

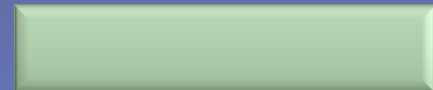


# 21<sup>st</sup> Century Schools Bond Advisory Committee



Dr. Toni Bilbao Preparatory Academy

October 24, 2017





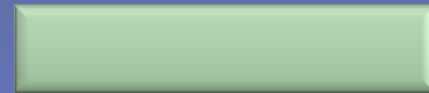
# OFFICE OF SCHOOL FACILITIES UPDATE



## Year 1 (68 Projects, including 1 advanced)

**68**

Substantially completed, including 6-12  
Grade Addition at MAST on Virginia Key  
and Miami Norland Senior High School



# GOB PROJECT UPDATE

4



## Year 2 (79 Projects)

**54**

Under \$1M (SBE/MBE):

- 50 substantially completed
- 4 in construction

**9**

With values between \$1M and \$2M:

- 9 substantially completed

**16**

Over \$2M:

- 6 substantially completed
- 9 in construction
- 1 in planning





## Year 3 (54 Projects)

**17**

Under \$2M:

- 15 substantially completed
- 2 in construction

**37**

Over \$2M:

- 3 substantially completed
- 22 in construction
- 12 in bidding or design





## Year 4 (50 Projects)

**11**

With values between \$1M and \$2M:

- 11 in design/pre-construction

**39**

Over \$2M:

- 7 in design
- Balance require architect and contractor commissioning





## Year 5 (50 Projects) and Accelerated Scope

**12**

Under \$2M, all have been assigned to architects and contractors and currently in scoping or design

**38**

Over \$2M require architect and contractor solicitations

**274**

Smaller accelerated projects (playgrounds, portable removal, roofing, air conditioning)

- 210 completed
- 19 in construction
- Balance in design or bidding



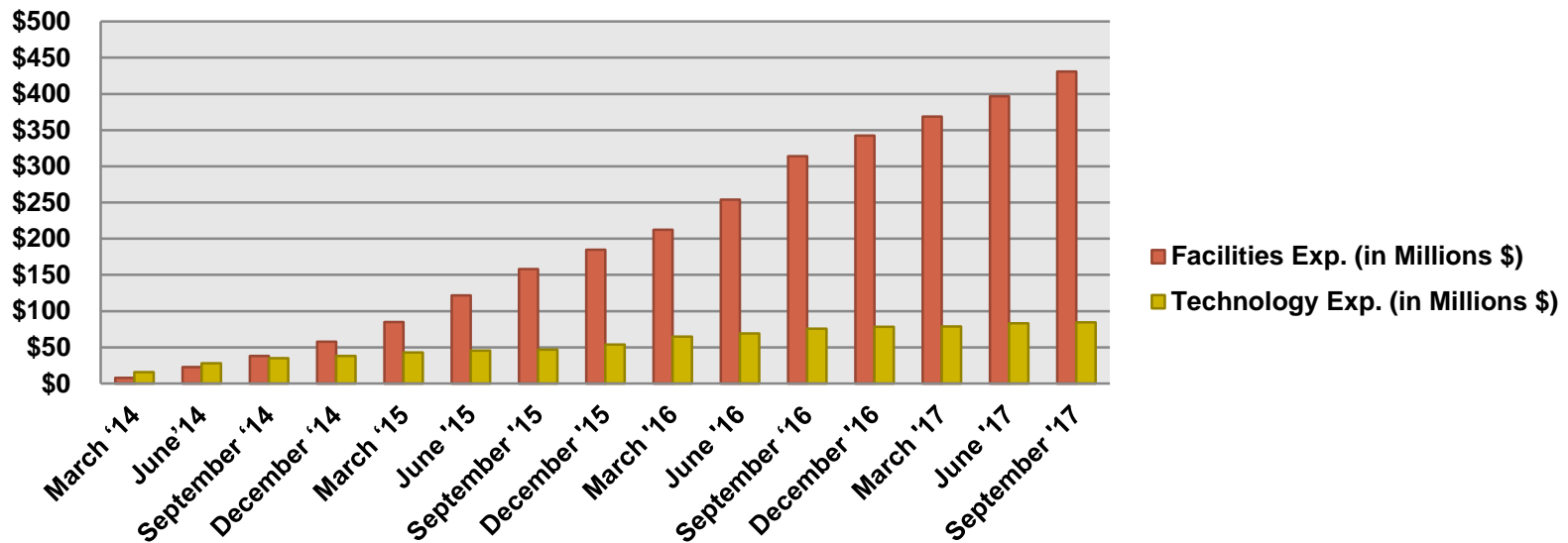
# GOB PROJECT EXPENDITURES

8



Transaction Category	March '14	June '14	Sept. '14	Dec. '14	March '15	June '15	Sept. '15	Dec. '15	March '16	June '16	Sept. '16	Dec. '16	March '17	June '17	Sept. '17
Facilities Exp. (Millions )	\$8	\$23	\$38	\$58	\$85	\$122	\$158	\$185	\$212	\$254	\$295	\$343	\$369	\$397	\$431
Technology Exp. (Millions)	\$16	\$28	\$35	\$38	\$43	\$45	\$47	\$54	\$65	\$69	72	\$78	\$79	\$83	\$85

## Expenditures thru 9/30/17





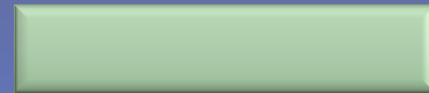
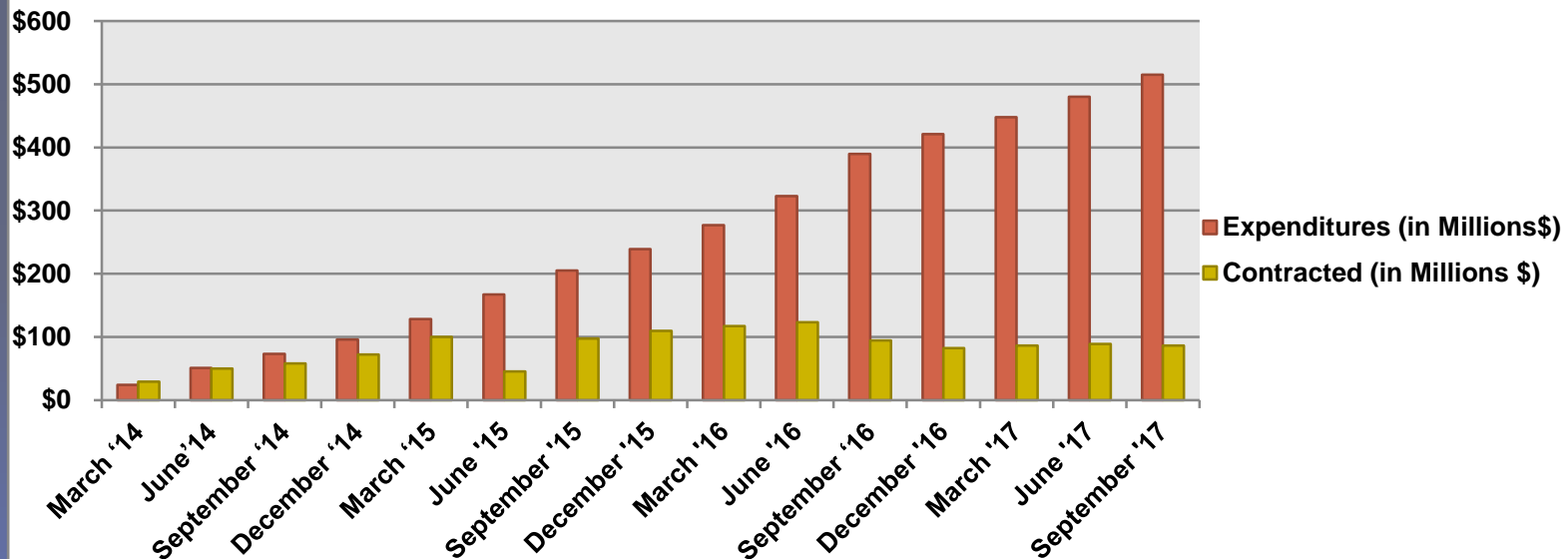
# GOB PROJECT EXPENDITURES & CONTRACTED

9



Transaction Category	March '14	June '14	Sept. '14	Dec. '14	March '15	June '15	Sept. '15	Dec. '15	March '16	Jun '16	Sept. '16	Dec. '16	March '17	June '17	Sept. '17
Expenditures (Millions )	\$8	\$23	\$38	\$58	\$85	\$122	\$158	\$185	\$212	\$254	\$295	\$421	\$448	\$480	\$516
Contracted (Millions)	\$16	\$28	\$35	\$38	\$43	\$45	\$47	\$54	\$65	\$69	72	\$82	\$86	\$89	\$86

## Expenditures and Contracted Amounts thru 9/30/17



# GOB Expenditures by Cost Category (as of 9/30/17)

10



COST CATEGORY GROUP DESCRIPTION	FACILITIES	TECHNOLOGY	TOTAL EXP.
Construction & Preconstruction Services	\$ 259,614,664.59	\$ 5,729,331.29	\$ 265,343,995.88
Furniture Fixtures & Equipment	\$ 3,620,895.65	\$ 75,239,465.04	\$ 78,860,360.69
Direct Purchase of Construction Materials	\$ 61,111,933.37	\$ -	\$ 61,111,933.37
Architectural Engineering Services	\$ 30,436,387.78	\$ 24,182.62	\$ 30,460,570.40
Program Management Services	\$ 21,540,204.65	\$ 219,575.76	\$ 21,759,780.41
Abatement/Overhead	\$ 18,621,511.39	\$ 733,846.00	\$ 19,355,357.39
Maintenance Managed Projects	\$ 16,186,990.03	\$ 1,547,775.48	\$ 17,734,765.51
Building Code Compliance Services	\$ 6,226,764.49	\$ 11,009.00	\$ 6,237,773.49
GOB Financial Services	\$ 4,593,114.93	\$ -	\$ 4,593,114.93
Builders Risk Insurance	\$ 4,503,553.70	\$ -	\$ 4,503,553.70
Environmental Services	\$ 1,260,374.03	\$ -	\$ 1,260,374.03
Software	\$ -	\$ 1,209,712.24	\$ 1,209,712.24
P/A Systems Services	\$ 1,094,727.73	\$ -	\$ 1,094,727.73
Custodial Reimbursement	\$ 762,418.24	\$ 20,576.12	\$ 782,994.36
Printing Services	\$ 685,243.95	\$ 452.02	\$ 685,695.97
Advertising	\$ 201,896.26	\$ -	\$ 201,896.26
Miscellaneous (e.g., Fire Watch, Rekeying, Security Services, Signs)	\$ 156,693.32	\$ -	\$ 156,693.32
Photography Services	\$ 103,643.05	\$ 168.00	\$ 103,811.05
Legal Services	\$ 84,309.94	\$ -	\$ 84,309.94
Reimbursement	\$ 47,807.70	\$ -	\$ 47,807.70
Utility Services	\$ 47,173.90	\$ -	\$ 47,173.90
Estimating Services	\$ 30,758.00	\$ -	\$ 30,758.00
Government Requirement	\$ 909.50	\$ -	\$ 909.50
<b>TOTAL EXPENDITURES</b>	<b>\$ 430,931,976.20</b>	<b>\$84,736,093.57</b>	<b>\$ 515,668,069.77</b>

# GOB Expenditures - Summary (as of 9/30/17)

11

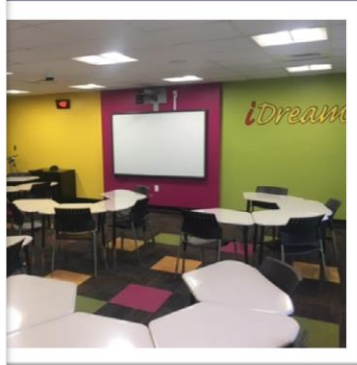


## Summary of Expenditures by Cost Category

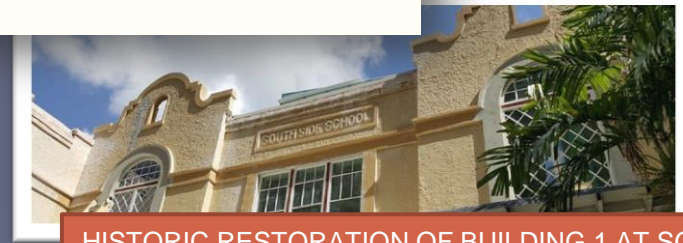
Design and BCC Services	\$ 36,698,343.89	7%
Construction	\$ 424,145,783.18	82%
Project Management	\$ 41,115,137.80	8%
Miscellaneous	\$ 13,708,804.90	3%
Total	\$ 515,668,069.77	100%

# SUCCESSFUL 2017 SCHOOL OPENING

12



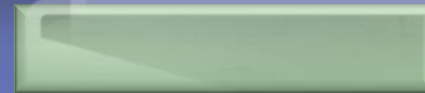
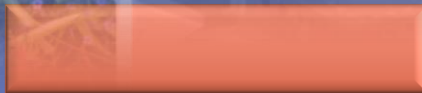
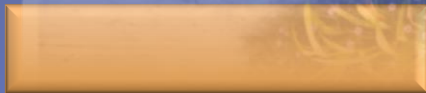
CONTINUED EXPANSION OF DOWNTOWN IPREP (NOW A FULLY OPERATIONAL PK-12 GRADE SCHOOL)



HISTORIC RESTORATION OF BUILDING 1 AT SOUTHSIDE ELEMENTARY



RENOVATIONS AT KINLOCH PARK MIDDLE





# SUCCESSFUL 2017 SCHOOL OPENING

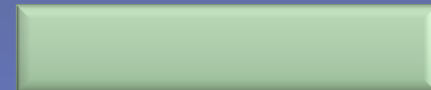
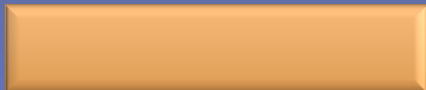
13



RENOVATIONS AT  
ROCKWAY ELEMENTARY



RENOVATIONS AT FILER  
MIDDLE

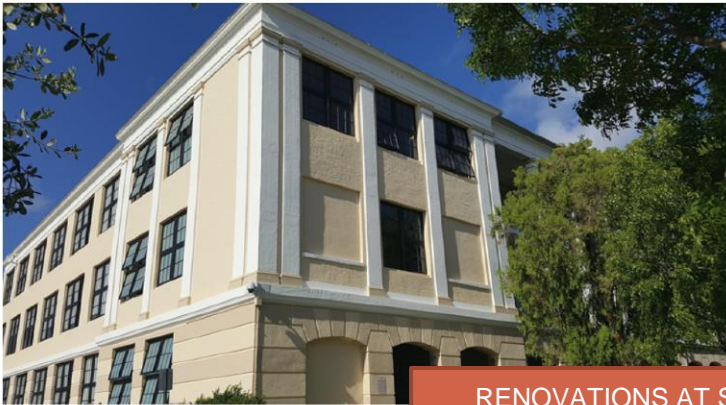


# SUCCESSFUL 2017 SCHOOL OPENING

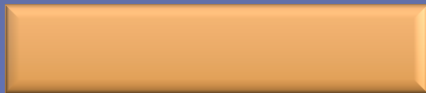
14



ADDITION AND RENOVATIONS AT  
SILVER BLUFF ELEMENTARY



RENOVATIONS AT SHENANDOAH  
MIDDLE



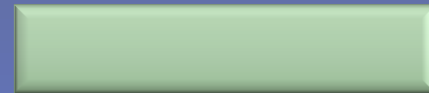


# SUCCESSFUL 2017 SCHOOL OPENING

15



## RENOVATIONS AT CORAL TERRACE ELEMENTARY



# SUCCESSFUL 2017 SCHOOL OPENING

16



BUNCHE PARK ELEMENTARY  
REPLACEMENT



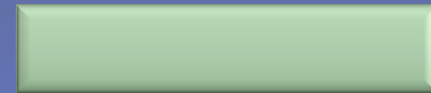


# SUCCESSFUL 2017 SCHOOL OPENING

17



FREDERICK DOUGLASS ELEMENTARY  
REPLACEMENT

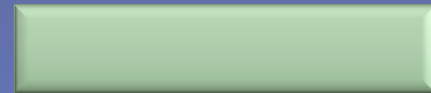
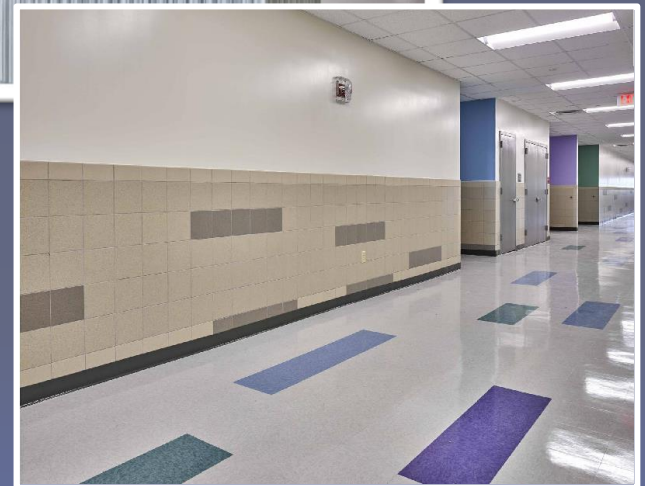


# SUCCESSFUL 2017 SCHOOL OPENING

18



MADIE IVES K-8 CONVERSION AND RENOVATIONS

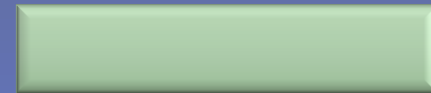
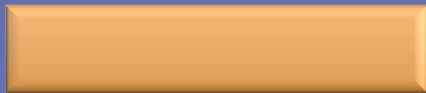


# SUCCESSFUL 2017 SCHOOL OPENING

19



DR. TONI BILBAO PREPARATORY  
ACADEMY





# GOB – Capital Plan Update

# Impact of HB 7069 on Capital Plan

21



- HB 7069 adopted into law by the State Legislature during its 2017 session, includes a provision that mandates local districts to share their 1.5 mill capital outlay funding revenues with charter schools on a per FTE basis
- The District has estimated the potential financial impact of this law on its capital plan at approximately \$250M over the next 5 years



# Impact of HB 7069 on Capital Plan

22



- While the GOB program and associated funding was not impacted, projects with mixed funding (GOB and capital outlay) were impacted
- A District assessment of options identified a one-time, non-recurring GOB funding stream made up of the following:
  - residual balances from closed or reprogrammed GOB projects,
  - unallocated GOB reserves and accrued interest, and
  - GOB premium based on confirmation by bond counsel (see next two slides)

# Outside Bond Counsel Opinion

23



----- Original message -----

From: [GangR@gtlaw.com](mailto:GangR@gtlaw.com)

Date: 8/23/17 3:50 PM (GMT-05:00)

To: "VU, PHONG T" <[pvu@dadeschools.net](mailto:pvu@dadeschools.net)>

Cc: "Steiger, Ron Y." <[RSteiger@dadeschools.net](mailto:RSteiger@dadeschools.net)>

Subject: RE: Exhibit A to Bond Election Resolution\_MDS.PDF

I am confirming that the premium may be spent on any project that bond proceeds may be spent, including anything on the attached project list, and, in addition, under certain circumstances, some projects not on the list. The following language comes from the referendum resolution 12-133 adopted August 15, 2012:

**WHEREAS**, in and by such resolution the Board proposed the issuance of bonds by the School District of Miami-Dade County, Florida (the "District"), in an aggregate amount not exceeding \$1,200,000,000 for the purpose of modernizing, constructing, acquiring, building, enlarging, furnishing or otherwise improving school buildings, including educational technology upgrades or for any other exclusive use of the public schools within the District, including therein, the projects set forth on Exhibit A attached hereto; provided if it be found at the time of construction of a project that the amounts allocated to certain of the projects described in Exhibit A are inadequate for the completion of such projects, the Board may, in its discretion, allocate additional amounts to said projects from other projects listed on Exhibit A; and if it be found at the time of the construction of the projects that less than the amounts allocated to certain of the projects are needed for the completion of such projects, the Board may, in its discretion, allocate the amounts so saved to other projects, or if through unusual conditions or circumstances including changes in population, it is deemed necessary and advisable to change any of the school sites or modify, substitute or replace any of the projects described in Exhibit A, the Board may, in its discretion, make such necessary changes in site or projects on the basis of a survey of school plant needs conducted pursuant to Section 1013.31, Florida Statutes or other applicable provisions of law; and

# Outside Bond Counsel Opinion

24



In the Master Bond Resolution that governs the entire program, Resolution 12-163, adopted December 5, 2012, “Project” is defined as follows:

“**Project**” shall mean the acquisition, building, enlarging, furnishing or otherwise improving of buildings and school grounds within the School District, as more particularly set forth and described in Exhibit A attached hereto, including technology implementation in schools throughout the District, provided if it be found at the time of construction of any project that the amounts allocated to certain of the projects described in Exhibit A are inadequate for the completion of such projects, the Board may, in its discretion, allocate additional amounts to said projects from other projects listed on Exhibit A; and if it be found at the time of the construction of the projects that less than the amounts allocated to certain of the projects are needed for the completion of such projects, the Board may, in its discretion, allocate the amounts so saved to other projects, or if through unusual conditions or circumstances including changes in population, it is deemed necessary and advisable to change any of the school sites or modify, substitute or replace any of the projects described in Exhibit A, the Board may, in its discretion, make such necessary changes in site or projects on the basis of a survey of school plant needs conducted pursuant to Section 1013.31, Florida Statutes or other applicable provisions of law.



# Funding Strategy

25



- As a result of this strategy, funding in the amount of approximately \$85.6M was identified for (re)appropriation
- Projects in design and/or multi-phased were prioritized

Item	Amount	Notes
GOB Issuance Premium	\$ 65,000,000	Ability to use portion of one-time premium confirmed by Board's outside counsel
Undistributed GOB Reserves/Interest	\$ 6,743,709	
Balances from Closed Projects (1)	\$ 5,528,095	
Reprogram Sunny Isles Beach K-8 Addition Allocation in FY 21-22 (2)	\$ 8,334,462	Pending Collaboration with City of Sunny Isles Beach
<b>Total</b>	<b>\$ 85,606,266</b>	

**Item F-21 approved by the Board at the September 6, 2017 and which was part and parcel of the adoption of the Capital Plan provides detail on Notes (1) and (2) above and can be accessed at:**

<http://pdfs.dadeschools.net/Bdarch/2017/Bd090617/agenda/f21.pdf>

# GOB Funding Allocations

26



PROJECT	GOB ALLOCATION	FY
Air Base K-8 Center for International Education	\$1,242,000.00	17/18
Arcola Lakes Elem	\$2,423,598.00	17/18
Bay Harbor Island K-8	\$2,000,000.00	17/18
Benjamin Franklin K-8 Center	\$2,000,000.00	17/18
Coconut Grove Elem	\$2,000,000.00	17/18
Comstock Elem	\$1,000,000.00	17/18
Coral Terrace Elem	\$93,821.00	17/18
Dr. Toni Bilbao Prep Academy	\$9,000,000.00	19/20
Former Doral Mid – Conversion to High School	\$3,000,000.00	19/20
John F. Kennedy Middle	\$1,070,941.00	17/18
K-8 (Phase 1) at SW 167 Ave and 96 St	\$4,796,971.00	17/18
K-8 (Phase 2) at SW 167 Ave and 96 St	\$9,000,000.00	20/21
K-8 @ NW 102 Ave and NW 77 Ter.	\$13,190,801.00	17/18
Kenwood K-8 Center	\$1,000,000.00	17/18
MAST @ FIU	\$6,368,998.00	17/18
Miami Arts Studio @ Zelda Glazer	\$4,500,000.00	17/18
Miami Northwestern Senior	\$1,511,253.00	17/18
Miami Palmetto Senior	\$9,000,000.00	17/18
Norland Mid	\$2,000,000.00	17/18
Norwood Elem	\$1,000,000.00	17/18
Ojus Elem	\$407,883.00	17/18
West Lakes Prep Academy	\$9,000,000.00	19/20
<b>TOTAL</b>	<b>\$85,606,266.00</b>	

# Action Requested

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27



**RECEIVE THE UPDATE ON GOB PROJECT FUNDING STRATEGY AND ALLOCATIONS, AS APPROVED BY THE BOARD AT ITS SEPTEMBER 6, 2017 FINAL BUDGET HEARING**

A decorative graphic consisting of four colored squares arranged in a stepped pattern. There is a large orange square on the left, a medium green square on the right, a smaller red square in the center, and a large yellow rectangle at the bottom. The squares have a slight 3D effect with shadows.

# GOB – Mid-Point Assessment

# Mid-Point Assessment

29



- The District is at approximately midway through the GOB program implementation, in terms of dollars expended
- The Program's success thus far can be attributed in large part to the District's commitment to review practices and processes in place and make adjustments to further improve delivery
- Over the last few months, a number of reviews have been conducted by either the District's Office of Management and Compliance Audits or the Office of the Inspector General (OIG)

# Mid-Point Assessment

30



- Some of the reviews by these two entities were initiated at the request of the Superintendent or as referrals to the OIG by District staff
- Thus far, Internal Audits has conducted or is completing the following assessments:
  - Audit of Construction Program Management Support Services Contract – December 2016
  - Audit of 65 Financially Closed Projects for Validation of Contactor Utilization – October 2017
  - Audit of 10 Financially Closed Projects – On-going

# Mid-Point Assessment

31



- Thus far, the OIG has released the following two assessments:
  - Final Report of Inspection of Selected Contractors' S/MBE Utilization Goals – Presented to Committee at the June 20, 2017 meeting
  - Fronting by M/WBE Electrical Subcontractor, Complete Power Systems – In progress (delivery imminent)
- The District acknowledges the value of these assessments, as reflected in its requests or referrals to these two entities, and is committed to continued refinement and strengthening of processes and practices where needed



## **SCHEDULE A SPECIAL COMMITTEE MEETING TO:**

- 1. Review of the Fourth Annual Report**
- 2. Receive a presentation on the conclusions of the assessments to date, and on implemented or proposed modifications to relevant processes, practices or procedures**



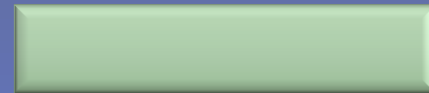
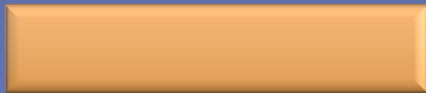
A decorative graphic consisting of four colored squares arranged in a stepped pattern. There is a large orange square on the left, a medium green square on the right, a smaller red square in the center, and a large yellow rectangle at the bottom that serves as a base for the text.

Office of Economic Opportunity



## OEO is responsible for:

- Implementing the S/MBE and M/WBE Business Enterprise Program including:
  - Certification
  - Technical Assistance and
  - Compliance





## TWO-PRONG STRATEGY

### Outreach & Certification

- Establish a robust availability pool of certified firms and the actual utilization of the certified firms.

### Compliance & Technical Assistance

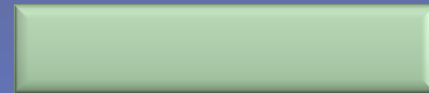
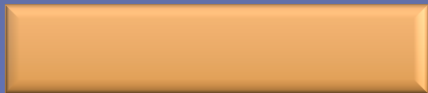
- Track, monitor and assess utilization of certified firms. Determine if progress is being made in the elimination of disparity and identify.
- Develop and implement programs and provide technical assistance.





## Has Progress Been Made?

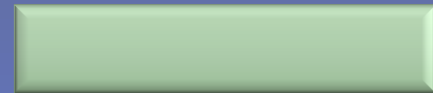
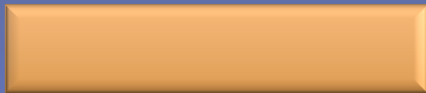
- Of the \$498,771,969 awarded to primes through August 2017, 8.89% has been awarded to African-American primes and 2.81% to non-minority women primes.
- Additionally, of the 34.31% awarded to certified subcontractors:
  - 9.85%, or \$49,151,116, has been awarded to African-American subcontractors;
  - 0.10%, or \$485,344, has been awarded to Asian-American subcontractors;
  - 1.13%, or \$5,611,554, has been awarded to Non-Minority Women subcontractors;
  - 0.01%, or \$51,016.67, has been awarded to Native American subcontractors; and
  - 0.53%, or \$2,630,606, has been awarded to Service Disabled Veterans.





## Has Progress Been Made? (continued)

- The data from Phase I of the Disparity Study period (2006-2012) highlighted that there were no M/WBE's beyond Hispanic firms receiving prime construction awards, but the current data demonstrates the following:
  - A total of 11.72%, or \$58,452,097, has been awarded to African-American, Non-Minority Women and Asian-American M/WBE certified prime firms.
  - A total of 11.62%, or \$57,929,637, has been awarded to subcontractors that are within the subgroups that previously faced disparity.
  - When the prime and subcontractor awards are compiled for African-American firms, awards total 18.74% or \$93,483,452.



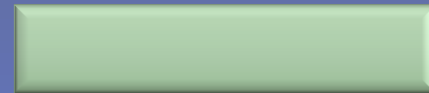


# S/MBE & M/WBE Certification Program Review



## Purpose for Review

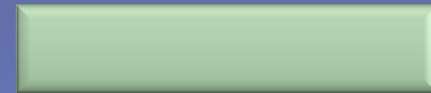
- Determine if the certification application process adhered to policy;
- Assess if certified firms' applications met the eligibility criteria for certification as set forth in Board policy;
- Assess impacts to utilization data;
- Compile a list of firms that will require further follow-up and review by OEO staff, the School Board Attorney, or the Office of the Inspector General; and
- Develop recommendations for improvement to the certification process after assessment is complete.





## Results of Review

- Overall, 224 or 91.43% of the 245 fully reviewed unique certified firms, were determined eligible for certification based on the criteria set forth and the documents available for review.
- The other 21 or 8.57% will be submitted to OEO staff for final assessment. These firms' eligibility has been referred for staff follow-up for different reasons including, but not limited to:
  - proof of citizenship;
  - proof of local place of business;
  - partial tax documentation; and
  - years in business.
- Recommendations – Next Steps





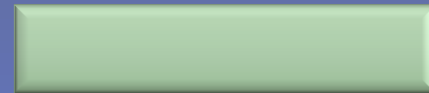


# Compliance Program Overview



## Client-Based Compliance Strategy

- **Shifts in Approach ( Paper vs. Online)**
  - Utilization of Online Diversity Compliance System
  - Training
- **Desktop Monitoring**
- **Site Visits**
- **Technical Assistance**





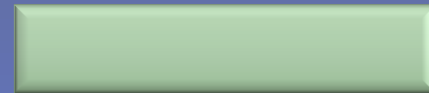
# Online Diversity Compliance System



## Overview

The Contractor Compliance System is a web-based tool that provides:

- Online S/MBE and M/WBE certification application processing and management;
- Online prequalification application processing and management;
- Certified vendor outreach;
- Contract Compliance: post-award tracking and monitoring of contract information (e.g. goals, subs, payments.) that also includes subcontractor payment reporting for primes and subcontractor payment confirmation;
- Workforce Utilization: tracking and monitoring of project-specific utilization including online submission of local worker utilization;
- Payment Analysis: importing non-contract payments to identify direct certified spend in an extremely automated fashion;
- Goal Setting: Leveraging availability data to set contract-specific goals



# Online Diversity Compliance System

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## Always Accessible

The screenshot shows a web browser window with the address bar displaying [miamidadeschools.diversitycompliance.com](http://miamidadeschools.diversitycompliance.com). The page header features the DadeSchools.net logo and the tagline "Giving our students the world". Below the header is a navigation bar with colored tabs (red, orange, green, blue, grey). The main content area displays two images: a group of diverse professionals and a close-up of hands stacked together. Below these images is the text "Contractor Compliance System - Office of Economic Opportunity". At the bottom right, there is a link for "Home / Login". A red-bordered box at the bottom of the page contains the URL <http://miamidadeschools.diversitycompliance.com> and a login form with a "Username:" label and an input field. To the right of the input field is a list of links: "Certified Directory", "Apply for Certification", "Apply for Contractor Prequalification Application", and "Contractor Prequalification Directory".

Contractor Compliance System - Office of Economic Opportunity

Contractor Compliance System

[Home / Login](#)

[Certified Directory](#)

[Apply for Certification](#)

[Apply for Contractor Prequalification Application](#)

[Contractor Prequalification Directory](#)

Username:

<http://miamidadeschools.diversitycompliance.com>



# Subcontractor Payment Reporting



# Automated Contract Compliance Process

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A

## Prime notified by email and/or fax

**REMINDER - MWDBE Monitoring Report**

To (Org Name): D'Amico Steel Services, Inc. Fax Number: 373.776.2602  
To (Contact Person): Michele D'Amico Phone Number: 373.776.2601  
Date: 7/25/2005 4:00:41 AM

Contract: Aviation #00F336C - ISEP FIS Building Superstructure/APH Station & Platform @ Bush IAH  
Prime Contractor: Clark/Mission Contractors  
Contract Number: C33611  
Audit Time Period: May 2005  
Contract Compliance Officer: Janice Rulley  
877-8042  
Reference: N/A

Dear Michele D'Amico:

You were previously notified of a contract compliance audit. You have received this notice because the SUBCONTRACTOR or an active City rejected the prime contractor's payment. To view the audit notice and respond, click on the link below.

Contractor Compliance System - Office of Economic Opportunity

System Access Login:  
Username: [ ] Password: [ ]  
[ ] Remember me  
[ ] Login

- Contract Overview
- Subcontractor
- Subcontractor Compliance
- Subcontractor Compliance Details
- Contractor Compliance
- Contractor Compliance Details
- Contractor Compliance
- Contractor Compliance Details
- Contractor Compliance
- Contractor Compliance Details

B

## Prime logs into secure account

**Dashboard** Displaying records assigned to: your company

Concessions

Type	Last 3 months	Last 6 months	Last 12 months
Concessions	2	0	0
Subcontractor	2	0	0
Contractor	2	0	0

Concessions

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Concessions	2	0	0
Subcontractor	2	0	0
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Concessions

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Concessions	2	0	0
Subcontractor	2	0	0
Contractor	2	0	0

C

## Prime enters payment data for subs

**Diversity Audit: Prime Contractor Response**

Enter your audit data for the subcontractor in the fields below. Click **Review** when finished.

**Subcontractor Information**

Subcontractor: [ ]  
Vendor Number: 20001649  
Contact Person: [ ]

**Previous Payment Information**

Disburse are the percentages for the audit period, and the total to that date.

Total Reported Through September 2004: 100,100.25  
Contract Amount: 100,000.00  
Monthly Amount Reported for September 2004: 100.00

**Audit Information**

Enter the audit amount for the designated time period. You can attach files or add comments, if necessary.

Amount Paid For October 2004 (\$): [ ]

Attach Files: [ ]

Comments: [ ]

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- Contractor Compliance Details

2

## Subcontractor logs into secure account

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Concessions

Type	Last 3 months	Last 6 months	Last 12 months
Concessions	2	0	0
Subcontractor	2	0	0
Contractor	2	0	0

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## Subcontractor confirms or rejects payment data

**Audit Information**

Review the information reported by the prime contractor and either confirm or reject the amount. If you reject the amount, you must enter an actual amount and a clarification in the comments field. You may attach a file, if necessary.

**Note:** Indicate that a final payment has been received for the contract ONLY when the final payment has been received by you. If you indicate that payment before it is actually received, you will not be included on any further audits, and the prime will may not subcontract early because of the status you selected.

Amount Reported by Prime Contractor: 100,000.00  
For October 2004 as Paid to You: 100,000.00

Final Payment? ☐ Yes - the amount reported by the prime contractor as paid to us is correct.  
☐ No - the amount reported by the prime contractor as paid to us is not correct.

Enter the amount you actually received from the prime contractor in October 2004: [ ]

Final Payment? ☐ Yes - our work on this contract continues.  
☐ No - this is our last payment for this contract.  
☐ N/A - we have not begun work on this project or we have not been paid yet for our work.

How much retainage is being withheld? [ ]  
When do you expect to receive it? [ ]

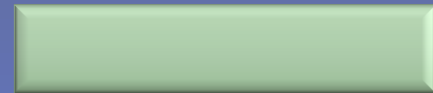
Attach Files: [ ]

Comments: [ ]



## Next Steps

- Focus on expanding vendor responsiveness with contract compliance and workforce utilization modules
- Ensure adequate promotion of existing functionality
- Expand M-DCPS staff training and access to system







## Next 2017 Committee Meeting:

Tuesday, December 12, 2017



A decorative graphic consisting of four colored squares arranged in a stepped pattern. There is an orange square on the left, a light green square on the right, and a red square in the center. These three squares are positioned on top of a larger yellow rectangular base that spans the width of the graphic.

## Tour of Dr. Toni Bilbao Preparatory Academy