



School Improvement Bond Update

Bond Accountability Committee

Meeting

September 29, 2021



Agenda

- **Welcome & Introductions** 5:30 – 5:40 pm
- **Program Updates** 5:40 – 6:00 pm
- **Modernization Project Updates** 6:00 – 6:45 pm
- **BAC Charter Review** 6:45 – 7:10 pm
- **Meeting Format Review** 7:10 – 7:30 pm
- **Wrap-Up and Adjourn**



Public Comment

*(public comments received via email prior
to the meeting will be read aloud)*



Program Update



SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program September 2021

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Overall	X		

EQUITY

BUSINESS EQUITY

WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
		Cumulative	Current	4.94%	7.55%	0.06%	2.51%	0.61%	15.67%	18%	27%	25%	5%	14%
	Prior Report	5.00%	7.39%	0.06%	2.56%	0.64%	15.65%		26%		4%		25%	
12 Month	Current	4.02%	7.91%	0.00%	2.48%	0.24%	14.65%	18%						
	Prior Report	3.64%	7.05%	0.00%	3.31%	0.19%	14.19%							

Percent of payments made to Certified owned businesses, cumulative and 12-month rolling; Percent of labor hours of apprenticeable trades, cumulative

BUDGET

2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	68,117,563	31,375,293	31,136,104	(239,189)	31,005,775	99%
Contingency	25,063,798	2,180,614	2,180,614	-		
Projects	388,818,639	549,269,821	548,963,627	(306,194)	545,798,597	99%
2012 Program Totals	482,000,000	582,825,728	582,280,345	(545,383)	576,804,373	99%





SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program September 2021

2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	40,000,000	59,891,512	55,811,467	(4,080,046)	34,248,325	57%
Contingency	20,000,000	23,137,932	26,931,899	3,793,968		
Unallocated H&S Funds	150,000,000	25,130,773	25,130,773	-		
Projects	580,000,000	804,467,761	1,017,671,192	213,203,431	505,241,937	63%
2017 Program Totals	790,000,000	912,627,978	1,125,545,331	212,917,353	539,490,262	59%



2020 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	63,098,640	63,104,808	63,104,808	-	4,785,835	8%
Contingency - OSM	93,257,360	93,257,360	93,257,360	-		
Unallocated Project Funds	422,644,000	220,762,713	220,762,713	-		
Projects	629,000,000	846,422,032	846,422,032	-	44,228,590	5%
2020 Program Totals	1,208,000,000	1,223,546,913	1,223,546,913	-	49,014,424	4%





**Office of School Modernization - Program
September 2021**

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
TOTALS	2,480,000,000	2,719,000,619	2,931,372,590	212,371,970	1,165,309,059	43%

PROGRAM NOTES

Staffing:

- OSM's Senior Accountant Darwin Dittmar is retiring in November. In addition to a replacement for his position, OSM determined it would need an additional Senior Accountant to address added workload from the 2020 Bond. Two new Senior Accountants, Marissa Burnett and Jimmy DuSablou, have been hired prior to Darwin's departure to allow for training. Marissa will report to OSM Senior Manager of Business Operations, Lauren Poling, and work primarily in eBuilder. Jimmy DuSablou will reside within PPS Finance and manage bond-funded work in PeopleSoft. Finance has also hired an additional, bond-funded staff person in Accounts Payable to address added invoice payment workload from the 2020 Bond.
- OSM is working with PPS Human Resources to post the recruitment for a Certified Business Program Manager shortly.
- OSM is currently interviewing candidates for a Business Operations Analyst I position to assist with data collection, analysis, visualization and reporting specific to the Bond programs.

Pandemic Impacts:

- Significant pandemic-related impacts are causing a market distortion that is now being seen across all projects in OSM. Specific impacts include material delays, material shortages, material cost increases, labor shortages due to infections, and labor shortages or scheduling delays due to PPS vaccination requirements.
- As reported last time, the 2017 Program transferred \$2M to the McDaniel project for COVID-related costs to ensure cashflow in the final push before the opening of the school. The project team is still reviewing potential close-out costs, but believes they will be able to return that funding to the 2017 Program.
- With the rise of the Delta variant, the Lincoln project has recently dealt with an infection cluster that shut down interior work. This creates cost and schedule concerns that OSM leadership is watching closely.

Additional Project Notes:

- Design work for next summer's construction projects is beginning. Staff are looking to get advertisements out sooner in the spring to ensure better bid coverage. Staff are also working to identify additional avenues for letting contractors know about the work, particularly certified business contractors, and are making a more organized effort to actively participate in several local organizations to build those relationships. Staff will be participating in the Oregon Association of Minority Entrepreneurs (OAME) Virtual Trade Show in October to highlight coming projects.



Contingency vs Estimate At Completion

Contingency:

- Contingency is a “bucket” of money within the project budget that has been set aside for unanticipated needs

Project Budget – 4 main cost categories within budget:

- Cost of Construction - hard construction costs, where the construction contract sits
- Professional Services – consultants, where the design contract sits
- Owner Cost – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- Contingency – project contingency (see next slide)





Contingency vs Estimate At Completion

Contingency:

- The “bucket” of Contingency can be split up into smaller buckets
- Contingency can include:
 - Project Contingency –
 - Covers unanticipated needs for the project as a whole, not specific to construction
 - The only source of contingency in a hard-bid project
 - The only source of contingency prior to a GMP amendment in a CM/GC project
 - Owner (Design) Contingency –
 - Exists only in CM/GC projects, and only once the GMP amendment has been executed
 - Sits within the contractor’s contracted amount, but is only available to use with owner’s permission
 - Can be used for: design errors/omissions, unforeseen conditions, changed conditions, code- or permit-related changes, allowance overruns and savings, acceleration due to delays not caused by CM/GC, weather delay impacts not covered in the GMP
 - Contractor Contingency -
 - Exists only in CM/GC projects, and only once the GMP amendment has been executed
 - Sits within the contractor’s contracted amount, but is only available to use with owner’s permission
 - Can be used for: buy-out overruns scope gaps, overruns in T&M work, routing issues for mech/elec/plumbing/fire, acceleration/schedule recovery (not caused by Owner or weather delay), overtime/trade-staffing, sub replacement, trade damage



Contingency vs Estimate At Completion

Contingency:

- Project Contingency within eBuilder cannot have any commitments (contracts) or expenses put against it
- In order to use Project Contingency within eBuilder, the money must be moved to one of the other project budget categories

Project Budget – 4 main cost categories within budget:

- Cost of Construction - hard construction costs, where the construction contract sits
- Professional Services – consultants, where the design contract sits
- Owner Cost – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- Contingency – project contingency (see next slide)

- Moving Project Contingency budget to another budget category requires approval from OSM leadership



Contingency vs Estimate At Completion

Contingency:

- Reported Contingency currently includes all “buckets” of contingency, whether project contingency, owner contingency or contractor contingency
- Reported Contingency is not a forecast; it is a report of the money available in Contingency “buckets” at the time the data was pulled from eBuilder
- Reported Contingency does not include:
 - Pending commitments (submitted in eBuilder but not fully approved yet)
 - Anticipated commitments (contractor has indicated costs associated with an ASI or RFI but no cost change requests have been submitted yet)
 - Risk items (project team has identified risks but is still working through potential mitigation or abatement strategies)



Contingency vs Estimate At Completion

Estimate At Completion:

- Estimate At Completion (EAC) is a forecast of the project's final cost
- The EAC is completed within eBuilder and forecasts all four cost categories of the project budget (including Contingency)

Project Budget – 4 main cost categories within budget:

- **Cost of Construction** - hard construction costs, where the construction contract sits
- **Professional Services** – consultants, where the design contract sits
- **Owner Cost** – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- **Contingency** – project contingency (see next slide)

- The EAC includes forecasting:
 - Pending commitments (submitted in eBuilder but not fully approved yet)
 - Anticipated commitments (contractor has indicated costs associated with an ASI or RFI but no cost change requests have been submitted yet)
 - Risk items (project team has identified risks but is still working through potential mitigation or abatement strategies)



Contingency vs Estimate At Completion

Estimate At Completion:

- Project teams will typically forecast conservatively to use all budget, including contingency, until construction is complete
- After school opening, project team will review potential additional project-related costs and “follow-up” small projects based on use of space
- Any EAC forecasting **under budget** (i.e., anticipating return of funds to program) will not typically occur until after school opening
- Design Phase Approval processes are in place to address projected cost overruns at checkpoints of a project
- Any need for a project to increase its budget requires significant internal review of conditions, risk mitigation strategies, potential funding sources, District leadership approval, and ultimately Board approval for significant changes
- While the above internal review is occurring, OSM will notify the BAC that there are budget concerns but will not change the project EAC to forecast **over budget** until there is adequate substantiation of the forecasted costs



Modernization Project Updates



Definitions

STATUS DEFINITIONS

	As Planned	Caution	Impacts
Budget	Pre-50% const: > 10% Project Contingency	Pre-50% const: 0% - 10% Project Contingency	Pre-50% const: < 0% Project Contingency
	Post-50% const: > 5% Project Contingency	Post-50% const: 0% - 5% Project Contingency	Post-50% const: < 0% Project Contingency
Equity	certified business participation > 18% and workforce equity > 20%	certified business participation 10% - 18% or workforce equity 10% - 20%	certified business participation < 10% or workforce equity < 10%
Schedule	0 or less weeks delay to SC	0+ up to 4 weeks delay to SC	greater than 4 weeks delay to SC
Overall	budget, equity and schedule are all green	at least one category is yellow	at least one category is red

EQUITY CATEGORIES

MBE = Minority-owned Business Enterprise

WBE = Woman-owned Business Enterprise

SDVBE = Service Disabled Veteran-owned Business Enterprise

ESB = Emerging Small Business

N-C = Non-Certified, counted for credit from a Certified Business that "graduated" out or did not reapply for certification



Kellogg MS Replacement



Kellogg Middle School
September 2021

PPS Team Lead: Steve Effros
Design: Oh Planning + Design
Construction: Todd Construction

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Schedule	X		
Overall		X	

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
59,800,000	60,025,585	59,797,500	228,086	56,852,529	623,786	58,022,365	(2,003,220)	100	3.73%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	93.71%	0.00%	0.36%	0.00%	94.07%	18%						
Contractors	3.09%	1.35%	0.00%	0.38%	0.00%	4.82%	18%						
Overall	2.57%	10.59%	0.00%	0.35%	0.00%	13.52%	18%						
Workforce								30%	25%	3%	14%	23%	20%

SCHEDULE

NEXT MILESTONE: Contract Closeout

On Track? Yes

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												★
School Opening(s)												

- Baseline
- Planning
- Design
- Construction
- School Opening



Kellogg MS Replacement



Grand Opening Event

August/2021



Kellogg MS Replacement



**Grand Opening Event
August/2021**



Kellogg MS Replacement



**Grand Opening Event
August/2021**



Kellogg MS Replacement



**Grand Opening Event
August/2021**



McDaniel HS Modernization



McDaniel HS Modernization
September 2021

PPS Team Lead: Jessie Steiger
Design: Opsis Architecture
Construction: Fortis Construction

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	x		
Equity		x	
Schedule	x		
Overall		x	

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
199,000,000	204,101,997	201,000,000	3,101,997	188,997,823	10,539,760	204,101,997	-	99%	1.85%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	7.04%	7.24%	0.00%	10.72%	0.00%	25.00%	18%						
Contractors	5.24%	4.88%	0.32%	1.28%	0.00%	11.72%	18%						
Overall	5.37%	5.06%	0.30%	2.00%	0.28%	13.01%	18%						
Workforce								31%	25%	6%	14%	20%	20%

SCHEDULE

NEXT MILESTONE:

Final Completion

On Track?

Yes

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												
School Opening(s)												★

Baseline

Planning

Design

Construction

School Opening



McDaniel HS Modernization



Aerial photo – July 26, 2021

September 2021



McDaniel HS Modernization



East Courtyard



Theatre



Commons



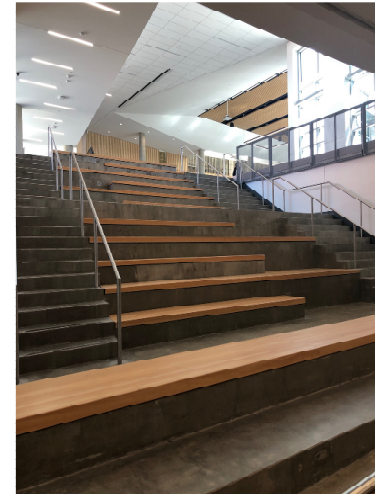
Main Gym



McDaniel HS Modernization



Commons Flag Display



Stadium Stair



Weight Room



Community Partners



Lincoln HS Replacement



Lincoln HS Modernization
September 2021

PPS Team Lead: Erik Gerding
Design: Bora Architects
Construction: Hoffman Pacificmark

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget		X	
Equity		X	
Schedule		X	
Overall		X	

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
242,500,000	242,500,000	242,500,000	-	110,588,147	107,501,675	242,500,000	-	47	8.05%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	1.23%	6.60%	0.00%	2.80%	0.00%	10.63%	18%						
Contractors	1.90%	11.97%	0.00%	0.59%	0.00%	14.45%	18%						
Overall	1.80%	11.21%	0.00%	0.90%	0.40%	14.32%	18%						
Workforce								38%	25%	4%	14%	25%	20%

SCHEDULE

NEXT MILESTONE: TCO

On Track? Yes

PROJECT PHASE	2020			2021			2022			2023		
Planning												
Design												
Construction						★						
School Opening(s)												

Baseline	Planning	Design	Construction	School Opening
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Lincoln HS Modernization



Aerial photo – September 9, 2021

September 2021



Lincoln HS Modernization



Aerial photo – September 9, 2021

September 2021



Model Classroom



Theater



Admin Office



Classroom Hallway

September 2021



Lincoln HS Modernization



Choir Classroom



Ceramics Classroom



Exterior Panels



Science Classroom



Grant Upper Field Improvements
September 2021

PPS Team Lead: Clark Ide
Design: Bora Architects
Construction: TBD

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget			X
Equity*			X
Schedule	X		
Overall			X

* Please see note below in Progress.

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
1,901,600	1,901,600	1,901,600	-	337,343	85,096	2,618,938	717,338	-	10.25%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Overall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Workforce*								0%	25%	0%	14%	0%	20%

* Construction has not started yet.

SCHEDULE

NEXT MILESTONE:

Permit Drawings

On Track?

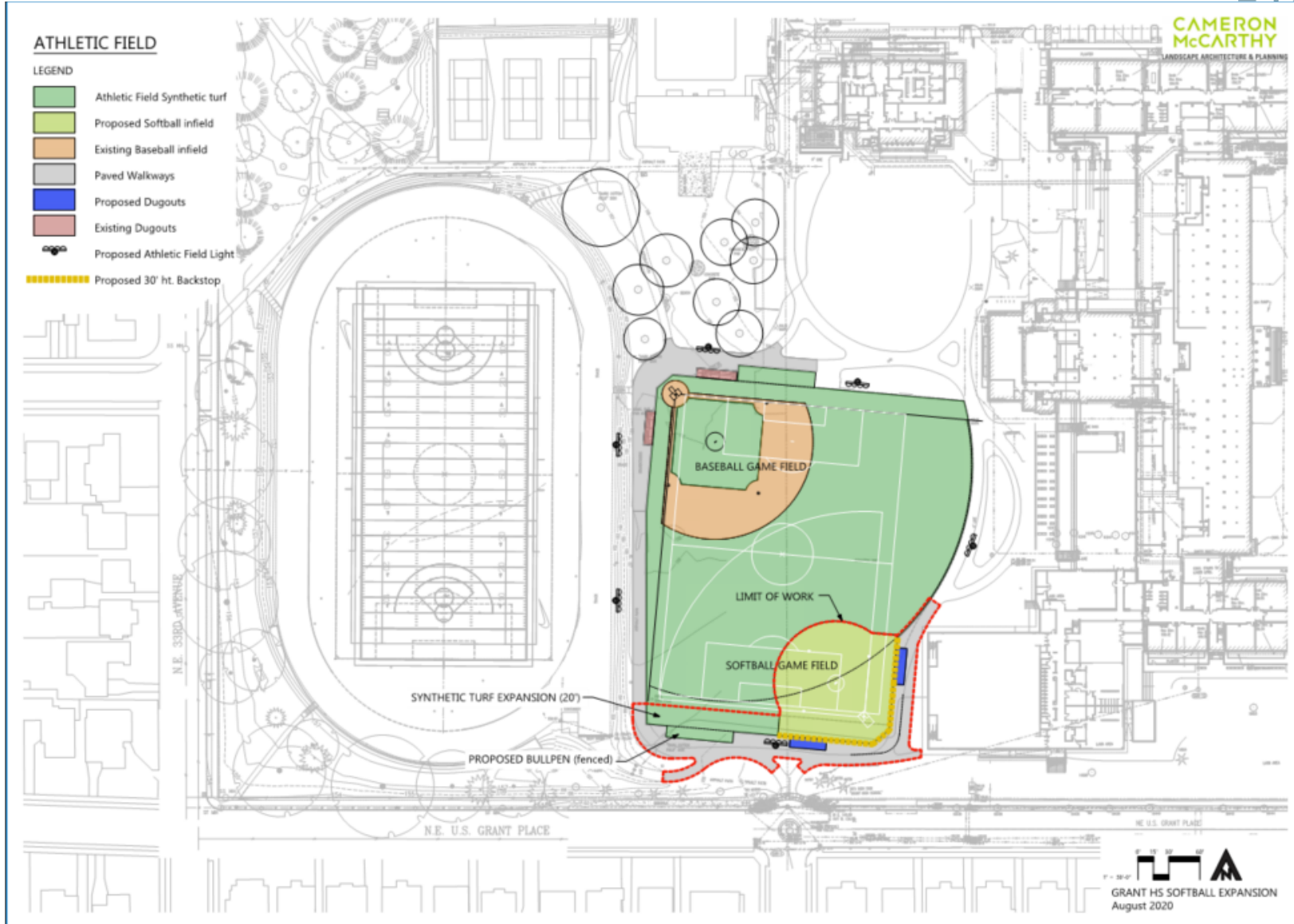
Yes

PROJECT PHASE	2019	2020	2021	2022
Planning				
Design				
Construction				
School Opening(s)				

- Baseline
- Planning
- Design
- Construction
- Field Available for Play



Grant Upper Field Improvements



Site Plan



Architectural rendering of field upgrades



Roosevelt Phase IV
September 2021

PPS Team Lead: Rolando Aquilizan
Design: Bassetti Architects
Construction: Todd Construction

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget		x	
Equity			x
Schedule			x
Overall			x

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
4,615,000	6,362,016	6,362,016	-	3,890,258	2,152,844	6,362,016	-	69%	3.55%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	1.71%	0.00%	0.00%	0.00%	1.71%	18%						
Contractors	0.00%	0.00%	0.00%	0.34%	0.00%	0.34%	18%						
Overall	0.00%	0.58%	0.00%	0.22%	0.00%	0.81%	18%						
Workforce								20%	25%	7%	14%	17%	20%

SCHEDULE

NEXT MILESTONE:

Substantial Completion

On Track?

No

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												★
School Opening(s)												

- Baseline
- Planning
- Design
- Construction
- Available for Use



Network: Sep 21, 2021 at 2:02:16 PM PDT
N 45° 35' 25", W 122° 44' 13"
7060 N Smith St
Portland OR 97203

East side of RHS P4 addition along N Ida Ave.



Network: Sep 21, 2021 at 2:02:48 PM PDT
N 45° 35' 25", W 122° 44' 13"
7060 N Smith St
Portland OR 97203

North side of RHS P4 addition.



West side of RHS P4 addition showing CTE overhead door opening and dust collection equipment.



Looking inside CTE space under construction, from the west.



Network: Sep 21, 2021 at 2:33:24 PM PDT
N 45° 35' 25", W 122° 44' 14"
7060 N Smith St
Portland OR 97203

Build-out of teaching wall inside CTE space.



Network: Sep 21, 2021 at 2:35:01 PM PDT
N 45° 35' 26", W 122° 44' 12"
7060 N Smith St
Portland OR 97203

Build-out of RHS P4 addition all-user restroom.



Network: Sep 21, 2021 at 2:37:32 PM PDT
N 45° 35' 25", W 122° 44' 14"
7060 N Smith St
Portland OR 97203

New classroom on 1st floor of RHS P4 addition.



Network: Sep 21, 2021 at 2:38:53 PM PDT
N 45° 35' 25", W 122° 44' 14"
7060 N Smith St
Portland OR 97203

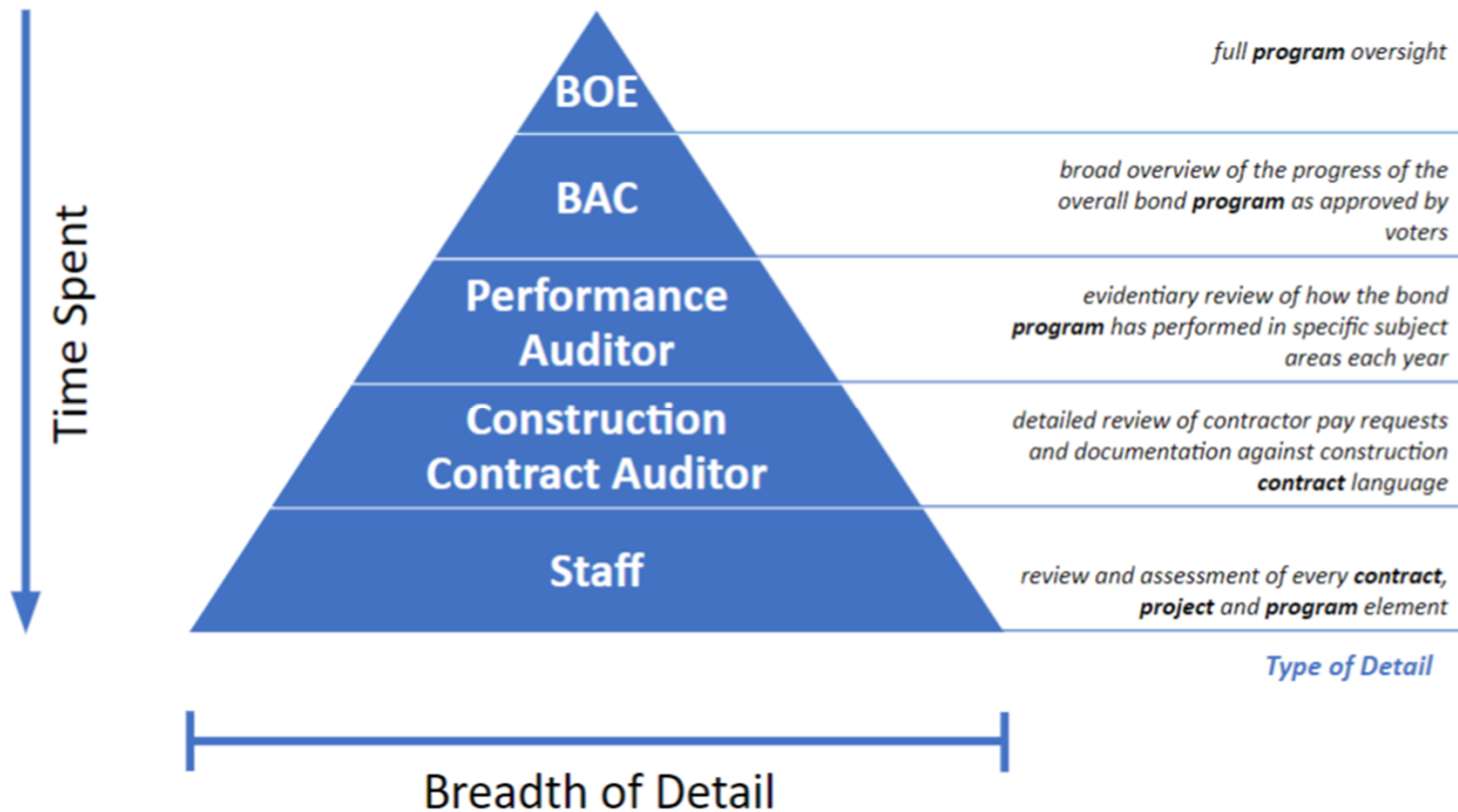
New classroom on 1st floor of RHS P4 addition, will receive an operable partition wall.



BAC Charter Review

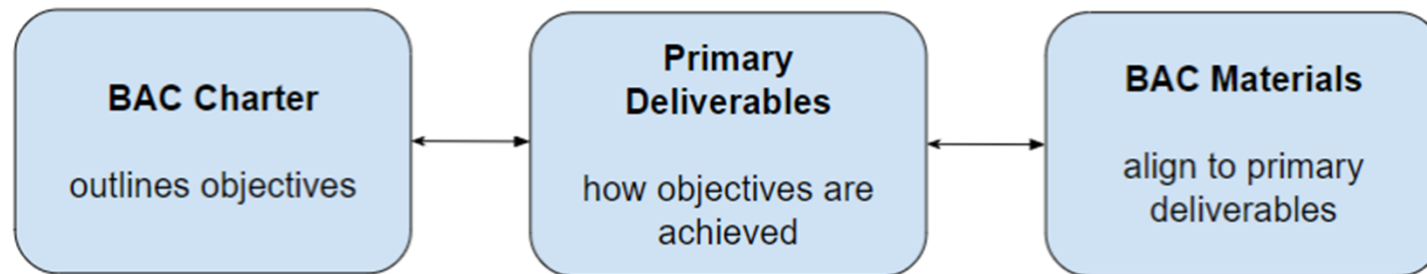


Role of BAC





Role of BAC





Role of BAC

BAC Charge:

Monitor the planning and progress of the bond programs relative to scope, schedule and budget.



Committee Charge

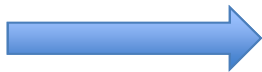
The Portland Public Schools Board of Education (Board) has appointed a citizen Bond Accountability Committee (“Committee”) whose charge is to monitor the planning and progress of the bond programs relative to voter-approved work scope, schedule and budget objectives.



Role of BAC

Primary Objectives (Duties):

- **Review bond progress against approved bond**
- **Report progress to the Board**



The Committee will regularly review and provide updates to the Board on:

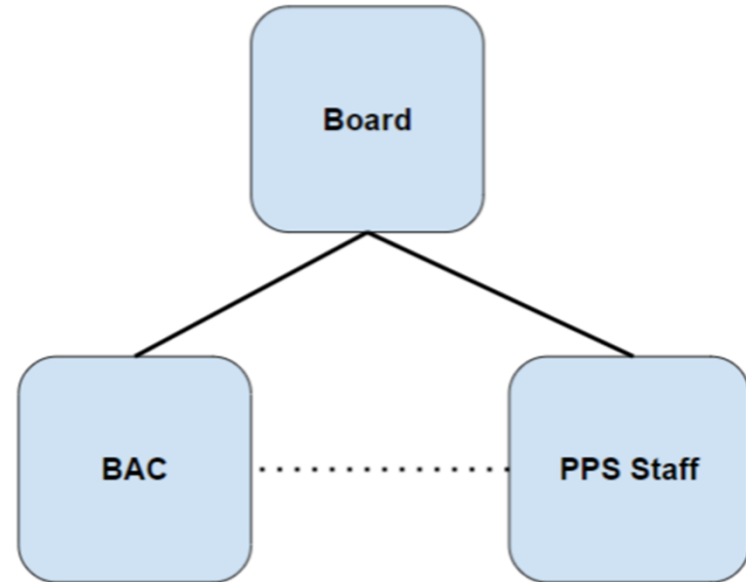
- Whether the school district bond revenues are expended only for the purposes for which the bonds were approved, and that bond revenues are not used for any purpose prohibited by law;
- Whether the bond budget is sufficient to complete the scope of work as outlined in the voter-approved bonds;
- Whether the projects planned, in progress, and completed will meet the scope of work specified in the voter-approved bonds; and
- Whether the projects are being delivered on schedule relative to the voter-approved bonds;



Role of BAC

BAC Deliverables:

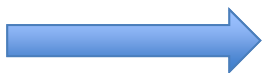
1. Regular Updates to the Board
2. Recommendations to the Board
3. Recommendations to Staff



The Committee will report regularly to the Board or Board committee as requested by the Board.



Additionally, the Committee may provide feedback and/or advice to the Board on one or more of the following topics:



The Committee may request additional documents and provide advice to PPS staff on topics agreed upon by the Committee and PPS staff.

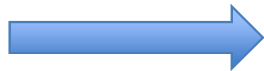


Role of BAC

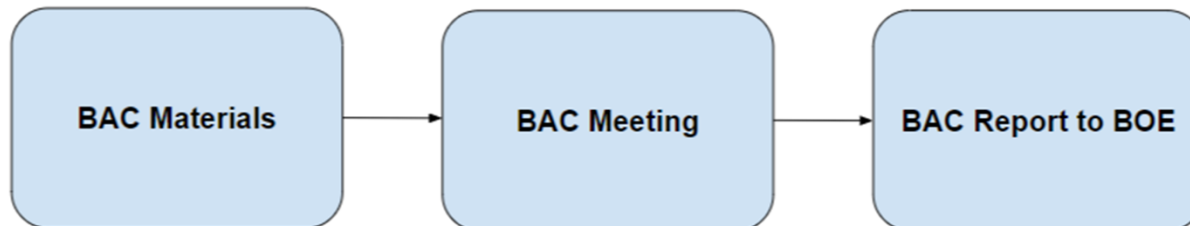
BAC Deliverables:

1. Regular Updates to the Board

- The BAC provides regular bond progress updates to the Board of Education.
- The reports align with the objectives of the BAC charter.
- The reports are based on the materials provided by staff at the regular BAC meetings.



The Committee will review regular reports produced by the District each year the bond proceeds are being spent. The Committee will use these documents to verify general compliance with the purposes set forth in the capital improvement programs as approved by the voters.



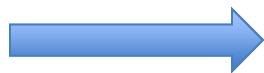


Role of BAC

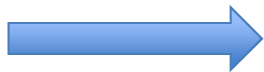
BAC Deliverables:

2. Recommendations to the Board

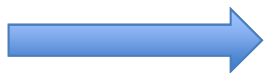
- The board may request BAC opinions on specific topics, or the BAC may suggest topics to the board.
- These topics often require additional time and effort of BAC members and often require specialized information/reporting be provided by staff.
- These topics are to be agreed upon by the Board and BAC.



Additionally, the Committee may provide feedback and/or advice to the Board on one or more of the following topics:



The Committee will also review future bond planning processes and materials and provide advice to the Board, prior to bond referral, on:



The Committee will perform other reasonable duties requested by the Board.

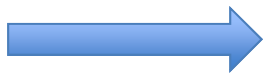


Role of BAC

BAC Deliverables:

3. Recommendations to Staff

- Staff may request BAC opinions on specific topics, or the BAC may suggest topics for discussion to staff.
- These topics often require additional time and effort by both staff and BAC members.
- These topics are to be agreed upon by the BAC and staff.



The Committee may request additional documents and provide advice to PPS staff on topics agreed upon by the Committee and PPS staff.

2021 Work Plan & Schedule

	Project Updates	Special Topics - to be confirmed
March	2012 / 2017 / 2020 Modernizations	
May	2017 Health & Safety 2020 Infrastructure	Performance Audit Year 4 Draft <u>Workplan</u>
July	2020 Technology 2020 Curriculum 2020 Capacity	Business Equity Update
September	2012 / 2017 / 2020 Modernizations	Performance Audit Presentation <i>(if not combined with Board Bond/Audit Committee presentations)</i>
November	2017 Health & Safety 2020 Infrastructure	Financial Audit Presentation



Meeting Format Review



Adjourn

**Next meeting:
November 22, 2021,
5:30pm**