board Item - Revised Document APG Review (APG Final)	0 days	03/01/22	03/01/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/17/21	08/17/21	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	03/15/22	03/15/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/17/21	08/17/21	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	03/15/22	03/15/22	0%	
Pre-Construction - Prepare NTP Document	42 days	08/18/21	09/29/21	0%	Pre-Construction - Prepare NTP Document	62 days	03/16/22	05/17/22	0%	
CONSTRUCTION	336 days	09/30/21	09/01/22	0%	CONSTRUCTION	924 days	05/25/22	12/04/24	0%	
Construction - Issue NTP to Contractor	0 days	09/29/21	09/29/21	0%	Construction - Issue NTP to Contractor	0 days	05/17/22	05/17/22	0%	
Construction - Start	0 days	10/07/21	10/07/21	0%	Construction - Start	0 days	05/25/22	05/25/22	0%	
Construction - Construction	329 days	10/07/21	09/01/22	0%	Construction - Construction (Including Weather Days @ 40days/100days)	539 days	05/25/22	11/15/23	0%	210
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	09/01/22	09/01/22	0%	Roofing Sub-permit Process	174 days	11/16/23	05/08/24	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	209 days	05/09/24	12/04/24	0%	209
					Construction - Substantial Completion (AE Signed 01770e)	0 days	12/04/24	12/04/24	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	12/04/24	12/04/24	0%	
					Roof Construction Works	257 days	05/25/22	02/06/23	0%	
					Obtain Roof Sub-permits from BD	59 days	05/25/22	07/23/22	0%	
					Bldg. 001	42 days	07/24/22	09/04/22	0%	
					Bldg. 002	30 days	09/05/22	10/05/22	0%	
					Bldg. 080	28 days	10/06/22	11/03/22	0%	
					Bldg. 003	28 days	11/04/22	12/02/22	0%	
					Bldg. 085	19 days	12/03/22	12/22/22	0%	
					Bldg. 004	17 days	12/23/22	01/09/23	0%	
					Bldg. 006	10 days	01/10/23	01/20/23	0%	
					Bldg. 005	6 days	01/21/23	01/27/23	0%	
					Bldg. 007	4 days	01/28/23	02/01/23	0%	
					Bldg. 008	4 days	02/02/23	02/06/23	0%	
CLOSE-OUT	46 days	09/02/22	10/18/22	0%	CLOSE-OUT	75 days	12/05/24	02/18/25	0%	29
Project Close-Out - Resolve Punchlist Items	29 days	09/02/22	10/01/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	12/05/24	02/02/25	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	02/02/25	02/02/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/01/22	10/01/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	02/02/25	02/02/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	10/18/22	10/18/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	02/18/25	02/18/25	0%	
Project Close-Out - End of Project	0 days	10/18/22	10/18/22	0%	Project Close-Out - End of Project	0 days	02/18/25	02/18/25	0%	854

		RSM	Variance
Trend: NTP	230	15	215
Trend 1: Design	4	0	4
Trend 2: Roofing Sub-permit	174	175	-1
Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	209	210	-1
Trend 4: Construction	210 *	210	0
Trend 5: Punchlist	29	30	-1
	856	640	216
Variance	-2		
	854		



# Exhibit B

## Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2174 days	09/02/16	08/16/22	100%	OVERALL PROJECT	3182 days	09/02/16	05/20/25	18%	
PLANNING	11 days	09/02/16	09/13/16	100%	PLANNING	11 days	09/02/16	09/13/16	100%	
Start Project	0 days	09/02/16	09/02/16	100%	Start Project	0 days	09/02/16	09/02/16	100%	
Project Information - Select Project For Approval To Advertise	4 days	09/02/16	09/06/16	100%	Project Information - Select Project For Approval To Advertise	4 days	09/02/16	09/06/16	100%	
Project Number - Issue PNRF and Obtain Project Number	6 days	09/07/16	09/13/16	100%	Project Number - Issue PNRF and Obtain Project Number	6 days	09/07/16	09/13/16	100%	
DESIGN PROCUREMENT	230 days	09/07/16	04/25/17	100%	DESIGN PROCUREMENT	231 days	09/07/16	04/26/17	100%	
RFQ Scope of Work Document - Prepare Draft	6 days	09/07/16	09/13/16	100%	RFQ Scope of Work Document - Prepare Draft	6 days	09/07/16	09/13/16	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	09/07/16	09/09/16	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	2 days	09/07/16	09/09/16	100%	
RFQ Document - Prepare Document	15 days	09/07/16	09/22/16	100%	RFQ Document - Prepare Document	15 days	09/07/16	09/22/16	100%	
RFQ Scope of Work Document - Internal Review and Comment	2 days	09/14/16	09/16/16	100%	RFQ Scope of Work Document - Internal Review and Comment	2 days	09/14/16	09/16/16	100%	
RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	09/14/16	09/16/16	100%	RFQ Schedule - Prepare and Issue Milestone Project Schedule For Inclusion In RFQ	2 days	09/14/16	09/16/16	100%	
RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	09/19/16	09/20/16	100%	RFQ Scope of Work Document - Incorporate Comments and Finalize	1 day	09/19/16	09/20/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	0 days	09/23/16	09/23/16	100%	RFQ Document - Issue For Review and Approval By CPO and APG	0 days	09/23/16	09/23/16	100%	
RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CFO	0 days	09/23/16	09/23/16	100%	RFQ Board Agenda Item - Preliminary Documents Uploaded For Review by CPO	0 days	09/23/16	09/23/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	4 days	09/23/16	09/27/16	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	4 days	09/23/16	09/27/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	09/28/16	09/29/16	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	1 day	09/28/16	09/29/16	100%	
RFQ Board Agenda Item - Incorporate CFO and APG Comments	3 days	09/30/16	10/03/16	100%	RFQ Board Agenda Item - Incorporate CPO and APG Comments	3 days	09/30/16	10/03/16	100%	
RFQ Board Agenda Item - Upload Revised Documents For Review By CFO	0 days	10/04/16	10/04/16	100%	RFQ Board Agenda Item - Upload Revised Documents For Review By CPO	0 days	10/04/16	10/04/16	100%	
RFQ Board Agenda Item - Revised Documents Review and Approval by CFO	1 day	10/04/16	10/05/16	100%	RFQ Board Agenda Item - Revised Documents Review and Approval by CPO	1 day	10/04/16	10/05/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	10/06/16	10/07/16	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	1 day	10/06/16	10/07/16	100%	
RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	10/10/16	10/10/16	100%	RFQ Board Agenda Item - Deliver Paper Copies to OSBR (1 Wk Before Board Mtg)	0 days	10/10/16	10/10/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	56 days	11/22/16	01/17/17	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	56 days	11/22/16	01/17/17	100%	
Design Professional Selection - Receive Responses From Design Professionals	0 days	11/22/16	11/22/16	100%	Design Professional Selection - Receive Responses From Design Professionals	0 days	11/22/16	11/22/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	01/18/17	01/18/17	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	01/18/17	01/18/17	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	01/19/17	01/19/17	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	01/19/17	01/19/17	100%	
Design Professional Selection - Negotiations With Selected Firm	29 days	01/25/17	02/23/17	100%	Design Professional Selection - Negotiations With Selected Firm	29 days	01/25/17	02/23/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	3 days	02/24/17	02/27/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	3 days	02/24/17	02/27/17	100%	
PSA Board Agenda Item - Legal Review Final PSA Document	1 day	02/28/17	03/01/17	100%	PSA Board Agenda Item - Legal Review Final PSA Document	1 day	02/28/17	03/01/17	100%	
PSA Board Agenda Item - Upload Final Document For Review by CFO	0 days	03/02/17	03/02/17	100%	PSA Board Agenda Item - Upload Final Document For Review by CPO	0 days	03/02/17	03/02/17	100%	
PSA Board Agenda Item - CFO Review Final PSA Board Package	1 day	03/02/17	03/03/17	100%	PSA Board Agenda Item - CPO Review Final PSA Board Package	1 day	03/02/17	03/03/17	100%	
PSA Board Agenda Item - APG Review Final PSA Board Package	1 day	03/06/17	03/07/17	100%	PSA Board Agenda Item - APG Review Final PSA Board Package	1 day	03/06/17	03/07/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	03/08/17	03/08/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	03/08/17	03/08/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	03/27/17	03/28/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	1 day	03/27/17	03/28/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	04/18/17	04/18/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	04/18/17	04/18/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	04/19/17	04/19/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	04/19/17	04/19/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	04/19/17	04/25/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	6 days	04/19/17	04/25/17	100%	
DESIGN	721 days	04/25/17	04/16/19	100%	DESIGN	1778 days	04/25/17	03/08/22	76%	
Design Professional ATP - Issue ATP to Design Professional	0 days	04/25/17	04/25/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	04/26/17	04/26/17	100%	
Project Scope Validation - Validate Scope of Work (incl 14 day site visit)	53 days	04/25/17	06/17/17	100%	Project Scope Validation - Validate Scope of Work (incl 14 day site visit)	53 days	04/25/17	06/17/17	100%	
Project Scope Validation - Review / Accept	5 days	06/18/17	06/23/17	100%	Project Scope Validation - Review / Accept	5 days	06/18/17	06/23/17	100%	
Design 30% Documents (Schematic) - Prepare and Issue	58 days	06/24/17	08/21/17	100%	Design 30% Documents (Schematic) - Prepare and Issue	58 days	06/24/17	08/21/17	100%	
Design 30% Documents (Schematic) - Review	10 days	08/22/17	09/01/17	100%	Design 30% Documents (Schematic) - Review	10 days	08/22/17	09/01/17	100%	
Design Phase 2 Design Development - Prepare and Issue	37 days	09/02/17	10/09/17	100%	Design Phase 2 Design Development - Prepare and Issue	37 days	09/02/17	10/09/17	100%	
Design Phase 2 Design Development - Review and Comment	21 days	10/10/17	10/31/17	100%	Design Phase 2 Design Development - Review and Comment	21 days	10/10/17	10/31/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	57 days	11/01/17	12/28/17	100%	Design Phase 3 50% CDs - Prepare and Issue	57 days	11/01/17	12/28/17	100%	
Design Phase 3 50% CDs - Review and Comment	43 days	12/29/17	02/10/18	100%	Design Phase 3 50% CDs - Review and Comment	43 days	12/29/17	02/10/18	100%	
Design Phase 3 100% CDs - Prepare and Issue	30 days	02/11/18	03/13/18	100%	Design Phase 3 100% CDs - Prepare and Issue	30 days	02/11/18	03/13/18	100%	
Design Phase 3 100% CDs - Backcheck	69 days	03/14/18	05/22/18	100%	Design Phase 3 100% CDs - Backcheck	69 days	03/14/18	05/22/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	10 days	05/22/18	06/01/18	100%	Design 100% Documents - R01 Review by Permitting Agencies	10 days	05/22/18	06/01/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	134 days	06/02/18	10/14/18	100%	Design 100% Documents - Revise & Resubmit R01	134 days	06/02/18	10/14/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%	Design 100% Documents - R02 Review by Permitting Agencies	14 days	10/15/18	10/29/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	48 days	10/30/18	12/17/18	100%	Design 100% Documents - Revise & Resubmit R02	48 days	10/30/18	12/17/18	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	29 days	12/18/18	01/16/19	100%	Design 100% Documents - R03 Review by Permitting Agencies	29 days	12/18/18	01/16/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	15 days	01/17/19	02/01/19	100%	Design 100% Documents - Revise & Resubmit R03	15 days	01/17/19	02/01/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	25 days	02/01/19	02/26/19	100%	Design 100% Documents - R04 Review by Permitting Agencies	25 days	02/01/19	02/26/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	35 days	02/27/19	04/03/19	100%	Design 100% Documents - Revise & Resubmit R04	35 days	02/27/19	04/03/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	13 days	04/03/19	04/16/19	100%	Design 100% Documents - R05 Review by Permitting Agencies	13 days	04/03/19	04/16/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	04/16/19	04/16/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	04/16/19	04/16/19	100%	

Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Design 100% Documents - R01 Review by Permitting Agencies	151 days	12/17/20	05/17/21	100%	151
					Design 100% Documents - Revise & Resubmit R01	105 days	05/18/21	08/31/21	95%	105
					Design 100% Documents - R02 Review by Permitting Agencies	31 days	09/01/21	10/02/21	0%	31
					Design 100% Documents - Revise & Resubmit R02	29 days	10/03/21	11/01/21	0%	29
					Design 100% Documents - R03 Review by Permitting Agencies	30 days	11/03/21	12/03/21	0%	30
					Design 100% Documents - Revise & Resubmit R03	29 days	12/04/21	01/02/22	0%	29
					Design 100% Documents - R04 Review by Permitting Agencies	24 days	01/03/22	01/27/22	0%	24
					Design 100% Documents - Revise & Resubmit R04	19 days	01/28/22	02/16/22	0%	19
					Design 100% Documents - R05 Review by Permitting Agencies	19 days	02/17/22	03/08/22	0%	19
					Letter of Recommendation to Permit From SBBC Building Department	0 days	03/08/22	03/08/22	0%	0
					ROOF REALITY CHECK	475 days	11/14/19	03/03/21	100%	
					Start Roof Reality Checks	0 days	11/26/19	11/26/19	100%	
					Roof Package Assembled by Doc. Control and Roof Team	11 days	11/14/19	11/25/19	100%	
					Prepare Roof Report	33 days	11/27/19	12/30/19	100%	
					Report Review and Issued to Roof Committee	18 days	01/06/20	01/24/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	45 days	12/01/20	01/15/21	100%	
					AE Issues Addendum	25 days	01/18/21	02/12/21	100%	
					Addendum Review by Roofing Committee	11 days	02/15/21	02/26/21	100%	
					Addendum Approved by Roofing Committee	0 days	03/01/21	03/01/21	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	1 day	03/02/21	03/03/21	100%	
CONSTRUCTION PROCUREMENT	1008 days	04/12/18	01/14/21	100%	CONSTRUCTION PROCUREMENT	1531 days	04/12/18	06/21/22	79%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	04/12/18	04/12/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	04/12/18	04/12/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/16/18	04/16/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/16/18	04/16/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/23/18	04/23/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	04/23/18	04/23/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/08/18	05/08/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/08/18	05/08/18	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	10/29/20	10/29/20	0%	ITB Advertisement - Advertise to Bid Contractor	0 days	03/15/22	03/15/22	0%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	11/13/20	11/13/20	0%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	03/15/22	03/15/22	0%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	12/01/20	12/01/20	0%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	03/29/22	03/29/22	0%	
ITB Advertisement - Post Bid Results	2 days	12/02/20	12/04/20	0%	ITB Advertisement - Post Bid Results	2 days	03/30/22	04/01/22	0%	
ITB Advertisement - Finalize Contract Package For Board Approval	1 day	12/07/20	12/08/20	0%	ITB Advertisement - Finalize Contract Package For Board Approval	1 day	04/04/22	04/05/22	0%	
Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	12/08/20	12/08/20	0%	Construction Contract Board Item - Deliver Final Construction Contract Board Item Board Pkg to OSBR	0 days	04/05/22	04/05/22	0%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	12/15/20	12/15/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	04/19/22	04/19/22	0%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	12/15/20	12/15/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	04/19/22	04/19/22	0%	
Pre-Construction - Prepare NTP Document	29 days	12/16/20	01/14/21	0%	Pre-Construction - Prepare NTP Document	62 days	04/20/22	06/21/22	0%	33
Construction - Issue NTP to Contractor	0 days	01/14/21	01/14/21	0%	Construction - Issue NTP to Contractor	0 days	06/21/22	06/21/22	0%	
CONSTRUCTION	525 days	01/15/21	06/24/22	0%	CONSTRUCTION	981 days	06/29/22	03/06/25	0%	
Construction - Start	0 days	01/22/21	01/22/21	0%	Construction - Start	0 days	06/29/22	06/29/22	0%	
Construction - Construction (520 days per bid)	519 days	01/22/21	06/25/22	0%	Construction - Construction (520 per bid) (Including Weather Days @ 40days/100days)	526 days	06/29/22	12/07/23	0%	7
					Roofing Sub-permit Process	174 days	12/08/23	05/30/24	0%	174
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	279 days	05/31/24	03/06/25	0%	279
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	06/25/22	06/25/22	0%	Construction - Substantial Completion (AE Signed 01770e)	0 days	03/06/25	03/06/25	0%	
					Construction - Certificate of Occupancy (BD Signed 110b)	0 days	03/06/25	03/06/25	0%	
					Roof Construction Works	300 days	06/29/22	04/25/23	0%	
					Obtain Roof Sub-permits from BD	59 days	06/29/22	08/27/22	0%	
					Bldg. 003 (2 Floors)	108 days	08/28/22	12/14/22	0%	
					Bldg. 004	43 days	12/15/22	01/27/23	0%	
					Bldg. 002	22 days	01/28/23	02/19/23	0%	
					Bldg. 001	22 days	02/20/23	03/14/23	0%	
					Bldg. 005	17 days	03/15/23	04/01/23	0%	
					Bldg. 007	6 days	04/02/23	04/08/23	0%	
					Bldg. 006	6 days	04/09/23	04/15/23	0%	
					Bldg. 008	4 days	04/16/23	04/20/23	0%	
					Bldg. 009	4 days	04/21/23	04/25/23	0%	
CLOSE-OUT	51 days	06/26/22	08/16/22	0%	CLOSE-OUT	74 days	03/07/25	05/20/25	0%	
Project Close-Out - Resolve Punchlist Items	29 days	06/26/22	07/25/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	03/07/25	05/05/25	0%	30
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	05/05/25	05/05/25	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	07/25/22	07/25/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	05/05/25	05/05/25	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	08/16/22	08/16/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	05/20/25	05/20/25	0%	
Project Close-Out - End of Project	0 days	08/16/22	08/16/22	0%	Project Close-Out - End of Project	0 days	05/20/25	05/20/25	0%	1008

# Exhibit B

## Sawgrass Springs MS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Trend: NTP	33	0	33		
					Trend 1: Design	437	0	437		
					Trend 2: Roofing Sub-permit	174	166	8		
					Trend 3: TRA (ASI, Pricing, Change Order, CORP Process and Board Approval)	279	280	-1		
					Trend 4: Construction	7	0	7		
					Trend 5: Punchlist	30	30	0		
						960	476	484		
					Variance	48				
						1008				

South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
OVERALL PROJECT	2094 days	08/22/16	05/17/22	100%	OVERALL PROJECT	2647 days	08/22/16	11/21/23	36%	
PLANNING	0 days	08/22/16	08/22/16	100%	PLANNING	0 days	08/22/16	08/22/16	100%	
Start Project	0 days	08/22/16	08/22/16	100%	Start Project	0 days	08/22/16	08/22/16	100%	
Project Information - Select Project For Approval To Advertise	0 days	08/22/16	08/22/16	100%	Project Information - Select Project For Approval To Advertise	0 days	08/22/16	08/22/16	100%	
Project Number - Issue PNRF and Obtain Project Number	0 days	08/22/16	08/22/16	100%	Project Number - Issue PNRF and Obtain Project Number	0 days	08/22/16	08/22/16	100%	
DESIGN PROCUREMENT	224 days	08/22/16	04/03/17	100%	DESIGN PROCUREMENT	224 days	08/22/16	04/03/17	100%	
RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	08/22/16	08/22/16	100%	RFQ Number - Issue PSRF to PWS and Obtain RFQ Number	0 days	08/22/16	08/22/16	100%	
RFQ Document - Prepare Document	0 days	08/24/16	08/24/16	100%	RFQ Document - Prepare Document	0 days	08/24/16	08/24/16	100%	
RFQ Document - Issue For Review and Approval By CFO and APG	0 days	08/24/16	08/24/16	100%	RFQ Document - Issue For Review and Approval By CPO and APG	0 days	08/24/16	08/24/16	100%	
RFQ Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	08/24/16	08/24/16	100%	RFQ Board Agenda Item - Preliminary Review and Approval by CPO (E-Agenda)	0 days	08/24/16	08/24/16	100%	
RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/31/16	08/31/16	100%	RFQ Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	08/31/16	08/31/16	100%	
RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/08/16	09/08/16	100%	RFQ Board Agenda Item - Revised Document APG Review (APG Final)	0 days	09/08/16	09/08/16	100%	
RFQ Board Agenda Item - Board Approval RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	RFQ Board Agenda Item - Board Approve RFQ Advertisement For Procurement	0 days	10/18/16	10/18/16	100%	
Design Professional Selection - PWS Prepare Advertisement	2 days	10/18/16	10/20/16	100%	Design Professional Selection - PWS Prepare Advertisement	2 days	10/18/16	10/20/16	100%	
Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	Design Professional Selection - PWS Advertise RFQ Package	0 days	10/21/16	10/21/16	100%	
Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	Design Professional Selection - Deadline For Questions (2 Wks Before Proposals Due)	0 days	11/08/16	11/08/16	100%	
Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/22/16	11/22/16	100%	Design Professional Selection - Receive Responses From Design Professionals (only 2 per date)	0 days	11/22/16	11/22/16	100%	
Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	19 days	11/23/16	12/12/16	100%	Design Professional Selection - QSEC Evaluate Submittals From Design Professionals	19 days	11/23/16	12/12/16	100%	
Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	12/13/16	12/13/16	100%	Design Professional Selection - Prepare and Issue or Post QSEC Recommendation	0 days	12/13/16	12/13/16	100%	
Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	12/13/16	12/13/16	100%	Design Professional Selection - QSEC Meeting To Discuss Recommendations	0 days	12/13/16	12/13/16	100%	
Design Professional Selection - Negotiations With Selected Firm	47 days	12/14/16	01/30/17	100%	Design Professional Selection - Negotiations With Selected Firm	47 days	12/14/16	01/30/17	100%	
Design Professional Selection - Finalize PSA Package For Board Approval	2 days	01/31/17	02/02/17	100%	Design Professional Selection - Finalize PSA Package For Board Approval	2 days	01/31/17	02/02/17	100%	
PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/03/17	02/03/17	100%	PSA Board Agenda Item - Deliver Final PSA Package To OSBR (1 Wk Ahead of Mtg)	0 days	02/03/17	02/03/17	100%	
Pre-Design - Prepare ATP Document / Signature By Design Professional	39 days	02/13/17	03/24/17	100%	Pre-Design - Prepare ATP Document / Signature By Design Professional	39 days	02/13/17	03/24/17	100%	
PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/21/17	03/21/17	100%	PSA Board Agenda Item - Board Approve Final PSA Package	0 days	03/21/17	03/21/17	100%	
Pre-Design - Execute PSA With Selected Design Professional	0 days	03/21/17	03/21/17	100%	Pre-Design - Execute PSA With Selected Design Professional	0 days	03/21/17	03/21/17	100%	
Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	03/27/17	04/03/17	100%	Pre-Design - Facilities Approve ATP / Prepare Internal PO To Selected Design Professional	7 days	03/27/17	04/03/17	100%	
DESIGN	883 days	04/05/17	09/05/19	100%	DESIGN	883 days	04/05/17	09/05/19	100%	
Design Professional ATP - Issue ATP to Design Professional	0 days	04/03/17	04/03/17	100%	Design Professional ATP - Issue ATP to Design Professional	0 days	04/04/17	04/04/17	100%	
Project Scope Validation - Validate Scope of Work	57 days	04/05/17	06/01/17	100%	Project Scope Validation - Validate Scope of Work	57 days	04/05/17	06/01/17	100%	
Site Visits	43 days	04/19/17	06/01/17	100%	Site Visits	43 days	04/19/17	06/01/17	100%	
Project Scope Validation - Review / Accept	17 days	06/02/17	06/19/17	100%	Project Scope Validation - Review / Accept	17 days	06/02/17	06/19/17	100%	
Design 30% Documents (Schematic) - Prepare and Issue	37 days	06/20/17	07/27/17	100%	Design 30% Documents (Schematic) - Prepare and Issue	37 days	06/20/17	07/27/17	100%	
Design 30% Documents (Schematic) - Review	12 days	07/27/17	08/08/17	100%	Design 30% Documents (Schematic) - Review	12 days	07/27/17	08/08/17	100%	
Design Phase 2 Design Development - Prepare and Issue	64 days	08/09/17	10/12/17	100%	Design Phase 2 Design Development - Prepare and Issue	64 days	08/09/17	10/12/17	100%	
Design Phase 2 Design Development - Review and Comment	13 days	10/13/17	10/26/17	100%	Design Phase 2 Design Development - Review and Comment	13 days	10/13/17	10/26/17	100%	
Design Phase 3 50% CDs - Prepare and Issue	17 days	10/27/17	11/13/17	100%	Design Phase 3 50% CDs - Prepare and Issue	17 days	10/27/17	11/13/17	100%	
Design Phase 3 50% CDs - Review and Comment	28 days	11/14/17	12/12/17	100%	Design Phase 3 50% CDs - Review and Comment	28 days	11/14/17	12/12/17	100%	
Design Phase 3 100% CDs - Prepare and Issue	65 days	12/13/17	02/16/18	100%	Design Phase 3 100% CDs - Prepare and Issue	65 days	12/13/17	02/16/18	100%	
Design Phase 3 100% CDs - Backcheck	163 days	02/19/18	08/01/18	100%	Design Phase 3 100% CDs - Backcheck	163 days	02/19/18	08/01/18	100%	
Design 100% Documents - RO1 Review by Permitting Agencies	19 days	08/01/18	08/20/18	100%	Design 100% Documents - RO1 Review by Permitting Agencies	19 days	08/01/18	08/20/18	100%	
Design 100% Documents - Resolve RO1 Comments From Permitting Agencies and Resubmit	83 days	08/21/18	11/12/18	100%	Design 100% Documents - Revise & Resubmit R01	83 days	08/21/18	11/12/18	100%	
Design 100% Documents - RO2 Review by Permitting Agencies	20 days	11/14/18	12/04/18	100%	Design 100% Documents - RO2 Review by Permitting Agencies	20 days	11/14/18	12/04/18	100%	
Design 100% Documents - Resolve RO2 Comments From Permitting Agencies and Resubmit	187 days	12/05/18	06/10/19	100%	Design 100% Documents - Revise & Resubmit R02	187 days	12/05/18	06/10/19	100%	
Design 100% Documents - RO3 Review by Permitting Agencies	31 days	06/10/19	07/11/19	100%	Design 100% Documents - RO3 Review by Permitting Agencies	31 days	06/10/19	07/11/19	100%	
Design 100% Documents - Resolve RO3 Comments From Permitting Agencies and Resubmit	4 days	07/12/19	07/16/19	100%	Design 100% Documents - Revise & Resubmit R03	4 days	07/12/19	07/16/19	100%	
Design 100% Documents - RO4 Review by Permitting Agencies	15 days	07/16/19	07/31/19	100%	Design 100% Documents - RO4 Review by Permitting Agencies	15 days	07/16/19	07/31/19	100%	
Design 100% Documents - Resolve RO4 Comments From Permitting Agencies and Resubmit	18 days	08/01/19	08/19/19	100%	Design 100% Documents - Revise & Resubmit R04	18 days	08/01/19	08/19/19	100%	
Design 100% Documents - RO5 Review by Permitting Agencies	17 days	08/19/19	09/05/19	100%	Design 100% Documents - RO5 Review by Permitting Agencies	17 days	08/19/19	09/05/19	100%	
Letter of Recommendation to Permit From SBBC Building Department	0 days	09/05/19	09/05/19	100%	Letter of Recommendation to Permit From SBBC Building Department	0 days	09/05/19	09/05/19	100%	
					ROOF REALITY CHECK	219 days	04/29/20	12/04/20	100%	
					Start Roof Reality Checks	0 days	04/29/20	04/29/20	100%	
					Roof Package Assembled by Doc. Control and Roof Team	7 days	04/29/20	05/06/20	100%	
					Prepare Roof Report	3 days	05/11/20	05/14/20	100%	
					Report Review and Issued to Roof Committee	4 days	05/15/20	05/19/20	100%	
					Roofing Reality Check - Walkthroughy / Meeting with AE	11 days	08/21/20	09/01/20	100%	
					AE Issues Addendum	31 days	09/04/20	10/05/20	100%	
					Addendum Review by Roofing Committee	45 days	10/09/20	11/23/20	100%	



South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					Variance
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	
					Addendum Approved by Roofing Committee	0 days	11/25/20	11/25/20	100%	
					Addendum Delivery to Procurement & Warehousing Services (PWS)	2 days	12/02/20	12/04/20	100%	
CONSTRUCTION PROCUREMENT	889 days	04/26/18	10/01/20	100%	CONSTRUCTION PROCUREMENT	967 days	04/26/18	12/18/20	100%	
ITB Board Agenda Item - Preliminary Review and Approval by CFO (E-Agenda)	0 days	04/26/18	04/26/18	100%	ITB Board Agenda Item - Preliminary Review and Approval by CPO (e-Agenda)	0 days	04/26/18	04/26/18	100%	
ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/30/18	04/30/18	100%	ITB Board Agenda Item - Preliminary APG Review (APG Planning)	0 days	04/30/18	04/30/18	100%	
ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	05/07/18	05/07/18	100%	ITB Board Agenda Item - Revised Document APG Review (APG Final)	0 days	05/07/18	05/07/18	100%	
ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/22/18	05/22/18	100%	ITB Board Agenda Item - Board Approve ITB Advertise For Procurement	0 days	05/22/18	05/22/18	100%	
ITB Advertisement - Advertise to Bid Contractor	0 days	01/24/20	01/24/20	100%	ITB Advertisement - Advertise to Bid Contractor	0 days	01/24/20	01/24/20	100%	
ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	02/14/20	02/14/20	100%	ITB Advertisement - Deadline For Questions (2 Wks Before Bids)	0 days	02/14/20	02/14/20	100%	
ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/16/20	06/16/20	100%	ITB Advertisement - Receive Bids From Contractors / Open Bids	0 days	06/16/20	06/16/20	100%	
ITB Advertisement - Post Bid Results	0 days	06/30/20	06/30/20	100%	ITB Advertisement - Post Bid Results	0 days	06/30/20	06/30/20	100%	
ITB Advertisement - Finalize Contract Package For Board Approval	12 days	07/01/20	07/13/20	100%	ITB Advertisement - Finalize Contract Package For Board Approval	12 days	07/01/20	07/13/20	100%	
Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	08/05/20	08/05/20	0%	Construction Contract Board Item - APG Review Final Construction Contract Board Item Board Package	0 days	08/05/20	08/05/20	100%	
Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	0%	Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Execute Contract Document With Selected Contractor	0 days	08/19/20	08/19/20	0%	Construction Contract Board Item - Board Approve Construction Contract Board Item	0 days	08/19/20	08/19/20	100%	
Pre-Construction - Prepare NTP Document	42 days	08/20/20	10/01/20	0%	Pre-Construction - Prepare NTP Document	120 days	08/20/20	12/18/20	100%	78
CONSTRUCTION	539 days	10/02/20	03/25/22	0%	CONSTRUCTION	977 days	12/28/20	09/01/23	9%	438
Construction - Issue NTP to Contractor	0 days	10/01/20	10/01/20	0%	Construction - Issue NTP to Contractor	0 days	12/28/20	12/28/20	100%	
Construction - Start	0 days	10/09/20	10/09/20	0%	Construction - Start	0 days	12/28/20	12/28/20	100%	
Construction - Construction (530 days per bid)	529 days	10/09/20	03/22/22	0%	Construction - Construction (530 per bid) (Including Weather Days @ 40days/100days)	529 days	12/28/20	06/10/22	9%	
					Roofing Sub-permit Process	167 days	06/11/22	11/25/22	0%	167
					Time Risk Allowance Including ASI, Pricing, Change Order, Corp Process and Board Approval	279 days	11/26/22	09/01/23	0%	279
					Construction - Substantial Completion (AE Signed 01770e)	0 days	09/01/23	09/01/23	0%	
Construction - Substantial Completion (BD Signed 110b)(Cert of Occupancy)	0 days	03/27/22	03/27/22	0%	Construction - Certificate of Occupancy (BD Signed 110b)	0 days	09/01/23	09/01/23	0%	
					Roof Construction Works	675 days	12/28/20	11/03/22	10%	
					Obtain Roof Sub-permits from BD	223 days	12/28/20	08/08/21	80%	
					Bldg. 007	57 days	08/09/21	10/05/21	0%	
					Bldg. 002	38 days	10/06/21	11/13/21	0%	
					Bldg. 009	36 days	11/14/21	12/20/21	0%	
					Bldg. 005	36 days	12/21/21	01/26/22	0%	
					Bldg. 003	34 days	01/27/22	03/02/22	0%	
					Bldg. 011	28 days	03/03/22	03/31/22	0%	
					Bldg. 004	25 days	04/01/22	04/26/22	0%	
					Bldg. 006	24 days	04/27/22	05/21/22	0%	
					Bldg. 010	22 days	05/22/22	06/13/22	0%	
					Bldg. 001	19 days	06/14/22	07/03/22	0%	
					Bldg. 017	17 days	07/04/22	07/21/22	0%	
					Bldg. 008	11 days	07/22/22	08/02/22	0%	
					Bldg. 018	11 days	08/03/22	08/14/22	0%	
					Bldg. 016	10 days	08/15/22	08/25/22	0%	
					Bldg. 023	6 days	08/26/22	09/01/22	0%	
					Bldg. 020	6 days	09/02/22	09/08/22	0%	
					Bldg. 022	5 days	09/09/22	09/14/22	0%	
					Bldg. 024	5 days	09/15/22	09/20/22	0%	
					Bldg. 025	5 days	09/21/22	09/26/22	0%	
					Bldg. 028	5 days	09/27/22	10/02/22	0%	
					Bldg. 027	5 days	10/03/22	10/08/22	0%	
					Bldg. 026	5 days	10/09/22	10/14/22	0%	
					Bldg. 014	4 days	10/15/22	10/19/22	0%	
					Bldg. 021	4 days	10/20/22	10/24/22	0%	
					Bldg. 019	4 days	10/25/22	10/29/22	0%	
					Bldg. 031	4 days	10/30/22	11/03/22	0%	
CLOSE-OUT	50 days	03/28/22	05/17/22	0%	CLOSE-OUT	80 days	09/02/23	11/21/23	0%	30
Project Close-Out - Resolve Punchlist Items	29 days	03/28/22	04/26/22	0%	Project Close-Out - Resolve Punchlist Items	59 days	09/02/23	10/31/23	0%	
					Consultant's Letter Establishing Final Completion Date (01770h)	0 days	10/31/23	10/31/23	0%	
Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	04/26/22	04/26/22	0%	Project Close-Out - Final Completion (OEF-209/Cert of Completion Executed)	0 days	10/31/23	10/31/23	0%	
Project Close-Out - Final Payment Memo or Board Item	0 days	05/17/22	05/17/22	0%	Project Close-Out - Final Payment Memo or Board Item	0 days	11/21/23	11/21/23	0%	
Project Close-Out - End of Project	0 days	05/17/22	05/17/22	0%	Project Close-Out - End of Project	0 days	11/21/23	11/21/23	0%	553

# Exhibit B

## South Broward HS

Data Date: Heery September 8, 2020 (e-Builder Schedule)					Data Date: AECOM BL September 1, 2021					
Task Name	Duration	Start	Finish	% Compl	Task Name	Duration	BL Start	BL Finish	% Compl	Variance

BCPS - Smart Program	Duration	# Projects	%
Historical durations to obtain Roof Permits	Equal or Less than 60 days	13	37%
	Over 60 days	22	63%
	Total	35	100%

Note: Projects which Roof Permits were achieved in 2021

#	Project ID	Project Name	Duration	Actual Start	Actual Finish	Activity Status
1	P.001897	Embassy Creek ES - SMART Program Renovations	393	12/11/19	01/07/21	Completed
2	P.002135	Flamingo ES - SMART Program Renovations	88	10/15/20	01/11/21	Completed
3	P.001942	J.P. Taravella HS - SMART Program Renovations	49	12/01/20	01/19/21	Completed
4	P.001639	Maplewood ES - Building Renovations	75	11/06/20	01/20/21	Completed
5	P.001988	Park Lakes ES - SMART Program Renovations	159	08/26/20	02/01/21	Completed
6	P.001895	Oakland Park ES - SMART Program Renovations	70	11/24/20	02/02/21	Completed
7	P.002070	Lakeside ES - SMART Program Renovations	22	01/11/21	02/02/21	Completed
8	P.002036	Deerfield Park ES - SMART Program Renovations	117	10/08/20	02/02/21	Completed
9	P.002001	Floranada ES - SMART Program Renovations	75	11/19/20	02/02/21	Completed
10	P.001986	Henry D. Perry Education Center - SMART Program Renovations	86	11/16/20	02/10/21	Completed
11	P.002000	Virginia Shuman Young ES - SMART Program Renovations	37	01/04/21	02/10/21	Completed
12	P.001905	Stirling ES - SMART Program Renovations	31	01/11/21	02/11/21	Completed
13	P.001864	Pembroke Pines ES - SMART Program Renovations	43	01/14/21	02/26/21	Completed
14	P.002055	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	35	01/22/21	02/26/21	Completed
15	P.001710	New River MS - GOB Renovations	178	09/14/20	03/11/21	Completed
16	P.002045	Coral Park ES - SMART Program Renovations	37	02/02/21	03/11/21	Completed
17	P.001726	Dillard 6-12 School - GOB Renovations	79	01/04/21	03/24/21	Completed
18	P.001938	Walker ES - SMART Program Renovations	487	12/09/19	04/09/21	Completed
19	P.001724	Tamarac ES - GOB Renovations	101	01/04/21	04/15/21	Completed
20	P.001765	Coral Springs HS - GOB Renovations	70	02/22/21	05/03/21	Completed
21	P.001659	Collins ES - SMART Program Renovations and Restroom Renovations	34	04/23/21	05/27/21	Completed
22	P.002067	Stephen Foster ES - SMART Program Renovations	34	04/27/21	05/31/21	Completed
23	P.001955	Olsen MS - SMART Program Renovations	147	01/04/21	05/31/21	Completed
24	P.001920	C. Robert Markham ES - SMART Program Renovations	119	02/03/21	06/02/21	Completed
25	P.002038	Horizon ES - SMART Program Renovations	60	04/05/21	06/04/21	Completed
26	P.002116	Park Trails ES - SMART Program Renovations	84	03/24/21	06/16/21	Completed
27	P.001694	Deerfield Beach HS - GOB Renovations	206	11/26/20	06/20/21	Completed
28	P.001674	Thurgood Marshall ES - SMART Program Renovations	39	05/17/21	06/25/21	Completed
29	P.001788	Hollywood Park ES - GOB Renovations	353	07/14/20	07/02/21	Completed
30	P.001638	Broadview ES - Building Renovations	92	04/05/21	07/06/21	Completed
31	P.002588	Plantation HS - SMART Program Renovations (Re-Roofing Building 7)	24	06/21/21	07/15/21	Completed
32	P.002146	Silver Palms ES - SMART Program Renovations	78	04/30/21	07/16/21	Completed
33	P.002043	Westpine MS - SMART Program Renovations	197	01/04/21	07/20/21	Completed
34	P.002074	Watkins ES - SMART Program Renovations	294	10/09/20	07/30/21	Completed
35	P.002150	Cooper City ES - SMART Program Renovations	28	07/09/21	08/06/21	Completed

BCPS - Smart Program	Rev	BD	A/E	Total		Reviews	# of Reviews	# of equivalent reviews based on duration
Historical Design Cycles Reviews	1	21	14	35		Equal or less than 3 Reviews	26	12
	2	14	14	28		Over 3 reviews	74	88
	3	14	14	28				
Total					91	Total	100	100

Note: All Projects with Design 100% Complete

#	Project ID	Orig. Dur.	Remaining Dur.	Start	Finish	Start	Finish	# Reviews	Duration	# Equivalent Reviews
1	Annabel C. Perry Pre K-8 - GOB Renovations	135	0d	Aug-02-17 A	Feb-13-18 A	8/2/17	2/13/18	5	195	6
2	Annabel C. Perry Pre K-8 - GOB Renovations (KIT HVAC)	173	0d	Mar-02-21 A	Jul-19-21 A	3/2/21	7/19/21	3	139	5
3	Annabel C. Perry Pre K-8 - GOB Renovations (Media Center Improvements)	250	0d	Dec-29-17 A	Jan-02-19 A	12/29/17	1/2/19	2	369	12
4	Apollo MS - SMART Program Renovations	401	0d	Sep-17-19 A	Mar-02-21 A	9/17/19	3/2/21	4	532	18
5	Atlantic Technical College & Technical HS- Smart Building Renovations	246	0d	Aug-13-20 A	Aug-09-21 A	8/13/20	8/9/21	3	361	12
6	Atlantic Technical College, Arthur Ashe, Jr. Campus- SMART Program Renovations	191	0d	Dec-22-17 A	Sep-21-18 A	12/22/17	9/21/18	7	273	9
7	Attucks MS - Building Envelope Improvements	165	0d	Jun-12-18 A	Feb-13-19 A	6/12/18	2/13/19	5	246	8
8	Attucks MS - GOB Renovations	333	0d	Feb-11-19 A	Jun-09-20 A	2/11/19	6/9/20	7	484	16
9	Bair MS - SMART Program Renovations	664	0d	Dec-06-18 A	Jul-23-21 A	12/6/18	7/23/21	11	960	32
10	Banyan ES - SMART Program Renovations	163	0d	Dec-22-17 A	Aug-13-18 A	12/22/17	8/13/18	5	234	8
11	Bayview ES - GOB Renovations	84	0d	Nov-20-17 A	Mar-21-18 A	11/20/17	3/21/18	3	121	4
12	Blanche Ely HS - GOB Renovations	168	0d	Dec-19-17 A	Aug-15-18 A	12/19/17	8/15/18	4	239	8
13	Boulevard Heights ES - SMART Program Renovations	85	0d	Apr-29-19 A	Aug-27-19 A	4/29/19	8/27/19	3	120	4
14	Boyd Anderson HS - SMART Program Renovation	272	0d	Jan-08-19 A	Feb-10-20 A	1/8/19	2/10/20	5	398	13
15	Bright Horizons Center - SMART Program Renovations	110	0d	Aug-20-18 A	Feb-04-19 A	8/20/18	2/4/19	4	168	6
16	Broadview ES - Building Renovations	293	0d	Nov-26-18 A	Feb-06-20 A	11/26/18	2/6/20	9	437	14
17	Broward Estates ES - SMART Program Renovations	650	0d	Jan-11-19 A	Jul-16-21 A	1/11/19	7/16/21	10	917	30
18	C. Robert Markham ES - SMART Program Renovations	116	0d	Feb-15-19 A	Jul-30-19 A	2/15/19	7/30/19	4	165	5
19	Castle Hill Annex - SMART Program Renovations	176	0d	Jul-29-19 A	Apr-14-20 A	7/29/19	4/14/20	5	260	9
20	Castle Hill ES - SMART Program Renovations	97	0d	Oct-30-17 A	Mar-19-18 A	10/30/17	3/19/18	3	140	5
21	Central Park ES - GOB Renovations	285	0d	Aug-09-18 A	Oct-01-19 A	8/9/18	10/1/19	7	418	14
22	Challenger ES - SMART Program Renovations	136	0d	Feb-06-19 A	Aug-16-19 A	2/6/19	8/16/19	3	191	6
23	Chapel Trail ES - SMART Program Renovations	354	0d	Dec-22-17 A	May-22-19 A	12/22/17	5/22/19	6	516	17
24	Charles Drew Family Resource Center -SMART Program	388	0d	Dec-12-19 A	Jun-16-21 A	12/12/19	6/16/21	5	552	18
25	Charles W. Flanagan HS - SMART Program Renovations	109	0d	Mar-06-18 A	Aug-07-18 A	3/6/18	8/7/18	5	154	5
26	Coconut Creek ES - Building Renovations	70	0d	Jan-27-17 A	May-04-17 A	1/27/17	5/4/17	2	97	3
27	Coconut Creek HS - Fire Hydrant	85	0d	Feb-04-21 A	Jul-23-21 A	2/4/21	7/23/21	3	169	6
28	Coconut Creek HS - GOB Renovations	286	0d	Mar-20-20 A	Apr-21-21 A	3/20/20	4/21/21	5	397	13
29	Coconut Palm ES - SMART Program Renovations	309	0d	Mar-12-19 A	Jun-04-20 A	3/12/19	6/4/20	6	450	15
30	Colbert Museum Magnet - SMART Program Renovations	205	0d	Feb-28-18 A	Dec-18-18 A	2/28/18	12/18/18	5	293	10
31	Collins ES - SMART Program Renovations and Restroom Renovations	125	0d	Mar-04-19 A	Aug-27-19 A	3/4/19	8/27/19	4	176	6
32	Cooper City ES - SMART Program Renovations	149	0d	Jul-03-19 A	Feb-12-20 A	7/3/19	2/12/20	4	224	7
33	Cooper City HS - SMART Program Renovations	284	0d	Nov-02-20 A	Oct-27-21 A	11/2/20	10/27/21	4	359	12
34	Coral Glades HS - SMART Program Renovations	76	0d	Dec-20-19 A	Apr-14-20 A	12/20/19	4/14/20	2	116	4
35	Coral Park ES - SMART Program Renovations	87	0d	Dec-21-19 A	Apr-30-20 A	12/21/19	4/30/20	3	131	4
36	Coral Springs HS - GOB Renovations	276	0d	Dec-27-18 A	Feb-11-20 A	12/27/18	2/11/20	8	411	14
37	Coral Springs MS - SMART Program Renovations	644	0d	Jan-27-20 A	Oct-20-21 A	1/27/20	10/20/21	5	632	21
38	Country Hills ES - SMART Program Renovations	261	0d	Nov-08-19 A	Nov-24-20 A	11/8/19	11/24/20	4	382	13
39	Country Isles ES - SMART Program Renovations	481	0d	Dec-17-18 A	Nov-19-20 A	12/17/18	11/19/20	4	703	23
40	Croissant Park ES - SMART Program Renovations	137	0d	Sep-27-19 A	Apr-20-20 A	9/27/19	4/20/20	4	206	7
41	Cross Creek School - SMART Program Renovations	105	0d	Jul-30-19 A	Jan-07-20 A	7/30/19	1/7/20	7	161	5
42	Crystal Lake MS - SMART Program Renovations	317	0d	Sep-05-19 A	Dec-10-20 A	9/5/19	12/10/20	6	462	15
43	Cypress Bay HS - GOB Renovations	78	0d	Jun-06-18 A	Sep-25-18 A	6/6/18	9/25/18	3	111	4
44	Cypress Bay HS - GOB Renovations - Classroom Addition	55	0d	Dec-12-18 A	Mar-08-19 A	12/12/18	3/8/19	3	86	3
45	Cypress ES - SMART Building Renovations	69	0d	Feb-01-17 A	May-08-17 A	2/1/17	5/8/17	2	96	3
46	Dave Thomas Educational Center, East - SMART Program Renovations	104	0d	Sep-21-18 A	Feb-27-19 A	9/21/18	2/27/19	4	159	5
47	Davie ES- SMART Program Renovations	102	0d	Nov-07-18 A	Apr-11-19 A	11/7/18	4/11/19	3	155	5
48	Deerfield Beach ES - SMART Program Renovations	583	0d	Jul-24-18 A	Nov-23-20 A	7/24/18	11/23/20	6	853	28
49	Deerfield Beach HS - GOB Renovations	506	0d	Dec-22-17 A	Jan-08-20 A	12/22/17	1/8/20	4	747	25
50	Deerfield Park ES - SMART Program Renovations	107	0d	Sep-21-18 A	Mar-04-19 A	9/21/18	3/4/19	4	164	5
51	Dillard 6-12 School - GOB Renovations	224	0d	Feb-06-18 A	Dec-21-18 A	2/6/18	12/21/18	4	318	10
52	Dillard ES - SMART Program Renovations	61	0d	Jan-15-19 A	Apr-09-19 A	1/15/19	4/9/19	4	84	3
53	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	191	0d	Jan-05-18 A	Oct-03-18 A	1/5/18	10/3/18	4	271	9
54	Driftwood MS SMART Program Renovations	263	0d	Jul-18-18 A	Aug-07-19 A	7/18/18	8/7/19	5	385	13
55	Eagle Point ES - GOB Renovations	108	0d	Jan-30-19 A	Jul-01-19 A	1/30/19	7/1/19	4	152	5
56	Eagle Ridge ES - GOB Renovations	80	0d	Jul-27-17 A	Nov-16-17 A	7/27/17	11/16/17	3	112	4
57	Embassy Creek ES - SMART Program Renovations	67	0d	Nov-05-18 A	Feb-19-19 A	11/5/18	2/19/19	3	106	3
58	Endeavour Primary Learning Center ES- SMART Program Renovations	73	0d	Feb-20-19 A	Jun-03-19 A	2/20/19	6/3/19	2	103	3
59	Everglades ES - SMART Program Renovations	238	0d	Dec-20-17 A	Nov-27-18 A	12/20/17	11/27/18	6	342	11
60	Everglades HS - SMART Program Renovations	127	0d	Sep-25-18 A	Apr-03-19 A	9/25/18	4/3/19	5	190	6
61	Fairway ES - GOB Renovations	266	0d	Dec-22-17 A	Jan-18-19 A	12/22/17	1/18/19	4	392	13
62	Falcon Cove MS - SMART Program Renovations	120	0d	Dec-27-18 A	Jun-20-19 A	12/27/18	6/20/19	6	175	6
63	Flamingo ES - SMART Program Renovations	195	0d	Feb-11-19 A	Nov-13-19 A	2/11/19	11/13/19	5	275	9
64	Floranada ES - SMART Program Renovations	111	0d	Dec-17-18 A	May-31-19 A	12/17/18	5/31/19	4	165	5
65	Forest Glen MS - SMART Program Renovation	160	0d	Jun-06-18 A	Jan-31-19 A	6/6/18	1/31/19	5	239	8
66	Forest Hills ES - SMART Program Renovations	125	0d	Sep-28-17 A	Mar-27-18 A	9/28/17	3/27/18	5	180	6
67	Fort Lauderdale HS - SMART Program Renovation	187	0d	Jun-19-18 A	Mar-22-19 A	6/19/18	3/22/19	6	276	9
68	Fox Trail ES - SMART Program Renovations	78	0d	Oct-23-18 A	Feb-21-19 A	10/23/18	2/21/19	3	121	4
69	Gator Run ES - SMART Program Renovations	194	0d	Mar-22-18 A	Jan-04-19 A	3/22/18	1/4/19	5	288	9
70	Griffin ES - GOB Renovations	258	0d	May-01-17 A	May-04-18 A	5/1/17	5/4/18	5	368	12
71	Gulfstream Academy of Hallandale Beach K-8 (North) - SMART Program Renovations	121	0d	Jun-29-18 A	Dec-20-18 A	6/29/18	12/20/18	4	174	6
72	Gulfstream Academy of Hallandale Beach K-8 (South) - SMART Program Renovations	58	0d	Aug-07-19 A	Oct-28-19 A	8/7/19	10/28/19	3	82	3
73	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	204	0d	Apr-18-19 A	Feb-14-20 A	4/18/19	2/14/20	4	302	10
74	Hallandale HS - SMART Program Renovations	284	0d	Oct-28-19 A	Dec-16-20 A	10/28/19	12/16/20	5	415	14
75	Harbordale ES - SMART Program Renovations	145	0d	Jan-23-19 A	Aug-15-19 A	1/23/19	8/15/19	4	204	7
76	Hawkes Bluff ES - GOB Renovations	224	0d	Feb-06-18 A	Jan-02-19 A	2/6/18	1/2/19	4	330	11
77	Henry D. Perry Education Center - SMART Program Renovations	47	0d	Mar-15-19 A	May-20-19 A	3/15/19	5/20/19	2	66	2
78	Heron Heights ES - SMART Program Renovations	502	0d	Jul-27-19 A	Jul-01-21 A	7/27/19	7/1/21	6	705	23
79	Hollywood Central ES - SMART Program Renovations	77	0d	Oct-29-18 A	Feb-26-19 A	10/29/18	2/26/19	3	120	4
80	Hollywood Hills HS - SMART Program Renovations	85	0d	Aug-22-18 A	Jan-02-19 A	8/22/18	1/2/19	4	133	4



BCPS - Smart Program						Reviews	# of Reviews	# of equivalent reviews based on duration
Historical Design Cycles Reviews	1	21	14	35		Equal or less than 3 Reviews	26	12
	2	14	14	28		Over 3 reviews	74	88
	3	14	14	28				

Note: All Projects with Design 100% Complete

				Total	91			Total	100	100
81	Hollywood Park ES - GOB Renovations	217	0d	Jul-11-18 A	May-24-19 A	7/11/18	5/24/19	6	317	10
82	Horizon ES - SMART Program Renovations	153	0d	Jan-08-19 A	Aug-12-19 A	1/8/19	8/12/19	5	216	7
83	Indian Ridge MS - GOB Renovations	32	0d	May-01-17 A	Jun-14-17 A	5/1/17	6/14/17	2	44	1
84	James S. Hunt ES - SMART Program Renovations	482	0d	Nov-22-19 A	Sep-24-21 A	11/22/19	9/24/21	6	672	22
85	James S. Rickards MS - GOB Renovations	304	0d	Dec-23-17 A	Mar-14-19 A	12/23/17	3/14/19	6	446	15
86	Lake Forest ES - SMART Program Renovations	218	0d	Dec-22-17 A	Oct-30-18 A	12/22/17	10/30/18	6	312	10
87	Lakeside ES - SMART Program Renovations	69	0d	Dec-10-18 A	Mar-26-19 A	12/10/18	3/26/19	4	106	3
88	Larkdale ES - SMART Program Renovations	68	0d	Mar-15-19 A	Jun-19-19 A	3/15/19	6/19/19	3	96	3
89	Lauderdale Lakes MS - Building Renovation	74	0d	Apr-20-17 A	Aug-03-17 A	4/20/17	8/3/17	2	105	3
90	Lauderdale Lakes MS - Building Renovation (KIT HVAC)	178	0d	Feb-24-21 A	Sep-14-21 A	2/24/21	9/14/21	3	202	7
91	Lauderhill Paul Turner ES - SMART Program Renovations	100	0d	Apr-04-19 A	Aug-23-19 A	4/4/19	8/23/19	4	141	5
92	Lloyd Estates ES - SMART Program Renovations	488	0d	Dec-18-18 A	Dec-03-20 A	12/18/18	12/3/20	7	716	24
93	Maplewood ES - Building Renovations	126	0d	Sep-21-18 A	Mar-29-19 A	9/21/18	3/29/19	4	189	6
94	Margate ES - Building Renovations	152	0d	May-15-19 A	Dec-19-19 A	5/15/19	12/19/19	6	218	7
95	Marjory Stoneman Douglas HS - New Addition to Replace Building 12 (HVAC)	101	0d	Jun-26-20 A	Nov-16-20 A	6/26/20	11/16/20	5	143	5
96	Marjory Stoneman Douglas HS - SMART Program Renovations	378	0d	Nov-25-19 A	Apr-27-21 A	11/25/19	4/27/21	6	519	17
97	McArthur HS - SMART Program Renovations	248	0d	Apr-03-20 A	Mar-02-21 A	4/3/2020	3/2/2021	5	333	11
98	McNab ES - SMART Program Renovations	124	0d	Jan-12-18 A	Jul-06-18 A	1/12/18	7/6/18	4	175	6
99	Millennium 6-12 Collegiate Academy - SMART Program Renovations	507	0d	Feb-13-19 A	Apr-01-21 A	2/13/19	4/1/21	6	778	26
100	Miramar ES - GOB Renovations	130	0d	Dec-13-17 A	Jun-15-18 A	12/13/17	6/15/18	5	184	6

BCPS - Smart Program	Duration	# Projects	%
Historical durations for Closeout	Equal or less than 30 days	1	4%
	Over 30 days	27	96%
	Total	28	100%

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
1	P.001360-DEM	Boyd Anderson HS - Media Ctr Demolition	664	11-10-16 A	9-5-18 A	Completed
2	P.001360	Boyd Anderson HS - Media Ctr Remodeling	548	3-7-17 A	9-5-18 A	Completed
3	P.001685	Riverglades ES - City of Parkland Addition	488	8-18-17 A	12-18-18 A	Completed
4	P.001629	Heron Heights ES - Modular Classrooms	487	8-19-17 A	12-18-18 A	Completed
5	P.001608	Park Trails ES - Provide Modular Classrooms	536	8-19-17 A	2-5-19 A	Completed
6	P.000341	Whispering Pines Education Center - ADA RR & Vis	148	3-13-18 A	8-7-18 A	Completed
7	P.001630	Plantation HS-Shade Structure Dining Area	155	5-15-18 A	10-16-18 A	Completed
8	P.001759	Manatee Bay ES - SMART Program Renovations	47	11-2-18 A	12-18-18 A	Completed
9	P.001620	Flamingo ES - Roof Replace Building 1 Section A	29	12-17-18 A	1-15-19 A	Completed
10	P.001748	Indian Ridge MS - GOB Renovations	194	1-11-19 A	7-24-19 A	Completed
11	P.001728-MCI	Annabel C. Perry Pre K-8 - GOB Renovations (Media Center Improvements)	97	8-16-19 A	11-20-19 A	Completed
12	P.001906	Silver Shores ES - SMART Program Renovations	110	10-18-19 A	2-4-20 A	Completed
13	P.001941	McNicol MS - SMART Program Renovations	101	11-20-19 A	2-28-20 A	Completed
14	P.001727	Miramar ES - GOB Renovations	615	11-21-19 A	7-27-21 A	Completed
15	P.001885	Palm Cove ES - SMART Program Renovations	76	12-19-19 A	3-3-20 A	Completed
16	P.001413	Coconut Creek ES - Building Renovations	235	2-29-20 A	10-20-20 A	Completed
17	P.001412	Cypress ES - SMART Building Renovations	231	3-4-20 A	10-20-20 A	Completed
18	P.001662	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	387	3-31-20 A	4-21-21 A	Completed
19	P.001971	Sunset Lakes ES - SMART Program Renovations	161	9-10-20 A	2-18-21 A	Completed
20	P.001728	Annabel C. Perry Pre K-8 - GOB Renovations	248	9-15-20 A	5-20-21 A	Completed
21	P.002009	Silver Lakes ES - SMART Program Renovations	327	10-1-20 A	8-24-21 A	Completed
22	P.001993	Westwood Heights ES - SMART Program Renovations	292	10-9-20 A	7-27-21 A	Completed
23	P.001999	Liberty ES - SMART Program Renovations	185	10-27-20 A	4-30-21 A	Completed
24	P.001985	Everglades HS - SMART Program Renovations	216	11-19-20 A	6-23-21 A	Completed
25	P.001973	Fox Trail ES - SMART Program Renovations	114	3-1-21 A	6-22-21 A	Completed
26	P.001457	North Fork ES - Provide Sanitary Sewer	78	3-2-21 A	5-18-21 A	Completed
27	P.002069	Panther Run ES - SMART Program Renovations	71	6-15-21 A	8-24-21 A	Completed
28	P.002129	Tradewinds ES - SMART Program Renovations	76	7-16-21 A	9-30-21 A	Completed

BCPS - Smart Program	Duration	# Projects	%
Historical durations to prepare NTP document	Equal or less than 30 days	36	23%
	Over 30 days	119	77%
	Total	155	100%


Note: All Projects with NTP issued to the Contractor

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
1	P.001360	Boyd Anderson HS - Media Ctr Remodeling	10	8-17-16 A	8-30-16 A	Completed
2	P.001759	Manatee Bay ES - SMART Program Renovations	23	10-18-17 A	11-20-17 A	Completed
3	P.001748	Indian Ridge MS - GOB Renovations	21	11-8-17 A	12-11-17 A	Completed
4	P.001646	Blanche Ely HS - GOB Renovations	84	12-19-17 A	4-18-18 A	Completed
5	P.001412	Cypress ES - SMART Building Renovations	51	12-20-17 A	3-5-18 A	Completed
6	P.001413	Coconut Creek ES - Building Renovations	51	12-20-17 A	3-5-18 A	Completed
7	P.001637	Lauderdale Lakes MS - Building Renovation	51	3-7-18 A	5-17-18 A	Completed
8	P.001941	McNicol MS - SMART Program Renovations	25	3-13-18 A	4-17-18 A	Completed
9	P.001722	Eagle Ridge ES - GOB Renovations	17	3-22-18 A	4-16-18 A	Completed
10	P.001661	Castle Hill ES - SMART Program Renovations	46	5-23-18 A	7-30-18 A	Completed
11	P.001728	Annabel C. Perry Pre K-8 - GOB Renovations	105	5-24-18 A	10-23-18 A	Completed
12	P.001926	Forest Hills ES - SMART Program Renovations	26	6-29-18 A	8-7-18 A	Completed
13	P.001745	Griffin ES - GOB Renovations	33	7-25-18 A	9-11-18 A	Completed
14	P.001406	Silver Trail MS - GOB Renovations	28	7-25-18 A	9-4-18 A	Completed
15	P.001786	Bayview ES - GOB Renovations	67	7-25-18 A	10-26-18 A	Completed
16	P.001683	Stranahan HS - GOB Renovations	17	8-9-18 A	8-31-18 A	Completed
17	P.001754	Quiet Waters ES - GOB Renovations	74	8-9-18 A	11-26-18 A	Completed
18	P.001847	Charles W. Flanagan HS - SMART Program Renovations	32	9-6-18 A	10-19-18 A	Completed
19	P.001885	Palm Cove ES - SMART Program Renovations	16	9-6-18 A	9-28-18 A	Completed
20	P.001892	The Quest Center - SMART Program Renovations	58	10-16-18 A	1-17-19 A	Completed
21	P.001662	Dr. Martin Luther King Jr Montessori Academy - SMART Program Renovations	26	10-16-18 A	11-21-18 A	Completed
22	P.001964	McNab ES - SMART Program Renovations	57	11-8-18 A	2-11-19 A	Completed
23	P.001924	Sandpiper ES - SMART Program Renovations	41	11-8-18 A	1-18-19 A	Completed
24	P.001727	Miramar ES - GOB Renovations	19	11-8-18 A	12-7-18 A	Completed
25	P.001996	Morrow ES - SMART Program Renovations	23	12-5-18 A	1-17-19 A	Completed
26	P.001906	Silver Shores ES - SMART Program Renovations	28	12-5-18 A	1-24-19 A	Completed
27	P.001724	Tamarac ES - GOB Renovations	44	12-19-18 A	3-1-19 A	Completed
28	P.001725	Ramblewood ES - GOB Renovations	70	12-19-18 A	4-8-19 A	Completed
29	P.001794	West Hollywood ES - GOB Renovations	47	12-19-18 A	3-6-19 A	Completed
30	P.001950	Rock Island ES - SMART Program Renovations	83	12-19-18 A	4-25-19 A	Completed
31	P.002009	Silver Lakes ES - SMART Program Renovations	99	12-19-18 A	5-17-19 A	Completed
32	P.001951	Seagull Alternative HS - SMART Program Renovations	66	1-3-19 A	4-4-19 A	Completed
33	P.001713	Pompano Beach ES - GOB Renovations	27	1-16-19 A	2-22-19 A	Completed
34	P.001944	Banyan ES - SMART Program Renovations	37	1-16-19 A	3-8-19 A	Completed
35	P.001959	Atlantic Technical College, Arthur Ashe, Jr. Campus- SMART Program Renovations	27	1-16-19 A	2-22-19 A	Completed
36	P.001892	The Quest Center - SMART Program Renovations	74	1-18-19 A	5-2-19 A	Completed
37	P.001774	Cypress Bay HS - GOB Renovations	36	2-6-19 A	3-28-19 A	Completed
38	P.001817	Nova HS - SMART Program Renovations	42	2-6-19 A	4-4-19 A	Completed
39	P.001886	Lake Forest ES - SMART Program Renovations	58	2-6-19 A	4-29-19 A	Completed
40	P.001712	Oakridge ES - GOB Renovations	32	2-21-19 A	4-8-19 A	Completed
41	P.001721	Pompano Beach MS - GOB Renovations	24	2-21-19 A	3-27-19 A	Completed
42	P.001937	Colbert Museum Magnet - SMART Program Renovations	45	2-21-19 A	4-25-19 A	Completed
43	P.001806	Hollywood Hills HS - SMART Program Renovations	64	3-20-19 A	6-19-19 A	Completed
44	P.001992	North Side ES - SMART Program Renovations	26	4-10-19 A	5-16-19 A	Completed
45	P.001984	Silver Ridge ES - SMART Program Renovations	91	4-10-19 A	8-19-19 A	Completed
46	P.001993	Westwood Heights ES - SMART Program Renovations	26	4-10-19 A	5-16-19 A	Completed
47	P.001726	Dillard 6-12 School - GOB Renovations	8	4-24-19 A	5-6-19 A	Completed
48	P.001822	Gulfstream Academy of Hallandale Beach K-8 (North) - SMART Program Renovations	23	4-24-19 A	5-28-19 A	Completed
49	P.001863	Gator Run ES - SMART Program Renovations	23	4-24-19 A	5-28-19 A	Completed
50	P.001938	Walker ES - SMART Program Renovations	85	4-24-19 A	8-23-19 A	Completed
51	P.001785	Fairway ES - GOB Renovations	38	5-8-19 A	7-2-19 A	Completed
52	P.001784	Hawkes Bluff ES - GOB Renovations	38	5-8-19 A	7-2-19 A	Completed
53	P.001948	Everglades ES - SMART Program Renovations	30	5-8-19 A	6-20-19 A	Completed
54	P.001987	Riverland ES - SMART Program Renovations	28	5-8-19 A	6-18-19 A	Completed
55	P.001939	Sunland Park Academy - SMART Program Renovations	38	6-11-19 A	8-5-19 A	Completed
56	P.001902	Falcon Cove MS - SMART Program Renovations	14	6-11-19 A	6-30-19 A	Completed
57	P.002185	Marjory Stoneman Douglas HS - New Addition to Replace Building 12	15	6-11-19 A	7-1-19 A	Completed
58	P.001949	Pinewood ES -SMART Program Renovations	37	6-12-19 A	8-5-19 A	Completed
59	P.001865	Forest Glen MS - SMART Program Renovation	70	6-12-19 A	9-20-19 A	Completed
60	P.001823	Westchester ES - SMART Program Renovations	39	6-26-19 A	8-21-19 A	Completed
61	P.001793	Pioneer MS - GOB Renovations	37	7-23-19 A	9-13-19 A	Completed
62	P.002011	Mirror Lake ES - SMART Program Renovations	74	7-23-19 A	11-5-19 A	Completed
63	P.001972	Dave Thomas Educational Center, East - SMART Program Renovations	37	7-23-19 A	9-13-19 A	Completed
64	P.001974	Bright Horizons Center - SMART Program Renovations	30	7-24-19 A	9-5-19 A	Completed
65	P.001839	Fort Lauderdale HS - SMART Program Renovation	56	8-6-19 A	10-24-19 A	Completed
66	P.001897	Embassy Creek ES - SMART Program Renovations	64	8-6-19 A	11-5-19 A	Completed
67	P.001985	Everglades HS - SMART Program Renovations	22	8-6-19 A	9-6-19 A	Completed
68	P.001864	Pembroke Pines ES - SMART Program Renovations	47	8-20-19 A	10-25-19 A	Completed
69	P.001971	Sunset Lakes ES - SMART Program Renovations	47	8-20-19 A	10-24-19 A	Completed
70	P.001866	Riverglades ES - SMART Program Renovation	61	9-4-19 A	12-3-19 A	Completed
71	P.002049	Tamarac ES - SMART Program Media Center Improvements	3	9-27-19 A	10-1-19 A	Completed
72	P.001819	Sunrise MS - SMART Program Renovations	40	10-2-19 A	11-29-19 A	Completed
73	P.001632	Sea Castle ES - GOB Renovations	43	10-16-19 A	12-19-19 A	Completed
74	P.001900	William E. Dandy MS - SMART Program Renovations	76	11-6-19 A	3-5-20 A	Completed
75	P.001732	Chapel Trail ES - SMART Program Renovations	50	11-6-19 A	1-29-20 A	Completed
76	P.001639	Maplewood ES - Building Renovations	51	12-11-19 A	3-2-20 A	Completed
77	P.001895	Oakland Park ES - SMART Program Renovations	53	12-11-19 A	3-4-20 A	Completed
78	P.001998	Maplewood ES - SMART HVAC & Media Center	51	12-11-19 A	3-2-20 A	Completed
79	P.001999	Liberty ES - SMART Program Renovations	58	12-11-19 A	3-11-20 A	Completed
80	P.001905	Stirling ES - SMART Program Renovations	70	12-12-19 A	3-30-20 A	Completed
81	P.001969	Norcrest ES - SMART Program Renovations	77	1-16-20 A	5-4-20 A	Completed
82	P.001744	Piper HS - GOB Renovations	68	2-5-20 A	5-11-20 A	Completed
83	P.001746	Eagle Point ES - GOB Renovations	79	2-5-20 A	5-27-20 A	Completed
84	P.001788	Hollywood Park ES - GOB Renovations	80	2-20-20 A	6-12-20 A	Completed

BCPS - Smart Program	Duration	# Projects	%
Historical durations to prepare NTP document	Equal or less than 30 days	36	23%
	Over 30 days	119	77%
	Total	155	100%

Note: All Projects with NTP issued to the Contractor

#	Project ID	Project Name	Duration	Start	Finish	Activity Status
85	P.001710	New River MS - GOB Renovations	68	2-20-20 A	5-27-20 A	Completed
86	P.001867	Ramblewood MS - SMART Program Renovation	68	2-20-20 A	5-27-20 A	Completed
87	P.001729	Plantation MS - GOB Renovations	97	3-4-20 A	7-20-20 A	Completed
88	P.001899	Davie ES- SMART Program Renovations	59	3-4-20 A	5-27-20 A	Completed
89	P.001808	Tedder ES - SMART Program Renovations	164	4-1-20 A	11-19-20 A	Completed
90	P.001757	Central Park ES - GOB Renovations	103	4-15-20 A	9-9-20 A	Completed
91	P.001896	Royal Palm STEM Museum Magnet - SMART Program Renovations	69	4-15-20 A	7-22-20 A	Completed
92	P.001973	Fox Trail ES - SMART Program Renovations	68	4-15-20 A	7-21-20 A	Completed
93	P.001684	Northeast HS - GOB Renovations	78	4-21-20 A	8-10-20 A	Completed
94	P.001837	Driftwood MS SMART Program Renovations	78	4-22-20 A	8-11-20 A	Completed
95	P.001981	Winston Park ES - SMART Program Renovations	77	5-20-20 A	9-8-20 A	Completed
96	P.001647	Margate ES - Building Renovations	77	5-20-20 A	9-8-20 A	Completed
97	P.001988	Park Lakes ES - SMART Program Renovations	69	5-20-20 A	8-26-20 A	Completed
98	P.001983	Hollywood Central ES - SMART Program Renovations	62	5-20-20 A	8-17-20 A	Completed
99	P.002036	Deerfield Park ES - SMART Program Renovations	58	5-20-20 A	8-11-20 A	Completed
100	P.002043	Westpine MS - SMART Program Renovations	66	5-20-20 A	8-21-20 A	Completed
101	P.002070	Lakeside ES - SMART Program Renovations	116	5-20-20 A	11-2-20 A	Completed
102	P.002135	Flamingo ES - SMART Program Renovations	72	5-20-20 A	8-31-20 A	Completed
103	P.002040	Challenger ES - SMART Program Renovations	65	5-21-20 A	8-21-20 A	Completed
104	P.002111	Endeavour Primary Learning Center ES- SMART Program Renovations	46	6-10-20 A	8-12-20 A	Completed
105	P.002000	Virginia Shuman Young ES - SMART Program Renovations	87	6-24-20 A	10-26-20 A	Completed
106	P.002001	Floranada ES - SMART Program Renovations	93	6-24-20 A	11-3-20 A	Completed
107	P.002069	Panther Run ES - SMART Program Renovations	55	6-24-20 A	9-9-20 A	Completed
108	P.002038	Horizon ES - SMART Program Renovations	162	7-22-20 A	3-19-21 A	Completed
109	P.001638	Broadview ES - Building Renovations	64	7-22-20 A	10-21-20 A	Completed
110	P.002129	Tradewinds ES - SMART Program Renovations	56	7-22-20 A	10-9-20 A	Completed
111	P.001647-DEM	Margate ES - Building Renovations (Demolition)	85	7-22-20 A	11-19-20 A	Completed
112	P.001694	Deerfield Beach HS - GOB Renovations	69	8-20-20 A	11-26-20 A	Completed
113	P.001838	South Broward HS - SMART Program Renovations	87	8-20-20 A	12-28-20 A	Completed
114	P.001955	Olsen MS - SMART Program Renovations	83	8-20-20 A	12-18-20 A	Completed
115	P.002055	Gulfstream Early Childhood Center of Excellence - SMART Program Renovations	105	8-20-20 A	1-28-21 A	Completed
116	P.002045	Coral Park ES - SMART Program Renovations	45	8-20-20 A	10-23-20 A	Completed
117	P.001986	Henry D. Perry Education Center - SMART Program Renovations	69	8-20-20 A	11-30-20 A	Completed
118	P.002073	Larkdale ES - SMART Program Renovations	67	8-20-20 A	11-24-20 A	Completed
119	P.001942	J.P. Taravella HS - SMART Program Renovations	30	9-14-20 A	10-26-20 A	Completed
120	P.001765	Coral Springs HS - GOB Renovations	103	9-16-20 A	2-19-21 A	Completed
121	P.001920	C. Robert Markham ES - SMART Program Renovations	43	9-16-20 A	11-16-20 A	Completed
122	P.002074	Watkins ES - SMART Program Renovations	52	9-16-20 A	12-1-20 A	Completed
123	P.001915	Dillard ES - SMART Program Renovations	80	10-7-20 A	2-8-21 A	Completed
124	P.002116	Park Trails ES - SMART Program Renovations	53	10-8-20 A	1-4-21 A	Completed
125	P.001686	Attucks MS - GOB Renovations	73	10-12-20 A	2-3-21 A	Completed
126	P.001658	William T. McFatter Technical College & High School - SMART Program	66	10-12-20 A	1-25-21 A	Completed
127	P.002004	Pines Lakes ES - SMART Program Renovations	62	10-16-20 A	1-25-21 A	Completed
128	P.001846	Boyd Anderson HS - SMART Program Renovation	86	10-21-20 A	3-3-21 A	Completed
129	P.002130	Pines MS - SMART Program Renovations	12	10-30-20 A	11-10-20 A	Completed
130	P.002072	Gulfstream Academy of Hallandale Beach K-8 (South) - SMART Program Renovations	83	11-2-20 A	3-10-21 A	Completed
131	P.002130	Pines MS - SMART Program Renovations	42	11-11-20 A	12-23-20 A	Completed
132	P.002083	Meadowbrook ES - SMART Program Renovations	59	11-13-20 A	2-17-21 A	Completed
133	P.002002	Country Isles ES - SMART Program Renovations	7	11-30-20 A	12-9-20 A	Completed
134	P.002150	Cooper City ES - SMART Program Renovations	106	12-16-20 A	5-24-21 A	Completed
135	P.001820	Deerfield Beach ES - SMART Program Renovations	25	12-28-20 A	2-8-21 A	Completed
136	P.001659	Collins ES - SMART Program Renovations and Restroom Renovations	40	1-6-21 A	3-3-21 A	Completed
137	P.001842	Pembroke Lakes ES - SMART Program Renovations	41	1-21-21 A	3-19-21 A	Completed
138	P.001965	William T. McFatter Technical Center, Broward Fire Academy - SMART Program Renovations	67	3-8-21 A	6-10-21 A	Completed
139	P.001952	Village ES - SMART Program Renovations	52	3-10-21 A	5-21-21 A	Completed
140	P.002598	South Plantation HS - SMART Program Renovations (HVAC)	51	3-15-21 A	5-25-21 A	Completed
141	P.002067	Stephen Foster ES - SMART Program Renovations	36	3-17-21 A	5-6-21 A	Completed
142	P.001741	Wingate Oaks Center SMART Program Renovations	54	3-18-21 A	6-3-21 A	Completed
143	P.001674	Thurgood Marshall ES - SMART Program Renovations	20	4-8-21 A	5-6-21 A	Completed
144	P.001634	Pasadena Lakes ES SMART Program Renovations	74	4-23-21 A	8-9-21 A	Completed
145	P.002146	Silver Palms ES - SMART Program Renovations	28	4-23-21 A	6-3-21 A	Completed
146	P.001807	Parkway MS - SMART Program Renovations	17	5-20-21 A	6-15-21 A	Completed
147	P.001904	Tropical ES - SMART Program Renovations	49	5-21-21 A	8-2-21 A	Completed
148	P.002068	Harbordale ES - SMART Program Renovations	46	5-21-21 A	7-28-21 A	Completed
149	P.002066	Lauderhill Paul Turner ES - SMART Program Renovations	60	6-21-21 A	9-15-21 A	Completed
150	P.002065	Boulevard Heights ES - SMART Program Renovations	43	6-24-21 A	8-25-21 A	Completed
151	P.002112	Nob Hill ES - SMART Program Renovations	65	6-24-21 A	9-27-21 A	Completed
152	P.002010	Walter C. Young MS - SMART Program Renovations	62	7-26-21 A	10-21-21 A	Completed
153	P.002086	Croissant Park ES - SMART Program Renovations	38	8-10-21 A	10-4-21 A	Completed
154	P.002063	Country Hills ES - SMART Program Renovations	30	8-20-21 A	10-4-21 A	Completed
155	P.002081	Cross Creek School - SMART Program Renovations	40	8-20-21 A	10-18-21 A	Completed



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