

**BOARD OF EDUCATION OF THE CITY OF LOS ANGELES**  
**Governing Board of the Los Angeles Unified School District**

**FACILITIES AND PROCUREMENT COMMITTEE**

**3:00 p.m., Tuesday, November 28, 2023**

333 South Beaudry Avenue

Board Room, Los Angeles, CA 90017

**Committee Members**

Mr. Nick Melvoin, Chairperson

Mr. Scott Schmerelson, Board Member

Ms. Tanya Ortiz Franklin, Board Member

**District Members**

Ms. Krisztina Tokes, Chief Facilities Officer

Mr. Christopher Mount, Chief Procurement Officer

**External Representative**

Ms. Monica Ratliff, Teacher

Mr. Matthew Wickersham, AMJ Construction  
Management

Mr. Joe Dixon, Prior Chair, Coalition for  
Adequate School Housing

Ms. Kryste Kurlander, Community Member &  
Construction Project Manager

**Board Secretariat Contact**

Ms. Janet Saavedra

Tel: (213) 241-7002

Email: [janet.saavedra@lausd.net](mailto:janet.saavedra@lausd.net)

**Method for Accessing the Meeting and Providing Public Comment**

There are three ways members of the public may access this Committee Meeting: (1) online ([Granicus stream](#) or [join the zoom webinar](#)), (2) by telephone by calling 1-888-475-4499 (Toll Free) and entering the Meeting ID: **847 5091 8745**, or (3) in person.

The Board of Education encourages public comment on the items on this agenda and all other items related to the District. Any individual wishing to address the Board must register to speak using the Speaker Sign Up website: <https://boardmeeting.lausd.net/speakers>, and indicate whether comments will be provided over the phone or in person. Registration will open 24 hours before the meeting. Registration will open 24 hours before the meeting. **15** speakers may sign up for general Public Comment, and each speaker will have **two** minutes to present. Each speaker will be allowed a single opportunity to provide comments to the Committee.

Speakers who do not register online to provide comments may use the following alternative methods to provide comments to Board Members:

- Email all Board Members at [boardmembers@lausd.net](mailto:boardmembers@lausd.net);
- Mail comments via US Mail to 333 S. Beaudry Ave., Los Angeles, CA 90017; and
- Leave a voicemail message at (213) 443-4472, or fax (213) 241-8953. Communications received by 5 p.m. the day before the meeting will be distributed to all Board Members.

Speakers registered to provide public comments over the phone need to follow these instructions:

1. Call 1-888-475-4499 and enter Meeting ID: **847 5091 8745** at the beginning of the meeting.
2. Press #, and then # again when prompted for the Participant ID.
3. Remain on hold until it is your turn to speak.

4. Call in from the same phone number entered on the Speaker Sign Up website. If you call in from a private or blocked phone number, we will be unable to identify you.
5. When you receive the signal that your phone has been removed from hold and/or unmuted, please press \*6 (Star 6) to be brought into the meeting.

Please contact the Board Secretariat at (213) 241-7002 if you have any questions.

## **AGENDA**

**I. Welcome and Recaps**.....Board Member Nick Melvoin  
Chairperson

**II. Committee Presentations:**

1. Office of the Inspector General Update..... Ms. Susan Stengel  
Review of Audits Office of the Inspector General

- Developer Fees
- Maintenance & Operations Service Requests

2. Update on Committee Recommendations ..... Ms. Krisztina Tokes  
Chief Facilities Executive

Mr. Christopher Mount  
Chief Procurement Officer

3. Housing Update ..... Ms. Krisztina Tokes  
Chief Facilities Executive

**III. Public Comment**

**IV. Adjournment**

Requests for disability related modifications or accommodations shall be made 24 hours  
prior to the meeting to the Board Secretariat by calling (213) 241-7002.

Materials related to an item on this Order of Business distributed to the Board of Education are available for public inspection  
at the Security Desk on the first floor of the Administrative Headquarters and at:

<https://www.lausd.org/site/Default.aspx?PageID=18628&DomainID=1057#calendar73805/20231103/event/70241>

**Tab I**  
**Welcome and Recap**

## Follow-ups from 4/25/23 and 5/30/23 Facilities & Procurement Committee Meetings

### From 5/30/23 Meeting:

1. Where can Board delegations for procurement can be found? **(Procurement)**
  - ***Here is the link to the approved delegation:***  
[https://drive.google.com/file/d/1LObScI2aOLv21Poz24gkLDhfVRiE6a8K/view?usp=s hare\\_link](https://drive.google.com/file/d/1LObScI2aOLv21Poz24gkLDhfVRiE6a8K/view?usp=s hare_link)
2. What information can be shared about procurement awards to BIPOC and women-owned bidders (to the extent legally permissible)? **(Procurement)**
  - ***Currently Women-Owned bidders are not systemically tracked but in order to make an effort toward capturing some information we have started to incorporate the following form into some of our solicitations: [MBE-WBE RFP FORM.pdf](#). As we gather data we can provide it to the committee. This is for information purposes only and not considered part of the award analysis. BIPOC tracking has not been explored as of yet.***
3. Ms. Reece mentioned that the team is looking into information sessions/mini-training on procurement/bidding. Can you provide an update on whether those will occur in the 23/24 school year, and a description of that they'll look like? **(Procurement)**
  - ***To date we have performed a variety of trainings both for external and internal stakeholders. Below is a list of some of the trainings performed:***
    1. ***Internally within LAUSD -Procurement has held trainings (example ppt links provided below) for Department of Instruction (new employees), Principals Leadership Institute, Principals Advisory, School Financial Managers, Office of Inspector General, among others, and have developed training videos online for shopping cart creation (can be found on our website home page [Procurement Services Division / Procurement Services Home \(lausd.org\)](#).***
    2. ***Externally we have held the following trainings: Specific contractors were trained on proposal development (BSAP), Construction contractors were trained on Job Order contracting (future trainings planned), new-to-LAUDS Construction contractors were trained via the SBE Bootcamp training.***
    3. ***For 2023/24 we are looking on having future trainings such as the new to LAUSD Concur travel system, SAP Ariba trainings (internal-schools and offices on the procurement process for the requestor perspective & external registering, navigating bidding system, and invoicing for contractors), SBE Bootcamp training (Construction Contractors), ongoing one-to-one with SAA's via our Local District Buyers, future SAA and Principal meetings and, lastly, we are also considering expanding the training which we provided to BSAP Bench contractors to future Master Bench contractors.***
  - [Financial Manager's Meeting Presentation - May 2023\\_AM Revised.pptx](#)
  - [Procurement Services Overview.pptx](#)
  - [Procurement Presentation for Committee Meeting 05.24.23.pdf](#)

### **Additional questions from Nick NOT asked during the meeting(s):**

1. Has the District opted in to the California Uniform Construction Cost Accounting Commission (CUCCAC) for new construction or maintenance? **(Facilities)**
  - ***The District has not opted into the Commission for either construction or maintenance.***
2. Are Lease-Lease Backs for new construction being used by the District? If not, why not? **(Facilities/Procurement)**
  - ***The Lease-Leaseback project delivery method is not in use today by the District. The method had been used approximately 8-10 years ago for many new construction projects; however, that was prior to the District's subsequent successful legislation advocacy efforts for authority to use Best-Value, Design-Build and most recently this year, Alternative Design-Build. When we used Lease-Leaseback, we used the same selection criteria as is currently used with Best-Value today. Additionally, as to the financing aspect of Lease-Leaseback, the District paid the contractors progress payments as they completed work, which is the same process as we have today.***
3. As procurement processes are centralized, how will the district ensure that school sites are also able to bring in specialty vendors or products that they've been using in the past or identify suit the needs of local communities? **(Procurement)**
  - ***When submitting a request for products/services, school sites are able to provide a quote that could include vendors they have used in the past or that suit their local needs. To ensure schools receive the best value possible, Procurement will then make an effort to obtain additional competition where feasible.***

### **From 4/25/23 meeting**

[Click here](#) to access responses to the questions below from the 4/25 meetings. These responses were shared by Amanda Wherritt back in June and again by me on 9/27.

- What information is or can be provided to principals around planning murals, including those that involve community partnership? Can information be provided regarding the District's current painting projects, including average costs broken down by materials and labor. **(Facilities)**
  - ***Response provided at the above link***
- What is the status of LAUSD wireless availability in adult education centers?
  - ***Response provided at the above link***
- What impact do we expect the shade structure legislation to have on shade structure costs? **(Facilities)**
  - ***Response provided at the above link***
- What is the current status of plumbing at Kenter Canyon? **(Facilities)**
  - ***Response provided at the above link***
- What and where is the current policy regarding 30% asphalt reduction associated with projects? **(Facilities)**

- ***Response provided at the above link***
- What does the district do, if anything, to collect and re-use water? **(Facilities)**
  - ***Response provided at the above link***

## **Tab II Committee Presentation**

### **1. Office of the Inspector General**



LAUSD



OIG

# *Office of the Inspector General*

## *"Independent and Objective Oversight"*

Presentation to the Facilities and Procurement Committee  
November 28, 2023

Sue Stengel  
Inspector General





LAUSD



## Performance Audit of Maintenance and Operations Service Requests

OA 23-1408  
October 31, 2023

Sue Stengel  
Inspector General



OIG



LAUSD

## Audit Objectives

- Verify whether the Maintenance and Operations Branch service requests were addressed.
- Verify whether the service requests were completed in a timely manner.

## Why we did this audit

- Addressing service requests in a timely manner supports each school's efforts to provide a safe and welcoming learning environment for the students.
- M&O service requests had been identified as an area of interest in the last three OIG annual risk assessments.



OIG



LAUSD

# Service Requests

Recurring work, which will assist in preserving, protecting, and keeping a District site in a safe and continually usable condition.

## Examples

- Repair of existing electrical outlets
- Painting over graffiti
- Replacing or repairing chalkboards
- Replacing broken floor or roof tiles



OIG



LAUSD



OIG

# M&O Service Request - Process Overview

Service Request  
(SR) submitted



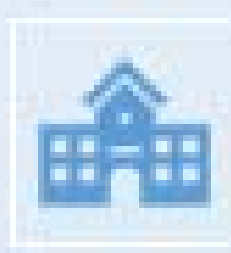
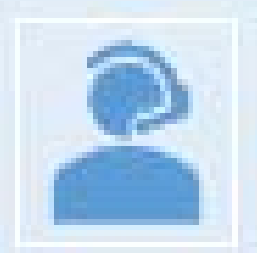
SR reviewed  
and assigned



Site visit



SR reviewed  
and closed



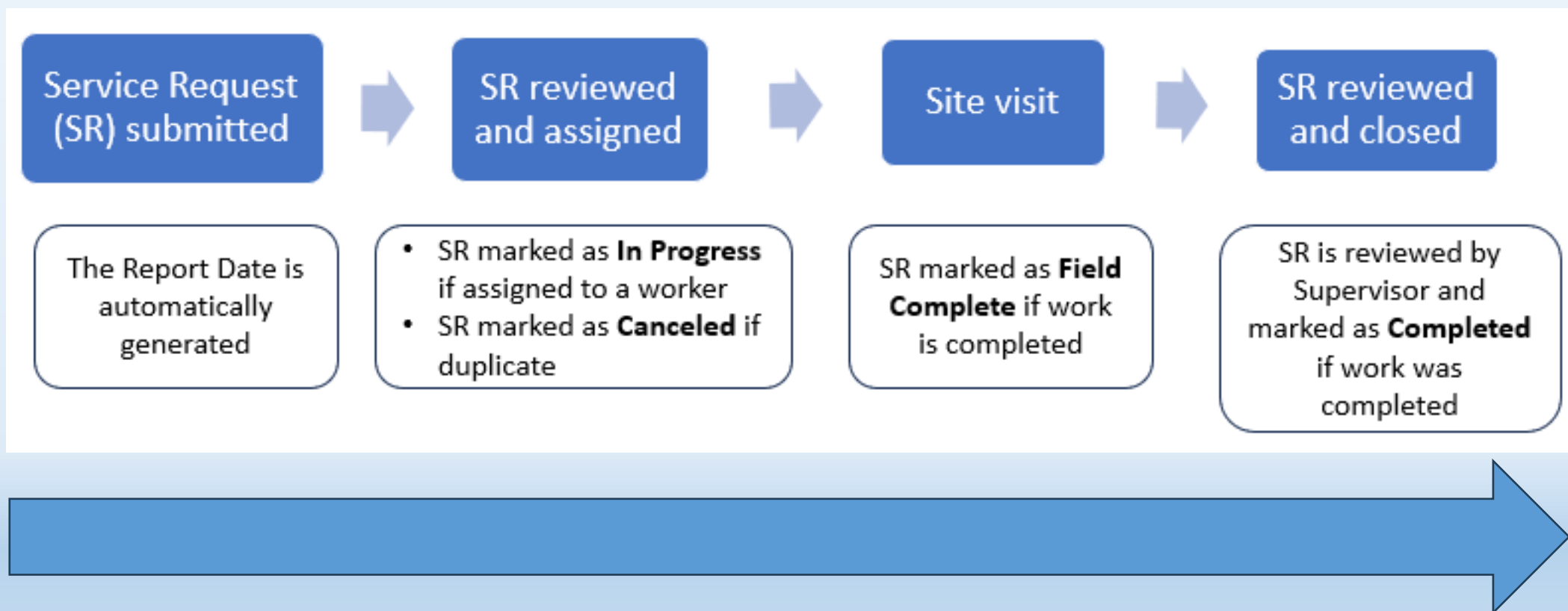


LAUSD



OIG

# M&O Service Request - Process Overview







LAUSD



OIG

# District Policies & Procedures

## M&O Branch Goals

- The Maintenance and Operations Branch has a stated goal to complete service requests within 45 days.
- M&O Operations Procedure No. G-S-28 – Service Call Response.



LAUSD



OIG

# Audit Methodology

- Analyzed the fiscal year 2022 completed service requests, which consisted of 251,808 completed requests.
- Visited 14 schools and interviewed the Principals and Plant managers at each school.

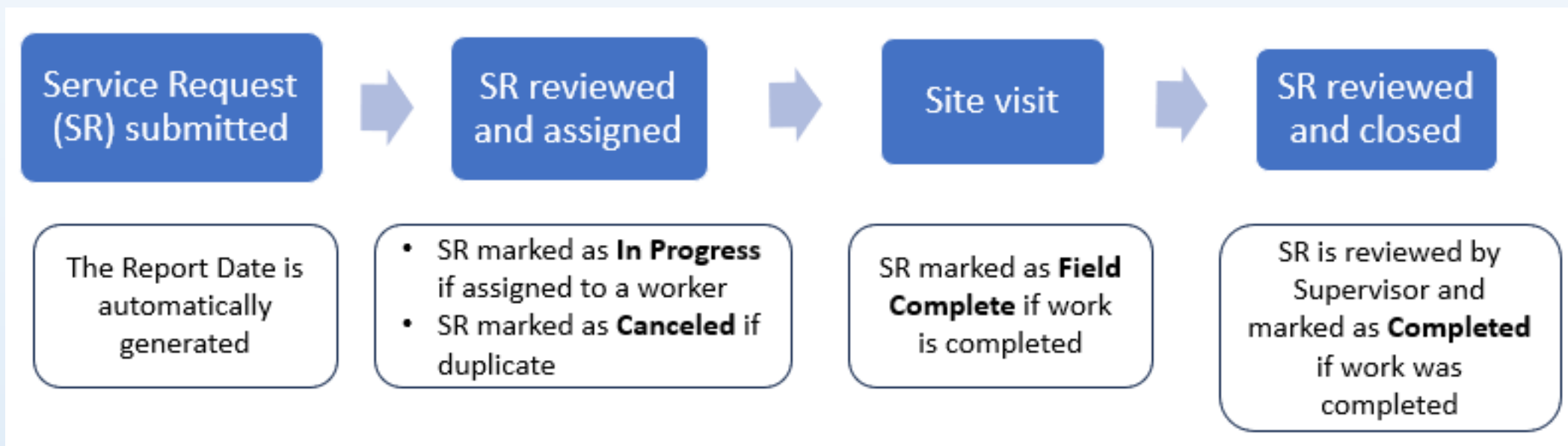


LAUSD



OIG

# Audit Findings



Some service requests were not completed within 45-day goal.

*34,972 of 251,808 (14%) were completed after the 45-day goal.*



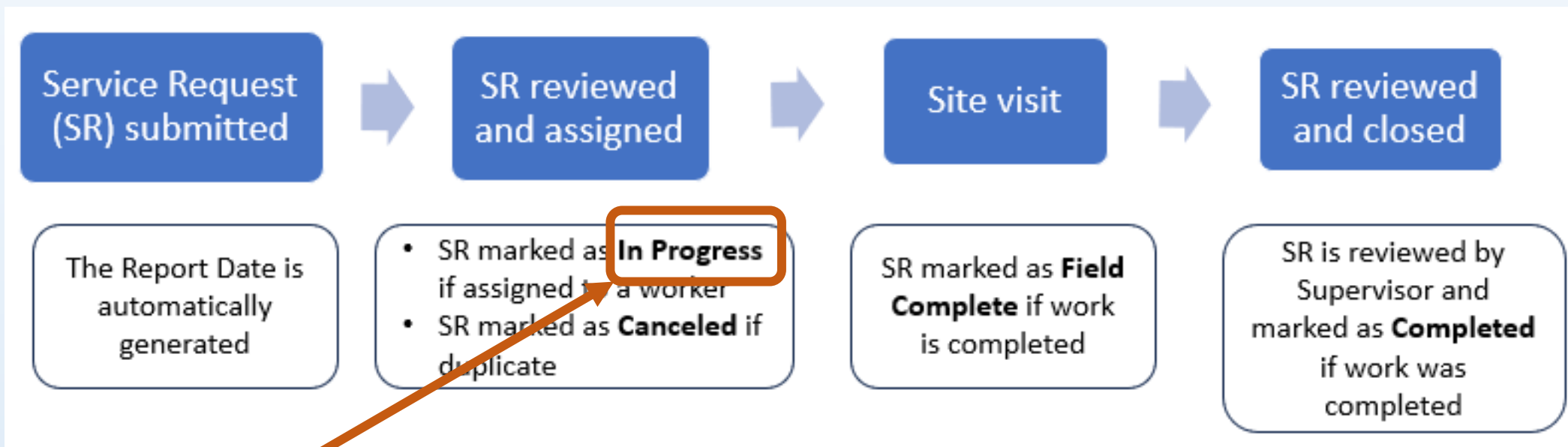


LAUSD



OIG

# Audit Findings



Some service requests were not changed to “In Progress.”

- 6,593 of 251,808 (2.6%) service requests were missing the “In-Progress” date.
- For requests completed after 45 days, 2,280 of 34,972 (6.5%) service requests did not have an “In Progress” date.

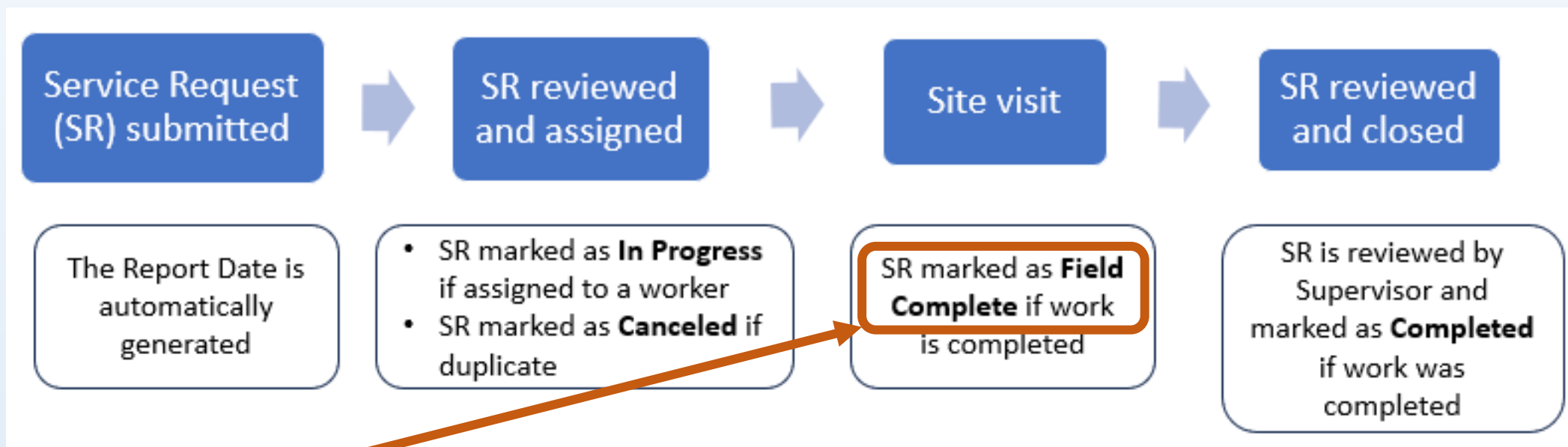


LAUSD



OIG

# Audit Findings



Some craft workers did not update the service requests status to “Field Complete” when they finished work on site.

- 57,340 of 251,808 (23%) requests did not have a “Field Complete” date.
- For requests completed after 45 days, 11,531 of 34,972 (33%) requests did not have a “Field Complete” date.

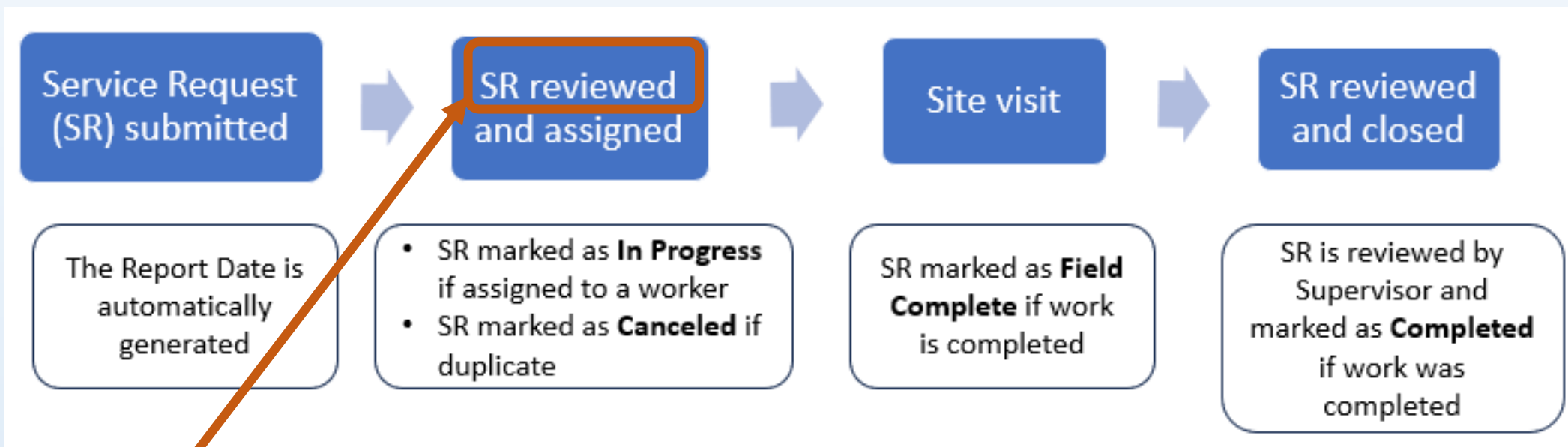


LAUSD



OIG

# Audit Findings



Priority levels were not updated consistently.

- Six (5%) service requests out of a 116 sample did not reflect the correct priority type.
- We estimate that a total of 13,025 priority requests reflect an incorrect priority type out of 251,808 requests.

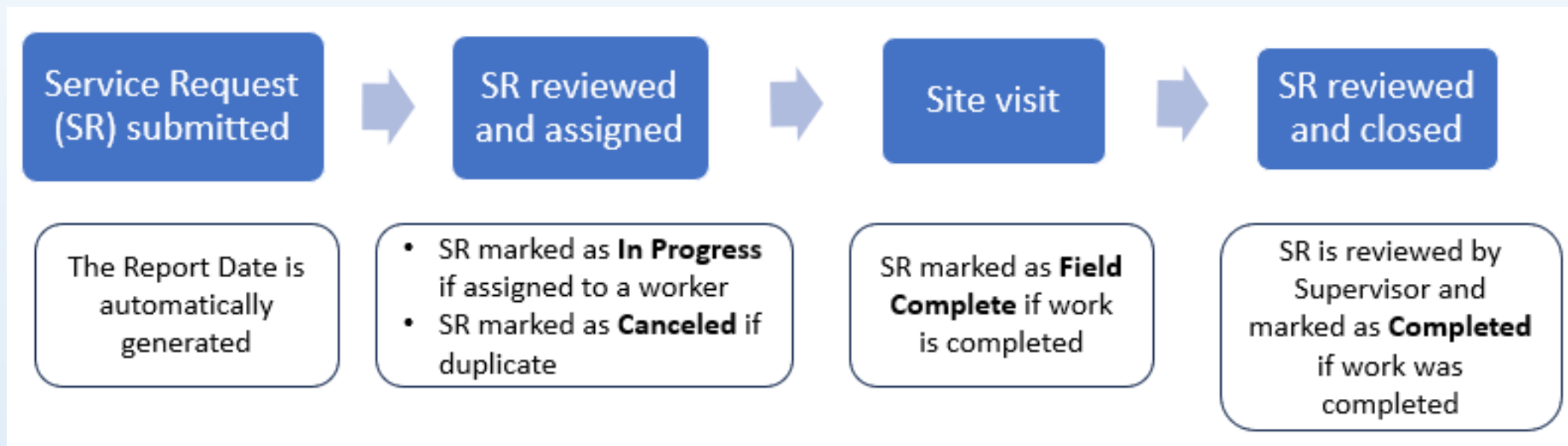


LAUSD



OIG

# Audit Findings



Communication to schools needed improvement.



LAUSD



OIG

# Key Recommendations

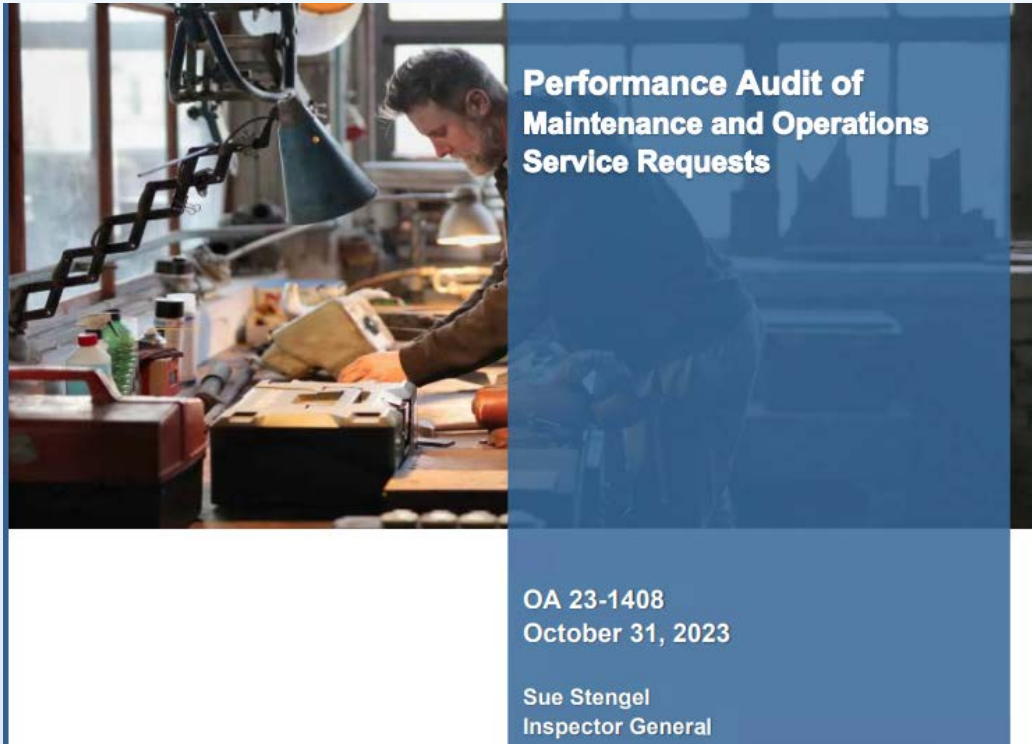
- Work with the Personnel Commission to increase recruiting efforts.
- Set an internal goal for the completion of emergency and urgent requests and update written procedures.
- Identify and act on service requests open for over 30 days.
- Ensure the “In Progress” and “Field Complete” status are used consistently.
- Set guidelines on optimal communication between M&O and schools.



LAUSD



OIG



To view the complete report:  
<https://my.lausd.net/webcenter/content/conn/WCCConn/uuid/dDocName:ID147309?rendition=web>





**LAUSD**



**OIG**

The cover of the report features a background image of a hand pointing at a document with a pen. In the top left corner of the cover is the OIG logo. The title "Office of the Inspector General" and "Los Angeles Unified School District" is centered in a bold, black font. Below the title, the subtitle "Performance Audit of Developer Fees" is also centered. At the bottom of the cover, there is a large, stylized graphic of a yellow sunburst with two human figures and a building. A dark blue banner at the very bottom contains the text "OA 23-1381" on the left and "March 3, 2023" on the right.

**Office of the Inspector General  
Los Angeles Unified School District**

**Performance Audit of  
Developer Fees**

**OA 23-1381**

**March 3, 2023**





LAUSD



OIG

# California Education Code



Section 17620 provides the governing board of any school district the authority to impose a developer or school fee on residential, commercial, and industrial construction within school district boundaries for the purpose of constructing or reconstructing school facilities to mitigate the impact of the development on school facilities. A developer fee can be assessed on:

- All new residential construction.
- Other residential construction (e.g., additions) if the increase in assessable space exceeds 500 square feet.
- All commercial and industrial construction.





LAUSD



OIG

# Audit Objectives and Methodology



## Audit Objectives:

- To determine whether the District collected developer fees for all new residential, commercial, and industrial construction projects within the District's boundaries outside of the City of Los Angeles.
- To determine whether the developer fees collected by the District were accurately calculated based on the square footage of the related construction projects.

## Audit Methodology:

- We reviewed building permits to identify construction projects subject to a developer fee for 20 cities and all unincorporated areas for fiscal years 2021 and 2022.



LAUSD

# Audit Finding #1



OIG

Developer fees were not collected on all construction projects subject to a developer fee. Uncollected developer fees totaled \$1.7 million for approximately 418,136 square feet.

- Identified 1,008 construction projects subject to a developer fee.
  - ☐ No payment was found for 183 or 18% of the construction projects.
  - ☐ Partial payment was found for 55 or 5% of the construction projects.
- We could not identify all construction projects that were subject to a developer fee for seven of the 20 cities included in our audit.



LAUSD

# Audit Finding #1



OIG

| City/Local Agency              | Number of Assessable Construction Projects | Construction With Collected Fees | Construction With Uncollected Fees | Construction With Partially Uncollected Fees | Uncollected Square Footage | Amount of Uncollected Fees |
|--------------------------------|--|----------------------------------|------------------------------------|--|----------------------------|----------------------------|
| L.A. County (Carson/Lomita)    | 122  | 104                              | 18                                 | -  | 176,760                    | \$ 721,181                 |
| Gardena*                       | 180  | 115                              | 13                                 | 52   | 85,612                     | 349,297                    |
| South Gate***                  | 146  | 68                               | 75                                 | 3  | 51,827                     | 211,456                    |
| San Fernando                   | 70   | 25                               | 45                                 | -  | 41,413                     | 168,964                    |
| L.A. County (Unincorporated)** | 397  | 378                              | 19                                 | -  | 38,876                     | 158,614                    |
| Cudahy                         | 8  | -                                | 8                                  | -  | 15,865                     | 64,728                     |
| Maywood                        | 19   | 16                               | 3                                  | -  | 5,350                      | 21,828                     |
| West Hollywood                 | 35   | 33                               | 2                                  | -  | 2,433                      | 9,927                      |
| Bell                           | 25   | 25                               | -                                  | -  | -                          | -                          |
| Vernon                         | 6  | 6                                | -                                  | -  | -                          | -                          |
| Bell Gardens                   | -  | -                                | -                                  | -  | -                          | -                          |
| Inglewood                      | -  | -                                | -                                  | -  | -                          | -                          |
| Lynwood                        | -  | -                                | -                                  | -  | -                          | -                          |
| Total                          | 1,008                                      | 770                              | 183                                | 55   | 418,136                    | \$ 1,705,994               |

\* Due to the lack of square footage data on 52 permits, we were unable to determine the full amount of the Amount of Uncollected Fees.

\*\* Due to the lack of square footage data on one mixed-use permit, we were unable to determine the full amount of the Amount of Uncollected Fees.

\*\*\*For three permits, a developer fee was not collected on the square footage of a converted garage.



LAUSD



OIG

# Why Fees Were Not Collected



- DFPO did not provide evidence that it notified the city/local agencies of the District imposed developer fee - required by law.
- DFPO did not have a process to make sure a developer fee is collected for all assessable construction projects.
  - ❑ DFPO did not believe it is the responsibility of the office to make sure homeowners pay the developer fee.
  - ❑ DFPO stated it is solely responsible for processing collections.
  - ❑ Law states that city/local agencies shall not issue a permit unless a certification of payment of developer fee from LAUSD is provided to the agencies.



LAUSD



OIG

# Why Fees Were Not Collected



- Accessory Dwelling Units (ADU):
  - ❑ California Government Code Section 65852.2 (f) (3) (A)  
Some cities did not verify that a developer fee was paid for ADUs (less than 750 square feet) because they mistakenly believed the law applied to school districts.



LAUSD

# Audit Finding #2



OIG

Repayment of developer fees for three bounced or returned checks totaling \$184,949 were not found.

- Permits were issued for all three construction projects.



LAUSD

# Audit Finding #3



OIG

The District's policy did not include developer fees for construction projects less than 500 square feet. The District could have collected approximately \$571,000 on 354 construction projects.

- District policy included a statutory exemption for all new residential construction of less than 500 square feet.
- However, the California Education Code allows an assessment of a developer fee on all new residential construction projects.



LAUSD

# Audit Finding #4



OIG

For the construction projects where developer fees were collected, we determined the fees were calculated correctly.

- Reviewed a statistical random sample of 40 construction projects and recalculated the developer fee.





LAUSD



OIG

# Key Recommendations

DFPO should:



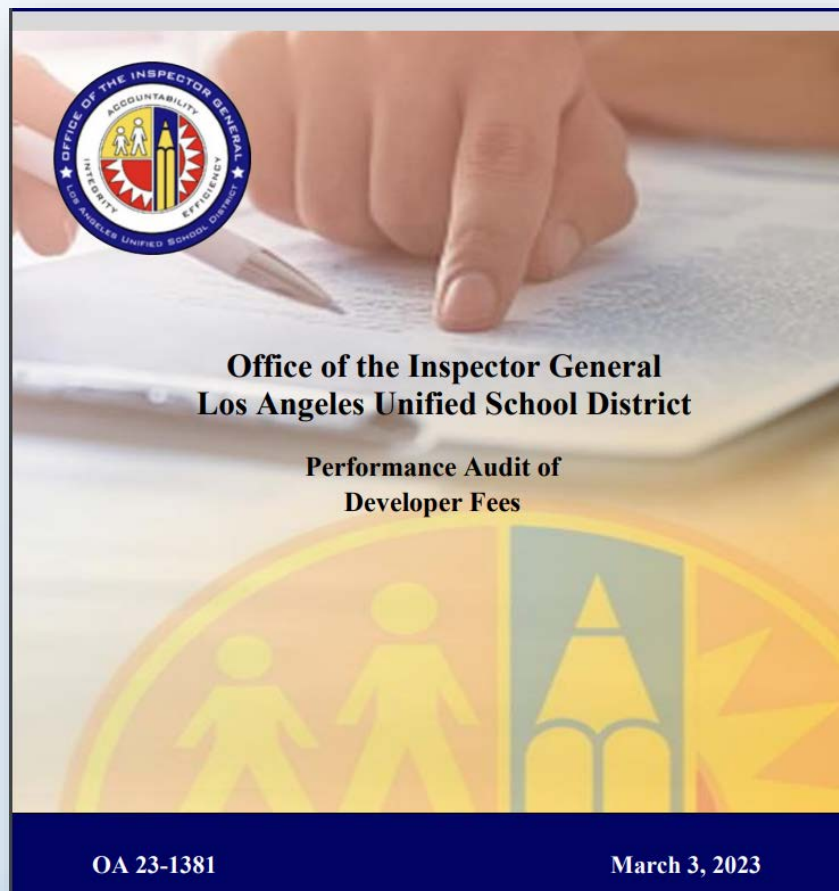
- Implement procedures to monitor/review permits issued by the cities/local agencies.
- Work with cities/local agencies to collect unpaid developer fees.
- Provide training to the cities/local agencies.
- Implement procedures to make sure Board-approved resolutions/reports, supporting documentation, and a map indicating the District boundaries are sent to each city/local agency, and to maintain all relevant evidence and documentation on file.
- Work with the Office of the General Counsel to amend the developer fee policy to include construction projects of less than 500 square feet.



LAUSD



OIG



To view the complete report:  
<https://my.lausd.net/webcenter/content/conn/WCCConn/uuid/dDocName:ID137107?rendition=web>





LAUSD

# Office of the Inspector General

*"Independent and Objective Oversight"*



OIG

En español



**REPORT FRAUD, WASTE AND ABUSE**



(213) 241-7778 or (866) 528-7364



[inspector.general@lausd.net](mailto:inspector.general@lausd.net)



<https://achieve.lausd.net/oig>



- ☐ Misuse of LAUSD funds and resources
- ☐ Retaliation for reporting misconduct
- ☐ Anyone can make a report
- ☐ Reports are confidential - you may remain anonymous if you wish

## **II. Committee Presentations**

### **2. Update on Committee Recommendations**



# LAUSD

UNIFIED

## Facilities & Procurement Committee Meeting

November 28, 2023

### Responses to Committee Recommendations

**Alix Walsh O'Brien**

Deputy Chief Facilities Executive

**Jorge Ballardo**

Deputy Chief Procurement Officer (Facilities)

**Dana Greer**

Director of Facilities Contracts



# Presentation Overview

## 1) Accelerating Project Schedules

- Interim Housing and the Use of Alternative Facilities During Construction
- Use of Pre-Check (PC) Pre-Approved Modular Structures
- Utilizing New Project Delivery Contracting Methods

## 2) Augmenting Bond Dollars with Other Revenue Sources

## 3) Increasing Funding for Routine Maintenance

## 4) Re-envisioning Use of Cooperative Agreements in Construction

# 1) Accelerating Project Schedules

## Interim Housing and Use of Alternative Facilities During Construction

- When working on existing school sites we must maintain school operations for the duration of the construction phase.
- Site specific strategies are developed to address specific construction phasing and logistics at each school.
- Planning for temporary relocation of all or a portion of school operations during construction requires:
  - Consideration of appropriate neighboring schools with adequate facilities for school co-location.
  - Administrative and instructional concurrence at multiple levels.

# 1) Accelerating Project Schedules

## Interim Housing and Use of Alternative Facilities During Construction

- Roosevelt HS Comprehensive Modernization
  - 3 schools on the Roosevelt campus (Roosevelt HS, Math Science Technology Magnet Academy, and Boyle Heights STEM Magnet Academy)
  - Available capacity at adjacent Hollenbeck MS accommodated the temporary relocation of Boyle Heights STEM Magnet and reduced the need for interim housing.
- Fairfax HS Major Modernization
  - Relocation and unification of the Career Transition Center West program with the McBride Special Education Center reduced the need for interim housing.



# 1) Accelerating Project Schedules

## *Interim Housing and Use of Alternative Facilities During Construction*

- 32nd Street USC Magnet Major Modernization
  - Existing school site is exceptionally small
  - 32nd Street USC Magnet will be temporarily relocated to vacant Downtown Business Magnet during construction



# 1) Accelerating Project Schedules

## Interim Housing and Use of Alternative Facilities During Construction

- Current practice is to re-use kitchen and food service temporary units (PC portables and kiosks) project to project.
- Identify specialty uses that require interim housing during construction, e.g., career technical education, chemistry, library, lockers, food services.
- Explore re-use of built-out specialty portables for multiple projects when feasible for specialized classrooms, lockers, etc.



# 1) Accelerating Project Schedules

## Use of Pre-Check (PC) Pre-Approved Modular Structures

- Modular structures are fully constructed off-site in a factory, delivered to a site and installed on a permanent foundation. The major benefit is the decrease in the timeframe for construction.
- The Division of State Architect's (DSA) pre-check (PC) approval program is an effort to streamline DSA plan review for the design of commonly used structures.
- Facilities is preparing a Request for Proposal to purchase PC modular structures. Typical construction is a steel frame and metal or wood studs with a permanent exterior wall. Considerations for use of PC structures include:
  - Historical significance of existing campus buildings
  - Site configuration limitations
  - District educational specification and construction standards

# 1) Accelerating Project Schedules

Use of Pre-Approved/Pre-Checked Modular Structures



156<sup>th</sup> Street Elementary School  
Classroom Replacement



Calabash Charter Academy  
Classroom Replacement

# 1) Accelerating Project Schedules

## Utilizing New Project Delivery Contracting Methods

- Traditional Design-Bid-Build
  - Design and construction services are procured separately, and the construction of the project can be procured either through a formal (low) bid or best value procurement.
  - Construction does not begin until the design process is complete, approved by State agencies and a bid awarded.
- Design-Build (Permitted under Education Code 17250)
  - Allows the District to procure both design and construction services under one contract with a team of design professionals and contractors.

# 1) Accelerating Project Schedules

## Utilizing New Project Delivery Contracting Methods

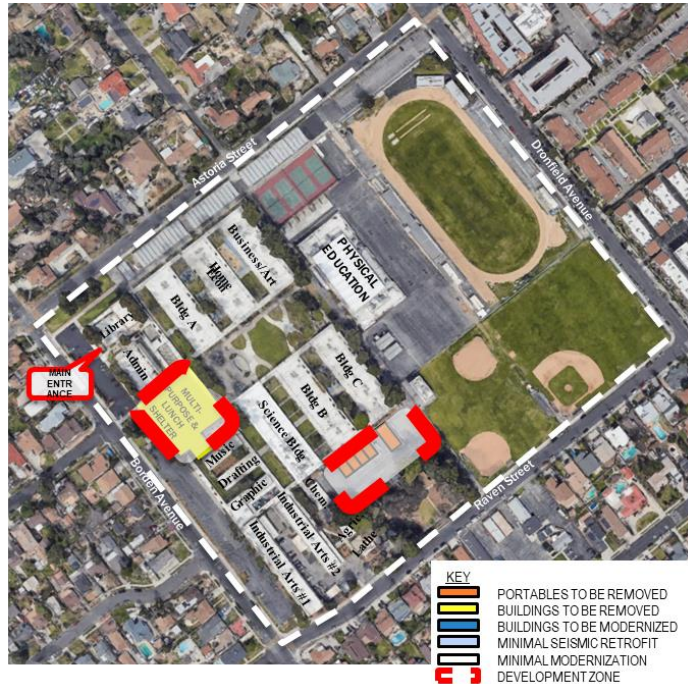
- Alternative Design-Build (Effective January 1, 2023)
  - Allows school districts and design-builders to work cooperatively through the design and construction phases of a project and to negotiate construction costs during the development of design or once the design is complete.
  - Selection of a design builder is primarily based on qualifications and past experience. Costs at selection are limited to design costs and General Contractor Overhead and Profit (GCOHP).
  - Eliminates the need for design-builders and their subcontractors to include expensive contingencies to cover future uncertainties. Procurement strategy results in construction bids being more in line with current market conditions at the time of bidding.



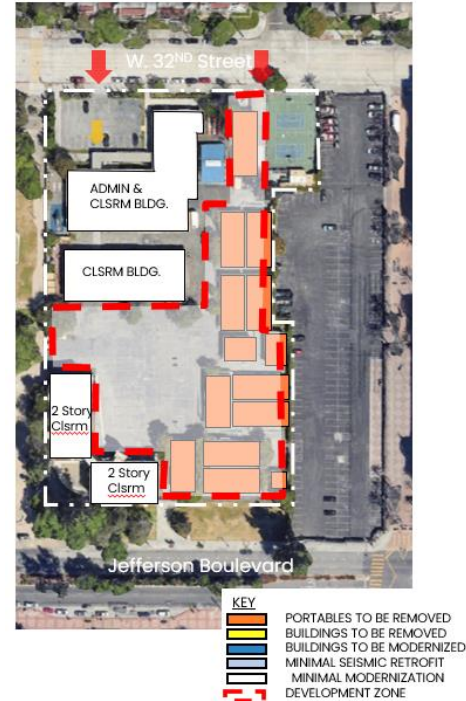
# 1) Accelerating Project Schedules

## Utilizing New Project Delivery Contracting Methods

### Sylmar Charter HS Major Modernization Development Zones



### 32nd Street USC Magnets Major Modernization Development Zone



## 2) Augmenting Bond Dollars With Other Revenue Sources

Over the history of the Facilities Bond Program, we have augmented the capital program with approximately **\$7.5B** from additional revenue sources to provide schools with needed upgrades and modernizations.

- State Bond Funds and Other State Funds ~ \$5.95 Billion
- Developer Fees ~\$1.27 Billion
- Other Non-Bond Funds ~ \$314M
  - FEMA
  - County and other Local Agencies
  - Other Grants



## 2) Augmenting Bond Dollars With Other Revenue Sources

### Possible Future Additional Revenue Sources

- State School Facilities Program via California Public Education Facilities Bond Measure (November 2024 ballot)
- California Preschool, Transitional Kindergarten and Full-Day Kindergarten Facilities Grant Program
- City of Los Angeles Prop K
- Bipartisan Infrastructure Deal (Infrastructure Investment and Jobs Act)
- Inflation Reduction Act
- Other grant programs as they arise and/or issue new funding rounds

# 3) Increasing Funding for Routine Repair and Maintenance

## Routine Repair and Maintenance Account (RRMA)

- Ed. Code Section 17070.75 requires school districts to annually allocate no less than 3% of the total General Fund adopted budget for the ongoing repair and maintenance of school facilities to ensure they are kept safe and in continually usable condition
- Nearly 80% of RRMA funds go to labor and materials for service calls to repair aging, deteriorated building systems.
- Capital investments can offset the limitations in RRMA funding by replacing and upgrading critical building systems that are beyond their useful life.

# 3) Increasing Funding for Routine Maintenance

Strategies for increasing funding to the Routine Repair and Maintenance Account (RRMA)

- Work with the Office of Government Relations to lobby the State to identify increased, dedicated, consistent state-wide funding for school districts to ensure schools are clean, safe and healthy.

# 4) Re-envisioning Use of Cooperative Agreements in Construction

## BACKGROUND

**Per California Public Contract Code (PCC 10298.5, 10299 2018)**

school districts are empowered to expend public funds utilizing (“piggybacking”) existing contracts awarded by another public agency or CMAS without further competitive bidding.



# 4) Re-envisioning Use of Cooperative Agreements in Construction

## EXISTING ARRANGEMENTS

ATTACHMENT B  
REQUEST FOR APPROVAL OF PROCUREMENT CONTRACTS NOT UNDER DELEGATED AUTHORITY

C. APPROVAL OF GOODS AND GENERAL SERVICES CONTRACTS

Authorize the utilization of piggyback contract in effect. The proposed action complies with the Public Contract Code Sections 10299 and 20118, which allows school districts to utilize other governmental agencies' established contracts and does not change District Policies.

NEW CONTRACTS/AMENDMENTS/AUTHORIZATION TO INCREASE CONTRACT CAPACITY EXCEEDING \$250,000

Item Q

**APPROVED**  
**ADOPTED BOARD REPORT**  
**AUG 22 2023**

| PROCUREMENT SERVICES DIVISION |                                   |  |              |
|-------------------------------|-----------------------------------|--|--------------|
| CONTRACTOR                    | IDENTIFICATION NO.                | SOURCE OF FUNDS                                | AMOUNT       |
| Amazon;                       | 4400011744<br>(Omnia #R-TC-17006) | Various per requesting school or office (100%) | \$25,000,000 |
| B & H Photo;                  | 4400011716<br>(Omnia # R201202)   |  |              |
| Best Buy;                     | 4400011717<br>(Omnia #01-142)     |  |              |
| CDW-G;                        | 4400011718<br>(CalSave #530067)   |  |              |
| Lakeshore;                    | 4400011719<br>(Omnia #R190501)    |  |              |
| School Health;                | 4400011740<br>(Omnia #R201104)    |  |              |
| Fisher Scientific;            | 4400011741<br>(Omnia #2021002889) |  |              |
| Home Depot;                   | 4400011742<br>(Omnia #16154)      |  |              |
| W.W. Grainger                 | 4400011743<br>(E&I #CNR01496)     |  |              |



## Utilization of Cooperatives (Since August):

|            |           |
|------------|-----------|
| HOME DEPOT | \$151,712 |
| GRAINGER   | \$800,797 |
| TOTAL      | \$952,509 |



## 4) Re-envisioning Use of Cooperative Agreements in Construction

- When can this be applied?
- What measurement values will determine effectiveness?
- How would compliance be maintained?



# 4) Re-envisioning Use of Cooperative Agreements in Construction

## OPTIMIZATION LOOKS LIKE:

SEAMLESS PROCESSING

MANAGED RISK, COMPATIBLE  
CONTRACT TERMS, RESPECTING  
PSA's

PREDICTABILITY WITH  
SCHEDULING

COMPETITIVE PRICING

## IMPLEMENTATION STEPS IN PROGRESS:

COLLABORATION WITH KEY  
STAKEHOLDERS (Facilities Services  
Division, General Counsel, Risk)

EVALUATING SCENERIOS USING  
SPECIFIC PROJECT DATA

DEVELOPMENT OF A PROCESS AND  
PROTOCOLS

COMMUNICATING THE BUSINESS  
CASE OR BENEFIT TO THE DISTRICT





**LAUSD**  
**UNIFIED**

# Questions and Discussion





## **II. Committee Presentations**

### **3. Housing Update**



**LAUSD**  
UNIFIED

# Facilities & Procurement Committee Meeting

November 28, 2023

---

## Housing Initiative Update

**Aaron Bridgewater**

Director of Asset Management, Facilities Services Division

*Utilizing Assets to Better Support Students,  
Employees, Families and the Neighborhoods we Serve*



# Overview of Current Housing Initiative



Assessing and Identifying the Possibilities and Opportunities to Better Utilize Land and Bring Greater Benefit to Employees and Families Through an Affordable Housing Initiative

- Assess the Interest, Entities and Methods to Develop Housing by Releasing a Request for Expressions of Interest (“REI”) for Nine Specific Sites
- Conduct a Survey of District Employees and Families to Determine Housing Needs

Information Gathered to be Used to Better Inform the Board’s Next Steps

# Completed Housing Developments



| Project                  |  | Completed | Developer                  | Units | Initial Staff Occupancy | Current Staff Occupancy |
|--------------------------|--|-----------|----------------------------|-------|-------------------------|-------------------------|
| Sage Park Apartments     |  | 2015      | Bridge Housing             | 90    | 92%                     | 57%                     |
| Selma Community Housing  |  | 2016      | Abode Housing              | 66    | 68%                     | 45%                     |
| Norwood Learning Village |  | 2018      | Thomas Safran & Associates | 29    | 79%                     | 66%                     |

# Lessons Learned

- Projects Fully Occupied but Occupancy by District Employees Declining
- Mission Driven, Little Substantive Revenue Generation if 100% Affordable
- Ground Up Construction Process Can Take a Long Time: 5 – 7 Years
  - Entitlements and Zone Changes
  - Debt and Equity Stacks of Financing
  - Construction and Lease Up

# Why Affordable Employee Housing



- Attract and Retain Qualified Teachers and Staff
- Make LAUSD More Competitive and Become an Employer of Choice
- Reduce Commute Times and Have a Positive Impact on the Environment
- Provide Employees with a Better Quality of Life, Reduce Stressors, Improve Mental and Physical Health
- Employees Can Live in and Become a Part of the Communities They Serve
- Ensure Resources are Being Utilized for Their Highest and Best Use to Support Students and Staff

# The Numbers Tell The Story

**\$61,905 Yr.**

Starting Teacher Base  
Salary

**\$5,159**

Monthly Income

**\$1,348 Mo.**

Housing Budget @ 30%\*



**\$1,500 Mo.**

Ave. Studio Apt. in LA

**\$1,900 Mo.**

Ave. 1 Bedroom in LA

\* Assumes \$200 / Mo. Utilities

# The Numbers Tell The Story

**\$43,478 Yr.**

Bldg. & Grounds Base  
Salary

**\$3,623**

Monthly Income

**\$887 Mo.**

Housing Budget @ 30%\*



**\$1,500 Mo.**

Ave. Studio Apt. in LA

**\$1,900 Mo.**

Ave. 1 Bedroom in LA

\* Assumes \$200 / Mo. Utilities



# Conduct Survey To Determine Housing Needs

- Identify and Assess the Rental Housing Needs of District Employees and Families by:
  - Conducting Surveys and Interviews with Employees, Families, Key Leaders of LAUSD and Others
- Determine Key Requirements/Needs of Employees (e.g., Quantity of Living Units, Geographic Location, Size & Number of Bedrooms, Amenities, Cost, Proximity to Work, Proximity to and Availability of Services, Commute Time, etc.)
- Identify Affordable Housing Options to Satisfy the Identified Needs

# Issue A Request For Expression Of Interest

- Requests for Expressions of Interest (“REI”) are Used to Obtain Information on the Interest and Capacity Within an Industry to Provide Specialized Services
- Through the Release of a REI, LAUSD Will Seek to Identify Entities in the Development and Investment Sectors Who Can Support Our Continued Efforts to Offer More Affordable Housing Options to District Employees and Families in the Communities in Which They Work and Attend School
- The REI Will Provide Nine Examples of District Owned Properties that Could be Used in Future Phases of Our Initiative

# Goals Of The REI

- Assess the Housing Industry's Interest in Supporting LAUSD's Housing Initiative for the Preliminary Sites Identified in the REI
- Assess the Various Development, Financing and Delivery Methods to Accomplish our Goals, Particularly Methods, that:
  - Accelerate the Pace of Unit Availability, and
  - Provide for Control of the Tenancy of the Units
- Identify a List of Qualified Entities with the Experience and Capability to Deliver These Options
- Gather Information that Will Serve to Inform the Board of Education

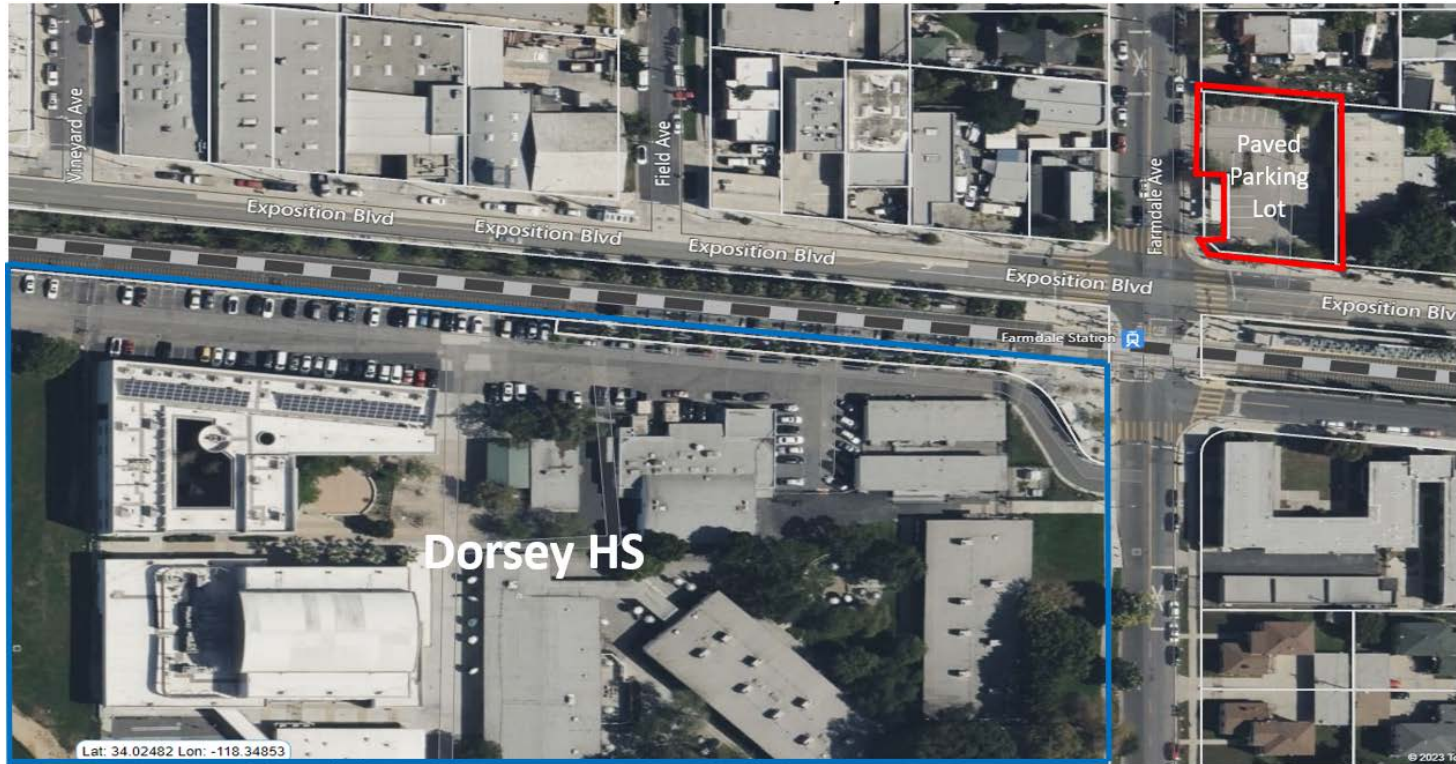
# What The REI Is Not Intended To Do

- Will Not Identify or Solicit Qualifications and/or Proposals From Architects, Engineers, Brokers, Management Companies or Consultants
- Will Not Result in Detailed, Actionable Proposals from Respondents
- Will Not Develop a Short List or Bench of Potential Partners

# Preliminary Sites Identified In The REI

- Nine District Owned Sites
- Vacant and/or Underutilized Sites NOT Part of the School
- Sites Are Located Throughout the District

# 4523 Exposition Blvd. Los Angeles, CA 90016



| Nearest Intersection(s)  | Acres | Site Description  |
|--|-------|-------------------|
| Northwest corner of Farmdale Avenue and West Exposition Boulevard in the City of Los Angeles | 0.23  | Paved Parking Lot |



# Vacant Parcel Adjacent to Vista Hermosa Park



| Nearest Intersection(s)  | Acres | Site Description         |
|--|-------|--------------------------|
| North Toluca Street South of Cochran St.<br>in the City of Los Angeles | 0.43  | Vacant Unimproved<br>Lot |



# Vacant Lot – Intersection of Shoup Ave. and Collins St.



| Nearest Intersection(s)  | Acres | Site Description   |
|--|-------|--|
| Intersections of Miranda Street, Rudnick Avenue, Collins Street and Shoup Avenue in the City of Woodland Hills | 6.56  | Vacant Lot, Closed School Site, all vertical improvements demolished |



# 1049 N. Fairfax Ave. West Hollywood, CA 90046



| Nearest Intersection(s)  | Acres | Site Description                            |
|--|-------|---|
| Along N Fairfax Ave between Santa Monica Blvd. and Romaine St. in the City of West Hollywood | 1.44  | Multiple Portable Buildings and Parking Lot |

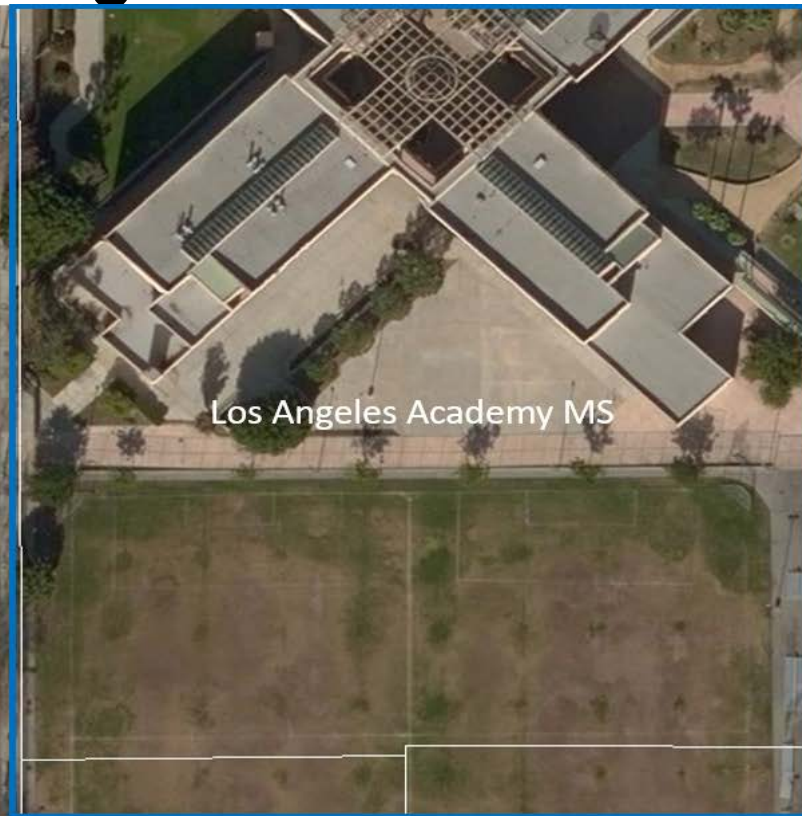
# 2726 Francis Ave. Los Angeles, CA 90005



| Nearest Intersection(s)   | Acres | Site Description |
|---|-------|------------------|
| Northwest corner of South Hoover Street and Francis Avenue in the City of Los Angeles | 0.54  | Vacant Paved Lot |



# 644 E 56<sup>th</sup> St. Los Angeles, CA 90011



| Nearest Intersection(s)   | Acres | Site Description |
|---|-------|------------------|
| Intersection of East 57th Street and South Avalon Boulevard<br>in the City of Los Angeles | 0.42  | Vacant Paved Lot |

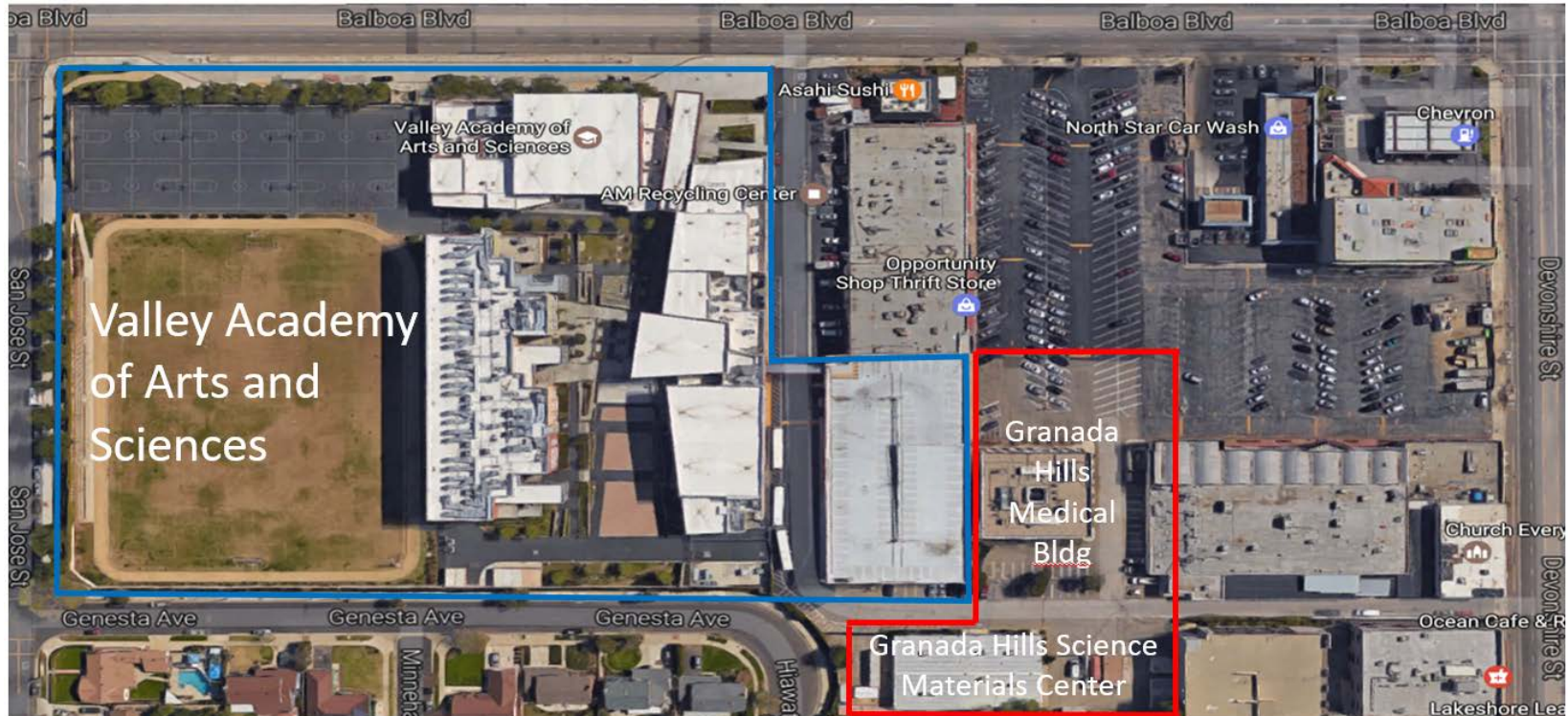
# 234 E 112<sup>th</sup> St. Los Angeles, CA 90061



| Nearest Intersection(s)   | Acres | Site Description |
|---|-------|------------------|
| South Main Street at West 113th Street in the City of Los Angeles | 0.56  | Vacant Paved Lot |



# 10339 Balboa Blvd. Granada Hills, CA 91344



| Nearest Intersection(s)  | Acres | Site Description  |
|--|-------|---|
| Intersections of Balboa Boulevard, Genesta Avenue and Hiawatha Street in the City of Granada Hills | 1.40  | Vacant 3-story Medical Building, Surface Parking and Storage Building |

# 4315 New York Ave. Los Angeles, CA 90022



| Nearest Intersection(s)  | Acres | Site Description         |
|--|-------|--------------------------|
| New York St. between<br>N. Eastern Ave and N. Humphreys Ave. in the City of Los<br>Angeles | 0.07  | Vacant<br>Unimproved Lot |

# Community Engagement

Two Community Forums Were Held November 1, 2023

- Community Responses and Reactions Were Positive and Supportive
- Suggestions Were Made to Engage Groups That Will Support and Advocate for the Initiative
- Keeping the Units Available Exclusively to Teachers, Staff and LAUSD Families was Important
- There was Interest in the Timeline (Sooner the Better)

# Next Steps And Timeline

- November 2023:  
Release a Request for Expressions of Interest (“REI”) to Housing Developers, Investors and Financing Entities
- SPRING 2024:  
Survey Employees and Families to Determine Demand, Areas Of Interest, Price, Number Of Bedrooms, Amenities, etc.
- SUMMER 2024:  
Present REI and Housing Survey Results to Board of Education





**LAUSD**  
**UNIFIED**

# Questions and Discussion

