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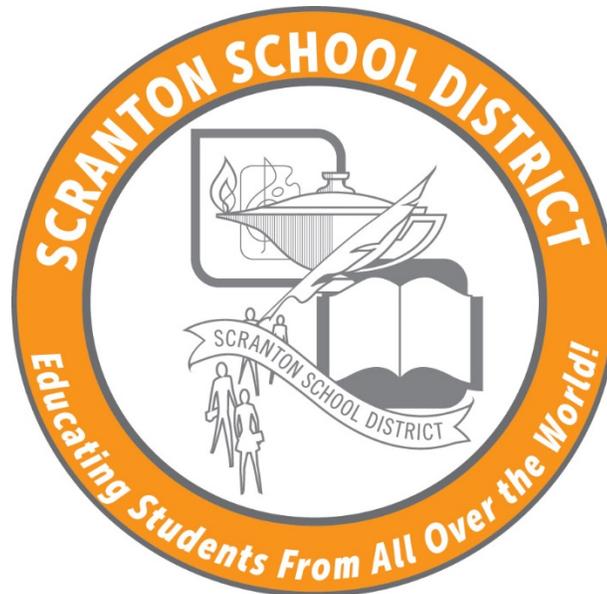
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# Capital Improvement Plan

Scranton School District  
Calendar Year 2021

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Prepared by the

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**December 14, 2020**

With the assistance of

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# Overview

After nearly a decade since the Scranton School District completed its most recent major investments in its facilities, the District has prepared a capital improvement plan outlining an investment strategy to address the most urgent capital needs over the next several years. This plan is the culmination of extensive work from the District’s administrators, the Chief Recovery Officer, and the technical assistance team provided by the Pennsylvania Department of Education. As required under the Recovery Plan, for the first time the District will adopt a formal multi-year capital improvement plan and establish a regular process to update the plan in future years. The plan is integrated with current District efforts to update its feasibility study, retain an owner’s representative to safeguard the District’s interest as capital work gets under way, bid contracts for new capital projects, and borrow money to fund the work.

In order to produce the capital improvement plan, information was taken from a variety of sources including the District’s 2012 feasibility study, the 2018 facilities review, updated priority lists from the District’s administration, and other sources. As new information is identified through the District’s feasibility study that is anticipated to begin before the end of the calendar year, the new cost estimates and priorities will be incorporated into future revisions to this capital improvement plan. Each year, the District will prepare a new capital budget outlining the plan of expenditures for the coming fiscal year and update the anticipated expenditures for future years in the capital improvement plan. Given the magnitude of the needs identified through the capital planning process, it will be several years before the District is able to fully address the backlog of facility investments required for its buildings.

As a reference for readers of this plan, supplemental appendices provide further context to the capital planning process, definitions of key terms, summary tables, and a description of the components of the implementation process.

## Funding Sources

The District’s capital improvements will be funded in a variety of ways. The sources of capital funding and the capital expenditures that will be shown later comprise the District’s Capital Projects Fund. The majority of accounting for significant District spending and expenditures for facilities and infrastructure are recorded in the Capital Projects Fund rather than the General Fund in recognition of the significant cost and lengthy useful life of capital investments. In the table below, the major sources of funds are summarized for the capital improvement plan.

**2021-2026 Capital Improvement Plan – Sources of Funding**

	2021	2022	2023	2024	2025	2026	Total
	Capital Budget	Projected	Projected	Projected	Projected	Projected	
Projected Bond Proceeds	\$30,000,000	\$0	\$31,249,000	\$0	\$0	\$25,000,000	\$86,249,000
Capital Projects Fund	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Memorial Stadium Fund	\$550,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$850,000
Projected RACP Funds	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
General Fund Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$34,550,000</b>	<b>\$60,000</b>	<b>\$31,309,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$25,060,000</b>	<b>\$91,099,000</b>

### Bond Proceeds

Like many school districts, the Scranton School District plans to issue bonds to provide funds to support the capital improvement plan. Given the large costs associated with capital projects and the long useful life of school buildings, general obligation bonds are a useful tool to generate proceeds for projects and spread the costs over a number of years.

Bond proceeds appear infrequently in the funding sources because they provide a lump sum payment to the District when the bonds are issued, and should be spent before additional debt is incurred. In terms of the budgetary impact of this exchange, the District receives the financing it needs for projects today and the costs can be paid down over time through annual debt service payments. Due to the structure of the capital budgeting process and the fact that many capital projects take place over a number of months or years, the proceeds from the bonds can be carried over into future years as long as the funds are spent within the allowable legal timeframes.

In the table above, the bond issuances in 2021 and 2023 represent the proceeds identified in the Recovery Plan to invest funds in the District's facilities. For now these figures are estimates, and they will be updated as the District moves through the issuance process, specific amounts are borrowed, and market conditions provide a better indication of the exact amounts required in future borrowings. In 2026, a third bond issuance is included to provide additional funds for the projects identified in the later years of the capital improvement plan. When the District completes its updated feasibility study, it is likely that there would need to be additional bond issuances to fully fund all of the District's capital needs.

#### Capital Projects Fund Balance

As of November 2020, the District has a balance of approximately \$3.5 million in its Capital Projects Fund. These funds are the remainder of the capital portion of the proceeds from the District's Series A of 2018 bonds.

#### Memorial Stadium Fund Balance

As of November 2020, the District has a balance of approximately \$550,000 in its Memorial Stadium Fund. Under the proposed revisions to the District's Policy 618 for special purpose funds, the District will designate capital improvements at Memorial Stadium as one of the purposes for money deposited in the fund. These funds will be used to defray a portion of the stadium's capital projects identified in this plan, and future revenues for the fund will be used to make future repairs and upgrades at the facility.

#### Redevelopment Assistance Capital Program (RACP) Grant

In August 2020, the District submitted an application to the Commonwealth of Pennsylvania for funds to complete high priority capital projects under the Redevelopment Assistance Capital Program (RACP). The capital plan RACP funds assume that the District receives a portion of the application amount. Under the terms of the RACP grant, the District must provide local dollars as a match to the grant.

#### General Fund Transfers

Although a dollar amount is not included in this capital improvement plan, this plan includes a line item for General Fund transfers as a potential source of funds for capital projects. As the District stabilizes the finances in its operating budget, a portion of future surpluses or fund balances in the General Fund could be transferred to the Capital Projects Fund to offset the need for additional borrowing or to complete projects ahead of the planned schedule.

Many school districts use operating surpluses to "pay-as-you-go" to support capital projects. In addition, as noted in the Recovery Plan, the District should consider transferring one-time revenues to the Capital Projects Fund. As an example of this practice, if the District's finances were more stable, the District could have transferred the one-time payments for prior year PlanCon state debt service reimbursement revenues that it received in 2016 and 2018. Financing a portion of capital projects with "pay-as-you-go" funding is a financial best practice, and it is a positive factor in rating agency reviews of issuer credit quality.

## Supporting Information

As noted above, a number of different sources were used to develop the capital improvement plan. These sources are summarized in the table below.

Sources	Notes
2012 Feasibility Study completed by the Palumbo Group Architects	This is currently the District's most comprehensive source of facility condition information
2018 informal estimates used in the development of the Facilities and Operations report	Estimates of building needs were made by the District's administration and the Chief Recovery Officer's team
2020 estimates from the District and Greenman-Pedersen, Inc. (GPI), the District's engineer	Includes recently-completed projects (ex. Isaac Tripp Elementary school access road) and projects with preliminary estimates (ex. Scranton High School sprinkler system)

Cost estimates for the District's facility improvements will continue to evolve as the District's consultant prepares the updated feasibility study, which should begin before the end of calendar year 2020 based on the current timeline. The updated feasibility study will provide more accurate cost estimates for projects because growth in construction costs can vary from general inflation, and many years have passed since the 2012 study. In addition, the new study will incorporate costs for projects that were identified, but not costed, in the 2012 study such as HVAC, plumbing, and electrical projects.

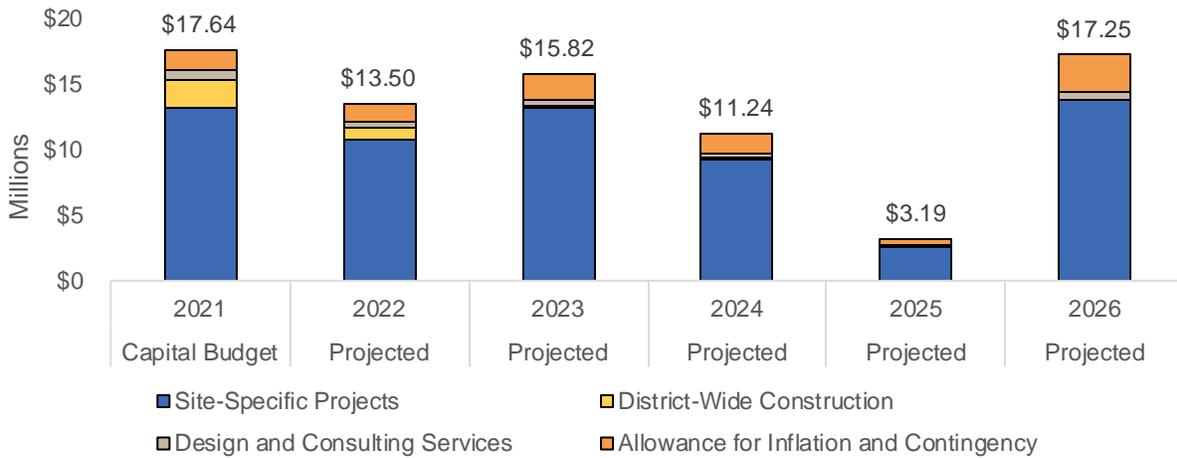
### Summary: Capital Improvement Plan

In the table and chart below, capital expenditures by major category are summarized along with the funding sources described previously. In the following section outlines the projects under each category and summarizes them by facility.

#### 2021-26 Capital Improvement Plan - Expenditures

	2021	2022	2023	2024	2025	2026	Total
	Capital Budget	Projected	Projected	Projected	Projected	Projected	
<b>Expenditures</b>							
Design and Consulting Services	\$764,000	\$442,000	\$474,000	\$336,000	\$103,000	\$510,000	\$2,629,000
District-Wide Construction	\$2,115,000	\$825,000	\$225,000	\$75,000	\$75,000	\$75,000	\$3,390,000
Site-Specific Projects	\$13,157,000	\$10,789,000	\$13,174,000	\$9,276,000	\$2,529,000	\$13,793,000	\$62,718,000
Allowance for Inflation and Contingency	\$1,604,000	\$1,447,000	\$1,942,000	\$1,550,000	\$487,000	\$2,876,000	\$9,906,000
<b>Annual Total</b>	<b>\$17,640,000</b>	<b>\$13,503,000</b>	<b>\$15,815,000</b>	<b>\$11,237,000</b>	<b>\$3,194,000</b>	<b>\$17,254,000</b>	<b>\$78,643,000</b>
<b>Cumulative Total</b>	<b>\$17,640,000</b>	<b>\$31,143,000</b>	<b>\$46,958,000</b>	<b>\$58,195,000</b>	<b>\$61,389,000</b>	<b>\$78,643,000</b>	<b>—</b>
<b>Funding Sources</b>	<b>\$34,550,000</b>	<b>\$60,000</b>	<b>\$31,309,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$25,060,000</b>	<b>\$91,099,000</b>
<b>Funds Remaining</b>	<b>\$16,910,000</b>	<b>\$3,467,000</b>	<b>\$18,961,000</b>	<b>\$7,784,000</b>	<b>\$4,650,000</b>	<b>\$12,456,000</b>	<b>—</b>

## Capital Improvement Plan



### Integrating Plans from the Building Reconfiguration Process

As required under the District’s Recovery Plan, plans to reconfigure buildings and programs for operational savings have been underway since last fall. Over the past several months, the District’s administration has been reviewing enrollment and facility information to develop a plan that will be presented to the School Board, and will include the impact of the building reconfiguration on the capital improvement plan will be discussed.

Throughout the capital planning process this year, the focus has been on the buildings that are highest on the District’s priority list and will remain open regardless of the reconfiguration chosen. Many of these buildings, such as West Scranton High School, require investments that can begin in the calendar year 2021 capital budget.

Although there are uncertainties around the District’s future building configuration, level of enrollment, and other factors, there is enough clarity to begin focusing the District’s capital funds on the most needed repairs. In addition, further information will be provided as the District completes its feasibility study, and these estimates and priorities will be incorporated into future capital budgets.

# Capital Improvement Plan

In the table below, the proposed capital improvement plan is shown in full detail with the proposed expenditures for the 2021 calendar year and planned expenditures for future years.

	2021	2022	2023	2024	2025	2026	Total
	Capital Budget	Projected	Projected	Projected	Projected	Projected	
<b>Design and Consulting Services</b>							
Facilities Condition Assessment and Owner's Representative Services	\$739,000	\$392,000	\$459,000	\$326,000	\$93,000	\$500,000	\$2,509,000
Environmental Assessment and Testing	\$25,000	\$50,000	\$15,000	\$10,000	\$10,000	\$10,000	\$120,000
<b>Subtotal</b>	<b>\$764,000</b>	<b>\$442,000</b>	<b>\$474,000</b>	<b>\$336,000</b>	<b>\$103,000</b>	<b>\$510,000</b>	<b>\$2,629,000</b>
<b>District-Wide Construction</b>							
District-Wide Ventilation Improvements	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Environmental Remediation	\$425,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$800,000
Life Safety Systems Upgrades	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$450,000
Communications, Access Control, and Security	\$40,000	\$600,000	\$0	\$0	\$0	\$0	\$640,000
<b>Subtotal</b>	<b>\$2,115,000</b>	<b>\$825,000</b>	<b>\$225,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$3,390,000</b>
<b>Site-Specific Projects</b>							
Roof Replacements: Morris ES, Willard ES, W. Scranton IS, W. Scranton HS	\$5,072,000	\$0	\$0	\$0	\$0	\$0	\$5,072,000
Scranton HS Sprinkler System	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Armstrong ES HVAC Replacement	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
W. Scranton IS Renovations	\$1,210,000	\$1,500,000	\$2,240,000	\$0	\$0	\$0	\$4,950,000
S. Scranton IS Boiler Retrofit / Replacement	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
W. Scranton HS Renovations	\$500,000	\$6,000,000	\$4,064,000	\$0	\$0	\$0	\$10,564,000
Northeast Scranton IS School Renovations	\$500,000	\$1,500,000	\$4,600,000	\$504,000	\$0	\$0	\$7,104,000
Memorial Stadium Track Replacement	\$375,000	\$0	\$0	\$0	\$0	\$0	\$375,000
Morris ES Renovations	\$0	\$1,033,000	\$0	\$0	\$0	\$0	\$1,033,000
Scranton HS Chillers and Water Heaters	\$0	\$506,000	\$0	\$0	\$0	\$0	\$506,000
Memorial Stadium Bleachers	\$0	\$250,000	\$500,000	\$500,000	\$250,000	\$0	\$1,500,000
Scranton HS HVAC and Windows	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$2,000,000
Sumner ES Building Renovations	\$0	\$0	\$770,000	\$0	\$0	\$0	\$770,000
S. Scranton IS Building and Site Improvements	\$0	\$0	\$0	\$3,843,000	\$0	\$0	\$3,843,000
McNichols Plaza Building and Site Improvements	\$0	\$0	\$0	\$2,238,000	\$0	\$0	\$2,238,000

	2021	2022	2023	2024	2025	2026	Total
	Capital Budget	Projected	Projected	Projected	Projected	Projected	
Armstrong ES Renovations	\$0	\$0	\$0	\$1,191,000	\$0	\$0	\$1,191,000
Adams ES Renovations	\$0	\$0	\$0	\$0	\$1,447,000	\$0	\$1,447,000
Prescott ES Renovations	\$0	\$0	\$0	\$0	\$532,000	\$0	\$532,000
Whittier ES Renovations	\$0	\$0	\$0	\$0	\$300,000	\$2,152,000	\$2,452,000
Scranton HS Renovations	\$0	\$0	\$0	\$0	\$0	\$2,931,000	\$2,931,000
Bancroft ES Renovations	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
Willard ES Renovations	\$0	\$0	\$0	\$0	\$0	\$1,408,000	\$1,408,000
Kennedy ES Renovations	\$0	\$0	\$0	\$0	\$0	\$1,167,000	\$1,167,000
Tripp ES Renovations	\$0	\$0	\$0	\$0	\$0	\$1,094,000	\$1,094,000
Administration Building Renovations	\$0	\$0	\$0	\$0	\$0	\$1,041,000	\$1,041,000
Additional Site-Specific Projects - TBD	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
<b>Subtotal</b>	<b>\$13,157,000</b>	<b>\$10,789,000</b>	<b>\$13,174,000</b>	<b>\$9,276,000</b>	<b>\$2,529,000</b>	<b>\$13,793,000</b>	<b>\$62,718,000</b>
Allowance for Inflation & Contingency (%)	10%	12%	14%	16%	18%	20%	—
Allowance for Inflation & Contingency (\$)	\$1,604,000	\$1,446,000	\$1,938,000	\$1,550,000	\$487,000	\$2,868,000	\$9,893,000
<b>Annual Total</b>	<b>\$17,640,000</b>	<b>\$13,503,000</b>	<b>\$15,815,000</b>	<b>\$11,237,000</b>	<b>\$3,194,000</b>	<b>\$17,254,000</b>	<b>\$78,643,000</b>
<b>Cumulative Total</b>	<b>\$17,640,000</b>	<b>\$31,143,000</b>	<b>\$46,958,000</b>	<b>\$58,195,000</b>	<b>\$61,389,000</b>	<b>\$78,643,000</b>	<b>—</b>
<b>Funding Sources</b>							
Projected Bond Proceeds	\$30,000,000	\$0	\$31,249,000	\$0	\$0	\$25,000,000	\$86,249,000
Capital Projects Fund	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Memorial Stadium Fund	\$550,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$850,000
Projected RACP Funds	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
General Fund Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Annual Total</b>	<b>\$34,550,000</b>	<b>\$60,000</b>	<b>\$31,309,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$25,060,000</b>	<b>\$91,099,000</b>
<b>Funds Remaining</b>	<b>\$16,910,000</b>	<b>\$3,467,000</b>	<b>\$18,961,000</b>	<b>\$7,784,000</b>	<b>\$4,650,000</b>	<b>\$12,456,000</b>	<b>—</b>

General Notes:

- This list of projects may not include all District facility needs due to changes since the completion of the last feasibility study in 2012
- All site-specific projects include design and construction unless otherwise noted
- All numbers rounded to the nearest \$1,000
- Projects do not include the construction of new elevators, which may be required in some cases for compliance with the federal Americans with Disabilities Act (ADA)
- In some cases, buildings with existing elevators will receive renovations as part of the planned building renovations

# Project Descriptions

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## Design and Consulting Services

### Facilities Condition Assessment and Owner's Representative Services

2021	2022	2023	2024	2025	2026	Total
\$739,000	\$392,000	\$459,000	\$326,000	\$93,000	\$500,000	\$2,509,000

This budget line is for a contract to provide two distinct kinds of services: a facilities condition assessment (also known as a feasibility study) and owner's representative services.

The District needs a new facilities condition assessment because the last one was completed in 2012; conditions of the District's buildings and other physical assets have changed since then, both from aging/deterioration and also from capital projects that have been completed. Also, the last condition assessment did not include cost estimates for most mechanical, electrical and plumbing needs, which could be significant. The new condition assessment will provide the District with an updated list of all its facility needs and with current cost estimates for all projects. It will evaluate the relative urgency of projects and be used to prioritize and sequence them, and it will provide a foundation for the next several years of capital improvement plans. It will also provide the District with an inventory of its building elements, systems, and equipment; this will help with capital planning going forward. For example, the inventory will show when a building's roof or boiler is anticipated to reach the end of its useful life, and the District will be able to proactively plan for replacement.

The owner's representative services are needed to supplement limited District staff resources and expertise with regard to capital project and program management. Simply put, the owner's representative will protect the District's interests and help ensure that capital projects are completed on time, on budget, and in compliance with functional and legal requirements. The owner's representative will provide assistance with prioritizing projects and packaging contracts; review and ensure the quality of design work and help the District with design decisions as necessary; represent the District during construction, i.e., attend site visits and meetings with the designer and contractor, observe physical progress, and help with decision points; and report to the Board and District staff on CIP status.

Both the condition assessment and owner's representative services are to be provided under one contract because the firm conducting the condition assessment will gain familiarity with the District's facilities that will improve its ability to perform the ongoing work of prioritizing projects, packaging contracts, and serving as the client to design consultants and construction contractors. The contract is anticipated to be a multi-year contract; however, fees and service quality will be closely monitored, and the District will have the ability to re-bid the contract if necessary.

### Environmental Assessment and Testing

2021	2022	2023	2024	2025	2026	Total
\$25,000	\$50,000	\$15,000	\$10,000	\$10,000	\$10,000	\$120,000

Because Scranton School District Facilities are generally old (most facilities were built before 1970) and because most have not had major renovations recently, many of them could have hazardous materials like lead paint and asbestos-containing floor tiles and pipe insulation. These materials may be impacted by renovations and would have to be remediated by certified firms before other demolition and construction work can proceed. The budgeted amounts are for certified inspectors to identify suspected hazardous materials, obtain laboratory testing, and design and supervise remediation work. Note that since it is difficult to anticipate the scope and scale of remediation needs, amounts in the out-years are particularly subject to change.

## District-Wide Construction Projects

### District-Wide Ventilation Improvements

2021	2022	2023	2024	2025	2026	Total
\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000

As students and staff return to school buildings, it is critically important for ventilation to be optimized to reduce the risk of transmission of COVID-19. This includes making sure that heating, ventilation, and air conditioning (HVAC) systems are working properly; ensuring that all systems have the most effective filters available for each specific system; and maximizing opportunities for rooms to access air from outside.

A task force of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) has issued guidance to schools and universities to help retrofit and plan for the improvement of indoor air quality and slow the transmission of viruses; Greenman-Pedersen Inc., the District's Engineer of Record, is using this guidance and assessing each District facility for ventilation improvements to be implemented in the next several months. As most District buildings are scheduled to have more significant HVAC improvements in the next 6 years, these ventilation improvements are intended to be high-impact, short-term changes.

### Environmental Remediation

2021	2022	2023	2024	2025	2026	Total
\$425,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$800,000

As noted previously, many District facilities could have hazardous materials like asbestos-containing floor tiles and pipe insulation and lead paint. These materials may be impacted by renovations and would have to be remediated by certified firms before other demolition and construction work can proceed. The budgeted amounts are for remediation costs on an as-needed basis. Note that since it is difficult to anticipate the scope and scale of remediation needs, amounts in the out-years are particularly subject to change.

### Life Safety Systems Upgrades

2021	2022	2023	2024	2025	2026	Total
\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$450,000

This budget line is for the improvement or replacement of life safety systems, including fire alarm panels, pull stations, smoke detectors, emergency lighting, and visual and auditory annunciation. The sequence of work will be based on relative priorities as determined by the feasibility study that is to be completed in early 2021.

### Communications, Access Control and Security

2021	2022	2023	2024	2025	2026	Total
\$40,000	\$600,000	\$0	\$0	\$0	\$0	\$640,000

Most District facilities need communications and security upgrades, including phone and public announcement systems; ensuring that mobile phones function properly within school buildings; and access control systems/ lockdown controls that are consistent with current best practices. The sequence of work will be based on relative priorities as determined by the feasibility study that is to be completed in early 2021.

## Site-Specific Construction Projects

### Roof Replacements: Morris ES, Willard ES, W Scranton IS, W Scranton HS

2021	2022	2023	2024	2025	2026	Total
\$5,072,000	\$0	\$0	\$0	\$0	\$0	\$5,072,000

This project includes the design of new roofs for Morris Elementary, West Scranton Intermediate, and West Scranton High School and the construction of new roofs at all four schools. (The design of the Willard roof was completed by the District's Engineer of Record, Greenman-Pedersen, in 2020). Roofs at all four schools are well beyond their useful life and interior damage has either already started or is a significant risk. The projected cost breakdown is as follows:

Projects	Estimates
Construction: Willard ES	\$500,000
Construction: Morris ES	\$375,000
Construction: W. Scranton IS	\$1,500,000
Construction: W. Scranton HS	\$2,100,000
Design (3 schools)	\$597,000
<b>Total</b>	<b>\$5,072,000</b>

### Scranton High School Sprinkler System

2021	2022	2023	2024	2025	2026	Total
\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000

The sprinkler system at Scranton High School is significantly corroded and has resulted in many leaks requiring emergency repairs at a high cumulative cost. In 2020, the District engaged Greenman-Pedersen to perform testing to determine the cause and extent of the problem, and design upgrades or system replacement. The current cost estimate assumes that the system will have to be replaced and represents projected construction costs.

### Armstrong Elementary School HVAC Replacement

2021	2022	2023	2024	2025	2026	Total
\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000

Due to failures of the heating, ventilation, and air conditioning (HVAC) system at Armstrong Elementary, the District has spent significant funds in recent years remediating mold. Greenman-Pedersen was engaged in 2020 to determine the causes of the HVAC problems and design system upgrades. This estimate is for projected construction costs.

### West Scranton Intermediate School Renovations

2021	2022	2023	2024	2025	2026	Total
\$1,210,000	\$1,500,000	\$2,240,000	\$0	\$0	\$0	\$4,950,000

West Scranton Intermediate School was originally built in 1975 and has never been comprehensively renovated. It is a 174,166 square foot, open plan building, the newest of the District's three intermediate schools, and the only one that is air conditioned. The cost estimate includes a 30 percent allowance for mechanical, electrical and plumbing items to be identified during the new feasibility study. The 2012 feasibility study identified the need to replace the electric heating and cooling system based on system age and poor energy efficiency; however, some HVAC improvements, including installation of new natural

gas boilers, have been made since then. These projects are assumed to take place in the 2023 calendar year. In addition to the feasibility study projects, additional costs are included for the 2021 and 2022 calendar years to support capital projects related to the District’s building reconfiguration plans. An additional 15 percent has been included for design work. Estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$160,276
Accessibility Improvements	\$556,686
Interior Building Maintenance	\$781,117
Allowance for Mechanical, Electrical, and Plumbing	\$449,424
Reconfiguration	\$2,500,000
Design	\$502,125
<b>Total</b>	<b>\$4,949,628</b>

South Scranton Intermediate School Boiler Retrofit/ Replacement

2021	2022	2023	2024	2025	2026	Total
\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000

South Scranton Intermediate has boilers that are not sized correctly for the building and heating requirements. Greenman-Pedersen was engaged in 2020 to determine the best path forward to correct the boiler problems; their design solution will leave one of the two boilers in place and replace the other. This cost estimate is for construction.

West Scranton High School Renovations

2021	2022	2023	2024	2025	2026	Total
\$500,000	\$6,000,000	\$4,064,000	\$0	\$0	\$0	\$10,564,000

Facade



Aerial View



West Scranton High School is a 255,000 square foot building built in 1927. It is badly in need of a complete renovation including the exterior, building envelope, and building interior. The cost estimate is based on specific items identified in the District’s 2012 Feasibility Study plus an allowance for mechanical, electrical and plumbing work that was identified as needed but not included in the cost estimate. An additional 15 percent has been included for design work. Because the District does not have enough space elsewhere to accommodate all West Scranton High School students, this project will have to be phased to allow work to proceed in some parts of the building while other parts continue to be used by students and staff. The table below shows the estimated costs by category.

Projects	Estimates
Exterior Code Compliance Improvements	\$441,368
Exterior Building Maintenance	\$554,318
Building Envelope	\$3,938,234
Interior Code Compliance Improvements	\$1,000,687
Accessibility Improvements	\$427,771
Interior Building Maintenance	\$1,462,577
Allowance for Mechanical, Electrical, and Plumbing	\$1,564,991
Design	\$1,173,744
<b>Total</b>	<b>\$10,563,690</b>

Northeast Scranton Intermediate School Renovations

2021	2022	2023	2024	2025	2026	Total
\$500,000	\$1,500,000	\$4,600,000	\$504,000	\$0	\$0	\$7,104,000

Northeast Scranton Intermediate School was built in 1904 and originally served as a high school. Major renovations were done in 1930 and 1999. In the summer of 2020, structural work was done on the porticoes and significant asbestos abatement work was also completed. However, Northeast Intermediate still needs major renovations in every category – site work; building envelope; accessibility; code compliance; mechanical, electrical, and plumbing; and finishes. After West Scranton High School, this is the District facility most in need of major renovations. CIP amounts assume that Northeast Scranton IS is renovated over a number of years beginning in 2021. Some funds are allocated for the 2021 capital budget to cover the costs of renovations that may be related to the building reconfiguration plans.

Projects	Estimates
Exterior Code Compliance Improvements	\$94,854
Exterior Building Maintenance	\$442,634
Other Improvements	\$1,561,229
Accessibility Improvements	\$1,075,183
Interior Building Maintenance	\$1,238,288
Allowance for Mechanical, Electrical, and Plumbing	\$1,764,875
Design	\$926,560
<b>Total</b>	<b>\$7,103,623</b>

Memorial Stadium Track Replacement

2021	2022	2023	2024	2025	2026	Total
\$375,000	\$0	\$0	\$0	\$0	\$0	\$375,000

In 2020, the track at Memorial Stadium was found to be nearing the end of its useful life with several sections lifting from the subsurface and some drainage issues identified in other areas. This project is included in year one of the capital program because it is the only large high school track in Scranton, and Scranton School District shares the usage of the facility with Lackawanna College, the University of Scranton, and other organizations.

Morris Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$1,033,000	\$0	\$0	\$0	\$0	\$1,033,000

Robert Morris Elementary is a school originally built in 1895, with renovations and an addition dating from 1966. It is a two-story building of 43,600 square feet. The cost estimate is based on specific items identified in the District's 2012 Feasibility Study plus an allowance for mechanical, electrical and plumbing work that was identified as needed but not included in the cost estimate. An additional 15 percent has been included for design work. The cost estimate includes replacing the roof and significant accessibility improvements, but does not include some other potential needs such as window and door replacements and is not a comprehensive facility renovation.

Projects	Estimates
Exterior Building Maintenance	\$188,068
Accessibility Improvements	\$252,439
Other Improvements	\$201,280
Allowance for Mechanical, Electrical and Plumbing	\$256,715
Design	\$134,775
<b>Total</b>	<b>\$1,033,277</b>

Scranton High School Chillers and Water Heaters

2021	2022	2023	2024	2025	2026	Total
\$0	\$506,000	\$0	\$0	\$0	\$0	\$506,000

In the last three years, District personnel have identified the chillers and gym and boiler room water heaters as needing replacement. Chiller replacement was preliminarily estimated at \$400,000 and the water heater replacements were preliminarily estimated at \$40,000. An additional 15 percent has been included for design work. These estimates are subject to change based on the new feasibility study.

Memorial Stadium Bleachers

2021	2022	2023	2024	2025	2026	Total
\$0	\$250,000	\$500,000	\$500,000	\$250,000	\$0	\$1,500,000

Memorial Stadium is the District's primary venue for major athletic events (including football and track and field events), with a capacity of 15,000. The stadium is used for high-profile District events, and it is also used by Lackawanna College, the University of Scranton, and other organizations. The metal bleachers of Memorial Stadium are rusted and deteriorated and require significant renovation/ replacement work. Preliminary work indicates that the cost of work on the bleachers may ultimately be much higher than the amounts presented here; however, the District is currently budgeting a total of \$1.5 million and expects to re-evaluate the amounts and timing of this project each year of the CIP.

Scranton High School HVAC and Windows

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$2,000,000

Over the past year, District personnel have identified issues with condensation appearing in several parts of the Scranton High School building. One section of the building has high humidity, and this section may require repairs to the HVAC system. At the front of the building, the windows have shown signs of gathering condensation and several sections may need to be replaced. Preliminary estimates have been included for \$2 million in repairs for these items, and these estimates will be refined with the findings of the new feasibility study.

Sumner Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$770,000	\$0	\$0	\$0	\$770,000

Sumner is a 34,080 square foot building originally built in 1968. The cost estimate is based on specific items identified in the District’s 2012 Feasibility Study plus an allowance for mechanical, electrical and plumbing work that was identified as needed but not included in the cost estimate. An additional 15 percent has been included for design work. It should be noted that the cost estimate assumes that this project is not a comprehensive renovation; it would only address the specific needs identified in the feasibility study, which include accessibility improvements, bathroom upgrades, and exterior deferred maintenance work.

Projects	Estimates
Exterior Building Maintenance	\$132,400
Accessibility Improvements	\$207,056
Other Improvements	\$138,649
Allowance for Mechanical, Electrical and Plumbing	\$191,242
Design	\$100,402
<b>Total</b>	<b>\$769,751</b>

South Scranton Intermediate School Building and Site Improvements

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$3,843,000	\$0	\$0	\$3,843,000

South Scranton Intermediate School was originally built in 1937 and is a 182,734 square foot, 4-story building. It has never been comprehensively renovated. The 2012 feasibility study called for all major building systems to be replaced. The cost estimate includes a 30 percent allowance for mechanical, electrical and plumbing items to be identified during the new feasibility study. An additional 15 percent has been included for design work. Estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Code Compliance	\$1,525,544
Exterior Building Maintenance	\$289,688
Accessibility Improvements	\$651,983
Other	\$103,636
Allowance for Mechanical, Electrical, and Plumbing	\$771,255
Design	\$501,316
<b>Total</b>	<b>\$3,843,423</b>

McNichols Plaza Building and Site Improvements

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$2,238,000	\$0	\$0	\$2,238,000

Built in 1977, McNichols Plaza is one of the District’s newest buildings. It is an open plan, one-story building with 49,685 square feet. The 2012 feasibility study indicated that significant work may be due by 2023, including chilled water piping replacement and review of HVAC system components such as duct systems and diffusers. The cost estimate includes a 20 percent allowance for mechanical, electrical and plumbing items to be identified during the new feasibility study. An additional 15 percent has been included for design work. Estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$782,280
Interior Building Maintenance	\$423,656
Interior Code Compliance	\$210,530
Other	\$205,390
Allowance for Mechanical, Electrical, and Plumbing	\$324,371
Design	\$291,934
<b>Total</b>	<b>\$2,238,161</b>

Armstrong Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$1,191,000	\$0	\$0	\$1,191,000

Armstrong Elementary School requires HVAC improvements which are included in the capital budget (2021); this project is for other facility improvements. Armstrong was originally built in 1969 and is a 77,750 square foot, 1-story building. It has aged relatively well, but has never been comprehensively renovated and is now over 50 years old. The cost estimate includes a 20 percent allowance for mechanical, electrical and plumbing items to be identified during the new feasibility study. An additional 15 percent has been included for design work. Estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$242,963
Accessibility Improvements	\$184,531
Interior Building Maintenance	\$368,450
Other	\$66,937
Allowance for Mechanical, Electrical, and Plumbing	\$172,576
Design	\$155,319
<b>Total</b>	<b>\$1,190,776</b>

Adams Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$1,447,000	\$0	\$1,447,000

Adams Elementary School is a 40,380 square foot, 3-story building. It was built in 1931 and renovated in the mid-1960's. The 2012 feasibility study identified significant mechanical, electrical and plumbing needs, such as a new boiler, piping replacements, and ventilation improvements. The cost estimate includes a 20 percent allowance for such items, which will be identified during the new feasibility study. Significant work will also be needed to make Adams ADA accessible. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$186,864
Accessibility Improvements	\$360,294
Interior Building Maintenance	\$236,775
Other	\$184,061
Allowance for Mechanical, Electrical, and Plumbing	\$290,398
Design	\$188,759
<b>Total</b>	<b>\$1,447,151</b>

Prescott Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$532,000	\$0	\$532,000

Prescott Elementary School is one of the District's newer buildings, built in 1966. It has 2 stories plus a basement and 28,056 square feet. It has never been comprehensively renovated. The 2012 feasibility study identified some HVAC needs and also indicated that heat and plumbing piping would need to be assessed in the coming years. The cost estimate includes a 20 percent allowance for mechanical, electrical, and plumbing items. Prescott also requires site improvements such as walkway, stair and ramp replacements. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$98,660
Accessibility Improvements	\$187,013
Other	\$99,718
Allowance for Mechanical, Electrical, and Plumbing	\$77,078
Design	\$69,370
<b>Total</b>	<b>\$531,839</b>

Whittier Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$300,000	\$2,152,000	\$2,452,000

Whittier Elementary School is a 44,391 square foot building with 3 floors; it was built in 1896 and renovated in 1966. The 2012 feasibility study indicated that all building systems are due to be replaced; the cost estimate includes a \$1.5 million allowance for mechanical, electrical, and plumbing items. The playground also needs to be replaced. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Building Maintenance	\$131,831
Allowance for New Playground	\$500,000
Allowance for Mechanical, Electrical, and Plumbing	\$1,500,000
Design	\$319,775
<b>Total</b>	<b>\$2,451,606</b>

Scranton High School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$2,931,000	\$2,931,000

Scranton High School was built in 2001 and is the District's third newest building. It is the District's largest building at 293,092 square feet. Scranton High School requires sprinkler improvements; this project is included in the capital budget (2021). In addition, it needs a new chiller, new water heaters, HVAC improvements, and some window/ envelope upgrades; these projects have been included in 2022-2024. This project is a placeholder for other renovations that are projected to be required by 2026, given that the building will be 25 years old.

Bancroft Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000

Bancroft Elementary School was built in 1928 and renovated in the 1960's. It is a 24,740 square foot building with 2 floors and a basement. It is the smallest building operated by the District. Bancroft ES requires a number of projects identified in the 2012 feasibility study and the 2018 facilities report including interior renovations for code compliance, accessibility improvements, and site improvements to the area outside of the building. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Willard Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$1,408,000	\$1,408,000

Willard Elementary School urgently needs a new roof, which is included in the capital budget (2021); this project is for other facility renovations. Willard was built in 1928 and renovated in 1960; it has 2 stories plus a basement, and has 45,920 square feet. The 2012 feasibility study identified significant mechanical, electrical and plumbing needs, such as air handler and terminal unit replacements and piping replacements. The cost estimate includes a 20 percent allowance for these items, which will be identified during the new feasibility study. Willard also requires significant site improvements and code compliance work. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Projects	Estimates
Exterior Code Compliance	\$215,585
Accessibility Improvements	\$227,800
Interior Code Compliance	\$354,650
Other	\$221,934
Allowance for Mechanical, Electrical, and Plumbing	\$203,994
Design	\$183,594
<b>Total</b>	<b>\$1,407,557</b>

Kennedy Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$1,167,000	\$1,167,000

John F. Kennedy Elementary School was built in 1964 and renovated in 1983. It is a 41,350 square foot building with 2 levels. The 2012 feasibility study indicated the need for significant HVAC work, such as replacement of AHUs and unit ventilators; the bulk of this line item is a \$1.0 million allowance for mechanical, electrical, and plumbing items. The feasibility study also indicated that a curtain wall/ window replacement was needed, but there is no cost estimate for this work. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Tripp Elementary School Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$1,094,000	\$1,094,000

Tripp Elementary was built in 2011 and is the District's newest building. It is a 92,602 square foot building with 3 stories. It should be noted that a new access road was completed in the summer of 2020. The 2012 feasibility study did not identify any needs at Tripp since it had just been built; the new feasibility study will provide an inventory of the building components or systems that will need attention in the coming years. In the meantime, District staff have identified a number of site and interior needs that are to be addressed in 2026, such as walkway and parking lot improvements; new fencing; and gym floor restoration. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study.

Administration Building Renovations

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$1,041,000	\$1,041,000

The District's Administration Building was built in 1910. The building opened as the George Washington School, and it was converted to administrative offices starting in 1966. It is approximately 40,000 square feet with 3 floors. Based on the findings of the 2018 facilities report, there were a number of projects identified that were required in order to keep the building functioning. These projects include a new roof, accessibility improvements, and repairs to heating controls. An additional 15 percent has been included for design work; estimates are subject to change based on the new feasibility study. Given the priority to invest in the District's academic buildings, the projects for the Administration Building are included in the final year of the capital improvement plan. It is the District's goal to identify a new space for administrative offices, avoid the need to invest these funds in the Administration Building, and invest the proceeds from the sale of the building in other capital projects.

Projects	Estimates
Exterior Building Maintenance	\$24,000
Building Envelope	\$250,000
Accessibility Improvements	\$350,000
Interior Building Maintenance	\$130,000
Allowance for Mechanical, Electrical & Plumbing	\$150,800
Design	\$135,720
<b>Total</b>	<b>\$1,040,520</b>

Additional Site-Specific Projects - TBD

2021	2022	2023	2024	2025	2026	Total
\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000

This line item is a placeholder for capital projects that have not yet been identified but will be needed by 2026. By maintaining such placeholder line items in the capital plan, the District is working to ensure that financial resources will be available for facility work that will be needed in the future.

## Project Summary by School

In the section below, the projects organized by category are summarized for each school building. The totals in the table do not include design and consulting services or an allowance for inflation and contingency.

Project	2021	2022	2023	2024	2025	2026	Total
	Capital Budget	Projected	Projected	Projected	Projected	Projected	
District-Wide Construction	\$2,115,000	\$825,000	\$225,000	\$75,000	\$75,000	\$75,000	\$3,390,000
Adams Elementary School	\$0	\$0	\$0	\$0	\$1,447,000	\$0	\$1,447,000
Armstrong Elementary School	\$2,000,000	\$0	\$0	\$1,191,000	\$0	\$0	\$3,191,000
Bancroft Elementary School	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
Morris Elementary School	\$431,321	\$1,033,000	\$0	\$0	\$0	\$0	\$1,464,321
Prescott Elementary School	\$0	\$0	\$0	\$0	\$532,000	\$0	\$532,000
Kennedy Elementary School	\$0	\$0	\$0	\$0	\$0	\$1,167,000	\$1,167,000
McNichols Educational Plaza	\$0	\$0	\$0	\$2,238,000	\$0	\$0	\$2,238,000
Whittier Elementary School	\$0	\$0	\$0	\$0	\$300,000	\$2,152,000	\$2,452,000
Sumner Elementary School	\$0	\$0	\$770,000	\$0	\$0	\$0	\$770,000
Tripp Elementary School	\$0	\$0	\$0	\$0	\$0	\$1,094,000	\$1,094,000
Willard Elementary School	\$500,000	\$0	\$0	\$0	\$0	\$1,408,000	\$1,908,000
Northeast Scranton Intermediate School	\$500,000	\$1,500,000	\$4,600,000	\$504,000	\$0	\$0	\$7,104,000
South Scranton Intermediate School	\$1,000,000	\$0	\$0	\$3,843,000	\$0	\$0	\$4,843,000
West Scranton Intermediate School	\$2,935,283	\$1,500,000	\$2,240,000	\$0	\$0	\$0	\$6,675,283
Scranton High School	\$2,500,000	\$506,000	\$1,000,000	\$1,000,000	\$0	\$2,931,000	\$7,937,000
West Scranton High School	\$2,915,396	\$6,000,000	\$4,064,000	\$0	\$0	\$0	\$12,979,396
Memorial Stadium	\$375,000	\$250,000	\$500,000	\$500,000	\$250,000	\$0	\$1,875,000
Administration Building	\$0	\$0	\$0	\$0	\$0	\$1,041,000	\$1,041,000
Additional Site-Specific Projects - TBD	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
<b>Total</b>	<b>\$15,272,000</b>	<b>\$11,614,000</b>	<b>\$13,399,000</b>	<b>\$9,351,000</b>	<b>\$2,604,000</b>	<b>\$13,868,000</b>	<b>\$66,108,000</b>

In the table and the descriptions below, school buildings have been organized by grade level (elementary, intermediate, and high), then geography (north/northeast, south, and west), and then the name of the building.

### District-Wide Construction Projects

In addition to the projects listed above, the capital improvement plan includes a number of projects that will take place at each school building. Rather than allocate the funds to individual buildings, the table below summarizes projects that will take place at all of the District's buildings. This information has been described in greater detail in the section above.

Project	2021	2022	2023	2024	2025	2026	Total
Ventilation Improvements	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Environmental Remediation	\$175,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$550,000
Life Safety Systems Upgrades	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$450,000
Communications, Access Control and Security	\$40,000	\$600,000	\$0	\$0	\$0	\$0	\$640,000
<b>Total</b>	<b>\$1,865,000</b>	<b>\$825,000</b>	<b>\$225,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$3,140,000</b>

In addition to the projects for District-wide construction listed in the table, the capital improvement plan includes a \$4.0 million placeholder amount for additional site-specific projects. As the District completes the new feasibility study, this funding will be allocated among the District's buildings in future capital budgets and revisions to the capital improvement plan. Another possible application for this placeholder amount is future need -- by the end of the proposed capital improvement plan some of the District's buildings may require significant renovations that may become more apparent as the buildings age.

### Adams Elementary School Projects

Projects for Adams Elementary School are anticipated to begin in the latter portion of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. step replacement and ramp installation), building envelope upgrades (e.g. replacement of doors), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the update to its feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$1,447,000	\$0	\$1,447,000

### Armstrong Elementary School Projects

In the 2021 proposed capital budget, the HVAC system at Armstrong Elementary School will be replaced to address mold issues that have occurred in the building in recent years. Renovation projects will take place in the future years of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. pavement replacement), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the its new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
HVAC Replacement	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Renovations	\$0	\$0	\$0	\$1,191,000	\$0	\$0	\$1,191,000
<b>Total</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,191,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,191,000</b>

Bancroft Elementary School Projects

Projects for Bancroft Elementary School are anticipated to begin in the latter portion of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. step replacement and fence replacement), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the update to its feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000

Morris Elementary School Projects

In the 2021 proposed capital budget, the roof at Morris Elementary School will be replaced to address issues identified in recent years. Design costs listed in the summary by project type have been reallocated to Morris Elementary School. Renovation projects are anticipated to take place in the second year of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. ramp installation), building envelope (e.g. door replacement), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Roof Replacement	\$375,000	\$0	\$0	\$0	\$0	\$0	\$375,000
Design (Morris Allocation)	\$56,321	\$0	\$0	\$0	\$0	\$0	\$56,321
Renovations	\$0	\$1,033,000	\$0	\$0	\$0	\$0	\$1,033,000
<b>Total</b>	<b>\$431,321</b>	<b>\$1,033,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,464,321</b>

Prescott Elementary School Projects

Renovation projects at Prescott Elementary School will take place in the future years of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. playground resurfacing), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$532,000	\$0	\$532,000

Kennedy Elementary School Projects

Although Kennedy Elementary School received renovations in 2008, the capital improvement plan covers a range of years when many of the buildings systems will be eighteen years beyond the time when the last upgrades took place. In order to plan for renovations that will likely need to take place in the future, the capital improvement plan includes estimates in the final year of the capital improvement plan. These cost estimates include nearly \$1 million for mechanical, electrical, and plumbing projects, as well as additional projects that were identified in recent years (e.g. repair and seal parking lot). As the District

completes the new feasibility study, the project list, cost estimates, and relative priority will be refined for future capital budgets.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$0	\$1,167,000	\$1,167,000

McNichols Educational Plaza School Projects

Compared to other buildings operated by the District, McNichols Educational Plaza was constructed relatively recently. Other than system upgrades conducted as part of the District’s Guaranteed Energy Savings Act projects, McNichols has not received a major renovation since its construction. Renovation projects at McNichols Plaza will take place in the future years of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. step replacement and stair repairs), and interior renovations (e.g. carpet replacement and window replacement). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Building and Site Improvements	\$0	\$0	\$0	\$2,238,000	\$0	\$0	\$2,238,000

Whittier Elementary School

Although Whittier Elementary School was constructed in 2010, the capital improvement plan covers a range of years when many of the buildings systems will be sixteen years old. In order to plan for renovations that will likely need to take place in the future, this plan includes estimates in the final two years of the capital improvement plan. These cost estimates include nearly \$1.5 million for mechanical, electrical, and plumbing projects, as well as additional projects for playground drainage that were identified in recent years. As the District completes the new feasibility study, the project list, cost estimates, and relative priority will be refined for future capital budgets.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$300,000	\$2,152,000	\$2,452,000

Sumner Elementary School

Renovation projects at Sumner Elementary School will take place in the second year of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$770,000	\$0	\$0	\$0	\$770,000

Tripp Elementary School

Although Tripp Elementary School was constructed in 2011, the capital improvement plan covers a range of years when many of the buildings systems will be fifteen years old. In order to plan for renovations that will likely need to take place in the future, we have included estimates in the final year of the capital improvement plan. These cost estimates include nearly \$1.0 million for mechanical, electrical, and

plumbing projects. As the District completes the new feasibility study, the project list, cost estimates, and relative priority will be refined for future capital budgets.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$0	\$1,094,000	\$1,094,000

Willard Elementary School

In the 2021 proposed capital budget, the roof at Willard Elementary School will be replaced to address issues identified in recent years. Design costs listed in the summary by project type have been reallocated to Willard Elementary School. Renovation projects are anticipated to take place in the last year of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. stair repairs), building envelope (e.g. door replacement), and interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Roof Replacement	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Renovations	\$0	\$0	\$0	\$0	\$0	\$1,408,000	\$1,408,000
<b>Total</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,408,000</b>	<b>\$1,908,000</b>

Northeast Scranton Intermediate School

Renovation projects at Northeast Scranton Intermediate School will begin in the second year of the capital improvement plan and continue for several years. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. sidewalk and pavement replacement), building envelope (e.g. further roof repairs if needed), interior renovations (e.g. wall repairs, bathroom upgrades, and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$500,000	\$1,500,000	\$4,600,000	\$504,000	\$0	\$0	\$7,104,000

South Scranton Intermediate School

In the 2021 proposed capital budget, the boiler system at South Scranton Intermediate School will be retrofitted or replaced to address issues identified in recent years. In the fourth year of the capital improvement plan, additional building renovations are planned to take place. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. sidewalk and pavement replacement), building envelope (e.g. brick repointing), interior renovations (e.g. bathroom upgrades and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Boiler Retrofit / Replacement	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Building and Site Improvements	\$0	\$0	\$0	\$3,843,000	\$0	\$0	\$3,843,000
<b>Total</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,843,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,843,000</b>

West Scranton Intermediate School

In the 2021 proposed capital budget, the roof at West Scranton Intermediate School will be replaced to address issues identified in recent years. In the third year of the capital improvement plan, additional building renovations are planned to take place. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. walkway repair), building envelope (e.g. door replacement), interior renovations (e.g. drop ceiling replacement, bathroom upgrades, and Americans with Disabilities Act projects). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Roof Replacement	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Design (W. Scranton IS Allocation)	\$225,283	\$0	\$0	\$0	\$0	\$0	\$225,283
Reconfiguration	\$1,210,000	\$1,500,000	\$0	\$0	\$0	\$0	\$2,710,000
Renovations	\$0	\$0	\$2,240,000	\$0	\$0	\$0	\$2,240,000
<b>Total</b>	<b>\$2,935,283</b>	<b>\$1,500,000</b>	<b>\$2,240,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,675,283</b>

Scranton High School Projects

Although Scranton High School was constructed in 2001, many of the building's systems are beginning to require significant repairs in order to remain operational. In the 2021 proposed capital budget, the sprinkler system at the school will be replaced to address issues identified in recent years. In the second year, additional funds are planned to replace the water heaters and repair issues identified with the building's HVAC system. By the end of the capital improvement plan, the building will likely require additional renovations. In order to plan for these renovations, we have included estimates in the final year of the capital improvement plan. These cost estimates include nearly \$2.9 million for mechanical, electrical, and plumbing projects. As the District completes the new feasibility study, the project list, cost estimates, and relative priority will be refined for future capital budgets.

Project	2021	2022	2023	2024	2025	2026	Total
Sprinkler System	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Chillers and Water Heaters	\$0	\$506,000	\$0	\$0	\$0	\$0	\$506,000
HVAC and Windows	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$2,000,000
Building Renovations	\$0	\$0	\$0	\$0	\$0	\$2,931,000	\$2,931,000
<b>Total</b>	<b>\$2,500,000</b>	<b>\$506,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$2,931,000</b>	<b>\$7,937,000</b>

West Scranton High School

In the 2021 proposed capital budget, the roof at West Scranton High School will be replaced to address issues identified in recent years. Beginning in 2021 and continuing for the next two years, additional building renovations are planned to take place. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study. Major projects include site improvements (e.g. repairs to sidewalks and entrances), building envelope (e.g. door replacement), interior renovations (e.g. classroom renovations, bathroom upgrades, and Americans with Disabilities Act projects). In

addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the new feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Roof Replacement	\$2,100,000	\$0	\$0	\$0	\$0	\$0	\$2,100,000
Design (W. Scranton HS Allocation)	\$315,396	\$0	\$0	\$0	\$0	\$0	\$315,396
Renovations	\$500,000	\$6,000,000	\$4,064,000	\$0	\$0	\$0	\$10,564,000
<b>Total</b>	<b>\$2,915,396</b>	<b>\$6,000,000</b>	<b>\$4,064,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,979,396</b>

Memorial Stadium

In the 2021 proposed capital budget, the track at Memorial Stadium will be replaced to address issues identified in recent years. In addition, several structural issues were identified with the stadium's bleachers in a recent evaluation. Bleacher repairs are anticipated to take place beginning in the second year of the capital improvement plan and continuing for the next several years. Due to variances in recent cost estimates, it is possible that these investments do not address all of the issues at the stadium, and future cost refinement and prioritization will need to take place.

Project	2021	2022	2023	2024	2025	2026	Total
Track Replacement	\$345,000	\$0	\$0	\$0	\$0	\$0	\$345,000
Bleachers	\$0	\$250,000	\$500,000	\$500,000	\$250,000	\$0	\$1,500,000
<b>Total</b>	<b>\$345,000</b>	<b>\$250,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$1,845,000</b>

Administration Building

Projects for the Administration Building are anticipated to begin in the latter portion of the capital improvement plan. The majority of the projects included in the building renovations category are taken from the 2012 feasibility study and the 2018 facilities study. Major projects include roof replacement and interior renovations (e.g. Americans with Disabilities Act projects and heating system control repairs). In addition, an estimate has been included for mechanical, electrical, and plumbing projects. The project list, cost estimates, and relative priority will be reevaluated as the District completes the update to its feasibility study.

Project	2021	2022	2023	2024	2025	2026	Total
Renovations	\$0	\$0	\$0	\$0	\$0	\$1,041,000	\$1,041,000

## Appendix A: Definitions

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**Capital asset:** a capital asset is a physical entity belonging to the School District that will be used over many years and has a relatively large monetary value. Common examples of capital assets include land and buildings.

**Capital budget:** annual budget that sets forth the next year's capital appropriations. The amounts and items in the capital budget are binding. The capital budget differs from the operating budget in three ways:

- The capital budget funds capital assets
- The capital budget typically includes large, unusual funding amounts that require special funding sources (like bonds)
- Budgeted amounts might not be spent within the year, and sometimes "carry forward" into future years until projects are complete

**Capital Improvement Plan (CIP):** the CIP sets forth the capital budget plus several more years of planned capital expenditures. Items in the "out-years" are not binding but are helpful for project and financial planning.

**Capital project:** a capital project, sometimes referred to as a capital improvement project, implements an item in the capital budget. Capital projects can take on many forms, including facilities projects (design and construction of new buildings), IT projects, large equipment purchases, and certain vehicle purchases.

**Facilities Condition Assessment:** a facilities condition assessment is used to investigate the condition of District facilities. Assessments consider a variety of factors:

- Functionality: e.g. is this radiator working properly?
- Code Compliance: e.g. whether facilities comply with local, state, and federal regulations on accessibility and safety
- Programs: e.g. does the science lab have the plumbing and the fume hoods it needs to operate safely and effectively?

## Appendix B: Scranton School District Facilities

### District-Owned Academic Buildings

Elementary Schools	Construction Year (Improvements)	Address	Grades	Capacity (2020-21) <sup>1</sup>	Enrollment (2020-21)	Percent of Total
John Adams Elementary School	1931 (Mid 1960s)	927 Capouse Ave.	PK-5	351	252	71.8%
Neil Armstrong Elementary School	1969	1500 N Lincoln Ave.	PK-5	675	562	83.3%
Bancroft Elementary School	1928 (1960s)	1002 Albright Ave.	PK-5	351	222	63.2%
Robert Morris Elementary School	1895 (1966)	1824 Boulevard Ave.	PK-5	351	246	70.1%
William Prescott Elementary School	1966	840 Prescott Ave.	PK-5	351	274	78.1%
John F Kennedy Elementary School	1964 (1983, 2008)	2200 Prospect Ave.	PK-5	486	387	79.6%
McNichols Education Plaza	1977	1111 S Irving Ave.	PK-5	513	374	72.9%
Whittier Elementary School	2010	700 Orchard St.	PK-5	540	365	67.6%
Charles Sumner Elementary School	1968	372 N Sumner Ave.	PK-5	351	271	77.2%
Isaac Tripp Elementary School	2011	1000 N Everett Ave.	PK-5	837	630	75.3%
Frances Willard Elementary School	1928 (1960)	1100 Eynon St.	PK-5	540	374	69.3%
<b>Total</b>				<b>5,346</b>	<b>3,957</b>	<b>74.0%</b>

Intermediate Schools	Construction Year (Improvements)	Address	Grades	Capacity (2020-21) <sup>1</sup>	Enrollment (2020-21)	Percent of Total
Northeast Scranton Intermediate School	1904 (1930, 1999)	721 Adams Ave.	6-8	1,439	760	52.8%
West Scranton Intermediate School	1975	1401 Fellows St.	6-8	1,187	713	60.1%
South Scranton Intermediate School	1937	335 Maple St.	6-8	1,130	632	55.9%
<b>Total</b>				<b>3,756</b>	<b>2,105</b>	<b>56.0%</b>

High Schools	Construction Year (Improvements)	Address	Grades	Capacity (2020-21) <sup>1</sup>	Enrollment (2020-21)	Percent of Total
Scranton High School	2001	63 Mike Munchak Way	9-12	1,844	1,530	83.0%
West Scranton High School	1927 (1932)	1201 Luzerne St.	9-12	1,637	1,221	74.6%
<b>Total</b>				<b>3,481</b>	<b>2,751</b>	<b>79.0%</b>

<sup>1</sup> Elementary school capacities are based on PFM's analysis of classroom utilization in the 2019-20 school year. Intermediate and high school capacities are based on the District's information submitted in the PlanCon forms for each building.

Students in Other Buildings

Students in Other Buildings	Grades	Capacity (2020-21)	Enrollment (2020-21)
Lackawanna County Prison	N/A	N/A	6
Lincoln-Jackson Academy (Electric City Academy)	7-12	N/A	25
Monticello (Electric City Academy)	K-12	N/A	141
Whittier Annex	4-5	N/A	206
<b>Total</b>			<b>378</b>

Enrollment Summary

District-Owned Academic Buildings	Grades	Capacity (2020-21)	Enrollment (2020-21)	Percent of Total
Elementary Schools	K-5	5,346	3,957	74.0%
Intermediate Schools	6-8	3,756	2,105	56.0%
High Schools	9-12	3,481	2,751	79.0%
<b>Subtotal</b>		<b>12,583</b>	<b>8,813</b>	<b>70.0%</b>

Students in Other Buildings	N/A	N/A	<b>378</b>	<b>—</b>
<b>Total Enrollment</b>			<b>9,191</b>	<b>—</b>

Other Properties

Other Properties	Address	Status
Lincoln-Jackson Elementary School	S. Hyde Park Ave. and Academy St.	Sold in 2019
Samuel Morse Elementary School	Farr St. and N. Sumner Ave.	District is reviewing options after bid process
Administration Building	425 N. Washington Ave.	In use

## Appendix C: Best Practices in Capital Planning

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In the section below, we have summarized best practice recommendations on capital planning from the Government Finance Officers Association (GFOA) and other professional organizations. For further information, readers can consult the GFOA best practices for “Multi-Year Capital Planning<sup>2</sup>” and “Capital Planning Policies<sup>3</sup>.”

- Public entities with significant capital assets should develop capital budgets and update capital improvement plans (CIP) each year
  - While outer-year projects in the CIP are not binding, they help with project and financial planning
  - The CIP also helps communicate with staff, students, and the public about the District’s facility plans and progress in improving school facilities
- Capital planning policies should include clear descriptions of how an organization will approach capital planning
  - Policies should identify how the organization’s departments will contribute information to prepare plans, participate in decision-making, and identify professionals who will participate in the process
  - Policies should also describe how the public and other external stakeholders will participate in the capital planning process
  - Finally, policies should identify how capital planning decisions will be made, including descriptions of the decision-making process and the criteria used to select between potential projects
- Capital budgets and CIPs should be based on reasonably current facilities condition assessments
- Entities should invest enough in facilities maintenance, renovation, and replacement on an ongoing basis such that all facilities can meet minimum organizational and compliance standards and maintain their value
- Project progress and financial status should be regularly reported to management and stakeholders
- Entities should develop comprehensive financial policies relevant to the capital planning process, including polices on debt financing, capital reserves, and financial reporting
  - Entities should also ensure compliance with local, state, and federal regulations and laws

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<sup>2</sup> GFOA Best Practice, “Multi-Year Capital Planning,” <https://www.gfoa.org/materials/multi-year-capital-planning>.

<sup>3</sup> GFOA Best Practice, “Capital Planning Policies,” <https://www.gfoa.org/materials/capital-planning-policies>.

## Appendix D: Capital Project Implementation Process

Step	Components
<b>Board Approval of Capital Projects</b>	<ul style="list-style-type: none"> <li>• Capital projects should be included in the capital budget or multi-year capital improvement plans, which should be updated annually</li> <li>• The capital budgeting process should run in tandem with the operating budget process</li> <li>• The District should establish a timeline that affords enough time to receive and evaluate project proposals for incorporation into the proposed capital budget in November</li> <li>• Final adoption of the capital budget would take place in December with the operating budget</li> </ul>
<b>Design and Bid Processes</b>	<ul style="list-style-type: none"> <li>• After projects have been identified through the capital planning process, the District should coordinate the bidding process to select project professionals</li> <li>• Bidding process should be crafted to ensure timely completion of identified projects, as well as compliance with local, state, and federal guidelines</li> <li>• In addition, design and construction bidding should be aligned to take place over summer construction months when possible to minimize impact on student schedules</li> </ul>
<b>Oversight of Consultant and Contractors</b>	<ul style="list-style-type: none"> <li>• The District should monitor project spending to ensure it does not exceed approved expenditure levels and that resources are used appropriately</li> <li>• The District's contracted owners' representative will provide the expertise and capacity for oversight and management</li> <li>• Oversight should include monitoring account balances and purchase orders, tracking revenue receipts, and a structured process for altering spending based on changes in service levels or costs</li> </ul>
<b>Quarterly Project Reporting</b>	<ul style="list-style-type: none"> <li>• The District should periodically report on project progress during the fiscal year to management and the public</li> <li>• Reporting should include operational information as well as financial information (e.g. financing progress, reserve balances) to ensure cost-effective and timely completion of projects</li> </ul>