



# FACILITIES MASTER PLAN

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**Sweetwater Union High School District**  
**October 8, 2018**

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***Thomas Gray***

*Montgomery High School*

***Dianne Cordero***

*Olympian High School*

***Anna Pedroza***

*Otay Ranch High School*

***Karen Hernandez***

*Palomar High School*

***Eduardo Reyes***

*San Ysidro High School*

***Froylan Villanueva***

*Southwest High School*

***Maribel Gavin***

*Sweetwater High School*

**“PUTTING STUDENTS FIRST”**

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## OUR MISSION

Located in the heart of an international border community, the Sweetwater Union High School District ensures a safe, inclusive, collaborative culture that empowers each student to actively engage in a meaningful educational experience to pursue personal and academic success

## OUR BELIEFS

- We believe each student can succeed
- We believe in a welcoming community that is inclusive, equitable, and promotes positive academic, social, and emotional well-being
- We believe relationships and collaboration matter
- We believe resources shall be equitably distributed to ensure the success of each student
- We believe in the value of community voice in decision-making
- We believe in a culture of trust based on integrity and transparency

## LOCAL CONTROL & ACCOUNTABILITY PLAN (LCAP) GOALS

### GOAL 1

Ensure excellence in teaching and learning so each student is prepared to succeed in college & career

### GOAL 2

Create a safe and healthy learning environment for each student by building a culture of equity and a positive climate that promotes excellence throughout the district

### GOAL 3

Foster and honor parent/guardian and community engagement to support excellence in each student's success

### GOAL 4

Develop coherent and transparent systems for operational excellence to support each student's success

National City High School—1905

# Executive Summary

The Sweetwater Union High School District (SUHSD) is committed to “*Putting Students First.*” This is reflected in the district’s Mission and Beliefs statement, “we believe in a welcoming community that is inclusive, equitable, and promotes positive academic, social, and emotional well-being.”

The Sweetwater Union High School Districts Facilities Master Plan (FMP) is a long-term blueprint to identify the district’s facility needs. In alignment with district leadership and values, the planning and construction department developed the FMP by engaging with students, staff and community stakeholders. The philosophy behind the development of the master plan is to benchmark the current conditions of the school site facility needs, establish equity in facilities, and develop a baseline to forecast for project costs. The objective of the 2018 Master Plan is to conduct site and program assessments and to align program needs with facility capacity. The master plan is a versatile tool, which creates a productive and consistent vision for school facilities.

SUHSD continually strives to improve school facilities that foster positive and productive school climates, which facilitate and encourage school engagement and participation, instill pride, and build a sense of community. The master plans provide continuity in approach and a foundation for decision making for today and tomorrow.

# Introduction

SUHSD has two bond measures that have supported school facility improvement for students and staff, Proposition BB (“Prop BB”), which has exhausted authorization; and the districts most recent bond measure, Proposition O (“Prop O”) which is the main funding source for facilities improvements and construction. Prop O was approved by voters of the district in 2006 and was a \$644 million authorization. Subsequent to authorization, SUHSD has issued \$305 million and has \$339 million still eligible in general obligation bond funding. While Prop O maintains a balance of unused funds, the funding available is not sufficient to address the myriad of facility needs across the district.

SUHSD has consistently updated and/or engaged in process to assess facility conditions for planning purposes. Below is a timeline of master plan development that has occurred since the passing of Prop O in 2006:

| <b>Year</b> | <b>Action/Activity</b>   |
|-------------|--|
| <b>2007</b> | Equalization Standards   |
| <b>2009</b> | Long Range Facilities Master Plan Updated ( <a href="#">Insert Link</a> )            |
| <b>2015</b> | Jacobs Engineering finalizes “SUHSD State of School Facilities Report” (Exhibit TBD) |
| <b>2016</b> | Master Plan Template developed   |
| <b>2018</b> | Presentation of Master Plans to Board of Trustees (Scheduled for September 2018).    |

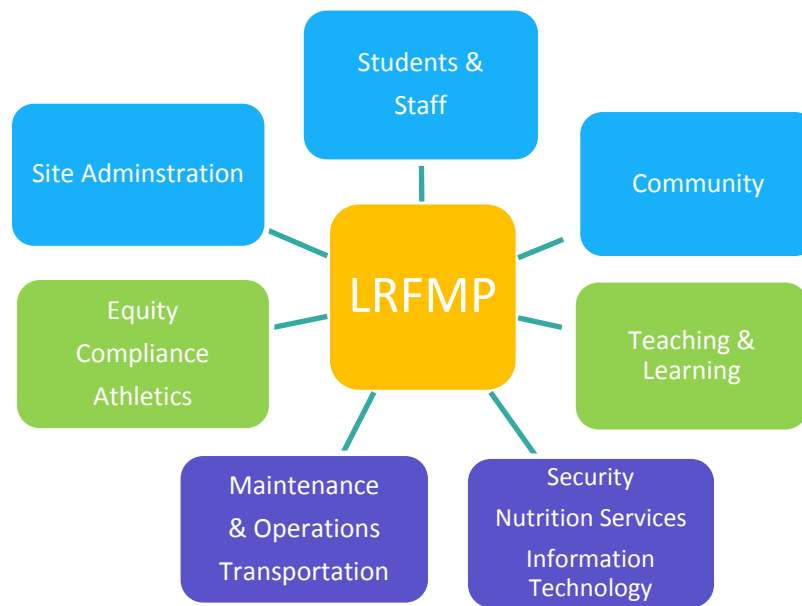
Most noticeable, in 2015, SUHSD contracted with Jacobs Engineering to conduct a Facility Needs Assessment (FNA). In 2016, the FNA report, combined with district site assessments initiated a multi-year engagement with students, parents, site administration, maintenance and operations, and community stakeholders regarding facility conditions and needs. The information acquired during the 2016 community meetings originated the updating of site master plans, a process that lasted through May 2018.

The main elements of the master plan include:

1. Modernization of classrooms
2. Modernization of physical education/athletic facilities
3. Modernization of administration/student services
4. Campus security, safety and access
5. After school, specialty programs – site access and location
6. New buildings where necessary



## Master Plan Strategic Partners



## Program Accomplishments

Proposition O has provided a wide variety of projects including but not limited to: classrooms, gymnasiums, track and fields, theaters and Heating, Ventilation, and Air Conditioning (HVAC) for classrooms and workspaces district-wide.

To provide transparency and supplemental project information the Capital Improvement Program (CIP) Status Report is posted monthly. To assist the design and construction management with directional vision, the district has adopted Education and Material Standards. Proposition O projects completed to date:

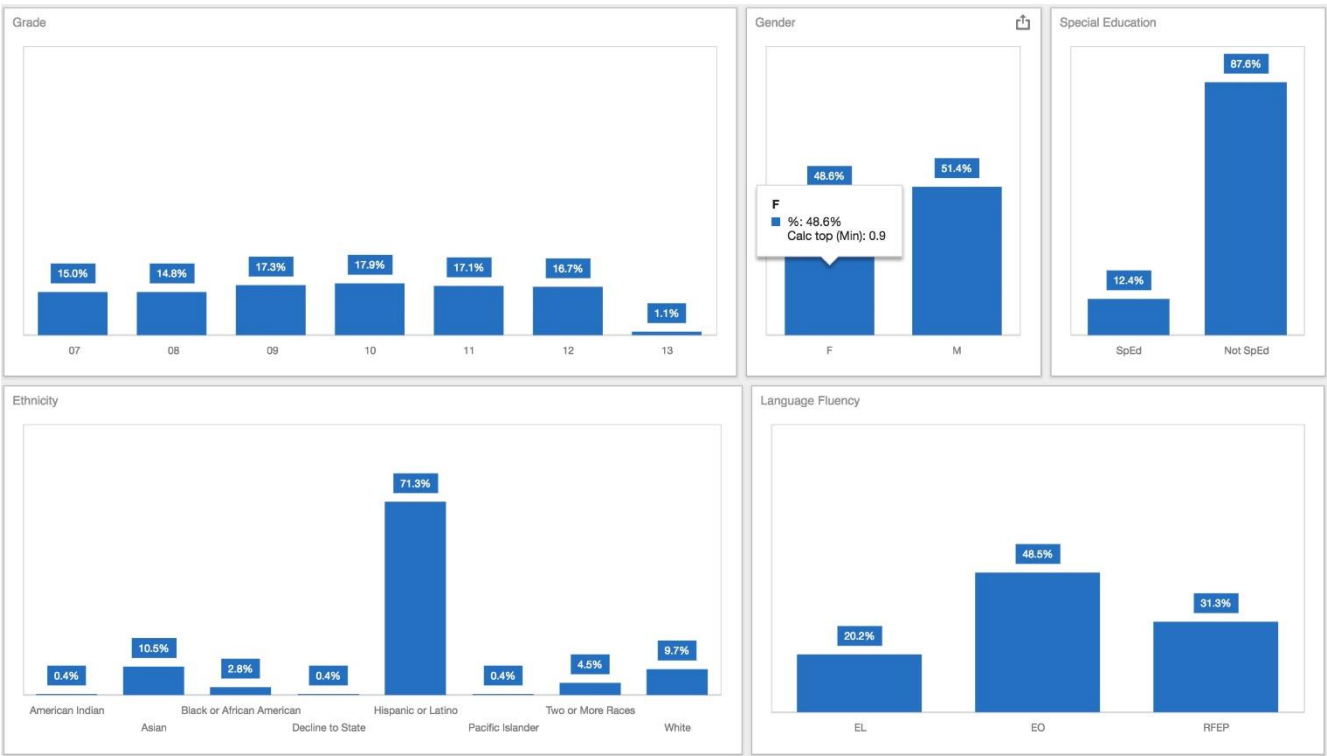
- Renovation Projects
  - ✓ District-wide HVAC
  - ✓ Southwest High School Gym Bleachers and Restrooms
  - ✓ Castle Park High School Gym Bleachers and Restrooms
  - ✓ Title IX Improvements
- New Construction
  - ✓ Montgomery High School New Gym
  - ✓ Southwest High School New Classroom Building
  - ✓ National City Middle School Classroom and Nutrition Services Buildings
  - ✓ Chula Vista High School - Multi-Purpose Building, Library
  - ✓ Hilltop High School Track and Field
  - ✓ Sweetwater High School Track and Field
  - ✓ National City Middle School Field Restoration

# District Profile

SUHSD was founded in 1920, and serves as the largest secondary school system in the United States. SUHSD has provided quality education, programs and services for hundreds of thousands of students in grades 7-12 and currently has 12 high schools, 11 middle/junior highs, one continuation school, two elementary charter schools and 20 alternative education schools/programs. The heart of the district boundaries are in Chula Vista, and extend from National City to Imperial Beach and South San Diego and currently serves 39,404 students.

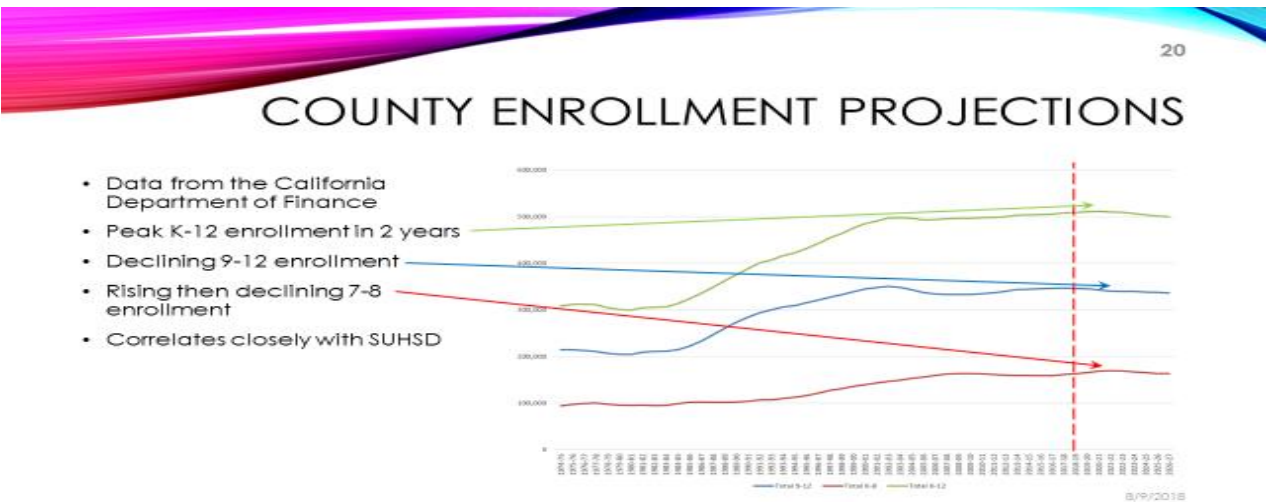
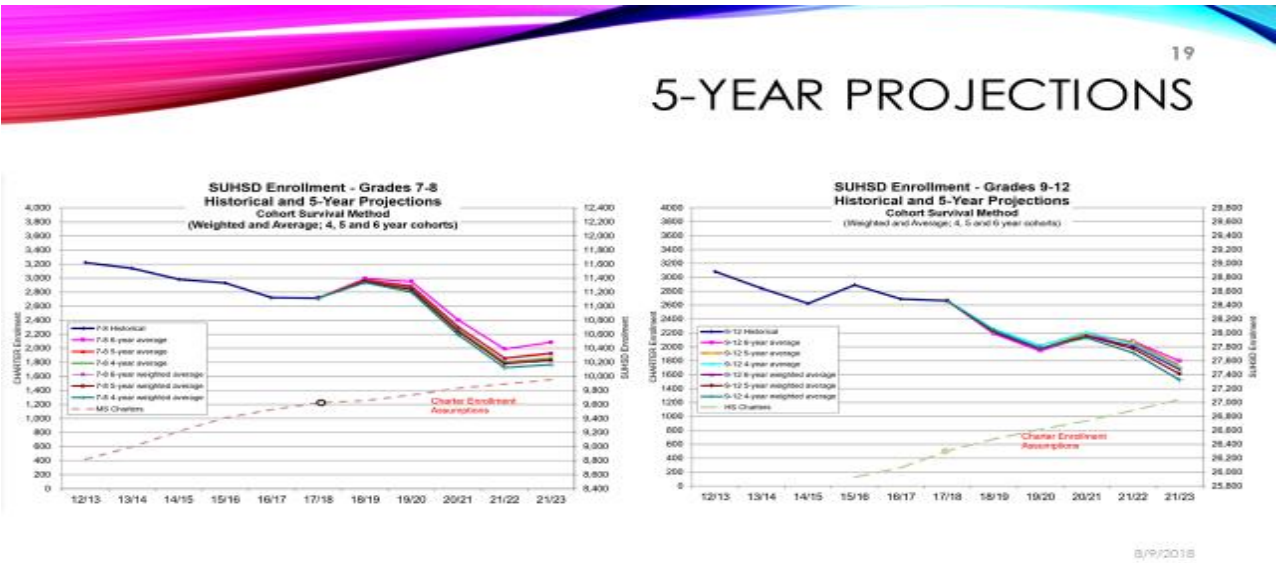
## Demographics

SUHSD continually examines the status of the residential community it serves to ensure the district is providing educational and extra-curricular programs that are relevant to the students. The following graphic is a breakdown of the 39,404 student population by grade, gender, special education, ethnicity, and language fluency (as of the week of September 3, 2018).

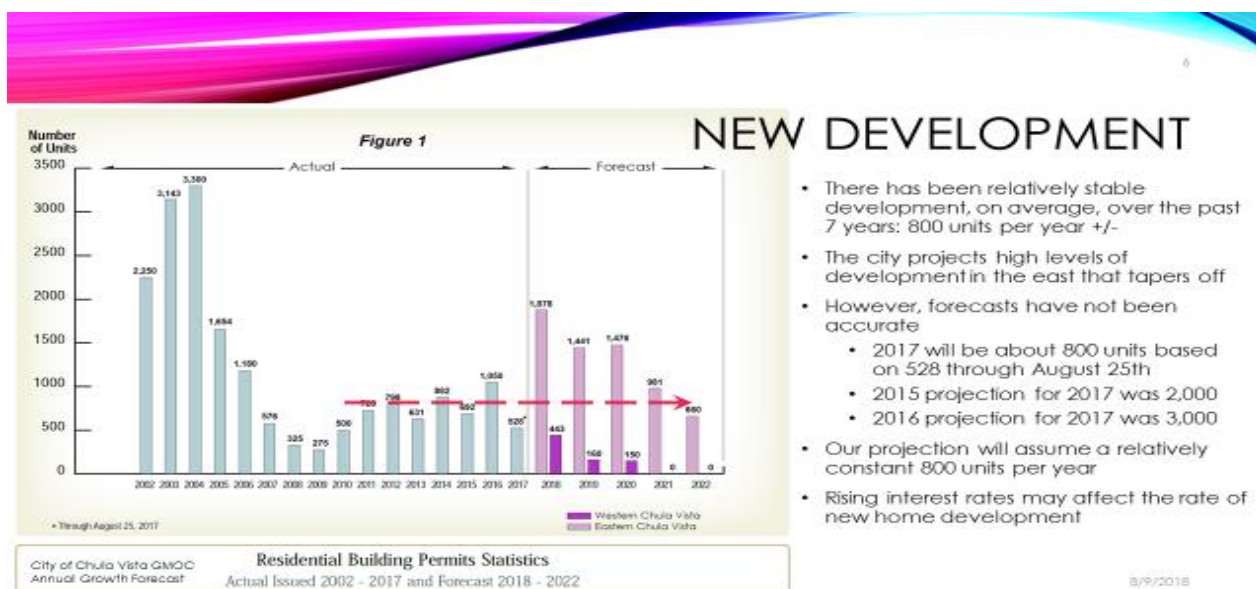


# Enrollment Projections

The following three tables demonstrate district and county enrollment projections, in addition to new development forecasts. Historic data is used to develop this information, in addition to the California Basic Educational Data System (CBEDS), and feeder districts. Variables that affect enrollment projections include human behavior, and the rate of new construction and development; both of which are largely influenced by the economy. The assessment of the enrollment and capacity study performed in May 2018, indicates a declining trend over the course of the next five-year time.



Development and construction in the district's boundaries are somewhat fluid. While the western geographic portions of our district have been mostly built-out, the eastern portions of the district continues to experience continued development and construction. The district is such that it has recently experienced declining enrollment in the west, and stable enrollment in the east. Thus, further compounding facilities challenges given the unbalanced growth across differing regions within our district boundaries.



In an effort to acquire a strong understanding and assessment of the factors contributing to the decline in enrollment, and to best prepare for enrollment and capacity impacts to campuses, a district committee is being developed, participation will include planning and construction, technology services, and teaching and learning.

## Capacity

Please note: As referenced under Enrollment Projections (page 11), school site capacity will be analyzed with enrollment projections and trends. Capacity updates will be included with annual updates of the master plan.

## Schools Facility Information

SUHSD facilities range from 12-97 years in age. Acreage, permanent building, and temporary housing (relos) are factors utilized to determine need for capacity utilization and expansion. School facility planning requires an understanding of existing conditions, new community development, and the impacts on our existing campuses and boundaries. The information below is utilized in the development of our Project Priority Matrix rubric.

| Site                    | Opening Year | Age | Acres | Perm. Bldg. Area | Relos. Area | Total Area |
|-------------------------|--------------|-----|-------|------------------|-------------|------------|
| Bonita Vista High       | 1966         | 52  | 46.12 | 149,425.95       | 15,360.00   | 164,785.95 |
| Bonita Vista Middle     | 1968         | 50  | 21.18 | 97,960.62        | 2,880.00    | 100,840.62 |
| Castle Park High        | 1963         | 55  | 44.72 | 118,233.86       | 12,720.00   | 130,953.86 |
| Castle Park Middle      | 1955         | 63  | 17.48 | 86,482.08        | 2,400.00    | 88,882.08  |
| Chula Vista Adult       | 1974         | 44  | 12.37 | 37,570.33        | 29,800.00   | 67,370.33  |
| Chula Vista High        | 1950         | 68  | 33.86 | 179,388.46       | 18,240.00   | 197,628.46 |
| Chula Vista Middle      | 1929         | 89  | 14.16 | 92,615.95        | 8,160.00    | 100,775.95 |
| Eastlake High           | 1992         | 26  | 42.60 | 175,331.00       | 42,720.00   | 218,051.00 |
| EastLake Middle         | 2003         | 15  | 26.03 | 118,445.00       | 4,800.00    | 123,245.00 |
| Granger Junior High     | 1956         | 62  | 17.77 | 79,443.27        | 7,200.00    | 86,643.27  |
| Hilltop High            | 1959         | 59  | 36.33 | 148,900.07       | 15,930.00   | 164,830.07 |
| Hilltop Middle          | 1959         | 59  | 26.70 | 88,261.59        | 960.00      | 89,221.59  |
| Imperial Beach Adult    | 1997         | 21  | NA    | 7,388.00         | NA          | 7,388.00   |
| MAAC Charter            | 2001         | 17  | NA    | NA               | NA          | NA         |
| Mar Vista Academy       | 1961         | 57  | 27.37 | 84,902.68        | 9,120.00    | 94,022.68  |
| Mar Vista High          | 1952         | 66  | 33.00 | 160,602.02       | 8,640.00    | 169,242.02 |
| Montgomery Adult        | 1988         | 30  | NA    | NA               | 4,320.00    | 4,320.00   |
| Montgomery High         | 1971         | 47  | 44.72 | 173,527.59       | 18,240.00   | 191,767.59 |
| Montgomery Middle       | 1972         | 46  | 30.75 | 89,388.01        | 5,760.00    | 95,148.01  |
| National City Adult     | 2005         | 13  | NA    | 27,700.00        | NA          | 27,700.00  |
| National City Middle    | 1929         | 89  | 9.26  | 64,817.60        | NA          | 64,817.60  |
| Olympian High           | 2006         | 12  | 50.43 | 217,455.00       | 6,720.00    | 224,175.00 |
| Options/Sails           | 1998         | 20  | NA    | NA               | NA          | NA         |
| Otay Ranch High         | 2003         | 15  | 55.06 | 195,454.00       | 12,000.00   | 207,454.00 |
| Palomar High            | 1978         | 40  | 3.34  | 15,209.25        | 9,600.00    | 24,809.25  |
| Rancho Del Rey Middle   | 1998         | 20  | 26.07 | 99,136.00        | 31,302.00   | 130,438.00 |
| San Ysidro Adult        | 1988         | 30  | 6.05  | NA               | 24,432.42   | 24,432.42  |
| San Ysidro High         | 2002         | 16  | 58.00 | 250,854.00       | 13,440.00   | 264,294.00 |
| Southwest High          | 1975         | 43  | 50.06 | 147,249.27       | 12,960.00   | 160,209.27 |
| Southwest Middle        | 1929         | 89  | 14.48 | 65,441.08        | 0.00        | 65,441.08  |
| Stephen Hawking Charter | 2011         | 7   | NA    | 18,930.00        | 9,600.00    | 28,530.00  |
| Sweetwater High         | 1921         | 97  | 28.08 | 233,315.35       | NA          | 233,315.35 |

\*The above square footage is for buildings only, does not include corridors or pavilions.



# Community Engagement

Below is a list of the community meetings held district-wide. The purpose of the meetings was to share the 2018 *Conceptual Site Master Plans* with school communities, and provide an opportunity for stakeholder and community engagement.

## SWEETWATER UNION HIGH SCHOOL DISTRICT MASTER PLAN COMMUNITY MEETINGS

On behalf of the Sweetwater Union High School District, please join us for a presentation on facility master plans. School Site Master Plans identify facility needs, and assist in developing the future of our campuses. A presentation of the master plan will be followed by community engagement focus groups, for each campus.

Thank you for the opportunity to collaborate with your community.

| Date         | Sites  | Location                          | Time      |
|--------------|--|-----------------------------------|-----------|
| May 15, 2018 | Mar Vista High<br>Mar Vista Academy                            | Mar Vista High – Library          | 6:00 p.m. |
| May 15, 2018 | Montgomery High<br>Montgomery Middle                           | Montgomery High - Library         | 6:00 p.m. |
| May 16, 2018 | Castle Park High<br>Castle Park Middle                         | Castle Park High – Student Union  | 6:00 p.m. |
| May 16, 2018 | Bonita Vista High<br>Bonita Vista Middle                       | Bonita Vista High - Cafeteria     | 6:00 p.m. |
| May 17, 2018 | Eastlake High<br>Eastlake Middle                               | Eastlake High - Cafeteria         | 6:00 p.m. |
| May 22, 2018 | Chula Vista High<br>Chula Vista Middle                         | Chula Vista High – Little Theater | 6:00 p.m. |
| May 22, 2018 | Hilltop High<br>Hilltop Middle                                 | Hilltop Middle - Cafeteria        | 6:00 p.m. |
| May 23, 2018 | Otay Ranch High<br>Ranch Del Rey Middle                        | Otay Ranch High - Library         | 6:00 p.m. |
| May 30, 2018 | Southwest High<br>Southwest Middle                             | Southwest Middle - Library        | 6:00 p.m. |
| May 31, 2018 | Olympian High  | Olympian High - Library           | 6:00 p.m. |
| May 31, 2018 | Sweetwater High<br>Granger Junior High<br>National City Middle | Sweetwater High - Cafeteria       | 6:00 p.m. |
| June 4, 2018 | San Ysidro High  | San Ysidro High – Choir Room      | 6:00 p.m. |

For more information please contact:  
619-585-6003 or [planning2@sweetwaterschools.org](mailto:planning2@sweetwaterschools.org)



# Master Plan

The SUHSD 2018 Master Plan is considered by staff to be a live document. A typical master plan is updated every five years. To facilitate transparency, and demonstrate an on-going understanding of site needs, planning and construction will present annual updates to the board of trustees.

The main objective of the master plan process is to develop a standardized tool, and to provide the district continuity in alignment with the teaching and learning goal of creating 21<sup>st</sup> century learning schools. The master plan identifies three main areas of need throughout SUHSD schools:





1. Repair/upgrade of classrooms, which support career and college readiness
2. Improve safety and security at all campuses
3. Fix deteriorating infrastructure, and utility systems

A priority in developing the *Conceptual Site Master Plans* is to modernize and rehabilitate existing facilities, assess access to services on campus, and determine how campuses can be more functional. Each master plan reflects “potential new buildings,” recommendations for new construction projects will be presented to the Board of Trustees. School site infrastructure continues to be a significant need; infrastructure replacement will be included in future projects.

## How to read the Conceptual Site Master Plans

Each site has a *Conceptual Site Master Plan*, which reflects a site map with existing facility conditions, and a reference map with letter indicators directly associated to the “Master Plan Legend” column that describes the project, with associated educational changes.

The conceptual map is color coded with the following categories:

|   | Conceptual Site Master Plan Indicators & Legend                                |
|---|--|
|  | Major Modernization or Reconfiguration   |
|  | Light Modernization  |
|  | Potential Future New Construction  |
|  | Existing Building – No work to be done   |
| <b>A -Z</b>   | Each letter indicates the project, and associated educational facility changes |

Annual updates will include:

1. Completed project summaries
2. Cost forecast
3. Enrollment and capacity projections
4. Industry trends
5. Program Management Plan (PMP) updates
6. Educational and Material Standard updates
7. Teaching and Learning educational updates

Planning and construction is working with alternative education and adult schools to assess program locations, facility needs, and potential opportunities to evaluate the location and proximity of programs. Palomar High School, Alternative Education and Adult School programs are still in need of a comprehensive program master plan.

Appendix A: SOH Conceptual Sample Site Master Plan, Pages 1-3

Appendix B: Conceptual Site Master Plan, Page 2

## Cost Estimating

A method was established to have a standardized approach for the development of master plans following: Five architecture teams were identified to work collaboratively with the district in the development of site master plans. Each project identified on the master plan included an associated project cost. In order to maintain a standardized cost estimating approach, consistent costs per square foot were applied to each project depending on the type of facility (i.e., classroom, science, physical education, administration). The following elements were included in each project identified on the site master plan: project name, cost per square foot, unit cost, hazmat abatement costs, construction sub-total, cost escalation to mid-2019, district project contingency, district program “soft” costs, and FFE. This approach provided continuity in cost forecasts and created a benchmark for staff. Project costs will be reviewed regularly and adjusted accordingly.

Master Plan Project Cost Estimate Sample:

| <b>1400 BUILDING MODERNIZATION, NUTRITION SERVICES / MPR</b> |                |             |                  |                     |
|--|----------------|-------------|------------------|---------------------|
| <b>ITEM</b>  | <b>COST/SF</b> | <b>UNIT</b> | <b>UNIT COUN</b> | <b>TOT</b>          |
| <b>Kitchen major modernization</b>                           | <b>\$ 575</b>  | <b>S</b>    | <b>2950</b>      | <b>\$ 1,696,250</b> |
| <b>MPR major modernization</b>                               | <b>\$ 400</b>  | <b>S</b>    | <b>3375</b>      | <b>\$ 1,350,000</b> |
| <b>Landscape/Hardscape</b>                                   | <b>\$ 20</b>   | <b>S</b>    | <b>3625</b>      | <b>\$ 72,500</b>    |
| <b>SUBTOTAL:</b>   |                |             |                  | <b>\$ 3,118,750</b> |
| <b>Hazmat Abatement:</b>                                     | <b>10%</b>     |             |                  | <b>\$ 311,875</b>   |
| <b>CONSTRUCTION SUBTOTAL:</b>                                |                |             |                  | <b>\$ 3,430,625</b> |
| <b>Escalation to mid-2019 (10%)</b>                          | <b>10%</b>     |             |                  | <b>\$ 343,063</b>   |
| <b>Project Contingency (20%)</b>                             | <b>20%</b>     |             |                  | <b>\$ 686,125</b>   |
| <b>Soft Costs (30%)</b>                                      | <b>30%</b>     |             |                  | <b>\$ 1,029,188</b> |
| <b>CONSTRUCTION TOTAL:</b>                                   |                |             |                  | <b>\$ 5,489,000</b> |
| <b>FIXTURES, FURNITURE &amp; EQUIPMENT</b>                   | <b>7.50%</b>   |             |                  | <b>\$ 257,297</b>   |
|  |                |             |                  |                     |
| <b>PROJECT TOTAL:</b>  |                |             |                  | <b>\$ 5,746,297</b> |

## Facility Need Assessment

SUHSD utilizes the 2015 Facility Needs Assessment (FNA) conducted by Jacobs Engineering to validate project need. Data from the FNA is incorporated within rubrics to identify project prioritization.

## Program Management Plan

Through the implementation of Prop O, the SUHSD has developed and adopted the Project Management Plan (PMP). This plan has been subject to regular review by the Prop O performance auditors, and based on their input, has been revised over time to reflect current program execution methods. Process and procedures outlined within the PMP are assessed regularly with annual updates.

## Deferred Maintenance

The implementation of Local Control Funding Formula (LCFF) eliminated the dedicated revenue stream for the Deferred Maintenance Program (DMP). Prior to LCFF, an annual basic grant was provided to districts for major repair or replacement work. The DMP provided state matching funds, on a dollar for dollar basis, to assist school

districts with expenditures for major repair or replacement of these school building components. SUHSD maintains a Deferred Maintenance project list, and completes projects as funding becomes available. Since the implementation of LCFF in Fiscal Year (FY) 2013-2014, the district has transferred \$6,811,400, to the Deferred Maintenance Fund from General Fund Base Grant revenue with the existing fund balance plus the Base Grant contribution the district was able to fund over \$12 million in deferred maintenance projects.

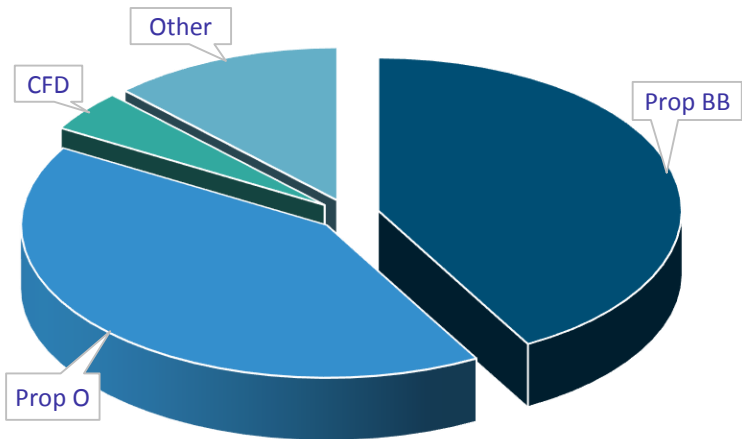
## Joint Use

The SUHSD supports ongoing efforts to be strategic and leverage other resources, such as state or municipal resources in the furtherance of facility improvements. As an example of these efforts, the district is currently in negotiation with the City of Imperial Beach towards the development of Joint Use Agreement for the pool at Mar Vista High School. For the Fiscal Year 2018-2019, SUHSD, in partnership with the City of Imperial Beach, was allocated \$2 million from the state budget towards the completion of this facility.

Additionally, the district is engaged with multiple agencies in existing joint use agreements. For example, at Montgomery Middle School, there is a joint use agreement with the Borderview YMCA for purposes of a swimming pool facility. At two of our adult schools, National City Adult School and Imperial Beach Adult School, the district has a joint use agreement with the Metropolitan Transit System (MTS) and with the City of Imperial Beach. Both of these agreements are for facilities to be located on grounds owned by those agencies and the district operates adult education programs at the two sites.

# Funding and Outstanding Debt

The cost estimate performed for the projects outlined within each site master plan shows a combined funding need of over \$1.9 billion. Current funding does not meet the facilities needs of the district. SUHSD funds the MP projects through local, State, and Federal funding sources. The local funds are primarily General Obligation Bonds, Special Tax Revenue (Mello-Roos/CFD), Redevelopment and Developer Fees. State funds are through programs from the School Facilities Program (SFP), and Federal funds from the Schools and Libraries Program (E-Rate). Approximately \$838 million has been allocated to facilities projects since 2000. The following chart and table illustrate the completed and existing projects by funding sources.



Completed and Active Projects  
and Funding Sources

| Funding Source  | Allocated Funds |
|-----------------|-----------------|
| Proposition BB* | \$ 350,944,059  |
| Proposition O   | \$ 348,132,470  |
| Mello-Roos/CFD  | \$ 36,407,512   |
| Other Funding   | \$ 102,522,296  |
| Total           | \$ 838,006,336  |

\*Proposition BB funding includes State Matching funds spent.

## Local Funding

### PROPOSITION BB

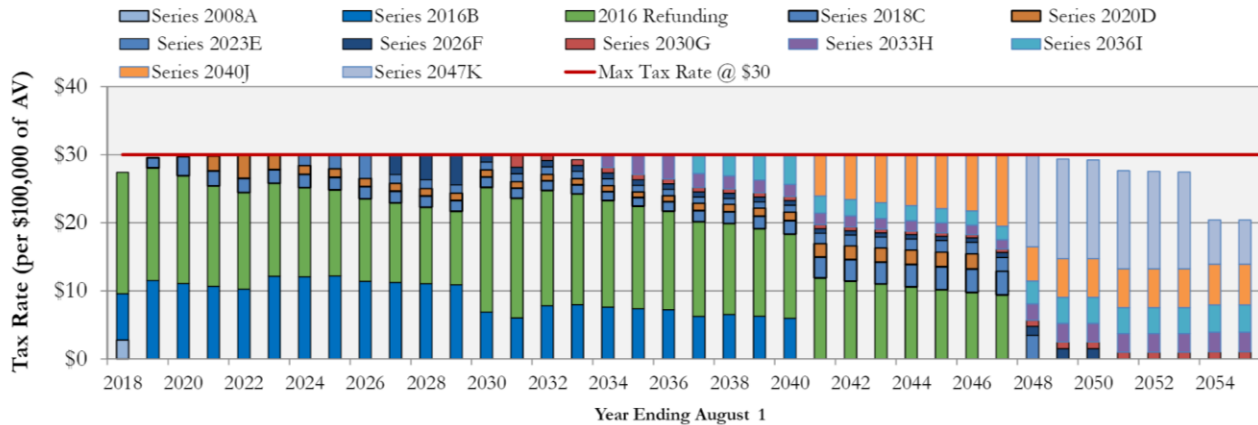
Proposition BB was a \$187 million local school facilities bond approved by the community in November 2000. A total principal amount of \$186,999,415.35, was issued through three separate bond series. Proposition BB modernization projects are completed and all but three have been closed out with the State of California Division of the State Architect. Proposition BB funds have been fully utilized.

### PROPOSITION O

The primary funding source for the master plan projects is Proposition O. Measure O is a \$644 million General Obligation Bond approved by SUHSD voters in November 2006 to address the needs identified in the prior master plans. Subsequent to authorization, SUHSD has issued \$305 million and has \$339 million in remaining general obligation bond authorization. California Education Code and Proposition 39 establish debt and tax rate limits based on the assessed value of taxable property within the district’s boundaries. As a result, SUHSD is limited on when the remaining authorization can be issued. It is anticipated that the remaining \$339 million authorization will be issued over the next 29 years (See Preliminary Cash Flow below). Measure O funds cannot fully fund the remaining \$1.9 billion master plan projects.



**Sweetwater Union High School District**  
**Preliminary Bond Analyses – Prop O Bond Issuance Schedule**  
**Projected Tax Rates Under Election of 2006 (1)**



|                     | Series 2008A  | 2013 BANs    | Series 2016B | Series 2018C | Series 2020D | Series 2023E | Series 2026F | Series 2030G | Series 2033H | Series 2036I | Series 2040J | Series 2047K  | Total         |
|---------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| Issue Date          | 3/27/2008     | 2/1/2013     | 3/24/2016    | 4/1/2018     | 8/1/2020     | 8/1/2023     | 8/1/2026     | 8/1/2030     | 8/1/2033     | 8/1/2036     | 8/1/2040     | 8/1/2047      | -             |
| Par Amount          | \$180,000,000 | \$32,820,000 | \$97,000,000 | \$28,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$11,000,000 | \$29,000,000 | \$40,000,000 | \$88,000,000 | \$120,000,000 | \$644,000,000 |
| Project Amount      | 180,000,000   | 32,820,000   | 62,847,702   | 22,705,000   | 16,649,295   | 16,648,589   | 16,650,693   | 10,703,843   | 28,505,094   | 39,382,997   | 86,843,732   | 118,688,315   | 632,445,260   |
| BAN Repayment       | -             | -            | 33,964,619   | -            | -            | -            | -            | -            | -            | -            | -            | -             | -             |
| Final Maturity Date | 8/1/2047      | 1/1/2018     | 8/1/2040     | 8/1/2047     | 8/1/2046     | 8/1/2048     | 8/1/2053     | 8/1/2055     | 8/1/2055     | 8/1/2055     | 8/1/2055     | 8/1/2055      | 8/1/2055      |
| Repayment Ratio     | 2.60          | 1.22         | 1.49         | 2.01         | 2.00         | 2.10         | 2.07         | 2.30         | 2.23         | 2.11         | 1.64         | 1.35          | 2.01          |

(1) Assumes 4.00% growth in Assessed Value for FY 18-19 and every year thereafter. Series 2020 assumes 5.00% coupons and 15-year average 'A' scale. Each subsequent series assumes an additional 50 basis point cushion.

#### SPECIAL TAX REVENUE (MELLO-ROOS/CFD)

Within the communities served by the SUHSD, there are 21 Community Facilities Districts (CFDs). As described by the Mello-Roos Community Facilities Act of 1982, the CFDs were formed to mitigate the impact of potential students generated from new residential and provide funds for the purchase, construction, expansion, improvement or rehabilitation of real or other tangible property with an expected useful life of 5 years or longer which the district is authorized by law to construct, own, operate, or to which it may contribute revenue. The district has used CFD funds (both debt and special taxes) to help fund the construction four high schools and two middle schools. In addition, the district has used CFD funds to maintain and/or extend the useful life of the facilities serving students within the CFDs. The district will continue to use CFD monies to fund master plan projects at campuses eligible to benefit from said funds.

#### DEVELOPER FEES

Pursuant to Education Code Section 17620 and Government Code Sections 65995(b), SUHSD collects Statutory School Fees (Level 1 Developer Fees) for residential and commercial/industrial development. Similar to Special Tax Revenue, the collection of developer fees helps mitigate the impact of potential students generated from new residential housing over future years, and the District is allowed, via this statutory structure, to have a local revenue source to utilize for capital improvement projects. The fees are then utilized for growth projects, such as placement of portables, supplemental funding for reconstruction of existing facilities, and the replacement of portables.

#### OTHER FUNDS

General Fund, redevelopment funds, lease income, and joint use agreements are utilized for master plan projects when available. Monies projected from other local funding sources for facilities improvements are minimal.

Appendix C: Budget by Site All Funds, BB/O/CFD

## State Funding

SUHSD continues to pursue supplemental funding from the State's School Facility Program (SFP). The district currently has several SFP modernization applications on the Office of Public School Construction (OPSC) workload list, with a potential reimbursement of over \$14 million for past projects. In efforts to be prudent with financial planning, at this time, SUHSD is not relying on State funding for purposes of funding master plan projects due to the uncertainty surrounding the availability of funding.

The district utilizes the services of School Facility Consultants (SFC) for assistance with completing and submitting SFP applications and eligibility calculations. SFC has completed a review of the SUHSD 2016/2017 modernization eligibility within the SFP. The review consisted of updating school sites for increases in CBEDS, when applicable, and for turnover of facilities into the program, due to age. Switching Options to calculate the eligibility, if beneficial, has also been accounted for in this analysis.

The estimated grants in the summaries in the table below are based on modernization base grants amounts of \$4,472 per 7-8 pupil, \$5,855 per 9-12 pupil, \$9,015 per Non-Severe Special Day Class (SOC) pupil, and \$13,475 per Severe (SOC) pupil. The estimated grants have also been adjusted for any increase in grants for 50 year old permanent buildings (if applicable), and a 3% increase for accessibility and fire code requirements, per pupil grants for fire detection/alarm system and small size project. These augmentations have been included as most modernization projects qualify to receive these grants. More project-specific augmentations, such as Urban/Impacted site and High Performance, and CTE grants have not been included.

The table below summarizes the District's updated estimated Modernization eligibility by site:

| Site             | 60% State Match     | 40% District Match  | Total Project       |
|------------------|---------------------|---------------------|---------------------|
| Bonita Vista MS  | \$1,362,437         | \$908,291           | \$2,270,728         |
| Bonita Vista HS  | \$4,736,384         | \$3,157,590         | \$7,893,974         |
| Castle Park MS   | \$1,472,458         | \$981,638           | \$2,454,096         |
| Castle Park HS   | \$0                 | \$0                 | \$0                 |
| Chula Vista MS   | \$43,814            | \$29,210            | \$73,024            |
| Chula Vista HS   | \$0                 | \$0                 | \$0                 |
| Eastlake HS      | \$16,939,093        | \$11,292,729        | \$28,231,822        |
| Granger JHS      | \$1,030,476         | \$686,984           | \$1,717,461         |
| Hilltop MS       | \$0                 | \$0                 | \$0                 |
| Hilltop HS       | \$1,729,032         | \$1,152,688         | \$2,881,720         |
| Mar Vista MS     | \$0                 | \$0                 | \$0                 |
| Mar Vista HS     | \$4,818,459         | \$3,212,306         | \$8,030,765         |
| Montgomery MS    | \$778,413           | \$518,942           | \$1,297,355         |
| Montgomery HS    | \$994,190           | \$662,793           | \$1,656,984         |
| National City MS | \$856,616           | \$571,077           | \$1,427,693         |
| Palomar CHS      | \$1,076,542         | \$717,695           | \$1,794,237         |
| Southwest MS     | \$725,991           | \$483,994           | \$1,209,986         |
| Southwest HS     | \$2,281,466         | \$1,520,977         | \$3,802,443         |
| Sweetwater HS    | \$0                 | \$0                 | \$0                 |
| <b>Total</b>     | <b>\$38,845,371</b> | <b>\$25,896,914</b> | <b>\$64,742,285</b> |

The district also works with SFC to track funding capacity for new construction projects. As programming for new construction projects are developed, coordination with SFC will included to assess our ability to maximize funding capacity.

## Debt

Below is a list of SUHSD's outstanding public and private debt issuance.

| Long Term Debt Obligations                     |                 |                                    |                   |               |                       |                               |
|--|-----------------|------------------------------------|-------------------|---------------|-----------------------|-------------------------------|
| General Obligation Bonds                       |                 |                                    |                   |               |                       |                               |
|  |                 | Outstanding debt as<br>of 08/01/18 | Year maturing     | Interest rate | Pmt. date<br>Interest | Pmt. date<br>principal & Int. |
| Prop. BB - G.O. Bonds 2000 - C                 | Principal (CAB) | 21,946,121.45                      | Aug. 1st., 2026   | 4.260-5.270%  | Feb. 1st.             | Aug. 1st.                     |
| Prop. BB - G.O. Refunding Bonds 2011 series    | Principal       | 13,085,000.00                      | Aug. 1st., 2025   | 3.390%        | Feb. 1st.             | Aug. 1st.                     |
| Prop. BB - G.O. Refunding Bonds 2014 series    | Principal       | 76,940,000.00                      | Aug. 1st., 2029   | 3.44-5.27%    | Feb. 1st.             | Aug. 1st.                     |
| Prop. O - G.O. Refunding Bonds 2016 Series     | Principal       | 167,985,000.00                     | Aug. 1st., 2047   | 4.00-5.00%    | Feb. 1st.             | Aug. 1st.                     |
| Prop. O - G.O. Bonds 2006 - Series 2016B       | Principal       | 97,000,000.00                      | Aug. 1st., 2040   | 2.00-3.375%   | Feb. 1st.             | Aug. 1st.                     |
| Prop. O - G.O. Bonds 2006 - Series 2018C       | Principal       | 28,000,000.00                      | Aug. 1st., 2047   | 3.50-5.00%    | Feb. 1st.             | Aug. 1st.                     |
| Qualified Zone Academy Bonds                   |                 |                                    |                   |               |                       |                               |
| QZAB 2005                                      | Principal       | 5,000,000.00                       | Sept. 29, 2021    |               |                       | Sept. 29, 2021                |
| QZAB 2010                                      | Principal       | 2,545,000.00                       | April, 1st., 2025 | 2.300%        | Oct. 15th             | April 1st.                    |
| Certificate of Participation                   |                 |                                    |                   |               |                       |                               |
| Mello-Roos - COP's                             |                 |                                    |                   |               |                       |                               |
| Series 2017 Refunding                          | Principal       | 31,395,000.00                      | Sept. 1st., 2029  | 2.00-5.00%    | March 1st.            | Sept. 1st.                    |
| Special Tax Revenue Bonds                      |                 |                                    |                   |               |                       |                               |
| Mello-Roos - Special Tax Revenue Bonds         |                 |                                    |                   |               |                       |                               |
| 2013 Refunding Revenue Bonds                   | Principal       | 54,645,000.00                      | Sept. 1st, 2027   | 3.00-5.00%    | March 1st.            | Sept. 1st.                    |
| Lease Revenue Bonds                            |                 |                                    |                   |               |                       |                               |
| Federally Taxable Lease Revenue Refunding Bond |                 |                                    |                   |               |                       |                               |
| Series 2016                                    | Principal       | 34,200,000.00                      | Oct. 1st, 2035    | 1.230-3.955%  | April 1st.            | Oct. 1st.                     |

# Challenges and Summary

## Challenges

1. Determination of building new schools as it relates to development, enrollment and capacity projections, and operational funds.
2. Declining enrollments – awareness to not over build new facilities.
3. District committee to evaluate and understand district wide enrollments impacts SUHSD is experiencing in response to declining enrollment.
4. Forecasting special education growth trends. Classrooms are loaded at a lower rate, which affects the classroom utilization when reviewing enrollment and capacity.

## Summary

The 2018 Master Plan is a living, breathing document, which will be updated as projects are completed, and supported with annual review and updates. Modifications to the master plans may be presented to the board of trustees and cabinet to benchmark significant changes to educational program, facility needs and forecasts.

### Important Note:

On Friday, July 27, 2018, staff recommended to the board of trustees to place a resolution on the ballot for voter consideration in the November 6, 2018, election. In an effort to bring this matter for full transparency, there was a first reading at the July 9, 2018, meeting of the board; subsequently, the board considered and voted to accept staff's recommendation. Resolution No. 4567 reflects the feasibility of projects that were examined through the master plan process, and is valued at \$403 million.

Appendix D: Proposed Bond Preliminary Cash Flow 2018

# Appendices

- A. Southwest High Conceptual Sample Site Master Plan, Pages 1-3
- B. Conceptual Site Master Plan, Page 2
- C. Budget by Site All Funds, BB/O/CFD
- D. Proposed Bond Preliminary Cash Flow 2018