
AGENDA (Revised)

SPECIAL JOINT MEETING OF THE SAN MARCOS UNIFIED SCHOOL DISTRICT GOVERNING BOARD AND SAN MARCOS CITY COUNCIL

THURSDAY, MARCH 29, 2018 AT 6:00 P.M.
SAN MARCOS COMMUNITY CENTER MAIN HALL
3 CIVIC CENTER DRIVE

Cell Phones: As a courtesy to others, please silence your cell phone or pager during the meeting and engage in conversations outside the building.

Americans with Disabilities Act: If you need special assistance to participate in this meeting, please contact the City Clerk at (760) 744-1050, ext. 3100.

Public Comment: Comments are limited to THREE minutes. The City Council is prohibited by state law from taking action on items NOT listed on the Agenda. Speakers are asked to fill out a "Request to Speak" form and hand it to staff.

Agendas: Agenda materials are available for public inspection at the time materials or documents are distributed to the City Council. Agenda related documents can be obtained at the City Clerk Department located on the second floor of City Hall, 1 Civic Center Drive, San Marcos, during normal business hours or visit the City's website at www.san-marcos.net.

CALL TO ORDER

ROLL CALL – SAN MARCOS UNIFIED SCHOOL DISTRICT GOVERNING BOARD

ROLL CALL – SAN MARCOS CITY COUNCIL

INTRODUCTIONS

PUBLIC COMMENT - Speakers are limited to three minutes. Please complete a "Request to Speak" form and provide to staff. Limited to 15 minutes.

PRESENTATIONS

CITY OF SAN MARCOS & SAN MARCOS UNIFIED SCHOOL DISTRICT – STAFF

JOINT DISCUSSION

PUBLIC COMMENT - CONTINUED - Speakers are limited to three minutes. Please complete a "Request to Speak" form and provide to staff.

BOARD & CITY COUNCIL COMMENTARY

ADJOURNMENT

AFFIDAVIT OF POSTING

STATE OF CALIFORNIA)
COUNTY OF SAN DIEGO) ss.
CITY OF SAN MARCOS)

I, Phillip Scollick, City Clerk of the City of San Marcos, hereby certify that I caused the posting of this agenda in the glass display case at the north entrance of City Hall, Community Center Main Hall and on the City's website on Thursday, March 26, 2018, at 3:30 pm.



Phillip Scollick, City Clerk



Joint City-School District Meeting
March 29, 2018

SAN MARCOS
DISCOVER LIFE'S POSSIBILITIES

JOINT MEETING AGENDA

- Welcome and Introductions
- Joint Task Force
- City Update on Development Activity
 - Areas of City/School District Collaboration
 - Historical Population and Housing Growth
 - Dwelling Unit Permits Issued 2011
 - City Housing Production Obligations
 - General Plan Changes Since 2012
- School District Updates
 - Facility Capacity Update
 - Maturation Analysis
 - Capacity Options and Funding
 - Next Steps

Joint Task Force

- ❖ Central Purpose

Collaborate to Understand and Address School Needs and Growth Trends

- ❖ Share data and resources regarding build out of City General Plan

- ❖ Explore Options for Increasing School Capacity

- ❖ Identify Potential Schools Sites

Areas of City/School District Collaboration

City Facilities Shared With School District	School District Facilities Shared with City
Hollandia Park Las Posas Park Las Posas Aquatic Facility Woodland Park Aquatic Facility Connors Park Walnut Grove Park Corky Smith Gym Parking Lot at San Marcos Boulevard and Pacific Parking Lot Near Alvin Dunn Parking at Hollandia Park Parking at Woodland Park Public Works Yard	Woodland Park Middle School Double Peak K-8 San Elijo Middle School San Elijo Elementary School San Marcos Middle School San Marcos High School Mission Hills High School Carillo Elementary School Discovery Elementary School Alvin Dunn Elementary School Joli Ann Leichtag Elementary School Knob Hill Elementary School Twin Oaks Elementary School Richland Elementary School

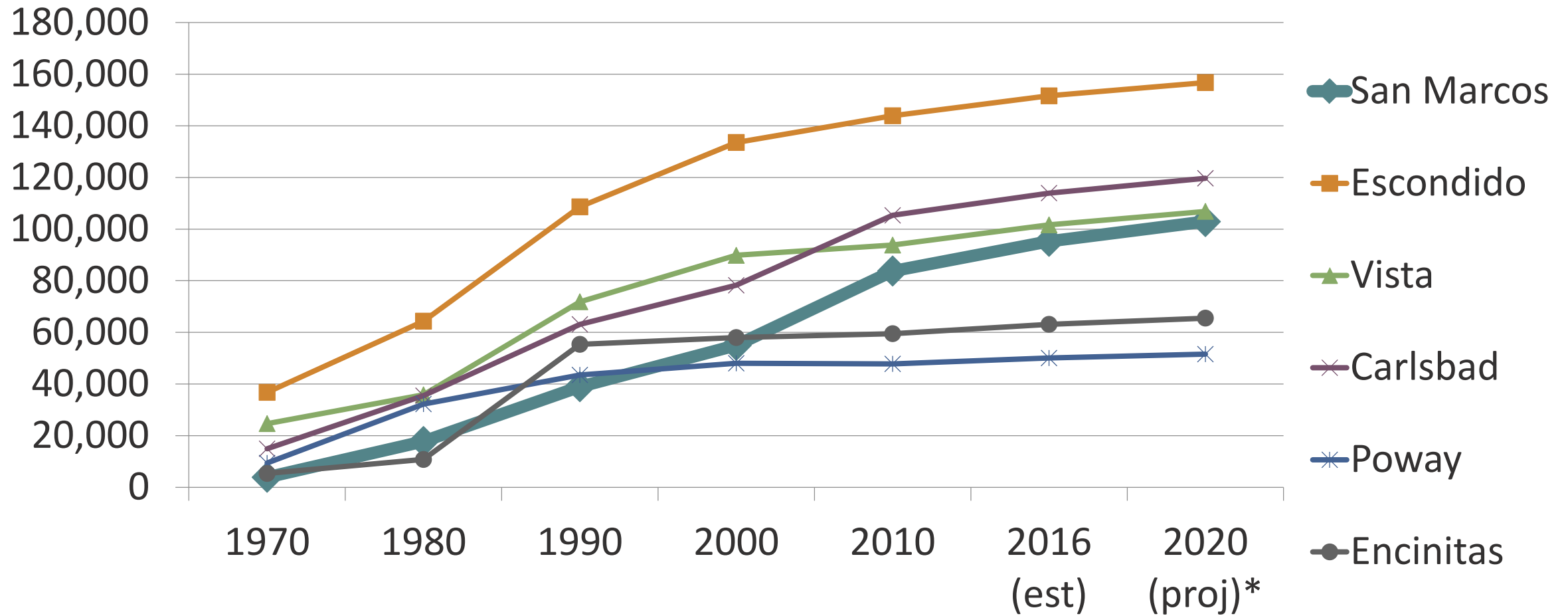
Areas of City/School District Collaboration

- Joint City Council/School Board Meetings
- City Funds Two School Resource Officers (\$187,000 each)
- Fire Department and Law Enforcement:
 - Adopt a School Program
 - Public Education Requests
 - Fire Prevention and Emergency Response Drills
 - Every 15 Minutes with High Schools
 - “Smart Start” class for drivers who park on campus
 - Schools Used as Evacuation Shelters in Emergencies

Areas of City/School District Collaboration, cont.

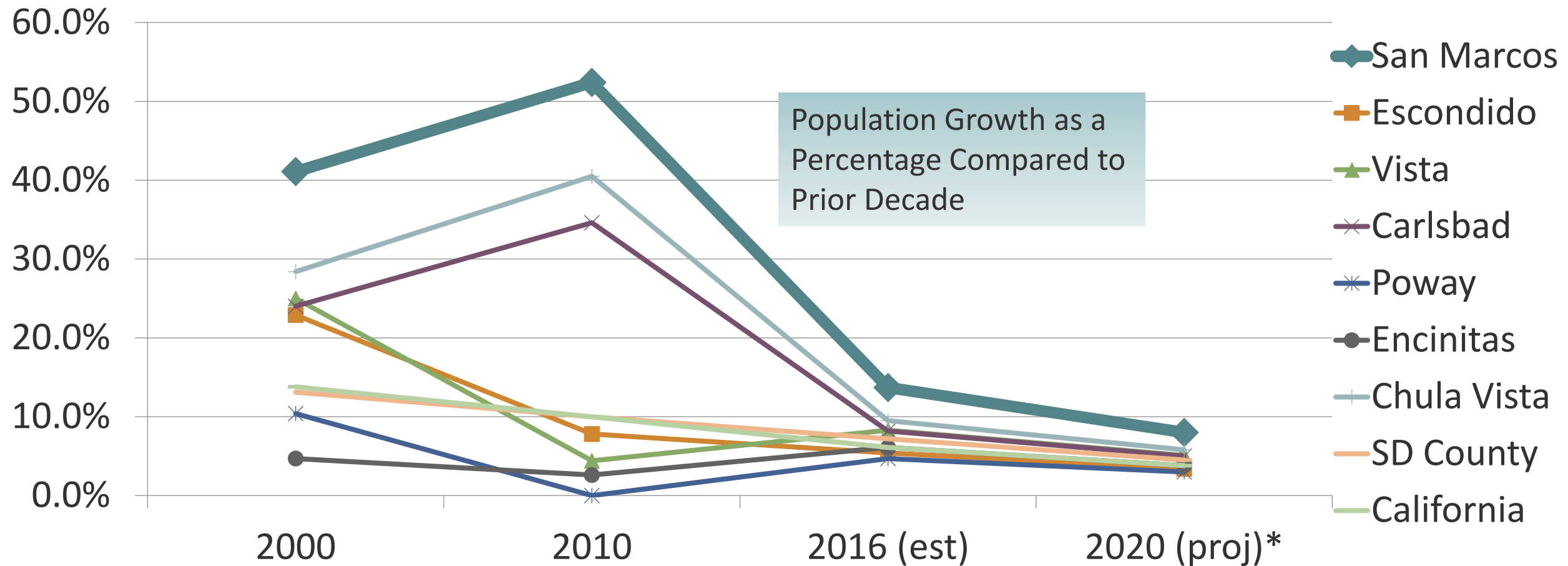
- Have worked together on potential future school sites historically
 - Three party agreement on MU4 Site (District ultimately decided on Double Peak site)
 - Land swap at San Marcos Elementary
 - Land swap at Woodland Park Middle School
 - Inclusion of an identified school site in the University District Specific Plan and General Plan
 - Working with District on potential sites
- Have worked together on financing of school development and refinancing of school and redevelopment debt

Historical Population Growth



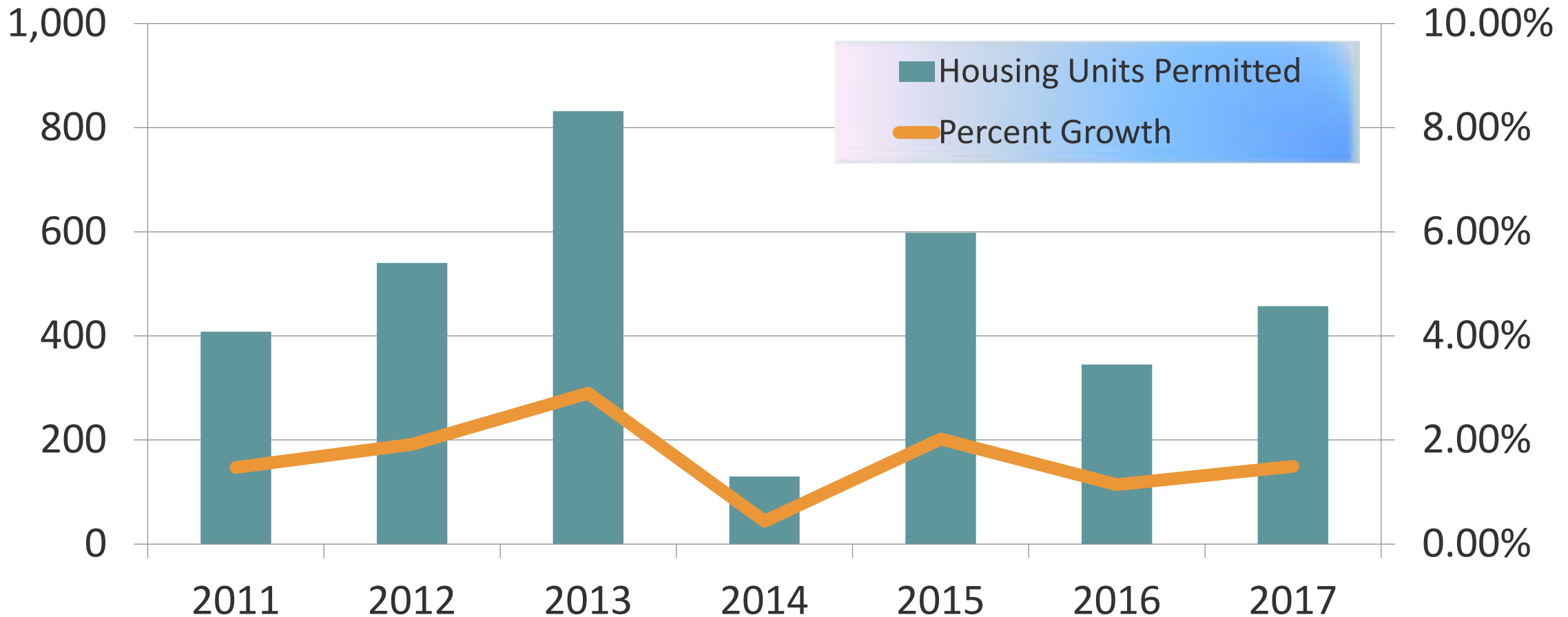
* 2020 Projections based on actual growth rates from 2010 - 2016

Historical Population Growth



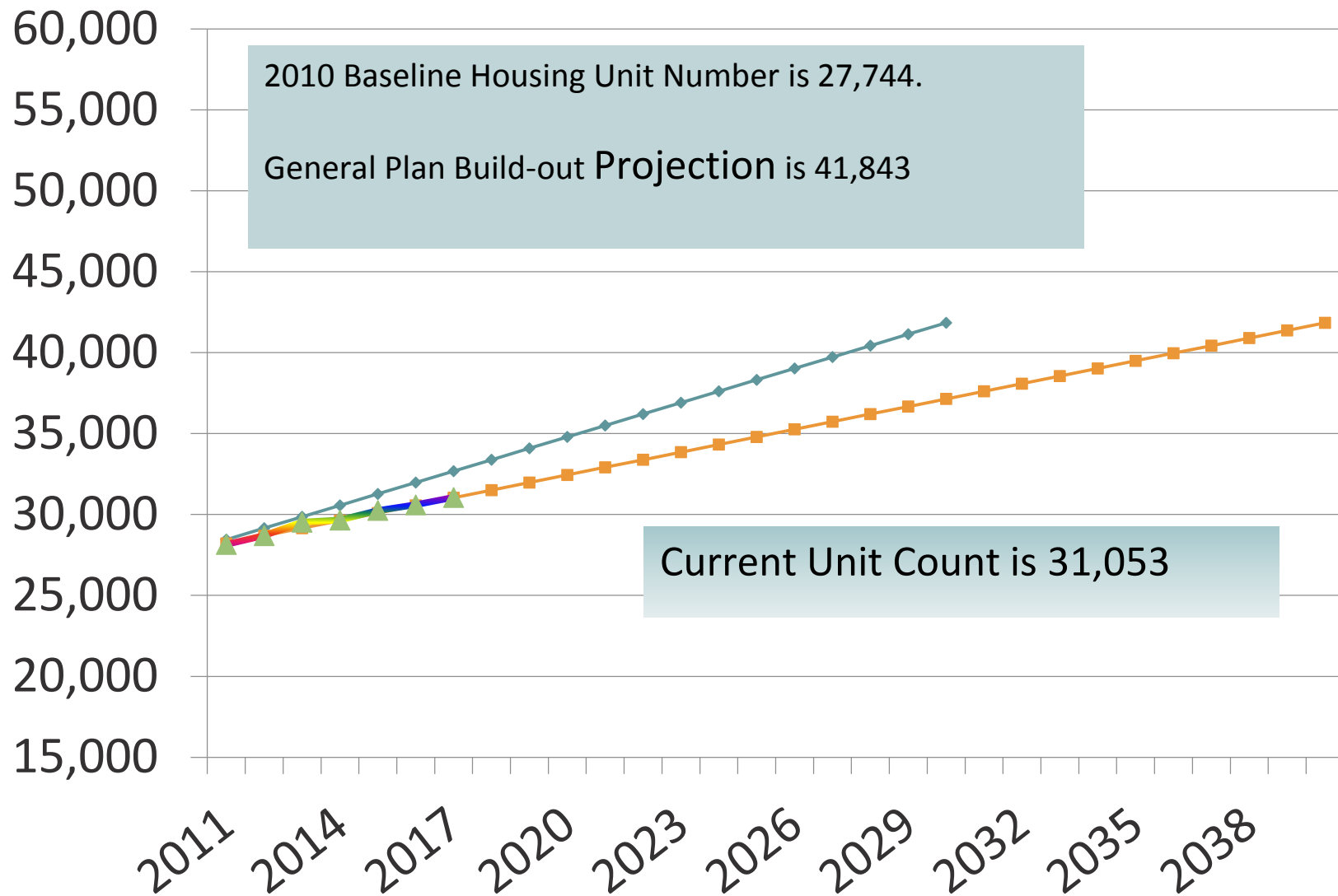
* 2020 Projections based on actual growth rates from 2010 - 2016

Housing Permit Activity



Average Growth Rate over the Period is 1.63%

Housing Permit Activity



Residential Unit Growth. Actual Unit Growth has mirrored a 30 year build out in terms of additional potential housing units included in 2012 General Plan

- GP Housing (20 Year Build-Out - 705 New Units/Year)
- GP Housing (30 Year Build-Out - 470 New Units/Year)
- Total Actual Housing Count

City Housing Production Obligations

- Adoption of a Housing Element
 - City adopted it's required Housing Element on June 25, 2013. The current Housing Element covers the planning period April 30, 2013 through April 30, 2021.
 - California Government Code Section 65400 mandates that all cities and counties submit an annual progress report on the implementation of the Housing Element including how the City is performing related to it's State Regional Housing Need Allocation (RHNA) goals.

City Housing Production Obligations

- RHNA goals are used as a benchmark for compliance for reporting purposes
 - The RHNA is mandated by the State and requires that each city accommodate its fair share of regional housing needs by providing a mix of housing for all economic segments

City Housing Production Obligations

- What is RHNA?
 - Established in 1969
 - Mandated by the State and administered by the California Department of Housing and Community Development (HCD)
 - HCD determines the regional housing needs assessment for each region's municipal planning body, SANDAG in our case
 - SANDAG develops its own determination of regional housing assessment, then coordinates with HCD to arrive a final figure
 - Once HCD and SANDAG agree to that final assessment, SANDAG then works with its cities to allocate that assessment across each municipality.
 - The allocation a city receives then becomes the basis of its required Housing Element and are developed in 9 year planning cycles

City's RHNA Allocation Progress

For the current planning cycle (2010 - 2019), the City was allocated the following:

Income Level	RHNA Allocation	Units Permitted/Produced	Total Remaining
Very Low	1043	218	825
Low	793	225	678
Moderate	734	63	671
Above Moderate (Market)	1613	3189	-1576

Income Level Definitions:

Very Low - 50% of AMI, or lower

Low- 51 – 80% of AMI

Moderate- 81 – 120% of AMI

Above Moderate- Over 120% of AMI

Shortfall of 2,064 Units in the Affordable Categories

Total Net Shortfall of 488 Units

AMI = Area Median Income which was \$79,300 in 2017

City Housing Production Obligations

- Recent State Legislation – Erosion of Local Control
 - At the end of 2017, a number of new laws (15) were enacted by the State legislature regarding the issue of housing and the lack of affordable housing in the State.
 - In several instances, the legislature enacted laws that actually or potentially reduce a City's ability to process certain kinds of residential development. Most were focused on affordable housing and the development of housing near key transportation facilities.

City Housing Production Obligations

- Recent State Legislation – Erosion of Local Control, cont.
 - Additionally, a bill was introduced (AB 1350) that would have fined cities that did not meet at least one third of its RHNA allocation for low and very low housing.

The bill failed to meet the committee deadline last month and will not move forward this year. It does indicate a sense of where at least some members of the legislature want to go to force cities to ramp up housing development.

City Housing Production Obligations

- Prospective State Legislation
 - As of mid March, there were 15 additional housing related legislative bills in process. They focused on:
 - Planning and Zoning, Accessory Dwelling Units, Density Bonuses, Relaxed Parking Requirements
 - SB 828 (Weiner) actually would require a local jurisdiction to plan and accommodate 200 percent of the RHNA number and would establish a methodology for the comprehensive assessment of unmet housing need.
 - All of these enacted and proposed bills indicate a quickly growing top-down philosophy at the State to compel cities to generate more housing more quickly. Many of them result in the loss of local control in terms of reviewing proposed projects.

City Housing Production Obligations

- Current State Law

- Government Code Section 65995h provides that should a project pay the required impact fee levied by a school district that such payment is considered “full and complete mitigation of the impacts of any legislative or adjudicative act on the provision of adequate school facilities”.

A city cannot withhold approval of a project based on school capacity concerns if such a payment is made.

General Plan Changes Since 2012

Name of GP Change	Date Change Approved	Status	Location	Change in Housing Units	Running Total of Housing Units
The Marc	1/2014	Complete	Armorlite	62	62
El Dorado II	6/2014	Approved/No Construction	Richmar	76	138
Villa Serena	2/2017	Planned	Richmar	12	150
Mission 316	1/2015	Complete	Mission East	92	242
Corner @ 2 Oaks	2/2017	Under Construction	TOV/78	118	360
Brookfield MU4	1/2018	Approved/Potential Referendum	TOV/Double Peak	220	580
Fenton/Discovery South	3/2018	Approved/No Construction	Discovery/UD	220	800
San Marcos Highlands	12/2016	Approved/No Construction	Las Posas	-41	759
Mission Grove	7/2014	Complete	Mulberry	-74	685
Richmar Park Site	2/2016	N/A	Richmar	-27	658



SAN MARCOS
DISCOVER LIFE'S POSSIBILITIES

QUESTIONS ?



**Joint Meeting City of San Marcos and San Marcos USD
Facility Capacity, Projections, Options and Funding
March 29, 2018**

Preamble for Facilities Capacity

- It must be recognized and appreciated that a school facility does not have a single capacity. Capacities of a school facility are impacted by both internal and external variables.
- Example of internal variables include:
 - **Loading Factors** (number of students on average in a teaching station);
 - **Education Programs** (music, art, maker spaces, labs, etc.),
 - **Roaming Teachers** (teachers at the middle and high school levels not assigned to a given classroom), and
 - **Installation/Demolition of Relocatables** (also known as portables).

Preamble for Facilities Capacity

- Examples of external variables include:
 - **State Mandates/Requirements** (transitional kindergarten, loading factors, local control accountability plan, etc.)
 - **Local Demographics** (number of students being generated in an area by grade).
- In addition to the variables listed above, the actual design of a school facility can also create challenges when trying to calculate capacity.
 - Example: A school facility may not have the appropriate space for a required pull-out program (resource specialist, intervention, meeting rooms, etc.) because of the era in which the school was designed.

For these reasons, as well as many others, multiple facility capacities were calculated for each of the schools in the District, and all are valid.

Elementary School Level Capacity Analyses

Capacity Analysis

Elementary School Level

- For each school, a capacity was determined based on Education Code, Current Utilization, Education Utilization, and Design Utilization were calculated.
 - **Education Code 17071.25:** Specific calculation (25 students per room) for state funding and developer fees. Basis of the March 2017 presentation.
 - **Current Utilization:** Based on how each classroom is currently used and the District's current loading standards.
 - **Education Utilization:** Recaptures all classrooms not currently being used for educational programs and converts kindergarten rooms to accommodate both morning and afternoon sessions.
 - **Design Utilization:** All classrooms are recaptured to for core instructional programs to produce the absolute maximum capacity. This would result in a change or loss of non-core instructional and support programs.

Summary of Elementary School Level

School	SY 2017/18 Enrollment ^[1]	Current Utilization	Education Utilization	Design Utilization
Alvin Dunn ^[2]	695	731	923	971
Carrillo	981	1,042	1,194	1,242
Discovery	713	731	779	915
Double Peak ^[3]	772	772	852	956
Joli Ann	764	888	888	904
Knob Hill	836	844	988	1,020
La Costa Meadows	878	1,155	1,155	1,227
Paloma	911	956	1,140	1,196
Richland	813	932	1,060	1,140
San Elijo	1,084	1,200	1,360	1,488
San Marcos	791	911	1,095	1,303
Twin Oaks	692	750	814	918
Total	9,930	10,912	12,248	13,280

[1] Includes current SPED preschool students.

[2] Based on current facility and excludes Grade 6 students.

[3] Excludes Grades 6-8 students.

[4] Per Section 17071.25 of the Education Code for Grades K-6

Capacity for State Funding/Alternative Fee Imposition = 7,186 ^[4]



Summary of Elementary School Level

Total Capacity Utilization (SY 2017/2018)



Secondary School Level Capacity Analyses

Capacity Analysis

Secondary School Level

- For each school, a capacity was determined based on Education Code, Current Utilization, Education Utilization, and Design Utilization were calculated.
 - **Education Code 17071.25:** Specific calculation (27 students per room) for state funding and developer fees. Basis of the March 2017 presentation.
 - **Current Utilization:** Based on how each classroom is currently used and the District's current loading standards.
 - **Education Utilization:** All classrooms are used 5 out of 6 periods per day.
 - *Was not calculated at the high school levels because all teachings stations are being used for 6 periods per day.*
 - **Design Utilization:** All classrooms are used for all 6 periods per day.
 - *This would also result in either a change or loss of non-core instructional and support programs.*

Summary of Middle School Level

School	SY 2017/18 Enrollment	Current Utilization	Education Utilization	Design Utilization
Alvin Dunn ^[1]	117	160	160	160
Double Peak ^[2]	376	416	416	416
San Elijo	1,933	1,945	1,896	2,182
San Marcos	1,241	1,551	1,551	1,787
Woodland Park	1,376	1,513	1,540	1,760
Total	5,043	5,585	5,563	6,305

[1] Includes Grade 6 only

[2] Includes Grades 6-8 only

[3] Per Section 17017.25 of the Education Code and for Grades 7&8

Capacity for State Funding/Alternative Fee Imposition = 2,879 ^[3]

Summary of Middle School Level

Total Capacity Utilization (SY 2017/2018)



Summary of High School Level

School	SY 2017/18 Enrollment	Current Utilization	Design Capacity
Mission Hills HS	2,548	2,692	2,930 [2]
San Marcos HS	3,343	3,422	3,659 [2]
Total	5,891	6,114	6,589

[1] Per Section 17017.25 of the Education Code

[2] Maximum design capacity will increase with planned construction projects over the next two school years.

Capacity for State Funding/Alternative Fee Imposition = 6,788 [1]

Summary of High School Level

Total Capacity Utilization (SY 2017/2018)



Student Enrollment Maturation Study

Maturation Study

10 Year Growth Based on Current Planned Development

Projections are based on information collected from developers and municipal planning agencies, as well as an analysis of current students as they progress through grade spans. A total of 9,390 additional units are expected over the next 10 years. Based on current student generation rates and existing student enrollment, this equates to an additional 2,294 students over the same period (excludes Pre-School students but includes continuing and alternative education students).

Projected Enrollment									
Grade	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
TK-12	20,903	21,507	21,956	22,415	22,483	22,766	22,925	22,995	23,204
ES	9,731	9,841	9,800	10,030	9,917	9,977	10,091	10,180	10,382
MS	5,043	5,223	5,323	5,170	5,153	5,186	5,300	5,356	5,306
HS	6,129	6,443	6,833	7,215	7,413	7,603	7,534	7,459	7,516
Units	SFD	41	231	332	269	181	297	259	399
	SFA	143	154	485	618	541	629	580	380
	MF	338	387	288	445	290	339	300	310

Elementary School

Capacity vs. Enrollment (SY 2025/2026)



SY 2017/18



SY 2025/26

Excludes SPED Preschool

Middle School

Capacity vs. Enrollment (SY 2025/2026)



SY 2017/18



SY 2025/26

[1] Peak enrollment during next ten (10) years is 5,323 in SY 2019/2020

High School

Capacity vs. Enrollment (SY 2025/2026)



SY 2017/18



SY 2025/26

Includes continuing & alternative students

Maturation Study

Beyond 10 Years

Since the majority of this land is located on the periphery of the district and on hillsides, the units are assumed be single family detached. Based on a conservative unit density of 2 to 3 units per acre, the 2,200 acres could produce between 4,400 and 6,600 units.

At 400 units per year, 4,400 units (2 units per acre) would be absorbed by the 2036-37 school year, creating a total enrollment of 25,589. The total high school enrollment would be **7,824**.

At 400 units per year, 6,600 units (3 units per acre) would be absorbed by the 2042-43, creating a total enrollment of 26,970. The total high school enrollment would be **8,054**.

It is important to note that these figures assume that the student generation rates stay constant over the entire model.

Maturation Study

Detailed Tables

2 du / acre – 4,400 units @ 400 per year

Projected Enrollment											
Grade	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
K-12	23,170	23,328	23,579	23,830	24,082	24,333	24,584	24,835	25,086	25,338	25,589
ES	10,472	10,731	10,890	11,049	11,208	11,367	11,526	11,685	11,843	12,002	12,161
MS	5,322	5,150	5,200	5,251	5,301	5,352	5,402	5,452	5,503	5,553	5,604
HS	7,376	7,447	7,489	7,531	7,573	7,615	7,656	7,698	7,740	7,782	7,824
SFD	400	400	400	400	400	400	400	400	400	400	400
SFA	0	0	0	0	0	0	0	0	0	0	0
MF	0	0	0	0	0	0	0	0	00	0	0

3 du / acre – 6,600 units @ 400 per year

Projected Enrollment																	
Grade	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	237-38	2038-39	2039-40	2040-41	2041-42	2042-43
K-12	23,170	23,328	23,579	23,830	24,082	24,333	24,584	24,835	25,086	25,338	25,589	25,840	26,091	26,342	26,594	26,845	26,970
ES	10,472	10,731	10,890	11,049	11,208	11,367	11,526	11,685	11,843	12,002	12,161	12,320	12,479	12,638	12,797	12,956	13,035
MS	5,322	5,150	5,200	5,251	5,301	5,352	5,402	5,452	5,503	5,553	5,604	5,654	5,704	5,755	5,805	5,856	5,881
HS	7,376	7,447	7,489	7,531	7,573	7,615	7,656	7,698	7,740	7,782	7,824	7,866	7,908	7,950	7,991	8,033	8,054
SFD	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
SFA	0	0	0	0	0	0	0	0	0	00	0	0	0	0	0	0	0
MF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Elementary School

Capacity vs. Enrollment At Maturation

2 du / acre



3 du / acre



Middle School

Capacity vs. Enrollment At Maturation

2 du / acre



3 du / acre



High School

Capacity vs. Enrollment At Maturation

2 du / acre



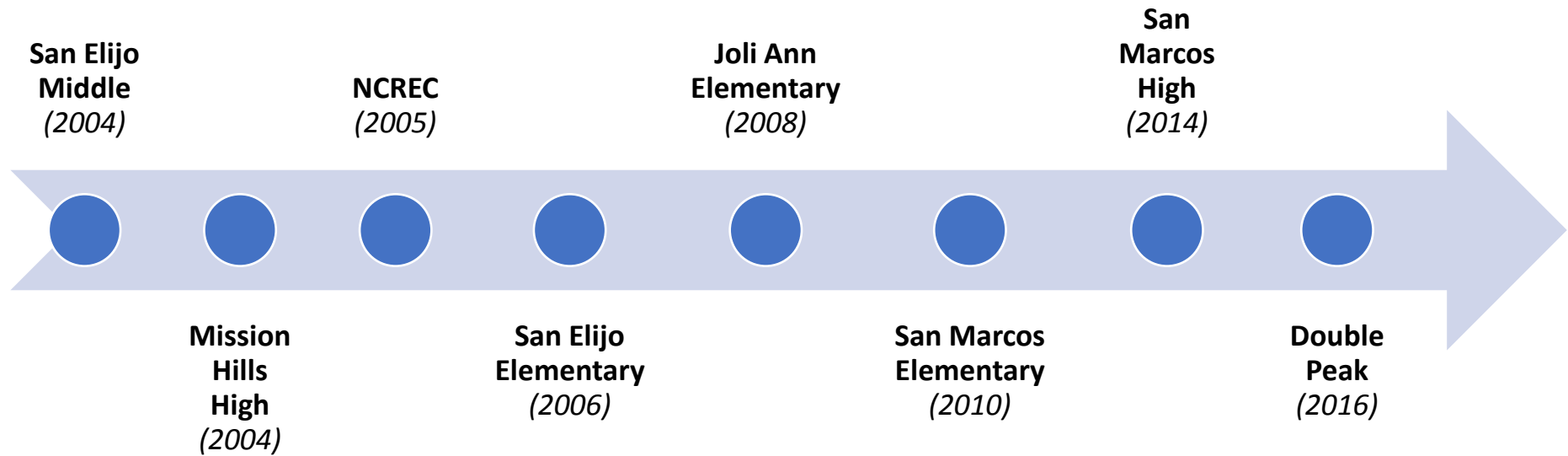
3 du / acre



Options to Increase Capacity

**Instruction + Capacity =
Student Experience**

Past Projects to Increase Capacity



Options to Increase Capacity

- As the communities of San Marcos Unified District continue to grow, the Board and Administration will continue to examine various options to increase student capacity.
- One option currently being implemented is increasing capacity on existing campuses. Some examples include the following:
 - **San Marcos High School** (2017-18 school year) – converted four collaboration rooms into four classrooms.
 - **San Marcos High School** (2018-19 school year) – convert the remaining two collaboration rooms into two additional classrooms.
 - **Mission Hills High School** (2019-20 school year) – add portables to the campus to provide eight additional classrooms.

Options to Increase Capacity

- Some additional options for consideration include, but are not limited to the following:
 - Continue existing school level configurations and increase capacity on campuses.
 - Build new schools
 - Convert elementary schools to TK-6 and convert middle schools to junior high schools (grades 7-8);
 - Convert elementary schools to a Multi-Track Year Round Program;
 - Convert elementary and middle schools to a multi-track year round program.

Options to Increase Capacity

- Each of the options will have various advantages and disadvantages that may impact educational and support programs which should be considered.
- But, regardless of the options, it is clear that the District WILL need an additional high school to house approximately 1,500 – 2,000 students.
- Depending on whether or not the Governing Board and community are willing to pursue Multi-Track Year Round, the District may need at least *one additional elementary school and one additional middle school*.
- Since the District will need at least one additional school facility, it has placed a high priority on locating possible locations.
- The District is working with the City of San Marcos and the development community to actively pursue several viable locations.

**Where does the money
come from for school
construction?**

Proposition K

- In November 2010, taxpayers approved Proposition K which authorized the issuance of up to \$287 million in general obligation bonds.
- Proposition K has funded various completed projects at the following sites.

San Marcos Elementary	Woodland Park Middle	Twin Oaks Elementary
Carrillo Elementary	San Marcos High	San Elijo Elementary
Shade Structures	San Elijo Middle	

- In addition, Proposition K is also funding current facilities projects at
 - San Marcos Middle School
 - Alvin Dunn (La Mirada K-8)
 - La Costa Meadows Elementary
- At this time, it is anticipated that there will be no remaining Prop K funds for a project at Richland Elementary.

Community Facilities Districts

- In lieu of paying developer fees up front, developers sometimes request the District to create Community Facilities Districts (CFD).
- When a CFD is created, a tax is assessed against each parcel in the CFD area. This tax is used to pay off debt, issued by the school district, to construction facilities to increase student capacity resulting from residential development.
- Summary of CFDs in completed development areas.

	CFD #1	CFD #2	CFD #3	CFD#4	CFD #5	CFD #6	Total
Formation	1989/90	1990/91	1996/97	1997/98	1997/98	2004/05	
Termination	2015/16	2015/16	2023/24	2037/38	2032/33	2043/44	

- Total proceeds from these CFDs were **\$85.3 million**.

Community Facilities Districts

- The financial resources received from past CFDs have funded various facility projects in the District, including those at the following schools:
 - Woodland Park Middle
 - Discovery Elementary
 - Joli Ann Elementary
 - Carrillo Elementary
 - Mission Hills High
 - San Elijo Elementary
 - San Elijo Middle
 - San Marcos Middle
 - Twin Oaks High

Community Facilities Districts

- Recently, the Governing Board has created and is anticipated to create several additional CFDs. The following table summarizes what has been created and what is currently anticipated.

	CFD #7	CFD #8	CFD #9	CFD #10	CFD #11	Total
Formation	2016/17	2017/18	Cancelled	2017/18	TBD	
Termination	2059/60	TBD	Cancelled	2060/61	TBD	
Estimated Proceeds ¹	\$5.0 million	TBD ²	Cancelled	\$0.9 million	\$1.6 million	\$7.5 million

¹ Projected based on information currently available. Subject to change.

² Waiting on final information from developer (Brookfield) after rezoning process is completed.

- The Governing Board has issued no debt on any of these CFDs and has not committed any of these anticipated financial resources to any specific facilities projects.

Redevelopment Agencies

- The District is a party to various redevelopment agencies in San Marcos, Vista and Escondido.
- Through these redevelopment agencies, the District has received tax revenues which are committed for District facilities projects.
- Recent projects funded with the financial resources from the redevelopment agencies include the following:
 - San Elijo Elementary
 - San Elijo Middle
 - Double Peak School
 - Alvin Dunn (La Mirada K-8)

Proposition 51

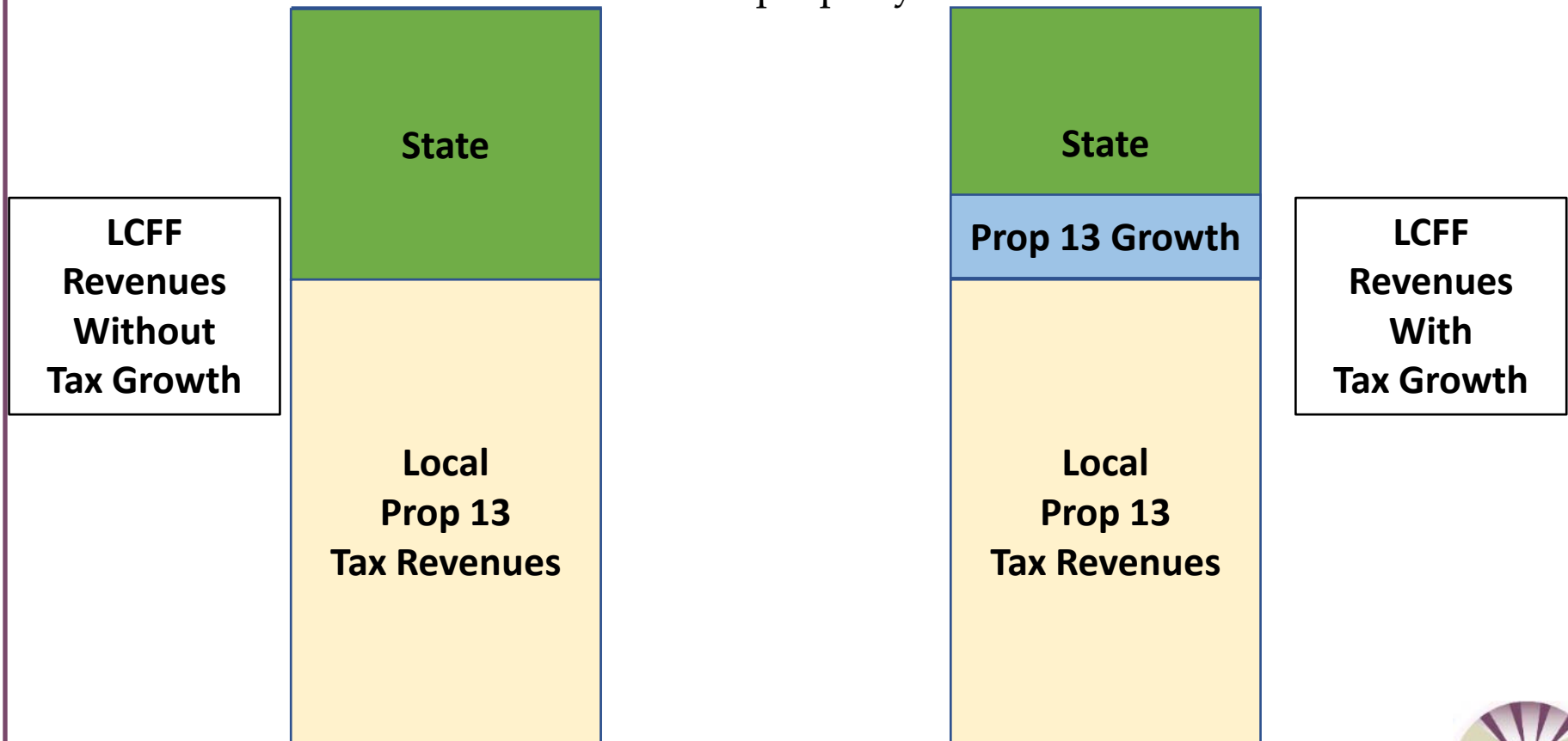
- In November 2016, a statewide ballot measure (Proposition 51) was passed authorizing the State to issue \$9 billion in bonds to fund improvement and construction of facilities in K-12 school and community colleges.
- Following the passage of Proposition 51, the District received **\$35 million** as reimbursement from the State for prior construction projects.
 - Some of this funding has been committed for the current construction project at Alvin Dunn (La Mirada K-8).
- The District has submitted a reimbursement request of **\$33.8 million** for the recently completed Double Peak School.
- The District will seek reimbursements for current construction projects at Alvin Dunn, La Costa Meadows, and San Marcos Middle.
- It is unknown when (or if) the District will receive these reimbursements.

What about the General Fund?

- The District's General Fund is the main operating fund used for day-to-day operations.
- The primary revenue source of the General Fund is the Local Control Funding Formula (LCFF) which provides funding based on the number of students attending the District.
- The primary expense of the General Fund are salaries and benefits for the employees hired by the District for instruction and support programs.
- New residential development **DOES** provide an increase in revenues to the General Fund when it results in an increase in students.

What about the General Fund?

- New residential development **DOES NOT** provide an increase in revenues to the General Fund due to increased property taxes.



Next Steps

- District Administration and Staff will continue to work with the Governing Board and community to explore short-term and long-term solutions by:
 - Working with developers to maximize mitigation;
 - Investigating viable land options and ultimate acquisition (with developers and other governmental agencies);
 - Finalizing and periodically updating the District's Facility Master Plan;
 - Developing a plan of action, including funding solutions.
- We recommend that the City/District Joint Task continue meeting quarterly to review residential development and the impact on the school district capacity.