



Company ABC

Ascending to the Next Level

2015 Strategic Plan

Prepared by:
Ascent Advisor



October 2015



Contents

1. Executive Summary
2. The State Plan
3. Guiding Framework
4. Vision
5. Mission and Values
6. SWOT Analysis
7. Key Strategic Initiatives
8. Goals and Objectives
9. Resources: Sponsors and Champions
10. Timelines: Work Plan
11. Progress: Performance Measures
12. Strategy Execution Process
13. Strategic Initiatives: Description
14. Operational Initiatives: Description
15. Best Practices in the Industry





Company ABC

Ascending to the Next Level

Executive Summary

Over the next five years, Company ABC will reach new horizons by proactively focusing on service, leadership, quality and innovation initiatives.

Company ABC will identify high impact areas aligned with the overall vision of the District Plan and the Company ABC mission. We will set goals, define objectives and set actionable plans to achieve them. Serving as a roadmap charting the course for the next five years, the strategic plan will guide decisions, influence behaviors and inspire confidence in the mission of our organization.

The following are the overall objectives guiding Company ABC strategic direction:

1. Define the mission, vision and values of Company ABC in support of education and the State Plan.
2. Identify the service areas and define the commitment to service levels Company ABC will provide to its customers.
3. Set strategic goals and define clear objectives based on their impact and alignment to take our organization to a significantly higher level of performance over the next 5 years.
4. Outline a five year plan with specific actions, resources, and milestones required to achieve our goals and objectives.
5. Communicate a clear path forward that inspires people to ascend to the next level





Advancing the State Plan

Company ABC is committing a strategic plan that furthers and aligns with the overarching goal and key initiatives of the State Plan.

State Plan:

Great schools in every neighborhood

By year, % of students from every region within ABC will attend a high performing school in their region, as measured by the district's performance framework.

How do we get there?

- **School readiness:** By year, % of ABC third-graders will be at or above grade level in reading and writing.
- **Whole child:** Create school environments so that students:
 - ✓ Learn and practice a healthy lifestyle
 - ✓ Are supported by qualified, caring adults,
 - ✓ Are engaged in learning and connected to community;
 - ✓ Are challenged academically and prepared for future success;
 - ✓ Are in environments that are physically and emotionally safe;
 - ✓ Are socially and emotionally intelligent
- **Close the opportunity gap:**
 - ✓ By year, the graduation rate for African American and Latino students will increase by %.
 - ✓ The proficiency in reading and writing for third-grade African American and Latino students will increase by %.

What does this mean for ABC Students?

- **Our students graduate ready for college & career**
 - ✓ By year, % of students who start 9th grade in ABC will graduate in 4 years.
 - ✓ By year, we will double the number of students per class who graduate college and career ready by raising our academic standards.

What is the focus to support the State Plan?

- **Leadership**
- **Teaching**
- **Flexibility**
- **Invest Early**
- **Culture**



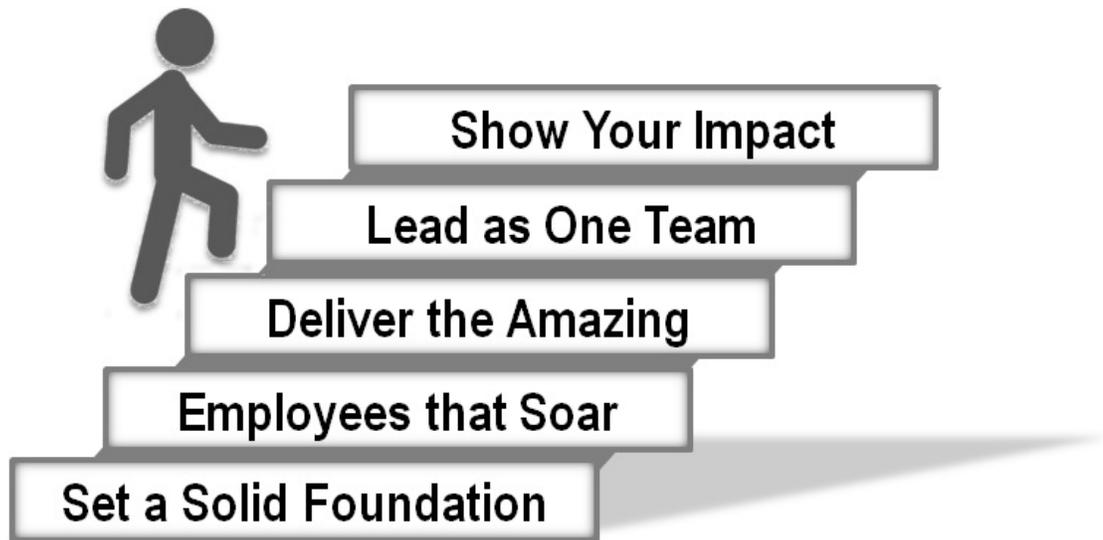


Guiding Framework

Ascending to the higher level is our guiding framework.

We believe that Company ABC is a critical component of fulfilling the vision of the State Plan. The buildings, building infrastructure and strategic management of District assets and people directly impacts the learning environment, student experience and public perception of the District. In this regard, we are committed to excellence and a most efficient operation.

To progress successfully, each of us must step forward to accomplish the goals and objectives that have been strategically planned and aligned to move us forward. The five bold steps in the guiding framework describe the areas where we will make significant progress over the next five years.





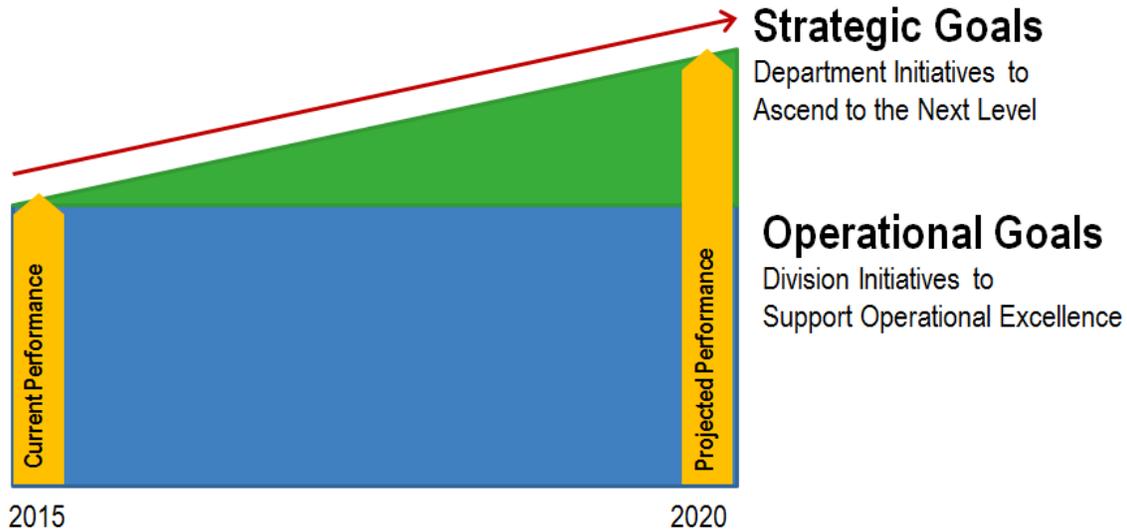
Strategic & Operational Goals

The Company ABC Strategic Plan outlines both strategic and operational goals that address the most relevant opportunities and challenges we foresee over the next 5 years.

The strategic goals represent innovative, future-oriented and department-wide initiatives that will require employees at all levels across Company ABC to work jointly towards a common goal. Strategic goals take us to the next level through a planned and forward-thinking strategy.

The operational goals support the strategic goals within each of the Divisions. Operational goals focus on the Division plans needed to optimize the performance of the operations and reach our objectives over the next 5 years.

Both strategic and operational goals account for the work to be performed over the next 5 years. This will require that every person, team and Division performs their functions to the best of their ability, and then go beyond. We need to significantly improve what we do and how we do it.





Vision

Company ABC is inspired by a vision that is aligned with the mission and vision of ABC. Simple and straight forward, the Vision is to provide a **high quality learning environment for every student**. The vision provides clarity around the direction and long term strategy that ABC will employ.

A high quality learning environment for every student.

High Quality means:

- In good condition
- Working properly
- Upgraded regularly
- Safe and clean
- Best quality possible

Every Student means:

- All school locations
- All building conditions
- At all times
- Meeting student needs

Learning Environment:

- Classrooms
- School Facility
- Environment
- Equipment
- Fixtures





Mission and Values

As a forward-looking Facilities Department, we aspire to provide a high quality learning environment for every student. In order to move towards our vision we must live up to our mission and values. The following statements define the mission and values for Company ABC.

Mission

- Provide a high quality learning environment for all students and staff
- We deliver high quality customer service both internally and externally
- We promote operations that are environmentally and economically efficient, effective and sustainable
- We focus on continuous professional development of our staff at all levels

We believe that Company ABC should align with the shared core values of the District. We will strive to live these values and incorporate them into all that we do.

Shared Core Values

- Integrity
- Customer Service
- Accountability
- Collaboration
- Engagement





SWOT Analysis

The SWOT analysis identifies strengths, weaknesses, opportunities and threats to provide a comprehensive assessment of Company ABC’s internal capabilities and external market position. The overall picture shows the balance of positive and negative factors. By cross referencing strengths with opportunities and weaknesses with threats, the SWOT analysis helps identify potential defensive and offensive strategies.

Internal to ABC	Strengths	Weaknesses
	<ol style="list-style-type: none"> 1. Multi-discipline expertise and competence on projects 2. Experienced and talented staff 3. Strong client reputation, dedication to client service 4. Deep & growing portfolio of work 5. Long-standing presence in local markets 	<ol style="list-style-type: none"> 1. Lack of clear strategy, mission statement, or organizational principle 2. No functional organization structure, over-dependence on partners 3. Poor internal communication, sharing information between offices 4. Low accountability, no clear metrics and budgets 5. Unclear path for advancement within the organization
External to ABC	Opportunities	Threats
	<ol style="list-style-type: none"> 1. Increased demand for challenging, well designed projects 2. Expand private development clients 3. Change in demographics & land use patterns 4. Acquire transportation & planning expertise to capture projects 5. Just scratching the surface on ADC 6. Understand client needs better by doing more in-depth needs assessment 	<ol style="list-style-type: none"> 1. Other firms using the similar approach as we do 2. Encroachment of new firms into local markets 3. Firm size, getting too big for small jobs, but not quite big enough for large jobs 4. Talent retention as others draw quality people before us, Bay area specifically





Key Strategic Initiatives

DEFENSIVE STRATEGIES:

Defensive strategies protect internal weaknesses from external threats. These are “must do” strategies that protect Company ABC from becoming vulnerable to external competition.

1. Create a 5-year capital allocation plan.—16 votes
2. Communicate opportunities for advancement with incentives based on performance.—16 votes
3. Define what types of services we offer to what customer segments—15 votes
4. Improve customer service standards –10 votes
5. Develop a more unified leadership and culture –8 votes

OFFENSIVE STRATEGIES:

Offensive strategies deploy internal strengths into market opportunities. These are “could do” strategies that exploit market opportunities by leveraging strengths.

1. Benchmark current performance standards –18 votes
2. Establish strategic alliances with planning and construction companies—15 votes
3. Get involved with clients early on before and reallocate resources to make time for proactive marketing—10 votes
4. Build on our transit and sustainability experience to get new projects.—9 votes
5. Cross discipline training on how to market and pitch.—8 votes





Goals and Objectives

The guiding framework defines five top-priority, mission-critical areas needed to realize our vision and achieve the desired results. The 5 strategic areas are: Set a Solid Foundation, Employees that Soar, Deliver the Amazing, Lead as One Team, and Show Your Impact. We outlined specific goals and objectives describing in greater detail the five areas that will empower us to ascend.

Strategic Areas	Goals	Objectives
Set a Solid Foundation	Goal description	Objective description
		Objective description
		Objective description
		Objective description
Employees that Soar	Goal description	Objective description
		Objective description
		Objective description
		Objective description
Deliver the Amazing	Goal description	Objective description
		Objective description
		Objective description
		Objective description
Lead as One Team	Goal description	Objective description
		Objective description
		Objective description
		Objective description
Show Your Impact	Goal description	Objective description
		Objective description
		Objective description
		Objective description





Resources: Sponsors and Champions

In order to implement the Strategic Plan, we assign key resources in the roles of Sponsors and Champions to strategic initiatives. Sponsors are leaders at Company ABC who are responsible for guiding, mentoring and overseeing the achievement of strategic initiatives. Champions are selected employees who demonstrate aptitude and commitment to scope, drive, execute and deliver a completed strategic initiative. Champions work with a sponsor and a cross functional team of employees to accomplish their strategic initiative.

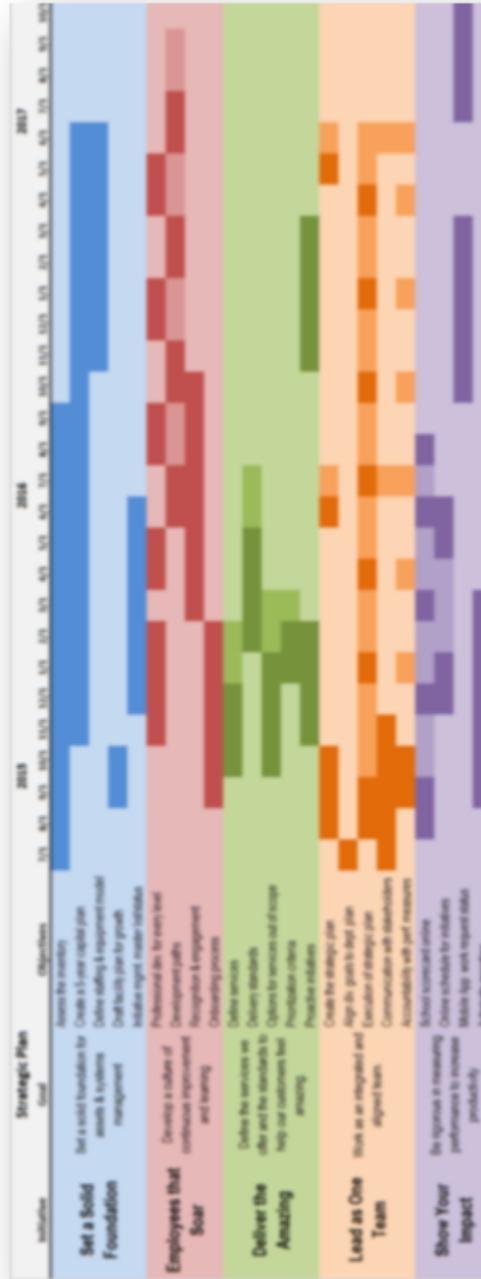
Initiative	Goal	Objectives	Sponsor	Champion
Set a Solid Foundation	Goal description	Objective description	Name	Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
Employees that Soar	Goal description	Objective description	Name	Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
Deliver the Amazing	Goal description	Objective description	Name	Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
Lead as One Team	Goal description	Objective description	Name	Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
		Objective description		Name
Show Your Impact	Goal description	Objective description	Name	Name
		Objective description		Name
		Objective description		Name
		Objective description		Name





Timelines: Work Plan

The proposed timeline to implement the Strategic Plan provides the following start and end dates for the different initiatives.





Progress: Performance Measures

In order to keep steady progress on implementing the strategic plan requires that Sponsors and Champions report relevant performance measures on a regular basis. The discipline of reporting actual versus planned measures on the various strategic initiatives against measurable goals increases accountability. The chart below describes the performance indicators for each strategic initiative.

Initiative	Goal	Objectives	Measurable Impact
Set a Solid Foundation	Goal description	Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
Employees that Soar	Goal description	Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
Deliver the Amazing	Goal description	Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
Lead as One Team	Goal description	Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
Show Your Impact	Goal description	Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description
		Objective description	Measure description





Strategy Execution Process

The strategy execution process defines what needs to be done, by whom and by when. Sponsors are ultimately responsible for achieving a strategic goal. Champions are assigned specific strategic initiatives and given the support, including training and coaching, to facilitate effective cross functional work. Champions will meet regularly to coordinate their efforts, learn effective ways to engage others, and report progress on their assignments.

The strategy execution process includes the following components:

1. **Selection:** Identify the right sponsors and champions for each of the strategic initiatives. Ensure that Sponsors and Champions are willing and able to perform their function for the assigned period of time.
2. **Training:** There is ongoing training for Sponsors and Champions on how to define objectives, lead effective initiatives, build collaborations across Divisions, and measure progress on assignments.
3. **Tiger Teams:** The temporary task forces working on strategic initiatives are called Tiger Teams. Tiger Teams are temporary task forces assigned to a strategic initiative with the knowledge and experience necessary to accomplish the tasks.
4. **Planning:** There is ongoing planning to define, scope, assign and review the work done by the Tiger Teams. Sponsors provide a high level plan, while the tactical plans are set by the Champions under the Sponsor's oversight.
5. **Assignments:** Each Tiger Team works on accomplishing a well-defined assignment within a set time frame to produce specific deliverables.
6. **Reporting:** Champions conduct regular progress review and deliver an account of their assignment to the Sponsor and the entire leadership team. This includes reporting measurable impact of the strategic initiative on improved operational efficiency, quality, customer satisfaction, safety, and productivity.

The strategy execution process becomes a key developmental experience for the Champions. They commit up to 15% of their time for a period of a year to advance strategic objectives. After the period of a year, a new group of Champions will be selected to the role. Former Champions can act as mentors to new Champions.





Strategic Initiative:

1. Assess the Inventory

Goal:

Set a solid foundation for assets and systems management

Objective:

Assess the inventory of ABC assets that are applicable to operations, maintenance and modernization.

Description:

We can optimize resources by having an accurate and current inventory of ABC assets. The assets relevant to ABC operations, maintenance and modernization include all owned and leased facilities, including the buildings and site systems. Assets also include all major school equipment and equipment. The inventory will account for the conditions of assets in a way that can be searchable, reported, updated, and regularly maintained.

Impact:

By doing this we can manage ABC assets more effectively and efficiently, report the cost of operating current assets and forecast projected costs and assets required.

Sponsor:

- Name

Champion:

- Name

Team:

- Names

Milestones:

- | | |
|--|------|
| 1. Facilities deficiencies report complete for all schools | Date |
| 2. Define data requirements | Date |
| 3. Collect condition reports on all schools | Date |
| 4. Enter data in the system | Date |
| 5. Report data | Date |





Strategic Initiative:

2. Create a 5-Yr. Capital Plan

Goal:

Set a solid foundation for assets and systems management

Objective:

Create a five-year capital plan to manage the growth and life cycles of ABC assets to maximize the value of ABC resources.

Description:

We can maximize the value of ABC resources (manpower, time and money) by having a capital plan that accounts for the life cycle of current resources, the costs of operating the current resources and the estimated costs of resource to support the projected growth.

Impact:

Build future Bond programs and mil levy programs. Present accurate budgets and make evidence-based cases to guide resource allocation decisions.

Sponsor:

- Name

Champion:

- Name

Team:

- Names

Milestones:

- | | |
|-------------------------------------|------|
| 1. Differentiate Mill Levy and Bond | Date |
| 2. RFP for school assessments | Date |
| 3. 5-year Capital Plan start | Date |
| 4. Capital Plan done | Date |





1.

Operational Initiatives

Each of the Company ABC Divisions has identified operational initiatives within their own Division to support the Department’s Strategic Plan and advance operational excellence within their area. Division Leaders are responsible for defining, implementing and reporting progress on their respective Operational Goals. The work to accomplish the operational initiatives is usually conducted within each Division and will be reported by each Division leader at regular leadership Team meetings.

The Divisions listed below are providing their respective Operational Goals in the following section:

- **Planning**
- **Maintenance**
- **(Others)**





Operational Initiative:

1. Capacity Planning

Planning Division		
GOALS	OBJECTIVES	KEY INDICATORS
Carrying Capacity Limits on each campus	<ol style="list-style-type: none"> Objective one Objective two Objective three 	Key Indicator description
Develop modernization plans for all schools	<ol style="list-style-type: none"> Objective one Objective two Objective three 	Key Indicator description
Update Ed Specs to align with the State Plan, include new educational trends, sustainability, security, etc.	<ol style="list-style-type: none"> Objective one Objective two Objective three 	Key Indicator description
Reduce energy and maintenance costs	<ol style="list-style-type: none"> Objective one Objective two Objective three 	Key Indicator description
Create electronic data base for all facility assets & information.	<ol style="list-style-type: none"> Objective one Objective two Objective three 	Key Indicator description





Best Practices for The Industry

Objectives:

As part of creating a strategic plan for ABC Facilities Management, we consider industry trends and best practices for educational Company ABC. The purpose of this section is to inform the strategic initiatives with innovative ideas, practical tools and best practices.

The best practices in education facilities management will be considered when creating the strategic plan. In addition they will be reviewed during the start of execution at the point of launching the strategic initiatives. A summary of the best practices is included in the strategic plan. By incorporating the most beneficial and relevant best practices will help ABC continue to embrace innovation.

Methodology:

The best practices presented in the strategic plan have been collected through research on education trends and best practices, focusing on the impact of facilities on improving educational outcomes. In addition, the research includes best practices for facilities management across industries, focusing on organizations that build, maintain and operate a large number of facilities. The following are the main sources used in the report:

1. Facilities Management and Maintenance, Key Strategies from New School's Portfolio Maintenance, New Schools Venture Fund, June 2008
2. Best Practices: Building Blocks for Enhancing School Environment, John Hopkins University, 2008
3. BEST: Building Educational Success Together, Recommended Policies for Public School Facilities, May 2005
4. Leading the Transition from Classrooms to Learning Spaces, NLII, National Learning Infrastructure Initiative, October 2004
5. The Classroom of the Future, David Schultz, Journal of Public Affairs Education, Hamline University, 2014

Additional sources for online articles about best practices for education and classrooms of the future:

1. <http://www.npr.org/sections/ed/2015/01/12/370966699/meet-the-classroom-of-the-future>
2. <http://gettingsmart.com/2014/12/nations-capital-reinventing-classrooms-future/>
3. <http://www.research.ibm.com/cognitive-computing/machine-learning-applications/decision-support-education.shtml#fbid=fqBab8BIgG>





4. <http://www.forbes.com/sites/schoolboard/2014/04/25/high-tech-low-stress-the-teachers-aides-of-the-future/>
5. You tube video of classroom of the future:
<https://www.youtube.com/watch?v=QcXEznPXj8k>
6. Educational design showcase
<http://www.educationdesignshowcase.com/browseprojects.esiml>
7. Ideas for better utilizing classroom space
http://blogs.edweek.org/teachers/teaching_ahead/2014/01/innovative_classroom_requires_more_than_rearranging_desks.html
8. Innovative classroom ideas <http://www.designshare.com/index.php/a-variety-of-voices-innovative-learning-spaces-transform-the-hartland-lakeside-school-district/>
9. Class room designs of the future <https://education-2025.wikispaces.com/The+Classroom+of+the+Future>
10. Future classroom technologies <http://www.hongkiat.com/blog/future-classroom-technologies/>
11. Designing the classroom of the future: <http://thejournal.com/articles/2014/10/15/4-keys-to-designing-the-classroom-of-the-future.aspx>
12. Innovative design for better attention in the classroom. This link has a video as well as a summary. <http://www.casbo.org/?page=VircoInco12914>
13. Transforming classrooms for 21st century learning. <http://www.p21.org/news-events/p21blog/1551-pearlman-transforming-classrooms-and-schools-for-schools-for-21st-century-learners-by-design>
14. Rethinking the classroom <http://www.hermanmiller.com/research/solution-essays/rethinking-the-classroom.html>

Summary of Best Practices:

The following is a high level summary of the best practices in educational facilities management that are considered to be most beneficial and relevant to ABC. The comprehensive collection of best practices articles and reports is part of an Appendix to the Strategic Plan.

1. Keep a Current School Facility Inventory

Develop and annually update a facility inventory of all the schools in the District and the State describing the basic building data including the condition of the facility, the condition of main equipment and the projected expenditures for significant capital improvements. Make sure that the data collected is accurate, follows a consistent data collection methodology, and is regularly updated. Making information about school facility conditions public has a three-fold purpose: 1. informs parents and children about the condition of structures in their community, 2. provides valuable information to the community about the condition of public assets that are taxpayer supported, and 3. holds public officials accountable for their management and maintenance of the public school facilities.



2. **Set Minimum Adequacy Standards**

Establish minimum adequacy standards for school facilities that are flexible enough to meet the specific educational program and service needs of the students, teachers, and the community. States that provide funding to support capital improvements in their public schools use a variety of measures to determine need. These measures have generally resulted from historical policies, and are often based upon discussion and/or negotiations among the parties representing various stakeholders. Evaluating projects based on a combination of objective and subjective criteria should include factors such as: projected enrollment above capacity, the number of un-housed students, overcrowded schools, age of school and its condition, age of building system and/or components, number of square feet in the building and proposed scope of work, level of maintenance performed by the district to protect taxpayer investment, relative wealth of the school district, property values, and willingness of the district to raise revenue for capital projects. The Minimum Adequacy Standard assists in prioritizing projects to address the most basic needs while achieving equity within schools.

3. **Build Restricted Reserves**

An effective asset management strategy is planning for and building restricted financial reserves to respond to facilities-related operating contingencies – such as the immediate need to replace a roof. This practice ensures that the necessary equity is in place to act when a unique opportunity emerges suddenly. In general, it is challenging for both new and growing School Districts to set aside funds for this purpose. One way to create adequate reserves is to budget on a cash-flow basis and set aside amounts equal to facilities depreciation expenses (which are a non-cash item for accounting purposes) on an annual basis until a specified cash reserve target has been reached.

4. **Invest in Preventive Maintenance**

Preventive maintenance is critical especially as facilities age, school enrollment peaks, and school entitlement revenues flat-line, it is inevitable that costly replacement or emergency repair needs will arise. Paying sufficient attention to preventive maintenance will slow the deterioration of facilities resulting in increased efficiency and savings for both the school and facilities management.

5. **Involve Students, Parents and the Community in School Maintenance and Safety**

Involve students, parents and the community in school maintenance and safety activities such as:

- Ask input from students, parents and staff, to create safety and keep buildings in good condition with clear expectations and consequences.





- Develop and clearly state the school rules such as “respect for others” and “respect for property” and post them around the school, with guidelines for their application.
- Recruit parents to volunteer specific hours on a weekend to participate in a focused school improvement project such as cleaning up the school yard, painting an exterior area, or picking up litter.
- Teach students and parents conflict resolution skills when they see vandalism, lack of care or destructive behavior emphasizing constructive feedback that don’t allow ridicule.
- Work toward policies that are, and are perceived as being fairly conceived and fairly applied to everyone.

6. Foster a School Caring Environment

A positive school caring environment is built upon caring relationships among all participants—students, teachers, staff, administrators, parents and community members. A warm “good morning” greeting from the custodian can help determine a child’s mood for the day, just as a cheerful recognition of cleanliness by the teacher can set a tone that motivates students to keep the school clean. Making sure that specific standards of school appearance are consistently met, sends a message to students and teachers that we truly care about the school environment, which influences their behavior and care.

7. Energy Conservation

Use of energy-efficient lighting fixtures can reduce energy costs by 8-10%. Adoption of energy saving practices can further add to energy savings. Conducting regular energy audits that provide an energy efficiency scorecard with recommendations for improvement can reinforce energy efficient practices.

8. Environmental Goals

Every new school building, renovation project, and a project to replace existing building systems and/or components presents an opportunity to design and implement an environmentally sensitive capital improvement project. School design and construction practices need to set environmental goals that take into account energy usage when selecting equipment, installing and maintaining equipment, and when packaging and disposing of waste from the construction site.

9. Establish a Criteria for Maintenance

Establish criteria or indicators for evaluating the condition and level of maintenance of school facilities on a regular basis. While routine maintenance is the key to cost-effective long-term utilization of buildings and the proper operation of the building systems, few states have legislation that assures the protection of the public’s investment in public school facilities. States should develop on-site survey procedures for evaluating the condition of each public





school from a maintenance perspective. This could include the development of an evaluation instrument, the definition of terms, the time intervals between surveys, the training of personnel conducting the survey, the reporting mechanism, procedures for reporting anticipated corrective action, and procedures for reporting the actual implementation of that action. States should also conduct periodic reviews of the educational facilities to determine whether or not the facilities are being properly maintained.

10. Leverage Technology for Improved Communication

Use technology to improve communication and reporting between the various stakeholders. Technology can be an asset to improve communications between the schools and facilities maintenance to report, track and resolve multiple maintenance projects. Technology can help deploy maintenance resources more efficiently by scheduling jobs with information on the geographical locations, equipment needs and level of resources required and available.

