



June 2018



OXNARD  
SCHOOL  
DISTRICT

# MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM

Semi-Annual Report to the Board of Trustees



**CFW**  
*Planning and Financing Better  
Schools for California Students*



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# PROGRAM OVERVIEW

Caldwell Flores Winters, Inc. (“CFW”) is pleased to present this semi-annual update to the Master Construct and Implementation Program (“Program”) to the Oxnard School District (“District”) Board of Trustees (“Board”). This update report is the eleventh report in a series of updates linked to the original 2013 Implementation Program, and the subsequent Master Construct and Implementation Program (“Program”) adopted by the Board in 2016. It reflects conditions of the District’s Program between the December 2017 adoption and the time of this document’s publishing in June 2018. Updates are provided on the educational and facilities implementation components, as well as the funding and sequencing requirements to implement the Program. Recommendations are provided for consideration and further action by the Board over the next six-month period.

The Program continues to provide a consolidated master budget and schedule which merges and integrates proposed projects reliant on the funds from the Measure “R” and Measure “D” bond programs and other local sources, including developer fees, Mello Roos funds, pending State aid reimbursements and capital program balances. The Program also seeks to maximize State aid reimbursements for modernization and construction of school facilities as State funds become available under the School Facilities Program (SFP). Program projects, budgets, sequencing, and timelines continue to be reviewed and adjusted by the Board on a six-month interval.

Major projects that have been completed and those that have moved forth in the last six-month period include:

- Completion of the first phase of the new Lemonwood K-8 school
- Continued construction of the new Elm K-5 school and new Marshall classroom building
- Initiation of construction of new kindergarten/flex classrooms at Brekke, McAuliffe, and Ritchen elementary schools
- Conversion and construction of the Harrington Early Childhood Development Center
- Purchase of two planned school sites to accommodate existing and future District enrollment
- Submittal of design plans to the Division of the State Architect (DSA) for the new Seabridge K-5 elementary
- Approval of design plans from the DSA for the McKinna K-5 reconstruction project
- Submittal to DSA for the Rose Avenue reconstruction project

- Completion of a California Environmental Quality Act (CEQA) Environmental Impact Report (EIR) review of a the 25-acre Doris/Patterson site to accommodate a new elementary school and additional middle school

The following components provide an executive summary to the Board on the status of Program efforts that have progressed since the previously adopted six-month review and provide recommended adjustments for the next six-month period.

## 1.1 EDUCATIONAL PROGRAM

The District is in the fifth year of implementing academic programs that focus on student collaboration, communication, problem solving and producing projects that demonstrate mastery of the curriculum by creating Academic Strand Focus and Academy programs. The District's capital improvement program continues to invest in building 21<sup>st</sup> century learning environments that facilitate the implementation of highly effective and innovative teaching strategies that foster creativity, collaboration, communication, and problem-solving skills in all students through the use of educational technology tools and resources.

The District remains focused on providing training on foundational skills that facilitate the implementation and teaching of writing across the curriculum. In addition, the District remains committed to establishing a professional culture where groups work in partnership, team up, and collaborate for the sole purpose of improving teaching and learning.

The District is expanding its Dual Language Immersion (DLI) programs implementing a 50/50 program at 8 school including four grade K-5 and four grade K-8 campuses. Implementation is scheduled to continue through the summer and into the new school year. In addition, activities over the next six-month period include the development and execution of Transition Plans designed to aid site administrators, staff and students in moving into soon to be completed projects.

## 1.2 STATE AND LOCAL CONSIDERATIONS

Student enrollment impacts facilities funding programs for most California school districts in need of major facility improvements. State projections suggest an overall decline in State and Ventura County K-8 enrollments over the next five years, absent additional migration or increased residential construction. The District's consultant suggests a similar decline for the Oxnard School District. Decreases in enrollment may decrease projected amounts of future State aid grants. This requires the District to consider accelerating project applications for State aid and prioritizing those applications that may need the least amount of time to be fully processed prior to any potential decline in overall enrollment.

Total development costs, including hard and soft costs, are now approaching \$600 per square foot. This is approximately 30% higher than costs for construction of Harrington in 2014 when compared to the most recent bid for the construction of McKinna in May 2018. Program Reserves will need to be substantially increased to keep up with projects already in the design and planning process and a

rescheduling of project implementation is proposed to accommodate this requirement. Such approaches are presented and proposed as adjustments to the Master Budget and Master Schedule of projects.

State implementation of Prop. 51 funding to match or offset school construction costs has impacted the Program. To date, approximately \$3.0 billion of the amount of bonds approved by State voters for K-12 facilities is expected to be on the waiting list for funding consideration by the end of the year. The balance is anticipated to be fully subscribed within the next 24 to 30 months. However, the timeline required to submit an application for State funding for some of the remaining projects may exceed the projected window of the remaining availability of Prop. 51 funding. There is a need to accelerate remaining Master Construct projects that do not require such an additional lead time for design, CDE/DSA approval and submittal of remaining new construction eligibility. Additional projects are proposed for consideration.

### 1.3 FACILITIES PROGRAM

All Phase 1 Measure “R” facility improvements under the Basic Program are either completed, under construction, or approved by the DSA. Completed Program efforts include the acquisition of the Seabridge K-5 elementary school site, kindergarten and science lab upgrades to 22 classrooms across eight school sites, and the opening of the new Harrington K-5 campus. Projects underway are fully detailed in the following report and summarized below:

- The first phase of construction for the reconstructed Lemonwood K-8 is complete and includes the main classroom and multipurpose buildings. Occupation of the new classroom building and multi-purpose building by students and staff occurred as planned in February 2018. Construction is underway for the second phase and will include new kindergarten and administration buildings, expected to be completed by April 2019.
- Reconstruction of the Elm K-5 school facility started in February 2017 is planned to be completed over two construction phases, with the first phase of construction to be completed by December 2018 and the second phase by June 2019. The first phase of construction includes the classroom, kindergarten, multipurpose and administration buildings. The second phase of construction includes demolition of the existing school and creation of the new school play field. Installation of the windows and roofing at the classroom building, administration building and kindergarten building is complete. These buildings have mechanical, electrical and plumbing systems roughed in on their interiors. Drywall has been installed and drywall finishing is underway. Installation of the ceiling grid is ongoing at the classroom building and the kindergarten building.
- Construction for the new Marshall twelve (12) classroom building project began in September 2017 and is scheduled to be completed by October 2018. Structural steel framing for the new classroom building has been set in place. Wood framing for the ground level is also complete and the second level framing is underway. The elevator pit has been poured and structural steel for the elevator has also been erected. The playground is complete and was turned over to the school in May 2018.



- The Harrington Early Child Development Center/Kindergarten Annex project includes the renovation of three buildings of the original Harrington school to provide flexible classroom facilities to serve preschool or kindergarten/transitional kindergarten programs. Construction commenced in September 2017 and is scheduled to be completed in August 2018.
- Design plans for the McKinna reconstruction received DSA approval in March 2018 and a proposed Guaranteed Maximum Price (GMP) contract is anticipated to be presented to the Board in June 2018. Design plans for the new Seabridge K-5 elementary school were submitted to DSA in February 2018 and design efforts for the Rose Avenue reconstruction continue with DSA submittal anticipated for June 2018.
- Land acquisition efforts for the Doris/Patterson new school site were completed in late April 2018. In March 2018, the District completed the final Environmental Impact Report (EIR) for the project and filed the required notices to complete the California Environmental Quality Act (CEQA) process. The project requires annexation into the City of Oxnard, pursuant to Ventura Local Agency Formation Commission (LAFCo) approval of several changes of organization, collectively called reorganization. The LAFCo application process is anticipated to be completed by March 2019.
- New kindergarten/flex classrooms at Brekke, Ritcher and McAuliffe are currently under construction. Earthwork, including compaction and grading, has been accomplished and concrete foundations will be poured in the month of June. These three projects are planned to be completed in time for occupancy for the 2018-19 school year. At Ramona, DSA found unresolved permitting issues with former projects on the site. Due to this condition, construction at Ramona is anticipated to be completed by November 2018.

In order to maximize the ability to further leverage remaining new construction pupil grant authorization under Prop. 51, two new projects are proposed:

- Reconstruction of the Marina West K-5 elementary school
- Construction of a new MPR/gym at the Drifill K-8 school

#### 1.4 FUNDING & SEQUENCING

The Program is funded through the use of Measure “R” and Measure “D” bond programs and other local funding, including developer fees, Mello Roos funds, and capital program balances. The Program also seeks to maximize State aid reimbursements for modernization and construction of school facilities as State funds become available.

Total sources of funding are anticipated to increase to approximately \$459.9 million as a result of additional projected developer fee revenues. Proposed uses for the current and previous phases have been adjusted by approximately \$4.1 million to provide increases to current projects due to specific project construction needs and required professional services as previously approved by the Board. During this period, adjustments include proposed budget increases to current projects including



Lemonwood, Elm, Harrington Child Development Center, and the Kindergarten/Flex Classroom projects at Brekke, McAuliffe, and Ritchen due to specific project construction needs and required professional services previously approved by the Board. An adjustment to the Doris/Patterson LAFCo Planning budget is also proposed to accommodate estimated remaining professional services and agency fees.

Program projects, sequencing, and timelines continue to be reviewed and adjusted for consideration by the Board. The integrated program focuses largely on the use of local funds for continued reconstruction of existing schools and the construction of new school sites, and State aid reimbursements for improvements to multipurpose rooms and support facilities to accommodate the District's educational program. The following summary schedule provides an overview of the updated proposed phasing for the Program.

	Fiscal Year															
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Reconstruct:																
Harrington	Complete															
Harrington Child Dev. Center																
Lemonwood																
Lemonwood Child Dev. Center																
Elm																
McKinna																
Rose Avenue																
Marina West																
Construct:																
Marshall 6-8 Classrooms																
Seabridge K-5																
Doris/Patterson K-5																
Doris/Patterson 6-8																
Construct Kinder + SDC Classrooms/Additional Support Space:																
Ramona																
Brekke																
Ritchen																
McAuliffe																
Multipurpose Rooms:																
Fremont																
Haydock																
Kamala																
Chavez																
Curren																
Driffill																
Ramona																
Brekke																
Ritchen																
McAuliffe																

## 1.5 RECOMMENDATIONS

It is recommended that the Board:

- Accept and adopt this semi-annual update to the Master Construct and Implementation Program
- Direct staff and CFW to proceed with recommended adjustments to the Program for its immediate implementation
- Establish a date for the next six-month review by the Board

# EDUCATIONAL PROGRAM

The District is in the fifth year of implementing the academic Strand Focus and Academy programs that focus on students creating projects as a culmination of the integrated units and require them to collaborate, communicate, engage in problem solving and the production of projects that demonstrate mastery of the curriculum. The District's capital improvement program continues to invest in building 21<sup>st</sup> century learning environments that facilitate the implementation of highly effective and innovative teaching strategies that foster creativity, collaboration, communication, and problem-solving skills in all students through the use of educational technology tools and resources.

For the past few years, the District's priority has been to focus on the continuous improvement of instructional strategies and practices upon which to build 21<sup>st</sup> Century teaching and learning skills by building teacher capacity. The District has provided targeted staff development opportunities that have trained teachers on instructional strategies and practices that support the academic success of all students. Specifically, the primary focus of professional development activities has been to support teachers in the delivery of English Language Development, Dual Language, English Language Arts and Mathematic Instruction.

Additionally, this academic year, the focus has been on improving instructional strategies and practices for the teaching of writing and on developing integrated units using the Next Generation Science Standards. The District continues to implement the practice of teachers engaging in strong collaborative and high performing groups to improve teaching and learning.

As detailed in Section 2.1, the core of the District's vision and mission remains to improve student academic performance and achievement. The curriculum adopted and implemented along with the strategies and practices used are based on research findings that have been tested and proven. The District's academic program and commitment to continuous improvement in academic performance and achievement drives the facilities capital plan.

## 2.1 EDUCATIONAL PROGRAM UPDATE

The K-8 schools have completed their fourth year of implementation (2017-18). Likewise, implementation of the Academic Strand Focus (K-5) and Academy (6-8) programs has yielded five years of implementation progress. An integrated approach to the implementation of said academic programs continue to be the catalyst and driver of the structural improvements and upgrades made to District schools. The investment in capital improvement aims to improve conditions of learning and provide the infrastructure for the integration of educational technology.

The Academic Strand Focus (K-5) and Academy programs (K-8 and 6-8) respond to District goals for improved student achievement by integrating units of study that foster rigor, engagement, collaboration and problem solving. The integrated units culminate with students producing a project that demonstrates learning mastery and may incorporate instructional techniques such as Project Based Learning (PBL), Makers Education, or program design that includes collaborative groups and visual thinking. Over the last few years, the District has put a great deal of focus on training the teachers with foundational skills in the teaching of English language development and reading. The purpose of this training is to promote instructional practices that improve the skills and knowledge that are vital for students to engage in performing tasks that required higher level thinking skills such as problem solving, complex reasoning, decision making, and comprehending and analyzing information critically.

The District remains focused on providing training on foundational skills that facilitate the implementation and teaching of writing across the curriculum. In addition, the District remains committed to establishing a professional culture where groups work in partnership, team up, and collaborate for the sole purpose of improving teaching and learning.

Progress and status of the 2017-18 Educational Program Work Plan:

1. The District has been focused on the implementation of writing skills across the curriculum. Teachers in 1<sup>st</sup> through 8<sup>th</sup> grade have attended trainings that demonstrate strategies and commit to practices that create writer's workshops, manage feedback on writing, and use instructional techniques proven to be successful on improving student writing skills and abilities. These instructional strategies are being integrated into the curriculum at each of the schools. The District will provide the same writer's workshop training to Kindergarten teachers in the Fall of 2018.
2. The District has completed the alignment of the Next Generation Science Standards (NGSS) with the English Language Arts approved and adopted Wonders curriculum as well as with the District's online digital literacy platform, "myON" reading. Students will be expected to demonstrate mastery of each standard via the completion of projects that reflect content rigor and integration of the curriculum.
3. District schools continue to build their academic program through the integration of student projects and activities related to the academic focus of each school. At Harrington Elementary, students learn piano keyboarding skills due to the new piano keyboarding lab. This is a highly popular program with the students and has academic cross over in particular with mathematics.
4. Elective classes have been added to meet the academic needs of students. For example, Frank Middle School sixth grade students can now take robotics classes while students at Haydock Middle School have the opportunity to take advanced music classes and/or a 3-D design course.
5. The District's leadership team has been focusing on learning, applying and institutionalizing practices that create high performing collaborative teams. These practices have proven to foster a school culture wherein teachers team up and commit to be critical thinkers, collaborators, and

communicators. The focus of the collaboration is on improving student achievement by reviewing what the students have learned as reported on the benchmark assessments (formative assessments) and what the students need to learn. Instruction is then delivered based on what the student most needs.

6. The work of schools toward creating, incorporating, and using formative assessments to track progress and inform instruction is ongoing. The Smarter Balance Assessment System (SBAC) standardized interim benchmark assessments designed to measure and evaluate progress in student performance are utilized to monitor student progress throughout the year. The data is collected and analyzed to identify academic strengths and deficiencies. This information is then used to develop an action plan outlining measures to improve instructional practices and support students in meeting challenging college and career readiness standards.
7. The District is using interim benchmark assessments to measure student progress. The District recognizes that data driven instruction has proven to improve student performance and generate gains in student achievement. Data allows staff to differentiate and design lessons based on the academic needs of students as well as execute targeted instruction.
8. The District has been focused on research of model programs proven to yield gains in student performance and achievement for English Language Learners. District's schools will be designated as either Dual Language Immersion or as English Only schools starting in the 2018-19 school year as these models have solid research proving their effectiveness.

#### 2.1.1 ACADEMIC STRAND FOCUS PROGRAMS & DUAL LANGUAGE IMMERSION

The District's commitment to improved student performance and achievement is evident by the successfully initiation and implementation of academic Strand Focus programs and K-8 academics at each of its schools and now the expansion of Dual Language Immersion (DLI) programs at its schools. With the goal of meeting the needs of its students and providing them with a rigorous and innovative instructional program, the District will implement 50/50 Dual Immersion Programs at eight schools, four K-5 and four K-8. All other schools will offer an English only instructional program. The DLI program will enable students to acquire academic proficiency in English and Spanish as well as achieve mastery of grade level core content and performance standards. DLI programs will be offered in Kindergarten through 8<sup>th</sup> grade, allowing students an opportunity to participate in this program throughout their educational experience with the District.

Dual Language Immersion is designed to combine two language education models while providing academic instruction in two languages. For instance, English only speakers and English Learners learn together, support each other in their second language acquisition, and develop linguistic and academic competencies in two languages and culture. Research has shown that proficiency in more than one language develops higher level cognitive skills and better prepares students for college and career. To ensure the success of the DLI program, the District will recruit and retain highly qualified teachers who are bilingual and bicultural as well as provide the necessary curriculum in both English and Spanish.

### 2.1.2 TRANSITION PLANS

CFW has partnered with the District to design and build school facilities that include elements which facilitate the creation of a 21<sup>st</sup> Century teaching and learning environment. The transformation of school buildings into vibrant classroom settings, where students engage in expanding their knowledge and skills, requires ongoing planning and collaboration. In the conceptual stage of new construction and/or modernization of school buildings, CFW supports the District in envisioning the design and creation of spaces that promote the rollout of innovative search-based instructional programs, and that inspire the implementation of highly effective practices to improve student performance and achievement.

As the facility projects are nearing completion, CFW and District staff work closely to assist site administrators, staff and students in the transition to the newly constructed and completed projects. For the successful occupancy of these facility projects, advanced transition planning for each project is required. CFW supports the District in developing this process by determining the educational use of each space, the selection of furniture and equipment that will meet the instructional requirements, coordination and communication with vendors, ordering the selected furniture and equipment for each project, defining the training needs and selection of trainers, and coordinating the details of the final construction of the facility. The implementation of these Transition Plans is intended to help mitigate uncertainties and alleviate the anxiety that often occurs with a move into a new facility.

The Transition Plans are accompanied by regular meetings that facilitate ongoing monitoring, reviewing, and updating of progress related to major construction dates, the installation of technology equipment, staff and teacher commissioning of furniture and technology, ordering of the furniture and equipment, and orchestrating the move into the new facility. Current Transition Plans in development or implementation include Elm, Marshall, and the Kindergarten/Flex Projects. A Transition Team has been selected for each of these projects and meets regularly to ensure that the major details required for a move into a new facility have been identified and addressed.

### 2.1.3 NEXT STEPS

Four K-5 schools and four K-8 schools within the District will implement 50/50 Dual Language Immersion programs next year while all other schools will offer an English only instructional program. There will continue to be an academic focus on writing across the curriculum and implementation of the Writer's Workshop. The District will continue to integrate science into the English language arts and math curriculum as this educational reform has just begun. In addition, schools will continue to work to implement effective teacher collaborative groups at each school site. CFW will continue to develop and implement the identified Transition Plans at sites where construction is nearing completion.

# STATE & LOCAL CONSIDERATIONS

Periodically, the District receives updates on state and local considerations that may impact the implementation of the Master Construct and Implementation Program. Most recently, the Board received an update in May 2018 on the implementation of Prop. 51 and its potential impact on the State School Facilities Program (SFP) and the Master Construct Program. In December 2017, the Board received an update on the impact of escalating costs and modifications to previously adopted school specifications. The team is taking an opportunity once again to update the Board on some of these and other matters that may need to be taken into consideration as the District moves forward with the implementation of the Master Construct and Implementation Program.

The following section provides a brief update of K-8 enrollment at the State, County and District level and its potential impact on the District's eligibility for pupil grant funding from the Office of Public School Construction (OPSC). It also updates cost factors that are impacting the Master Construct Program and necessary measures that must be undertaken. An update of Prop. 51 funding is presented suggesting a need to accelerate a plan for fully utilizing available grant funding for District projects before remaining Prop. 51 authorization is exhausted.

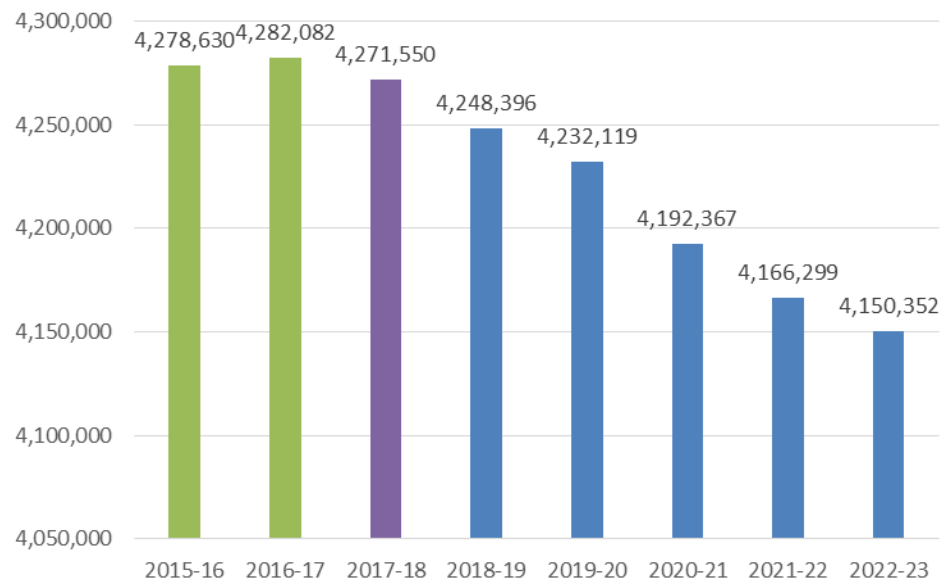
## 3.1 STUDENT ENROLLMENT AND STATE AID PUPIL GRANTS

Student enrollment impacts facilities funding programs for most California school districts in need of major facility improvements. According to the California Department of Finance, Demographic Research Unit which tabulates actual and projected K-12 enrollment based on Department of Education enrollment data and Department of Public Health births, K-8 enrollment statewide has been fairly constant over the last four years but is projected to decline over the next five years as indicated in Figure 1. While the decrease may be considered moderate at the State aggregate level (<2.9 %), enrollment fluctuations are anticipated to widen amongst counties and individual districts with some areas like the Central Valley increasing and more urban and mature areas like Los Angeles County declining.

Figure 2 presents the projected decrease by the State for K-8 enrollment for Ventura County. According to the Demographic Research Unit, K-8 enrollment is projected to decrease in Ventura County by approximately 7,455 students over the next five years. A similar trend is forecasted by the District's consultant, DecisionInsite, for the Oxnard School District as demonstrated in Figure 3. Here, the projected decrease is estimated at 1,293 students by school year 2022-23.

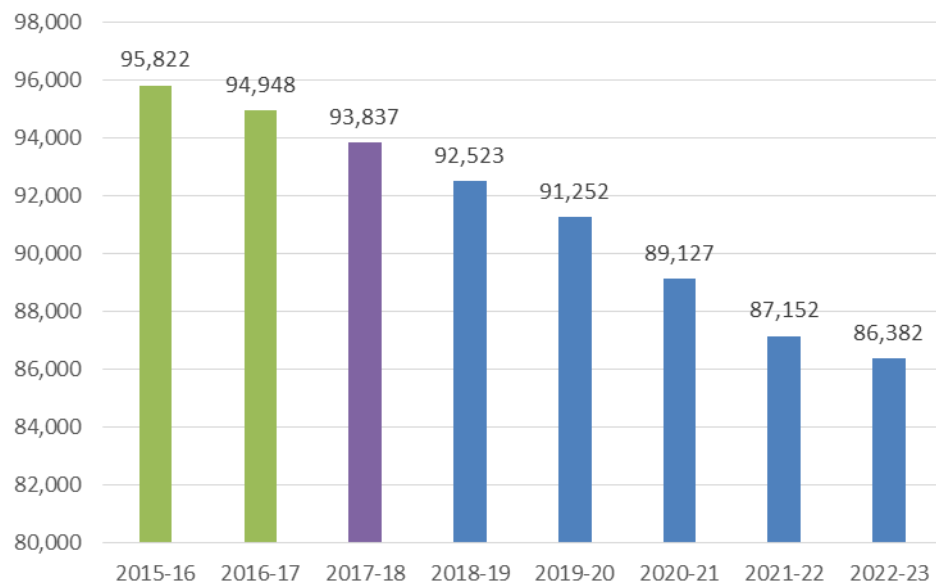


**Figure 1: California State K-8 Enrollment**



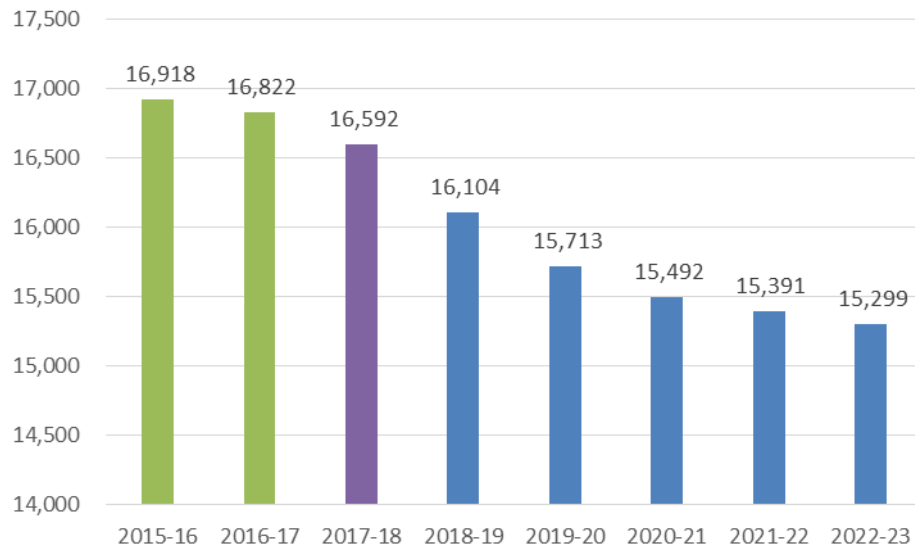
Sources: California State Department of Finance

**Figure 2: Ventura County K-8 Enrollment**



Sources: California State Department of Finance

**Figure 3: Oxnard School District K-8 Enrollment**



Sources: CALPADS; DecisionInsite

**Table 1: Oxnard School District: Historical and Projected Enrollment by Grade**

Grade	Historical Enrollment					Current 2017-18	Projected Enrollment*					Net Change
	2012-13	2013-14	2014-15	2015-16	2016-17		2018-19	2019-20	2020-21	2021-22	2022-23	
TK-K	2,007	2,111	2,166	2,181	2,068	2,002	1,911	1,871	1,885	1,881	1,875	(127)
1st	2,067	1,944	1,924	1,853	1,847	1,750	1,724	1,680	1,647	1,660	1,653	(97)
2nd	1,925	2,038	1,915	1,899	1,845	1,827	1,758	1,722	1,680	1,655	1,666	(161)
3rd	1,856	1,923	2,034	1,899	1,859	1,813	1,723	1,725	1,693	1,675	1,645	(168)
4th	1,787	1,852	1,915	1,984	1,879	1,834	1,794	1,697	1,708	1,693	1,670	(164)
5th	1,758	1,764	1,850	1,929	1,954	1,858	1,764	1,772	1,681	1,702	1,687	(171)
<b>K-5 Total</b>	<b>11,400</b>	<b>11,632</b>	<b>11,804</b>	<b>11,745</b>	<b>11,452</b>	<b>11,084</b>	<b>10,675</b>	<b>10,469</b>	<b>10,293</b>	<b>10,263</b>	<b>10,199</b>	<b>(885)</b>
6th	1,736	1,751	1,736	1,786	1,878	1,910	1,776	1,726	1,756	1,663	1,684	(226)
7th	1,735	1,699	1,684	1,722	1,776	1,838	1,790	1,748	1,710	1,757	1,661	(177)
8th	1,662	1,720	1,692	1,665	1,716	1,760	1,862	1,769	1,733	1,709	1,754	(6)
<b>6-8 Total</b>	<b>5,133</b>	<b>5,170</b>	<b>5,112</b>	<b>5,173</b>	<b>5,370</b>	<b>5,508</b>	<b>5,429</b>	<b>5,244</b>	<b>5,199</b>	<b>5,128</b>	<b>5,100</b>	<b>(408)</b>
<b>Total</b>	<b>16,533</b>	<b>16,802</b>	<b>16,916</b>	<b>16,918</b>	<b>16,822</b>	<b>16,592</b>	<b>16,104</b>	<b>15,713</b>	<b>15,492</b>	<b>15,391</b>	<b>15,299</b>	<b>(1,293)</b>

\*Projected enrollment provided from DecisionInsite online 2018 projections; projected SDC enrollment not provided by grade and has therefore been evenly distributed across grades K-8

Sources: CALPADS; DecisionInsite

According to Table 1, annual growth in District enrollment began leveling off in school year 2014-15 and has been generally stable since then at approximately 16,900 students. As of the 2017-18 school year, the District's total enrollment is estimated at 16,592. Data from DecisionInsite suggests that total District enrollment is projected to be 15,299 by 2022-23, 1,293 less students than the current enrollment. Of this enrollment, most of the decrease is projected to occur in the elementary K-5 grade levels.

In general, the methodology for projecting enrollment assumes matriculation of prior year grade level enrollment continuing at an ascribed rate through a district's grade configuration annually. New kindergarten enrollment is in most part governed by the actual rates of births within a district's catchment area. Factors such as migration, immigration and new residential construction may substantially alter short term projections while still leveling out over a greater period. Areas that are experiencing large residential development, especially after long periods of minimal residential construction, may see less significant increases or declines than may otherwise be projected. Some of these characteristics are currently visible in the City of Oxnard, where new residential development is once again proceeding after a significant hiatus from the last recession.

Pursuant to the State SFP and Prop. 51, the Master Construct Program is designed to maximize available State new construction grants to assist in the funding and construction of replacement and new school facilities. Eligibility is generally established by calculating the total student enrollment of a District less the total amount of students that may be housed in permanent classrooms, based on state classroom loading standards. The net difference establishes the amount of pupil grants a district may seek for proportional reimbursement of new facilities it may construct. Absent other factors, a decrease of one student in the above formula generally equates to a decrease of one pupil grant of State new construction eligibility.

Therefore, a strategy to optimize available state pupil grants at current enrollment levels, prior to any significant decline may be required. As previously presented to the Board, the process required to obtain State funding follows with the selection of a project, a design team, necessary environmental reviews, DSA plan submittals and approvals, and California Department of Education (CDE) approval of projects seeking State aid consideration. Thereafter, an application for State funding may be submitted to the Office of Public School Construction (OPSC). It is not uncommon for this process to require a 12 to 15-month time period.

Once an application is approved by the OPSC and grant dollars are allocated by the State Allocation Board (SAB) for that project, any future downward adjustments to enrollment will not decrease the amount of the funded application. Until that time, however, a net decrease in enrollment will potentially decrease the amount of remaining grant funding that the District may receive if enrollment declines. This requires the District to consider accelerating project applications for State aid and prioritizing those applications that may need the least amount of time to fully process for consideration, prior to any potential decline in overall enrollment. A review of opportunities suggests that the District seek to increase grant funding of approved projects wherever possible, even if means capturing existing district wide eligibility from future projects that have not yet been designed prior to any subsequent major decrease in actual enrollment. Such an approach is presented and proposed for implementation in the facilities section of this report.

### 3.2 INCREASING COSTS

As part of the December 2017 six-month report, the Board received a review of Program progress and mechanisms for incorporating changes or adjustments over time to reflect evolving local needs, modified State practices, or new Program requirements. This included a need to identify the cumulative impact of these modifications to date and how they may impact the Program collectively over time. Major impacts included:

- Increasing the number of classrooms at selected remaining K-5 replacement schools from 28 to 31 where feasible and pursuant to recommended budgets
- Providing additional capacity to accommodate eight more classrooms for TK/Kindergarten and Special Education at McAuliffe, Ritchen, Brekke, and Ramona
- Increasing specification and square footage of administrative and food service spaces
- Accommodating changes to the physical education program requiring additional lockers, dressing area and faculty space at select K-8 school facilities (e.g. Lemonwood and Marshall)
- Expansion of support facility capacity (e.g. multipurpose rooms, restrooms, parking), proportionate to the increased classroom capacity
- Additional lineal footage of requested fencing

In addition, the District has requested changes to facility materials, equipment, and operations for technology upgrades for Data and AV Systems, planned acceleration of the 1:1 replacement program and District Standard Equipment and Materials for HVAC, roofing and lighting. There has also been additional site wide and DSA site specific requirements, including testing and structural requirements and supplemental offsite improvements required by the City (e.g., offsite sewer). The District has also encumbered additional lease payments for the acquisition of the Doris/Patterson school site for which developer fees are assigned to repay on an interim basis until such time as State land and facility reimbursements are granted by the State for the development of the site.

Collectively, the resulting outcome of the aforementioned changes is at least twofold. First, the total square footage of proposed new school buildings has increased by over ten percent in certain instances. Secondly, the estimated overall increase in the square footage hard cost of development is now \$450 or greater per square foot of hard construction cost. Total development costs, including hard and soft costs, are now approaching \$600 per square foot. This is approximately 30% higher costs than those originally expended on the bid of construction of Harrington in 2014 when compared to the most recent bid for the construction of McKinna in May 2018.

Added to this is the actual and projected increase to the California construction cost index in years to date (>11%) since December 2013 and those that lay ahead. Collectively, these amounts have exceeded the Program Reserve policy for Phase 2 project expenditures to date at twice the rate established by the District for Phase I projects and will continue to increase for subsequent program phases. Program Reserves will need to be substantially increased to keep up with projects already in the design and planning process and a rescheduling of project implementation is proposed to accommodate this

requirement. Such approaches are presented and proposed as adjustments to the Master Budget and Master Schedule of projects.

### 3.3 PROP. 51 AND STATE REIMBURSEMENT

State implementation of Prop. 51 funding to match or offset school construction costs has impacted the Program. The slow expansion of staff at the OPSC to review pending applications, delays in required State bond sales and reduction in the size and distribution of initial funding availability, plus ongoing SAB changes to the grant funding formula for land and facilities reimbursements have also increased local funding requirements. In prior approved State bond measures, the initial sale of bonds has been roughly equal to the amount of projects awaiting funding. To date, approximately \$3.0 billion of the amount of bonds approved by voters for K-12 facilities is expected to be on the waiting list for funding consideration by the end of the year with the balance anticipated to be fully subscribed within the next 24 to 30 months. The latter is especially troubling given the amount of anticipated bond measures on the ballot in 2018 that are also seeking a state grant match. Yet only \$516 million in State bonds have been issued to date to fund projects on the waiting list.

The limited amount of Prop. 51 bonds issued to date has significantly reduced the amount and delayed the timing of State reimbursements due the District's Master Construct Program. Without these reimbursements, the District has had to continue to fund major school replacement projects with 100 percent local funding, limiting the implementation of remaining replacement and support facility improvement projects at the other existing school sites until State reimbursements from prior eligible projects is received. In the interim, this is increasing the construction costs of projects remaining to be funded and delaying projects to be implemented. For example, had the District received its share of State grant reimbursements, the various multipurpose room, gym and support spaces improvement projects would be otherwise underway.

At this time, the District has approximately \$43.9 million in applications awaiting State review and funding. Because of Prop. 51 delays, these funds are now needed to continue to complete the Basic Program and fully implement the Extended Program for facilities adopted by the Board for the Master Construct Program. Pending applications are now being accelerated to minimize the impact of any projected enrollment declines on future pupil grant funding. As these funds are depleted, the District should be adequately positioned to implement the Enhanced component of its overall State funding strategy which requires Financial Hardship construction funding.

However, the timeline required to submit an application for State funding for some of the remaining projects may exceed the projected window of the remaining availability of Prop. 51 funding. For example, the unique design of the existing Sierra Linda site requires the use of a new school facility in order to provide adequate "swing" space to house Sierra Linda students while the older facility is demolished and rebuilt. Therefore, there is a need to propose the acceleration of remaining Master Construct projects that do not require such an additional lead time for design, or approval and submittal of remaining new construction eligibility from the CDE or DSA.

It is proposed that the Marina West project design be accelerated as was the case for Lemonwood and is currently the case for Rose Avenue school in order to absorb as many remaining pupil grants as possible during this period should Prop. 51 funding be accelerated or should local enrollment begin to decrease. Likewise, the Board may wish to consider proceeding with the design, CDE/DSA approval of a “reuse of plans” approach and submittal of grant applications based on the Lemonwood gym for the Driffill school site to absorb remaining pupil grant eligibility. These options are further detailed in the facilities section of this report.

### 3.4 CONCLUSIONS

The District has successfully implemented the major portion of facilities projects undertaken to date in design and construction of projects under implementation. However, adjustments are required in order to proceed. Recommendations are provided and options are presented where possible for further Board consideration. Additional proposed projects for implementation over the next six-month period are proposed in the facilities section of this report for consideration by the Board.

## FACILITIES PROGRAM

The following section provides an update by the District, its consultants and CFW of planned facility improvements and projects underway. As discussed in the previous section, State and local factors continue to influence the Master Construct Program, especially as to budget, State aid receipts, specifications and project sequencing. Some of these factors have been incorporated into the following project updates and recommendations, including additional project options for consideration. Highlights and expected outcomes of projects under management and projects anticipated to begin underway over the next six-month period are presented. Proposed adjustments to projects, including budget, timeline and sequencing of State aid applications are provided. These components are then carried over in to further discussion in the overall funding and Master Budget, Schedule and Timeline recommendations later in this report.

### 4.1 MEASURE “R” PROGRAM

To date, all Phase 1 Measure “R” facility improvements pursuant to the Basic Plan are either completed, under construction, or approved by the DSA. Completed facilities program efforts include the acquisition of the Seabridge K-5 elementary school site, kindergarten and science lab upgrades to 22 classrooms across eight school sites, and the opening of the new Harrington K-5 campus. Projects underway include continued reconstruction efforts for the new Lemonwood K-8 school (Phase 2) and new Elm K-5 campus, a new 12 classroom building at Marshall elementary school, kindergarten/flex improvements at Brekke, Ritchen, and McAuliffe, and a new child development center/kindergarten annex at Harrington Elementary School.

#### 4.1.1 LEMONWOOD RECONSTRUCTION AND EARLY CHILDHOOD DEVELOPMENT CENTER

The Lemonwood Reconstruction project commenced construction in May 2016 and is planned to occur over two construction phases to minimize disruptions to the ongoing educational program. The first phase of construction is complete and includes the main classroom and multipurpose buildings. This phase of work achieved substantial completion for the new classroom building in January 2018, and for the multi-purpose building in February 2018. Occupation of the new classroom building and multi-purpose building by students and staff occurred as planned in February 2018. In March 2018, the District conducted a “Soft Opening” event celebrating the completion of the first phase of work. The event was well received by the school site and the community.





**New Classroom Building (Left) and Sample Classroom (Right)**



**New Lemonwood Elementary School Soft Opening Celebration March 2018**

Before the buildings were turned over to the school for use, CFW, the site principal, and the District's IT staff coordinated classroom training and commissioning sessions for the site's Teachers on Special Assignment (TOSAs) for technology. The TOSAs in turn trained the classroom teachers on the use of the technology system. Similar training sessions were conducted by CFW and by the general contractor on the use of the kitchen equipment and general building systems, such as the thermostats and the lights.

Construction is underway for the second phase and will include new kindergarten and administration buildings, to be completed by April 2019. Demolition commenced in March 2018 and was completed in April 2018. Excavation/earthwork for this second phase began in May 2018 and has been completed. Construction of underground utilities, soil remediation and foundation prep for the new building is underway.

The Lemonwood Reconstruction project is proceeding under a Lease Lease-Back agreement with a Guaranteed Maximum Price (GMP) construction contract and approved change orders totaling approximately \$32.1 million to date. A recommended budget adjustment of approximately \$1.7 million is proposed to the Master Budget to accommodate prior Board approved construction change orders and increases to professional services since the December update.

In July 2017, a reimbursement funding application was filed with the OPSC utilizing a total of 939 new construction pupil grants. This application is estimated to garner approximately \$12.5 million in estimated State aid based on 2018 per pupil grants and estimated site development costs. An additional funding application of approximately \$770,700 was filed in May 2018 with the OPSC utilizing available modernization portable eligibility for the project. A use of grants approach is proposed that would utilize additional new construction grants to the extent possible based on the District's current loading standard.

Under this approach, an application utilizing 142 additional new construction pupil grants is proposed to be filed for the project during the next six-month period and estimated to garner approximately \$1.7 million in additional grant funding. In total, approximately \$14.9 million is estimated to be garnered in State funding for the project, based on current eligibility standards.

Over the next six months, construction will continue and planning for the final student and staff transition into the permanent kindergarten and administration buildings will begin. Construction activities occurring over the next six months will include placement of the concrete foundations for the kindergarten and administration buildings, wood framing, roofing, application of the building exterior finishes and doors/windows. Application of interior finishes and installation of mechanical, electrical, audio visual and plumbing services to the building will be well underway. Site work that will be underway and nearing completion will include the school parking lot and two new play areas, one for kindergarten and one of elementary aged students.

The reconstruction of the Lemonwood facility also retains and repurposes Building 3 of the original campus. Six modernized classrooms are proposed to provide “Flex Classrooms” for enhanced kindergarten, transitional kindergarten, or special day class programs as may be required by the District. The construction plans for this phase of work were approved by DSA in January 2017, and construction of the project is expected to be undertaken at completion of the new Lemonwood school. Remaining modernization eligibility attributable to the existing permanent building will be applied towards 6 classrooms, yielding approximately \$760,000 in anticipated modernization grant funding for this project. An application for funding will be filed with the OPSC for this project upon receipt of final CDE approval which is anticipated to occur over the next six-month period.

#### 4.1.2 ELM RECONSTRUCTION

The Elm Reconstruction project replaces the original 1948 facility with 25 new permanent classrooms designed to serve up to 600 students per State standards in grades K-5. Construction began in February 2017 and is planned to be completed over two construction phases, with the first phase of construction to be completed by December 2018 and the second phase by June 2019.

Four new buildings are planned for the site including a two-story classroom wing, kindergarten classrooms, and multipurpose and administration facilities. The first phase of construction includes the classroom, kindergarten, multipurpose and administration buildings. The second phase of construction includes demolition of the existing school and creation of the new school play field.

Installation of the windows and roofing at the classroom building, administration building and kindergarten building is complete. Exterior cement plaster application is 80 percent complete. These buildings have mechanical, electrical and plumbing systems roughed in on their interiors. Drywall has been installed and drywall finishing is underway. Installation of the ceiling grid is ongoing at the classroom building and the kindergarten building. The multi-purpose building construction has been delayed by a protracted state approval process for a structural change. To date, the project is estimated to be 50 percent complete.



**New Elm School Construction Progress – May 2018**

A Lease Lease-Back agreement for a GMP construction contract of approximately \$23.3 million was approved by the Board in December 2016. A change order to install 785 linear feet of sewer line, at Iris and San Marino Streets, 4 blocks southwest of Elm School, has been submitted for Board approval. This change order will increase the contract by approximately \$925,000 and is required by the City of Oxnard for project connection to the city sewer system.

An application for reimbursement funding utilizing 613 new construction pupil grants was filed with the OPSC in April 2018 totaling approximately \$8.5 million in estimated State aid pupil grants and estimated site development costs. Additional funding applications utilizing available portable modernization eligibility will also be filed with the OPSC for approximately \$1.3 million over the next six- to 12-month period. Portable classroom eligibility like this can be applied to new construction costs under the OPSC “Like for Like” program. Of this amount, approximately \$330,300 is to be filed within the next six months based on estimated current portable eligibility, while approximately \$990,900 may be filed in July 2019 upon those portables becoming eligible. Any applications utilizing portable eligibility must be completed prior to the anticipated DSA closeout for the project. In addition, a supplemental use of grants approach is also proposed at Elm utilizing 72 additional new construction pupil grants for the project which is estimated to garner approximately \$832,824 in additional grant funding. Based on this proposed strategy, approximately \$10.6 million is estimated to be garnered in State funding toward this project.

Over the next six months, construction activities will continue with the classroom, kindergarten, multipurpose and administration buildings expected to be substantially completed. Anticipated construction milestones during this period will include completion of the exterior envelope for the buildings, completion of the interior finishes and installation of the audio-visual components of the classrooms. Site hardscape, including the school parking lot, and landscape will be complete. In addition, CFW and the District will institute a transition plan for the move into the new school. This plan will cover staff training on technology and building systems, and a detailed timeline of steps required to complete the moving of staff and students in an as orderly and efficient manner as possible.

#### **4.1.3 MARSHALL NEW CLASSROOM BUILDING**

A new two-story classroom building is currently under construction at Marshall Elementary School. The project includes the construction of a new two-story classroom building designed to meet interim 6-8 grade level capacity needs until a new middle school is constructed and to provide Marshall with

additional classrooms and a long-term K-8 educational program option. Upon completion, the added building will provide 12 additional permanent classrooms. This building has been carefully designed to match the existing campus on the outside while providing modern, flexible and agile learning environments on the inside.

Construction commenced in September 2017 with an estimated 30 percent of the scope of work completed to date. Structural steel framing for the new classroom building has been set in place. Wood framing for the ground level is also complete and the second level framing is underway. The elevator pit has been poured and structural steel for the elevator has also been erected. A new playground was included in this project and was completed and turned over to the school in May 2018. Construction is scheduled to be completed by October 2018.



**Marshall New Classroom Building Construction Progress – May 2018**

The Marshall New Classroom Building project is proceeding under a Lease Lease-Back agreement with a Guaranteed Maximum Price (GMP) construction contract and approved change orders totaling approximately \$9.1 million to date. There are no proposed amendments to the Master Budget at this time.

In November 2017, a reimbursement funding application was filed with the OPSC utilizing a total of 316 new construction pupil grants, estimated to garner approximately \$4.2 million in estimated State aid pupil grant amounts and estimated site development costs. An additional use of grants application utilizing 80 additional new construction pupil grants is anticipated to be filed over the next six-month period to garner an estimated \$957,376 in additional grant funding. In total, approximately \$5.2 million is estimated to be garnered in State funding for the project based on the above approach.

In addition to the ongoing construction activities, CFW has worked with the District to develop a transition plan for moving into the new building. The intent of the plan is to fully utilize the new facility as designed and approved by the Board into a fully integrated component of the existing facilities, in support of the education strand of Visual and Performing Arts that has been established at the school site and approved by the Board. Over the next six months, CFW and the District will continue to develop and implement the plan with staff, teachers and team members that transitions the opening and operation of the District's latest K-8 school. In addition, construction will continue to be monitored and coordinated. Anticipated construction milestones during this period will include framing of the second floor of the building, roofing, completion of the exterior envelope including windows / doors and exterior finishes and installation of



interior finishes along with electrical, mechanical, audio visual and plumbing systems for the classrooms and building.

#### 4.1.4 HARRINGTON EARLY CHILDHOOD DEVELOPMENT CENTER

The Harrington Early Child Development Center/Kindergarten Annex project includes the renovation of three buildings of the original Harrington school to provide flexible classroom facilities to serve preschool or kindergarten/transitional kindergarten programs. Four classrooms that meet preschool and kindergarten requirements are planned, as well as improved playground areas. Construction commenced in September 2017 and is scheduled to be completed in August 2018.

Renovation of the exterior envelope of the three buildings to be renovated is complete, including framing work, window replacement and roof and cement plaster patching. Rough-in of plumbing, electrical and HVAC systems to the new structures is also substantially complete. Interior finish work and finish electrical work for the audio-visual systems is underway. The new playground included in the project scope is complete. The overall completion status of the project is at 50 percent.



**Harrington Child Development Center/Kindergarten Annex Construction Progress – May 2018**

The project is proceeding per the Board approved budget of approximately \$2.5 million. A recommended budget adjustment of approximately \$74,000 is proposed to accommodate additional professional services, primarily associated with additional design services to renovate two existing portable buildings on the site for incorporation into the program. In May 2018, an application for reimbursement funding was filed with the OPSC totaling approximately \$596,040 in estimated State aid modernization grants and estimated site development costs. Over the upcoming months, construction will continue to be monitored towards completion and occupancy including coordination efforts related to the installation of District provided AV components and furniture.

#### 4.2 MEASURE “D” PROGRAM

Measure “D” was approved by voters on November 8, 2016, and authorized \$142 million in bonds to fund additional school improvements to be integrated with the ongoing Measure “R” Program. Measure “D” projects are well underway including DSA approval of the reconstructed McKinna K-5 elementary school project anticipated to commence construction in summer 2018, submittal to DSA for the new Seabridge K-5 school, and DSA submittal for the reconstruction of Rose Avenue K-5 school. The new elementary and middle school site at Doris Avenue and Patterson Road has been purchased, the Final Environmental

Impact Report completed and approved, and the LAFCo annexation process initiated. Construction has commenced for the kindergarten/flex classroom projects planned at McAuliffe, Ritchen, Brekke elementary schools, with Ramona to follow.

The following sections provide further detail on the status of Measure “D” projects and expected outcomes over the next six months.

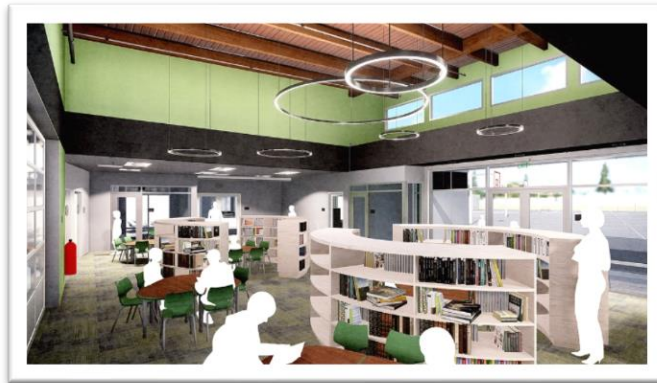
#### 4.2.1 MCKINNA ELEMENTARY RECONSTRUCTION

The McKinna Elementary School Reconstruction project includes new two-story classroom building, library, administration space, multipurpose room, playfields, hard courts, and support spaces. The new school is to be constructed in the current play field areas allowing for instruction to continue at the older facility until completion of the replacement school construction. The new facility will be accessed from a new parking and drop-off provided at “N” Street. Once completed, the older structures would be demolished and new play fields and remaining support facilities would be constructed in their place.

The project received DSA approval in March 2018. An application for final California Department of Education (CDE) approval was filed and is currently pending CDE approval. Upon receipt of CDE approval, an initial funding application will be submitted to the OPSC utilizing a total of 710 new construction pupil grants and is estimated to garner approximately \$9.9 million in estimated State pupil grants and site development costs. An additional funding application of approximately \$1.1 million is proposed to be filed with the OPSC utilizing available modernization portable classroom eligibility for the project. A use of grants application utilizing 50 additional new construction pupil grants is anticipated to be filed thereafter to garner approximately \$578,350 in additional grant funding. In total, approximately \$11.6 million is estimated to be garnered in State funding for the project.

Activities associated with the development of the Guaranteed Maximum Price (GMP) are underway with a proposed GMP contract anticipated to be presented to the Board in June 2018. At this time, no adjustments to the Master Budget are recommended for this project until a GMP is finalized and approved. Over the next six months, construction activities are anticipated to be launched.





**Reconstruction of McKinna School – Design Renderings by Dougherty**

#### 4.2.2 SEABRIDGE NEW CONSTRUCTION

The New Seabridge K-5 School consists of a new 630 student elementary school north of Oxnard’s Seabridge neighborhood along Wooley Road. The site was purchased in 2013. New facilities include a two-story classroom building, library, administration space, multipurpose room, playfields, hard courts, and support spaces.

Over the last six months, design efforts were completed with plans submitted to DSA in February 2018. The project is currently under review by DSA and pending approval. A land acquisition reimbursement application was filed with OPSC for \$3.9 million, equal to 50 percent of the acquisition cost in June 2013. An application for final California Department of Education (CDE) approval was filed and is currently pending CDE approval. Upon receipt of CDE approval, a funding application will be submitted to the OPSC utilizing a total of 588 new construction pupil grants and is estimated to garner approximately \$7.9 million in estimated State funds. A use of grants application utilizing 64 additional new construction pupil grants would be filed thereafter estimated to garner approximately \$740,288 in additional grant funding. In total, approximately \$8.7 million is estimated to be garnered in State funding for the project.

Over the next six months, the team will continue to monitor DSA and CDE review and approval. No budget adjustments are proposed at this time, although costs are expected to increase once final DSA approval is received.



**New Seabridge K-5 School – Design Renderings by Flewelling and Moody**



#### 4.2.3 ROSE AVENUE ELEMENTARY RECONSTRUCTION

The Rose Avenue project consists of a complete reconstruction of the existing 50+ year old campus with entirely new K-5 facilities. The project locates all new facilities in the south half of the site along La Puerta Avenue, where playfields currently exist, enabling the existing Rose Avenue Elementary to continue in operation until construction is complete. Upon completion, the north half of the site is to be demolished and replaced with new playgrounds, hard courts, and play fields. New facilities include a two-story classroom building, library, administration space, multipurpose room, playfields, hard courts, and support spaces.

Over the last six months, design efforts have been underway towards the submittal of the design plans to DSA. DSA submittal is anticipated for June 2018. An application for preliminary approval was submitted to CDE and is currently under review. Efforts to complete the California Environmental Quality Act (CEQA) have continued with findings anticipated to be presented to the Board in June 2018. Upon completion of final CEQA efforts and the DSA submittal package, an application for final approval will be submitted to CDE.

Rose Avenue is proposed to be submitted as a financial hardship funding application to the OPSC. Upon receipt of CDE approval, a funding application will be submitted to the OPSC utilizing a total of 710 new construction pupil grants and is estimated to garner approximately \$19.9 million in estimated State pupil grants and site development costs based on financial hardship. Under this program, the State would fund its grant portion, plus the required local match by the District. An additional financial hardship funding application of approximately \$660,600 is proposed to be filed with the OPSC utilizing available modernization portable classroom eligibility for the project under the “Like for Like” program component. A use of grants application utilizing 66 additional new construction pupil grants is proposed to be filed thereafter to garner approximately \$1.5 million in additional grant funding, also assuming financial hardship. In total, approximately \$22.1 million is estimated to be garnered in State funding for the project utilizing financial hardship.

Over the next six months, CFW will continue to manage the design of the Rose Avenue project, continue to monitor DSA and CDE submittal and review. No budget adjustments are proposed at this time, although costs are expected to increase once final DSA approval is received.

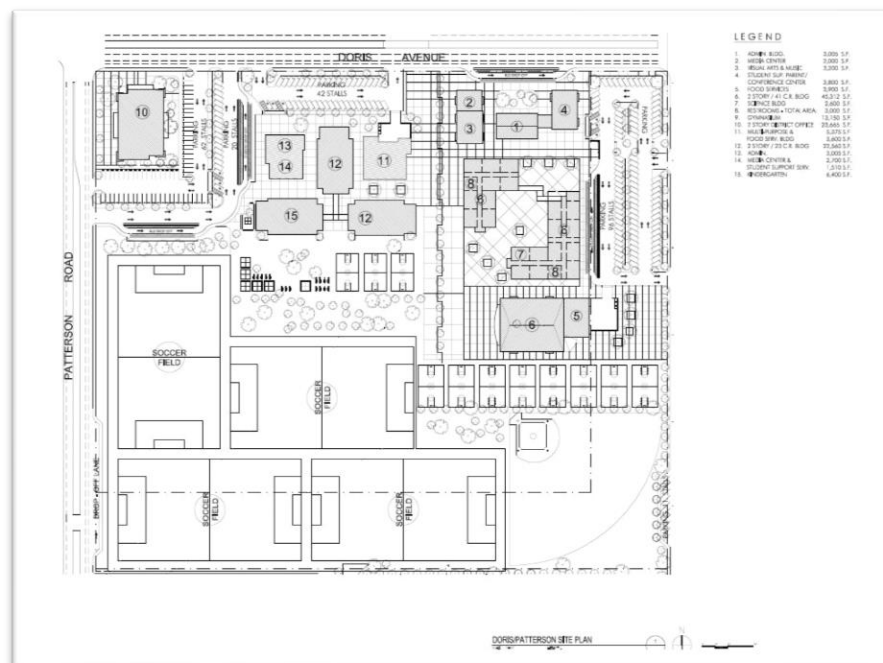


Reconstruction of Rose Avenue School – Design Renderings by IBI Group

#### 4.2.4 DORIS/PATTERSON NEW CONSTRUCTION

The District has elected to proceed with the acquisition of a 25-acre parcel at the corner of Doris Avenue and Patterson Road for the construction of a new K-5 and 6-8 middle school facility, plus the ability to accommodate a District administrative center. Land acquisition efforts were completed in April 2018. In March 2018, the District completed the final Environmental Impact Report (EIR) for the project and filed the required notices of completion for the Final EIR, pursuant to the California Environmental Quality Act. The proposed site has been planned to accommodate construction of a new grade 6-8 middle school for 1200 students pursuant to state guidelines with 48 planned teaching stations and requisite support facilities and a grade K-5 elementary school for 700 students with 28 planned teaching stations and requisite support facilities, both per State standards.

A final application to the CDE will be filed for the land acquisition component of the project within the next six-month period. Following the completion of design of the new school facilities, a separate application will be filed with CDE for the proposed improvements. After receiving the required approval from CDE and DSA, funding applications will be filed with the OPSC for State aid new construction facility funding.



Preliminary Doris/Patterson Conceptual Site Plan

The project requires annexation into the City of Oxnard, pursuant to Ventura Local Agency Formation Commission (LAFCo) approval of several changes of organization, collectively called reorganization. The LAFCo application process has been initiated in cooperation with the District's consultants and is anticipated to be completed by March 2019. At this time, a proposed master budget adjustment of approximately \$40,000 is recommended to accommodate anticipated remaining professional services and agency fees associated with the completion of the planning and LAFCo process.

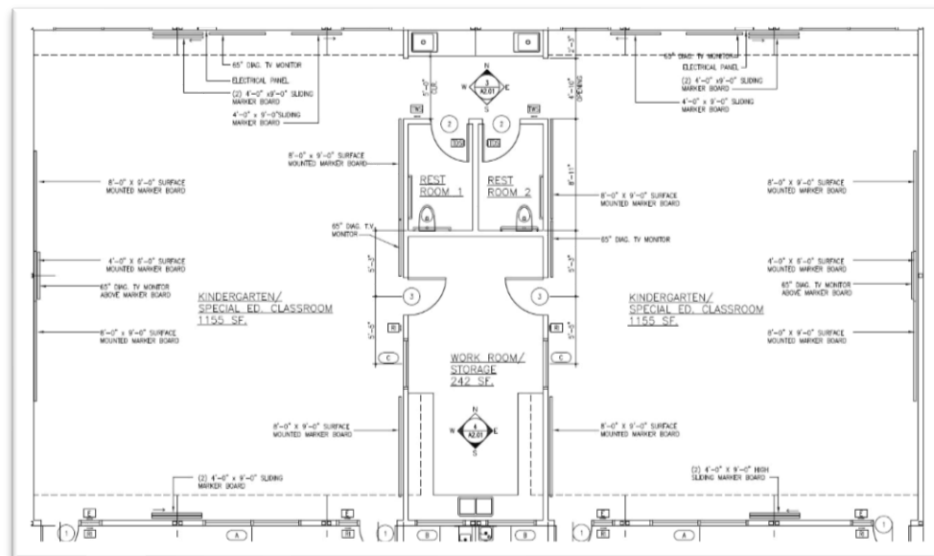
#### 4.2.5 NEW KINDERGARTEN/FLEX CLASSROOM FACILITIES

New classroom facilities are planned to support the District's transitional kindergarten (TK), kindergarten, and Special Education programs. To accommodate this need, four new modular kindergarten/flex classroom projects are underway at McAuliffe, Ritchen, Brekke, and Ramona Elementary Schools.

Each project includes the construction of two 1,120 square foot modular Kindergarten/Flex classrooms along with support spaces to meet a required minimum program square footage specification of 2,670, estimated within a 12' x 72' building footprint. These rooms may support TK/Kindergarten needs as well as potential Special Education program uses.

Since December 2017, the projects have been approved for construction by DSA, with the exception of Ramona. At Ramona, DSA found unresolved permitting issues with former projects on the site. CFW and the District have moved forward with clearing these prior close-out issues from prior State approved projects on the site. Due to this delay, construction at Ramona is anticipated now to be completed by November 2018.

Brekke, Ritchen and McAuliffe are currently under construction. Earthwork, including compaction and grading, has been accomplished and concrete foundations will be poured in the month of June. These three projects are planned to be completed in time for occupancy for the 2018-19 school year.



**Sample Project Floor Plan – New Kindergarten/Flex Classroom Building**

The projects are proceeding per the Board approved budget of approximately \$1.5 million per site. Recommended budget adjustments to Brekke, Ritchen, and McAuliffe totaling approximately \$1.1 million across all three sites are proposed to accommodate additional construction and professional service costs which have been approved previously by the Board for each project. Budget adjustments to the Ramona project may be required at the time of approval of the construction contract, but are not included at this time. Applications for final California Department of Education (CDE) approval have been filed for all four

school sites. Upon receipt of CDE approval, funding applications will be filed with OPSC and are estimated to utilize a total of 72 SDC Severe new construction pupil grants totaling approximately \$2.6 million in estimated State pupil and site development grants.

### 4.3 PROPOSED PROJECTS

As previously proposed in the State and Local Considerations section of this report, the following projects are proposed for consideration by the Board for implementation at this time. Marina West is the next school to be considered for replacement under the Master Construct Program and would be rebuilt via a “re-use of plans” approach based on the new design of the Rose school facility. Likewise, a multipurpose room/gym option is presented for consideration for the Drifill k-8 school site. Various options have been previously considered and CFW is now recommending a “re-use of plan” approach based on the facility at Lemonwood. Again, the proposed projects below are being proposed to capture as much remaining eligibility and Prop. 51 funding should the need to accelerate eligible projects be required.

#### 4.3.1 MARINA WEST ELEMENTARY

Marina West School is located at 2501 Carob Street and was built in 1964. The school currently contains 20 permanent and 17 portable classrooms. The District’s FMP recommended an \$18.7 million construction and modernization program to build a new kindergarten building and media center; modernize classrooms and the MPR/food service building; upgrade electrical, and other utilities; improve parking, playfields, vehicular areas, lunch shelters, and play equipment; and relocate portables. Upon review, the Board elected to proceed with the reconstruction of Marina West as the anticipated costs or modernization was greater than 50 percent of the cost of new construction.

Replacing the existing school with new K-5 facilities pursuant to the Boards adopted specifications is currently estimated at approximately \$32.2 million. This would include a 28-classroom campus with library, administration space, multipurpose room, playfields, hard courts, and support spaces capable of supporting a student population of 700. In total, Marina West is anticipated to receive 741 new construction pupil grants to assist in the funding of this project.

The current campus is primarily aligned at the corner of Carob Street and McLoughlin Avenue. Conceptually, if the new campus were realigned facing McLoughlin and parallel to the adjacent city park, the new campus could best be constructed while the older campus remained in operation with lessened costs for interim facilities. Upon completion of construction, the older facilities would be demolished and replaced with play fields and required support facilities. The initial phase of work would comprise construction of the new campus facilities, followed by a demolition phase to remove original structures, and concluding with a final phase to complete parking and playfields. This project has been approved as part of the Master Construct Program and more specifically as an approved project under Measure “D”. Like its counterpart at Rose, funds would be advanced to design the facility for approval by CDE, DSA, OPSC and the SAB as a “financial Hardship” project. Subsequent construction would be dependent on the receipt of State aid funding.

#### 4.3.2 DRIFFILL MULTIPURPOSE ROOM REPLACEMENT PROJECT

Driffill Elementary, located at 910 S. E Street, was originally constructed in 1946, modernized in 2004, and reconfigured in 2014 with the construction of a P2P classroom facility that contains classrooms, a library, and the school's administration office. Several original classrooms were demolished at the time of the P2P construction, with two original classroom buildings and the original multipurpose building remaining in use. The Measure "R" Implementation Program evaluated the cost and scope of this renovation, finding the modernization unlikely to address capacity concerns given its lack of any proposed expansion, and instead recommended the construction of a new multipurpose room and food service facility. In December 2015, the Board-adopted Semi-Annual Measure "R" Program update suggested an alternative proposal based on a "reuse of plans" approach.

An alternative scenario is now proposed for funding based on the reuse of plans for the Lemonwood multipurpose room/gymnasium building. The facility would include approximately 10,683 square feet including assembly/gymnasium and presentation areas, service and kitchen areas, storage, restrooms, and grade 6-8 student locker rooms. Based on a recent GMP cost associated with the multipurpose/gymnasium building designed for the Lemonwood reconstruction project, the estimated development cost of the facility is estimated at approximately \$7.0 million. The proposed Driffill multipurpose/gymnasium building is anticipated to receive 299 pupil grants based on the scope of this project, totaling approximately \$1.7 million in funding.

#### 4.4 RECOMMENDATIONS

Over the next six-month period, the work program proposes continued Board review and consideration of projects, as presented through an ongoing series of workshops or Board action items. As part of this report, it is recommended that the Board accept recommendations within this section to add proposed projects, adjust budgets, schedules and timelines as indicated and to proceed with the filing of required State aid applications as presented, based on Board approval as needed.

# PROGRAM FUNDING & EXPENDITURES

This section reviews existing and anticipated sources of funds for implementing the proposed facilities for the Master Construct and Implementation Program. Major funding sources include Measure “R” and Measure “D” bond proceeds, developer fees, Mello Roos funds, prior State aid reimbursements, and capital program balances. The program also seeks to maximize remaining State aid grants for modernization and new construction of school facilities as State funds become available under the State School Facilities Program (SFP).

An integrated strategy is utilized to leverage State aid new construction and modernization grants. The Basic Strategy includes the use of 100% local funds on projects that are eligible for State aid reimbursement. The Extended Strategy uses reimbursed State grant monies to extend construction beyond local funding for remaining State aid eligible/non-eligible projects. An Enhanced Strategy utilizes a Financial Hardship status once all local funding and State aid reimbursements are encumbered. To date, approximately \$43.9 million in State aid new construction and modernization applications have been submitted to OPSC. As of this date, an additional \$77.1 million in future applications are anticipated for active projects, which includes a proposed Financial Hardship strategy for the reconstruction of Rose Avenue and Marina West.

To date, all Mello Roos and Measure “R” bond proceeds have been received, and available capital program balances have been applied towards Phase 1 improvements. Local developer fees continue to flow into the program as additional residential construction is approved within the boundaries of the District. Approved by District voters in November 2016, Measure “D” provides \$142.5 million in general obligation bond authorization to fund identified facilities improvements. Approximately \$95 million in Measure “D” bonds have been issued for identified projects, leaving approximately \$47.5 million in remaining Measure “D” authorization.

The following sections update the prior December 2017 funding and expenditures report to the Board. The report provides a comprehensive funding program, including a review of State aid grants, projected local developer fees, and local general obligation bonds, all which may assist in the implementation of the remaining Master Construct Program. The report recommends adjustments to the Master Budget and Schedule that are required in accordance with financial or policy decisions undertaken by the District and the State from the prior periods and proposed activities over the next six month period.

## 5.1 STATE MATCHING GRANTS

Through the Office of Public School Construction (OPSC), the State of California provides funding assistance to eligible public school districts through the School Facilities Program (SFP). OPSC operates various programs pursuant to State Law and provides projects to be considered by the State Allocation Board (SAB) for specific funding. Funding is provided to school districts in the form of per pupil grants, with supplemental grants for site development, site acquisition, and other project specific costs. Pupil grant amounts are periodically reviewed for increase by the SAB.

The program provides new construction and modernization grants to construct new school facilities or modernize existing schools. To receive State grants, a district is required to match the grant portion of the cost of an eligible project from available district funds. This may include proceeds from local general obligation bonds, developer fees, and a district's general fund.

Historically, project funding by the State has been supported through the periodic approval of State bonds for school improvements by California voters. In November 2016, California voters approved Proposition 51 authorizing \$7 billion for K-12 facilities. To date, the State has proceeded with the sale of \$600 million in bonds and the SAB has allocated a like amount in apportionments. The current list of OPSC grant requests pending SAB approval is approximately \$3.0 billion. The District's projects are spread throughout this list. The District has \$34.1 million in projects to be funded in the next \$900 million to be apportioned by the SAB. There is approximately \$3.7 billion left to absorb of project applications – new construction and modernization at this time. There is a need to move the District's projects forward as expeditiously as possible. OPSC staff continues to be impacted by reduced personnel and changes in guidelines and leadership and the Governor has continued to influence a protracted pace of implementation.

Since 2013, the Oxnard School District has been very successful with the Master Construct and Implementation Program. In total, 15 existing schools have received improvements, 2 more are in design or DSA, and 5 remain to be improved.

**Table 2: Status of Master Construct and Implementation Program Projects**

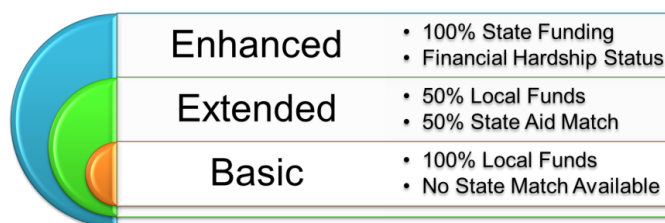
Completed/Under Construction	In Design/DSA	Pending
Harrington Elementary	Seabridge Elementary	Marina West Elementary
Lemonwood Elementary	Rose Avenue Elementary	Doris Patterson K-5/6-8
Marshall 12 Classroom Building	Kindergarten/Flex Classrooms (1)	Fremont Gym
Elm Elementary		Haydock Gym
Harrington ECDC		K-5 MPRs & Support Space (4)
Project 1 Science Labs/Kinders (9)		K-8 MPRs (4)
Kindergarten/Flex Classrooms (3)		
Lemonwood ECDC		
McKinna Elementary*		

\*Subject to Board Approval of GMP



The Master Construct Program utilizes an integrated strategy to leverage State aid new construction and modernization grants. The Basic Strategy is to fund the upfront design and construction of projects with 100 percent local funds that are eligible for State aid reimbursement. Upon DSA approval, an application is submitted to reimburse the District a portion of its local funding with 50 or 60 percent State matching grants. The Extended Strategy uses reimbursed State grant monies to extend construction beyond local funding of remaining State aid eligible/non-eligible projects. Once all local funding and State aid reimbursements are encumbered, the District may qualify for Financial Hardship Status and receive 100% State funding for eligible projects, the Enhanced Strategy. Currently, the Basic and Extended Strategy is in use and the Enhanced (Hardship) Strategy is proposed to fund Rose and Marina West.

**Figure 4: State Aid Strategy**



The strategic blending of these programs is required to support the balance of local investment that may be required to fully implement the program. These programs are summarized below as well as the District's current and projected eligibility for program funding. Applications that have been approved by the District and submitted to OPSC are catalogued as well and projected applications for potential funding of additional projects are also presented.

#### 5.1.1 STATE AID MODERNIZATION

The State's Modernization Program provides state funds on a 60-40 state and local sharing basis for improvements that educationally enhance existing school facilities. Eligible projects include modifications such as air conditioning, plumbing, lighting, and electrical systems. Applications are submitted to the OPSC in two stages:

1. **Eligibility:** Modernization eligibility is established separately for each school site and requires that permanent facilities be at least 25 years old and portable facilities be at least 20 years old. Students must be enrolled in those facilities based on State classroom loading standards of 25 per classroom for grades K-6 and 27 per classroom for grades 7-8. Once established, site eligibility is not subject to annual review.
2. **Funding:** A district with modernization eligibility may request funding on a 60-40 State grant/local match basis. The 2018 pupil grant is currently \$4,404 for grades K-6 and \$4,658 for grades 7-8. Eligible costs include design, construction, educational technology, testing, inspection, furniture and equipment. Limited supplemental funding is available for excessive cost such as fire safety and accessibility improvements. Grant levels are periodically reviewed by the State. Program funding is subject to project performance and certification at the completion of construction.

**Table 3: Estimated Remaining Modernization Eligibility from Permanent Classrooms- 60-40 Program**

School Site	CRMs	Phase I (FY 2013-17)		Phase II (FY 2018-20)		Phase III (FY 2021-25)		Phase IV (FY 2026-29)		Total Amount
		CRMs	Amount	CRMs	Amount	CRMs	Amount	CRMs	Amount	
Brekke	27	0		0		27	\$2,972,700	0		\$2,972,700
Chavez	29	0		0		0		29	\$3,192,900	\$3,192,900
Curren	0	0		0		0		0		\$0
Driffill	0	0		0		0		0		\$0
Elm	0	0		0		0		0		\$0
Frank	45	0		45	\$5,659,470	0		0		\$5,659,470
Fremont	34	0		0		0		34	\$4,276,044	\$4,276,044
Harrington	0	0		0		0		0		\$0
Haydock	32	32	\$4,024,512	0		0		0		\$4,024,512
Kamala	0	0		0		0		0		\$0
Lemonwood	0	0		0		0		0		\$0
Marina West	20	0		0		20	\$2,202,000	0		\$2,202,000
Marshall	28	0		0		0		28	\$3,082,800	\$3,082,800
McAuliffe	28	28	\$3,082,800	0		0		0		\$3,082,800
McKinna	0	0		0		0		0		\$0
Ramona	26	0		0		26	\$2,862,600	0		\$2,862,600
Ritchen	28	28	\$3,082,800	0		0		0		\$3,082,800
Rose Avenue	0	0		0		0		0		\$0
Sierra Linda	21	0		0		0		21	\$2,312,100	\$2,312,100
Soria	0	0		0		0		0		\$0
<b>Total</b>	<b>318</b>	<b>88</b>	<b>\$10,190,112</b>	<b>45</b>	<b>\$5,659,470</b>	<b>73</b>	<b>\$8,037,300</b>	<b>112</b>	<b>\$12,863,844</b>	<b>\$36,750,726</b>

\*Current dollars

**Table 4: Estimated Remaining Modernization Eligibility from Portable Classrooms- 60-40 Program**

School Site	CRMs	Phase I (FY 2013-17)		Phase II (FY 2018-20)		Phase III (FY 2021-25)		Phase IV (FY 2026-29)		Total Amount
		CRMs	Amount	CRMs	Amount	CRMs	Amount	CRMs	Amount	
Brekke	2	0		0		2	\$220,200	0		\$220,200
Chavez	0	0		0		0		0		\$0
Curren	2	0		0		2	\$220,200	0		\$220,200
Driffill	0	0		0		0		0		\$0
Elm	15	0		15	\$1,651,500	0		0		\$1,651,500
Frank	7	0		0	\$0	5	\$628,830	2	\$251,532	\$880,362
Fremont	10	8	\$1,006,128	2	\$251,532	0		0		\$1,257,660
Harrington	5	3	\$330,300	2	\$220,200	0		0		\$550,500
Haydock	5	0		0		5	\$628,830	0		\$628,830
Kamala	6	0		5	\$550,500	1	\$110,100	0		\$660,600
Lemonwood	7	6	\$660,600	1	\$110,100	0		0		\$770,700
Marina West	9	0		6	\$660,600	0		3	\$330,300	\$990,900
Marshall	0	0		0		0		0		\$0
McAuliffe	11	3	\$330,300	6	\$660,600	2	\$220,200	0		\$1,211,100
McKinna	13	7	\$770,700	6	\$660,600	0		0		\$1,431,300
Ramona	2	0		0		0		2	\$220,200	\$220,200
Ritchen	4	0		4	\$440,400	0		0		\$440,400
Rose Avenue	3	0		3	\$330,300	0		0		\$330,300
Sierra Linda	10	0		6	\$660,600	0		4	\$440,400	\$1,101,000
Soria	0	0		0		0		0		\$0
<b>Total</b>	<b>111</b>	<b>27</b>	<b>\$3,098,028</b>	<b>56</b>	<b>\$6,196,932</b>	<b>17</b>	<b>\$2,028,360</b>	<b>11</b>	<b>\$1,242,432</b>	<b>\$12,565,752</b>
<b>Submitted Applications</b>										
Project 1 - Fremont		8	\$1,006,128							
Project 1 - McAuliffe		1	\$110,100							
Harrington ECDC				5	\$550,500					
Lemonwood K-8 Portables		6	\$660,600	1	\$110,100					
<b>Total</b>		<b>15</b>	<b>\$1,776,828</b>	<b>6</b>	<b>\$660,600</b>	<b>0</b>		<b>0</b>		
<b>Remaining Eligibility</b>		<b>12</b>	<b>\$1,321,200</b>	<b>50</b>	<b>\$5,536,332</b>	<b>17</b>	<b>\$2,028,360</b>	<b>11</b>	<b>\$1,242,432</b>	<b>\$10,128,324</b>

\*Current dollars

Under SB 50, the State provides the option of a “like for like” approach towards utilizing available modernization eligibility towards new construction. The “like for like” approach allows school districts to utilize modernization funding for new construction projects, if the new construction is replacing a facility with a similar facility that requires modernization. These funds do not affect a district’s new construction pupil grant eligibility and are in addition to any available new construction funding. Funds allocated under “like for like” would be based on the modernization grant eligibility on a site by site basis. The District continues to utilize this approach, where applicable, to augment the amount of funding available to construct replacement school facilities.

Tables 3 and 4 summarize the District’s remaining eligibility for State modernization grants for permanent and portable facilities that were last modernized or placed in service at least 25 or 20 years ago, respectively. The estimated grants amounts have been updated to reflect the 2018 per pupil grant amounts established by the State. As shown in Table 3, the District may be ultimately eligible for approximately \$36.8 million in matching modernization grants, however, the majority of eligible funding does not become available until after 2021, once some of the facilities that were last modernized in the late 1990’s and early 2000’s become due again. Table 4 illustrates approximately \$12.6 million in modernization eligibility for portable classrooms that exceed their 20 year life. Unlike the eligibility of permanent facilities, the majority of eligibility for portable facilities is anticipated prior to 2021. The ability to use all of these grants, however, is contingent on the priority of projects to be funded by the Board and the corresponding timeline and schedule adopted as part of the Master Construct Program.

Overall, approximately \$2.4 million in modernization applications have been submitted to the OPSC. Individual modernization applications to be filed for Master Construct projects under management have been detailed in the prior facilities section of this report. All modernization applications require a local match to be provided by the District, unless Financial Hardship is utilized as explained later in this section. Collectively, these amounts are used as inputs and integrated where possible in the facilities Master Budget and Schedule to implement proposed Master Construct projects.

#### 5.1.2 STATE AID NEW CONSTRUCTION

The State’s New Construction Program provides State funds on a 50/50 State and local sharing basis for eligible projects that add permanent classroom capacity to a school district. The goal is to add capacity to school districts to house students, including the construction of a new school or the addition of classrooms to an existing school. Applications are submitted to the OPSC in two stages:

1. **Eligibility:** Eligibility for new construction funding is not site specific and is determined by the gap between a district’s projected enrollment and its existing permanent classroom capacity. Classroom capacity is based on State loading standards of 25 students per classroom for grades K-6 and 27 students per classroom for grades 7-8. Historical and projected student enrollment, plus approved, but not yet built residential units, are utilized to estimate the gap between the amount of future students and the current ability to house students in permanent facilities. Portable classrooms are not counted by the State as being permanently

available to house pupils. Until approved for construction, eligibility is subject to annual review.

2. **Funding:** Once eligibility is approved, a district may apply for funding on a 50/50 State grant/local match basis. The 2018 pupil grant is currently \$11,567 for grades K-6 and \$12,234 for grades 7-8, and is counted based on each student found to exceed a district's permanent capacity to house students. Eligible costs include design, construction, testing, inspection, furniture and equipment, and other costs closely related to the actual construction of school buildings. Supplemental grants are available for site acquisition, utilities, on/off-site and general site development, and other excessive costs. Grant levels are periodically reviewed by the State.

Table 5 summarizes the District's estimated new construction eligibility based on estimated eligible pupil grants and 2018 adjustment to the per pupil grant amounts by the State. The District is estimated to be eligible for approximately \$77.2 million in new construction pupil grants, including \$65.8 million for grades K-6 and \$11.4 million for grade levels 7-8. These amounts continue to be subject to a local match requirement by the District equal to the amount of the total State grant. If enrollment continues to grow, the amount of State eligibility for new construction is expected to increase. Likewise, if enrollment declines, a comparable decrease in future State aid will result. The estimated eligibility is available for use district wide, but subject to the availability of funding from the SFP which is currently funded from proceeds of the recent voter approved Prop. 51.

**Table 5: New Construction Eligibility (50/50)**

Grade Level	Eligible Pupils	Grant Value (2018)	*Est. Grant Amount (50%)	Est. Local Match (50%)
K-6	5,691	\$11,567	\$65,827,797	\$65,827,797
7-8	932	\$12,234	\$11,402,088	\$11,402,088
<b>Total</b>	<b>6,623</b>		<b>\$77,229,885</b>	<b>\$77,229,885</b>

*\* Does not include State reimbursements for land acquisition.*

### 5.1.3 FINANCIAL HARDSHIP FUNDING

The State also provides a Financial Hardship Program to assist districts that cannot provide all or part of their local match for an approved modernization or new construction SFP project. At this time, it appears that the District may be eligible for financial hardship. In Financial Hardship, the State funds its normal grant amount, and if a district is found to be eligible, provides an additional grant amount equal to the portion of the match that would have been required to be funded by a district. This in effect increases the amount of grant funding a district would otherwise receive. To qualify, a district must be charging the maximum developer fee and meet one of the following criteria:

- Bonded indebtedness of 60 percent or greater
- Successful passage of a Proposition 39 Bond
- District total bonding capacity of less than \$5 million

In addition, it must meet at least two of the following criteria:

- District has placed on the ballot within the last four years a local general obligation bond
- Bond received at least 50 percent yes votes
- Debt has been issued for capital outlay obligations at a level of at least 30 percent of the district's total bonding capacity
- At least 20 percent of the district's teaching stations are relocatable classrooms

Under the current Financial Hardship Program, a district must have exhausted all unencumbered capital fund balances available for modernization or new construction at the time of application. In addition, any funds that become available during the time the District is in the Hardship period will reduce the amount of the State's grant in lieu of the District's match, proportionally. Audits of available capital facilities funding (e.g., Funds 21, 25, 35) are required throughout the project period that a district is in Hardship funding and at "close out", or completion of the project. Until approved for construction, eligibility is subject to review every 6 months. A district can apply for planning funds for site acquisition, DSA submittals and construction.

The Oxnard District has exceeded its net bonding capacity and meets more than two of the subsequent criteria, including the 30 percent capital outlay obligations and the teaching station requirement. Except for land acquisition and some site service costs, 100 percent hardship grant funding does not typically equate to 100 percent of the total development costs associated with the design and construction of an eligible project. Often projects must be phased, alternate methods of construction (e.g. modular) must be employed to achieve the desired space requirement for housing students or additional bond funding must be provided thereafter to complete a hardship project.

Financial hardship funding is proposed to be used strategically, with careful consideration to minimize the impact on the use of other sources of funding as identified above. Careful sequencing of all remaining projects and projected reimbursements is required, so all remaining projects are designed and funds encumbered before entering the Hardship period. This may require the advanced funding of design components for remaining projects from local sources in advance of securing Hardship funding. The District will need to prioritize remaining projects to be considered for this option. This includes remaining projects to be built, including remaining schools, MPRs, gyms, and other support facilities in the Master Construct Program. At this time, potential Hardship funding sites include Rose Avenue, Marina West, and Sierra Linda.

#### 5.1.4 JOINT USE FUNDING

The SFP also provides a Joint-Use Program that allows school districts to utilize a joint-use partner and State funding to build a joint-use project the District would not otherwise be able to build due to lack of financial resources or SFP eligibility. For school districts, prior projects that have been funded by the State have included multipurpose rooms, gymnasiums and sport facilities. The State and local contribution to a

joint-use project is 50/50. The State provides 50% of the project cost; with a maximum State contribution of \$1 million for an elementary school, \$1.5 million for a middle school and \$2 million for a high school. Participating districts must enter into a joint-use agreement with a joint use-partner. The program does not require the use of modernization or new construction pupil grants. However, any modernization or new construction grants previously utilized for a project would be deducted from the joint use grant, should a district wish to apply for joint use funds for the same facility.

The joint-use partner must match a minimum of 25% of the eligible project costs. If a district has passed a General Obligation (G.O.) bond which specifies that the monies are to be used specifically for the joint-use project, the district can opt to pay up to the full 50% local share of eligible costs. Anything beyond the eligible project costs is the responsibility of the joint use partner and/or the district.

As reported in December 2017, the State continues to not accept applications for joint-use due to lack of funding at this time. Recent communication with OPSC staff has indicated no decision to replenish the program at this time. In the past, however, projects to be considered must have already received DSA and CDE approval and must demonstrate the ability to be constructed immediately. CFW will continue to monitor the status of the program.

To the extent funds become available in the future, the District could submit for funding for eligible joint use projects. Any additional funds received through the joint use program may serve to augment revenues to the program and reallocate pupil grants elsewhere, where applicable.

#### 5.1.5 REMAINING AND PROPOSED USE OF NEW CONSTRUCTION APPLICATIONS

Table 6 presents the New Construction applications that have been filed with the OPSC, indicating approximately \$36.5 million in submitted applications. Over the last six months, efforts were completed to submit the final Elm OPSC application. Efforts were also made to prepare and submit CDE applications for McKinna, Rose, Seabridge, and the four kindergarten/flex classroom projects. Table 6 also reflects the 2018 per pupil grant amounts, but excludes any additional anticipated allowances for site development and SDC pupils, which may increase the potential overall grant amount upon apportionment.

Per the current regulations, the District has secured its place in line for these applications as part of the State's "Workload List" for compliance with new SAB regulations and subsequent approval for funding by SAB. Based on when applications were submitted to OPSC, all of the District's applications have been on the Acknowledged List and are being transitioned unto the Workload List for SAB funding based on the date they were submitted.

**Table 6: Submitted New Construction Applications**

	Pupil Grants			Est. Grant
	K-6	7-8	Total	Amount
<b>Current Eligibility</b>	<b>5,691</b>	<b>932</b>	<b>6,623</b>	<b>\$77,229,885</b>
Harrington School	807	0	807	\$9,334,569
Driffill	0	132	132	\$1,614,888
Lemonwood	575	351	926	\$10,945,159
Marshall	100	216	316	\$3,799,244
Elm	600	0	600	\$6,940,200
<b>Total</b>	<b>2,082</b>	<b>699</b>	<b>2,781</b>	<b>\$32,634,060</b>
Plus Seabridge Land Purchase <sup>1</sup>				\$3,878,426
<b>Total Applications</b>				<b>\$36,512,486</b>
<b>Current Eligibility</b>				<b>\$77,229,885</b>
<b>Less Pupil Grant Applications</b>				<b>(\$32,634,060)</b>
<b>Total grant amount remaining</b>	<b>3,609</b>	<b>233</b>	<b>3,842</b>	<b>\$44,595,825</b>

1. No pupil grants required

Taking into consideration the applications that have been filed, the District's total remaining pupil grants as of this date is estimated to be 3,842 pupils based on the State's 50/50 match program. Enrollment trends and new residential development may impact this number in the future. The State does not deduct pupil grants from the total eligibility for land acquisition, therefore pupil grants are not reported for the Seabridge land purchase and the grant amount is not deducted from the eligibility.

Table 7 provides a summary of proposed new construction applications to be submitted. It also includes allowances for estimated grants previously and to be filed for SDC classrooms. Approximately \$58.9 million is anticipated to be filed and includes an assumed hardship approach for Rose Avenue and Marina West. For the remaining non-hardship projects, a local match would be required to obtain State funding for these future projects, plus any additional amounts necessary to complete the total required school construction costs identified in this report. All pupil grants eligible to date are proposed to be utilized under this proposed approach.

**Table 7: Anticipated Remaining New Construction Applications**

	Remaining New Construction Grants			Grant Amount
	K-6	7-8	Total	
Remaining pupil eligibility	3,609	233	3,842	
Less SDC pupils used*	242	0	242	\$8,041,566
	3,367	233	3,600	
<i>Less grants for projects to be used at:</i>				
Lemonwood Use of Grants	64	78	142	\$1,694,540
Elm Use of Grants	72	0	72	\$832,824
Marshall Use of Grants	32	48	80	\$957,376
Reconstruction of McKinna	675	0	675	\$7,807,725
McKinna Use of Grants	50	0	50	\$578,350
New K-5 at Seabridge	575	0	575	\$6,651,025
Seabridge Use of Grants	64	0	64	\$740,288
Reconstruction of Rose Avenue*	675	0	675	\$15,615,450
Rose Avenue Use of Grants*	66	0	66	\$1,526,844
Reconstruction of Marina West*	675	0	675	\$15,615,450
Marina West Use of Grants*	66	0	66	\$1,526,844
Driffill MPR/Gymnasium	299	0	299	\$3,456,714
New 6-8 at Doris/Patterson	54	107	161	\$1,935,475
<b>Total grants used</b>	<b>3,367</b>	<b>233</b>	<b>3,600</b>	<b>\$58,938,905</b>
<b>Balance of Pupil Grants Remaining</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Estimated New Construction Grants</b>				<b>\$66,980,471</b>

\*Includes new construction applications for kinder/flex projects and SDC pupils at reconstructed and new schools

\*\*Assumes hardship funding

#### 5.1.6 SUBMITTED AND PENDING STATE AID APPLICATIONS

Table 8 presents State aid applications that have been filed with the OPSC, totaling approximately \$43.9 million. Table 8 reflects the 2018 per pupil grant amounts and estimated additional anticipated allowances for site development. Per the current regulations, the District has secured its place in line for these applications as part of the State's "Workload List" for compliance with new SAB regulations and subsequent approval for funding by SAB. Based on when applications were submitted to OPSC, all of the District's applications have been on the Acknowledged List and are being transitioned unto the Workload List for SAB funding based on the date they were submitted.



**Table 8: Submitted State Aid Applications**

Projects	Type	Est. Base Grant	Est. Sup. Grant	Total Est. Grant
McAuliffe Project 1	Mod.	\$110,100	\$3,106	<b>\$113,206</b>
Fremont Project 1	Mod.	\$1,006,128	\$28,393	<b>\$1,034,521</b>
Driffill Kinder	New Const.	\$1,614,888	\$113,994	<b>\$1,728,882</b>
Seabridge Land	New Const.	\$3,878,426	\$0	<b>\$3,878,426</b>
Harrington	New Const.	\$9,899,731	\$838,399	<b>\$10,738,130</b>
Lemonwood	New Const.	\$11,227,740	\$1,227,750	<b>\$12,455,490</b>
Marshall	New Const.	\$3,799,244	\$395,100	<b>\$4,194,344</b>
Elm	New Const.	\$7,222,781	\$1,242,354	<b>\$8,465,135</b>
Harrington ECDC	Mod.	\$550,500	\$45,540	<b>\$596,040</b>
Lemonwood Portables	Mod.	\$770,700	\$0	<b>\$770,700</b>
<b>Total</b>		<b>\$40,080,238</b>	<b>\$3,894,636</b>	<b>\$43,974,873</b>

As shown in Table 9, approximately \$18.5 million in project applications are pending OPSC submittal. These projects have been approved by DSA and CDE and are in the process having applications completed for submitted to OPSC for processing. At that time, they will be placed in line awaiting the sale of future State bonds for funding.

**Table 9: Pending State Aid Applications**

Projects	Type	Est. Base Grant	Est. Sup. Grant	Total Est. Grant
McKinna	New Const.	\$8,665,414	\$1,299,812	<b>\$9,965,226</b>
McKinna Portables	Mod.	\$1,101,000	\$0	<b>\$1,101,000</b>
Brekke Kinder Flex CRMs	New Const.	\$585,054	\$87,758	<b>\$672,812</b>
Ritchen Kinder Flex CRMs	New Const.	\$585,054	\$87,758	<b>\$672,812</b>
McAuliffe Kinder Flex CRMs	New Const.	\$585,054	\$87,758	<b>\$672,812</b>
Lemonwood Use of Grants	New Const.	\$1,694,540	\$0	<b>\$1,694,540</b>
Marshall Use of Grants	New Const.	\$957,376	\$0	<b>\$957,376</b>
Elm Use of Grants	New Const.	\$832,824	\$0	<b>\$832,824</b>
Elm Portables (2018)	Mod.	\$330,300	\$0	<b>\$330,300</b>
Elm Portables (2019)	Mod.	\$990,900	\$0	<b>\$990,900</b>
McKinna Use of Grants	New Const.	\$578,350	\$0	<b>\$578,350</b>
<b>Total</b>		<b>\$16,905,866</b>	<b>\$1,563,086</b>	<b>\$18,468,952</b>

Table 10 presents approximately \$31.5 million in future applications for projects that are currently undergoing DSA submittal in the case of Rose Avenue and DSA review in the case of Seabridge. Ramona and Seabridge are both new construction match projects. Rose Avenue is being designed and submitted as the District's first Financial Hardship school. The project will be submitted to DSA and OPSC in two components to include classrooms and support facilities. Classrooms are proposed to be funded through

Financial Hardship, whereas support facilities are to be financed by remaining yet unissued Measure “D” bonds. Therefore, construction is anticipated to in 2 phases.

**Table 10: State Aid Applications for Projects**

Projects	Type	Est. Base Grant	Est. Hardship Grant	Est. Sup. Grant	Total Est. Grant
Ramona Kinder Flex CRMs	New Const.	\$585,054	\$0	\$87,758	<b>\$672,812</b>
Seabridge	New Const.	\$6,933,606	\$0	\$1,040,041	<b>\$7,973,647</b>
Rose Avenue - Hardship	New Const.	\$8,665,414	\$8,665,414	\$2,599,624	<b>\$19,930,452</b>
Rose Avenue Portables - Hardship	Mod.	\$330,300	\$330,300	\$0	<b>\$660,600</b>
Seabridge Use of Grants	New Const.	\$740,288	\$0	\$0	<b>\$740,288</b>
Rose Avenue Use of Grants Hardship	New Const.	\$763,422	\$763,422	\$0	<b>\$1,526,844</b>
<b>Total</b>		<b>\$18,018,084</b>	<b>\$9,759,136</b>	<b>\$3,727,423</b>	<b>\$31,504,643</b>

Collectively, the District has approximately \$43.9 million in State aid applications that are under consideration with OPSC, an additional \$18.5 million in projects that are pending OPSC submittal, and a further \$31.5 million in projects that can be submitted to OPSC after DSA review. In total, the District has approximately \$93.9 million in foreseeable State aid eligibility.

At this time, approximately 1,236 in remaining new construction pupil grants are estimated to be remaining upon completion of applications for Rose Avenue and Seabridge. Any remaining unutilized new construction pupil grants may be considered for future new school projects not yet under design or DSA review, such as the new schools planned at the Doris Patterson site, Marina West, as well as projects at Drifill. At the present time, the District can anticipate approximately \$27.0 million in State aid eligibility, under financial hardship, to allocate towards these projects. Table 11 illustrates how these pupil grants would be utilized.

**Table 11: State Aid Applications**

Projects	Type	Est. Base Grant	Est. Hardship Grant	Est. Sup. Grant	Total Est. Grant
Doris Patterson 6-8	New Const.	\$1,935,475	\$0	\$290,321	<b>\$2,225,797</b>
Marina West K-5 Hardship	New Const.	\$8,665,414	\$8,665,414	\$2,599,624	<b>\$19,930,452</b>
Marina West K-5 Use of Grants Hardship	New Const.	\$763,422	\$763,422	\$0	<b>\$1,526,844</b>
Drifill MPR/Gym	New Const.	\$3,456,714	\$0	\$0	<b>\$3,456,714</b>
<b>Total</b>		<b>\$14,821,025</b>	<b>\$9,428,836</b>	<b>\$2,889,946</b>	<b>\$27,139,807</b>

Over the next six months, the team will evaluate these options to determine the recommended course of action for proposed future new school and support facility projects as contemplated in the plan.

## 5.2 DEVELOPER FEES

Developer fees levied on new residential and commercial construction in a school district attendance area are permissible under State Education Code, Section 17620. The purpose of these fees is to offset the student enrollment impact that would be generated by new development. Fees may be used to fund the construction of new school facilities, the modernization of existing facilities, or the reopening of closed facilities. The code also permits an inflation-based increase in developer fees every two years based on changes in the Class B construction index. There are three levels of Developer Fees that can be assessed:

- Level 1 fees are established by statute and adjusted by the State Allocation Board and are currently \$3.79 per square foot of residential development and \$0.61 per square foot of commercial and industrial development
- Level 2 fees constitute up to 50% of the State allowed cost for construction and sites, if the school district meets specified eligibility tests and assumes that the will State pay for the other 50% of cost through the SFP
- Level 3 fees are the same as Level 2, but include the State's 50% share as well, but only when the State declares it is out of funds for new construction

A district justification study must be completed in order to levy Level 1 or Level 2 fees and in the event that the State declares that it is out of new construction state grant funds, the same report may allow the District to levy Level 3 fees. In April 2018, the District adopted a Residential Development School Fee Justification Study prepared by Cooperative Strategies that established the justification for collecting Level 1 fees at the adjusted level of \$3.79 per square foot of residential construction and \$0.61 per square foot of commercial or industrial construction. Based on the District's fee sharing agreement with the Oxnard Union High School District, the District collects 66% of the maximum Level 1 fees, or \$2.50 per square foot for residential and \$0.403 per square foot for commercial.

In April 2018, the District adopted a School Facilities Needs Analysis, prepared by Cooperative Strategies to establish and justify the collection of Level 2 developer fees at a rate of \$4.06 per square foot for all new future residential units built within the District's boundaries. Using available County and local data, the Study estimates that an additional 1,539 residential single and multi-family homes, totaling 2,387,750 square feet, will be built in the District over the next five years. From this data, an estimated \$9.7 million is anticipated to be collected in developer fees over the next five years. The District is required to complete an annual update to the Level 2 Study in order to continue collecting Level 2 fees during this period.

### 5.3 GENERAL OBLIGATION BONDS

The District has used General Obligation (G.O.) bonds previously to fund major school facility improvements and has been successful in making use of public financing options and garnering community support to improve school facilities. These G.O. bonds are secured by an annual levy on all taxable parcels within the boundaries of a school district. The levy is based on the assessed value of a parcel as determined by the County, pursuant to Proposition 13. Traditionally, G.O. bonds carry far lower interest and issuance costs than other financing options. Buyers of most California school bonds receive an exemption from state and federal taxes on the interest portion of the bonds purchased, allowing for a lower rate of interest to a district to finance improvements over time.

The Master Construct and Implementation Program utilizes two G.O. bond measures: Measure "R" approved by voters in 2012 and Measure "D" approved by voters on November 8, 2016. Measure "R" authorized the sale of \$90 million in G.O. bonds and has been used in combination with other local funds to support the reconfiguration of school facilities, provide the local funding to reconstruct Harrington,

Elm, and Lemonwood, and to provide additional grade 6-8 capacity at Marshall. To date, all G.O. bonds from the Measure “R” authorization have been sold and the District is awaiting State reimbursements from the above projects to fund additional facility improvements.

Measure “D” was approved by voters on November 8, 2016 and authorized \$142.5 million in G.O. bonds to fund additional school improvements as part of Phases 2, 3 and 4 of ongoing facilities improvements. In March 2017, the District issued approximately \$81 million in G.O. bonds, Series 2017A (Series 2017A). Proceeds from the Series 2017A bond issuance are funding a portion of Phase 2 of the ongoing new school construction and classroom modernization program and will also be used to meet the local match requirement for State school facility grants—leveraging the State aid matching grants. In February 2018, District staff and CFW recommended the sale of Series 2018B G.O. bonds to replenish the Program Reserve and fund projects underway. Additional project and reserve funds were originally anticipated to come from State aid reimbursements once the State implemented Proposition 51. However, delays in implementation have necessitated the District to utilize local funding sources exclusively to date.

#### 5.3.1 SERIES 2018B MEASURE “D” BOND SALE

As part the previously adopted Six-Month Master Construct & Implementation Program Update, the Board directed District staff and CFW to partially accelerate the issuance of G.O. bonds from the Measure “D” authorization to fund projects underway and replenish the Program Reserve. The Board was presented with legal documents authorizing the sale of bonds on February 7, 2018 for the first reading and on February 21, 2018 for the second reading and approval. Following Board approval, the District’s financing team assisted the District in procuring an updated credit rating from Standard & Poor’s Global Ratings, preparing a prospectus to potential investors, and facilitating the sale of bonds. On March 29, 2018, the District concluded the sale of \$14 million in G.O. Bonds, Series 2018B (Series 2018B). Combined with the District’s Series 2017A bonds, approximately \$95.1 million in Measure “D” bonds have been issued to date leaving approximately \$47.5 million in remaining Measure “D” bond authorization.

The issuance of additional bonds will also allow the District to utilize funds from other local sources to accommodate the beginning of a technology replacement cycle. A subsequent Series C of bonds is still contemplated to occur in 2020-21 which would consist of the balance of anticipated G.O. bond proceeds for Phase 2 in the amount of \$8.4 million. Additional bond sales are currently scheduled for 2023 and 2026.

##### 5.3.1.A CREDIT RATING

On February 26, 2018, District staff delivered a presentation to Standard and Poor’s Global Ratings for the purposes of conducting a rating assessment of the proposed Series 2018B bond sale. The credit rating serves as a signal to potential bond investors regarding the District’s creditworthiness and ability to repay principal and interest on the bonds. The District’s presentation provided summary highlights of the District’s credit factors, including:

- Local and regional economy

- Population demographics and wealth characteristics
- District governance and fiscal policies
- Financial performance and financial health
- Proposed Series 2018B Bond debt structure

The District's presentation was well received, resulting in the reaffirmation of the District's strong credit rating of "A+". The reaffirmation was a positive outcome for the District, given future debt issuance plans and ongoing pension obligations. The District effectively communicated the rationale for the planned debt issuances while emphasizing the District's positive credit factors—good financial management, broad and diverse economy, stable assessed valuation base and steady enrollment growth—largely offsetting credit concerns. The rating analysts also discussed the 'stable' outlook, reflecting expectation that the District's available fund balances will remain at a strong level, or above 8% of general fund operating expenditures. The 'stable' outlook also reflects the rating analysts' expectation that the District will continue to make adjustments should enrollment decline unexpectedly and pressure operations.

The "A+" rating represents a high grade, investment worthy credit for the District. Similar to one's personal credit score, a strong rating corresponds to lower interest rates and cheaper, overall cost of borrowing. This positioned the District to secure lower interest rates at the time of the bond sale.

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#### 5.3.1.B PRE-PRICING AND MARKETING PERIOD

In preparation for the sale of the Series 2018B bonds, the District finalized and published its bond prospectus, the Preliminary Official Statement (POS) on March 8, 2018. This allowed the District's underwriter, Stifel, to initiate a pre-sale marketing of the District's bonds by transmitting the POS to potential investors and announcing the scheduled pre-pricing and pricing on March 13, 2018 and March 14, 2018, respectively. Typically, the POS is published one week prior to the scheduled sale date. This helped to promote the District's credit profile and the bond financing among investors, which in turn generates interest for the District's bonds.

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#### 5.3.1.C PRE-PRICING & FINAL PRICING CALLS

On March 13, 2018, the District participated in a pre-pricing conference call with the finance team to determine whether to enter the market and initiate the bond sale. The underwriter delivered information on the municipal bond market environment, pointing to certain favorable market factors, including:

- Positive tone in municipal interest rates with recent leveling of previous hikes
- Low volatility and corresponding market stability resulting from the recent strong jobs and quarterly earnings reports
- Low bond supply with few other municipal bond offerings to compete with the District's bond sale

Further, the underwriter provided a preliminary interest rate proposal and evaluation of comparable bond transactions. Based on this information, the District authorized the underwriter to enter the market and accept investor bond orders.

The District participated in a final pricing call with the underwriter and CFW on March 14, 2018. During the final pricing call, the District received a report from the underwriter regarding investor acceptance and bond demand during the bond order period. The District's bonds were very well received by investors. The underwriter received orders for all bond maturities, with select maturities garnering subscription of three to five times the amount of available bond proceeds. Aided by high demand, the District was able to successfully negotiate an interest rate reduction for most maturities ranging from 2 to 10 basis points (10 basis points equals 1/10th of 1%). Additionally, certain bond structure adjustments were made at the request of CFW, which helped to reduce borrowing costs.

A revised final bond proposal was presented to the District reflecting changes from the pre-pricing to final pricing period. The final sale resulted in an average interest rate of 3.01%, a reduction of 5 basis points. Moreover, the repayment ratio (ratio of total repayment cost to initial principal borrowed) resulted in less than 2.2 to 1. This figure is well below the 4.0 to 1 maximum level the State deems acceptable for a similar bond issuance.

Overall, the District was able to successfully execute its bond sale, in some cases securing lower interest rates compared to other districts with higher credit ratings.

#### 5.3.2 SOURCES AND USES OF BOND FUNDS

With a total par amount of \$14.0 million in Series 2018B bonds sold, the District utilized approximately \$200,000 to pay cost of issuance which netted approximately \$13.7 million in available project funds. Additionally, the Series 2018B bond sale generated proceeds of \$141,808 in the form of net premium which were utilized primarily for the purpose of paying capitalized interest on the bonds until August 2019 as well as paying the underwriter's expense (underwriter discount). Following the sale of the Series 2018B bonds, the District now has \$47.5 million in remaining Measure "D" authorization for future bond issuance and funding.

#### 5.3.3 AVAILABILITY OF FUTURE BOND FUNDING

Potential future funding from Measure "D" is determined in large part by three primary components: (i) statutory bonding capacity; (ii) assessed valuation (AV); and, (iii) the Proposition 39 tax rate allowance for elementary school districts. State law governs how much long-term principal debt California school district may incur at any one time. For elementary school districts, the statutory bonding capacity, or debt limit, is equal to 1.25% of the total district assessed value of all taxable properties within the district's boundaries.

Based on the District's assessed value of \$12.8 billion for fiscal year 2017-18, the District's gross bonding capacity is estimated at \$160.1 million. However, prior bonds, including the recent issuance of \$14 million in Series 2018B bonds, account for a total of \$263.0 million. To comply with the California Education Code, the District applied to the California Department of Education (CDE) requesting a waiver authorizing the District to exceed its bonding limit of 1.25% of its taxable assessed value of property. CDE approved the waiver application authorizing the District to have bond indebtedness outstanding in an amount equal to

2.12% (or less) of total assessed valuation as determined at the time of bond issuance, pursuant to the California Education Code. The waiver has an expiration date of August 1, 2025. As a result, the District's remaining net bonding at this time is calculated at \$8.4 million. The District's net bonding capacity is estimated to increase as assessed value increases and outstanding principal debt is repaid in the coming years.

**Table 12: Bonding Capacity Analysis**

Fiscal Year 2018/19	
ASSESSED VALUATION	
Secured Assessed Valuation	\$12,189,306,916
Unsecured Assessed Valuation	\$624,628,048
DEBT LIMITATION	
Total Assessed Valuation	\$12,813,934,964
Applicable Bond Debt Limit	2.12%
Bonding Capacity	\$271,655,421
Outstanding Bonded Indebtedness	\$263,188,773
<b>NET BONDING CAPACITY</b>	<b>\$8,466,648</b>
% of Capacity Current Used	96.88%

The District's AV serves as the source from which tax revenues are derived for purpose of repaying bond debt service. As AV grows, so too the District's ability to repay a greater amount of bond debt service and therefore its ability to issue additional bonds.

Historically, the District's AV has performed relatively well, with some minimal periods of decline. During the early to late 2000's the District's AV experience growth ranging from approximately 9% to 14% annually. This coincided with a period of strong economic performance statewide. Conversely, as the economy contracted during the Great Recession, beginning in 2010 the District's AV experienced periods of contraction in 2010 to 2012.

The District's AV growth rate has averaged 5.7% annually over the last 16-year period. Most recently, over a 5-year period, the AV growth rate has averaged 4.6% annually. While AV growth has slowed compared to the mid-2000's, it may indicate a more sustainable pace of economic expansion within the District. As it relates to the estimated availability of remaining Measure "D" bond authorization, a future annual AV growth estimate of 4% appears to be moderate to conservative for the District, as it is within the most recent historical growth averages. Future bonding capacity under the Measure "D" authorization will depend on the pace of growth in the tax base and the marketability of additional bonds.



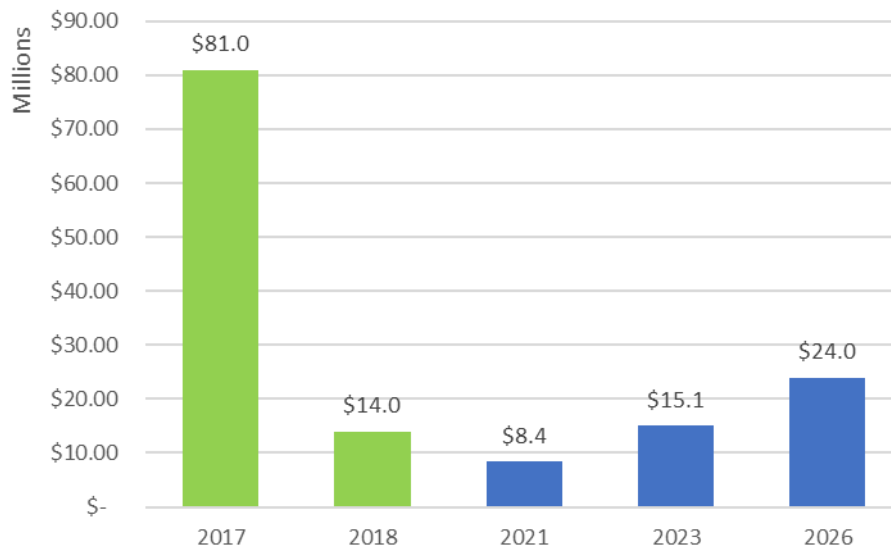
**Table 13: Historical Assessed Valuation**

Historical Assessed Value		
<u>Fiscal Year</u>	<u>Total</u>	<u>% Δ</u>
2002	\$5,456,598,521	-
2003	\$5,963,113,197	9.3%
2004	\$6,635,172,071	11.3%
2005	\$7,583,558,704	14.3%
2006	\$8,657,971,155	14.2%
2007	\$9,931,635,061	14.7%
2008	\$10,883,340,116	9.6%
2009	\$10,923,360,081	0.4%
2010	\$10,256,972,528	-6.1%
2011	\$10,222,956,307	-0.3%
2012	\$10,128,841,659	-0.9%
2013	\$10,224,776,805	0.9%
2014	\$10,523,302,599	2.9%
2015	\$11,258,539,314	7.0%
2016	\$11,811,053,863	4.9%
2017	\$12,231,081,218	3.6%
2018	\$12,813,934,964	4.8%
<b>5-Year Average</b>		4.6%
<b>10-Year Average</b>		1.7%
<b>16-Year Average</b>		5.7%

The availability of future bonds funds is dependent on the District's assessed valuation growth to accommodate the Proposition 39 tax rate allowance for elementary school district. Based on Proposition 39, under which Measure "D" was held, the District is legally permitted to sell bonds up to the amount authorized by voters, so long as the bonds may be reasonably supported by a maximum tax rate of \$30 per every \$100,000 of assessed property value.

The Series 2018B bonds were structured according to the Proposition 39 tax rate allowance of \$30 per \$100,000 of AV to generate sufficient bond proceeds now and to maintain future debt issuance capacity. Recognizing that \$47.5 million in unsold Measure "D" bonds remain, the Series 2018B debt service were structured to create tax rate capacity for a Series C bond issuance in the future. Figure 5 illustrates the estimated timing and size of remaining bond issuances.

**Figure 5: Estimated Timing and Sizing of Bond Issuances**



#### 5.4 PROJECT EXPENDITURE TO DATE

A budget and expenditure tracking protocol has been established and utilized for Phase 1 and Phase 2 projects under current implementation. As of the December 2017 Semi-Annual Report, the total Phase 1 and Phase 2 budget was approximately \$231.8 million for projects under current implementation, inclusive of the program reserve. Any changes to sources, uses, and schedules included in this report have considered actual District expenditures for the respective projects and are tracked against established project budgets. As needed, the program reserves and estimated ending fund balance will be utilized to accommodate unforeseen but required budget adjustments.

Table 14 provides a summary report of expenditures made for the Program during the period July 1, 2012 – April 30, 2018 totaling approximately \$110.4 million. Expenditures made after this period will be accounted for in the next Semi-Annual update. The District's financial system accounts for expenditures by Fiscal Year (July 1 – June 30). The report is organized by Fiscal Year and includes expenditures across various construction funds. It should be noted that expenditures reporting is based on the budget approved as part of the December 2017 Semi-Annual Report. Once the recommended budget adjustments are approved as part of this June 2018 report, subsequent expenditure reports will reflect the revised budget value.

**Table 14: Estimated Phase I and Phase II Expenditures to Date**

Project	Adopted Budget	Fiscal Year Expenditures						Total
		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 <sup>1</sup>	
Acquire Site New Elem K-5	\$7,756,852	\$7,667,303	\$34,158	\$0	\$46,736	\$16,375	\$0	\$7,764,571
Doris/Patterson Acquire Land	\$8,750,000	\$0	\$0	\$0	\$72,880	\$187,598	\$1,216,968	\$1,477,446
Doris/Patterson LAFCO Planning	\$660,000	\$0	\$14,625	\$37,345	\$31,549	\$145,253	\$204,327	\$433,099
Design & Reconstruct Harrington Elem K-5	\$23,846,732	\$146,458	\$1,431,995	\$12,207,023	\$9,694,578	\$224,482	\$568	\$23,705,103
Design & Reconstruct Lemonwood Elem K-8	\$38,222,523	\$155,888	\$825,649	\$1,469,066	\$1,763,892	\$15,508,251	\$12,185,812	\$31,908,558
Design & Reconstruct Elm Elem K-5	\$28,672,291	\$0	\$347,317	\$1,205,232	\$354,254	\$3,321,509	\$9,810,595	\$15,038,907
Design & Construct Seabridge K-5	\$28,568,432	\$0	\$0	\$0	\$0	\$199,063	\$1,760,148	\$1,959,211
Design & Reconstruct McKinna K-5	\$31,507,869	\$0	\$0	\$0	\$0	\$666,850	\$1,772,615	\$2,439,465
Design & Reconstruct Rose Avenue K-5	\$3,681,670	\$0	\$0	\$0	\$0	\$57,398	\$704,130	\$761,527
Design & Construct Doris/Patterson K-5	\$3,546,740	\$0	\$0	\$0	\$412,709	\$0	\$0	\$412,709
Design & Construct Doris/Patterson 6-8	\$5,886,866	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design & Improve K-5 Kindergarten Facilities								
Ritchen	\$456,837	\$16,298	\$70,345	\$341,833	\$16,563	\$119	\$0	\$445,158
Brekke	\$276,090	\$11,978	\$56,527	\$199,510	\$6,513	\$112	\$0	\$274,640
McAuliffe	\$336,509	\$11,828	\$86,149	\$214,567	\$8,898	\$107	\$0	\$321,549
Drifhill	\$409,771	\$51,334	\$56,711	\$242,911	\$0	\$817	\$0	\$351,773
<b>Total K-5 Kindergarten Facilities</b>	<b>\$1,479,208</b>	<b>\$91,438</b>	<b>\$269,732</b>	<b>\$998,820</b>	<b>\$31,974</b>	<b>\$1,155</b>	<b>\$0</b>	<b>\$1,393,119</b>
Design & Construct Science Labs/Academies								
Chavez	\$649,009	\$17,714	\$166,169	\$443,531	\$19,273	\$182	\$0	\$646,869
Curren	\$598,330	\$17,049	\$116,285	\$445,554	\$17,485	\$176	\$0	\$596,549
Kamala	\$619,123	\$17,456	\$152,789	\$428,885	\$18,299	\$186	\$0	\$617,616
Haydock	\$1,081,480	\$63,800	\$296,360	\$664,537	\$23,810	\$25,687	\$1,000	\$1,075,194
Fremont	\$1,893,796	\$85,045	\$502,678	\$1,209,040	\$12,709	\$83,718	\$0	\$1,893,189
<b>Total Science Labs/Academies</b>	<b>\$4,841,738</b>	<b>\$201,064</b>	<b>\$1,234,282</b>	<b>\$3,191,548</b>	<b>\$91,576</b>	<b>\$109,948</b>	<b>\$1,000</b>	<b>\$4,829,418</b>
<b>Project 1 Remaining Adjustment</b>	<b>\$145,349</b>							
Kindergarten Flex Classrooms								
Brekke	\$1,502,138	\$0	\$0	\$0	\$0	\$0	\$136,543	\$136,543
McAuliffe	\$1,502,138	\$0	\$0	\$0	\$0	\$0	\$135,013	\$135,013
Ramona	\$1,502,138	\$0	\$0	\$0	\$0	\$0	\$132,968	\$132,968
Ritchen	\$1,502,138	\$0	\$0	\$0	\$0	\$0	\$137,098	\$137,098
<b>Total Kindergarten Flex Classrooms</b>	<b>\$6,008,553</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$541,621</b>	<b>\$541,621</b>
Pre-Kindergarten Improvements								
Harrington	\$2,512,726	\$0	\$0	\$19,354	\$100,075	\$47,570	\$1,134,433	\$1,301,433
Lemonwood	\$860,386	\$0	\$0	\$5,917	\$9,482	\$8,564	\$6,081	\$30,044
<b>Total Pre-Kindergarten Improvements</b>	<b>\$3,373,112</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,271</b>	<b>\$109,558</b>	<b>\$56,135</b>	<b>\$1,140,514</b>	<b>\$1,331,477</b>
Ritchen New Special Day Classroom	\$175,000	\$0	\$0	\$9,011	\$100,210	\$0	\$0	\$109,221
Marshall K-8 12 Classroom Addition	\$11,422,558	\$0	\$0	\$91,281	\$571,151	\$182,129	\$2,776,046	\$3,620,607
Planning related to MPRs for P/P K-8 Schools	\$175,000	\$0	\$0	\$0	\$200,579	(\$33,096)	(\$1,958)	\$165,525
Technology Phase 1	\$11,216,175	\$1,279,515	\$7,485,370	\$2,157,097	\$269,612	\$920,735	\$0	\$12,112,331
Technology Phase 2	\$9,000,000	\$0	\$0	\$0	\$0	\$59,725	\$168,865	\$228,590
Program Planning	\$150,474	\$150,000	\$474	\$0	\$0	\$0	\$0	\$150,474
Program Reserve	\$2,701,682							
<b>TOTAL</b>	<b>\$231,788,822</b>	<b>\$9,691,666</b>	<b>\$11,643,603</b>	<b>\$21,391,694</b>	<b>\$13,751,259</b>	<b>\$21,623,508</b>	<b>\$32,281,252</b>	<b>\$110,382,982</b>

**Notes:**

1. Fiscal Year 2017-18 expenditures are as of April 30, 2018

2. Budgets have been adjusted per the December 2017 Master Construct and Implementation Program approved by Board

3. Figures presented above are unaudited

From July 1, 2012 through April 30, 2018, the District expended approximately \$29.1 million in expenditures for additional facilities improvements, of which \$8.3 million were expended for eligible projects beginning with \$3.7 million of Developer Fee Fund Balances prior to the adoption of the Jan 2013 Implementation Plan, plus additional expenditures thereafter which were planned for State aid reimbursement. Given the deferral of State reimbursements, these expenditures are now being assumed by the Master Construct Program until such time that State aid reimbursement becomes available. Eligible improvements included, but are not limited to, replacement or addition of relocatable facilities, improvements and DSA closeout of prior projects, District energy efficiency improvements, and other facility improvements. The remaining \$20.8 million in expenditures outside of the Program were funded by the District's prior Measure M bond program.

Expenditure reports related to the current bond programs are made available for review by the Citizens Oversight Committees and expenditures are audited annually for the Board's review.

# MASTER BUDGET & SCHEDULE

The Master Construct and Implementation Program provides a consolidated master budget and schedule which merges and integrates proposed projects reliant on the funds from the Measure “R” and Measure “D” bond programs and other local sources including developer fees, Mello Roos funds, pending State aid reimbursements and capital program balances. The Program also seeks to maximize State aid reimbursements for modernization and construction of school facilities as State funds become available.

The integrated Program includes four improvement phases which commenced in 2013 and are anticipated to be complete in 2029. The total adopted budget for all phases is approximately \$451.1 million, inclusive of a Program Reserve to accommodate changes in program as mandated from time to time by the State and as may be needed to accommodate local program requirements. Each project is unique in its scope, schedule, and amount of funding. All projects must be addressed with the amount of available funding. The budget represents an “all-in” master program budget that combines hard construction costs with anticipated soft costs (e.g., design fees, contractor’s fees, consulting services, testing and inspection services, agency approval fees, etc.) resulting in the total cost estimated to fully implement the Program.

As discussed earlier in the Report, the Program prioritizes projects eligible for State reimbursements and matching grants to better leverage the limited local sources available to the District. The need to accelerate eligible projects is further emphasized by the needs to minimize any impact from projected declines in enrollment and the projected depletion of remaining Prop. 51 authorization prior to the conclusion of the Master Construct Program. It is currently estimated that the remaining Prop. 51 funds will be fully allocated over the next 24-30 months.

The following components update the Board on the status of the previously adopted Master Budget, schedule and timeline as of the December 2017 six-month review and provides recommended adjustments for the next six-month period. Adjustments include proposed budget increases previously approved by the Board to current projects including Lemonwood, Elm, Harrington Child Development Center, and the Kindergarten/Flex Classroom projects at Brekke, McAuliffe, and Ricthen due to specific project construction needs and required professional services. An adjustment to the Doris/Patterson LAFCO Planning budget is also proposed to accommodate estimated remaining professional services and agency fees.

## 6.1 ADOPTED MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM BUDGET

Table 15 presents the Adopted Master Construct and Implementation Program Budget as of December 2017 and identifies available sources of funding and anticipated expenditures. The total adopted budget for all proposed four phases is approximately \$451.1 million funded from a combination of local and State resources. A Program Reserve is included for Phases 2 through 4 to accommodate changes in program as mandated from time to time and as may be needed to accommodate local program specifications and requirements.

Phase 1 spans the period from FY2013-2017 and is underway. Phase 1 progress includes:

- completed improvements to kindergarten facilities at Ritchen, Brekke, McAuliffe, and Driffill schools, and construction of science labs at Chavez, Curren, Kamala, Haydock, and Fremont schools to accommodate the educational reconfiguration plan
- purchase of the first of two planned elementary school sites to accommodate existing and future District enrollment
- occupancy of the newly constructed Harrington Elementary to replace the prior obsolete facility
- current construction of the new Lemonwood K-8 and Elm K-5 schools to replace older existing facilities
- current construction of an early childhood development center/kindergarten annex at Harrington Elementary and a new grade 6-8 classroom building at Marshall
- ongoing efforts towards the acquisition and environmental review of a joint second elementary school site and an additional middle school site to accommodate existing and future enrollment
- deployment of State-of-the-art learning resources, including 1:1 mobile devices for all students and teachers at every school district wide

Phase 2 commenced in January 2017 and extends through the fiscal year ending in 2020. Phase 2 launches the Measure “D” projects with the proposed:

- reconstruction of McKinna and design for reconstruction of Rose Avenue K-5 schools
- construction of a new Seabridge K-5
- construction of new kindergarten/flex classroom buildings at McAuliffe, Brekke, Ritchen, and Ramona elementary schools
- acquisition of a site and design of new Doris/Patterson K-5 and 6-8 schools
- construction of a gym at Fremont middle school
- construction of an early childhood development center/kindergarten annex at Lemonwood K-8
- upgrades to the technology program to maintain 21st Century Facilities standards and connectivity

The Program also incorporates existing ongoing lease payments for the District’s COPs related to prior improvements to Brekke Elementary and the acquisition of the new elementary and middle school sites.

**Table 15: Adopted Master Construct & Implementation Program Budget**

Sources	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Measure "R"					
Series A	\$ 18,055,496	\$ 18,055,496	\$ -	\$ -	\$ -
Series B	\$ 25,266,398	\$ 25,266,398	\$ -	\$ -	\$ -
Series C	\$ 15,578,000	\$ 15,578,000	\$ -	\$ -	\$ -
Series D	\$ 30,160,000	\$ 30,160,000	\$ -	\$ -	\$ -
<b>Total Measure "R" Bonds</b>	<b>\$ 89,059,894</b>				
Master Construct Authorization					
Series A	\$ 80,725,000	\$ -	\$ 80,725,000	\$ -	\$ -
Series B	\$ 18,000,000	\$ -	\$ 18,000,000	\$ -	\$ -
Series C	\$ 5,700,000	\$ -	\$ 5,700,000	\$ -	\$ -
Series D	\$ 15,100,000	\$ -	\$ -	\$ 15,100,000	\$ -
Series E	\$ 22,700,000	\$ -	\$ -	\$ -	\$ 22,700,000
<b>Total Master Construct Bonds</b>	<b>\$ 142,225,000</b>				
Certificates of Participation					
Series 2016	\$ 7,606,764	\$ 7,606,764	\$ -	\$ -	\$ -
<b>Total COP Proceeds</b>	<b>\$ 7,606,764</b>				
Measure "L" Authorization	\$ 3,316,728	\$ 3,316,728	\$ -	\$ -	\$ -
State Bonds	\$ 266,611	\$ 266,611	\$ -	\$ -	\$ -
Est. State Reimbursements**	\$ 131,430,082	\$ -	\$ 13,865,714	\$ 85,777,754	\$ 31,786,614
Est. Developer Fees	\$ 52,860,734	\$ 7,454,555	\$ 9,963,212	\$ 17,280,738	\$ 18,162,229
Mello Roos Proceeds	\$ 9,088,089	\$ 9,088,089	\$ -	\$ -	\$ -
State Reimbursements (Drifill)	\$ 9,001,083	\$ 9,001,083	\$ -	\$ -	\$ -
Est. Interest Earnings	\$ 6,297,192	\$ 1,594,953	\$ 534,190	\$ 2,303,289	\$ 1,864,761
<b>Est. Total Sources</b>	<b>\$ 451,152,178</b>	<b>\$ 127,388,677</b>	<b>\$ 128,788,116</b>	<b>\$ 120,461,781</b>	<b>\$ 74,513,604</b>
Uses	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Acquire New K-5 Elementary Site	\$ 7,756,852	\$ 7,756,852	\$ -	\$ -	\$ -
Acquire New K-5/Middle School Site	\$ 9,410,000	\$ 660,000	\$ 8,750,000	\$ -	\$ -
Construct Doris/Patterson K-5	\$ 29,556,164	\$ -	\$ 3,546,740	\$ 26,009,424	\$ -
Construct Doris/Patterson 6-8	\$ 49,057,213	\$ -	\$ 5,886,866	\$ 43,170,347	\$ -
Construct Seabridge K-5	\$ 28,568,432	\$ -	\$ 28,568,432	\$ -	\$ -
Reconstruct Harrington Elementary	\$ 23,846,732	\$ 23,846,732	\$ -	\$ -	\$ -
Reconstruct Elm Elementary	\$ 28,672,291	\$ 28,672,291	\$ -	\$ -	\$ -
Reconstruct Lemonwood K-8	\$ 38,222,523	\$ 38,222,523	\$ -	\$ -	\$ -
Reconstruct McKinna K-5	\$ 31,507,869	\$ -	\$ 31,507,869	\$ -	\$ -
Reconstruct Marina West K-5	\$ 32,175,006	\$ -	\$ -	\$ -	\$ 32,175,006
Reconstruct Rose Avenue K-5	\$ 30,680,582	\$ -	\$ 3,681,670	\$ 26,998,912	\$ -
Reconstruct Sierra Linda K-5	\$ 31,547,013	\$ -	\$ -	\$ -	\$ 31,547,013
Marshall K-8 (CR)	\$ 11,422,558	\$ 11,422,558	\$ -	\$ -	\$ -
Drifill K-8 (K/MPR)	\$ 8,057,505	\$ 409,771	\$ -	\$ -	\$ 7,647,733
Chavez K-8 (SL/MPR)	\$ 2,656,588	\$ 649,009	\$ 2,007,579	\$ -	\$ -
Curren K-8 (SL/MPR)	\$ 5,179,830	\$ 598,330	\$ 4,581,500	\$ -	\$ -
Kamala K-8 (SL/MPR)	\$ 2,703,662	\$ 619,123	\$ 2,084,539	\$ -	\$ -
McAuliffe ES (K/Modular/MPR/Support)	\$ 3,570,015	\$ 336,509	\$ 1,502,138	\$ 1,731,368	\$ -
Brekke ES (K/Modular/MPR/Support)	\$ 2,935,159	\$ 276,090	\$ 1,502,138	\$ 1,156,930	\$ -
Ritchen ES (K/Modular/MPR/Support)	\$ 5,861,728	\$ 631,837*	\$ 1,502,138	\$ 3,727,753	\$ -
Ramona ES (Modular/MPR/Support)	\$ 3,549,764	\$ -	\$ 1,502,138	\$ 2,047,625	\$ -
Project 1 Adjustment	\$ 145,349	\$ 145,349	\$ -	\$ -	\$ -
Fremont MS (SL/Gym)	\$ 7,451,231	\$ 1,893,796	\$ 5,557,436	\$ -	\$ -
Haydock MS (SL/Gym)	\$ 2,581,480	\$ 1,081,480	\$ -	\$ 1,500,000	\$ -
Planning for K-8 MPRs	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -
Harrington CDC	\$ 2,512,726	\$ 2,512,726	\$ -	\$ -	\$ -
Lemonwood CDC	\$ 860,386	\$ -	\$ 860,386	\$ -	\$ -
Technology	\$ 26,216,175	\$ 11,216,175	\$ 9,000,000	\$ 6,000,000	\$ -
<b>Subtotal</b>	<b>\$ 426,879,831</b>	<b>\$ 131,126,151</b>	<b>\$ 112,041,569</b>	<b>\$ 112,342,359</b>	<b>\$ 71,369,752</b>
Brekke ES COP Lease Payments	\$ 4,291,014	\$ -	\$ 1,419,606	\$ 2,390,860	\$ 480,548
Land Acquisition COP Lease Payments	\$ 4,863,500	\$ -	\$ 480,000	\$ 2,062,500	\$ 2,321,000
Additional Program Expenditures	\$ 4,519,836	\$ -	\$ 4,519,836	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 13,674,350</b>	<b>\$ -</b>	<b>\$ 6,419,442</b>	<b>\$ 4,453,360</b>	<b>\$ 2,801,548</b>
<b>Program Reserve</b>	<b>\$ 6,860,522</b>	<b>\$ (3,737,474)</b>	<b>\$ 6,589,630</b>	<b>\$ 3,666,062</b>	<b>\$ 342,304</b>
<b>Est. Total Uses</b>	<b>\$ 451,152,178</b>	<b>\$ 131,126,151</b>	<b>\$ 125,050,642</b>	<b>\$ 120,461,781</b>	<b>\$ 74,513,604</b>
Est. Ending Fund Balance	\$ -				
<b>Total Combined Master Budget</b>	<b>\$ 451,152,178</b>				

\*Includes New Special Day Classroom

\*\*Assumes State Aid financial hardship during Phase 4

Launching in 2021, Phase 3 completes the construction of the Doris Patterson K-5 and 6-8 schools and the reconstruction of Rose Avenue K-5. Phase 3 also includes additional MPR improvements for remaining K-5 and K-8 schools, as well as middle school gymnasium/multipurpose room improvements at Haydock. An allowance is provided for continued technology implementation. Also included are support facility improvements at Brekke, McAuliffe, Ramona, and Ritchen and lease payments related to the District's outstanding Brekke and Doris/Patterson COPs.

Beginning in 2026, Phase 4 concludes the program and includes the reconstruction of Marina West and Sierra Linda K-5 schools. Multipurpose room improvements are also planned at Driffill to accommodate the further reconfiguration of the Driffill site. COP payments are scheduled to continue in Phase 4, however, lease payments related to Brekke Elementary are scheduled to conclude in 2025-26. Additionally, the District's lease payments for Doris/Patterson COPs for land acquisition will be eligible for refunding on August 1, 2026 at which time the District may elect to repay or refund the outstanding COPs to either decrease or eliminate future payments, based on availability of funds at that time.

## 6.2 REVISED MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM BUDGET

Table 16 below presents the proposed Revised Master Construct and Implementation Program Budget for Board consideration as part of the current six-month update report. Total sources of funding are anticipated to increase to approximately \$459.9 million, based on projected increases in developer fee revenues. Proposed uses have been increased by approximately \$8.7 million for a corresponding grand total of \$459.9 million. Proposed adjustments are itemized below.

**Table 16: Revised Master Construct & Implementation Program Budget**

Sources	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Measure "R"					
Series A	\$ 18,055,496	\$ 18,055,496	\$ -	\$ -	\$ -
Series B	\$ 25,266,398	\$ 25,266,398	\$ -	\$ -	\$ -
Series C	\$ 15,578,000	\$ 15,578,000	\$ -	\$ -	\$ -
Series D	\$ 30,160,000	\$ 30,160,000	\$ -	\$ -	\$ -
<b>Total Measure "R" Bonds</b>	<b>\$ 89,059,894</b>				
Master Construct Authorization					
Series A	\$ 80,725,000	\$ -	\$ 80,725,000	\$ -	\$ -
Series B	\$ 13,693,719	\$ -	\$ 13,693,719	\$ -	\$ -
Series C	\$ 8,400,000	\$ -	\$ -	\$ 8,400,000	\$ -
Series D	\$ 15,100,000	\$ -	\$ -	\$ 15,100,000	\$ -
Series E	\$ 24,000,000	\$ -	\$ -		\$ 24,000,000
<b>Total Master Construct Bonds</b>	<b>\$ 141,918,719</b>				
Certificates of Participation					
Series 2016	\$ 7,606,764	\$ 7,606,764	\$ -	\$ -	\$ -
<b>Total COP Proceeds</b>	<b>\$ 7,606,764</b>				
Measure "L" Authorization	\$ 3,316,728	\$ 3,316,728	\$ -	\$ -	\$ -
State Bonds	\$ 266,611	\$ 266,611	\$ -	\$ -	\$ -
Est. State Reimbursements**	\$ 124,500,909	\$ -	\$ 62,796,196	\$ 61,704,713	\$ -
Est. Developer Fees	\$ 65,512,306	\$ 7,454,555	\$ 11,461,271	\$ 25,370,997	\$ 21,225,483
Mello Roos Proceeds	\$ 9,088,089	\$ 9,088,089	\$ -	\$ -	\$ -
State Reimbursements (Driffill)	\$ 9,001,083	\$ 9,001,083	\$ -	\$ -	\$ -
Est. Interest Earnings	\$ 9,629,499	\$ 1,594,953	\$ 442,091	\$ 4,159,699	\$ 3,432,757
<b>Est. Total Sources</b>	<b>\$ 459,900,602</b>	<b>\$ 127,388,677</b>	<b>\$ 169,118,275</b>	<b>\$ 114,735,410</b>	<b>\$ 48,658,240</b>



Uses	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Acquire New K-5 Elementary Site	\$ 7,756,852	\$ 7,756,852	\$ -	\$ -	\$ -
Acquire New K-5/Middle School Site	\$ 9,450,000	\$ 700,000	\$ 8,750,000	\$ -	\$ -
Construct Doris/Patterson K-5	\$ 29,556,164	\$ -	\$ 3,546,740	\$ 26,009,424	\$ -
Construct Doris/Patterson 6-8	\$ 49,057,213	\$ -	\$ 5,886,866	\$ 43,170,347	\$ -
Construct Seabridge K-5	\$ 28,568,432	\$ -	\$ 28,568,432	\$ -	\$ -
Reconstruct Harrington Elementary	\$ 23,846,732	\$ 23,846,732	\$ -	\$ -	\$ -
Reconstruct Elm Elementary	\$ 29,954,714	\$ 29,954,714	\$ -	\$ -	\$ -
Reconstruct Lemonwood K-8	\$ 39,873,403	\$ 39,873,403	\$ -	\$ -	\$ -
Reconstruct McKinna K-5	\$ 31,507,869	\$ -	\$ 31,507,869	\$ -	\$ -
Reconstruct Marina West K-5	\$ 32,175,006	\$ -	\$ 20,795,034	\$ 11,379,972	\$ -
Reconstruct Rose Avenue K-5	\$ 30,680,582	\$ -	\$ 19,300,610	\$ 11,379,972	\$ -
Reconstruct Sierra Linda K-5	\$ -	\$ -	\$ -	\$ -	\$ -
Marshall K-8 (CR)	\$ 11,422,558	\$ 11,422,558	\$ -	\$ -	\$ -
Driffill K-8 (K/MPR)	\$ 7,323,198	\$ 409,771	\$ 6,913,427	\$ -	\$ -
Chavez K-8 (SL/MPR)	\$ 7,562,436	\$ 649,009	\$ -	\$ -	\$ 6,913,427
Curren K-8 (SL/MPR)	\$ 7,511,757	\$ 598,330	\$ -	\$ -	\$ 6,913,427
Kamala K-8 (SL/MPR)	\$ 7,532,550	\$ 619,123	\$ -	\$ -	\$ 6,913,427
McAuliffe ES (K/Modular/MPR/Support)	\$ 3,990,926	\$ 336,509	\$ 1,923,049	\$ -	\$ 1,731,368
Brekke ES (K/Modular/MPR/Support)	\$ 3,259,754	\$ 276,090	\$ 1,826,734	\$ -	\$ 1,156,930
Ritchen ES (K/Modular/MPR/Support)	\$ 6,214,958	\$ 631,837	\$ 1,855,368	\$ -	\$ 3,727,753
Ramona ES (Modular/MPR/Support)	\$ 3,549,763	\$ -	\$ 1,502,138	\$ -	\$ 2,047,625
Project 1 Adjustment	\$ 145,349	\$ 145,349	\$ -	\$ -	\$ -
Fremont MS (SL/Gym)	\$ 7,451,231	\$ 1,893,796	\$ -	\$ -	\$ 5,557,436
Haydock MS (SL/Gym)	\$ 2,581,480	\$ 1,081,480	\$ -	\$ -	\$ 1,500,000
Planning for K-8 MPRs	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -
Harrington CDC	\$ 2,586,699	\$ 2,586,699	\$ -	\$ -	\$ -
Lemonwood CDC	\$ 860,386	\$ -	\$ 860,386	\$ -	\$ -
Technology	\$ 26,216,175	\$ 11,216,175	\$ 9,000,000	\$ 6,000,000	\$ -
<b>Subtotal</b>	<b>\$ 410,811,188</b>	<b>\$ 134,173,427</b>	<b>\$ 142,236,654</b>	<b>\$ 97,939,715</b>	<b>\$ 36,461,392</b>
Brekke ES COP Lease Payments	\$ 4,291,014	\$ -	\$ 1,419,606	\$ 2,390,860	\$ 480,548
Land Acquisition COP Lease Payments	\$ 4,863,500	\$ -	\$ 480,000	\$ 2,062,500	\$ 2,321,000
Additional Program Expenditures	\$ 4,519,836	\$ -	\$ 4,519,836	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 13,674,350</b>	<b>\$ -</b>	<b>\$ 6,419,442</b>	<b>\$ 4,453,360</b>	<b>\$ 2,801,548</b>
Program Reserve	\$ 28,630,314	\$ (6,784,750)	\$ 13,677,429	\$ 12,342,335	\$ 9,395,300
<b>Est. Total Uses</b>	<b>\$ 459,900,602</b>	<b>\$ 134,173,427</b>	<b>\$ 162,333,526</b>	<b>\$ 114,735,410</b>	<b>\$ 48,658,240</b>
Est. Ending Fund Balance	\$ -				
<b>Total Combined Master Budget</b>	<b>\$ 459,900,602</b>				

\*Includes New Special Day Classroom

\*\*Assumes State Aid financial hardship for Rose and Marina West

### 6.3 PHASE 1 MASTER BUDGET AND SCHEDULE

Phase 1 consists of the Measure “R” projects currently underway, including the construction of Harrington, Elm, Lemonwood and Marshall and all projects that have already been completed, including the acquisition of the Seabridge site and implementation of Project 1. Major adjustments to the Phase 1 budget are centered on additional construction and professional services costs associated with Lemonwood, Elm, and the Harrington Child Development Center, which have been reviewed and approved by the Board since December 2017. An additional adjustment to the Doris Patterson budget is also proposed to accommodate estimated remaining professional services and agency fees associated with the completion of the LAFCo process. In total, the Phase 1 budget has been increased to \$134.2 million to reflect these adjustments. Any shortfalls to the Program Reserve have since been reduced from

available local sources. Table 17 provides the total estimated cost for Phase 1 of approximately \$134.2 million.

**Table 17: Proposed Phase 1 Master Budget and Schedule (FY 2013-17)**

Project	Schedule Dec 2017	Schedule June 2018	Estimated Budget	Variance
<b>Master Construct &amp; Implementation Program Improvements</b>				
Acquire New Sites				
Seabridge Elementary School	2013	2013	\$7,756,852	\$0
Doris/Patterson K-5 / Middle School	2014/16	2014/16	\$660,000 <b>\$700,000</b>	\$40,000
Subtotal			\$8,456,852	\$40,000
Design & Reconstruct Sites				
Harrington Elem. K-5	2013/14	2013/14	\$23,846,732	\$0
Lemonwood K-8	2014/18	2014/18	\$38,222,523 <b>\$39,873,403</b>	\$1,650,880
Elm Elem. K-5	2014/16	2014/16	\$28,672,291 <b>\$29,954,714</b>	\$1,282,423
Subtotal			\$93,674,848	\$2,933,303
Design & Improve K-5 Kindergarten Facilities	2013/14	2013/14		
Ritchen			\$631,837 **	\$0
Brekke			\$276,090	\$0
McAuliffe			\$336,509	\$0
Driffill			\$409,771	\$0
Subtotal			\$1,654,208	\$0
Design & Construct Science Labs (Project 1)	2013/14	2013/14		
Chavez Science Labs K-8			\$649,009	\$0
Curren Science Labs K-8			\$598,330	\$0
Kamala Science Labs K-8			\$619,123	\$0
Haydock Science Labs 6-8 & Utility Upgrades			\$1,081,480	\$0
Fremont Science Labs 6-8 & Utility Upgrades			\$1,893,796	\$0
Subtotal			\$4,841,738	\$0
Project 1 Adjustment			\$145,349	\$0
Childhood Development Center Improvements				
Harrington	2015	2015	\$2,512,726 <b>\$2,586,699</b>	\$73,973
Subtotal			\$2,586,699	\$73,973
Planning for K-8 MPRs	2016	2016	\$175,000	\$0
Marshall K-8: 12 Classroom Building	2015/17	2015/17	\$11,422,558	\$0
Technology	2013/15	2013/15	\$11,216,175	\$0
Program Improvements Subtotal			\$134,173,427	\$3,047,276
Program Reserve			(\$3,737,474) <b>(\$6,784,750)</b>	
Program Improvements Total			\$134,173,427	\$3,047,276

\*Current dollars

\*\*Includes New Special Day Classroom

## 6.4 PHASE 2 MASTER BUDGET AND SCHEDULE

Phase 2 improvements includes the reconstruction of McKinna as well as the design and planning efforts associated with the reconstruction of Rose Avenue and the proposed Marina West school. The construction of the new Seabridge K-5 is also planned during Phase 2 as well as the design efforts for the new Doris Patterson K-5 and 6-8 schools. New kindergarten/flex classrooms are underway during Phase 2 at Brekke, McAuliffe, Ramona, and Ritchen. Phase 2 also includes the construction of a new proposed gym at Driffill. The construction of the Child Development Center is also planned at Lemonwood as well as continued district wide technology implementation. The construction of the classroom facilities at Rose Ave and Marina West is proposed to be funded in Phase 2 utilizing funds from the State's financial

hardship program at the end of Phase 2. Phase 2 incorporates existing ongoing lease payments for the District's COPs related to prior improvements to Brekke Elementary and the acquisition of the new Doris/Patterson elementary and middle school sites. Table 18 provides the total estimated cost for Phase 2 of approximately \$162.3 million.

**Table 18: Proposed Phase 2 Master Budget and Schedule (FY 2017-20)**

Project	Schedule Dec 2017	Schedule June 2018	Estimated Budget	Variance
<b>Master Construct &amp; Implementation Program Improvements</b>				
Acquire New Sites				
Doris/Patterson K-5 / Middle School	2018	2018	\$8,750,000	\$0
Subtotal			\$8,750,000	\$0
Construct New School Sites: Master Construct				
Dorris Patterson K-5	2019/2023	2019/2023	\$3,546,740	\$0
Dorris Patterson 6-8	2019/2021	2019/2021	\$5,886,866	\$0
Seabridge K-5	2018/2020	<b>2018/2019</b>	\$28,568,432	\$0
Reconstruct School Sites: Master Construct				
Rose Avenue K-5 (Classrooms)	2018/2021	<b>2018/2020</b>	\$3,681,670	\$15,618,940
Marina West K-5 (Classrooms)	2018/2021	<b>2018/2020</b>	\$20,795,034	\$20,795,034
McKinna K-5	2017	2017	\$31,507,869	\$0
Construct Kinder/SDC Classrooms				
Brekke	2018	2018	\$1,502,138	\$324,596
McAuliffe	2018	2018	\$1,502,138	\$420,911
Ramona	2018	2018	\$1,502,138	\$0
Ritchen	2018	2018	\$1,502,138	\$353,230
Construct K-8 Multipurpose Room				
Driffill	2026	<b>2019</b>	\$0	\$6,913,427
Construct Gym & Modernize MPR				
Fremont	2020	<b>2026</b>	\$5,557,436	(\$5,557,436)
Modernize K-8 Multipurpose Rooms				
Chavez	2019	<b>2027</b>	\$2,007,579	(\$2,007,579)
Curren	2019	<b>2027</b>	\$4,581,500	(\$4,581,500)
Kamala	2019	<b>2027</b>	\$2,084,539	(\$2,084,539)
Childhood Development Center Improvements				
Lemonwood	2019	2019	\$860,386	\$0
Subtotal			\$124,486,654	\$30,195,084
Technology	2018/2020	2018/2020	\$9,000,000	\$0
Program Improvements Subtotal			\$142,236,654	\$30,195,084
Program Reserve			\$6,589,630	\$7,087,799
Additional Facilities Expenditures	2018	2018	\$4,519,836	\$0
Program Lease Payments				
Brekke ES COP	2026	2026	\$1,419,606	\$0
COP for Land Acquisition	2026-29	2026-29	\$480,000	\$0
Subtotal			\$6,419,442	\$0
Program Improvements Total			\$162,333,526	\$37,282,883

\*Current dollars

## 6.5 PHASE 3 MASTER BUDGET AND SCHEDULE

Phase 3 completes the reconstruction of the Administration, Multipurpose Room, and Media Center facilities at both Rose Avenue and Marina West. The construction of Doris Patterson K-5 and 6-8 schools will also be completed in Phase 3. An allowance is provided for continued technology implementation

district wide. Similar to Phase 2, Phase 3 accounts for approximately \$4.4 million in continued lease payments related to the District's outstanding Brekke and Doris/Patterson COPs. Table 19 provides a summary of the proposed Phase 3 budget and schedule totaling approximately \$114.7 million.

**Table 19: Proposed Phase 3 Master Budget and Schedule (FY 2021-25)**

Project	Schedule Dec 2017	Schedule June 2018	Estimated Budget		Variance
Master Construct & Implementation Program Improvements					
Construct New School Sites: Master Construct					
Dorris Patterson K-5	2019/2023	2019/2023	\$26,009,424		\$0
Dorris Patterson 6-8	2019/2021	2019/2021	\$43,170,347		\$0
Rose Avenue	2018/2021	2018/2021	\$26,998,912	\$11,379,972	(\$15,618,940)
Marina West	2018/2021	2018/2021	\$0	\$11,379,972	\$11,379,972
Construct Academic Program Space: Master Construct					
Brekke	2025	2025	\$459,373	\$0	(\$459,373)
McAuliffe	2025	2025	\$290,643	\$0	(\$290,643)
Ramona	2025	2025	\$292,151	\$0	(\$292,151)
Ritchen	2025	2025	\$457,865	\$0	(\$457,865)
Construct Gym & Modernize MPR					
Haydock	2023	2023	\$1,500,000	\$0	(\$1,500,000)
Modernize K-5 Multipurpose Rooms					
Brekke	2023	2023	\$697,557	\$0	(\$697,557)
McAuliffe	2023	2023	\$1,440,725	\$0	(\$1,440,725)
Ramona	2023	2023	\$1,755,474	\$0	(\$1,755,474)
Ritchen	2023	2023	\$3,269,888	\$0	(\$3,269,888)
Subtotal			\$91,939,715		(\$14,402,644)
Technology	2025	2025	\$6,000,000		\$0
Program Improvements Subtotal			\$97,939,715		(\$14,402,644)
Program Reserve			\$3,666,062	\$12,342,335	\$8,676,273
Program Lease Payments					
Brekke ES COP	2026	2026	\$2,390,860		\$0
COP for Land Acquisition	2026-29	2026-29	\$2,062,500		\$0
Subtotal			\$4,453,360		\$0
Program Improvements Total			\$114,735,410		(\$5,726,371)

\*Current dollars

## 6.6 PHASE 4 MASTER BUDGET AND SCHEDULE

Phase 4 provides additional MPR improvements for remaining K-5 schools, as well as middle school gymnasium/multipurpose room improvements at Haydock and Fremont. Construction of new multipurpose room/gyms will be complete at Chavez, Curren, and Kamala. COP payments are scheduled to continue in Phase 4 and are estimated to total \$2.8 million during this period. However, lease payments related to Brekke Elementary are scheduled to conclude in 2025-26. Additionally, the District's lease payments for its COPs related to the Doris/Patterson land acquisition will be eligible for refunding on August 1, 2026 at which time the District may elect to prepay or refund the outstanding COPs to either decrease or eliminate future payments, assuming funds are available. As summarized in Table 20, Phase 4 completes the Master Construct and Facilities Implementation Program totaling an estimated \$48.7 million. Phase 4 will complete support facilities improvements at 9 campuses.

**Table 20: Proposed Phase 4 Master Budget and Schedule (FY 2026-29)**

Project	Schedule Dec 2017	Schedule June 2018	Estimated Budget		Variance
Master Construct & Implementation Program Improvements					
Design & Reconstruct School Sites: Master Construct					
Marina West K-5	2027/2029	2019/2020	\$32,175,006	\$0	(\$32,175,006)
Sierra Linda K-5	2027/2029		\$31,547,013	\$0	(\$31,547,013)
Subtotal				\$0	(\$63,722,019)
Construct Academic Program Space: Master Construct					
Brekke	2025	2026	\$0	\$459,373	\$459,373
McAuliffe	2025	2026	\$0	\$290,643	\$290,643
Ramona	2025	2026	\$0	\$292,151	\$292,151
Ritchen	2025	2026	\$0	\$457,865	\$457,865
Construct Gym & Modernize MPR					
Fremont	2020	2026	\$0	\$5,557,436	\$5,557,436
Modernize MPR					
Haydock	2023	2026	\$0	\$1,500,000	\$1,500,000
Modernize K-5 Multipurpose Rooms					
Brekke	2023	2029	\$0	\$697,557	\$697,557
McAuliffe	2023	2029	\$0	\$1,440,725	\$1,440,725
Ramona	2023	2029	\$0	\$1,755,474	\$1,755,474
Ritchen	2023	2029	\$0	\$3,269,888	\$3,269,888
Construct K-8 Multipurpose Rooms					
Chavez	2019	2027	\$0	\$6,913,427	\$6,913,427
Curren	2019	2026	\$0	\$6,913,427	\$6,913,427
Kamala	2019	2026	\$0	\$6,913,427	\$6,913,427
Construct K-8 Multipurpose Room					
Drifill	2026	2019	\$7,647,733	\$0	(\$7,647,733)
Subtotal				\$36,461,393	\$28,813,660
Program Improvements Subtotal				\$36,461,393	(\$34,908,359)
Program Reserve			342,304	\$9,395,300	\$9,052,995
Program Lease Payments					
Brekke ES COP	2026	2026	\$480,548		\$0
COP for Land Acquisition	2026-29	2026-29	\$2,321,000		\$0
Subtotal				\$2,801,548	\$0
Program Improvements Total				\$48,658,240	(\$25,855,364)

\*Current dollars

Overall, however, the reconstruction of Sierra Linda is dependent on the use of State hardship funding and the availability of future new construction pupil grants. At this time, the 775 pupil grants required to fund Sierra Linda would need to come from anticipated residential development in the area resulting in either additional pupil grants or increased developer fee collections to fund proposed improvements to the Sierra Linda K-5 school site.

## 6.7 MASTER SCHEDULE

The following summary schedule provides an overview of an updated proposed phasing strategy for the Master Construct and Implementation Program. Table 21 illustrates the proposed phasing of the integrated Program and is organized by the continued reconstruction of existing schools, the construction of new school sites, and improvements to multipurpose rooms support facilities to support the District's educational program.

The schedules for the reconstruction of Elm and Lemonwood have been updated to reflect the current completion date accommodating the second phase of improvements planned at the school sites; anticipated for June 2019 for Elm and April 2019 for Lemonwood. The anticipated completion date for the reconstruction of McKinna has been extended to December 2019 with a summer 2018 construction start. The completion of the new classroom building at Marshall has been extended to October 2018 to accommodate DSA inspired delays. The kinder flex classrooms planned at Ramona have been adjusted to a November 2018 completion due to delays experienced with DSA approval from prior non-closeout projects at the site. The completion date for the Harrington Child Development Center project has been accelerated from a December 2018 completion date to a July 2018 date.

The start of construction for Rose Avenue is proposed to move from Fiscal Year 2020-21 to Fiscal Year 2019-20 to accommodate the proposed financial hardship strategy. Likewise, the schedule for Marina West has been moved forward to start the planning and design in Fiscal Year 2018-19 for a construction completion anticipated by June 2021. Marina West will also follow a proposed hardship strategy. The planning and construction of a new MPR/gymnasium facility at Driffill has been moved forward to commence in Fiscal Year 2018-19. Additional support space improvements have been shifted to commence in Fiscal Year 2024-26 as well as MPR improvements at Fremont and Haydock. Remaining MPR improvements have been shifted to Fiscal Year 2026-27 for Kamala, Chavez, and Curren and to Fiscal Year 2028-29 for Ramona, Brekke, Ritchen, McAuliffe. Sierra Linda reconstruction project has been postponed and subsequently removed from the current program timeline until future pupil grants are available for Financial Hardship Funding.

Table 21: Summary Schedule

	Fiscal Year															
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Reconstruct:																
Harrington	Complete															
Harrington Child Dev. Center																
Lemonwood																
Lemonwood Child Dev. Center																
Elm																
McKinna																
Rose Avenue																
Marina West																
Construct:																
Marshall 6-8 Classrooms																
Seabridge K-5																
Doris/Patterson K-5																
Doris/Patterson 6-8																
Construct Kinder + SDC Classrooms/Additional Support Space:																
Ramona																
Brekke																
Ritchen																
McAuliffe																
Multipurpose Rooms:																
Fremont																
Haydock																
Kamala																
Chavez																
Curran																
Driffill																
Ramona																
Brekke																
Ritchen																
McAuliffe																



Based on the identified phasing plan, Table 22 provides a summary of projects under management, including those that are currently underway and are to be implemented, totaling approximately \$176 million.

**Table 22: Projects Under Management**

Project Name	Start Date	End Date	Master Budget (Current Dollars)
<b>Reconstruct:</b>			
Harrington Child Development Center	Nov-2014	Jul-2018	\$2,586,699
Lemonwood K-8	Feb-2013	Apr-2019	\$39,873,403
Lemonwood Child Development Center	Nov-2014	Jun-2019	\$860,386
Elm K-5	Jul-2013	Jun-2019	\$29,954,714
<b>Construct:</b>			
Marshall 6-8 Classroom Building	Dec-2014	Oct-2018	\$11,422,558
Seabridge K-5	Jan-2017	Apr-2020	\$28,568,432
McKinna K-5	Jan-2017	Dec-2019	\$31,507,869
Rose Avenue K-5**	Jan-2017	Apr-2021	\$3,681,670
Marina West K-5**	Jul-2018	Apr-2021	\$3,681,670
<b>Construct Kinder + SDC Classrooms:</b>			
Ramona	Jul-2017	Nov-2018	\$1,502,138
Brekke	Jul-2017	Aug-2018	\$1,826,734
Ritchen	Jul-2017	Aug-2018	\$1,855,368
McAuliffe	Jul-2017	Aug-2018	\$1,923,049
<b>Multipurpose Rooms:</b>			
Driffill	Jul-2018	Jun-2020	\$6,913,427
<b>Planning/Land Acquisition:</b>			
Doris/Patterson LAFCO Planning	Jul-2015	Mar-2019	\$700,000
Doris/Patterson Acquire Land*	Feb-2016	Apr-2018	\$8,750,000
Educational Technology Intregation/Planning	Jan-2017	Jun-2020	\$427,500
<b>Total</b>			<b>\$176,035,618</b>

\*Funded out of District's 2016 COP issuance

\*\*Design portion of project budget

# RECOMMENDATIONS

## 7.1 CONCLUSION & RECOMMENDATIONS

Over the next six months of implementation, the Master budget will continue to be monitored and enforced. Expenditure reporting will continue and be updated to reflect recommended budget adjustments provided in this June 2018 report. Budgets will also be reviewed and adjusted, where required, to accommodate actual contract commitments approved by the Board over the next six-month period. Steps will continue to be taken to file for eligible State aid applications and required agency approvals for project development and construction. Status reports will be provided to the Board as needed.

As part of the formal review process, it is recommended that the Board:

- Accept and adopt this semi-annual update to the Master Construct and Implementation Program
- Direct staff and CFW to proceed with recommended adjustments to the Program for its immediate implementation
- Establish a date for the next six-month review by the Board

# EXHIBIT A

## PRESENTATIONS, WORKSHOPS & UPDATES TO THE BOARD OF TRUSTEES

The table below contains a listing of presentations, workshops, and updates to the Board of Trustees for the Oxnard School District Facilities Implementation Program. Documentation of all Board activities are provided for the prior six months. For documentation of prior related Board Action items, please reference the same section of previous reports.

Date	Board Agenda Item	Agenda Description	Purpose	Action
6-Dec-17	C.2	Approval of Amendment #001 with CSDA Design Group regarding Marshall New School	Amendment #001 to agreement #15-89 provides additional Architectural Services to complete design for the Marshall New School Project	Approved
6-Dec-17	C.2	Approval of Amendment #001 with City of Oxnard for the joint use of Lemonwood Park	Amendment #001 to Agreement/MOU #15-162 extends the term of agreement and requires the District to lease the park areas until May 31, 2019 or until substantial completion, and beneficial occupancy.	Approved
6-Dec-17	C.10	Approval of Contractor Contingency CREDIT #012 with Swinerton Builders regarding the Lemonwood E.S. Reconstruction Project	Contractor Contingency Allocation #012 is a CREDIT to the Contractor Contingency line item of the Gauranteed Maximum Price (GMP) Construction Services Agreement.	Approved
6-Dec-17	C.11	Approval of WAL #005 with Rincon Consultants Inc. regarding the Kinder/Flex Classroom Projects	WAL #005 for Rincon provides for CEQA Services for the Kinder/Flex Classrooms at Brekke, McAuliffe, Rithcen, and Ramona	Approved
6-Dec-17	D.2	Consideration and Approval of Resolution #17-16 approving the Final Architectural Drawings regarding the Kinder/Flex Classroom Projects	Approval of the Architectural Drawings as prepared by Flewelling and Moody for the Kinder/Flex Classroom Projects at Brekke, McAuliffe, Ramona, and Ritchen Elementary Schools and further direct the plans be submitted to the Division of the State Architect and California Department of Education for approval.	Approved
6-Dec-17	A.13	Presentation of the December 2017 Semi-Annual Implementation Program Update as an Adjustment to the Master Construct and Implementation Program	The December 2017 Report provides the second semi-annual update to the Board since establishment of the now-integrated Master Construct and Implementation Program (Program) adopted by the Board in January 2017.	Approved
6-Dec-17	A.14	Public Workshop for the Draft Environmental Impact Report as Prepared for the Doris/Patterson Project	This agenda item provided a workshop summary presentation and to receive comments on the Draft Environmental Impact Report (EIR) regarding the Doris/Patterson Road Educational Facilities Project.	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
17-Jan-18	C.4	Approval of Contractor Contingency CREDIT #013 with Swinerton Builders regarding the Lemonwood E.S. Reconstruction Project	Contractor Contingency Allocation #013 is a CREDIT to the Contractor Contingency line item of the Gauranteed Maximum Price (GMP) Construction Services Agreement.	Approved
17-Jan-18	C.5	Approval of Amendment #002 with CSDA Design Group regarding the Marshall New School Project	Amendment #002 to Agreement #15-89 provides for the Value Engineered Scope of Work including Expanded Construction Administration Services.	Approved
17-Jan-18	C.6	Approval of Amendment #005 with Dougherty and Dougherty regarding the Harrington ECDC Project	Amendment #005 is for the Value Engineered Scope of Work including additional architectural and engineering services.	Approved
17-Jan-18	C.11	Approval and Adoption of the December 2017 Semi-Annual Implementation Program Update as an Adjustment to the Master Construct and Implementation Program	The Semi-Annual Implementation Program Update reflects conditions of the District's Program between June and the time of the report's publishing in December 2017.	Approved
7-Feb-18	C.3	Approval of Resolution #17-19 Making Environmental findings regarding the Kinder/Flex Classroom Project at Brekke Elementary School	Rincon Consultants prepared a California Environmental Quality Act (CEQA) analysis report for the project indicating that te project is eligible for a Class 14 Categorical Exemption.	Approved
7-Feb-18	C.4	Approval of Resolution #17-20 Making Environmental findings regarding the Kinder/Flex Classroom Project at McAuliffe Elementary School	Rincon Consultants prepared a California Environmental Quality Act (CEQA) analysis report for the project indicating that te project is eligible for a Class 14 Categorical Exemption.	Approved
7-Feb-18	C.5	Approval of Resolution #17-21 Making Environmental findings regarding the Kinder/Flex Classroom Project at Ramona Elementary School	Rincon Consultants prepared a California Environmental Quality Act (CEQA) analysis report for the project indicating that te project is eligible for a Class 14 Categorical Exemption.	Approved
7-Feb-18	C.6	Approval of Resolution #17-22 Making Environmental findings regarding the Kinder/Flex Classroom Project at Ritchen	Rincon Consultants prepared a California Environmental Quality Act (CEQA) analysis report for the project indicating that te project is eligible for a Class 14 Categorical Exemption.	Approved
7-Feb-18	C.8	Approval of WAL #003 with Knowland Construction Services (KCS) regarding the Kindergarten/Flex Projects	WAL #003 for KCS provides DSA Inspector of Record (IOR) and In-Plant Inspections for Brekke, Ramona, McAuliffe, and Ritchen.	Approved
7-Feb-18	D.1	Approval of Revisions to the Lease Lease-back Agreements between Swinerton and the Oxnard School District for the Construction of the New Seabridge Elementary School	After further review of the Lease Lease-Back Agreements by Swinerton and the Oxnard School District's legal counsel, it was determined that the agreements required revisions to address certain construction related issues and to clarify ambiguous or misprinted information.	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
7-Feb-18	D.2	Approval WAL #005 with Rincon Consultants Inc. to perform a Peer Review of Tetra Tech's Historic Resources Evaluation for the Rose Avenue Elementary Reconstruction Project	On December 2017, Tetra Tech, the firm tasked with producing a historic resources evaluation as part of CEQA for the Rose Avenue Elementary School Reconstruction, determined that a historic resources survey needed to be performed to ascertain that the existing buildings were not of historic significance. The district does not believe the validity of this claim and thereby sought a peer review of the findings from Rincon Consultants Inc.	Approved
21-Feb-18	C.4	Approval of Supplemental WAL #005 with Tetra Tech Inc. regarding the Doris/Patterson Site	WAL #005 for Tetra Tech provides for a time extension of services in order to produce an Environmental Impact Reprt.	Approved
21-Feb-18	C.6	Approval of Change Order #009 with Swinerton Builders for the Lemonwood K-8 School Reconstruction	Change Order #009 with Swinerton Builders provides for work related to unforeseen conditions or additional scope of work requested by the District.	Approved
21-Feb-18	C.7	Approval of WAL #010 with Earth Systems Southern California regarding the Kinder/Flex Facility at Brekke Elementary School	WAL #010 with Earth Systems provides for Geotechnical Engineering, and Materials Inspection and Testing Services during Construction.	Approved
21-Feb-18	C.8	Approval of WAL #011 with Earth Systems Southern California regarding the Kinder/Flex Facility at McAuliffe Elementary School	WAL #011 with Earth Systems provides for Geotechnical Engineering, and Materials Inspection and Testing Services during Construction.	Approved
21-Feb-18	C.9	Approval of WAL #012 with Earth Systems Southern California regarding the Kinder/Flex Facility at Ritchen Elementary School	WAL #012 with Earth Systems provides for Geotechnical Engineering, and Materials Inspection and Testing Services during Construction.	Approved
21-Feb-18	C.10	Approval of WAL #013 with Earth Systems Southern California regarding the Kinder/Flex Facility at Ramona Elementary School	WAL #013 with Earth Systems provides for Geotechnical Engineering, and Materials Inspection and Testing Services during Construction.	Approved
21-Feb-18	D.4	Adoption of Resolution #17-24 authorizing issuance and sale of General Obligation Bonds, Election of 2016, Series B	Provides funds for District's Building Fund to be used for voter-approved capital school facilities projects.	Approved
7-Mar-18	C.3	Scheduling of Board Date to Conduct Public Hearing for the Final Environmental Impact Report Prepared for the Doris/Patterson Project and Make a Determination on the Environmental Document	The purpose of this Agenda Item to is set a public hearing to receive the public comments on the District's Final Environmental Impact Report (EIR) for the Doris Avenue/Patterson Road Educational Facilities Project	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
7-Mar-18	C.4	Approval of WAL #013 with ATC Group Services LLC (ATC) regarding the Lemonwood Elementary School Reconstruction Project	WAL #013 with ATC will provide an onsite environmental consultant to monitor the removal of any hazardous materials during the demolition process ensuring that all abatement activities are done in compliance with current State and Federal regulations.	Approved
7-Mar-18	D.3	Consideration and Approval of Resolution #17-28 approving the Final Architectural Drawings regarding the Seabridge New School Project	Approval of the Architectural Drawings as prepared by Flewelling and Moody regarding the Seabridge New School Project and further direct the plans be submitted to the Division of the State Architect and California Department of Education for approval.	Approved
21-Mar-18	B.2	Conduct Public Hearing for the Final Environmental Impact Report Prepared for the Doris/Patterson Project	The purpose of this Agenda Item is to conduct a public hearing to receive public comments on the District's Final Environmental Impact Report (EIR) for the Doris Avenue/Patterson Road Educational Facilities Project	Approved
21-Mar-18	D.1	Approve Resolution #17-30 Making a Determination and Adopting the Final Environmental Impact Report for the Doris/Patterson Project	The purpose of this Agenda Item is to consider a resolution making a determination and adopting the Final Environmental Impact Report (EIR) for the Doris Avenue/Patterson Road Educational Facilities Project	Approved
18-Apr-18	C.2	Agreement #17-293 CFW Advisory Services, LLC- Financial Advisory Services	Financial Advisory Services, to provide financial consulting and advisory services in connection with the issuance of General Obligation Bonds and other financial transactions (TRANS, COPs and other related financial transactions). As a result, the extension of the Contract does not impact the District's General Fund.	Approved
18-Apr-18	C.2	Approval of Amendment #003 with CSDA Design Group regarding the Marshall New School Project	Amendment #003 received from CSDA provides for Value Engineered Scope of Work including: Re-design of the Toilet & Locker Room at Marshall New School Project.	Approved
18-Apr-18	C.4	Summary of Sale, Election of 2016, Series B, General Obligation Bonds	In concert with the District's policy of transparency, the attached presentation is a summary of the transaction and is provided for the benefit of the District Board and the public. The presentation summarizes: Overview of Issuance Milestones, District Credit Rating, Summary of Sale, Sources & Uses and Costs of Issuance.	Approved
18-Apr-18	C.5	Approval of Change Order #010 with Swinerton Builders regarding the Lemonwood K-8 School Reconstruction Project	Change Order No. 010 with Swinerton Builders provides for Construction Services due to unforeseen changes.	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
18-Apr-18	D.2	Approval of Amendment #001 with Viola Inc. regarding the Kinder/Flex Project at Brekke Elementary School	The three LLB agreements, the Construction Services Agreement, the Site Lease, and the Sublease are being amended to incorporate the agreed upon GMP.	Approved
18-Apr-18	D.3	Approval of Amendment #001 with Viola Inc. regarding the Kinder/Flex Project at McAuliffe Elementary School	The three LLB agreements, the Construction Services Agreement, the Site Lease, and the Sublease are being amended to incorporate the agreed upon GMP.	Approved
18-Apr-18	D.4	Approval of Amendment #001 with Viola Inc. regarding the Kinder/Flex Project at Ritchen Elementary School	The three LLB agreements, the Construction Services Agreement, the Site Lease, and the Sublease are being amended to incorporate the agreed upon GMP.	Approved
2-May-18	A.6	State Aid Presentation by CFW	The purpose of this item is to provide the Board with a presentation regarding a status update on the State Aid program and the District's eligible projects.	Approved
2-May-18	D.1	Approval of a Contractor Contingency Allocation #001 with Bernards Bros regarding the Marshall New Classroom Building Project	Contractor Contingency Allocation #001 is a COST to the Contractor Contingency line item of the GMP Construction Services Agreement. This allocation provides for additional items of work.	Approved