



Audit of  
Broward Sheriff's Office  
Training Center Project  
(Interim Report)

Office of the County Auditor

Interim Audit Report

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**Report No. 24-20**  
**June 12, 2024**



**Office of the County Auditor**

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June 12, 2024

Honorable Mayor and Board of County Commissioners

We are currently conducting an Audit of Broward Sheriff's Office Training Center Project (referred to throughout this report as the Training Center, Project, or Facility) pursuant to the "Memorandum of Understanding Between Broward County and the Sheriff of Broward County Relating to the Design and Construction of the Broward Sheriff's Office Training Center". However, given the Fiscal Year 2024 / 2025 budget process is currently underway, we are issuing an interim audit report to assist the Board and County Administrator in the budget process by providing the status of the project costs and funding needs.

The objective of this interim report is to determine whether Project funding is adequate to meet anticipated Project costs.

We conclude that project funding is not adequate to meet anticipated project costs. Specifically, we note that the total anticipated Project costs are \$73.6 million while dedicated Project funding is \$64.1 million, consisting of \$55.5 million appropriated by the County and \$8.6 reallocated by BSO, resulting in a \$9.5 million funding shortfall as of June 10, 2024. Additional information is provided within this interim report. Our final report is expected to be completed within the next 60 days and will include Opportunities for Improvement and additional recommendations. In addition, we have contracted with an external construction auditing firm to audit the detailed construction costs. This report is also anticipated to be issued in the near future.

We are conducting this audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

We appreciate the cooperation and assistance provided by County and Broward Sheriff's Office staff throughout our audit process.

Honorable Mayor and Board of County Commissioners  
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Respectfully submitted,



Bob Melton  
County Auditor

cc: Monica Cepero, County Administrator  
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# INTRODUCTION

## Scope and Methodology

The County Auditor's Office conducts audits of Broward County's entities, programs, activities, and contractors to provide the Board of County Commissioners, Broward County's residents, County management, and other stakeholders, unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We are currently conducting an Audit of Broward Sheriff's Office Training Center Project (Project) pursuant to the "Memorandum of Understanding Between Broward County and the Sheriff of Broward County Relating to the Design and Construction of the Broward Sheriff's Office Training Center". However, given the Fiscal Year 2024 / 2025 budget process currently underway, we are issuing an interim audit report to assist the Board in the budget process by providing the status of the project costs and funding needs. The objective of this interim report is to determine whether Project funding is adequate to meet anticipated Project costs.

To determine whether Project funding is adequate to meet anticipated Project costs, we requested and reviewed copies of all change orders and pay applications submitted by BSO, general ledger reports, pending purchase orders, accounts payable reports, and payments remitted by County to BSO for the Project. We also conducted interviews of County and BSO staff, performed site-visits, and reviewed all Project cost estimates submitted by BSO to County.

We are conducting this audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Our audit includes such tests of records and other auditing procedures, as we consider necessary in the circumstances. The review period is from October 1, 2019, to June 10, 2024. However, transactions, processes, and situations reviewed are not limited by the review period. This report is for informational purposes and the information contained herein may be modified in the final report.

## **Overall Conclusion**

We conclude that project funding is not adequate to meet anticipated project costs. Specifically, we note that the total anticipated Project costs are \$73.6 million while dedicated Project funding is \$64.1 million, consisting of \$55.5 million appropriated by the County and \$8.6 reallocated by BSO, resulting in a \$9.5 million funding shortfall as of this date. Additional information is provided within this interim report. Our final report is expected to be completed within the next 60 days and will include Opportunities for Improvement and additional recommendations. In addition, we have contracted with an external construction auditing firm to audit the detailed construction costs. This report is also anticipated to be issued in the near future.

## **Background**

The Sheriff is a Constitutional Officer of Broward County, elected by Broward citizens for a term of four years. The primary mission of the Broward County Sheriff's Office (BSO) is to provide law enforcement, detention, fire rescue and public safety support to the residents and visitors of Broward County. BSO is a full-service, public safety organization with over 5,400 employees, including more than 2,700 certified deputies and over 700 fire rescue professionals.

The Broward County Board of County Commissioners (Board) funds BSO through appropriations from the Broward County (County) budget. Section 30.49, Florida Statutes require BSO to "annually prepare and submit to the board of county commissioners a proposed budget for carrying out the powers, duties and operations of the office for the next fiscal year". Once the County appropriates the funds, BSO may transfer the monies to purposes other than originally budgeted without County approval. Section 30.49, Florida Statutes states "a sheriff may transfer funds between the fund and functional categories and object and sub-object code levels after his or her budget has been approved by the board of county commissioners..." Section 30.50, Florida Statutes states "All unexpended balances at the end of each fiscal year shall be refunded to the board of county commissioners, and deposited to the county fund or funds from which payment was originally made".



*BSO Training Center*

The Broward Sheriff's Office Training Division conducts advanced, specialized and career development training programs for law enforcement, detention, probation and parole and fire rescue personnel at BSO. BSO currently trains officers at the Markham Park outdoor range and multiple facilities throughout the County. To elevate officer preparedness and facilitate training, BSO initiated a project in 2018 to build a state-of-the-art regional training center at the existing Public

Safety Building Complex. The new Training Center, referred to by BSO as the Research, Development and Training Center (RDTC) (Training Center / Project / Facility), will include two 50-yard tactical firing ranges, a 25-yard firing range, a shoot house to host a myriad of real-world training experiences, multiple classrooms, training labs, an auditorium, and a fitness center to enhance BSO's training capabilities to actively address today's public safety challenges. BSO intends to use the Training Center to host a variety of wellness components that focus on the physical and behavioral health of all BSO employees. The main entry for staff and visitors will include a two-story memorial lobby that honors the seventeen victims of the Marjory Stoneman Douglas school shooting.



*Marjory Stoneman Douglas High School Memorial Lobby in the BSO Training Center*

All BSO facilities, including those at the Public Safety Building Complex, are owned and maintained by the County. Due to the partnership between BSO and the County, both parties entered into a Memorandum of Understanding (MOU) to manage the construction of the Project, entitled “Memorandum of Understanding Between Broward County and the Sheriff of Broward County Relating to the Design and Construction of the Broward Sheriff’s Office Training Center”. The MOU provides that “The Sheriff shall be fully responsible for Project management and will enter into all contracts relating to the Project....” and “The County shall assign a project manager (“Project Manager”) to the Project from the County’s Construction Management Division” with responsibilities for “reviewing and approving design and monitoring construction of the Project” as well as reviewing and approving pay applications and change orders. The MOU provisions were created to ensure good stewardship of public funds and joint cooperation in the construction of a County facility for BSO’s sole use.

The MOU states that BSO estimated the construction cost of the Project at \$34.0 million and the County had initially budgeted \$33.2 million “for use and benefit of the Sheriff (the “BSO Funds”)



with respect to the project". The MOU further states, "The County's financial obligations under this MOU are limited to its transfer of the BSO Funds to the Sheriff", "The Sheriff shall be solely responsible for any costs relating to the Project that exceed the BSO Funds", and "...the Sheriff may use funds available in the Sheriff's capital improvement account to pay for [any] cost overruns".

To date, the County has transferred the initial \$33.2 million plus an additional \$22.3 million for a total of \$55.5 million for the Project. On December 7<sup>th</sup>, 2023, the County Administrator emailed the Board informing them of a BSO request for an additional \$6.1 million appropriation stating that "we are not yet certain of the project's full cost" and "Without a full accounting of BSO expenditures on the project, it is difficult to point to one singular cause for the cost overrun". Based on this, and other factors, our office initiated the audit of the Project.

# FINDING & RECOMMENDATION

Findings and recommendations, which are contained herein are only those that are included within this interim report. This interim report was not designed nor intended to be a detailed study of every relevant system, procedure, or transaction. Accordingly, the Findings and Recommendations presented in this interim report are not all-inclusive of areas where improvement are needed. A complete audit report will be issued at the conclusion of the audit.

## **1. Total Anticipated Project Costs Exceed Dedicated Project Funding Resulting in an Approximate \$9.5 Million Project Funding Shortfall.**

Total anticipated Project costs of \$73.6 million exceed current dedicated Project funding of \$64.1 million, consisting of \$55.5 million appropriated by the County and \$8.6 reallocated by BSO, resulting in a \$9.5 million Project funding shortfall.

### **Total Anticipated Project Costs**

We determined the total anticipated Project costs to be \$73.6 million consisting of \$71.2 million in design and construction cost and \$2.4 million in other capital costs as shown in Figure 1.

**Figure 1 - Total Anticipated Project Costs**

Initial Design Costs		\$ 273,944
Original Design Build Construction Contract		49,650,464
<i>Wellness Center Change Orders (a)</i>	\$ 7,493,668	
<i>Drainage Change Orders (b)</i>	6,103,621	
<i>Firing Range Change Orders (c)</i>	2,214,950	
<i>HVAC Change Orders (d)</i>	1,129,224	
<i>Auditorium Change Orders (e)</i>	1,039,333	
<i>Elevators Change Orders (f)</i>	517,566	
<i>Branding Change Orders (g)</i>	525,905	
<i>All other Change Orders (h)</i>	3,427,994	
Additive Change Orders		22,452,261
Reduction in Contingency and Allowance Accounts		(1,106,071)
Direct Purchases		14,975,562
Contract Reduction for Direct Purchases		(15,041,141)
<b>Total Design and Construction Cost</b>		<b>71,205,019</b>
<i>Furniture</i>	1,284,571	
<i>Training and Fitness Equipment</i>	449,086	
<i>Public Art Project</i>	663,643	
<i>Other</i>	35,381	
Other Capital Costs		2,432,681
<b>Total Design, Construction, and Other Capital Costs</b>		<b>\$73,637,700</b>

Source: Office of the County Auditor compilation of project costs.

Initial design costs of \$273,944 occurred prior to solicitation of the contractor and were incurred by BSO to develop the Design Criteria Package (DCP) included in the solicitation. The original design-build construction agreement with ANF Group, Inc. (agreement) was \$49.7 million. Change order (CO) costs of \$22.4 million are summarized as follows and further elaborated in subsequent sections of this report:

- a. Wellness Center COs, \$7.5 million – The original agreement included a “Shell” (unfinished / empty space) for the fourth floor. These change orders added a complete build out of the fourth floor to accommodate a fitness center, locker rooms, as well as floor strengthening to accommodate the exercise machines and weights.
- b. Drainage COs, \$6.1 million - This change order was to install underground tanks and related mechanisms to meet rainwater drainage requirements.

- c. Firing Range COs, \$2.2 million – Change orders pertaining to the gun ranges include raising the ceiling elevation to accommodate the entry of vehicles needed for training exercises and increased costs due to a change in the subcontractor selected for design and installation of the ranges.
- d. HVAC CO, \$1.1 million – Change order to use an alternative cooling mechanism.
- e. Auditorium CO, \$1.0 million – Change order for converting “Flex Room” into an auditorium, including associated infrastructure. The change order amount did not include any costs for stadium seating, furnishings, stage, certifications testing, etc.
- f. Elevators COs, \$0.5 million – Change orders pertaining to work performed for revised elevator reconfiguration which included additional doors and operator equipment, additional rear elevator door openings, upgrade of elevator to 4,000 pounds, and addition of 4<sup>th</sup> elevator in the building.
- g. Branding COs, \$0.5 million – These change orders include work performed for design services and installation of additional branding throughout the building, including illuminated signage and electrical requirements for added signage.
- h. All other COs, \$3.4 million – This includes an unforeseen soil condition change order totaling \$485,505, an unforeseen de-watering change order totaling \$366,673, and approximately 40 other items all below \$200,000 each.

Existing contingency and allowance accounts, already included in the original agreement, were used to pay for \$1.1 million of the \$22.4 million change orders. The contract value was reduced by \$15.0 million to reflect material purchases that were originally to be acquired by the contractor. BSO's acquisition cost of the materials was \$15.0 million. The total design and construction cost was \$71.2 million.

Other capital costs, separate and apart from the design and construction costs, total \$2.4 million and consist of direct purchases of furniture, equipment, and public artwork by BSO. Therefore, the total anticipated design, construction, and other capital cost was \$73.6 million.

### **Project Expenditures**

Of the \$73.6 million total anticipated design, construction, and other capital costs, actual BSO payments to the contractor and other vendors totaled \$63.5 million as of May 9, 2024. The \$10.1 million remaining to be paid primarily consists of approximately \$5.2 million in open invoice payments and retainage due to the contractor for work performed, \$3.0 million of remaining work to be performed or recently performed and not yet billed, \$1.2 million for planned and

open direct purchases of furniture, equipment, and other capital items, and \$0.7 million for pending public artwork.

**Project Funding**

Dedicated project funding is \$64.1 million as of May 31, 2024, consisting of \$55.5 million appropriated by the County and \$8.6 reallocated by BSO.

County appropriations of \$55.5 million consist of project specific funding appropriated from the BSO Capital Reserve held by the County for purposes of funding BSO Capital needs. The BSO Capital Reserve is funded primarily from unspent BSO general funds that are returned to the County at year end. Section 30.50, Florida Statutes states “All unexpended balances at the end of each fiscal year shall be refunded to the board of county commissioners, and deposited to the county fund or funds from which payment was originally made”. The Board has established a general practice whereby 70% of the returned BSO general funds are placed into the BSO Capital Reserve Fund and 30% are placed into a reserve for payment of future post-employment benefit liabilities (“70/30 split”). This practice is not a requirement but rather a general methodology that the Board has followed. All transfers to BSO, shown in Figure 2, were from the BSO Capital Reserve originating from the unspent BSO general funds except for funding approval No. 6 for \$823,812 on December 13<sup>th</sup>, 2022 which was originated from unspent funds in the BSO Consolidated Dispatch Fund.

**Figure 2 – County Appropriation of Project Funding**

	<b>Approval Date</b>	<b>Transaction Amount</b>	<b>Cumulative Amount</b>
1	09/10/2019	\$33,182,126	\$33,182,126
2	12/08/2020	11,813,834	44,995,960
3	03/15/2022	5,000,000	49,995,960
4	03/15/2022	1,700,000	51,695,960
5	09/20/2022	1,923,600	53,619,560
6	12/13/2022	823,812	54,443,372
7	06/06/2023	\$1,058,870	<b>\$55,502,242</b>

*Source: County Agenda Items.*

BSO reallocations of \$8.6 million to the Project, as shown in Figure 3, reflect funding previously appropriated by the County to BSO for other purposes. According to BSO, “these budget transfers consist of funds earmarked as surplus due to realized cost savings for a variety of reasons or reallocated from other purposes. A sizable portion of these budget transfers consists of funds originally allocated to personnel services. In some cases, funds became available due to

vacancies caused by natural employee attrition, in other cases, BSO had to defer filling vacant positions in order to reallocate funding as necessary to complete this project.” We requested additional information from BSO regarding further breakdown and what the monies were originally appropriated for but, as of the time of report issuance, have not received this information. We made this request on May 22<sup>nd</sup> and BSO informed us on May 24<sup>th</sup> that our request “falls outside the parameters of the audit provisions of our agreement” and “should you wish to make a public records request for responsive records pertaining to this information, please forward the same to my attention and I will ensure the request is satisfied in accordance with Florida statutes.” We made the public records request for the information on May 29<sup>th</sup>, performed subsequent follow-ups, and have not received the requested information as of the time of report issuance.

**Figure 3 – BSO Reallocation of Other Funds to Project Funding**

BSO Cost Center	Transaction Date	Amount
Administration Non-Departmental Non-Departmental / Detention Non-Departmental / Fire Rescue Regional	03/07/2023	\$4,412,556
Non-Departmental / Law Enforcement	07/06/2023	67,200
Non-Departmental / Law Enforcement	09/30/2023	868,000
Non-Departmental / Law Enforcement	09/30/2023	502,665
Non-Departmental / Law Enforcement	10/03/2023	2,800,000
		<b>\$8,650,421</b>

Source – “Training Center Funding” schedule provided by BSO.

**Project Funding Shortfall**

As Summarized in Figure 4, based on the \$64.1 million in dedicated Project funding and \$73.6 million in total anticipated Project cost discussed in the above sections, there is a current \$9.5 million Project funding shortfall. The \$64.1 million in dedicated Project funding does not include the BSO request for an additional \$6.1 million transmitted to the Board on December 7<sup>th</sup>, 2023.

**Figure 4 – Project Funding Shortfall**

Transfers from County	\$ 55,502,242	
Funding Re-allocations by BSO	8,650,421	
<b>Funding Allocated to Project</b>		<b>\$ 64,152,663</b>
Design and Construction Costs	71,205,019	
Other Capital Costs	2,432,681	
<b>Anticipated Project Cost</b>		<b>73,637,000</b>
<b>Funding Shortfall</b>		<b>\$ (9,485,037)</b>

*Source: Office of the County Auditor analysis of Project funding and anticipated project costs.*

**We recommend** management, in collaboration with BSO, identify options for funding the Project shortfall. Such options may include re-appropriating existing BSO general funds from other sources, identifying additional County funds to transfer to BSO, and / or identifying cuts to any remaining uncommitted and discretionary Project expenditures.

# APPENDIX A – PROJECT HISTORY

## Overview

Initial phases of the Research, Development and Training Center (RDTTC) (Project/Facility) included the original estimate, solicitation proposal, and negotiated contract each with a corresponding anticipated project cost as summarized in Figure 5. BSO contracted with a design firm that developed the Original Estimate of \$34,037,500 dated July 23, 2019. Following the issuance of a Request for Letters of Interest (RLI) and Request for Proposals (RFP) for a Design Build Contractor, BSO received proposals with pricing on May 29, 2020. The selected Design-Build Contractor had a proposed price of \$68,481,776. Negotiations and value-engineering changes resulted in a negotiated contract with a price of \$49,650,464 executed on February 18, 2021.

**Figure 5 - Initial Phases with Dates and Cost Estimates**

Phases	Date	Amount
Original Estimate	July 23, 2019	\$ 34,037,500
Solicitation Proposal	May 29, 2020	\$ 68,481,776
Negotiated Contract	February 18, 2021	\$ 49,650,464

*Source: Information obtained from BSO staff.*

## Original Estimate

On July 23, 2019, BSO submitted request for reappropriation of Capital Reserve dollars in the amount of \$33,182,126 for purposes of design and construction of a single structure facility. The request submitted to County by BSO included a “Conceptual Order of Magnitude Cost Estimate”, which included a breakout of estimated costs of **\$34,037,500**, in the following phases:

- **Phase 1 (Base Bid)** – Included work associated with clearing of site area and construction of single building structure containing 5-story Parking Garage with 2-story rooftop Training Center Shell (Empty). Estimated costs for Phase 1 were as follows:
  - Site Work - \$200,000.
  - 5-story Parking Garage - \$15,000,000.
  - 2-story Training Center Shell (Empty) above garage (approximately 88,000 ground square foot) - \$6,000,000.



- **Total Costs for Phase 1 - \$21,200,000.**
- **Phase 2 (Add Alternate #1)** – Included work associated with build-out of 2-story rooftop Training Center Shell (Unfinished / Empty). Estimated costs for Phase 2 were as follows.
  - Build out for Firing Range - \$4,000,000.
  - Build out for Lobby, Offices, Classrooms, Support Spaces, Etc. - \$8,437,500.
  - **Total Costs for Phase 2 - \$12,437,500.**
- **Phase 3 (Add Alternate #2)** – Included order for an Emergency Generator, which was considered a specialty item and estimated at \$400,000.
  - **Total Costs for Phase 3 - \$400,000.**

Phases 2 and 3 were “Add Alternates” which were optional additional work to be considered. The above funding request along with a Memorandum of Understanding (MOU) between Broward County and BSO for the design and construction of the Project was approved by the Board on September 10, 2019.

### **Solicitation Proposal**

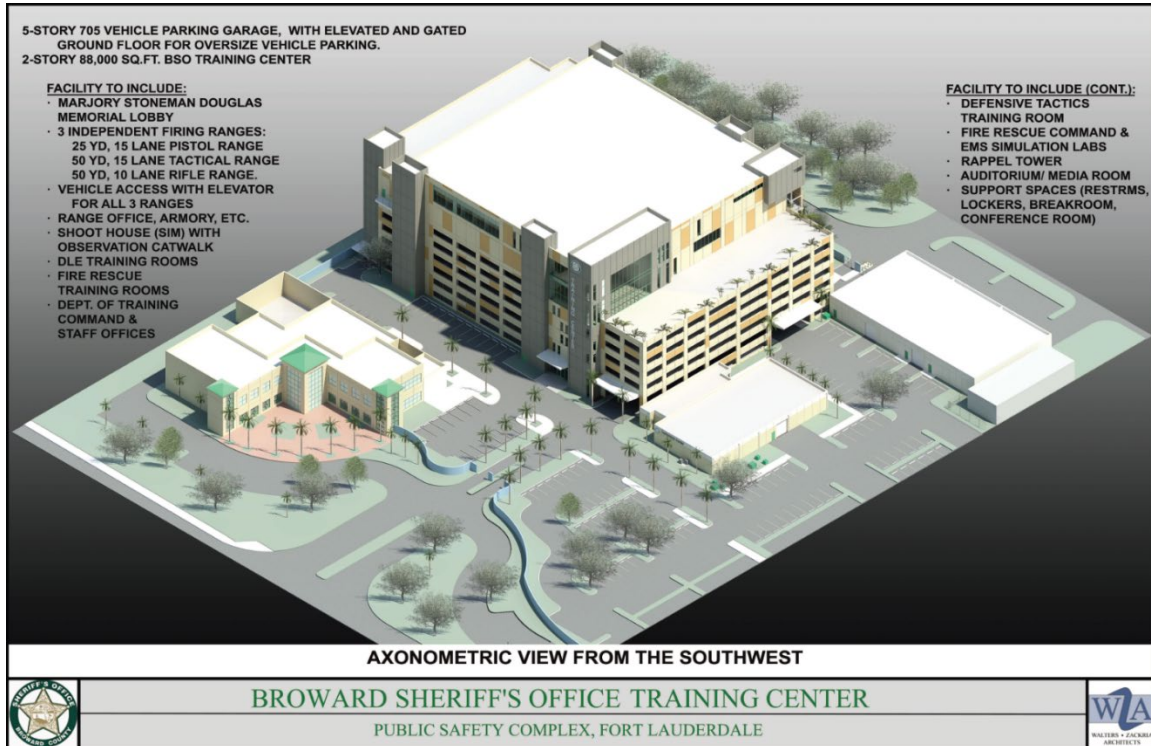
Subsequent to approval of MOU, BSO issued a RLI inviting qualified proposers to submit letters of interest and statements of qualifications and experience for consideration to provide services based on a Design Build Agreement for design and construction of the Project. The RLI explicitly stated that the estimated budget for the Project was \$34 million, and the selected design/build firm would agree to:

- Provide complete professional architectural, engineering and/or other professional design and construction services including all necessary personnel, equipment, and materials to perform services.
- Complete those design and construction services in accordance with the project schedule included in the RLI.
- Complete those services that will deliver a facility (or facilities) within the established contract price.

The purpose of RLI was to prequalify and shortlist vendors for submission of proposals and consideration by the selection committee. The selection committee for review and award included a representative from Broward County's (County) Construction Management Division (CMD). Figure 6 displays the proposed requirements for the Project consisting of a single building

structure containing 5-story, 705 vehicle, oversized parking garage, and 2-story, 88,000 square foot, training center on top of the Parking Garage:

**Figure 6 - Initial Design**



Source: RLI#200121C Design-Build Services – BSO Training Center obtained from BSO staff.

Post issuance of the RLI, BSO issued a RFP to include pricing submittals for design and construction of the Project. All proposals received for the RFP include pricing submittals ranging from **\$65 – 81 million**, including the Add-Alternates. ANF Group, Inc. (ANF) was selected and awarded the contract for design and construction of the Project. The total price submitted by ANF was **\$68,481,776**, containing the following breakdown (by Phases):

- **Phase 1 (Base Bid) – \$46,558,588.**
- **Phase 2 (Add Alternate #1) –\$20,704,351.**
- **Phase 3 (Add Alternate #2) –\$1,218,837.**

**Negotiated Contract**

Along with the proposal for design and construction of a single structure building containing 5-story parking garage and 2-story training center shell on top, ANF submitted to BSO alternative designs for a two-building structure that included a standalone 4-story Training Center and 5-story Parking Garage. The proposed alternative building design by ANF offered to simplify building code impacts and building construction type by separating the training center from the parking garage and provide overall construction costs saving opportunities. Figure 7 displays the "Working Deviation Report" containing a list of all changes negotiated with ANF as cost-saving measures in alternative designs.

**Figure 7 – Working Deviation Report**

		WORKING DEVIATION REPORT	
		9/24/2020	
Item			
001	We developed an alternate design that separates the parking garage from the training building to simplify building code impacts and building construction type. See attached drawings for more detail.		
002	We have provided a functional and structural division the 50 yard shooting lanes. See attached drawings for more detail.		
003	Sales Tax Savings		
004	Sitework - General Reduction		
005	Landscaping & Irrigation - Code Only		
006	Eliminate Fencing & Gates		
* 007	Exterior Glazing - Reduction in Quantity to approximately 4,500 SF. Level E impact rating is included.		
* 008	Original Category 5 Building Requirement is included.		
009	Auditorium Space - Convert to General Meeting Space without Riser Seating or Acoustical Baffles / Wall Treatments. Use a Basic A/V system (projection screen and projector)		
010	Simplify Ceiling @ MSD Lobby - No Serpentine/Wave		
011	Targeted Reduction in Cost for MSD Lobby Finishes (Stone Cladding, Wall Panels, TZ Flooring)		
012	Targeted Reduction in Fire Sprinkler cost		
013	Targeted Reduction in Cost for Flooring @ 1st/2nd/3rd Floor - \$10/SF Installed, All Flooring Types		
014	Targeted Reduction in Electrical cost		
015	Utilize Alternate Range Equipment Vendor and Ventilation Vendor (Spire, Rushing Air, Savage Arms, Or Equal)		
* 016	Building Mechanical System: Our proposal is built upon the utilization of a water cooled chiller plant. DX package units shall be utilized for the gun range only.		
* 017	Generator to be provided per original project alternate requirements.		

Exhibit A, Attachment 1  
Negotiated Design Changes & Deviation Report  
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*Source: Agreement Between BSO and ANF Group, Inc.*

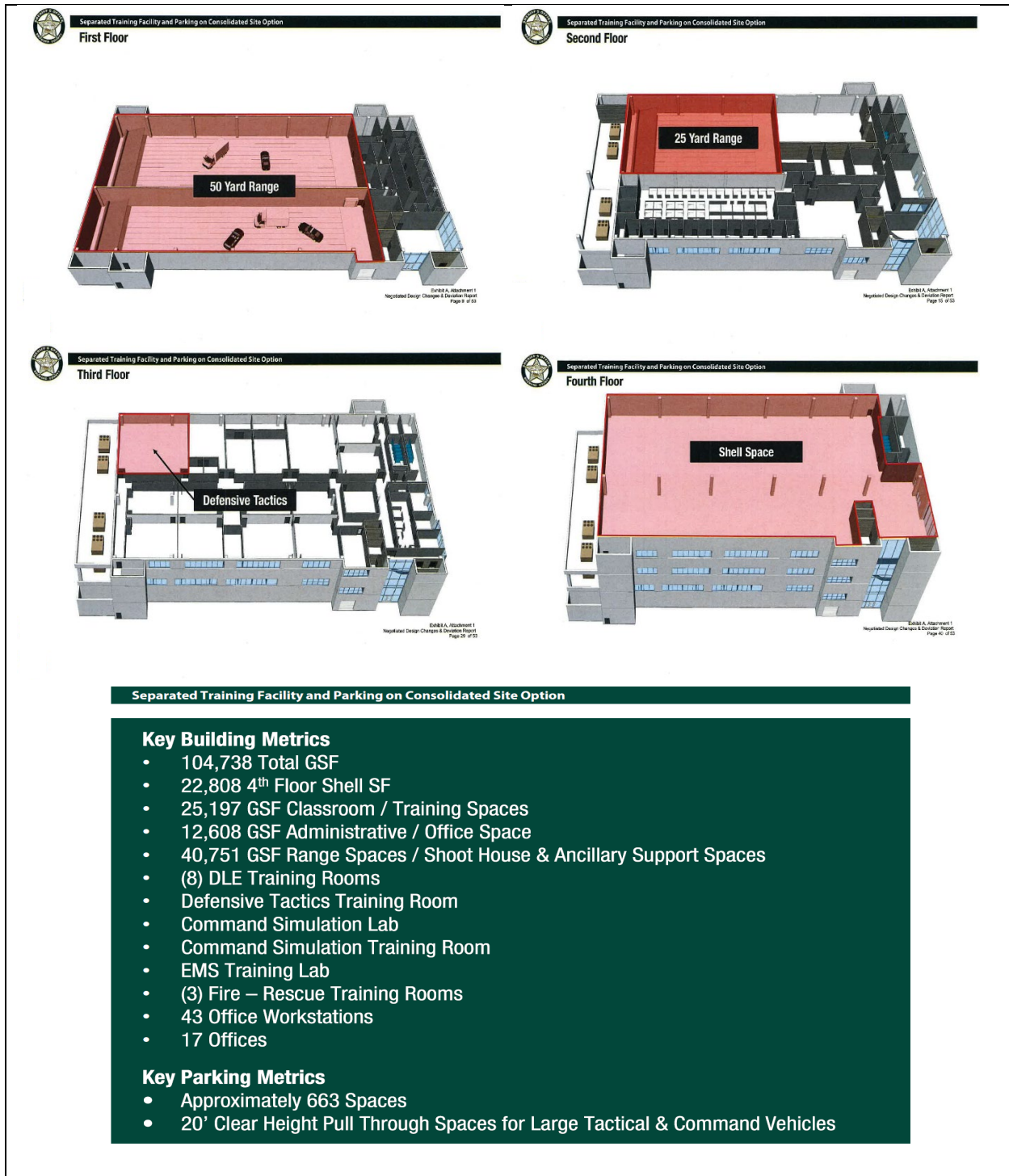
Figure 8 displays images representing the alternative design concepts for a separate 4-story Training Center building.

**Figure 8 – Alternative Training Center Building Design Option**



(Figure continued on following page)

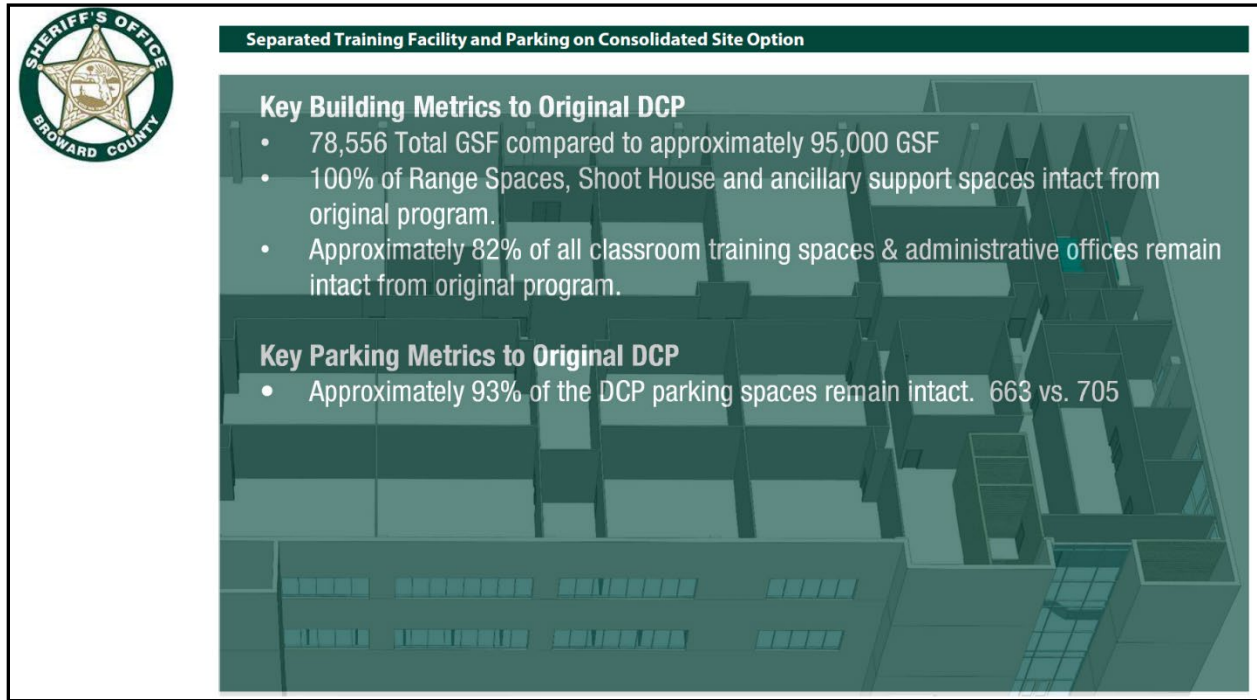
Figure 8 (Continued) - Alternative Training Center Building Design Option



Source: Agreement Between BSO and ANF Group, Inc.

Figure 9 displays key differences between original and alternative design concepts submitted by ANF for the Facility.


**Figure 9 – Key Differences Between Original and Alternative Project Design**



*Source: Information obtained from BSO staff.*

BSO adopted the alternative designs for a two-building structure including a standalone 4-story training center and 5-story parking garage and the list of changes proposed by ANF as cost saving measures in the Working Deviation Report (Figure 7). Using value engineering techniques and scope reduction strategies, BSO negotiated a **contract price of \$49,650,464** for the Project with ANF, a reduction of approximately \$18.8 million from the proposal price. BSO and ANF executed a signed agreement on February 18, 2021, containing a contract price of \$49,650,464. Figure 10 displays the schedule of values for the contract price of \$49,650,464 agreed-upon by BSO and ANF.

Figure 10 – Schedule of Values

		
<b>EXHIBIT "G"</b> <b>Schedule of Values</b>		
<b>Broward Sheriff's Office</b>		
Training Center & Parking Garage Free Standing Parking Garage, 4-Story Free Standing Training Building, Vanilla Box Scheme 663 Parking Spots / 103,015 GSF Training Building 2/4/2021		
<b>ESTIMATED SCHEDULE OF VALUES</b>		
BID PACK	SCOPE OF WORK	TOTAL
1A	General Trades	\$ 555,800
1B	Surveying - Layout & As-Builts	\$ 85,300
2A	Earthwork, Utilities, Paving	\$ 987,185
2B	Landscaping and Irrigation	\$ 157,417
2C	Augercast Piles	\$ 1,067,320
3A	Concrete	\$ 2,571,544
3B	Precast Structure	\$ 10,514,912
5A	Structural Steel & Misc. Metals	\$ 932,275
5B	Fencing & Security Gates	\$ 76,004
6A	Rough Carpentry	\$ 47,783
6B	Architectural Woodwork	\$ 287,550
7A	Caulking and Waterproofing	\$ 184,160
7B	Roofing	\$ 354,062
8A	Doors, Frames, Hardware	\$ 751,307
8B	Aluminum Glass and Glazing	\$ 976,327
8D	Overhead Doors	\$ 40,000
9A	Framing & Drywall	\$ 1,449,254
9B	Stucco & Exterior Framing	\$ 205,957
9C	Acoustical Ceilings	\$ 217,134
9D	Flooring Package	\$ 614,854
9E	Terrazzo	\$ 175,212
9F	Paint and Wallcovering	\$ 485,061
10A	Specialties	\$ 572,197
11A	Equipment	\$ 49,898
12A	Seating - Not Included	\$ -
13A	Shooting Range Systems Equipment	\$ 2,418,785
13B	Shooting Range Mechanical	\$ 1,526,000
14A	Elevators	\$ 504,000
15A	Plumbing	\$ 1,368,993
15B	HVAC	\$ 4,249,323
15C	Fire Protection	\$ 874,130
16A	Electrical	\$ 5,714,200
17A	Low Voltage Systems - Backbone, Phone/Data, Security, CCTV	\$ 1,084,195
Trades Subtotal		\$ 41,098,140
<b>ESTIMATED PROJECT SUBTOTALS</b>		
Trades Subtotal		\$ 41,098,140
General Conditions		\$ 1,797,158
Design Services		\$ 3,071,825
Builder's Risk Insurance		\$ 215,763
General Liability Insurance		\$ 401,329
ANF Performance and Payment Bond		\$ 273,449
Fee		\$ 1,603,469
Subtotal Construction Costs		\$ 48,461,134
<b>ALLOWANCES / OTHER COSTS</b>		
Public Art and Design Program - NIC		\$ -
Sales Tax Savings Allowance		\$ (410,670)
Contractor Contingency		\$ 600,000
Permit Allowance		\$ 400,000
BSO's Contingency Allowance		\$ 600,000
Total Allowances / Other Costs		\$ 1,189,330
<b>GRAND TOTAL</b>		<b>\$ 49,650,464</b>

Source: Agreement Between BSO and ANF Group, Inc., obtained from BSO staff.