4 Capital Improvement Plan

4.1 TOTAL CAPITAL NEEDS

This section summarizes total capital needs identified by the district, addressing growth, renewal of existing facilities, technology, and educational and programmatic requirements.

The evaluation identified about $1,600,000,000 in long-range facility needs (escalated to 2010/11 dollars). The 1999 condition assessment work focused on the then existing state of the facilities and associated site areas. As part of the 1999-2000 work, facility and site standards were drafted, but not generally applied to the schools to determine capital projects. In 2002, prior to the Measure I program determination, the unofficial standards were applied using only partial school feedback data. This 2005-06 FMP evaluation allowed for all facility and site program requirements to be applied as part of the assessment process. When the expanded project list was combined with an unusual inflationary period not seen in half a century, the value of the capital need in the district burgeoned.

This Capital Improvement Plan section presents an overview of the make-up of the information gathered. It also discusses ways in which it can be sorted to understand thousands of lines of project data, and ways in which the projects can be grouped to assist in making educational, operational, or capital decisions. As discussed in Section 1.2 Process, after the data was gathered, it was described, estimated, and coded. The data was then submitted to the schools for review. The sub-sections that follow are:

- 4.2 - Cost escalation explanation
- 4.3 - Capital improvement values by site
- 4.4 - Capital project data coding systems
- 4.5 - Priorities set by schools
- 4.6 - Priorities by project groupings
- 4.7 - Capital program issues
- 4.8 - Capital program funding
- 4.9 - Capital program strategies

4.2 CAPITAL PROGRAM OVERVIEW (COST CHANGES 2000 - 2006 - 2010)

Note: because the FMP is intended to be a living document, values may change as the district reviews the data and reassesses priorities.

In 2002, the Measure E and I bond programs were not developed with the expectation of a radical change in inflation rates. Between 2003 and 2006, the rise in the cost of labor, scarcity of materials, and high demand (with limited supply) in a booming development market increased the cost of some systems from 40% to 60%, equating to over 100% for some building types, depending on the time and

type of construction. This increase escalated the value of the 2002 identified capital needs from $594,000,000 to about $1,035,535,000 before modernization reduced the value. The 2006 value of the work identified in this FMP is $1,210,600,000. Since the next probable bond program is in 2008, the target year of 2010/11 was selected to establish mid-FMP term inflation values as a contingency for the funding program. To reach this target year value, a 1.321 multiplier was applied to all 2006 costs, thereby generating the FMP's total value of work at about $1,600,000,000. The multiplier is a reaction to the unusual construction history in California in the last four years and the trend that when prices rise they rarely fall, but instead their rate of inflation slows or flattens.

This section is an overview of the FMP capital program.

4.3 CAPITAL PROGRAM OVERVIEW (BY SCHOOL/SITE)

Exhibit 4-1 shows the total estimated need for each facility, including the proposed new facilities. The dollar value for each school represents the total anticipated costs of improvements identified in the evaluation process (the list is not ordered by priority). A large value does not always equate to a poor score, but indicates that the building needs significant additions and/or many areas of the school need significant changes.

Generally, decisions relating to projects are not made solely by site unless they are for new construction or replacement work. All district facilities are covered, including new work being proposed for consideration. The proposed "new" facilities in this plan are:

- New South ES 1 in the Delta Shores area proposed for 2012 if development in Delta Shores actually begins shortly
- New South ES 2 in a similar area by years 2016-18 if the advertised build-out occurs
- New South Small HS in the out years after 2015 to allow choice and provide relief to JFK HS and LB HS when they begin to grow again then
- New Central City ES 1 to allow Washington, Jedediah Smith, and William Land ES to remain within their capacities as the Railyards, Docks, and Towers developments grow
- New Central City ES 2 (feasibility study only)
- Consent Decree High School for the former Sacramento HS area
- Expansion of America's Choice program for 6-7-8th grades
- Early Intervention Centers for Autistic Children (two)
- Life Skills/Training/Transition Program Center (one center)

Exhibit 4-1

Comparison of CIP $ Values by Site

This chart illustrates the current identified total capital improvement values for district facilities, first by location number and then by dollar value, least to greatest.

The values are 2010 dollars with a built-in contingency. The value of improvements does not always reflect a low score. More than half of the capital improvements identified were for programmatic space changes or additions. It is not necessary to implement this category of work, unless the lack of program improvement inhibits the mission of the school or administrative site.

The large "District" line item refers to recommendations for annual recurring funds for computer renewal, maintenance materials, library books, school buses, etc. See explanation to follow.

Loc #	School	Project Budget
4	Alice Birney Elementary School	$9,276,003
10	A. M. Winn Elementary School	$13,378,133
17	Bear Flag Elementary School	$12,497,727
24	Bowling Green Charter Elementary School	$12,520,215
29	Bret Harte Elementary School	$12,890,903
32	Caleb Greenwood K-8 School	$13,294,777
35	Camellia Basic Elementary School	$8,834,786
37	Caroline Wenzel Elementary School	$7,827,402
40	Clayton B. Wire Elementary School	$11,811,772
43	Collis P. Huntington Elementary School	$11,317,868
59	David Lubin Elementary School	$14,174,464
95	Earl Warren Elementary School	$14,472,587
97	Abraham Lincoln Elementary School	$9,787,587
98	Cesar E. Chavez Elementary School	$2,957,941
100	Edward Kemble Elementary School	$15,382,350
101	Susan B. Anthony Elementary School	$12,634,246
104	Elder Creek Elementary School	$18,037,052
108	Ethel I. Baker Elementary School	$16,095,873
110	Ethel Phillips Elementary School	$15,481,423
111	Marian Anderson Elementary School	$7,517,233
114	Freeport Elementary School	$12,510,986
117	Father Keith B. Kenny Charter Elementary	$6,721,625
122	Fruit Ridge Elementary School	$16,192,241
130	Golden Empire Elementary School	$12,641,023
138	Martin Luther King, Jr. K-8 School	$17,324,274
139	H. W. Harkness Elementary School	$11,831,731
142	Hollywood Park Elementary School	$12,265,063
144	Hubert H. Bancroft Elementary School	$12,474,753
146	Isador Cohen Elementary School	$8,488,786
148	Jedediah Smith Elementary School	$14,789,194
151	Leonardo da Vinci K-8 School	$16,919,559
153	John Bidwell Elementary School	$12,569,064
163	John Cabrillo Elementary School	$15,539,447
168	John D. Sloat Basic Elementary School	$11,965,819
173	John Morse Waldorf K-8 School	$17,397,752
178	Success Academy K-8 School (8th and V St. facility needs)	$10,718,650
183	Joseph Bonnheim Elementary School	$14,646,192
184	Language Academy Charter Elementary	$1,729,076
223	Maple Elementary School	$9,802,241
229	Mark Hopkins Elementary School	$11,103,275
235	Mark Twain Elementary School	$12,969,877
242	Matsuyama Elementary School	$5,700,213
255	St. HOPE Public School 7	$23,411,223
262	Nicholas Elementary School	$13,191,045
265	Oak Ridge Elementary School	$16,337,620
267	O. W. Erlewine Elementary School	$12,886,475
269	Pacific Elementary School	$16,736,094
272	Parkway Elementary School	$12,888,494
277	Peter Burnett Elementary School	$11,930,324
282	Phoebe Hearst Basic Elementary School	$13,060,578
284	Lisbon Elementary School	$12,263,267
285	Pony Express Elementary School	$12,711,360
300	Crocker/ Riverside Elementary School	$7,281,287
305	James W. Marshall Elementary School	$7,662,430
327	Sequoia Elementary School	$10,600,265
350	Genevieve Didion K-8 School	$12,408,271
354	Sutterville Elementary School	$14,486,332
359	Tahoe Elementary School	$12,427,102
363	Theodore Judah Elementary School	$11,010,740
375	Thomas Jefferson Elementary School	$10,994,786
379	Washington Elementary School	$5,382,802
384	William Land Elementary School	$8,330,253
390	Woodbine Elementary School	$13,797,077
391	Edward Kelley School	$503,139
410	Albert Einstein Middle School	$10,730,170
415	California Middle School	$11,342,099
420	Charles M. Goethe Middle School	$20,504,420
431	Fern Bacon Basic Middle School	$17,756,780
445	John H. Still Center K-8 School	$15,816,098
450	Kit Carson Middle School	$20,230,041
480	Sam Brannan Middle School	$16,774,311
490	Sutter Middle School	$22,917,851
495	Will C. Wood Middle School	$19,197,062
505	America's Choice Charter High School	$4,297,588
510	C. K. McClatchy High School	$53,271,866
515	Genesis Charter High School	$2,626,649
520	Hiram W. Johnson High School	$51,818,338
521	Hiram W. Johnson West Campus High School	$31,403,980
522	Family Education Center	$161,164
525	John F. Kennedy High School	$47,947,494
530	Luther Burbank High School	$69,801,117
535	New Technology Charter High School	$6,097,310
540	Rosemont High School	$21,343,113
550	Sacramento Charter High School	$27,711,487
560	Old Marshall School (Adult Ed)	$9,121,162
561	MET Sacramento Charter High School (Funded pending design)	$0
570	American Legion Continuation High School	$12,239,187
571	Capital City Independent Study School	$240,079
572	Capital City Child Development Center	$0
580	A. Warren McClaskey Adult Center	$10,892,625
593	Charles A. Jones Skills Center (Adult Ed)	$1,562,880
594	Fremont School for Adults	$11,454,683
595	Florin Technology Education Center (Adult Ed)	$10,691,467
700	Arthur A. Benjamin Health Professions HS	$0
702	New South Area Elementary School (Under construction in 2006)	$0
703	Waldorf Social Justice High School (Funded pending design)	$0
706	Science and Engineering High School (Funded pending design)	$0
707	Consent Decree High School (Under study in 2006)	$11,690,850
708	Special Education Therapy Center (at Marian Anderson)	$0
709	Future Special Education Early Intervention for Autistic	$6,901,267
710	Future Special Education Life Skills / Training Centers	$2,156,377
711	Future New South ES 1	$29,901,184
712	Future New South ES 2	$30,962,942
713	Future New Small HS - South	$22,588,551
714	Future New Central City ES 1	$29,469,760
715	Future New Central City ES 2	$41,813
800	District (10 years of district-wide funds and one time needs)	$133,694,364
801	Operations / Maintenance Support Services	$12,779,565
802	16th and N Admin Complex	$2,284,162
825	Serna Center	$1,771,043
830	Warehouse / Print Shop / Nutrition Services	$5,553,480
844	Transportation and Grounds Complex	$14,704,559
	Total of Project Budgets	$1,599,243,088

Loc #	School	Project Budget
561	MET Sacramento Charter High School (Funded pending design)	$0
572	Capital City Child Development Center	$0
700	Arthur A. Benjamin Health Professions HS	$0
702	New South Area Elementary School (Under construction in 2006)	$0
703	Waldorf Social Justice High School (Funded pending design)	$0
706	Science and Engineering High School (Funded pending design)	$0
708	Special Education Therapy Center (at Marian Anderson)	$0
715	Future New Central City ES 2	$41,813
522	Family Education Center	$161,164
571	Capital City Independent Study School	$240,079
391	Edward Kelley School	$503,139
593	Charles A. Jones Skills Center (Adult Ed)	$1,562,880
184	Language Academy Charter Elementary	$1,729,076
825	Serna Center	$1,771,043
710	Future Special Education Life Skills / Training Centers	$2,156,377
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515	Genesis Charter High School	$2,626,649
98	Cesar E. Chavez Elementary School	$2,957,941
505	America's Choice Charter High School	$4,297,588
379	Washington Elementary School	$5,382,802
830	Warehouse / Print Shop / Nutrition Services	$5,553,480
242	Matsuyama Elementary School	$5,700,213
535	New Technology Charter High School	$6,097,310
117	Father Keith B. Kenny Charter Elementary	$6,721,625
709	Future Special Education Early Intervention for Autistic	$6,901,267
300	Crocker/ Riverside Elementary School	$7,281,287
111	Marian Anderson Elementary School	$7,517,233
305	James W. Marshall Elementary School	$7,662,430
37	Caroline Wenzel Elementary School	$7,827,402
384	William Land Elementary School	$8,330,253
146	Isador Cohen Elementary School	$8,488,786
35	Camellia Basic Elementary School	$8,834,786
560	Old Marshall School (Adult Ed)	$9,121,162
4	Alice Birney Elementary School	$9,276,003
97	Abraham Lincoln Elementary School	$9,787,587
223	Maple Elementary School	$9,802,241
327	Sequoia Elementary School	$10,600,265
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410	Albert Einstein Middle School	$10,730,170
580	A. Warren McClaskey Adult Center	$10,892,625
375	Thomas Jefferson Elementary School	$10,994,786
363	Theodore Judah Elementary School	$11,010,740
229	Mark Hopkins Elementary School	$11,103,275
43	Collis P. Huntington Elementary School	$11,317,868
415	California Middle School	$11,342,099
594	Fremont School for Adults	$11,454,683
707	Consent Decree High School (Under study in 2006)	$11,690,850
40	Clayton B. Wire Elementary School	$11,811,772
139	H. W. Harkness Elementary School	$11,831,731
277	Peter Burnett Elementary School	$11,930,324
168	John D. Sloat Basic Elementary School	$11,965,819
570	American Legion Continuation High School	$12,239,187
284	Lisbon Elementary School	$12,263,267
142	Hollywood Park Elementary School	$12,265,063
350	Genevieve Didion K-8 School	$12,408,271
359	Tahoe Elementary School	$12,427,102
144	Hubert H. Bancroft Elementary School	$12,474,753
17	Bear Flag Elementary School	$12,497,727
114	Freeport Elementary School	$12,510,986
24	Bowling Green Charter Elementary School	$12,520,215
153	John Bidwell Elementary School	$12,569,064
101	Susan B. Anthony Elementary School	$12,634,246
130	Golden Empire Elementary School	$12,641,023
285	Pony Express Elementary School	$12,711,360
801	Operations / Maintenance Support Services	$12,779,565
267	O. W. Erlewine Elementary School	$12,886,475
272	Parkway Elementary School	$12,888,494
29	Bret Harte Elementary School	$12,890,903
235	Mark Twain Elementary School	$12,969,877
282	Phoebe Hearst Basic Elementary School	$13,060,578
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100	Edward Kemble Elementary School	$15,382,350
110	Ethel Phillips Elementary School	$15,481,423
163	John Cabrillo Elementary School	$15,539,447
445	John H. Still Center K-8 School	$15,816,098
108	Ethel I. Baker Elementary School	$16,095,873
122	Fruit Ridge Elementary School	$16,192,241
265	Oak Ridge Elementary School	$16,337,620
269	Pacific Elementary School	$16,736,094
480	Sam Brannan Middle School	$16,774,311
151	Leonardo da Vinci K-8 School	$16,919,559
138	Martin Luther King, Jr. K-8 School	$17,324,274
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104	Elder Creek Elementary School	$18,037,052
495	Will C. Wood Middle School	$19,197,062
450	Kit Carson Middle School	$20,230,041
420	Charles M. Goethe Middle School	$20,504,420
540	Rosemont High School	$21,343,113
713	Future New Small HS - South	$22,588,551
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255	St. HOPE Public School 7	$23,411,223
550	Sacramento Charter High School	$27,711,487
714	Future New Central City ES 1	$29,469,760
711	Future New South ES 1	$29,901,184
712	Future New South ES 2	$30,962,942
521	Hiram W. Johnson West Campus High School	$31,403,980
525	John F. Kennedy High School	$47,947,494
520	Hiram W. Johnson High School	$51,818,338
510	C. K. McClatchy High School	$53,271,866
530	Luther Burbank High School	$69,801,117
800	District (10 years of district-wide funds and one time needs)	$133,694,364
	Total of Project Budgets	$1,599,243,088

Exhibit 4-2
Capital Improvement Project Distribution Chart by Coding Classification

This chart illustrates the distribution of the work identified in the evaluations. Like the dollar improvements by school in the prior table, the dollar values are escalated to 2010 to accommodate the influence of a growing economy on capital assets.

Codes	Elementary / K-8 Schools	Middle Schools	High Schools	Alternative/ Adult Ed./Spec.Ed Schools	Administration / Support	Totals
Category Code						
1. Growth	$ 90,375,699	$ -	$ 22,588,551	$ -	$ -	$ 112,964,251
2. Educational/Programmatic	$ 344,256,071	$ 44,248,131	$ 169,805,327	$ 23,803,012	$ 19,711,349	$ 601,823,890
3. Health/Safety	$ 30,425,255	$ 11,446,065	$ 9,977,880	$ 675,550	$ 16,780,278	$ 69,305,028
4. Facility Renewal	$ 335,870,954	$ 80,173,253	$ 150,069,069	$ 21,046,446	$ 10,708,721	$ 599,563,644
5. Educational Support	$ 1,060,400	$ -	$ -	$ -	$ 67,167,094	$ 68,227,493
6. Code Compliance	$ 1,209,868	$ 1,877,820	$ 811,712	$ 12,104,789	$ 9,354,059	$ 25,358,248
7. Maintenance	$ -	$ -	$ -	$ -	$ 46,796,621	$ 46,796,621
8. ADA Compliance	$ 2,099,699	$ 553,032	$ 679,677	$ 1,247,975	$ 269,051	$ 4,849,433
9. Portable Renewal	$ 65,990,800	$ 1,154,434	$ 3,209,247	$ -	$ -	$ 70,354,481
Total	$ 871,288,746	$ 139,452,735	$ 357,141,463	$ 58,877,771	$ 170,787,172	$ 1,599,243,088
Type 1 Code						
1. New School	$ 76,946,102	$ -	$ 36,309,645	$ 9,057,645	$ -	$ 122,313,392
2. Addition	$ 368,527,740	$ 31,908,947	$ 78,116,737	$ 18,511,747	$ 26,000,644	$ 524,391,667
3. Portable	$ 10,121,806	$ 1,154,434	$ -	$ 634,418	$ -	$ 11,910,657
4. Renovation	$ 95,737,594	$ 35,232,847	$ 86,125,456	$ 12,338,434	$ 1,816,330	$ 231,250,660
5. Refurbishing	$ 115,872,475	$ 33,741,640	$ 63,759,835	$ 4,362,222	$ 21,619,364	$ 239,355,536
6. Site Improvement	$ 128,651,235	$ 19,808,345	$ 59,181,817	$ 2,868,442	$ 5,191,227	$ 215,701,066
7. School Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
8. Cyclical Renewal	$ 58,937,024	$ 15,346,296	$ 29,490,157	$ 11,053,753	$ 52,483,868	$ 167,311,098
9. Replacement	$ -	$ -	$ -	$ -	$ 46,331,354	$ 46,331,354
10. Closure	$ -	$ -	$ -	$ -	$ -	$ -
11. Site Acquisition	$ 13,387,783	$ -	$ 2,267,344	$ -	$ 4,458,465	$ 20,113,593
12. Planning/Study/Design	$ 140,114	$ 41,852	$ 72,469	$ -	$ 3,294,397	$ 3,548,832
13. Other	$ 373,381	$ 1,775,820	$ 1,155,875	$ -	$ -	$ 3,305,076
14. Engineering Studies	$ 121,399	$ -	$ -	$ -	$ -	$ 121,399
15. Technology Infrastructure	$ 2,715,010	$ 442,555	$ 662,129	$ 51,112	$ 9,591,522	$ 13,462,328
Total	$ 871,658,095	$ 139,452,735	$ 357,141,463	$ 58,877,771	$ 170,787,172	$ 1,599,243,088
Type 2 Code						
A. Systems	$ 87,251,937	$ 22,164,569	$ 45,711,840	$ 19,097,348	$ 68,727,814	$ 242,953,508
B. Code Issues	$ 985,322	$ 571,872	$ -	$ 4,307,321	$ 9,331,280	$ 15,195,795
C. Interior	$ 151,125,408	$ 51,318,313	$ 88,240,695	$ 5,578,500	$ 12,338,113	$ 308,601,028
D. Exterior	$ 28,642,148	$ 9,972,196	$ 10,294,747	$ 2,402,181	$ 2,462,137	$ 53,773,410
E. Site	$ 131,032,741	$ 18,885,865	$ 59,648,964	$ 2,621,713	$ 3,199,373	$ 215,388,656
F. Educational/Programmatic	$ 447,502,454	$ 33,451,349	$ 147,112,327	$ 24,049,499	$ 21,442,599	$ 688,083,513
G. Miscellaneous	$ 25,118,085	$ 3,088,570	$ 6,132,890	$ 821,211	$ 40,086,423	$ 75,247,179
Total	$ 871,658,095	$ 139,452,735	$ 357,141,463	$ 58,877,771	$ 157,587,740	$ 1,599,243,088
Priority Code						
1. Priority 1	$ 408,934,789	$ 74,002,146	$ 161,512,693	$ 16,444,607	$ 20,775,544	$ 681,669,780
2. Priority 2	$ 369,351,498	$ 60,640,910	$ 154,126,770	$ 21,963,967	$ 10,620,054	$ 618,029,051
3. Priority 3	$ 63,779,336	$ 4,809,680	$ 21,180,793	$ 14,433,770	$ 13,072,784	$ 117,276,363
4. Priority 4	$ 29,550,659	$ -	$ -	$ 6,035,427	$ -	$ 35,586,085
5. Priority 5	$ 41,813	$ -	$ 20,321,207	$ -	$ -	$ 20,363,021
6. Priority 6 - Annual Allocation	$ -	$ -	$ -	$ -	$ 126,318,789	$ 126,318,789
Total	$ 871,658,095	$ 139,452,735	$ 357,141,463	$ 58,877,771	$ 170,787,172	$ 1,599,243,088

- In addition to these noted new facilities located on their own site or site area, 15 proposed pre-kindergarten program additions for existing schools

There are also sites recommended for removal and/or replacement. Three of them are coded for health / safety:

- Replace the transportation and grounds complex (Muddox facility at the district Redding site)
- Replace the east wing of the maintenance shops area (operations maintenance support site)
- Demolish the 16th and N complex and develop for uses other than as a school

Two facilities, Oak Ridge and St. Hope PS-7, scored lower than desired and should be studied for replacement or significant renovation.

Schools funded under current capital strategy but not constructed are listed, but show zero dollars. Once the schools are open, they can be assessed and added to the capital program for items that might not be addressed due to budget constraints or construction climate.

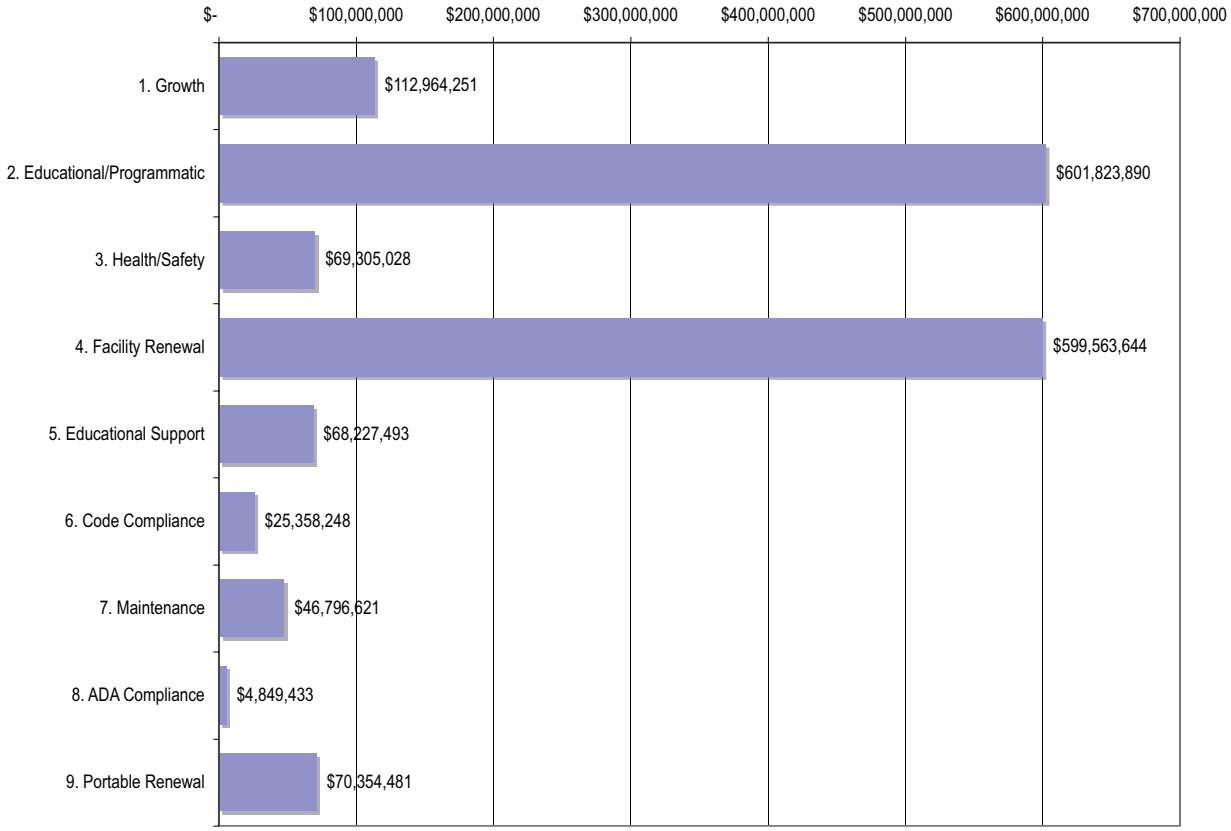
This section identifies the general use of coding to understand the FMP.

4.4 CAPITAL PROGRAM OVERVIEW (DATA CODING SYSTEMS)

Section 6 Master Plan Support Material contains details for all projects. This section discusses capital improvement projects (CIPs) in general. Exhibit 4-2 summarizes the project data by coding system. Evaluation information can be represented according to the many coding avenues shown in the exhibit and explained in detail in Section 7. The four main coding systems are:

- Codes for CATEGORY of work define general work groups for determining whether facility renewal or new program space construction are the drivers for a district's capital planning discussion.
- Codes for TYPE 1 work groups identify more detailed work groups relating to subsets of the prior general categories.
- Codes for TYPE 2 work groups divide data into facility renewal work (systems, inside, outside), site work, and educational/programmatic needs that generate changes or additions to facilities.
- Codes by PRIORITY code reflect the opinion of the evaluator about the sequence of work; priority 1 projects should be completed before others. Schools were asked to prioritize their project lists. Their prioritization is discussed later.

Exhibit 4-3
Capital Improvement Project by Category



Category Codes

1 - Growth - Ten growth-related projects are discussed. Five of them are potential responses to "high" growth trends in specific areas that may or may not occur. Five are responses to program growth for students not yet served. All add capacity to the district in a planning period with little overall growth. These projects can be considered as placeholders for likely future need.

2 - Educational / Programmatic - This work category applies to space or site work that is reflected by the standards, but is currently nonexistent or substandard. Program space includes media centers, science labs, gyms, kitchens, classrooms, administration areas, etc.

3 - Health / Safety - This category mostly includes security, traffic related needs, and replacement of the Muddox Transportation Complex.

4 - Facility Renewal - These projects are the continuation of modernization work. The value reflects an aging inventory and to some extent, worn site elements. Modernization was sometimes underfunded and this renewal addresses the gap between work that could be done and work that was affordable. Modernization was well executed overall, and provides a good basis for future work.

5 - Educational Support - This category mostly includes district funds for bus replacement, computer replacement, books, and planning,

as well as an addition to the warehouse.

6 - Code Compliance - Most code issues were resolved by modernization. This category is for structure, a few fire systems, plumbing, elevators and additional restroom work.

7 - Maintenance - These projects fund supplies, irrigation time clocks, vehicles, supplements to the annual painting cycle, and mowing equipment.

8 - ADA Compliance - This work continues the nearly completed ADA work begun during modernization.

9 - Portable Renewal - These projects involve renovation, replacement of older units, and upgrading of modular building areas. With over 35% of classrooms in modular or portable construction, this line item will remain with the district in future planning cycles, since most modular/portable construction has a 20- to 25-year life span due to mold, dry rot, and wear. Newer unit installations with footings, drains and surrounding hard surface may help preserve modular units for a longer time (out to 30+ years) before replacement or renovation.

Type 1 Codes

0 - Issue: Issues identify concerns or options to consider when planning work at a site. They are not assigned dollar values in the FMP, but the description box on the project sheet often includes an estimate for the option or work.

1 - New Schools - Five "new" facilities are proposed in Section 4.3, introduction.

2 - Addition - These replace poor construction, and add new media centers, gyms, cafeterias, administration, labs, and classrooms.

3 - Portable - These projects involve renovation and upgrading of modular/portable areas.

4 - Renovation - These projects require significant changes to a building's interior spaces, exterior, and systems to meet standards.

5 - Refurbishing - This work is for surfaces, replacement of built-in equipment, minimal HVAC work, and minor changes to space.

6 - Site Improvement - These projects are for specific site-related work. Three major areas of impact are traffic-related and walk areas, grassed areas, and continued work on playground areas.

7 - School Improvement Projects - These projects have no dollar value. The code is used for a yearly capital allowance given to a school to build or purchase facility and site-related work. For example, each ES would receive $15,000, each MS $35,000 and each HS $90,000 every year.

8 - Cyclic Renewal - This category mostly applies to roofing and HVAC systems that have calculated life spans. With modernization, the roofing and HVAC systems were significantly upgraded. The

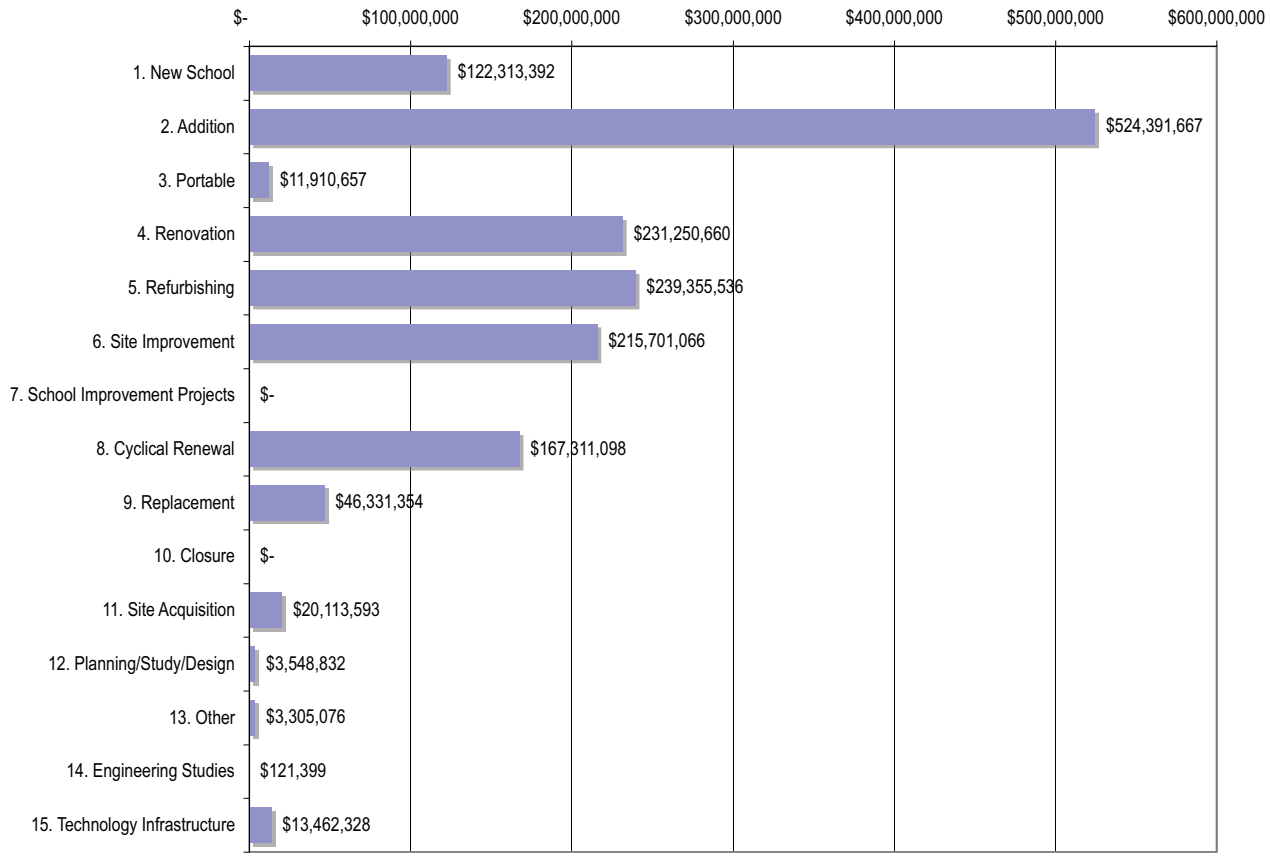
levels of upgrade varied due to budget, bid timing, and climate.

9 - Replacement - This code is primarily for the purchase of buses and library books.

10- Closure - This code results only from School Board action.

11- Site Acquisition - Land purchases in the Delta Shores and Central City areas of the district are anticipated if the developments are realized.

Exhibit 4-4
CIP Recommendations for Specific Type of Work Group (Type 1)



12- Planning / Studies / Design - This work includes miscellaneous structural and investigative studies, the continuation of site development master planning, and general district planning studies.

13- Williams Case - This category is for projects identified under the Williams Case inspections in 2005-06. Because the work varies yearly as projects are retired, values for this group of work will change.

14- Engineering Studies - Specific structural, testing services

15- Technology Infrastructure - This category includes security, intrusion, and radio systems upgrades around the district. School-based technology infrastructure was generally covered in modernization with E-Rate funding help. Some additional work is listed under school renovation work.

Type 2 Codes

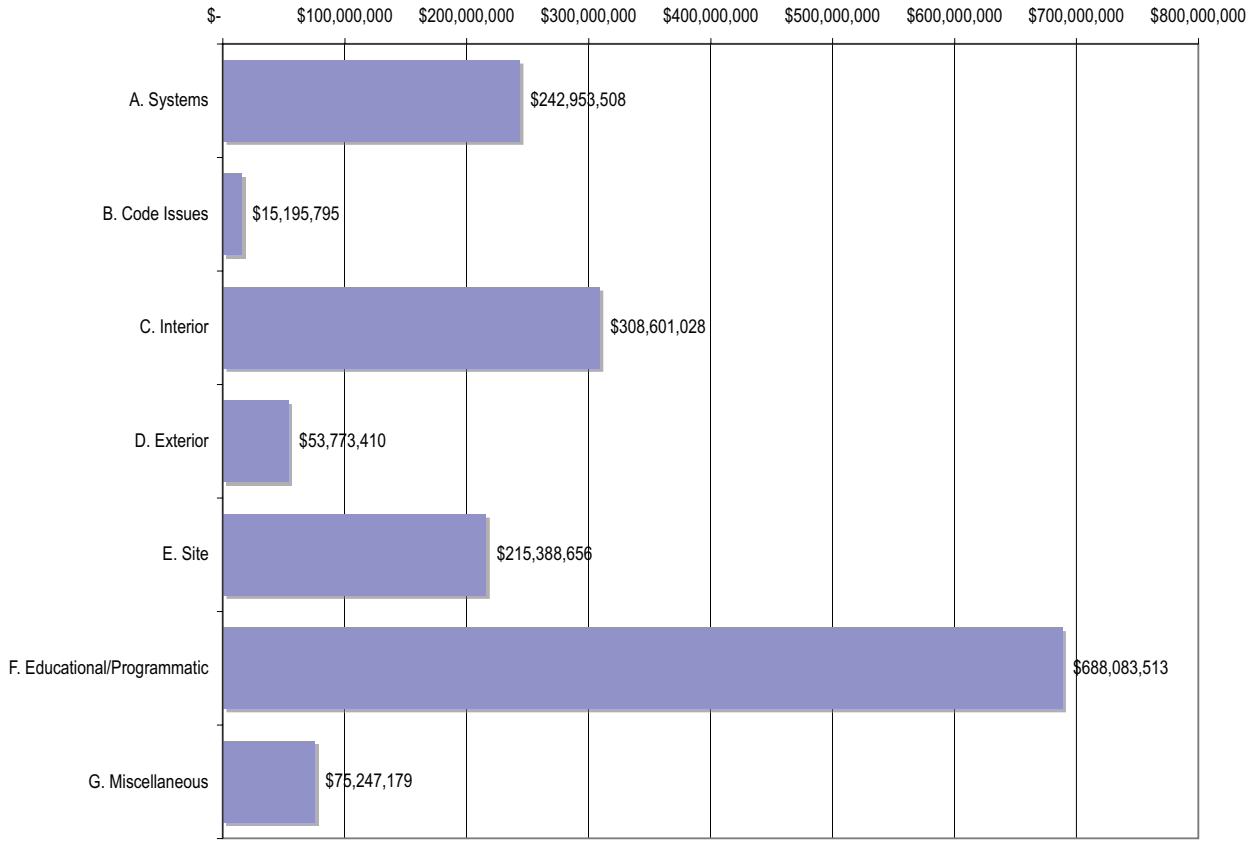
A - Systems - This code is to continue work on electrical, HVAC, and special systems, as well as to resolve some structural problems.

B - Code Issues - Work in this category was mostly done under modernization. Projects listed in the FMP address asbestos, ADA and some general codes. Many code issues are resolved by replacement of older elements or by additions and renovations.

C - Interior - This category provides information about the amount of work identified for the inside of buildings.

D - Exterior - This category provides information about the amount of work identified for outside elements of buildings.

Exhibit 4-5
CIP Recommendations for Specific Type of Work Group (Type 2)



E - Site - These projects address paving, landscaping, irrigation issues, drainage, playgrounds, security, and grassed area improvements.

F - Educational/Programmatic - This work involves new construction or changes to administration areas, classrooms, media centers, gyms, multipurpose rooms, kitchens, etc. to meet educational program needs. This number is different from the one associated with the CATEGORY code, since it can include site and interior projects required by site standards.

G - Miscellaneous - This work is for projects that have inside and/or

outside elements in general or that are too unique to classify, such as planning work, Williams Case projects, and District funds.

Priority Codes

The sequencing order, from 1-4, is designated by the evaluator. It is only an impression of work timing and does not represent an implementation plan. The schools were given the opportunity to prioritize their project lists, which will be discussed in the next section.

Priority 1- A large amount of identified work would significantly impact schools if completed first. It comprises about 50% of the CIPs. Projects identified by the schools as priorities are included in this group.

Priority 2 - It is recommended to do this work after the first group.

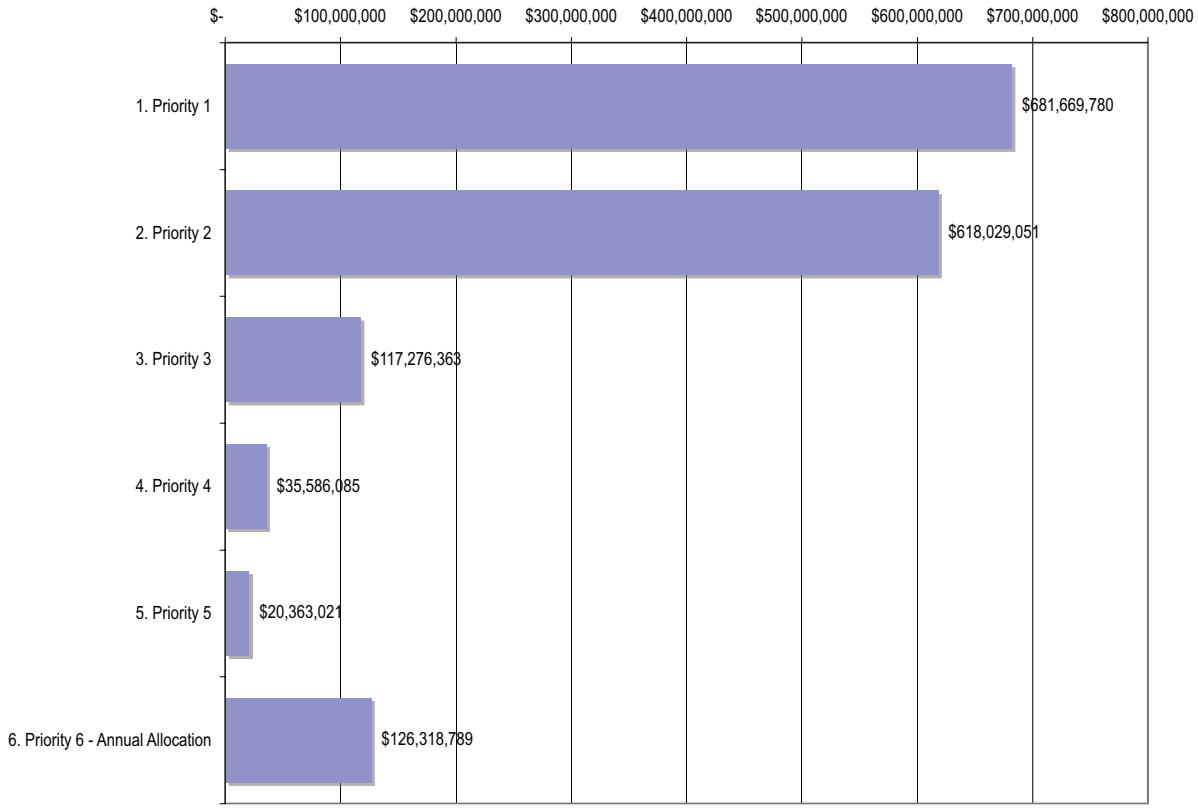
Priority 3 - Most of these projects are for work that is expected to be in poor condition after five to eight years or requires preliminary planning to support a project needed later.

Priority 4 - This category is needed at end of planning period.

Priority 5 - Generally for work that is unneeded in this planning period

Priority 6 - Annual Allocation - These funds are "cash flowed" yearly to purchase computers, books, and buses; to supplement maintenance supplies and equipment; to support painting, lead and HAZMAT programs; and to conduct planning studies.

Exhibit 4-6
CIP Recommendations for Sequencing of Work



This section identifies project groupings that should be considered on a districtwide basis rather than by school.

4.5 CAPITAL PROGRAM OVERVIEW (PRIORITIES SELECTED BY SCHOOLS)

Information can be considered from the perspective of priorities that the schools felt were important. Schools were asked to comment on and add to projects, and then note their top priorities. Fifty-three sites responded, designating the order of projects that would most impact their facility and students if they obtained funding. This response rate is high for most districts. The total value of the few priorities listed by the 53 sites is $274,000,000. Interpolating this number out to all sites, it is possible that $575,000,000 could be needed for consideration of a phased funding program.

Exhibit 4-7
Sample of 9 Schools
Priorities 1 through 4 only

IDNO	School	Project	School Priority	Total Project Budgets
004	Alice Birney Elementary School	Playground Improvements	1	$193,536
004	Alice Birney Elementary School	Plumbing Upgrades	2	$238,618
004	Alice Birney Elementary School	Drainage and Landscaping Improvements	3	$1,137,925
004	Alice Birney Elementary School	Structural Study	4	$6,975
Sub total				**$1,577,055**
017	Bear Flag Elementary School	Playground Improvements	1	$803,740
017	Bear Flag Elementary School	Parking Improvements	2	$401,287
017	Bear Flag Elementary School	Security Systems Installation	3	$51,112
017	Bear Flag Elementary School	Portable Replacement	4	$1,676,140
Sub total				**$2,932,279**
024	Bowling Green Charter Elementary School	Science / Performing Arts Addition	1	$2,503,234
024	Bowling Green Charter Elementary School	Student Drop-off and Pick-up Process	2	$709,830
024	Bowling Green Charter Elementary School	Kitchen Renovation	3	$473,187
024	Bowling Green Charter Elementary School	Drainage and Grassed Area Improvements	4	$624,535
Sub total				**$4,310,786**
029	Bret Harte Elementary School	Multipurpose / Kitchen Building Remodel	1	$867,564
029	Bret Harte Elementary School	Site / Fencing Improvements	2	$336,323
029	Bret Harte Elementary School	Play Area Improvements	3	$24,586
029	Bret Harte Elementary School	Roofing Improvements	4	$234,858
Sub total				**$1,463,331**
032	Caleb Greenwood K-8 School	Termite Problem	1	$436,546
032	Caleb Greenwood K-8 School	Construct a Media Center Addition / Renovation	2	$2,092,696
032	Caleb Greenwood K-8 School	Window Replacement	3	$924,716
032	Caleb Greenwood K-8 School	PE Teaching Space	4	$3,944,382
Sub total				**$7,398,340**
035	Camellia Basic Elementary School	Student Drop-off / Pick-up Process	1	$345,210
035	Camellia Basic Elementary School	Administration Addition / Renovation	2	$1,494,068
035	Camellia Basic Elementary School	Kitchen Renovation	3	$378,067
035	Camellia Basic Elementary School	Security Camera Installation	4	$51,112
Sub total				**$2,268,457**
040	Clayton B. Wire Elementary School	Administration Addition / Renovation	1	$1,175,892
040	Clayton B. Wire Elementary School	Kitchen Renovation	2	$508,345
040	Clayton B. Wire Elementary School	Multipurpose Building Upgrades	3	$795,355
040	Clayton B. Wire Elementary School	Replace Portable Classrooms	4	$670,456
Sub total				**$3,150,048**
043	Collis P. Huntington Elementary School	Continue HVAC / Plumbing Improvements	1	$160,091
043	Collis P. Huntington Elementary School	Clock System Upgrade	2	$92,470
043	Collis P. Huntington Elementary School	Construct a Media Center Addition / Renovation	3	$1,313,697
043	Collis P. Huntington Elementary School	Continue Electrical Improvements	4	$802,182
Sub total				**$2,368,440**
095	Earl Warren Elementary School	Replace Old Modulars	1	$2,365,898
095	Earl Warren Elementary School	Construct a Media Center	2	$2,019,076
095	Earl Warren Elementary School	Expand and Refurbish the Administration Area	3	$764,673
095	Earl Warren Elementary School	Develop an Outdoor Teaching Area	4	$102,039
Sub total				**$5,251,686**

4.6 CAPITAL PROGRAM OVERVIEW (PRIORITIES BY PROJECT GROUPINGS)

Several groupings of like projects could be handled as a work unit rather than by decisions on a site-by-site basis. If this approach is desired for improving schools, then we recommend that a specialist in a grouping's content or subject help prioritize the list of projects into a phased implementation. This second opinion would validate and adjust the data.

4.6.1 Discussion of Key Project Groups

The general groupings for discussion are:

- Districtwide treatment of flat, often boggy **GRASSED FIELDS** to develop a uniform system of upgrading turf, irrigation piping, controllers, and water metering
- Upgrades to **TECHNOLOGY** at the systems level to provide enhanced capability for district staff, teachers, and students
- **SPECIAL NEEDS STUDENTS** have three facility needs. The first facility, the Therapy Center, has been located by the Board at the Marian Anderson school site. However, two groups of students are underserved, due to growing numbers: autistic students, especially pre-kindergarten, and post high-school-aged students with disabilities.
- **DEMOLITION** and replacement facilities need to be considered. Most are health/safety projects and are therefore high priority. Conditions vary from poor to unsafe.
- **MEDIA CENTERS** with consideration of the implications of changing from a school "library" concept
- Providing **PROJECT LABS** at all school levels—this space type was suggested in the 2000 Concordia prototype standards as a multi-use space for teaching multiple classes or specialized tasks. Rosemont HS has a version of the project lab space in its classroom clusters.
- **KITCHENS** need to be improved due to the changing food delivery model, as well as many outdated spaces and equipment.
- **PRE-KINDERGARTEN** space proposed at 15 locations
- **ATHLETIC FIELDS MASTER PLAN** for middle and high schools includes a comprehensive analysis of the use of all sports-oriented grass fields in the district, improvement of tracks, and the creation of a second stadium complex.
- **GYMS** and associated spaces are addressed for K-8, and some middle and high schools
- The **MAINTENANCE** program is a critical element of any facility plan and has a mission to preserve the built assets of the

district, meet district goals for facility comfort and safety, and extend the life cycles of building systems. Funds for supplies, lead abatement, cyclical painting, clocks, intrusion systems, etc. would help to meet the mission.

- The following chart illustrates both code and similar project groupings and the number of sites impacted by the work.

Exhibit 4-8
Listing of Major Project Groups

Sample Sub-Categories of Information	Cost of Group	# Sites Affected
Health and Safety		
General -Traffic Safety, Special Systems, Condition Related Projects	$ 46,898,000	84
Transportation Complex Replacement (Offices,shops old grounds shop)	$ 14,704,000	1
Williams Case	$ 3,305,000	Vary
Security Systems	$ 4,398,000	53
Educational / Programmatic Area		
Media Centers	$ 130,103,000	70
Kindergarten / Early Childhood	$ 44,484,000	39
Science	$ 43,147,000	13
Kitchens / Cafeterias / Associated Areas	$ 58,006,000	74
Replace or Upgrade Modulars / Portables	$ 72,404,000	47
Project Labs	$ 83,861,000	59
Gymnasiums / PE Spaces	$ 72,074,000	18
Multipurpose Rooms	$ 24,842,000	30
Administration Areas at Schools	$ 74,567,000	60
Building Systems		
Electrical and Related Systems Priority 1	$ 45,553,000	66
Electrical and Related Systems Priority 2	$ 12,680,000	20
Clock System Upgrades	$ 3,203,000	20
Special Systems	$ 6,332,556	26
Renovation Areas		
Restrooms	$ 22,004,000	39
Kitchen renovation / refurbishing projects	$ 25,315,000	64
Site Improvements		
Upgrade Playgrounds	$ 14,228,000	36
Play Fields, Drainage, and Irrigation Upgrades	$ 50,828,000	66
Site Paving Projects Priority 1	$ 45,197,000	87
Site Paving Projects Priority 2	$ 11,167,000	62
Cyclical Renewal		
Roofing - Priority 1	$ 12,311,000	35
Roofing - Priority 2	$ 18,568,000	39
HVAC - Improvements continued Priority 1	$ 52,893,000	47
HVAC - Improvements continued Priority 2	$ 18,121,000	16
Proposed District Funds and Related Projects - annual allocations over 10 years		
Paint Shop Lead Management Program	$ 3,428,000	All
Paint Shop Annual School Painting Program	$ 10,647,000	All
Technology Department: Computer Refresh Program	$ 24,835,000	All
Transportation Department: Bus Replacement Fund	$ 25,699,000	All
Media Services: Book Purchase Fund	$ 7,279,000	All
Asbestos / HAZMAT Abatement Fund	$ 5,903,000	All
Maintenance Supplies Fund	$ 26,420,000	All

The District funds list is part of the funding identified for district programs or unique equipment requests that address facility-based improvements at nearly all sites over the ten-year period.

GRASSED FIELDS

Cultivated grass areas are an important part of the school program, life, and image. However, its impacts are labor intensive maintenance, required repairs, depletion of water resources, and it is often unusable in wet seasons. There are 320 acres of cultivated grass in fair to poor condition. The cost of recommendations for resolving poorly draining soil, grass and sprinkler systems problems range from about $37 to $51 million. At least 52 sites with combined domestic and irrigation water systems could be separated to achieve cost savings on usage billing. The costs are about $3,466,000 to separate water systems, including improvements to meters, pressure reduction devices, back-flow prevention, surface repair and main lines. The district could establish modem control of irrigation timers from a remote location to save water, especially in wet seasons. Expected cost would be $1,483,000. If mowing equipment were upgraded, then grass could be mowed to an optimal level, resulting in shorter watering time due to greater moisture retention. This purchase cost is about $662,000.

TECHNOLOGY

The impact of sustaining rapidly changing technology for education and employee computer systems was studied. Currently, 95% of all servers and computers are more than five years old. Refreshing servers and computers (but not peripherals) at a rate of 40 servers per year and 2,800 computers per year, or about 20% of the inventory, would cost $10,766,000 over five years. This fund would be a recurring cost.

The district needs to expand its ability to offer more over its WAN, expand training opportunities for staff at their work locations, and enhance reliability. A capability of 10 gigabytes (wire or fiber) is desired. Because the cost of $793,000 is based on a prior estimate, new technologies may be less expensive. Many locations were vacated mechanical boiler room-type spaces that were retrofitted for the school's main server or switches. Many of these spaces are poorly ventilated or cooled. New HVAC is needed. In addition, with the shift to more reliable, high performance servers, there is sometimes a high frequency/noise problem in the room where the distributed unit is located. Since these units are often in classrooms or offices, some additional soundproofing is required which would cost $410,000.

SPECIAL NEEDS STUDENTS

Autistic Students

To handle the growing case load of autistic students in the district, two centers are proposed. They would function as half-day programs for pre-K and kindergarten students with family support services and

staff training opportunities for home school staff. The centers would provide a focused, very early-age education for students showing signs of autism. The cost is estimated at $6,902,000 for both centers.

Students Age 18 to 22 with Disabilities

Currently, under the law, these students who require transition program education are housed in programs at Cal State, CSU at Sacramento, Sacramento City College and in a mall location. Setting up one center as a prototype for study could cost $2,156,000. One to two more centers may be warranted if the program is cost effective and meets the students' needs.

Emotionally Disturbed Students

The special education program desires to expand site-based program spaces for emotionally disturbed students. The plan is to renovate available classrooms at two high schools, two middle schools, and two elementary school locations. The total cost would be $650,000.

Occupational and Physical Therapy Programs

The special education program would like to expand the offering of specialized OT/PT clinic space in a vacant classroom at two to four sites in the future with a cost of $720,000.

DEMOLITION

Bus Transportation Complex

The old Muddox school facility houses the transportation department's offices and shops, as well as part of the grounds maintenance group offices and storage. Very old, retrofitted school spaces that house shops and offices are recommended for replacement by two state studies and the FMP. Most buses are serviced on portable hoists in the open paved area rather than in controlled shops. Demolition and replacement at the same location would cost about $11,593,000. Included in the $14,705,000 project costs are other recommendations to replace the poor area for grounds maintenance, $1,618,000; upgrade the bus area's paving and amenities, $900,000; and upgrade bus radio and security systems, $594,000. A separate bus replacement fund is also recommended for $25,700,000 if the state funding for bus replacement becomes part of the state budget cuts.

East Wing Maintenance Shops

The east 1930s shop wing of the district maintenance site is beyond its life expectancy and has significant flammable materials, dust issues and constraining shop configurations. The estimate to replace this function is $4,432,000.

16th and N Street Buildings

This old central administration is a candidate for condemnation and

has more value as vacant land. HMR Architects has studied the possibility of building a multistory school on the site, but density, lack of parking, and costs point to other uses for the site. The rough estimate for abatement and demolition of the facility is $2,284,000.

8th and V Street

The Leland Stanford Annex houses Success Academy and the MET Charter HS (temporary location). The proposed level of improvements is $10,718,000, which likely exceeds the cost of building a new facility on such a small site. The location and facility size of Success Academy is a good match, especially since the park is used as an extension of the school and a nearby church provides a multipurpose room for student use. However, the low student density on site is an issue.

Sutter MS

The three-story classroom building at Sutter MS was built using a concrete lift-slab construction method. In the seismic zone for Sacramento, such construction/engineering methods are not used anymore. The site already has some structural damage to the lower buildings that is repairable. The replacement of the three-story building is not a project in the FMP. An issue project recommends studying the robustness of the structural system and connections, as well as the estimated possible replacement at $25,648,000. The structural study would set measuring points for monitoring and conduct an ASCE 31-02 Tier 1 screening study. Any deficiencies would then be studied in a Tier 2 structural evaluation.

MEDIA CENTERS

The library conversion at Bowling Green ES and the new media center at Maple ES established new sizes for library-type space, similar to the prototype standard's larger media center-type spaces. These changes generally meet recommendations by the California School Library Association in their *Standards and Guidelines for Strong School Libraries*. Most elementary schools have libraries in one or two converted classrooms and have made-do for decades. The cost of moving to conversion to a media center could be up to $135,492,000 at 70 sites. Many schools selected this change on their priority list. An annual Book Purchase Fund ($615,000/year) is proposed to baseline the district's ability to improve book collections, since the state dollar-per-student allotment varies year to year.

Because some of the project labs were joined with computer labs, the district policy to have ES computer labs needs clarification.

PROJECT LABS

Project labs are "utility"-type teaching spaces that this district has

not tested extensively. This space type was developed in the 2000 Concordia prototype standards as a multi-use space for multiple class or specialized task teaching situations. Rosemont HS has a version of the project lab space in its classroom clusters. If this educational program space is deemed desirable, the cost could be about $88,400,000 at 59 sites.

KITCHENS

The condition of kitchens around the district varies widely. Enlisting Nutrition Services to prioritize needs is one method of grouping the work into "must do, need to do and could wait to do" categories. The overall cost estimate for upgrades to kitchens, including some associated spaces, is about $30,036,000.

For the FMP, it was assumed that all-day kindergarten and universal pre-school are not a near-term expectation and therefore, NO projects exist in the database to support this change.

PRE-KINDERGARTEN PROGRAM EXPANSION

Fifteen sites were discussed for the creation or expansion of a pre-kindergarten program. Further study of these sites as candidates and for program viability is warranted. The 15 school sites are:

- A. M. Winn Elementary School
- Bear Flag Elementary School
- Camellia Basic Elementary School
- Caroline Wenzel Elementary School
- Crocker/ Riverside Elementary School
- David Lubin Elementary School
- Hollywood Park Elementary School
- John Bidwell Elementary School
- Lisbon Elementary School
- Nicholas Elementary School
- O. W. Erlewine Elementary School
- Sequoia Elementary School
- Tahoe Elementary School
- Theodore Judah Elementary School
- Thomas Jefferson Elementary School

ATHLETIC FIELDS MASTER PLANNING AT MIDDLE AND HIGH SCHOOLS

The overall condition of athletic fields is fair to poor in comparison to most neighboring school districts and the level of facilities at Rosemont HS. The creation of a district coordinator for athletic standards and event scheduling is proposed. All middle and high school sites should have their fields examined from the perspective of districtwide sports programs. The FMP specifies renovation work for nearly all grass athletic surfaces. The question of how to best resolve the intensive

maintenance and watering costs for fields at middle and high schools needs additional study. The evaluation identified improvements at all MS and HS sites, keeping the fields as grass, except for artificial turf on the stadium field at Rosemont HS and the proposed second stadium field at Luther Burbank HS. If Rosemont HS is the athletic area standard, then the estimated costs would be between $30,000,000 and $48,000,000 to upgrade all fields per a master plan, build artificial practice tracks at all high schools, build jogging paths/tracks at all middle schools, create a second stadium at Luther Burbank HS, and integrate MS fields into use by schools and community teams. The range in costs is due to the initial level of needed modifications to grass fields and the expected interest by the city of Sacramento in sharing operation of the Luther Burbank stadium complex.

As noted under the "grass field" project group above, good field planning results in long-term cost savings that will help defray some of the costs. Note that all artificial tracks and fields have an 8-to-12-year life span before being resurfaced, creating a recurring cost for every other bond program.

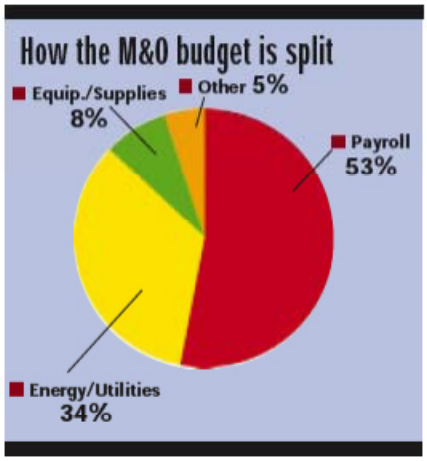
GYMS

Additional program areas for PE and athletics in the CIPs provide PE teaching gyms at K-8 schools, and expand or renovate gym areas at five middle schools, and two alternative, two charter and four comprehensive high schools.

MAINTENANCE

Modernization directly impacted the state of maintenance. It added thousands of new HVAC units; modified electrical, plumbing, and special systems; upgraded roofing in some manner at all sites; renewed or replaced paving; modified landscaping and playgrounds, etc. The maintenance program is supported mostly by the operational budget, by some bond funding and by state funding for qualified deferred maintenance work. General maintenance budget guidelines recommend spending 2% (for a district with mostly new facilities) to 4% (where all facilities are old) of the total replacement cost of district facilities, including site elements that are maintained. A

Exhibit 4-9
Percentage Make-Up of Maintenance Budget Elements



rough estimate of current replacement cost for SCUSD facilities is $2,424,000,000. Therefore, the range of maintenance investment would be between $48,484,000 and $96,969,000. M&O budgets include salaries, utilities/fuels, materials/equipment, out-sourced services, funds for small projects, and ADA/school request/Hazmat work. The pie chart reflects a model distribution. The following sources supplement areas of maintenance that increasingly drain the budget:

- Maintenance Supplies Fund (including a specific need for mowers) - $26,420,000 over ten years
- Lead Paint Abatement Fund to stretch painting funds further, since some painting projects require additional funding for lead abatement - $3,428,000 over ten years
- Cyclical Painting of Schools Fund to augment the state's deferred maintenance funding and meet the district goal of painting a school every eight years - $10,646,5000 over ten years
- Asbestos/Hazardous Material (Hazmat) Abatement Fund - $5,909,5000 over ten years
- Centralized/Modem Control of Irrigation Systems and separate domestic and irrigation metering (discussed in grass field upgrade projects) - estimated at $1,482,000
- Intrusion Alarm Fund - $2,658,500 over ten years
- Maintenance Equipment and Vehicle replacement Fund - $1,970,000 over ten years for trucks and heavy equipment

Over a ten-year period, these funds would supplement maintenance by about $51,000,000, a $5.10 million yearly allotment.

4.7 CAPITAL PROGRAM ISSUES

This section identifies the issues and questions that still need discussion.

4.7.1 Elements of Schools Not Present in District

Areas of uncertainty within the FMP process can considerably influence the content of the program. Districts of similar size have some of these program space areas, but no district has all of them. These program spaces begin as trends and sometimes become norms. All of these planning issues generate staffing as well as space needs. They are to:

- Adopt universal pre-school and all-day kindergarten
- Expand the role of social services at ES and MS levels, requiring office space for service providers from city, county, or state human services organizations
- Provide health clinic options at comprehensive high schools that include examinations and mental health counseling
- Change the emphasis on physical education at the elementary

school level, which requires more dedicated facility space other than the multipurpose rooms

New size standards help guide decisions for consolidation, operational budget studies, closure, re-use and investment.

4.7.2 Impact of Size and Density of Schools

In 1991, the district compiled density standards that reflected the then current education (albeit architectural) standards for elementary, middle and comprehensive high schools. The facility gross-square-feet (GSF) -per-student ratios were exceptionally low for elementary schools and within national norms for middle and comprehensive high schools. The following chart shows the difference between 1991 standards and the prototype standards proposed in 1999. District ES and K-8 facilities are significantly lower in GSF, since the vast majority of the schools have no corridors, have smaller support spaces (administration, cafeterias/kitchens, and library) and often have some small classrooms (especially kindergartens that did not exist when many schools were built). These "condensed" schools are part of the "time warp" legacy of school architecture that appeared in rapidly growing districts during the 50s and 60s. For middle and high schools, the values are closer. The long list of projects for administration areas, media centers, multipurpose rooms, kitchens, kindergartens, and classroom replacements attest to the disparity in the ES and K-8 facility size requirements.

Exhibit 4-10
School GSF Comparisons

School Level	Expected Grades	Optimal Site Acres	Optimal Site Acres if Share City Park	"Optimal" Student Range	Target Enrollment	Site SF/Student	Site SF/Student with Park	Facility GSF Levels	Facility GSF/Student Levels	% Difference Between GSF 1991 to 1999 study	Average 2006 Size GSF
1991 - 2001 Report Values											
Elementary	K-6	10	6	500-600	550	792	475	36,850	67		
Middle School	7-8	20	15	700-750	725	1202	901	93,525	129		
High School	9-12	40	N/A	1500-1800	1650	1056	N/A	223,700	136		
1999 Prototype Values											
Elementary	K-6	10	6	450-600	600	726	436	69,300	116	47%	37,567
K-8 not in prototype	K-8	10	6	550-700	700	622	373	83,000	119	33%	44,153
Middle School	7-8	20	15	850-950	950	917	688	118,800	125	21%	96,342
High School	9-12	40	N/A	1200-1600	1600	1089	N/A	236,150	148	5%	242,580
2002 Proposal											
Small HS / Alt. Program	7-12	10	6	250-500	500	871	523	42,000	84		41,000

Square footage norms can help compare crowding at sites. When schools were studied for both low facility-GSF/student ratio and low site-GSF/student ratio values, 28 sites were low (e.g., crowded) in both categories. Most of the MS and HS sites listed had two-story construction to mitigate some of the density issues. Site values for schools such as Elder Creek, Matsuyama and William Land describe crowded, compact sites. Elder Creek ES, as one of the three site development master planning schools, had many site density and

traffic-versus-people issues. The planning process produced a recommendation for a two-story solution for part of the site to resolve some of the density/safety concerns. See Section 5 for the Elder Creek report.

4.7.3 New School Impact on Existing School Standards

With the construction of new schools, the standard of the learning environment and a school's facility experience changes. Since 1991, the construction of Matsuyama ES, Rosemont HS, New South Area ES, New Tech Charter HS, and the standalone small high schools has set a new expectation for facility design. Though the assessment standards used this "new expectation" factor, the district should view its facilities in the light of how or, more importantly, if improvement to the facility and site can raise the level of the learning environment and a school's facility experience enough to attain a cost-justifiable equity. Formalizing the standards should be part of future planning steps.

An example of a facility's impact on district schools is the Rosemont HS athletic field design level. To provide the same level of athletics at all comprehensive high schools, the district would need to substantially invest in athletic fields.

4.7.4 Impact of Assumptions

Four assumptions were made in developing recommendations for the FMP: continued use of modular construction; state funding not guaranteed; some form of district annual funds needed to enable technology and maintenance groups to implement guaranteed yearly improvement programs; and older adult education facilities that will soon need renewal.

- The district has addressed many of its new classroom or portable replacement projects by considering time line, budget and dollar value when installing new modular units. This RELIANCE ON MODULAR/PORTABLE CONSTRUCTION can be modified for sites with known sustainable student populations. However, this policy adds permanent floor area. Planning for hard construction is an option when a modular unit's life cycle is nearing its end, since this life cycle is likely to be 20 to 25 years.
  - Continue replacing 20-plus-year-old portables and some units that are small and narrow teaching spaces (could be 200+ units)
  - Agree to or modify the district's percentage value of modular/portable to permanent classrooms (at 39%). The percentage meets the intent of state planning guidelines to have 30% (or more) reliance on modular/portable classrooms. Portables and modulars are a prudent use of funds during the cycle when they are built.

- For permanent buildings, the district has been in a 20-to-25-year rehabilitation cycle. Some long-time teachers have experienced the second rehabilitation of their schools with this last modernization cycle. The issue is whether the capital program can count on an INFUSION OF STATE FUNDS for the next expected cycle or whether it will likely need to structure its long-range financial planning for funding available.
- Consider using DISTRICT FUNDS to take advantage of grants, match state funds, maintain safety, upgrade technology levels, and reduce the burden on operational maintenance budgets.
  - Bus Replacement Fund
  - Library Book Replacement Fund
  - Computer Replacement Fund and technology capability upgrades
  - Maintenance-related funds
- ADULT EDUCATION facilities are a mixture of facilities in poor condition to newly renovated facilities. The disparity in the facilities warrants action like the modernization process for regular schools. Two of the sites, Old Marshall and A. Warren McClaskey, do not meet the Fields Act fully and therefore should be considered a higher priority for investment.

4.7.5 Studies/Acquisition

Planning issues to address:

- Study highest and best use of 16th and N and 8th and V. Since nearly 60% of the Redding site needs to be rebuilt, at least consider the question of best place, best use. Study implementation options for rebuilding the Transportation Complex and remaining in business.
- Study the downtown area for development options for housing elementary school students generated in the next decade by the Railyards, Towers, Docks, and numerous in-fill developments in the Center City planning area. The existing elementary schools are unable to meet demand. With zoning and land cost issues in the downtown, some approach such as a mixed use, multifloor school should be considered. Without a similar development in Sacramento, there is not enough information for our modeling of student generation from housing that is high density, small, and expensive.
- Purchase locations for two ES sites in the Delta Shores area and an optional third site for investment or an alternatives high school in the area (see the SEI Consulting Group study). Determine the strategy to house future growth students in the Center City area.

- Study the consolidation of ES and to some extent, MS campuses, if the size of schools (previously discussed) becomes an operational driver.
- Study the structure of Sutter MS main three-story, Fremont, 8th and V, Old Marshall, and McClaskey buildings.
- Continue planning funding for studies, option evaluations, site development master planning, update of the capital improvement data set, boundary studies, and support of district staff.
- Consider initiating SUSTAINABLE facility design guidelines for new construction and where possible for renovation of existing buildings.

4.7.6 Operational Considerations

The following are suggestions for assisting the efforts of operations and maintenance.

- Formalize facility space standards to guide future facility improvements.
- Continue and expand the district-preferred specifications and detailing standards for roofing, paving, grass fields, utility performance, paint, flooring, lighting, etc.
  - Review standards with maintenance and professional design personnel every five years, considering lessons learned.
- Standardize access to drawings for all buildings. Create a base set of small scale floor and site plans for use by schools to determine exits, fire, orientation and future utilization/capacity.
  - Consider Web access to all drawings for all schools and operations planning staff.
  - An on-line plan room example is available at http://scusd.signaturerepro.com.
  - Consider use of Web drawings to collect utilization data yearly.
- Support an expanded preventive maintenance effort, especially with the end of the state modernization program in 2007.
  - Reduces the life cycle costs of buildings
  - Extends the life expectancy of some building systems
- Consider expansion of the warehouse to allow remote storage relocation for more centralized storage and distribution efficiency.
- Consider expansion of the maintenance site area to the west to provide a crowded maintenance facility with needed space and allow for replacement of the 1930s east wing of the complex.
- Consider a small, unassigned construction projects budget to handle small projects that extend beyond normal maintenance (not currently in the FMP).

This section outlines the funding received by the district for capital improvements over the last five to eight years.

4.8 CAPITAL PROGRAM FUNDING

4.8.1 GO Bond History (Measure U, E and I)

Since 1999, the district has been able to invest $420 million in its facilities.

- Measure U for $225 million failed in 1997.
- Measure E for $195 million succeeded in late 1999.
  - Measure E funds were exhausted in 2005.
- Measure I for $225 million succeeded in early 2002.
- Measure I was expected to extend from 2003 to 2012, but with changes in the economy, the final sale year should be before 2008.

While the costs of construction, maintenance, and utilities increase, with an active economy, the amount of revenue generation increases and provides opportunities to retire bonds more quickly.

4.8.2 State Match Eligibility

During the 1999-2007 funding program for modernization and new construction, the district received about $178 million from state and federal sources. This funding expanded bond values about 30%, providing a total of $598 million in improved or new schools.

4.8.3 The Next Funding Program

The time, type and value of the next funding program has not been determined. But the next possible year for bond cycle consideration is likely 2008. We recommend planning for two funding cycles when setting priorities. As stated before, if the list of school priority projects is an indication of the baseline needs to address in the district, then about $600 million is a possible multiple-cycle target for the district.

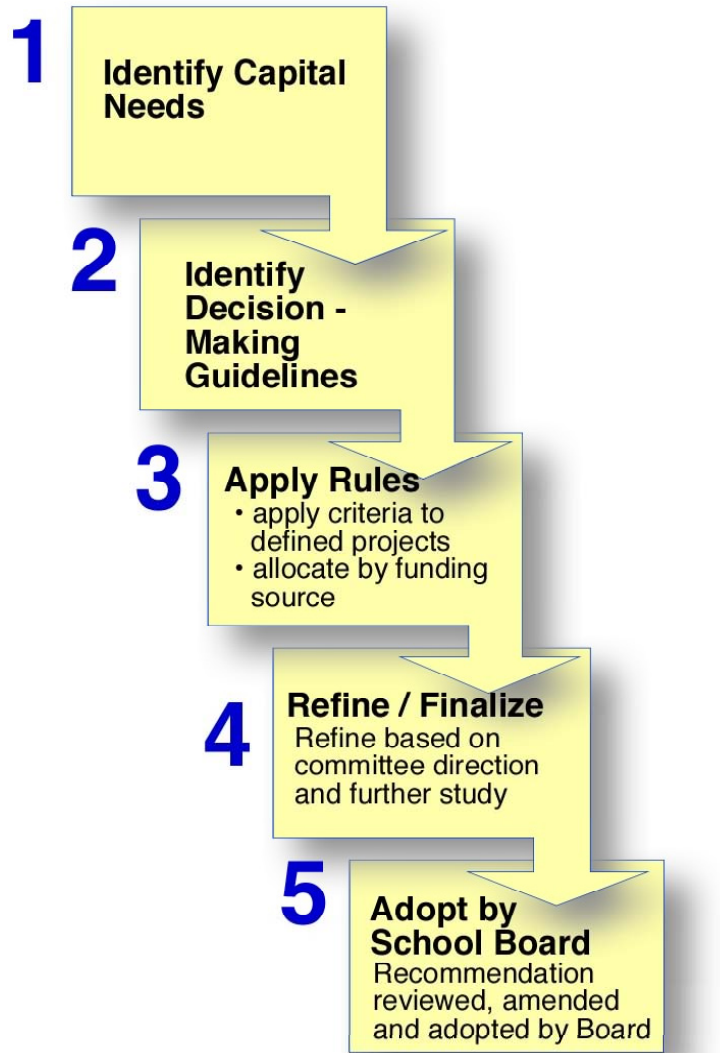
This section identifies the process used to prioritize the capital plan.

4.9 CAPITAL PROGRAM STRATEGIES

4.9.1 Process and Assumptions to Prioritize Needs

This section presents a strategy for meeting future needs. The steps illustrated in the following exhibit are often carried out in the months leading up to preparing for an election, when the rationale for selecting projects becomes a selling point for the voters. This process provides a forum for discussing the balance between districtwide and site-specific needs. The process is transparent and methodical. ARC has completed Step 1. Steps 2 through 5 are conducted at the discretion of the board, through either a district staff/community committee, a Board subcommittee, or by the Board itself over two or three workshops, once the options and facts are explained to the participants, and needed clarifications and changes to data set are made.

Exhibit 4-11
Decision-making Process



For the purpose of guiding the district through the capital improvements planning process, we are providing recommendations for two Funding Strategy Options for consideration and discussion. The recommendations are intended to show a means to take $1,600,000,000 worth of need and segment the work into two funding programs of approximately $375 million. (The number $375 million was selected as a target level for a capital program, considering the $420 million level bonded between Measures E and I. This level needs more discussion and input from the Chief Financial Officer and Bond Advisor for the district.)

The capital improvements program described is not intended as an absolute, but as an illustration of the PROCESS for working through the large amount of data to identify a strategy for facility asset management. This capital management plan will be the basis for a

planning process spanning 20 to 25 years and implemented over five to six funding cycles. We realize this time frame spans change in School Boards, and therefore the foundation of any plan is to keep all the needs "on the table" so that future decision makers can consider the process, add their insight and modify the work plan to meet evolving needs.

A lesson learned from the 1991 MP is that all planning documents are well-intentioned. Due to the complexity of the elements in an FMP document, some forecasts either do not materialize, or change to the unexpected. Economic forces in the communities surrounding Sacramento are the best examples of how change dramatically impacts schools. The effort made with this funding program should continue the premises of the Measure E and I programs to:

- Improve the environment for education (learning and teaching)
- Remove health safety issues and make schools safe
- Meet applicable codes to include energy efficiency
- Implement changes in the education model (new small HS) to meet the evolving needs of students in the district

In addition, the following assumptions are proposed:

- Balance decisions with the need to meet district operational budgets, which involves "highest and best" use analysis for low population sites with "no growth" projection
- Examine the equity of facilities for all levels of programs, including expanding programs to underserved populations
- Meet technology needs
- Preserve the physical integrity of facility roofs, walls, site drainage and HVAC to prevent degradation of schools to pre-1998 condition
- Continue to address renovation of older facilities to include changes / additions for educational / programmatic spaces

4.9.2 Priority Selection

Priorities for selecting projects should be based on decision-making guidelines. The guidelines used for the two Funding Strategy Options are listed below. They should be evaluated by the district and changed as desired.

- Complete promised projects
- Provide District funds to guarantee technology, transportation, district equipment, planning and maintenance program viability
- Address health and safety projects (all schools)
- Meet growth area facility needs, including land purchase
- Expand the educational mission to underserved students: autistic, older developmentally disabled, and pre-kindergarten

Capital Funding Strategy Option A Scenario

Decision Making Guideline Type	School / Project at School	Estimated Total Project Cost (TPC)	Notes	Potential State Share*	Potential District Share*	Fund Program 2008	Fund Program 2012	Total Program Impact	Percent of Program
Complete Projects in Planning		**$ 13,975,012**		**$ -**	**$ 13,975,012**	**$ 13,975,012**	**$ -**	**$ 13,975,012**	**2%**
1.1	Consent Decree Small HS	$ 11,690,850		$ -	$ 11,690,850	$ 11,690,850	$ -	$ 11,690,850	
1.2	16th and N Property	$ 2,284,162	Lowest scoring facility	$ -	$ 2,284,162	$ 2,284,162	$ -	$ 2,284,162	
Provide District Funds		**$ 121,906,649**		**$ 12,849,716**	**$ 109,056,934**	**$ 44,623,609**	**$ 44,623,609**	**$ 89,247,218**	**12%**
2.1	Computer Refresh Fund / Band Width, Server Space	$ 26,036,910		$ -	$ 26,036,910	$ 13,018,455	$ 13,018,455	$ 26,036,910	
2.2	Bus Replacement Fund	$ 25,699,431	Assume 50% state help	$ 12,849,716	$ 12,849,716	$ 6,424,858	$ 6,424,858	$ 12,849,716	
2.3	Book Purchase Fund	$ 7,278,710		$ -	$ 7,278,710	$ 3,639,355	$ 3,639,355	$ 7,278,710	
2.4	Painting / Lead Management Fund	$ 14,074,484		$ -	$ 14,074,484	$ 7,037,242	$ 7,037,242	$ 14,074,484	
2.5	Asbestos / Mold / Hazmat Fund	$ 5,903,285		$ -	$ 5,903,285	$ 2,951,643	$ 2,951,643	$ 5,903,285	
2.6	Planning Funds	$ 3,294,397		$ -	$ 3,294,397	$ 1,647,199	$ 1,647,199	$ 3,294,397	
2.7	Program Equipment Upgrades	$ 11,228,500	50% Option	$ -	$ 11,228,500	$ 2,807,125	$ 2,807,125	$ 5,614,250	
2.8	Maintenance Supplies / Equip. / Vehicle Funds	$ 28,390,932	50% Option	$ -	$ 28,390,932	$ 7,097,733	$ 7,097,733	$ 14,195,466	
Health / Safety projects		**$ 65,999,952**		**$ -**	**$ 65,999,952**	**$ 57,156,442**	**$ 8,843,510**	**$ 65,999,952**	**9%**
3.1	Transportation Complex Replacement	$ 14,704,559		$ -	$ 14,704,559	$ 14,704,559	$ -	$ 14,704,559	
3.2	Security Systems Projects	$ 4,398,377		$ -	$ 4,398,377	$ 4,398,377	$ -	$ 4,398,377	
3.3	Intrusion Alarm Fund	$ 2,658,513		$ -	$ 2,658,513	$ 2,658,513	$ -	$ 2,658,513	
3.4	Drop-Off / Pick-up Zone Improvements	$ 17,687,020		$ -	$ 17,687,020	$ 8,843,510	$ 8,843,510	$ 17,687,020	
3.5	Remaining Health / Safety Projects	$ 26,551,483	Mostly renovation	$ -	$ 26,551,483	$ 26,551,483	$ -	$ 26,551,483	
Address Growth (Housing Students)		**$ 112,964,150**		**$ -**	**$ 112,964,150**	**$ 35,984,368**	**$ 55,533,269**	**$ 91,517,637**	**12%**
4.1	New South Area ES 1	$ 29,901,084		$ -	$ 29,901,084	$ 29,901,084	$ -	$ 29,901,084	
4.2	New South Area ES 2	$ 30,962,942		$ -	$ 30,962,942	$ 3,815,940	$ 27,147,002	$ 30,962,942	
4.3	New South Small HS	$ 22,588,551		$ -	$ 22,588,551	$ 2,267,344	$ 22,588,551	$ 24,855,895	
4.4	New Central City ES 1	$ 29,469,760	Land Purchase	$ -	$ 29,469,760	$ -	$ 5,755,903	$ 5,755,903	
4.5	New Central City ES 2	$ 41,813	Study only	$ -	$ 41,813	$ -	$ 41,813	$ 41,813	
Expand Educational Mission		**$ 34,617,787**		**$ -**	**$ 34,617,787**	**$ 21,448,324**	**$ 3,450,634**	**$ 24,898,958**	**3%**
5.1	Centers for Early Intervention for Autistic Children	$ 6,901,267		$ -	$ 6,901,267	$ 3,450,634	$ 3,450,634	$ 6,901,267	
5.2	Life Skills / Training Center	$ 2,156,377		$ -	$ 2,156,377	$ 2,156,377	$ -	$ 2,156,377	
5.3	Expand OT / PT	$ 720,112		$ -	$ 720,112	$ 720,112	$ -	$ 720,112	
5.4	Expand Local School Emotionally Disturbed Student Programs	$ 649,890		$ -	$ 649,890	$ 649,890	$ -	$ 649,890	
5.5	Add Pre-kindergarten programs to 15+ sites	$ 19,437,659	Reduce scope / retrofit	$ -	$ 19,437,659	$ 9,718,830	$ -	$ 9,718,830	
5.6	A. Warren McClaskey Adult Center	$ 4,752,482		$ -	$ 4,752,482	$ 4,752,482	$ -	$ 4,752,482	
Critical Systems Projects with Priority / Timing 1		**$ 186,812,706**		**$ -**	**$ 186,812,706**	**$ 82,757,852**	**$ 101,247,729**	**$ 184,005,581**	**25%**
6.1	Roofing Projects Priority 1	$ 12,311,773		$ -	$ 12,311,773	$ 12,311,773	$ -	$ 12,311,773	
6.2	Roofing Projects Priority 2	$ 18,568,381		$ -	$ 18,568,381	$ 9,284,191	$ 9,284,191	$ 18,568,381	
6.3	HVAC Projects Priority 1	$ 52,892,922		$ -	$ 52,892,922	$ 26,446,461	$ 26,446,461	$ 52,892,922	
6.4	HVAC Projects Priority 2	$ 18,121,142		$ -	$ 18,121,142	$ -	$ 18,121,142	$ 18,121,142	
6.5	HVAC Energy Management System	$ 5,614,250		$ -	$ 5,614,250	$ 1,403,563	$ 1,403,563	$ 2,807,125	
6.6	Electrical Upgrades Priority 1 including Clock Systems	$ 45,552,667		$ -	$ 45,552,667	$ 22,776,334	$ 22,776,334	$ 45,552,667	
6.7	Electrical Upgrades Priority 2	$ 12,680,508		$ -	$ 12,680,508	$ -	$ 12,680,508	$ 12,680,508	
6.8	Upgrade Paving Areas Priority 1	$ 21,071,063		$ -	$ 21,071,063	$ 10,535,532	$ 10,535,532	$ 21,071,063	
Address Needs at Facilities Scoring on ARC Scale < 70%		**$ 32,685,610**		**$ -**	**$ 32,685,610**	**$ 12,749,331**	**$ 19,936,279**	**$ 32,685,610**	**4%**
7.1	Facility housing St. Hope PS-7 School	$ 5,029,552	Selected work from CIPs	$ -	$ 5,029,552	$ -	$ 5,029,552	$ 5,029,552	
7.2	8th and V St Leland Stanford Annex with Success Academy	$ 2,013,219	Selected work from CIPs	$ -	$ 2,013,219	$ 2,013,219	$ -	$ 2,013,219	
7.3	Old Marshall School	$ 3,739,602	Selected work from CIPs	$ -	$ 3,739,602	$ -	$ 3,739,602	$ 3,739,602	
7.4	Oak Ridge ES	$ 10,736,112	Selected work from CIPs	$ -	$ 10,736,112	$ 10,736,112	$ -	$ 10,736,112	
7.5	Freeport ES	$ 4,628,561	Selected work from CIPs	$ -	$ 4,628,561	$ -	$ 4,628,561	$ 4,628,561	
7.6	Woodbine ES	$ 6,538,564	Selected work from CIPs	$ -	$ 6,538,564	$ -	$ 6,538,564	$ 6,538,564	
Key Educational / Programmatic		**$ 283,175,285**		**$ -**	**$ 283,175,285**	**$ 52,849,096**	**$ 101,494,450**	**$ 154,343,546**	**21%**
8.1	Rosemont Classroom Addition	$ 16,070,446	Consider modular constr.	$ -	$ 16,070,446	$ 8,035,223	$ -	$ 8,035,223	
8.2	Improve Kitchens Level 1	$ 6,106,495		$ -	$ 6,106,495	$ 6,106,495	$ -	$ 6,106,495	
8.3	Improve Kitchens Level 2	$ 19,208,364		$ -	$ 19,208,364	$ -	$ 19,208,364	$ 19,208,364	
8.4	Science Improvements to K-8, MS, and HS	$ 43,146,965	Change scope / retrofit	$ -	$ 43,146,965	$ 14,382,322	$ 21,573,483	$ 35,955,804	
8.5	Media Centers at ES	$ 86,606,990	Do 1/4 of MC	$ -	$ 86,606,990	$ -	$ 21,651,748	$ 21,651,748	
8.6	Gym spaces in K-8 Schools	$ 14,735,800		$ -	$ 14,735,800	$ -	$ 14,735,800	$ 14,735,800	
8.7	Upgrade Portable / Modular Spaces	$ 97,300,225	Change scope / retrofit	$ -	$ 97,300,225	$ 24,325,056	$ 24,325,056	$ 48,650,113	
Implement Athletic Fields and Grass Area Upgrades		**$ 50,037,938**		**$ -**	**$ 50,037,938**	**$ 26,091,444**	**$ 11,973,247**	**$ 38,064,691**	**5%**
9.1	Purchase Mowing Equipment	$ 662,614		$ -	$ 662,614	$ 662,614	$ -	$ 662,614	
9.2	Modern Controlled Irrigation Time Clock System	$ 1,482,336		$ -	$ 1,482,336	$ 1,482,336	$ -	$ 1,482,336	
9.3	Athletic Fields / Grass Area Improvements	$ 47,892,988	Begin upgrading process	$ -	$ 47,892,988	$ 23,946,494	$ 11,973,247	$ 35,919,741	
Contingency Allowance (1/3 for unidentified roofing problems)		**$ 56,250,000**		**$ -**	**$ 56,250,000**	**$ 28,125,000**	**$ 28,125,000**	**$ 56,250,000**	**7%**
		$ 902,175,089		**$ 12,849,716**	**$ 889,325,374**	**$ 375,760,478**	**$ 375,227,727**	**$ 750,988,204**	
					Target Fund Value	$ 375,000,000	$ 375,000,000	$ 750,000,000	
					Difference Remaining to allocate	$ (760,478)	$ (227,727)	$ (988,204)	

Exhibit 4-12
Capital Funding Strategy Option A Scenario

- Address priority 1 roofing, HVAC, paving and electrical projects districtwide (all schools)
- Address facility needs for facilities scoring less than 70
- Select key programmatic spaces to start improvements towards expected standards OR prioritize school selected work up to $275 million. (most schools)
- Implement athletic fields and grass area upgrades (MS and HS)

4.9.3 Funding Strategy Options Considered

The level of financial strategy is a function of the Financial Advisor, Chief Financial Officer, and the School Board. In view of the history of bonding, the increase in bonding capacity and assessed value for property in the district, we recommend an eight- to ten-year bond type strategy split into two phases. This strategy allows for reassessment of priorities every five years, shows construction progress, and demonstrates that the district is keeping its capital promises.

Two strategies are presented. The total $750 million program has many issues to resolve and the permutations of logic points is unlimited.

Capital Funding Strategy Option A

This scenario follows the decision-making criteria noted above and assigns specific projects to each line item by sorting the project database for the applicable code in the guideline. The notes column allows for documentation of the adjustment of some line items in order to balance the overall capital program. Some of the explanation points are as follows:

- Consent Decree and 16th and N St. remain in this plan due to the "in study" status of the facilities as of this documentation.
- Health / Safety projects are not mandated work, but work that was coded due to its impact on some aspect of safety at a site. In all cases, operational and administrative actions are being taken to protect people. All emergency issues were given to the district at the time of discovery. Therefore, the district has the option to defer some or all items.
- Expand Educational Mission projects require Cabinet and Board approval. They are included due to the anticipated need for them. It is possible that some could be housed in underutilized schools.
- Critical Systems are a list of major building systems that are never funded adequately, have recurring problems and have the greatest impact on future renovation cycles. Any or all of these items can be pro-rated or reevaluated by district engineers yearly to place reduced funding first in the location with the greatest need.
- Address School Facility Needs focuses on the low scoring schools. Note that because all schools benefit from Health / Safety, Critical Systems, and

Key Educational / Programmatic lists of projects, few, if any, go without any work in a funding option.

- Key Educational / Programmatic Needs is a list of our thoughts about greatest need. All program-type project categories should be reviewed for importance.
- Implement Athletic Fields and Grass Area Improvements projects deal with the largest area issue on each site. Between the poor athletic field areas, the often poor drainage and maintenance of difficult grass areas, and the expectation that the district will pay for all irrigation water by 2010 +/, such a program of improvement is necessary. Much of this work will have some pay-back return to the district.

  Part of this recommendation is the creation of a district Athletics Director to oversee programs and improvements. Many districts are experimenting with below-grade irrigation, artificial turf areas, etc. that should be investigated.

Capital Funding Strategy Option B

This strategy has the same decision-making guidelines, except:

- Address Needs at Schools by distributing the funds to handle the first four priorities each school felt most important to their site. This number is an estimate, since not all sites responded to the request for prioritization. Noting that $274 million was for all 1 through 8 priorities for the 53 sites, the level of needs for the remaining is likely to fall close to the stated value.

More sub-dividing of projects is required under this scenario, illustrating how decision-making guidelines can be modified to balance limited funding and agreed-upon needs.

Exhibit 4-13
Capital Funding Strategy Option B Scenario

Capital Funding Strategy Option B Scenario

Decision Making Guideline Type	School / Project at School	Estimated Total Project Cost (TPC)	Notes	Potential State Share*	Potential District Share*	Fund Program 2008	Fund Program 2012	Total Program Impact	Percent of Program
Complete Projects in Planning		**$ 13,975,012**		**$ -**	**$ 13,975,012**	**$ 11,690,850**	**$ -**	**$ 11,690,850**	**2%**
1.1	Consent Decree Small HS	$ 11,690,850		$ -	$ 11,690,850	$ 11,690,850	$ -	$ 11,690,850	
1.2	16th and N Property	$ 2,284,162	Developer covers costs	$ -	$ 2,284,162	$ -	$ -	$ -	
Provide District Funds		**$ 121,906,649**		**$ 19,274,573**	**$ 102,632,076**	**$ 37,892,559**	**$ 37,892,559**	**$ 75,785,118**	**10%**
2.1	Computer Refresh Fund / Band Width, Server Space	$ 26,036,910		$ -	$ 26,036,910	$ 13,018,455	$ 13,018,455	$ 26,036,910	
2.2	Bus Replacement Fund	$ 25,699,431	Assume 75% state help	$ 19,274,573	$ 6,424,858	$ 3,212,429	$ 3,212,429	$ 6,424,858	
2.3	Book Purchase Fund	$ 7,278,710		$ -	$ 7,278,710	$ 3,639,355	$ 3,639,355	$ 7,278,710	
2.4	Painting / Lead Management Fund	$ 14,074,484	50% program	$ -	$ 14,074,484	$ 3,518,621	$ 3,518,621	$ 7,037,242	
2.5	Asbestos / Mold / Hazmat Fund	$ 5,903,285		$ -	$ 5,903,285	$ 2,951,643	$ 2,951,643	$ 5,903,285	
2.6	Planning Funds	$ 3,294,397		$ -	$ 3,294,397	$ 1,647,199	$ 1,647,199	$ 3,294,397	
2.7	Program Equipment Upgrades	$ 11,228,500	50% program	$ -	$ 11,228,500	$ 2,807,125	$ 2,807,125	$ 5,614,250	
2.8	Maintenance Supplies / Equip. / Vehicle Funds	$ 28,390,932	50% program	$ -	$ 28,390,932	$ 7,097,733	$ 7,097,733	$ 14,195,466	
Health / Safety projects		**$ 65,999,952**		**$ -**	**$ 65,999,952**	**$ 48,312,932**	**$ -**	**$ 48,312,932**	**6%**
3.1	Transportation Complex Replacement	$ 14,704,559		$ -	$ 14,704,559	$ 14,704,559	$ -	$ 14,704,559	
3.2	Security Systems Projects	$ 4,398,377		$ -	$ 4,398,377	$ 4,398,377	$ -	$ 4,398,377	
3.3	Intrusion Alarm Fund	$ 2,658,513		$ -	$ 2,658,513	$ 2,658,513	$ -	$ 2,658,513	
3.4	Drop-Off / Pick-up Zone Improvements	$ 17,687,020		$ -	$ 17,687,020	$ -	$ -	$ -	
3.5	Remaining Health / Safety Projects	$ 26,551,483	Mostly renovation	$ -	$ 26,551,483	$ 26,551,483	$ -	$ 26,551,483	
Address Growth (Housing Students)		**$ 112,964,150**		**$ -**	**$ 112,964,150**	**$ 6,083,284**	**$ 58,287,351**	**$ 64,370,635**	**9%**
4.1	New South Area ES 1	$ 29,901,084	Land Purchase	$ -	$ 29,901,084	$ 3,815,940	$ 26,085,144	$ 29,901,084	
4.2	New South Area ES 2	$ 30,962,942	Land Purchase	$ -	$ 30,962,942	$ -	$ 3,815,940	$ 3,815,940	
4.3	New South Small HS	$ 22,588,551	Land Purchase	$ -	$ 22,588,551	$ 2,267,344	$ 22,588,551	$ 24,855,895	
4.4	New Central City ES 1	$ 29,469,760	Land Purchase	$ -	$ 29,469,760	$ -	$ 5,755,903	$ 5,755,903	
4.5	New Central City ES 2	$ 41,813	Study only	$ -	$ 41,813	$ -	$ 41,813	$ 41,813	
Expand Educational Mission		**$ 34,617,787**		**$ -**	**$ 34,617,787**	**$ 16,588,909**	**$ 3,450,634**	**$ 20,039,543**	**3%**
5.1	Centers for Early Intervention for Autistic Children	$ 6,901,267		$ -	$ 6,901,267	$ 3,450,634	$ 3,450,634	$ 6,901,267	
5.2	Life Skills / Training Center	$ 2,156,377		$ -	$ 2,156,377	$ 2,156,377	$ -	$ 2,156,377	
5.3	Expand OT / PT	$ 720,112		$ -	$ 720,112	$ 720,112	$ -	$ 720,112	
5.4	Expand Local School Emotionally Disturbed Student Programs	$ 649,890		$ -	$ 649,890	$ 649,890	$ -	$ 649,890	
5.5	Add Pre-kindergarten programs to 15 sites	$ 19,437,659	Reduce scope / retrofit	$ -	$ 19,437,659	$ 4,859,415	$ -	$ 4,859,415	
5.6	A. Warren McClaskey Adult Center	$ 4,752,482		$ -	$ 4,752,482	$ 4,752,482	$ -	$ 4,752,482	
Critical Systems Projects with Priority / Timing 1		**$ 186,812,706**		**$ -**	**$ 186,812,706**	**$ 64,266,856**	**$ 95,979,963**	**$ 160,246,819**	**21%**
6.1	Roofing Projects Priority 1	$ 12,311,773		$ -	$ 12,311,773	$ 12,311,773	$ -	$ 12,311,773	
6.2	Roofing Projects Priority 2	$ 18,568,381		$ -	$ 18,568,381	$ 9,284,191	$ 9,284,191	$ 18,568,381	
6.3	HVAC Projects Priority 1	$ 52,892,922	Reduce scope / retrofit	$ -	$ 52,892,922	$ 13,223,231	$ 26,446,461	$ 39,669,692	
6.4	HVAC Projects Priority 2	$ 18,121,142		$ -	$ 18,121,142	$ -	$ 18,121,142	$ 18,121,142	
6.5	HVAC Energy Management System	$ 5,614,250		$ -	$ 5,614,250	$ 1,403,563	$ 1,403,563	$ 2,807,125	
6.6	Electrical Upgrades Priority 1 including Clock Systems	$ 45,552,667		$ -	$ 45,552,667	$ 22,776,334	$ 22,776,334	$ 45,552,667	
6.7	Electrical Upgrades Priority 2	$ 12,680,508		$ -	$ 12,680,508	$ -	$ 12,680,508	$ 12,680,508	
6.8	Upgrade Paving Areas Priority 1	$ 21,071,063	Reduce scope / retrofit	$ -	$ 21,071,063	$ 5,267,766	$ 5,267,766	$ 10,535,532	
Address Needs at Facilities		**$ 273,777,483**		**$ -**	**$ 273,777,483**	**$ 136,888,742**	**$ 136,888,742**	**$ 273,777,483**	**36%**
7.1	Meet Site Identified Priorities (1-4)	$ 273,777,483	School based	$ -	$ 273,777,483	$ 136,888,742	$ 136,888,742	$ 273,777,483	
Key Educational / Programmatic		**$ 16,070,446**		**$ -**	**$ 16,070,446**	**$ 8,035,223**	**$ -**	**$ 8,035,223**	**1%**
8.1	Rosemont Classroom Addition	$ 16,070,446	Consider modular constr.	$ -	$ 16,070,446	$ 8,035,223	$ -	$ 8,035,223	
Implement Athletic Fields and Grass Area Upgrades		**$ 50,037,938**		**$ -**	**$ 50,037,938**	**$ 17,887,918**	**$ 14,382,279**	**$ 32,270,197**	**4%**
9.1	Purchase Mowing Equipment	$ 662,614		$ -	$ 662,614	$ 662,614	$ -	$ 662,614	
9.2	Modern Controlled Irrigation Time Clock System	$ 1,482,336		$ -	$ 1,482,336	$ 1,482,336	$ -	$ 1,482,336	
9.3	Athletic Fields / Grass Area Improvements	$ 47,892,988	LBHS stadium main cost	$ -	$ 47,892,988	$ 15,742,968	$ 14,382,279	$ 30,125,247	
Contingency Allowance (1/3 for unidentified roofing problems)		**$ 56,250,000**		**$ -**	**$ 56,250,000**	**$ 28,125,000**	**$ 28,125,000**	**$ 56,250,000**	**7%**
		$ 876,162,123		**$ 19,274,573**	**$ 856,887,550**	**$ 375,772,272**	**$ 375,006,527**	**$ 750,778,799**	
					Target Fund Value	$ 375,000,000	$ 375,000,000	$ 750,000,000	
					Difference Remaining to allocate	$ (772,272)	$ (6,527)	$ (778,799)	