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OXNARD
SCHOOL
DISTRICT

MASTER CONSTRUCT PROGRAM

Report to the Board of Trustees on Analysis,
Recommendations, and Financing of School Improvements

CFW
*Planning and Financing Better
Schools for California Students*



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SECTION 1

EXECUTIVE OVERVIEW

Caldwell Flores Winters, Inc. (“CFW”) is pleased to present the Master Construct 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 Facilities Master Plan (FMP), conducts an analysis of existing and proposed programs and facilities to extend the scope of Measure “R”, and presents additional funding and sequencing requirements to implement an integrated Master Construct Program for the next set of proposed improvements for Board consideration. The Master Construct Program has been developed 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.

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. 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 Drifhill. Soria is the last new school to be constructed in 2009 prior to implementation of the Measure “R” Implementation Program in 2013.

Since then, the Measure “R” Implementation Program has been able to:

- Reduce overcrowding at elementary schools by adopting a K-5 educational strand and facilities programs at 11 school sites
- Convert the prior three intermediate schools to 6-8 middle schools to support an academy-based instructional program and required facility improvements
- Expand the K-8 instructional program to six K-8 school sites to increase parent choice, including improved kindergarten and science labs
- Design and expand new grade 6-8 facilities with a new classroom wing at Marshall Elementary
- Implement an extended day Districtwide kindergarten program with improved facilities

- Design and implement the replacement of three of the oldest schools in the District with two new K-5 schools and a new K-8 facility
- Acquire a new K-5 site for future elementary school construction
- Deploy over 18,000 mobile devices to teachers, staff, and students

More specifically and as part of a three phase program, a new Harrington K-5 has been built to replace the existing facility, and two additional schools (Elm and Lemonwood) are starting a similar construction effort to rebuild and preserve existing K-5 and K-8 capacity by replacing older schools that have surpassed their economic life. Additional kindergarten capacity that may be used as preschool facilities has been added at Harrington and Lemonwood schools, with plans scheduled for DSA submittal and construction in 2016. Interim grade 6-8 capacity at Marshall for approximately 300 students has been designed and submitted to DSA to provide needed “swing space” (temporary student housing) until a new middle school is built and to meet prior efforts to provide a permanent K-8 facility at that site. A new elementary school site has been acquired in the Seabridge neighborhood and a combined new middle and elementary school site identified for acquisition. Remaining phases are dedicated to providing improved support facilities at the remaining school sites.

As these improvements have moved forward, additional considerations have been brought into the foreground. Enacted prior to the Measure “R” Implementation Program, the prior P2P classroom initiative at the District’s four K-8 schools (Driffill, Kamala, Curren, and Chavez) was limited to replacing portable classrooms with permanent facilities and not to the full replacement of all school facilities. Therefore, all P2P schools are in need of modernized support facilities with particular focus on multipurpose rooms and support spaces.

An inventory and facilities analysis conducted by the District’s FMP consultants identified seven K-5 schools in severe need of modernization. Further analysis indicated that it would be more cost effective over the long run to reconstruct these schools with new replacement school facilities. The replacement of three of these schools (Harrington, Elm, and Lemonwood) has already been addressed under Measure “R”. The four remaining K-5 schools (McKinna, Rose, Sierra Linda, and Marina West) are in need of replacement and reconstruction in similar fashion as the recently completed Harrington School.

In 2012, the District’s FMP analyzed the demand for additional school facilities based on a review of existing enrollment and projected trends. More recent projections for enrollment growth over the next five to seven years have been conducted by the District’s demographer. The availability of existing facilities to meet the required enrollment have been reviewed as part of the Measure “R” Implementation Program. These analyses suggest the need to create additional K-5 and 6-8 capacity to accommodate projected enrollment toward the end of the next five-year period.

The Measure “R” Implementation Program reconfigured the District’s prior educational program into a K-5, K-8, and 6-8 educational program to increase parent choice and, in combination with an open enrollment policy, to increase the more efficient use of built facilities to house students. As an added safeguard against an unplanned spike in enrollment or general need for additional space, all of the

District's portable facilities at each school site have been left in place until new permanent elementary and middle school space is built to house all District students. Based on the latest six-month update to the Measure "R" Implementation Program, an additional K-5 and middle school site are identified for acquisition.

Based on the above needs, the Board has commissioned a report from staff and its consultants for the establishment of a Master Construct Program to provide for the next level of improvements to the Measure "R" Facilities Implementation Program. The following Master Construct Program proposes to:

- Construct two new elementary schools and a new middle school to accommodate existing and increased enrollment growth
- Reconstruct four remaining K-5 schools built in the 1940s through the 1960s that are in need of replacement to maintain the District's existing capacity to house students
- Accelerate the modernization of identified support spaces at the District's older schools, wherever possible

Two major sources of funds have been identified that may be available to fund the implementation of the Master Construct Program:

- Matching State grants under the State's School Facilities Program (SFP) for eligible modernization and new construction projects
- Passage of a local general obligation bond measure to provide the local match for eligible State grants and to fund the balance of required modernization and new construction improvements

In total, \$224.9 million in program improvements are proposed to be funded over three phases. Of this amount, \$103.9 million is anticipated in eligible state grants and the balance is projected to be funded from a proposed \$132.5 million bond measure to be presented to voters for approval.

It is recommended that the Board:

- Accept and adopt the Master Construct Program as an update of the District's Facilities Master Plan.

SECTION 2

BACKGROUND

2.1 FACILITIES MASTER PLAN

In 2012, the District was presented with a Facilities Master Plan (FMP) prepared by LPA that was strategic in nature, identifying a vision through a series of guiding principles which were coordinated with recommended facility improvements. The FMP showed a general path of how to get to the goal over the next 15 to 20 year period of improving school facilities, but it did not provide specific design solutions, instead suggesting that as funding became available, design teams (architects and engineers) would design individual aspects of the projects recommended in the FMP, further recognizing that these could vary over time as more information became available.

The FMP included a demographic review of the District's population, projections of student enrollment, potential locations for future growth, anticipated demand for additional school facilities, and an assessment of existing campuses and how such facilities could be improved incrementally, not as one large comprehensive project. The FMP chronicled the age of existing facilities, previous improvements, the amount and type of classrooms, including portable and permanent classroom facilities, and the status of existing support facilities. Efforts then focused on recommended educational specifications, potential projects and estimated costs to be considered over time and implemented either as modernizations, additions, replacements, or reuse of existing facilities. Nonetheless, no specific source of funding, sequencing of projects or timeline for improvements was proposed.

The FMP did take into consideration the need to modernize schools over 25 years old, improve site parking and vehicular circulation, replace portables with permanent structures, add or replace pre-school facilities and upgrade campus infrastructure and support facilities. It suggested potential locations at each site for administration, media center, multipurpose rooms/gyms, kindergarten classrooms, and portables, plus the need to consider site sizes in determining the overall planning capacity for existing school sites. It also noted the need to provide options for parents to choose their preferred grade configuration (K-5, 6-8, and K-8), provide appropriate spaces for children with special needs, extend the kindergarten program to a full day schedule, and upgrade technology for all students.

2.2 MEASURE “R” FACILITIES IMPLEMENTATION PROGRAM

As part of the planning process, a community survey was conducted in July 2012 to identify projects and concepts that were supported by local residents. The survey results indicated widespread support for many of the projects contained within the FMP and observed sufficient levels of support for a potential local bond measure to fund a portion of these projects. Following the completion of the initial facilities planning process, the Board adopted necessary documents to call for a November 2012 general obligation bond election. In November 2012, District voters approved Measure “R”, a \$90 million bond measure to improve local schools, by a margin of over 65%.

With voter approval of Measure “R”, the Board directed staff and its consultants to review the proposed FMP and to develop a detailed facilities implementation program taking into consideration Measure “R”, other existing and projected local funds, State grants for facilities improvements, and existing facilities resources. As part of the process, a comprehensive approach for Measure “R” improvements was provided and the Measure “R” Facilities Implementation Program was adopted by the Board in January 2013 to be implemented over a 3 phase program to:

- Reduce overcrowding at elementary schools by adopting a K-5 educational strand and facilities program at eleven school sites
- Convert the prior three intermediate schools to 6-8 middle schools that support an academy based instructional program
- Expand the K-8 instructional program to six K-8 school sites to increase parent choice
- Implement an extended day kindergarten program with improved facilities
- Deploy over 18,000 1:1 mobile devices to students and teachers
- Begin the reconstruction of some the District’s older schools in need of replacement
- Acquire an additional elementary site and modernize identified support facilities at existing school sites

Phase 1 of the program called for the acquisition of land for a new K-5 elementary facility, the upgrading of existing schools to meet the reconfiguration needs for K-5, K-8 and 6-8 campuses, including kindergarten and science lab improvements, the rebuilding of Harrington and Elm K-5 schools, plus the planning and design of the Lemonwood site to support an educational program serving grades K-8. Technology funding, including upgrades to core infrastructure and deployment of new student and teacher devices, was also provided.

Since then, additional improvements have been added to Phase 1, including the acceleration of the Lemonwood construction from Phase 2 to Phase 1. The expansion of the Marshall K-5 school site has been undertaken to accommodate grades 6-8 instruction and interim middle school facilities until a new middle school is constructed, allowing the conversion of Marshall to a full K-8 facility thereafter. Further improvements call for the establishment of additional kindergarten facilities with provisions for conversion to preschool facilities, if needed, at the new Lemonwood and Harrington schools. All Phase 1 improvements are funded from local available sources, including developer fees, Mello-Roos proceeds,

the balances of previous bond measures, prior State grant reimbursements, and 100% of the voter approved bond proceeds from Measure “R”.

Phase 2 improvements focus on the modernization of multipurpose facilities at the Chavez, Curren, Kamala, and Driffill K-8 sites. MPR improvements are also scheduled at Fremont and Haydock intermediate schools and the technology budget is refreshed to cover ongoing upgrades. These facility improvements are substantially dependent on the funding of State reimbursements from the State School Facility Program (SFP) for eligible Phase 1 SFP projects. At this time, the SFP has exhausted its prior voter approved funding and awaits replenishment pursuant to a future voter approved State bond. Absent additional State or local funding measures, these projects will be delayed and may be adjusted subject to any modifications required as part of a future voter approved bond or legislative approval process.

Phase 3 is currently projected to provide improved support spaces at Marina West, Rose, Sierra Linda, Brekke, McAuliffe, Ramona, Ritchen, McKinna, Marina West, Rose and Sierra Linda schools. The technology budget is also replenished for continued upgrade. Phase 3 is subject to the same constraints as Phase 2 improvements as they are completely dependent on future State funding from reimbursement of Phase 2 projects. Like Phase 2, absent additional State or local funding measures, these projects will be delayed and may be adjusted subject to any modifications required as part of a future voter approved bond or legislative approval process.

2.3 PROGRAM SCOPE AND FUNDING

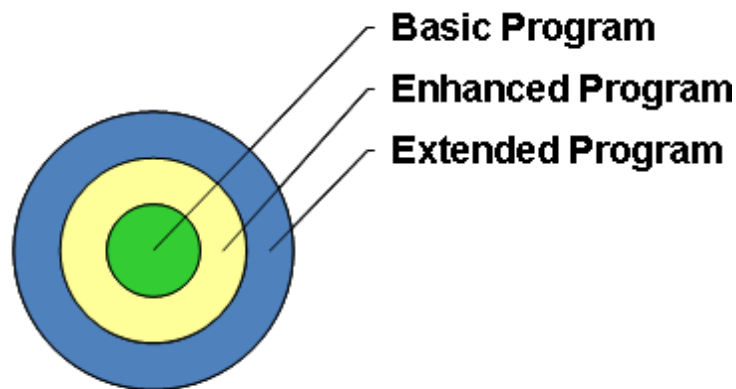
Design of the Measure “R” Facilities Implementation Program considered opportunities to optimize more immediate modernization and construction needs with available local funds that also maximized eligibility and eventual availability of State grants for future reimbursement. Proposed bond sales were scheduled to be sold in series and improvements scheduled to be phased over time, maximizing State grants where possible. The number and size of proposed bond issuances were adjusted based on market conditions, assessed valuation, required funding needs, and remaining bond authorization. Projects in future phases are to be funded with the support of the State’s SFP grant programs, subject to State funding being available when needed.

Based on these parameters, three alternate levels of program scope and funding may be anticipated throughout the implementation of the program:

- **Basic Program:** The Basic Program relies on local funding only. These local funds include the District’s current fund balances for developer fees as well as Capital Program fund balances which include Measure “R” proceeds, and State reimbursements.
- **Enhanced Program:** The Enhanced Program relies on the Basic Program, *plus* matching State grants for Modernization (60/40) and New Construction (50/50), either at the time of construction or as reimbursement once eligible projects are completed.

- **Extended Program:** The Extended Program relies on the Basic Program, *plus* the Enhanced Program, *plus* State Financial Hardship (100%) grant funding that provides the District's local match to fund eligible District Modernization and New Construction projects under the SFP.

MEASURE "R" IMPLEMENTATION PROGRAM



These three alternate funding levels have been analyzed to maximize the Measure "R" Facilities Implementation Program over time. The Basic Program would rely on local funding only, including developer fees, previous Measure "L" and Measure "M" funds, State bonds, Mello-Roos proceeds, and State reimbursements from completed projects, plus Measure "R" funds. Based on the latest six-month update, the Basic Program is estimated to total approximately \$122.9 million, all of which has been allocated to the construction of Phase 1 improvements. All Phase 1 improvements are either completed, under construction, or pending design plan approval by the State for construction.

The release of remaining State funds or, more significantly, the approval of a new Statewide bond, would significantly affect the District. The District has already been approved for \$16.3 million from Phase 1 reimbursement projects as reported in the December 2015 update. In addition, \$20.7 million are pending approval based on Division of State Architect (DSA) approval of Lemonwood and Elm construction, plus any future approved plans for Marshall and further land acquisition costs. Receipt of these program reimbursements is scheduled to fund Phase 2 improvements.

These approvals for State reimbursements are the basis of the Enhanced Program. It relies on State reimbursements from prior phase improvements that maximize State grant eligibility for subsequent reimbursement for State matching grants for modernization and new construction on a 60-40 and 50/50 basis, respectively. A continued strategic approach to optimize more immediate modernization and construction needs with available local funds that also maximized eligibility and eventual availability of State grants for future reimbursement will continue to fund future phase improvements. However, without a future Statewide bond approved by voters and a local match, Phase 2 and 3 improvements may be delayed.

The Extended Program relies on the strategic sequencing of projects to maximize State grants under the Financial Hardship Program in combination with the Basic Program. Under hardship funding, the State agrees to fund both its grant amount for modernization or new construction *plus* the District's otherwise required local match. This, for example, would double the grant amount otherwise available to the District under a new construction project. As of this time, the State has implemented emergency rules halting the processing of Hardship applications due to the limited amount of remaining State funds from prior bond sales. The ability to use Hardship funding awaits the passage of a future State bond and is subject to legislative changes to the program during the process.

The District currently qualifies for approximately \$69.1 million in new construction grants and approximately \$29.4 million in modernization grants to improve eligible facilities under the 50/50 and 60/40 State grant match programs. These numbers increase significantly if and when the SFP is replenished and hardship applications are once again processed under the current rules. A specific estimated amount of funds for the Hardship program is more difficult to project at this time, although the maximum total for State matching or Hardship funding is provided as a part of this report. The earliest the program may be replenished is June or November 2016, when a new measure may be placed before voters.

2.4 MASTER CONSTRUCT PROGRAM

As suggested in the FMP, as these plans, programs and improvements have moved forward, further considerations have been brought into the foreground, requiring adjustments to the overall program in light of new information and changing circumstances. The regular six-month review of the Measure "R" Implementation Program provides the opportunity for the Board to review additional considerations as they arise. In addition, there also has been a series of workshops over the last year with District staff, Board members, and consultants to discuss program parameters such as demographic trends, increases in assessed value and development activity, the demand for new school facilities, and the availability of State funding.

That being the case, there is an ongoing need to plan for the future. At this time, the orderly implementation of Phase 2 and 3 improvements to existing school sites is required to support the District's educational programs and initiatives. Further assessment and analysis also suggests the need to update the 2012 FMP recommendations to better respond to situations where the cost of proposed modernization of facilities may exceed the economic benefit of those improvements, pointing instead to the new construction or replacement of facilities as an alternative. In the interim, the District's older facilities continue to age and now require replacement to maintain their student housing capacity with or without future growth. Likewise, the ongoing monitoring of demographic trends, residential development, and increasing size of grade cohorts suggests the need to provide for additional new school facility improvements in the years ahead.

On this basis, the Board has commissioned a report from the District and its consultants for the establishment of a **Master Construct Program** to provide for the next level of improvements to the

Measure “R” Facilities Implementation Program. The Board has further directed that the Master Construct Program be developed to draw from the District’s Facilities Master Plan and work in tandem with the Measure “R” Implementation Program by:

- adopting its programmatic goals and educational specifications for facilities
- building upon the sources and uses of funds already allocated by the District
- interlacing its scheduling, sequencing, and cash flow requirements to leverage the next level of proposed improvements

Specifically, the Master Construct Program should:

- integrate the District’s vision for education initiatives with the ongoing educational program and facilities plan
- provide an analysis of existing and proposed programs and facilities to extend the scope of Measure “R”
- identify options and recommendations for Board consideration of proposed additional improvements
- identify added funding and sequencing requirements to implement a Master Construct Program
- establish a plan for implementation

SECTION 3

ANALYSIS

The following background data and analysis provides a basis to proceed with the next level of improvements under the Master Construct Program based on various study sessions that the Board has undertaken in the last year. This portion of the Master Construct Program looks at the age and location of school facilities, existing and projected enrollment by grade and by site, existing capacity to house students in permanent classroom facilities, and the anticipated demand for additional school facilities by grade configuration. Alternate metrics are used in the assessment, including those established by the State and those that have been previously adopted by the District. The goal is to establish the level of need for additional school facility improvements, in tandem and pursuant to the work program already underway with the Measure “R” Program and subject to the anticipated amount of funding that may be deemed available for the next portion of school facility improvements to be funded.

3.1 EXISTING SCHOOLS

Table 1 shows the original date of construction and Figure 1 shows the locations of the District’s schools. The District’s schools were built over several generations and reflect the design principles and standards of their time. One generation of schools was completed from the mid-1940s through the mid-1960s. Another generation was completed from the 1980s through 2003. Soria Elementary, the last new school constructed prior to the launch of Measure “R”, was completed in 2009.

All schools constructed prior to 1989 have received modernization grants and improvements, including four schools in the District’s P2P modernization program that was in place from 2004 to 2014. These schools have since been reconfigured to accommodate the K-8 reconfiguration program. Three schools — Harrington, Lemonwood, and Elm — are part of the Measure “R” program to replace older schools with new construction and are scheduled for completion in 2016, 2017, and 2018, respectively.

TABLE 1: SCHOOL CONSTRUCTION

School	Originally Built	P2P	Year Replaced
K-5			
Elm	1948		2016
McKinna	1954		
Harrington	1955		2014
Marina West	1964		
Rose	1965		
Sierra Linda	1966		
McAuliffe	1989		
Ritchen	1992		
Brekke	1997		
Ramona	1999		
Marshall	2003		
K-8			
Driffill	1946	2012	
Chavez	1951	2004	
Kamala	1952	2007	
Curren	1954	2007	
Lemonwood	1981		2016
Soria	2009		
6-8 Academy			
Haydock	1954		
Fremont	1961		
Frank	1994		

FIG. 1: SCHOOLS IN THE OXNARD SCHOOL DISTRICT



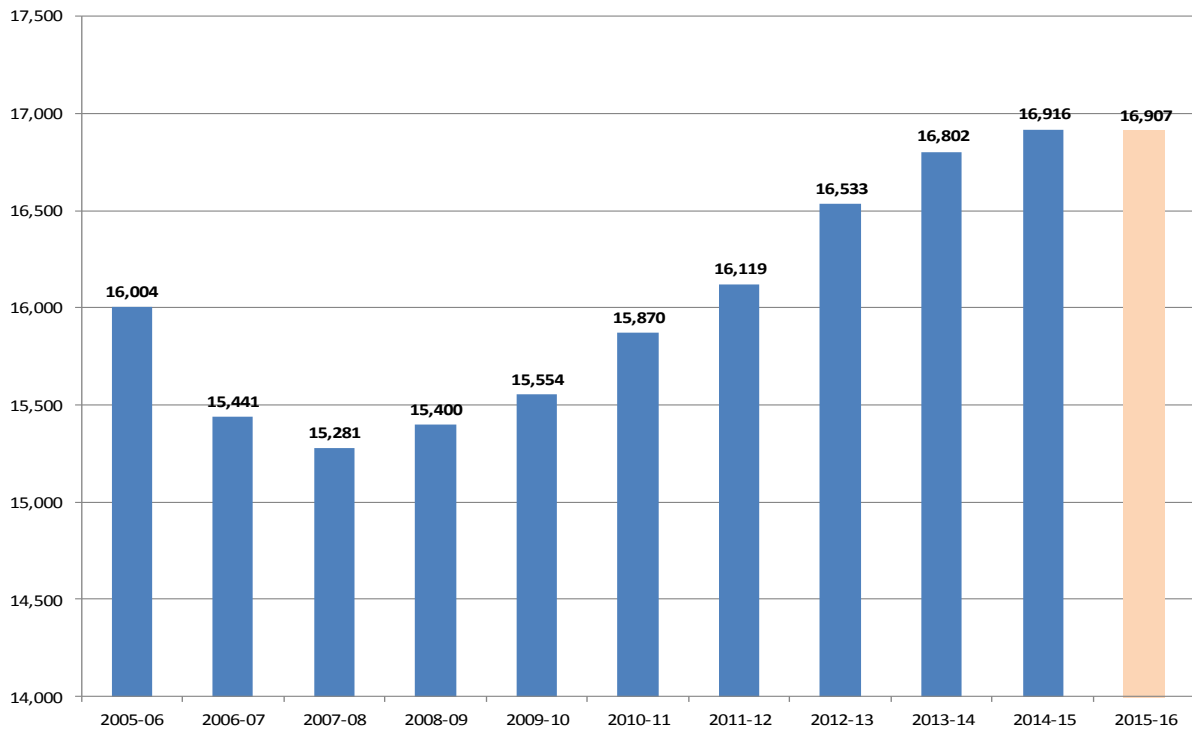
Sources: CFW, Inc.; Google Earth

Figure 1 shows the general location of the District's school facilities. Most of the District's older facilities are located to the southern portion of the District and are correspondingly in the older neighborhoods of the Oxnard community. Newer schools are generally located to the west and north, areas that have experienced more recent residential development.

3.2 ENROLLMENT

The District's student enrollment establishes the demand for facilities. Table 2 provides a summary of the District's enrollment for the 2015–16 school year by grade level, while Figure 2 shows historical enrollment trends. Beginning in the 2005–06 school year, enrollment in the District began recovering after a period of decline. Annual growth in enrollment began leveling off in school year 2013–14 and has been generally stable since then at just below 17,000 students. Preliminary enrollment data from October 2015 indicate approximately 11,737 students are enrolled in grades K-5 and approximately 5,170 students in grades 6-8, for total enrollment of 16,907.

FIG. 2: DISTRICT ENROLLMENT FOR SCHOOL YEARS ENDING 2006 TO 2016



Sources: CALPADS; CFW, Inc.

Table 3 summarizes the projected net change in enrollment by school year 2019-20, followed by Figure 3 illustrating historical and projected enrollment from school year 2005-06 to 2019-20. Data from the District's demographic consultant, DecisionInsite, was utilized for projected enrollment. Total District enrollment is projected to be 18,094 by the 2019-20 school year, 1,187 more students than the current enrollment. Of this enrollment, the majority is projected to occur in the higher middle school 6-8 grade levels. For the District, most of these students are already in the underlying grades and are projected to matriculate to the higher grade levels annually. For the lower grade levels, enrollment in the kindergarten grades is projected to continue increasing overall as it has been trending over the prior three-year period.

TABLE 2: 2015-16 ENROLLMENT BY GRADE

Grade	Enrollment*
K	2,168
1st	1,853
2nd	1,899
3rd	1,902
4th	1,985
5th	1,930
K-5 Total	11,737
6th	1,787
7th	1,720
8th	1,663
6-8 Total	5,170
Total	16,907

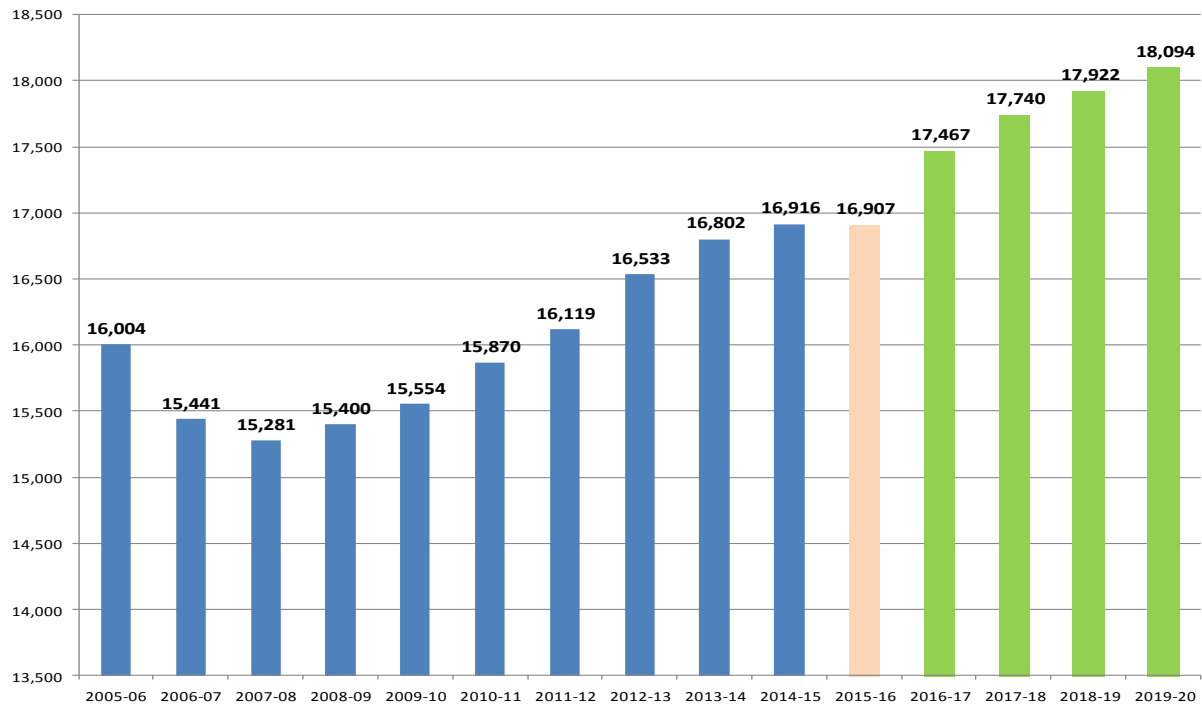
*Preliminary CALPADS data

TABLE 3: PROJECTED NET CHANGE IN ENROLLMENT

Grade	Prior Enrollment			Current*	Projected Enrollment				Net Change
	2012-13	2013-14	2014-15		2016-17	2017-18	2018-19	2019-20	
K	2,007	2,111	2,166	2,168	2,322	2,315	2,327	2,344	176
1st	2,067	1,944	1,924	1,853	2,011	1,998	1,993	2,010	157
2nd	1,925	2,038	1,915	1,899	1,827	1,991	1,980	1,996	97
3rd	1,856	1,923	2,034	1,902	1,899	1,833	1,999	1,991	89
4th	1,787	1,852	1,915	1,985	1,907	1,897	1,835	2,008	23
5th	1,758	1,764	1,850	1,930	2,033	1,911	1,907	1,850	(80)
K-5 Total	11,400	11,632	11,804	11,737	12,000	11,943	12,044	12,199	462
6th	1,736	1,751	1,736	1,787	1,936	2,054	1,925	1,937	150
7th	1,735	1,699	1,684	1,720	1,824	1,912	2,033	1,917	197
8th	1,662	1,720	1,692	1,663	1,707	1,830	1,921	2,041	378
6-8 Total	5,133	5,170	5,112	5,170	5,467	5,797	5,878	5,895	725
Total	16,533	16,802	16,916	16,907	17,467	17,740	17,922	18,094	1,187

*Preliminary CALPADS data. Sources: CALPADS; DecisionInsight, Inc.

FIG. 3: HISTORICAL AND PROJECTED ENROLLMENTS



Sources: CALPADS; DecisionInsight, Inc.

3.3 STUDENT CAPACITY

The capacity of a school site to house students is determined by comparing the total number of classrooms at the site with the standards used to load those classrooms. This information is useful in determining whether a need exists to create additional capacity to house enrolled students effectively and efficiently.

Two kinds of loading standards can be used to evaluate capacity. The first are loading standards from the California Department of Education (CDE) and the second are loading standards set independently by a school district. State standards are primarily used for CDE in conjunction with the SFP, which is administered by the Office for Public School Construction and determines eligibility for grants from statewide bonds to assist with local school construction and modernization. The SFP utilizes a uniform standard across grades to determine school capacities: 25 students for each permanently constructed classroom for grades K-5 and 27 students for each permanent room serving grades 6-8. Rooms used for physical education and “core facilities” such as multipurpose rooms and gymnasiums are not subject to these loading standards. In addition, State policy, does not consider relocatable classrooms as available to permanently house students and are thus deducted from any capacity calculation.

TABLE 4: PROJECTED PERMANENT K-5 CAPACITY

School	2016			2020			Amt. Housed/ (Unhoused)
	Enrollment	Perm. Classrooms	Est. Perm. Capacity	Adtl. Perm. Classrooms	Adtl. Perm. Capacity	Proj. Enrollment	
Brekke	627	27	675			685	(10)
Elm	701	12	300	12	300	699	(99)
Harrington	505	17	425	10	250	773	(98)
Marina West	667	20	500			600	(100)
Marshall	559	27	675			632	43
McAuliffe	780	28	700			886	(186)
McKinna	713	17	425			813	(388)
Ramona	634	26	650			668	(18)
Ritchen	642	28	700			716	(16)
Rose	747	31	775			826	(51)
Sierra Linda	767	21	525			825	(300)
Subtotal	7,342	254	6,350	22	550	8,123	(1,223)
Chavez	628	26	650			741	(91)
Curren	744	26	650			703	(53)
Driffill	826	26	650			652	(2)
Kamala	838	26	650			784	(134)
Lemonwood	660	13	325	12	300	618	7
Soria	699	29	725			578	147
Subtotal	4,395	146	3,650	12	300	4,076	(126)
Total K-5	11,737	400	10,000	34	850	12,199	(1,349)

Sources: CALPADS; CFW, Inc.

School districts are not required to follow these targets for operations and can set their own loading capacity standards, often including relocatable classrooms in their capacity counts. Both standards have their uses; district loading standards more accurately reflect current funding levels for the operational expenses of each active classroom, while State loading standards are utilized to calculate the construction costs of new classroom buildings (particularly for the allotment of State grants for modernization and new construction). The District's local loading standard is 27 students per classroom for grades K to 3 and 35 students per classroom for grades 4 through 8. For the purposes of estimating capacity at the school site level, where multiple grades are served, the average District loading may be assumed as 29.7 students per classroom at K-5 schools, 31.4 students per classroom for K-8 schools, and 35 students per classroom for 6-8 schools.

Moreover, the District has established a goal to house all of its students in permanent classrooms over time, replacing existing portable classrooms wherever possible. This has been demonstrated in the prior P2P program and in the Measure "R" Implementation Program. Table 4 provides a review of current and projected enrollment and permanent classroom capacity by school site for grades K-5 based on State loading standards. Prior to the opening of the new Harrington school, the District had the capacity to house 10,000 K-5 students in permanent classrooms. Upon the reconstruction and opening of Harrington, Elm and Lemonwood, the District's permanent classroom capacity will increase to 10,850.

TABLE 5: PROJECTED PERMANENT 6-8 CAPACITY

School	2016			2020			Amt. Housed/ (Unhoused)
	Enrollment	Perm. Classrooms	Est. Perm. Capacity	Adtl. Perm. Classrooms	Adtl. Perm. Capacity	Proj. Enrollment	
Frank	1,237	45	1,215			1,349	(134)
Fremont	1,136	34	918			1,352	(434)
Haydock	866	32	864			770	94
Subtotal	3,239	111	2,997	0	0	3,471	(474)
Chavez	306	13	351			444	(93)
Curren	315	13	351			375	(24)
Driffill	356	13	351			403	(52)
Kamala	367	13	351			484	(133)
Lemonwood	250	3	81	9	243	298	26
Soria	337	8	216			420	(204)
Subtotal	1,931	63	1,701	9	243	2,424	(480)
Total 6-8	5,170	174	4,698	9	243	5,895	(954)
Marshall	0	0	0	12	324	N/A	324
Grand Total 6-8	5,170	174	4,698	21	567	5,895	(630)

Source: CFW, Inc.

Table 5 provides a review of current and projected enrollment and permanent capacity by school site for grades 6-8 students based on State loading standards. The reconstruction of grade 6-8 facilities at Lemonwood and construction of grade 6-8 facilities at Marshall will add an additional 21 permanent 6-8

classrooms to the District’s inventory. This should increase the District’s permanent classroom capacity to house grade 6-8 students in permanent facilities by 567 from 4,698 to 5,265 upon the completion of Marshall construction in 2017.

The District has adopted specifications for the construction of K-5 facilities that will house 700 students per school, K-8 facilities that will house 900 students, and grade 6-8 school facilities that will house 1200 students per school. Based on the projected growth for K-5 and 6-8 enrollment, the District is expected to require the construction of two additional elementary schools and one new middle school. This is expected to create a total K-5 permanent classroom capacity of 12,250 and a total permanent classroom capacity of 6,465 for grades 6-8 for a projected combined capacity of 18,715 students. Given the projected enrollment, this is expected to provide sufficient capacity to meet the projected need to house students in permanent classroom facilities with some additional excess capacity to grow.

3.4 EDUCATIONAL SPECIFICATIONS

Educational specifications for facilities are required by California Department of Education and must be consistent 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. The District’s Measure “R” Implementation Program adopted educational specifications for new schools based on the District’s FMP and State guidelines. These are presented below and have been used to project anticipated capacity of school facilities and estimated costs.

Table 6 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 per State standards (25:1) and a capacity of 830 students under local loading standards (29.7:1).

TABLE 6: 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
Teaching Space (Total Sq. Ft.)			27,520
Special Ed/RSP	480	1	480
Flex Office	150	1	150
Speech Office	250	1	250
Psychologist Office	150	1	150
Teaching Support Space (Total Sq. Ft.)			1,030
Workroom/Storage	200	2	400
Toilets	65	4	260
Equipment Storage	100	1	100
Kindergarten Support Space (Total Sq. Ft.)			760
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
Administrative Space (Total Sq. Ft.)			3,005

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
Library and Resource Center (Total Sq. Ft.)			2,700
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
Multipurpose Facility (Total Sq. Ft.)			6,175
Lunch Shelter	2,800	1	2,800
Kindergarten Shade Structure	1,200	1	1,200
Restrooms	2,200	1	2,200
TOTAL CLASSROOMS			28
TOTAL BUILT AREA (SQ. FT.)			47,390

Source: Oxnard School District.

Table 7 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 7: 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
Teaching Space (Total Sq. Ft.)			47,340

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
Teaching Support Space (Total Sq. Ft.)			1,780

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
Administrative Space (Total Sq. Ft.)			3,405

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
Library and Resource Center (Total Sq. Ft.)			2,000

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
Gym/MPR/Food Service Facility (Total Sq. Ft.)			14,250

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

TOTAL CLASSROOMS	48	
TOTAL BUILT AREA (SQ. FT.)		74,825

Source: Oxnard School District.

Table 8 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 8: 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
Teaching Space (Total Sq. Ft.)			37,840

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
Teaching Support Space (Total Sq. Ft.)			1,745

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

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
Administrative Space (Total Sq. Ft.)			3,405

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
Library and Resource Center (Total Sq. Ft.)			2,750

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
Multipurpose Facility (Total Sq. Ft.)			8,075

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

TOTAL CLASSROOMS	38		
TOTAL BUILT AREA (SQ. FT.)			62,175

SECTION 4

PROPOSED FACILITIES

The FMP identified a 15- to 20-year period as the horizon for implementing the various proposed recommendations and facility improvements for the District. It recognized that many of the District's facilities were constructed over a 50 to 60 year period and, although various improvements and upgrades had been undertaken during the period, bringing the District's facilities to the specified standards would take time. Moreover, it also recognized that the FMP would need to continue to evolve as conditions changed and more importantly that various funding approaches and construction efforts would need to be undertaken and integrated over time. This is a process that the District had previously embraced in prior construction and bond efforts to Measure "R" and subsequent efforts thereafter.

4.1 REQUIRED NEED

Beginning in the late 1980's, the District built what are now some of the newest facilities available to house its students. These schools include Ritchen, Brekke, Frank, Soria, Ramona and Marshall and are generally less than 25 years old. Based on State standards, these facilities will become eligible in the coming years for State modernization grants, which should be available to fund and maintain their participation in the District's efforts to house all students in 21st century learning environments. In certain cases, minor modifications may be needed to accommodate interim program and administrative changes, but not to the level required at the District's older facilities.

The previous effort, prior to the Measure "R" Implementation Program, entailed the replacement of relocatable facilities with permanent classrooms at selected school sites. This P2P Program built new classroom wings at what are now the District's K-8 schools. While substantial progress was made, the P2P Program was unable, due in large part to limited funding, to replace all portable facilities at these sites, nor were all older classrooms or required support facilities similarly improved. This left many of the now K-8 schools with a mixture of new and old classroom wings, and support facilities in need of modernization and further improvement.

The facility component of the Measure "R" Implementation Program has focused on implementing the District's academic reconfiguration, acquiring land for future school construction, followed by the need to maintain existing capacity to house students by initiating the replacement of three of the seven oldest schools that are recommended for reconstruction in the older portions of the District that continue to generate substantial enrollment. Additional grade 6-8 capacity has also been created with the expansion of Marshall to accommodate 6-8 student enrollment. Remaining phases of the program

are focused on implementing FMP recommended modernization improvements for support facilities at the District's older schools, especially kindergarten and MPR/gym improvements. These remaining phases, however, are dependent on eligible State SFP grant reimbursement from previous improvements that are either completed or underway.

After a period of relative stable enrollment in recent years, the District's enrollment is once again projected to substantially increase requiring the construction of two new K-5 elementary schools and a new grade 6-8 middle school. Sites have been identified, remaining parcels need to be acquired and facilities must begin to be available within the next 5 years. Overall, this requires an additional funding mechanism and work program to maintain existing capacity through the replacement of the remaining older schools and the need to construct three new schools. The lack of SFP funding also requires additional local funding be provided to assist in the modernization of identified support facilities at the remaining school sites and to provide a local match once the program is replenished. On this basis, the following Master Construct Program is presented for Board consideration.

4.2 NEW SCHOOL CONSTRUCTION

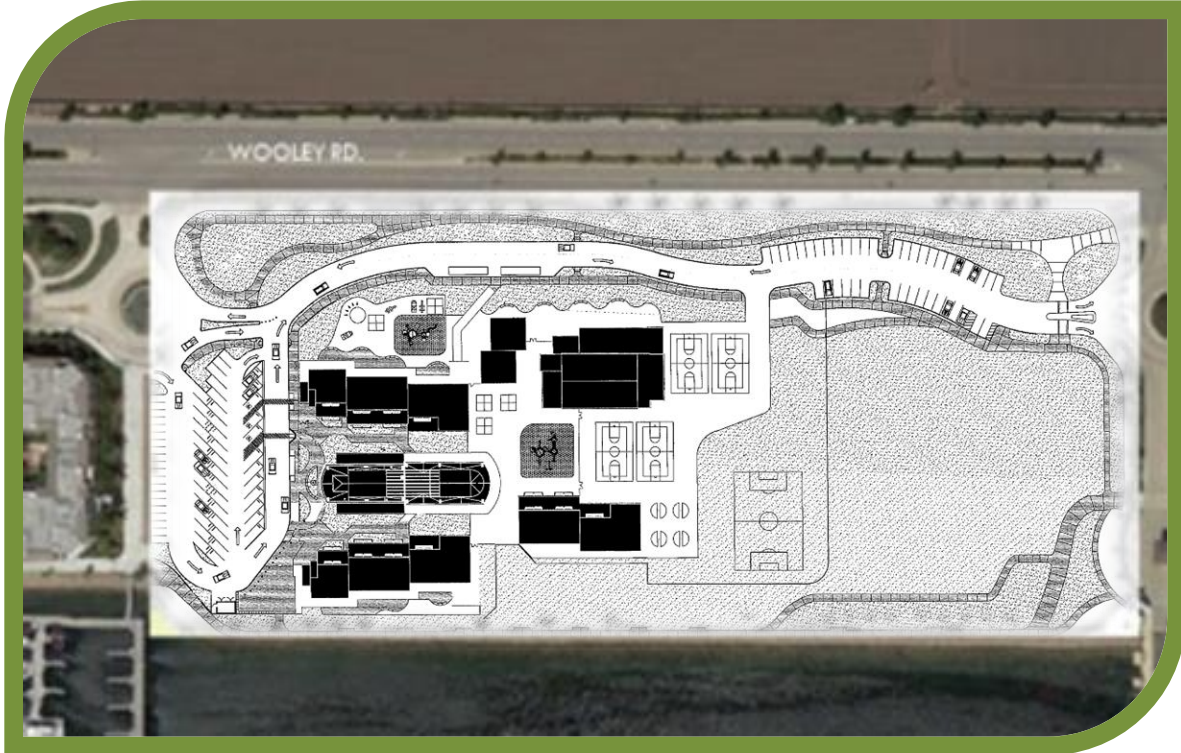
Pursuant to the FMP and Measure "R" work program, the District has been proceeding to identify necessary sites to acquire for construction of its next three schools. The task has been complicated by the lack of readily available land of sufficient size to meet State standards and to accommodate required facilities. Alternate configurations and site locations have been identified, presented for consideration for State approval, and reviewed by the Board.

After extensive consideration, a new K-5 site has been acquired and a second site has been identified for acquisition to accommodate new K-5 and 6-8 middle school facilities. The new K-5 site is located in the southwest portion of the District as part of the Seabridge new development area, and the second site has been identified for acquisition as a consequence of proposed residential development at the corner of Doris Avenue and Patterson Road for combined elementary and middle school use.

4.2.1 NEW K-5 SCHOOL AT SEABRIDGE

As part of the Measure "R" Implementation Program, the District acquired the Seabridge property in June 2013 for the construction of a future K-5 school facility. Pursuant to State and CDE approvals, the 8.8 acre site has been 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. Based on the conceptual site plan and adopted Board specifications for K-5 school facilities, the proposed school will include necessary classrooms, a library, multipurpose room, hardcourt play areas and required support facilities. At this time, there is a need to identify funding for the construction of the proposed new elementary school. The estimated cost for this project is \$25.8 million.

FIG. 4: CONCEPTUAL SITE PLAN FOR SEABRIDGE K-5 SCHOOL



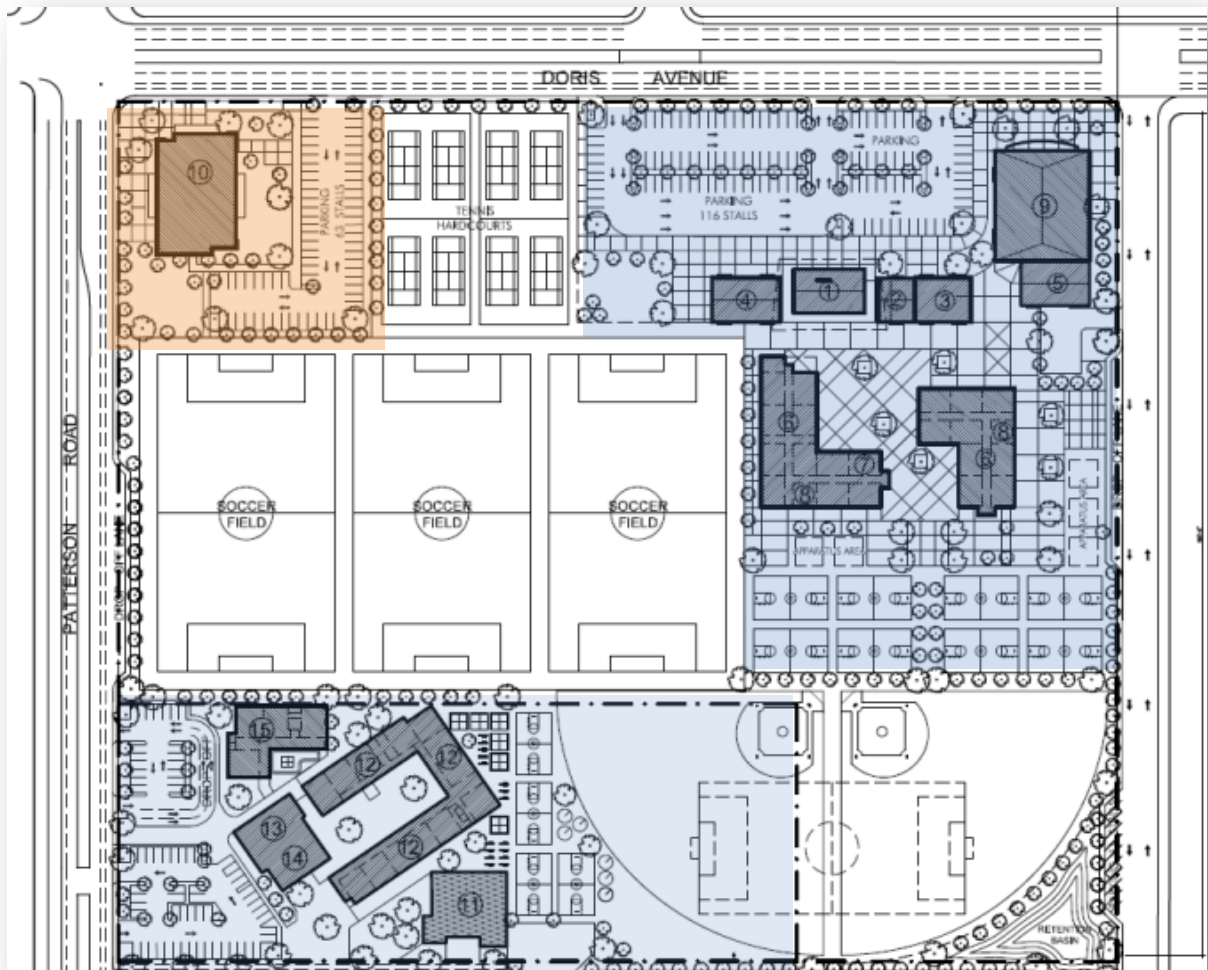
4.2.2 DORIS / PATTERSON NEW K-5 & 6-8 MIDDLE SCHOOL

The District has identified a 25-acre parcel at the corner of Doris Avenue and Patterson Road for the potential construction of a new K-5 and 6-8 middle school facility, plus the potential to accommodate a District administrative center. This follows a series of alternate site reviews, Board sponsored workshops and CDE considerations. The site area is part of a proposed residential development seeking to incorporate into the City of Oxnard for the construction of residential uses. It is in current agricultural use and would require a series of local agency approvals to proceed, some of which are underway by the current landowner and District.

Pursuant to adopted Board specifications, the proposed locations would be planned to accommodate required school and administrative facilities. Middle school specifications call for the construction of a new school to accommodate 1200 students in grades 6-8 with 48 teaching stations, a gym, library, hardcourt play areas and fields, and required support spaces. Elementary K-5 specifications call for the construction of a 700 student school with 28 teaching stations, and a similar library, multipurpose room, hardcourt play areas and fields and required support facilities. A portion of the site would be reserved to accommodate a potential administrative support center pursuant to Board specifications to accommodate district wide administrative uses, funded from non-voter approved sources at this time. Land costs and offsite improvements for the entire site are assumed to be absorbed as part of required

residential development mitigation fees and the estimated cost of the elementary and middle school are projected to be \$26.4 million and \$42.1 million, respectively.

FIG. 5: CONCEPTUAL CONFIGURATION OF DORIS/PATTERSON SITE



4.3 REPLACEMENT OF OLDER K-5 SCHOOLS

The District's FMP identified seven of the oldest schools that required substantial modernization and additional facilities improvements. Table 9 summarizes the estimated costs provided in the District's FMP for the proposed modernizations costs of Harrington, Elm, Lemonwood, McKinna, Rose, Sierra Linda and Marina West. A subsequent review indicated that the estimated cost of these improvements was greater than 50% of the cost of a new replacement facility.

On that basis, Harrington, Elm, and Lemonwood were selected for reconstruction, pursuant to the Measure "R" Implementation Program. Table 10 lists the adopted budgets and permanent classrooms provided with the reconstruction of Harrington, Elm, and Lemonwood, indicating approximately \$75.6 million to complete these new schools at the time the analysis was conducted.

Based on the District specifications for K-5 facilities, the estimated cost to replace the remaining four schools is approximately \$108.6 million, as shown in Table 11. Reconstructing the existing school sites would allow for the construction of 21st century learning environments more comparable to the District's newer schools while extending the useful life of the District's investment over time. Based on Board review and the estimated cost, the proposed replacement of McKinna, Rose, Sierra Linda and Marina West is proposed as part of the Master Construct Program.

TABLE 9: FMP ESTIMATED MODERNIZATION COSTS

School	Estimated Cost
Harrington	\$17,311,000
Elm	\$25,451,000
Lemonwood	\$27,884,000
McKinna	\$20,755,000
Rose	\$24,491,000
Sierra Linda	\$16,214,000
Marina West	\$18,667,000
Total	\$150,773,000

TABLE 10: MEASURE "R" REPLACEMENT FACILITIES

School	Estimated Cost	Perm. Classroom
Harrington	\$23,127,171	27
Elm	\$21,076,943	24
Lemonwood	\$31,402,250	37
Total	\$75,606,364	88

TABLE 11: REMAINING SCHOOLS TO BE REPLACED

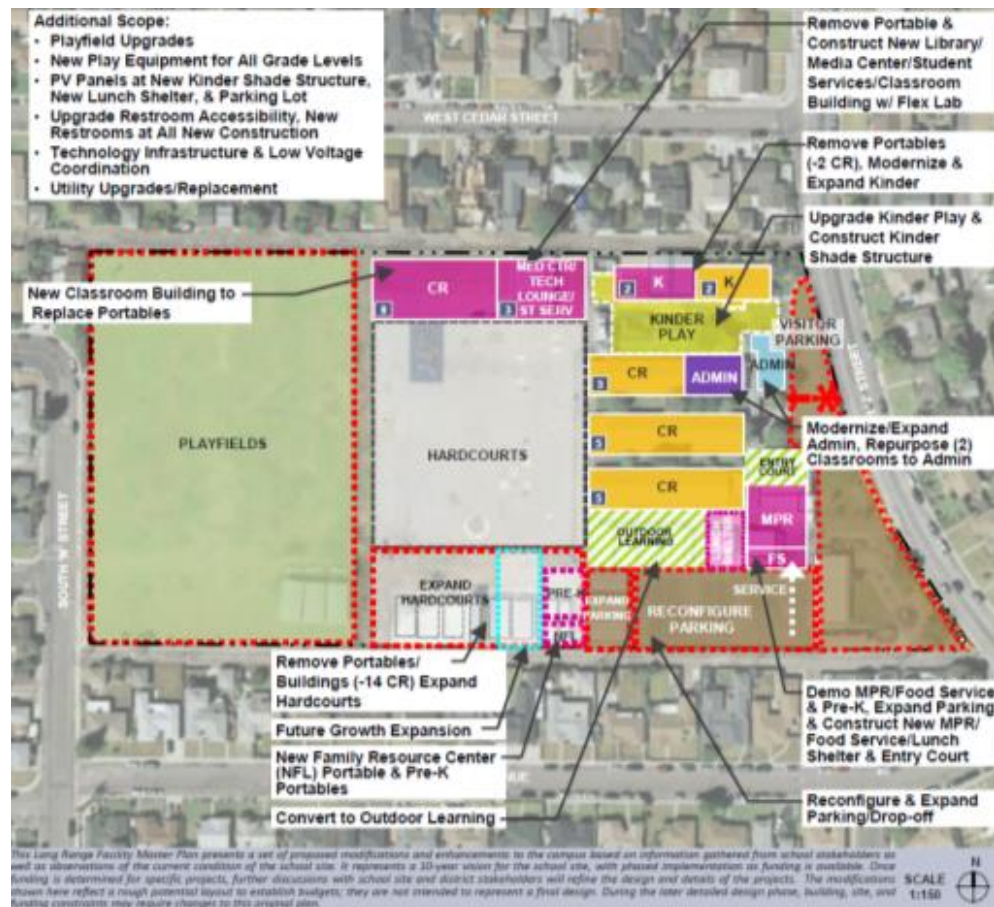
School	Estimated Cost	Perm. Classroom
McKinna	\$ 26,994,172	28
Rose	\$ 26,976,126	28
Sierra Linda	\$ 27,339,753	28
Marina West	\$ 27,324,603	28
Total	\$108,634,653	112

4.3.1 MCKINNA ELEMENTARY

McKinna Elementary School, located at 1611 S. "J" Street, is a 9.5 acre K-5 school, constructed in 1954, with 17 permanent and 14 portable classrooms. It is among the oldest schools in the District. The District's FMP assessed McKinna Elementary as needing extensive modernization throughout its administration building, kindergarten facilities, classrooms, MPR/food service facility, and support spaces. Improvements to technology infrastructure, playfields, and vehicular areas were also recommended. The total cost per the FMP for McKinna's modernization was estimated at \$20.8 million.



FIG. 6: MCKINNA FACILITY RECOMMENDATIONS (LPA)



The estimated cost for a new facility based on the Board's adopted specifications for a 700-student K-5 facility is estimated to be \$26.9 million. This would include a 28-classroom campus with 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 could 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.

FIG. 7: EXISTING CONFIGURATION OF MCKINNA



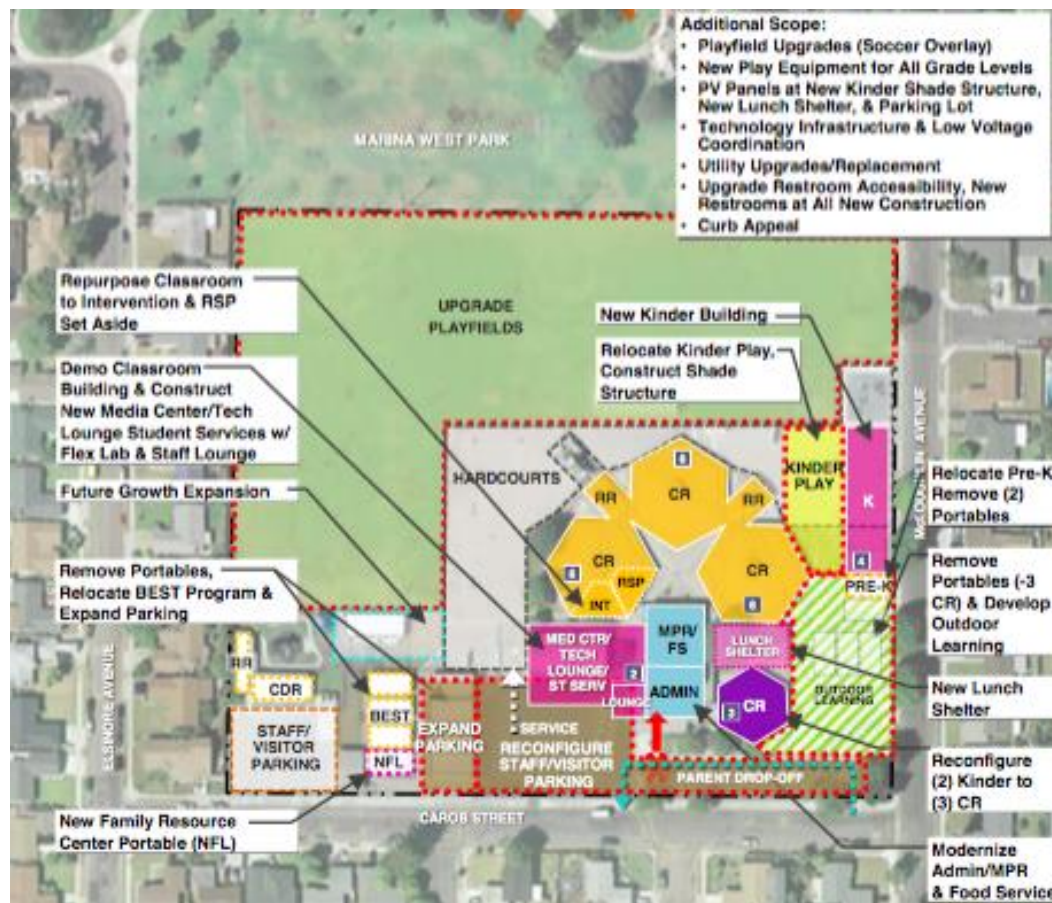
FIG. 8: CONCEPTUAL CONFIGURATION OF MCKINNA



4.3.2 MARINA WEST ELEMENTARY

Marina West School is located at 2501 Carob Street and was built in 1964. The school currently contains 20 permanent and 17 portable classrooms. The District's FMP recommended an \$18.7 million construction and modernization program to build a new kindergarten building and media center; modernize classrooms and the MPR/food service building; upgrade electrical, and other utilities; improve parking, playfields, vehicular areas, lunch shelters, and play equipment; and relocate portables.

FIG. 9: MARINA WEST RECOMMENDATIONS (LPA)



Replacing the existing school with new K-5 facilities pursuant to the Boards adopted specifications is currently estimated at approximately \$27.3 million. This would include a 28-classroom campus with library, administration space, multipurpose room, playfields, hard courts, and support spaces capable of supporting a student population of 700.

The current campus is primarily aligned at the corner of Carob Street and McLoughlin Avenue. Conceptually, if the new campus were realigned facing McLoughlin and parallel to the adjacent city park, the new campus could best be constructed while the older campus remained in operation with lessened costs for interim facilities. Upon completion of construction, the older facilities would be demolished

and replaced with play fields and required support facilities. The initial phase of work would comprise construction of the new campus facilities, followed by a demolition phase to remove original structures, and concluding with a final phase to complete parking and playfields. The estimated cost to reconstruct the proposed facility is \$27.3 million.

FIG. 10: EXISTING (LEFT) AND CONCEPTUAL (RIGHT) CONFIGURATION OF MARINA WEST



4.3.3 ROSE ELEMENTARY

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. It is located at 220 S. Driskill Street and is bounded to the north by Santa Lucia Avenue and La Puerta Avenue to the south. The FMP recommended a \$24.5 million modernization program that would construct a new media center; modernize classrooms and the MPR/food service building; provide upgrades to electrical and other utilities; and improve playfields, vehicular areas, lunch shelters, and play equipment.

Building a new Rose K-5 facility to accommodate 700 students, pursuant to Board specification is estimated to cost \$26.9 million in current dollars. Siting the campus's new facilities in the south half of the site along La Puerta Avenue, where playfields currently exist, could conceptually enable the existing Rose Elementary to continue in operation until construction was complete. At that time, the north half of the site would be demolished and replaced with new playgrounds, hard courts, and play fields. The new facility would contain a 28-classroom campus with library, administration space, multipurpose room, and support spaces.

FIG. 11: ROSE RECOMMENDATIONS (LPA)



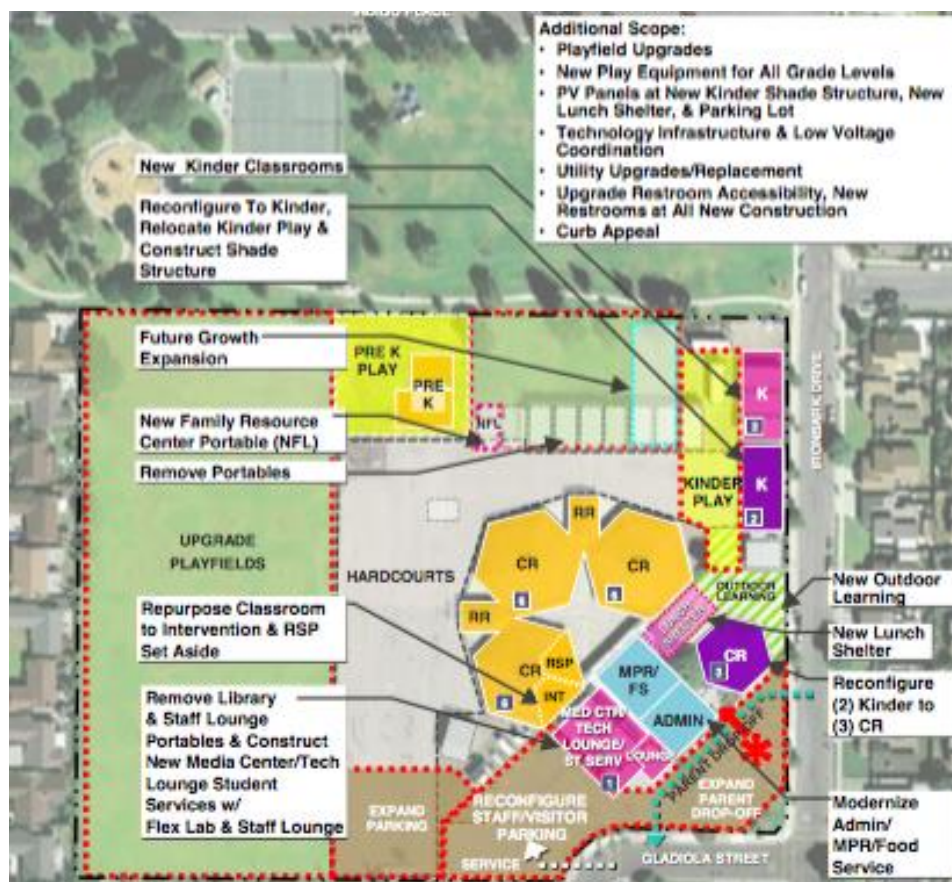
FIG. 12: EXISTING (LEFT) AND CONCEPTUAL (RIGHT) CONFIGURATION OF ROSE



4.3.4 SIERRA LINDA ELEMENTARY

Sierra Linda Elementary School is located at 2201 Jasmine Street and was built in 1966. It is operated as a K-5 facility on 10.5 acres with 21 permanent classrooms and 16 portable classrooms. The site is within a predominantly residential area at the intersection of Gladiola Street and Ironbark Drive. Like Marina West, Sierra Linda uses a “pod” classroom design. The FMP outlined a \$16.2 million modernization program to modernize classrooms and the MPR/food service building; construct a media center, tech lounge, and outdoor learning area; construct a new kindergarten building and repurpose existing kindergartens as regular classrooms; and upgrade utilities, playfields, vehicular areas, and play equipment.

FIG. 13: SIERRA LINDA RECOMMENDATIONS (LPA)



It is estimated that the cost of constructing a new replacement school per District K-5 specifications would cost approximately \$27.3 million. As previously presented to the Board, these factors indicate that it would be more cost effective to replace the facility. On this basis, it is proposed that the District reconstruct a 700-student school with a 28-classroom campus with library, administration, multipurpose room, playfields, hard courts, and support spaces.

FIG. 14: EXISTING (LEFT) AND CONCEPTUAL (RIGHT) CONFIGURATION OF SIERRA LINDA



Nonetheless, Sierra Linda is a more challenging site to rebuild than the other three proposed replacement schools. There is not sufficient space available to construct a replacement school while existing facilities are in operation. The conceptual configuration for the Sierra Linda site places new facilities in the same southeast quadrant as existing facilities. Reconstruction of this campus will therefore require the use of “swing” space to temporarily house the existing school population while the existing site is demolished and rebuilt. Such an opportunity may exist once the additional two new elementary schools are constructed or similar space provided elsewhere. Therefore, the estimated cost associated with the need for interim facilities is not included in the cost to reconstruct Sierra Linda.

4.3.5 SUMMARY OF ESTIMATED COSTS FOR REPLACEMENT SCHOOLS

A summary of the estimated cost for the replacement of the proposed four schools is provided below. In total, 112 new replacement classrooms would be created to replace the older existing classrooms and portable facilities allowing for a combined permanent student capacity of 2,800, pursuant to State student loading standards.

TABLE 12: ESTIMATED COSTS FOR K-5 REPLACEMENT SCHOOLS

Project	Area in Sq. Ft.	Class-rooms	Capacity ¹	Est. Cost
McKinna				\$26,994,172
Classrooms	23,040	24	600	
Kindergarten rooms	4,480	4	100	
Total	27,520	28	700	
Administration	3,005			
Multi-Purpose	6,175			
Library/Student Information Center	2,700			
Classroom Support Space	1,030			
Ancillary Facilities	6,960			
Total	19,870			
Rose				\$26,976,126
Classrooms	23,040	24	600	
Kindergarten rooms	4,480	4	100	
Total	27,520	28	700	
Administration	3,005			
Multi-Purpose	6,175			
Library/Student Information Center	2,700			
Classroom Support Space	1,030			
Ancillary Facilities	6,960			
Total	19,870			
Sierra Linda				\$27,339,753
Classrooms	23,040	24	600	
Kindergarten rooms	4,480	4	100	
Total	27,520	28	700	
Administration	3,005			
Multi-Purpose	6,175			
Library/Student Information Center	2,700			
Classroom Support Space	1,030			
Ancillary Facilities	6,960			
Total	19,870			
Marina West				\$27,324,603
Classrooms	23,040	24	600	
Kindergarten rooms	4,480	4	100	
Total	27,520	28	700	
Administration	3,005			
Multi-Purpose	6,175			
Library/Student Information Center	2,700			
Classroom Support Space	1,030			
Ancillary Facilities	6,960			
Total	19,870			
Grand total for 4 completed K-5 sites	189,560	112	2,800	\$108,634,653

At State loading standard of 25 students per classroom.

4.4 MODERNIZATION OF SUPPORT FACILITIES

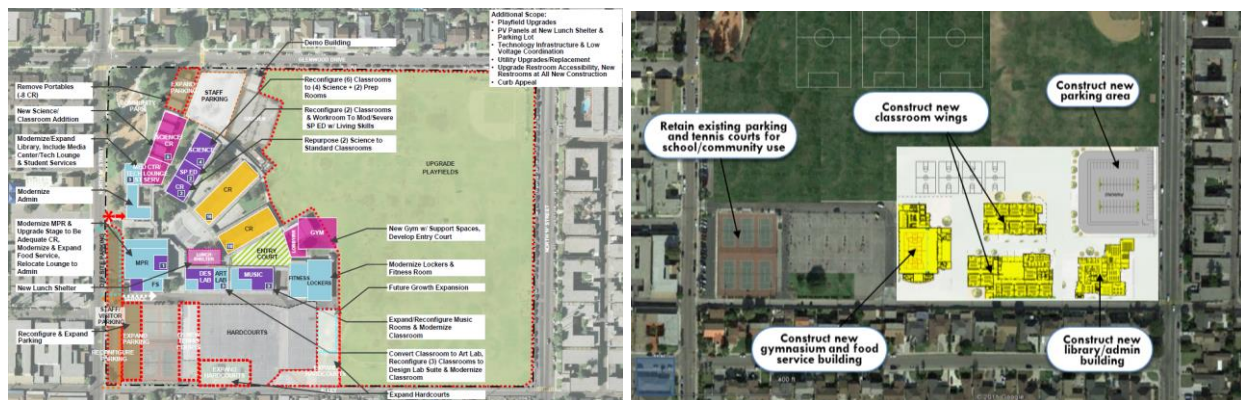
The FMP and the Measure “R” Implementation Program identified MPR and gym facilities to be modernized at the District’s remaining K-5, K-8 and 6-8 school facilities. This work is currently scheduled for implementation in Phases 2 and 3 of the Measure “R” Implementation Program. It is substantially dependent for funding on the replenishment of the SFP by statewide voters and the subsequent reimbursement of eligible Phase 1 improvements by the State’s SFP.

As part of the six-month review process and in separate study sessions by the Board, alternative analyses have been conducted and reviewed by the Board as to the long term benefit of proposed FMP modernization projects, reconstructing replacement facilities in lieu of modernization, relocating such facilities to more effectively house the Districts students, and on additional efforts to accelerate projects. The following section reviews proposed FMP projects and provides recommendations for further consideration.

4.4.1 FREMONT INTERMEDIATE

The FMP identified the need to modernize existing MPR, lockers, changing and fitness rooms and construct a new gym at Fremont School at an estimated cost of \$6.7 million as part of a \$ 29.7 million estimated cost to improve and modernize the existing campus. In recent reviews by the Board of alternatives to increasing the capacity of existing sites to house students, replacement strategies for the future relocation of the existing campus were identified. As in previous studies of similar conditions, the total FMP estimated cost of \$29.6 million for modernization of the campus was compared with the estimated cost of \$42.5 million for the construction of a new replacement campus.

FIG. 15: CONCEPTUAL (RIGHT LPA) CONFIGURATION OF FREMONT INTERMEDIATE



Two locations for the replacement facilities were considered, one at the northeast location of the site and the other along the southern boundary of the site, next to the existing campus that currently faces North “M” Street. Design solutions were identified, but there is an insufficient amount of State grant eligibility available at this time to support additional grade 6-8 improvements. All current grade 6-8 State

eligibility is being concentrated on increasing the District's overall capacity to house future grade 6-8 students in the construction of the Marshall grade 6-8 expansion and in the construction of the new middle school at the Doris/Patterson site.

Therefore, a more limited analysis was conducted as to the ability to construct a replacement facility to the existing MPR that could be integrated as part of a school replacement project. To preserve the option to utilize the new facility as part of a future new replacement school, it is proposed that a new gym be located east of the existing tennis courts, along the southern boundary of the existing site in order to maximize the ability to be integrated as part of a future campus replacement project, should funding become available in the future. Placing the new gym in this location would also reduce the impact on the ongoing operation of the Fremont School during construction of the gym.

Per specification, the estimated cost of the proposed replacement MPR/gym facility is estimated at \$5.56 million. This project is proposed to be continued to be funded by the Measure "R" Implementation Program.

4.4.2 HAYDOCK ACADEMY

Haydock Academy is the smallest of the District's 6-8 facilities with a current enrollment of 864 and a permanent classroom capacity of 866 students. The FMP identified an estimated cost of \$33.4 million to modernize administrative areas, the media center, locker rooms, elective classrooms and support facilities, plus the construction of a new MPR/food service facility. The new MPR/food service facility was estimated at \$5.9 million. An analysis has also been conducted as to the ability of the Haydock Academy, given its current location, existing facilities, and land constraints, to reach an increased capacity requisite for the existing grade 6-8 site to match the total number of students housed pursuant to the District's adopted specifications.

Replacement strategies for the existing campus were explored. One focused on the permanent relocation of grade 6-8 students as part of the new Doris/Patterson 1,200-student middle school, allowing the current Haydock site to return to a K-5 facility. As specified, the new Doris / Patterson middle school would only be able to accommodate approximately 600 of the 770 grade 6-8 students projected to be enrolled at Haydock Academy in school year 2019-20, based on State loading standards. However, by current District student loading standards for grade 6-8 facilities, there would be sufficient space to house the projected new districtwide enrollment and the relocated grades 6-8 students from Haydock Academy. By vacating the Haydock site, it would provide necessary swing space or an additional elementary interim K-5 site for future use or reconstruction. The ability to house additional future unplanned 6-8 growth, however, would be reduced.

The second strategy focused on the interim relocation of grade 6-8 students from Haydock Academy to the new middle school site as a more compact, multi-storied, new middle school of 1,200 students was constructed at the current location. Figure 16 provides a conceptual site study of approaches to accommodate additional capacity, parking and support facilities on the site. Given its residential location, limited street access and potential need for significant multi-story construction to

accommodate up to 1,200 middle school students, Haydock is a challenging site to reconstruct at any grade-level configuration. These issues are substantially reduced, if the site is reconfigured for grade K-5 use with 28 K-5 classrooms instead of a 40-classroom middle school.

Based on the last review and dialogue with the Board regarding the need to explore additional alternatives, a third option is proposed for implementation which involves the repurposing of Drifill as 6-8 middle school facility in lieu of Haydock. Based on the exclusive area of new P2P construction, there are 29 new classrooms, including two science labs, a library, administrative and support space, parking and drop-off areas already in place. No new gym or kindergarten space has yet been built to replace the existing MPR or interim kindergarten facilities.

FIG. 15: CONCEPTUAL RECONFIGURED OF DRIFILL TO 6-8 MIDDLE SCHOOL



As currently designed, there is sufficient space to house up to 783 grade 6-8 students without construction of additional classrooms based on State loading standards. It also provides the opportunity to demolish all remaining older buildings, replacing them with new playfields and a new gym/food service facility. This option provides sufficient capacity to absorb grade 6-8 Haydock middle school students and for Drifill K-5 students to be relocated to a reconfigured 700-student K-5 Haydock school. The estimated cost for these improvements to Drifill is projected to be \$7.65 million. Any additional demand for future grade 6-8 capacity demand would be absorbed by the new Doris/Patterson middle school or by building additional 6-8 classrooms at Drifill.

Some level of interim improvement to the multipurpose facility may be required under either of the K-5 scenarios for Haydock. In order to supply the site with some level of improvement to the existing MPR facility that will effectively bridge the immediate needs of today with the ultimate ability to reconstruct the facility under either option, an allowance of \$1.5 million has been established. This project is proposed to be continued to be funded by the Measure “R” Implementation Program.

FIG. 16: CONCEPTUAL HAYDOCK ACADEMY SITE PLAN



4.5 K-8 P2P SCHOOLS: MULTIPURPOSE ROOM MODERNIZATION

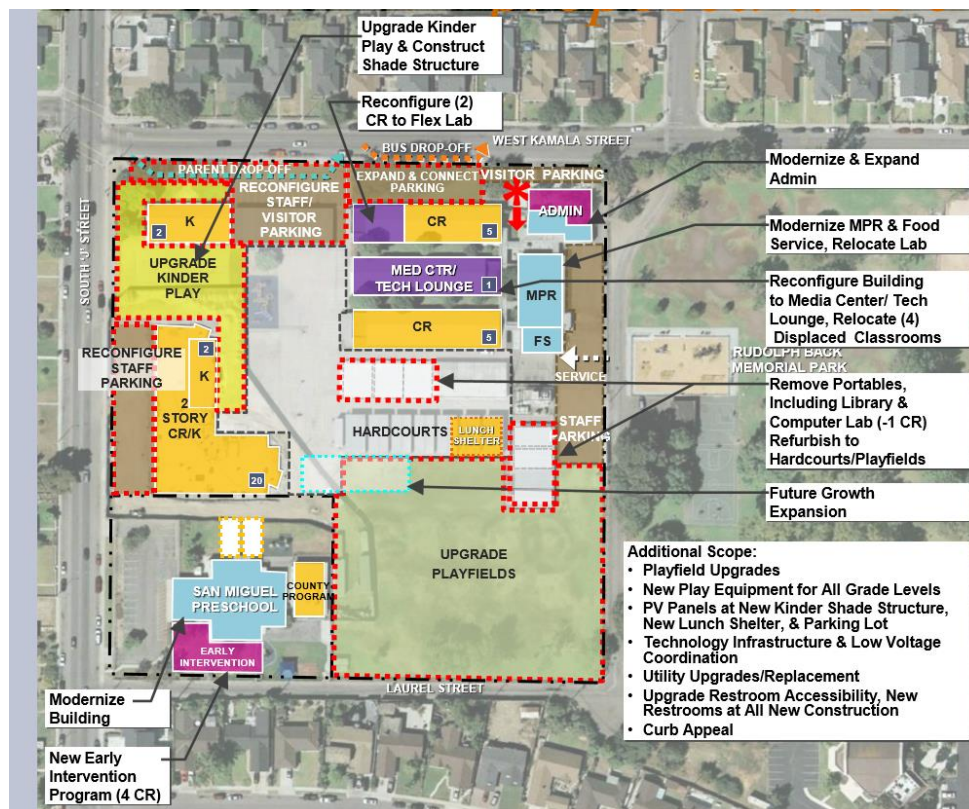
In the early 2000s, the District initiated the P2P program at Kamala, Chavez, Curren, and Drifill to reduce the use of portable classrooms and increase permanent classroom capacity at each site. New classroom buildings were completed at each of these schools, with the Drifill building the last one completed in 2014. As part of the FMP, additional support facility improvements were identified at these four sites, particularly the modernization of multipurpose facilities. These improvements included the modernization of interior finishes, the reconfiguration or upgrade of food services preparation areas and equipment, and the expansion of flexible-use space within the multipurpose room facilities where structurally viable.

4.5.1 KAMALA

Kamala Elementary is located at 634 West Kamala Street on a site just slightly less than 9 acres in size. Original facilities at the site were constructed in 1954 and its P2P classroom building, featuring 23 classrooms, was completed in 2007. The FMP identified the multipurpose room and food service facilities in need of improvement to accommodate the current enrollment and match the conditions established with the P2P construction. Some of this need included new flooring in selected areas,

upgrades to serving lines to increase capacity, replacement of worn materials in the kitchen area, and expanded space to accommodate school and community events.

FIG. 17: FMP PROPOSED IMPROVEMENTS AT KAMALA (LPA)



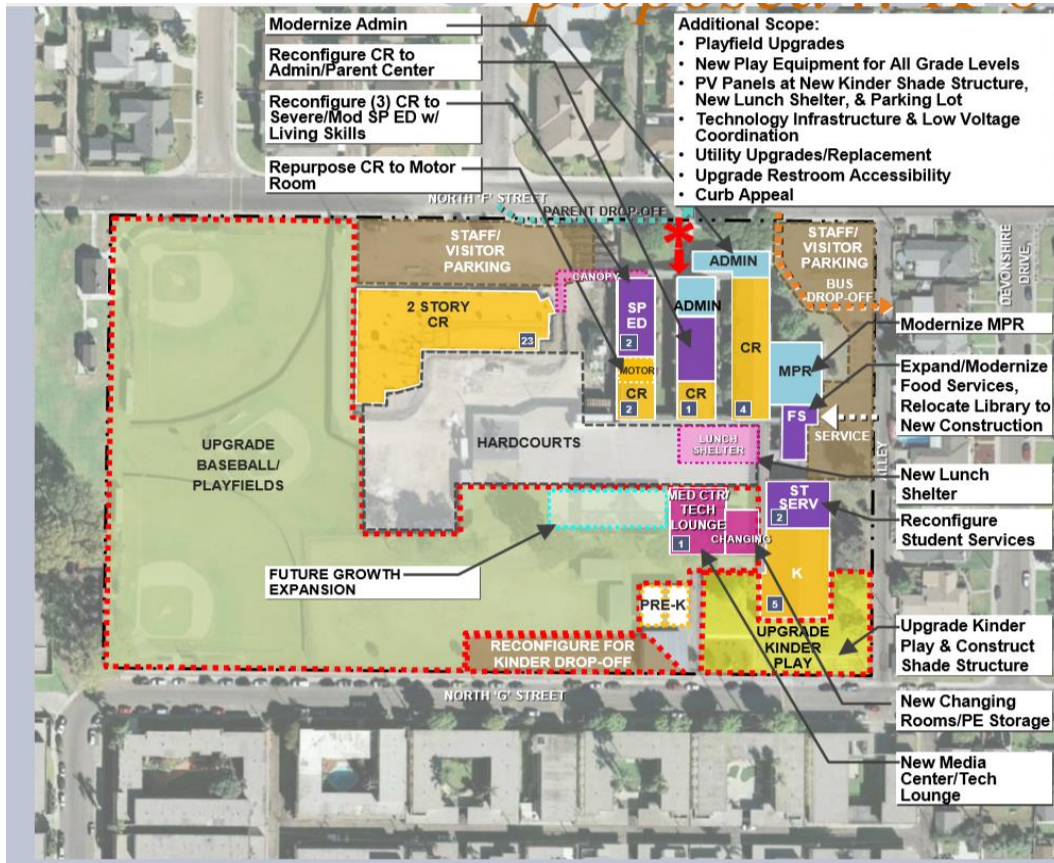
Accordingly, the Measure “R” Implementation Program allocates \$2,084,539 toward the modernization of Kamala’s MPR and food service facilities. The proposed improvements include modernizing approximately 5,140 square feet of existing MPR/food service space, providing the facility with a 1,350 square foot expansion, new kitchen equipment, and associated site work. Separately, an outdoor lunch shelter was proposed, which has since been completed. This project is proposed to be continued to be funded by the Measure “R” Implementation Program.

4.5.2 CURREN

Curren Elementary, built in 1954, is located at 1101 N. “F” Street in the north end of the City of Oxnard, approximately one block east of Fremont Intermediate School. As with the other P2P sites in the District, Curren has benefited from the completion of a new classroom building in 2007 that provided 23 new classrooms and enabled most portable classrooms to be removed from the site. The District’s FMP indicated the need for an expanded and modernized food services and multipurpose facility. As with Kamala, these needs were described by the FMP to entail upgrades to serving lines to increase capacity,

replacement of worn materials in the kitchen area, and expanded space to accommodate school and community events.

FIG. 18: FMP PROPOSED IMPROVEMENTS AT CURREN (LPA)

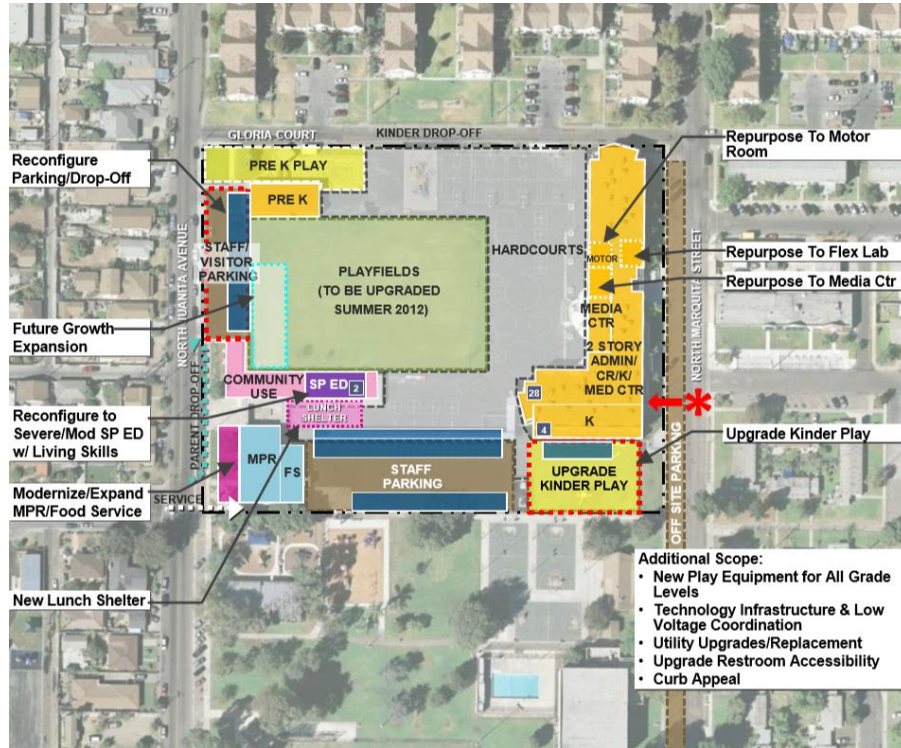


The adopted Measure “R” Program established a budget of \$4,581,500 toward the recommendations established by the FMP. The project scope as envisioned by the FMP included the modernization of the existing MPR facility with locker rooms, restrooms, storage space, and food service facilities. It also included all costs relating to demolition and site work. Separately proposed by the FMP was an outdoor lunch shelter, which has since been completed to the northwest of the MPR. The Measure “R” Implementation Program has budgeted for these expenses and will be continued to be funded by the Measure “R” Program.

4.5.3 CHAVEZ

Chavez Elementary, located at 301 N. Marquita Street, is mostly contained within a new P2P classroom facility built in 2004. The two-story P2P building houses classrooms, kindergartens, the library, and administration. Portions of the original 1951 campus remain utilized, including the MPR / food service building and two classroom buildings adjacent to N. Juanita Avenue. The FMP recommended expanding the size of the facility and upgrading interior finishes.

FIG. 18: FMP PROPOSED IMPROVEMENTS AT CHAVEZ (LPA)



Improvements to the multipurpose room and food service facilities were included within the Measure “R” program in the amount of \$2,007,579. The proposed improvements include modernizing 7,300 square feet of existing MPR/food service space and upgrading kitchen equipment. As with other P2P sites, the FMP proposed an outdoor lunch shelter, which has since been completed to the northeast of the MPR. This project is proposed to be continued to be funded by the Measure “R” Implementation Program.

4.5.4 DRIFFILL

Driffill Elementary, located at 910 S. E Street, was originally constructed in 1946, modernized in 2004, and reconfigured in 2014 with the construction of a P2P classroom facility that contains classrooms, a library, and the school’s administration office. Several original classrooms were demolished at the time of the P2P construction, with two original classroom buildings and the original multipurpose building remaining in use. The MPR lacks modernization upgrades and was identified for improvements by the FMP, including the proposed construction of an outdoor lunch shelter, which has since been completed. Proposed multipurpose room renovation included upgrades to approximately 6,300 square feet of interior space inclusive of both the multipurpose room and kitchen at an estimated cost of \$3.85 million.

The Measure “R” Implementation Program evaluated the cost and scope of this renovation, finding the modernization unlikely to address capacity concerns given its lack of any proposed expansion, and

instead recommended the construction of a new multipurpose room and food service facility. Recent analysis has found Driffill to be a suitable option for reconfiguration to a 6-8 middle school program in order to provide increased middle school capacity to the district on a site that can readily accommodate development of a gymnasium facility – as an alternative to the multipurpose room proposed by the FMP and Measure “R” – built to corresponding specifications for grades 6-8.

In December 2015, the Board-adopted Semi-Annual Measure “R” Program update suggested an alternative proposal based on a “reuse of plans” approach that expands and site-adjusts the Harrington MPR that was recently completed. Under this approach, the Harrington MPR plans would be repurposed for Driffill in order to accommodate the existing population at Driffill with adequate assembly and food service space. Four 21st Century classroom spaces would also be provided as part of the new building to further reduce existing portables on the campus. The estimated cost of this alternative was projected at \$5,856,048, though funding beyond the amount allocated by the Measure “R” program was dependent on State reimbursements from prior Phase 1 facilities and additional local funds.

FIG. 19: DRIFFILL NEW GYMNASIUM



An alternative scenario is now proposed for funding as part of the Measure “R” Implementation Program and has been further detailed in the description of proposed alternatives to the Haydock site. Under this approach, Driffill would be converted into a 6-8 facility to absorb the 6-8 population served by Haydock Academy. The Driffill P2P facility, without need for further classroom construction, would effectively supply the 6-8 program with classrooms, labs, a library, support space, an administrative office, and parking and drop off areas. Thus, a required addition to Driffill would comprise of a new

gymnasium, built to the east of the current P2P facility, supplying athletic practice courts, bleachers, physical education changing rooms, a food services prep kitchen, restrooms, and general sitework to demolish older buildings as well as expand, restore, and upgrade playfields at both the northeast and southwest portions of the Drifill site. The cost of these Drifill improvements, required in order to complete the site's repurposing to that of a 6-8 grade configuration and educational program, is estimated at \$7,647,733. It is recommended that this remain a Measure "R" project.

4.6 REMAINING K-5 SCHOOL IMPROVEMENTS

Four of the District's newer K-5 schools — McAuliffe, Ritchen, Brekke, and Ramona — may benefit from additional administrative and program support space, especially if the District aims to bring the total space devoted to these uses to current specifications and requirements. Adjusting the allotment of administrative and support space at each of these schools will also enable certain permanent classrooms currently being used as non-teaching spaces to be repurposed as classrooms. This kind of repurposing can actually reduce costs and make more efficient use of available space, since administrative and program support spaces tend to be smaller than classrooms.

At each of these schools, the Board-approved specification for administration and program support space is 4,035 square feet, which is greater than the designated administration and support space currently provided. Three of the four schools also have permanent classrooms being used as non-teaching (administrative and support) spaces:

- **McAuliffe:** All permanent classrooms are currently being used as teaching stations. The site has approximately 3,920 square feet of designed administration and program space. Currently, the site houses RSP and Speech support programs in portable facilities. A recommended 730 square feet of additional admin/program space is suggested to properly house these functions.
- **Ritchen:** There is currently one permanent classroom not used as a teaching station that houses the school's RSP support functions. The school has approximately 3,920 square feet of designed administration and program space. A dedicated 480 square feet of additional administration and program space is recommended to more properly accommodate this use. This would release the permanent classroom to return for use as a teaching station.
- **Brekke:** There are currently two permanent classrooms not used as teaching stations that house the school's RSP support and extra support teacher functions. Like McAuliffe and Ritchen, the school was designed for approximately 3,920 square feet of administration and program space. A dedicated 630 square feet of additional administration and program space is recommended to support these functions allowing the release of the two permanent classrooms to return for use as teaching stations.
- **Ramona:** There is currently one permanent classroom not used as a teaching station that houses the school's RSP, Speech, and extra support teacher functions. The site has approximately 3,840

square feet of designed administration and program space. A recommended 880 square feet of additional administration and program space is suggested to house these functions and release the permanent classroom to return for use as a teaching station.

McAuliffe, Ritchen, and Brekke all share a common design feature that include existing support rooms adjacent to classrooms. It may prove more efficient to upgrade these designated areas at these three sites to more fully function as administrative support areas that meet the needs described above rather than constructing new areas at these sites. At Ramona, the additional space can be created by constructing a new program support wing. These improvements are recommended to be funded from the Master Construct Program at an estimated cost of \$1.5 million.

4.7 SUMMARY OF MASTER CONSTRUCT PROGRAM IMPROVEMENTS

The following Table 13 is a summary of the proposed Master Construct Program Improvements. It does not include the cost or adjustments to any of the remaining Measure “R” proposed facilities improvements. It only picks up those projects that will depend primarily on the Master Construct Program for their design and construction. The total estimated cost is projected to be \$224.9 million.

TABLE 13: ESTIMATED COSTS FOR MASTER CONSTRUCT PROPOSED IMPROVEMENTS

Project	Est. Budget
New Schools	
Seabridge K-5	\$25,790,896
Dorris Patterson K-5	\$26,402,454
Dorris Patterson 6-8	\$42,154,453
School Reconstruction	
McKinna K-5	\$26,994,172
Marina West K-5	\$27,324,603
Rose K-5	\$26,976,126
Sierra Linda K-5	\$27,339,753
Additional Improvements	
Brekke Program Support Space	\$459,373
McAuliffe Program Support Space	\$290,643
Ritchen Program Support Space	\$457,865
Ramona Program Support Space	\$292,151
Master Construct Program Subtotal	\$204,482,488
Program Reserve	\$20,448,249
Master Construct Program Total	\$224,930,737

SECTION 5

PROGRAM FINANCING

This section reviews existing and anticipated sources of funds for implementing the proposed facilities projects identified as part of the Master Construct Program. Two major sources are considered: the State School Facilities Program and a potential new general obligation bond program.

5.1 STATE MATCHING GRANTS

The State of California provides assistance to eligible school districts in the modernization and new construction of public schools through the School Facilities Program operated by the Office of Public School Construction (OPSC). The program is primarily financed by periodic voter approved State bonds to fund eligible school improvement projects. At this time, the program is allocating remaining funds from previous voter approved bonds on a limited and priority basis for matching modernization and new construction projects. All remaining bond authority has been exhausted and the program is in need of replenishment. Nonetheless, the State is still processing applications, acknowledging their receipt and placing them in order of receipt for consideration by the State Allocation Board, once funding is available.

A 2016 State bond proposition proposed by the Californians for Quality Schools (CQS) Initiative has qualified for the November 2016 ballot. This initiative proposes the placement of a \$9 billion State School Bond on the November 2016 ballot, with \$7 billion for K-12 schools and \$2 billion for community colleges. Separately, the legislature and the governor are continuing efforts to negotiate a smaller bond measure, potentially for the June 2016 ballot. A CQS initiative or a bill by the governor from the legislature would produce a statewide bond in 2016 for voter consideration, and if passed replenish the SFP program.

5.1.1 STATE AID MODERNIZATION

The State's Modernization Program provides state funds on a 60-40 State and local match basis for improvements that educationally enhance existing school facilities. Eligible projects include modifications such as air conditioning, plumbing, lighting, and electrical systems. Proceeds from grants must be used within the boundaries of qualifying school sites and cannot be used on a district wide basis. Applications are submitted to the Office of Public School Construction 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 \$3,939 for grades K-6 and \$4,167 for grades 7-8. Eligible costs include design, construction, educational technology, testing, inspection, furniture and equipment. Limited supplemental funding is available for excessive cost such as fire safety and accessibility improvements. Grant levels are periodically reviewed by the State. Program funding is subject to project performance and certification at the completion of construction.

Table 14 summarizes the District's eligibility for State modernization grants for permanent and portable classrooms, 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.

TABLE 14: ESTIMATED MODERNIZATION ELIGIBILITY – 60-40 PROGRAM

School Site	Eligible	(FY 2013-17)		(FY 2021-26)		Total	Measure R	Master Construct
	CRMs	CRMs	Amount	CRMs	Amount	Amount		
Brekke	28	0		28	\$2,757,300	\$2,757,300	\$2,757,300	\$0
Chavez	0	0		0		\$0	\$0	\$0
Curren	1	0		1	\$98,475	\$98,475	\$0	\$98,475
Driffill	0	0		0		\$0	\$0	\$0
Elm	19	0		19	\$1,871,025	\$1,871,025	\$1,871,025	\$0
Frank	48	0		48	\$5,400,432	\$5,400,432	\$5,400,432	\$0
Fremont	36	36	\$4,050,324	0		\$4,050,324	\$4,050,324	\$0
Harrington	0	0		0		\$0	\$0	\$0
Haydock	0	0		0		\$0	\$0	\$0
Kamala	5	0		5	\$492,375	\$492,375	\$0	\$492,375
Lemonwood	15	8	\$787,800	7	\$689,325	\$1,477,125	\$1,477,125	\$0
Marina West	14	8	\$787,800	6	\$590,850	\$1,378,650	\$0	\$1,378,650
Marshall	0	0		0		\$0	\$0	\$0
McAuliffe	35	33	\$3,249,675	2	\$196,950	\$3,446,625	\$3,446,625	\$0
McKinna	14	7	\$689,325	7	\$689,325	\$1,378,650	\$0	\$1,378,650
Ramona	24	0		24	\$2,363,400	\$2,363,400	\$2,363,400	\$0
Ritchen	29	27	\$2,658,825	2	\$196,950	\$2,855,775	\$2,855,775	\$0
Rose	3	0		3	\$295,425	\$295,425	\$0	\$295,425
Sierra Linda	16	8	\$787,800	8	\$787,800	\$1,575,600	\$0	\$1,575,600
Soria	0	0		0		\$0	\$0	\$0
Total	287	127	\$13,011,549	160	\$16,429,632	\$29,441,181	\$24,222,006	\$5,219,175
Submitted Applications								
Project 1 - Fremont		8	\$900,072				\$900,072	\$0
Project 1 - McAuliffe		1	\$98,475				\$98,475	\$0
		9	\$998,547				\$998,547	\$0
Remaining Eligibility		118	\$12,013,002	160	\$16,429,632	\$28,442,634	\$23,223,459	\$5,219,175

Overall, approximately 127 classrooms are eligible currently for modernization for approximately \$13.0 million in State grants through fiscal year 2017 with an additional 160 classrooms qualifying after fiscal year 2021 through 2026. In total, approximately \$29.4 million in combined modernization eligibility from portable and permanent classrooms is available. To date, two grant applications have been submitted to the State totaling \$998,547 for the Measure “R” Fremont and McAuliffe Project 1 modernization projects. Based on the allocation of projects to be implemented under the Measure “R” Implementation Program and those anticipated to be available for the proposed Master Construct Program, there is approximately \$23.2 million and \$5.2 million available, respectively.

5.1.2 STATE AID NEW CONSTRUCTION

The State’s New Construction Program provides State funds on a 50/50 State and local sharing basis for eligible projects that add permanent classroom capacity to a school district. The goal is to add permanent capacity for districts to house students, including the construction of a new school or the addition of classrooms to an existing school. The use of proceeds may be applied district wide and are not bound to any specific school site. Applications are submitted to the Office of Public School Construction 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 \$10,345 for grades K-6 and \$10,942 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 15 summarizes the District’s estimated new construction eligibility based on the pupil grant amounts approved by the State. The District is currently eligible for approximately \$69.1 million in new construction grants, including \$58.9 million for grades K-6 and \$10.2 million for grades 7-8. These amounts continue to be subject to a local match requirement by the District equal to the amount of the

total State grant. Estimated eligibility is subject to the availability of funding from the State School Facilities Program.

TABLE 15: NEW CONSTRUCTION ELIGIBILITY (50/50)

Grade Level	Eligible Pupils	Grant Value (Jan 2015)	*Est. Grant Amount (50%)	Est. Local Match (50%)
K-6	5,691	\$10,345	\$58,873,395	\$58,873,395
7-8	932	\$10,942	\$10,197,944	\$10,197,944
Total	6,623		\$69,071,339	\$69,071,339

**Does not include State reimbursement for land acquisition*

5.1.3 FINANCIAL HARDSHIP FUNDING

The Financial Hardship Program provides assistance for districts that cannot provide all or part of their local match for an approved modernization or new construction SFP project. 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 and alternate methods of construction (e.g. modular) must be employed to achieve the desired space requirement for housing students. Therefore, a detailed and thoughtful analysis shall be undertaken prior to proceeding with Hardship funding on a case by case basis to meet anticipated project needs of the District. All phasing and budgeting for Measure “R” and the Master Construct Program assume the use of the Basic Program and the Enhanced Program. Use of Financial Hardship is reserved for implementation of the Extended Program, if and when funding becomes available from the State SFP.

5.1.4 REMAINING AND PROPOSED USE OF NEW CONSTRUCTION ELIGIBILITY

Table 16 presents the submitted and the remaining planned amount of new construction grants for Measure “R” projects. State funding does not require the use of pupil grants to receive funding for property acquisition. Overall, this is the amount of grant funding subject to reimbursement from the State SFP, assuming the program is replenished. Based on Table 17, approximately \$40.8 million in new construction grant funding is estimated to be remaining at this time for use under the proposed Master Construct Program. This amount will adjust accordingly as enrollment increases or decreases over time within the boundaries of the District. It also presents the proposed use of remaining eligible grant for the Measure “R” Implementation Program to date. These include approximately \$28.9 million in future Measure “R” applications.

TABLE 16: SUBMITTED NEW CONSTRUCTION APPLICATIONS

	Pupil Grants			Est. Grant Amount ¹
	K-6	7-8	Total	
Seabridge Land Purchase ²	0	0	0	\$6,517,350
Driffill Kindergarten	0	132	132	\$1,444,344
New Harrington School	807	0	807	\$8,348,415
Total grants used	807	132	939	\$16,310,109

TABLE 17: REMAINING NEW CONSTRUCTION GRANTS FOR MEASURE “R”

	Remaining New Construction Grants			Est. Grant	Est. Local Match
	K-6	7-8	Total	Amount (50%)	(50%)
Total pupil eligibility	5,691	932	6,623	\$69,071,339	\$69,071,339
<i>Less grants for Measure "R" projects to be used at:</i>					
Harrington ¹	807	0	807	\$8,348,415	\$8,348,415
Harrington Child Dev Ctr	38	0	38	\$393,110	\$393,110
Elm	600	0	600	\$6,207,000	\$6,207,000
Lemonwood	656	279	935	\$9,895,085	\$9,895,085
Lemonwood Child Dev Ctr	57	0	57	\$589,665	\$589,665
Marshall	108	216	324	\$3,545,208	\$3,545,208
Total grants used	2,266	495	2,761	\$28,978,483	\$28,978,483
Total grants remaining	3,425	437	3,862	\$40,213,279	\$40,213,279

Table 18 provides a summary of proposed new construction applications to be submitted under the proposed Master Construct Program. Projects to be funded are consistent with the priority use of all funds to expand and maintain capacity of permanent classroom facilities. If enrollment increases as projected, additional eligibility should become available, assuming the existing program and regulations of the SFP remain in effect. Nonetheless, 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.

TABLE 18: PROPOSED USE OF NEW CONSTRUCTION GRANTS

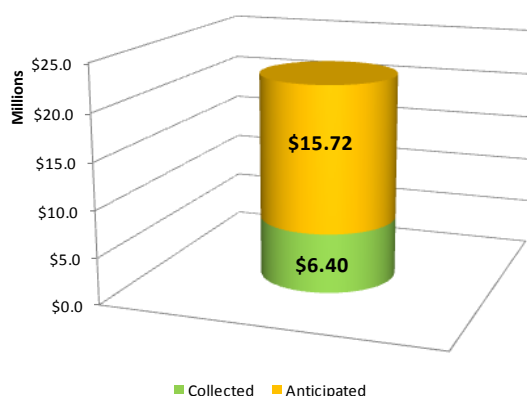
Project	New Construction Grants to be Used			Est. Grant	Est. Local Match
	K-6	7-8	Total	Amount (50%)	(50%)
Total grants remaining	3,425	437	3,862	\$40,213,279	\$40,213,279
New K-5 at Seabridge	630	0	630	\$6,517,350	\$6,517,350
New 6-8 at Doris/Patterson	763	437	1,200	\$12,674,889	\$12,674,889
New K-5 at Doris/Patterson	700	0	700	\$7,241,500	\$7,241,500
Reconstruction of McKinna	700	0	700	\$7,241,500	\$7,241,500
Reconstruction of Marina West	632	0	632	\$6,538,040	\$6,538,040
Total	3,425	437	3,862	\$40,213,279	\$40,213,279
Less total grants remaining	0	0	0	\$0	\$0

5.2 DEVELOPER FEES

As of March 2015, the District’s latest developer fee study recommended a Level 2 developer fee of \$3.06 per square foot of new residential development. The study projects approximately 925 residential units being constructed over the next five years. Figure 20 shows the total collected and anticipated developer fees to date, totaling approximately \$22.1 million. To date, all developer fees have been

committed to the Measure “R” Implementation Program which has collected \$6.4 million in residential developer fees with \$15.72 million anticipated to be collected over the remaining duration of the Measure “R” Implementation Program.

FIG. 20: DEVELOPER FEE COLLECTIONS



5.3 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 District has used G.O. bonds previously to fund major school facility improvements and has been very successful in making use of public financing options and garnering community support to improve school facilities. To date, the District has issued all of its authorized bonds and has no remaining bond authorization from its previous bond programs.

<div>» GO Bond \$90,000,000</div> <div>November 2012 Oxnard 56-72538</div> <div>Purpose Replace portable classrooms, relieve student overcrowding by building and equipping new classrooms and educational facilities and repairing and equipping existing classrooms and educational facilities throughout the district.</div> <div>Vote Count<table><tr><td>Vote In Favor</td><td>66.4 %</td></tr><tr><td>Vote Required</td><td>55.0 %</td></tr><tr><td>Average Daily Attendance</td><td>15,260</td></tr></table></div> <div>✓ Passed</div>	Vote In Favor	66.4 %	Vote Required	55.0 %	Average Daily Attendance	15,260	<div>» GO Bond \$64,000,000</div> <div>November 2006 Oxnard 56-72538</div> <div>Purpose Construct new and repair existing classrooms and facilities.</div> <div>Vote Count<table><tr><td>Vote In Favor</td><td>64.5 %</td></tr><tr><td>Vote Required</td><td>55.0 %</td></tr><tr><td>Average Daily Attendance</td><td>15,763</td></tr></table></div> <div>✓ Passed</div>	Vote In Favor	64.5 %	Vote Required	55.0 %	Average Daily Attendance	15,763	<div>» GO Bond \$57,000,000</div> <div>June 1997 Oxnard 56-72538</div> <div>Purpose Construction; renovation</div> <div>Vote Count<table><tr><td>Vote In Favor</td><td>68.1 %</td></tr><tr><td>Vote Required</td><td>66.7 %</td></tr><tr><td>Average Daily Attendance</td><td>14,018</td></tr></table></div> <div>✓ Passed</div>	Vote In Favor	68.1 %	Vote Required	66.7 %	Average Daily Attendance	14,018	<div>» GO Bond \$40,000,000</div> <div>April 1988 Oxnard 56-72538</div> <div>Purpose Facilities</div> <div>Vote Count<table><tr><td>Vote In Favor</td><td>70.9 %</td></tr><tr><td>Vote Required</td><td>66.7 %</td></tr><tr><td>Average Daily Attendance</td><td>10,979</td></tr></table></div> <div>✓ Passed</div>	Vote In Favor	70.9 %	Vote Required	66.7 %	Average Daily Attendance	10,979
Vote In Favor	66.4 %																										
Vote Required	55.0 %																										
Average Daily Attendance	15,260																										
Vote In Favor	64.5 %																										
Vote Required	55.0 %																										
Average Daily Attendance	15,763																										
Vote In Favor	68.1 %																										
Vote Required	66.7 %																										
Average Daily Attendance	14,018																										
Vote In Favor	70.9 %																										
Vote Required	66.7 %																										
Average Daily Attendance	10,979																										

As indicated in Figure 21, the total outstanding principal from the combined bond measures approved by voters to date is approximately \$183.3 million as of January 2016. Over the next 15 years, approximately 50% of the entire principal is scheduled to be repaid.

FIGURE 21: REMAINING PRINCIPAL ALL OUTSTANDING BONDS

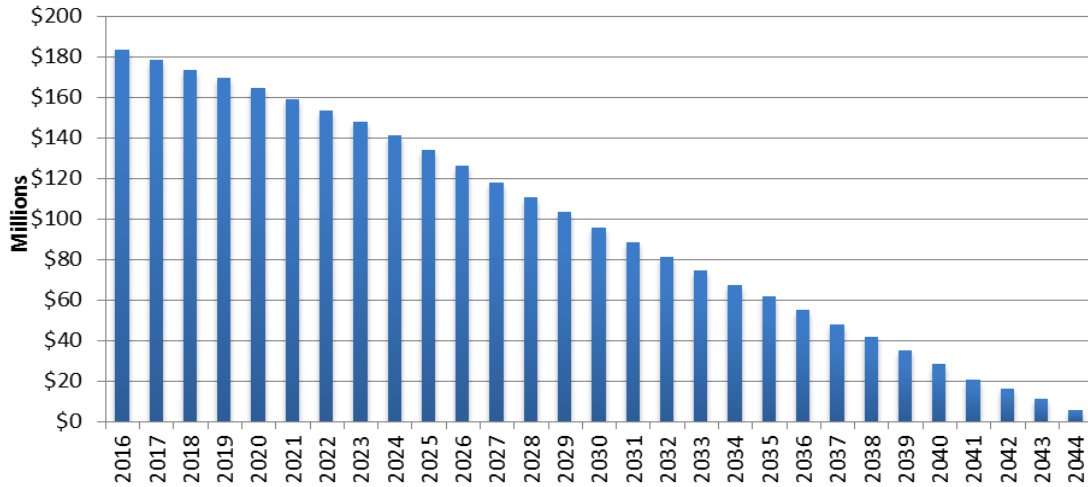
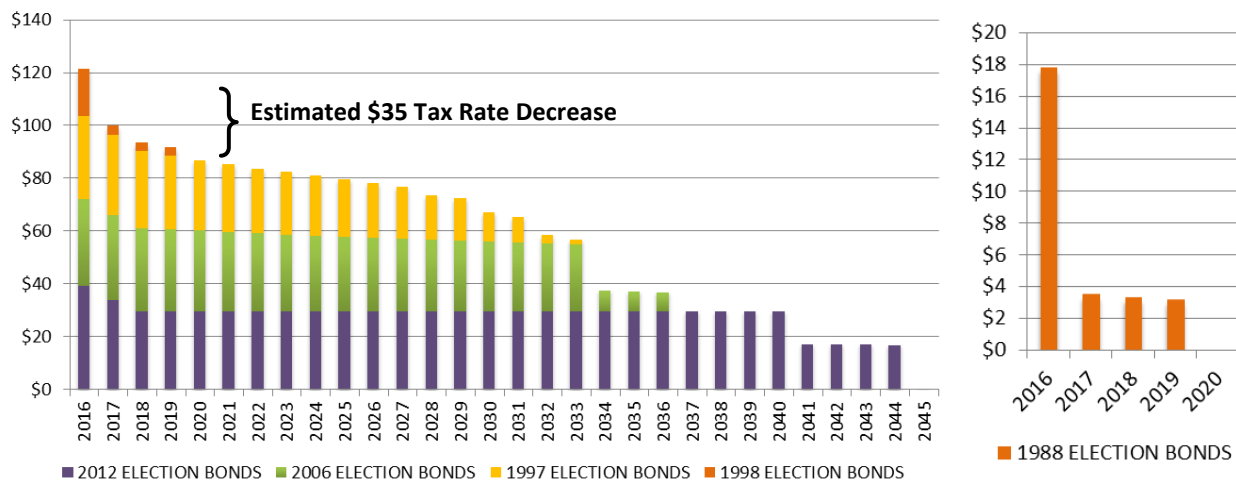


Figure 22 below demonstrates the current combined tax rate for all bonds outstanding and the projected tax rate per \$100,000 of assessed value required in each fiscal year to fully retire the bonds outstanding. It also demonstrates when all bonds from previous measures are to be retired and the corresponding tax rate for each. Of special notice is the period from fiscal year 2016 through 2019 when the scheduled retirement of all bonds is projected to result in a projected decline in the combined annual tax rate of \$35 per \$100,000 assessed valuation.

FIGURE 22: ESTIMATED COMBINED ANNUAL TAX RATE TO REPAY OUTSTANDING BONDS



Most of this decline is due to the scheduled full repayment of the 1988 bond measure in 2019, resulting in an approximate \$18 per \$100,000 decline from today to the end of the period as well as additional declines from the scheduled repayment of the remaining bond measures. This estimated decrease in the overall tax rate could allow the District to seek additional bonding authority while maintaining a combined tax rate comparable to the current level in fiscal year 2016.

The establishment of a G.O. bond program is highly dependent on the assessed valuation of a school district and State requirements. Assessed valuation serves as the basis for the District's ability to issue and repay G.O. bond debt through the levy of an annual tax on all taxable property. Total assessed valuation and its rate of growth in combination with market conditions typically determine the structure of a G.O. bond program and influences the size and timing of bond sales. The District's assessed valuation is determined each year by the County Assessor and equalized by the County Auditor-Controller.

Table 19 demonstrates the existing assessed valuation for the District and the historical pattern of growth since 2001. The District received substantial annual increases in assessed valuation up until 2008, resulting in total assessed valuation nearly doubling from fiscal year 2001.

Beginning in 2009, assessed value growth slowed, actually declined by approximately 7.27% overall from fiscal year 2010 through 2012, and began to increase thereafter in fiscal year 2013. The District's 10-year and 15-year annual growth in assessed valuation averaged 3.31% and 6.18%, respectively and 2.97% over the last 5-year period. Prior to the Great Recession, the District's annual growth rate was 12.0% from fiscal 2001 through 2008. County data shows the District's assessed valuation increased by approximately \$552 million in FY 2015-16, a 4.91% increase from the prior year. Since the inception of the Measure "R" Program, the District has utilized an average of 4% projected rate of growth in assessed valuation in the issuance of all Measure "R" bonds.

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. School districts can petition the State Board of Education to increase this limit on a case by cases basis.

**TABLE 19: DISTRICT
ASSESSED VALUATION**

FYE	Total	% Change
2001	\$4,931,354,901	N/A
2002	\$5,456,598,521	10.65%
2003	\$5,936,113,197	8.79%
2004	\$6,635,172,071	11.78%
2005	\$7,583,558,704	14.29%
2006	\$8,657,971,155	14.17%
2007	\$9,931,635,061	14.71%
2008	\$10,883,340,116	9.58%
2009	\$10,923,360,081	0.37%
2010	\$10,256,972,528	-6.10%
2011	\$10,222,956,307	-0.33%
2012	\$10,128,841,659	-0.92%
2013	\$10,224,776,805	0.95%
2014	\$10,523,302,599	2.92%
2015	\$11,258,539,314	6.99%
2016	\$11,811,053,863	4.91%
5-Year Average		2.97%
10-Year Average		3.31%
15-Year Average		6.18%

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. The scheduled repayment of outstanding debt and projected increases in assessed value should allow the District to be back within its statutory limit by the start of fiscal year 2021. This increased the District’s bonding capacity in fiscal year 2016 from \$147.6 million to \$197.2 million, allowing for the final sale of all Measure “R” bonds to fund the construction of school improvements, in particular Lemonwood School.

TABLE 20: DISTRICT BONDING CAPACITY ANALYSIS

As of January 1, 2016	
ASSESSED VALUATION	
Secured Assessed Valuation	\$11,195,662,674
Unsecured Assessed Valuation	\$615,391,189
DEBT LIMITATION	
Total Assessed Valuation	\$11,811,053,863
Bond Debt Waiver Limit	1.25%
Bonding Capacity at 1.25%	\$147,638,173
Additional Measure "R" Waivers at 1.67%	\$197,244,600
Outstanding Bonded Indebtedness	\$183,260,988
NET STATUTORY BONDING CAPACITY	\$0
HARDSHIP ANALYSIS	
Hardship Requirement	60.00%
Statutory Bonding Capacity (1.25%)	\$147,638,173
Outstanding Bonded Indebtedness	\$183,260,988
% of Statutory Capacity Currently Used	124.13%

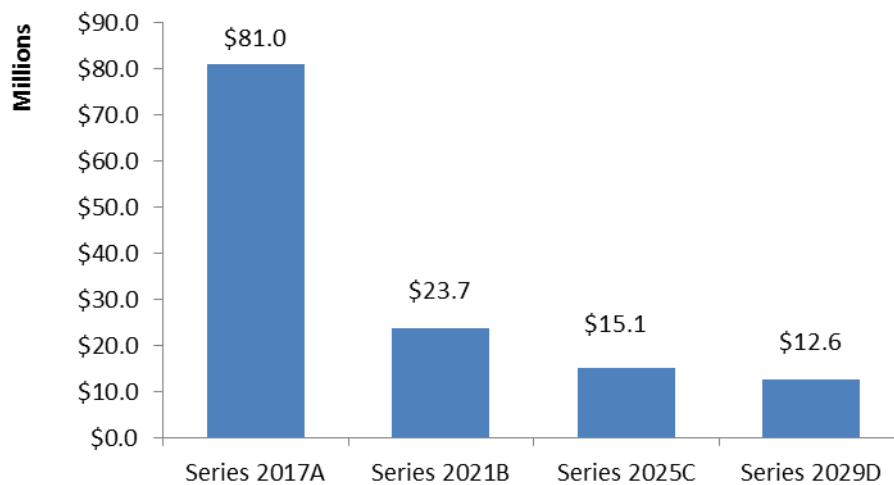
As of January 1, 2016, the District had approximately \$183.3 million in outstanding bonded indebtedness which represents 1.55% of its statutory bonding capacity. Any new authorization would be dependent on the increase of current assessed valuation or the granting of an additional waiver by the State. When Measure “R” was approved by voters in 2012, a similar request was made at that time. This calculation also indicates that the District is well within the range to qualify for State Financial Hardship funding from the SFP. To qualify, districts must demonstrate that they are bonded to at least 60% of the statutory bonding limit. Clearly the District exceeds this amount and thus qualifies under this portion of the required criteria.

In addition to this requirement, Proposition 39 authorizes school districts to issue new bonds upon a 55% affirmative vote by the local electorate in a regularly scheduled election. For an elementary school district, the maximum tax rate to be levied at the time bonds are sold must not exceed \$30 per \$100,000 of assessed value. In addition, districts must agree to be subject to certain conditions, including the establishment of a project list, an independent citizens’ oversight committee, and annual performance and financial audits. The Oxnard School District has a history of conducting Proposition 39 elections and issuing bonds consistent with these requirements.

Based on the proposed improvements to be funded by the Master Construct Program, there is a need to issue approximately \$132.5 million in general bonds to meet the local match requirement for State facility grants and to fund proposed improvements directly. Should the Board elect to proceed with a new Proposition 39 bond measure, Figure 23 demonstrates a projected bond sales program over time. Assuming that the District’s assessed valuation grows at an annual average of 4% and that the District implements the maximum tax rate of \$30 per \$100,000 of assessed value allowed by Proposition 39, the District could generate approximately \$132.5 million in bond proceeds over time at prevailing market conditions.

In the projection below, 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 additional classroom capacity solely from local sources should State grant reimbursement be further delayed. Subsequent bond sales have been provided in tandem with the plan of expenditure and phasing proposed in the following sections of this report.

FIGURE 23: ESTIMATED BOND PROCEEDS



SECTION 6

MASTER TIMELINE, BUDGET & SCHEDULE

The FMP used a 15 to 20 year horizon to estimate the demand for school facilities based on required improvements and build out of each site, regardless of estimated costs. The Measure “R” Implementation Program was originally adopted by the Board to represent the facility priorities to be implemented over a 12 year period. As directed by the Board, the Master Construct Program has been 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.

Wherever possible, each program has been allowed to be implemented independent of the other. This is especially true in the implementation of the proposed Phase 1 Master Construct Program when priority is given to expanding and maintaining the District’s capacity to house students in permanent facilities. However, at some point their integration is required to maintain efficiency and to minimize delays in implementation. This is especially true in subsequent Master Construct projects that replace the need for planned Measure “R” modernization projects with the complete reconstruction of replacement schools at those sites, thus accelerating the benefits to those schools and reducing the amount of Measure “R” funds required. In combination with Master Construct projects, this has the added advantage of accelerating additional Measure “R” modernization projects.

6.1 MASTER TIMELINE

Given that the FMP has identified improvements greater than the amount of resources available within any one program or effort, the Master Construct Program is recommended to be implemented in phases with initial projects that generate the greatest potential for maximum state reimbursement. Building upon this approach, the proposed Master Construct Program is recommended to be implemented as a three phase program that prioritizes the construction of new facilities to increase capacity, the replacement of the District’s oldest schools to maintain existing capacity, and the improvement of identified support facilities at the balance of District schools.

- Phase 1: The first phase of the Master Construct Program begins in fiscal year 2017 and extends through fiscal year ending 2020, overlapping Phase 2 of the adopted Measure “R”

Implementation Program. Major work is focused on the construction of the Doris / Patterson elementary and middle school facilities, followed by the replacement of McKinna elementary, and the construction of the southwest elementary school site.

- Phase 2: The second phase of the Master Construct Program begins in fiscal year 2021 and extends through the fiscal year ending in 2024, overlapping Phase 3 of the adopted Measure “R” Implementation Program. Major work during this phase focuses on the replacement and reconstruction of Marina West and Rose.
- Phase 3: The third and final phase of the Master Construct Program begins in 2025 and extends through the fiscal year ending in 2029, adding an overall phase to the current improvement program. Major work during this phase is dedicated to the replacement and reconstruction of Sierra Linda, in addition to improved program spaces in support of the District educational programs at Brekke, McAuliffe, Ritchen and Ramona.

6.2 MASTER CONSTRUCT PROGRAM BUDGET

The proposed Master Construct Program budget has been prepared based on anticipated project costs, including both hard and soft costs. Hard costs are the direct costs of construction, including materials, equipment, and labor. Soft costs consist of all non-construction costs that support or guide the construction work; these include professional fees, permits, consulting services, and administrative costs, among many others. For the purpose of designing a master budget, an “all-in” tally of costs, comprising all hard and soft costs, is necessary to obtain a proper knowledge of the economic impact of a proposed project.

Table 21 shows the proposed summary of the Master Budget for the proposed Master Construct Program. In total, approximately \$224.9 million in program improvements are proposed to be financed through a combination of local and State resources. In either case, appropriate voter approval is required. As provided in the Measure “R” Implementation Program, a Program Reserve is provided for each phase of the Master Construct Program 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 for the FMP have been reviewed and adjustments made based on further review and required construction costs encountered as part of the Measure “R” Implementation Program. Given the demand to leverage available construction dollars, alternate methods of construction, including reuse of plan techniques have been investigated and incorporated into the project cost estimates, where applicable. Unit quantities have also been adjusted, particularly to reflect adjustments to proposed facilities educational specifications, including multipurpose rooms, food service and assumed exterior finishes.

TABLE 21: PROPOSED MASTER CONSTRUCT BUDGET

Sources	Est. Total	Phase 1	Phase 2	Phase 3
Master Construct Authorization				
Series A	\$ 81,024,606	\$ 81,024,606	\$ -	0
Series B	\$ 23,737,063	0	\$ 23,737,063	0
Series C	\$ 15,110,901	0	\$ 15,110,901	0
Series D	\$ 12,627,430	0	\$ -	\$ 12,627,430
Est. State Reimbursements *	\$ 114,071,256	\$ 79,733,764	\$ 32,670,512	\$ 1,666,980
Est. Total Sources	\$ 246,571,256	\$ 160,758,370	\$ 71,518,476	\$ 14,294,410

Uses	Est. Total	Phase 1	Phase 2	Phase 3
Construct Dorris Patterson K-5	\$ 26,402,454	\$ 26,402,454	\$ -	\$ -
Construct Dorris Patterson 6-8	\$ 42,154,453	\$ 42,154,453	\$ -	\$ -
Construct Seabridge K-5	\$ 25,790,896	\$ 25,790,896	\$ -	\$ -
Reconstruct McKinna K-5	\$ 26,994,172	\$ 26,994,172	\$ -	\$ -
Reconstruct Marina WestK-5	\$ 27,324,603	\$ -	\$ 27,324,603	\$ -
Reconstruct Rose K-5	\$ 26,976,126	\$ -	\$ 26,976,126	\$ -
Reconstruct Sierra Linda K-5	\$ 27,339,753	\$ -	\$ -	\$ 27,339,753
McAuliffe ES (Admin)	\$ 290,643	\$ -	\$ -	\$ 290,643
Brekke ES (Admin)	\$ 459,373	\$ -	\$ -	\$ 459,373
Ritchen ES (Admin)	\$ 457,865	\$ -	\$ -	\$ 457,865
Ramona ES (Admin)	\$ 292,151	\$ -	\$ -	\$ 292,151
Subtotal	\$ 204,482,488	\$ 121,341,975	\$ 54,300,729	\$ 28,839,785
Program Reserve	\$ 20,448,249	\$ 12,134,197	\$ 5,430,073	\$ 2,883,978
Est. Total Uses	\$ 224,930,737	\$ 133,476,172	\$ 59,730,801	\$ 31,723,763

Master Construct Budget	\$ 224,930,737
--------------------------------	-----------------------

*Includes all Measure "R" State Reimbursements

6.3 MASTER CONSTRUCT SCHEDULE

The estimated cost for all three phases is \$224.9 million and is expected to be implemented over three phases beginning in 2017 through 2029.

6.3.1 PHASE 1

As demonstrate in Table 22, Phase 1 consists of the first series of Master Construct Program projects and includes two new K-5 schools and a new grade 6-8 middle school, along with the reconstruction of McKinna and Marina West elementary schools for a total of \$133.5 million.

TABLE 22: PROPOSED PHASE 1 MASTER CONSTRUCT SCHEDULE

Project	Schedule Jan 2016	Estimated Budget
Construct New School Sites		
Dorris Patterson K-5	2018	\$26,402,454
Dorris Patterson 6-8	2017	\$42,154,453
Seabridge K-5	2018/19	\$25,790,896
Subtotal		\$94,347,803
Reconstruct School Sites		
McKinna K-5	2018	\$26,994,172
Subtotal		\$26,994,172
Subtotal of Phase 1 Projects		\$121,341,975
Program Reserve		\$12,134,197
Total		\$133,476,172

6.3.2 PHASE 2

In Phase 2, the Master Construct Program includes the reconstruction of Marina West and Rose Elementary for a total of \$59.7 million as indicated in Table 23.

TABLE 23: PROPOSED PHASE 2 MASTER CONSTRUCT SCHEDULE

Project	Schedule Jan 2016	Estimated Budget
Reconstruct School Sites		
Marina West K-5	2021	\$27,324,603
Rose K-5	2021	\$26,976,126
Subtotal		\$54,300,729
Subtotal of Phase 2 Projects		\$54,300,729
Program Reserve		\$5,430,073
Total		\$59,730,801

6.3.3 PHASE 3

In Phase 3, as indicated in Table 24, the Master Construct Program provides for the reconstruction of Sierra Linda to maintain the District's capacity to house existing enrollment and improved program spaces in support of the District's educational programs at Brekke, McAuliffe, Ritchen and Ramona. The total estimated cost is \$31.7 million.

TABLE 24: PROPOSED PHASE 3 MASTER CONSTRUCT SCHEDULE

Project	Schedule Jan 2016	Estimated Budget
Reconstruct School Sites		
Sierra Linda K-5	2029	\$27,339,753
Est. Subtotal Design & Reconstruct School Sites		\$27,339,753
Construct Academic Program Space: Master Construct		
Brekke	2025	\$459,373
McAuliffe	2025	\$290,643
Ramona	2025	\$457,865
Ritchen	2025	\$292,151
Est. Subtotal Academic Program Space		\$1,500,032
Subtotal of Phase 3 Projects		\$28,839,785
Program Reserve		\$2,883,978
Total		\$31,723,763
Master Construct Program Total		\$224,930,737

6.4 COMBINED MEASURE “R” & MASTER CONSTRUCT BUDGET AND SCHEDULE

Table 25 presents the Combined Measure “R” and Master Construct Master Budget of \$397.9 million of which \$122.9 million is already under implementation by Measure “R”. Four phases are provided which includes the existing Measure “R” Implementation Program and the proposed Master Construct Program. It begins with the reiteration of the Phase 1 Measure “R” projects which began in fiscal year 2013 and culminates with the proposed Master Construct Schedule that terminates in fiscal year 2029. Tables 26 through 29 present the combined schedule.

Phase 1 consists of the Measure “R” projects currently underway, including the construction of Harrington, Elm, Lemonwood and Marshall and all projects that have already been completed, including the acquisition of the Southwest site and implementation of Project 1.

The Combined Master Budget for Phase 2 combines the Measure “R” improvements at Drifill, Chavez, Curren, Kamala, Fremont, Haydock, and Fremont, with the proposed construction of the two new elementary schools, the new middle school and the reconstruction of McKinna.

Phase 3 includes the construction of replacement schools at Marina West and Rose under the Master Construct Program and the MPR improvements under Measure “R” for McAuliffe, Brekke, Ritchen, and Ramona.

Phase 4 is dedicated to the construction of Sierra Linda under the Master Construct Program and completion of support facility improvements at McAuliffe, Brekke, Ritchen and Ramona. Based on the availability of State funding, efforts will be made to construct all improvements at the latter elementary sites simultaneously with their proposed Phase 3 improvements.

TABLE 25: COMBINED MEASURE "R" & MASTER CONSTRUCT MASTER 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	\$ -	\$ -	\$ -
Total Measure "R" Bonds	\$ 90,000,000				
Master Construct Authorization					
Series A	\$ 81,024,606	\$ -	\$ 81,024,606	\$ -	\$ -
Series B	\$ 23,737,063	\$ -	\$ -	\$ 23,737,063	\$ -
Series C	\$ 15,110,901	\$ -	\$ -	\$ 15,110,901	\$ -
Series D	\$ 12,627,430	\$ -	\$ -	\$ -	\$ 12,627,430
Total Master Construct Bonds	\$ 132,500,000				
Measure "L" Authorization	\$ 3,316,728	\$ 3,316,728	\$ -	\$ -	\$ -
State Bonds	\$ 266,611	\$ 266,611	\$ -	\$ -	\$ -
Est. State Reimbursements	\$ 114,071,256	\$ -	\$ 79,733,764	\$ 32,670,512	\$ 1,666,980
Est. Developer Fees	\$ 30,156,800	\$ 10,072,597	\$ 3,977,819	\$ 8,071,230	\$ 8,035,154
Mello Roos Proceeds	\$ 9,088,089	\$ 9,088,089	\$ -	\$ -	\$ -
State Reimbursements (Drifill)	\$ 9,001,083	\$ 9,001,083	\$ -	\$ -	\$ -
Est. Interest Earnings	\$ 11,259,487	\$ 2,449,417	\$ 3,727,803	\$ 5,082,267	\$ -
Est. Total Sources	\$ 399,660,054	\$ 124,194,525	\$ 168,463,992	\$ 84,671,973	\$ 22,329,564
Uses	Est. Total	Phase 1	Phase 2	Phase 3	Phase 4
Acquire New K-5 Elementary Site	\$ 7,635,282	\$ 7,635,282	\$ -	\$ -	\$ -
Acquire New K-5/Middle School Site	\$ 660,000	\$ 660,000	\$ -	\$ -	\$ -
Construct Dorris Patterson K-5	\$ 26,402,454	\$ -	\$ 26,402,454	\$ -	\$ -
Construct Dorris Patterson 6-8	\$ 42,154,453	\$ -	\$ 42,154,453	\$ -	\$ -
Construct Seabridge K-5	\$ 25,790,896	\$ -	\$ 25,790,896	\$ -	\$ -
Reconstruct Harrington Elementary	\$ 23,127,171	\$ 23,127,171	\$ -	\$ -	\$ -
Reconstruct Elm Elementary	\$ 21,076,943	\$ 21,076,943	\$ -	\$ -	\$ -
Reconstruct Lemonwood K-8	\$ 31,402,250	\$ 31,402,250	\$ -	\$ -	\$ -
Reconstruct McKinna K-5	\$ 26,994,172	\$ -	\$ 26,994,172	\$ -	\$ -
Reconstruct Marina WestK-5	\$ 27,324,603	\$ -	\$ -	\$ 27,324,603	\$ -
Reconstruct Rose K-5	\$ 26,976,126	\$ -	\$ -	\$ 26,976,126	\$ -
Reconstruct Sierra Linda K-5	\$ 27,339,753	\$ -	\$ -	\$ -	\$ 27,339,753
Marshall K-8 (CR)	\$ 8,097,558	\$ 8,097,558	\$ -	\$ -	\$ -
Drifill K-8 (K/MPR)	\$ 10,125,565	\$ 2,477,832	\$ 7,647,733	\$ -	\$ -
Chavez K-8 (SL/MPR)	\$ 2,639,828	\$ 632,249	\$ 2,007,579	\$ -	\$ -
Curren K-8 (SL/MPR)	\$ 5,165,127	\$ 583,627	\$ 4,581,500	\$ -	\$ -
Kamala K-8 (SL/MPR)	\$ 2,687,047	\$ 602,508	\$ 2,084,539	\$ -	\$ -
McAuliffe ES (K/MPR/Admin)	\$ 2,067,877	\$ 336,509	\$ -	\$ 1,440,725	\$ 290,643
Brekke ES (K/MPR/Admin)	\$ 1,428,052	\$ 271,122	\$ -	\$ 697,557	\$ 459,373
Ritchen ES (K/MPR/Admin)	\$ 4,359,590	\$ 631,837	\$ -	\$ 3,269,888	\$ 457,865
Project 1 Adjustment	\$ 284,586	\$ 284,586	\$ -	\$ -	\$ -
Fremont MS (SL/Gym)	\$ 7,380,054	\$ 1,822,619	\$ 5,557,436	\$ -	\$ -
Haydock MS (SL/Gym)	\$ 2,566,467	\$ 1,066,467	\$ 1,500,000	\$ -	\$ -
Ramona ES (MPR/Admin)	\$ 2,047,625	\$ -	\$ -	\$ 1,755,474	\$ 292,151
Planning for K-8 MPRs	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -
Harrington CDC	\$ 1,083,351	\$ 1,083,351	\$ -	\$ -	\$ -
Lemonwood CDC	\$ 860,386	\$ 860,386	\$ -	\$ -	\$ -
Technology	\$ 26,201,175	\$ 11,201,175	\$ 9,000,000	\$ 6,000,000	\$ -
Subtotal	\$ 364,053,390	\$ 114,028,471	\$ 153,720,761	\$ 67,464,372	\$ 28,839,785
Program Reserve	\$ 31,027,650	\$ 8,909,136	\$ 15,372,076	\$ 6,746,437	\$ 2,883,978
Est. Total Uses	\$ 397,965,019	\$ 122,937,608	\$ 169,092,838	\$ 74,210,810	\$ 31,723,763
Est. Ending Fund Balance	\$ 1,695,035				
Total Combined Master Budget	\$ 399,660,054				

TABLE 26: COMBINED MEASURE "R" & MASTER CONSTRUCT PROGRAM SCHEDULE (2013-17)

Project	Schedule Dec 2016	Schedule Jan 2016	Estimated Budget
Measure "R" Improvements			
Acquire New Sites			
Elementary School	2013	2013	\$7,635,282
SE Elementary School			\$0
K-5 / Middle School	2014/16	2014/16	\$660,000
Subtotal			\$8,295,282
Design & Reconstruct Sites			
Harrington Elem. K-5	2013/14	2013/14	\$23,127,171
Lemonwood K-8	2014/18	2014/18	\$31,402,250
Elm Elem. K-5	2014/16	2014/16	\$21,076,943
Subtotal			\$75,606,364
Design & Improve K-5 Kindergarten Facilities	2013/14	2013/14	
Ritchen			\$631,837 **
Brekke			\$271,122
McAuliffe			\$336,509
Driffill			\$2,477,832
Subtotal			\$3,717,300
Design & Construct Science Labs	2013/14	2013/14	
Chavez Science Labs K-8			\$632,249
Curren Science Labs K-8			\$583,627
Kamala Science Labs K-8			\$602,508
Haydock Science Labs 6-8 & Utility Upgrades			\$1,066,467
Fremont Science Labs 6-8 & Utility Upgrades			\$1,822,619
Subtotal			\$4,707,469
Project 1 Adjustment			\$284,586
Childhood Development Center Improvements			
Harrington	2015	2015	\$1,083,351
Lemonwood	2016	2016	\$860,386
Subtotal			\$1,943,737
Marshall K-8 12 Classroom Building	2015/17	2015/17	\$8,097,558
Planning for K-8 MPRs	2016	2016	\$175,000
Technology	2013/15	2013/15	\$11,201,175
Measure "R" Improvements Subtotal			\$114,028,471
Measure "R" Program Reserve			\$8,909,136
Measure "R" Improvements Total			\$122,937,608
Master Construct Improvements			
Master Construct Improvements Subtotal			\$0
Master Construct Improvements Program Reserve			\$0
Master Construct Improvements Total			\$0
Combined Total of Measure "R" & Master Construct			\$122,937,608

TABLE 27: COMBINED MEASURE "R" & MASTER CONSTRUCT PROGRAM SCHEDULE (2017-20)

Project	Schedule Dec 2016	Schedule Jan 2016	Estimated Budget
Measure "R" Improvements			
Modernize K-8 Multipurpose Rooms			
Chavez	2020	2020	\$2,007,579
Curren	2020	2020	\$4,581,500
Kamala	2020	2020	\$2,084,539
Driffill	2020	2018	\$7,647,733
Subtotal			\$16,321,351
Construct Gym & Modernize MPR			
Fremont	2019	2018	\$5,557,436
Haydock	2019	2020	\$1,500,000
Subtotal			\$7,057,436
Technology	2020	2020	\$9,000,000
Measure "R" Improvements Subtotal			\$32,378,787
Measure "R" Program Reserve			\$3,237,879
Measure "R" Improvements Total			\$35,616,665
Master Construct Improvements			
Construct New School Sites: Master Construct			
Dorris Patterson K-5		2018	\$26,402,454
Dorris Patterson 6-8		2017	\$42,154,453
Seabridge K-5		2018/19	\$25,790,896
Subtotal			\$94,347,803
Reconstruct School Sites: Master Construct			
McKinna K-5		2018	\$26,994,172
Subtotal			\$26,994,172
Master Construct Improvements Subtotal			\$121,341,975
Master Construct Improvements Program Reserve			\$12,134,197
Master Construct Improvements Total			\$133,476,172
Combined Total of Measure "R" & Master Construct			\$169,092,838

TABLE 28: COMBINED MEASURE "R" & MASTER CONSTRUCT PROGRAM SCHEDULE (2021-25)

Project	Schedule Dec 2016	Schedule Jan 2016	Estimated Budget
Measure "R" Improvements			
Modernize K-5 Multipurpose Rooms			
Marina West	2026		\$0
Rose	2024		\$0
Sierra Linda	2023		\$0
Brekke	2025	2023	\$697,557
McAuliffe	2025	2023	\$1,440,725
Ramona	2025	2023	\$1,755,474
Ritchen	2025	2023	\$3,269,888
Subtotal			\$7,163,644
Improve K-5 Kindergarten Facilities			
McKinna	2021		\$0
Marina West	2021		\$0
Rose	2022		\$0
Sierra Linda	2021		\$0
Subtotal			\$0
Technology	2025		\$6,000,000
Measure "R" Improvements Subtotal			\$13,163,644
Measure "R" Program Reserve			\$1,316,364
Measure "R" Improvements Total			\$14,480,008
Master Construct Improvements			
Reconstruct School Sites: Master Construct			
Rose K-5		2021	\$26,976,126
Marina West K-5		2021	\$27,324,603
Subtotal			\$54,300,729
Master Construct Improvements Subtotal			\$54,300,729
Master Construct Improvements Program Reserve			\$5,430,073
Master Construct Improvements Total			\$59,730,801
Combined Total of Measure "R" & Master Construct			\$74,210,810

TABLE 29: COMBINED MEASURE "R" & MASTER CONSTRUCT PROGRAM SCHEDULE (2025-29)

Project	Schedule Dec 2016	Schedule Jan 2016	Estimated Budget
Measure "R" Improvements			
Measure "R" Improvements Subtotal			\$0
Measure "R" Program Reserve			\$0
Measure "R" Improvements Total			\$0
Master Construct Improvements			
Design & Reconstruct School Sites: Master Construct Sierra Linda K-5		2029	\$27,339,753
Subtotal			\$27,339,753
Construct Academic Program Space: Master Construct Brekke		2025	\$459,373
McAuliffe		2025	\$290,643
Ramona		2025	\$457,865
Ritchen		2025	\$292,151
Subtotal			\$1,500,032
Master Construct Improvements Subtotal			\$28,839,785
Master Construct Improvements Program Reserve			2,883,978
Master Construct Improvements Total			\$31,723,763
Combined Total of Measure "R" & Master Construct			\$31,723,763

Measure "R" & Master Construct Total	\$397,965,018
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6.5 CONCLUSION

The Master Construct Program presents the Board of Trustees with the opportunity to expand the improvements made using Measure R Program to the remaining aging school sites throughout the District. It also presents the Board with the opportunity to expand the 21st Century improvements to additional school sites. The proposed Master Construct Program focuses on adding permanent capacity to accommodate existing and future enrollment, replace aging schools and providing improved support facilities to support educational program throughout the District.

The report is made possible through collaboration with the District, its staff and the various individuals involved in the assessment and compilation of this report. More importantly, the report is the result of numerous interactive workshops with the Board of Trustees that provided invaluable input and direction.

SECTION 7

RECOMMENDATIONS

It is recommended that the Board:

- Accept and adopt the Master Construct Program as an update of the District's Facilities Master Plan