

## MEMORANDUM OF TRANSMITTAL

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**To:** Brooke M. Rimmer-Bonnett, Economic Development Director  
Corey Knight, P.E., Public Works Director

**From:** George J. McGowan, CPA  
Director, Office of Audit Services and Management Support

**Date:** August 3, 2023

**Subject:** Follow-up Review of Private Development As-Built Process Analysis (Report No. 23-07)

A handwritten signature in black ink, appearing to be 'GJM', written over the 'From:' field.

Attached is a summary of the status of recommendations as determined from our follow-up review of the Private Development As-Built Process Analysis (Report No. 22-06), issued July 29, 2022.

This review consisted of inquiries of City personnel. It is substantially less in scope than an audit. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters may have come to our attention that would have been reported to you and our conclusions may have needed to be modified.

The recommendations contained in the original report are not implemented or partially implemented. As our report noted, these recommendations identified opportunities to improve the workflow related to the as-built review process and to allow electronic submission of final surveys. They are shown as “moderate” in our identification of their risk to the City’s sound and efficient operations. A reassessment of their importance and the need to take further action to implement these recommendations is warranted.

We would like to thank the management of the Economic Development Department and the Engineering Services Division for their cooperation during this follow-up review.

GJM

### Attachment

C: The Honorable Buddy Dyer, Mayor  
Jody Litchford, Deputy City Attorney  
Kevin Edmonds, Chief Administrative Officer  
F.J. Flynn, Deputy Chief Administrative Officer  
Lillian C. Scott-Payne, Economic Development Deputy Director  
Natthaphon Prapinpongsonone, Assistant City Engineer  
Richard Allen, City Surveyor

**As-Built Review Process Analysis Follow-up Review**

#	Recommendations	Concur	Original Management Action Plan	Original Target Date	Implementation Status	
					Current Status	Comments
1	<p>The City should consider implementing a workflow within ProjectDox for the completion of as-built reviews. Implementation would provide several advantages over the current process.</p> <p>Considering that multiple Divisions (Survey and Wastewater) perform separate reviews of as-built submissions, the City may consider developing separate workflows for each. Regardless of the final workflow construction, we recommend all reviewers have access to ProjectDox to view documents and provide comments.</p>	✓	<p><u>Economic Development Department:</u> We concur with this recommendation. Electronic submission and review of as-builts and close-out documents would provide transparency and efficiency to the overall process and is consistent with the electronic processes already established within the permitting workflow.</p>	None noted	Not Implemented	
		✓	<p><u>Engineering Services Division:</u> We concur with the recommendation for electronic submission. A digital verification process for the digital seals and signatures needs to be established or the requirements should be altered to allow a surveyor's report be submitted with the digital files. The surveyor's report just would qualify the digital survey documents and the basis of the information provided. This generally is one to two pages and can be archived until a digital verification process is established. Allowing for a digital submission and comment process that keeps the items bound together digitally would be extremely beneficial.</p>	None noted	Partially Implemented	<p>Workflows were maintained and streamlined to a degree. Survey has continued with the use of a spreadsheet to maintain a first in, first-out approach for reviews on the 10-business day review timeline. Staff worked together to create a new email address to insure projects come in to the reviewers, closeout coordinator, a backup to the closeout coordinator, and inspection manager so there is a streamlined system for intake. This change is within the last 60 Days and has been beneficial to insure timely intake and assigning of as-built survey review. The new email is closeout@orlando.gov and has been conveyed to attendees at all of the preconstruction meetings and to those resubmitting. Survey Services does not control the process of conducting reviews in ProjectDox and would to defer to Economic Development regarding those initiatives.</p>
2	<p>The City should consider the following:</p> <ul style="list-style-type: none"> <li>•Implementation of software with more advanced workflow capabilities to track submission, comments, and due dates (see #3)</li> <li>•Explore staffing structure to validate that sufficient resources are assigned to the review process</li> </ul>	✓	<p><u>Economic Development Department:</u> We concur with this recommendation to explore a staffing structure to validate that sufficient resources are assigned to the review process. Assigning specific staff to handle the submittals, review and inspection process is necessary.</p>	None noted	Not Implemented	

As-Built Review Process Analysis Follow-up Review

#	Recommendations	Concur	Original Management Action Plan	Original Target Date	Implementation Status	
					Current Status	Comments
		✓	<u>Engineering Services Division:</u> The use of a digital review document system such as ProjectDox and additional staffing would allow the timelines to be easily accommodated with the ebbs and flows of demand. The addition to staff would assist with both the private development review and for the Public Capital Projects reviews as well.		Not Implemented	Additional staff for the review of as-built surveys would be a great addition to insure consistent review of both public and private projects. Additionally, improvements or implementation of software for review and scheduling would be beneficial to streamline the process. Survey Services cannot provide a possible implementation date as we do not control software acquisitions or expansions. In regard to staffing we have proposed staffing improvements that would assist in as-built survey review, this currently would not be the sole duty for an employee, but with the implementation of eBuilder for public as-built survey reviews, that is likely to change where a full-time reviewer is necessary to review both public and private as-built surveys as their sole duty. A date for implementation is unknown at this time as eBuilder is just being required for projects going forward. An estimate for private as-built survey reviews for continuing consultants is estimated at \$170,000+/- and would cover the salary of a full-time employee easily.
3	The City should consider allowing submission of electronically signed/sealed surveys. Understanding the current concern is related to long-term validation of authenticity, the City may confer with peer groups currently accepting electronic submissions, and/or request clarification from third-party verification vendors, showing how their products conform to the F.A.C. requirements noted above.	✓	<u>Economic Development Department:</u> We concur with this recommendation to consider allowing submission of electronically signed/sealed surveys.	None noted	Not Implemented	
		✓	<u>Engineering Services Division:</u> Refer to response on #1.	None noted	Partially Implemented	We have not created a document management system to intake and archive digitally signed and sealed documents. We have migrated to accepting digital documents for the entire process and then require two signed and sealed surveys at the end of the process after all corrections have been made. The City has adopted new systems that may allow for this capability but that has yet to be identified. A specific implementation date is unknown at this time.