BRINGING YOUR DISTRICT FACILITIES MASTER PLAN TO LIFE

CASBO San Diego-Imperial Section Fall Classic

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October 11, 2019

AGENDA/TOPICS

- Long-range Facilities Master Planning
  - Overview
  - Development
  - In practice
- Putting your Facilities Master Plan into Action
  - Prioritization
  - Input and buy-in
  - Capital Improvement Plan
  - Implementation

OVERVIEW OF SCHOOL FACILITIES

Facilities Component of School Business:

1. Planning
2. Funding
3. Design
4. Construction
5. Communication

LONG RANGE FACILITY MASTER PLAN

MASTER PLANNING

Long Range Facility Master Planning
Is Critical for the entire District

- Maintenance and Operations
- Community Relations
- Human Resources
- Technology
- Instruction
- Business

Also for Board Member Success!

WHAT IS A FACILITIES MASTER PLAN?

- Road Map to Good Planning
- Enrollment Projections
- Classroom Inventories and Capacity
- Identification of Educational Specifications
- Assessment of Existing Facilities
- Identification of Projects and Priorities
- Identification and Analysis of Funding Sources
- Board Review & Approval

PURPOSE OF A MASTER PLAN

- Long-range planning
- Prioritization
- Communication of need
- Alignment of facilities needs to instructional needs
- Alignment of facilities needs to enrollment needs

DEVELOPMENT OF A MASTER PLAN

- Elements of a Good Master Plan:
  - Enrollment Projections
    - 1 to 7 Years and Build out Assumptions
    - Student Generation Rates
    - Methodologies for Projecting Enrollment
  - Existing Capacity
    - Actual vs. State Allocation Board
    - School by School Analysis
  - Enrollment by site
  - Grade Level Configurations
  - Cost Estimates

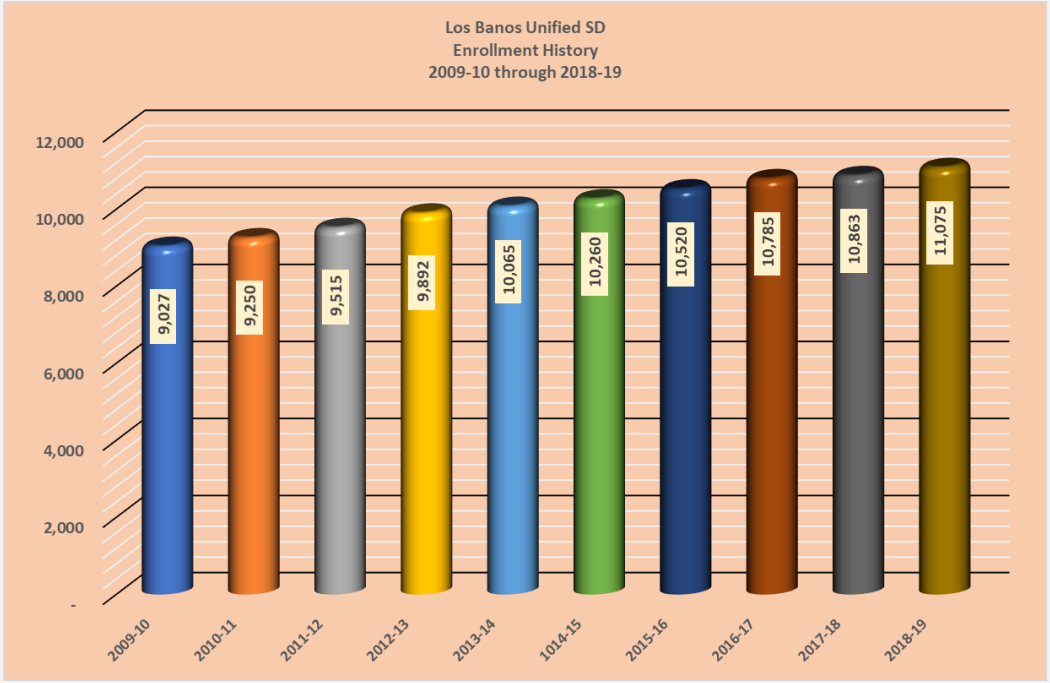
DEVELOPMENT OF A MASTER PLAN: ENROLLMENT PROJECTIONS

- District Demographic Information:
  - Population Analysis
  - Age Distribution
  - Regional Economic Forecast
  - Building Permits
  - Birth Rates
  - In District Charter Enrollment
  - 10-Year Enrollment History
    - By Grade Level and School
    - Charter and Regional Impacts

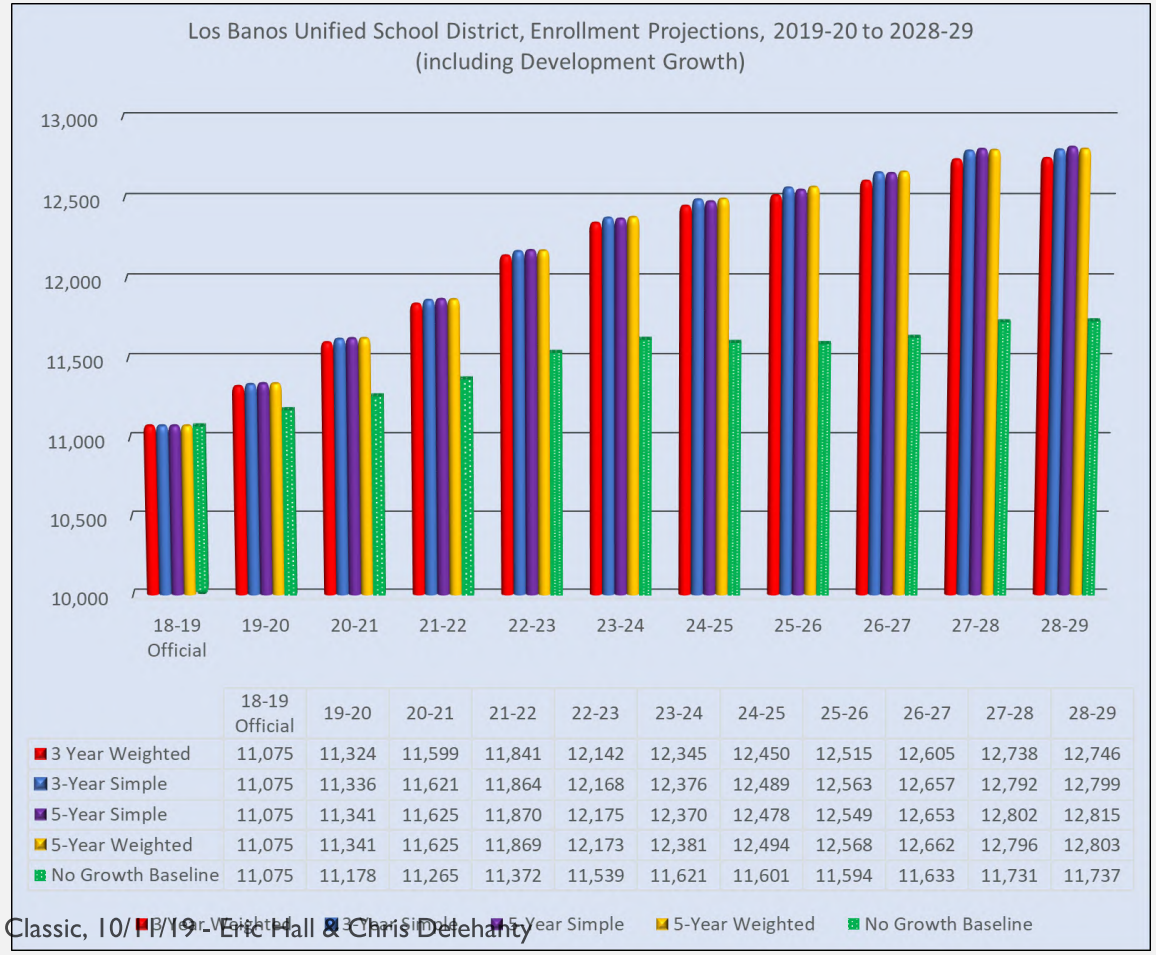
DEVELOPMENT OF A MASTER PLAN: ENROLLMENT PROJECTIONS

- District Enrollment Projections:
  - Birth Rate's in ZCTA - US Census
  - Approved Tentative Maps
  - Projected Dwelling Units
  - Applied Student Generation Rates
  - Projection Methods
    - 3, 5, 7 and/or 10-year
    - Average: All Years Equal Weight
    - Cohort: Weighted Average, Recent Year Greater Weight, Previous Years Less Weight

DEVELOPMENT OF A MASTER PLAN: ENROLLMENT HISTORY



DEVELOPMENT OF A MASTER PLAN: ENROLLMENT PROJECTIONS



	18-19 Official	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29
3 Year Weighted	11,075	11,324	11,599	11,841	12,142	12,345	12,450	12,515	12,605	12,738	12,746
3-Year Simple	11,075	11,336	11,621	11,864	12,168	12,376	12,489	12,563	12,657	12,792	12,799
5-Year Simple	11,075	11,341	11,625	11,870	12,175	12,370	12,478	12,549	12,653	12,802	12,815
5-Year Weighted	11,075	11,341	11,625	11,869	12,173	12,381	12,494	12,568	12,662	12,796	12,803
No Growth Baseline	11,075	11,178	11,265	11,372	11,539	11,621	11,601	11,594	11,633	11,731	11,737

DEVELOPMENT OF A MASTER PLAN: SCHOOL UTILIZATION

School Sites	Classroom Capacity		Current Enrollment	Projected Enrollment				Capacity to Projected Enrollment			
	State Loading	District Loading	2018-19	2019-20	2022-23	2025-26	2028-29	2019-20 Surplus or (Deficit)	2022-23 Surplus or (Deficit)	2025-26 Surplus or (Deficit)	2028-29 Surplus or (Deficit)
Elementary Schools											
Charleston	525	428	380	364	325	312	317	64	103	116	111
Henry Miller	901	836	872	878	1,023	1,175	1,249	(42)	(187)	(339)	(413)
Lorena Falasco	788	820	843	837	796	746	758	(17)	24	74	62
Los Banos	876	862	835	949	1,346	1,599	1,622	(87)	(484)	(737)	(760)
Mercey Springs	750	804	792	773	774	761	774	31	30	43	30
R.M. Miano	926	888	871	853	813	810	824	35	75	78	64
Volta	601	575	471	481	526	527	537	94	49	48	38
Westside Union	876	730	675	639	591	563	571	91	139	167	159
New ES on "B" Street (2020-21) [1]	*801*	*836*	-					-	*836*	*836*	*836*
A Subtotal	**7,044**	**6,779**	**5,739**	**5,773**	**6,195**	**6,492**	**6,651**	**170**	**584**	**287**	**128**
Junior High Schools											
Creekside	943	916	905	887	957	942	1,014	29	(41)	(26)	(98)
Los Banos	1,579	1,045	926	960	962	909	974	85	83	136	71
B Subtotal	**2,522**	**1,961**	**1,831**	**1,847**	**1,919**	**1,851**	**1,988**	**114**	**42**	**110**	**(27)**
High Schools											
Los Banos	2,362	2,101	1,411	1,500	1,759	1,829	1,851	601	342	272	250
Pacheco	1,872	2,013	1,761	1,778	1,967	1,968	1,978	235	46	45	35
Pacheco Addition (2022-23) [2]	*324*	*384*	-					-	*384*	*384*	*384*
San Luis	216	192	102	111	123	121	130	81	69	71	62
C Subtotal	**4,774**	**4,690**	**3,274**	**3,389**	**3,849**	**3,918**	**3,958**	**917**	**841**	**772**	**732**
Other											
Transitional Kindergarten Center	200	144	119	119	119	119	119	25	25	25	25
Crossroads Alt. Ed. Ctr	-	-	112	115	127	124	129	(115)	(127)	(124)	(129)
D Subtotal	**200**	**144**	**231**	**234**	**246**	**243**	**248**	**(90)**	**(102)**	**(99)**	**(104)**
A+B+C+D Total	**14,540**	**13,574**	**11,075**	**11,243**	**12,210**	**12,503**	**12,846**	**1,111**	**1,364**	**1,071**	**728**

[1] The capacity calculations for the New Elementary School assume the inventory of 33 classrooms will follow similar utilization as other LBUSD elementary schools:
(2) K, (12) 1-3, (12) 4-6, (2) SDC, (3) Pullout, (1) Specialty, (1) Preschool = 33 Total Classrooms

[2] The capacity calculations for the Pacheco Addition assume 12 classrooms per preliminary schematic plans from Teter Architects as of 5/21/19. This is subject to change.

Surplus Capacity
Deficit Capacity (1) to (100)
Deficit Capacity (101) to (250)
Deficit Capacity > (250)

DEVELOPMENT OF A MASTER PLAN: CLASSROOM INVENTORY & CAPACITY

- A Guiding Tool:
  - Student Transfer Policies
  - Program Assignments
  - Board Policies and Admin Regs
  - Adequate School Size Determination
  - Boundary Adjustment Decisions
- Inventory all Spaces:
  - Rooms, Grade Levels and Teachers
  - Identify Teaching Stations
  - What are Included as Adequate Spaces ?

DEVELOPMENT OF A MASTER PLAN: CLASSROOM INVENTORY & CAPACITY

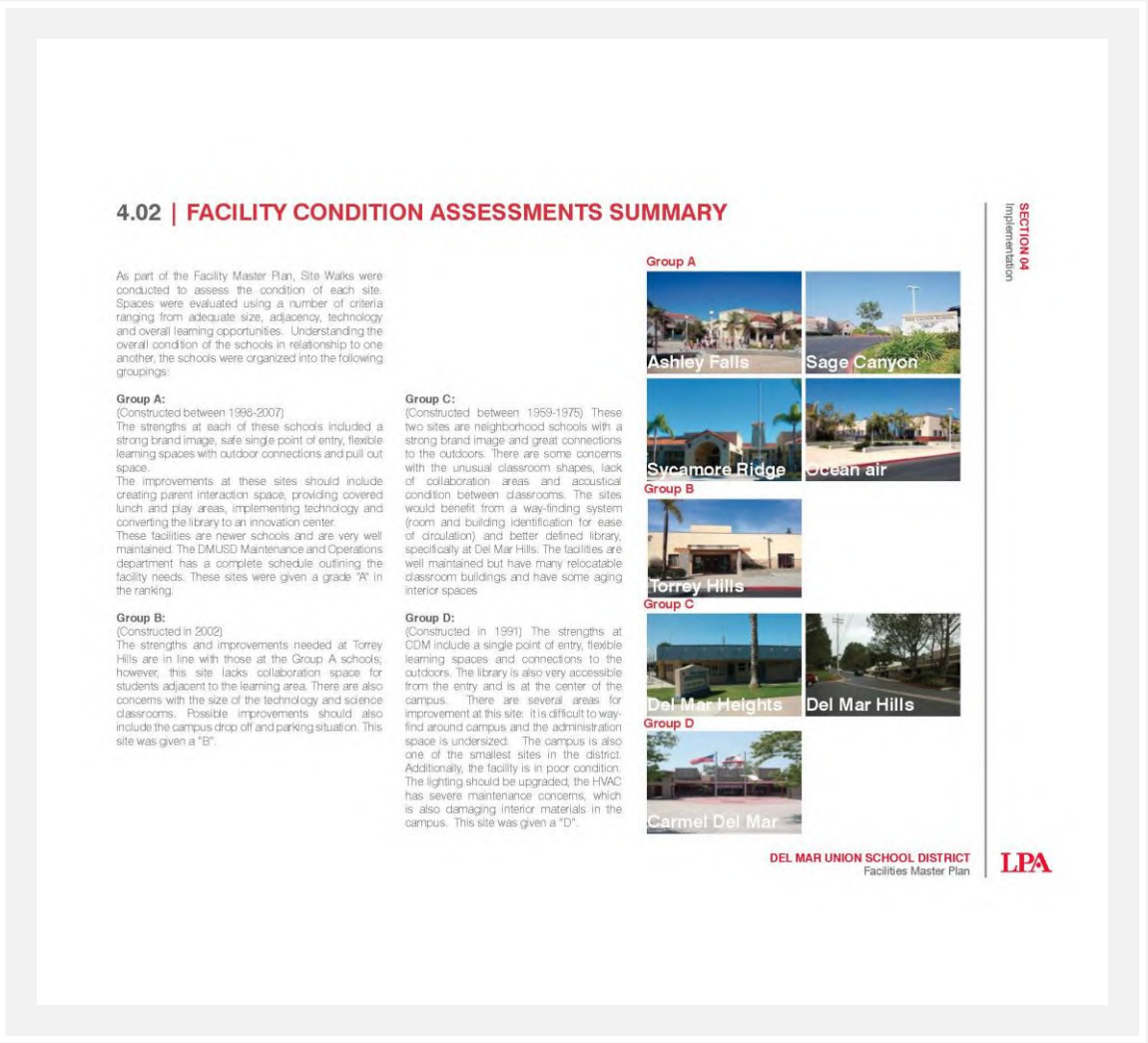
- Applied Tech and Science Spaces
- Computer Classrooms/Labs
- Closed Schools
- CDS and Continuation Spaces
- Child Care and Adult Ed Spaces
- Portable and Permanent Spaces
  - Permanent Space Ratios and Programs
  - Program and Grade Level Assignments

DEVELOPMENT OF A MASTER PLAN: CLASSROOM INVENTORY & CAPACITY

- Calculate Classroom Capacity
- What are Your District's Standards?
  - Your District Program Capacity
    - K-3 - 24:1 for CSR?
    - 4-8 - 33:1 or?
    - 9-12 - 35:1 or?
  - State Eligibility Standards
    - K-6, 25:1
    - 7-12, 27:1
    - Special Ed, 13:1 or 9:1

DEVELOPMENT OF A MASTER PLAN: FACILITIES ASSESSMENT

- Identify new Construction Needs:
  - New Schools
  - Additions to Existing Schools
  - Portables / Modular Classrooms
  - Co-curricular / Athletic Facilities
  - New Site Acquisitions



4.02 | FACILITY CONDITION ASSESSMENTS SUMMARY

SECTION 04
Implementation

As part of the Facility Master Plan, Site Walks were conducted to assess the condition of each site. Spaces were evaluated using a number of criteria ranging from adequate size, adjacency, technology and overall learning opportunities. Understanding the overall condition of the schools in relationship to one another, the schools were organized into the following groupings:

Group A:
(Constructed between 1996-2007)
The strengths at each of these schools included a strong brand image, safe single point of entry, flexible learning spaces with outdoor connections and pull out space.
The improvements at these sites should include creating parent interaction space, providing covered lunch and play areas, implementing technology and converting the library to an innovation center.
These facilities are newer schools and are very well maintained. The DMUSD Maintenance and Operations department has a complete schedule outlining the facility needs. These sites were given a grade "A" in the ranking.

Group B:
(Constructed in 2002)
The strengths and improvements needed at Torrey Hills are in line with those at the Group A schools; however, this site lacks collaboration space for students adjacent to the learning area. There are also concerns with the size of the technology and science classrooms. Possible improvements should also include the campus drop off and parking situation. This site was given a "B".

Group C:
(Constructed between 1959-1975) These two sites are neighborhood schools with a strong brand image and great connections to the outdoors. There are some concerns with the unusual classroom shapes, lack of collaboration areas and acoustical condition between classrooms. The sites would benefit from a way-finding system (room and building identification for ease of circulation) and better defined library, specifically at Del Mar Hills. The facilities are well maintained but have many relocatable classroom buildings and have some aging interior spaces

Group D:
(Constructed in 1991) The strengths at CDM include a single point of entry, flexible learning spaces and connections to the outdoors. The library is also very accessible from the entry and is at the center of the campus. There are several areas for improvement at this site: it is difficult to way-find around campus and the administration space is undersized. The campus is also one of the smallest sites in the district. Additionally, the facility is in poor condition. The lighting should be upgraded; the HVAC has severe maintenance concerns, which is also damaging interior materials in the campus. This site was given a "D".

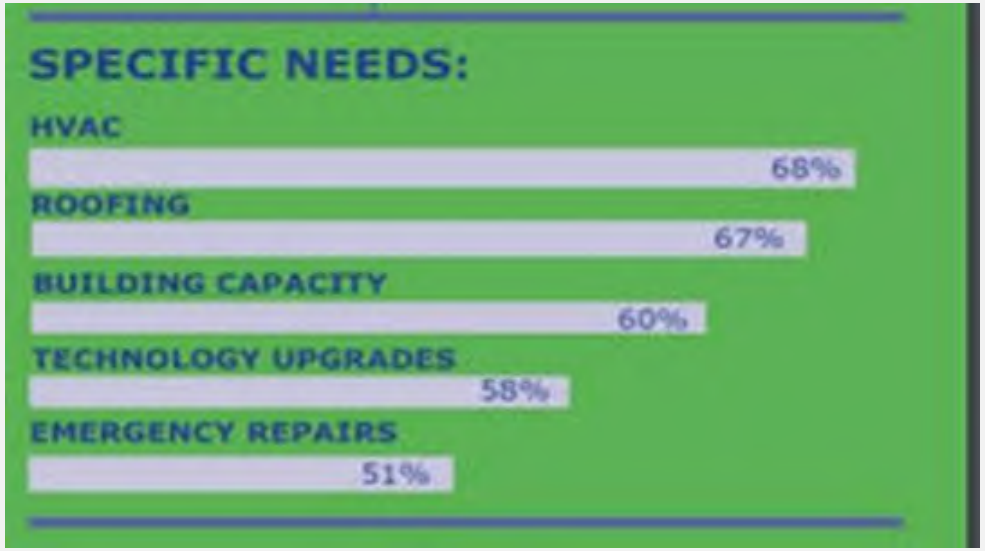
Group A
Ashley Falls
Sage Canyon
Sycamore Ridge
Ocean air
Group B
Torrey Hills
Group C
Del Mar Heights
Del Mar Hills
Group D
Carmel Del Mar

DEL MAR UNION SCHOOL DISTRICT
Facilities Master Plan
LPA

DEVELOPMENT OF A MASTER PLAN: FACILITIES ASSESSMENT

- Identify Modernization Needs:
  - Roofing
  - Concrete
  - Fencing
  - Safety & Security
  - Maintenance and Upgrades
  - Reorganization of Spaces

- Renovation Needs
  - Technology
  - Grounds
  - Infrastructure

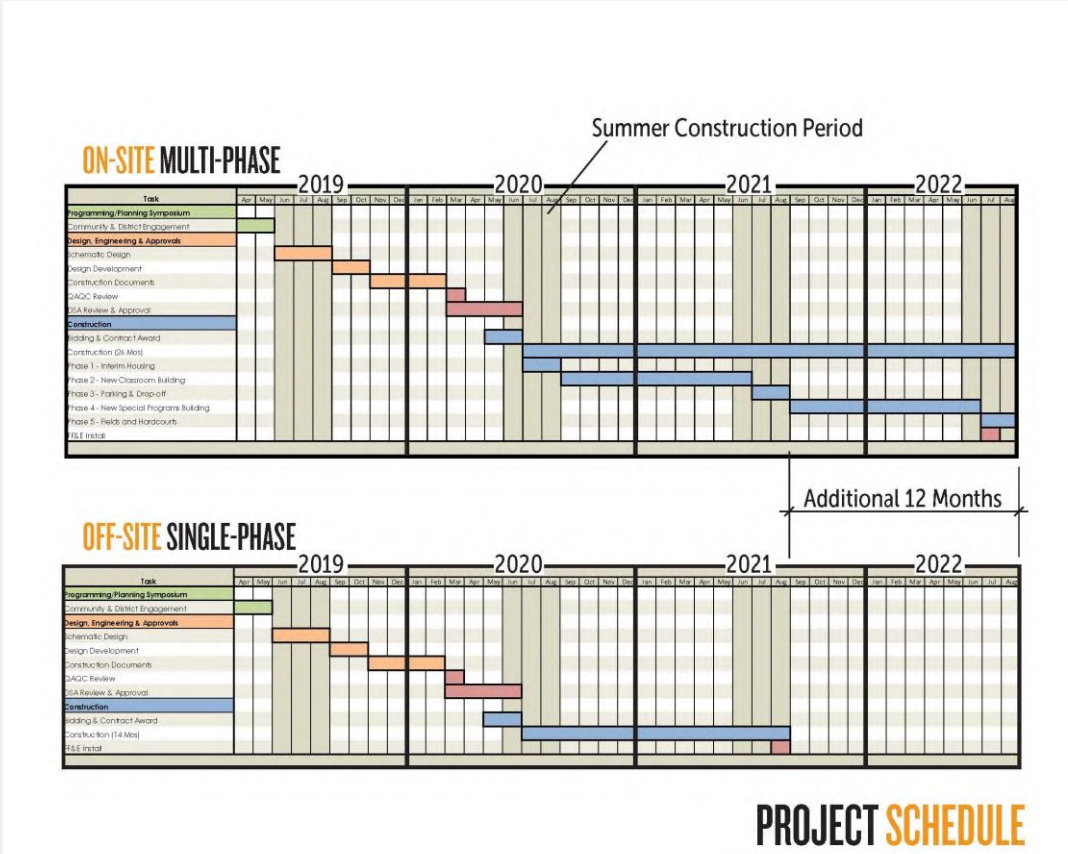


DEVELOPMENT OF A MASTER PLAN: FACILITIES ASSESSMENT

- Identify Support Facility Needs
  - District Office Operations
  - Transportation / Garage
  - Food Services
  - Purchasing / Warehouse
  - Maintenance / Grounds / Custodial

DEVELOPMENT OF A MASTER PLAN: TIMELINES AND FUNDING

- Timelines / Phasing:
  - Identify all Funding Available
  - Project Timelines
  - Establishing Priorities
  - Project Funding / Cash Flow
  - Project Phasing



DEVELOPMENT OF A MASTER PLAN: TIMELINES AND FUNDING

District Funding Sources, partial list

- 01 Routine Restricted Maintenance Funding
- 14 Deferred Maintenance, contributions
- 21 Building Fund, G.O. bond proceeds
- 25 Capital Fund, developer fees
- 35 County School Facilities Fund, state match
- 40 Special Reserve, redevelopment, other
- 45 Capital Fund, CFD/Mello Roos proceeds

DEVELOPMENT OF A MASTER PLAN: PLANNING

- Superintendent Facility Advisory Committee

OR

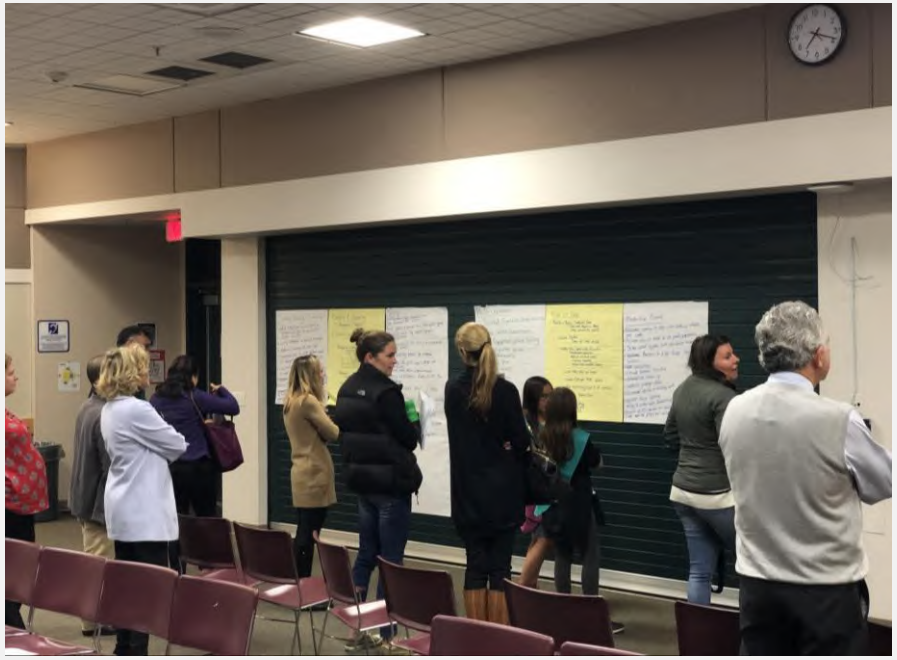
- FMP Development Team:
  - Business Office and the CBO
  - M & O Staff
  - Teachers
  - Classified Staff
  - School Site Administrators
  - Community Members
  - School Board Members
  - Parents

DEVELOPMENT OF A MASTER PLAN: FACILITES MASTER PLAN DMUSD

- 2014 – initial FMP developed
  - Comprehensive review of site needs
  - Prioritization of project type
  - Community process
- 2017 – FMP update
  - Reflection of changing District vision
  - Updated costs
  - Demonstration of need and work to be complete
- 2018 – FMP revised
  - 9th school added via community process and board approval

DEVELOPMENT OF A MASTER PLAN: FACILITES MASTER PLAN DMUSD

- November 2018, Measure MM passes
- FMP shows all work to be completed
- Board prioritization
  - Rebuild oldest school
  - Build new school
  - Work at all sites
  - Modernization based on age of site



PUTTING YOUR FMP INTO ACTION

PUTTING YOUR FMP INTO ACTION

- Prioritization
- Input and buy-in
- Capital Improvement Plan
  - Long-range planning
  - Long-range funding
  - Be sure to account for escalation
- Implementation

PRIORITIZATION

- Board Priorities
- Available Funds (and when they're available)
- Age of facilities
- Availability of matching funds (state money)
- Impact on teaching and learning
- Student population
- Health and Safety
- Security
- Equity

INPUT & BUY-IN

- District-specific – each district does this differently
- Community involvement in Master Plan development is key
- Site-based buy-in
  - Shovel-ready projects
  - Projects prioritized clearly
  - Projects done across the district (not concentrated)

CAPITAL IMPROVEMENT PLAN

- Master Plan implementation tool
- Long-range funding document
- Projects are scheduled throughout the course of the plan
  - Bond program
  - Long-range facilities planning
- Living document
- Communication Tool

THE CAPITAL IMPROVEMENT PLAN (CIP)

Purpose of the CIP

- Prioritized projects aligned with cash flow
- Assumptions regarding project costs
  - Hard Cost:
    - Facility Master Plan Estimates
    - Architect / Contractor Estimates
    - Final Contracted Amount
  - Soft Costs (design, inspection, testing, legal, program/project management)
  - Cost Escalation
  - Project Contingencies
  - Program Contingencies
  - District will continue to refine costs as more information becomes available

CAPITAL IMPROVEMENT PLAN

- Sharing with Board
- Sharing with Community
- What to communicate?
  - List of projects
  - Anticipated start / completion date
  - Funding sources (?) - especially important with a bond program
- How to communicate?
  - Board meetings
  - Site meetings
  - Website
  - Push communication
  - Local news media

THE CAPITAL IMPROVEMENT PLAN (CIP)

Del Mar Heights Rebuild

		Series A		Series B			
		2019-20	2020-21	2021-22	2022-23	2023-24	Total
SOURCES OF FUNDS							
Beginning Balance			$ 40,950,000	$ -	$ -	$ -	
GO Bond, Measure MM	$ 55,412,500	$ 45,175,000		$ 10,237,500			$ 55,412,500
Annual Cash Flow	$ 55,412,500	$ 45,175,000	$ -	$ 10,237,500	$ -	$ -	$ 55,412,500
USES OF FUNDS	Cost Est. as of June 2019			*Opening in 2021*			
Construction Costs	$ 42,625,000	$ 3,250,000	$ 31,500,000	$ 7,875,000			$ 42,625,000
Soft Costs 30.0%	$ 12,787,500	$ 975,000	$ 9,450,000	$ 2,362,500			$ 12,787,500
Total Estimated Cost	$ 55,412,500	$ 4,225,000	$ 40,950,000	$ 10,237,500	$ -	$ -	$ 55,412,500
Ending Balance		**$ 40,950,000**	$ -	$ -	$ -	$ -	

THE CAPITAL IMPROVEMENT PLAN (CIP)

East Pacific Highlands Ranch

		Series A		Series B			
		2019-20	2020-21	2021-22	2022-23	2023-24	Total
SOURCES OF FUNDS							
Beginning Balance			$ 26,000,000	$ -	$ -	$ -	
GO Bond, Measure MM	$ 22,648,362	$ 4,650,000		$ 17,998,362			$ 22,648,362
CFD 99-1	$ 26,200,000	$ 26,200,000					$ 26,200,000
CFD 95-1	$ 5,900,000			$ 5,900,000			$ 5,900,000
Excess SPT Balance CFD 99-1	$ 10,039,699	$ 7,650,000		$ 2,389,699			$ 10,039,699
Excess SPT Balance CFD 95-1	$ 3,611,939			$ 3,611,939			$ 3,611,939
Annual Cash Flow	$ 68,400,000	$ 38,500,000	$ -	$ 29,900,000	$ -	$ -	$ 68,400,000
USES OF FUNDS	Cost Est. as of June 2019			*Opening in 2022*			
Land	$ 10,000,000	$ 10,000,000					$ 10,000,000
Construction Costs	$ 44,900,000		$ 20,884,000	$ 24,016,000			$ 44,900,000
Soft Costs 30.0%	$ 13,500,000	$ 2,500,000	$ 5,116,000	$ 5,884,000			$ 13,500,000
Total Estimated Cost	$ 68,400,000	$ 12,500,000	$ 26,000,000	$ 29,900,000	$ -	$ -	$ 68,400,000
Ending Balance		**$ 26,000,000**	$ -	$ -	$ -	$ -	

THE CAPITAL IMPROVEMENT PLAN (CIP)

All Other Schools

		Series A		Series B			Series C-D	
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-30	Total
SOURCES OF FUNDS								
Beginning Balance			**$ 1,000,000**	**$ 1,000,000**	**$ 8,316,065**	**$ 4,481,562**	**$ 2,405,436**	
GO Bond, Measure MM	$ 106,096,166	$ 5,000,000		$ 13,764,138			$ 87,332,028	$ 106,096,166
Annual Cash Flow	$ 106,096,166	$ 5,000,000	$ -	$ 13,764,138	$ -	$ -	$ 87,332,028	$ 106,096,166
USES OF FUNDS [1]	Cost Est. as of April 2018 [2]							
Immediate Projects: Ashley Falls, Carmel Del Mar, Del Mar Hills, Ocean Air, Sage Canyon, Sycamore Ridge, Torrey Hills	$ 4,000,000	$ 4,000,000						$ 4,000,000
Carmel Del Mar: Deferred Maintenance, Modernization	$ 5,570,968			$ 6,448,073				$ 6,448,073
Del Mar Hills: Deferred Maintenance	$ 3,185,492				$ 3,834,503			$ 3,834,503
Ashley Falls: Deferred Maintenance	$ 1,658,394					$ 2,076,126		$ 2,076,126
Remaining Deferred Maintenance	$ 3,897,210						$ 5,870,523	$ 5,870,523
Remaining Modernization [3]	$ 36,767,359						$ 51,407,265	$ 51,407,265
Solar Allowance	$ 6,000,000						$ 6,000,000	$ 6,000,000
Tech, Front Office, Covered Dining	$ 8,356,627						$ 13,075,337	$ 13,075,337
Play Improvements	$ 12,117,993						$ 19,010,807	$ 19,010,807
Total Estimated Cost	$ 81,554,044	$ 4,000,000	$ -	$ 6,448,073	$ 3,834,503	$ 2,076,126	$ 95,363,932	**$ 111,722,634**
Ending Balance		**$ 1,000,000**	**$ 1,000,000**	**$ 8,316,065**	**$ 4,481,562**	**$ 2,405,436**	**$ (5,626,468)**	

Rough Order of Magnitude Estimate for State Facility Program Funding $ 8,000,000

[1] The costs in this chart include hard construction costs and soft costs
[2] 2018 DMUSD Facility Master Plan
[3] **In additional to the projects listed above for Ashley Falls, Carmel Del Mar, and Del Mar Hills for Series A & B, Ocean Air, Sage Canyon, Sycamore Ridge, and Torrey Hills will receive major modernization through Series C and D bonds.**

IMPLEMENTATION

- Prioritized projects
- Track funding and expenditures
- Update planning for funding and expenditures
- Data to support decisions and updates

SUMMARY

- Long-range Facilities Master Planning
  - Development
  - In practice
- Putting your Facilities Master Plan into Action
  - Prioritization
  - Input and buy-in
  - Capital Improvement Plan
  - Implementation

THANK YOU!