October 17, 2011

School Board Meeting

Items for Action

[illegible] Auditor's Office and Richmond [illegible] Internal Audit Services Office

Introduction

Annually the Richmond City Auditor's Office (RCAO) and the Internal Audit Services Office (IASO) of Richmond Public Schools shall prepare an audit plan. This audit plan should be based on a risk assessment of all of the functional areas. The scheduled audits should address high risk areas, critical issues and programs, or other areas required by policy or regulation to be audited periodically regardless of the risk factors. While the RCAO will be preparing a Biennial Audit Plan for City operations and the IASO will be doing the same for Richmond Public Schools (RPS) operations, these two departments should strive to work cooperatively to ensure that all areas of audit review are completed in a timely manner. Each of these departments has personnel of different qualifications and levels of expertise which may prove beneficial to each organization as we move forward in a cooperative manner.

Identification and Assignment of Audit Reviews

Annually the directors of the RCAO and IASO will meet to discuss their respective approved audit plan and risk assessment to determine if a need exists for additional audit resources to address the determined audit risks. If it is determined that the approved audit plan sufficiently addresses the needs of each, the IASO will complete their respective audit plan consulting each other as needed and providing additional audit resources if needed. If the audit resources needed are greater than can be provided collectively and the audit risk is determined to be of a nature that warrants immediate audit review, a request shall be made of City Council and the School Board for additional resources. Based on the IASO's risk assessment, the audits will be selected for the annual audit plan for RPS. Pursuant to the discussion with the RPS Chief Auditor and the Chief Operating Officer (COO) regarding the risk assessment, priority and need, the City Auditor's Office may select audits within RPS for the City's annual audit plan.

These respective audit plans should be reviewed and approved by City's Audit Committee and the School Board individually by June of each year for implementation on July 1 of the corresponding year.

The RCAO and IASO will meet periodically to search for areas for review which would have a mutual effect on both the City of Richmond & School Board operations. These reviews will be conducted by either the RCAO or IASO depending on the staff resources available. These reviews may be financial or operational in nature. When the RCAO conducts audits/reviews on areas under the purview of the School Board Memorandum of Understanding (MOU) will be established by the RPS COO with the RCAO establishing the scope of the audit, projected hours, and the completion date. Any draft report prepared by the RCAO will be discussed initially with the RPS COO to ensure that all areas established in the MOU were reviewed and all findings are understood/accurate. All final reports generated by the RCAO under this section will be reported to the School Board and City Council.

City Council Members are required to submit, through the Council Chief of Staff, requests for audits using the Council Action Request form. This form is available via City's Starnet\forms site. Both Council members serving on the Audit Committee are required to sign off on the Council Action Form before it is submitted to the City Auditor. Before approving the request, the respective Council Audit Committee member(s) may seek additional information as needed or desired, including but not limited to, an estimate of cost and time involved, along with information about any other extenuating circumstances. Should at any time, the RCAO or IASO receive a question or concern regarding a specific area from a majority of City Council or School Board, the RCAO and IASO will meet to determine the appropriate response. This response may include the assignment of the audit/review to the RCAO or ISAO separately or collaboratively and may necessitate the acquisition of nongovernmental resources.

At all times, the RCAO and IASO should strive to collaborate in a manner which will enhance the operations of the City of Richmond and School Board.

Audit Process

Once the Annual Plan has been established, the audit process should follow a general ten-step procedure/process as outlined below (specificity of each step may include other processes):

1. ***Notification***

At the beginning of each audit/review the RCAO/IASO will send an engagement letter to the respective Director (Department Head) with a copy of this letter to the Chief Operating Officer to inform him/her of the upcoming audit/review. Included in this engagement letter will be a request to send additional documents (organizational charts, financial statements, etc.) that will assist the auditor in planning the audit review.

B. ***Planning***

After reviewing the information received, the auditor will plan the audit/review by conducting a risk assessment of the different variables within the department. Once completed, an audit plan is completed and an opening meeting (Entrance Conference) is scheduled.

C. ***Entrance Conference***

The entrance conference will include senior management and any administrative staff that may be involved in the audit review. Discussed will be the scope/key objectives of the audit/review, the time frame, audit process, and any potential timing issues (e.g. vacations, deadlines), that could impact the audit.

D. ***Fieldwork***

Fieldwork typically consists of interviewing staff, reviewing procedure manuals, learning about the department's business processes, testing for compliance with applicable policies/procedures, laws, regulations, and assessing the adequacy of internal controls.

E. ***Communication***

Throughout the process, the auditor will keep the department head informed through periodic status meetings to provide department management an opportunity to discuss issues noted and the possible solutions. The intent of open communication between the RCAO/IASO and the audited department is to ensure that the audited department is fully aware of all significant matters before the report is drafted.

F. ***Report Drafting***

After the fieldwork is completed, the RCAO/IASO will draft a report. The report will consist of several sections which include: a general overview of the department, the scope of the audit/review, any major audit concerns, the overall conclusion, a detailed commentary describing the findings, and recommended solutions.

G. ***Management Response***

Management will review the audit/review draft report carefully and notify the auditor if errors are noted. Management will respond to each finding/concern. The response will consist of whether management agrees/disagrees with the finding, a plan of action to correct the audit finding, identity of who will be responsible for implementing the action plan, and the expected completion date. The management responses will be incorporated in the final audit report. The RCAO/IASO will provide, at a minimum, 10 business days for management review to be completed. Depending on the complexity of the audit/review, more time may be provided as agreed by all parties involved.

H. ***Exit Conference***

A final meeting will be held so that all parties of the audit/review can discuss the audit report and review management responses.

I. ***Report Distribution***

The audit report will be distributed to the Chief Administrative Officer/Division Superintendent, Chief Operating Officer, and the department head. The report is addressed to and submitted to the President/Chair of City Council/School Board. Periodically these audit reports are discussed with the City Audit Committee/School Board as determined by the President/Chair and policy. All audit reports will be posted to the RCAO IASO web site only after reporting to the City Audit Committee/School Board.

J. ***Follow-Up***

Once the audit report has been issued, department administration will prepare Action Plans to address each finding with projected completion dates. Follow-up reviews will be performed annually based on the completion date, so that agreed upon corrective actions can be implemented. The purpose of the follow-up is to verify that the audited/reviewed department has implemented the agreed-upon corrective actions. The auditor will interview staff, perform tests, or review new procedures to perform the verification. The auditor will then prepare a letter to the department head indicating the results of this review. If further corrective action is necessary, the department head will write a management response. Otherwise the issue will be reported as resolved.

Communication with the Media

If members of the media request a copy of a final report, a copy of the report will be provided within the guidelines established by the Freedom of Information Act (FOIA). Members of the RCAO/IASO shall not contact the media to discuss audits or audit reports. However, the RCAO/IASO may respond to media inquiries to clarify released audit reports. Notification of media inquiries shall be provided to the COO for comment (if any).

Fraud, Waste & Abuse Hotline Investigations

Richmond Public Schools (RPS) and the City of Richmond both individually have a 'Hotline' which is available to all citizens (and employees) to report perceived fraud, waste, and/or abuse. When a 'Hotline' report is received by the RCAO which pertains to RPS, the RCAO will conduct investigations of criminal matters in accordance with the City Charter, City Code and the Code of Virginia all of which may be amended from time to time and will refer all other reports to the Chief Operating Officer (COO) of RPS. When the IASO receives a 'Hotline' report from a citizen which pertains to the City, the IASO will refer the report to the RCAO for review/investigation. 'Hotline' inquires will be provided within the guidelines established by the Freedom of Information Act (FOIA). If criminal behavior is suspected/discovered during the course of these investigations, law enforcement may be contacted after notification of the COO (unless the COO is the person under investigation). If the COO is under investigation, then the Superintendent will be notified.

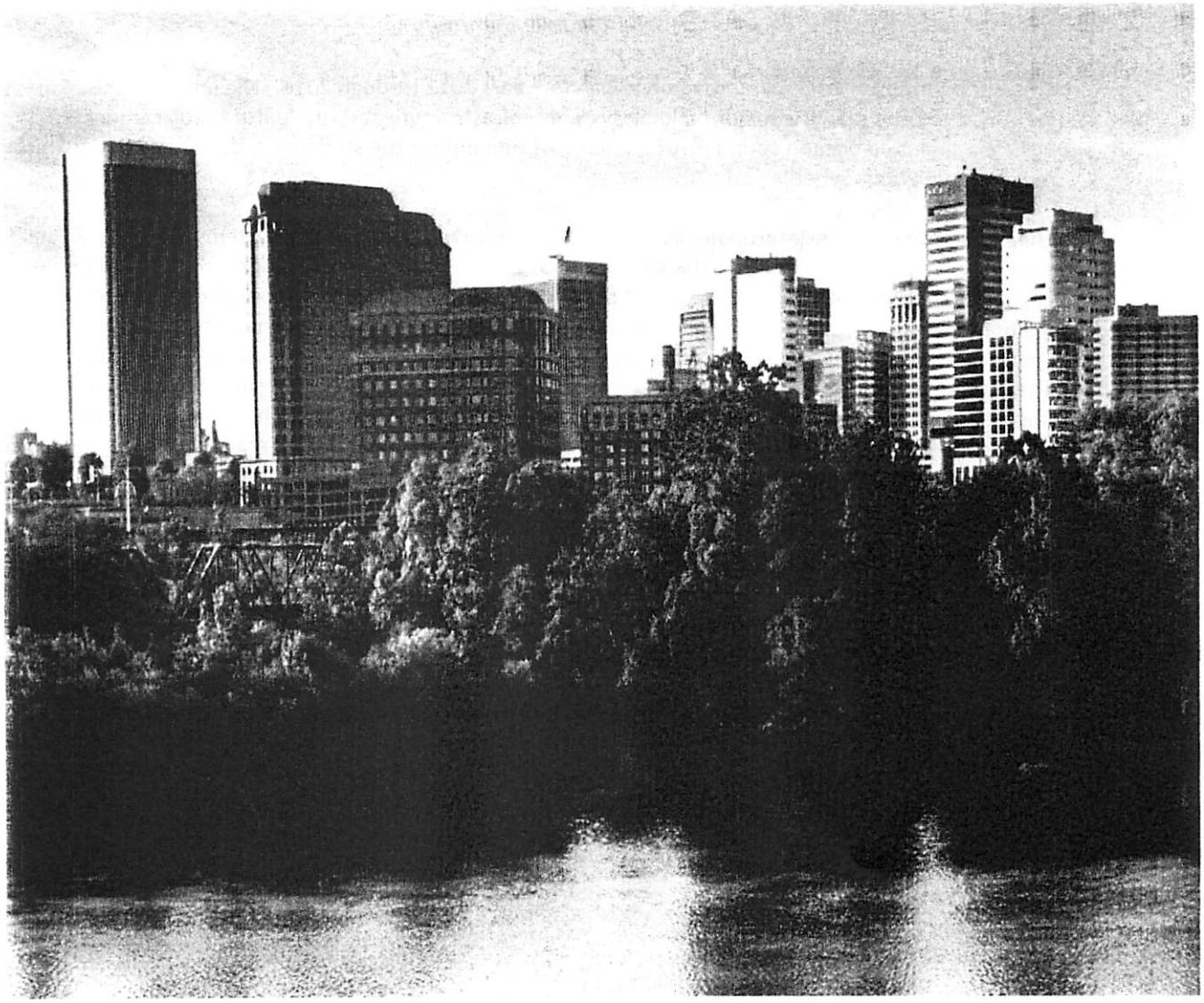
Communication with City Council/School Board

The RCAO/IASO will communicate the results or status of all audits/reviews on at least a quarterly basis to their respective Audit Committee/School Board. All audit/review reports which identify personnel by name or title will be held in closed session in compliance with all State laws.

Resolution of Disputes

It is generally acknowledged that the RCAO/IASO will have full and complete access to all necessary information regarding all audits/reviews approved in the Audit Plan and 'Hotline' inquiries, or any subsequently approved audit/review. Should a dispute arise regarding the selection of audits and/or the accessibility of data, the RCAO/IASO will make a formal request to the COO and if not resolved in a satisfactory manner, culminating in a request to the City Council/School Board. In instances when both bodies do not reach a mutually acceptable resolution acceptable to both bodies, a subcommittee comprised of two members of the City Council, two members of the RPS School Board and a citizen member of the City's Audit Committee will convene to reach a resolution acceptable to both the City and RPS. The decision of this subcommittee shall be final.

Capital Improvement Plan – FY12 - 16



Richmond Public Schools Capital Improvement Plan
Fiscal Years 2012 – 2016

Executive Summary

This is the Proposed Capital Improvement Plan for years 2012 through 2016. The intent of this plan is to identify, fund and plan the major building systems, infrastructure and site feature replacements to ensure a safe, reliable and sound instructional environment for the students, faculty and administration of Richmond Public Schools.

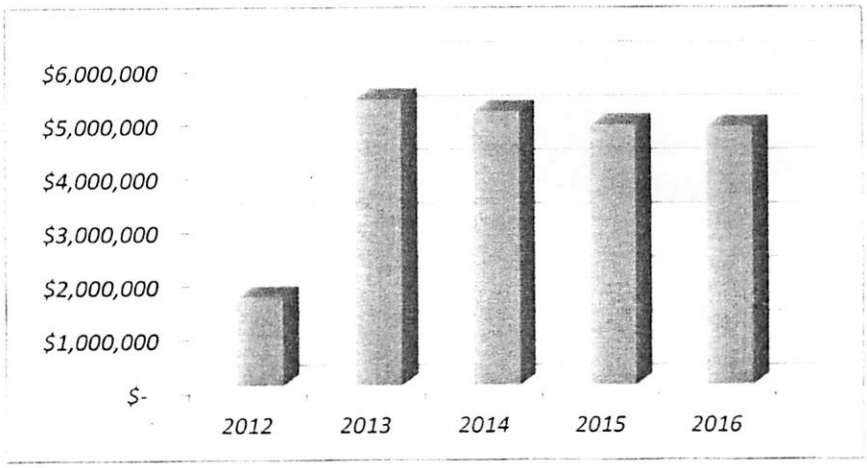
The basis of this plan is determined by the life expectancy of major building systems (i.e. HVAC, Plumbing, etc.) as determined by the American Society of Heating, Refrigeration and Air-conditioning Engineers (ASHRAE) and recent surveys of problematic systems and or components where recurring maintenance and/or repairs are no longer economically feasible. As a large majority of the base building systems and infrastructure have past or are fast approaching the end of their useful life, this plan attempts to address the problematic systems and/or site features that could have detrimental effects on the life safety, continuous operation and instructional environment of the School Division. For systems not identified that have exceeded their useful life, preventive and predictive maintenance measures/practices (i.e. PM services, rebuilds, infra-red surveys, etc.) will be increased through our general maintenance budget to extend their useful life.

The basis for estimates are derived from contractor's estimates and cost with projects of similar type/scope and RSMeans, a leading provider of construction information, products and services. An escalation factor has been factored in for subsequent years. This plan reflects the true needs and the estimated cost for the division for each project.

As it is nearly impossible to accurately predict when systems or infrastructure failure will occur, the plan is subject to revisions.

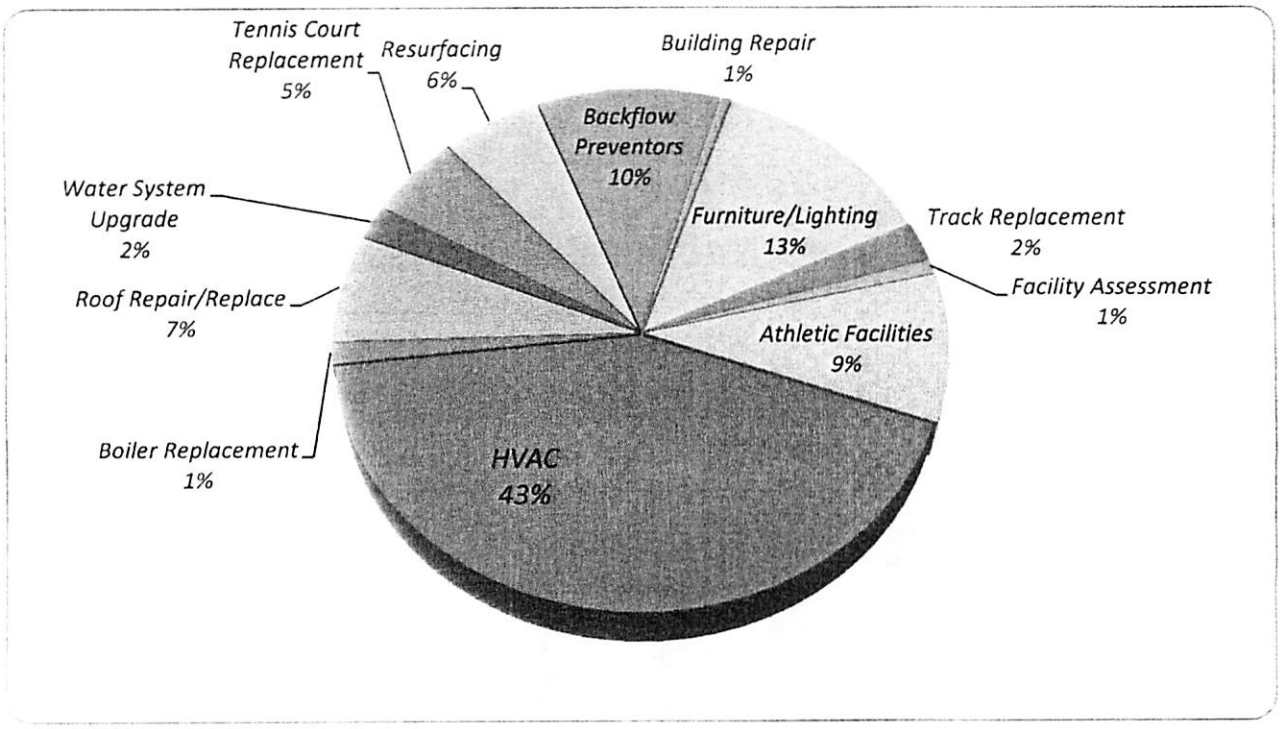
Richmond Public Schools
Capital Improvement Plan
Fiscal Years 2012 - 2016

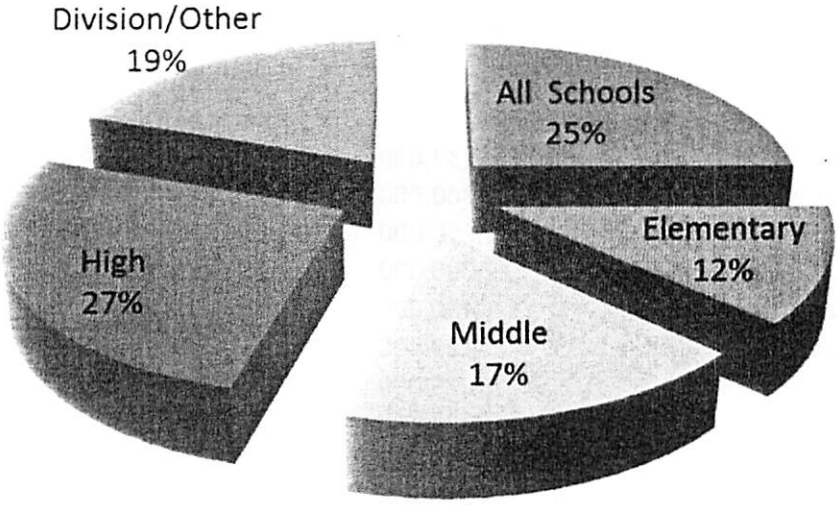
Fiscal Year		*Amount*
2012	$	1,641,794
2013	$	5,322,000
2014	$	5,084,200
2015	$	4,832,000
2016	$	4,800,000
Five Year Total	*$*	*21,679,994*



Breakdown of FY2012 - 2016 Expenditures

HVAC	$	9,237,000
Furniture/Lighting	$	2,800,000
Backflow Preventors	$	2,250,000
Athletic Facilities	$	2,000,000
Roof Repair/Replacement	$	1,450,000
Tennis Court Replacement	$	1,139,200
Resurfacing	$	1,225,000
Track Replacement	$	526,000
Water System Upgrade	$	450,000
Boiler Replacement	$	292,000
Facility Assessment	$	195,000
Building Repair	$	115,794
Total	***$***	***21,679,994***


Tennis Court Replacement 5%
Resurfacing 6%
Building Repair 1%
Backflow Preventors 10%
Water System Upgrade 2%
Furniture/Lighting 13%
Track Replacement 2%
Facility Assessment 1%
Roof Repair/Replace 7%
Athletic Facilities 9%
Boiler Replacement 1%
HVAC 43%


Division/Other 19%
All Schools 25%
Elementary 12%
High 27%
Middle 17%

Richmond Public Schools
Capital Improvement Plan Budget
Summary of CIP Funds

Appropriation Year	Fund Number	Original Budget	Amount Expended	Remaining Balance
2008	426	$ 1,500,000	$ 1,482,172.19	$ 17,827.81
2008	427	$ 1,446,806	$ 1,232,755.65	$ 214,050.35
2009	431	$ 4,303,900	$ 4,185,052.23	$ 118,847.77
2011	434	$ 2,960,000	$ 2,886,460.37	$ 73,539.63
2012	436	$ 1,217,528	$ -	$ 1,217,528.00
Total		***$ 11,428,234***	***$ 9,786,440.44***	***$ 1,641,793.56***

Approved FY2012 CIP Projects

Approved in the FY2012 Budget were the following Capital Improvement Plan Projects:

Schools	Project	Projected Cost
Overby-Sheppard	Cafeteria Ceiling Repair	$ 63,000.00
Division	Roof Warranty/Repairs	$ 200,000.00
Westover Hills	Partial Roof Replacement	$ 450,000.00
Henderson	Replace Air Handling Units	$ 504,528.00
	Grand Total	$ 1,217,528.00

Based on the changing needs of RPS, approval is being requested to move the Westover Hills Partial Roof Replacement and the Henderson Air Handling Units from FY2012 to FY2013 and amend the FY2012 CIP Plan to reflect the following:

Proposed Projects - FY12 - Appropriated

Schools	Project	Projected Cost	Remaining Balance
Southampton	A/C - Classroom Units	$ 320,000.00	$ 1,321,793.56
Munford	A/C - Classroom Units	$ 300,000.00	$ 1,021,793.56
Westover Hills	A/C - Classroom Units	$ 220,000.00	$ 801,793.56
Division	Roof Warranty/Repairs	$ 200,000.00	$ 601,793.56
Division	Facility Assessment	$ 195,000.00	$ 406,793.56
Ginter Park Annex	A/C - Classroom Units	$ 150,000.00	$ 256,793.56
RTC - South	Media Station - HVAC	$ 95,000.00	$ 161,793.56
Ginter Park	Boiler Replacement	$ 66,000.00	$ 95,793.56
Bellevue	Boiler Replacement	$ 66,000.00	$ 29,793.56
Overby-Sheppard	Cafeteria Ceiling Repair	$ 29,793.56	$ 0.00
Total		***$ 1,641,793.56***	

Richmond Public Schools
Capital Improvement Plan Budget
Summary of CIP Funds

Proposed Projects - FY13

Schools	Project		Projected Cost
All Schools	Climate Controls - Heat/HVAC	$	780,000.00
Arthur Ashe Center	Roof Replacement	$	800,000.00
Henderson	Replace Air Handling Units	$	505,000.00
RTC - North	Replace HVAC	$	500,000.00
Westover Hills	Partial Roof Replacement	$	450,000.00
Wythe/Marshall	Windows/Furniture/Lighting	$	400,000.00
Woodville	Replace HVAC - Multipurpose	$	365,000.00
Marshall	Tennis Court Replacement	$	288,000.00
Wythe	Tennis Court Replacement	$	288,000.00
Wythe	Replace HVAC System	$	250,000.00
Ginter Park Annex	Boiler Replacement	$	160,000.00
Marshall	Upgrade Water System	$	150,000.00
Wythe	Upgrade Water System	$	150,000.00
Armstrong	Upgrade Water System	$	150,000.00
Fisher	Bus Loop Reconstruction	$	86,000.00
Total		***$***	***5,322,000.00***

Proposed Projects - FY14

Schools	Project		Projected Cost
All Schools	Backflow Preventor Installations	$	1,125,000.00
Arthur Ashe Center	Replace HVAC Units	$	700,000.00
All Schools	Windows/Furniture/Lighting	$	800,000.00
Wythe	Parking Lot Resurfacing	$	555,000.00
Boushall	All Weather Track	$	526,000.00
RTC - South	Replace HVAC	$	300,000.00
Henderson	Tennis Court Replacement	$	286,000.00
Boushall	Tennis Court Replacement	$	277,200.00
Francis	Parking Lot Resurfacing	$	270,000.00
Community High	Parking Lot Resurfacing	$	140,000.00
Westover Hills	Parking Lot Resurfacing	$	105,000.00
Total		***$***	***5,084,200.00***

Richmond Public Schools
Capital Improvement Plan Budget
Summary of CIP Funds

Proposed Projects - FY15

Schools	Project		Projected Cost
All Schools	Backflow Preventor Installations	$	1,125,000.00
All Schools	Windows/Furniture/Lighting	$	800,000.00
Marshall	Replace Terminal Units - P # 1	$	700,000.00
RTC - South	Replace Terminal Units - P # 1	$	700,000.00
Boushall	Replace Terminal Units - P # 1	$	600,000.00
Henderson	Replace HVAC	$	552,000.00
Thompson	Replace Cooling Tower	$	200,000.00
Elkhardt	Resurfacing	$	155,000.00
Total		***$***	***4,832,000.00***

Proposed Projects - FY16

Schools	Project		Projected Cost
All Schools	Windows/Lighting/Furniture	$	800,000.00
Marshall	Replace Terminal Units - P # 2	$	700,000.00
RTC - South	Replace Terminal Units - P # 2	$	700,000.00
Boushall	Replace Terminal Units - P # 2	$	600,000.00
Wythe/Marshall	Outdoor Athletic Facilities	$	2,000,000.00
Total		***$***	***4,800,000.00***

Five Year Total $ 21,379,993.56

ADA Projects – Year 5

Richmond Public Schools ADA Compliance Plan
Year 5 Plan
Executive Summary

Richmond Public Schools recognizes the importance of ensuring that all students, parents, employees and members of the public are treated in a fair and equitable manner. Federal and state legislation mandates that persons with disabilities should full access to all School Board buildings. Charged with this mandate, the ADA Office within RPS is actively engaged in dismantling barriers of any kind which would interfere with access to RPS programs, services and activities.

In January of 2005, the Richmond City School Board contracted with TRICE Architects to conduct an ADA accessibility study which included an estimate of costs to renovate each facility for accessibility. Recognizing that adequate resources were not available to remove all barriers at one time, RPS has prioritized its remediation efforts.

On February 7, 2005 a sub-committee was formed to review the TRICE Accessibility Study and develop an Accessibility Plan for RPS. In developing this plan, the sub-committee considered the current facility's instructional programs, exceptional education programs and public access.

While the RPS School Board was implementing the above Accessibility Plan, a suit was filed in Federal District Court, ultimately leading to a Settlement Agreement signed in January of 2006. The Settlement Agreement then became the RPS ADA plan to modify its schools, which governs how RPS remediates its schools. As stated in the Settlement Agreement, the Richmond City School Board is obligated to ensure that all future new construction and alteration work at Richmond Public Schools fully complies with the Americans with Disabilities Act, as well as the Americans with Disabilities Act Accessibility Guidelines (ADAAG). It also states that these remediation efforts are contingent on funding from the Richmond City Council, with the School Board using its best efforts to obtain the funding necessary to fully implement the Agreement.

Richmond Public Schools ADA Compliance Plan
Year 5 Plan
Executive Summary

The Settlement Agreement has a five year schedule to complete its remediation efforts. To date, we have completed all 'Year One' projects (56 projects) and all 'Year Two' projects (78 projects). The RPS School Board is currently finishing work on all 'Year Three' projects (126 projects), which consist of elevators, water coolers, reducing counter heights, playgrounds, parking/signage and installing lever hardware at selected schools. Moreover, we are in the planning stage for Year 4 projects, which consists of auditorium lifts, playgrounds and elevators.

As of August 1, 2011, the available balance for the final closeout of all Year 3 projects and the appropriated funds for Year 4 projects is $7,521,000.00. Of that available balance, $4,500,000.00 is designated for Year 4 projects which will be completed during FY2012.

The following is a listing of the Year 5 Projects and the corresponding projected costs for each project. Year 5 is the scheduled final year of this remediation effort and is estimated to cost $4,101,800 for 53 projects which mainly consist of playground renovations and the installation of two elevators.

Richmond Public Schools
ADA Projects - Year 5
Summary of ADA Projects

Accessible Playgrounds

Schools		Projected Cost
Mason	$	249,000
Bellevue	$	233,364
Fisher	$	172,862
Mile Jones - Playgound C & D	$	140,000
Cary - Playgoound B	$	139,000
Fairfield - Playground B	$	135,000
Redd	$	121,151
Ginter Park	$	120,000
Reid	$	96,773
Woodville - Playground B	$	94,000
Greene	$	84,547
Blackwell Annex	$	72,000
Total	*$*	*1,657,697*

Interior Door Hardware (Main Office Only)

Schools		Projected Cost
Fisher	$	5,000
Elkhardt	$	2,000
Wythe	$	2,000
Albert Hill	$	1,000
Binford	$	1,000
Carver	$	1,000
Clark Springs	$	1,000
Mason	$	1,000
Henderson	$	1,000
Richmond Community	$	1,000
RTC - South	$	1,000
Thompson	$	1,000
Westover Hills	$	1,000
Total	*$*	*19,000*

Richmond Public Schools
ADA Projects - Year 5
Summary of ADA Projects

Exterior Door Hardware

Schools		Projected Cost
Woodville	$	21,000
Wythe	$	15,000
Blackwell Annex	$	10,000
Reid	$	9,500
RTC North	$	8,000
RTC South	$	8,000
Stuart	$	8,000
Francis	$	7,000
Elkhardt	$	5,500
Westover Hills	$	5,500
Clark Springs	$	5,000
Henderson	$	4,000
Munford	$	3,500
Fisher	$	3,000
Total	*$*	*113,000*

Elevators

Schools		Projected Cost
Capital City Program	$	1,034,219
Norrell Annex	$	400,000
Total	*$*	*1,434,219*

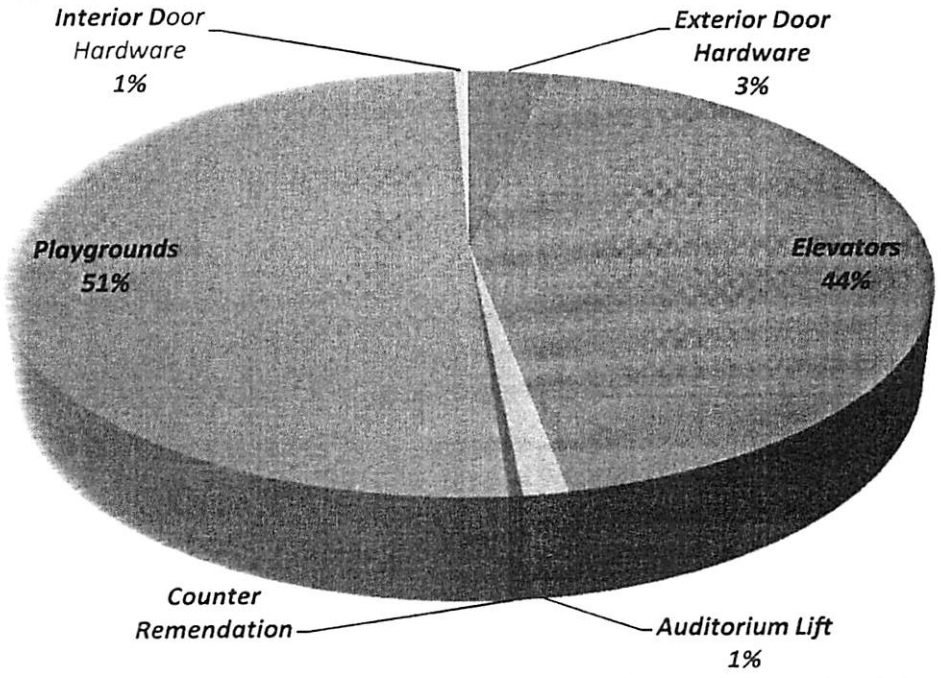
Auditorium Lift

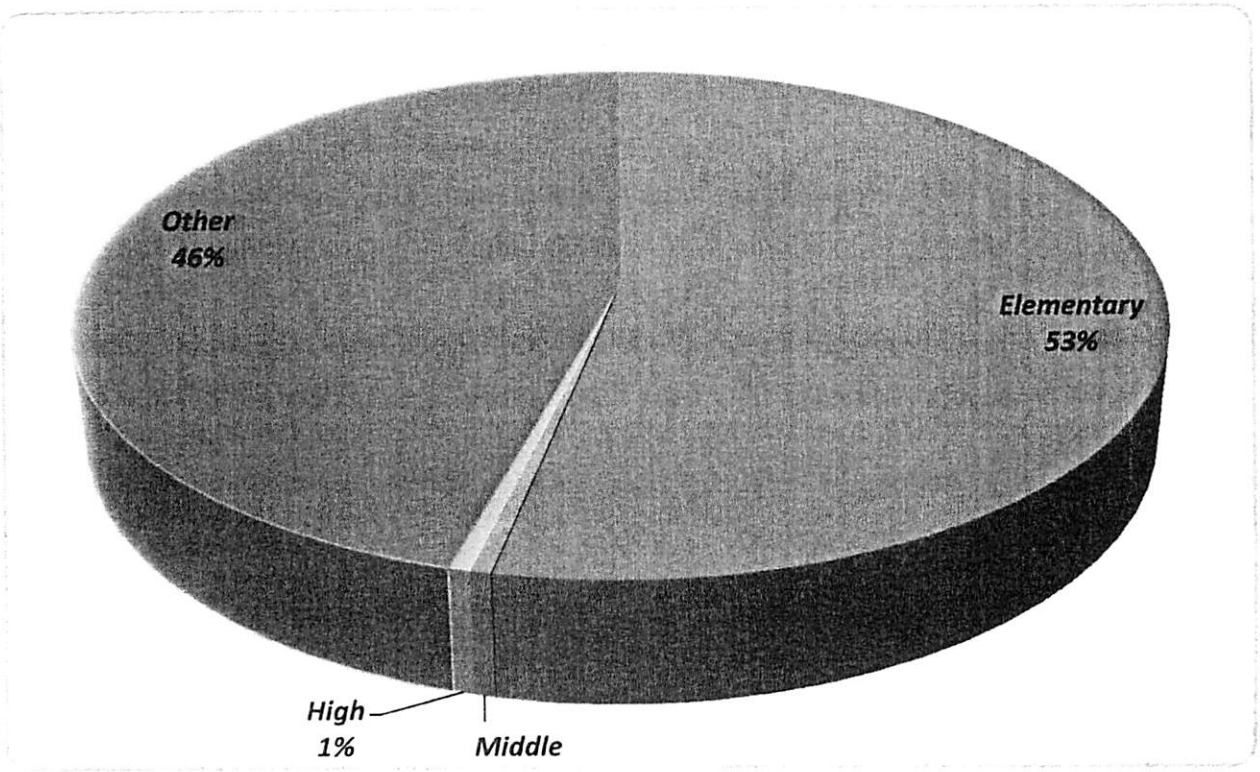
Schools		Projected Cost
Capital City Program	$	44,324

Counter Remediation

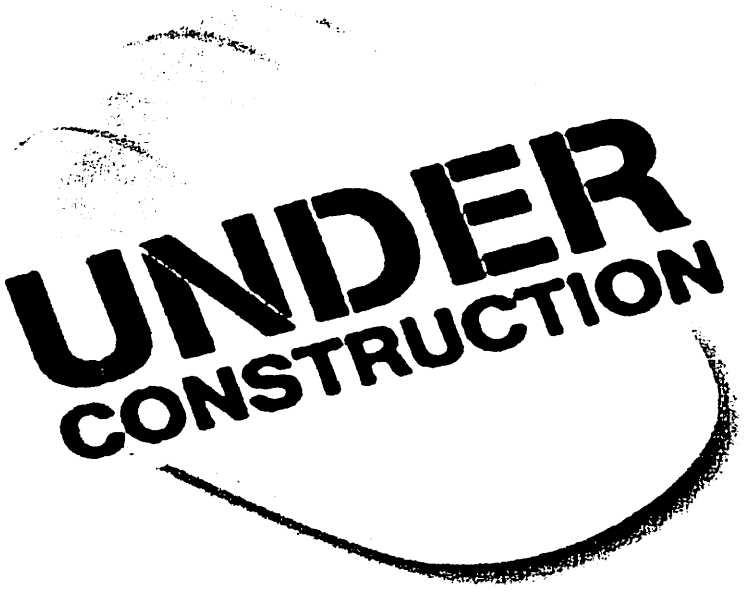
Schools		Projected Cost
Mason	$	1,200
Woodville	$	1,200
Fisher	$	1,200
Reid	$	1,200
Westover Hills	$	1,200
Binford	$	1,200
RTC - South	$	1,200
ACDC	$	1,200
Bellevue	$	1,200
Elkhardt	$	1,200
Francis	$	1,200
Total	*$*	*13,200*

Year 5 Estimated Cost	$	3,281,440
Estimated Design Cost - 25%	$	820,360
Grand Total - Year 5	*$*	*4,101,800*




Other
46%
Elementary
53%
High
1%
Middle

Build A Better Richmond Projects
FY16 – FY20



Build A Better Richmond Projects
Executive Summary

Build A Better Richmond projects are major renovation or school addition/replacement projects. In 2001-02, the Richmond Public School Board engaged BCWH Architects and DeJong & Associates, Inc. to assist the school division in developing a ten-year facility master plan. This process involved the formation of a Community Facility Planning Committee. This committee was a broad-based committee consisting of parents, teachers, administrators, and community members charged with developing a master plan.

The goal of the 2002 division-wide effort was to create attractive school environments which are conducive to efficient and effective learning, teaching, and community activities. To meet this goal, the school buildings must:

A. Provide appropriate, attractive spaces for education, administration, and community uses with flexibility to meet the needs of new initiatives,
B. Be technologically viable,
C. Be secure to meet all health and safety codes as well as comply with federal and local mandates,
D. Be restored to a state of good repair and maintained on a life-cycle basis, and
E. Utilize/accommodate fluctuating enrollments, administration use, and compatible community functions effectively.

In 2007, the Richmond School Board engaged BCWH Architects, Kei Architects and Eperitus, LLC to update the facility master plan priorities and to specifically develop a phased approach of facility development and renovation that supports the City initiated City of the Future (currently named Build a Better Richmond) plan. The "Facility Master Plan Update" process included the following elements:

A. Review all facility activity (closings, consolidations, maintenance, ADA compliance) occurring since the 2002 Master Plan was developed,
B. Assess the current condition of selected priority school facilities,
C. Establish the desired condition or standard for schools based on the 2007 District-Wide Education Specification,
D. Define what needs to be done to meet the standards and reach the desired condition,
E. Create a methodology to prioritize the projects that need to be completed, and
F. Recommend to the Richmond School Board the prioritization of the schools to be built or renovated.

Currently the Richmond School Board in conjunction with the Richmond City Council are in the process of replacing four schools which were identified in the 2002 Master Plan and in the 2007 Facility Master Plan Update. These schools have been funded and are in various stages of completion with the elementary schools (Oak Grove & Broad Rock) completion date scheduled for January 2013 , the middle school (Martin Luther King) in January 2014, and the high school (Huguenot) in January 2015.

The following page documents the schools identified in Phase 1 and Phase 2 of the Build A Better Richmond Plan. The Richmond School Board and the Richmond City Council are committed partners to ensure these projects are completed for our students and community.

Richmond Public Schools
Projected Build a Better Richmond Projects
FY16 - FY20

Phase 1

Project	Project Type	Projected Cost	Completion Date	Funded?
Broad Rock Elem.	Replacement	19.30	1/1/13	Yes
Oak Grove Elem.	Replacement	19.80	1/1/13	Yes
MLK Middle	Replacement	26.40	1/1/14	Yes
Huguenot High	Replacement	62.60	1/1/15	Yes
Mason Elem.	Replacement	28.90	?	No
Green Elem.	Renovation	14.00	?	No
Elkhart Middle	Replacement	38.20	?	No
Baker Building	Replacement	11.50	?	No
Total Projected Cost		*220.70*		

Phase 2

Project	Project Type	Projected Cost	Completion Date	Funded?
Francis Elem.	Renovation	10.20	?	No
Jefferson High	Renovation	39.70	?	No
RTC	Renovation	34.40	?	No
Woodville Elem.	Replacement	33.00	?	No
Swansboro Elem.	Renovation	23.20	?	No
Total Projected Cost		*140.50*		

Notes:
All amounts shown above are in millions.
All of the above projects & costs were identified in the Facility Master Plan Update dated 11/5/07.