

BROWARD COUNTY PUBLIC SCHOOLS
BOND OVERSIGHT COMMITTEE

KCW ADM. BUILDING - BOARD ROOM
600 SE 3RD AVENUE
FORT LAUDERDALE, FLORIDA, 33301
JUNE 12, 2025
5:38 P.M. - 7:36 P.M.

ATTENDANCE:

Ashley Carpenter, Atkins Realis
Tammy Whippie, AECOM
Omar Shim, Director, Capital Budget
Rafiki Brown, Assistant Director, Capital Budget
Benjamin Salz, Capital Budget Analyst V, Capital
Budget
Romaneir Johnson, Chief Financial Officer
Michael Scott, EDDC
Deniece Williams, Garth Solutions
Magen Mendez, Garth Solutions

BOND OVERSIGHT COMMITTEE MEMBERS:

Steve Hillberg, P.E., Civil Engineer
Chief Tommy Demopoulos, Fire Chiefs Association of
Broward County
William A. Tracy, Building Official, City of Parkland
Latha Krishnaiyer, Broward County Parent Teachers
Association
Parth Patel, CGFO

Reported by:
Timothy R. Bass
Bass Reporting Service, Inc.
633 South Andrews Avenue, Suite 500
Fort Lauderdale, FL 33301

1 MR. HILLBERG: Okay. Well, let's call to
2 order. We did not have a quorum last time, so we
3 have two sets of minutes to approve. First we'll
4 do the approval of minutes from the December
5 meeting which carried us up to 1st Quarter of
6 FY2025.

7 MR. TRACY: Motion to approve.

8 CHIEF DEMOPOULOS: Second.

9 MR. HILLBERG: Okay. All in favor?

10 COMMITTEE MEMBERS: Aye.

11 MR. HILLBERG: All opposed?

12 (No response.)

13 MR. HILLBERG: None. Okay. Moving to the
14 second set of minutes. This was --

15 MR. TRACY: The unofficial meeting.

16 MR. HILLBERG: The unofficial meeting;
17 correct; on March 20th, and it took us up to the
18 2nd Quarter of FY2025. Do I have a motion to
19 approve those minutes?

20 MR. TRACY: So moved.

21 MS. KRISHNAIYER: Second.

22 MR. HILLBERG: Okay. All in favor, aye?

23 COMMITTEE MEMBERS: Aye.

24 MR. HILLBERG: All opposed?

25 (No response.)

1 MR. HILLBERG: None. All right. Call for
2 Experienced Representatives to Fill Open
3 Positions. Any progress from anyone on that?

4 MR. TRACY: I have reached out to three or
5 four people and nobody wants to. I deal with
6 contractors all the time. I spoke to five today.
7 Then, nope.

8 MR. HILLBERG: Okay.

9 MR. TRACY: So --

10 MR. HILLBERG: Any word from staff's efforts,
11 Mr. Shim?

12 MR. SHIM: Yes, I reached out to
13 organizations and I haven't had any feedback.
14 And I also reached out to -- prior, to EDDC, Mrs.
15 Mincie-Mills before she left and she didn't have
16 any recommendations. Well, I did get a lead for
17 a minority builder, but then it turned out -- I
18 followed up with them and it turned out that they
19 didn't want to participate, primarily because
20 they did business with the school board or wanted
21 business with the school board.

22 MR. HILLBERG: Right.

23 MS. KRISHNAIYER: Do they have to be -- if
24 it's someone that even works for a construction
25 company or what is the criteria for --

1 MR. SHIM: Right. If they have a conflict
2 because they work for or are a part of a company
3 that does business with the district, then it
4 precludes them according to the resolution.

5 MS. KRISHNAIYER: Right.

6 MR. SHIM: I mean, it really is well suited
7 to people who have retired and/or work for
8 another city or municipality to participate.
9 That seems to be the kind of, you know, things
10 that we're looking for according to resolution.

11 MS. KRISHNAIYER: So we can approach or
12 whoever can approach the municipalities just like
13 our friend here, you know.

14 MR. TRACY: Yeah, I'm a contractor, but I'm
15 here as a building official.

16 MS. KRISHNAIYER: Right.

17 MR. SHIM: Right. But, yeah, I mean, you're
18 at this point in the program where there's
19 probably what, two or three more meetings?

20 MS. KRISHNAIYER: Mm-hmm. Mm-hmm.

21 MR. SHIM: So, you know, we did what we could
22 in terms of altering the resolution so that the
23 quorum would be a little bit easier. Now it only
24 takes four to make a quorum even though, you
25 know, there's five. You know, we could look at

1 that, but it's kind of late in the game and it
2 might not be worth it.

3 MS. KRISHNAIYER: Right.

4 MR. HILLBERG: Okay. Let's move to
5 presentations. We have a new person from AECOM.

6 MS. WHIPPIE: Hi, Tammy Whippie, AECOM.

7 MR. SHIM: I don't know if this is the right
8 time, but Dave Rhodes, the auditor, was supposed
9 to be here and sort of talk a little bit about
10 some things, but he wasn't able to make it. I
11 think he was out today.

12 So I'll just say that there is an upcoming
13 board agenda item that he was going to just give
14 a quick overview of and I pulled up the summary
15 of it and there is basically an old audit where
16 there were six items and two of those items are
17 closed and four of them remain open and they
18 discussed it during the audit. And the next time
19 he comes back he'll talk more in detail about
20 that or anything else. And we'll forward to you
21 the audit that -- you know, the summary of the
22 audit that's there.

23 But, briefly, it looks like the six is,
24 number 1, PM/OR Compliance with Reporting
25 Requirements, that one is partially complete and

1 low risk.

2 Number 2 is Monthly Scheduling -- Schedule
3 Report Contractual Completion Dates, and that one
4 is closed.

5 Number 3 is PM/OR S/M/WBE Compliance. That
6 one is closed.

7 Number 4, is Adherence to Standard
8 Operating -- SOPs for Project Closeout. That one
9 is partly closed, higher risk rating.

10 And Number 5 is Architect/Engineering and
11 Contract Performance Evaluations, partly closed
12 but still open.

13 Outdated Standard Operating Procedures for
14 Project Closeout, that one is partially complete
15 and moderate risk and not fully closed.

16 So he can talk a little bit more about that.
17 He wasn't going to go into detail about it
18 because it's still going before the board on
19 Tuesday but then the next report he can discuss
20 that.

21 MR. HILLBERG: Okay.

22 MR. SHIM: We'll send you this so that you
23 have a copy of it.

24 MR. HILLBERG: Okay. Yes, Tom.

25 CHIEF DEMOPOULOS: I know the auditor wasn't

1 here at the last meeting, and I'll be honest with
2 you, I'm not sure what meeting this person was
3 at. How can we stress the importance of, I mean,
4 I believe this auditor took the position of
5 TaxWatch and was kind of going to be that
6 oversight and I can't remember the last time when
7 we saw them, heard from them, saw a report, and I
8 don't think that's really acceptable. So I'd
9 like to stress to the group to please bring that
10 back, that that person should be here to present
11 their findings, report. I mean, if TaxWatch --
12 if TaxWatch couldn't come here it was like, oh,
13 my gosh, we have to Zoom them in or we couldn't
14 do the meeting, and it seems like it's acceptable
15 that we got rid of TaxWatch and now we don't even
16 have this auditor position here. So, not that I
17 didn't enjoy your report, I appreciate it, but I
18 think it's nice to hear and see this person.

19 MR. TRACY: Yeah, he was at December; wasn't
20 he?

21 CHIEF DEMOPOULOS: Yeah.

22 MR. SHIM: I'll make sure I convey that
23 message.

24 CHIEF DEMOPOULOS: Thank you.

25 MR. HILLBERG: He has staff; right?

1 MR. SHIM: He does have staff; right.

2 MR. HILLBERG: So someone from that group
3 could make a report. And that would be -- I
4 would second Chief Demopoulos' statement.

5 All right. Back to Ms. Tammy from AECOM,
6 Whippen?

7 THE WITNESS: Whippie, W-H-I-P-P-I-E.
8 Whippie.

9 MR. HILLBERG: Whippie. Okay. All right.

10 MS. CARPENTER: So I'm going to make the
11 presentation today for Atkins and AECOM.

12 Ashley Carpenter with Atkins Realis. Moving
13 on to the Quarterly Highlights, if you want to
14 jump to that. The Quarterly Highlights, so this
15 quarter there were 22 projects that actually --
16 out of the 335 from this program that moved into
17 closeout and that brought the total in closeout
18 up to 191. The 22 in the quarter represents an
19 average of 7.3 per month, which is the highest so
20 far in the program. And just remember that
21 number later when we talk about the schedule.
22 But this reflects a year-to-year difference of 52
23 projects that moved into closeout or an average
24 over the year of 4.3 per month. There were two
25 Ribbon-Cutting ceremonies at Park Springs

1 Elementary and Stranahan High School and 16
2 school visits this quarter.

3 This slide is the snapshot of the project
4 phases on March 31st, 2025 compared to December
5 31st, which is shown below. And then the next
6 slide that we added, I think, last quarter is
7 basically breaking down those phases. Because we
8 have nine phases. So the first slide only shows
9 them kind of like grouped together and this
10 shows, especially the closeout phases broken
11 down, but you can see from the 135 that showed on
12 the previous slide as construction, 8 of those
13 are still pending the Notice to Proceed for the
14 contractor, 127 of them have construction
15 activities underway. And as of the end of March
16 the average construction percent complete for
17 active projects was 86 percent complete.

18 And then the four boxes to the right are the
19 closeout spaces. So once it goes into closeout
20 we say, it is substantially complete, then when
21 it achieves the certificate of final completion,
22 you know, final completion, and then financial
23 closeout and then phase 9 for us is closed, done,
24 we're not looking at it anymore. Okay?

25 So moving on to the Status & Timeframes of

1 Remaining Safety and Security Projects. Just as
2 a reminder, the security portion was really the
3 single point of entry projects. Those were
4 finished back in 2019. But the safety projects,
5 the fire alarm and the fire sprinkler, this slide
6 reflects a movement of 22 fire alarm projects
7 into the closeout phase in the last year and 27
8 fire sprinkler projects that have moved into
9 closeout in the last year.

10 And then the next two slides are, I'm not
11 going to try to read this, but the reasons or the
12 status for the particular projects that had been
13 flagged for fire alarm scope.

14 And then moving into the Schedule, so we're
15 going to talk about the Master Program Schedule.
16 The district asked Atkins Realis to pick up the
17 management and the maintaining of the Master
18 Program Schedule. We talked about this a little
19 bit a few months ago, but because we hadn't
20 started it yet we didn't really have anything to
21 report. It started in March of 2025. So this
22 BOC report was that re-baselined schedule. And I
23 just really wanted to kind of highlight here some
24 of the strategy around the changes that were
25 made.

1 There were program-level constraints that
2 were applied to the schedule. And those
3 constraints were that we would maintain an
4 average of 6 project closeouts per month. You
5 know, getting the certificate of occupancy is
6 what triggers that closeout phase. So 6 of those
7 per month average. That June, July and December,
8 because those are when mainly when kids are not
9 in the classroom would have lower numbers, 4 or 5
10 per month, because, you know, that's when the
11 contractors are out there like trying to complete
12 stuff so you don't really see the occupancy
13 certificates come in until kind of either August,
14 at the end of summer, or January, so that those
15 would be a little bit lower. We would have a
16 maximum of 4 projects with fire alarm per month.
17 This is still probably too aggressive for us, but
18 I would just make sure there was no more than 4
19 per month out of the 6 that were projected to be
20 complete. And that we were adding a minimum of a
21 year between substantial completion and the end
22 of the project due to the one-year A/E warranty
23 that they have once we get the scheduled
24 completion. So we don't close out the PO for the
25 A/E until a year afterwards. And then we

1 increased the time between substantial and final.
2 Per contract it's either 30 or 60 days,
3 generally, but just what we've seen in reality is
4 that that's not realistic. So for like the
5 smaller carve-out projects I put 90 days and for
6 our regular primary renovation projects I put 150
7 days. I was just trying to reflect reality, you
8 know, in this.

9 Some of the results of these constraints were
10 that the average number of days that the projects
11 kind of shifted from the previous month's
12 schedule to the re-baseline was about 7 months,
13 211 days. That was an average. And while a few
14 of the projects, the ones that were projected to
15 be finished really soon kind of stayed in the
16 same target month. There were over 40 projects
17 that moved like 300 days or more. They just had
18 to be moved out quite a bit. Again, maintaining
19 that average of 6 per month completion.

20 And the last SMART project that showed a
21 project completion date of May 2028. So that was
22 quite a bit further out than I think what we had
23 been reflecting before.

24 And the full load of 6 projects per month ran
25 straight through April 2027.

1 So what that -- I guess, the reason for like
2 why all of that has to be done, I tried to just
3 jot down like what were some of the things that
4 were driving the delays that we were seeing in
5 the program and, you know, these were things that
6 we knew about, the project teams, everybody knew
7 about it, but it's hard to control and some of
8 the things we've talked about here, too. So the
9 subcontractors on this program work for multiple
10 GCs and GCs also have multiple projects. So in a
11 lot of cases we have like some of the same subs
12 that might be on half the construction projects
13 or more and they don't have the resources to be
14 able to staff every job simultaneously. And
15 because, again, at 86 percent complete, you know,
16 we have pretty much all these projects that are
17 towards the end and everybody's vying for the
18 time of these subcontractors to get out there and
19 just really tidy up, finish their work, do the
20 last punch items, you know, to get done, and they
21 don't have the staff to be able to do it.

22 It takes a disproportionate amount of effort
23 to get from 95 percent complete to 100 percent
24 complete. It's just a really hard process. By
25 the time we've gotten to 95 percent complete the

1 contractors have made the majority of their
2 money, they're on to something where they can --
3 you know, where they're at 20 percent and they
4 can do big billings and, you know, really throw a
5 lot of bodies out there and get a lot of work
6 done and they've pretty abandoned, you know, the
7 projects that are at 95 percent. So the PM/OR
8 works really hard to like drag the people to the
9 site and like get stuff done so that they can
10 close out the project.

11 Scope also continues to be added in the form
12 of change orders. So we have talked about that a
13 lot here. As the end of the project happens
14 causing delays of 6 to 12 months; you've got like
15 scope validation; you have to do a design
16 amendment for the additional services; you have
17 to permit that, you know, ASI; the GC has to
18 price the change order; the change order has to
19 be reviewed and approved. You know, this is the
20 6 to 12-month timeline that all that happens.
21 Then they have to actually construct the work,
22 inspect the work, you know, get the inspections
23 passed.

24 MR. HILLBERG: May I ask a question?

25 MS. CARPENTER: Sure.

1 MR. HILLBERG: And in that time they're
2 finished with all the work so they demobilize.
3 Do you have to pay for remobilization and then
4 another demobilization for that change order
5 work?

6 MS. CARPENTER: Sometimes we pay for
7 remobilization and demobilization. It really
8 depends on the situation. If the contractor was
9 at all, you know, at fault for these delays, then
10 a lot of times we don't pay for that. But, yes,
11 it could be additional costs as well if it's
12 really right at the end. If we find out this
13 additional scope during final inspections or
14 whatever, then, yes, it could be.

15 The program has 71 schools in active -- this
16 was as of the end of March, but, anyways, 71
17 schools in active status that have full fire
18 alarm replacement. The scope is very labor
19 intensive to test and inspect and there are a
20 limited number of fire inspectors. The district
21 has actively searched for more to hire directly
22 and through consultants.

23 This issue that we wrote down here at the end
24 of March seems to have been resolved only
25 slightly. And, obviously, every project that we

1 close out the fire alarm and then, you know,
2 there's just -- it's just that everybody's just
3 spread very thin. There are a growing number of
4 projects as well. There were 18 at the time of
5 this report with active claims that were being
6 handled by the Office of the General Counsel.
7 And when claims are filed, as I'm sure you know,
8 there are just associated delays.

9 MR. HILLBERG: There's no schedule. There's
10 no schedule anymore.

11 MS. CARPENTER: Well, we try to hold a
12 schedule, but, true, a lot of times things just
13 kind of come to a stop and depending on what type
14 of, you know, claim it is and what the Office of
15 the General Counsel has advised for that.

16 And then, of course, lack of performance or
17 just poor performance by the GCs or the AE
18 leading to delays, as well.

19 So all of those kinds of high-level program
20 delays lead to this re- baseline and I will say
21 that now, March, April, May data is in, the
22 schedule is being met with the average of 6
23 projects completion per month. So that's -- that
24 seems to be a realistic target that is now being
25 met.

1 CHIEF DEMOPOULOS: A question before you move
2 on from the schedule, just so I understand it. I
3 know a number of years ago they re-baselined,
4 rescheduled, right, and we said, hey, October
5 2026 for the last one, just to clarify, we did
6 that again and now we're say May 2028 would be
7 the last one?

8 MS. CARPENTER: Mm-hmm.

9 CHIEF DEMOPOULOS: Okay. Thank you.

10 MS. KRISHNAIYER: Looking at the fire alarms
11 that are not done, it's mostly elementary
12 schools.

13 MS. CARPENTER: Mm-hmm.

14 MS. KRISHNAIYER: Is there any reason why so
15 many elementary schools are not done? Because
16 those children are the most vulnerable.

17 MS. CARPENTER: Every school has a
18 functioning fire alarm system, first of all. But
19 these upgrades are -- I think the district just
20 has more elementary schools than they have
21 anything else, so that's part of it. But, no,
22 there's nothing particular about elementary
23 schools. And even with these fire alarm
24 projects, even if it's not fully certified and
25 turned on yet, they're very far along in the

1 project. You know, they probably have 95 percent
2 of the work done, but they still have to -- fire
3 alarm is that one scope, as well, that oftentimes
4 they add devices at the end. You know, we've
5 seen that on so many schools. So -- and I
6 appreciate from the fire department that they
7 want it to be right, you know, they want to make
8 sure everything that needs to be --

9 CHIEF DEMOPOULOS: You don't have to
10 appreciate it.

11 MS. CARPENTER: Well, I do appreciate that
12 part of it.

13 CHIEF DEMOPOULOS: We should do it in the
14 beginning, get it right in the plans, and then
15 not have the need to add it.

16 MS. CARPENTER: Right. We want it to be
17 right as early as possible.

18 MR. TRACY: And this is something that we
19 discussed at the workshop I attended where the
20 issue is, you have a plan examiner looking at
21 two-dimensional drawings and then four years
22 later when the project's done and you have a fire
23 inspector go out and walk the project, he
24 realizes, I need a pull station there, you're
25 missing a sprinkler head here, I need a strobe

1 over here, and it's things that if -- and one of
2 the things that Tommy and I discussed, all of his
3 fire inspectors also review plans. A lot of
4 times in a large organization the people that do
5 the plan review never go out in the field, so it
6 does not -- it doesn't validate their plan
7 review. They're looking at the same -- and they
8 may miss the same thing. You know, a lot of this
9 -- whenever we're building new schools a lot of
10 times they set on a model, you know, look how
11 many elementary schools look identical across the
12 county. They set a model and they build that
13 same school for six, eight, 10 years and then
14 they move on to a new model.

15 Well, if you're renovating all these schools
16 which are now 25 or 30 years old and you have the
17 same plan reviewer, he's missing those same 10
18 locations on all 15 schools, it's -- it's
19 problematic.

20 MS. CARPENTER: Mm-hmm.

21 MR. TRACY: And it's something -- if there's
22 a shortage of fire inspectors, I think, you know,
23 let's say an elementary school in Tamarac, maybe
24 reach out to Tamarac Fire Department to, can you
25 send a fire inspector out? It's still Florida

1 Fire Protection Code.

2 CHIEF DEMOPOULOS: Yeah, I would say that
3 the -- your chief fire code official Nathan and
4 the chair of our fire prevention subcommittee
5 here in Broward have a really good relationship.
6 He comes to our meetings every month. Never once
7 have I heard that this is a problem. I do know
8 that they're short-staffed because people go to
9 other departments or whatever it is and then you
10 guys subcontract -- they subcontract with CAP for
11 a lot of things. So, yes, I would -- I would say
12 if it truly is that big of a problem, bring it up
13 to the subcommittee to see if the Fire Chiefs
14 Association would be willing to bless and say,
15 yeah, you know, hey Tommy -- personally, I'd
16 probably say, hey, fire inspector, go there and
17 help them. I know there's some, we're not the
18 AHJ, so it comes into like are we really signing
19 off on something that is not legally ours; so I
20 get that. But even if we could preliminarily do
21 stuff and say, hey, this is wrong or that's right
22 and then their staff comes after.

23 MS. CARPENTER: Well, that's the thing.
24 Because he brought up in the meeting yesterday,
25 telling the project team, don't -- don't wait for

1 a few different buildings to be ready at this
2 campus to call the fire inspector out, we won't
3 be able to staff up, like we won't be able to be
4 there all day to do your inspection. We just
5 don't have the manpower. So, you know, if -- as
6 soon as the building is ready call them out so
7 that they can just quickly, you know --

8 MR. TRACY: Spend two hours rather than all
9 day.

10 MS. CARPENTER: Right. Spend two hours, yes,
11 rather than waiting for three buildings to be
12 ready and then spending the whole day.

13 So there is -- because he has to say like
14 there's a staffing issue, so there is a staffing
15 issue, but, yeah, I think it's interesting with
16 the prototype thing, too. We could research the
17 prototypes to see like elementary schools that
18 are from a particular group like what added
19 requests they have.

20 MR. TRACY: What are the common deficiencies
21 that start showing up?

22 MS. WHIPPIE: Because they do a lot of design
23 on the FISH plan and then the rooms have changed
24 use now, so you're requiring different devices
25 for those rooms.

1 MR. TRACY: Right.

2 MS. WHIPPY: That's how they got missed;
3 right? So exactly what you said. So if somebody
4 looks at the plan sitting here and didn't walk
5 the site and doesn't know that it's a different
6 usage in that room, so all these delays are --
7 the change orders she's talking about are mostly
8 fire alarms in that final inspection that that
9 adds another six months to a year to a project.

10 CHIEF DEMOPOULOS: I know it's difficult, but
11 I would almost challenge, I know you're not
12 gonna, but give me a code section that says I
13 have to do this. Because I can tell you from
14 training, fire people are like, hey, you have to
15 do it because that's what I've been taught,
16 that's what I've been told, but when you really
17 look at the code it doesn't require many of those
18 things. The code is a minimum. Granted, if the
19 district wants to go above and beyond and say I
20 want all of these things, they can. That's their
21 right. But the minimum is what's on plans most
22 of the time. And in a fully sprinklered building
23 you don't need a lot of fire alarm stuff. So,
24 again, it seems like it's their decision that
25 they want to go above and beyond the minimum,

1 which I actually appreciate, I just wish they
2 made that decision earlier. So I would imagine
3 we're here to help if there's some communication
4 between the district and you all that the fire
5 inspectors in Broward County can try to help
6 with, we're definitely open to --

7 MR. TRACY: Are your inspectors and plan
8 examiners also BORA certified?

9 CHIEF DEMOPOULOS: They all are. Everybody
10 in Broward County.

11 MR. TRACY: Everybody in Broward County. So,
12 in other words, what they can do, my inspectors
13 and plan examiners can work in any jurisdiction
14 to the county because they have a county license
15 on top of state license. So fire inspectors and
16 fire plan examiners are also -- are countywide.
17 And the supplemental help you're getting from
18 CAP, now Bureau Veritas, a lot of those people
19 also work in municipalities. So it seems like,
20 you know, if there is -- if there is a need, you
21 know, perhaps have -- see if certain fire
22 inspectors or plan examiners throughout the
23 county could be, say, will-call staff or
24 supplemental staff for -- for Broward Schools.

25 MS. CARPENTER: Yeah.

1 MR. TRACY: I've done that. I've added four
2 people on my staff that are just full-time
3 inspectors in other municipalities, but I don't
4 have coverage some days, and rather than call the
5 private provider where I have to give them a
6 four-hour minimum, I'd rather call somebody who's
7 working in a neighboring town, hey, what time do
8 you get off today; could you come by at the end
9 of the day and do some work for me for a couple
10 hours?

11 CHIEF DEMOPOULOS: We're open for discussion.

12 MS. CARPENTER: Thank you.

13 MR. PATEL: Could we just go back to slide 9
14 really quick?

15 MS. WHIPPIE: We're still in the middle of
16 the presentation, just so you know.

17 MR. PATEL: Like for Driftwood Middle School;
18 is the 5 percent a typo or is that where they
19 actually are?

20 MS. WHIPPIE: I'd have to get back to you to
21 give you a more solid answer. When we do this
22 report we validate it with all project managers,
23 but I will certainly get an update for you.

24 MS. CARPENTER: It does -- I mean, the
25 sentence reads like that's correct. It says the

1 shop drawings have been approved. This work will
2 be completed by summer. So the 5 percent might
3 be right because that was just reviewing the
4 shops.

5 MS. WHIPPIE: And this was a few months ago.

6 MS. CARPENTER: Yeah, this was a few months
7 ago.

8 MR. PATEL: So I'm going to have a very silly
9 question, but they do have like fire alarms at
10 that school; right?

11 MS. CARPENTER: Oh, yeah, every school has a
12 fire alarm system. The system upgrades that were
13 happening for fire alarms were exactly that,
14 upgrades. The existing system runs until the new
15 system is turned on, is functioning and
16 certified, and then they're able to decommission
17 or I don't know what you call it.

18 MR. PATEL: Got it. Okay.

19 MS. WHIPPIE: And if there is a small period
20 that the fire alarm is off, it's very small.

21 MR. PATEL: And then for page 10 for the
22 Riverglades Elementary School, kind of like the
23 contractor demobilized and issued a notice to
24 cure, but how far does 89 percent get us? What
25 does that mean.

1 MS. CARPENTER: It doesn't get you anything.
2 If you can't certify the new system, you've got
3 nothing. But even if that contractor ends up,
4 you know, going missing or whatever and we have
5 to get a new contractor, you know, eventually the
6 system will get finished by somebody.

7 MR. PATEL: Got it. Thank you.

8 MS. CARPENTER: So you can go ahead and move
9 on, Magen. That's fine. We'll go on to the Big
10 3.

11 MR. HILLBERG: Actually, I think this would
12 be -- I hate to -- I'm sorry to interrupt.

13 MS. CARPENTER: No worries.

14 MR. HILLBERG: I'm wondering while I'm
15 reading this over the weekend and whatnot that,
16 what is there in this giant program to raise the
17 alarm that this is a process that needs change?
18 And when you see that there is too many subs
19 working on too many projects, too many common
20 subs, that's an alarm. And is there a mechanism
21 to bring those up and make changes? You know,
22 the thing about the final inspection, we didn't
23 catch that, I didn't hear it in this room until
24 the grand jury report dropped. And then it
25 became -- when you read it, it was like, oh, this

1 is awful. And it's still happening and it's on
2 other parts of the work. Is there communication
3 from the consultants to the staff to say you've
4 got to stop this? This is killing the program.

5 And the schedule, the schedule creep, that's
6 an issue. That's continuing to happen. To me,
7 that -- that -- that needs a lot of focus to stop
8 it. There are other ways to look at it and it
9 sounds as if you're trying to accommodate the
10 schedule creep when actually maybe there's some
11 other things to do to stop it or work around it.
12 And one suggestion that I have, and I've tried to
13 employ with varying success, is to issue the
14 punch list before substantial completion so that
15 they're working on it. And you try to -- the
16 goal is that there is no punch list, and that
17 would reduce -- I mean, I have a 30-day time from
18 substantial completion contractually to get to
19 final completion. I don't always make it and I'm
20 really struggling to get there. But that's one
21 of the things, is get that punch list out of the
22 way and bring it to their attention so they have
23 time when the full workforce is there to work on
24 it. And that's just another thing.

25 And, you know, these final inspections are

1 adding 6 to 12 months, and it's me, I just think
2 that has to be stopped. And I don't know if your
3 experience is different, other members of the
4 board, the committee, excuse me, but I almost
5 think that there should be a decree, thou shalt
6 not make changes after substantial completion.
7 You have a whole project length to do that.

8 MS. CARPENTER: This is all happening before
9 substantial completion. So when I say they're
10 calling final inspection, that building's final
11 is happening before --

12 MR. TRACY: For TCO.

13 MS. CARPENTER: Mm-hmm.

14 MR. HILLBERG: Okay. Okay.

15 MS. CARPENTER: Yeah, they don't even issue
16 TCOs right now. And so that's all happening
17 before we get the certificate of occupancy. One
18 thing you said about the punch lists, they do get
19 the punch lists also before the certificate of
20 occupancy. And I kind of use these terms
21 interchangeably and I probably confuse the issue,
22 but there's two separate like parallel paths
23 almost; right? We have an architect of record
24 who is going to issue the paperwork for the
25 substantial completion, they're going to issue a

1 punch list, and they're going to issue a final
2 completion. And the district has specific forms
3 for that and they're doing that. Then at the
4 same time we're working toward getting the chief
5 building official to sign off on the certificate
6 of occupancy. So sometimes we call that
7 substantial completion, but, technically, that's
8 the certificate of occupancy. Substantial
9 completion is something different. And sometimes
10 the architect of record will give the substantial
11 completion and the final completion much earlier
12 than we -- by "much" I mean like possibly six
13 months or whatever earlier than we can get the
14 certificate of occupancy. And the certificate of
15 occupancy is pretty much what you said, like,
16 there's really no punch list left. I mean, if
17 there's a punch list it's like clean up this
18 area. It's not really a punch list, you know.
19 So by the time we get the certificate of
20 occupancy it's pretty much done.

21 But the reason why I added time in between
22 the certificate of occupancy and the OEF 209
23 form, the -- whatever it's called, final
24 certificate of -- certificate of final
25 inspection, anyway, is because we don't do -- we

1 try to make sure all change orders are closed
2 out, the time extension requests have been dealt
3 with. Like all of the -- everything has been
4 tied up in a bow before we do that 209. So it's
5 a little bit -- but we might already have
6 substantial and final completion from the
7 architect.

8 So it's a little weird, but I do understand
9 what you're saying, of course. Rather than
10 accommodating to what our problems, you know, in
11 the program and changing the schedule, you know,
12 fix the problem. And I think -- I mean, we try
13 to work through the problems, obviously, as they
14 come up, and a lot of things have been able to be
15 solved, I guess. But the things that were on
16 this list were still just things that were -- we
17 couldn't.

18 MS. WHIPPY: Fire alarm is a good example.
19 Fire alarm, we can't make that schedule come back
20 now, it's too far gone. It didn't happen in the
21 design review. It didn't happen in the shop
22 drawing review. It didn't happen at the first
23 inspection; right; the internal inspection. And
24 in some cases they happened after final
25 inspection. They'll come back for another one.

1 So it's -- we're already -- we're already past
2 the delays. The delay is -- there's no getting
3 that delay back. So we're kind of stuck at that
4 six to 12 months because now we have to issue a
5 change order, we have to do other things to get
6 it approved because the project is sitting there
7 not getting a final completion.

8 MS. CARPENTER: And nobody has the ability to
9 say to the AHJ, like, no, you can't add
10 something. None of us have that ability.

11 CHIEF DEMOPOULOS: I think last legislative
12 session they changed laws where you do if the AHJ
13 is causing a substantial --

14 MR. TRACY: Delay.

15 CHIEF DEMOPOULOS: Delay or, I forgot the
16 word, and I can find it for you, then they shall
17 give you, section, title, everything that is
18 causing the delay. So I'm not saying you can
19 say, no, but you can ask for and demand, please,
20 show me in the code where this is required.
21 Because if it can save you 12 months by it's not
22 required, just keep us moving forward and add it
23 to a list down the road. I know that's a
24 difficult conversation, but I would also urge, I
25 mean, yes. You can't get a lot of that time

1 back, but can the fire department come out now
2 and start doing any of those courtesy
3 inspections? Hey, I know you're nowhere near it,
4 but let me look at the plans, let me walk, okay,
5 yeah, this makes sense, good. When I'm finding
6 an issue a month or two months or whatever it is
7 in advance, I tell my people, if you're out for
8 new construction and I see a sign that you
9 haven't put up yet, even though you haven't
10 called about the final inspection, I'm telling
11 you you need a sign there. So you can start
12 ordering it today when I'm not going to be out
13 there for another month. So I -- they need to
14 get their act together. I hate to talk bad about
15 them, but they're horrific. This really is not a
16 good situation. I know in the -- not the Supreme
17 Court case but the --

18 MS. CARPENTER: Grand jury.

19 CHIEF DEMOPOULOS: The grand jury; thank you.
20 They specifically said, it is not wise to have
21 your own fire department and building department
22 because you just control yourselves. It really,
23 legislatively, and I know you can't change it in
24 this room, needs to go back to the local
25 municipalities that regulate it. I have no

1 vested interest. You need to get it done. We
2 have the staffing to do it. They have 230
3 schools, 300-and-something schools, whatever it
4 is, we have 3,000 buildings. It's unacceptable,
5 in my opinion. I've already said this for years.
6 I've said it to the higher-ups. So it's just --

7 MR. TRACY: Yeah, have Broward County do it.

8 CHIEF DEMOPOULOS: I was looking for the
9 statute that allows them to contract or
10 subcontract to the local AHJ. So, I mean, there
11 is a statute, I'm pretty sure in 1013 that allows
12 the school district, if they don't have staffing
13 or they need additional help, they can ask for
14 help and it's legal. So I was trying to find
15 that.

16 MR. TRACY: Send it to an interlocal, which,
17 you know, a lot of -- a lot of municipalities
18 will do interlocals.

19 CHIEF DEMOPOULOS: And I can't speak for the
20 authorities. A lot of them won't do anything,
21 but if there's some that could, then it might be
22 helpful.

23 MR. TRACY: There are some people that feel
24 very protective of their little jurisdictions and
25 they don't want to share or they feel that if

1 they do sign an interlocal with an adjacent
2 jurisdiction that it will be very one-sided and,
3 they -- you know, if it's not a 50/50
4 partnership, it's like, you know, I'm not going
5 to do it, I got burned the last time. It's like,
6 you know -- and one other thing that came up in
7 that workshop, one of the senior staff members
8 mentioned, when the bond was issued, that's when
9 they started going into design. And she said
10 that was essentially a three-year delay.

11 MR. HILLBERG: Mm-hmm.

12 MS. CARPENTER: Mm-hmm.

13 MR. TRACY: If -- if the -- and the other
14 thing was the -- the building condition review,
15 the -- you're supposed to --

16 MS. CARPENTER: Yeah, the needs assessment.

17 MR. TRACY: Right. The needs assessment and
18 the facilities status, if you have a building
19 that you know is due -- should be due for a
20 renovation in five years, at least get the scope
21 down and maybe some 10 or 30 percent drawings
22 ready to go. That will cut a year and a half,
23 two years off of the process. If you have a
24 shovel-ready project and all of a sudden you
25 get -- you know, the legislature decides to --

1 well, we have a billion dollars, let's share it
2 equally by population among our 67 counties, wow,
3 you know, we now have, you know, \$150 million
4 that we can invest in infrastructure, we have
5 these 10 projects right here, let's do it. And,
6 you know, so having a 10-year bond and
7 essentially nothing was done except hiring some
8 architects in the first three years is a problem.
9 So you're finishing three years late, well, maybe
10 that's where part of that delay is.

11 But this whole issue with fire alarms, I know
12 a work around I've done is if a scope has changed
13 during the process of a project and now they want
14 the project closed but they still have this
15 thing, I turn around and I break it out as a
16 separate contract, because it -- it doesn't have
17 a direct impact on life safety, it doesn't have a
18 direct impact on the occupiability of the
19 structure, but this is something that, you know,
20 the owner wanted down the road, fine, let's break
21 this out as a separate permit, you're now in
22 charge of that, and if you don't get it done in
23 so many days we send it to code. You know, if --
24 if the fire inspectors want enhanced fire safety
25 devices that are above and beyond what the code

1 minimum is or above and beyond the approved
2 plans, then break it out.

3 MS. KRISHNAIYER: A couple of things. One,
4 addressing the needs assessment, the whole bond
5 was done from decision by the school board to
6 everything in three months? It was a bad thing
7 because it was not -- it was a November election,
8 I remember. It wasn't even done during the
9 summer. By the time everything came it was late.
10 It was very late. So there was no time.

11 So I would put that, the recommendation of
12 the timeline as a recommendation from us. If we
13 are closing shop here with this committee, that's
14 one recommendation that should go forward.
15 Because the next school board -- this is not a
16 decision they can make. It's a decision the
17 school board makes. And this was -- I have no
18 idea, they had to go to the county, you know, the
19 county agreed to put it on the ballot. I
20 remember all the confusion at the time. So it's
21 -- better planning is basically what you need.
22 And Tommy's suggestion and yours, too, Bill of
23 getting the fire -- that should be another
24 recommendation, getting the municipalities to
25 assist and not depend entirely on our own -- on

1 the school district's fire department. I think
2 that would expedite things also. Because it is a
3 tricky situation when the public hears --
4 especially in elementary schools, parents will
5 not be comfortable. And I know there were
6 situations where children, hard of hearing, and
7 other children in a situation where the fire
8 alarm went who were not out in time, even if it
9 was practiced. So there's a lot of those issues
10 that have happened. So I think that should be a
11 couple of recommendations coming from us.

12 And, lastly, on page 12, the last SMART
13 project shows a projected completion of May 2028.
14 Do we know, is it one project that's already been
15 identified and what is that?

16 MS. CARPENTER: Yes, I can look up exactly
17 which one it is, but what happened -- I want
18 to -- it's Charles Drew, the HVAC. So there
19 was -- it's kind of a long story, but there was
20 like ice plants and then the district didn't want
21 the ice plants anymore, they wanted a different
22 HVAC system and it all needs to be updated. And
23 it was given to an architect, that was FICE, who
24 we went to litigation with, they were never able
25 to get a permit, the project now has to go back

1 out for design. It went out for design -- I
2 think it's a board agenda item for Tuesday. It
3 went out to hire the architect to do a new
4 design. AECOM really tried to push it through
5 with like an HVAC contractor but we couldn't do
6 it, you need like a proper design because of all
7 the changes they want to make to it. Anyway, we
8 only got one bidder, Procurement's rejecting all
9 bids. I mean, it's just like a saga of things
10 that happened.

11 MR. TRACY: Everything that could go wrong.

12 MS. CARPENTER: That's why this one has --
13 and, by the time we actually do get to
14 construction, it's going to be a really long
15 project because there's so much that has to be
16 done and we're going to need at least two summers
17 and, you know, yeah.

18 MR. TRACY: And what's the projected student
19 population at Drew in two or three years?

20 MS. CARPENTER: I don't know.

21 MS. KRISHNAIYER: Well, I don't think that's
22 going to increase too much.

23 MS. CARPENTER: No, no. And I do think we
24 will have swing space to be able to move kids
25 around so we can work during the school year.

1 But it's just a lot. So, yeah, it will be a long
2 duration project.

3 MS. KRISHNAIYER: Thank you.

4 MR. PATEL: Just one more quick thing. On
5 13, for the disproportionate amount of effort to
6 get from 95 percent to 100 percent, are those
7 like the 71 schools?

8 MS. CARPENTER: No, no, that's really any
9 project.

10 MR. PATEL: That's any project?

11 MS. CARPENTER: Yeah, that's any project.
12 Like I said, because the contractors tend to pull
13 away, you know, once they get past a certain
14 point, they send people off other places, yeah,
15 it's just pulling pieces getting them back to the
16 site to finish up deficiencies and -- -

17 MR. TRACY: It's low priority if there's only
18 10 grand left in the job.

19 MS. WHIPPIE: We also have some litigation
20 with the AE, so they're not participating, so we
21 can't close them up because they can't finish the
22 work that they have to finish.

23 MS. CARPENTER: Okay. So moving forward --

24 MR. HILLBERG: I'm sorry, Ms. Carpenter, to
25 derail you. But go ahead, please.

1 MS. CARPENTER: So Big 3, Blanche Ely High
2 School, the project team -- well, let me just say
3 it, I guess it's on here, but basically we've got
4 a couple open change orders relating to a new
5 ramp which is now installed and the installation
6 of a canopy is complete. Now there's a bus loop
7 canopy that was going in conjunction with other
8 like not SMART projects, so they really haven't
9 been reported through our SMART reports. But,
10 yeah, a lot of work at Blanche Ely and there are
11 a couple of change orders here that need to be
12 closed out. So the project team is projecting
13 completion in October of this year. Though all
14 work has completed there, the SMART primary work,
15 but the final change orders still need to be
16 approved.

17 MR. HILLBERG: On Blanche Ely, is it possible
18 that the bus loop renovations are addressing the
19 concerns of one of the residents we had probably
20 a long time ago in one of these meetings? They
21 stood in the back and they made a public
22 presentation that there is just an awful place
23 where the bus loop is and it is not finished?

24 MS. CARPENTER: Yes.

25 MR. HILLBERG: Did we -- I never heard what

1 the response was, but --

2 MS. CARPENTER: Yes, the board funded a
3 project, it was addressing drainage issues, we
4 needed to rework the whole bus loop, also provide
5 covered walkway from the bus loop to -- because
6 some buildings had gotten demolished there a long
7 time ago and then they didn't have any coverage.
8 So those concerns the Blanche Ely community had
9 been asking for for a long time to be addressed
10 and they have now been addressed.

11 MR. HILLBERG: That's a good story. That's a
12 good result. The community asked, the team
13 delivered. The team responded and delivered. I
14 like that. That's good.

15 MS. CARPENTER: Moving on to Northeast High
16 School. I mean -- I mean, you can talk about the
17 ribbon-cutting. There was a parade around the
18 bus loop.

19 MS. WILLIAMS: Yeah, we had a ribbon-cutting.
20 It's not reflected in this quarter because it
21 happened like a couple weeks ago, May -- the
22 second week of May.

23 MR. HILLBERG: So we have to wait another
24 meeting?

25 MS. WILLIAMS: But it was actually very well

1 received. The community was really happy. City
2 officials came out and we livestreamed it on our
3 social media. So if you want to go back and
4 actually see it, you can see from beginning to
5 end the actual event, itself. So we're really
6 excited about that one.

7 MR. HILLBERG: It was worth the interruption.

8 MS. CARPENTER: So Northeast High School, the
9 first slide is the SMART GOB project. And there
10 is still work happening in Building 1. But the
11 fire sprinkler work was completed and they were
12 waiting for inspections to be passed there and I
13 think the fire alarm has now been passed. So
14 that building will be complete shortly.

15 Building 4, smoke vent issue, it looks like
16 there's still a little ways to go on this one.

17 And Building 5, they were submitting a
18 package for what they needed to close out that
19 building.

20 So the master schedule completion forecast is
21 November still of this project.

22 The next slide shows the open change orders
23 for that job. I don't know, November still seems
24 a little optimistic to me with all of these open
25 change orders, but we'll see how quickly they can

1 work through them.

2 But, again, you know, all three of these
3 schools, the work is essentially done. It's just
4 trying to get from that sort of 95 to 100, you
5 know like we talked about.

6 MR. PATEL: Ashley?

7 MS. CARPENTER: Yeah.

8 MR. PATEL: Just really quick, so the open
9 change orders like for Building 3, for example,
10 so on page 16 for Building 2 it says complete but
11 then on the next page Building 2 says there's an
12 open change order.

13 MS. CARPENTER: So, yeah, this is a little --
14 this is a little confusing, but the change order
15 is related to the roofing. The roofer is
16 actually a separate -- a totally separate
17 contract. Pirtle is doing the main project and
18 then we have a contract with the roofer. So it's
19 a little confusing, but, yeah, the roof carve out
20 has a change order, as well. But all of Pirtle's
21 work in Building 2 is complete. Sorry, we could
22 probably make that more clear next time in the
23 slide.

24 MR. PATEL: Thank you.

25 MS. CARPENTER: The new classroom addition, I

1 mean is -- as you guys know, it's been occupied,
2 but there's still -- and it's 95 percent
3 complete. The main thing that was left not
4 completed was in Building 12. That was an
5 existing building that required fire sprinkler.
6 It was not known until very late in the project.
7 So the fire sprinkler work the ASI, I guess, was
8 approved, and the contractor has submitted shop
9 drawings. As soon as those are approved they're
10 going to do the work. I think that's scheduled
11 to happen this summer, from what I remember from
12 yesterday's meeting. And then I know that the
13 contractor has submitted their change order for
14 the work. So that's all moving forward. The
15 master schedule forecast says that that's going
16 to be complete in December. But, hopefully,
17 they'll get through the majority of the work this
18 summer.

19 MS. KRISHNAIYER: I was at Northeast about a
20 month ago, I think, and everything looks really
21 nice. Some of the new buildings are very nice
22 and, you know, we went around the school, it
23 was -- it looks good now, but, you know,
24 hopefully, it will -- and the parents were
25 pleased. We were meeting with the parents and

1 they were very pleased with what was going on.

2 MS. CARPENTER: Great.

3 And then Stranahan High School, there is a
4 kiln room -- there was a change order related to
5 the kiln room. It says that's 99.5 percent
6 complete, the work is. And then there was a
7 Castaldi report done on Building 17. The
8 recommendation is that that building needs to be
9 demolished. So that got de-scoped from the
10 SMART -- from the SMART project. And there was
11 an engineering report in progress for Building 18
12 with potential structural issues. So, just
13 again, working through those last things that
14 they are not able to get their building final
15 because of these. This was one where the
16 contractor got terminated a long time ago, we had
17 to bring in another contractor to assume all
18 the -- all the multiple permits. I don't know if
19 there's a surety but there might be. But also
20 like tons of failed inspections and things that
21 the new contractor had to work through. So
22 they're projecting that one for November 2025
23 completion.

24 CHIEF DEMOPOULOS: Maybe a dumb question,
25 maybe not.

1 MS. CARPENTER: Sure.

2 CHIEF DEMOPOULOS: When you get reports that
3 say, you know, structural issues or building
4 should be demolished, that's related to like to
5 the building official or fire official like, hey,
6 is it being occupied, do we have to evacuate and
7 stuff? Okay.

8 MS. CARPENTER: Absolutely. Yeah. Yeah.
9 Everybody's involved in those discussions and,
10 yeah, if a building needs to be vacated and, you
11 know, roped off or whatever until we can fund the
12 demolition of it; yeah, yeah, yeah.

13 CHIEF DEMOPOULOS: Thank you.

14 MS. CARPENTER: Okay. So looking at change
15 orders, yeah, the next slide about the change
16 order policy. You guys have seen this slide
17 before, that's the current policy, but I did just
18 want to give an update that this Tuesday at the
19 board meeting we have an item going to approve
20 the new revisions to Change Order Policy 8000.
21 So that's exciting. The board was very happy
22 about it and receptive. It says changes are
23 basically -- in Rule 1 it's increasing the
24 authority of the superintendent to approve change
25 orders up to \$25,000 based solely on the

1 recommendation of the BCPS Director of
2 Construction so it went from 5,000 to 25,000.
3 Rule 2 states that all change orders above 25,000
4 will be reviewed by CORP, that's our Change Order
5 Review Panel. And Rule 3 increases, this is the
6 big one, increases the cumulative limit per
7 project to 10 percent of the original
8 construction project amount. So it was 3 percent
9 and it's now going to be 10 percent. And after
10 the 10 percent limit is reached, each change
11 order has to go to the board for approval unless
12 it's less than \$25,000.

13 MS. WHIPPIE: That's huge.

14 MS. CARPENTER: Yeah, that's huge. I didn't
15 even know they were putting in that last part.
16 So -- and then Rule 4 doesn't have any changes.

17 So those are the changes that the board gave
18 us feedback at the workshop when we talked about,
19 I don't even think we asked for this much, and
20 the board was like, no, take more, you know,
21 raise it to 10 percent, whatever. Just because,
22 you know, I mean their reasoning was, you know,
23 what construction project doesn't like increase
24 by 10 percent, you know? That's almost a normal
25 thing in a lot of cases. So it makes sense to

1 carry a 10 percent contingency and then just
2 allow change orders to happen up until that
3 point. Again, unless -- if it exceeds that, then
4 it will go to the board. So even though we've
5 explained to the board our change order
6 percentages, you can go to the next slide and we
7 can talk about it --

8 MR. HILLBERG: I had a request.

9 MS. CARPENTER: Okay. I had this really
10 smooth transition to the next slide, but, okay.

11 MR. HILLBERG: I hope this is worth it then.
12 It's a lot of pressure.

13 So a question to staff, and perhaps Omar I'll
14 direct it to you is that, can -- or should we
15 have a blurb in the report above this section
16 saying that the project team and the Bond
17 Oversight Committee staff or members have worked
18 together with the school board to bring attention
19 and the need for these changes?

20 It's the quarterly report. It's the Bond
21 Oversight Committee report. It's our report and
22 that's one of our achievements, I think, and it
23 ought to be noted.

24 MR. SHIM: I agree. I think that's a great
25 idea.

1 MR. HILLBERG: Everybody did. It's not just
2 us, but we are the communication conduit.

3 MR. SHIM: And I think maybe when we do the
4 board workshop materials we could include
5 something in there that indicates that.

6 MR. HILLBERG: Mm-hmm.

7 Other than that it's been a waste of time.

8 I don't want that in the record, but it's
9 going to be in there.

10 All right, Ashley.

11 MS. CARPENTER: Okay. So looking at our
12 cumulative change orders to-date, you know, we've
13 always talked about our overall program-wide
14 change order percentage is very low on the
15 program. It's nowhere near 10 percent. Though
16 there have been some projects that probably have
17 gotten there, yes, and lots of projects that have
18 had no change orders.

19 So the left side of this slide shows the
20 cumulative amounts on the program by category,
21 the category meaning the tax savings and owner
22 request are net credit to the owner and tax
23 savings are all credits. Owner requests could be
24 an add or a credit, but typically it's a credit
25 on this program. We don't really allow the owner

1 to add much. And then consultant error,
2 omission, and unforeseen conditions have added,
3 you know, costs to the program.

4 And then the right-hand side of the slide
5 shows this quarter amounts only for a total of
6 about \$560,000 for the quarter. This is really
7 well below the average. I looked at the average
8 over 2024 and the average per quarter was 1.02
9 million per quarter. So this quarter was very
10 low for cumulative change orders.

11 MS. KRISHNAIYER: Question, when on the
12 agenda for Tuesday is this coming up, the policy?

13 MS. CARPENTER: It's a PP item. I want to
14 say PP-4.

15 MS. KRISHNAIYER: I'm looking at the agenda
16 and you have about 14 change orders coming under
17 JJ.

18 MS. CARPENTER: Yeah. Yeah.

19 MS. KRISHNAIYER: Okay.

20 MR. HILLBERG: But, yeah, the policy changes
21 is PP. So anything on the agenda for this
22 meeting follows the old policy. For next meeting
23 we'll start following -- if it gets passed we'll
24 start following the new policy.

25 And then moving on to the next slide, this is

1 about the S/M/WBE reporting for the PM/OR
2 contract. They are currently tracking -- as of
3 the end of March they are tracking 45.43 percent,
4 which is above -- above their committed amount of
5 45 percent.

6 And then moving on to the Risk Assessment.
7 The risk for this quarter essentially stayed the
8 same, 722 million increase to the original SMART
9 budget. It's the 70 percent risk result. That
10 stayed the same from last quarter.

11 As you can see from the graph on the right,
12 the predictions have remained very stable over
13 the past two years. We just -- you know, there
14 have been things that have happened on the
15 program for sure, but overall the risks that we
16 put into the program a couple of years ago have
17 been able to absorb, you know, whatever has
18 happened on the program. So it's tracking pretty
19 much as expected at this point.

20 And now I will ask if there are any questions
21 or hand it over to Omar for the budget update.

22 MR. HILLBERG: Any questions?

23 MR. PATEL: Thank you.

24 MR. HILLBERG: Thank you. We apologize for
25 the interruptions.

1 MR. SHIM: Yeah, so this quarterly update is
2 for the quarter ending in March. On this slide
3 the total SMART budget is 1 billion 718.2. And
4 this is the first quarter that it's actually
5 decreased from the prior quarter. And that's
6 sort of going to what Ashley is talking about,
7 there's less risk. And what that really means is
8 that we've reduced project budgets because of
9 project closeouts beyond what we've increased it
10 with any change orders. So that really shows
11 that the risk has leveled off. And so that's a
12 pretty good achievement.

13 You can see the expenditures -- I mean, the
14 expenditures and commitments are pretty much all
15 there accept for, you know, the pre-project
16 balances are about 101 million and that's just
17 inside the project as they complete them and
18 finish them up.

19 The next slide shows expenditures of 42.8
20 million for the quarter. The other figure shows
21 the expenditures and purchase orders.

22 But we added this next slide as a little bar
23 graph to show what the expenditures are doing and
24 the blue part of the bar is the GOB and you can
25 see the last two bars have no more GOBs. And

1 this includes interest and everything in there
2 and we also had a premium part of the GOB beyond
3 the 800 million. So we've spent all of that, the
4 interest and everything else, and we're really
5 just spending capital dollars to complete the
6 commitments that we made in this program. And so
7 that, you know, again, shows some progress that
8 we've -- we've already peaked, you can see
9 Quarter 4 2023, we had about 73, \$75 million in
10 that quarter.

11 MR. HILLBERG: Last meeting I recall we were
12 thinking that there was a peak last -- last
13 meeting. But is that just construction only?

14 MR. SHIM: Well, at this point there is just
15 construction only. I think in the beginning of
16 the program we were spending primarily on other
17 things, like, you know, the music equipment and
18 the IT things. But, you know, those finished up
19 early and the bulk of the funds that you spend
20 when you have your peak program is in the
21 construction program.

22 MR. HILLBERG: Yes. Okay.

23 CHIEF DEMOPOULOS: So just, question. We
24 should never see another blue line going forward;
25 right; since we've already spent --

1 MR. SHIM: That is correct.

2 CHIEF DEMOPOULOS: For us firefighters that
3 need pop-up books and color coding.

4 MR. SHIM: Right.

5 CHIEF DEMOPOULOS: Thank you.

6 MR. SHIM: These are Gator colors, I guess.

7 Financial Closeout, you know, we've done
8 pretty good in financial closeouts. We have
9 about \$12 million in savings and we're closing
10 out at a -- as Ms. Carpenter said, you know,
11 averaging about, what was it, 7 projects per
12 month?

13 MS. CARPENTER: 6. 6, 7; yeah.

14 MR. SHIM: So that's basically my report.

15 MR. HILLBERG: So the 102 million,
16 approximately, that's the balance remaining and
17 that's all the funds there are. Is that enough
18 to wrap everything up?

19 MR. SHIM: Now, let me explain that a little
20 bit better. That's actually free balance. So
21 it's the portion of the project that isn't tied
22 up inside of a contract.

23 MR. HILLBERG: Budgeted but not encumbered.

24 MR. SHIM: Right. It's not encumbered. So,
25 basically, it's a portion that's left for

1 furniture and equipment or other purchases, work
2 orders to finish up, you know, other things in
3 the project. So it's -- or any change orders
4 would be included.

5 MR. HILLBERG: Okay.

6 MR. SHIM: That's not included in the project
7 though.

8 MR. BROWN: If I can just add, as Ashley
9 said, the risk is fully budgeted.

10 MR. HILLBERG: Mm-hmm.

11 MR. BROWN: So it should be enough to finish
12 up the program.

13 MR. HILLBERG: Okay. Thank you.

14 CHIEF DEMOPOULOS: Even with the new
15 projected 2028 date?

16 MR. BROWN: If Ashley's risk projection is
17 correct; yes.

18 MR. SHIM: And if you look at it
19 program-wide, even with those projected out
20 dates, we still have dollars inside the project
21 that are set aside for risks. We have change
22 orders contingencies, we have project -- the
23 project contingency that initially is designed to
24 have that. And as we close those out we'll get
25 dollars back. And if there are risks involved

1 with that project or the handful of projects that
2 are still there, this -- the recovering these
3 funds will absorb that risk. So that's the
4 design of it. Right.

5 MR. HILLBERG: Okay. Mm-hmm.

6 MS. KRISHNAIYER: So we're not expecting to
7 put more money into it.

8 MR. SHIM: Precisely. And I'm very happy to
9 say that.

10 MS. KRISHNAIYER: Because the budget doesn't
11 look good for what is coming for -- you know, to
12 K-12.

13 MR. SHIM: Capital is doing -- yeah, that's
14 true. Capital is still doing okay. I mean, you
15 know, we -- we -- this year we're projecting --
16 we had projected a nearly 6 percent increase in
17 our capital revenue -- in our millage, so --

18 MS. KRISHNAIYER: The last I heard 70 percent
19 of the proposed budget for pre-K through 12 is
20 coming out of property taxes.

21 MR. SHIM: Well, I haven't heard that.

22 MS. KRISHNAIYER: Yeah. In the conference
23 agreement. That's the last word I heard two days
24 ago. But they haven't voted on it. How would
25 that affect our budget? And, also, following

1 that, the proposal to reduce property taxes or do
2 away with them, that would be a blow for the
3 school district.

4 MR. SHIM: Well, I mean, what you're saying
5 seems to be in conflict with itself. Because if
6 they're putting more burden from the required
7 local effort from the state funding on the local
8 taxpayer, then, you know, you can't do away with
9 property taxes, because that's --

10 MS. KRISHNAIYER: And are we are at the
11 top of -- I don't remember where we are at the
12 millage rate. Are we capped out?

13 MR. SHIM: No. Not in the overall millage
14 rate. In capital we -- we leveraged the maximum
15 at 1.5 mils, and in General Fund it's the
16 required local effort. And the whole -- all of
17 the millage is below what the state requires in
18 terms of the capital millage.

19 MS. KRISHNAIYER: Well, it's not looking
20 good, unfortunately, so -- it's depressing.

21 MR. SHIM: Yeah, there's a lot of -- there's
22 a lot of pressure on particularly operating funds
23 for districts from the federal government and
24 from state. And a lot of it is going, you know,
25 looking at moving funds to private schools or

1 charter schools and things like that.

2 MS. KRISHNAIYER: Right. Schools of Hope or
3 whatever they are.

4 MR. SHIM: And our enrollment. So that's
5 certainly pressure that we're seeing. So --

6 MS. KRISHNAIYER: Thanks.

7 MR. HILLBERG: Before we move on from the
8 financial part, I want to ask about, how did the
9 school board close out the school choice
10 programs, projects? And there is in the page way
11 far in the pages 405 it showed that one
12 Gulfstream Academy still has \$100,000, so I guess
13 they haven't used their budget for that, but --I
14 remember there was a struggle for a while that
15 some schools would expend some of the money but
16 they still had a balance and there was kind of
17 some hand wringing about how do they get down to
18 zero and I wondered what happened with that.

19 MR. SHIM: Generally speaking, the schools
20 would spend their money in the school choice
21 program and if there were a few dollars left we
22 would probably sweep the balances. Gulfstream
23 Academy, I believe that's a --

24 MR. BROWN: It got changed.

25 MS. KRISHNAIYER: Montessori.

1 MR. SHIM: Right. It got changed from --
2 moved. And so those funds weren't used. So
3 we'll sweep those probably.

4 MR. BROWN: I think we did.

5 MS. KRISHNAIYER: Send it to Broward Estates.

6 MR. SHIM: I mean, Broward Estates is
7 probably the one where, you know, we have
8 remaining funds that we are changing, I guess,
9 because -- so that's still being discussed.
10 There was some discussion about that when
11 they redefined the school.

12 MS. KRISHNAIYER: I'll be there Saturday.

13 MR. HILLBERG: And the last question is at
14 the end of the report, in the 500 range, there's
15 a whole list of pages and pages of projects that
16 are completed and meet standards, and some of
17 them have balances. And all the way at the
18 bottom is \$37 million is the total. And I can
19 guess what that's for, but I would like, if you
20 don't mind, an explanation.

21 MR. SHIM: All right. That's the completed
22 and meets standards?

23 MR. HILLBERG: Yes. They're just waiting to
24 be swept is what I'm thinking. It takes board
25 action.

1 MR. SHIM: Right. Most of them are either in
2 financial closeout, and so they're in some sort
3 of stage of financial closeout where we're, you
4 know, closing out the project and that's
5 basically what that's for. We utilize the
6 e-Builder statuses. When they reach a certain
7 status then we put them in that section and then
8 we begin the financial closeout process.

9 MS. CARPENTER: So when we say it's in
10 closeout they move it to, you know, complete, but
11 we still have four phases. I mean, it has to
12 move through phases 6, 7 and 8 before it gets to
13 really 9 and then we can, you know -- we're
14 always working on pulling the money out as soon
15 as we can. We're always trying.

16 MR. HILLBERG: It was nice to see many, many
17 of the lines were just blank. So they're done
18 and completely financially closed out.

19 Okay. Thank you.

20 MR. SCOTT: Good evening. My name is Michael
21 Scott, Economic Development & Diversity
22 Compliance Department. I'll be presenting today.
23 This slide is an overview of a single award SMART
24 project, Margate Middle School from Fiscal Year
25 25, Quarter 3. While the awarded prime, James

1 Pirtle Construction Company, are not a certified
2 firm, three subcontractors are each certified
3 under our program. The total amount committed to
4 small businesses was \$3.28 million.

5 Next slide?

6 EDDC has continued to work to increase
7 district awards to certified small minority
8 firms. Based on our recent criteria data, this
9 slide offers a breakdown of the certified
10 subcontractor commitments by ethnicity and gender
11 and the certified subtotal. As I stated
12 previously, all three subcontractors enjoying the
13 contract are BCPS certified firms.

14 Next slide?

15 This slide reflects the breakdown of
16 certified firms by ethnicity and gender and by
17 industry category as well. During the reporting
18 period male-owned firms represented 49 percent of
19 certified firms and female-owned firms equated to
20 51 percent of our certified firms. I also want
21 to point out that EDDC has ongoing marketing and
22 outreach to veteran-owned firms to get certified
23 businesses to pursue opportunities within the
24 district.

25 Next slide?

1 This slide indicates the spend analysis
2 breakdown from Fiscal Year 15, Quarter 2, to the
3 quarter ending March 31st, 2025. The economic
4 impact of the SMART Bond Program yielded \$566.2
5 million in prime dollars and commitments that
6 went to local small businesses against the
7 overall total of \$1.9 billion.

8 In addition, EDDC began tracking the
9 subcontractor commitment cumulatively as of
10 Fiscal Year 22 Quarter 4. To date the cumulative
11 subcontractor commitment is \$129.5 million. A
12 breakdown of the cumulative total has gone to 79
13 certified small businesses, this includes 36
14 design firms at \$92 million and 43 contractors at
15 \$474.2 million.

16 Next slide? Thank you.

17 Cumulative spend from Fiscal Year 15 to
18 present is based on data provided by the capital
19 budget department. This slide reflects economic
20 impact of the SMART Bond Program, which has
21 yielded \$566.2 million in prime dollars that went
22 to small businesses.

23 Next slide?

24 EDDC Marketing & Outreach Activities seeks to
25 maximize engagement through innovation and

1 contract awards for small and local businesses in
2 district procurement opportunities. Here we have
3 an overview of our EDDC hosted events and
4 trainings from January to March, we do have one
5 there in April, as well as the partner events in
6 which the department participated. Over 900
7 attendees participated in EDDC events and
8 trainings and we've engaged 150 small businesses
9 at several of our partner events.

10 Next slide?

11 We have also conducted target outreach to 729
12 firms on procurement opportunities and
13 certification during the quarter. In addition to
14 our concierge service activities, department-wide
15 we engaged in over 3,000 additional marketing
16 activities including Community & Stakeholder
17 Meetings, technical assistance calls, emails and
18 meetings. Lastly, we launched a new and improved
19 YouTube channel featuring training and event
20 highlights.

21 Next slide?

22 And the latest edition of On Point with EDDC,
23 our quarterly newsletter, continues to broaden
24 the reach of the program throughout Broward and
25 beyond. It features an array of content to keep

1 our stakeholders abreast of department
2 initiatives, as well as procurement opportunities
3 and contract awards and other need-to-know events
4 and information.

5 Next slide, please?

6 This is page 2 of our newsletter highlighting
7 March of 2025 as Women's History Month and May
8 2025 as Small Business Month. We also -- we also
9 featured the results of a solicitation reserved
10 for small businesses and appealed to local small
11 veteran businesses to get certified with Broward
12 Schools. The solicitation was pressure cleaning,
13 which was only for small business.

14 Next slide?

15 In closing, as always, we invite you to
16 follow us on all our social media platforms to
17 stay current on EDDC programs and initiatives and
18 to find resources for the small business
19 community. Please like and share.

20 Thank you. I do have one point I do want to
21 make. We have currently implemented our
22 certification module through B2G so firms, it's a
23 full on-line process, a streaming process, that
24 we can certify them in 20 days through the
25 streaming process. Thank you.

1 MR. TRACY: So any minority businesses that
2 think they -- they'd be qualified to contract
3 with the school board, they can go through this
4 process and if they meet the criteria they'll be
5 approved in 20 days?

6 MR. SCOTT: Yes. Yeah.

7 MS. KRISHNAIYER: That's good.

8 MR. HILLBERG: I included some of the points
9 in my notes to go to the workshop last time. I
10 didn't make it to the workshop because they
11 switched their agenda and my vacation time I had
12 to take ran out so I had to go back. But I do --
13 I did want to give you credit for bringing money
14 and keeping money in the local area.

15 MR. SCOTT: That is definitely our mission
16 and our goal.

17 MR. HILLBERG: Thank you. Okay.

18 MS. WILLIAMS: Well, good evening. My name
19 is Deniece Williams. I am one of your
20 communication liaisons on the AECOM team. And
21 this is your Communications Update for Quarter 2
22 FY25.

23 So, quarterly highlights, the two takeaways
24 that I wanted to bring your attention to here are
25 just the website visitors, we have seen an uptick

1 in the last couple of quarters. As we are in the
2 community and doing different events we noticed
3 that we have been getting some traffic to the
4 sites where we are doing ribbon-cuttings in the
5 community. So that's been a positive thing to
6 see. And then with regards to our social media
7 performance, Superintendent Hepburn finally
8 joined. Like he's like on all these platforms
9 now. So when we are posting noteworthy content,
10 we've tagged him as a collaborator and it's given
11 us a little bit of a boost in some of our
12 content. So as you see on Instagram, our
13 impressions have significantly increased. And we
14 hope that as we have more projects close out and
15 we are tagging the Broward County officials and
16 Dr. Hepburn's pages that we will see that number
17 increase further.

18 Next slide?

19 During this quarter we did have two
20 ribbon-cuttings. The art and music room at Park
21 Springs Elementary was very well attended. We
22 did have quite a few city officials that
23 participated in the event and Dr. Hepburn also
24 played the piano, so that was really fun to see.
25 And then during the quarter we also had the

1 Stranahan, the new cafeteria's ribbon-cutting,
2 which was very well attended. We did also have
3 some media that attended the event. And I think
4 we probably had the most attendance from all the
5 board members. A county-wide board member came
6 as well. It was a really great occasion. The
7 students really loved the space. They were able
8 to get in a couple of days ahead of
9 ribbon-cutting and we were really excited to see
10 some of the options that they had were beyond
11 anything that we could have imagined when we were
12 going to school. So I think that the kids are
13 really happy with the space. And the
14 superintendent did take the opportunity to join
15 in and have lunch with some of the kids. So it
16 was a really fun event and obviously Stranahan is
17 a high-profile project. And this, like some of
18 the others, was something that the community
19 asked for that wasn't necessarily part of the
20 original scope. So it was good that we were able
21 to, you know, finally close out that project and
22 deliver it to the community.

23 Next slide?

24 MR. HILLBERG: So, just to reiterate, the
25 whole controversy with the lunch room and the

1 additional seats and we had public comment on
2 that, and so that is all over, everybody more or
3 less is as happy as could be expected?

4 MS. WILLIAMS: Everyone so far has been very
5 excited and everyone's even really happy with the
6 options that are provided. There is ample
7 seating inside, in air and on the patio outside.

8 MS. WHIPPIE: Covered.

9 MS. WILLIAMS: Covered patio; exactly. So we
10 saw kids using both spaces and even in some of
11 like the spillover areas in between the adjacent
12 buildings. So we haven't heard anything yet, so
13 hopefully that just means that they're enjoying
14 the space and onto the next deficiency.

15 MS. KRISHNAIYER: The most important thing is
16 the students are happy. You know, there will
17 always be complaints from others, but if the
18 students are happy with the setting and what
19 they're experiencing, I think that's what's most
20 important.

21 MS. WILLIAMS: Yes. Exactly. And I think
22 there are some minor improvements that are
23 happening over the summer just to kind of put the
24 final bow on the project and then the space is
25 already in use and being fully enjoyed by

1 everyone. So --

2 MR. HILLBERG: I was really -- I don't know,
3 I thought that was a huge problem, we're never
4 going to fix this, everybody's going to be
5 unhappy, and somehow the project team pulled it
6 together and it's, everybody's very, very happy
7 with it. So kudos. Well done. I mean, that's
8 -- rescued. Thank you.

9 MS. WILLIAMS: And then Celebrating
10 Milestones, this was more so just we were happy
11 that you guys were able to come to Margate
12 Elementary School. Any opportunity that we have
13 to kind of show you some of the work that's been
14 done with the program, I know we're here now, but
15 if we are able to for the next meeting, if it
16 makes sense, we definitely would like to get you
17 guys to see some of the other projects. And
18 while we're here, as we're planning
19 ribbon-cuttings coming up in the next few months,
20 we will extend the invitation and we would love
21 to see you there if you guys have availability to
22 celebrate with the schools. So just keep that in
23 mind.

24 MR. HILLBERG: I would like to.

25 MS. CARPENTER: We should have the next

1 meeting in the Stranahan cafeteria.

2 MR. HILLBERG: I would go for the square
3 pizza.

4 CHIEF DEMOPOULOS: For the ribbon-cutting,
5 it's just as soon as you know those dates.
6 Because I love seeing them, but then I look at my
7 calendar, it's like next week and I can't make
8 it. So as early as possible let us know.

9 MS. WILLIAMS: Okay. Yeah, as soon as we
10 identify the dates we'll make sure that we get
11 that over to Capital and they'll extend the
12 invitation to you guys.

13 MR. HILLBERG: Yeah, I need at least two
14 days, that's the minimum I can apply for the time
15 off, so --

16 MS. WILLIAMS: Okay.

17 MR. HILLBERG: And I'll be glad to attend.

18 MS. WILLIAMS: All right. Okay.

19 Next slide?

20 And Keeping The Community Informed, the
21 numbers here are -- well, the 16 site visits, one
22 thing I wanted to point out, that's actually more
23 so only for construction. We actually do visit
24 the sites a lot more than that when we're
25 planning ribbon-cuttings, going to events. We

1 are currently actually working on a campaign to
2 emphasize the use of the spaces that have been
3 completed. So we visit the campus more much than
4 that. This 16 here is only when we are just
5 capturing ongoing construction progress and we
6 send our videographer or digital photographer out
7 to capture. So I wanted to clarify that. And
8 then the media mentions, we have been working
9 very closely with the Office of Communications to
10 make sure that we invite the public -- or the
11 media to come and join when we have
12 ribbon-cuttings so that they can then share the
13 good word with their local communities. And we
14 were really excited to have CBS4 come out and
15 cover the Stranahan cafeteria. So that one was a
16 big one, so we were really happy that we did get
17 some good feedback there.

18 Next slide?

19 And, as Michael mentioned, we've worked with
20 EDDC to help with some of the marketing and
21 collateral material for their outreach events.
22 One thing he didn't mention that I think is worth
23 noting, that all of their events have been so
24 well attended. There's usually only standing
25 room only. So I feel like that is a really great

1 thing to emphasize, how the community is
2 receiving their outreach and in hopes to make
3 sure that we are well positioned to have as many
4 qualified vendors to do the work that is needed
5 by the school district. So it's really exciting
6 to see and we've heard, you know, the buzz has
7 been very palatable in the community. The
8 district has participated, I know that Chair
9 Hixon and Superintendent Runcie -- Superintendent
10 Hepburn, sorry, attended a couple of the last
11 events and it was on a lot of the different
12 social media. So I think that the word is out
13 and people are really excited to reengage with
14 Broward Schools. So we work with them to just
15 create some collateral materials, some social
16 media content, and just flyers and notifications
17 so that they can share it with the small
18 businesses to get them to participate in the
19 events.

20 And then the last slide that I'll share is
21 the Informing Through Social Media. This is just
22 a kind of a recap of some of the posts on each of
23 the platforms. We have had 81 social media posts
24 during this quarter to our over 3,000 followers.
25 We are working actively to increase that number.

1 Hopefully, now with our collaboration with Dr.
2 Hepburn, he will be able to broaden our reach
3 even more. So we hope that next quarter when we
4 report the numbers that you can see a significant
5 increase on participation. And then this is for
6 Instagram and for X. You know, the content on X,
7 the one thing I will note is that we have been
8 kind of seeing a little bit of a decrease in the
9 followers, not necessarily people unfollowing us,
10 but just leaving the platform in general. So,
11 you know, we do gain followers, we're also losing
12 followers. So if you kind of see the numbers
13 fluctuating we've researched and noticed that
14 that was what was attributed to the loss, so just
15 to kind of bring that to your attention. And
16 that is it. If you have any questions --

17 MS. KRISHNAIYER: Not a question, but
18 Friday's district -- and I think John's team sent
19 out, you know, upcoming events, you know what I'm
20 talking about, maybe, you know, we could be
21 featured, some of these can be featured in it.
22 And, also, occasionally -- not occasionally, a
23 certain, you know, with -- what month is this? I
24 don't know. But whatever month board members,
25 you know, speak about it and it's on social media

1 and it's sent out through the app, maybe Dr.
2 Hepburn can do some of these with regards to --
3 because, you know, he did one for the end of
4 school, end of the school year, that kind of
5 thing. So if he is, you know, in collaboration
6 with you guys, maybe he can tape something about
7 this and have it sent out. I mean, I get it
8 regularly.

9 MS. WILLIAMS: Well, we do collaborate with
10 the Office of Communications and also with BECON.
11 So all of these videos that were produced after,
12 the recaps from the ribbon-cuttings, do get
13 distributed on BECON.

14 MS. KRISHNAIYER: Mm-hmm.

15 MS. WILLIAMS: We are in the process right
16 now, as I mentioned, on a campaign that is
17 called, we're calling it SMART In Action, where
18 we are going back to some of the previously
19 completed spaces and interviewing the specialists
20 that are using the spaces to kind of get the
21 firsthand account of what's happening and how
22 it's impacting teaching and learning and how it's
23 been received by the final, the end user. And so
24 the goal there is to then distribute it to all of
25 the different channels that we have, so it will

1 be on, obviously, our social media, but we are
2 going to then also send it on BECON. And our
3 plan is to put together a couple of different
4 ways to distribute it in the community for back
5 to school, so that when everyone gets back and as
6 we are gearing towards the closing out of SMART,
7 just reminding people why we did what we did and
8 how it's being felt and the impact that it's
9 having on the students. So you will see more to
10 come on that in the next quarter's report.

11 MS. KRISHNAIYER: Thanks.

12 MR. TRACY: I have a comment on that, too.
13 Well-produced, basically, publicity about these
14 schools and getting it out there, because there
15 are people that automatically think, well, I'm
16 just going to go to charter. Show what dynamic
17 choices the public schools have, and it's right
18 down the street. You don't have to drive your
19 child to this place or that place just because
20 you're afraid of taking the FCAT, or whatever
21 it's called now.

22 MS. WILLIAMS: Yeah, so we have been
23 communicating with the Office of Communications
24 and we are not producing the content in a silo.
25 We have taken into account some of the schools

1 that are under-enrolled and do need that extra
2 push. But we are focused on letting the
3 improvements drive the content. And so if when
4 we do, for example, Park Springs, we had the art
5 and music room, that also happens to be one of
6 the schools that are under-enrolled to some
7 degree, and so we want to make sure that we
8 include that content and push it out to as many
9 places as we can in collaboration with whatever
10 they are doing in the redesigning process. So
11 we, you know, if there is a good story to tell
12 and they're on that list, we just give it an
13 extra little boost of TLC to make sure that we
14 drive home the point of all of the offerings
15 that -- and all the renovations that have been
16 done to improve that space. So it's definitely
17 something that we take into account as we produce
18 the content.

19 MS. KRISHNAIYER: Charter schools cannot
20 offer what public schools offer. There's -- I
21 don't know of a charter school in Broward that
22 has the same, not only facilities, but the
23 equipment, the programs that a public school can
24 offer. So he's right. They go to charter
25 schools, but then they turn around and come back

1 and the money stays there.

2 MR. HILLBERG: Good point.

3 MR. TRACY: Yeah. My wife, when she was a
4 principal, basically, after Easter every year she
5 would reach out to all the local day cares to
6 make sure that those kids that were going to
7 start kindergarten the following year or VPK
8 would come to her school and take a tour to see
9 what's available locally in your neighborhood.
10 And, you know, talk to the teachers and, you
11 know, wouldn't this be a nice place to come to?

12 MS. KRISHNAIYER: The lunches are great.
13 They are. We have I think an excellent food
14 service. The choices and what they offer is
15 really good. I have eaten school lunches.

16 MS. WILLIAMS: Thank you.

17 MR. HILLBERG: Okay. The next part is the
18 Auditor's Report and I believe we already did
19 that.

20 And moving on to the next -- the workshop,
21 July 29th. I attempted to go to the last one and
22 I was not successful, but I don't know if that
23 means I did my turn or should I try again?

24 MR. SHIM: So I have -- well, I mean, the way
25 that we've been doing it is, you know, reserving

1 a spot on the board workshop and try to get the
2 first meeting. We've had mixed success with that
3 over the years. But, you know, they have this
4 new thing about doing the committee reports. And
5 I can bring this back and try to see if, if they
6 have a committee report that day, what I could
7 try to do is try and see if I could get the Bond
8 Oversight Committee to be a part of that and to
9 do the first portion of it, as least provide a
10 quick update. Because usually the portion is,
11 you know, a quick update; right? Basically what
12 we discussed during the meeting --

13 MR. HILLBERG: Mm-hmm.

14 MR. SHIM: And so they can have that and, you
15 know, what would take up the bulk of the meeting
16 when we do a workshop with us is really they ask
17 questions of staff. Which by and large, you
18 know, they have a monthly report and all these
19 other reports. So I think that maybe that might
20 be a good idea, if we -- if you guys agree, I can
21 take that back and try to see if I can create a
22 forum in the committee reports.

23 MR. HILLBERG: Okay. Any objection?

24 MS. KRISHNAIYER: No, it would probably save
25 you some time.

1 CHIEF DEMOPOULOS: Is it the same audience?

2 MR. HILLBERG: It's the same audience; yeah.

3 MR. SHIM: It's the same audience but there's
4 other committees there that will give their
5 report as well. And then you won't have
6 necessarily the diversion of all the questions
7 going to staff because it will be more about the
8 committee and what you're doing in the committee
9 and you can -- you know, you'll have more of a
10 forum to be able to discuss things and see what
11 other committees do as well and have a broader
12 discussion. So --

13 MR. HILLBERG: That would be interesting.

14 MR. SHIM: Yeah. So if you want to try that
15 I can talk to --

16 MR. HILLBERG: Yes, please.

17 MS. KRISHNAIYER: It'll be on time.

18 MR. HILLBERG: Pardon?

19 MS. KRISHNAIYER: It'll be on time. That's
20 the only thing.

21 MR. HILLBERG: Okay. And I also am less
22 than -- I'm about 20 minutes away, let's say half
23 an hour away, so I could wait and you could say,
24 yeah, your time's coming up and I could hop in
25 the car and be here, so --

1 MS. KRISHNAIYER: Or you can bond last so
2 that the focus is on bond.

3 MR. HILLBERG: However it works.

4 MR. SHIM: Being last, if you ask me, is --
5 being last, if you ask me, kind of like puts your
6 time up in the air. Being first is kind of the
7 prime spot where you can at least control your
8 time at that point.

9 MS. KRISHNAIYER: Because the others are
10 sometimes complaints.

11 MR. HILLBERG: Okay. I'd like to hear it,
12 though. I'd like to hear what other committees
13 are doing. So I guess I just volunteered for
14 that again. Okay.

15 MR. SHIM: Okay. If I might have a moment of
16 privilege to --

17 MR. HILLBERG: Sure.

18 MR. SHIM: I have these certificates that I
19 wanted to kind of hand out. So thank you.

20 CHIEF DEMOPOULOS: Thank you.

21 MR. SHIM: For you.

22 MR. HILLBERG: Thank you.

23 MR. SHIM: Certificate of appreciation from
24 the superintendent.

25 MS. KRISHNAIYER: Thank you, Omar.

1 MR. PATEL: Thank you.

2 MR. HILLBERG: Very nice.

3 MR. SHIM: Thank you all for everything that
4 you do. We very much appreciate it.

5 MR. HILLBERG: That was nice what you said at
6 the last meeting, that you thought this committee
7 had brought a lot of positive change or
8 communication to things. That was nice. I
9 struggle with how to be effective here. I mean,
10 proofreading a report, I don't know that that
11 does anything, any benefit. But trying to see
12 what the big picture is, what things we can act
13 on, what things we can be a conduit for
14 communication, what things we can help push,
15 that's been -- that's been -- so thank you.

16 MR. SHIM: Well, we've come a long way and I
17 think that what -- you know, I've been to other
18 committees. Last week I was at the Facilities
19 Task Force and provided some input and got
20 feedback from that committee. But one thing
21 strikes me about this committee is really the
22 various expertise that this committee brings and
23 your perspective. You know, this resolution that
24 created this committee picked out certain
25 expertise to provide input. And albeit we

1 haven't been able to really fill the committee
2 out, but the input that we've gotten back is
3 really from a perspective of your experience and
4 the things that you've done and I think that
5 that's tremendous to the program. Over the
6 years, you know, we've had our problems, but, you
7 know, the input from the committee to me has
8 always been a good -- a good discussion. We've
9 never -- I don't think we've wasted time here.
10 That's not -- contrary to my feeling about the
11 discussions that we've had is that they've been
12 very productive and provide good feedback. I
13 mean, the list of things that I wrote down, you
14 know, they're still continuing. We're towards
15 the end of the program but we're still talking
16 about many of the improvements that the district
17 still needs to make. So --

18 MR. HILLBERG: Mm-hmm.

19 MS. CARPENTER: And I just want to add that,
20 I don't want you at all to feel like it wasn't
21 valuable. Because we're still doing projects.
22 Not every project in the capital program is in
23 this 526-page report. There's a lot of projects
24 that are outside of the bond that we're starting
25 and we're doing now and we're in design and we're

1 taking the feedback and the lessons learned from
2 this program into future projects. And so even,
3 anything that you bring up right now, even if it
4 can't get implemented in the things we're trying
5 to close out in SMART, you know, we are still
6 making continuous improvements and processes and
7 procedures, you know, for the future. So I think
8 the district has matured a lot in their use of
9 technology, in their -- you know, the SOPs that
10 we have now are much more developed and mature
11 for future work, you know? And you guys have
12 been a part of that and I think that that's
13 really important.

14 MR. HILLBERG: Okay.

15 MR. TRACY: Another thing regarding software.
16 I know it would be problematic for an
17 organization like the school board, you know,
18 they may have 50 general contractors and 300
19 various subcontractors working at any one time,
20 but I know I've worked with some larger companies
21 and when they're looking at allocation of
22 resources, primarily manpower and subs, using
23 software such as Primavera Enterprise, where if
24 you know that you have a particular subcontractor
25 that is contracted on 50 separate projects, if

1 you could get that into something like Enterprise
2 and see that, well, on this week that contractor
3 is scheduled to be on 30 sites, that's not going
4 to happen. And then you can say, well, what's
5 our top priority? And you can then tell those
6 contractors that hired that particular sub, look,
7 this sub is -- he's schedule on 30, we can only
8 allocate him to 5. That's what his manpower is.
9 So I want you, contractor A, and you, contractor
10 B, and you contractor C, you're running those
11 five projects and they're behind, you get -- you
12 get this guy. The other ones can wait a week or
13 two.

14 MS. CARPENTER: They have to wait. Yeah.

15 MR. TRACY: And that's one of the -- you
16 know, one of the things. It's not just, you
17 know, subcontractors. You can use it for
18 equipment deliveries. You can look at, you know,
19 other expenses and things that show up as delays.
20 They can kind of -- they then sort of ripple
21 through the entire Enterprise program and you can
22 see that, why is -- why is project 23 delayed 10
23 days? And you can do the investigation. So it's
24 because project 10 has a problem that's now
25 affecting project 23 because of the critical

1 path.

2 MS. CARPENTER: Right. No, it's great. It's
3 great feedback. And we've really only been able
4 to somewhat do that at the prime level, not
5 really at the sub level. And it's great -- it's
6 great feedback for, you know, future work to try
7 to implement and look at those things at the
8 program level, because --

9 MR. TRACY: Right. And the other thing is to
10 look at, if 10 of the projects are a particular
11 school prototype and you start seeing an issue, I
12 know when I was -- when I was just a carpenter
13 building schools, we had this one prototype,
14 Coral Park.

15 MS. KRISHNAIYER: Coral Park with all the
16 glass on top.

17 MR. TRACY: Right. Right. That one -- that
18 project I think took them five years to complete
19 and they had committed to five of them.

20 MS. KRISHNAIYER: Riverside.

21 MR. TRACY: Yeah. And the last one, I think,
22 was Sandpiper. And that was done in half the
23 time.

24 MS. CARPENTER: That's interesting.

25 MR. TRACY: Because all the problems, I mean,

1 it was -- it was an interesting --

2 MS. CARPENTER: Is that prototype with the
3 skylight, like a pyramid?

4 MS. KRISHNAIYER: Yeah. It's pretty and it's
5 very convenient with the walkways and stuff.

6 MR. TRACY: But it was designed by a design
7 firm out of west Texas and that was to take
8 advantage of the very dry climate that it would
9 limit -- it would minimize the amount of
10 air-conditioning. Well, we're in a tropical
11 monsoon climate and it's not workable. And the
12 mechanical system was so hefty it went into the
13 activity room, the music room, and a section of
14 the ceiling goes down to about four feet off the
15 floor because there's this 6-foot-by-10-foot duct
16 coming out of the chiller plant to cool that
17 building. It's --

18 MS. CARPENTER: Ridiculous. Yeah.

19 MS. KRISHNAIYER: They also thought it would
20 solve some of the mold and mildew problems, but
21 it did not. We had major mold and mildew
22 problems at that time.

23 I just want to say, you know, thank you for
24 saying that we are -- we have been helpful. But
25 that is the intent, I believe, of advisory

1 committees that the school board superintendent
2 put together. It's our role to seek solutions
3 and to work with staff and the school board to
4 apply these solutions. I mean, the intent of
5 these advisory committees is not to find fault,
6 but, basically, to improve everything that is
7 being done in a collaborative way.

8 MR. TRACY: Right. And another suggestion
9 would be committees, like you have a facilities
10 committee, needs assessment, they -- the
11 school -- somebody at the school board needs to
12 pool all that information so that you won't have
13 an issue of say spending \$3 million to renovate a
14 building that is scheduled for demolition in two
15 years. That's -- you know, that's crazy.

16 I know I have -- I've worked in some
17 municipalities where the different departments
18 didn't talk to each other, and I would even get
19 yelled at because I would go over to the planning
20 department or engineering to discuss an issue and
21 it's like, what are you doing over here? I'm
22 trying to solve a problem. That's the issue.

23 You know, we started fire and -- the building
24 officials and the fire marshals, they started
25 having regular meetings just because we have the

1 Florida Building Code and the Florida Fire
2 Protection Code and there are some things where
3 they agree and some things where they disagree.
4 And the standard is, if you have two competing
5 requirements, the more restrictive takes control.
6 Well, sometimes we don't know that. So it's --
7 it's nice to be able to call your fire marshal
8 and say, hey, what's your opinion on this, you
9 know? But in some places they don't. I don't
10 know if the school board fire department, if the
11 fire marshal speaks to the building official on a
12 regular basis.

13 MS. CARPENTER: They do. They work
14 collaboratively.

15 MS. WHIPPIE: They do. And we have a
16 Wednesday meeting every week where we go over all
17 the projects.

18 MR. TRACY: Good. The more -- as you can
19 see, you know, we're all looking at this from a
20 different point of view. The more we share
21 viewpoints, you know, I never looked at it that
22 way. I understand your point. You know, when I
23 see a code section I just want to know, I
24 understand what it says, but why are they asking
25 for this? You know, like the -- those strips at

1 crosswalks, why do they have the bumps? Okay.
2 It's for the blind. But -- but it's got the ramp
3 for the handicapped. The wheelchair people hate
4 the bumps. But the -- but the cane people like
5 the bumps.

6 MR. HILLBERG: Have to have the bumps.

7 MR. TRACY: Have to have the bumps. Right.
8 Exactly. So, you know, maybe they design
9 those -- those -- those pads that have say a
10 smooth path down the middle. A cane is going to
11 hit the bumps, but an experienced wheelchair
12 driver can wheel right down the smooth area, you
13 know.

14 MS. CARPENTER: Good idea.

15 MR. SHIM: You should patent that.

16 MR. TRACY: But there's -- there's always,
17 you know -- and then, you know, why -- why now
18 all those crosswalks are those pads removable?
19 Because they used to be just stamped concrete.

20 MR. HILLBERG: Yeah, and they all come up and
21 they're terrible.

22 MR. TRACY: Right. But the thinking at the
23 time was, if the pad is deteriorated, it's easier
24 to replace it than to re-pour another stamped
25 concrete.

1 MR. HILLBERG: Okay.

2 MR. TRACY: But I think it's silly. I think
3 you just stamp the concrete. But --

4 MR. HILLBERG: Okay. I like that though. If
5 you collaborate you can work a solution. Why are
6 they doing that? I don't know. Figure it out.

7 MR. TRACY: Right. Yeah. Why did we ask for
8 this? It's like, you know, Tommy was saying
9 earlier, why are you asking for this device here?
10 It's -- well, it's because that's the way I was
11 taught. Where does it say it in the code? You
12 know, which is -- you know, the other thing is,
13 this county we have a local board of rules and
14 appeals. If I have a structural question I call
15 Jack or Mike down at BORA. You have -- you have
16 a question, you want to know an answer, you call
17 Brian and he'll call somebody else. But, you
18 know, the point is, they're -- you know, if you
19 understand why, then there's always a way to
20 figure out, okay, why are we -- because we need
21 this. Okay. Well, can we do this this way?
22 There's always -- you know, there's -- you get
23 two engineers together you'll find three
24 solutions to any problem. And it's because it's
25 your personal experience, it's what you're

1 comfortable working with. You know, I know -- I
2 had this one architect that when he drew a house
3 he always put wood posts in the wall rather than
4 a three-inch steel column.

5 MR. HILLBERG: Mm-hmm.

6 MR. TRACY: Why? Because I'm comfortable
7 with wood. Yeah, but the wood we get these days,
8 by the time they frame it it's sticking out of
9 the wall. Steel doesn't warp, unless it's been
10 heated. But wood will warp -- down here in our,
11 you know, tropical monsoon climate wood will warp
12 in a matter of days.

13 MR. HILLBERG: Good point.

14 MR. TRACY: Anyway.

15 CHIEF DEMOPOULOS: So you are going to the
16 next board meeting; right?

17 MR. HILLBERG: Next workshop or whatever it
18 is.

19 MR. TRACY: Either the committee thing or the
20 workshop.

21 MR. HILLBERG: And then future committee
22 meeting dates September 25, 2025. That has a
23 nice ring to it. I don't have any issue with
24 that. The location will be TBD, if not here.

25 MR. SHIM: Well, hopefully --

1 MR. HILLBERG: Just don't make it the second
2 Thursday because I moved a meeting to get here.
3 I can't move it again.

4 MR. SHIM: Hopefully --

5 MR. TRACY: Well, the 25th would be the
6 fourth Thursday.

7 MS. KRISHNAIYER: Oh, 25th; okay. I thought
8 it was just '25.

9 MR. HILLBERG: Okay.

10 MR. PATEL: I will be a maybe. I might be
11 out of town for that.

12 MR. HILLBERG: Okay.

13 MR. SHIM: We -- maybe we could do that at --

14 MS. CARPENTER: Somewhere.

15 MR. SHIM: Somewhere. Stranahan cafeteria.

16 MS. CARPENTER: We did Stranahan before.

17 MS. KRISHNAIYER: We were in Stranahan
18 before.

19 MR. TRACY: We did Northeast last year.

20 MS. WILLIAMS: We have quite a few projects
21 coming up, so we'll let you know. We can
22 definitely do it at a school.

23 MS. KRISHNAIYER: Just make it central.

24 MS. WILLIAMS: Yeah, somewhere here, District
25 3.

1 MS. KRISHNAIYER: Don't make it south.

2 MS. WILLIAMS: 3 or 5.

3 MR. TRACY: Probably not a high school
4 because Thursday night might be something like JV
5 football or something.

6 MS. WILLIAMS: Oh, no, no more Nova.

7 MS. KRISHNAIYER: He was talking about the
8 football that threw us off at Nova.

9 MR. TRACY: Yeah, band practice.

10 MS. CARPENTER: That was the one where it was
11 pouring; right?

12 MR. TRACY: It was pouring, it was
13 parent/teacher night as well. It was band
14 practice. It was a football game. It was
15 everything.

16 MS. WILLIAMS: It was everything that could
17 happen.

18 MR. HILLBERG: What's the future meeting
19 date? Can you clarify the future meeting date?
20 Is that supposed to be in January?

21 MR. SHIM: Yeah, so, basically, the last
22 quarter is, you know, a quarter plus a month.
23 Because we're going to do October as well. And
24 so I was thinking, we normally do the meeting in
25 December before the break, but since it's got the

1 extra quarter in there we still have to close ---

2 MS. CARPENTER: Extra month.

3 MR. SHIM: Extra month, we still have to like
4 close that month and then report out and there's
5 not enough time to squeeze it in before the
6 break. So we could do it in January, if that's
7 okay.

8 MR. HILLBERG: Okay.

9 MS. KRISHNAIYER: That would be better. That
10 would be -- it's better than December.

11 MR. HILLBERG: At this time we recess the
12 business meeting and we convene the public
13 hearing. Is there anyone from the public to
14 speak? I don't see anyone. The answer's, no.

15 So we adjourn the public hearing, reconvene
16 the business meeting. There's last-minute
17 discussion. Any other discussion that hasn't
18 already been covered?

19 (No response.)

20 CHIEF DEMOPOULOS: Just to confirm meetings,
21 after that Q1 -- Fiscal Year 26 Q1 meeting, we
22 don't meet anymore; we're done; dissolved?

23 MR. SHIM: We can -- you know, I mean, we can
24 talk more about it at the next meeting about what
25 you want to do for that. But maybe you can look

1 at some of the lessons learned and sort of --

2 CHIEF DEMOPOULOS: Do a final report?

3 MR. SHIM: -- frame it nice and then do like
4 a final report with some of the long-term
5 recommendations going forward about what we, you
6 know -- so we've kind of been talking about some
7 of those things, but I'll kind of go back and
8 look to see what are some of the highlights of
9 some of the older reports and then maybe we could
10 kind of summarize it. Because, I mean, we've
11 done a lot, I mean, over the years. So --

12 CHIEF DEMOPOULOS: I just want to make sure
13 because I know that resolution was prior to this
14 reset of 2028, that there was no other discussion
15 of extending it more.

16 MR. SHIM: Well, I mean, I think the idea --
17 the idea is that we have expended all the bond
18 funds and most of the projects have been
19 delivered, at least they're being occupied even
20 if they're still 95 percent finished or whatever,
21 and we're only spending capital dollars. And,
22 you know, we -- we -- the focus really has to be
23 completing those projects and looking at our new
24 assessment and looking at things going forward.
25 And so the idea is to fold it into our capital

1 plan to complete and focus on, you know, the --
2 the new SCA and the capital program in general,
3 and then, you know, in the future, you know, we
4 may come back for another bond. But those
5 discussions aren't really -- to me, they're not
6 viable until you get the assessment back and
7 determine what your needs are from that
8 assessment and then reevaluate your resources,
9 look at what resources are available to begin the
10 program, and then look at what resource you'll
11 need long-term.

12 So that's kind of the thing that I frame in
13 my head as far as how are we going to do the next
14 program? And so it dovetails nicely into ending
15 this program with some good recommendations going
16 forward to be able to manage something like that.

17 MR. HILLBERG: Yeah. Mm-hmm. Okay. If
18 there's no more discussion I'd like to entertain
19 a movement for adjournment.

20 MS. KRISHNAIYER: So moved.

21 MR. TRACY: Second.

22 CHIEF DEMOPOULOS: Third.

23 MR. HILLBERG: We're all in favor. Any
24 opposed.

25 (No response.)

1 MR. HILLBERG: No? Okay. Meeting adjourned.

2 (Meeting was concluded at 7:36 p.m.)

REPORTER'S CERTIFICATE

STATE OF FLORIDA

COUNTY OF BROWARD

I, Timothy R. Bass, Court Reporter and Notary
Public in and for the State of Florida at Large,
hereby certify that I was authorized to and did
stenographically report the foregoing proceedings, and
that the transcript is a true and complete record of
my stenographic notes thereof.

Dated this 23rd day of June, 2025, Fort
Lauderdale, Broward County, Florida.



TIMOTHY R. BASS
Court Reporter

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