

[page 1]

SAN DIEGO UNIFIED SCHOOL DISTRICT
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE
ANNUAL REPORT 2010

Dear Taxpayers,

Prop. S is now in its second year. The \$2.1 billion bond measure, approved by San Diego voters in 2008, provides the resources to repair, renovate, and revitalize 181 neighborhood schools and, with the help of state matching funds, construct classrooms and schools to accommodate enrollment growth in the Miramar and downtown areas.

State law requires the establishment of an independent citizens' oversight committee to oversee bond programs. As Chair of the ICOC, it is my pleasure to present the ICOC 2010 Annual Report, covering the Prop. S work done last year. Additional Prop. S information is available at the district website (www.sandi.net/props) and the ICOC website (www.sandi.net/props/icoc).

This year, the Board of Education wrestled with difficult financial decisions. We reported last year that declining property values would require the Prop. S bonds to issue over a longer period of time to assure that property tax rates not exceed promised amounts. As a consequence, we expected to be unable to complete all the work items listed in the Prop. S ballot. Trying to take advantage of lower construction costs, the Board opted to increase the 2010 Prop S. bond sales. This was done by issuing 40-year bonds versus 25-year bonds, as provided in recent revisions to state law. Since the total cost to the taxpayer is far greater for 40-year bonds versus 25-year bonds, the Board is planning carefully for the 2011 strategy. The ICOC will review, and comment on this strategy carefully since Prop. S bond proceeds are 100% financed.

The continued priorities of the Board are to take advantage of projects that qualify for state funds, critically-needed renovations, and the implementation of the i21 program (which puts 21st century technology into every classroom). The ICOC is concerned that the emphasis on changing technology is overshadowing the need for major repair and replacement work called for in the bond, and will monitor the situation.

I would like to welcome our newest ICOC members, Jaime Barton, Andrew Berg, John Daley, and Brian Pollard, and recognize the service of departing members, Gregg Cantor, Glenn Hillegas, Daniel Morales, and John Stump. My fellow ICOC volunteers and I take our duties and responsibilities for independent oversight and reporting of Prop. S implementation seriously. In the coming year, the ICOC will work to ensure that Prop. S is focused on achieving the objectives promised to San Diego voters in an efficient manner.

Sincerely,
/Gil Johnson/
Gil Johnson
Chair

PROP. S

REPAIR, RENOVATE, & REVITALIZE OUR SCHOOLS 2010 HIGHLIGHTS

2010 marked the second year of the Prop. S bond program to repair, renovate, and revitalize schools within the San Diego Unified School District. The District implemented the priorities set by the Board of Education last year: providing 21st century technology in all District classrooms over the course of five years; taking advantage of state matching funds by focusing on Career Technical Education (CTE) projects and Overcrowded Relief Grant (ORG) classrooms; and prioritizing critically needed renovation projects at the school sites. Highlights from 2010 include:

- i21 technology suites were installed in nearly 1240 classrooms; for the first-year i21 schedule, 1226 of 1309 classrooms are 100% complete; for the second-year schedule, 1143 of 1240 classrooms are partly complete (see Project Status inside for more information)
- Five Career Technical Education projects were completed, funded in part by state Prop. 1-D CTE grants; five more are under construction
- Heating, ventilation, and air-conditioning (HVAC) upgrades at Ellen Browning Scripps Elementary School and Americans with Disabilities Act (ADA) ramp upgrades at Muirlands Middle School were completed
- A revitalized track and field complex was built at San Diego High School
- In addition to the completed two-story classroom-building at Hoover High School, two new projects to replace temporary classroom buildings were started, funded in part by state Prop 1-D ORG funds

2011 EXPECTATIONS

The pace of construction work will accelerate in 2011. A Five-Year Look Ahead schedule of projects is provided inside. Below is a summary of work expected to be initiated in 2011:

- HVAC and building improvements at six schools
- Third year of i21 program: i21 technology suites to be installed in 890 additional classrooms
- Data Center at Serra High School and an Information Technology Academy at Hoover High School will begin construction
- Improve second-floor exiting at Chavez, Jefferson, and Rosa Parks Elementary Schools
- New marquees at Angier, Lafayette, and Rodriguez Elementary Schools
- Power & Energy Building at Scripps Ranch High School
- New Building and Modernization at the Creative Performing Media Arts (CPMA)

[page 2]

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FINANCIAL STATUS

Prop. S has been significantly impacted by economic conditions. Prop. S was expected to generate \$2.1 billion in bonds over a 10-year period. Due to a decrease in assessed property values within the District's boundaries, bond issuances will need to be spread over a 14- to 20-year period.

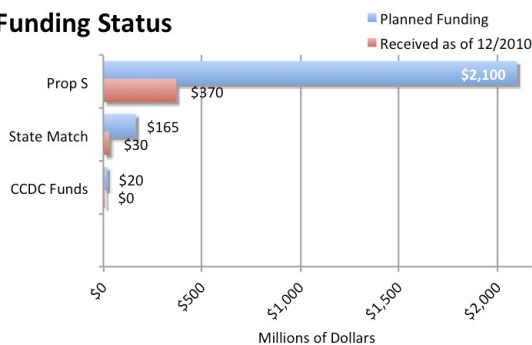
The Board authorized 40-year bonds for the second Prop. S bond issuance in August 2010, allowing the District to issue twice the expected amount (\$200 million instead of \$100 million). This approach provides more funding for construction work during a time when construction costs are at an historical low. While these 40-year bonds will maintain tax rates promised to the voters, they will be paid back over a longer period of time and will end up costing taxpayers more money in debt service. PLEASE SEE THE OCTOBER–DECEMBER QUARTERLY REPORT ON THE ICOC WEBSITE FOR MORE INFORMATION.

As of the end of 2010, a total of \$382 million has been received from Prop. S bond issuances and state grants. To date, a total of \$150 million has been spent on Prop. S projects.

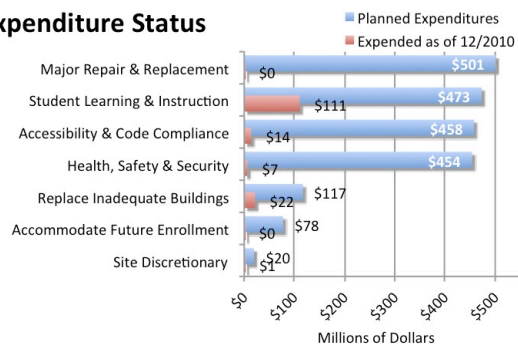
[Funding Status Chart]

[Expenditure Status Chart]

Funding Status



Expenditure Status



PROJECT STATUS

During 2010, twenty-two construction projects valued at nearly \$61 million were underway at thirteen school sites. Included are projects receiving Career Technical Education (CTE) funds and new classrooms built using Overcrowded Relief Grants (ORG) from the state. The five-year program to put 21st Century technology into all District schools entered its second year, with the i21 program installing white boards, DVD players, wireless networking, and voice amplification systems in nearly 1240 classrooms. However, netbooks planned for second-year distribution have yet to be supplied to classrooms.

The decision by the Board to issue longer-term bonds has accelerated the schedule of projects. The Five-Year Look Ahead on the right reflects this, particularly in whole site modernization projects. The District expects to begin six more modernization projects in the next four years than reported in the 2009 Annual Report, plus thirteen more in 2015.

Construction project schedules continue to be driven by critical building code and safety concerns, and by projects that bring in funding to supplement available Prop. S funds.

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[page 3]

COMPLETED PROJECTS

Hoover HS Classroom
Culinary Program at Garfield HS, San Diego HS
Ellen Browning Scripps ES HVAC
Kearny HS Construction Tech Academy
Madison HS Automotive Program
Mission Bay HS Café School Store
Multi-Media Studio at San Diego HS
Muirlands MS ADA Ramp Upgrade & Synthetic Baseball Field
Point Loma HS Music Room
San Diego HS Business Management
Track & Field at Mira Mesa HS, Morse HS, San Diego HS

PROJECTS IN PROCESS

Alternative Learning for Behavior & Attitude Classroom Conversion
Chiller at Cherokee Point, Ibarra ES
Clairemont High School Autoshop
Classrooms at Point Loma HS, San Diego HS
i21 Suite for Classrooms 1st Year
i21 Suite for Classrooms 2nd Year
Infrastructure/Connectivity at 76 sites
Jefferson ES Playground Expansion/Child Development Center
Hoover HS Green Workshops
Madison HS Automotive Program, Multi-Media Program
Morse HS Autobody Program, Morse Culinary Program
Stadium Upgrades at Madison HS, Morse HS

FIVE-YEAR LOOK AHEAD

(planned project starts)

SPRING 2011

Bayview Terrace ES Office Enlargement
Hoover HS Sports Facility Upgrade
i21 Suite for Classrooms 3rd Year
New Marquee at Angier ES, Lafayette ES, Rodriguez ES
Normal Heights ES HVAC
Scripps Ranch HS Power & Energy Building
Sessions ES Parking Lot Upgrades

FALL 2011

2nd Floor Occupancy at Chavez ES, Jefferson ES, Rosa Parks ES
Creative Performing Media Arts (CPMA) New Building & Modernization
Hoover HS Academy of Information Technology
Marshall ES Student Drop-off
Mead ES HVAC
Serra HS Data Center

SPRING 2012

2nd Floor Occupancy at Balboa ES, Boone ES, Marshall ES, Washington ES
Alternative Learning for Behavior & Attitude at North Park Phz. 3
Clairemont HS Business Academy
Henry HS Production Studios Program & Theater
i21 Suite for Classrooms 4th Year
Millennial Tech Phase V Bus Turnaround
Mira Mesa HS Broadcast Journalism
Modernization at Bell MS, Knox ES, Morse HS
Morse HS New Building
Point Loma HS Football Stadium Improvements
School of Creative and Performing Arts Live Broadcast Facility

FALL 2012

Euclid ES New Classroom
Marston MS Woodshop Ventilation
Millennial Tech Phase IV New Building
Modernization at Chollas ES, Clairemont HS, Hoover HS, Memorial Academy,
O'Farrell Community School
University City HS Stadium Improvements, Track & Field

SPRING 2013

Gompers MS Charter Project
Henry HS Stadium/Sports Facility Improvements
i21 Suite for Classrooms Final Year
Modernization at Audubon ES, Balboa ES, Emerson/Bandini ES, Encanto ES,
Hamilton ES, Millennial Tech, New Dawn/Riley, Pershing MS
New Classroom at Encanto ES, Language Academy, Serra HS

FALL 2013

Modernization at Longfellow ES, Madison HS, Mann MS, Montgomery MS, Muirlands
MS, University City HS
Stadium Improvements at Mira Mesa HS, Mission Bay HS
Track & Field at Kearny HS, Mission Bay HS
Zamorano ES New Classroom

SPRING 2014

Kearny HS Stadium Improvements

FALL 2014

Henry HS Modernization

SPRING 2015

Modernization at Baker ES, Clark MS, Crawford HS, Kearny HS, Mira Mesa HS,
Mission Bay HS, Scripps Ranch HS, Serra HS
Serra HS Track & Field

FALL 2015

Modernization at La Jolla HS, Lee ES, Point Loma HS, Wangenheim MS, Whitman ES
Point Loma HS Track & Field

ES: elementary school

MS: middle school

HS: high school

ADA: Americans with Disabilities Act

HVAC: heating, ventilation and air-conditioning

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PROP. S BOND ACCOUNTABILITY PERFORMANCE AUDIT

Independent auditor, Christy White Accountancy Corp., completed a performance audit of Prop. S for the fiscal year ending June 30, 2010. The audit was done per standards set by the United States Comptroller General and was reviewed by the ICOC. The performance audit recommends improvements in several areas including: posting of ICOC minutes, reporting of construction change orders, and the use of a second independent opinion by a financial advisory firm regarding future bond issues. The audit report was reviewed by the ICOC in February, 2011 and states that the Prop. S bond program complies with the requirements of the California Constitution and Education Code. The auditor evaluated Prop. S expenditures and found no exceptions with the use of funds for approved Prop. S purposes.

THE PERFORMANCE AUDIT AND THE ICOC'S REVIEW IS ON THE ICOC WEBSITE:
www.sandi.net/props/icoc/.

FINANCIAL AUDIT

A financial audit of the Prop. S program was performed by independent auditor, Christy White Accountancy Corp., per generally accepted government auditing standards as defined by the United States Comptroller General. The audit was reviewed by the ICOC in February, 2011. The auditor made recommendations for more timely contract payments and that the District designate an internal auditor specifically assigned to Prop. S to enhance oversight of the program. The independent auditor's report issued an opinion that financial statements present fairly, in all material respects, the financial position of the Prop. S bond fund as of June 30, 2010.

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DEFERRED MAINTENANCE

The ICOC conducted a comprehensive review of the District's Major Repair and Replacement (MRR) Plan for 2011. Prop. S has earmarked \$501 million in MRR work to improve the condition of schools across the District. Originally, this work was to be completed over the ten-year life of the bond program. Financial realities forced the District to adjust this to a fifteen-year plan in 2009, however shifting District priorities pushed the plan back further. To date, no significant Prop. S funded MRR work has started.

The decision to issue 40-year bonds has moved up whole site modernization projects, which address MRR issues head on, with the first of these beginning in 2012,

two years earlier than indicated in last year's report. FOR MORE INFORMATION, SEE THE ICOC MRR REVIEW ON THE ICOC WEBSITE: www.sandi.net/props/icoc/.

ICOC OVERSIGHT

The Independent Citizens' Oversight Committee is the legally required committee to actively review the proper expenditure of Prop. S funds and to regularly inform the public and the Board concerning Prop. S expenditures. All ICOC meetings are publicly noticed and open to the public.

The ICOC is comprised of eleven volunteers appointed by the Board of Education. The ICOC has established five subcommittees to carry out oversight activities. ICOC members walk construction sites, review planning and financial status reports, and examine audit reports to verify the District is using bond dollars effectively, responsibly, and in compliance with the Prop. S ballot language.

Visit the ICOC website at www.sandi.net/props/icoc for more information.

ICOC MEMBERS

Kevin Alvin
Gregg Cantor
John Gordon
Glen Hillegas
Gil Johnson
Daniel Morales
Leonard Pinson
Kim Schoettle
Matt Spathas
Deanna Spehn
John Stump

ICOC CONTACTS

Phone: 858-637-3609
Email: icoc@sandi.net
Web: www.sandi.net/props/icoc

ICOC meetings are open to the public and held at 4:00 p.m. on the third Thursday of the month at the Eugene Brucker Education Center auditorium, 4100 Normal Street, San Diego, California, 92103 unless otherwise noted. See website for the schedule and location of ICOC Subcommittee meetings.

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Comment [1]: JG: Trying to take advantage of lower construction costs, the SDUSD BOE in 2010 opted to increase the annual Prop S funding annual project plan amount (and 2010 bond sales) to take advantage of currently low cost environment. In addition, as state law allowed it, 40 year bonds versus 25 year bonds were issued, for 2010.

Since the total cost to the taxpayer is far greater for 40 year bonds versus 25 year bonds, the BOE is planning carefully for the 2011 strategy. The ICOC commits to review and comment upon this strategy carefully since Prop S costs are 100% financed.

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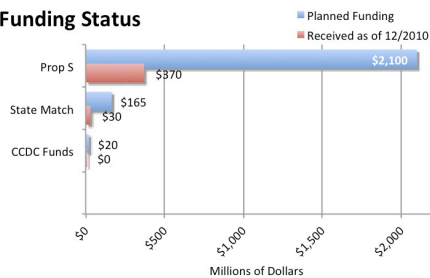
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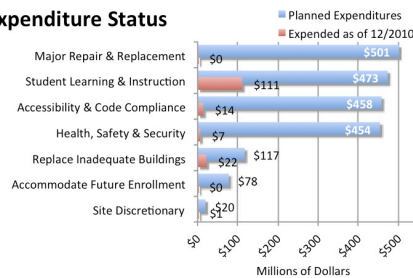
[Funding Status Chart]

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[page 3]

COMPLETED PROJECTS

Hoover [HS](#) Classroom
Culinary Program at Garfield [HS](#), San Diego [HS](#)
Ellen Browning Scripps [ES](#) HVAC
Kearny [HS](#) Construction Tech Academy
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FIVE-YEAR LOOK AHEAD

[\(planned project starts\)](#)

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Normal Heights [ES](#) HVAC
Scripps Ranch [HS](#) Power & Energy Building
Sessions [ES](#) Parking [Lot Upgrades](#)

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FALL 2015

Modernization at La Jolla HS, Lee ES, Point Loma HS, Wangenheim MS, Whitman ES
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ES: elementary school

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HS: high school

ADA: Americans with Disabilities Act

HVAC: heating, ventilation and air-conditioning

[page 4]

PROP. S BOND ACCOUNTABILITY

PERFORMANCE AUDIT

Independent auditor, Christy White Accountancy Corp., completed a performance audit of Prop. S for the fiscal year ending June 30, 2010. The audit was done per standards set by the United States Comptroller General and was reviewed by the ICOC. The performance audit recommends improvements in several areas including: posting of ICOC minutes, reporting of construction change orders, and the use of a second independent opinion by a financial advisory firm regarding future bond issues. The audit report was reviewed by the ICOC in February, 2011 and states that the Prop. S bond program complies with the requirements of the California Constitution and Education Code. The auditor evaluated Prop. S expenditures and found no exceptions with the use of funds for approved Prop. S purposes.

THE PERFORMANCE AUDIT AND THE ICOC'S REVIEW IS ON THE ICOC WEBSITE:
www.sandi.net/props/icoc/.

FINANCIAL AUDIT

A financial audit of the Prop. S program was performed by independent auditor, Christy White Accountancy Corp., per generally accepted government auditing standards as defined by the United States Comptroller General. The audit was reviewed by the ICOC in February, 2011. The auditor made recommendations for more timely contract payments and that the District designate an internal auditor specifically assigned to Prop. S to enhance oversight of the program. The independent auditor's report issued an opinion that financial statements present fairly, in all material respects, the financial position of the Prop. S bond fund as of June 30, 2010.

THE FINANCIAL AUDIT AND THE ICOC'S REVIEW IS ON THE ICOC WEBSITE:
www.sandi.net/props/icoc/.

DEFERRED MAINTENANCE

The ICOC conducted a comprehensive review of the District's Major Repair and Replacement (MRR) Plan for 2011. Prop. S has earmarked \$501 million in MRR work to improve the condition of schools across the District. Originally, this work was to be completed over the ten-year life of the bond program. Financial realities forced the District to adjust this to a fifteen-year plan in 2009, however shifting District priorities pushed the plan back further. To date, no significant Prop. S funded MRR work has started.

The decision to issue 40-year bonds has moved up whole site modernization projects, which address MRR issues head on, with the first of these beginning in 2012,

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Comment [2]: JG: where is mention of the Christy White audit summary? I recommend inserting only a summary paragraph describing that an annual financial and performance audit was undertaken by the District, our one page letter to the BOE and the Christy White recommendations summary. Note then to reader the full report is available via the website.

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two years earlier than indicated in last year's report. FOR MORE INFORMATION, SEE THE ICOC MRR REVIEW ON THE ICOC WEBSITE: [www/sandi.net/props/icoc/](http://www.sandi.net/props/icoc/)

ICOC OVERSIGHT

The Independent Citizens' Oversight Committee is the legally required committee to actively review the proper expenditure of Prop. S funds and to regularly inform the public and the Board concerning Prop. S expenditures. All ICOC meetings are publicly noticed and open to the public.

The ICOC is comprised of eleven volunteers appointed by the Board of Education. The ICOC has established five subcommittees to carry out oversight activities. ICOC members walk construction sites, review planning and financial status reports, and examine audit reports to verify the District is using bond dollars effectively, responsibly, and in compliance with the Prop. S ballot language.

Visit the ICOC website at www.sandi.net/props/icoc for more information.

ICOC MEMBERS

Kevin Alvin
[Gregg Cantor](#)
John Gordon
[Glen Hillegas](#)
Gil Johnson
[Daniel Morales](#)
Leonard Pinson
Kim Schoettle
Matt Spathas
Deanna Spehn
[John Stump](#)

ICOC CONTACTS

Phone: 858-637-3609
Email: icoc@sandi.net
Web: www.sandi.net/props/icoc

ICOC meetings are open to the public and held at 4:00 p.m. on the third Thursday of the month at the Eugene Brucker Education Center auditorium, 4100 Normal Street, San Diego, California, 92103 unless otherwise noted. See website for the schedule and location of ICOC Subcommittee meetings.

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Comment [3]: JG: list the 2010 ICOC members not the 2011 members. Be accurate in the reporting.

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[page 1]

SAN DIEGO UNIFIED SCHOOL DISTRICT
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE
ANNUAL REPORT 2010

Dear Taxpayers,

Prop. S is now in its second year. The \$2.1 billion bond measure, approved by San Diego voters in 2008, will provide the resources to repair, renovate, and revitalize 181 neighborhood schools and, with the help of state matching funds, construct classrooms and schools to accommodate enrollment growth in the Miramar and downtown areas.

State law requires the establishment of an independent citizen oversight committee to oversee bond programs. As Chair of the ICOC, it is my pleasure to present the ICOC 2010 Annual Report, covering the Prop. S work done last year. Additional Prop. S information is available at the district website (www.sandi.net/props) and the ICOC website (www.sandi.net/props/icoc).

This year, the Board of Education wrestled with difficult financial decisions. We reported last year that declining property values would require the Prop. S bonds to issue over a longer period of time to assure that property tax rates not exceed promised amounts. As a consequence, we expected to be unable to complete all the work items listed in the Prop. S ballot. Because construction costs are now lower than they are expected to be for quite some time, the Board decided to issue 40-year bonds. This allows the District to complete as much work as possible while costs are low. As a consequence, the bonds will be paid out over forty years instead of twenty-five and will ultimately cost more.

The continued priorities of the Board are to take advantage of projects that qualify for state funds, critically needed renovations, and the implementation of the i21 program (which puts 21st century technology into every classroom). The ICOC is concerned that the emphasis on changing technology is overshadowing the need for major repair and replacement work called for in the bond, and will monitor the situation.

I would like to welcome our newest ICOC members, Jaime Barton, Andrew Berg, John Daley and Brian Pollard, and recognize the service of departing members Gregg Cantor, Glenn Hillegas, Daniel Morales, and John Stump. My fellow ICOC volunteers and myself take our duties and responsibilities for independent oversight and reporting of Prop. S implementation. In the coming year, the ICOC will work to ensure that Prop. S is focused on achieving the objectives promised to San Diego voters in an efficient manner.

Sincerely,
/Gil Johnson/
Gil Johnson
Chair

PROP. S
REPAIR, RENOVATE, & REVITALIZE OUR SCHOOLS
2010 HIGHLIGHTS

2010 marked the second year of the Prop. S bond program to repair, renovate, and revitalize schools within the San Diego Unified School District. The District

implemented the priorities set by the Board of Education last year: the i21 program, to provide 21st century technology in all District classrooms over the course of five years; taking advantage of state matching funds by focusing on Career Technical Education (CTE) projects and Overcrowded Relief Grant (ORG) classrooms; and prioritizing critically needed renovation projects at the school sites. Highlights from 2010 include:

- i21 technology suites were installed in nearly 1240 classrooms (see Project Status inside for more information)
- Five Career Technical Education projects were completed, funded in part by state Prop. 1-D CTE grants; five more are under construction
- HVAC upgrades at Ellen Browning Scripps Elementary School and ADA ramp upgrades at Muirlands Middle School were completed
- A revitalized track and field complex was built at San Diego High School
- In addition to the completed two-story classroom-building at Hoover High School, two new projects to replace temporary classroom buildings were started, funded in part by state Prop 1-D Overcrowded Relief Grant funds

2011 EXPECTATIONS

The pace of construction work will accelerate in 2011. A Five-Year Look Ahead schedule of projects is provided inside. Below is a summary of work expected to be initiated in 2011:

- HVAC and building improvements at six schools
- Third year of i21 program: i21 technology suites to be installed in 890 additional classrooms
- Data Center at Serra High School and an Information Technology Academy at Hoover High School will begin construction
- Improve second-floor exiting at Chavez, Jefferson, and Rosa Parks Elementary Schools
- New marquees at Angier, Lafayette, and Rodriguez Elementary Schools
- Power & Energy Building at Scripps Ranch High School
- New Building and Modernization at the Creative Performing Media Arts (CPMA) school

[page 2]

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FINANCIAL STATUS

Prop. S has been significantly impacted by economic conditions. Prop. S was expected to generate \$2.1 billion in bonds over a 10-year period. Due to a decrease in assessed property values within the District's boundaries, bond issuances will now need to be spread over a 14- to 20-year period.

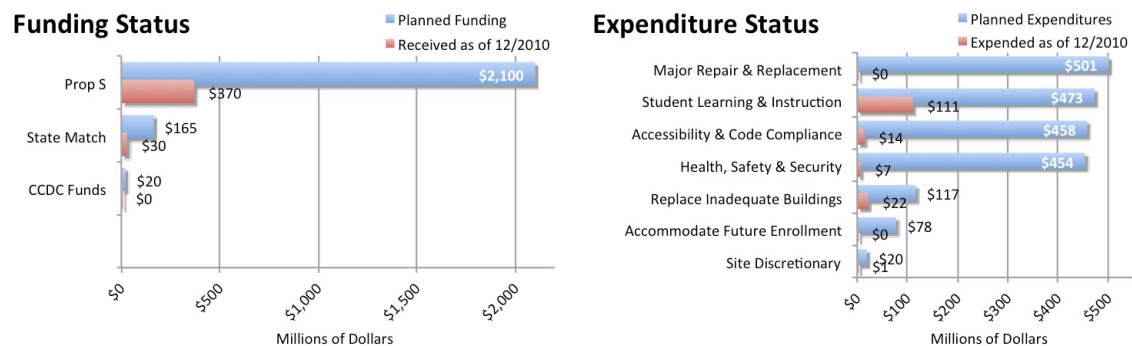
The Board authorized 40-year bonds for the second Prop. S bond issuance in August 2010, allowing the District to issue twice the expected bond issue amount (\$200 million instead of \$100 million). This approach provides more funding for construction work

during a time when construction costs are at an historical low. While these 40-year bonds will maintain tax rates promised to the voters, they will be paid back over a longer period of time and will end up costing taxpayers more money in debt service. Please see the October–December Quarterly Report on the ICOC website for more information.

As of the end of 2010, a total of \$382 million in funding has been received from Prop. S bond issuances and state grants. To date, a total of \$150 million has been spent on Prop. S projects.

[Funding Status Chart]

[Expenditure Status Chart]



PROJECT STATUS

During 2010, twenty-two construction projects valued at nearly \$61 million were underway at thirteen school sites. Included are projects receiving Career Technical Education (CTE) funds and new classrooms built using Overcrowded Relief Grants (ORG) from the state. The five-year program to put 21st Century technology into all District schools entered its second year, with the i21 program installing white boards, DVD players, wireless networking, and voice amplification systems in nearly 1240 classrooms. However, netbooks planned for second year distribution have yet to be supplied to classrooms.

The decision by the Board to issue longer-term bonds has accelerated the schedule of projects. The Five-Year Look Ahead on the right reflects this, particularly in whole site modernization projects. The District expects to begin an additional six more modernization projects in the next four years than reported in the 2009 Annual Report, plus thirteen more in 2015.

Construction project schedules continue to be driven by critical building code and safety concerns, plus projects that bring in supplemental funding to supplement available Prop. S funds.

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[page 3]

COMPLETED PROJECTS

Hoover High School Classroom Building
 Culinary Program at Garfield High School, San Diego High School
 Ellen Browning Scripps Elementary School HVAC
 Kearny High School Construction Tech Academy

Madison High School Automotive Program building
Mission Bay High School Café School Store
Multi-Media Studio at San Diego High School
Muirlands Middle School ADA Ramp Upgrade & Synthetic Baseball Field
Point Loma High School Music Room
San Diego High School Business Management
Track & Field complex at Mira Mesa High School, Morse High School, and San Diego High School

PROJECTS IN PROCESS

ALBA School Classroom Conversion
Chiller at Cherokee Point Elementary School and Ibarra Elementary School
Clairemont High School Autoshop
Classrooms at Point Loma HS, San Diego High School
i21 Suite for Classrooms 1st Year (1226 of 1309 classrooms are 100% complete)
i21 Suite for Classrooms 2nd Year (1143 of 1240 classrooms partly complete)
Infrastructure/Connectivity at 76 sites
Jefferson Elementary School Playground Expansion/Child Development Center
Hoover High School Green Workshops
Madison High School Automotive Program and Multi-Media Program
Morse High School Autobody Program and Morse Culinary Program
Stadium Upgrades at Madison High School and Morse High School

FIVE-YEAR LOOK AHEAD AT PLANNED CONSTRUCTION SPRING 2011

Bayview Terrace Elementary School Office Enlargement
Hoover High School Sports Facility Upgrade
i21 Suite for Classrooms 3rd Year (890 classrooms planned)
New Marquee at Angier Elementary School, Lafayette Elementary School, Rodriguez Elementary School
Normal Heights Elementary School HVAC
Scripps Ranch High School Power & Energy Building
Sessions Elementary School Parking lot upgrades

FALL 2011

Improve 2nd exiting at Chavez Elementary School, Jefferson Elementary School and Rosa Parks Elementary School
Creative Performing Media Arts (CPMA) New Building & Modernization
Hoover High School Academy of Information Technology
Marshall Elementary School Student Drop-off
Mead Elementary School HVAC
Serra High School Data Center

SPRING 2012

Improve 2nd exiting at Balboa Elementary School, Boone Elementary School, Marshall Elementary School and Washington Elementary Schools
Alternative Learning for Behavior and Attitude (ALBA) at North Park Phase 3
Clairemont High School Business Academy

Henry High School Production Studios Program & Theater
i21 Suite for Classrooms 4th Year
Millennial Tech Phase V Bus Turnaround
Mira Mesa High School Broadcast Journalism
Modernization at Bell Middle School, Knox Elementary School, Morse High School
Morse High School New Building
Point Loma High School Football Stadium Improvements
School of Creative and Performing Arts (SCPA) Live Broadcast

FALL 2012

Euclid Elementary School New Classroom
Marston Middle School Woodshop Ventilation
Millennial Tech Phase IV New Building
Modernization at Chollas Elementary School, Clairemont High School, Hoover High School, Memorial Academy, O'Farrell Community School
University City High School Stadium Improvements, Track & Field

SPRING 2013

Gompers Middle School Charter Project
Henry High School Stadium/Sports Facility Improvements
i21 Suite for Classrooms Final Year
Modernization at Audubon Elementary School, Balboa Elementary School, Emerson/Bandini Elementary School, Encanto Elementary School, Hamilton Elementary School, Millennial Tech, New Dawn/Riley, Pershing Middle School
New Classroom at Encanto Elementary School, Language Academy, Serra High School

FALL 2013

Modernization at Longfellow Elementary School, Madison High School, Mann Middle School, Montgomery Middle School, Muirlands Middle School, University City High School
Stadium Improvements at Mira Mesa High School, Mission Bay High School
Track & Field at Kearny High School, Mission Bay High School
Zamorano Elementary School New Classroom

SPRING 2014

Kearny High School Stadium Improvements

FALL 2014

Henry High School Modernization

SPRING 2015

Modernization at Baker Elementary School, Clark Middle School, Crawford High School, Kearny High School, Mira Mesa High School, Mission Bay High School, Scripps Ranch High School and Serra High School
Serra High School Track & Field improvements

FALL 2015

Modernization at La Jolla High School, Lee Elementary School, Point Loma High School, Wangenheim Middle School, Whitman Elementary School
Point Loma High School Track & Field facilities

[page 4]

PROP. S BOND ACCOUNTABILITY PERFORMANCE AUDIT

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Visit the ICOC website at www.sandi.net/props/icoc for more information.

COPIES OF THE PERFORMANCE AUDIT, THE FINANCIAL AUDIT, QUARTERLY REPORTS, AND THE ICOC REVIEW OF THE MRR PLAN ARE AVAILABLE ON THE ICOC WEBSITE.

2011 ICOC MEMBERS

Kevin Alvin
Jaime Barton
Andre Berg
John Daley
John Gordon
Gil Johnson
Leonard Pinson
Brian Pollard
Kim Schoettle
Matt Spathas
Deanna Spehn

ICOC CONTACTS

Phone: 858-637-3609

Email: icoc@sandi.net

Web: www.sandi.net/props/icoc

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SAN DIEGO UNIFIED SCHOOL DISTRICT
Proposition S School Bond
Independent Citizens' Oversight Committee
Planning Calendar

Oversight Activities – Review Expenditure of Bond Funds

| Description of Activity / Report | Lead Subcommittee | Recurring Reports |
|---|-------------------|-------------------|
| <u>Review of Recurring Expenditure Status Reports</u> | | |
| Financial & Controls Status Report | FPC | Monthly |
| District Quarterly Financial Report | FPC | Quarterly |
| Program Management Report | Construction | Monthly |
| Construction Contract Status Report | Construction | Monthly |
| i21 Status Report | Construction | Monthly |
| i21 Quarterly IT Report | Construction | Quarterly |
| <u>Review of Bond Related Programs</u> | | |
| Staffing Plan | Construction | As Needed |
| Business Outreach Program | | |
| Community & Business Outreach & Engagement Plan | Construction | Annually |
| Small Business Achievement Status Reports | Construction | Monthly |
| Project Stabilization Agreement (PSA) Update | Construction | Monthly |
| Labor Compliance Program | Construction | As Needed |
| <u>Special Reviews</u> | | |
| Specific project reviews | Varies | As Needed |
| <u>Inspect Schools & Grounds</u> | | |
| On-site Project Reviews | Construction | Periodically |
| <u>Review Efforts to Reduce Costs</u> | | |
| Cost Savings Measures Matrix | Construction | Monthly |
| <u>Receive & Review Annual Financial Audit</u> | Audit | Annual |
| <u>Receive & Review Annual Performance Audit</u> | Audit | Annual |
| <u>Receive & Review MRR/RR Plan</u> | FPC | Annual |

Oversight Activities – Inform Public Re: Expenditure of Bond Funds

| Description of Activity / Report | Lead Subcommittee | Recurring Reports |
|---------------------------------------|-------------------|-------------------|
| <u>ICOC Web Site</u> | Exec/Gov | As Needed |
| <u>ICOC Quarterly Status Updates</u> | Exec/Gov | Quarterly |
| <u>ICOC Annual Report</u> | Exec/Gov | Annual |
| <u>District Communications Report</u> | ICOC | Monthly |

Governance Activities

| Description of Activity | Lead Subcommittee | Recurring |
|--|-------------------|--------------|
| <u>Election of Officers</u> | | |
| Nomination of Election Slate | Exec/Gov – Ad Hoc | Annual |
| Election of Officers | ICOC | Annual |
| <u>Subcommittee Formation</u> | | |
| Subcommittee Selection | Varies | Annual |
| Election of Subcommittee Chairs | Varies | Annual / May |
| <u>Seating of new ICOC members</u> | ICOC | As Needed |
| <u>Plaques for Outgoing ICOC members</u> | ICOC | As Needed |

SAN DIEGO UNIFIED SCHOOL DISTRICT
Proposition S School Bond
Independent Citizens' Oversight Committee
Planning Calendar

| Activities | Legend | Calendar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|------------|----|----|----|--|--|--|----|---|----|---|----|---|----|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Exec/Gov – Review Final Draft of Annual Report ICOC Quarterly Status Report for Oct-Dec 2010 Construction – Monthly Reports Quarterly i21 Update ICOC – Monthly Reports ICOC Quarterly Status Report for Oct-Dec 2010 Election of ICOC Officers FPC – Monthly Reports | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">March 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr><tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td></tr><tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td></tr><tr><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td></tr></table> | March 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | |
| March 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 27 | 28 | 29 | 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Exec/Gov – Review Initial Draft of Annual Report Construction – Monthly Reports ICOC – Monthly Reports Subcommittee Selection Approval & Issue of Annual Report Presentation of the Annual Report to BOE FPC – Monthly Reports Review Annual MRR Plan Review Annual PPO Operations Budget | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">April 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr><tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr><tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr><tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr><tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr></table> | April 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
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| 17 | 18 | 19 | 20 | 21 | 22 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Exec/Gov – Ad Hoc Nominating Committee ICOC Quarterly Status Report for Jan-Mar 2011 Construction – Monthly Reports Review Annual MRR Plan ICOC – Monthly Reports ICOC Quarterly Status Report for Jan-Mar 2011 Approve & Issue Review of Annual MRR Plan Presentation of Review of Annual MRR Plan to BOE FPC – District Quarterly Financial Report Monthly Reports | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">May 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr><tr><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td></tr><tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr><tr><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td></tr><tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr></table> | May 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| May 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Su | M | Tu | W | Th | F | Sa | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| *** Election of Subcommittee Chairs *** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Construction – Monthly Reports On-Site Walk-Throughs Quarterly i21 Update ICOC – Monthly Reports Nomination & Election of Officers FPC – Monthly Reports | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">June 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr></table> | June 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | |
| June 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Su | M | Tu | W | Th | F | Sa | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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SAN DIEGO UNIFIED SCHOOL DISTRICT
Proposition S School Bond
Independent Citizens' Oversight Committee
Planning Calendar

| Activities | Legend | Calendar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| July 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 17 | 18 | 19 | 20 | 21 | 22 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Construction – Monthly Reports On-Site Walk-Throughs ICOC – Monthly Reports FPC – Monthly Reports District Quarterly Financial Report | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">August 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr><tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr><tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr><tr><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td></tr></table> | August 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | | |
| August 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Exec/Gov – ICOC Quarterly Status Report for Jan-Mar 2010 Construction – Monthly Reports On-Site Walk-Through Reports Quarterly i21 Update ICOC – Monthly Reports ICOC Quarterly Status Report for Jan-Mar 2010 On-Site Walk-Through Reports FPC – Monthly Reports | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">September 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr><tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr><tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr><tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr><tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td></tr></table> | September 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | | | |
| September 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Exec/Gov – ICOC Quarterly Status Report for Apr-Jun 2010 Construction – Monthly Reports Audit – Annual Audits Status Report from Auditor FPC – Monthly Reports Bond Advisor presentation re: August Bond Sale ICOC – Monthly Reports ICOC Quarterly Status Report for Apr-Jun 2010 Bond Advisor presentation re: August Bond Sale | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">October 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr><tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr><tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr><tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr><tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr></table> | October 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | |
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| 16 | 17 | 18 | 19 | 20 | 21 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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SAN DIEGO UNIFIED SCHOOL DISTRICT
Proposition S School Bond
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Planning Calendar

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| Exec/Gov – ICOC Quarterly Status Report for Jul-Sep 2010 ICOC Annual Planning Calendar Construction – Monthly Reports On-Site Walk-Throughs Audit – Receive Draft Annual Audits ICOC – Monthly Reports ICOC Quarterly Status Report for Jul-Sep 2010 ICOC Annual Planning Calendar FPC – District Quarterly Financial Report Monthly Reports | <div># Exec/Gov – 1st Wed</div> <div># Construction–1st Thr</div> <div># Audit – 2nd Mon</div> <div># ICOC – 3rd Thr</div> <div># FPC – 4th Thr</div> | <table><tr><th colspan="7">November 2011</th></tr><tr><th>Su</th><th>M</th><th>Tu</th><th>W</th><th>Th</th><th>F</th><th>Sa</th></tr><tr><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr><tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td></tr><tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td></tr><tr><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td></tr></table> | November 2011 | | | | | | | Su | M | Tu | W | Th | F | Sa | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | |
| November 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| December 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |