

21st Century Schools Bond Advisory Committee

December 10, 2013

Agenda



- Call to Order
- Welcome
- Approval of Minutes: September 10, 2013
- GOB Update:
 - Office of School Facilities
 - Implementation of GOB Year 1 Projects
 - Implementation of GOB Year 2 Projects
 - RFP for GOB Reporting Tool
 - Next Steps
 - Office of Financial Services
 - Office of Economic Opportunity
 - Outreach Activities
 - Update on Disparity Study Results
 - Next Steps
 - Legal Update
 - Community Outreach Sub-Committee Report
 - Setting of 2014 Committee Meeting Dates
 - Discussion
 - New Business Section
 - Adjourn



Office of School Facilities



Implementation of GOB Year 1 Projects

- ❑ As noted at the Advisory Committee's September meeting, kick-off meetings at over sixty schools funded in Year 1 of the GOB roll-out and slated for projects with construction values between \$1M-\$2M, officially started on August 22, 2013;
- ❑ These kick-off meetings, which were successfully concluded on October 2nd, included an interdisciplinary team of District staff as well as representation from the assigned Architect of Record (AE) and Construction Manager at-Risk Miscellaneous firms (CMRM);
- ❑ This initial pre-design meeting served three important purposes:
 - ❑ To introduce the working team and establish a meaningful rapport among the group;
 - ❑ To validate the building system deficiencies in the original scope and make adjustments as needed;
 - ❑ To articulate goals of the particular project and related process flows and protocols, and manage expectations to preserve budget and schedule integrity.

Implementation of GOB Year 1 Projects

MIAMI-DADE COUNTY PUBLIC SCHOOLS



**LORAH PARK ELEMENTARY SCHOOL
PRE-DESIGN REPORT**
GOB Deferred Maintenance Project No. 01304800

October 2, 2013

Lorah Park Elementary School Proposed Final Scope of Work

Site: 0115 - Lorah Park Elementary School Proposed Scope of Work (Site)

Item No.	System	Deficiency	ID	Qty	Unit	Priority	Estimated Cost
1	Site	Bus Drop-Off (including all related drives and walks) is missing and is required. Notes: Provide new Bus Drop-Off with Covered Walkway connection to school. Preliminary location is along NW 52nd Street. There is an existing on-street parking lane that could readily be turned into a Bus Drop-Off. Spaceway would need to be widened into the property side by an additional 8'-0". Coordination with Miami-Dade County Traffic Division and Public Works is required. School staff confirmed minimum 3 buses (4 18-24' and 1 Private full size) are required, which yields a Drop-Off of approximately 110' x 7' which is approximately 1/3 of the school frontage along NW 52nd Street. This item is linked with item 2.	102081	3	Box	2	\$4,800
2	Site	Covered Walkway is Missing and is Needed. Notes: There are two locations where new Covered walkways are required. One is required connecting building to proposed Drop-Off. Second location is at the connection between Covered Walk (002) and entry into Admin area in Building 1 via Circulation 0129. There is an existing concrete cover that is inadequate when it rains. This connection should be improved and tied in properly to connection to proposed Bus Drop-Off. New walkways should be 8'-0" wide minimum. This item is linked with item 1.	102082	120	LF	2	\$24,000
3	HVAC	Air Handler package unit requires replacement (50 tons). Notes: It was agreed that this item refers to the Main Building 1 HVAC system. Costs for this item are included in item 12 below.	81855	1	LS	2	\$0
4	HVAC	The Exterior Chiller is Damaged And Requires Replacement. Notes: The chiller serving Building 3 needs to be replaced. Tonnage is unknown, as there was no information on the chiller nameplate. Estimated 50 ton chiller but this needs to be verified during design process.	102044	50	Ton AC	2	\$95,000
5	HVAC	The Exterior Condenser is Damaged And Requires Replacement. Notes: This item refers to Building 4 CU. Costs for this item are included in item 31 below.	102043	15	Ton AC	2	\$0
6	Interior	Paint/Coating requires replacement. Notes: This coat item includes a painting allowance to be used as required throughout the school.	147793	156,000	SF	2	\$187,800
Sub Total for Proposed Original Scope of Work (Site)							\$365,800

Proposed Scope of Work (Building: 01 - Main Building)

Item No.	System	Deficiency	ID	Qty	Unit	Priority	Estimated Cost
7	Roofing	Roof requires replacement	137058	140	LF	2	\$20,000

Site Architects
Lorah Park Elementary Final Proposed Scope

GOB Deferred Maintenance Project 01304800
Page 1 of 8

1 - Executive Summary & Project Data

2 - Meeting Attendee List

3 - Pre-Design Meeting Minutes

4 - Final Proposed Scope of Work & Costs

5 - Site Photographs

6 - Proposed A/E Schedule

7 - Estimated Site Visits & Meetings

8 - Appendix A - Original Scope of Work Appendix B - FISH Drawings Appendix C - Deficiencies List Appendix D - Asbestos Report Appendix E - FISH Report

- Following the kick-off meetings, the AE and CMR were tasked with preparing a pre-design submittal for each project containing final proposed scope, estimated budget and schedule for District approval;

- These submittals serve as the foundation for design and construction activities which are then tracked on the District's dashboard as to budget and schedule.



Implementation of GOB Year 1 Projects

- ☐ Thus far for Year 1 GOB projects with values ranging from \$1M-\$2M:
 - ☐ All have been assigned to AE and CMR teams,;
 - ☐ All have had their respective pre-design scope, budget and schedule vetted by the District;
 - ☐ Approximately half are actively in design and the balance is expected to be in design phase this month;
 - ☐ Construction activities are expected to start in the first quarter of 2014 and will be continue District-wide over the ensuing twelve months.
- ☐ The two other Year 1 projects, i.e. the major replacement of Miami Norland Senior High School and the new 6-12 grade facility at the MAST campus on Virginia Key, are currently actively in design with both AE and CM on board and working cooperatively on pre-construction activities.



Implementation of GOB Year 1 Projects

- Community awareness of the GOB program, starting with the projects in Year 1, the inaugural year of implementation, is extremely important to the long-term success of the program and how it's viewed;
- In recognition of this, a concerted effort was made to hold ceremonial groundbreaking events at ten schools across the District, along with press releases and focused newspaper coverage;





Implementation of GOB Year 1 Projects

- The events were widely attended by parents, student representatives, elected officials and Board members;
- The District plans to continue this practice as projects in each year of program implementation are rolled out and to continue using different forms and venues for community outreach.





Implementation of GOB Year 2 Projects

- ❑ In an continuous effort to compress the length of time for GOB project delivery, and as previously reported to the Committee, several projects have been advanced from later years to FY 2013-2014;
- ❑ There are 78 schools slated for GOB funded improvements this fiscal year (including Miami Northwestern Senior which was advanced from FY 2014-2015 due to critical immediate needs);
- ❑ Of these, thirteen (13) projects have a construction value of over \$2M which will require individual commissioning of design professionals and contractors by the Board;
- ❑ The balance, comprised mostly of projects with construction values of less than \$1M are set aside for sheltered markets, specifically Small and Micro Business Enterprises (SBE and MBE).



Implementation of GOB Year 2 Projects

- ❑ In order to implement the smaller projects set aside for SBE and MBE firms, the District has actively engaged in outreach and mentoring activities specifically targeting these sheltered markets through workshops and informational sessions;
- ❑ The District has also worked hand in hand with the SBE Advisory Committee over the last few months to develop revised selection procedures that are tailored to and recognize the unique characteristics of these smaller scale business entities;



Implementation of GOB Year 2 Projects

- ❑ Recently, in response to two separate solicitations targeting these sheltered markets, one for AE professionals and the other for CMR entities, the District received a record number of responses from both AE and from CMR Miscellaneous firms;
- ❑ The responses are currently under review for short-listing with an anticipated Board commissioning date of February 2014;
- ❑ Once the selected firms are commissioned by the Board, work assignments will be issued by the District based on project value and rotationally to afford all commissioned firms an opportunity to enter the K-12 design and construction market.



Implementation of GOB Year 2 Projects

- ❑ Parallel with these efforts, the District has also made revisions to its AE selection procedures applicable to larger projects;
- ❑ The revised procedures are scheduled for Board approval at the December 11, 2013 meeting;
- ❑ Solicitations for the thirteen (13) larger projects are expected to be issued in three groupings and staggered, with the first solicitation planned in December, following Board approval of the AE selection procedures;
- ❑ In keeping with the goal of affording maximum opportunities to qualified AE and CM firms, these projects will be grouped into three separate packages of 4 to 5 projects, and short-listed firms will be commissioned in their order of ranking for one project each, i.e. highest ranked firm matched to highest value project in each of the packages (see also delivery matrix on next slide).



Implementation of GOB Year 2 Projects

CONSTRUCTION DELIVERY METHOD MATRIX

YEAR-2 GOB PROJECTS (>\$2M)	CONST. BUDGET	R = Renovate RR = Renovate &/or Replace	TYPE OF PROJECT 1 New 2 Renovations 3 Replac/Renov	CLEAN / CLEAR SITE 1 Yes 2 No	PHASING REQUIRED 1 No 2 Yes	UNKNOWN CONDITIONS 1 No 2 Yes	COMPETITIVE MARKET 1 Yes 2 No	CAN BE A PROTOTYPE 1 Yes 2 No	RESULTS SCALE 6-9 = Convention Bid 10-13 = CMR	Group A's	Notes
Madie Ives K-8 Conver (K-8 relief in NE)	9,982,766	500 ss & R	3	2	2	1	2	2	12 (CMR)	1	1
Hialeah Senior High	9,521,379	R	2	2	2	1	2	2	11 (CMR)	1	
Cutler Ridge Middle	8,210,246	RR	3	2	2	1	2	2	12 (CMR)	1	
West Homestead K-8 Conver	6,679,111	RR	3	2	2	1	2	2	12 (CMR)	1	2
Bunche Park Elementary	5,343,701	RR	1	2	2	1	2	2	10 (CMR)	2	3
Melrose Elementary	5,315,547	RR	3	2	2	1	2	2	12 (CMR)	2	4
Frederick Douglass Elementary	5,156,254	RR	1	1	1	1	2	1	7 (Bid)	2	3 & 6
Miami Northwestern Senior High	5,105,972	R	2	2	2	1	2	2	11 (CMR)	2	5
Kinloch Park Middle	5,005,270	RR	3	2	2	1	2	2	12 (CMR)	2	
Shenandoah Middle	4,735,851	R	2	2	2	2	2	2	12 (CMR)	3	
Miami Southridge Senior High	4,293,405	R	2	2	2	1	2	2	11 (CMR)	3	
Miami Sunset Senior High	3,807,356	R	2	2	2	1	2	2	11 (CMR)	3	
Oak Grove Elementary	3,212,424	RR	3	2	2	1	2	2	12 (CMR)	3	

NOTES (per meeting with ARC on 11-19-13):

* Pending response from School Board Attorney regarding group advertisements

1. Zyscovich commissioned Mar 04 for master plan, commissioned for the project Feb 06 & terminated Sep 07 (TBD with attorney)

2. Additional funds from City of Homestead CRA under Board-approved Interlocal

3. Removed from "hold" status

4. Classroom contribution (3) = \$1,162,782 (pending Board action in December 2013 for concurrency mitigation)

5. Pending Board action in January 2014 to advance project from year 3

6. To be developed as a small elementary school prototype

Reviewed & Authorized by:

Date:


Jaime G. Torrens, Chief Facilities Officer

11/20/13
M-DCPS



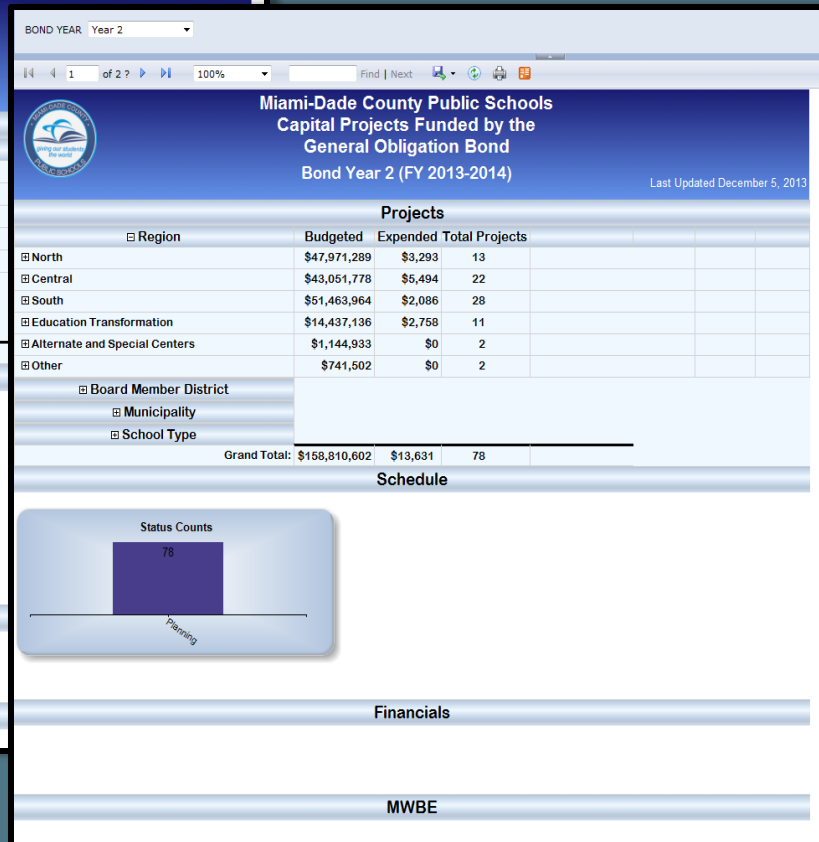
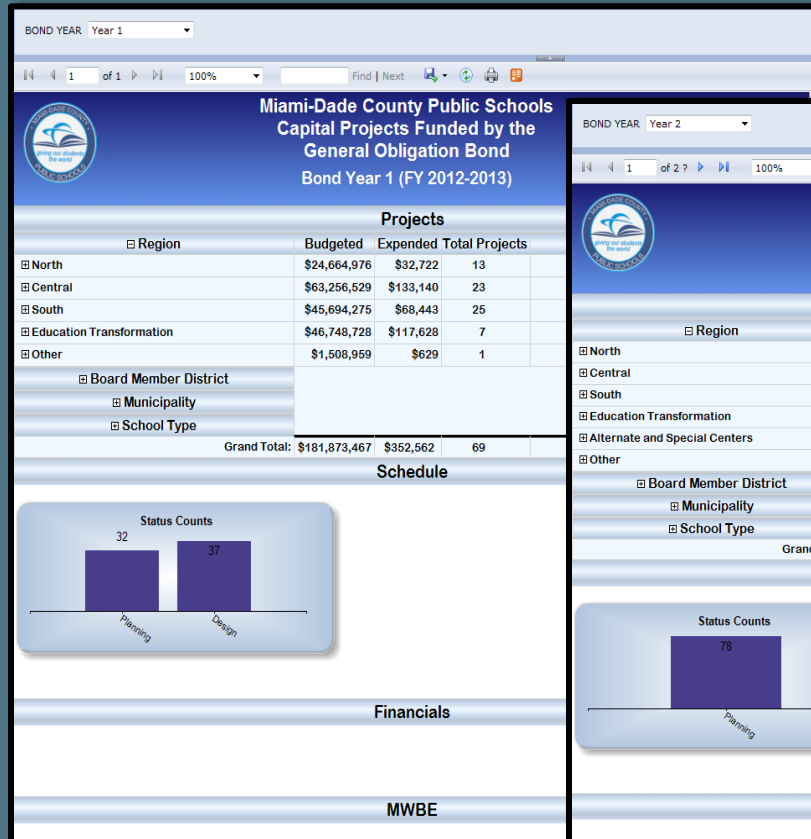
GOB Reporting Tool – The Dashboard

- ❑ As previously reported to the Committee, the District has rolled-out a home-grown project dashboard;
- ❑ As of this date, the following is available to the general public:
 - ❑ Year 1 GOB projects have been uploaded to the dashboard with budget information, details on the architect and contractor and a project schedule. Approximately 90% of Year 1 projects also have their final schedule loaded with the balance expected to be completed in December;
 - ❑ Year 2 projects have also been uploaded to the dashboard with actual budgets and a generic schedule, which will be uploaded once an architect and a contractor are selected. These updates will be on-going through the first two quarters of next calendar year;
 - ❑ Projects in Years 3, 4 and 5 (i.e. FY 14-15 through FY 16-17) will also be viewable by year, through a link on the particular schools' webpage in mid-December. This should prove helpful to those interested in schools that don't appear in the dashboard in either Year 1 or 2.



GOB Reporting Tool – The Dashboard

Sample Screenshots – Keeping Track of Program



GOB Reporting Tool – The Dashboard

Sample Screenshots – Keeping Track of Projects

PROJECT # 01305600
4241 - PALM LAKES ELEMENTARY
7450 West 16th Avenue, Hialeah
School Board District 4
Ms. Peila Tabares Hartman, Chair
North Region
Last Updated December 5, 2013

SCOPE
GO Bond funded Rem/Rem project

[PALM LAKES ELEMENTARY WEBSITE](#)

GENERAL INFORMATION

Project Type	Renovation
Project ID	01305600
Student Stations	0
Architect	M. C. Harry & Associates, Inc.
Contractor	Link Construction Group Inc
Delivery Method	CM @ Risk Misc.
Small Business Participation	----
Minority & Women Business Participation	----
Status	Design

[View Project Photo Gallery](#)

SCHEDULE

Milestone	Projected	Actual
Start Planning	09/05/2013	09/05/2013
Complete Planning	10/07/2013	10/07/2013
Start Design	10/24/2013	10/24/2013
Complete Design	04/17/2014	
Start Construction	04/18/2014	
Complete Construction	11/14/2014	
Occupancy	12/14/2014	

FINANCIALS

Budget	\$1,431,002.00
Complete	0%
Expended	\$202.75
Balance	\$1,430,799.25

Budget Availability

100%
0%

100%
0%

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PROJECT # 01334600
4171 - ORCHARD VILLA ELEMENTARY
5720 NW 13th Avenue, Miami
School Board District 2
Dr. Dorothy Blendross-Mindingali
Education Transformation Region
Last Updated December 5, 2013

SCOPE
GO Bond funded Rem/Rem project

[ORCHARD VILLA ELEMENTARY WEBSITE](#)

GENERAL INFORMATION

Project Type	Renovation
Project ID	01334600
Student Stations	0
Architect	
Contractor	
Delivery Method	To Be Determined
Small Business Participation	----
Minority & Women Business Participation	----
Status	Planning

SCHEDULE

Milestone	Projected	Actual
Start Planning	02/06/2014	
Complete Planning	03/25/2014	
Start Design	03/26/2014	
Complete Design	12/27/2014	
Start Construction	04/06/2015	
Complete Construction	04/24/2016	
Occupancy	07/13/2016	

FINANCIALS

Budget	\$822,340.00
Complete	0%
Expended	\$1,289.20
Balance	\$821,050.80

Budget Availability

100%
0%

100%
0%

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GOB Reporting Tool – The Dashboard

Sample Screenshots – Building History

M-DCPS Home Contact Us Search

dadeschools.net
School Information

Thursday, December 5, 2013

STUDENTS PARENTS EMPLOYEES COMMUNITY

New to the District
Contact Us
Discover M-DCPS
Calendars
Committees
Directories
Human Resources / Careers
Meetings
Newsroom
School Board
Schools
Superintendent
Technology

PALM LAKES ES

Address: 7450 WEST 16TH AVENUE
HALEAH, FL 33014
Location Number: 4241
Phone Number: (305)823-6970
Fax Number: (305)828-6136
Web site: <http://palmakes.dadeschools.net/>
For information regarding the Bond Referendum, CLICK HERE.

Directions
Map
E-Mail
Print

General Information
• Boundaries - Legal Description
• Locator - Find a School

Academics
• Grade Report
• School Improvement
• EESAC

Resources
• Bus Transportation
• Calendars
• Lunch Menu
• School Police
• The Parent Academy

School Profile

Grades:	PK - 05	Mascot:	Dolphin
Uniforms:	Yes	School Colors*:	Blue & Orange
Voting District:	4	Region:	II
Total Enrollment:	747	Maintenance Center	1

Hours:

Grades: Pre-K, K, 1	8:20 a.m. - 1:50 p.m.
Grades: 2-5	8:35 a.m. - 3:05 p.m.
Grades: 2-5 Wed.	8:35 a.m. - 1:50 p.m.

Feeder Pattern: Hialeah-Miami Lakes SHS
Board Member: Ms. Perla Tabares Hantman, Chair

School's Message

Welcome to the Palm Lakes Family! We, at Palm Lakes, strive each and every day to offer our students the highest quality educational programs and a safe and secure learning environment. Our mission is for our students to be happy, healthy, safe and become lifelong learners through their academic success. We welcome parent, family and community involvement in helping us accomplish our goals. As we continue to strive for your children's educational excellence, we invite you to visit our great, great school!

ALINA Q. IGLESIAS, Principal

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Mami-Dade County Public Schools
Capital Projects Funded by the
General Obligation Bond
Photo Gallery

Project Groundbreaking Ceremony at Palm Lakes Elementary



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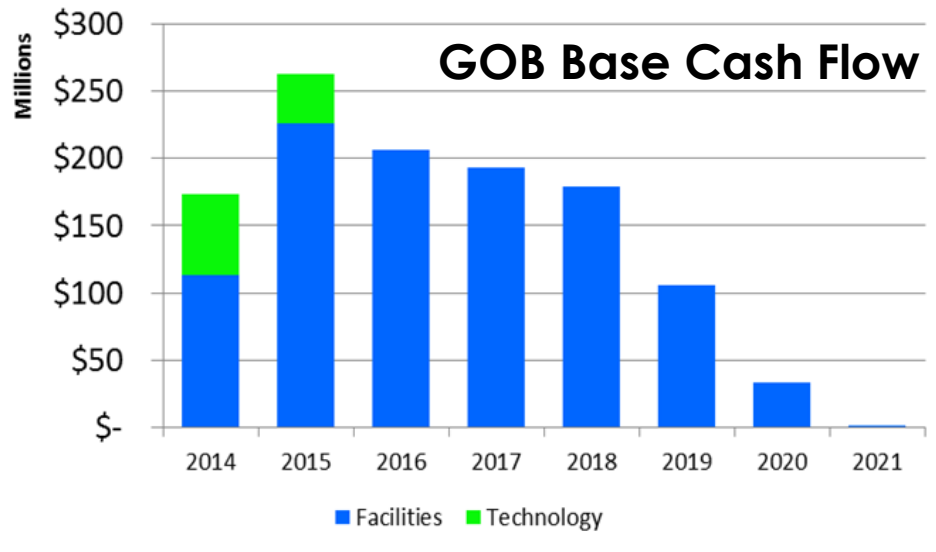
GOB Reporting Tool – Project Management

- ☐ In addition to the public interface offered by the dashboard, the District is in the process of selecting a project management tool that will provide integrated scheduling and financial reporting and allow outside architects, engineers and contractors to submit plan mark-ups, RFIs, shop drawings and pay requests electronically;
- ☐ The selection process, which is still under the Cone of Silence until a recommendation to award is issued, is expected to be completed by January with an anticipated Board award in February;
- ☐ This reporting tool will enable District to keep track of each project, with all aspects of the project retained in e-format and easily accessible to not only staff but also the various service providers.



Office of Financial Services

Financing Update



- **GOB Series 2013** w/\$200M of project funding issued July 2013
- **GOB Series 2014A** w/\$100M of project funding to settle February 2014

- **\$7.8M expenditures thru 11/30/13**
- **Cash Flow Projection Update in process by Facilities**
- **Current indications are that next bond issuance will be needed either late 2014 or early 2015**



Office of Economic Opportunity



Outreach Efforts

- ❑ Since the September 10, 2013 Committee meeting, the Office of Economic Opportunity has hosted numerous events to engage and mentor small and minority businesses in the 'how to' do business with the District;

- ❑ The events included:
 - Hialeah Chamber of Commerce-Monthly Business Luncheon-SEPTEMBER 18, 2013
 - Biscayne Landing Development Business Jobs & Training Forum – SEPTEMBER 20, 2013
 - NAACP Economic Development Opportunities & Educational Series – SEPTEMBER 25, 2013
 - Miami-Dade Chamber of Commerce (Women's Business Council) – SEPTEMBER 26, 2013



Outreach Efforts

☐ Events (Cont'd)

- Radio Interview (La Poderosa) – OCTOBER 16, 2013
- Opa-Locka Business Chamber of Commerce – OCTOBER 17, 2013
- Miami Dade County Black Advisory Board Symposium – OCTOBER 17, 2013
- Radio Interview (WSRF 1580AM) – OCTOBER 18, 2013
- MEDWeek 2013 “31st Annual Matchmaker Conference” – OCTOBER 18, 2013
- Office of Economic Opportunity “Coffee With the Community” - OCTOBER 22, 2013
- Newspaper Interview (Miami Times) – OCTOBER 24, 2013
- Radio Interview (Radyo Lekol 91.3) – OCTOBER 28, 2013
- NAACP Economic Development Opportunities & Educational Series (Part II) – OCTOBER 30, 2013
- Power Panel Business Forum by Broward College - OCTOBER 31, 2013



Outreach Efforts

☐ Events (Cont'd)

- Minority Chamber of Commerce Monthly Meeting– OCTOBER 31, 2013
- Newspaper Interview (Diario Las Americas) “El Bono – Un Ano Mas Tarde” – NOVEMBER 1, 2013
- Newspaper Interview (Miami Herald) – NOVEMBER 1, 2013
- Taping of Haiti Journal, program produced by Haitian American Professionals Coalition (HAPC) – interview with Farah Larrieux– NOVEMBER 7, 2013
- NAACP Economic Development Opportunities & Educational Series (Part III)- NOVEMBER 13, 2013
- Spanish American League Against Discrimination (SALAD) - NOVEMBER 15, 2013
- NAWIC (National Association of Women in Construction) General Meeting- NOVEMBER 20, 2013
- Kaufman Lynn Construction Outreach Workshop - DECEMBER 5, 2013

Recent SBE/MBE Initiatives

☐ Job Order Contract:

- ☐ 2 SBEs selected (\$500,000 contract);
- ☐ 2 MBEs selected (\$200,000 contract);
- ☐ All 4 firms are M/WBEs (3 Hispanic; 1 African-American);
- ☐ 3 out of 4 firms have not previously contracted with the District.

☐ CM-at-Risk Misc. Contract:

- ☐ 22 SBE/MBEs submitted proposals;
- ☐ 9 out of 22 proposals submitted by African-American owned firms (41%); 7 out of 22 proposals submitted by Female owned firms (32%).

Recent SBE/MBE Initiatives

☐ A/EPC Contract:

- ☐ 30 SBE/MBEs submitted proposals;
- ☐ 3 out of 30 proposals submitted by African-American owned firms (10%); 8 out of 30 proposals submitted by Female owned firms (27%).

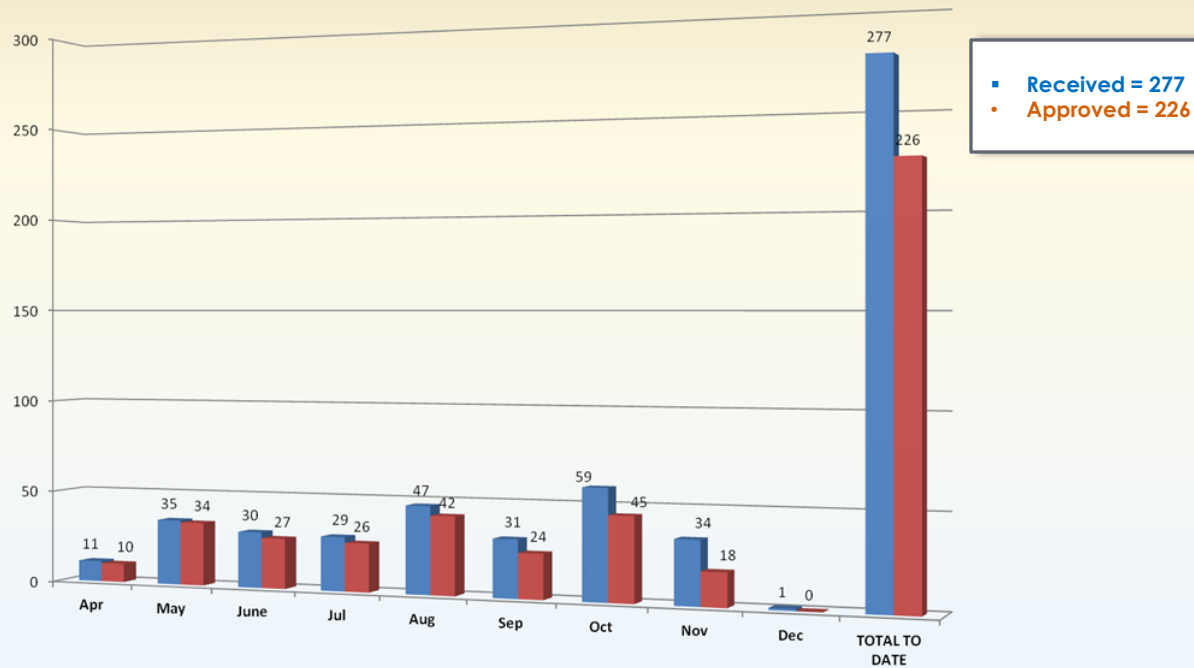
☐ Revisions to CM-at-Risk and A/EPC Selection Procedures

☐ JOC Workshop

On-going Effort to Certify SBE Firms for Small Projects



SBE CERTIFICATION CHART 2013/2014



Disparity Study

As part of the commitment to the principles of equity, transparency, and efficiency across all functions the District commissioned MGT of America to conduct an in-depth analysis of the District's purchasing and contracting practices to determine if racial or gender disparity existed.

Disparity Study

What is a Disparity Study?

A: The study determines whether an agency, either in the past or currently, engages in exclusionary practices in the solicitation and award of contracts to minority-, and women-owned business enterprises (M/WBEs).

Disparity studies are commissioned by an agency to determine if there is disparity between the availability of firms in a market area and the utilization of those firms by an agency.

Disparity Study

What is the purpose of a disparity study? Why is it necessary?

- ❑ A: The study is necessitated in part by the 1989 U.S. Supreme Court's decision in the case of *City of Richmond v. J.A. Croson*.
- ❑ The court decision imposed legal requirements on jurisdictions to establish a "compelling interest" to support the establishment of a minority and women business program.
- ❑ The results of this study will determine if a compelling interest exists for the establishment of an M/WBE program.

Disparity Study

What information/data does the Disparity Consultant review in making its analysis (e.g. anecdotal, contracts, etc.)?

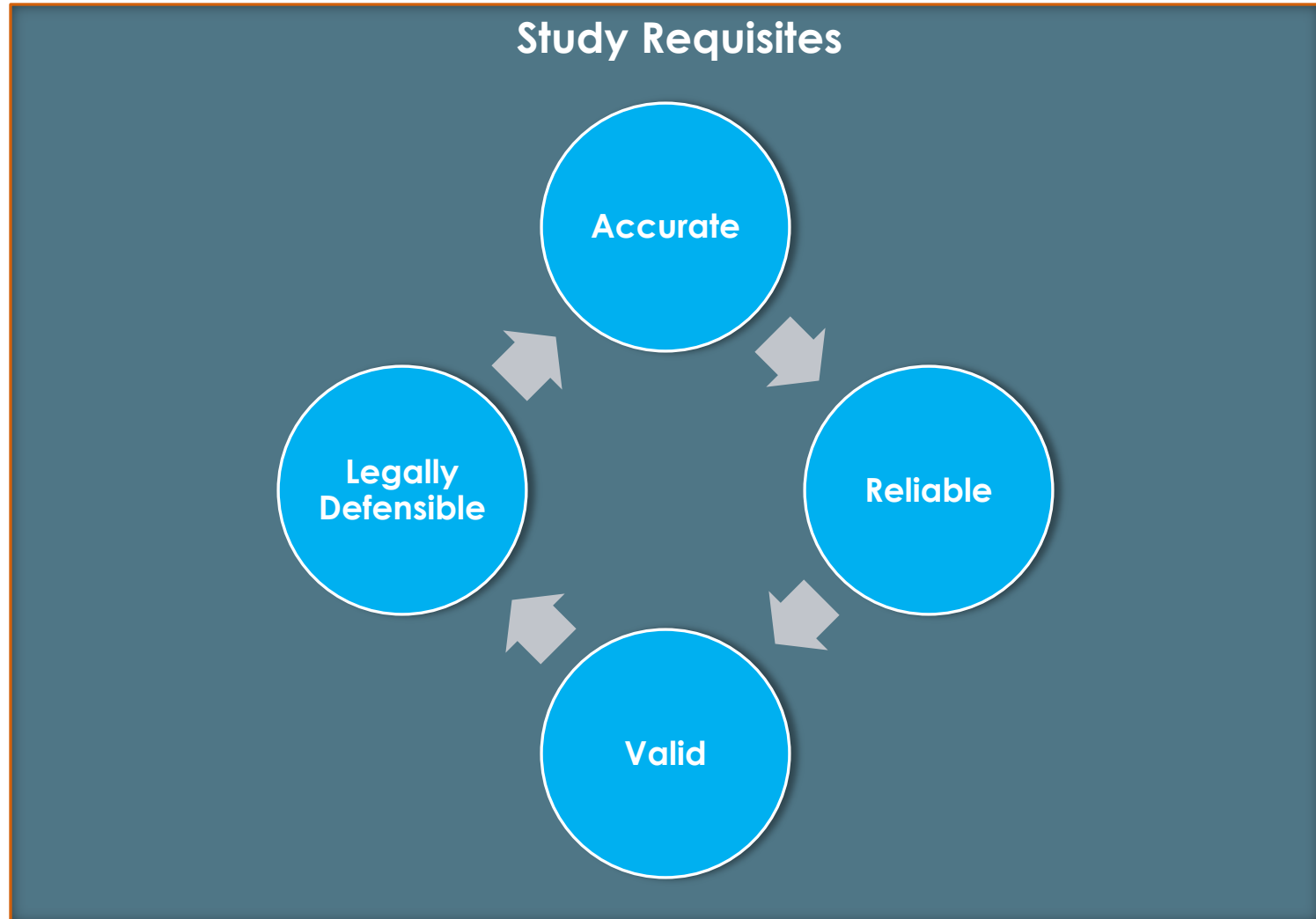
- ☐ A: Data analyzed for the District, where available, includes:
 - ☐ Expenditures of contracts awarded to construction and construction and design-related professional services firms;
 - ☐ Subcontract dollars awarded by prime contractors and lead professional consultants on District contracts;
 - ☐ Anecdotal data retrieved from focus groups, public hearings, surveys, and interviews;
 - ☐ Construction permits;
 - ☐ Current or past policies, procedures, and programs that govern the procurement of contracts.

Disparity Study

What factors are considered in determining whether disparity exists?

- ❑ A: Disparity is calculated in the form of an index. The disparity index is a ratio of the percentage of utilization and the percentage of availability of M/WBE firms.
- ❑ If the disparity index is 100, the utilization of M/WBE is leveled with the availability of M/WBEs in the market area.
- ❑ If the index is less than 80, it indicates that M/WBEs are significantly underutilized by an agency based on availability.
- ❑ Indices between 80 and 100 - which is close to full participation indicates underutilization though not significant.

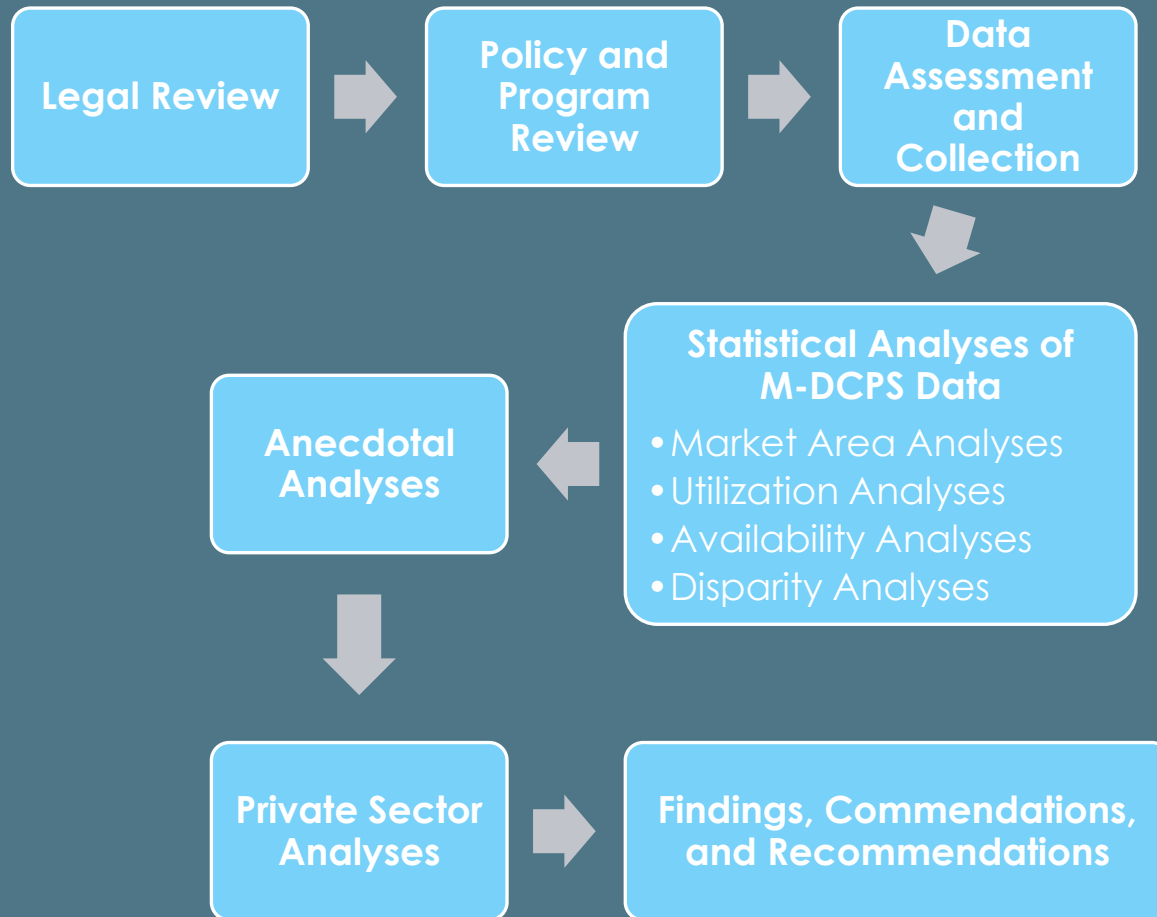
Disparity Study



Source: MGT Study

Disparity Study – M-DCPS

Approach and Methodology



Source: MGT Study



Disparity Study – M-DCPS

☐ Business Categories

- ☐ Capital Construction
- ☐ Design and Construction-related Professional Services

☐ Study Period

- ☐ July 1, 2006 through June 30, 2012

☐ Relevant Market Area

- ☐ Miami-Dade Metropolitan Statistical Area (MSA)
 - ☐ Miami-Broward-Palm Beach Market Area
 - ☐ Miami-Dade County, FL
 - ☐ Broward County, FL
 - ☐ Palm Beach County, FL

☐ M/WBE Classifications

- ☐ MBE Firms – Firms owned by African Americans, Asian Americans, Native Americans, or Hispanic Americans
- ☐ WBE Firms – Firms owned by Nonminority Female

Source: MGT Study



Next Steps

- ☐ Review of Draft Disparity Study by SBE Advisory Committee;
- ☐ Share and review Draft Disparity Study with Community Stakeholders;
- ☐ Review of Draft Disparity Study by Audit Department;
- ☐ Approval and acceptance of the Final Disparity Study by School Board;
- ☐ Review of Final Disparity Study by Economist and Legal Consultant;



Next Steps

- ❑ Continue to apply M/WBE Aspirational Goals on future District projects;
- ❑ Creation of a “narrowly tailored” M/WBE Policy consistent with results of Final Disparity Study;
- ❑ Continue to aggressively implement our SBE Policy through additional Sheltered Markets, Subcontracting Goals, and other Affirmative Procurement Initiatives.



Office of School Board Attorney



Outreach Sub-Committee Report



2014 Committee Meetings



Proposed Committee Meeting Dates

Committee approval is requested of the following meeting dates for next calendar year:

- ☐ February 11, 2014 (Special Meeting to Discuss Disparity Study Results)
- ☐ March 18, 2014
- ☐ June 10, 2014
- ☐ September 9, 2014
- ☐ December 9, 2014



Committee Discussion



GOB - New Business



Next Advisory Committee Meeting:
February 11, 2014
3:00 p.m. to 5:00 p.m.