LINDSAY UNIFIED SCHOOL DISTRICT

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LINDSAY HIGH SCHOOL

FACILITIES ASSESSMENT AND IMPLEMENTATION PLAN

PREPARED BY

PROGRAM MANAGEMENT INTEGRATION, LLC

2012

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June 2012

Program Management Integration (PMI), is pleased to present the Lindsay Unified School District with a Facilities Assessment and Implementation Plan. The District engaged PMI to conduct an assessment of existing facilities, identify the estimated costs of recommended improvements, and engage in a school site planning process.

The District's Mission Statement was used as the catalyst to conduct and design the proposed program. Assessment and implementation objectives focused on improving academic achievement, enhancing General Fund sustainability, and increasing functionality at existing sites. The District is seeking methods to maintain and improve academic achievement through its instruction and technology programs. In an era of declining State revenues, enhancing the sustainability of the General Fund is recognized as increasingly important to maintain and improve classroom instruction. Finally, transforming existing schools to accommodate the needs of students in the 21st century is key to providing ongoing education that is relevant, engaging, and focused on student success.

With these objectives in mind, a proposed program has been assembled to improve school facilities. In conjunction with District staff, a school site planning process was initiated, opportunities to improve the General Fund and on-going technology were reviewed, and recommendations for major capital improvements were provided.

An implementation program has been prepared to fund and sequence the construction of the required improvements. Various funding sources were evaluated in tandem with estimated State funding for new construction and modernization in addition to a general obligation bond program. The timing and availability of these sources has been paired with recommended improvements to develop a phasing and sequencing plan for project implementation.

This plan provides the analysis, priorities, cost estimates, and funding options to implement a comprehensive facilities program over the next decade. Thank you for the opportunity to serve the Lindsay Unified School District.

Ernesto Flores
Program Management Integration (PMI)

District Mission

The Lindsay Unified School District prioritizes academic achievement by providing a comprehensive, cohesive education to every student. All program and implementation objectives and the overall recommendations provided in this plan derive from the District's mission statement:

"Empowering and motivating for today and tomorrow."

Program Objectives

The Lindsay Unified School District has eight schools, six K-8 schools, a continuation high school, and a comprehensive 9-12 high school that jointly serve approximately 4,168 students.

In an effort to promote the District's commitment to every student, Program Management Integration, Inc. (PMI) has developed the following working objectives for the Facilities Assessment and Implementation Plan. The objectives of the proposed plan are to:

- Support academic achievement
- Enhance and maintain the sustainability of the General Fund
- Transform the school sites by improving their appearance and functionality

The District has a history of periodically engaging the support of the Lindsay community to assist in improving school facilities. The community's support of general obligation bond Measure "C-02" in 2002 and Measure "B" in 2008 allowed the District to finance basic facilities needs, modernization improvements, and construct new schools to meet the needs of expanding enrollment.

This plan builds upon the District's proud tradition of diligent maintenance of facilities and a desire to enrich students' lives by meeting the District's capital needs that exist now and those that will arise in the future. The plan provides the framework for long-term improvements and sources of funding to protect the community's investment in local schools.

Methodology

The Facilities Assessment and Implementation Plan is the product of a planning process undertaken by the District to enhance educational opportunities for its students and make improvements to existing facilities. The analysis was inclusive of District identified needs and provides recommendations based on meetings with site administration, teachers, parents, community members, and consultants. The consultant team included trained architects, estimators, planners, and finance professionals. The observations provided are the result of the following process.

A general assessment of the District's school sites, as well as various district-wide needs, was conducted. Through the evaluation process, discussions were held with site administrators and visual inspections of existing conditions were conducted at all school sites. Existing site plans were reviewed and a set of background documentation was developed. These formed the basis for the inventory of existing facilities and potential future needs. In addition, available data from the District and the City of Lindsay were gathered to form the foundation for the development of recommendations.

A review of the existing usage of each site and an inventory of existing facilities was performed. This examination looked at the inventory of building spaces, as well as support features, such as parking, vehicular access, and play fields. Archival data was collected, including maps, statistical data, technology plans, and developer fee studies. The data was utilized to develop a historical knowledge base of the existing state of the District.

As part of the needs assessment, District staff and school site members were engaged in discussion relative to school improvements. Additional participation was encouraged through a random sample opinion survey of registered voters to evaluate community perceptions of the quality of facilities, the need for improvements, proposed priorities, and alternate levels of support for required funding.

Demographic Factors

In order to determine the parameters of the implementation program, it was necessary to determine the future facility needs of the District by completing various enrollment projections. For purposes of the facility study, three methods were used to project the demand for school facilities. Each, however, has its intrinsic limitations and is meant to be used to size estimated facilities needs and not to budget annual revenues available to the District that may be based on enrollment that is otherwise made available from the State.

- The first method uses demographic trends as represented by the overall birth rate for recent years to project changes in enrollment. This approach uses birth rates in the area to project kindergarten enrollment and, once established, the other grades are projected using the average of their individual rates of change over a similar period.

- The second method uses a cohort projection method without modification. This approach averages changes in annual enrollment over time. This approach tends to reduce any anomalies in recent or prior years by averaging enrollment changes over time.

- The third method relies on a modified-cohort method of enrollment projection used by the State Office of Public School Construction (OPSC). It tends to weigh more recent annual enrollment changes more heavily in calculating future trends. This method is used to estimate future enrollment by the State to establish a district's eligibility for State grants for new construction to permanently house students.

Site Survey

The State of California defines the useful life of a school to be 25 years at which time the facility is deemed eligible for a matching State grant program for modernization and renovation which is intended to extend its useful life to the maximum extent possible. Coupled with an assessment of enrollment at each site and classroom, a determination of the eligibility of a site for matching State modernization grants was conducted. A count of classrooms, their use, and type as to permanent or portable construction was also ascertained. Simultaneously, an evaluation was undertaken of changes in the physical capacity of the District's facilities to accommodate any outstanding changes to the delivery of the educational program. For example, an increase in classroom devices requiring additional electrical capacity may deem the existing electrical system incapable of supporting the latest or planned method of classroom technology or effective instructional or learning tools.

Through the evaluation process, discussions were held with school administrators and visual inspections of existing conditions were conducted at the six elementary schools, high school, and continuation high school. The team reviewed existing site plans and developed a set of background documentation to form the basis for the inventory of existing facilities and a schedule of permanent student capacity. District-wide needs such as technology, Americans with Disabilities Act (ADA) retrofits, and energy management improvements were considered. Based on the age of the campuses and previous improvements, it was determined that every school site constructed in 1987 or earlier would require modernization efforts to some degree, unless a building had undergone modernization efforts within the last 25 years.

The discussions also raised additional needs beyond the scope of matching State grants, including support features such as vehicular access. These improvements and the match component of any eligible projects for State funding require a match from local sources. Likewise such improvements were documented by school site, estimated as to the amount of cost required, and phased to match the schedule of proposed construction for modernization projects so as not to extend the construction period nor disrupt ongoing instruction wherever possible.

Analysis

Once enrollment had been projected and the capacity of existing facilities to house students and educational programs determined, a six part study for each site was produced. The first was a narrative describing the needs of each site. The second part was a graphic depicting existing site conditions and issues. The third part was a graphic representation summarizing recommended site improvements. The fourth part was a budget of the estimated cost of each project. The fifth was an identification of potential sources of funding to meet the proposed plan of expenditure. The sixth was a recommended phasing and sequencing plan to maximize available funds, reduce on site disruptions, and complete projects within the scope of identified funds.

Community Engagement Process

Visioning meetings with school site principals were held in December 2011 and January 2012 to provide an overview of the planning process, goals, and to discuss district-wide and site specific needs. Site assessments were also conducted to determine the condition of the District's permanent and portable classrooms and support facilities. Upon completion of the site assessments, a preliminary list of recommended improvements and estimated costs was developed for review and comment. Documents identifying existing conditions and proposed projects were developed for each school site.

Planning workshops were held in March 2012 to review potential improvements and conceptual site plans. School site staff, teachers, and parents were invited to participate in planning workshops to review priorities consistent with the District's missions and goals. The meetings provided an overview of the planning process, reviewed progress to date, and gathered comments on the recommended needs. General consensus was reached at each site regarding proposed improvements.

The City of Lindsay

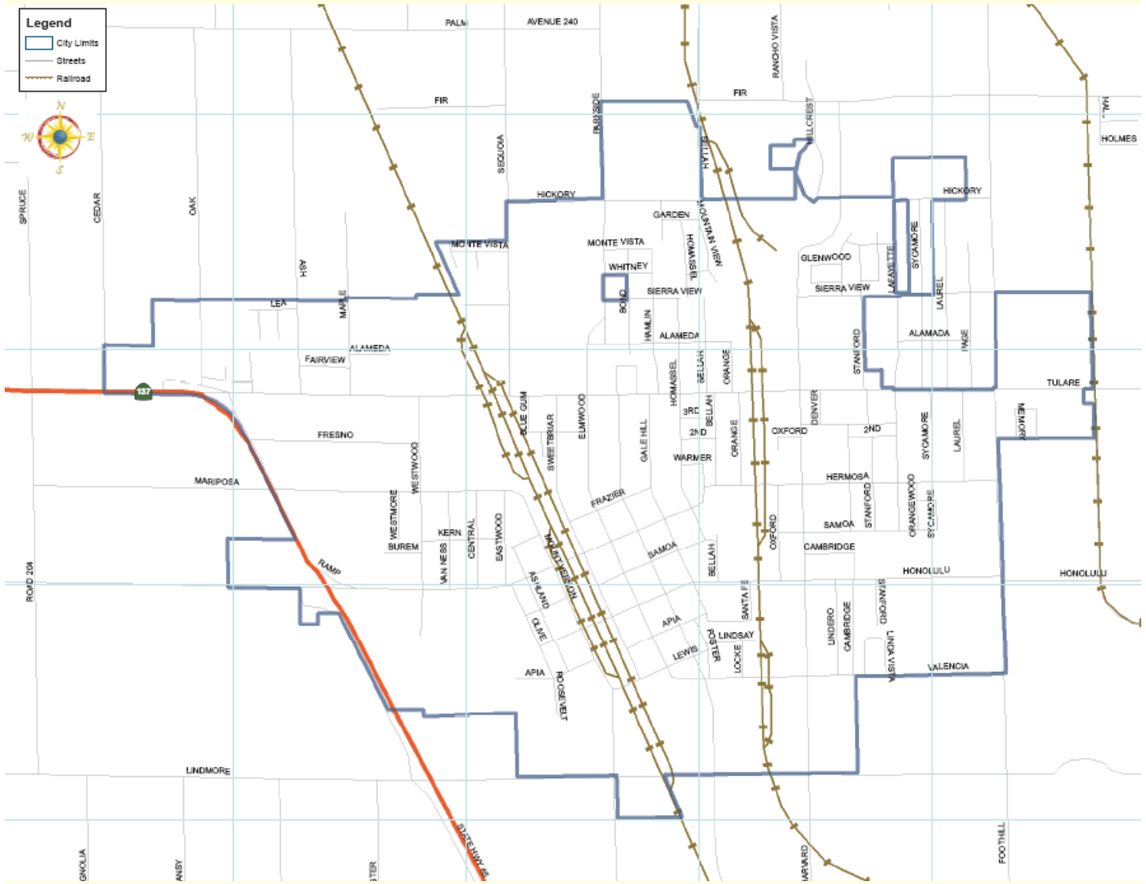
The City of Lindsay is located at the base of the Sierra foothills and surrounded by some of the most fertile farmland in the world. Called "the heartbeat of the Central Valley," the City currently has more than 11,760 residents and is located 63 miles south of Fresno and 61 miles north of Bakersfield. The City encompasses much of the developed area of the Lindsay Unified School District. Its incorporated boundaries cover approximately 2.6 square miles.

Beginning in 1989, Lindsay adopted the Comprehensive General Plan for growth within the City as well as portions of the immediately surrounding areas where much of the affected population resides. The Plan projected a future population of 11,820 by 2005. The 2010 U.S. Census determined that there were 11,768 residents living within the City. This figures represents a 14.3% increase from the 2000 U.S. Census, which reported a population of 10,297. Considerable increases in population, geographic expansion, and economic diversification are planned to continue in the City of Lindsay.

Lindsay Unified School District

Lindsay Unified School District encompasses approximately 43 square miles, covering the entire city of Lindsay and portions of the surrounding unincorporated countryside. At various points the District shares borders with residential, commercial, and agricultural developments. In the 2012 school year, the District served approximately 4,168 students in grades K-12. All elementary schools within the District serve grades K-8. Jefferson Elementary has a student population of 499 students, Kennedy Elementary has 463 students, while Lincoln Elementary School serves 477 students. Reagan Elementary's student population is 430 students, Roosevelt

Figure 1: City of Lindsay, CA



Source: Tulare County Resource Management Agency

Elementary has 477 students, and Washington Elementary serves 652 students. Lindsay High School has a student population of 1,050 students in grades 9-12 and John J. Cairns Continuation High School serves 82 students in grades 10-12. The John J. Cairns School site also hosts Lindsay Community Day School's population of 11 students in grades 7-11 and Loma Vista Charter School's 27 students in grades 9-12.

The Lindsay Unified School District has been serving students since 1890. One of the oldest schools in the District is Jefferson Elementary. The original Jefferson school site was built by bricks formed in kilns in nearby Porterville and transported by Mr. John J. Cairns. Mr. Cairns's efforts produced the first official school house in Lindsay. Prior to its construction, children were taught in the Southern Pacific Station. Currently, the District possesses a mix of school sites whose construction dates range from the 1930s through 2011.

The District has a long tradition of receiving local support for measures to improve and expand school facilities. In August of 1907 a tax levy of $2,000 was approved by unanimous vote of 16 residents and a school bond in 1909 rounded out the funding needed to build the District's first high school.

An increasing population required the construction of Washington Elementary, whose doors opened in 1915. A new high school was built in 1921 and the old high school became the junior high school. The rededication of existing sites to house new grade level configurations is a practice the District continues to utilize. The most recent examples include the conversion of Steve Garvey Junior High School into the K-8 Reagan Elementary School and the conversion of the prior high school site into the home for the newly formed K-8 Kennedy Elementary School, both occurring in the 2012 school year.

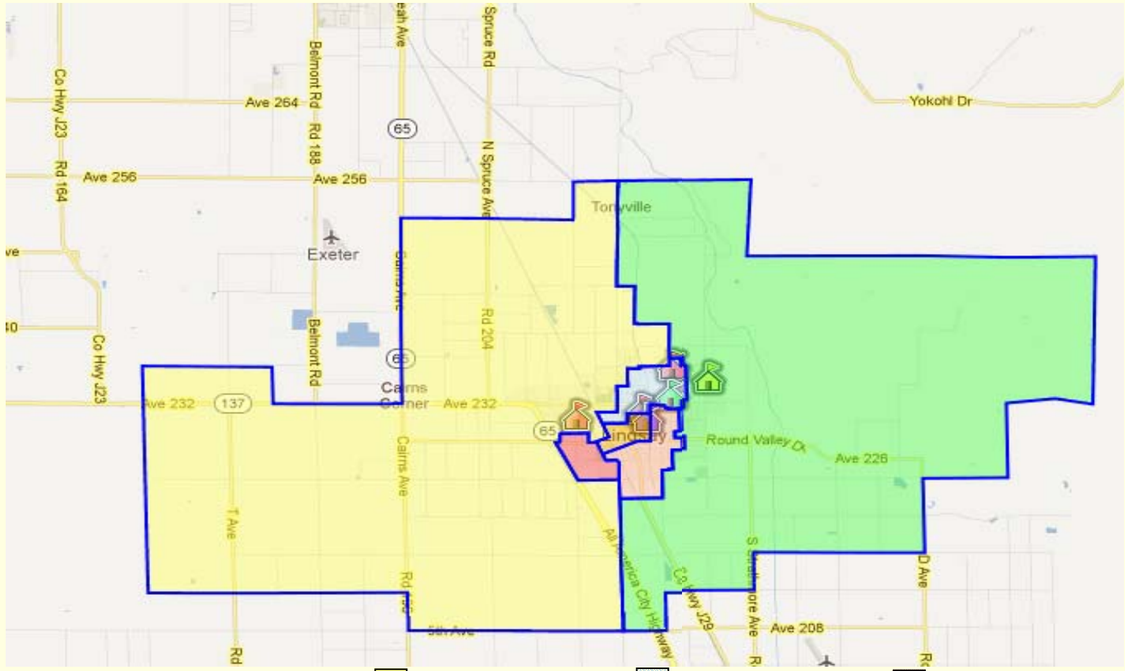
Most recently with general obligation funds from Measure "B," the District constructed a new Lindsay High School, which opened in December 2010. In addition, Measure "B" funds built the District's newest school, Roosevelt Elementary, which welcomed its first class for the 2012 school year. Starting in 2012 the District altered its grade configurations from consisting of three K-6 schools, one junior high school, and two high schools to its current configuration of six K-8 schools and two high schools. Even with the reconfiguration and construction of additional school sites, the District still finds itself relying on portable classrooms to house the student population; portable classrooms now account for almost 30% of all structures within the District.

Enrollment Analysis

Historical and projected enrollment trends are necessary to evaluate the current and future demand for classrooms and facilities. To establish the degree of facilities and renovation required, it was necessary to project enrollment at each grade level as well as the general enrollment trend into the future.

To project enrollment, overall birth rates within the District were utilized to correlate the expected impact to kindergarten enrollment when these children begin attending District

Figure 2: Lindsay Unified School District Elementary School Boundaries



Source: Google Earth, SchoolWorks, Inc.

schools 5 years later. This information was then coupled with historical student cohort survival rates between grade levels to project matriculation over time. The cohort method reviews the movement of students through grades and serves as the best indicator of net migration of students over time.

This approach works best during intermediate periods when there has not been a substantial variation in the direction of enrollment trends as it tends to reduce the rate of annual change. Its major weakness is that birth rate data is only accurate to the current date and must be projected thereafter. For example, if future residential development is accelerated, it will substantially increase enrollment beyond what has been forecasted. Review of development patterns within the City of Lindsay indicate that although the District has experienced steady development, historically lower levels have occurred in recent years as a result of the economic downturn. These lower levels of development are assumed to continue in the near future. Therefore, the birth rate and cohort survival method were used to project enrollment.

Births in Tulare County were analyzed from 1997 through 2010, the last date of published data. This information was then analyzed for births within the Lindsay zip code area that substantially includes the District. An annual ratio of births within the zip code area was calculated and a 5-year average was established. The District's prior 5-year births within its zip code were then calculated against the actual District kindergarten enrollment, beginning in 2002, to establish the correlation of births to kindergarten enrollment. Utilizing the County's projection of births through 2017, the projected number of births within the District were calculated and a kindergarten enrollment was projected for the 5-year period thereafter. Once established, grades 1-12 enrollment was projected to matriculate based on the average rate of change per year over the last 5 years. This assumed that the average cohort, for the past 5 years, would continue into the future.

As displayed in Table 1, Tulare County births have continued to grow from 1997 without any periods of decline. Birth rates increased within Tulare County by 23% from 1997 to 2007. The State Department of Finance Demographic Research Unit projects steady gains in County birth rates. By 2017, County births are expected to increase annually to a record total of 9,034. As County births increase, births in the zip code area inclusive of the District are expected to similarly increase.

On average, kindergarten enrollment has composed approximately 97% of births in the zip code that includes the District for the prior 5-year period. Table 1 shows this coefficient as applied to live birth data and State projections to determine the projected kindergarten enrollment over the next 5 years. Figure 3 shows the historical correlation of live births to kindergarten enrollment 5 years later.

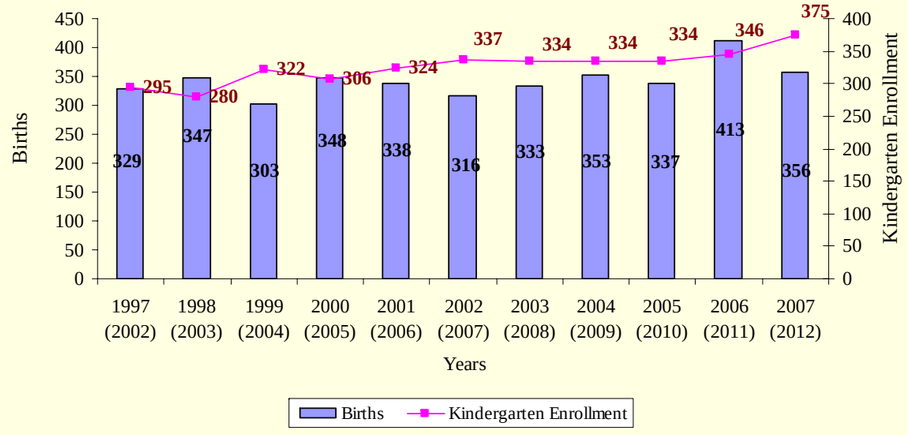
The percent of births throughout the County enrolling in Lindsay schools has slightly decreased over the past ten years from 5% in 2002's kindergarten class to 4% in 2012's class. However, an in-migration from adjoining areas was observed in school years 2004, 2007, 2008, and 2012, in which the number of students enrolling in kindergarten exceeded the number of live births recorded in the prior 5-year period. The additional enrollment can be attributed to students being born outside of

Table 1: Birth & Kindergarten Trends

		Tulare County			Lindsay USD		
	Year	County Births	Zip Code Births	Zip Code / County Birth Correlation	Kindergarten Year	Kindergarten Class	Zip Code Births / Kindergarten Correlation
Historical Data	1997	6,934	329	0.05	2002	295	0.90
	1998	6,890	347	0.05	2003	280	0.81
	1999	6,762	303	0.04	2004	322	1.06
	2000	7,251	348	0.05	2005	306	0.88
	2001	7,319	338	0.05	2006	324	0.96
	2002	7,419	316	0.04	2007	337	1.07
	2003	7,602	333	0.04	2008	334	1.00
	2004	7,957	353	0.04	2009	334	0.95
	2005	8,168	337	0.04	2010	334	0.99
	2006	8,284	413	0.05	2011	346	0.84
	2007	8,505	356	0.04	2012	375	1.05
		Prior 5 year average		*0.04*	*Prior 5 year average*		*0.97*
	Year	County Projection	Zip Code Projection based on 5 year Average Correlation		Kindergarten Year	Kindergarten Projection based on 5 Year Average Correlation	
Projected Data	2008	8,533	381	0.04	2013	368	0.97
	2009	8,362	360	0.04	2014	348	0.97
	2010	8,155	361	0.04	2015	349	0.97
	2011	8,231	364	0.04	2016	352	0.97
	2012	8,312	368	0.04	2017	355	0.97
	2013	8,402	372	0.04	2018	359	0.97
	2014	8,501	376	0.04	2019	363	0.97
	2015	8,658	383	0.04	2020	370	0.97
	2016	8,831	391	0.04	2021	377	0.97
	2017	9,034	400	0.04	2022	386	0.97

Source: CA Dept. of Health and CA Dept. of Finance Demographic Research Unit

Figure 3: Births with Kindergarten Enrollment Lagged 5 Years



Source: CBEDS, CA Dept. of Public Health, and CA Dept. of Finance

the District that now reside with the District boundaries. Based on a 5-year average, and the State's birth projections for the County, it can be derived that kindergarten enrollment should continue to increase beyond 2012 through 2017 when it is expected to reach 355 students.

Enrollment Summary

Table 2 provides a history of student enrollment between fiscal years 2002 and 2012 and projected enrollment through 2017. Kindergarten enrollment is anticipated to reach a peak in 2012, then experience some fluctuations over the next two years before continuing to grow in 2015 and thereafter. Today, overall enrollment has increased approximately 20% from a student body in 2002 of 3,481 students to a current enrollment of 4,168.

Table 3 provides a snapshot view following the entering kindergarten class for years 2002 and 2004 and how students matriculated through the 8th grade for years 2010 and 2012. Historically, the District has experienced overall net gains in enrollment as students move through kindergarten to 8th grade. Enrollment decreases occur after 8th grade, however, the District has maintained overall enrollment growth at the high school level since 2002.

Over the last 5 years, the District has experienced steady enrollment growth with a total enrollment increase of approximately 4% since 2007. Total enrollment over the next 5-year horizon is expected to increase by 254 students, for a total projected enrollment of 4,422 students in 2017.

Capacity Analysis

The capacity of a school site is determined by the number of classrooms at the site, and the standard used to load or populate students assigned to those classrooms. This information is useful in determining the need for additional school facilities in order to house all enrolled students effectively and efficiently. There are two broad categories of loading standards to consider. The first is State standards and the second is local standards.

The State standard is primarily used for the State of California School Facility Program (SFP), which determines capital funding from statewide bonds to assist in local school construction or modernization. The State's SFP utilizes a uniform standard across grades to determine school capacities for the purpose of funding new school construction or the modernization of existing facilities. For grades K-6, the State standard is 25 students per classroom and 27 students per classroom for grades 7-12. Physical education and support facilities are not included in this calculation. Furthermore, the State standard does not include portable facilities as permanent facilities available to house students, therefore they are deducted in the overall capacity calculation.

The local standard takes into account District goals for meeting certain targets on teacher to student ratios. These are influenced by the District's educational objectives, General Fund

Table 2: Historic and Projected Enrollment 2002-2017

School Yr Ending	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Total	Annual Change
2002	295	276	265	272	296	305	298	221	242	246	265	272	228	3,481	(30)
2003	280	314	284	272	274	299	315	299	229	251	247	248	243	3,555	74
2004	322	291	308	295	280	261	309	306	306	222	247	223	216	3,586	31
2005	306	322	289	312	299	277	273	296	306	311	233	233	224	3,681	95
2006	324	329	318	287	302	300	280	272	298	333	303	232	235	3,813	132
2007	337	344	337	338	295	304	309	293	271	312	328	299	224	3,991	178
2008	334	331	334	329	330	294	313	301	293	268	316	314	284	4,041	50
2009	334	339	336	328	321	325	296	308	284	299	260	310	305	4,045	4
2010	334	346	338	342	339	324	328	301	310	288	296	251	310	4,107	62
2011	346	342	358	336	342	340	319	330	302	313	276	297	249	4,150	43
2012	375	324	330	353	327	327	331	315	320	296	317	261	292	4,168	18
2013	368	378	324	331	352	324	329	332	311	323	293	309	255	4,228	60
2014	348	371	379	325	330	349	326	329	327	314	320	285	302	4,304	76
2015	349	351	372	379	324	327	351	327	325	330	310	311	278	4,334	30
2016	352	351	351	373	378	322	329	351	322	328	327	302	304	4,390	56
2017	355	355	352	352	371	375	323	329	347	325	324	318	295	4,422	33

Source: CA Dept. of Education and PMI

Table 3: 2002-2004 K-8 Cohort

School Yr Ending	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
2002	295	276	265	272	296	305	298	221	242
2003	280	314	284	272	274	299	315	299	229
2004	322	291	308	295	280	261	309	306	306
2005	306	322	289	312	299	277	273	296	306
2006	324	329	318	287	302	300	280	272	298
2007	337	344	337	338	295	304	309	293	271
2008	334	331	334	329	330	294	313	301	293
2009	334	339	336	328	321	325	296	308	284
2010	334	346	338	342	339	324	328	301	310
2011	346	342	358	336	342	340	319	330	302
2012	375	324	330	353	327	327	331	315	320

Kinder-Cohort		Enrollment Change								Net Change	
	K Enrollment	1st	2nd	3rd	4th	5th	6th	7th	8th	8th Enrollment	Change
2002	295	19	8	7	2	3	10	1	8	310 (2010)	15
2003	280	11	-6	11	8	-13	10	-9	7	302 (2011)	22
2004	322	0	-2	4	4	-3	12	-13	0	320 (2012)	-2

Source: CA Dept. of Education

limitations, Education Code provisions, collective bargaining agreements, programs that require specialized spaces, and other considerations determined by the local district's governing board. As with the State standard, local standard calculations do not include physical education facilities and support facilities, such as cafeterias and administrative spaces. Portable classrooms, however, are included in the local capacity calculation.

The District's standard for housing students include the following considerations:

- Classrooms are loaded at 24 students for grades K-3, 28 students for grades 4-5, and 32 students for grades 6-12, consistent with the current bargaining contract
- Classrooms that are used for music, libraries, and other uses are included in the calculation
- Classroom loading capacity has been adjusted for special education uses based on the actual programs present at the time of the walk through. These programs may change based on local needs. Special Day Classes (SDC) have been loaded at 13 students to a classroom

Loading Capacity

To determine the ability for the District to house current and projected enrollment, it was necessary to determine the loading capacity of each school to house students. Site visits and a review of site plans of each site were undertaken and site personnel at each campus were consulted to ascertain the number, type, and use of each classroom. The District's local loading standard as well as the State standard were then applied to generate the anticipated capacity for the District to house students.

A classroom inventory summary is provided in Table 4 indicating the number and age of permanent and portable classrooms at each campus. Based on Tables 5 and 6, the District has 231 classrooms available to house students. Some of these classrooms were built on site and are considered permanent classrooms, while others were brought in fully constructed off-site and were intended to be used as temporary, portable classrooms that could be relocated over time to accommodate peaks in enrollment. Of the total inventory of classrooms, 62 classrooms, or almost 30%, can be classified as portable classrooms. Jefferson and Lincoln Elementary schools possess the greatest number of portable classrooms.

Based on Tables 5 and 7, the District has the estimated capacity to house approximately 6,352 students; 5,296 students at the K-8 level and 1,536 students at the 9-12 level. By the local standard, the District is estimated to currently be under capacity. This assumption includes the full use of available permanent and portable classrooms. However, approximately 25% of the elementary permanent classrooms are exceeding their useful life or require modernization as are some of the portable facilities.

Table 4: Classroom Inventory*

School	Grade Level	Permanent Classrooms	Portable Classrooms	Total Classrooms	Permanent Classrooms less than 25yrs	Permanent Classrooms 25yrs or over	Permanent Classrooms 25yrs or over Eligible For Modernization	Portable Classrooms less than 20yrs	Portable Classrooms 20yrs or over	Portable Classrooms 20yrs or over Eligible For Modernization
Jefferson ES	K-8	16	16	32	0	16	12	15	1	1
Kennedy ES	K-8	22	8	30	8	15	1	7	1	0
Lincoln ES	K-8	23	16	39	0	23	23	9	7	0
Reagan ES	K-8	11	10	21	2	9	9	10	0	0
Roosevelt ES	K-8	22	0	22	22	0	0	0	0	0
Washington ES	K-8	25	12	37	2	23	17	12	0	0
Lindsay High	9-12	47	0	47	47	0	0	0	0	0
John J. Cairns Continuation	9-12	2	0	2	2	0	0	0	0	0
		168	**62**	**230**	**83**	**86**	**62**	**53**	**9**	**1**

*Inventory includes classrooms in non-classroom use
Source: PMI and Lindsay USD District Archives

Table 5: Local Loading Standards

	Classrooms K-3	Classrooms 4-5	Classrooms 6-8	Classrooms 9-12	SDC	Classrooms in non-classroom use	Not Currently Loaded	Total Classrooms	Total Local Standards Capacity
Local Loading Standard	*24*	*28*	*32*	*32*	*13*	*25*	*25*		
Jefferson Elementary	12	5	5	0	0	9	1	32	838
Kennedy Elementary	9	3	6	0	0	7	6	31	817
Lincoln Elementary	9	4	5	0	0	13	8	39	1,013
Reagan Elementary	8	3	5	0	0	5	0	21	561
Roosevelt Elementary	9	4	6	0	0	3	0	22	595
Washington Elementary	15	5	6	0	0	8	3	37	967
Lindsay High	0	0	0	46	0	0	1	47	1,497
J.J. Cairns Continuation High	0	0	0	2	0	0	0	2	64
TOTAL	62	24	33	48	0	45	19	231	6,352

Source: Lindsay USD

Table 6: State Loading Standards

	Classrooms K-6	Classrooms 7-8	Classrooms 9-12	SDC	Classrooms in non-classroom use	Not Currently Loaded	Deduct Portables	Total Classrooms	Total State Standards Capacity
State Loading Standard	*25*	*27*	*27*	*13*	*25*	*25*			
Jefferson Elementary	19	3	0	0	9	1	16	16	406
Kennedy Elementary	14	4	0	0	7	6	8	23	583
Lincoln Elementary	14	4	0	0	13	8	16	23	583
Reagan Elementary	12	4	0	0	5	0	10	11	283
Roosevelt Elementary	15	4	0	0	3	0	0	22	558
Washington Elementary	22	4	0	0	8	3	12	25	633
Lindsay High	0	0	46	0	0	1	0	47	1,267
J.J. Cairns Continuation High	0	0	2	0	0	0	0	2	54
TOTAL	96	23	48	0	45	19	62	169	4,367

Source: Lindsay USD and Department of the State Architect (DSA)

Per the State standard as demonstrated in Table 6, the District has the capacity to house approximately 4,367 students in permanent facilities. In general, the State assumes that permanent facilities are in need of modernization after 25 years and portable facilities after 20 years. As shown in Table 8, by 2017 there will be 62 permanent classrooms that are over 25 years old and 1 portable classroom that is over 20 years old that have not been modernized in the last 25 or 20 years, respectively. Likewise, enrollment is projected to increase to 4,422 students by 2017. Therefore, the District is estimated to exceed its loading capacity to adequately house students in permanent facilities by approximately 95 students by 2017. At that time, the District may wish to reassess its eligibility for new construction grants, which at this time, is not substantial.

Facilities Assessment

A general assessment of school sites as well as a review of district-wide needs was conducted. Through the evaluation process, meetings were held with each of the site principals, the maintenance and operations staff, and District administrative staff. Individual site visits were conducted to review the existing usage of each site, visually inspect existing conditions and functionality, and develop an inventory of existing facilities. This examination looked at the inventory of facilities, as well as support features such as parking, vehicular access, and play fields. The following sections provide a summary of each site, a classroom and support facilities inventory by campus, existing conditions, and recommended improvements.

Table 7: Local & State Capacity to House Students

School	Estimated Enrollment 2012	Local Standard Capacity	Local Capacity Surplus (Shortfall)	State Standard Capacity	State Capacity Surplus (Shortfall)
Jefferson Elementary	480	838	358	406	-74
Kennedy Elementary	466	817	351	583	117
Lincoln Elementary	469	1,013	544	583	114
Reagan Elementary	429	561	132	283	-146
Roosevelt Elementary	488	595	107	558	70
Washington Elementary	650	967	317	633	-17
Lindsay HS	1,020	1,497	477	1,267	247
John J. Cairns Continuation HS	64	64	0	54	-10
TOTAL	4,066	6,352	2,286	4,367	301

Source: Lindsay USD and Department of State Architect

Table 8: Estimated Modernization Eligibility Through 2017

School	Grade Level	Permanent Classrooms 25yrs or older	Portable Classrooms 20yrs or older	**Total Classrooms Over 25/20yrs***
Jefferson ES	K-8	12	1	**13**
Kennedy ES	K-8	1	0	**1**
Lincoln ES	K-8	23	0	**23**
Reagan ES	K-8	9	0	**9**
Roosevelt ES	K-8	0	0	**0**
Washington ES	K-8	17	0	**17**
		62	1	**63**

*Not modernized in the last 25/20 years
Source: Lindsay USD District Archives

Jefferson Elementary School

Grades Served: K-8
2011-12 Enrollment: 499
Constructed: 1947
Site Acreage: 5.92 Acres

Jefferson Elementary School Building Inventory

Permanent Buildings

Building Name	Year Built	DSA No.	Classrooms Modernized <25 yrs	Non-Modernized Classrooms
A- Classrooms	1961	21372	4	
B1- Classrooms	1947	5587		6
B2- Student Support Facilities	1947	5587		6
C- Teachers Workroom	1952	10202		0
D- Multi-Use, Kitchen	1952	10202		0
E- District Maint. Bldg.	N/A	None		
Total Classrooms			**4**	**12**

Portable Buildings

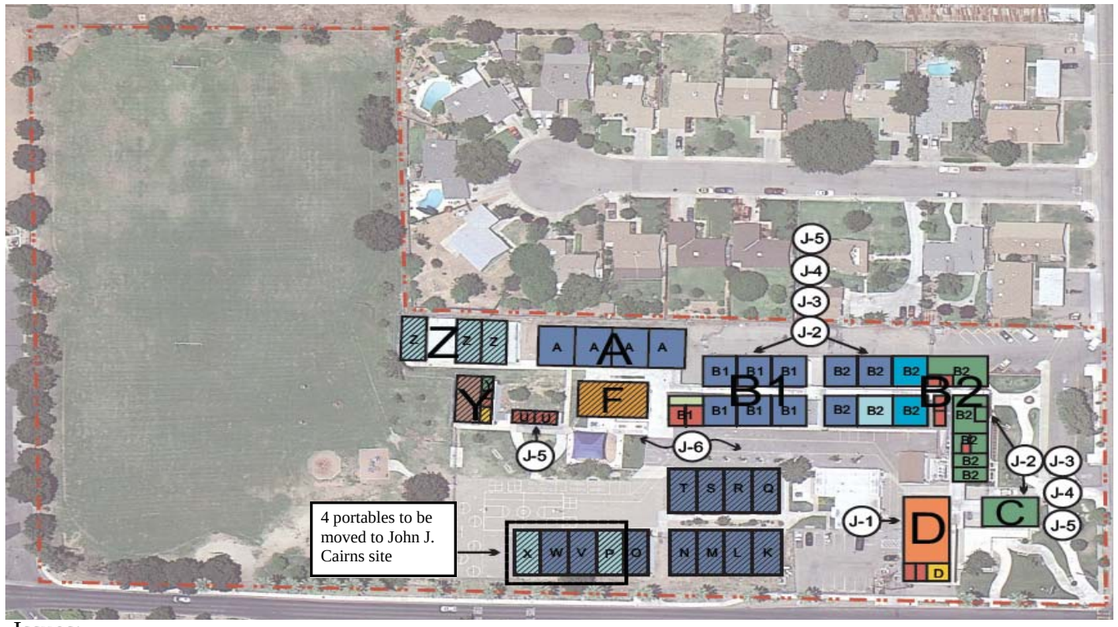
Building Name	Year Built	DSA No.	Classrooms Modernized <20 yrs	Non-Modernized Classrooms
F- Library	2006	108195	0	
K- Classroom	1990	49671		1
L-T Classrooms	1997	68046	9	
U- Restrooms	1997	68984	1	
V-X Classroom	1997	100421	1	
Y- Classroom	2001	102981	1	
Z- Classroom	2011	112206	1	
Total Classrooms			**13**	**1**

Source: District Archives

The current Jefferson Elementary School site was originally built in 1947 and opened in 1948. Additional classrooms were added in 1952 and 1961. Portable classrooms were added in 1990, 1997, 1998, 2001, 2006, and 2011. Some of the facilities have undergone modernization in 1987 and 2003, but existing needs remain, including replacing roofing, heating, ventilation, and air conditioning (HVAC) systems, and modernizing classrooms. During the summer of 2012, the District will be relocating four portable classrooms P, V, W, and X to the John J. Cairns site. The removal of the identified portables will provide additional open space for outdoor activities, thus enhancing the programming available to students.

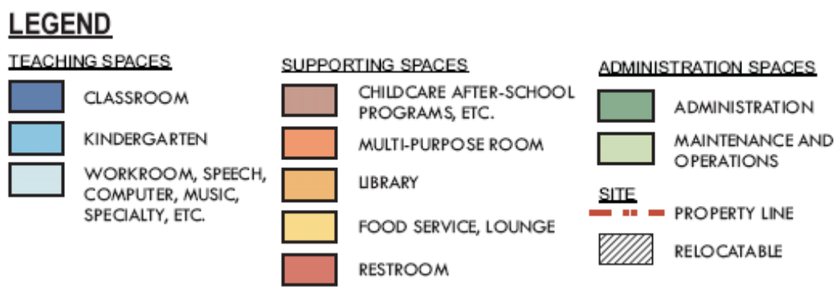
Jefferson Elementary Existing Conditions

333 Westwood Avenue, Lindsay, CA 93247



Issues:

J-1) Multi-purpose room needs to be modernized
J-2) Roofing in Buildings A, B1, B2, C, and D needs to be replaced
J-3) HVAC systems in Buildings B1 and B2 need to be replaced
J-4) Classroom interiors in Buildings B1, B2, and C need to be modernized
J-5) Restrooms need to be modernized in Buildings B1, B2, and C and staff restroom is needed in Building U
J-6) Buildings A-D and parking lot need to be repainted, security cameras and fire alarm need to be modernized



Prepared By:
PROGRAM MANAGEMENT INTEGRATION

Existing Conditions

Building D: Multi-Purpose Room

The school uses the multi-purpose room to house students during lunch periods and as space for large gatherings. Although it underwent a modernization in 1987, its roof and windows, doors, and weather stripping need to be replaced.

Buildings A, B1, B2, and C: Classrooms and Student Support Facilities

The majority of the school's permanent classrooms are housed in Building A, which was built in 1961 and Buildings B1 and B2, which were built in 1947. The student support facilities are housed in Building C, which was built in 1952. Buildings B1, B2, and C underwent a modernization process in 1987. The improvements made in 1987 are now 25 years old. Classroom interiors are in need of modernization including: flooring, ceilings, doors, lights, locksets, interior painting, casework, electrical wiring, and plumbing in Buildings B1, B2, and C. Building A was modernized in 2003, but its roof is in need of replacement. The roofing and the HVAC systems in Buildings B1 and B2 need to be replaced. Building C's roof is also in need of repair. And Buildings A-D exteriors need to be repainted.

Buildings B1, B2, C, and U: Restrooms

Buildings B1, B2, and C's restrooms were built in 1947 and modernized in 1987. Building U's toilet building was built in 1997. Building B1, B2, and C's restrooms need to be modernized and an additional staff restroom is needed on the west side of the campus.

Systems and Site

The site's parking lot also needs to be resealed and repainted. And new security cameras and a new fire alarm control panel are recommended.

Recommended Improvements

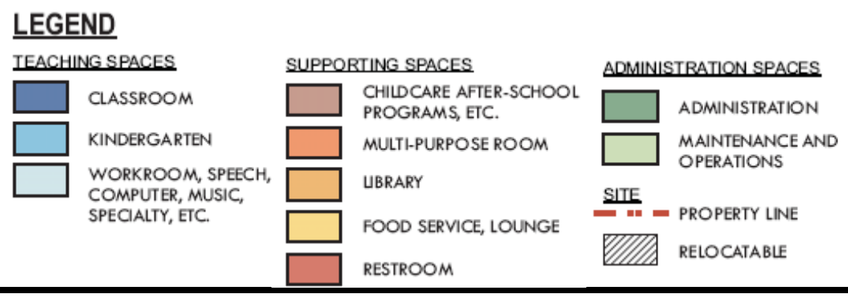
Building D requires a new roof and new windows, doors, and weather stripping. New roofing is also needed on Buildings A, B1, B2, and C. A new HVAC system is needed on Buildings B1 and B2. The classroom interiors in Buildings B1, B2, and C also need to be modernized including new flooring, ceiling, light fixtures, plumbing, painting, doors, frames, locksets, and casework. The restrooms are in need of modernization. A demolition of the existing floor and wall tiles, toilet partitions, removal of old plumbing fixtures, and toilet accessories and installation of new flooring and interiors is recommended in Buildings B1, B2, and C. A restroom for staff use is required within Building U. Buildings A-D should be repainted. The parking lot should be resealed and repainted. And new security cameras and a new fire alarm controls should be installed throughout the site

Jefferson Elementary Recommended Improvements

333 Westwood Avenue, Lindsay, CA 93247

Projects:

J-1) Modernize multi-purpose room
J-2) Provide roofing replacement in Buildings A, B1, B2, C, and D
J-3) Provide HVAC systems replacement in Buildings A, B1, and B2
J-4) Modernize classroom interiors in Buildings B1, B2, and C
J-5) Modernize restrooms in Buildings B1, B2, and C and construct staff restroom in Building U
J-6) Repaint Buildings A-D and parking lot and install new security cameras and new fire alarm control panels throughout the site



LINDSAY UNIFIED SCHOOL DISTRICT

Prepared By:
PROGRAM MANAGEMENT INTEGRATION

Kennedy Elementary School

Grades Served: K-8
2011-12 Enrollment: 463
Constructed: 1965
Site Acreage: 39.29 Acres

Kennedy Elementary School Building Inventory

Permanent Buildings

Building Name	Year Built	DSA No.	Classrooms Modernized <25 yrs	Non-Modernized Classrooms
A- Student Support Facilities	1965	25454		0
B- Classrooms	1965	25454	7	
B-1 Band and Chorale	2005	107807	7	
C- Multi-Use	1965	25454		0
D- Gym, Showers, Lockers	1965	25454		0
E- Classrooms	1965	25454	7	
L- Classrooms	1984	45889		1
I- Restrooms	2006	107807	0	
Total Classrooms			**21**	**1**

Portable Buildings

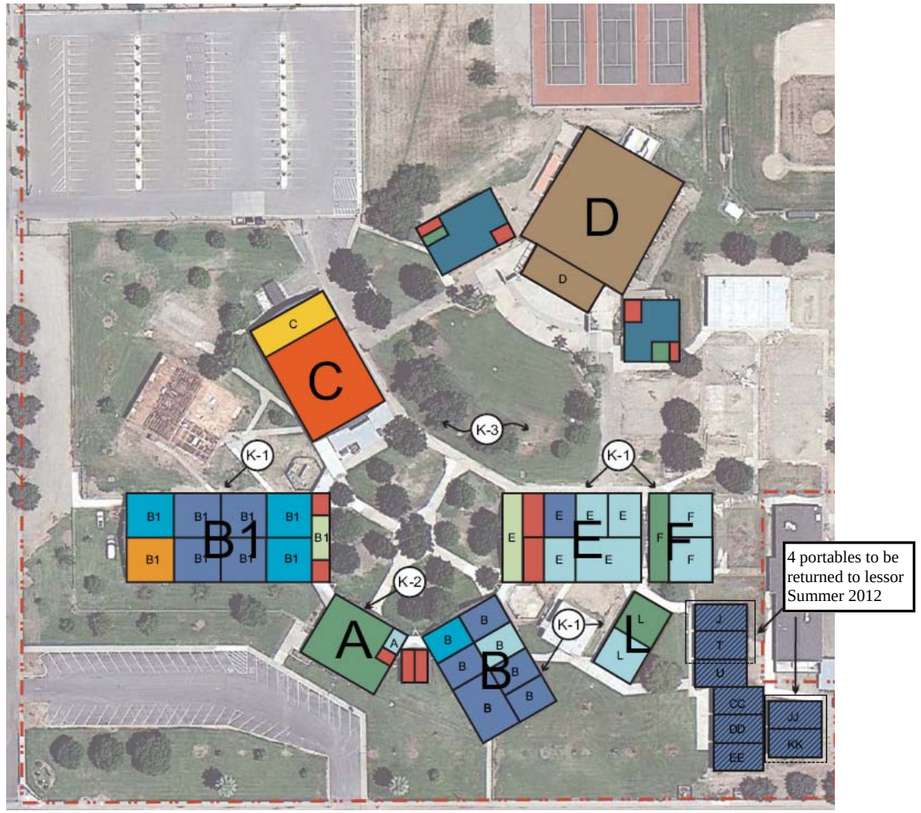
Building Name	Year Built	DSA No.	Classrooms Modernized <20 yrs	Non-Modernized Classrooms
J- Classroom	1990	54506	1	
T-U Classrooms	1996	65513	2	
CC-EE Classrooms	1999	102378	3	
JJ-KK Classrooms	2006	108315	2	
Total Classrooms			**8**	

Source: District Archives

Kennedy Elementary School occupies the prior Lindsay High School site. The original buildings remain, including the earliest constructed in 1965. Additional portable buildings were added in 1990, 1999, and 2006. A permanent classroom and band/chorale room were built in 1984 and 2005, respectively. Some internal reconfigurations were applied with the conversion of the high school into an elementary school site, but the ties were not completely severed. Kennedy Elementary shares a boundary line with the new Lindsay High School, which was built in 2010, and during high school athletic events the boys' locker rooms at Kennedy Elementary are used by visiting athletic teams. In the summer of 2012 the District will be returning portable classrooms J, T, JJ, and KK to the lessor.

Kennedy Elementary Existing Conditions

1701 East Tulare Road, Lindsay, CA 93247



Issues:

K-1) Classroom interiors in Buildings B, B-1, E-F, and L are not wired to support access to technology

K-2) The student support facilities interiors in Building A need to be reconfigured

K-3) Site hardscape requires repaving and a physical barrier does not exist to separate the elementary and high school sites; the fire alarm control panels need to be upgraded

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

Existing Conditions

Building A: Student Support Facilities

Building A was modernized in 2004, but its current interior configuration is poorly laid out and would benefit from a remodeling to maximize the space.

Buildings B, B-1, E, F, and L: Classrooms

Building B's classrooms were modernized in 2004 and 2011, Building E's classrooms were modernized in 1990 and 2004, and Building F's classrooms were modernized in 2004. However, all of the classroom interiors lack an adequate amount of power connections, electrical outlets, and wiring to support access to technology.

Systems and Site

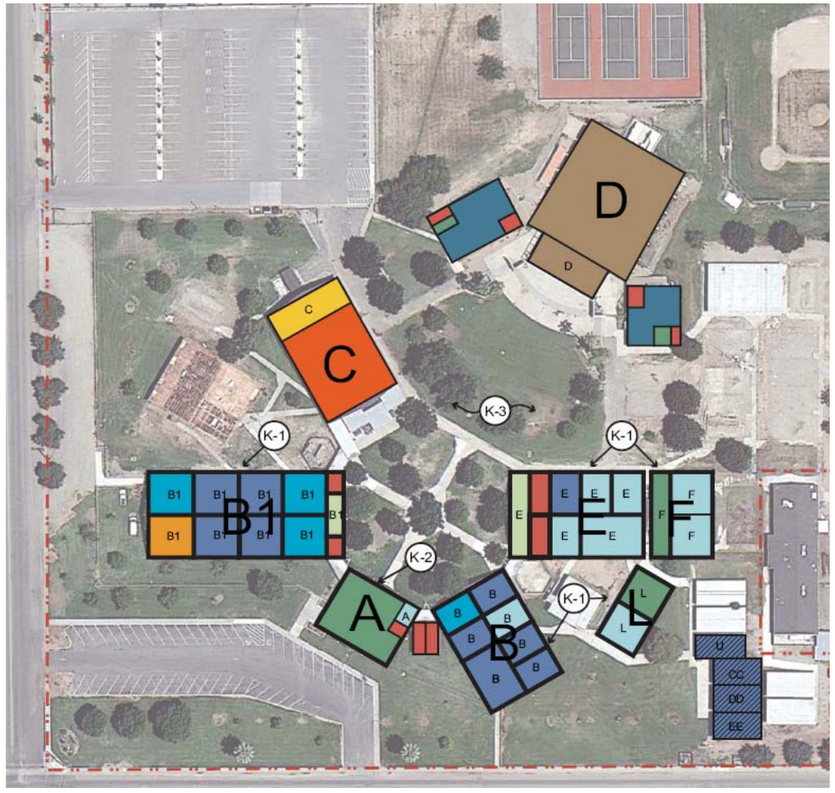
Site improvements are required including repaving the surface near the cafeteria and the gym. Currently a physical separation does not exist between the elementary school and the adjacent high school. System-wide the fire alarm control panel needs to be upgraded.

Recommended Improvements

A remodeling and interior reconfiguration of Building A, the student services building, will not only maximize the interior space, but also enhance the services offered to students. Adding power connections and electrical outlets to Buildings B, B-1, E, F, and L will increase classroom access to technology and better serve current and future students. Resurfacing the area near the cafeteria and gym will enhance student safety. The installation of chain-link fencing would provide a beneficial separation between the elementary school and the adjacent high school. And new fire alarm control panels should be installed throughout the site.

Kennedy Elementary Recommended Improvements

1701 East Tulare Road, Lindsay, CA 93247



Projects:

K-1) Retrofit classroom interiors in Buildings B, B-1, E-F, and L to support access to technology

K-2) Reconfigure interior of student support facilities in Building A

K-3) Improve the site by: repaving the hardscape near the gym and cafeteria; installing a chain link fencing to separate the elementary and high school sites and install new fire alarm control panels throughout the site

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

LINDSAY UNIFIED SCHOOL DISTRICT

Lincoln Elementary School

Grades Served: K-8
2011-12 Enrollment: 477
Constructed: 1987
Site Acreage: 9.29 Acres

Lincoln Elementary School Building Inventory

Permanent Buildings

Building Name	Year Built	DSA No.	Classrooms Modernized <25 yrs	Non-Modernized Classrooms
A- Student Support Facilities	1987	48237		0
B- Multi-Use	1987	48237		0
B1- Add. To Multi-Use	1990	53710		0
C- Library	1990	53710		0
D- Restrooms	1990	53710		0
E- Classrooms	1990	53710		3
F- Restrooms	1987	48237		0
G-I, L Classrooms	1987	48237		16
M- Mechanical	1987	48237		0
O- Restrooms	1990	53710		0
P- Classrooms	1990	53710		4
Total Classrooms				**23**

Portable Buildings

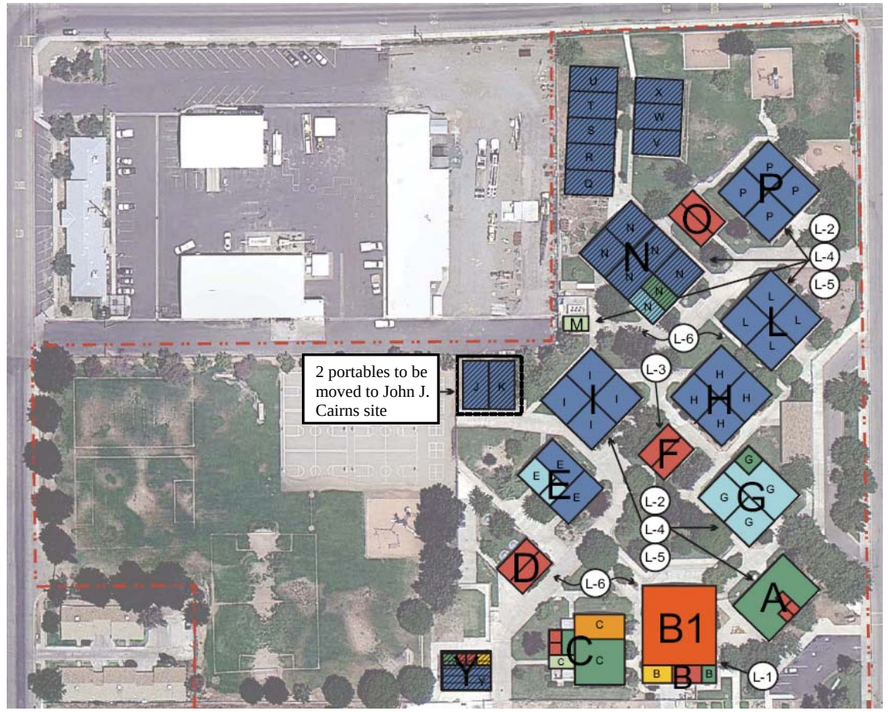
Building Name	Year Built	DSA No.	Classrooms Modernized <20 yrs	Non-Modernized Classrooms
J-K Classrooms	1991	53764	2	
N- Classrooms	1990	53710	6	
Q- Classroom	1995	63831	1	
R-U Classrooms	1996	65517	4	
V-X Classrooms	1996	65513	3	
Total Classrooms			**16**	

Source: District Archives

Lincoln Elementary School was built in 1987 and opened in 1988. Additional permanent structures were added in 1990, including the library and an addition to the multipurpose room. Portable classrooms have been added to accommodate the expanding student population and were introduced between 1991 and 1996. A portable building to host the on-site pre-school was added in 2007. During the summer of 2012 the District will be moving two portable classrooms, J and K, to the John J. Cairns site. The removal of the portable classrooms will increase the amount of open space on the site and provide the opportunity for additional outdoor programming.

Lincoln Elementary Existing Conditions

851 North Stanford Avenue, Lindsay, CA 93247



Issues:

L-1) Multi-Purpose Room, Building B and B1 needs to be modernized
L-2) Classroom interiors in Buildings A, E, H-I, and L-P need to be modernized
L-3) Restrooms in Buildings A, B, D, F, and O need to be upgraded
L-4) Roofing in Buildings A-I and M-P needs to replaced
L-5) HVAC systems need to be replaced in Buildings A, E, G-I, L, and P
L-6) Southern portion of the campus is inadequately lit in the evening and requires additional lighting and the playfields flood when it rains

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

Existing Conditions

Buildings B and B1: Multi-Purpose Room and Addition to Multi-Purpose Room

Lincoln's multi-purpose room is 25 years old and now its roofing, flooring, and lighting need to be upgraded to support school and community activities.

Buildings A, C, E, G-I, and L-P: Student Support Services and Classrooms

The majority of the school's classrooms and student support services are housed in permanent facilities. All but four of the permanent facilities are 25 years old and qualify for modernization. The other four permanent structures, including one classroom, were built in 1990. All of the permanent facilities will qualify for modernization funding by 2016. The classroom flooring, ceilings, doors, lights, locksets, interior painting, casework, electrical wiring, and plumbing need to be modernized in Buildings E, H-I, L, and P. The roofing systems in Buildings A, C, E, G-I, and L-P are in need of replacement. Also, the HVAC systems in Buildings A, E, G-I, and L-P need to be replaced.

Buildings A, B, D, F, and O: Restrooms

The restrooms in Buildings A, B, D, F, and O will be 25 years by 2015. All of the interiors and fixtures require modernization.

Systems and Site

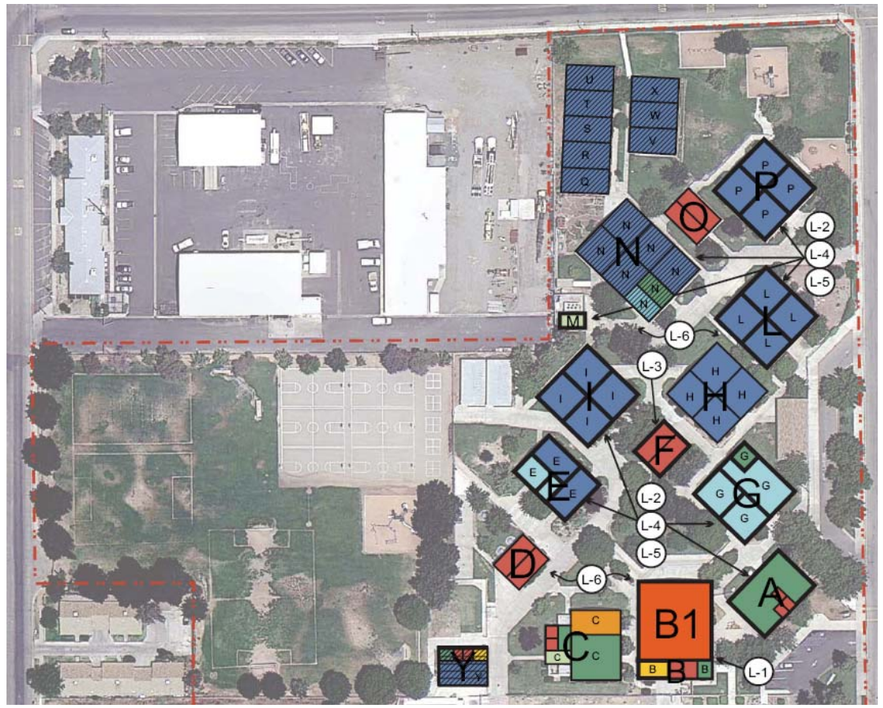
The southern section of the campus is inadequately lit in the evening and requires additional illumination. The playfields are flooded when it rains and require regrading.

Recommended Improvements

Modernization of the classroom interiors in Buildings A, E, H-I, L, and P is recommended including new flooring, ceiling, light fixtures, plumbing, painting, doors, frames, locksets, and casework. In addition, new electrical convenience outlets, new data system, and cabling are recommended to support integration of technology in the classrooms. The roofing needs to be replaced in Buildings A - I and M - P. The HVAC systems also need to be replaced in Buildings A, E, G-I, L, and P. The multi-purpose room, housed in Buildings B and B1, should be modernized with new flooring and lighting. A demolition of the existing floor and wall tiles, toilet partitions, removal of old plumbing fixtures, and toilet accessories and installation of new flooring and interiors is recommended in Buildings A, B, D, F, and O. Recommended exterior improvements include additional exterior lighting and regrading of the playfields.

Lincoln Elementary Recommended Improvements

851 North Stanford Avenue, Lindsay, CA 93247



Projects:

L-1) Modernize Buildings B and B1, Multi-Purpose Room
L-2) Modernize classroom interiors in Buildings A, E, H-I, L, and P
L-3) Upgrade restrooms in Buildings A, B, D, F, and O
L-4) Provide roofing replacement in Buildings A-I, and M-P
L-5) Provide HVAC systems replacement in Buildings A, E, G-I, L, and P
L-6) Improve the site by: installing exterior lighting on the southern section of the campus and regrading the playfields

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

LINDSAY UNIFIED SCHOOL DISTRICT

Prepared By:
PROGRAM MANAGEMENT INTEGRATION

Reagan Elementary School

Grades Served: K-8
2011-12 Enrollment: 430
Constructed: 1937
Site Acreage: 16.5 Acres

Reagan Elementary School Building Inventory

Permanent Buildings

Building Name	Year Built	DSA No.	Classrooms Modernized <25 yrs	Non-Modernized Classrooms
A- Classrooms/Student Support Facilities	1937	1888		9
P- Science Lab	2003	101557	2	
Z- Gymnasium	2003	105188		0
Total Classrooms			**2**	**9**

Portable Buildings

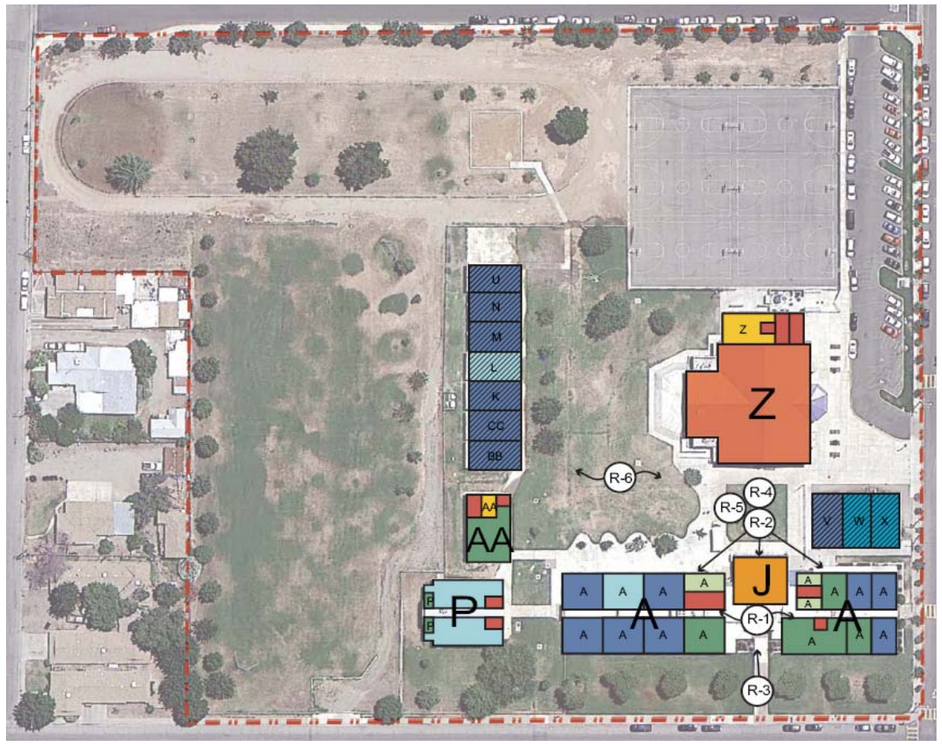
Building Name	Year Built	DSA No.	Classrooms Modernized <20 yrs	Non-Modernized Classrooms
J- Library Addition	1986	47235		0
K-N Classrooms	2005 moved to this site	49467	4	
U-W Classrooms	2005 moved to this site	68984	3	
V- Classroom	1998	101307	1	
BB-CC Classrooms	2004	106484	2	
Total Classrooms			**10**	

Source: District Archives

Reagan Elementary School is the oldest site within the District. The main building was built in 1937 and the portable library was added in 1986. The gymnasium was built in 2003 and portable classrooms were introduced in 1997, 1998, 2004, and 2005. Prior to it being Reagan Elementary in 2011, the site served as Steve Garvey Junior High.

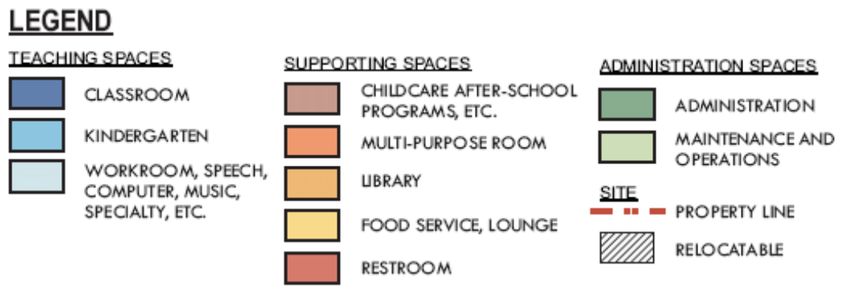
Reagan Elementary Existing Conditions

340 North Harvard Avenue, Lindsay, CA 93247



Issues:

R-1) Classroom and support facilities interiors in Building A need to be modernized
R-2) Restrooms in Buildings A, P, Z, and AA need to be upgraded
R-3) Centralized student support center is needed at main entry to Building A
R-4) Roofing need to be replaced in Buildings A and J
R-5) HVAC systems need to be replaced in Buildings A and J
R-6) Security cameras and fire alarm control panels need to be modernized



Existing Conditions

Building A: Classrooms

The school's oldest permanent classrooms are housed in Building A, which were built in 1937. Building A underwent a modernization process in 1987, but the improvements are now 25 years old. The interiors of classrooms should be modernized, including flooring, ceilings, doors, lights, locksets, interior painting, casework, electrical wiring, and plumbing. In addition, the school could benefit from a centrally located welcome center and office to enhance safety and security for the school community. The roofing and HVAC systems in Building A are reaching the end of their useful life and are in need of replacement.

Building J: Library Addition

Building J was built in 1986 and has not been modernized to date. The roofing and HVAC systems in Building J are reaching the end of their useful life and are in need of replacement.

Systems and Site

Site improvements are required including: new security cameras and a new fire alarm control panel.

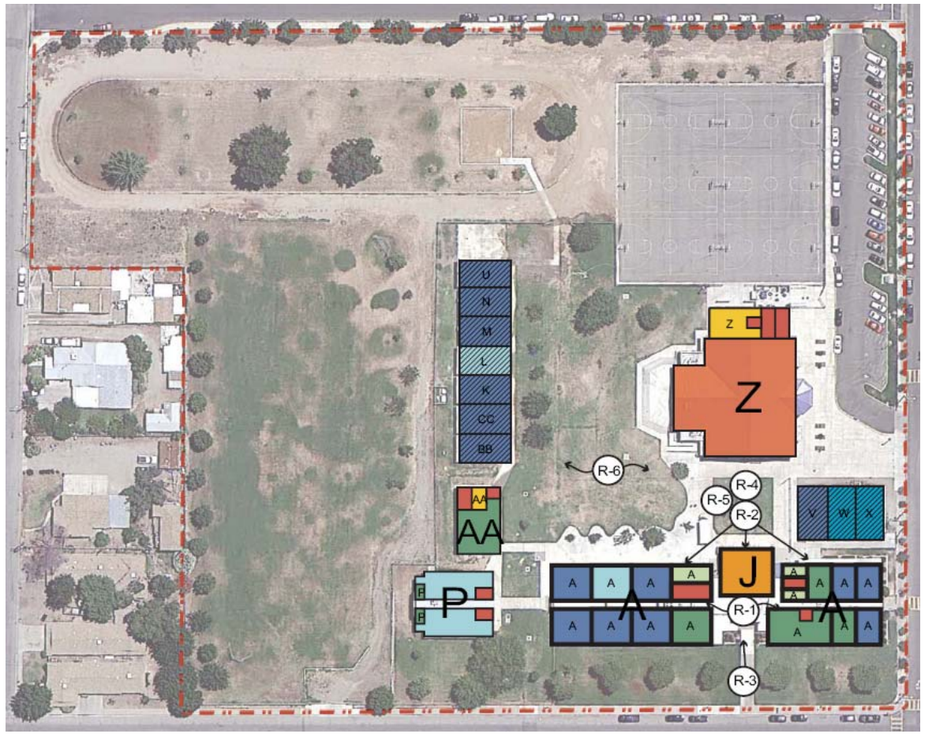
Recommended Improvements

Modernization of the classrooms and student support facilities interiors in Building A is recommended including: new flooring, ceiling finishes, light fixtures, plumbing, painting, doors, frames, locksets, and casework. New electrical convenience outlets, new data system, and cabling are recommended to support integration of technology in the classrooms. Also, the roofing and HVAC systems need to be replaced in Building A. The construction of a centralized welcome center and front office at Building A is recommended to enhance safety and security.

Student restrooms are in need of modernization. A demolition of the existing floor and wall tiles, toilet partitions, removal of old plumbing fixtures, and toilet accessories and installation of new flooring and interiors is recommended. Installing new security cameras and a new fire alarm control panel would also benefit the site.

Reagan Elementary Recommended Improvements

340 North Harvard Avenue, Lindsay, CA 93247



Projects:

R-1) Modernize classroom and support facilities interiors in Building A
R-2) Upgrade restrooms in Buildings A, P, Z, and AA
R-3) Construct centralized student support center at Building A main entry
R-4) Provide roofing replacement in Buildings A and J
R-5) Provide HVAC systems replacement in Buildings A and J
R-6) Install new security cameras and new fire alarm control panels through out the site

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

LINDSAY UNIFIED SCHOOL DISTRICT

Prepared By:
PROGRAM MANAGEMENT INTEGRATION

Washington Elementary School

Grades Served: K-8
2011-12 Enrollment: 652
Constructed: 1952
Site Acreage: 8.8 Acres

Washington Elementary School Building Inventory

Permanent Buildings

Building Name	Year Built	DSA No.	Classrooms Modernized <25 yrs	Non-Modernized Classrooms
L-M Classrooms	1961	21373	6	
N-Q Classrooms	1952	10201		12
R- Classroom/Student Support Facilities	1952	10201	1	
S- Classrooms	1952	10201	3	
T- Staff Room/Library	1952	10201		0
AA- Gymansium	2004	106109	1	
GG- Classrooms	2006	108176	2	
Total Classrooms			**13**	**12**

Portable Buildings

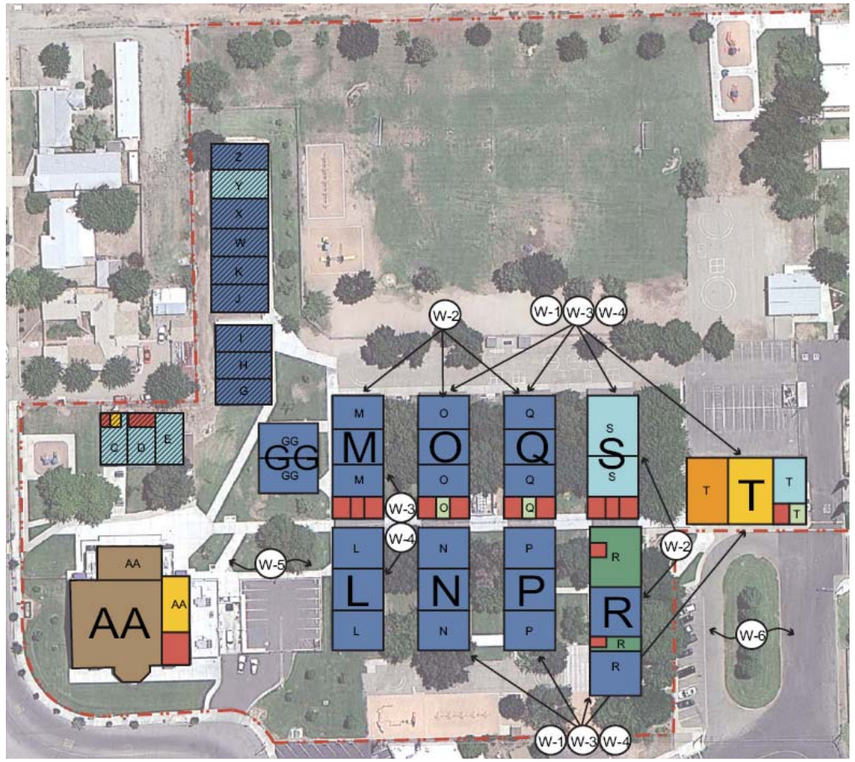
Building Name	Year Built	DSA No.	Classrooms Modernized <20 yrs	Non-Modernized Classrooms
C-E Classrooms	1998	101136	3	
G, I Classrooms	1998	103626	2	
H- Classroom	1998	101136	1	
J- Classroom			1	
K- Classroom			1	
W-Z Classrooms	2004	106382	4	
Total Classrooms			**12**	

Source: District Archives

Washington Elementary School's oldest buildings were built in 1952. Additional classrooms were constructed in 1961, 1966, and 2006. Portable classrooms have been added in 1998, 2000, 2004, and 2005. The County pre-school administration building is also located on-site and was added in 1991. Buildings N-T were modernized in 1987 and now qualify for additional modernization funding. The interiors of the science classrooms in Building S underwent a modernization in 2012. In addition, Buildings L and M were built in 1961 and modernized in 2004.

Washington Elementary Existing Conditions

451 East Samoa Street, Lindsay, CA 93247



Issues:

W-1) Classrooms and support facilities interiors in Buildings N-Q need to be modernized
W-2) Restrooms need to be upgraded in Buildings M, O, Q-R, and T
W-3) Roofing needs to be replaced in Buildings L-T
W-4) HVAC systems need to be replaced in Buildings L-T
W-5) Site hardscape needs to be resurfaced
W-6) Drop-off area needs to be reconfigured

N

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

Existing Conditions

Buildings L-T: Classrooms and Student Support Facilities

The majority of the school's permanent classrooms are housed in Buildings N-T, all of which were built in 1952. In 1961 two additional classroom wings were constructed, which are housed in Buildings L and M. Classrooms in Buildings L and M were modernized within the past 25 years and therefore are not currently eligible for additional modernization. Buildings N-T underwent a modernization process in 1987 and are eligible for additional modernization funding. Classroom interiors in Buildings N-Q require modernization including: flooring, ceilings, doors, lights, locksets, interior painting, casework, electrical wiring. The student restrooms in Buildings M, O, Q, and R are also 25 years old and the existing interiors and fixtures need to be modernized. The roofing and HVAC systems throughout Buildings L-T are reaching the end of their useful lives and are in need of replacement.

Systems and Site

The blacktop and pavement between the play areas and the concrete at the central passageway are uneven. There are drainage issues, which are currently causing flooding in some of the classrooms. The need for an additional outdoor drinking fountain has also been identified. And the current drop-off area in front of the school needs to be reconfigured to mitigate traffic circulation issues. The existing security camera system is old and needs to be modernized.

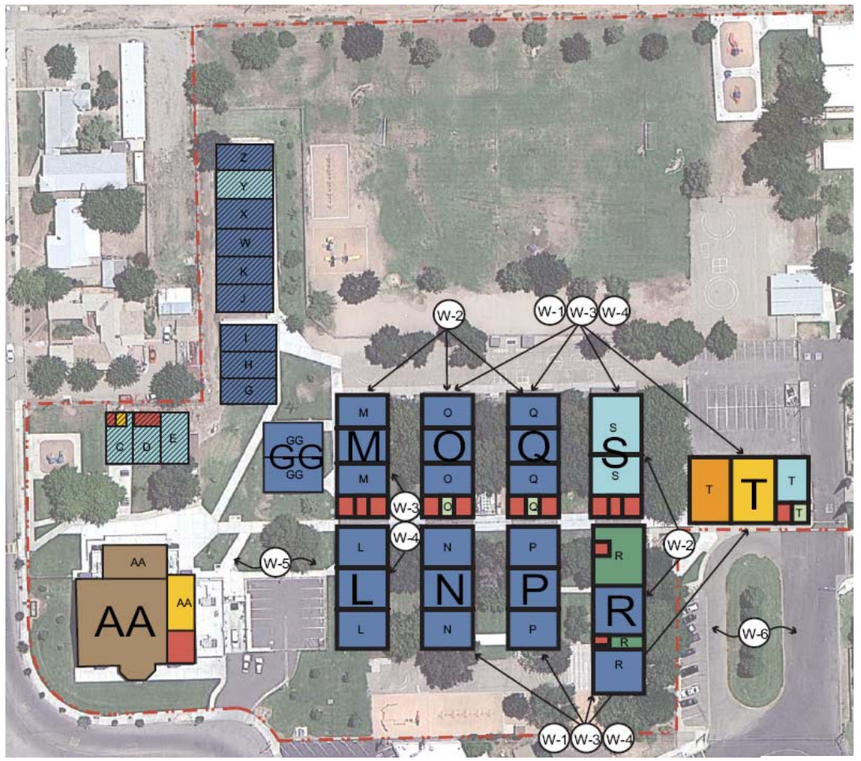
Recommended Improvements

Recommended modernizations to classrooms and student support facilities interiors in Buildings N-Q include new flooring, ceiling, lights, doors, frames, locksets, and casework. Electrical upgrades are needed throughout the buildings. Interior painting and renovated plumbing is also recommended throughout the buildings. In addition, new electrical convenience outlets and data system and cabling are recommended to support the integration of technology into the classrooms. Also, the roofing and HVAC systems need to be replaced in Buildings L-T.

A demolition of the existing floor and wall tiles, toilet partitions, old plumbing fixtures and toilet accessories and installation of new flooring and interiors is recommended in Buildings M, O, Q, R, and T. It is recommended that the blacktop and pavement between the play areas and the concrete at the central passageway be resurfaced. Playfield drainage issues should be remediated to prevent future damage to classrooms. A reconfiguration of the student drop-off area by the main entry to the school is also recommended. And the installation of a new security camera system would also benefit the site.

Washington Elementary Recommended Improvements

451 East Samoa Street, Lindsay, CA 93247



Projects:

W-1) Modernize classrooms and support facilities interiors in Buildings N-Q
W-2) Upgrade restrooms in Buildings M, O, Q– R, and T
W-3) Provide roofing replacement on Buildings L-T
W-4) HVAC systems on Buildings L-T
W-5) Resurface hardscape
W-6) Reconfigure drop-off area

N

LEGEND

TEACHING SPACES
- CLASSROOM
- KINDERGARTEN
- WORKROOM, SPEECH, COMPUTER, MUSIC, SPECIALTY, ETC.

SUPPORTING SPACES
- CHILDCARE AFTER-SCHOOL PROGRAMS, ETC.
- MULTI-PURPOSE ROOM
- LIBRARY
- FOOD SERVICE, LOUNGE
- RESTROOM

ADMINISTRATION SPACES
- ADMINISTRATION
- MAINTENANCE AND OPERATIONS

SITE
- PROPERTY LINE
- RELOCATABLE

LINDSAY UNIFIED SCHOOL DISTRICT

Prepared By:
PROGRAM MANAGEMENT INTEGRATION

Lindsay High School

Grades Served: 9-12
2011-12 Enrollment: 1,050
Constructed: 2011
Site Acreage: 40 Acres

Lindsay High School was constructed in 2011 and serves as the newest high school facility in the District. Lindsay High School serves approximately 1,050 students in grades 9-12. The site has 36 permanent classrooms, an electronics lab, and a wood shop. Other support facilities at this site include: a gymnasium, library, multipurpose room, and an administration building. All of the classrooms are equipped with a ceiling-mounted video projector and a screen. None of these facilities require improvements at this time.

Roosevelt Elementary School

Grades Served: K-8
2011-12 Enrollment: 477
Constructed: 2012
Site Acreage: 15 Acres

Roosevelt Elementary was constructed in 2012 and serves as the newest elementary school facility within the District. Roosevelt Elementary serves approximately 477 students in grades K-8. The site has 23 permanent classrooms, a multipurpose room, library, computer lab, science lab and an administration building. All of the classrooms are equipped with a ceiling-mounted video projector and a screen. None of these facilities require improvements at this time.

Technology

The Lindsay Unified School District is beginning a visioning process that looks to transform its curriculum, school facilities, and educational experience with a series of technology investments aimed at creating a next-generation learning environment. The District currently has a technology plan in place that covers the time period from 2010-2013. The plan follows a standardized format completed by all California school districts in compliance with the federal No Child Left Behind legislation, and includes a summary of the current state of technology integration in the District, as well as goals and visions of the District moving forward. The plan anticipates an average of $783,313 in materials and equipment to be spent each year through 2013. Expenditures on District technology are constrained by limited funding sources. While the District is eager to expand its inventory of technology-based resources, it is reliant on the majority of its financial resources coming from grant programs or philanthropic events.

All schools have Internet access and a minimum of one computer lab per school site. Schools with an enrollment over 800 students have two computer labs. Each computer lab is comprised of 30-40 computers to support a typical classroom size. Every classroom has at least 1 computer which has access to e-mail and administrative programs. Many classrooms have 2-5 student computer work stations. Recently, the District has also added wired infrastructure to support increased bandwidths for increased access to technology.

At the time the District's Technology Plan was adopted, approximately 40% of the District's technology hardware was less than 48 months old. As of 2011, the District elementary school student to computer ratio was 7.1 to 1, the middle school rate was 6.1 to 1, the high school rate was 7.0 to 1, the continuation school rate was 4.3 to 1, and the community day school rate was 4.0 to 1. This compares with 6.6 to 1 at the elementary, 6.3 to 1 at the middle, 5.5 to 1 at the high, 3.0 to 1 at the continuation, and 1.5 to 1 at the community day school levels as an average for Tulare County schools as a whole.

Current technology trends indicate an aggressive shift in education usage toward hand-held mobile devices capable of displaying digital books and textbooks, receiving wireless Internet, and providing touch-based interfaces. These and other breakthroughs have found their way into classrooms throughout the State and are increasingly shifting curriculums toward interactive digital learning tools not previously available on traditional computers. Handheld devices place technology and access to information literally into the hands of students and give students physical and intellectual ownership over their own learning process.

Increasing student access to educational technology and electronic academic resources is a cornerstone of the District's vision for the future. To achieve this goal, the District needs to implement a technology program that considers estimated annual needs in the adopted technology plan as well as additional program costs associated with the adoption of state-of-the-art handheld devices.

Table 9: High School Technology Program

Grade Levels	Start Year	Average Cost per Pupil	Target Ratio	Estimated Devices	Cost
9-12	2017	$400	1 to 1	1,313	$525,123
9-12	2021	$400	1 to 1	1,391	$556,214
9-12	2025	$400	1 to 1	1,324	$529,577
		Total Estimated Costs		**4,027**	**$1,610,914**

Source: PMI

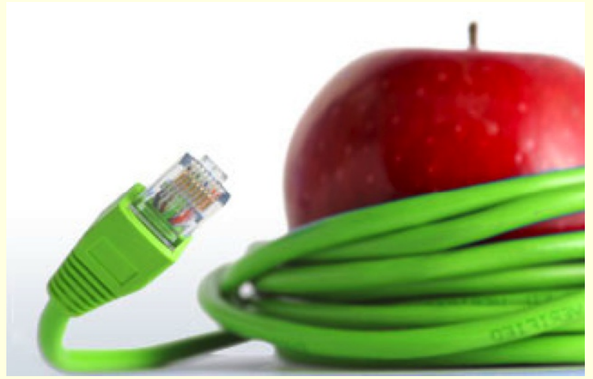


Table 9 provides a breakdown of estimated costs for the District to implement a broader technology program. A standard average cost of $400 per pupil has been assumed at the 9-12 grade level. The cost also includes estimates for staff devices, accessory hardware, pre-installed software, site networking upgrades, and additional back up devices to replace devices that are damaged or in need of replacement. The technology disbursement is divided into three phases, to coincide with the year of each bond sale, starting in 2017. The second disbursement is planned for 2021. And the final phase is proposed to be implemented in 2025. A disbursement is not phased for 2013 as the District has obtained funding for technology through the State's E-Rate program. It is also proposed that with each new disbursement of technology the District could refurbish and deploy the prior cycle's mobile devices to the elementary schools.

Recommended Program

Based on the technical information that has been amassed for each site, the on-site meetings, workshops and comments, and the results of the preliminary survey of local voters, the following considerations are proposed to be included as part of the plan of improvement:

- Improve equity throughout the District by improving facilities to function to a standard equivalent to the newest facilities at Roosevelt Elementary School and Lindsay High School, wherever possible
- Modernize permanent facilities at the older schools as soon as possible to extend the economic life of the facilities and improve the academic experience
- Provide an ongoing source of funding for technology
- Optimize the maximum amount of State grants available to assist in meeting the proposed facilities needs
- If necessary, a general obligation bond measure, similar to Measures "C-02" and "B," should be considered provided that it minimizes the tax burden to property owners as much as possible given the needs of the District

An improvement program has been developed consistent with the above objectives. Major campus transformations are proposed at Jefferson, Kennedy, Lincoln, Reagan, and Washington Elementary schools including modernizing classrooms and student support facilities. In addition, we are replacing roofing and HVAC systems, reconfiguring student support facilities, and upgrading restrooms and drop-off areas to accommodate health and safety needs. Play areas will be reconfigured to facilitate proper drainage needs and to prevent additional flood related damage from occurring.

As the District executes the improvements, it needs to integrate effective technological innovations available for instructional use in new and existing facilities and to reduce annual impacts to the General Fund. Technology devices have multiple applications and can function as computers,

Table 10: Recommended Improvement Program and Estimated Costs

Jefferson Elementary		
J-1	Modernize Multi-Purpose Room	$ 559,383
J-2	Provide Roofing System Replacement (Bldgs. A, B1, B2, C, and D)	$ 558,888
J-3	Provide HVAC Replacement (Bldgs. B1 and B2)	$ 1,325,592
J-4	Modernize Classroom Interiors (Bldgs. B1, B2, and C)	$ 806,741
J-5	Modernize Restrooms (Bldgs. B1, B2, and C) and Build Staff Restroom (Bldg. U)	$ 421,600
J-6	Improve Site by: Painting (Bldgs. A, B1, B2, C, and D) Sealing and Restriping Existing Parking Areas, Installing New Security Cameras and Fire Alarm	$ 374,382
	Subtotal	***$ 4,046,586***
Kennedy Elementary		
K-1	Retrofit Classroom Interiors to Support Technology (Bldgs. B, B-1, E-F, and L)	$ 138,320
K-2	Reconfigure Student Support Facilities (Bldg. A)	$ 771,568
K-3	Improve Site by: Repaving, Installing Fencing, and Upgrading Fire Alarm	$ 427,436
	Subtotal	***$ 1,337,324***
Lincoln Elementary		
L-1	Modernize Multipurpose Room (Bldgs. B and B1)	$ 96,500
L-2	Modernize Classroom Interiors (Bldgs. A, E, H-I, & L-P)	$ 668,430
L-3	Upgrade Restrooms (Bldgs. A, B, D-F, & O)	$ 731,250
L-4	Provide Roofing System Replacement (Bldgs. A-I & M-P)	$ 708,246
L-5	Provide HVAC Replacement (Bldgs. A, E, G-I, L, & P)	$ 904,131
L-6	Improve Site by: Installing Exterior Lighting and Regrading Playfields	$ 429,385
	Subtotal	***$ 3,537,942***
Reagan Elementary		
R-1	Modernize Classroom Interiors (Bldg. A)	$ 566,925
R-2	Upgrade Restrooms (Bldgs. A & J)	$ 215,625
R-3	Construct Centralized Welcome Center/Front Office at Bldg. A entry	$ 287,500
R-4	Provide Roofing System Replacement (Bldgs. A and J)	$ 356,195
R-5	Provide HVAC Replacement (Bldgs. A & J)	$ 1,075,591
R-6	Install New Security Cameras and Fire Alarm	$ 190,802
	Subtotal	***$ 2,692,638***
Washington Elementary		
W-1	Modernize Classroom Interiors (Bldgs. N-Q)	$ 509,879
W-2	Upgrade Restrooms (Bldgs. M, O, Q, & R)	$ 345,938
W-3	Provide Roofing System Replacement (Bldgs. L-T)	$ 490,312
W-4	Provide HVAC Replacement (Bldgs. L-T)	$ 734,734
W-5	Resurface Hardscape	$ 502,139
W-6	Reconfigure Drop-Off Area	$ 563,500
	Subtotal	***$ 3,146,501***
District-wide		
	Technology	$ 1,610,914
	Program Reserve	$ 4,946,049
	Subtotal	***$ 6,556,963***
	Grand Total	**$ 21,317,954**

Source: PMI

books, and interactive tools. The program is recommended to include a method to fund technology improvements and an endowment fund to meet the anticipated needs for future upgrades or replacements.

Estimated Project Costs

A project list of recommended improvements and related cost estimates has been prepared. As shown in Table 10, a total of $21.3 million is proposed to fund identified improvements over time. These estimates are inclusive of both direct and hard construction costs and associated professional and soft costs required to design and build the proposed facility improvements.

Most of the improvements in the program are focused on modernizing classrooms and student support facilities at the older elementary schools. However, every school in the District can expect a disbursement of technology at its site. An allowance for technology has been allocated to provide periodic upgrades to infrastructure and equipment. Lastly, an estimated program reserve has been assigned to account for cost escalation, construction cost increases, changes in the program and regulatory environment, and other unforeseen conditions.

State Funding

The State provides periodic funding to school districts from its School Facility Program in the form of per pupil grants, with supplemental grants for site development, site acquisition, and other project specific costs. The program provides new construction and modernization grants to construct new school facilities or modernize existing schools. To receive State grants, a district is required to match the grant portion of the cost of an eligible project from available district funds. This may include proceeds from local general obligation bonds, developer fees, and the General Fund.

Modernization grants provide State funds on a 60/40 match basis where the district is required to match the State's 60% contribution in order to receive State funds to modernize school facilities. Modernization eligibility is established separately for each school site. Eligibility requires that permanent facilities be at least 25 years old, portable facilities be 20 years old, and that students be enrolled in those facilities based on State standards. Eligibility translates directly into per pupil grants. Projects eligible under this program include such modifications as heating, ventilation, and air conditioning, plumbing, lighting, and electrical systems.

New construction grants provide State funds on a 50/50 State and local sharing basis for new school construction. Eligibility for new construction funding is determined by the gap between a district's projected enrollment and its existing classroom capacity. Historical and projected student enrollment plus approved, but not yet built residential units are utilized to estimate the gap between the amount of future students and the current ability to house students in permanent facilities. Eligibility translates directly into per pupil grants. The 50% match requirement from a district is based on the total project need. Eligibility is determined district wide and may be used in whole or

Table 11: Estimated Modernization Eligibility

School	Permanent Classrooms	Portable Classrooms	**Total Classrooms Over 25/20**	Total Student Eligibility	Total Current Enrollment	Modernization Eligiblity	Student Grant	Total State Grant	Local Match	Total Modernization Available
Jefferson ES	12	1	**13**	325	499	325	$ 3,600	$1,170,000	$ 780,000	$ 1,950,000
Kennedy ES	1	0	**1**	25	463	25	$ 3,600	$ 90,000	$ 60,000	$ 150,000
Lincoln ES	23	0	**23**	627	477	477	$ 3,600	$1,717,200	$1,144,800	$ 2,862,000
Reagan ES	9	0	**9**	225	430	225	$ 3,600	$ 810,000	$ 540,000	$ 1,350,000
Roosevelt ES	0	0	**0**	0	477	0	$ 3,600	$ -	$ -	$ -
Washington ES	17	0	**17**	425	652	425	$ 3,600	$1,530,000	$1,020,000	$ 2,550,000
	62	1	**63**	1,627	2,998	1,477		$5,317,200	$3,544,800	$ 8,862,000

Source: Lindsay USD, Office of Public School Construction, Mangini and Associates, and PMI

Table 12: Recommended Program

Est. Use of Funds	Proposed Program Est. Total Cost	Est. State Aid Available	Est. Req. Local G.O. Bond Match	Est. Addl. Bond Funds Reqd.	Est. Total G.O. Bond Program
Jefferson Elementary	$ 4,046,586	$ 1,170,000	$ 780,000	$ 2,096,586	$ 2,876,586
Kennedy Elementary	$ 1,337,324	$ 90,000	$ 60,000	$ 1,187,324	$ 1,247,324
Lincoln Elementary	$ 3,537,942	$ 1,717,200	$ 1,144,800	$ 675,942	$ 1,820,742
Reagan Elementary	$ 2,692,638	$ 810,000	$ 540,000	$ 1,342,638	$ 1,882,638
Washington Elementary	$ 3,146,501	$ 1,530,000	$ 1,020,000	$ 596,501	$ 1,616,501
Technology	$ 1,610,914				$ 1,610,914
Program Reserve	$ 4,946,049				$ 4,946,049
Est. Total Uses	$ 21,317,954	$ 5,317,200	$ 3,544,800	$ 5,898,991	$ 16,000,754

Source: PMI

part at any school site or sites.

Table 11 illustrates the estimated modernization grant eligibility by school site and the eligible permanent and portable classrooms based on age. The pupil grant amounts are set yearly by the State and vary by grade level. The District currently has a total of 62 classrooms that meet the age criteria. The estimated modernization grants provided are allocated to the respective school site and may not be transferred to other sites. Based on eligibility and current enrollment by site, the District is estimated to be eligible for approximately $5.3 million in total State per pupil matching modernization grants.

As shown in Table 12, the District's required combined local State match is estimated to be approximately $3.5 million. Jointly, the District is estimated to be eligible for approximately $5.3 million in matching State grants. Together these amounts are estimated to fund approximately $8.8 million in identified school facilities needs.

Financial Hardship assistance is available for those districts that cannot provide all or part of their share of a school facility project. Qualifying districts may receive State funding for up to 100% of the project costs. Education Code Section 17075.10 and California Code of Regulations, Section 1859.81 require a district to have made all reasonable efforts to impose all levels of local debt capacity, including imposition of development fees and demonstration of financial need prior to requesting financial assistance. If the District qualifies for a renewal of their Hardship status, which was granted in the prior bond program, the State would provide the local match required for the State aid grants. Should the District be approved, this would leave the balance of approximately $11.3 million to be funded locally.

General Obligation Bonds

In the past the District has relied on local general obligation bonds to fund unmet facilities needs. These funds have been used to modernize, construct facilities directly, and to provide the District match for State grants. General obligation (G.O.) bonds are the most widely used and efficient method of financing school facility improvements in California. Over 600 California school districts have elected to use G.O. bonds to finance necessary school improvements. G.O. bonds are secured by an annual levy on all taxable parcels within the boundaries of a school district. The levy is based on the assessed value of a parcel as determined by the County, pursuant to Proposition 13. The assessed value is typically less than current market value. Traditionally, G.O. bonds carry far lower interest and issuance costs than other financing options.

The District's history of assessed value is displayed in Table 13. Over the last ten years assessed value grew by approximately $200 million at an average rate of 4.5%. Despite the national and state recession, the District's assessed value has only experienced one year of decline. This is unlike other districts in the State who have experienced moderate to severe declines in assessed value due to the combination of the national recession and an adjustment in local housing market values. A positive growth trend is anticipated to continue based on historic trends.

Table 13: Historical District Assessed Values and Bonding Capacity

Year	Secured	Unsecured	Total	% Change
2001-02	$385,301,817	$28,335,782	$413,637,599	
2002-03	$407,753,447	$28,489,214	$436,242,661	5.46%
2003-04	$397,937,128	$28,560,062	$426,497,190	-2.23%
2004-05	$427,220,028	$24,109,580	$451,329,608	5.82%
2005-06	$458,963,502	$26,219,931	$485,183,433	7.50%
2006-07	$492,661,327	$34,059,574	$526,720,901	8.56%
2007-08	$541,014,382	$43,150,501	$584,164,883	10.91%
2008-09	$565,864,430	$43,135,814	$609,000,244	4.25%
2009-10	$565,278,484	$52,285,871	$617,564,355	1.41%
2010-11	$570,166,905	$50,518,333	$620,685,238	0.51%
2011-12	$585,545,931	$50,310,357	$635,856,288	2.44%
Average				**4.46%**

Source: Tulare County Auditor-Controller

Table 14: District Bonding Capacity
Fiscal Year 2012

Assessed Valuation		
Secured Assessed Valuation		$585,545,931
Unsecured Assessed Valuation		$50,310,357
Debt Limitation		
Total Assessed Valuation		$635,856,288
Applicable Bond Debt Limit	X	2.50%
Bonding Capacity		$15,896,407
Less Outstanding Bonded Indebtedness		$14,014,210
Net Bonding Capacity		$1,882,197
District Bonding Indebtedness Capacity Required for SFP Hardship Funding*		$9,537,844

*Note: 60% of Total Bonding Capacity
Source: Tulare County Auditor-Controller

State law limits the amount of principal bonded indebtedness a school district may have outstanding when considering the issuance of additional G.O. bonds. Education Code 15102 limits the bonded indebtedness of unified school districts to 2.5% of their total assessed value. Table 14 summarizes the District's assessed value, current amount of bonded indebtedness, and the District's remaining bonding capacity. The District has an immediate bonding capacity today of approximately $2 million. This amount is expected to increase annually as assessed value increases over time and the outstanding principal is repaid on a scheduled annual basis. The District's current bond indebtedness, being more than 60% of its bonding capacity, allows the District to apply for SFP financial hardship from the State for school modernization and new construction grants. Under SFP hardship funding the State also funds the District's local match amount for eligible projects.

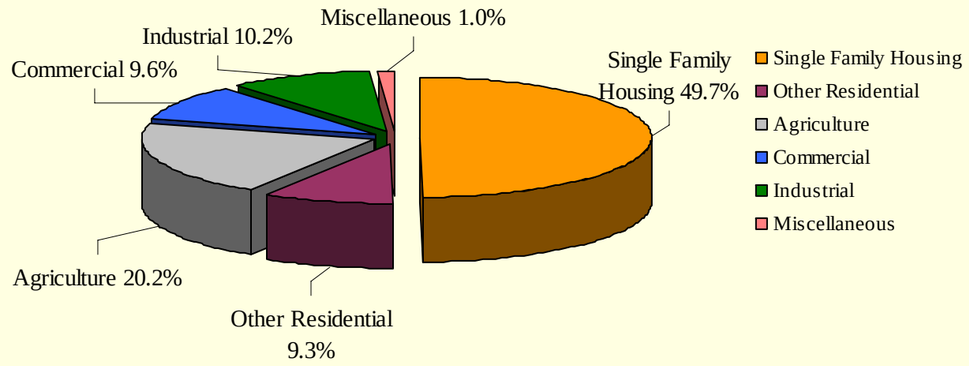
According to the County of Tulare, 5,161 parcels form the majority of the District's assessed value. Figure 4 provides a summary of the land uses within the District. Of the total, approximately 49.7% is from single family residential uses, 20.2% from agricultural uses, and the balance is from other uses. Although single family residences consist of approximately 50% of parcels, the District is heavily dependent on agricultural and commercial uses for the tax base.

School districts may seek voter approved bonds subject to the requirements of Proposition 39, which allows school bonds to be authorized by a 55% affirmative vote of the local electorate at the time of a normally scheduled election. Under Proposition 39, the maximum tax rate that may be imposed on voters at the time bonds are sold shall not exceed $60 per $100,000 of assessed value for unified school districts. In addition, districts must agree to be subject to certain conditions, including the establishment of a project list, an independent citizens oversight committee, and the performance of annual audits.

The District has passed two prior G.O. bond measures the first, Measure "C-2" in 2002 for $7.2 million and the second, Measure "B" in 2008 for $20.7 million. The latter bond measure's proceeds finished the construction of Roosevelt Elementary and the new Lindsay High School. By passing a new G.O. bond program with a new tax rate of $49 the District is estimated to be able to garner approximately $16 million in additional funding over time. This is estimated to be sufficient to raise the required local match to receive approximately $8.8 in State grants and to fund the total identified project list of approximately $21.3 million.

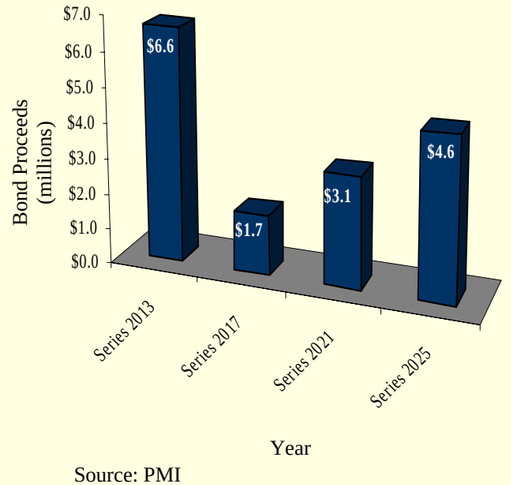
Figure 5 provides a projection of estimated bond sales over time separated by four year intervals. The projected bond sales are based on the District's projected growth in assessed valuation. Assessed valuation assumptions are based on historical growth averages adjusted downward to account for the current economic period. Bond sales are separated to allow for scheduled improvements to be constructed with minimal disruption to the educational program and sufficient growth between bond sales to maintain required tax rates for bond repayments within the projected tax rates. The first bond series is projected to be sold in 2013 in the amount of $6.6 million, the second in 2017 in the amount of $1.7 million, the third in 2021 in the amount of $3.1 million, and the fourth in 2025 in the amount of $4.6 million.

Figure 4: Land Use By Parcel



Source: California Municipal Statistics

Figure 5: G.O. Bond Program



Source: PMI

G.O. Bond Program Assumptions:

- Total Estimated Bond Proceeds: $16.6 million
- New Tax Rate Program: $49 per $100,000 of A.V.
- Prop. 39 Bond program, 55% voter approval
- Total Bond Series: 4

Assessed value growth assumptions will be monitored and adjusted annually as made available from the County auditor-controller and assessor's office. The schedule of bond sales will be adjusted accordingly to reflect actual A.V. growth. Additional A.V. growth above the assumptions utilized may allow the District to issue bonds earlier than projected and to complete projects within a shorter time frame.

Sources and Uses

Based on the proposed improvements and available sources of funding, an estimated financing plan for approximately $21.3 million in projects has been identified. The financing plan includes an effort to optimize available State grants and propose a local general obligation bond program to provide the required matching funds and finance the balance of required improvements. Proposed bond sales are scheduled to be sold in series and improvements are scheduled to be phased over time. Scheduling is important in order to access State grants and to minimize disruptions to the educational program during the period of improvements at each campus. Table 15 provides a summary of the estimated sources and uses to finance the proposed program.

Proposed Phasing

The proposed phasing plan provides a sequencing strategy that optimizes the use of State funding, allows for the most efficient use of construction resources, maximizes program efficiencies, and minimizes disruption to the educational program wherever possible. Phase I of the program addresses the modernization needs of the District's older schools. The later Phases II, III, IV, and V complete modernization efforts and provide further facilities enhancements and technology improvements. The latter is consistent with providing a technology allowance across all phases to provide periodic upgrades to infrastructure and equipment as existing technology becomes outdated.

Implementation Program

The District is pursuing eligibility under the modernization program in addition to the hardship program. In conjunction with stated projects both funding programs will provide the necessary flexibility to repay a portion of the District's outstanding Certificates of Participation (C.O.P.) Under the SFP modernization program the District will be able to access available reserve funds to help support required annual lease payments on a partial basis. Alternatively, under the State Hardship program a greater amount of revenues may become available to substantially repay a portion, or all of the C.O.P.

Once adopted, the District will need to proceed with the proposed design and construction program, and the plan will need to be coordinated to monitor progress, quality, and performance. The goal of the program will be to promote the proposed plan and stay within budget, timeline, and phasing in order to meet the stated goals of the District. This will also mean going through the regulatory and environmental review process, submittal of State grant applications, and the

Table 15: Estimated Sources and Uses

Est. Sources of Funds		
Est. G.O. Bond Proceeds		**Total**
Series A	$6,612,115	
Series B	$1,673,716	
Series C	$3,142,047	
Series D	$4,572,876	
		$16,000,754
State Aid Modernization Grants		
Jefferson Elementary	$1,170,000	
Kennedy Elementary	$ 90,000	
Lincoln Elementary	$1,717,200	
Reagan Elementary	$ 810,000	
Washington Elementary	$1,530,000	
		$5,317,200
Est. Total Sources		**$21,317,954**
Est. Uses of Funds		
Jefferson Elementary	$4,046,586	
Kennedy Elementary	$1,337,324	
Lincoln Elementary	$3,537,942	
Reagan Elementary	$2,692,638	
Washington Elementary	$3,146,501	
Technology	$1,610,914	
Program Reserve	$4,946,049	
Est. Total Uses		**$21,317,954**
Est. Over/Under		**$0**

Source: PMI

need to comply with all federal, State, and local regulations, including the review of all projects by required State agencies. Under the scope of its agreements, PMI will continue to examine ways of optimizing the use of State grants and bonds to fund the projects as the process continues. This will need to be coordinated with the implementation of the overall program, project budgets, and master phasing of improvements. Ongoing team coordination will improve efficiency and avoid potential problems during program implementation.

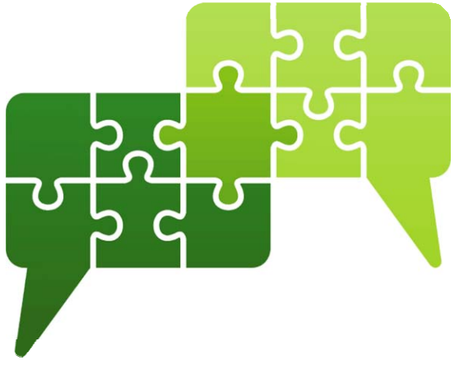


Table 16: Proposed Phasing

Phase I - ($6.6 million Series 2013 G.O. Bond Sale/$4.1 million State Aid)

Jefferson Elementary School
J - 5 Modernize Restrooms (Bldgs. B1, B2, and C) and Construct Staff Restroom on Bldg. U

Kennedy Elementary School
K - 1 Retrofit Classrooms to Support Technology (Bldgs. B, B-1, E, F and L)
K - 3 Improve Site by: Repaving, Installing Fencing, and Installing New Fire Alarms

Lincoln Elementary School
L - 1 Modernize Multi-Purpose Room (Bldg. B)
L - 2 Modernize Classroom Interiors (Bldgs. A, E, G-I, L, and P)
L - 3 Upgrade Restrooms (Bldg. F)
L - 4 Provide Roofing System Replacement (Bldgs. A-I and L-P)
L - 5 Provide HVAC Replacement (Bldgs. A-I and L-P)
L - 6 Improve Site by: Installing Exterior Lighting and Regrading Playfields

Washington Elementary School
W - 1 Modernize Classroom Interiors (Bldgs. N-T)
W - 2 Upgrade Restrooms (Bldgs. M, O, Q- T, and AA)
W - 3 Provide Roofing System Replacement (Bldgs. L-T)
W - 4 Provide HVAC Replacement (Bldgs. L-T)
W - 5 Resurface Hardscape
W - 6 Reconfigure Drop-off Area

Reagan Elementary School
R - 3 Construct Centralized Front Office (Bldg. A)
R - 4 Provide Roofing System Replacement (Bldgs. A and J)
R - 5 Provide HVAC Replacement (Bldgs. A and J)

Source: PMI

Phase II- ($1.7 million Series 2017 G.O. Bond Sale/$1.1 million State Aid)

Jefferson Elementary School
J - 1 Modernize Multi-Purpose Room
J - 2 Provide Roofing System Replacement (Bldgs. B1, B2, C, and D)
J - 3 Provide HVAC Replacement (Bldgs. B1, B2, and C)

Technology Deployment Grades 9-12

Phase III ($3.1 million Series 2021 G.O. Bond Sale, $39 thousand State Aid)

Jefferson Elementary School
J - 4 Modernize Classroom Interiors (Bldgs. B1, B2, and C)
J - 6 Improve Site by: Repainting buildings and parking lot (Bldgs. A, B1, B2, C, and D) and Installing New Security Cameras and Fire Alarms

Technology Deployment Grades 9-12

Phase IV ($4.6 million Series 2025 G.O. Bond Sale)

Kennedy Elementary School
K - 2 Reconfigure Interior of Student Support Services Building (Bldg. A)

Reagan Elementary School
R - 1 Modernize Classroom Interiors (Bldg. A)
R - 2 Upgrade Restrooms (Bldgs. A, P, Z, and AA)
R - 6 Install New Security Cameras and Fire Alarms

Technology Deployment Grades 9-12