Bloomfield Hills Schools

2020 Bond Program Quarterly Update September 22, 2022



Presentation Overview

Finance/Bond Schedule Update

- Series I
 - O Construction Cost Update
 - O Contingency Update
- Series II

Construction Progress Update

- North Hills Middle School
- South Hills Middle School
- Conant Elementary Additions
- Way Elementary Additions

Design Process Update

- Phase I Interior Scope
 - O Conant Elementary
 - O Eastover Elementary (at East Hills site)
 - O Lone Pine Elementary (at West Hills site)
 - Way Elementary
- Phase II Overview



Finance/Bond Schedule Update

- Bond Proposal successfully approved by District residents in August 2020
- Multi-series bond issuance totaling approx. \$200,155,000
 - Series I = \$94,045,000 (bonds sold in 2020)
 - Series IIA = \$20,000,000 (bonds sold in 2022)
 - Series IIB = \$86,110,000 (anticipated bond sale in 2023)
- Amount of Funds Issued for Series I and Series IIA = \$114,045,000
 - Complies with the Dept. of Treasury 85% expenditure requirements in first 3 years



Finance/Bond Schedule Update

- Series I and IIA (2020 through 2023)
 - Design and Construction of North Hills and South Hills Middle Schools
 - Design and Construction of Additions for Conant and Way Elementary Schools
 - Interior Renovations at Elementary Schools
 - Conant
 - Eastover Elementary (at East Hills site)
 - Lone Pine Elementary (at West Hills site)
 - Way Elementary Schools
 - Piloting for Technology
 - Piloting for Furniture



Phase I – Construction Cost Update

Commitments & Spending		Contract Budget (Post-Bond)		3rd Quarter 2022					
				<u>Forecast</u>		Commited		Spent to Date	
District-wide									
Professional Fees	\$	14,434,498	\$	12,521,808		\$	13,379,908	\$	5,943,042
CM Fees/Costs	\$	13,641,968	\$	12,781,968		\$	11,546,200	\$	4,285,551
Furniture/Fixtures/Equipment	\$	11,423,181	\$	11,423,181		\$	1,745,494	\$	1,115,047
Technology	\$	21,743,172	\$	21,743,172		\$	5,771,436	\$	1,670,665
Design/Construction Contingency/Escalation	\$	18,282,632	\$	18,282,632		\$	2,659,244	\$	2,659,244
Closing Costs/Fees	\$	266,029	\$	266,029				\$	266,029
Owner's Contingency	\$	2,658,624	\$	5,431,314		\$	-		
Total - District-wide	\$	82,450,104	\$	82,450,104		\$	35,102,282	\$	15,939,578
Series I - Contruction Only									
North Hills Middle School	\$	34,879,051	\$	34,879,051		\$	34,879,051	\$	21,654,604
South Hills Middle School	\$	27,237,300	\$	27,237,300		\$	27,237,300	\$	11,473,315
Conant Elementary	\$	10,782,728	\$	10,782,728		\$	10,782,728	\$	1,436,893
Eastover Elementary (at East Hills site)	\$	6,585,424	\$	6,585,424		\$	-	\$	-
Way Elementary	\$	6,669,272	\$	6,669,272		\$	6,669,272	\$	1,307,398
Lone Pine Elementary (at West Hills site)	\$	4,714,784	\$	4,714,784		\$	-	\$	-
Total Series I - Construction Only	\$	90,868,559	\$	90,868,559		\$	79,568,351	\$	35,872,210
Total Series II - Construction Only	\$	26,836,337	\$	26,836,337		\$	-	\$	-
Total District-wide + Series I & II Construction	\$	200,155,000	\$	200,155,000		\$	114,670,633	\$	51,811,788

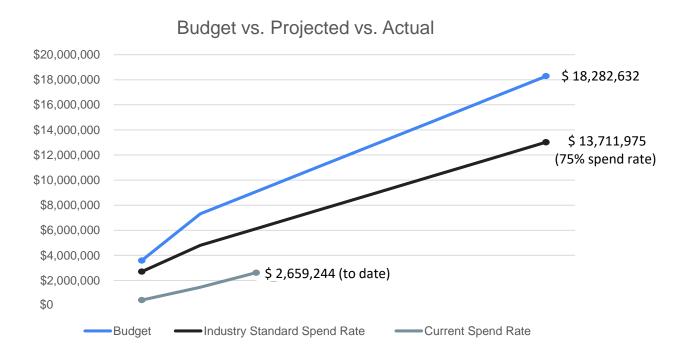


Phase I – Contingency Update

Contingency Description			
Construction Contingency/Escalation	\$ 18,282,632	\$ 2,659,244	15%
FFE Contingency	\$ 1,142,318	\$ -	0%
Technology Contingency	\$ 2,174,317	\$ -	0%
Owner Contingency	\$ 2,658,624	\$ 	0%
Total Contingency	\$ 24,257,891	Total	Total %



Phase I – Contingency Update





North Hills Middle School - \$55.2M Total Program Costs

- Safety/Security / ADA / Code
 - Secured Vestibule, Access Control
- Educational Improvements
 - Classroom Additions
 - Multi-purpose Commons Space
 - Special Education
 - Technology/Furniture
- Community Improvements
 - Construct new pool
- Critical Infrastructure
 - Roofing
 - Mechanical, electrical, plumbing





South Hills Middle School - \$38.9M Total Program Costs

- Safety/Security / Ada / Code
 - Secured Vestibule, Access Control
- Educational Improvements
 - Science Room Additions
 - Arts and Auditorium Addition
 - Special Education
 - Technology/Furniture
- Community Improvements
 - Turf Athletic Field
 - Turf Field House
- Critical Infrastructure
 - Roofing
 - Mechanical, electrical, plumbing, etc.





Conant Elementary School - \$16.7M Total Program Costs

- Safety/Security / Ada / Code
 - Secured Vestibule, Access Control
- Educational Improvements
 - o (5) Classroom Addition
 - Cafeteria and Gym Addition
 - Special Education
 - Technology/Furniture
- Community Improvements
 - Expanded Early Child Center
- Critical Infrastructure
 - Roofing
 - Interior Finishes
 - Mechanical, electrical, plumbing, etc.











Exterior by gym



Domo work at main entrance

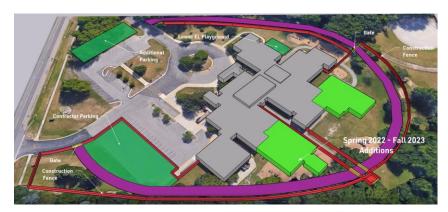


Block walls at addition

Way Elementary School - \$12.4M Total Program Costs

- Safety/Security / Ada / Code
 - Secured Vestibule, Access Control
- Educational Improvements
 - o (5) Classroom Addition
 - Cafeteria and Gym Addition
 - Special Education
 - Technology/Furniture
- Critical Infrastructure
 - Roofing
 - Interior Finishes
 - Mechanical, electrical, plumbing, etc.





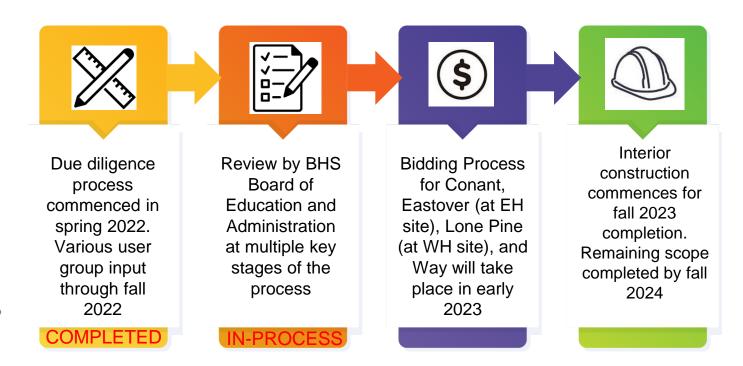






Block walls going up at addition

Phase I – Interior Scope Update Conant, Eastover (at East Hills site), Lone Pine (at West Hills site), and Way





Series II Project Overview

- Series II (2023 through 2024)
 - Construction of Interior Renovations for Eastover Elementary (at East Hills site)
 - Construction of Interior Renovations for Lone Pine Elementary (at West Hills site)
 - Design and Construction of Scope for BHHS Athletic Fields and Wellness Center
 - Design of Physical Plant Services/Transportation
 - Implementation of Technology Throughout
 - Implementation of Furniture Throughout



Series II Project Overview

- Series II (2025 through 2026)
 - Design and Construction for International Academy
 - Design and Construction for Eastover Early Childhood Center
 - Design and Construction for BHHS remaining scope
 - Design and Construction for Bowers Farm
 - Design and Construction for Wing Lake Center
 - Design and Construction for Nature Center
 - Design and Construction for Booth Center
 - Demolition for Fox Hills facility and Lone Pine facility
 - Implementation of Technology Throughout
 - Implementation of Furniture Throughout



For more information, please visit;

https://www.bloomfield.org/bond-information/bond





Spring 2022 State Testing Update on Results

Board of Education Meeting 9-22-2022





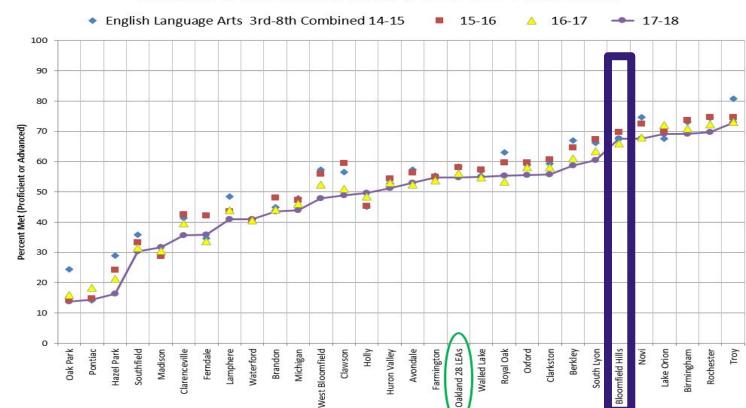
State Assessments								
Grade	Test Type	Mandate	Test Name	Subjects	Given	Purpose		
K-2	Benchmark	Required	Early Literacy and Mathematics Benchmark Assessment or District-selected benchmark ¹	ELA, Mathematics	Fall, Winter, Spring	Within-year progress; program improvemen		
24	Summative	Required	M-STEP	ELA, Mathematics	Spring	Proficiency; accountability		
3	Benchmark Benchmark	Required Optional	District-selected benchmark assessment ¹ District-selected benchmark assessment ²	ELA Mathematics	Fall, Winter, Spring Multiple	Within-year progress; program improvement Within-year progress; program improvement		
,	Summative	Required	M-STEP	FLA Adeals are added	Spring	Proficiency; accountability		
4	Benchmark	Optional	District-selected benchmark assessment	ELA, Mathematics	Multiple	Within-year progress; program improvement		
	Summative	Required	M-STEP	ELA, Mathematics	Spring	Proficiency; accountability		
5	Summative	Required	M-STEP	Science, Social Studies	Spring	Proficiency; accountability		
	Benchmark	Optional	District-selected benchmark assessment	ELA, Mathematics	Multiple	Within-year progress; program improveme		
-	Summative	Required	M-STEP	FIA Mathamatica	Spring	Proficiency; accountability		
6	Benchmark	Optional	District-selected benchmark assessment	ELA, Mathematics	Multiple	Within-year progress; program improveme		
7	Summative	Required	M-STEP	51.4. M. al	Spring	Proficiency; accountability		
/	Benchmark	Optional	District-selected benchmark assessment	ELA, Mathematics	Multiple	Within-year progress; program improveme		
	Summative	Required	PSAT 8/9	ELA, Mathematics	Spring	Proficiency; accountability; college readine:		
8	Summative	Required	M-STEP	Science, Social Studies	Spring	Proficiency; accountability		
	Benchmark	Optional	District-selected benchmark assessment	ELA, Mathematics	Multiple	Within-year progress; program improveme		
9	Summative	Required	PSAT 8/9	ELA, Mathematics	Spring	College Readiness		
10	Summative	Required	PSAT 10	ELA, Mathematics	Spring	College Readiness		
		Required	MME: SAT with Essay	ELA, Mathematics	Spring	College Readiness; accountability		
11 ³	Summative	Required	MME: M-STEP	Science, Social Studies	Spring	Proficiency; accountability		
		Required	MME: ACT WorkKeys	Reading, Mathematics	Spring	Career Readiness		

Our Data Story

- State assessments are summative assessments designed to be a snapshot in time of student performance.
- State assessments are one part in a balanced assessment system that uses multiple and varied assessments to provide all users with information they need to support teaching & learning.
- State assessments help policy makers and decision makers understand overall levels of achievement & identify schools/groups/students for support.
- State assessments are not designed to be diagnostic or drive
 day-to-day teaching & learning.

Historical Data

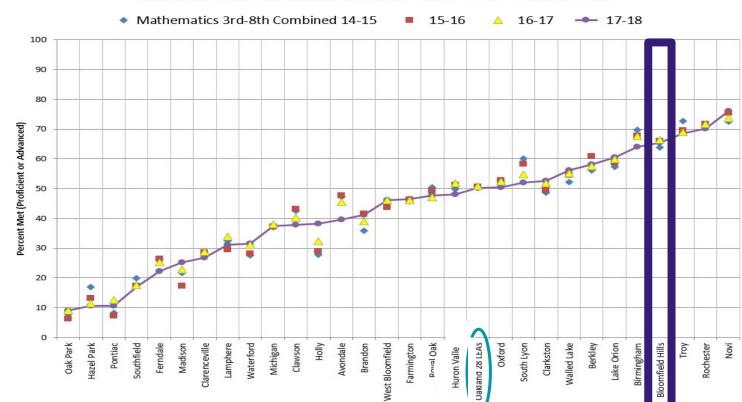
Oakland 28 LEAs Ranked on 2017-18 M-STEP Percent Met





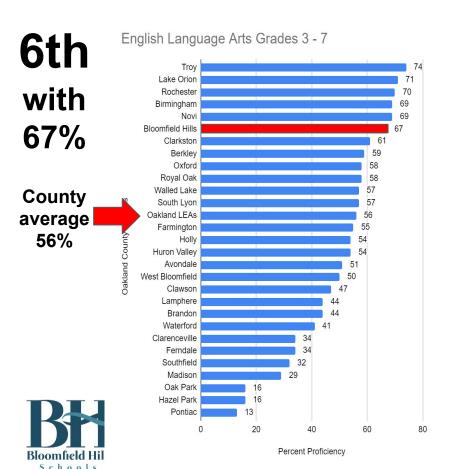
Historical Data

Oakland 28 LEAs Ranked on 2017-18 M-STEP Percent Met

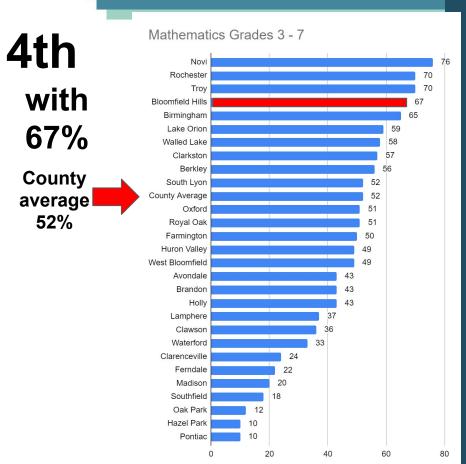




2019 County Rankings



M-STEP Grades 3-7



*2018 Ranking was 6th for grades 3-8 M-STEP

*2018 Ranking was 4th for grades 3-8 M-STEP

M-STEP/PSAT

On the following slides you will see charts and graphs to examine the data.

- State Assessment results
- District Assessment results
- District comparison data in county
- District comparison data outside districts



Bloomfield Hills - 2022 District Assessment Results

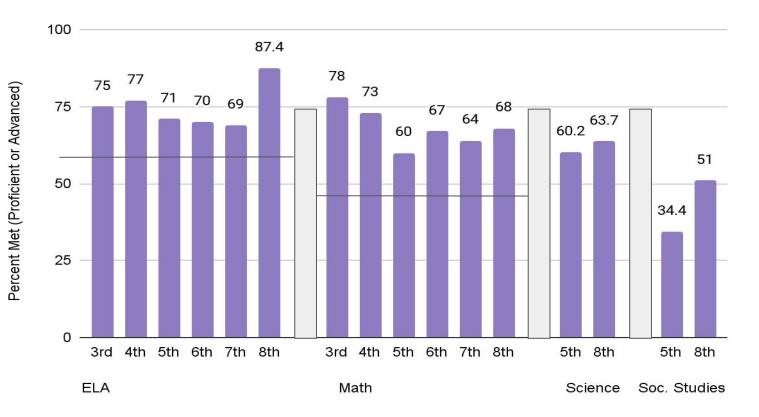
Subject	Grade Tested	Percent proficient or or above 2018-19	Percent proficient or above 2020-21	Percent proficient or above 2021-22	Subject	Grade Tested	Percent proficient or or above 2018-19	Percent proficient or above 2020-21	Percent proficient or above 2021-22
ELA	3	69	77.5	74.6	Math	3	75	77.8	78
ELA	4	68	69.5	77	Math	4	62	69.8	73
ELA	5	67	70	71	Math	5	61	61	60
ELA	6	63	64.9	70.1	Math	6	69	64.2	67
ELA	7	68	64.4	68.5	Math	7	69	64	64
ELA	8	90	84.3	87.4	Math	8	68	62.3	68
ELA	11	78.6	82	73.6	Math	11	60.9	59.4	47
Science*	5	N/A	47	60.2	Social Studies	5	36.7	32.5	34.4
Science*	8	N/A	42	63.7	Social Studies	8	47.8	47.6	51
Science*	11	N/A	36	58.4	Social Studies	11	65	73.3	55

^{*}Science scores not reported in 2018-19 from MDE because exam was a sample test, not ready to report proficiency.

What percent of our students scored proficient (or advanced) on the Spring 2022 M-STEP?

ELA State target is 60%.

Math State target is 47.55%.

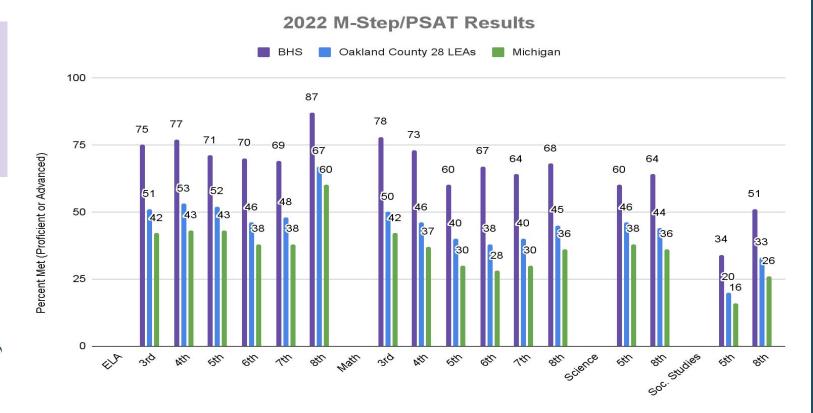




How do the BHS Proficiency Results compare to the County and the state of Michigan?

ELA State target is 60%.

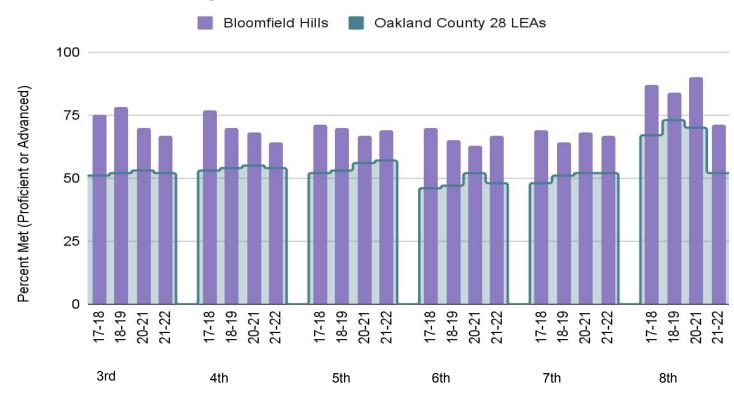
Math State target is 47.55%.





What is the proficiency trend during the last four years as compared to Oakland County?

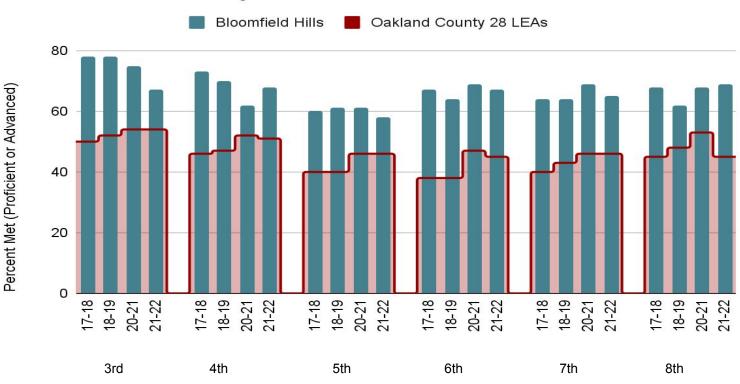
M-Step/PSAT Trend Results ELA/EBRW





What is the proficiency trend during the last four years as compared to Oakland County?

M-Step/PSAT Trend Results Math

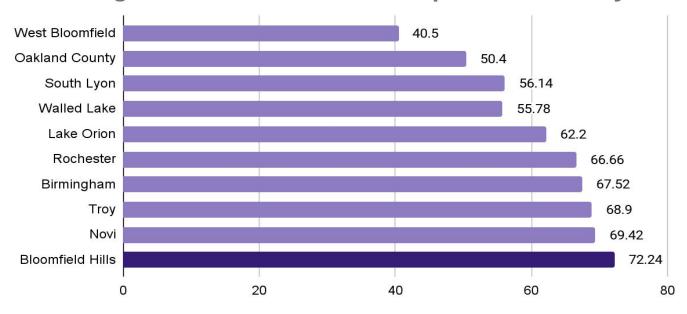




How did Bloomfield Hills compare to other top districts in Oakland County on the M-Step ELA Assessment?

2022 M-Step comparison to top school districts in Oakland County. These are the district averages of grades 3-7 combined for english language arts.

2022 grades 3-7 M-STEP ELA Comparison to County



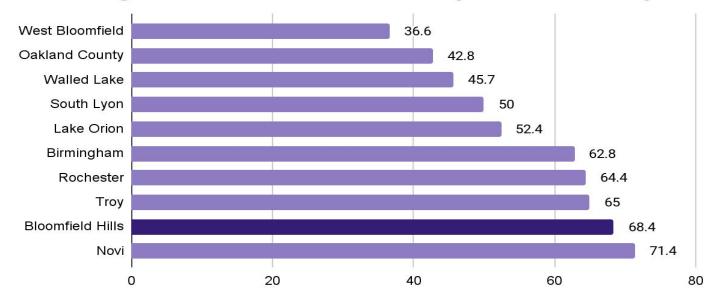
Percent Met (proficient or advanced)



How did Bloomfield Hills compare to other top districts in Oakland County on the M-Step Math Assessment?

2022 M-Step comparison to top school districts in Oakland County. These are the district averages of grades 3-7 combined for mathematics.

2022 grades 3-7 M-STEP Math Comparison to County





Schools

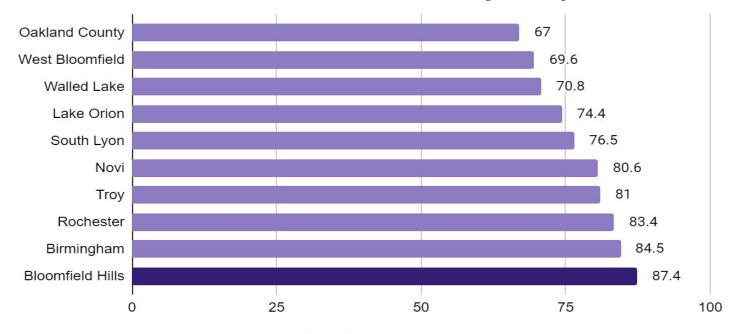
Percent Met (proficient or advanced)

How did Bloomfield Hills compare to other top districts in Oakland County on the PSAT ELA Assessment?

2022 M-Step comparison to top school districts in Oakland County. These are the district results of grade 8 PSAT Evidence based reading and writing assessment.

Bloomfield Hills

2022 PSAT 8 EBRW/ELA Oakland County Comparison Data

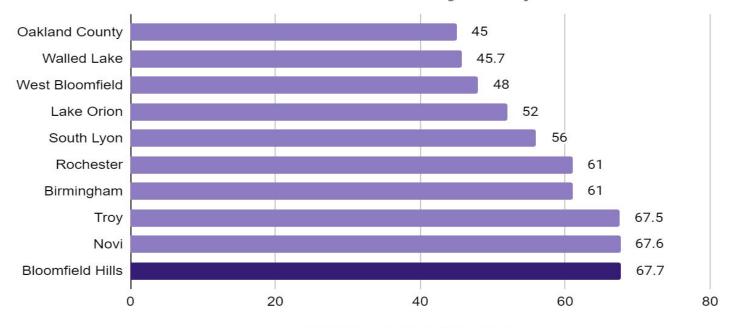


Percent met (proficient or advanced)

How did Bloomfield Hills compare to other top districts in Oakland County on the PSAT Math Assessment?

2022 M-Step comparison to top school districts in Oakland County. These are the district results of grade 8 PSAT Math assessment.

2022 PSAT 8 Math Oakland County Comparison Data





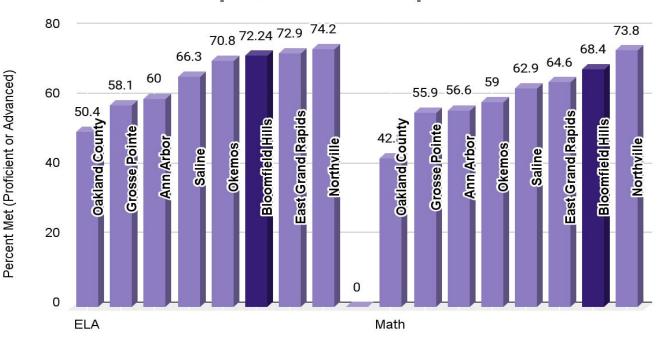
Percent met (proficient or advanced)

How did Bloomfield Hills compare to other top districts in Michigan on the M-Step Assessment?

2022 M-Step comparison to top school districts in Michigan. These are the district averages of grades 3-7 combined for english language arts and mathematics.

Bloomfield Hills

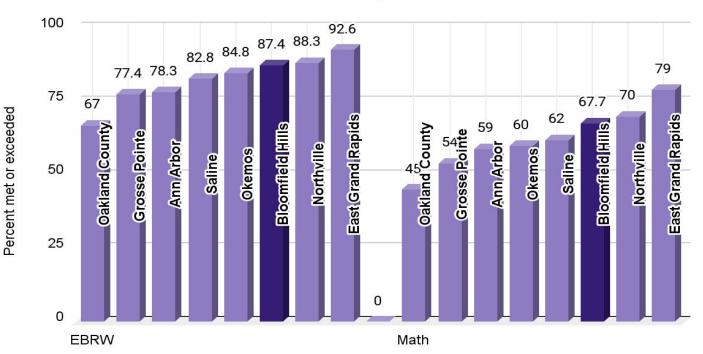
2022 M-Step Grades 3-7 Comparison Data



How did Bloomfield Hills compare to other top districts in Michigan on the PSAT Assessment?

2022 PSAT comparison to top school districts in Michigan. These are the district and state results for english language arts and mathematics.

2022 PSAT 8 Comparison Data





How has BHS ranked in Oakland County over time with regard to M-Step?

ELA M-STEP 3-7	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	40.5	49.36	50.6	47.76	51.84
South Lyon	56	53.6	57	60.2	63.54
Lake Orion	62.2	58.9	71	68.8	70.98
Rochester	66.7	64.06	69.9	70	72
Birmingham	67.52	65.6	69	69.48	70.48
Troy	68.9	70.2	74.34	71.5	74.1
Novi	69.42	65.26	68.62	68.2	68.9
Bloomfield	72.24	69.26	67.1	66.64	64.92
BHS ranking	1	2	6	6	6

Math M-STEP 3-7	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	36.6	40.6	50.2	48.8	47.62
South Lyon	50	43.8	51.6	53	55.2
Lake Orion	52.4	47.8	59.6	60	59.8
Rochester	64.4	60.4	70.2	70.8	72.4
Birmingham	62.8	60.4	64.8	64.2	67.6
Troy	65	69	70.2	69	69.4
Novi	71.4	71.4	76.6	77.2	75.2
Bloomfield	68.4	67.4	67.2	65	66.8
BHS ranking	2	3	4	4	5



How did each grade rank in Oakland County for 2022?

M-Step ELA - Oakland County	2022 Rank
Third	1st
Fourth	1st
Fifth	3rd
Sixth	1st
Seventh	3rd

M-Step Math - County	2022 Rank
Third	1st
Fourth	2nd
Fifth	5th
Sixth	Tie 1st
Seventh	3rd



How has BHS ranked in Oakland County over time with regard to PSAT 8?

EBRW PSAT 8	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	69.6	66.2	68.4	49.9	55.4
South Lyon	76.5	71.1	81.3	62.1	62.2
Lake Orion	74.4	76.8	83.3	70.9	76.6
Rochester	83.4	82.9	81.8	68.5	73.9
Birmingham	84.5	83.8	87.3	67.9	72.4
Troy	81	90.6	87.1	67.9	68
Novi	80.6	85.3	87.7	65	63.9
Bloomfield	87.4	84.3	89.6	71.4	70.6
BHS ranking	1	3	1	1	4

Math PSAT 8	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	48	48	44	39	42
South Lyon	56	49	71	50	53
Lake Orion	52	53	67.8	65	60
Rochester	61	55	68.9	68	69
Birmingham	61	55	67.7	65	68
Troy	67.5	72	75	68	67
Novi	67.6	80	76	73	67
Bloomfield	67.7	62	68.1	69	65
BHS ranking	1	3	5	2	5



Stories Behind the Data

For the past five years, BHS has concentrated **funding**, **time**, and **resource support** in the following arenas:

- Social/emotional foundations and practices to promote academic success
- Alignment of K-5 and 6-8 curriculum, assessments and resources
- Professional Learning targeting instructional coherence
- A continued focus on data-guided decision making



Future Focus in Elementary

BHS continues to attend to concentrated **funding**, **time**, and **resource support** in the following arenas:

- K-2 and 3-5 Literacy programming continues (word study, interventions, small group resources)
- K-8 Mathematics program expansion: analyzing the BHS student experience with mathematics including extension, support and project-based experiences
- Targeted coaching in mathematics and literacy
- STEAM/Ingenuity experiences that create opportunities for experiential learning



M-STEP & PSAT

On the following slides you will see charts to examine the data.

- Disaggregated district data by group by subject
- Disaggregated district data comparison by year
- Disaggregated district data compared to the county

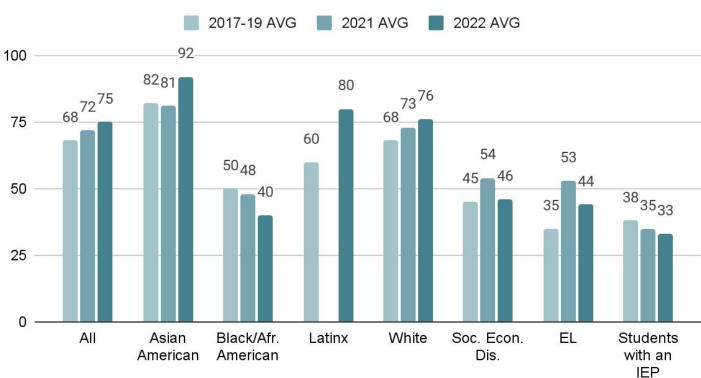


How have BHS disaggregated groups trended over time for M-Step and PSAT ELA?

2022 M-STEP 3rd-7th/PSAT 8 Disaggregated Data - ELA

ELA State target is 60%.

Math State target is 47.55%.





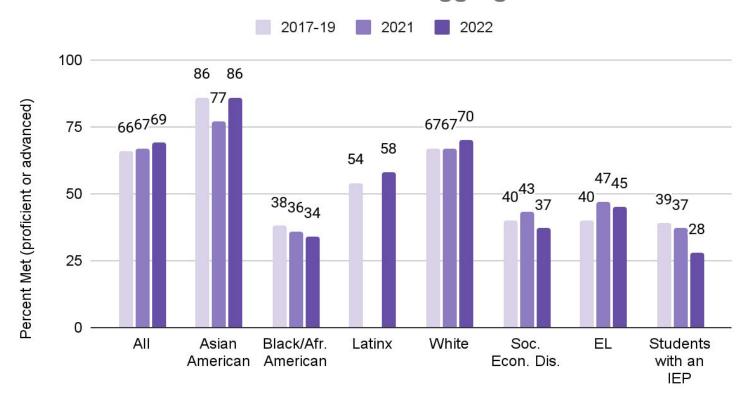
How have BHS disaggregated groups trended over time for M-Step and PSAT Math?

ELA State target is 60%.

Math State target is 47.55%.

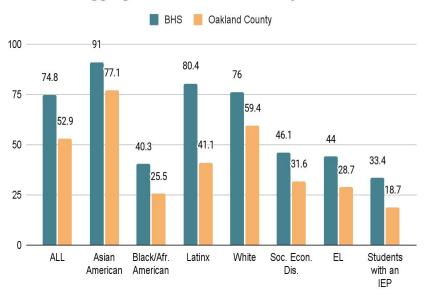
Bloomfield Hills Schools

2022 M-STEP 3rd-7th/PSAT 8 Disaggregated Data - MATH

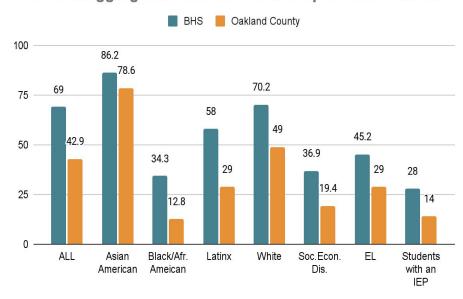


How does BHS compare to Oakland County Disaggregated groups for 2022 M-Step and PSAT ELA & Math?

2022 Disaggregated Data 3rd-7th M-Step & PSAT 8 ELA



2022 Disaggregated Data 3rd-7th M-Step & PSAT 8 MATH





Future Focus in MICIP

- Buildings continue to examine their data
- Systems of support through MTSS (Multiple Tiered Systems of Support)
- Social and emotional learning/Restorative Practices
- FAME (Formative Assessment for Michigan Educators)
- Building deep thinking and engagement in learning through STEAM and Maker-Centered Learning
- Professional learning communities with targeted instructional time, based on the data

PSAT & SAT Proficiency

On the following slides you will see charts to examine the data.

- District, County, State Grade Level Proficiency Trends
- Comparisons to neighboring Oakland County Districts for College Ready

SAT Evidence-Based Reading and Writing College and Career Readiness Benchmarks

Grade 11 ELA and Mathematics results are reported using the College Board college and career ready (CCR) benchmarks for evidence-based reading and writing (EBRW) and mathematics. Students who have met or exceeded the EBRW CCR are considered proficient in ELA for accountability purposes. The same holds true for mathematics. Students who meet or exceed the Math CCR benchmark are counted as proficient in 11th grade mathematics.

The Values of the College and Career Readiness Benchmarks

Across the SAT Suite of Assessments, the benchmark scores* are as follows:

Assessment – Grade Level	Evidence-Based Reading and Writing Benchmark	Math Benchmark	
SAT	480	530	
Grade 10	430	480	
Grade 9	410	450	
Grade 8	390	430	



The trend continues with BHS above county and state proficiency averages for SAT.

BHS SAT Averages:

- EBRW = 551
- Math = 525
- Total = 1076

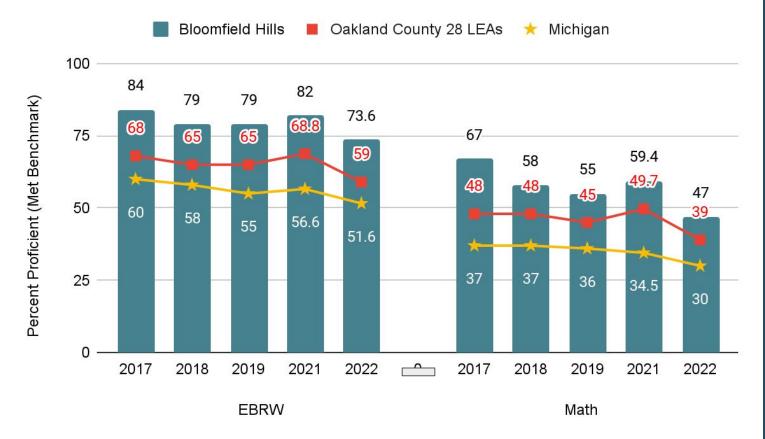
State SAT Averages:

- EBRW = 490
- Math = 470
- Total = 960



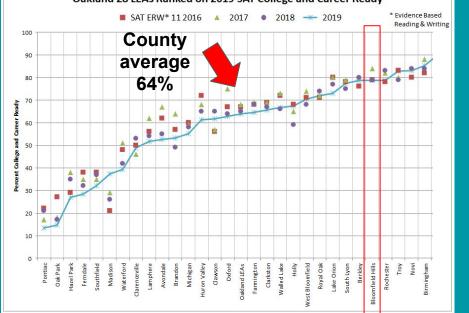
What is the SAT proficiency trend for BHS compared to Oakland County and the State?

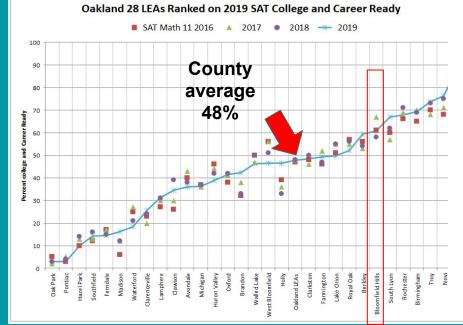
SAT Trends 2017-2022



SAT 11 County Rankings 4th (tied) 6th







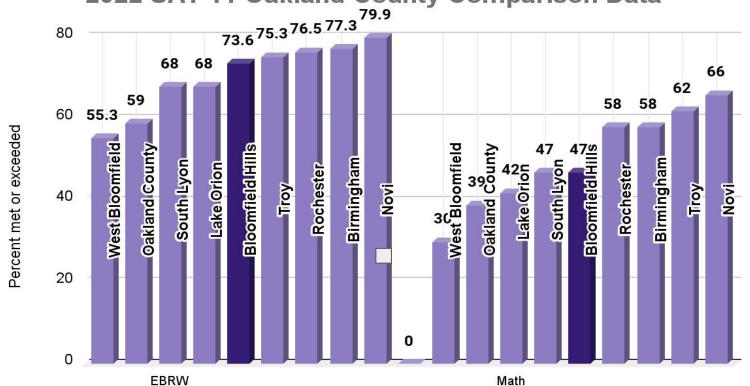
In 2018, we were 6th with 79% College & Career Ready

In 2018, we were 6th with 58% College & Career Ready

How did Bloomfield Hills compare to other top districts in Oakland County on SAT

ELA & Math assessments?

2022 SAT 11 Oakland County Comparison Data

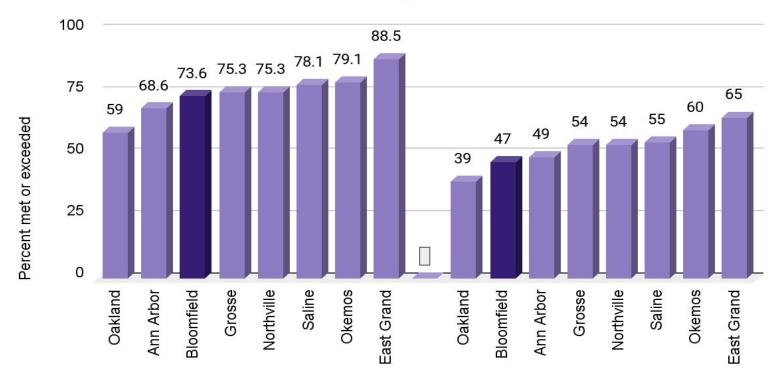




How did Bloomfield Hills compare to other top districts in Michigan on SAT

ELA & Math assessments?

2022 SAT comparison data





How has BHS ranked in Oakland County over time with regard to SAT?

EBRW SAT11	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	55.3	59.8	70.5	68	73.5
South Lyon	68	71.1	77.4	74.6	79.4
Lake Orion	68	73	73	76.7	80.3
Rochester	76.5	78.9	78.7	83.1	82
Birmingham	77.3	85.6	85.3	84	87.9
Troy	75.3	83.7	82.9	78.7	79.8
Novi	79.9	83	83	83.8	83.9
Bloomfield	73.6	82	78.6	79.3	84
BHS ranking	5	4	4	4	2

Math SAT 11	2021-22	2020-21	2018-19	2017-18	2016-17
W. Bloomfield	30	39	46	51	56
South Lyon	47.4	51	67	62	57
Lake Orion	42	53	50	55	55
Rochester	58	63	68	71	69
Birmingham	58	71	69	69	70
Troy	62	69	74	73	68
Novi	66	74	76	75	71
Bloomfield	46.5	59	61	58	67
BHS ranking	6	5	6	5	5

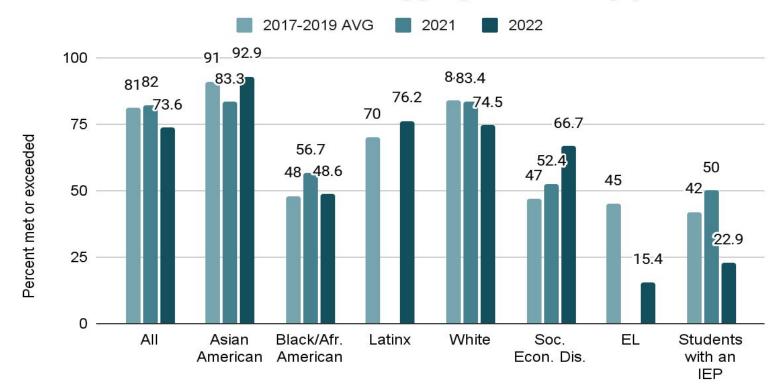


SAT 11 Student Groups

On the following slides you will see charts to examine the data.

- Disaggregated district data by group by subject
- Disaggregated district data comparison by year
- Disaggregated data compared to county

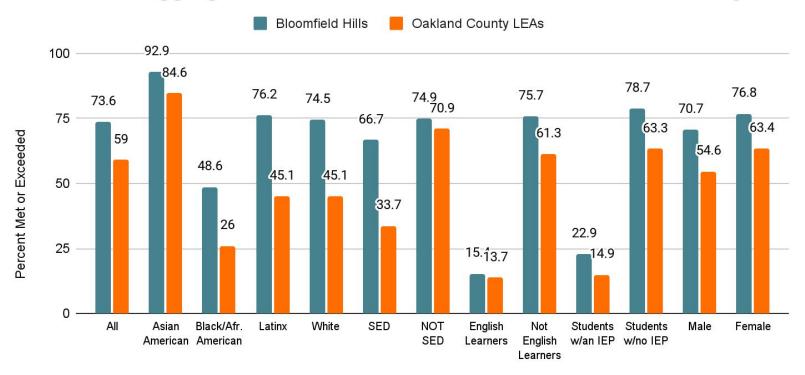
BHS SAT 11 EBRW disaggregated data by year





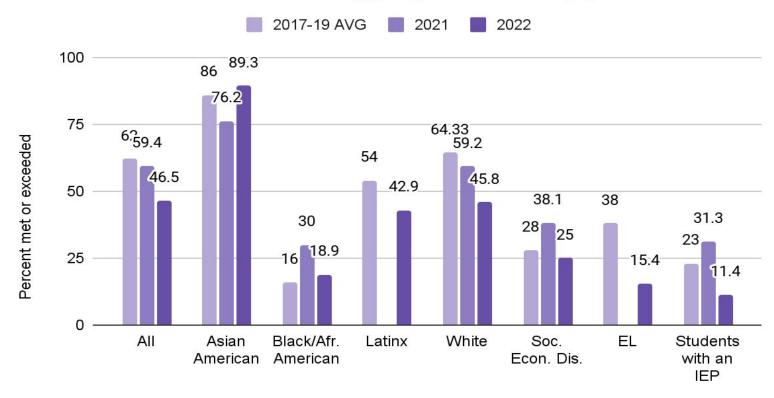
How does BHS compare to Oakland County Disaggregated groups for 2022 SAT ELA?

2022 Disaggregated EBRW SAT data for BHS and Oakland County



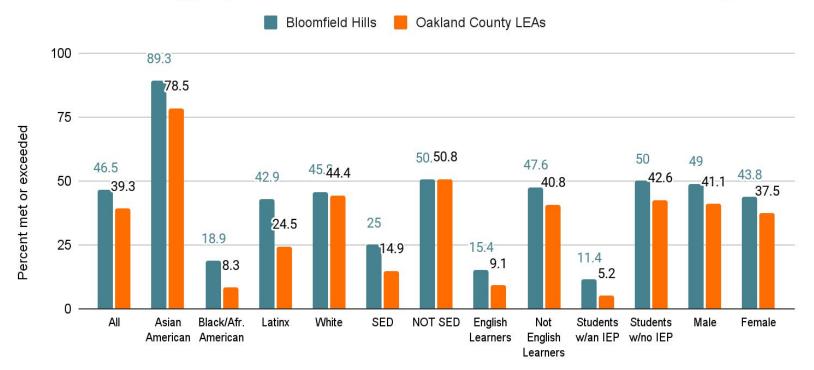


SAT 11 Math disaggregated data by year





2022 Disaggregated Math SAT data for BHS and Oakland County





Stories Behind the Data

For Secondary students (grades 6-12), BHS identified the following impacts on our students:

- COVID-related fragmented learning, most specifically in the area of mathematics (adjusting curriculum as needed embedding systems of support)
- Less time allocation in core instruction areas in middle school on a time allocation study from 2018, BHS had the fewest minutes dedicated to math and ELA instruction in grades 6-8 in the county
- When last year's juniors were in elementary school, BHS shifted core math instruction from Everyday Math and replaced it with site-based and site-created resources/curriculum creating a lack of instructional coherence

Future Focus in Middle School

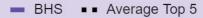
- Creation of new learning experiences and time allocation in core subjects in the middle school schedule, including extended time in ELA and Math and advanced programming
- Math programming K-12 with aligned curriculum and advancement
 - The first cohort of students to experience EnVision math are current 9th graders with all of our current 8th graders having 1-2 years of experience at the elementary level
 - The first cohort of students to experience Big Ideas Mathematics
 Grade 6 through Pre-Calculus are the current 9th grade students
- Fully incorporated social/emotional foundations and practices to promote academic success
- Professional Learning targeting instructional practices incorporating active learning, common assessment, and differentiated instruction
 - A continued focus on data-guided decision making

Future Focus in High School

- Student support within the schedule for all academic areas through embedded systems of support and before/after school as needed
- Review and incorporation of equity grading practices
- Advanced coursework including AP and IB providing instructional coherence between content, skills, knowledge, and collegiate-level assessments
- New career-focused courses and curriculum
- Fully incorporated social/emotional foundations and practices to promote academic success
- Professional Learning targeting instructional practices incorporating active learning, common assessment, and differentiated instruction
 A continued focus on data-guided decision making
 - Incorporation of innovative active learning experiences for all students







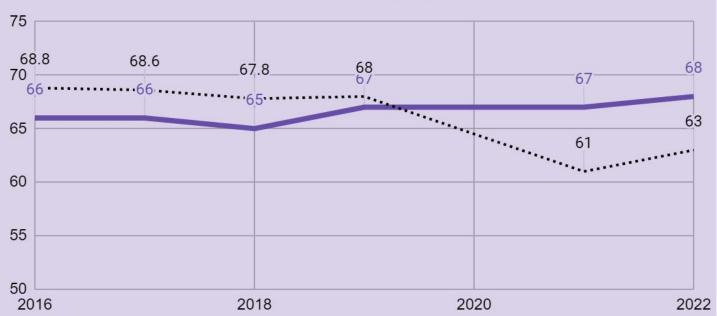




Year

BHS & Average Top 5 District Trend (M-STEP Math)

■ BHS ■ ■ Average Top 5





Additional DATA of note

PA 306 - Third Grade Reading Law - 2022 Impact

Category M-Step preliminary data	% of BHS 3rd Grade 2021-22 School year
1 - Subject to retention policy	< 1%
2 - Additional reading supports are recommended	3%
3 - Meets the Grade 3 reading requirements	97%

187 students with individualized reading intervention plans





