

# PROJECT OVERSIGHT COMMITTEE

4th Annual Report  
July 1, 2019 to June 30, 2020



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George W. Marks Elementary Master Plan,  
Exhibit B

Image # 30  
Date 06.22.2020

*George Marks Elementary School*



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# Project Oversight Committee Members

**Mitch Aten**

Director of CRM, Enterprise Portals & Learning Systems  
Embry-Riddle Aeronautical University

**Sandy Burke Bishop**

Top Shelf Properties, LLC

**W. Ben Flowers, Jr.**

President/CEO  
Mainstreet Community Bank of Florida

**Jacob D. Lammers CPA**

Charles L. Belote & Associates P.A.

**Jim Mather**

President  
Paytas Homes

**Greg Ubienski**

InfiniSys Multifamily Technology

**Debra Muller**

Chief Financial Officer  
Volusia County Schools

# Project Oversight Committee Meeting Schedule

The Committee presented their second annual report to the School Board on October 8, 2019.

## Meeting and Other Dates

- **August 15, 2019** - Regular Meeting and Tour of Westside Elementary School
- **September 19, 2019** - Regular Meeting
- **November 14, 2019** - Regular Meeting and Tour of Chisholm Elementary School
- **January 16, 2020** - Regular Meeting
- **February 20, 2020** - Regular Meeting
- **April 16, 2020** - Regular (Virtual TEAMS) Meeting
- **June 19, 2020** - Regular (Virtual TEAMS) Meeting

# Introduction

The Project Oversight Committee, as representatives of the citizens of Volusia County, present our 4th Annual Report to the Volusia County School Board as a record of the oversight activity that has occurred through Fiscal Year 2020, beginning on July 1, 2019 and ending June 30, 2020. This past year presented many challenges for both the School District staff as well as the Oversight Committee, none of which was more challenging than addressing the COVID-19 State of Emergency that was declared. At the same time, these challenges were faced with persistence and fortitude resulting in many great successes that ultimately support the School District's vision of 'Ensuring all students receive a superior 21st century education.

Fiscal year 2020 is the third fiscal year in which the half cent sales tax, approved by voters on August 26, 2014, was collected for an entire fiscal year with collections beginning on January 1, 2017.

Official enrollment for School Year 2019-2020 was 62,545 students, a slight decrease of 0.46% from the previous year. The changes in enrollment experienced in the county has been, and will continue to be, influenced by the in-migration of empty nesters and retirees, as can be evidenced by the number of 55+ and older residential communities. Enrollment may also be influenced due to the increase in apartment complexes, master-planned communities such as Avalon Park, and the COVID-19 pandemic.

The Committee spent the first half of this year primarily focused on security plan updates, ERP updates and the opening of the new Chisholm Elementary in September 2019 plus the renovation of Westside Elementary, plus planning for the new Deltona Middle School, constructed on site of the current school. In addition to the \$2 million allocated annually towards security from the half cent sales tax, the district also received \$2.2 million in funds from the state-funded Educational Facilities Security Grant, to implement security measures mandated by the state. The Project Oversight Committee received updates on the status of these projects, reaffirming that providing a safe learning environment for the students of our County is the primary focus of the District.

The second half of the year was focused on construction project updates for ongoing major projects, review of financing options for future projects, the Board's direction for the remaining schools to be addressed, including the K-5 or K-8 for the Ortona/Osceola consolidation, and the effects of COVID-19 on our revenue as well as becoming a 1:1 technology district in light of a global pandemic. These decisions thrust the Project Oversight Committee into the limelight to make important recommendations to the Board of Education, as the representatives of Volusia County taxpayers.

# Revenues and Expenditures

## Half Cent Sales Tax 2017-2031

Revenues from sales tax receipts, bond issues, project expenditures and debt service are shown on Table 1, Table 2, Table 3, and Chart 1. Other funds that were used to supplement sales tax revenues included Local Capital Improvement Fund (LCIF) and Impact Fees for a total FY20 Adopted Capital budget of \$327.1 million.

Sales tax revenues, distributed monthly by the state, came in at \$44.3million, which is \$2.1M (+4.98%) greater than the FY20 budget estimate of \$42.2 (Chart 2). Initial estimates reflected a decrease as compared to budget due to COVID-19, but June 2020 collections and quarterly discount rebounded and exceeded FY19 collections.

In FY 2019-20 the School Board issued a \$100 million COPS Lease secured by replacement schools, George Marks Elementary, Ortona/Osceola Elementary, Deltona Middle and New Smyrna Beach Middle School's HVAC project. The historically low interest rates spurred by a strong economy created a favorable climate to initiate these projects.

**TABLE 1**  
**Sales Tax Revenues, Expenditures and Funds Remaining (Fund 3922)**

<b>Fiscal Year</b>	<b>Sales Tax Revenue</b>	<b>Interest Earnings &amp; Misc.</b>	<b>Debt Service</b>	<b>Expenditures - Projects</b>	<b>Funds Remaining</b>
<b>2017</b>	\$ 21,462,837	\$ 14,915	\$ 1,953,004	\$ 597,595	
<b>2018</b>	\$ 42,941,909	\$ 396,263	\$ 3,328,348	\$ 15,896,985	
<b>2019</b>	\$ 44,814,724	\$ 1,076,828	\$ 4,216,691	\$ 33,362,144	
<b>2020</b>	\$ 44,257,468	\$ 791,021	\$ 25,419,516	\$ 28,563,952	
<b>Total</b>	<b>\$ 153,476,938</b>	<b>\$ 2,279,027</b>	<b>\$ 34,917,559</b>	<b>\$ 78,420,676</b>	<b>\$42,417,730</b>

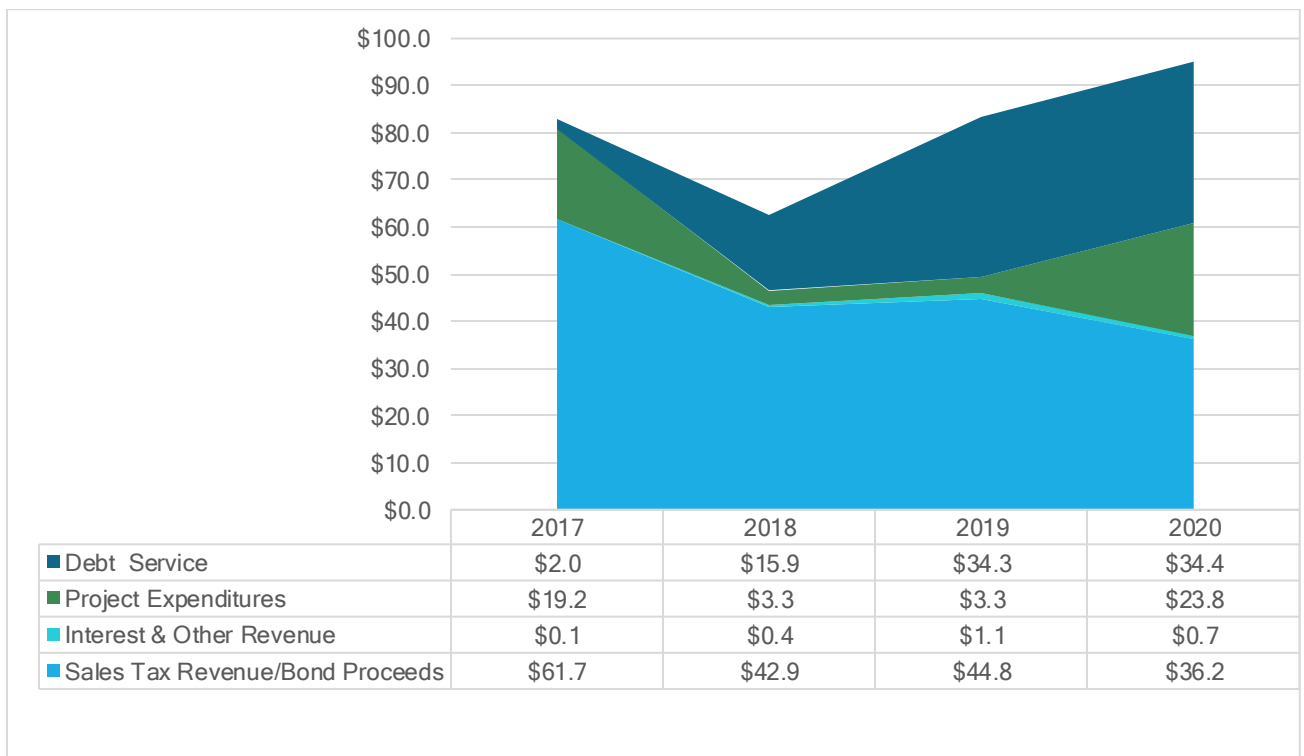
**TABLE 2**  
**Sales Tax Bonds, Series 2016 Rev., Exp. and Funds Remaining (Fund 3923)**

<b>Fiscal Year</b>	<b>Bond Proceeds</b>	<b>Interest Earnings &amp; Misc.</b>	<b>Expenditures - Projects</b>	<b>Funds Remaining</b>
<b>2017</b>	\$ 40,000,000	\$ 132,457	\$ 18,344,732	
<b>2018</b>		\$ 205,517	\$ 15,631,433	
<b>2019</b>		\$ 87,329	\$ 4,092,528	
<b>2020</b>		\$ 25,364	\$ 1,978,417	
<b>Total</b>	<b>\$ 40,000,000</b>	<b>\$ 450,667</b>	<b>\$ 40,047,110</b>	<b>\$ 403,557</b>

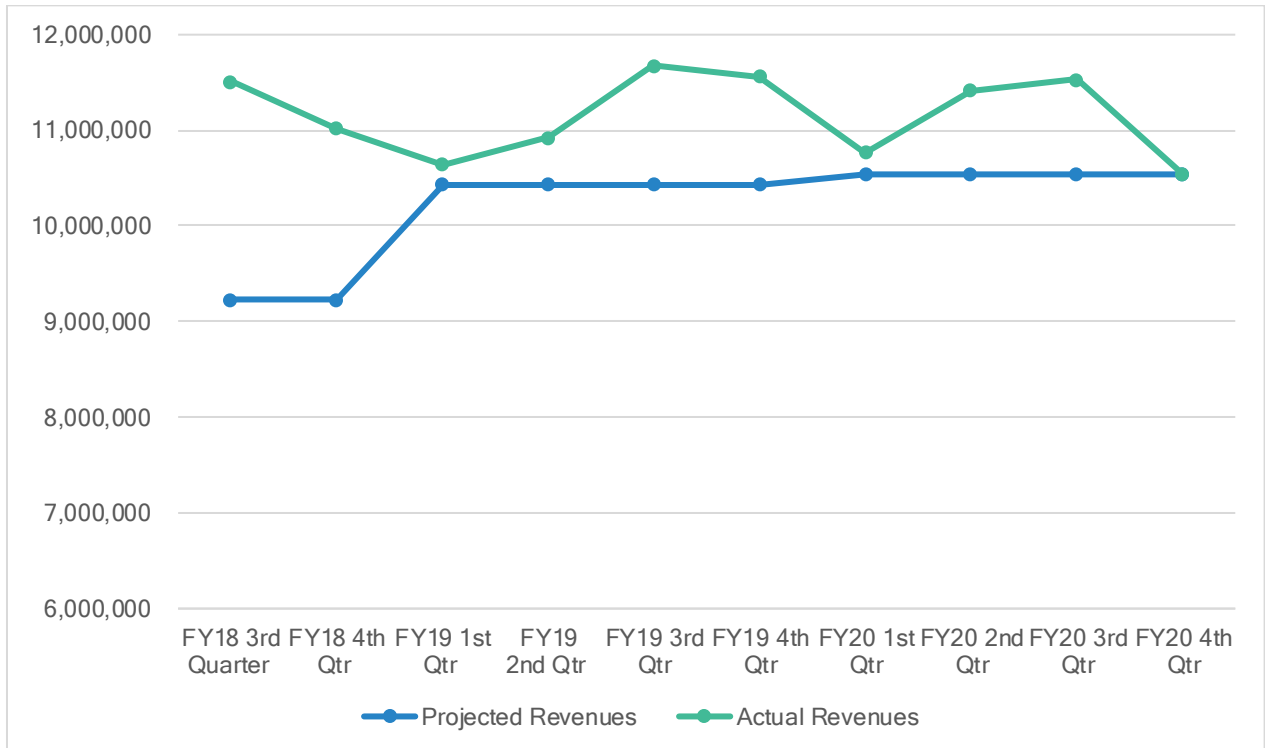
**TABLE 3**  
**COPs 2019 - 100 m Bond (Fund 3961)**

Fiscal Year	Bond Proceeds	Interest Earnings & Misc.	Expenditures - Projects	Funds Remaining
2020	\$ 100,000,000	\$ 1,905,343	\$ 15,044,431	
<b>Total</b>	<b>\$ 100,000,000</b>	<b>\$ 1,905,343</b>	<b>\$ 15,044,431</b>	<b>\$ 86,860,912</b>
<b>Total Project Expenditures/Total Funds Remaining</b>			<b>\$ 168,429,776</b>	<b>\$ 129,682,199</b>

**CHART 1**  
**Sales Tax**  
**Revenue/Bond Proceeds and Expenditures**



**CHART 2**  
**Sales Tax Revenues**



## Project Status Summary as of June 30, 2020

All projects are sales tax funded unless otherwise noted. Specific project budgets and expenditures are provided in Attachment 1.

### Resolution 2014-05 Recommended Project List Reflecting 2013 estimated allocation over the 15-year term

<b>SECURITY</b>	<b>\$ 45,000,000</b>
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- Security Enhancements: ALL SCHOOLS & BUSES



- School needs vary. Security enhancements may include, but not be limited to, one or more of the following:
- Cameras - In progress
- Cypher Locks - In progress
- Electronic Lock system - In Progress
- Fencing - In Progress (currently addressing site callbacks)
- Impact resistance window laminate - In Progress
- Ridership Verification & Accountability System - Completed
- Security Enhancements: ALL SCHOOLS & BUSES
- School Visitor Management System (Raptor) - Completed

After the tragic shooting at Marjory Stoneman Douglas High School on February 14th, 2018 the Volusia County School Board declared an emergency district-wide security fencing project at their March 27, 2018 board meeting. With this declaration, the school board directed that the remaining security project funds in the FY 18 budget be directed towards security fencing for all district schools. Since the camera and lock projects were only in the planning phase, work on those projects was delayed and all funds were shifted to the new priority of security fencing.

The focus for the FY 20 annual \$2M security allocation included a list of schools that were scheduled to complete the security fencing project and begin a callback list of schools for additional fencing. The security fencing projects make use of the existing campus layout and fence lines and by adding additional fencing and gates, create a single point of entry that will restrict visitor access to the reception office in the administration building. Since every campus has a slightly different fence and building layout, the solution necessary to accomplish the task is unique to each campus. The ultimate design for each solution resulted from collaboration between the principal, security professionals, and the project manager. As of June 30, 2020, all 70 campuses have completed initial projects and we have begun to revisit additional requests from schools. Currently 5 schools have completed the additional fencing with 5 additional projects are in progress.

**Total Security Project Expenditures to Date:**

**\$4,708,464**

## **TECHNOLOGY**

**\$135,000,000**

- Classroom & School Based Technology Retrofits & Upgrades:  
ALL SCHOOLS - Ongoing

- Career & Technology Education Upgrades: ALL SECONDARY SCHOOLS - Ongoing
- High School Academies – Ongoing
- Middle School Electives - Ongoing
- District Based Technology Retrofits & Upgrades - Ongoing

To illustrate the impacted categories funded with the \$9M annual allocation, the following table is provided:

Category	Proposed Spending	Actual Spending
Student Computers	55.00%	64.00%
Teacher Computers	6.00%	6.00%
CTE Student Computers	4.00%	2.00%
Printers	0.00%	0.00%
Projectors/Display Panels	6.00%	6.00%
Multimedia & Audio Enhancement	2.00%	2.00%
Capital Projects	2.00%	2.00%
Device Supply (Break/Fix/Hotswap)	1.00%	1.00%
Infrastructure Expansion	24.00%	18.00%
Printers	0.00%	0.00%

Major items of focus are summarized as:

- More than 9,000 student laptops offering touch screen and tablet/laptop dual functionality to assist all grade levels with academic needs and statewide computer-based testing.
- Replaced more than 600 classroom projection devices. Enterprise Elementary is the first elementary school to pilot large flat panel monitors in place of traditional ceiling mounted projectors for desired presentation needs.
- Completed first major Federal eRate project successfully replacing 44 elementary schools' core networking equipment. This successful project was completed intentionally to assist with a future eRate request to increase their WAN (wide-access-network) speeds and remaining hardware (switches, access points, cabling, etc...).
- Completed second major Federal eRate project **Phase 1** successfully replacing all networking equipment (core,

switches, access points) in every middle and high school (24 in total). **Phase 2** is in process through the first half of the 2019-2020 school year and entails replacing network cabling inside of each school. **Phase 3** is also set to complete toward the end of 2020 which is comprised of another Federal eRate Category 1 awarded project to increase all middle and high school sites WAN (wide-access-network) speeds from 10Gb to 40GB.

- Technology was provided to support the Construction/Facility projects such as the media center retrofits, renovations and Chisholm replacement. New devices include projectors, flat-panel monitors, flexible device storage, and wireless enabled devices to allow for streaming of content from staff/student Windows devices.

<b>Total Technology Project Expenditures to Date:</b>	<b>\$38,054,362</b>
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<b>SCIENCE CLASSROOM REMODELING: ALL MIDDLE SCHOOLS</b>	<b>\$8,000,000</b>
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<b>Total Science Classroom Remodeling M S Project Expenditures to Date</b>	<b>\$0</b>
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<b>NEW AND /OR REPLACEMENT SCHOOLS</b>	<b>\$111,000,000</b>
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**Pierson/Seville Elementary School Replacement:**

- Pierson Elementary opened in August 2018
- Architect: BRPH Architects and Engineers
- Construction: Welbro Building Corporation

<b>Total Half Cent Sales Tax Project Expenditures to Date:</b>	<b>\$21,774,889</b>
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**Chisholm Elementary School (Replacement on site):**

- Phase I opening occurred in September 2019 and Phase II construction commenced September 2019 and opened in July 2020, which included buildings 400 and 500 and the staff and pre-k parking lot
- Architect: Rhodes & Brito
- Construction: H.J. High Construction, Inc.

**Total Half Cent Sales Tax Project Expenditures to Date: \$19,357,870**

**George Marks Elementary School (Replacement on site):**

The Guaranteed Maximum Price (GMP) for new construction and remodeling was approved by the Board on June 25, 2019. GMP is \$19,426,139.

- Removal of portable village started June 2020 along with final site improvements. Final stages of new campus construction ongoing, scheduled for August 2020 opening.
- Architect: Harvard Jolly Architecture
- Construction: Wharton Smith, Inc

**Total Half Cent Sales Tax Project Expenditures to Date: \$6,673,729**

**Deltona Middle School (Replacement on site):**

- Planning and design phase continued. Unsuitable soil conditions necessitated project team to reevaluate design options and construction costs.
- GMP approved by the board on March 27, 2020. GMP \$51,148,348.40
- Demolition and site work began May 2020
- Architect: C.T. Hsu Architects
- Construction: Core Construction

**Total Half Cent Sales Tax Project Expenditures to Date: \$1,984,818**

**Ortona/Osceola Elementary School (Replacement on site-Ortona Elementary School):**

- The Board approved the design and construction of a new consolidated K-5 school on the current Ortona Elementary School site. Construction is to begin in FY21
- Architect: BRPH

**Total Half Cent Sales Tax Project Expenditures to Date: \$223,910**

**Tomoka Elementary School (Replacement on site)**

**Total Half Cent Sales Tax Project Expenditures to Date: \$0**

**Total New/Replacement Schools Expenditures to Date: \$49,682,650**

**ATHLETICS & PHYSICAL EDUCATION****\$15,000,000****Track resurfacing/replacement & athletic fields: ALL HIGH SCHOOLS****Atlantic High School:**

- Field lighting completed.
- Track renovation bid approved by the board June 23, 2020

**Total Half Cent Sales Tax Project Expenditures to Date** **\$1,142,394****DeLand High School:**

- Outdoor Restrooms. Track renovation completed.

**Total Half Cent Sales Tax Project Expenditures to Date** **\$531,832****Deltona High School:**

- Athletic Field
- Track renovation bid approved by the board June 9, 2020.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$73,400****Mainland High School:**

- One-year lease. Athletic Field renovation.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$75,050****New Smyrna Beach High School:**

- Municipal Stadium 10-year Agreement

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$482,300****Pine Ridge High School:**

- Track Renovation Completed

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$362,933****Seabreeze High School:**

- One-year lease. Field renovation completed. Track renovation completed. Interlocal Agreement with City of Ormond Beach 10-year Agreement at Nova Recreation and Airport Sports Complex.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$714,525****Spruce Creek High School:**

- Softball dugout and backstop renovation completed.
- Track renovation bid approved by the Board June 9, 2020

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$219,035**

**T.D. Taylor Middle-High School:**

- Outdoor restroom installed.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$177,203**

**University High School:**

- Outdoor restroom installed. Field lighting completed.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$685,738**

**Total Athletics/Physical Education Expenditures to Date:** **\$4,474,410**

**SPECIFIC & SIGNIFICANT RENOVATIONS** **\$100,000,000**

**ELEMENTARY SCHOOLS**

**Enterprise Elementary School:**

- Classroom renovations/replacement

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**McInnis Elementary School:**

- Connect to potable water and/or sanitary sewer when available

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**Orange City Elementary School:**

- Classroom renovations & additions, site improvements/circulation

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**Ortona Elementary School:**

- Classroom renovations, site improvements/circulation.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**Osceola Elementary School:**

- The Board has given direction to build a new consolidated K5 on the Ortona Elementary school Site. Construction Management Services has begun. Construction Budget is \$24M

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**Palm Terrace Elementary School:**

- Media center retrofit completed

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$341,066**

**Read-Pattillo Elementary School:**

- New construction: administration/guidance, classroom renovations, exterior walls, site improvement/circulation

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**Starke Elementary School:**

- Doors, ceiling & lights and interior finishes including electrical, restroom renovations
- Media center reroof initiated

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$20,701**

**Westside Elementary School:**

- Multi-phased project funded with \$2,000,000 in sales tax funds representing six percent of the total project budget. Completed new classroom/administrative building and expanded parent pick up loop, August 2019. Began construction on new cafeteria and remodeling of existing cafeteria and administrative spaces.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$655,940**

**Woodward Elementary School:**

- Classroom renovations & addition, restroom renovations.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**MIDDLE SCHOOLS**

**New Smyrna Beach Middle School:**

- Began cafeteria building renovation
- Classroom addition, Site work, circulation, façade upgrade, campus-wide HVAC, ceilings and lighting.
- Planning & design began March 2020.
- CM approved by the board June 23, 2020

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$211,736**

**Silver Sands Middle School:**

- Exterior site improvements, parking lot & lighting

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$0**

**DeLand Middle School:**

- Completed Campus-wide HVAC ceiling and lighting renovation project. Half cent sales tax funding accounted for some of total project funding.

**Total Half cent sales tax expenditure to date:** **\$1,384,997**

**Southwestern Middle School:**

- Media Center Retrofit began May 2020.

**Total Half cent sales tax expenditure to date:** **\$49,935**

## **HIGH SCHOOLS**

**Atlantic High School:**

- HVAC replacement, ceiling & lighting, electric service upgrade, roof replacement, auditorium renovations, window replacement, technology lab conversion.
- Completed HVAC renovations for buildings 3, 4, 5 and chiller replacement for building 5. Completed media center retrofit. Initiated roof replacement design and fire alarm and intercom replacement design. Replaced doors. Renovated aquaculture lab.
- Began Building 6 HVAC & lighting upgrades

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$4,313,866**

**DeLand High School:**

- Completed media center retrofit.
- Began HVAC upgrades Buildings 3, 4 & 19

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$628,974**

**Deltona High School:**

- Windows and doors replacement, technology lab conversion
- Completed media center retrofit.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$383,392**

**Pine Ridge High School:**

- HVAC replacement, ceiling & lighting, electric service upgrade, roof replacement, technology lab conversion, culinary lab
- Completed second phase of replacing chillers and renovating HVAC for buildings 2, 3, 4 and 5. Proceeded with design and construction of total roof replacement. Began HVAC, ceiling and lighting renovations for building 8. Completed media center retrofit.



**Total Half Cent Sales Tax Project Expenditures to Date:** **\$8,055,656**

**Seabreeze High School:**

- Exterior door replacement, Buildings 8 & 9 classroom renovations
- Completed window and door replacement in buildings 7 - 11 and began an upgrade to the chiller plant. Completed media center retrofit.
- Completed new chiller plant.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$1,120,723**

**Spruce Creek High School:**

- HVAC Replacement, electric service upgrades
- Installed a 35 Ton A/C Unit on Cafeteria, Controls & Roof Curb. Began architectural and engineering evaluation of all building systems and envelope with recommendations for remodeling, renovations, and classroom addition.
- Began gymnasium renovations

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$286,924**

**Total Specific and Significant Project Expenditures to Date:** **\$17,453,910**

## **ADDITIONAL PROJECTS - HALF CENT SALES TAX**

Funds for technology have been allocated from the Half-Cent for both new Enterprise Resource Planning (ERP) and Student Information Systems (SIS) systems with a combined annual budget of \$9.4M in FY20 and actual FY20 expenditures of \$2.7M. Change orders were approved in the net amount of \$0.7M to extend the go live date for Phase II (HCM) (\$0.8M), contract for an ERP Project Manager (\$0.3M) and cancel the contract with Focus for the fixed asset module (-\$0.4M).

For each year of FY21-FY25, a total of \$1.3M is budgeted annually for the Oracle and FOCUS software subscriptions (SaaS).

### **Enterprise Resource Planning (ERP) System**

Modern, more efficient, cloud-based technology is replacing our outdated ERP systems. Oracle Fusion-Budgeting and Financial components went live February 1 and July 1, 2019, respectively. The Human Capital Management (HR & payroll) go live was extended to January 1, 2021 due to data conversion issues.

Oracle's state of the art infrastructure will provide storage, processing, scaling, security and integration capabilities. The district hopes to expand as many business operations into a single system over time to increase efficiency, and to provide seamless integration and security.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$10,443,255**

#### **Student Information System (SIS)**

FOCUS is a Florida-based cloud system that will seamlessly integrate all of our student data including scheduling, grade book, registration, attendance and parent portal and will "allow administrators, teachers, parents, and students to concentrate on what matters... a quality education that prepares students to excel in today's competitive global community."

With cloud-based systems we will need less on-site support from our technology team, and that will insure employees will be working on the most current software with constantly improved functionality.

FOCUS successfully went live on July 31, 2019.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$2,168,377**

#### **\$40M Bond Issuance**

In FY17, bond issuance costs from the \$40M bond issue, were transferred to the Half-cent. This bond issue was to assist in jumpstarting the new Pierson school and other projects.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$21,686,940**

#### **\$100M COPS Lease Issuance**

The Board authorized a COPS lease Series 2019 completed in December 2019. The lease is secured by three replacement

schools: George Marks Elementary, Deltona Middle, Osceola/Ortona Elementary, as well as an HVAC replacement at New Smyrna Beach Middle School.

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$9,275,286**

**Total Other Project Expenditures to Date:** **\$43,573,858**

**Total Half Cent Sales Tax Project Expenditures to Date:** **\$168,429,776**

## External Influences

The Committee recognizes that there are issues that extend beyond the district's control yet impact the capital program.

### COVID-19 Pandemic

On March 9, 2020 Florida Governor Ron DeSantis issued Emergency Order 20-52 declaring a state of emergency for the entire State of Florida as a result of COVID-19. Schools changed education delivery to distance learning using their Instructional Continuity Plan (ICP); most businesses, including doctors, dentists, hospitals offering elective surgeries, hotels, airlines and other non-essential services ceased operations. Volusia County employees were sent to work at home if their job permitted, with only emergency operations taking place.

Half-cent Sales Tax was on track to increase 7% over FY20 budget, however, revenue began to decline beginning with the March collections due to decreases in sales such as vehicles and closure of stores, hotels and restaurants. March 2020 saw a decline in Half-Cent revenues of \$667,179.18 (17.9%) as compared to March 2019, although the quarterly discount increased by \$199,589.08 (14.52%) over the prior year. Second quarter 2020 revenues declined by \$1M (-8.76%) overall; April declined by \$814,918.88 (24.86%), May by \$481,122 (13.33%) but then June 2020 came in over June 2019 by \$71,321 (2.09%) and the quarterly discount by \$211,533 (16.86%).

The continued closures and pandemic are anticipated to result in at least two fiscal years of decreased sales tax revenues. Therefore, the District directed PFM Fiscal Advisors to project revenues for FY21 and FY22. Unfortunately, this will affect the project schedule slightly, however, not to the extent the Great Recession did. PFM revised their projections upward after the strong June finish.

Construction was only slightly affected in the early stages of the pandemic. Two job sites were affected for one week or less, which required the sites to be closed and deep cleaned before reopening. Moving forward there are protocols in place that will maintain the safety of these job sites and prevent construction delays.

## State Legislation

- During the 2019 Legislative session, requirements to meet construction cost per student station were modified and punitive measures removed entirely. Exception to meeting construction cost per student station is based on a lease-purchase agreement (COPS funding). DOE, in conjunction with EDR, was required to come up with a reliable and relevant construction cost index by January 1, 2020 as well as revise the actual construction cost per student station. This report can be found [here](#) and includes an analysis of the 2019 costs under current statute with the legal fees, administrative fees and site improvement costs (Table 4 below). The current Cost Per Student Station now includes only architectural and engineering fees, building contract cost and furniture, fixture and equipment costs remain. Site improvement, legal and administrative costs are removed.

**Table 4-Adjustment of Current Statutory Cost per Student Station to Exclude Administrative and Legal and Site Improvement Costs  
January 2019 Costs**

	Elementary School Student Station Cost	Middle School Student Station Cost	High School Student Station Cost
Current Statute	\$ 22,760	\$ 24,578	\$ 31,925
Legal and Administrative Costs	0.93%	0.16%	0.30%
Site Improvement Costs	6.92%	9.21%	9.62%
Current Statute (Less Legal and Administrative and Site Improvement Costs)	\$ 20,973	\$ 22,275	\$ 28,758

DOE's collected cost of construction reports indicate that, on average, about 84.5 percent of the total facility costs were construction, 7 percent were architectural and engineering fees and 8.5 percent were furniture and equipment, after the administrative and legal and site improvement costs were removed.

- Alyssa's Law or SB 70 was passed during the 2020 Legislative session, effective for the 21-22 School Year, requires a districtwide Mobile Panic Alert System. In June 2020, the Board approved the implementation of the Rave Panic Mobile Application for all 80 sites in Volusia County Schools beginning in FY21. Initial Costs for implementation will be \$240,476.

## Cost of Construction

Although the District has not negotiated any contracts for labor burden rates since 2018 the national average has increased to 60-65% of projects. Material costs seem to have leveled off over the past year as indicated by favorable bidding.

The bids received for Westside Elementary Phase II and George Marks Elementary Master Plan were favorable. The Gross Maximum Price (GMP) was \$7,986,461 for Westside, as compared to \$8,382,481 for Phase I. The GMP for George Marks is \$19,426,139 which represents a 6.5% decrease as compared to the GMP for Chisholm Elementary of \$20,781,277.

## **Charter School Applications**

No new charter schools are opening in the District in SY21. The Board had approved the Southeast Volusia Charter (SEV) application in FY2019 which was tied to the Burns Sci-Tech Charter School (grades K-8). Burns Sci-Tech added 9<sup>th</sup> grade in SY20 in anticipation of those students moving to SEV during SY21. However, Burns Sci-Tech pulled their support of the SEV application prior to SEV executing a contract with the District. The District determined SEV's application changed substantively and declined to execute the contract. This resulted in an eventual State of Florida Administrative Hearing of which a settlement agreement was reached on June 9, 2020, allowing SEV's Board to submit a revised application for a SY22 opening, which the District must review within 60 days.

As a result of the separation of Burns' Sci-Tech Board and SEV, Burns' Sci-Tech requested modification of their charter to add one level grade yearly until 12<sup>th</sup> grade is reached. The School Board approved the Second Amendment to their contract on May 12, 2020, increasing enrollment to 650 in SY 2020-21, 750 in SY 2021-22 and up to 900 students by SY 2022-23.

As noted in prior year reports, new and expanding charter schools opening in Volusia County, without a considerable increase in student population, will result in less operational efficiencies and impact the need for some schools to remain open and/or receive considerable capital improvements. Fortunately, District staff reviews these needs on an ongoing basis and may be adjusted annually.

## **Committee's Recommendations/Conclusions**

The 2019 – 2020 school year has ended, and with that, we must step back and reflect on the past year as one that we'll not soon forget. It is hard to look past this era of imposed transformation and remember a time of normalcy. Before Covid-19 was even a consideration, the 2019 – 2020 school year started with an aura of excitement, as we opened the doors to a brand-new elementary school in southeast Volusia County! Chisholm Elementary School in New Smyrna Beach was the second major replacement school funded by Volusia County's Half Cent Sales Tax and marks another milestone in the timeline of public education in our county.

While this beautiful school building will provide a safe place for our youngest students to build a foundation of learning, it is also a visible representation of the commitment of our community to provide a quality education system for our children.

The Project Oversight Committee, as appointed representatives of the citizens of Volusia County, hold the responsibility of overseeing the spending of funds generated by the Half Cent Sales Tax. The Volusia County School Board and the District staff are accountable to the citizens of Volusia County and must remain in accordance with the original capital project list presented to the voters. The Project Oversight Committee holds this as the foundation of our oversight and endeavor to remain adequately informed of all decisions regarding the outlay of these funds. By doing this, we can provide assurance to the voters that they “get what they paid for”.

As we review the 2019 – 2020 school year, our fourth year of oversight and our obligation to Volusia County’s citizens, the word “delivery” comes into focus. *Delivery*, as defined by Delivery Associates, is “a systematic process through which system leaders can drive progress and deliver results”.<sup>1</sup> When we contemplate the responsibilities of the School Board and District staff, they must *deliver* in order to drive progress. It involves asking the following questions consistently and rigorously:

1. What are we trying to do?
2. How are we planning to do it?
3. How will we know whether we are on track?
4. If we’re not, what are we going to do about it?

The first of these questions was answered by Volusia County’s citizens when they approved the capital project list by vote. The second question is answered by the School Board and School District staff when presenting things like project timelines and construction plans. The third question is one that the Project Oversight committee tries to answer every year. Is the District *on track* to deliver the results that we expect? Through the first half of the 2019 – 2020 school year, this was an easy question to answer. The District remained on track to deliver the results the voters of Volusia County expected. As 2020 progressed, many uncertainties emerged that caused the District, and the rest of the world, to take a step back and rethink the new standard of “normal”. The socioeconomic effects of this black swan event known as the Covid-19 pandemic, have only begun to reveal their true impacts. Social distancing, self-isolation, travel restrictions, and general uncertainty have fundamentally changed societal norms, and cause one to question the things that were once generally accepted. Resilient leaders in this era stabilize their organization by exhibiting genuine empathy while remaining focused on protecting the integrity of their organizations. But they must simultaneously embrace the long view and stay focused on the horizon, continuing to drive their organizations towards their goals.<sup>2</sup> When we apply this to Volusia Schools, we must ask how *do* we stay on

track and deliver results? It is hard to consider a future, when the present is so uncertain. Fortunately, the half cent sales tax's approved project list provides the one benchmark that should be used as a measure of effective results.

The Project Oversight Committee is an oversight body only. We do not hold decision-making authority, nor do we act as lobbyists pushing a political agenda. We reference the project list regularly when evaluating the information and decisions that are presented by district staff. We would like to remind the School Board members that they should do the same to ensure that half-cent funds are spent in a manner that is in accordance with the original project list approved by the voters of Volusia County. This does not mean that this creed is inflexible in how the funds are utilized. We can point to several instances where changes have been made including funds to support extra security at all the schools after the shootings in 2018, funds to support the additional costs associated with the bonding program, and funds utilized to support technology and safety in response to Covid-19. However, this does mean that changes to capital projects funded by the half cent sales tax should be in alignment with the project list. Drastic changes to one project, that greatly impact the delivery of other critical projects is contrary to the goals of the half cent sales tax and ultimately contradicts the desires of the voters.

As we conclude, we would like to reflect on a recent quote from Henry Kissinger that states "The historic challenge for leaders is to manage the crisis while building the future."<sup>3</sup> We recognize that during this crisis the safety of our students and staff is the most important task at hand. Thus, we understand that some decisions may be delayed and need more time. This is expected, but we must heed this advice and continue to build our future. We believe that District Staff have maintained a high level of transparency throughout this past year. Now, more than ever, the School Board and District Staff must remain open and transparent regarding the half cent sales tax funds. During this fourth year of meeting as an oversight committee, on behalf of the taxpayers of Volusia County, we reaffirm our confidence that our tax dollars are being utilized in a responsible manner. As we move into the next school year, we challenge the School Board to continue this trend by ensuring the Project Oversight Committee remains adequately informed of decisions that impact the half cent sales tax funds.

## Attachment 1 - Project Expenditures

### Appendix A – Data Spreadsheet (2020)

### References

1. Tools and Resource, Delivery Associates. <http://tools.deliveryassociates.com/>
2. Punit Renjen, “The heart of resilient leadership: Responding to COVID-19,” Deloitte, March 16 2020. <https://www2.deloitte.com/global/en/insights/economy/covid-19/heart-of-resilient-leadership-responding-to-covid-19.html>
3. Henry A. Kissinger, “The coronavirus pandemic will forever alter the world order,” Wall Street Journal, April 3, 2020. <https://www.wsj.com/articles/the-coronavirus-pandemic-will-forever-alter-the-world-order-11585953005>



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**ATTACHMENT 1  
PROJECT EXPENDITURES**

Fund Source	Processing Year	Project Number	Organization Name	Project Type	Project Name	Original Budget	Amended Budget	Current Budget	Debt Service & Transfers	Expenditure Amount
3922-Sales Tax 2016-17	2020	69710	Financial Services	Additional Projects	ERP Software - Enterprise Resource Planning	1,847,973		2,572,807		114,000
3923-Sales Tax Revenue Bonds 2017	2020	69710	Financial Services	Additional Projects	ERP Software - Enterprise Resource Planning	119,323	724,835	119,323		104,276
3922-Sales Tax 2016-17	2020	69710	Information Technology Services	Additional Projects	ERP Software - Enterprise Resource Planning	3,522,728		3,522,728		1,585,048
3922-Sales Tax 2016-17	2020	69720	Information Technology Services	Additional Projects	SIS Software - New District Student Information Sy	2,883,092		2,883,092		693,693
3923-Sales Tax Revenue Bonds 2017	2020	69710	Maintenance and Operations	Additional Projects	ERP Software - Enterprise Resource Planning	112,942		112,942		2,193
3922-Sales Tax 2016-17	2020	69710	Student Transportation	Additional Projects	ERP Software - Enterprise Resource Planning	179,375		179,375		179,375
3922-Sales Tax 2016-17	2020	47750	Atlantic High	Athletics & Physical Education	Atlantic High - Replace Track	350,000	-	350,000		28,644
3922-Sales Tax 2016-17	2020	46830	Atlantic High	Athletics & Physical Education	Atlantic High - Athletic Field Lighting	588,497	3,569	592,066		590,078
3923-Sales Tax Revenue Bonds 2017	2020	46830	Atlantic High	Athletics & Physical Education	Atlantic High - Athletic Field Lighting	407,167	5,901	413,068		413,068
3922-Sales Tax 2016-17	2020	46840	DeLand High	Athletics & Physical Education	DeLand High - Renovate Track	35,107		35,107		2,230
3922-Sales Tax 2016-17	2020	47751	Deltona High	Athletics & Physical Education	Deltona High - Replace Track	350,000	-	350,000		38,652
3922-Sales Tax 2016-17	2020	46820	Facilities Administration	Athletics & Physical Education	All High Schools - Athletic Facility Leases	476,484		476,484		232,300
3922-Sales Tax 2016-17	2020	45130	Financial Services	Athletics & Physical Education	Various Schools - High School Athletics	1,290,000	(1,290,000)	-		-
3922-Sales Tax 2016-17	2020	46850	Mainland High	Athletics & Physical Education	Mainland High - Athletic Field Lighting	768,860	471,568	1,240,428		40,428
3922-Sales Tax 2016-17	2020	46860	Pine Ridge High	Athletics & Physical Education	Pine Ridge High - Renovate Track	43,095		43,095		675
3922-Sales Tax 2016-17	2020	46870	Seabreeze High	Athletics & Physical Education	Seabreeze High - Athletic Field Renovation	5,276		5,276		-
3922-Sales Tax 2016-17	2020	47390	Seabreeze High	Athletics & Physical Education	Seabreeze High - Track	337,412	175,756	513,168		476,651
3922-Sales Tax 2016-17	2020	47752	Spruce Creek High	Athletics & Physical Education	Spruce Creek High - Replace Track	350,000	32,849	382,849		39,743
3922-Sales Tax 2016-17	2020	46880	University High	Athletics & Physical Education	University High - Athletic Field Lighting	36,036		36,036		8,386
3922-Sales Tax 2016-17	2020	45400	Chisholm Elementary	New and/or Replacement Schools	Chisholm Elementary - Replacement	8,034,540		8,034,540		5,641,899
3923-Sales Tax Revenue Bonds 2017	2020	45400	Chisholm Elementary	New and/or Replacement Schools	Chisholm Elementary - Replacement	426,786		426,786		328,100
3922-Sales Tax 2016-17	2020	46200	Deltona Middle	New and/or Replacement Schools	Deltona Middle - Master Plan	1,941,241	199,874	2,141,115		1,428,651
'1961-Certificates of Participation 2019	2020	46200	Deltona Middle	New and/or Replacement Schools	Deltona Middle - Master Plan	50,000,000		-		3,937,396
3922-Sales Tax 2016-17	2020	46210	George Marks Elementary	New and/or Replacement Schools	George Marks Elementary - Master Plan	752,278		752,278		-
'1961-Certificates of Participation 2019	2020	46210	George Marks Elementary	New and/or Replacement Schools	George Marks Elementary - Master Plan	16,000,000		16,000,000		10,885,079
3922-Sales Tax 2016-17	2020	47702	Osceola Elementary	New and/or Replacement Schools	Osceola Elementary - Master Plan	2,000,000		2,000,000		223,910
3922-Sales Tax 2016-17	2020	45190	Pierson Elementary	New and/or Replacement Schools	Pierson Elementary - Replacement	109,928		109,928		5,612
3922-Sales Tax 2016-17	2020	20120	Atlantic High	Security	Various - Security	-	-	-		29,484
3922-Sales Tax 2016-17	2020	47757	Atlantic High	Security	Atlantic High - Security Fencing	49,900	39,490	89,390		84,557
3922-Sales Tax 2016-17	2020	20120	Blue Lake Elementary	Security	Various - Security	-	-	-		11,281
3922-Sales Tax 2016-17	2020	46960	Blue Lake Elementary	Security	Blue Lake Elm - Fencing, Cameras, Cipher Locks	34,504		34,504		-
3922-Sales Tax 2016-17	2020	20120	Campbell Middle	Security	Various - Security	-	-	-		21,696
3922-Sales Tax 2016-17	2020	20120	Champion Elementary	Security	Various - Security	-	-	-		4,013
3922-Sales Tax 2016-17	2020	20120	Citrus Grove Elementary	Security	Various - Security	-	-	-		9,790
3922-Sales Tax 2016-17	2020	20120	Coronado Beach Elementary	Security	Various - Security	-	-	-		20,801
3922-Sales Tax 2016-17	2020	20120	Creekside Middle	Security	Various - Security	-	-	-		3,249
3922-Sales Tax 2016-17	2020	20120	Cypress Creek Elementary	Security	Various - Security	-	-	-		5,479
3922-Sales Tax 2016-17	2020	20120	David C. Hinson Middle	Security	Various - Security	-	-	-		947
3922-Sales Tax 2016-17	2020	20120	Debary Elementary	Security	Various - Security	-	-	-		27,444
3922-Sales Tax 2016-17	2020	20120	DeLand Adm/Brewster Ctr - Fac Only	Security	Various - Security	-	-	-		15,551
3922-Sales Tax 2016-17	2020	20120	DeLand High	Security	Various - Security	-	-	-		7,683
3922-Sales Tax 2016-17	2020	47630	DeLand High	Security	DeLand High - Security Fencing	77,351	23,426	100,778		100,777
3922-Sales Tax 2016-17	2020	20120	DeLand Middle	Security	Various - Security	-	-	-		17,667
3922-Sales Tax 2016-17	2020	47440	Deltona High	Security	Deltona High - Security Fencing	4,645		4,645		-
3922-Sales Tax 2016-17	2020	20120	Deltona High	Security	Various - Security	-	-	-		17,577
3922-Sales Tax 2016-17	2020	20120	Deltona Lakes Elementary	Security	Various - Security	-	-	-		12,046
3922-Sales Tax 2016-17	2020	20120	Deltona Middle	Security	Various - Security	-	-	-		5,605
3922-Sales Tax 2016-17	2020	47450	Deltona Middle	Security	Deltona Middle - Security Fencing	36,266		36,266		32,484
3922-Sales Tax 2016-17	2020	20120	Discovery Elementary	Security	Various - Security	-	-	-		11,143
3922-Sales Tax 2016-17	2020	20120	Edgewater Public Elementary	Security	Various - Security	-	-	-		12,701
3922-Sales Tax 2016-17	2020	20120	Edith I. Starke Elementary	Security	Various - Security	-	-	-		3,175
3922-Sales Tax 2016-17	2020	20120	Enterprise Elementary	Security	Various - Security	-	-	-		25,745
3922-Sales Tax 2016-17	2020	20120	Forest Lake Elementary	Security	Various - Security	-	-	-		7,143
3922-Sales Tax 2016-17	2020	20120	Freedom Elementary	Security	Various - Security	-	-	-		42,355
3922-Sales Tax 2016-17	2020	20120	Friendship Elementary	Security	Various - Security	-	-	-		4,963
3922-Sales Tax 2016-17	2020	20120	Galaxy Middle	Security	Various - Security	-	-	-		10,918
3922-Sales Tax 2016-17	2020	20120	Heritage Middle	Security	Various - Security	-	-	-		22,176
3922-Sales Tax 2016-17	2020	45180	Heritage Middle	Security	Various Schools - Security	-	-	-		-
3922-Sales Tax 2016-17	2020	47590	Hinson Middle	Security	Hinson Middle - Security Fencing	3,400		3,400		-
3922-Sales Tax 2016-17	2020	20120	Holly Hill (K-8)	Security	Various - Security	-	-	-		3,121
3922-Sales Tax 2016-17	2020	20120	Horizon Elementary	Security	Various - Security	-	-	-		10,177
3922-Sales Tax 2016-17	2020	20120	Indian River Elementary	Security	Various - Security	-	-	-		53,512
3922-Sales Tax 2016-17	2020	20120	Louise S. McInnis Elementary	Security	Various - Security	-	-	-		20,262
3922-Sales Tax 2016-17	2020	20120	Mainland High	Security	Various - Security	-	-	-		16,915
3922-Sales Tax 2016-17	2020	46910	Mainland HS South and East Elementary	Security	Mainland High - South and East Perimeter Fencing, Cameras, Cipher locks	4,000		4,000		-
3922-Sales Tax 2016-17	2020	20120	Manatee Cove Elementary	Security	Various - Security	-	-	-		11,195
3922-Sales Tax 2016-17	2020	20120	New Maint - Daytona - Fac Only	Security	Various - Security	-	-	-		34,062
3922-Sales Tax 2016-17	2020	20120	New Smyrna Beach High	Security	Various - Security	-	-	-		28,601
3922-Sales Tax 2016-17	2020	47767	New Smyrna Beach High	Security	New Smyrna Beach High - Security Fencing	66,000		66,000		63,573
3922-Sales Tax 2016-17	2020	47620	New Smyrna Beach Middle	Security	New Smyrna Beach Middle - Security Fencing	80,955	19,009	99,964		99,964
3922-Sales Tax 2016-17	2020	20120	New Smyrna Beach Middle	Security	Various - Security	-	-	-		3,291
3922-Sales Tax 2016-17	2020	47680	Orange City Elementary	Security	Orange City Elementary - Security Fencing	37,000		37,000		33,627
3922-Sales Tax 2016-17	2020	20120	Ormond Beach Elementary	Security	Various - Security	-	-	-		3,329
3922-Sales Tax 2016-17	2020	47773	Ormond Beach Elementary	Security	Ormond Beach Elm - Security Fencing	38,000		38,000		1,071
3922-Sales Tax 2016-17	2020	20120	Ormond Beach Middle	Security	Various - Security	-	-	-		30,916
3922-Sales Tax 2016-17	2020	20120	Ortona Elementary	Security	Various - Security	-	-	-		28,841
3922-Sales Tax 2016-17	2020	20120	Osceola Elementary	Security	Various - Security	-	-	-		1,005
3922-Sales Tax 2016-17	2020	20120	Osteen Elementary	Security	Various - Security	-	-	-		252
3922-Sales Tax 2016-17	2020	20120	Palm Terrace Elementary	Security	Various - Security	-	-	-		32,948
3922-Sales Tax 2016-17	2020	20120	Pathways Elementary	Security	Various - Security	-	-	-		11,436

**ATTACHMENT 1  
PROJECT EXPENDITURES**

Fund Source	Processing Year	Project Number	Organization Name	Project Type	Project Name	Original Budget	Amended Budget	Current Budget	Debt Service & Transfers	Expenditure Amount
3922-Sales Tax 2016-17	2020	47570	Pine Ridge High	Security	Pine Ridge High - Security Fencing	110,527	5,843	116,370		116,273
3922-Sales Tax 2016-17	2020	47763	Pine Ridge High	Security	Pine Ridge High - Security Cameras	87,326		87,326		9,527
3922-Sales Tax 2016-17	2020	20120	Pine Ridge High	Security	Various - Security	-	-	-		19,895
3922-Sales Tax 2016-17	2020	20120	Pine Trail Elementary	Security	Various - Security	-	-	-		6,667
3922-Sales Tax 2016-17	2020	20120	Port Orange Elementary	Security	Various - Security	-	-	-		5,500
3922-Sales Tax 2016-17	2020	47754	Pride Elementary	Security	Pride Elementary - Security Fencing	40,000	5,635	45,635		45,357
3922-Sales Tax 2016-17	2020	20120	Pride Elementary	Security	Various - Security	-	-	-		6,577
3922-Sales Tax 2016-17	2020	20120	R.J. Longstreet Elementary	Security	Various - Security	-	-	-		7,036
3922-Sales Tax 2016-17	2020	47766	Read Pattillo Elementary	Security	Read Pattillo - Security Fencing	67,500		67,500		59,888
3922-Sales Tax 2016-17	2020	20120	Read Pattillo Elementary	Security	Various - Security	-	-	-		21,490
3922-Sales Tax 2016-17	2020	47600	River Springs Middle	Security	River Springs Middle - Security Fencing	32,536		32,536		30,047
3922-Sales Tax 2016-17	2020	20120	River Springs Middle	Security	Various - Security	-	-	-		9,692
3922-Sales Tax 2016-17	2020	20120	Riverview Learning Center	Security	Various - Security	-	-	-		666
3922-Sales Tax 2016-17	2020	20120	Safety and Security	Security	Various - Security	2,000,000	(840,196)	1,159,804		60,327
3922-Sales Tax 2016-17	2020	47610	Safety and Security	Security	Various Schools - Safety and Security of School Bu	-	-	-		-
3922-Sales Tax 2016-17	2020	47530	Seabreeze High	Security	Seabreeze High - Security Fencing	150,623	-	150,623		139,329
3922-Sales Tax 2016-17	2020	47758	Seabreeze High	Security	Seabreeze High - Security Cameras	104,000	-	104,000		1,477
3922-Sales Tax 2016-17	2020	20120	Seabreeze High	Security	Various - Security	-	-	-		25,886
3922-Sales Tax 2016-17	2020	20120	Silver Sands Middle	Security	Various - Security	-	-	-		2,741
3922-Sales Tax 2016-17	2020	47560	Silver Sands Middle	Security	Silver Sands Middle - Security Fencing	4,971	-	4,971		-
3922-Sales Tax 2016-17	2020	47731	Silver Sands Middle	Security	Silver Sands Middle - Circulation for Security, Ad	1,900,000	-	1,900,000		192,220
3922-Sales Tax 2016-17	2020	20120	South Daytona Elementary	Security	Various - Security	-	-	-		33,797
3922-Sales Tax 2016-17	2020	20120	Southwestern Middle	Security	Various - Security	-	-	-		8,589
3922-Sales Tax 2016-17	2020	20120	Spirit Elementary	Security	Various - Security	-	-	-		13,534
3922-Sales Tax 2016-17	2020	20120	Spruce Creek Elementary	Security	Various - Security	-	-	-		14,947
3922-Sales Tax 2016-17	2020	20120	Spruce Creek High	Security	Various - Security	-	-	-		9,093
3922-Sales Tax 2016-17	2020	47759	Spruce Creek High	Security	Spruce Creek High - Security Fencing	188,321	3,290	191,611		191,611
3922-Sales Tax 2016-17	2020	47762	Spruce Creek High	Security	Spruce Creek High - Storefront	56,391	801	57,192		57,192
3922-Sales Tax 2016-17	2020	20120	Sugar Mill Elementary	Security	Various - Security	-	-	-		27,391
3922-Sales Tax 2016-17	2020	20120	Sunrise Elementary	Security	Various - Security	-	-	-		8,528
3922-Sales Tax 2016-17	2020	20120	Sweetwater Elementary	Security	Various - Security	-	-	-		12,941
3922-Sales Tax 2016-17	2020	45180	Sweetwater Elementary	Security	Various Schools - Security	2,036,421	-	2,036,421		(9,342)
3922-Sales Tax 2016-17	2020	20120	T. Dewitt Taylor Middle-High	Security	Various - Security	-	-	-		36,275
3922-Sales Tax 2016-17	2020	20120	Timbercrest Elementary	Security	Various - Security	-	-	-		5,461
3922-Sales Tax 2016-17	2020	20120	Tomoka Elementary	Security	Various - Security	-	-	-		10,185
3922-Sales Tax 2016-17	2020	47760	Tomoka Elementary	Security	Tomoka Elementary - Security Cameras	45,000	-	45,000		639
3922-Sales Tax 2016-17	2020	20120	Turie T. Small Elementary	Security	Various - Security	-	-	-		3,162
3922-Sales Tax 2016-17	2020	47764	University High	Security	University High - Security Cameras	97,758	-	97,758		1,389
3922-Sales Tax 2016-17	2020	20120	University High	Security	Various - Security	-	-	-		8,860
3922-Sales Tax 2016-17	2020	20120	Westside Elementary	Security	Various - Security	-	-	-		3,168
3922-Sales Tax 2016-17	2020	47180	Atlantic High	Specific & Significant Renovations	Atlantic High - Upgrade Fire Alarm and Intercom	945,100	13,427	958,527		36,380
3922-Sales Tax 2016-17	2020	46220	Atlantic High	Specific & Significant Renovations	Atlantic High - Upgrade Chillers 4 and 5, HVAC Bldg.	33,271	-	33,271		1,197
3922-Sales Tax 2016-17	2020	47704	Atlantic High	Specific & Significant Renovations	Atlantic High - Upgrade HVAC and Lighting, Bldg. 6	1,500,000	-	1,500,000		634,802
3922-Sales Tax 2016-17	2020	47160	Atlantic High	Specific & Significant Renovations	Atlantic High - Campus Wide Reroof	3,411,703	-	3,411,703		177,175
3922-Sales Tax 2016-17	2020	47170	Atlantic High	Specific & Significant Renovations	Atlantic High - New Digital Marquee	186,613	-	186,613		165,519
3922-Sales Tax 2016-17	2020	47420	DeLand High	Specific & Significant Renovations	DeLand High - Media Center Retrofit	486,790	-	486,790		454,995
3922-Sales Tax Revenue Bonds 2017	2020	44950	DeLand Middle	Specific & Significant Renovations	DeLand Middle - Replace Fire Alarm & Intercom	21,367	-	21,367		744
3922-Sales Tax 2016-17	2020	46240	DeLand Middle	Specific & Significant Renovations	DeLand Middle - Campus Wide HVAC, Ceiling and Lighting	1,237,682	-	1,237,682		563,187
3922-Sales Tax 2016-17	2020	47020	Deltona High	Specific & Significant Renovations	Deltona High - Media Center Retrofit	7,424	-	7,424		-
3922-Sales Tax 2016-17	2020	47700	New Smyrna Beach Middle	Specific & Significant Renovations	New Smyrna Beach Middle - Cafeteria and Media Center Renovations	400,000	-	400,000		211,736
3961-Certificates of Participation 2019	2020	47701	New Smyrna Beach Middle	Specific & Significant Renovations	New Smyrna Beach Middle - HVAC, Ceiling, Lighting and Flooring Campus Wide	3,000,000	-	3,000,000		221,957
3922-Sales Tax 2016-17	2020	47430	Palm Terrace Elementary	Specific & Significant Renovations	Palm Terrace Elementary - Media Center Retrofit	288,065	-	288,065		252,818
3922-Sales Tax 2016-17	2020	47330	Pine Ridge High	Specific & Significant Renovations	Pine Ridge High - Upgrade HVAC, Ceiling and Lighting Bldg.	1,365,122	5,436	1,370,557		1,338,267
3922-Sales Tax 2016-17	2020	46280	Pine Ridge High	Specific & Significant Renovations	Pine Ridge High - Campus Wide Reroof	3,349,040	-	3,349,040		2,179,517
3922-Sales Tax 2016-17	2020	46300	Seabreeze High	Specific & Significant Renovations	Seabreeze High - Upgrade Chiller Water Plant	51,242	-	51,242		48,908
3922-Sales Tax 2016-17	2020	47030	Seabreeze High	Specific & Significant Renovations	Seabreeze High - Media Center Retrofit	2,555	-	2,555		-
3922-Sales Tax 2016-17	2020	47370	Seabreeze High	Specific & Significant Renovations	Seabreeze High - Reroof Media Center	198,045	2,814	200,859		12,689
3922-Sales Tax 2016-17	2020	47742	Southwestern Middle	Specific & Significant Renovations	Southwestern Middle - Media Center Retrofit	500,000	-	500,000		49,935
3922-Sales Tax 2016-17	2020	46310	Spruce Creek High	Specific & Significant Renovations	Spruce Creek High - Classroom Additions and Renovations	895,275	-	895,275		12,719
3922-Sales Tax 2016-17	2020	47400	Starke Elementary	Specific & Significant Renovations	Starke Elementary - Reroof Media Center	150,000	17,674	167,674		17,674
3922-Sales Tax 2016-17	2020	45820	Westside Elementary	Specific & Significant Renovations	Westside Elementary - Renovations & Addition	1,000,000	14,206	1,014,206		620,690
		20320	Atlantic High School	Technology	Various - Infrastructure for Technology	-	-	-		676
		20320	Campbell Middle School	Technology	Various - Infrastructure for Technology	-	-	-		2,396
3922-Sales Tax 2016-17	2020	20320	Citrus Grove Elementary	Technology	Various - Infrastructure for Technology	-	-	-		2,299
3922-Sales Tax 2016-17	2020	20320	Cypress Creek Elementary	Technology	Various - Infrastructure for Technology	-	-	-		8,382
		20320	David C. Hinson Middle School	Technology	Various - Infrastructure for Technology	-	-	-		533
		20320	DeLand High School	Technology	Various - Infrastructure for Technology	-	-	-		442
		20320	DeLand Middle School	Technology	Various - Infrastructure for Technology	-	-	-		142
		20320	Deltona High School	Technology	Various - Infrastructure for Technology	-	-	-		390
3922-Sales Tax 2016-17	2020	20320	Deltona Lakes Elementary	Technology	Various - Infrastructure for Technology	-	-	-		12,110
		20320	Discovery Elementary School	Technology	Various - Infrastructure for Technology	-	-	-		52
3922-Sales Tax 2016-17	2020	20320	Edgewater Public Elementary	Technology	Various - Infrastructure for Technology	-	-	-		6,955
3922-Sales Tax 2016-17	2020	20320	Freedom Elementary	Technology	Various - Infrastructure for Technology	-	-	-		9,042
		20320	Friendship Elementary School	Technology	Various - Infrastructure for Technology	-	-	-		299
3922-Sales Tax 2016-17	2020	20320	Galaxy Middle	Technology	Various - Infrastructure for Technology	-	-	-		15,089
3922-Sales Tax 2016-17	2020	20320	Horizon Elementary	Technology	Various - Infrastructure for Technology	-	-	-		6,650
		20320	Indian River Elementary School	Technology	Various - Infrastructure for Technology	-	-	-		208
3922-Sales Tax 2016-17	2020	20320	Information Technology Services	Technology	Various - Infrastructure for Technology	250,000	-	250,000		50,873
3922-Sales Tax 2016-17	2020	45170	Information Technology Services	Technology	Various - Infrastructure for Technology	207,531	-	207,531		28

**ATTACHMENT 1  
PROJECT EXPENDITURES**

<u>Fund Source</u>	<u>Processing Year</u>	<u>Project Number</u>	<u>Organization Name</u>	<u>Project Type</u>	<u>Project Name</u>	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Current Budget</u>	<u>Debt Service &amp; Transfers</u>	<u>Expenditure Amount</u>
3922-Sales Tax 2016-17	2020	69330	Information Technology Services	Technology	Various Schools & Depts - District Wide Technology	9,613,223		9,613,223		8,011,906
3923-Sales Tax Revenue Bonds 2017	2020	69330	Information Technology Services	Technology	Various Schools & Depts - District Wide Technology	1,130,035		1,130,035		1,130,035
3922-Sales Tax 2016-17	2020	20320	Palm Terrace Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	8,712
		20320	Pathways Elementary School	Technology	Various - Infrastructure for Technology	-	-	-	-	416
		20320	Port Orange Elementary School	Technology	Various - Infrastructure for Technology	-	-	-	-	433
3922-Sales Tax 2016-17	2020	20320	Portables - Fac Only	Technology	Various - Infrastructure for Technology	-	-	-	-	19,532
		20320	R.J. Longstreet Elementary School	Technology	Various - Infrastructure for Technology	-	-	-	-	607
3922-Sales Tax 2016-17	2020	20320	Read Pattillo Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	5,452
3922-Sales Tax 2016-17	2020	20320	South Daytona Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	8,052
3922-Sales Tax 2016-17	2020	20320	Spirit Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	9,471
		20320	Spruce Creek Elementary School	Technology	Various - Infrastructure for Technology	-	-	-	-	419
3922-Sales Tax 2016-17	2020	20320	Sugar Mill Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	1,954
		20320	Sweetwater Elementary School	Technology	Various - Infrastructure for Technology	-	-	-	-	1,827
		20320	T. Dewitt Taylor Middle-High	Technology	Various - Infrastructure for Technology	-	-	-	-	52
3922-Sales Tax 2016-17	2020	20320	Tomoka Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	1,536
		20320	Trans Replacement - Daytona - FAC Only	Technology	Various - Infrastructure for Technology	-	-	-	-	429
3922-Sales Tax 2016-17	2020	20320	Volusia Pines Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	8,402
3922-Sales Tax 2016-17	2020	20320	Woodward Avenue Elementary	Technology	Various - Infrastructure for Technology	-	-	-	-	5,442
3922-Sales Tax 2016-17	2020	69900	Financial Services	Transfers - Capital	Transfers - Capital	8,155,079	17,264,437	25,419,516	25,419,516	-
<b>TOTALS</b>						<b>138,706,697</b>	<b>16,899,644</b>	<b>105,606,341</b>	<b>25,419,516</b>	<b>45,586,800</b>