

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2019-2020**

**Lori Alhadeff
School Board Member**

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 2019-2020 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.				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>Please see attached sheet...</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 				

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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
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.			X	
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.	Comments: Please see attached sheet....			
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 				

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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>Please see attached sheet....</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 				

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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.	<p>Comments:</p> <p>Please see attached sheet....</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 				

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COMMENTS:

See attached.

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)

Lori Alkadeff
Board Member Signature

9/29/2020
Date

Robert Runcie
Superintendent Signature

9/29/2020
Date

The assertions represented in this evaluation are not reflective of my performance. Moreover, they are inconsistent with the progress that has been made by the hard work of our students, teachers, staff and administrators. I will continue to serve this community to the best of my ability and stay focused on our core mission of educating all students to reach their highest potential and succeed in tomorrow's world.

Robert Runcie 9/29/2020

I am very disappointed to see Mr. Runcie's response to constructive criticism in his evaluation. A strong leader would reflect on the opportunities for continuous improvement.

Lori Alkadeff 9/29/2020

Goal I. Leadership/Management (40%):

I. Improve public trust and confidence in the institution

- A. Public trust is lost from the Smart Bond being grossly overbudget from the original 2014 estimates, currently at about \$1.3 Billion and increasing daily. Staff continue to provide conflicting accounts of past events.
 - 1. The district communicated that laptop computers would be purchased with SMART bond funds. However, communication from staff given to both the Financial Advisory Committee and the Bond Oversight Committee was that the laptop computers were not paid for with bond funding; rather it was paid with millage. There is a lack of transparency of how things are paid for and how they are communicated to the public.
- B. SMART Bond Program projects continue to have delays and fall behind schedule.
 - 1. Delays continue despite new timelines created by the Executive Director of Capital Programs and CBRE Heery Program Director.
 - 2. See attached Substantial Completion report (Attachment A) as of June 30,2020.
- C. On August 19, 2020, Broward County Public School's (BCPS) had an enrollment decrease of 8,759 students compared to last school year, representing a significant decline in the public's trust and confidence that Mr. Runcie is able to deliver a successful e-learning education and environment.
 - 1. This is also evident from the plethora of parent emails and phone calls.

II. Respond timely and appropriately when faced with unforeseen events:

- A. In March, BCPS had to pivot quickly to online learning due to COVID-19. Due to South Florida's history of hurricanes and subsequent school closures, BCPS should have been prepared with an academic, catastrophic plan in place.
- B. Canvas should have been adopted completely throughout the district by 2018.
 - 1. Buy-in should have been obtained before the program went live
 - 2. Canvas Professional Development Training should have been implemented for all teachers starting in 2018-2019
 - 3. Adoption of Canvas could have been negotiated into teachers' contracts.
 - 4. The loss of public trust and confidence could have been minimized if Canvas was mastered before the pandemic.
- C. There needs to be a proactive annual plan to increase security measures, including a regular cadence of password changes.

III. Delegate appropriate authority to staff and monitor their follow-through:

- A. Mr. Runcie needs to hold staff accountable to their essential performance responsibilities and monitor their follow-through.
 - 1. The Program Manager needs to be in-compliance with the scope of services in their contract. Regular audits will help to hold them accountable.

2. In the future, ensure staff adhere to the performance-based fee structure for the Program Manager
- B. To improve accountability, enforce the financial penalties of the contracts for SMART project delays.
 - C. Improve the build-out of the Office of Safety, Security and Emergency Preparedness to increase resources and to mitigate risks.
 - D. The Council of Great City Schools recommended, "Permanently fill the chief facilities officer's position with a proven facilities executive who has compelling credentials and experience in the K-12 environment. The lack of significant progress made on the overall Capital Program supports the need for a nationwide search to find the type of Chief Facilities Officer who can provide oversight to the Program Managers and guidance to the Office of Capital Programs staff. Elevate Physical Plant Operations to an executive director's position that, once removed from day-to-day activities, can in tandem with the Executive Director of Capital Programs, develop and execute a formalized predictive, preventive, and routine maintenance program that addresses the large and growing deferred maintenance backlog; allows buildings to be properly maintained and safeguards the public's capital investment in these facilities (Council of the Great City Schools 22)."
 1. This seasoned Chief Facilities Officer would provide the background necessary to accomplish the synergy needed between these two functional areas.
 - E. The Council of Great City Schools report stated, "Invest in implementing critical industry best practices into BCPS facility activities by creating or updating a **Long-Range Facilities Master Plan (LRFMP)**, that includes—
 1. A current facilities condition assessment (FCA) and index (FCI) for developing cost-effective, data-driven prioritization of long and short-range facilities-use and maintenance decisions
 2. A multi-year facilities usage maintenance plan (Council of Great City Schools 24)."
- IV. Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning:**
- A. Improvement needs to occur when communicating with school administrators and teachers.
 1. The appearance of an ultimatum communicated from the District to the teachers regarding their return to brick and mortar classrooms or taking a leave of absence, created a backlash resulting in frustration and anger.
 - a. This was evidenced by the plethora of phone calls, videos and emails from teachers.
 2. Need to create a climate of open dialog with school administrators, teachers, students, and staff.

V. Improve collaboration with union and employee groups:

- A. Need to improve 5-year employee retention rates and follow the Strategic Plan.
 - 1. The Annual Outcomes report stated, "The District has developed and implemented a Professional Development (PD) program. This goal of ensuring that all teachers complete the pathway is challenging due to **teacher turnover** and competing professional development courses vying for limited time."
- B. There needs to be a more collaborative and effective way to negotiate with BTU.
 - 1. For example, there was contentious debate over the MOU on eLearning 2 streamed over Facebook Live.
 - 2. Contentious debates such as these do nothing to increase public trust and reflect poorly on the Broward County School Board.

VI. Create and maintain professional working relationship with Board:

- A. Mr. Runcie needs to follow "Robert's Rules of Order" by not interrupting School Board members when they are speaking.
- B. Mr. Runcie needs to be less defensive when answering questions.
- C. Mr. Runcie needs to improve nonverbal responses to constructive criticism and questions.

VII. Keep Board informed of issues, needs, and operation of the school system in a timely manner.

- A. Needs to inform Board of issues or major action items before they are publicly known.
 - 1. Delay in communication to board on teacher negotiations of increased compensation, resulting in poor perception of the Board Members, and delaying receipt of increased compensation by the teachers.
 - 2. Survey provided to teachers on decision options for returning to school without informing school board of such survey. Serious and sensitive operational issues should be communicated to board members in advance of actions taken.

VIII. Appropriately interpret and execute the intent of Board policy:

- A. Mr. Runcie violated the intent of Policy 1.7 titled "School Board-Established Advisory Committees and Appointment of a School Board Member Representative(s) to Such Committee(s)" by inconsistently applying provisions of the policy. The intent of this policy is that all advisories be treated equally in terms of liaisons.
 - 1. Assignment of taskforce chair should be based on expertise in the respective area.
 - a. Outlier example includes the Facilities Taskforce

- B. Per Policy 7012, "The Facilities Task Force shall provide a forum for community participation in the planning, construction, maintenance, and monitoring processes of the Broward County school facilities and make recommendations to The School Board of Broward County, Florida, that will promote excellence in Broward County school facilities. The Facilities Task Force shall advise the School Board on specific observations, potential problems, and successes relative to maintenance of facilities, new construction, and renovation and remodeling projects."
 - 1. According to memo from Mr. Runcie, Attachment B, restrictions are being placed on facilities task force members, thereby limiting their ability to perform in the fullest extent of the role in this committee.
 - 2. This is incongruent with the purpose of Policy 7012, Facilities Task Force.

Goal II. High Quality Instruction (25%):

- I. **Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes:**
 - A. Middle schools' "real-world project" and "problem-based learning" needs to be applied with fidelity across the District as indicated in our Annual Outcomes Report.
- II. **Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students:**
 - A. In reviewing the standards for this goal, it should be noted that on February 12, 2020, the Board of Education approved new standards for English Language Arts and math, thereby committing to eliminate Common Core State Standards and replacing them with the Benchmarks for Excellent Student Thinking ("BEST"). Continue to implement professional learning opportunities and development for teachers for BEST standards that need to be implemented in order to be in compliance with the FLDOE by 2022-2023.
 - B. Annual goals for transition progression need to be met.
- III. **Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment:**
 - A. During a District Advisory Committee Meeting, it was noted that 1,700 students had not logged on during the pandemic (March – June). If students are not logged on, the students are not engaged, and there is less overall academic achievement.
 - B. Poor school environment conditions do not provide students with a safe, efficient and effective learning environment. Critical projects such as roofing and HVAC that are years behind schedule is evidence that this goal is not being achieved. These conditions existed in 2014 and still exist at the schools in the worst state of disrepair.

1. For example, in the Big Three (3) Schools (Blanche Ely High School, Northeast High School and Stranahan High School), Principals indicated that roofs still leak, air quality in some classrooms was poor, mold was present at some sites, and flooding/pooling of water exists, all which created safety concerns for students and staff (Council of Great City Schools 17).

IV. Student Achievement and Performance Data Taken From The Draft 2019-2020 Annual Outcomes Report (See Attachment C) fell short in the following areas:

- A. Year 1 Primary Targets - 43% did not meet goal
 1. 13% did not exceed their respective baselines
- B. Safe and Supportive Environment Targets - 50% did not meet strategic goals
- C. Effective Communication Targets – 33% did not meet Year 1 targets
- D. Net Promotor Scores are low, resulting in 0 groups serving as promoters. (Promoters Score = 9-10)
 1. Students = 7.9, Parents = 8.3, Teachers and Staff = 8.5, Community = 7.5
 2. Survey states that nobody would recommend the district.

V. Additional Outcomes Report Data

- A. Cleaner hand-offs of new processes to replace old ones are crucial.
 1. The delineation of existing processes (current state) and mapping to new processes (future state) will facilitate cleaner hand-offs, as process mapping helps improve communication and provides documentation for training.
- B. Project Managers are needed to ensure implementation success, but the District struggles to dedicate staff for that purpose, due to either a lack of bandwidth or skills
- C. External implementation partners have not been an adequate substitute, as those partners still require extensive interaction with District personnel
- D. The 2020 graduation data will **not be available** until December 2020 (Annual Outcomes Report 10).
- E. Advanced Placement pass rate increased by 5.6% in 2019-2020 to 64.8%.

Goal III. Continuous Improvement (20%):

- I. **Develop, implement, promote, and monitor continuous improvement processes:**
 - A. Currently no threat assessment team members have undergone complete training and have not signed the user agreements to obtain access to data in the Florida School Safety Portal.
 1. "The Florida School Safety Portal improves access to timely, complete and accurate information by authorizing school threat assessment teams to swiftly identify, assess and provide intervention services for individuals whose behavior may pose a threat to themselves or others" (fldoe.org).
 - B. We need to make the Florida School Safety Portal a resource for our threat assessment teams allowing information sharing and interoperability, and therefore not staying in our own BCPS silo. The Florida School Safety Portal is required by Florida Statutes 1001.212(6)-(9).
 - C. The district needs to execute the Safe Havens International recommendations for school safety and security.

- D. Stronger enforcement of existing security protocols is needed.
 - E. The district needs to carry out and monitor the implementation of the Evergreen Report recommendations and the 2018 Collaborative Educational Network Report.
 - 1. An improved focus is needed to fulfill student's IEP with fidelity across the district and to follow the requirements of Florida statute and federal laws governing students with disabilities.
 - F. Need to ensure 100% compliance with camera agreements signatures. In addition, please make certain all cameras are specifically labelled.
 - G. Commemoration planning for the 2018 tragedy needs to be put into effect at Marjory Stoneman Douglas High School (MSD) in collaboration with the 17 families.
 - H. Put into practice mindfulness breathing exercises after code red drills.
 - 1. The website www.consciousdiscipline.com offers the method referred to as S.T.A.R., which stands for Smile, Take a deep breath, And Relax. It involves three deep belly breaths that disengage the stress response. Breathe in through your nose (belly going out) and out through your mouth (belly going in), exhaling longer than you inhale.
 - I. Fire alarm installation upgrades at every school across the district needs to be a completion priority.
- II. Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals:**
- A. Past Program Manager, CBRE Heery, needed improved oversight by senior district leadership to ensure execution and implementation of projects.
- III. Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring:**
- A. The SMART Bond now costing about \$1.3 Billion.
 - 1. Focus needs to be on the most critical SMART Bond projects to be moved forward in a timely manner, as the Bond has encountered various issues and challenges since its inception.
 - 2. The **absence of a comprehensive plan** at the start of the Bond resulted in both a delayed execution of projects and a budget over the original 2014 estimates.
 - 3. Roofing costs were underestimated in 2014 and the 2014 estimates do not reflect the actual scope of work needed.
 - a. According to the RSM IA Report, "it was noted there was no strategic roofing plan in place for prioritizing, selecting, or scheduling roofing projects to develop a long-term plan for each of the 241 school facilities managed by BCPS. For example, it is possible that a building may receive a roof replacement with a lifespan much greater than the expected useful

- life of a building, instead of less-costly repairs to extend the existing roof's lifespan to a timeline consistent with the remaining building components."
4. "There continues to be no long-term plan for transitioning to green schools or use of SMART technology to drive cost savings such as water sensors, time clocks, controls and LED lighting" (Council of Great City Schools 11).
 5. "Develop a proposed 5-year capital maintenance project program that identifies the capital funds required to proactively replace or modernize systems, including roofs, HVAC, restrooms, kitchens and pavements, etc. to industry standards" (Council of Great City Schools 22).
- B. The amount of SMART reserves needed to fully fund projects based on current total project budget estimates from Atkins needs to be reflected in the 2020-2021 District Educational Facilities Plan using the most current running construction budget report.
 - C. The \$17M authorized by the School Board authorized for intercom system upgrades has not been completed in a timely manner.
 - D. The purchases of Recordex Simplicity Touch interactive flat panels and accessories from Dell Marketing L.P. during the years 2014 to 2019 were not done with fidelity:
 1. Purchases were made from a single vendor without seeking competitive bids to ensure the best value for taxpayers
 2. Purchases were split to avoid the large amount triggering Board approval.
 3. Additionally, according to the Agreed-Upon Procedures Report by HCT Certified Public Accountants and Consultants, LLC., they recommended BCPS personnel better ensure adherence to existing controls to prevent purchase orders from being processed under incorrect Bid ID numbers.

Goal IV. Effective Communication (15%):

- I. **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:**
 - A. The District needs a crisis communication specialist!
 - B. Communication to key stakeholders needs to be more timely.
 - C. Executive speaking and presentation coaching is recommended for Mr. Runcie in order to alleviate the continuous filler words such as "ahhs" and "umms" during non-scripted public speeches.
 - D. Improve the promotion of the district approved reporting apps to prevent incidents prior to them happening (See Something, Say Something). Improve utilization of these apps to communicate across the District with real-time alerts and updates as indicated on our website.
 - E. BECON was not working during strategic communication moments.
 1. Ex: the news conference via live stream on 3/12/2020.
 - F. A salutation should be consistently be added to all of Mr. Runcie's emails.

- G. There was a lack of transparency and availability of Financial Committee's Reports.
 - 1. School Board Member should not have to fill out a Public Record's Request in order to receive these reports.
 - 2. Reports should be easily accessible on the BCPS website.
- H. Need to have staff get BCPS Verified on Instagram and Facebook.
- I. Provide opportunities for feedback from the various stakeholders
 - 1. Create a feedback loop for administrators, educators, students, and parents, to communicate what is working well and what can be improved with eLearning 2.
- J. According to Florida State Statute 1008.385 requires each Florida public school district to establish a district-wide forms management program, for the public to access district forms. BCPS forms are not publicly available.

II. Design and implement a comprehensive communications plan:

- A. There was lack of clear communication on the flyer regarding the intent of the Equity & Diversity event announcing the defunding of the police. The intent behind any district sponsored event should be clear to avoid miscommunication and misperceptions.
- B. There needs to be timely, proactive, and robust communication between Mr. Runcie and the Board during negotiations.
- C. There needs to be a comprehensive communication plan with a vision, mission and implementation plan.

III. Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives:

- A. Needs to provide more timely responses to the media as evidence by emails from the Sun Sentinel.
- B. School bus safety needs to be a priority with a focus on effective communication while working with law enforcement.
- C. Improvement is needed to fix phones at schools from being frequently down.
- D. Implement the District Advisory Council's school website improvement list.
 - 1. Remove outdated information from websites.
 - 2. Contact information and email links for faculty needs to be updated and active.
- E. There was no final communication with the 2020 graduating class regarding not hosting an in-person graduation.
- F. Ensure consistent messaging across the District.
 - 1. The first Parent Survey regarding the return to schools was not communicated clearly. Parents were confused with the direction on whether the survey was a permanent first quarter decision. This caused frustration that could have been avoided.

IV. Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate:

- A. Would recommend holding future public meetings with roofing and other contractors, like HVAC contractors.
 - 1. The meeting with roofers was helpful in obtaining feedback regarding roofing issues.
 - 2. Mr. Runcie's presence at the meetings could bring value to making changes and to hold district staff accountable.
- B. The Superintendent has not attended a Facilities Task Force meeting since January 2016. Periodic attendance at FTF meetings might assist Mr. Runcie in increasing his ability to identify issues and hold staff and the Program Managers accountable.

V. Provide a visible presence throughout the district and the community:

- A. Mr. Runcie should have attended the meaningful Anguish in the Aftermath, Examining a Mass Shooting – A photography exhibit in Coral Springs. He missed the opportunity to learn from the teachers, students and parents who were affected by the Marjory Stoneman Douglas High School tragedy, so history never repeats itself.

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2019-2020

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 2019-2020 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 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				1	0.40
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			2		0.50
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				1	0.20
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				1	0.15
Overall Performance:					1.25

Board Member Signature: *Loe Almadry* 9/29/2020

Attachment A

Substantial Completion Report: June 2020

STATUS AS OF:

Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
YEAR 1														
P.001959	Atlantic Tech College Arthur Ashe (Cont Serv Designer)													
P.001633	Abbecks MS Phase 2 (Cont Serv Designer)	Jun-2019	Apr-2019	May-2019	Sep-2019	Aug-2019	Dec-2019	May-2020	Jun-2020	Aug-2020	Sep-2020	Nov-2020	May-2021	Jun-2021
P.001944	Banyan ES (Cont Serv Designer)	Apr-2019	Apr-2019	Apr-2019	Jul-2019	Oct-2019	Dec-2019	Aug-2020	Sep-2020	Sep-2020	Sep-2020	Dec-2020	Jun-2021	Sep-2021
P.001646	Bianche Ely Senior HS (CMAR Delivery)	May-2018	Jun-2019	Jun-2019	Jun-2019	Aug-2020	Jan-2021	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Dec-2021
P.001638	Broadview ES	Sep-2018	Jun-2019	Aug-2019	Nov-2019	Jan-2020	Aug-2020	Jan-2021	Dec-2020	Feb-2021	May-2021	Aug-2021	Oct-2021	Jan-2022
P.001413	Coconut Creek ES (Re-Bld)	Jun-2018	Mar-2019	Mar-2019	Jan-2019	Jan-2019	Jan-2019	Mar-2019	Mar-2019	Jul-2019	Jul-2019	Nov-2019	Feb-2020	Feb-2020
P.001412	Cypress ES	Nov-2017	Sep-2018	Nov-2018	Sep-2018	Oct-2018	Sep-2018	Mar-2019	Apr-2019	Apr-2019	Aug-2019	Nov-2019	Feb-2020	Mar-2020
P.001684	Deerfield Beach HS Phase 1	Feb-2018	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Aug-2020	Dec-2020	Mar-2021	May-2021	May-2021	Nov-2021	Jan-2022	Feb-2022
P.001726	Dillard 6-12 School	Oct-2018	Feb-2019	May-2019	Sep-2019	Nov-2019	Oct-2020	Nov-2020	Dec-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020
P.001746	Eagle Point ES	Oct-2018	May-2019	Jul-2019	Nov-2019	Feb-2020	Aug-2020	Jan-2021	Jan-2021	Feb-2021	Apr-2021	Apr-2021	May-2021	Jun-2021
P.001826	Forest Hills ES (Cont Serv Designer)	Apr-2019	Jan-2019	Mar-2019	Jul-2019	Feb-2019	Feb-2019	Feb-2019	Aug-2019	Oct-2019	Dec-2019	Apr-2020	Sep-2020	Jan-2021
P.001637	Lauderdale Lakes MS	May-2018	Feb-2019	Jun-2019	Jun-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Aug-2019	Dec-2019	Mar-2020	Sep-2020
P.001635	Lauderdale Manors ELC	Nov-2018	Feb-2019	Mar-2019	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Jul-2020	Sep-2020	Sep-2020	Jan-2021	Mar-2021	May-2021
P.001759	Manatee Bay ES	Oct-2018	Jan-2019	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018	Nov-2018
P.001639	Maplewood ES	Sep-2018	May-2019	Jul-2019	Oct-2019	Dec-2019	Aug-2020	Nov-2020	Oct-2020	Sep-2020	Sep-2020	Dec-2020	Jan-2021	Feb-2021
P.001647	Margate ES Phase 1	Aug-2018	Jun-2019	Jul-2019	Nov-2019	Apr-2020	Nov-2020	Nov-2020	Oct-2021	Oct-2021	Oct-2021	May-2021	Nov-2021	Apr-2021
P.001647-1	Margate ES Phase 2	Aug-2018	Jun-2019	Jul-2019	Nov-2019	Apr-2020	Nov-2020	Nov-2020	Oct-2021	Oct-2021	Oct-2021	May-2021	Nov-2021	Apr-2021
P.001727	Miramar ES	Sep-2018	Jan-2019	Mar-2019	Aug-2019	Sep-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019	Nov-2019
P.001696	Norow ES (Cont Serv Designer)	Dec-2018	Sep-2019	Sep-2019	Nov-2019	Nov-2019	Nov-2019	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Jan-2020
P.001710	New River Middle School	Dec-2018	Mar-2019	Apr-2019	Sep-2019	Nov-2019	Feb-2020	Sep-2020	Aug-2020	Oct-2020	Oct-2020	Feb-2021	Mar-2021	May-2021
P.001849	North Fork ES (Cont Serv Designer)	Dec-2018	Mar-2019	Apr-2019	Sep-2019	Nov-2019	Feb-2020	Sep-2020	Aug-2020	Oct-2020	Oct-2020	Feb-2021	Mar-2021	May-2021
P.001903	North Lauderdale Pre K-8 (Cont Serv Designer)	Feb-2019	May-2019	Jun-2019	Jul-2019	Oct-2019	Jan-2020	Apr-2020	May-2020	May-2020	Nov-2020	Nov-2020	Feb-2021	Mar-2021
P.001864	Northwest HS (CMAR Delivery)	May-2018	May-2019	May-2019	May-2019	Aug-2019	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021
P.001712	Oakridge ES	Sep-2018	Feb-2019	Apr-2019	Sep-2019	Nov-2019	Oct-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020
P.001807	Palmetto ES	Oct-2018	Jul-2019	Jul-2019	Nov-2019	Feb-2020	Nov-2020	May-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021
P.001634	Pasadena Lakes ES	Nov-2018	May-2019	May-2019	Nov-2019	Dec-2019	Aug-2020	Feb-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001744	Piper High School	Jan-2019	Sep-2019	Dec-2019	May-2020	Aug-2020	Aug-2020	May-2022	May-2022	May-2022	May-2022	May-2022	May-2022	May-2022
P.001721	Pompano Beach MS	Sep-2018	Jul-2019	Sep-2019	Dec-2019	Mar-2020	Oct-2020	May-2020	May-2020	May-2020	May-2020	May-2020	May-2020	May-2020
P.001836	Sherridan Hills ES	Jul-2018	May-2019	Jun-2019	Nov-2019	Feb-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Mar-2021
P.001405	Sliver Trail MS	Jul-2016	Jan-2019	Apr-2019	Aug-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019
P.001663	Stanhope HS (CMAR Delivery)	May-2018	May-2019	May-2019	Sep-2019	Sep-2020	Feb-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001724	Tanner ES	Oct-2018	Feb-2019	Apr-2019	Aug-2019	Nov-2019	Nov-2019	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020
P.001713	Whispering Willows Education Center	Dec-2018	Jul-2019	Sep-2019	Nov-2019	Mar-2020	Apr-2020	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Feb-2021
P.001741	Wingate Oaks Center	Sep-2018	Feb-2019	Apr-2019	Aug-2019	Nov-2019	Feb-2020	Jul-2020	Aug-2020	Oct-2020	Feb-2021	Feb-2021	Mar-2021	Sep-2021
YEAR 2														
P.001728	Annabel Perry Pre K-8	Sep-2018	Dec-2018	Feb-2019	Jun-2019	Jan-2020	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019	Sep-2019
P.000415	Atlantic Technical HS & Technical College	Apr-2010	Mar-2020	Jun-2020	Aug-2020	Sep-2020	Jun-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Aug-2021
P.001796	Atlantic West ES	Dec-2018	Apr-2019	Apr-2019	Aug-2019	Nov-2019	Aug-2020	Mar-2021	Feb-2021	Jul-2021	Jun-2021	Jun-2021	Dec-2021	Nov-2022
P.001686	Abbecks MS Phase 1	Oct-2018	May-2019	Jun-2019	Dec-2019	Jan-2020	Aug-2020	Feb-2021	Jan-2021	Jan-2021	Apr-2021	Apr-2021	Apr-2021	Apr-2021
P.001157	Central Park Elementary School	Oct-2018	Mar-2019	Apr-2019	Oct-2019	Dec-2019	Aug-2020	Oct-2020	Jan-2021	Mar-2021	Mar-2021	Jun-2021	Jul-2021	Dec-2021
P.001732	Chapel Trail ES (Cont Serv Designer)	Mar-2019	Mar-2019	May-2019	Oct-2019	Dec-2019	Mar-2020	Sep-2020	Jan-2021	Nov-2021	Nov-2021	Feb-2022	Apr-2022	Jan-2022
P.001753	Coconut Creek HS	Aug-2018	Aug-2019	Sep-2019	Feb-2020	May-2020	Dec-2020	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021
P.001765	Coral Springs HS	Oct-2018	Mar-2020	Mar-2020	Jan-2020	Sep-2020	Dec-2020	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021
P.001774	Cypress Bay HS (Ph 1-Renovations) (CMAR Delivery)	Dec-2018	Jul-2019	Nov-2018	Jan-2019	Jan-2020	Sep-2020	Jan-2020	Dec-2019	Dec-2019	Dec-2019	Dec-2019	Dec-2019	Dec-2019
P.001774-2	Cypress Bay HS (Ph 2-Classroom Addition) (CMAR Delivery)				Jan-2019	Oct-2019	Aug-2020	Jan-2020	Jun-2020	Jun-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020
P.001972	Dave Thomas EC East	Jan-2019	Nov-2019	Dec-2019	Jan-2020	Jan-2020	Aug-2020	Sep-2020	Aug-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020

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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P.001682	Dr. MLK Jr. Montessori Academy (Cont Serv Designer)				Jul-2019	Oct-2019	Jan-2020	Jun-2020	Jun-2020	Jul-2020	Feb-2020	Sep-2020	Mar-2020	Jun-2020
P.001683	Duffwood MS	Apr-2019	Nov-2019	Jan-2020	Nov-2019	Feb-2020	Aug-2020	Dec-2020	Nov-2020	Feb-2021	May-2021	Jul-2021	Sep-2021	Nov-2021
P.001722	Eagle Ridge ES	Sep-2018	Feb-2019	Apr-2019	May-2019	Apr-2019	Mar-2019	Mar-2019	Apr-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	Jul-2020
P.001948	Everglades ES (Cont Serv Designer)	Apr-2019	May-2019	May-2019	Jul-2019	Oct-2019	Jan-2020	Mar-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Aug-2020	Aug-2020
P.001705	Fairway ES	Oct-2018	Mar-2019	Apr-2019	Aug-2019	Nov-2019	Oct-2019	Nov-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020
P.001745	Griffin ES	Dec-2018	Feb-2019	May-2019	Nov-2019	Oct-2019	Oct-2019	Oct-2020	Oct-2019	Oct-2019	Oct-2019	Feb-2020	Apr-2020	Jul-2020
P.001822	Gulfstream Academy (FKA/Halstead Adult)	Feb-2019	Apr-2019	Sep-2019	Nov-2019	Jan-2020	Sep-2020	Oct-2020	Jul-2020	Jun-2020	Jun-2020	Jun-2020	Aug-2020	Aug-2020
P.002035	Gulfstream Early Childhood Center of Excellence (FKA Gulfstream MS)			Jun-2020	Jun-2020	Jun-2020	Nov-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Jul-2021	Nov-2021	Nov-2021
P.001784	Hawkes Bluff ES	Dec-2018	Feb-2019	Apr-2019	Aug-2019	Oct-2019	Feb-2020	May-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jul-2020	Nov-2020
P.001806	Hollywood Hills HS (CMAR Delivery)	Jan-2019	Sep-2019	Aug-2019	Oct-2019	Feb-2020	Aug-2020	Jun-2021	Mar-2021	May-2021	May-2021	May-2021	May-2021	May-2021
P.001788	Hollywood Park ES	Dec-2018	Mar-2019	Apr-2019	Oct-2019	Dec-2019	Aug-2020	Jan-2021	Jan-2021	Mar-2021	Sep-2021	Sep-2021	Nov-2021	Dec-2021
P.001748	Indian Ridge MS	Oct-2018	Jan-2019	Feb-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019	Jan-2019
P.001743	James S. Richards MS	Jan-2018	Aug-2018	Nov-2018	Mar-2020	Apr-2020	Aug-2020	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Feb-2021	Feb-2021	Feb-2021
P.001801	Lauderhill 6-12 STEAM-MED Magnet School	Feb-2019	Sep-2019	Oct-2019	Jan-2020	Apr-2020	Aug-2020	Dec-2020	Nov-2020	Apr-2021	May-2021	Oct-2021	Feb-2022	Jun-2022
P.001824	Lloyd Estates ES	Nov-2018	Feb-2019	May-2019	Sep-2019	Nov-2019	Oct-2018	Feb-2021	Jan-2021	Feb-2021	Jun-2021	Sep-2021	Jan-2022	May-2022
P.001841	McNold Middle Magnet & STEM School (Cont Serv Designer)	Nov-2019	Feb-2019	Mar-2019	Oct-2018	Oct-2018	Oct-2018	Feb-2019	May-2019	Jul-2019	Feb-2020	Nov-2019	Nov-2019	Nov-2019
P.001677	Nova HS (CMAR Delivery)	Jan-2019	Sep-2019	Sep-2019	Oct-2019	Jan-2020	Jun-2020	Jul-2021	Aug-2021	Jul-2021	Jul-2021	Aug-2021	May-2021	Jul-2021
P.001729	Planation MS	Dec-2018	Mar-2019	Apr-2019	Jul-2019	Oct-2019	Feb-2020	Jun-2020	Apr-2020	Nov-2020	Feb-2021	Apr-2021	May-2021	Aug-2021
P.001713	Pompano Beach ES	Sep-2018	Mar-2019	May-2019	Oct-2019	Dec-2019	May-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Apr-2020	Jun-2020	Sep-2020
P.001754	Quiet Waters ES	Nov-2018	Aug-2019	Oct-2019	Feb-2020	Nov-2019	Dec-2019	Jan-2020	Jan-2020	Jan-2020	Jan-2020	Apr-2020	Jul-2020	Nov-2020
P.001725	Rainbowwood ES	Sep-2018	Aug-2019	Dec-2019	Jan-2020	Nov-2019	Feb-2020	Jan-2020	Jan-2020	Jan-2020	Apr-2020	Apr-2020	Apr-2020	Nov-2020
P.001632	Sea Castle ES	Oct-2018	Jan-2019	Feb-2019	Aug-2019	Nov-2019	Feb-2020	May-2020	Jul-2020	Sep-2020	Oct-2020	Nov-2020	Nov-2020	Nov-2020
P.001851	Seagrass Alternative HS (Cont Serv Designer)	Apr-2019	Jun-2019	Jun-2019	Aug-2019	Nov-2019	Feb-2020	Dec-2019	Dec-2019	Jan-2020	Jan-2020	Apr-2020	Aug-2020	Dec-2020
P.001939	Sunland Park Academy (Cont Serv Designer)	Feb-2019	Apr-2019	May-2019	Aug-2019	Dec-2019	Mar-2020	Jun-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020
P.001819	Sunrise MS	Feb-2019	Jul-2019	Jul-2019	Sep-2019	Dec-2019	Aug-2020	Oct-2020	Aug-2020	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001808	Tender ES	Nov-2018	Apr-2019	Apr-2019	Sep-2019	Nov-2019	Oct-2020	Mar-2021	Feb-2021	Mar-2021	Jun-2021	May-2021	Jun-2021	Aug-2021
P.001904	Tropical ES (Cont Serv Designer)	Feb-2019	May-2019	Jul-2019	Sep-2019	Dec-2019	Mar-2020	Sep-2020	Nov-2020	Jan-2021	Mar-2021	May-2021	Nov-2021	Feb-2022
P.001952	Village ES (Cont Serv Designer)	Apr-2019	Jun-2019	Jul-2019	Sep-2019	Jan-2020	Aug-2020	Nov-2020	Nov-2020	Feb-2021	Apr-2021	Jul-2021	Oct-2021	Sep-2021
P.001838	Walker ES (Cont Serv Designer)	Feb-2019	May-2019	Apr-2019	Jul-2019	Oct-2019	Jan-2020	Mar-2020	Dec-2019	Mar-2020	Mar-2020	Jul-2020	Sep-2020	Nov-2020
P.001794	West Hollywood ES	Oct-2018	Feb-2019	Mar-2019	Jul-2019	Oct-2019	Jan-2020	Mar-2020	Mar-2020	Mar-2020	Mar-2020	Jun-2020	Jun-2020	Nov-2020
P.001823	Westchester ES	Feb-2019	Jun-2019	Jun-2019	Sep-2019	Nov-2019	Aug-2020	Nov-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Jan-2021	Mar-2021
P.001893	Westwood Heights ES (Cont Serv Designer)	Feb-2019	Jun-2019	May-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	May-2020	May-2020	May-2020	May-2020	May-2020	Jul-2020
P.001636	William T. McFadden Tech College & Tech HS	Nov-2018	Sep-2019	Sep-2019	Jan-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Nov-2021	Feb-2022	Oct-2022
P.001786	Bayview ES (Cont Serv Designer)	May-2019	Mar-2019	Apr-2019	Jul-2019	Jun-2019	Apr-2019	Apr-2019	Apr-2019	Apr-2019	Oct-2019	Jun-2020	Apr-2020	Jul-2020
P.001846	Boyd H. Anderson HS	May-2019	Nov-2019	Nov-2019	Dec-2019	Feb-2020	Aug-2020	May-2021	May-2021	Jun-2021	Oct-2021	Jun-2022	May-2022	Jul-2022
P.001820	C. Robert Marham ES (CMAR Delivery)	Oct-2019	Mar-2020	Mar-2020	May-2020	Jun-2020	Aug-2020	Sep-2020	Sep-2020	Aug-2021	Oct-2021	Nov-2021	Jul-2022	Jun-2022
P.001661	Castle Hill ES (Cont Serv Designer)	Apr-2019	Mar-2019	Apr-2019	Feb-2019	Jan-2019	Jan-2019	May-2019	Aug-2019	Aug-2019	Nov-2019	Mar-2020	Jun-2020	Oct-2020
P.001816	Charles Drew ES	Feb-2019	Jun-2019	Jul-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	Dec-2020	Mar-2021	May-2021	Sep-2021	Jan-2022	May-2022
P.001843	Charles Drew Family PC	May-2019	Oct-2019	Dec-2019	Apr-2020	Feb-2020	Aug-2020	Feb-2021	Jan-2021	Apr-2021	May-2021	Sep-2021	Jan-2022	May-2022
P.001847	Charles W. Harman HS (CMAR Delivery)	May-2019	Sep-2019	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Oct-2019	Oct-2019	Nov-2019	Oct-2019	Jan-2020	Jan-2020	Jan-2020
P.001937	Colbert Museum Magnet (FKA Colbert ES)(Cont Serv Designer)	Apr-2019	Jun-2019	May-2019	Aug-2019	Nov-2019	Feb-2020	Mar-2020	Jan-2020	Dec-2019	Jan-2020	Mar-2020	Sep-2020	Sep-2020
P.002045	Conal Park ES		Feb-2020	Feb-2020	Feb-2020	Mar-2020	Aug-2020	Jan-2021	May-2021	May-2021	May-2021	Sep-2021	Oct-2021	Nov-2021
P.002002	Country Isles ES	Nov-2019	Jan-2020	Nov-2019	Mar-2020	Mar-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Apr-2021	Jan-2021	May-2021	Mar-2022

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P.001820	Cypress Run EC (Test & Balance)			Mar-2018	Jul-2018	Sep-2018	Nov-2018	Feb-2019	Apr-2019	Jun-2019	Jun-2019	Jun-2019	Jun-2019	Jun-2019
P.001889	Devie ES	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Oct-2020	Oct-2020	Jan-2021	Mar-2021	Aug-2021	Jul-2021	Jun-2021
P.001820	Deerfield Beach ES	Apr-2019	Nov-2019	Dec-2019	Dec-2019	Mar-2020	Aug-2020	Oct-2020	Oct-2020	Feb-2021	May-2021	Apr-2021	Jul-2021	Aug-2021
P.001897	Embassy Creek ES	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Oct-2020	Dec-2020	Sep-2020	Oct-2020	Nov-2020	Nov-2020	Nov-2020
P.001985	Everglades HS	Jun-2020	Mar-2020	Feb-2020	Apr-2020	Mar-2020	Aug-2020	Aug-2021	Jul-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021	Jan-2021
P.001902	Falcon Cove MS (CMAR Delivery)	Apr-2020	Mar-2020	Mar-2020	May-2020	Jun-2020	Oct-2020	Aug-2021	Aug-2021	Jun-2020	Jun-2020	Jun-2020	Dec-2020	Dec-2020
P.002135	Flamingo ES (Cont Serv Designer)				Apr-2020	Apr-2020	Sep-2020	Dec-2020	Nov-2020	Feb-2021	Mar-2021	May-2021	Apr-2021	Apr-2021
P.001885	Forest Glen MS	Sep-2019	Dec-2019	Oct-2019	Dec-2019	Feb-2020	Sep-2020	Dec-2020	Oct-2020	Oct-2020	Nov-2020	Nov-2020	Nov-2020	Feb-2021
P.001839	Fort Lauderdale HS	Jan-2019	Aug-2019	Sep-2019	Oct-2019	Dec-2019	Mar-2020	Sep-2020	Sep-2020	Sep-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020
P.001863	Gate Run ES	Sep-2019	Nov-2019	Nov-2019	Dec-2019	Dec-2019	Feb-2020	Jun-2020	Jun-2020	May-2020	May-2020	May-2020	Oct-2020	Sep-2020
P.001988	Grades MS	Oct-2019	Dec-2019	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Aug-2020	May-2020	Sep-2020	Dec-2020	Apr-2021	Oct-2021	Mar-2022
P.001886	Lake Forest ES (Cont Serv Designer)	Jan-2019	Apr-2019	Jun-2019	Jul-2019	Oct-2019	Feb-2020	May-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Aug-2020	Oct-2020
P.001836	Margate MS	May-2019	Mar-2020	Mar-2020	Feb-2020	May-2020	Aug-2020	Dec-2020	Nov-2020	Feb-2021	Jun-2021	Nov-2021	Jan-2022	May-2022
P.001904	McNab ES (Cont Serv Designer)	Feb-2019	Jun-2019	May-2019	Oct-2019	Oct-2019	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Aug-2020	Nov-2020
P.002011	Mirror Lake ES (Cont Serv Designer)	Feb-2019	Jun-2019	Jun-2019	Jan-2020	Jan-2020	Aug-2020	Oct-2020	Jul-2020	Sep-2020	Dec-2020	Nov-2020	Nov-2020	Nov-2020
P.001869	Norcrest ES	Nov-2019	Feb-2020	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Nov-2020	Nov-2020	Dec-2020	Mar-2021	Jan-2021	Feb-2021	Mar-2021
P.001892	North Side ES (Cont Serv Designer)	Mar-2019	Jul-2019	Jul-2019	Jul-2019	Oct-2019	Mar-2020	Jun-2020	Jun-2020	May-2020	May-2020	May-2020	Aug-2020	Sep-2020
P.001898	Nova MS	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Nov-2020	Nov-2020	Jan-2021	Apr-2021	May-2021	Jun-2021	Jul-2021
P.001895	Oakland Park ES	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Mar-2020	Aug-2020	Nov-2020	Nov-2020	Nov-2020	Nov-2020	Feb-2021	Mar-2021	Mar-2021
P.001955	Olsen MS	Sep-2019	Mar-2020	Jun-2020	Jul-2020	Jul-2020	Nov-2020	May-2021	May-2021	Nov-2020	Sep-2021	Nov-2021	Mar-2022	Mar-2022
P.001895	Palm Cove ES (Cont Serv Designer)	Jan-2019	Apr-2019	May-2019	Aug-2019	Sep-2019	Aug-2019	Aug-2019	Aug-2019	Feb-2020	Nov-2019	Dec-2019	Dec-2019	Dec-2019
P.001842	Pembroke Lakes ES	Apr-2019	Sep-2019	Sep-2019	Sep-2019	Dec-2019	Aug-2020	May-2021	Apr-2021	Apr-2021	May-2021	Jul-2021	Oct-2021	Jan-2022
P.001864	Pembroke Pines ES	Apr-2019	Nov-2019	Nov-2019	Nov-2019	Dec-2019	Aug-2020	May-2021	Apr-2021	Apr-2021	May-2021	Jul-2021	Oct-2021	Jan-2022
P.001949	Pinewood ES (Cont Serv Designer)	Apr-2019	May-2019	Jun-2019	Aug-2019	Oct-2019	Feb-2020	Apr-2020	Sep-2020	Sep-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020
P.001793	Pioneer MS	Jan-2019	Aug-2019	Oct-2019	Feb-2020	Apr-2020	Aug-2020	May-2021	Oct-2020	Oct-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020
P.001857	Ramblewood MS	Sep-2019	Nov-2019	Nov-2019	Jan-2020	Feb-2020	Aug-2020	Jan-2021	Jan-2021	Mar-2021	Jun-2021	Apr-2021	May-2021	May-2021
P.001885	Riverchickadees ES	Sep-2019	Oct-2019	Nov-2019	Sep-2019	Dec-2019	Aug-2020	Oct-2020	Oct-2020	Oct-2020	Oct-2020	Dec-2020	Dec-2020	Dec-2020
P.001950	Rock Island ES (Cont Serv Designer)	Apr-2019	Apr-2019	Apr-2019	Jul-2019	Sep-2019	Jan-2020	Apr-2020	Aug-2020	Oct-2020	Apr-2020	Jun-2020	Jun-2020	Aug-2020
P.001896	Royal Palm STEM Magnet (fta Royal Palm ES)	Jun-2019	Jan-2020	Mar-2020	Feb-2020	Feb-2020	Aug-2020	Dec-2020	Dec-2020	Nov-2020	Mar-2021	May-2021	Jul-2021	Sep-2021
P.001924	Sandpaper ES (Cont Serv Designer)	Feb-2019	Feb-2019	Apr-2019	Jul-2019	Oct-2019	Oct-2019	Sep-2019	Aug-2019	Aug-2019	Dec-2019	Jul-2020	Aug-2020	Nov-2020
P.001841	Sawgrass Springs MS	Jun-2019	Nov-2019	Nov-2019	Nov-2019	Jan-2020	Sep-2020	Nov-2020	Jan-2021	Dec-2020	May-2021	Aug-2021	Apr-2022	Nov-2022
P.002008	Silver Lakes ES (Cont Serv Designer)		Jun-2019	Jun-2019	Jul-2019	Oct-2019	Oct-2019	Jul-2019	Oct-2019	Nov-2019	Nov-2019	Jan-2020	Apr-2020	Jul-2020
P.001904	Silver Ridge ES	Dec-2019	Jan-2020	Dec-2019	Feb-2020	Jan-2020	Aug-2020	Jul-2020	Feb-2020	Jul-2020	May-2020	Mar-2021	Jul-2021	Jan-2021
P.001906	Silver Shores ES (Cont Serv Designer)	Feb-2019	Feb-2019	May-2019	Jul-2019	Oct-2019	Oct-2019	Dec-2019	Nov-2019	Nov-2019	Nov-2019	Oct-2019	Nov-2020	Oct-2019
P.001898	South Broward HS	Jul-2019	Dec-2019	Nov-2019	Dec-2019	Mar-2020	Aug-2020	Dec-2020	Jan-2021	Apr-2021	Jul-2021	Sep-2021	Dec-2021	Mar-2022
P.001905	Stirling ES (Cont Serv Designer)	Feb-2019	May-2019	Aug-2019	Dec-2019	Dec-2019	Aug-2020	Aug-2020	Aug-2020	Dec-2020	Jun-2021	Jan-2021	Feb-2021	Feb-2021
P.001871	Sunland Lakes ES	Nov-2019	Jun-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Mar-2021	Aug-2020	Sep-2020	Nov-2020	Oct-2020	Oct-2020	Oct-2020
P.001892	The Quest Center (Cont Serv Designer)	Jan-2019	Apr-2019	Jun-2019	Jul-2019	Oct-2019	Nov-2019	Aug-2019	Oct-2019	Dec-2019	Dec-2019	Mar-2020	Jul-2020	Aug-2020
P.002010	Walter C. Young MS (CMAR Delivery)	Mar-2020	Sep-2020	Aug-2020	Nov-2020	Nov-2020	Aug-2021	Nov-2021	Nov-2021	Nov-2021	Dec-2021	Feb-2022	Jun-2022	Aug-2022
P.001900	William E. Dancy MS	Jun-2019	Jan-2020	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	May-2021
P.001905	William T. McArthur II Broward Fire (Cont Serv Designer)	Apr-2019	Apr-2019	Jun-2019	Aug-2019	Oct-2019	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Aug-2020	Jul-2020	Mar-2021	Dec-2021
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P.002044	Bair MS		Feb-2020	Feb-2020	Mar-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Mar-2021	Oct-2021	Oct-2021	Feb-2022
P.002045	Boulevard Heights ES			Jul-2020	Jul-2020	Jul-2020	Nov-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Oct-2021	Mar-2022	May-2022
P.001974	Bright Horizons Center (Cont Serv Designer)		Aug-2019	Aug-2019	Oct-2019	Dec-2019	Aug-2020	Oct-2020	Oct-2020	Mar-2020	Mar-2020	May-2020	Jun-2020	Sep-2020
P.002037	Broward Estates ES		Apr-2020	May-2020	May-2020	Jun-2020	Sep-2020	Feb-2021	Feb-2021	Feb-2021	Mar-2021	Aug-2021	Aug-2021	Aug-2021

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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P.002040	Challenger ES	-	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Apr-2021	Jul-2021	Jul-2021	Aug-2021
P.001859	Collins ES (Cont Serv Designer)(CMAR)	-	-	Oct-2019	Jan-2020	Dec-2019	Aug-2020	Dec-2020	Dec-2020	Apr-2021	May-2021	May-2021	Apr-2022	Jun-2022
P.002122	Conal Cove ES (Test & Balance)	-	Feb-2021	May-2018	Aug-2018	Dec-2018	Nov-2018	Feb-2019	Apr-2019	Jul-2019	Jul-2019	Jul-2019	Mar-2019	Jun-2019
P.001979	Coral Springs HS	-	Jul-2020	Dec-2020	Apr-2020	Apr-2020	Aug-2020	Sep-2020	Sep-2020	Dec-2020	Jan-2021	Jul-2021	Mar-2021	Jun-2021
P.002036	Deerfield Park ES	Jan-2020	Feb-2020	Mar-2020	Mar-2020	Apr-2020	Aug-2020	Sep-2020	Sep-2020	Dec-2020	Jan-2021	Jul-2021	Sep-2021	Oct-2021
P.001815	Dillard ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Mar-2020	Aug-2020	Feb-2021	Jan-2021	Feb-2021	Jan-2021	Jul-2021	May-2021	Jan-2021
P.002001	Florence ES	Sep-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Nov-2020	Nov-2020	Nov-2020	Dec-2020	Jun-2021	Jan-2021	Jun-2021
P.001973	Fox Trail ES	Jan-2020	Apr-2020	Apr-2020	May-2020	May-2020	Sep-2020	May-2021	May-2021	May-2021	Dec-2020	Jun-2021	Apr-2022	Aug-2021
P.001986	Henry D. Perry EC	Jan-2020	Mar-2020	Feb-2020	May-2020	May-2020	Sep-2020	May-2021	May-2021	May-2021	Dec-2020	Jun-2021	Apr-2022	Aug-2021
P.001983	Hollywood Central ES	Jan-2020	Apr-2020	Feb-2020	Apr-2020	Mar-2020	Aug-2020	May-2021	Jan-2021	Feb-2021	Jun-2021	Aug-2021	Sep-2021	Sep-2021
P.001845	Hollywood Hills ES	Jan-2020	Apr-2020	Feb-2020	Apr-2020	Mar-2020	Aug-2020	May-2021	Jan-2021	Feb-2021	Jun-2021	Aug-2021	Sep-2021	Sep-2021
P.001950	Horizon ES	Jan-2020	Jan-2020	Feb-2020	Feb-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Mar-2021	Mar-2021	Feb-2022	Aug-2022	Nov-2022
P.001942	Italian Trace ES	Dec-2019	May-2020	May-2020	May-2020	Jun-2020	Nov-2020	Sep-2021	Sep-2021	Nov-2021	Mar-2022	Sep-2022	Oct-2022	Sep-2022
P.001959	J.P. Taravelle HS (CMAR Delivery)	Dec-2019	Mar-2020	Mar-2020	Apr-2020	Apr-2020	Aug-2020	Sep-2021	Sep-2021	Nov-2021	Apr-2022	Jul-2022	Aug-2022	Sep-2022
P.001958	Liberty ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	May-2021	Nov-2020	Nov-2020	Aug-2020	Sep-2020	Sep-2020
P.001954	Maplewood ES Media Center	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Feb-2021	May-2021	Nov-2020	Nov-2020	Aug-2020	Sep-2020	Sep-2020
P.001954	McArthur HS Phase 1 (CMAR Delivery)	Mar-2020	Nov-2020	Oct-2020	Nov-2020	Apr-2021	Aug-2021	Jul-2022	Jul-2022	Jul-2022	Jul-2022	Jul-2022	Aug-2022	Aug-2022
P.001954-NCA	McArthur HS Phase 2 (CMAR Delivery)	-	-	-	-	-	-	-	-	-	Mar-2023	Feb-2023	#N/A	Apr-2023
P.002046	Millemart 6-12 Collegiate Academy (PKA Millennium MS)	May-2020	May-2020	May-2020	Jun-2020	May-2020	Sep-2020	Mar-2021	Feb-2021	Feb-2021	Mar-2021	Sep-2021	Feb-2022	Jun-2022
P.002003	Miramar HS (CMAR Delivery)	Apr-2020	Jan-2021	Oct-2020	Nov-2020	Sep-2020	Aug-2021	Nov-2021	Nov-2021	Nov-2021	Nov-2021	Feb-2022	May-2022	Aug-2022
P.001970	Oriole ES	Nov-2019	Feb-2020	Mar-2020	Apr-2020	Apr-2020	Aug-2020	May-2021	May-2021	May-2021	May-2021	Sep-2021	May-2022	Aug-2022
P.001988	Park Lakes ES	Nov-2019	Jan-2020	Dec-2019	Jan-2020	Feb-2020	Aug-2020	Dec-2020	Dec-2020	Dec-2020	Dec-2020	Jul-2021	May-2022	Aug-2022
P.002041	Peters ES	May-2020	May-2020	Jun-2020	Aug-2020	Oct-2020	Feb-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Nov-2021	Aug-2022	Nov-2022
P.002121	Pine Ridge EC (Test & Balance)	Jan-2020	Jan-2020	Apr-2018	Jul-2018	Sep-2018	Nov-2018	Mar-2019	Apr-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019	Jul-2019
P.002004	Pines Lakes ES	Feb-2020	Feb-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Feb-2021	Feb-2021	Jul-2021	Jan-2022	Dec-2022
P.001916	Plantation HS (CMAR Delivery)	Dec-2019	Mar-2020	Mar-2020	Apr-2020	Apr-2020	Oct-2021	Mar-2022	Mar-2022	Mar-2022	Feb-2022	Oct-2022	Jan-2023	Mar-2023
P.001987	Reverland ES	Dec-2019	Jan-2020	Jan-2020	Feb-2020	Feb-2020	Aug-2020	Nov-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020	Aug-2020
P.002039	Riverview ES	Feb-2020	Feb-2020	Feb-2020	Mar-2020	Apr-2020	Aug-2020	Jan-2021	May-2021	May-2021	May-2021	Nov-2021	Jul-2022	Oct-2022
P.002047	Seminole MS	Jun-2020	Jun-2020	Jul-2020	Sep-2020	Nov-2020	Aug-2021	Jan-2022	Dec-2021	Dec-2021	Dec-2021	Jul-2022	Dec-2022	Mar-2023
P.002049	Tamarac ES Media Center (Cont Serv Designer)	-	Sep-2019	Apr-2019	Aug-2019	Aug-2019	Oct-2019	Feb-2020	May-2020	Oct-2020	Nov-2020	Mar-2020	Jul-2020	Jun-2020
P.002042	Tenesta Lakes MS	May-2020	May-2020	May-2020	May-2020	Jun-2020	Nov-2020	Jan-2021	Jan-2021	Mar-2022	May-2022	Jun-2022	Jan-2023	Apr-2023
P.002000	Virginia Shuman Young ES	Jan-2020	Feb-2020	Dec-2019	Mar-2020	Apr-2020	Aug-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Aug-2021	Sep-2021	Aug-2021
P.001967	Westham HS	Jul-2019	Mar-2020	Apr-2020	Apr-2020	Jan-2020	Aug-2020	Apr-2021	Apr-2021	Apr-2021	Jul-2021	Feb-2022	Oct-2022	Feb-2022
P.002043	Westham MS	-	Apr-2020	May-2020	May-2020	May-2020	Sep-2020	Aug-2021	Aug-2021	Jul-2021	Aug-2021	Dec-2021	Jan-2022	Jan-2022
P.001917	Wilson Mahone ES	Jul-2019	Feb-2020	Apr-2020	May-2020	May-2020	Oct-2020	Sep-2021	Aug-2021	Nov-2021	Sep-2021	Dec-2021	Sep-2022	Dec-2022
P.001981	Winston Park ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Sep-2021	Jul-2021	Jul-2021
YEAR 5														
P.002110	Apollo MS	-	-	Jan-2021	Oct-2020	Oct-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Aug-2022	May-2023	Apr-2023
P.002085	Bennett ES	-	May-2020	May-2020	May-2020	Mar-2020	Aug-2020	Apr-2021	May-2021	Jun-2021	Sep-2021	Mar-2022	Dec-2022	Mar-2023
P.002088	Cocoon Palm ES (Cont Serv CMAR)	-	-	May-2020	Mar-2020	Feb-2020	Aug-2020	Mar-2021	Apr-2021	May-2021	May-2021	Feb-2022	May-2022	Aug-2022
P.002190	Cooper City ES SMART Program Renovations	-	-	-	Jun-2020	Feb-2020	Apr-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Mar-2021	May-2021	Feb-2022
P.002133	Cooper City HS (CMAR Delivery)	-	-	-	Jan-2021	Mar-2021	Aug-2021	May-2022	May-2022	May-2022	May-2022	May-2022	Aug-2022	Sep-2022
P.002080	Coral Gables HS	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Jul-2020	Dec-2020	Dec-2021	Dec-2021	Dec-2021	Dec-2021	Jul-2022	Aug-2022	Mar-2023
P.001982	Coral Springs Pre K-8 Phase 2	-	-	-	Sep-2020	Sep-2020	Jan-2021	Sep-2021	Sep-2021	Sep-2021	Sep-2021	Jan-2022	Apr-2022	Aug-2022
P.002063	County Hills ES	-	-	Aug-2020	Oct-2020	Nov-2020	Aug-2021	Jan-2022	Jan-2022	Jan-2022	Jan-2022	Jan-2022	Jan-2023	May-2023
P.001616	Creshtaven ES SMART Program Renovations (CMAR Delivery)	-	-	-	Mar-2021	Mar-2021	Aug-2021	Dec-2022	Dec-2022	Sep-2021	Dec-2022	Dec-2022	Feb-2023	Nov-2022
P.002086	Crossaint Park ES	-	-	Aug-2020	Jul-2020	Jul-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Jul-2022	Dec-2022	Dec-2022
P.002081	Cross Creek School	-	-	May-2020	May-2020	Mar-2020	Aug-2020	Mar-2021	Mar-2021	Apr-2021	Jan-2021	Mar-2021	Sep-2021	Sep-2021

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Project Number	School Name (Description)	Jun-2017	Sep-2017	Dec-2017	Mar-2018	Jun-2018	Sep-2018	Dec-2018	Mar-2019	Jun-2019	Sep-2019	Dec-2019	Mar-2020	Jun-2020
P.000816	Crystal Lake MS (Cont Serv CMAR)	-	-	-	Jul-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	May-2021	Nov-2021	Mar-2022	Jun-2022
P.002051	Dania ES	-	-	Jun-2020	Jul-2020	Jul-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Jul-2022	Oct-2022	Jun-2023	Aug-2023
P.002134	Deerfield Beach HS Phase 2 (CMAR Delivery)	-	-	-	Oct-2020	Nov-2020	Aug-2021	Sep-2022	Sep-2022	Jul-2022	Jul-2022	Apr-2023	Jun-2023	Sep-2023
P.002142	Deerfield Beach MS (CMAR Delivery)	-	-	-	-	May-2021	Aug-2021	Dec-2022	Dec-2022	Jul-2022	Dec-2022	Dec-2022	Feb-2023	Apr-2023
P.002118	Discovery ES (Test & Balance)	-	-	-	-	Nov-2019	Feb-2019	Apr-2019	Jun-2019	Sep-2019	Nov-2019	Feb-2020	Mar-2020	Mar-2020
P.002054	Driftwood ES	-	-	May-2020	Jul-2020	Jul-2020	Nov-2020	May-2021	May-2021	May-2021	Jul-2021	Dec-2021	Sep-2022	Nov-2022
P.002111	Endeavour Primary LC ES (Cont Serv CMAR)	-	-	Apr-2020	Mar-2020	Dec-2019	Apr-2020	Sep-2020	Sep-2020	Sep-2020	Sep-2020	Nov-2020	Jan-2021	May-2021
P.002072	Gulfstream Academy (FKA/Hallandale ES)	-	-	Apr-2020	Jun-2020	Feb-2020	Aug-2020	Feb-2021	Feb-2021	Mar-2021	Mar-2021	Sep-2021	Feb-2022	Jan-2022
P.002115	Hastardsdale Magnet HS Ph 2	-	-	Feb-2021	Nov-2020	Nov-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Jul-2022	Feb-2023	May-2023
P.002068	Harbordale ES (Cont Serv CMAR)	-	-	Mar-2020	Apr-2020	Feb-2020	Aug-2020	Jan-2021	Feb-2021	Mar-2021	Sep-2021	Sep-2021	Sep-2021	Dec-2021
P.002147	Heron Heights ES SMART Program Renovations (CC-CMAR)	-	-	-	Aug-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	Jun-2021	May-2021	May-2021	Jul-2021	Jul-2022
P.002059	Jamies S. Hunt ES	-	-	Sep-2020	Aug-2020	Sep-2020	Aug-2021	Mar-2022	Mar-2022	Mar-2022	Mar-2022	Sep-2022	May-2023	Aug-2023
P.002070	Lakeside ES	-	-	Jul-2020	Jun-2020	May-2020	Sep-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Jun-2021	Jul-2021	Aug-2021
P.002073	Landsale ES (Cont Serv CMAR)	-	-	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Feb-2021	Nov-2020	Nov-2020	Mar-2021	Jun-2021	Oct-2021	Nov-2021
P.002082	Lauderhill Comm School at Park Lakes (Cont Serv CMAR)	-	-	Mar-2020	May-2020	Apr-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	Jun-2021	Jun-2021	Sep-2021	Feb-2022
P.002066	Lauderhill-Ped Turner ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Sep-2021	Feb-2022	Jun-2022
P.002141	Lynco Creek MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Mar-2021	Aug-2021	Sep-2022	Sep-2022	Mar-2022	Aug-2022	Oct-2022	Oct-2022	Nov-2022
P.000817	Majority Stoneman Douglas HS (CMAR Delivery)	-	-	-	Dec-2020	Feb-2021	Aug-2021	Mar-2022	Mar-2022	Apr-2022	Apr-2022	Apr-2022	Jul-2022	Oct-2022
P.002165	Majority Stoneman Douglas HS Bldg 12 (CMAR Delivery)	-	-	-	-	May-2020	Aug-2020	Jul-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jun-2020	Jul-2020
P.002125	Mary M. Bethune MS	-	-	Oct-2020	Oct-2020	Oct-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	May-2022	Mar-2023	Jul-2023
P.002083	Meadowbrook ES	-	-	May-2020	Mar-2020	Feb-2020	Aug-2020	Apr-2021	Apr-2021	Oct-2020	Dec-2020	Mar-2021	Sep-2021	Jan-2022
P.002148	Monarch HS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Feb-2021	Aug-2021	Oct-2022	Oct-2022	Apr-2022	Oct-2022	Aug-2022	Aug-2022	Sep-2022
P.002143	New Renaissance MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Mar-2021	Aug-2021	Jan-2023	Jan-2023	Jul-2022	Jan-2023	Jan-2023	Mar-2023	Feb-2023
P.002112	Nob Hill ES (Cont Serv CMAR)	-	-	Jun-2020	Mar-2020	Jun-2020	Aug-2020	Mar-2021	Mar-2021	Jun-2021	Jun-2021	Jul-2021	Sep-2021	Apr-2022
P.001890	North Andrews Gardens ES	-	-	Jun-2020	Jul-2020	Jul-2020	Jan-2021	Sep-2021	Sep-2021	Jan-2022	Oct-2021	Feb-2022	Nov-2022	Feb-2023
P.002301	Northeast HS New Building (CMAR)	-	-	-	-	-	Aug-2021	Nov-2021	Nov-2021	Sep-2021	Sep-2021	Nov-2021	Feb-2022	Mar-2022
P.002149	Nova Blanche Estman ES SMART Program Renovations (CC-CMAR)	-	-	-	Aug-2020	Mar-2020	Aug-2020	May-2021	May-2021	Jun-2021	Jun-2021	Mar-2022	Aug-2022	Nov-2022
P.002145	Nova Dwight D. Eisenhower ES SMART Program Renovations	-	-	-	Jul-2020	Mar-2020	Aug-2020	Apr-2021	Apr-2021	May-2021	May-2021	Nov-2021	Nov-2021	Feb-2022
P.002084	Palmdale ES	-	-	Aug-2020	Jul-2020	Sep-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Aug-2022	Apr-2023	Jul-2023
P.002059	Panther Run ES	-	-	Mar-2020	Mar-2020	Mar-2020	Aug-2020	Nov-2020	Sep-2020	Oct-2020	Apr-2021	Jul-2021	Aug-2021	Jul-2021
P.001844	Park Ridge ES	-	-	Jun-2020	May-2020	Jun-2020	Nov-2020	Jun-2021	Jun-2021	Jun-2021	Jun-2021	Aug-2021	Jan-2022	Apr-2022
P.002062	Park Springs ES	-	-	Oct-2020	Nov-2020	Nov-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Jul-2022	Apr-2023	Aug-2023
P.002116	Park Trails ES	-	-	Aug-2020	Jun-2020	Jul-2020	Jan-2021	Apr-2021	Apr-2021	Jan-2021	Apr-2021	Sep-2021	Jan-2022	Oct-2021
P.002082	Parkside ES	-	-	Mar-2020	Mar-2020	Feb-2020	Aug-2020	Dec-2020	Jan-2021	Feb-2021	Apr-2021	Oct-2021	Apr-2022	Apr-2022
P.002138	Pines MS (Cont Serv CMAR)	-	-	-	Apr-2020	Dec-2019	Aug-2020	Feb-2021	Mar-2021	Dec-2020	Mar-2021	Jun-2021	Aug-2021	Nov-2021
P.002119	Plantation ES (Test & Balance)	-	-	-	-	Nov-2018	Feb-2019	Mar-2019	Sep-2019	Sep-2019	Nov-2019	Feb-2020	Apr-2020	May-2020
P.002136	Plantation Park ES	-	-	Jun-2020	Jun-2020	Mar-2020	Apr-2020	Apr-2021	May-2021	May-2021	May-2021	Dec-2021	Aug-2022	Aug-2022
P.002091	Pompano Beach HS	-	-	Jul-2020	Jun-2020	Jun-2020	Dec-2020	Jul-2021	Jun-2021	Jun-2021	Dec-2021	Sep-2022	Sep-2022	Dec-2022
P.002132	Sanders Park ES	-	-	Sep-2020	Nov-2020	Nov-2020	Aug-2021	Feb-2022	Jan-2022	Jan-2022	Jan-2022	May-2022	Jan-2023	Apr-2023
P.002127	Sawgrass ES	-	-	Oct-2020	Sep-2020	Sep-2020	Feb-2021	Jul-2021	Jul-2021	Jul-2021	Jul-2021	Nov-2021	Jan-2022	Sep-2022
P.002071	Sheridan Park ES	-	-	May-2020	Jun-2020	Jun-2020	Oct-2020	Mar-2021	Mar-2021	Mar-2021	Apr-2021	Oct-2021	May-2022	Jan-2022
P.002060	Sheridan Technical College (CMAR Delivery)	-	-	Nov-2020	Nov-2020	Nov-2020	Aug-2021	Sep-2021	Sep-2021	Sep-2021	Dec-2021	Mar-2022	Apr-2022	Jun-2022

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P.002128	Sheridan Technical HS (CMAR Delivery)	-	-	-	Aug-2020	Sep-2020	Aug-2021	May-2022	Apr-2022	Jun-2022	Jun-2022	Dec-2022	Mar-2023	Nov-2022
P.002144	Silver Lakes MS SMART Program Renovations (CMAR Delivery)	-	-	-	-	Feb-2021	Aug-2021	Sep-2022	Sep-2022	Mar-2022	Sep-2022	Aug-2022	Nov-2022	Nov-2022
P.002146	Silver Plains ES SMART Program Renovations	-	-	-	Jul-2020	Mar-2020	Aug-2020	Feb-2021	May-2021	May-2021	May-2021	Sep-2021	Apr-2022	Jan-2022
P.002090	South Plantation HS	-	-	Sep-2020	Aug-2020	Sep-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	Sep-2022	Jun-2023	Sep-2023
P.002057	Shepherd Foster ES	-	-	Jun-2020	May-2020	Jun-2020	Oct-2020	Apr-2021	Apr-2021	Apr-2021	Apr-2021	Oct-2021	Jan-2022	Apr-2022
P.002163	Stranahan HS Cafeteria (CMAR Delivery)	-	-	-	Aug-2020	Jun-2020	Aug-2020	Aug-2020	Dec-2020	Jun-2021	Aug-2021	Mar-2022	Apr-2022	May-2022
P.002079	Sunshine ES	-	-	May-2020	May-2020	Mar-2020	Aug-2020	Jul-2021	Jul-2021	Aug-2021	Aug-2021	Mar-2022	Dec-2022	Mar-2023
P.001674	Thurgood Marshall ES	-	-	Jun-2020	May-2020	Jan-2020	Aug-2020	Dec-2020	Dec-2020	Feb-2021	May-2021	Nov-2021	Feb-2022	Mar-2022
P.002129	Tradehills ES	-	-	-	Jun-2020	Feb-2020	Aug-2020	Mar-2021	Mar-2021	Mar-2021	Mar-2021	Nov-2021	Sep-2021	Sep-2021
P.002074	Watkins ES	-	-	Mar-2020	May-2020	Feb-2020	Aug-2020	Oct-2020	Oct-2020	Sep-2020	Dec-2020	Mar-2021	Sep-2021	Sep-2021
P.002114	Walsby ES	-	-	Aug-2020	Jun-2020	Jun-2020	Oct-2020	Jul-2021	Jun-2021	Jun-2021	Jun-2021	Feb-2022	Sep-2022	Sep-2022
P.002087	West Broward HS (Test & Balance)	-	-	-	-	Jan-2019	Mar-2019	Apr-2019	Jul-2019	Jun-2019	Jan-2020	Apr-2020	Jul-2020	Oct-2020
P.002131	Westlakes MS	-	-	-	Sep-2020	Oct-2020	Aug-2021	Feb-2022	Feb-2022	Feb-2022	Feb-2022	May-2022	Oct-2022	Dec-2022
P.002088	Whispering Pines EC (Cont Serv CMAR)	-	-	Jun-2020	Apr-2020	Mar-2020	Aug-2020	Feb-2021	Feb-2021	Mar-2021	May-2021	Jul-2021	Oct-2021	Apr-2022

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

September 15, 2020

TO: Dr. Nathalie Lynch-Walsh
Facilities Task Force Chair

FROM: Robert W. Runcie
Superintendent of Schools

SUBJECT: Facilities Task Force Single Point of Contact

Per policy 1.7, advisory committees are established by The School Board to provide recommendations to it on issues within certain standing areas of responsibility. Advisory committees are intended to provide recommendations from a community perspective on specific areas as directed by The School Board or Superintendent and may inform The School Board of issues that are brought to the attention of committees by members of the community. Each School Board-Established Advisory Committee will be assigned a staff liaison to facilitate the committee's activities. **Effective immediately, the staff liaison for the Facilities Task Force (FTF) is Dave Norman Jr. and he may be contacted via email at dave.norman-jr@browardschools.com or telephone at (754) 321-1511.**

The staff liaison will work with the Chair of the FTF to ensure the goals and objectives for the school year are completed. To assist in meeting the goals and objectives of the FTF, the staff liaison and Chair of the FTF will complete the following:

- The Chair of the FTF will send any request for information/correspondence to the staff liaison in writing via email.
- The staff liaison will document the written request for tracking and provide a tracking number to the Chair of the FTF.
- The staff liaison will forward the tracking information and request to District staff for prioritization and completion within a timely manner.
- District staff will forward the completed request and all pertaining information/correspondence to the staff liaison.

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- The staff liaison will provide the information received from District staff to the Executive Director, Capital Programs, or designee for approval to disseminate.
- Once approved, the staff liaison will forward the completed request to the Chair of the FTF.

No other District staff member or District-contracted vendor will be permitted to communicate with any member of the FTF. All requests for information/correspondence from any FTF appointee will need to be sent through the Chair of the FTF to the staff liaison. The Executive Director, Capital Programs, may require a Director from the Office of Capital Programs, the staff liaison, and other staff deemed necessary to attend all FTF meetings. The FTF appointees shall continue to advise their respective School Board Member on specific observations, concerns, recommendations, and successes relative to the SMART program, maintenance of facilities, new construction, and renovation and remodeling projects.

If you have any question or concerns, please contact **Dave Norman Jr. at (754) 321-1511.**

RWR:ts

c: School Board Members
BCPS Cabinet
Facilities Task Force Committee Members

DRAFT



Finally, this report looks at the year ahead and outlines District priorities for the 2020-21 school year. Here, SIM's work aims to help the organization draw important lessons from the challenges that it faced in 2019-20 and use that knowledge to drive continuous improvement.

Key Findings

During the 2019-20 school year, the SIM office worked predominantly to:

1. Facilitate consistent communications and cadence of accountability around the six Strategic Plan Campaigns and their associated Initiatives;
2. Identify and support the development of key Metrics across Strategic Plan Goals;
3. Facilitate Process Improvement Projects on payroll, tangible personal property management, field trips, and space planning using Lean Six Sigma methodology;
4. Benchmark District performance measures across other large districts;
5. Establish our District-wide SIM Ambassador program to expand our department's capacity and ensure consistent application of our frameworks for planning, execution, accountability, and process improvement;
6. Analyze the impact of COVID-19 on the District's strategy;
7. Outline school reopening options and facilitate Cabinet and Board decision-making; and
8. Drive the annual Strategic Plan recalibration process and amend the Strategic Plan as needed.

A year-end review of 2019-20 outcomes yields the following findings:

1. **The 2024 Strategic Plan communications and accountability framework was successfully executed across all 19 Initiatives.** As promised, four quarterly reports on Strategic Plan progress were delivered to the Board. Project teams were formed, and project plans created, for all Initiatives, with clear deliverables identified for each. Monthly Campaign calls were conducted for each Campaign to foster better alignment across Initiatives.
2. **Overall, out of 23 Primary Metrics for which Targets were set and data was available, 57% (13/23) met or exceed their Year 1 Targets, while 87% (20/23) showed improvement over their respective Baselines.** Forty-three percent (10/23) did not meet Year 1 Targets, while 13% (3/23) did not exceed their respective Baselines.
3. **With the State's cancellation of the FSA, progress towards High-Quality Instruction (HQI) Targets are not fully reportable.** Aligned to the Strategic Goal of HQI, no Primary Metric data was available for 2019-20 due to unavailability of testing related to the COVID-19 crisis, or through expected delays in receiving data from the State (e.g., Graduation Rates).
4. **Overall, momentum towards Safe and Supportive Environment (SSE) Targets is positive.** Among Primary Metrics aligned to the Strategic Goal of SSE, 50% (7/14) met or exceeded their Year 1 Targets, while 93% (13/14) showed improvement over their respective Baselines.
5. **District Tactics addressing Effective Communication (EC) Targets are showing improvement over Baseline measures.** Among Primary Metrics aligned to the Strategic Goal of EC, 67% (6/9) met or exceeded their Year 1 Targets, while 78% (7/9) showed improvement over their respective Baselines.

6. **District collaboration tools, like Microsoft Teams, proved vital to mission continuity—and are a wise investment.** To sustain virtual delivery of instruction and remote work models during facility closures, the District invested in and quickly deployed over 18,000 new Microsoft Teams licenses. Beyond supporting mission continuity, substituting virtual collaboration for in-person meetings saves on mileage. Using estimated mileage savings alone, the District’s investment in Teams breaks even in 1.1 years, compared to typical IT investments that generally take 3 to 7 years before generating positive returns. That assumes recurring large meetings, such as Principal Level and Board Agenda Planning Group (APG) meetings, continue virtually even after facilities reopen.
7. **The District received a Net Promoter Score (NPS) of 7.9, 8.3, 8.5, and 7.5, respectively, among students, parents, teachers and staff, and the community.** The District significantly stepped up efforts to survey stakeholders, both to gauge customer service satisfaction and to understand stakeholder preferences on critical topics. To assist, SIM published a “Survey Design Guide” to promote best practices for developing effective surveys. Use of the NPS was added to the District’s climate survey and expanded across multiple departments as a way of measuring loyalty, the ultimate indicator of customer satisfaction. A score of 7 or above is considered very good.
8. **While the District made progress across several Process Improvement Projects (PIPs), cleaner hand-offs of new processes to replace old ones are crucial.** The District is working to improve processes associated with payroll, work order management, inventory controls, and instructional software purchasing. Progress associated with this work refers to project progression across milestones and phases as outlined in a Project Charter, which serves as a template and blueprint for deliverables and phases associated with each PIP. Project Managers are needed to ensure implementation success, but the District struggles to dedicate staff for that purpose, due to either a lack of bandwidth or skills. External implementation partners have not been an adequate substitute, as those partners still require extensive interaction with District personnel. The delineation of existing processes (current state) and mapping to new processes (future state) will facilitate cleaner hand-offs, as process mapping helps improve communication and provides documentation for training. To enhance transparency and accountability in project implementation, Microsoft Teams has been used for cross-functional collaboration, and Project Plans have been used as a framework for accountability across project teams. All PIP Plans are tracked as workstreams within the Operational & Process Improvement Initiative.
9. **As reported by the Council of the Great City Schools (CGCS), BCPS achieved best quartile results across 30 operational Key Performance Indicators (KPI), primarily through improvements in Human Resources, Food Services, and Accounting.** That’s an improvement over BCPS’s average of 25 best quartile KPIs for the previous four years. However, while CGCS is accepted as the best source for large district KPIs, the District should avoid drawing firm conclusions from the published results. That’s because of contextual differences between districts and wide variations in how districts operate. Instead, CGCS’s reported KPIs should be a starting point for inquiry rather than a final verdict on performance.