

Facilities Department 2023-24 Annual Report

OVERVIEW

The Facilities Department plays a critical role in supporting the Beaverton School District's mission by providing comprehensive lifecycle management and operation of our real property and infrastructure across all 63 district sites. This annual report encompasses the dedicated efforts of the following departments:

- I. **Maintenance Services:** Ensures our facilities' ongoing functionality and safety through preventative and corrective maintenance.
- II. **Custodial Services:** Maintains a clean and healthy learning environment for students and staff.
- III. **Maintenance Projects:** Oversees larger-scale maintenance projects to address facility needs and upgrades.
- IV. **Facilities Development:** Manages the planning, design, and construction of new facilities and renovations.

This report will delve deeper into the accomplishments and initiatives of each department, highlighting their contributions to a well-maintained and sustainable learning environment for all.

I. FACILITIES MAINTENANCE SERVICES REPORT

Ron Umali, Administrator for Maintenance & Custodial Services

SUMMARY

Maintenance Services is responsible for the repair and maintenance of the district's school buildings, grounds, and support facilities covering over 5.6 million square feet of building space contained in 63 separate facilities on 875 acres of property. Maintenance Services consists of the trade-specific departments HVAC, Plumbing, Electrical, Carpentry, Roofing, Glazing, Painting, and Grounds, with Concrete/Asphalt Repair being added this year. Stewardship of our district assets is accomplished with currently 68 trade specific professionals, temporary summer help, coordination with our Maintenance Projects Team, Facilities Development, as well as contracted services.

In September 2020, a districtwide Facility Condition Assessment (FCA) was completed by the professionals at McKinstry, including an accompanying Engineered Maintenance Plan (EMP). The FCA gave us the condition of building assets and each building was given a Facility Condition Index score (FCI). The FCI score is the total deferred maintenance cost divided by the current replacement value (CRV). The EMP highlights deficiencies in maintenance and provides recommendations for improvement of the maintenance program.

Belong. Believe. Achieve.

The school district’s asset portfolio continues to grow. Along with this growth is the increase in the complexity of building systems. As the systems become more complex, more skilled and technical labor is needed to ensure these systems are maintained properly. It has always been a challenge for the district to attract technicians that have the skills. The district relies on contractors to assist BSD staff to make sure systems get the proper attention needed to keep them at optimal operating levels.

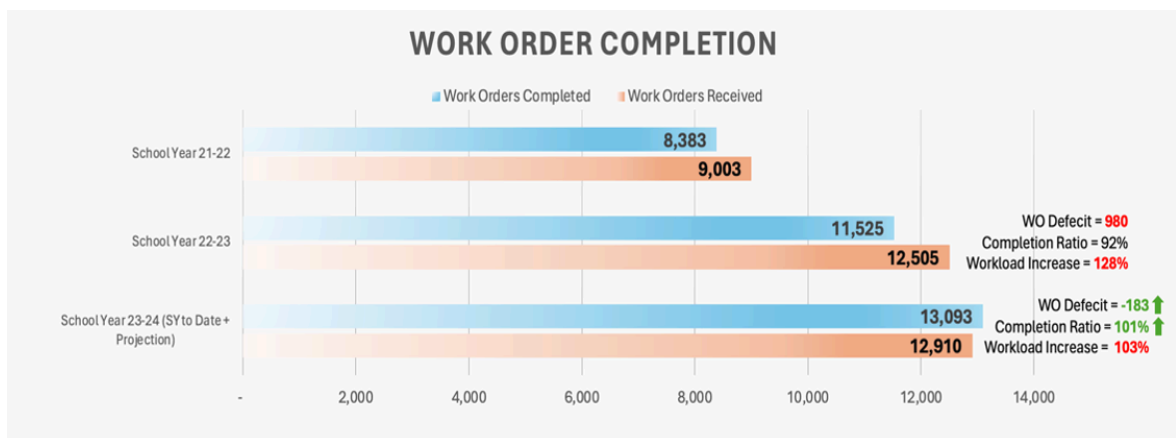
ACCOMPLISHMENTS

1. Protection of District Buildings

The Maintenance, Custodial, and Projects teams worked long hours and through weekends to make sure all necessary measures were taken to protect all district buildings during the major winter storm in January. The department utilized contractors to assist with this monumental task, which included clearing fallen trees and repairing broken pipes from freezing temperatures. The teams responded to issues quickly and repairs were completed efficiently, resulting in all schools opening as scheduled after the storm.

2. Increased Work Order Completion

Work order volume per year continues to increase. In school year 2022-23 work order submission increased by 28% compared to the prior year, and current numbers indicate the 2023-24 school year will see the highest numbers yet. Because the increase in work order submission is beyond our current staffing levels, contractors were used to help keep up with work. While this increases costs and management requirements, it has enabled the Maintenance Department to maintain a neutral 101% completion ratio for the 2023-24 school year to date (work orders completed vs. work orders submitted).



A total of 11,525 work orders were completed and 12,505 were submitted during the 2022-23 school year. The projected number of completed work orders for the 2023-24 school year is 13,093.

	Work Orders Received	Work Orders Completed	Work Order Deficit (WO's Received - Completed)	Completion Ratio	Workload Compared To Prior Year
School Year 21-22	9,003	8,383	620	93%	-
School Year 22-23	12,505	11,525	980	92%	128%
School Year 23-24 (SY to Date + Projection)	12,910	13,093	(183)	101%	103%

3. Increased Oversight of Maintenance Staff

Last year, the Maintenance Services Supervisor was the sole oversight for the nearly seventy trades professionals. This year, a Field Supervisor was hired to oversee the Grounds and Carpentry teams to help reduce the workload of the Maintenance Services Supervisor. The oversight of the additional leadership is resulting in better performance of both teams.

CHALLENGES

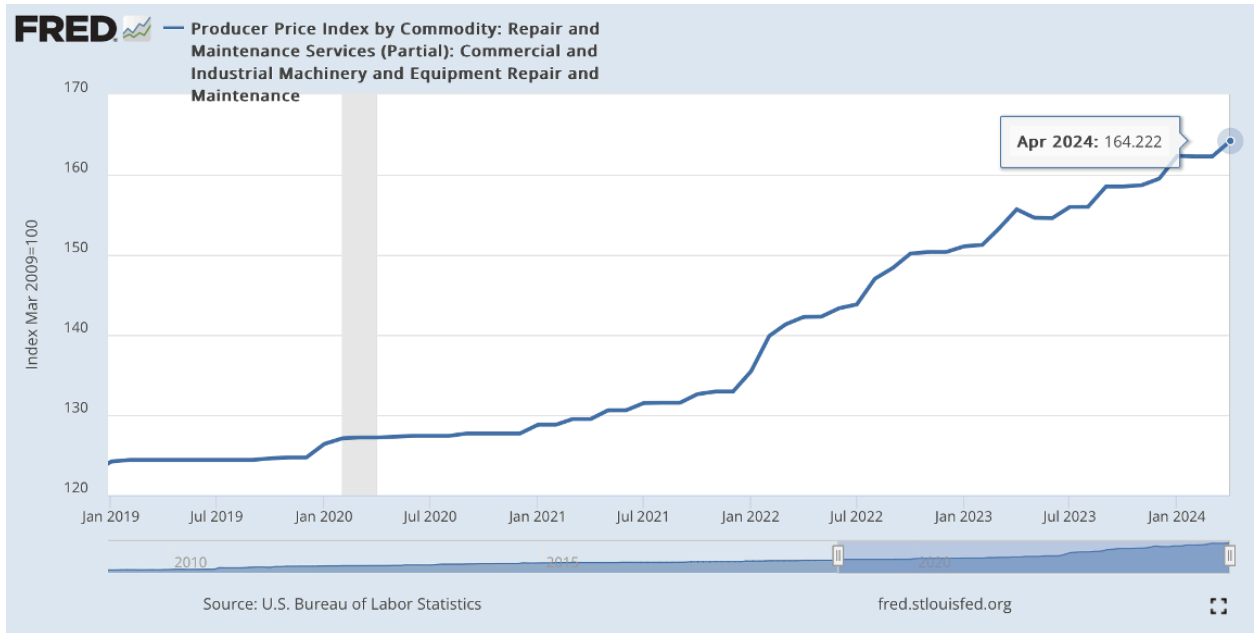
1. The Labor Market

The current skilled-labor market within the trades has a shallow pool of qualified applicants. Like our neighboring districts, attracting qualified applicants has been particularly challenging. To keep up with the work, the district augments the maintenance staff with contractors. Doing the work in-house is usually more cost-efficient.

2. Maintenance & Repair Industry

As reported last year, when compared to other industries, the maintenance and repair industry has seen some of the highest overall inflation percentages. This is true for both the cost of the services provided within this industry (including our contractors' prices), as well as the goods prices within the industry (the tools, products, and materials we purchase to repair the district's assets).

This is significant because not only does the Engineered Maintenance Plan show a large funding gap, but the annual funding we have received has returned significantly less buying power due to disproportionate inflation. The graph below is specific to the repair and maintenance services industry. The 2021-22 school year saw an 8.89% cost increase, but that was only the beginning of the spike. Last year indicated a greater than 13% increase from January 2022 through March 2023, and the industry saw another 7% increase in costs over the last year.



3. Aging Workforce

Maintenance Services has several employees in critical positions who are approaching retirement age. Filling these positions has been a challenge in the past and it is anticipated to be a challenge when it is time to recruit for these positions again. The department is looking at different options to address this concern.

SHORT TERM GOALS

1. HVAC and Electrical Apprenticeship Program

Maintenance Services is currently working with Portland Community College, Joint Apprenticeship Training Committee, Human Resources and the Business Office to implement two apprenticeship programs. Once implemented, the district will have apprenticeships for HVAC Technicians and Limited Maintenance Electricians. We will achieve the following from these apprenticeship programs.

- Train personnel for filling critical positions in HVAC and Electrical
- Immediately fill vacancies to assist in the maintenance and repair of critical systems
- Provide an option for those who may be interested in a career in the trades

2. Electrical Field Supervisor

Maintenance Services is planning to hire an Electrical Field Supervisor to oversee the HVAC, Plumbing, and Electrical teams. This position will also be the district's Electrical Signing Supervisor, which will allow the department to perform electrical installations in-house. We currently hire contractors to perform this work, which is very costly. Not only will BSD staff be able to respond quicker to district needs, but doing the work in-house will result in significant cost savings for the district.

3. Metrics and Work Order System

Data collection through work orders has been met with immovable limitations within our current work order system. We are currently in the middle of implementing a new comprehensive work order and asset management system. In July 2024, we will migrate our historical data into a new system that provides tools for deeper analysis of our metrics, and to create Key Performance Indicators (KPI) that can help leadership identify areas where we need to focus our resources.

4. Preventive Maintenance

Preventive Maintenance has been a challenge to implement. We currently have a plan to reorganize our current staff to form an HVAC preventive maintenance team. We will also look for opportunities where current HVAC technicians can add some preventive maintenance activities into their schedule and while they are near units that are due for these measures.

LONG RANGE GOALS

1. Key Performance Indicator Scorecards (KPI) and Simplified School Dashboards

The upcoming implementation of the new work order system will bring tools and data access that we have not had previously. As a management tool, scorecards that report specific identified metrics, chart change over time, and show progress towards goals notes in our KPIs will help the department focus on the areas where the impact of our efforts will be most productive.

Improving transparency and information availability to the school administration is planned. Simplified dashboards that report the status of their building's work orders, average response rates of our repairs, and current district workload, would provide clarity of constraints facing Maintenance. This will also help to inform expectations and improve the customer experience.

2. Preventive Maintenance Plan

The recent Facility Condition Assessment uncovered many of our deficiencies regarding asset management. One of the things Maintenance Services is focusing on is a comprehensive preventive maintenance plan. We are continuing to develop our preventive maintenance plan and will constantly improve it in the upcoming years.

3. Faster Response and Better Customer Service

Maintenance Services is constantly exploring ways to improve response times and customer service. This year, the department is replacing the current work order system. The new system will give the department better control and prioritization of all work orders. The new system will also provide more transparency, giving our customers access to information on their work orders, such as status and when the work is scheduled. Maintenance is also making changes to the process when a work order is submitted. This change would streamline and reduce response times for completion.

II. FACILITIES CUSTODIAL SERVICES REPORT

Ron Umali, Administrator for Maintenance & Custodial Services

SUMMARY

The custodial team is responsible for providing a level of cleaning that will result in a clean, safe, and secure environment for district students and staff. This group is currently configured with 54 building foremen and 202 custodians deployed to 53 schools, with 10 centralized roving custodial teams to respond to vacancies and absences. Within this group are four Maintenance Custodians (MC3), who are tasked with minor maintenance repairs, as well as custodial duties. To minimize the impact on our schools, the MC3 team works in the evening. They do similar work that a “handyman” would do. Custodial Services makes up over two-thirds of the total staffing of the Maintenance Services Department and has five supervisors to oversee their work.

The Custodial Services Supervisor also oversees the surplus material management team. It is composed of a foreman, a shipping clerk and seven courier staff. This staff manages the removal, warehousing, and final disposition of the district’s surplus curriculum, technology, furniture, and equipment. This staff also manages the relocation of teachers throughout the district.

Staffing continues to be a challenge in the custodial group. Recruitment of custodians at the entry level (Custodian I) which requires no prior experience is very difficult. Turnover of personnel in the Custodian I position is high due to the nature of the work and the low compensation.

ACCOMPLISHMENTS

1. Improved Efficiency

The custodial team found ways to increase efficiency to keep up with the cleanliness of schools/facilities. Supervisors reorganized custodial routes for more efficient cleaning and performance of custodial tasks. The team continues to improve by replacing old, outdated equipment with more efficient units, as well as small adjustments in custodial operations.

2. Reduction in Custodial Vacancies

Over the past year, the custodial group has rigorously promoted the benefits of working for the district. Supervisors participated in recruitment efforts with Human Resources, including advertising open positions on Facebook Marketplace and Craigslist. Supervisors actively recruit by conducting interviews twice a week at all hours during the day to ensure applicants are offered time slots that will work with their schedules. The custodial group reduced the average number of vacancies from fifteen last year to five this year.

3. Employee Professional Development

A Leadership Development program was created within the custodial group this year. This program develops employees who are interested in advancing to leadership roles. This program includes workshops in coaching, mentoring, and team effectiveness.

4. Increased Training for Custodians

Throughout the year, supervisors have been identifying the strengths and weaknesses of the custodial staff. Supervisors are capitalizing on the strengths of the team and providing proper training to the custodians to help increase efficiency.

CHALLENGES

1. Increasing Square Footage and Staffing

With the addition of new and remodeled facilities, we are constantly adding more surface area for our custodians to clean. The custodial group is exploring different strategies to adapt as additional square footage is added to the district portfolio.

2. Employee Retention

Entry-level custodians are hired at the lowest pay scale starting at \$18.00 per hour and fill positions in the evening shift. There were approximately forty (40) entry-level custodians in the last year. This is the shift with the highest turnover in personnel due to the combination of a less desirable shift, labor-intensive work, and low pay. Different strategies to reduce our employee turnover rate are being used.

3. Excessive Absences

There were over two thousand custodial absences in FY23-24. At times, up to 25% of the shift is absent in one evening. These instances make it next to impossible to get schools ready for use the next day. With only a limited number of custodial rovers to cover absences, the custodial group relies on people volunteering to work overtime for coverage.

SHORT TERM GOALS

1. Decrease Custodial Costs & Increase Cleaning Efficiency

In partnership with Walter E. Nelson and a chemical company (Hillyard), we are performing a districtwide custodial assessment. Our partners will analyze the square footage of each BSD facility compared with the number of custodians to give us a realistic standard of cleaning and provide recommendations for what types of chemicals to use in each area. Custodians will be given additional training in proper cleaning techniques, time management, and preventive maintenance of custodial equipment.

2. Increase Safety Awareness

Custodial work is very labor intensive. To prevent work-related injuries, efforts are made to ensure there is increased safety awareness in the workplace. Custodians are trained on proper lifting techniques and general safety awareness, which will help reduce workers' compensation claims and lost time from injuries.

LONG RANGE GOALS

1. Operational Adjustments for Increased Efficiency

The custodial group will continue to explore different strategies to increase the efficiency of the team. The team is looking at equipment upgrades, as well as operational changes to help with achieving our efficiency targets.

2. Update Custodial Handbook, Standard Operating Procedures, Routes, and Scope of Work

New routes for the custodians are being implemented as the needs arise. There are plans to review and update current custodial handbooks, standard operating procedures (SOP), and scope of work to align with current conditions in BSD facilities.

III. FACILITIES MAINTENANCE PROJECTS

SUMMARY

The Maintenance Project Coordinator Team, operating within the Maintenance Services Department, is dedicated to conducting essential annual compliance inspections, executing related repairs and upgrades, overseeing safety inspections, managing general work orders, and facilitating Facility Improvement Projects (FIP) across all district buildings. Our primary focus lies in the upkeep of buildings, ensuring they meet regulatory standards, and safeguarding the well-being of district students and staff. Approximately 80 percent of our efforts are directed toward maintenance and compliance tasks, with the remaining focus dedicated to accommodating Facility Improvement Projects to enhance our facilities.

The team comprises eight dedicated individuals, each specializing in a specific program area. Their responsibilities encompass overseeing essential annual compliance inspection programs, including stormwater treatment (such as bioswales, LIDA swales, filtered and unfiltered catch basins), underground and above-ground fuel storage tanks (UST/AST), generators, fat/oil/grease interceptors, backflow device testing, asbestos inspections and abatement, ADA barrier removal, radon, and lead in drinking water. Additionally, they manage Integrated Pest Management (IPM) initiatives and conduct safety measure inspections, covering areas such as stage rigging, bleachers and backstops, Skyfold partitions, fire systems, fire door drop testing, Distributed Antenna Systems (DAS), Field Turf, crane and winch operations, as well as elevators and lifts utilized districtwide.

ACCOMPLISHMENTS

1. Accessibility to Playgrounds

In 2023, seven elementary schools were chosen to receive an important enhancement: the addition of concrete ramps to their playgrounds. This initiative is a significant step forward in our commitment to inclusivity and accessibility for all students and staff, aligning closely with the objectives outlined in the district's ADA Transition Plan. By installing these ramps, we are proactively eliminating access barriers and fostering an environment where every individual can fully participate and enjoy the school facilities without limitations.

2. More Active Role in Capital Project Planning

With extensive knowledge of district facilities, this team is taking proactive steps to prioritize and address deferred maintenance projects. In the current fiscal year alone, significant progress has been made, with three notable projects already completed. These include remedying drainage issues at Transportation 5th Street South, replacing a malfunctioning sound system at Beaverton High School (with plans to reinstall a new system in the upcoming building), and enhancing lighting at Aloha High School to improve safety and support various programs.

3. Lead in Water Testing

In accordance with OAR 333-061-0600 and OAR 581-022-2223, this Oregon Health Authority program for school districts is managed at BSD by Maintenance Services in cooperation with Risk

Management and Plumbing staff. After initial systemwide testing was completed from 2016 to 2020, ODE established a six-year staggered cycle of re-testing for each BSD facility to analyze drinking water sources for lead. In 2022, we collected approximately 710 water samples at 43 facilities within the district. This year, 2024, we are collecting approximately 549 samples at 10 facilities within the district, and next year, 2025, we will collect water samples at 11 facilities within the district. In the spring of 2027, we will restart the full cycle, retesting the first grouping of schools.

We have established a sustainable management system for the program. Tracking results, we continue to respond to any location over the action limit of 15 ppb (parts per billion) with timely mitigation services as needed.

4. Portable Classroom Buildings

In a strategic move aimed at minimizing the number of portable classroom buildings across the district, surplus portables are being sold. In the 2022-23 fiscal year, six such portables were successfully sold, followed by the sale of two more this year, with an additional four projected to be sold by the fiscal year's end. This ongoing effort reflects our commitment to regularly reassess the district's requirements and responsibly divest surplus assets as deemed necessary. We remain dedicated to optimizing our educational infrastructure to best serve the evolving needs of our students and staff.

5. Asbestos Management

During this fiscal year we have continued with our required Asbestos Hazard Emergency Response Act (AHERA) asbestos management plan. Our contracted asbestos consultant continues to support this work with compliance testing, oversight, and sampling. Annual training for our maintenance staff continues to increase in both awareness and knowledge base. This results in an increase in reporting of asbestos-related maintenance issues and compliance with work processes. Asbestos abatement of small areas is done by our in-house Class III Operations and Maintenance certified abatement team. Abatement of areas larger than 3 square feet is contracted out.

CHALLENGES

1. Aging Facility Infrastructure

Of our 63 buildings, the majority were built prior to 1980, with three built in the 1920s. Daily wear and tear, aging systems and obsolete parts are causing an increase in repair and replacement costs creating a challenging situation.

2. Lead in Water Mitigation

When lead is present in water samples equal to or greater than 15 ppb, immediate steps occur to ensure the safety of our students and staff. The maintenance team is often able to mitigate the presence of lead by replacing fixtures, replacing sections of pipe, and flushing the system. When the scope of mitigation goes above a certain threshold or becomes more invasive, other options are considered, such as integrating the re-piping with a large capital project.

3. Aging Elevators and Vertical Lifts

Across the district, there are 60 elevators and vertical lifts. Many are aging and breaking down, disrupting daily routines and ADA access to program areas. As our equipment ages, the number of repairs will increase. With the increase in repairs, the cost of maintenance of our equipment will also increase. In the 2023-24 school year, 24 elevators were down or stopped working. Most of these were instances in which the repair caused only a one-day delay. However, due to waiting for parts, three elevators were out of commission for up to 26 days causing a major disruption to the school day. An assessment was performed this year on all of the district's elevators and vertical lifts. The elevator assessment report identifies units that need immediate attention, as well as helps us with budgeting and elevator modernization planning.

SHORT TERM GOALS

1. Emergency Response SOP

In anticipation of any future natural events or emergencies, collaboration between the Projects team, Custodial, and Trades will ensure the prominent display and easy accessibility of safety maps, including pertinent safety details across all school sites within the district. By furnishing comprehensive safety maps and information throughout our facilities, the district endeavors to bolster emergency readiness, equip staff and students with the tools to respond adeptly to potential hazards, and foster a safer and more secure learning environment for all.

2. Increase Cross-Training Among Project Coordinators

Currently, when we lose a team member to another opportunity within or outside the district we are shuffling and often increasing the workload on one individual until we can fill the vacancy. To decrease the impact of having to reprioritize and learn new subjects with an increased workload, we will implement a cross-training program for project coordinators. By providing comprehensive training sessions and shadowing opportunities, we aim to equip each coordinator with the necessary skills and knowledge to handle a variety of tasks within the team. This proactive approach will ensure continuity of operations even in the event of team member transitions, minimizing disruptions and preventing overburdening of individual team members. Additionally, fostering a culture of collaboration and shared expertise will enhance team resilience and efficiency in managing project workflows.

LONG RANGE GOALS

1. Fire Department Connection (FDC) Locking Cap Upgrade

One crucial component of a building's fire safety system is the Fire Department Connection (FDC). This piping serves as a vital link, allowing the Fire Department to supplement the building's sprinkler system with additional water from a truck if the building's water supply proves insufficient during a fire emergency. Typically positioned near the street, FDCs are identifiable by their red caps, which can sometimes be removed and tampered with, leading to potential obstructions being pushed inside. Discovering such obstructions necessitates a costly flushing and recapping procedure to maintain system integrity.

To address this safety concern and mitigate unnecessary expenses, the project team is systematically upgrading FDCs with locking caps. By implementing this solution, we ensure that FDCs remain unobstructed, thereby eliminating the need for frequent flushing after instances of tampering. Collaborating closely with our fire jurisdiction, the adoption of locking caps allows us to extend the flushing frequency to once every ten years, instead of the current requirement of every five years. This strategic adjustment translates to significant cost savings for the district.

2. Improve Safety Checks and Protocol for Equipment

Establish standardized safety protocol for Custodial and Maintenance staff use of equipment used within the department, integrating reporting of issues into our new computerized maintenance management system (CMMS). Our approach will involve incorporating safety checks into routine equipment maintenance schedules within the CMMS.

To streamline safety check processes and enhance accountability, we will leverage technology such as equipment tracking systems and digital checklists within the CMMS to conduct inspections and promptly document any issues or concerns. Furthermore, we aim to cultivate a culture of safety awareness and accountability among all staff members. This approach ensures that issues are promptly addressed and systematically managed. By implementing standardized safety checks for internal equipment use and integrating issue reporting into our new CMMS, the school district is committed to prioritizing the well-being of our employees. Additionally, this initiative aims to minimize the risk of workplace accidents and injuries while upholding our dedication to providing a safe and supportive environment for all stakeholders.

IV. FACILITIES DEVELOPMENT

Aaron Boyle, Administrator for Facilities Development

SUMMARY

This summer and next summer will mark the peak of construction activity for the 2022 bond. We have 73 projects currently underway, some of these taking place across multiple sites. In order to prepare for this work, we have spent the last year doing design work and procurement. The bond program is in great shape financially; it is tracking on schedule and under budget.

ACCOMPLISHMENTS

Aloha HS Office Relocation: This spring we opened the new front office at Aloha High School. The project added a secure entrance and a new accessible office area in the old courtyard. The project was very challenging and finished a bit behind schedule, but it was on budget. Students, staff, and the community have been very happy with the results.

Beaverton High School Replacement: Last year our goal was to establish a guaranteed maximum price contract (GMP) for BHS within $\pm 5\%$ of our target maximum allowable construction cost of \$210M and to begin construction in March 2024. We achieved the goal regarding establishing the GMP; it was established at \$215.8M, 2.8% over our target MACC, but still within the project budget. We also achieved the goal regarding schedule, as work on-site had commenced during March.

Raleigh Hills Replacement: Last year our goal was to establish a GMP that is within $\pm 5\%$ of our target maximum allowable construction cost of \$55M and to begin construction in June 2024. We successfully established the GMP at \$54.7M, slightly under our target. We are currently on track to begin demolition as soon as school is out for the summer.

Internship Program: Last year our goal was to hire 3 high school students for a summer internship pilot program. This worked very well and was a great success, and we learned a lot. This summer we have expanded the program to include 8 students. 4 students will work with BSD staff, while the other 4 will work directly for our contractors and architects on BHS and Raleigh Hills. We are hopeful that this is a meaningful and educational opportunity for them.

Project Scoping: Last year our goal was to have a detailed project list for all deferred maintenance, modernization, and security upgrade projects. We have fallen a bit short of this goal, and it was probably a bit optimistic. However, we have made good progress on each of these.

Classroom Technology A/V Project: Over the last year, the Facilities Development and IT teams worked together to roll out the new technology standard across the district. This was a major accomplishment. We now have consistent and reliable technology in all classrooms.

SUMMER 2024 PROJECTS

Beaverton HS Replacement, Raleigh Hills Replacement, Stoller Gym/Classroom Addition, Mountain View Seismic, Southridge BB/SB Turf, Southridge HVAC Upgrades, Westview HS Office Relocation,

Westview HS Concessions & Stadium Turf Replacement, Capital Center HVAC Upgrade & Paging, Springville Outdoor Learning, Multiple Modernization Projects, Security Upgrades, and many more.

2025 Planning & Design Underway

One of our primary risk mitigation strategies has been to increase our planning cycles for projects from 1 to 2 years. This means that we are well into the design for many projects to be completed next summer, including Meadow Park Seismic, Allen Transportation, Aloha HS Athletics, Beaverton HS Athletics, Oak Hills Classrooms, Roofing Replacements, and various others.

AREAS OF CONCERN AND PROGRAM RISK

Oregon Seismic Rehabilitation Grant Program (SRGP): Each year the State of Oregon awards matching funds to school districts to construct seismic upgrades. In the 2014 bond, we received grants for upgrades at 3 schools (Aloha, Beaver Acres, and Cooper Mountain). However, we have recently been unsuccessful in obtaining additional grant awards despite having significant needs. This seems to be due to a case of supply and demand, i.e. there is far more demand for seismic grants than there are funds available. Our budget for the 2022 bond seismic upgrades assumed we would receive at least 2 grant awards. We will continue to pursue these grants as we move forward. If seismic resiliency is a priority for state leadership, they would do well to make more funding available.

Supply Chain Issues: We have recently seen improvements in materials with less complicated supply chains. Things like concrete, steel, and roofing materials were all in short supply last year, but are now available. However, items with more complicated supply chains such as HVAC units, generators, and electrical gear are seeing very significant lead times. The lead times for many of these items are over 1 year right now. Fortunately, we have been working to increase our planning cycles for projects, and this gives us a bit more ability to be responsive to these lead times.

Inflation: Material cost escalation continues to be a problem. For the bond we budgeted 5% annual cost escalation, and the actual escalation continues to exceed this significantly. This is what we have contingencies for, and we should be able to manage, but it makes it difficult to plan budgets.

SHORT TERM GOALS

Summer 2024 Projects: With so many projects going on during the summer of 2024, we need to make sure everything goes smoothly and does not impact operations in the fall. Our goal is that all projects this summer are delivered on time.

2022 Bond Contingency Spending Plan: Currently the 2022 Bond Program has an unallocated contingency balance of \$65.1M. Some of this will likely be necessary to complete planned projects. However, since we were able to develop GMPs on budget for Beaverton High School and Raleigh Hills replacements, there should be ample remaining funds to reallocate to other projects. In order to complete these projects by 2028, we will want to begin the planning process as soon as possible. Understanding what this project list looks like will also have a

significant impact on the planning for the 2028 bond. Our goal is to have this process started in fall of 2024.

LONG RANGE GOALS

Future Bond Planning: The long-term goal is to align future bond elections with presidential elections. This would mean that the next bond election will be in 2028. We have a good idea of some of the elements that need to be included in this bond (seismic upgrades, deferred maintenance, end-of-life replacements, etc.), but there is much more work that will need to take place. At some point soon, it would be worthwhile to develop a draft plan based on the projected debt capacity. This would aid significantly in future long-range planning and boundary realignment discussions.