



**BOND**  
PROGRAM  
AUSTIN ISD 2022

# Community Bond Oversight Committee Meeting

September 18, 2024



# Agenda



Wooten Swing Transportation Open House

## AGENDA

AGENDA ITEM	Presenter	START	DURATION
Call to Order	Co-Chairs	6:00 p.m.	5 min
Public Comment -(2 mins per comment, max 10 mins)	Jada	6:05 p.m.	5 min
Approval of Minutes <a href="#">August 13, 2024</a> (Prior Meetings)	Co-Chairs	6:10 p.m.	5 min
<b>Finance</b> <ul style="list-style-type: none"> <li>2013 Financials</li> <li>2017 Financials</li> <li>2022 Financials</li> <li>Dashboard Access</li> </ul>	Andre	6:15 p.m.	15 min
<b>Economic Opportunity Office</b>	Dinita	6:30 p.m.	10 min
<b>CMD 2022 Modernization/Comprehensive Projects</b> <ul style="list-style-type: none"> <li>High School Turf &amp; Field and Central Athletic Facilities CATs</li> </ul>	Michael & Program Managers	6:40 p.m.	20 min
<b>CMD 2022 Targeted Projects</b>	CMD Staff	7:00 p.m.	15 min
<b>CMD Previous Bond Projects updates (2013 &amp; 2017)</b>	CMD Staff	7:15 p.m.	10 min
<b>Communications</b> <ul style="list-style-type: none"> <li>Social Media / News Events</li> <li>CAT &amp; Community Meetings</li> </ul>	Katy	7:25 p.m.	10 min
<b>CBOC Committee Operations</b> <ul style="list-style-type: none"> <li>Sub-Committee topics</li> <li>District Ad Hoc Joint Community Budget Committee Report</li> </ul>	Co-Chairs	7:35 p.m.	20 min
<b>Future Items for Discussion</b>	Co-Chairs	7:55 p.m.	5 min
<b>Adjourn</b>	Co-Chairs	8:00 p.m.	---

# Public Comment

---

**All regular and plenary meetings of AISD advisory bodies are open to the public.**

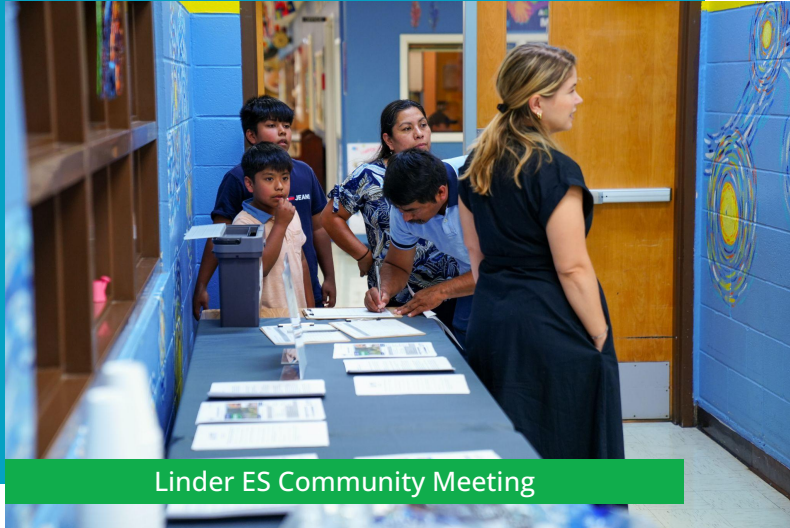
Members of the public may join CBOC meetings in-person and provide comments during the meeting or directly to the shared CBOC inbox before the meeting begins.

Email Address: [cbocinternalinfo@austinisd.org](mailto:cbocinternalinfo@austinisd.org)

Five minutes of Public Comment may be read (maximum of 10 mins depending on sign-ups, no more than 2 mins per comment).

# Approval of Minutes

---



August 13, 2024  
CBOC Meeting

**UP NEXT:**

***Finance Department***

**BOND FINANCIALS**

# 2013 Bond Financials



Bond amount authorized by voters on May 11, 2013: **\$489,731,000**

**Actually Spent**

**\$489,297,423**

**Total Projected  
Costs & Current  
Commitments**

**\$ 433,577**

**Bond Program  
Available Balance  
After Commitments**

**\$0**

\*Please see file: 2013 Bond Program Financials

# 2017 Bond Financials



Bond amount authorized by voters on November 7, 2017: **\$1,050,984,000**

**Actually Spent**

**\$1,034,486,236**

**Total Projected  
Costs & Current  
Commitments**

**\$ 20,808,417**

**Bond Program  
Available Balance  
After Commitments**

**\$0**

\*Please see file: 2017 Bond Program Financials

# 2022 Bond Financials

## Proposition A (General Purpose)



Bond amount authorized by voters on November 8, 2022: **\$2,316,025,000**

**Actually Spent**

**\$109,478,681**

**Total Projected  
Costs & Current  
Commitments**

**\$ 252,176,406**

**Bond Program  
Available Balance  
After Commitments**

**\$1,954,369,913**

\*Please see file: 2022 Bond Program Financials



# 2022 Bond Financials

## Proposition B (Technology)



Bond amount authorized by voters on November 8, 2022: **\$75,541,000**

**Actually Spent**

**\$11,609,939**

**Total Projected  
Costs & Current  
Commitments**

**\$ 13,834,198**

**Bond Program  
Available Balance  
After Commitments**

**\$50,096,863**

\*Please see file: 2022 Bond Program Financials

# 2022 Bond Financials

## Proposition C (Stadiums & Athletic Complexes)



Bond amount authorized by voters on November 8, 2022: **\$47,434,000**

**Actually Spent**

**\$181,601**

**Total Projected  
Costs & Current  
Commitments**

**\$ 2,219,149**

**Bond Program  
Available Balance  
After Commitments**

**\$45,033,250**

\*Please see file: 2022 Bond Program Financials

# 2022 Bond Financials

## Financial Dashboard

[Tableau Cloud](#)

Overview | Table | Progress | Status

Austin ISD Bond Program
Frontline data up to 2024-05-30

Overview | Table | Progress | Status

The CBOC report tracks and communicates the progress, budget, and quality of projects funded by voter-approved bonds. It helps ensure projects stay on track and meet community needs. The overview page provide a high level view of the 2022 bond budget.

INITIAL BUDGET	CURRENT BUDGET	ACTUALS	COMMITMENTS	BALANCE
\$2,439,000,000	\$2,439,000,000	\$65,355,131	\$276,549,312	\$2,097,095,556

Proposition: (All)

Financial Metrics						
Bond Level main financial indicators						
	Initial Budget	Budget Changes	Current Budget	Actuals	Commitments	Balance
Proposition A	\$2,316,025,000	\$311,704	\$2,316,336,704	\$61,354,543	\$258,321,014	\$1,996,661,148
Proposition B	\$75,541,000	\$0	\$75,541,000	\$3,955,029	\$15,884,602	\$55,701,370
Proposition C	\$47,434,000	-\$311,704	\$47,122,296	\$45,560	\$2,343,697	\$44,733,039
<b>Grand Total</b>	<b>\$2,439,000,000</b>	<b>\$0</b>	<b>\$2,439,000,000</b>	<b>\$65,355,131</b>	<b>\$276,549,312</b>	<b>\$2,097,095,556</b>

**BOND FINANCIALS  
Q&A**

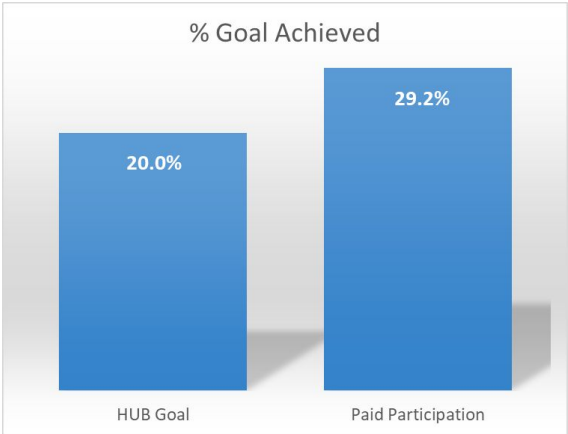
***UP NEXT:***

***ECONOMIC  
OPPORTUNITY  
OFFICE***

***(Formerly HUB)***

# 2022 BOND PROGRAM - Architecture / Engineering: Through August 2024

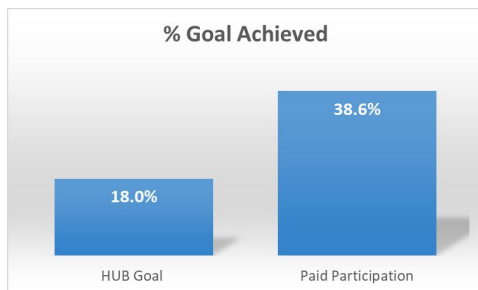
Category	Contracted Amount (\$)	HUB % Contracted	Paid Amount (\$)	Paid Progress	Paid Participation	HUB Goal
African American	\$11,031,897	10%	\$2,738,957.33	24.8%	11.4%	3.0%
Asian/Native American	\$7,662,791	7.0%	\$2,185,905.90	28.5%	9.1%	4.5%
Hispanic	\$11,470,536	10.4%	\$1,761,506.83	15.4%	7.3%	4.7%
Women-owned	\$2,563,669	2.3%	\$360,490.77	14.1%	1.5%	7.8%
<b>HUB Total</b>	<b>\$32,728,895</b>	<b>29.8%</b>	<b>\$7,046,860.83</b>	<b>21.5%</b>	<b>29.2%</b>	<b>20.0%</b>
<b>Non-HUB</b>	<b>\$77,175,290</b>	<b>70.2%</b>	<b>\$17,079,121.22</b>	<b>22.1%</b>		
<b>Total</b>	<b>\$109,904,186</b>		<b>\$24,125,982.05</b>	<b>22.0%</b>		



*Note: Adjusted HUB goals are derived from the 2022 Disparity Study.*

# 2022 BOND PROGRAM – Construction: Through August 2024

Category (MBE)	Contracted Amount (\$)	HUB % Contracted	Paid Amount (\$)	Paid Progress	Paid Participation	HUB Goal
African American	1,982,197	11.4%	619,603	31.3%	4.5%	3.5%
Asian/Native American	835,577	4.8%	199,948	23.9%	1.5%	2.0%
Hispanic	3,665,501	21.2%	2,818,147	76.9%	20.4%	4.7%
Women-owned	2,114,337	12.2%	1,685,159	79.7%	12.2%	7.8%
<b>HUB Total</b>	<b>8,597,613</b>	<b>33.8%</b>	<b>5,322,857</b>	<b>61.9%</b>	<b>38.6%</b>	<b>18.0%</b>
<b>Non-HUB</b>	<b>17,350,986</b>	<b>66.2%</b>	<b>8,458,858</b>	<b>48.8%</b>		
<b>Total</b>	<b>25,948,599</b>		<b>13,781,715</b>	<b>53.1%</b>		



*Note: Adjusted HUB goals are derived from the 2022 Disparity Study.*

# Economic Opportunity Office Outreach



EOO at NAMAC Networking Event

## August 2024 Highlights

- Small Business Summit - Diversity Ethnic Chamber Alliance
- HUB Huddle & Expo - Texas Comptroller of Public Accounts
- Lunch and Learn – National Association of Minority Contractors (NAMC)
- **19** events supported leading to **3** HUB vendor forums

**EOO Q&A**

***UP NEXT:***

***Michael and Program  
Managers***

***2022 BOND  
MODERNIZATION  
PROJECTS***



# Technology (Prop B)

---

- **Staff Device Refresh**
  - Campus-based staff
  - Central office-based staff
- **Student Devices**
  - Transitioned to Chromebooks
  - Analysis of data and evaluation of 1:1 in certain grades
- **Security**
  - Audits and Analysis
  - Addition of security tools and managed services
  - Threat detection support
- **Network**
  - Finalizing usage of all 2017 Bond funds
  - Public Address updates
  - Network and internet speed upgrades
- **Enterprise Systems**
  - System upgrades (Ticketing and Asset System)



# Technology Timeline

## Summer 2024



Launch of new asset and ticketing system

Deployment Schedule for eligible campus-based staff, July 22-August 19 at central office and continuing through Bond office

Delivery and deployment of student Chromebooks and charging stations for PreK-1st grade

Network upgrades:

- Internet speeds from 10Gbps to 40Gbps at all high schools
- Internet speeds to 25Gbps at all middle schools

Removal and recycling of iPads for recycling and resale

## Fall 2024



Rolling new hire onboarding staff device deployment

Non-campus-based staff refresh: Determine eligibility for Phase 1 and place orders for deployment

Planning for next student device updates for end-of-life devices

Planning for class sets proposal

Design and implementation of security tool and threat hunting

Expansion of ticketing system

Updates to end-of-life PA systems at select campuses

RFP for WiFi upgrades

## Spring 2025



Rolling new hire onboarding staff device deployment

Planning for next round of staff device refresh for campus and district staff (rolling cadence) and new hire onboarding

RFP and/or procurement for classroom display updates

Expand classroom sets infrastructure (if approved and funded)

Automation with security tool

Continued updates to end-of-life PA systems at select campuses

Network infrastructure needs assessment and planning

WiFi upgrades

Negotiations	Pre-Design	Schematic Design	Design Development	Construction Documents	Construction
<ul style="list-style-type: none"> <li>▲ Andrews ES (A)</li> <li>▲ Bear Creek ES (A)</li> <li>▲ Hill ES (A)</li> <li>▲ O. Henry MS (A)</li> </ul>	<ul style="list-style-type: none"> <li>◇ Yellow Jacket Stadium (A)</li> <li>◇ Delco Activity Center (C)</li> <li>◇ Nelson Bus Terminal (A)</li> <li>◇ Nelson Field (C)</li> <li>▲ Wooldridge ES(A)</li> <li>▲ Austin HS (A)</li> </ul>	<ul style="list-style-type: none"> <li>◇ Langford ES (A)</li> <li>◇ Oak Springs ES(A)</li> <li>◇ Navarro ECHS (A)</li> <li>◇ Clifton CDS (A)</li> <li>▲ Akins ECHS (A)</li> <li>◇ Anderson HS (A)</li> <li>◇ McCallum (A)</li> <li>◇ Mendez MS (A)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Travis ECHS (A)</li> <li>◇ Crockett ECHS (A)</li> <li>▲ Burnet MS (A)</li> <li>▲ Barrington ES(A)</li> <li>▲ Martin MS (A)</li> <li>◇ <b>Dobie MS (A)</b></li> <li>◇ <b>Northeast ECHS &amp; International HS (A)</b></li> </ul>	<ul style="list-style-type: none"> <li>▲ Pecan Springs ES(A)</li> <li>▲ Houston ES (A)</li> <li>▲ LBJ ECHS (A)</li> <li>◇ Sadler Means YWLA (A)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Wooten ES (A)</li> <li>▲ Cook ES (A)</li> <li>▲ Oak Hill ES (A)</li> <li>▲ Williams ES (A)</li> <li>▲ Harris ES (A)</li> <li>▲ Odom ES (A)</li> <li>▲ Linder ES (A)</li> <li>▲ Allison ES (A)</li> </ul>

ICON KEY

- Propositions: (A) Prop. A | (B) Prop. B | (C) Prop. C
- Program Managers: ▲ AECOM | ◇ Vanir/STV

# GMP Execution Dates

Campus	GMP	Executed Date
Odom ES	Final	1/12/2024
Williams ES	Final	4/11/2024
Harris ES	Final	7/31/2024
Cook ES	Final	5/5/2024
Sadler Means YWLA	Partial	5/5/2024
Allison ES	Partial	5/16/2024
Oak Hill ES	Final	5/16/2024
Wooten ES	Final	9/3/2024
Linder ES	Partial	5/21/2024
Pecan Springs ES	Partial	8/21/2024
<i>Bowie HS</i>	<i>Final</i>	<i>9/20/2024</i>
<i>Houston ES</i>	<i>Partial</i>	<i>9/27/2024</i>

# Contingency & Escalation Use Report (Prop A)

---

<b>Bond Program</b>	<b>Original Balance</b>	<b>Current Balance (as of 9/6)</b>	<b>Difference: Funds committed</b>
<b>Contingency</b>	\$129,093,277	\$72,123,049	\$56,970,228
<b>Escalation</b>	\$270,516,395	\$178,517,685	\$91,998,710
<b>Total</b>			\$148,968,938

# Contingency & Escalation Use Report (Prop A)







<b>Contingency: \$56,970,288</b>	<b>Escalation: \$91,988,710</b>
<p>Direct Project Costs:</p> <ul style="list-style-type: none"><li>➤ Transfer funds for swing space</li><li>➤ Transfer funds for Odom</li><li>➤ Design cost</li></ul> <p>Bondwide Expenses:</p> <ul style="list-style-type: none"><li>➤ Adjustment to PM contracts</li><li>➤ Safety Consultant</li><li>➤ Transfer funds for Square One</li><li>➤ BPS staff augmentation</li><li>➤ Sped expenses</li></ul>	<p>Direct Project Costs:</p> <ul style="list-style-type: none"><li>➤ Reallocations for: Cook ES, Oak Hill ES, Harris ES, Wooten ES, Williams ES</li><li>➤ Off-site swing funding: Harris @ Sims construction</li><li>➤ Sadler Means YWLA parking lease</li><li>➤ Wooten ES parking lease</li></ul> <p>Bondwide Expenses:</p> <ul style="list-style-type: none"><li>➤ Travel/ expenses</li><li>➤ Bond upload corrections</li><li>➤ New position funding</li><li>➤ Payroll 2017- 2022</li></ul>

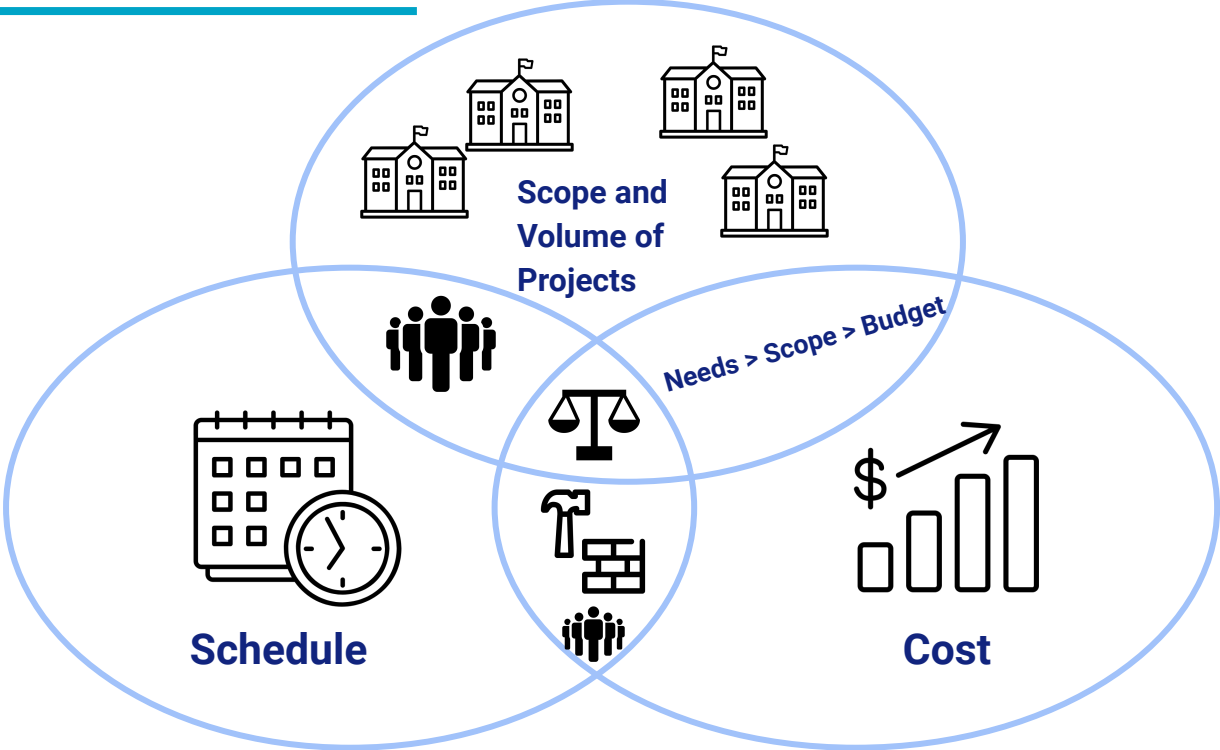
# Contingency & Escalation Use Report (Prop c)

---

<b>Bond Program</b>	<b>Original Balance</b>	<b>Current Balance (as of 9/6)</b>	<b>Difference: Funds committed</b>
<b>Contingency</b>	\$2,834,978	\$2,834,978	\$0
<b>Escalation</b>	\$5,669,955	\$5,669,955	\$0
<b>Total</b>	\$2,834,978	\$2,834,978	\$0

# Program-wide Challenges & Strategies

-  Project
-  People/Labor
-  Schedule
-  Balance
-  Materials
-  Cost/Escalation





# Program-wide Challenges & Strategies

## Challenges

- Internal staffing
- Limited City Staff for reviews, permitting and inspections
- Design community staffing limitations
- Construction community staffing limitations (GCs, Subs, Labor, etc.)
- Competition in the market
- Aggressive schedule
- Material availability
- Long-lead items
- Swing space



## Strategies

- New accounting software
- New project management software
- Staff augmentation - across multiple departments
- ILA with the City
- Developing new and improved SOPs
- Public Project Review Process
- Vendor & HUB Outreach
- Bundling projects
- Soliciting feedback from general contractors and subcontractors

# ◆ Dobie MS

## Phased Modernization (1 of 2/3) | Prop. A



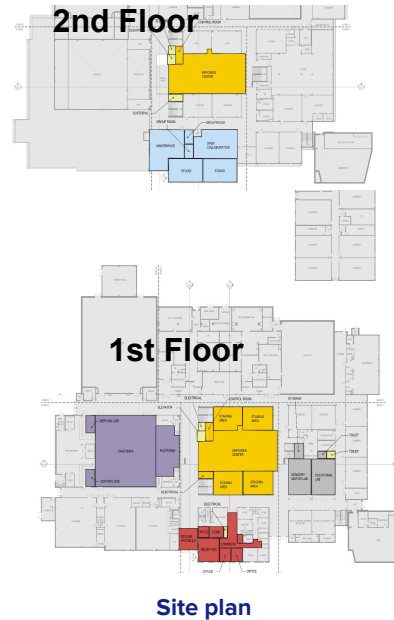
Scan the QR code to see the campus project page

[Project Fact Sheet](#)

**PHASE: DESIGN DEVELOPMENT | SCHOOL OPEN: JAN. 2027 | ON-SITE SWING | ON BUDGET: Y**

### Project Highlights

- This is Phase 1 of a multi-phase modernization
- The campus will receive an Empower Center, Elevator, Secure Entry Vestibule, and classroom renovations.
- The CAT has recommended a facade upgrade be include with the project
- Cafeteria stage will be repaired to make it useable for performances



*\*Conceptual renderings. Final design may vary.*

# ◆ Northeast ECHS/International HS

Phased Modernization (1 of 3/4) | Prop. A



Scan the QR code to see the campus project page

[Project Fact Sheet](#)

PHASE: DESIGN DEVELOPMENT | SCHOOL OPEN: JAN. 2029 | ON-SITE SWING | ON BUDGET: N

## Project Highlights

- Based on feedback from the CAT, phase 1 of the multi-phase modernization scope will include athletics, security, new academic building, admin building & community suite, and renovated mental health center.
- Designs, permits and construction sequences are being coordinated for Modernization & Turf Project teams



Site plan



*\*Conceptual renderings. Final design may vary.*

# Central Athletic Facilities CAT Updates

- The first CAT was 9/4/24. The focus for the first meeting was:
  - Visioning for districtwide central athletic facilities
  - Determine if common standards for every site are appropriate
- The CAT agreed that each central facility is unique and no standard can apply to all facilities.
- With this agreement, House Park press box will proceed with final design and construction. The CAT understands that the press box at House Park is not to be considered a district standard and that other press boxes may not be comparable.



# High School Turf & Fields CAT Updates

- There have been 4 CAT meetings so far on high school turf and fields.
- Progress so far:
  - Developed Design Standards for HS Turf & Fields
  - Established Guiding Principles and Priorities for 2022 Bond Work
  - Established equipment needs for track and field maintenance
  - Established agreements for maintenance and inspection responsibilities between campus staff and Facility Maintenance Dept.
- Continued work includes:
  - Site specific design and permitting constraints
  - Schedule for temporary use of central facilities during construction



**Ann Richards Athletic Field**

# Athletic Fields

Pre-Design	Design	Bidding *	Construction	Complete
Nelson Field (C) Noack Softball Fields (C) Burger Complex Baseball Field (C)	Akins ECHS (A) Austin HS MS (A) Anderson HS (A) Bowie HS (A) Crockett ECHS (A) LBJ ECHS (A) LASA (A) McCallum HS (A) Navarro ECHS (A) Northeast ECHS & International HS (A) Travis ECHS (A) Yellow Jacket Stadium (A)	LBJ ECHS (A) Northeast ECHS & International HS (A)		

\* Bids in hand, but will be evaluated with the newly formed CATs

**2022 BOND  
MODERNIZATION  
PROJECTS Q&A**

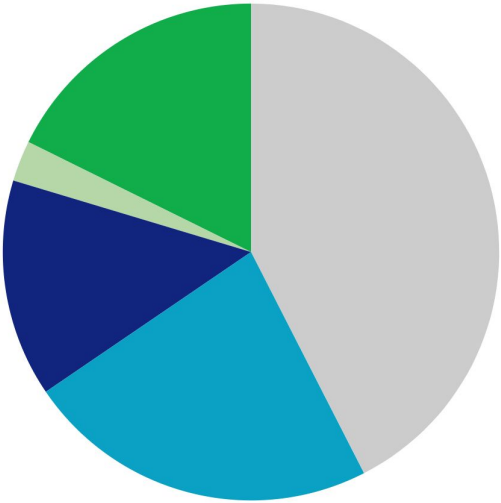
***UP NEXT:***

***CMD Staff***

***2022 BOND  
TARGETED  
PROJECTS***

# 2022 Targeted Projects

Prop A.



■ Not Yet Started (48)

■ Pre-Design (26)

■ Design (16)

■ Bidding (3)

■ Construction (20)

### Targeted Descriptions

- HVAC
- Building Repairs
- Safety & Security
- Roofing
- Artificial Turf Projects

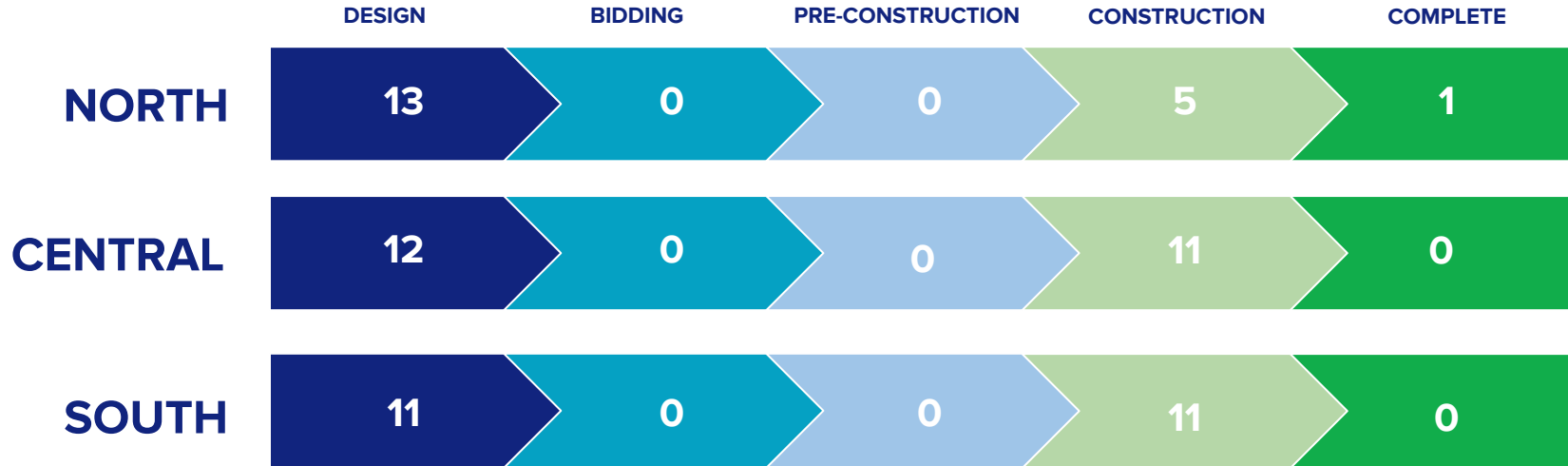
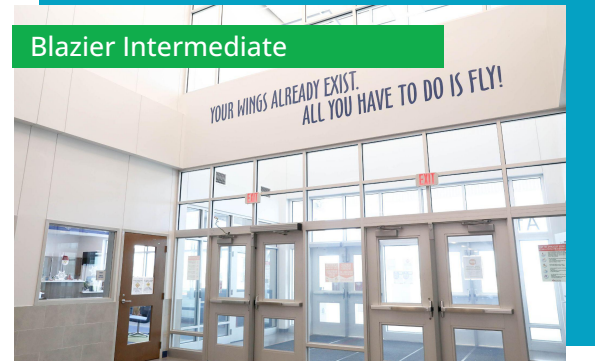
Approximate number of targeted projects = ~113\*  
*\*Projects are bundled*



# Secure Entry Vestibules

## Prop A.

Construction on the first 28 projects is underway and the remaining 36 projects will take place in Summer 2025.



# Additional Safety Projects

Prop A.



# Design Review Process Overview

## Large Targeted, Phased Modernizations, and Comprehensive Projects



**Initial scope review** with a detail list of Bond Book scope and FCA priorities

**Scope validation**, initial scope to budget reconciliation, and initial meetings with campus, service center, consultant, etc.

Consider any critical campus needs that have arisen since FCA. Reassess priorities if supported by bond book.

CAT input when applicable (N/A to targeted projects)

Iterative **budget validation** for Pre-design, SD, DD, CD and ongoing scope to budget reconciliation with each cost estimate.

CAT input when applicable (N/A to targeted projects)

Final **scope to budget reconciliation** with approvals from FM, CMD, and Ops

Archive a list of additional needs to improve future bond planning

**Share** with CBOC, CAT and other stakeholders as applicable.

**2022 BOND  
TARGETED PROJECTS  
& TECHNOLOGY Q&A**

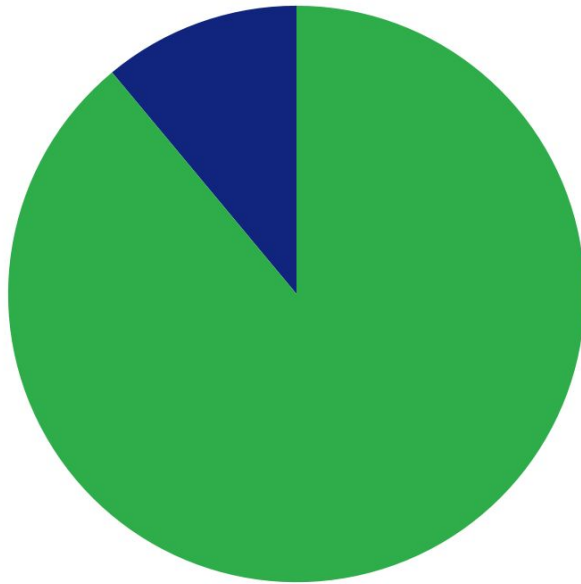
***UP NEXT:***

***CMD Staff***

***PREVIOUS BOND  
PROJECTS  
(2013 & 2017)***

# 2017 Bond Projects

---



## ■ 2017 Bond Projects Completed (153)

## ■ 2017 Bond Projects Underway (19)

- Critical repairs (HVAC, electrical, plumbing, roofing, etc.) at various campuses
- House Park
- Life Safety projects at various campuses
- Food service kitchen at various campuses
- Academic reinvention project at McCallum HS
- Blazier Intermediate School - 900 Wing Finish-out
- Demolish Pleasant Hill Annex

\*Please See File: [2017 Bond Projects](#)

# 2013 Bond Projects

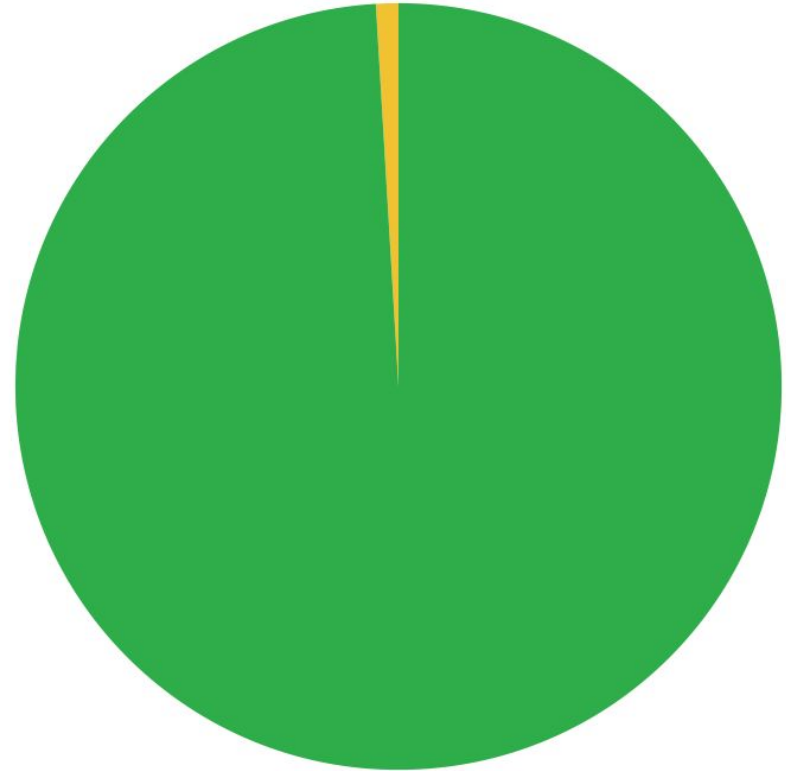
---

■ 2013 Bond Projects Completed (420)

■ 2013 Bond Book Projects Underway (0)

■ Interest Earned Funds & Surplus  
Projects (4)

- HVAC Controls System improvements at Austin ISD
- Improvements to correct courtyard flooding at Murchison.
- HVAC repairs at various campuses (16 campuses)
- Service Center site stormwater pond & infrastructure improvements



\*Please see file: [2013 Bond Projects](#)

**PREVIOUS BONDS  
Q&A**

***UP NEXT:***

***Communications  
Consultant Team***

***BOND  
COMMUNICATIONS***

# Austin ISD Bond Media Highlights

---

We're keeping the community updated on the ongoing bond progress through news stories and social media posts. Check out the latest below.

- [Backpack Giveaway](#)
- [Students Help with Harris Move](#)
- [HVAC](#)
- [Solar Panels - KXAN](#)
- [Transportation Open Houses](#)
- [Odom Elementary School Upgrades](#)





# Upcoming Groundbreaking Events

- September 17: Linder Elementary School, 8:30am
- September 18: Allison Elementary School, 8:30am
- Fall 2024: Travis ECHS
- Fall 2024: Houston Elementary School
- Fall 2024: Pecan Springs Elementary School



# Upcoming Community Meetings

- Martin MS, October 11
- LBJ ECHS, October 17
- Travis ECHS Construction Meeting, October 23
- Houston ES, November 19
- Pecan Spring ES, November 21
- Mendez MS, TBD
- Anderson HS, TBD
- Burnet MS, TBD
- Langford ES, TBD

All meetings are open to the public and posted to the [Bond calendar](#).



Langford Transportation Open House

# September CAT Meetings

- September 3: Akins Early College High School, 5pm
- September 4: Central Athletic Facilities, 10:00am
- September 9: Northeast ECHS & International High School, 5pm
- September 9: Navarro ECHS, 6:15pm
- September 10: Martin Middle School, 4:30pm
- September 10: Pecan Springs Elementary School, 3:45pm
- September 12: Central Athletic Facilities, 10am
- September 12: Barrington Elementary School, 5pm
- September 16: LBJ ECHS, 5pm
- September 17: Oak Springs Elementary School, 3:30pm
- September 17: Pecan Springs Elementary School, 3:45pm
- September 17: Crockett ECHS, 5pm
- September 18: Austin High School, 5:30
- September 19: Clifton Career Development Center, 8am
- September 19: Burnet Middle School, 4:15pm
- September 23: Central Athletic Facilities, 10am
- September 24: Dobie Middle School, 4pm
- September 24: Yellow Jacket Stadium, 10am
- September 25: Austin High School @ Bowie, 5:30
- September 26: Allison Elementary School, 4pm



Allison ES Community Meeting

**All meetings are open to the public and posted to the [Bond calendar](#).**

**BOND  
COMMUNICATIONS  
Q&A**

***UP NEXT:***

***Co-Chairs***

***COMMITTEE  
OPERATIONS***

# Committee Operations

- Sub-Committee topics
- District Ad-Hoc Joint  
Community Budget Committee  
Report
- Satisfaction Survey



**COMMITTEE  
OPERATIONS  
Q&A**

***UP NEXT:***

***Co-Chairs***

***KEY DATES AND  
FUTURE ITEMS FOR  
DISCUSSION***

**ADJOURN**

**THANK YOU!**

# GLOSSARY OF TERMS