



PAULDING COUNTY SCHOOL DISTRICT CAPITAL PROJECTS QUARTERLY REPORT

**Engage.
Inspire.
Prepare.**

As we build new schools and facilities, or renovate existing schools and facilities, the Paulding County School District Capital Program is committed to the belief that student success is best achieved in a future-focused, supportive, and safe learning environment. To that end, our plan provides for fiscal responsibility, informed and coordinated goals for long-term needs in growth, while also continually enhancing the current **facilities through key program areas.**



The Class of 2024 - From left: Emily Weist (SPHS), Kaiden Applewaite (HHS), Casey Butler (EPHS), Nicholas Alexander (PCHS), Alliston Young (NPHS)

January 2025

3236 Atlanta Highway
Dallas, Georgia 30132
www.paulding.k12.ga.us

North Paulding High School Addition (Science Lab)



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Introduction

Dear Paulding County School Board and Community Stakeholders,

We are pleased to present the Capital Projects Quarterly Report. This report is designed to provide board members and the community with a comprehensive update on the progress and status of the district's capital improvement initiatives, including new construction, renovations and modifications, facility upgrades, and safety enhancements.

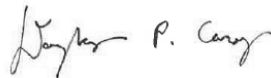
We extend our gratitude to all who support these initiatives. We recognize the importance of responsible stewardship of our limited resources and are committed to the efficient management and execution of each project phase, from concept planning, design and procurement to construction management and project closeout.

We are committed to ensuring that our capital improvement initiatives align with our mission to engage, inspire, and prepare all students for success today and in the future through thoughtfully designed, responsibly executed, and strategically implemented facility and infrastructure enhancements that support academic excellence and student well-being.

Sincerely,



Steve Barnette
Superintendent



Doug Carey
Executive Director of Facilities

Communication and Engagement

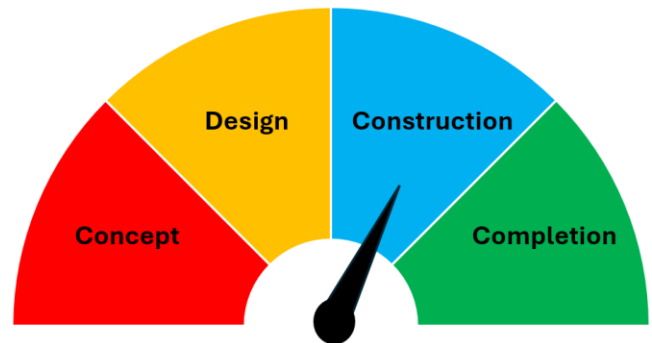
Effective communication and engagement with district leadership, local school leadership, staff, and school community are crucial elements in the success of construction projects. They lead to smoother project execution, increased community support, more effective solutions, and the successful delivery of facilities that engage, inspire and prepare students for success today and in the future.

Clear and transparent communication ensures that all stakeholders, including school board members, administrators, teachers, parents, and community members, are well-informed about project goals, timelines, and progress. This level of awareness fosters trust and promotes collaboration, which are essential for navigating challenges and making informed decisions that best serve students.

Engagement provides opportunities for stakeholders to share input, voice concerns, and stay involved throughout the project. Actively involving the school community helps align construction efforts with the educational mission and priorities of the district, ensuring that facilities are designed to support student learning, safety, and well-being.

Capital Project Phases

Concept Planning: This phase involves initial project discussions and evaluations to determine feasibility, aligning the scope with available budget, and establish goals and a strategic vision. It includes assessing needs, exploring options, and laying the groundwork for successful execution. Preliminary designs and engineering studies may also be developed to support decision-making. Communication with PCSD departments as well as the school principal also occurs in the Concept Planning phase to ensure the best possible outcome with the budget available. This phase also involves communication with the GaDOE regarding facility planning and GSFIC reimbursement processes.



Design and Procurement: In this phase, an architectural firm and construction manager are engaged to create detailed architectural and engineering plans from the assigned scope, make professional recommendations, and finalize specifications. The procurement process follows, involving market solicitation, evaluation of bid proposals, and making final selections of contractors and suppliers to prepare for construction. This stage ensures that all resources and partners are secured for the next steps.

Construction: Working with the architectural firm and construction manager, a construction contract is executed, sometime including a Guaranteed Maximum Price (GMP). The construction manager then oversees the actual construction process, bringing project plans to life. The construction manager coordinates labor, materials, costs, and timelines to ensure the project remains on schedule and within budget while maintaining high quality standards. Safety of our students and staff is the number one priority during this phase.

Completed: A project is considered complete once a certificate of occupancy is issued by the local authority. After major construction concludes, minor deliverables are addressed, and the project undergoes final quality checks and approval. This phase ensures all work is finished as specified, and the facility is ready for use, meeting all safety and functional requirements.

Active Capital Projects

Active Capital Projects are major capital improvement initiatives in the construction phase, categorized as New Construction, Additions, Renovations/Modifications, and Other. In this phase, a construction contract has been executed, and the construction manager is actively overseeing the building process, coordinating labor, materials, costs, and timelines to ensure the project remains on schedule and within budget.

Active Capital Projects Funding Source, Timeline, and Completion Date

	Funding Source	Concept Planning	Design and Procurement	Construction	Completed
New Construction					
North Paulding HS Addition	SPLOST VI/Constr	May 2022	October 2022	June 2023	April 2025
Additions					
Northside ES Addition	Constr	September 2023	December 2023	June 2024	August 2025
Roberts ES Addition	Constr	May 2023	July 2023	June 2024	August 2025
Renovations/Modifications					
Poole ES	SPLOST VI	April 2024	July 2024	January 2025	August 2025
Moses MS	SPLOST VI	April 2024	July 2024	February 2025	August 2025

Monthly Capital Project Updates

The follow exhibits are the most recent Monthly Capital Project Updates for the Active Capital Projects.

Exhibits:

- North Paulding HS Addition
- Northside ES Addition
- Roberts ES Addition
- Poole ES Renovation
- Moses MS Renovation



NORTH PAULDING HIGH SCHOOL

MONTHLY CAPITAL PROJECTS UPDATE

JANUARY 2025

Summary:

The NPHS project will include an additional 40 Instructional Units including: Science Labs; CTAE Labs; Physical Education Space; Media Center Upgrades. The current courtyard will be covered and converted into an expanded dining room, an additional serving line in lunchroom as well as 200+ additional parking spaces. Project will be constructed in two phases.

Status:

- ✓ On-Budget
- ✓ On-Schedule

Completion:
March 2025

Project Update

Second and third floors are nearing completion. First floor flooring and other final finishes are being completed this month.

Elevator installation is ongoing.



What's Next:

The final inspections and punch list work are anticipated to be completed in February in preparation for the ribbon cutting in March.

Furniture deliveries are scheduled for late February.

Project Financial Update		Jan 2025
Project Budget:		
GMP (BOE Presented 6.27.23, Approved 7.11.23)		\$30,195,763
Architect (5.0%)		\$1,509,788
Pre-Construction (2.0%)		\$603,915
Furniture, Fixtures & Equipment (6.0%)		\$1,811,746
Technology (2.0%)		\$603,915
Total Budget		\$34,725,127
Paid to Date		\$25,499,889
% Paid to Date		73%
Remaining Contingency		\$ 463,671
% Used to Date		70%
Funding Sources:		\$34,725,127
SPLOST V		
SPLOST VI, including Bond Fund		\$2,500
SPLOST VII, including Bond Fund		
Construction Fund		\$34,722,627

PCSD Project Manager: Lindsey Cantrell

General Contractor: RKR Construction (BOE Presented 7.26.22, Approved 8.9.22)

Architect: CGLS Architects (BOE Presented 5.24.22, Approved 6.14.22)



NORTHSIDE ELEMENTARY SCHOOL

MONTHLY CAPITAL PROJECTS UPDATE

JANUARY 2025

Summary:

A 20-classroom addition is planned, bringing the school to a grand total of 64 classrooms to accommodate the growing community.

- Includes new special education suite.
- Includes restrooms, staff workroom, and storage.
- Includes modifications to parking and driveways to accommodate new building and provide additional parking and vehicle queuing.
- Includes enclosed connection to main building for enhanced safety and security.

Status:

- ✓ On-Budget
- ✓ On-Schedule

Completion:
Summer 2025

Project Update

Roof decking installation is underway to complete the PVC roof system.

Block walls are complete on all interior and exterior walls and brick is underway.

Mechanical and electrical infrastructure installation is also being completed.



What's Next:

Building dry-in to be completed within next few weeks. This is an important step toward being able to begin interior finishes.

Project Financial Update	Jan 2025
GMP (BOE Presented 7.9.24, Approved 7.23.24)	\$8,914,253
Architect (5.0%)	\$490,284
Pre-Construction (2.0%)	\$178,285
Furniture, Fixtures & Equipment (6.0%)	\$534,855
Technology (2.0%)	\$178,285
Total Budget (Cash Flow)	\$10,295,962
Paid to Date	\$1,039,936
% Paid to Date	10%
Remaining Contingency	\$450,000
% Used to Date	0%
Funding Sources	\$10,295,962
SPLOST V	
SPLOST VI, including Bond Fund	
Construction Fund	\$10,295,962

PCSD Project Manager: Lindsey Cantrell

General Contractor: RKR Construction (BOE Presented 1.9.24, Approved 1.23.24)

Architect: GMC Architects (BOE Presented 1.9.24, Approved 1.23.24)



ROBERTS ELEMENTARY SCHOOL

MONTHLY CAPITAL PROJECTS UPDATE

JANUARY 2025

Summary:

A 16-classroom addition is planned, bringing the school to a grand total of 59 classrooms to accommodate the growing community.

- Includes new multi-purpose STEM Lab.
- Includes restrooms, staff workroom, and storage.
- Includes modifications to parking and driveways to accommodate new building and provide additional parking and vehicle queueing.
- Includes enclosed connection to main building for enhanced safety and security.

Status:

- ✓ On-Budget
- ✓ On-Schedule

Completion:
Summer 2025

Project Update

Pre-engineered metal building system is ongoing, this includes the roof envelope system of insulation and standing seam metal roof.

Block is being installed at interior and exterior walls while plumbing, electrical, and mechanical rough-in continues.



What's Next:

Building dry-in to be completed within next few weeks. This is an important step toward being able to begin interior finishes.

Project Financial Update		Jan 2025
GMP (BOE Presented 8.20.24, Approved 9.12.24)		\$8,128,235
Architect (5.0%)		\$447,053
Pre-Construction (2.0%)		\$124,000
Furniture, Fixtures & Equipment (6.0%)		\$372,000
Technology (2.0%)		\$124,000
Total Budget (Cash Flow)		\$9,195,288
Paid to Date		\$1,951,279
% Paid to Date		21%
Remaining Contingency		\$243,847
% Used to Date		0%
Funding Sources		\$9,195,288
SPLOST V		
SPLOST VI, including Bond Fund		
Construction Fund		\$9,195,288

PCSD Project Manager: Lindsey Cantrell

General Contractor: Carroll Daniel Construction (BOE Presented 9.19.23, Approved 10.10.23)

Architect: RLR Architects



POOLE ELEMENTARY SCHOOL MONTHLY CAPITAL PROJECTS UPDATE JANUARY 2025

Summary:

Renovation and Modification Projects refresh the school's systems and finishes. Partial funding by the GA DOE Capital Reimbursement Program reduces cost impact to PCSD.

- New LVT flooring; new epoxy flooring; painting walls, doors, and trim
- New HVAC, fire alarm, intercom, LED lighting, and plumbing upgrades
- Modification of generator to maintain power for critical systems and areas
- New flat roof, new gutters and downspouts, and roof restoration services
- Repairs to asphalt
- New cooler and freezer, dishwashing machine, and serving line

Status:

- ✓ On-Budget
- ✓ On-Schedule

Completion:
Summer 2025

Project Update

Guaranteed Maximum Price (GMP) was presented to the Board in December with approval anticipated in January.



What's Next:

After GMP is Board approved, minimally invasive construction work that can be done after school hours is expected to begin in February.

Project Financial Update	Jan 2025
GMP (BOE Presented 12.10.24, Approved)	\$5,400,000
Architect (5.0%)	\$324,000
Pre-Construction (2.0%)	\$108,000
Furniture, Fixtures & Equipment (6.0%)	\$216,000
Technology (2.0%)	\$108,000
Total Budget (Cash Flow)	\$6,156,000
Paid to Date	\$198,469
% Paid to Date	3%
Remaining Contingency	TBD
% Used to Date	0%
Funding Sources	
SPLOST V	
SPLOST VI, including Bond Fund	\$6,156,000
Construction Fund	
Total Funding Sources	\$6,156,000

PCSD Project Manager: Lindsey Cantrell

General Contractor: SmithBuilt Construction (BOE Presented 9.3.24, Approved 9.17.24)

Architect: RLR Architects (BOE Presented 5.14.24, Approved 5.28.24)



MOSES MIDDLE SCHOOL MONTHLY CAPITAL PROJECTS UPDATE JANUARY 2025

Summary:

Renovation and Modification Projects refresh the school's systems and finishes. Partial funding by the GA DOE Capital Reimbursement Program reduces cost impact to PCSD.

- New LVT flooring; gym floor refinishing; new epoxy flooring; painting walls, doors, and trim
- New HVAC, intercom, LED lighting, and plumbing upgrades
- Addition of generator to maintain power for critical systems
- New flat roof, new gutters and downspouts, and roof restoration services
- Repairs to asphalt
- New cooler and freezer
- Repairs to doors, frames, windows, etc.

Status:

- ✓ On-Budget
- ✓ On-Schedule

Completion:
Summer 2025

Project Update

Guaranteed Maximum Price (GMP) is to be presented to the Board in January.



What's Next:

After GMP is Board approved, minimally invasive construction work that can be done after school hours is expected to begin in February.

Project Financial Update	Jan 2025
GMP (BOE Presented , Approved)	
Architect (5.0%)	
Pre-Construction (2.0%)	
Furniture, Fixtures & Equipment (6.0%)	
Technology (2.0%)	
Total Budget (Cash Flow)	
Paid to Date	
% Paid to Date	
Remaining Contingency	
% Used to Date	
Funding Sources	
SPLOST V	
SPLOST VI, including Bond Fund	
Construction Fund	
Total Funding Sources	

PCSD Project Manager: Purvi Ray

General Contractor: RKR Construction (BOE Presented 10.8.24, Approved 10.22.24)

Architect: RLR Architects (BOE Presented 5.14.24, Approved 5.28.24)

Upcoming Capital Projects

Upcoming Capital Projects are major capital improvement initiatives in the Design and Procurement phase, categorized as New Construction, Additions, Renovations/Modifications, and Other. In this phase, a project architect and construction manager are engaged to create detailed architectural and engineering plans, finalize specifications, and develop project cost estimates. This is followed by the procurement process in preparation for the Construction phase.

Upcoming Capital Projects Funding Source, Timeline, and Completion Date

	Funding Source	Concept Planning	Design and Procurement	Construction	Completed
New Construction					
ES #20	SPLOST VI/VII	January 2024	April 2024	June 2025	August 2026
Additions					
None					
Renovations/Modifications					
South Paulding HS	SPLOST VII	January 2025	February 2025	Fall 2025	August 2027
Other					
Multip-Purpose Buildings	SPLOST VII	February 2024	June 2024	May 2025	December 2025
HHS, NPHS, PCHS, SPHS					

Upcoming Capital Projects Highlights

Elementary School #20

Project Description: The next elementary school to be built in Paulding County will be located adjacent to the newly constructed Crossroads Middle School on the Seven Hills Connector. The project will assist with balancing enrollment at several schools located in the North Paulding area. This project is part of SPLOST VII which was approved by voters in November 2023. Collections for SPLOST VII will begin in May 2025.

Timeline: The design phase for ES #20 began in April 2024. This project is scheduled to begin in June 2025 and the school should open in August 2026.

Estimated Cost: \$34 million

PCSD Project Manager: Lindsey Cantrell

Architect: GMC Architects

General Contractor: RKR Construction

South Paulding High School Renovation/Modification

Project Description: Renovation and Modification projects refresh the school's systems and finishes. Partial funding by the GA DOE Capital Reimbursement Program reduces cost impact to PCSD. While the scope of each renovation project can differ, typical renovation projects include new flooring, gym floor refinishing, painting, new HVAC, fire alarm, intercom, LED lighting, and plumbing upgrades. The design also anticipates modifications to the weight room.

Timeline: The design phase for South Paulding High School renovations is underway. The construction phase of the project will begin in January 2026 and will be completed over two summers (2026, 2027)

Estimated Cost: \$13.5 million

PCSD Project Manager: Purvi Ray

Architect: RLR Architects (Pending Approval)

General Contractor: TBD

High School Multi-Purpose Buildings

Project Description: To provide additional classroom space within the buildings, additional locker room space for females and males, and to provide access to sports medicine at our high schools, multi-purpose buildings are being added to Hiram HS, North Paulding HS, Paulding County HS, and South Paulding HS. Additionally, renovations will be made to the East Paulding Fieldhouse to provide adequate female locker room facilities.

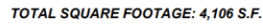
Timeline: This project is part of SPLOST VII which was approved by voters in November 2023. These buildings are currently in procurement. The projects are set to begin in May 2025 and completion is anticipated by December 2025,

Estimated Cost: \$5.1 million

PCSD Project Manager: Purvi Ray

Architect: Southern A&E

General Contractor: TBD



Future Capital Projects

Future Capital Projects are major capital improvement initiatives in the Concept Planning phase, categorized as New Construction, Additions, Renovations/Modifications, and Other. This phase involves initial project discussions and evaluations to determine feasibility, define the scope, and establish goals and a strategic vision. It includes assessing needs, exploring options, and laying the groundwork for successful execution.

Elementary School #21

An elementary school located in the southern region of the county is currently in concept phase. Elementary school #21 would have an impact to both Union Elementary and New Georgia Elementary enrollment. Community feedback meetings will be scheduled for Spring 2025.

Turf Fields and Athletic Lighting

An Athletic Facilities study was completed in 2023 as part of development of a [Facilities Master Plan](#). The study identified that stadium turf fields are approaching end of life and would require replacement to maintain field integrity and safety. Additionally, lighting at athletic fields on all five high school campuses were noted for upgraded lighting. These projects are currently in concept planning. These projects are part of SPLOST VII which was approved by voters in November 2023. Collections for SPLOST VII will begin in May 2025.

Additional Renovation/Modification Projects

The timing of school renovation projects that refresh the school' systems and finishes are determined through a building conditions study as part of the [Facilities Master Plan](#). Renovation projects also align with school funding reimbursement eligibility through the GA DOE Capital Reimbursement Program. The following schools have been identified for renovations and reimbursements over the next several years:

Irma Austin Middle School
Dallas Elementary School
Connie Dugan Elementary School

Sammy McClure Middle School
W.C. Abney Elementary School

Miscellaneous Capital Projects

Miscellaneous Capital Projects are capital improvement initiatives of a smaller scope than New Construction, Additions, and Renovations/Modifications. These projects are in various stages and may be implemented over several years as funding become available.

Fine Arts

Auditoriums at all five high schools will receive replacement stage curtains and upgrades to the sound and lighting systems. The stage curtains are planned to be a replaced similar to the original specification. Several changes to the lighting and sound system specifications are being recommended to support of the types of presentations that are being produced today.

The solicitation is being finalized for public advertisement after winter break and scheduled for delivery in time for the 2025-26 school year.

Capital Projects Fund Activity and Procurement Status

The **Capital Projects Fund** accounts for and reports financial resources including Education Special Purpose Local Option Sales Tax (E-SPLOST), bond proceeds and grants from Georgia State Financing and Investment Commission (including the State Capital Outlay Program) that are restricted, committed or assigned for capital outlay expenditures, including the acquisition or construction of capital facilities and other capital assets. Reflects funds 300 - 399.


Special Purpose Local Option Sales Tax for education (E-SPLOST), a one-cent sales tax to help fund capital improvements and debt repayment, is the primary funding source for capital projects, in addition to various state grants, including the State Capital Outlay Program. E-SPLOST accounts for the majority of Capital Projects Fund activity and is highlighted below.

On the following pages is the E-SPLOST and Construction Fund activity through the end of the quarter, along with remaining projections

Procurement Status

Project	Architect	Approved Cont %	AIA Presented	AIA Approved	Vote	CMAR \$	Solicitation#	CMAR	CMAR Presented	CMAR Approved	Vote	GMP	GMP Presented	GMP Approved	Vote					
NPHS Addition Phase 1	CGLS	5%	5.24.22	6.14.22	7-0	25,000,000	RFP 22-220520	RKR	7.26.22	8.9.22	7-0	\$4,576,919	1.24.23	2.7.23	7-0					
NPHS Addition Phase 2												\$25,641,241	6.27.23	7.11.23	6-0					
Baggett Ren/Mod	RLR	6%	N/A	N/A	N/A	5,300,000	RFP 23-230531	RKR	7.25.23	8.8.23	6-0	\$6,429,097	11.28.23	12.12.23	7-0					
Roberts Ren/Mod	RLR	6%	N/A	N/A	N/A	4,800,000	RFP 24-230724	Carroll Daniel	9.19.23	10.10.23	7-0	\$5,663,685	3.12.24	3.26.24	6-0					
Roberts Addition (Site Work)	RLR	5.5%	N/A	N/A	N/A	6,200,000						\$2,286,463	5.14.24	5.28.24	6-0					
Roberts Addition (Full Scope)												\$8,128,235	8.20.24	9.12.24	7-0					
Northside Addition (Site Work)	GMC	5.5%	N/A	N/A	N/A	9,800,000	RFP 24-231006	RKR	1.9.24	1.23.24	7-0	\$2,294,402	5.14.24	5.28.24	6-0					
Northside Addition (Full Scope)												\$8,914,253	7.9.24	7.23.24	7-0					
ES #20	GMC	5.5%	3.12.24	3.26.24	6-0	29,500,000	RFP 25-240701	RKR	9.3.24	9.17.24	6-1									
Poole Ren/Mod	RLR	6.0%	5.14.24	5.28.24	6-0	5,400,000	RFP 24-240619	SmithBuilt Const. Grp	9.3.24	9.17.24	7-0	\$6,214,565	12.10.24	1.14.25						
Moses Ren/Mod	RLR	6.0%	5.14.24	5.28.24	6-0	7,700,000	RFP 25-240722	RKR	10.8.24	10.22.24	6-0	\$7,369,713	1.14.25							
SPHS Ren/Mod	RLR	6.0%	12.10.24	1.14.25																

Construction Fund Activity and Projections



Construction Activity

Activity June 1, 2014 - September 30, 2024

	Through FY2024	FY2025 YTD Activity	Remaining Projected	Total	Other Sources	Project Total
SPLOST Collections & Reimbursements:						
GaDOE Reimbursements	\$ 2,924,956	\$ -	\$ 324,995	\$ 3,249,951		
CAPITAL PROJECTS:						
Additions & New Construction:						
Moses Middle School	\$ 584,362	\$ -	\$ -	\$ 584,362		
North Paulding HS Addition	19,845,366	4,186,380	10,690,882	34,722,627	\$ 2,500	\$ 34,725,127
Northside ES Addition	376,340	592,046	9,327,576	10,295,962		
Roberts ES Addition	613,197	582,291	7,999,799	9,195,288		
Crossroads Middle School	6,602,520	3,195,821	109,736	9,908,076	39,449,914	49,357,990
Warehouse	951,513	-	-	951,513		
Renovations & Modifications:						
Austin MS	\$ -	\$ -	\$ -	\$ -	\$ 9,120,000	\$ 9,120,000
Paulding College and Career Academy	3,363,520	-	-	3,363,520		
Transportation Conversion	1,526,228	-	-	1,526,228		
Facility Updates:						
Dianne Wright Innovation Center	\$ 129,106	\$ -	\$ -	\$ 129,106		
Herschel Jones MS	47,860	-	-	47,860		
McClure MS	26,725	-	-	26,725		
New Georgia ES	107,640	-	-	107,640		
New Hope Education Center	103,686	-	-	103,686		
Union ES	27,905	-	-	27,905		
Storage Building:						
East Paulding HS	\$ 29,018	\$ -	\$ -	\$ 29,018		
Hiram HS	29,018	-	-	29,018		
North Paulding HS	29,018	-	-	29,018		
Paulding County HS	29,018	-	-	29,018		
South Paulding HS	29,018	-	-	29,018		
Safety & Security*	\$ 222,477	\$ -	\$ -	\$ 222,477		
Miscellaneous Projects:						
Construction Consulting Services	\$ 216,000	\$ -	\$ -	\$ 216,000		
Bus Purchases	540,450	-	-	540,450		
Land Purchases	2,096,530	-	-	2,096,530		
Site Testing - Billy Bullock Rd	17,000	-	-	17,000		
Miscellaneous	938,837	-	582,615	1,521,452		
Mobile Classrooms	957,952	-	-	957,952		
North Paulding HS Traffic Project	245,000	-	-	245,000		
Roberts ES Sewer	953,589	112,889	627,672	1,694,150	\$ 5,850	\$ 1,700,000
Russom ES Modular Demo	42,368	-	-	42,368		
Security Vestibules	235,080	-	-	235,080		
McGarity ES Playground	51,893	-	8,107	60,000		
Nebo ES Parking Lot	642,833	23,887	2,536	669,256		
North Paulding Land & Driveway	298,766	-	151,234	450,000		
Mobile Relocation	80,137	53,795	550	134,482		
Total Capital Projects	\$ 41,989,973	\$ 8,747,108	\$ 29,500,707	\$ 80,237,787		

* Safety & Security: Includes items such as door access control, ACTI door control and camera, RFID identification badges, reception area security window, window film, signs, monitors and microphones