

Capital Improvement Project Updates & Looking Ahead to 2024-27

For LCPS LLC Board Meeting
August 7, 2024



Updates on Progress of 23-24SY & Summer Capital Improvement Projects



Summary of 23-24SY Capital Projects Status



★ We are On Track to Complete & Receive Final Permits/COO for over \$3MM in Bond- & Grant-Funded Capital Projects before School Starts!

- **LS MS:** Added 2 new classrooms, an office, and an intervention space to LS MS
- **LS K-5:** Added a new TK classroom, teacher lounge, office, and an intervention space
- **LS Campus:** Installing a new turf field with additional space for future TK play area
- **LH HS:** Added a new classroom, sealed off the MPR, and replaced sewer lateral
- **HVAC:** Replaced and upgraded HVAC for LS K-5, Admin and MS buildings
- **All Campuses:** Installed and Implemented a new PA & emergency address system

★ We Secured Over \$2.2MM in NEW Safety & Capital Improvement Grants for next 2-3 years of capital improvement & safety upgrades for our schools

- Secured \$2.1MM Federal Safety Grant for 3 years of safety upgrades at sites and ~\$200K in phase 1 of CalSHAPE grant for HVAC & Plumbing upgrades over 2 years
- We have applied for COPS & additional safety grant and expect to extend CalSHAPE

★ We are On Track to Launch TK at both sites for 25-26SY!

- Our material revision for TK at Lighthouse was approved so we can move forward with plans for launching TK next year
- We are on track with a fully enrolled TK pilot class at Lodestar starting August 12th!



From rough...



To final...





**Scheduled
completion
August 9th!**



Celebrations & Lessons Learned

★ **“It takes a village”--Thank you for your confidence in me & my team**

- Gratitude to my team: our Director of Operations, Belen Orozco, & Ops Team for their work to reorganize & streamline the department and see to completion this massive construction project while also completing all routine summer maintenance with our new custodial vendor & in-house staff
- Having a PM consultant with expertise in complex building projects was invaluable. PCSD remains a value-add partner and was well worth their relatively minor management fee
- Our team’s strong vendor relationships were able to help drive down costs of routine maintenance & deferred maintenance projects—we will continue to lean on those as we plan for the future

★ **“If you build it they will come!” –Ribbon cutting coming this fall!**

- Our newly constructed buildings & grounds look amazing & our staff & families are EXCITED
- This will hopefully help drive enrollment now and in future—we will be monitoring & reporting on this

★ **The Time to Plan is Now!**

- We need maximum lead time from project scoping to completion to bring projects in on time during the tight summer construction window—this is why we are scoping 2025 & 2026 projects now



- We need to further refine a multi-year plan for capital projects tied to our strategic priorities & weighing competing priorities where we don’t have enough funds to do everything

Looking Ahead to 2024-2027 Anticipated Capital Improvement Projects



Looking Ahead: Strategic Priorities for 2024-2027

Capital Improvement & Safety Projects

1. Expanding Campus Facilities to Serve TK:

- We need to urgently embark on 2+ years of facilities upgrades and construction over the next two summers to ensure our spaces are TK compliant and offer high quality TK experience enabling us to enroll 3-4 Sections of TK per TK Expansion plan across both sites by 26-27SY
- See breakout on next slide of current multi-year plan and proposed scope of work

2. Continue Making Needed Campus Security & Safety Upgrades:

- **Fall 2024:** Complete Camera Security System Upgrade
- **Spring 2025:** Implementation of full Verkada Access Controls & Visitor Management System

3. Deferred Maintenance & Upgrades to Maintain & Improve Aging Campuses:

- HVAC & Plumbing upgrades & replacements funded by CalSHAPE grants
- 3-5 year calendar for routine deferred maintenance: e.g. carpets, ceiling painting, roofs, etc.



Looking Ahead: TK Expansion Proposed

Projects Scope & Timeline for Both Campuses

Campus	By Summer 2025	By Summer 2026	2027+
	<p>MUST DO Install 1 Modular Unit in K-5 to allow 1 section of TK to open for 25-26SY (Est. \$300-400K)</p>	<p>MUST DO Retrofit space in K-5 to expand to 2 sections of TK with TK compliant bathrooms b7 26-27SY (Est. \$600-750K)</p> <p>MAY DO <i>Retrofit one of the play areas into a TK play area & replace existing turf (Timing based on funding, Est. \$150-500K)</i></p>	<p>Pending success of TK enrollment & impact on K-2 enrollment at both sites will identify if any additional projects are needed and may push TK play area "may do" projects back if can't secure funding in time</p>
	<p>MAY DO <i>Install small TK play area behind new turf field (Timing based on funding, Est. \$100-250K)</i></p>	<p>MUST DO Retrofit at least one classroom/space to add bathrooms for TK compliance (Est. \$150-200K)</p>	

Next Steps for Priorities for 2024-2027 Capital Improvement & Safety Projects



1. Expanding Campus Facilities to Serve TK:

- Enter into a new project management agreement with PCSD to support the next two years of expansion work (Estimated \$100K consulting contract)--***anticipated for September Board meeting***
- Finalize Summer 2025 plan to install Modular Unit at LH and approve project budget with existing funds (Est. \$350K) to issue RFP by October to ensure on track for permitting and work completion in Summer 2025--***will bring proposal to Sept/Oct meeting & aim for Oct/Nov approval***
- Secure ~\$1.5-2MM in financing and further develop and finalize Summer 2026 building and site work plans with aim to issue RFQs & RFP for design-build project by Spring/Summer 2025--***coming soon!***

2. Continue Making Campus Security & Safety Upgrades:

- **Fall 2024:** Issue RFP for installation & implementation of full Verkada Security Suite funded by existing grant funds from Federal Security Grant and review & update grant budget & plans--***on track!***

3. Deferred Maintenance & Upgrades to Maintain & Improve Aging Campuses:

- Enter into a contract with an approved & selected vendor to complete CalSHAPE funded- HVAC & Plumbing assessment & upgrades--***anticipated September Board meeting***
- Refine 3-5 year calendar for routine deferred maintenance & identify any other strategic priorities



Next Steps for Financing for 2024-2027 Capital Improvement & Safety Projects

1. **Complete Summer 2024 Capital Improvement Project budget final reconciliations & report out to Finance Committee & Board in Sept/Oct**
2. **Implement Plans for Grant Funds Already Secured/Expected:**
 - **Bond Funds**–Nearly Drawn Down, will have full picture by Sept/Oct of any remaining project funds
 - **Federal Safety Grant**-Have 2 more years (out of 3) to implement & report
 - **CalSHAPE Phase 1**-Have 2 years to implement & apply for phase 2
3. **Additional Grant Applications & Securing Additional Financing:**
 - **COPS Grant & Additional CA Non Profit Safety Grant**–Awaiting news of award decision (COPS), planning to submit for new non profit safety grant; if receive, then move forward with plans to implement
 - **CalSHAPE Phase 2**-Assuming our assessment demonstrates that needed upgrades cost more than original award we will be eligible for phase 2 funding for all identified HVAC & Plumbing upgrades
 - **Finalize financing/borrowing plan/pathways for ~\$1.5-2MM in TK improvements** (looking at short-term loan options, interest earned on bond funds, and time horizon for ERC funds)



Appendices-Previous Slides & Updates



Project Status Update Summary 6/5/24



- **Project Timeline: Construction Started & On Track**

- **All three projects** (LS Building Work, LS Site Work, and LH Building Work) **have received final permits** (with two still needing a final fire alarm permit that is about to be issued following a resubmission of a plan document)
- **Lodestar Building & Site Work Started:** We have completely moved out of Lodestar as of 5/28/24 and work has commenced including demolition and earthwork that is being dust monitored by Farallon. As of now we appear on track and on schedule.
- **Lighthouse Modular Unit Installation:** On track and scheduled to start in mid to late June once the modular company completes fabrication of the unit. We have received clearance from the Fire Department to cordone off the entire HS wing to allow construction to commence while summer school is in progress in June.

- **Project Budget & Funding: On Track but Still Ensuring Full Contingency Funded**

- Per the last report on 4/17/24 we continue to fundraise for the field to offset any contingency costs.
- The overall budget remains stable—besides a single change order for an HVAC unit replacement that was determined to be at the end of its usable life (\$61K) there have been no other changes to the budget. Although permits have been slightly higher than budgeted, legal fees have been lower so no overall change.
- We will monitor budget and any requests for change orders closely now that work has commenced.



Project Status Update Summary 4/17/24



- **Project Timeline: On Track**

- All three projects (LS Building Work, LS Site Work, and LH Building Work) are currently in permitting at various stages with the City of Oakland—see detailed update on permit status on Slide 8
- Permitting is moving forward positively but until final comments from Planning & Fire are received for all three projects and ultimately receipt of final permits to commence work this remains uncertain
- We expect to have more clarity in the next few weeks on any possible delays

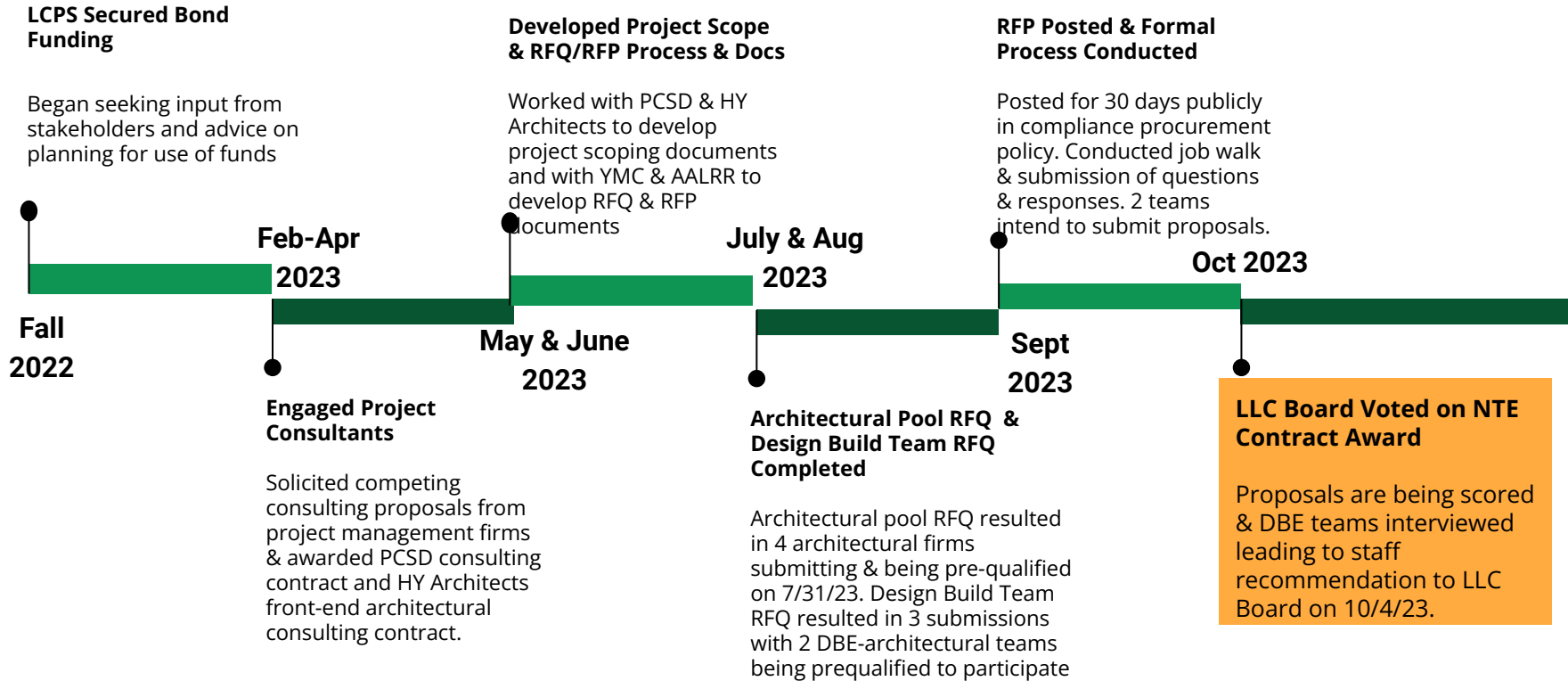
- **Project Budget & Funding: On Track but Still Ensuring Full Contingency Funded**

- Since the Board last approved the contract with the DBE, we have been able to secure an additional \$250K in fundraising and reallocate another \$50K that was previously anticipated to be spent using bond funds elsewhere—this has ensured that the full project budget without contingencies is fully funded at this time
- The overall budget appears stable with some possible improvements as we are getting closer to ensuring we won't encounter hidden costs from the permitting process and some costs previously budgeted appear on track to spend less than budgeted
- In order to ensure funding for contingencies, staff is continuing to work with Development to secure donations for the Lodestar Turf Field and recommends earmarking a portion of the anticipated ERC funds as a back up should donations not cover all contingency costs

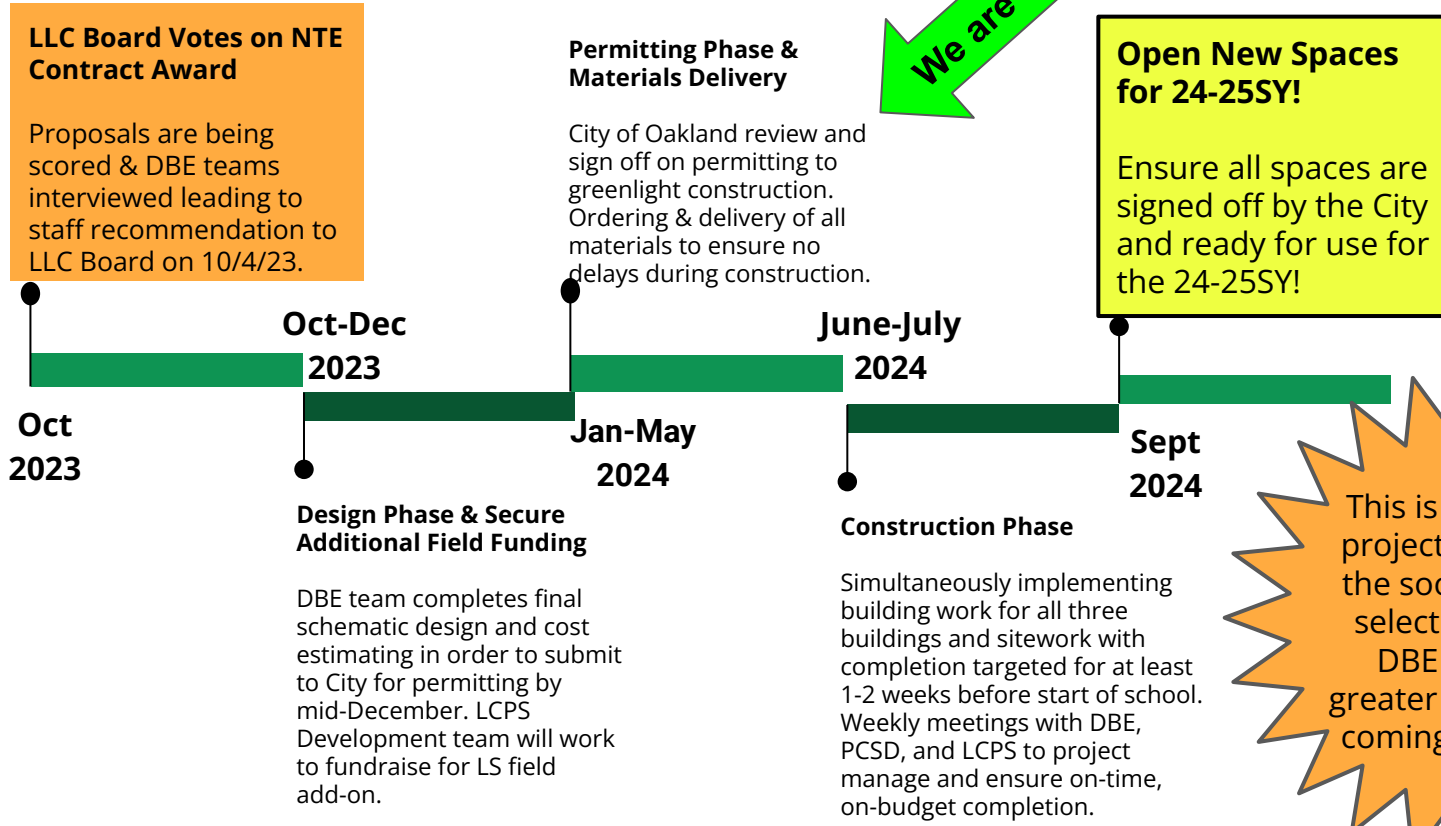


Formal Procurement Project Timeline Leading to RFP Award by LLC Board

All RFQs & RFP documents including contract template drafted & vetted by AALRR & YMC can be found on our public website



Next Steps to Remain On Track Following RFP Award by LLC Board



LCPS Capital Improvement Project Budget & Funding Update

- **Total Bond Funds Secured: \$3MM**
- **Already Allocated Bond Funds to Other Projects: \$90K**
 - \$90K-PA Systems Safety Project–*Note this has gone down because \$50K has been reallocated to Safety Grant*
- **Remaining Bond Funds: ~\$2.91MM**
- **Additional Fundraising Secured So Far For Turf Field/Site Work: \$250K**
- **PCSD Project Budget* Including Contingencies for ALL Building & Site Work: \$3.56MM with contingencies (\$3.14MM without contingencies)**



- **The project budget is in the process of being updated** but with the change to a modular unit and the positive progress on permitting resulting in no need at this time for changes to plans we anticipate the project budget remaining on track with the possibility of lowering the overall budget slightly and/or less need to dip into contingency funds
- **Currently we have raised enough funds to cover the base project costs for both the tenant improvement building work and the turf field**, with the contingency representing the costs not yet fully funded
- **Staff continues to fundraise for the field and contingency and recommends using ERC funds if needed for any contingency not covered by additional fundraising**—but recommends moving forward with greenlighting the site work pending final permit approval to ensure completion in summer 2024

LCPS Capital Improvement Project Budget & Funding Update

Tenant Improvement & Site Work Project Budget	
PROJECT COSTS	
Hard Costs	
Tenant Improvement	\$1,800,670.07
Sitework (Turf Field)	\$688,237.78
Project Bond	\$50,000.00
Soft Costs	\$501,387.25
Management Fee	\$100,000
Subtotal Project Costs without Contingencies	\$3,140,295.10
Budget Contingencies	\$456,000
Total Budget for Tenant Improvement Work & Site Work	\$3,596,295.10
FUNDING SOURCES	
Bond Funding Remaining for Project (\$3MM less PA System costs \$90K)	\$2,910,000
Fundraising for Turf Field Through End of March	\$250,000
Total Funds Available	\$3,160,000
Difference between Funds Available & Project Costs without Contingencies	\$19,705
Difference between Funds Available & Project Costs with Contingencies	-\$436,295

- Project Budget Update: On Track but Need to Keep Fundraising for Contingency Budget** appears to remain on track with possibility of minor improvements in overall costs as subcontractors bids come in and legal fees appear to be less than budgeted though permit fees are slightly higher; we may need to dip into contingency for overtime if permits are delayed
- Permitting Up Date: On Track but Very Tight**
 - For Buildings 1 & 2 at Lodestar we have been notified that there are no additional changes requested so we are now expediting to Fire for final approval
 - For SiteWork we have completed and paid for PZ permit and are submitting soil disturbance plan to DTSC with Farallon's support–this appears to be nearly complete and once it is it will be expedited to planning & Fire
 - Lighthouse modular unit just got assigned a plan number but because it is now modular we expect permitting to move more swiftly

What is the Scope of the Project?

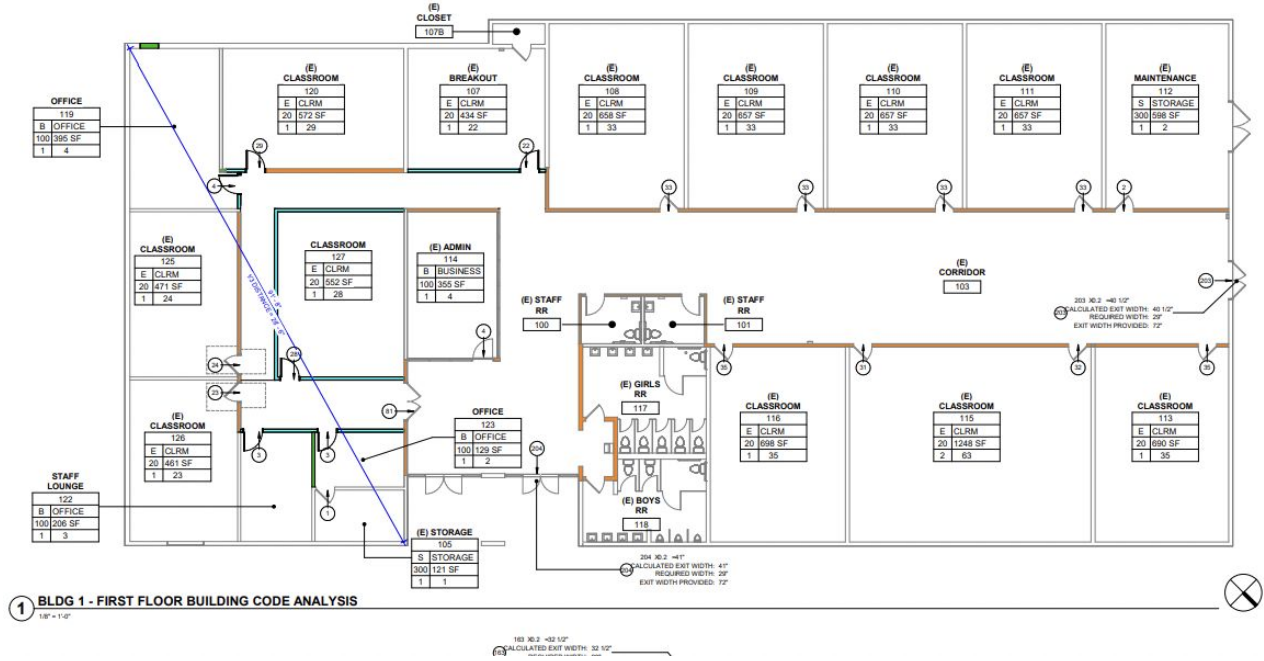


The Scope of Summer 2024 Plans: LS K-5 Building

- Full Scoping Progress Drawings can be found [here](#)

Lodestar: Building 1: K-5

- Convert large open space east of administration into a classroom, office and staff lounge spaces. If allowed by code, eliminate an exterior doorway at corner office.
- Convert one large space up against exterior 105th Ave. wall into two separate classrooms spaces. Include new HVAC to serve those spaces.

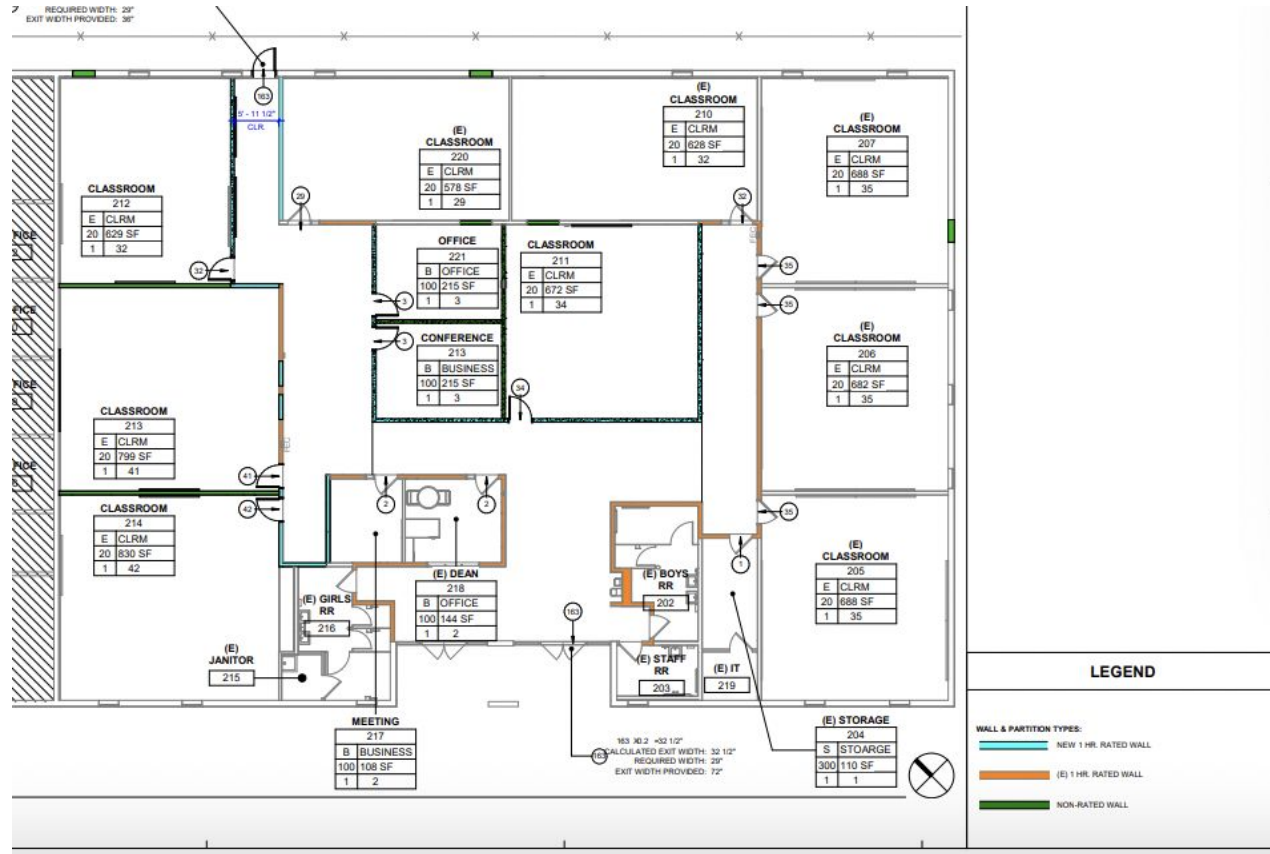


The Scope of Summer 2024 Plans: LS MS Building

- Full Scoping Progress
Drawings can be found [here](#)

Lodestar: Building 2: MS

- Add one new classroom in the central space.
- Convert two long classrooms into three.
- If allowed by code, eliminate an exterior doorway connecting to 105th Ave.
- Add a conference and counseling room.
- Replace HVAC serving the administration area on west side of building.

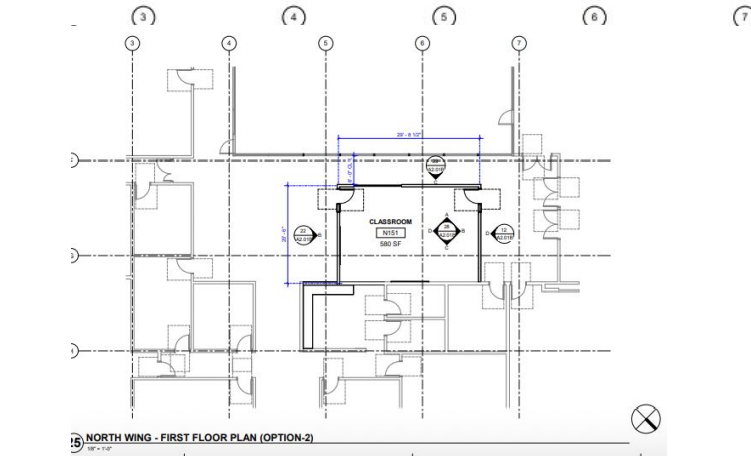
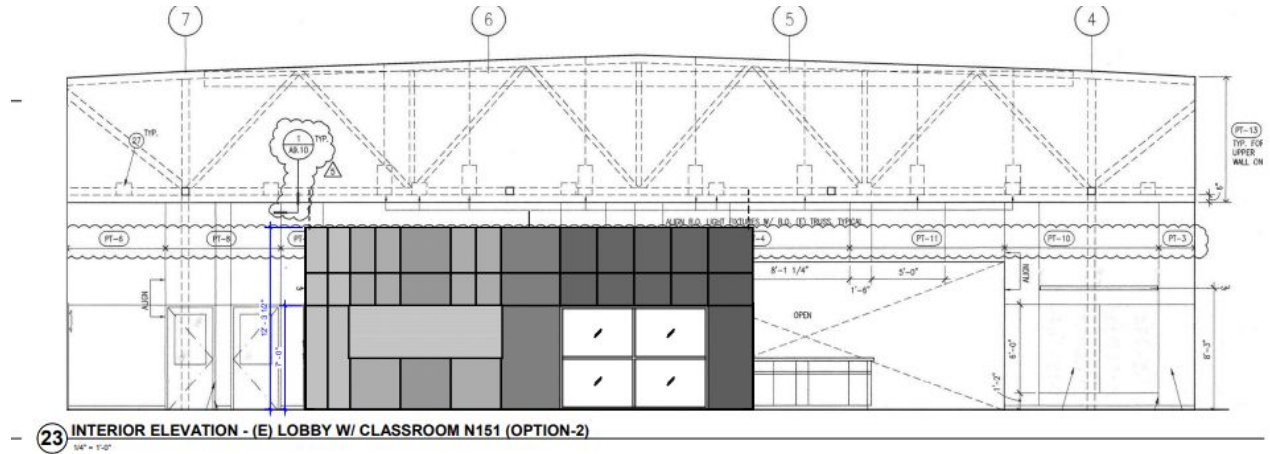


The Scope of Summer 2024 Plans: LHHS

- Full Scoping Progress
Drawings can be found [here](#)

Lighthouse: HS Bldg.

- Incorporate a new 665 +/- SF classroom in the north wing interior Lobby area.
- Replace the accordion door in the Multi-Purpose area with a solid partition. (A link to site specific resource documents is provided in Section 08.) Existing as-built drawings were provided in the RFQ.



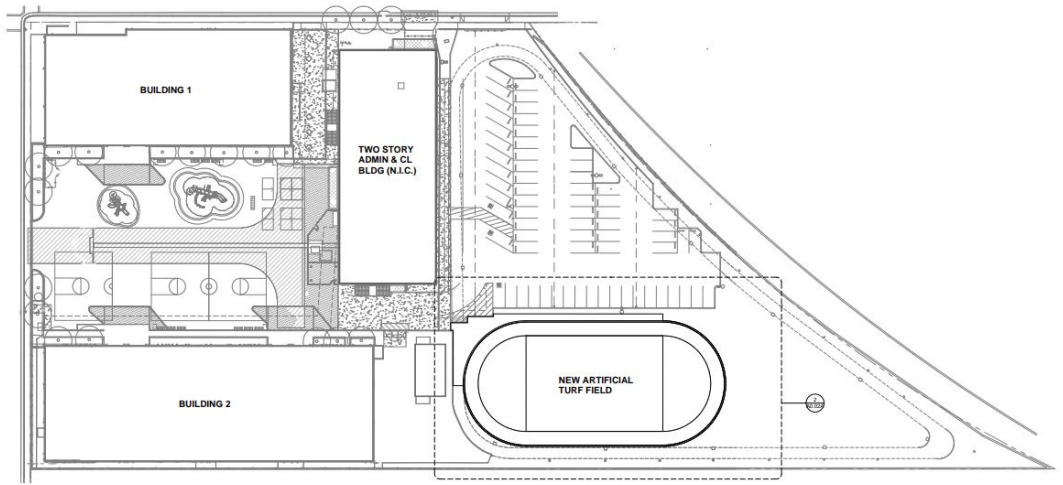
The Scope of Summer 2024 Plans: LS Field/Turf Alternate Add On

- Full Scoping Progress Drawings can be found [here](#)

Lodestar: Sitework: Raised Turf Field

- Upgrade grass field and running track to synthetic turf with an AC track.
- Expand trash dumpster area to enclose more dumpsters.

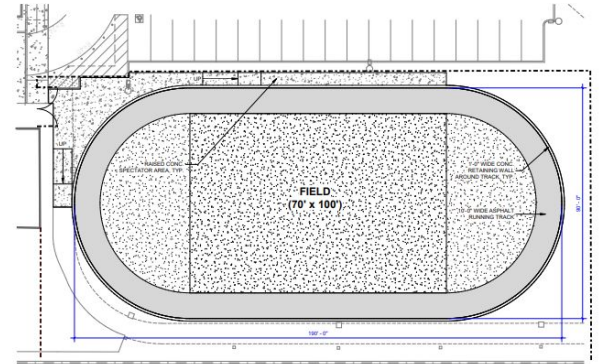
****This is listed as an add-alt and may be completed outside the summer 2024 window dependent on securing funding.***



1 OVERALL SITE PLAN
1" = 30' 0"

GENERAL TRACK AND FIELD NOTES

1. PROVIDE A 180' FT. x 80' FT. TRACK AND FIELD. REQUIREMENTS ARE:
 - A. RUNNING TRACK AND ARTIFICIAL TURF FIELD SURFACES ARE TO BE RAISED 12" MIN.
 - B. A 30' FT WIDE AC RUNNING TRACK
 - C. EDGE OF RAISED TRACK AND ARTIFICIAL TURF FIELD SHALL BE CONSTRUCTED OF EITHER A CONCRETE FINISHING SHALE OR CONCRETE FINISH BLOCKS.
 - D. ARTIFICIAL TURF FIELD SHALL BE FIELD TURF OR EQUIVAL WITH MONOFLAMMANT PROPERTIES AND BEING FIBERS TUFTED INTO A PROPRIETARY BACKING. SUBSURFACE ASSEMBLY SHALL BE A COMBINATION OF SAND AND ERPOGENIC RUBBER.
 - E. FIELD SUBGRADE SHALL BE CROWNED FOR DRAINAGE. THE INFO EXISTING STORM SYSTEM.
2. PROVIDE A CONCRETE OR AC WALKWAY ON THE INBOARD LOT SIDE OF THE FIELD.
3. SEE BY ARCHITECTS LODESTAR ENVIRONMENTAL GROUP WITH APPROVAL DATE OF JAN. 24, 2024 FOR CIVIL, TOPOG AND UNDERGROUND UTILITIES INFORMATION.
4. SEE MANUAL ON CONSULTING GEOLOGICAL MANAGEMENT PLAN DOCUMENTS FOR INFORMATION ON GRADING DEPTH.
5. SEE SITE VOLUMARY CLEAR-UP AGREEMENT DATED JUNE 21, 2023 FOR EXTENT OF REQUIREMENTS FOR WORK IN THE PROPOSED TRACK AND FIELD.



2 SITE PLAN - TRACK & FIELD
1/8" = 1'-0"

What Is The Basis for LCPS Staff's Recommendation to the LLC Board?



RFP Design Build Solicitation & Procurement Process as Outlined in the [RFP](#) (p. 5):

“Lighthouse will award a contract to the DBE that provides the “**best value**” (as defined in Education Code § 17250.15) to Lighthouse using the criteria set forth in this RFP. The terms, “design-build entity (ies)” and “design-build team” shall be as defined in Education Code section 17250.15.

The design-build procurement includes the following process:

1. Use of a two-phase solicitation process; a Request for Qualifications (RFQ), which has been completed, and a Request for Proposal (RFP).
2. Use of a RFP describing the Project for a competitive procurement by the design-build entities.
 - a. The numerical score from the RFQ will not carry over to the RFP scoring criteria.
 - b. The RFP selection will use a “best value” approach as defined in Education Code section 17250.15 for the selection of the design build entity.
3. Award and execution of a Not to Exceed (NTE) contract.
4. After the Construction Documents are approved by the City of Oakland Planning and Building Department and other entitlement processes are complete, open book subcontractor trade package bidding and conversion of the NTE amount to a Guaranteed Maximum Price (GMP) by contract amendment.”

RFP Scoring Process & Matrix

- Proposals were due by 4:00pm on 9/29/23-2 received
- Proposals will be scored using [the detailed scoring criteria and matrix](#) on 10/2/23
- Interviews with each team will be conducted on 10/2/23 by LCPS staff & PCSD and will focus on 3 areas (Experience with similar size/scope charter school building projects, DEI efforts & evidence, and approach to working with LCPS to bring project to completion on time)
- Final scoring and deliberation will be completed following interviews on 10/2/23. Staff will share final scoring and recommendation for contract award to the LLC Board prior to 10/4/23 Board meeting
- LLC Board will vote tonight on recommendation to empower Rich to negotiate & execute a NTE contract with selected team [using the contract template YMC developed \(found in the RFP Appendix C\)](#)



Lodestar-Lighthouse RFP for DBE: Scoring Matrix

	Point	Bjork-LCA	Points	NS-SVA	Points
Cover Letter Information					
Identification of Bidder	Y/N				
Acknowledgement of Addenda	Y/N				
Legal Structure of Company	Y/N				
Contact Person	Y/N				
Proposal shall remain valid for a period of not less than 90 days	Y/N				
SOQ identified design-build team members continue to be on the RFP submission	Y/N				
Price Proposal (Lowest 300, 2nd Lowest 270, 3rd Lowest 240)	300				
Fee	100				
General Conditions	100				
Design Costs	100				
Technical Expertise	180				
Organization Chart	30				
Design-Build Project Manager Resume	40				
Architect Project Manager Resume	40				
Schedule	40				
Stakeholder Involvement	30				
Design Excellence (Lowest 300, 2nd Lowest 270, 3rd Lowest 240)	300				
Contextual Compatibility	100				
Efficiency + Sustainability	100				
Transitional Experience	100				
Acceptable Safety Record	10				
Additional Requirements	110				
Termination/Claims/Litigation History	60				
Small Business/Local Business Participation, DEI Efforts	50				
Interview	100		0		0
TOTAL POINTS	1000		0		0
			0%		0%
Other					
Design-Build Agreement Modifications & Exceptions					
Substitution Request Form	Y/N				
Non-Collusion Affidavit	Y/N				
RFP Certifications	Y/N				

RFP Scoring Criteria: “Best Value” (out of 1000 points)

- **Price Proposal: Lowest Bid** (300 points)
- **Technical Expertise** (100 points): Experience of the DBE & Architect project managers, project organization chart, ability & plans to meet schedule, and how they will work with stakeholders including LCPS & City Planning & Permitting
- **Design Excellence** (300 points): Understanding of surrounding context & existing design; efficiency & sustainability of design, and ability of design to integrate with existing facilities
- **Acceptable Safety Record** (10)
- **Termination/Claims History** (60)
- **Small/Local Business/Minority-Owned Business Participation & DEI Efforts** (50)
- **Interview** (100)



Lodestar-Lighthouse RFP for DBE: Scoring Matrix

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Acceptable Safety Record	10				
Additional Requirements	110				
Termination/Claims/Litigation History	60				
Small Business/Local Business Participation, DEI Efforts	50				
Interview	100		0		0
TOTAL POINTS	1000		0		0
			0%		0%
Other					
Design-Build Agreement Modifications & Exceptions					
Substitution Request Form	Y/N				
Non-Collusion Affidavit	Y/N				
RFP Certifications	Y/N				

LCPS Capital Improvement Project Budget & Funding Considerations

- **Total Bond Funds Secured: \$3MM**
- **Already Allocated Bond Funds: \$234K**
 - \$100K-PCSD Project Management Contract
 - \$134K-PA Systems Safety Project
- **Remaining Bond Funds: ~\$2.76MM**
- **PCSD Initial Estimates for Project: \$2.5-3.7MM**
 - **All Building Work + Contingencies: \$2.5-2.7MM**
 - **Add-Alt Field/Site Work: \$.5-1MM**
- LCPS Staff will only recommend to LLC proposals where the pricing proposal comes in at or lower than the PCSD estimate and where the firm is able to provide evidence that they regularly bring projects in on/near-budget
- Depending on the proposal and the projected cost of add-alt fieldwork, LCPS staff recommends Development fundraiser for this cost
 - HY Architects has submitted a proposal to develop renderings for \$2700 to be used in capital campaign
- Should excess funds remain at end of project staff will recommend other projects/use of funds



Based on submitted proposals does either proposal meet these budget considerations and merit a recommendation to the Board? YES!

Proposal Final Scoring: Updated after 10/2/23

- **1st: Bjork Construction & LCA Architects: 950**
 - Total price w/Add Alt: \$2,799,987.85
- **2nd: NV General Contractors & SVA Architects: 750**
 - Total price w/Add Alt: \$2,913,795.25

On 10/2/23 staff will share the completed scoring matrix, both proposals and final recommendation to the LLC Board to review prior to 10/4/23



Lodestar-Lighthouse RFP for DBE: Scoring Matrix

	Points	Bjork-LCA	Points	NS-SVA	Point
A Cover Letter Information					
1 Identification of Bidder	Y/N				
2 Acknowledgement of Addenda	Y/N				
3 Legal Structure of Company	Y/N				
4 Contact Person	Y/N				
5 Proposal shall remain valid for a period of not less than 90 days	Y/N				
6 SOQ identified design-build team members continue to be on the RFP submission	Y/N				
B Price Proposal (Lowest 300, 2nd Lowest 270, 3rd Lowest 240)	300		300		270
1 Fee	100				
2 General Conditions	100				
3 Design Costs	100				
C Technical Expertise	180				
1 Organization Chart	30		30		20
2 Design-Build Project Manager Resume	40		30		15
3 Architect Project Manager Resume	40		35		30
4 Schedule	40		40		25
5 Stakeholder Involvement	30		30		20
D Design Excellence (Lowest 300, 2nd Lowest 270, 3rd Lowest 240)	300				
1 Contextual Compatibility	100		90		80
2 Efficiency + Sustainability	100		90		80
3 Transitional Experience	100		95		80
E Acceptable Safety Record	10		10		0
F Additional Requirements	110				
Termination/Claims/Litigation History	60		60		60
Small Business/Local Business Participation, DEI Efforts	50		50		10
G Interview	100		90		60
TOTAL POINTS	1000		950		750
			95%		75%

Other

Design-Build Agreement Modifications & Exceptions			
Substitution Request Form	Y/N	N	N
Non-Collusion Affidavit	Y/N	Y	Y
RFP Certifications	Y/N	Y	Y

LCPS Staff's Recommendation to the LLC Board and Request for Vote of Approval



RFP Design Build Contract Award Recommendation



- **Selection Process Used: (see previous slides)**
 - LCPS staff with consultation from PCSD and AALRR and YMC issued a publicly noticed Request for Proposals following the process outlined in the timeline
 - 2 DBE teams submitted proposals for consideration (listed alphabetically):
 - Bjork Construction Company & LCA Architects Inc.
 - NS General Contractors & SVA Architects, Inc.
 - LCPS staff in consultation with PCSD utilized the [scoring and interview process](#) to evaluate the proposals and bring a recommendation to the Board to award
- **Final Evaluation of DBE Proposals: Bjork/LCA Ranked 1st, NS/SVA Ranked 2nd**
 - **Cost:** Bjork's proposal including the add alternate (LS Field) came in lower than NS (though NS priced the add-alt significantly higher)
 - **Scoring Criteria:** Bjork scored a total of 950 points versus NS at 750
 - **Rationale:** Besides being slightly lower in price, Bjork demonstrated throughout their proposal and interview that they have more experience working with charter schools on similar projects, better understood and gave confidence in ability to bring project in on time and on budget and have identified a dedicated Project Manager and team, and they presented much stronger evidence of their DEI efforts (they are women-owned and minority-owned businesses and prioritize this with their subcontractors as well and have a 10+ year DEI training and mentorship program)

Staff Recommendation: Award the contract for the Lighthouse-Lodestar Tenant Improvements Project to Bjork Construction Company & LCA Architects Inc. in the amount not to exceed of \$2,799,987.85 including contingencies, and authorize Rich Harrison, CEO, to negotiate and execute the final contract. Staff will return to the LLC Board on Dec. 6, 2023 to ratify the executed contract.

**Formal Procurement Project
Targeting Construction
Completion in Summer 2024-
Sept. 6, 2023 Board Update**

Lighthouse High School, Lodestar
Elementary & Lodestar Middle School
Tenant Improvement Project



Formal Procurement Project Summer 2024 Timeline

- **Status: On track for October 4th LLC Board RFP contract award**
 - [RFQ](#) for architect pool resulted in 4 architectural firms submitting & being pre-qualified on 7/31/23
 - [RFQ](#) to for design-build firms resulted in 3 submissions on 8/29/23 and 2 DBE-architectural firm teams being pre-qualified to submit proposals in response to the RFP
 - [RPF](#) has been posted on website in compliance with 30 day public notice requirement: 8/31-9/29/23
 - PCSD has provided project management consulting services throughout to get to this point
 - RFP was drafted by AALRR and vetted by YMC; YMC provided draft contract for exhibits and additional legal advice to ensure the RFP adhered to the LCPS Federal Procurement Policy adopted by the Board last year to meet bond covenant requirements for using federally backed funds.
 - Architectural scoping documents were created by HY Architects whom we retained as the front-end architect and who will continue to provide consulting services during the RFP and design phases of the process through permitting—*note that these consultation services are being paid out of operational consulting funds not bond funds and do not exceed the \$50K threshold*
 - We expect both pre-qualified teams to submit, review and be interviewed before October 4th Board meeting so that the full evaluation process can be completed and shared with the Board for their review prior to approval
- **Next Steps: Complete RFP process and evaluate submissions with PCSD once received to bring a recommendation to the LLC Boards for contract award at the October 4th meeting**

Formal Procurement Project Budget Update

- **Budget Status: Primary classroom projects within budget; turf field likely out of budget so seeking alternative funding and listing as “add alt” in the RFP**
 - As previously shared since PCSD initial scope suggested that the Lodestar turf-field would exceed current bond fund budget (by between \$600K-\$1M) and we determined that entering into additional debt to pay for this was not a fiscally responsible solution
 - Therefore are working with our development department on fundraising for this—the architect is working on renderings and development has a target list of foundations & individuals who we are hopeful we can secure funding from for this part of the project
 - Due to this and to ensure we are not overcommitting beyond our secured capital funds within the RFP, the turf field part of the project is able to be listed as an “add alt” in the RFP to allow this project to be separated or removed if funding is not secured or is secured on a different timeline
 - The classroom improvement projects which will build 2 new classrooms and offices at Lodestar Middle School, 1 new classroom and offices at Lodestar elementary, and 1 new classroom at Lodestar High School are in budget and include the HVAC improvements needed as well.
- **Projected Fiscal Impact: \$2.5-2.7M** of Cap Improvement Funds (up to \$3.6M incld. turf)
- **Remaining Funds: \$2.76M** in Cap Improvement Funds for remaining projects

Formal Procurement Project Summer 2024 Final Scope

- **Scoping Progress Drawings can be found [here](#)**
- **Lodestar:**
 - **Building 1:**
 - Convert large open space east of administration into a classroom, office and staff lounge spaces. If allowed by code, eliminate an exterior doorway at corner office.
 - Convert one large space up against exterior 105th Ave. wall into two separate classrooms spaces. Include new HVAC to serve those spaces.
 - **Building 2:**
 - Add one new classroom in the central space.
 - Convert two long classrooms into three.
 - If allowed by code, eliminate an exterior doorway connecting to 105th Ave.
 - Add a conference and counseling room.
 - Replace HVAC serving the administration area on west side of building.
 - **Sitework:**
 - Upgrade grass field and running track to synthetic turf with an AC track.
 - Expand trash dumpster area to enclose more dumpsters.
- **Lighthouse:**
 - Incorporate a new 665 +/- SF classroom in the north wing interior Lobby area.
 - Replace the accordion door in the Multi-Purpose area with a solid partition. (A link to site specific resource documents is provided in Section 08.) Existing as-built drawings were provided in the RFQ.



Small Procurement Project Targeting Completion by October 2023

Sept 6. 2023 Board Update

Lighthouse and Lodestar PA Systems
Projects



Other Cap-Funded Project: LCPS PA Systems

- **Small Procurement Project for Summer 2023: LCPS PA Systems Projects #001-23 and #002-23**
 - **Status: In Progress, slightly behind original timeline**
 - All maps and schedules have been finalized and team has had initial software set up calls and nearly all items have been procured to complete the installation.
 - Project is scheduled to be completed by end of September/early October and fully operational in October, which is slightly later than originally planned due to previously messaged supply chain/delivery delays
 - **Next Steps:** Cabling is being completed and we are scheduling the final installation work and staff demos and training for all staff who will be administering the system
 - **Budget Status: On track**
 - \$40,869.83 out of \$138K budgeted has been spent so far (mainly the cost of the speakers and a smaller percentage of labor related to planning)



Updates and Slides from Previous Meetings



High Level Updates & Next Steps 7/19:

- **Small Procurement Project for Summer 2023: LCPS PA Systems Projects #001-23 and #002-23**
 - **Status:** Project will be completed in late August/early September slightly later than originally planned due to supply chain/delivery delays
- **Large Formal Procurement Project Summer 2024 Multi-Site Construction:**
 - **Status: On track for October LLC Board RFP contract award**
 - PCSD & Frontline Architect Firm (HY Architects) have been retained and are completing initial scoping documents to develop final RFP
 - [RFQ](#) has been posted to build an architect pool (written & vetted by AALRR legal)
 - RFQ to build design-build firm pool will follow and then RFP will be approved in August
 - PCSD initial scope suggests that the Lodestar turf-field part of the project would exceed current bond fund budget (by between \$600K-\$1M—so we are exploring whether to seek additional bond funds with Board approval or alternative ways to fund this important part of the project—it is being put as an “add alt” to the RFP to allow this project to be separated or removed if funding is not secured or is secured on a different timeline)
 - **Fiscal Impact: \$2.75M** of Cap Improvement Funds up to \$3.6M incld. turf
- **Remaining Funds: \$2.76M** in Cap Improvement Funds for remaining projects



High Level Updates & Next Steps 5/10:



- **Small Procurement Project for Summer 2023: LCPS PA Systems Projects #001-23 and #002-23**
 - **Status & LCC Board Action Needed:** Have completed small procurement process vendor selection and are seeking LLC Board approval of lowest responsible and responsive vendor (AMS)
 - **Fiscal Impact: \$138,205.23** of Cap Improvement Funds
- **Selection of a Project Management Consultant for Larger Formal Procurement Project Targeting Summer 2024 Multi-Site Construction:**
 - **Status & LCC Board Action Needed:** Have completed solicitation of competing project management consultant proposals and are seeking LLC Board approval to award consulting contract to PCSD
 - **Fiscal Impact: \$100,000** of Cap Improvement Funds
- **Remaining Funds: \$2.76M** in Cap Improvement Funds for remaining projects



Small Procurement Project for Summer 2023



- **LCPS PA Systems Projects #001-23 and #002-23**
 - **Small Procurement Process Steps Taken:**
 - Sent Notice of Technical Specifications on 3/31/23 to list of potential vendors and extended deadline to submit through 4/15/23.
 - Solicited responsive and responsible quotes from over 10 vendors (see chart)
 - Received 2 sets of vendor quotes that met requirements and a 3rd that did not
 - AMS Max Quote came in at \$138,205.23 vs. Washega Max Quote at \$218,675.27
 - **Project Updates:**
 - Solicited Min (only outside areas/hallways)/Max (all classrooms in add.) Quotes from all vendors and are able to install PA system into all classrooms at below the top end of our budget estimate (\$160K max) so recommend approval of AMS Max Quote to provide greatest safety response and functionality/use of system into future
 - **Project Status:** On Track for Summer 2023 completion (pending vote)

Staff Recommendation: The LCPS LLC Board should move to approve the AMS Max vendor quote for LCPS PA Systems Projects #001-23 and #002-23 as the lowest responsive and responsible vendor per LCPS Procurement Policy.

Project Management Consultant Selection



- **Selection Process Used:**

- Reached out to three project management/building consulting firms who were recommended to us to discuss our capital improvement projects and solicit consulting contract proposals
- 2 firms submitted proposals:
 - PCSD and Hattin Construction Management firm submitted proposals to provide project management consulting services from development of RFQ/RFP through construction phases

- **Evaluation of Consulting Contract Proposals:**

- **Cost:** PSCD's proposal was less expensive (\$100,000) compared to Hattin (\$150,400) for similar services
- **Ability to Support All Project Phases:**
 - PSCD has a track record with us and other charters and seemed best positioned to support not just the design/build phase but the RFQ/RFP development phase of the project
 - Hattin has worked primarily with larger public school districts who don't require support with RFQ/RFP development so this was a concern. Could be a future partner on the design/build stages of projects/
- **Previous Charter Construction Experience:** PSCD only works with charters and we have an existing relationship; Hattin has worked primarily with larger, public school districts and no previous charter experience.

Staff Recommendation: The LCPS LLC Board should move to approve and award the Project Management Agreement between Lighthouse Community Public Schools & Pacific Charter School Development Inc dated April 6, 2023.

3/29/23 Updates & Key Learnings:

- **Small Procurement Method Projects:**

- Confirmed with legal counsel that public contract code does not apply to our projects and have the all-clear to proceed with Small Procurement Method projects for Summer 2023
- **Next steps:**
 - Finalized technical specs and soliciting quotes over the next 2 weeks to bring back to Board in April for PA project contract award
 - Verifying whether lighting for field can be installed without disturbing the cap before greenlighting that project (option to bundle this with the turf and other projects that will be part of the RFP)

- **Securing a Consultant to Project Manage RFQ/RFP Process:**

- Met with OUSD's Director of Facilities and got two additional possible project management consultants & Followed up with PCSD to request a draft proposal/quote
 - **Next steps:** Soliciting consulting proposals from all three (including PCSD) to bring to Board to award selected consultant for approval in April for a consultant to support RFQ/RFP development and process



3/1/23 High Level Updates & Key Learnings

- Met with PCSD since we last met for advisement and conducted additional planning and research
- Need legal counsel to review our policies and whether public contract code will apply to our projects as this would impose additional constraints—got 2 recommendations for facilities legal advice
 - If public contract code doesn't apply, we can use small procurement method for projects under \$250K
 - If it does apply, we will have to use charter authorizer's requirements & vendor list
- Would only be able to complete small procurement projects this summer (pending Board greenlighting) so turf project, which is above the threshold and requires RFP/IFB, needs to be pushed back
- Strong recommendation to bundle the larger projects (all classroom construction and turf) into a single RFP (see slide 5 for rationale)
- Strong recommendation to engage a project management consultant this spring



Updates to Proposed Facility Improvement Projects Rationale & Timeline: Summer 2023

Item	Description / Rationale	Estimated Costs
Projects Summer of 2023-All Anticipated to Meet the Small Purchase Method Threshold & Do Not Require Extensive Permitting Community Input: Projects Address Identified Safety and Usability Concerns Raised by Staff and Admin at Both Sites		
Project 1: PA System and Public Safety Intercom Units at Lighthouse (1a) and Lodestar (1b)	Currently, the buildings do not have PA / Safety Systems; given the increase in safety and facility needs, this is a needed investment and has been requested by staff and administrators at both sites via our Staff Survey and as part of Emergency Team drill debriefs and feedback.	\$80,000-100,000
Project 2: Outdoor Lighting at Lodestar	Install outdoor lighting at/around Lodestar's field allowing for safer use of the field and facility for late afternoon and evening events, sports practices and games	\$20,000-40,000

Updates to Our Plans Based on Input from PCSD and Further Research:

- **Recommend Greenlighting Smaller Scope Projects Only for Summer 2023:** Pending review with legal counsel that public contract code will not apply to our bond financed projects and procurement process, only 2 of our projects are feasible to move forward this summer using the small purchase method outlined in our policies (Note: if public contract code does apply, no projects are on track for Summer 2023)
- **Impacts to Timeline & Considerations for Greenlighting:** To be on track for end of summer project completion, Board would need to greenlight staff in the upcoming Board meeting to develop technical specifications and request quotes to bring for contract approval in April or call special Board meeting in May.
 - **Pros to Greenlighting:** Start to use bond funds to make needed facilities safety improvements for relatively small amounts of bond funds and get project management experience related to Bond Financed projects under our belts
 - **Cons to Greenlighting:** Use of funds for smaller projects may hamper us if larger projects go over budget; May detract focus from the more complex RFP development for larger projects. Board may feel rushed to award contracts



Updates to Proposed Facility Improvement Projects Rationale & Timeline For Summer 2024 & Beyond

Item	Description / Rationale	Estimated Costs
<p>Projects for Summer 2024 (and 2025 if needed): Require Use of Formal Purchase Methods (RFP or IFB) and More Extensive Permitting so recommend lumping all 4 projects into a single RFP that would attract larger firms with more experience and streamline project management on staff side</p> <p>Community Input: Staff and students/families have identified lack of classroom space in these three buildings. Field usage/availability, and HVAC deficiencies as areas for improvement in recent surveying</p>		
<p>Project 3: Turf Field at Lodestar</p>	<p>Replace grass field (currently very challenging to use and maintain as it is mainly dirt) at Lodestar with turf field;</p> <ul style="list-style-type: none"> • Need a viable PE class space K-8; • Ability to conduct sports practices (soccer, flag football) 6-12 • Current field usage is minimal due to state of repair and the original grass has died in many places and dirt has eroded leading to holes and trip hazards • Turf will be easier to maintain and decrease water usage 	<p>\$400,000</p>
<p>Project 4: Lodestar Elementary: Additional Classrooms and HVAC Update at Lodestar Campus</p>	<p>Add 1 additional classroom and Office/Conference space in open space at Lodestar.</p> <ul style="list-style-type: none"> • 2 classroom spaces do not have an HVAC path. • Previously, a Making Arts Design class was taught in a space not designed for instruction and currently all elective teachers do not have dedicated classrooms or a classroom for prep • The elementary building does not have any offices / conference spaces 	<p>\$560,000 (per H-Y Architects comparisons) \$200,000 HVAC</p>
<p>Project 5: Lodestar Middle School: Classroom sizing updates and HVAC Update at Lodestar Campus</p>	<p>Renovate existing spaces to maximize usage as instructional spaces.</p> <ul style="list-style-type: none"> • We run a 9 section middle school (3 cohorts per grade) • We have 7 classrooms (two that are oversized), and 2 classrooms that don't meet our sq ft requirements and excessively large open space. • A few spaces (offices/conference rooms/classrooms) do not have HVAC path/access in old admin building 	<p>\$900,000 (per H-Y Architects comparisons) \$200,000 HVAC</p>
<p>Project 6: Lighthouse HS Additional Classroom at Lighthouse Campus</p>	<p>Additional Classroom (1) at Lighthouse Campus</p> <ul style="list-style-type: none"> • We run a 12 section HS (3 cohorts per grade) and use our “think tank” as a classroom space • Given our increase in offering Dual Credit and ELD sections, school would benefit from 1 classroom 	<p>\$560,000 (per H-Y Architects)</p>

Total Prioritized Projects

\$3,000,000

Updates to Our Plans Cont'd

- **Recommend Bundling Larger Projects:** After a lengthy consultation with PCSD, they strongly recommended we consider lumping together the 4 larger construction and turf projects into a single larger project structured as a single design-to-build RFP
 - **Advantages to bundling:**
 - Likelihood of attracting larger, more qualified firms to bid
 - Reduces complexity and time needed for LCPS staff to project manage multiple projects at once and ensures a general contractor will take on more of the project management responsibilities
 - Allows us to separately contract with a front end architect to develop technical specifications while having a design-build firm separately bid on the work, creating more oversight of work over the course of the project
 - If develop as a design-build RFP would allow us to use more than lowest bid to determine contract award
 - **Disadvantages to bundling:**
 - May cost more due to GC fees/cut but this is likely outweighed by the staff time costs needed to perform the role of GC with multiple subcontractors
- **Impacts to Timeline:** Recommend that we engage legal counsel and possibly PCSD to support development of an RFQ to RFP process which would give further ability to solicit bids from qualified vendors and reduce the total number of bids we ultimately have to review. **Ideally want to be able to award contract by October 2023 to be on track for construction to commence in late spring/summer of 2024:**
 - Expect to take ~6-8 months all in to get to contract awarding: from now until October to develop and put out RFQ, secure front end architect to develop schematics and specifications for RFP, select 3-4 contractors from RFQ process to bid for RFP, put out RFP and then evaluate proposals and Board award contract
 - Need ~4-6 months to secure permits for this scope of projects but could take 6-12 months to secure materials to commence work



Summer 2023 Project 1: PA Project Proposal Specifications

Project Scope & Specifications	Install PA/intercom system totaling 17 indoor and 8 outdoor speakers & cabling for 28 camera drops and 25 speaker mounts and intercom software to run PA at both sites
Estimated Time to Completion	1-2 months upon commencement of work
Estimated Cost Range	\$80,000-100,000 for both sites under single vendor
Procurement Method (per policy)	Small Purchase Method (Min. of 2 responsible & responsive quotes in writing under the small purchase threshold of \$250K)
Proposed Project Manager(s)	Belen Orozco (Implementation) & Manisha Patel (Technical Specifications)
Next Steps	<ul style="list-style-type: none">-Verify that public contract code will not apply to our policies-Establish final technical specifications sheet to provide to potential vendors and secure a minimum of 2 responsive and responsible written quotes to review and bring to Board at April meeting to award contract to lowest responsible and responsive quote




Summer 2023 Project 2: Lodestar Outdoor Lighting Project Proposal Specifications

Project Scope & Specifications	Installation of outdoor lighting around the field area and elsewhere on Lodestar's campus.
Estimated Time to Completion	1-2 months if done during time when school is not in session
Estimated Cost Range	\$20,000-40,000
Procurement Method (per policy)	Small Purchase Method (Min. of 2 responsible & responsive quotes in writing under the small purchase threshold of \$250K)
Proposed Project Managers	Belen Orozco (Implementation) & Manisha Patel (Technical Specifications)
Next Steps	<ul style="list-style-type: none">-Verify that public contract code won't apply and that no permitting is required for outdoor lighting installation (likely not but need to verify)-Establish final technical specifications sheet to provide to potential vendors and secure a minimum of 2 responsive and responsible written quotes to review and bring to Board at April meeting to award contract to lowest responsible and responsive quote



Proposed Projects for Summer 2023 Next Steps & Timeline

<p>February-March 2023</p>	<ul style="list-style-type: none"> • Verify if public contract code will apply to our bond financed projects • Conduct preliminary research on vendors, costs, specifications • Finalize technical specifications & request responsible & responsive quotes from multiple vendors for each project
<p>April 1-12, 2023</p>	<p>Review quotes to identify lowest responsible & responsive to bring to Board</p>
<p>April 12, 2023</p>	<p>Board awards contract to lowest responsible & responsive vendors for each project</p>
<p>April-May 2023</p>	<p>Work with vendors to complete planning, procurement of materials, and finalize project timelines to ensure we will meet start of school deadlines for completion of work</p>
<p>June-July 2023</p>	<p>Commence & oversee work on all three projects ensuring all projects are completed (or nearly complete) before start of school (with turf highest priority)</p>
<p>Mitigation Plans if Any Projects Not Complete Before Start of School</p> 	<ul style="list-style-type: none"> • Complete installation of cabling and intercoms (Project 1), lighting (Project 2) on a series of weekends in August/September after school starts (prioritize turf completion as it would have highest potential impact on staff parking lot) • Consider different vendors for each site for PA project (to save time if needed)

Next Steps for Summer 2024 Proposed Construction Projects

Spring 2023	Select & work with legal counsel and project management consultant to draft RFQ and RFP process & timelines for the larger bundled project and secure a front line architect
June 2023	Board approve RFQ in order to open bidding window
August 2023	Close bidding window for RFQ, review qualifications, and Board approves 3-4 design-build contractors to submit bids for RFP; Simultaneously Board approves RFP to be formally opened
August-October 2023 Board meeting	RFP window opens then close and consider bids, bring to Board proposed awardee for approval in October Board meeting
October-April 2024	Work with project manager and contractors to complete all planning & permitting
Summer 2024	Commence & complete construction on all projects identified for Summer 2024 (and subsequently for Summer 2025 if needed) ensuring passage of all inspections
Mitigation if Projects Don't Meet Timeline 	<ul style="list-style-type: none">• Scope cost of installing 1 or more temporary portable units while work is being completed including into the fall if needed• Stagger work to summer 2025 and/or only complete on one site at a time

Staff Recommendations to Board

- Staff recommends Board approve staff to engage additional legal counsel to verify the appropriateness of our policies and support the development of a legally sound RFQ/RFP process.
- Staff recommends Board approve staff to finalize technical specifications and solicit vendor quotes using the Small Purchase Method for the two Summer 2023 projects to bring back to the Board in April for contract awarding.
- Staff recommends Board approve staff to bring forward a contract for a project management consultant (PCSD is interested) to support development of RFQ/RFP process and subsequent support to oversee projects to completion



Committee/Board Discussion

- What else should we consider? Do these updates sound appropriate and have Board support for us to move forward in this direction?
- What does the Board need from staff to move forward?
 - **From Governance Committee 2/24/23:**
 - Committee felt they did not need to get into the specifics of the technical specifications but will approve contracts per our policies
 - Per Committee's feedback, staff will work to ensure that we include the prioritization of awarding contracts or subcontracts to women and minority owned local businesses as part of our RFP, RFQ, and small contract method selection processes

