

2019

A Process Evaluation of the Campbell Union High School District Bond Measure AA

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Recommended Citation

Altamirano, Gabriel, "A Process Evaluation of the Campbell Union High School District Bond Measure AA" (2019). *Master's Projects*. 690.
DOI: <https://doi.org/10.31979/etd.eu2x-d8dd>
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A Process Evaluation of the Campbell Union High School District Bond Measure AA

By

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A Thesis Quality Research Paper

Submitted in Partial Fulfillment of the Requirements

For the Masters Degree

In

PUBLIC ADMINISTRATION

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May 2019

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INTRODUCTION

The Board of Trustees at the Campbell Union High School District (CUHSD) completed a district wide facility assessment and created updated facilities master plans (CUHSD, 2015). Consultants were contracted to coordinate focus groups consisting of district students and staff to develop a list of facility needs across the district (CUHSD, 2015). The facilities at all five high schools were in need of major capital projects, from replacement of aging mechanical systems to new classroom spaces for student growth (CUHSD, 2015).

The school district decided to request a general obligation bond measure for the community to approve for the facility improvements needed. In the fall of 2016, the school district bond Measure AA was presented to voters and was successfully passed by 67 percent (San Francisco Chronical, 2016). The bond measure allowed CUHSD to sell \$275 million in general obligation bonds to complete as many projects presented to voters as possible (Santa Clara County, 2016).

Through a process evaluation, the district's actions will be broken down into the following phases- identifying the problem, solution development, implementation, and evaluation. The purpose of this research is to review whether the district is implementing the bond as voters approved it.

Problem Statement

According to the Board of Trustees (Board) of CUHSD, the district facilities require modernization, new equipment and furnishings, technology upgrades, and safety improvements in order to best serve the students for 21st century learning (CUHSD, 2017a). The Board has

certified the following list of projects needed across the school district (Santa Clara County, 2016)-

- a. Modernization of classrooms and educational facilities;
- b. New and remodel of Career Technical Education facilities for specialized training in vocational programs and skilled trades;
- c. Seismic upgrades and removal of asbestos, as needed;
- d. Repair and replace roofs;
- e. Improvement of school technology and computer equipment;
- f. Remodel restroom facilities;
- g. Replacement and upgrade of heating, ventilation, and air conditioning;
- h. Upgrade campus fire alarm system, security system, and door hardware upgrades;
- i. Improvement of campus pavement, accessibility, and landscaping
- j. New water conservation upgrades and improved energy efficiency, including expansion of solar power generating capacities;
- k. Upgrade school athletic facilities and fields;
- l. Remodel school libraries and administration buildings;
- m. Improvements for student cafeterias and multi-purpose rooms;
- n. “Improvement and equipment for the science and astronomy facilities at Prospect High School” (Santa Clara County, 2016, p.1).

BACKGROUND

Campbell Union High School District (CUHSD) was founded in 1900 with a single site located in downtown Campbell and quickly expanded after World War II (CUHSD, 2007a). CUHSD is comprised of five high schools and one alternative school (CUHSD, 2019a). The district leases one campus, Blackford, to a private charter school (CUHSD, 2007b). Del Mar High School is the oldest campus, built in 1957, followed by Blackford High School in 1959, Leigh High School in 1960, Westmont High School in 1965, Branham High School in 1966, and Prospect High School in 1968 (CUHSD, 2007c). The district operates a small campus at the district office property for Camden Post-Secondary Academy, a small campus for students 18-22 years old with disabilities (Camden Post-Secondary Academy, 2019).

In 1990, the district temporarily closed Branham High School and leased the property to a private school, before reopening the school in 1999 (Branham High School, 2019). In addition, the district closed Blackford High School in 1990 to lease the campus to a charter school (CUHSD, 2007b). In 2002, the district segmented a small portion of the Blackford site to build Boynton High School (CUHSD, 2007b). Boynton High School is a small continuation school comprised of four buildings (CUHSD, 2007d).

The district's current enrollment is approximately 8,271 students (CUHSD, 2019b). According to CUHSD 2018-2019 fiscal facts (2019), the district's general fund income from 2018-2019 totaled \$108,004,109 million, with \$108,802,525 million in expenses (CUHSD, 2019b). The average classroom teacher salary is approximately \$90,000. There are 375 full time teachers and 196 staff members (CUHSD, 2019b). Table 1 displays CUHSD fiscal facts for the 2018- 2019 academic year.

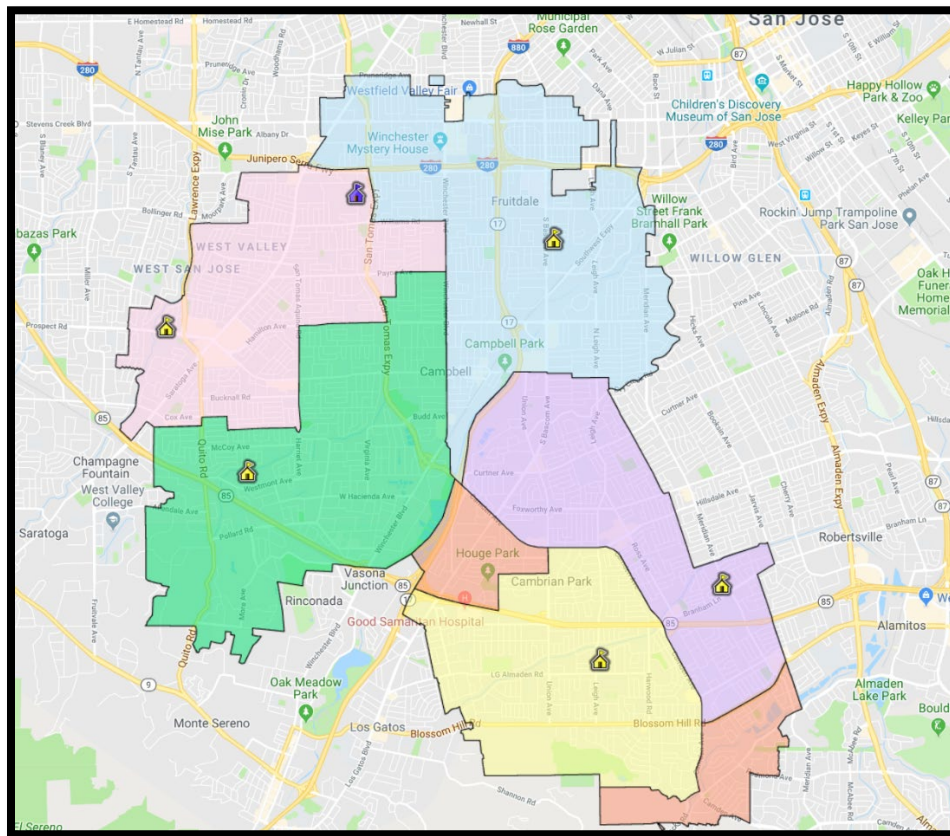
Table 1: Campbell Union High School District- Fiscal Facts 2018-2019

Campbell Union High School District- Fiscal Facts 2018-2019	
Student enrollment	8,271
Total general fund	\$108,004,109
Total general fund expenses	\$108,802,525
Average classroom teacher salary	\$90,132
Number of teachers	375
Number of management/supervisors/confidential	119
Number of classified staff	196

Source: Campbell Union High School District, 2019b.

The district boundaries stretch across communities in San Jose, Campbell, Los Gatos, Saratoga, Santa Clara, and Monte Sereno covering an approximate 10 mile radius as shown in Figure 1. (CUHSD, 2019a).

Figure 1: Campbell Union High School District- District Boundaries



Source: Campbell Union High School District, 2019a.

Market home values across the district range from \$1.2 million to \$2.9 million, with a median home price range of \$1.5 million, according to 2019 Zillow Home Prices and Values per zip code as presented in Table 2 (Zillow, 2019).

Table 2: Campbell Union High School District- Average Home Value

Campbell Union High School District- Average Home Value					
School	Year Built	Address	City	Zip Code	Average Home Value
Del Mar High School	1957	1224 Del Mar Ave.	San Jose	95128	\$ 1,237,000
Branham High School	1966	1570 Branham Ave.	San Jose	95118	\$ 1,239,000
Leigh High School	1960	5210 Leigh Ave.	San Jose	95124	\$ 1,371,200
Westmont High School	1965	4805 Westmont Ave.	Campbell	95008	\$ 1,418,200
Prospect High School	1968	18900 Prospect Rd.	Saratoga	95070	\$ 2,920,200
Boynton High School	2002	901 Boynton Ave.	San Jose	95117	\$ 1,387,800
District Office	1967	3235 Union Ave.	San Jose	95124	\$ 1,371,200

Source: Zillow, 2019.

Projects Identified

In 2014, the Board of Trustees directed the superintendent to develop a facility master plan and facility assessment (CUHSD, 2014). The superintendent enlisted the support of an architectural firm to complete a facility analysis across all sites and assist with the development of the district's master plan.

To develop the master plan, the contracted architectural firm met with a wide selection of stakeholders that included- district administrators, principals and site administrators, parents and students, the Director of Facilities, the Director of Maintenance and Operations, and community members (CUHSD, 2015). The stakeholders helped to provide insight on the needs for each campus.

In October 2015, the facility master plan was reviewed by the Board and would later be adopted as the basis of the bond measure project list (CUHSD, 2015). The facility master plan's list of projects can be grouped into the following categories -

- | | |
|-------------------------------|---|
| 1. Health and Safety | 6. Athletic Fields and Physical Education |
| 2. Facility Maintenance | Facilities |
| 3. Energy/Utility Service | 7. Technology |
| 4. Modernization | 8. Growth |
| 5. Career Technical Education | 9. Miscellaneous |

See Appendix A for the facility master plans for each site (CUHSD, 2018a). The category "Health and Safety" projects included the following-

- a. Install site security fencing;
- b. Fire suppression and alarm system upgrades;

- c. Upgrade video camera system;
- d. Upgrade door hardware (lock system);
- e. Campus reconfiguration- direct guest to pass through front office for visitor pass (CUHSD, 2019c).

Facility Maintenance was the broadest category that included six different types of maintenance projects. Many of the projects listed include deferred maintenance needs across the district.

- a. Maintain and replace roofs;
- b. Complete exterior building painting;
- c. Heating, ventilation, and air conditioning replacement and upgrades;
- d. Resurface, repave, and maintain exterior paved areas;
- e. Landscaping and other outdoor space improvements;
- f. Replace temporary storage with permanent storage.

Energy and Utility projects include the following-

- a. Replacement and installation of underground utilities;
- b. Water conservation projects, interior and exterior;
- c. Energy efficiency upgrades;
- d. Additional solar power generation (CUHSD, 2019c).

Modernization projects were considered major construction that focused on end user upgrades, such as program use of the building, new furniture, and new finishes. In addition, facilities may require upgrades to be code compliant, such as seismic upgrades and accessibility improvements. Projects identified included the following-

- a. Accessibility upgrades;
- b. Modernization of classroom, teaching office and education facilities;
- c. Seismic upgrades to buildings;
- d. Upgrade to science and lab classrooms;
- e. Restroom facilities;
- f. Furniture, fixture and equipment for new and modernized facilities;
- g. Kitchen and cafeteria upgrades;
- h. Modernization of library and administration facilities, homework centers, and student services facilities (CUHSD, 2019c).

Career Technical Education (CTE) classroom facilities included woodshop, metal shop, and most recently theater technical design. The district did not identify any specific project needs, but included the CTE on the project list to allow the district to apply bond funds as needed.

Similar to CTE category, Athletic Fields and Physical Education facilities was listed on the project list for improvements needed, but it did not identify individual projects. It only stated general construction, modernization, and upgrades to physical education facilities, playing fields, and athletic facilities.

Technology upgrades across the district included the following-

- a. Upgrade school technology and computer equipment;
- b. Upgrade classroom communication systems and technology upgrades (CUHSD, 2019c).

The project list for Growth was to allow construction and improvement of existing buildings for increases in future student populations, including classroom buildings and restrooms. The

bond text included construction required for temporary classrooms during renovations and large construction projects (CUHSD, 2019c).

The final category was a miscellaneous list for specific projects. The two projects identified were-

- a. Improvement of the science and astronomy facilities at Prospect High School;
- b. Purchase vehicles and improvement of vehicle maintenance facilities (CUHSD, 2019c).

Prior to the bond Measure AA, CUHSD passed other funding mechanisms for capital projects, including three parcel taxes, and two previous bond measures, and they imposed developer's fees along with neighboring elementary school districts (CUHSD, 2019d). In 2004, a four year parcel tax, Measure M, was passed charging \$85 per parcel (CUHSD, 2004). The district went back to the electorate in 2008 to renew the \$85 parcel tax as Measure R (CUHSD, 2008). It successfully passed and expired in June 2015. The parcel tax was extended again most recently in 2013, Measure E (CUHSD, 2019e). It maintains a \$85 per parcel tax that is set to expire in June 2023. The \$85 parcel tax generated \$4.8 million per year for the district to supplement their general fund (CUHSD, 2018b).

The district received approximately \$910,000 in developer fees in the 2018-2019 academic year (CUHSD, 2018c). Developer fees are taxes on new residential and commercial development. The purpose of the tax is to offset the cost impact of increased student enrollment. The developer fees revenue may be applied to teacher salaries, facilities, education materials, and other programs (Cooperative Strategies, 2018). According to CUHSD's May 2018 developer fee resolution, the fee was increased to \$3.79 per square foot of residential development and \$0.61 per square foot of commercial and industrial development (CUHSD, 2018d). The revenue

generated is split, with 30% going to CUHSD, and the remaining 70% divided across five neighboring elementary school districts (CUHSD, 2018d).

Bond measures have been used by the district to provide funding for major capital projects. The two most recent bond measures passed included Measure C in 1999, and Measure G in 2006. Measure C raised \$95 million to address classroom modernization, computer learning, repairing old plumbing and building mechanical systems, and repairing leaky roofs (CUHSD, 1999). Measure G was passed just seven years later in 2006 and raised \$90 million for the similar general purpose of renovating and modernizing classrooms, restrooms, and facilities (CUHSD, 2006).

Solution to the Problem

The Board estimated that \$275 million was needed to complete the list of projects across the district (Santa Clara County, 2016). Parcel tax revenue has significantly helped the district, however, the revenue generated has been applied to teacher salaries and benefits each year (CUHSD, 2018b). The developer fee revenue fluctuates per year and is not a reliable source of funding. Furthermore, the most recently passed bonds, Measure C and Measure G, did not provide adequate revenue to address the long list of projects found in the updated facilities master plans (CUHSD, 2018a). Finally, the district general fund cannot provide adequate funding to complete the capital projects.

In order to raise this amount of money, the Board created a school bond for the voters within the district's boundaries to consider. In November 2016, voters approved the CUHSD bond Measure AA by 67% (San Francisco Chronical, 2016). This provided the district with \$275 million to fund the identified projects. All property owners within the district boundaries would

be accountable to pay the \$29.30 per \$100,000 of the 2018 assessed value to repay the total debt of approximately \$301 million, including interest (Santa Clara County, 2016).

Research Question

California school districts may propose voter approval of bond measures to generate revenue for facility improvements. Is Campbell Union High School District using the bond Measure AA funds as approved upon by voters?

METHODOLOGY

The CUHSD’s implementation of the facility bond measure was compared between the ballot project list voted on by the community and the actual budgeted list of projects identified. The four-phase process evaluation described by Sylvia & Sylvia was used to analyze how the district identified the problem, identified the solution, implemented the solution, and evaluated feedback concerning the implementation (Sylvia & Silvia, 2012). The district bond was passed in November 2016 and the district is in the process of completing the projects identified. The analysis of the district’s implementation was conducted up to February 2019 by reviewing board meeting presentations and the February 2019 Citizens’ Oversight Committee Report. Table 3 below shows the four-phases identified in the process evaluation.

Table 3: Process Evaluation Methodology

Process Evaluation			
Problem Identification	Solution Development	Implementation	Feedback Evaluation
<ul style="list-style-type: none"> • Lack of funding available for capital projects. • Aging school facilities. • Outdated technology. 	<ul style="list-style-type: none"> • \$275 million bond measure to complete the school district’s master plan facility projects. 	<ul style="list-style-type: none"> • Change in facilities staffing. • Plan and prioritize projects. 	<ul style="list-style-type: none"> • Implementation of the bond measure is still in progress. The implementation steps of the bond measure are evaluated and analyzed

LITERATURE REVIEW

The problem identified through the research was the CUHSD's inability to fund all of its needs through General Fund proceeds. Board of Trustees member Stacey Brown attributed this problem to a lack of adequate funding from the state to the school district (Baum, 2016). Presently, California schools receive 58 percent of funding from the state, 32 percent from local property taxes, as well as other local sources such as parcel taxes or bond measures, and 9 percent from the federal government (Murphy and Paluch, 2018). The total of these three main sources equates to \$97.2 billion annually across the 1,026 school districts in California (Murphy and Paluch, 2018).

School funding shifted from local jurisdictions to the state level during the 1970's. Prior to 1971, California school districts had a tremendous amount of financial discretion in how they operated. Districts could choose their own level of spending in response to what the needs of the district were. To fund teacher salaries, administration, programs, and facilities, the school district's Board of Trustees would finance their spending through a local property tax (Brunner, 2001). For larger facilities projects, school districts could issue general obligation bonds with two-third voter approval. General obligation bonds were repaid with property tax revenue (Brunner and Rueben, 2001). The state could assist school districts with construction projects through the School Building Aid Program. The state would issue loans to school districts up to their debt capacity in order to fulfill their construction growth needs (Brunner and Reuben, 2001).

The control of school funding moved from the district level to the state level beginning with the California Supreme Court case, *Serrano I v. Priest* in 1971 (Fischel, 1989). The

Serranos, parents from a low socio-economic level school, filed suit against the state, naming the State Treasurer, Ivy Priest. The basis for the lawsuit was that children in low socio-economic school districts were not being protected under the state constitutional guarantee of equal protection and educational opportunity (Canefield, 2013). The assessed valuation of real property within a district per average student daily attendance range was anywhere from a low of \$103 per student to a high of \$952,156 per student (Dayton and Dupre, 2004). The state Supreme Court realized this and ruled in favor of Serrano, that it was unconstitutional for school funding to rely on local property taxes, as it unfairly made children's education dependent on the assessed value of the properties in their community. Thus, poorer communities would have less funding for school districts and less educational opportunity for children compared to more affluent communities (Fischel, 1989). This was the turning point in California's educational funding model, from being controlled locally by school boards to now being controlled by the state.

Further cementing the state's role in funding education, the 1973 U.S. Supreme Court, in *San Antonio Independent School District v. Rodriguez*, ruled that education was not a federal constitutional right, and thus disparities in school funding would have to be resolved at the state level (Dayton and Dupre, 2004). California could not appeal the *Serrano I* case ruling beyond the State Supreme Court.

California responded to the *Serrano I* ruling by applying a new formula to property tax revenues. Under the new formula, taxes from wealthier neighborhoods were used in part to support districts in lower property value communities. In addition, the state established revenue limits for the school districts (Canefield, 2013).

The new change to wealth distributions among schools was challenged again in the California Supreme Court. The solution reached in the *Serrano II* case set a \$100 per pupil spending range for all districts to follow (Fischel, 1989). Surplus property taxes would be redistributed by the state to support poorer districts. “Leveling up” poorer school districts provided more equitable per pupil expenditures, however the state could also “level down” wealthier districts. This would limit per pupil expenditures from wealthier districts, and overall help lower the state’s funding obligation (Hill and Kieweiet, 2015). Governor Jerry Brown would sign the law in September 1977 to take effect in July of 1978 (Fischel, 1989). Instead, California voters decided to take action by approving Proposition 13 in June 1978. The passage of Proposition 13 overruled Brown’s per pupil spending law.

Leading up to the *Serrano I/II v. Priest* cases, California’s general fund surplus was expected to reach \$10 billion by 1978 (Sexton, Sheffrin, O’Sullivan, 1999). Property values across the state began to rise rapidly, and existing tax rates resulted in a 10% increase in property taxes on homeowners. In 1970, the assessed property taxes were 34% and by 1978 the assessed property tax ballooned to 44 percent (Sexton et al., 1999). The state legislature failed to provide any tax breaks to property owners despite the growing surplus. Sexton, et al. (1999) contended that voters did not expect reductions in government services by passing Proposition 13, and 38 percent of the electorate believed the state and local governments could absorb a 40 percent decrease in tax revenue without having to limit or restrict government services (Sexton et al., 1999).

Proposition 13 was spearheaded by Howard Jarvis, a retired business man who formulated the campaign based on the California’s general fund surplus (Fischel, 1989). The Santa Clara

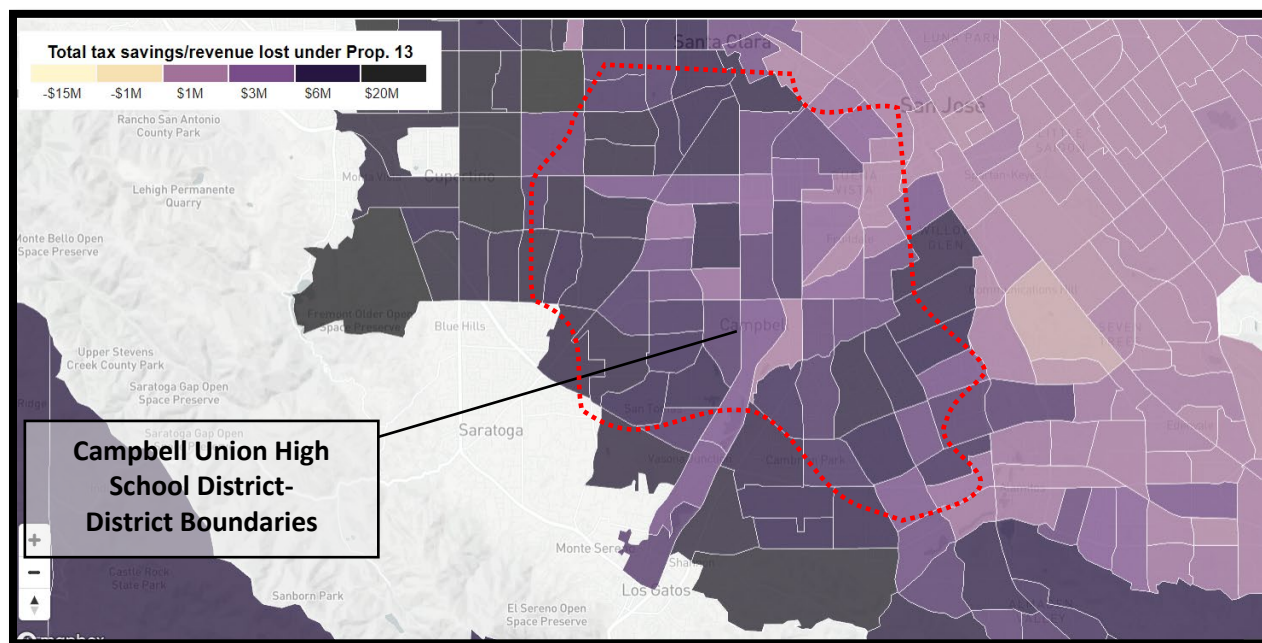
County, Office of the Assessor, summarizes the new property tax law under Proposition 13 as the following (Santa Clara County Assessor, 2019):

- a. rolls back property taxes to 1975 assessed value;
- b. homes and commercial property are treated the same;
- c. assessed property tax limit to 1% of the purchase price;
- d. limits annual property tax increase to no greater than 2% (Santa Clara County Assessor, 2019).

As a result of removing local control of property taxes, Proposition 13 also removed from local school districts the ability to request and fund general obligation bonds (Brunner and Reuben, 1999).

Proposition 13's passage cut property tax revenues from \$10.3 billion in 1977-78 to \$5.6 billion in 1978-79 (Sexton et al., 1999). Local public agencies, including cities, counties, and special districts, immediately felt the impact, with loss of local funding. Figure 2 shows revenue lost in the Campbell Union High School District area. California would proceed to pass a series of special taxes and fees in order to make up for the lost revenue for schools and public agencies.

Figure 2: Revenue Lost Under Proposition 13



Source: Revenue Lost Under Prop 13, 2019.

To maintain funding for schools' capital projects, the state permitted voter approved general obligation bonds to be sold to finance school facilities (Sexton et al., 1999). State bond revenues were permitted through the Leroy F. Green State School Building Lease-Purchase Program. The lease-purchase program was passed in 1976, prior to Proposition 13, but was meant to operate as a loan service between the state and school districts. The program also allows school districts to work with the private sector or developers to assist with funding and construction of facilities (Sexton et al., 1999). After Proposition 13, the direction of the program became a grant program for school districts to request funding for school facilities (Brunner and Reuben, 1999).

Proposition 13 did allow local agencies and special districts to create a variety of "special taxes" with two-thirds voter approval (Brunner, 2001). In 1982, the California Supreme Court

case *City and County of San Francisco v. Farrell* defined special taxes to have a specific timeline and purpose for revenue generated by the tax (Brunner, 2001). Previous to Proposition 13, the California constitution did not allow parcel taxes, as it required property to be taxed on the proportion of its value to the community value (Brunner, 2001). School districts could now issue parcel taxes with two-thirds voter approval as a “special tax”, with the revenue generated to support school districts’ general funds.

In most cases, school districts have used parcel tax revenue to hire additional teachers, support libraries and the arts, and help fund capital improvements (Brunner, 2001). There are two ways to issue parcel tax. The first is to issue a flat tax amount per parcel regardless of the assessed value. The second, is to issue a tax per square foot of property for each parcel. The square footage per parcel tax is said to be a less regressive tax, since the homeowner’s income is more likely to align with the size of the parcel (Brunner, 2001).

The California State legislature passed the Mello-Roos Community Facilities Act of 1982 to provide public agencies the opportunity to form special districts to fund capital development. The act allows local governments to seek two-thirds voter approval to fund tax-exempt bonds that can be used by public agencies to fund activities such as police, fire, and school districts. The purpose of the funds can be new construction of facilities, renovations or modernization, improved infrastructure, or removing facilities’ deficiencies (Sexton et al., 1999). According to Sexton et al., between its passage in 1982 to 1990, the Mello-Roos act financed a total of \$977 million in bonds (1999).

The School Facilities Act of 1986 is another way that the legislature has allowed school districts to raise funds. The act provides school districts the authority to assess an impact fee for

permanent facilities (Sexton et al., 1999). Impact fees, often referred to as developer fees, are used to offset school facility costs. The developer's fees are charged to residential and commercial development. Residential development fees are typically at a higher rate than commercial or industrial fees (Legislative Analyst Office, 2001).

In 1988, California voters approved Proposition 98 that requires the minimum K-14 education budget to be approximately 40% of the state general fund (Murphy and Paluch, 2018). Each year, the minimum budget amount is calculated by adding the previous year's budget and increasing it by the upcoming year's estimated growth in students and the state's economy (Legislative Analyst Office, 2001). The state can increase the education budget above the minimum, however this becomes a deterrent for the state, because it could raise the state's funding obligation for future years.

Categorical-fund programs were introduced to fund specific needs in public schools. Such programs range from targeted education programs, professional support and development, or facility needs (Smith, Gasparian, Perry, and Capipin, 2013). Categorical funds must be spent on the specified programs and are limited on how they are applied. For most states, the state legislatures are the primary governing body to determine the categories and funding amount (Smith et al., 2013).

In California, the state legislature and the governor are in control of the categorical programs and funding. According to Smith et al. (2013), 14 percent of California's school budget is in categorical programs, accounting for \$9.7 billion dollars spread across the 60 identified programs (Smith et al., 2013). California's \$9.7 billion in categorical funding ranks 19 out of the

45 states surveyed in 2013 (Smith et al., 2013). Categorical funds do not have to be distributed evenly across all districts (Hill and Kiewiet, 2015).

In the 2008 national survey, the most common categorical funded programs included capital and debt services, technology, and other educational and staffing categories (Smith et al, 2013). The same survey performed in 2013 shows a change in focus from capital and debt services to interventions for low-performing students, school nutrition, adult education, and vocational programs.

Table 4: Most Common Categorical Programs Nationally

Most Common Categorical Programs	
2008	2013
<ul style="list-style-type: none"> • Bilingual education and English language learners • Capital and debt service • Compensatory education • Gifted and talented education • Special education programs • Teacher retirement and benefits • Transportation 	<ul style="list-style-type: none"> • Adult Education • Bilingual education and English language learners • Gifted and talented education • School nutrition • Special education programs • Transportation • Vocational programs

Source: Smith et al., 2013.

When California went into recession in 2008, the state legislature lifted restrictions on many of the categorical programs through 2015 to allow school districts greater flexibility in applying the funds to their district’s needs (Canefield, 2013).

Lease-purchase plans, often called “lease-lease back” agreements, is another construction delivery option available to school districts (Sexton et al, 1999). According to Sexton et al. (1999), lease-purchase plans allow for public agencies to enter into agreements with developers

to build and finance capital projects on public property (Sexton et al, 1999). The public agencies pay monthly payments to the developer for the life of the lease agreement, totaling the cost of the project. Upon completion of payment of the lease agreement terms, the developer signs over ownership to the public agency (Sexton et al., 1999).

FINDINGS

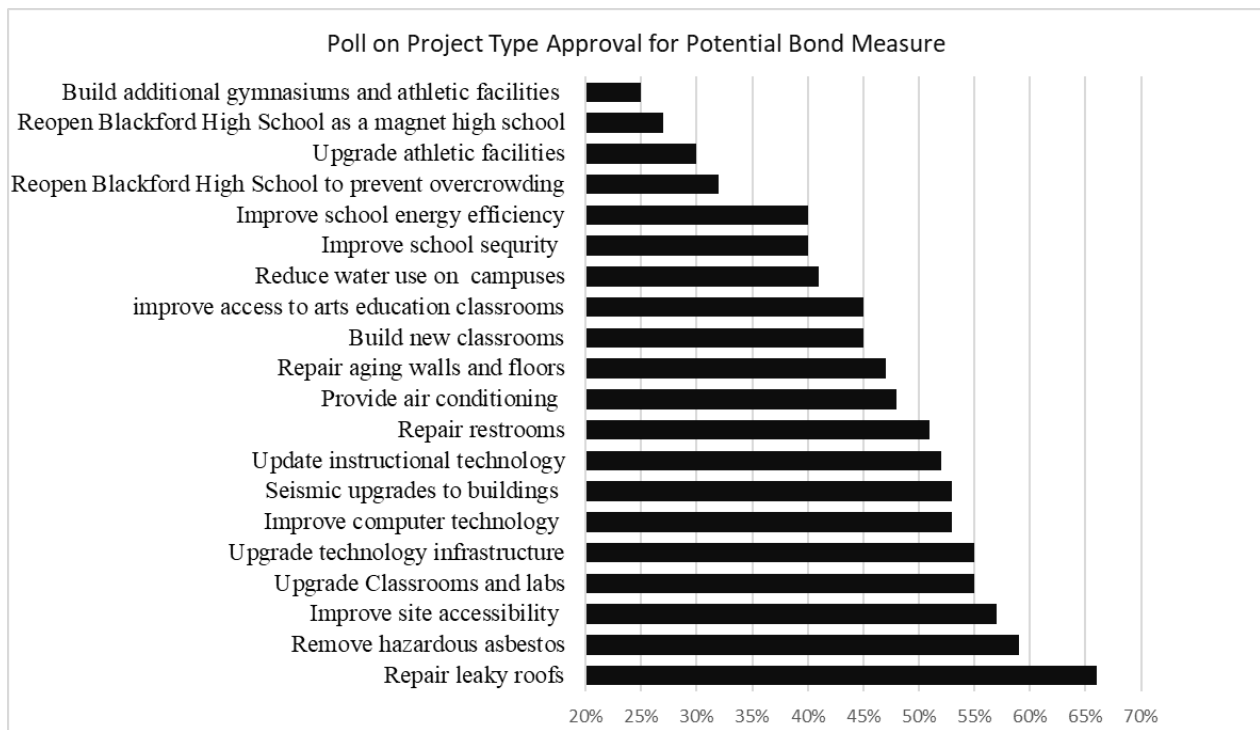
On October 9, 2014, the CUHSD Board of Trustees approved to start the Facilities Needs Assessment and Master Plan for future projects across the district (CUHSD, 2014). This was the district's first step to determine whether there was a need for capital improvement of facilities. The Master Plan identified a preliminary list of facility projects needed, and broad terms for renovation needs as found in the ballot text, Measure AA (Santa Clara County, 2016).

Civic Engagement

CUHSD and the Board of Trustees involved an architecture firm to help gather community input for facility improvements across the district (CUHSD, 2015). To accomplish this task, the firm held several meetings with stakeholders, including district leadership, site administrators and faculty, parents, and the community (CUHSD, 2015). From the spring of 2015 to the completion of the district's Master Plan in October 2015, the architecture firm held 25 site meetings to gather input on the current and future facility needs of the district (CUHSD, 2015). Seven of the meetings were faculty and staff meetings, eight of the meetings were Parent-Teacher-Staff Association meetings, and the remaining ten meetings were open to the public as morning and afternoon workshops (CUHSD, 2015). The workshops were open for the community, parents, faculty, students, and staff. On average, 10 people attended the faculty and staff meeting at each site, 10 people attended the workshops at each site, and 12 people attended the Parent-Teacher-Staff Association meetings (CUHSD, 2015). By having site administrators, student, and parent involvement, the district was able to accurately identify facility concerns and details about existing facilities that may have been overlooked by district level staff.

In October 2015, the district received responses from a voter poll to property owners within the district boundaries (CUHSD, 2016a). The purpose of the poll was to determine which projects the community would support and approve as part of a future bond measure. The highest projects that voters would potentially approve included repairing leaky school roofs (66%), removing hazardous asbestos from buildings (59%), and improving site accessibility (57%), as shown in Figure 3 (CUHSD, 2016a). The lowest voter approval for projects included upgrading school gym and athletic facilities (30%), reopening the Blackford campus high school (27%), and creating additional gym and athletic facilities (25%) (CUHSD, 2016u).

Figure 3: Poll Results

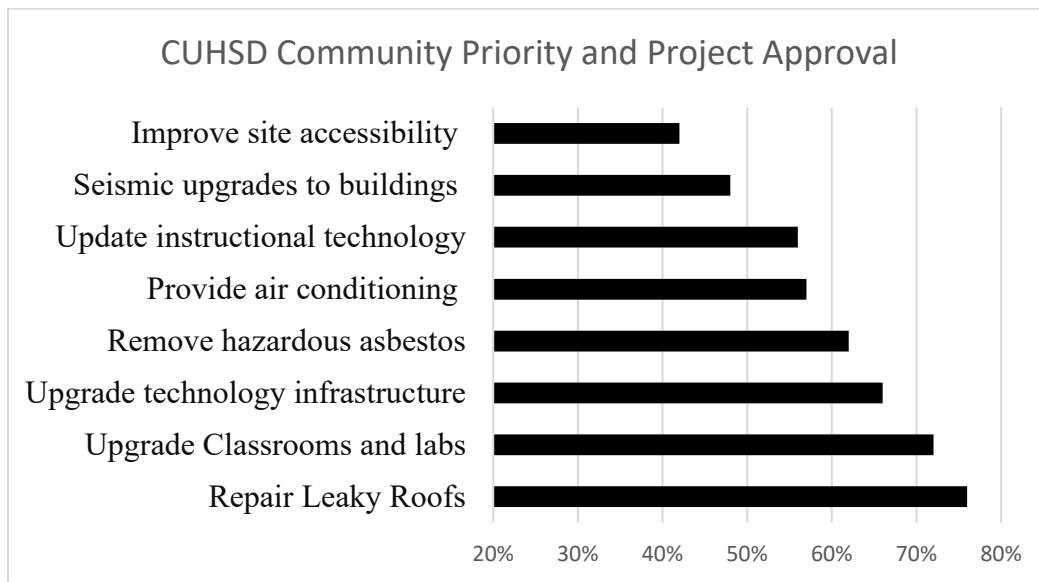


Source: Campbell Union High School District, 2016a.

The district also requested community participation in a survey for potential facility projects related to a bond measure. The district presented at the “Community Leaders’ Meeting” to share results from the community survey about potential facility projects (CUHSD, 2016a).

The survey respondents had the option to reply to the mailer or complete the survey online. The district received 150 online responses and 600 responses by mail (CUHSD, 2016a). Property owners were asked to rank projects as low, medium, or high priority for completion. The highest priority projects were repair leaky roofs (76%), upgrade classroom and labs (72%), and upgrade technology infrastructure (66%), as shown in Figure 4 below (CUHSD, 2016a). The projects with the lowest priority received from property owners were projects to update instructional technology (56%), seismically upgrade buildings (48%), and improve campus accessibility (42%) (CUHSD, 2016a).

Figure 4: Survey Results



Source: Campbell Union High School District, 2016a.

CUHSD bond Measure AA was successfully approved by voters in November 2016 generating \$275 million for the district facility improvements (Santa Clara County, 2016).

In-House Construction Management

The recommendation to implement the bond measure projects using district personnel was first presented at the January 5, 2017 Board Meeting (CUHSD, 2017b). The Assistant Superintendent of Business Services presented on the cost differences between outside consultants versus in-house district staff to manage and complete the facility projects. Typically, districts would need to hire a program management firm and a construction management firm. The Project Manager would be responsible for planning and preparing for the sequence of construction projects. The Project Manager would also communicate and make changes to the master plan as needed throughout the bond implementation (CUHSD, 2017b). A construction management firm would be used to manage individual construction projects and represent the owner through all phases of construction, including pre-construction design, bidding, construction, and close out (CUHSD, 2017b).

The Assistant Superintendent of Business Services reported that the cost for a program management firm would be 3 percent of the total bond funding, approximately \$7.7 million. The cost for a construction management firm would be 7 percent of the total bond funding, approximately \$18.1 million (CUHSD, 2017b). In total, the district would pay approximately \$25.8 million to project management and construction management consultants (CUHSD, 2017b).

The estimated cost for an in-house facilities team to implement the projects would be \$8.3 million for the estimated six year implementation process (CUHSD, 2017b). This would save the district \$17.5 million. Creation of the in-house facilities team would require changes to

three existing positions and create three new staff positions. The changes to existing staff include enabling the Assistant Superintendent of Business Services to serve as the Program Manager. This Program Manager would be responsible for implementing the facilities master plan and securing all available funding sources (CUHSD, 2017b).

The existing Facilities Director would be responsible for fulfilling the bond measure projects, directly managing all minor projects, and supervising the new facilities staff (CUHSD, 2017b). The third existing position, Bond Analyst, would continue his or her role in processing payment applications and accounting work for the bond measure (CUHSD, 2017b).

The three new facilities staff positions proposed for the in-house facility staff included two Construction Managers, a Facilities Coordinator, and a Contract Specialist (CUHSD, 2017). The Construction Managers would be responsible for completion of assigned projects and represent the district throughout pre-design, bidding, construction, and close out of projects (CUHSD, 2017c). The Facilities Coordinator is responsible for tracking project timelines and facilities master plan budgets for all projects (CUHSD, 2017c). The title of Facilities Coordinator later changed to Project Manager (CUHSD, 2017c). The Contract Specialist position would be responsible for handling all legal documentation related to project proposals, bidding, public notices, and construction contract documents.

The three new positions would be funded by the bond measure and would not impact the district's general funds. The Board approved the positions on January 19, 2017 (CUHSD, 2017c).

Citizen Oversight Committee

CUHSD formed an independent Citizens' Oversight Committee on June 15, 2017 to review all bond related expenditures (CUHSD, 2017d). Per California law, the committee must contain at least seven members and must have at least one member represent each of the following categories (Santa Clara County, 2016)-

- a. One member who is active in a business organization within the school district
- b. One member who is active in a senior citizen's organization
- c. One member who is the parent or guardian of a child enrolled in the school district
- d. One member who is the parent or guardian of a child enrolled in the school district and is active in a parent-teacher organization;
- e. One member who is active in a bona-fide taxpayer's organization (Santa Clara County, 2016).

The committee members are responsible to review all expenditures that are paid from the bond measure (CUHSD, 2017e). The members may not have any financial interests in any contracts made with the district during the member's two year term. The committee is subjected to the Brown Act and all reports will be available on the public record (CUHSD, 2017e).

The Board approved the Citizen Oversight Committee members at the June 15, 2017 board meeting (CUHSD, 2017d). The first Citizen Oversight Committee meeting was held on September 12, 2017 (CUHSD, 2017e). The Citizen Oversight Committee's primary reference for review of expenditures is the budget report provided by the district (CUHSD, 2019c). The budget report lists all projects and their budgets (CUHSD, 2019c).

Ballot Measure Project List v. Master Plans

The facilities Master Plans were presented in the fall of 2015 just prior to submitting the official ballot text for Bond Measure AA (CUHSD, 2015). The facility master plans were used to identify projects for the ballot measure, along with the polls and survey response from the community (CUHSD, 2016b).

The November ballot measure lists 29 facility projects with broad terms for improvement of facilities and furnishings (Santa Clara County, 2016). Table 5 shows the ballot project list, category assignment, and whether the project listed is incorporated in the Master Plans. The ballot list of projects is a combination of singular projects and construction standards, such as upgrade to efficient fixtures that are incorporated in the scope and design of larger projects. Further information on projects per site can be found in Appendix B. The projects fall under the following categories-

1. Health and Safety;
2. Facility Maintenance;
3. Energy/Utility Service;
4. Modernization;
5. Career Technical Education;
6. Athletic Fields and Physical Education Facilities;
7. Technology;
8. Growth;
9. Miscellaneous.

Table 5: Ballot Project List

Ballot Project List Incorporated in Master Plans		
Ballot Project List	Category	Master Plans
Construction, modernization and upgrade of physical education facilities, playing fields and other athletic facilities	Athletic Fields/Facilities	Yes
Additional solar power generating capacity and electrical upgrades	Energy/Utility Service	Yes
Energy efficiency upgrades, including efficient installation and replacement of light fixtures, improvements to energy management systems and paying off existing certificates of participation issued to finance energy efficiency facilities	Energy/Utility Service	Yes
Heating, ventilation and air conditioning replacement and upgrades, including paying off existing certificates of participation issued to finance such improvements	Energy/Utility Service	Yes
Water conservation projects, interior and exterior	Energy/Utility Service	Yes
Exterior building painting, including related exterior repairs	Facility Maintenance	Yes
Landscaping and other outdoor space improvements	Facility Maintenance	Yes
Maintain and replace roofs	Facility Maintenance	Yes
Replace temporary storage with permanent storage	Facility Maintenance	Yes
Replacement and installation of underground utilities	Facility Maintenance	Yes
Restroom facilities	Facility Maintenance	Yes
Resurface, repave and maintain exterior paved areas	Facility Maintenance	Yes
Construction, renovation and improvement of classroom facilities to address enrollment growth	Growth	Yes
Temporary classroom and school facilities for growth, including swing space during construction	Growth	Yes
Fire suppression and alarm system improvements	Health & Safety	Yes
Improvements and equipment for the science and astronomy facilities at Prospect High School	Miscellaneous	No
Purchase of vehicles and improvement of vehicle maintenance facilities	Miscellaneous	No
Accessibility upgrades	Modernization	Yes
Career Technical Education facilities, including Science, Technology, Engineering and Math facilities and other specialized facilities for skilled trades and vocational programs	Modernization	Yes
Complete seismic upgrades to buildings and remove hazardous asbestos as needed	Modernization	Yes
Furniture, fixtures and equipment for new and modernized facilities	Modernization	Yes
Kitchen and cafeteria construction and upgrades	Modernization	Yes
Library and administration facilities, homework centers, student service facilities, student union center and teacher collaboration facilities	Modernization	Yes
Modernization of classroom, teaching, office and education support facilities	Modernization	Yes
Science classrooms and lab facilities	Modernization	Yes
Student assembly, multipurpose rooms and arts education classrooms and facilities	Modernization	Yes
Campus safety upgrades, including video camera system, door hardware upgrades and campus reconfiguration	Technology	Yes
Classroom communication systems and technology upgrades	Technology	Yes
School technology and computer equipment	Technology	Yes

Source: Santa Clara County, 2016, p.2-3.

The ballot measure states that, “the scope and nature of any of the specific projects described below may be altered by the District as required by unforeseen conditions that may arise during the course of design and construction” (Santa Clara County, 2016, p.2). The ballot text goes on to state, “approval of the District's bond measure does not guarantee that all of the identified projects within this Bond Project List will be funded beyond what can be completed with local funds generated by the bond measure”, and, “whenever specific items are included in the following list, they are presented to provide examples and are not intended to limit the generality of the broader description of authorized projects” (Santa Clara County, 2016, p.2). Lastly, the bond text states that “whenever an example of certain facilities is included in the following list, such example is not intended to limit the generality of the category of improvements” (Santa Clara County, 2016, p.2). The entire ballot text presented to voters can be found in Appendix A.

After passing Measure AA, the district Master Plans were revised and reviewed by the Board of Trustees on June 18, 2018 (CUHSD, 2018a). See Appendix B for updated campus maps. The list of projects per site is found in Appendix C.

The updated Master Plans were used as the finalized project lists per site that will be funded by the Bond Measure AA (CUHSD, 2019c).

The Master Plan project categories expenditure report is shown below in Table 6. The three highest funded project categories are Growth \$102.4 million, Modernization \$71.3 million, and Athletic Fields and Facilities \$57.8 million (CUHSD, 2019c). The projects least funded are Energy and Utility Service \$5.1 million, Technology \$2 million, and Facilities Maintenance \$5.1 million (CUHSD, 2019c).

Table 6: Project Category Expenditures

Program Summary Report by Category					
Category	Budget Total	Encumbered	Disbursement	Budget Remaining	Encumbered Balance
Health and Safety	\$ 10,931,552	\$ 4,222,408	\$ (3,471,800)	\$ 6,709,143	\$ 750,608
Facilities Maintenance	\$ 1,277,886	\$ 1,229,551	\$ (1,125,839)	\$ 48,335	\$ 103,712
Energy and Utility Service	\$ 5,123,654	\$ 4,029,499	\$ (4,021,154)	\$ 1,094,156	\$ 8,345
Modernization	\$ 71,321,266	\$ 14,165,942	\$ (6,107,280)	\$ 57,155,324	\$ 8,058,662
Athletic Fields and Facilities	\$ 57,827,615	\$ 22,582,586	\$ (10,937,300)	\$ 35,245,030	\$11,645,286
Technology	\$ 2,000,000	\$ 1,084,107	\$ (1,026,864)	\$ 915,893	\$ 57,243
Growth	\$102,412,657	\$ 74,392,581	\$ (34,240,380)	\$ 28,020,076	\$40,152,201
Miscellaneous	\$ 25,237,801	\$ 19,048,491	\$ (18,341,829)	\$ 6,189,310	\$ 706,661
Grand Total:	\$276,132,431	\$140,755,164	\$ (79,272,447)	\$135,377,267	\$61,482,717

Source: Campbell Union High School District, 2019c.

Project details per category are found in Tables 7 through 14 below. Each table shows the project category and the projects identified. Each table shows the amount of bond funds budgeted for the identified project, the amount of funds encumbered, the disbursement of those funds, the budgeted remaining balance, and the encumbered balance, as found in the Citizen's Oversight Committee Report (CUHSD, 2019c). Budget Total is the total money allocated for the project. Encumbered balance displays the funds approved by the Board for contracting work to be completed. The Disbursement total is the money paid out from that budget for the project. The Budget Remaining is how much money is left for the project, and the Encumbered Balance is how much money is remains in the account to cover project costs (CUHSD, 2019c).

Table 7 displays Health and Safety category projects. The described projects fulfill the ballot listed project, “Fire Alarm Replacement” (Santa Clara County, 2016). The district has allocated \$1.3 million budgeted for this project (CUHSD, 2019c).

Table 7: Health & Safety Projects

Budget Cost Center by Category- Health and Safety					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Fire Alarm Replacement	\$ 1,300,000	\$ 5,375	\$ 5,375	\$ 1,294,625	\$ -
Security Fencing	\$ 7,928,698	\$ 3,699,298	\$ 2,952,667	\$ 4,229,400	\$ 746,631
Emergency Notification Systems	\$ 400,000	\$ 325,322	\$ 321,345	\$ 74,678	\$ 3,977
Campus Entrance	\$ 1,152,854	\$ 189,770	\$ 189,770	\$ 963,084	\$ -
Fingerprinting & Background	\$ 150,000	\$ 2,643	\$ 2,643	\$ 147,357	\$ -
Total:	\$ 10,931,552	\$ 4,222,408	\$ 3,471,800	\$ 6,709,143	\$ 750,608

Source: Campbell Union High School District, 2019c.

The Facility Maintenance project category fulfills many of the projects listed in the ballot measure and totals \$1.2 million as shown in Table 8 (CUHSD, 2019c). The ballot project lists general scope of work, including building painting, replace underground utilities, replace roofs, and replace storage units (Santa Clara County, 2016). This general scope of work can be applied to a multitude of projects under the Facility Maintenance category and the Modernization category.

Table 8: Facility Maintenance Projects

Budget Cost Center by Category- Facility Maintenance					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Restrooms	\$ 207	\$ 207	\$ -	\$ -	\$ 207
Sewer Lift Station	\$ 47,461	\$ 47,461	\$ 47,461	\$ -	\$ -
Pac Curtain	\$ 313,180	\$ 313,180	\$ 279,746	\$ -	\$ 33,434
Drinking Fountain	\$ 137,758	\$ 123,669	\$ 123,669	\$ 14,089	\$ -
Campus Repairs	\$ 779,280	\$ 745,034	\$ 674,963	\$ 34,246	\$ 70,071
Total:	\$ 1,277,886	\$ 1,229,551	\$ 1,125,839	\$ 48,335	\$ 103,712

Source: Campbell Union High School District, 2019c.

Table 9 shows the Energy and Utility Service related projects. This fulfills two of the projects listed in the ballot text: heating, ventilation, and air conditioning upgrades and electrical upgrades (Santa Clara County, 2016). The ballot project lists energy efficient fixtures and water conservation which are district building requirements, and are considered minor projects within the scope of work of larger construction and renovation work (Santa Clara County, 2016).

Table 9: Energy/Utility Service Projects

Budget Cost Center by Category- Energy/Utility Service					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
HVAC & Energy Efficiency	\$ 3,996,354	\$ 3,996,354	\$ 3,996,354	\$ -	\$ -
Electrical Assessment	\$ 27,300	\$ 24,800	\$ 24,800	\$ 2,500	\$ -
Energy Management Systems	\$ 750,000	\$ 8,345	\$ -	\$ 741,656	\$ 8,345
Main Elec Switchboard Upgrade	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -
Total:	\$ 5,123,654	\$ 4,029,499	\$ 4,021,154	\$ 1,094,156	\$ 8,345

Source: Campbell Union High School District, 2019c.

The Modernization category has the largest number of listed projects in the ballot measure, and the second highest budgeted category at \$71.3 million (CUHSD, 2019c). The project descriptions cover a wide range of construction, renovation, and site improvements. Table 10 shows the projects and budgets for Modernization projects.

Table 10: Modernization Projects

Budget Cost Center by Category- Modernization					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Building B - Music	\$ 451,000	\$ 209,322	\$ 104,388	\$ 241,678	\$ 104,934
Seismic	\$ 19,466,582	\$ 7,071,641	\$ 3,114,024	\$ 12,394,941	\$ 3,957,618
ADA Upgrades	\$ 5,000,000	\$ 475,547	\$ 451,610	\$ 4,524,453	\$ 23,937
Admin Remodel And Expansion	\$ 3,855,542	\$ 32,969	\$ 10,923	\$ 3,822,572	\$ 22,046
Kitchen & Cafeteria	\$ 28,335,538	\$ 3,391,781	\$ 819,190	\$ 24,943,757	\$ 2,572,591
Reinforce Canopies	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -
Sound/Display Systems	\$ 1,200,000	\$ 295,886	\$ 194,342	\$ 904,114	\$ 101,543
Signage Improvement	\$ 50,000	\$ 24,472	\$ 24,472	\$ 25,528	\$ -
Accordion Walls	\$ 150,000	\$ 24,890	\$ 24,890	\$ 125,110	\$ -
Refurbish 73-76 Portable	\$ 134,686	\$ 134,686	\$ 134,686	\$ -	\$ -
Refurbish T-Wing 87-93 Portable	\$ 762,919	\$ 412,980	\$ 379,735	\$ 349,939	\$ 33,245
Furniture Replacement	\$ 8,000,000	\$ 1,395,153	\$ 281,970	\$ 6,604,847	\$ 1,113,183
Landscaping And Outdoor Seating	\$ 500,000	\$ 146,549	\$ 144,972	\$ 353,451	\$ 1,577
Restroom Remodel	\$ 1,000,000	\$ 750	\$ 750	\$ 999,250	\$ -
Outdoor Lighting	\$ 395,000	\$ 765	\$ 765	\$ 394,235	\$ -
Digital Marquees	\$ 120,000	\$ 24,850	\$ 24,850	\$ 95,150	\$ -
Interim Kitchen	\$ 300,000	\$ 9,400	\$ -	\$ 290,600	\$ 9,400
Accessible Concrete Ramps	\$ 150,000	\$ 118,588	\$ -	\$ 31,412	\$ 118,588
Walkway W/ Graduation Stones	\$ 250,000	\$ 203,440	\$ 203,440	\$ 46,560	\$ -
Temp Construction Utliity Svs	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
Moving & Temp Storage Onsite	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -
Classroom Repair/Modernization	\$ 200,000	\$ 192,272	\$ 192,272	\$ 7,728	\$ -
Total:	\$ 71,321,266	\$ 14,165,942	\$ 6,107,280	\$ 57,155,324	\$ 8,058,662

Source: Campbell Union High School District, 2019c.

Athletic Facilities improvement received the third highest amount of budgeting despite only having one broadly defined point on the ballot project list. The ballot text states, “modernization and upgrade of physical education facilities and athletic fields and facilities” (Santa Clara County, 2016). The \$57.8 million budget is spread across 12 projects (CUHSD, 2019c). The highest funded projects include new aquatic centers at \$22.3 million in budgeted funds (CUHSD, 2019c). See Table 11 for the list of athletic related projects.

Table 11: Athletic Field & Athletic Facilities Projects

Budget Cost Center by Category- Athletic Field/Facilities					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Score Board	\$ 2,155,428	\$ 1,243,321	\$ 705,789	\$ 912,107	\$ 537,532
Press Box	\$ 3,051,315	\$ 2,749,148	\$ 2,004,837	\$ 302,168	\$ 744,311
Track & Field	\$ 4,130,313	\$ 4,130,313	\$ 4,130,313	\$ -	\$ -
Aquatic Center	\$ 22,373,085	\$ 11,331,268	\$ 3,447,891	\$ 11,041,817	\$ 7,883,377
Gymnasiums	\$ 21,000,000	\$ -	\$ -	\$ 21,000,000	\$ -
Softball Dugout	\$ 2,856,887	\$ 2,822,181	\$ 377,982	\$ 34,707	\$ 2,444,198
Tennis Court	\$ 1,600,000	\$ 234,417	\$ 198,550	\$ 1,365,583	\$ 35,868
Team Store/Drainage Improvemnt	\$ 50,000	\$ 8,950	\$ 8,950	\$ 41,050	\$ -
Basketball Court Blacktop	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -
Refurbish Weight Room Portable	\$ 123,250	\$ -	\$ -	\$ 123,250	\$ -
Discus Throw	\$ 52,269	\$ 27,920	\$ 27,920	\$ 24,349	\$ -
Equipment Shed/Concrete Replac	\$ 35,068	\$ 35,068	\$ 35,068	\$ -	\$ -
Total:	\$ 57,827,615	\$ 22,582,586	\$ 10,937,300	\$ 35,245,030	\$ 11,645,286

Source: Campbell Union High School District, 2019c.

Technology upgrades category across the district has two identified projects that address the ballot project list as shown in Table 12 (Santa Clara County, 2016). The first project is upgrades to the network infrastructure, budgeted at \$1.6 million (CUHSD, 2019c). The second project is security camera upgrades, budgeted at \$400,000 (CUHSD, 2019c).

Table 12: Technology Projects

Budget Cost Center by Category- Technology					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Network Infrastructure	\$ 1,600,000	\$ 918,012	\$ 862,279	\$ 681,988	\$ 55,732
Security Cameras	\$ 400,000	\$ 166,095	\$ 164,585	\$ 233,905	\$ 1,510
Total:	\$ 2,000,000	\$ 1,084,107	\$ 1,026,864	\$ 915,893	\$ 57,243

Source: Campbell Union High School District, 2019c.

Growth is the largest funded project category at \$102.4 million (CUHSD, 2019c). The most expensive Growth projects include new two story buildings, budgeted at \$73.4 million (CUHSD, 2019c). The two story buildings are planned for construction at three of the five high school campuses (CUHSD, 2018a). The complete list of projects and budget allocation is shown in Table 13.

Table 13: Growth Projects

Budget Cost Center by Category- Growth					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Interim Housing	\$ 3,378,948	\$ 1,959,147	\$ 1,739,700	\$ 1,419,801	\$ 219,447
Two Story Building (Prefabricated)	\$ 73,469,787	\$ 71,166,023	\$ 32,312,317	\$ 2,303,764	\$ 38,853,707
Two Story Buildings - Modular	\$ 11,307,088	\$ 766,961	\$ 182,414	\$ 10,540,127	\$ 584,547
Adult Ed - CACE - 1 New Portable	\$ 494,500	\$ 494,500	\$ -	\$ -	\$ 494,500
One Story Building	\$ 13,762,335	\$ 5,950	\$ 5,950	\$ 13,756,385	\$ -
Total:	\$ 102,412,657	\$ 74,392,581	\$ 34,240,380	\$ 28,020,076	\$ 40,152,201

Source: Campbell Union High School District, 2019c.

Table 14 below shows the project category for Miscellaneous. The miscellaneous category is used by the district and facilities department to implement the bond measure and pre-construction surveys. The bond implementation program is budgeted at \$1.5 million, and the facility department is budgeted at \$7.5 million (CUHSD, 2019c). Payoff of certificates of participation is the highest identified expenditure at \$15.4 million (CUHSD, 2019c). Other expenditures include topographical survey and utility reports, and geotechnical reports. These surveys and reports are used for project design and reference of existing conditions.

Table 14: Miscellaneous Projects

Budget Cost Center by Category- Miscellaneous					
Description	Budgeted	Encumbered	Disbursements	Budget Remaining	Encumbered Balance
Bond Implementation Program	\$ 1,538,316	\$ 644,601	\$ 518,364	\$ 893,715	\$ 126,237
Facility Department	\$ 7,580,339	\$ 2,343,044	\$ 1,773,194	\$ 5,237,295	\$ 569,850
Payoff of Certificates of Participation	\$ 15,463,806	\$ 15,463,806	\$ 15,463,806	\$ -	\$ -
Topographic Survey/Utilities	\$ 229,900	\$ 229,900	\$ 229,900	\$ -	\$ -
Geotechnical Investigation/Rpt	\$ 233,268	\$ 174,968	\$ 164,394	\$ 58,300	\$ 10,574
Bond Contingency	\$ 111,667	\$ 111,667	\$ 111,667	\$ -	\$ -
Cost of Issuance - Bonds	\$ 80,505	\$ 80,505	\$ 80,505	\$ -	\$ -
Total:	\$ 25,237,801	\$ 19,048,491	\$ 18,341,829	\$ 6,189,310	\$ 706,661

Source: Campbell Union High School District, 2019c.

Bond measure funding per campus varies from site to site. Table 15 shows how the funds are distributed per site as of January 10, 2018 (CUHSD, 2019c). \$68.3 million of funding has been allocated to Branham High School for facility projects, the highest funded site from the Measure AA bond (CUHSD, 2019c). The second highest funded site is Leigh High School, with \$48.3 million, and then Prospect High School, with \$45.3 million. The lowest funded high school site is Del Mar High School, \$44.2 million. Boynton High School received \$7.3 million for facility projects (CHUSD, 2019c).

Table 15: Budget Report per Campus

Budget Report Per Campus					
Description	Budgeted	Encumbered	Disbursements	Remaining	Balance
Undesignated	\$ 22,342,678	\$ 17,802,808	\$ 17,554,496	\$ 4,539,869	\$ 248,313
District Office	\$ 7,571,422	\$ 2,334,127	\$ 1,764,277	\$ 5,237,295	\$ 569,850
Boynton High School	\$ 7,348,500	\$ 204,962	\$ 204,962	\$ 7,143,538	\$-
Community Day School	\$-	\$-	\$-	\$-	\$-
Del Mar High School	\$ 44,208,656	\$ 9,946,245	\$ 4,331,202	\$ 34,262,410	\$ 5,615,043
Blackford (leased site)	\$ 817,580	\$ 783,334	\$ 707,532	\$ 34,246	\$ 75,801
Leigh High School	\$ 48,323,670	\$ 20,677,191	\$ 14,155,032	\$ 27,646,479	\$ 6,522,158
Westmont High School	\$ 31,260,282	\$ 11,090,309	\$ 5,039,590	\$ 20,169,973	\$ 6,050,720
Branham High School	\$ 68,384,321	\$ 56,804,068	\$ 30,453,071	\$ 11,580,253	\$26,350,997
Prospect High school	\$ 45,380,823	\$ 20,617,620	\$ 5,062,286	\$ 24,763,203	\$15,555,334
AdultEd(CACE)	\$ 494,500	\$ 494,500	\$-	\$-	\$ 494,500
Total:	\$276,132,431	\$140,755,165	\$ 79,272,447	\$135,377,267	\$61,482,717

Source: Campbell Union High School District, 2019c.

The Undesignated site location is used to hold funds to support multiple campuses, including the district office, and implementation of the bond. Further detail can be found in the Appendix C. The District Office has \$7.5 million budgeted for projects and staffing (CHUSD, 2019c). The adult education program, CACE, received nearly \$500,000 for an additional portable classroom (CHUSD, 2019c). The Blackford site has received approximately \$817,000 for general maintenance (CHUSD, 2019c). The Community Day School has received zero funding for any projects. Further description on projects at District Office, Boynton High School, Blackford (leased site), and AdultEd (CACE) locations can be found in Appendix C.

ANALYSIS

At the time of this study, implementation of Bond Measure AA by CUHSD was entering the third year. Based on the findings, the district has implemented the bond measure as intended and approved by voters.

The Board strategically completed a district wide facility assessment and created new master plans. As the master plans were being finalized, the district began reaching out to the community to poll their support for a possible bond measure. The responses from the community were used to support the bond measure campaign, and for writing the projects listed in the bond measure. The ballot list of projects was intentionally written in broad terms to provide the district the maximum amount of discretion in applying the funds (CUHD, 2016c). Once the bond measure was passed, the facility master plans were updated with greater detail per site to serve as the road map for construction and renovation (CUHSD, 2018a).

The ballot project list does not set spending requirements nor require equal distribution of funds across the district properties. It does not set minimum or maximum project budgets for any of the school sites (Santa Clara County, 2016). The broadly written ballot text has allowed the district to apply the funds as needed to fulfill the ballot project list and the district master plans as stated in the Board minutes, “the project list is a culmination of the Master Facilities Plan and is general enough to allow for flexibility to meet future needs. The list includes feedback from all stakeholders and is in broad category form” (CUHSD, 2016c, p.7).

For example, the ballot project list states the need to modernize classrooms, teaching, office, and education facilities. Under this broad definition to perform general modernization, the district has formed 22 projects that are considered modernization projects under the facility

Master Plans. Modernization projects range from refurbishment of portable classroom buildings to restroom remodels. The findings show that the ballot project list is mostly fulfilled when compared to the facility Master Plans and budgeted projects.

The ballot project lists two specific projects and scope that, as of February 2019, have not been fulfilled. The first project is to make improvements to the science and astronomy facility at Prospect High School (Santa Clara County, 2016). Based on the updated Master Plan for Prospect High School, this project has not been identified nor budgeted for by the district (CUHSD, 2018a).

The second project that is not addressed by the district is the purchase of vehicles and improvement of the district vehicle maintenance facility (Santa Clara County, 2016). The findings of project Master Plan and budget reports do not address this project (CUHSD, 2018a).

It is recommended that the district address these two projects in one of two ways. The first option is to formally state that the district has revised the district Master Plans and these two projects are no longer needed. The second option is to adjust budgets to fund these two projects. The ballot text does not state the level of improvements needed or promise certain completion levels. Any level of improvement and funding toward the Prospect science and astronomy facility and the district vehicle maintenance facility will technically fulfill the district obligation to the community.

To develop the November 2016 bond measure, the district engaged the community to help identify projects that they would support (CUHSD, 2016a). Through the polls and surveys that were completed, the district received data that the voters least supported upgrades to the athletic related fields and facilities. However, the district budgeted \$57.8 million to athletic fields

and athletic facilities (CUHSD, 2019c). The highest budgeted projects are new aquatic centers at \$22.3 million, new gymnasiums at \$21 million, and new track and fields at \$4.1 million (CUHSD, 2019c). It is recommended that the district provide further information to the community to disclose reasons for needing these improvements. This will help provide transparency between the district and the community.

The district is still in the process of implementing the facility bond measure. Of the total \$276.1 million, the district has encumbered \$140.7 million to fund projects and has only disbursed \$79.2 million (CUHSD, 2019c). The budget balance of \$135.3 million still leaves a significant portion of the projects and work to be completed (CUHSD, 2019c). It is recommended that further evaluation be completed of the district's management of bond funds on an annual basis.

CONCLUSION

The CUHSD Board of Trustees and district staff were successful in engaging the public to gather community support and passage of the Facility Bond Measure AA. The passage of the facility bond enabled the district to complete multiple projects to date and to begin the process of modernizing the school sites across the district. The district has saved money by choosing to manage the bond with an in-house staff, that involved minor changes to existing roles, and creating new roles of Project Manager, Construction Manager, and Contract Specialist. A review of the Citizen Oversight Committee expenditure reports shows that all bond revenue has had a direct relation to construction needs as interpreted from the ballot measure.

In conclusion, there are two recommendations for the district. The first is to disclose more information about the reasons for failing to provide bond revenue toward two specific projects listed in the ballot measure. The second recommendation is to take a more cautious approach to engaging the community in regards to the type of projects they would approve. The improvement of athletic fields and facilities was included in the ballot measure text, however previous surveys and polls conducted by the district prove the community least supported athletic improvements.

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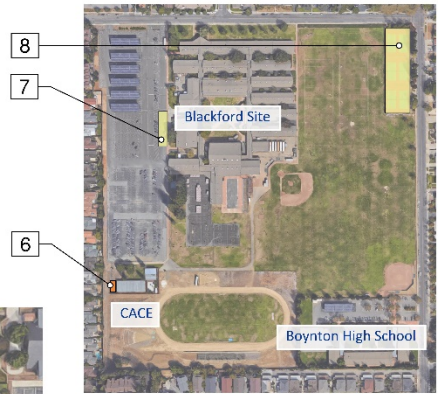
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Appendix A

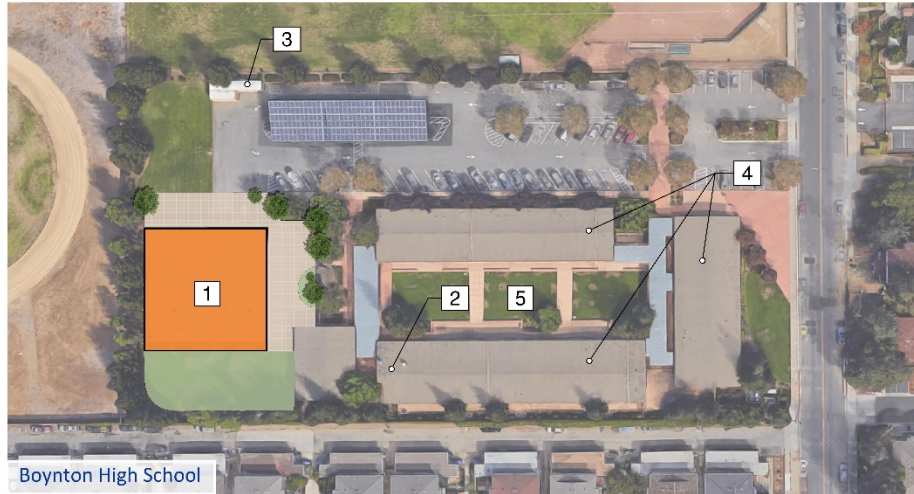
Campbell Union High School District Revised Master Plans (CUHSD, 2018a)

New Buildings and Improvement Projects

- 1 - New Multipurpose Room with Support Services
- 2 - Upgrade Electrical Panel for Culinary Classroom
- 3 - Replace Damaged Storage Containers
- 4 - Replace Cracked Vinyl Flooring with Carpet Throughout Building
- 5 - Install Drinking Fountains
- 6 - Additional Portable Classroom at CACE
- 7 - Replace Cracked Asphalt
- 8 - Resurface Tennis Courts



Overall Site Plan
Not To Scale



BOYNTON HIGH SCHOOL & BLACKFORD SITE

MEASURE AA MASTER PLAN Revised 6/18/18

Branham High School 800 Sycamore Ave. Branham, CA 95307
 Branham High School 1400 E. 1st Ave. Branham, CA 95307
 Oak Hill High School 1025 Oak Hill Ave. Oak Hill, CA 95361
 Litch High School 20111 W. 2nd St. Litch, CA 95326
 Phoenix High School 8800 N. 1st St. Phoenix, CA 95070
 Westwood High School 1400 Westwood Blvd. Westwood, CA 95076
 District Office 1777 E. 1st Ave. Stockton, CA 95210



MASTER PLAN PROJECT LIST

*Project shown on map, all others are campus wide

- 1 - HVAC Implementation
- 2* - Interim Housing for New Construction
- 3* - Press Box Replacement
- 4* - Track & Field Reocement
- 5* - Seismic Retrofit, Remodel, & Modernization
 - A) Convert Student Services to (3) Classrooms
- 6* - Swimming Pool Reacement & Remove Portables
- 7 - Accessibility Improvements
- 8* - Two Story Concrete Buildings
 - A) 4 STEM Labs - 6 Classrooms
 - B) 8 STEM Labs
 - C) 6 Classrooms with Admin & Student Services
 - D) Covered Entrance Canopy
 - E) 8 Classrooms
- 9* - Kitchen Remodel & Design Student Union
- 10* - Reinforce & Repair Walkway Canopies
- 11 - Fire Alarm System Upgrades
- 12 - Sound and Display Systems Upgrades
- 13* - Softball Dugouts
- 14* - Security Fencing
- 15 - Security Door Access System
- 16* - Tennis Court Repair & Resurfacing
- 17 - Exterior Campus Signage Replacement
- 18* - Student Store Door & Window
- 19* - Replace Folding Wall in Classroom
- 20* - Basketball Court Resurfacing
- 21 - 21st Century Classroom Furniture
- 22 - Landscaping & Outdoor Seating
- 23 - Fixating Restroom Remoel
- 24 - Outdoor Lighting Repairs & Additions
- 25* - Relocate Discus Throw
- 26 - Drinking Fountain Replacement
- 27* - Scoreboard Replacement
- 28 - Technology Upgrades
- 29 - Additional Security Cameras
- 30 - Emergency Notification on System
- 31* - PAC Curtain Replacement
- 32 - LED Lighting Additions
- 33* - Car Charging Stations
- 34 - Energy Management System
- 35* - Plant Manager Office & Storage

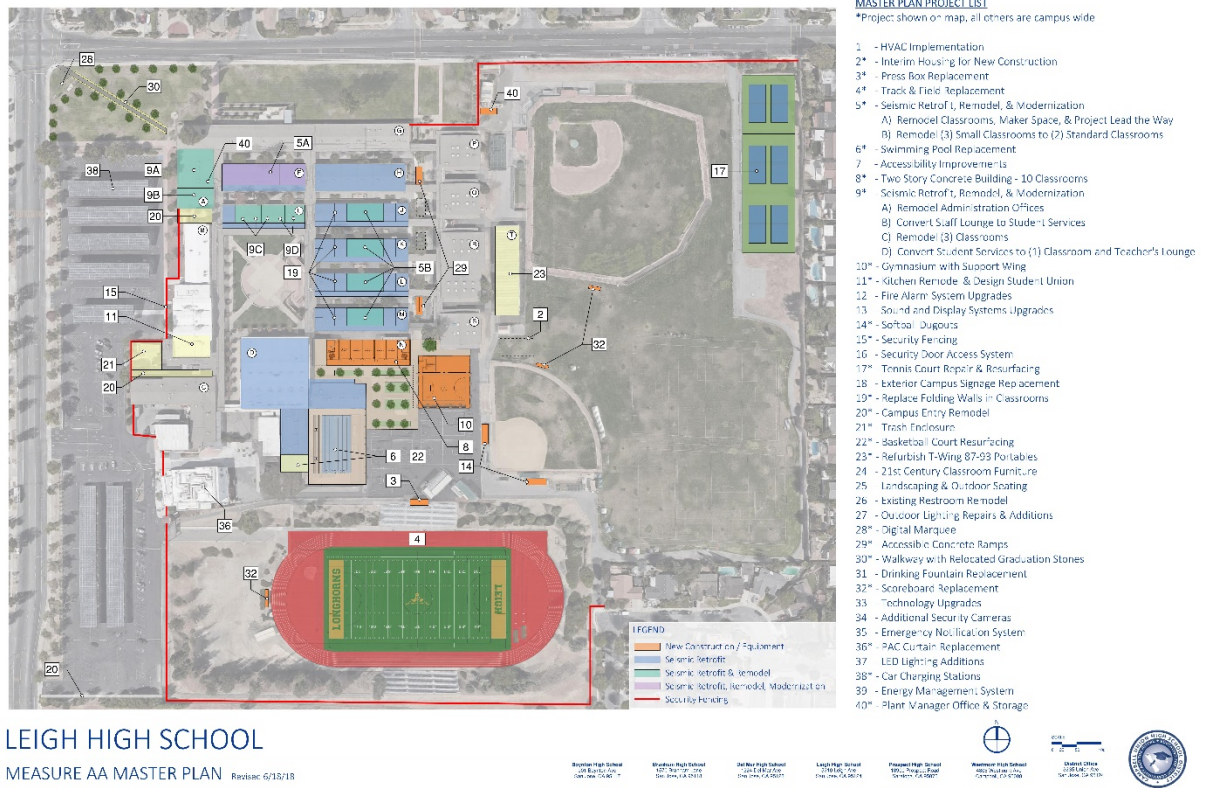
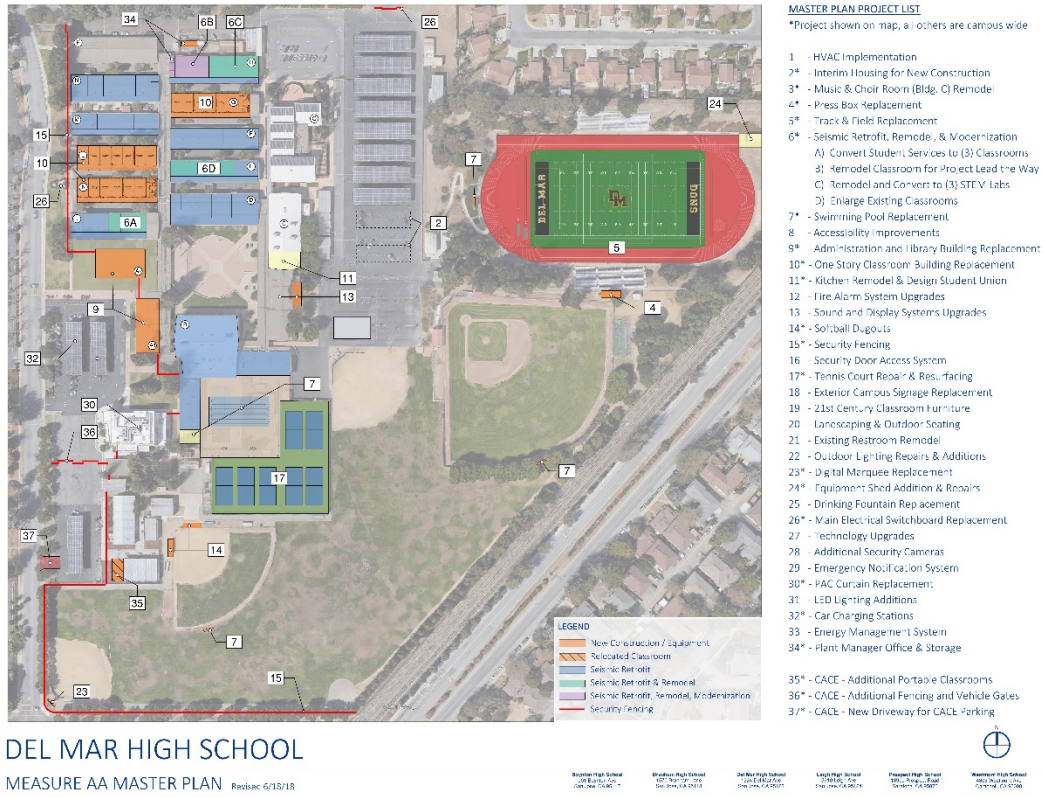


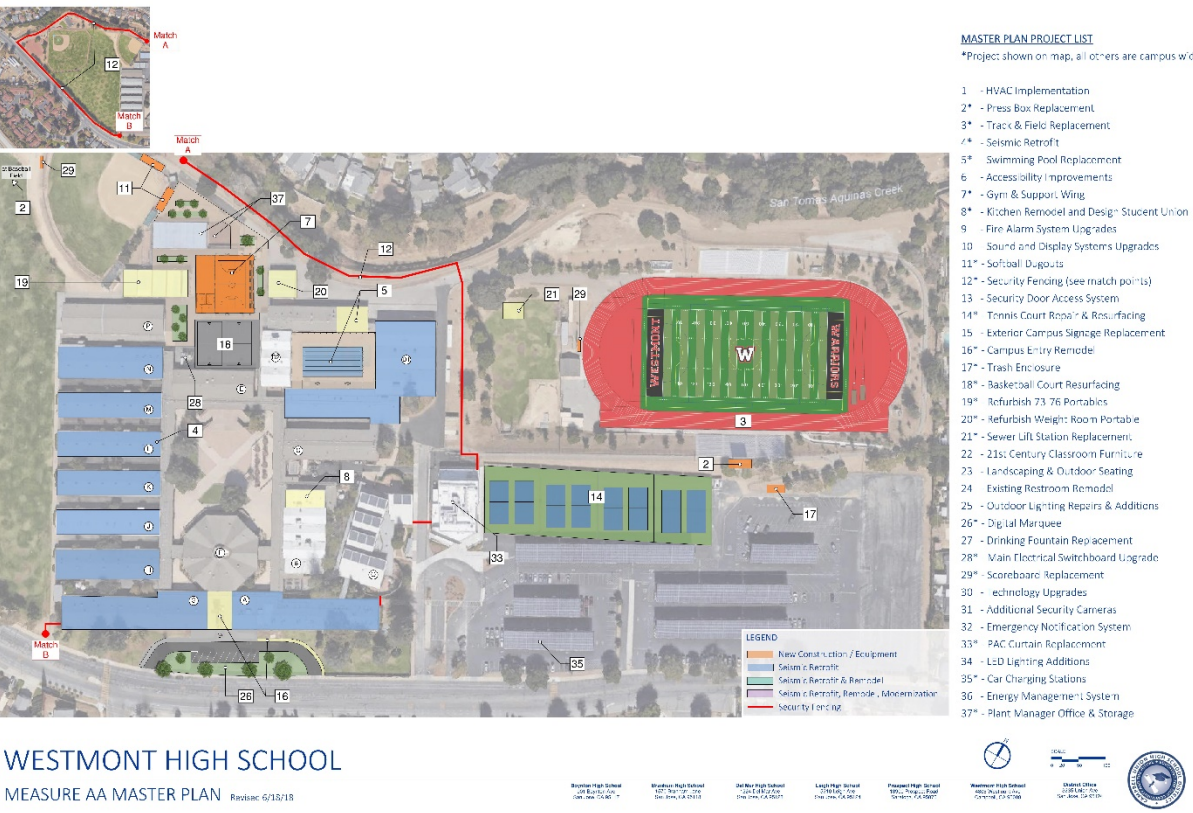
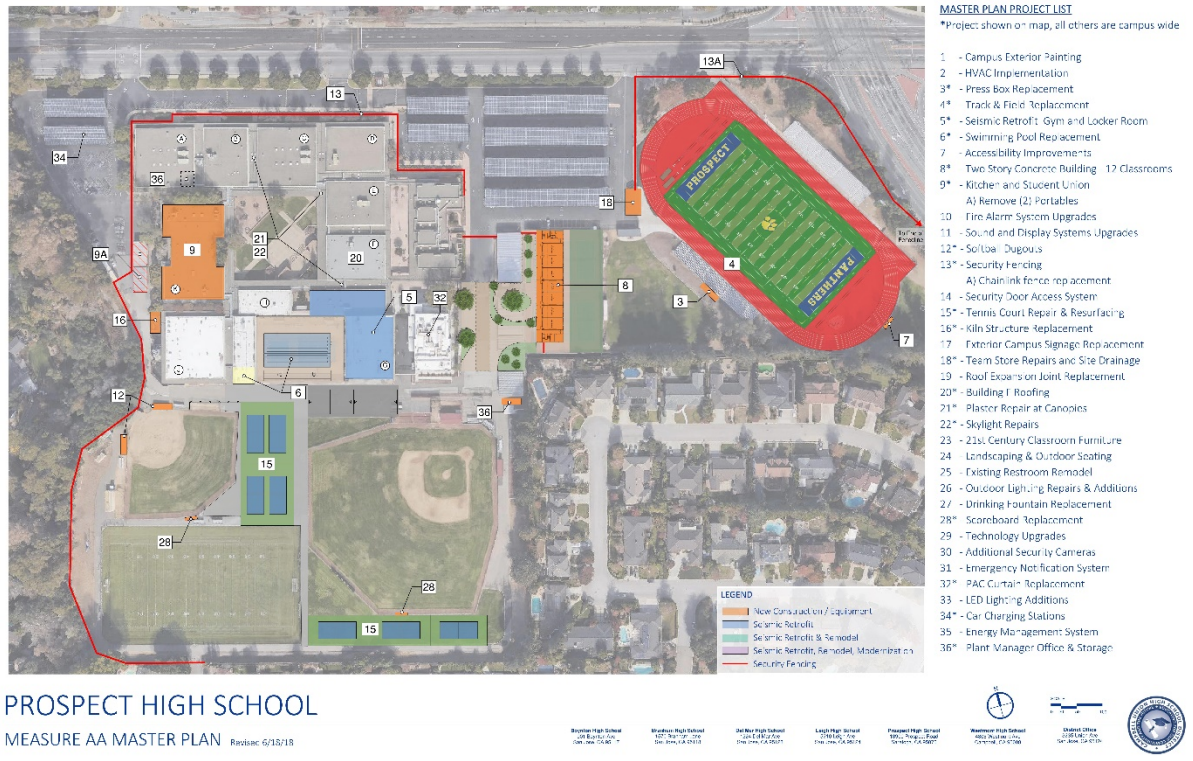
BRANHAM HIGH SCHOOL

MEASURE AA MASTER PLAN Revised 6/18/18

Branham High School 800 Sycamore Ave. Branham, CA 95307
 Branham High School 1400 E. 1st Ave. Branham, CA 95307
 Oak Hill High School 1025 Oak Hill Ave. Oak Hill, CA 95361
 Litch High School 20111 W. 2nd St. Litch, CA 95326
 Phoenix High School 8800 N. 1st St. Phoenix, CA 95070
 Westwood High School 1400 Westwood Blvd. Westwood, CA 95076
 District Office 1777 E. 1st Ave. Stockton, CA 95210







Source: CUHSD, 2018j.

Appendix B

Campbell Union High School Measure AA (Santa Clara County, 2016)

ARGUMENT AGAINST MEASURE AA	REBUTTAL TO ARGUMENT AGAINST MEASURE AA
<p>In 2006 voters approved a \$90,000,000 bond measure to "renovate/ upgrade facilities and improve student safety".</p> <p>Now, just 10 years later, they want to do it all over again, but at more than 3 times the cost, plus interest.</p> <p>It's amazing how fast classrooms become obsolete these days.</p> <p>Can the Campbell Union High School District be trusted with this \$275,000,000 bond money debt?</p> <p>The answer is clearly NO!</p> <p>They have already been wrongly entrusted with \$90 million to upgrade facilities, and now they want another \$275 million (saddling us with <i>another 25-30 years of debt!</i>)...to do the same thing all over again.</p> <p>Are school buildings constructed so poorly that they need repairs every 10 years?</p> <p>They say they want to prevent "overcrowding", but student enrollment from 2010-11 school year has declined from 7,581 students down to 7,453 in 2014-15. Virtually no change in 5 years.</p> <p>This bond expense, per student, equals \$36,897. At 20 students per classroom, that's \$737,957 for each classroom. That's some fancy classroom!</p> <p>They want to "modernize classrooms, labs" at a cost of 3 times what that cost just 10 years ago. That's outrageous.</p> <p>Would you take out a 25-30 year loan to buy a computer?</p> <p>No? But, that's what the district wants you to do.</p> <p>That's just nuts!</p> <p>No sane person would take out a loan for 25-30 years to buy technology that's going to be obsolete in 3-5 years. But, that's just what the District is asking you to do.</p> <p>Let's reject these wasteful expenses by voting "NO," on Measure AA.</p> <p>Like us, you can be for schools, for students, for teachers, but <u>against</u> Measure AA.</p> <p>For more information: www.SVTaxpayers.org/2016-campbell-union-high-school-district-bond /s/ Mark W.A. Hinkle President: Silicon Valley Taxpayers Association</p>	<p>Our lone opponent files an identical argument against nearly every measure on the ballot, every year. He's entitled to his ideology, but he doesn't live in our community and hasn't bothered to understand our needs.</p> <p>If he did, he'd know that our high schools were built in the 1960s, and that classrooms built to teach home economics are now housing our engineering curriculum. The world has changed dramatically and educational standards have evolved as well.</p> <p>We can't expect our kids to be a part of the next wave of innovation in Silicon Valley if they don't acquire modern skills to compete for tomorrow's careers. Our students can't succeed with severely outdated classrooms and labs.</p> <p>Measure AA:</p> <ul style="list-style-type: none"> • Upgrades classrooms and labs for modern science, engineering, robotics, coding, biotech and computer technology courses • Upgrades infrastructure including wiring, networks and instructional technology <p>The district has been fiscally responsible with taxpayers' money, refinancing debt when possible. It's returned roughly \$14 million to taxpayers in just the past 2 years and has earned an AA+ credit rating which is awarded to less than 10% of school districts statewide. The district will not finance technology with long-term bonds, only short-term bonds. Not just because that's the responsible thing to do, it's the law.</p> <p>There is no other funding source other than Measure AA. Funds cannot be taken by the State and citizen oversight and annual audits ensure they're spent as promised.</p> <p>Vote YES on Measure AA.</p> <p>/s/ Carl Guardino President and CEO, Silicon Valley Leadership Group</p> <p>/s/ Elena Shea President, California 6th District PTA</p> <p>/s/ Fitzgerald Vo Science Teacher, Branham High School</p> <p>/s/ Evan Low State Assemblymember</p> <p>/s/ Eve C. Walton National Taxpayers Union</p>

ARGUMENT IN FAVOR OF MEASURE AA	REBUTTAL TO ARGUMENT IN FAVOR OF MEASURE AA
<p>The world's most innovative and fastest growing industries are right here in the heart of Silicon Valley. With exciting technological advances for medical devices, semi-conductors, driverless cars, solar and renewable energy being developed daily, our high school students need to have the skills to compete for these pioneering careers.</p> <p>We cannot expect our students to be a part of tomorrow's innovations when they are learning in labs and classrooms that were built in the 1960s and have aging electrical systems that do not support modern instructional technology.</p> <p>Branham, Del Mar, Leigh, Prospect and Westmont high schools require repairs and renovation to improve infrastructure, labs and job training classrooms for a modern education in the fields of science, engineering, medicine and technology.</p> <p>Measure AA ensures our high schools meet current safety and seismic standards, and are modernized so students develop the tools to be competitive for careers in Silicon Valley and the worldwide job market.</p> <p>Yes on AA:</p> <ul style="list-style-type: none"> • Upgrades classrooms and labs for science, engineering, robotics, coding, biotech and computer technology courses • Repairs leaky roofs and removes hazardous asbestos • Improves school access for students and teachers with disabilities • Strengthens the seismic safety of school buildings • Upgrades infrastructure including wiring, networks and instructional technology <p>Mandatory taxpayer protections are required:</p> <ul style="list-style-type: none"> • Every penny must stay local to support our high schools • By law, funds cannot be taken away by the State • An independent citizens' oversight committee and annual audits are required • No funds can be used for administrator salaries <p>Whether or not you have school aged children, good schools keep our neighborhoods desirable and protect the value of our homes.</p> <p>Help prepare our high school students for future success. Join parents, teachers, elected leaders and the business community in voting YES on Measure AA.</p> <p>/s/ Matthew R. Mahood President & CEO San Jose Silicon Valley Chamber of Commerce</p> <p>/s/ Judy Chirco Former San Jose City Councilmember</p> <p>/s/ Laura Hallinan Campbell Union High School District Teacher of the Year</p> <p>/s/ Nicole Shaddox President, Westmont High School PTSA</p> <p>/s/ Manny Barbara Vice President, Silicon Valley Education Foundation</p>	<p>In 2006 voters approved a \$90,000,000 bond measure to "renovate/ upgrade facilities and improve student safety".</p> <p>Now, just 10 years later, they want to do it all over again, but at more than 3 times the cost, plus interest.</p> <p>It's amazing how fast classrooms become obsolete these days.</p> <p>Can the Campbell Union High School District be trusted with this \$275,000,000 bond debt?</p> <p>The answer is clearly NO!</p> <p>They have already been wrongly entrusted with \$90 million to upgrade facilities, and now they want another \$275 million (saddling us with <i>another 25-30 years of debt!</i>)...to do the same thing all over again.</p> <p><i>Are school buildings constructed so poorly that they need repairs every 10 years?</i></p> <p>This bond expense, per student, equals \$36,897. At 20 students per classroom, that's \$737,957 for each classroom. That's some fancy classroom!</p> <p>They want to "modernize classrooms, labs" at a cost of 3 times what that cost just 10 years ago. That's outrageous.</p> <p>Would you take out a 25-30 year loan to buy a computer?</p> <p>No? But, that's what the district wants you to do.</p> <p>That's just nuts!</p> <p>No sane person would take out a loan for 25-30 years to buy technology that's going to be obsolete in 3-5 years. But, that's just what the District is asking you to do.</p> <p>Let's reject these wasteful expenses by voting "NO," on Measure AA.</p> <p>You can be for schools, for students, for teachers, but <u>against</u> Measure AA.</p> <p>For more information: www.SVTaxpayers.org/2016-campbell-union-high-school-district-bond</p> <p>/s/ Mark W. A. Hinkle President: Silicon Valley Taxpayers Association</p>

COMPLETE TEXT OF MEASURE AA-Continued	TAX RATE STATEMENT
<ul style="list-style-type: none"> • School technology and computer equipment • Student assembly, multipurpose rooms and arts education classrooms and facilities • Restroom facilities • Temporary classroom and school facilities for growth, including swing space during construction • Furniture, fixtures and equipment for new and modernized facilities • Kitchen and cafeteria construction and upgrades • Construction, modernization and upgrade of physical education facilities, playing fields and other athletic facilities • Heating, ventilation and air conditioning replacement and upgrades, including paying off existing certificates of participation issued to finance such improvements • Classroom communication systems and technology upgrades • Campus safety upgrades, including video camera system, door hardware upgrades and campus reconfiguration • Fire suppression and alarm system improvements • Accessibility upgrades • Maintain and replace roofs • Exterior building painting, including related exterior repairs • Resurface, repave and maintain exterior paved areas • Replacement and installation of underground utilities • Landscaping and other outdoor space improvements • Replace temporary storage with permanent storage • Water conservation projects, interior and exterior • Energy efficiency upgrades, including efficient installation and replacement of light fixtures, improvements to energy management systems and paying off existing certificates of participation issued to finance energy efficiency facilities • Additional solar power generating capacity and electrical upgrades • Library and administration facilities, homework centers, student service facilities, student union center and teacher collaboration facilities • Improvements and equipment for the science and astronomy facilities at Prospect High School • Purchase of vehicles and improvement of vehicle maintenance facilities 	<p>An election will be held in the Campbell Union High School District (the "District") on November 8, 2016 to authorize the sale of up to \$275,000,000 in general obligation bonds. The following information is submitted in compliance with Sections 9400-9404 of the California Elections Code.</p> <ol style="list-style-type: none"> 1. The best estimate of the tax rate that would be required to fund this bond issue during the first fiscal year after the sale of the first series of bonds, based on estimated assessed valuations available at the time of filing of this statement, is \$.02930 per \$100 (\$29.30 per \$100,000) of assessed valuation in fiscal year 2017-18. 2. The best estimate of the tax rate that would be required to fund this bond issue during the first fiscal year after the sale of the last series of bonds, based on estimated assessed valuations available at the time of filing of this statement, is \$.02930 per \$100 (\$29.30 per \$100,000) of assessed valuation in fiscal year 2029-30. 3. The best estimate of the highest tax rate that would be required to fund this bond issue, based on estimated assessed valuations available at the time of filing this statement, is \$.02930 per \$100 (\$29.30 per \$100,000) of assessed valuation. This vote is projected to apply in each fiscal year that the bonds are outstanding. 4. The best estimate from official sources of the total debt service, including the principal and interest, that would be required to be repaid if all the bonds are issued and sold will be approximately \$301,000,000. <p>These estimates are based on projections derived from information obtained from official sources. The actual tax rates and the years in which they will apply may vary depending on the timing of bond sales, the amount of bonds sold at each sale and actual increases in assessed valuations. The timing of the bond sales and the amount of bonds sold at any given time will be determined by the needs of the District. Actual assessed valuations will depend upon the amount and value of taxable property within the District as determined in the assessment and the equalization process.</p> <p>Dated: 7-1-16</p> <p>/s/ Ron Wheelehan Chief Business Officer, Assistant Superintendent Campbell Union High School District</p>

<p style="text-align: center;">COMPLETE TEXT OF MEASURE AA-Continued</p> <p>Performance Audits. The Board of Trustees shall conduct an annual, independent performance audit to ensure that the bond proceeds have been expended only on the school facilities projects listed below.</p> <p>Financial Audits. The Board of Trustees shall conduct an annual, independent financial audit of the bond proceeds until all of those proceeds have been spent for the school facilities projects listed below.</p> <p>Government Code Accountability Requirements. As required by Section 53410 of the Government Code, (1) the specific purpose of the bonds is set forth in this Full Text of the Measure, (2) the proceeds from the sale of the bonds will be used only for the purposes specified in this measure, and not for any other purpose, (3) the proceeds of the bonds, when and if issued, will be deposited into a building fund to be held by the Santa Clara County Treasurer, as required by the California Education Code, and (4) the Superintendent of the District shall cause an annual report to be filed with the Board of Trustees of the District not later than January 1 of each year, which report shall contain pertinent information regarding the amount of funds collected and expended, as well as the status of the projects listed in this measure, as required by Sections 53410 and 53411 of the Government Code.</p> <p><u>NO TEACHER OR ADMINISTRATOR SALARIES</u></p> <p>Proceeds from the sale of bonds authorized by this measure shall be used only for the purposes specified in Article XIII A, Section 1(b)(3), those being for the construction, reconstruction, rehabilitation, or replacement of school facilities, including the furnishing and equipping of school facilities, and not for any other purpose, including teacher and administrator salaries and other school operating expenses.</p> <p><u>STATE MATCHING FUNDS</u></p> <p>The following statement is included in this measure pursuant to Education Code Section 15122.5: Approval of this measure does not guarantee that the proposed project or projects that are the subject of bonds under this measure will be funded beyond the local revenues generated by this measure. The District's proposal for the project or projects described below may assume the receipt of matching state funds, which could be subject to appropriation by the Legislature or approval of a statewide bond measure.</p> <p><u>BOND PROJECT LIST</u></p> <p>Joint Use. The District may enter into agreements with the County of Santa Clara, or other public agencies or nonprofit organizations for joint use of school facilities financed with the proceeds of the bonds in accordance with Education Code Section 17077.42 (or any successor provision). The District may seek State grant funds for eligible joint-use projects as permitted by law, and this proposition hereby specifies and acknowledges that bond funds will or may be used to fund all or a portion of the local share for any eligible joint-use projects identified in the Bond Project List or as otherwise permitted by California State regulations, as the Board of Trustees shall determine.</p> <p>Scope of Projects. Bond proceeds will be expended to modernize, replace, renovate, acquire, install, equip, furnish, and otherwise improve educational technology equipment projects and supporting systems and software within the District. Projects which are described below include all related and incidental costs, including their share of the costs of the election and bond issuance and costs of design, engineering, architect and other professional services, inspections, site preparation, utilities, and</p>	<p style="text-align: center;">COMPLETE TEXT OF MEASURE AA-Continued</p> <p>other planning, legal, accounting and similar costs, independent annual financial and performance audits, a customary contingency, and other costs incidental to and necessary for completion of the listed projects.</p> <p>The scope and nature of any of the specific projects described below may be altered by the District as required by unforeseen conditions that may arise during the course of design and construction. In the event that a modernization or renovation project will result in higher costs than relocation and construction, this bond measure authorizes land acquisition, relocation and reconstruction, and all costs relating thereto, for said reasons or based on other considerations deemed in the best interest of the District by the Governing Board. In addition, this measure authorizes the acquisition of real property required to expand or provide school facility projects at the listed sites. In addition, authorized projects include paying and/or prepaying interim financing for said projects such as bond anticipation notes, and includes prepayment of lease payments and related certificates of participation to acquire title to school facilities previously financed.</p> <p>Approval of the District's bond measure does not guarantee that all of the identified projects within this Bond Project List will be funded beyond what can be completed with local funds generated by the bond measure. The District plans to pursue funds from the State of California, if available, to complete certain of the identified facilities projects.</p> <p>Bond proceeds may also be expended to acquire equipment in any classroom or other educational facility within the District. The District may alter the scope and nature of any of the specific projects that are described below as required by conditions that arise over time.</p> <p>Whenever specific items are included in the following list, they are presented to provide examples and are not intended to limit the generality of the broader description of authorized projects. The order in which particular projects are listed is not intended to indicate priority for funding or completion.</p> <p style="text-align: center;"><u>PROJECT LIST</u></p> <p>Bond proceeds are authorized to be expended to finance the acquisition, construction, renovation, upgrade, repair and improvement of any of all of the following projects at the site of the Boynton High School, Branham High School, Blackford High School, Camden High School, Del Mar High School, Leigh High School, Prospect High School and Westmont High School, and other properties used for educational, support, and operational purposes of the District. Whenever an example of certain facilities is included in the following list, such example is not intended to limit the generality of the category of improvements. The District may apply bond proceeds to establish a fund for the long-term implementation of future technology projects and a fund for the long-term implementation of deferred maintenance improvements.</p> <ul style="list-style-type: none"> • Modernization of classroom, teaching, office and education support facilities • Construction, renovation and improvement of classroom facilities to address enrollment growth • Career Technical Education facilities, including Science, Technology, Engineering and Math facilities and other specialized facilities for skilled trades and vocational programs • Complete seismic upgrades to buildings and remove hazardous asbestos as needed • Science classrooms and lab facilities
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PR-8530-ZENG

SC Ballot Type 000 - Page 00

<p align="center">MEASURE AA</p>	<p align="center">COMPLETE TEXT OF MEASURE AA</p>
<p>Approval of Measure AA does not guarantee that the proposed project or projects in the Campbell Union High School District that are the subject of bonds under Measure AA will be funded beyond the local revenues generated by Measure AA. The school district's proposal for the project or projects may assume the receipt of matching state funds, which could be subject to appropriation by the Legislature or approval of a statewide bond measure.</p>	<p align="center">BALLOT MEASURE FULL TEXT</p>
<p align="center">COUNTY COUNSEL'S IMPARTIAL ANALYSIS OF MEASURE AA</p>	<p>To improve local high schools to better prepare students for 21st century careers, by modernizing classrooms, labs, and technology for career education in engineering, science, advanced math, coding and computer skills; repairing aging facilities, including leaky roofs, floors, electrical systems, and restrooms; making seismic upgrades, removing hazardous asbestos, and adding classrooms/school facilities to prevent overcrowding, shall the Campbell Union High School District issue \$275 million in bonds, within legal rates, with annual financial audits and independent citizen's oversight?</p>
<p>Upon approval of 55 percent of the votes cast by voters in an election and subject to specified accountability measures, California law permits school districts to issue bonds, secured by the levy of <i>ad valorem</i> taxes on property within a district, for the purpose of construction, reconstruction, rehabilitation, or replacement of school facilities, including the furnishing and equipping of school facilities, or the acquisition or lease of real property for school facilities.</p>	<p>Bonds—Yes Bonds—No</p>
<p>The Board of Trustees (Board) of Campbell Union High School District (District) proposes to issue and sell bonds in the amount of up to \$275,000,000. As identified in the Measure, bond proceeds could be used to modernize, replace, renovate, acquire, install, equip, furnish, and otherwise improve educational facilities, technology equipment projects and supporting systems and software within the District. A complete list of projects and allowed expenditures is included in the full text of the Measure. The Board has certified that it has evaluated safety, class size, and information technology needs in developing its project list. The Measure states that the District may alter the scope and nature of any of the specific projects that are listed in the measure as required by unforeseen conditions that arise over time.</p>	<p>BOND AUTHORIZATION</p> <p>By approval of this measure by at least 55 percent of the registered voters voting on the measure, the District will be authorized to issue and sell bonds of up to \$275,000,000 in aggregated principal at interest rates not in excess of the legal limit and to provide financing for the specific school facilities projects listed in the Bond Project List described below, subject to all the accountability requirements specified below.</p>
<p>The California Constitution provides that proceeds of school district bond measures cannot be used for teacher and administrator salaries or other school operating expenses, and requires independent annual performance and financial audits. State law requires the establishment of an independent citizens' oversight committee for ensuring that bond proceeds are expended only for the school facilities on the bond project list included in the Measure.</p>	<p>The Bonds may be issued under the provisions of the California Education Code (starting at Section 15100), under the provisions of the California Government Code (starting at Section 53506), or under any other provision of law authorizing the issuance of general obligation bonds by school districts. The Bonds may be issued in series by the District from time to time, and each series of Bonds shall mature within the legal limitations set forth in the applicable law under which the Bonds are issued.</p>
<p>The District's stated best estimate of the highest tax rate to be levied to fund the proposed bonds is \$29.30 per \$100,000 of assessed value based on estimated assessed valuations available at the time of the filing of the tax rate statement of the Measure. The District's resolution authorizing the sale and issuance of bonds does not include information about any other District debt obligations that may exist.</p>	<p>ACCOUNTABILITY REQUIREMENTS</p> <p>The provisions in this section are specifically included in this measure in order that the voters and taxpayers in the District may be assured that their money will be spent wisely. Expenditures to address specific facilities needs of the District will be in compliance with the requirements of Article XIII A, Section 1(b)(3), of the State Constitution and the Strict Accountability in Local School Construction Bonds Act of 2000 (codified at Education Code Sections 15264 and following.)</p>
<p>Measure AA was placed on the ballot by the Board.</p>	<p>Evaluation of Needs. The Board of Trustees of the District (the "Board of Trustees") has identified detailed facilities needs of the District and has determined which projects to finance from a local bond at this time. The Board of Trustees has certified that it has evaluated safety, class size reduction, enrollment growth, and information technology needs in developing the Bond Project List shown below.</p>
<p>A "yes" vote is a vote to authorize the issuance of the bonds in the amount of \$275,000,000 to be secured by the levy of <i>ad valorem</i> taxes on property located within the District.</p>	<p>Independent Citizens' Oversight Committee. The Board of Trustees shall establish an Independent Citizens' Oversight Committee under Education Code Section 15278 and following to ensure that bond proceeds are expended only on the school facilities projects listed below. The committee will be established within 60 days of the date when the results of the election appear in the minutes of the Board of Trustees.</p>
<p>A "no" vote is a vote to not authorize the issuance of the bonds.</p>	
<p>James R. Williams Acting County Counsel</p> <p>/s/ Danielle L. Goldstein Deputy County Counsel</p>	

Appendix C

Branham and Del Mar Site Detail Project List

Branham Master Plan Project List			Del Mar Master Plan Project List		
Project		Budget	Project		Budget
1	Accordian Walls	\$ 30,000	1	Aquatic Center	\$ 5,088,650
2	ADA Upgrades	\$ 1,000,000	2	Equipment Shed/Concrete Replace	\$ 35,068
3	Aquatic Center	\$ 2,386,190	3	Press Box	\$ 702,738
4	Basketball Court Blacktop	\$ 200,000	4	Score Board	\$ 191,086
5	Building T	\$ -	5	Softball Dugout	\$ 493,000
6	Discus Throw	\$ 52,269	6	Tennis Court	\$ 100,000
7	Drinking Fountain	\$ 25,000	7	Track & Field	\$ 838,699
8	Electrical Assessment	\$ 5,650	8	Electrical Assessment	\$ 4,200
9	Emergency Notification Systems	\$ 44,618	9	Main Elec Switchboard Upgrade	\$ 300,000
10	Fire Alarm Replacement	\$ 100,000	10	Drinking Fountain	\$ 27,606
11	Furniture Replacement	\$ 1,600,000	11	PAC Curtain	\$ 62,636
12	General Projects	\$ -	12	Interim Housing	\$ 1,332,500
13	Geotechnical Investigation/Rpt	\$ 32,424	13	One Story Building	\$ 13,758,585
14	HVAC & Energy Efficiency	\$ 1,043,345	14	Two Story Buildings-Modular	\$ 11,307,088
15	Interim Housing	\$ 1,599,000	15	Emergency Notification Systems	\$ 47,873
16	Kitchen & Cafeteria	\$ 3,558,400	16	Fire Alarm Replacement	\$ 900,000
17	Landscaping And Outdoor Seating	\$ 100,000	17	Security Fencing	\$ 1,282,848
18	Main Elec Switchboard Upgrade	\$ -	18	General Projects	\$ -
19	Outdoor Lighting	\$ 80,000	19	Geotechnical Investigation/Rpt	\$ 31,000
20	PAC Curtain	\$ 62,636	20	Topographic Survey/Utilities	\$ 44,200
21	Portable Classroom	\$ -	21	ADA Upgrades	\$ 1,000,000
22	Press Box	\$ 693,469	22	Building C - Music	\$ 451,000
23	Reinforce Canopies	\$ 500,000	23	Digital Marquees	\$ 40,000
24	Restroom Remodel	\$ 200,000	24	Furniture Replacement	\$ 1,600,000
25	Score Board	\$ 191,086	25	Kitchen & Cafeteria	\$ 3,558,400
26	Security Fencing	\$ 1,607,210	26	Landscaping And Outdoor Seating	\$ 100,000
27	Seismic	\$ 4,669,292	27	Library	\$ -
28	Signage Improvement	\$ 5,000	28	Outdoor Lighting	\$ 70,000
29	Softball Dugout	\$ 633,501	29	Restroom Remodel	\$ 200,000
30	Sound/Display Systems	\$ 240,000	30	Seismic	\$ 396,480
31	Tennis Court	\$ 200,000	31	Signage Improvement	\$ 5,000
32	Topographic Survey/Utilities	\$ 42,000	32	Sound/Display Systems	\$ 240,000
33	Track & Field	\$ 977,121		Total:	\$ 44,208,656
34	Two Story Building-Prefabrication	\$ 46,506,109			
	Total:	\$ 68,384,321			

Source: Campbell Union High School District, 2019c.

Westmont Site Detail Project List

Westmont Master Plan Project List	
Project	Budget
1 Aquatic Center	\$ 4,504,745
2 Basketball Court Blacktop	\$ 100,000
3 Gymnasiums	\$ 7,000,000
4 Press Box	\$ 686,496
5 Refurbish Weight Room Portable	\$ 123,250
6 Score Board	\$ 181,086
7 Softball Dugout	\$ 608,319
8 Tennis Court	\$ 200,000
9 Track & Field	\$ 762,562
10 Electrical Assessment	\$ 3,600
11 HVAC & Energy Efficiency	\$ 826,037
12 Main Elec Switchboard Upgrade	\$ 50,000
13 Drinking Fountain	\$ 25,000
14 PAC Curtain	\$ 62,636
15 Restrooms	\$ 207
16 Roofing	\$ -
17 Sewer Lift Station	\$ 47,461
18 Campus Entrance	\$ 991,425
19 Emergency Notification Systems	\$ 45,863
20 Fire Alarm Replacement	\$ 100,000
21 Security Fencing	\$ 1,750,568
22 General Projects	\$ -
23 Geotechnical Investigation/Rpt	\$ 33,885
24 Topographic Survey/Utilities	\$ 39,400
25 ADA Upgrades	\$ 1,000,000
26 Digital Marquees	\$ 40,000
27 Furniture Replacement	\$ 1,600,000
28 Kitchen & Cafeteria	\$ 3,606,370
29 Landscaping And Outdoor Seating	\$ 100,000
30 Locker Room Facilities	\$ -
31 Locker Rooms & Lobbies	\$ -
32 Outdoor Lighting	\$ 110,000
33 Refurbish 73-76 Portable	\$ 134,686
34 Restroom Remodel	\$ 200,000
35 Seismic	\$ 6,080,725
36 Signage Improvement	\$ 5,000
37 Sound/Display Systems	\$ 240,000
38 Security Cameras	\$ 962
Total:	\$ 62,520,564

Source: Campbell Union High School District, 2019c.

Undesignated- Master Plan Project List			Boynton Master Plan Project List		
Project		Budget	Project		Budget
1	Press Box	\$ -	1	Gymnasiums	\$ 7,000,000
2	Score Board	\$ 1,200,000	2	Security Fencing	\$ 148,500
3	Track & Field	\$ -	3	Classroom Repair/Modernization	\$ 200,000
4	Car Charging Station	\$ -		Total:	\$ 7,348,500
5	Energy Management Systems	\$ 750,000			
6	Drinking Fountain	\$ -	Blackford Master Plan Project List		
7	Two Story Building (Prefabricated)	\$ -	Project		Budget
8	Emergency Notification Systems	\$ 161,730	1	Campus Repairs	\$ 779,280
9	Bond Contingency	\$ 111,667	2	General Projects	\$ -
10	Bond Implementation Program	\$ 1,527,439	3	Geotechnical Investigation/Rpt	\$ 12,200
11	Facility Department	\$ 23,115	4	Topographic Survey/Utilities	\$ 26,100
12	General Projects	\$ -	5	ADA Upgrades	\$ -
13	Geotechnical Investigation/Rpt	\$ 58,300	6	Seismic	\$ -
14	Program Management	\$ -		Total:	\$ 817,580
15	Special Projects	\$ -			
16	Undesignated	\$ -	CACE Master Plan Project List		
17	ADA Upgrades	\$ -	Project		Budget
18	Interim Kitchen	\$ 300,000	1	Adult Ed - CACE -1 New Portable	\$ 494,500
19	Seismic	\$ -		Total:	\$ 494,500
20	Signage Improvement	\$ 25,000			
21	Sound/Display Systems	\$ -	District Office		
22	Temp Construction Utility Svs	\$ 300,000		Project	Budget
23	Network Infrastructure	\$ 1,600,000	1	Electrical Assessment	\$ 2,400
24	Security Cameras	\$ 391,116	2	Security Fencing	\$ 921
	Total:	\$ 6,448,367	3	Fingerprinting & Background	\$ 150,000
			4	Facility Department	\$ 7,557,224
			5	Bond Implementation Prog.	\$ 10,877
			6	Moving & Temp Storage Onsite	\$ 200,000
				Total:	\$ 7,921,422

Source: Campbell Union High School District, 2019c.