

SAN JOAQUIN
DELTA COLLEGE

Bond Program Update

Board of Trustees Workshop

June 26, 2008

Welcome & Introductions

New Bond Management Team as of April 15, 2008

Lee Belarmino, Program Executive

Kathy Roach, Methodology

Raquel Puentes-Griffith, Budget and Accounting

Sabrina Rodriguez, Budget and Accounting

Maria Baker, Project Management

Maria Bernardino, Purchasing and Procurement Plan

Stacy Pinola, Facilities

Greg Greenwood, Communications

Kathy Hart, User Base

Jesse Garza-Roderick, Business Community Outreach

Stacy Swift, Human Resource Transactions

Vince Brown, Contracts

Germie Pasqua, Document Control

Yvonne Sheffield, Administrative Support

Judy O'Rourke, Administrative Support

Board of Trustees



What Makes a Strong Bond
Management Team?

Expectations

Meeting is Not Intended to be

- Public Hearing or Jury Trial
- Time for Public Speeches
- Time for Politics



Intentions

- Establish open line of communication
- Provide a public forum for information sharing
- Define current status of the Bond program
- Allow time for questions to ensure understanding and establish feedback

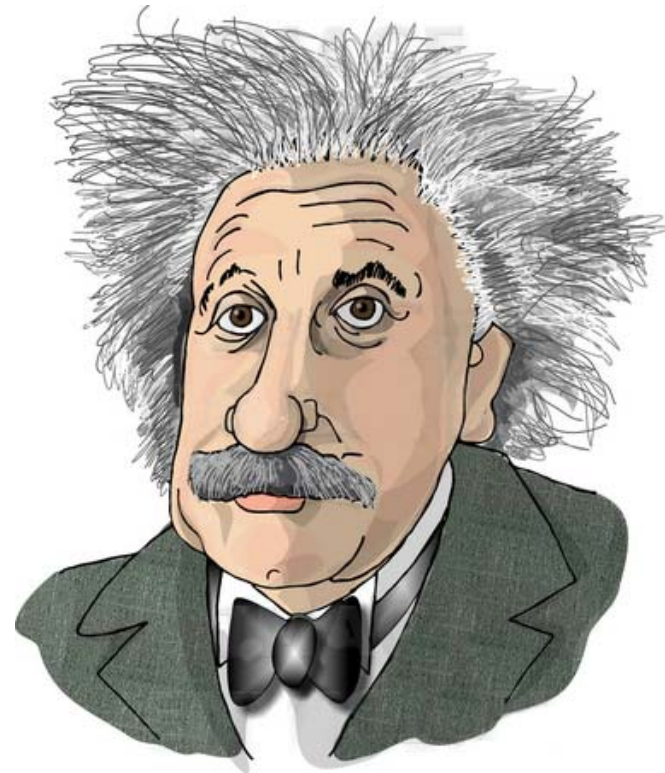
Expectations

- Share a lot of information about where we are and where we need to go (NOT how we got here)
- A sense of direction
- Agreement that the new Bond team will not be tied up trying to replay or dissect the past
- Clear instructions to ensure team accountability

Insanity:

Doing the same thing over and over again and expecting different results

Albert Einstein
1879-1955



How We Must Improve

- Need more knowledgeable and stronger owner presence
- Need to improve application of standardized program and project management methods
- Updated overall integrated master schedule
- Develop internal systems that are compatible with construction process (with controls)

How We Must Improve

Checking Account

ITEM	DATE	✓	TRANSACTION DESCRIPTION	Balance	FWD
				2000	
				-600	
				1400	
			Mortgage	-400	
				1000	
			Car Payment	-400	
				600	
			Utilities	-500	
				100	
			Groceries	-300	
				-200	
			Gas	200	
			Transfer from savings	-0-	

\$SAVINGS\$

More accurate project budgets

How We Must Improve

Need cost estimates that are accurate

- Include funding to pay furniture and equipment
- Include funding to cover “secondary effects”
- Include proper funding for contingencies
- Include funding for construction management and program management
- Always updated for escalation

Ground Rules

- Expect disagreements and friction
- Time limitations
- Discussion is of current status and future decisions
- Don't shoot the messengers

Workshop Agenda & Specific Ground Rules

Ground Rules

- Understand this meeting is not a forensic review of the past, so don't "act as if" it is.
- Understand that this is only one day and each project could require additional time to "dig in"...The team is willing to spend the extra time this evening or another day.
- Be courteous to the presenters and to your colleagues.
- Don't assume. Ask.
- Don't shoot the messengers.
- Have integrity with your word...mean what you say.
- Give your colleagues and the public the best today.
- Only one conversation at a time...[Violate this, and you'll be "shhh'd]
- Take your turn at speaking.
- Discuss, Disagree and Debate -- But don't be disagreeable.
- Use the Power of "Now" (don't be quick to put things off) and "And" (Think "and" rather than "or")

Program Status by Project



BOND PROGRAM UPDATE

Completed Projects and Other Costs

Field Events
Facility



Security Cameras &
Integrated Surveillance
System



Nick Cecchetti
Baseball Stadium

Completed Projects and Other Costs Q3-08

- Completed Projects as of Q3-08
- Other Costs – Non Project Specific
- Projects Currently Being Closed for Q4-08

Recap of Completed Projects and Other Costs

\$9.5M Debt Reduction

7.6M Completed Projects

2.3M Reimbursed Capital & Debt Payments

1.8M Cost of Issuance

\$21.2M Completed Projects and Other Costs

Listing of Projects \$7.6M

- Completed Projects I – Full Project
- Completed Projects II – Components of Larger Projects

BOND PROGRAM UPDATE

Completed Projects

(Subset I – Full Project)

Asbestos Removal Reimbursed	\$31,501	Foothills	\$84,068
Lath House Reimbursed	\$10,982	Culinary Arts	\$14,146
Fire Alarm Ph. II Reimbursed	\$25,728	Holt Renovation	\$173,109
Admin 102	\$18,315	Holt-CMAS Entrance	\$9,297
Asbestos Removal Forum	\$4,800	Identified Studies	\$183,840
Asbestos Removal Holt	\$3,500	Marquee Sign	\$887,110
Campus Police ADA Ramp	\$22,148	OH Building Phase I	\$148,919
Lath House	\$362	Pera Specific Plan PG	\$109,347
Barrier Free Furniture	\$27,487	Shima Reconstruction	\$18,256
Batting Cages	\$100,635	CDC Fibar Replacement	\$23,238
CDC Flooring	\$121,126	Kuali Financial System	\$283,382
Kitchen Upgrade	\$120,421	Outdoor Furniture	\$43,085
Repair Walking Roof Drains 04	\$146,237	Scoreboard System PG	\$225,746
		TOTAL	\$2,836,785

BOND PROGRAM UPDATE

Completed Projects

(Subset II – Components of Larger Projects)

Central Plant Mechanical Study	\$38,144	South County Site	\$246,928
Mountain House Reimbursed	\$1,075	Atherton Auditorium Study	\$81,350
Cunningham Expansion Reimbursed	\$25,000	PERA General PG	\$124,411
Goleman Library Expansion Reimbursed	\$25,000	Stkn Infra – Campus-wide (Site Improvement)	\$1,269,570
Manteca Master Plan & Study	\$185,873	Stkn Infra – Campus-wide (Studies)	\$2,382,393
Lodi Master Planning (Phase I & II)	\$339,175		
		TOTAL	\$4,718,919

Other Costs \$13.6M

Allowed per ballot language and Board Reimbursement
Resolution 04-13

Not Project Specific

- Debt Reduction \$9.5M
- Reimbursement debt payments \$2.3M
- Cost of Issuance \$1.8M

*As of Q3-08 Total Expended on
Completed Projects & Other Costs \$21.2M*

Projects in Close Out Q4-08

- Baseball Stadium
- Soccer Track
- Security Cameras
- ADA Transition Plan



BOND PROGRAM UPDATE



Current Projects

“Too Far Along”

Projects in which we are heavily invested. The cost of turning back or terminating far outweighs finishing.

“Critical”

Legal, Safety, Key Infrastructure support to other projects

“On the Table”

Up for discussion. These projects can be deleted, modified, or moved forward



“Too Far Along”

- Physical Education/Recreation & Athletics
- Stockton Infrastructure – North Road
- Student Services Center
- Goleman Library Renovation
- Mountain House Portables

BOND PROGRAM UPDATE

Physical Education/Recreation & Athletics

- Football/Track/Softball were combined contractually due the similarity of materials to achieve economy of scale and provide for easier coordination
- Currently, due to construction, there are no facilities available for these instructional programs



Football

Estimated Completion Date: August 26, 2008

Board Approved Budget: **\$4,876,282**

Proposed:

\$581,025

\$4,351,302

\$4,932,327

} **Δ = \$56,045**

Softball / Track

Estimated Completion Date: October 31, 2008

Board Approved Budget: **\$3,990,361**

Proposed:

\$494,069

\$3,714,547

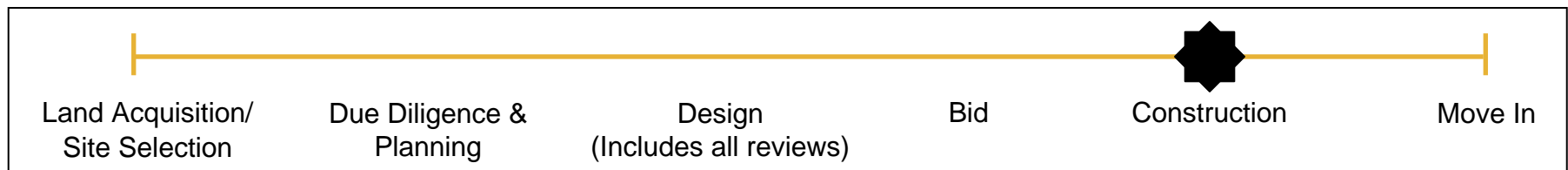
\$4,208,616

} **Δ = \$218,258**

BOND PROGRAM UPDATE

Stockton Infrastructure – North Road

- a. Will provide sanitary sewer, storm drain, domestic and fire water for new facilities
- b. Will modify entrance at Pershing, alleviating some traffic at main entrance; will provide dedicated turn lanes



Estimated Completion Date: August 12, 2008
(road opening)

Estimated Completion Date: September 8, 2008
(landscaping)

Board Approved Budget: **\$2,830,984**

Proposed:

\$519,620

\$1,365,240

\$1,884,860

} **$\Delta = \$946,124$**

BOND PROGRAM UPDATE

Student Services Center

- a. Provides large facility to consolidate student services which are currently decentralized
- b. Deep underground utilities are currently being installed with pad to be poured in July 2008

Items for consideration:

- Expenses already incurred
- Site would need to be restored
- Unfunded items: furniture (\$500k); security access (\$85k);
- Secondary Effect: leased parking (\$20k)



Estimated Completion Date: September 24, 2009

Board Approved Budget: **\$27,543,000**

Proposed: **\$3,743,980** **\$25,720,357** **\$29,464,337**

} **Δ = \$1,921,337**

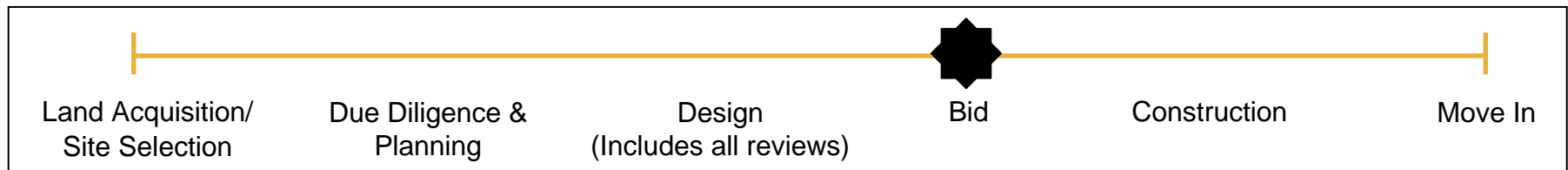
BOND PROGRAM UPDATE

Goleman Library Renovation

- Modernization of existing interior space
- Addresses accessibility issues identified in College's ADA transition Plan
- Provides for technology growth

Items for consideration:

- Secondary effects: \$1,405,903
- State funds of \$10.5 M will be lost if project is not completed
- Currently unfunded items: furniture (\$1 M); swing space and secondary effects (\$1.4 M)



Estimated Completion Date: October 31, 2009

Board Approved Budget: **\$21,163,000**

Proposed: **\$2,151,010** **\$21,838,903** **\$23,989,913**

} **Δ = \$2,826,913**

BOND PROGRAM UPDATE

Mountain House – “Interim Campus”

	Board Approved Budget	Required Budget
a. Off-site infrastructure	\$15,849,957	\$9,858,150
b. On-site infrastructure	\$11,426,840	\$9,896,273
c. Purchase, installation, and commissioning of portable classrooms	\$3,346,309	\$4,890,524
	<u>\$30,623,106</u>	<u>\$24,644,947</u>

Items for consideration:

- Off- and On-site infrastructure are needed to support permanent facilities
- Off-site infrastructure by PCCP through reimbursement agreement per Delta’s schedule
- On-site development bidding June 30, 2008
- Portables already purchased; sitting in storage



Estimated Completion Date: Planned courses Summer of 2009

Board Approved Budget: **\$30,623,106**

Proposed: **\$7,524,056** **\$16,019,592** **\$24,644,947**

} **Δ = \$5,978,159**

BOND PROGRAM UPDATE



“Delta at Mountain House”

Two-pronged issue

1. Delta entered into a public/private partnership with consequences

Barrier to exit the public/private partnership is likely \$30M minimum and a lot of time and energy

2. Delta proposed project: first permanent 85,000 sf facility including site development and central plant. Will address this later today.

“Critical”

- Budd Remediation (Title IX)
- Cunningham Planetarium Building
- Atherton Safety
- Campus-Wide Infrastructure
 - Northeast Infrastructure
 - Central Plant Expansion
 - Energy Management System (EMS)

BOND PROGRAM UPDATE

Budd Remediation (Title IX)

Phase I

- a. Will divide existing space in Women's locker room into two team rooms (home and visitors)
- b. Construct a pony wall and install a door between the locker area and the shower area
- c. Convert Room 116D, currently utilized as a team room, to women's sports storage area

Phase II

- a. Expand existing Men's Training Room 110G to include Women's/Men's Training
- b. Construction of wall within the Men's Locker room approximately 30' in length to widen the existing room
- c. Requested three offices within the Men's Locker Room to accommodate trainers



Estimated Completion Date: Unknown

Board Approved Budget: \$0

Proposed: \$0 \$0 \$869,000

} $\Delta = \$869,000$

BOND PROGRAM UPDATE

Cunningham Planetarium Building – Short Term

- Planetarium could remain standing if Cunningham were demolished
- the building systems are integrated and would require significant utility infrastructure rerouting for the hydronic system
- it is unknown with the revisions to the new IBC 2008 if this would still be valid
- The safety project provides for a single-tier level floor space, refurbished Spitz 512, new seating to accommodate ADA configuration and an accessible restroom within the facility

Items for Considerations

- Existing Planetarium Non-ADA Compliant
- Renovation required to reopen it
- Generate FTES and provides public benefit



Estimated Completion Date: August 26, 2008.

Board Approved Budget: **\$300,000**

Proposed:

\$34,479

\$287,122

\$321,601

} **Δ = \$21,601**

BOND PROGRAM UPDATE

Cunningham Planetarium Building – Long Term

- a. 80 Seat Planetarium, 2 Earth Science labs, 2 offices, box office, lobby, storage space
- b. Not a Bond funded project

Items for Considerations

- Stockton campus growth and need for laboratory space makes this a viable proposal for State funds
- Source of the Delta twenty percent (20%) matching funds has not been determined
- Retaining existing planetarium would require refusal of the State funding for Cunningham



	Estimated	Escalated
Total	\$7,344,195	\$9,274,629
State Portion	\$5,858,229	\$7,287,450
Delta Portion	\$1,485,966	\$1,987,179

BOND PROGRAM UPDATE

Atherton Safety

- a. Addresses issues of safety and accessibility
- b. Divided into five phases
 - Portions could be procured and installed by the College; more cost-effective
 - Portions needed to be bid or required approval by Division of State Architect

Completed

- Platform seating replaced; now compliant and safe
- New accessible hardware purchased and being installed
- New assistive listening devices purchased.

Pending

- Rigging, cables, pit lift interlocks and re-flame proofing of acoustical draperies
- Installation of handrails and aisle lighting for Atherton and Tillie Lewis.



Board Approved Budget: **\$750,000**

Proposed:

\$116,530

\$1,108,910

\$1,225,440

} **Δ = \$475,440**

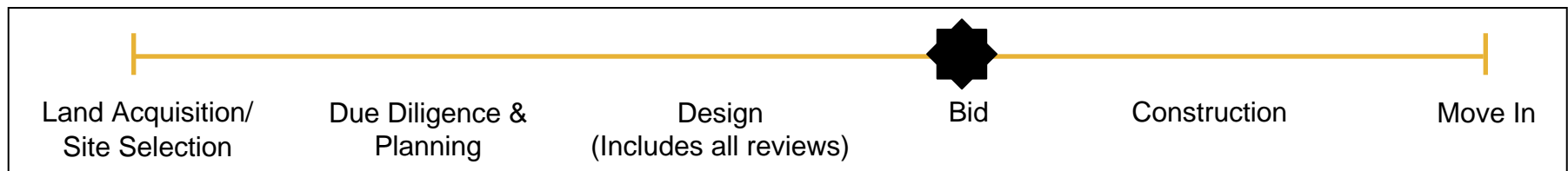
Campus-Wide Infrastructure

- Northeast Infrastructure
- Central Plant Expansion
- Energy Management System (EMS)

BOND PROGRAM UPDATE

Northeast Infrastructure

- a. Upgrade a segment of the existing main utilities loop designed to serve the upcoming new structures
- Hydronic system
 - Fire and domestic water
 - Sanitary sewer
 - Storm system
 - Gas
 - Electrical and fiber loop



Estimated Completion Date: January 15, 2009.

Board Approved Budget: **\$4,234,474**

Proposed:

\$538,027

\$6,439,195

\$6,977,222

} **$\Delta = \$2,742,748$**

BOND PROGRAM UPDATE

Central Plant Expansion

Existing central plant under-capacity to meet the needs of new and renovated facilities

- a. New chillers
- b. A cooling tower and additional thermal energy storage tank (TES)
- c. Improve the heating hot water plant
- d. Upgrade existing energy management system
- e. Modify building to accommodate additional equipment



Estimated Completion Date: Critical path - complete before Student Services Bldg on-line

Board Approved Budget: **\$4,100,000**

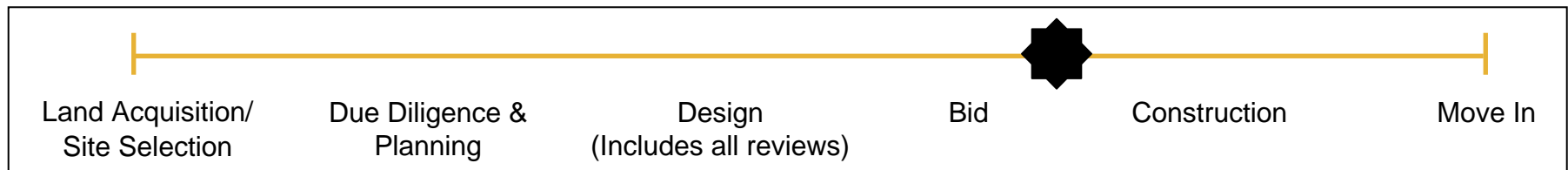
Proposed: **\$208,234** **\$3,841,235** **\$4,049,469**

} $\Delta = \$50,531$

BOND PROGRAM UPDATE

Energy Management System (EMS)

- a. Provide for ease of maintenance
- b. Better efficiency in monitoring
- c. Web-based system that provides for integration of other sites
- d. Central Plant Project will incorporate Johnson Controls Inc. (JCI) Metasys Building Systems as primary system to operate the plant and integrate into the existing Systems Associates Inc. (SAI) campus wide.
- e. Single standard to insure integration and a seamless operation occurs



Estimated Completion Date: Completion relative to individual related projects

Board Approved Budget: **\$1,000,000**

Proposed:

\$0

\$1,000,000

\$1,000,000

} $\Delta = \$0$

BOND PROGRAM UPDATE



“ On the Table ”

- Mountain House
- Cunningham Math & Science Center
- Data Information Technology Center & Infrastructure
- Lodi
- Manteca
- Shima Center – Heavy Equipment Technology Program Expansion
- District Support Services Center

BOND PROGRAM UPDATE

"Delta at Mountain House"

Design and Construction

- First permanent 85,000 sf facility including site development and central plant

Items for consideration

Option 1: Pursue state/local funded project for design in 2013

Option 2: Reduce the scope of the existing and use combination of portables and permanent facility

Be aware that we are about start design of permanent; can cancel contract without penalties



Estimated Completion Date: August 2012

Board Approved Budget: **\$64,096,906**

Proposed: **\$4,636,058** **\$ 89,583,439** **\$ 94,219,497**

} **Δ = \$ 30,122,591**

Cunningham Math & Science Center

- a. State and Bond funded item
- b. New three-story math/science complex to replace existing Cunningham Center
- c. Current state space inventory supports project

Items for Consideration

- District is **required** to demolish the existing Cunningham Center subsequent to completion
- Removal of the Cunningham Center displaces the existing Data Center
- Other instructional areas will also be displaced and will need to be accommodated
- Portable Child Care Center behind Shima will need to be relocated

Cunningham Math & Science Center

Risks/Issues

- Maintaining existing Cunningham prolongs deterioration and wait for needed modernization
- An additional \$22,8 M is needed for the existing local match of \$32 M
- Jeopardizing State funding may have a long-term effect on receiving future State dollars
- FTES growth on Stockton Campus requires adequate facilities
- Bidding market is favorable now; future unknown
- Expenses for programming and design have already occurred
- Delays and/or re-design will escalate the costs; independent cost estimate was performed
- Other projects are inter-related

Cunningham Math & Science Center

Options

- Decline remaining allocation
- Fund the shortfall with bond funding
- Re-design the existing buildings (there will be a cost for this to the District)
- Retain the existing Cunningham Center for other uses (this is only if State funding is returned, \$30 M)
- Do not construct a new facility for science and math

BOND PROGRAM UPDATE

Cunningham Math & Science Center

Activity/Timeline

- Working (Construction) Drawings Funds released – June 17, 2008
- Division of State Architect (DSA) Submittal – January 1, 2009
- DSA Review/Approval – May 31, 2009
- State Approval of Plans/Proceed to Bid – June 12, 2009
- Bid Process – June – August 2009
- Award Approval to Trustees – September 15, 2009
- Notice to Proceed – September 18, 2009
- Construction Duration 24 months
- College Occupies – June 30, 2012



Estimated Completion Date: Completion relative to individual related projects

Board/State Approved Budget: **\$61,666,884**

Proposed: **\$4,218,125** **\$80,245,149** **\$84,463,274**

} **Δ = \$22,796,390**

BOND PROGRAM UPDATE

Data Information Technology Center & Infrastructure

- a. Addresses the secondary effects from Cunningham demolition
- b. 16,581 sf single-story pre-engineered steel building
- c. information technology and services functions in a centralized location
- d. will include redundant systems for emergency power and HVAC
- e. project has been divided into three phases
 - the building shell
 - interior improvements to data center server room
 - site infrastructure

Items for Consideration

- Building shell currently being manufactured
- Removal of the Cunningham Center displaces the existing Data Center
- Design of building allows for modest growth both in equipment and people
- Campus data loop will be completed

BOND PROGRAM UPDATE

Data Information Technology Center & Infrastructure

Issues/Risks

- Expenses/Commitments
 - Design costs
 - Shell building currently under manufacture
 - Infrastructure that is in process of being built
- Potential for future growth may go unmet
 - New and renovated facilities
 - Off-site centers
 - New technology

BOND PROGRAM UPDATE

Data Information Technology Center & Infrastructure

Options

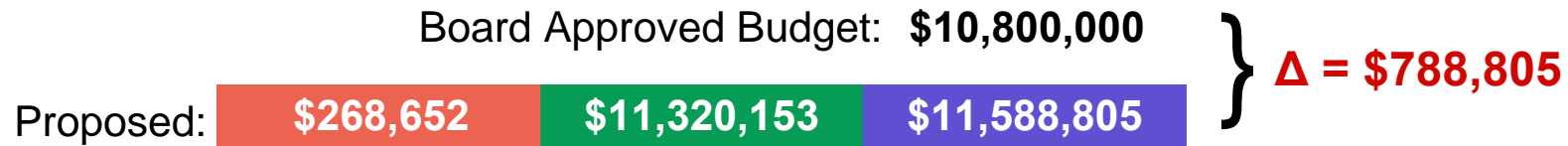
- Continue with the project
- Decreasing the size of the building may not be an option, given it is now being manufactured
- Should the existing Cunningham be retained, do not relocate the Data Center and utilize the shell building for another purpose such as a Warehouse etc
- Should the existing Cunningham be retained, proceed with Data Center and utilize vacated Data Center space for other departments

BOND PROGRAM UPDATE

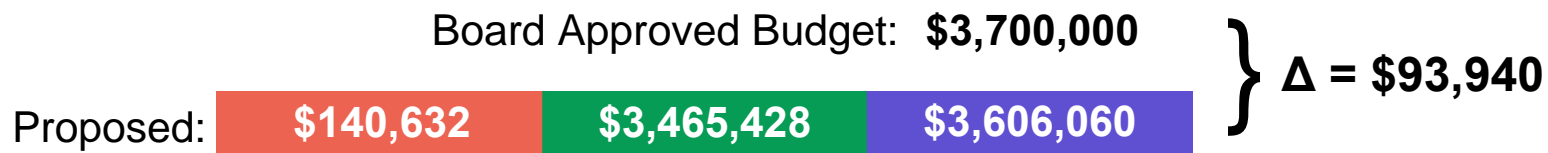
Data Information Technology Center & Infrastructure

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Building Allocation



Infrastructure Allocation



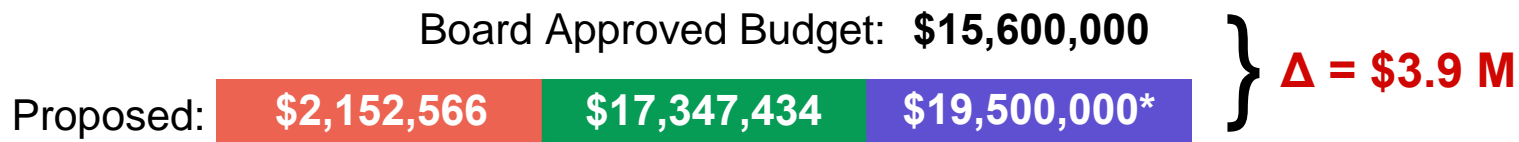
BOND PROGRAM UPDATE

Lodi

Lodi Campus Development Plan

Scope – a) acquire acreage--initially 120 acres, now 40 acres of the “highlands”...in the Lodi vicinity; b) do the required environmental planning, land use planning, master plans, entitlements through annexation (fees), and c) pay for Delta’s fair share of design & construction of OFF-site infrastructure.

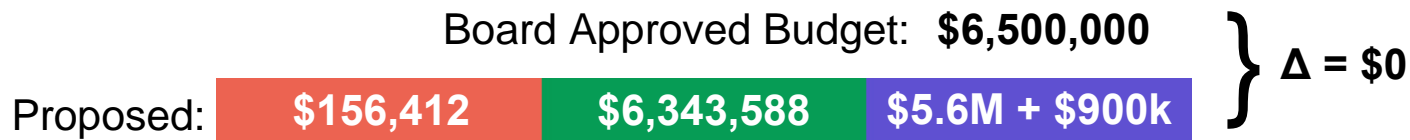
The cost estimate for offsite infrastructure reflects reasonable “build out” and not the full widening of Hwy 12 to 4 lanes.



* # does not include escalation

Lodi Center

Scope – Provided for Delta’s fair share of design & construction of ON-site infrastructure and placement of portables (relocated from Mt House when permanent building is available), and bringing them “online”.



Lodi

Positives

1. Site allows for future expansion of the campus.
2. Site provides the opportunity for viticulture education.
3. Relationship with CADI (Development Partner) allows for cost sharing.
4. Good access to the College from Hwy. 99 and Hwy. 12.
5. Unique opportunity with “lowlands” as an adjacent land use (visual, aesthetics, acoustics, educational w/ agriculture and environmental restoration).
6. CADI has agreed to purchase the lowlands. Delta must remove themselves from obligations associated with the “lowlands” (Riverwalk Plan).

BOND PROGRAM UPDATE

Lodi

Negatives

1. Land development poses risks. Lodi project is currently agricultural land in the County requiring all entitlements, environmental review, agricultural lands mitigation and annexation.
2. The accompanying land use (residential portion) of the project has fallen under scrutiny by the public.
3. Land Use Master Plans (3) and the Administrative Draft of Environmental Impact Report (EIR) must be retooled to define desired project
4. Potential EIR challenges are possible. Litigation.
5. LAFCO annexation is not guaranteed & there is potential for losing the money spent to date if the project is not approved by LAFCO.
6. Development Partner will not be building the residential homes but selling the property to home-builders. Thus Delta may be forced into the scenario of having to develop the project with more than one home-builder.
7. Joint Development Agreement (JDA) has not been executed. This critical agreement spells out the terms of cost sharing, schedule for construction of infrastructure and financial backing to fund infrastructures.

BOND PROGRAM UPDATE

Lodi

Points of Acknowledgement

1. Schedule projects campus portables online by Summer 2013.
2. Board of Trustees would be certifying the EIR.
3. EIR challenges or Annexation issues with LAFCO will result in additional time and cost to resolve.
4. On July 15th the third land purchase option + time extension payment is due...\$150,000.
5. Additional option extensions are probable if the land acquisition is delayed past June 2009.

BOND PROGRAM UPDATE

Lodi

Alternative Approaches for Delivering a Lodi Campus

Exit the current Development Plan and either:

1. Purchase and improve an existing building in the City of Lodi.

OR

2. Purchase 40 acres in the City of Lodi (w/ services) and construct on-site improvements.

Manteca Center

Intent

Develop a Manteca Center focused around Heavy Equip Technology and Diesel programs and similar programs and provide general education support. Frees up existing space on campus for other programs

FAST FORWARD

Scope as of Spring 2007

- Develop a Master Plan and EIR and proceed through CEQA process
- Annex property to the City of Manteca
- Fence the farm and install new signage at the entrance
- Future construction facilities would be a modest allocation for General Education classes and the capacity for offering the Heavy Equipment Technology (CAT) and Diesel Engine programs
- Note: Any future construction would also need to include sewer and water capacity entitlements, which are not included in the scope of this project.
- Limited progress to date

BOND PROGRAM UPDATE

Manteca Center



Board Approved Budget: **\$10,000,000**

Proposed:

\$200,664

\$2,941,336

\$3,142,000

} $\Delta = \$6,858,000$

Alternate Option: Only fence property and add signage

Board Approved Budget: **\$10,000,000**

Proposed:

\$200,664

\$899,336

\$1,100,000

} $\Delta = \$8,900,000$

BOND PROGRAM UPDATE

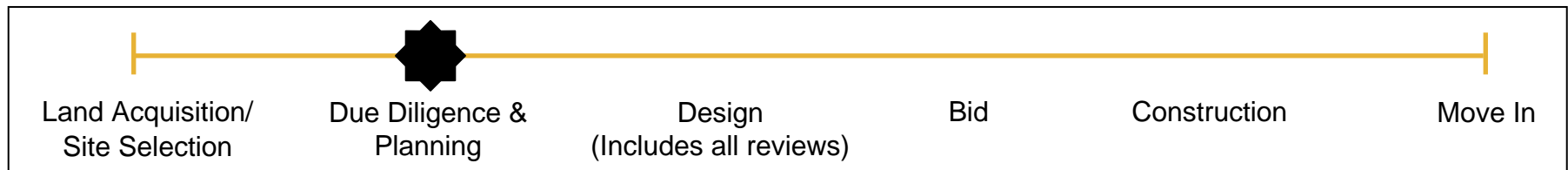
Shima Center – Heavy Equipment Technology (CAT) Program Expansion

Scope

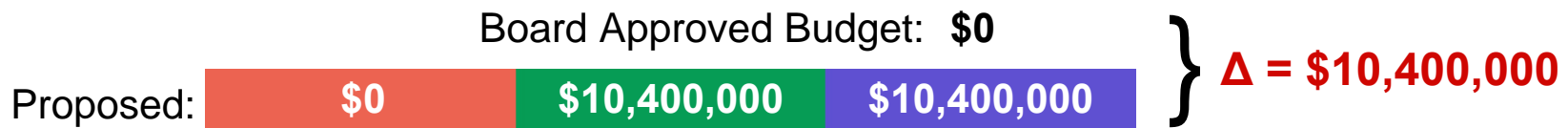
- 2008 reassessment of Manteca project
- Identified an on-campus option that would address many factors that drove relocation of the Heavy Equipment Technology (CAT) and Diesel Engine Maintenance programs

Shima Expansion

- Expand the space available for the heavy equipment technology program (CAT) at the Stockton Campus
- Provide new space for diesel engine program in Shima
- Consolidation would add teaching lab stations for automotive program, tooling, expand yard space, meet needs of the heavy equipment technology (CAT) and add 11,000 sf



Estimated Completion Date: Completion relative to individual related projects



BOND PROGRAM UPDATE

District Support Services Center

- a. Address safety issues in Danner corridor to alleviate combined truck traffic and pedestrian hazard
- b. Original project scope was new warehouse to house purchasing, receiving, facility shops, and information services
- c. In 2005 the project grew and included finance and campus police; but funding did not change accordingly
- d. December '06 funding increased to \$18.5M
- e. Police and finance building portion was submitted and approved by DSA
- f. The purchasing/receiving facility schematic design was completed

Budget Migration

Original \$10 M

12/06 \$18.5 M

5/07 \$10 M

Issues/Risks

- \$1.2M expended
- Campus police has inadequate space
- Danner service corridor is a safety issue due to truck traffic
- Maintenance staff have unsafe working environment due poor ventilation
- Purchasing and Facilities are the only departments located in basement; air quality concerns have been expressed
- Employees are required to enter though active warehouse contrary to ADA requirements

District Support Services Center

Options

- Use on-site portables purchased for Merced for campus police at a cost of 750k
- Complete the design of original project for a warehouse for facilities, purchasing, and receiving (which is currently at schematic design)
- Continue with Pershing lease facility for finance
- Continue with existing locations for purchasing and maintenance



Estimated Completion Date: Completion relative to individual related projects

Board Approved Budget: **\$10,000,000**

Proposed:

\$1,255,354

\$750,000 - ?

\$2,005,354 - ?

} **$\Delta = \$7,994,646 - ?$**

What the Bond Team Needs Now

- Allow focus on efficient and effective projects not on replaying past or pointing fingers
- Allow us to be honest and forthright
- Keep us from internal and external politics
- Patience
- Support from Board and administration
- Direction regarding which items you would like to see on Board Agenda