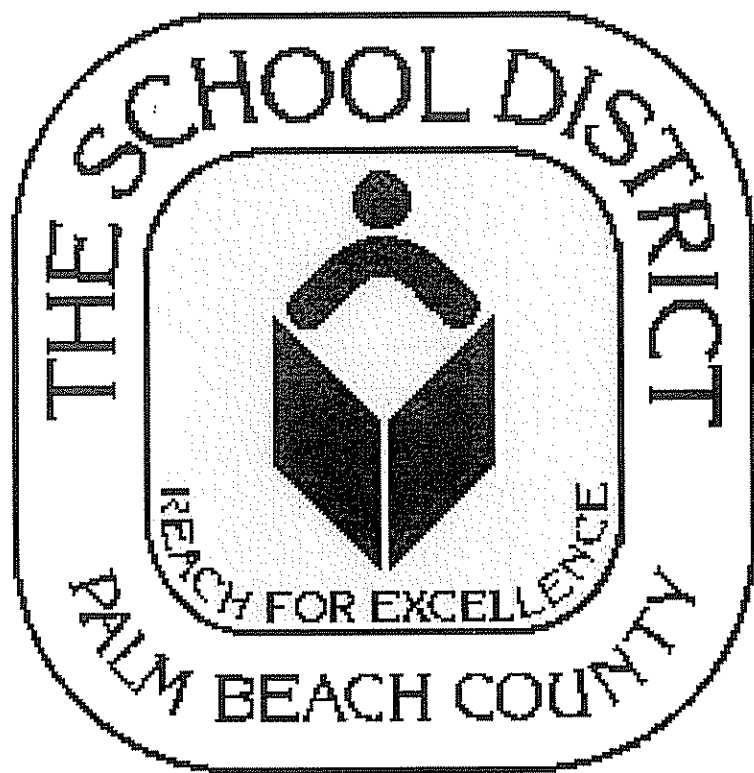


Strategic Business Plan



School District of Palm Beach County
Strategic Business Plan
Table of Contents

I. INTRODUCTION	7
A. Board Priorities / Superintendent Goals	7
B. Strategic Business Plan Development	8
C. Process	8
D. Monitoring and Update	9
E. Plan Format	9
II. CHIEF OPERATING OFFICE BUSINESS FUNCTIONS	10
Board Priorities / Superintendent Goals - Key	11
A. Information Technology	12
1. Establish Data Warehouse to provide data to make informed decisions	12
2. Create Five Year Instructional Technology Plan	12
3. Create Five Year Business Technology Plan	12
4. Enhance staff development - Information Technology	13
5. Promote businesses sponsorship for night and weekend training	13
6. Enhance staff development for school center personnel on: technology, accounting, budgeting, purchasing, payroll, overview of non-instructional functions	13

A. Information Technology (Continued)

- | | |
|---|----|
| 7. Support streamlining of budgeting process | 14 |
| 8. Enhance communication throughout District of project status and activities | 14 |
| 9. Prioritize list of our technology needs | 14 |
| 10. Develop systems for enhancing coordination and communication with school centers | 15 |
| 11. Provide networking (formal and informal) opportunities for Departments/Department Directors | 15 |

B. Financial Management

- | | |
|--|----|
| 1. Support the establishment of the Data Warehouse implementation to provide data to make informed decisions | 16 |
| 2. Support the implementation of the Five Year Instructional Technology Plan | 16 |
| 3. Create Five Year Financial Plan consistent with DOE guidelines that aligns financial resources with District needs | 16 |
| 4. Enhance staff development for school center personnel on: technology, accounting, budgeting, purchasing, payroll, overview of non-instructional functions | 17 |
| 5. Assist information exchange on safety funding projects | 17 |
| 6. Streamline budgeting process | 17 |
| 7. Streamline purchasing procedures | 18 |
| 8. Prepare for Office of Program Policy Analysis and Government Accountability (OPPAGA) audit review | 18 |

C. Personnel Services

- | | |
|---|----|
| 1. Increase the applicant pool of individuals eligible for employment and representative of the county's diverse student population by 5% | 20 |
|---|----|

C. Personnel Services (Continued)

- | | |
|--|----|
| 2. Retain quality teachers by decreasing the number who leave the district by 5% | 21 |
| 3. Provide staff development on appropriate personnel topics | 22 |
| 4. Complete revision of all employee evaluations to reflect accountability for student achievement, diversity, and equity issues | 25 |
| 5. Restructure the use of personnel to maximize productivity | 26 |
| 6. Reduce the time required to process a new employee from acceptance to placement by 25% | 27 |
| 7. Increase District productivity by 10% by providing personnel information in an accurate and timely manner | 28 |

D. Planning 30

- | | |
|---|----|
| 1. Coordinate Concurrency Program | 30 |
| 2. Coordinate the development of the Five Year Capital Plan | 32 |

E. Facilities Management 33

- | | |
|--|----|
| 1. Allocate portables to meet educational needs | 33 |
| 2. Reduce inventory of leased portables and those portables over 20 years old | 33 |
| 3. Demolish 830 wooden portables that are economically and physically obsolete | 34 |
| 4. Manage 813 portables less than 20 years old | 34 |
| 5. Purchase and install 500 new Type IV (non-combustable) portables | 34 |
| 6. Reduce CSIR's (47,000) by 20% | 35 |

E. Facilities Management (Continued)	30
7. Address Fire Life Safety Projects	36
8. Reduce Capital Projects (1,600) By 30%	36
9. Establish new Building Department pursuant to State law and District procedures	37
10. Assure reasonable safety and health for occupants of educational facilities and enforce compliance with State codes and regulations	38
11. Implement MAXIMO System & Web page	39
12. Enhance Maintenance & Plant Operations personnel operations	40
F. Program Management	41
1. Implement the Five Year Capital Plan	41
2. Improve the quality of a student's physical environment to promote a better learning environment	43
G. Transportation	44
1. Establish Training for Transportation staff on dealing with special needs of students	44
2. Implement full use of GPS	44
3. Install seat belts on buses	44
4. Improve the use of bus transit time via partnerships with Tri-Rail and other alternatives	45

H. School Police	46
1. Increase the number of School Police Officers at selected schools to meet safety needs	46
2. Expand Aggressors, Victims & Bystanders (AVB) Program to 7th and 8th grade as well as 6th grade in all Middle Schools	47
3. Expand technology to enhance school safety and streamline operational procedures	48
4. Maintain current level of funding for Truancy Interdiction Program (TIP)	49
I. Real Estate Services	50
1. Support Concurrency Program	50
2. Improve the quality of a student's physical environment to promote a better learning environment	50
3. Support streamline budgeting process	51
4. Ensure efficient and effective use of District facilities	51
J. School Food Service	52
1. Create more time for meals - preferably high schools	52
2. Increase awareness of host/mentor program	53

K. Diversity in Business Practices	54
1. Enhance system operations for Diversity in Business Practices	54
2. Produce an availability participation report	54
3. Development and implementation of an internal and external marketing plan	55
4. Increase M/WBE participation by 25%	55
L. Safe Schools	56
	56
1. Provide primary prevention, intervention and intensive intervention initiatives so that all schools can breakdown student barriers to learning	56
2. Focus our resources and efforts on physical and psychological safety for all students in the District in order to ensure social, Emotional and academic achievement	57
3. Provide school-site assistance to increase the number of students who are more affiliated to school, academically successful, are positively self-regulated and are advocates for responsible citizenry	58
4. Implement the recommendations of Safe Schools Task Force	59
5. Ensure that students who are at-risk for school failure and/or are experiencing behavior problems are afforded the opportunity to receive after-school services including: social competency training; academic assistance; and guided recreation, so that they become affiliated and engaged in school	60
III. CROSS REFERENCE INDEX	61

School District of Palm Beach County

Strategic Business Plan

I. INTRODUCTION

This Strategic Business Plan (Plan) is being developed in response to Board direction to the Superintendent to develop a "business plan" as a companion plan to the Student Achievement Plan. As a result, it largely focuses on business system improvements that are essential to increasing student achievement and providing an effective learning environment.

A. Board Priorities / Superintendent Goals

The focus of this Plan is to establish objectives in the "business" departments of the District that support each of the Board Priorities and Superintendent Goals.

The following Priorities and Goals were used to focus Plan actions:

- Board Priorities:
1. High performing teachers in low performing classrooms
 2. Five Year Academic Plan
 3. Teacher recruitment / retention
 4. Staff development plan with dollar amount
 5. School safety

- Superintendent Goals:
1. Student achievement/Closing the Gap
 2. School safety
 3. Effective use of scarce resources
 4. Effective governance

B. Strategic Business Plan Development

This Plan was developed to identify the most effective means of changing current business functions and processes to better implement Board Priorities and Superintendent Goals. Participants developing this Plan recommended that it be a "Strategic Business Plan" to ensure focus was maintained on areas where improvement was targeted. While the effort developed would focus on change, it was accepted as an over-arching constraint that the percent of resources available to current business functions would not increase. Thus, any requirement for resources to implement provisions of the Plan would have to come from reducing business resources elsewhere. Existing resources could only be augmented as a percent of overall resources if they were dedicated to specific functions and could not be used for other purposes, resulting in more resources becoming available for instructional purposes.

C. Process

The Plan was developed using a process that started with Board Priorities and Superintendent Goals. In a brainstorming session, the Chief Operating Officer's staff members listed ideas and issues for each of the business areas that held potential for accomplishing Board Priorities and Superintendent Goals.

Using the brainstorming list of issues, a committee representing the operating areas was convened to identify objectives and action steps for each business area that would support Board Priorities and Superintendent Goals. All issues raised in the brainstorming session, ongoing issues currently being addressed in each business area, and items taken from the Legislature were incorporated into the development of a list of "Best Practices."

This effort was compiled by the collective committee into a single plan and organized under District departmental functional responsibilities. The proposed Plan was reviewed by senior management to ensure its completeness and "buy-in. " It was reviewed and endorsed by the Superintendent before being submitted to the Board for review and acceptance.

D. Monitoring and Update

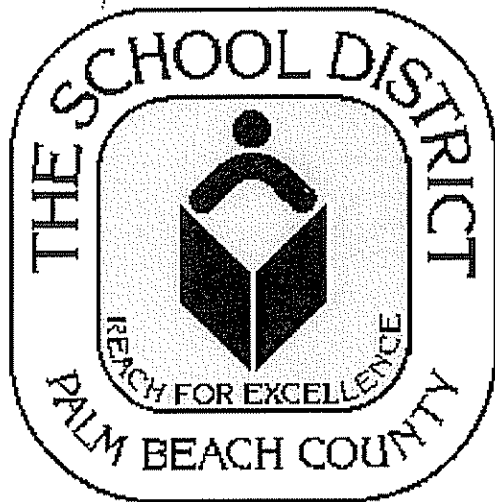
The aforementioned committee will also assume the role of monitoring for implementation once the Plan has been finalized. They will be charged with preparing an annual report on progress being made on Plan actions. This report will become a part of the Annual Plan Update anticipated each year as changes dictate revisions and additions to the Plan.

Future updates should incorporate follow-up actions required by some of the initial action steps being complete. Evaluation of resource issues undertaken the first year of the Plan will be addressed in subsequent year updates concurrent with budget development. Out-year actions and requirements will be more readily identified after initial actions have been completed.

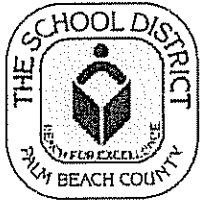
E. Plan Format

The Plan is formatted to indicate objectives that support each District departmental functional area. Each objective lists action steps necessary to complete the objective. The lead and assisting departments are indicated, as well as start and completion dates. If new resources are deemed necessary to implement the action step, a "Yes" is indicated in the "Evaluate Resources" column. Other related Board Priorities and Superintendent Goals are also indicated. Each action includes an indication of what measure will be used to ensure each action is successfully completed.

**School District of Palm Beach County
Strategic Business Plan**



**Chief Operating Office
Business Functions**



School District of Palm Beach County Strategic Business Plan

Board Priorities / Superintendent Goals

Key

Board Priorities: 1. High performing teachers in low performing classrooms	BP1
2. Five Year Academic Plan	BP2
3. Teacher recruitment / retention	BP3
4. Staff development plan with dollar amount	BP4
5. School safety	BP5

Superintendent Goals: 1. Student achievement/Closing the Gap	SG1
2. School safety	SG2
3. Effective use of scarce resources	SG3
4. Effective governance	SG4

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

A	Information Technology	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Establish Data Warehouse to provide data to make informed decisions							
Action	Support the purchase, design, implementation and management of a Data Warehouse solution. IT is currently implementing an interim data warehouse solution, Student Data Retrieval System (SDRS), for Principals and their teams to meet the planning and assessment needs for schools and to provide a method for determining a needs assessment and gap analysis. Proof of completion: A working, populated database	Information Technology	All Departments Schools	5/1/2001	Phase 1 Ongoing	Yes	BP1
2. Objective: Create Five Year Instructional Technology Plan							
Action	Update (annually) the District's Five Year Instructional Technology Plan that supports overall District educational and operational goals, in alignment with state and federal initiatives This initiative is supported by multiple budgets (Public School Technology Funds). Proof of completion: Completed document	Information Technology	Personnel Services Schools	5/1/2001	6/30/2001 Update Annually	Yes	BP2
3. Objective: Create Five Year Business Technology Plan							
Action	Develop 5-year comprehensive IT Business Technology Plan. (Recommend a committee to prioritize initiatives similar to the Principals Technology Committee). Proof of completion: Completed document	Information Technology	All Departments	5/1/2001	6/30/2002 Update Annually	Yes	BP2

Note:

BP - Board Priority

SG - Superintendent Goal

Information Technology

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

A	Information Technology (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
4. Objective: Enhance staff development - Information Technology							
Action	Continue to provide technology professional development opportunities for teachers, administrators and staff at a variety of times (daytime, after school, Saturdays, Summer, District Technology Conference) and locations (school centers and District Administrative Center). Proof of completion: Quarterly course offering publication and Evaluations/data shipments	Information Technology	Schools All Departments	7/1/2001	Ongoing	No	BP4
5. Objective: Promote businesses sponsorship for District technology initiatives							
Action	Increase vendor sponsorship at District Technology Conference (both the number of sponsors and level of sponsorships). This will provide vendors with the opportunity to showcase their technologies and provide scholarships to students. In addition, our teachers, administrators and support staff are provided an opportunity to participate in a technology conference at no cost. Proof of completion: Report business participation and sponsorship	Information Technology	All Departments	7/1/2001	Ongoing	No	BP4
6. Objective: Enhance staff development for school center personnel on: technology, accounting, budgeting, purchasing, payroll, overview of non-instructional functions							
Action	Provide technical support and trainers to do school site visits to better meet the needs of the users. Increase the flexibility of the student database to enhance the school scheduling use of various 'mesters' and by enhanced data entry training on-site. Proof of completion: Improved data accuracy & Data Warehouse implementation	Information Technology	Schools	7/1/2001	Ongoing	No	BP4

Note:

BP - Board Priority

SG - Superintendent Goal

Information Technology

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

A	Information Technology (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
7. Objective: Support streamlining of budgeting process							
Action	Participate in activities to automate the budgeting process. Proof of completion: Implementation of improved business practices and systems	Information Technology	Personnel Services Financial Mgmt	7/1/2001	6/30/2003	Yes	SG3
8. Objective: Enhance communication throughout District of project status and activities							
Action	Expand communications and enhance IT services to include conferencing through District-wide messaging utilities and technologies and bulletin boards. Proof of completion: Expanded web-site services	Information Technology	All Departments	5/1/2001	Ongoing	Yes	SG3 SG4
9. Objective: Prioritize list of our technology needs							
Action	Augment District technology meetings to include review of business applications (Student, Finance, Human Resources). Proof of completion: Expanded scope of the District Technology Committee membership and meeting agenda	Information Technology	All Departments	7/1/2001	Ongoing	No	SG4

Note:

BP - Board Priority

SG - Superintendent Goal

Information Technology

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

A	Information Technology (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
10. Objective: Develop systems for enhancing coordination and communication with school centers							
Action	a. Continue to enhance quality improvement consistent with the needs assessment and gap analysis. Proof of completion: Implementation of improved business practices and systems	Information Technology	Purchasing	3/1/2001	Ongoing	Yes	SG4
	b. Continue to host meetings for technical personnel on a regular basis and provide information through District web facilities. Proof of completion: Annual District Department Survey	Information Technology	Schools	7/1/2001	Ongoing	No	SG4
11. Objective: Provide networking (formal and informal) opportunities for Departments/Department Directors							
Action	Continue to expand District IT web presence to include additional school based reporting in both electronic and printed media: conferencing through District-wide messaging utilities and technologies and bulletin boards. Proof of completion: Expanded web-site services	Information Technology	All Departments Schools	7/1/2001	Ongoing	No	SG4

Note:

BP - Board Priority

SG - Superintendent Goal

Information Technology

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

B	Financial Management	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Support the establishment of the Data Warehouse to provide data to make informed decisions							
Action	a. Coordinate Data Warehouse procurement process b. Allocate funding within the Five Year Capital Plan c. Assist in mapping GL and budget data elements d. Update source financial data on an ongoing basis Proof of completion: Working, populated database	Financial Mgmt	Accounting Services, Budget Services, Purchasing, InformationTechnology	6/1/2001 5/1/2001 10/1/2001 9/1/2001	ongoing ongoing ongoing ongoing	Yes	BP1
2. Objective: Support the implementation of the Five Year Instructional Technology Plan							
Action	a. Coordinate procurement process b. Allocate funding within the Five Year Capital Plan Proof of completion: Completed document	Financial Mgmt	Information Technology, Purchasing, Schools	7/1/2001	1/31/2002	Yes	BP2
3. Objective: Create Five Year Financial Plan consistent with DOE guidelines that aligns financial resources with District needs							
Action	Develop Financial Plan to include: a. Development of financial goals b. Projection of budget status c. Coordination of document output Proof of completion: Board approved plan	Financial Mgmt	Accounting Services, Budget Services	6/1/2001 1/2/2002 4/1/2002	1/31/2002 3/31/2002 6/30/2002	Yes	BP2

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

B	Financial Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
4. Objective: Implement the Five Year Capital Plan							
Action	Review processes relating to procuring and funding facility construction to insure they are efficient, cost effective, include a diverse group of providers, and maximize return on investment. Proof of completion: Presentation of analysis to COO, Superintendent, CORC and Board	Financial Mgmt	Purchasing, Program Mgmt, Facilities Mgmt, District Auditor, Diversity in Business Practices	7/1/2001	7/31/2006	No	SG1 SG2 SG4 BP5
5. Objective: Enhance staff development for school center personnel on: technology, accounting, budgeting, purchasing, payroll, overview of non-instructional functions							
Action	Provide Inservice for all bookkeepers, secretaries, Assistant Principals, Principals, Managers, Dept Heads. Proof of completion: Provide quarterly report to management noting Inservice training	Financial Mgmt	Schools, All Departments, Budget Services, Accounting Services, Purchasing	6/1/2001	ongoing	Yes	BP4
6. Objective: Assist information exchange on safety funding projects							
Action	Establish procedures that involve the supporting departments up front in the design of site layout. Proof of completion: Procedure completed and in place	Financial Mgmt	Building Dept, Transportation, Planning, Personnel Services, Facilities Mgmt, School Police	7/1/2001	3/31/2002	No	BP5

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

B	Financial Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
7. Objective: Streamline budgeting process							
Action	Conduct a complete budget process review based on 'best financial practices' and needs and gap analysis to define new automated system requirements.	Financial Mgmt	Information Technology, Building Dept, Purchasing, Program Mgmt, Planning, Budget Services, Real Estate Services, Maint & Plant Ops, Financial Mgmt	10/1/2001	1/31/2003	Yes	SG3
	Proof of completion: Implementation of new automated process						
8. Objective: Streamline purchasing procedures							
Action	a. Pursue e-purchases that are accessible by all segments of the community.	Financial Mgmt	Purchasing, Information Technology	10/1/2001	7/31/2002	Yes	SG3
	Proof of completion: Perform District e-purchases						
	b. Pursue procurement card system District wide for small dollar procurements insuring appropriate controls and inclusion of vendors is maintained.	Financial Mgmt	Accounting Services, Information Technology	7/1/2001	7/31/2002	No	SG3
	Proof of completion: Implement procurement card system						
c. Establish blanket P.O.'s with Palm Beach County municipalities, LWDD, SFWWD, Clerk of the Court, and Property Appraiser to streamline processing fees for school construction.	Financial Mgmt	All Departments, Purchasing	7/1/2001	11/30/2002	No	SG3	
Proof of completion: Blanket P.O.'s established within budget							

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

B	Financial Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
8. Objective: Streamline purchasing procedures (Continued)							
Action	d. Expand use of pre-qualified professionals to expedite the construction of schools (e.g., traffic engineers, environmental consultants, civil engineers). Proof of completion: Increased number of pre-qualified vendors for District workload	Financial Mgmt	Purchasing, Maint & Plant Ops, Facilities Mgmt, Program Mgmt, Accounting Services	7/1/2001	1/31/2002	Yes	SG3
	e. ID services for expanded use of continuing contracts to expedite the construction of schools and other mission activities. Proof of completion: List of continuing contracts to be procured	Financial Mgmt	Purchasing, Program Mgmt, Accounting Services	7/1/2001	11/30/2002	Yes	SG3
9. Objective: Prepare for Office of Program Policy Analysis and Government Accountability (OPPAGA) audit review							
Action	a. Review OPPAGA 'best management' practices. b. Develop action items for OPPAGA action plan. Proof of completion: Task force established to review, implement and address OPPAGA requirements. Quarterly reports issued to senior District management	Financial Mgmt	All Departments	7/1/2001	6/30/2002	Yes	SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

Palm Beach County School District Strategic Business Plan

E	Facilities Management	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Allocate portables to meet educational needs							
Action	a. Relocate and install 120 to 150 portables over the summer school break period. Proof of completion: Report to DOE	Facilities Mgmt	Schools, Purchasing, Financial Mgmt	5/15/2001	8/15/2001	Yes	BP2 SG1
	b. Meet construction project and code requirements for portable movements through staff, new staff and contractors/vendors. Proof of completion: Report to DOE	Facilities Mgmt	Personnel Services, Purchasing, Building Dept, Maint & Plant Ops, Program Mgmt.	Ongoing	Ongoing	Yes	BP2 BP5 SG2 SG4
	c. Planning portable movements post school count date. Proof of completion: Report to DOE	Facilities Mgmt	Schools, Purchasing, Program Mgmt., Maint & Plant Ops, Building Dept	9/1/2001	1/31/2002	Yes	BP2 SG1 SG4
2. Objective: Reduce inventory of leased portables and those portables over 20 years old							
Action	a. Coordinate portable reduction affecting 200 portable units this fiscal year that are a combination of leased units and District owned that are in excess of 20 years old. Proof of completion: Report to DOE	Facilities Mgmt	Portables, Schools, Purchasing, Financial Mgmt	5/1/2001	6/30/2002	No	BP2
	b. Return all leased portables Proof of completion: Report to DOE	Facilities Mgmt	Portables, Building Dept, Maint & Plant Ops, Planning, Program Mgmt	5/1/2001	6/30/2007	Yes	BP2

Note:

BP - Board Priority

SG - Superintendent Goal

Facilities Management

Page 33 of 65

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

M	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
3. Objective: Demolish 830 wooden portables that are economically and physically obsolete							
Action	Engage and supervise vendors to comply with all codes in achieving demolition objectives.	Facilities Mgmt	Portables, Schools, Purchasing, Building Dept, Maint & Plant Ops, Planning, Program Mgmt	5/15/2001	6/30/2007	Yes	BP2
	Proof of completion: Report to DOE						
4. Objective: Manage 813 portables less than 20 years old							
Action	a. Staff and contractors/vendors to maintain units pursuant to all code compliance requirements.	Facilities Mgmt	Portables, Building Dept, Purchasing, Schools, Program Mgmt , Planning	4/1/2001	6/30/2007	Yes	BP2 SG1
	Proof of completion: Maintain portable inventory on District System						
Action	b. Manage remaining portables for educational needs.	Facilities Mgmt	Building Dept, Purchasing, Schools, Program Mgmt. , Planning, Maint & Plant Ops	4/1/2001	6/30/2007	Yes	BP2 SG1
	Proof of completion: Report to DOE						
5. Objective: Purchase and install 500 new Type IV (non-combustable) portables							
Action	Contract with vendors to supply required units and with contractors/vendors to install units at designated locations.	Facilities Mgmt	Portables, Building Dept, Purchasing, Schools, Program Mgmt. , Planning, Maint & Plant Ops	2/15/2001	6/30/2007	Yes	BP2 SG1
	Proof of completion: Report to DOE						

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
6. Objective: Reduce CSIR's (47,000) by 20%							
Action	a. Building Mechanics to be placed in schools over the course of the fiscal year. Proof of completion: Report to management	Facilities Management	Personnel Services, Schools, Maint & Plant Ops	5/1/2001	12/15/2003	Yes	BP4 BP5 SG4
	b. Capitalize on existing staff and contractors/vendors to achieve required objectives. Proof of completion: Report to management	Facilities Management	Purchasing, Building Dept, Program Mgmt, Maint & Plant Ops	7/1/2001	Ongoing	Yes	BP4 BP5
	c. Track CSIR's via MAXIMO Work Order System Proof of completion: Generate MAXIMO reports	Facilities Management	Information Technology, Maint & Plant Ops	7/1/2001	Ongoing	Yes	BP5 SG2
	d. Enhance documentation/accounting controls Proof of completion: Report to management	Facilities Management	Financial Mgmt, District Auditor, Maint & Plant Ops	7/1/2000	Ongoing	No	BP4 SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
7. Objective: Address Fire/Life/Safety Projects							
Action	a.Track projects on Maximo System. Proof of completion: Generate MAXIMO reports	Facilities Management	Information Technology, Maint & Plant Ops	1/2/2002	6/30/2002	Yes	SG4
	b.Engage outside vendors/contractors to facilitate DOE corrections. (AIA/PE/Builders) Proof of completion: Generate vendor report to management & report to DOE	Facilities Management	Building Dept, Purchasing, Maint & Plant Ops	5/1/2001	12/31/2002	Yes	BP5 SG2
	c.Timetable established and CEI contractor to track, report and inspect projects through completion. Proof of completion: Report to DOE	Facilities Management	Purchasing, Maint & Plant Ops	5/1/2001	Ongoing	Yes	SG4
8. Objective: Reduce Capital Projects (1,600) By 30%							
Action	a.Implement staff augumentation with CEI contractor to track, report and inspect capital projects. Proof of completion: Generate reports to management quarterly	Facilities Management	Purchasing, Maint & Plant Ops	5/1/2001	6/30/2003	Yes	BP5 SG4 SG2
	b.Track Capital Projects on MAXIMO system. Proof of completion: Report Capital Projects on MAXIMO quarterly	Facilities Management	Information Technology, Maint & Plant Ops	1/2/2002	Ongoing	Yes	SG4
	c.Capitalize on existing staff and contract vendors to achieve required objectives. Proof of completion: Generate vendor report quarterly	Facilities Management	Purchasing, Personnel Services, Financial Mgmt, Maint & Plant Ops	5/1/2001	Ongoing	Yes	BP2 BP5 SG2

Note:

BP - Board Priority

SG - Superintendent Goal

Facilities Management

Page 36 of 65

11/2/2001

Palm Beach County School District Strategic Business Plan

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
9. Objective: Establish new Building Department pursuant to State law and District procedures							
Action	a. Realign and enhance staff to accomplish mission Proof of completion: Generate new organization chart	Facilities Management	Personnel Services, Building Dept	5/1/2001	1/31/2002	No	BP4 BP5 SG2 SG4
	b. Educate the District, Consultants, Contractors through communication efforts on the purpose and requirements of the new Building Department. Proof of completion: Generate report quarterly	Facilities Management	Personnel Services, Building Dept	5/1/2001	4/30/2002	No	BP4 SG4
	c. Train staff and maintain licenses/certifications to perform required services Proof of completion: Report status of responsible personnel	Facilities Management	Personnel Services, Building Dept	7/1/2001	ongoing	Yes	BP4
	d. Track all Building Permits and Inspections on District System Proof of completion: Generate montly permit and inspections report	Facilities Management	Information Technology, Building Dept	7/1/2001	Ongoing	Yes	BP5 SG4
	e. Create a Building Department Web page to provide information to District, vendors and the community. Proof of completion: Report on web page monthly until implemented	Facilities Management	Information Technology, Building Dept	1/2/2002	9/30/2002	Yes	BP5 SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
10. Objective: Assure reasonable safety and health for occupants of educational facilities and enforce compliance with State codes and regulations							
Action	a. Process "Building Permit" applications. Proof of completion: Generate monthly Permit Issue report	Facilities Management	Building Dept	5/1/2001	Ongoing	No	BP5 SG4
	b. Issue, track and report all Building Permits to construct, enlarge, alter, repair, move, demolish or change occupancy requirements for educational facilities Proof of completion: Generate monthly tracking report	Facilities Management	Information Technology, Building Dept	5/1/2001	Ongoing	No	BP4 SG4
	c. Issue, track and report all Building Inspections to assure code compliance and issue Certificates of Occupancy. Proof of completion: Generate monthly inspection reports & Certificate of Occupancy report	Facilities Management	Information Technology, Building Dept	1/2/2001	Ongoing	No	BP5 SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
11. Objective: Implement MAXIMO System & Web page							
Action	a. Enhance Oracle based system to meet Department and District requirements. Proof of completion: Generate MAXIMO status reports	Facilities Management	Information Technology, Purchasing, Maint & Plant Ops	7/1/2001	3/31/2002	Yes	BP4 SG4
	b. Enhance inventory, warehousing, equipment tracked and controls on MAXIMO system. Proof of completion: Generate monthly inventory reports	Facilities Management	Information Technology, Purchasing, Maint & Plant Ops	7/1/2001	3/31/2002	Yes	SG4
	c. Implement Report writer on MAXIMO. Proof of completion: Generate MAXIMO status reports	Facilities Management	Information Technology, Purchasing, Maint & Plant Ops	7/1/2001	4/1/2002	Yes	SG4
	d. Create Interactive Web Page with link to MAXIMO System. Proof of completion: Report on web page monthly until completed	Facilities Management	Information Technology, Purchasing, Maint & Plant Ops	7/1/2001	3/31/2002	Yes	SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

E	Facilities Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
12. Objective: Enhance Maintenance & Plant Operations personnel operations							
Action	a. Place Building Mechanics (182 positions) in schools. (Preventative Maint. & Maint. plans implemented) Proof of completion: Report monthly as implemented	Facilities Management	Personnel Services, Maint & Plant Ops	5/1/2001	12/31/2005	Yes	BP4 BP5 SG2 SG4
	b. Implement training of Best Mgmt. Practices to staff including human relations principles via EAP seminars. Proof of completion: Report quarterly status of training	Facilities Management	Personnel Services, Maint & Plant Ops	9/1/2001	6/30/2002	Yes	BP4 SG4
	c. Implement time sheets. Proof of completion: Report monthly until implemented	Facilities Management	Personnel Services, Maint & Plant Ops	9/1/2001	10/30/2001	No	BP4 SG4
	d. Enhance communications with Payroll Operations. Proof of completion: Report monthly on status of issues	Facilities Management	Financial Mgmt, Personnel Services, Maint & Plant Ops	7/1/2001	Ongoing	No	SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

F	Program Management	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Implement the Five Year Capital Plan							
Action	a. Improve the coordination of facility issues both within the District and with other governments and community groups to maximize resources available and diverse community support, and to minimize regulatory and community concerns that may arise. Proof of completion: Favorable municipal action on schools in the first 2 years of the Five Year Plan and acceptance by all communities	Program Mgmt	Planning, Financial Mgmt, Real Estate Services, Facilities Mgmt	7/31/2001	9/30/2003 Ongoing	No	BP5 SG1 SG2 SG4
	b. Formally evaluate the program success by completing an annual report, recommending periodic internal audits on major program elements, achieving a high evaluation on the State's Best Practice review, and conducting satisfaction surveys of all affected groups. Proof of completion: Presentation to Board of results of evaluations	Program Mgmt	Planning, Real Estate Services, Chief Counsel, District Auditor, Financial Mgmt	7/1/2001	7/31/2006	No	BP5 SG1 SG2 SG4
	c. Minimize facility life cycle costs by using prototype designs, incorporating improvements recommended by current users, incorporating life cycle cost containment elements and formally training building users. Proof of completion: Adherence to Five Year Plan for construction	Program Mgmt	Purchasing, Planning, Facilities Mgmt, Accounting Services	7/1/2001	7/31/2006	No	BP5 SG1 SG2 SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

F	Program Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Implement the Five Year Capital Plan (continued)							
Action	f. Develop communication procedures to maximize and standardize coordination between Program Mgmt, Planning, Maintenance & Plant Operations, Real Estate Services, Financial Mgmt and Information Technology. Proof of completion: Procedure completed	Program Management	Planning, Real Estate Services, Maint & Plant Ops, Information Technology, Financial Mgmt	7/1/2001	3/31/2002	No	BP5
	g. Acquire hardware and software for effective project management, tracking, communication to all communities via the internet, and electronic linkages between support departments Proof of completion: Hardware and Software in place	Program Management	Planning, Real Estate Services, Maint & Plant Ops, Information Technology, Financial Mgmt	7/1/2001	6/31/2002	Yes	BP5

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

F	Program Management (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
2. Objective: Improve the quality of a student's physical environment to promote a better learning environment							
Action	a. Implement a school modernization program that will ensure older schools are upgraded to current standards equitably, systematically and cost effectively, based on greatest need. Proof of completion: Adherence to Five Year Capital Plan for school modernization.	Program Mgmt	Planning, Real Estate Services, Financial Mgmt	7/1/2001	12/31/2004	Yes	BP5 SG1 SG2 SG4
	b. Implement the Five-Year Capital Plan using industry proven construction planning, management, schedule and cost control systems to insure high quality, cost effective facilities. Proof of completion: Adherence to Five Year Capital Plan for construction.	Program Mgmt	Planning, Real Estate Services, Financial Mgmt	7/1/2001	7/31/2006	Yes	BP5 SG1 SG2 SG4

Note:

BP - Board Priority

SG - Superintendent Goal

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

K	Diversity in Business Practices	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
1. Objective: Enhance systems operations for Diversity in Business Practices							
Action	a. Purchase, customize, implement and manage a market analysis and contract compliance software (CHAMPS) system b. Identify all competitive contracting opportunities with the District c. Collect and analyze M/WBE availability data to provide the products/services identified for contracting M/WBE vendor participation d. Establish goals for District's construction/capital outlay, commodities and professional services e. Enhance and maintain Diversity in Business Practices' web-site f. Maintain database listing of certified M/WBE's g. Enhance and streamline M/WBE certification process Proof of completion: Software system operational, M/WBE database and web-site implementation	Diversity in Business Practices	Information Technology, Purchasing, Financial Mgmt, Program Mgmt	7/1/2001	On-going	Yes	SG4
2. Objective: Produce an availability report on diversity participation.							
Action	a. Augment staff with outside resources (training) b. Provide quarterly reports to departments as informational markers on District and Departmental progress toward meeting goals c. Produce annual summary and evaluation of M/WBE participation in the procurement process Proof of completion: Training, availability, quarterly and annual reports generated	Diversity in Business Practices	Information Technology, Purchasing, Financial Mgmt, Program Mgmt	12/1/2001	On-going	Yes	SG4

Note:

BP - Board Priority

SG - Superintendent Goals

Diversity in Business Practices

Page 54 of 65

11/2/2001

**Palm Beach County School District
Strategic Business Plan**

K	Diversity in Business Practices (Continued)	Responsible Division/Dept/Office		Date		Evaluate Resources	Goal Priority (See Note)
		Primary	Assist	Start	Completion		
3. Objective: Development and implementation of an internal and external marketing plan.							
Action	a. Train, educate and network with Minority/Women Business Enterprise (M/WBE) firms, small businesses, District departments, schools, M/WBE Advisory Committee and other related entities. b. Create marketing materials for outreach Proof of completion: Training/network sessions conducted; brochures completed	Diversity in Business Practices	All Departments, Schools	12/1/2001	On-going	Yes	SG4
4. Objective: Increase M/WBE participation by 25%							
Action	a. Recruit new M/WBE entities to increase availability pool and reclaim M/WBE inactive vendors to increase competition b. Monitor new/existing school construction contracts to ensure M/WBE participation c. Partner with County, Municipal, State entities involved in M/WBE procurement d. Organize and sponsor Vendor Expo (M/WBE, Small Business and Non-M/WBE) Proof of Completion: Successful Vendor Expo, data-driven reports	Diversity in Business Practices	Information Technology, Purchasing, Financial Mgmt, Program Mgmt	8/1/2001	On-going	Yes	SG4

Note:

BP - Board Priority

SG - Superintendent Goals

Diversity in Business Practices

Page 55 of 65