

Magnolia Public Schools

Audit/Facilities Committee Meeting

Date and Time Thursday March 7, 2024 at 6:30 PM PST

Location

Home Office: 250 E. 1st Street, Suite 1500, Los Angeles, CA 90012

Access to the Board Meeting

Any interested parties or community members from remote locations may attend the meeting at any Magnolia Science Academy school, or the addresses where Board Members are joining from. Dialing information is included below:

By dialing into; 1-669-444-9171 Meeting ID: 922 0564 0153 - Passcode: 013089

Zoom: https://zoom.us/j/92205640153?pwd=cHNIWjInY0dsQmxDTjZFa0pydzR0Zz09

Accessibility

In compliance with the Americans with Disabilities Act (ADA) and upon request, Magnolia Public Schools may furnish reasonable auxiliary aids and services to qualified individuals with disabilities. Members of the public who need special accommodations or translation are strongly encouraged to contact Magnolia Public Schools at least 24 hours in advance of the Board meeting so assistance can be assured. Please contact Jennifer Lara at 213-628-3634 or email jlara@magnoliapublicschools.org with such requests.

Any public records relating to an agenda item for an open session which are distributed to all, or a majority of all, of the Board Members shall be available for public inspection.

Public Comment Procedures

Magnolia Public Schools greatly values public comment during Board meetings. For members of the public who would like to speak, please fill out the Public Speaker Form which can be accessed at magnoliapublicschools.org, there will also be speaker cards to be filled out prior to the beginning of the meeting. By law, the Board is only allowed to discuss or take action on items listed on the agenda. The Board may, at its discretion, refer a matter to MPS staff or add the issue to a future board meeting date for discussion. Public speakers are limited to three (3) minutes and speakers with interpreters up to six (6) minutes.

Please note that the agenda item times for when that item will be discussed or taken action on is subject to change on the day of the Board meeting to accommodate public speaker times indicated above. For any questions regarding this meeting please email <u>board@magnoliapublicschools.org</u> or call (213) 628-3634 ext. 21101.

Audit/Facilities Committee Members:

Mr. Mekan Muhammedov, Chair Ms. Diane Gonzalez Dr. Salih Dikbas (alternate)

CEO and Superintendent:

Mr. Alfredo Rubalcava

Agenda

| | | Purpose | Presenter | Time |
|------|--|--------------------|-----------|---------|
| I. C | Opening Items | | | 6:30 PM |
| C | Opening Items | | | |
| A | A. Call the Meeting to Order | | | 1 m |
| E | B. Record Attendance and Guests | | | 1 m |
| C | C. Approval of Agenda | Vote | | 1 m |
| [| D. Public Comments | | | 3 m |
| E | Approval of Minutes from MPS Regular Audit/Facilities Committee Meeting - January 18, 2024 | Approve Minutes | | 1 m |

II. Information/Discussion Items

| | | Purpose | Presenter | Time |
|------|-------------------------------|---------|-------------------|---------|
| | A. Facilities Project Updates | Discuss | Patrick Ontiveros | 80 m |
| III. | Closing Items | | | 7:57 PM |
| | A. Adjourn Meeting | | | 1 m |

Coversheet

Approval of Minutes from MPS Regular Audit/Facilities Committee Meeting - January 18, 2024

Section:I. Opening ItemsItem:E. Approval of Minutes from MPS Regular Audit/Facilities CommitteeMeeting - January 18, 2024Approve MinutesPurpose:Approve MinutesSubmitted by:Minutes for Audit/Facilities Committee Meeting on January 18, 2024



Magnolia Public Schools

Minutes

Audit/Facilities Committee Meeting

Date and Time Thursday January 18, 2024 at 6:30 PM

Location Home Office: 250 E. 1st Street, Suite 1500, Los Angeles, CA 90012

Audit/Facilities Committee Members:

Mr. Mekan Muhammedov, Chair Ms. Diane Gonzalez Dr. Salih Dikbas (alternate)

CEO and Superintendent: Mr. Alfredo Rubalcava

Committee Members Present

D. Gonzalez, M. Muhammedov

Committee Members Absent None

Guests Present

J. Lara

APPROVE

I. Opening Items

Α.

Call the Meeting to Order

M. Muhammedov called a meeting of the Audit/Facilities Committee Committee of Magnolia Public Schools to order on Thursday Jan 18, 2024 at 6:37 PM.

B. Record Attendance and Guests

Refer to attendance information recorded above.

C. Approval of Agenda

D. Gonzalez made a motion to approve the agenda as presented.

M. Muhammedov seconded the motion.

The committee **VOTED** unanimously to approve the motion.

Roll Call

D. Gonzalez Aye M. Muhammedov Aye

D. Public Comments

No public comments were made at this time.

E. Approval of Minutes from MPS Regular Audit/Facilities Committee Meeting -December 14, 2023

D. Gonzalez made a motion to approve the minutes from Audit/Facilities Committee Meeting on 12-14-23.

M. Muhammedov seconded the motion.

The committee **VOTED** unanimously to approve the motion.

Roll Call

M. Muhammedov Aye D. Gonzalez Aye

II. Recommended Action Items

A. Approval of 2022-23 Annual Audit Report for all Magnolia Science Academy Schools and the Home Office

S. Budhraja, Chief Financial Officer went over the annual audit report to the Committee Members and inspected the audit and its reporting. He was joined by Jonathan Clement, Senior Manager at Eide Bailly - a certified public accounting firm which has worked with MPS's auditing. S.Budhraja, briefed the Committee on the reporting procedures and guidelines and based on the report, he noted that there has been compliance with all instructional minutes' requirements, no adjustments or restatements to fund balance from unaudited actuals, and it it a unmodified report. He briefed the Committee on all school sites and the Home Office. E. Acar, Chief Academic Officer and A. Milteer, ELOP Coordinator, provided background on a reporting issue that was identified and reported to

the Committee the steps to address the reporting and procedures set up moving forward. The Committee's questions were addressed by staff and Jonathan.

M. Muhammedov made a motion to approve the 2022-23 Annual Audit Report for all Magnolia Science Academy (MSA) schools and the Home Office (MERF). Furthermore for the Committee to move and recommend that the Board approve and adopt the same. D. Gonzalez seconded the motion.

The committee **VOTED** unanimously to approve the motion.

Roll Call

D. Gonzalez Aye M. Muhammedov Aye

III. Information/Discussion Items

A. Facilities Updates

M. Sahin, Facilities Project Manager, briefed the Committee on the various facilities projects for Magnolia Science Academy-1, 2, 5, 7, Santa Ana & San Diego. He commented on the completion of projects for MSA-Santa Ana and San Diego and explained all next steps. Committee Members questions were addressed by staff.

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:17 PM.

Respectfully Submitted, M. Muhammedov

Coversheet

Facilities Project Updates

Section: Item: Purpose: Submitted by: Related Material: II. Information/Discussion Items A. Facilities Project Updates Discuss

II_A_Facilities Project Updates - Updated.pdf Magnolia MSA5 Presentation.pdf





| Agenda Item: | II A: Information/Discussion Item |
|----------------|--|
| Date: | March 7, 2024 |
| To: | Magnolia Educational & Research Foundation dba Magnolia Public Schools ("MPS") Audit & |
| | Facilities Committee (the "Committee") |
| From: | Alfredo Rubalcava, CEO & Superintendent |
| Staff Lead(s): | |
| | Mustafa Sahin, Project Manager |
| | Katrina Jimenez, Assistant Project Manager |
| RE: | Facilities Project Updates |

1. Action Proposed:

This is an informational item, there is no action.

2. Purpose:

Facilities Department monthly update report to give an update on the existing projects at each campus.

3. Updates:

MSA1

- JAM Building
 - o Plumbing, Roofing, Dry wall, Electric, and Mezzanine work ongoing.
 - MSA 1 staff identified change orders that will enhance the functionality of the gym. These will not impact the completion date of the project. Expected completion is June 17, 2024. Please see below for specifics:

| | Description | Amount |
|---|---|--------------|
| 1 | Back Stops for extra 4 hoops | \$34,256.00 |
| 2 | Gymnasium Divider | \$33,099.00 |
| 3 | Acoustical Elements | \$17,000.00 |
| 4 | Mural | \$4,000.00 |
| 5 | Rough Carpentry | \$21,101.02 |
| 6 | Electrical (Divider Backing) | \$8,210.00 |
| | EPI (General Contractor) Mark Up Fee @ 4% | \$4,706.64 |
| | TOTAL | \$122,372.66 |

• Bungalows

- LADWP energized Bungalows on February 14.
- IE Alarm and ADT to complete the Fire Alarm on March 8.
- Next steps:
 - Fire Department Inspection
 - Building and Safety Final Inspection
 - LACOE Inspection

• Alley Closure

- Application was submitted February 02, 2024.
 - $\blacksquare 12-18 \text{ months for review.}$





MSA-2 -16600 Vanowen

- CUP Application was submitted on January 24, 2024.
- Started Community Outreach 2 neighbors requested meeting.

MSA-5 - 7111 Winnetka

0

- Demolition is expected to commence in April 2024.
- Modular Classroom Design
 - Interviewed two vendors (February 21)
 - Selection committee directed Facilities Department to follow up with due diligence items:
 - Updated schedule
 - Gateway provided updated schedule shows October 2025 completion. Exhibit A.
 - Updated budget
 - Reference checks
 - Financial health
 - Site visits
 - Goal is to select a vendor to provide a modular version of the DLR design for submission to DSA. Looking to receive items asap in partnership with Gateway.
- CDE site approval
 - Met with Pierce College for the 2nd time (February 27) to finalize addendum for a long-term agreement to take our students to Pierce campus to decrease MSA 5 site density. Goal is to increase approval from 351 students to 460 students.
 - Pierce expected to get back to MPS in 2 weeks (March 12).
- MPS Staff is pursuing advanced site acquisition funds.
 - Met with CSFA (California School Finance Authority) to go over financial soundness determination analysis. Goal is to re-submit updated documents by the end this week (March 8).
 - CSFA may base financial soundness determination on 460 students instead of 552 students. May ask foundation to be guarantor.
- MPS Staff will ask the Board at its March 14 meeting to approve and adopt an initial study and negative declaration in compliance with CEQA requirements.

MSA-7

• No updates.

MSA-Santa Ana

- Digital Sign
- Plan was approved by DSA.
- Stanford Sign (vendor) ordered the screen, expected to receive by April 2024.

MSA-San Diego

Digital Signs

- Two digital signs were installed February 12, 2024.
- Parking lot improvement was done February 24, 2024.





- 4. <u>Exhibits</u>
 - MSA-5 Modular Schedule

| # | Name | Duration | Start | Finish | er 2024 | | 2nd Quarter 2024 | | Brd Quarter 2024 | | 4th Quarter 2024 | | 1st Quarter 2025 | | 2nd Quarter 2025 | | 3rd Quarter 2025 | | 4th Quarter | | 1st G |
|------|-----------------------------|----------|------------|------------|---------|---------|------------------|---|------------------|-----|------------------|--------|------------------|-----|------------------|-----|------------------|-----|----------------|------------|-------|
| | N | | | | Feb | Mar | Apr May | Jun | Jul Aug | Sep | Oct Nov | Dec | Jan Feb | Mar | Apr May | Jun | Jul Aug | Sep | Oct | Nov Dec | c Jai |
| 1 🌮 | Magnolia Project | 458 d | 3/4/2024 | 12/4/2025 | | | | | | | | | | | | | | | | | |
| 2 🄧 | Sitework | 422 d | 3/14/2024 | 10/24/2025 | | | | | | | | | | | | | | | | | |
| 3 🍫 | Demolition | 40 d | 3/14/2024 | 5/8/2024 | | | | | | | | | | | | | | | | | _ |
| 4 🔧 | Grading | 45 d | 5/8/2024 | 7/9/2024 | | | | | | _ | | | | | | | | | | | |
| 5 💝 | Water | 45 d | 7/8/2024 | 9/6/2024 | | | | | (| | | | | | | | | | | | |
| 6 🐓 | Sewer | 45 d | 7/8/2024 | 9/6/2024 | | | | | | | | | | | | | | | | | |
| 7 🍫 | Storm Drain | 60 d | 7/8/2024 | 9/27/2024 | | | | | (| | | | | | | | | | | | |
| 8 🌮 | Electricity | 70 d | 7/8/2024 | 10/11/2024 | | | | | (| | | | | | | | | | | | |
| 9 🤧 | Road/Curb/ Sidewall | 30 d | 9/6/2024 | 10/17/2024 | | | | | | (| | | | | | | | | | | |
| 10 🐓 | Phone-Fibre | 30 d | 9/6/2024 | 10/17/2024 | | | | | | (| | | | | | | | | | | |
| 11 🐓 | Parking Lot | 45 d | 7/9/2024 | 9/9/2024 | | | | | (| | | | | | | | | | | | |
| 12 🐉 | Storm Water Retention | 30 d | 9/6/2024 | 10/17/2024 | | | | | | (| | | | | | | | | | | |
| 13 🦻 | Crane Pad | 14 d | 9/6/2024 | 9/25/2024 | | | | | | | | | | | | | | | | | |
| 14 🐓 | Flatwork | 30 d | 9/1/2025 | 10/10/2025 | | | | | | | | | | | | | | | | | |
| 15 🐓 | Landscaping | 30 d | 9/1/2025 | 10/10/2025 | | | | | | | | | | | | | | | | | |
| 16 🐓 | Play Area | 40 d | 9/1/2025 | 10/24/2025 | | | | | | | | | | | | | | (| | | |
| 17 🍫 | Modular Project | 418 d | 3/14/2024 | 10/21/2025 | | , | | | | | | | | | | | | | - | | |
| 18 🐓 | Board Design Approval | | 3/14/2024 | | | | 3/14/2024 | | | | | | | | | | | | | | |
| 19 🔧 | Contract w Silver Creek | 10 d | 3/14/2024 | 3/27/2024 | | | l | | | | | | | | | | | | | | |
| 20 🔧 | Contract w DLR | 10 d | 3/14/2024 | 3/27/2024 | | ÷ | | | | | | | | | | | | | | | |
| 21 🍫 | Modular Design | 60 d | 3/28/2024 | 6/19/2024 | | - | | | | | | | | | | | | | | | |
| 22 🐓 | Coordination with DLR | 60 d | 3/28/2024 | 6/19/2024 | | L, | | | | | | | | | | | | | | | |
| 23 🍫 | DSA Submission | | 6/20/2024 | | | | | └ | 6/20/2024 | | | | | | | | | | | | |
| 24 🍫 | DSA Plan Check | 88 d | 6/20/2024 | 10/21/2024 | | | | | | | | | | | | | | | | | |
| 25 🍫 | DSA Approval | | 10/21/2024 | | | | | | | | 10/2 | 1/2024 | | | | | | | | | |
| 26 🔧 | RFP Preparation | 5 d | 10/21/2024 | 10/28/2024 | | | | | | | L_ | | | | | | | | | | |
| 27 🤣 | RFP Publication/Bidding | 15 d | 10/28/2024 | 11/18/2024 | | | | | | | L. | | | | | | | | | | |
| 28 🍫 | Opening Bids | | 11/18/2024 | | | | | | | | L + | 11/18 | 8/2024 | | | | | | | | |
| 29 🔧 | Financial Budget | 1 d | 11/19/2024 | 11/19/2024 | | | | | | | | | | | | | | | | | |
| 30 🍫 | Awarding Contracts | 10 d | 11/18/2024 | 12/2/2024 | | | | | | | , _ | h | | | | | | | | | |
| 31 🍫 | Modular Foundation | 45 d | 12/2/2024 | 1/31/2025 | | | | | | | | | | | | | | | | | |
| 32 🄧 | Materials Procurement | | 10/1/2024 | | | | | | | | 10/1/2024 | | | | | | | | | | |
| 33 🍫 | Modular Fabrication | 65 d | 12/2/2024 | 3/3/2025 | | | | | | | L. | | |) | | | | | | | |
| 34 🍫 | Modular Crane | 5 d | 3/4/2025 | 3/10/2025 | | | | | | | | | | • | | | | | | | |
| 35 🔧 | Complete Finalize | 120 d | 3/11/2025 | 8/25/2025 | | | | | | | | | | | | | | | | | |
| 36 🍫 | Test systems | 5 d | 8/26/2025 | 9/1/2025 | | | | | | | | | | | | | L. | • | | | |
| 37 🔧 | Install Casework/Technology | 30 d | 9/2/2025 | 10/13/2025 | | | | | | | | | | | | | [| • | | | |
| 38 🍫 | Finalize DSA/Commission | | 10/14/2025 | | | | | | | | | | | | | | | | G ₀ | 10/14/2025 | |
| 39 🍫 | Install FF&E | 5 d | 10/14/2025 | 10/20/2025 | | | | | | | | | | | | | | | G. | | |
| 40 🐓 | Building Occupancy | | 10/21/2025 | | | | | | | | | | | | | | | | , L | 10/21/2025 | 5 |
| 41 🔧 | Gym Project | 458 d | 3/4/2024 | 12/4/2025 | | p | | | | | | | | | | | | | | | |
| 42 🐓 | Board Timing Decision | | 3/14/2024 | | | • | 3/14/2024 | | | | | | | | | | | | | | |
| 43 🐓 | Contract w DLR | 10 d | 3/4/2024 | 3/15/2024 | | 6 | | | | | | | | | | | | | | | |
| 44 🍫 | Gym Design | 75 d | 3/18/2024 | 6/28/2024 | | ۲, | | | | | | | | | | | | | | | |
| 45 🐓 | DSA Submission | | 7/1/2024 | | | | | , in the second | 7/1/2024 | | | | | | | | | | | | |
| 46 🐓 | DSA Plan Check | 100 d | 7/1/2024 | 11/15/2024 | | | | Ļ | , | | | | | | | | | | | | |
| 47 😵 | DSA Approval | 0 d | 11/15/2024 | 11/15/2024 | | | | | | | | | | | | | | | | | |
| 48 🐓 | RFP Publication | 15 d | 11/15/2024 | 12/6/2024 | | - | | | | | | • | | | | | | | | | |
| 10 8 | ta i i ubication | 10 0 | 11/10/2024 | 12/0/2024 | | 1 | | | | | | | 1 | | | | | | 1 | | |

| # Name | | Duration | Start | Finish | :er 2024 | | 2nd Qu | arter 2024 | | 3rd Qua | rter 2024 | | 4th Quar | ter 2024 | | 1st Quar | ter 2025 | | 2nd Qua | arter 2025 | | 3rd Quar | ter 2025 | | 4th Quar | ter 2025 | | 1st G |
|--------|-------------------------------|----------|------------|------------|----------|-----|--------|------------|---------|---------|-----------|-----|----------|----------|----------|-----------|----------|---------|---------|------------|-----|----------|----------|-----|----------|----------|-----|-------|
| # | Indifie | Duration | Start | Finish | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jai |
| 49 🐦 | Opening Bids | | 12/6/2024 | | | | | | | | | | | | → | 12/6/2024 | 4 | | | | | | | | | | | |
| 50 🍫 | Final Budget | 1 d | 3/14/2024 | 3/14/2024 | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 51 🍫 | Awarding Contract | 5 d | 12/6/2024 | 12/13/2024 | | | | | | | | | | | L, | | | | | | | | | | | | | |
| 52 🍫 | Construction Process | 200 d | 12/13/2024 | 9/19/2025 | | | | | | | | | | | | | | | | | | | | | | | | |
| 53 🐦 | Complete Finalize | 44 d | 9/19/2025 | 11/20/2025 | | | | | | | | | | | | | | | | | | | | L. | | | | |
| 54 🐓 | Test systems | 5 d | 11/20/2025 | 11/27/2025 | | | | | | | | | | | | | | | | | | | | | | L_ | | |
| 55 🐦 | Finalize DSA/Commission | | 11/27/2025 | | | | | | | | | | | | | | | | | | | | | | | <u>ل</u> | 11 | 27/20 |
| 56 🔧 | Install FF&E | 5 d | 11/27/2025 | 12/4/2025 | | | | | | | | | | | | | | | | | | | | | | L. | | |
| 57 🍫 | Building Occupancy | | 12/4/2025 | | | | | | | | | | | | | | | | | | | | | | | L. | • | 2/4/2 |
| 58 🔧 | Finance Module | 246 d | 3/4/2024 | 2/10/2025 | | p | | | | | | | | | | | - | | | | | | | | | | | |
| 59 🐦 | 1st Apportionment Funding | 1 d | 3/4/2024 | 3/4/2024 | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 60 🐓 | CDE Plan approval | | 6/20/2024 | | | | | | | 6/20 | /2024 | | | | | | | | | | | | | | | | | |
| 61 🐓 | DSA Plan approval | | 6/20/2024 | | | | | | | 6/20 | /2024 | | | | | | | | | | | | | | | | | |
| 62 🐦 | OPSC Review | 90 d | 9/20/2024 | 1/23/2025 | | | | | | | | G | | | | | | | | | | | | | | | | |
| 63 🔧 | CSFA Meeting | | 1/24/2025 | | | | | | | | | | | | | | 1/2 | 24/2025 | | | | | | | | | | |
| 64 🐓 | Placement on Approved Funding | | 1/25/2025 | | | | | | | | | | | | | | 1/2 | 25/2025 | | | | | | | | | | |
| 65 🍫 | Funding Availability | 10 d | 1/28/2025 | 2/10/2025 | | | | | | | | | | | | | | | | | | | | | | | | |

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MAGNOLIA MSA5 PRESENTATION

3/7/24

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AGENDA

Introduction

Investigation Status from Interviews (15 min) Project Challenges Schedule (20 min) Time (3 min)

Scope (5 min)

Budget (2 min)

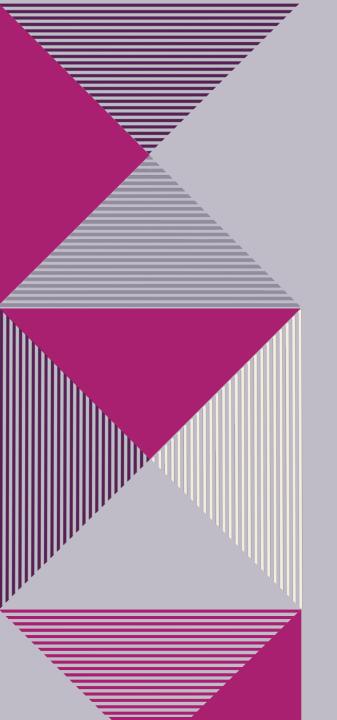
Requests & Takeaways (10 min)

INTERVIEW INVESTIGATION FOLLOW UP

INVESTIGATION RESULTS SO FAR

SILVER CREEK

- 1. Greg's informational responses
 - Financial Statements
 - Bonding Capacity
 - Company Structure and History
- 2. James' reference check and status
- 3. Mark's Responses and Photos
- 4. Others



INVESTIGATION RESULTS SO FAR

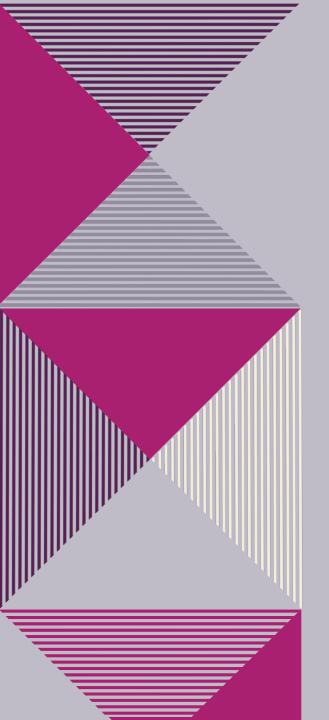
SITE ISSUES

- Exterior Sign Size and Cost
- Modules number and sizes and a potential compromise with DLR and Silver Creek
- Combining parts of Increment's 1 and 2 to save costs and time
- Utility extensions into site and the timing and costs associated
- How to deal with the public bid process to cut down on time, RFI's, etc.



SCHEDULE

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THE POSSIBLE SCHEDULES SCHEDULE ISSUES

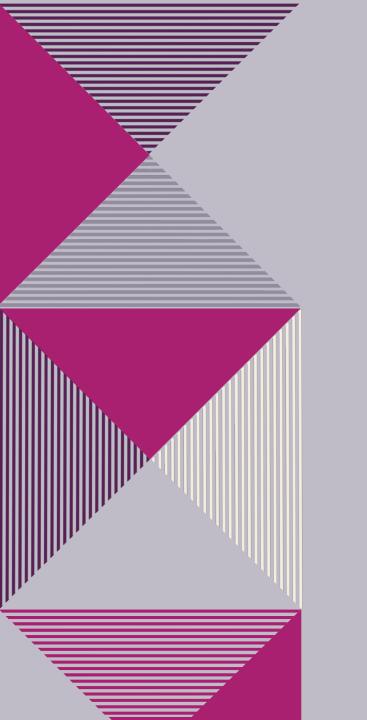
- There are four project schedules. We will deal with the realistic model to begin with.
 - One...the ideal or optimistic schedule completion 7/31/25
 - Two... the realistic schedule based upon current research—completion 10/20/25
 - Three...the potential what if schedule completion even later (material issues, weather, financial, inspection, or other issues

FOR THIS EXERCISE I AM GOING TO USE THE REALISTIC OPTION AND SHOW HOW IT CAN CHANGE.



TIMING

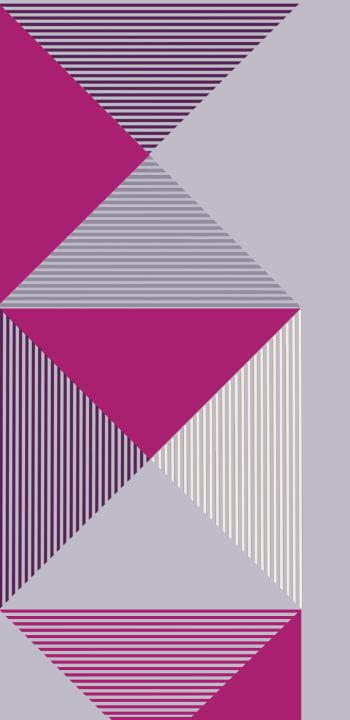
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TIMING TO THIS POINT

HISTORIC TIMING

- Gateway approved as CM on 12/14
- Team Review of Plans and Project for possible VE options-Jan 24
- Trip to SACTO for IMOD Review 2/16
- Modular candidate interviews 2/20
- Debrief with Magnolia Staff 2/21
- Meetings with Ryan and Mark 2/15-3/5



ANALYSIS OF CONTROL

REASONABLY CONTROLABLE

- Submission dates for CDE/DSA
- Bidding & Contracting
 Processes
- Early Procurement and Fabrication
- Cash flow analysis once scope and budget information are finalized
- Interior Finish Decisions vs Schedule
- Demo and Site Work timing, costs, and scheduling

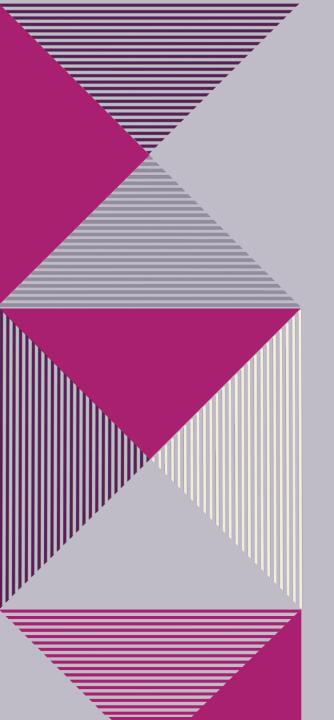
UNCONTROLABLE

- To get from the realistic budget to the optimistic budget a lot of work needs to be completed
- DSA and their timing
- Drilling down into total project scope, time frames, costs, and timing
- Weather
- Utility companies for their installation
- We need to preserve a place in line for fabrication of the modular project



REQUESTS AND TAKE AWAYS

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REQUESTS AND TAKE AWAYS

REQUESTS

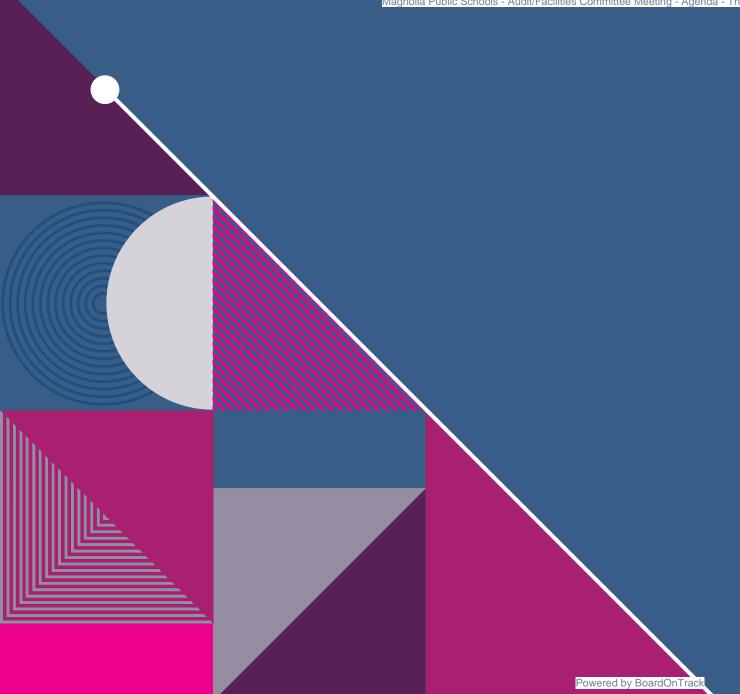
- Schedule Acceleration
 Direction
- Contract and RFP creation
- Early Procurement and Fabrication
- We need to review the design and how we approach the building
- Interior Finish Decisions vs
 Schedule
- Demo and site Work
- VE meetings to try to find other project savings

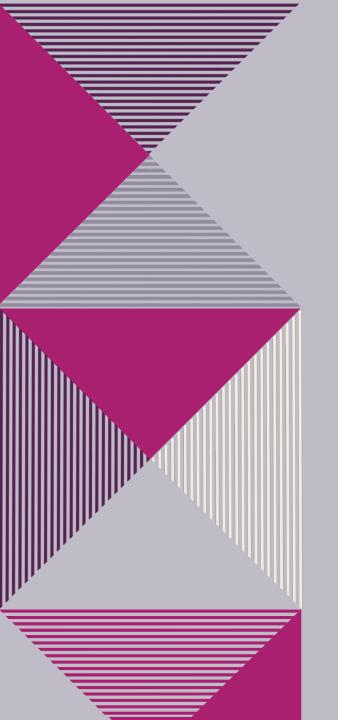
TAKE AWAYS

- To get from the realistic budget to the optimistic budget a lot of work needs to be completed
- Efforts need to be made to drill down into total project scope, time frames, costs, and timing
- The team will need to obtain quick responses if there is any chance of an July 31, 2025 completion
- We need to define and complete Increment #1
- We need to preserve a place in line for fabrication of the modular project

THANK YOU

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