



**Independent Accountants' Report  
On Applying Agreed-Upon Procedures**

**The School Board of Orange County, Florida**

**Olympia High School Capital Renewal Project  
(Painting, HVAC, Intercom, and Fire Alarm Improvement)**



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**INDEPENDENT ACCOUNTANTS’ REPORT ON APPLYING AGREED-UPON PROCEDURES**

**Olympia High School Capital Renewal Project  
 (Painting, HVAC, Intercom, and Fire Alarm Improvement)**

The School Board of Orange County, Florida  
 Orlando, Florida

We have performed the procedures enumerated below on the final construction costs and the adjusted guaranteed maximum price of the Olympia High School Capital Renewal Project (Painting, HVAC, Intercom, and Fire Alarm Improvement) (the “Project”), as provided by Gilbane Building Company (the “Construction Manager”).

The School Board of Orange County, Florida (“OCPS” or the “District”) has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose to assist in determining the final construction costs and the adjusted guaranteed maximum price of the Project, as provided by the Construction Manager. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated findings are as follows:

PROCEDURES	RESULTS
1. Inspect a copy of the Standard Management Contract (the “Agreement”), dated December 4, 2014, between OCPS and the Construction Manager, and the Amendment No. 3, dated December 5, 2018 (collectively referred to as the “contract documents”), relative to the construction of the Project.	<ul style="list-style-type: none"> <li>○ The contract documents were inspected by Carr, Riggs &amp; Ingram, LLC (“CRI”) without exception.</li> </ul>
2. Inquire of OCPS and the Construction Manager as to whether there are any disputed provisions between the two parties, relative to the contract documents or the Project’s costs as provided in 4. below, or if there are any other unresolved disputes.	<ul style="list-style-type: none"> <li>○ The Construction Manager and OCPS stated there were no disputed provisions between the two parties, relative to the contract documents or the Project’s cost. There are no unresolved disputes on the Project.</li> </ul>

PROCEDURES	RESULTS
3. Inquire of the Construction Manager as to whether there are any disputes between the Construction Manager and its subcontractors.	○ Construction Manager stated there were no disputes with any of its subcontractors.
4. Obtain from the Construction Manager, a copy of the final job cost detail, dated September 8, 2021 (the “final job cost detail”).	○ Obtained the final job cost detail without exception.
5. Obtain from the Construction Manager and OCPS, a copy of the final payment application request issued to OCPS, dated May 31, 2021 (“final pay application”).	○ Obtained the final pay application without exception.
6. Obtain from the Construction Manager a reconciliation between the final job cost detail and the final pay application.	○ Obtained the Construction Manager’s reconciliation without exception.
<p>7. From the final job cost detail, select all subcontractors with total costs in excess of \$50,000 (“selected subcontractors”) and perform the following:</p> <p>a. Obtain the subcontract and related change orders, executed between the selected subcontractors and the Construction Manager. Compare the total amount recorded in the final job cost detail to the original subcontract amount plus the related change orders.</p> <p>b. Obtain the labor and material pricing estimates, vendor invoices, and subcontractor markups (“supporting documentation”) for the subcontractor change orders in 7.a. above. Compare the change order amounts to the supporting documentation.</p> <p>c. Obtain from the Construction Manager, the final lien releases (“payment documentation”). Compare the final subcontract amount to the payment documentation.</p> <p>d. Obtain a listing of owner direct purchases (“ODP”) from the District related to each subcontract selected. Compare the ODP amounts to the sum of the deductive ODP change orders, per the selected subcontractor.</p>	<p>○ Selected all 6 subcontractors from the final job cost detail with total costs in excess of \$50,000.</p> <p>a. Obtained the subcontract agreements and the related change orders, and totaled the original subcontract amount, plus change orders, for each of the selected subcontractors. Compared these amounts to the amounts recorded in the final job cost detail for all selected subcontractors without exception.</p> <p>b. Obtained supporting documentation for the subcontractor change orders without exception. Additionally, compared the change order amounts to the supporting documentation without exception.</p> <p>c. Obtained payment documentation and compared to the final subcontract amount without exception.</p> <p>d. Obtained the listing of ODPs from the District and compared the amount to the sum of the deductive ODP change orders for each of the selected subcontractors without exception.</p>

PROCEDURES	RESULTS
<p>8. If there are reimbursable labor charges included in the final job cost detail, from the total number of Construction Manager employee payroll transactions listed in the final job cost detail, haphazardly select a sample of at least 15 Construction Manager payroll transactions. Each sampled payroll transaction will be for a specific, identified time period of the Project.</p>	<ul style="list-style-type: none"> <li>○ No reimbursable labor charges were identified in the final job cost detail.</li> </ul>
<p>9. From the final job cost detail, select any non-subcontractor line items that exceed \$50,000 and perform the following:</p> <ul style="list-style-type: none"> <li>a. Obtain a copy of or access to, the original invoice, pricing document, and a copy of the cancelled check for each item selected. If there are more than 10 entries for the non-subcontractor in the final job cost detail, select a sample of at least 5 items.</li> <li>b. Compare the documents obtained in 9.a. to the amount recorded in the final job cost detail.</li> </ul>	<ul style="list-style-type: none"> <li>○ Selected two non-subcontractor vendors from the final job cost detail in excess of \$50,000.</li> <li>a. Selected five line items for the vendors that were in excess of \$50,000 and obtained the invoices, electronic payments and copies of cancelled checks for each of the selections.</li> <li>b. The supporting documentation obtained in 9.a. was compared to the amounts recorded in the final job cost detail without exception.</li> </ul>
<p>10. From the final job cost detail, select amounts for payment and performance bond costs and builder's risk insurance (as applicable) and perform the following:</p> <ul style="list-style-type: none"> <li>a. Obtain a copy of or access to the original invoices and a copy of the cancelled check or other proof of payment paid directly to a third party. Compare the documentation obtained to the amounts recorded in the final job cost detail.</li> </ul>	<ul style="list-style-type: none"> <li>○ Selected the payment and performance bond from the final job cost detail. No builder's risk insurance charges were noted in the final job cost detail.</li> <li>a. Obtained a copy of the invoices from a third party and an electronic payment relative to the charges for the payment and performance bond. Compared the documentation to the amount recorded in the final job cost detail without exception. CRI also obtained an additional payment and performance bond invoice and a bond credit invoice from a third party to be applied to the Project costs netting to a credit of \$595, as reported in Exhibit A.</li> </ul>
<p>11. From the final job cost detail, select amounts for general liability insurance and worker's compensation and perform the following:</p> <ul style="list-style-type: none"> <li>a. Where applicable, obtain the Construction Manager's internal allocation for general liability insurance and worker's compensation insurance charges.</li> </ul>	<ul style="list-style-type: none"> <li>○ Selected all general liability insurance and worker's compensation charges from the final job cost detail.</li> <li>a. CRI obtained the following: <ul style="list-style-type: none"> <li>• For general liability insurance, CRI obtained a letter from the Construction Manager's insurance company.</li> <li>• For worker's compensation, CRI obtained the rate sheet with modifiers and discounts originally provided from the Construction Manager's insurance group.</li> </ul> </li> </ul>

PROCEDURES	RESULTS
<p>(11. Continued)</p> <p>b. Inspect the internal allocation method and calculation. Compare the documentation obtained in 11.a. above to the amounts recorded to the final job cost detail.</p> <p>c. If applicable, obtain third party invoices for internal allocation amounts.</p> <p>d. If applicable, obtain supporting documentation for the allocation base, i.e. annual company-wide revenue for the Construction Manager.</p> <p>e. If applicable, recalculate the Construction Manager's internal allocations and compare the recalculation to the amounts in the final job cost detail.</p>	<p>b. Inspected the internal allocation method and compared it to the amounts recorded in the final job cost detail. CRI recalculated the following internal allocations:</p> <ul style="list-style-type: none"> <li>• CRI made a \$36 adjustment to general liability based on our recalculation.</li> <li>• CRI recalculated worker's compensation without labor burden, which resulted in a \$5,744 adjustment.</li> </ul> <p>c. CRI obtained third party documentation for general liability and workers compensation insurance rates as described in 11.a. above.</p> <p>d. Obtained supporting documentation for the allocation base from the premium statement and confirmed that base does not include owner direct purchases.</p> <p>e. Recalculated the Construction Manager's internal allocation calculation and compared the recalculation to the amounts in the final job cost detail. CRI made adjustments for general liability and workers compensation insurance in 11.b. above. The adjustments are reported in Exhibit A of our report.</p>
<p>12. Inquire of the Construction Manager to determine if there are any expenditures, in the final job cost detail, to entities related by common ownership or management to the Construction Manager.</p>	<p>o Inquired of the Construction Manager regarding expenditures in the final job cost detail to entities related by common ownership or management to the Construction Manager. The Construction Manager stated there were none.</p>
<p>13. From the final job cost detail, haphazardly select at least five transactions determined to be the Construction Manager's internal charges to the Project, and perform the following:</p> <p>a. Obtain vendor invoices and Construction Manager calculations for internal charge rates.</p>	<p>o Selected all vehicle charges and four computer charges in the final job cost detail.</p> <p>a. CRI obtained the following:</p> <ul style="list-style-type: none"> <li>• Confirmation from OCPS personnel, accepting the computer with software charges as consistent with market rates.</li> <li>• For the vehicle charges, the charges are set at \$850 per month for a contractually limited number of vehicles. CRI obtained the schedule of values for the general requirements, which includes the vehicles, for the allowable monthly charge.</li> </ul>

PROCEDURES	RESULTS
<p>(13. Continued)</p> <p>b. Compare the internal charge rates recorded in the final job cost detail to the supporting documentation obtained in 13.a. above.</p>	<p>b. Compared the internal charges for the vehicles and the computer charges in the final job cost detail to the supporting documentation obtained in 13.a. without exception.</p>
<p>14. Obtain the Project’s Notice to Proceed (“NTP”) from OCPS and inspect the dates of the charges in the final job cost detail for recorded costs with dates prior to the date on the NTP.</p>	<p>o Obtained the NTP and identified \$107 of cellphone charges prior to the NTP. Per the Construction Manager, “These costs should not have been billed to the Owner”. CRI made an adjustment in Exhibit A.</p>
<p>15. Inquire of the Construction Manager to determine whether they are using a subcontractor default insurance program (“subguard”) for subcontractor bonding requirements. If so, perform the following:</p> <p>a. Inspect the final job cost detail, as well as, subcontracts and change order line items for the selected subcontractors noted in 7. above, for line items described as subcontractor bond costs.</p> <p>b. Obtain an invoice and cancelled checks for the subguard charges found in the final job cost detail, if paid to a third party.</p> <p>c. If the charges for subguard are the result of an internal allocation, obtain the internal allocation calculations that support the amounts in the final job cost detail and compare the calculations to the amounts in the final job cost detail.</p> <p>d. If internal allocations are used, recalculate the internal allocations and compare the recalculation to the charges in the final job cost detail.</p> <p>e. Obtain written representation that the subcontractors on the Project, enrolled in subguard, have not included bond costs in their payment applications.</p>	<p>o The Construction Manager did use a subguard program on the Project.</p> <p>a. Inspected the final job cost detail and subcontractor change orders for all selected subcontractors for the inclusion of bond costs and found none. Additionally, CRI observed the subcontract agreements for all selected subcontractors and noted the subcontract agreements stated this was a subguarded project and, therefore, no bond costs were to be included in the subcontractor’s costs.</p> <p>b. The subguard premiums were not paid to a third party vendor. Subguard premiums are charged to the Project based on a third party rate sheet, such rate (1.30%) being multiplied by the final subcontract value for each subcontractor, excluding the owner direct purchases.</p> <p>c. The subguard charges are calculated as mentioned above in 15.b. The subguard rate is a Company-wide rate that is applied to each project based on that particular project’s subcontract values. CRI obtained the calculation of the subguard premium without exception.</p> <p>d. Recalculated the internal allocations and compared them to the charges in the final job cost detail without exception.</p> <p>e. Obtained written representation from the Construction Manager that the subcontractors on the Project, that were enrolled in the subguard program, have not included bond costs in their pay applications.</p>

PROCEDURES	RESULTS
<p>16. Obtain all signed and executed change orders between OCPS and the Construction Manager for the duration of the Project.</p>	<ul style="list-style-type: none"> <li>○ Obtained signed and executed change orders between OCPS and the Construction Manager without exception.</li> </ul>
<p>17. Obtain from OCPS, a log of the ODPs plus sales tax savings for the Project and perform the following:</p> <ul style="list-style-type: none"> <li>a. Recalculate the total ODPs, from the log obtained above, by taking the actual ODPs spent on the Project and comparing them to the original contract value (including ODPs) plus or minus any change orders (not including ODP change orders).</li> <li>b. If the above recalculated percentage is below 25% (as per section 20.3 of the General Conditions to the Agreement), inquire of the District regarding whether it was determined the Construction Manager failed to obtain any tax savings that could have been achieved. If so, inquire if the District will seek to recover the amount of any such missed tax savings from the Construction Manager.</li> </ul>	<ul style="list-style-type: none"> <li>○ Obtained the ODP log from OCPS without exception.</li> <li>a. Recalculated the percentage of the total ODPs plus sales tax savings, per the ODP log, as a percentage of the original contract value (including ODPs).</li> <li>a. The results from the recalculation in 17.a. above indicated that the Construction Manager did not achieve the goal of 25%. The District does not intend to recover missed sales tax savings from the Construction Manager.</li> </ul>
<p>18. Compare the ODP log plus tax savings amount obtained in 17. above, to the total signed and executed change order amounts obtained in 16. above relative to ODPs.</p>	<ul style="list-style-type: none"> <li>○ Compared the ODPs plus tax savings per the ODP log to the total signed and executed change order amounts relative to ODPs without exception.</li> </ul>
<p>19. Utilizing the not-to-exceed general requirements detail from the contract documents in 1. above, compare to the general requirements charges noted in the final job cost detail.</p>	<ul style="list-style-type: none"> <li>○ Compared the not-to-exceed general requirements per the contract documents with the actual general requirements charged in the final job cost detail without exception.</li> </ul>
<p>20. Recalculate the adjusted guaranteed maximum price (“GMP”) as follows:</p> <ul style="list-style-type: none"> <li>a. Obtain the original GMP amount, including any fixed or percentage-based Construction Manager fees or lump sums from the contract documents noted in 1. above.</li> <li>b. Add the original GMP amount (from 1. above) plus additive change orders and minus deductive change orders from 16. above to get the “adjusted guaranteed maximum price”.</li> </ul>	<ul style="list-style-type: none"> <li>a. Obtained the original GMP amount without exception.</li> <li>b. The net amount of change orders was deducted from the original GMP amount and is reported in Exhibit A as the adjusted guaranteed maximum price.</li> </ul>

PROCEDURES	RESULTS
<p>21. Obtain the final contract value, per the final pay application (noted in 5. above) and compare it to the adjusted GMP amount recalculated in 20.b. above.</p>	<ul style="list-style-type: none"> <li>○ Compared the adjusted guaranteed maximum price to the final contract value, per the final pay application, without exception.</li> </ul>
<p>22. Recalculate the final construction costs as follows:</p> <ul style="list-style-type: none"> <li>a. Starting with the final job cost detail, adjust for any reductions identified in the application of the above procedures (i.e. subcontractor markup differences, non-reimbursable items, repair/rework items, etc., as applicable) to reach the “adjusted final job costs”.</li> <li>b. Utilizing the adjusted final job costs, add any fixed fees or lump sum amounts to reach the “final construction costs”.</li> <li>c. Compare the adjusted GMP amount calculated in 20.b. above to the final construction costs amount from 22.b. above.</li> </ul>	<ul style="list-style-type: none"> <li>a. The results of performing this procedure are reported in Exhibit A as Adjusted final job costs.</li> <li>b. The results of performing this procedure are reported in Exhibit A as final construction costs.</li> <li>c. The results of this procedure are reported in Exhibit A.</li> </ul>
<p>23. Using the General Conditions attachment in the contract documents, obtain the raw rates for the Construction Manager’s personnel.</p> <ul style="list-style-type: none"> <li>a. Obtain from the Construction Manager a listing of the personnel that filled the positions listed in the General Conditions attachment.</li> <li>b. From the listing of Construction Manager personnel that filled the positions in the General Conditions attachment, choose a sample of at least 15 payroll entries and obtain documentation of the selected persons’ actual pay rate for the period selected.</li> <li>c. Compare the actual pay rate obtained in 23.b. above to the raw rate included in the General Conditions attachment.</li> </ul>	<ul style="list-style-type: none"> <li>○ Obtained the raw rates for the Construction Manager’s personnel included in the General Conditions attachment in the contract documents.</li> <li>a. Obtained a listing of the personnel that filled the positions listed in the General Conditions attachment from the Construction Manager.</li> <li>b. From the listing of Construction Manager personnel entries, CRI chose a sample of 15 payroll entries and obtained the Payroll - Register Report for each of the items selected.</li> <li>c. The results of this procedure indicate the actual pay rate is less than the raw rate per the General Conditions attachment (“raw rate”) in 10 of the 15 samples tested. Overall, the average actual pay rate is 9% under the raw rate for the samples selected.</li> </ul> <p>CRI did not see evidence OCPS was notified the labor rates paid were lower than the raw rates, in accordance with Section 5.A.1.d. of the Agreement.</p>



PROCEDURES	RESULTS
24. Obtain, from OCPS and/or the Construction Manager, all of the Project's contingency logs and usage documents and inspect all contingency usage forms for OCPS's designated representative's signature of approval.	○ Obtained the Project's contingency log and usage documents and observed that all the contingency usage forms evidenced approval of an OCPS designated representative.
25. Compare the ending balances in the contingency funds, per the contingency logs obtained in 24. above, to the change order amount of the funds returning to OCPS, as obtained in 16. above.	○ The remaining balances in the contingency funds were returned to OCPS in the final change order without exception.
26. Obtain a listing of assets acquired by the Construction Manager for the Project and verify the assets were turned over to OCPS.	○ Obtained a listing of assets which verified the assets were transferred to OCPS at the conclusion of the Project.
27. Obtain the Certificate of Substantial Completion, signed by the Architect, and compare the date of this document to the time requirements contained in the contract documents.	○ Obtained the Certificate of Substantial Completion without exception. The substantial completion date of September 29, 2020, as reported on the Certificate, was compared to the time requirements contained in the contract documents without exception.
28. Obtain the Certificate of Final Inspection, signed by the Architect, and compare the date of this document to the time requirements contained in the contract documents.	○ The final completion date, as reported on the Certificate of Final Inspection, indicated the Construction Manager achieved final completion 188 days after the contractually required date. Final completion is to be achieved within 120 days after the date of substantial completion, which for this Project was January 27, 2021. The Certificate of Final Inspection was signed by the Architect on August 3, 2021.
29. Utilizing the Certificate of Final Inspection obtained in 28. above, inspect the dates of the charges in the final job cost detail for recorded costs with dates subsequent to the date of the Certificate of Final Inspection.	○ Inspected the dates of the charges in the final job cost detail for recorded costs with dates subsequent to the date of the Certificate of Final Inspection without exception.
30. Obtain the SAP/Purchase Order reconciliation from OCPS and compare the guaranteed maximum price on the reconciliation to the guaranteed maximum price on the Construction Manager's final pay application, as noted in 5. above.	○ Obtained the SAP/Purchase Order reconciliation from OCPS and agreed the guaranteed maximum price on the reconciliation to the guaranteed maximum price on the final pay application, without exception.

We were engaged by The School Board of Orange County, Florida, to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review engagement, the objective of which would be the expression of an opinion or conclusion, respectively, on the final construction costs and the adjusted guaranteed maximum price. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of Gilbane Building Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely for the information and use of The School Board of Orange County, Florida, and is not intended to be and should not be used by anyone other than the specified party.

*Carr, Riggs & Ingram, L.L.C.*

Orlando, Florida  
May 31, 2022

**The School Board of Orange County, Florida  
Olympia High School Capital Renewal Project  
(Painting, HVAC, Intercom, and Fire Alarm Improvement)**

**Exhibit A – Project Costs**

**Calculation of the final construction costs**

Calculation of adjusted final job costs:	
Construction Manager job costs	\$ 9,269,094
Bond credit	(595)
General liability insurance adjustment	(36)
Workers compensation insurance adjustment	(5,744)
Remove cellphone charges prior to the notice to proceed date	(107)
Adjusted final job costs	9,262,612
Calculation of the lump sum general conditions:	
Original lump sum general conditions	872,059
General conditions added through owner change orders	197,927
	1,069,986
Calculation of the construction management fee:	
Original construction management fee	542,287
Reimbursement for replacement doors	(2,491)
Adjustment to fee in the final owner change order	1,686
	541,482
<b>Final construction costs</b>	<b>\$ 10,874,080</b>

**Calculation of adjusted guaranteed maximum price**

Original guaranteed maximum price	\$ 13,232,879
Adjustments from change orders	(2,352,196)
	\$ 10,880,683
<b>Adjusted guaranteed maximum price</b>	<b>\$ 10,880,683</b>
<b>Construction costs, lesser of final construction costs and adjusted guaranteed maximum price</b>	<b>\$ 10,874,080</b>
<b>Owner direct purchases</b>	<b>2,260,091</b>
	<b>\$ 13,134,171</b>