



December 2016



OXNARD  
SCHOOL  
DISTRICT

# MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM

Eighth Semi-Annual Report to the Board of Trustees



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



Prepared by:

**Caldwell Flores Winters**

1901 Victoria Avenue, Suite 106  
Oxnard, CA 93035

6425 Christie Avenue, Suite 270  
Emeryville, CA 94608

For:

**Oxnard School District**

1051 South A Street  
Oxnard, CA 93030

**Board of Trustees**

Veronica Robles-Solis, President  
Debra M. Cordes, Clerk  
Albert Duff Sr., Trustee  
Ernest Morrison, Trustee  
Denis O'Leary, Trustee

**District Administrators**

Dr. Cesar Morales, Superintendent  
Lisa Cline, Deputy Superintendent, Business and Fiscal Services  
Robin Freeman, Assistant Superintendent, Educational Services  
Dr. Jesus Vaca, Assistant Superintendent, Human Resources and Support Services  
Valerie Mitchell, Chief Information Officer

# TABLE OF CONTENTS

<b>Table of Contents.....</b>	<b>iii</b>
<b>Index of Tables .....</b>	<b>iv</b>
<b>Program Overview .....</b>	<b>1</b>
1.1 Educational Program .....	1
1.2 Facilities Program .....	2
1.3 Funding & Sequencing .....	6
1.4 Recommendations .....	6
<b>Educational Program .....</b>	<b>7</b>
2.1 Principal Training Program .....	7
2.2 Technology Program Integration .....	11
2.3 Educational Specifications .....	12
<b>Facilities Program .....</b>	<b>17</b>
3.1 Measure “R” Program .....	17
3.2 Measure “D” Program .....	21
3.3 Recommendations .....	25
<b>Program Funding &amp; Expenditures .....</b>	<b>27</b>
4.1 State Matching Grants .....	27
4.2 Developer Fees .....	34
4.3 General Obligation Bonds .....	34
4.4 Project Expenditure to Date .....	37
<b>Master Budget &amp; Schedule .....</b>	<b>39</b>
5.1 Proposed Master Construct and Implementation Program Budget .....	39
5.2 Phase I Master Budget and Schedule .....	41
5.3 Phase II Master Budget and Schedule .....	42
5.4 Phase III Master Budget and Schedule .....	43
5.5 Phase IV Master Budget and Schedule .....	44
5.6 Master Schedule .....	44
<b>Recommendations .....</b>	<b>47</b>
6.1 Conclusion & Recommendations .....	47
<b>Exhibit A .....</b>	<b>48</b>
Presentations, Workshops & Updates to the Board of Trustees .....	48

# INDEX OF TABLES

Table 1: Adopted K-5 Educational Specifications .....	14
Table 2: Adopted 6-8 Educational Specifications .....	15
Table 3: Adopted K-8 Educational Specifications .....	16
Table 4: Estimated Modernization Eligibility - 60-40 Program .....	29
Table 5: New Construction Eligibility (50/50) .....	31
Table 6: Submitted New Construction Applications .....	33
Table 7: Anticipated Remaining New Construction Applications .....	33
Table 8: District Bonding Capacity Analysis .....	36
Table 9: Estimated Phase I Expenditures to Date .....	37
Table 10: Proposed Master Construct & Implementation Program Budget .....	40
Table 11: Proposed Phase I Master Budget and Schedule (FY 2013-17) .....	41
Table 12: Proposed Phase II Master Budget and Schedule (FY 2017-20) .....	42
Table 13: Proposed Phase III Master Budget and Schedule (FY 2021-25) .....	43
Table 14: Proposed Phase IV Master Budget and Schedule (FY 2026-29) .....	44
Table 15: Summary Schedule .....	45
Table 16: Projects Under Management .....	46

# PROGRAM OVERVIEW

Caldwell Flores Winters, Inc. (“CFW”) is pleased to present the Master Construct and Implementation Program (“Program”) to the Oxnard School District (“District”) Board of Trustees (“Board”). The report integrates the District’s vision for education initiatives with the ongoing educational program, and combines the Facilities Master Plan (2012) and the Facilities Implementation Program (2013) with the adopted Master Construct Program (2016). It provides funding and sequencing solutions to implement 21st century learning environments utilizing both the remaining Measure “R” bond funds and the recently approved Measure “D” bond program, as well as other local funds, and state school facilities program grants. This update serves to provide an integrated vision for the District’s educational programs and facilities improvements for the future.

The District’s schools were built across several different generations and reflect the age, design principles, and standards of their time. One generation of schools was completed from the mid 1940’s through the mid 1960’s. Another generation was completed between the 1980’s and early 2000’s. During their life cycle, the District completed one modernization cycle for all sites initially built between 1946 and 1981. A portables-to-permanent-classrooms (P2P) construction initiative to the now K-8 schools began in 2004 and concluded in 2014 with the completion of Drifill.

Soria is the last new school to be constructed in 2009 prior to implementation of the Measure “R” Program in 2013. Throughout this period, the District added a substantial amount of interim and portable classroom facilities, most of which have not been replaced with permanent facilities and are now old and in need of replacement. Programmatic approaches were also previously utilized, including the use of a multi-track year round education program that was subsequently eliminated by the District by the 2009-10 school year.

## 1.1 EDUCATIONAL PROGRAM

The planning and implementation of 21st century learning environments is driven by two programs — an **education program** that outlines academic achievement opportunities at the District level, and a **facilities program** that describes how capital improvements will support the implementation of the education program. The educational focus has implemented an extended day kindergarten program and the reconfiguration of intermediate grade 7-8 junior high schools into grade 6-8 middle school academy programs. All K-6 elementary schools have been reconfigured in support of a K-5 educational strand program that integrates with the feeder middle school academies. The existing K-8 educational program has been expanded to accommodate an integrated K-8 academy learning environment in support of

additional parent choice. Pursuant to Board approval, each of these is in varying stages of phased implementation given the resources readily available to the District and school sites.

The Academic Strand Focus (K-5) and Academy (6-8) programs are now in their fourth academic year of development and continue to be the driver of facilities improvements and educational technology integration. The K-8 schools are in their third year of implementation of their Academy programs and have kindergarten through second grade students enrolled in dual language immersion. All programs continue to be integrated into the school's overall educational vision and are in the process of adding additional enrichment activities related to the academic themes.

Over the past six-months, multiple training sessions have been held with site principals. These training sessions focused primarily on evaluation tools, as well as the continued implementation of the Academic Strand Focus and Academy programs across the district. Additional information is provided within this report as to the specific tasks that have been accomplished and those planned for the next six-month period.

## 1.2 FACILITIES PROGRAM

The Master Construct and Implementation Program integrates efforts to date associated with the implementation of Measure "R" and the activities to be launched as part of Measure "D". Measure "R" activities have been underway since passage of the measure in 2012. Measure "D" activities join the program underway as Phase 2 is to be initiated. The following provides a summary of activities undertaken and those planned for implementation.

### 1.2.1 MEASURE "R" IMPLEMENTATION PROGRAM

In accordance with the above educational initiatives, Phase 1 of the ongoing Measure "R" facilities implementation program has preceded with the following to date:

- Implement improved facilities at five K-5 school sites to accommodate the extended day kindergarten program
- Provide required facility construction to convert three prior intermediate schools to 6-8 middle schools to support an academy-based instructional program
- Construct improved kindergarten and science labs at six sites to expand the K-8 instructional program in support of parent choice
- Design and implement the replacement construction of three of the oldest schools in the District with two new K-5 schools and a new K-8 facility at Harrington, Elm and Lemonwood, respectively
- Acquire a new K-5 site for future elementary school expansion and construction at Seabridge
- Design and construct additional permanent grade 6-8 capacity at Marshall, prior to the construction of additional grade 6-8 long term capacity

- Deploy over 18,000 mobile devices to teachers, staff, and students in support of the academy and technology program
- Initiate an acquisition program for a combined elementary and middle school campus to accommodate projected long term enrollment growth
- Design the approved reuse of existing facilities at replacement school sites to provide additional kindergarten, transitional kindergarten and preschool facilities
- Process and file \$17.0 million in approved facility improvement grant reimbursements awaiting Proposition 51 funding

Specific details of the status of major ongoing projects are provided in this report and summarized below:

- Construction of Lemonwood is ongoing within the overall schedule established for the project. The project has received all required DTSC approvals as a required prerequisite for final CDE approval as a condition of OPSC and SAB approval and funding. Applications have been filed with OPSC for State Aid reimbursement of eligible construction costs. DSA approval of the construction plans for the associated Early Childhood Development facility is anticipated by early 2017.
- DSA approval for the Elm reconstruction project was received in August 2016 and a process for selection of a construction manager for the project was completed in October. The selected construction firm is currently in the process of soliciting bids to present a guaranteed maximum price (GMP) contract to the District. A GMP contract is anticipated to be presented in December for Board consideration, with construction commencing immediately thereafter. A groundbreaking and community reception was held on November 4, 2016 to celebrate the commencement of the Elm school replacement project and was well attended by school and District Staff, members of the nearby community and elected officials.
- DSA approval for the Marshall twelve (12) classroom building project is underway. The design team is currently addressing the plan review comments and anticipates DSA approval by the end of 2016. Due to changes in State Law, a revised process for selection of a construction manager for the project is underway for approval of the Board. Once completed, it will be utilized to initiate the process for contractor selection and to solicit bids and present a GMP contract for Board consideration. A GMP contract is anticipated to be presented at the end of the first quarter for Board consideration, with construction commencing immediately thereafter.
- In August 2016, a DSA Certification of Compliance was received for Harrington, indicating the project had been closed out with a #1 certification by DSA, marking the first time in recent District history that a facilities project had been closed out on time, with a #1 certification from DSA. At the request of staff, the design team submitted plans for exterior perimeter fencing as requested and approved by the Board to DSA in May. DSA approval was received in June, the project was awarded to a contractor on October 19, and construction began November 15, 2016. Construction is anticipated to be completed by December 30, 2016.



### 1.2.2 MASTER CONSTRUCT PROGRAM

In August of 2015, the Board identified a need to expand the ongoing facilities improvement program and commissioned the development of a Master Construct Program to provide the next level of facilities improvements pursuant to the District's Master Plan. After a series of reports, meetings and study sessions to review information and program options in the fall of 2015 and winter of 2016, the Master Construct Program was approved by the Board in February 2016 and a bond measure was placed on the November 2016 ballot. The Master Construct Program integrates and builds upon the programs, funding and projects identified as part of the Measure "R" Facilities Implementation Program and provides additional bonding capacity as a funding source for the next level of facilities improvements. Measure "D" was approved overwhelmingly by voters (68.11%) on November 8, 2016.

The Master Construct Program continues to replace portable facilities with permanent classrooms and aged facilities with 21<sup>st</sup> century classrooms and additional grade level K-8 capacity for projected District enrollment. The Master Construct Program implements the next level of facilities improvements as part of Phase 2 of the ongoing Implementation Program and continues with proposed additional phases to:

- Preserve existing capacity and reconstruct the District's older K-5 schools at the McKinna, Rose, Marina West and Sierra Linda locations
- Provide projected enrollment capacity needs to the extent possible and construct additional K-5 and 6-8 facilities for the planned Doris/Patterson site as well as the construction of a K-5 facility at the District owned Seabridge location
- Provide additional support spaces at the McAuliffe, Brekke, Ritchen and Ramona K-5 campuses
- Accelerate the construction of remaining Measure "R" projects

### 1.2.2 MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM

The next six-month period initiates the merger and integration of the Measure "R" Implementation Program with the Master Construct Program to create what is to be now referenced as the Master Construct and Implementation Program. It maintains the goals, vision and projects approved by the Board for Measure "R" and Measure "D" in an integrated program. A consolidated project list is presented in Sections 4 and 5 of this report, and is summarized below.

During the first six-month period of 2017, ongoing Measure "R" projects will continue to be implemented and constructed as summarized above and specific Measure "D" projects approved by the Board as part of the Master Construct Program will be merged and initiated as summarized below.



	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																
Marina West																
Sierra Linda																
Construct:																
Marshall 6-8 Classrooms																
Seabridge K-5																
Doris/Patterson K-5																
Doris/Patterson 6-8																
Multipurpose Rooms:																
Fremont																
Haydock																
Kamala																
Chavez																
Curren																
Drifill																
Ramona																
Brekke																
Ritchen																
McAuliffe																
Additional Support Spaces:																
Ramona																
Brekke																
Ritchen																
McAuliffe																

- The planned acquisition of the 25-acre property at the Doris/Patterson site is scheduled for completion to build new K-5 and 6-8 schools at that location. Given the status of the proposed Borchard property application for annexation and the City's own process as the lead agency, the required annexation process through the City of Oxnard by the Ventura County Local Agency Formation Commission (LAFCO) is now anticipated to require approximately 24-months. Required additional team members, including architectural and civil engineering services, will be procured to join in an accelerated formal application and schedule to accommodate the required EIR and City of Oxnard reviews and lead agency responsibilities on behalf of the District to file for LAFCO consideration.
- It is anticipated that passage of Proposition 51 will dramatically accelerate the pace of project applications throughout the State, quickly committing the State's share of the remaining \$3.5 billion in new construction and modernization applications to those districts that have submitted shovel-ready projects. Approximately \$2.3 billion of applications that have already received DSA approval are already in line for funding, including \$17.0 million in District applications. By immediately moving forth with the design and proposed construction of McKinna, Rose, and Seabridge schools, including selection of necessary team members, the District will seek to secure its place in line for State funding and maximize its opportunity to capture additional State dollars before the anticipated depletion of program funding.

- Upon receipt of State grant fund reimbursements from prior initiated District construction projects (e.g. Harrington, Seabridge land acquisition, etc.), proceed with continuing efforts to design and modernize multipurpose rooms (MPR's) at the District's P2P K-8 schools, as identified in the Measure "R" program.

### 1.3 FUNDING & SEQUENCING

The Master Construct and Implementation Program will be funded through the use of Measure "R" and "D" funds, available local developer fees, and State modernization and new construction grants. Overall funding is projected to increase to approximately \$440.4 million, primarily from increased bonding authority under Measure "D". In total, \$398.4 million in program improvements are proposed to be funded over four phases, as well as an estimated \$42 million program reserve to account for unforeseen program changes that may arise due to local or State requirements. Of this amount, \$119 million is anticipated in eligible state grants and the balance is projected to be funded from \$142.5 million of Measure "D" funds. Proposed uses are consistent with the projects approved under the Measure "R" and Master Construct programs by the Board. Specific project budgets and individual timelines and schedules have been adjusted to reflect the latest estimated costs and anticipated periods for completion.

This sequencing of projects is organized and subject to optimizing available State and local funding sources as guided by the Board's semi-annual review of the Master Construct and Implementation Program. As the economy continues to gather steam, other factors such as potential increases in the District's borrowing rates, certain escalations in the costs of construction, and added approvals required of proposed projects will also substantially impact costs, schedules and therefore sequencing. The Board will be kept apprised of such matters to the extent possible and will receive a written update as part of the ongoing six-month review process.

### 1.4 RECOMMENDATIONS

It is recommended that the Board:

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

# EDUCATIONAL PROGRAM

The Academic Strand Focus (K-5) and Academy (6-8) programs are now in their fourth academic year of development and continue to be the driver of facilities improvements and educational technology integration. The K-8 schools are in their third year of implementation of their Academy programs and have kindergarten through second grade students enrolled in dual language immersion. All programs continue to be integrated into the school's overall educational vision and are in the process of adding additional enrichment activities related to the academic themes.

The work plan for 2016 called for:

- Improvement and expansion of integrated units developed during the third year of implementation for the K-5 Academic Strand Focus and second year of implementation of the K-8 Academies
- Integration of the new language arts adoption into existing integrated units
- Introduction of Project Based Learning (PBL) elements for those schools that did not attend the summer PBL training

In August 2016, a calendar of training events was established, with the first training occurring on October 26. Due to the amount of staff development provided by the District in the summer for the new language arts adoption, it was determined that both principals and teachers needed at least two months at the beginning of the school year to begin implementation of the new curriculum prior to adding any additional instructional items. In September, individual principals were contacted and provided coaching as needed or requested.

## 2.1 PRINCIPAL TRAINING PROGRAM

At the heart of the combined Master Construct and Implementation Program is an Educational Program that builds on initial achievements to reconfigure District schools and provide increased parent choice, and establishes an Academic Strand Focus at each grade K-5 school site as well as an Academy program at each grade 6-8 or grade K-8 school site.

Over the past six-months, multiple training sessions have been held with site principals. These training sessions focused primarily on evaluation tools, as well as the continued implementation of the Academic Strand Focus and Academy programs across the district. Staff development for site principals enabled better lead teacher training and collaborative sessions at their schools. The District is committed to

improving the capacity of District staff to evaluate curriculum for alignment with the Common Core State Standards (CCSS), Next Generation Science Standards (NGSS) and to determine the rigor and depth of knowledge required of a student to demonstrate mastery of these standards. Principals must understand how to evaluate curriculum and to impart this knowledge to their teachers for growth and sustainability of the educational program over time. To this end, group training has been provided to principals as well as one on one coaching.

The work plan established by the team established principal training sessions on October 26 and December 6 for both the K-5 and K-8 principals, each session at least two hours in length. Individual principal follow-up and coaching occurred between these sessions in September and November of 2016, and included an initial one hour session, followed by additional correspondence as needed. Several staff development goals were continued from last year, and several new goals were added, both as presented below:

- Evaluate curriculum for rigor and significant depth of knowledge as well as alignment with CCSS and NGSS
- Recognize strong and weak elements within integrated units
- Understand process for determining alignment of student products and projects called for in the integrated units with the CCSS and NGSS and the New Taxonomy
- Identify alignment of student projects to the CCSS and NGSS and how to modify or change a student project to increase cognitive rigor within integrated units
- Provide effective feedback through questioning techniques to teacher teams for improvement of weak elements
- Recognize the principles of Project Based Learning (PBL) and how these principles might be incorporated into an integrated unit
- Use of checklist, rating scales and rubrics to determine the strength of the Academic Focus or Academy Programs at each of the schools and next steps for improvement
- Learn process for developing checklists, rating scales and rubrics

Following the District's adoption of a new English language arts program prior to the 2016-2017 school year, the first K-5 and K-8 principal training group occurred on October 26. A training module was developed and presented that covered evaluation tools for use in assessing and reflecting on implementation of the Academic Strand Focus and Academy programs at each school site. As a part of the training module, new rubrics, rating scales and checklists were developed to assist principals and their staff in determining the level of development, strength, and implementation of the programs at their respective schools. Using the tools and training provided, school staff can more easily track their progress

on the continuum of development, and determine the next steps needed to improve their Academic Focus and Academy programs.

At the core of these programs is a rigorous curriculum that is organized around an academic theme that has been selected by the school staff. Academic Strand Focus and Academy programs consist of integrated units in which English language arts, mathematics, social studies (aligned to CCSS), science (aligned to NGSS), and English Language Development (ELD) standards are integrated through student projects. Teachers must assess these student projects to determine if students have met the standard and demonstrate mastery of the curriculum.

Three common ways to assess student work, including student projects, were presented in the course of ongoing training, providing extensive coaching on the use of checklists, rating scales and rubrics. Each assessment method provides advantages and disadvantages and all methods can also be used to measure and monitor implementation and quality of the underlying program.

- Checklists help to monitor and verify that component parts of a program or project are in place. However, a checklist simply acknowledges that the components exist, but does not provide a measure of quality of the component.
- Rating scales provide a continuum for scoring of the component parts and begin to offer a minimal way to respond to the quality of the program or project. Rating scales are checklists that include ranking on the degrees to which the criteria desired are present.
- A rubric is a scoring tool that explicitly represents the performance expectations for an assignment or implementation of a program. It divides the assigned work into component parts and provides clear descriptions of the characteristics of the work associated with each component, at varying levels of mastery or quality. A rubric is the most comprehensive tool for assessing a program or student project or performance. It also provides the student or implementer of the program the expectations for the quality of the work required for mastery. In addition, it provides a vehicle for a student, teacher, or administrator to self-assess how well they have done and make the necessary corrections or improvements to achieve a quality project, performance or program. It aids in creating autonomy, problem solving, and critical thinking which all results in improved student performance or improved program implementation.

Training to the group of principals included methods to develop rubrics, with the same training process made available for principals to engage with their teachers. The rubrics developed for these trainings evaluate the integrated units and Academic Focus Theme or Academies. Various criteria were developed, and each criterion evaluated and identified as being either emerging, developing, mastery, or exemplary. The rubric developed to evaluate the integrated units considered their controlling standards, student project/product, additional standards, instructional resource, materials and technology, and lesson plans. The K-5 Academic Focus Themes and K-8 Academies were thereafter evaluated on the quality of their integrated units, integrated units taught, revision of previously developed integrated units, enrichment

opportunities, elective courses offered, rubrics for integrated units, programs of study, and branding of the school.

In addition to being a tool for administrators to evaluate the state of their programs, rubrics provide a tool for teachers to use to provide clarity about the objective of the unit and what the student must do to demonstrate mastery of the content. Rubrics can be written for many of the projects that the teacher assigns to students, not just the integrated units that have been developed for the academic themes of the school.

All schools are moving forward with implementation of the Academic Strand Focus and Academy programs at differing rates. A discussion on the integration of the new language arts program into the integrated units and ways to improve implementation was held at each school site. The discussion also acknowledged that the integrated units are to be used with the new language arts textbook adoption, and guidance was given as to the implementation of the new language arts program as it relates to the Academic Strand Focus and Academy programs. Further discussions centered on how these programs support the mandate of students learning to read, write and to perform math, as well as become proficient in English. The Academic Strand Focus and the Academies support this mandate as academic achievement is improved when students are actively engaged in hands on authentic exercises that promote experiential learning as demonstrated by a well-developed integrated unit. The CCSS and NGSS require that students use the skills they have learned in meaningful, authentic problems or projects in which reading, writing, math, science and social studies are integrated. The integrated units developed within the Academic Strand Focus or Academy support the implementation of the CCSS and NGSS and will help to prepare students for the kinds of integrated state assessments they currently must take.

To aid principals in working with their staff, two comprehensive integrated units were developed to use as models during staff development. The models, which were further distributed among the principals, demonstrated an example wherein a visual or performing arts standard was used to weave in language arts, ELD, math, science and social studies standards over a seven to eight-week period.

For the December training, principals were divided into three groups depending on the level of development of their Academic Strand Focus and Academy programs and the specific needs of the principal. Those principals new to their positions within the last year benefited from a customized training group, as did veteran principals with a more developed level of exposure to the programs. The first group training was on the development of checklists, rating scales or rubrics, as previously described. Specifically, the use of rubrics helps to indicate what constitutes proficiency by students for a given assignment. Rubrics also become a tool for students to self-assess their work and make improvements, promoting student achievement. The second group training focused on determining the alignment of the standards to the student projects and how to determine the depth of knowledge and rigor of the integrated units. The third group focused on using questioning techniques and processes to use with teachers during staff development as they work to revise their integrated units to achieve more alignment to the standards and increased rigor and depth of knowledge.

Continued focus when engaging principals for individual coaching has been on removing barriers to improvement in the Academic Strand Focus and Academy programs at their school sites. Specific questions were answered about the integrated units created, how to assess the units, and how to provide feedback to the teachers for ongoing improvement. Leadership coaching was provided to encourage principals to identify strengths, explore possibilities and design new ways of approaching issues. For innovation to take place, programmatic issues must be reframed from a focus on deficits to one of assessment and improvement.

Over the next six months, the work plan will continue to support the schools with improvements to the Academic Strand Focus or Academy programs. Principals will be provided with individual feedback and training to enable each of the schools to revise their integrated units to include the new language arts adoption and to develop rubrics for those integrated units already developed.

## 2.2 TECHNOLOGY PROGRAM INTEGRATION

In coordination with the District's Educational Program, the Technology Program has featured an ongoing integration of new tools, capabilities, and innovations into the design and construction of new classroom facilities. Historically, schools in the District were designed and built primarily on the basis of meeting code and capacity requirements and conforming technology choices to prevailing traditions of classroom orientation and previous building design. That is why classrooms built prior to the Measure "R" Program, yet completed in the 21st century, featured a basic design and appearance largely similar to 19th and 20th century counterparts, with modern technology and educational programs shoehorned into generally predefined spaces and without consideration for the changes brought about by current educational program needs and the greater freedom from previous technological barriers. To achieve a 21st century classroom environment requires that the traditional design approach be reversed, allowing planning and technology integration to start with the educational program needs and specifications required such that classrooms or school facilities are designed "from the inside-out", first assuring that all functions and innovations sought by the educational program are achieved, followed by necessary considerations to meet code or other requirements generated by the proposed design.

This approach was harnessed for the design and construction of the new Harrington school, now nearly one year into active use of the campus, as well as the ongoing construction of Lemonwood, approved plans for Elm, and pending plan approval for Marshall. Students and teachers at the new Harrington school now frequently take advantage of learning environments that combine multiple 60" flat-screen HDTV displays, Apple TV streaming media devices, and District issued iPad mobile computing devices, along concurrently planned classroom enhancements such as floor-to-ceiling, wall-to-wall marker boards, mobile furnishing, and flexible storage.

Since the completion of Harrington school in January of 2016, efforts have included identifying continued improvement to the technology integration strategy used for future projects yet to be designed. The following recommendations were generated from District staff feedback and are proposed to be utilized in all future projects to enhance technology integration:



- Continue to equip classrooms with a flexible, multiple HDTV setup that utilizes the most up to date and user friendly technology for switching between audio/video sources
- Adjust future classroom wiring to utilize HDMI cabling for all audio/video connections given renewed confidence by the District that this option can be cost competitive to the approach used at Harrington and can maintain reliable quality over long distances
- Increase the size of the single large HDTV equipped in future Kindergarten classrooms from the 60-inch currently utilized to a 70-inch or larger option
- Improve the ability to display video, presentations, and other content in the multipurpose room for use during meetings by increasing the size of the supplied HDTV or other large projection options
- Recognize the District's growing inventory of computer carts at many schools anticipate future deployment by providing adequate storage space in the Library and Resource Center for secure storage of this equipment as further indicated below in the Educational Specifications section

## 2.3 EDUCATIONAL SPECIFICATIONS

The District has adopted Educational Specifications within the Facilities Master Plan (2012), Facilities Implementation Program (2013) and Master Construct Program (2016) for guiding the design of future school facilities, as required by California Department of Education for consistency with standards under Title 5 of the California Code of Regulations. These standards include minimum requirements for various school site attributes, such as classroom size.

In the course of constructing Harrington, as well as in review of final designed plans for Lemonwood, Elm, and Marshall, educational specifications were analyzed to consider specific site needs as well as changing requirements. As directed by District staff, project architects have incorporated adjustments on pending facilities projects and future projects are to be planned in order to meet current District needs.

The following design elements are recommended to improve upon the adopted specification for future projects and may be accomplished by fully utilizing, and without adjustment to, the underlying square footage requirements contained within the previously adopted educational specifications:

- Kindergarten classrooms: Kindergarten classroom square footage of 1,120 square feet remains appropriate for use in future projects. Both attached bathrooms should be unisex and have partial doors for privacy, while still allowing the teacher visibility of the student's feet for safety.
- Main office: Adopted specifications call for a "Work/Main Copy Room" area of 250 square feet and an adjacent "Workroom/Lounge" of 600 square feet. Where feasible, a portion of the lounge square footage containing functions for work area including copiers and supplies may be reallocated within the administrative office facility as a separate function in order to improve the

functionality of both spaces. Similarly, open areas within the main office square footage intended to function for staff conferences or workgroups may be allocated to separately partitioned space.

- Library and Resource Center: Approximately 110 square feet of the adopted 450 square feet available for storage should be configured to provide storage for computer carts.
- Classrooms: Where feasible and pursuant to recommended budgets, select upcoming K-5 projects may be modified to a 750-student specification to provide additional student capacity at reconstructed District school sites to accommodate additional flex space for fluctuations in kindergarten enrollments and increased special education needs.
- Multipurpose Room Kitchens: Consistent with the District's operation of its food services program, a walk-in freezer shall be provided in lieu of mobile or reach-in freezers. Dry storage shall accommodate track storage shelving, wall shelving shall be provided where feasible in the cook line area, and additional work tables are to be provided in the food preparation area, in lieu of a pass-thru window. The quantity of heated holding cabinets in the cook line area and heated serving carts in the speed line area shall be increased consistent with the quantity of students being served.

The District's Measure "R" Implementation Program adopted educational specifications for new schools based on the District's FMP and State guidelines. These specifications were further incorporated into projects adopted under the Master Construct Program, have been used to project anticipated capacity of school facilities and estimated costs, and are presented herein for reference.

Table 1 on the following page, provides a summary of the educational specifications for K-5 facilities. It summarizes the approximate square footage required for a K-5 elementary school site serving a capacity of 700 students, unless otherwise specified, per State standards (25:1) and a capacity of 830 students under local loading standards (29.7:1).

Table 2 summarizes the educational specifications for 6-8 facilities; in particular, the approximate total square footage required for a 6-8 middle school site serving a capacity of 1,200 students per State standards (27:1) and a capacity of 1,680 students under local loading standards (35:1).

Table 3 summarizes the educational specifications for K-8 facilities, including the estimated square footage required to serve a capacity of 900 students per State standards (25:1) and a capacity of approximately 1200 students under local loading standards (31.4:1).

**Table 1: Adopted K-5 Educational Specifications**

SPACE	AREA	UNITS	TOTAL
Classroom	960	23	22,080
Kindergarten	1,120	4	4,480
Special Ed/RSP	960	1	960
<b>Teaching Space (Total Sq. Ft.)</b>			<b>27,520</b>
Special Ed/RSP	480	1	480
Flex Office	150	1	150
Speech Office	250	1	250
Psychologist Office	150	1	150
<b>Teaching Support Space (Total Sq. Ft.)</b>			<b>1,030</b>
Workroom/Storage	200	2	400
Toilets	65	4	260
Equipment Storage	100	1	100
<b>Kindergarten Support Space (Total Sq. Ft.)</b>			<b>760</b>
Lobby/Waiting	300	1	300
Reception/Clerical	75	2	150
Principal's Office	200	1	200
Admin Assistant	75	1	75
Conference Rm	250	1	250
Work/Main Copy Rm	250	1	250
Health Office	100	1	100
Nurse/Health Clerk	75	1	75
Health Office Toilet	65	1	65
Workroom/Lounge	600	1	600
Kitchenette/Vending	150	1	150
Staff Toilets	195	2	390
Parent/MP/Workroom	300	1	300
Parent/Storage Rm	100	1	100
<b>Administrative Space (Total Sq. Ft.)</b>			<b>3,005</b>

SPACE	AREA	UNITS	TOTAL
Circulation Desk	100	1	100
Work/Processing Rm	200	1	200
Storage Room	100	1	100
Reading Room	900	1	900
Story Telling Nook	400	1	400
Stacks	400	1	400
Textbook Storage	200	1	200
Small Breakout Rm	250	1	250
Tech Work/Storage Rm	150	1	150
<b>Library and Resource Center (Total Sq. Ft.)</b>			<b>2,700</b>
Multipurpose Room	3,500	1	3,500
Chair/Table Storage	200	1	200
Control Room	75	1	75
Music Platform	1,400	1	1,400
Instrument Storage Room	200	1	200
Serving/Prep Kitchen	350	1	350
Walk-in Refg/Freezer	75	1	75
Dry Storage	75	1	75
Locker Alcove	50	1	50
Office/Workstation	75	1	75
Toilet/Changing	75	1	75
Custodial Services	100	1	100
<b>Multipurpose Facility (Total Sq. Ft.)</b>			<b>6,175</b>
Lunch Shelter	2,800	1	2,800
Kindergarten Shade Structure	1,200	1	1,200
Restrooms	2,200	1	2,200
<b>TOTAL CLASSROOMS</b>		<b>28</b>	
<b>TOTAL BUILT AREA (SQ. FT.)</b>			<b>47,390</b>

Source: Oxnard School District.

**Table 2: Adopted 6-8 Educational Specifications**

SPACE	AREA	UNITS	TOTAL
Classroom	960	41	39,360
Special Ed/RSP	960	3	2,880
Science Lab	1,200	2	2,400
Art Lab	1,200	1	1,200
Band/Orchestra Rm	1,500	1	1,500
<b>Teaching Space (Total Sq. Ft.)</b>			<b>47,340</b>

RSP	480	1	480
Counselor Office	100	2	200
Speech Office	250	1	250
Psychologist Office	150	1	150
Science Prep/Work Room	200	1	200
Visual Arts Work/Storage Rm	200	1	200
Music Instrument Storage Rm	200	1	200
Music Workroom/Office	100	1	100
<b>Teaching Support Space (Total Sq. Ft.)</b>			<b>1,780</b>

Lobby/Waiting	400	1	400
Reception/Clerical	75	2	150
Principal's Office	200	1	200
Admin Assistant	75	1	75
Asst. Principal Office	150	2	300
Conference Room	250	1	250
Work/Main Copy Rm	250	1	250
Health Office	100	1	100
Nurse/Health Clerk	75	1	75
Health Office Toilet	65	1	65
Faculty/Staff Workroom/Lounge	600	1	600
Kitchenette/Vending	150	1	150
Staff Toilets	195	2	390
Parent/Conference/Workroom	300	1	300
Storage Room	100	1	100
<b>Administrative Space (Total Sq. Ft.)</b>			<b>3,405</b>

SPACE	AREA	UNITS	TOTAL
Circulation Desk	100	1	100
Librarian Office	100	1	100
Work/Processing Rm	200	1	200
Storage Room	100	1	100
Stacks	600	1	600
Textbook Storage Rm	300	1	300
Small Breakout Room	250	1	250
Tech Work/Storage Rm	200	1	200
Tech Room/MDF	150	1	150
<b>Library and Resource Center (Total Sq. Ft.)</b>			<b>2,000</b>

Practice Gymnasium	9,600	1	9,600
PE Equipment Storage	400	1	400
Locker/Changing Rm	1,200	2	2,400
PE Staff Office	300	1	300
PE Staff Locker/Toilet	150	1	150
Chair/Table Storage	300	1	300
Food Prep Kitchen	650	1	650
Walk-in Refg/Freezer	75	1	75
Dry Storage	75	1	75
Locker Alcove	50	1	50
Office	75	1	75
Toilet/Changing Rm	75	1	75
Custodial Services	100	1	100
<b>Gym/MPR/Food Service Facility (Total Sq. Ft.)</b>			<b>14,250</b>

Lunch Shelter	2,800	1	2,800
Restrooms	3,000	1	3,000

<b>TOTAL CLASSROOMS</b>	<b>48</b>		
<b>TOTAL BUILT AREA (SQ. FT.)</b>		<b>74,825</b>	

Source: Oxnard School District.

**Table 3: Adopted K-8 Educational Specifications**

SPACE	AREA	UNITS	TOTAL
Classroom	960	28	26,880
Kindergarten	1,120	4	4,480
Science/Flex Lab	1,200	3	3,600
Special Ed Classroom	960	2	1,920
Special Ed/RSP	960	1	960
<b>Teaching Space (Total Sq. Ft.)</b>			<b>37,840</b>

RSP Room	480	1	480
Counselor Office	150	1	150
Speech Office	250	1	250
Psychologist Office	150	1	150
Science: Prep/Work Room	200	1	200
Special Ed: Independent Living	320	1	320
Special Ed: Laundry/Storage Rm	100	1	100
Special Ed: Toilet/Changing Rm	95	1	95
<b>Teaching Support Space (Total Sq. Ft.)</b>			<b>1,745</b>

Workroom/Storage	200	2	400
Toilets	65	4	260
Equipment Storage	100	1	100
<b>Kindergarten Support Space (Total Sq. Ft.)</b>			<b>760</b>

Lobby/Waiting	400	1	400
Reception/Clerical	75	2	150
Principal's Office	200	1	200
Asst. Principal Office	300	1	300
Admin Assistant	75	1	75
Conference Rm	250	1	250
Work/Main Copy Rm	250	1	250
Health Office	100	1	100
Nurse/Health Clerk	75	1	75
Health Office Toilet	65	1	65
Workroom/Lounge	600	1	600
Kitchenette/Vending	150	1	150
Staff Toilets	195	2	390
Parent/MP/Workroom	300	1	300
Parent/Storage Rm	100	1	100
<b>Administrative Space (Total Sq. Ft.)</b>			<b>3,405</b>

SPACE	AREA	UNITS	TOTAL
Control Desk	100	1	100
Work/Processing Rm	200	1	200
Storage Room	100	1	100
Reading Room	900	1	900
Story Telling Nook	400	1	400
Stacks	400	1	400
Textbook Storage	200	1	200
Small Breakout Rm	250	1	250
Tech Work/Storage Rm	200	1	200
<b>Library and Resource Center (Total Sq. Ft.)</b>			<b>2,750</b>

Multi-Purpose Rm	4,400	1	4,400
Chair/Table Storage	300	1	300
Control Room	75	1	75
Music Platform	1,400	1	1,400
Instrument Storage Rm	200	1	200
Changing Rooms	600	1	600
PE Equipment Storage	200	1	200
Serving/Prep Kitchen	450	1	450
Walk-in Refg/Freezer	75	1	75
Dry Storage	75	1	75
Locker Alcove	50	1	50
Office/Workstation	75	1	75
Toilet/Changing	75	1	75
Custodial Services	100	1	100
<b>Multipurpose Facility (Total Sq. Ft.)</b>			<b>8,075</b>

Lunch Shelter	3,600	1	3,600
Kindergarten Shade Structure	1,200	1	1,200
Restrooms	2,800	1	2,800

<b>TOTAL CLASSROOMS</b>	<b>38</b>		
<b>TOTAL BUILT AREA (SQ. FT.)</b>			<b>62,175</b>

# FACILITIES PROGRAM

## 3.1 MEASURE “R” PROGRAM

To date, all Phase 1 Measure “R” facility improvements are either completed, under construction, or in design. These efforts include the acquisition of the Seabridge elementary school site, the completion of kindergarten and science lab upgrades to 22 classrooms across eight school sites, and the opening of the new Harrington K-5 campus

Over the last six months, work on Phase 1 has included the construction start of the new Lemonwood K-8 school, DSA approval, construction manager selection and guaranteed maximum price negotiation for the new Elm campus, and final stages of DSA review and approval for design plans for the grade 6-8 addition to Marshall. The new elementary and middle school site at Doris Avenue and Patterson Road has also undergone active negotiation and planning.

The following sections further detail the work that has been done pursuant to the Measure “R” Program and highlight expected outcomes over the next six months of program reporting. Similar status updates are provided for projects funded under the Measure “D” Program, starting at Section 3.2 of this report.

### 3.1.1 HARRINGTON RECONSTRUCTION



The District celebrated the grand opening of the new Norma Harrington Elementary School for student occupancy in January 2016, followed by completion of remaining parking facilities, field playground areas, access walkways and exterior lighting in April 2016, design submittal to DSA of exterior perimeter fencing in May 2016, and DSA fencing approval in June 2016. Remaining construction work to complete exterior perimeter fencing is underway, with completion anticipated by the end of the year.

On August 16, 2016, notice of completion was filed with the Ventura County recorder, bringing the project to final closeout. On August 30, 2016, a DSA Certification of Compliance was received, indicated that the

project had been closed out with a #1 certification by DSA. This achievement marked the first time in District history that a facilities project had been closed out on time, with a #1 certification from DSA.

The reconstruction of Building 4 of the original campus for use as an Early Childhood Development facility remains as the final phase of work at the Harrington site. The facility will provide classrooms for enhanced kindergarten programs that may also accommodate transitional kindergarten or preschool programs as may be required by the District. The plans were submitted to DSA in November 2015 and were approved July 22, 2016. The project is currently awaiting funding based on the completion of Elm and Marshall and sufficient state aid reimbursement to be received by the District from completed prior projects, including the new facilities elsewhere at the Lemonwood site.

### 3.1.2 LEMONWOOD RECONSTRUCTION

Construction work continues apace on the Lemonwood Reconstruction project, with total completion to date at approximately 7% of the entire multi-phase scope of work. At time of publishing for this report, the builder had achieved partial framing of the 2-story classroom building, anticipating complete framing by the end of the year. The Multipurpose building has proceeded with excavation required for its foundation along with placement of crushed rock and geogrid materials required to stabilize the location in advance of pouring the foundation, anticipated by December 2016. Work continues on establishing required utility connections to the City street for communications, sewer, and water service, with anticipated interruptions to the existing Lemonwood campus during this utility upgrade strategically scheduled to occur only over the Thanksgiving and December holidays, and complete by year end.



The project previously received preliminary approval by the California Department of Education (CDE), pending outcome of review by the Department of Toxic Substances Control (DTSC). All required environmental studies for the project have since been completed, with final approval by DTSC indicated by a “No Further Action” letter received in September 2016. During excavation for building foundations, an abandoned concrete pipe and abandoned petroleum pipeline were encountered, necessitating DTSC approval of a specific work plan to address removal of these pipelines. On Friday, November 18<sup>th</sup> a complete application was submitted to CDE at its Sacramento office, reflecting the completion of required DTSC activities and approval. It is anticipated that CDE will complete its review and provide final approval before the end of the year, thereby satisfying application requirements with OPSC for State Aid Reimbursement of eligible construction costs.



Construction, which began in May 2016 following an April groundbreaking, is proceeding on schedule and on budget despite the unforeseen pipeline condition, under a Guaranteed Maximum Price (GMP) construction contract of approximately \$29.6 million and corresponding lease leaseback agreements for construction of the Lemonwood project, as approved by the Board in March 2016. Construction is planned to occur over two phases to minimize disruptions to the ongoing educational program with a scheduled construction completion in 2018.

When its phased construction is complete, the new Lemonwood school will accommodate 900 students by State standards in grades K-8, including 28 general purpose classrooms, 4 Kindergarten classrooms, 3 science/flex lab classrooms, and 2 special education classrooms. Specified support facilities, administration areas, media center, food service, multipurpose room, physical education spaces, and restrooms will also be provided. The reconstruction of the Lemonwood facility also retains and repurposes Building 3 of the original campus for use as an Early Childhood Development facility. Six modernized classrooms will provide space for enhanced kindergarten programs that may also accommodate transitional kindergarten or preschool programs as may be required by the District. The construction plans for this phase of work were submitted to DSA in November 2015. The plans have undergone initial review by DSA, are awaiting response to comments by the project architect, and thereafter expected to be held until the completion of Elm and Marshall are achieved and sufficient state aid reimbursement is received by the District from completed prior projects, including the new facilities elsewhere at the Lemonwood site.



### 3.1.3 ELM RECONSTRUCTION

The Elm reconstruction project replaces the site's original 1948 facility with 25 new permanent classrooms to serve up to 600 students per State standards and to maximize reimbursements eligible from the State's School Facilities Program new construction grants.

Final DSA approval was received in late August 2016. On August 31, 2016, a Request for Proposals (RFP) to develop a Guaranteed Maximum Price (GMP) for the Elm Reconstruction Project was issued to the District's six prequalified firms. Three of the six invited firms declined to participate in the selection process. On September 23, 2016, three proposals from the remaining firms were received. Shortly after, the District completed a competitive selection and interview process to recommend a builder for Board consideration subsequent to negotiation of a GMP. The recommended firm, announced to the Board in

October 2016, has now undergone its subcontractor bidding process, continues to develop details of its logistics plan and coordination of utility connections, storm water plan, and City permits, and is preparing to present its proposed GMP by early December for District staff review and Board consideration.

Construction is anticipated to commence in early 2017, and is scheduled to be completed within 18 months of award of the construction contract. The project also continues to undergo required final environmental analysis by the DTSC, which will be followed by the filing of an application for New Construction grants with OPSC upon receipt of final DTSC and CDE approvals. The next semi-annual report is anticipated to provide a summary on the construction status of the project as well as document the outcome of pending State agency reviews.



The District's original 2013 and subsequent established "all-in" budget for the project of approximately \$21.1 million, inclusive of all soft costs, hard construction costs, any and all contingencies, and furniture, fixtures and equipment, has been analyzed with respect to proposed GMP estimates from the recommended builder, including their cost estimates for direct construction cost, general conditions, bid markups, bonding, insurance costs, and construction contingency. Given the aforementioned budget for a total development cost of \$21.1 million, subtracting a total of \$4.7 million representing soft costs expended to date plus anticipated remaining soft costs through the end of the construction, as well as subtracting an anticipated GMP of \$20.5 million, yields a difference of \$4.1 million. This \$4.1 million represents the total requested adjustment to the project's "all-in" budget, pursuant to the Board's approval utilizing available program reserve funding.

#### 3.1.4 MARSHALL NEW CLASSROOM BUILDING

The Board has approved the construction of a twelve (12) classroom building at Marshall to meet the interim 6-8 grade level capacity required 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 facility

will contain 40 permanent classrooms with a capacity to house 900 students per State standard for K-8 school facilities.



The project has been submitted to DSA and the design team received initial plan check review comments from DSA in June 2016. The design team is currently addressing these plan review comments, as well as ongoing requests by DSA including additional structural and geotechnical calculations, and is working towards DSA approval by the end of 2016.

Additionally, the District has completed the required California Environmental Quality Act (CEQA) studies and a Mitigated Negative Declaration was approved by the board in August 2016. An application for New Construction funding is anticipated to be filed subsequent to the approval of the construction plans by DSA and an update to the site's earlier approval by the Department of Toxic Substances Control.

Due to changes in State Law, a revised process for selection of a construction manager for the project is underway for approval of the Board. Once completed, it will be utilized to initiate the process for contractor selection and to solicit bids and present a GMP contract for Board consideration. A GMP contract is anticipated to be presented at the end of the first quarter for Board consideration, with construction commencing immediately thereafter. The overall schedule has been adjusted to accommodate these delays.

### 3.2 MEASURE "D" PROGRAM

In early 2016, the District reviewed alternate methods to extend the scope of Measure "R", and additional funding and sequencing requirements to implement an integrated program for the next set of proposed improvements for Board consideration. A program was designed to work in tandem with the Measure "R" Implementation Program by adopting its programmatic goals and facilities specifications, building upon the sources and uses of funds already allocated by the District, and interlacing its scheduling, sequencing, and cash flow requirements to leverage the next level of proposed improvements. At its March 16, 2016 meeting, the Board adopted a plan to integrate Measure "R" projects, including those summarized above, with proposed Measure "D" bond projects detailed by a Master Construct Program. Measure "D" was approved by voters on November 8, 2016, authorizing \$142 million in bonds to fund additional school improvements throughout the District. At the same time, California voters approved Proposition 51, authorizing the State to issue bonds replenishing its Modernization and New Construction programs.

As provided in the Master Construct Program, the following facilities projects are proposed to be initiated at this time:

- Reconstruction of McKinna K-5
- Construction of Seabridge K-5
- Reconstruction design for Rose K-5
- Construction of Doris/Patterson K-5
- Construction of Doris/Patterson 6-8

These initial projects are to be launched pursuant to the scope of work detailed in the Master Construct Program and have been strategically sequenced in the order listed above in order to optimize State Aid as the Office of Public School Construction begins to reinitialize its ability to award grant funding under the School Facilities Program pursuant to recent voter approval of Proposition 51.

It is anticipated that Proposition 51 passage will dramatically accelerate the pace of project applications throughout the State, quickly committing the State's share of the remaining \$6.0 billion in new construction and modernization projects to those districts that have submitted shovel-ready projects. Approximately \$2.3 billion of applications that have already received DSA approval are already in line for funding, including \$17.0 million in District applications. By immediately moving forth with the design and proposed construction of McKinna and Seabridge schools, including necessary team members, plus the design for Rose school, the District will seek to secure its place in line for State funding and maximize its opportunity to capture additional State dollars before the depletion of the program. Efforts at Doris/Patterson to complete the land purchase, obtain City and LAFCO approval, and complete a required Environmental Impact Report over the next 24 months, will further enhance the District's ability to secure State funding for the land acquisition, site development, and facility construction portions of the new K-5 and 6-8 school projects at that site.

The following sections further detail the expected outcomes over the next six months of program reporting for Measure "D" funded projects.

#### 3.2.1 MCKINNA ELEMENTARY RECONSTRUCTION

McKinna Elementary School was constructed in 1954, with 17 permanent and 14 portable classrooms. It is among the oldest schools in the District and was assessed under the adopted Master Construct Program as needing extensive modernization throughout its administration building, kindergarten facilities, classrooms, MPR/food service facility, and support spaces, as well as improving technology infrastructure, playfields, and vehicular areas.

Recognizing these conditions, the Master Construct Program prioritized the reconstruction of the McKinna campus with an entirely new set of facilities, built according to modern State codes, District



specifications, and 21<sup>st</sup> century educational program requirements. New facilities include a two-story classroom building, library, administration space, multipurpose room, playfields, hard courts, and support spaces. Conceptually, the new school would 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.

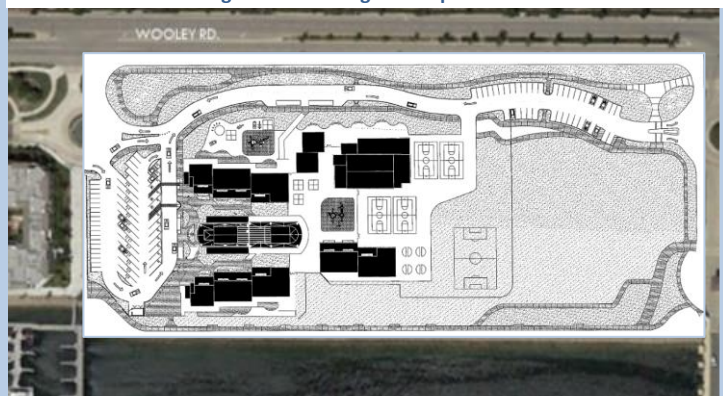
It is now recommended that McKinna be constructed with an increased number of classrooms in order to provide additional District K-5 capacity relief as well as maximize the District’s potential State aid reimbursement from the project. The adopted specification for the project is proposed to be modified from 28 classrooms loaded to 700 students at State standards to 30 classrooms loaded to 750 students at State standards. Based on the District’s adopted Master Construct Program, revised specifications for a 750-student K-5 facility, and current construction costs evidenced by recent estimates conducted for the Elm reconstruction project, this report recommends establishing a budget to reconstruct McKinna at approximately \$31 million in current dollars.

Selection of an architect for the project is anticipated to commence in early 2017, with site design aided by similarities shared with the Harrington school. A preconstruction firm will be selected to provide feedback throughout the design to maintain a design that can be constructed within the project budget. Design is anticipated to be complete by late summer 2017, thereafter prompting required review and approval by the Division of the State architect, before construction can commence in 2018.

### 3.2.2 SEABRIDGE NEW CONSTRUCTION

The District acquired the Seabridge school site in June 2013 and has filed a grant application with the State Office of Public School Construction (OPSC) for reimbursement of site acquisition costs. As reported in June 2016, State funding had been oversubscribed, with a reimbursement pending new State bonds. Given the passage of Proposition 51 in November 2016, which now provides the State authorization to replenish the State facilities funding programs, the District’s application for funding may be anticipated for State processing in mid-2017. Ongoing meetings involving the District and City of Oxnard continue to coordinate aspects of the property development, including the developer’s request for a drainage retention basin on the District’s property and design of the joint use park. These activities are also being coordinated with the District’s legal counsel.

Figure 1 - Seabridge Conceptual Site Plan



Pursuant to State and CDE approvals, the 8.8-acre site has been approved by the Coastal Commission and conceptually site planned to accommodate 630 students, pursuant to State loading standards. It is also intended to be operated as a joint use project with the City of Oxnard to construct park space immediately adjacent to the school area. The proposed school will include necessary classrooms, a library, multipurpose room, hardcourt play areas and required support facilities. Based on the conceptual site plan, adopted Board specifications for K-5 school facilities, and current construction costs, this report recommends establishing a budget to construct Seabridge, funded from Measure “D” proceeds, at approximately \$28.6 million in current dollars.

Selection of an architect for the project is anticipated commence in the first quarter of 2017, with particular attention paid to the firm’s ability to comply with anticipated California Coastal Commission requirements. A preconstruction firm will be selected to provide feedback throughout the design to maintain a design that can be constructed within the project budget. Design is anticipated to be complete in the second half of 2017, thereafter prompting required review and approval by the Division of the State architect before construction can commence.

### 3.2.3 ROSE ELEMENTARY RECONSTRUCTION

Rose Elementary was built in 1965 on a 9.3-acre site and is operated as a K-5 school with 31 permanent classrooms and 3 portable classrooms. As with McKinna, the Master Construct Program assessed the need for extensive modernization to provide a new media center, modernized classrooms and MPR/food service building, upgraded electrical and other utilities, and improved playfields, vehicular areas, lunch shelters, and play equipment. In lieu of a costly renovation, the Master Construct Program adopted a reconstruction plan for the campus that locates all new facilities in the south half of the site along La Puerta Avenue, where playfields currently exist, enabling the existing Rose Elementary to continue in operation until construction is complete. Upon completion, the north half of the site would be demolished and replaced with new playgrounds, hard courts, and play fields.

Again, mirroring the recommendation for McKinna, this report seeks the Board’s consideration to construct Rose with an increased number of classrooms in order to provide additional District K-5 capacity relief as well as maximize the District’s potential State aid reimbursement. The adopted specification for the project is proposed to be modified to 30 classrooms loaded to 750 students at State standards. Based on the District’s adopted Master Construct Program, revised specifications for a 750-student K-5 facility, and current construction costs, this report recommends establishing a budget to reconstruct Rose at approximately \$30.2 million in current dollars. In an effort to maximize available State reimbursements, the design of Rose has been accelerated to 2017. This allows the District to submit for State funding for the project earlier than originally planned to maximize available funding.

### 3.2.4 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 potential to

accommodate a District administrative center. Various preliminary environmental studies of the property have been conducted and the site has received preliminary approval from the California Department of Education. The District and property owner continue to have fruitful discussions on the acquisition of the site based on a negotiated acquisition price and terms. Over the last several months, discussions have addressed a range of solutions required to advance pending negotiations, and have incorporated a review of anticipated housing development, developer mitigation agreements, consideration for utility access, accommodation of site testing and inspection, and future development of roads and site circulation.

With the identification and anticipated selection of several required professional services, including civil engineering, architecture, and entitlement consulting, planning efforts over the next six months will continue to coordinate presentations as needed with the Ventura County Local Agency Formation Commission (LAFCO) regarding required annexation efforts for the property, as well as coordination with various local agencies and staff, including the City of Oxnard. During this process, preliminary architectural design concepts will be required to be developed and will be brought for Board action as needed.

The environmental review process is also underway. As approved by the Board, an environmental consultant has been selected to prepare an environmental impact report required under the California Environmental Quality Act for the site. As required by the Department of Toxic Substances Control (DTSC), a Phase I Environmental Site Assessment has been completed and a Level II Environmental Assessment begins in December 2016 to perform soil sampling, testing, analysis, and reporting as required by the State. Once completed, findings will be presented to the Board for further consideration.

The proposed site has been planned to accommodate construction of a new grade 6-8 middle school for 1200 students with 48 teaching stations and requisite support facilities and a grade K-5 elementary school for 700 students with 28 teaching stations and requisite support facilities, both per State standards. Based on these specifications and current construction costs this report recommends establishing a budget to construct the K-5 school at approximately \$29.6 million in current dollars and to construct the 6-8 school at approximately \$49 million in current dollars, funded from Measure “D” proceeds.

### 3.3 RECOMMENDATIONS

Over the next six-month period, the work program proposes continued Board review and consideration of project updates, as presented through an ongoing series of workshops and policy discussions. At this time, the Board may wish to consider accepting proposed recommended modifications to the Master Construct Program that include:

- Reconstruction of McKinna as a 750-student facility with a project budget of \$31 million
- Construction of Seabridge as a 630-student facility with a project budget of \$28.6 million
- Reconstruction design of Rose as a 750-student facility with a project budget of \$30.2 million
- Construction of Doris/Patterson K-5 as a 700-student facility with a project budget of \$29.6 million
- Construction of Doris/Patterson 6-8 as a 1200-student facility with a project budget of \$49 million



Pursuant to Board adoption of the recommendations included in this report, the program team will continue a workplan of developing the above projects, along with ongoing Measure “R” projects, and will return to the Board with updates periodically as well as upon the next semi-annual report.

# PROGRAM FUNDING & EXPENDITURES

This section reviews existing and anticipated sources of funds for implementing the proposed facilities identified in this report for the Master Construct and Implementation Program. Major funding sources include Measure “R” bond proceeds, developer fees, Mello Roos funds, capital program balances, and future general obligation bond proceeds under the recently approved Measure “D”. The program also seeks to maximize State aid grants for modernization and new construction of school facilities as State funds become available under the State School Facilities Program and the recently approved Proposition 51 bond measure.

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. On November 8, 2016, District voters approved Measure “D”, a \$142.5 million general obligation bond to fund additional facilities improvements. Also on November 8, California voters approved Proposition 51, a \$9.0 billion State Bond, with \$6.0 billion allocated for funding of K-12 school modernization and new construction grants under the SFP. To date, approximately \$17.3 million in State aid reimbursement applications have been submitted by the District to the State for grant funding and await allocation from SAB. A plan for submitting additional State aid applications is included in the following portions of this section.

## 4.1 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 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. With the November approval of Proposition 51, \$3.0 billion is earmarked for K-12 new construction programs, and \$3 billion for K-12 modernization programs. Up to this point, the State has been accepting applications as of the date they were submitted and has been allocating approvals by establishing a dual list system. There are currently \$1.78 billion worth of projects already approved by DSA and CDE, the Acknowledged List, which includes \$1.23 billion in new construction funding and \$550.1 million worth of projects awaiting modernization funding from Proposition 51. An additional \$369.9 million worth of projects are on the True Unfunded List, which pursuant to AB 55, are to be funded based on remaining State bond authorization, prior to Proposition 51. Collectively, the \$2.15 billion worth of projects identified on the above lists will be processed based on the date and order applications were received. The True Unfunded List represents projects with the earliest date order received. The District currently has \$17.3 million of projects on the Acknowledged List from the modernization of Fremont (\$925,128) and McAuliffe (\$101,225), the land acquisition for Seabridge (\$6,517,350), improvements to Drifill (\$1,484,604), and the reconstruction of Harrington (\$8,581,638).

At a post Proposition 51 election meeting, OPSC staff has communicated that it is anticipating further direction on moving forward with the restart of the SFP program from the SAB at the January 2017 meeting. Likewise further direction is anticipated at that time on how to proceed with the SFP program. At this time, they anticipate that the existing SFP regulations will continue with the AB 55 projects being the first to be apportioned. Any implementation of Proposition 51 funding and additional processing of applications will require OPSC to restaff its operations and to reseal SAB members that may be appointed in the interim.

The Board will be kept posted in the interim as necessary to update any changes to the SFP as a result of these actions. The Master Construct and Implementation Program has been designed to optimize available and anticipated State grants for planned improvements with the District continuing to participate in the SFP for modernization and new construction. 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.

---

#### 4.1.1 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 pupil grant is currently \$4,049 for grades K-6 and \$4,283 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.

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 eligibility pupil grants 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 has previously utilized this strategy for the Harrington reconstruction project, and will continue to utilize it where applicable on the planned reconstruction projects.

**Table 4: Estimated Modernization Eligibility - 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	29	0		2	\$202,450	27	\$2,733,075	0		\$2,935,525
Chavez	27	0		0		0		27	\$2,733,075	\$2,733,075
Curren	37	0		0		2	\$202,450	35	\$3,542,875	\$3,745,325
Driffill	22	0		0		0		22	\$2,226,950	\$2,226,950
Elm	31	0		19	\$1,923,275	0		12	\$1,214,700	\$3,137,975
Frank	52	0		45	\$5,203,845	5	\$578,205	2	\$231,282	\$6,013,332
Fremont	36	0		2	\$231,282	0		34	\$3,931,794	\$4,163,076
Harrington	3	0		3	\$303,675	0		0		\$303,675
Haydock	37	32	\$3,700,512	0		5	\$578,205	0		\$4,278,717
Kamala	33	0		5	\$506,125	1	\$101,225	27	\$2,733,075	\$3,340,425
Lemonwood	32	3	\$303,675	7	\$708,575	0		22	\$2,226,950	\$3,239,200
Marina West	31	4	\$404,900	6	\$607,350	0		21	\$2,125,725	\$3,137,975
Marshall	27	0		0		0		27	\$2,733,075	\$2,733,075
McAuliffe	39	34	\$3,441,650	2	\$202,450	2	\$202,450	1	\$101,225	\$3,947,775
McKinna	31	7	\$708,575	4	\$404,900	3	\$303,675	17	\$1,720,825	\$3,137,975
Ramona	52	0		24	\$2,429,400	0		28	\$2,834,300	\$5,263,700
Ritchen	30	28	\$2,834,300	2	\$202,450	0		0		\$3,036,750
Rose	34	0		3	\$303,675	0		31	\$3,137,975	\$3,441,650
Sierra Linda	37	8	\$809,800	8	\$809,800	0		21	\$2,125,725	\$3,745,325
Soria	0	0		0		0		0		\$0
<b>Total</b>	<b>620</b>	<b>116</b>	<b>\$12,203,412</b>	<b>132</b>	<b>\$14,039,252</b>	<b>45</b>	<b>\$4,699,285</b>	<b>327</b>	<b>\$33,619,551</b>	<b>\$64,561,500</b>
<b>Submitted Applications</b>										
Project 1 - Fremont	8		\$925,128							
Project 1 - McAuliffe	1		\$101,225							
	<b>9</b>		<b>\$1,026,353</b>							
<b>Remaining Eligibility</b>	<b>107</b>		<b>\$11,177,059</b>	<b>132</b>	<b>\$14,039,252</b>	<b>45</b>	<b>\$4,699,285</b>	<b>327</b>	<b>\$33,619,551</b>	<b>\$63,535,147</b>

Table 4 summarizes the District’s eligibility for State modernization grants for permanent and portable facilities, provides a summary of submitted applications, and illustrates remaining eligibility after applications are submitted. These are estimated based on an inventory maintained by the District for each school site relative to age of classroom facilities. This amount takes into consideration previously filed applications that are pending an apportionment. By 2020, the District is projected to be eligible for an additional \$14.0 million in Phase 2 funding. Thereafter, an additional \$4.7 million is estimated by 2025 and \$33.6 million by 2029. All modernization projects require a local match to be provided by the District, unless Financial Hardship is utilized.

In Phase 1, there is approximately \$12.2 million in State modernization eligibility (including prior modernization applications awaiting apportionment). Eligibility for Sierra Linda, McKinna, Marina West, and Lemonwood is proposed to be applied under a “like for like” program towards the new construction of replacement facilities. Eligibility for McAuliffe, Haydock, and Ritchen is proposed to be utilized for MPR modernization. Phase 2 eligibility will similarly be applied under the “like for like” for the reconstruction of Elm, Marina West, Sierra Linda, McKinna and Rose. Eligibility for Fremont, Kamala, McAuliffe, Ritchen and Ramona is proposed MPR and modernization improvements. Thereafter, remaining modernization eligibility will be allocated to remaining projects based on the required sequencing at that time and as may be modified by the Board.

---

#### 4.1.2 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 pupil grant is currently \$10,634 for grades K-6 and \$11,247 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. No changes in new construction eligibility are reported since the July 2016 update. The District is eligible for approximately \$71 million in new construction grants, including \$60.5 million for grades K-6 and \$10.5 million for 7-8 grade levels. 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. The estimated eligibility is available district wide, but subject to the availability of funding from the SFP.

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

Grade Level	Eligible Pupils	Grant Value (2016)	*Est. Grant Amount (50%)	Est. Local Match (50%)
K-6	5,691	\$10,634	\$60,518,094	\$60,518,094
7-8	932	\$11,247	\$10,482,204	\$10,482,204
<b>Total</b>	<b>6,623</b>		<b>\$71,000,298</b>	<b>\$71,000,298</b>

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

#### 4.1.3 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, 40, 10) are required throughout the project period that a District is in Hardship funding and at "close out". 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.

Use of modernization financial hardship is proposed to be used strategically, with careful consideration to minimize the impact on the use of other sources of funding as identified above. Based on this, the best time to utilize financial hardship is assumed to be to reconstruct Marina West and Sierra Linda utilizing both new construction and modernization grants. All remaining phasing and budgeting for Measure "R" and the Master Construct Program assume the use of the Basic Program and the Enhanced Program, without financial hardship. However, this could change as the State program continues to unfold and as local conditions may change such as substantial escalation in construction costs and/or interest rates. On this basis, the Board will receive periodic updates on the status of the State aid program, its impact on existing or proposed applications and the Districts overall strategy to leverage additional State aid.

---

#### 4.1.4 REMAINING AND PROPOSED USE OF NEW CONSTRUCTION ELIGIBILITY

Table 16 presents the New Construction applications that have been filed with the OPSC, indicating approximately \$16.6 million in submitted applications. This amount represents the estimated base grant and 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 "Acknowledge List". OPSC has reviewed these applications to confirm that all necessary documents have been provided and has submitted the applications to the State Allocation Board (SAB) for acknowledgment, but not approval. Once bonding authority is replenished from Proposition 51, applications are proposed to be placed before the SAB for approval and apportionment based on their date of acknowledgement.

Taking into consideration the applications that have been filed, the District's total remaining eligibility is estimated to be \$60.9 million of remaining pupil grants, based on the State's 50/50 match program. 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 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>\$71,000,298</b>
<i>Less applications filed for:</i>				
Harrington School	807	0	807	\$8,581,638
Driffill	0	132	132	\$1,484,604
			Subtotal	\$60,934,056
<i>Plus Seabridge Land Purchase<sup>1</sup></i>				\$6,517,350
<b>Total</b>	<b>807</b>	<b>132</b>	<b>939</b>	<b>\$67,451,406</b>
<b>Total grant amount remaining</b>	<b>4,884</b>	<b>800</b>	<b>5,684</b>	<b>\$60,934,056</b>

1. No pupil grants required

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

	Remaining New Construction Grants			Grant Amount
	K-6	7-8	Total	
Remaining pupil eligibility	4,884	800	5,684	\$60,934,056
<i>Less grants for Measure "R" projects to be used at:</i>				
Elm	600	0	600	\$6,380,400
Lemonwood	656	279	935	\$10,113,817
Marshall	108	216	324	\$3,577,824
<b>Total grants used</b>	<b>1,364</b>	<b>495</b>	<b>1,859</b>	<b>\$20,072,041</b>
<i>Less grants for Measure "D" projects to be used at:</i>				
Reconstruction of McKinna	750	0	750	\$7,975,500
New K-5 at Seabridge	625	0	625	\$6,646,250
Reconstruction of Rose	745	0	745	\$7,922,330
New K-5 at Doris/Patterson	700	0	700	\$7,443,800
New 6-8 at Doris/Patterson	0	305	305	\$3,430,335
<b>Total grants used</b>	<b>2,820</b>	<b>305</b>	<b>3,125</b>	<b>\$33,418,215</b>
<i>Less grants for Financial Hardship to be used at:</i>				
Reconstruction of Sierra Linda	700	0	700	\$14,887,600
<b>Total grants used</b>	<b>700</b>	<b>0</b>	<b>700</b>	<b>\$14,887,600</b>
<b>Total grants remaining</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>

Table 7 provides a summary of proposed new construction applications to be submitted under the proposed Master Construct and Implementation Program. Approximately \$20.1 million is anticipated to be reimbursed from Measure "R" Phase I projects including Elm, Lemonwood, and Marshall. Additional future applications are anticipated for the new school projects identified under the Master Construct Program. Approximately \$33.4 million is anticipated to be filed for five new school projects under the State's 50/50 matching program. 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. In the final phase of implementation, a Financial Hardship strategy is proposed to be used to reconstruct Sierra Linda garnering an estimated \$14.8 million. As such, the grant amount shown in the below table for financial hardship counts both the state and local match for the project. The

strategy put forth above maximizes available state funding of \$84.9 million collectively from new construction grants to achieve the greatest benefit for the District with the funds available.

#### 4.2 DEVELOPER FEES

Developer fees are fees that are paid by residential property developers to school districts to mitigate the impact created by new residential development within a school district's boundaries on the demand for school facilities. Fees are paid to a school district as a condition of obtaining a building permit from the city or county for a construction project. The fees are typically assessed on a square foot basis and can vary by the property's intended use.

In April 2016, the District adopted a Residential Development School Justification Study in order to continue collecting Level 1 developer fees and a School Facilities Needs Analysis to establish and justify the collection of Level 2 developer fees. On February 24, 2016, the State Allocation Board increased the maximum residential Level 1 developer fee rate authorized by Section 17620 of the Education Code from \$3.36 to \$3.48 per residential building square foot for unified school districts. Based on the District's fee sharing agreement with the Oxnard Union High School District, the District can collect 66.0%, or \$2.30, of the maximum Level 1 developer fee per square foot for all new future residential units built within the District's boundaries. However, subject to an additional District School Facilities Needs Analysis that justified a higher rate, the District adopted a Level 2 developer fee at a rate of \$3.46 per square foot rate for new residential development. Based on projected development from the District's development fee study consultant, an estimated \$37.5 million is anticipated to be collected over the next ten years,

#### 4.3 GENERAL OBLIGATION BONDS

General obligation (G.O.) bonds are the most widely used and efficient method of financing school facility improvements in California. More than 600 school districts in the State have issued G.O. bonds to finance necessary improvements. These 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 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 bonds from Measure "R" have been sold and the District is awaiting State reimbursements to fund additional projects.

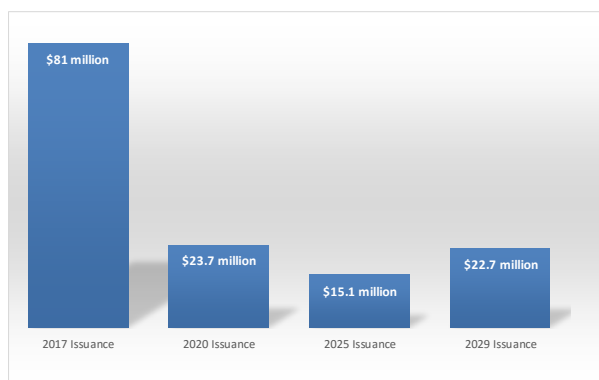
Measure "D" authorized the District to issue \$142.5 million in G.O. bonds to construct additional improvements. Proceeds from Measure "D" will also be used to meet the local match requirement for

State school facility grants and to fund proposed improvements directly. Figure 16 provides an estimated schedule for the issuance of bonds under Measure “D” and a projection of the amount of bond proceeds available from each series of bonds.

The bonds are being issued pursuant to Proposition 39 which requires that the issuance of bonds be accomplished within a projected tax rate of \$30 per \$100,000 of assessed valuation. As an additional requirement and as highlighted in the Master Construct Program, the initial tax rate of the first series of bonds is being set at an initial estimated tax rate in the first year of \$18 per \$100,000 of assessed value, rising thereafter as other outstanding bonds are repaid.

Specifically, the combined annual tax rate in effect for all outstanding bonds is projected to decrease by \$35 per \$100,000 assessed valuation during the period of fiscal year 2016 through 2019. Most of this decline is due to the scheduled full repayment of the 1988 bond measure in 2019 as well as additional declines from the scheduled repayment of other remaining bond measures, resulting in an estimated \$18 per \$100,000 decline in combined tax rates from today to the end of the period. This estimated decrease in the overall tax rate allows the District to issue the first series of Measure “D” bonds while maintaining a combined tax rate comparable to the current level in fiscal year 2016. To achieve this goal, the first series of Measure “D” bonds will be structured to have an initial tax of approximately \$18 in the first year and will increase to the maximum tax rate of \$30 once the 1988 bonds are fully repaid.

**Figure 2: Estimated Measure "D" Bond Proceeds**



Total Bond Authorization = \$142.5 million

In the projection above, bond series are structured to allow projected assessed valuation growth between bond issuances so that required tax rates for bond repayments stay within the estimated Proposition 39 rate of \$30 per \$100,000 of assessed valuation. Recognizing that prevailing law and market conditions may change over time, the first bond series is estimated to generate approximately \$81.0 million with a total of \$104.7 million estimated to be available in the first 5 years of the proposed program from the sale of the initial two bond sales. Subject to prioritization by the Board, this may allow the District to address the need to construct the majority of proposed Phase 2 improvements solely from local sources should State SFP be further delayed. Subsequent bond sales have been provided in tandem with the plan of expenditure and phasing proposed in this report.

Education Code 15102, limits the amount of outstanding principal bonded indebtedness a school district may have outstanding when considering the sale of additional G.O. bonds. For an elementary school district, bonded indebtedness cannot exceed 1.25% of the District's total assessed valuation at the time bonds are to be sold without a waiver from the State Board of Education. The District has periodically requested the State Board of Education to grant a waiver for the District to exceed its statutory debt limit to issue additional series of bonds.

In 2013 and 2015, the District was granted a waiver by the State Board of Education to increase its statutory debt limit to 1.5% and thereafter to 1.67%, respectively, of total assessed value in order to issue Measure "R" bonds, continue construction projects and optimize its reimbursement from State aid. At the time of the District's last Measure "R" bond issuance in 2015, it was estimated that the District would return to its statutory debt of 1.25% by 2020. As of November 2016, the District had approximately \$178.2 million in outstanding bonded indebtedness which represents a debt limit of 1.46% and it is estimated that the District will in fact return under its statutory debt limit by 2020.

The issuance of additional bonds from Measure "D" during this period requires the District to once again seek a bond debt waiver. To accommodate the planned issuance of \$81 million from Measure "D" the District needs to submit a request to the State Board of Education to raise the District's overall debt limit to 2.21%. The corresponding issuance of bonds would extend the original period required for the District to return to its statutory limit by 5 years, from 2020 to 2025 based on an estimated annual average increase of assessed value during this period of four percent.

This calculation also indicates that the District is well within the range to qualify for State Financial Hardship funding under the current SFP. To qualify, districts must demonstrate that they are bonded to at least 60% of the statutory bonding limit. The District clearly exceeds this amount and thus qualifies under this portion of the required criteria.

**Table 8: District Bonding Capacity Analysis**

As of November 1, 2016	
Total Assessed Value (2016-17)	\$12,231,081,218
Current Waiver Debt Limit (% of Assessed Value)	1.67%
Current Waiver Debt Limit (\$)	\$204,259,056
Total Outstanding Debt	<u>\$178,258,139</u>
Total Outstanding Debt (% of Assessed Value)	1.46%
Total Outstanding Debt	\$178,258,139
Planned Measure "D" Series A Issuance	<u>\$81,000,000</u>
Total Outstanding Debt After Issuance	\$259,258,139
<b>Waiver Request (Total Debt % of Assessed Value)</b>	<b>2.12%</b>
Hardship Analysis	
<i>Hardship Requirement</i>	<i>60.00%</i>
Statutory Bonding Capacity (1.25%)	\$152,888,515
Outstanding Bonded Indebtedness	<u>\$178,258,139</u>
% of Statutory Capacity Currently Used	116.59%

#### 4.4 PROJECT EXPENDITURE TO DATE

A budget and expenditure tracking protocol has been established and utilized for Phase 1 projects under current implementation. As of the July 2016 Semi-Annual Report, the total Phase 1 budget was approximately \$123.3 million, 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 9 provides a summary report of expenditures made for the Program during the period July 1, 2012 – October 31, 2016. 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 July 2016 Semi-Annual Report. Once the recommended budget adjustments are approved as part of this December 2016 report, subsequent expenditure reports will reflect the revised budget value.

**Table 9: Estimated Phase I Expenditures to Date**

Project	Adopted Budget	Fiscal Year Expenditures					Total
		2012-13	2013-14	2014-15	2015-16	2016-17 <sup>1</sup>	
Acquire Site New Elem K-5	\$7,635,282	\$7,644,701	\$34,158	\$0	\$46,736	\$5,900	\$7,731,495
Acquire Site New K-5/MS	\$660,000	\$0	\$14,625	\$37,345	\$213,534	\$156,002	\$421,506
Design & Reconstruct Harrington Elem K-5	\$23,596,732	\$139,199	\$1,457,133	\$12,221,862	\$9,806,363	\$54,137	\$23,678,694
Design & Reconstruct Lemonwood Elem K-8	\$36,275,327	\$142,104	\$834,891	\$1,467,077	\$1,933,787	\$1,865,670	\$6,243,529
Design & Reconstruct Elm Elem K-5	\$21,076,943	\$0	\$322,899	\$1,165,387	\$436,633	\$138,566	\$2,063,485
Design & Improve K-5 Kindergarten Facilities							
Ritchen	\$456,837	\$14,282	\$68,832	\$341,420	\$16,563	\$119	\$441,216
Brekke	\$276,090	\$12,126	\$57,656	\$199,684	\$6,513	\$112	\$276,090
McAuliffe	\$336,509	\$12,441	\$88,159	\$214,911	\$8,898	\$107	\$324,517
Drifill	\$2,477,832	\$51,334	\$56,711	\$242,911	\$0	\$817	\$351,773
<b>Total K-5 Kindergarten Facilities</b>	<b>\$3,547,268</b>	<b>\$90,184</b>	<b>\$271,358</b>	<b>\$998,925</b>	<b>\$31,974</b>	<b>\$1,155</b>	<b>\$1,393,596</b>
Design & Construct Science Labs/Academies							
Chavez	\$649,009	\$17,670	\$168,087	\$443,798	\$19,273	\$182	\$649,009
Curren	\$598,330	\$16,935	\$117,956	\$445,779	\$17,485	\$176	\$598,330
Kamala	\$619,123	\$17,221	\$154,336	\$429,080	\$18,299	\$186	\$619,123
Haydock	\$1,066,467	\$64,009	\$299,940	\$665,063	\$23,810	\$272	\$1,053,094
Fremont	\$1,847,306	\$74,908	\$491,207	\$1,235,136	\$20,752	\$25,303	\$1,847,306
<b>Total Science Labs/Academies</b>	<b>\$4,780,235</b>	<b>\$190,743</b>	<b>\$1,231,526</b>	<b>\$3,218,857</b>	<b>\$99,619</b>	<b>\$26,118</b>	<b>\$4,766,862</b>
Project 1 Remaining Adjustment	\$206,851						
Pre-Kindergarten Improvements							
Harrington	\$1,083,351	\$0	\$0	\$19,867	\$115,683	\$2,273	\$137,823
Lemonwood	\$860,386	\$0	\$0	\$8,468	\$19,283	\$5,814	\$33,565
<b>Total Pre-Kindergarten Improvements</b>	<b>\$1,943,737</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,335</b>	<b>\$134,966</b>	<b>\$8,087</b>	<b>\$171,388</b>
Ritchen New Special Day Classroom	\$175,000	\$0	\$0	\$16,478	\$102,111	\$0	\$118,590
Marshall K-8 12 Classroom Addition	\$8,097,558	\$0	\$0	\$102,373	\$672,837	\$70,645	\$845,854
FF&E Allowance	\$5,373	\$0	\$0	\$0	\$0	\$0	\$0
Planning related to MPRs for P/P K-8 Schools	\$175,000	\$0	\$0	\$0	\$3,086	\$1,009	\$4,095
Technology	\$11,201,175	\$1,334,735	\$7,476,539	\$2,135,054	\$269,612	\$0	\$11,215,940
Program Planning	\$150,474	\$150,000	\$474	\$0	\$0	\$0	\$150,474
Program Reserve	\$3,767,298						
<b>TOTAL</b>	<b>\$123,294,254</b>	<b>\$9,691,666</b>	<b>\$11,643,603</b>	<b>\$21,391,694</b>	<b>\$13,751,259</b>	<b>\$2,327,288</b>	<b>\$58,805,510</b>

**Notes:**

1. Fiscal Year 2016-17 expenditures are as of October 31, 2016
2. Budgets have been adjusted per the July 2016 Semi-Annual Implementation Program Update approved by Board
3. Figures presented above are unaudited

As of October 31, 2016, approximately \$58.8 million has been expended for the Program. The District has also expended approximately \$28.4 million in expenditures outside of the program for other facilities related needs, for a total of \$87.2 million in total construction fund expenditures for the duration of the Program to date. Detailed expenditure reports, broken down into subcategories of spending have been prepared and submitted to District staff, and are available for review by the Board and Citizens Oversight Committee.

# MASTER BUDGET & SCHEDULE

The Measure “R” Program is funded by the Basic Program which relies on local funding, including developer fees, Mello Roos funds, capital program balances, voter approved Measure “R” proceeds, plus an Enhanced Program that seeks to maximize State aid reimbursements for modernization and construction of school facilities as State funds become available. The Program is currently operating under the Basic Program to accommodate the delayed funding of the State’s School Facilities Program (SFP) which is responsible for State funding of school facilities modernization and construction projects.

As directed by the Board, the Master Construct Program was developed to work in tandem with the Measure “R” Implementation Program to construct permanent school facilities by adopting its programmatic goals and facilities specifications, building upon the sources and uses of funds already allocated by the District, and interlacing its scheduling, sequencing, and cash flow requirements to leverage the next level of proposed improvements. The following components provide the Board with a recommended consolidated master budget and schedule for the Master Construct and Implementation Program which merges and integrates the Measure “R” and Measure “D” bond programs and proposed projects. It is recommended that the Board adopt the proposed adjustments as provided for the next six-month period proceed with the Program’s implementation.

## 5.1 PROPOSED MASTER CONSTRUCT AND IMPLEMENTATION PROGRAM BUDGET

Table 10 below presents the proposed combined 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 include approximately \$440.4 million from a combination of local and State resources. Each phase continues to carry a Program Reserve to accommodate changes in program as mandated from time to time by the State and as may be need to accommodate local program requirements.

Initial estimates generated have been reviewed and adjustments made based on further review of project scope and required construction costs encountered as part of the Measure “R” Implementation Program and anticipated Master Construct projects. The estimated project costs for future new schools have also been updated based on recent cost information received for the Elm Elementary School project. Recent trends have shown a significant construction cost increase of approximately 10% escalation in the past 6-9 months across California due steady increase in volume of work, the labor market not growing as fast, and construction firms/suppliers working to increase margins instead of increasing volume (reverse from the early 2000’s). In addition, many small firms are getting bought out by larger firms which limits competition.



The total estimated budget for proposed improvements includes approximately \$440.4 million in estimated uses and program reserves.

**Table 10: Proposed Master Construct & Implementation Program Budget**

Sources	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Measure "R"					
Series A	\$ 18,390,000	\$ 18,390,000	\$ -	\$ -	\$ -
Series B	\$ 25,500,000	\$ 25,500,000	\$ -	\$ -	\$ -
Series C	\$ 15,750,000	\$ 15,750,000	\$ -	\$ -	\$ -
Series D	\$ 30,360,000	\$ 30,360,000	\$ -	\$ -	\$ -
<b>Total Measure "R" Bonds</b>	<b>\$ 90,000,000</b>				
Master Construct Authorization					
Series A	\$ 81,000,000	\$ -	\$ 81,000,000	\$ -	\$ -
Series B	\$ 23,700,000	\$ -	\$ 23,700,000	\$ -	\$ -
Series C	\$ 15,100,000	\$ -	\$ -	\$ 15,100,000	\$ -
Series D	\$ 22,700,000	\$ -	\$ -	\$ -	\$ 22,700,000
<b>Total Master Construct Bonds</b>	<b>\$ 142,500,000</b>				
Measure "L" Authorization	\$ 3,316,728	\$ 3,316,728	\$ -	\$ -	\$ -
State Bonds	\$ 266,611	\$ 266,611	\$ -	\$ -	\$ -
Est. State Reimbursements	\$ 119,990,435	\$ -	\$ 66,901,632	\$ 21,189,212	\$ 31,899,592
Est. Developer Fees	\$ 55,909,771	\$ 9,029,075	\$ 10,697,340	\$ 19,303,620	\$ 16,879,736
Mello Roos Proceeds	\$ 9,088,089	\$ 9,088,089	\$ -	\$ -	\$ -
State Reimbursements (Drifill)	\$ 9,001,083	\$ 9,001,083	\$ -	\$ -	\$ -
Est. Interest Earnings	\$ 10,357,618	\$ 3,028,983	\$ 1,486,725	\$ 2,547,427	\$ 3,294,484
<b>Est. Total Sources</b>	<b>\$ 440,430,335</b>	<b>\$ 123,730,569</b>	<b>\$ 183,785,696</b>	<b>\$ 58,140,258</b>	<b>\$ 74,773,812</b>
Uses	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Acquire New K-5 Elementary Site	\$ 7,735,282	\$ 7,735,282	\$ -	\$ -	\$ -
Acquire New K-5/Middle School Site	\$ 660,000	\$ 660,000	\$ -	\$ -	\$ -
Construct Doris/Patterson K-5	\$ 29,556,164	\$ -	\$ 29,556,164	\$ -	\$ -
Construct Doris/Patterson 6-8	\$ 49,057,213	\$ -	\$ 49,057,213	\$ -	\$ -
Construct Seabridge K-5	\$ 28,568,432	\$ -	\$ 28,568,432	\$ -	\$ -
Reconstruct Harrington Elementary	\$ 23,846,732	\$ 23,846,732	\$ -	\$ -	\$ -
Reconstruct Elm Elementary	\$ 25,176,943	\$ 25,176,943	\$ -	\$ -	\$ -
Reconstruct Lemonwood K-8	\$ 36,275,327	\$ 36,275,327	\$ -	\$ -	\$ -
Reconstruct McKinna K-5	\$ 31,036,798	\$ -	\$ 31,036,798	\$ -	\$ -
Reconstruct Marina West K-5	\$ 31,031,934	\$ -	\$ -	\$ -	\$ 31,031,934
Reconstruct Rose K-5	\$ 30,209,510	\$ -	\$ 5,739,807	\$ 24,469,703	\$ -
Reconstruct Sierra Linda K-5	\$ 30,403,941	\$ -	\$ -	\$ -	\$ 30,403,941
Marshall K-8 (CR)	\$ 8,097,558	\$ 8,097,558	\$ -	\$ -	\$ -
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/MPR/Admin)	\$ 2,067,877	\$ 336,509	\$ -	\$ 1,731,368	\$ -
Brekke ES (K/MPR/Admin)	\$ 1,433,020	\$ 276,090	\$ -	\$ 1,156,930	\$ -
Ritchen ES (K/MPR/Admin)	\$ 4,359,590	\$ 631,837	\$ -	\$ 3,727,753	\$ -
Ramona ES (MPR/Admin)	\$ 2,047,625	\$ -	\$ -	\$ 2,047,625	\$ -
Project 1 Adjustment	\$ 206,851	\$ 206,851	\$ -	\$ -	\$ -
Fremont MS (SL/Gym)	\$ 7,404,741	\$ 1,847,306	\$ 5,557,436	\$ -	\$ -
Haydock MS (SL/Gym)	\$ 2,566,467	\$ 1,066,467	\$ -	\$ 1,500,000	\$ -
Planning for K-8 MPRs	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -
Harrington CDC	\$ 1,083,351	\$ 1,083,351	\$ -	\$ -	\$ -
Lemonwood CDC	\$ 860,386	\$ 860,386	\$ -	\$ -	\$ -
Technology	\$ 26,216,175	\$ 11,216,175	\$ 9,000,000	\$ 6,000,000	\$ -
<b>Subtotal</b>	<b>\$ 398,674,504</b>	<b>\$ 121,768,048</b>	<b>\$ 158,515,849</b>	<b>\$ 49,306,997</b>	<b>\$ 69,083,609</b>
Program Reserve	\$ 41,755,831	\$ 1,962,520	\$ 25,269,846	\$ 8,833,261	\$ 5,690,203
<b>Est. Total Uses</b>	<b>\$ 440,430,335</b>	<b>\$ 123,730,569</b>	<b>\$ 183,785,696</b>	<b>\$ 58,140,258</b>	<b>\$ 74,773,812</b>
Est. Ending Fund Balance	\$ (0)				
<b>Total Combined Master Budget</b>	<b>\$ 440,430,335</b>				

\*Includes New Special Day Classroom

\*\*Assumes that only reimbursements for Lemonwood, Harrington, and Land Acquisition are received in Phase 2

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

## 5.2 PHASE I MASTER BUDGET AND SCHEDULE

Table 11 provides the total estimated cost for Phase I of approximately \$123.7 million. Phase I 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.

**Table 11: Proposed Phase I Master Budget and Schedule (FY 2013-17)**

Project	Schedule June 2016	Schedule Dec 2016	Estimated Budget	Variance
<b>Measure "R" Improvements</b>				
Acquire New Sites				
Elementary School	2013	2013	\$7,735,282	\$100,000
K-5 / Middle School	2014/16	2014/16	\$660,000	\$0
Subtotal			\$8,395,282	\$100,000
Design & Reconstruct Sites				
Harrington Elem. K-5	2013/14	2013/14	\$23,846,732	\$250,000
Lemonwood K-8	2014/18	2014/18	\$36,275,327	\$0
Elm Elem. K-5	2014/16	2014/16	\$25,176,943	\$4,100,000
Subtotal			\$85,299,001	\$4,350,000
Design & Improve K-5 Kindergarten Facilities	2013/14	2013/14		
Ritchen			\$631,837 **	\$0
Brekke			\$276,090	\$4,968
McAuliffe			\$336,509	\$0
Driffill			\$409,771	(\$2,068,061)
Subtotal			\$1,654,208	(\$2,063,092)
Design & Construct Science Labs	2013/14	2013/14		
Chavez Science Labs K-8			\$649,009	\$16,760
Curren Science Labs K-8			\$598,330	\$14,703
Kamala Science Labs K-8			\$619,123	\$16,615
Haydock Science Labs 6-8 & Utility Upgrades			\$1,066,467	\$0
Fremont Science Labs 6-8 & Utility Upgrades			\$1,847,306	\$24,687
Subtotal			\$4,780,235	\$72,766
Project 1 Adjustment			\$206,851	(\$77,734)
Childhood Development Center Improvements				
Harrington	2015	2015	\$1,083,351	\$0
Lemonwood	2016	2016	\$860,386	\$0
Subtotal			\$1,943,737	\$0
Marshall K-8: 12 Classroom Building	2015/17	2015/17	\$8,097,558	\$0
Planning for K-8 MPRs	2016	2016	\$175,000	\$0
Technology	2013/15	2013/15	\$11,216,175	\$15,000
Measure "R" Improvements Subtotal			\$121,768,048	\$15,000
Measure "R" Program Reserve			\$1,962,520	(\$1,960,625)
Measure "R" Improvements Total			\$123,730,569	\$436,315
<b>Measure "D" Improvements</b>				
Measure "D" Improvements Subtotal			\$0	\$0
Measure "D" Improvements Program Reserve			\$0	\$0
Measure "D" Improvements Total			\$0	\$0
<b>Combined Total of Master Construct &amp; Implementation Program</b>				
			\$123,730,569	\$436,315

\*Current dollars

\*\*Includes New Special Day Classroom

Major adjustments to the Phase I budget are centered on additional costs associated with the Harrington fencing and close-out, and Elm new school GMP costs. Approximately \$250,000 in additional budget is

estimated to be required to complete all final project expenditure commitments and the fencing project at Harrington. Negotiations to develop a Guaranteed Maximum Price (GMP) are currently underway for Elm and based on recent cost proposals received, approximately \$4.1 million is estimated to be required to accommodate increased construction costs since the project was originally contemplated in 2012. Other adjustments recommended to accommodate expenditures include a \$100,000 increase to accommodate associated planning costs at Seabridge, and minor adjustments to existing projects. Approximately \$1.9 million in program reserve is estimated to complete Phase I.

### 5.3 PHASE II MASTER BUDGET AND SCHEDULE

As shown in Table 12, Phase II continues the Measure "R" program and commences improvements identified in the Master Construct program for a total combined amount of approximately \$183.7 million.

Phase II is highly dependent on the receipt of State aid reimbursements from Phase 1 improvements, net developer fee collections, and new Measure "D" bond sales for full program implementation. Projects include the construction of a gym at Fremont middle school and ongoing upgrades to the technology program to maintain 21st Century Facilities standards and connectivity. Phase II also launches the Measure "D" projects with the proposed reconstruction of McKinna and Rose into 750 student capacity K-5 elementary schools, the construction of the new Seabridge K-5, and construction of the Doris/Patterson K-5 and 6-8 schools. Schedule adjustments accelerate the start of McKinna, Rose, and Seabridge and reset the design and construction of Doris/Patterson to accommodate the extended LAFCO process.

**Table 12: Proposed Phase II Master Budget and Schedule (FY 2017-20)**

Project	Schedule June 2016	Schedule Dec 2016	Estimated Budget
<b>Measure "R" Improvements</b>			
Construct Gym & Modernize MPR Fremont	2018	2018	\$5,557,436
Subtotal			\$5,557,436
Technology	2020	2020	\$9,000,000
Measure "R" Improvements Subtotal			\$14,557,436
Measure "R" Program Reserve			\$1,455,744
Measure "R" Improvements Total			\$16,013,179
<b>Measure "D" Improvements</b>			
Construct New School Sites: Master Construct			
Dorris Patterson K-5	2018	2018	\$29,556,164
Dorris Patterson 6-8	2017	2018/2021	\$49,057,213
Seabridge K-5	2018/19	2017	\$28,568,432
Reconstruct School Sites: Master Construct			
Rose K-5 (Planning, Design, DSA Approval)	2021	2017/2021	\$5,739,807
McKinna K-5	2018	2017	\$31,036,798
Subtotal			\$143,958,414
Measure "D" Improvements Subtotal			\$143,958,414
Measure "D" Improvements Program Reserve			\$23,814,103
Measure "D" Improvements Total			\$167,772,516
<b>Combined Total of Master Construct &amp; Implementation Program</b>			<b>\$183,785,696</b>

\*Current dollars

## 5.4 PHASE III MASTER BUDGET AND SCHEDULE

Table 13 provides a summary of the proposed Phase III budget and schedule totaling approximately \$58.5 million. The Measure "R" program is estimated to be completed in Phase III with 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 also provided for continued technology implementation. Support facility improvements at Brekke, McAuliffe, Ramona, and Ritchen, as well as completing the construction for Rose K-5 is also included. Once again, Phase 3 project implementation remains dependent on State aid reimbursements from prior phases, ongoing net developer fees, and Measure "D" bond sales.

**Table 13: Proposed Phase III Master Budget and Schedule (FY 2021-25)**

Project	Schedule June 2016	Schedule Dec 2016	Estimated Budget
<b>Measure "R" Improvements</b>			
Modernize K-5 Multipurpose Rooms			
Brekke	2023	2023	\$697,557
McAuliffe	2023	2023	\$1,440,725
Ramona	2023	2023	\$1,755,474
Ritchen	2023	2023	\$3,269,888
Subtotal			\$7,163,644
Modernize K-8 Multipurpose Rooms			
Chavez	2020	2021	\$2,007,579
Curren	2020	2023	\$4,581,500
Kamala	2020	2021	\$2,084,539
Subtotal			\$8,673,618
Construct Gym & Modernize MPR			
Haydock	2020	2023	\$1,500,000
Subtotal			\$1,500,000
Technology	2025	2025	\$6,000,000
Measure "R" Improvements Subtotal			\$23,337,262
Measure "R" Program Reserve			\$2,333,726
Measure "R" Improvements Total			\$25,670,988
<b>Measure "D" Improvements</b>			
Construct New School Sites: Master Construct			
Rose K-5	2021	2017/2021	\$24,469,703
Subtotal			\$24,469,703
Construct Academic Program Space: Master Construct			
Brekke		2025	\$459,373
McAuliffe		2025	\$290,643
Ramona		2025	\$292,151
Ritchen		2025	\$457,865
Subtotal			\$1,500,032
Measure "D" Improvements Subtotal			\$25,969,735
Measure "D" Improvements Program Reserve			\$6,499,534
Measure "D" Improvements Total			\$32,469,270
<b>Combined Total of Master Construct &amp; Implementation Program</b>			<b>\$58,140,258</b>

\*Current dollars

## 5.5 PHASE IV MASTER BUDGET AND SCHEDULE

As summarized in Table 14, Phase IV completes the Master Construct and Facilities Implementation Program totaling approximately \$74.7 million. A financial hardship State Aid approach is proposed to be used to reconstruct Marina West and Sierra Linda K-5 schools. Multipurpose room improvements are also planned at Driffill at this time to accommodate the opportunity to further consider the reconfiguration of the Driffill site as contemplated in the adopted Master Construct Program.

**Table 14: Proposed Phase IV Master Budget and Schedule (FY 2026-29)**

Project	Schedule June 2016	Schedule Dec 2016	Estimated Budget
<b>Measure "R" Improvements</b>			
Measure "R" Improvements Subtotal			\$0
Measure "R" Program Reserve			\$0
Measure "R" Improvements Total			\$0
<b>Measure "D" Improvements</b>			
Design & Reconstruct School Sites: Master Construct			
Marina West K-5		2027/2029	\$31,031,934
Sierra Linda K-5		2027/2029	\$30,403,941
Subtotal			\$61,435,876
Modernize K-8 Multipurpose Room			
Driffill	2020	2026	\$7,647,733
Subtotal			\$7,647,733
Measure "D" Improvements Subtotal			\$69,083,609
Measure "D" Improvements Program Reserve			5,690,203
Measure "D" Improvements Total			\$74,773,812
<b>Combined Total of Master Construct &amp; Implementation Program</b>			<b>\$74,773,812</b>

\*Current dollars

## 5.6 MASTER SCHEDULE

The following summary schedule provides an overview of the proposed phasing strategy of an integrated Measure "R" and Measure "D" program. Table 15 illustrates the proposed phasing as discussed in the above sections. The integrated program will focus on 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.

Table 15: 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																
Marina West																
Sierra Linda																
Construct:																
Marshall 6-8 Classrooms																
Seabridge K-5																
Doris/Patterson K-5																
Doris/Patterson 6-8																
Multipurpose Rooms:																
Fremont																
Haydock																
Kamala																
Chavez																
Curran																
Driffill																
Ramona																
Brekke																
Ritchen																
McAuliffe																
Additional Support Spaces:																
Ramona																
Brekke																
Ritchen																
McAuliffe																

Based on the identified phasing plan, Table 16 provides a summary of projects under management, that are currently underway and are to be implemented totaling approximately \$171.9 million.

**Table 16: Projects Under Management**

Project Name	Start Date	End Date	Master Budget (Current Dollars)
<b>Reconstruct:</b>			
Harrington Child Development Center	Nov-2014	Dec-2018	\$1,083,351
Lemonwood K-8	Feb-2013	May-2018	\$36,275,327
Lemonwood Child Development Center	Nov-2014	Dec-2018	\$860,386
Elm K-5	Jul-2013	Jun-2018	\$25,176,943
<b>Construct:</b>			
Marshall 6-8 Classroom Building	Dec-2014	Jan-2018	\$8,097,558
Seabridge K-5	Jan-2017	Jun-2019	\$30,403,941
McKinna K-5	Jan-2017	Jun-2019	\$31,036,798
Rose K-5	Jan-2017	Jan-2022	\$30,209,510
<b>Planning/Land Acquisition:</b>			
Doris/Patterson LAFCO Planning	Jul-2015	Dec-2017	\$660,000
Doris/Patterson Acquire Land*	Feb-2016	Jun-2017	\$7,920,000
Chavez, Curren, Kamala, Driffill MPR Planning	Jul-2015	Jun-2019	\$175,000
<b>Total</b>			<b>\$171,898,815</b>

*\*Funded out of District's 2016 COP issuance*



# RECOMMENDATIONS

## 6.1 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 December 2016 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 the December 2016 Semi-Annual Master Implementation Program Update as an adjustment to the Program.
- Establish a date at its regularly scheduled June 2017 meeting to consider the next six-month update.

# 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
3-Aug-16	C-5	Rejection of Proposals Received for Lease Leaseback Preconstruction and Construction Services related to the New 12 Classroom Building Project at Thurgood Marshall School	Rejection of Proposals Received, allowing for a second Request for Proposal Process	Approved
3-Aug-16	D-1	Approval of WAL #006 with ATC Group Services LLC for preparation of a Soil Management Plan for the Lemonwood School Reconstruction Project	Request the Board of Trustees approve WAL #006 with ATC Group Services LLC, for the preparation of a Soil Management Plan as required by the Department of Toxic Substance Control ("DTSC") for the Lemonwood School Reconstruction	Approved
3-Aug-16	D-2	Ratification of Amendment #003 to Agreement #12-240 with Dougherty + Dougherty Architects to Provide Additional Architectural Services for the Harrington E. S. Reconstruction Project	Request the Board of Trustees ratify Amendment #003 for Additional Architectural Services as Requested from District Administration for the Harrington E. S. Reconstruction Project.	Approved
3-Aug-16	D-4	Approval of Resolution #16-05 Approving Adoption of a Mitigated Negative Declaration and Mitigation Monitoring and Reporting Program Related to the New 12 Classroom Building Project at Thurgood Marshall Elementary School.	Request for the Board of Trustees to Approve Adoption of the Mitigated Negative Declaration and Mitigation Monitoring and Reporting Program for the Marshall New Classroom Building Project as required for compliance with the California Environmental Quality Act ("CEQA")	Approved
3-Aug-16	D-5	Adoption of Resolution #16-06 - A Resolution of the Board of Trustees Authorizing the Sale and Issuance of Not to Exceed \$18,000,000.00 Aggregate Principal Amount of Oxnard General Obligation Refunding Bonds, Series 2016.	Request for Board of Trustees Approval for issuance of Not to Exceed \$18 Mil Aggregate Principal of General Obligation Refunding Bonds	Approved
24-Aug-16	C-3	Ratification of Supplemental Work Authorization Letter #001-S for Geotechnical Services for Elm Elementary School Project	Request for Board of Trustees Ratification of Supplemental Work Authorization Letter to Earth Systems to Provide additional information to the Division of the State Architect ("DSA") Beyond the Original Scope of Services	Approved
24-Aug-16	C-5	Approval of Notice of Completion, Harrington School Reconstruction Project, Bid #14-21	Request to the Board of Trustees to approve the Notice of Completion and filing of such notice with the County Recorder's Office, for Bid #14-21, Harrington School Reconstruction Project with Bernards Brothers Inc.	Approved
24-Aug-16	C-8	Approval and Adoption of the July 2016 Semi-Annual Implementation Program Update as an Adjustment to the Facilities Implementation Program	Requesting that the Board of Trustees accept and adopt the July 2016 Semi-Annual Implementation Program Update.	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
24-Aug-16	D-2	Review and Approval of the Preliminary Official Statement for the General Obligation Refunding Bonds, Series 2016 and Resolution #16-07	Request for the Board of Trustees approval of the Preliminary Official Statement and Resolution #16-07 that will allow for the execution of the 2016 Refunding Bonds.	Approved
24-Aug-16	D-4	Approval of Form and Authorize Superintendent to Negotiate Terms of Land Use Covenant (LUC) with the Department of Toxic Substances Control for the Lemonwood Site	A Request that the Board of Trustees approve the form of the Land Use Covenant (LUC) as attached and authorize the Superintendent to negotiate the final terms of LUC with the Department of Toxic Substances Control for the Lemonwood Site. No identified fiscal impact at this time. The LUC will require that the District or any future owners of the property pay the DTSC's cost to administer the LUC.	Approved
7-Sep-16	C-2	Authorize Superintendent to Accept A Soil Management Plan for the Lemonwood Elementary School Site as Approved by the DTSC	Requesting that the Board of Trustees authorize the Superintendent to accept the final Soil Management Plan for the Lemonwood Elementary School Site as approved by the DTSC.	Approved
21-Sep-16	C-3	Approval of Prequalified Firms for CEQA/DTSC Compliance Services	A Request that the Board of Trustees approve the recommended list of prequalified firms to provide CEQA/DTSC compliance services and authorize the Superintendent to enter into master agreements with the identified prequalified firms; no cost to the District	Approved
5-Oct-16	C-4	Approval of WAL #008 with ATC Group Services LLC For as Needed Hazardous Materials Testing and Oversight for The Duration of The Lemonwood Reconstruction Project	A request that the Board of Trustees approve WAL #008 with ATC Group Services LLC for as needed hazardous materials testing and oversight for the duration of the Lemonwood Reconstruction Project per Master Agreement #13-135; amount not to exceed \$15,000.00, to be paid with Measure R Bond Funds.	Approved
5-Oct-16	C-5	Ratification of WAL #002 with Rincon Consultants Inc., For Soil Investigation Services for The Elm Reconstruction Project	A Request that the Board of Trustees ratify WAL #002 with Rincon Consultants Inc., for Soil Investigation Services for the Elm Reconstruction Project per Master Agreement #13-131; amount not to exceed \$24,100.00, to be paid with Measure R Bond Funds.	Approved
5-Oct-16	C-6	Ratification of WAL #007 with ATC Group Services LLC For Emergency Pipeline Testing for The Lemonwood Reconstruction Project	A request for the Board of Trustees to ratify WAL #007 with ATC Group Services LLC for Lemonwood Reconstruction Project Emergency Pipeline Testing per Master Agreement #13-135; amount not to exceed \$7,777.14, to be paid with Measure R Bond Funds.	Approved
19-Oct-16	C-2	Ratification of Amendment #004 to Agreement #12-240 with Dougherty + Dougherty Architects to provide additional Architectural Services for the Harrington School Fence Project 2016	Request to the Board for Ratification of Amendment #004 to Agreement #12-240 with Dougherty + Dougherty Architects to provide additional Architectural Services for the Harrington School Fence Project 2016; amount not to exceed \$5,640.00, to be paid with Measure R Bond Funds	Approved
19-Oct-16	C-6	Award of Formal Bid #16-01 and Approval of Agreement #16-140 for Harrington School Fence Project 2016	A Request that the Board of Trustees Award Bid #16-01 Harrington School Fencing Project 2016 to Fence Factory and enter into Agreement #16-140; amount not to exceed \$143,000.00, to be paid with Measure R Bond Funds.	Approved

Date	Board Agenda Item	Agenda Description	Purpose	Action
19-Oct-16	C-7	Consideration and Approval of Work Authorization Letter #3 for DSA Special Inspection and Testing Services for Harrington School Fencing Project 2016	A Request that the Board of Trustees approve WAL #3 for Master Agreement #13-154 with NV5 West; lump sum fixed fee of \$8,886.00, to be paid with Measure R Bond Funds.	Approved
19-Oct-16	C-8	Consideration and Approval of Work Authorization Letter #5 for DSA Inspector of Record Services for Harrington School Fencing Project 2016	A Request that the Board of Trustees approve WAL #5 for Master Agreement #13-130 with NOLTE Vertical Five; lump sum fixed fee of \$7,040.00, to be paid with Measure R Bond	Approved
19-Oct-16	C-9	Ratification of Change Order #001 to Agreement #15-198 with Swinerton Builders for Lemonwood K-8 Reconstruction Project	A Request that the Board of Trustees ratify no cost Change Order #001 to Agreement #15-198 with Swinerton Builders, for the Lemonwood K-8 Reconstruction Project; change incorporates language change to Section 10 of Agreement #15-198 and a change to the start date of the project construction activities at no additional cost to the District	Approved
2-Nov-16	C-10	Consideration and Approval of No-Cost Change Order #001 to Agreement #16-140 With Fence Factory for the Harrington School Fence Project 2016	Request to the Board of Trustees to approve No Cost Change Order #001 to Agreement #16-140 with Fence Factory for the Harrington School Fence Project 2016.	Approved