

MEASURE E UPDATE

SUPPLEMENTAL INFORMATION

BOARD PRESENTATION
March 28th, 2022



QUATTROCCHI KWOK
ARCHITECTS



Topics:

- Measure E Synopsis
- Completed Construction Projects
- Construction Status
- Architectural Update
- Future Projects
- Project Budgets & Expenditure Plan
- Recommended Action

MEASURE E SYNOPSIS

	<u>Budget</u>	
Current Program Budget	\$305,056,000	100.0%
• 11 Completed construction projects (on budget)	111,645,000	36.6
• 4 projects under construction (on budget)	94,580,000	31.0
• Program expenses (on budget)	4,200,000	1.4
• Potential 20 more future classrooms if needed	29,760,000	9.8
• Projects in planning and design	50,928,000	16.7
• Current program level contingency remaining	<u>13,943,000</u>	<u>4.6</u>
Total	\$305,056,000	100.0

- \$206,225,000 (67.6%) of the Measure E construction is bid out
- \$94,631,000 remains for projects (inclusive of program contingency)



MEASURE E SYNOPSIS

Of the **\$305,056,000** projected for Measure E at the last Board update:
\$210,425,000 has been committed, at or below budget, to accepted bids.
\$ 94,631,000 (including program contingency) is uncommitted.

For improvements yet to be made, the District's core Measure E goals still apply:

- Attain/maintain comparable facilities among high schools.
- Modernize existing classrooms to be on par with new classrooms (most importantly, versatile space; but necessarily also finishes, building systems, technology, acoustics, lighting, windows).
- Take-advantage of opportunities that ongoing construction temporarily affords to realize cost-effective gains in the number and versatility of full-size classrooms, almost certain to be needed as result of the residential building boom in MVLA.



MEASURE E SYNOPSIS

A Window of Opportunity is Currently Open for Two More Classrooms

Projects underway at LAHS present an opportunity to construct a ~2400 SF building with two full size multi-use classrooms and an office in the heart of campus at a much lower cost than what will be possible if the opportunity is missed, as subsequent slides make evident.

The classrooms are separated by a folding wall that opens to create an exceptionally versatile room with a rectangular floor of 1920 SF, ~ 31' x 62'.

The currently projected cost of building these classrooms now is \$4.0M, of which \$220,000 is already in the budget for work on the existing structures at the classrooms' site and provides eligibility for future state funding.

Staff strongly recommends Board approval of these improvements.



MEASURE E SYNOPSIS

CONSTRUCTION ECONOMICS

ENR's 20-city average cost indexes, wages and material prices. Historical data for ENR's 20 cities can be found at [ENR.com/economics](https://www.enr.com/economics)

Construction Cost Index

+8.4%

ANNUAL INFLATION RATE

FEB. 2022

1913=100	INDEX VALUE	MONTH	YEAR
CONSTRUCTION COST	12683.97	+1.0%	+8.4%
COMMON LABOR	24511.71	+0.6%	+1.5%
WAGE \$/HR.	47.10	+0.6%	+1.5%

Building Cost Index

+14.9%

ANNUAL INFLATION RATE

FEB. 2022

1913=100	INDEX VALUE	MONTH	YEAR
BUILDING COST	7457.68	+1.3%	+14.9%
SKILLED LABOR	11112.05	+0.5%	+2.9%
WAGE \$/HR.	61.37	+0.5%	+2.9%

Materials Cost Index

+2.2%

MONTHLY INFLATION RATE

FEB. 2022

1913=100	INDEX VALUE	MONTH	YEAR
MATERIALS COST	5185.50	+2.2%	+35.2%
CEMENT \$/TON	153.72	+1.5%	+3.6%
STEEL \$/CWT	81.29	+2.3%	+43.1%
LUMBER \$/MBF	972.4	+2.4%	+28.0%

The Construction Cost Index's annual escalation rose 8.4%, while the monthly component rose 1%.

The Building Cost Index was up 14.9% on an annual basis, while the monthly component increased 1.3%.

The MCI rose 2.2% since last month, while the annual escalation rate increased 35.2%.



MEASURE E SYNOPSIS

Escalation Comparison Between National Average and San Francisco

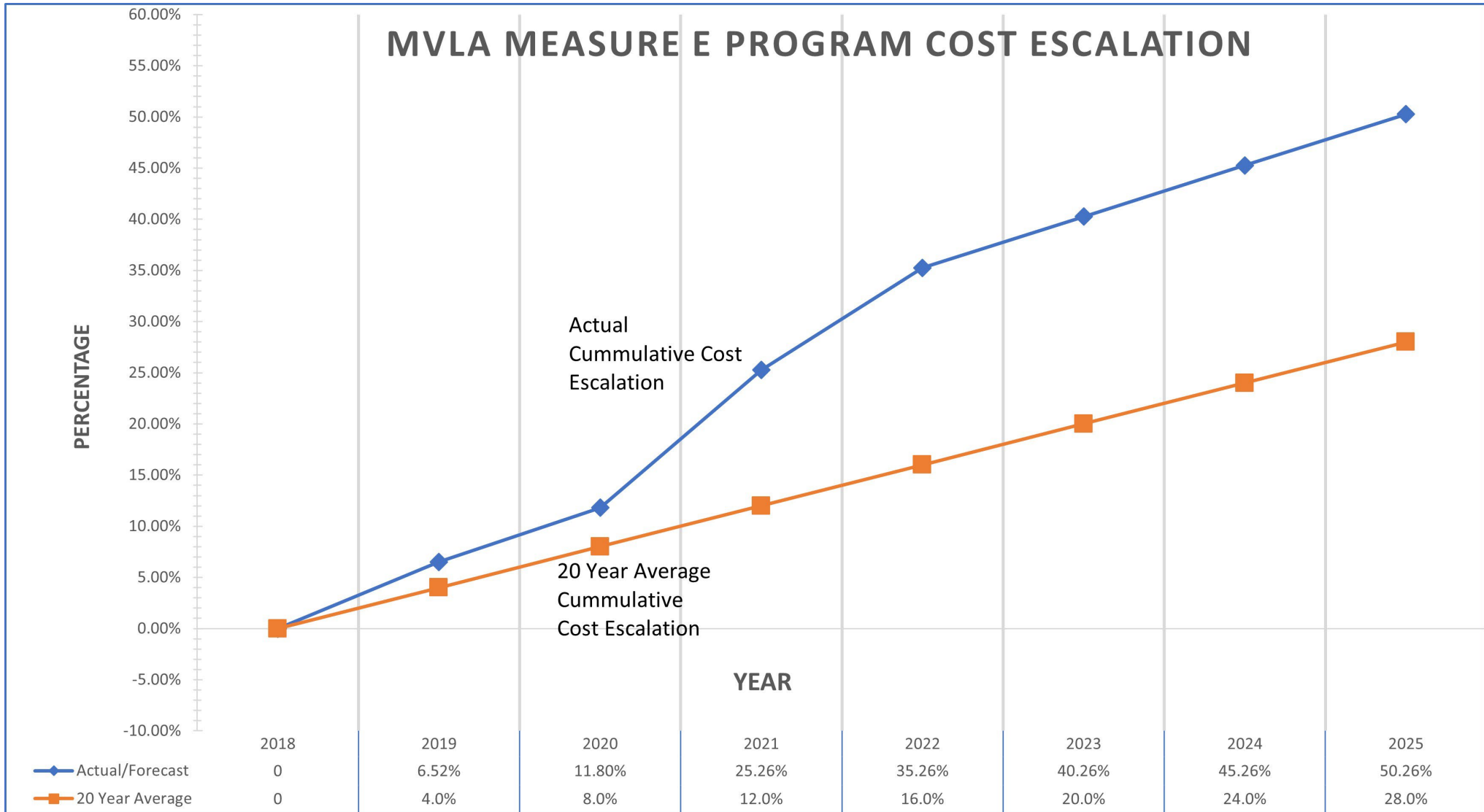
ENR's Cost Indexes by City

1913=100
1967=100
R=REVISED

	CONSTRUCTION COST		BUILDING COST		COMMON LABOR		SKILLED LABOR		MATERIALS	
	FEB '22: 1913	% CHG. YEAR	FEB '22: 1913	% CHG. YEAR	FEB '22: 1967	% CHG. YEAR	FEB '22: 1967	% CHG. YEAR	FEB '22: 1967	% CHG. YEAR
ST. LOUIS	13365.39	+5.9	7369.00	+12.0	1099.35	+0.3	1046.28	+1.6	1130.32	+28.9
SAN FRANCISCO	14395.70	+9.8	9102.28	+16.5	1046.50	0.0	1091.49	0.0	1424.09	+43.8
SEATTLE	14425.33	+12.5	7648.51	+13.3	1285.63	+6.2	1241.59	+3.8	1251.63	+41.0

Annual Escalation In:	Building Cost	Materials Cost
National	14.9 %	35.2%
San Francisco	16.5 %	43.8%

MEASURE E SYNOPSIS



MEASURE E SYNOPSIS

Challenges to our budgets for future Measure E improvements:

- At Measure E approval, \$295M was the expected cost (with contingencies) projected using then current standard-of-care forecasts of construction industry cost escalation. Exceptional, pandemic-induced construction industry inflation has driven the actual cost unforeseeably higher, eroding the purchasing power of funding for future improvements by \$8-10M.
- District incurred \$3M in costs for extra mitigation measures subsequently required by DTSC* and BAAQMD* to preserve eligibility for \$20M reimbursement from future state funding.
- DSA IR** A-22: full upgrade to **current** seismic code is required for any significant*** modification to a building: \$5-8M is the extra cost now forecasted to modernize MVLA's existing interior space.

* DTSC: Department of Toxic Substances Control. BAAQMD: Bay Area Air Quality Management District.

** DSA IR: Department of the State Architect – Interpretation of Regulations

*** "Significant modification" as defined by DSA is any modification: costing more than 50% of full replacement cost (currently ~\$500/SF).



The Overall Challenge:

Total Funds Remaining in Budget from Last Update	\$ 94,631,000*
<u>Currently Projected Costs of Projects Yet to be Done</u>	<u>\$108,790,000**</u>
Amount for which Budget Needs to Account	\$ 14,159,000

- * The remaining funds include \$13.94M for contingencies.
- ** The projected costs include \$7.2M contingencies in case bids come in at the high end of the currently projected ranges.

MEASURE E SYNOPSIS

Means available to meet the challenge:

Use more of developer fees	\$3,780,000
Use more of deferred maintenance funds	2,111,000
Additional interest earnings from rising rates	326,000
<u>Use more of general fund</u>	<u>36,000</u>
Total	\$6,253,000

Amount for which Budget Needs to Account **\$14,159,000**

Shortfall if \$7.2M in bid contingency is needed **\$ 7,906,000**

Net result of challenges: \$7.9M project budget shortfall

List to cover shortfall:

Note: recoup possible savings from \$7.2M budgeted program contingency, pending bid results.

1. Move \$3M for 2 added classrooms from the 4th to the 3rd bond sale (4th bond sale is for 20 additional classrooms).
 - a. \$29.76M budgeted for 20 added classrooms. LAHS 500 Wing Pavilion adds 2 new classrooms: 2/20 classrooms would mean selling \$3M (10%) of bonds.
2. Expected to receive \$20M in state funds, date TBD. Defer lower priority projects until receipt of state funds.
 - a. E.g., Library Modernizations - \$4M
3. Reduce scope of planned projects.
 - a. E.g., Replace windows only in buildings with enlarged classrooms. Potential savings - \$3.5M

COMPLETED CONSTRUCTION PROJECTS

Mountain View High School

- New Classroom Buildings
- New Stadium Lighting and PA System (Non-Bond)
- Athletic Field Improvements
- 200-300 Wing Seismic Reinforcement and Restroom Renovation
- 100 Science Wing HVAC & Roof Replacement
- Campus-wide IP Clock/Speaker Replacement

Los Altos High School

- New Classroom Buildings & Auxiliary Gym
- New Stadium Lighting and PA System (Non-Bond)
- Athletic Field Improvements
- 700 Wing Stair Replacement
- Campus-wide IP Clock/Speaker Replacement

MVHS NEW CLASSROOM BUILDINGS



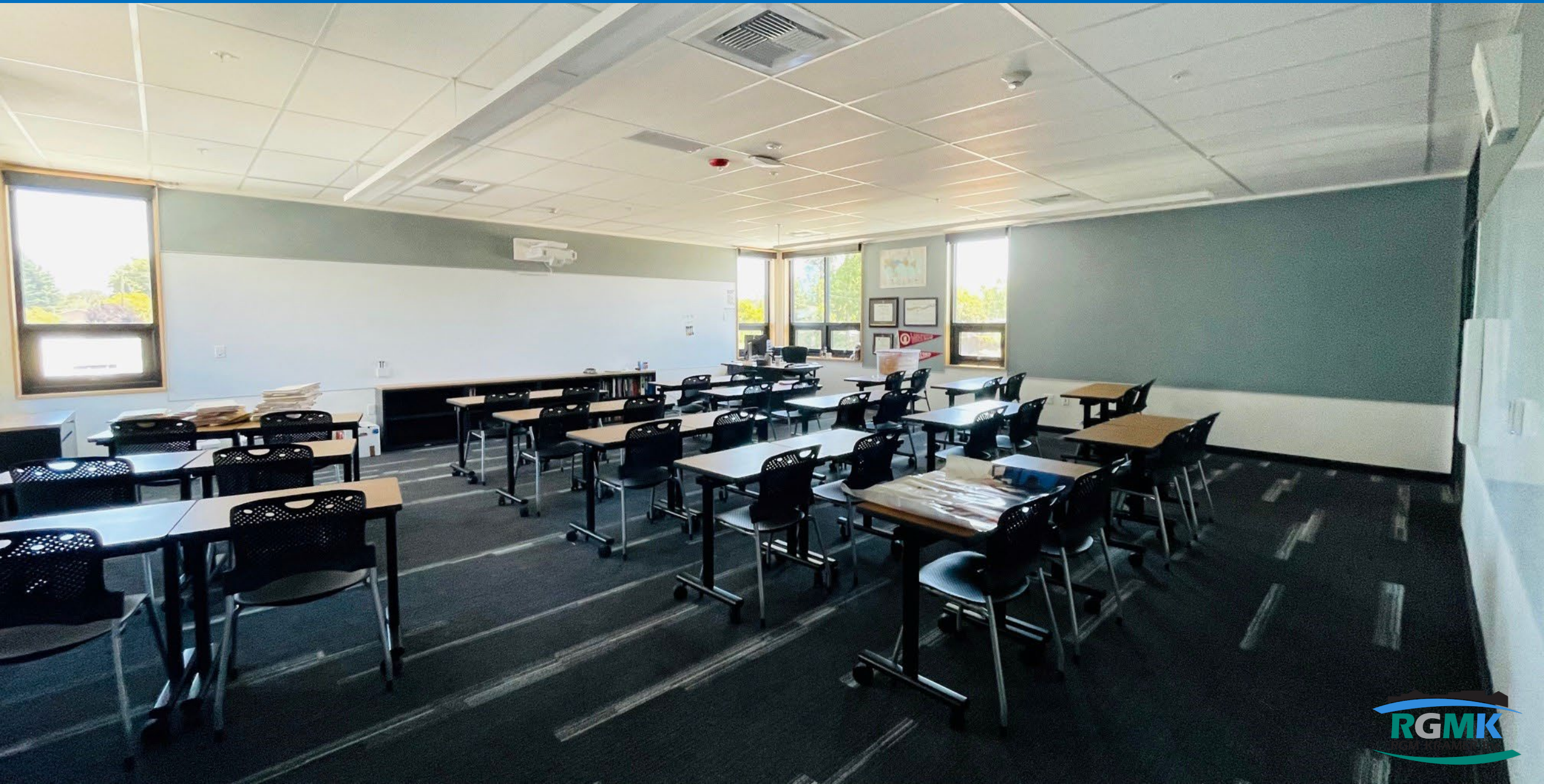
MVHS NEW CLASSROOM BUILDINGS



MVHS NEW CLASSROOM BUILDINGS



MVHS NEW CLASSROOM BUILDINGS



MVHS STADIUM LIGHTING & PA SYSTEM (NON-BOND)



MVHS ATHLETIC FIELD



MVHS 100 SCIENCE WING HVAC & ROOF REPLACEMENT



MVHS 200-300 WING SEISMIC REINF. AND RESTROOM RENO.



LAHS NEW CLASSROOM BUILDINGS



LAHS NEW CLASSROOM BUILDINGS



LAHS NEW CLASSROOM BUILDINGS



LAHS NEW CR, GYM, AND ENGINEERING WINGS



LAHS NEW CLASSROOM BUILDINGS – CULINARY ARTS



LAHS NEW AUXILIARY GYMNASIUM BUILDING



LAHS NEW CLASSROOM BLDGS PV SYSTEM



LAHS STADIUM LIGHTING & PA SYSTEM (NON-BOND)



LAHS ATHLETIC FIELDS



LAHS 700 WING STAIR REPLACEMENTS



MVHS STUDENT SERVICES PROJECT

- Construction Status
 - Site Underground Utilities - 85% Complete – Remainder will be completed before site work
 - Structural Steel – 50% fabricated, with 10% installed. Currently in process
 - Mechanical, Electrical, Plumbing (MEP) – 30% Complete on Underground MEP installation, work in process
- Completion expected Spring 2023

MVHS STUDENT SERVICES BUILDING



MVHS AUXILIARY GYMNASIUM PROJECT

- Construction Status
 - Site Underground Utilities - 75% Complete – Remainder will be completed before site work
 - Structural Steel - 95% Complete
 - Steel Framing - 75% Complete: Exterior and interior wall framing in process
 - Mechanical, Electrical, Plumbing (MEP) – 60% complete: Underground and building electrical rough-in and plumbing rough-in in process, along with mechanical ducting and fire sprinkler line
- Completion expected Fall 2022

MVHS AUXILIARY GYMNASIUM



FREESTYLE ACADEMY PROJECT

- Construction Status
 - Site Underground Utilities - 85% Complete
 - Structural Steel - 90% Complete
 - Steel Framing – 5% Complete
 - Mechanical, Electrical, Plumbing (MEP) – 15% complete
 - Site Work – 50% Complete
 - Completion expected Fall 2022

FREESTYLE ACADEMY NEW CLASSROOM BUILDINGS



LAHS STUDENT SERVICES BLDG PROJECT

- Construction Status
 - Site Underground Utilities - 40% Complete – Electrical, sanitary sewer, and storm drain line work in process
 - Structural Steel - 30% Complete: First floor is complete. Second floor and roof canopy installation in process
 - Mechanical, Electrical, Plumbing (MEP) – 35% complete: Electrical and Plumbing rough-ins underway in the building slab only
 - Site Work - Tentatively expected to begin in June 2022
 - Completion expected Spring 2023

LAHS STUDENT SERVICES BUILDING



ARCHITECTURAL UPDATE



QUATTROCCHI KWOK
ARCHITECTS

Mountain View High School

MODERNIZATION AND ADDITIONS TO CLASSROOM WINGS 100-400

3535 TRUMAN AVE, MOUNTAIN VIEW, CA 94040



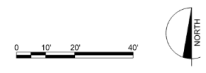
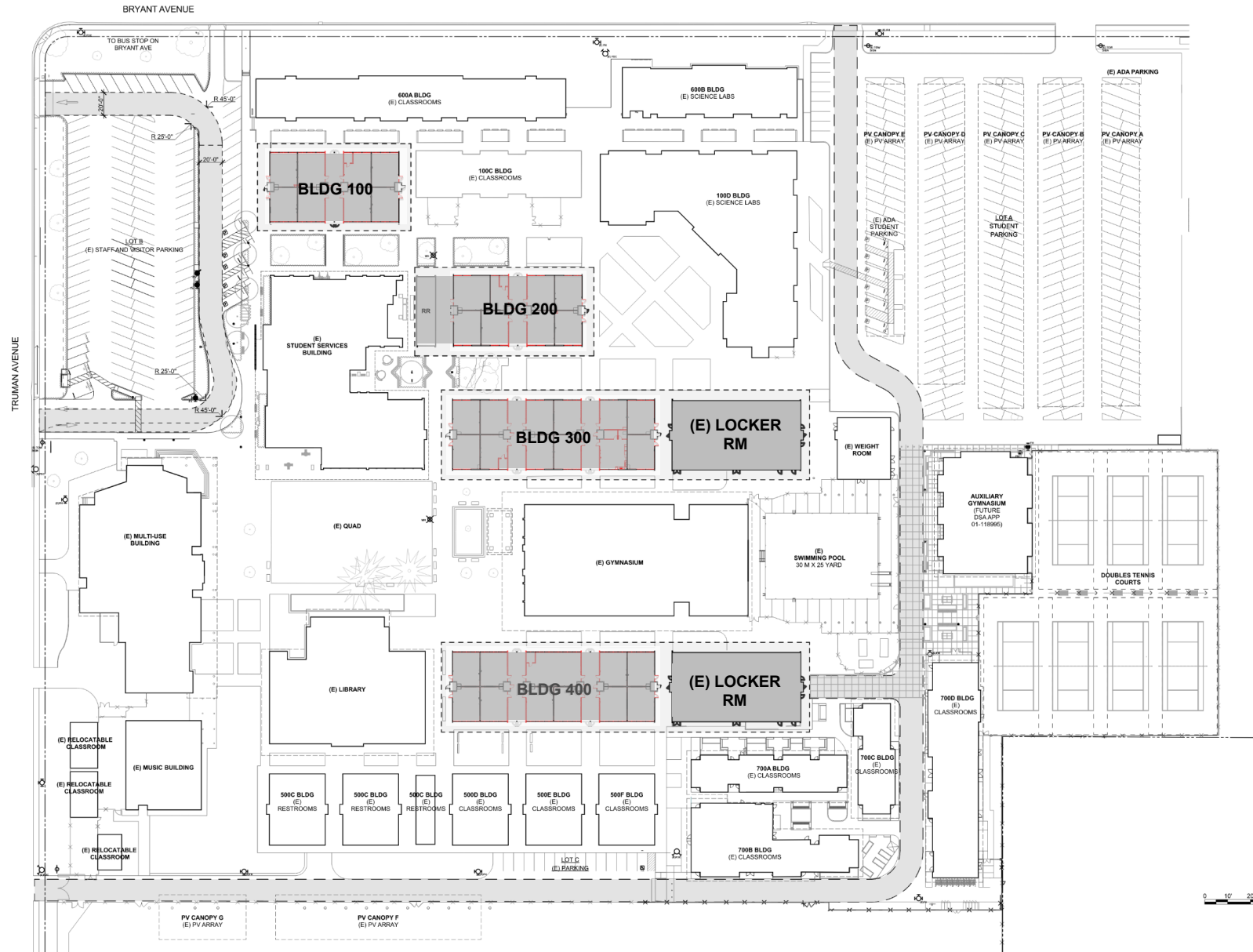
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ARCHITECTS

MVLA
HIGH SCHOOL DISTRICT



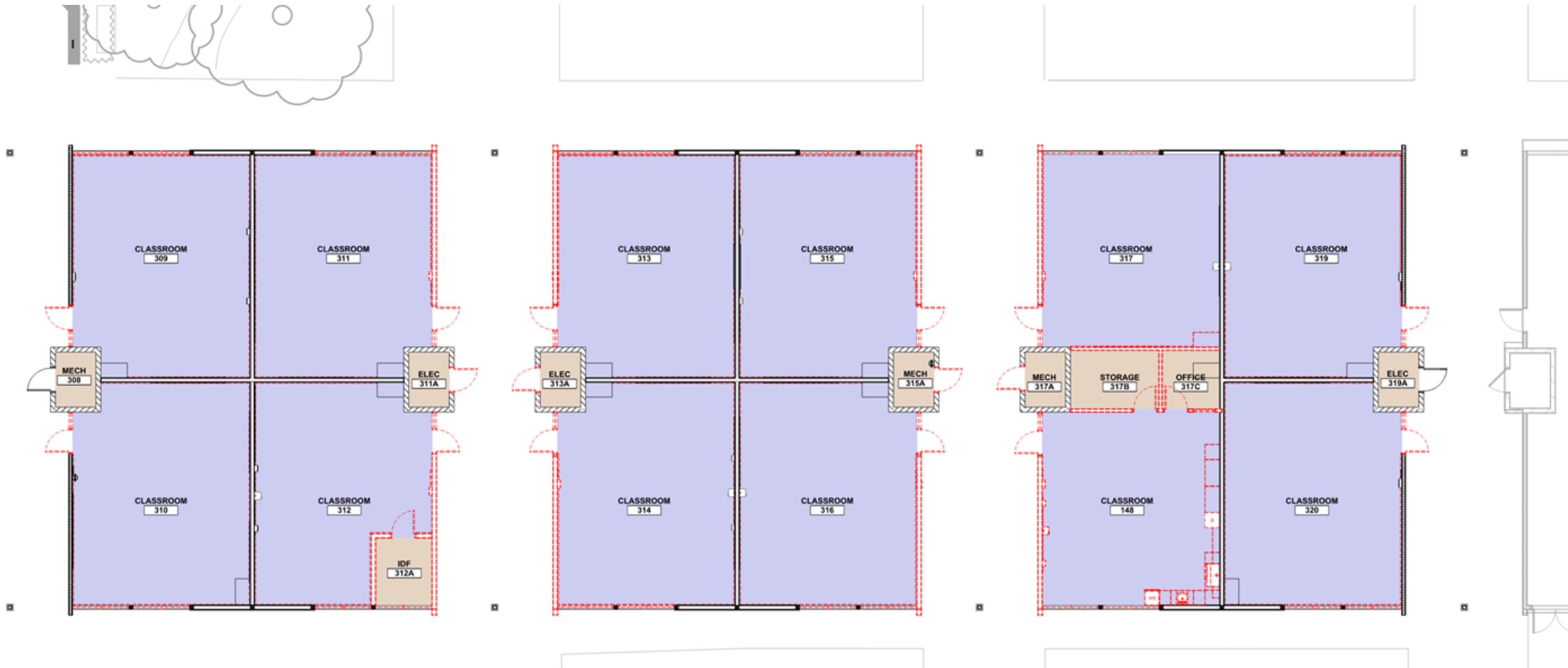
MOUNTAIN VIEW HS

Modernization and Additions to Classroom Wings 100-400 Existing Site Plan



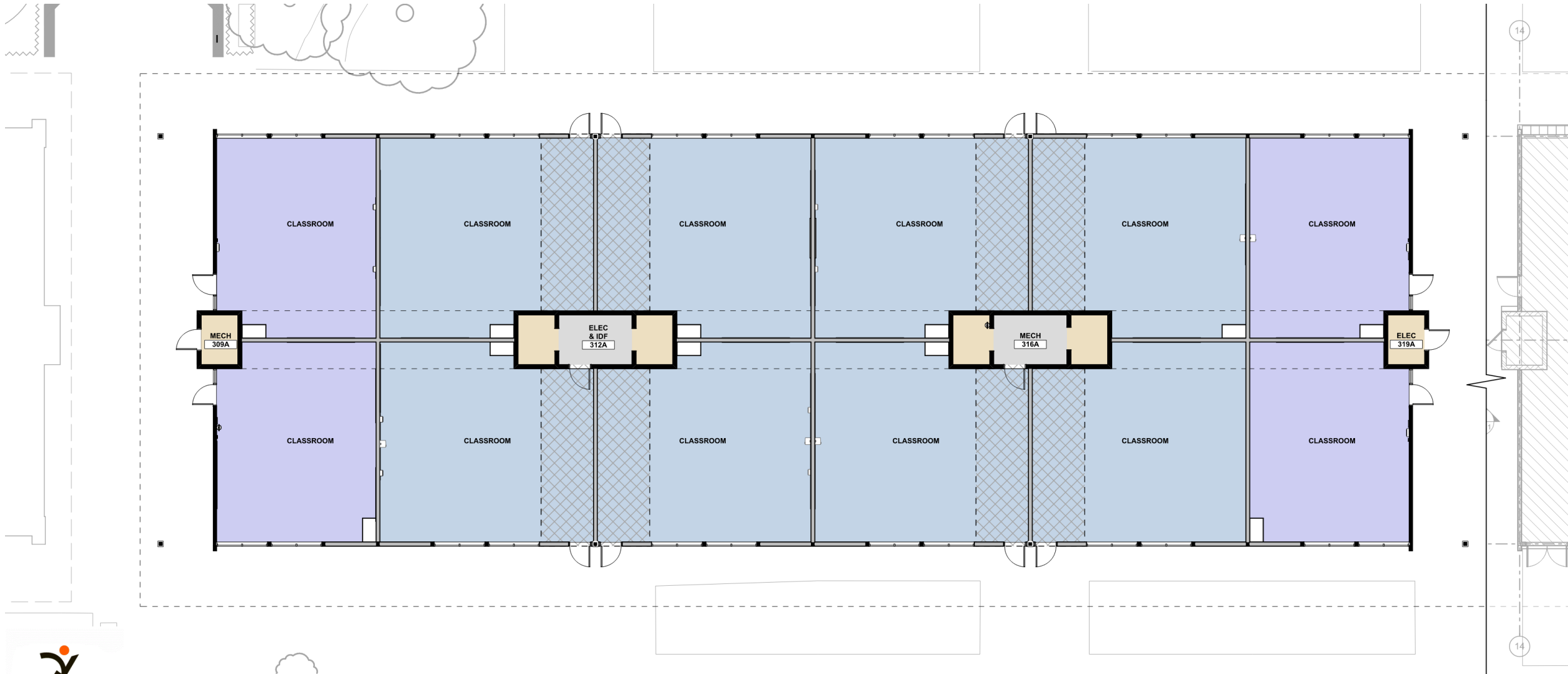
MOUNTAIN VIEW HS

Modernization and Additions to Classroom Wings 100-400 300 Demolition Plan



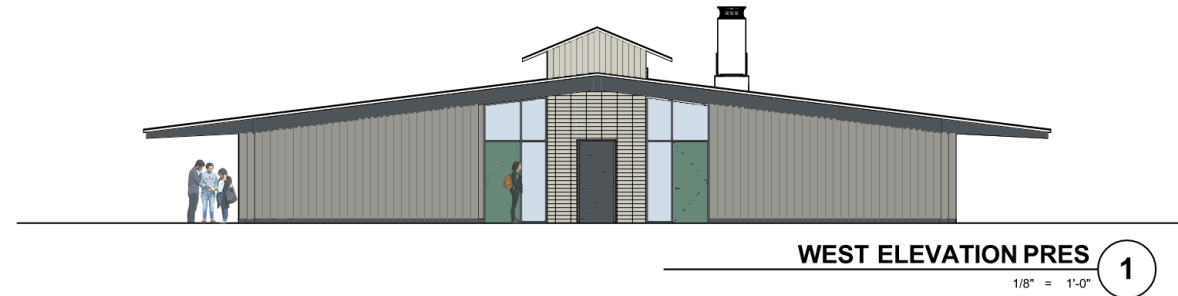
MOUNTAIN VIEW HS

Modernization and Additions to Classroom Wing 100-400 300 Wing Floor Plan



MOUNTAIN VIEW HS

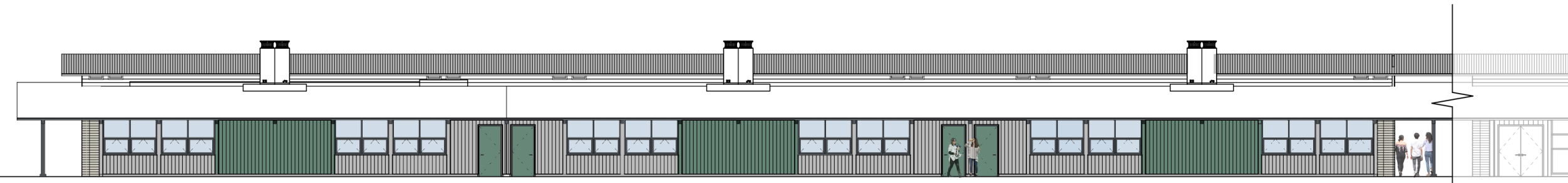
Classroom Wing 300 Exterior Elevations



WEST ELEVATION PRES

1

1/8" = 1'-0"



SOUTH ELEVATION PRES

2

1/8" = 1'-0"



Los Altos High School

500 WING PAVILION

201 ALMOND AVE, LOS ALTOS, CA 94022



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ARCHITECTS

MVLA
HIGH SCHOOL DISTRICT



LOS ALTOS HS 500 WING PAVILION

View from Pool Deck



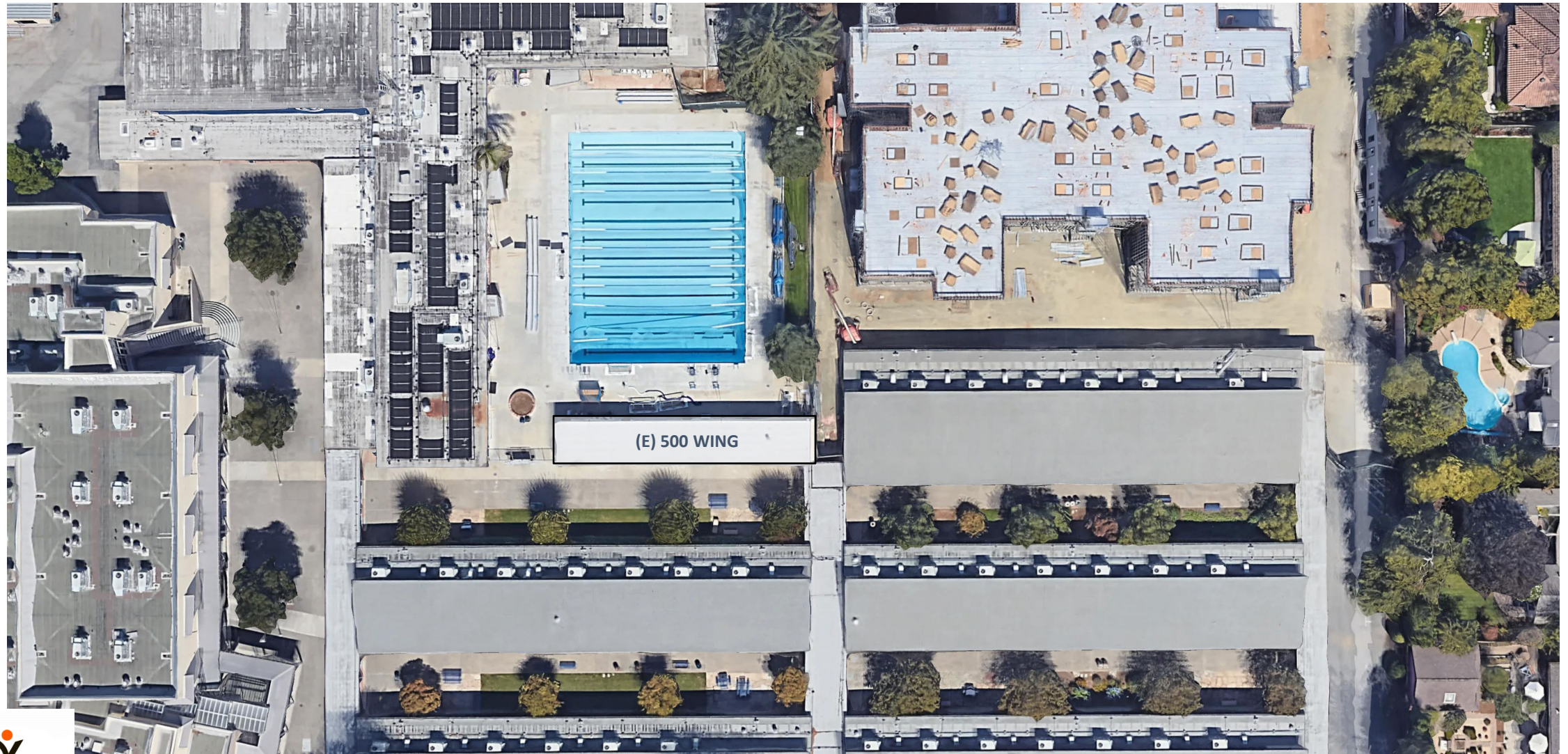
LOS ALTOS HS 500 WING PAVILION

View from Grove



LOS ALTOS HS 500 WING PAVILION

Existing Site Plan



LOS ALTOS HS 500 WING PAVILION

Site Plan

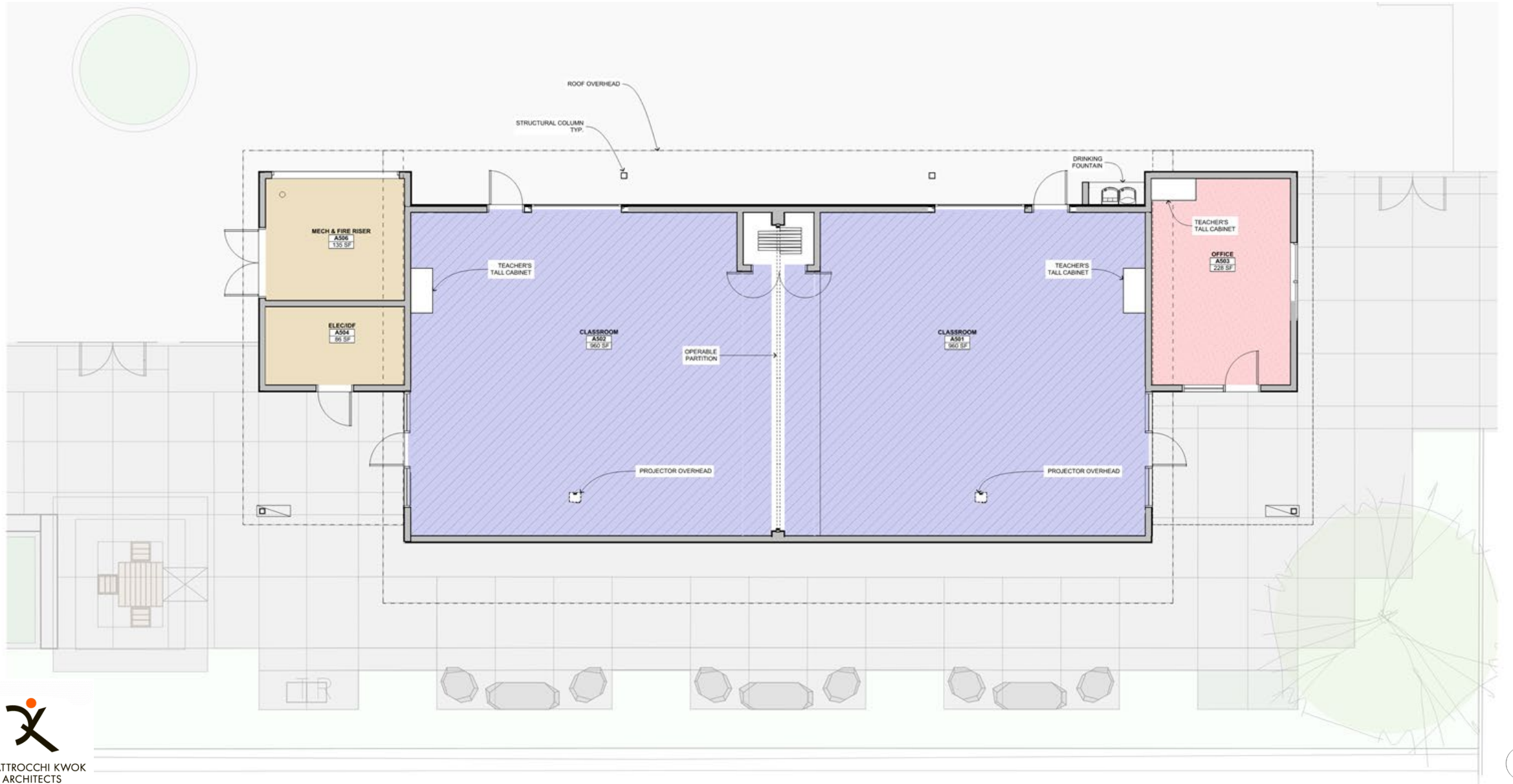


1. EXISTING TREE TO REMAIN
2. EXISTING FLAGPOLE TO REMAIN
3. EXISTING POOL EQUIPMENT TO REMAIN
4. EXISTING PLANTER TO REMAIN
5. EXISTING SPORTS LIGHTING TO REMAIN
6. 18" MAINTENANCE GRAVEL BAND
7. STANDARD CONCRETE
8. BIORETENTION PLANTING
9. PLANTING AREA
10. SMALL TREE
11. TREE IN GRATE
12. ORNAMENTAL FENCE AND GATES
13. PRECAST BLOCK SEATING
14. PICNIC TABLE
15. TRASH AND RECYCLING



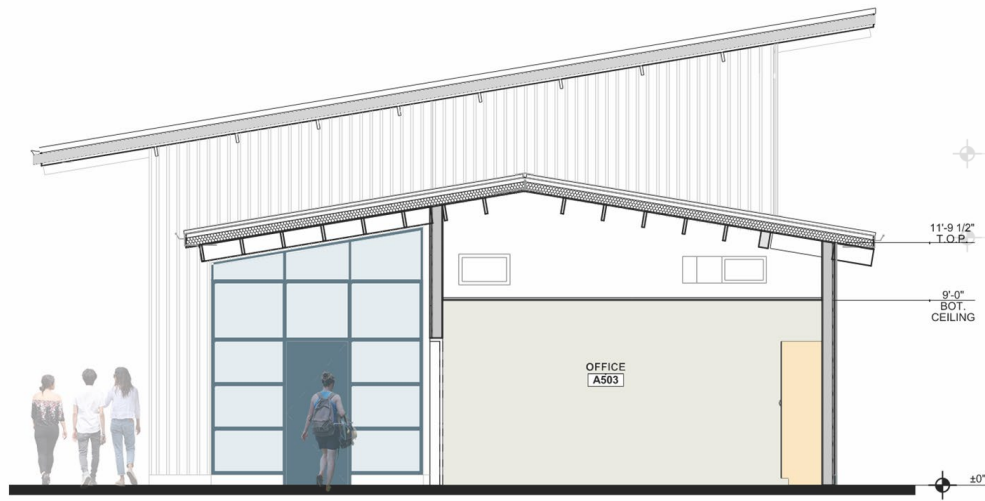
LOS ALTOS HS-500 WING

Floor Plan

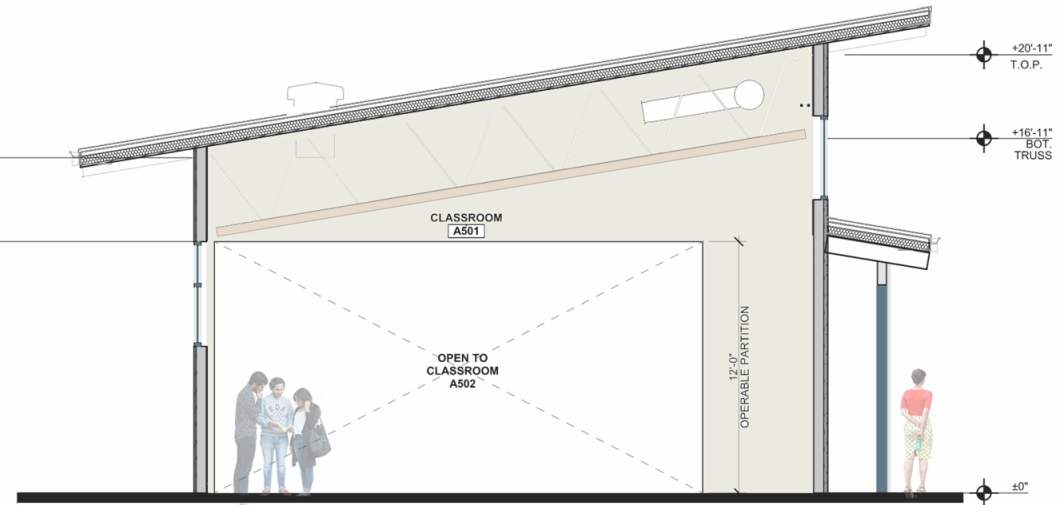


LOS ALTOS HS 500 WING PAVILION

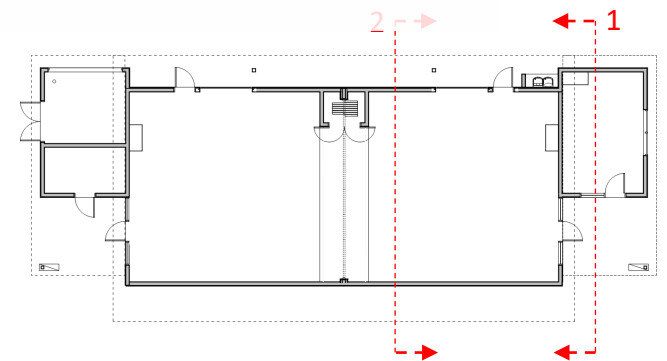
Sections



SECTION 1 1
1/4" = 1'-0"



SECTION 2 2
1/4" = 1'-0"

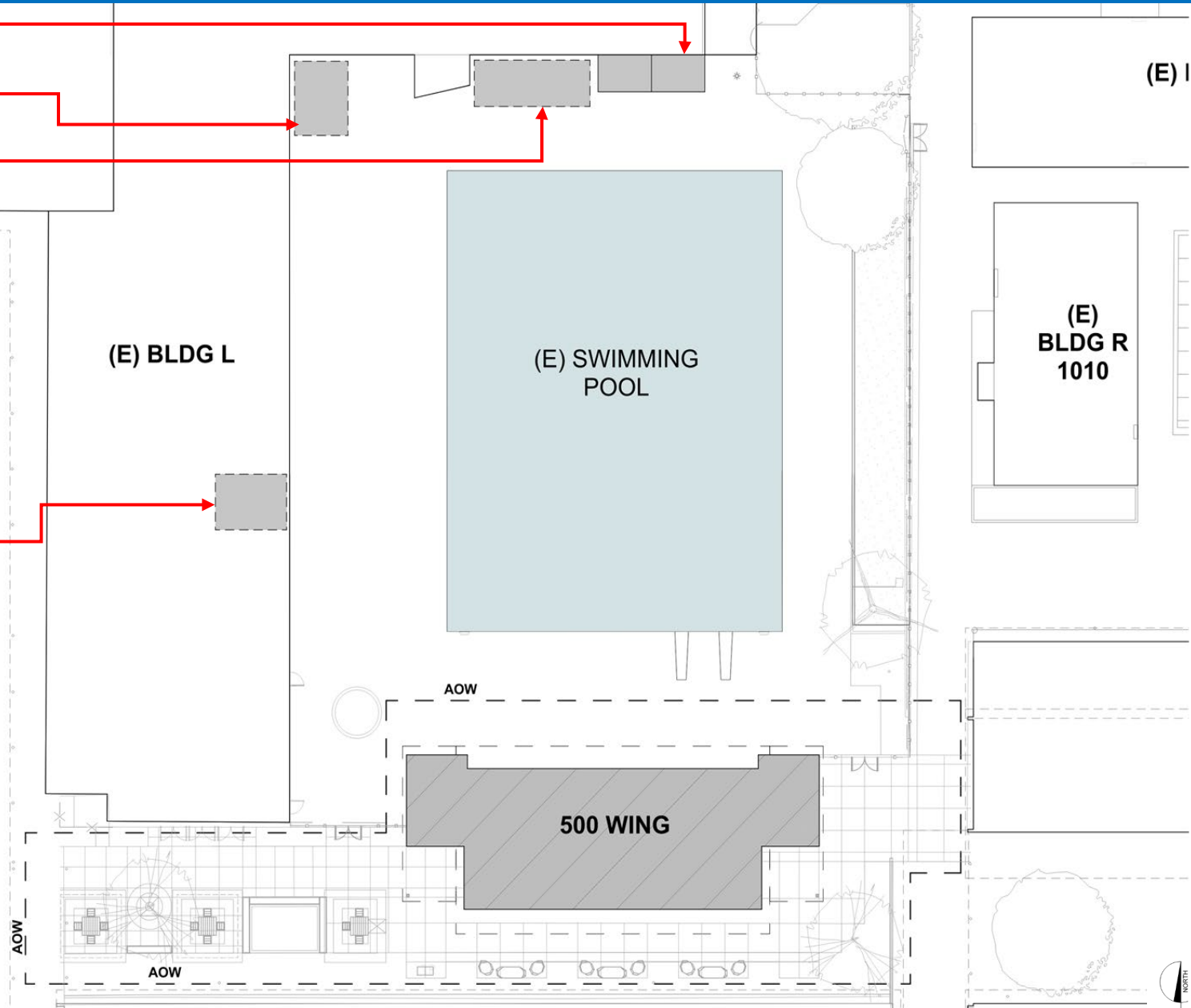


LOS ALTOS HS 500 WING PAVILION

Site Plan- Additional Storage

(2) STORAGE SHEDS
TO HOUSE BALL CARTS
LINE REELS
GOALS

RECONFIGURED
STORAGE ROOM



Future Projects



QUATTROCCHI KWOK
ARCHITECTS

MVLA
HIGH SCHOOL DISTRICT



LOS ALTOS HS Future Projects



MUSIC BUILDING
MODERNIZATION
AND ADDITION

CAFETERIA
MODERNIZATION

GYM
MODERNIZATION

LIBRARY
MODERNIZATION



MOUNTAIN VIEW HS

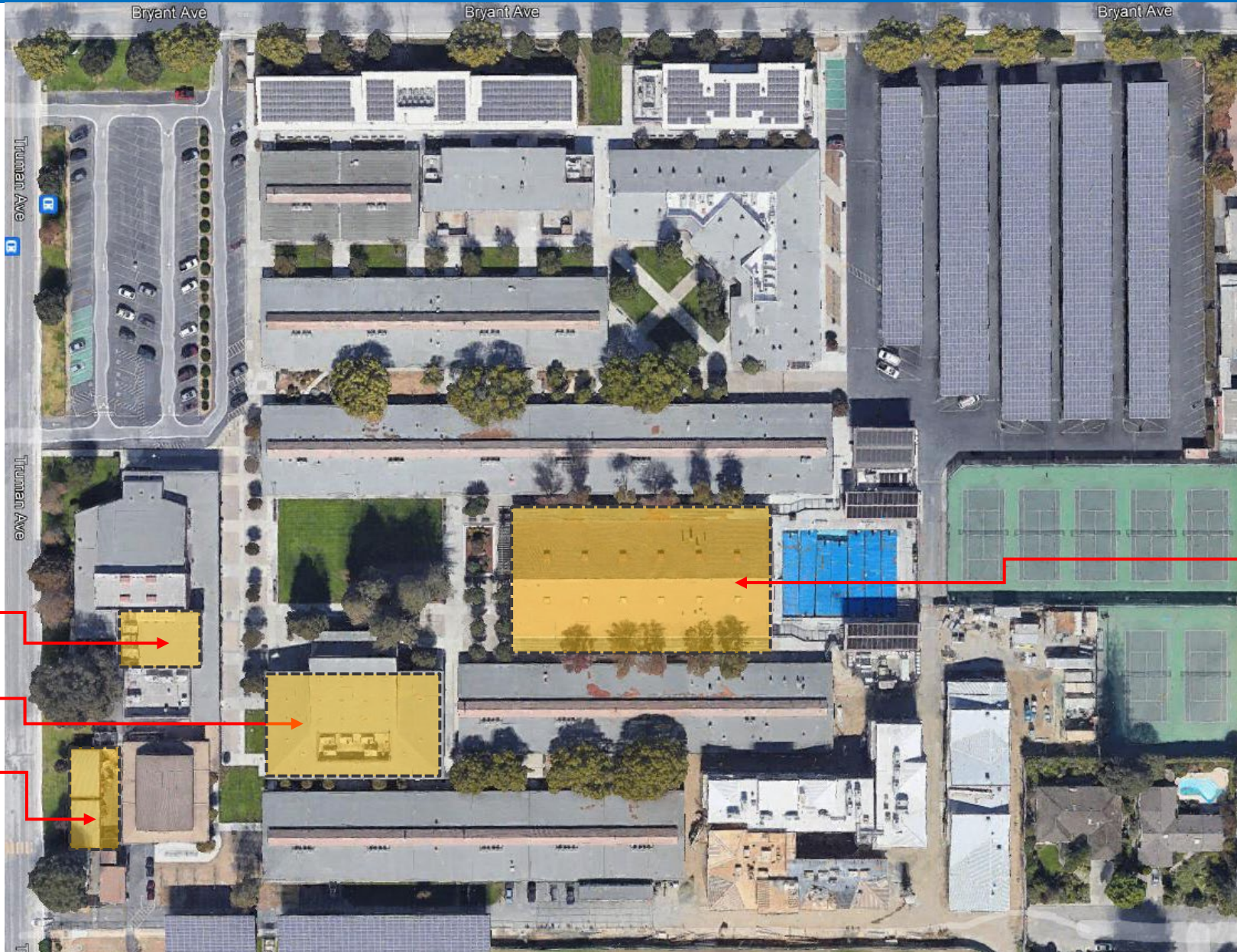
Future Projects

CAFETERIA
MODERNIZATION

LIBRARY
MODERNIZATION

MUSIC BUILDING
MODERNIZATION

GYM
MODERNIZATION



PROJECT BUDGETS & EXPENDITURE PLAN

22-01-03 updated program budget

Revenue:

Bond Sales	\$295,000,000	
Less Bond issuance costs (estimate)	<1,101,000>	(Est. based on first and second sale)
Other Funding Sources	10,848,000	(Est. of Developer fees, Maintenance funds)
Interest (Assumed 1% annual)	<u>6,744,000</u>	
Total Estimated Revenue	\$311,491,000	

Expended as of 22-3-3 **\$132,670,000 (43%)**

Under Contract as of 22-3-3 **\$210,610,000**

Since last update, we have made some adjustments to the program budget as a result of:

- Increased Projected Other Funding Sources

Next Bond Sale: \$65M planned for Spring 2022



PROJECT BUDGETS & EXPENDITURE PLAN

<u>Mountain View HS Projects</u>	<u>Budget Forecast</u>	<u>Start Design</u>	<u>Start Construction</u>	<u>Complete Project</u>
<u>Completed Projects</u>				
✓ Interim Housing	\$ 2,100,000	Summer 2018	Winter 2019	Done! Spring 2019
✓ New Classroom Building	\$40,700,000	Spring 2018	Fall 2019	Summer/Fall 2021
✓ Athletic Field Improvements	\$ 3,900,000	Fall 2019	Summer 2021	Winter 2022
✓ 200-300 Seismic Reinf. & RR Reno.	\$ 2,450,000	Summer 2019	Fall 2020	Summer 2020
✓ 100 Science Wing HVAC/Roof Repl.	\$ 1,395,000	Summer 2019	Fall 2020	Summer 2020
✓ Site Repairs and Improvements	\$ -----	Scope captured in other projects		
<u>Projects in Construction</u>				
<input type="checkbox"/> New Student Services Building	\$36,100,000	Spring 2019	Summer 2021	Spring 2023
<input type="checkbox"/> New Auxiliary Gymnasium	\$11,600,000	Spring 2019	Summer 2021	Fall 2022
<u>Upcoming Projects / Projects in Design</u>				
<input type="checkbox"/> Modernize and Expand CR's (phased)	\$18,750,000	Fall 2020	Spring 2023	Summer 2025
<input type="checkbox"/> Facility Assessment Repairs	\$12,500,000	Summer 2021	Throughout Program	
<input type="checkbox"/> Packard Hall Modernization	\$ 1,100,000	Spring 2022	Spring 2023	Fall 2023
<input type="checkbox"/> Gymnasium Modernization	\$ 5,860,000	Spring 2022	Spring 2023	Winter 2024
<input type="checkbox"/> Library Modernization	\$ 2,100,000	Spring 2022	Spring 2024	Fall 2024
<input type="checkbox"/> Repurpose Cafeteria into Perf. Arts	\$ 4,200,000	Spring 2022	Spring 2023	Fall 2024

PROJECT BUDGETS & EXPENDITURE PLAN

<u>Los Altos HS Projects</u>	<u>Budget Forecast</u>	<u>Start Design</u>	<u>Start Construction</u>	<u>Complete Project</u>
<u>Completed Projects</u>				
✓ Interim Housing	\$ 3,434,000	Summer 2018	Winter 2019	Done! Spring 2019
✓ New Classroom Building	\$38,700,000	Spring 2018	Fall 2019	Summer 2021
✓ New Auxiliary Gymnasium	\$14,800,000	Spring 2018	Fall 2019	Summer 2021
✓ Athletic Field Improvements	\$ 3,900,000	Fall 2019	Summer 2021	Winter 2022
✓ Site Repair/Improvement– 700 Stairs	\$ 400,000	Fall 2019	Spring 2021	Summer 2021
<u>Projects in Construction</u>				
☐ New Student Services Building	\$30,580,000	Spring 2019	Summer 2021	Spring 2023
<u>Upcoming Projects / Projects in Design</u>				
☐ Facility Assessment Repairs	\$10,250,000	Fall 2018	Throughout Program	
☐ Music Building Addition	\$ 3,500,000	Winter 2021	Fall 2023	Spring 2024
☐ 500 Wing West Replacement/Pavilion	\$ 4,000,000	Summer 2021	Spring 2023	Spring 2024
☐ Gymnasium Modernization	\$ 3,520,000	Spring 2022	Spring 2023	Winter 2024
☐ Library Modernization	\$ 1,870,000	Spring 2022	Winter 2024	Summer 2024
☐ Kitchen Cafeteria Bldg. Modernization	\$ 4,180,000	Spring 2022	Spring 2023	Winter 2024

PROJECT BUDGETS & EXPENDITURE PLAN

Other:

<u>Project</u>	<u>Budget Forecast</u>	<u>Start Design</u>	<u>Start Construction</u>	<u>Complete Project</u>
<input type="checkbox"/> Freestyle Academy	\$ 16,300,000	Spring 2019	Fall 2021	Fall 2022
<input type="checkbox"/> 20+ Additional Classrooms	\$ 29,760,000	Winter 2023	Spring 2024	Summer 2025
Program Level Expenses	\$ 4,200,000	N/A	N/A	N/A
Program Contingency	<u>\$ 7,200,000</u>	N/A	N/A	N/A
Total Planned Expenditures:	\$319,349,000			
Expended to date:	<u>\$132,670,000</u>			
Program Balance:	\$178,807,000			

Citizen Oversight Committee (COC) Meeting: December 9, 2021

Next COC Meeting: Spring 2022

RECOMMENDED ACTION

MVLAHSD MEASURE E PROJECT BUDGET REVISIONS



PROJECT	CURRENT BUDGET	REVISION	NEW BUDGET
<u>MOUNTAIN VIEW HIGH SCHOOL</u>			
MVHS New Construction			
Student Services Student Union Building	\$ 38,115,000	<\$ 2,015,000>	\$ 36,100,000
Two Story Classroom & Lab Building	\$ 42,720,000	<\$ 2,020,000>	\$ 40,700,000
Auxiliary Gymnasium / Multi-Use Facility	\$ 11,600,000	-----	\$ 11,600,000
MVHS Building Modernization			
Gymnasium Modernization	\$ 5,860,000	-----	\$ 5,860,000
Library Modernization	\$ 2,100,000	-----	\$ 2,100,000
Repurpose exist. Cafeteria Bldg. for Performing Arts	\$ 4,200,000	-----	\$ 4,200,000
Packard Hall Modernization	\$ 1,100,000	-----	\$ 1,100,000
24 Classroom Expansion & Modernization of 100-400 Wings	\$ 5,390,000	\$ 13,360,000	\$ 18,750,000
200-300 Wing Seismic Reinf. & Restroom Modernization	\$ 2,750,000	<\$ 300,000>	\$ 2,450,000
MVHS Campus Site Repairs & Improvements			
ADA, Storm, Signage, Courtyard Combined	<\$ 750,000>	<\$ 750,000>	-----
Athletic Fields Improvements	\$ 3,900,000	-----	\$ 3,900,000
MVHS Facility Assessment Improvements			
Exist. Bldg's Facility Assessment Repairs Combined	\$ 9,723,000	\$ 2,777,000	\$ 12,500,000
Bldg 100 Science CR HVAC/Roof	\$ 1,577,000	<\$ 182,000>	\$ 1,395,000
MVHS Interim Housing & Relocation During Const.	\$ 1,837,000	\$ 263,000	\$ 2,100,000
<u>LOS ALTOS HIGH SCHOOL</u>			
LAHS New Construction			
Student Services Student Union Building	\$ 31,080,000	<\$ 500,000>	\$ 30,580,000
Two Story Classroom Bldg. & Aux Gym/Multi-Use	\$ 53,500,000	-----	\$ 53,500,000
500 Wing West Replacement/Pavilion	\$ 220,000	\$ 3,780,000	\$ 4,000,000
Music Building Addition	\$ 1,045,000	\$ 2,455,000	\$ 3,500,000
LAHS Building Modernization			
Existing Gymnasium Modernization	\$ 3,520,000	-----	\$ 3,520,000
Existing Library Modernization	\$ 1,870,000	-----	\$ 1,870,000

MVLAHSD MEASURE E PROJECT BUDGET REVISIONS



Kitchen Cafeteria Building Modernization	\$ 4,180,000	-----	\$ 4,180,000
LAHS Campus Site Repairs & Improvements			
ADA, Storm Drainage, Signage, Stairs Combined	\$ 580,000	<\$ 180,000>	\$ 400,000
Athletic Fields Improvements	\$ 3,900,000	-----	\$ 3,900,000
LAHS Existing Building Repairs & Improvements			
Exist. Bldg's Facility Assessment Repairs Combined	\$ 6,920,000	\$ 3,330,000	\$ 10,250,000
LAHS Interim Housing 2018	\$ 134,000	-----	\$ 134,000
LAHS Interim Housing 2019 & Relocation During Const.	\$ 3,282,000	\$ 18,000	\$ 3,300,000
<u>FREESTYLE ACADEMY</u>	\$ 15,200,000	\$ 1,100,000	\$ 16,300,000
<u>20 ADDITIONAL CLASSROOMS SITE TBD</u>	\$ 29,760,000	-----	\$ 29,760,000
<u>PROGRAM EXPENSES</u>	\$ 4,300,000	<\$ 100,000>	\$ 4,200,000
<u>PROGRAM CONTINGENCY</u>	\$ 13,943,000	<\$ 6,743,000>	\$ 7,200,000

Total expected shortfall: \$7.9M

List to cover shortfall:

Note: recoup possible savings from \$7.2M budgeted program contingency, pending bid results.

1. Move \$3M for 2 added classrooms from the 4th to the 3rd bond sale (4th bond sale is for 20 additional classrooms).
 - a. \$29.76M budgeted for 20 added classrooms. LAHS 500 Wing Pavilion adds 2 new classrooms: 2/20 classrooms would mean selling \$3M (10%) of bonds.
2. Expected to receive \$20M in state funds, date TBD. Defer lower priority projects until receipt of state funds.
 - a. E.g., Library Modernizations - \$4M
3. Reduce scope of planned projects.
 - a. E.g., Replace windows only in buildings with enlarged classrooms. Potential savings - \$3.5M

Facility committee recommends approving New Project Budgets, proceeding with #1 and #2 in the List to cover shortfall, and at District staff discretion: defer \$1M in future projects and/or replace \$1M less in windows, if necessary.



NEXT UPDATE
MAY/JUNE 2022

THANK YOU!