

“Failure to
Plan” . . .

“woefully
inadequate
scope”

from the Final Report
of the 20th Statewide
Grand Jury

Political advertisement paid for and approved by
Nathalie Lynch-Walsh, Nonpartisan, for
School Board of Broward County, District 5

1. **Failure to Plan:** BCPS failed to adequately plan and prepare for the \$800 million SMART Program referendum. Through its own haste and negligence (or perhaps even with some degree of intent on the part of some actors), the District did not present the taxpayers with an accurate picture of the true scope and cost of the many construction projects it claimed to be able to accomplish. The District also failed to plan in the sense that it put a great deal of effort into public messaging and campaigning to pass the SMART Program, but behind the scenes, it did not hire adequate staff or timely seek the services of private partners to manage this enormous pool of promised construction projects.

This Grand Jury believes the vast majority of problems and delays the District is encountering in the construction process were entirely foreseeable had District officials taken adequate steps to properly examine their own facilities and prepare for what they found in advance. Nevertheless, we have heard BCPS officials and Board Members testify again and again that the issues we will examine in detail below were entirely unexpected and could not have possibly been discovered and planned for in 2014. We do not believe them.

To us, the overall pattern of the last seven years is clear: District leadership—guided by a woefully inaccurate scope of work from 2014—continues year after year to sail SMART Program projects into storm after storm. Every time a project encounters a new problem or one of the many layers of oversight employed by the District sounds the alarm about fast-ballooning costs, time or

ACTION REQUIRED - August Chair Report/Back Up for Sep Agenda Items

From: Nathalie Lynch-Walsh (nlynch-walsh@att.net)

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Date: Tuesday, August 19, 2014 at 11:32 AM EDT

Dear FTF

Please see attached chair report for August.

I also provided the board with a Facility Condition Assessment - Process Comparison (attached). I put this together this weekend. While I anticipate robust discussion at our September meeting, given that the board has yet another prioritization workshop scheduled for this afternoon (I am currently unable to access from KCW), I wanted to provide them with some food for thought.

After attending approximately 20 hours of board workshops I decided to review the process we were using to try to make sense of what I was seeing.

Our process piggybacked off the Fort Bend Independent School District's (FBISD) contract with Jacobs. It's my understanding that a district piggybacks to avoid reinventing the wheel.

Please see the attached and come prepared to discuss September 4, 2014, 7 pm at Dillard HS.

If anyone has any suggestions for additional agenda items, please forward to me so I may incorporate into the agenda. Items not addressed at the last meeting will roll forward to September's meeting.

Thank you!

Nathalie Lynch-Walsh, Ph.D., MBA
Facilities Task Force Chair

As the Facilities Task Force Chair, I advised the School Board on August 19, 2014 about problems with the nature and timing of the needs assessment process. Only Nora Rupert spoke to the issue at the meeting that day.

 FTF Chair Report_August2014.pdf
93.4kB

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260.2kB

Timeline Comparison

	Broward	Fort Bend (FBISD)	Baltimore
Needs Assessment Consultant	Jacobs (Piggyback - Fort Bend)	Jacobs	Jacobs
Contract Approved	Jan 2014	Jan 2013	unknown
Assessment Completed	Jul 2014	July 2013	Started Apr 2011; ended Summer 2011
Post Assessment Activity	Board Workshop Updates	Community Dialogue/ Steering Committee Review	
Initial Report Date	TBA	Oct - Dec 2013	June/July 2012
Post Initial Report Activity	TBA	Steering Committee Review	Community Conversations
Final Report Date	TBA	Apr 2014	Jul 2013
Needs Assessment Purpose	Nov 2014 Bond	Facilities Master Plan Nov 2014 Proposed Bond	Comprehensive Educational Facilities Master Plan
Bond Oversight Committee	Final composition and meeting dates TBA	First meeting 8/7/14 <ul style="list-style-type: none"> Review updated 2014 Bond Proposal Discuss draft language for the Bond Election order 	N/A (funds from a 2013 construction and revitalization act; four-agency oversight plan)

Methodology (Scope of Work) Comparison

Broward	Fort Bend (FBISD)	Baltimore
Kick-off, Plan for Planning and Data Gathering	Kick-off, Plan for Planning and Data Gathering	Kickoff
CAD Conversion	CAD Conversion	Educational Adequacy Guidelines
Educational Framework	Educational Framework	Data Gathering (Educational Adequacy and Building Condition Assessment)
Educational Adequacy Assessment	Educational Adequacy Assessment	Data Analysis and Cost Estimating
Building Condition Assessment	Building Condition Assessment	Condition Assessment Report
Capital Facility Planning	Capital Facility Planning	Next Steps
Meetings, Reporting and Software Training	Meetings, Reporting and Software Training	
Community Engagement	Community Engagement	

Educational Framework – Stakeholder Involvement Comparison

Objective	Broward	Fort Bend (FBISD)
#1 Stakeholder Consensus on educational framework	Build consensus among teachers administrators, students, and parents on the preferred facility options. The resulting educational framework will set the structure for educational standards development and assessment	Build consensus among teachers administrators, students, and parents on the preferred facility options. The resulting educational framework will set the structure for educational standards development and assessment
Evidence of objective being met	NO	Futures Conference; Steering committee facilitated community dialogue meetings

Educational Adequacy Standard Development - Stakeholder Involvement Comparison

Objective	Broward	Fort Bend (FBISD)
#2 Collaboration with stakeholders to develop standards	It is anticipated that various individuals and groups will be involved in the development of these standards and Jacobs shall prepare a plan to assemble a representative group of BCPS stakeholders with whom to conduct a series of work sessions to review and revise these standards.	It is anticipated that various individuals and groups will be involved in the development of these standards and Jacobs shall prepare a plan to assemble a representative group of FBISD stakeholders with whom to conduct a series of work sessions to review and revise these standards.
Evidence of objective being met (stakeholder forum)	NO	Steering committee

Conclusions

- On paper, the scope of work of both the BCPS “Facilities Needs Assessment” and the FBISD “Condition Assessment” appear similar
- FBISD planning process recognized the value of stakeholder and community involvement
- BCPS planning process failed to attribute value to stakeholder and community involvement
- After Jacobs completed its needs assessment, the FBISD community-based steering committee spent at least four months reviewing and revising results, and developing a framework, standards, options, and recommendations
- After Jacobs completed the BCPS needs assessment, BCPS stakeholders and community were presented a prioritized list of projects without being shown the results of the needs assessment

Conclusions

- Due to timeline and past decisions, BCPS prioritized project list not subjected to same rigorous stakeholder and community review as the FBISD findings
- To have the same breadth and depth of community involvement as FBISD, BCPS would have had to start the process about a year earlier, delay putting the bond on the ballot, or, at a minimum, involved a community-based steering committee concurrently during the needs assessment

