



Internal Audit of Program Management FY 2022-23 Q1

September 2022



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TRANSMITTAL LETTER

September 12, 2022

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

Pursuant to the approved internal audit scope of work, dated May 9, 2021, we hereby submit our FY 2022-23 Q1 internal audit report of the Program Management function. We will present this report to the School Board on September 20, 2022.

Our report is organized in the following sections:

Executive Summary	This section provides a brief background and a summary of the observations related to our internal audit of the Program Management function.
Current Period Observations	This section presents descriptions of the observations noted during our internal audit, recommended actions, as well as responses from the Program Management team.
Prior Observations Follow Up	This section provides an update and current status of remediations related to prior noted findings.
Objectives and Approach	The objectives and approach of the internal audit are explained in this section.
Appendix A	This section includes the detailed analytics for change order processing referenced in Observation #1.
Appendix B	This section includes the Monthly Project Updates (“MPU”) referenced in Observation #2.
Appendix C	This section includes supplemental documents related to Management’s responses to the Current Period Observations and Prior Observations Follow Up.

We would like to thank all those involved for their assistance in connection with the FY 2022-23 Q1 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 Capital Programs ("OCP"). During our engagement we worked closely with OCP 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 OCP, 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 procedures 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. Generally, our procedures include tests of compliance with contracts (CPCM and PM/OR), tests to confirm adherence to District standard operating procedures, and evaluations of alignment with industry leading practices.

Observations

The observations identified during our assessment are summarized on the pages that follow and include management action plans.

During our testing, we noted observations related to the duration of the District's change order process, program / project scheduling and monthly reporting process(es), non-verifiable electronic signatures provided on change order forms, and contractor compliance with contractual substantial and final completion dates.

Five (5) of six (6) 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, PM/OR monthly invoicing, and change order review.

Approach

Our audit approach consisted of the following:

Quarterly Cycle Audit Procedures

- Obtained and reviewed deliverables submitted in accordance with CPCM and PM/OR monthly reporting requirements derived from each respective RFP/RFQ
- Reviewed CPCM and PM/OR monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings

Change Order Process Analysis

- Conducted an analysis of change order process(es), including the following:
 - Detail testing for compliance with District Standard Operating Procedures
 - Testing of electronic signatures for a sample of change orders
 - Analysis of change order process (i.e., duration of review and approval)

Monthly Schedule Reporting

- Conducted an evaluation of the design and operating effectiveness of monthly reporting process(es) for program schedule updates:
 - Conducted interviews with the PM/OR and CPCM to obtain an understanding of scheduling and monthly reporting process(es)
 - Selected a sample of projects and conducted testing to validate accuracy of schedule updates and reporting

Reporting

At the conclusion of our procedures, we summarized our findings into this report. We have reviewed the results of our testing with OCA, the CPCM and PM/OR teams, and incorporated management's response herein.



CURRENT PERIOD OBSERVATIONS



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION

1. Change Order Process Duration

DETAIL

Through our review of the e-Builder workflow history for twenty-five (25) change order items approved in 2022, we noted the average duration between the initial submittal of the 01250 change order forms and final Board approval of the change items was **three hundred thirty-five (335) days**. Of the twenty-five (25) samples analyzed, thirteen (13) samples had a total process duration of three hundred (300) days or more, including six (6) samples with a total duration of four hundred (400) days or more.

The following table summarizes the results of our analysis, including the duration of key milestones and process steps. Refer to **Appendix A** for additional information.

Change Order Process Data	
Process Step	Average (Instances /Days)
Rounds of Review Prior to CORP Approval ¹	5
Number of CORP Meetings	2
Duration Between Initial CO Submittal and Board Approval	335
Duration Between Initial CO Submittal and CORP Approval ²	242
Duration Between CORP Approval and Final Bundle ³	53
Duration Between Final Bundle and Board Approval	35

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.

² Based on the CORP approval date in e-Builder workflow.

³ Includes the A/E, GC, and PM Signature/Date and "PM Final Review" process steps. If CORP approves the change order item with comments, additional process steps, including "PM Review Approved with Comments" and "CORP Chair Data Verification" are also included in the e-Builder workflow.

Individual Process Owner Data		
Process Step	Average Days Per Round	Total Days in Queue (Average)
A/E Review / Submittal	12	64
PM Review / CORP Prep	16	109
GC Revise & Resubmit	9	29
PC Scheduler Review	9	36
PC Cost Estimator Review	8	17

Efficient change order processing is critical to the timely completion of projects and maintaining positive relationships with third-party vendors. Although the current change order workflow is a well-defined process with a strong control environment, current stakeholder response times, bottlenecks within the workflow, and frequency of resubmittals challenge the District's ability to process change orders in a timely manner. Change orders that are left outstanding for an extended period of time may lead to further project delays, potential legal disputes, and/or suspension of work.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION	1. Change Order Process Duration (continued)							
RECOMMENDATION	<p>We recommend the PM/OR perform an analysis to identify opportunities to reduce the overall duration of the change order process. For example, the analysis may include an evaluation of the review comments issued by the A/E, PM, and CORP as part of the review process to identify common themes and recurring review comments. Using this information, the PM/OR may consider developing a change order review checklist for project managers to utilize as part of their review to potentially resolve common issues earlier in the process and reduce the frequency of resubmittals.</p> <p>The PM/OR may also consider developing procedures to monitor and follow-up on aging action items within the change order workflow. Follow-up notifications should be sent to parties with action items left outstanding for a certain period of time, based on a pre-determined threshold. Further, we recommend that a workflow aging report be distributed to team leaders and project managers on a weekly basis.</p> <p>In addition, we recommend the District consider modifying existing procedures to establish a threshold for change orders requiring Board approval. We understand that revisions to the District's current practice have been proposed by Management and the PM/OR, and these proposed revisions are scheduled for Board review in September 2022. Considering the quantity and quality of the controls within the change order review process, RSM supports the implementation of a specific dollar value threshold.</p>							
MANAGEMENT'S RESPONSE	<p>PM/OR Response: AECOM completed a similar analysis with similar results and received approval from the School Board in July of 2021 to create enhanced e- Builder processes to improve the duration of review and approval processes and has been incorporating these changes in the new e-Builder processes. e-Builder Cost Module Rollout will be completed once the Data Migration Phase has completed.</p> <p>Data Migration Phase 1B: In October of 2021, AECOM and Atkins created a Data Migration Plan to validate and migrate the historical data (SOV, Invoices, Change Orders, Direct Owner Purchases, etc.) from the SMART (Safety Music & Art Athletics Renovation Technology) Program into the new workflows. Once the data migration has been completed on a project, the new processes are activated for that project. To move the process forward we have brought on a new engineer who will be assigned full time to lead the Data Migration and re-allocate two (2) existing team members to support the Phase 1B process. We are forecasting the data migration completion 4th quarter 2022.</p> <p>Data Migration is a phased approach based on the Project's Construction Percent Complete (see table below with Phases A-F)</p> <table><tr><th>Data Migration Phases</th></tr><tr><td>Phase A - Pilot Projects</td></tr><tr><td>Phase B - 0% Construction Complete</td></tr><tr><td>Phase C - 1-10% Construction Complete</td></tr><tr><td>Phase D - 11-50% Construction Complete</td></tr><tr><td>Phase E - 51-90% Construction Complete</td></tr><tr><td>Phase F - 91-100% Construction Complete</td></tr></table>	Data Migration Phases	Phase A - Pilot Projects	Phase B - 0% Construction Complete	Phase C - 1-10% Construction Complete	Phase D - 11-50% Construction Complete	Phase E - 51-90% Construction Complete	Phase F - 91-100% Construction Complete
Data Migration Phases								
Phase A - Pilot Projects								
Phase B - 0% Construction Complete								
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DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1	
OBSERVATION	1. Change Order Process Duration (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response (continued): Phase A includes ten (10) pilot projects in different phases of the project lifecycle. A pilot project is the initial process implementation that helps prove its readiness and value. During the Pilot Project phase, we identify any minor process deviations requiring any adjustments to the custom development of the process. Phase A has been completed, and any necessary modifications have been made. We are currently 100 percent complete in Phase A of the Data Migration process. We are currently in Phase C.</p> <p>In summary, it is important to note, that establishing a Project Management Information System on capital programs require working with all user groups on a continuous basis throughout the life of the program to ensure the system is working as designed and achieving the results expected. The e-Builder system is a living system with a continuous life cycle where the workflows and processes are constantly evaluated. This is followed by a feedback loop (a structured communication tool for users to send concerns, issues, or suggestions) to implement improvements, updates and changes that may be needed in the system.</p> <p>The new e-Builder Cost Module processes include automatic reminders to the step actor as well as the Project Manager for any step that has exceeded the review/approval time allocation (see attached Notification Chart) [Appendix C - Exhibit Observation 1.1]. The new processes will reduce the possibilities of mathematical errors on the part of the contractor, thereby reducing the time frame. AECOM employs a methodology of continuous improvement which evaluates the metrics of changes made and pivots as necessary. The PM Change Order checklist is now built into the e-Builder process. Additionally, OCP, AECOM and Atkins have made modifications to the CORP review process.</p> <p>AECOM identified a bottleneck where the A/Es were causing delays to the Change Order process. The disagreement was with the categorization of the Change Orders. In collaboration with Legal and the A/Es, modifications were made to the A/Es contracts and 160 are Board Approved and 61 are going to September Regular School Board meeting for approval.</p> <p>AECOM will continue to analyze the durations in the table above to provide context to the numerical data.</p> <p>The Office of Capital Programs and the PMOR have assisted District Leadership in developing improvements to Policy 8000 (formerly Policy 7006) as directed by the Board. These changes will be presented to the Board for approval during the Regular Scheduled Board Meeting September 13, 2022.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION	1. Change Order Process Duration (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response (continued):</p> <p>These changes are summarized as follows:</p> <ol style="list-style-type: none"> 1. The Superintendent is authorized to approve all change orders up to \$5,000, based on the recommendation of the District's Program Management Organization and provided the cumulative total of all change orders for a specific project has not reached the cumulative limits identified in Rule 3 below. 2. The Superintendent is authorized to approve change orders above \$5,000 and up to \$25,000, provided the cumulative total of all change orders for a specific project has not reached the cumulative limits identified in Rule 3 below. All change orders above \$5,000 will be reviewed by the District's Change Order Review Process (CORP) and a recommendation will be provided to the Chief Facilities Officer prior to any authorization by the Superintendent. 3. Cumulative Limits – For construction projects \$3 million or less, the cumulative limit of authority shall be 3 percent of the original construction contract amount. For construction projects over \$3 million, the cumulative limit of authority shall be 3% of the first \$3 million of original construction contract amount, plus 1% of the balance of the original construction contract amount over \$3 million, up to a maximum of \$250,000. When the cumulative total of all change orders on a project has exceeded the ceiling established above, all subsequent change orders will require prior Board approval, except in emergency cases as declared by the Superintendent, or where the change order in question would be in the form of a credit, thereby reducing the Adjusted Contract amount. 4. Approval of change orders by the superintendent in accordance with Rules 1 and 2, notice shall be provided to the Board in a monthly report, outlining such approvals. Although all change orders will be confirmed by the Board at project closeout, this does not preclude change orders outlined in Rule 3 above from requiring prior Board approval.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1	
OBSERVATION	2. Monthly Schedule Reporting: Monthly Project Updates
DETAIL	<p>Through our review of the Monthly Project Updates (“MPUs”) for ten (10) sampled projects, we noted the following related to the MPUs provided in the SMART Program Monthly Reports for the period of March 2022 through May 2022:</p> <ul style="list-style-type: none"> For four (4) of ten (10) samples, one (1) or more sections of the MPU were not updated by the PM over the 3-month period. <ul style="list-style-type: none"> For one (1) of four (4) samples, we noted the “Schedule Update Narrative”, “Issues and Concerns”, and “Planned Risk Mitigation” sections of the MPU have not been updated by the PM since September 2021. For one (1) of four (4) samples, we noted the “Issues and Concerns” section of the MPU has not been updated by the PM since December 2021, and the “Planned Risk Mitigation” section was not updated since March 2022. For one (1) of four (4) samples, we noted the “Schedule Update Narrative” section of the MPU has not been updated by the PM since February 2022. Further, the “Planned Risk Mitigation” section was not completed for April 2022. For one (1) of four (4) samples, we noted the “Schedule Update Narrative”, “Issues and Concerns”, and “Planned Risk Mitigation” sections of the MPU were not updated since March 2022. Where potential project delays and/or issues and concerns were identified, we noted the narratives provided by the PM did not include specific, actionable steps to mitigate delays and advance the project. For one (1) of ten (10) samples, we noted the reported percentage of project completion did not agree to the actual status of the project. The MPU reported the project was 100% complete while the project was still in the substantial completion / closeout phase. For one (1) of ten (10) samples, we noted the reported project phase did not align with the current status of the project. The MPU reported the project was in the substantial completion / closeout phase in May 2022, when substantial completion was not achieved until July 2022. <p>Refer to Appendix B for Monthly Project Updates.</p> <p>RSM held a meeting with the PM/OR Scheduler on July 27, 2022 to discuss the monthly scheduling and reporting process. During our discussion, the PM/OR noted that the primary source of information used to inform monthly schedule updates are the MPUs provided by project managers. Considering the PM/OR Scheduler’s reliance on the MPUs to update the schedule, updates and narratives should include specific, relevant, and actionable information that can be utilized by the Scheduler. If MPUs are not updated or do not include the necessary information, the PM/OR Scheduler may not have the ability to effectively update project schedules or identify the downstream impacts of current schedule delays.</p> <p>In addition, we noted a lack of resources currently in place to support the Program’s scheduling function. The PM/OR currently employs one (1) Lead Scheduler who is responsible for reviewing the Monthly Project Updates for over 380 projects, updating the Master Schedule, and generating the various schedule-related deliverables included in the PM/OR’s SMART Program Monthly Reports.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1	
OBSERVATION	2. Monthly Schedule Reporting: Monthly Project Updates (continued)
DETAIL	This lack of resources limits active collaboration between the Lead Scheduler and project managers, and the PM/OR's ability to advise contractors on the management of their project schedules.
RECOMMENDATION	We recommend the PM/OR provide supplemental training and/or written guidance to project managers to promote more impactful monthly project updates. In addition, team leaders should review the updates provided by project managers to verify updates are complete and provide sufficient information. If issues and concerns are identified, the team leader should verify the project manager's risk mitigation plan includes actionable steps to resolve outstanding issues and advance the project forward.
MANAGEMENT'S RESPONSE	<p>PM/OR Response: AECOM agrees with the recommendation to provide additional supplemental training. AECOM has filled the 2nd Sr. Scheduler position in project controls. Written SOPs, Instruction Guides and Tips are provided. Team Leaders are required to review MPU's in the e-Builder process and will be included in the additional supplemental training. AECOM has added a Risk Register e-Builder process, the use of which we will be included in the additional supplemental training. Supplemental Training will be conducted individually with each Project Manager in which the MPU Instructional Guide will be reviewed to help guide the Project Manager on how to better complete the MPU. In addition, we will be training on the Risk Register module during these training sessions. MPU Project Review sessions have been scheduled to be completed by August 23, 2022, but this will require multiple months of review and training. The expected completion is by the end of Q4 2022.</p> <p>Responses to the samples:</p> <p>Bullet 1.1 P.001867 Ramblewood MS - SMART Program Renovations. During this three-month reporting period the project manager has been working with the contractor to add additional activities outlining the delays to their schedule for the Potential Change Order (PCO) Time Impact Analysis (TIA) that the contractor will submit.</p> <p>Bullet 1.2 P.001774 Cypress Bay HS - GOB Renovations. The Issues and Concerns and Planned Risk Mitigation Strategy remained unchanged as the Planned Mitigation was in progress.</p> <p>Bullet 1.3 P.001694 Deerfield Beach HS - GOB Renovations. During this reporting period strategies were being finalized to update the HVAC and chiller replacement plan to coordinate access with school personnel.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1	
OBSERVATION	2. Monthly Schedule Reporting: Monthly Project Updates (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response (continued):</p> <p>Bullet 1.4 P.001818 Charles Drew ES - SMART Program Renovations. The Issues and Concern and Planned Mitigation Strategy remained unchanged as the Planned Mitigation Strategy was in process. The Schedule Update Narrative included slight modifications in the date each month.</p> <p>Bullet 2 As noted above, AECOM recognizes this issue and has scheduled a project review meeting with each project manager each month with the AECOM Sr. Management team.</p> <p>Bullet 3 P.002185 Marjory Stoneman Douglas HS - new Addition to Replace Building 12. The MPU was incorrectly updated to 100% Complete in the Close out Phase. The project is still in Phase 7 Financial Closeout and the % Complete has been updated in the July MPU.</p> <p>Bullet 4 P.001774 Cypress Bay HS - GOB Renovations. The MPU was incorrectly updated to Substantial Completion / Closeout in May. As noted above it has now achieved Substantial Completion and is correct in e-Builder.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1	
OBSERVATION	3. Electronic Signatures on Change Order Forms
DETAIL	<p>Through our review of twenty-five (25) change order items presented to the School Board in 2022, we noted that non-verifiable electronic signatures were provided on fourteen (14) executed change items (56%). Further, we noted the following:</p> <ul style="list-style-type: none"> For 4 of 25 change items, a signature date was not provided by one (1) or more signor For 23 of 25 change items, signature dates were typed by one (1) or more signor For 7 of 25 change items, an incomplete signature was provided by one (1) or more signor (i.e., the signature block was missing the typed name and/or typed firm name) <p>RSM obtained the 01250g form (“Document 01250g – Construction Change Order Item”) included as part of the agenda item presented to the Board for approval. Non-verifiable electronic signatures, including signatures that were typed directly into the form, and images of signatures copied and pasted into the signature block were often provided by the A/E, Contractor, and/or PM/OR.</p> <p>While electronic signatures are permissible under the United States “Uniform Electronic Transaction Act”, the signature must be verifiable and/or traceable to the signor through an associated record, including the process used to capture the signature. According to Florida Statute 668.5(2)(h), an “<i>electronic signature</i>” means an <i>electronic sound, symbol, or process attached to or logically associated with a record and executed or adopted by a person with the intent to sign the record.</i>”</p> <p>The District’s construction management software, e-Builder provides a detailed record of each process step within the change order workflow, including a step for GC, A/E, and PM signatures. However, through our analysis of the e-Builder “Routing History”, we noted instances where the signor of the 01250g was not the actor who completed the signature workflow step in e-Builder.</p> <p>While an electronic signature constitutes a legally binding substitute for a handwritten or “wet” signature, a digital audit trail linking the signor to the signature may strengthen the District’s position in the event of a potential legal dispute. If a dispute arises with a third-party over the performance of their contractual obligations, having a “wet” signature or electronic signature with a sufficient audit trail may prevent a third-party from challenging the validity of their signature.</p>
RECOMMENDATION	<p>We recommend OCP, in conjunction with the PM/OR, consult with the Office of The General Counsel to evaluate the District’s process for obtaining third-party signatures and identify other contracts and documents in which electronic signatures are currently being utilized.</p> <p>Further, as part of the “PM Final Review” step in the current change order workflow, project managers should verify that all required signature fields on the 01250g form are complete prior to the final bundle.</p>
MANAGEMENT’S RESPONSE	<p>PM/OR Response: The OCP and PM/OR initiated consultation with the Office of the General Counsel and have written the new e-Builder Cost Module processes to only accept electronic signatures.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION	3. Electronic Signatures on Change Order Forms (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response (continued): There are no more wet signature requirements, except for the Contract Invoice form (1290a), which requires the notarization to be a wet signature and stamped. The new e-Builder process protects the integrity of the signors by stamping the assigned authorized username and date when they take action to approve the document on the mail merge document. No longer will documents be downloaded and uploaded, preventing manipulation of the signatures on documents.</p> <p>The District is currently looking at using electronic signature software.</p>



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION 4. Monthly Schedule Reporting: Contractual Completion Dates

DETAIL

Through our review of the project schedules for ten (10) sampled projects, we noted that three (3) of six (6) projects in active construction have surpassed their contractual substantial completion date and change orders have not been executed to modify the construction duration. The table below illustrates the number of days in which each project has surpassed the contractual substantial completion date, as of July 31, 2022.

School Name	Current Phase % Complete (May 2022 MPU)	Contractual Substantial Completion Date (per NTP)	Days Extended by Executed Change Orders	Revised Contractual Substantial Completion Date	Days Passed Contractual Substantial Completion Date
Deerfield Beach HS (P.002694)	39%	3/21/22	0	3/21/22	132
Ramblewood MS (P.001867)	92%	5/22/21	0	5/22/21	435
Maplewood ES (P.001639)	93%	2/5/21	72	4/18/21	469

According to Article 4 of the District's Construction Agreement ("Time for Contractor's Performance"), the Contractor is required to accomplish substantial completion on or before the date stipulated in the Notice to Proceed ("NTP"). The Agreement also includes a provision for "Liquidated Damages for Substantial Completion" which states that the Owner is entitled to \$500 in liquidated damages for each day the project extends past the contractual substantial completion date.

Monitoring the accuracy of project schedules is critical to the successful and timely completion of projects. While the PM/OR's baseline schedule may include sufficient time to complete the project, the Contractor is contractually obligated to complete the project within the specified construction duration outlined in the NTP and Agreement. By executing a formal change order, the District is establishing revised expectations with the Contractor. If the Contractor is aware they have missed their contractual completion date and will not be penalized for delays, they are more likely to operate with a lower sense of urgency.

RECOMMENDATION

We recommend the PM/OR develop procedures to monitor the contractual completion dates outlined in the Construction Agreement and Notice to Proceed ("NTP"). If projects are at risk of schedule delays, change orders should be executed to modify the contractual completion dates to reflect a more reasonable project timeline.



DETAILED OBSERVATIONS

INTERNAL AUDIT – PROGRAM MANAGEMENT FY 2022-23 Q1

OBSERVATION	4. Monthly Schedule Reporting: Contractual Completion Dates (continued)
MANAGEMENT'S RESPONSE	<p>PM/OR Response: AECOM understands that past practice in the Program did not require time impact be included on every change order item, and contractors have reported that they were instructed to wait until completion of the project to reconcile additional time requests. AECOM now requires that every change order item which has time impact must include the time impact (including a formal Time Impact Analysis). While many projects have been completed and the time impacts have been reconciled, there will be numerous change orders coming in the foreseeable future to completely rectify this backlog of time impacts. Please note that the total impact of these project delays does not translate into an impact on the final completion of the overall Program. The backlog of TIA reviews is forecasted to be completed by the end of Q4 2022.</p> <p>Regarding the recommendations, please reference SOP 6.20 Schedule Systems and Management [Appendix C - Exhibit Observation 4.1] which covers Contract Baseline Construction Schedules, CPM Schedule Updates, Weekly Look-Ahead Schedule, Recovery Schedule, Time Impact Analysis (TIA) for Change Orders or Claims and Schedule Reports. In addition, Section 01320 Construction Progress Documentation [Appendix C - Exhibit Observation 4.2] and Section 01321 Construction Schedule Critical Path Method (CPM) [Appendix C - Exhibit Observation 4.3] Specification Sections outline the construction schedule documentation and monthly update requirements. AECOM will provide additional supplemental training to project managers. As noted above we have filled the open Sr. Scheduler who will focus on the Monthly Construction Updates. We also have 4 claims/scheduler analysts focused on requests for additional time from contractors. Please reference noted controls documents attached.</p> <p>P.001694 Deerfield Beach HS - GOB Renovations. The contractor has submitted a Potential Change Order (PCO) (CO 8) that included a request for an additional 253 days. A CCD has been issued for the scope of work in order to get the work completed and not delay the project further, the CCD anticipates a 253-day delay.</p> <p>P.001867 Ramblewood MS - SMART Program Renovations. The contractor has submitted a PCO that included a request for time for 111 days. This PCO is still in process. The PM has been working with the Contractor to add additional activities outlining the delays to the Construction Schedule and pushing them to get their outstanding Time Impact Analysis (TIA) submitted for some of the additional Potential Change Orders still in process. AECOM is in the process of preparing a Notice to Cure to the contractor.</p> <p>P.001639 Maplewood ES - Building Renovations. AECOM has issued two Notice of Concerns to the contractor. In response the contractor has submitted two PCOs that include a request for time; PCO 19 and PCO 20, AECOM is currently reviewing the TIA for 522 days.</p>



PRIOR OBSERVATIONS FOLLOW UP



PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT		
1. Contract Time Modifications and Schedule Updates		February 2020
		Open
PRIOR OBSERVATION 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> <p>We recommend the OR-PM review the process for updating the schedule included in the pay applications to ensure the accuracy of the project schedule.</p>	
CURRENT OBSERVATION STATUS	<p>RSM re-tested an additional sample of two (2) 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 completion dates noted in the Contractor's schedule and the RSM calculated completion dates for two (2) of two (2) change orders that included time extensions 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"> • Q2 2020: Three (3) of four (4) samples failed testing • Q3 2020: Four (4) of four (4) samples failed testing • Q3 2021: Two (2) of three (3) samples failed testing • Q4 2021: Three (3) of three (3) samples failed testing • Q4 2022: Two (2) of three (3) samples failed testing • Q1 2023: (current period): Two (2) of two (2) samples failed testing <p><u>Sample #1: Colbert ES (P.001937):</u></p> <p>Through our review of the Contractor's most recent payment application (April 2022), we noted that the schedule provided by the Contractor has not been updated since October 2021. Further, the final completion date shown in the schedule did not agree to the contractual final completion date.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>	



PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT									
1. Contract Time Modifications and Schedule Updates (continued)						February 2020		Open	
CURRENT OBSERVATION STATUS	<u>Sample #2: Embassy Creek ES (P.001897):</u>								
	Through our review of the Contractor’s most recent payment application (January 2022), we noted discrepancies between the substantial and final completion dates in the Contractor’s schedule and the completion dates specified in the Construction Agreement and subsequent change order time modifications. Further, we noted that as of July 31, 2022, the project has surpassed its contractual substantial completion date by 446 days, and additional change orders have not been issued for time modifications (also refer to current period Observation #4).								
	The table below compares the contractual substantial and final completion dates to the completion dates shown in the Contractor’s schedule.								
		Substantial Completion					Final Completion		
		Contractual Substantial Completion Date (Per NTP)	Days Extended by Executed Change Orders	Revised Contractual Substantial Completion Date	Substantial Completion in Contractor Schedule	Variance (Days)	Revised Contractual Final Completion Date	Final Completion in Contractor Schedule	Variance (Days)
	School Name								
	Embassy Creek ES	11/4/20	188	5/11/21	1/27/22	-261	6/10/21	2/27/22	-262
	This observation will remain open, and RSM will select additional samples as they are available.								
MANAGEMENT’S RESPONSE	Q1 2023 Update:								
	<u>Sample #1: Colbert ES (P.001937):</u>								
	The contractor achieved Substantial Completion (110b) on 12/31/21, all original contract scope and change order work was completed and the contractor had demobilized, because of this no further schedule update was required. Final (209) was delayed until 05/11/2022, as final completion cannot be issued until all outstanding change orders have been processed (see attached close out chronology) [Appendix C - Exhibit Prior Observation 1.1] .								



PRIOR OBSERVATIONS FOLLOW UP

INTERNAL AUDIT – PROGRAM MANAGEMENT		
1. Contract Time Modifications and Schedule Updates (continued)		February 2020
MANAGEMENT'S RESPONSE	Open	
	<p>Q1 2023 Update (continued):</p> <p><u>Sample #2: Embassy Creek ES (P.001897):</u></p> <p>AECOM is working with the Contractor to validate delays that are included in the contractor's time impact. Current delays include Fire Alarm submittal approval initial submission 1/24/20 with a final approval of 9/22/20, and roofing permit delays original submission 12/11/19 with a final approval on 12/18/20. We expect the delays associated with roofing and fire alarm currently equal to 450 days, this should recover the contractors schedule to within the projected substantial completion date. As previously noted above, AECOM understands that past practice in the Program did not require time impact be included on every change order item, and contractors have reported that they were instructed to wait until completion of the project to reconcile additional time requests.</p>	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT												
2. PM/OR Compliance with Reporting Requirements		June 2021	Partially Complete									
PRIOR OBSERVATION 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 OCP during our scope period (December 2020 – March 2021).											
	<u>Monthly Reporting Requirements</u>											
	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 OCP and the PM/OR, we noted that a completed monthly reporting package had not been submitted to OCP as of March 2021. The PM/OR submitted their first monthly reporting package for February 2021 in April 2021. Through our testing of the February and March 2021 reports, we noted certain monthly deliverables were not provided, including deliverables related to the following RFQ requirements:											
	<ul style="list-style-type: none">• Variance Analysis (Schedule / Budget) Slippage• Evaluation of Pay Requisition (Consultants & Contractor)• Earned Value Project Management• Monthly Executive Summary of Program Performance• Monthly Executive Summary of Program Performance											
	<u>Quarterly Reporting Requirements</u>											
	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:											
	<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 & Project Level (industry best practices & 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>	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										
	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. 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.											



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT

2. PM/OR Compliance with Reporting Requirements (continued)

June 2021

Partially Complete

CURRENT OBSERVATION STATUS

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.

Monthly Reporting Requirements

RSM obtained the monthly reporting packages provided to the District for the period of March 2022 through May 2022 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 March 2022?	Provided April 2022?	Provided May 2022?
Develop Baseline Schedule	N/A	N/A	N/A
Maintain Monthly Schedule Updates	Yes	Yes	Yes
Variance Analysis (Schedule / Budget) Slippage	Partial ¹	Partial ¹	Partial ¹
Evaluation of Pay Requisition (Consultants & Contractor)	No	No	No
Earned Value Project Management	No	No	No
Change Management - Report & Monitor Impact of Changes (Quality, Scope, Schedule & Budget)	Yes	Yes	Yes
Monthly Executive Summary of Program Performance	Partial ²	Partial ²	Partial ²
Monthly Executive Summary of Project Specific Performance	Partial ³	Partial ³	Partial ³

Note 1: During our scope period, the PM/OR produced variance reports detailing 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.

Note 2: Several requirements outlined in Section 6.7.9.1 *Monthly Executive Summary of Program Performance* were not provided, including deliverables related to:

- RFI Rates
- Stakeholder Satisfaction
- Project Quality Adherence



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
2. PM/OR Compliance with Reporting Requirements (continued)		June 2021
		Partially Complete
CURRENT OBSERVATION STATUS	<p>Note 3: 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"> • Contractor's Progress Payments • Field & Change Order Root Causes • Claims • M/WBE Compliance • Responses to RFI's • Quality Deficiency & Building Dept. Inspection Reports • (EDDC) Compliance • Material Testing Results <p>RSM held interviews with the CPCM and PM/OR to discuss the current status of the e-Builder Cost Module. Per the PM/OR, data migration into e-Builder is still in progress but has been completed for ten (10) pilot projects, which are actively utilizing the newly developed Cost Module processes. According to the PM/OR, the eventual full-scale implementation of the e-Builder Cost Module will result in increased reporting capabilities, including, but not limited to reporting related to change management, RFI's, budget slippage, contractors progress payments, and evaluation of payment requisitions.</p> <p>This observation will remain open, and RSM will continue to test PM/OR compliance with reporting requirements on a quarterly basis.</p>	
MANAGEMENT'S RESPONSE	<p>Q1 2023 Update (OCP Response): The Office of Capital Programs confirms our plan to work with the AECOM, Procurement and Warehousing Services Department, The Office of the General Counsel, and Leadership to develop the list of monthly deliverables which will be reflected in a revision to the Agreement and brought to the Board for approval.</p> <p>Estimated Completion Date is still June 30, 2023.</p>	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
3. e-Builder System Access		June 2021
PRIOR OBSERVATION 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>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>	Open
CURRENT OBSERVATION STATUS	<p>As part of our follow-up procedures, RSM obtained a listing of PM/OR personnel departures/terminations for the period of April 1, 2022 through June 30, 2022. To confirm 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.</p> <p>During our testing, we noted improvements in the average duration between employee exit dates and removal of e-Builder system access. On average, approximately 2.5 days elapsed between the date of termination and removal from e-Builder, compared to the average of 3.5 days reported in FY22 Q4, and five (5) days in the prior period (reported in FY21 Q4). However, through our review, we noted that one (1) of the twenty (20) individuals terminated during our scope period was removed from e-Builder twenty (20) days after their official exit date.</p> <p>Since the date of our last report, the PM/OR has developed a new "PMOR Termination Notification" workflow, which was implemented on July 15, 2022. Considering the exceptions noted above, and the recent implementation of the new workflow, this observation will remain open pending further testing.</p>	
MANAGEMENT'S RESPONSE	<p>Q1 2023 Update: As RSM mentioned, there is now a workflow in e-Builder that standardizes and formalizes the process of offboarding an employee on the PMOR Team. This workflow should address RSM's concerns related to e-Builder system access.</p> <p>Though one individual was removed from e-Builder 20 days after their official exit date, this individual did have all their project access removed on their exit date. They would not have been able to view or interact with any of the project data or workflows. The individual was then fully removed from e-Builder when the mistake was discovered.</p>	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
4. PM/OR Monthly Invoicing		Open
PRIOR OBSERVATION 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"> • Miscalculation of invoiced labor (CBRE-Heery) • Invoiced labor rates exceeded the rates specified in the staffing matrix provided with the invoice package (AECOM) • An incorrect “hourly rate multiplier” was applied to invoiced labor rates (AECOM) • Missing supporting documentation for invoiced labor (AECOM) • Employees billed were not included on the staffing matrix provided with the invoice package (AECOM) <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 OCP 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>	
CURRENT OBSERVATION STATUS	<p>RSM performed detailed testing of nine (9) AECOM labor invoices and five (5) AECOM expense invoices as part of our quarterly and follow-up testing procedures. Through our review of the PM/OR monthly invoices, we noted the following:</p> <p><u>Labor Invoices:</u></p> <ul style="list-style-type: none"> • For three (3) of nine (9) AECOM labor invoices, we noted that timesheets for three (3) AECOM employees and two (2) AECOM subconsultants were not included within the invoice package provided to the District. In total, two hundred twenty-two (222) labor hours, representing \$45,708 in labor costs were unsupported. Timesheets were provided by AECOM upon further request. • For three (3) of nine (9) AECOM labor invoices, we noted six (6) instances where the invoiced labor rate for two (2) AECOM employees and three (3) AECOM subconsultants exceeded the labor rate specified in the staffing matrix provided with the monthly invoice package, resulting in a potential overbilling of \$9,668. • For one (1) of nine (9) AECOM labor invoices, we noted one (1) instance where an individual was billed to the project but was not included in the staffing matrix provided with the invoice package. 	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
4. PM/OR Monthly Invoicing (continued)		June 2021
CURRENT OBSERVATION STATUS	Open	
	<p><u>Expense Invoices:</u></p> <ul style="list-style-type: none"> For two (2) of five (5) expense invoices, we noted that supporting documentation was not provided to support reimbursable expenses. Specifically, we noted the following: <ul style="list-style-type: none"> For two (2) of five (5) invoices, supporting documentation for miscellaneous printing costs from one (1) vendor was not provided within the invoice package provided to the District. In total, \$4,231 was unsupported by backup documentation. Vendor invoices were provided by AECOM upon further request. For one (1) of five (5) invoices, supporting documentation was not provided for miscellaneous supplies, postage, and shipping costs. In total, \$78 was unsupported by backup documentation. Vendor invoices were provided by AECOM upon further request. <p>This observation will remain open, and RSM will continue to test PM/OR invoices on a quarterly basis.</p>	
MANAGEMENT'S RESPONSE	<p>Q1 2023 Update:</p> <p>AECOM has reviewed these items and noted the following:</p> <p>Labor Invoices</p> <ul style="list-style-type: none"> Invoice #2000567791 – timecards for one individual were inadvertently left out of the invoicing package delivered to the Owner and subsequently provided. Invoice #2000584106 – timecards for three individuals were inadvertently left out of the package delivered to the Owner. Invoice #2999588739 timecard for one individual was inadvertently left out of the invoicing package delivered to the Owner. The discrepancies between the invoiced rates and the rates per rate card(s) are attributed to submittals of staffing plan not accurately reflecting changes and/or updates of all staff on this project. Updated Staffing plan is attached hereto [Appendix C - Exhibit Prior Observation 4.3]. <p>Expense Invoices</p> <ul style="list-style-type: none"> Missing Expense Invoice backup was inadvertently left off the invoicing package delivered to the Owner and has subsequently been provided. 	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
5. Change Order Review and Adherence to SOP for Change Management		January 2022
		Partially Complete
PRIOR OBSERVATION DETAIL	<p>Through our detailed testing of change orders, we identified exceptions related to missing supporting documentation, mathematical accuracy, and non-compliance with Standard Operating Procedure (“SOP”) for two (2) of five (5) change order samples. Specifically, we noted the following exceptions related to James S. Rickards Middle School Change Order #1:</p> <p><u>Missing Supporting Documentation:</u></p> <ul style="list-style-type: none"> Change Order #1, Item #1: Supporting documentation was not provided for \$2,302 of the \$10,891 in material costs included in the Contractor’s change order request for one (1) of five (5) change orders. Change Order #1, Item #1: Partial or no documentation was provided to support equipment costs included in the Contractor’s change order request for one (1) of five (5) change orders. We noted three (3) instances where equipment usage was not supported by the daily reports submitted by the Contractor. Change Order #1, Item #2: Supporting documentation was not provided for \$15,850 of the \$78,340 in labor costs included in the Contractor’s change order request for one (1) of five (5) change orders Change Order #1, Item #2: Supporting documentation was not provided for \$15,000 of the \$156,334 in subcontractor costs included in the Contractor’s change order request for one (1) of five (5) change orders. <p><u>Mathematical Accuracy:</u></p> <ul style="list-style-type: none"> Change Order #1, Item #1: The labor breakdown provided by the Contractor was not mathematically accurate for one (1) of five (5) change order samples. 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. <p><u>Independent Cost Estimates:</u></p> <ul style="list-style-type: none"> Change Order #1, Item #2: An independent cost estimate (“ICE”) was not performed for one (1) of two (2) change items for James S. Rickards Middle School Change Order #1. SOP 12.20 for Construction Change Management requires that an ICE be performed by the PC Cost Estimator for all requested changes greater than \$25,000. An independent cost estimate was not performed for Change Item #2 (\$270,835), which included the time, labor, and material costs incurred by the Contractor to secure Building #1 at James S. Rickards Middle School following the collapse of the media center roof on March 5, 2021. <p>Through our review of the e-Builder workflow, and further inquiry with the CPCM, we noted several steps in the workflow were bypassed or overridden for Change Item #2 due to the urgent nature of the changes and exigent circumstances of the change item, including the independent cost estimate by the PC Cost Estimator.</p>	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT		
5. Change Order Review and Adherence to SOP for Change Management (continued)		January 2022
		Partially Complete
PRIOR OBSERVATION DETAIL	<p>We recommend the District obtain sufficient evidence to determine the actual cost incurred by the Contractor for change orders for work previously completed. 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 mathematically accurate and supported by the appropriate documentation.</p> <p>Further, we recommend the District consider modifying SOP 12.20 to address alternative procedures and workflow overrides in the event of an emergency.</p>	
CURRENT OBSERVATION STATUS	<p>RSM tested a sample of three (3) change orders for proper supporting documentation, mathematical accuracy, and compliance with Standard Operating Procedures. During our review, we noted the following:</p> <p><u>Missing Supporting Documentation:</u></p> <ul style="list-style-type: none"> • Pasadena Lakes ES, Change Order #2, Item #1 (P.001634): Supporting documentation, such as a detailed labor breakdown including labor positions, rates, and hours was not provided for \$553,409 of the \$553,409 in labor costs included in the Contractor’s proposal summary. The Contractor’s Daily reports were provided within the change order package; however, the reports do not provide sufficient detail to validate labor costs. <p><u>Mathematical Accuracy:</u></p> <ul style="list-style-type: none"> • Coral Springs HS, Change Order #1, Item #1 (P.001955): Through our review of the roofing subcontractor’s change order breakdown (“Proposal Worksheet”), we noted the labor hours included in the executed change order do not agree to the supplemental labor breakdown / notes provided by the subcontractor following the March 9, 2022 CORP meeting. <p>RSM reviewed the CORP meeting recording and noted that a detailed labor breakdown, including labor categories and projected hours was requested by the Panel. The final change order bundle included the requested labor breakdown; however, the total labor hours provided in the subcontractor’s notes do not agree to the labor hours included in the executed change order. Refer to table on the next page for additional information.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>	



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT

5. Change Order Review and Adherence to SOP for Change Management (continued)

January 2022

Partially Complete

CURRENT OBSERVATION STATUS

The table below compares the labor hours included in the executed change order to the supplemental labor breakdown / notes provided by the subcontractor.

Item Description	Proposal Worksheet (Executed CO)		Labor Breakdown / Notes Provided Following March 9, 2022 CORP Meeting			RSM Rx of Labor Breakdown		
	Labor Hours (A)	Labor Rate (B)	# of Workers (C)	# of Days (D)	# of Hours (E)	Total Hours (F) = (C x D x E)	Hours Variance (G) = (F - A)	Variance = (G X B)
"Remove & Packing Asbestos Roof"	2,014	\$ 50	6	37	9	1,998	(16)	\$ (800)
"Comp Super Oversee Asbestos Removal"	993	\$ 70	3	37	9	999	6	\$ 420

We recommend the District obtain detailed labor breakdowns from the Contractor, including labor positions / categories, hours, and rates prior to submitting the change order to CORP.

This observation will remain open, and RSM will select additional samples as they are available.

MANAGEMENT'S RESPONSE

Q1 2023 Update: The **Pasadena Lakes CCD** authorized the metal deck replacement work to commence and to be paid for by the Owner at a rate of \$15.75/SF. This price was validated by Atkins and the Roofing Committee, and the General Contractor's proposal was found to be lower by almost 5% for the overall amount of the change order. A labor breakdown is typically provided on change orders; however, it was not provided on this one due to the nature of the unit price CCD. Typically, Construction Change Directives (CCDs) are either Lump Sum (if the value has been estimated and validated by the PMOR's or CPCM's estimator) or Not-To-Exceed (NTE) if the cost and time need to be validated after the work is performed via delivery tickets, invoices, timesheets, and other related backup. This CCD [**Appendix C - Exhibit Prior Observation 5.1**] was unique in that it was executed as a Unit Price CCD which indicated a cost per square foot and a quantity of square feet. The GC used these two numbers to develop their change order without adding any markups.

Coral Springs CO # 1 was approved by CORP with comments, requiring the GC to provide a final reconciliation, staff failed to note a minor variation in labor hours between the submitted documents and a footnote in the reconciliation resulting in a variance of \$380.00 net. Staff will endeavor to provide an additional quality assurance check of all such reconciliations going forward.



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT

6. Independent Cost Estimates and the Negotiation of Change Orders

January 2022

Closed

PRIOR OBSERVATION 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 ^A	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%

^A Independent cost estimate not performed. Refer to Observation #1 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.

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.



PRIOR OBSERVATIONS FOLLOW UP (CONTINUED)

INTERNAL AUDIT – PROGRAM MANAGEMENT																																		
6. Independent Cost Estimates and the Negotiation of Change Orders (continued)					January 2022	Closed																												
PRIOR OBSERVATION DETAIL	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.																																	
CURRENT OBSERVATION STATUS	<p>RSM tested a sample of three (3) change orders for proper supporting documentation, mathematical accuracy, and compliance with Standard Operating Procedures. For three (3) of three (3) change items exceeding \$25,000, we noted that the overall variance between the executed change order amount and the independent cost estimate calculated by the PC Cost Estimator was less than or equal to 5%.</p> <p>The table below compares the total amount of the Contractor’s change order proposal to the independent cost estimate performed for our three (3) samples.</p> <table><tr><th>Project Name</th><th>Project #</th><th>Change Order #</th><th>ICE Amount</th><th>Change Order Amount</th><th>Total Difference</th><th>Percentage Difference</th></tr><tr><td>Pasadena Lakes ES</td><td>P.001634</td><td>CO #2, Item #1</td><td>\$ 839,852</td><td>\$ 802,400</td><td>\$ 37,452</td><td>4%</td></tr><tr><td>Coral Springs HS</td><td>P.001765</td><td>CO #1, Item #1</td><td>\$ 232,946</td><td>\$ 243,946</td><td>\$ (10,660)</td><td>-5%</td></tr><tr><td>Olsen MS</td><td>P.001955</td><td>CO #3, Item #1</td><td>\$ 182,939</td><td>\$ 182,939</td><td>\$ (9,554)</td><td>-5%</td></tr></table> <p>As part of our testing procedures, RSM reviewed the CORP meeting recordings for our three (3) sampled change orders. Through our review of the recordings, we noted that CORP is actively reviewing the independent cost estimates, investigating variances calculated by the PC Cost Estimator, and requesting follow-up documentation as part of their review.</p> <p>Further, the PM/OR has developed a new e-Builder workflow that will include a process step to investigate variances between the Contractor’s change order proposal and the independent cost estimate. RSM held a meeting with the PM/OR on April 26, 2022 to review the new change order workflow, and verified that the workflow includes this process step. Considering the strong control environment and the additional controls incorporated into the workflow by the PM/OR, we recommend closure of this observation.</p>						Project Name	Project #	Change Order #	ICE Amount	Change Order Amount	Total Difference	Percentage Difference	Pasadena Lakes ES	P.001634	CO #2, Item #1	\$ 839,852	\$ 802,400	\$ 37,452	4%	Coral Springs HS	P.001765	CO #1, Item #1	\$ 232,946	\$ 243,946	\$ (10,660)	-5%	Olsen MS	P.001955	CO #3, Item #1	\$ 182,939	\$ 182,939	\$ (9,554)	-5%
Project Name	Project #	Change Order #	ICE Amount	Change Order Amount	Total Difference	Percentage Difference																												
Pasadena Lakes ES	P.001634	CO #2, Item #1	\$ 839,852	\$ 802,400	\$ 37,452	4%																												
Coral Springs HS	P.001765	CO #1, Item #1	\$ 232,946	\$ 243,946	\$ (10,660)	-5%																												
Olsen MS	P.001955	CO #3, Item #1	\$ 182,939	\$ 182,939	\$ (9,554)	-5%																												



OBJECTIVES AND APPROACH

Objectives

The objective of our work was 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. 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:

Quarterly Cycle Audit Procedures

- Obtained and reviewed deliverables submitted in accordance with CPCM and MPPM monthly reporting requirements derived from each respective RFP/RFQ
- Reviewed CPCM and PM/OR monthly invoicing for contractual compliance, proper supporting documentation, and mathematical accuracy
- Followed up on prior findings

Change Order Process Analysis

- Conducted an analysis of change order process(es), including the following:
 - Detail testing for compliance with District Standard Operating Procedures
 - Testing of electronic signatures for a sample of change orders
 - Analysis of change order process (i.e., duration of review and approval)

Monthly Schedule Reporting

- Conducted an evaluation of the design and operating effectiveness of monthly report reporting process(es) for program schedule updates
 - Conducted interviews with the PM/OR and CPCM to obtain an understanding of scheduling and monthly reporting process(es).
 - Selected a sample of projects and conducted testing to validate accuracy of schedule updates and reporting.

Reporting

At the conclusion of our procedures, we summarized our findings into this report. We have reviewed the results of our testing with OCA, the CPCM and PM/OR teams, and incorporated management's response herein.



APPENDIX A



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Change Order Process Data

The following table shows the total duration between key milestones and process steps within the District's e-Builder change order workflow.

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	Duration Between Initial CO Submittal and Board Approval	Duration Between Initial CO Submittal and CORP Approval ³	Duration Between CORP Approval and Final Bundle ⁴	Duration Between Final Bundle and Board Approval
1	Silver Trail MS (Change Order #3, Item #1)	P.001406	\$ 19,241	10	1	901	861	14	26
2	Nova HS (Change Order #10, Item #2)	P.001817	\$ 29,350	9	3	512	283	195	34
3	Northeast HS (Change Order #9, Item #1)	P.001684	\$ 45,273	8	2	511	464	28	19
4	Colbert Museum Magnet (Change Order #1, Item #1)	P.001937	\$ 35,695	11	3	498	458	6	34
5	Olsen MS (Change Order #4, Item #1)	P.001955	\$ 23,881	8	3	461	400	14	47
6	Hollywood Hills HS (Change Order #11, Item #1)	P.001806	\$ 74,234	5	1	432	245	N/A ²	N/A ²
7	Lauderdale Lakes MS (Change Order #7, Item #2)	P.001806	\$ 29,395	2	2	382	118	187	77

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.

² Data unavailable as the "Final Bundle" process step was not completed in the e-Builder workflow.

³ Based on the CORP approval date in e-Builder workflow.

⁴ Includes the A/E, GC, and PM Signature/Date and "PM Final Review" process steps. If CORP approves the change order item with comments, additional process steps, including "PM Review Approved with Comments" and "CORP Chair Data Verification" are also included in the e-Builder workflow.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Change Order Process Data (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	Duration Between Initial CO Submittal and Board Approval	Duration Between Initial CO Submittal and CORP Approval ³	Duration Between CORP Approval and Final Bundle ⁴	Duration Between Final Bundle and Board Approval
8	Hollywood Hills HS (Change Order #11, Item #2)	P.001806	\$ 28,233	3	2	371	219	71	81
9	Piper HS (Change Order #4, Item #2)	P.001744	\$ 34,699	7	1	354	321	1	32
10	Piper HS (Change Order #5, Item #1)	P.001744	\$ 22,310	7	2	354	174	160	20
11	Coral Springs HS (Change Order #2, Item #1)	P.001765	\$ 234,784	6	2	351	317	15	19
12	Lauderdale Lakes MS (Change Order #7, Item #1)	P.001637	\$ 30,392	1	1	351	87	204	60
13	South Broward HS (Change Order #1, Item #1)	P.001838	\$ 65,629	5	2	308	191	25	92
14	Northeast HS (Change Order #7, Item #1)	P.001684	\$ 18,952	2	1	298	252	13	33
15	Coral Springs HS (Change Order #2, Item #4)	P.001765	\$ 160,761	7	1	271	237	15	19

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.

³ Based on the CORP approval date in e-Builder workflow.

⁴ Includes the A/E, GC, and PM Signature/Date and "PM Final Review" process steps. If CORP approves the change order item with comments, additional process steps, including "PM Review Approved with Comments" and "CORP Chair Data Verification" are also included in the e-Builder workflow.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Change Order Process Data (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	Duration Between Initial CO Submittal and Board Approval	Duration Between Initial CO Submittal and CORP Approval ³	Duration Between CORP Approval and Final Bundle ⁴	Duration Between Final Bundle and Board Approval
16	Driftwood MS (Change Order #4, Item #1)	P.001837	\$ 60,411	4	1	258	218	15	25
17	Hollywood Hills HS (Change Order #10, Item #1)	P.001806	\$ 46,386	2	2	244	147	71	26
18	Central Park ES (Change Order #1, Item #2)	P.001757	\$ 39,347	4	1	243	182	27	34
19	Olsen MS (Change Order #3, Item #1)	P.001955	\$ 192,493	6	1	243	193	28	22
20	Coral Springs HS (Change Order #1, Item #1)	P.001765	\$ 243,606	2	1	217	149	48	20
21	Northeast HS (Change Order #8, Item #1)	P.001684	\$ 35,361	2	1	215	158	51	6
22	Falcon Cove MS (Change Order #7, Item #1)	P.001902	\$ 41,949	3	3	193	125	41	27
23	Driftwood MS (Change Order #3, Item #1)	P.001837	\$ 24,663	2	1	173	104	28	41

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.

³ Based on the CORP approval date in e-Builder workflow.

⁴ Includes the A/E, GC, and PM Signature/Date and "PM Final Review" process steps. If CORP approves the change order item with comments, additional process steps, including "PM Review Approved with Comments" and "CORP Chair Data Verification" are also included in the e-Builder workflow.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Change Order Process Data (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	Duration Between Initial CO Submittal and Board Approval	Duration Between Initial CO Submittal and CORP Approval ³	Duration Between CORP Approval and Final Bundle ⁴	Duration Between Final Bundle and Board Approval
24	Silver Palms ES (Change Order #1, Item #1)	P.002146	\$ 50,183	6	1	131	77	1	53
25	Pasadena Lakes ES (Change Order #2, Item #1)	P.001634	\$ 802,400	5	2	92	78	10	4

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.

³ Based on the CORP approval date in e-Builder workflow.

⁴ Includes the A/E, GC, and PM Signature/Date and "PM Final Review" process steps. If CORP approves the change order item with comments, additional process steps, including "PM Review Approved with Comments" and "CORP Chair Data Verification" are also included in the e-Builder workflow.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Average Duration Per Round of Review

The following table shows the average duration per round of review for individual process owners within the District's e-Builder change order workflow.

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Average Duration Per Round)	PM Review / CORP Prep (Average Duration Per Round)	GC Revise & Resubmit (Average Duration Per Round)	PC Scheduler Review (Average Duration Per Round)	PC Cost Estimator Review (Average Duration Per Round)
1	Silver Trail MS (Change Order #3, Item #1)	P.001406	\$ 19,241	10	1	31	39	5	13	N/A
2	Nova HS (Change Order #10, Item #2)	P.001817	\$ 29,350	9	3	5	7	3	6	8
3	Northeast HS (Change Order #9, Item #1)	P.001684	\$ 45,273	8	2	8	35	4	N/A	4
4	Colbert Museum Magnet (Change Order #1, Item #1)	P.001937	\$ 35,695	11	3	7	13	12	9	2
5	Olsen MS (Change Order #4, Item #1)	P.001955	\$ 23,881	8	3	11	20	5	N/A	N/A
6	Hollywood Hills HS (Change Order #11, Item #1)	P.001806	\$ 74,234	5	1	2	21	22	N/A	5
7	Lauderdale Lakes MS (Change Order #7, Item #2)	P.001806	\$ 29,395	2	2	45	12	N/A	16	5

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Average Duration Per Round of Review (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Average Duration Per Round)	PM Review / CORP Prep (Average Duration Per Round)	GC Revise & Resubmit (Average Duration Per Round)	PC Scheduler Review (Average Duration Per Round)	PC Cost Estimator Review (Average Duration Per Round)
8	Hollywood Hills HS (Change Order #11, Item #2)	P.001806	\$ 28,233	3	2	5	33	7	N/A	6
9	Piper HS (Change Order #4, Item #2)	P.001744	\$ 34,699	7	1	24	11	18	N/A	6
10	Piper HS (Change Order #5, Item #1)	P.001744	\$ 22,310	7	2	17	2	4	N/A	N/A
11	Coral Springs HS (Change Order #2, Item #1)	P.001765	\$ 234,784	6	2	3	6	13	N/A	7
12	Lauderdale Lakes MS (Change Order #7, Item #1)	P.001637	\$ 30,392	1	1	14	46	N/A	16	5
13	South Broward HS (Change Order #1, Item #1)	P.001838	\$ 65,629	5	2	24	5	1	N/A	8
14	Northeast HS (Change Order #7, Item #1)	P.001684	\$ 18,952	2	1	8	30	N/A	N/A	N/A
15	Coral Springs HS (Change Order #2, Item #4)	P.001765	\$ 160,761	7	1	4	6	1	0	7

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Average Duration Per Round of Review (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Average Duration Per Round)	PM Review / CORP Prep (Average Duration Per Round)	GC Revise & Resubmit (Average Duration Per Round)	PC Scheduler Review (Average Duration Per Round)	PC Cost Estimator Review (Average Duration Per Round)
16	Driftwood MS (Change Order #4, Item #1)	P.001837	\$ 60,411	4	1	12	8	17	1	6
17	Hollywood Hills HS (Change Order #10, Item #1)	P.001806	\$ 46,386	2	2	11	14	1	N/A	7
18	Central Park ES (Change Order #1, Item #2)	P.001757	\$ 39,347	4	1	16	3	4	N/A	36
19	Olsen MS (Change Order #3, Item #1)	P.001955	\$ 192,493	6	1	7	13	10	N/A	3
20	Coral Springs HS (Change Order #1, Item #1)	P.001765	\$ 243,606	2	1	2	7	29	N/A	17
21	Northeast HS (Change Order #8, Item #1)	P.001684	\$ 35,361	2	1	2	42	6	N/A	11
22	Falcon Cove MS (Change Order #7, Item #1)	P.001902	\$ 41,949	3	3	0	22	N/A	N/A	N/A
23	Driftwood MS (Change Order #3, Item #1)	P.001837	\$ 24,663	2	1	42	2	N/A	N/A	N/A

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Average Duration Per Round of Review (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Average Duration Per Round)	PM Review / CORP Prep (Average Duration Per Round)	GC Revise & Resubmit (Average Duration Per Round)	PC Scheduler Review (Average Duration Per Round)	PC Cost Estimator Review (Average Duration Per Round)
24	Silver Palms ES (Change Order #1, Item #1)	P.002146	\$ 50,183	6	1	2	0	2	N/A	6
25	Pasadena Lakes ES (Change Order #2, Item #1)	P.001634	\$ 802,400	5	2	2	3	N/A	N/A	5

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Total Days in Process Owner Queue

The following table shows the total number of days an action item remained in an individual process owners' queue within the e-Builder change order workflow.

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Total Days in Queue)	PM Review / CORP Prep (Total Days in Queue)	GC Revise & Resubmit (Total Days in Queue)	PC Scheduler Review (Total Days in Queue)	PC Cost Estimator Review (Total Days in Queue)
1	Silver Trail MS (Change Order #3, Item #1)	P.001406	\$ 19,241	10	1	428	252	49	126	N/A
2	Nova HS (Change Order #10, Item #2)	P.001817	\$ 29,350	9	3	69	161	21	29	38
3	Northeast HS (Change Order #9, Item #1)	P.001684	\$ 45,273	8	2	83	314	25	N/A	12
4	Colbert Museum Magnet (Change Order #1, Item #1)	P.001937	\$ 35,695	11	3	70	211	94	45	6
5	Olsen MS (Change Order #4, Item #1)	P.001955	\$ 23,881	8	3	63	142	25	N/A	N/A
6	Hollywood Hills HS (Change Order #11, Item #1)	P.001806	\$ 74,234	5	1	12	106	109	N/A	10
7	Lauderdale Lakes MS (Change Order #7, Item #2)	P.001806	\$ 29,395	2	2	45	37	0	N/A	5

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Total Days in Queue (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Total Days in Queue)	PM Review / CORP Prep (Total Days in Queue)	GC Revise & Resubmit (Total Days in Queue)	PC Scheduler Review (Total Days in Queue)	PC Cost Estimator Review (Total Days in Queue)
8	Hollywood Hills HS (Change Order #11, Item #2)	P.001806	\$ 28,233	3	2	9	189	11	N/A	6
9	Piper HS (Change Order #4, Item #2)	P.001744	\$ 34,699	7	1	169	33	107	N/A	6
10	Piper HS (Change Order #5, Item #1)	P.001744	\$ 22,310	7	2	116	9	23	N/A	N/A
11	Coral Springs HS (Change Order #2, Item #1)	P.001765	\$ 234,784	6	2	20	84	75	N/A	37
12	Lauderdale Lakes MS (Change Order #7, Item #1)	P.001637	\$ 30,392	1	1	14	137	2	16	5
13	South Broward HS (Change Order #1, Item #1)	P.001838	\$ 65,629	5	2	138	35	5	N/A	16
14	Northeast HS (Change Order #7, Item #1)	P.001684	\$ 18,952	2	1	15	183	0	N/A	N/A
15	Coral Springs HS (Change Order #2, Item #4)	P.001765	\$ 160,761	7	1	26	95	1	0	13

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Total Days in Queue (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Total Days in Queue)	PM Review / CORP Prep (Total Days in Queue)	GC Revise & Resubmit (Total Days in Queue)	PC Scheduler Review (Total Days in Queue)	PC Cost Estimator Review (Total Days in Queue)
16	Driftwood MS (Change Order #4, Item #1)	P.001837	\$ 60,411	4	1	47	73	50	1	12
17	Hollywood Hills HS (Change Order #10, Item #1)	P.001806	\$ 46,386	2	2	34	130	1	N/A	14
18	Central Park ES (Change Order #1, Item #2)	P.001757	\$ 39,347	4	1	63	39	13	N/A	72
19	Olsen MS (Change Order #3, Item #1)	P.001955	\$ 192,493	6	1	53	105	37	N/A	6
20	Coral Springs HS (Change Order #1, Item #1)	P.001765	\$ 243,606	2	1	11	64	59	N/A	34
21	Northeast HS (Change Order #8, Item #1)	P.001684	\$ 35,361	2	1	4	166	6	N/A	11
22	Falcon Cove MS (Change Order #7, Item #1)	P.001902	\$ 41,949	3	3	0	104	3	N/A	7
23	Driftwood MS (Change Order #3, Item #1)	P.001837	\$ 24,663	2	1	83	15	3	N/A	N/A

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX A – CHANGE ORDER PROCESSING DATA ANALYTICS

Individual Process Owner Data – Total Days in Queue (continued)

#	School	Project Number	Change Order Item Amount	Rounds of Review Prior to CORP Approval ¹	Number of CORP Meetings	A/E Review / Submittal (Total Days in Queue)	PM Review / CORP Prep (Total Days in Queue)	GC Revise & Resubmit (Total Days in Queue)	PC Scheduler Review (Total Days in Queue)	PC Cost Estimator Review (Total Days in Queue)
24	Silver Palms ES (Change Order #1, Item #1)	P.002146	\$ 50,183	6	1	12	20	13	N/A	11
25	Pasadena Lakes ES (Change Order #2, Item #1)	P.001634	\$ 802,400	5	2	6	22	0	N/A	9

¹ The number of rounds of "Revise & Resubmit" from GC, A/E, PM, and CORP review prior to final CORP approval.



APPENDIX B

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Stephen Foster Elementary School (1 records)											
Stephen Foster ES - SMART Program Renovations	P.002067	Sarah Leonardi	5-Construction	- Aluminum covered walkway replacement - Fire alarm system upgrades (campus-wide) - Re-roofing Buildings 1,2,3,4,5,6,7,8,9,11,12,13 - HVAC renovations: 4 RTUs, 16 Unit Ventilators, 6 Air Handler Units, 1 Mini-Split, 2 condensing units, 1 kitchen exhaust fan, 1 Make Up Air unit, and roof equipment tie-downs. - Test & Balance - Media Center Interior Improvements	Work over spring break completed replacement of the air handler unit (AHU-5-1), and condensing units (CU-5-1 & 5-2) for the Media Center. Completed work on room 703 Unit Ventilator (UV-7-1). Completing roofing work at buildings 3, 4, 6, 7, and 13. Electrical and fire alarm work ongoing. New main fire alarm panel "can" installed.	64%	50%	Contractor CPM schedule still shows 209 days overall negative float. The delays are attributed to Fire Alarm Shop Drawings with -145 days, HVAC Equipment and electric are -131 days behind schedule. Professional consultant has not responded to the two Building Department comments that were issued on 3/11/2022.	Fire alarm shop drawings pending 4th resubmittal. Professional consultant has two fire comments to address since 3/11/22. 1. "Previous comments still not addressed in revised shop drawings." 2. SBBC Chief Fire Official requires "Alert" instead of "FIRE" on devices. the devices approved with "FIRE" are already being delivered. To change to "ALERT" will create a change order and schedule delay. Safety and security issues are still a major concern. Building 8 unit ventilator is still an issue. A/E and GC did not coordinate the installation location and now the 4 units have to be relocated on same wall. Build HVAC was scheduled for replacement December 2021 and now GC	Medium	GC management staff is inexperienced and requires additional guidance and management to minimize additional risk of schedule slippage. Additional guidance in scheduling equipment installation now to complete as many tasks as possible before the summer work scheduled for the cafetorium and media center.
Stranahan High School (2 records)											
Stranahan HS - Cafeteria Additions / Renovations	P.002163	Sarah Leonardi	3-Design/Permit	New Stranahan HS Cafeteria Addition (23,950Sf +/- to serve 800 students) based on prototype/reuse of Cafeteria Building Design based on Miami Palmetto HS Cafeteria Building. Site Adaptation coordination is included as an Allowance.	A/E and Stakeholders made Progress Design meetings on 3/16/22 & 3/30/22 with OAC. Food Nutrition Services meetings advanced the Food Equipment Schedule and identified "Food Safety" on the emergency generator demand load. At Project Manager request, A/E issued Site Adaptations - 3 schemes to clarify the design of adjacent spaces and functions to the Cafeteria. Feedback was given and by 3/31/22 the updated schemes need to be issued. Project Manager issued more surveyors names to A/E to receive and lock in a boundary survey with GPR.	17%	37%	Project Manager issued memo on 3/17/22 to A/E for A/E to issue Project Schedule Impact analysis as project survey delay is having rippling affect on the overall project schedule. Architect has their project schedule that started 9 days later Project manager schedule. Project manager conducted the Progress Meeting on Feb 16th to close out Owner SD/DD review, however Project Manager issued memo approval to proceed on Feb. 27, 20922. 100%CDs submittal to Building	1) Project Manager to maintain scheduling of surveys and tests to facilitate successful design execution. Boundary Survey Use of Allowances approvals must be achieved. 2) A/E to issue update civil design to close out or initiate a Master storm water plan for Stranahan HS campus. 3) Project Manager to advance (3) schemes for Owner input for Use of existing Student Parking Lot. 4) Project Manager requested CMAR to prepare a P6 Project Schedule.	Low	1) Project Manager to manage compact time schedule where time is budgeted for Owner reviews to be concurrent with design progress, and utilize OCP assistance as needed. 2) Project Manager made site meeting(s) to advance geotechnical tests so results may serve design update. 3) Project Manager to engage with OCP for clarification of Owner service yard requirements. 4) CMAR advises that P6 schedule will be issued after 50% A/E submittal.
Stranahan HS - GOB Renovations	P.001663	Sarah Leonardi	5-Construction	Roofing Replacement for Buildings 1, 2, 3, 4, 8, 9, 10, 11, 13, 14, 18, 20, 21, and 22 Air Handler Replacements in Buildings 1, 2, 4, 5, 6, 7, 9, 10, 13, 14, 17, and 21 Fire Alarm Complete Replacement of Campus Electrical Improvements to the main Switch Doghouses on site. Media Center and STEM lab improvements in Buildings 4, 6, 20, and 23 Fire Sprinkler additions to Building 1, 2, and 9	No contract work was performed onsite during the month of March. The installation of the air conditioning required for room 101a/b has moved forward, the new design is in review with the building department. The 800a /b has been sent and returned for processing. After receiving the permit installation will take place. Fire Alarm trouble items were rectified by BASS unlimited Occupancy of the FAB LAB and Room 139 was obtained. TL Special Note: Room 139 and Room 120 have received occupancy and a plan is being put	94%	94%	no schedules	Meetings are going forward between PMOR and GC to move roofing change orders ahead.	Medium	All past proposals to move this project forward have not gained traction or official direction to move forward. GILBANE is now submitting a schedule to reflect a timeline in draft form to complete the project The review of the previous obstacles need to be mitigated to get this work completed.
Sunrise Middle School (1 records)											
Sunrise MS - SMART Program Renovations	P.001819	Sarah Leonardi	5-Construction	Re-Roofing and Roof Top Equipment: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15 & 16 Electrical Improvements: Covered Walkway Lighting, Replace Building Mounted Lighting, Emergency Exit Signs, New Disconnect and Fire Alarm Devices, and New Wiring for new Equipment. Replace exterior Dry Type XFMR: Building 4 HVAC Improvements: Buildings 1 (1-AHU), 1 - Gymnasium (Supply Fans), and 4 (2-AHU),	Work in March is as follows: The comparative estimate from LEGO and AECOM is in agreement, this work will be considered the "second day" this scope will be performed by PPO as was explained to me. The only work that was performed on-site is the completion of the emergency evacuation lights, this work was completed and passed inspection. This work, once the exhaust fan issue is resolved will be substantially complete	98%	98%	Work in March is as follows: The comparative estimate from LEGO and AECOM is in agreement, this work will be considered the "second day" this scope will be performed by PPO as was explained to me. The only work that was performed on-site is the completion of the emergency evacuation lights, this work was completed and passed inspection. This work, once the exhaust fan issue is	The issue pending is some change orders and the transfer of the scope of the exhaust fans to PPO to be executed.	Low	None at this time pending the transfer of the exhaust fans to PPO all work is complete
Virginia Shuman Young Elementary School (3 records)											
Virginia Shuman Young ES - 4 Modular Classrooms	P.002841	Sarah Leonardi	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% CD's revise and resubmit. A/E working on resubmittal to Building Department . PO was issued modular scheduled to delivery to job site 6/6/22. NTP in progress for design build CSMP.	19%	85%	100% CD's revise and resubmit. A/E working on resubmittal to Building Department . PO was issued modular scheduled to delivery to job site 6/6/22. NTP in progress for design build CSMP.	No Issued at this time.		
Virginia Shuman Young ES - 4 Modular Classrooms - Civil Work	P.002841-CIV	Sarah Leonardi	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% CD's revise and resubmit. A/E working on resubmittal to Building Department . PO was issued modular scheduled to delivery to job site 6/6/22. NTP in progress for design build CSMP.	19%	85%	100% CD's revise and resubmit. A/E working on resubmittal to Building Department . PO was issued modular scheduled to delivery to job site 6/6/22. NTP in progress for design build CSMP.	No Issued at this time.		

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
					get the bid below \$4MM as long as we can differentiate who will do the below roof HVAC.						

Stephen Foster Elementary School

Stephen Foster ES - SMART Program Renovations	P.002067	Sarah Leonardi	5-Construction	- Aluminum covered walkway replacement - Fire alarm system upgrades (campus-wide) - Re-roofing Buildings 1,2,3,4,5,6,7,8,9,11,12,13 - HVAC renovations: 4 RTUs, 16 Unit Ventilators, 6 Air Handler Units, 1 Mini-Split, 2 condensing units, 1 kitchen exhaust fan, 1 Make Up Air unit, and roof equipment tie-downs. - Test & Balance - Media Center Interior Improvements	Work in progress with the roofing metal panels. Fire alarm conduit and wire in progress, however, fire alarm still does not have a permit. Met with fire alarm sub and contractor and showed sub how to get shop drawing approved. Unit ventilator work at Building 3. Work on unit ventilator drywell being performed. Non-conforming concrete slab work by GC to be removed and re-poured. Building 8	61%	64%	Contractor CPM schedule still shows 209 days overall negative float. The delays are attributed to Fire Alarm Shop Drawings with -145 days, HVAC Equipment and electric are -131 days behind schedule. Professional consultant has not responded to the two Building Department comments that were issued on 3/11/2022.	Fire alarm shop drawings pending 4th resubmittal. Professional consultant has two fire comments to address since 3/11/22. 1. "Previous comments still not addressed in revised shop drawings." 2. SBBC Chief Fire Official requires "Alert" instead of "FIRE" on devices. the devices approved with "FIRE" are already being delivered. To change to "ALERT" will create a change order and schedule delay. Safety and security issues are still a major concern. Building 8 unit ventilator is still an issue. A/E and GC did not coordinate the installation location and now the 4 units have to be relocated on same wall. Build HVAC was scheduled for replacement December 2021 and now GC scheduling for summer 2022.	Medium	GC management staff is inexperienced and requires additional guidance and management to minimize additional risk of schedule slippage. Additional guidance in scheduling equipment installation now to complete as many tasks as possible before the summer work scheduled for the cafetorium and media center.
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Stranahan High School

Stranahan HS - Cafeteria Additions / Renovations	P.002163	Sarah Leonardi	3-Design/Permit	New Stranahan HS Cafeteria Addition (23,950Sf +/- to serve 800 students) based on prototype/reuse of Cafeteria Building Design based on Miami Palmetto HS Cafeteria Building. Site Adaptation coordination is included as a Supplemental Services.	A/E and Stakeholders made Progress Design meetings on 4/13/22 & 4/27/22 with OAC. A/E submitted the 50%CDs package on 4/7/22. AECOM review comments made and aggregated with OCP, FNS and BCPS IT comments by end of month. AECOM set internal review meeting for 5/2/22 to resolve active issues. A/E reported that second survey company completed boundary and GPR surveys by 4/29/22, and civil/landscaping 50% designs were active with 5/27/22 issue date planned.	48%	17%	Project Manager received Project Recovery Schedule on 3/17/22 from A/E. A/E's Project Schedule Impact analysis does not reconcile civil permit dates with planned LOR date, or start of CMAR bidding. Project Manager assembled aggregate Owner comments by 4/30/22, and will issue in the next few business days into May.	1) A/E issued draft Recovery Schedule, but did not reconcile with milestones such as LOR date, Bid date start, or Construction start date. 2) A/E to issue 50% civil design with storm water storage solutions and cost estimate. A/E to clarify timing of permits and planned LOR date. 3) A/E to issue 50% landscape design with relocated vs mitigated solutions and cost estimate. A/E advised that 5 trees to be relocated may need to be mitigated instead of relocated to work better with the project schedule. 4) Project Manager has advised A/E that "Recommended" Bus Loop Option scheme will be the	Low	1) Project Manager to set stakeholder meeting to manage the municipal applications timing versus municipal permits time schedule. Project Manager reviewed recovery schedule that shows added design tasks of municipal approvals not shown in ATP schedule. Project Manager to work to recommend LOR versus Building Permit to recoup project time. 2) Project Manager to expedite civil review process. 3) Project Manager to advance mitigated 5+/- trees and get 10+/- trees added to the site campus other new trees. 4) Project Manager to
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Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
									Owner preference for the modification of the existing Student Parking Lot. 5) Project Manager received CMAR P6 Project Schedule, and 12/3/24 substantial completion date is behind project schedule and not acceptable.		engage with OCP for clarification of Owner service yard requirements. 5) Project Manager to set meeting with Atkins and CMAR to review cost estimate and P6 schedule.
Stranahan HS - GOB Renovations	P.001683	Sarah Leonardi	5-Construction	Roofing Replacement for Buildings 1, 2, 3, 4, 8, 9, 10, 11, 13, 14, 18, 20, 21, and 22 Air Handler Replacements in Buildings 1, 2, 4, 5, 6, 7, 9, 10, 13, 14, 17, and 21 Fire Alarm Complete Replacement of Campus Electrical Improvements to the main Switch Doghouses on site. Media Center and STEM lab improvements in Buildings 4, 6, 20, and 23 Fire Sprinkler additions to Building 1, 2, and 9	No contract work was performed onsite during the month of March. Change orders need approval to move forward with any work. The installation of the air conditioning required for room 101a/b has moved forward, the new design is in review with the building department. The 800a /b has been sent and returned for processing. After receiving the permit installation will take place. Fire Alarm trouble items were rectified by BASS unlimited (this system is currently signed off by the BD)	99%	97%	recovery schedule has not yet been approved to move forward - outstanding change orders will need to be revised and resubmitted, Deck tite intends to submit additional change orders and will not work until change order approval and payments are made,	Roofing needs to be completed - no budget or funding source has been provided to move the old open items forward - 3 previous ideas have all been set aside to remove and replace the GC- Gilbane is reworking their previous 14 change orders to verify pricing. The building department is holding the permit for the air conditioning to fix rooms 101a/b, currently, the designer for this room's air conditioning has been in the hospital and out of the office. Can we get our in-house A/C engineer involved with responding to the building department's comments? Below is the request for assistance. Trevor- we need the building department to release the permit so this work at Stranahan can be completed. The designer is currently in the hospital and wont be back to work for some time, the information needed in the building department is not a code issue and should be covered by the designers professional stamp and seal, however, it is information that can be provided at a later date. The equipment is available for this work the 800a'and the 800b has been completed. Hoffman is patiently waiting for the direction to move. Can you talk to your contacts and get	Medium	All past proposals to move this project forward have not gained traction or official direction to move forward. GILBANE has submitted a schedule to reflect a timeline in draft form to complete the project The review of the previous obstacles need to be mitigated to get this work completed.

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				- Media Center Interior Improvements					SBBC Chief Fire Official requires "Alert" instead of "FIRE" on devices. the devices approved with "FIRE" are already being delivered. To change to "ALERT" will create a change order and schedule delay. Safety and security issues are still a major concern. Building 8 unit ventilator is still an issue. A/E and GC did not coordinate the installation location and now the 4 units have to be relocated on same wall. Build HVAC was scheduled for replacement December 2021 and now GC scheduling for summer 2022.		

Stranahan High School											
Stranahan HS - Cafeteria Additions / Renovations	P.002163	Sarah Leonardi	3-Design/Permit	New Stranahan HS Cafeteria Addition (23,950Sf +/- to serve 800 students) based on prototype/reuse of Cafeteria Building Design based on Miami Palmetto HS Cafeteria Building. Site Adaptation coordination is included as a Supplemental Services.	A/E and Stakeholders made Progress Design meetings on 5/11/22 with OAC. AECOM issued 50% review comments by 5/2/22 with support for A/E to proceed to 100% CDs submittal. A/E reported that 100%CDs would be issued by 5/27/22, and the civil/landscaping/irrigation 50% designs would be ready to present the first week of June. A/E issued 100% CDs by 5/27/22. Project Manager delivered to the Building Dept. on 5/31/22. The Building Dept. rejected the submittal for five reasons related to Cover Sheets, 100% vs 50% labels, lack of signature and seals, and signed statement box. Project Manager reviewing AINV #01.	48%	17%	Project Manager received Project Recovery Schedule on 3/17/22 from A/E. A/E's Project Schedule Impact analysis does not reconcile civil permit dates with planned LOR date, or start of CMAR bidding. Project Manager to complete four other written comment response reviews with Owner Depts. by end of first full week in June.	1) A/E issued draft Recovery Schedule, but did not reconcile with milestones/predecessors such as LOR date, Bid date start, or Construction start date. 2) A/E to present less than 100% civil design with storm water storage solutions and cost estimate. A/E to clarify timing of permits and planned LOR date. 3) A/E issued less than 100% landscape design with relocated vs mitigated solutions but no cost estimate. A/E advised that 5 trees to be relocated may need to be mitigated instead of relocated to work better with the project schedule. 4) Project Manager has advised A/E that "Recommended" Bus Loop Option scheme needed to demonstrate that 18 wheeler truck could negotiate the 5th Place entry exit on a dead end street. 5) Project Manager received CMAR P6 Project Schedule, and 12/3/24 substantial completion date is behind project schedule and not	Low	1) Project Manager to set stakeholder meeting for June 3rd to manage the municipal applications timing versus municipal permits time schedule. Project Manager reviewed recovery schedule that shows added design tasks of municipal approvals not shown in ATP schedule. Project Manager to work to recommend LOR versus Building Permit to recoup project time. Project Manager to complete 90% Back Check review by end of 1st week in June. 2) Project Manager to make sure the A/E expedites the civil review process. Concern for timing of master campus storm water management remains. 3) Project Manager to advance mitigated 5+/- trees and get 10+/- trees added to the site campus other new trees. Owner waiting on DEP tree fee response. 4) Project Manager reviewed 1st graphic response and requested a better more accurate presentation. A/E offered next solution may

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
									acceptable.		impact the fire lane back towards the south east portion of the campus. Project Manager gave point of contact at local Ft. Lauderdale fire station, and they are to be included with BCPS's Fire Chief (TA). 5) Project Manager made meeting with Atkins and CMAR on 5/11/22 to review cost estimate and confirm both parties were working with same inputs.
Stranahan HS - GOB Renovations	P.001683	Sarah Leonardi	5-Construction	<p>Roofing Replacement for Buildings 1, 2, 3, 4, 8, 9, 10, 11, 13, 14, 18, 20, 21, and 22 - Remaining: Bldgs 8, 9, a portion of 18, some portions of Bldg 4 (counter flashings at clerestory, drainage issue).</p> <p>Air Handler Replacements in Buildings 1, 2, 4, 5, 6, 7, 9, 10, 13, 14, 17, and 21 - Remaining: Piping replacement Bldg 9, minor work on the roof of Bldg 8, Bldg 1-RM 101B AC (AE has to address some minor BD comments).</p> <p>Fire Alarm Complete Replacement of Campus - Remaining: Replace faulty board (Advanced), replace solenoid valves (Bldg 16 gas heater, Bldgs 13 & 14 gas water heaters, Bldg 20 gas service shut off (valves not operational, BD wants these operational).</p> <p>Electrical Improvements to the main Switch Doghouses on-site - Complete, except for rooftop fan connections on the remaining roof scope buildings</p> <p>Media Center (MC) and STEM lab improvements in Buildings 4, 6, 20, and 23 - Remaining: MC Flooring issue; needs moisture testing. PPO may have installed the existing carpet. GC installed plywood on top of the LVT and the sheets may have been spaced too close together. STEM Lab Improvements are complete.</p> <p>Fire Sprinkler additions to Buildings 1, 2, and 9 - Complete.</p>	<p>Change orders are being negotiated to allow the contractor to move forward with the balance of work.</p> <p>-The design for the AC in Bldg 1, Room 101B has been reviewed by the Building Dept. AE needs to address minor comments. Once the permit is obtained, the new system will be installed. A temporary cooling unit is currently in place.</p> <p>-The Fire Alarm (FA) system continues to have issues (e.g. no voice comments, no recall, false alarms). The FA contractor will be replacing a faulty circuit board the first week in June to rectify these issues.</p> <p>-5/2/22: The PMOR TL conducted a site inspection with the Assistant Principal (AP).</p> <p>-5/3/22: Teams call with the PMOR TL/PM/Roofing Consultant and the GC to introduce new team and discuss next steps.</p> <p>-5/4/22: PMOR PM/TL/Roofing Expert met onsite with AE and GC to discuss change orders. The AE provided the approved/stamped permit drawings for the Kiln Room relocation. The PMOR PM</p>	99%	97%	-Work is on hold pending approval of existing change orders. The GC is currently preparing Time Impact Analyses (TIAs) to determine how the change order work will affect the schedule.	<p>1) Work has already been performed for CHNGs 4, 5 (partial), 11, and 12</p> <p>2) Fire Alarm System: The system is Certified, but not finalized by the Building Dept; continues to have issues (e.g. false alarms, no voice commands, no call back)</p> <p>3) Bldg 1, RM 101B: There is currently a temporary cooling system operating in this space.</p> <p>4) Bldg 17: Descoped from the contract. District Leadership wants an inventory of what the school is storing in this building or any other building on campus that does not have students.</p> <p>5) Bldg 18: AE to prepare a Castaldi Report (Repair vs. Replace vs. Demo) - Bldg is currently meant for student occupancy; however, the school would like to use it to store electronic equipment over the summers.</p> <p>6) Bldg 6 (Kiln Room): Needs to be addressed (i.e. relocate, demo).</p>	Medium	<p>1) COs need to be reviewed, approved for entitlement by the Roofing Committee, and taken to CORP.</p> <p>2) Roofing COs for the Roofing Contractor are being addressed at this and other schools in an effort to show good faith and get the contractor re-engaged.</p> <p>3) The Fire Alarm contractor has inspected the system and will be replacing a faulty circuit board on 6/6/22.</p> <p>4) The 800B has been received from the AC contractor. The plans have been reviewed by the Building Dept and the AE needs to address some minor comments.</p> <p>5) No additional work needs to be done re: Building 17.</p> <p>6) Once the Castaldi Report is completed, a decision will be made on how to proceed.</p> <p>7) The LOR for the Kiln Room has been extended to 7/8/22. Building has to be reroofed or demolished and an alternate room used for the Kiln.</p>

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Margate MS - Electrical Work	P.001836-ELE	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% Construction Document's in designee, A/E to submit to the building dept on 3/25/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 4/19/22	20%	80%	100% Construction Document's in designee, A/E to submit to the building dept on 3/25/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 4/19/22	No issues at this time.		
Margate MS - SMART Program Renovations	P.001836	Nora Rupert	3-Design/Permit	Re-roofing: Buildings 1, 2, 3, 4, 5, & 6. Electrical Improvements- Upgrade to switchgear, transformers, and panels at Buildings 1, 4, & 7. Fire Alarm System Replacement: Campus-wide. Fire Sprinklers at Buildings 1 & 5. HVAC Improvements: Buildings 2, 3, & 4. HVAC Improvements- Test and Balance at Buildings 1,2,3,4,5,6, & 7. Conversion of Existing Space to Music and/or Art Lab(s) Art Room Renovation: Building 6. Media Center Improvements: Building 1. Restrooms Renovation: Buildings 1 & 4. Safety-/ Security Upgrades	The approved ATP #3 with the purchase order number and line number from Capital was received and sent to the consultant on 03/08/22. The portable work will be reported under the Project numbers P.001836-CIV and P.001836-ELE. Site Walkthrough for the Portables Location was held on 02/23/22 with School personnel, AECOM, A/E, and the portable vendor. On 03/15/22, the Building Department returned the 100% CD R10 comments with 2 disciplines with open comments. Margate Middle School's sanitary line investigation report was sent by the consultant on 03/29/22.	21%	76%	The approved ATP #3 with the purchase order number and line number from Capital was received and sent to the consultant on 03/08/22. The portable work will be reported under the Project numbers P.001836-CIV and P.001836-ELE. Site Walkthrough for the Portables Location was held on 02/23/22 with School personnel, AECOM, A/E, and the portable vendor. On 03/15/22, the Building Department returned the 100% CD R10 comments with 2 disciplines with open comments. Margate Middle School's sanitary line investigation report was sent	1) The Roof Committee report, dated 4/20/20, recommends adding scope with Building 7 reroofing. Also, large areas of Building 1 may need to have the existing lightweight insulating concrete removed from the deck. Permit review for Roofing approved on 9/27/19.	Medium	1) Ensure the Roof Reality comments have been addressed on the next submission to the Building Department.
Monarch High School (1 records)											
Monarch HS - SMART Program Renovations	P.002148	Nora Rupert	3-Design/Permit	Buildings 1, 2, 3, and 4 - Remove and replace roofing. Remove lightning protection and reinstall after roof installation. Install supports for existing roof-mounted RTU's and appliances. Remove and replace 19 AHUs. Install 2 new AHUs.	2/23/22 - Design consultant (A/E) submitted 100% Construction Documents (CD)-revision 2 (R02) to Building Department (BD) for review. The A/E delayed the submittal of the 100% CD R02 by an additional 23 days (PM sent notice of delay to A/E).	18%	76%	Building Department comments to be returned by 1-17-22 (holiday delay 1st submission). A/E's submittal of 100% CD R02 were delayed to end of February . Currently with the Building Department.	1) Building Department comments on roof code (i.e. curb height over finish floor for existing vs new roof). 2) Code for existing ladders. 3) A/E missed the LOR date and taking excessive time responding to BD comments.	Low	1) Consult with Building Department on comments and codes and request supplementary BD memos addressing such concerns (a waiting BD's response). This issue was revisited with the BCPS Pre-Con team, who are working on guidance will the BD. 2) Consult with Building Department on comments and codes (waiting a BD's response). This issue was revisited with the BCPS Pre-Con team, who are working on guidance will the BD. 3) We will work with A/E to reduce the rounds of CDs

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Margate ES - Building Renovations (Demolition)	P.001647-DEM	Nora Rupert	5-Construction	Demolition of Buildings 04, 06, and 08. Demolition of existing Concrete and Aluminum Canopies. Installation of various existing canopy concrete and aluminum columns. Relocation of Electrical feeders for existing Panels TP-3 and TP-5.	Contractor has call for final Inspection. Fire Alarm Function Test Inspection is pending. Telecom function Test Inspection is pending. Construction Fencing has been removed less area around Building 4 & 6 west walls.	95%	95%	Contractor has not issued a revised schedule. Current approximate delay of 397 days. The contractor is in the process of reevaluating the schedule based on current changes. Resubmission is pending.	01). Current approximate delay of 397 days. Contractor has not issued revised schedule and change order requesting additional time.	Medium	01). Contractor has been instructed to issue updated Schedule and Change Order with Time Impact Analysis (TIA) requesting additional time.
Margate ES - Classroom Addition SMART Program	P.002859	Nora Rupert	4-Bid & Award	Demolition Buildings 3 and 5. Partial demolition of Building 2. Includes covered walkways. Building 1, new roof and new decking. Replace the main entry door and sidelights. Building 7- new roof and decking. replace exterior non-load bearing walls including doors and windows. New 6 classroom building, New aluminum covered walkways. New elementary playground. New fire water supply loop. Site work related to new building addition.	A letter of recommendation for permit (LOR) was issued on 12/08/21. This project was advertised on 4/6/2022 and the bid opening is scheduled for 5/6/2022. This project is expected to go to the June Board to award a GC.	80%	26%	The Letter of recommendation for permit (LOR) was issued on 12/08/21. This project was advertised on 4/6/2022 and the bid opening is scheduled for 5/6/2022. This project is expected to go to the June Board to award a GC.	None at this time.	Low	

Margate Middle School

Margate MS - Civil Work	P.001836-CIV	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% Construction Document's in designee, A/E to resubmit to the building dept on 5/5/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 5/17/22	80%	20%	100% Construction Document's in designee, A/E to resubmit to the building dept on 5/5/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 5/17/22	No issues at this time.	No Risk	
Margate MS - Electrical Work	P.001836-ELE	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% Construction Document's in designee, A/E to resubmit to the building dept on 5/5/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 5/17/22	80%	20%	100% Construction Document's in designee, A/E to resubmit to the building dept on 5/5/22 . PO issued to precure modular on 3/14/22 on hold going for funding on 5/17/22	No issues at this time.	No Risk	
Margate MS - SMART Program Renovations	P.001836	Nora Rupert	3-Design/Permit	Re-roofing: Buildings 1, 2, 3, 4, 5, & 6. Electrical Improvements- Upgrade to switchgear, transformers, and panels at Buildings 1, 4, & 7. Fire Alarm System Replacement: Campus-wide. Fire Sprinklers at Buildings 1 & 5. HVAC Improvements: Buildings 2, 3, & 4. HVAC Improvements- Test and Balance at Buildings 1,2,3,4,5,6, &	The portable work is being reported under the Project numbers P.001836-CIV and P.001836-ELE. 04/04/22 - Sanitary line report comments were sent to LIVS along with the "Time is of the essence" reminder. 04/13/22 - The A/E performed another Site Walkthrough for the	76%	21%	04/04/22 - Sanitary line report comments were sent to LIVS along with the "Time is of the essence" reminder. 04/13/22 - The A/E performed another Site Walkthrough for the Electrical Switchgear scope and Chiller Relocation. The A/E will submit the 100% Construction Documents (CDs) R10	1) LIVS fire Flow test is from 2018, per the Fire Department directions, A Fire Flow Test expires every year, and the Fire Department reviewers will request the consultant to provide an updated one as per NFPA 13 23.2.1.1. It can take between 4 to 6 weeks to obtain a new Fire Flow. 2) LIVS requested the owner's approval before re-submission	Low	1) PM directed the consultant to obtain an updated Fire Flow test as soon as possible. Ensure the Fire flow test does not expire before obtaining the LOR and that a note is included within the contract documents for the contractor stating that a new flow test will be required before commencement of work. Per NFPA 13 23.2.1.1

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Margate ES - Building Renovations	P.001647	Nora Rupert	5-Construction	Re-Roofing: Building 9, 10, 11, 13, 14, 15, 16 Exterior Painting of Building 16 & 18 Lighting Protection installation at Building 16 Art room renovation Building 15 Music Room Renovation Building 14	Roofing is 100% Complete pending installation of Parapet Wall Stainless Steel Cap Flashing. Building 9 gable End Window installation is in progress. Art Room Sink plumbing installation is in progress. Music Room is pending existing Fire Alarm reprogramming to Remove deleted fixtures, Final Electrical Inspection and Final Building inspection.	90%	91%	Contractors current schedule shows a 401 day delay to substantial completion. Roofing is 100% Complete pending installation of Parapet Wall Stainless Steel Cap Flashing. Building 9 gable End Window installation is in progress. Art Room Sink plumbing installation is in progress. Music Room is pending existing Fire Alarm reprogramming to Remove deleted fixtures, Final Electrical Inspection and Final Building inspection.	01). Contractor reported that his roofing sub-contractor will not proceed with metal cap installation due to materials cost increase.	Medium	01). Memo was issued to contractor noting he is contractually obligated to complete the project scope. Contractor has submitted change order for materials cost escalation which is in review.
Margate ES - Building Renovations (Demolition)	P.001647-DEM	Nora Rupert	5-Construction	Demolition of Buildings 04, 06, and 08. Demolition of existing Concrete and Aluminum Canopies. Installation of various existing canopy concrete and aluminum columns. Relocation of Electrical feeders for existing Panels TP-3 and TP-5.	Contractor has called for final Inspection. Campus Fire Alarm Function Test Inspection is pending. Campus Telecom function Test Inspection is pending.	95%	95%	Contractor has not issued a revised schedule. Current approximate delay of 397 days. The contractor is in the process of reevaluating the schedule based on current changes. Resubmission is pending.	01). Current approximate delay of 397 days. Contractor has not issued revised schedule and change order requesting additional time.	Low	01). Contractor has been instructed to issue updated Schedule and Change Order with Time Impact Analysis (TIA) requesting additional time.
Margate ES - Classroom Addition SMART Program	P.002859	Nora Rupert	4-Bid & Award	Demolition Buildings 3 and 5. Partial demolition of Building 2. Includes covered walkways. Building 1, new roof and new decking. Replace the main entry door and sidelights. Building 7- new roof and decking. replace exterior non-load bearing walls including doors and windows. New 6 classroom building, New aluminum covered walkways. New elementary playground. New fire water supply loop. Site work related to new building addition.	A letter of recommendation (LOR) was issued on 12/08/21. The LOR has been extended to 9/8/2022. This project was advertised on 4/6/2022 and the bid opening occurred on 5/12/2022. This project is expected to go to the June Board to award a GC.	95%	35%	The Letter of recommendation for permit (LOR) was issued on 12/08/21. This project was advertised on 4/6/2022 and the bid opening occurred on 5/12/2022. This project is expected to go to the June Board to award a GC.	None at this time.	Low	

Margate Middle School

Margate MS - Civil Work	P.001836-CIV	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	A/E to resubmit 2nd revision to the building dept. PO issued to procure modular (800A issued to GC)	85%	20%	A/E to resubmit 2nd revision to the building dept. PO issued to procure modular (800A issued to GC)	No issues at this time.	No Risk	
Margate MS - Electrical Work	P.001836-ELE	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	A/E to resubmit 2nd revision to the building dept. PO issued to procure modular (800A issued to GC)	80%	19%	A/E to resubmit 2nd revision to the building dept. PO issued to procure modular (800A issued to GC)	No issues at this time.	No Risk	
Margate MS -	P.001836	Nora Rupert	3-	Re-roofing: Buildings 1, 2, 3, 4, 5,	The portable work is being	85%	20%	The A/E delivered the 100%	1) LIVS fire Flow test is from	Medium	1) PM directed the consultant

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
SMART Program Renovations			Design/Permit	& 6. Electrical Improvements- Upgrade to switchgear, transformers, and panels at Buildings 1, 4, & 7. Fire Alarm System Replacement: Campus-wide. Fire Sprinklers at Buildings 1 & 5. HVAC Improvements: Buildings 2, 3, & 4. HVAC Improvements- Test and Balance at Buildings 1,2,3,4,5,6, & 7. Conversion of Existing Space to Music and/or Art Lab(s) Art Room Renovation: Building 6. Media Center Improvements: Building 1. Restrooms Renovation: Buildings 1 & 4. Safety-/ Security Upgrades	reported under the Project numbers P.001836-CIV and P.001836-ELE. On 05/04/22 - a meeting was held with Pre-Construction, The Building Department and AECOM members to discuss the design intent submitted by LIVS for the switchgear, relocation of the chiller, and ADA restroom layouts. The A/E delivered the 100% Construction Documents (CDs) R11 comments responses to Document control on 05/19/22 and it was submitted to Building Department on 05/23/22. As of 05/31/22, The 100% CD_R11 is under the building Department review process.			Construction Documents (CDs) R11 comments responses to Document control on 05/19/22 and it was submitted to Building Department on 05/23/22. As of 05/31/22, The 100% CD_R11 is under the building Department review process.	2018, per the Fire Department directions, A Fire Flow Test expires every year, and the Fire Department reviewers will request the consultant to provide an updated one as per NFPA 13 23.2.1.1. It can take between 4 to 6 weeks to obtain a new Fire Flow. 2) The sanitary line report provided by LIVs indicates that approximately 60% of the school's sanitary infrastructure is damaged beyond repair and must be replaced. 3) The Physical Plant Operations Division (PPO) showed concern about the Chiller/MCC Code Conflict.		to obtain an updated Fire Flow test as soon as possible. Ensure the Fire flow test does not expire before obtaining the LOR and that a note is included within the contract documents for the contractor stating that a new flow test will be required before commencement of work. Per NFPA 13 23.2.1.1 2) As directed by AECOM upper management, a meeting must be scheduled with the PPO director to discuss the next actions to address the issues under a separate project, since the scope of the sanitary replacement is beyond the project. 3) AECOM will schedule a meeting with the Consultant and PPO to achieve agreeable solution about the Chiller/MCC Code Conflict.

Monarch High School

Monarch HS - SMART Program Renovations	P.002148	Nora Rupert	3-Design/Permit	Buildings 1, 2, 3, and 4 - Remove and replace roofing. Remove lightning protection and reinstall after roof installation. Install supports for existing roof-mounted RTU's and appliances. Remove and replace 19 AHUs. Install 2 new AHUs.	5/3/2022Building Department 100% CD R04 comments received. A/E has delayed the Final submit of the comment for 14 days Notice of Delay was issued. This is delaying the LOR. 5/25/22 PMOR met with the CMAR on the initial Phasing plan.	76%	20%	Building Department comments to be returned by 1-17-22 (holiday delay 1st submission). A/E's submittal of 100% CD R02 were delayed to end of February. Currently with the Building Department.	1) A/E missed the LOR date and taking excessive time responding to BD comments.	Medium	1) We will work with A/E to reduce the rounds of CDs that go to the BD.
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Norcrest Elementary School

Norcrest ES - SMART Program Renovations	P.001969	Nora Rupert	5-Construction	Roofing Buildings 07, 09, 10, & 11 Media Center improvements: Building 06 HVAC improvements AHU 6-5 9-6 11-3 11-4 Building 10 Pumps P-1 P-2, Building 17 Pumps P1 P2 P3 SP1 SP2	Trade Deficiency List 200B which includes Final Building Inspections has been submitted to Bldg. Dept for final approval. Provided by Contractor the OEF-110B Certificate of Occupancy and OEF-209 Certificate of Final Inspections have been submitted to the Bldg. Dept. for review and approval. There is no change order pending.	99%	97%	110B forms are processing. This project will be moving to closeout	The contractor is trying to close opened items from Trade Deficiency List 200B. Final Commissioning Report from Commissioning Team indicated Duct Heater in Bldg.11 to be replaced. Also, CU-6-5 in Bldg.6 needs to be replaced. The contractor is currently working on these issues.	Low	The consultant to speed up the closeout process.
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Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
C. Robert Markham ES - SMART Program Renovations	P.001920	Nora Rupert	5-Construction	Aluminum & Concrete Canopy Repairs Double Egress Doors: Buildings 3, 4 & 5 Exterior Window and Glass Block Replacement: Buildings 3, 4, 5 and 7 Exterior Painting: Buildings 6 & 78 HVAC Improvements: Buildings 01, 07, and 08. HVAC Replacements: Buildings 1, 2, 3, 4, 5 & 7 New Fire Alarm System: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 10, 78, 99 & Chiller Yard Reroofing: Buildings 1, 2, 3, 4, 5, 6, 7 & 8	Roofing; Installation of Light weight Insulating Concrete installation is pending at Buildings 2, 3, 4, 5, 6, 7 and 8 and walkway canopies. Installation of Mechanical Equipment roof curbs is completed at Building 07 has been completed. Building 5; Mechanical Rooms FCU 5-1, 5-2, 5-3 & 5-4 Replacement is 80% complete, pending failed inspection requiring existing construction comply with district sound Transmission (STC) rating. Exterior Window Structural Reinforcement has been installed at all Buildings.	57%	40%	The current schedule shows a 296 day delay to achieve Contractual Substantial Completion. PM-OR has requested that the Contractor provide a change order, including Time Impact Analysis (TIA) for the delay .	Bldg. 5 Mechanical room failed inspection requiring existing construction comply with district sound Transmission (STC) rating.	Medium	01). Roofing can not be restocked, Owner will take possession of balance of material. 02). A/C equipment can not be restocked, Owner will take possession of balance of material. 03). Chiller equipment can not be restocked, Owner will take possession for use in Building 1 replacement. 04). Consultant is coordinating with BCPSBD to resolve failed inspection.
C. Robert Markham ES - SMART Replacement of Building 1	P.002777	Nora Rupert	3-Design/Permit	Replacement of Building 1 and Chiller Yard	3/10/2022 Team review of the Conceptual Design with estimation Atkin's team for estimation purposes. 3/18/2022 Consultant Received approval to use allowance for Geotech work for Portables. 3/19/2022 Project Manager created a PPO work order to replace three broken cleanout lids that will be connecting to the Portables. 3/23/2022 Project Manager created a PPO work order for tree trimming of trees for the Phase 1A Portables alone the walk ways and for Phase 2, around building #1. 3/24/2022 Request the School to identify equipment that needs to be moved into the portables. 3/24/2022 Shared with Consultant the GOB Program process for obtaining a new FPL easement and abandon easement. 3/28/2022 AECOM reviewed with Atkin's Markham ES building #1 estimate. 3/29/2022 The Consultant received the Atkin's Markham ES estimate and was requested to apply value engineer	6%	4%	Project Manager to assist and work with the A/E and CMAR to comply with project schedule.	CMAR is not under contract as of 3/31/22 the Deadline for Portable installation is very short (end of July 2022)	Low	Project Manager to work to get CMAR under contract. Project Manager working with A/E to expedite portable installation.
C. Robert Markham ES - Temporary Portables for Bldg 1 Replacement - Phase 1A	P.002777-P1A	Nora Rupert	3-Design/Permit	Modular Classrooms Swing Space for GOB	100% Construction Document's in designee, A/E to submit to the building dept on 3/25/22 . PO issued to procure modular on 3/14/22 on hold going for funding on 4/19/22	20%	80%	100% Construction Document's in designee, A/E to submit to the building dept on 3/25/22 . PO issued to procure modular on 3/14/22	No issues at this time.	Low	
Charles Drew Elementary School (1 records)											
Charles Drew ES - SMART Program Renovations	P.001818	Nora Rupert	3-Design/Permit	Replacement of existing HVAC units in Buildings 1-6, 8. New Fire Sprinklers in Bldg 2 Replace Fire Alarm system in all buildings. Replace existing door hardware in Bldgs. 1-6 and 8.	Project Manager issued letter, dated Mar. 11, 2022 to A/E to reject the 6 Items of concern with A/E responses. AECOM made planned site visit with A/E on Mar. 22, 2022 to review HVAC scope, and AECOM got the A/E to agree their design could achieve like for like Fan Coil Unit replacement in the corridors and maintain 277V service. On March 23rd Project Manager issued to A/E a letter that A/E was responsible for like for like design and that their 100% CDs needed to be updated and submitted to the Building Dept. compliant	20%	70%	Project Manager required a recovery schedule from A/E and none was provided in the Feb. 9, 2022 response. No response from A/E by 3/31/22.	A/E's HVAC design will be updated and resubmitted to Pre-Construction HVAC manager for approval. as per the Building dept. comment. A/E's Electrical design will be updated to remove the 460 volt equipment with replacement electric panels and relocation work. The A/E updated 100% CDs will be resubmitted to Pre-Construction's Electrical Manager for approval.	High	Project Manager approved \$46K in 2021 invoice (with ATP approved monies), advised the A/E to use these resources to get the plans back to the Building Dept. The A/E has made no resubmittal to the Owner by 3/31/22. Project Manager to get A/E to make new fire flow test.
Charles Drew Family Resource Center (1 records)											
Charles Drew Family Resource Center -SMART Program	P.001848	Nora Rupert	4-Bid & Award	Re-roofing: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 & 13. HVAC Improvements: Buildings 1, 2, 3, 4, 5, 6, 7, 8, & 12. Exterior Wall Renovation: Buildings 2, 3, 4, 6, 7 & 8. Electrical - Connect HVAC Components: Buildings 1, 2, 3, 4, 5, 6, 7 & 8. New Smoke Detectors Interface: Buildings 2 & 5. Media	The LOR has been extended to 6/16/2022. The project was advertised on 1/21/2022 and the bid opening was held on 2/24/2022. This project is scheduled to go to the April Board to award a GC.	29%	96%	The project was advertised on 1/21/2022 and the bid opening was held on 2/24/2022. This project is scheduled to go to the April Board to award a GC.	Roofing issues. The designer has created an addendum to revise the roofing material to use on the cafeteria roof . AE received approval from the Building Department to allow the use of a Liquid system.		
Coconut Creek High School (2 records)											
Coconut Creek HS - Fire Hydrant	P.001480	Nora Rupert	4-Bid & Award	Fire Sprinkler main loop and one fire hydrant.	The LOR has been extended to 4/21/2022. This project is to be combined with the main GOB Project-P.001753 as one hard bid. This project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project is expected to go to the April Board to award a GC.	27%	95%	This project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project is expected to go to the April Board to award a GC.	No Issues and Concerns at this time.		

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
C. Robert Markham ES - SMART Replacement of Building 1	P.002777	Nora Rupert	3- Design/Per mit	Replacement of Building 1 and Chiller Yard	4/4/2022 A/E submitted 60% DD for Markham ES Phase 1B FPL vault, switchgear, generator and chiller yard 4/5/2022 Submitted 60% DD for Markham ES Phase 1B FPL vault, switchgear, generator and chiller yard to PreCon for review. 4/19/2022CMAR prebidder conference and site visit was conducted 4/22/2022Met with an FF&E expert on Table, chairs, etc. needs for an elementary school. 4/25/2022Met on building #1 design adjustment to meet district criteria.	4%	6%	Project Manager to assist and work with the A/E and CMAR to comply with project schedule.	The Deadline for Portable installation is very short (end of July 2022) 60% DD submittal was late. Approval of building #1 conceptual design is falling behind - design to meet budget.	Medium	Project Manager working with A/E to expedite all deliverables overall Project end date is of the Program end date
C. Robert Markham ES - Temporary Portables for Bldg 1 Replacement - Phase 1A	P.002777-P1A	Nora Rupert	3- Design/Per mit	Modular Classrooms Swing Space for GOB	100% Construction Document's in designee, A/E to re-submit to the building dept on 4/20/22 . PO approved to precure modular on 4/6/22	90%	20%	100% Construction Document's in designee, A/E to re-submit to the building dept on 4/20/22 . PO approved to precure modular on 4/6/22	No issues at this time.	Low	

Charles Drew Elementary School											
Charles Drew ES - SMART Program Renovations	P.001818	Nora Rupert	3- Design/Per mit	Replacement of Roofs at Buildings 1 to 6, 8,9,10. Replacement of existing HVAC units in Buildings 1-6, 8. New Fire Sprinklers in Bldg 2 Replace Fire Alarm system in all buildings. Replace existing door hardware in Bldgs. 1-6 and 8.	Project Manager providing material back up to BCPS lawyer regarding responsibility of unacceptable mechanical and electrical design, which resulted in the A/E abandoning the 100%CD submittal, and a new 7th Edition set of plans are required. Project Manager to review project for carve out and award to CSMP Design Build.	70%	20%	Project Manager required a recovery schedule from A/E and none was provided in the Feb. 9, 2022 response. No response from A/E by 4/30/22. A/E got their lawyer to write a response letter, dated 3/30/22. Project Manager has shared material evidence to BCPS lawyer.	A/E's HVAC design will be updated and resubmitted to Pre-Construction HVAC Manager for approval. as per the Building Dept. comment. A/E's Electrical design will be updated to remove proposed 480 volt equipment with replacement electric panels and relocation work. The A/E updated 100% CDs will be resubmitted to Pre-Construction's HVAC & Electrical Managers for approval.	Medium	Project Manager to issue Notice of Delay to A/E as they have made no resubmittal to the Owner by 4/30/22. Project Manager to get A/E to make new fire flow test. Project Manager to review project for roof carve out and award to CSMP Design Build. Project Manager to issue Notice of delay to A/E.

Charles Drew Family Resource Center

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
C. Robert Markham ES - SMART Replacement of Building 1	P.002777	Nora Rupert	3- Design/Per mit	Replacement of Building 1 and Chiller Yard	1.5/20/2022 Phase 1B 100% Construction Documents Submitted to Document Control. 2.5/25/2022 Phase 1B 100% Construction Documents Submitted Building Department. 3.5/13/2022Phase 2 Concept Designs Carty submitted two reduced concept designs 4th round 4.5/19/2022Phase 2 Concept Designs Atkin estimate still 1 mil over. 5.5/29/2022Phase 2 Concept Designs Carty is prepare and submitted a list of additional reduction and concerns.	16%	8%	Project Manager to assist and work with the A/E and CMAR to comply with project schedule.	Approval of building #1 conceptual design is falling behind - due to design to meet budget. Some of Conceptual Design's rooms are smaller than recommend in order to meet budget.	No Risk	Project Manager working with A/E to expedite all deliverables and condense the schedule. overall Project end date is of the Program end date
C. Robert Markham ES - Temporary Portables for Bldg 1 Replacement - Phase 1A	P.002777-P1A	Nora Rupert	3- Design/Per mit	Modular Classrooms Swing Space for GOB	A/E to re-submit to the building dept on 5/30/22 .Building dept comment revise & resubmit 5/11/22 PO approved to precure modular	90%	28%	A/E to re-submit to the building dept on 5/30/22 .Building dept comment revise & resubmit 5/11/22 PO approved to precure modular	No issues at this time.	No Risk	

Charles Drew Elementary School											
Charles Drew ES - SMART Program Renovations	P.001818	Nora Rupert	3- Design/Per mit	Replacement of Roofs at Buildings 1 to 6, 8,9, &10. Replacement of existing HVAC units in Buildings 1-6, 8. New Fire Sprinklers in Bldg 2 Replace Fire Alarm system in all buildings. Replace existing door hardware in Bldgs. 1-6 and 8.	Project Manager providing material back up to BCPS lawyer regarding responsibility of unacceptable mechanical and electrical design, which resulted in the A/E abandoning the 100%CD submittal, and a new 7th Edition set of plans are required from the A/E.	70%	20%	Project Manager required a recovery schedule from A/E and none was provided in the Feb. 9, 2022 response. No response from A/E by 5/31/22. A/E had their lawyer write a response letter, dated 5/12/22, which did not address the responsibility for the A/E missing the scheduled re-submittal to the Building Dept. for R03 Comment responses by January 2021. Project Manager has shared material evidence with BCPS lawyer.	Project Manager confirmed that FICE Design was approved for Amendment #2 in the amount of \$51,661.00 on 4/20/21, and A/E invoice including \$46,000+ of these monies were paid to A/E in November of 2021. A/E has taken no action, despite being funded. Project Manager to review project for carve out and award to CSMP Design Build. A/E's HVAC design will be updated and resubmitted to Pre-Construction HVAC Manager for approval. as per the Building Dept. comment. A/E's Electrical design will be updated to remove proposed 480 volt equipment with replacement electric panels and relocation work. The A/E updated 100% CDs will be resubmitted to Pre-Construction's HVAC & Electrical Managers for	Medium	Project Manager to issue Notice of Delay to A/E as they have made no resubmittal to the Owner by 5/31/22. Project Manager to get A/E to make new fire flow test. Project Manager to review project for roof carve out and award to CSMP Design Build.

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
									approval.		
Charles Drew Family Resource Center											
Charles Drew Family Resource Center -SMART Program	P.001848	Nora Rupert	5-Construction	Re-roofing: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 & 13. HVAC Improvements: Buildings 1, 2, 3, 4, 5, 6, 7, 8, & 12. Exterior Wall Renovation: Buildings 2, 3, 4, 6, 7 & 8. Electrical - Connect HVAC Components: Buildings 1, 2, 3, 4, 5, 6, 7 & 8. New Smoke Detectors Interface: Buildings 2 & 5. Media Center Improvements. Cafeteria Improvements.	The LOR has been extended to 6/16/2022. The project was advertised on 1/21/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and the project was awarded to H.A. Contracting. This project received a Building Permit on 5/18/2022, pending a Notice to Proceed (NTP).	100%	29%	The project was advertised on 1/21/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and the project was awarded to H.A. Contracting. This project received a Building Permit on 5/18/2022, pending a Notice to Proceed (NTP).	Roofing issues. The designer has created an addendum to revise the roofing material to use on the cafeteria roof. AE received approval from the Building Department to allow the use of a Liquid system.	No Risk	
Coconut Creek High School											
Coconut Creek HS - Fire Hydrant	P.001480	Nora Rupert	5-Construction	Fire Sprinkler main loop and one fire hydrant.	The LOR has been extended to 7/23/2022. This project is to be combined with the main GOB Project- P.001753 as one hard bid. This project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and H. A. Contracting was awarded the project. The Project Manager applied for a Building Permit on 5/12/2022, pending approval of the permit.	100%	29%	This project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and H. A. Contracting was awarded the project. The Project Manager applied for a Building Permit on 5/12/2022, pending approval of the permit.	No Issues and Concerns at this time.	No Risk	
Coconut Creek HS - GOB Renovations	P.001753	Nora Rupert	5-Construction	Auditorium seating - ADA compliance Security upgrades - Add CCTV Cameras Campus-wide Fire Alarm System replacement Stem Lab Improvement Media Center & Restroom Improvements HVAC Improvements: Buildings 1 (Enclose and air-condition main corridor), 2 (Circulating Pump & AHU), 3 (1-Window A/C Unit), 4 (Exhaust Hoods), 5 (1-Window A/C Unit), 7 (Replace 5 Large Pumps), 8 (Upgrade Minor Controls), & 9 (Upgrade Minor Controls). Re-roofing: Buildings 4, 5, 6, 7 & 9 Exterior Paint: Buildings 3 & 8	Letter of Recommendation (LOR) has been extended to 7/21/2022. The project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and the project was awarded to H. A Contracting. The PM applied for a Building Permit on 5/12/2022, pending Permit approval.	100%	29%	The project was advertised on 1/19/2022 and the bid opening was held on 2/24/2022. This project went to the April Board and the project was awarded to H. A Contracting. The PM applied for a Building Permit on 5/12/2022, pending Permit approval.	No Issues and Concerns at this time.	No Risk	

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Deerfield Beach ES - SMART Program Renovations	P.001820	Nora Rupert	5-Construction	1) Campus Wide Fire Alarm system replacement. 2) Building 9: - Exterior Doors and Windows 3) HVAC Improvements: - Building 13: Replacement of two (2) AHUs - Building 8: A new split A/C unit - Tie-downs of various pieces of existing roof equipment. 4) Media Center renovations including flooring, ceiling, lighting, windows and door replacement, and FF&E. 5) Building 1 (Historic) renovations include lead paint removal and exterior painting, new fire sprinklers, four (4) group restrooms, structural repairs, flooring repairs, exterior walkways, installation of new classroom ductwork, new electrical system and equipment, new ceilings and light fixtures, new stair tower, replacement of all gates, handrails, and	Building 1 work has stopped pending an engineering survey by the Designer. The designer has submitted a proposal to survey the building and document existing conditions based on the recent demolition scope and new unforeseen conditions. Negotiations are ongoing and awaiting a revised proposal from ACAI to submit to the Board. A report will be developed documenting these conditions. Building 1 descoping proposal has been submitted by ACAI. A negotiation meeting was held this month. Need to provide additional information to ACAI in order for them to revise their proposal. and all other renovation items are to be completed as part of the original contract scope. Request for proposals have been uploaded into E-Builder and emailed to the contractor for the additional work throughout campus. Contractor has refused to move forward with anything until he has been compensated. Fire alarm rough-in for	62%	46%	Still pending approval on doors, frames, and hardware and fire alarm submittal. The contractor is seeking additional clarifications from upper management on the direction of the project. Once we have a clear direction for the project, the contractor will provide a scheduled recovery plan.	1) Unforeseen issues identified in Building 1 as a result of the demolition. Plans of descoping Building 1 2) The contractor is not willing to meet for OAC meetings because they would like upper management to be involved. 3) Access to the school to perform the work 4) Window coverings on Building 1 are damaged	High	1) ACAI will survey unforeseen conditions. A permit revision will be issued to remove the Building No. 1 scope and close the existing permit.
Deerfield Beach High School (2 records)											
Deerfield Beach HS - GOB Renovations	P.001694	Nora Rupert	5-Construction	HVAC Replacement: Buildings 1, 2, 5, 6, 8, 9, 12 Reroofing: Building 12	SD- Door & Frame approved. SD#9 - Curbs/stands revise and resubmit. Temp. Cooling pending from GC. received the balance of AHUs. Electrical feeders pending Ordering, price escalation claim at scheduler's Court, New transformer is complete, Chill water pipe replacement for bldg. #9 is complete. Bldg. 5 (4 units) HVAC's ETA is the end of March. Bldgs AHU 1,2,9,12 (14 units) Received Chiller water pipe for Bldg. 9 will be complete,. Resuming the installation of chiller water	54%	35%	Bldg. 2 - 5" Chill Water pipe installation in progress. Bldg. 5 installation of AHU 5-1, Connect Chill water pipe and re-energize the unit. Pending Electric Feeders CHNG order.	This project has had multiple delays that may impact the final completion the project. GC submitted Claim; Feeder price increase.	Medium	Pending CHNG for Electrical Feeders price increase Recovery schedule for Chiller Water Pipe in Bldg. 2 HVAC installation recovery schedule. Schedule Impact Narrative and Longest Path Impact
Deerfield Beach HS - SMART Program Renovations	P.002134	Nora Rupert	3-Design/Permit	Exterior Painting: Buildings 1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 13 and 17. Exterior Lighting Replacement: Buildings 1, 2, 11, and 13. Media and Stem Lab Renovations: Building 1. ADA Restroom Renovation: Buildings 1,2 and 9. Door and Window Repairs: Buildings 1 and 2. Security Camera Installation: Building 99.	The CMAR 100% Construction Document (CD) - Deliverable submitted on 01/27/22. The Preliminary Staging, Phasing, and schedule were provided on 03/15/2022, and a follow review meeting with the A/E was completed on 03/23/22. The Building Department (BD) returned the 100% CD_R01 comments to the consultant on 03/02/22 with eight disciplines with open comments for the consultant to revise and resubmit. The 100% of CD's_R01 comments responses submittal to the Building Department was completed on 03/23/22. As of 03/31/22, the Building Department has 100% of CD's_R02 review is in progress.	18%	82%	The CMAR 100% Construction Document (CD) - Deliverable submitted on 01/27/22. The Preliminary Staging, Phasing, and schedule were provided on 03/15/2022, and a follow review meeting with the A/E was completed on 03/23/22. The Building Department (BD) returned the 100% CD_R01 comments to the consultant on 03/02/22 with eight disciplines with open comments for the consultant to revise and resubmit. The 100% of CD's_R01 comments responses submittal to the Building Department was completed on	Various submittals are missing from the CMAR 100% schedule (Roofing, Gas Tank, grease trap, culinary equipment interior and exterior painting, ceiling, carpet, and others)	Low	The CMAR is to review and update the schedule. A follow-up meeting with the AECOM teams, the CMAR, and the A/E will be held in April to discuss further.
Deerfield Beach Middle School (4 records)											
Deerfield Beach MS - Roofing Bldg 8, 85 & Covered Walkway - SMART Program	P.002849	Nora Rupert	5-Construction	Roofing carve-out - Bldgs. 8, 85 & walkways and their associated roof top mechanical equipment	2/15/22 - Board approves additional funds to complete project 2/28/22 - 800b received from GC for \$998,553.63 Atkins estimate: \$777,709. Schedule a meeting with Atlas and Atkins to review the proposal. 3/17/22-Meeting with Atlas & Atkins - They both re-adjusted their estimate/Proposal Anticipating the arrival of Atlas NTP documents to submit to district	29%	13%	Project durations: 120 days for design (Post NTP) and 120 days for construction. Anticipated Substantial completion: December 2022	No issues or concerns at this time		
Deerfield Beach MS - Roofing Building 1, 3, 4, 9 - SMART Program	P.002778	Nora Rupert	5-Construction	Roofing carve-out - Bldgs. 1, 3, 4 & 9 and their associated roof top mechanical equipment	3/10/22 - SOV & Schedule sent to PWS; 475 form needed revision to reflect the correct price & WMBE participation 3/14/22 - corrected forms re-sent to PWS 3/23/22 - NTP fully executed	34%	6%	Following NTP execution dated 3/3/22, GC's design team is proceeding with the Design portion. 120 days are allocated to the design phase. If all 120 days are exhausted for this task, a permit will be issued 7/21/22. 545 days are allocated to the construction phase, putting the completion date at 12/21/22	No issues or concerns at this time		
Deerfield Beach MS - Roofing Building 2, 5, 6, 7 -SMART Program	P.002861	Nora Rupert	5-Construction	Roofing carve-out - Bldgs. 2, 5, 6 & 7 and their associated roof top mechanical equipment	3/7/22 - Receive 800b from Atlas \$2,435,653.48 3/14/22 NOI signed by District and sent to Atlas 3/17/22 meeting with Atkins & Atlas to go over proposal: Atlas lowered his \$\$ by \$100k 3/25/22 - Atlas submits the bonds NTP package anticipated to be submitted first week of April	29%	13%	NTP out for signatures 4/4/22	No issues or concerns currently		
Deerfield Beach MS - SMART Program Renovations	P.002142	Nora Rupert	3-Design/Permit	Replace fire alarm system, all buildings. New Fire Sprinklers Bldg 1 Replace roof - Bldg 4, 7, 8, 85. Replace windows - Bldg 2, 4, 5, 7, 9, 85. Replace exhaust fan - Bldg - 1, 3, 5. HVAC test and balance - Bldg 1, 2, 3and 9.	The project was reviewed in July 2021 for roof carve-out to expedite work due to the existing conditions of the roofs. Reroofing would be done under a CSMP contract and include roof-mounted mechanical equipment. CSMP Bidding phase is in progress to finalize the contract as of 2/28/22. The balance of the GOB work will proceed to a 50% review. As 2/28/22 as	9%	24%	The project schedule required reevaluation into 2 projects, Roof and roof-mounted HVAC equipment. The balance of the GOB scope of work. When Roofing CSMP is on Board the balance of the GOB scope of work schedule will be updated.	Project on Hold until further notice.	Low	When CSMP roof carve out is complete, the project will move forward.
Deerfield Park Elementary School (1 records)											

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				light fixtures, new stair tower, replacement of all gates, handrails, and guardrails, and new FF&E.	original contract scope. Request for proposals have been uploaded into E-Builder and emailed to the contractor for the additional work throughout campus. Contractor has refused to move forward with anything until he has been compensated. 04/22 - Negotiations have been completed for the descoping of Building 1 with ACAI. Documentation will be presented to the board in May. Fire alarm rough in is ongoing.						
Deerfield Beach High School											
Deerfield Beach HS - GOB Renovations	P.001694	Nora Rupert	5-Construction	HVAC Replacement: Buildings 1, 2, 5, 6, 8, 9, 12 Reroofing: Building 12	SD#9 - Curbs/stands revise and resubmit. Temp. Cooling pending from GC. received the balance of AHUs. Electrical feeders pending Ordering, price escalation claim at scheduler's Court. Resuming the installation of chiller water pipe in Bldg.2. Bldg. 2 - 5" Chill Water pipe installation in progress. Bldg. 5 installation of AHU 5-1, Connect Chill water pipe and re-energize the unit. Pending Electric Feeders CHNG order.	35%	54%	Pending the TL approval the Feeders Price escalation CHNG and present to CORP in addition of 2 material Price Escalation; Chiller Water Pipe and Fire Alarm Devices, complete AHU 5-2 and AHU 5-3 installation is in progress,	This project has had multiple delays that may impact the final completion the project. GC submitted Claim; Feeder price increase.	Medium	Pending CHNG for Electrical Feeders price increase Recovery schedule for Chiller Water Pipe in Bldg. 2 HVAC installation recovery schedule. Schedule Impact Narrative and Longest Path Impact
Deerfield Beach HS - SMART Program Renovations	P.002134	Nora Rupert	3-Design/Permit	Exterior Painting: Buildings 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13 and 17. Exterior Lighting Replacement: Buildings 1, 2, 11, and 13. Media and Stem Lab Renovations: Building 1. ADA Restroom Renovation: Buildings 1,2 and 9. Door and Window Repairs: Buildings 1 and 2. Security Camera Installation: Building 99.	The CMAR 100% schedule including submittals for Roofing, Gas Tank, grease trap, culinary equipment interior and exterior painting, ceiling, carpet, and others were submitted on 04/06/22. The Building and Fire Department Finished the 100% Construction Documents R02 review on 04/08/22. The CMAR provided the above Ceiling Investigation	95%	21%	The Building and Fire Department Finished the 100% Construction Documents R02 review on 04/08/22. The CMAR provided the above Ceiling Investigation Report for the Media Center and the Culinary room on 04/10/22 and was sent to IT for review. As of 04/30/22, the project is LOR ready, but the actual Letter from the Building Department is still pending.	100% RFI to be closed.	Low	The A/E is to review and answer all RFIs. A follow-up meeting with the AECOM teams, the CMAR, and the A/E will be held in May to discuss and ensure all RFIs have been reviewed and answered.

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Deerfield Beach High School											
Deerfield Beach HS - GOB Renovations	P.001694	Nora Rupert	5-Construction	HVAC Replacement: Buildings 1, 2, 5, 6, 8, 9, 12 Reroofing: Building 12	CHNG-9 for Feeders Price escalation was presented to CORP on 6/1 and returned as Revise and Resubmit. There are two other material Price Escalation Claims (Chiller Water Pipe and Fire Alarm Devices) that we believe has no merit due to the timing of their submissions vs when the GC could have bought the materials. , complete AHU 5-2 and AHU 5-3 installation is in progress, -GM	39%	57%	Bldg 2- Replacing: AHU 2-1 FISH 252, AHU 2-7 FISH 284A, AHU 2-8 FISH 284D, AHU 2-10 FISH 287 BLDG 5 New duct detector: AHU 5-1 FISH 521, AHU 5-2 FISH 521, AHU 5-3 FISH 543 , AHU 5-4 FISH 543 Bldg 9 Replacing AHU 9-1 FISH 905 Electrical Room 103G remove ductwork above room 103G	This project has had multiple delays that may impact the final completion the project. GC submitted Claim; Feeder, CWP and Advanced Fire price increases.	Medium	Pending CHNG for Electrical Feeders price increase Recovery schedule for Chiller Water Pipe in Bldg. 2 HVAC installation recovery schedule. Schedule Impact Narrative and Longest Path Impact
Deerfield Beach HS - SMART Program Renovations	P.002134	Nora Rupert	4-Bid & Award	Exterior Painting: Buildings 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13 and 17. Exterior Lighting Replacement: Buildings 1, 2, 11, and 13. Media and Stem Lab Renovations: Building 1. ADA Restroom Renovation: Buildings 1,2 and 9. Door and Window Repairs: Buildings 1 and 2. Security Camera Installation: Building 99.	Letter of recommendation for permit (LOR) issued on 05/18/22. Work Sequence-Phasing-Staging Action Plan meeting with stakeholders (AECOM Construction Manager, Team Leader, PM, CMAR, A/E) held on 05/27/22. Working closely with the designer to send this project to the advertisement. The CMAR committed to starting the advertisement in June.	0%	28%	Letter of recommendation for permit (LOR) issued on 05/18/22. Work Sequence-Phasing-Staging Action Plan meeting with stakeholders (AECOM Construction Manager, Team Leader, PM, CMAR, A/E) held on 05/27/22. Working closely with the designer to send this project to the advertisement. The CMAR committed to starting the advertisement in June.	100% RFI to be closed.	Low	The A/E is to review and answer all RFIs. A follow-up meeting with the AECOM teams, the CMAR, and the A/E will be held in June to discuss and ensure all RFIs have been reviewed and answered.
Deerfield Beach Middle School											
Deerfield Beach MS - Roofing Bldg 8, 85 & Covered Walkway - SMART Program	P.002849	Nora Rupert	5-Construction	Roofing carve-out - Bldgs. 8, 85 & walkways and their associated roof top mechanical equipment	-5/5/22: The NTP was signed by Rick Management. -5/11/22: The NTP went to the Director of Construction and the Chief Facilities Officer for signature. -5/13/22: The NTP went to Procurement for processing. -5/23/22: Procurement requested the Certificate of Insurance, the PO requisition from Capital, and the EDDC Compliance Review. The PMOR APM submitted the COI and the original recorded P&P bonds to Procurement. -5/24/22: The fully executed NTP was submitted to the contractor by Procurement.	50%	44%	Schedule calls for 120 days from NTP to Substantial Completion. NTP actual issued date: 5/24/22 - NTP date reflected in schedule: 5/1/22 - Project is 23 days behind schedule. Contributing factors: 1- Delta between Atkins and Atlas's proposal exceeded the 10%. Reconciliation meeting was set followed by Atlas's re-submittal of the updated docs. 2- NTP package took 22 days to execute: delayed receipt of recorded bonds, COI... The original 15 days generated from the early delivery of the 800b was	-No issues or concerns at this time	No Risk	-No issues at this time.

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Cypress Bay High School (1 records)											
Cypress Bay HS - GOB Renovations	P.001774	Laurie Rich Levinson	6-Substantial Completion/Closeout	New Classroom addition, Phase 2	Items on the Contractor punch list have made progress and are currently being completed. 98% of the punch list is currently completed with the remainder to be completed in off-hours. The landscape punch list including ESE Garden is active. 110B for Phase one has been requested from the consultant.	99%	45%	Punch list being carried out. The punch list is currently 98% completed with the remainder to be completed in off-hours to not disturb students. Completing the work action items, punch list, and finalizing the change orders that are outstanding for the project is what is remaining. The ESE garden is currently active.	1) Mini-Split AC's are not working properly due to distance 2) Hardware package in review 3) Implementation of IT changes to the project. The architect is providing new drawings to be submitted to the Building Department 4) Consultant has been slow to respond to Contractor and Owner correspondence.	Low	1) New conduit and wire will be installed to correct the issue. Once the change order is approved the work will be completed. 2) This issue was addressed with District Design Team and a letter from the manufacturer is needed. The Contractor has requested this letter and will submit it when received and this issue will be closed. 3) The Architect is currently working on finalizing the drawings. Work is expected to be completed over the summer. However, these drawings have been in progress by the AE for some time and have not been issued. There will be a lead time on many items and may not be able to be released in time for Summer work if not issued soon. 4) PMOR issued a notice of concern with corrective action required. It should be noted that this is the 2nd Notice issued to this consultant in the last two months. Change orders had been in the consultant's court for up to 60 days without a
Davie Elementary School (1 records)											
Davie ES- SMART Program Renovations	P.001899	Laurie Rich Levinson	7-Final Completion	Restroom Renovations: Building 1 (Rooms 145 & 146). Re-Roofing: Buildings 1, 2, 3, and 85. HVAC Equipment Replacement: Buildings 1 & 2. Fire Sprinklers: Building 1. Emergency lights and Exit signs: Buildings 1, 2, 5, and 85. Media Center Renovation: Building 1.	The Certificate of Occupancy (110b) was executed by the Building Dept. on 1/28/2022. The Certificate of Final Inspection (209) was executed by the Building Dept. on 1/28/2022. This project is received the final release/ Final Retainage / Final Change order during the SSBM on 3/8/2022 The GC and AE have submitted their closeout documents.	99%	100%	The Certificate of Occupancy (110b) was executed by the Building Dept. on 1/28/2022. and is en route to the Superintendent for approval. Projected Board approval in March 2022 Certificate of Final Inspection (form 209) was approved on 2/14/2022.	No Issues and Concerns at this time.		
Eagle Point Elementary School (1 records)											
Eagle Point ES - GOB Renovations	P.001746	Laurie Rich Levinson	5-Construction	Art Room Renovation 317 & 319 Music Room Renovation Rooms 110 & 401 Re-roofing: Buildings 1, 2, 3, 4, 5, & 6 Fire Alarm Improvements HVAC Improvements: Building: 1 2 Chillers, 2 Cooling Towers, 2 Condenser Water Pumps, & Piping, Building 2: Ductwork, 3 (Chilled Water Piping, & 2 Air Handlers), 80 (AHU, New Chiller, Pumps In a	The fresh air rooftop units (RTUs) for Buildings 2 and 3 are operational ; were inspected and the test and balance work has begun. The work in the Building 80 Chiller Yard is ongoing. The power wiring was pulled from the electrical room to the Building 80 Chiller Yard.	75%	66%	Time Impact Analyses (TIAs) have been requested for a second time for both the Roofing Change Order and the Building 80 HVAC Change Order. These TIAs will impact the schedule.	The roofing change order has delayed the project. The Change order for the Building 80 HVAC has delayed the project.	Medium	A plan to accelerate the schedule after the change orders are approved by the School Board.
Embassy Creek Elementary School (1 records)											
Embassy Creek ES - SMART Program Renovations	P.001897	Laurie Rich Levinson	5-Construction	Re-Roofing of Building 1, 2, 3, 4, 5,6 & 85. Media Center and Art Room Improvements. Mechanical Improvements Building 1,2,3,4, & 85 ft. Aluminum canopy restoration campus wide. Fire Alarm upgrade campus wide.	1.) Fire Alarm AES monitoring system has been installed and passed inspection. GC is in the process of calling final FA inspections. 2.) Re-roofing: Buildings 1, 2, 3, 4, 5, & 6 roofing crickets along with the Building 3 low roof is scheduled to be poured in early November. This will complete the roofing scope. 5) A/E punch list for Electrical and plumbing , and Mechanical was done on 03/28/2022 at 9am. 3.) Mechanical work is 95% complete. A/E has provided the GC review comments that needs to be addressed	95%	95	Fire Alarm AES monitoring system has been installed and passed inspection. Re-roofing: Buildings 1, 2, 3, 4, 5, & 6 - 95% complete Mechanical work remains at 95% complete.	NEW Fire Alarm was certified 01/10/2022. 2.) Last roofing items to be complete in early March. Roofing is on their last inspection calls. Will be calling Roofing Final inspection the first week in March. 3.) Final T&B reports being reviewed by the AE 4) Old Fire Alarm has been demoed completely and now the GC is in the final patching and painting. 5) Delay in Final inspection by the GC. All are scheduled for the first two weeks	Low	A/E is refusing to sign the revised 1250g for previously approved Time Extension CO that granted 188 calendars days to change the CO category from unforeseen to omission. Management is in discussion with the District to see how we can get the A/E to sign off on the required document.
Everglades Elementary School (1 records)											
Everglades ES - SMART Program Renovations	P.001948	Laurie Rich Levinson	6-Substantial Completion/Closeout	HVAC Improvements - Test & Balance: Building 1 and 85 and Circulating Pump Replacement. Re-roofing: Building 1	All Construction is complete, and final inspections have been passed. The Certificate of Occupancy (Form 110b) was approved by the Building Dept. on 11/5/2021. The pending change orders are currently in progress. The change orders are pending review from the roofing committee before moving forward.	99%	99%	All Construction is complete, final inspections are complete. The pending change orders are in progress.	No issues or concerns.		
Falcon Cove Middle School (1 records)											
Falcon Cove MS - SMART Program Renovations	P.001902	Laurie Rich Levinson	6-Substantial Completion/Closeout	New Addition Building Re-roofing: Building 3 Test & Balance: Building 1	The project was able to achieve its deadline of Occupancy this month. The contractor and PMOR expedited work and added shifts to nights and weekends to complete the necessary tasks needed for occupancy. Punch list items are currently being addressed. PMOR is coordinating with the Principal to have all teachers moved into the building.	98%	50%	The building achieved conditional occupancy and punch list items are currently being addressed. Landscaping, Asphalt and other outstanding items condition to be completed as available during hours to not disturb teachers and students.	1) IT Issues 2) Water Meter Fees: the City of Sunrise has assessed the campus with an Impact fee to receive the permanent water meter that was applied for. 3) Building Department Occupancy	Medium	1) Drawings were issued and the contractor is currently pricing the drawings. 2) District Staff and AECOM are scheduling a meeting with the City Engineer to discuss the cost. 3) Additional time is needed to reach the requirements for the Site Certification Letter to be issued by the EOR.

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Cypress Bay High School											
Cypress Bay HS - GOB Renovations	P.001774	Laurie Rich Levinson	6-Substantial Completion/ Closeout	New Classroom addition, Phase 2	During the month of April commissioning final inspection was called. Minor items were noted by the commissioning team and the contractor will request a re-inspection from the commissioning team in May. The ESE garden was completed in the Month of April as well as the landscape punch list was addressed. Landscape Final inspection will be completed in May. 110B was received from the consultant. The contractor is currently working to compile the needed paperwork to move this project into closeout.	45%	99%	During the month of April commissioning final inspection was called. Minor items were noted by the commissioning team and the contractor will request a re-inspection from the commissioning team in May. The ESE garden was completed in the Month of April as well as the landscape punch list was addressed. Landscape Final inspection will be completed in May. 110B was received from the consultant. The contractor is currently working to compile the needed paperwork to move this project into closeout.	1) Mini-Split AC's are not working properly due to distance 2) Hardware package in review 3) Implementation of IT changes to the project. The architect is providing new drawings to be submitted to the Building Department 4) Consultant has been slow to respond to Contractor and Owner correspondence.	Low	1) New conduit and wire will be installed to correct the issue. Once the change order is approved the work will be completed. The change order is going to CORP at the beginning of May. 2)The hardware package with extended warranty letter were submitted to the building department for review. 3) The Architect is currently working on finalizing the drawings. However, these drawings have been in progress by the AE for some time and have not been issued. There is a lead time on the materials needed for this work and with the drawings not being issued by the AE yet, the work will not be able to be completed over the summer. 4) PMOR issued a notice of concern with corrective action required. It should be noted that this is the 2nd Notice issued to this consultant in the last two months. The consultant is still slow to respond to the PMOR and Contractor.
Davie Elementary School											

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Cooper City HS - SMART Program Renovations	P.002133	Laurie Rich Levinson	4-Bid & Award	Re-roofing: Buildings 13, 21 & 22. Replace or Repair Doors: Buildings 3, 4, 5, 7, 8, 9,10, & 13. Replace or Repair Windows: Buildings 4, & 10. Restroom Renovations: Buildings 3, 5, 6, & 8. Electrical Improvements- Transformers, Switchgear, Sub Panels, Lighting replacement Fire Sprinklers: Buildings 4, 6, 9, & 16 with civil work site tie-in. HVAC Improvements: Buildings 6 & 16 Auditorium Accessibility STEM Lab Improvements- Robotics and Cyber Security Labs Renovation	The General Contractor, D. Stephenson Construction, Inc., has received at least three bids for each subcontractor category. The CMAR Guaranteed Maximum Price will be submitted the 3rd week of June.	80%	29%	The schedule will will be finalized when NTP is issued. The General Contractor is anticipating starting mobilization in October.	There are no issues at this time.	No Risk	

Country Isles Elementary School

Country Isles ES - SMART Program Renovations	P.002002	Laurie Rich Levinson	5-Construction	Fire Alarm Improvement: Buildings 1 through 10. Mechanical Improvements: Campus-wide Test and Balance. Media Center Improvements (including flooring, paint, bookshelves) and two restroom renovations (plumbing, partition walls, fixture. wall and floor tiles upgrade).	Fire Alarm work is on-going. The PMOR drafted the notice of concern letter and sent to upper management to review. The project is currently in construction and 83% complete. Two restrooms and installation of one mini-split unit are completed with the exception of final inspection.	83%	86%	The Fire Alarm activities will start in couple weeks, the general contractor is coordinating the start date with their subcontractor. The PMOR drafted the notice of concern letter and sent to upper management to review. The project is currently in construction and 78% completed. Two restrooms and installation of one mini-split unit are completed with the exception of final inspection.	GC hasn't been able to bring enough labor in order to expedite the project.	Low	Owner rep to work closely with contractor by finding alternative to provide enough labor in order to expedite the project. PM drafted Notice of Concern letter and gave it to upper management to review.
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Cypress Bay High School

Cypress Bay HS - GOB Renovations	P.001774	Laurie Rich Levinson	6-Substantial Completion/Closeout	New Classroom addition, Phase 2	Commissioning reinspection and landscape final inspection. The contractor is currently working to compile the needed paperwork to move this project into closeout.	45%	99%	The contractor is currently working to compile the needed paperwork to move this project into closeout. Additional inspections are being completed.	1) Hardware submittals delayed. 2) School occupied last fall, need to get the 110b finalized.	Low	1) PMOR requested Pre-construction and the Building Department to finalize the review. 2) Contractor completing additional inspections requested by the BD
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Davie Elementary School

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Parkside Elementary School (1 records)											
Parkside ES - SMART Program Renovations	P.002082	Lori Alhadeff	5-Construction	Reroofing: Buildings 1 & 2 Test and Balance: Buildings 1 & 3	Proceeding with the roof work on Bldgs. 1 & 2, proceeding with the roof framing reinforcement that was omitted in the Bid phase; Material and labor daily tickets to submit with a Change order. ASI # 2 Roof framing structural reinforcement 1/10/2022.	46%	24%	Proceeding with the roof work on Bldgs. 1 North, West lower and upper roof and Bldg. 2 with the installation of granular white cap, SS metal Coping and walkways pads, and upper roof proceeding with the roof framing reinforcement that was omitted in the Bid phase; Material and labor daily tickets to submit with a Change order. ASI # 2 Roof framing	Addendum # 1 roof reinforcement was not included in the Bid Document, Pending Change Order, GC is proceeding with the work		
Pinewood Elementary School (1 records)											
Pinewood ES -SMART Program Renovations	P.001949	Lori Alhadeff	8-Financial Closeout	Electrical - Disconnect & Reconnect Roof Top Units - Buildings 1, 2, 3, 4, 75 & 85 Fire Sprinkler: Building 1 HVAC Improvements, Adjust Rooftop Vents: Buildings 1, 2, 3, 4, 75 & 85 Media Center Improvements - Dry wall and Painting Plumbing Vents: Buildings 1, 2, 3, 4, 75 & 85 Roof: Buildings 1, 2, 3, 4, 75 & 85 Test & Balance: Buildings 1, 2, 3, 4, 75 & 85	Construction is complete. Substantial completion was achieved on 7/22/2021 and the Certificate of Occupancy (form 110b) was signed by superintendent Cartwright on 8/20/2021. The Certificate of Final Inspection (Form 209) was signed by the Building Department on 10/15 and submitted to the board on 10/18/2021. The Final Release/Final Change order/ Final acceptance was approved by the Board during the February 2022 Board meeting. The GC is has submitted their closeout binder to the AE for review.	100%	100%	Final Release / Final Change / Final approval received from the Board during the February RSBM.	No issues or concerns.		
Ramblewood Elementary School (1 records)											
Ramblewood ES - GOB Renovations	P.001725	Lori Alhadeff	5-Construction	Doors and Hardware: Buildings 1, 2, & 80 Electrical System Renovation: Buildings 1, 2, & 80 Exterior Windows: Buildings 1 & 2 Fire Sprinkler: Buildings 1, HVAC System Replacement: Buildings 1, 2, 3, 80, & 85 Interior Finishes & Improvements: Building 1, 2, & 80 Media Center Improvements: Re-roofing: Building 85 Roof Repairs: Building 3 Stucco Repairs: Building 3	The contractor has re-started roofing work on Building 2, the extension of the roof curbs was completed, and the installation of the fans is in progress, pending the roof hatch. All other scopes of work remain at a standstill. The contractor has yet to sufficiently cure, and likely will not be prepared to undertake the remedial work to the new HVAC system in Building 80 over the summer period. There has been no indication that this contractor has made progress in planning/coordinating the remaining scopes of work outside of the roofing work on Building 2. Walk the site and go over the "to-do list" for the remaining scope of work with the previous team. Coordinating the construction coordinator's rotation to turn ON and OFF the temporary cooling system for Building#80. Reviewing and preparing change orders to submit to CORP.	91%	85%	The contractor informed us that he was directed by the insurance company not to submit any documentation until further notice.	Improperly Installed Ductwork in Building 2 and 80: HVAC Subcontractor (Oasis Mechanical Corp.) has installed extensive amounts of ductwork in Building 2 and 80 without approved shop drawings, leading to a disorganized approach to installation and chronic issues delaying work. The ductwork in Building 2 is limited to areas immediately surrounding the AHU closets, however the system isn't operating properly and many areas of the building remain warm throughout the day . In building 80, the contractor installed ductwork on two floors without having conducted necessary coordination/verification of existing conditions, and as a result did not produce shop drawings prior to ordering the ductwork. Approximately 60% of all ductwork has been installed in building 80, with much of it requiring extensive modification to allow it to around the above-ceiling conditions that the contractor had not planned around. The contractor's HVAC subcontractor has walked	High	Improperly Installed Ductwork in Building 2 and 80: Contractor has been put on notice, with a notice of default issued to the GC's surety in January . OR-PM recommends replacement of contractor on project, as contractor has provided nothing to indicate that they are prepared to complete the remaining scope of work in Building 80. Furthermore, the HVAC issues in Building 2 will continue as the contractor has yet to bring on a replacement HVAC sub.
Ramblewood Middle School (1 records)											
Ramblewood MS - SMART Program Renovation	P.001867	Lori Alhadeff	5-Construction	ADA Restroom, Renovations: Building 1 Rooms 117/118 and 106/107. Electrical Panel, Switch Gear and Transformer Replacement: Building 1 Emergency Generator Replacement: Building 1 Existing Fire Alarm Recertification: Campus wide Exterior Lighting Replacement Media Center Renovation:	Roofing work is 100% complete pending final inspections. Electrical connections to rooftop mechanical equipment is 50% complete. Emergency generator installation is pending equipment delivery expected. Fire Alarm Permit was approved allowing for work to continue in Restrooms 117 and 118.	92%	91%	The Contractor's current schedule shows Substantial Completion 443 days beyond the Contractual Substantial Completion date.	1). The Contractors current schedule shows a 443 day delay in achieving substantial completion.	Medium	1). The contractor has been notified to submit a Time Impact Analysis (TIA) for project delay .

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				4, 75 & 85 Media Center Improvements - Drywall and Painting Plumbing Vents: Buildings 1, 2, 3, 4, 75 & 85 Roof: Buildings 1, 2, 3, 4, 75 & 85 Test & Balance: Buildings 1, 2, 3, 4, 75 & 85	on 8/20/2021. The Certificate of Final Inspection (Form 209) was signed by the Building Department on 10/15 and submitted to the board on 10/18/2021. The Final Release/Final Change order/ Final acceptance was approved by the Board during the February 2022 Board meeting. The GC is has submitted their closeout binder to the AE for review. The 6-month warranty walk-through was conducted on 3/31/2022.						

Ramblewood Elementary School

Ramblewood ES - GOB Renovations	P.001725	Lori Alhadeff	5-Construction	Doors and Hardware: Buildings 1, 2, & 80 Electrical System Renovation: Buildings 1, 2, & 80 Exterior Windows: Buildings 1 & 2 Fire Sprinkler: Buildings 1, HVAC System Replacement: Buildings 1, 2, 3, 80, & 85 Interior Finishes & Improvements: Building 1, 2, & 80 Media Center Improvements: Re-roofing: Building 85 Roof Repairs: Building 3 Stucco Repairs: Building 3	Anatom contractor was terminated at the April board meeting, the Surety is taking over the project to hire a new contractor to finish the remaining scope.	85%	91%	The project is behind schedule.	The surety must bring the new GC on board ASAP in order to finish the work by the end of the summer	High	Follow up with Surety to start with the hiring process of the new GC ASAP.
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Ramblewood Middle School

Ramblewood MS - SMART Program Renovation	P.001867	Lori Alhadeff	5-Construction	ADA Restroom, Renovations: Building 1 Rooms 117/118 and 106/107. Electrical Panel, Switch Gear and Transformer Replacement: Building 1 Emergency Generator Replacement: Building 1 Existing Fire Alarm Recertification: Campus wide Exterior Lighting Replacement Media Center Renovation: Building 1 Reroofing: Building 1 Test & Balance: Building 1	Roofing work is 100% complete pending final inspections. Electrical connections to rooftop mechanical equipment is 100% complete, Pending final inspections. Emergency generator installation is pending placement of concrete PAD, expected in mid May. Restroom 117/118 work is in progress. Restroom 106/107 Renovation work is pending completion of 117/118.	92%	93%	The Contractor's current schedule shows Substantial Completion 443 days beyond the Contractual Substantial Completion date.	1). The Contractors current schedule shows a 443 day delay in achieving substantial completion.	Medium	1). The contractor has been notified to submit a Time Impact Analysis (TIA) for project delay.
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Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Ramblewood MS - SMART Program Renovation	P.001867	Lori Alhadeff	5-Construction	ADA Restroom, Renovations: Building 1 Rooms 117/118 and 106/107. Electrical Panel, Switch Gear and Transformer Replacement: Building 1 Emergency Generator Replacement: Building 1 Existing Fire Alarm Recertification: Campus-wide Exterior Lighting Replacement Media Center Renovation: Building 1 Reroofing: Building 1 Test & Balance: Building 1	Roofing work is 100% complete pending final inspections. Electrical connections to rooftop mechanical equipment are 100% complete, pending final inspections. Emergency generator installation is pending placement of concrete PAD, expected 1st week in June. Restroom 117/118 work is in progress. Floor and wall tile installation is expected to start 1st week in June. Restroom 106/107 Renovation work is pending completion of 117/118.	92%	93%	The Contractor's current schedule shows Substantial Completion 443 days beyond the Contractual Substantial Completion date.	1). The contractor's current schedule shows a 443-day delay in achieving substantial completion.	Medium	1). The contractor has been notified to submit a Time Impact Analysis (TIA) for a project delay. PMOR to issue a Notice of Concern.

Riverglades Elementary School

Riverglades ES - SMART Program Renovation	P.001866	Lori Alhadeff	5-Construction	Fire Sprinklers: Buildings 1, 2, 3, 4, & 6 Fire Alarm HVAC Improvements Re-roofing: Buildings 1, 2, 5, & 6.	A change management meeting was held with the contractor, AE, and the PMOR at the PMOR office. A detailed explanation was provided by both the contractor and the AE. PMOR provided direction on the information needed to process the Change orders. The AE was directed to make a site visit with the PMOR and Contract and the EOR in reference to the FA change order. Once this is completed a clear path forward will be made.	82%	88%	The Summer Work is moving forward as planned in the attached SIS Schedule. Pending Items in the building department are being expedited so that work may proceed.	1) The contractor has not submitted an updated schedule. 2) The contractor has failed to provide corrective action. 3) The contractor has failed in the performance of the terms and conditions of the contract achieving final completion.	Medium	Notice to Cure was issued to the contractor on 05/17/22 to Cure by 5/26/22. General Conditions - Article 7, 7.01, 7.01.01.7.01.02 - Submittal of Project Schedules; 7.02, 7.02.01, 7.02.02 - Performance of Work to Ensure Timely Substantial Completion; and 7.03 - Failure to Comply with the Instructions of the Owner. Article 32, 32.01.01 - Failure to Submit Written Claim to Owner. Document 00520 - Article 5, 5.01, and 5.02 - Failure to Achieve Substantial Completion and Final Completion. Document 00520 - Article 6, 6.02 - Time is of the essence and 6.04 - Prompt Payments to Vendors, Subcontractors, and Suppliers. Lunacon submitted a response that is under review.
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Riverside Elementary School



Appendix C.1 Monthly Progress Update (MPU)

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
District: 4 (50 records)											
Broadview Elementary School (1 records)											
Broadview ES - Building Renovations	P.001638	Lori Alhadeff	5-Construction	Electrical Panel Replacements: Building 1 Fire Alarm: Building 1 Conversion of Cafetorium to Music Room: Building 1 Existing Art Lab Renovation: Building 1 Existing Media Center Renovation: Building 1. HVAC Replacement: Building 1 Test & Balance: Buildings J, 2, 5, 7, 8 & 85, Electrical Panels Replacement: Building 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100	Bldg.1 - Roof Drainage replaces section 1A, 1B, 1C Lower East, Roof Curbs replacement Section 1A, 1B, 1C Lower East, Roof RTU Curbs Replacement 1A, 1B, 1C Lower East, Fire Alarm Conduit installation South. Bldg. 2 - Installation of Flashing on Parapets. Roof work in Progress in Bldg 1 Sections 1A, 1B, 1C lower roof - East, Fire Alarm Conduits installation Bldg. 1	61%	46%	Bldg. Replacement RTUs 1-1, 1-2, 1-7 & 1-8, remove Expansion Joint and Old Duct work for RTU 1-7 & 1-8 Bldg. 2 Install New Hatch, Install LWIC & SBS modified roofing system, Remove Expansion Joint and Install Fire Alarm Conduit.	1 The fire alarm permit is not secured, pending R&R Shop Drawings submittal to Building Department 2 The roofing Mechanical & Structural issues, Bldg. 1 3 Pending Installation of Electrical Panel E; Spring Break installation 4 Order the Lift Chair for the Music Room	High	1- Pressure is being applied to GC for resubmission of Fire Alarm Shop Drawings and utilizing concurrent review by Lead CC. 2- Weekly OAC meetings; PM is utilizing the expertise of the PMOR roofing inspector to assist in solving problems. 3- A notice of letter to Cure is in progress, addressed to OAC Action.
Challenger Elementary School (1 records)											
Challenger ES - SMART Program Renovations	P.002040	Lori Alhadeff	5-Construction	Fire Alarm Replacement: Building 1 Conversion of Existing Space to Music and/or Art Lab(s) Music Room Renovation Re-roofing: Buildings 1, 2 & 4 HVAC Improvements: Buildings 1, 2 & 4	Building 1,2,4 Roof Demo & Temp Install, Removed and reinstalled fans & curb. Fire alarm shop drawing Approved 2/23/22. Music renovation is completed (missing one cabinet GC working on shop drawing.	64%	50%	Building 1,2,4 Roof Demo & Temp Install, Removed fans & curb. Fire alarm shop drawing Approved 2/23/22. Music renovation is completed (missing one cabinet GC working on shop drawing.	Roof mechanical. Awaiting A/E response for verification. GC has not provided an SIS for this job. He has been warned it is required.	High	GC to submit Time CO. Updated recover schedule in progress. Still waiting from GC
Coral Glades High School (1 records)											
Coral Glades HS - SMART Program Renovations	P.002080	Lori Alhadeff	5-Construction	Re-Roofing: Building 1, 2, & 3 Test and Balancing: Building 1 MEP support for Re-roofing: Buildings 1 & 3. Remove and Reinstall the Existing Lightning Protection System: Buildings 1, 2, & 3 Test and Balancing: Building 4	The project was issued an NTP on 1/31/22 with a start date of 2/7/22. Submittal process is ongoing and mobilization is being coordinated	31%	1%	Project received NTP on 1-31-22. Schedule will adjust as the project is awaiting PreCon direction.	No Issues and Concerns at this time.		N/A
Coral Park Elementary School (1 records)											
Coral Park ES - SMART Program Renovations	P.002045	Lori Alhadeff	5-Construction	Re-Roofing Building 12 New Structural Cabling for Rooftop Equipment Exterior Painting: Buildings 2, 3, 6, 9, and 85 Fire protection: Building 4 Flow and tamper switch connection to the existing fire alarm. Exterior hardware in all buildings.	Fire Sprinkler installation complete pending final inspection- tamper switch installed as required GC will advise when the final inspection is obtained. There is no physical contract work being performed.	97%	98%	We anticipate the project inspections finishing up by mid to late March, however, the plans review process and inspection have been delayed and pushed out the date. for the completion of the project out of the construction phase and	The FA and FP drawings need to be coordinated to reflect the same information. An ASI is needed to show a tamper flow switch on both sets of shop drawings. The drawings are in review and we anticipate a positive review by the building department.	Low	No open change orders are pending review or processing
Coral Springs High School (1 records)											
Coral Springs HS - GOB Renovations	P.001765	Lori Alhadeff	5-Construction	Provide additional Sprinkler heads in selected rooms of Building 1. RE-Roofing and related repairs to Buildings 1,2,4, and 10. Painting Exterior Walls on Buildings 2,4,10, and 11 Restroom renovations at 630a & 630b. Renovate STEM Labs and advanced Culinary Kitchen in Building 3. HVAC improvements and Chiller replacements Electrical	A/E will submit the curb support detail as quickly as possible. (On hot list) GULF will issue an RFI confirming parapet detail at Building 2, 4, and 10. GULF is expected to start roofs on Building 2, 4, and 10 on June 1 anticipating curb fabrication. Abatement at 417C AHU 1-2 completed. Parapet wall height markup is scheduled to determine future work for lightweight activities. FA shut down inspection for	49%	28%	FINAL INSPECTIONS & ACCEPTANCE 25-Aug-23	Electricians returned to work after a funding concern with GULF-they were offsite for 2 months which negatively impacted the project. Gulf had issues with preparing their invoices. FACP needs to be cleared and the panel currently shows it has a trouble on a circuit.	Medium	A second group change order meeting took place at Gulf builders main office to confer with the owner to get the project back on track.
Coral Springs Middle School (2 records)											
Coral Springs MS - Provide Fire Sprinkle	P.000441	Lori Alhadeff	4-Bid & Award	Fire Sprinkler Protection System: Building 1 (Approx. 146,000 sqft)	The Letter of Recommendation LOR was issued on 2/23/2021 and the LOR has been extended to 5/23/2022. The project was advertised on 2/2/2022 and the bid opening occurred on 3/10/2022. This project is scheduled to go to the April Board to award a GC.	26%	90%	The project was advertised on 2/2/2022 and the bid opening was held on 3/10/2022. This project is scheduled to go to the April Board to award a GC.	No Issues and Concerns at this time.		
Coral Springs MS - SMART Program Renovations	P.001979	Lori Alhadeff	4-Bid & Award	Re-roofing at Building 1. Re-painting at Buildings 1,3,4,5, and 6. HVAC Improvements- Component Replacement at Buildings 1,4 and 5. Media Center Improvements & ADA Restrooms	The LOR was extended to 4/20/2022. The project was advertised on 2/2/2022 and the bid opening was held on 3/10/2022. The project is scheduled to go to the April Board for award of a GC.	28%	90%	The project was advertised on 2/2/2022 and the bid opening was held on 3/10/2022. The project is scheduled to go to the April Board for the award of a GC.	No Issues and Concerns at this time.		
Coral Springs Pre K-8 (f.k.a. Coral Springs Elementary School) (3 records)											
Coral Springs Pre K-8 - ADA Restrooms, Fire Alarm, & Sprinkler	P.001923	Lori Alhadeff	4-Bid & Award	Fire Alarm System Replacement: Campus-wide Fire Sprinklers: Building 1 and civil underground water line tie-in. ADA Restroom Renovations: Building 1 (Rooms 155 & 156).	The Letter of Recommendation (LOR) was issued on 12/08/21. This project will be advertised with the main project, P.001982. We are working closely with the two designers of these projects to prepare the two projects to go out to bid.	22%	85%	This project will be advertised with the main project, P.001982. We are working closely with the two designers of these projects to prepare the two projects to go out to bid.	None Issues and Concerns at this time.		
Coral Springs Pre K-8 - Roofing Building 2, 4, 5, 78 - SMART Program	P.001982-RC1	Lori Alhadeff	5-Construction	Roofs carve-out, Bldgs. 2, 4, 5, 78 and their associated Mechanical Rooftop units.	3/1/22 - 800a's executed by district 3/7/22 - Estimating Order sent out to GC's (Asset, RPM, Sierra) 3/16/22 - 8:30am Site visit	28%	8%		Sierra submits bid on 4/1/22: quadruple Atkins estimate Atkins estimate: \$210.461.75 Sierra estimate: \$875.359.20	Low	Gave Messam construction a courtesy bid extension for 4/14/22

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Coral Glades HS - SMART Program Renovations	P.002080	Lori Alhadeff	5-Construction	Re-Roofing: Building 1, 2, & 3 Test and Balancing: Building 1 MEP support for Re-roofing: Buildings 1 & 3. Remove and Reinstall the Existing Lightning Protection System: Buildings 1, 2, & 3 Test and Balancing: Building 4	The project was issued an NTP on 1/31/22 with a start date of 2/7/22. Submittal process is ongoing including trailer local, roof access, and all delivery areas as well as mobilization is being coordinated. We will proceed to active construction this summer as the roofing binder has been approved.	5&	33%	Project received NTP on 1-31-22. Schedule will adjust early in May as were to mobilize and begin rather than await a later in the Summer construction start.	No issues and concerns at this time.	No Risk	N/A

Coral Park Elementary School

Coral Park ES - SMART Program Renovations	P.002045	Lori Alhadeff	5-Construction	Re-Roofing Building 12 New Structural Cabling for Rooftop Equipment Exterior Painting: Buildings 2, 3, 6, 9, and 85 Fire protection: Building 4 Flow and tamper switch connection to the existing fire alarm. Exterior hardware in all buildings.	Fire Sprinkler's final inspection is pending reviewed and approved drawings with comments- the drawings are waiting for the building department's signature to distribute to the GC GC will advise when the final inspection is obtained.	98%	97%	We anticipated the project to be out of construction and into closeout, the plans review process and inspection have been delayed and pushed out the date.	Fire Sprinkler's final inspection is pending review and approval- this activity of getting a drawing reviewed approved and back to the GCis causing unnecessary time delays	Low	No open change orders are pending review or processing
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Coral Springs High School

Coral Springs HS - GOB Renovations	P.001765	Lori Alhadeff	5-Construction	Provide additional Sprinkler heads in selected rooms of Building 1. RE-Roofing and related repairs to Buildings 1,2,4, and 10. Painting Exterior Walls on Buildings 2,4,10, and 11 Restroom renovations at 630a & 630b. Renovate STEM Labs and advanced Culinary Kitchen in Building 3. HVAC improvements and Chiller replacements Electrical improvements throughout.	Roof work is scheduled to start on June 1 The GC is reviewing ASI 1, ASI 2, and ASI 4 and will produce pricing for the change orders related to these scopes of work. The new switchgear components will be ordered when the electrical engineer verifies that all the loads are included in the electrical calculations. AHU 1-2 replacement is in progress The Culinary lab work will take place this summer the change order will be reviewed in CORP on 5/4/2022.	28%	49%	FINAL INSPECTIONS & ACCEPTANCE 25-Aug-23	Switchgear cannot be ordered until ASI 4 is approved, and FPL approves of bus lap location. The rooftop curb support change order needs to be approved by the building department Building 3 AC is cooling but the school network was decommissioned from that building. Change order 19 was rejected by me - GULF was asking for days and monies to cover GCs for the time ASI 1,2, and 4 spent in the building department under review- through March of this year they held it for various reasons for 300+ days	Medium	
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Coral Springs Middle School

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Coral Glades HS - SMART Program Renovations	P.002080	Lori Alhadeff	5-Construction	Re-Roofing: Building 1, 2, & 3 Test and Balancing: Building 1 MEP support for Re-roofing: Buildings 1 & 3. Remove and Reinstall the Existing Lightning Protection System: Buildings 1, 2, & 3 Test and Balancing: Building 4	GC has mobilized SW area of campus. They provided roofing materials atop Building 1 and installed a scaffolding tower, Demolition of roof occurred atop Bldg. 1. Prepping for roof (Building 2).	20%	44%	Schedule is updated and reflects from now through Summer Work (mid August).	There were a couple of minor issues address amongst roofing team, GC and school (Admin, Security and Custodial). This was initial mobilization when and how as it's all been ironed out.	No Risk	N/A

Coral Park Elementary School

Coral Park ES - SMART Program Renovations	P.002045	Lori Alhadeff	5-Construction	Re-Roofing Building 12 New Structural Cabling for Rooftop Equipment Exterior Painting: Buildings 2, 3, 6, 9, and 85 Fire protection: Building 4 Flow and tamper switch connection to the existing fire alarm. Exterior hardware in all buildings.	The final inspection has occurred and was approved. The 110 b and the Final Inspection reports were requested from the Architect and General Contractor, and the punch list and the substantial completion inspection report has been scheduled.	89%	97%	nothing to report	no items to report	No Risk	No open change orders are pending review or processing
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Coral Springs High School

Coral Springs HS - GOB Renovations	P.001765	Lori Alhadeff	5-Construction	Provide additional Sprinkler heads in selected rooms of Building 1. RE-Roofing and related repairs to Buildings 1,2,4, and 10. Painting Exterior Walls on Buildings 2,4,10, and 11 Restroom renovations at 630a & 630b. Renovate STEM Labs and advanced Culinary Kitchen in Building 3. HVAC improvements and Chiller replacements Electrical improvements throughout.	AHU 1-2 replacement in progress. Mechanical equipment is stored on the second-floor staging area (006 and 008) Gym AHU 1-1 & 1-2 replacement in progress. Duct Heaters installed.	28% as per invoice 13	49%	FINAL INSPECTIONS & ACCEPTANCE 25-Aug-23	Culinary lab Room 320 - Work is on hold pending change order approval by BCPS/AECOM Home Economic Room 311 - Work on hold pending change order approval by BCPS/AECOM	Medium	in a conversation with the GC, if we can shake the COs loose they are confident they will finish the project as indicated on the current schedule. there is a future change order that will push out the end date, that date will be available after the new switchboard gets a shipping date from Square "D"
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Coral Springs Middle School

Coral Springs MS - Provide Fire Sprinkle	P.000441	Lori Alhadeff	5-Construction	Fire Sprinkler Protection System: Building 1 (Approx. 146,000 sqft)	The Letter of Recommendation LOR was issued on 2/23/2021 and the LOR has been extended to 8/23/2022. The project was advertised on 2/2/2022 and the bid opening occurred on 3/10/2022. This project went to the April Board and the project was awarded to West Construction. This project received a Building Permit on 5/18/2022, pending the Notice to Proceed (NTP).	100%	29%	The project was advertised on 2/2/2022 and the bid opening was held on 3/10/2022. This project went to the April Board and the project was awarded to West Construction. This project received a Building Permit on 5/18/2022, pending the Notice to Proceed (NTP).	No Issues and Concerns at this time.	No Risk	
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Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
McArthur High School (3 records)											
McArthur HS - Roofing Building 12, 13, 16, 17, 18, 21, 24, 25, 26 -SMART Program	P.002884	Ann Murray	5-Construction	Roofs carve-out, Bldgs. 12, 13, 16, 17, 18, 21, 24, 25 & 26 and their associated Mechanical Rooftop units.	3/3/22 - Advanced turned-in their 800b package 3/10/22 - meeting with Advanced & Atkins to review proposal. After the meeting Advanced turned-in additional breakdown as requested by Atkins 3/30/22 - Follow-up with Atkins on their review of additional info. 3/31/22 - Atkins turn-in their revised proposal: \$2,482,205.04 vs. Advanced \$2,485,206	29%	1%	Project not in actual construction yet.	No issues or concerns at this time.		
McArthur HS - SMART Program Renovations	P.001954	Ann Murray	4-Bid & Award	Fire Sprinklers: Buildings 2 & 3 Aluminum Store Front: Buildings 1, 2, & 20 Building Envelope Improvements (Roof, Window, Flooring): Buildings 1 - 4, 9 - 13, &15 - 27 Electrical Improvements: Buildings 1 - 5, 9 - 19, 21 - 27, &29. HVAC Improvements: Buildings 1 - 5, 10, 11, 13, 15, 16, 18, & 21 Media Center improvements: Building 5 STEM Lab Improvements: Building 21 Exterior Painting: Buildings 5, 9, 10, 12 - 30, 31-A, 31-B, 31-C, 32, & 33 Replacement of Buildings 6, 7, & 8 Safety / Security Upgrades	Schedule and phasing reviews completed, Gilbane is updating its pricing from the bid opening in October, the PMOR provided direction that they tighten their numbers, and to provide estimates for work that they want to self perform as allowed in their contract. Gilbane also provided a revised estimate for preconstruction services, as they have extended beyond their original scope. They revised their rates and presented a new estimate for consideration. the PMOR will have an internal review to review the extended pre-construction services proposal, the updated firm price, and discuss their fees, meeting is scheduled for the week of April 12.	28%	80%	Schedule and phasing reviews completed, Gilbane is updating its pricing from the bid opening in October, the PMOR provided direction that they tighten their numbers, and to provide estimates for work that they want to self perform as allowed in their contract. Gilbane also provided a revised estimate for preconstruction services, as they have extended beyond their original scope. They revised their rates and presented a new estimate for consideration. the PMOR will have an internal review to review the extended pre-construction services proposal, the updated firm priced and discuss their	Not at this time, we should be ready to approve and process		
McArthur HS - SMART Program Renovations (New Classroom Addition)	P.002892	Ann Murray	3-Design/Permit	New 2 Story 19 Classroom Building Addition. (33,728 SQ. FT.) Demolition of the existing Building No. 8	IT Comments were submitted and a meeting was held to review comments. Multiple meetings have been held to accommodate the IT department with their request for an IT closet (issue is resolved). PM is waiting for a "Landscape Architect" proposal from the Consultant. The consultant needs to resubmit drawings to the building department. Three disciplines are pending for LOR.	19%	85%	The Consultant submitted on 01/18/22 the 100% CDs_R02 comments responses to CMAR and to the Building Department for R03 Review. The BD to provide the 100% CD_R03 comments back to the A/E in February .	- The Building Department requires written confirmation from Pre-Construction to waive the Design Criteria for the Landscaping Design to be signed and sealed by a Registered Landscape Architect. - The CMAR deliverables are taking longer than anticipated and not clearly complying with CMAR Contract section 7.2. 50% deliverable	Low	- Assist the A/E to obtain written confirmation from the Agency Having Jurisdiction (AHJ) to have landscaping and Irrigation as delegated work. - CMAR to provide 100% CD Deliverable, that complies with the project Construction Service Agreement (CSA) - Article 7, section 7.2 (Construction Manager's Deliverables).
Oakridge Elementary School (2 records)											
Oakridge ES - GOB Renovations	P.001712	Ann Murray	5-Construction	Electrical System Renovation: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, & 11 Exterior Aluminum Windows: Buildings 1, & 2 Exterior Doors and Hardware: Buildings 1, 2, 4, & 5 Fire Alarm: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 & 12 HVAC System Replacement: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, & 11 HVAC Controls: Building 12 Interior Finishes & Improvements: Buildings 1, 2, & 11 Media Center Improvements: Building 11 Re-Roofing: Buildings 1, 2, 4, 5, 6, 7, 8, 9, & 10 Sitework (Fence; Landscaping; etc): Building 2	General contractor started roofing renovations on Monday 03-07-22, building 2 and 4 are full demo. GC met with their Fire Alarm subcontractor to go over the scope work and find out what's has been done up to date and what's left in order to provide updated schedule reflecting the completion date. Spring break activities has been coordinated and review by the PMOR, school administration and GC to keep working on roofing, install five (5) AC window units in building-1 and continues working on the Fire Alarm. Currently we have all submittals approved. OAC mentioned that they are having issues with their mechanical subcontractor and this could bring delays on completing their part scope of work.	81%	75%	The contractor submitted their revise schedule and remobilized to the site in December to complete defective scope and to complete the remaining scope. Coordination with the school is on-going. The new CSMP contractor has made significant progress completing Building 2. The school regained occupancy of Cafeteria in Building 2, while the contractor worked to finalize all work in this area, as well as to exterior improvements to Building 2. Part of the roofing material has been delivered and the work is scheduled to start on March. We had the Architect and Engineer of record to visit the school and created a deficiencies list for OAC to address. Soon after we meet with them to go over	The original contractor (OAC Construction) has been removed from Building 2 and was been notified of the Owner's intention to terminate their contract for cause mainly due to their lack of production and performance. This is the result of ongoing self-inflicted delays by contractor, nearly resulting in Oakridge ES not having a cafeteria available for a second consecutive school opening. In addition to the above, a large portion of the completed scope was executed poorly by the contractor, which will result in an extensive reworking of pieces of completed work by others. The district has since reversed course and decided not to terminate OAC Construction.	High	The district has since reversed course and decided not to terminate OAC Construction. OAC is being required to produce a phasing plan showing how they intend to complete the remaining scope of work prior to re-mobilizing to the project.
Oakridge ES - SMART - Building 2 Renovations	P.002663	Ann Murray	5-Construction	Install kitchen hood. Install Hydra-extractor pulper. Reroofing Building-2.	A hydra-extractor pulper was complete and install with inspections pending to pass during spring break. One ice maker plumbing connection and a elevator chair lift has been completed during spring break. Currently GC is coordinating with roofers to install one curve for an exhaust fan fitting the new kitchen hood.	88%	85%	A hydra-extractor pulper was complete and install with inspections pending to pass. One ice make plumbing connection and a elevator chair lift has been completed during spring break. At the current moment the GC is coordinating with roofers to install one curve for an exhaust fan fitting the new kitchen hood. This is the last scope of work pending	General Contactor is having issue getting labor to show up to complete their final scope of work.	Medium	PMOR to elevate issue to upper management and have the GC to provide a recovery schedule.
Olsen Middle School (1 records)											

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
McArthur HS - SMART Program Renovations	P.001954	Ann Murray	4-Bid & Award	Fire Sprinklers: Buildings 2 & 3 Aluminum Store Front: Buildings 1, 2, & 20 Building Envelope Improvements (Roof, Window, Flooring): Buildings 1 - 4, 9 - 13, &15 - 27 Electrical Improvements: Buildings 1 - 5, 9 - 19, 21 - 27, &29. HVAC Improvements: Buildings 1 - 5, 10, 11, 13, 15, 16, 18, & 21 Media Center improvements: Building 5 STEM Lab Improvements: Building 21 Exterior Painting: Buildings 5, 9, 10, 12 - 30, 31-A, 31-B, 31-C, 32, & 33 Replacement of Buildings 6, 7, & 8 Safety / Security Upgrades	The contractor provided a proposed extended Pre-construction proposal that is being reviewed by ATKINS, in addition the contractor has promised a revised final draft of the GMP on Friday May 6th, once received an internal review meeting will be scheduled, to proceed to the board. TL Comment- As of 5/9/22 the contractor has still not provided the final draft of the GMP	80%	28%	Gilbane provided a proposed extended Pre-construction proposal that is being reviewed by ATKINS, in addition Gilbane has promised a revised final draft of the GMP on Friday May 6th, once received an internal review meeting will be scheduled, to proceed to the board.	Not at this time, we should be ready to approve and process	Medium	
McArthur HS - SMART Program Renovations (New Classroom Addition)	P.002892	Ann Murray	3-Design/Permit	New 2 Story 19 Classroom Building Addition. (33,728 SQ. FT.) Demolition of the existing Building No. 8	PM is reviewing the "Landscape Architect" proposal from the Consultant. The PM is attempting to receive a waiver for the "Landscape Architect" from Pre-Construction. The consultant has submitted Contract Documents to the building department, in the interim of acquiring the waiver, to close the other open disciplines.	85%	19%	The Consultant submitted on 01/18/22 the 100% CDs_R02 comments responses to CMAR and to the Building Department for R03 Review. The BD to provide the 100% CD_R03 comments back to the A/E in February.	- The Building Department requires written confirmation from Pre-Construction to waive the Design Criteria for the Landscaping Design to be signed and sealed by a Registered Landscape Architect. - The CMAR deliverables are taking longer than anticipated and not clearly complying with CMAR Contract section 7.2. 50% deliverable only included 50% Design Development Estimate.	Low	- Assist the A/E to obtain written confirmation from the Agency Having Jurisdiction (AHJ) to have landscaping and Irrigation as delegated work. - CMAR to provide 100% CD Deliverable, that complies with the project Construction Service Agreement (CSA) - Article 7, section 7.2 (Construction Manager's Deliverables).

Oakridge Elementary School

Oakridge ES - GOB Renovations	P.001712	Ann Murray	5-Construction	Electrical System Renovation: Buildings 1, 2, 3. 4, 5. 6. 7, 8, 9, & 11 Exterior Aluminum Windows: Buildings 1, & 2 Exterior Doors and Hardware: Buildings 1, 2, 4, & 5 Fire Alarm: Buildings 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 & & 12 HVAC System Replacement: Buildings 1, 2, 3, 4, 5, 6, 7. 8, 9, & 11 HVAC Controls: Building 12 Interior Finishes & Improvements: Buildings 1, 2, & 11 Media Center Improvements: Building 11	Roofing demolition and Temp is about 50% completed. GC met with their Fire Alarm subcontractor to go over the scope work and find out what's has been done up to date and what's left in order to provide updated schedule reflecting the completion date. A meeting will be coordinate with OR to review the FA scope before summer. OAC mentioned that they are having issues with their mechanical subcontractor and this could	75%	81%	The contractor submitted their revise schedule and remobilized to the site in December to complete defective scope and to complete the remaining scope. Coordination with the school is on-going. The new CSMP contractor has made significant progress completing Building 2. The school regained occupancy of Cafeteria in Building 2, while the contractor worked to finalize all work in this area, as well	The original contractor (OAC Construction) has been removed from Building 2 and was been notified of the Owner's intention to terminate their contract for cause mainly due to their lack of production and performance. This is the result of ongoing self-inflicted delays by contractor, nearly resulting in Oakridge ES not having a cafeteria available for a second consecutive school opening. In addition to the above, a large portion of the completed scope was executed poorly by the contractor, which	High	The district has since reversed course and decided not to terminate OAC Construction. OAC is being required to produce a phasing plan showing how they intend to complete the remaining scope of work prior to re-mobilizing to the project.
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Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				story building.							
McArthur High School											
McArthur HS - Roofing Building 12, 13, 16, 17, 18, 21, 24, 25, 26 - SMART Program	P.002884	Ann Murray	5-Construction	Roofs carve-out, Bldgs. 12, 13, 16, 17, 18, 21, 24, 25 & 26 and their associated Mechanical Rooftop units.	5/3/22 - WMBE forms & recorded Bonds turned-in to PWS 5/5/22 - NTP package with PWS pending the upcoming May Board approval. 5/17/22 - Board approves additional funding. 5/24/22 - NTP is pending Capital to issue the PO 5/27/22 - Follow-up with PWS 5/31/22 - NTP package with Capital - awaiting issuing a requisition number	19%	37%	Project not in actual construction yet.	No issues or concerns at this time.	No Risk	
McArthur HS - SMART Program Renovations	P.001954	Ann Murray	4-Bid & Award	Fire Sprinklers: Buildings 2 & 3 Aluminum Store Front: Buildings 1, 2, & 20 Building Envelope Improvements (Roof, Window, Flooring): Buildings 1 - 4, 9 - 13, &15 - 27 Electrical Improvements: Buildings 1 - 5, 9 - 19, 21 - 27, &29. HVAC Improvements: Buildings 1 - 5, 10, 11, 13, 15, 16, 18, & 21 Media Center improvements: Building 5 STEM Lab Improvements: Building 21 Exterior Painting: Buildings 5, 9, 10, 12 - 30, 31-A, 31-B, 31-C, 32, & 33 Replacement of Buildings 6, 7, & 8 Safety / Security Upgrades	The contractor has still not provided the final draft of the GMP. A meeting is scheduled to discuss merging the project phases into one GMP. The new Building Addition LOR is anticipated by June 20, 2022. The SMART program permit was renewed to 9/6/2022.	80%	29%	Gilbane still didn't provide the final GMP.	GMP negotiation delays have delayed the construction start.	Medium	The roof scope of work will be carved out under a separate project. Trailers are scheduled to be added to the project to help to reduce construction duration.
McArthur HS - SMART Program Renovations (New Classroom Addition)	P.002892	Ann Murray	3-Design/Permit	New 2 Story 19 Classroom Building Addition. (33,728 SQ. FT.) Demolition of the existing Building No. 8	Contract documents are pending 2 disciplines to achieve LOR. A "Use of Supplemental Services" was approved and issued to the consultant for the sign and seal of drawings from a landscape architect. Also, the plumbing discipline was previously approved in R03 but came back revise and resubmit in R04. The Engineer has questions regarding the building department comments and a meeting has been held	85%	20%	The Consultant submitted on 01/18/22 the 100% CDs_R02 comments responses to CMAR and to the Building Department for R03 Review. The BD to provide the 100% CD_R03 comments back to the A/E in February.	- The Building Department requires written confirmation from Pre-Construction to waive the Design Criteria for the Landscaping Design to be signed and sealed by a Registered Landscape Architect. - The CMAR deliverables are taking longer than anticipated and not clearly complying with CMAR Contract section 7.2. 50% deliverable only included 50% Design Development Estimate.	Low	- Assist the A/E to obtain written confirmation from the Agency Having Jurisdiction (AHJ) to have landscaping and Irrigation as delegated work. - CMAR to provide 100% CD Deliverable, that complies with the project Construction Service Agreement (CSA) - Article 7, section 7.2 (Construction Manager's Deliverables).

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Maplewood Elementary School (2 records)											
Maplewood ES - Building Renovations	P.001639	Lori Alhadeff	5-Construction	ADA Restrooms Fire Sprinklers Improvements: Building 1 Roof Replacement: Building 1, 2, 4, 5, 6, & 80, Fire Alarm Improvements: Campus-wide.	The roofing and fire alarm scope is in progress. They are continuing with the fire alarm work. Percent Complete: Building 1 - Roofing - 99% Building 2 - Roofing - 99% Building 4 - Roofing - 99% Building 5 - Roofing - 99% Building 6 - Roofing - 99% Building 80 - Roofing - 100% Fire Alarm - 88%	93%	93%	The original substantial competition was 2/5/21, Change order #2 added 72 days; the new substantial completion is scheduled for 4/18/21. Per the contractor's November project schedule, the substantial completion date is pushed to 4/14/22, this is being pushed back for the delays with the Fire Alarm, and Roofing scope, I have requested the Contractor to shorten these days; Notice to Cure was sent to Upper Management for review. The fire Alarm submittal has been approved by the Building Department on 5/17/21 and has commenced work on 6/10/21. There was a delay in replacing the EM-2 panel, the existing one is a 1-phase, and the approved is a 3-phase; to switch out this panel we must replace the transformer. The drawings for the transformer were never provided by the EOR and submitted an ASI to the Building Department on 7/30/21, this submittal was RR, and the EOR resubmitted and was approved. EM-2 panel and transformer were installed during Thanksgiving break. Roofing is ongoing with Buildings 1, 2, 4, 5, 6, & 80. Roof curb submittal was approved by the Building Department on 7/20/21, the	- Substantial Completion date has passed 2/5/21, the new substantial completion per their updated schedule is 6/2022. The fire alarm scope of work is mainly driving this critical path. - Fire Alarm Scope of Work - Lack of urgency to start this scope of work. Delay in device delivery, the panels and some other devices are on backorder. They received an update from the subcontractor on December 10th for delivery dates. The contractor is contacting other vendors to get the remaining devices. The contractor has submitted a letter from Honeywell stating that they can not give a firm date for the delivery of the 110 devices. Devices were delivered in February. - Project schedules/Short Term Schedules - GC project schedules are always incorrect and unrealistic. - A/E and contractor having difficulty with the connection of the generator to the new fire alarm system and a number of devices that have clearance issues.	Medium	-SC - Applied Liquidated Damages (LD). The contractor was given three (3) weeks to provide a Time Impact Analysis (TIA), received 4/8/21, LD is on hold until TIA review is complete. TIA AECOM review was complete, Contractor was denied their time extension. The contractor submitted a response to the denied TIA on 7/27/21. Notice to Cure was sent to Upper Management on 10/1/21. - Roof Exhaust change order has been issued, the roof reality team is having a disagreement with the price of the exhaust fans. Brought this to CORP on 7/21/21, and was revised and resubmitted. The contractor has resubmitted their CO and is being reviewed. - Fire Alarm - Had a meeting with the GC on 6/3/21, and received confirmation that the fire alarm subcontractor will be on-site on 6/7/21 to start the work. The contractor was on site on 6/10/21 to start conduit rough. Follow-up with the sub-contractor weekly to get a status on delivery of devices. Notice to Cure was submitted to Upper Management on 10/1/21 - Project Schedules/Short Term Schedules - Reviewing these schedules in our OAC meetings for accuracy. Notice to Cure was sent to Upper Management on 10/1/21. - Scheduled a meeting with the Fire department onsite to discuss the existing generator and tying the fire alarm to it.
Maplewood ES - SMART HVAC & Media Center	P.001998	Lori Alhadeff	6-Substantial Completion/Closeout	HVAC Improvements Campus-wide with Test and Balance and Media Center Improvements in Building 1	The 110B form has been submitted to the Building Department. It is pending the resolution of an outstanding ASI. The architect submitted an email that was sent over to the Building Department at the end of February. The ASI will be resolved soon and the project will proceed to close out. The ASI was voided out. 110B form was missing the signature and seal from the A/E. Awaiting delivery of 110B document from A/E to finish up this phase of construction.	97%	99%	We had a setback in Sept 2020 because the slab floor in the media center failed its moisture test, took about two (2) months to get the change order in order and approved. Our Critical path is the Doors, two (2) electrical poles, and Fire Alarm. We have had some setbacks with the first fire subcontractor after the first Building Department review, Contractor hired another subcontractor, and the Fire Alarm submittal was approved on 5/17/21 by the Building Department, and the contractor has finished installing the strobes, and fire inspections. The door subcontractor has had some setbacks due to COVID, but this submittal was approved on 5/13/21 (6-8 week lead time) and was delivered on-site, the contractor is having an issue with the subcontractor not being responsive, they have reached out to a different subcontractor to complete the work. The electrical pole submittal was approved on 4/12/21; CCD was issued to the contractor on 7/26/21, this work is complete. Test and Balance issues will be submitted to upper management for the ESSER fund to be completed. Door installation was	The 110B is pending due to an open plan change with the Building department related to the pull stations. Fire alarm review shows in the system as revise and resubmit. Item was supposed to be voided.	High	Working with A/E to submit 110B again to the Building department.
Marjory Stoneman Douglas High School (6 records)											
Marjory Stoneman Douglas HS - Demolition of Building 12 and Restore Site	P.002299	Lori Alhadeff	3-Design/Permit	Demolition of existing Building #12, sits at the north-east end of the site, south of the student parking lot area. It is a 45,600 sq ft, three-story structure containing classrooms, administrative areas, restrooms, as well as accessory mechanical and electrical spaces. Three stories are connected through interior stairs at both, east and west end, with an	2-6-22 The A/E submitted 50% CD for the BD review. 2-18-22 The BD completed the 50% CD review and approved with comments 2-26-22 The A/E had a Ground Penetrating Radar survey conducted around Building #12. The A/E is in the process of preparing the 100% CD for this project.	11%	37%	The 100% CD to be submitted in March 2022.	The A/E is running late on deliverables.	Low	The PM to work with A/E to recover or minimize the impact to the schedule.

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				Balance, and 25 Exit Signs), 2 (4 exhaust fans with new roof curbs and back draft dampers, 3 air handler units, and new DDC controls), 3 (3-circulating pumps, 6-new pumps, DDC controls, and 2-chillers and new chilled water piping), 4 (1 -AHU, new DDC controls, 1-exhaust fan, provide roof curb and back draft damper, and Test & Balance), 5 (3-AHU, remove existing air-cooled chiller and associated components, prep existing chilled water pipes, to remain, for a new connection to the chilled water system, and Test & Balance), 8 (new connection to the chilled water system, and Test & Balance) Media Center Improvements School Choice Enhancement STEM Lab Improvements: Building 1 (1st Floor Rooms 203 & 205, 312 & 312A and 2nd Floor Rooms 516, 525 & 526) Science Lab (Room 525): Demo all sinks and associated piping, provide new sinks with water & gas piping; provide acid waste piping to new lab sinks; and emergency eyewash shower (Building 10 - 1st Floor Rooms 1016 & 1018)	generators completed and pending final inspections. Each building requiring a temporary generator during the summer switchgear replacement have disconnect switch box at the exterior of each electric room for quick generator connection.				lab 512 and boys locker room ceiling. Fire alarm work and fire sprinkler work requested PPO assist but was denied and GC directed by PPO to get licensed fire alarm/sprinkler subcontractor to do the work.		

James S. Hunt Elementary School

James S. Hunt ES - SMART Program Renovations	P.002059	Lori Alhadeff	4-Bid & Award	Re-roofing: Buildings 2, 5, 6 & 7. Exterior Painting: Building 1. Doors Replacement: Building 5, 6, & 7. Fire Sprinklers: Building 1. Media Center Improvements & ADA Restrooms: Building 1. Fire Alarm System Replacement: Campus-wide. HVAC Improvements: Buildings 1, 5, 6, 7, and chiller yard.	The Building Department issued a Letter of Recommendation (LOR) on 9/24/2021. The LOR has been extended to 6/24/2022. This project was advertised on 3/18/2022 and the bid opening occurred on 4/22/2022. This project is expected to go to the June Board to award a GC.	95%	25%	The LOR has been extended to 6/24/2022. This project was advertised on 3/18/2022 and the bid opening occurred on 4/22/2022. This project is expected to go to the June Board to award a GC.	No concerns at this time.	No Risk	
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Maplewood Elementary School

Maplewood ES - Building Renovations	P.001639	Lori Alhadeff	5-Construction	ADA Restrooms Fire Sprinklers Improvements: Building 1 Roof Replacement: Building 1, 2, 4, 5, 6, & 80, Fire Alarm Improvements:	The roofing and fire alarm scope is in progress. 04/22 - They are continuing with the fire alarm work. GC is having issues with fire alarm inspections and we	93%	93%	The original substantial competition was 2/5/21, Change order #2 added 72 days; the new substantial completion is scheduled for 4/18/21. Per the contractor's	- Substantial Completion date has passed 2/5/21, the new substantial completion per their updated schedule is 6/2022. The fire alarm scope of work is mainly driving this critical path.	Medium	-SC - Applied Liquidated Damages (LD). The contractor was given three (3) weeks to provide a Time Impact Analysis (TIA), received 4/8/21, LD is on
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Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
				Campus-wide.	<p>have additional devices that are life safety related that will be added.</p> <p>Percent Complete: Building 1 - Roofing - 100% Building 2 - Roofing - 100% Building 4 - Roofing - 100% Building 5 - Roofing - 100% Building 6 - Roofing - 100% Building 80 - Roofing - 100% Fire Alarm - 89%</p>			<p>November project schedule, the substantial completion date is pushed to 4/14/22, this is being pushed back for the delays with the Fire Alarm, and Roofing scope, I have requested the Contractor to shorten these days; Notice to Cure was sent to Upper Management for review. The fire Alarm submittal has been approved by the Building Department on 5/17/21 and has commenced work on 6/10/21. There was a delay in replacing the EM-2 panel, the existing one is a 1-phase, and the approved is a 3-phase; to switch out this panel we must replace the transformer. The drawings for the transformer were never provided by the EOR and submitted an ASI to the Building Department on 7/30/21, this submittal was RR, and the EOR resubmitted and was approved. EM-2 panel and transformer were installed during Thanksgiving break. Roofing is ongoing with Buildings 1, 2, 4, 5, 6, & 80. Roof curb submittal was approved by the Building Department on 7/20/21, the material was ordered and going to be on-site the week of 8/2/21, all curbs have been installed. The Roofing work is near completion. Warranty walk thru for the roofing was conducted on March 21st for all of the buildings. Only a few items need to be addressed.</p> <p>Building 1 - Roofing - 100% Building 2 - Roofing - 100% Building 4 - Roofing - 100% Building 5 - Roofing - 100% Building 6 - Roofing - 100% Building 80 - Roofing -</p>	<p>- Fire Alarm Scope of Work - Lack of urgency to start this scope of work. Delay in device delivery, the panels and some other devices are on backorder. They received an update from the subcontractor on December 10th for delivery dates. The contractor is contacting other vendors to get the remaining devices. The contractor has submitted a letter from Honeywell stating that they can not give a firm date for the delivery of the 110 devices. Devices were delivered in February.</p> <p>- Project schedules/Short Term Schedules - GC project schedules are always incorrect and unrealistic.</p> <p>- A/E and contractor having difficulty with the connection of the generator to the new fire alarm system and a number of devices that have clearance issues.</p> <p>- GC still moving slowly to complete fire alarm work. GC is having difficulties with inspections and are being informed that additional devices will need to be added due to life safety. Discussion between AECOM, MC Harry and Lunacon in regards to additional fire alarm devices and changes is ongoing.</p>		<p>hold until TIA review is complete. TIA AECOM review was complete, Contractor was denied their time extension. The contractor submitted a response to the denied TIA on 7/27/21. Notice to Cure was sent to Upper Management on 10/1/21.</p> <p>- Roof Exhaust change order has been issued, the roof reality team is having a disagreement with the price of the exhaust fans. Brought this to CORP on 7/21/21, and was revised and resubmitted. The contractor has resubmitted their CO and is being reviewed.</p> <p>- Fire Alarm - Had a meeting with the GC on 6/3/21, and received confirmation that the fire alarm subcontractor will be on-site on 6/7/21 to start the work. The contractor was on site on 6/10/21 to start conduit rough. Follow-up with the sub-contractor weekly to get a status on delivery of devices. Notice to Cure was submitted to Upper Management on 10/1/21</p> <p>- Project Schedules/Short Term Schedules - Reviewing these schedules in our OAC meetings for accuracy. Notice to Cure was sent to Upper Management on 10/1/21.</p>

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
								100% Fire alarm work is moving slowly. Per updated schedule, they will not be 100% completed until the end of July 2022. 04/22 - Fire alarm work is moving slowly. GC having issues with inspections. Additional fire alarm devices need to be added. Meeting with MC Harry and Lunacon to discuss.			
Maplewood ES - SMART HVAC & Media Center	P.001998	Lori Alhadef	5-Construction	HVAC Improvements Campus-wide with Test and Balance and Media Center Improvements in Building 1	The 110B form has been submitted to the Building Department. It is pending the resolution of an outstanding ASI. The architect submitted an email that was sent over to the Building Department at the end of February. The ASI will be resolved soon and the project will proceed to close out. The ASI was voided out. 110B form was missing the signature and seal from the A/E. Awaiting delivery of 110B document from A/E to finish up this phase of construction. 4/2022 - Obtained executed 110B. Finalizing a couple of pending change orders	100%	97%	We had a setback in Sept 2020 because the slab floor in the media center failed its moisture test, took about two (2) months to get the change order in order and approved. Our Critical path is the Doors, two (2) electrical poles, and Fire Alarm. We have had some setbacks with the first fire subcontractor after the first Building Department review, Contractor hired another subcontractor, and the Fire Alarm submittal was approved on 5/17/21 by the Building Department, and the contractor has finished installing the strobes, and fire inspections. The door subcontractor has had some setbacks due to COVID, but this submittal was approved on 5/13/21 (6-8 week lead time) and was delivered on-site, the contractor is having an issue with the subcontractor not being responsive, they have reached out to a different subcontractor to complete the work. The electrical pole submittal was approved on 4/12/21; CCD was issued to the contractor on 7/26/21, this work is complete. Test and Balance issues will be submitted to upper	4/2022 - No issues or concerns at this time	No Risk	

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
James S. Hunt ES - SMART Program Renovations	P.002059	Lori Alhadeff	4-Bid & Award	Re-roofing: Buildings 2, 5, 6 & 7. Exterior Painting: Building 1. Doors Replacement: Building 5, 6, & 7. Fire Sprinklers: Building 1. Media Center Improvements & ADA Restrooms: Building 1. Fire Alarm System Replacement: Campus-wide. HVAC Improvements: Buildings 1, 5, 6, 7, and chiller yard.	The Building Department extended the Letter of Recommendation (LOR) to 9/24/2022. This project was advertised on 3/18/2022 and the bid opening occurred on 4/22/2022. This project is expected to go to the June Board to award a GC.	96%	25%	The LOR has been extended to 9/24/2022. This project was advertised on 3/18/2022 and the bid opening occurred on 4/22/2022. This project is expected to go to the June Board to award a GC.	No concerns at this time.	No Risk	
Maplewood Elementary School											
Maplewood ES - Building Renovations	P.001639	Lori Alhadeff	5-Construction	ADA Restrooms Fire Sprinklers Improvements: Building 1 Roof Replacement: Building 1, 2, 4, 5, 6, & 80, Fire Alarm Improvements: Campus-wide.	Lunacon has stopped all work until the change orders have been approved for the fire alarm for them to proceed with the additional devices. Roofing is completed. Percent Complete: Fire Alarm - 89%	93%	93%	Fire alarm work has come to a halt due to the number of change orders for the additional devices that Lunacon needs in order to pass their inspections. Pending approval of change orders.	- Project schedules/Short Term Schedules - GC project schedules are always incorrect and unrealistic. - A/E and contractor having difficulty with a number of devices that have clearance issues. - GC still moving slowly to complete fire alarm work. GC is having difficulties with inspections and are being informed that additional devices will need to be added due to life safety. Discussion between AECOM, MC Harry and Lunacon in regards to additional fire alarm devices and changes is ongoing.	Medium	- Roof Exhaust change order has been issued, the roof reality team is having a disagreement with the price of the exhaust fans. Brought this to CORP on 7/21/21, and was revised and resubmitted. The contractor has resubmitted their CO and is being reviewed. - Project Schedules/Short Term Schedules - Reviewing these schedules in our OAC meetings for accuracy.
Maplewood ES - SMART HVAC & Media Center	P.001998	Lori Alhadeff	6-Substantial Completion/Closeout	HVAC Improvements Campus-wide with Test and Balance and Media Center Improvements in Building 1	The 110B form has been submitted to the Building Department. It is pending the resolution of an outstanding ASI. The architect submitted an email that was sent over to the Building Department at the end of February. The ASI will be resolved soon and the project will proceed to close out. The ASI was voided out. 110B form was missing the signature and seal from the A/E. Awaiting delivery of 110B document from A/E to finish up this phase of construction. 4/2022 - Obtained executed 110B. Finalizing a couple of pending change orders	5%	99%	We had a setback in Sept 2020 because the slab floor in the media center failed its moisture test, took about two (2) months to get the change order in order and approved. Our Critical path is the Doors, two (2) electrical poles, and Fire Alarm. We have had some setbacks with the first fire subcontractor after the first Building Department review, Contractor hired another subcontractor, and the Fire Alarm submittal was approved on 5/17/21 by the Building Department, and the contractor has finished installing the strobes, and fire inspections. The door subcontractor has had some	4/2022 - No issues or concerns at this time 5/2022 - No issues or concerns at this time	No Risk	

Project Name	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Overall Project Percent Complete	Current Phase Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation Strategy
Marjory Stoneman Douglas HS - Modular Classrooms (portables)	P.002219	Lori Alhadeff	6-Substantial Completion/Closeout	The scope of Work includes the following: Phase 1: Modular Classroom Removal Removal of existing modular classrooms and group restrooms, inclusive of all associated components. Demolition in existing modular unit C12 Removal of existing service sink in group restroom Removal of existing EWC's Phase 2: Outdoor Basketball Court	Phase 1 The Certificate of Occupancy (form 110b) was completed by the Building Dept. on 8/13/18 The Certificate of Final Inspection (form 209) was fully executed on 1/13/2020. Phase 2 No Certificate of Occupancy (form 110b) is needed for portable removal The Certificate of Final Inspection (form 209) was fully executed on 10/1/2021 All closeout documents have been received from the GC and	100%	100%	No schedule updates	No issues or concerns		
Marjory Stoneman Douglas HS - New Addition to Replace Building 12	P.002185	Lori Alhadeff	6-Substantial Completion/Closeout	The new addition replaced the existing Building 12 with 30 new general-purpose classrooms, administrative offices, teacher planning spaces, and other required spaces totaling approximately 44,480 (SF).	The Certificate of Occupancy (form 110b) was received on 8/13/2021. CHNG-3 was approved by the Board during the December RSBM. CHNG-8 was approved by the Board during the February RSBM. All closeout documents have been received from the GC and AE Electronically. Documents have been turned over to the school. The Warranty Walkthrough was completed on 9/1/2021. The final inspections are completed and the GC and AE are working on the submission of their Certificate of Final Completion	99%	85%	Substantial completion was achieved on 9/22/2020A.	No issues or concerns at this time.		
Marjory Stoneman Douglas HS - New Addition to Replace Building 12 (HVAC)	P.002185-HVC	Lori Alhadeff	5-Construction	Installation of a new chiller, pumps, and piping to serve Buildings 12 and 13. The chiller yard will be built on the northwest side of Building 13	All field construction work is completed.	95%	98%	A time impact analysis has been included with the CHNG-2 to extend the schedule to 6/20/2022	There is one outstanding change order that is awaiting scheduler review.	Low	Bring the Change Order to the Change Order Review Panel on 4/20/2022 if allowed.
Marjory Stoneman Douglas HS - Re-Roofing Building 9	P.002587	Lori Alhadeff	5-Construction	-Emergency reroof on Building 9.	-Building 9 roof is dried-in and metalwork has been completed. -The tile work for the roof is on hold, due to a nationwide shortage of approved tile adhesive and tile.	83%	85%	-Building 9 has been dried in and can be utilized by the students and staff. -Tile work to be completed when tile adhesive becomes available.	1) Tile work is on hold pending receipt of tile adhesive, which has a significant backlog. 2) The tile also has a long lead time. The current estimate for getting tile is currently March to May 2022.	Medium	1) Contractor is trying to locate another approved adhesive that is more readily available. The newly installed cap sheet does not need to be tiled; therefore, there is no danger of leaks. The Principal is aware that the building is being utilized at this time. 2) Atlas is monitoring the tile situation in hopes that back-ordered tile for other
Marjory Stoneman Douglas HS - SMART Program Renovations	P.000817	Lori Alhadeff	4-Bid & Award	Sitework (Replace VFD (4) at the swimming pool) Entire Fire Alarm Replacement Art Lab Music Room Re-Roofing: Buildings 1 (6500SF), 2 (20000 SF), 3 (6100SF), 4 (Membrane flashing at metal edge 160LF), 5 (5000SF), 6 (27000SF), 7 (Membrane flashing at metal edge 160 LF), 8 (10300SF), 9 (14016SF) & 11 Exterior Painting: Buildings 1 (including soffits), 2, 3, 4, 5, 7, 8 (including soffits), 9, 10, & 11 Mechanical Upgrades: Buildings 1 (Controls, exhaust hood, ductwork (1000lf), exhaust fans (4), increase make-up air, (2) AHU, piping, & small exhaust/hood.), 2 (Controls, 2X2 exhaust/hoods, ductwork replacement, exhaust fans (8), AHU (2), fan coil, large exhaust, piping, roof condenser, and small exhaust /hood (4).), 3 (Controls, exhaust Fans. piping, & air compressor.), 4 (Controls, ductwork 1600 LF, AHU 2, & piping.), 5 (Controls, ductwork 3000LF, AHU 2, & piping 31552LF.), 6 (Controls, ductwork 4000LF, AHU 6, & piping 45049 LF.), 7 (Controls, AHU (2), Exterior AHU (2), ductwork 2000LF, controls, AHU (2), & piping 24262 SF), 8 (Controls, duct dampers (4), AHU replacement (6), ductwork, Electric unit heater, exhaust fans (2), AHU 4, & piping 25724.), & 9 (Controls, ductwork, AHU (2), &	Building Dept. issued a LOR on April 26, 2021. The Project is in the GMP preparation phase. A Roof Reality Report was issued to CMAR and AE for review. The Designer issued an addendum for roof/mechanical comments and removal of building 9 roofing scope, this is being handled as an emergency re-roofing project. The CMAR is currently preparing the Guaranteed Maximum Price (GMP), which is expected in the first week of November. AECOM requested CMAR to include portables in the GMP. CMAR is adjusting the GMP accordingly which has extended the submittal duration of the GMP. GMP was submitted on 12/22/21 and was distributed for review. Meanwhile, we have requested pricing and design from the Designer for temporary trailers. March update- Phasing plans have been discussed with the Contractor and will be resubmitted. A revised phasing plan will be discussed with the school. We are on track for the May Board date.	28%	75%	PMOR forwarded the LOR set to IT for review and agreement. PMOR needs to present an updated Music estimate with FFE to the Principal for the final agreement. A/E. received a 100% Constructability Report and issued comments back to CMAR. Emergency Work Order for re-roofing at Building 9. This project has been falling behind due to new portables being added and the contractor pushing back on including the portables for their work and working with the PM to solve issues and resolve the portables to help get the project done. We have finalized the GMP items now and are ready to negotiate to start in January with a February board award.	The GMP is behind schedule.	Low	A meeting is scheduled to begin reviewing provided bid tab packages and clarify the schedule and phasing plans.
Millennium 6-12 Collegiate Academy (f.k.a Millennium Middle School) (1 records)											
Millennium 6-12 Collegiate Academy - SMART Program Renovations	P.002046	Lori Alhadeff	5-Construction	Re-Roofing Buildings 1, 2,& 3. Music room renovations Building 3 (Rooms 112, 112A, 112B, & 112C). Band Room Renovations Building 3 (Rooms 113, 113A, & 113C). Art Lab Renovations Building 3. Test & Balance: Buildings 1, 2, & 3. HVAC System Replacement- Building 4 Ductless split system replacement- Building 2. Fire Alarm	Roof top MEP renovations were completed and installation of LWIC and membrane has begun. The contractor is preparing for summer HVAC work.	64%	50%	The overall construction is on schedule at this time.	No Issues and Concerns at this time.	Low	

Appendix B

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
								management for the ESSER fund to be completed. Door installation was completed on 11/2/21. Building Final passed on 11/5/21. Pending 110B due to outstanding plan change that was not rectified. 4/2022 - Obtained executed 110B			

Marjory Stoneman Douglas High School

Marjory Stoneman Douglas HS - Demolition of Building 12 and Restore Site	P.002299	Lori Alhadeff	3-Design/Permit	Demolition of existing Building #12, sits at the north-east end of the site, south of the student parking lot area. It is a 45,600 sq ft, three-story structure containing classrooms, administrative areas, restrooms, as well as accessory mechanical and electrical spaces. Three stories are connected through interior stairs at both, east and west end, with an elevator on the west side of the building	4-28-22 A/E submitted the 100% Construction Documents to the Building Department.	76%	18%	The LOR expected in May 2022.	The A/E is running late on deliverables.	Low	The PM to work with A/E to recover or minimize the impact to the schedule.
Marjory Stoneman Douglas HS - Modular Classrooms (portables)	P.002219	Lori Alhadeff	8-Financial Completion	<p>The scope of Work includes the following;</p> <p>Phase 1: Modular Classroom Removal Removal of existing modular classrooms and group restrooms, inclusive of all associated components. Demolition in existing modular unit C12 Removal of existing service sink in group restroom Removal of existing EWC's</p> <p>Phase 2: Outdoor Basketball Court Replacement</p>	<p>Phase 1 The Certificate of Occupancy (form 110b) was completed by the Building Dept. on 8/13/18 The Certificate of Final Inspection (form 209) was fully executed on 1/13/2020.</p> <p>Phase 2 No Certificate of Occupancy (form 110b) is needed for portable removal The Certificate of Final Inspection (form 209) was fully executed on 10/1/2021</p> <p>All closeout documents have been received from the GC and revised.</p>	100%	100%	No schedule updates	No issues or concerns	No Risk	
Marjory Stoneman Douglas HS - New Addition to Replace Building 12	P.002185	Lori Alhadeff	7-Final Completion	The new addition replaced the existing Building 12 with 30 new general-purpose classrooms, administrative offices, teacher planning spaces, and other required spaces totaling approximately 44,480 (SF).	The Certificate of Occupancy (form 110b) was received on 8/13/2021. CHNG-3 was approved by the Board during the December RSBM. CHNG-8 was approved by the Board during the February RSBM.	100%	99%	Substantial completion was achieved on 9/22/2020A.	No issues or concerns at this time.	No Risk	

Appendix B

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
					All closeout documents have been received from the GC and AE Electronically. Documents have been turned over to the school. The Warranty Walkthrough was completed on 9/1/2021. The final inspections are completed. The GC and AE are still working on the submission of their Certificate of Final Completion (form 209) for approval from the Building Dept.						
Marjory Stoneman Douglas HS - New Addition to Replace Building 12 (HVAC)	P.002185-HVC	Lori Alhadeff	5-Construction	Installation of a new chiller, pumps, and piping to serve Buildings 12 and 13. The chiller yard will be built on the northwest side of Building 13.	All field construction work is completed. The Final Inspection was passed on 4-11-2022. The form 110b has been signed by the Engineer of Record and the Contractor.	98%	95%	A time impact analysis has been included with the CHNG-2 to extend the schedule to 6/20/2022	There is one outstanding change order that is awaiting scheduler review.	Low	Bring the Change Order to the Change Order Review Panel on 5/18/2022 if allowed.
Marjory Stoneman Douglas HS - Re-Roofing Building 9	P.002587	Lori Alhadeff	5-Construction	-Emergency reroof on Building 9.	-Building 9 roof is dried-in and metalwork has been completed. -The tile work for the roof is delayed due to a nationwide shortage of approved tile adhesive and tile.	85%	83%	-Building 9 has been dried-in with a permanent cap sheet and is being utilized by the students and staff. -Tile work to be completed when the tile adhesive and tile become available.	1) Tile work is delayed pending receipt of tile adhesive, which has a significant backlog. 2) The tile also has a long lead time. The tile manufacturer does not currently have an estimated delivery time for the tile.	Low	1) The newly installed cap sheet does not need to be tiled; therefore, there is no danger of leaks. The Principal is aware that the building is being utilized at this time. 2) The roofing contractor is monitoring the tile situation in hopes that back-ordered tile for other contractors is released and the tile is made available.
Marjory Stoneman Douglas HS - SMART Program Renovations	P.000817	Lori Alhadeff	4-Bid & Award	Entire Fire Alarm Replacement Art Lab Music Room Re-Roofing: Buildings 1 (6500SF), 2 (20000 SF), 3 (6100SF), 4 (Membrane flashing at metal edge 160LF), 5 (5000SF), 6 (27000SF), 7 (Membrane flashing at metal edge 160 LF), 8 (10300SF), 9 (14016SF) & 11 Exterior Painting: Buildings 1 (including soffits), 2, 3, 4, 5, 7, 8 (including soffits), 9, 10, & 11 Mechanical Upgrades: Buildings 1 (Controls, exhaust hood, ductwork (1000lf), exhaust fans (4), increase make-up air, (2) AHU, piping, & small exhaust/hood.), 2	Building Dept. issued a LOR on April 26, 2021. The Project is in the GMP preparation phase. A Roof Reality Report was issued to CMAR and AE for review. The Designer issued an addendum for roof/mechanical comments and removal of building 9 roofing scope, this is being handled as an emergency re-roofing project. The CMAR is currently preparing the Guaranteed Maximum Price (GMP), which is expected in the first week of November. AECOM	75%	28%	PMOR forwarded the LOR set to IT for review and agreement. PMOR needs to present an updated Music estimate with FFE to the Principal for the final agreement. A/E. received a 100% Constructability Report and issued comments back to CMAR. Emergency Work Order for re-roofing at Building 9. This project has been falling behind due to new portables being added and the contractor pushing back on	The GMP is behind schedule.	Medium	A meeting is scheduled to begin reviewing provided bid tab packages and clarify the schedule and phasing plans.

Appendix B

Project	Project Number	Board Member	Project Phase	Project Description	Current Month Project Status Narrative	Current Phase Percent Complete	Overall Project Percent Complete	Schedule Update Narrative	Issues and Concerns	Risk Level	Planned Risk Mitigation
Marjory Stoneman Douglas HS - Modular Classrooms (portables)	P.002219	Lori Alhadeff	8-Financial Completion	<p>The scope of Work includes the following;</p> <p>Phase 1: Modular Classroom Removal Removal of existing modular classrooms and group restrooms, inclusive of all associated components. Demolition in existing modular unit C12 Removal of existing service sink in group restroom Removal of existing EWC's</p> <p>Phase 2: Outdoor Basketball Court Replacement</p>	<p>Phase 1 The Certificate of Occupancy (form 110b) was completed by the Building Dept. on 8/13/18 The Certificate of Final Inspection (form 209) was fully executed on 1/13/2020.</p> <p>Phase 2 No Certificate of Occupancy (form 110b) is needed for portable removal The Certificate of Final Inspection (form 209) was fully executed on 10/1/2021</p> <p>All closeout documents have been received from the GC and revised.</p>	100%	100%	No schedule updates	No issues or concerns	No Risk	
Marjory Stoneman Douglas HS - New Addition to Replace Building 12	P.002185	Lori Alhadeff	7-Final Completion	<p>The new addition replaced the existing Building 12 with 30 new general-purpose classrooms, administrative offices, teacher planning spaces, and other required spaces totaling approximately 44,480 (SF).</p>	<p>The Certificate of Occupancy (form 110b) was received on 8/13/2021. CHNG-3 was approved by the Board during the December RSBM. CHNG-8 was approved by the Board during the February RSBM. All closeout documents have been received from the GC and AE Electronically. Documents have been turned over to the school. The Warranty Walkthrough was completed on 9/1/2021. The final inspections are completed. The GC and AE are still working on the submission of their Certificate of Final Completion (form 209) for approval from the Building Dept. The submission is delayed due to the GC having problems finding their final contact amount.</p>	100%	100%	Substantial completion was achieved on 9/22/2020A.	No issues or concerns at this time.	No Risk	



APPENDIX C

Exhibit Observation 1.1**Contract Invoice List of Escalation Rules**

Steps in Workflow	Role(s) to Notify	# of days	Re-Notify Every (x) days
Start	none		
Start			
(E01) Initiator DOP Invoice Input			
(E02) BCPS Data Entry Review DOP Invoice			
(E03) PM Review DOP Invoice	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(E04) OR-PD/OR-DC Review DOP invoice	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(E05) BCPS-DC Approve DOP Invoice	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(009) BCPS Data Entry Final Review			
(010) Capital Review			
(011) Capital Reviews Invoice			
(012) Capital Confirm Pay or (011b) CPCM Adjust R%			
Finish			

Appendix C

PCO List of Escalation Rules

Steps in Workflow	Role(s) to Notify	# of days	Re-Notify Every (x) days
Start	none		
Initiator Revise			
Fix Type of PO			
PM Enter DOP Savings	Step Owner	5	3
Atkins Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	3
AE Sign Tax Savings	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
GC Sign Tax Savings	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
PM Sign Tax Savings	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Construction Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
DOP - Complete 1295a			
DOP - BCPS Data Validation			
DOP A/E Final Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
DOP PM Final Review	Step Owner	5	2
DOP - OR Team Leader Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	3	2
CMMT (Spawn)			
PO Created and Uploaded			
DOP - A/E Review and Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	3	1
DOP - GC Review and Sign			
DOP - PM Review and Sign	Step Owner	2	1
DOP PM Team Leader Revise Letter	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
DOP OR Dir Const Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
DOP OR Prog Dir Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
DOP BCPS Const Dir Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
DOP BCPS Exec Dir CP sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
CCD A/E Create			
CCD PM Review	Step Owner	5	2
AECOM Estimator Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
Budget Estimate Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
Schedule Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
AE Sign CCD	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
OR Director, Construction Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
OR Program Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1

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BCPS Construction Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Executive Director CP sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
GC Sign CCD			
GC Provide CCD Proposal			
PM Review CCD Proposal	Step Owner	5	2
GC Provide Proposal			
GC Revise Proposal			
Proposal Review AE	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
Proposal Review PM			
AECOM Estimator Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
Budget Estimate Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
Review High Proposal			
PM & GC Negotiate Price			
Schedule Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	5	2
CORP Package Review			
CORP R&C w/Fire Marshall			
CORP R&C			
PM make CORP changes			
Team Leader Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
CORP Express			
CORP Meeting			
PM Review CORP Revisions			
CORP Chair Verify	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
A/E Review and Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
GC Review and Sign			
PM Review and Sign	Step Owner	3	1
OR Director, Construction Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
OR Program Director sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Construction Director sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Executive Director CP sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Const Dir Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Exec Dir CP Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
Coordinator Prep for Bundling			
Hold for PCO/CO Bundling			
A/E Submit Proposal			
Design Change Negotiations			

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A/E Review and Agree			
PM Review Final Proposal	Step Owner	5	1
PO Change Input			
TL - BCPS CM Review			
OR Program Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
BCPS Construction Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
Finish			

Appendix C

CO List of Escalation Rules

Steps in Workflow	Role(s) to Notify	# of days	Re-Notify Every (x) days
Start			
(01) Link PCO(s)			
(02) Initiator Rectify			
(03) Admin Rectify			
(A01) Coordinator Creates Draft Amendment			
(A02) OR Program Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(A03) BCPS Pre-Const Director Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(A04) Board Doc Submit to Legal Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(A05) Legal Review	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(A06) A/E Sign Agreement	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(A07) Originals Received			
(A08) Legal Executes Agreement			
(L01) Add Letter Data			
(L02.1)OR Director, Construction Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(L02.2)BCPS Construction Director Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(P01.1) OR Director Const Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(PP01.2) BCPS Pre-Const Direct Sign	Step Owner, PMOR NO: BCPS Project Manager, PMOR YES: OR Project Manager	2	1
(B01)Prepare Exec Sum and attach CO Report			
(B02)Capital Budget Approval			
(B03.2)OR Director, Construction Review			
(B03.1)BCPS Construction Director Review			
(A10.1)OR Deputy Director Administration			
(A10.2)BCPS Pre-Construction Director Director			
(B04)Board Action			
Admin Rectify			
(99) SAP Entry Complete			
Finish			



STANDARD OPERATING PROCEDURES

Document Number:	6.20	Revision No.:	002
SOP Name:	Schedule Systems and Management		

1. PURPOSE

The purpose of the Schedule Systems and Management Procedure is to provide an outline and basic principles for implementation planning and scheduling in a Capital Improvement Program (CIP) with multiple projects.

The Schedule Systems and Management Procedure will provide the scheduling element of monthly project status reporting.

2. SCOPE

The scheduling process documents the planning process and provides the key to effective monitoring and controlling of program/project progress. The schedule and the scheduling process provides the tools for the short and mid-term planning of the work and monitoring of design and construction phase of the work.

Based on the level of complexity and the requirements of the program/project, Primavera Enterprise Project Portfolio Management (P6 EPPM) along with e-Builder's project schedule modular, are the tools used for effectively scheduling the largest and most complex projects.

Both P6 EPPM and e-Builder requires a reasonable level of operator skills to use its basic components and may require the skills of an advanced and dedicated scheduler.

The scheduling process should start as early in the planning process as practical to establish a structure for the plan and schedule. It is important for the planners to understand the overall scope of the project and build the structure in a way to facilitate an orderly expansion of detail. The scheduling process should provide for the development and reporting structure for a number of schedules of different levels.

There are essentially eight (8) types of schedules being produced or analyzed including: Executive Summary Schedules (levels 0, 1, and 2); Control Schedule (level 3 and 4x); Project Baseline Construction Schedule; Critical Path Method (CPM) Schedule; CPM schedule Updates; Weekly Look-ahead Schedule; Recovery Schedule; and Time Impact Analysis (TIA) Schedules used for project evaluations for Change Orders. Each of these schedules are further defined below:

- A. Executive Summary Schedules — The Executive Summary Schedules are high-level schedules that illustrate major projects at a program level. Generally, these schedules are displayed at a rolled up WBS level. The participants all have different requirements and levels of interest in the project schedule; therefore, this schedule should not include detailed level of activities. This schedule is often best presented as a bar/GANTT chart with graphics appropriate to a public information document. Each activity usually illustrates planning, pre-design, design, construction procurement and construction.
1. Level 0 — A high-level, executive summary schedule typically comprising of a single bar spanning the project time from start to finish. For this Program, the Level 0 schedule reflects high-level WBS for each Project.
 2. Level 2 — This represents the schedule for the project by its major components including key milestones. This schedule is effective in high-level management of the Program and reflects the start and finish of the primary Stages of each Work Package, which is typically comprised of design, procurement, and construction stages of the respective Work Packages for each Project.
 3. Level 3 — This represents the first level that a meaningful critical path network (CPM) can be displayed and used to monitor and manage (control) the overall project work. This schedule is effective for use by the responsible manager of designers or contractors. Level 3 schedules provide the structure, major activities and milestones. For this Program, the Level 3 schedule reflects the start and finish of all stages of each work package. These stages are reflected in the Work Breakdown Structure shown in PMP Procedure 6.10.

Level 3 schedules should be updated cautiously to reflect the logic and sequencing changes occasioned by any approved Contract Schedules. Cost loading of Level 3 schedules should be considered carefully to assure that appropriate benefit of this effort results to the project. This schedule is also used to determine the program-wide cash flow requirements in conjunction with the contractor schedule (Level 4x).

It is recommended that the system of schedules is limited to no more than Level 3 schedules until construction contracts have been awarded.

Level 3 schedules should be used in the development of the schedule requirements set forth in bid documents for construction contracts.

- B. Contractor Schedules — Level 4x: Contract Baseline and Monthly updates—A contract level schedule dedicated to a single project within a program. The Level 4x schedules are developed by the contractor, reviewed and evaluated by the Owner Representative (OR-PM) and PM, and finally approved by BCPS Office of Facilities and Construction (OFC) as the contract schedule. Level 4x schedules should reflect Broward County Public Schools (BCPS) approved Schedule of Payments.

Level 4x schedules should be fixed and progressed. The status should be measured against the fixed approved schedule. Changes to Level 4x approved contract baseline/update schedules should be limited to formal contract changes and to recovery schedules where the contractor brings the project back on schedule mitigating delays.



STANDARD OPERATING PROCEDURES

In the development of Level 4x schedules, knowledge of local production rates becomes critical to balance labor and equipment requirements and durations to maximize economy. This is especially critical in high volume, repetitive operations such as structural steel erection, major repetitive concrete work and civil construction.

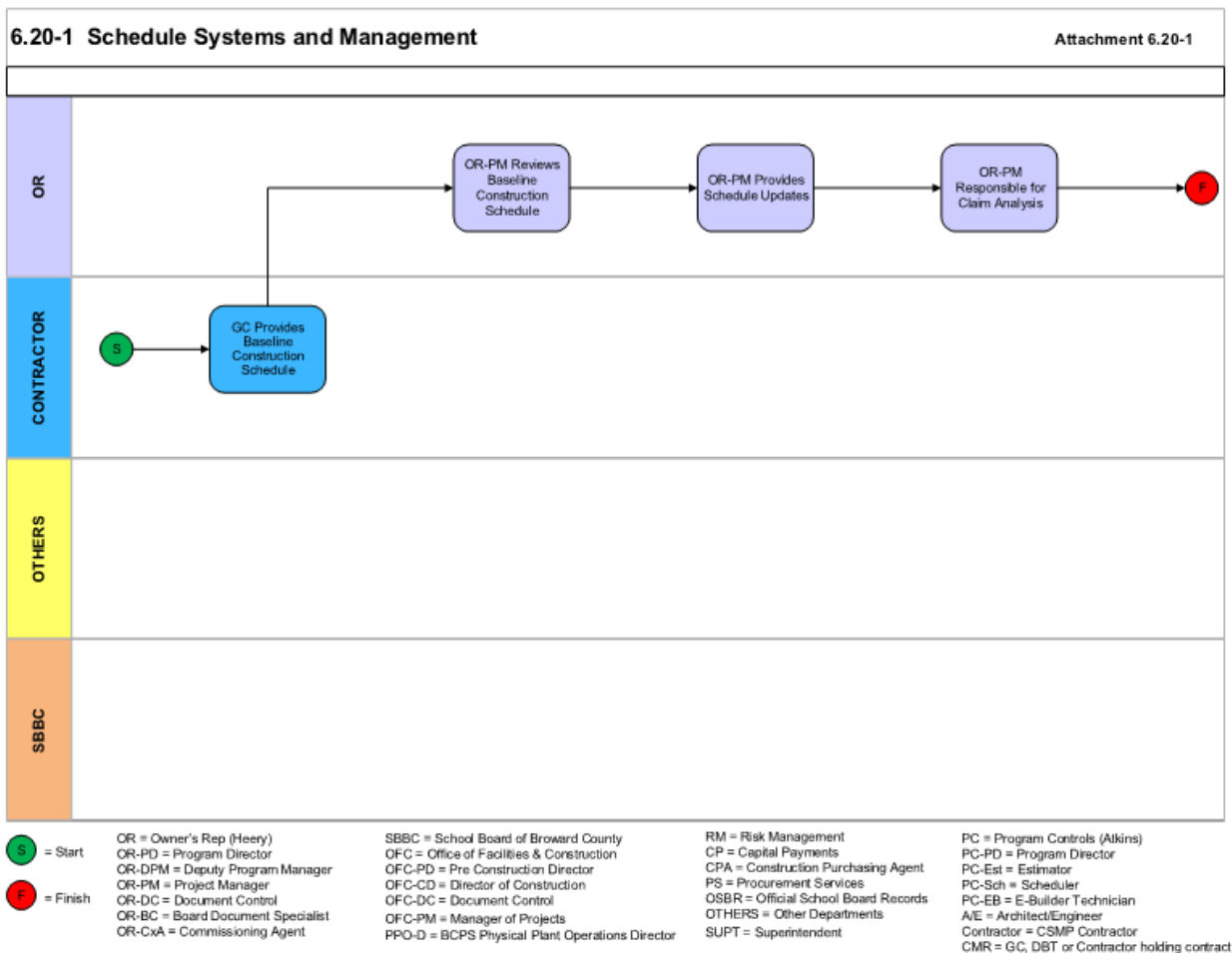
- C. **Contract Baseline Construction Schedules** — Contract Baseline Construction Schedules will be developed by the construction contractor in accordance with contract requirements. In accordance with their contract, the Contractor will draft a copy of the proposed Construction Schedule within two (2) weeks of the Contract Award. Compliance with the project control guidelines is a contract requirement and will be strictly enforced by the OR-PM and PM. The PM along with the Program Control Manager (PCM) reviews the contractor's schedule submittal for adherence to the Contract requirements; validates that the schedule represents a viable plan for construction of the project; and assures that it meets the objectives for a Baseline Construction Schedule. The contractor-provided Level 4x CPM Schedule updates the P6 file and reports will be submitted to the OR-PM, PCM, and PM for review and approval.
- D. **CPM Schedule Updates** — The contractor will monitor construction progress and update and resubmit the contract approved CPM Baseline Construction Schedule each month with the Application for Payment to reflect actual progress and any changes to planned activities. The CPM Schedule Update will be submitted in P6 format along with the Application for Payment in e-Builder. The contractor will identify all revisions and provide a narrative analysis of all proposed changes.
- E. **Weekly Look-Ahead Schedule** — At each Construction progress meeting, the contractor will provide and present a time-scaled, two (2) week Look-Ahead Schedule as required by the Contract. This schedule is based on the current approved contractor's schedule and correlated by activity number. The Contractor will forward the two (2) week Look-Ahead Schedule to the CPM as an attachment to the meeting minutes.
- F. **Recovery Schedule** — If the CPM Baseline Construction Schedule Update shows a substantial completion date of 30 or more days beyond the contract completion date or any milestone completion dates, the contractor will submit a proposed Recovery Schedule showing how they plan to recover the lost time. The OR-PM, PCM, and PM will evaluate the Recovery Schedule and forward recommendations for any scheduled modification to the OFC client. Any change in time duration to the Approved Baseline Construction Schedule will require an approval and subsequent Change Order.
- G. **Time Impact Analysis (TIA) for Change Orders or Claims** — When the contractor is directed to price a change in the work, the contractor will prepare and submit a TIA that includes both a written narrative and a P6 file and time sequence precedence format schedule diagram that depicts how the proposed change affects other schedule activities and milestones. The diagram must be tied to change in question in the schedule to enable the PM and PCM to evaluate the impact of changed work to the schedule's critical path. Changed work activities will be uniquely coded for separate progress tracking, except for quantity changes to contract unit price items.

**STANDARD OPERATING PROCEDURES**

- H. Schedule Reports — In addition to the monthly schedule update, the OR-PM, PCM & PM may require the Contractor to provide the following additional reports based upon the proposed schedule update:
1. Activity listing reports — one sorted by activity number and one by total float;
 2. Cost report sorted by activity number, including each activity's associated cost, percentage of work accomplished, earned value to date, previous payments and amount earned for current update period;
 3. Schedule plots presenting a time scaled network diagram showing activities and their relationships with the controlling activities or critical path clearly highlighted;
 4. Cash flow report calculated by early start, late start and indicated actual progress; and,
 5. Planned versus actual resource histogram calculated by early start and late start.

3. DEFINITIONS

See section 1.20 and 1.30 for Definitions and Abbreviations.

4. **PROCESS MAP** (see attachment for full size chart)

5. PROCEDURE

The procedure below delineates how the Scheduling Manager and Scheduler will review and analyze the Initial Baseline Schedule, Baseline Construction Schedule, the Monthly Updates required by contract, and any claims that arise by the Contractor:

STEP	ACTION	RESPONSIBLE
1	Baseline Schedules —Baseline Schedules will be developed by the construction contractor (GC) in accordance with contract requirements. In accordance with their contract, the Contractor will submit a draft copy of proposed Construction Schedule within two (2) weeks of the Contract Award. (this should match the OFC specifications) At Notice to Proceed (NTP), the Contractor will submit a 90-day look-ahead schedule for review and approval. At 45 calendar days after NTP, the Contractor will submit a Complete Construction Schedule (Baseline Schedule) for review and approval. After the Baseline Schedule is approved, the Contractor will submit monthly Schedule Updates that will correspond to the Pay Requisition time periods. Compliance with the project control guidelines is a contract requirement and will be strictly enforced by the CPM. The CPM reviews the contractor's schedule submittal for adherence to the Contract requirements. The CPM also validates that the schedule represents a viable plan for construction of the project and that it meets the objectives for a Baseline Construction Schedule. The contractor-provided CPM Schedule updates and reports will be submitted to the PM for review and approval.	GC
2	Baseline Construction Schedule Review <ol style="list-style-type: none"> Re-calculate schedule based on the Contract start date Check project notice to proceed date (NTP) Check project completion date (also substantial completion date and final completion) Check for activities that start prior to NTP Check for activities ending after substantial completion Check auto-cost rules Check that the critical path does not contain more than 10% of activities Check activity durations for activities longer than 20 calendar days, except for procurement tasks 	OR-PM

	<ul style="list-style-type: none"> i. Check logic (must conform to phasing provided by design professionals) j. Check that schedule identifies areas and building sections, phases, etc., as per plans and specification requirements. k. Check cost and resource requirements of the contract and what is included in the schedule. The schedule must tally to the contract amount. l. Check for activities that show progress (baseline schedules should not show progress). Must tally to the contract amount. m. Check project coding for contractual requirements n. Check for lags and leads (negative lags and leads are not acceptable) o. Check for missing scope p. Check for procurement activities and long lead items q. Check that trade contractors are identified in coding r. No schedule constraints; if any, they must be explained s. Check for submittal, approval, fabrication/delivery, and installation of each item t. Check for negative float (no baseline should show negativity) u. Check the schedule for front loading, prepare cost curve v. Check for start to finish relationships w. Check the schedule of value generated from this report, it must match the approved schedule of values x. P6 Claim Digger software y. Check contractor provided project narratives z. Prepare letter of findings 	
3	Schedule Updates <ul style="list-style-type: none"> a. Re-calculate the schedule based on contract start date b. Check the project NTP date c. Check the project completion date (also project substantial completion date and finish completion) d. Check the schedule data date, when monthly updates are submitted. This schedule's data date would align with the payment requisition and percentage of work invoiced 	OR-PM

	<ul style="list-style-type: none"> e. Check that the critical path has not changed, unless a recovery schedule was requested. f. Check for added activities g. Check for deleted activities h. Check for lags and leads (negative lags and leads are not acceptable) i. Compare the critical path progress of the Update vs. the baseline schedule j. Check for deficiency corrections identified in the previous reviews k. Check for front loading in cost to date shown l. Check the baseline schedule for activities to be completed within 30 days. Check if these activities were completed in the update, especially the critical path activities. m. Run reports on cost expended vs. as billed in pay requisition—they should be the same n. Run Analyzer Pro (or Claim Digger software) o. Check for out of sequence progress p. Check for variances from baseline (cost and progress) q. Check for changes in the activity descriptions, durations, etc. r. Check for added delay activities s. Check for logic changes t. Print reports—i.e.: critical path, float sorts, early start, early finish, cost reports, etc. u. Check Contractor provided schedule narratives for validity v. Prepare letter of findings 	
4	<p>Claims Analysis—The Scheduling department normally reviews all claims for time impacts (TIA). The following procedures are normally used:</p> <ul style="list-style-type: none"> a. Claims are received and logged in by the scheduling department. b. The Contractor determines what activity is impacted by the Delay or conflict. This has to be shown on the claim with a schedule activity number and description of the activity being impacted. Sometimes the Contractor submits a 'TIA' to show the impact. c. The Project Scheduler or Program Controls Manager (PCM) verifies that what the Contractor is claiming is correct and to what degree the activity is being impacted. The Project Scheduler 	OR-PM

	<p>further determines whether the activity is on the Critical Path. If it is not, the Schedule determines what amount of float the activity had in the baseline schedule. This is done to ascertain whether an impact to the baseline activity would have had an impact to the date of completion of the project.</p> <p>d. The updated monthly schedule is also reviewed to determine criticality, just as the baseline schedule. Also, the schedule is reviewed to determine concurrency with any other delay incurred previously.</p> <p>e. A sort is made of the activity or activities that were impacted. Then, all delay activities are added with actual dates of occurrence. A comparison is made of the baseline vs. the actual dates the activity was delayed.</p>	
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6. REFERENCES / RESOURCES / ATTACHMENTS

6.20-1 Schedule Systems and Management Process Maps (Full Size)

Exhibit Observation 4.2**SECTION 01320 (01 32 00)****CONSTRUCTION PROGRESS DOCUMENTATION****PART 1 GENERAL****1.1 SECTION INCLUDES**

- A. Construction Schedule.
- B. Contract Progress Reporting.
- C. Construction Photographs.
- D. Construction Aerial Photographs.

1.2 RELATED SECTIONS

- A. Document 00200-Instructions to Bidders: Post-Award Information.
- B. Section 01110-Summary of Work: Work sequence, Owner Occupancy.
- C. Section 01290-Payment Procedures: Application for Payment and Schedule of Values.
- D. Section 01310-Project Management and Coordination: Progress Meetings
- E. Section 01330-Submittal Procedures: Shop drawings, product data, samples and other submittals.
- F. Section 01352-LEED for Schools Requirements.

1.3 BASELINE CONSTRUCTION SCHEDULE

- A. Format:
 1. Prepare baseline schedule as a horizontal bar (Gantt) chart with separate bar for each major portion of Work or operation, identifying first workday of each week and subsequent major milestones such as NTP date, Start of Construction, Substantial Completion and Closeout dates.
 2. Each activity should be identified by a Unique Activity ID based on the CSI Coding, see the "CSI Unifomat Uniform Classification of Construction Systems and Assemblies".
 3. Sequence of Listings: The chronological order of the start of each item of Work.
 4. The schedule should contain realistic sequencing reflecting information based on the known scope of work at the time.
 5. The schedule must be logic driven with clear predecessor successor relationship.
 6. Each area or the schedule should be constructed using a Work Breakdown Structure (WBS) to be agreed upon.
 7. Each key Milestones should be clearly be clearly identified such as NTP Date, Substantial Completion Date and Final Completion Date.
 8. Each unique activity identifier should contain the CSI Code as the prefix followed by the Building, Zone, Phase, Area and Level (where applicable), example Roof Insulation work "07220-BxZxPxAxLx".

B. Content:

1. Show complete sequence of construction by activity, with dates for beginning and completion of each element of construction.
2. Dates of Substantial Completion for the Work or its defined stages: Conform to the dates established in the Contract Documents.
3. Identify each item by the appropriate assembly designation as established by the Contract Documents and format shall match the "CSI Unifomat Uniform Classification of Construction Systems and Assemblies".
4. Identify work of separate stages, phases, buildings, floor levels and other logically grouped activities and major project milestones based on the following guideline list and others derived by the Contractor from the Contract Documents. The following guideline list provides a summary inventory of items, which shall be further developed with sub-schedules and milestones by the Contractor to illustrate the actual sequence of and construction of the Work.
5. Provide sub-schedules for each stage of Work identified in Section 01110-Summary of Work or elsewhere in the Contract Documents.
6. The baseline schedule should contain a clear critical path and it should be visible in the horizontal Gantt Chart.
7. Show accumulated actual percentage of completion of each item, and total actual percentage of Work completed, as of the first day of each month.
8. Provide separate schedule of submittal dates for Shop Drawings, Product Data, and Samples, including Owner furnished products, and dates reviewed submittals will be required from Project Consultant. As applicable, indicate decision dates for selection of finishes. Refer to related requirements in Section 01330-Submittal Procedures.
9. Indicate projected delivery dates for Owner furnished products.
10. Coordinate content with schedule of values specified in Section 01290 and as presented by the Contractor on Document 00435-Schedule of Values.

C. Schedule Submittals

1. Submit initial schedules as Post Award Information as required in Document 00200-Instructions to Bidders. After review, resubmit required revised data within 10 days.
2. Submit revised Progress Schedules as specified below with each Application for Payment.
3. Submit the electronic data file in (.xer, .mpp, .mpx) and a pdf copy as part of the submittal.

D. Distribution of Schedule:

1. Distribute copies of reviewed schedules to Project site file, subcontractors, suppliers, and other concerned parties.
2. Instruct recipients to promptly report, in writing, problems anticipated by projections indicated in schedules.

1.4 CONSTRUCTION SCHEDULES**A. Quality Assurance:**

1. Scheduler: Provide a scheduling specialist (from either the Contractor's own staff or as a consultant to the Contractor) specializing in Critical Path Method (CPM) with experience in scheduling construction work of a complexity comparable to this Project, and having use of computer facilities capable of delivering a detailed printout within 72 hours of request.

B. Format:

1. Listings: Reading from left to right, in ascending order for each activity. Identify each activity with the applicable identification number.
2. Diagram Sheet Size: 30 inches high x width required.
3. Scale and Spacing: Allow for notations and revisions.

C. CPM Schedules:

1. Prepare network analysis diagrams and supporting mathematical analyses based upon information provided by Contractor using "Primavera Project Planner" by Primavera Systems, Inc., P6 or later versions.
2. Illustrate order and interdependence of activities and sequence of work; how start of a given activity depends on completion of preceding activities, and how completion of the activity may restrain start of subsequent activities.
3. Illustrate complete sequence of construction by activity, identifying work within each major building area, wing, site area, project phase or other uniform breakdown of the Work.
 - (a) Provide dates for submittals and return of submittals; dates for procurement and delivery of critical products; and dates for installation and provisions for testing.
 - (b) Provide legend for symbols and abbreviations used.
 - (c) Provide between 500 and 2500 activities in precedence format.
 - (d) Allow no single activity to exceed, in days, ten percent of the total project duration.
4. Mathematical Analysis: Tabulate each activity of detailed network diagrams, using calendar dates, and identifying for each activity:
 - (a) Activity unique identification number.
 - (b) Predecessor and successor activity numbers.
 - (c) Activity description.
 - (d) Estimated duration of activity.
 - (e) Earliest start date.
 - (f) Earliest finish date.
 - (g) Actual start date.
 - (h) Actual finish date.
 - (i) Latest start date.
 - (j) Latest finish date.
 - (k) Total and free float; float time shall accrue to Owner and to Owner's benefit.
 - (l) Actual percentage of activity completed.
 - (m) Responsibility.
5. Analysis Program: Capable of accepting revised completion dates and recomputation of all dates and float.
6. Required Sorts: List activities in sorts or groups:
 - (a) By work item or event number from lowest to highest.
 - (b) By amount of float, then in order of early start.
 - (c) By responsibility in order of earliest possible start date.
 - (d) In order of latest allowable start dates.
 - (e) In order of latest allowable finish dates.
 - (f) Listing of basic input data that generates the report.
 - (g) Listing of activities on the critical path.
 - (h) Coordinate contents with Schedule of Values in Section 01290.
7. Dates for Submission and Review: Designate in the CPM the dates for submission to Project Consultant and review completion dates needed for shop drawings, product data, and samples to maintain the project schedule. Note: Refer to Section 01330-Submittal Procedures, Article 1.14.B, for Project Consultant's review time.

D. Submittals:

1. Submit first Construction Schedule for review after the approval of the Baseline Schedule specified above and not later than 5 days prior to the Contractor's first Application for Payment.
 - (a) Schedule: Comprised of a complete network analysis consisting of network diagrams and mathematical analysis.
 - (b) Include written certification that mechanical, electrical and other major subcontractors have reviewed and accepted proposed schedule.
2. Submit updated network schedule with each Application for Payment accurately depicting progress to date of application, ensuring the date of application coincides with the

schedule data date; and whenever major schedule elements fall 2 weeks behind original schedule. Monthly schedule submittals shall include:

- (a) Monthly Bar Chart Update:
 - (b) A bar chart comparing current progress to the most recently approved target schedule.
 - (c) Sort the chart by area, Early Start Date, and show the activity identification description, Remaining Duration Total Float, and actual percentage complete.
 - (d) Task Summary Report:
 - (e) The schedule narrative describing problem areas, anticipated delays, impact on the Schedule. Clearly describe mitigation measures/corrective action taken or proposed to recover key milestones affected on the critical path.
 - (f) A summary bar chart showing current and target schedule. A tabular portion of the bar chart shall show the early start dates, early finish dates, remaining duration and actual percentage complete.
 - (g) Tabular Reports:
 - (h) Schedule Report: List the current status of all activities, sorted by activity number from lowest to highest by area, phase or other breakdown.
 - (i) Total Float Report: List all uncompleted activities sorted by total float, then by early start date.
 - (j) Initial S-Curves:
 - (k) An S-Curve of Early and Late Dates including the costs of all tasks that total to the contract price.
 - (l) The schedule shall include separate WBS for Change Orders and Retired Activities.
 - (m) Updated S-Curves: Update S-Curves in graphic and tabular format showing costs of all items which total to the total dollar sum of the Work and estimated cash draw downs by month and cumulatively over the life of the Project. See related requirements for graphs as required by Document 00700-General Conditions, Article 9 and Section 01290 - Payment Procedures. Include one S-curve representing the approved baseline schedule and, along side it, the curve representing the actual value of the Work completed to date, plus the Contractor's projected expenditure curve for the remainder of the Project.
3. Submit complete schedule Via electronic means in the XER, MPP or MPX formats through e-builder.
 4. Submit under provisions specified in Section 01330-Submittal Procedures.
- E. Review and Evaluation:
1. Project Consultant and Owner will review network diagrams and analysis and provide comments thereon.
 2. Participate in joint review and evaluation of network diagrams and analysis with Project Consultant at each submittal if requested by Project Consultant.
 3. Evaluate project status to determine work behind schedule and work ahead of schedule.
 4. After review, revise as necessary as result of review, and resubmit within 5 days.
- F. Updating Schedules:
1. Maintain schedules to record actual start and finish dates of completed activities.
 2. Indicate progress of each activity to date of revision, with projected completion date of each activity. Update diagrams to graphically depict current status of Work.
 3. Identify activities modified since previous submittal, major changes in Work, and other identifiable changes.
 4. Indicate changes required to maintain Dates of Substantial and Final Completion
 5. Submit sorts required to support recommended changes.
 6. Provide narrative report to define problem areas, anticipated delays, and impact on Schedule. Report corrective action taken, or proposed, and its effect.

G. Distribution of Schedule:

1. Distribute copies of reviewed schedules to project site file, subcontractors, suppliers, and other concerned parties.
2. Instruct recipients to promptly report, in writing, problems anticipated by projections indicated in schedules.
3. Provide narrative report to define problem areas, anticipated delays, and impact on Schedule. Report corrective action taken, or proposed, and its effect including the effect of changes on schedules of separate contractors or the Owner's forces.

1.5 CONSTRUCTION PROGRESS REPORTING

A. Contractor's Daily Log

1. Maintain a daily log of project activity including, but not limited to:
 - (a) Hours on the project site.
 - (b) Weather conditions (including a summary of changing conditions through the day).
 - (c) Daily construction activity.
 - (d) Number of workers in each trade on site (and the duration of their stay).
 - (e) Number of journeymen and certified journeymen on site for each trade.
 - (f) General observations.
 - (g) Written and verbal directives to the Contractor.
 - (h) Visits of governmental officials.
 - (i) Visits by the Project Consultant.
 - (j) Visits by the Owner.
 - (k) Inspections by BCI (or other jurisdictional authority for work in right-of-ways or outside the Owner's property line).
2. Make log immediately available on site to the Project Consultant, Owner, BCI Inspectors and other jurisdictional authorities.

B. Contractor's Weekly Progress Report

1. Summarize Daily Log on Document 01320a-Weekly Progress Report. Include reports from subcontractors.
2. Weekly Report Submittals:
 - (a) Deliver 5 copies of Document 01320a-Weekly Progress Report to the Project Consultant at the end of each week.
 - (b) Attach a copy of the Contractor's daily log to each copy of Document 01320a-Weekly Progress Report submitted.
3. Submit under provisions of Section 01330.
4. Submit copies of Document 01320a-Weekly Progress Reports for the respective payment period with copies of Contractor's Daily Log not yet submitted under provisions of Section 01290-Payment Procedures.

C. Special Reports:

1. Reporting Unusual Events: When an event of an unusual and significant nature occurs at the site, prepare and submit a special report to Project Consultant and Owner
 - (a) List chain of events, persons participating, and response by the Contractor's personnel, an evaluation of the results or effects and similar pertinent information.
 - (b) Advise the Owner and Project Consultant in advance when such events are known or predictable.
2. Submit special reports to the Project Consultant and the Owner within one day of an occurrence. Submit copies of the report to other entities that are affected by the occurrence.
3. Reporting Accidents: Prepare and submit reports of significant accidents on the project site or anywhere else the Work is in progress.

- (a) Record and document data and actions. For this purpose, a significant accident is defined to include events where personal injury is sustained, or property loss of substance is sustained, or where the event posed a significant threat of loss or personal injury.

1.6 PROJECT CONSULTANT'S OBSERVATIONS

- A. The Project Consultant will make weekly visits to the Work and make observations of the progress of the Work as required elsewhere in the Contract Documents:
- B. The Project Consultant will:
 - 1. Prepare and distribute Document 01320b-Periodic Observation Report to the Contractor, Owner and other concerned parties after each visit to the Site.
 - 2. Prepare and distribute Document 01320c-Non-Conforming Work Notice, to the Contractor, Owner and other concerned parties when deficient or otherwise non-conforming Work is discovered during visits to the Work.
 - 3. Take appropriate follow-up actions as required by the Contract Documents to facilitate the continuing progress of the Work and its conformance to the requirements of the Contract Documents.
 - 4. By performing reviews and providing approvals, making recommendations, providing comments and/or the like, the Project Consultant and its representatives and/or consultants, shall not assume the contractual responsibility and professional liability, in whole or in part, for any design and/or contract documents prepared by Contractor's Architect, Engineer, contractor, sub-contractor or others.

1.7 CONSTRUCTION PHOTOGRAPHS

- A. Provide photographs of site and construction throughout progress of Work.
- B. Employ professional commercial photographer acceptable to the Project Consultant, to take construction record photographs periodically during the course of work. Photographer shall be a firm or individual of established reputation who has been regularly engaged as a professional photographer for not less than 2 years. Provide 2 references for which the photographer has performed work of similar nature during the preceding 12 months.
- C. Release of Photographs: Photographs shall not be released to parties other than the Owner and Project Consultant without the Owner's permission.
- D. Take photographs 3 days prior to each application for a payment, and as follows:
 - 1. Existing site and facility (both interior and exterior) conditions prior to the start of the Contractor's activities.
 - 2. Site Clearing.
 - 3. Site Utilities.
 - 4. Excavations.
 - 5. Foundations.
 - 6. Structural framing.
 - 7. Enclosure of building.
 - 8. Final completion.
 - 9. Finished exterior and roofing work.
 - 10. Monthly work progress of interior spaces.
 - 11. Landscape progress.
 - 12. Final Completion.
 - 13. As necessary to supplement Contractor's Daily or Monthly Reports.

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14. As necessary to document Change Proposals and/or facilitate other communications regarding the Work.
 15. Provide 4 cardinal views monthly, until date of Substantial Completion.
 16. Consult with Project Consultant for views required.
- E. Prints:
1. Full color.
 2. Paper Surface (Color): Smooth, glossy.
 3. Contrast (Color): High.
 4. Size: 8 inch x 10 inch; mounted for binder and tabs.
 5. Identify each print on reverse side. Identify:
 - (a) Project Name.
 - (b) Project number
 - (c) Applicable phase
 - (d) Orientation of view
 - (e) Date and time of view
 - (f) Name and address of photographer
 - (g) Photographer's numbered identification of exposure.
- F. Electronic Media:
1. In addition to the prints, submit photos on electronic media, in color, JPEG Image Format, high resolution, reproducible, with minimum screen area pixel density of 1028 x 768.
- G. Technique
1. Provide factual presentation.
 2. Provide correct exposure and focus, high resolution and sharpness, maximum depth of field, and minimum distortion.
- H. Quantities Required:
1. Photograph the Work from different views to show degree of completion of progress as well as unusual or special construction procedures. Submit minimum of 36 photographs showing different views, 3 copies of each view, for each application for payment.
- I. Photography Submittals
1. Deliver prints and electronic media with each Application for Payment with transmittal letter specified under Section 01330-Submittal Procedures.
 2. Deliver prints not required for an Application for Payment 3 days after exposure with transmittal letter specified under Section 01330.
 3. Project Closeout: Contractor shall submit an electronic media with all project Photos, refer to Section 01780-Closeout Submittals.
- J. LEED for Schools Documentation:
1. Construction Documentation: Six photographs at three different times during the construction period, along with a brief description of the SMACNA approach employed, documenting implementation of the indoor-air-quality management measures, such as protection of ducts and on-site stored or installed absorptive materials. Refer to Section 01320-Construction Documentation and Section 01352-LEED for Schools Requirements for additional requirements.

1.8 CONSTRUCTION AERIAL PHOTOGRAPHS

- A. Provide aerial photographs of the site taken on or about the cutoff date for each scheduled Application for Payment or as otherwise required by the Owner.

- B. Employ professional commercial aerial photographer acceptable to the Project Consultant, to take construction record photographs periodically during the course of work. Photographer shall be a firm or individual of established reputation who has been regularly engaged as a professional aerial photographer for not less than two years. Provide two references for which the aerial photographer has performed work of similar nature during the preceding 12 months.
- C. Release of Photographs: Photographs shall not be released to entities other than the Owner and Project Consultant without the Owner's permission.
- D. Provide aerial photographs with each monthly application for payment and as follows:
 - 1. Existing site prior to the start of Contractor operations.
 - 2. Site clearing.
 - 3. Excavations.
 - 4. Foundations.
 - 5. Utilities.
 - 6. Structural framing.
 - 7. Enclosure of building.
 - 8. Landscaping.
 - 9. Substantial and Final Completion of a major phase or component of work.
- E. Electronic Media:
 - 1. In addition to the prints, submit photos on CD-Rom, in color, JPEG Image Format, high resolution, reproducible, with minimum screen area pixel density of 1028 x 768.
- F. Costs of aerial photographer:
 - 1. Pay costs for specified photography and prints.
 - 2. Parties requiring additional photography or prints authorized by the Owner will pay photographer directly.
 - 3. Additional Photo Missions/Views/Prints: From time to time the Owner or Project Consultant may issue requests for additional photo missions/views/prints, in addition to periodic photo missions/views/prints specified. Additional requirements will be paid to the Photographer directly by the Owner or Project Consultant.
 - (a) The Project Consultant will give the photographer 3 working days notice where feasible.
 - (b) In emergency situations, the photographer shall take additional photographs within 24 hours of the Project Consultant's request.
 - 4. Additional Prints, when requested by the Project Consultant and approved by the Owner, shall be provided at prevailing local commercial prices to designated parties. The designated parties, in each case, shall pay the photographer directly for such prints.
- G. Prints
 - 1. Provide 5 full color prints of each view.
 - 2. Paper: Single Weight, Commercial Grade. Finish shall be: Glossy.
 - 3. Size: 8 inch x 10 inch mounted in 8 1/2 inch x 11 inch, top loading, heavy-duty mylar sheet protectors.
 - 4. Identify each print on reverse listing:
 - (a) Name of Project
 - (b) Project Number.
 - (c) Orientation of view
 - (d) Date and Time of Exposure
 - (e) Name and Phone Number of Photographer
 - (f) Photographer's numbered identification of exposure.
 - (g) Contractors Name

- H. Technique:
 - 1. Provide factual presentation
 - 2. Photographs shall be taken during good weather conditions with adequate lighting. Photographs with cloud shadows on the primary target shall not be acceptable.
 - 3. Provide correct exposure of film using shutter speed appropriate to the task of stopping action and lens aperture setting to eliminate soft focus at the edges of negatives. Maximum depth of field and critical focus is required to produce images with high resolution and contrast to show maximum detail with minimum grain. A lens corresponding to the film format that will control optical distortion shall be used.
- I. Aerial Views and Quantities Required:
 - 1. Photograph the work from a minimum of 3 different directions (views) as approved by the Project Consultant with vantage points to best show the entire site and detailed close-ups, status of construction and progress since taking the previous photographs. Unless requested otherwise, take all monthly photographs from the same direction and altitude.
 - 2. The altitude and angle of view selected by the aerial photographer will be such that the image captured will include and emphasize the entire site while eliminating, as much as possible, excessive amounts of foreground, background and especially horizon and sky.
- J. Photography Submittals:
 - 1. Deliver 5 prints of each view with each Application for Payment with transmittal letter specified under Section 01330.
 - 2. Deliver prints not required for an Application for Payment 3 days after exposure with transmittal letter specified under Section 01330.
 - 3. At Project Closeout, Contractor shall submit a CD-ROM with all Project Photos, refer to Section 01780-Project Closeout Submittals.

PART 2 PRODUCTS-Not Used

PART 3 EXECUTION-Not Used

END OF SECTION

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Exhibit Observation 4.3

SECTION 01321 (01 32 16)

CONSTRUCTION SCHEDULE CRITICAL PATH METHOD (CPM)

PART 1 GENERAL

1.1 SECTION INCLUDES

- A. Construction Schedule.
- B. Determination of Final Construction Schedule.
- C. Initial Input Data and Update.
- D. CPM Activities Required.
- E. Activity Code.
- F. Schedules.
- G. Graphic Reports.
- H. Tabular Reports.
- I. Narrative Report.
- J. Sequence Bound Reports.

1.2 RELATED SECTIONS

- A. Section 01200 - Progress Meetings.
- B. Section 01290 - Payment Procedures.
- C. Section 01310 - Project Management and Coordination.
- D. Section 01320 - Construction Progress Documentation.
- E. Section 01340 - Shop Drawings, Product Data, and Samples.

1.3 CONSTRUCTION SCHEDULE

- A. Refer to Section 01320-Construction Progress Documentation.
- B. The Contractor shall be responsible for creating a CPM baseline schedule and monthly update as specified. The schedule shall be created on Primavera Project Planner Version 2.0 Windows, Microsoft Project, or Sure-Trak version 2.0 Windows project management software or their latest software version capable of meeting the criteria as specified. Provide a backup copy diskette to the Project Consultant for the Owner's use. Baseline schedule and updates shall separately identify labor, material, and equipment.

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- C. Within 30 days of Notice of Award, prepare and submit to Project Consultant and the Owner a proposed construction schedule for review. No payments shall be made to Contractor until said schedule has been submitted and approved.
- D. Schedule Approval:
 - 1. The form and content of the schedule and reports prepared shall be subject to the approval of the Project Consultant and the Owner.
 - 2. Said approval relates only to complying with scheduling specifications and not to construction means and methods.
 - 3. Contractor's invoices shall not be processed until baseline schedule and current update are approved.
 - 4. Schedules and durations of any activities and labor efforts required to complete activities and labor efforts shall have the agreement of the appropriate following, but not limited to, electrical, mechanical, plumbing, structural, plastering, or fire alarm subcontractors.
 - 5. The baseline schedule shall be signed by each of the aforementioned subcontractors indicating agreement with the durations.
 - (a) Those listed subcontractors shall be also required to sign the most current schedule update starting 1 month before their mobilization on the job site, indicating their agreement or disagreement with that current updated schedule.
 - (b) Failure of a subcontractor to agree with this schedule shall serve as notice to the Contractor of potential schedule difficulties.
 - (c) Under no circumstances shall the disagreement by a subcontractor be cause for excusable or compensatable delay for the Contractor. The full responsibility for completing the project on time remains with the Contractor.
- E. Critical Activity Flags/Milestones:
 - 1. Contractor shall identify project flags or milestones occurring at the completion of significant events including, but not limited to, BCI or other inspections, completion of major systems or assemblies, or substantial or partial completion dates for each area.
 - 2. Flags shall occur at appropriate intervals of approximately each month.
 - 3. The flags shall be located on the critical path and be incorporated into the baseline, all targets, and the current schedule.
 - 4. A flag for Contract Award shall have an Activity ID of 00040V.
 - 5. Each succeeding flag shall increment the last two digits by one.
 - 6. No flag shall have an activity ID higher than 00099V.
 - 7. Flags shall be the first grouping to appear on any schedule layout.
- F. Resource Dictionary:
 - 1. Resource crews shall be loaded into the resource dictionary by CSI divisions.
 - 2. Each trade crew shall be identified by a CSI related crew code consisting of the first 3 digits of the appropriate CSI code for the work being performed.
 - 3. The type of resource shall be identified as follows, LAB = Labor, MAT = Material, and EQU = Equipment. (I.e., 010LAB for General Conditions, 022LAB for Earthwork, 033LAB for Concrete, etc.)
 - 4. Each resource crew or equipment type shall have reasonable resource limits as established by the appropriate subcontractor as to the normal and maximum number of resources available per day (Labor = Person days, Material = Units, Equipment = Units). Resource budgeted quantities and units per day shall be established for each task and each resource set, as a driving resource so the duration of the task is dependant on the quantities assigned.
 - 5. A forward leveled resource run shall be required for baseline acceptance, proving the defined resources can complete the project/phases at the required time.
 - 6. The Contractor's superintendent shall use resource-loading reports to insure appropriate numbers of subcontractor personnel are available as work progresses on the project.

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G. Cost Accounts:

1. Cost Account Numbers may be established using the appropriate 5-digit CSI number and a cost category code (L=Labor, M=Material, E=Equipment, O=Other). A file containing acceptable CSI codes is included in the available sample project diskette.

H. Activity Codes:

1. The following table identifies the Board's required activity codes. The Contractor may use additional codes for its own requirements.

(a)	ACTIVITY ID#	NAME	LENGTH	DESCRIPTION
(b)	1	CSI 3	CSI Code	
(c)	2	STEP 2	Increment to make CSI Unique.	
(d)	3	BLDG 1	Building/Area	
(e)	4	SUBA 4	Sub Area/Floor	
(f)				
(g)	ACTIVITY CODE#	NAME	LENGTH	DESCRIPTION
(h)	1	PHAS 1	Phase	
(i)	2	DIV 2	CSI Division	
(j)	3	PROJ 8	SBBC Project Number	
(k)	4	RESP 2	Responsible Party	
(l)	5	CRIT 1	Critical Flag or Milestone	
(m)	6	TYPE 1	Task Type	

I. Schedule Content:

1. Whenever there is a logical inconsistency in the schedule content, such as insufficient resources to complete tasks within the allotted time, mandatory date constraints that override logical constraints, out of sequence progress, etc., correct the schedule to eliminate the inconsistency.
2. All imposed constraints shall be explained by a log entry in the appropriate task.
3. All tasks shall be scheduled as early as possible unless specific tasks are required to be scheduled otherwise.

1.4 DETERMINATION OF FINAL CONSTRUCTION SCHEDULE

A. Contractor shall identify on the schedule:

1. Any consideration given for working other than normal working hours.
2. Schedule impacts due to school operation.
3. Work required by others that impact the Contractors efforts.

B. Any such impacts shall be approved in writing by the Owner.

1.5 INITIAL INPUT DATA AND UPDATE

A. Provide initial input data and update monthly to Project Consultant relating to actual work activities accomplished for forecasting future work activities and durations.

1. Report problem areas to Project Consultant, including current, unresolved or anticipated delay factors and impact on other activities and what control steps are being taken or planned.
2. Review monthly progress and recommend ways to improve schedule or anticipate delays and safety problems.
3. Inform and update participants of revisions to construction schedule.
4. Submit revised schedule each month concerning future construction activities.
5. All reports submitted to the Owner, except logic reports, shall be printed on 8.5 inch x 11 inch paper and bound into a completed report with cover page identifying project number, project description, school name, and Contractor according to Article 1.12 this section.

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6. The bound report, shall be submitted in support of the Contractor's requisition for payment, shall include:
 - (a) Contractor's narrative report.
 - (b) Copy of Contractor's requisition for payment.
 - (c) All required scheduling reports.

1.6 CPM ACTIVITIES REQUIRED

- A. CPM schedule shall contain between 500 and 2500 activities, including submittal/approval/fabrication tasks and shall account for the entire duration of the allocated Contract time. Early completion shall not entitle Contractor to acceleration.
 1. The Owner may require the addition of up to 100 tasks into the schedule and reports in addition to the tasks that are the responsibility of the Contractor.
 2. Activities relating to the projects total duration, such as General Conditions or supervision, shall be established, as a hammock type so earned value shall always equate to percentage completion of the entire project.
 3. Each updated schedule shall be displayed in Contractor's Field office in monthly update bar chart format according to Article 1.9 A.4 this section.
 4. Adjustments to phasing requirements shall be reflected in subsequent schedule updates, at no cost to the Board.
 5. The baseline schedule and all monthly updates shall delineate a continuous critical path, through detail construction work items, from the data date to the completion of the project.
- B. Schedule long lead time and special fabrication items and provide appropriate selection codes incorporated into each item to include, as a minimum, the following categories:
 1. Submittal.
 2. Approval.
 3. Fabrication/Delivery.
 4. Installation.
- C. Code each task to allow selection for preparation of or exclusion from any given set of reports. All reports after the initial reports shall have the submittal, approval, and fabrication tasks segregated from the installation tasks, at the discretion of the Board.
- D. Installation tasks shall be cost loaded to include the cost of equipment (RESOURCE code = xxxEQU), cost of materials (RESOURCE code = xxxMAT), installed and cost of labor (RESOURCE code = xxxLAB).
 1. The person hours required to complete the task shall be inserted as budgeted quantity (Resource Code = xxxLab) and the units per time period and driving resource shall be completed.
 2. The costs are the Owner's costs and shall tie to the schedule of values approved by CSI Divisions.
- E. Schedule all BCI tasks and tasks identifying the production monthly reports.
- F. Schedule task to have a maximum original duration of 20 days except for procurement tasks that may be 30 days without including a follow up task.
- G. Schedule tasks identifying the production of monthly updating reports.
- H. Schedule tasks in working days (5 working days per week) and in precedence format.
- I. Include verbs in task descriptions to describe the action taken. For example, use "Install lighting fixtures" instead of "Light fixtures".

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1.7 ACTIVITY (TASK) CODES

- A. Code each tasks to minimally define (See Article 1.3 G this section):
 - 1. Area of Work.
 - 2. Applicable CSI division.
 - 3. Party responsible for performing.
 - 4. Area of work including building and floor, if applicable.
 - 5. Phase of project as defined by specifications.
 - 6. Task type, identifying:
 - (a) Submittals.
 - (b) Approvals.
 - (c) Fabrication/Delivery.
 - (d) Installation.
 - (e) Administrative.
 - (f) Other.
 - 7. Critical Flags and Milestones (see Article 1.3 D this section).

1.8 SCHEDULES

- A. Designate the approved submitted schedule as the baseline schedule. Produce a schedule that is updated monthly and referred to as the current schedule. Show in a single report, the baseline and current schedules (see Article 1.09 A.4 this section).
- B. Each update shall include identification of the actual start and actual finish dates and remaining duration of all tasks started.
- C. Each approved Change Order shall be reflected in the current schedule and shall update the previous baseline or target schedule. For example, Change Order 1 when reflected in the baseline shall create Target 1 (updated baseline including Change Order 1), Change Order 2 shall create Target 2, et cetera.
- D. Reports requiring comparison between the current schedule and target (updated baseline) shall use the most recent target schedule unless directed otherwise.
- E. Primavera's 4-digit project name shall be supplied to Contractor by the Board for both the baseline and current schedules. These names shall remain consistent throughout the life of the project. Each target and each monthly update of the current schedule shall be backed up on CD-Rom format and appropriately labeled and retained until completion of the project and final payment. Supply a copy of each diskette on a monthly basis to the Owner monthly, with the Application for Payment. The application number and data date shall be inserted in the "Number/Version" field in this format: 01-04/15/02.
- F. Each monthly update shall be reviewed for "out of sequence progress" and if logic errors exist, they shall be corrected either by physical adjustment, or by using "progress override" method of scheduling.

1.9 GRAPHIC REPORTS

- A. Reports shall be by area and sub area of work. In addition to the reports specified below, the Owner may request a special report(s) to clarify the status of work or logic of construction.
 - 1. Baseline Network Logic Report:
 - (a) Show all tasks grouped by area, including task number, description, original duration, early start and finish, and total float. This report shall be required to review the underlying logic sequence and dependencies of the various tasks. A similar report is required for each proposed change order to determine the change order's impact.

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- (b) Prepare on 24 inch x 36 inch paper.
- 2. Detailed Time Logic Chart (if required by Project Consultant):
 - (a) Initial Detailed Time Logic Chart grouped by area showing:
 - (b) Activity numbers.
 - (c) Description of activity.
 - (d) Total float.
 - (e) Duration.
 - (f) Prepare on 24 inch x 36 inch paper.
- 3. S-Curves: Refer to Section 01320-Construction Progress Documentation
- 4. Monthly Update Bar Chart:
 - (a) A bar chart comparing current progress to the most recently approved target schedule.
 - (b) Print on color printer or adjust Primavera grayscale so all shades are readable and meaningful.
 - (c) Sort the chart by area, early start date, and show the activity ID, original duration, percent complete, total float, baseline late finish, current early finish, budgeted cost, earned value in the tabular portion, and activity description in the bar portion.
 - (d) Prepare on 8.5 inch x 11 inch paper.

1.10 TABULAR REPORTS

- A. Samples of required reports for a hypothetical construction project using the Primavera Project Planner software are provided at the end of this section. The submitted reports shall be similar to these samples.
- B. Furnish the following reports as initial reports from the baseline schedule and with each required payment request from the current schedule. Unless otherwise specified or revised by the Owner organize reports by area of activity and sub-sorted by early start date.
 - 1. Schedule Report:
 - (a) List the current status of all activities, sorted by activity number from lowest to highest and not by area.
 - (b) Prepare on 8.5 inch x 11 inch paper.
 - 2. Total Float Report:
 - (a) List all uncompleted activities sorted by total float and then by early start date.
 - (b) Prepare on 8.5 inch x 11 inch paper.
 - 3. Earned Value by CSI/Task:
 - (a) Show the total budget and earned amounts this period and to date for each task. Payment requests shall be verified from this report. Amounts shall correspond to the Schedule of Value identified in General Conditions subparagraph 9.01.02. Report shall be organized by area unless otherwise requested.
 - (b) Prepare on 8.5 inch x 11 inch paper.
 - 4. Cost Summary by CSI Division:
 - (a) Show division, description, percent complete, construction amount, earned to date, earned this period, balance to complete, and retainage. Prepare on 8.5 inch x 11 inch paper.

1.11 NARRATIVE REPORT

- A. A narrative report shall be included in each bound report and submitted with each payment requisition.
- B. The purpose of the narrative report shall be to accurately inform the Owner of the current status of the project, any future anticipated problems, delaying factors, and explanation of any corrective actions taken or proposed to mitigate the problems or delays.

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- C. If the initial run of any monthly update of the schedule results in negative float, (delay in projected completion date of any phase or final completion) and the project delay can be mitigated by adjusting the schedule through changes in logic or reducing durations of critical items, Contractor may make those changes before the submission of schedule reports provided:
1. A detailed explanation of the amount of negative float and schedule corrective action is included in the narrative report.
 2. Changes in duration are realistic and supportable by historic productivity and quantity analyses, if requested by the Board.
 3. Logic changes are consistent with standard industry practices.
 4. A copy of the original total float report, showing only those activities with negative float, shall be included in the volume of bound reports, along with the entire revised total float report.

1.12 SEQUENCE OF BOUND REPORTS

- A. Bound reports presented in support of a requisition for payment shall be inserted in the following sequence:
1. Cover page identifying project location, project number, Contractor, requisition number, date.
 2. Narrative report.
 3. Requisition summary.
 4. Monthly update bar chart.
 5. Total float report.
 6. Earned value by CSI.
 7. Schedule report.

END OF SECTION

Exhibit Prior Observation 1.1

Colbert ES, P.001937 Completion Chronology

Original Substantial Completion Date.....	12/06/19
Revised Substantial Completion Date (following GCO#1).....	07/09/20
Inspection requires repairs to parapet wall	07/27/20
Completion of Parapet Wall	12/02/20
Actual Submitted Substantial Completion date (01770e).....	12/31/20
01770e completed.....	01/04/21
Electrical Inspection requires lightning protection tie-ins.....	01/12/21
Roofing final Inspection passes.....	03/23/21
Completion of Lightning Protection	09/03/21
Proposed Revised Substantial Completion (Following CO#2)	10/06/21
Plumbing final inspection passes	10/08/21
Mechanical final inspection passes	10/11/21
Electrical final inspection and Egress final inspection pass.....	10/20/21
Building Final Inspection passes and Actual Submitted Final Completion date (01770h)	10/21/21
Thornton completes 110b	11/15/21
SGM signs 110b	11/16/21
110b sent back to Thornton to complete Project Information section.....	11/18/21
Mechanical Equipment Training for PPO	11/19/21
110b returned from Thornton	11/22/21
01770h completed.....	11/22/21
110b submitted to the Building Dept.	11/23/21
110b returned by the Building Dept. (AE did not seal it) - returned to the BD same day	12/08/21
110b signed by the Building Dept.....	12/13/21
110b submitted for Superintendent's signature.....	12/14/21
110b signed by the Superintendent.....	01/10/22
TIA Prepared	03/02/22
CHNG-1 approved by CORP (Parapet Wall, 245 days)	03/10/22
CHNG-1 approved by CORP (Lightning Protection, 170 days)	03/15/22
CHNG-1/CHNG-2 approved by the Board	04/19/22
OEF 209 signed by the Building Dept.....	05/11/22

AECOM Technical Services, Inc. School Board of Broward County Program Management Owner's Representative					Price Proposal - Hourly Rate Basis														
					60664331					374,070	747,540	743,551	404,678	313,647					
					imum Effective Multiplier (3% Escalation					3% Escalation				
					YR 2 Rate	DLM incl. Profit	YR 2 Bill Rate	Hours	Hours	Hours	Hours	Hours	TTD	Dollars	Dollars	Dollars	Dollars	Dollars	
Status	Category	Company	Employee Name		2.24		1920	1920	1920	1920	1920		1.00	1.00	1.000	1.04	1.03		
	Sr. Leadership												\$ 1,494,585	\$ 1,494,585	\$ 1,474,684	\$ 1,663,248	\$ 1,729,778	\$ 1,350,616	
Program Leadership	Inactive	Director	AECOM	Kathleen Langan	\$ 115.00	2.24	\$ 257.60	1	0.9	0	0	0	\$ 609,775	\$ 609,775	\$ 445,133	\$ -	\$ -	\$ -	
Program Leadership	Active	Director	AECOM	Kathleen Langan	\$ 119.60	2.24	\$ 267.90	0	0.1	1	1	1	-	-	\$ 51,438	\$ 514,376	\$ 534,951	\$ 550,999	
Program Leadership	Inactive	Deputy Director, Administration & Management	AECOM	Michael Bobby	\$ 86.50	2.24	\$ 193.76	0.75	0	0	0	0	\$ 296,151	\$ 296,151	\$ -	\$ -	\$ -	\$ -	
Program Leadership	Inactive	Deputy Director, Administration & Management	AECOM	Brian Butler	\$ 95.92	2.24	\$ 214.86	0.08	0	0	0	0	\$ 81,471	\$ 81,471	\$ -	\$ -	\$ -	\$ -	
Program Leadership	Inactive	Deputy Director, Administration & Management	AECOM	Brian Butler	\$ 100.00	2.24	\$ 224.00	0.01	0.3	0	0	0	\$ 81,471	\$ 81,471	\$ 129,024	\$ -	\$ -	\$ -	
Program Leadership	Inactive	Deputy Director, Construction	AECOM	Miguel Nogueras	\$ 91.35	2.24	\$ 204.62	0.68	0	0	0	0	\$ 297,472	\$ 297,472	\$ -	\$ -	\$ -	\$ -	
Program Leadership	Active	Director, Construction	Corradino	Trevor Martin	\$ 93.80	2.24	\$ 210.11	0	0.2	1	1	0.5	\$ -	\$ -	\$ 80,683	\$ 403,415	\$ 419,552	\$ 216,069	
Program Leadership	Inactive	Director, Construction	AECOM	Matt Hunt	\$ 100.00	2.24	\$ 224.00	0	0.75	0	0	0	\$ -	\$ -	\$ 322,560	\$ -	\$ -	\$ -	
Program Leadership	Inactive	Director, Construction	Keith	Matt Hunt	\$ 100.00	2.24	\$ 224.00	0.3	0.25	0	0	0	\$ 110,432	\$ 110,432	\$ 107,520	\$ -	\$ -	\$ -	
	Administration												\$ 1,404,124	\$ 1,404,124	\$ 1,385,607	\$ 1,303,033	\$ 1,355,154	\$ 1,216,918	
Administration	Active	Board Item Administrator	BACH	Kelli-Ann Gordon	\$ 38.83	2.24	\$ 86.98	0.70	1	1	1	0	\$ 82,083	\$ 82,083	\$ 167,000	\$ 167,000	\$ 173,680	\$ -	
Administration	Inactive	Board Item Coordinator	BACH	Stacy-Ann Frater	\$ -	2.24	\$ -	0.27	0	0	0	0	\$ 52,442	\$ 52,442	\$ -	\$ -	\$ -	\$ -	
Administration	Inactive	Board Item Coordinator	Garth	Daisy Hernandez-Chentes	\$ 39.74	2.24	\$ 89.02	0.70	0	0	0	0	\$ 62,670	\$ 62,670	\$ -	\$ -	\$ -	\$ -	
Administration	Inactive	Board Item Coordinator	Garth	Tiffany Beckman	\$ 32.19	2.24	\$ 72.10	0.30	0.4	0	0	0	\$ 35,560	\$ 35,560	\$ 55,373	\$ -	\$ -	\$ -	
Administration	Active	Board Item Coordinator	Garth	Tiffany Beckman	\$ 38.83	2.24	\$ 86.98	0.00	0.6	1	1	1	\$ -	\$ -	\$ 100,200	\$ 167,000	\$ 173,680	\$ 178,890	
Administration	Inactive	Document Control Coordinator	BACH	Carmen Dorval	\$ 28.51	2.24	\$ 63.86	1.00	0.9	0	0	0	\$ 107,142	\$ 107,142	\$ 110,356	\$ -	\$ -	\$ -	
Administration	Inctive	Project Controls Coordinator	BACH	Elizabeth Iatauro	\$ 43.78	2.24	\$ 98.06	1.00	0.9	0	0	0	\$ 161,840	\$ 161,840	\$ 169,441	\$ -	\$ -	\$ -	
Administration	Active	Project Controls Coordinator	BACH	Elizabeth Iatauro	\$ 48.00	2.24	\$ 107.52	1.00	0.1	1	1	1	\$ 161,840	\$ 161,840	\$ 20,644	\$ 206,438	\$ 214,696	\$ 221,137	
Administration	Active	Document Control Coordinator	Garth	Anthony Nazaire	\$ 25.75	2.24	\$ 57.68	1.00	1	1	1	1	\$ 96,992	\$ 96,992	\$ 110,746	\$ 110,746	\$ 115,175	\$ 118,631	
Administration	Active	Document Control Coordinator	Garth	Romina Repiso	\$ 25.75	2.24	\$ 57.68	1.00	1	1	1	1	\$ 99,848	\$ 99,848	\$ 110,746	\$ 110,746	\$ 115,175	\$ 118,631	
Administration	Inactive	Document Control Coordinator	Garth	Sherine Mowatt	\$ 33.65	2.24	\$ 75.38	0.71	0	0	0	0	\$ 102,931	\$ 102,931	\$ -	\$ -	\$ -	\$ -	
Administration	Active	Document Control Coordinator	Garth	Zara Mitchel	\$ 30.54	2.24	\$ 68.41	1.00	1	1	1	1	\$ 122,346	\$ 122,346	\$ 131,344	\$ 131,344	\$ 136,598	\$ 140,696	
Administration	Active	Document Control Manager	Garth	Martina St. Rose	\$ 46.45	2.24	\$ 104.05	1.00	1	1	1	1	\$ 181,331	\$ 181,331	\$ 199,785	\$ 199,785	\$ 207,776	\$ 214,010	
Administration	Inactive	Operations Manager	AECOM	Chris Barnett	\$ 57.70	2.24	\$ 129.25	0.125	0	0	0	0	\$ 31,015	\$ 31,015	\$ -	\$ -	\$ -	\$ -	
Administration	Active	Operations Manager	AECOM	Stacy-Ann Frater	\$ 48.82	2.24	\$ 109.36	0.58	1	1	1	1	\$ 106,084	\$ 106,084	\$ 209,974	\$ 209,974	\$ 218,373	\$ 224,924	
	Project Controls Coordination/Reporting												\$ 1,215,303	\$ 1,215,303	\$ 1,120,509	\$ 1,056,658	\$ 1,345,406	\$ 1,123,398	
Project Control	Active	Dashboard and Reporting Design	AECOM	Kim McAvoy	\$ 100.18	2.24	\$ 224.40	0.05	0.05	0.1	0	0	\$ 871	\$ 871	\$ 21,542	\$ 43,084	\$ -	\$ -	
Project Control	Active	Dashboard and Reporting Implementation	AECOM	Chad Sullivan	\$ 79.61	2.24	\$ 178.33	0.19	0.05	0	0	0	\$ 30,184	\$ 30,184	\$ 17,119	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst	AECOM	Lady Morales	\$ 34.46	2.24	\$ 77.19	0.018	0.15	0	0	0	\$ 8,319	\$ 8,319	\$ 22,231	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst	AECOM	Tiffany Guillod	\$ 63.47	2.24	\$ 142.17	0.15	0	0	0	0	\$ 9,241	\$ 9,241	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst	AECOM	Tiffany Guillod	\$ 65.37	2.24	\$ 146.44	0.15	0	0	0	0	\$ 1,990	\$ 1,990	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst	AECOM	Christopher Haite	\$ 63.00	2.24	\$ 141.12		0.33	0	0	0	\$ 20,604	\$ 20,604	\$ 89,414	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst	AECOM	Christopher Haite	\$ 71.19	2.24	\$ 159.47		0.01	0	0	0	\$ 20,604	\$ 20,604	\$ 3,062	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst	AECOM	Patrick Haggerty	\$ 36.62	2.24	\$ 82.03	0.08	0.33	0	0	0	\$ 19,175	\$ 19,175	\$ 51,973	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst	AECOM	Robb Lahs	\$ 60.10	2.24	\$ 134.62	0.4	0.08	0	0	0	\$ 21,273	\$ 21,273	\$ 19,386	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst	AECOM	Tammy Singer	\$ 64.38	2.24	\$ 144.20	0.08	0.20	0	0	0	\$ 19,180	\$ 19,180	\$ 55,373	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Analyst	AECOM	Tzeyu Ng	\$ 73.50	2.24	\$ 164.64	0	0.10	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst	AECOM	Tricia Connelly	\$ 36.19	2.24	\$ 81.07	0.4	0	0	0	0	\$ 10,976	\$ 10,976	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst	AECOM	Tricia Connelly	\$ 37.09	2.24	\$ 83.08	0.4	0	0	0	0	\$ 10,621	\$ 10,621	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	e-Builder Support Analyst Manager	AECOM	Aaron Rupp	\$ 70.63	2.24	\$ 158.21	0.04	0.05	0	0	0	\$ 158	\$ 158	\$ 15,188	\$ -	\$ -	\$ -	
Project Control	Active	e-Builder Support Analyst Manager	AECOM	Aaron Rupp	\$ 76.45	2.24	\$ 171.25	0.04	0.10	0	0	0	\$ 10,046	\$ 10,046	\$ 32,880	\$ -	\$ -	\$ -	
Project Control	Active	Subcontract Administrator II	AECOM	Lisa Lanier	\$ 30.42	2.24	\$ 68.14	0	0.01						\$ 1,308				
Project Control	Active	Subcontract Administrato	AECOM	Loretta Ownes	\$ 33.29	2.24	\$ 74.57	0	0.01						\$ 1,432				
Project Control	Active	Operation Support	AECOM	Yurima Haywood	\$ 32.82	2.24	\$ 73.52	0.05	0.25	0.25	0.25	0.25	\$ 18,620	\$ 18,620	\$ 35,288	\$ 35,288	\$ 36,700	\$ 37,801	
Project Control	Inactive	Program Controls Director	AECOM	Julia Bolte	\$ 81.91	2.24	\$ 183.48	0.141	0	0	0	0	\$ 71,423	\$ 71,423	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	Program Controls Director	AECOM	Julia Bolte	\$ 84.14	2.24	\$ 188.47	0.25	0	0	0	0	\$ 64,066	\$ 64,066	\$ -	\$ -	\$ -	\$ -	
Program Leadership	Active	Program Controls Director	AECOM	Georgia Aguila	\$ 87.50	2.24	\$ 196.00	0	0.3	0	0	0	\$ -	\$ -	\$ 112,896	\$ -	\$ -	\$ -	
Program Leadership	Active	Project Controls Analyst	AECOM	Rajvee Rathod	\$ 32.50	2.24	\$ 72.80	0	0.01	0	0	0	\$ -	\$ -	\$ 1,398	\$ -	\$ -	\$ -	
Program Leadership	Active	Project Controls Analyst	AECOM	Kelly Douglas Cannon	\$ 28.04	2.24	\$ 62.81	0	0.01	0	0	0	\$ -	\$ -	\$ 1,206	\$ -	\$ -	\$ -	
Project Control	Active	Project Controls Manager	AECOM	Tammy Whippie	\$ 78.90	2.24	\$ 176.74	0.55	0.9	0	0	0	\$ 163,662	\$ 163,662	\$ 305,400	\$ -	\$ -	\$ -	
Project Control	Active	Project Controls Manager	AECOM	Tammy Whippie	\$ 85.28	2.24	\$ 191.03	0	0.1	1	1	1	\$ -	\$ -	\$ 36,677	\$ 366,772	\$ 381,443	\$ 392,886	
Project Control	Active	Scheduler	AECOM	Justin Pittman	\$ 45.68	2.24	\$ 102.32	0.04	0.001	0	0	0	\$ 29,920	\$ 29,920	\$ 196	\$ -	\$ -	\$ -	
Project Control	Active	Scheduler	AECOM	Bryce Daniels	\$ 47.93	2.24	\$ 107.36	0.04	0	0	0	0	\$ 29,920	\$ 29,920	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	Scheduler	AECOM	Natalie Du Quesnay	\$ 73.59	2.24	\$ 164.84	0.016	0	0	0	0	\$ 4,945	\$ 4,945	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	Scheduler	AECOM	Sarah Rohling	\$ 48.20	2.24	\$ 107.97	0.03	0	0	0	0	\$ 4,103	\$ 4,103	\$ -	\$ -	\$ -	\$ -	
Project Control	Inactive	Scheduler, Jr.	Corradino	Edgar "Tony" Carreno	\$ 50.00	2.24	\$ 112.00	0.80	0	0	0	0	\$ 115,270	\$ 115,270	\$ -	\$ -	\$ -	\$ -	

Appendix C

					imum Effective Multiplier (F'221	F'222	F'223	F'224	F'225	F'221 Actuals	F'221	F'222	F'223	F'224	F'225
					YR 2 Rate	DLM incl. Profit	YR 2 Bill Rate	Hours	Hours	Hours	Hours	Hours	TTD	Dollars	Dollars	Dollars	Dollars	Dollars
	Status	Category	Company	Employee Name		2.24		1920	1920	1920	1920	1920		1.00	1.00	1.000	1.04	1.03
Project Control	Inactive	Scheduler, Lead	AECOM	Orlando Bryan	\$ 79.33	2.24	\$ 177.70	0.95	0	0	0	0	\$ 288,552	\$ 288,552	\$ -	\$ -	\$ -	\$ -
Project Control	Active	Scheduler, Master	AECOM	Daniel Castellon	\$ 74.00	2.24	\$ 165.76	0.04	0	0	0	0	\$ 4,870	\$ 4,870	\$ -	\$ -	\$ -	\$ -
Project Control	Inactive	Scheduler, Sr.	AECOM	Gary DeWulf	\$ 86.41	2.24	\$ 193.56	0.035	0	0	0	0	\$ 5,033	\$ 5,033	\$ -	\$ -	\$ -	\$ -
Project Control	Active	Scheduler, Sr.	AECOM	Gary DeWulf	\$ 93.44	2.24	\$ 209.31	0.035	0	0	0	0	\$ 4,685	\$ 4,685	\$ -	\$ -	\$ -	\$ -
Project Control	Active	Scheduler	AECOM	Jared Brisman	\$ 72.36	2.24	\$ 162.09	0.00	0	0.1	1	1	\$ -	\$ -	\$ -	\$ 31,121	\$ 323,654	\$ 333,364
Project Control	Active	Scheduler, Sr.	AECOM	Gustavo Paolini	\$ 56.95	2.24	\$ 127.57	1	1	1	1	0	\$ 226,993	\$ 226,993	\$ 244,931	\$ 244,931	\$ 254,728	\$ -
Project Control	Inactive	Scheduler, Sr.	AECOM	Stephen Zurschmiede	\$ 80.00	2.24	\$ 179.20	0	0.15	0	0	0	\$ -	\$ -	\$ 51,610	\$ -	\$ -	\$ -
Long Term Planning													\$ -	\$ -	\$ 301,981	\$ -	\$ -	\$ -
Long Term Planning	Inactive	Economics Advisor	AECOM	Garrett E Harper	\$ 93.51	2.24	\$ 209.46	0	0.03	0	0	0	\$ -	\$ -	\$ 12,065			
Long Term Planning	Active	Economics Advisor	AECOM	Garrett E Harper	\$ 102.89	2.24	\$ 230.47	0	0.01	0	0	0	\$ -	\$ -	\$ 4,425			
Long Term Planning	Active	Planning & Economics Coordinator	AECOM	Sarah Richards	\$ 43.51	2.24	\$ 97.46	0	0.01	0	0	0	\$ -	\$ -	\$ 1,871			
Long Term Planning	Active	Planning & Economics Coordinator	AECOM	Sarah Richards	\$ 50.00	2.24	\$ 112.00	0	0	0	0	0	\$ -	\$ -	\$ -			
Long Term Planning	Active	Shared Use & Capital Planning SME	AECOM	Linda Cheu	\$ 88.63	2.24	\$ 198.53	0	0.09	0	0	0	\$ -	\$ -	\$ 34,306			
Long Term Planning	Active	Facilities Advisor	AECOM	Endrea Frazier	\$ 115.39	2.24	\$ 258.47	0	0.04	0	0	0	\$ -	\$ -	\$ 19,851			
Long Term Planning	Active	Shared Use Lead	AECOM	Andrew Perez	\$ 72.12	2.24	\$ 161.55	0	0.17	0	0	0	\$ -	\$ -	\$ 52,730			
Long Term Planning	Inactive	Geospatial & Policy Analyst	AECOM	Sean Tapia	\$ 43.53	2.24	\$ 97.51	0	0.01	0	0	0	\$ -	\$ -	\$ 1,872			
Long Term Planning	Active	Geospatial & Policy Analyst	AECOM	Sean Tapia	\$ 48.75	2.24	\$ 109.20	0	0.31	0	0	0	\$ -	\$ -	\$ 64,996			
Long Term Planning	Active	Geospatial & Policy Analyst	AECOM	Catherine Dunn Ritter	\$ 33.66	2.24	\$ 75.40	0	0.27	0	0	0	\$ -	\$ -	\$ 39,087			
Long Term Planning	Active	Planning & Policy SME	AECOM	Joyce Tsepas	\$ 94.55	2.24	\$ 211.79	0	0.08	0	0	0	\$ -	\$ -	\$ 32,531			
Long Term Planning	Active	Long Term Planning	AECOM	William Teeples	\$ 22.00	2.24	\$ 49.28	0	0.01	0	0	0	\$ -	\$ -	\$ 946			
Long Term Planning	Active	Communications	Garth	Yvonne Garth	\$ 63.14	2.24	\$ 141.43	0	0.08	0	0	0	\$ -	\$ -	\$ 21,724			
Long Term Planning	Active	Communications	Garth	Melissa Barnett	\$ 45.67	2.24	\$ 102.30	0	0.08	0	0	0	\$ -	\$ -	\$ 15,713			
Long Term Planning	Active	Communications	Garth	Brandon De Reuver	\$ 34.67	2.24	\$ 77.66	0	0.08	0	0	0	\$ -	\$ -	\$ 11,929			
Design Coordination													\$ 748,834	\$ 748,834	\$ 989,928	\$ 943,251	\$ 772,413	\$ 641,251
Design Coordination	Inactive	Admin Support	SMA	Sheffey Devier	\$ 73.91	2.24	\$ 165.56	0.05	0	0	0	0	\$ 1,505	\$ 1,505	\$ -	\$ -	\$ -	\$ -
Design Coordination	Active	APM, FF&E	Garth	Ana Faria	\$ 44.72	2.24	\$ 100.17	0.40	1	1	1	1	\$ -	\$ -	\$ 192,332	\$ 192,332	\$ 200,025	\$ 206,026
Design Coordination	Active	APM, Design	Garth	Ricardo Rodriguez	\$ 46.63	2.24	\$ 104.45	0.25	1	1	0	0	\$ 17,548	\$ 17,548	\$ 200,546	\$ 200,546	\$ -	\$ -
Design Coordination	Inactive	Cost Estimating/Budget Coordination/Value Engineering	AECOM	Maria Gabriela "Gaby" Madrigal Haughn	\$ 57.69	2.24	\$ 129.23	0.045		0	0	0	\$ 23,607	\$ 23,607	\$ -	\$ -	\$ -	\$ -
Design Coordination	Inactive	Cost Estimating/Budget Coordination/Value Engineering	AECOM	Maria Gabriela "Gaby" Madrigal Haughn	\$ 55.07	2.24	\$ 123.36	0.045	0	0	0	0	\$ 23,607	\$ 23,607	\$ -	\$ -	\$ -	\$ -
Design Coordination	Active	Cost Estimating/Budget Coordination/Value Engineering	AECOM	Mihaela Tomolescu	\$ 60.97	2.24	\$ 136.57	1	1	1	1	1	\$ 206,761	\$ 206,761	\$ 262,220	\$ 262,220	\$ 272,709	\$ 280,890
Design Coordination	Active	Cost Estimating/Budget Coordination/Value Engineering	AECOM	Russ Russo	\$ 57.69	2.24	\$ 129.23	0	0.1	0	0	0	\$ -	\$ -	\$ 24,811	\$ -	\$ -	\$ -
Design Coordination	Inactive	Cost Estimating/Budget Coordination/Value Engineering	AECOM	Joyce Tsepas	\$ 94.54	2.24	\$ 211.77	0	0.1	0	0	0	\$ -	\$ -	\$ 40,660	\$ -	\$ -	\$ -
Design Coordination	Active	PM, Design	AECOM	Renee Pfeilsticker	\$ 67.00	2.24	\$ 150.08		0.75	1	1	0.5	\$ -	\$ -	\$ 216,115	\$ 288,154	\$ 299,680	\$ 154,335
Project Manager	Inactive	Design Review/BIM	AECOM	Chris Conley	\$ 61.90	2.24	\$ 138.66	0.89	0.2	0	0	0	\$ 290,472	\$ 290,472	\$ 53,244	\$ -	\$ -	\$ -
Project Manager	Inactive	Design Review/BIM	AECOM	Matthew Masters	\$ -	2.24	\$ -	0	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Coordination	Inactive	Design Reviews & Standards	SMA	Charles Michelson	\$ -	2.24	\$ -	0.10	0	0	0	0	\$ 16,650	\$ 16,650	\$ -	\$ -	\$ -	\$ -
Design Coordination	Inactive	FF&E Coordination	Garth	Lily Rodriguez	\$ -	2.24	\$ -	0.57	0	0	0	0	\$ 66,560	\$ 66,560	\$ -	\$ -	\$ -	\$ -
Design Coordination	Inactive	FF&E Manager	AECOM	Carly Smolken	\$ -	2.24	\$ -	0.5	0	0	0	0	\$ 96,676	\$ 96,676	\$ -	\$ -	\$ -	\$ -
Design Coordination	Inactive	Senior PM	SMA	Kelly Arnold	\$ -	2.24	\$ -	0.10	0	0	0	0	\$ 5,447	\$ 5,447	\$ -	\$ -	\$ -	\$ -
Team Leads													\$ 1,912,585	\$ 1,912,585	\$ 1,849,789	\$ 2,410,082	\$ 2,193,387	\$ 1,431,446
Team Leads	Inactive	PM Team Lead	AECOM	Brian Kuglich	\$ -	2.24	\$ -	0.1	0	0	0	0	\$ 29,917	\$ 29,917	\$ -	\$ -	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	AECOM	Michael Bouwman	\$ -	2.24	\$ -	0.1	0	0	0	0	\$ 24,646	\$ 24,646	\$ -	\$ -	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	AECOM	Chris Hardham	\$ 79.23	2.24	\$ 177.48	1	0.25	0	0	0	\$ 406,691	\$ 406,691	\$ 85,188	\$ -	\$ -	\$ -
Team Leads	Active	PM Team Lead	AECOM	Greg Montelione	\$ 71.00	2.24	\$ 159.04	0	0.4	1	1	0	\$ -	\$ -	\$ 122,143	\$ 305,357	\$ 317,571	\$ -
Team Leads	Active	PM Team Lead	AECOM	Michael Jenner	\$ 73.00	2.24	\$ 163.52	0	0	1	1	0.5	\$ -	\$ -	\$ -	\$ 313,958	\$ 326,517	\$ 168,156
Team Leads	Active	PM Team Lead	AECOM	Michael Jenner	\$ 68.34	2.24	\$ 153.08	0.5	1	1	1	0.5	\$ 195,908	\$ 195,908	\$ 293,917	\$ 293,917	\$ 305,673	\$ 157,422
Team Leads	Inactive	PM Team Lead	AECOM	Joseph Webster	\$ -	2.24	\$ -	0.3	0	0	0	0	\$ 101,606	\$ 101,606	\$ -	\$ -	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	AECOM	Joseph Webster	\$ 70.10	2.24	\$ 157.02	0.7	0.7	0	0	0	\$ 144,507	\$ 144,507	\$ 211,040	\$ -	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	AECOM	Joseph Webster	\$ 78.00	2.24	\$ 174.72	0.7	0.3	0	0	0	\$ -	\$ -	\$ 100,639	\$ -	\$ -	\$ -
Team Leads	Active	PM Team Lead	AECOM	Cody Kiess	\$ 68.00	2.24	\$ 152.32		0.2	1	1	1	\$ -	\$ -	\$ 58,491	\$ 292,454	\$ 304,153	\$ 313,277
Team Leads	Active	PM Team Leader (HVAC)	AECOM	Angel Diaz	\$ 61.00	2.24	\$ 136.64	0	0.25	1	1	1	\$ -	\$ -	\$ 65,587	\$ 262,349	\$ 272,843	\$ 281,028
Team Leads	Inactive	PM Team Lead	AECOM	Marion Sampath	\$ 68.00	2.24	\$ 152.32	0.00	0.1	0	0	0	\$ -	\$ -	\$ 29,245	\$ -	\$ -	\$ -
Team Leads	Active	PM Team Lead	AECOM	Marion Sampath	\$ 76.00	2.24	\$ 170.24	0.00	0.1	1	1	0.5	\$ -	\$ -	\$ 32,686	\$ 326,861	\$ 339,935	\$ 175,067
Team Leads	Active	PM Team Lead	BACH	Jim Proano	\$ 70.00	2.24	\$ 156.80	0.00	1	1	0	0	\$ 216,438	\$ 216,438	\$ 301,056	\$ 301,056	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	Corradino	Trevor Martin	\$ 78.28	2.24	\$ 175.35	1.00	0.7	0	0	0	\$ 305,751	\$ 305,751	\$ 235,667	\$ -	\$ -	\$ -
Administration	Inactive	Board Item Coordinator	Garth	Daisy Hernandez	\$ -	2.24	\$ -	0.08	0	0	0	0	\$ 13,531	\$ 13,531	\$ -	\$ -	\$ -	\$ -
Team Leads	Inactive	PM Team Lead	Keith	Matt Hunt	\$ -	2.24	\$ -	0.70	0	0	0	0	\$ 202,003	\$ 202,003	\$ -	\$ -	\$ -	\$ -
Team Leads	Active	PM Team Lead , SCEP, FF&E	Corradino	Marleine Ghaby	\$ 73.04	2.24	\$ 163.61	1.00	1	1	1	1	\$ 271,587	\$ 271,587	\$ 314,130	\$ 314,130	\$ 326,696	\$ 336,497
Project Managers													\$ 3,819,112	\$ 3,819,112	\$ 4,940,043	\$ 6,248,131	\$ 6,498,056	\$ 5,161,792
Project Manager	Active	PM	AECOM	Ed McKeever	\$ 57.69	2.24	\$ 129.23	0.066	0.9	0	0	0	\$ 81,055	\$ 81,055	\$ 223,302	\$ -	\$ -	\$ -
Project Manager	Active	PM	AECOM	Matthew Tibbs	\$ 65.10	2.24	\$ 145.82	0	0.1	1	1	0	\$ -	\$ -	\$ 27,998	\$ 279,982	\$ 291,181	\$ -

Appendix C

					imum Effective Multiplier (2			F'221	F'222	F'223	F'224	F'225	F'221 Actuals	F'221	F'222	F'223	F'224	F'225
					YR 2 Rate	DLM incl. Profit	YR 2 Bill Rate	Hours	Hours	Hours	Hours	Hours	TTD	Dollars	Dollars	Dollars	Dollars	Dollars
	Status	Category	Company	Employee Name		2.24		1920	1920	1920	1920	1920		1.00	1.00	1.000	1.04	1.03
Project Manager	Inactive	PM	AECOM	Liverache Mejia	\$ -	2.24	\$ -	0.7	0	0	0	0	\$ 187,253	\$ 187,253	\$ -	\$ -	\$ -	\$ -
Project Manager	Active	PM	AECOM	Liverache Mejia	\$ 56.95	2.24	\$ 127.57	0.3	1	1	1	0	\$ 20,806	\$ 20,806	\$ 244,931	\$ 244,931	\$ 254,728	\$ -
Project Manager	Active	PM	AECOM	Pedro Nunez	\$ 61.80	2.24	\$ 138.43	1	1	1	1	0	\$ 304,328	\$ 304,328	\$ 265,789	\$ 265,789	\$ 276,421	\$ -
Design Coordination	Inactive	PM	AECOM	Santiago Di Carlo	\$ -	2.24	\$ -	0.275	0	0	0	0	\$ 100,355	\$ 100,355	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	BACH	Anthony Walsh	\$ 64.38	2.24	\$ 144.20	0.65	0.9	0	0	0	\$ 125,440	\$ 125,440	\$ 249,178	\$ -	\$ -	\$ -
Project Manager	Active	PM	BACH	Anthony Walsh	\$ 66.00	2.24	\$ 147.84	0.65	0.1	1	1	1	\$ -	\$ -	\$ 28,385	\$ 283,853	\$ 295,207	\$ 304,063
Project Manager	Inactive	PM	BACH	Blane Taunton	\$ 46.83	2.24	\$ 104.90	0.20	0.4	1	1	1	\$ 26,378	\$ 26,378	\$ 80,563	\$ 201,406	\$ 209,463	\$ 215,747
Project Manager	Inactive	PM	BACH	Silvia Farina	\$ 51.00	2.24	\$ 114.24	0.00	0.3	0	0	0	\$ 26,378	\$ 26,378	\$ 65,802	\$ -	\$ -	\$ -
Project Manager	Pending	PM	BACH	Position Removed	\$ 50.00	2.24	\$ 112.00	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	BACH	Jim Proano	\$ 68.00	2.24	\$ 152.32	0.00	0	0	0	0	\$ 216,438	\$ 216,438	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	BACH	Luis Rodriguez	\$ -	2.24	\$ -	0.35	0	0	0	0	\$ 86,199	\$ 86,199	\$ -	\$ -	\$ -	\$ -
Project Manager	Active	PM	BACH	Marbella Raposo Cabrera	\$ 45.00	2.24	\$ 100.80	0.00	0.75	1	1	1	\$ -	\$ -	\$ 145,152	\$ 193,536	\$ 201,277	\$ 207,316
Project Manager	Inactive	PM	BACH	Nkenge Davis	\$ 55.50	2.24	\$ 124.32	1.00	0.25	0	0	0	\$ 212,836	\$ 212,836	\$ 59,674	\$ -	\$ -	\$ -
Project Manager	Active	PM	BACH	Scott Johnson	\$ 51.39	2.24	\$ 115.11	0.00	0.6	1	1	1	\$ -	\$ -	\$ 132,611	\$ 221,018	\$ 229,859	\$ 236,755
Project Manager	Active	PM	BACH	Allen Colp	\$ 55.50	2.24	\$ 124.32	1.00	0.7	0	0	0	\$ -	\$ -	\$ 167,086	\$ -	\$ -	\$ -
Roofing Code	Inactive	PM	BACH	Roger Veile	\$ -	2.24	\$ -	0.70	0	0	0	0	\$ 76,662	\$ 76,662	\$ -	\$ -	\$ -	\$ -
Assistant PM	Active	PM	Corradino	Angie Castillo Martinez	\$ 44.29	2.24	\$ 99.21	0.00	0.1	1	1	1	-	-	\$ 19,048	\$ 190,482	\$ 198,102	\$ 204,045
Assistant PM	Active	PM	Garth	Kimberly Nedd	\$ 44.29	2.24	\$ 99.21	0.00	1	1	1	1	-	-	\$ 190,482	\$ 190,482	\$ 198,102	\$ 204,045
Assistant PM	Inactive	PM	Corradino	Arle Rodriguez	\$ 44.29	2.24	\$ 99.21	0.37	0.9	0	0	0	\$ 48,545	\$ 48,545	\$ 171,434	\$ -	\$ -	\$ -
Assistant PM	Active	PM	Corradino	Victor Coachman	\$ 50.00	2.24	\$ 112.00	0.00	0.1	1	1	0	\$ -	\$ -	\$ 21,504	\$ 215,040	\$ 223,642	\$ -
Project Manager	Active	PM	Corradino	Herve Apollon	\$ 56.29	2.24	\$ 126.09	1.00	1	1	1	1	\$ 213,065	\$ 213,065	\$ 242,090	\$ 242,090	\$ 251,773	\$ 259,327
Project Manager	Inactive	PM	Corradino	Imad Younes	\$ 46.29	2.24	\$ 103.69	1.00	0.9	0	0	0	\$ 174,147	\$ 174,147	\$ 179,176	\$ -	\$ -	\$ -
Project Manager	Active	PM	Corradino	Imad Younes	\$ 56.29	2.24	\$ 126.09	1.00	0.1	1	1	1	\$ -	\$ -	\$ 24,209	\$ 242,092	\$ 251,776	\$ 259,329
Project Manager	Inactive	PM	Corradino	Jeanne d'Arc Lahaud	\$ -	2.24	\$ -	0.37	0	0	0	0	\$ 64,701	\$ 64,701	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Corradino	Jorge Hernandez	\$ -	2.24	\$ -	0.61	0	0	0	0	\$ 187,125	\$ 187,125	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Corradino	Jorge Rios	\$ 69.53	2.24	\$ 155.74	0.39	1	0	0	0	\$ 74,995	\$ 74,995	\$ 299,013	\$ -	\$ -	\$ -
Project Manager	Active	PM	Corradino	Joseph Aoun	\$ 47.51	2.24	\$ 106.43	1.00	1	1	1	0	\$ 190,543	\$ 190,543	\$ 204,348	\$ 204,348	\$ 212,522	\$ -
Project Manager	Inactive	PM	Corradino	Ricardo Flores	\$ 47.38	2.24	\$ 106.13	1.00	0.5	0	0	0	\$ 185,472	\$ 185,472	\$ 101,886	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Corradino	Shelby Coroneos	\$ 47.38	2.24	\$ 106.13	0.30	0.21	0	0	0	\$ 25,554	\$ 25,554	\$ 42,792	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Corradino	Ryan Coffield	\$ 48.07	2.24	\$ 107.68	0.00	0.1	0	0	0	\$ -	\$ -	\$ 20,674	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Corradino	Nigel Alias	\$ 55.00	2.24	\$ 123.20	0.00	0.4	0	0	0	\$ -	\$ -	\$ 94,618	\$ -	\$ -	\$ -
Project Manager	Active	PM	Keith	Phillip Kim	\$ 55.00	2.24	\$ 123.20	0.00	0.4	1	1	1	\$ -	\$ -	\$ 94,618	\$ 236,544	\$ 246,006	\$ 253,386
Project Manager	Inactive	PM	Corradino	Antonio Osteicoechea	\$ 48.00	2.24	\$ 107.52	0.00	0.55	0	0	0	\$ -	\$ -	\$ 113,541	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Garth	Chris Schiappa	\$ 45.45	2.24	\$ 101.82	0.90	0.9	0	0	0	\$ 182,675	\$ 182,675	\$ 175,939	\$ -	\$ -	\$ -
Project Manager	Active	PM	Garth	Chris Schiappa	\$ 56.29	2.24	\$ 126.09	0.10	0.1	1	1	1	\$ -	\$ -	\$ 24,209	\$ 242,092	\$ 251,776	\$ 259,329
Project Manager	Inactive	PM	Garth	Jay Michaud	\$ 54.47	2.24	\$ 122.00	0.40	0.9	0	0	0	\$ 59,699	\$ 59,699	\$ 210,824	\$ -	\$ -	\$ -
Project Manager	Active	PM	Garth	Jay Michaud	\$ 56.29	2.24	\$ 126.09	0.40	0.1	1	1	1	\$ -	\$ -	\$ 24,209	\$ 242,092	\$ 251,776	\$ 259,329
Project Manager	Inactive	PM	Keith	Agustin Vargas	\$ 41.12	2.24	\$ 92.11	0.25	0	0	0	0	\$ 42,002	\$ 42,002	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Keith	Andreas Schneider	\$ 61.50	2.24	\$ 137.76	0.70	0.25	0	0	0	\$ 170,822	\$ 170,822	\$ 66,125	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Keith	Cody Kiess	\$ 60.00	2.24	\$ 134.40	0.00	0.6	0	0	0	\$ -	\$ -	\$ 154,829	\$ -	\$ -	\$ -
Project Manager	Pending	PM	Keith	Armando Amet, III	\$ 60.00	2.24	\$ 134.40	0.00	0.1	1	1	1	\$ -	\$ -	\$ 25,805	\$ 258,048	\$ 268,370	\$ 276,421
Project Manager	Inactive	PM	Keith	Blake Thorson	\$ -	2.24	\$ -	0.29	0	0	0	0	\$ 56,878	\$ 56,878	\$ -	\$ -	\$ -	\$ -
Project Manager	Active	PM	Keith	Blake Thorson	\$ 55.00	2.24	\$ 123.20	0.71	1	1	1	1	\$ 135,905	\$ 135,905	\$ 236,544	\$ 236,544	\$ 246,006	\$ 253,386
Project Manager	Inactive	PM	Keith	Jak Bicaci	\$ 59.62	2.24	\$ 133.55	0.31	0	0	0	0	\$ 78,928	\$ 78,928	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Keith	Tina Willard	\$ -	2.24	\$ -	0.29	0	0	0	0	\$ 50,696	\$ 50,696	\$ -	\$ -	\$ -	\$ -
Project Manager	Inactive	PM	Keith	Tina Willard	\$ 43.00	2.24	\$ 96.32	0.71	0.25	0	0	0	\$ 118,570	\$ 118,570	\$ 46,234	\$ -	\$ -	\$ -
Project Manager	inactive	PM	Keith	Jessica (JD) McGruder	\$ 44.29	2.24	\$ 99.21	0.00	0.75	0	0	0	\$ -	\$ -	\$ 142,862	\$ -	\$ -	\$ -
Project Manager	Active	PM, Sr.	Corradino	Fadi Hardan	\$ 75.00	2.24	\$ 168.00	1.00	1	1	1	1	\$ 294,662	\$ 294,662	\$ 322,560	\$ 322,560	\$ 335,462	\$ 345,526
		Assistant Project Managers											\$ 1,648,431	\$ 1,648,431	\$ 2,156,652	\$ 2,417,981	\$ 2,131,383	\$ 1,801,885
Assistant PM	Inactive	APM	BACH	Closed Position	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	BACH	Elsie Vazquez	\$ 36.77	2.24	\$ 82.36	1.00	1	0.7	0	0	\$ 127,309	\$ 127,309	\$ 158,140	\$ 110,698	\$ -	\$ -
Assistant PM	Inactive	APM	BACH	Jason Eppy	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	BACH	Alexandria Wilson	\$ 34.95	2.24	\$ 78.29	0.05	1	0.8	0	0	\$ -	\$ -	\$ 150,313	\$ 120,250	\$ -	\$ -
Assistant PM	Inactive	APM	BACH	Marbella Raposo Cabrera	\$ 40.90	2.24	\$ 91.62	0.40	0.25	0	0	0	\$ 16,857	\$ 16,857	\$ 43,976	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	BACH	Tramayne Whyte	\$ -	2.24	\$ -	0.35	0	0	0	0	\$ 53,312	\$ 53,312	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino	Angie Castillo Martinez	\$ 35.64	2.24	\$ 79.83	0.39	0.9	0	0	0	\$ 37,200	\$ 37,200	\$ 137,945	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino	Arle Rodriguez	\$ -	2.24	\$ -	0.63	0	0	0	0	\$ 98,585	\$ 98,585	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino	Ashley Larson	\$ -	2.24	\$ -	0.30	0	0	0	0	\$ 53,455	\$ 53,455	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino	Danae Bruce	\$ -	2.24	\$ -	0.02	0	0	0	0	\$ 39,137	\$ 39,137	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino	Shelby Coroneos	\$ -	2.24	\$ -	0.70	0	0	0	0	\$ 159,094	\$ 159,094	\$ -	\$ -	\$ -	\$ -
Assistant PM	Inactive	APM	Corradino															

Appendix C

					imum Effective Multiplier (2			F'221	F'222	F'223	F'224	F'225	F'221 Actuals	F'221	F'222	F'223	F'224	F'225	
					YR 2 Rate	DLM incl. Profit	YR 2 Bill Rate	Hours	Hours	Hours	Hours	Hours	TTD	Dollars	Dollars	Dollars	Dollars	Dollars	
	Status	Category	Company	Employee Name		2.24		1920	1920	1920	1920	1920		1.00	1.00	1.000	1.04	1.03	
Assistant PM	Active	APM	Corradino	Maria Quiroz	\$ 36.05	2.24	\$ 80.75	0.20	0.6	1	1	1	\$ 23,206	\$ 23,206	\$ 93,026	\$ 155,044	\$ 161,246	\$ 166,083	
Assistant PM	Active	APM	Corradino	Veronica Aponte	\$ 30.90	2.24	\$ 69.22	1.00	0.9	1	1	0	\$ 116,659	\$ 116,659	\$ 119,605	\$ 132,895	\$ 138,211	\$ -	
Assistant PM	Active	APM	Corradino	Joan Vargas	\$ 34.45	2.24	\$ 77.17		0.1			0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Garth	Alicia Hernandez	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Garth	Ana Schmidt	\$ 35.54	2.24	\$ 79.60	1.00	0.5	0	0	0	\$ 139,413	\$ 139,413	\$ 76,414	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Garth	Cathy Emmanuel	\$ 31.93	2.24	\$ 71.52	0.60	0.9	1	1	1	\$ 45,553	\$ 45,553	\$ 123,592	\$ 137,325	\$ 142,818	\$ 147,102	
Assistant PM	Active	APM	Garth	Cathy Emmanuel	\$ 35.00	2.24	\$ 78.40	0.60	0.1	0	0	0	\$ -	\$ -	\$ 15,053	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	Garth	Desiree O'Connor	\$ 35.00	2.24	\$ 78.40	0.00	0.85	1	1	0	\$ -	\$ -	\$ 127,949	\$ 150,528	\$ 156,549	\$ -	
Assistant PM	Active	APM	Garth	Lisa Basini	\$ 32.00	2.24	\$ 71.68	0.40	0.85	1	1	1	\$ -	\$ -	\$ 116,982	\$ 137,626	\$ 143,131	\$ 147,425	
Assistant PM	Active	APM	Garth	Therese Danson	\$ 33.65	2.24	\$ 75.38	0.00	0.5	1	1	1	\$ -	\$ -	\$ 72,361	\$ 144,722	\$ 150,511	\$ 155,026	
Assistant PM	Inactive	APM	Garth	Lucecita Gonzalez	\$ 32.00	2.24	\$ 71.68	0.00	0.2	0	0	0	\$ -	\$ -	\$ 27,525	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	Garth	Kurt Harrigan	\$ 33.65	2.24	\$ 75.38	0.00	0.1	1	1	1	\$ -	\$ -	\$ 14,472	\$ 144,722	\$ 150,511	\$ 155,026	
Assistant PM	Active	APM	Garth	Yarik Sabitov	\$ 33.65	2.24	\$ 75.38	0.00	0.2	1	1	1	\$ -	\$ -	\$ 28,944	\$ 144,722	\$ 150,511	\$ 155,026	
Assistant PM	Inactive	APM	Garth	Lucille Gbantous	\$ 32.00	2.24	\$ 71.68	1.00	0.3	1	1	1	\$ 93,990	\$ 93,990	\$ 41,288	\$ 137,626	\$ 143,131	\$ 147,425	
Assistant PM	Inactive	APM	Garth	Position Removed	\$ 35.00	2.24	\$ 78.40	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	Garth	Maria Montalvan	\$ 32.00	2.24	\$ 71.68	0.40	0.9	1	0	0	\$ -	\$ -	\$ 123,863	\$ 137,626	\$ -	\$ -	
Assistant PM	Inactive	APM	Garth	Natasha Perry	\$ -	2.24	\$ -	0.18	0	0	0	0	\$ 25,460	\$ 25,460	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Garth	Yoslaine Muchuli	\$ -	2.24	\$ -	0.70	0	0	0	0	\$ 76,205	\$ 76,205	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Keith	Agustin Vargas	\$ -	2.24	\$ -	0.30	0	0	0	0	\$ 45,158	\$ 45,158	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Inactive	APM	Keith	Jessica (JD) McGruder	\$ 36.05	2.24	\$ 80.75	1.00	0.25	0	0	0	\$ 142,374	\$ 142,374	\$ 38,761	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	Keith	Karlene Henry	\$ 38.00	2.24	\$ 85.12	1.00	0.6	0	0	0	\$ 142,374	\$ 142,374	\$ 98,058	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	S Davis	Cristina Quiroz	\$ 35.00	2.24	\$ 78.40	0.00	0.75	1	1	1	\$ -	\$ -	\$ 112,896	\$ 150,528	\$ 156,549	\$ 161,246	
Assistant PM	Inactive	APM	S Davis	Removed	\$ 35.00	2.24	\$ 78.40	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	Keith	Tara Kirkland	\$ 32.19	2.24	\$ 72.10	1.00	1	1	1	1	\$ 126,840	\$ 126,840	\$ 138,432	\$ 138,432	\$ 143,969	\$ 148,288	
Assistant PM	Inactive	APM	S Davis	Ameena Haddad	\$ 35.00	2.24	\$ 78.40	0.60	0.9	0	0	0	\$ 63,042	\$ 63,042	\$ 135,475	\$ -	\$ -	\$ -	
Assistant PM	Active	APM	S Davis	Ameena Haddad	\$ 39.50	2.24	\$ 88.48	0.60	0.1	1	1	1	\$ -	\$ -	\$ 16,988	\$ 169,882	\$ 176,677	\$ 181,977	
Assistant PM	Inactive	APM	Garth	Katherine Desangles	\$ 32.00	2.24	\$ 71.68	0.00	0.6	0	0	0	\$ -	\$ -	\$ 82,575	\$ -	\$ -	\$ -	
														\$ 3,368,424	\$ 3,368,424	\$ 3,533,924	\$ 4,246,852	\$ 4,313,069	\$ 2,511,894
Const Coordinator	Active	Construction Coordinator	BACH	Miguel Romero	\$ 50.47	2.24	\$ 113.05	0.89	1	1	1	0	\$ 159,811	\$ 159,811	\$ 217,061	\$ 217,061	\$ 225,744	\$ -	
Const Coordinator	Active	Construction Coordinator	BACH	Rafic Hage	\$ 51.50	2.24	\$ 115.36	0.70	1	1	1	1	\$ 131,712	\$ 131,712	\$ 221,491	\$ 221,491	\$ 230,351	\$ 237,261	
Const Coordinator	Inactive	Construction Coordinator	BACH	Scott Johnson	\$ 47.00	2.24	\$ 105.28	0.70	0.4	0	0	0	\$ 116,960	\$ 116,960	\$ 80,855	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	BACH	Pedro Morales	\$ 47.00	2.24	\$ 105.28	0.00	0.2	1	1	1	\$ 116,960	\$ 116,960	\$ 40,428	\$ 202,138	\$ 210,223	\$ 216,530	
Const Coordinator	Pending	Construction Coordinator	BACH	Johnathan Giraldo	\$ 46.00	2.24	\$ 103.04	1.00	0.1	1	1	1	\$ -	\$ -	\$ 19,784	\$ 197,837	\$ 205,750	\$ 211,923	
Const Coordinator	Active	Construction Coordinator	BACH	Matt Roberts	\$ 43.75	2.24	\$ 98.00	0.00	0	1	1	0.5	\$ -	\$ -	\$ -	\$ 188,160	\$ 195,686	\$ 100,778	
Const Coordinator	Active	Construction Coordinator	Corradino	Elijah Ervin	\$ 54.59	2.24	\$ 122.28	1.00	1	1	1	1	\$ 210,847	\$ 210,847	\$ 234,781	\$ 234,781	\$ 244,172	\$ 251,497	
Const Coordinator	Inactive	Construction Coordinator	Corradino	Geoffrey McCorkle	\$ 53.85	2.24	\$ 120.62	1.00	0.9	0	0	0	\$ 214,072	\$ 214,072	\$ 208,432	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Corradino	Luis Gonzalez	\$ 53.85	2.24	\$ 120.62	1.00	0.1	1	1	0.5	\$ -	\$ -	\$ 23,159	\$ 231,591	\$ 240,855	\$ 124,040	
Const Coordinator	Active	Construction Coordinator	Corradino	Koffi Ayi (School Choice)	\$ 46.35	2.24	\$ 103.82	0.49	1	1	1	0.5	\$ 53,222	\$ 53,222	\$ 199,342	\$ 199,342	\$ 207,316	\$ 106,768	
Const Coordinator	Inactive	Construction Coordinator	Corradino	Mark Hughes	\$ 46.35	2.24	\$ 103.82	0.51	0	0	0	0	\$ 109,670	\$ 109,670	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Corradino	Nigel Alias	\$ 50.00	2.24	\$ 112.00	1.00	0.4	0	0	0	\$ 183,516	\$ 183,516	\$ 86,016	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Corradino	Tim Gallerani	\$ 43.07	2.24	\$ 96.48		0.55	0	0	0	\$ -	\$ -	\$ 101,880	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Corradino	Roberto King	\$ 36.57	2.24	\$ 81.91	1.00	1	0	0	0	\$ 145,045	\$ 145,045	\$ 157,259	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Garth	Eddie Medlin	\$ 35.10	2.24	\$ 78.62	0.70	0	0	0	0	\$ 103,778	\$ 103,778	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Garth	Felix Nchi	\$ 44.57	2.24	\$ 99.83	0.70	1	1	1	1	\$ 100,021	\$ 100,021	\$ 191,678	\$ 191,678	\$ 199,346	\$ 205,326	
Const Coordinator	Inactive	Construction Coordinator	Garth	Gregory Goldfuss	\$ 43.27	2.24	\$ 96.92	0.31	0	0	0	0	\$ 57,740	\$ 57,740	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Garth	Matthew Jarvis	\$ 41.20	2.24	\$ 92.29	1.00	1	1	1	0	\$ 172,749	\$ 172,749	\$ 177,193	\$ 177,193	\$ 184,281	\$ -	
Const Coordinator	Active	Construction Coordinator	Garth	Patrick Casas	\$ 46.35	2.24	\$ 103.82	1.00	1	1	1	0	\$ 183,053	\$ 183,053	\$ 199,342	\$ 199,342	\$ 207,316	\$ -	
Const Coordinator	Active	Construction Coordinator	Garth	Wilson Munoz	\$ 44.57	2.24	\$ 99.83	0.25	1	1	1	0	\$ 29,464	\$ 29,464	\$ 191,678	\$ 191,678	\$ 199,346	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Keith	Andreas Schneider	\$ 54.00	2.24	\$ 120.96	0.29	0	0	0	0	\$ 66,286	\$ 66,286	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Keith	Andrew Orndorff	\$ -	2.24	\$ -	0.70	1	1	1	0	\$ 60,211	\$ 60,211	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Keith	Elisha Wright	\$ 59.74	2.24	\$ 133.82	1.00	1	1	1	1	\$ 232,557	\$ 232,557	\$ 256,930	\$ 256,930	\$ 267,207	\$ 275,223	
Const Coordinator	Active	Construction Coordinator	Keith	Joseph Wonesh	\$ 44.29	2.24	\$ 99.21	1.00	1	1	1	1	\$ 169,523	\$ 169,523	\$ 190,482	\$ 190,482	\$ 198,102	\$ 204,045	
Administration	Inactive	Board Item Coordinator	Keith	Lee Cole	\$ -	2.24	\$ -	0.05	0	0	0	0	\$ 7,432	\$ 7,432	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Keith	Ricardo Rupcich	\$ 45.00	2.24	\$ 100.80	0.90	0	0		0	\$ 56,878	\$ 56,878	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Inactive	Construction Coordinator	Keith	Ricardo Rupcich	\$ 46.00	2.24	\$ 103.04	0.04	0	0	0	0	\$ 56,878	\$ 56,878	\$ -	\$ -	\$ -	\$ -	
Const Coordinator	Active	Construction Coordinator	Keith	Ricardo Rupcich	\$ 4														

Appendix C

					imum Effective Multiplier (F'221	F'222	F'223	F'224	F'225	F'221 Actuals		F'221		F'222		F'223		F'224		F'225
					YR 2 Rate	DLM incl. Profit	YR 2 Bill Rate	Hours	Hours	Hours	Hours	Hours	TTD		Dollars		Dollars		Dollars		Dollars		Dollars
	Status	Category	Company	Employee Name		2.24		1920	1920	1920	1920	1920			1.00		1.00		1.000		1.04		1.03
Admin Support	Inactive	Administrative Support	Garth	Stacy Grossman	\$ -	2.24	\$ -	0.47	0	0	0	0	\$ 62,832	\$ 62,832	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Support	Inactive	Administrative Support	Garth	Stacy Grossman	\$ 37.34	2.24	\$ 83.64	0.63	0.25	0	0	0	\$ 76,612	\$ 76,612	\$ 40,148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Support	Inactive	Administrative Support	S Davis	Ameena Haddad	\$ -	2.24	\$ -	0.40	0	0	0	0	\$ 39,603	\$ 39,603	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Support	Inactive	Administrative Support	S Davis	Cristina Quiroz	\$ 25.75	2.24	\$ 57.68	1.00	0.25	0	0	0	\$ 105,208	\$ 105,208	\$ 27,686	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Support	Inactive	Administrative Support	S Davis	Doris Deneke	\$ 25.75	2.24	\$ 57.68	0.40	0.7	0	0	0	\$ 30,912	\$ 30,912	\$ 77,522	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Support	Active	Administrative Support	S Davis	Rita Margues	\$ 33.78	2.24	\$ 75.68	1.00	1	1	1	0	\$ 132,834	\$ 132,834	\$ 145,298	\$ 145,298	\$ 151,110	\$ -	\$ -	\$ -	\$ -		
Admin Support	Active	OCP Invoicing Support	Garth	Nancy McDugall	\$ 38.83	2.24	\$ 86.98	1.00	1	1	1	1	\$ 153,108	\$ 153,108	\$ 167,004	\$ 167,004	\$ 173,685	\$ 178,895	\$ -	\$ -	\$ -	\$ -	
Admin Support	Inactive	Admin Support	Garth	Lucesita Gonzalez	\$ 25.75	2.24	\$ 57.68	0.42	0.4	1	1	1	\$ 87,500	\$ 87,500	\$ 44,298	\$ 110,746	\$ 115,175	\$ 118,631	\$ -	\$ -	\$ -	\$ -	
Safety, Health and Environment													\$ 280,896	\$ 280,896	\$ 329,011	\$ 329,011	\$ 342,172	\$ 352,437					
SHE	Active	Safety, Health and Environment	AECOM	Doug Shelton	\$ 76.50	2.24	\$ 171.36	1	1	1	1	1	\$ 280,896	\$ 280,896	\$ 329,011	\$ 329,011	\$ 342,172	\$ 352,437	\$ -	\$ -	\$ -	\$ -	
SMWBE Team													\$ 514,554	\$ 514,554	\$ 566,544	\$ 358,736	\$ -	\$ -					
S/M WBE Coordination	Active	S/M/WBE Manager	BACH	Joseph Gay	\$ 50.86	2.24	\$ 113.93	1.00	0.95	0	0	0	\$ 193,791	\$ 193,791	\$ 207,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
S/M WBE Coordination	Active	S/M/WBE Compliance Coordinator	BACH	Keith Roberts	\$ 39.07	2.24	\$ 87.52	1.00	1	1	0	0	\$ 148,728	\$ 148,728	\$ 168,032	\$ 168,032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
S/M WBE Coordination	Active	S/M/WBE Outreach Coordinator	BACH	Vincent Jones	\$ 44.34	2.24	\$ 99.32	1.00	1	1	0	0	\$ 172,035	\$ 172,035	\$ 190,704	\$ 190,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EDDC Support													\$ 258,197	\$ 258,197	\$ 111,451	\$ 159,216	\$ -	\$ -					
EDDC Support	Inactive	EDDC Consulting	BACH	Natacha St. Louis	\$ -	2.24	\$ -	1.00	0	0	0	0	\$ 161,138	\$ 161,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EDDC Support	Active	EDDC Consulting	BACH	Lener Coira	\$ 37.02	2.24	\$ 82.92	0.00	0.7	1	0	0	\$ -	\$ -	\$ 111,451	\$ 159,216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EDDC Support	Inactive	EDDC Support/Roofing Support	S Davis	Kayna Rosier	\$ -	2.24	\$ -	0.65	0	0	0	0	\$ 97,059	\$ 97,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Communications													\$ 690,243	\$ 690,243	\$ 722,130	\$ 722,130	\$ 751,015	\$ 773,545					
Communications	Active	Communications Manager	Garth	Yvonne Garth	\$ 63.14	2.24	\$ 141.43	0.50	0.2	0.2	0.2	0.2	\$ 131,247	\$ 131,247	\$ 54,311	\$ 54,311	\$ 56,483	\$ 58,177	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Brandon De Reuver	\$ 45.67	2.24	\$ 102.30	0.50	0.5	0.5	0.5	0.5	\$ 70,273	\$ 70,273	\$ 98,209	\$ 98,209	\$ 102,137	\$ 105,201	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Yaneris Gonzalez	\$ 33.65	2.24	\$ 75.38	1.00	0.5	0.5	0.5	0.5	\$ 117,156	\$ 117,156	\$ 72,361	\$ 72,361	\$ 75,255	\$ 77,513	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Bryan Adams	\$ 28.84	2.24	\$ 64.60	0.00	0.75	0.75	0.75	0.75	\$ -	\$ -	\$ 93,026	\$ 93,026	\$ 96,747	\$ 99,650	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Keenesha Crawford	\$ 20.19	2.24	\$ 45.23	0.00	0.75	0.75	0.75	0.75	\$ -	\$ -	\$ 65,125	\$ 65,125	\$ 67,730	\$ 69,762	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Deniece Williams	\$ 39.07	2.24	\$ 87.51	1.00	1	1	1	1	\$ 155,477	\$ 155,477	\$ 168,023	\$ 168,023	\$ 174,744	\$ 179,986	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Rae-Ann Guy	\$ 22.59	2.24	\$ 50.60	1.00	0.75	0.75	0.75	0.75	\$ 78,787	\$ 78,787	\$ 72,866	\$ 72,866	\$ 75,781	\$ 78,054	\$ -	\$ -	\$ -	\$ -	
Communications	Active	Communications	Garth	Melissa Barnett	\$ 45.67	2.24	\$ 102.30	0.00	0.5	0.5	0.5	0.5	\$ -	\$ -	\$ 98,209	\$ 98,209	\$ 102,137	\$ 105,201	\$ -	\$ -	\$ -	\$ -	
Communications	Inactive	Communications	Garth	Janelle Cedeno	\$ -	2.24	\$ -	1.00	0	0	0	0	\$ 137,303	\$ 137,303	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement													\$ 786,690	\$ 786,690	\$ 511,920	\$ 152,915	\$ -	\$ -					
Procurement	Inactive	Procurement Support	Garth	Adriana Rodriguez	\$ 33.06	2.24	\$ 74.06	1.00	0.7	0	0	0	\$ 121,799	\$ 121,799	\$ 99,538	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Procurement Support	Garth	Carolyn Mitchell	\$ 42.94	2.24	\$ 96.19	1.00	0	0	0	0	\$ 171,777	\$ 171,777	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Procurement Support	Garth	Sherine Mowatt	\$ -	2.24	\$ -	0.29	0	0	0	0	\$ 56,648	\$ 56,648	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Procurement Support	Garth	William Varandas	\$ -	2.24	\$ -	1.00	0	0	0	0	\$ 88,690	\$ 88,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Active	Purchasing Agent	Garth	Denise Torrano	\$ 27.85	2.24	\$ 62.38	0.00	0.6	0.5	0	0	\$ -	\$ -	\$ 71,866	\$ 59,889	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Procurement Support	Garth	Daisy Hernandez	\$ 40.93	2.24	\$ 91.68	0.08	0.5	0	0	0	\$ 13,531	\$ 13,531	\$ 88,016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Procurement Support	Garth	Lucesita Gonzalez	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ 13,531	\$ 13,531	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Purchasing Admin	BACH	Closed	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Purchasing Agent I	Garth	Neda Augusto	\$ 25.75	2.24	\$ 57.68	0.88	0.6	0	0	0	\$ 76,826	\$ 76,826	\$ 66,447	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Inactive	Purchasing Agent I	Garth	Paulette Hemmings Turner	\$ -	2.24	\$ -	0.88	0	0	0	0	\$ 81,135	\$ 81,135	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurement	Active	Purchasing Agent III	Garth	Mark Cohen	\$ 43.26	2.24	\$ 96.90	1.00	1	0.5	0	0	\$ 162,752	\$ 162,752	\$ 186,053	\$ 93,026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Commissioning													\$ 316,890	\$ 316,890	\$ 374,170	\$ 438,682	\$ 456,229	\$ 469,916					
Commissioning	Inactive	Commissioning	S Davis	Rodin Philip	\$ -	2.24	\$ -	1.00	0.3	0	0	0	\$ 139,328	\$ 139,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Commissioning	Active	Commissioning	S Davis	Paul Barnikel	\$ 50.00	2.24	\$ 112.00	1.00	0.7	1	1	1	\$ -	\$ -	\$ 150,528	\$ 215,040	\$ 223,642	\$ 230,351	\$ -	\$ -	\$ -	\$ -	
Commissioning	Active	Commissioning	BACH	Teresa Roberts	\$ 52.00	2.24	\$ 116.48	1.00	1	1	1	1	\$ 177,562	\$ 177,562	\$ 223,642	\$ 223,642	\$ 232,587	\$ 239,565	\$ -	\$ -	\$ -	\$ -	
Roofing Code Compliance													\$ 496,914	\$ 496,914	\$ 597,514	\$ 597,514	\$ 621,414	\$ 640,057					
Roofing Code	Active	Roofing Design & Construction	NOC	John Nocella	\$ 82.77	2.24	\$ 185.41	1.00	1	1	1	1	\$ 303,020	\$ 303,020	\$ 355,981	\$ 355,981	\$ 370,220	\$ 381,326	\$ -	\$ -	\$ -	\$ -	
Roofing Code	Inactive	Team Leads	Corradino	Closed	\$ -	2.24	\$ -	0.00	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Roofing Code	Inactive	Project Manager	BACH	Roger Veile	\$ -	2.24	\$ -	0.70	0	0	0	0	\$ 51,108	\$ 51,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Roofing Code	Active	Roofing Project Manager	AECOM	Stephen Starke	\$ 56.16	2.24	\$ 125.80	0.7	1	1	1	1	\$ 126,031	\$ 126,031	\$ 241,533	\$ 241,533	\$ 251,194	\$ 258,730	\$ -	\$ -	\$ -	\$ -	
Roofing Code	Inactive	Roofing Code Compliance (Team Lead)	AECOM	Abas Hawramee	\$ -	2.24	\$ -	0.07	0	0	0	0	\$ 16,755	\$ 16,755	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Exhibit Prior Observation 5.1



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

(754) 321-1500

Document 01250e (00 63 46)-Construction Change Directive

To: Angel Olivera
West Construction
(Contractor)

Directive No.: 1 Date: 10-28-21

Project No. P.001634
Location No. 2071
Project Title: Building Renovations Smart Program
Facility Name: Pasadena Lakes ES

(One Directive per form)

Description of Directed Change:

You are hereby directed to make the following change(s) in this Contract:

Remove and replace deteriorated roof decking at Building 1. The decking has been identified by the Roofing Committee after the existing roofing material was removed exposing the condition of the underlying decking. It's been determined that 100% of the decking needs to be replaced (50,946 sq/ft). The GC will verify manpower and Sq/Ft removed with daily tickets and pictures confirmed by the PMOR.

Proposed Adjustments

- The Proposed basis of adjustment of the Contract Sum or Guaranteed Maximum price is:
 - ☐ Lump Sum ☒ Increase ☐ Decrease of \$ ____.
 - ☒ Unit Price of \$\$15.75 per sq/ft.
 - ☐ As provided in Specification Section 01250, Contract Modifications.
 - ☐ As follows: Cost-Plus basis with an agreed upon "Not to Exceed" Price of \$ _____
- The Contract Time is proposed to ☐ be adjusted ☒ remain unchanged. The proposed adjustment, if any, is an
 - X- Increase of 0 days.
 - ☐ decrease of ____ days.

When signed by the Project Consultant and the Owner and received by the Contractor, this document becomes effective immediately as a Construction Change Directive and the Contractor shall proceed with the change(s) described above.		Signature by the Contractor indicates the Contractor's Agreement with the Proposed Adjustments in Contract Sum and Contract Time as set forth in this Construction Change Directive.	
Project Consultant	Executive Director, Capital Programs	Contractor	
By: <i>James Khan</i>	By: <i>Donna M. Papp</i>	By: <i>[Signature]</i>	
Date: 11/30/21	Date: 02-28-2022	Date: 11/30/21	

☐ Contractor: Return Signed Copy to: ☐ Project Consultant ☐ Owner ☐ ____



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

(754) 321-1500

Document 01250g (00 63 63)-Construction Change Order-Item # 4

Facility Name: Pasadena Lakes Elementary School Date: 2/16/22
Project Name: SMART Program Renovations Project # P.001634
Location No: 2071
Project Description: _____
Contractor: West Construction Reference Letter
Dated: _____

Description of Change:

Supply and install New Metal Deck on Building #1 (50,946 sf).

Attachments: _____

Reason For Change:

During the removal of the roofing system, it was discovered that the metal deck has deteriorated.

Summary:

Total of Credits and/or Added Costs: Add: \$802,400.00
Deduct: \$
The Contract Time will be (increased) (decreased) by: 0 Days


THIS CHANGE ORDER ITEM IS INCLUSIVE OF ALL COSTS ASSOCIATED WITH THIS WORK. NO ADDITIONAL COMPENSATION FOR EXTENDED TIME SHALL BE DUE AS A RESULT OF THIS CHANGE IN THE SCOPE OF WORK.

Recommended
James Khalil 4/28/22
Project Consultant's Signature Date
James Khalil, PE
Project Consultant's Typed Name
FICE Design
Project Consultant's Firm Name

Accepted
Angel Oliveira 4/28/22
Contractor's Signature Date
Contractor's Typed Name
West Construction, Inc.
Contractor's Firm Name

Reviewed and Concurred
Philip Kim 4/28/22
Facilities Project Manager Date
Facilities Project Manager's Typed Name
The School Board of Broward County, FL

This Information to be completed by School Board of Broward County Staff			
Change Order Categories		Direct Owner Purchase (DOP)	
<input type="checkbox"/> Owner's Request	<input checked="" type="checkbox"/> Unforeseen	<input type="checkbox"/> Direct Owner Purchase	<input type="checkbox"/> Tax Savings
<input type="checkbox"/> Consultant Error	<input type="checkbox"/> Consultant Omission		



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