

100-Day Plan REPORT



ASSESS

Capital Improvement Plan Execution Strategy

June 15, 2022

I. EXECUTIVE SUMMARY

A Capital Improvement Plan is 1) an inventory and evaluation of an organization's facilities and major equipment assets; 2) an analysis of how those assets and equipment best support the goals and objectives of the organization; 3) a determination of construction and/or repair improvements needed to achieve the goals; 4) an identification of construction and repair costs; and finally, 5) a strategy to fund the construction and improvements.

Los Angeles Unified has been very fortunate to have voter support for local construction bonds, which were leveraged to obtain additional state and federal funding resulting in over \$34 billion to invest in capital improvements over the last 20 years. Because of the statutory restrictions of the use of construction bonds, this funding can be used only for schools and not the administrative facilities that support the schools.

We have done extensive condition assessments of school facilities and major equipment; campus master planning; collaboration with educators, administrators, staff, students and other key stakeholders to identify instructional missions; identified required capital improvements to best achieve those missions, predicted associated costs and identified funding strategies for those improvements.

This document serves as an execution strategy to obtain the same level of detail for a Capital Improvement Plan to address the facilities and major equipment improvements necessary for our administrative and operational support facilities and major equipment that is not eligible for bond funding.

II. INVENTORY AND CONDITION ASSESSMENT OF ADMINISTRATION AND SUPPORT FACILITIES

An inventory has been completed of all administrative and support facilities and equipment. This inventory is classified as non-academic space and includes 521 buildings with a combined total of 4.4 million square feet, and is used by 23 District managers. The cost to complete a facility condition assessment that will produce a Facility Condition Index (FCI) has been estimated at \$2.5 million. This funding has been identified and obligated and the assessment process was started in April 2022. The assessment will include evaluation of every building system and component, predicting its remaining useful life and the cost for necessary repairs or replacements. The assessment includes evaluation of existing facilities and equipment to restore to its original intended purpose but does not evaluate needs for future facilities requirements to accommodate new missions. Targeted completion of the FCI for each non-academic facility is the first quarter of 2023.

III. ESTABLISHING THE NON-ACADEMIC SUPPORT SERVICES THE DISTRICT WILL PROVIDE

In order to determine if existing facilities are adequate to support the services provided through non-academic administrative offices and/or what improvements are required, the specific services and how they will be provided must be clearly defined.

To develop the long-range plan for these services and finalize a recommendation to the Superintendent, we are convening an executive steering group made up of eight chief executives through whom the District managers of the non-academic services report: Chief Finance Officer; Chief Academic Officer; Chief Information Officer; Chief of Special Education, Equity and Access; Chief Strategy Officer; Associate Superintendent, Division of School Culture, Climate, and Safety; Chief of Schools, Local District Support; and Chief Facilities Executive. To bring in subject matter expertise in areas such as the delivery of food services, transportation, procurements, etc, a coordinator will work with District managers to present plans to the steering group on a monthly basis. A final recommendation will be made to the Superintendent in the first quarter of 2023, to coincide with the Facilities Assessment.

IV. ESTABLISHING CAPITAL IMPROVEMENT REQUIREMENTS

Once the long-range, non-academic services and their method of provision have been determined and approved by the Superintendent and the Facility Condition Assessment is complete, the information will be merged to establish specific capital improvement requirements. This will include details of capital improvements for existing facilities and any new construction needed for effective provision of non-academic services. It will also establish District-owned facilities that are not required for non-academic services and make them available to leverage for other priority needs. This analysis will be completed in the second quarter of 2023.

V. ESTIMATING COSTS TO COMPLETE THE REQUIRED CAPITAL IMPROVEMENTS

Once needed improvements have been established, engineering estimates for each of the required capital improvements will be calculated, and timelines and phasing plans will be created, starting from the date each phase is funded and authorized by the Board of Education. The estimates, timelines, and phasing plans will be completed in the third quarter of 2023.

VI. DEVELOP A FUNDING STRATEGY AND PRIORITIZATION OF THE REQUIRED CAPITAL IMPROVEMENTS

Because it is unlikely that all the required capital improvements will be funded and completed right away, priorities will be based upon the greatest positive impact on student learning. Recommendations will be made through the executive steering group. Once the cost of improvements is known, the team will establish funding strategies that include annual budget allocations, seeking grants and other funding opportunities (e.g. federal and state programs for sustainability in funding bus charging stations). This will also include evaluating the cost benefit of selling Certificates of Participation bonds (COPs) and leveraging other District assets including excess properties identified through this process and other efficiency efforts. This will be completed by the fourth quarter of 2023 and when combined with the Bond Funded Program, will complete our Capital Improvement Plan for all Los Angeles Unified facilities.