

Strategic Planning Team Project Charter

FACILITIES / PROGRAMMATIC PLANNING

Executive Summary

The Superintendent has formed seven cross-functional strategic planning teams to analyze issues related to the Operational Expectations for the four Goals comprising the 2010 – 2011 Brevard County Public Schools Strategic Plan. Each team will assess the current state of their area of responsibility, research the Best Practice standard, determine the gap and provide the Superintendent with recommendations to achieve the Best Practice standard.

The mission for the **Facilities/Programmatic Planning Team** is divided into two phases:

Phase 1 – Develop a Five-Year Facilities Master Plan for Brevard Public Schools to insure that:

- a. There are adequate facilities for current and future needs
- b. There is effective and efficient use of all facilities

Phase 2 - Analyze existing practices/standards and recommend changes as necessary to insure:

- a. Spaces and resources are appropriate for current and future programs
- b. A safe and healthy work and learning environment
- c. Effective and efficient resource management

Phase 1 begins on June 1, 2010 and ends on August 31, 2010. A cross-functional team of eight members will work on this phase. The deliverable for Phase 1 will include recommendations for balancing projected student membership at schools on the Beaches, on Merritt Island and in the North Area. Student membership projections will include assumed impacts from the termination of the Shuttle Program. These recommendations may include options to change school attendance boundaries, close one or more schools, move one or more programs from leased space into vacant facilities and sell surplus facilities and/or vacant property.

Phase 2 begins on September 1, 2010 and ends on February 28, 2011. A separate cross-functional team of 15 members will work on this phase (three members remain from the Phase 1 team). The deliverable for Phase 2 will include recommendations for any changes necessary in work and/or learning spaces (size, finishes, equipment, virtual programs, etc.), safety and health procedures and/or equipment (security cameras, crisis response training, in-house health clinics, etc.) and resource management (energy efficient equipment and construction, daylighting, recycling, solar, etc.).

A. Project Purpose

The purpose of this project is to insure that the processes and objectives of the support groups involved with Facilities and Programmatic Planning align with and support the relevant Operational Expectations for the Goals of the School District's 2010 Strategic Plan.

B. Project Objectives

The Planning Team will assess the current state of the School District's facilities and programmatic planning, conduct a SWOT Analysis (strengths, weaknesses, opportunities and threats), research the best practices and future trends in these areas, determine gaps and provide the Superintendent with short-term and long-term recommendations to meet or exceed the related Operational Expectations. The project will be divided into two Phases:

Phase 1 – Develop a Five-Year Master Facilities Plan for Brevard Public Schools to insure that:

- a. There are adequate facilities for current and future needs
- b. There is effective and efficient use of all facilities

Phase 2 - Analyze existing practices/standards and recommend changes as necessary to insure:

- a. Spaces and resources are appropriate for current and future programs
- b. A safe and healthy work and learning environment
- c. Effective and efficient resource management

Every process or objective of the project must correlate to at least one Operational Expectation identified in the Strategic Plan. These relationships are defined in Section C – Project Scope.

C. Project Scope

Goal 1 – Student Achievement

There are no Operational Expectations that are directly aligned with Facilities or Programmatic Planning.

Goal 2 – Safe, Healthy and Productive Learning and Work Environment

Provide Adequate And Appropriate Facilities

a. Adequate Facilities (Phase 1):

- Five-Year Facilities Master Plan of current and future requirements for work and learning spaces to insure adequate facilities are available. The Master Plan will include recommendations for remodeling and renovation of existing facilities and new capacity as required.
 1. Standard schools
 2. Special schools
 3. Support facilities
 4. Administrative facilities
- Evaluate school attendance boundaries to achieve and maintain a maximum of 100% Level of Service (student enrollment does not exceed permanent FISH capacity) and recommend changes, if appropriate.
 1. Beachside
 2. Central Area

b. Appropriate Facilities (Phase 2):

- Analysis of current and future requirements for work and learning spaces to insure appropriate facilities and resources are available. Recommendations will include revisions as appropriate to the School District's current Facilities Design and Construction Standards.

1. School Programs – Career & Technical Education, Science, Music, Fine Arts, Visual Arts, Media, Physical Education, Drivers Education, SSNP, ESE and ETP.
2. Special Programs – VPK, Alternative Education and Adult Education.
3. Support Services – Administration, Communications, Human Resources, Food Services, Transportation, Facilities Services, Print Services, Security, Finance and Educational Technology.
4. Virtual Schools
5. Health Clinics

Maintain A Safe Work And Learning Environment (Phase 2)

- a. Analyze current safety and security procedures and recommend changes as appropriate.
 - Critical Incident Response Manual
 - Disaster Recovery Plan
 - Shelter Plan
 - Blood-Borne Pathogens Plan
 - Asbestos Procedures
 - Jessica Lunsford Act Procedures
- b. Analyze recommendations of the Safety and Security Committee and recommend priorities for implementation.
- c. Analyze closure rates for priority environmental / health / safety / sanitation issues in annual audits / inspections and identify the amount and source of adequate funding to address 100% of these issues.

Foster Shared Purpose And Collaboration Throughout The Organization (Phase 2)

- a. Analyze facilities-related processes. Recommend enhancements for those processes that work well to support the School District's educational mission of the district and improvements for those, if any, that do not currently support that mission well.
- b. Recommend a methodology for District-wide application of those processes that work well and can be translated to other disciplines.
- c. Develop and recommend implementation of a transparent process for facilities-related requests and decisions to help all stakeholders understand how facilities needs relate to the School District as a whole.

Goal 3 – Capable and Engaged Workforce

Promote Continual Learning And Innovation Through Reasonable Levels Of Autonomy, Accountability And Ownership (Phase 2)

- a. Analyze the Facilities Services organization and processes. Recommend appropriate changes, if any, to improve opportunities for personal and professional development, leadership and succession.

Goal 4 – Fiscal Responsibility and Organizational Effectiveness

Maintain Effective And Efficient Resource Management

a. Facilities (Phase 1):

- Five-Year Facilities Master Plan of current and future facilities requirements to achieve and maintain maximum effectiveness and efficiency.
- Evaluate leased facilities and recommend consolidation (relocate into owned facilities) as appropriate.
 1. Central Alternative Learning Center
 2. Central Adult Education
 3. South Adult Education
 4. Fieldstone Preparatory School (PSI)
 5. Horace Mann Academy (PSI)
 6. Riverdale Day School (PSI)
 7. Devereau/Viera
- Evaluate owned facilities and recommend appropriate changes to maximize effective and efficient utilization (close / sell).
 1. Beachside schools
 2. Merritt Island schools
 3. North Area schools
 4. Area II office
 5. South Area office
 6. Vacant property

b. Energy / Resource Conservation (Phase 2):

- Analyze current energy and resource conservation processes. Recommend appropriate changes, if any, to improve opportunities for increased efficiencies and/or reductions.
- Analyze and recommend new products and/or processes that can reduce energy or resource consumption.

Utilize Strategic Planning That Provides Organizational Focus And Fosters Continuous Improvement (Phase 2)

a. Analyze facilities-related processes to identify those that utilize benchmarking, innovation and continuous improvement to:

- Support the School District's relevant Strategic Plan Goals and Operational Expectations.
- Increase the level of service provided to the organization or maintain the level of service at increased levels of efficiency

D. Project Assumptions

- The FY2010-11 district operating budget will be less than the FY2009-10.
- The FY2011-12 district operating budget will be less than the FY2010-11.
- Federal stimulus funding will not be available after FY2011-12.
- School Impact Fees will continue to be collected at the rate of \$4,000,000 per year for the next five years.
- The District's administration, instructional and support staffs will be reduced in both FY2010-11 and FY2011-12.
- The Facilities Services' capital budget will be \$-0- in FY2010-11 and 2011-12.

- Student enrollment for the District as a whole will decrease in 2010-11 and 2011-12 and maintain the 2011-12 level for the next three years.
- Student enrollment in the Central Area will continue to grow for the next five years.
- Student enrollment in portions of the Beaches, Merritt Island and the North Area will decrease as a result of the termination of the Shuttle Program in 2010-11.

E. Project Team Members

Phase 1 Team (June 2010 – August 2010)

1. Dane Theodore (Team Leader)
2. Ed Curry, Assistant Superintendent, Facilities Services
3. Jay Stannard, Facilities Planner
4. Dr. Ron Bobay, Area Superintendent
5. Jo Ann Clark, Director, Accounting Services
6. John Wigley, Director, Adult Education
7. Dr. Kim Rogers, Principal, Alternative Schools
 - Sue Carver, Director, Exceptional Education Program Support (resource)
 - Pam Treadwell, Director, Exceptional Ed. Admin. Support Services (resource)
8. Pete Krischik, Transportation Sr. System Analyst

Phase 2 Team (August 2010 – February 2011)

1. Dane Theodore (Team Leader)
2. Dr. Ron Bobay, Area Superintendent
3. Jo Ann Clark, Director, Accounting Services
4. Tom Fitzgerald, District Coordinator/Network Engineering
 - Matt Frey (resource)
5. Kerri Nash, Principal, Meadowlane Intermediate ES
6. Tom Sawyer, Principal, Eau Gallie HS
7. Margaret Lewis, Director, Career & Technical Education
 - Dee Avvampato (resource)
 - David Baldaia (resource)
 - Erika McLaren (resource)
 - Dennis Soboleski (resource)
 - Janice Scholz (resource)
 - Jackie Stewart (resource)
8. Lynn Spadaccini, Director Elementary Programs
 - Ed Short (resource)
 - Sharon Reynolds-Mixon (resource)
9. Dr. Beth Thedy, Director, Middle School Programs
 - Cynthia Johnson (resource)
 - Peggy Nolan (resource)
10. Dr. Walt Christy, Director, Secondary Programs
 - Ginger Davis (resource)
 - Valerie Harvile (resource)
 - Heather Price (resource)
11. Sue Carver, Director, Exceptional Education
12. Andrea Alford, Director, District and School Security
13. Jim Powers, Environmental Health and Safety Engineer
14. Susan Standley, Director, Compensation and Benefits
15. Dennis Bonny, Project Manager

E. Project Schedule

Phase 1

Event	Start Date	Finish Date
Start Project	6/1/10	-
Gather Data	6/1/10	6/18/10
Analyze Data	6/21/10	6/30/10
Prepare Conceptual Decision Matrix	7/1/10	7/5/10
Concept Approvals (Sr. Staff)	7/6/10	7/9/10
Prepare Options and Recommendations	7/12/10	8/6/10
Team Analysis of Options and Recommendations	8/9/10	8/18/10
Six-Day Student Enrollment Count	8/16/10	-
Validation of Options based on Six-Day Count	8/18/10	8/20/10
Preparation of Final Recommendations	8/23/10	8/31/10
Review and Approval by Senior Staff	9/1/10	9/10/10

Phase 2

Event	Start Date	Finish Date
Start Project / Team Kick-off Meeting	9/1/10	-
Gather Data	9/1/10	9/30/10
Analyze Data	10/1/10	10/29/10
Subcommittee Research	11/1/10	11/30/10
Subcommittee Recommendations	12/1/10	12/15/10
Team Review of Recommendations	1/3/11	1/21/11
Preparation of Final Recommendations	1/24/11	2/18/11
Presentation of Recommendations to Senior Staff	2/28/11	-

F. Project Deliverables

Goal 2 – Safe, Healthy and Productive Learning and Work Environment

- Five-Year Facilities Master Facilities Plan
- Recommended revisions to current school attendance boundaries, if appropriate.
- Recommended revisions to the School District's Facilities Design and Construction Standards, if appropriate, to insure appropriate facilities and resources are available for current and future work and learning spaces.
- Recommended revisions to the School District's current safety and security procedures, if appropriate.
- Recommend priorities for implementation of the Safety and Security Committee's recommendations.
- Identify the amount and source of adequate funding necessary to insure a 100% closure rate for priority environmental / health / safety / sanitation issues in annual audits / inspections.

Goal 3 – Capable and Engaged Workforce

- Recommend appropriate changes, if any, to improve opportunities for personal and professional development, leadership and succession in the Facilities Services organization and processes.

Goal 4 – Fiscal Responsibility and Organizational Effectiveness

- Five-Year Facilities Master Plan of current and future facilities requirements to achieve and maintain maximum effectiveness and efficiency.
- Recommendations for consolidation of leased facilities, if appropriate.
- Recommendations for consolidation of owned facilities and sale of vacant property, if appropriate.
- Recommendations for changes to current energy and resource conservation processes, if appropriate.
- Recommendations for new products and/or processes to reduce energy or resource consumption, if any.
- Identify those facilities-related processes that utilize benchmarking, innovation and continuous improvement.

F. Required Project Resources

- Estimated Manpower: 1,800 man-hours
- Estimated Cost: \$1,000 (printing, presentation materials, mileage reimbursement)
- Conference Room capable of holding 15 team members
- Website Share Folder (ET)

End of Project Charter