



THE SCHOOL DISTRICT OF
PHILADELPHIA
OPERATIONS DIVISION



FACILITIES PLANNING OVERVIEW

*Safe, welcoming and healthy place where our students, staff
and community want to be and learn each day*

March 24, 2023

Project Sponsor: Oz Hill, Interim Chief of Operations

2023 Facilities Master Plan Overview

Historical Context

The School District of Philadelphia (SDP) is composed of 215 schools, with a total of more than 300 buildings. Some of the District's oldest buildings are 120 years old. More than 200 were built before 1978, with the average age of a building being seventy-three (73) years old.

Most of these buildings were constructed using lead-based paint and contained asbestos before the health implications were widely understood, as it was commonly used in floor tiles, pipe insulation, and some paint and cement products because of its insulation and fire-retardant qualities.

Environmental conditions now are a factor for every Facilities department-- from funding, training, staffing and in making the difficult decisions on how to balance ever-growing needs with insufficient resources.

Statement of the Problem

Historically, the District has operated under well-documented and long-standing financial and staffing resource constraints. Unlike other school districts, the School District of Philadelphia is not legally permitted to raise its own taxes. Its funding stream is almost entirely dependent on the State and City. For years, that funding has failed to meet the needs of our young people, a fact underscored by the recent finding of the Commonwealth Court in the William Penn School District fair funding case that low-wealth districts, such as ours, have been significantly shortchanged. Due to decades of underfunding, the District has had to balance insufficient resources for work on our facilities and delivering pressing educational services.

In the Court's decision, Judge Renee Cohn Jubelier referred to trial testimony of former Deputy Secretary Stem that there are districts in Pennsylvania, especially lower-wealth districts, that face serious safety concerns related to exposed asbestos and lead in school buildings, and that "existing funding sources are not sufficient to remediate those types of issues."

In 2017, Parsons completed a [Facility Conditions Assessment Report](#) for the School District, which identified the structural issues in each of our buildings. The study identified \$4.9 billion of deferred maintenance across the School District's facilities, and indicated that "the total current period and 7-year Forecast Period funding needs are about \$7,789,200,605."¹ These costs have grown due to the rate of inflation and the aging of facilities. Of the \$4.9 billion identified in 2017, \$2.4 billion is required to address building systems that are either failing, damaged or beyond their service life due to deferred maintenance costs. Another \$430 million is required to address health hazards, risks, and life safety deficiencies. Every year, the delta of needs and funding grows by \$200+ million due to current bond limits.

In the current 6-year Capital Budget, the District is investing \$2.7 billion, inclusive of Federal ARPA funding, to develop safe, healthy, and welcoming learning environments. However, access to this total funding outlined in the Parsons report would allow the District to accelerate the ongoing process of fully repairing and replacing aging facilities.

¹ Funding needs includes: (1) 21 buildings replaced (FCI above 60%), (2) 85 major renovations (45-60% FCI), and (3) deferred maintenance.

How has the District Addressed Facility Conditions (2013-2023)?

Capital Programs: The School District adopts a six-year, aggressive and strategic Capital Improvement Plan (CIP) each year, forecasting the projected capital projects. Resource constraints make planning and completing capital projects challenging. Although bond funding has allowed for significant improvements in our facilities, without more sustained long-term funding, the District will continue to be challenged to provide the learning spaces our students and staff require.

The average age of District schools is seventy-three (73) years old. With deficiencies in our facilities totaling \$4.5 billion and a budget of \$250 million expected bi-yearly in bonds, prioritizing projects is challenging, with emergency, life safety, and environmental leading the charge.

What have we done in the last ten years (2013-2023)?

- Between 2013 and 2023, the District invested \$870.755 million:
 - Constructed four (4) new school facility buildings at the cost of \$288.973 million.
 - Constructed ten (10) new additions at the cost of \$106.95 million.
 - Executed classroom modernization projects at 40 school sites at the cost of \$474.831 million.

Environmental: The Environmental Office oversees multiple environmental regulatory programs, including the asbestos program (AHERA), lead in drinking water, lead-based paint, indoor air quality/mold, hazardous/universal waste disposal, air permits/licenses, storage tank management, soils management, environmental remediation, and sustainability.

What has been done in the last ten years (2013-2023)?

- **New Inspection Contract** - Contracted with Tetra Tech to achieve an inspection schedule that complies with AHERA - an inspection of identified asbestos-containing materials (ACM) every six months, and a reinspection of the building every three (3) years.
- **Program-Wide Assessment** - Retained DeLuca Advisory Services to conduct a program-wide assessment, augment staff and identify areas of improvement.
- **Data Review** - Ongoing modernization of AHERA data using a web-based platform. Improvements need to be made in managing this data.
- **Lead Paint Program** - We have completed lead paint assessments in 194 facilities and certified 169 lead-safe schools.
- **Lead in Water Program** - installed over 1,700 hydration stations, with a goal of reaching a 1/100 students, 1/floor ratio in every school building.
- **Grants** - Received a \$5 million EPA grant to support the drinking water program. The program will be executed in partnership with TerraPhase, an existing contractor that performs lead-in-water testing. Received a \$100 million grant over a 10 year period from the University of Pennsylvania in order to address environmental conditions in our schools.
- **Staffing** - Staffing fluctuations have occurred over the past ten years, resulting in a leadership vacuum and uncertain operational direction. However, in 2020 a staffing increase included full time positions for the current Director, 2 AHERA Management Planner Program Managers, Environmental Response Manager, Lead-Based Paint Program Manager, Management Planners, 2 Environmental Field auditors, 2 Compliance Managers. The inhouse asbestos team (A-Team) was moved from Maintenance to OEMS in order to establish a clearer and more urgent communication chain. In addition a Renovation, Repair and Painting (RRP) Group has been budgeted and is currently being staffed. This group will be dedicated to performing work on lead-based paint.

Facilities: The Facilities Department is responsible for the day-to-day operations within more than 300 buildings. They operate HVAC plants, test life safety systems, and perform grounds keeping and housekeeping activities. Facilities report repair needs to the Maintenance department.

Facilities has been aggressively recruiting, hiring, and training Building Engineer Trainees (BETs) to replenish the depleted Building Engineer (BE) workforce. In addition, the Facilities Training Center was

reestablished to provide both initial training as well as ongoing professional development to our custodial workforce. The center has graduated approximately 150 BETs to BEs and provides training to 1,100 custodial employees.

What has been done in the last ten years (2013-2023)?

- In 2021, signed a \$3 million contract to provide supplemental cleaning staff to cover our 29% staff shortages.
- Created two (2) Senior Regional Manager positions to support the standardization of operations and provide support to our twenty-three (23) Facility Area Managers (FAMs).
- Implemented the Site Specific Facility Management Program (SSFMP), which provides a process for performing facility inspections. The SSFMP identifies the duties and responsibilities of custodial staff, standardizes facility daily operational requirements, and enhances accountability.
- Implemented a custodial management system as part of the \$3 million custodial supplies contract to assess the quality of housekeeping services. This system incorporates a structured inspection framework that provides quantitative data that allows us to identify our success and areas for improvement.
- Installed approximately 15,000 air purifiers throughout the District for \$10 million. Additionally, the District invests \$2.5 million annually in air purifier filters and cells.
- Purchased \$250K annually in automated custodial equipment to increase productivity.
- Updated cleaning protocols to remain consistent with CDC COVID-19 guidelines.

Despite these improvements, staffing positions within Facilities remains a challenge. Overall, 29% of our budgeted workforce is currently vacant.

Maintenance: The Maintenance Department schedules and performs needed building repairs. It also performs preventative maintenance, floor and roof repairs, mechanical systems upkeep, and plumbing.

What has been done in the last ten years (2013-2023)?

- To improve ventilation and temperature comfort throughout schools, Maintenance:
 - Completed \$22 million in HVAC-related projects in 66 schools.
 - Sufficiently cooled 150 buildings with an additional 16 buildings planned by the start of SY23-24; Installed 711 window units since SY 22-23 at a cost of \$555,824.
 - In the last three years, invested over \$1.4 million for electrical upgrades in 7 schools to support the installation of window air conditioners.
 - Installed more than 1,300 radiator covers since SY21-22 at a cost of \$300,000.
 - Completed several mechanical upgrades (boilers, feed tanks, hot water heater installations) in multiple buildings.
 - Repaired more than 10,000 windows, costing \$586,000 in labor and materials.
- Painted (completely or 90% complete) over 51 schools using both District and contracted services.
- Closed 371,123 work orders.
- Completed several renovations to support expansions and swing space relocations. This included Mayfair's relocation to Meehan, the Forrest/Pollock swing space to Meehan.
- Maintenance has supported the District's System of Great Schools (SGS) initiative by installing LED lighting and performing additional classroom renovations.
- Constructed a fully functional dental clinic to support the community at W. D. Kelley.

While these efforts have moved our work orders process significantly forward, 11,148 work orders remain open.

Real Property: Real Property Management supports the effective and efficient management of all owned or leased real property, including licensing and leasing of District property. The District leased several locations due to overcrowding from 2013 through 2023 at a cost of \$33.475 million. Currently, we have (6) leased properties at a cost of \$2,007,877 annually.

We currently own 19 vacant properties, which includes schools, lots and a pool. Several of our vacant properties would require significant capital improvements to reopen. Maintenance relating to properly securing vacant properties has cost us approximately \$1,250,000 over the past ten years.

What has been done in the last ten years (2013-2023)?

- Supported the educational needs of our students by providing educational swing space. More swing spaces could be made available after adequate renovations.
- Through the years we have leased space from approximately 20 different lessors to meet the need for additional academic spaces.
- Assists with obtaining information for Right of Entry requests.

What Work Still Needs to be Completed to Improve Facilities?

The District's long-term strategy includes a cyclical Facilities Assessment Process which informs the aforementioned, more robust Capital Improvement Plan (CIP). The CIP prioritizes academic needs before identifying necessary improvements to District buildings. Academic priorities and robust community engagement and feedback helps to inform the final set of recommendations within the CIP.

Additionally, long-term sustained funding is necessary to address the \$4.9 billion identified for building repairs in the Parsons report. This number grows every year that the District's capital program is not funded in line with Parson's report recommendations. Even if the current deficits were fully addressed, the Capital program requires sustained investment every year or these deficits will return.

The current CIP (internal update:1/23) outlines the required outlay in funding for facilities improvements planning and projects, going forward from January 2023, through June 2028, for **\$2.498 billion**, as follows:

- New Construction, \$602.748 million
- Major Renovations, \$440.363 million
- HVAC, \$353.851 million
- Exterior Renovations, \$265.014 million
- Energy Performance Improvements, \$246.449 million
- Electrical, \$211.351 million
- New Additions, \$154.027 million
- Site Improvements, \$114.348 million
- Controls, \$68.073 million
- Minor Renovations, \$41.353 million

Outstanding Annual Costs to Operate and Maintain Facilities:

- Facilities Department - \$17.3 million
 - Additional funding required for staffing
 - Establishing swing spaces
- Environmental Department - \$7.4 million
 - Additional funding required for staffing and work management software
- Maintenance Department - \$7.2 million
 - Additional funding required to increase general services contract

Parsons Proposed Scenarios to Address Facilities Conditions

The objective of the Facility Condition Assessment was to accomplish the following goals:

- Calculate Facility Condition Index (FCI) Scores for buildings including FCI scores for individual systems.
- Prioritize building systems based on need, observed deficiencies, remaining useful life, and classify each system based on a recommended timeframe for when these systems should be replaced.
- Determine the District's overall outstanding capital need and a recommended annual investment plan to address deferred maintenance.
- Use data gathered from the Facility Conditions Assessment to develop a multi-year capital improvement plan.
- Create one central depository of data on critical building systems, life expectancy, and capital investments.

The Office of Capital Programs cyclically engages in assessments of the entire portfolio of District buildings. This is a comprehensive and extensive process, using industry best practices and accepted methodologies to evaluate, assess and recommend approaches to most effectively address building deficiencies. This analysis also takes into consideration utilization projections and learning environment educational adequacy, on both a macro and micro scale, district-wide. Given the scope of work, level of detail and size of the District, this assessment typically takes 1 to 2 years, in concert with professional consultants and planners.

Over the course of two years, Parsons assessors performed comprehensive assessments of educational facilities and large athletic fields owned by SDP. The report includes both detailed building assessments and broader summaries of facilities conditions for all of the District's more than 300 buildings. [See below for key report findings:](#)

- The overall **Facility Condition Index (FCI) of the facilities is 32.14%**, which indicates that **SDP should be actively replacing systems** at these facilities.
- **Eighty-five (85) buildings** in the District portfolio should be **considered for major renovation**.
- **Twenty-one (21) facilities** should be **considered for closing/replacement**.
- Over the next 10 years, **the total SDP facilities funding needs are approximately \$7.789billion**.
- The **Replacement Value of the facilities** portfolio at **over \$14B**.

Parsons Recommended Scenarios to Address Facility Conditions

Scenario Number	Options	Cost	Pros	Cons
1	<p>Increase funding to offset the recurring system renewal costs.</p> <p>Fully pay down existing deferred maintenance to improve the SDP facilities to excellent (like new) condition.</p>	\$7,789,200,605		The proposed annual investment exceeds the sustainable funding range.
2	<p>Increase funding to offset the recurring system renewal costs.</p> <p>Fully pay down existing deferred maintenance to improve the SDP facilities' condition from needing system replacements to a level that requires minimal annual capital funding.</p>	\$5,687,990,813	<p>This addresses nearly 70% of the needs estimate for the period 2018-2027.</p> <p>The proposed annual investment remains within the sustainable funding range</p>	
3	Fund to improve the SDP facilities' condition from needing system replacements to a level that requires only refurbishment of major systems for the overall portfolio of buildings.	\$4,287,184,286	The proposed annual investment is within the sustainable funding range	This addresses just over 47% of the needs estimate for the period 2018-2027.
4	Maintain the annual Capital-Spending Plan with an investment of \$263 annually in the first year of the plan, with level funding in consecutive years escalated at an annual rate of 3.0%.	\$2,481,065,592		<p>This only addresses about 36% of the needs estimate for the period 2018-2027.</p> <p>The proposed annual investment does not keep pace with forecast future funding requirements resulting in significant deterioration and need to replace systems for SDP's overall facilities portfolio.</p>
5	Apply no funding toward paying down the current deferred maintenance and forecasted system renewal needs.			Resulting in a significant deterioration of facilities conditions from needing system replacements to a level at which the overall portfolio of buildings should be considered for renovation.

**For the financial health of the District, we target maintaining debt service below 10% of the annual expenditures. In the last offering that allowed us to borrow \$316.8 million.*

What is the Path Forward?

Upon my arrival to the District, I conducted 90 listening and learning sessions where I heard from nearly 2,000 community stakeholders. Following the listening and learning tour, I immediately launched a 100-member Transition Team, which provided more than 90 short-term and long-term recommendations to drive sustainable improvements and student achievement – including recommendations regarding how to better develop safe, healthy, and welcoming learning environments.

As part of my transition, I have committed to launching a new District-wide Strategic Plan in the spring of 2023 – the original timeframe for the Facilities Master Plan. Because the Facilities Master Plan must align with the District-wide Strategic Plan to ensure that schools and buildings best support the vision for academics and high-quality learning environments, we paused the development of the Facilities Master Plan until the new Strategic Plan is closer to completion.

However, the recent discovery of environmental hazards at Building 21 and Simon Gratz Mastery Charter, has underscored the immediate need to develop a comprehensive facilities plan. I will establish a facilities project team including internal and external District stakeholders to identify investments needed to significantly improve academic achievement (*per Strategic Plan academic strategies*) and to achieve the two following guardrails:

- **Guardrail 1:** Every school will be a safe, welcoming and healthy place where our students, staff and community want to be and learn each day. This means that our schools will be: 1) environmentally safe and clean; and 2) spaces with inclusive climates that provide students with access to robust social, emotional, and mental health supports.
- **Guardrail 2:** Every student will have a well-rounded education with co-curricular opportunities, including arts and athletics, integrated into the school experience.

Appendix

FCI – the metric of measure

Overall, the Facility Condition Index (FCI) is a metric which represents the relative physical condition of facilities. The FCI measures the estimated cost of the current year deficiencies including recommended improvements and compares it to the projected replacement cost of the various systems. The total cost of the repairs is divided by the current replacement cost for the systems resulting in the FCI. The higher the FCI the poorer the relative condition of the facility.

<i>FCI % Range</i>	<i>Recommended Action</i>
<15 %	Minimal Capital Funding Required
15 to 25%	Refurbish Systems
25 to 45%	Replace Systems
45 to 60%	Building should be considered for major renovation
> 60%	Building should be considered for closing/replacement

The table above is provided to help interpret the results of this survey by establishing a relationship between FCI and the general building condition. The FCI% Ranges listed are derived from Parsons' experience performing assessments of billions of square feet for clients across the country and are based on national standard guidelines widely used as resources for interpreting FCI information. The recommended ranges presented in the table have been found by Parsons to be useful at the planning level.

Facilities are classified by their FCI and Capital Projects are prioritized by a combination of urgent Prioritization Categories, Educational Suitability Indices and Facility Utilization Analysis.

FIG. X: A typical school campus includes academic facilities: school grounds, classrooms, libraries, and other teaching-learning spaces, and may also include ancillary facilities such as storage, temporary modular classrooms, and other support facilities. In addition to school campuses, SDP facilities also include Athletic complexes and Administration and Operation Support facilities. The following table indicates distribution by gross square feet (GSF) and FCI condition.

Asset Class	FCI	< 15%		15 to 25%		25% to 45%		45 to 60%		> 60%		Count	Area
		Count	Area	Count	Area	Count	Area	Count	Area	Count	Area		
High School /CTE / Alternative Ed Ctr / CAPA	25.72%	15	2,267,611	6	1,065,648	19	4,275,126	4	519,481	0	0	44	8,127,866
Middle / Middle Secondary	29.22%	6	936,369	6	1,038,970	12	1,514,128	8	788,059	0	0	32	4,277,526
Elementary School /LSH / PEC / Spec Ed	37.30%	29	1,672,226	8	788,700	70	5,028,252	64	4,354,564	12	715,493	183	12,559,235
Admin / Annex / Fieldhouse / Pool / Stands / Storage	31.90%	15	238,340	2	49,100	11	239,383	9	138,208	8	75,118	45	740,149
Closed Schools	37.74%	0	0	0	0	3	287,221	0	0	1	76,630	4	363,851
	32.14%	65	5,114,546	22	2,942,418	115	11,344,110	85	5,800,312	21	867,241	308	26,068,627

Prioritization of Recommendations for Addressing Facility Conditions

As with most of America’s large urban school districts, SDP is operating in spite of with aging facilities, increasing or decreasing numbers of students in its school clusters, and changing educational programs. Some are experiencing growth in all or some of their schools due to new student in-flow and demographic migration from one area to another. New technologies and initiatives that envision the evolving relationship between school facilities and student performance and behavior are profoundly impacting school facilities and curriculums. Addressing facility needs is critical to meeting the charges outlined in the SDP Strategic Plan and the Board of Education’s Goals & Guardrails. A list of top facility deficiencies categories was defined toward prioritizing the broad scope of work.

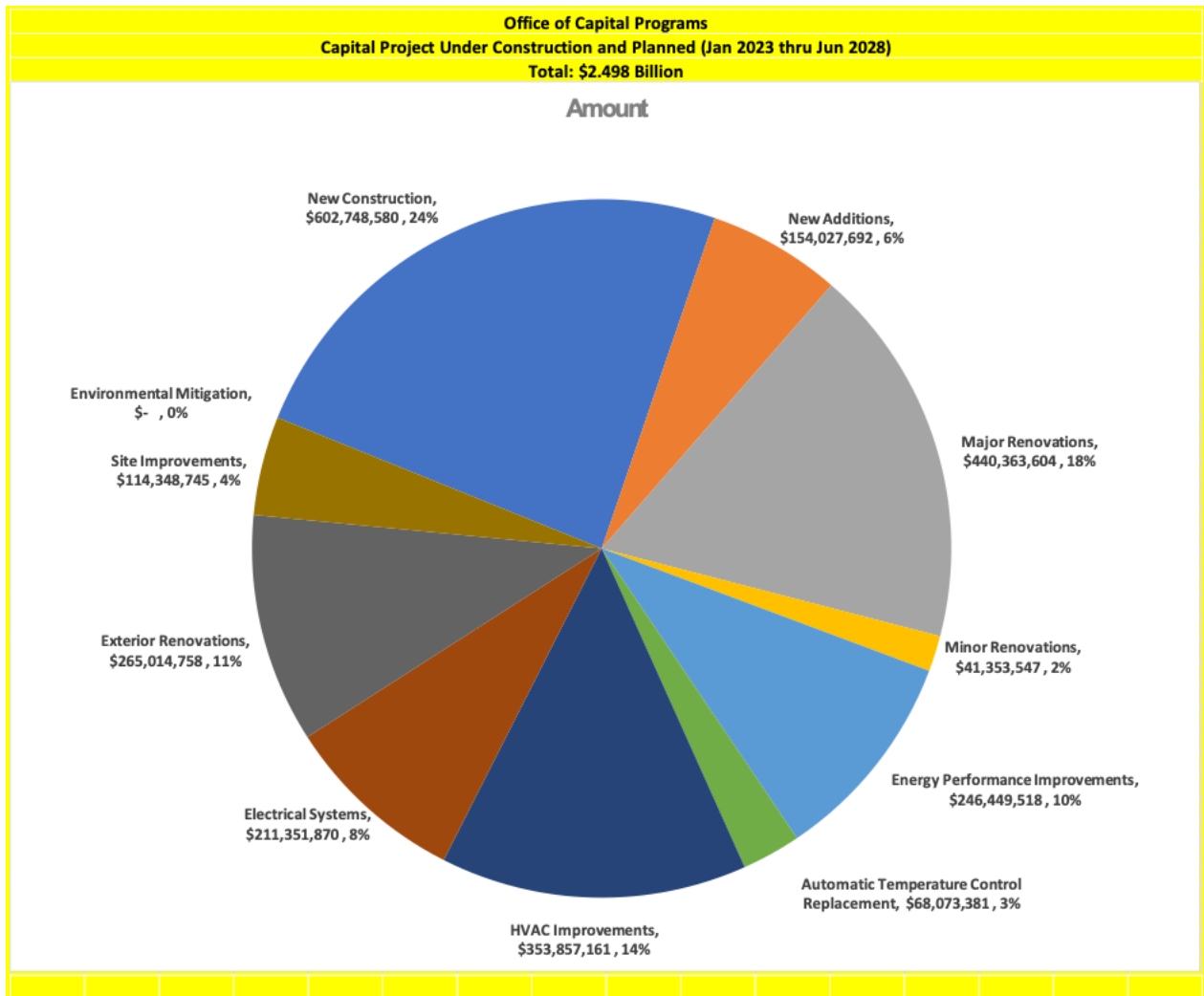
Each deficiency is assigned a General Prioritization Category (Health, Environmental & Life Safety, Code Compliance, Operations/Maintenance, Capital Improvements) that is applied as deficiencies are reviewed and evaluated, based on the structure below;

- Health, Environmental & Life Safety includes items considered as health or environmental hazards. It also refers to items that have a direct benefit by improving the health or life safety of staff, students and the community at large.
- Code Compliance refers to items documenting code compliance compliance issues.
- Operations/Maintenance refers to systems or equipment identified as unsightly, beyond their anticipated service life, damaged or failing, no longer reliable, or obsolete. It also applies to

component systems that require significant maintenance including conditions that may compromise the integrity of the building envelope.

- Capital Improvement refers to items identified as inadequate and in need of extensive improvement or replacement as well as potential low cost or no-cost energy savings opportunities.

The following chart indicates facility condition needs found in the assessment. Priorities do not reflect the *affordability* of needed repairs within the District, nor do they reconcile facility needs with a District’s master plan priorities or educational program objectives.



(NOTE that this chart does not include Environmental Budgets. Working on those numbers now.)

How did the District Respond to the Parson Report

The assessments reflected in the Parsons Report underpins Capital corrective action planning and the prioritization of the Capital programming, design and construction projects initiatives, while additionally supporting the development of the District’s Facilities Master Plan and yearly Capital Budget submissions. For example, of the facilities in the 2017 Parsons Report, which were assess with an FCI greater than 60% (page 42 of the FCA), the following projects were generated:

High School / CTE / Alternative Ed Ctr / CAPA (1 Total)

- Perice, WS (closed) – nothing programed to date. Parson’s January 2017 had replacement value of \$37.8 million.

Elementary School / LSH / PEC / Spec Ed (12 Total)

- Dunbar – currently no active project. Since January 2017 there have been 5 capital projects consisting of Attic Asbestos Abatement, Roof Replacement, Generator Replacement, Classroom Modernization and Exterior Masonry Restoration at a cost of \$3.8 million. The Facility Condition Assessment (FCA) report dated January 2017 (Parsons) has a repair cost of \$13.9 million and replacement value of \$22.9 million.
- Peirce, TM – currently a New School is under construction with a projected cost of \$41.7 million. The FCA report has a repair cost of \$18.8 million and replacement value of \$30.4 million.
- Hamilton – currently there are 2 active projects consisting of a Major Renovation, Phase 2 and a Parking Lot Reconstruction and Stormwater Management Improvements and 2 closed projects consisting of a Major Renovation, Phase 1, and Roof Replacement with a projected cost of \$14.8 million. The FCA report has a repair cost of \$28.3 million and replacement value of \$44.9 million.
- Cramp – currently no active project. Since January 2017 there have been 2 capital projects consisting of Exterior ADA Accessible Ramp & Stair and Classroom Modernization at a cost of \$2.2 million. The FCA report has a repair cost of \$25.7 million and replacement value of \$39.8 million.
- Emlen – currently no active project. Since January 2017 there has been 1 capital projects consisting of Classroom Modernization at a cost of \$1.0 million. Currently, an Electrical Distribution Replacement with a project cost of \$2.3 million is planned. The FCA report has a repair cost of \$23.9 million and replacement value of \$36.8 million.
- Allen, Ethan – currently, a New Addition & Renovation project is under construction with a project cost of \$22.3 million, including a completed Asbestos Abatement & Environmental Clean Up project at a cost of \$200 thousand, since January 2017. The FCA report has a repair cost of \$21.8 million and replacement value of \$33.5 million.
- Logan – currently, a Toilet Room Renovation project is under construction with a projected cost of \$3.2 million. The FCA report has a repair cost of \$21.3 million and replacement value of \$32.4 million.
- Bache-Martin – currently no active project. Since January 2017 there has been 1 capital projects consisting of Classroom Modernization at a cost of \$2.9 million. Currently, a Major Renovation with a projected cost of \$33.3 million is planned. The FCA report has a repair cost of \$16.3 million and replacement value of \$23.6 million.
- Fitler – currently no active project. Since January 2017 there has been no capital projects. Currently, a Major Renovation with a projected cost of \$3.2 million is planned. The FCA report has a repair cost of \$14.0 million and replacement value of \$19.2 million.
- Sheppard – currently no active project. Since January 2017 there has been no capital projects. Currently, an Emergency Generator Replacement with a projected cost of \$500 thousand is planned. The FCA report has a repair cost of \$13.2 million and replacement value of \$17.3 million.
- Richmond – currently no active project. Since January 2017 there has been 1 capital projects consisting of a Major Renovation and Addition at a cost of \$18.9 million. The FCA report has a repair cost of \$16.7 million and replacement value of \$21.2 million.
- Cassidy – currently a New School is under construction with a projected cost of \$55.8 million. The FCA report has a repair cost of \$25.0 million and replacement value of \$30.3 million.

Admin / Annex / Fieldhouse / Pool / Stands / Storage (8 Total)

- Roxborough Field (Fieldhouse) – currently no active project. Since January 2017 there has been no capital projects. Currently, a Fieldhouse project with a projected cost of \$4.8 million is planned. The FCA report has a repair cost of \$3.3 million and replacement value of \$5.2 million.
- Germantown Field (Fieldhouse) – currently no active project. Since January 2017 there has been no capital projects. Currently, a Fieldhouse project with a projected cost of \$4.8 million is planned. The FCA report has a repair cost of \$3.6 million and replacement value of \$5.5 million.
- Our Lady of Pompei – currently no active or planned projects. The FCA report has a repair cost of \$5.8 million and replacement value of \$8.6 million.
- Roxborough Field (Stands) – currently no active or planned projects. The FCA report has a repair cost of \$4.3 million and replacement value of \$6.3 million.
- Onley Field (Fieldhouse) – currently no active project. Since January 2017 there has been no capital projects. Currently, a Fieldhouse project with a projected cost of \$3.8 million is planned. The FCA report has a repair cost of \$1.9 million and replacement value of \$2.7 million.
- St. Bonaventure – currently no active or planned projects. The FCA report has a repair cost of \$5.8 million and replacement value of \$7.6 million.
- Lincoln Field (Pool House) – currently no active or planned projects. The FCA report has a repair cost of \$8.1 million and replacement value of \$9.3 million.
- Germantown Field (Restrooms Opponents) – currently no active or planned projects. The FCA report has a repair cost of \$295 thousand and replacement value of \$316 thousand.