



REVISED

AGENDA REQUEST FORM

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

ITEM No.:
B-1.

MEETING DATE	2019-03-05 10:05 - School Board Operational Meeting
AGENDA ITEM	ITEMS
CATEGORY	B. BOARD MEMBERS
DEPARTMENT	Board Member - District 4

Special Order Request <input checked="" type="radio"/> Yes <input type="radio"/> No
Time 11:15 AM
Open Agenda <input type="radio"/> Yes <input checked="" type="radio"/> No

TITLE:

Termination of Agreement for the Employment as the Superintendent of Schools Between Robert W. Runcie and the School Board of Broward County, Florida

REQUESTED ACTION:

It is requested that the School Board of Broward County, Florida terminate the Agreement for Employment as the Superintendent of Schools between itself and Robert W. Runcie with cause effective March 5, 2019.

SUMMARY EXPLANATION AND BACKGROUND:

~~Forthcoming-See attached documentation.~~
Please refer to the attached supporting documents to justify the request for termination of the Superintendent's contract.

SCHOOL BOARD GOALS:

Goal 1: High Quality Instruction Goal 2: Continuous Improvement Goal 3: Effective Communication

FINANCIAL IMPACT:

According to his contract.

EXHIBITS: (List)

(1) Memo to Revise (2) Second Memo To Revise

BOARD ACTION:
NOT APPROVED
(For Official School Board Records Office Only)

SOURCE OF ADDITIONAL INFORMATION:

Name: Lori Alhadeff	Phone: 754-321-2004
Name:	Phone:

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
Senior Leader & Title

Lori Alhadeff - Board Member

Signature
Signature

Approved In Open Board Meeting On:

MAR 05 2019

By:

Heather P. Burkwood

School Board Chair

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT
ROBERT W. RUNCIE
SUPERINTENDENT OF SCHOOLS

March 4, 2019

TO: School Board Members

FROM: Lori Alhadeff
School Board Member

VIA: Robert W. Runcie
Superintendent of Schools

SUBJECT: **Second Revision to B-1, Termination of Agreement for the Employment as the Superintendent of Schools between Robert W. Runcie and the School Board of Broward County, Florida, for the March 5, 2019 Regular School Board Meeting**

Attached is a second revision for B-1 Termination of Agreement for the Employment as the Superintendent of Schools between Robert W. Runcie and the School Board of Broward County, Florida for the March 5, 2019 Regular School Board Meeting.

RWR/LA:tr
Attachments

c: Senior Leadership Team

EXECUTIVE SUMMARY

It is requested the School Board of Broward County, Florida terminate the Superintendent's Employment Agreement between Robert W. Runcie and the School Board of Broward County with cause and effective March 5, 2019.

The SBBC and Robert W. Runcie entered into the Superintendent's Employment Agreement on October 4, 2011 for a term of employment commencing October 5, 2011 through and including October 4, 2014.

On June 11, 2013 the SBBC approved negotiations for an extension of the Superintendent's Employment Agreement

On September 17, 2013 the SBBC approved the First Amendment to the Superintendent's Agreement, extending the term of employment through October 4, 2019.

On November 7, 2017, the SBBC approved the Second Amendment to the Superintendent's Employment Agreement, extending the term of employment through June 30, 2023.

Section 10.3 of the Superintendent's Employment Agreement provides for the Superintendent's termination for cause as follows:

The Superintendent may be dismissed for cause from his employment for conduct which is seriously prejudicial to SBBC or the School District including, without limitation, willful neglect of duty; material breach of contract; violation of the Code of Ethics applicable to members of the teaching profession in Florida; violation of the Code of Ethics prescribed by Chapter 112, Florida Statutes (as amended); conduct precluded by Rules 6B-1.001, 6B-1.006 and 6B-4.009, Florida Administrative Code (as amended); or for "just cause" as determined by Section 1012.33 Florida Statutes (as amended).

Florida Statutes, Section 1012.33 defines just cause as follows:

Just cause includes, but is not limited to, the following instances, as defined by rule of the State Board of Education: immorality, misconduct in office, incompetency, two consecutive annual performance evaluation ratings of unsatisfactory under s. 1012.34, two annual performance evaluation ratings of unsatisfactory within a 3-year period under s. 1012.34, three consecutive annual performance evaluation ratings of needs improvement or a combination of needs improvement and unsatisfactory under s. 1012.34, gross insubordination, willful neglect of duty, or being convicted or found guilty of, or entering a plea of guilty to, regardless of adjudication of guilt, any crime involving moral turpitude.

Section 10.3 of the Superintendent's Employment Agreement also provides that if the Agreement is terminated for cause the Superintendent's "term of office shall immediately cease," and the Superintendent shall be "ineligible for any other compensation or benefits" beyond "earned, accrued and unused vacation days." Section 10.4 states "medical insurance will be addressed in accordance with any federal and state laws and regulations in effect at the time of such employment."

This request for termination of the Superintendent's Employment Agreement with cause is based on willful neglect of duty on the part of the Superintendent related to the following:

1. School safety improvements identified in the 2013 letter to Senator Eleanor Sobel and the decision not to support the proposed special taxing district to oversee security, safety, and mental health needs
2. Planning, financing, budgeting, and execution of the \$800 million general obligation bond and overall capital program, and contractual obligation to promptly inform SBBC of critical issues.
3. Implementation of Evergreen Solutions recommendations and statutory requirement to enforce Exceptional Student Education (ESE) rules and policies
4. Decision not to implement the 2011 Grand Jury recommendation to establish an independent Office of Inspector General to monitor the Board and District.
5. Statutory and contractual requirements related to the annual evaluation of senior staff.

Explanation and Background

Statutory and Contractual Requirements

Florida State Statutes Establishing the Authority, Powers, Duties, and Responsibilities of the School Superintendent

Florida Statute 1001.32 establishes the responsibility of the district school superintendent for the "administration and management of the schools" and for the "supervision of instruction in the district." Both F.S. 1001.32 and 1001.33 identify the district school superintendent as the executive officer.

Florida Statute 1001.49 establishes the authority and general powers of the district school superintendent as follows:

- (1) GENERAL OVERSIGHT. —Exercise general oversight over the district school system in order to determine problems and needs and recommend improvements.

(2) ADVISE, COUNSEL, AND RECOMMEND TO DISTRICT SCHOOL BOARD. —Advise and counsel with the district school board on all educational matters and recommend to the district school board for action such matters as should be acted upon.

(3) RECOMMEND POLICIES. —Recommend to the district school board for adoption such policies pertaining to the district school system as the district school superintendent may consider necessary for its more efficient operation.

(4) RECOMMEND AND EXECUTE RULES. —Prepare and organize by subjects and submit to the district school board for adoption such rules to supplement those adopted by the State Board of Education as, in the district school superintendent's opinion, will contribute to the efficient operation of any aspect of education in the district. When rules have been adopted, the district school superintendent shall see that they are executed.

(5) RECOMMEND AND EXECUTE MINIMUM STANDARDS.—From time to time prepare, organize by subject, and submit to the district school board for adoption such minimum standards relating to the operation of any phase of the district school system as are needed to supplement those adopted by the State Board of Education and as will contribute to the efficient operation of any aspect of education in the district and ensure that minimum standards adopted by the district school board and the state board are observed.

(6) PERFORM DUTIES AND EXERCISE RESPONSIBILITIES. —Perform such duties and exercise such responsibilities as are assigned to the district school superintendent by law and by rules of the State Board of Education.

Florida Statute 1001.51 establishes more specific duties and responsibilities of the school superintendent and requires “the school superintendent shall perform all tasks necessary to make sound recommendations, nominations, proposals, and reports required by law to be acted upon by the district school board.” Other duties and responsibilities include the following:

(7) PERSONNEL. —Be responsible, as required herein, for directing the work of the personnel, subject to the requirements of chapter 1012.

(14) ENFORCEMENT OF LAWS AND RULES. —Require that all laws and rules of the State Board of Education, as well as supplementary rules of the district school board, are properly observed and report to the district school board any violation that the district school superintendent does not succeed in having corrected.

(15) COOPERATE WITH DISTRICT SCHOOL BOARD. —Cooperate with the district school board in every manner practicable to the end that the district school system may continuously be improved.

Superintendent's Employment Agreement: Section 2.3 – Official Duties

The official duties identified in Section 2.3 of the Superintendent's Employment Agreement consist of the following:

As Superintendent, Mr. Runcie shall be the Chief Executive Officer of the School District, Secretary to SBBC, and shall have charge of the administration of schools. He shall faithfully perform the duties and responsibilities of Superintendent as specified in that position's job description as from time to time adopted by SBBC, and as prescribed by the laws of the State of Florida, the rules of the Florida State Board of Education, SBBC Policies; and this Agreement, and as may be assigned by SBBC. The Superintendent's job description is attached hereto as Appendix. "A" and is incorporated herein by reference. The Superintendent shall comply with all SBBC directives, state and federal laws, applicable rules and regulations, and School Board policies as exist or may be adopted or amended. The Superintendent shall directly and indirectly supervise all staff members and shall organize, reorganize and arrange the administrative and supervisory staff as best serves the needs of the School District subject to approval by SBBC. Except as permitted by this Agreement, Mr. Runcie agrees to devote his full time and efforts to the performance of the duties and responsibilities of Superintendent in a faithful, diligent and efficient manner. The Superintendent's responsibilities, duties and functions shall include, without limitation, the following:

2.3.1 Serving as the Chief Executive Officer of the School District in accordance with Florida Statutes, state rules and School District Policies. All powers and duties necessary to the efficient management and administration of the School District shall be delegated to the Superintendent to the full extent permitted by law;

2.3.2 Working with SBBC, School District personnel, parents and the public to develop short and long-range goals with clear criteria for determining effective achievement and evaluating outcomes;

2.3.3 Representing the interests of SBBC and the School District in day-to-day contact with parents, citizens, the community and other governmental agencies;

2.3.4 Providing leadership, guidelines and directions to ensure implementation of SBBC's policies relating to facilities, curriculum, instruction, student services, personnel, budget and business affairs;

2.3.5 Reporting information and analyses regularly to the SBBC regarding student achievement and test scores;

2.3.6 Reviewing all SBBC policies and making appropriate recommendations to SBBC for revisions, additions, deletions and modifications to such policies;

2.3.7 Evaluating employees directly accountable to the Superintendent and overseeing the evaluation of other employees in accordance with Florida Statutes, State Board of Education Rules, and the policies adopted by SBBC;

2.3.8 Providing leadership and direction in planning and financing the maintenance of existing schools and to meet the growth needs of Broward County with new schools;

2.3.9 Advising and making recommendations to SBBC regarding possible sources of funding that may be available to implement present or contemplated district programs;

2.3.10 Maintaining and improving his professional competency by all available means including, without limitation, reading appropriate periodicals and joining and/or participating in appropriate professional associations and their activities;

2.3.11 Establishing and maintaining an effective community relations program including effective relationships with the media;

2.3.12 Communicating openly, systematically and in a timely manner with SBBC, district staff and the community and to promptly inform SBBC of critical issues or incidents;

2.3.13 Providing educational leadership to ensure quality teaching and learning; and

2.3.14 Performing other duties, responsibilities and functions as assigned or required by SBBC.

Explanation of Request for Termination

Section 10.3 of the Superintendent's Employment agreement provides for the termination of the Agreement for cause on the basis of "willful" neglect of duty. Florida Administrative Code Rule 6A-5.056 Criteria for Suspension and Dismissal define "willful

neglect of duty” as “intentional or reckless failure to carry out required duties.” The Florida Supreme Court provides further clarification related to the gravity and frequency of the neglect:

Neglect of duty has reference to the neglect or failure on the part of a public officer to do and perform some duty or duties laid on him as such by virtue of his office or which is required of him by law. It is not material whether the neglect be willful, through malice, ignorance or oversight, when such neglect is grave and the frequency of it is such as to endanger or threaten the public welfare, it is gross. Attorney General v. Jochiam, 99 Mich. 358, 58 N.W. 611, 23 L.R.A. 699.

(as cited in *State, ex Rel. v. Coleman*, 115 Fla. 119 (Fla. 1934))

1. School safety improvements identified in the 2013 letter to Senator Eleanor Sobel and the decision not to support the proposed special taxing district to oversee security, safety, and mental health needs

On March 5, 2013 the School Board of Broward County approved a letter from the Superintendent to the Broward Legislative Delegation in response to a bill Senator Eleanor Sobel proposed to establish a special taxing district to fund and oversee security, safety, and mental health needs. The Superintendent expressed concerns about the loss of district control and the delay in funding since the bill would be on the 2014 ballot.

The Superintendent asserted the district intended to expand its School Resource Officer (SRO) Program, stating, “We are currently exploring options for how this can be accomplished in the immediate future.” Six years later, the district is still exploring SRO options, as planned for discussion at the March 4, 2019 School Board Workshop.

The letter also asserted the School Board had taken additional steps to “bolster school security” in the wake of Sandy Hook, and that “although more funding is always welcome, the School Board cannot wait, and is not waiting, that long to address its safety concerns.”

Findings from the 2018 MSD Commission report contradict the Superintendent’s assertions made in 2013:

2013 Asserted Safety Improvement	2018 MSD Commission Findings
1. Requested our municipal and county law enforcement to increase their presence at our schools.	<ul style="list-style-type: none"> Deputy Peterson was the only SRO/armed person assigned to 3,300 students at Marjory Stoneman Douglas High School on February 14, 2018.

2013 Asserted Safety Improvement	2018 MSD Commission Findings
<p>2. Required each school to review its school safety plan. This review is in addition to the annual review that schools already are required to perform.</p>	<ul style="list-style-type: none"> • The "School Safety Plan" contained generic information relating specifically to MSDHS. Each school in the district had a similar document with information pertaining to the specific school. Neither document included information related to active shooter or assailant procedures or protocol. • The fire alarm caused confusion among students and staff in Building 12. Some treated the event as a fire alarm (evacuation) and some treated it as an active shooter situation (hiding in place). As set forth in section 3.2, the lack of a called Code Red contributed to students and staff not treating this incident as an active shooter event and that put students and staff at risk because they used evacuation protocols, not active assailant response protocols.

2013 Asserted Safety Improvement	2018 MSD Commission Findings
<p>3. Initiated a survey of each school site to determine the needs and costs to provide further hardening (e.g., retrofitting windows, doors, installing different locks).</p>	<ul style="list-style-type: none"> • All of the classroom doors in Building 12 could only be locked from the exterior. Teachers inconsistently locked classroom doors and some doors were unlocked the day of the shooting. Teachers were reluctant to enter the halls to lock the doors. The lack of an established policy on the locking and/or staffing of doors and gates on campus is a security failure. • The glass windows in the classroom doors allowed Cruz line-of-sight access to target his victims, and there were no pre-designated window coverings for teachers to quickly cover their classroom door windows. • Only two of the 30 classrooms in the Building 12 had marked hard corners. To the extent that students attempted to hide in the classrooms' hard corners they were mostly inaccessible due to teachers' desks and other furniture occupying the space. There was inadequate space in many classrooms' hard corners, and some students were squeezed out of the hard corners. Because classrooms lacked effective hard corners and/or students were not directed to hard corners, some students were forced to seek cover in an area visible to Cruz. Cruz only shot people within his line of sight, and he never entered any classroom. Some students were shot and killed in classrooms with obstructed and inaccessible hard corners as they remained in Cruz's line of sight from outside the classroom.

2013 Asserted Safety Improvement	2018 MSD Commission Findings
<p>4. Assigned our limited corps of School District Police Officers to maintain an increased presence at schools that do not have full-time, dedicated School Resource Officers (SRO's.)</p>	<ul style="list-style-type: none"> • There are approximately 230 K-12 public schools in Broward County. Fourteen different Broward County law enforcement agencies provide the SROs for Broward County public schools. In Fiscal Year 2017/2018, BCPS had 166 contracted SROs from among the 14 agencies. On February 14, 2018, BSO had 46 SROs for 57 schools. BSO contracts with 13 cities for police services, and 10 of the 13 include SRO coverage. • The MSD Commission Report appeared to have no findings related to School District Police Officers
<p>5. Instructed all of our schools to engage in mock emergency drills and practice lockdowns</p>	<ul style="list-style-type: none"> • The lack of a called Code Red on February 14, 2018—because there was no policy, little training and no drills—left students and staff vulnerable to being shot, and some were shot because they were not notified to lockdown. This was most evident on the third floor of Building 12. • There were no Code Red drills at MSDHS in the year preceding the shooting.

2013 Asserted Safety Improvement	2018 MSD Commission Findings
<p>6. Instituted additional training for our School Security Specialists and Campus Security Monitors.</p>	<ul style="list-style-type: none"> • On February 14, 2018, Broward County Public Schools and Marjory Stoneman Douglas High School did not have an established active assailant response policy. There were no written and trained-on policies regarding Code Red and lockdown procedures. • <i>Recommendation:</i> Campus monitors or their equivalent are common in Florida schools. Monitors are a cost effective security supplement to SROs; however, monitors must be carefully selected, have clearly defined roles and responsibilities and be well trained according to current best practices.

The disconnect between the assertions made in 2013 and the deficiencies that existed on February 14, 2018—many of which still exist today—suggests a complete inability or unwillingness to follow through on continuous improvement efforts, even those as important as the safety and security of students and staff. The decision not to support a bill that would have most likely addressed these deficiencies reflects at best reflects a lack of sound judgment.

2. Planning, financing, budgeting, and execution of the \$800 million general obligation bond and overall capital program, and contractual obligation to promptly inform SBBC of critical issues.

In November 2014 voters approved an \$800 million general obligation bond to fund safety, music and art, athletics, renovations, and technology—the SMART bond. According to a district press release, the 2014 needs assessment identified over \$3 billion in need. The program is more than two years behind schedule. The most recent SMART Program Risk Assessment estimates the budget shortfall between \$415 million and \$528 million—or between 48% to 58% of the original program budget.

At the 1/22/19 School Board workshop when asked what would happen if the bond money ran out, the Superintendent's response was reported as “there’s not a great answer to that. If there’s more work than we have money for, what the board has done is prioritize the work. As money comes online as millage, or whatever, it would go to whatever the next priority is.” The comment about a potentially arbitrary prioritization

made now to reprioritize projects raises concerns the district is on the verge of same situation as it was 10 years ago—millions in planned projects, millions paid to architects, and projects being canceled due to lack of funds. Ten years ago, the lack of funds was due to the recession—the same cannot be said today.

- On February 11, 2014, the School Board removed the “capital facility plan” contractual requirement from the needs assessment deliverables and changed the language to “needs assessment findings.” This failure to develop a master plan formed the foundation for the time delays and cost overruns plaguing the current bond program.
- The hiring of Leo Bobadilla as Chief Facilities Officer despite objections raised by informed community members and his history of mismanagement as the Chief Facilities Officer with Houston Independent School district as reported in the audit released the day after he was approved in a 5 to 3 vote.
 - For almost three years Bobadilla was in charge of the independent review of the program managers performance as well as the flow of information to the Board. The March 2018 Risk Assessment update from Atkins claimed risk to the program had not changed since 2017. Once Bobadilla was removed from the bond program, the most likely risk scenario suddenly increased to 36% (now 48%).
 - The district returned to using construction management-at-risk—a construction delivery method blamed for cost overruns in Houston as well as in Broward. Following discussion at the May 6, 2010 BCPS Audit Committee meeting, the Committee passed two recommendations: 1) to discontinue the use of Construction Management at Risk until the district put proper controls in place; and 2) to pursue recovery of a \$24 million loss.
- In an attempt to explain skyrocketing bids from construction companies, staff recently asserted that roofing estimates in the needs assessment were too low. *Cost and Program Controls* manager Atkins in their January 10, 2017 market conditions and January 27, 2017 risk assessment memos cited exploding market conditions, not flawed estimates as the cause for increasing costs. Furthermore, even if the needs assessment estimates were low, the estimates were never intended to be used as budget numbers, as indicated by Heery regarding the MAPPs deficiency detail-- “The MAPPs Deficiency Detail Report is raw database information with a breakdown of the cost estimate including construction adjustments and soft cost adjustments. As with the Detail List, budget confirmation with the ADEFP is required.”

The current status of the bond reflects a complete failure to learn from history and ability to make sound leadership decisions in the best interest of the public. The 48% to

58% risk to the bond program means funding over-budget bond projects from capital reserves and future property taxes, which uses money needed for the deferred maintenance and other projects not covered by the bond.

3. Implementation of Evergreen Solutions recommendations and statutory requirement to enforce Exceptional Student Education (ESE) rules and policies

In May 2014 Evergreen Solutions submitted a review of the district's Exceptional Student Education services, making 45 commendations and 110 recommendations. As of the February 28, 2017 workshop, district staff appeared to believe they had either completed or partially completed all 110 recommendations. Had those recommendations been implemented effectively, the Collaborative Educational Network should not have observed the same issues in its 2018 review. The staff violations of federal, state, and School Board requirements kept the shooter from returning to the one environment where he had received the appropriate level of support he needed as an ESE student.

4. Decision not to implement the 2011 Grand Jury recommendation to establish an independent Office of Inspector General to monitor the Board and District.

The Superintendent was hired in the aftermath of the 2011 Grand Jury report—a report that included the following scathing observation:

The evidence we have been presented concerning the malfeasance, misfeasance and nonfeasance of the Broward County School Board (Board) and of the senior management of the Broward County School District, (District) and of the gross mismanagement and apparent ineptitude of so many individuals at so many levels is so overwhelming that we cannot imagine any level of incompetence that would explain what we have seen. Therefore we are reluctantly compelled to conclude that at least some of this behavior can best be explained by corruption of our officials by contractors, vendors and their lobbyists. Moreover, many of the problems we identified in our inquiry are longstanding and have been pointed out by at least two previous Grand Juries. But for the Constitutional mandate that requires an elected School Board for each District, our first and foremost recommendation would have been to abolish the Broward County School Board altogether.

Despite this observation and the specific recommendation to establish an independent Office of Inspector General to monitor the Board and the District, a 2012 consulting services report completed by Marcum LLP and submitted to the district's Chief Auditor concluded the district had elected not to contract with the Broward County Office of

Inspector General or create and Independent Office of Inspector General. The Superintendent also neglected to implement the recommendation as part of the planning process for the \$800 million general obligation bond. The issue has not been raised since 2016, when it was brought forward by a school board member. Despite all the district's past history, the Superintendent has never made a recommendation to the board to establish an independent Office of Inspector General.

5. Statutory and contractual requirements related to the annual evaluation of senior staff

Section 2.3.7 of the Superintendent's Employment Agreement establishes "evaluating employees directly accountable to the Superintendent and overseeing the evaluation of other employees in accordance with Florida Statutes, State Board of Education Rules, and the policies adopted by SBBC" as one of the Superintendent's contractual obligations. The degree to which the Superintendent fulfills the leadership goal of "accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures" is included in his annual evaluation. According to Florida State Statute 1012.34 (3)(a) "a performance evaluation must be conducted for each employee at least once a year . . ."

The Superintendent has demonstrated a history of not completing timely or constructive evaluations of his senior staff. Had he evaluated his senior staff as required and established an infrastructure that ensured other administrative staff were accurately evaluated and provided feedback, the safety improvements cited in the 2013 letter to Senator Sobel would have been implemented appropriately, the SMART bond program would not be years behind schedule and hundreds of millions of dollars over budget, and the Evergreen recommendations would have been implemented with fidelity. Unfortunately, accountability begins at the top, and the lack of substantive evaluations of the Superintendent by the Board has set the tone for the Superintendent and the district as a whole.

The School Board of Broward County, Florida
 Annual Evaluation of the Superintendent
 2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a \checkmark in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.				
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: See Attached			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

Superintendent's Evaluation

Robin Bartleman

Leadership/Management

Strengths:

Shortly after the school year began, South Florida was hit by Hurricane Irma. Mr. Runcie provided strong leadership; he worked closely with the county while our facilities were utilized for shelters and he was able to reopen schools as soon as possible. He also assisted our community by ensuring access to food, water, and other necessities. So many of our families face food insecurity on a daily basis, and after the hurricane, the District assisted with providing these resources.

On February 14, 2018, Broward County Schools faced its most horrific tragedy in history: the shooting at Marjory Stoneman Douglas High School. Mr. Runcie engaged national experts to assist the District in planning the recovery process for MSD. Immediately following the tragedy, resource centers were set up for our employees, students, and community. These centers were operational seven days a week with crisis counselors. Staff also worked with national trauma experts and have established two Wellness Centers at MSD with confidential space for the students and staff members to receive counseling. Additional counselors and social workers have also been assigned to the Zone Schools. Mr. Runcie also reached out to the Broward Education Foundation to set up a fund for victims and their families. The reopening of MSD was an incredibly difficult day but thanks to our staff, social workers, school counselors, crisis counselors from across the state, and service dogs, students and staff were able to make the transition. Mr. Runcie also reached out to the Legislature and Governor to visit MSD, and to secure money to demolish and rebuild the freshman building. In addition, Mr. Runcie acquired a nationally recognized school security firm, which has been conducting a needs assessment of each school and our District's operational policies to help us provide a safe learning environment for all students. He expedited the remainder of all single point of entry projects and also ensured that MSD had 34 modular units in place for the beginning of the school year, constructed additional fencing, created a full-time security position to watch the surveillance cameras and he doubled the size of the security team. I also applaud Mr. Runcie for avoiding knee-jerk reactions and hiring experts to assist the District with short and long range planning for security. There was intense pressure to install donated security items and utilize different security measures; however, Mr. Runcie ensured that the District created and implemented a well thought out plan. Mr. Runcie also had a third party examine school discipline practices, including the number of referrals, suspensions, and expulsions. It was quite clear upon precursory review that a disproportionate amount of Black students receive referrals for disruptive behavior, a very ambiguous category. Once again I applauded Mr. Runcie for being proactive in addressing potential issues. Mr. Runcie also recognized the need for a long-range

plan for recovery. He reorganized his leadership chart and created new positions to ensure that the MSD community will receive services in the years to come. No one can be fully prepared for a tragedy of this magnitude. Mr. Runcie provided strong leadership and kept our District moving forward while providing the resources needed for our community. This year was marked with the tragedy at MSD and the devastation of Hurricane Irma, yet Mr. Runcie continued to ensure our school system focused on instruction and learning as witnessed by an increase in test scores and graduation rates.

Concerns:

Leadership with Staff:

1. Mr. Runcie must find a clear path to resolving longstanding issues with the Broward Principal and Assistants' Association and the Broward Teachers Union. This situation has snowballed out of control, and there are myriad videos on social media of our BTU leadership being led off school grounds by police officers. It has been argued that this was appropriate action based on the situation and the breaches in security; however, this has tremendously impacted staff morale and if not corrected will have long-term consequences for our District. It is my understanding that Mr. Runcie recently met with BTU and is working on taking measures to address this situation. Access to high quality instruction is the most important factor to student learning. Many of our teachers feel overworked and unsupported due to lack the appropriate resources and time.
2. In regards to policy implementation Mr. Runcie must create an accountability system for his staff when it comes to business operations. There were numerous issues with contracts this year. Additionally, a high-level staff person was given a salary adjustment outside of District Policy without any review by the School Board and Superintendent. Mr. Runcie corrected the issue once he found out about it. It is concerning, however, that changes of this magnitude can occur without any oversight. Mr. Runcie should ensure that no other salary adjustments are made without his approval or knowledge and that of the Board when required by policy and/or law.
3. Another issue that needs to continue to be addresses is the schools' lack of reporting when it comes to discipline and crimes occurring on campus. Underreporting is not unique to Broward; however, the fact that a report was submitted listing zero-bullying incidents at some schools is unacceptable. There are also claims that felony acts were not reported at the school level. If this has occurred it is a blatant disregard of District policy. Mr. Runcie has issued a directive to school based administrators and he must follow up and ensure compliance. Mr. Runcie must also build an accountability system within his leadership team to ensure fidelity of implementation of all reporting, policies, and programs.

Furthermore, the MSD tragedy highlighted implementation issues with our Promise Program. It also highlighted the District's issues with classroom discipline. Many staff members did not understand Promise nor the discipline matrix. Many teachers feel they are not supported, and

clearly there needs to be professional development for classroom management at the teacher and administrator level.

4. There have been numerous issues with the implementation of the Bond Program which will be discussed in the Continuous Improvement section of this evaluation. Mr. Runcie has provided weak leadership in this area. After four years, he has finally appointed a new person to oversee the bond program.

5. Marjory Stoneman Douglas:

In the wake of any tragedy there are always missteps and processes that can be improved upon. For several years, multiple board members have cited deficiencies in our Public Information Office and its inability to provide proactive, effective communication. The best public relations firm would have had difficulty navigating this situation, and our staff worked tirelessly. Nonetheless the District was consistently criticized for lack of effective communication.

The District did not have all of the information regarding Cruz and the Promise Program, a lapse which occurred due to the use of disparate reporting systems and the incomplete review of disciplinary records. After reading the PIO's response to this situation, I found some of the verbiage very ambiguous.

It was not until victims' family members came forward that I was informed that the District had, in fact, not conducted its own internal investigation of employees. As a board member I was under the impression that we were looking into the District's actions immediately following the tragedy and was concerned to hear that the same security staff was in place without any internal investigation occurring. Shortly thereafter, Mr. Runcie announced the hiring of Secret Service Agent Wexler to investigate our staffs' actions, but the District had to abandon this plan at the behest of the MSD Commission.

Mr. Runcie should continue to review discipline processes and procedures to ensure fidelity of implementation, and should consider amending his operational procedures to make him the sole authority over disciplinary recommendations that are contrary to the Professional Standards Committee.

As a board member I was also disappointed in the timing of the announcement regarding the installation of metal detectors at MSD, a week before school started. It was reported to the MSD community that metal detectors would be utilized when in fact, as of July, metal detectors had not been ordered. At the August 14th Board Meeting Safe Haven reported that a discussion had occurred on July 23 with the administration that they had serious concerns about the utilization of metal detectors. This information was not new to the District, and communication should have been sent immediately to the community. It would have been ideal if the District

communicated with Safe Haven before making any announcement regarding metal detectors. Mr. Runcie must continue to be proactive in this regard. During the Board meeting, it was discovered that Safe Haven had not been consulted during the development of the job description for guardians. Mr. Runcie must ensure the implementation of Safe Haven's recommendations and a conversation must occur with the board and municipalities about repeaters and the communication system.

Although Mr. Runcie hired a third-party consultant to review Cruz's educational records, he has not followed up with the board regarding any corrective action that should be taken regarding our employees or board policies, including not allowing staff to draft formal revocations on a student's behalf, and transition students back into Exceptional Student Education. Was a risk assessment completed on Cruz, and if so, what was the quality of that product?

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.				
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	Comments: See Attached			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

High-Quality Instruction

Strengths:

Our schools continue to make progress. 96% of our schools received an A, B or C. 84% of our schools maintained or increased by a letter grade. Two schools, Sunshine Elementary, and Dr. Martin Luther King Jr Montessori Academy increased by two letter grades. Only one school received a letter grade of an F.

We also continue to see student growth and learning gains. Students in grades 3,4,5, and 8 increased by two or more percentage points in the ELA and Mathematics assessments. Since the first administration of the FSE, BCPS has decreased the number of level 1 students by 5 points and increased levels 3-5 by 7 points. This is a consistent. Our graduation rates continue to move upward reaching 85.2% in 2017. Graduation rates are trending upward among all subgroups. In addition, our Black male graduation rate improved from 69% in 2016 to 75% in 2017.

Concerns:

We must continue to analyze academic progress by subgroups. For example, only 34.1% of Black students entered 9th grade ready for high school while 53.1% of Hispanic students and 69.7% of white students entered 9th grade ready to learn based on the 8th grade FSA, and Algebra 1, Geometry and Algebra 2 EOCs. This demonstrates a 35.6 % learning gap. Even though our graduation rates are up and our FSA test scores are displaying positive growth, 65.9% of Black students do not enter high school with the necessary requirements. Additionally, 97% of our English Language Learners and 82.7% of our students with disabilities do NOT enter 9th grade ready for high school. Mr. Runcie focus on closing our achievement gaps.

When the four year FSA trend for Black students is analyzed, there is limited progress for level one Black students. The number of students on level one fluctuates 1-2% points in either direction depending on the year. The four-year trend also shows similar results. In 2018, 56% of our students with disabilities were at a level one on the FSA ELA. Mr. Runcie must disaggregate the data in order to ensure that the District is meeting the needs of all subgroups.

Mr. Runcie must continue to monitor those students scoring level 1 in the 3rd grade. Of the students who score level 1 on the FSA ELA in 3rd grade, two thirds of them remain on level 1 in the 4th grade. The District must provide additional and different instructional services to this cohort of students.

Mr. Runcie must also continue to improve the services offered to our students with disabilities. He must realign resources and ensure that staff is being utilized appropriately to provide services to students as required on their Individualized Education Plan. As pointed out in previous evaluations, students are transitioned from a self-contained classroom in elementary

school to full inclusion in middle school. Our Support Facilitator to student ratio is unsatisfactory. Both Miami Dade and Palm Beach County have reduced ratios than Broward. This demonstrates that it is not a funding issue, but rather an issue with how Broward chooses to allocate funds.

General Education teachers need professional development to provide tiered instruction and a UDL environment. They also need support facilitators who plan and participate in classroom instruction. This is impossible at our current ratios. Palm Beach County implemented a policy requiring all curriculum and textbooks that are purchased to have Access Points to assist teachers in providing individualized instruction. We are just starting to do this.

Mr. Runcie must also evaluate our Due Process cases to look for trends and areas that need improvement. We have lost Due Process hearings due to falsification of records on the part of the staff and neglecting to provide required services listed on the IEP to name a few. Mr. Runcie must create a system of accountability, especially as it pertains to the LEAs at each school. An administrator or the LEA must be held responsible for ensuring the implementation of all adaptations and strategies listed on students' IEPs in the classroom setting.

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.				
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: See Attached			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

Continuous Improvement

Strengths:

Mr. Runcie continues to provide leadership in keeping our District focused on the Strategic Plan. The Strategic Initiative Management Department completed 49 Performance reviews of 25 departments ensuring that best practices are utilized and finding areas for process improvement. The Grants Administration Team is outstanding and continues to secure funds for our students and staff including coordinating the Project SERV Grant in response to the MSD tragedy. The budget process has changed dramatically and Board Members received all of the necessary information early in the budget cycle. School site budgeting has also been realigned to ensure equity of resources, and provisions have been put in place to ensure that Title One dollars are not supplanted (class size reduction). Mr. Runcie also ensured enhancements were made to our Facilities and Construction's Plant Operations and to the Facility Service Program. The District was losing outstanding employees due to the FSP Basic Assessment. The assessment is now offered in multiple languages, and employees are given two-day hands-on training.

I also applaud Mr. Runcie's leadership on the modifications made to the renovations at North East and Stranahan High Schools. Mr. Runcie ensured that staff looked into every possible scenario in an effort to spend bond dollars wisely. The changes made to these projects will provide the best possible outcomes for students and staff. Mr. Runcie fulfilled his promise to make sure that after an initial project analysis, staff would be directed to ensure the best use of the dollars based on the existing condition of the facilities.

Concerns:

In order to execute a continuous improvement process, there must be accountability, and business processes and policies must be implemented with fidelity. This continues to be a weakness.

Bond Project

As previously mentioned in this evaluation and numerous others, I have several concerns with the implementation of our Bond Program and the lack of strong leadership in this area.

1. Inadequate Needs Assessment:

Numerous issues are only now becoming apparent with the Needs Assessment. District staff led this project, and the errors, omissions, and quality of this work project are disappointing. The most blatant error in our project budgets was the discovery that hallways, bathrooms, and corridors were not calculated into the square footage of classroom additions. This resulted in tremendous budget increases. Cypress Bay High School's addition increased by 10 million dollars. Due to a change in market conditions, all of our projects are expected to increase 10-

40% above the District's projected budget. The Board and the public has been assured that funds that will be utilized for the budget shortfall from capital reserves. It should be noted that capital reserve funds are also used for computers and school buses, and every dollar earmarked for bond reserves inhibits the District's ability to refresh computers, purchase new buses, and fund new facility needs.

2. The most recent Tax Watch Report referred to our backlog of projects as the "Pig in the Python." Tax Watch cited numerous concerns with our construction process. There appears to be a lot of finger-pointing and a lack of accountability and strong leadership. Many of our projects are stuck in the Building Department. This occurs because architects and engineers do not make corrections in a timely fashion. For example, it took 265 days for the plans for Griffin Elementary to get permitted. This particular project was returned five times for corrections. This is unacceptable. It should be noted that this is not an issue with our inspectors, but our leadership's inability to hold engineers and contractors accountable.

3. Mr. Runcie must hold the management and consultants responsible for providing accurate information to the Board. They should not play a "semantics game" with board members when they are being asked for information.

4. Mr. Runcie must build into contracts a means to hold consultants, architects, and engineers accountable. He must also manage the distribution and awarding of work. Poor architects and contractors should not be assigned additional work if they can not satisfy their current workload.

5. Leadership did not oversee Heery's management of the E-Builder Program, which was purchased specifically for the Bond Program. Information was not being entered into this program as it would have shown delays in real time. This was only addressed after I brought it up at a board meeting.

Budget Process

1. Mr. Runcie must continue to ensure that Title One dollars and resources are spent appropriately and investigate all concerns brought to his attention.
2. The Board continues to direct Mr. Runcie to fund priorities and eliminate spending in other areas. This does not happen consistently and the Board is continuously asked to approve multi-year contracts in operational areas.

Technology

1. I have voiced my concerns with single source contracts on numerous occasions. For example, iCloud storage should have been purchased through a bid process instead it was decided to enter into a single source contract. It was stated on the record that one of the

reasons why this vendor was selected was because they were located in Weston; this is unacceptable.

2. Mr. Runcie must reexamine the procurement processes in this department and ensure the best quality for the lowest price.

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.				
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: See Attached			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

Effective Communication

Strengths:

Mr. Runcie has effectively garnered the support of the community in several instances and has had them participate in board meetings. He also ensures that there is a consistent presence on Facebook, Twitter, and other social media sites. Recently, Mr. Runcie has also added additional positions and realigned this department. I look forward to this department working more effectively and efficiently.

Concerns:

As previously stated, the District continues to struggle with communicating effectively. The District Advisory Council recently passed a motion with recommendations for improving our website. The District recently invested money in revamping our web site, yet the community, parents, and staff find the new version difficult to navigate. The District should have reached out to our parents before contracting services to revamp this site.

Furthermore, parents and students are not utilizing software and web-based programs purchased by the District, including Naviance. Also, the District is not implementing its looping process with our School Advisory Committees with fidelity. Mr. Runcie must ensure timely and accurate dissemination of information.

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Mr. Runcie has improved in many areas where I previously gave him a "needs improvement" rating. He has demonstrated leadership in providing support to the MSD community and in identifying and securing resources to upgrade security and keep all of our students safe. He also provided outstanding leadership in the aftermath of Hurricane Irma. There are still areas of concern including teacher morale, staff oversight and the implementation of policies and programs; but his leadership has been effective in providing high quality instruction.

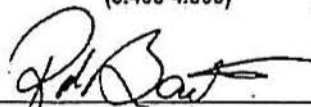
One area of great concern has been the administration of the bond program. It has experienced an unacceptable and lengthy delay. Runcie must provide the leadership needed to fulfill our promises to the community. Another area requiring immediate attention and leadership is communication: it continues to be ineffective and he must restructure the Public Information Office.

Contractually, while at this time, I had to evaluate Mr. Runcie, I felt I needed to wait to finalize his evaluation until I receive the MSD Commissions' Final Report. This third party evaluation is also looking at the systems and policies of the school district and the report will be released in January. The MSD tragedy is so consequential that I felt strongly it must be a part of what I consider in Mr. Runcie's overall evaluation.

While I need more information to finalize this evaluation, I appreciate that Mr. Runcie takes the Board's evaluations seriously and his efforts to improve in certain areas since my last evaluation.

Overall Performance Evaluation Rating:

Circle One: Highly Effective Effective Needs Improvement Unsatisfactory
 (3.400-4.000) (2.450-3.399) (1.450-2.449) (1.000-1.449)



Board Member Signature

10/8/18

Date

Superintendent Signature

Date

The School Board of Broward County, Florida
 Annual Evaluation of the Superintendent
 2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a ✓ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%) Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning. Provide vision and strategic direction to district. Lead in an encouraging, participatory, and team-focused manner. Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments. Demonstrate an understanding of organizational and educational leadership. Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education. Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement. Delegate appropriate authority to staff and monitor their follow-through. Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures. Respond timely and appropriately when faced with unforeseen events. Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations. Keep Board informed of issues, needs, and operation of the school system in a timely manner. Appropriately interpret and execute the intent of Board policy. Create and maintain professional working relationship with Board. Continue collaboration with union and employee groups.	X			
	Comments: See attached letter			
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 2. High Quality Instruction (25%) Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	X			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	Comments: see attached letter			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> ▪ Student Achievement/Performance Data ▪ Implementation plan for Common Core State Standards ▪ Implementation plan for instructional and administrator evaluation systems ▪ Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices ▪ Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students ▪ Utilization of quality assessments and interventions to enhance achievement 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.	X			
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: see attached letter			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.		X		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: <i>See attached letter</i>			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> ▪ Climate Surveys ▪ Comprehensive communications plan ▪ Outreach efforts to increase parent input and involvement ▪ Outreach efforts to engage the community and businesses ▪ Outreach efforts and collaboration with municipalities, universities, and legislative groups ▪ Communication tools that enhance communication and customer service ▪ Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

See attached letter

Overall Performance Evaluation Rating:

Circle One: Highly Effective (3.400-4.000) Effective (2.450-3.399) Needs Improvement (1.450-2.449) Unsatisfactory (1.000-1.449)

Abby M. Freedman

Board Member Signature

10/1/18

Date

[Handwritten Signature]

Superintendent Signature

10/2/18

Date



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

600 SE Third Avenue • Fort Lauderdale, FL 33316 • Office: 754-321-2004 • Fax: 754-321-2700

Abby M. Freedman
School Board Member – District 4
Abby.Freedman@BrowardSchools.com

The School Board of
Broward County, Florida

Nora Rupert, Chair
Heather P. Brinkworth, Vice-Chair

Robin Bartleman
Abby M. Freedman
Patricia Good
Donna P. Korn
Laurie Rich Levinson
Ann Murray
Dr. Rosalind Osgood

Robert W. Runcie
Superintendent of Schools

October 1, 2018

Since this is the last evaluation I will be writing on behalf of Robert W. Runcie, I wanted to make it in the form of an "open letter".

Dear Bob,

Words cannot truly express how thankful I am to you for always being there to respond, at any hour of the day, to all the concerns I have brought to your attention throughout the past six years. I have been extremely fortunate to be able to work with you and I know that you have consistently done your best to take care of all the needs of Broward County Public Schools.

Being in a position of leadership, I realize that one does not work alone. For that, I commend you on trying to constantly surround yourself with individuals who are also hard working and dedicated to all we serve. The sixth largest school district requires numerous directors developing strong teams to deal with the day-to-day operations. Creating a stellar leadership team is challenging but I feel they have been attracted to Broward County because of their desire to help you make a difference in education.

I have always appreciated your honesty, sincerity, and ability to solve problems. I am confident that you will continue to accomplish academic greatness for Broward County because anyone who gets to know you as well as I have will see that you have undertaken this enormous responsibility to truly see to it that our educational system, which is the foundation of society, will be better than the way you found it.

I wish you all the best in your future endeavors.

Sincerely,

Abby M. Freedman

Abby M. Freedman
School Board Member – District 4

The School Board of Broward County, Florida
 Robert W. Runcle, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.


		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century	4				1.60
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness	4				1.00
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes	4				0.80
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board		3			0.45
Overall Performance:						3.85

Board Member Signature: *Abby M. Freedman*

The School Board of Broward County, Florida
 Annual Evaluation of the Superintendent
 2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a √ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2016-2017 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%) Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.5			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: The Superintendent's collaborative management style along with his sincere compassion to help all students has assisted the District through serious challenges this school year. The Superintendent needs to continue to ensure his vision for the District is consistently implemented. It is imperative that he hold staff accountable and ensure Board policies are consistently being followed throughout the District.			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				



The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 2. High Quality Instruction (25%) Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
		3.5		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>The Superintendent has continued to implement a variety of measures to improve overall student achievement. Expansion of innovative programs throughout the District has afforded families a broader range of educational opportunities.</p> <p>Superintendent needs to continue to ensure all schools promote programs that encourage mutual respect and address social emotional learning.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.		3.5		
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Comments:</p> <p>Although funds are limited, the Superintendent has continued to analyze the most appropriate measures to ensure equity of educational programs throughout the District. Safety and security continues to be a priority and will require continuous efforts and oversight to ensure upgrades are implemented at all schools.</p> <p>The Superintendent must ensure staff properly completes all functions related to the SMART Program. He must also ensure appropriate plans associated with the recently approved referendum are timely implemented in order to increase operational needs shared with public.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				



The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.</p>		3		
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments:</p> <p>The Superintendent continues to be a constant visible presence in the community. During this school year he was further required to advocate on behalf of the District in regard to several serious challenges including safety and security, hurricane preparedness and lack of educational funds.</p> <p>Although certain improvements have been made in the area of communication, further proactive measures are still required to share progress of District measures in a transparent manner.</p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

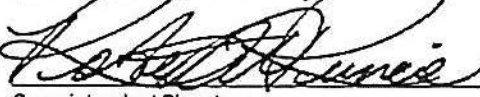
The 2017-18 school year had many serious challenges and the tragedy at MSD impacted our District and the entire community in ways we could not imagine. The Superintendent understands that student achievement and safety/security upgrades continue to be a priority district-wide. I am confident the Superintendent will continue to work with all stakeholders in the creation of initiatives/measures that will further improve student achievement while ensuring the safety and security of our students and staff.

Overall Performance Evaluation Rating:

Circle One: Highly Effective Effective Needs Improvement Unsatisfactory
(3.400-4.000) (2.450-3.399) (1.450-2.449) (1.000-1.449)


Board Member Signature

9/26/18
Date



Superintendent Signature

10/2/2018
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century		3.5			1.40
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness		3.5			0.88
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes		3.5			0.70
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board		3			0.45
Overall Performance:						3.43

Board Member Signature: 

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a √ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.		3		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>Mr. Runcie has led our District through an unimaginably difficult 2017-2018 school year. While in some areas Mr. Runcie led effectively, in other areas his leadership missed the mark. Mr. Runcie's leadership response to Hurricane Irma and his role in partnering with outside organizations to serve the community needs was commendable. The restoration and recovery process to reopen schools went smoothly. Additionally, he quickly responded to the need to prepare our District for an influx of students from Hurricane devastated areas. Similarly Mr. Runcie responded with full-time dedication in response to the February 14th tragedy at MSD. The workload associated with response and recovery has strained the organization, and unfortunately mis-steps were made. <i>Continued See Attached Sheet</i></p>			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

2017-2018 Superintendent's Evaluation

Leadership & Management Continued –

While mis-steps are unavoidable in the aftermath of such a tragic event, it is imperative that leadership boldly accept mis-steps and clearly communicate how and why mis-steps occurred. Communication to external stakeholders, internal stakeholders and the board was identified as a weakness in prior evaluations, and this difficult year has amplified that weakness. As a Board member there have been many occasions that my first communication about an issue has come from others outside of the District. This is problematic. In response to tragedy many high-profile decisions were made without consultation or, at a minimum, communication with the Board. This is highly problematic.

I commend the Superintendent's initiative to bring in an external firm to perform a comprehensive Security Risk Assessment. This assessment will provide direction on recommendations to the Board. I look forward to robust conversation at the Board level and the Superintendent implementing all Board approved security enhancements with expediency and fidelity across the District.

As Mr. Runcie has worked to address concerns about security and improve the conversation on addressing mental health, other critical district conversations and initiatives have taken a back seat. I am hopeful that the coming year will bring a renewed focus

This year's budget review provided a detailed, comprehensive look at the budget. While I am confident in the Superintendent's management of staff to reduce expenditures in some areas, the Board continues to request clear communication of department and general fund expenditures that are being reduced or eliminated, as new requests are granted. With limited resources it is imperative that Mr. Runcie provide this comprehensive review and recommendations as they relate to the budget. As contracts come before the Board it will be impossible to approve new programs or initiatives, without this information. This has been an item of concern for several years in evaluations, without direct response.

As indicated in last year's evaluation, I applaud the Superintendent for actively seeking initiatives and opportunities for the District to achieve the strategic plan goals through leveraging grants. I continue to remain concerned with regard to sustainability plans. I encourage the Superintendent to work diligently to that end, as we have seen significant improvement within schools across the District supported by various grant opportunities and initiatives. In the aftermath of the tragedy at MSD additional grants are serving to support work across the District. It is imperative that the positive impacts are maintained, however we cannot allow either newly created staff positions or programs implemented to automatically become funded upon sunset of a grant, without strategically planning for such an impact to the General Fund.

During the past year, the ability of the Office of Facilities and Construction to deliver on the SMART program projects has been disappointing. While the capacity of the department was

2017-2018 Superintendent's Evaluation

Leadership & Management Continued –

tested during both the hurricane and the tragedy, leadership and management to progress the SMART program was lacking. I remain concerned with the lack of clarity in the way the District communicates overall progress, as I indicated in a recent workshop. As I visited many District 3 school sites at the beginning of this school year, I was disappointed in progress at the individual schools. I was unaware of many of the issues individual projects were facing. Mr. Runcie must ensure staff relays any changes in status with consistency and clarity. I remain concerned about the slow progress on the SMART projects overall and reiterate from last year's evaluation, "it is imperative that the Superintendent continues to monitor the progress and capacity of the facilities department, program manager, district staff and vendors to ensure the push to complete projects does not overload the capacity of any group or entity."

While Policy 4.9 was long overdue in coming to the Board, I commend the Superintendent for staff's commitment to working with the stakeholder groups to finally get it completed and presented for a vote.

I appreciate Mr. Runcie's continued work to align board agenda items to the strategic plan goals. I applaud the Superintendent's leadership to ensure the strategic plan process for the creation of the successor plan has begun timely and is inclusive of community input across all stakeholder groups. I continue to encourage Mr. Runcie to consider metrics that align directly to budget allocations so ROI can be determined. As stated in the recent workshop review of the strategic plan, and in previous year's evaluations, I also continue to request meaningful, measurable goals within the plan, and KPIs that serve to measure specific progress under each goal. I look forward to the development of the successor strategic plan.

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 2. High Quality Instruction (25%) Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
		3		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>Across the District schools have improved academically in most areas. While some gaps are closing others persist. In comparison to other large districts across the state our results are mixed. With ever expanding choice options it is imperative the District provide the highest level of attention to providing necessary and useful PD to educators. Through Mr. Runcie's leadership, the data dashboards have been expanded to include greater transparency into academic progress across the district. I commend Mr. Runcie's focus on data driven decisions and look forward to expanded conversations with the Board on allocation of resources to support significant gains to meet or exceed academic goals. Focus on longitudinal data is imperative to continue closing gaps and improving graduation rates. The district must move away from comparing proficiency rates year over year, to tracking cohort progress. <i>Continued See Attached Sheet</i></p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

2017-2018 Superintendent's Evaluation

High Quality Instruction Continued:

I look forward to regular, robust Board conversations around data and the opportunity to allocate resources to support targeted PD to deliver high quality instruction across the organization.

Early Learning and Literacy have been the focus for the past three years with the implementation of BAS, guided reading and increased fidelity with progress monitoring. Middle Grades Reimagined has shifted focus to middle school to ensure higher levels of engagement with students, as the district moves to integrate social emotional learning into academics. I applaud Mr. Runcie's ability to keep this focus moving forward in the midst of an incredibly difficult year. While progress has occurred, I am hopeful significant work can be accomplished going forward, and data driven decisions will be fully implemented.

Recent Board conversations have included a full scale usage of Naviance, professional development for BAS, and full scale implementation of other procured curriculum and technology tools. "Mr. Runcie must ensure all students and staff are aware of the tools, receive proper training, and truly integrate them into the educational experience," was included in last year's evaluation and this continues to be an area that needs focus. Professional Development across the organization is a concern, and although workshop presentations on PD have taken place, actual progress across the district is stagnant. I encourage Mr. Runcie to continue to work collaboratively with departments and employee groups to ensure appropriate and timely professional development is provided.

As the District expands initiatives and educational programs, reducing teacher workload and assessments for students continue to remain critical considerations. As mentioned in previous evaluations, I encourage Mr. Runcie to continue pushing staff to look at ways of further reducing both, and improving communication around this effort.

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 3. Continuous Improvement (20%) Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
			2	
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: Mr. Runcie remains committed to the District vision, mission, priorities and strategic plan. I look forward to the opportunity to create meaningful, measurable goals as we work collaboratively to create the new strategic plan. I encourage the Superintendent to provide ample opportunity for the Board to provide direction and feedback as we work to improve areas of concern. The areas of Food and Nutrition Services and Transportation Services have seen steady leadership, and continuous improvement, and serve as examples for the District. Mr. Runcie has hired several key cabinet positions that are proving beneficial to the District, however as the organization faces significant retirements across departments and limited resources for positions, <p style="text-align: center;"><i>Continued See Attached Sheet</i></p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

2017-2018 Superintendent's Evaluation

Continuous Improvement Continued –

I remain concerned about succession plans. Technology expertise to support both old systems and integrate new systems have left the district reliant on outside contracts for support. I encourage Mr. Runcie to bring cost effective solutions, including department structure and professional development plans, to the Board for consideration.

I am concerned that Mr. Runcie has not aggressively addressed issues that continue to be raised by both the Board and external stakeholders specifically with regard to communications and facilities and construction.

I continue to encourage Mr. Runcie to ensure all departments work together and communicate regularly as the volume of SMART projects moves from design phase to construction. In last year's evaluation I remarked, "It is imperative that any schedule changes, project concerns and/or budget concerns be communicated timely." I was extremely disappointed with the level of communication around individual project issues affecting District 3 schools specifically, and I am concerned that similar district-wide issues persist.

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.</p>			2.5	
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments:</p> <p>Throughout my tenure on the Board communication has been an area of concern that had seen improvements. Through this past year, difficulties with communication both internally and externally have been amplified. I appreciate Mr. Runcie is currently working to address the shortfalls and I encourage him to seek Board input and public discourse on improving this area. I look forward to the Superintendent's reorganization efforts to address gaps, and understand the need for a team that can respond to communication needs associated with response to the MSD tragedy separate and apart from the daily communication needs of the District. While Mr. Runcie continues to be a visible presence in the community, and utilizes multiple avenues of engagement with stakeholders, the Board's role in this has diminished over time. I encourage the Superintendent to ensure staff understands the importance of communicating important initiatives or items of concern with a sensitivity to the potential impact to the Board corporate.</p> <p><i>Continued See Attached Sheet</i></p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

2017-2018 Superintendent's Evaluation

Communication Continued -

I continue to encourage Mr. Runcie to keep clear and open lines of communication with employee group leaders, as the district looks to improve working conditions and professional development for employees, as well as student achievement. Significant improvement is needed in the area of communication across many departments, including Facilities and Construction, Human Relations and Employee Labor Relations. I encourage Mr. Runcie to look for ways to ensure the Board is fully informed in a timely manner, and has ample opportunity to weigh in as appropriate.

Follow up on Board questions or concerns over the past year has been impacted by the lack of bandwidth across the organization in the wake of the tragedy at MSD. I understand this difficulty, and encourage Mr. Runcie to continue improvement in this area.

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Overall Performance Evaluation Rating:

Circle One: Highly Effective (3.400-4.000) Effective (2.450-3.399) Needs Improvement (1.450-2.449) Unsatisfactory (1.000-1.449)

Walter P. Brinkman
Board Member Signature

October 5, 2018
Date

[Signature]
Superintendent Signature

10/5/2018
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century		3			1.20
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness		3			0.75
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes			2		0.40
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board			2.5		0.38
Overall Performance:						2.73

Board Member Signature: 

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a ✓ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimaging the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.		X		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>Leadership has been critically important as our District has mourned the tragedy of MSD. Mr. Runcie worked diligently to bring in resources to the families & community most directly impacted by the loss and life-changing events of February 14th. With the coordination of immediate support there remains a need for continued outreach for the families that lost their loved ones and all those impacted by the tragedy. Looking forward, it is critically important that we continue to reflect on, acknowledge areas that need to be addressed and learn from the events of that day to ensure the greatest safety for our students.</p> <p>There have been several achievements this year which have made a significant impact on District-wide improvements including securing more grants, continuing the development of the strategic plan, expanding business, not-for-profit and community partnerships.</p> <p>The SMART Program has made progress but we continue to struggle with delays in this area which require more intense oversight. I anticipate leadership changes will have a positive impact and find greater success in this area.</p>			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.	X			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>In the most challenging year our students and families have ever faced, they persevered with the strength and commitment from our teachers, staff, administrators and District staff under Mr. Runcie's commitment to continuing the educational focus for our students. Reimagining middle schools is one of the most impactful educational reforms the District has undertaken. Expanding successful initiatives such as debate for middle and high schools students, dual language programs, stem programs and many others demonstrates improving educational delivery for all students.</p> <p>Earning the highest graduation rates in the District's history, along with our students' ELA and mathematics scores are indicative of the learning gains and achievements for our students.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.		X		
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Comments:</p> <p>Updating the Strategic Plan is the core of how we should measure our successes for all primary aspects of the District. Ensuring that the District is focused on the priorities of the community, with Board direction, is the appropriate manner to stay focused on desired outcomes. Expanding our entrepreneurial opportunities along with apprenticeship programs is a key measure for continuous improvement. As we redirect resources for our security and mental health support for students and staff, we will continue to meet the community needs and provide the safest learning environment for our students.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.			X	
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: The area that continues to be challenging is District communication. I acknowledge that progress has been made on our website, as well as internal information access and am very encouraged by our expanded communication as it relates to military-connected students. With that said, our overall strategy and implementation of communicating our goals, achievements, and actions is insufficient. I appreciate that Mr. Runcie is making changes internally and am hopeful that significant advancements will be a result of these changes.			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Overall Performance Evaluation Rating:

Circle One: Highly Effective
(3.400-4.000)

Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

Unsatisfactory
(1.000-1.449)



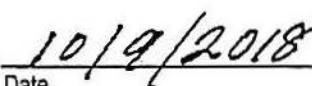
Board Member Signature



Date



Superintendent Signature

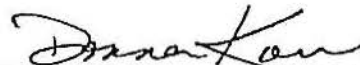


Date

The School Board of Broward County, Florida
 Robert W. Runcle, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2016-2017

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the District's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century		3			1.20
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness	4				1.00
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes		3			0.60
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community and the School Board			2		0.30
Overall Performance:						3.10

Board Member Signature: 

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a \checkmark in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.	3.5			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>You set a high standard for integrity and respect and is consistently viewed as objective and fair. This year you have addressed problematic situations head-on in a spirit of positive confrontation and served as a model of cooperation, sharing, and goodwill for our community. However, you often allow your employees too much room for excuses, have struggles to communicate when deadlines will be missed, and have left my office and ultimately my constituents struggling to understand the status of projects and ongoing issues important to those in my community. This does not improve transparency, public trust and confidence in this institution.</p> <p>Try adopting more of hardline approach when you see staff not performing and accurately evaluate performance to include ongoing constructive suggestions, and where appropriate, a professional development plan.</p>			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts:	<ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 			

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.		3.0		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>Overall, Broward earned a District grade of "B" for the fifth year in a row, narrowly missing an "A" designation by two percentage points and I appreciate the tremendous work and dedication of our teachers, school leaders, students, families, and staff members. This has been a difficult school year for our entire community and BCPS remains committed to meeting the needs of students and families and providing a high-quality education.</p> <p>When you have the services at a struggling school such as an extra hour or support services from staff to get a school from a "D" or "F" to an "A", "B", or "C", you should incorporate that same intensity and fidelity when the school is doing well to maintain or improve student achievement. Some of my schools' grades decreased because once the school was successful in reaching the target, the commitment launched to reach the target dissipates when it should continue because students who are not on level are continuing to matriculate through each school. It is the responsibility of the District to provide Principals, staff, and teachers training to maintain the achievements so the schools do not regress and ideas are implemented when additional support is eliminated from the local level.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 3. Continuous Improvement (20%) Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.5			
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Comments:</p> <p>The tragedy at MSD did unveil many aspect of our District that require improvement and placed a keen focus on security, staff, management processes and operational efficiencies. You executed an approval of our Secure the Next Generation initiative that will provide funding to secure school resource officers, high-quality teachers and staff, as well as secure important programs in schools, and expand educational opportunities for our students.</p> <p>Additionally, right now is the time to be forward thinking and proactive. You should be preparing now for when the next four years have passed and new ideas, funding, and resources will have to be put in place to substitute for this milestone.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.		2.5		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments:</p> <p>Communication continues to be reactive instead of proactive. Our communication as a District is inadequate. We had to adjust communication on many issues that were stated during the MSD tragedy because staff did not properly vet the information prior to releasing it to the public. SMART program information is out of date by the time I receive quarterly updates and pertinent information is not provided to me by you or staff in a timely manner, specifically SMART monthly and quarterly information.</p>			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Overall, you earned an effective rating for the 2017 – 2018 school year. However, I would like to reiterated that as you hyper-focused on one community to recover stability; communication and support was lacking in the remainder of the District. As you mounted the challenges before you, you failed to keep the whole community informed.

Overall Performance Evaluation Rating:

Circle One: Highly Effective (3.400-4.000) **Effective (2.450-3.399)** Needs Improvement (1.450-2.449) Unsatisfactory (1.000-1.449)

Ann Murray
Board Member Signature

10/5/2018
Date

Robert B. Runnie
Superintendent Signature

10/5/2018
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century	3.5				1.40
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness		3			0.75
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes	3.5				0.70
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board		2.5			0.38
Overall Performance:						3.23

Board Member Signature: 

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a ✓ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.		3		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>Mr. Runcie continues to work hard to provide strong leadership. He has a lot of support from the community. Mr. Runcie has worked very diligently to improve working relationships with Union Groups. He also takes advantage of the expertise of various staff members. He continues to try to build a solid team of leaders. However, I feel that some people and positions need to change. There are many staff members that follow through well and there are a few key cabinet staff members that are lacking. Perhaps where appropriate, their needs to be some disciplinary measures.</p> <p>February 14 was a horrific tragedy. Until I receive the report from the Commission, I am unable to evaluate Mr. Runcie's Response.</p> <p>I am pleased with the acquisition of grants. However, I would like to see the district be more aggressive in applying for new grants through the grants department. I am also extremely pleased with the technology upgrades and the overall work of the technology department.</p> <p>I am not happy about Board policy implementation, especially when it comes to Policy 3330. The Board has implemented a policy increase opportunities for MWBE's. There is still a huge disparity when it comes to MWBE's</p>			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts:	<ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 			

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.	4			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments: Mr. Runcie has successfully put a system in place that is closing the achievement gap and moving the District to a higher level of academic achievement. Among the traditional schools, the number of "F" grades decreased from 22 to 1. I must add that District 5 has 0 F schools and Dr. Martin Luther King Jr. Montessori Academy increased to a C from an F. Additionally the overall District Graduation rate is the highest it's since 2011 when the State moved to the Uniformed Graduation Rate Method.</p> <p>Mr. Runcie continues to work with staff to increase literacy focused academic opportunities for all students across the District. For example, the Debate Program continues to expand across the District to include all schools. For example, Walker Elementary recently took first place in 2 categories and 5th place in another.</p> <p>Many of our Magnet schools received awards for phenomenal Magnet programs.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.		3		
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Comments: Mr. Runcie has strong leadership skills in most areas. I always remember that on any given day he manages more people than google or facebook. Although, He has constantly gotten results, he needs to work harder re-evaluate leadership and organizational structure and make changes when needed more expedient. Some of our consultants need to transition. Mr. Runcie needs to be more attentive to staff –consultant relationships. Staff must hold consultants accountable and Mr. Runcie must do a better job in making sure that it happens. This would help us attain our goals in a more timely manner.</p> <p>We initially struggles with the start of the SMART Bond, Mr. Runcie continues to improve and restructure which demonstrates good leadership. (Continuous Improvement)</p> <p>Our improvements in budget management are outstanding. We have become a best practice for the other two neighboring Districts.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.</p>			2	
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments: Mr. Runcie himself is a very effective communicator and has a large community presence. Mr. Runcie and his staff continues to maintain good relationships with most municipalities, county staff and legislative representatives.</p> <p>The District has also improved in getting feedback from stakeholders through various outreach initiatives. Nevertheless, I feel that communications is one of our weakest areas. We do not have an effective communication strategy.</p> <p>We struggle to share good news and to respond to falsities that are often reported by certain reports or news channels. While I appreciate Mr. Runcie's personal efforts, We need a stronger communication department that will prioritize communication. It would help us to be more responsive and to better inform the public with facts. Our external perception is often tainted by fake news and us not responding to it.</p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2015-2016

COMMENTS:

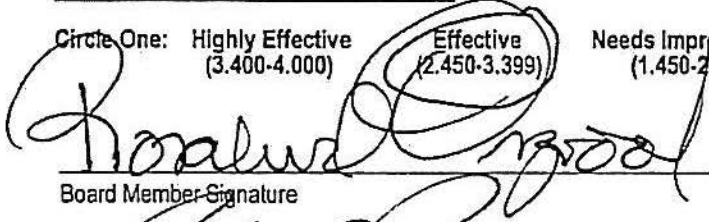
Overall Performance Evaluation Rating:

Circle One: Highly Effective
(3.400-4.000)

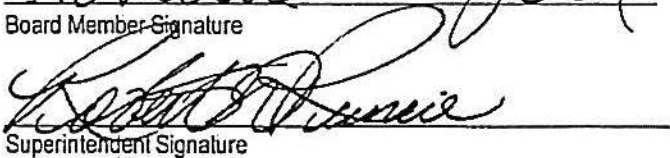
Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

Unsatisfactory
(1.000-1.449)


Board Member Signature

10/8/2015
Date

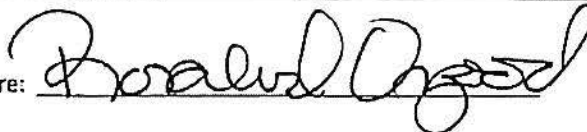

Superintendent Signature

10/9/2018
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017- 2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century		3			1.20
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness	4				1.00
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes		3			0.60
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board			2		0.30
Overall Performance:						3.10

Board Member Signature: 

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a \checkmark in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.</p>	4			
<p>Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.</p> <p>Provide vision and strategic direction to district.</p> <p>Lead in an encouraging, participatory, and team-focused manner.</p> <p>Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.</p> <p>Demonstrate an understanding of organizational and educational leadership.</p> <p>Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.</p> <p>Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.</p> <p>Delegate appropriate authority to staff and monitor their follow-through.</p> <p>Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.</p> <p>Respond timely and appropriately when faced with unforeseen events.</p> <p>Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.</p> <p>Keep Board informed of issues, needs, and operation of the school system in a timely manner.</p> <p>Appropriately interpret and execute the intent of Board policy.</p> <p>Create and maintain professional working relationship with Board.</p> <p>Continue collaboration with union and employee groups.</p>	<p>Superintendent Runcie has provided solid leadership and management through Broward County Public Schools' (BCPS) most difficult year ever, in the aftermath of the MSD tragedy. He continues to exhibit calm demeanor while reorganizing his administration to create a recovery team that is solely focused on support to our students and families. Mr. Runcie is committed to learning from the tragedy and has engaged national experts to develop ways to create a safer and more secure environment, as well as assist through the difficult recovery process. He has implemented Districtwide safety enhancements and has led in expanding mental health services.</p> <p>In addition, Mr. Runcie provides high quality leadership by promoting innovation and advancements that enhance student achievement and efficient operations. He maintains a professional working relationship with the Board and has increased collaboration with union and employee groups.</p> <p>Mr. Runcie has also recently reorganized leadership and management for the SMART Bond Program to facilitate a higher level of effectiveness and accountability, in order to reduce further delays and guarantee that each school receives its promised scope.</p>			
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and attainment of partnerships, grants and other resources to support initiatives • Results from outreach and collaboration with employees and their respective union/meet and confer groups • Presentations to internal and external stakeholders • Involvement in state and national organizations to provide input and influence local, state and national policy decisions • Development and refinement of Board Policies • Consistent and regular one-on-one meetings with Board members • Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.		3.5		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Superintendent Runcie continues to move student performance and increase positive outcomes in BCPS by focusing on learning and excellence for students. He strongly supports a broad range of academic and enrichment opportunities that promote the development of well-rounded students.</p> <p>With BCPS' commitment to literacy and early learning, the percentage of third grade students meeting or exceeding grade level proficiency increased from 57% to 59%. This score is up 7 percentage points in the last three years. Science scores increased by 4% in 5th grade and 2% in 8th grade; however, more focus and growth is critical in math and science. In addition, BCPS' traditional school graduation rates are at a high of 85.2%. Black students closed the gap with White students by 3.2%. Advanced placement (AP) passing rates increased from 54.5% to 56.9% this year and are up 4.3% in two years. The total AP passing rate for Black, Hispanic, and White students increased for the third consecutive year. Computer Science AP exam participation increased again this year, as well. Additionally, our Career and Technical Education programs continue to thrive and are expanding.</p> <p>Student achievement is moving in an upward direction and our teachers, administrators, and staff are preparing students to be college and career ready under Mr. Runcie's leadership. Additional resources must be aligned for meaningful professional learning in order to continue this positive growth trajectory.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.	4			
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Superintendent Runcie forges critical partnerships through community and district relationships to implement BCPS' priorities focused on improving student achievement and business processes. He continues to develop an organizational structure that supports operational efficiency, and his staff executes performance management reviews which target comprehensive outcomes and measures.</p> <p>This year Mr. Runcie initiated a phased approach to realigning the school allocation plan to follow equity-based guidelines, and a transparent budget document to provide information regarding the District's budget. In addition, BCPS received its highest bond ratings in a decade and upgraded its operations and financials software system to provide improved performance.</p> <p>Mr. Runcie must continue to work collaboratively with the Board to determine priorities and redirect the allocation of resources effectively to maximize school improvement and student achievement.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.</p>			2	
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Effective communication was an enormous challenge BCPS faced following the tragedy at MSD. There was an unprecedented number of inquiries and information requests from media outlets that staff worked on diligently. However, due to the enormity of the situation, external stakeholder communication suffered.</p> <p>This has continuously been an area that has needed improvement. It is essential that the many positive successes that occur in our schools each and every day are effectively highlighted and promoted in the media.</p> <p>There has been internal stakeholder communication progress through the launching of the new staff intranet which serves as an information hub for staff-focused information and communications. In addition, the new District website debuted.</p> <p>Mr. Runcie continues to develop outstanding outreach efforts with businesses, universities, and legislators; however, BCPS must increase its external communication effectiveness and its parent and community engagement.</p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Overall Performance Evaluation Rating:

Circle One: **Highly Effective** (3.400-4.000) Effective (2.450-3.399) Needs Improvement (1.450-2.449) Unsatisfactory (1.000-1.449)

Laurie Rich Levinson
Board Member Signature

10/10/18
Date


Robert D. Lurie
Superintendent Signature

10/11/18
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century	4				1.60
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness		3.5			0.88
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes	4				0.80
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board			2		0.30
Overall Performance:						3.58

Board Member Signature: 

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a √ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2017-2018 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators	Scoring Rubric			
Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.			2.0	
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: See Page 1			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> ▪ Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan ▪ Development and attainment of partnerships, grants and other resources to support initiatives ▪ Results from outreach and collaboration with employees and their respective union/meet and confer groups ▪ Presentations to internal and external stakeholders ▪ Involvement in state and national organizations to provide input and influence local, state and national policy decisions ▪ Development and refinement of Board Policies ▪ Consistent and regular one-on-one meetings with Board members ▪ Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.		3.0		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	Comments: See Page 2.			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Student Achievement/Performance Data • Implementation plan for Common Core State Standards • Implementation plan for instructional and administrator evaluation systems • Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices • Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students • Utilization of quality assessments and interventions to enhance achievement 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.			2.0	
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: See Pages 3, 4, 5 & 6			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none"> • Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan • Development and implementation of a performance management system • Improved budget process incorporating enhanced planning, communication and resource distribution • Development and implementation of innovative and entrepreneurial programs • Analysis and recommendations for improvements to the organizational structure • Redirection of resources to support schools • Use of audits to improve practices and accountability 				

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018**

Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.			2.0	
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments:</p> <p>The District's communication has been subpar for a long time and adding the tremendous strain of the MSD tragedy it was a challenge getting through each day. I applaud Mr. Runcie for commencing the succession plan for our next PIO and look forward to working with the new PIO.</p> <p>Some areas of needed improvement: a communication plan that brings the Board information before it becomes public, and the implementation of a communications plan that is proactive instead of reactionary. Additionally, in dealings within our own organization and external community we need to respond to requests for information in a timely matter and with respect.</p>			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none"> • Climate Surveys • Comprehensive communications plan • Outreach efforts to increase parent input and involvement • Outreach efforts to engage the community and businesses • Outreach efforts and collaboration with municipalities, universities, and legislative groups • Communication tools that enhance communication and customer service • Newsletters and public engagement documents designed to strengthen connections to the community 				

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

COMMENTS:

Overall Performance Evaluation Rating:

Circle One: Highly Effective
(3.400-4.000)

Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

Unsatisfactory
(1.000-1.449)

Mona Rypert

Board Member Signature

10-9-18

Date

Robert Runcie

Superintendent Signature

10-9-18

Date

Goal 1: Leadership/Management

"I love when people that have been through hell walk out of the flames carrying buckets of water for those still consumed by the fire." *Stephanie Sparkles*

On February 14, 2018, the unimaginable happened to our students, employees, and our BCSB community. 17 lives lost, 17 injured, the MSD community of collective hearts, broken. There simply was no playbook on how to move forward to healing and a positive change to make our students and staff safe.

When I read the quote above, I immediately thought about our MSD students and their amazing bravery and fortitude to work through shock and grief and actually implement a plan to save future lives.

I am awaiting the MSD High School Public Safety Commission Report, due for release in January, 2019, which I expect to be used to improve campus security protocols, and hold identified staff accountable for their actions.

Mr. Runcie, as well as the board, positioned front and center to discuss issues, procedures, best practices, solutions and policy changes. Looking through the lens of tragedy amplified some of the districts problems that existed in our organizational system. While I must commend Mr. Runcie for his never-ending fortitude to be everywhere and his effort to be all things to all people, in the end the buck stops with Mr. Runcie's department chiefs. The department chiefs are responsible for the effective management of their departments. Several departments have had departmental leadership problems for a long time; mainly Communications and Facilities. I applaud Mr. Runcie for commencing the search for a new Chief Public Information Officer and look forward to onboarding this new person. The other department that is struggling is our Facilities department, mainly concerning the delivery of the 2014 GOB on time and within budget parameters. I will address the 2014 Bond further under Continuing Improvement section.

Goal 2: High Quality Instruction

Research shows that effective teachers are the most important factor contributing to student achievement. In the 2017/2018 school year: 96% of innovative public schools earned an "A", "B", or "C".

84% of innovative district schools maintained or increased their letter grade. Since 2015, BCSB has reduced their Level 1 FSA 3rd grade levels by 5% and increased Level 3 by 7 points.

According to our most recent data from FLDOE, our at-risk students who scored satisfactory are as follows: Students with disabilities (SWD) stayed the same this year at 25%, or 1 in 4 passed. Therefore, the GAP between non-SWD and SWD is 35% points. Our English Language Learners (ELL) for two years in a row remained static at 34% passing and a GAP between non-ELL and ELL is 26% points. Our Hispanic students increased from 56% to 59%, returning back to 2 years ago levels. The GAP is 13% points, down from last year's 19%. Our Black students increased their performance to 43% passing, an increase of 5% points and the GAP was 29% points decreased by 8% points. A terrific outcome and I hope that this path continues. We need a continued focus on sustained growth for ALL our students in Broward County.

Goal 3: Continuous Improvement

I am very happy that our new Office of Strategic Initiative Management has benchmarked goals and focused on improvements with KPIs (Key Performance Indicators) for the district. They will be instrumental in implementing our Strategic Plan.

Year four of the GOB and I remain extremely concerned with the slow progress on the SMART construction projects.

Following is the latest report from TAXWATCH:

“The District continues to make progress in implementing the \$1.010 billion SMART Program. SMART Program expenditures and commitments now exceed \$240 million, and there are more than 2,100 financially active projects, more than 1,500 of which are facilities projects. All planned computer devices have been ordered and received, all SBBC schools now comply with the District’s standard of 1 computer for every 3.5 students, and all technology projects planned for charter schools have been completed.

The replacement of music and arts equipment continues, with all planned projects accelerated and underway. All planned track-resurfacing projects have been completed and 13 of the 30 weight room projects have been completed. Facility renovation and construction activities have begun, and in some cases completed, at numerous SBBC schools. Most importantly, a schedule for implementing planned facility renovations is in place.

The number of schools that are experiencing delays in implementing planned facility renovation projects has increased from 128 to 152 during Q4 2017-18. TaxWatch identified 238 projects that have been “flagged” for scheduling issues and 7 projects that have been flagged for budget issues. The majority of these project delays are occurring in the Design Phase. The District has outlined measures to mitigate these delays; however, the number of delayed projects continues to increase.

In its last report, TaxWatch noted the large number of projects in the Design Phase that had been flagged for delays and recommended that the Bond Oversight Committee and the District “engage in a candid discussion about what can reasonably be done to minimize the number of projects that experience schedule issues when they enter the Design Phase, and to keep projects moving throughout the process.” Some readers took this to mean the District had not, up to this point, been candid with the Committee. This misinterpretation is unfortunate and not at all what TaxWatch was suggesting. The recommendation to “engage in a candid discussion” was intended solely to underscore the importance of understanding why this problem was occurring and finding a timely and reasonable solution.

Since then, the District has conducted a more thorough analysis to better understand how far along in the Design Phase these delayed projects are. On pages 79-80 of the District’s Q4 2017-18 Report, the District provides a summary of that analysis. TaxWatch conducted its own analysis and found that, of the 116 projects that were delayed in the Design Phase, 80 projects were more than 90 percent through the Design Phase. There is every reason to believe that most if not all of these projects will have transitioned into the Hire Vendor Phase when the District issues its Q1 2018-19 Report in November.

Florida TaxWatch acknowledges and appreciates the District’s continued efforts to increase transparency in SMART Program reporting. In response to previous Florida TaxWatch recommendations, the District’s quarterly SMART Program reports:

- Include a revised School Spotlight template that now includes more project-specific information on construction activities at SBBC schools;
- Include summary information that makes it much easier to monitor the District’s progress in upgrading music and art equipment;
- Include summary information that makes it much easier to monitor the District’s progress in upgrading athletic facilities;

- Identify construction projects that are experiencing budget and scheduling issues;
- Include information on contracts awarded to and purchase orders issued to M/WBE firms for all SMART Program categories; and
- Include a section in the Budget Activity Report that identifies projects that have been completed and that meet standards.

As a result, the District now does a much better job explaining to the taxpayer actions that have been taken and how SMART Program funds are being spent. TaxWatch acknowledges the District's efforts in the Q4 2017-18 Report to provide the taxpayer a better explanation of why these actions are necessary. The taxpayer doesn't know whether the scopes of the projects are being revised, whether funding levels for the projects have changed, or whether the schedules for the projects are being pushed back. It is incumbent upon the District to help taxpayers understand how and why their tax dollars are being spent.

The tragedy at Marjory Stoneman Douglas High School has placed school safety and security under the microscope and it is unlikely that this focus will diminish going forward. More than 200 Single Point of Entry projects will, when completed, limit entry to the schools during normal school hours. The District continues to make considerable progress implementing the Single Point of Entry projects. Since the end of the last quarter, fewer projects are in the Design and Implementation phases and the number of Completed projects has more than doubled, increasing from 66 to 135.

In this report, Florida TaxWatch has offered recommendations to help guide the Bond Oversight Committee in its oversight of the implementation of the SMART Program, and to ensure that public's right-to-know how the taxpayer-approved General Obligation Bond funds are being spent is well served. Florida TaxWatch looks forward to presenting the results of its review to the Committee and the public, and to providing continued support and guidance as the Bond Oversight Committee continues its effective oversight of SMART Program implementation."

This past August the voters of Broward County resoundingly supported a BCSB referendum. We have to garner and maintain the public's confidence in our public schools and show them that we can and will get the GOB done on time and follow through on the promises made for the Referendum.

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2016-2017

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2017-2018 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century			2		0.80
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness		3			0.75
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes			2		0.40
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board			2		0.30
Overall Performance:						2.25

Board Member Signature: 



REVISED

AGENDA REQUEST FORM

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

MEETING DATE	2017-11-07 10:05 - School Board Operational Meeting
AGENDA ITEM	ITEMS
CATEGORY	BB. BOARD MEMBERS
DEPARTMENT	Board Member - District 4

Special Order Request <input checked="" type="radio"/> Yes <input type="radio"/> No
Time 11:00 AM
Open Agenda <input checked="" type="radio"/> Yes <input type="radio"/> No

ITEM No.:
BB-1.

TITLE:
Second Amendment to Superintendent's Employment Agreement

REQUESTED ACTION:
Approve the Second Amendment to Superintendent's Employment Agreement.

SUMMARY EXPLANATION AND BACKGROUND:
At the School Board Operational Meeting on October 3, 2017, the Board unanimously approved a contract extension for the Superintendent (Agenda Item EE-2) and authorized the Board Chair and the General Counsel to enter into contract negotiations with Mr. Runcie for a successor contract.
See Supporting Docs for continuation of Summary Explanation and Background.

SCHOOL BOARD GOALS:
 Goal 1: High Quality Instruction Goal 2: Continuous Improvement Goal 3: Effective Communication

FINANCIAL IMPACT:
The financial impact to the District is \$335,000 base salary per year, plus benefits.

EXHIBITS: (List)
(1) Summary Explanation and Background Continued (2) Second Amendment to Superintendent's Employment Agreement (3) Chart of Amendments to Superintendent's Employment Agreement (4) Agenda Item BB1, September 17, 2013 (First Amendment and Initial Employment Agreement) (5) Memo to Revise

BOARD ACTION:
APPROVED AS AMENDED
(See Amendment Attached)
(For Official School Board Records Office Only)

SOURCE OF ADDITIONAL INFORMATION:

Name: Abby M. Freedman, Chair	Phone: 754-321-2004
Name:	Phone:

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
Senior Leader & Title

Abby M. Freedman - Chair

Signature

Signature

Approved In Open Board Meeting On:

NOV 07 2017

By: *Abby M. Freedman*
School Board Chair

BB-1 Amendment November 7, 2017 Operational Meeting

Motion to Amend (Carried)

Motion was made by Mrs. Good, seconded by Ms. Murray and carried, to amend the Second Amendment to Superintendent's Employment Agreement, page 3, adding language under 4.5 Life Insurance, first paragraph, to read, "...his then current base salary up to the maximum allowed by the SBBC insurer."

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT
ROBERT W. RUNCIE
SUPERINTENDENT OF SCHOOLS

November 7, 2017

TO: School Board Members

FROM: Jeffrey S. Moquin
Chief of Staff

VIA: Robert W. Runcie
Superintendent of Schools

**SUBJECT: REVISION TO BB-1 SECOND AMENDMENT TO
SUPERINTENDENT'S EMPLOYMENT AGREEMENT, FOR THE
NOVEMBER 7, 2017 SCHOOL BOARD OPERATIONAL MEETING**

Attached is a revision for BB-1, Amendment to Superintendent's Employment Agreement for the November 7, 2017 School Board Operational Meeting.

Specifically, there is a revision to the value of the 403B benefit as identified on Page 27 of Exhibit 3, titled Chart of Amendments to Superintendent's Employment Agreement. Originally, this amount was reflected as \$54,000. It has been clarified that the max contribution is \$24,000.

RWR/JSM:tpo
Attachment

SUMMARY EXPLANATION AND BACKGROUND

At the School Board Operational Meeting on October 3, 2017, the Board unanimously approved a contract extension for the Superintendent (Agenda Item EE-2) and authorized the Board Chair and the General Counsel to enter into contract negotiations with Mr. Runcie for a successor contract. Board Chair Abby Freedman and General Counsel Barbara J. Myrick met with Mr. Runcie and his attorneys on October 18, 2017 to negotiate a second amendment to his contract. This meeting was properly advertised. At the meeting on October 18, 2017, the parties came to a tentative agreement on the Sections of the contract that were of interest to both parties.

The attached chart compares Mr. Runcie's original 2011 Employment Agreement, the 2013 First Amendment to his Employment Agreement and the proposed Second Amendment to Mr. Runcie's Employment Agreement.

End of Document

SECOND AMENDMENT
TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT

THIS SECOND AMENDMENT TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT is made this 7th day of November, 2017, by and between THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and ROBERT W. RUNCIE, hereinafter referred to as "Mr. Runcie" or "Superintendent."

WITNESSETH:

WHEREAS, the SBBC and Mr. Runcie entered into the Superintendent's Employment Agreement on October 4, 2011 and amended the Superintendent's Employment Agreement on September 17, 2013 (the "Superintendent's Employment Agreement"); and

WHEREAS, the original term of employment for Mr. Runcie commenced on October 5, 2011 and was extended by amendment on October 4, 2019; and

WHEREAS, SBBC wishes to continue to employ Mr. Runcie as the Superintendent of Schools for the school district of Broward County, Florida (hereinafter referred to as "School District") for an additional period beyond the extended term; and

WHEREAS, Mr. Runcie is willing to continue to perform the duties and responsibilities of the Superintendent for the School District for the additional period as set forth in this Second Amendment to Superintendent's Employment Agreement; and

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth herein, it is agreed as follows:

- A. The Superintendent's Employment Agreement, shall be amended to reflect as set forth below.

Section 2.2 shall be amended to read as follows:

2.2 **TERM OF CONTRACT:**

Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from the date of the original term through and including June 30, 2023.

In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether the Superintendent and the Board desire to enter into a successor

contract. It is the Superintendent's responsibility to place such item on the agenda of a Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract.

Section 3.1 shall be amended to read as follows:

3.1 BASE SALARY:

The Superintendent's base annual salary shall be Three Hundred Thirty-Five Thousand Dollars and No/00 Cents (\$335,000.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.

Section 4.3 shall be amended to read as follows:

4.3 FLORIDA RETIREMENT SYSTEM:

The Superintendent shall participate in the Florida Retirement System (FRS). SBBC shall contribute to the FRS as required by Florida Statute.

In addition, if the Superintendent, on or after attaining the eight years of service with SBBC sufficient to be vested in the FRS pension, elects to join the FRS pension and purchase a benefit equal to the accrued benefit he would have had if he had been in the FRS pension from his date of hire, SBBC will pay for the difference between the amount needed to purchase such benefit and the amount of the Superintendent's FRS investment benefit applied to such purchase.

In addition, if the Superintendent, upon attaining ten years of service with SBBC, applies to purchase up to 4 years of service with FRS pension based on his Chicago public school service, SBBC will pay for the cost of such service purchase.

Section 4.4 shall be amended to read as follows:

4.4 DISABILITY INSURANCE:

SBBC shall provide long-term disability insurance coverage for the Superintendent during each year of the term of this Agreement. The benefits payable under such coverage shall be paid at the rate of sixty-six and two-thirds percent (66-2/3%) of the Superintendent's base salary and SBBC shall pay the cost of such coverage.

Section 4.5 shall be amended to read as follows:

4.5 **LIFE INSURANCE:**

The Superintendent shall receive term life insurance coverage in an amount equal to three times his then current base salary up to the maximum allowed by the SBBC insurer. The life insurance benefits shall be made payable to the Superintendent's named beneficiary. SBBC shall pay the premium for such insurance. The Superintendent may elect to obtain, at his own expense, additional term life insurance through any insurance plan offered to other 12-month administrative employees.

*AKK
AKK*

Section 4.6 shall be amended to read as follows:

4.6 **ADDITIONAL RETIREMENT PLANS:**

SBBC shall contribute annually, starting with the 2017 plan year, to each of a 403(b) and 457(b) retirement plan of SBBC (the "retirement plans") on behalf of the Superintendent an amount equal to the maximum amount permitted to be contributed to such retirement plans, subject to the applicable limits on contributions under the federal Internal Revenue Code in effect for such year.

Subject to the foregoing, the Superintendent may contribute to any additional retirement plan(s) for which he is qualified under the Internal Revenue Code or state and federal laws. For the purposes of this Agreement, "additional retirement plan(s)" shall consist of any retirement plans authorized by Sections 401a, 403b and/or 457b of the Internal Revenue Code. The Superintendent will determine into which plan or plans he will participate. Any deposits in such plan(s) will be made each pay period during each contract year.

Deposits may be made into one or more of the retirement plans and additional retirement plans in any given year and will immediately become completely vested on the first day of the year for which they are deposited.

Section 6.1 shall be amended to read as follows:

6.1 **VACATION LEAVE DAYS:**

The Superintendent shall receive twenty-nine (29) working days of paid vacation leave (exclusive of holidays) each fiscal year. The days shall vest on the first day of the contract each year during the Term of this Agreement. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the

Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.

In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, the District annually on June 30 shall pay the Superintendent for 15 vacation days to be computed at 1/244 of the Superintendent's then current base salary for each vacation day.

Section 9.3 shall be amended to read as follows:

9.3 INTERIM EVALUATIONS:

In addition to its annual evaluations, SBBC may conduct an interim evaluation of the Superintendent at any time it deems appropriate or upon the request of the Superintendent.

- B. The remaining terms of the Superintendent's Employment Agreement remain in full force and effect. In the event of any conflict of terms between the Superintendent's Employment Agreement and this Second Amendment to Superintendent's Employment Agreement the terms in this Second Amendment to Superintendent's Employment Agreement shall prevail.

IN WITNESS WHEREOF, the Parties hereto have made and executed this Second Amendment to Superintendent's Employment Agreement on the date first above written.

THE REMAINDER OF THIS PAGE IS LEFT BLANK INTENTIONALLY



FOR SBBC

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

By Abby M. Freedman
Abby M. Freedman, Chair

ATTEST:
Robert W. Runcie
Robert W. Runcie, Superintendent

Approved as to Form and Legal Content:
[Signature]
Office of the General Counsel

[Signature]
Witness
Joan C. Fritz
Witness

FOR SUPERINTENDENT

Robert W. Runcie
ROBERT W. RUNCIE

STATE OF FLORIDA)
COUNTY OF BROWARD)

The foregoing instrument was acknowledged before me by ROBERT W. RUNCIE who is personally known to me or who produced n/a as Type of Identification identification and who did/did not first take an oath this 31st day of October, 2017.

My Commission Expires:

Joan C. Fritz
Signature - Notary Public
Joan C. Fritz
Notary's Printed Name

(SEAL)



Notary's Commission No.

CHART OF AMENDMENTS TO SUPERINTENDENT'S CONTRACT

OCTOBER 4, 2011 AGREEMENT	First Amendment September 17, 2013	Second Amendment November 7, 2017
<p>THIS AGREEMENT made this 4th day of October, 2011, by and between THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and ROBERT W. RUNCIE, hereinafter referred to as "Mr. Runcie" or "Superintendent."</p>	<p>THIS FIRST AMENDMENT TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT is made this <u>17</u> day of September, 2013, by and between THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and ROBERT W. RUNCIE, hereinafter referred to as "Mr. Runcie" or "Superintendent."</p>	<p>THIS SECOND AMENDMENT TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT is made this ____ day of November, 2017, by and between THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and ROBERT W. RUNCIE, hereinafter referred to as "Mr. Runcie" or "Superintendent."</p>
WITNESSETH:	WITNESSETH:	WITNESSETH:
<p>WHEREAS, SBBC wishes to employ and appoint Mr. Runcie as the Superintendent of Schools (hereinafter referred to as "Superintendent") for the school district of Broward County, Florida (hereinafter referred to as "School District"); and</p>	<p>WHEREAS, the SBBC and Mr. Runcie entered into the Superintendent's Employment Agreement on October 4, 2011; and</p>	<p>WHEREAS, the SBBC and Mr. Runcie entered into the Superintendent's Employment Agreement on October 4, 2011 and amended the Superintendent's Employment Agreement on September 17, 2013 (the "Superintendent's Employment Agreement"); and</p>
<p>WHEREAS, Mr. Runcie is willing to perform the duties and responsibilities of the Superintendent for the School District.</p>	<p>WHEREAS, the original term of employment for Mr. Runcie commenced on October 5, 2011 and concludes on October 4, 2014; and</p>	<p>WHEREAS, the original term of employment for Mr. Runcie commenced on October 5, 2011 and was extended by amendment to on October 4, 2019; and</p>
	<p>WHEREAS, SBBC wishes to continue to employ Mr. Runcie as the Superintendent of Schools for the school district of Broward County, Florida (hereinafter referred to as "School District") for an additional period beyond the original term; and</p>	<p>No Change</p>
	<p>WHEREAS, Mr. Runcie is willing to continue to perform the duties and responsibilities of the Superintendent for the School District for the additional period as set forth in this First Amendment to Superintendent's Employment Agreement; and</p>	<p>WHEREAS, Mr. Runcie is willing to continue to perform the duties and responsibilities of the Superintendent for the School District for the additional period as set forth in this Second Amendment to Superintendent's Employment Agreement; and</p>
<p>NOW THEREFORE, in consideration of the mutual promises and covenants set forth herein, it is agreed as follows:</p>	<p>No Change</p>	<p>No Change</p>

	A. The Superintendent's Employment Agreement entered into on October 4, 2011, shall be amended to reflect as set forth below.	A. The Superintendent's Employment Agreement, shall be amended to reflect as set forth below.
<u>ARTICLE 1</u> <u>RECITALS</u>	<u>ARTICLE 1</u> <u>RECITALS</u>	<u>ARTICLE 1</u> <u>RECITALS</u>
1.1 RECITALS: The parties agree that the foregoing recitals are true and correct and that such recitals are incorporated herein by reference.	No Change	No Change
<u>ARTICLE 2</u> <u>POSITION OF SUPERINTENDENT OF SCHOOLS</u>	<u>ARTICLE 2</u> <u>POSITION OF SUPERINTENDENT OF SCHOOLS</u>	<u>ARTICLE 2</u> <u>POSITION OF SUPERINTENDENT OF SCHOOLS</u>
2.1 <u>EMPLOYMENT OF SUPERINTENDENT</u> SBBC hereby employs and appoints Mr. Runcle as Superintendent of Schools for The School Board of Broward County, Florida for the term of this Agreement. Mr. Runcie hereby agrees to perform the duties and responsibilities of Superintendent of Schools during the term of this Agreement in accordance with the terms, covenants and conditions set forth herein. The SBBC shall not reassign the Superintendent to another position during the term of this Agreement without the Superintendent's express written consent.	No Change	No Change
2.2 <u>TERM OF CONTRACT:</u> Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from October 5, 2011 through and including October 4, 2014. In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether the Superintendent and the Board desire to enter into a successor contract. It is the Superintendent's	2.2 <u>TERM OF CONTRACT:</u> Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from the date of the original term through and including October 4, 2019. In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether the Superintendent and the Board desire to enter into a successor contract. It is the Superintendent's	2.2 <u>TERM OF CONTRACT:</u> Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from the date of the original term through and including June 30, 2023. In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether the Superintendent and the Board desire to enter into a successor contract. It is the Superintendent's responsibility to place

<p>responsibility to place such item on the agenda of a Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract.</p>	<p>responsibility to place such item on the agenda of a Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract.</p>	<p>such item on the agenda of a Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract. <i>This extends the Superintendent's contract for 3 years and 7 months, as his current contract ends October 9, 2019.</i></p>
<p>2.3 OFFICIAL DUTIES: As Superintendent, Mr. Runcie shall be the Chief Executive Officer of the School District, Secretary to SBBC, and shall have charge of the administration of schools. He shall faithfully perform the duties and responsibilities of Superintendent as specified in that position's job description as from time to time adopted by SBBC, and as prescribed by the laws of the State of Florida, the rules of the Florida State Board of Education, SBBC Policies and this Agreement, and as may be assigned by SBBC. The Superintendent's job description is attached hereto as Appendix "A" and is incorporated herein by reference. The Superintendent shall comply with all SBBC directives, state and federal laws, applicable rules and regulations, and School Board policies as exist or may be adopted or amended. The Superintendent shall directly and indirectly supervise all staff members and shall organize, reorganize and arrange the administrative and supervisory staff as best serves the needs of the School District subject to approval by SBBC. Except as permitted by this Agreement, Mr. Runcie agrees to devote his full time and efforts to the performance of the duties and responsibilities of Superintendent in a faithful, diligent and efficient manner. The Superintendent's responsibilities, duties and functions shall include, without limitation, the following:</p>	<p>No Change</p>	<p>No Change</p>

2.3.1 Serving as the Chief Executive Officer of the School District in accordance with Florida Statutes, state rules and School District Policies. All powers and duties necessary to the efficient management and administration of the School District shall be delegated to the Superintendent to the full extent permitted by law;	No Change	No Change
2.3.2 Working with SBBC, School District personnel, parents and the public to develop short and long-range goals with clear criteria for determining effective achievement and evaluating outcomes;	No Change	No Change
2.3.3 Representing the interests of SBBC and the School District in day-to-day contact with parents, citizens, the community and other governmental agencies;	No Change	No Change
2.3.4 Providing leadership, guidelines and directions to ensure implementation of SBBC's policies relating to facilities, curriculum, instruction, student services, personnel, budget and business affairs;	No Change	No Change
2.3.5 Reporting information and analyses regularly to the SBBC regarding student achievement and test scores;	No Change	No Change
2.3.6 Reviewing all SBBC policies and making appropriate recommendations to SBBC for revisions, additions, deletions and modifications to such policies;	No Change	No Change
2.3.7 Evaluating employees directly accountable to the Superintendent and overseeing the evaluation of other employees in accordance with Florida Statutes, State Board of Education Rules, and the policies adopted by SBBC;	No Change	No Change
2.3.8 Providing leadership and direction in planning and financing the maintenance of	No Change	No Change

existing schools and to meet the growth needs of Broward County with new schools;		
2.3.9 Advising and making recommendations to SBBC regarding possible sources of funds that may be available to implement present or contemplated district programs;	No Change	No Change
2.3.10 Maintaining and improving his professional competency by all available means including, without limitation, reading appropriate periodicals and joining and/or participating in appropriate professional associations and their activities;	No Change	No Change
2.3.11 Establishing and maintaining an effective community relations program including effective relationships with the media;	No Change	No Change
2.3.12 Communicating openly, systematically and in a timely manner with SBBC, district staff and the community and to promptly inform SBBC of critical issues or incidents;	No Change	No Change
2.3.13 Providing educational leadership to ensure quality teaching and learning; and	No Change	No Change
2.3.14 Performing such other duties, responsibilities and functions as assigned or required by SBBC.	No Change	No Change
2.4 DOCUMENTS OF OFFICE: The Superintendent shall execute and file the oath of office or any other documents required for the School District's personnel files and for payroll purposes. The Superintendent shall file with the Broward County Supervisor of Elections all documents required of him under Florida law.	No Change	No Change
2.5 MEETINGS OF THE BOARD: The Superintendent shall attend all regular and special meetings of the SBBC pursuant to sections 1001.48 and 1001.51(2), Florida Statutes, and any closed door sessions	No Change	No Change

pursuant to sections 286.011(8) and 447.605(1), Florida Statutes.

**ARTICLE 3
COMPENSATION OF SUPERINTENDENT**

3.1 BASE SALARY:
The Superintendent's base annual salary shall be Two Hundred Seventy Five Thousand Dollars and No/00 Cents (\$275,000.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.

3.2 SALARY ADJUSTMENTS:
The Superintendent's annual base salary shall be increased by the percentage of pay increase provided by SBBC to its 12-month administrative personnel for that fiscal year, if any.

3.3 PAYMENT OF BASE SALARY:
SBBC shall pay the Superintendent's base salary in equal installments in accordance with the School District's rules, policies and practices governing the payment of 12-month administrative personnel.

3.4 VEHICLE ALLOWANCE:
The duties and responsibilities of his office will require the Superintendent to travel extensively in county by automobile throughout the School District. SBBC shall provide the Superintendent an automobile for his exclusive use from the School District's fleet, and shall pay all expenses or provide any necessary services through its fleet maintenance program related to the operation

**ARTICLE 3
COMPENSATION OF SUPERINTENDENT**

3.1 BASE SALARY:
The Superintendent's base annual salary shall be Two Hundred Seventy Six Thousand Seven Hundred Dollars and No/00 Cents (\$276,700.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.

No Change

No Change

No Change

**ARTICLE 3
COMPENSATION OF SUPERINTENDENT**

3.1 BASE SALARY:
The Superintendent's base annual salary shall be Three Hundred Thirty-Five Thousand Dollars and No/00 Cents (\$335,000.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.
This represents an approximate increase of \$28,000. per year from his current base salary.

No Change

No Change

No Change

of the automobile including expenses for fuel, oil, insurance, maintenance and repairs for the term of this Agreement. The Superintendent's use of this vehicle includes incidental personal uses.

**ARTICLE 4
INSURANCE COVERAGES AND BENEFITS**

4.1 MEDICAL, VISION AND DENTAL INSURANCE:
In addition to other benefits provided under this Agreement, SBBC shall provide health (Enhanced HMO), vision (Basic), dental insurance (Enhanced DHMO), and other flexible benefits to the Superintendent and his family during the entire term of this Agreement to the extent same is available from time to time to SBBC's other 12-month administrative employees. The costs of all such insurance coverages and other benefits so provided to the Superintendent and his family shall be paid for by SBBC.

4.2 MEDICAL EXAMINATION:
SBBC requires and agrees to pay for Mr. Runcie to undergo a medical examination within two (2) months of each anniversary date of this Agreement. Mr. Runcie may choose any physician or group of physicians licensed by the State of Florida or any other state to perform this medical examination and the facility at which the medical examination will be performed. The selected examining physician or group of physicians shall provide the results of such medical examination to SBBC in a format stating whether Mr. Runcie is physically fit to perform the responsibilities and duties of Superintendent. All costs and expenses of this medical examination shall be paid under the Superintendent's health plan provided by

**ARTICLE 4
INSURANCE COVERAGES AND BENEFITS**

No Change

No Change

**ARTICLE 4
INSURANCE COVERAGES AND BENEFITS**

No Change

No Change

SBBC. All costs of such medical examinations that are not covered by SBBC's health plan shall be paid or reimbursed by SBBC up to a maximum cost of Three Thousand, Five Hundred Dollars and No/00 Cents (\$3,500.00). The medical examination shall be confidential in accordance with section 1012.31, Florida Statutes, as may be amended from time to time, and any applicable federal law.

4.3 FLORIDA RETIREMENT SYSTEM:
 The Superintendent shall participate in the Florida Retirement System (FRS). SBBC shall contribute to the FRS as required by Florida Statute.

No Change

4.3 FLORIDA RETIREMENT SYSTEM:

The Superintendent shall participate in the Florida Retirement System (FRS). SBBC shall contribute to the FRS as required by Florida Statute.

In addition, if the Superintendent, on or after attaining the eight years of service with SBBC sufficient to be vested in the FRS pension, elects to join the FRS pension and purchase a benefit equal to the accrued benefit he would have had if he had been in the FRS pension from his date of hire, SBBC will pay for the difference between the amount needed to purchase such benefit and the amount of the Superintendent's FRS investment benefit applied to such purchase. *This amount is not able to be calculated until the Superintendent elects this option. However, it is thought to be negligible at this point given the strength of the market.*

In addition, if the Superintendent, upon attaining ten years of service with SBBC, applies to purchase up to 4 years of service with FRS pension based on his Chicago public school service, SBBC will pay for the cost of such service purchase. *This amount is not able to be calculated until the Superintendent elects this option. However, it is estimated to be approximately \$20,000 per year of service.*

<p>4.4 <u>DISABILITY INSURANCE:</u> SBBC shall provide long-term disability insurance coverage for the Superintendent during each year of the term of this Agreement. The benefits payable under such coverage shall be paid at the rate of sixty-six and two-thirds percent (66-2/3%) of the Superintendent's base salary to a maximum benefit of Seventeen Thousand Five Hundred Dollars and No/00 Cents (\$17,500.00) per month and SBBC shall pay the cost of such coverage.</p>	<p>No Change</p>	<p>4.4 <u>DISABILITY INSURANCE:</u> SBBC shall provide long-term disability insurance coverage for the Superintendent during each year of the term of this Agreement. The benefits payable under such coverage shall be paid at the rate of sixty-six and two-thirds percent (66-2/3%) of the Superintendent's base salary and SBBC shall pay the cost of such coverage. <i>Due to the base salary increase the premium for disability insurance would increase approximate of \$263. per year</i></p>
<p>4.5 <u>LIFE INSURANCE:</u> The Superintendent shall receive term life insurance coverage in the amount of Two Hundred and Fifty Thousand Dollars and No/00 Cents (\$250,000.00) per year. The life insurance benefits shall be made payable to the Superintendent's named beneficiary. SBBC shall pay the premium for such insurance. The Superintendent may elect to obtain, at his own expense, additional term life insurance through any insurance plan offered to other 12-month administrative employees.</p>	<p>No Change</p>	<p>4.5 <u>LIFE INSURANCE:</u> The Superintendent shall receive term life insurance coverage in an amount equal to three times his then current base salary. The life insurance benefits shall be made payable to the Superintendent's named beneficiary. SBBC shall pay the premium for such insurance. The Superintendent may elect to obtain, at his own expense, additional term life insurance through any insurance plan offered to other 12-month administrative employees. <i>This represents an approximate increase of \$2,694. per year from his current life insurance policy.</i></p>
<p>4.6 <u>SUPERINTENDENT-PAID CONTRIBUTIONS:</u> The Superintendent may contribute to any additional retirement plan(s) for which he is qualified under the Internal Revenue Code or state and federal laws. For the purposes of this Agreement, "additional retirement plan(s)" shall consist of any retirement plans authorized by Sections 401a, 403b and/or 457b of the Internal Revenue Code. The Superintendent will determine into which plan or plans he will participate. Any deposits in such plan(s) will be made each pay period during each contract year. Deposits may be made into one or more of the authorized plans in any given year and</p>	<p>No Change</p>	<p>4.6 <u>ADDITIONAL RETIREMENT PLANS:</u> SBBC shall contribute annually, starting with the 2017 plan year, to each of a 403(b) and 457(b) retirement plan of SBBC (the "retirement plans") on behalf of the Superintendent an amount equal to the maximum amount permitted to be contributed to such retirement plans, subject to the applicable limits on contributions under the federal Internal Revenue Code in effect for such year. <i>The annual maximum contribution in 2017 for a 403b plan is \$54,000 and for a 457b plan is \$24,000.</i></p>

will immediately become completely vested on the first day of the year for which they are deposited.

Subject to the foregoing, the Superintendent may contribute to any additional retirement plan(s) for which he is qualified under the Internal Revenue Code or state and federal laws. For the purposes of this Agreement, "additional retirement plan(s)" shall consist of any retirement plans authorized by Sections 401a, 403b and/or 457b of the Internal Revenue Code. The Superintendent will determine into which plan or plans he will participate. Any deposits in such plan(s) will be made each pay period during each contract year.

Deposits may be made into one or more of the retirement plans and additional retirement plans in any given year and will immediately become completely vested on the first day of the year for which they are deposited.

4.7 OTHER BENEFITS AND PROGRAMS:

The Superintendent shall be entitled to receive those benefits and participate in those employee programs specifically identified in this Agreement and may participate in any other employee programs not expressly identified in this Agreement that are available to other 12-month administrative employees.

No Change

No Change

4.8 INFORMATION AND COMMUNICATIONS TECHNOLOGY:

SBBC shall bear the expense for and provide the Superintendent such information and communications technology equipment as he may reasonably request for use in his office, residence and automobile for the conduct of his duties and responsibilities and for incidental personal use. SBBC shall bear all monthly or recurring charges associated with service provided by such equipment.

No Change

No Change

<p align="center">ARTICLE 5 TRAVEL AND PROFESSIONAL ASSOCIATIONS</p>	<p align="center">ARTICLE 5 TRAVEL AND PROFESSIONAL ASSOCIATIONS</p>	<p align="center">ARTICLE 5 TRAVEL AND PROFESSIONAL ASSOCIATIONS</p>
<p>5.1 TRAVEL EXPENSES: In order to assist and enhance the Superintendent's ability to perform his duties and responsibilities, SBBC shall pay for or reimburse any reasonable travel expenses incurred outside of Broward County, Florida by the Superintendent in the conduct of his duties and responsibilities. Any such reasonable expenses shall be paid or reimbursed to the extent permitted by state law and School Board Policy 3400 and shall include, without limitation, air travel, lodging, meals, rental car and other reasonable travel-related expenses incurred in the performance of the Superintendent's duties and responsibilities. SBBC will provide the Superintendent a School District credit card that may be used for allowable expenses.</p>	<p>No Change</p>	<p>No Change</p>
<p>5.2 DOCUMENTATION OF EXPENSES: The Superintendent shall comply with all SBBC policies, procedures and documentation requirements for expenses incurred in the conduct of School District business. All such expenditures shall be subject to review by SBBC's independent auditors.</p>	<p>No Change</p>	<p>No Change</p>
<p>5.3 PROFESSIONAL CONFERENCES AND MEETINGS: SBBC encourages the Superintendent to attend professional conferences and meetings with other educational agencies and educators during the term of this Agreement. SBBC shall pay in full or reimburse all legally valid expenses and fees associated with the Superintendent's participation in such conferences and meetings. The Superintendent shall periodically provide</p>	<p>No Change</p>	<p>No Change</p>

<p>reports to SBBC about those conferences and meetings in which he has participated. The Superintendent shall file itemized expense statements to be processed and approved by the School District as provided by law and School Board Policy 3400. SBBC will provide the Superintendent a School District credit card that may be used for allowable expenses as noted above.</p>		
<p>5.4 PROFESSIONAL MEMBERSHIPS: SBBC encourages the Superintendent to belong to appropriate professional and educational organizations and where such membership will serve the best interests of the School District. The Superintendent may hold offices or accept responsibilities in such professional associations and organizations provided that such responsibilities do not interfere with the performance of his duties as Superintendent. Accordingly, SBBC shall pay for or reimburse the Superintendent for any membership dues necessary to participate in such organizations. The Superintendent shall present appropriate statements and invoices for such membership dues in accordance with School District practices and School Board Policies.</p>	<p>No Change</p>	<p>No Change</p>
<p>5.5 MOVING AND TRANSITION EXPENSES: The SBBC shall reimburse the Superintendent for up to \$20,000.00 in moving and transition expenses. These expenses include moving, transportation, lodging, temporary housing, and travel related (rental car, air fare) expenses. Reimbursement shall be made upon presentation of receipts for same. The SBBC agrees to pay \$10,000.00 to the Superintendent up front upon execution of this Agreement subject to the same receipt requirements.</p>	<p>Deleted</p>	<p>No Change from 1st Amendment</p>

<p align="center">ARTICLE 6 VACATION LEAVE</p>	<p align="center">ARTICLE 6 VACATION LEAVE</p>	<p align="center">ARTICLE 6 VACATION LEAVE</p>
<p>6.1 VACATION LEAVE DAYS: The Superintendent shall receive twenty-four (24) working days of paid vacation leave (exclusive of holidays) each fiscal year. In the first year of this Agreement, the days shall vest on the first day of the contract. In the second and third year of this Agreement, the Superintendent shall accrue these days in accordance with Board policy for administrative personnel with at least ten (10) years experience. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.</p> <p>In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, at the Superintendent's election, the District annually on June 30 shall pay the Superintendent for up to 10 vacation days to be computed at 1/244 of the Superintendent's current base salary for each vacation day.</p>	<p>6.1 VACATION LEAVE DAYS: The Superintendent shall receive <u>twenty-nine (29)</u> working days of paid vacation leave (exclusive of holidays) each fiscal year. The days shall vest on the first day of the contract each year during the Term of this Agreement. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.</p> <p>In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, at the Superintendent's election, the District annually on June 30 shall pay the Superintendent for up to 10 vacation days to be computed at 1/244 of the Superintendent's current base salary for each vacation day.</p>	<p>6.1 VACATION LEAVE DAYS: The Superintendent shall receive twenty-nine (29) working days of paid vacation leave (exclusive of holidays) each fiscal year. The days shall vest on the first day of the contract each year during the Term of this Agreement. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.</p> <p>In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, the District annually on June 30 shall pay the Superintendent for <u>15 vacation days</u> to be computed at 1/244 of the Superintendent's then current base salary for each vacation day.</p> <p><i>This represents an approximate increase of \$6,834. for five additional days.</i></p>

<p>6.2 USE OF VACATION LEAVE: The Superintendent shall follow all School Board policies with respect to the use of vacation days. The Superintendent shall submit written requests to the School Board Chair for use of his vacation days.</p>	No Change	No Change
<p>6.3 ACCRUAL OF VACATION LEAVE: Any unused and accumulated vacation leave days in excess of the amount allowable by School Board Policy and applicable law shall expire on June 30th of each year.</p>	No Change	No Change
<p align="center">ARTICLE 7 SICK LEAVE</p>	<p align="center">ARTICLE 7 SICK LEAVE</p>	
<p>7.1 SICK LEAVE: The Superintendent shall earn sick leave at the same rate as that of other twelve (12) month administrators. Upon termination or expiration of his employment as Superintendent under this Agreement or at the end of his employment by SBBC, whichever first occurs, SBBC shall pay the Superintendent the value of his unused and accumulated sick leave days subject to limitations imposed by Florida law and School Board Policies. In the event of his death during the term of this Agreement, the Board shall pay to the Superintendent's personal representative the value of his unused and accumulated sick leave days within thirty (30) days of his demise. Sick leave shall accumulate and be valued subject to applicable Florida Statutes, state rules and School Board Policies.</p>	No Change	No Change
<p align="center">ARTICLE 8 CONSULTING WORK</p>	<p align="center">ARTICLE 8 CONSULTING WORK</p>	
<p>8.1 CONSULTING WORK: The Superintendent shall devote his full time, skill, labor and attention to the performance of his official duties. Provided that such activities</p>	No Change	No Change

do not interfere with his duties under this Agreement, the Superintendent may serve as a consultant to other companies, school districts or educational agencies, lecture, teach, engage in writing and speaking activities, and engage in other outside professional activities for compensation (hereinafter referred to as "Consulting Work"). Any Consulting Work undertaken by the Superintendent must be performed on the Superintendent's vacation time, personal leave time, holidays or other non-duty time. The Superintendent will disclose to SBBC in writing any Consulting Work he will perform in advance of performing same.

**ARTICLE 9
EVALUATION OF SUPERINTENDENT AND
EXTENSION OF TERM**

9.1 EVALUATION INSTRUMENT:
By November 1 of each year of this Agreement, the Superintendent shall submit to the Board a recommended evaluation form, format and process. By December 1 of each school year, the Board and the Superintendent shall meet to discuss and agree on the recommended form, format and process.

9.2 ANNUAL EVALUATION:
By April 1 of each year of this Agreement, the Superintendent shall provide the Board a self-appraisal of his accomplishments and attainment of agreed-upon goals. By May 31 of each year of this Agreement, the Board shall evaluate the performance of the Superintendent using the agreed-upon form, format and process and the Superintendent's self-appraisal.

9.3 INTERIM EVALUATIONS:
In addition to its annual evaluations, SBBC may conduct an interim evaluation of the

**ARTICLE 9
EVALUATION OF SUPERINTENDENT AND
EXTENSION OF TERM**

9.1 EVALUATION INSTRUMENT:
The evaluation instrument in place at the start of the new term shall continue to be utilized by the parties unless the Board or the Superintendent places the instrument on an agenda for review and revision.

9.2 ANNUAL EVALUATION:
By August 1 of each year of this Agreement, the Superintendent shall provide the Board a self-appraisal of his accomplishments and attainment of agreed-upon goals. By September 30 of each year of this Agreement, the Board shall evaluate the performance of the Superintendent using the agreed-upon form, format and process and the Superintendent's self-appraisal.

9.3 INTERIM EVALUATIONS:

No Change

No Change

9.3 INTERIM EVALUATIONS:
In addition to its annual evaluations, SBBC may conduct an interim evaluation

<p>Superintendent at any time it deems appropriate or upon the request of the Superintendent but at a minimum shall conduct at least one (1) interim evaluation each year.</p>	<p>In addition to its annual evaluations, SBBC shall conduct an interim evaluation of the Superintendent in March of each year.</p>	<p>of the Superintendent at any time it deems appropriate or upon the request of the Superintendent.</p>
<p>9.4 EVALUATION IN THE SUNSHINE: The Superintendent hereby acknowledges that his evaluation must be conducted by the SBBC in the Sunshine and that said evaluation shall be a public record at the time the evaluation is conducted.</p>	<p>No Change</p>	<p>No Change</p>
<p style="text-align: center;">ARTICLE 10 TERMINATION AND NON-RENEWAL</p>	<p style="text-align: center;">ARTICLE 10 TERMINATION AND NON-RENEWAL</p>	<p style="text-align: center;">ARTICLE 10 TERMINATION AND NON-RENEWAL</p>
<p>10.1 TERMINATION WITHOUT CAUSE: SBBC may remove the Superintendent from office at any time during this Agreement without any reason upon an affirmative vote of a majority of the membership constituting SBBC. Nothing in this Agreement shall prevent SBBC, upon an affirmative vote of a majority of SBBC's members, from exercising its discretion to terminate this Agreement and the services of the Superintendent. The Superintendent shall receive ninety (90) days written notice of such determination by the Board. The Superintendent expressly waives any right he might otherwise have to reasons for his termination, prior notice and/or a hearing in connection with the termination of his employment, except as expressly provided in this Agreement.</p>	<p>No Change</p>	<p>No Change</p>
<p>10.2 TERMINATION COMPENSATION: In the event that the Superintendent is terminated without cause by SBBC pursuant to Section 10.1, SBBC agrees to pay the Superintendent a sum equivalent to his salary for a period of twelve (12) months or for the remaining term of this Agreement, whichever</p>	<p>10.2 TERMINATION COMPENSATION: In the event that the Superintendent is terminated without cause by SBBC pursuant to Section 10.1, SBBC agrees to pay the Superintendent a sum equivalent to 20 weeks of his salary. In addition to such termination compensation, SBBC shall also pay the</p>	<p>No Change</p>

<p>period of time is less. In addition to such termination compensation, SBBC shall also pay the Superintendent for his earned and unused sick leave and vacation days at the appropriate per diem rate subject to state law and SBBC policy. All compensation paid by SBBC to the Superintendent under the provisions of this Section shall be considered liquidated damages.</p>	<p>Superintendent for his earned and unused sick leave and vacation days at the appropriate per diem rate subject to state law and SBBC policy. All compensation paid by SBBC to the Superintendent under the provisions of this Section shall be considered liquidated damages.</p>	
<p>10.3 TERMINATION FOR CAUSE: The Superintendent may be dismissed for cause from his employment for conduct which is seriously prejudicial to SBBC or the School District including, without limitation, willful neglect of duty; material breach of contract; violation of the Code of Ethics applicable to members of the teaching profession in Florida; violation of the Code of Ethics prescribed by Chapter 112, Florida Statutes (as amended); conduct precluded by Rules 6B-1.001, 6B-1.006 and 6B-4.009, Florida Administrative Code (as amended); or for "just cause" as determined by Section 1012.33, Florida Statutes (as amended). Notice of termination for cause shall be given in writing and the Superintendent shall be entitled to such due process rights as provided by state law and SBBC policy. If this Agreement is terminated for cause, the Superintendent's term of office shall immediately cease. If terminated for cause, the Superintendent shall be ineligible for any other compensation or benefits. However, the Superintendent is entitled upon termination for cause to payment for his earned, accrued and unused vacation days.</p>	<p>No Change</p>	<p>No Change</p>
<p>10.4 BENEFITS UPON TERMINATION: In the event of termination of this Agreement, the Superintendent's medical insurance will be addressed in accordance with any federal and</p>	<p>No Change</p>	<p>No Change</p>

state laws and regulations in effect at the time of such employment.		
<p>10.5 SUPERINTENDENT'S INCAPACITY: In the event that the Superintendent becomes unable to perform any or all of his duties with or without reasonable accommodations under this Agreement due to illness, accident or other cause beyond his control and if said inability continues for a period of more than thirty (30) consecutive days, SBBC may, in its sole discretion, appoint an Acting Superintendent to fulfill the duties and responsibilities of the Superintendent under this Agreement. If such disability continues for more than ninety (90) consecutive days, SBBC may, in its sole discretion, terminate this Agreement whereupon the respective duties, rights and obligations of the parties hereto shall terminate including any obligations for severance pay contained in Section 10.2 hereof. In the event of termination due to disability, the Superintendent shall continue to receive the salary and benefits provided in this Agreement for a period of ninety (90) days from the date the Superintendent becomes disabled. SBBC's decision and determination as to the disability of the Superintendent shall be final and shall be based upon the opinion of a properly licensed medical doctor. The Superintendent hereby consents to any medical examination requested by SBBC under this provision. The parties agree that SBBC may choose the medical doctor who will perform any such medical examination.</p>	No Change	No Change
<p>10.6 RESIGNATION: If Mr. Runcie should at any time elect to resign his position, he agrees to provide SBBC not less than ninety (90) days prior written notice of such resignation. After ninety (90) days following the</p>	No Change	No Change

delivery of such notice to SBBC in accordance with the notice provisions of this Agreement, this Agreement and all rights and obligations created hereunder shall terminate regardless of the date upon which such resignation is to be effective. Such written resignation shall become effective on the 90th day after its delivery to SBBC and shall become final. Without regard to whether it was accepted or not by SBBC, such written resignation may not be withdrawn or revoked by the Superintendent without the consent and agreement of SBBC. All salaries, vacation leave, sick leave, and other emoluments and benefits which are or would be payable or accrue to the Superintendent under this Agreement shall be equitably prorated as of the effective date of the resignation.

10.7 RETIREMENT OR DEATH OF SUPERINTENDENT:

This Contract shall be terminated upon the retirement or death of the Superintendent. If termination is the result of the death of the Superintendent, the Superintendent's estate or designated beneficiaries shall be entitled to receive such benefits under any death benefit plan that may be in effect for employees of the District in which the Superintendent participated and any salary, reimbursement, accrued benefits or other payments due and owing under this Agreement as of the date of death. If termination is the result of the Superintendent's retirement, the Superintendent shall be entitled to any salary, reimbursements, accrued benefits or other payments due and owing under this Agreement as of the date of retirement.

10.8 MUTUAL AGREEMENT:

No Change

No Change

No Change

No Change

This Agreement may be terminated by mutual agreement of the Superintendent and the Board in writing upon mutually agreed upon terms and conditions. If termination by mutual agreement, the Superintendent shall be entitled to any salary, reimbursements, accrued benefits or other payments due and owing under this Agreement as of the termination date. Termination under this section does not trigger section 10.2 termination compensation unless agreed to by the parties at the time of the mutual separation.

**ARTICLE 11
INDEMNIFICATION**

11.1 INDEMNIFICATION:
SBBC agrees, as a further condition of this Agreement, that it shall defend, hold harmless and indemnify the Superintendent from any and all demands, claims, suits, actions and legal proceedings brought against the Superintendent from any and all demands, claims, suits, actions and legal proceedings brought against the Superintendent in his individual capacity, or in his official capacity as agent and employee of SBBC, provided the incident arose out of or while the Superintendent was acting within the scope of his employment. SBBC shall have no obligation to defend, hold harmless or indemnify the Superintendent for any intentional wrongdoing or reckless failure to perform in office or for any willful or wanton neglect of duty. Nothing herein shall be construed as a waiver of sovereign immunity by SBBC or of any rights or limitations provided in Florida Statutes including, without limitation, those rights and

**ARTICLE 11
INDEMNIFICATION**

No Change

**ARTICLE 11
INDEMNIFICATION**

No Change

limitations set forth in Section 768.28, Florida Statutes.		
<u>ARTICLE 12</u> <u>BACKGROUND SCREENING</u>	<u>ARTICLE 12</u> <u>BACKGROUND SCREENING</u>	<u>ARTICLE 12</u> <u>BACKGROUND SCREENING</u>
12.1 <u>BACKGROUND SCREENING:</u> The Superintendent agrees to comply with all background screening requirements required of School District employees by state law and School Board Policies.	No Change	No Change
<u>ARTICLE 13</u> <u>GENERAL CONDITIONS</u>	<u>ARTICLE 13</u> <u>GENERAL CONDITIONS</u>	<u>ARTICLE 13</u> <u>GENERAL CONDITIONS</u>
13.1 <u>BOARD/SUPERINTENDENT COMMUNICATIONS:</u> The Board and the Superintendent agree that they shall work with each other in the spirit of cooperation and team work and shall provide each other with periodic opportunities to discuss Board/Superintendent relationships and communications. By November 15, 2011, or at such later time as they might mutually agree, the Board and the Superintendent shall meet to discuss the roles of the Board and the Superintendent and to develop a process and procedure by which the Board and the Superintendent will communicate, with emphasis upon productive and constructive communications between the Board and the Superintendent. The Board, individually and collectively, shall refer in good faith all substantive criticisms, complaints and suggestions which have been called to the Board's attention, subject to the individual's or Board's judgment based upon then existing circumstances, to the Superintendent for study and appropriate action and the Superintendent	No Change	No Change

shall investigate such matters and inform the Board of the results of such action.		
13.2 SOVEREIGN IMMUNITY: Nothing herein is intended to serve as a waiver by SBBC of sovereign immunity or of any rights under Section 768.28, Florida Statutes.	No Change	No Change
13.3 NO THIRD PARTIES: The parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the parties intend to directly or substantially benefit a third party by this Agreement. The parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the parties based upon this Agreement. Nothing herein shall be construed as consent by either party to be sued by third parties in any matter arising out of any contract.	No Change	No Change
13.4 NON-DISCRIMINATION: The parties shall not discriminate against any employee or participant in the performance of the duties, responsibilities and obligations under this Agreement because of race, age, religion, color, gender, national origin, marital status, disability or sexual orientation.	No Change	No Change
13.5 ENTIRE AGREEMENT: This document incorporates and includes all prior negotiations, correspondence, conversations, agreements and understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, the parties agree that	No Change	No Change

no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.		
13.6 AMENDMENTS: No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this Agreement and executed by each party hereto.	No Change	No Change
13.7 AGREEMENT PREPARATION: The parties acknowledge that they have sought and obtained whatever competent advice and counsel as was necessary for them to form a full and complete understanding of all rights and obligations herein and that the preparation of this Agreement has been their joint effort. The language agreed to herein expresses their mutual intent and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.	No Change	No Change
13.8 WAIVER: The parties agree that each requirement, duty and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. Any party's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a provision of this Agreement shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this Agreement.	No Change	No Change
13.9 LEGAL COMPLIANCE:	No Change	No Change

<p>Each party shall comply with all applicable federal and state laws, codes, rules and regulations in performing its duties, responsibilities and obligations pursuant to this Agreement.</p>		
<p>13.10 GOVERNING LAW: This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the State courts of the Seventeenth Judicial Circuit of Broward County, Florida.</p>	<p>No Change</p>	<p>No Change</p>
<p>13.11 BINDING EFFECT: This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.</p>	<p>No Change</p>	<p>No Change</p>
<p>13.12 ASSIGNMENT: Neither this Agreement nor any interest herein may be assigned, transferred or encumbered by any party. There shall be no partial assignments of this Agreement including, without limitation, the partial assignment of any right to receive payments from SBBC.</p>	<p>No Change</p>	<p>No Change</p>
<p>13.13 FORCE MAJEURE: Neither party shall be obligated to perform any duty, requirement or obligation under this Agreement if such performance is prevented by fire, hurricane, earthquake, explosion, wars, sabotage, accident, flood, acts of God, strikes, or other labor disputes, riot or civil commotions, or by reason of any other matter or condition beyond the control of either party, and which cannot be overcome by reasonable diligence and without unusual expense ("Force</p>	<p>No Change</p>	<p>No Change</p>

<p>Majeure"). In no event shall a lack of funds on the part of either party be deemed Force Majeure.</p>		
<p>13.14 PLACE OF PERFORMANCE: All obligations of SBBC under the terms of this Agreement are reasonably susceptible of being performed in Broward County, Florida and shall be payable and performable in Broward County, Florida.</p>	No Change	No Change
<p>13.15 SEVERABILITY: In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, unlawful, unenforceable or void in any respect, the invalidity, illegality, unenforceability or unlawful or void nature of that provision shall not effect any other provision and this Agreement shall be considered as if such invalid, illegal, unlawful, unenforceable or void provision had never been included herein.</p>	No Change	No Change
<p>13.16 NOTICE: When any of the parties desire to give notice to the other, such notice must be in writing, sent by U.S. Mail, postage prepaid, addressed to the party for whom it is intended at the place last specified; the place for giving notice shall remain such until it is changed by written notice in compliance with the provisions of this paragraph. For the present, the Parties designate the following as the respective places for giving notice:</p>	No Change	No Change
<p>13.17 CAPTIONS: The captions, section numbers, article numbers, title and headings appearing in this Agreement are inserted only as a matter of convenience and in no way define, limit, construe or describe the scope or intent of such articles or sections of this Agreement, nor in</p>	No Change	No Change

<p>any way effect this Agreement and shall not be construed to create a conflict with the provisions of this Agreement.</p>		
<p>13.18 AUTHORITY: Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.</p>	<p>No Change</p>	<p>No Change</p>
	<p>B. The remaining terms of the Superintendent's Employment Agreement remain in full force and effect. In the event of any conflict of terms between the Superintendent's Employment Agreement and this First Amendment to Superintendent's Employment Agreement the terms in this First Amendment to Superintendent's Employment Agreement shall prevail.</p>	<p>B. The remaining terms of the Superintendent's Employment Agreement remain in full force and effect. In the event of any conflict of terms between the Superintendent's Employment Agreement and this Second Amendment to Superintendent's Employment Agreement the terms in this Second Amendment to Superintendent's Employment Agreement shall prevail.</p>

REVISED

Summary of Compensation Increases

3.1: Base Salary	\$28,000
4.3: Election from Investment Plan to defined benefit plan	0
4.4: Disability Insurance	263
4.5: Life Insurance	2,694
4.6: Additional Retirement Plans	403(b) 24,000 457(b) 24,000
6.1: Pay out of 5 vacation days per year (6/30)	6,834
TOTAL:	\$85,791
4.3: Years of Service Purchase in 2021	\$80,000

AGENDA REQUEST FORM
THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

Meeting Date 09/17/13	Open Agenda <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Special Order Request <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Agenda Item Number BB-1
---------------------------------	--	--	-----------------------------------

TITLE:
First Amendment to Superintendent's Employment Agreement

REQUESTED ACTION:
 Approve the First Amendment to Superintendent's Employment Agreement.

SUMMARY EXPLANATION AND BACKGROUND:

On September 14, 2011, the School Board selected Robert W. Runcie as the successful candidate to be the 20th appointed Superintendent of Broward County Public Schools. On October 4, 2011, the School Board approved a three-year employment agreement with Superintendent Runcie. Upon his hiring, Superintendent Runcie immediately initiated a listening tour throughout the county in order to solicit the comments and concerns of all stakeholders, and continues to provide public forums for the community to communicate directly with the Superintendent. Superintendent Runcie's primary goal is creating a world-class school district that gives every student an opportunity to be successful in our 21st century hyper-connected world.

(Summary Explanation and Background continued on page 2)

SCHOOL BOARD GOALS:

•Goal 1: High Quality Instruction.
 •Goal 2: Continuous Improvement.
 •Goal 3: Effective Communication.

FINANCIAL IMPACT:
 The financial impact to the District is \$276,700 base salary per year, plus benefits.

EXHIBITS: (List)

1. First Amendment to Superintendent's Employment Agreement
2. Agenda Item BB-2 10-04-11 Employment Agreement of Robert W. Runcie as Superintendent of Schools.

BOARD ACTION: APPROVED	SOURCE OF ADDITIONAL INFORMATION: Laurie Rich Levinson, Board Chair 754-321-2006
<small>(For Official School Board Records' Office Only)</small>	<small>Name Phone</small>

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

Laurie Rich Levinson, Chair – Board Member

SEP 17 2013

Board Members' Office

Approved in Open Board Meeting on:

Laurie Rich Levinson

Laurie Rich Levinson School Board Chair

By:
 Form #4189
 Revised 12/12
 RWR/LRL/JPC/jcf
 fritz/allwork/agenda/2013/

Agenda Item BB-1

First Amendment to Superintendent's Employment Agreement

Page 2

Superintendent Runcie began his tenure by realigning the District's organizational structure and financial resources to better support schools and the District's core business of teaching and learning. This organizational alignment included: the creation of the cadre director model to provide administrative support and mentoring opportunities for our school-based leaders; the development of an academics division to align the work of four critical administrative support areas: Instruction & Interventions, Student Support Initiatives, Exceptional Student Education & Support, and Early Childhood Education; the establishment of a portfolio services division to comprehensively manage the District's portfolio of schools and innovative programs; and the innovation of new support services department like the Business Support Center: a department centrally servicing the budget and bookkeeping needs of schools. This year, Superintendent Runcie further amended the organizational structure to implement a program management model for the management of the District's capital construction program. This new structure is focused on the improved execution and delivery of capital projects on time and on budget. A program management model also facilitates scalability of services in connection with capital funding.

Superintendent Runcie also continued the trend of reducing central administration, allowing much needed financial resources to be redirected to schools. With these redirected resources, the District was able to hire approximately 1,890 new teachers in 2012 (the District non-renewed over 1,400 teachers in the year prior to Superintendent Runcie's appointment). These additional teachers allowed the District to better comply with Class Size Reduction (CSR) mandates and begin the restoration of specials within our elementary schools. In Superintendent Runcie's inaugural year, he adopted a District where only 52.4% of all core class periods met CSR compliance requirements, and the District faced a CSR penalty of \$66 million (roughly 75% of the entire state of Florida). In his first full year as Superintendent of Schools, that number was substantially improved to 87.7% of core class periods. The redirected resources also allowed the District to provide a 2% salary increase for teachers and all staff in 2013. This marked the first salary increase for employees in three years.

Further, the District introduced a new strategic plan in December 2012. The newly approved strategic plan focuses on three key objectives: high quality instruction, continuous improvement and effective communication. The strategic plan was developed with the involvement and input of various stakeholders, including; parents, teachers, students, advisory, local business, and elected officials. The development process culminated with a county-wide community forum, where more than 600 stakeholders participated in the event. *EdTalk 2012* enabled participants to provide immediate feedback and help to prioritize strategic initiatives through the use of technology to enhance community dialogue. This event was so successful, *EdTalk 2013* will be held on Saturday, October 12, 2013 at the Broward County Convention Center.

Two highlighted initiatives directly aligned to the new strategic plan are Performance Management and the comprehensive portfolio management process. Performance Management is a continuous improvement initiative which focuses on systemic and critical review of departments by the entire leadership team. Included in a Performance Management session is the review of a department's value-added services, identification of key performance indicators, discussion of strategic linkages and best practices, and an outline of key initiatives and task directed at improving the delivery of services and performance measures. To date,

Agenda Item BB-1

First Amendment to Superintendent's Employment Agreement

Page 3

the majority of central administrative divisions have been reviewed through the Performance Management process. The Performance Management process is being further enhanced to include schools. The newly developed portfolio management process has led to the expansion of programmatic offerings for our students, the innovative reform of low performing schools, and improved efficiency of physical asset utilization. Highlights of the process include: the launch of the first military academy within Broward schools; the Student Success Opportunity Schools (SSOS), which feature new opportunities for our students and parents at the Lauderhill 6-12 Academy, Dillard High School, the new Atlantic Vocational satellite branch at Arthur Ashe, Sunland Park Early Learning Academy, the Lauderdale Manors Community Outreach Center; the expansion of Sheridan Vocational Center to the Southwest transportation facility; and the elimination of lease at the Sawgrass Technology Park.

For this school year, the Superintendent has announced several additional operational enhancements. The School Board recently approved design changes to the District's healthcare program for its employees. These plan design changes, coupled with the transition to a self-insured program and a negotiated reduction to the administrative costs associated with the program, will yield more than \$20 million in cost avoidance. These savings provide opportunities to invest in enhanced wellness programs and reduced dependent care costs, while continuing to provide excellent healthcare benefits for our employees. On September 9, 2013, the District launched the first phase of the District's website redesign. The first phase of the project includes creating a fresh presence for the District's homepage with a new design, added features and increased functionality. The improvements are aimed at making it easier for parents to locate the information they need and to stay informed about important events in the District. Additional phases of the website redesign project will include converting interior website pages, as well as District department and school websites, to the new design. In addition to the new website, the District also launched a new mobile app. The free application is compatible with both android and iOS devices (iPhones and iPads), and provides parents and community members a convenient alternative for staying connected with BCPS.

Article 2.2 of the Superintendent's employment agreement stipulates in part, at least 12 months prior to the termination date for the contract [October 4, 2014], the Superintendent and the Board are to determine whether there is a desire to enter into a successor contract. On June 11, 2013, the School Board authorized the Board Chair and General Counsel to initiate negotiations with the Superintendent for a contract extension. Those negotiations began on August 16, 2013, resulting in the attached First Amendment recommended by the Board Chair for Board approval.

Highlights of the First Amendment include:

- The extension of the contract term through October 4, 2019;
- Article 5.5, involving moving and transition expenses, has been deleted in its entirety;
- Article 6.1, involving vacation leave days, has been amended to increase the number of days of annual leave from 24 to 29.

Agenda Item BB-1

First Amendment to Superintendent's Employment Agreement

Page 4

- Article 9, involving the mid-year and annual evaluation of the Superintendent, has been amended to extend the dates later in the year, in order to provide ample time for annual student achievement data from the state to be received and incorporated within the evaluation;
- Article 10, involving the Superintendent's termination compensation, has been amended to be consistent with newly enacted legislation, capping such compensation to be equivalent to 20 weeks of salary. This amendment reduces the current terminal compensation provision by 32 weeks of salary, representing a 62% reduction.

This First Amendment to the Superintendent's Employment Agreement has been reviewed and approved as to form and legal content by the Office of the General Counsel.

FIRST AMENDMENT TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT

THIS FIRST AMENDMENT TO SUPERINTENDENT'S EMPLOYMENT AGREEMENT is made this 17th day of September, 2013, by and between **THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and **ROBERT W. RUNCIE**, hereinafter referred to as "Mr. Runcie" or "Superintendent."

WITNESSETH:

WHEREAS, the SBBC and Mr. Runcie entered into the Superintendent's Employment Agreement on October 4, 2011; and

WHEREAS, the original term of employment for Mr. Runcie commenced on October 5, 2011 and concludes on October 4, 2014; and

WHEREAS, SBBC wishes to continue to employ Mr. Runcie as the Superintendent of Schools for the school district of Broward County, Florida (hereinafter referred to as "School District") for an additional period beyond the original term; and

WHEREAS, Mr. Runcie is willing to continue to perform the duties and responsibilities of the Superintendent for the School District for the additional period as set forth in this First Amendment to Superintendent's Employment Agreement; and

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth herein, it is agreed as follows:

A. The Superintendent's Employment Agreement entered into on October 4, 2011, shall be amended to reflect as set forth below.

Section 2.2 shall be amended to reflect as follows:

2.2 TERM OF CONTRACT:

Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from the date of the original term through and including October 4, 2019.

In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether the Superintendent and the Board desire to enter into a successor contract.~ It is the Superintendent's responsibility to place such item on the agenda of a Board meeting at least 12

months prior to the termination date for this Contract or any amendments to this Contract.

Section 3.1 shall be amended to reflect as follows:

3.1 BASE SALARY:

The Superintendent's base annual salary shall be Two Hundred Seventy Six Thousand Seven Hundred Dollars and No/00 Cents (\$276,700.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.

Section 5.5 shall be deleted in its entirety:

~~5.5 MOVING AND TRANSITION EXPENSES:~~

~~—The SBBC shall reimburse the Superintendent for up to \$20,000.00 in moving and transition expenses. These expenses include moving, transportation, lodging, temporary housing, and travel related (rental car, air fare) expenses. Reimbursement shall be made upon presentation of receipts for same. The SBBC agrees to pay \$10,000.00 to the Superintendent up front upon execution of this Agreement subject to the same receipt requirements.~~

Section 6.1 shall be amended to read as follows:

6.1 VACATION LEAVE DAYS:

The Superintendent shall receive twenty-nine (29) working days of paid vacation leave (exclusive of holidays) each fiscal year. The days shall vest on the first day of the contract each year during the Term of this Agreement. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.

In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, at the Superintendent's election, the District annually on June 30 shall pay the

Superintendent for up to 10 vacation days to be computed at 1/244 of the Superintendent's current base salary for each vacation day.

Section 9.1 shall be amended to reflect as follows:

9.1 EVALUATION INSTRUMENT:

The evaluation instrument in place at the start of the new term shall continue to be utilized by the parties unless the Board or the Superintendent places the instrument on an agenda for review and revision.

Section 9.2 shall be amended to reflect as follows:

9.2 ANNUAL EVALUATION:

By August 1 of each year of this Agreement, the Superintendent shall provide the Board a self-appraisal of his accomplishments and attainment of agreed-upon goals. By September 30 of each year of this Agreement, the Board shall evaluate the performance of the Superintendent using the agreed-upon form, format and process and the Superintendent's self-appraisal.

Section 9.3 shall be amended to reflect as follows:

9.3 INTERIM EVALUATIONS:

In addition to its annual evaluations, SBBC shall conduct an interim evaluation of the Superintendent in March of each year.

Section 10.2 shall be amended to reflect as follows:

10.2 TERMINATION COMPENSATION:

In the event that the Superintendent is terminated without cause by SBBC pursuant to Section 10.1, SBBC agrees to pay the Superintendent a sum equivalent to 20 weeks of his salary. In addition to such termination compensation, SBBC shall also pay the Superintendent for his earned and unused sick leave and vacation days at the appropriate per diem rate subject to state law and SBBC policy. All compensation paid by SBBC to the Superintendent under the provisions of this Section shall be considered liquidated damages.

B. The remaining terms of the Superintendent's Employment Agreement remain in full force and effect. In the event of any conflict of terms between the Superintendent's Employment

Agreement and this First Amendment to Superintendent's Employment Agreement the terms in this First Amendment to Superintendent's Employment Agreement shall prevail.

IN WITNESS WHEREOF, the Parties hereto have made and executed this First Amendment to Superintendent's Employment Agreement on the date first above written.

FOR SBBC

(Corporate Seal)

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

By Laurie Rich Levinson
Laurie Rich Levinson, Chair

ATTEST:

Robert W. Runcie
Robert W. Runcie, Superintendent

Approved as to Form and Legal Content:

TPO 9/10/13
Office of the General Counsel

FOR SUPERINTENDENT:

Jeffrey S. Moquin
Witness
Duy Q. Openden
Witness

Robert W. Runcie
ROBERT W. RUNCIE

STATE OF FLORIDA)
COUNTY OF BROWARD)

The foregoing instrument was acknowledged before me by ROBERT W. RUNCIE who is personally known to me or who produced _____ as identification and who did/did not first take an oath this 10 day of September, 2013.

My Commission Expires:

Duy Q. Openden
Signature - Notary Public

TERRY OPENDEN
Notary's Printed Name

(SEAL)

Notary's Commission:  TERRY P. OPENDEN
NOTARY PUBLIC
STATE OF FLORIDA
Comm# EE128605
Expires 9/17/2015

AGENDA REQUEST FORM
THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

Meeting Date 10/04/11	Open Agenda <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Special Order Request <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	ADDED ITEM Agenda Item Number BB-2
---------------------------------	--	--	---

TITLE:

Superintendent's Employment Agreement

REQUESTED ACTION:

Approve the Employment Agreement of Robert W. Runcie as Superintendent of Schools.

SUMMARY EXPLANATION AND BACKGROUND:

On September 14, 2011, The School Board selected Robert W. Runcie as the successful candidate for the position of Superintendent of Schools and authorized the Chair to negotiate a contract with the candidate. The attached proposed agreement is the result of the negotiations. The Chair recommends approval of the agreement by the School Board.

SCHOOL BOARD GOALS:

- Goal One: Raise achievement of all students to ensure graduation from high school and readiness for post-secondary education.
- Goal Two: Improve the health and wellness of students and personnel.
- Goal Three: Provide a safe and secure physical and technological environment for all students and employees.
- Goal Four: Promote innovation which focuses on best practices and quality efforts that improve our best-in-class position.
- Goal Five: Recruit, develop, retain, and recognize high performing and diverse faculty and personnel.
- Goal Six: Build strong partnerships with family, business, community and government at the classroom, school, area, and district level.
- Goal Seven: Ensure district's leadership as an environmental steward through innovative ecology and energy conservation programs.


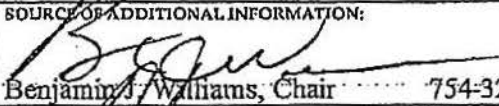
FINANCIAL IMPACT:

\$275,000

The financial impact to the District is \$268,000 base salary, plus benefits.

EXHIBITS: (List)

1. Superintendent's Employment Agreement

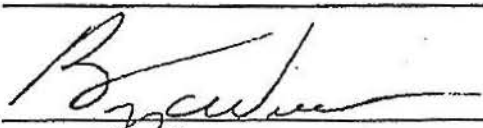
BOARD ACTION: 	SOURCE OF ADDITIONAL INFORMATION:  Benjamin J. Williams, Chair 754-321-2005 Name Phone
---	--

(For Official School Board Records' Office Only)

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
Benjamin J. Williams, Chair
School Board Members' Office

Approved in Open Board Meeting on:

OCT 04 2011


 School Board Chair

By:
 Form #4189
 Revised 07/11
 DC/BJM/PC/jcf
Fritz/Ingram/Agenda/2011/10/04/11-Superintendent employment agreement/000411BB1-01-ARF

**SUPERINTENDENT'S
EMPLOYMENT AGREEMENT**

THIS AGREEMENT made this 4th day of October, 2011, by and between THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA, 600 Southeast Third Avenue, Fort Lauderdale, Florida 33301, hereinafter referred to as "SBBC", and ROBERT W. RUNCIE, hereinafter referred to as "Mr. Runcie" or "Superintendent."

WITNESSETH:

WHEREAS, SBBC wishes to employ and appoint Mr. Runcie as the Superintendent of Schools (hereinafter referred to as "Superintendent") for the school district of Broward County, Florida (hereinafter referred to as "School District"); and

WHEREAS, Mr. Runcie is willing to perform the duties and responsibilities of the Superintendent for the School District.

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth herein, it is agreed as follows:

**ARTICLE 1
RECITALS**

1.1 RECITALS:

The Parties agree that the foregoing recitals are true and correct and that such recitals are incorporated herein by reference.

**ARTICLE 2
POSITION OF SUPERINTENDENT OF SCHOOLS**

2.1 EMPLOYMENT OF SUPERINTENDENT:

SBBC hereby employs and appoints Mr. Runcie as Superintendent of Schools for The School Board of Broward County, Florida for the term of this Agreement. Mr. Runcie hereby agrees to perform the duties and responsibilities of Superintendent of Schools during the term of this Agreement in accordance with the terms, covenants and conditions set forth herein. The SBBC shall not reassign the Superintendent to another position during the term of this Agreement without the Superintendent's express written consent.

2.2 TERM OF CONTRACT:

Unless terminated earlier pursuant to Article 10, this Agreement shall remain in full force and effect from October 5, 2011 through and including October 4, 2014.

In addition, unless this Agreement is terminated sooner as provided herein, the Board and the Superintendent shall meet in a regular or special Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract to determine whether

the Superintendent and the Board, desire to enter into a successor contract. It is the Superintendent's responsibility to place such item on the agenda of a Board meeting at least 12 months prior to the termination date for this Contract or any amendments to this Contract.

2.3 OFFICIAL DUTIES:

As Superintendent, Mr. Runcie shall be the Chief Executive Officer of the School District, Secretary to SBBC, and shall have charge of the administration of schools. He shall faithfully perform the duties and responsibilities of Superintendent as specified in that position's job description as from time to time adopted by SBBC, and as prescribed by the laws of the State of Florida, the rules of the Florida State Board of Education, SBBC Policies and this Agreement, and as may be assigned by SBBC. The Superintendent's job description is attached hereto as Appendix "A" and is incorporated herein by reference. The Superintendent shall comply with all SBBC directives, state and federal laws, applicable rules and regulations, and School Board policies as exist or may be adopted or amended. The Superintendent shall directly and indirectly supervise all staff members and shall organize, reorganize and arrange the administrative and supervisory staff as best serves the needs of the School District subject to approval by SBBC. Except as permitted by this Agreement, Mr. Runcie agrees to devote his full time and efforts to the performance of the duties and responsibilities of Superintendent in a faithful, diligent and efficient manner. The Superintendent's responsibilities, duties and functions shall include, without limitation, the following:

2.3.1 Serving as the Chief Executive Officer of the School District in accordance with Florida Statutes, state rules and School District Policies. All powers and duties necessary to the efficient management and administration of the School District shall be delegated to the Superintendent to the full extent permitted by law;

2.3.2 Working with SBBC, School District personnel, parents and the public to develop short and long-range goals with clear criteria for determining effective achievement and evaluating outcomes;

2.3.3 Representing the interests of SBBC and the School District in day-to-day contact with parents, citizens, the community and other governmental agencies;

2.3.4 Providing leadership, guidelines and directions to ensure implementation of SBBC's policies relating to facilities, curriculum, instruction, student services, personnel, budget and business affairs;

2.3.5 Reporting information and analyses regularly to the SBBC regarding student achievement and test scores;

2.3.6 Reviewing all SBBC policies and making appropriate recommendations to SBBC for revisions, additions, deletions and modifications to such policies;

2.3.7 Evaluating employees directly accountable to the Superintendent and overseeing the evaluation of other employees in accordance with Florida Statutes, State Board of Education Rules, and the policies adopted by SBBC;

2.3.8 Providing leadership and direction in planning and financing the maintenance of existing schools and to meet the growth needs of Broward County with new schools;

2.3.9 Advising and making recommendations to SBBC regarding possible sources of funds that may be available to implement present or contemplated district programs;

2.3.10 Maintaining and improving his professional competency by all available means including, without limitation, reading appropriate periodicals and joining and/or participating in appropriate professional associations and their activities;

2.3.11 Establishing and maintaining an effective community relations program including effective relationships with the media;

2.3.12 Communicating openly, systematically and in a timely manner with SBBC, district staff and the community and to promptly inform SBBC of critical issues or incidents;

2.3.13 Providing educational leadership to ensure quality teaching and learning; and

2.3.14 Performing such other duties, responsibilities and functions as assigned or required by SBBC.

2.4 DOCUMENTS OF OFFICE:

The Superintendent shall execute and file the oath of office or any other documents required for the School District's personnel files and for payroll purposes. The Superintendent shall file with the Broward County Supervisor of Elections all documents required of him under Florida law.

2.5 MEETINGS OF THE BOARD:

The Superintendent shall attend all regular and special meetings of the SBBC pursuant to sections 1001.48 and 1001.51(2), Florida Statutes, and any closed door sessions pursuant to sections 286.011(8) and 447.605(1), Florida Statutes.

ARTICLE 3
COMPENSATION OF SUPERINTENDENT

3.1 BASE SALARY:

The Superintendent's base annual salary shall be Two Hundred Seventy Five Thousand Dollars and No/00 Cents (\$275,000.00). The Superintendent's base annual salary may be increased in accordance with Section 3.2 of this Agreement. In no event shall the

Superintendent's base salary be reduced during the term of this Agreement without mutual agreement of the parties in writing.

3.2 SALARY ADJUSTMENTS:

The Superintendent's annual base salary shall be increased by the percentage of pay increase provided by SBBC to its 12-month administrative personnel for that fiscal year, if any.

3.3 PAYMENT OF BASE SALARY:

SBBC shall pay the Superintendent's base salary in equal installments in accordance with the School District's rules, policies and practices governing the payment of 12-month administrative personnel.

3.4 VEHICLE ALLOWANCE:

The duties and responsibilities of his office will require the Superintendent to travel extensively in county by automobile throughout the School District. SBBC shall provide the Superintendent an automobile for his exclusive use from the School District's fleet, and shall pay all expenses or provide any necessary services through its fleet maintenance program related to the operation of the automobile including expenses for fuel, oil, insurance, maintenance and repairs for the term of this Agreement. The Superintendent's use of this vehicle includes incidental personal uses.

ARTICLE 4
INSURANCE COVERAGES AND BENEFITS

4.1 MEDICAL, VISION AND DENTAL INSURANCE:

In addition to other benefits provided under this Agreement, SBBC shall provide health (Enhanced HMO), vision (Basic), dental insurance (Enhanced DHMO), and other flexible benefits to the Superintendent and his family during the entire term of this Agreement to the extent same is available from time to time to SBBC's other 12-month administrative employees. The costs of all such insurance coverages and other benefits so provided to the Superintendent and his family shall be paid for by SBBC.

4.2 MEDICAL EXAMINATION:

SBBC requires and agrees to pay for Mr. Runcie to undergo a medical examination within two (2) months of each anniversary date of this Agreement. Mr. Runcie may choose any physician or group of physicians licensed by the State of Florida or any other state to perform this medical examination and the facility at which the medical examination will be performed. The selected examining physician or group of physicians shall provide the results of such medical examination to SBBC in a format stating whether Mr. Runcie is physically fit to perform the responsibilities and duties of Superintendent. All costs and expenses of this medical examination shall be paid under the Superintendent's health plan provided by SBBC. All costs of such medical examinations that are not covered by SBBC's health plan shall be paid or reimbursed by SBBC up to a maximum cost of Three Thousand, Five Hundred Dollars and No/00 Cents (\$3,500.00). The medical examination shall be confidential in accordance with

section 1012.31, Florida Statutes, as may be amended from time to time, and any applicable federal law.

4.3 FLORIDA RETIREMENT SYSTEM:

The Superintendent shall participate in the Florida Retirement System (FRS). SBBC shall contribute to the FRS as required by Florida Statute.

4.4 DISABILITY INSURANCE:

SBBC shall provide long-term disability insurance coverage for the Superintendent during each year of the term of this Agreement. The benefits payable under such coverage shall be paid at the rate of sixty-six and two-thirds percent (66-2/3%) of the Superintendent's base salary to a maximum benefit of Seventeen Thousand Five Hundred Dollars and No/00 Cents (\$17,500.00) per month and SBBC shall pay the cost of such coverage.

4.5 LIFE INSURANCE:

The Superintendent shall receive term life insurance coverage in the amount of Two Hundred and Fifty Thousand Dollars and No/00 Cents (\$250,000.00) per year. The life insurance benefits shall be made payable to the Superintendent's named beneficiary. SBBC shall pay the premium for such insurance. The Superintendent may elect to obtain, at his own expense, additional term life insurance through any insurance plan offered to other 12-month administrative employees.

4.6 SUPERINTENDENT-PAID CONTRIBUTIONS:

The Superintendent may contribute to any additional retirement plan(s) for which he is qualified under the Internal Revenue Code or state and federal laws. For the purposes of this Agreement, "additional retirement plan(s)" shall consist of any retirement plans authorized by Sections 401a, 403b and/or 457b of the Internal Revenue Code. The Superintendent will determine into which plan or plans he will participate. Any deposits in such plan(s) will be made each pay period during each contract year. Deposits may be made into one or more of the authorized plans in any given year and will immediately become completely vested on the first day of the year for which they are deposited.

4.7 OTHER BENEFITS AND PROGRAMS:

The Superintendent shall be entitled to receive those benefits and participate in those employee programs specifically identified in this Agreement and may participate in any other employee programs not expressly identified in this Agreement that are available to other 12-month administrative employees.

4.8 INFORMATION AND COMMUNICATIONS TECHNOLOGY:

SBBC shall bear the expense for and provide the Superintendent such information and communications technology equipment as he may reasonably request for use in his office, residence and automobile for the conduct of his duties and responsibilities and for incidental personal use. SBBC shall bear all monthly or recurring charges associated with service provided by such equipment.

ARTICLE 5
TRAVEL AND PROFESSIONAL ASSOCIATIONS

5.1 TRAVEL EXPENSES:

In order to assist and enhance the Superintendent's ability to perform his duties and responsibilities, SBBC shall pay for or reimburse any reasonable travel expenses incurred outside of Broward County, Florida by the Superintendent in the conduct of his duties and responsibilities. Any such reasonable expenses shall be paid or reimbursed to the extent permitted by state law and School Board Policy 3400 and shall include, without limitation, air travel, lodging, meals, rental car and other reasonable travel-related expenses incurred in the performance of the Superintendent's duties and responsibilities. SBBC will provide the Superintendent a School District credit card that may be used for allowable expenses.

5.2 DOCUMENTATION OF EXPENSES:

The Superintendent shall comply with all SBBC policies, procedures and documentation requirements for expenses incurred in the conduct of School District business. All such expenditures shall be subject to review by SBBC's independent auditors.

5.3 PROFESSIONAL CONFERENCES AND MEETINGS:

SBBC encourages the Superintendent to attend professional conferences and meetings with other educational agencies and educators during the term of this Agreement. SBBC shall pay in full or reimburse all legally valid expenses and fees associated with the Superintendent's participation in such conferences and meetings. The Superintendent shall periodically provide reports to SBBC about those conferences and meetings in which he has participated. The Superintendent shall file itemized expense statements to be processed and approved by the School District as provided by law and School Board Policy 3400. SBBC will provide the Superintendent a School District credit card that may be used for allowable expenses as noted above.

5.4 PROFESSIONAL MEMBERSHIPS:

SBBC encourages the Superintendent to belong to appropriate professional and educational organizations and where such membership will serve the best interests of the School District. The Superintendent may hold offices or accept responsibilities in such professional associations and organizations provided that such responsibilities do not interfere with the performance of his duties as Superintendent. Accordingly, SBBC shall pay for or reimburse the Superintendent for any membership dues necessary to participate in such organizations. The Superintendent shall present appropriate statements and invoices for such membership dues in accordance with School District practices and School Board Policies.

5.5 MOVING AND TRANSITION EXPENSES:

The SBBC shall reimburse the Superintendent for up to \$20,000.00 in moving and transition expenses. These expenses include moving, transportation, lodging, temporary housing, and travel related (rental car, air fare) expenses. Reimbursement shall be made upon

presentation of receipts for same. The SBBC agrees to pay \$10,000.00 to the Superintendent up front upon execution of this Agreement subject to the same receipt requirements.

ARTICLE 6
VACATION LEAVE

6.1 VACATION LEAVE DAYS:

The Superintendent shall receive twenty-four (24) working days of paid vacation leave (exclusive of holidays) each fiscal year. In the first year of this Agreement, the days shall vest on the first day of the contract. In the second and third year of this Agreement, the Superintendent shall accrue these days in accordance with Board policy for administrative personnel with at least ten (10) years experience. The Superintendent may accumulate unused vacation leave and carry same over to the following fiscal year. Upon termination or expiration of his employment as Superintendent under this Agreement, SBBC shall pay the Superintendent the value of his unused and accumulated vacation leave days subject to limitations imposed by Florida law and School Board policies. In the event of his death during the term of this Agreement, SBBC shall pay to the Superintendent's personal representative the value of his unused and accumulated vacation leave days within thirty (30) days of his demise.

In order to provide essential services to the District, the Superintendent may not be able to use all of his earned vacation in a year and/or may be unable to schedule vacation at a desirable time. In consideration of such circumstances, at the Superintendent's election, the District annually on June 30 shall pay the Superintendent for up to 10 vacation days to be computed at 1/244 of the Superintendent's current base salary for each vacation day.

6.2 USE OF VACATION LEAVE:

The Superintendent shall follow all School Board policies with respect to the use of vacation days. The Superintendent shall submit written requests to the School Board Chair for use of his vacation days.

6.3 ACCRUAL OF VACATION LEAVE:

Any unused and accumulated vacation leave days in excess of the amount allowable by School Board Policy and applicable law shall expire on June 30th of each year.

ARTICLE 7
SICK LEAVE

7.1 SICK LEAVE:

The Superintendent shall earn sick leave at the same rate as that of other twelve (12) month administrators. Upon termination or expiration of his employment as Superintendent under this Agreement or at the end of his employment by SBBC, whichever first occurs, SBBC shall pay the Superintendent the value of his unused and accumulated sick leave days subject to limitations imposed by Florida law and School Board Policies. In the event of his death during the term of this Agreement, the Board shall pay to the Superintendent's personal representative the value of his unused and accumulated sick leave days within thirty (30) days of his demise.

the value of his unused and accumulated sick leave days within thirty (30) days of his demise. Sick leave shall accumulate and be valued subject to applicable Florida Statutes, state rules and School Board Policies.

ARTICLE 8 CONSULTING WORK

8.1 CONSULTING WORK:

The Superintendent shall devote his full time, skill, labor and attention to the performance of his official duties. Provided that such activities do not interfere with his duties under this Agreement, the Superintendent may serve as a consultant to other companies, school districts or educational agencies, lecture, teach, engage in writing and speaking activities, and engage in other outside professional activities for compensation (hereinafter referred to as "Consulting Work"). Any Consulting Work undertaken by the Superintendent must be performed on the Superintendent's vacation time, personal leave time, holidays or other non-duty time. The Superintendent will disclose to SBBC in writing any Consulting Work he will perform in advance of performing same.

ARTICLE 9 EVALUATION OF SUPERINTENDENT AND EXTENSION OF TERM

9.1 EVALUATION INSTRUMENT:

By November 1 of each year of this Agreement, the Superintendent shall submit to the Board a recommended evaluation form, format and process. By December 1 of each school year, the Board and the Superintendent shall meet to discuss and agree on the recommended form, format and process.

9.2 ANNUAL EVALUATION:

By April 1 of each year of this Agreement, the Superintendent shall provide the Board a self-appraisal of his accomplishments and attainment of agreed-upon goals. By May 31 of each year of this Agreement, the Board shall evaluate the performance of the Superintendent using the agreed-upon form, format and process and the Superintendent's self-appraisal.

9.3 INTERIM EVALUATIONS:

In addition to its annual evaluations, SBBC may conduct an interim evaluation of the Superintendent at any time it deems appropriate or upon the request of the Superintendent but at a minimum shall conduct at least one (1) interim evaluation each year.

9.4 EVALUATION IN THE SUNSHINE:

The Superintendent hereby acknowledges that his evaluation must be conducted by the SBBC in the Sunshine and that said evaluation shall be a public record at the time the evaluation is conducted.

ARTICLE 10
TERMINATION AND NON-RENEWAL

10.1 TERMINATION WITHOUT CAUSE:

SBBC may remove the Superintendent from office at any time during this Agreement without any reason upon an affirmative vote of a majority of the membership constituting SBBC. Nothing in this Agreement shall prevent SBBC, upon an affirmative vote of a majority of SBBC's members, from exercising its discretion to terminate this Agreement and the services of the Superintendent. The Superintendent shall receive ninety (90) days written notice of such determination by the Board. The Superintendent expressly waives any right he might otherwise have to reasons for his termination, prior notice and/or a hearing in connection with the termination of his employment, except as expressly provided in this Agreement.

10.2 TERMINATION COMPENSATION:

In the event that the Superintendent is terminated without cause by SBBC pursuant to Section 10.1, SBBC agrees to pay the Superintendent a sum equivalent to his salary for a period of twelve (12) months or for the remaining term of this Agreement, whichever period of time is less. In addition to such termination compensation, SBBC shall also pay the Superintendent for his earned and unused sick leave and vacation days at the appropriate per diem rate subject to state law and SBBC policy. All compensation paid by SBBC to the Superintendent under the provisions of this Section shall be considered liquidated damages.

10.3 TERMINATION FOR CAUSE:

The Superintendent may be dismissed for cause from his employment for conduct which is seriously prejudicial to SBBC or the School District including, without limitation, willful neglect of duty; material breach of contract; violation of the Code of Ethics applicable to members of the teaching profession in Florida; violation of the Code of Ethics prescribed by Chapter 112, Florida Statutes (as amended); conduct precluded by Rules 6B-1.001, 6B-1.006 and 6B-4.009, Florida Administrative Code (as amended); or for "just cause" as determined by Section 1012.33, Florida Statutes (as amended). Notice of termination for cause shall be given in writing and the Superintendent shall be entitled to such due process rights as provided by state law and SBBC policy. If this Agreement is terminated for cause, the Superintendent's term of office shall immediately cease. If terminated for cause, the Superintendent shall be ineligible for any other compensation or benefits. However, the Superintendent is entitled upon termination for cause to payment for his earned, accrued and unused vacation days.

10.4 BENEFITS UPON TERMINATION:

In the event of termination of this Agreement, the Superintendent's medical insurance will be addressed in accordance with any federal and state laws and regulations in effect at the time of such employment.

10.5 SUPERINTENDENT'S INCAPACITY:

In the event that the Superintendent becomes unable to perform any or all of his duties with or without reasonable accommodations under this Agreement due to illness, accident or other cause

beyond his control and if said inability continues for a period of more than thirty (30) consecutive days, SBBC may, in its sole discretion, appoint an Acting Superintendent to fulfill the duties and responsibilities of the Superintendent under this Agreement. If such disability continues for more than ninety (90) consecutive days, SBBC may, in its sole discretion, terminate this Agreement whereupon the respective duties, rights and obligations of the parties hereto shall terminate including any obligations for severance pay contained in Section 10.2 hereof. In the event of termination due to disability, the Superintendent shall continue to receive the salary and benefits provided in this Agreement for a period of ninety (90) days from the date the Superintendent becomes disabled. SBBC's decision and determination as to the disability of the Superintendent shall be final and shall be based upon the opinion of a properly licensed medical doctor. The Superintendent hereby consents to any medical examination requested by SBBC under this provision. The parties agree that SBBC may choose the medical doctor who will perform any such medical examination.

10.6 RESIGNATION:

If Mr. Runcie should at any time elect to resign his position, he agrees to provide SBBC not less than ninety (90) days prior written notice of such resignation. After ninety (90) days following the delivery of such notice to SBBC in accordance with the notice provisions of this Agreement, this Agreement and all rights and obligations created hereunder shall terminate regardless of the date upon which such resignation is to be effective. Such written resignation shall become effective on the 90th day after its delivery to SBBC and shall become final. Without regard to whether it was accepted or not by SBBC, such written resignation may not be withdrawn or revoked by the Superintendent without the consent and agreement of SBBC. All salaries, vacation leave, sick leave, and other emoluments and benefits which are or would be payable or accrue to the Superintendent under this Agreement shall be equitably prorated as of the effective date of the resignation.

10.7 RETIREMENT OR DEATH OF SUPERINTENDENT:

This Contract shall be terminated upon the retirement or death of the Superintendent. If termination is the result of the death of the Superintendent, the Superintendent's estate or designated beneficiaries shall be entitled to receive such benefits under any death benefit plan that may be in effect for employees of the District in which the Superintendent participated and any salary, reimbursement, accrued benefits or other payments due and owing under this Agreement as of the date of death. If termination is the result of the Superintendent's retirement, the Superintendent shall be entitled to any salary, reimbursements, accrued benefits or other payments due and owing under this Agreement as of the date of retirement.

10.8 MUTUAL AGREEMENT:

This Agreement may be terminated by mutual agreement of the Superintendent and the Board in writing upon mutually agreed upon terms and conditions. If termination by mutual agreement, the Superintendent shall be entitled to any salary, reimbursements, accrued benefits or other payments due and owing under this Agreement as of the termination date. Termination under this section does not trigger section 10.2 termination compensation unless agreed to by the parties at the time of the mutual separation.

ARTICLE 11
INDEMNIFICATION

11.1 INDEMNIFICATION:

SBBC agrees, as a further condition of this Agreement, that it shall defend, hold harmless and indemnify the Superintendent from any and all demands, claims, suits, actions and legal proceedings brought against the Superintendent from any and all demands, claims, suits, actions and legal proceedings brought against the Superintendent in his individual capacity, or in his official capacity as agent and employee of SBBC, provided the incident arose out of or while the Superintendent was acting within the scope of his employment. SBBC shall have no obligation to defend, hold harmless or indemnify the Superintendent for any intentional wrongdoing or reckless failure to perform in office or for any willful or wanton neglect of duty. Nothing herein shall be construed as a waiver of sovereign immunity by SBBC or of any rights or limitations provided in Florida Statutes including, without limitation, those rights and limitations set forth in Section 768.28, Florida Statutes.

ARTICLE 12
BACKGROUND SCREENING

12.1 BACKGROUND SCREENING:

The Superintendent agrees to comply with all background screening requirements required of School District employees by state law and School Board Policies.

ARTICLE 13
GENERAL CONDITIONS

13.1 BOARD/SUPERINTENDENT COMMUNICATIONS:

The Board and the Superintendent agree that they shall work with each other in the spirit of cooperation and team work and shall provide each other with periodic opportunities to discuss Board/Superintendent relationships and communications. By November 15, 2011, or at such later time as they might mutually agree, the Board and the Superintendent shall meet to discuss the roles of the Board and the Superintendent and to develop a process and procedure by which the Board and the Superintendent will communicate, with emphasis upon productive and constructive communications between the Board and the Superintendent.

The Board, individually and collectively, shall refer in good faith all substantive criticisms, complaints and suggestions which have been called to the Board's attention, subject to the individual's or Board's judgment based upon then existing circumstances, to the Superintendent for study and appropriate action and the Superintendent shall investigate such matters and inform the Board of the results of such action.

13.2 SOVEREIGN IMMUNITY:

Nothing herein is intended to serve as a waiver by SBBC of sovereign immunity or of any rights under Section 768.28, Florida Statutes.

13.3 NO THIRD PARTIES:

The parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the parties intend to directly or substantially benefit a third party by this Agreement. The parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the parties based upon this Agreement. Nothing herein shall be construed as consent by either party to be sued by third parties in any matter arising out of any contract.

13.4 NON-DISCRIMINATION:

The parties shall not discriminate against any employee or participant in the performance of the duties, responsibilities and obligations under this Agreement because of race, age, religion, color, gender, national origin, marital status, disability or sexual orientation.

13.5 ENTIRE AGREEMENT:

This document incorporates and includes all prior negotiations, correspondence, conversations, agreements and understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

13.6 AMENDMENTS:

No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this Agreement and executed by each party hereto.

13.7 AGREEMENT PREPARATION:

The parties acknowledge that they have sought and obtained whatever competent advice and counsel as was necessary for them to form a full and complete understanding of all rights and obligations herein and that the preparation of this Agreement has been their joint effort. The language agreed to herein expresses their mutual intent and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.

13.8 WAIVER:

The parties agree that each requirement, duty and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. Any party's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a provision of this Agreement shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this Agreement.

13.9. LEGAL COMPLIANCE:

Each party shall comply with all applicable federal and state laws, codes, rules and regulations in performing its duties, responsibilities and obligations pursuant to this Agreement.

13.10 GOVERNING LAW:

This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the State courts of the Seventeenth Judicial Circuit of Broward County, Florida.

13.11 BINDING EFFECT:

This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.

13.12 ASSIGNMENT:

Neither this Agreement nor any interest herein may be assigned, transferred or encumbered by any party. There shall be no partial assignments of this Agreement including, without limitation, the partial assignment of any right to receive payments from SBBC.

13.13 FORCE MAJEURE:

Neither party shall be obligated to perform any duty, requirement or obligation under this Agreement if such performance is prevented by fire, hurricane, earthquake, explosion, wars, sabotage, accident, flood, acts of God, strikes, or other labor disputes, riot or civil commotions, or by reason of any other matter or condition beyond the control of either party, and which cannot be overcome by reasonable diligence and without unusual expense ("Force Majeure"). In no event shall a lack of funds on the part of either party be deemed Force Majeure.

13.14 PLACE OF PERFORMANCE:

All obligations of SBBC under the terms of this Agreement are reasonably susceptible of being performed in Broward County, Florida and shall be payable and performable in Broward County, Florida.

13.15 SEVERABILITY:

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, unlawful, unenforceable or void in any respect, the invalidity, illegality, unenforceability or unlawful or void nature of that provision shall not effect any other provision and this Agreement shall be considered as if such invalid, illegal, unlawful, unenforceable or void provision had never been included herein.

13.16 NOTICE:

When any of the parties desire to give notice to the other, such notice must be in writing, sent by U.S. Mail, postage prepaid, addressed to the party for whom it is intended at the place last specified; the place for giving notice shall remain such until it is changed by written notice in

compliance with the provisions of this paragraph. For the present, the Parties designate the following as the respective places for giving notice:

To SBBC: Chair of The School Board
The School Board of Broward County, Florida
600 Southeast Third Avenue – 14th Floor
Fort Lauderdale, Florida 33301

With a Copy to: General Counsel
The School Board of Broward County, Florida
600 Southeast Third Avenue – 11th Floor
Fort Lauderdale, Florida 33301

To Superintendent: Robert W. Runcie, Superintendent of Schools
The School Board of Broward County, Florida
600 Southeast Third Avenue – 10th Floor
Fort Lauderdale, Florida 33301

13.17 CAPTIONS:

The captions, section numbers, article numbers, title and headings appearing in this Agreement are inserted only as a matter of convenience and in no way define, limit, construe or describe the scope or intent of such articles or sections of this Agreement, nor in any way effect this Agreement and shall not be construed to create a conflict with the provisions of this Agreement.

13.18 AUTHORITY:

Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

SIGNATURES ON NEXT PAGE

IN WITNESS WHEREOF, the Parties hereto have made and executed this Agreement on the date first above written.

FOR SBBC

(Corporate Seal)

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

By *[Signature]*
Benjamin J. Williams, Chair

ATTEST:

[Signature]
Donnie Carter, Interim Superintendent

Approved as to Form and Legal Content:
[Signature] 10/4/11
Office of the General Counsel

FOR SUPERINTENDENT

Reneata Dell Incios
Witness
[Signature]
Witness

[Signature]
ROBERT W. RUNCIE

STATE OF FLORIDA)

COUNTY OF BROWARD)

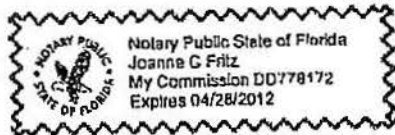
The foregoing instrument was acknowledged before me by ROBERT W. RUNCIE who is personally known to me or who produced N/A as identification and who did/did not first take an oath this 4th day of October, 2011.

My Commission Expires:

Joanne C. Fritz
Signature - Notary Public

Joanne C. Fritz
Notary's Printed Name

(SEAL)



Notary's Commission No.

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA



JOB DESCRIPTION

POSITION TITLE:	Superintendent of Schools
CONTRACT YEAR:	As established with The School Board of Broward County
SALARY BAND:	Contract as established with The School Board of Broward County
BARGAINING UNIT:	

PREFERRED QUALIFICATIONS

EDUCATION: An earned master's degree or higher from an accredited institution, doctorate preferred.

EXPERIENCE: Minimum of ten (10) years experience in senior-level administration in education, preferably including:

1. Three (3) years of experience as a Superintendent, Associate Superintendent, Area Superintendent, Assistant Superintendent or comparable position with extensive executive experience in one or more of the following areas:
 - a. education leadership
 - b. business administration, including finance, facilities and technology
 - c. personnel, or positions with comparable experience and responsibilities
2. Experience as a classroom teacher, principal or in other supervisory positions.
3. Evidence of a stable employment history with increasing responsibilities with a proven success record.

SPECIAL QUALIFICATIONS

PREFERRED: Successful experience in an urban/suburban, multi-racial, multi-ethnic and diverse socioeconomic population; experience in, and demonstrated understanding of, the

collective bargaining process and effective employee relations; philosophy of decentralization; demonstrated administrative abilities that show vision and leadership, a high level of cognitive skills, analysis and decisiveness, organization, high internal work standards, the ability to delegate authority and responsibility and hold subordinates accountable, and the ability to establish and accomplish goals; personal characteristics that demonstrate the ability to communicate well, work effectively under pressure, ability to develop the school board as a team, maintain integrity and credibility, and motivate and inspire others; encouragement of professional development of staff, and knowledge of national trends in the area of participatory decision making to meet the

challenges of planning, implementing, and evaluating new approaches to the solution of educational problems; ability to involve all segments of the community to build support and confidence in the public schools; and experience with and interest in working cooperatively with all governmental agencies. Computer skills as required for the position. Bilingual skills preferred.

OR

MINIMUM QUALIFICATIONS

EDUCATION:

An earned master's degree or higher from an accredited institution, doctorate preferred.

EXPERIENCE:

Minimum of ten (10) years experience in a multi-faceted business environment with progressively increasing responsibilities, preferably including:

1. Three (3) years as a Chief Operating Officer, Chief Financial Officer or Chief Executive Officer with extensive experience in one or more of the following areas:
 - a. purchasing and servicing governmental agencies
 - b. creating and implementing partnerships with public/private sector institutions, corporations, or foundations
 - c. personnel, or positions with comparable experience and responsibilities
 - d. business administration, including finance, facilities and technology

SPECIAL QUALIFICATIONS**PREFERRED:**

Successful experience in an urban/suburban, multi-racial, multi-ethnic and diverse socioeconomic population experience in, and demonstrated understanding of, the collective bargaining process and effective employee relations; philosophy of decentralization; demonstrated administrative abilities that show vision and leadership, a high level of cognitive skills, analysis and decisiveness, organization, high internal work standards, the ability to delegate authority and responsibility and hold subordinates accountable, and the ability to establish and accomplish goals; personal characteristics that demonstrate the ability to communicate well, work effectively under pressure, ability to develop the school board as a team, maintain integrity and credibility, and motivate and inspire others; encouragement of professional development of staff, and knowledge of national trends in the area of participatory decision making to meet the challenges of planning, implementing, and evaluating new approaches to the solution of educational problem; ability to involve all segments of the community to build support and confidence in the public schools; and experience with and interest in working cooperatively with all governmental agencies. Computer skills as required for the position. Bilingual skills preferred.

REPORTS TO:

The School Board of Broward County

SUPERVISES:

All employees in the Broward County School District

POSITION GOAL:

To develop, establish, and maintain a program and environment for the delivery of quality education which will enable students to become self-sufficient, productive and contributing individuals in our society. To manage the school district in a cost effective manner which provides maximum return on money invested and protects all invested capital. To conduct all operations in a manner that fulfills the mission statement of the district.

ACCOUNTABILITY PROCEDURES:

The School Board of Broward County will evaluate the effectiveness of the Superintendent of Schools in achieving the educational and operational goals of the District.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

Superintendent of Schools (cont.)

SBBC:

SBBC: A-001

The Superintendent shall be the Secretary and Executive Officer of the School Board and shall exercise all powers and perform all duties relating to the school system as provided by State Statutes as amended, Rules of the State Board of Education as amended, the Commissioner of Education, and School Board Policy as amended.

PUBLIC RECORDS EXEMPTION:

Positions assigned to this job description are public records exempt according to provisions of FL§119.071.

Board Approved: 11/17/88 &
Adopted: 1/17/89
Board Approved: 10/26/93 &
Adopted: 12/7/93
Revised: 5/25/99
Approved as Amended: 6/25/99
Board Adopted: 12/16/03
Revised: 5/19/06

**SAFETY
MUSIC & ART
ATHLETICS
RENOVATION
TECHNOLOGY**



Established 1915
BROWARD
County Public Schools



GAP REPORT

UPDATE TO THE BOC REPORT

Bond Oversight Committee FY19 Q2

UPDATES DURING JAN. 1, 2019 – FEB. 15, 2019

Meeting Date:
03.05.2019

PRIMARY RENOVATIONS

PRIMARY RENOVATIONS

Since the quarterly report ending December 31st, additional progress has been made with projects already in or preparing to enter Construction.

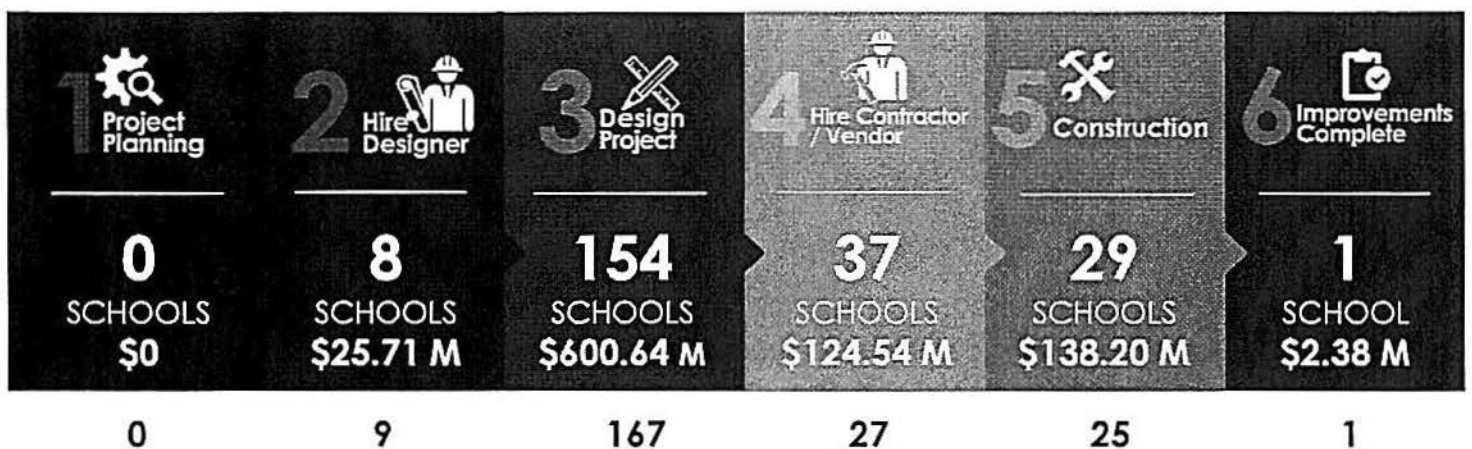
- **1** school finalized the process of hiring a designer and started the Design Phase
- **14** schools received a Letter of Recommendation (LOR), thus completing the Design Phase and starting the process of Hiring a Contractor
- **4** schools finalized the process of hiring a contractor and initiated the construction phase

MILESTONE UPDATES

DATA RECORDED JAN 1st – FEB. 15, 2019

14	PROJECTS RECEIVED LETTERS OF RECOMMENDATION
3	PROJECTS ADVERTISED FOR BID
4	PROJECTS AWARDED TO CONTRACTORS
4	PROJECT NTP'S RECEIVED TO BEGIN CONSTRUCTION

Additional data representing the various phases of schools with active Primary Renovations between January 1, 2019 to February 15, 2019 is shown in the following process chart:



Comparison of data reported last quarter:
December 31, 2018

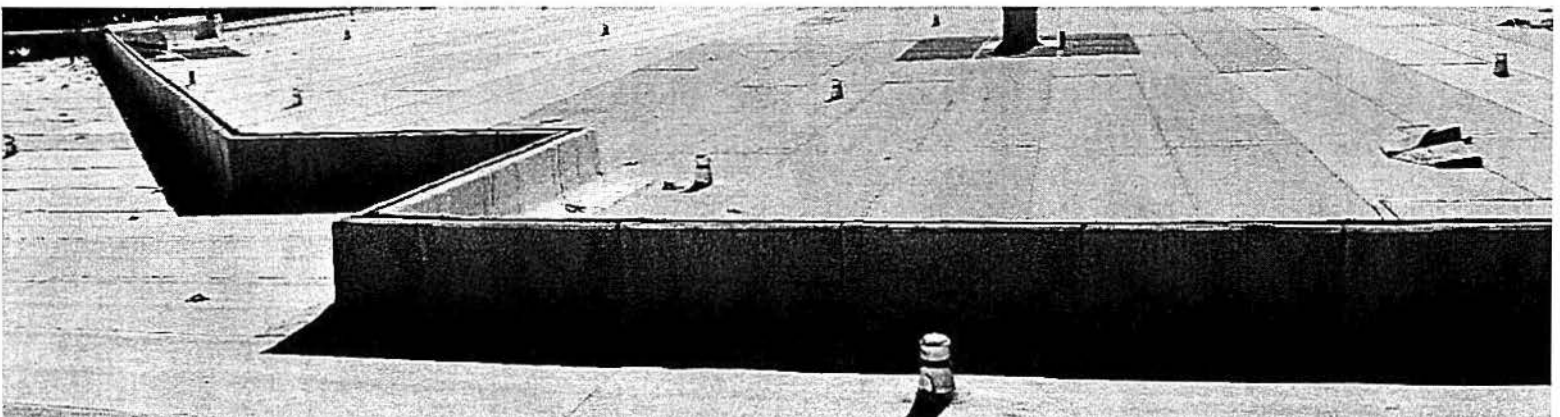
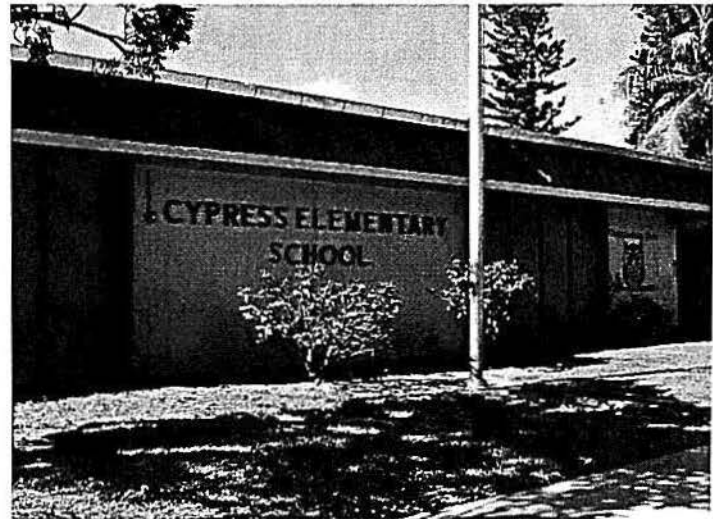
Cypress Elementary: Nearing Completion

While a significant number of schools are starting construction for their Primary Renovation projects in 2019, a few SMART projects have begun to reach the other end of the phase as well, with all work nearing completion.

Cypress Elementary will soon reach that definitive milestone, with completion of construction anticipated to be accomplished in this quarter. Of the total scope of work, all that remains to be done for the school's SMART renovations are a few unit ventilator replacements for the HVAC system upgrade, most of which have already been replaced at the time of this report.

Other facility improvements at Cypress Elementary that have been completed include roofing, fire sprinklers, flooring, painting and a new circulation desk in the media center, HVAC upgrades, and security enhancements.

Joining Manatee Bay (Closed Out and Complete) and Indian Ridge (Substantially Complete), Cypress Elementary is on pace to be the third school to cross the SMART Program finish line in only a couple months' time.



BIG 3 SCHOOLS

BIG 3 UPDATE

Blanche Ely • Northeast • Stranahan

DATA REPRESENTS JAN 1st – FEB. 15, 2019



STRANAHAN HIGH SCHOOL

- **Primary Renovations:** Construction continues with improvements to restrooms, HVAC, roofing, and fire alarm systems in Buildings 5 & 28.
- **Cafeteria Addition / Renovations:** 50% drawings remain under scope and budget review. Thornton has been selected as the Construction Manager at Risk (CMAR) for the Cafeteria project and is now working alongside LIVS.
- **Communications:** On February 13, 2019, a Facilities Community Meeting was held to provide information and increase awareness for stakeholders and community members



NORTHEAST HIGH SCHOOL

- **Primary Renovations Phase 1:** The descoping ATP (Authorization to Proceed) was submitted and approved as of January, allowing the designer to separate buildings covered by the New Addition and resubmit drawings for a building permit amendment.
- **Primary Renovations Phase 2 – New Addition and Demolition:** A Design Kickoff meeting was held on January 22, followed by the ATP being issued on January 24. In February, Zyscovich provided the Scope Validation Report, and Pirtle Construction was selected as the project's CMAR pending Board Approval.
- **Communications:** On February 11, 2019, a Facilities Community Meeting was held to provide information and increase awareness for stakeholders and community members.



BLANCHE ELY HIGH SCHOOL

- **Primary Renovations:** Construction on the new outdoor dining pavilion has made significant progress, with cement being poured for the structure's foundation in the second week of February. Underground Fire line work has also continued.

**SINGLE POINT
OF ENTRY
(SPE)**

SINGLE POINT OF ENTRY (SPE)

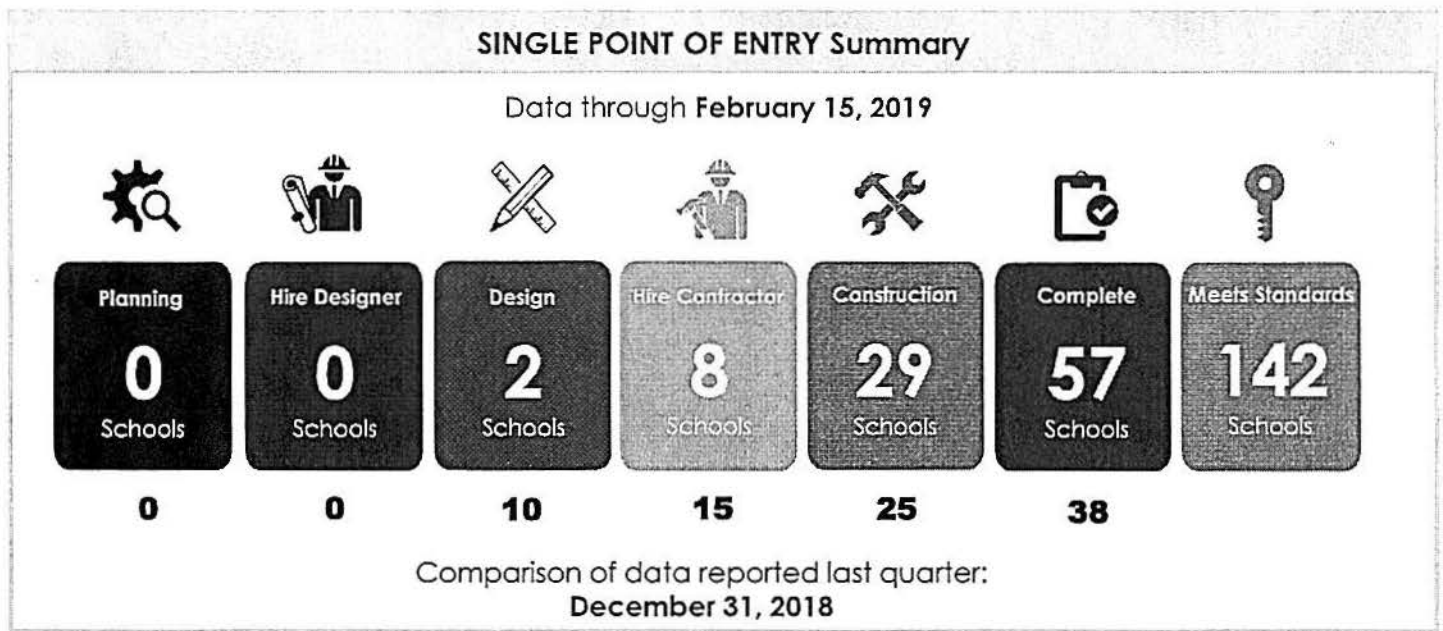
Since December 31st, significant progress has been made in moving all Single Point of Entry projects to completion.

- **8** schools completed the design process
- **7** schools finished the process of hiring a contractor
- **4** additional schools entered the construction phase
- **19** additional schools are now fully complete

SPE BY THE NUMBERS: DEC. 31st, 2019 vs FEB. 15th, 2019 REPORT

SINGLE POINT OF ENTRY Summary

Data through February 15, 2019



**SCHOOL CHOICE
ENHANCEMENT PROJECTS
(SCEP)**

SCHOOL CHOICE ENHANCEMENT PROJECTS




Since the end of the reporting period, **3** schools have completed all enhancements, bringing the new total up to **67** schools.

COMPLETED SCHOOLS

- | |
|----------------------------|
| 1. Charles Drew Elementary |
| 2. Forest Glen Middle |
| 3. New River Middle |

Schools continued to make progress in carrying out the voting selection process, receiving enhancements through the implementation phase, and completing delivery of all items:

- **2** schools completed the planning/design phase and voted on what items they would like to receive
- **977** items delivered and installed at schools districtwide

	PREVIOUS QUARTER DATA ENDING DECEMBER 31, 2019	CURRENT DATA REPORTED JANUARY 31, 2019
1  Planning/ Design	75	73
2  Implement Improvements	90	89
3  Improvements Complete	64	67
TOTAL	229	229

New River Middle: Choices in Action

New River Middle School is one of the three schools with School Choice Enhancement Projects that have reached completion since the end of the last reporting period (ending December 31, 2018).

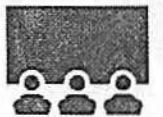
For New River Middle's TV Production team, and other students involved in the daily school-wide broadcast, the SCEP initiatives have opened doors to a wide range of new opportunities.



LAPTOPS



TV
PRODUCTION



AUDITORIUM
UPGRADES

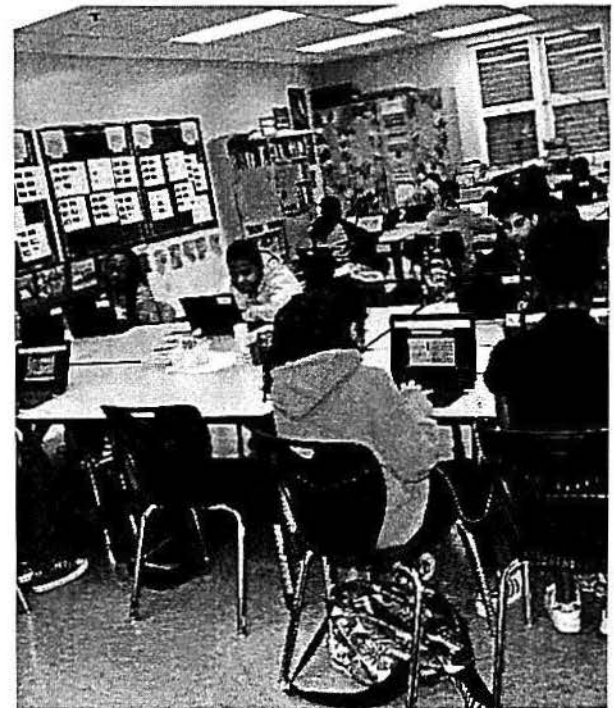
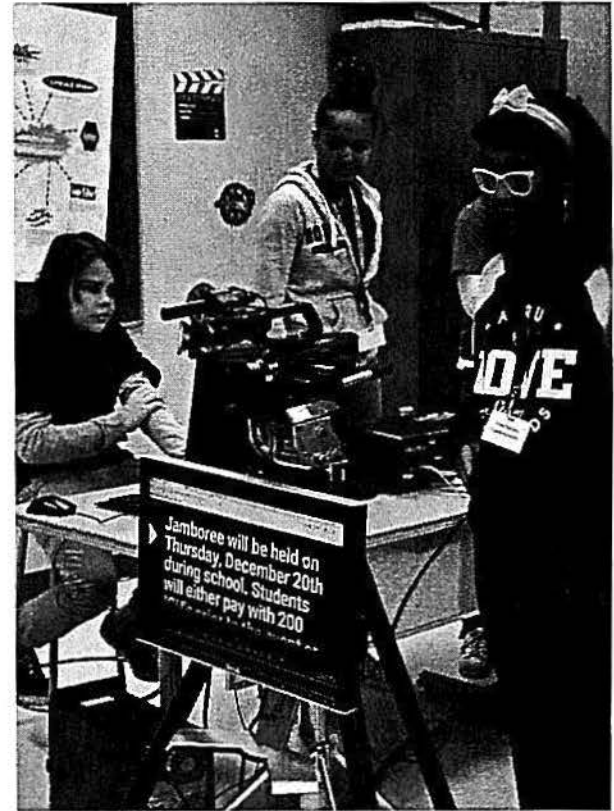


SCIENCE
EQUIPMENT

The NRMS Sharks on the show have gotten creative with the digital video board, camcorder, and other equipment to bring "Shark Life" to a new level, incorporating the popular baby shark song with addition school spirit related graphics into the programming.

Other items the school received through their completed School Choice Enhancement Program include an auditorium projector, a digital marquee, student laptops, earthwalk carts, desktops, and more.

With all SCEP initiatives now either active or complete, schools can begin to offer a wider range of methods and resources for keeping students interested and engaged with their education.



The School Board of Broward County, FL

Heather P. Brinkworth, Chair

Donna P. Korn, Vice Chair

Lori Alhadeff

Robin Bartleman

Patricia Good

Laurie Rich Levinson

Ann Murray

Dr. Rosalind Osgood

Nora Rupert

Robert W. Runcie, Superintendent of Schools

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT

Robert W. Runcie
Superintendent of Schools

Telephone: 754-321-2600

Facsimile: 754-321-2701

February 22, 2019

TO: Board Members

FROM: Frank Girardi, Task Assigned,
Executive Director, Capital Programs

VIA: Robert W. Runcie
Superintendent of Schools

SUBJECT: QUARTERLY RISK ASSESSMENT UPDATE

Attached please find the Quarterly SMART "Market Conditions and Risk Assessment" and the "Running Construction Budgets" prepared by Atkins. As we continue the evolution of the SMART program, which is our first major capital bond program in over 30 years, we are refining our estimates and projections as we collect more information through competitive bids and changing market conditions.

We have reviewed and found that both documents, although developed with differing approaches, arrive at similar conclusions. The higher end of the originally published risk assessments is now being realized as the likeliest assessment. This determination is based on: (1) increases in actual competitive bids and negotiations, particularly with the **roofing** (impact to program of up to \$280M as was reported by our team in the December 2018 Board Workshop); **inflation** that now includes consideration of the new milestone baseline program schedule (impact to program of approximately \$120M), and Board approved **changes in scope** (impact to program of approximately \$25M).

There have been recent discussions on the total program risk amount reaching the high-end value from the original assessment. This was communicated to the Board as a "potential" trajectory at the December 11, 2018 School Board Workshop and it was again referred to as a "likelihood" by the Bond Oversight Committee (BOC) at the December 17, 2018 BOC meeting. Since then, we have performed the roofing analysis, updated the risk value on the roofing work, completed our re-baselining of the schedule and further analyzed the costs of the major upcoming projects. Atkins has more data and greater confidence that the higher end of the risk range is now the likeliest scenario. It is my intent with issuing this and future risk assessments, that the 70%

SUBJECT: QUARTERLY RISK ASSESSMENT UPDATE

February 22, 2019

Page 2

risk level might be the more accurate projection, given conditions at this moment in time, which now shows approximately \$433M to complete this program.

To help align our analysis with the 70% risk factor amount, we are using the "Running Construction Budgets" spreadsheet which shows the actual construction costs for those projects already awarded (12%) to contractors and new project budget estimates on the remaining projects. These new estimates include added budget pressures – inflation and roofing - on all projects including major additions. The risk shown here is slightly higher since it does not factor in project contingency savings being returned after the project completion as is included in the risk report.

It is important to note that projects are being performed within the approved budgets and that expenditures on projects have remained within the approved budgets.

Although we will continue to strive to mitigate as much of this risk as possible, the realities of this large volume of work we are executing in a tight construction labor market make it difficult to avoid these budgetary pressures. This report is only based on 12% of the actual construction data of SMART bond projects, and as more and more projects move to the Construction phase, the risk range will continue to narrow.

Please contact me should you have any questions.

FG:ma

SMART - Running Construction Budgets

DRAFT

Loc ID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
1631	P.002005	Annabel C. Perry PK8 Media Center (CC-A)	\$ 323,000	\$ 323,000	\$ 208,260	\$ -	\$ 436,050		Jorge A. Gutierrez Architect LLC
1631	P.001728	Annabel C. Perry PK8 SMART Program Renovations	\$ 2,742,000	\$ 4,692,037	\$ 1,829,205	\$ 3,797,000	\$ 4,692,037		Jorge A. Gutierrez Architect LLC
1791	P.002110	Apollo MS SMART Program Renovations	\$ 6,915,000	\$ 6,915,000	\$ 4,682,865	\$ -	\$ 9,335,250		RGD Consulting Engineers
1791	P.001875	Apollo MS SPE	\$ 75,000	\$ 75,000	\$ 57,375	\$ 19,770	\$ 75,000		Jorge A. Gutierrez Architect LLC
2221	P.000415	Atlantic Technical College & HS SMART Renovations	\$ 8,952,000	\$ 8,952,000	\$ 6,154,986	\$ -	\$ 12,085,200		M.C. Harry and Associates, Inc.
4702	P.001959	Atlantic Technical College Arthur Ashe SMART Program Renovations (CC-A)	\$ 1,242,000	\$ 1,242,000	\$ 815,458	\$ 2,484,957	\$ 3,078,448		Nyarko Architectural Group
2511	P.001796	Atlantic West ES SMART Program Renovations	\$ 2,617,000	\$ 2,617,000	\$ 1,780,638	\$ 3,581,586	\$ 4,584,430		FICE Design, Inc.
0343	P.001656	Attucks MS Phase 1 SMART Program Renovations	\$ 3,040,778	\$ 3,040,778	\$ 2,036,701	\$ 4,263,995	\$ 5,457,914		FICE Design, Inc.
0343	P.001633	Attucks MS Phase 2 SMART Program Renovations	\$ 918,125	\$ 918,125	\$ 602,812	\$ 694,560	\$ 1,175,200		GLE Associates, Inc.
0343	P.001633-SPE	Attucks MS SPE (with Ph 2 Project)	\$ 465,000	\$ 465,000	\$ 305,304	\$ 172,862	\$ 465,000		GLE Associates, Inc.
2611	P.002044	Bar MS SMART Program Renovations	\$ 1,517,000	\$ 1,517,000	\$ 1,018,937	\$ -	\$ 2,047,950		Song & Associates, Inc.
2001	P.001944	Banyan ES SMART Program Renovations	\$ 1,243,000	\$ 1,243,000	\$ 816,114	\$ 1,691,549	\$ 2,205,979		Song & Associates, Inc.
0641	P.001786	Bayview ES SMART Program Renovations	\$ 1,481,565	\$ 2,688,739	\$ 956,704	\$ 1,915,303	\$ 2,688,739		Jorge A. Gutierrez Architect LLC
0201	P.002085	Bennet ES SMART Program Renovations	\$ 1,814,000	\$ 1,814,000	\$ 1,218,425	\$ -	\$ 2,448,900		DLFC Architects
0361	P.001846	Blanche Ely HS SMART Program Renovations (CMAR)	\$ 14,255,436	\$ 21,444,436	\$ 9,586,824	\$ 18,241,000	\$ 21,444,436		Wolfberg Alvarez & Partners, Inc.
0361	P.001646-SPE	Blanche Ely HS SPE (CMAR)	\$ 540,000	\$ 540,000	\$ 363,152	\$ 249,000	\$ 540,000		Wolfberg Alvarez & Partners, Inc.
0971	P.002065	Boulevard Heights ES SMART Program Renovations	\$ 3,790,000	\$ 3,790,000	\$ 2,556,096	\$ -	\$ 5,116,500		Rodriguez Architect, Inc.
1741	P.001360	Boyd H. Anderson HS Media Center Construction	\$ 2,018,340	\$ 2,018,340	\$ 2,018,340	\$ 826,400	\$ 2,018,340		M.C. Harry and Associates, Inc.
1741	P.001846	Boyd H. Anderson HS SMART Program Renovations	\$ 5,274,000	\$ 5,274,000	\$ 3,409,148	\$ -	\$ 9,900,000		M.C. Harry and Associates, Inc.
1741	P.002203	Boyd H. Anderson HS SPE*	\$ 540,000	\$ 540,000	\$ 356,880	\$ 330,001	\$ 540,000		Jorge A. Gutierrez Architect LLC
0871	P.001974	Bright Horizons Center SMART Program Renovations	\$ 1,663,000	\$ 1,663,000	\$ 1,109,397	\$ 2,429,902	\$ 3,110,275		Song & Associates, Inc.
0871	P.001858	Bright Horizons Center SPE	\$ 90,000	\$ 90,000	\$ 54,000	\$ 60,063	\$ 90,000		Song & Associates, Inc.
0811	P.001638	Broadview ES SMART Program Renovations	\$ 1,845,614	\$ 1,845,614	\$ 630,930	\$ 3,455,637	\$ 4,423,215		M.C. Harry and Associates, Inc.
0501	P.002037	Broward Estates ES SMART Program Renovations	\$ 2,763,000	\$ 2,763,000	\$ 1,855,849	\$ -	\$ 3,730,050		Song & Associates, Inc.
1671	P.001920	C. Robert Markham ES SMART Program Renovations	\$ 9,159,000	\$ 9,159,000	\$ 5,935,878	\$ -	\$ 14,364,650		Carly Architecture, LLC
1451	P.001681	Castle Hill ES SMART Program Renovations	\$ 2,109,000	\$ 3,676,030	\$ 1,406,927	\$ 2,967,617	\$ 3,676,030		Jorge A. Gutierrez Architect LLC
2641	P.001757	Central Park ES SMART Program Renovations	\$ 4,927,475	\$ 4,927,475	\$ 3,300,392	\$ 5,148,768	\$ 6,590,423		CSA Central, Inc.
3771	P.002040	Challenger ES SMART Program Renovations	\$ 1,349,000	\$ 1,349,000	\$ 891,540	\$ 2,323,872	\$ 2,974,556		Song & Associates, Inc.
2961	P.001732	Chapel Trail ES SMART Program Renovations	\$ 1,688,000	\$ 1,688,000	\$ 1,126,075	\$ 1,885,792	\$ 2,413,814		GLE Associates, Inc.
3221	P.001818	Charles Drew ES SMART Program Renovations	\$ 3,017,000	\$ 3,017,000	\$ 2,020,768	\$ 4,162,623	\$ 5,328,157		FICE Design, Inc.
0301	P.001848	Charles Drew FRC SMART Program Renovations	\$ 3,278,000	\$ 3,278,000	\$ 2,195,594	\$ -	\$ 4,425,300		S&I-ARCH, Inc.
3391	P.001847	Charles W. Flanagan HS SMART Program Renovations (CMAR)	\$ 8,533,000	\$ 15,326,361	\$ 5,819,841	\$ 12,230,336	\$ 15,326,361		Song & Associates, Inc.
1421	P.001413	Coconut Creek ES SMART Program Renovations	\$ 4,527,618	\$ 5,044,761	\$ 3,032,570	\$ 3,602,197	\$ 5,044,761		Jorge A. Gutierrez Architect LLC
1681	P.001753	Coconut Creek HS SMART Program Renovations	\$ 4,302,000	\$ 4,302,000	\$ 2,962,497	\$ -	\$ 5,807,700		M.C. Harry and Associates, Inc.
1681	P.001753-SPE	Coconut Creek HS SPE (pull out as a separate project)	\$ 540,000	\$ 540,000	\$ 361,689	\$ 579,125	\$ 741,280		M.C. Harry and Associates, Inc.
3741	P.002088	Coconut Palm ES SMART Program Renovations	\$ 1,056,000	\$ 1,056,000	\$ 697,899	\$ -	\$ 1,425,600		RGD Consulting Engineers
0231	P.001937	Colbert Museum Magnet (aka Colbert ES) SMART Program Renovations	\$ 756,000	\$ 756,000	\$ 496,365	\$ 1,255,368	\$ 1,590,903		SGM Engineering, Inc.
0331	P.001659	Collins ES SMART Program Renovations	\$ 1,774,000	\$ 1,774,000	\$ 1,162,030	\$ 1,412,202	\$ 2,270,720		GLE Associates, Inc.
1211	P.002150	Cooper City ES SMART Program Renovations	\$ 867,000	\$ 867,000	\$ 572,991	\$ -	\$ 1,170,450		RGD Consulting Engineers
1931	P.002133	Cooper City HS SMART Program Renovations	\$ 8,609,000	\$ 8,609,000	\$ 5,830,074	\$ -	\$ 11,622,150		Song & Associates, Inc.
2011	P.002122	Coral Cove ES SMART Program Renovations (TAB)	\$ 148,000	\$ 148,000	\$ 22,796	\$ 22,796	\$ 148,000		148,000
3861	P.002080	Coral Glades HS SMART Program Renovations	\$ 2,366,000	\$ 2,366,000	\$ 1,589,192	\$ -	\$ 5,760,000		DLFC Architects
3041	P.002045	Coral Park ES SMART Program Renovations	\$ 1,681,000	\$ 1,681,000	\$ 1,129,092	\$ -	\$ 2,289,350		Song & Associates, Inc.
1151	P.001765	Coral Springs HS SMART Program Renovations	\$ 10,631,000	\$ 10,631,000	\$ 7,230,753	\$ -	\$ 17,500,000		M.C. Harry and Associates, Inc.
1151	P.001765-SPE	Coral Springs HS SPE (pull out separate project)	\$ 540,000	\$ 540,000	\$ 363,152	\$ 331,657	\$ 540,000		M.C. Harry and Associates, Inc.
2561	P.001979	Coral Springs MS SMART Program Renovations	\$ 10,502,000	\$ 10,502,000	\$ 7,112,026	\$ -	\$ 17,500,000		Rodriguez Architect, Inc.
2551	P.001923	Coral Springs PK8 Phase 1 ADA Restrooms, Fire Alarm, Fire Sprinkler	\$ 1,735,262	\$ 1,735,262	\$ 1,157,604	\$ -	\$ 2,342,604		ACAI Associates, Inc.
2551	P.001982	Coral Springs PK8 Phase 2 SMART Program Renovations	\$ 2,538,000	\$ 2,538,000	\$ 1,620,761	\$ -	\$ 3,426,300		RGD Consulting Engineers
3111	P.002063	Country Hills ES SMART Program Renovations	\$ 4,413,000	\$ 4,413,000	\$ 2,976,266	\$ -	\$ 5,957,550		Song & Associates, Inc.
2981	P.002002	Country Isles ES SMART Program Renovations	\$ 558,000	\$ 558,000	\$ 368,776	\$ -	\$ 753,300		Nyarko Architectural Group
0901	P.001676	Cresthaven ES SMART Program Renovations	\$ 4,416,123	\$ 4,416,123	\$ 2,978,373	\$ -	\$ 5,961,766		CES Engineering Services, LLC
0221	P.002086	Croissant Park ES SMART Program Renovations	\$ 3,661,000	\$ 3,661,000	\$ 2,469,094	\$ -	\$ 4,942,350		DLFC Architects
3222	P.002081	Cross Creek School SMART Program Renovations	\$ 1,260,000	\$ 1,260,000	\$ 832,720	\$ -	\$ 1,701,000		DLFC Architects
3222	P.001825	Cross Creek School SPE	\$ 270,000	\$ 270,000	\$ 195,750	\$ 202,820	\$ 270,000		Song & Associates, Inc.
1871	P.000816	Crystal Lake MS SMART Program Renovations	\$ 2,235,525	\$ 2,235,525	\$ 1,501,555	\$ -	\$ 3,017,959		Rodriguez Architect, Inc.
3623	P.001774	Cypress Bay HS SMART Program Renovations	\$ 13,739,000	\$ 13,739,000	\$ 9,320,892	\$ 26,792,274	\$ 34,294,110		Zyscovich Architects

SMART - Running Construction Budgets

Loc ID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL F.LOCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
3623	P.001914	Cypress Bay HS SPE	\$ 270,000	\$ 386,336	\$ 198,990	\$ 304,750	A \$ 386,336	Song & Associates, Inc.	Grace & Naem Uddin, Inc.
1781	P.001412	Cypress ES SMART Program Renovations	\$ 3,299,167	\$ 3,752,064	\$ 2,209,761	\$ 2,640,165	A \$ 3,752,064	Jorge A. Gutierrez Architect LLC	Lego Construction Co
2123	P.002120	Cypress Run EC SMART Program Renovations (T&B)	\$ 77,000	\$ 77,000	\$ 20,418	\$ 20,418	A \$ 77,000		Koldare, Inc.
2123	P.001874	Cypress Run EC SPE	\$ 90,000	\$ 90,000	\$ 67,950	\$ 2,944	A \$ 90,000	Jorge A. Gutierrez Architect LLC	Tropic Fence
0101	P.002061	Dania ES SMART Program Renovations	\$ 2,502,000	\$ 2,502,000	\$ 1,680,540	\$ -	\$ 3,377,700	RGD Consulting Engineers	
3697	P.001972	Dave Thomas EC East SMART Program Renovations	\$ 758,000	\$ 758,000	\$ 500,954	\$ 1,703,137	E \$ 2,180,015	The Tamara Peacock Company	
3651	P.001876	Dave Thomas EC West SPE	\$ 90,000	\$ 90,000	\$ 67,950	\$ 68,968	A \$ 90,000	Jorge A. Gutierrez Architect LLC	Lego Construction Co
2801	P.001899	Davie ES SMART Program Renovations	\$ 2,878,000	\$ 2,878,000	\$ 1,883,877	\$ 4,285,088	E \$ 5,484,913	Wolfberg Alvarez & Partners, Inc.	
0011	P.001694	Deerfield Beach ES SMART Program Renovations	\$ 5,157,000	\$ 5,157,000	\$ 3,454,126	\$ 2,108,827	E \$ 5,157,000	ACAI Associates, Inc.	
1711	P.002134	Deerfield Beach HS Phase 1 SMART Program Renovations	\$ 8,774,000	\$ 8,774,000	\$ 5,900,543	\$ 4,188,054	E \$ 5,358,149	Wolfberg Alvarez & Partners, Inc.	
1711	P.002134	Deerfield Beach HS Phase 2 SMART Program Renovations	\$ 3,912,000	\$ 3,912,000	\$ 2,638,376	\$ -	\$ 5,281,200	Laura M. Perez & Associates, Inc.	
1711	P.002030	Deerfield Beach HS SPE	\$ 540,000	\$ 540,000	\$ 418,500	\$ 415,000	A \$ 540,000	Jorge A. Gutierrez Architect LLC	FHP Tectonics Corp.
0911	P.002142	Deerfield Beach MS SMART Program Renovations	\$ 4,333,000	\$ 4,333,000	\$ 2,922,312	\$ -	\$ 7,300,000	DLFC Architects	
0911	P.001873	Deerfield Beach MS SPE	\$ 465,000	\$ 465,000	\$ 374,790	\$ 46,493	A \$ 465,000	Song & Associates, Inc.	Tropic Fence
0391	P.002036	Deerfield Park ES SMART Program Renovations	\$ 5,240,000	\$ 5,240,000	\$ 3,534,021	\$ 6,231,842	E \$ 7,976,758	Rodriguez Architect, Inc.	
0391	P.001878	Deerfield Park ES SPE	\$ 195,000	\$ 195,000	\$ 143,325	\$ 144,899	A \$ 195,000	Song & Associates, Inc.	Grace & Naem Uddin, Inc.
0371	P.001726	Dillard 6-12 SMART Program Renovations	\$ 3,692,000	\$ 3,692,000	\$ 2,553,923	\$ 6,736,263	A* \$ 8,498,089	Sol-ARCH, Inc.	
0371	P.001726-SPE	Dillard 6-12 SPE (advance in const phase)	\$ 540,000	\$ 540,000	\$ 361,689	\$ 368,650	E \$ 540,000	Sol-ARCH, Inc.	
0271	P.001915	Dillard ES SMART Program Renovations	\$ 1,677,000	\$ 1,677,000	\$ 1,126,405	\$ -	\$ 2,263,950	Song & Associates, Inc.	
3962	P.002118	Discovery ES SMART Program Renovations (T&B)	\$ 150,000	\$ 150,000	\$ 24,680	\$ 24,680	A \$ 150,000		Koldare, Inc.
1611	P.001662	Dr. MLK Montessori Academy SMART Program Renovations	\$ 1,061,000	\$ 1,061,000	\$ 730,366	\$ 691,299	A \$ 1,061,000	SGM Engineering, Inc.	Grace & Naem Uddin, Inc.
0721	P.002064	Dunwood ES SMART Program Renovations	\$ 1,735,000	\$ 1,735,000	\$ 1,165,363	\$ -	\$ 2,342,250	RGD Consulting Engineers	
0861	P.001837	Dunwood MS SMART Program Renovations	\$ 5,544,000	\$ 5,544,000	\$ 3,713,337	\$ 7,755,881	E \$ 9,927,527	LIVS Associates	
3481	P.001746	Eagle Point ES SMART Program Renovations	\$ 4,820,000	\$ 4,820,000	\$ 3,228,406	\$ 5,895,515	E \$ 7,546,259	Williamson Dacar Associates, Inc.	
3441	P.001722	Eagle Ridge ES SMART Program Renovations	\$ 2,252,000	\$ 3,306,383	\$ 1,506,993	\$ 2,325,813	A \$ 3,306,383	The Tamara Peacock Company	Lego Construction Co
3191	P.001897	Embassy Creek ES SMART Program Renovations	\$ 3,524,000	\$ 3,524,000	\$ 2,317,564	\$ 3,373,787	E \$ 4,318,447	Wolfberg Alvarez & Partners, Inc.	
3301	P.002111	Endeavour Primary LC ES SMART Program Renovations	\$ 957,000	\$ 957,000	\$ 632,471	\$ -	\$ 1,291,950	The Tamara Peacock Company	D. Stephenson Construction Company
3301	P.001855	Endeavour Primary LC ES SPE	\$ 195,000	\$ 195,000	\$ 147,615	\$ 30,934	A \$ 195,000	Song & Associates, Inc.	Tropic Fence
2942	P.001948	Everglades ES SMART Program Renovations (CC-A)	\$ 1,212,000	\$ 1,212,000	\$ 785,761	\$ 2,009,703	E \$ 2,572,420	Song & Associates, Inc.	
3731	P.001985	Everglades HS SMART Program Renovations	\$ 3,669,000	\$ 3,669,000	\$ 2,474,489	\$ 10,090,689	E \$ 12,916,082	The Tamara Peacock Company	
1641	P.001785	Fairway ES SMART Program Renovations	\$ 4,003,000	\$ 4,003,000	\$ 2,681,184	\$ 5,630,536	E \$ 7,207,087	Nyarko Architectural Group	
3622	P.001902	Falcon Cove MS SMART Program Renovations (CMAR)	\$ 10,741,000	\$ 10,741,000	\$ 7,223,355	\$ 20,500,000	E \$ 28,800,000	Zyscovich Architects	OHL Building, Inc.
2541	P.002135	Flamingo ES SMART Program Renovations	\$ 1,955,000	\$ 1,955,000	\$ 1,314,599	\$ 1,754,360	E \$ 2,502,400	SGM Engineering, Inc.	
0851	P.002001	Florhaha ES SMART Program Renovations	\$ 776,000	\$ 776,000	\$ 512,850	\$ -	\$ 1,047,600	Nyarko Architectural Group	
3051	P.001865	Forest Glen MS SMART Program Renovations	\$ 5,189,000	\$ 5,189,000	\$ 3,475,560	\$ 7,129,019	E \$ 9,125,144	Via Design Studio	
3051	P.001831	Forest Glen MS SPE	\$ 233,000	\$ 411,186	\$ 166,013	\$ 328,000	A \$ 411,186	Jorge A. Gutierrez Architect LLC	Grace & Naem Uddin, Inc.
2631	P.001926	Forest Hills ES SMART Program Renovations	\$ 1,336,000	\$ 2,419,601	\$ 877,175	\$ 1,911,992	A \$ 2,419,601	Song & Associates, Inc.	FHP Tectonics Corp.
0951	P.001839	Fort Lauderdale HS SMART Program Renovations	\$ 2,409,000	\$ 2,409,000	\$ 1,687,778	\$ 2,928,861	E \$ 3,748,942	Sol-ARCH, Inc.	
3531	P.001973	Fort Trail ES SMART Program Renovations	\$ 770,000	\$ 770,000	\$ 508,865	\$ 1,472,920	E \$ 1,885,338	Via Design Studio	
3642	P.001863	Gator Run ES SMART Program Renovations	\$ 2,571,000	\$ 2,571,000	\$ 1,715,130	\$ 2,692,165	E \$ 3,445,971	Via Design Studio	
2021	P.001968	Glades MS SMART Program Renovations	\$ 386,000	\$ 386,000	\$ 255,103	\$ 52,893	E \$ 386,000	Via Design Studio	
2851	P.001745	Griffin ES SMART Program Renovations	\$ 2,258,000	\$ 4,126,208	\$ 1,506,326	\$ 3,296,363	A \$ 4,126,208	Jorge A. Gutierrez Architect LLC	Anatom Construction, Inc.
0592	P.001822	Gulfstream Academy of Hallandale Beach (FKA Hallandale Adult & Community) SMART Program Renovations	\$ 5,161,700	\$ 5,161,700	\$ 3,457,275	\$ 3,967,894	E \$ 5,161,700	ACAI Associates, Inc.	
0131	P.002072	Gulfstream Academy of Hallandale Beach (FKA Hallandale ES) SMART Program Renovations	\$ 1,090,000	\$ 1,090,000	\$ 720,369	\$ -	\$ 1,471,500	RGD Consulting Engineers	
3931	P.002055	Gulfstream Early Learning Center of Excellence (FKA Gulfstream MS) SMART Program Renovations	\$ 3,071,363	\$ 3,071,363	\$ 2,071,424	\$ -	\$ 4,146,340	Silva Architects, LLC	
3931	P.002055-SPE	Gulfstream ELC SPE (pull out as a separate project)	\$ 75,000	\$ 75,000	\$ 50,582	\$ -	\$ 101,250	Silva Architects, LLC	
0403	P.002115	Hallandale Magnet HS Ph 2 SMART Program Renovations	\$ 6,955,000	\$ 6,955,000	\$ 4,709,974	\$ -	\$ 9,389,250	Song & Associates, Inc.	
0491	P.002068	Harborale ES SMART Program Renovations	\$ 1,048,000	\$ 1,049,000	\$ 693,273	\$ -	\$ 1,416,150	RGD Consulting Engineers	G.E.C. Associates, Inc.
3131	P.001784	Hawkes Bluff ES SMART Program Renovations	\$ 2,903,000	\$ 2,903,000	\$ 1,935,605	\$ 3,250,976	E \$ 4,181,250	Sol-ARCH, Inc.	
1011	P.001986	Henry D. Perry EC SMART Program Renovations	\$ 5,607,000	\$ 5,607,000	\$ 3,916,424	\$ -	\$ 7,839,450	Laura M. Perez & Associates, Inc.	
3961	P.002147	Heron Heights ES SMART Program Renovations	\$ 657,000	\$ 657,000	\$ 434,204	\$ -	\$ 886,950	RGD Consulting Engineers	Thornton Construction Company
0121	P.001983	Hollywood Central ES SMART Program Renovations	\$ 4,817,000	\$ 4,817,000	\$ 3,248,737	\$ 6,707,813	E \$ 8,586,001	The Tamara Peacock Company	
0111	P.001845	Hollywood Hills ES SMART Program Renovations	\$ 2,999,000	\$ 2,999,000	\$ 2,022,620	\$ -	\$ 4,048,650	LMCO Engineering, Inc.	
0111	P.001870	Hollywood Hills ES SPE	\$ 195,000	\$ 195,000	\$ 139,035	\$ 138,993	A \$ 195,000	Jorge A. Gutierrez Architect LLC	Grace & Naem Uddin, Inc.
1661	P.001806	Hollywood Hills HS SMART Program Renovations	\$ 14,521,000	\$ 14,521,000	\$ 9,886,781	\$ 18,200,000	E \$ 22,000,000	ACAI Associates, Inc.	James B. Pirte Construction
1661	P.001806-SPE	Hollywood Hills HS SPE (pull out as a separate project)	\$ 540,000	\$ 540,000	\$ 384,627	\$ 2,630	A \$ 540,000	ACAI Associates, Inc.	Tropic Fence
1761	P.001788	Hollywood Park ES SMART Program Renovations	\$ 4,185,000	\$ 4,185,000	\$ 2,803,087	\$ 5,284,194	E \$ 6,783,788	CSA Central, Inc.	

SMART - Running Construction Budgets

Loc ID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
2531	P.002038	Horizon ES SMART Program Renovations	\$ 813,000	\$ 813,000	\$ 537,303	\$ -	\$ 1,097,550		Song & Associates, Inc.
3471	P.001748	Indian Ridge MS SMART Program Renovations	\$ 5,115,000	\$ 6,060,102	\$ 3,425,995	\$ 4,699,211	A \$ 6,060,102		Jorge A. Gutierrez Architect LLC
3181	P.001800	Indian Trace ES SMART Program Renovations	\$ 3,530,000	\$ 3,530,000	\$ 2,380,743	\$ -	\$ 4,765,500		LMCO Engineering, Inc.
2751	P.001675	J.P. Taravella HS ADA RR (CC-A)	\$ 458,554	\$ 458,554	\$ 321,927	\$ -	\$ 619,048		Jorge A. Gutierrez Architect LLC
2751	P.001942	J.P. Taravella HS SMART Program Renovations	\$ 10,990,000	\$ 10,990,000	\$ 7,256,588	\$ 10,175,928	E \$ 14,500,000		Song & Associates, Inc.
2751	P.001860	J.P. Taravella HS SPE	\$ 540,000	\$ 540,000	\$ 416,880	\$ 309,139	A \$ 540,000		Jorge A. Gutierrez Architect LLC
1971	P.002059	James S. Hunt ES SMART Program Renovations	\$ 4,833,000	\$ 4,833,000	\$ 3,259,528	\$ -	\$ 6,524,550		RGD Consulting Engineers
2121	P.001743	James S. Rickards MS SMART Program Renovations	\$ 5,009,000	\$ 5,009,000	\$ 3,354,997	\$ -	\$ 7,700,000		Williamson Dacar Associates, Inc.
2121	P.001743-SPE	James S. Rickards MS SPE	\$ 233,000	\$ 233,000	\$ 156,062	\$ 282,600	A \$ 361,728		Williamson Dacar Associates, Inc.
0831	P.001866	Lake Forest ES SMART Program Renovations	\$ 1,913,000	\$ 1,913,000	\$ 1,276,174	\$ 2,450,306	A \$ 3,115,142		Nyarko Architectural Group
0831	P.001826-SPE	Lake Forest ES SPE	\$ 148,032	\$ 195,000	\$ 93,432	\$ 30,951	A \$ 110,419		Jorge A. Gutierrez Architect LLC
0831	P.001826	Lake Forest ES SPE Door	\$ 46,968	Incl above	\$ 46,968	\$ 46,968	A	Incl above	Jorge A. Gutierrez Architect LLC
3591	P.002070	Lakeside ES SMART Program Renovations	\$ 2,899,000	\$ 2,899,000	\$ 1,947,197	\$ -	\$ 3,913,650		Rodriguez Architect, Inc.
0621	P.002073	Larkdale ES SMART Program Renovations	\$ 1,401,000	\$ 1,401,000	\$ 925,906	\$ -	\$ 1,891,350		CES Engineering Services, LLC
0621	P.001832	Larkdale ES SPE	\$ 60,000	\$ 349,410	\$ 42,900	\$ 306,000	A \$ 349,410		Jorge A. Gutierrez Architect LLC
1701	P.001637	Lauderdale Lakes MS SMART Program Renovations	\$ 6,481,000	\$ 6,481,000	\$ 4,358,492	\$ 4,947,000	A \$ 6,481,000		Jorge A. Gutierrez Architect LLC
0431	P.001635	Lauderdale Manors ELC SMART Program Renovations	\$ 2,974,058	\$ 2,974,058	\$ 1,984,011	\$ 4,405,940	E \$ 5,639,604		CSA Central, Inc.
1391	P.001801	Lauderhill 6-12 SMART Program Renovations	\$ 6,126,000	\$ 6,126,000	\$ 4,119,754	\$ 5,692,430	E \$ 7,841,280		FICE Design, Inc.
1391	P.001956	Lauderhill 6-12 SPE	\$ 270,000	\$ 303,916	\$ 206,820	\$ 237,653	A \$ 303,916		Jorge A. Gutierrez Architect LLC
1362	P.002092	Lauderhill Comm School at Park Lakes LC (ka Castle Hill Annex) SMART Program Renovations	\$ 644,000	\$ 644,000	\$ 425,613	\$ -	\$ 869,400		DLFC Architects
1381	P.002066	Lauderhill-Paul Turner ES SMART Program Renovations	\$ 2,295,000	\$ 2,295,000	\$ 1,541,503	\$ -	\$ 3,098,250		CES Engineering Services, LLC
3821	P.001999	Liberty ES SMART Program Renovations	\$ 377,000	\$ 377,000	\$ 249,155	\$ 205,757	E \$ 377,000		Song & Associates, Inc.
1091	P.001824	Lloyd Estates ES SMART Program Renovations	\$ 2,252,000	\$ 2,252,000	\$ 1,502,323	\$ 2,681,221	E \$ 3,431,963		FICE Design, Inc.
3101	P.002141	Lyons Creek MS SMART Program Renovations	\$ 3,049,000	\$ 3,049,000	\$ 2,056,342	\$ -	\$ 4,116,150		DLFC Architects
3841	P.001759	Manatee Bay ES SMART Program Renovations	\$ 1,759,000	\$ 2,384,661	\$ 1,173,440	\$ 1,906,326	A \$ 2,384,661		Jorge A. Gutierrez Architect LLC
2741	P.001998	Maplewood ES Media Center	\$ 362,000	\$ 362,000	\$ 243,419	\$ 266,620	E \$ 362,000		Song & Associates, Inc.
2741	P.001639	Maplewood ES SMART Program Renovations	\$ 2,279,629	\$ 2,279,629	\$ 1,520,754	\$ 2,780,305	E \$ 3,558,791		M.C. Harry and Associates, Inc.
1161	P.001647	Margate ES SMART Program Renovations	\$ 4,618,753	\$ 4,618,753	\$ 3,093,612	\$ 9,520,000	E \$ 12,000,000		Song & Associates, Inc.
0581	P.001836	Margate MS SMART Program Renovations	\$ 8,636,000	\$ 8,636,000	\$ 5,807,737	\$ -	\$ 13,500,000		LIVS Associates
0581	P.001836-SPE	Margate MS SPE (pull out as a separate project)	\$ 233,000	\$ 233,000	\$ 156,693	\$ 260,000	E \$ 332,800		LIVS Associates
3011	P.002165	Marjory Stoneman Douglas HS Building Replacement	\$ -	\$ 18,000,000	\$ 12,600,000	\$ -	NOT SMART		Zycovich Architects
3011	P.000817	Marjory Stoneman Douglas HS SMART Program Renovations	\$ 10,107,805	\$ 10,107,805	\$ 6,845,075	\$ -	\$ 13,645,537		Song & Associates, Inc.
0341	P.002125	Mary M. Bethune MS SMART Program Renovations	\$ 3,151,000	\$ 3,151,000	\$ 2,125,134	\$ -	\$ 4,253,850		RGD Consulting Engineers
0241	P.001954	McArthur HS SMART Program Renovations	\$ 15,811,496	\$ 15,811,496	\$ 10,751,897	\$ 27,860,000	E \$ 34,400,000		Rodriguez Architect, Inc.
0841	P.001964	McNab ES SMART Program Renovations	\$ 1,295,000	\$ 1,295,000	\$ 850,256	\$ 2,681,306	A \$ 3,210,437		ACAI Associates, Inc.
0481	P.001941	McNicol MS SMART Program Renovations	\$ 1,345,000	\$ 1,345,000	\$ 883,084	\$ 821,859	A \$ 1,345,000		Jorge A. Gutierrez Architect LLC
0481	P.001856-SPE	McNicol MS SPE	\$ 233,000	\$ 258,000	\$ 173,585	\$ 193,604	A \$ 258,000		Jorge A. Gutierrez Architect LLC
0761	P.002083	Meadowbrook ES SMART Program Renovations	\$ 1,061,000	\$ 1,061,000	\$ 701,204	\$ -	\$ 1,432,350		RGD Consulting Engineers
4772	P.002046	Millennium 6-12 Collegiate Academy SMART Program Renovations	\$ 2,935,000	\$ 2,935,000	\$ 1,971,377	\$ -	\$ 3,962,250		Song & Associates, Inc.
0531	P.001727	Miramar ES SMART Program Renovations	\$ 3,798,000	\$ 3,798,000	\$ 2,543,877	\$ 4,780,046	A \$ 6,084,935		The Tamara Peacock Company
1751	P.002003	Miramar HS SMART Program Renovations	\$ 11,007,000	\$ 11,007,000	\$ 7,454,016	\$ -	\$ 14,859,450		M.C. Harry and Associates, Inc.
1751	P.001827	Miramar HS SPE	\$ 540,000	\$ 540,000	\$ 175,155	\$ 157,740	A \$ 540,000		Jorge A. Gutierrez Architect LLC
1841	P.002011	Mirror Lake ES SMART Program Renovations	\$ 1,720,000	\$ 1,720,000	\$ 1,147,423	\$ 2,750,080	E \$ 3,520,102		ACAI Associates, Inc.
3541	P.002148	Monarch HS SMART Program Renovations	\$ 2,224,000	\$ 2,224,000	\$ 1,493,814	\$ -	\$ 4,500,000		DLFC Architects
2691	P.001996	Morrow ES SMART Program Renovations	\$ 2,386,623	\$ 2,386,623	\$ 1,592,131	\$ 1,200,000	A \$ 1,917,583		Delta G Consulting Engineers, Inc.
3911	P.002143	New Renaissance MS SMART Program Renovations	\$ 3,554,000	\$ 3,554,000	\$ 2,396,930	\$ -	\$ 4,787,900		CES Engineering Services, LLC
0881	P.001710	New River MS SMART Program Renovations	\$ 2,242,000	\$ 2,242,000	\$ 1,495,652	\$ 2,801,168	E \$ 3,585,485		Cram Atlantis Engineering, Inc.
2671	P.002112	Nob Hill ES SMART Program Renovations	\$ 1,859,000	\$ 1,859,000	\$ 1,248,651	\$ -	\$ 2,509,650		The Tamara Peacock Company
0561	P.001969	Norcrest ES SMART Program Renovations	\$ 2,110,000	\$ 2,110,000	\$ 1,417,242	\$ 2,611,474	E \$ 3,342,687		The Tamara Peacock Company
0521	P.001890	North Andrews Gardens ES SMART Program Renovations	\$ 2,278,000	\$ 2,278,000	\$ 1,530,084	\$ -	\$ 3,075,300		LMCO Engineering, Inc.
0521	P.002186	North Andrews Gardens ES SPE Fencing*	\$ 60,000	\$ 60,000	\$ 38,700	\$ 5,000	A \$ 60,000		Song & Associates, Inc.
1191	P.001849	North Fork ES SMART Program Renovations	\$ 1,933,000	\$ 1,933,000	\$ 1,275,106	\$ 2,361,946	E \$ 3,023,291		Jorge A. Gutierrez Architect LLC
1191	P.001901	North Fork ES SPE	\$ 33,617	\$ 62,480	\$ 21,851	\$ 45,861	A \$ 62,480		Song & Associates, Inc.
2231	P.001903	North Lauderdale PK8 SMART Program Renovations	\$ 1,436,000	\$ 1,436,000	\$ 842,832	\$ 1,430,229	E \$ 1,838,080		GLE Associates, Inc.
0041	P.001992	North Side ES SMART Program Renovations (CC-A)	\$ 1,696,000	\$ 1,696,000	\$ 1,136,320	\$ 2,825,073	A* \$ 3,465,430		ACAI Associates, Inc.
1241	P.002301	Northeast HS New Addition and Renovation to Building 12	\$ -	\$ 17,840,962	\$ 11,953,445	\$ -	\$ 17,840,962		Zycovich Architects
1241	P.001684	Northeast HS SMART Program Renovations (CMAR)	\$ 14,007,000	\$ 14,007,000	\$ 9,418,750	\$ 15,144,679	E \$ 21,000,000		ACAI Associates, Inc.

SMART - Running Construction Budgets

Loc ID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT OF 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
			\$ 540,000	\$ 540,000	\$ 363,152	\$ 601,436	\$ 601,436	ACAI Associates, Inc.	Gibane Building Company
1241	P.001684-SPE	Northeast HS SPE	\$ 1,748,000	\$ 1,748,000	\$ 1,305,072	\$ -	\$ 2,359,800	RGD Consulting Engineers	Grace & Naem Uddin, Inc.
1282	P.002149	Nova Blanche Foreman ES SMART Program Renovations	\$ 195,000	\$ 195,000	\$ 128,873	\$ 59,000	\$ 195,000	Song & Associates, Inc.	Tropic Fence
1282	P.001889	Nova Blanche Foreman ES SPE	\$ 1,031,000	\$ 1,031,000	\$ 681,377	\$ -	\$ 1,391,850	RGD Consulting Engineers	Thomton Construction Company
1271	P.002145	Nova Dwight D. Eisenhower ES SMART Program Renovations	\$ 195,000	\$ 195,000	\$ 147,225	\$ 107,215	\$ 195,000	Song & Associates, Inc.	Tropic Fence
1271	P.001884-SPE	Nova Dwight D. Eisenhower ES SPE	\$ 19,563,000	\$ 19,563,000	\$ 13,291,313	\$ 25,422,814	\$ 31,826,745	ACAI Associates, Inc.	Partle Construction Company
1281	P.001817	Nova HS SMART Program Renovations	\$ 270,000	\$ 270,000	\$ 182,313	\$ 579,378	\$ 741,601	ACAI Associates, Inc.	Thomton Construction Company
1281	P.001817-SPE	Nova HS SPE	\$ 2,602,000	\$ 2,602,000	\$ 2,285,624	\$ 4,966,566	\$ 6,357,204	Wolfberg Alvarez & Partners, Inc.	Partle Construction Company
1311	P.001898	Nova MS SMART Program Renovations	\$ 903,000	\$ 903,000	\$ 582,226	\$ 200,731	\$ 200,731	Wolfberg Alvarez & Partners, Inc.	Partle Construction Company
1311	P.002027	Nova MS SMART Fire Sprinklers	\$ 3,061,000	\$ 3,061,000	\$ 2,013,071	\$ 3,008,110	\$ 3,918,080	Jorge A. Gutierrez Architect LLC	Tropic Fence
0231	P.001895	Oakland Park ES SMART Program Renovations	\$ 60,000	\$ 60,000	\$ 40,500	\$ -	\$ 51,985	\$ 60,000	OAC
0461	P.001911-SPE	Oakridge ES - SPE Fencing - FM16384	\$ 3,606,000	\$ 3,606,000	\$ 2,455,464	\$ 3,777,373	\$ 5,079,860	Nyarko Architectural Group	
0461	P.001712	Oakridge ES SMART Program Renovations	\$ 703,000	\$ 703,000	\$ 4,670,232	\$ 13,270,471	\$ 16,986,203	Song & Associates, Inc.	Lego Construction Co
0471	P.001955	Olsen MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 176,588	\$ 165,000	\$ 233,000	Song & Associates, Inc.	Lego Construction Co
0471	P.001833-SPE	Olsen MS SPE	\$ 3,176,000	\$ 3,176,000	\$ 2,141,995	\$ 2,512,323	\$ 4,287,600	Via Design Studio	
1831	P.001970	Oriole ES SMART Program Renovations	\$ 2,212,000	\$ 3,530,659	\$ 1,475,839	\$ -	\$ 3,530,659	Nyarko Architectural Group	
3311	P.001885	Palm Cove ES SMART Program Renovations	\$ 3,952,000	\$ 3,952,000	\$ 2,865,353	\$ -	\$ 3,952,000	RGD Consulting Engineers	
1131	P.002064	Palmview ES SMART Program Renovations	\$ 1,434,000	\$ 1,434,000	\$ 947,715	\$ -	\$ 1,935,900	CES Engineering Services, LLC	
3571	P.002069	Panther Run ES SMART Program Renovations	\$ 774,000	\$ 774,000	\$ 511,528	\$ -	\$ 1,044,900	Song & Associates, Inc.	
3761	P.001988	Park Lakes ES SMART Program Renovations	\$ 2,184,000	\$ 2,184,000	\$ 1,468,947	\$ -	\$ 2,948,400	CES Engineering Services, LLC	
1951	P.001844	Park Ridge ES SMART Program Renovations	\$ 5,021,000	\$ 5,021,000	\$ 3,386,321	\$ -	\$ 6,778,350	KWH Architects, PA	
3171	P.002062	Park Springs ES SMART Program Renovations	\$ 2,314,000	\$ 2,314,000	\$ 1,554,263	\$ -	\$ 3,123,900	Song & Associates, Inc.	
3781	P.002116	Park Trails ES SMART Program Renovations	\$ 846,000	\$ 846,000	\$ 559,112	\$ -	\$ 1,142,100	RGD Consulting Engineers	Sagama Construction Services
3631	P.002082	Parkside ES SMART Program Renovations	\$ 3,166,640	\$ 3,166,640	\$ 2,120,998	\$ -	\$ 4,274,964	Cram Atlantis Engineering, Inc.	
0701	P.001807	Parkway MS SMART Program Renovations	\$ 4,023,000	\$ 4,023,000	\$ 2,657,072	\$ 4,778,811	\$ 6,116,878	FICE Design, Inc.	
2071	P.001634	Pasadena Lakes ES SMART Program Renovations	\$ 2,554,000	\$ 2,554,000	\$ 1,703,789	\$ -	\$ 3,447,900	Cram Atlantis Engineering, Inc.	
2661	P.001842	Pembroke Lakes ES SMART Program Renovations	\$ 3,909,000	\$ 3,909,000	\$ 2,618,224	\$ 3,030,855	\$ 3,909,000	CES Engineering Services, LLC	
1221	P.001864	Pembroke Pines ES SMART Program Renovations	\$ 3,038,000	\$ 3,038,000	\$ 2,048,923	\$ -	\$ 4,101,300	Delta G Consulting Engineers, Inc.	
0931	P.002041	Peters ES SMART Program Renovations	\$ 74,000	\$ 74,000	\$ 20,418	\$ 20,418	\$ 74,000	Laura M. Perez & Associates, Inc.	Koldare, Inc.
0653	P.002121	Pine Ridge EC SMART Program Renovations (T&B)	\$ 1,483,000	\$ 1,483,000	\$ 980,099	\$ 1,167,053	\$ 1,493,828	Laura M. Perez & Associates, Inc.	Messam Construction
2861	P.002004	Pines Lakes ES SMART Program Renovations	\$ 395,000	\$ 395,000	\$ 281,051	\$ -	\$ 533,250	Rodriguez Architect, Inc.	
1881	P.002130	Pines MS SMART Program Renovations	\$ 1,908,000	\$ 1,908,000	\$ 1,272,838	\$ 2,467,372	\$ 3,158,236	Song & Associates, Inc.	
2811	P.001949	Pinewood ES SMART Program Renovations	\$ 8,298,000	\$ 8,298,000	\$ 5,580,430	\$ 9,119,500	\$ 11,672,960	Williamson Dacar Associates, Inc.	
2571	P.001793	Pioneer MS SMART Program Renovations	\$ 14,381,000	\$ 14,381,000	\$ 9,722,249	\$ -	\$ 23,500,000	Wolfberg Alvarez & Partners, Inc.	Core Construction Services
1901	P.001744	Piper HS SMART Program Renovations	\$ 540,000	\$ 540,000	\$ 354,627	\$ 691,694	\$ 885,368	Wolfberg Alvarez & Partners, Inc.	Koldare, Inc.
1901	P.001744-SPE	Piper HS SPE	\$ 145,000	\$ 145,000	\$ 28,600	\$ 28,600	\$ 145,000	Song & Associates, Inc.	Thomton Construction Company
0941	P.002119	Plantation ES SMART Program Renovations (T&B)	\$ 14,949,000	\$ 14,949,000	\$ 9,870,877	\$ 14,800,000	\$ 19,100,000	Song & Associates, Inc.	
1451	P.001916	Plantation HS SMART Program Renovations	\$ 3,448,000	\$ 3,448,000	\$ 2,309,449	\$ 4,520,401	\$ 5,786,113	So-ARCH, Inc.	
0551	P.001729	Plantation MS SMART Program Renovations	\$ 1,983,000	\$ 1,983,000	\$ 1,331,939	\$ -	\$ 2,677,050	Rodriguez Architect, Inc.	G.E.C. Associates, Inc.
1251	P.002136	Plantation Park ES SMART Program Renovations	\$ 5,224,000	\$ 5,224,000	\$ 3,499,003	\$ 4,799,140	\$ 6,614,551	Williamson Dacar Associates, Inc.	T&G Constructors
0751	P.001713	Pompano Beach ES SMART Program Renovations	\$ 2,644,000	\$ 2,644,000	\$ 1,775,919	\$ -	\$ 3,569,400	DLFC Architects	
0185	P.002091	Pompano Beach HS SMART Program Renovations	\$ 270,000	\$ 270,000	\$ 205,740	\$ 84,532	\$ 270,000	Jorge A. Gutierrez Architect LLC	Tropic Fence
0185	P.001869-SPE	Pompano Beach HS SPE	\$ 8,084,000	\$ 8,084,000	\$ 5,436,515	\$ 9,887,982	\$ 12,871,180	Nyarko Architectural Group	Thomton Construction Company
0021	P.001721	Pompano Beach MS SMART Program Renovations	\$ 4,621,000	\$ 6,197,000	\$ 3,095,117	\$ 4,799,926	\$ 6,197,000	Williamson Dacar Associates, Inc.	Anatom Construction, Inc.
3121	P.001754	Quiet Waters ES SMART Program Renovations	\$ 2,860,000	\$ 2,860,000	\$ 3,043,543	\$ 4,325,281	\$ 5,536,360	CES Engineering Services, LLC	
2721	P.001725	Ramblewood ES SMART Program Renovations	\$ 4,544,000	\$ 4,544,000	\$ 1,781,173	\$ 2,630,166	\$ 3,366,613	Via Design Studio	
2711	P.001867	Ramblewood MS SMART Program Renovations	\$ 2,670,000	\$ 2,670,000	\$ 1,011,548	\$ 2,904,170	\$ 3,717,338	Laura M. Perez & Associates, Inc.	
2891	P.001866	Riverglades ES SMART Program Renovations	\$ 1,506,000	\$ 1,506,000	\$ 1,007,518	\$ -	\$ 2,025,000	Song & Associates, Inc.	Decklight Roofing Services, Inc.
0151	P.001987	Riverland ES SMART Program Renovations	\$ 1,500,000	\$ 1,500,000	\$ 810,205	\$ 1,785,608	\$ 2,306,944	Song & Associates, Inc.	
3031	P.002039	Riverside ES SMART Program Renovations	\$ 1,234,000	\$ 1,234,000	\$ 136,500	\$ 176,609	\$ 239,120	Jorge A. Gutierrez Architect LLC	S.A. Consultants, LLC
3701	P.001950	Rock Island ES SMART Program Renovations	\$ 195,000	\$ 238,120	\$ -	\$ -	\$ 6,524,322	Jorge A. Gutierrez Architect LLC	
1851	P.001883	Royal Palm ES SPE	\$ 3,633,000	\$ 3,633,000	\$ 2,389,248	\$ 5,097,128	\$ 6,443,550	DLFC Architects	
1851	P.001896	Royal Palm STEM Magnet (aka Royal Palm ES) SMART Program Renovations	\$ 4,773,000	\$ 4,773,000	\$ 3,219,062	\$ -	\$ 6,443,550	DLFC Architects	
0831	P.002132	Sanders Park Elementary Magnet School SMART Program Renovations	\$ 469,000	\$ 469,000	\$ 307,930	\$ 749,894	\$ 921,942	Hammond and Associates, Inc.	Thomton Construction Company
3001	P.001924	Sandpiper ES SMART Program Renovations	\$ 2,646,000	\$ 2,646,000	\$ 1,777,262	\$ -	\$ 3,572,100	RGD Consulting Engineers	
3401	P.002127	Sawgrass ES SMART Renovations	\$ 6,323,975	\$ 6,323,975	\$ 4,252,893	\$ 8,026,837	\$ 10,274,351	BRPH Architects/Engineers, Inc.	Grace & Naem Uddin, Inc.
3431	P.001841	Sawgrass Springs MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 156,693	\$ 239,457	\$ 306,505	BRPH Architects/Engineers, Inc.	
3431	P.001841-SPE	Sawgrass Springs MS SPE (pull out as a separate project)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

SMART - Running Construction Budgets

LocID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT or 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
			\$ 2,810,975	\$ 2,810,975	\$ 1,875,219	\$ 2,196,449	E \$ 2,811,455	Crain Atlantis Engineering, Inc.	Grace & Naem Uddin, Inc.
2871	P.001632	Sea Castle ES SMART Program Renovations	\$ 1,324,000	\$ 1,324,000	\$ 869,296	\$ 1,873,553	A \$ 2,455,082	Song & Associates, Inc.	Delta G Consulting Engineers, Inc.
0601	P.001951	Seagull Alternative HS SMART Program Renovations	\$ 4,619,000	\$ 4,619,000	\$ 3,115,199	\$ -	A \$ 233,000	Song & Associates, Inc.	Lego Construction Co
1891	P.002047	Seminole MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 171,954	\$ 111,772	A \$ 4,362,881	Williamson Dacar Associates, Inc.	Tropic Fence
1691	P.001828	Seminole MS SPE	\$ 3,231,764	\$ 3,231,764	\$ 2,164,615	\$ -	A \$ 60,000	Williamson Dacar Associates, Inc.	Song & Associates, Inc.
1811	P.001636	Sheridan Hills ES SMART Program Renovations	\$ 60,000	\$ 60,000	\$ 40,188	\$ 32,000	A \$ 4,205,250	Silva Architects, LLC	D. Stephenson Construction Company
1811	P.001636-SPE	Sheridan Hills ES SPE (pull out as a separate project)	\$ 3,115,000	\$ 3,115,000	\$ 2,100,854	\$ -	A \$ 10,489,500	Laura M. Perez & Associates, Inc.	Nyarko Architectural Group
1321	P.002071	Sheridan Park ES SMART Program Renovations	\$ 7,770,000	\$ 7,770,000	\$ 5,261,897	\$ -	A \$ 2,794,500	Nyarko Architectural Group	Atlas Apex Roofing, Inc.
1051	P.002060	Sheridan Technical College SMART Program Renovations	\$ 2,070,000	\$ 2,070,000	\$ 1,390,375	\$ -	A \$ 2,249,741	CEC Engineering Services, LLC	Messam Construction
1051-1	P.002128	Sheridan Technical HS SMART Program Renovations	\$ 744,000	\$ 744,000	\$ 488,467	\$ 1,657,342	A \$ 2,902,500	RGD Consulting Engineers	Messam Construction
3371	P.002009	Silver Lakes ES SMART Program Renovations	\$ 2,150,000	\$ 2,150,000	\$ 1,444,109	\$ -	A \$ 1,813,050	The Tamara Peacock Company	Messam Construction
2971	P.002144	Silver Lakes MS SMART Program Renovations	\$ 1,343,000	\$ 1,343,000	\$ 887,574	\$ -	A \$ 3,032,700	Wolberg Alvarez & Partners, Inc.	Lego Construction Co
3491	P.002146	Silver Palms ES SMART Program Renovations	\$ 1,958,000	\$ 1,958,000	\$ 1,315,147	\$ 2,402,000	A \$ 2,285,560	GLE Associates, Inc.	CB Constructors, Inc.
3081	P.001994	Silver Ridge ES SMART Program Renovations	\$ 1,034,000	\$ 1,034,000	\$ 678,891	\$ 1,798,491	A \$ 6,203,150	Nyarko Architectural Group	Grace & Naem Uddin, Inc.
3581	P.001906	Silver Shores ES SMART Program Renovations	\$ 4,655,000	\$ 4,655,000	\$ 3,117,890	\$ 4,876,455	A \$ 6,365,459	LIVS Associates	Grace & Naem Uddin, Inc.
3331	P.001406	Silver Trail MS SMART Program Renovations	\$ 5,682,000	\$ 5,682,000	\$ 3,902,535	\$ 6,535,515	E \$ 457,342	RGD Consulting Engineers	S.A. Consultants, LLC
0171	P.001838	South Broward HS SMART Program Renovations	\$ 270,000	\$ 270,000	\$ 181,576	\$ 457,342	A \$ 5,935,950	Jorge A. Gutierrez Architect LLC	S.A. Consultants, LLC
0171	P.001838-SPE	South Broward HS SPE (pull out as a separate project)	\$ 4,397,000	\$ 4,397,000	\$ 2,965,475	\$ -	A \$ 540,000	Jorge A. Gutierrez Architect LLC	S.A. Consultants, LLC
2351	P.002090	South Plantation HS SMART Program Renovations	\$ 540,000	\$ 540,000	\$ 390,420	\$ 189,635	A \$ 3,157,650	GLE Associates, Inc.	GLE Associates, Inc.
2351	P.001871	South Plantation HS SPE	\$ 2,339,000	\$ 2,339,000	\$ 1,481,643	\$ 2,480,719	E \$ 6,675,000	LIVS Associates	Gilbane Building Company
0921	P.002067	Stephen Foster ES SMART Program Renovations	\$ 2,221,000	\$ 2,221,000	\$ 4,673,000	\$ -	A \$ 26,491,577	Wolberg Alvarez & Partners, Inc.	Gilbane Building Company
0691	P.001905	Stirling ES SMART Program Renovations	\$ 6,675,000	\$ 6,675,000	\$ 11,011,046	\$ 24,660,511	A \$ 540,000	Wolberg Alvarez & Partners, Inc.	Gilbane Building Company
0211	P.002163	Stranahan HS Cafe/Kitchen SMART Program Renovations	\$ 14,902,557	\$ 28,491,577	\$ 364,627	\$ 420,143	A \$ 1,219,291	IGM Engineering, Inc.	Lego Construction Co
0211	P.001683	Stranahan HS SMART Program Renovations	\$ 540,000	\$ 540,000	\$ 328,680	\$ 952,571	E \$ 5,101,143	FICE Design, Inc.	Lego Construction Co
0211	P.001683-SPE	Stranahan HS SPE (CMAR)	\$ 498,000	\$ 498,000	\$ 364,627	\$ 3,985,268	E \$ 233,000	The Tamara Peacock Company	Messam Construction
0611	P.001939	Sunland Park Academy SMART Program Renovations	\$ 2,706,000	\$ 2,706,000	\$ 171,954	\$ 154,500	A \$ 2,260,062	The Tamara Peacock Company	Messam Construction
0251	P.001819	Sunrise MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 800,337	\$ 1,757,861	E \$ 1,574,100	DLFC Architects	Messam Construction
0251	P.001834	Sunrise MS SPE	\$ 1,211,000	\$ 1,211,000	\$ 790,597	\$ -	A \$ 389,716	Jorge A. Gutierrez Architect LLC	FHP Tectonics Corp.
3661	P.001971	Sunset Lakes ES SMART Program Renovations	\$ 1,166,000	\$ 1,166,000	\$ 190,207	\$ 304,466	E \$ 2,462,657	Crain Atlantis Engineering, Inc.	T&G Constructors
1171	P.002079	Sunshine ES SMART Program Renovations	\$ 295,000	\$ 295,000	\$ 1,575,000	\$ 1,575,000	A \$ 3,389,171	Soi-ARCH, Inc.	ACA Contractors, Inc.
2621	P.002049	Tamarac ES Media Center	\$ 3,191,000	\$ 3,191,000	\$ 2,137,312	\$ 1,575,000	A \$ 4,936,500	UWCO Engineering, Inc.	Messam Construction
2621	P.001724	Tamarac ES SMART Program Renovations	\$ 3,188,000	\$ 3,188,000	\$ 2,135,302	\$ 2,647,790	E \$ 233,000	Nyarko Architectural Group	Messam Construction
0571	P.001808	Tedder ES SMART Program Renovations	\$ 3,291,000	\$ 3,291,000	\$ 171,954	\$ 137,400	A \$ 1,688,000	Nyarko Architectural Group	Lego Construction Co
3151	P.002042	Tequesta Trace MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 1,126,075	\$ 1,234,401	A \$ 2,699,644	The Tamara Peacock Company	D. Stephenson Construction Company
3151	P.001852	Tequesta Trace MS SPE	\$ 1,688,000	\$ 1,688,000	\$ 1,343,180	\$ -	A \$ 2,309,850	Rodriguez Architect, Inc.	Grace & Naem Uddin, Inc.
1021	P.001872	The Quest Center SMART Program Renovations	\$ 1,999,736	\$ 1,999,736	\$ 1,343,180	\$ -	A \$ 3,811,560	Jorge A. Gutierrez Architect LLC	FHP Tectonics Corp.
3291	P.001674	Thurgood Manna ES SMART Program Renovations	\$ 1,711,000	\$ 1,711,000	\$ 149,242	\$ -	A \$ 1,913,879	GLE Associates, Inc.	Grace & Naem Uddin, Inc.
3481	P.002129	Tradewinds ES SMART Program Renovations	\$ 195,000	\$ 195,000	\$ 598,790	\$ 1,260,843	E \$ 1,884,932	Song & Associates, Inc.	Messam Construction
3481	P.001829	Tradewinds ES SPE	\$ 912,000	\$ 912,000	\$ 658,538	\$ 1,472,603	E \$ 195,000	Song & Associates, Inc.	Messam Construction
0731	P.001904	Tropical ES SMART Program Renovations (CC-A)	\$ 1,003,000	\$ 1,003,000	\$ 138,060	\$ 139,058	A \$ 3,327,400	Nyarko Architectural Group	OAC Action Corp
1621	P.001952	Village ES SMART Program Renovations (CC-A)	\$ 195,000	\$ 195,000	\$ 1,157,974	\$ -	A \$ 3,428,093	SGM Engineering, Inc.	Core Construction Services
1621	P.001835	Village ES SPE	\$ 1,724,000	\$ 1,724,000	\$ 1,061,366	\$ 2,834,582	A \$ 14,000,000	Laura M. Perez & Associates, Inc.	Core Construction Services
3321	P.002000	Virginia Shuman Young ES SMART Program Renovations	\$ 1,591,000	\$ 1,591,000	\$ 6,083,253	\$ -	A \$ 1,243,350	RGD Consulting Engineers	Core Construction Services
0321	P.001938	Walker ES SMART Program Renovations (CC-A)	\$ 921,000	\$ 921,000	\$ 686,679	\$ -	A \$ 3,748,250	RGD Consulting Engineers	Koldara, Inc.
3001	P.002010	Walker C. Young MS SMART Program Renovations (CMAR)	\$ 921,000	\$ 921,000	\$ 1,603,909	\$ -	A \$ 438,000	West Construction	West Construction
0511	P.002074	Watkins ES SMART Program Renovations	\$ 2,775,000	\$ 2,775,000	\$ 48,725	\$ 48,725	A \$ 3,910,160	Crain Atlantis Engineering, Inc.	West Construction
2881	P.002114	Welleby ES SMART Program Renovations (T&B)	\$ 438,000	\$ 438,000	\$ 1,787,177	\$ 3,003,236	A \$ 3,545,142	FICE Design, Inc.	West Construction
3971	P.002087	West Broward HS SMART Program Renovations (T&B)	\$ 2,679,000	\$ 2,679,000	\$ 2,374,514	\$ 2,383,942	E \$ 5,705,100	LWCO Engineering, Inc.	Tropic Fence
0161	P.001794	West Hollywood ES SMART Program Renovations	\$ 3,545,142	\$ 3,545,142	\$ 2,779,235	\$ -	A \$ 233,000	RGD Consulting Engineers	Tropic Fence
2681	P.001823	Westchester ES SMART Program Renovations	\$ 4,226,000	\$ 4,226,000	\$ 183,837	\$ 100,299	A \$ 5,500,000	RGD Consulting Engineers	West Construction
2831	P.001967	Weston HS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 1,905,553	\$ -	A \$ 4,300,000	Song & Associates, Inc.	West Construction
3871	P.001816	Westlakes MS - SPE - FM16366	\$ 2,285,000	\$ 2,285,000	\$ 1,534,766	\$ -	A \$ 233,000	Jorge A. Gutierrez Architect LLC	FHP Tectonics Corp.
3871	P.002131	Westlakes MS SMART Program Renovations	\$ 233,000	\$ 233,000	\$ 173,538	\$ 178,457	A \$ 4,237,269	ACA Associates, Inc.	Lego Construction Co
2052	P.002043	Westlakes MS SMART Program Renovations	\$ 1,720,000	\$ 1,720,000	\$ 1,147,423	\$ 3,482,517	A \$ 6,817,280	Caraya Associates	D. Stephenson Construction Company
2052	P.001872	Westlakes MS SPE	\$ 233,000	\$ 233,000	\$ 3,567,322	\$ 4,731,465	E \$ 2,835,000	RGD Consulting Engineers	D. Stephenson Construction Company
0631	P.001993	Westwood Heights ES SMART Program Renovations	\$ 5,326,000	\$ 5,326,000	\$ 1,410,526	\$ -	A \$ 270,000	Jorge A. Gutierrez Architect LLC	Sagoma Construction Services
0452	P.001711	Whidson-Rogers EC SMART Program Renovations	\$ 2,100,000	\$ 2,100,000	\$ 200,340	\$ 186,150	A \$ 7,753,471	Jorge A. Gutierrez Architect LLC	Sagoma Construction Services
1752	P.002089	Whispering Pines EC SMART Program Renovations	\$ 270,000	\$ 270,000	\$ 2,101,196	\$ 6,057,399	E \$ 7,753,471	Jorge A. Gutierrez Architect LLC	Sagoma Construction Services
1752	P.001857	Whispering Pines EC SPE	\$ 3,195,000	\$ 3,195,000	\$ 2,101,196	\$ 6,057,399	E \$ 7,753,471	Jorge A. Gutierrez Architect LLC	Sagoma Construction Services
1071	P.001900	William E. Dandy MS SMART Program Renovations	\$ 3,195,000	\$ 3,195,000	\$ 2,101,196	\$ 6,057,399	E \$ 7,753,471	Jorge A. Gutierrez Architect LLC	Sagoma Construction Services

SMART - Running Construction Budgets

DRAFT

Loc ID	Project ID	Project Name	2017 DEFP	2018 DEFP	ORIGINAL FLCC	CONSTRUCTION BID AMOUNT of 100% ESTIMATE	TOTAL PROJECTED BUDGET	AE	Contractor/CMAR
1071	P.001882	William E. Dandy MS SPE	\$ 233,000	\$ 233,000	\$ 166,129	\$ 169,586	A \$ 233,000	Jorge A. Gomez Architect LLC	FHP Tectonics Corp.
2771	P.001905	William T. McFatter Technical Broward Fire Academy SMART Program Renovations	\$ 256,000	\$ 256,000	\$ 168,081	\$ 437,576	E \$ 560,096	Nyarka Architectural Group	FHP Tectonics Corp.
1291	P.001658	William T. McFatter Technical College SMART Program Renovations	\$ 7,371,525	\$ 7,371,525	\$ 4,957,373	\$ 13,811,389	E \$ 17,678,578	Sol-ARCH, Inc.	
0191	P.001917	Wilton Manors ES SMART Program Renovations	\$ 3,438,000	\$ 3,438,000	\$ 2,261,006	\$ -	\$ 4,641,300	LIMCO Engineering, Inc.	
0991	P.001741	Wingate Oaks Center SMART Program Renovations	\$ 2,558,000	\$ 2,558,000	\$ 1,706,457	\$ 4,603,489	E \$ 5,892,466	Sol-ARCH, Inc.	
3091	P.001981	Winston Park ES SMART Program Renovations	\$ 2,681,000	\$ 2,681,000	\$ 1,800,771	\$ -	\$ 3,619,350	CES Engineering Services, LLC	
			\$ 849,712,938	\$929,734,717	\$596,553,367	\$625,096,037	\$1,326,955,244*		

Projected SMART Reserves (Total Projected Budget - 2017 DEFP) = **\$ 477,242,306**

* The "Total Projected Budget" includes an allowance for change orders during construction that may or may not be required
 A* = Actuals pending Board approval
 E = 100% Estimate

January 31, 2019

Mr. Frank Girardi; Executive Director, Capital Program (Task Assigned)
 Office of Facilities and Construction
 Broward County Public Schools
 600 Southeast 3rd Avenue; Fort Lauderdale, FL 33301

Re: **SMART Program Risk Assessment / Market Conditions: December 2018 Update**

Dear Mr. Girardi,

Atkins' current risk assessment on the SBBC SMART Program (Program) includes information from actual pricing data on near 12% of the Program. This information allows us to establish cost trends that more accurately predict a cost probability range for the Program based on the actual pricing and the current risks. The current Risk Assessment result is shown in Figure 1.

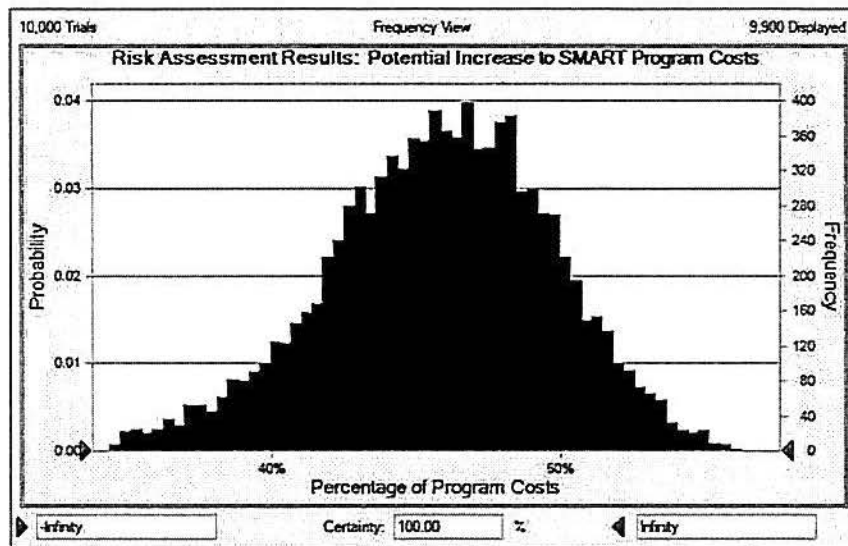


Figure 1 – Risk Assessment Results

The range of possible results in Figure 1 has trended to a midpoint of a 46% increase to the Program costs (midpoint is where half the results are lower and half are higher). This calculates to a projected increase of approximately \$415 million to the SMART Program total cost. This midpoint has now shifted towards the higher end of the original risk project range, and the higher end of the projected risk is now higher than previously considered, as shown in the following table:

Date of Submittal	Risk Analysis Result Range (Percentage Increase / \$ increase in Millions)		
	Mid-Point Risk Result	70% Risk Result	High End Risk Result
January 2017	22% / \$200	26% / \$245	49% / \$439
May 2018	22% / \$200	26% / \$245	49% / \$439
Sept. 2018	33% / \$302	36% / \$326	49% / \$441
Dec. 2018	46% / \$415	48% / \$433	58% / \$528

Table 1 – Risk Analysis Results Comparison

Through discussions with our team we are advising that we focus on the “70% Risk Result” as the amount for funding planning. The 70% Risk Result is the point where 70% of the thousands of model runs are equal to or less than that figure (with 30% of the results being above that point), and thus is a more conservative amount than the 50% risk result.

The significant increases in September and December 2018 have resulted from having more certainty that the higher ends of previously established risks are being recognized throughout the bids and pricing on projects, particularly with the roofing. The roofing risk was assessed in the December Board Workshop, and that information has been incorporated. Also, updates based on actuals and updated estimates on the classroom addition projects have increased since September. Additionally, the December 2018 results include revised inflation calculations related to the updated program completion plan that shifts the midpoint of planned program expenditures from the spring of 2019 to the fall of 2020.

The actual contracted costs to-date on the Program show that projects that have been bid or negotiated are near 40% above the initially established budgets (see Attachment 1, noting that this calculation excludes the cost increases for the three large high school projects at Blanche Ely, Stranahan and Charles Flanagan, that when included increase the percent increase to about 50%). This trend also supports the mid-point of this risk assessment. The major reasons for these increases continue to be consistent with the following major risk assessment factors:

- Actual roofing costs are well above the initial established budgets and at high end of the previous risk assessment, and this largest Program risk has been substantially increased based on bid data and roofing evaluations (noting that current roofing project solutions will avoid future roof replacements);
- Cumulative impact of higher inflation than budgeted since 2014 that is projected to continue and is now beyond the original dates for inflation calculations (more on this follows in the market conditions section);
- Scope unquantified in the ADEFP that has been identified during design development (i.e. added fire main required when adding fire sprinkler systems to buildings);
- Current estimates for classroom addition buildings at school sites have increased above established budgets;
- Additions have been approved in lieu of renovations as better long-term solutions

Some of the major market conditions factors that are driving the higher inflation impact are as follows:

Market Conditions driving Construction Inflation

Atkins has reviewed the South Florida construction market and has concluded that a **5% year over year inflation factor** should be included in the plan for the SMART Program for the near future. This 5% has been utilized in the risk assessment for the years from 2014 to 2019. These factors are in comparison to the 3% per year inflation factor that was utilized in the 2014 SMART plan projections used for the Bond Issue. The increase in this yearly construction inflation rate **is having a significant impact on Program construction costs**. For the additional inflation from 2019 to October 2020 (the new midpoint of planned expenditure), a 4% most likely inflation has been utilized. Reasons for this increase in inflation include these factors:

1. **Volume of Construction in the U.S.:** increases in volume of construction have continued since 2014, as shown in Figure 2:

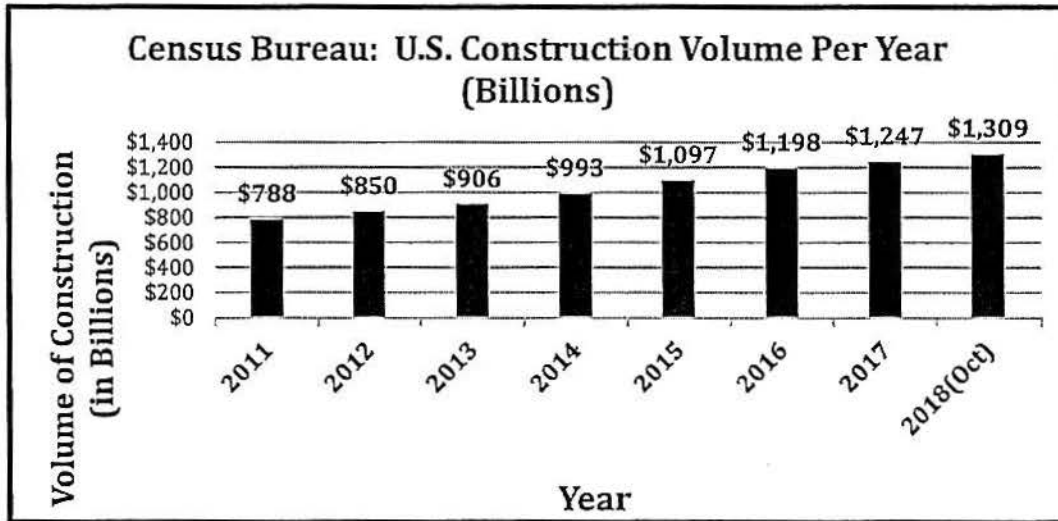


Figure 2: U.S. Construction Volume: base source: census.gov

Figure 2 shows the increased volume of construction in the U.S. since 2011. Since the 2014 SMART Program inception this calculates to over an 8% increase per year, with 2018 projected to have the highest yearly increase over this term. History has shown that construction cost trends closely follow this volume of construction, as is occurring now.

2. **Continued major programs in progress and upcoming in South Florida** in addition to the SMART Program: Miami-Dade Water and Sewer - \$13.5 Billion; Miami-Dade Schools Bond Program completion - \$1.2 Billion; Jackson Hospital - \$1 Billion+; continued FDOT Programs, including I-395/I-95 - \$1 Billion+; continued investment in Higher Ed. Construction (FIU, UM, FAU); Palm Beach County infrastructure and schools; increase in retail construction (malls and multi-use), including Miami WorldCenter at \$2 Billion; major construction at PortMiami and Port Everglades; and Miami International Airport continued expansion and improvements, etc.

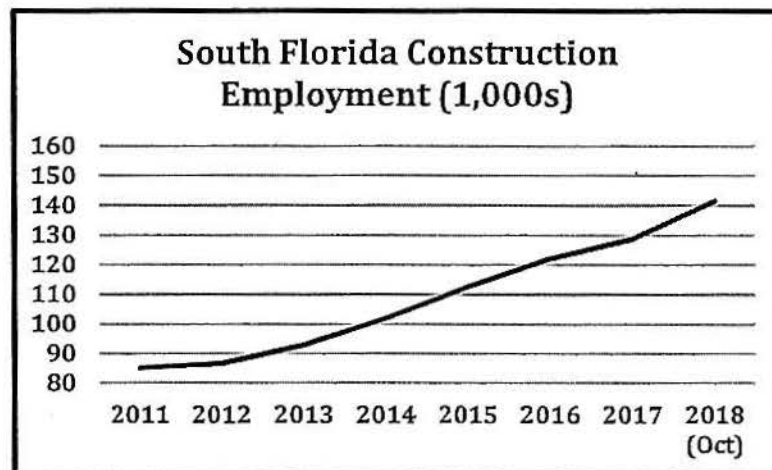


Figure 3: S. Florida Construction Employment: base source: bls.gov

3. **Continued demand for construction labor in South Florida:** South Florida construction labor has averaged more than a 10% increase in employment per year since 2014 as shown in Figure 3, depleting the supply of skilled workers available. Information in 2018 demonstrates a trend even higher than previous years, supporting that the volume of construction continues to demand from a scarce construction labor market in South Florida.
4. **Volatility of the cost of construction materials:** the cost of construction materials continues to have volatility in the market, and present cost risks as contractors will include perceived short-term risk in their prices / bids. These increases are a combination of the high demand for materials to meet the construction volume and the impact of tariff disputes that create additional volatility.

Cost Index Results:

The Turner Construction Cost Index is an industry index that has been shown to be reasonably accurate in showing actual construction cost trends. Note that combined increases from the Figure 4 construction cost change/year calculates to a cumulative compounded increase in the range of 30% since 2014, versus a range of 16% increase with the 3% rate included in the original assessment, demonstrating the high impact of inflation on the SMART Program costs.

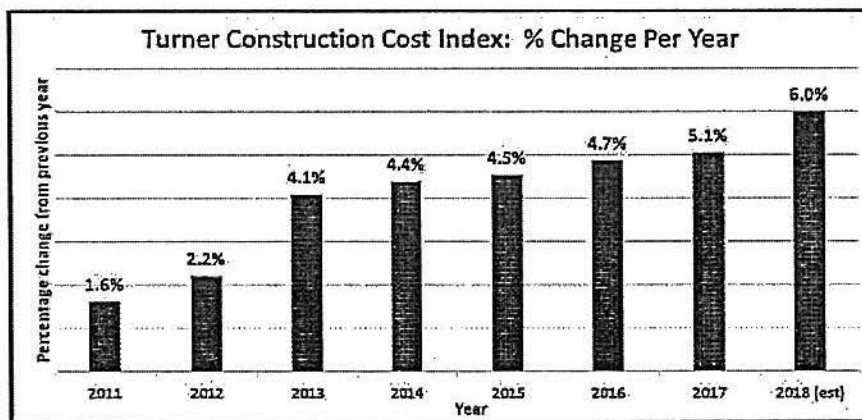


Figure 4: Turner Construction Cost Index: base source: turnerconstruction.com

Conclusion

The SMART Program currently has \$225 million in additional capital (SMART) reserve funds dedicated by the Board related to the potential increases in construction costs to meet the intended scope of the Program. The mid-range of the risk assessment is currently in the range of \$413 million that is also consistent with the "Running Estimates for the Program", where actual costs, estimates and risk projections are combined to forecast a final Program cost. Considering that increases in construction costs have been at the high end of our risk assessment, **it is recommended that the District continue to place new revenues into the unassigned reserve funds to support the SMART program to the current mid-range of program risk of 46% (approximately \$413 million), as market conditions and risks continue to be assessed.**

Risk identification and mitigation efforts continue to be considered to manage these increases, including:

- Ensure designs meet the intent of the ADEFP scope;
- Utilize the most cost/risk-effective delivery methods for the program
- Continual monitoring of the program so cost trends can be identified early and potentially mitigated
- Continue to update risk on quarterly basis as further data becomes available

As the program continues, any scope added beyond the ADEFP plan will further impact the risk, as will any further changes in schedule or market conditions. Any changes to these and other items will be addressed in the quarterly updates.

Sincerely,



David J. Carter, CCM; Vice President

C: Judith Marte (BCPS); Phillip Kaufold (BCPS); Shelley Meloni (BCPS); Ashley Carpenter (Atkins);
Danny Jardine (CBRE |Heery)

attachment