



AECOM

HUNTERS CREEK
ELEMENTARY

NATIONAL EXEMPLARY
SCHOOL

Bond Advisory Committee (BAC)

May 17th, 2017

Meeting # 2

Agenda

- Welcome & Introductions
- Bond Advisory Committee Charge
- What is Our Vision?
- What We Heard from You (Meeting #1)
- Update on Capacity + Demographics Study
- Prioritizing Our Needs Exercise
- Next Steps

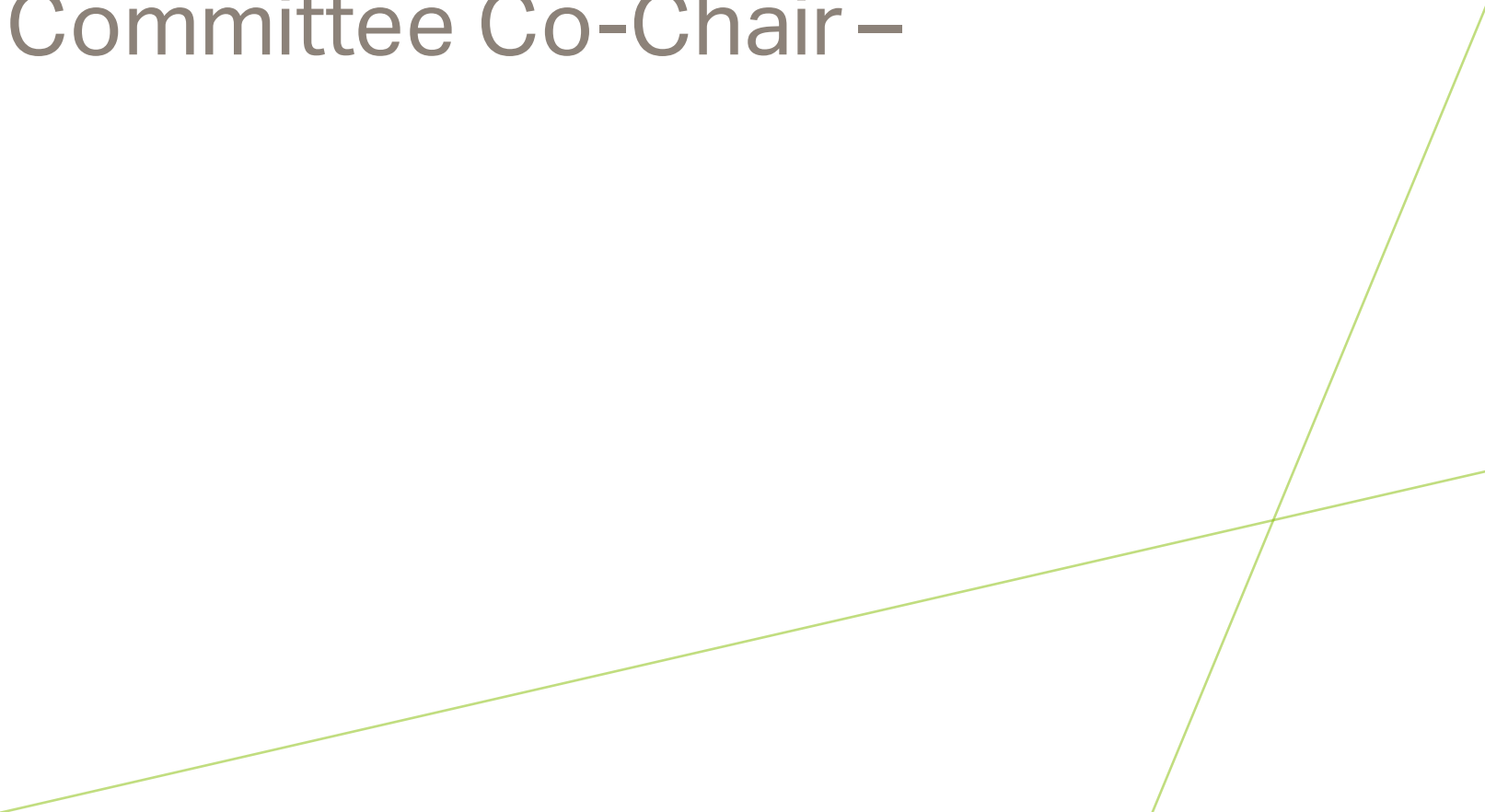


A photograph of Memorial Drive Elementary School, a two-story building with tan vertical siding and a brick base. The school's name is mounted on the brick wall. To the left is a large window with a colorful mosaic of marine life. A young tree stands in front of the window, and a large tree is on the right. A green hedge runs along the base of the building.

MEMORIAL DRIVE ELEMENTARY
NATIONAL EXEMPLARY SCHOOL

Welcome & Introductions

Welcome & Introductions

- Scott Muri, Ed.D. – Superintendent of Schools
 - David Slattery – Bond Advisory Committee Co-Chair –
david.slattery@slatterytackett.com
 - Lewis Gissel – Bond Advisory Committee Co-Chair –
lgissel3@gmail.com
- 



Bond Advisory Committee – Charge

Bond Advisory Committee Charge

The Bond Advisory Committee (BAC) is an ***ad hoc* committee representing the various geographic areas, prior bond committees, and various program interests within the school district.** As such, the committee is constituted for a defined purpose and time and holds no statutory authority. However the Board of Trustees recognizes the very important and necessary role of the BAC in reflecting through its work the various perspectives of the Spring Branch ISD community.

The Bond Advisory Committee is **charged** by the Board of Trustees with the responsibility for working collaboratively and cooperatively with the superintendent and his administrative designees and resource personnel **in developing a bond proposal package for recommendation to the Board of Trustees.** As such the BAC is expected to call upon the expertise of District professional staff and to utilize and respect previous, current and/or related documents. Additionally, the BAC shall utilize and respect related actions and documents adopted and /or approved by the Board of Trustees that are relevant to this task.

Bond Advisory Committee Charge

The BAC is charged with working within the framework of the SBISD District-Wide Facility Assessment, Long-Range Facilities Plan, the SBISD Financial Analysis/Debt Capacity Analysis, the SBISD Technology Plan, the SBISD Demographic and Capacity Studies, The SBISD Strategic Plan (The Learner's Journey), and/or other significant primary and authoritative sources of District information.

In developing the bond proposal package, the **BAC should focus on existing District facilities in the areas of renovation and/or replacement of major systems, additions to accommodate projected enrollment, changes in programs, renovations to meet District standards and educational specifications, and transformation/replacement of aging facilities.** The Bond Advisory Committee may also focus on **District technology needs** (educational, operational and infrastructure-related) **and District vehicle needs.**

Areas of focus from which the **BAC should refrain include recommendations regarding specific design of schools or district facilities, location(s) of schools or district facilities, boundaries of district facilities, closure of district facilities, instructional arrangements and/or educational pedagogy and district policy.**

Bond Advisory Committee Charge

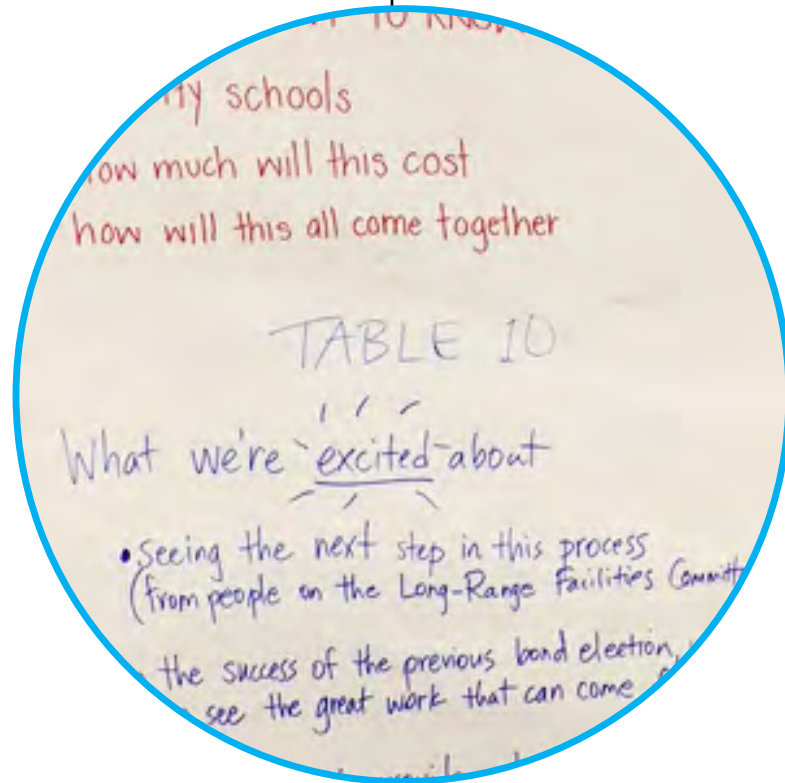
The BAC is charged with beginning its work in **May, 2017**, with the development of a proposed bond package recommendation to be submitted to the Board of Trustees no later than **June 30, 2017**.

The Board of Trustees may act upon the recommendations presented by the committee by approving, amending, altering, or not approving all or any part of the final report.

Two thin, light green lines originate from the bottom right corner and extend diagonally upwards and to the left, crossing each other and the bottom edge of the slide.

High Level Recap

BAC Workshop #1



- Kick Off
- Overview of District Initiatives
- Bond Financial Planning

Final LRFP Meeting



- Final LRFP Review
- LRFP Process Review
- Committee Feedback

LRFP Help Session

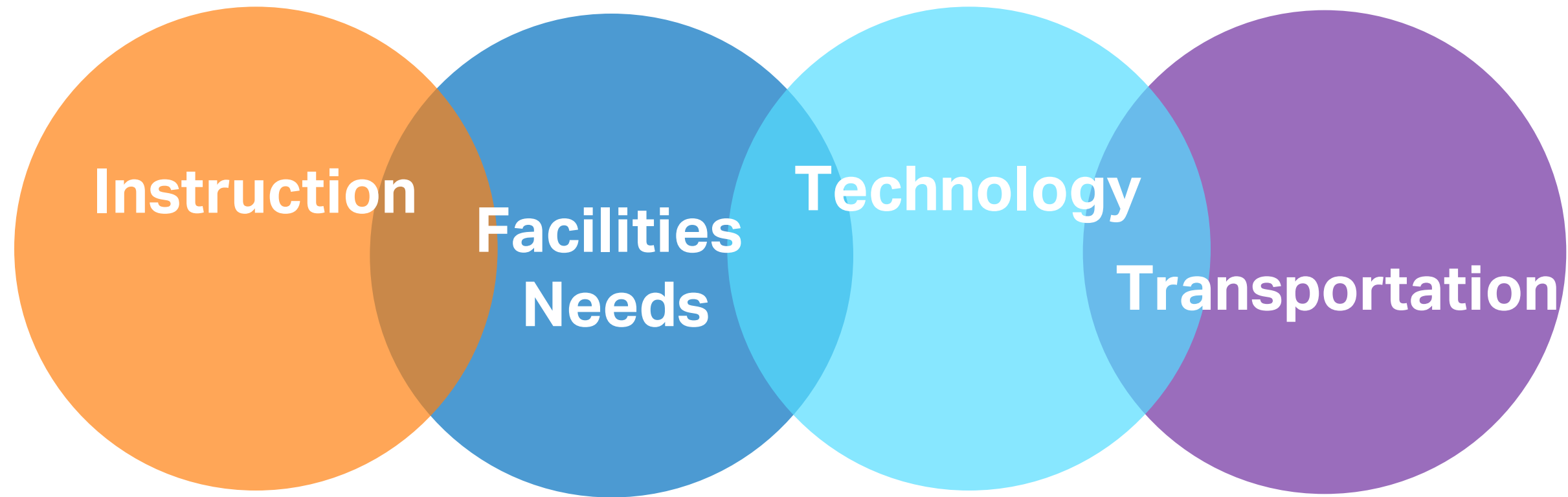


- Detailed Facility Assessment
- Detailed Ed Suitability
- Open Q&A

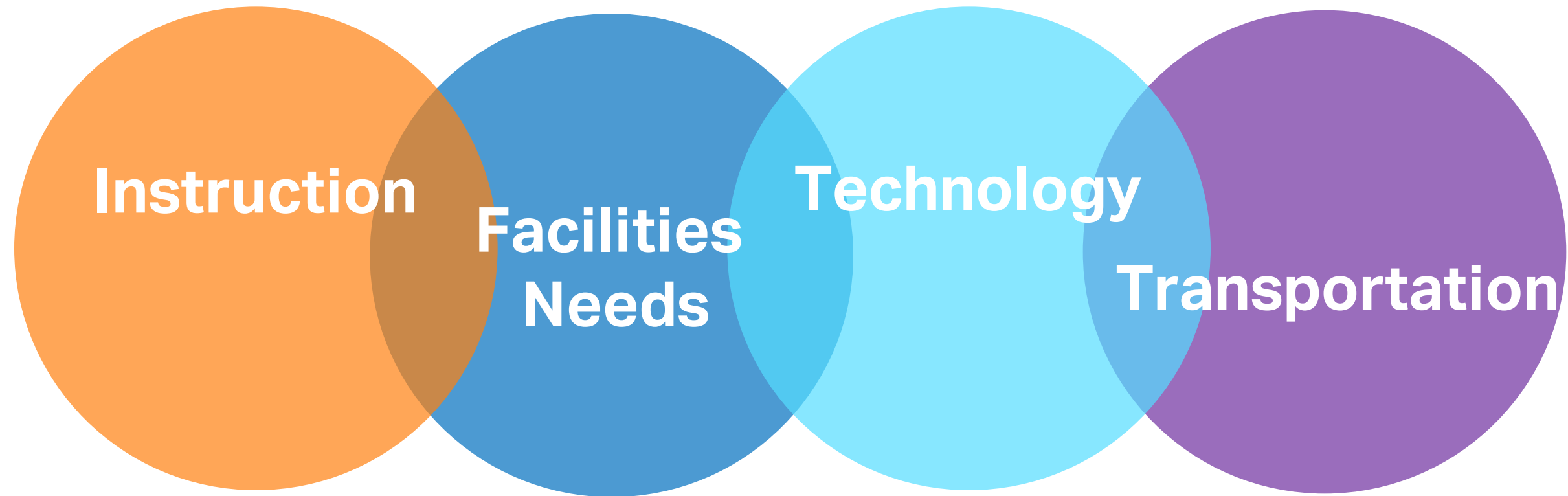


Superintendent:
What is Our Vision?

Vision Framework “Major Buckets”



Vision Framework “Major Buckets”



- CTE Opportunities
- Software Licenses
- Instructional material to support programming (long term)

- Facilities
- Child Nutrition
- Education Suitability
- Capacity + Demographics
- Technology Cabling

- 24/7 Access
- Tools for Kids + Teachers
- Infrastructure


- Buses



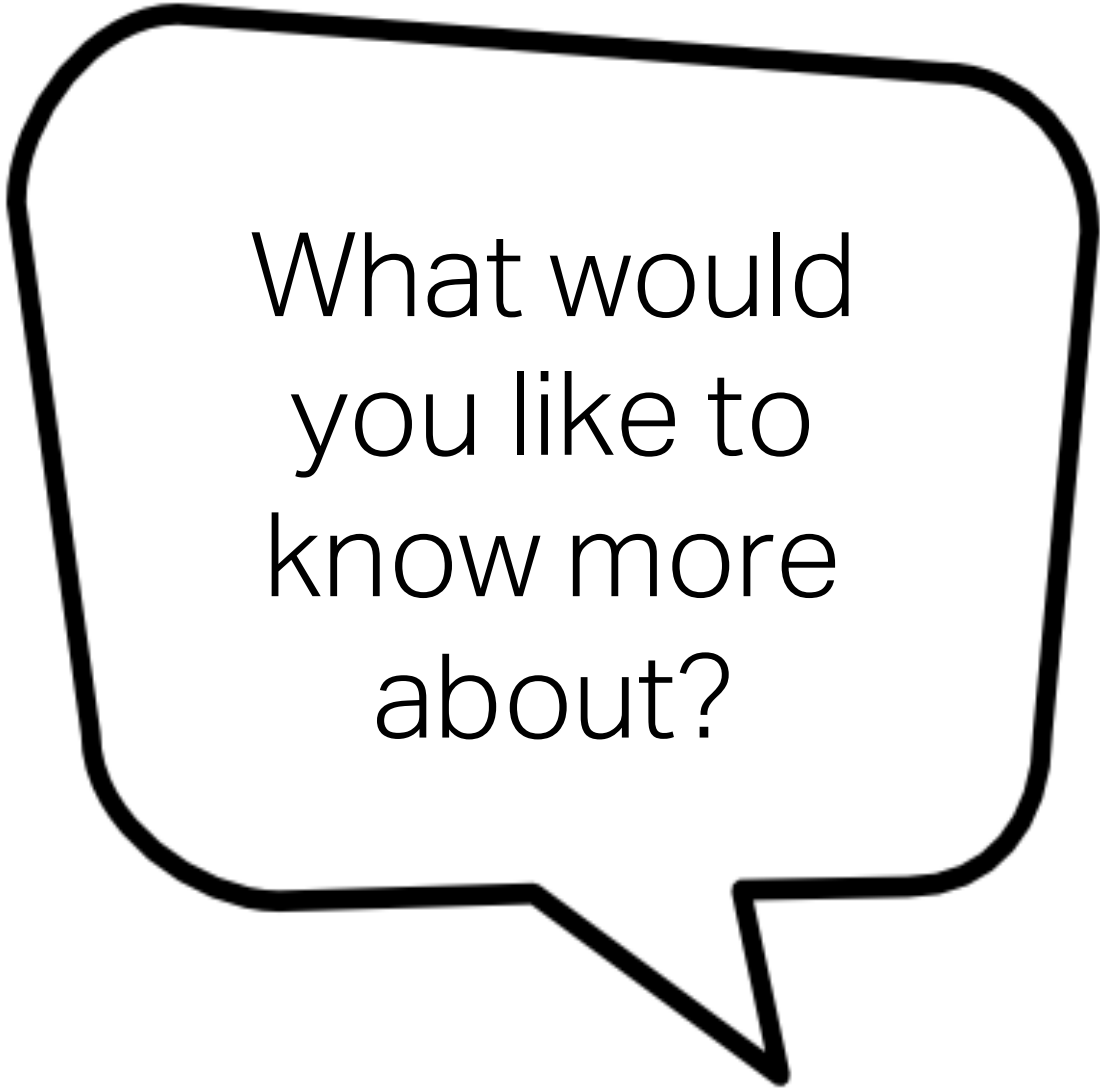
NORTHWOOD
ELEMENTARY SCHOOL
NATIONAL EXEMPLARY SCHOOL

Overview of BAC Input To-Date

BAC Meeting #1 Tabletop Exercise

A black-outlined speech bubble with a tail pointing towards the bottom left.

What are you most excited about?

A black-outlined speech bubble with a tail pointing towards the bottom right.

What would you like to know more about?

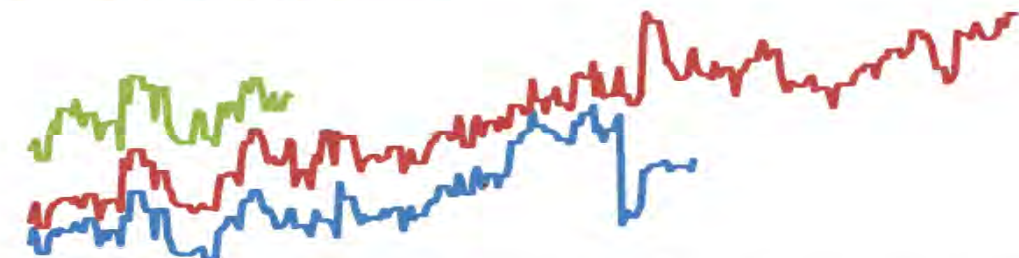
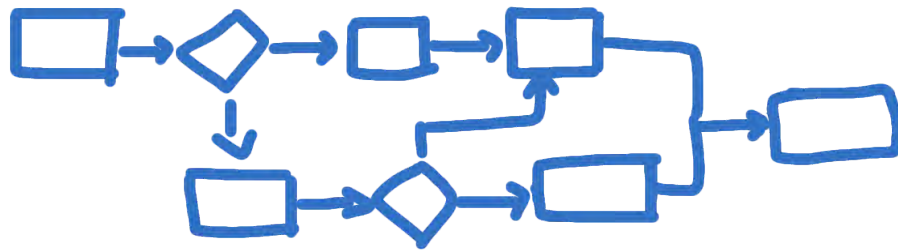
BAC Meeting #1 Tabletop Exercise Derived Themes

PROCESS

COMMUNICATION

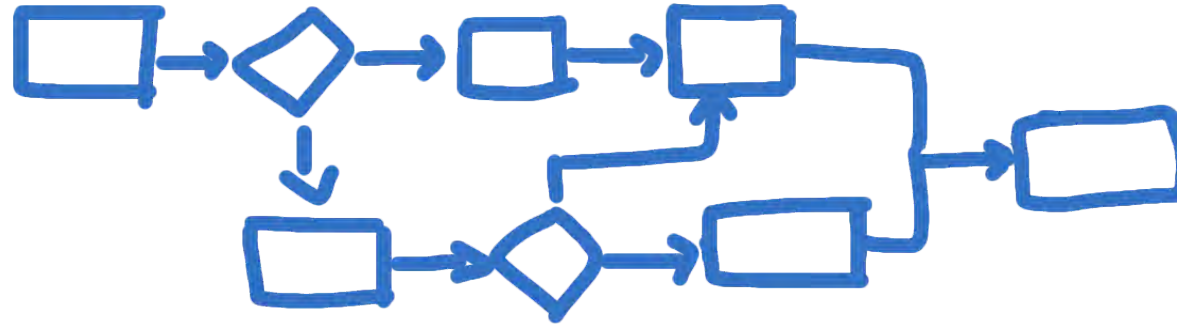
PRIORITIES

FINANCE



BAC Meeting #1 Tabletop Exercise Derived Themes

PROCESS



- What is the role of the BAC in the overall process?
- How will we put a Bond Framework together?
- How are decisions made to allocate spending?
- Will we accomplish our charge in seven meetings?

BAC Meeting #1 Tabletop Exercise Derived Themes

PRIORITIES



- How will we prioritize our needs?
- How will we plan for future needs?
- How will we know the needs of all the campuses?
- How does facility design impact personalized learning?

BAC Meeting #1 Tabletop Exercise Derived Themes

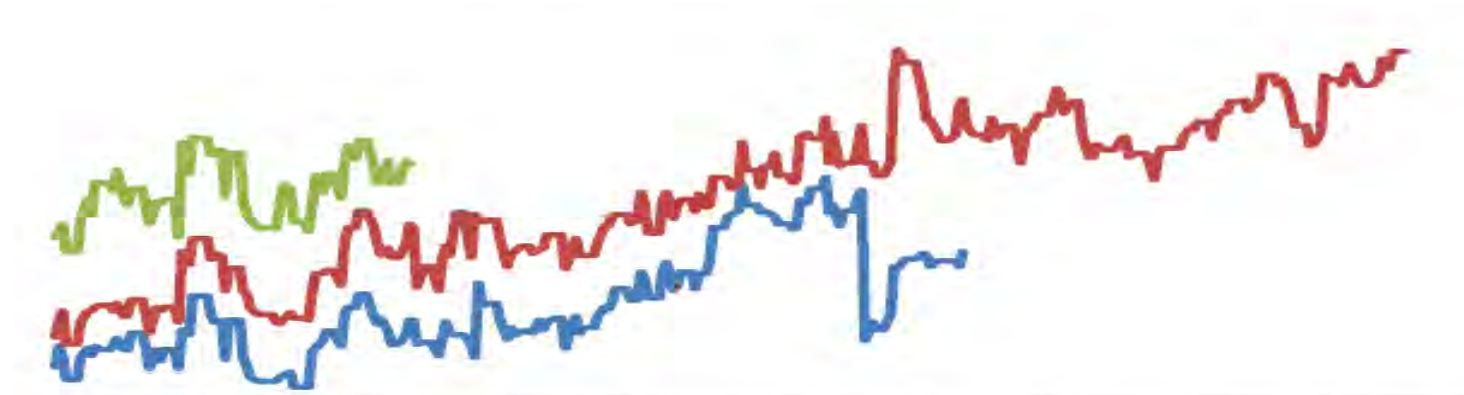
COMMUNICATION



- What is the Big Picture?
- How will we communicate to our community?
- How will we communicate the future impact of our decisions?

BAC Meeting #1 Tabletop Exercise Derived Themes

FINANCE



- How does bond funding work?
- How will we prioritize our capital spending?
- How much money can we spend without raising taxes?
- What will be the effect on taxpayers?



Capacity + Demographics Findings



SBISD 2017 Demographics & Capacity Study

Bond Advisory Committee Meeting
05/17/17

Inspiring minds. Shaping lives.

Topics / Overview

1 2016 Demographic Study

2 2017 Capacity Study

3 Summary Findings

1 2016 Demographic Study

The graphic features a central circular design with a blue border. Inside the circle, there are six smaller circles, each containing a different icon: a red schoolhouse, an orange bar chart with an upward arrow, a green house, two blue graduation caps, a purple compass rose, and the Spring Branch Independent School District logo. The logo itself is a yellow starburst over a blue square with the text 'Spring Branch Independent School District'.

*Spring Branch
Independent
School
District*

Fall 2016
Demographic
Study

*Learn from Yesterday...
Understand Today...
Plan for the Tomorrow*

TD
TEMPLETON
DEMOGRAPHICS

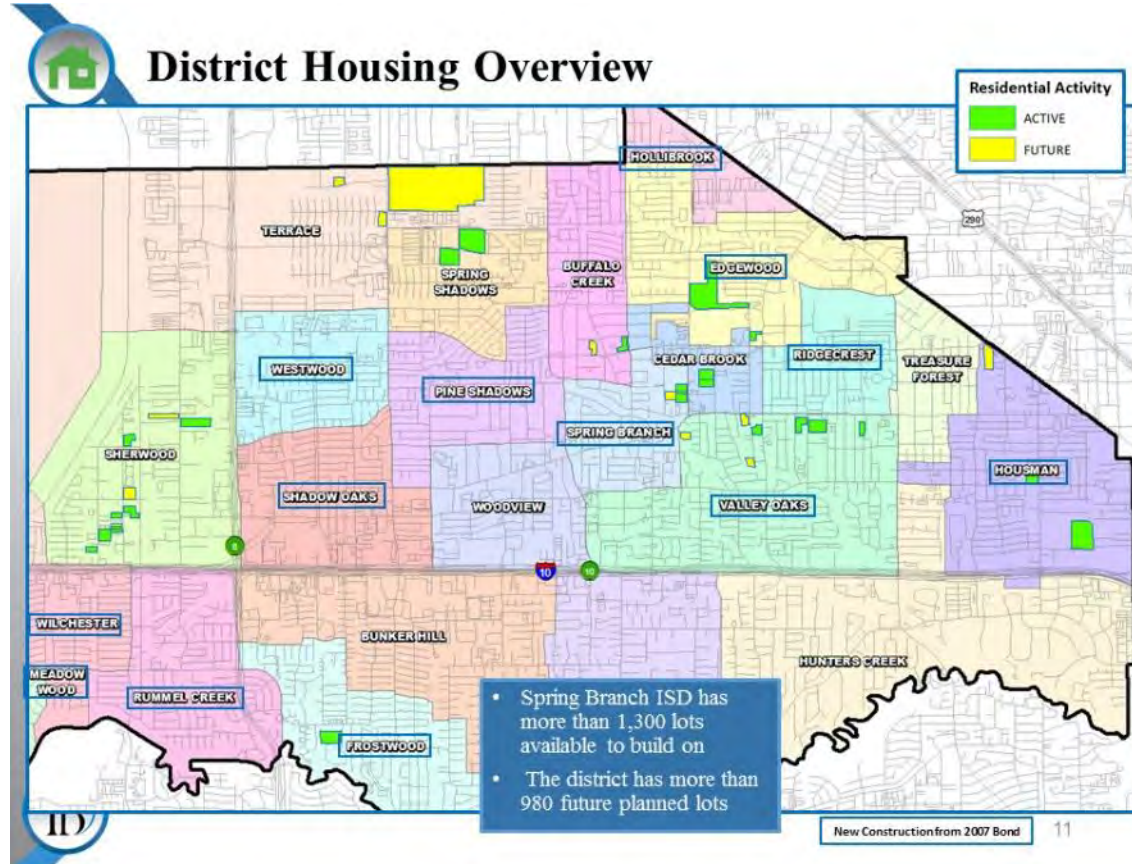
Influencing Factors

- Local Economic Conditions
- Residential Activity

Planning Considerations

10-Yr Enrollment Forecast
for Future Planning

Residential Activity – ES Campus Impact



Active Areas of Work:

- Housman
- Spring Shadows
- Edgewood
- Sherwood
- Cedar Brook
- Valley Oaks
- Frostwood

Future Areas of Work:

- Terrace
- Sherwood
- Cedar Brook
- Valley Oaks

Multi Family Activity – ES Campus Impact

Multi-Family Overview

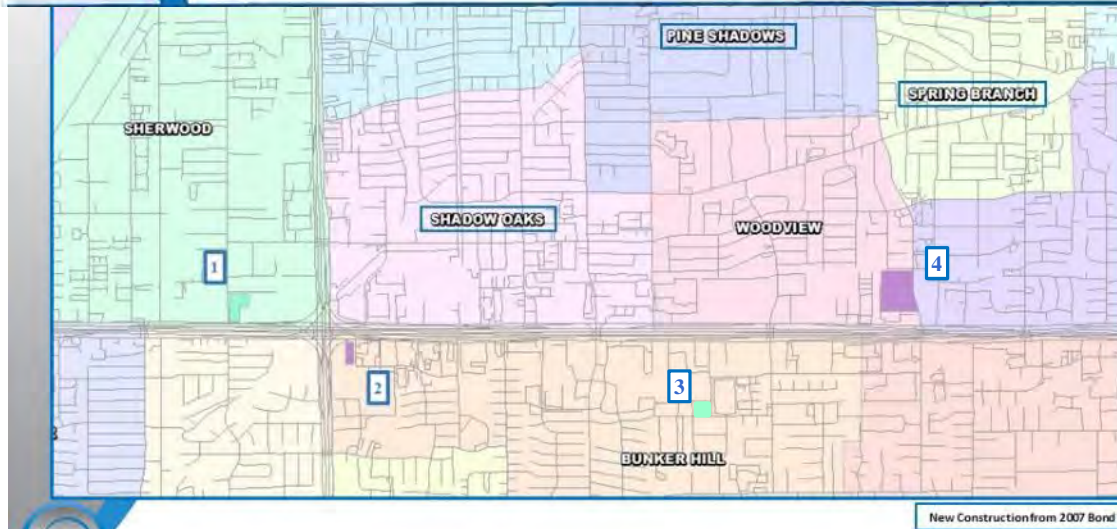
	Apartment	No. of Units	Status	Impact	Elem Zone
1	Alta Brittmoore	N/A	Plat submitted in 2013, no movement at this time	N/A	Sherwood
2	Alexan City Centre	340	Under Construction, first units leasing	Fall 2016	Bunker Hill
3	Future Apartment	338	Anticipate construction starting early 2017	Fall 2018	Bunker Hill
4	Ravella Memorial Village	318	Under Construction	2017	Woodview

Active Areas of Work:

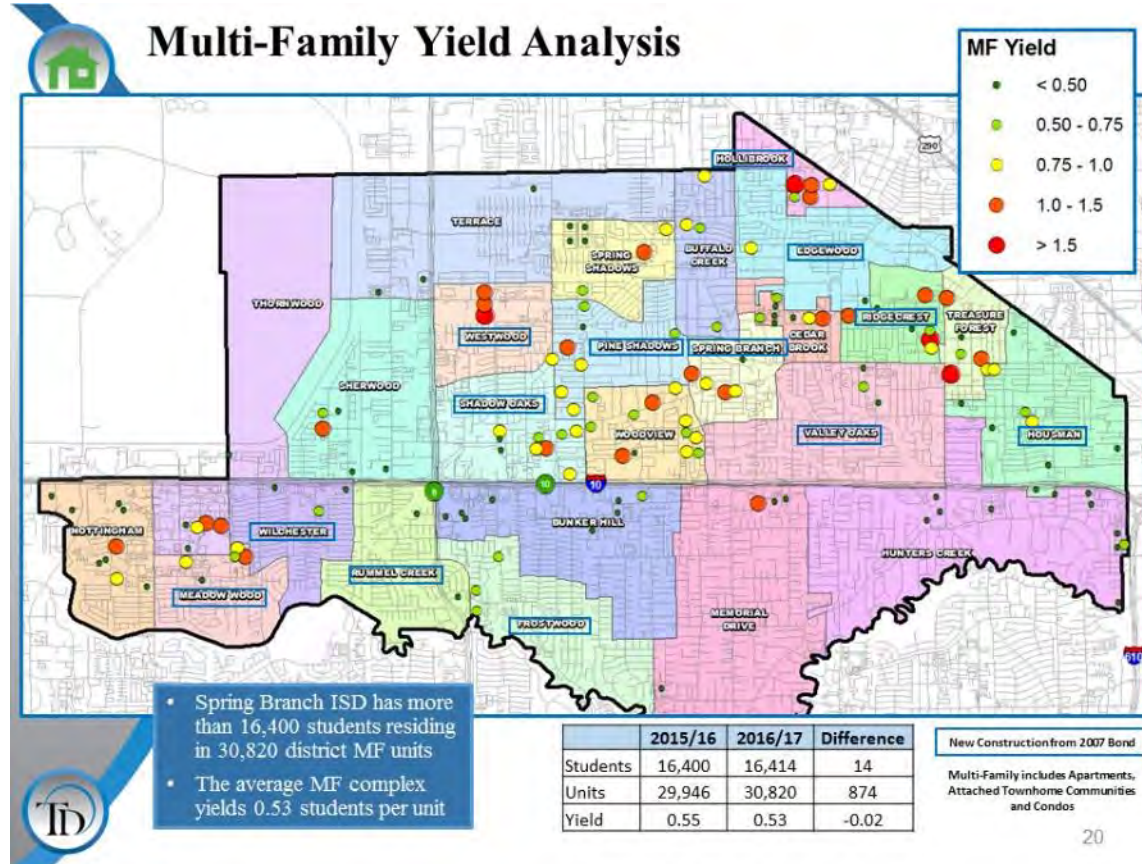
- Bunker Hill
- Woodview

Future Areas of Work:

- Sherwood
- Bunker Hill



Multi-Family Yield – ES Campus Impact



Yield ≥ 1.0 :

- Hollibrook
- Westwood
- Spring Branch
- Woodview
- Ridgecrest
- Treasure Forest

Yield ≤ 1.0 :

- Shadow Oaks
- Meadow Wood
- Thornwood



Ten Year Forecast

By Elementary Campus

Enrollment Forecast

CAMPUS	Capacity	Current	ENROLLMENT PROJECTIONS									
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
BENDWOOD PRIMARY		38	38	38	38	38	38	38	38	38	38	38
BEAR BLVD. PRIMARY		290	290	290	290	290	290	290	290	290	290	290
LION LANE PRIMARY		248	248	248	248	248	248	248	248	248	248	248
PANDA PATH PRIMARY		99	99	99	99	99	99	99	99	99	99	99
TIGER TRAIL PRIMARY		240	240	240	240	240	240	240	240	240	240	240
WILDCAT WAY PRIMARY		284	284	284	284	284	284	284	284	284	284	284
PRIMARY TOTALS		1,199	1,199	1,199	1,199	1,199	1,199	1,199	1,199	1,199	1,199	1,199
BUFFALO CREEK ELEMENTARY		583	550	542	517	518	534	541	558	568	576	582
BUNKER HILL ELEMENTARY		656	627	611	570	570	566	579	595	606	623	623
CEDAR BROOK ELEMENTARY		845	851	838	836	811	832	857	875	890	896	892
EDGEWOOD ELEMENTARY*		657	671	673	669	674	688	713	720	725	719	728
FROSTWOOD ELEMENTARY*		704	699	709	706	698	701	711	710	719	726	733
HOLLIBROOK ELEMENTARY*		796	806	801	806	821	809	820	811	804	817	838
HOUSMAN ELEMENTARY*		554	573	584	606	588	578	595	610	613	614	620
HUNTERS CREEK ELEMENTARY		644	639	624	607	603	596	605	616	627	641	642
MEADOW WOOD ELEMENTARY*		505	493	485	473	486	490	502	516	531	535	543
MEMORIAL DRIVE ELEMENTARY		454	431	430	435	439	453	464	466	469	458	459
NOTTINGHAM ELEMENTARY		526	543	559	558	558	566	558	539	534	539	538
PINE SHADOWS ELEMENTARY*		735	742	760	783	773	783	793	779	775	773	771
RIDGECREST ELEMENTARY*		766	759	741	748	741	758	764	770	798	808	810
RUMMEL CREEK ELEMENTARY*		704	722	719	729	712	720	743	736	754	757	745
SHADOW OAKS ELEMENTARY*		722	721	729	719	712	711	715	718	725	734	745
SHERWOOD ELEMENTARY		483	497	519	536	565	572	585	596	608	623	623
SPRING BRANCH ELEMENTARY*		636	653	660	660	641	648	663	673	688	694	701
SPRING SHADOW ELEMENTARY		742	774	778	813	825	831	827	846	829	829	823
TERRACE ELEMENTARY		395	408	413	430	458	479	498	511	517	528	536
THORNWOOD ELEMENTARY		422	411	412	401	399	403	400	400	415	425	438
TREASURE FOREST ELEMENTARY		561	565	547	564	571	593	578	568	559	569	570
VALLEY OAKS ELEMENTARY*		616	631	656	665	681	693	691	684	698	689	700
WESTWOOD ELEMENTARY*		615	594	585	581	566	583	596	589	595	603	603
WILCHESTER ELEMENTARY*		796	792	800	790	791	766	767	770	773	780	787
WOODYVIEW ELEMENTARY		647	629	632	606	588	592	614	613	625	635	640
ELEMENTARY TOTALS		15,768	15,781	15,807	15,808	15,789	15,945	16,179	16,269	16,445	16,591	16,690
Elementary Percent Change		-1.72%	0.08%	0.16%	0.01%	-0.12%	0.99%	1.47%	0.56%	1.08%	0.89%	0.60%
Elementary Absolute Change		-276	13	26	1	-19	156	234	90	176	146	99

*New
Construction
from 2007
Bond





Ten Year Forecast

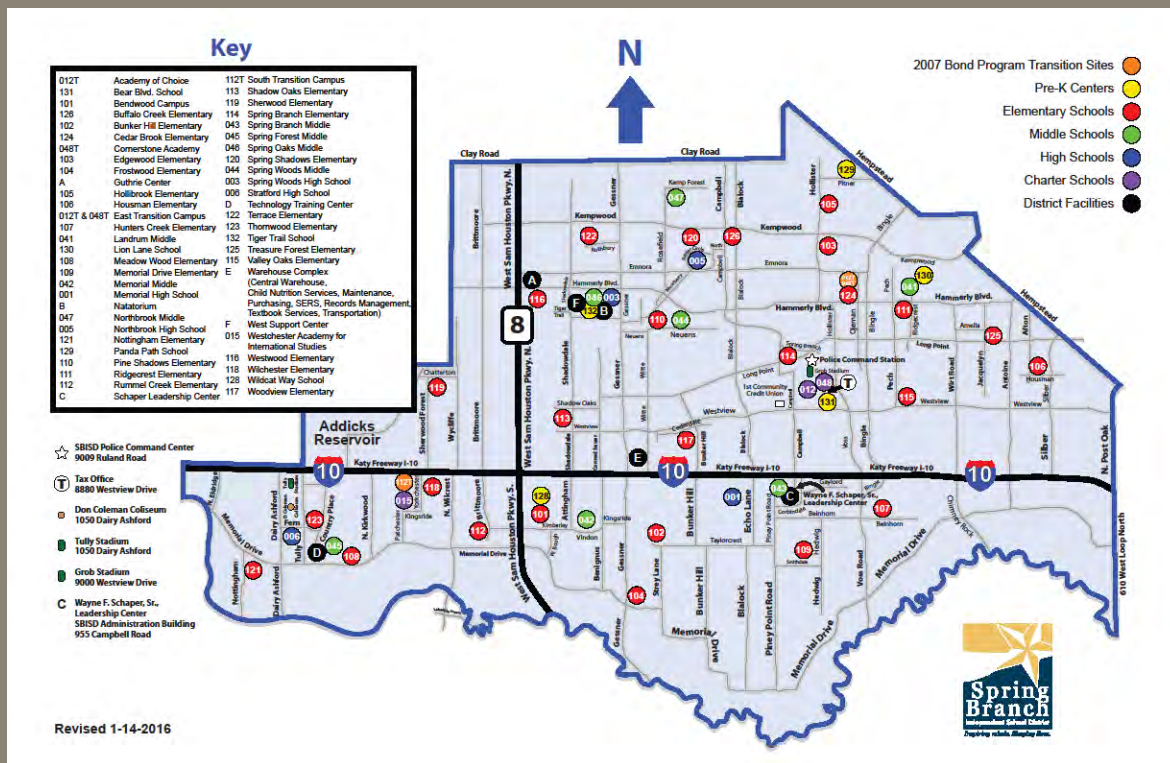
By Secondary Campus

Enrollment Forecast

CAMPUS	Capacity	Current	ENROLLMENT PROJECTIONS									
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CORNERSTONE ACADEMY		382	381	385	387	391	394	397	400	403	406	409
LANDRUM MIDDLE SCHOOL		1,071	1,064	1,050	1,059	1,096	1,058	1,078	1,057	1,071	1,069	1,089
MEMORIAL MIDDLE SCHOOL		1,379	1,371	1,387	1,420	1,461	1,484	1,430	1,406	1,366	1,383	1,389
NORTHBROOK MIDDLE SCHOOL		935	930	961	1,017	976	951	929	940	963	1,016	1,021
SPRING BRANCH MIDDLE SCHOOL		1,088	1,053	1,071	1,139	1,179	1,203	1,162	1,126	1,107	1,121	1,134
SPRING FOREST MIDDLE SCHOOL		839	846	845	892	891	891	870	886	871	882	886
SPRING OAKS MIDDLE SCHOOL		760	749	767	776	804	782	778	768	770	777	790
SPRING WOODS MIDDLE SCHOOL		956	933	928	993	1,032	976	1,000	961	990	1,030	1,039
MIDDLE SCHOOL TOTALS		7,410	7,327	7,394	7,683	7,830	7,789	7,644	7,544	7,541	7,684	7,757
Middle School Percent Change		-0.76%	-1.12%	0.91%	3.91%	1.91%	-1.16%	-1.23%	-1.31%	-0.04%	1.90%	0.95%
Middle School Absolute Change		-57	-83	67	289	147	-91	-95	-100	-3	143	73
MEMORIAL HIGH SCHOOL		2,647	2,677	2,590	2,541	2,536	2,509	2,585	2,669	2,710	2,683	2,652
NORTHBROOK HIGH SCHOOL		2,467	2,535	2,587	2,592	2,601	2,640	2,655	2,700	2,686	2,631	2,677
SPRING WOODS HIGH SCHOOL		2,176	2,151	2,115	2,015	2,010	2,034	2,038	2,133	2,131	2,084	2,106
STRATFORD HIGH SCHOOL		2,110	2,140	2,175	2,085	2,107	2,130	2,165	2,195	2,226	2,195	2,180
SPRING BRANCH SCHOOL OF CHOICE		162	185	185	185	185	185	185	185	185	185	185
HIGH SCHOOL TOTALS		9,562	9,688	9,652	9,418	9,439	9,498	9,628	9,882	9,938	9,778	9,800
High School Percent Change		1.02%	1.32%	-0.37%	-2.42%	0.22%	0.63%	1.37%	2.64%	0.57%	-1.61%	0.22%
High School Absolute Change		97	126	-36	-234	21	59	130	254	56	-160	22
WESTCHESTER CHARTER		1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022
WJAEP / School For Deaf		14	14	14	14	14	14	14	14	14	14	14
SPRING BRANCH ACADEMIC INSTITUTE (K-7)		80	83	91	91	91	91	91	91	91	91	91
SPRING BRANCH ACADEMIC INSTITUTE (8-12)		0	9	25	49	73	97	112	120	120	120	120
SPRING BRANCH EDUCATION CENTER		51	51	51	51	51	51	51	51	51	51	51
DISTRICT TOTALS		35,106	35,174	35,255	35,335	35,508	35,656	35,940	36,192	36,421	36,550	36,759
District Percent Change		-0.39%	0.19%	0.23%	0.23%	0.49%	0.42%	0.80%	0.70%	0.63%	0.35%	0.57%
District Absolute Change		-138	68	81	80	173	148	284	252	229	129	209



2 2017 Capacity Study



45 Instructional Campuses Analyzed

5



1. Bear Blvd
2. Lion Lane
3. Tiger Trail
4. Wildcat Way
5. Panda Path

26



*13 Replaced
in 2007 Bond

- | | | |
|------------------|--------------------|---------------------|
| 1. Buffalo Creek | 10. Memorial Drive | 19. Terrace |
| 2. Bunker Hill | 11. Nottingham | 20. Thornwood |
| 3. Cedar Brook | 12. Pine Shadows* | 21. Treasure Forest |
| 4. Edgewood* | 13. Ridgecrest* | 22. Valley Oaks* |
| 5. Frostwood* | 14. Rummel Creek* | 23. Westwood* |
| 6. Hollibrook* | 15. Shadow Oaks* | 24. Wilchester* |
| 7. Housman* | 16. Sherwood | 25. Woodview |
| 8. Hunters Creek | 17. Spring Branch* | |
| 9. Meadow Wood* | 18. Spring Shadows | 26. Bendwood |

7



1. Landrum
2. Memorial
3. Northbrook
4. Spring Branch
5. Spring Forest
6. Spring Oaks
7. Spring Woods

4



1. Memorial
2. Northbrook
3. Spring Woods
4. Stratford

3



1. Westchester AIS
2. SBEC (CSA + AOC)
3. Guthrie Center

Capacity Analysis - Variables by Type



Elementary

PK/K thru 5th Grade

Core Content
Special Education

*Classrooms = Grade Level
Travel to "Pull-Out"*

Utilization (Traditional)
Utilization (Dual Lang, Bi-Lingual)



Middle

6th thru 8th Grade

Core Content (E, M, SS, Sci)
Special Education
Electives + CTE
Visual/Performing Arts
PE / Athletics + Gym

*Classrooms = Content Area
Schedule (Traditional, Block)*

Utilization (Periods/Day)



High

9th thru 12th Grade

Core Content (E, M, SS, Sci)
Special Education
Electives + CTE
Visual/Performing Arts
PE / Athletics + Gym

*Classrooms = Content Area
Schedule (Traditional, Block)*

Utilization (Periods/Day)
Guthrie Center Participation

Capacity Analysis – Results

0



No capacity Issues

5



- Buffalo Creek*
- Cedar Brook
- Sherwood
- Spring Shadows
- Terrace

* Capacity not the driver; T-bldg. present on Campus

3



- Landrum
- Memorial
- Spring Oaks*

2



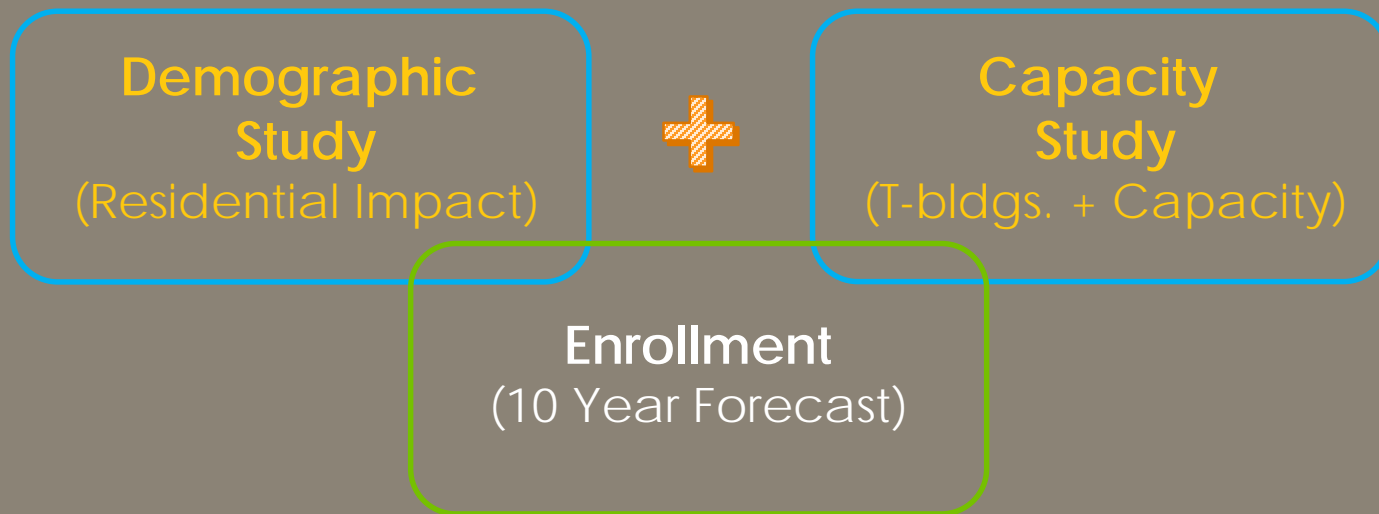
- Memorial
- Northbrook
- Spring Woods*

0



No capacity Issues

3 Summary Findings =



Facility Name	Demographics Residential	Demographics Multi-Family	T-Bldg Quantity	Capacity with Tblgd. % Range (low/high)	Capacity w/o Tblgd. % Range (low/high)	Summary Finding
PK CENTER						4 PK + 1 Leased
4 PK (BB, LL, TT, WW)						OK as is
P.Path (leased)						OK as is
ELEMENTARY						10 New + 8 Existing
Buffalo Creek			4 Clrms (5th Gr)	66% - 74%	74% - 84%	Move 4 classrooms into building?
Cedar Brook	Active + Future		12 Crms (4th+5th Gr)	83% - 91%	115% - 124%	Capacity = Addition or Replace?
Edgewood*	Active			80% - 88%	80% - 88%	OK as is
Frostwood*	Active			78% - 82%	78% - 82%	OK as is
Hollibrook*		Yield ≥ 1.0		91% - 95%	91% - 95%	OK as is
Housman*	Active			82% - 91%	82% - 91%	OK as is
Meadow Wood*		Yield ≤ 1.0		71% - 82%	71% - 82%	OK as is
Ridgecrest*		Yield ≥ 1.0		82% - 89%	82% - 89%	OK as is
Shadow Oaks*		Yield ≤ 1.0		86% - 90%	86% - 90%	OK as is
Sherwood	Active + Future			86% - 110%	86% - 110%	Capacity = Addition or Replace?
Spring Branch*		Yield ≥ 1.0		85% - 94%	85% - 94%	OK as is
Spring Shadows	Active		3 Storage / 3 Other	90% - 103%	90% - 103%	Capacity = Addition?
Terrace		Future	2 Bldgs (Music/Art) 1 Bldg (Storage) + Modular Bldg	67% - 91%	79% - 108%	Capacity = Addition?
Thornwood		Yield ≤ 1.0		71% - 78%	71% - 78%	OK as is
Treasure Forest		Yield ≥ 1.0	4 Storage	81% - 88%	81% - 88%	OK as is
Valley Oaks*	Active + Future			82% - 93%	82% - 93%	OK as is
Westwood*		Yield ≥ 1.0		74% - 80%	74% - 80%	OK as is
Woodview		Yield ≥ 1.0	4 Storage / 4 Other	77% - 85%	77% - 85%	OK as is
MIDDLE						7 MS
Landrum	Feeder Pattern	Feeder Pattern	4 Clrms (SpecEd)	77% - 80%	79% - 82%	Move 4 classrooms into building?
Memorial				95% - 102%	95% - 102%	Capacity = Addition?
Northbrook	Feeder Pattern	Feeder Pattern		76% - 83%	76% - 83%	OK as is
Spring Branch				80% - 92%	80% - 92%	OK as is
Spring Forest			9 Clrms (After School / C.Ed)	63% - 67%	63% - 67%	OK as is
Spring Oaks	Feeder Pattern	Feeder Pattern	3 Clrms (SpecEd) / 1 Stor	61% - 66%	65% - 69%	Move 3 classrooms into building?
Spring Woods	Feeder Pattern	Feeder Pattern	6 Storage	76% - 85%	76% - 85%	OK as is
HIGH						4 HS
Memorial			8 Clrms (1 Eng + 7 SS)	100% - 108%	106% - 115%	Capacity = Addition?
Northbrook	Feeder Pattern	Feeder Pattern		102% - 110%	102% - 110%	Capacity = Addition?
Spring Woods	Feeder Pattern	Feeder Pattern	8 Clrms (1 SpEd + 7 SS)	85% - 92%	91% - 98%	Capacity = Renovate? Addition?
Stratford				93% - 100%	93% - 100%	Monitor Growth
OTHER						3 Other
WAIS				69%	69%	OK as is
SBEC - Cornerstone				89% - 96%	89% - 96%	Ok as is, Charter Growth Capped
SBEC - Academy of Choice				47% - 54%	47% - 54%	OK as is
Guthrie						OK as is

* ES Replaced in 2007 Bond

Summary Findings

Key Elements

1. Demographic Study
Single Family Residential
Multi-Family Residential
2. Capacity Study
T-Bldg. Quantity
3. Enrollment Forecast
Capacity with T-Bldgs.
Capacity without T-Bldgs.

Summary = 1 + 2 + 3

Results = Campuses of Focus

Facility Name	Demographics Residential	Demographics Multi-Family	T-Bldg Quantity	Capacity with Tblgd. % Range (low/high)	Capacity w/o Tblgd. % Range (low/high)	Summary
ELEMENTARY						
Buffalo Creek			4 Clrms (5th Gr)	66% - 74%	74% - 84%	Move 4 classrooms into building?
Cedar Brook	Active + Future		12 Crms (4th+5th Gr)	83% - 91%	115% - 124%	Capacity = Addition or Replace?
Sherwood	Active + Future			86% - 110%	86% - 110%	Capacity = Addition or Replace?
Spring Shadows	Active		3 Storage / 3 Other	90% - 103%	90% - 103%	Capacity = Addition?
Terrace	Future		2 Bldgs (Music/Art) 1 Bldg (Storage) + Modular Bldg	67% - 91%	79% - 108%	Capacity = Addition?
MIDDLE						
Landrum	Feeder Pattern	Feeder Pattern	4 Clrms (SpecEd)	77% - 80%	79% - 82%	Move 4 classrooms into building?
Memorial				95% - 102%	95% - 102%	Capacity = Addition?
Spring Forest			9 Clrms (After School / C.Ed)	63% - 67%	63% - 67%	OK as is
Spring Oaks	Feeder Pattern	Feeder Pattern	3 Clrms (SpecEd) / 1 Stor	61% - 66%	65% - 69%	Move 3 classrooms into building?
Spring Woods	Feeder Pattern	Feeder Pattern	6 Storage	76% - 85%	76% - 85%	OK as is
HIGH						
Memorial			8 Clrms (1 Eng + 7 SS)	100% - 108%	106% - 115%	Capacity = Addition?
Northbrook	Feeder Pattern	Feeder Pattern		102% - 110%	102% - 110%	Capacity = Addition?
Spring Woods	Feeder Pattern	Feeder Pattern	8 Clrms (1 SpEd + 7 SS)	85% - 92%	91% - 98%	Capacity = Renovate? Addition?
Stratford				93% - 100%	93% - 100%	Monitor Growth

Thank You.....



SBISD 2017 Demographics & Capacity Study

Bond Advisory Committee Meeting
05/17/17

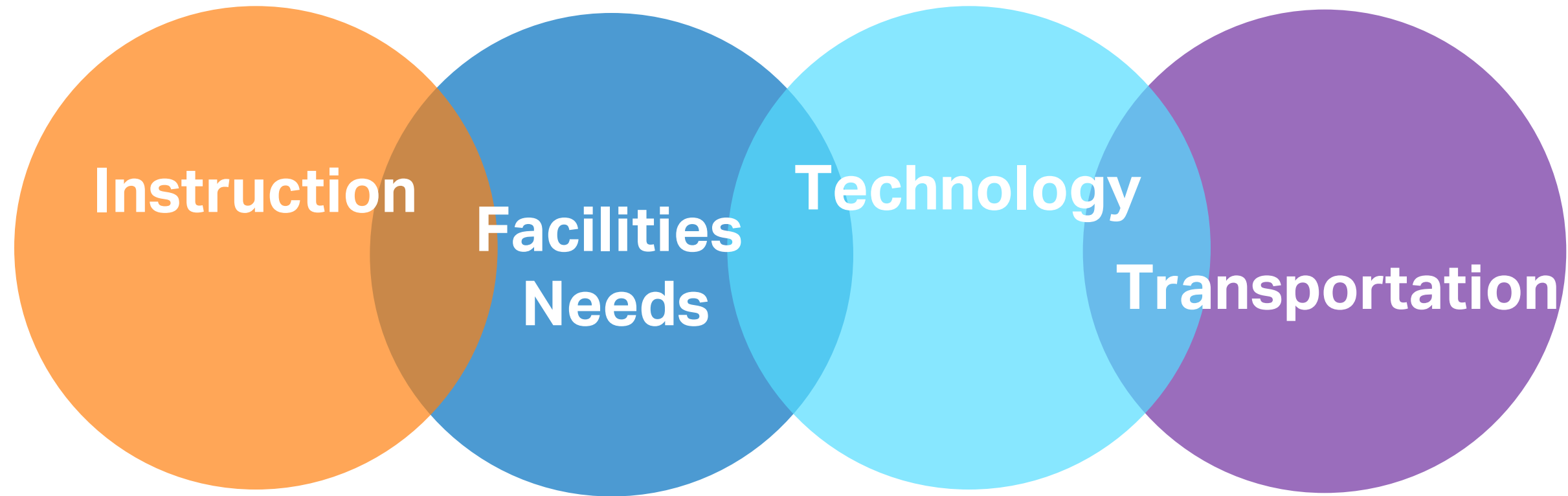
.....Questions?





Bond Advisory Committee – Priorities Exercise

Vision Framework “Major Buckets”



- CTE Opportunities
- Software Licenses
- Instructional material to support programming (long term)

- Facilities
- Child Nutrition
- Education Suitability
- Capacity + Demographics
- Technology Cabling

- 24/7 Access
- Tools for Kids + Teachers
- Infrastructure

- Buses



Next Steps

Bond Framework Engagement Process





Thank you!