



**Racine Unified School District
Operational Expectations Monitoring Report**

**OE-3 (FACILITIES)
SUMMARY OF COMPLIANCE STATUS**

Date: November 16, 2015

SUPERINTENDENT CERTIFICATION

With respect to Operational Expectation 12 (Facilities), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:

<u> </u>	In Compliance
<u> XX </u>	In Compliance with Exceptions (as noted in the evidence)
<u> </u>	Not in Compliance

Executive Summary:

This report monitors OE-3 policy for September 1, 2014 through August 31, 2015. This monitoring report is ‘In Compliance with Exceptions’.

The Buildings and Grounds Department has made significant progress toward meeting the expectations of the Board of Education related to the management, maintenance and operation of District facilities. Non-compliances were reduced by 50% from last year’s Operational Expectations monitoring report. This Operational Expectations monitoring report is non-compliant in just one indicator: Section 12.3.5 – vestibule-entry controls.

This Operational Expectations Monitoring Report summarizes the results of the activities of the preceding year, 2014-15, to meet these expectations.

The Building and Grounds Department has made substantial improvement in developing strategies and systems to shift from a reactive to a proactive focused team. Accomplishments included:

- Passage of a Capital Renewal Referendum in November using data and reporting provided in the 5-year Capital Projects Needs Plan (Section 3.1)
- Work with the Facility Advisory Councils on deferred maintenance and new building planning to develop plans for construction and prioritize deferred maintenance/capital renewal projects. (Section 3.1)
- Full implementation and funding of the “Age and Obsolescence Plan” for equipment replacement (Section 3.2).

Signed: 
Superintendent


Date: 11/16/2015

BOARD OF EDUCATION ACTION

With respect to Operational Expectation 12 (Facilities), the Board:

<u> </u>	Accepts the report as fully compliant
<u> XXX </u>	Accepts the report as compliant with noted exceptions
<u> </u>	Finds the report to be noncompliant

Summary statement/motion of the Board: Ms. Plache moved, Mr. Goodremote seconded, to approve the amended motion to accept the Operational Expectations -3 (Facilities) Monitoring Report as being non-compliant with exceptions in 3.3.5, 3.7, and 3.1.2). All were in favor.

Signed: 
Board President

Date: 19 - NOV - 2015



Racine Unified School District
Operational Expectations Monitoring Report
DATE: November 16, 2015

OE-3 (FACILITIES)

The superintendent shall assure that physical facilities support the accomplishment of the Board's *Results* policies, are safe, efficiently used and properly maintained.

Interpretation: The Board of Education expects the superintendent to assure that the condition, cleanliness and safety of the schools contribute to the Results our students achieve.

- Physical facilities: Includes all buildings, grounds, athletic areas, offices and warehouse spaces.
- Support the Board's Results Policies: At or above grade level student achievement in reading, writing, speaking, listening, math, science, social studies, arts, technology and physical education that prepare students for academic and personal success in their careers, in life and in the global community.
- Safe: Free of physical hazards, environmental hazards and secure from unauthorized entry.
- Efficiently used: (1) Using all available spaces to maximize learning and achievement, (2) managing and maintaining systems so that utility costs are reasonable and appropriate, and (3) available for community use when not in conflict with District use or District policy.
- Properly maintained: All buildings and grounds are cleaned regularly, properly stocked, repaired as necessary, and kept attractive and neat in appearance.

<p>3.1 The superintendent will: Develop a plan that establishes priorities for construction, renovation and maintenance projects that:</p> <ol style="list-style-type: none"> a. Assigns highest priority to the correction of unsafe conditions; b. Includes maintenance costs as necessary to enable facilities, either open or closed, to reach their intended life cycles; c. Plans for and schedules preventive maintenance; d. Plans for and schedules system replacement when new schools open, schools are renovated or systems replaced; e. Discloses assumptions on which the plan is based, including growth patterns and the financial and human impact individual projects will have on other parts of the organization. 	<p><i>Compliant</i></p>
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Interpretation: The Board of Education expects the superintendent to maintain a plan and system that identifies priorities and needs for new buildings, as well as rehabilitation and redesign of existing buildings, and make certain that buildings meet their intended life cycles. The Board expects the District plan to include:

- a) life safety issues and assigns those issues a greater weight;
- b) on-going costs required to maximize the intended life of facilities;
- c) maintenance to prevent premature failure;
- d) system replacement for existing and planned facilities; and,
- e) analysis of the impact that projects will have on costs and staffing, and lists assumptions used in the decision process.

<p>Indicator 1: A capital facility improvement and maintenance plan, including a prioritized list for capital maintenance and the systems for at least 5 years is presented to the Board annually.</p>	<p>Compliant</p>
<p>Evidence: Long-range Facilities Improvement Plan was developed and presented to the BOE on March 16, 2015 (see Appendix A)</p>	
<p>Indicator 2: A report as to the completion of items from the first year of the previous year's plan will be presented to the Board annually.</p>	<p>Compliant</p>
<p>Evidence: A list of projects completed in 2014-15 presented to the Board on September 28, 2015. (See Appendix A)</p>	

3.2 The superintendent will: Project life-cycle costs as capital decisions are made.	<i>Compliant</i>
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Interpretation: The Board of Education expects the superintendent to assure the appropriate life-cycle analysis is completed before making decisions regarding capital expenditures.

- Life-cycle: The projected useful life expectancy for structures, systems or equipment.
- Life-cycle cost: An analysis of cost benefits for projects to determine the maximum benefit at the lowest cost.
- Capital decisions: Projects and expenditures with the following characteristics: 1) System or component has a life cycle greater than 15 years, 2) comparison of systems may generate a difference in life-cycle costs greater than \$100,000, and 3) Project costs are greater than \$1,000,000.

Indicator 1: 80% or more of equipment identified for replacement on an annual age and obsolescence plan is replaced each year.	Compliant
Evidence: For the 2014-15 fiscal year, \$416,963 was spent on equipment identified in the age and obsolescence plan. This represents 112% funding of the plan, originally identified as \$371,000. See Appendix B.	
Indicator 2: Life-cycle/cost analysis is used to determine capital decisions for facility improvements.	Compliant
Evidence 1: Paving and Roofing projects were analyzed using life-cycle cost analysis. New construction projects have been analyzed for cost-effectiveness. See appendix B.	

3.3 The superintendent will: Assure that facilities are clean and safe.	<i>Non-Compliant</i>
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Interpretation: The Board of Education expects the superintendent to assure that every school and facility is clean, safe and kept in good repair.

Indicator 1: Cleanliness: 85% of quarterly inspections are rated a 3 or better on the American Physical Plant Administrators (APPA) cleanliness rating scale.	Compliant
Evidence: A total of 355 inspections were conducted. 91.74% of these inspections had an APPA rating of level 3 or better. See Appendix C.	
Indicator 2: Good Repair: 50% of approved work orders are completed within 7 days and the average time for work order completion is less than 90 days.	Compliant
Evidence: Of the 13,294 work orders, 55% were completed within 7 days. The overall average completion work order time was 44 days. 89.5% of all work orders are completed within 6 months or less. See Appendix C	
Indicator 3: Good Repair: 95% of critical building systems receive preventive maintenance service at prescribed intervals.	Compliant
Evidence: 99% of critical building systems received preventive maintenance on schedule. See Appendix C.	
Indicator 4: Safe: Safety inspections are conducted at every District facility on a three-year cycle. 100% of recommendations from safety inspections are reviewed and prioritized for action based on safety, security and funding.	Compliant
Evidence: Safety inspections were scheduled and conducted at 9 buildings during the 2014-2015 school year. 9 schools are scheduled for safety inspections during the 2015-2016. See Appendix C.	
Indicator 5: Safe: 100% of facilities have vestibule entry controls for visitors requiring visitor enter the building through a physical office area prior to entering the school proper.	Non-Compliant
Evidence: Five(5) of 32 facilities have vestibule entry controls. Refer to "Capacity Development and Improvement Plan" See Appendix D	
Indicator 6: Safe: The fire department conducts annual safety inspections at all buildings. 100% of identified violations are corrected.	Compliant
Evidence: The fire department conducted annual safety inspections at all 32 schools and 100% of identified violations were corrected. A total of 35 inspections were conducted due to multiple inspections to follow-up on the items identified as violations and additional conducted by the fire department due to inspections being completed twice in the reporting period.	

<p>3.4 The superintendent will: Develop and consistently administer facilities use guidelines delineating:</p> <ol style="list-style-type: none"> a. permitted uses; b. the applicable fee structure; c. clear user expectations, including behavior, cleanup, security, insurance and damage repair; d. consequences and enforcement procedures for public users who fail to follow the established rules. 	<p><i>Compliant</i></p>
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Interpretation: The Board of Education expects the superintendent to encourage the community to use District facilities. The Board also expects the superintendent to provide information about how the community may use District facilities, expects the rules to be applied equitably and fairly for all, that the rules clearly state allowable uses, required fees, expected decorum and user responsibilities, including liability insurance, and that users not complying with rules or payment of fees to be denied future use.

<p>Indicator 1: Permit process and rules are easily accessible to the public.</p>	<p>Compliant</p>
<p>Evidence: The District website (www.rusd.org) provides the public with access to information about rules and permit application and submission.</p>	
<p>Indicator 2: Permits are issued in a timely fashion (within 30 days of request).</p>	<p>Compliant</p>
<p>Evidence: 2082 permit requests were processed and issued within an average of 16.3 days. There were a total of 16,907 events for the 2014-2015 school year.</p>	
<p>Indicator 3: Every procedural concern was addressed with facility users within 5 business days.</p>	<p>Compliant</p>
<p>Evidence:</p> <ul style="list-style-type: none"> • No major issues were reported for damage or inappropriate use of District facilities requiring canceling of a permit or denial of a request for permit. • No facility use permits were revoked or suspended. 	

3.5 The superintendent may not: Build or renovate buildings	<i>Compliant</i>
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Interpretation: The Board of Education expects the superintendent to assure that major renovations and building construction are approved by the Board.

- Major renovations: Projects in excess of \$100,000.

Indicator: All major construction activities are presented to the Board and approved by Board action, and no projects were undertaken by the Superintendent to initiate new construction or to redesign/upgrade existing facilities, without Board approval.	Compliant
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Evidence:

- 6 major maintenance/renovation construction projects were approved by the Board.
- 3 major construction projects for new buildings (Knapp and Olympia Brown) and a major addition (Gifford) contracts were approved by the Board

<p>3.6 The superintendent may not: Recommend land acquisition without first determining growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.</p>	<i>Compliant</i>
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Interpretation: The Board of Education expects the superintendent to assure that when land acquisition is needed for future facilities, the District will fully research and understand where the growth is within the district’s boundaries of the community; what the pricing is of other comparable properties that were considered; what the price and timelines are related to development and building; what the implications are of travel costs and distance to the site for the potential users; and what any possible liabilities are of the site based on location. Board approval will be required before acquisition.

<p>Indicator: All land acquisitions are approved by the Board of Education and a comprehensive analysis and feasibility study of any property is presented to the Board prior to recommendation for purchase.</p>	Compliant
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Evidence: No land acquisitions were made.

3.7 The superintendent may not: Authorize construction schedules and change orders that significantly increase cost or reduce quality.	<i>Compliant</i>
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Interpretation: The Board of Education expects the superintendent to assure that capital projects are completed within the budget approved by the Board of Education and within bid specifications.

- **Significant increase:** An increase to project costs of either 15% of the project cost or \$100,000 or more, whichever is less.

Indicator: : All contracts and projects are administered so that construction change orders are rarely needed, and, if so, do not increase costs by 15% or more, or reduce quality of intended project.	Compliant
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Evidence:

- 5 major construction contracts had a net change (decrease) in costs.
- 1 major construction contract is still underway and is tracking on budget.
- Punch Lists were developed and used to track completion of project scopes.

3.8 The superintendent may not: Unreasonably deny the public's use of facilities as long as student safety, student functions, and the instructional program are not compromised.	<i>Compliant</i>
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Interpretation: The Board of Education expects the superintendent to make District properties available to qualified community groups but requires that the security for students, their events and the learning in the schools will not be negatively impacted.

Indicator 1: Any denial of facility use is based on established Use and Permit Policies.	Compliant
<p>Evidence: Of the 2052 building use requests received, a total of 11 permits were declined (less than 1 percent (<1%) of the total permits issued. <i>See Appendix H.</i> Reasons for declining the requests include:</p> <ul style="list-style-type: none"> • Failure to supply valid certificate of insurance (1) • School declined due to room use conflicts (2) • Rule violations (2) • Declined by school (4) 	

Appendix A
Section 3.1 Board of Education Presentations



Board of Education

3109 Mt. Pleasant Street, Racine, Wisconsin 53404

Agenda

Board of Education

March 16, 2015

6:30 p.m.

ASC Board Room (Mygatts), Building 1

*Colerant Governance
Policy Provision **

1. Call to Order and Pledge to the Flag
2. Roll Call
3. Approval of the Agenda
4. Recognitions
5. Reports on Student Achievement R-2
 - a. MAP Mid-Year Results (Reading/Math)
6. Superintendent's Report OE-8
 - a. Summary of School Climate Staff Survey OE-11
 - b. Referendum Timeline Update OE-6; OE-13
7. Board Committee Reports GC-5
 - a. Audit Committee
 - b. Legislative Committee
 - c. Board Governance Committee
 - d. Guiding Coalition OE-8
8. Board Development GC-2.2; GC-10
 - a. Raising Racine: Mid-Year District Progress Report
 - b. Update on Impact of Governor's Proposal on RUSD Budget
9. Public Input GC-3.3

Members of the public who desire to address the Board on any topic related to board work are welcome to do so at this time. Speakers are requested to limit their remarks to not more than three (3) minutes, to appoint a spokesperson if the concern is a group concern, and to supplement verbal presentations with written reports, if necessary or desired. A maximum of one (1) hour is allowed for public comments. Personal attacks will not be allowed. The Superintendent may respond to public comments, as appropriate.
10. Operational Expectations (OE) (None) OE-(1-13)
11. Action Items GC-2.7; B/SR-2.1
 - a. Approval of Thoughtexchange Communication Contract (attached) OE-9
 - b. Mondo K-6 Summer School Curriculum, Resources, and Professional Development (attached) OE-6; OE-10
 - c. INITIAL RESOLUTION AUTHORIZING GENERAL OBLIGATION BONDS IN AN AMOUNT NOT TO EXCEED \$50,000,000 AND CALLING A PUBLIC HEARING IN CONNECTION THEREWITH (attached) OE-6
 - d. RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF \$9,200,000 GENERAL OBLIGATION REFUNDING BONDS (attached) OE-6
 - e. Approval of Ten-Year Facilities Plan (attached) OE-6; OE-13



Board of Education

3109 Mt. Pleasant Street, Racine, Wisconsin 53404

AGENDA

BOARD OF EDUCATION

Monday, September 28, 2015
6:00 p.m.

Administration Services Campus
Board Room (Mygatts Room), Building #1
3109 Mt. Pleasant Street
Racine, WI 53404

- 1. Call to Order and Pledge to the Flag
- 2. Roll Call
- 3. Adopt Agenda

*Coherent Governance
Policy Provision **

PUBLIC HEARING ON THE BUDGET

- 4. Purpose and Procedure for the Public Hearing GC-2E(D), 6; OE-3; OE-9
- 5. Proposed 2015-16 Budget (attached) OE-5; OE-6
- 6. Review Fund 73 (attached) OE-5; OE-6
- 7. Opportunity for the Public to Speak on the Proposed 2015-16 Budget OE-3; OE-9
- 8. Conclude Public Hearing

BUSINESS MEETING

- 9. Recognitions
- 10. Reports on Student Achievement R-2
- 11. Superintendent's Report OE-8
 - a. Introduction of New Chief of Human Capital OE-8
 - b. Start of School Year and School Visits OE-8
 - c. Public Hearing on Urban Education OE-8
 - d. Referendum and Summer Work Project Completions OE-3; OE-6
- 12. Board Committee Reports GC-5
 - a. Audit Committee
 - b. Legislative Committee
 - c. Board Governance Committee
 - d. Guiding Coalition OE-8
- 13. Board Development GC-2.2; GC-10
 - a. New School Project Local and Minority Hiring Update (attached) OE-3

Appendix B
Life Cycle Cost Analysis



Industrial Roofing Services, Inc.
13000 West Silver Spring Drive
Butler, Wisconsin 53007
Phone: (262) 432-0500
Fax: (262) 432-0504
www.irsroof.com

March 26, 2015

Mr. Bryan Arnold
Racine Unified School District

Subject: Roof System Selection: Built-Up vs. Single-Ply – Life-Cycle Costs

Dear Mr. Arnold:

Regarding roof system selection for various roof replacement projects, there are numerous types and variations to choose from. When an Owner selects a new roof system for their facility, there are many factors that should be considered (such as code requirements, budget, building use, roof traffic, anticipated service life, existing construction, roof deck type, drainage, perimeter height, and many more)

As you indicated, one important factor is life-cycle costs, or the "cost vs. service life". An all-encompassing "rule-of-thumb" comparison of life-cycle costs between built-up roof systems and single-ply roof systems cannot be made, as the costs vary in every situation, depending on many variables. In some situations, built-up roof systems are more appropriate, while in other cases, single-ply roof systems are more appropriate. This is why each situation needs to be evaluated separately.

However, in the specific case of the three (3) 2015 RUSD roof replacement projects, the evaluation does reveal that the life-cycle costs of a built-up roof system are less than that of a single-ply membrane, primarily due to anticipated service life, anticipated annual maintenance needs, and estimated installation costs. In addition, historically, the service life of a single-ply roof system within the district is often decreased due the amount of roof traffic and vandalism on these roofs. Considering these items, as well as thirty (30) years of data documenting the performance of various roof types within the school district, it was determined that a built-up roof system would be most appropriate.

Regarding the variable of life-cycle costs, after considering many of the factors listed above during the initial phases of the 2015 projects, the following estimates were established:

	Roof Type	Estimated Installation Cost	Anticipated Useful Service Life	Cost per Year
JI Case	Built-Up	\$1,200,000	28 years	\$42,857
	Single-ply	\$1,050,000	20 years	\$52,500
Dr. Jones	Built-Up	\$615,000	28 years	\$21,964
	Single-ply	\$500,000	20 years	\$25,000
Gifford	Built-Up	\$1,575,000	28 years	\$56,250
	Single-ply	\$1,300,000	20 years	\$65,000

If you should have any questions regarding the above information, please feel free to contact me.

Sincerely yours,
INDUSTRIAL ROOFING SERVICES, INC.

Dave Angove

Dave Angove
Project Manager

Site:
 Giese Elementary School
 5120 Byrd Ave. Racine, WI

Asphalt vs. Concrete Cost Analysis

Total Paving Area 20,000 Sq Ft

Existing Pavement Scenario										
Pavement Type	Quantity	Unit	Cost	Unit	Total Cost	Designated Service Life	Cost/Year	Cost/Year/Sq. Ft.	Description	Notes
Concrete	20,000	Sq. Ft.	\$ 14.00	Sq. Ft.	\$ 280,000.00	40 Years	\$ 7,000.00	\$	Remove asphalt pavement and install 6" Concrete Pavement including rebar and forming costs	Concrete Pavement has a designed service life of 40 years as long as Asphalt Pavement
Asphalt	20,000	Sq. Ft.	\$ 3.00	Sq. Ft.	\$ 60,000.00	20 Years	\$ 3,000.00	\$ 0.15	Sublayer existing asphalt pavement and install 2 1/2" Binder Course, 1-1/2" Finish Course	Asphalt pavement could be replaced 4.7 times before the costs offset

New Construction Scenario										
Pavement Type	Quantity	Unit	Cost	Unit	Total Cost	Designated Service Life	Cost/Year	Cost/Year/Sq. Ft.	Description	Notes
Concrete	20,000	Sq. Ft.	\$ 8.00	Sq. Ft.	\$ 160,000.00	40 Years	\$ 4,000.00	\$ 0.20	Install 6" Concrete Pavement including rebar and forming costs. Does not include base or tie prep	Concrete Pavement has a designed service life of 40 years as long as Asphalt Pavement
Asphalt	20,000	Sq. Ft.	\$ 2.00	Sq. Ft.	\$ 40,000.00	20 Years	\$ 2,000.00	\$ 0.05	Install 2-1/2" Binder Course, 1-1/2" Finish Course (Does not include base or tie prep)	Asphalt pavement could be replaced 8.0 times before the costs offset

Note: Some locations require concrete due to heavy loading (i.e. Truck Courts, Truck Docks, Dumpster Pads, Delivery Areas, etc.)

Site:
 Wadsworth Elementary School
 2700 Yount Street, Sacramento, CA

Total Paving Area 35,000 Sq Ft.

Asphalt vs. Concrete Cost Analysis

Existing Pavement Scenario										
Pavement Type	Quantity	Unit	Cost	Unit	Total Cost	Designated Service Life	Cost/Year	Cost/Year/Sq. Ft.	Description	Notes
Concrete	35,000	Sq. Ft.	\$ 14.00	Sq. Ft.	\$ 490,000.00	40 Years	\$ 12,250.00	\$ 0.35	Remove asphalt pavement and install 6" Concrete Pavement including rebar and formwork costs	Concrete Pavement has a designed service life of 40 years as long as Asphalt Pavement
Asphalt	35,000	Sq. Ft.	\$ 3.00	Sq. Ft.	\$ 105,000.00	20 Years	\$ 5,250.00	\$ 0.15	Pulverize existing asphalt Pavement and install 2.5" Binder Course, 1.5" 1/2" Finish Course	Asphalt pavement could be replaced 4.7 times before the costs offset.

New Construction Scenario										
Pavement Type	Quantity	Unit	Cost	Unit	Total Cost	Designated Service Life	Cost/Year	Cost/Year/Sq. Ft.	Description	Notes
Concrete	35,000	Sq. Ft.	\$ 8.00	Sq. Ft.	\$ 280,000.00	40 Years	\$ 7,000.00	\$ 0.20	Install 6" Concrete Pavement including rebar and formwork costs (Does not include base or subgrade)	Concrete Pavement has a designed service life of 40 years as long as Asphalt Pavement
Asphalt	35,000	Sq. Ft.	\$ 2.00	Sq. Ft.	\$ 70,000.00	20 Years	\$ 3,500.00	\$ 0.10	Install 2.5" Binder Course, 1.5" 1/2" Finish Course (Does not include base or subgrade)	Asphalt pavement could be replaced 4.0 times before the costs offset.

Note: Some locations require concrete due to heavy loading (i.e. Truck Courts, Tractor Booms, Dumpster Pads, Delivery Areas, etc.)

**Appendix C
Safe and Clean Schools**

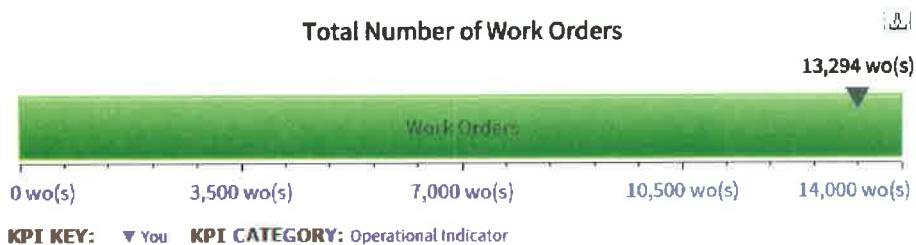
Safety Inspections – Internal Audits

<i>School</i>	<i>Audit Date / Time</i>
Gilmore Middle School	Completed 12/4/14
Jerstad -Agerholm Elementary & Middle Schools	Completed 10/16/14
Olympia Brown Elementary School & Real School	Completed 1/26/15
Janes Elementary School	Completed 9/16/14
North Park Elementary School	Completed 10/7/14
Roosevelt Elementary School	Completed 4/7/15
Julian Thomas Elementary School	Completed 2/19/15
Wadewitz Elementary School	Completed 11/11/14
Horlick High School	Completed 4/15/15

Work Order Completion

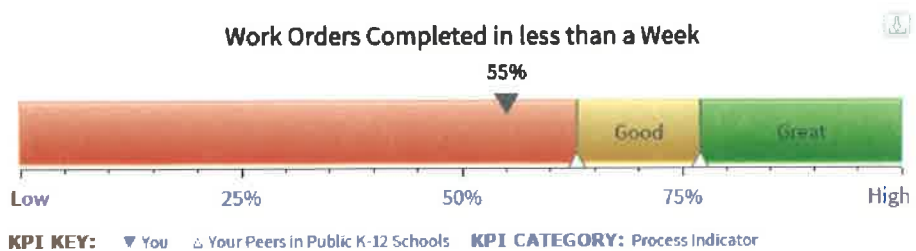
Total Number of Work Orders

Total number of work orders for a 12 month window.



Work Orders Completed in less than a Week

Percentage of routine work orders completed in less than seven days.



Appendix D

Action Plan to Improve/Enhance OE-3:

Through the Office of the Chief Operations Officer, the superintendent will continue to address areas of non-compliance in OE-3. The 2015-16 action plan includes:

3.3.5: The Building and Grounds Department is developing plans for construction and remodeling necessary for the construction of vestibule entry controls at entrances for all District facilities. These systems require visitors to physically enter an office environment for signing in and screening prior to allowing entrance into the building proper where staff and students are located.

This system would be an addition to the existing security buzzer/intercom system and electronic latches that exist at all facilities at this time.

Currently five buildings have vestibule entry control entrances. Three additional are scheduled to be completed prior to or during winter break. Additional building implementations are being planned for spring break in 2016 and summer in 2016.

Capacity Building – Plan development:

1. The department is in the process of developing plans that will be used to identify, prioritize and implement improvements in several key areas. These include the following
 - a. Grounds Improvement Plans
 - b. Accessibility Plans for ADA Compliance
 - c. Safety and Security
 - d. Building Portfolio Reports
 - e. School Signage
2. Collaborate with the High School Transformation/Career Academies Committees to identify specific facility and equipment needs for Career Academies.
3. Collaborate with the Facility Advisory Council (FAC) on Facility/Land-Use to identify and prioritize opportunities for remodeling of facilities and sites in relation to capital needs, facility condition and functionality and enrollment patterns.