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## Proposed Approach for “Big 3” CMAR Project Analysis

### Approach

Our approach to this work will include the following procedures:

#### CMAR Project Analysis

- For the following schools, conduct a comparative analysis of the 2014 School Deficiency Listing, the executed scope of work, and the work performed by the Construction Manager, as applicable
  - Stranahan High School (GOB Renovations and Cafeteria Additions / Renovations)
  - Northeast High School (GOB Renovations and New Addition and Renovations to Bldg. 12)
  - Blanche Ely High School (GOB Renovations)
- We anticipate performing the following procedures as a part of our work:
  - Conduct interviews with key stakeholders as available to obtain an understanding of each project's history. Key stakeholders may include, but are not limited to:
    - Select Board advisory committees
    - School administrators
    - Program Manager - Owner's Representative
    - Office of Capital Programs
    - Design and construction professionals
  - Review the 2014 School Deficiency Listings to obtain an understanding of needs identified prior to scope creation
  - Obtain an understanding of how project scope development was considered as part of District long-term planning
  - Determine what analysis (i.e., Castaldi Analysis / destructive testing) were performed or considered during scope creation for each project
  - Review key contractual documents to obtain an understanding of project scope (i.e., professional services agreements, construction services agreements, guaranteed maximum price (“GMP”) amendments, executed change orders, etc.)
  - Review School Board meeting minutes / agendas and document Board approval of the original scope of work and changes to the scope and budget
  - Conduct visual inspection of scope items through on-site walkthroughs
  - For each project, validate S/M/WBE goals are consistent with other SMART projects and perform testing to validate monitoring of contractor performance relative to goals
  - Obtain an understanding of District processes and procedures for monitoring compliance with State Requirement for Educational Facilities (“SREF”) and Florida Department of Education (“FDOE”) specifications and inquire of management whether potential or known instances of noncompliance exist