

# Wissahickon School District Facilities Master Plan



June 12, 2017

# Facilities Master Plan

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# Wissahickon School District Facilities Master Plan *May 2017*



## Introduction

It is imperative for a school district to not only craft a plan to protect and preserve the investment that the community has made in its schools, but to also plan for the future. This Facilities Master Plan is intended to capture both critical pieces of the planning process and to serve as a roadmap for both ongoing and future discussions about the district's facilities and how they mesh with the community's expectations for its schools.

In the pages that follow, we have attempted to gather input from a wide variety of sources, and we purposely included "big picture" frameworks (such as the often subjective building summary pages) along with detailed analyses, where appropriate (such as the various exhibits). We spent a great deal of time meeting with educational leaders from across the district, and created a public comment period for community input as well.

Throughout this process, two essential questions were kept at the forefront of every discussion:

1. Do our buildings meet the needs of 21<sup>st</sup> century learners?
2. What is the typical life of a school building before it needs to be replaced?

The first question is more easily answered, and throughout the individual building pages are observations about strengths and weaknesses of each facility, the latter of which can become candidates for attention in the near future. As to the second question, it is very difficult to generalize and after careful consideration of the age and condition of our schools, this Master Plan does not call for the replacement of any building in the near future. However, as a building's core systems (HVAC, windows, roof, etc.) become in need of major repair/replacement, it can be the case that it is prudent fiscal decision-making to replace the structure rather than put more money into an excessively aging building. While none of our schools are, at this time, near that point, it is a consideration to keep in mind for the next iteration of this report down the road.

# Wissahickon High School

Constructed in 1963  
Addition in 1974, 1999  
Limited Renovation 1999  
Total Square Footage: 314,000 Sq. Ft.  
Total Site Acreage: 77AC  
Steel and Brick/Concrete Frame Construction  
Tri-level structure  
76 Classrooms, averaging 820 Sq. Ft.  
Notable: Natural lighting in 60% of classrooms.  
Durable Terrazzo floors covering 40% of corridors.  
Secure visitors entrance. Building floorplan generally inefficient. Excess parking available.



## Improvements Needed/ Educational Enhancements:

1. Fabrication Lab (Fab-Lab/ Maker Space)
2. Library to a Media Lab/Distance Learning Space
3. Black Box Theater
4. Lower Cafeteria modernization
5. Athletic Task Force Recommendations (see attached)
6. Exterior windows are not energy efficient

## 5 Year Capital Maintenance Plan

### 2017-2018

- Carpet/VCT Replacement - \$250,000

### 2018-2019

- Round Gym Floor Replacement - \$235,000
- Dome Gym Roof Replacement - \$176,000
- Paint Building Interior - \$90,000
- Upgrade ATC System - \$280,000

### 2019-2020

- Partial Roof Replacement - \$5,833,000
- Paint Building Interior - \$90,000

### 2020-2021

- Fire Alarm Replacement - \$520,000

## Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

1. Partial Roof Replacement 1974 wing, 6yrs, \$1.5M
2. HVAC air handling equipment 10yrs, \$5.5M
3. Energy efficiency upgrades. Insulation and Windows. \$1.8M

## Facility “Shortcomings” or Limitations

1. Tri-level building, difficult to navigate during class changes.
2. 1974 wing, classrooms do not have windows
3. Large unproductive library space
4. Two separate food service areas – inefficient and school management limitation
5. Not strong engineering or architectural wise
6. 50+ year old main and branch sewer lines

**Summary:** This is our most challenging building. Architectural plans exist for new construction in phases for several parts of the existing building. These plans would pivot off the new Central Plant located between the Round Gym and new Natatorium.

# Wissahickon Middle School

Constructed in 1974  
Addition in 1991  
Total Square Footage: 182,000 Sq. Ft.  
Total Site Acreage: 41AC  
Brick and Steel Frame Construction: Two Levels  
70 Classrooms averaging 875 Sq. Ft.  
Notable: Secure visitors entrance. Spacious Library. Building floorplan generally efficient.  
Overall lack of classroom natural light



## Improvements Needed/ Educational Enhancements:

1. Needs an Auditorium
2. Lack of close parking
3. Parent drop-off is too close to street causing back-ups onto Houston Road
4. Repurposing of LGI Area, adjacent to cafeteria
5. Flexible Learning spaces
6. Gymnasium #2 bleacher reconfiguration
7. Synthetic Turf Field and track replacement (Athletic Task Force Recommendation)

## 5 Year Capital Maintenance Plan

### 2017-2018

- Upgrade ATC System - \$138,000
- Domestic H/W Generator Replacement - \$170,000

### 2018-2019

- Atrium Skylight Re-glaze - \$130,000
- Roof Replacement - \$3M

### 2019-2020

- Emergency Generator Replacement - \$200,000
- Gym II Locker Replacement - \$160,000
- Main Electrical Switch Gear/Transformer Replacement - \$450,000

### 2021-2022

- Bleachers – Gym I & Gym II - \$80,000

## Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

1. Heating and Cooling plant replacement, approx. 8 years, 1.2M

## Facility "Shortcomings" or Limitations

1. No Auditorium for performances and assemblies
2. Minimal Natural lighting via small windows in exterior classrooms, approximately 35 rooms
3. Cafeteria is built ½ level below front and back of building. With its central location, this creates a challenging floor plan

Summary: This a building that with proper maintenance can provide an appropriate educational setting for the next 20-30 years.

# Blue Bell Elementary

Constructed in 1955  
Addition in 1957,1988  
Total Square Footage: 61,000 Sq. Ft.  
Total Site Acreage: 13.5AC  
Brick and Steel Frame Construction: One Level  
27 Classrooms all greater than 900 Sq. Ft.  
Notable: Natural lighting via windows in all classrooms. Secure visitors entrance. Building floorplan generally efficient. Nice Library space.



## Improvements Needed/ Educational Enhancements:

1. Exterior windows and storefront are not energy efficient
2. Parking for large events is inadequate
3. ADA deficiencies in restrooms & gym stage
4. Gymnasium is small
5. Run/Walk Trail

## 5 Year Capital Maintenance Plan

### 2017-2018

- VCT Floor Tile Replacement - \$120,000
- ATC System Upgrade - \$21,000

### 2018-2019

- Corridor Wall & Floor Tile Replacement - \$80,000

### 2019-20

- Emergency Generator Replacement - \$180,000
- Restroom Renovations - \$234,000

### 2020-2021

- Roof Replacement - \$940,000

## Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

1. Partial Roof Replacement, 10yrs, \$1.2M
2. Heating and Cooling complete system replacement approx. 10yrs, \$3.5M

## Facility "Shortcomings" or Limitations

1. Group spaces (gym, café) are small so future building expansion would be difficult
2. Shady Grove and Blue Bell's close proximity are not ideal for balanced District geographically

**Summary:** This a building that with proper maintenance can provide an appropriate educational setting for the next 10-20 years; however, given the building age, there will be major project costs coming due in approximately 10 years. The District/School Board should consider a complete renovation or replacement of the facility at that time.

# Lower Gwynedd Elementary

Constructed in 1996  
Total Square Footage: 82,000 Sq. Ft.  
Total Site Acreage: 15AC  
Brick and Steel Frame Construction: Two Levels  
33 Classrooms all greater than 900 Sq. Ft.  
Notable: Spacious Inviting Library, Natural lighting via windows in all classrooms, Secure visitors entrance. Building floorplan generally efficient. Nature Center on site.  
Oversized Multi-purpose/gymnasium space.



## Improvements Needed/ Educational Enhancements:

1. Building is close to full capacity, will need to monitor future enrollment

## 5 Year Capital Maintenance Plan

### 2017-2018

- ATC System Upgrade - \$46,000

### 2018-2019

- Oil Storage Tank & Monitoring System - \$120,000
- Repave Parking Lot - \$351,000
- VCT Floor Replacement - \$160,000

### 2019-2020

- VCT Floor Replacement - \$160,000

### 2020-2021

- Roof Replacement - \$645,000

## Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

1. Heating and Cooling, complete system replacement, approx. 15yrs, \$4.3M

## Facility “Shortcomings” or Limitations

1. Building is close to full capacity, will need to monitor future enrollment

**Summary:** This is a well-planned and constructed building that is comparatively new. With proper maintenance, Lower Gwynedd can provide an appropriate educational setting for the next 40-50 years.

# Shady Grove Elementary

Constructed in 1956  
Addition in 1975  
Total Square Footage: 102,000 Sq. Ft.  
Total Site Acreage: 27AC  
Renovations in 1989,1990  
Brick and Steel Frame Construction: Two Levels  
35 Classrooms all greater than 850 Sq. Ft.  
Notable: Converted from Middle School over 30 years ago. Large gymnasium with suitable stage area. Natural lighting via windows in 90% of classrooms. Durable Terrazzo floors covering 80% of corridors. Building floorplan generally efficient.



## Improvements Needed/ Educational Enhancements:

1. Renovate ADA deficient restrooms
2. Cafeteria expansion
3. Main Office reconfiguration
4. Expand or relocate Art Room
5. Renovate/reconfigure the specialist area located in lower level

## 5 Year Capital Maintenance Plan

### 2017-2018

- Interior & Exterior Door Replacement - \$20,000
- Main Entrance Secure Vestibule - \$40,000

### 2018-2019

- Main Entrance Secure Vestibule - \$45,000
- HVAC Mechanical ATC Upgrade – \$4.4M
- Fire Alarm Replacement - \$200,000

### 2019-2020

- Roof Replacement - \$1.5M

## Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

1. Interior Restoration (ceiling, lighting, floors, doors and wall finishes) \$1.M

## Facility “Shortcomings” or Limitations?

1. Cafeteria is comparatively small for student population
2. Shady Grove and Blue Bell’s close proximity are not ideal for balanced District geographically

**Summary:** This a building that with proper maintenance can provide an appropriate educational setting for the next 20-30 years.

# Stony Creek Elementary

Constructed in 1963  
Addition in 1991  
Total Square Footage: 60,000 Sq. Ft.  
Total Site Acreage: 45AC  
Brick and Steel Frame Construction: One Level  
25 Classrooms all greater than 900 Sq. Ft.  
Notable: Natural lighting by windows in all classrooms, most also have skylights, Durable Terrazzo floors covering 70% of corridors. Secure visitors entrance. Building floorplan generally efficient.



## Improvements Needed/ Educational Enhancements:

1. Student Pick-up/ Drop off and bus drop off lines are very congested and back-up into the street
2. Gym is small
3. Exterior windows and storefront are not energy efficient
4. Parking for large events is inadequate
5. ADA deficiencies, restrooms & stage
6. Front Entrance and Main Office reconfiguration/renovation

## 5 Year Capital Maintenance Plan

### 2017-2018

- Single Pane Interior & Exterior Glass Replacement - \$78,000

### 2018-2019

- Air Handler & Unit Ventilator Replacement \$2.5M
- Replacement of Emergency Generator \$155,000

## Anticipated Facility Needs Beyond 5 Years: (Over \$1M)

1. Full Roof Replacement, 6yrs, \$1.5M
2. Heating and Cooling Plant replacement, approx. 20yrs, \$2.0M

## Facility "Shortcomings" or Limitations

1. It will be very difficult to expand gym based on floorplan
2. Group spaces (gym, café) are small so future building expansion would be difficult
3. Building is close to full capacity, will need to monitor future enrollment

**Summary:** This a building that with proper maintenance can provide an appropriate educational setting for the next 20-30 years.

## Central Office

Constructed in 1966  
Renovated in 2005

Total Square Footage 30,000

Steel/Concrete Frame Construction

Total Site Acreage: 5AC

Notable: Building floorplan generally efficient, Large meeting rooms and ample office space for the districts educational support personnel.

## Bus Depot

Constructed in 1956  
Addition in 1975

Total Square Footage 9,000

Brick and Steel Frame Construction

Total Site Acreage: 5AC

Notable: Building is sufficient for the needs of dispatching, fueling and maintaining our student transportation services.

### Improvements Needed/ Educational Enhancements:

None

### Improvements Needed/ Educational Enhancements:

None

### 5 Year Capital Maintenance Plan

#### 2019-2020

- Exterior Facade Restoration \$75,000

### 5 Year Capital Maintenance Plan

#### 2018-2019

- Heating and Cooling System upgrade \$325,000

### Facility "Shortcomings" or Limitations

None

### Facility "Shortcomings" or Limitations

None

### Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

None

### Anticipated Facility Maintenance Needs Beyond 5 Years: (Over \$1M)

None

**Summary:** This a building that with proper maintenance can provide the district educational support for the next 20-30 years.

**Summary:** This a building that with proper maintenance can provide the district with transportation services for the next 20-30 years.



# Athletics Task Force

## ➤ Two Artificial Turf Fields

- First Priority: WHS Field #1 (\$1.2M - \$1.6M)
- Second Priority: Field (and cost) TBD

## ➤ Hardwood Floors in the WHS Circle Gym (\$250K)\*\*

## ➤ Team Rooms at WHS Stadium (\$400K - \$1.2M)

## ➤ WHS Square Gym Upgrade (\$150K - \$350K)

## ➤ Locker Rooms in WHS Circle Gym (reconfigure—estimated cost TBD)

\*\*NOTE: This project is in the Capital Project Fund Plan.





# Wissahickon School District Facilities Master Plan *May 2017*



## OVERALL PRIORITIZATION & CONCLUSION

The process of planning for a school district’s long-term facility needs is necessarily one that marries facts with assumptions, opinions and subjective decisions. The district is thankful for all who shared their thoughts about the school facilities and about the draft master plan—we tried as best we could to incorporate common themes and to address common questions/concerns in the pages of this plan.

As the plan was developed, some common themes coalesced to become drivers in the plan’s construction:

1. Safety continues to be a top priority.
2. The long-term viability of this plan is key—that is, the plan must be reflective of reality, both fiscal and educational, for now AND for the foreseeable future.
3. Alternate sources of funding (e.g., fundraising for the various athletics items) need to be explored.
4. Prior discussions about renovating/replacing Wissahickon High School (a popular public comment topic) were had under entirely different financial circumstances (e.g., when the district still had the ability to borrow \$60-\$80M at one time). Any contemplation of a new high school, either in part or in whole, must now consider the facts of the new fiscal circumstances and constraints and resulting timing realities (see Exhibits B and G for details).

All of the projects contemplated in this plan, from those in the “short term” section to the projects planned more in the future, are important and worth considering. As is the case in all budget and facility planning, it is a struggle to prioritize among things that are all inherently valuable. Wissahickon is no different from other school districts, in that these decisions are being made in very tight budget times. With that in mind, the overall prioritization of contemplated projects is as follows:

## SHORT TERM Projects (*planned* within next five years)

### Projects for which funding is planned

- All maintenance projects in the 5 Year Capital Fund Plan (includes SG Vestibule, SG Main Office Reconfiguration, MS Gym #2 Bleachers & SC Plate Glass Windows—See Exhibit C)
- MS Auditorium

### Projects for which funding is TBD

- Capacity Needs at Elementary/MS (this depends on enrollment developments)
- HS Fab Lab
- HS Square Gym
- HS Library conversion to Media Lab/Distance Learning/STEM Space
- Artificial Turf Field #1 (WHS Field #1—fundraising candidate)

## MEDIUM TERM Projects (*most likely* within next ten years)

- HS Lower Cafeteria
- HS Windows
- MS Parking/Parent Drop-off
- MS LGI Adjacent to Café (repurpose)
- Artificial Turf Field #2 (Field TBD)
- BB Exterior Windows/Storefront
- BB Parking/Circulation
- SG ADA Deficient Restrooms
- SC Pick-up/Drop-off Area

## LONG TERM Projects (*most likely* beyond ten years)

- SG Cafeteria Expansion
- SG Expand/Relocate Art Room
- SG Renovate/Reconfigure Specialist Area on Lower Level
- SC Enlarge Gym
- SC Exterior Windows/Storefront
- HS Black Box (Performing Arts use)
- SC Parking
- SC ADA Deficient Restrooms/Stage
- SC Renovate/Reconfigure Front Entrance & Main Office
- HS Field House (team rooms @ stadium)
- HS Reconfigure Circle Gym Locker Rooms

It should be noted that the above priorities are, by the nature of the business, subject to change should conditions change. For example, should enrollment spike, consideration will be given to commissioning some of the capacity-related projects sooner rather than later in order to accommodate the additional students.

In conclusion, this plan needs to be an organic, living document if it is going to be of use beyond the first six months of its existence. It will be used as a guide for future facility discussions, but only as that—a guide. The district will continue to make facilities-related decisions after prudent fiscal planning and sensible facilities use reviews take place each and every year, and will react to any unforeseen circumstances that may arise as reasonably as possible at that time.

## **EXHIBIT A: FUNDING PRIMER**

Funds for the capital and maintenance projects discussed in this Facilities Master Plan can come from one of three sources: The “Debt Fund,” the “Capital Fund” or the “General Fund” (i.e., the district’s annual operating budget). Each of these three sources are summarized below, and then examined in more detail, one by one, in subsequent exhibits.

### **Debt Fund (see also Exhibit B)**

When the district borrows money (issues debt) to finance a large capital project (such as the ongoing \$20M WHS Central Plant and Natatorium Project), the monies that the district receives from issuing that debt are deposited into the Debt Fund and may only be used for the specific project indicated in the bond issue paperwork. The Debt Fund is maintained as a separate accounting entity, segregated from any General Fund (or Capital Fund) monies. As work is performed by contractors, they are paid out of the monies in the Debt Fund. All outstanding debt is then “serviced” each year (i.e., principal and interest payments are made) by allocations in the district’s annual budget’s debt service account. Sometimes the state shares the cost of certain large capital projects (with what is known as “Plan Con” grants) and other times the district absorbs the projects entire cost itself.

### **Capital Fund (see also Exhibit C)**

Districts have the option of establishing a “Capital Fund” that is a depository for non-debt monies that are then earmarked for larger capital projects (including larger maintenance/repair projects such as roof replacements, HVAC replacements, restroom renovations, etc.). Wissahickon has such a fund, and it is an integral part of our facilities planning construct. Per state rule, the monies in the Capital Fund carry over from year to year, remaining in the Capital Fund if unspent, and they are kept segregated from the annual budget accounts. Districts can plan on using monies in the Capital Fund as needed for projects, but once in the Capital Fund, monies cannot be removed for other purposes such as salaries or instructional supplies. They must be used for capital projects, either in the current year or in a future year.

### **General Fund (see also Exhibit D)**

The General Fund consists of the 500+ budget accounts that comprise the district’s annual operating budget of approximately \$100M. There are specific accounts for every type of expenditure a district has, including facilities-related expenses such as repairs and maintenance. The district annually budgets approximately \$400K in the General Fund for repairs and routine, smaller maintenance projects and typically spends close to that entire amount every year. These smaller projects are an integral part of the overall commitment on the part of the district to preserve and protect existing facilities.

## EXHIBIT B: DEBT HISTORY

The District periodically borrows money (issues long-term debt) to finance large Capital Projects. Principal and interest payments to repay the debt are included in the General Fund (5100 section of the budget).

2011-2012      The District's annually budgeted amount to pay principal and interest on previously issued debt (i.e., debt service) was approximately \$6.5 million.

2012-2013      The annual budgeted amount for debt service was reduced to \$4.4 million.

2013-2014      The annual budgeted amount for debt service was maintained at \$4.4 million, even though actual payments that year amounted to only \$150 thousand. The debt service capacity was held at that level to allow for the consideration of issuing new debt to provide for a new High School.

2014-2015      During the annual budget process, in order to keep the tax rate low, the annual budgeted amount for debt service was reduced to \$1.2 million, where it remains today. This now services the debt that was issued for the High School Central Plant/Natatorium project.

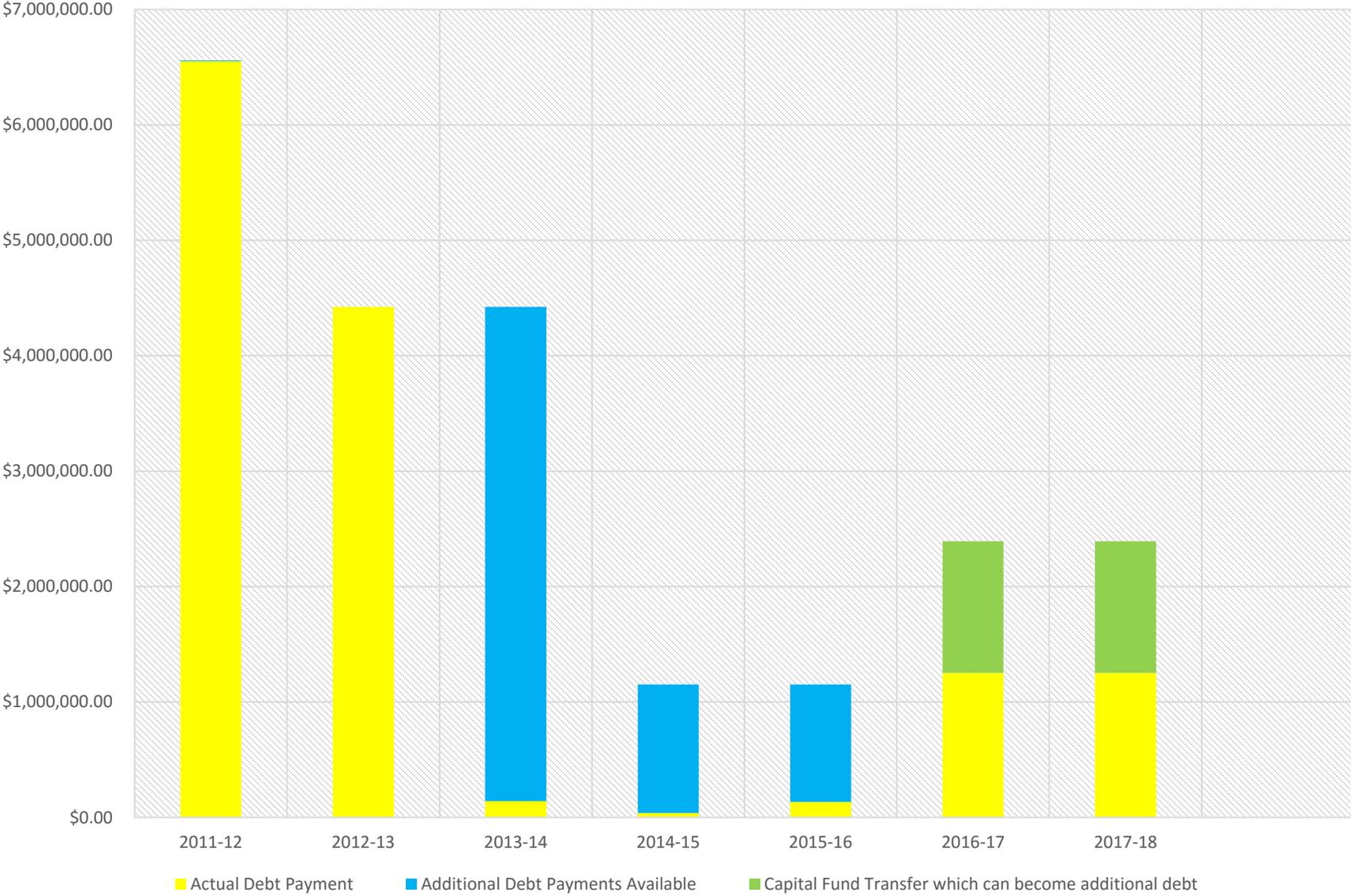
2015-2016      Same as 2014-15 (debt service budgeted amount of \$1.2 million).

2016-2017      In 2016-2017, the Board voted to budget an annual Capital Projects Fund Transfer amount of \$1.1 million. It was noted at the time, that this could be converted to debt of approximately \$17 million if needed in the future.

Looking  
Forward

If the Board pursues a Middle School Auditorium project (estimated cost of \$6.5 million), consideration could be given to paying cash for the project from the Capital Projects Fund (and having the \$1.1 million annual Capital Projects Fund Transfer replenish this cash payment over time) OR the district could choose to issue debt to fund the auditorium project (which would require higher annual debt service payments, thereby reducing how much of the \$1.1 million can be transferred each year to the Capital Projects Fund).

Exhibit B-1: Debt Payment History



## EXHIBIT C: CAPITAL FUND HISTORY AND PLAN

The district's "Capital Fund" is a depository for non-debt monies that are then earmarked for larger capital projects (including larger maintenance/repair projects such as roof replacements, HVAC replacements, restroom renovations, etc.). Over the years, the district has made the Capital Fund a key component of its multi-pronged approach to preserving the community's investment in its school facilities.

As of 1/31/17, the balance in the district's Capital Fund was \$17.8M. It is projected that the balance at fiscal year-end (6/30/17) will be approximately \$18.7M (once ongoing projects are wrapped up and paid for in full and the budgeted \$1.1M transfer into the fund is made). At the end of every budget year, the district gives thought to if it would be prudent financial strategy to move any monies from the annual budget (that will be unspent on 6/30) into the Capital Fund (to support future capital projects in the pipeline).

The attached "Capital Maintenance Plan" provides details for the current year, and five years into the future, of projects that are planned for each of the district's schools and support buildings. NOTE: The Capital Fund is also used (in accordance with state rules) to purchase certain pieces of technology equipment and certain transportation vehicles, but for the purposes of this Facilities Maintenance Plan, while those planned expenditures do appear on the attachment, they are excluded from this analysis.

Finally, as the attachment indicates, the total cost of all the projects planned over the next five years is approximately \$24M, which exceeds the anticipated 6/30/17 balance of the Capital Fund (\$18.7M). That is why it is imperative for the district to continue to make deposits into the Capital Fund every year to replenish what is used and to ensure all of the projects on the list can be accomplished in the planned timeframes. Sometimes it becomes necessary or wise to postpone a particular project, which happens in any long-range capital planning scenario, but none of the projects on the list can be abandoned forever. And getting into the habit of deferring projects for budgetary reasons is a recipe for getting so far behind that it becomes impossible to catch up, which results in facility degradation and eventual financial crisis.

**Wissahickon School District**  
**Capital Project Fund Plan**

	<i>Year of Original Construction</i>	<i>Current Yr 2016-17</i>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>TOTAL</b>
<a href="#">High School</a>	1961	140,911	250,000	781,000	5,923,000	520,000	-	7,474,000
<a href="#">Middle School</a>	1974	-	308,000	3,130,000	810,000	-	80,000	4,328,000
<a href="#">Blue Bell</a>	1955	28,000	141,000	80,000	414,000	940,000	-	1,575,000
<a href="#">Lower Gwynedd</a>	1996	-	46,000	631,000	160,000	645,000	-	1,482,000
<a href="#">Shady Grove</a>	1956	-	60,000	4,652,500	1,500,000	-	-	6,212,500
<a href="#">Stony Creek</a>	1963	-	78,000	2,655,000	-	-	-	2,733,000
<a href="#">Central Office</a>	1966	-	-	-	75,000	-	-	75,000
<a href="#">Maintenance</a>		-	-	-	-	-	-	-
<a href="#">District-Wide</a>		206,219	50,000	70,000	-	-	-	120,000
<a href="#">Bus Depot</a>		80,000	-	325,000	-	-	-	325,000
<b>Facilities</b>		455,130	933,000	12,324,500	8,882,000	2,105,000	80,000	24,324,500
<b>Technology Equipment</b>		630,800	194,000	350,000	500,000	500,000	500,000	2,044,000
<b>Transportation Vehicles</b>		-	50,000	50,000	50,000	50,000	50,000	250,000
<b>New Projects</b>								
MS Auditorium 6.5M			3,250,000	3,250,000				6,500,000
<b>Capital Project Fund Needs</b>		1,085,930	4,427,000	15,974,500	9,432,000	2,655,000	630,000	33,118,500
Annual Budgeted Transfer In		1,100,000	1,100,000	1,300,000	1,500,000	1,700,000	1,900,000	
Projected End-of-Year Transfer In		1,000,000	500,000	500,000	500,000	500,000	500,000	
<b>Capital Fund Balance (Cash)</b>		19,700,000	16,873,000	2,698,500	(4,733,500)	(5,188,500)	(3,418,500)	

## **EXHIBIT D: GENERAL FUND FACILITIES MAINTENANCE BUDGET HISTORY**

The District has \$400,000 included in the Operations & Maintenance section (2600) of the General Fund Budget for smaller maintenance projects such as concrete work, fencing, and other smaller projects which do not normally require hiring professional engineers.

This was added to the General Fund Budget in 2013-2014 and allows us to accomplish more routine items annually.

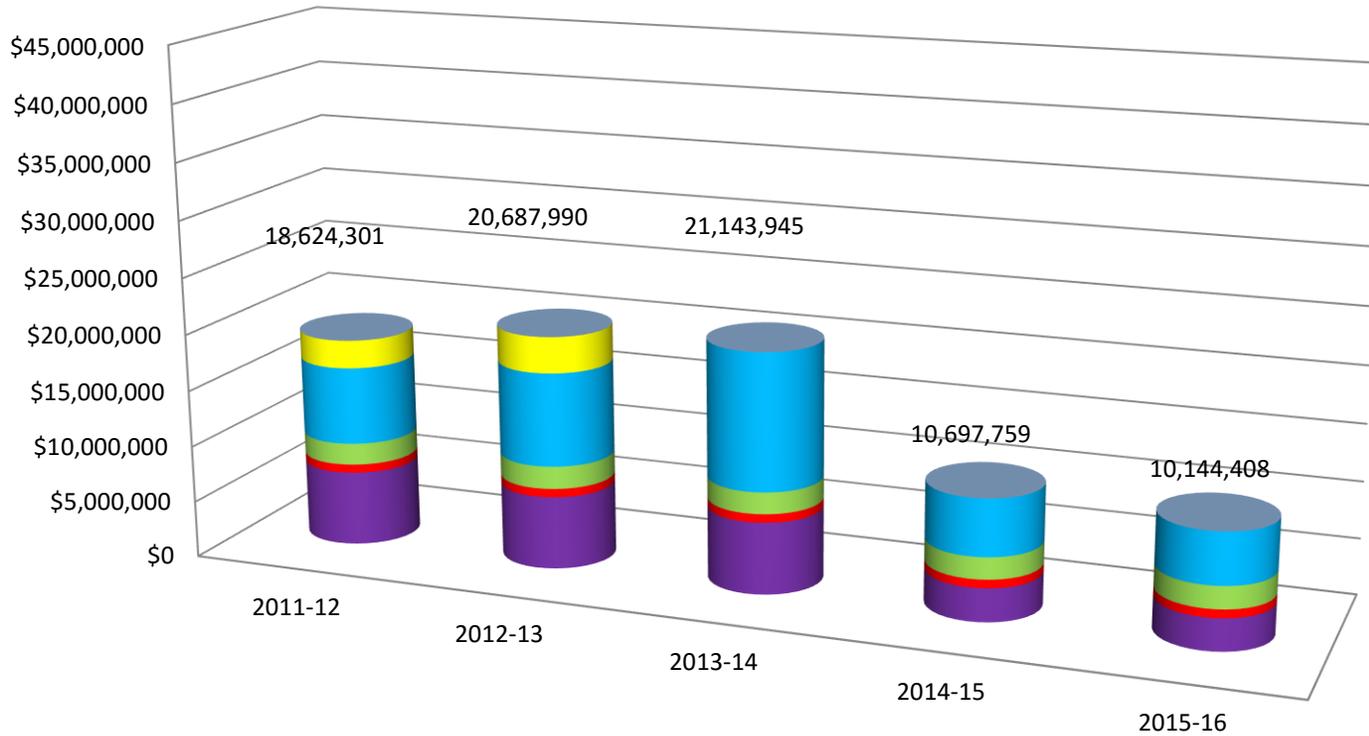
## EXHIBIT E: GENERAL FUND BALANCE HISTORY

The General Fund Balance is the cumulative history of the net result of the District's annual budgets. Our General Fund Balance of approximately \$10 million provides support for positive bond ratings (our current AAA rating, the highest available to a public school district and vary rare in the Commonwealth of Pennsylvania, results in very low interest rates), unforeseen future facilities needs and tax rate stability.

### Years

2011-2014	The General Fund Balance grew to a high water mark of \$21 million.
2014-2015	The Board approved the transfer of \$12 million of General Fund Balance to the Capital Projects Fund to pay for future, known, planned maintenance projects (roofs, HVAC, etc.).
2015-2016	The Board approved the transfer of an additional \$1 million of General Fund Balance to the Capital Projects Fund to be used for planned maintenance projects.
Looking Forward	It is anticipated that the General Fund Balance will continue to be in the \$10 million - \$11 million range. This is a prudent and recommended range for a district with an annual budget of just under \$100 million, and it provides support for positive bond ratings (our current AAA rating), unforeseen future facilities needs and tax rate stability. It should be noted that consideration is given each year to transferring additional amounts to the Capital Projects Fund, towards the end of the year, if it appears that revenues will exceed expenses for the year.

## Wissahickon School District EXHIBIT E-1: Historical General Fund - Fund Balance



	2011-12	2012-13	2013-14	2014-15	2015-16
Total General Fund - Fund Balance	18,624,301	20,687,990	21,143,945	10,697,759	10,144,408
■ Nonspendable Prepaid Expenses	100	0	0	0	0
■ Nonspendable Inventory	1,099	1,099	0	0	0
■ Budgetary Reserve	2,489,270	3,188,183	0	0	0
■ Future Retirement Rate Increases	6,878,255	8,274,566	12,085,914	5,031,964	4,563,293
■ Compensated Absences	1,916,593	1,997,181	1,908,031	1,944,395	1,982,657
■ Special Education	750,000	750,000	750,000	750,000	750,000
■ Unassigned	6,588,984	6,476,961	6,400,000	2,971,400	2,848,458

## EXHIBIT F: ENROLLMENT PROJECTIONS & BUILDING CAPACITY

The District creates enrollment projections each year for the purpose of both facilities needs and staffing projections. (see Exhibit F-1)

Building capacity was last calculated by the District in accordance with Pennsylvania Department of Education (PDE) guidelines in 2010. The results were as follows:

<u>BUILDING</u>	<u>PDE CAPACITY</u>
Blue Bell	525
Lower Gwynedd	625
Shady Grove	725
Stony Creek	525
Middle School	1286
High School	1658
<b>Total</b>	<b>5,344</b>

Exhibit F-1  
WISSAHICKON SCHOOL DISTRICT  
2016-17 PROJECTION USING 321 K - 5 YEAR AVERAGE

GRADE	9/2016	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
K	349	321	321	321	321	321	321	321	321	321	321
1	316	370	341	341	341	341	341	341	341	341	341
2	362	325	380	350	350	350	350	350	350	350	350
3	342	370	332	389	358	358	358	358	358	358	358
4	376	351	380	341	399	367	367	367	367	367	367
5	333	381	356	385	345	404	372	372	372	372	372
IU/SE **	9	9	9	9	9	9	9	9	9	9	9
	2,087	2,127	2,119	2,135	2,123	2,150	2,118	2,118	2,118	2,118	2,118
6	352	342	391	366	396	355	416	382	382	382	382
7	366	360	350	400	374	405	363	425	391	391	391
8	353	369	363	353	404	377	408	366	428	394	394
	0	0	0	0	0	0	0	0	0	0	0
	1,071	1,071	1,105	1,119	1,173	1,137	1,186	1,173	1,202	1,168	1,168
9	349	353	369	363	353	403	377	408	366	428	394
10	328	339	342	358	352	342	391	366	395	355	415
11	339	327	338	341	357	351	342	390	365	394	354
12	325	343	331	341	345	361	355	345	395	369	399
	0	0	0	0	0	0	0	0	0	0	0
	1,341	1,361	1,380	1,403	1,407	1,457	1,465	1,509	1,520	1,546	1,562
TOTALS	4,499	4,560	4,603	4,657	4,703	4,744	4,769	4,800	4,840	4,832	4,848

\*\* - NOTE: IU/SE are non resident students primarily in I/U classes during the day.

Note: Projections beyond 5 years are highly subject to error in the lower grades based on difficulty in estimating Kindergarten

NUMBERS MAY NOT TOTAL DUE TO ROUNDING

## EXHIBIT G: 30 Year Look

In order for a school district to borrow funds for large construction projects, it must have in its annual budget sufficient amounts of budgeted funds in its “debt service” account to pay the annual principal and interest payments due each year (to the bond holders).

As Exhibit G-1 indicates, the district has a plan to “rebuild” its debt capacity over time (the district’s ability to borrow large amounts of money was cut from the budget over the past ten year (See Exhibit B). Until such time as that capacity is restored, it will be impossible to borrow large sums of money for very large (e.g., school replacement) projects—the annual budget simply will not have enough debt service funds available to service any more debt, as Exhibit G-1 portrays.

At this time, the district has two projects for which debt has been issued (the district’s small share of the regional Technical Career Center’s debt and the debt issues that funded the WHS Central Plant/Natatorium project). Taking an extended perspective view (30 years), there is a plan in place to gradually rebuild the ability to borrow money so that, in 2027, the district would (if so desired) be able borrow \$40M to fund a major school construction project (which one is TBD). Then, in another 15 years after that (in 2042), if the plan is executed and regular increases are budgeted to the debt service account, the district would retire one debt issue and be able to borrow another large amount for a second, large school construction project (again, which school is TBD at this time).

It is important to note that if the annual, planned increases to the debt service account that are reflected in Exhibit G-1 are not approved in any given annual budget process, the district’s ability to provide for large debt issues in the future will be compromised (if not entirely eliminated). Similarly, if monies are borrowed along the way for other facilities projects, thereby consuming some of the restored debt capacity to that date, then the years in which large sums can be borrowed will need to be pushed out (or annual capacity restoration payments to the debt service line will have to be increased to provide for the additional debt issues).

# Exhibit G-1: 30 Year Look

DEBT ISSUE	DEBT AMOUNT	2017	2027	2031	2035	2037	2042	2047	
NMTCC (WSD's share)	\$2M								
WHS Central Plant/Natatorium	\$20M								
School #1 Construction (TBD)	\$40M								
School #2 Construction (TBD)	\$80M								
<b>TOTAL OUTSTANDING DEBT:</b>		\$22M	\$62M	\$60M			\$120M		
<b>Annual Debt Service in Budget</b>	<b>Budget Amount</b>								
Required for existing/planned debt	\$8,000,000								
Capacity restoration--in budget as "Transfer to Capital Fund"--can be converted to debt service if needed	\$7,400,000								
Capacity restoration--plan to increase by \$200K MORE every year until 2037 & \$400K more in 2037-2042	\$7,000,000								
<b>NOTE: Total debt service in budget WAS \$7.4M in 2011</b>	\$6,000,000								
<b>NOTE: Starting in 2035, projections for annual PSERS retirement payments are expected to decline, thereby freeing up cash for capital projects</b>	\$5,000,000								
Assumption: Every \$1.0M of available debt service yields \$15M of debt.	\$4,000,000								
	\$3,000,000								
<b>Assumptions:</b> K-5 School Cost: \$40M Middle School Cost: \$60M High School Cost: \$80M	\$2,000,000								
	\$1,000,000								

**NOTE: The above plan does not include borrowing money for a Middle School Auditorium (and/or other projects). If that happens (instead of using Capital Fund cash to pay for the projects), figures in the above graph will change.**

## Q1 Please share any comments you may have about the WSD Facilities Master Plan in the box below.

Answered: 30 Skipped: 15

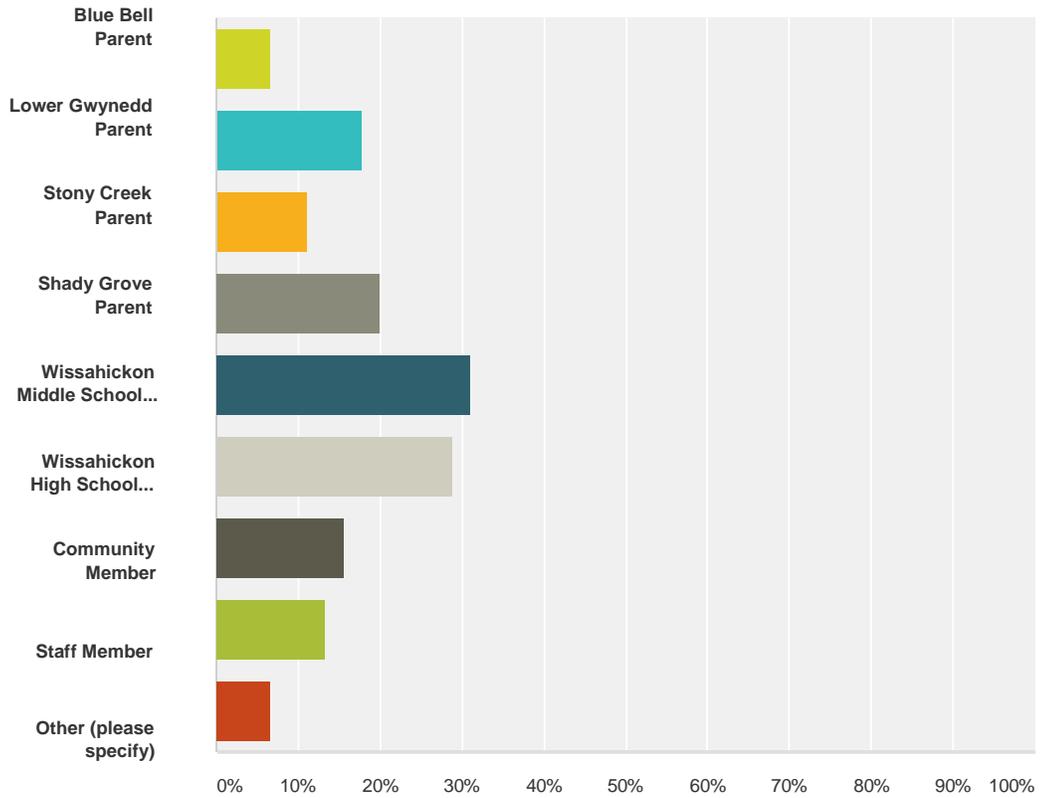
#	Responses	Date
1	Would have liked to have seen more information about future rebuild at the High School. I was surprised to see the large capital expense to replace the roof over the 1974 portion of the building instead of a serious discussion to expand/rebuild/renovate the existing space.	3/5/2017 10:39 PM
2	I am disappointed to see there is not additional investment for Blue Bell elementary but significant investment in the HS Athletic facilities being considered. I strongly recommend playground equipment at Blue Bell Elementary. Is is old and not safe; often caution tape is blocking some of it. We are jealous when we drive by Shady Grove.	3/5/2017 7:53 PM
3	Very "athletics" heavy overall; \$235,000 for one gym floor seems like a lot (WHS). Stony Creek is going to be at maximum capacity soon. Parking is already an issue.	3/2/2017 7:34 PM
4	Would love to see a new high school	3/1/2017 5:18 PM
5	Consider adding/reallocating/repurposing more modern space for computer science/engineering lab and robotics team. This is the future. Self driving cars, robots of all kinds, 3D printing/maufacturing - Look up "K5 security robot", "Robotic falcon - Robird", and #SJCRobots - Kiosk Robot. Assess the current space and with a small amount of resources the return will open eyes.	2/27/2017 9:27 AM
6	The information given about building shortcomings and anticipated large projects is useful. What is needed now is for the school board to create short-term and long-term facilities plans that will address the issues and maintenance items listed so these very high cost items can be addressed logically and methodically. The facilities plan did not address how any of the items would be paid for. I assume the district does not have this money sitting in the bank! Are we looking at a bond issue, tax increases, or something else? The Athletics Task Force part of the plan was disappointing in its lack of information. Most items had no dollar amount listed, and most had no justification for any expenditure. The Athletics Task Force needs to go back and polish up this "wish list" so it can be used as a basis for a plan.	2/26/2017 11:01 PM
7	I just submitted a comment about relocating and the future of BBE.	2/25/2017 8:09 PM
8	Just a question. We are considering moving and definitely want to stay within the district. However, we may still be changing elementary schools. If I move to the Blue Bell elementary school parameters, I could possibly have a child in the school when it comes time for the major renovations or new construction. In either of those cases, can someone share what is in mind for the interim? A new school in another location? Temporary modules or something else during renovations? I am sure that there is nothing set right now, but likely having gone through this before as a district, can you share some of the possibilities and how each would impact students? Thank you!	2/25/2017 8:08 PM
9	I like the Shady Grove ES building and it has wonderful, ample grounds. Nee playground equipment is great. Only concern is that the building seems at or above capacity already. I don' know if this a facility or staffing comment but the 2nd grade at Shady Grove is overcapacity. My child is in a class of 26 kids---that's too many. And this is the second year this is a problem. Last year, he had to shuttle between his classroom and other teacher's classrooms so they could break the kids up for their specials. I think brvaue there is not enough space (or maybe staffing), particularly as it relates to specials, I feel like the kids are getting less of them per the very complicated 12 day cycle.	2/25/2017 2:00 PM
10	Please build the new high school ASAP! Our HS building is awful. I could list a hundred examples. The students say they're actually embarrassed by it when hosting visitors from other schools.	2/25/2017 9:25 AM
11	Any baseball player, softball player or anyone using the lower fiends have not access to bathrooms or adequate storage for the team gear. This is an embarrassing situation when the spectators or apposing team ask where the bathrooms are... Then you sent them up to the school and they can't get in. Portable toilets at lower fields is not a SMALL issue! They need a block house with bathrooms and storage.	2/24/2017 4:39 PM
12	I'm glad to see this plan is being presented to the Community. The school district my children came from did not have a structured plan like this in place prior to 2013 and they are facing many facility related challenges now and in the near future.	2/24/2017 2:38 PM

13	This is an impressive plan that does not overspend, which becomes a burden to tax payers and ends up taking money away from more educationally important endeavors. Two issues: (1) roofing costs are too high; and (2) more time on turf is likely to cause more injuries.	2/24/2017 1:32 PM
14	The lack of an auditorium is noted but I do not see anything in the plan actually addressing it. I think this is a huge loss. Wiss needs an auditorium.	2/24/2017 10:21 AM
15	Well done, thoughtful. Thank you. How many students will be served by a black box theater? Make It room all the rage now, how much will it cost, how big a space, Will it be convertible later, will staff receive training on a program to implement?	2/22/2017 2:05 PM
16	Has the district considered a single physical plant for heat and A/C (and more) to supply those utilities to 1. High School; 2. Middle School; 3. Lower Gwynedd Elementary; 4. Administration Bldg (though I'm not sure if it is still located adjacent to the others)	2/21/2017 9:02 PM
17	The athletics task for provided a very long list. Is this just a wish list or is this what is actually being proposed? What about everyone else? Between that list and the new pool there could have been many renovations to the building. Are athletics the only driving force in the school? What about performing arts? A black box is great. Is there a Marley floor anywhere? Upper Dublin has an amazing performing arts center which also provides them with income when they rent it out.	2/18/2017 9:53 AM
18	Many middle school rooms lack any light at all. This is a serious drawback for many staff and students. Windows that are in rooms and hallways are VERY drafty and leak constantly losing valuable heat or cooling. Cooling and heating in the building is consistently inconsistent-- rooms are super hot or super cold with no way of adjusting from the classroom.	2/17/2017 9:22 AM
19	In the 5 Year Capital Maintenance Plan for SGE, I see secure vestibule listed in 2 seperate years. It's not currently being used. Why is there another plan for 2018-2019. I would add that there should be an indoor play space added to SGE (not sure about elementary buildings) so the kids can have recess when it's too cold/wet outside. That sounds silly, I'm sure, but kids are watching movies during recess instead of moving. With childhood obesity an issue, we should plan for movement. Also, studies show that students who get exercise are more ready to learn.	2/16/2017 11:18 AM
20	H.S should try to find fund to add new detached home\away locker rooms for turf field. build in area behind the scoreboard.Also an indoor multi sport training/ practice facility. The LG MS desperately needs a facelift on the front brick facade(even acid wash and white paint) also needs windows cut into exterior walls. the building is dark and gloomy like a prison	2/15/2017 4:13 PM
21	As a middle school staff member I believe the addition of an auditorium at the middle school would be valuable times over in terms of activities we would be able to do with our students population. Currently we use a fair amount of time in just transitioning to use at the high school audion or auditorium when needed. Without the need for a swimming pool here (possibly), re-purposing that space for an auditorium would be an asset.	2/15/2017 12:15 PM
22	Investment should be directed to those needs that support the most kids. While the new Natatorium will be nice, I am sure, I am not sure why the District needs a facility of this magnitude unless it is part of a bigger recapitalization of the WHS and WMS because it appears to serve a relatively small population of kids and it is valuable space. A commitment to technology (Maker-Space) and the arts (Auditorium) within the school building balanced with athletic facilities outside the building would really be a great outcome. I really like the lower tax rate that comes with being a resident of Whitpain but I would pay more to help the District improve the facilities unless all of the work in Harrisburg completely changes how funding is created/used. Blue Ribbon schools should have Blue Ribbon facilities to go with the Blue Ribbon staff. Many of the surrounding communities have invested in their district with new facilities. I am sure there was quite a debate in those communities but the result is something to be proud of. I look forward to having my Wiss grads come back to see the next generation succeed!	2/14/2017 8:29 PM

23	<p>I agree to need for the Middle School Auditorium. As one of the building's music teachers that would use the auditorium often, I would love to see this happen. Currently, when we have concerts, we walk our students across the street for a dress rehearsal during the day and return in the evening for the concert. For the band concert day, we set the stage first thing in the morning with all of our equipment. We bring it across the street from the middle school band room and set it up at the high school auditorium. We then bring over the 7th and 8th grade band students for a rehearsal. They are brought back by lunch time. The 6th grade band students are brought over after lunch and rehearse until we walk back for end of day dismissal. This process is very time consuming and "clunky." An auditorium at the middle school would be a big help to easing this process. With only 1 auditorium in the district, we have many concerts happening at the same time, in 1 location. The months of December and May are very busy for the auditorium, with concerts happening almost every weeknight. This makes it very difficult to use different times for those rehearsals as they have to be on the day of the concert and have to happen after the setup. We cannot set things up a day or two in advance and everything must be taken down immediately after the concert concludes to make room for the following evening's concert. Finally, as an investment in the band's equipment, an auditorium at the middle school would keep us from moving all of the equipment from the middle school to the high school. Currently, we pack everything into a district bus and drive it across the street. The instruments are loaded into the bus by 2 staff members and students and unloaded in the same way. At the middle school, we are able to walk the instruments directly into the bus using the loading dock. At the high school, we unload out of the bus onto the sidewalk next to the auditorium. Heavy instruments are handed down out of the bus to staff/students. This puts a lot of strain on the instruments, as well as the movers. To be able to move the instruments only within our building would save a lot of effort and wear and tear on the instruments. This would be very beneficial to the upkeep of these instruments over the coming years. As a request, I would love to see the auditorium built near the band room, or the band room moved near the auditorium to further decrease the distance that equipment needs to be moved. It is also helpful to have a large room that can house everyone in close proximity to the stage for performances. Another request, that I'm not sure is even within our ability to plan for, is about the auditorium size. Being able to host concerts in our building would be the ultimate benefit for the music department. Currently, the chorus concert fills the auditorium seating at the high school, which I believe has just over 750 seats. The band currently fills the room a little more than halfway, but is growing each year. The strings program is also growing each year, with more parents and community members attending each concert. If the auditorium is small (similarly sized to the audion at the high school) it will not be able to house the concerts of our building, defeating one of the biggest purposes for building it. If possible, we would need something very similarly sized to the high school auditorium, or only slightly smaller (600-750 seats). With anything smaller, we would still need to use the high school's auditorium for our concerts. Thank you for reading my comments and requests. I understand that this is a big undertaking and my requests are only a small piece of the very large puzzle for maintenance and improvement around the whole district. I really appreciate you asking for input from community and staff members. Please feel free to reach out to me anytime if you have any follow-up concerns with any of my comments. Thank you for your time!</p>	2/14/2017 11:34 AM
24	<p>The facilities report was thorough. I would like more information on the architectural plans for the high school. As stated in the report, it is the most challenging building in the district. It seems it would make most fiscal sense to build a new high school than band aiding repairs. I am in full support of the architectural plans to move forward at the high school.</p>	2/14/2017 9:54 AM
25	<p>This was very informative and easy to read/understand, thank you. I just wanted to highlight/understand the two different prices and years for the Shady Grove secure vestibule. Is that merely an 85K project broken up over 2 school years (Phase 1 and 2)? Also further examination of roof replacement for the HS and Middle school would probably be asked. It is hard to put those costs in perspective. Is it the sheer size of each building or is it a new material/process that costs more? Obviously those are capital projects that need attention but those numbers jump out in context of most project costs (including HVAC). Thanks again.</p>	2/14/2017 8:31 AM
26	<p>I find it ridiculous that a new pool is being built when the entire school needs significant repairs. A new school should have been completed a couple years ago when the community advisory panel made the recommendation to do so. Putting bandaids on significant shortcomings are a waste of resources. As a tax payer and parent, I find this extremely frustrating!</p>	2/13/2017 10:13 PM
27	<p>There is no mention of ongoing natatorium construction and plans for what will occurs at existing pool in the middle school. This seems to be a big gap based on all the other plan that have been outlined.</p>	2/13/2017 8:23 PM
28	<p>I am excited about the upgrades and renovations. I would however request that you look at the investment to Blue Bell Elementary school. It appears the the improvements would only give the school an extra 10 or so years, whereas the other schools would get 20-30 years. Would the board consider closing, and selling Blue Bell Elementary and using those resources to expand Shady Grove and Stony Creek to accommodate those students ? I would also suggest a new study since it appears both Stony and Shady are all capacity after the last redistrict plan.</p>	2/13/2017 5:47 PM
29	<p>Regarding WHS: What are the plans to upgrade/rewire to accommodate student laptops and other devices that need charging? With only 2-3 outlets in a classroom, there are power strips and charging cords strewn across the floor, which is hazardous for several reasons. Since implementing the 1:1 Initiative, there has been only one change to the power supply, and that is the addition of charging lockers in the lower cafeteria.</p>	2/13/2017 2:45 PM
30	<p>1. Why does the parking lot need to be paved at LGES? 2. Why does the VCT floor need to be replaced each year for two years in a row? *Seems as though looking for a reason to spend money</p>	2/13/2017 2:31 PM

### Q3 Please select how you are affiliated with the school district.

Answered: 45 Skipped: 0



Answer Choices	Responses
Blue Bell Parent	6.67% 3
Lower Gwynedd Parent	17.78% 8
Stony Creek Parent	11.11% 5
Shady Grove Parent	20.00% 9
Wissahickon Middle School Parent	31.11% 14
Wissahickon High School Parent	28.89% 13
Community Member	15.56% 7
Staff Member	13.33% 6
Other (please specify)	6.67% 3

**Total Respondents: 45**

#	Other (please specify)	Date
1	Volunteer at school functions	2/27/2017 9:27 AM
2	also Grandparent of Lower Gwynedd students	2/21/2017 9:02 PM
3	And Mattison Elementary Parent and alumni	2/13/2017 5:47 PM