



## WINNER

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Facilities Update April 19, 2016

#### **Meeting Agenda**

#### **Chief Facilities Officer, John Morris**

- Introduction
- Unitary Status
- Public Requests
- Facilities Web Page, Communications Manager, Lauren Roth
- Site Acquisition/Surplus, Staff Attorney, Laura Kelly

#### Senior Director of Planning, Faz Ali

- Real Estate
- Advance Planning
- 21st Century Learning Furniture, Fixtures & Equipment
- Plant Survey

#### **Senior Executive Director Facilities, Jeff Hart**

- Market Assessment
- Program Master Schedule

#### **Meeting Agenda Continued**

#### **Program Director, Construction, Marc Clinch**

Solar Energy Summary

#### Director of Capital Renewal and Portable Operations, Mike Winter

- Capital Renewal
- Digital Curriculum Program
- Districtwide Program
- Portables

#### **Senior Director of Maintenance, Jim Surguine**

- Maintenance
- Custodial Centralization, Kevin Ballinger
- Curb Appeal, Paving & Landscaping

#### PM Team Program Manager, Basem Ghneim

- Facilities Program Elements
- Accelerated Capital Projects Update
- Capital Program Timeline and Budget Update

## **Unitary Status Schools**

CURRENT PRIORITY LIST 2016			
No.	Name	Planned Year Opening	
87	Lockhart ES	2016	
88	Riverside ES	2016	
89	Dream Lake ES	2016	
91	Tangelo Park ES	2016	
123	Ventura ES ***	2016	
74	131-K8-SW-5	2017	
90	Carver MS	2017	
93	Cypress Park ES	2017	
102	Rock Lake ES	2017	
94	Engelwood ES	2017	
114	Mollie Ray ES	2017	
96	Oak Hill ES	2017	
117	Ivey Lane ES	2017	
122	Meadow Woods ES ***	2017	
92	Dover Shores ES	2018	
127	Maxey ES	2018	
95	Audubon Park ES *	2018	
129	Hungerford ES	2018	
98	Lake Como/ Kaley K8	2018	
110	Washington Shores ELC **		
99	Hillcrest ES	2018	
100	00 Corner Lake MS 2019		

<sup>\*</sup> Priority 95 to be funded as Relief School 133-K8-E-6

<sup>\*\*</sup> Priority 110 repurposed to Washington Shores ELC (Formerly Richmond Heights ES)

<sup>\*\*\*</sup> Accelerated Project

## Community Requests

- Community questions to Board Members
- Impacts to existing community
- Traffic
- Queuing/Stacking
- Walkability

## Facilities Web Page



Presented by

Lauren Roth

Sr. Manager, Communications

# Site Acquisition/Surplus

- Accomplishments
- Acquisition
- Surplus

Presented by

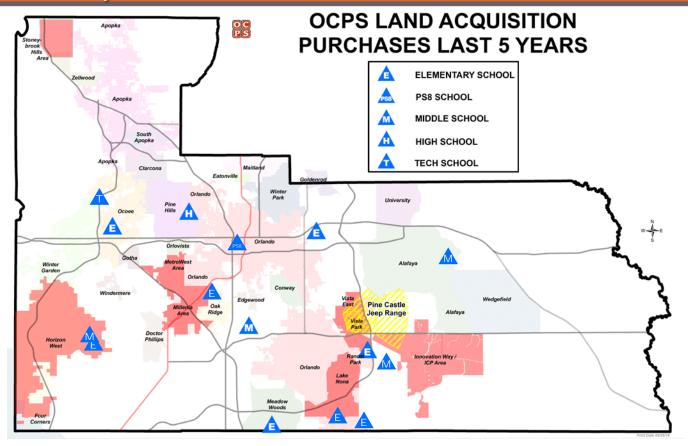
Laura Kelly

**Staff Attorney** 

## REM Accomplishments in 2014/2015

- Acquired over 130 acres of real property
  - 2 elementary school sites
  - 3 middle school sites
  - 1 PS8 site
  - 1 ancillary site
- Entered into a Property Exchange Agreement with the City of Orlando for Site 133-K8-N-6 and Site 205-K8-SW-6
- Entered into long-term use or easement agreements
  - Site 21-M-E-2 with Orange County
  - Site 131-PS8-SW-5 with Boys & Girls Clubs of Central Florida and Harris Rosen Foundation, Inc., and working with University of Central Florida Board of Trustees, Orange Blossom Family Health and The Children's Home Society of Florida
  - Lake Nona HS with Blackfin Development
- Entered into 3,240 short-term facility use agreements
- Amended Policy DN: governing disposition of surplus property
- Disposed of 2 acres of surplus property

5 YR PURCHASE				
ID NUM	Year Acquired	Acreage		
55-H-N-6	2010	15.3		
86-E-E-2	2010	0.7		
87-M-SE-3	2010	22.54		
30-E-SE-3	2011	12.1		
200-E-W-7	2012	6.56		
3-E-SE-2	2012	15		
41-E-SE-2	2014	13.63		
Millennia Gardens ES	2014	12		
131-PS8-SW-5	2015	12.9		
21-M-E-2	2015	11.4		
73-T-W-7	2015	37.5		
Bay Lake ES	2015	15.8		
37-M-SW-4	2015	25.6		
52-M-SE-2	2016	26		
44-E-SE-2	2016	13.1		



SURPLUS SITES			
ID NUM		ACREAGE	
59-S-W-4	Windy Ridge	3.020	
60-S-N-7	Ponkan Road	81.960	
70-S-SW-5	Archon	2.810	
74-S-SE-3	GOAA	8.851 (2 tracts)	
75-S-N-6	Kennedy Road	17.610	
76-S-N-7	Union Street	0.850	
77-S-E-2	Waterford N19	19.000	
78-S-N-6	Eatonville	99.240	
502-S-N-6	Edgewater Maury Road	1.000	
503-S-E-1	Winter Park Tech ROW	2.469	
504-S-N-7	Wekiva HS	12.000	
511-S-SE-2	Avalon Tech Excess	1.450	
520-S-W-4	Olympia HS Pond	1.170	

## Amendment to Policy DN Disposition of Real Property

- Prior Policy DN required disposition by the following methods:
  - Public Sale Through the Bid Process
  - Exchange with Governmental Entity
  - Lease or Lease Purchase Option
- Amended Policy DN; permits disposition by the following methods, as deemed in the best interest of the School Board:
  - Public Sale Through the Bid Process
  - Private Sale, Transfer or Exchange with Governmental Entity or Private Entity
  - Lease or Lease Purchase Option

## Real Estate Management

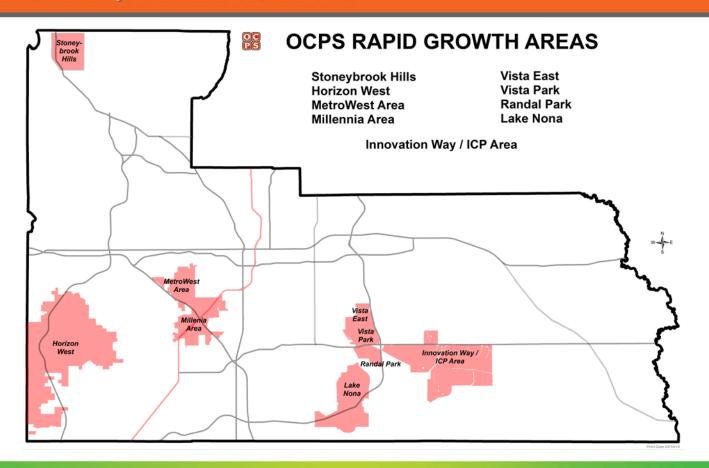
- LoopNet Data Service & Costar
  - LoopNet: A real estate marketing and listing platform for commercial buyers and sellers. The service provides wide market exposure for commercial properties. OCPS – REM will be able to expose (13) surplus properties to the marketplace on an ongoing basis.
  - Costar: Supplements the LoopNet platform by providing real estate sale comparables in a searchable data base format. OCPS-REM will be able to obtain sale comparables for site evaluation.

## Facilities Planning Update

- Real Estate
- Planning Tools
  - Statutory Educational Facilities Planning
  - Educational Specifications
- 21st Century FF&E
  - Furniture, Fixtures and Equipment

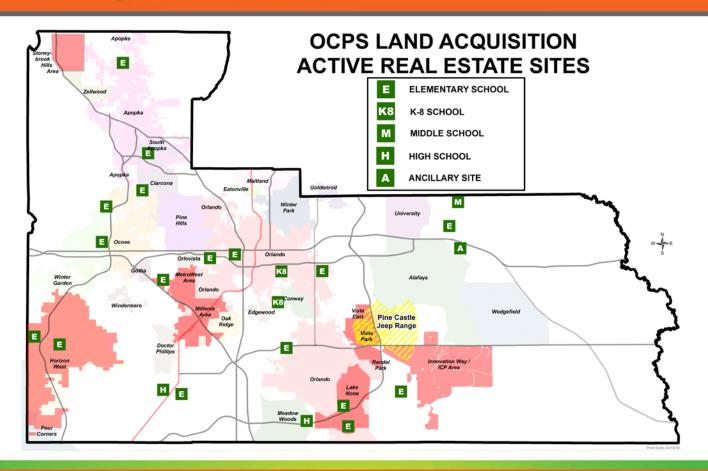
Presented by

Faz Ali Senior Director Planning



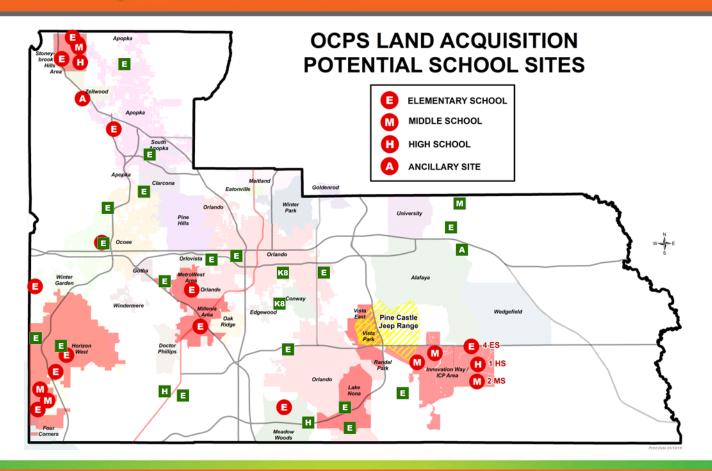
## **ACTIVE SITES**

School Type	Number of Sites		
Elementary	17		
Middle	1		
K8	2		
High	2		
Ancillary	1		
Total	23		

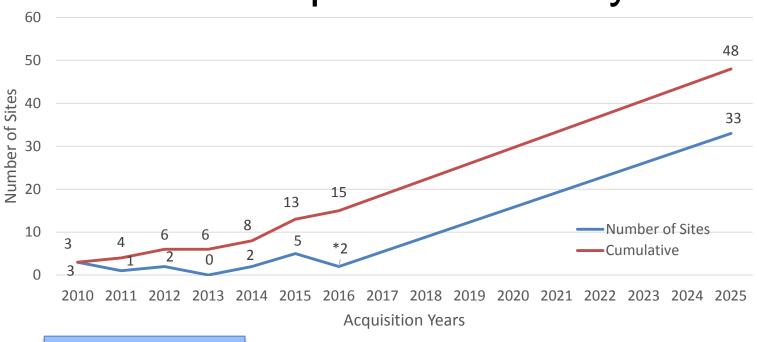


## POTENTIAL SITES

School Type	Number of Sites		
Elementary	14		
Middle	7		
High	2		
Ancillary	2		
Total	25		



## Site Acquisition Activity



\*Purchases as of March 2016

# Statutory Educational Facilities Planning: Florida Inventory of School Houses (FISH) Annual Certification

- Chapter 1013.31(1)(d) of Florida Statutes
- Basis of data for the Educational Facilities Planning
- Due April 1 of each year
- Certification indicates inventory is current and accurate
- All new and renovation projects as well as portable installations and removals

# Statutory Educational Facilities Planning: *Five Year Plant Survey*

- Chapter 1013.31 of Florida Statutes
- Last approved June 2012, due June 2017
- Required for the expenditure of capital millage funds, PECO funds, and CO&DS funds
- Utilizes the 16-17 COFTE projections
- Includes Workforce Development information for technical schools
- Amended through Spot Survey
- Basis for Policy FA

# Statutory Educational Facilities Planning: Five Year Work Plan

- Chapter 1013.35 of Florida Statutes
- Due October 3 of each year
- The first year of the work program is the districts capital outlay budget
- Reflects a balanced Capital Outlay plan that is financially feasible based on Board approved budget

## Statutory Educational Facilities Planning: **DOE Cost of Construction Report**

- Chapter 1013.64 of Florida Statutes Funds for comprehensive educational plant needs; construction cost maximums for school district capital projects.
- Limits measured using Cost per Student Station
- Due March 1 of each year

School Type	DOE Cost/ Student Station Limitation	2012	2013	2014	2015 DOE Cost/ Student Station Limitation
Elementary	\$20,857	\$15,272.54 (SunRidge ES)	\$15,084.75 (Sun Blaze ES)	\$17,689.64 (Dr. Phillips ES)	\$21,170
Middle/K8	\$22,162	\$20,264.66 (SunRidge MS)	-	-	\$22,862
High	\$28,787	\$24,998.71 (Evans HS)	-	-	\$29,695

## **Educational Specifications**

- Define the Educational Facilities model
- Establish how facilities support programs and curriculum
- Baseline for equitable facilities districtwide
- Include prototypical spaces, site, furnishing and program requirements

## 21<sup>st</sup> Century Learning: Furniture, Fixtures and Equipment

- High Performing Learning Environment
  - Integrated Technology
  - Learner Mobility
  - Multiple Modalities
  - Adaptability
  - Dynamic Ergonomics













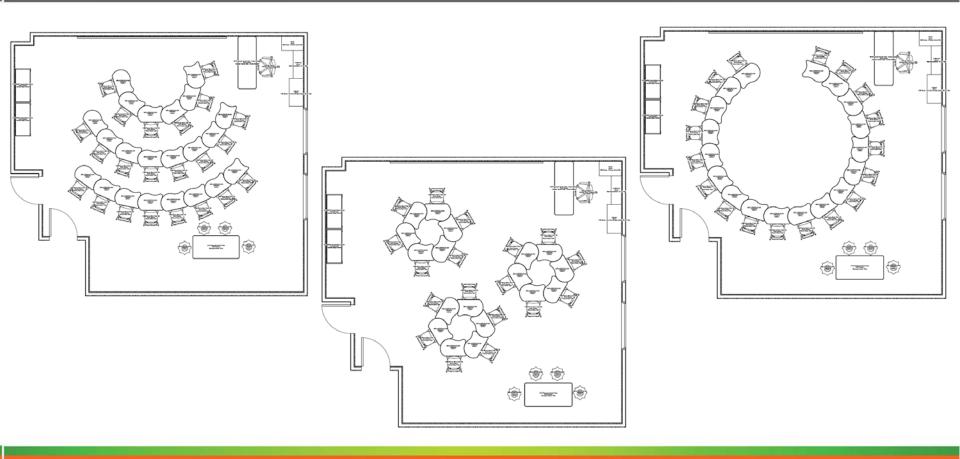








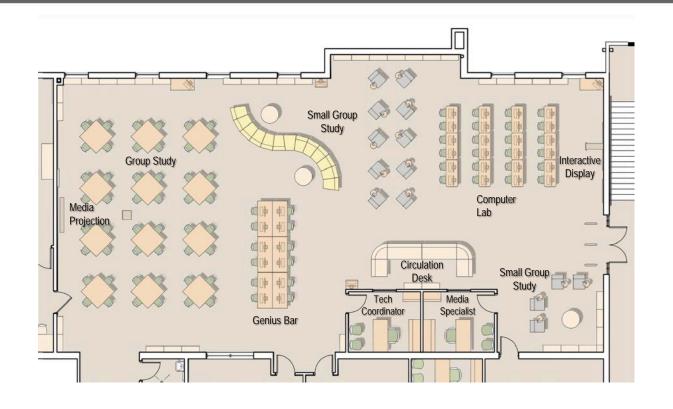


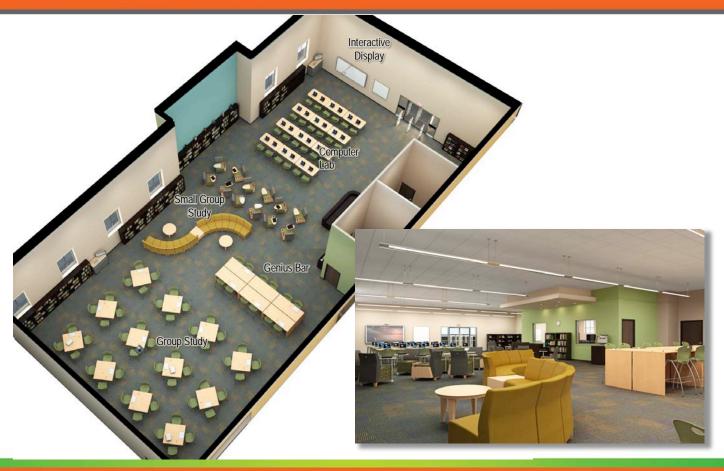


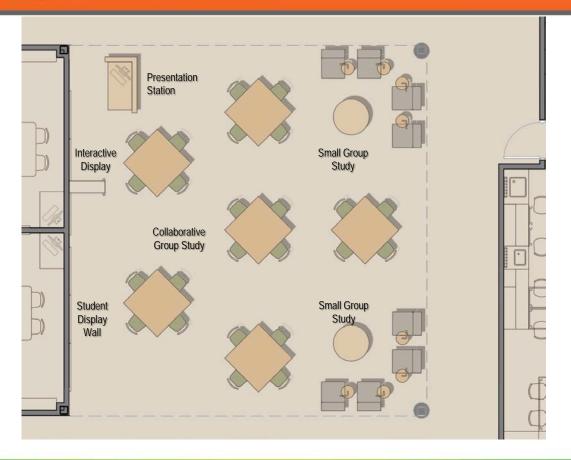






















## Facilities Design & Construction Update

- Market Assessment
- Program Master Schedule

Presented By

**Jeff Hart** 

Senior Executive Director Facilities

### The Market

**Grand Total** 

Planned (major) Construction Projects in Central Florida Area
Market Trend Research

Sum of Construction Value (\$) Project Type	Total
Accommodation	1,838,800,000
Aviation	3,411,000,000
Education (OCPS K-12)	3,250,000,000
Education (Colleges & Universities)	1,076,850,000
Education (K-12)	50,000,000
Healthcare	1,554,785,000
Mixed Use Development	10,959,000,000
Recreation	5,336,838,000
Residential	2,676,000,000
Retail	947,500,000
Transportation	8,857,000,000

\$39,957,773,000

- These current and anticipated developments include:
  - Tourism, Transportation, and Tech
  - Airport South Terminal
  - I-4 Ultimate, Wekiva Parkway
  - Convention Center renovations
  - Performing Arts Phase II
  - UCF downtown UCF, I-Drive attractions/accommodations, Office buildings, hotels/timeshares, assisted living, space coast, medical centers, mixed-use developments, town centers, plus numerous more!

- Creative Village
- Port Canaveral
- All Aboard Florida/SunRail
- Theme Park expansions

And of course, OCPS





I-4 Ultimate Improvement Project









Bay Lake Elementary school



Dream Lake Elementary School



Meadow Woods Elementary School



Riverside Elementary School



Tangelo Park Elementary School Replacement



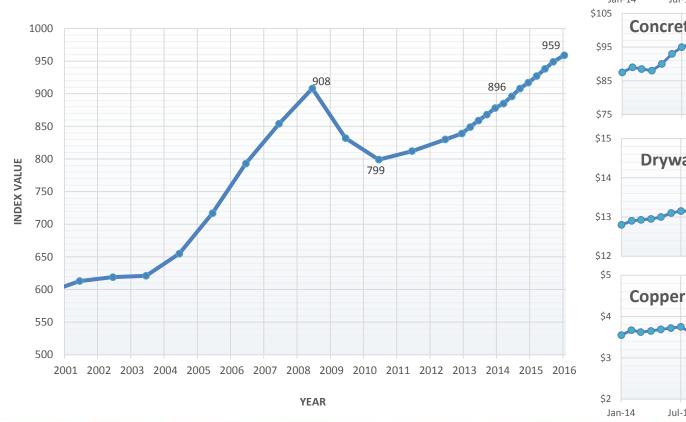
Ventura Elementary School Replacement

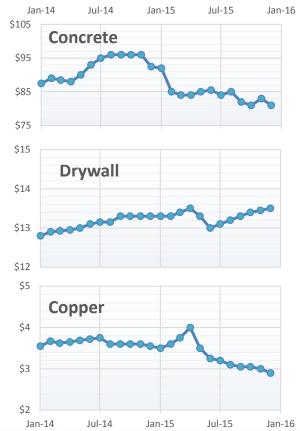


Wedgefield Area K-8 School

#### Competition for limited resources

- Materials
- Labor
- Equipment





# Our Capital Program in Design & Construction

#### 2014 Openings

- 11 Elementary Schools = \$161.4M
  - 9 Replacement projects = \$132.2M

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(61) Spring Lake ES (79) Pineloch ES
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(63) Little River ES (81) John Young ES

(66) Shingle Creek ES (86) Wheatley ES

(72) Dr. Phillips ES (97) Washington Shores ES

(73) Ocoee ES

2 Comprehensive Renovations = \$29.2M

(71) Lake Silver ES (77) Waterford ES

#### 2015 Openings

- 7 Elementary and 2 High Schools = \$234.3M
  - 2 Relief = \$30.5M
    - Eagle Creek ES

- Independence ES
- 3 Replacement projects = \$51.1M
  - (75) Lake Weston ES (84) Lovell ES
  - (82) Clay Springs ES
- 4 Comprehensive Renovations = \$152.7M
  - (58) Dr. Phillips HS

(80) Lake Whitney ES

(78) Cypress Creek HS

(85) Apopka ES

#### 2016 Openings

- 7 Elementary and 1 K-8 = \$167.3M
  - 3 Relief = \$71.6M
    - Millennia Gardens ES
    - Bay Lake ES
    - Site 2-K-8-E-1(Wedgefield area)
  - 2 Replacement projects = \$43.7M (91) Tangelo Park ES (123) Ventura ES
  - 3 Comprehensive Renovations = \$52M (87) Lockhart ES (89) Dream Lake ES (88) Riverside ES

#### 2017 Openings

- 9 Elementary, 1 PS8, 3 Middle, 1 High, and 1 Ancillary = \$455.7M
  - 6 Relief = \$270.4M
    - Site 21-M-E-2 (Avalon Area)
- Site 131-PS8-SW-5 (Downtown Area)
- Site 52-M-SE-2 (Lake Nona Area)
   Site 27-H-W-4 (West Orange Area)
- Site 44-E-SE-2 (Lake Nona Area)
   Site 84-E-W-4 (MetroWest Area)
- 9 Replacement projects = \$185.3M
  - (90) Carver MS (102) Rock Lake ES
  - (93) Cypress Park ES (114) Mollie Ray ES
  - (94) Engelwood ES (117) Ivey Lane ES
  - (96) Oak Hill ES (122) Meadow Woods ES
    - Pine Hills Transportation Center

#### 2018 Openings

- 9 Elementary and 2 K-8s = \$210.6M
  - 1 Relief = \$42.7M
    - Site 133-K-8-N-6 (Audubon Park Area)
  - 9 Replacement projects = \$146.7M

```
(98) Lake Como/Kaley K-8 (124) Frangus ES
```

(99) Hillcrest ES (127) Maxey ES

(103) Durrance ES (129) Hungerford ES

(105) Union Park ES (130) Hidden Oaks ES

(106) Pine Hills ES

• 1 Comprehensive Renovation = \$21.2M (92) Dover Shores ES

	Summer 2013 NTP	Summer 2014 NTP	Summer 2015 NTP
SCHOOL NAME	Building Cost (\$)/SQ FT	Building Cost (\$)/SQ FT	Building Cost (\$)/SQ FT
New/Replacement - CM			
Dr. Phillips ES	98.42		
Little River ES	103.61		
Spring Lake ES	108.56		
Washington Shores ES	103.47		
Clay Springs ES		112.84	
Lake Weston ES		100.21	
Bay Lake ES			111.86
Tangelo Park ES			112.26
Ventura ES (Pkg 2)			116.26
Average	103.52	106.53	113.46
New/Replacement - GC			
John Young ES	92.63		
Shingle Creek ES	91.62		
Ocoee ES	96.99		
Pineloch ES	95.89		
Lovell ES		109.27	
Eagle Creek ES		100.81	
ndependence ES		101.12	
Millennia Gardens ES			109.04
Average	94.28	103.73	109.04

#### Jobs

From a Capital projects perspective alone, over 3 years, we will have the potential to have or will cause the need for some 19,700+ direct and indirect jobs:

- 2015 7 projects completed = 3,545
- 2016 8 projects to be completed = 4,567
- 2017 15 projects to be completed = 11,629

#### Facilities Update

Solar Energy Summary

Presented by

Marc Clinch
Facilities Program Director, Construction

#### Solar Energy Summary

#### Solar Schools Interest

- Report called Brighter Future: A Study on Solar in U. S. Schools
- Solar Foundation with Support from the Solar Energy Industries Association (SEIA)
- Claims a Rise of Solar in K-12 Schools
- Claims that Solar is underutilized
- Over 3,700 PV systems installed
- Provides STEM opportunities
- Could save \$1M over 30-years

#### Future Board Workshop – May 12, 2016

- Summary of previous presentations
- Case Studies
- Future Solar Options

#### Facilities Update

- Capital Renewal
- Digital Curriculum
- Districtwide Program
- Portables

Presented by

Mike Winter

Director of Capital Renewal & Portables

#### **Capital Renewal Projects**

<u>Phase</u>	# Projects	Budget <sup>(1)</sup>
<ul> <li>Planning</li> </ul>	9	\$ 7.6 M
<ul><li>Design/Pre-Con</li></ul>	22	21.1 M
<ul> <li>Construction</li> </ul>	4	8.8 M
<ul><li>Close-Out</li></ul>	9	9.5 M
<ul> <li>Completed</li> </ul>	<u>61</u>	<u>11.1 M</u>
	105	\$58.0 M

<sup>(1) \$200</sup> M borrowing threshold maintained

#### **Digital Curriculum Projects**

Dhaca	44	Sahaala	Year
<u>Phase</u>	<u>#</u>	Schools	<u>Complete</u>
• Cohort 1 (F	Pilot Program)	7	2013
<ul><li>Cohort 2</li></ul>		11	2015
• Cohort 3 (F	Remaining HS)	13	2016

#### **Districtwide Project Overview**

#### FY 2015 Completed Projects

Business Cases	176
New Work Requests	524
Portable Requests	83
Safety/Health	95
Total	878

#### FY 2016 Completed To Date

Business Cases	77
New Work Requests	623
Portable Requests	69
Safety/Health	258
Total	1,127



#### **Portable Operations Recycling Program**

Monies Received for Copper	Monies Received for Aluminum	Monies Received for Steel	Total Monies Received	Total Tons Recycled
\$519,094.60	\$228,178.87	\$32,204.80	\$779,478.27	646.4 Tons

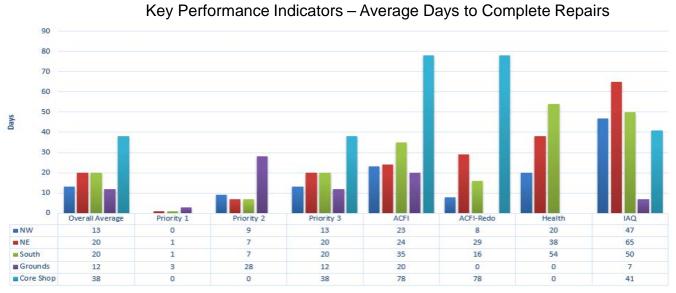
#### Facilities Update

- Maintenance
- Custodial Centralization
- Curb Appeal

Presented by

Jim Surguine
Senior Director of Maintenance

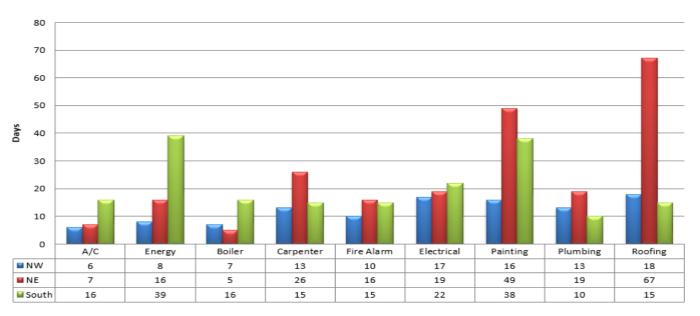
# **What We Measure**



#### Goals:

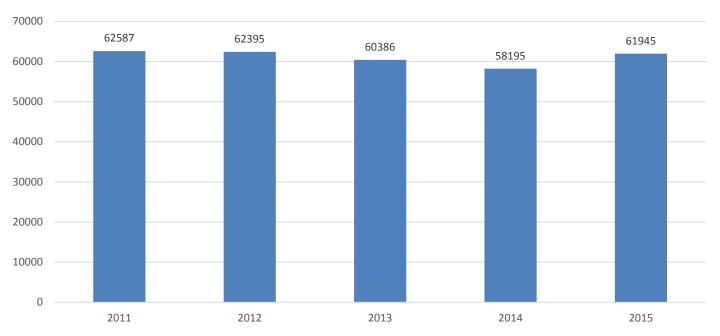
- Priority 1 Emergencies respond with 2 hours and correct within 24 hours
- Priority 2 Urgent respond within 2 days and complete within 5 business days
- Priority 3 Routine complete within 30 days

# **What We Measure**



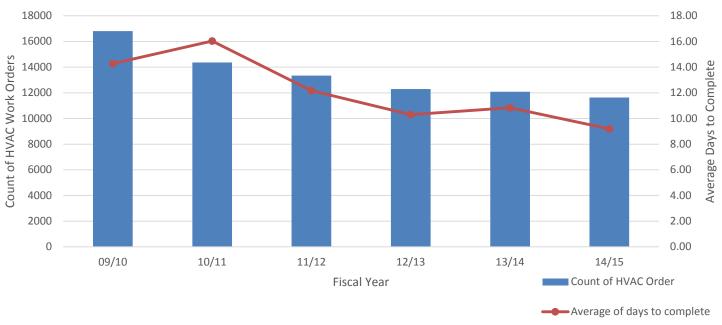
Additional measures include the days to complete repair work orders for the different trades, the goal for all work orders is a timely completion based on the priorities and an overall completion average of 18 days.

# Maintenance Work Orders



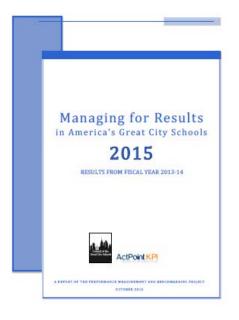
■ Count of Maintenance Work Orders

# **HVAC Work Order Trends**



## **Maintenance**

The **Council of the Great City Schools** surveys all 67 member districts during the annual Managing for Results data collection of Key Performance Indicators.



The results of the latest report issued in October of 2015:

- Building Maintenance Costs
  - Median Value from all districts = \$1.17 per SF
  - OCPS = **\$0.75** per SF
- Grounds Maintenance Costs
  - Median Value from all districts = \$1,790 per acre
  - OCPS = **\$928** per acre

# **Custodial Program**

#### **Initial Benefits / Efficiencies**

- Employee/School recognition program is being established
- Cleaning plans have improved efficiencies with equitable distribution of work
- Redistribution of supplies, improved equipment, and changing of repair service contract
- Standardized restroom equipment contract

#### **Improvements**

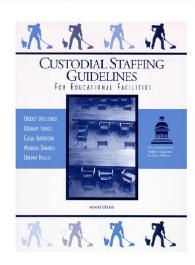
- Developing process maps and standard operating procedures
- Determining staffing by square footage/school
- Tracking custodial vacancies and absenteeism rates
- Reviewing physical screening program for new hires (IPCS)
- Determining training program needs and establishing required certifications
- Reviewing safety procedures and workplace injuries

# **Custodial Program**

#### **Ongoing efforts**

- Establish good communications with Schools
- Establish long term goals for the program
- Interviewing temp agency staffing prior to work
- Developing temp agency expectations
- Reviewing cleaning products and equipment
- Evaluating vendor products currently in schools
- Standardizing products & equipment
- Clear scope of work for school & custodians
- Establish work loading processes
- Creating score cards and performance measures
- Developing surveys for feedback from customers
- Collaboration with other Florida school districts

#### APPA CUSTODIAL OPERATION SELF-ANALYSIS PROGRAM



# **Curb Appeal**

- \$11.3M allocated for painting since 2013
- The exteriors of 21 schools will be painted this year
- Parking lot paving and restriping at 17 schools
- Parking lot and site lighting repairs prioritized
- Landscaping tree trimming
- Custodial cleanup of exteriors
- Signage and marquees
- Repairing and replacing sidewalks
- Playgrounds repairs and mulching
- Attention to building entries
- Fencing & gates repairs/replacements







# Capital Program Update

- Facilities Program Elements
- Accelerated Capital Projects Update
- Capital Program Timeline and Budget Update

Presented by Basem Ghneim

Program Manager

# Program Elements

- 1. Balance of the 2003 Sales Tax "List of 136"
- 2. Capital Renewal
- 3. Digital Curriculum
- 4. New Relief Schools
- 5. Pre-2003 Sales Tax Schools
- 6. Functional Equity
- 7. Repurposing Facilities

# Accelerated Projects Update

Last year, a total of twenty (20) Capital Projects were recommended for acceleration. Of the twenty, ten (10) were selected.

# Select Acceleration Summary

- Modular Elementary Schools (4) Selected
- Future Relief Schools (6)Selected
- Functional Equity Middle Schools (8)
- Pre-Sales Tax List High Schools (2)

# Accelerated Projects Update

•	Advance Group 2 Modular ES	Original Planned <u>Opening Year</u>	2014 Projected Opening Year	Current Projected Opening Year
	<ul> <li>(122) Meadow Woods ES</li> </ul>	2020	2017	2017
	<ul><li>(123) Ventura ES</li></ul>	2020	2017	2016
	<ul> <li>(124) William Frangus ES</li> </ul>	2020	2018	2018
	<ul> <li>(130) Hidden Oaks ES</li> </ul>	2020	2018	2018
•	Advance Future Relief Schools			
	Bay Lake ES	2017	2016	2016
	• 44-E-SE-2	2020	2016	2017
	• 84-E-W-4	2021	2017	2017
	• 133-K-8-N-6	2019	2017	2018
	<ul> <li>(98) Lake Como/(104)Kaley K8</li> </ul>	2019	2018	2018
	<ul> <li>(120) Pershing/(102)Pine Castle K8</li> </ul>	2020	2019	2019

# Impacts to the Capital Program

- Current Market Conditions
  - Higher Profit Margins
  - Resources/ Local Labor Shortage & Materials
- Project Scope
  - Enrollment Projections (Student Count)
  - Updated Design Guidelines
  - New Building Code

# Capital Program Update

(Through 12/31/25)

Total	\$1,041 M	\$1.069 M
Balance of "the List of 136"	\$ 932 M	\$ 672 M
<ul> <li>Committed</li> </ul>	\$ 109 M	\$ 397 M
2003 Sales Tax "List of 136"	2014 <u>Update</u>	2016 <u>Update</u>

### **Explanation of Variance**

Market Conditions \$ 25 MScope Adjustments \$ 3 M

# Relief (16 Schools)

FY 2014-2024

Eagle Creek ES

Independence ES

21-M-E-2 Avalon Park Area

2-K8-E-1 Wedgefield Area

27-H-W-4 Beck Property

Millennia Gardens ES

52-M-SE-2 Lake Nona Middle Area

Bay Lake ES\*

133-K- 8-E-6 Audubon Park Area \*

37-M-W-4 Bridgewater Area

44-E-SE-2 Southern Lake Nona \*

84-E-W-4 MetroWest ES \*

85-E-W-4 Sunset Park ES Area

26-E-N-7 Arden Park

80-H-SW-4 Dr. Phillips

20-E-SW-5 Tangelo Park

#### Accelerated\*

# Capital Program Update

(Through 12/31/25)

Total	\$ 589 M	\$ 739 M
New Additional Schools	\$ 584 M	\$ 458 M
<ul> <li>Committed</li> </ul>	\$ 5 M	\$ 281 M
New Relief Schools	2014 <u>Update</u>	2016 <u>Update</u>

Additional Schools \$150 M (Impact fees & Sales Tax)

114-E-W-4

65-M-W-4

102-E-W-7

90-E-N-7

43-E-SE-2

56-M-SE-2

# Capital Program Update

(Through 12/31/25)

Digital Curriculum

2014 Update 2016 Update

District Wide

\$ 229 M

\$ 229 + TBD

# Repurposing Facilities

Priority No.	Facility	Current Use	Potential Future Use
99	Hillcrest ES	Elementary School	Districtwide Magnet
101	Fern Creek ES	Elementary School	Magnet Program (Gifted ES)
104	Kaley ES	Elementary School	Audiology Program, Testing Center, OCVS
109	Pine Castle ES	Elementary School	Pre-K Center
112	Cherokee School	Exceptional Student Education	Magnet Program (Gifted MS)
115	Silver Star Center	Orange County Virtual School (OCVS)	Alternative Education (MS)
N/A	Howard MS	Middle School	Districtwide Magnet

# Capital Program Projected Need

(Through 12/31/25)

	2014	2016
	<u>Update</u>	<u>Update</u>
2003 Sales Tax "List"	\$1,041 M	\$1,069 M
Capital Renewal	\$ 950 M	\$ 950 M
Digital Curriculum	\$ 229 M	\$ 229 M +TBD
New Relief Schools	\$ 589 M	\$ 739 M
Pre-2003 Sales Tax Schools*	\$ 285 M	\$ 285 M
Functional Equity*	\$ 152 M	\$ 152 M
Repurposing Facilities		\$ TBD
Total	\$3,246 M	\$3,424 M

2014

2016

<sup>&</sup>quot;As per the OCPS Office of Management & Budget, the Projected Funding Sources through Fiscal Year 2026 will adequately offset the overall Capital Need."

<sup>\*</sup> Beyond the 10 year budget

# Next Steps

- Complete Unitary Status Agreement Projects August 2018
- Complete "Sales Tax List" Projects through 136 August 2022
- Relief School Projects
- Digital Curriculum Program
- Accelerate Real Estate Acquisitions
- Capital Renewal Program
- Management of Portable Inventory
- Curb Appeal Initiative
- Research 21<sup>st</sup> Century Learning
- Energy Research

# **Superintendent's Comments**

**School Board Questions and Discussion**