

Future Plans

Overview

The future plans portion of this Educational Facilities Master Plan (EFMP) is primarily developed based upon the recommendations of the Superintendent's Facilities Task Force on Long Range Planning. The task force is guided by the six (6) major facility issues framework comprised of Funding, Utilization, Instructional Needs, Facility Age, Community Development and Compliance which is addressed in detail in the Facility Needs portion of this document.

It is the mission of the task force to assimilate and analyze information that is gathered as part of the master planning process in an attempt to plan out a long-range strategy for WCPS. The overall framework is still valid for WCPS as it has been in previous years. The task force involves community leaders, business personnel, the health care industry, educators and other educational institutions that all bring a unique perspective to the issues that we are faced with regarding school facilities. For FY2010, WCPS approached the task force with a more intensive focus. In light of current fiscal constraints and the ongoing projects associated with replacing the Bennett Complex it was decided to establish two specific sub-committees to evaluate and study two important issues. An alternative financing committee and a future of Mardela middle & high school committee were established in January of 2009 and anticipate completing their investigations and making recommendations to the Superintendent during the Summer of 2009. The overall task force will re-convene in the fall of 2009 to re-evaluate the priority of the six facility issues which structures the EFMP. In addition they will review and potentially revise the long term planning strategy based upon the eventual subcommittee reports and more detailed facility assessment data.

The supporting data provided throughout the facility needs portion of this EFMP in conjunction with previous capital improvement plan (CIP) priorities provide a glimpse of the current status of the facility framework and is an effective tool to guide future work. Minor adjustments to both the planning and study items and the construction and development items are included in this section as part of annual coordination update. The general plan initiatives which provide planning points that influence the approach to and implementation of all facility projects have generally remained unchanged. Although some limited progress is occurring, the magnitude of the planning issues identified with a significant number of elements still needing to be addressed will likely be revisited by the upcoming FY2010 task force.

Two Sections

The future plans are divided into two sections. The first section deals with items that require additional planning or study outside of the task force in order to adequately address future school facility needs. The second section identifies major construction and development projects and systemic renovations that are needed. Both sections were prioritized by last year's task force. It should be noted that when possible, some issues could be addressed simultaneously.

General Plan Initiatives

Planning Points for the Future

1. Facilities Task Force, continue with a community inclusive approach by maintaining the Superintendent's Facilities Task Force on Long Range Planning for the development and/or confirmation of future facility master plans. This would include integrating the recommendations of the Facilities Task Force into the comprehensive WCBOE Strategic Master Plan.
2. School Attendance Area balancing, a previous Facilities Task Force identified several internal and external factors affecting the capacity of our schools. External factors included residential developments and changes in legislation and policy. Residential developments create growth in the community and contribute to population shifts. Changes in legislation and policy necessitate responses for which we cannot always plan. Internally there are educational-based initiatives that require coordination with physical assets. All of these factors combined have a substantial influence on the continually changing demographics of our schools in a relatively short amount of time. In order to adequately respond to identified facility impact of these issues, the task force recommended that the Board initiate a plan to annually assess its school space utilization issues and consider implementing small annual adjustments to specific school attendance areas to re-balance enrollment and capacity. It was recommended by the task force that the Board review and consider a more comprehensive realignment approximately every 5 years or so as required to balance any major disparities in enrollments and/or capacities which have developed.
3. School Site Circulation; continue the program of school site re-development to improve vehicular and pedestrian circulation patterns. Items to be addressed include student drop-off and pick-up, service delivery routes, parking lots and walkway systems at all schools.
4. Security, continue to improve and enhance the security aspects at all schools. Include improvements and upgrades for lighting, surveillance, alarms and monitoring. Increase the use of or provide more controlled/secure access points. Provide a redundancy of critical systems as important elements in the safety and security of our schools.
5. Increased Student Capacity, expand existing facilities to increase capacity where possible as part of any modernization and/or renovation program and consider student attendance boundary adjustments as an acceptable approach to balancing enrollments with capacity.
6. Special Education, in order to support the special education program in addressing the requirements of students with special needs in the least restrictive environment possible, the Board should plan for and provide appropriate facility accommodations along with the necessary support space. This should be included as part of the educational specifications for any new and/or renovated full-service school.
7. Energy Management, continue efforts to upgrade and improve the energy/building management program and equipment where practical. Where upgrade or installation of new equipment is not possible, efforts should be made to develop plans for individual school participation in energy conservation. Explore performance-based contracting as a viable way to implement systemic replacement

General Plan Initiatives

- projects, increase energy efficiencies and maximize potential savings. Also, continue participation in the ESMEC Energy Trust.
8. Code Compliance, integrate within the scope of any renovation, modernization or systemic replacement project a review of any outstanding life safety, regulatory, environmental and/or code compliance issues that may need to be addressed and included as part of the project. The plan should endeavor to address the goals of the strategic plan by supporting the concept of a safe and secure learning environment.
 9. Community Use, as the Board plans new school projects or major additions, planning consideration should include additional square footage to support neighborhood and community use of the facility. The educational specifications need to include any additional areas or spaces required to support accepted county programs and system capabilities beyond what is typically identified as ineligible areas for state-funding participation.
 10. Facility Impact Procedures, the Board should continue to develop and maintain change control procedures to budget and manage the introduction or consideration of any school-based initiative, program or staff change, facility improvement or building/site modification to any of the Board's physical assets. Prior to initiation, any planned change should be first reviewed for its potential impact to the facility and the overall operation and/or maintenance of the plant. Implementation should not be allowed to proceed as planned when an adverse, costly or unsafe condition has been identified or when the introduction of such a program may cause the total student population to exceed the core capacity of that school. No program or initiative should be implemented unless funding and/or space are available to support such a program.
 11. High Performance Schools continue the use of these principles as a major design and operation consideration for the Board's physical assets. Consistent with this goal the Board should also consider including the following for all of its facilities.
 - Backup generator capabilities for all schools.
 - High Speed Communication Infrastructure
 - Possible alternative fuel sources
 - Sustainable design and "green building" guidelines
 12. Capital Improvement Guideline, in general, no school should operate longer than 16 years without being identified in the Capital Improvement Plan as a candidate for a systemic renovation. Additionally, pending funding availability, no school should be allowed to continue in service as a school facility for students beyond 50 years without undergoing a major renovation, upgrade or modernization project. Consideration also should be given to the geographical location and the structural integrity of the structure when recommending replacement versus renovation.
 13. Facility Master Plan Coordination, develop all future educational facilities within the guidelines of Wicomico County's Comprehensive Plan.

Planning & Study

1. Bennett Middle School, complete the property acquisition for the replacement school and initiate design.
2. Delmar Elementary School remains a major capacity issue. Short-term measures have been taken to address immediate overcrowding conditions through the use of numerous portable classrooms. Limited building capacity, sizable anticipated residential bi-state developments, and growing student enrollments continue to be problematic and will remain difficult to resolve until such time that a long-term plan can be developed. Recommendation is made to bring to fruition the study of the Delmar/Wicomico agreement and its related issues and develop a final resolution or course of action related to the agreement so that a comprehensive long-term facility plan can be developed.
3. Mardela Middle / High School, address the forthcoming recommendations of the future of MMHS sub-committee which is investigating projected overcrowding and previously identified capital improvement projects in conjunction with public input.
4. HVAC / Mechanical System Initiative to provide these systems in the schools currently without air-conditioning and establish the necessary timelines, budgets and methods to integrate this initiative with our school replacement and renovation schedules to assure that by 2016 (revised from 2015) all area schools are air-conditioned.
5. Wicomico Middle School, conduct a facility assessment and feasibility study to begin early planning studies of available options to address the multiple systemic and program issues regarding this building.
6. WCBOE Technology Plan, complete the upgrade of the wireless technology infrastructure in all of our schools. Operating and technology resources should continue to be reviewed and adjusted in order to integrate, leverage and upgrade the equipment and services to support such infrastructure.
7. Central Office, conduct a facility assessment and feasibility study to examine available options to address the overall complex. The study should include issues related to the portable annex building complex and the long-term spatial and parking needs for the entire administrative complex.
8. Redistricting / Adjustment to Attendance Areas, develop an overall plan and strategy to schedule and implement a redistricting / adjustment to several attendance areas for our middle and high schools in order to address changes in enrollments, capacities and changes as a result of upcoming projects.
9. Visual & Performing Arts (VPA) Program Consolidation, conduct a feasibility study to examine available options to address the disconnected functions and additional program expansion of the VPA program at Wicomico High School.

*This effort needs to be coordinated with Construction & Development Items #3 and #6.

Construction & Development

1. James M. Bennett High School; complete the Phase 1 & 2 construction of the new James M. Bennett High School. Once the existing Bennett Middle School has been demolished, complete the Phase 3 construction.
2. Bennett Middle School; begin the construction of the new Bennett Middle School at the new site and subsequent relocation. Demolish the existing Middle School at the former Bennett Complex site.
3. High School Classroom Additions; begin the development of additional permanent classroom space for several area high schools in order to address overcrowding conditions. The timing and size of this plan is critical in order to avoid overcrowding at J.M. Bennett High School, once the new building is completed. Final locations should be determined on demographics and capacity and the Board must consider adjustments to attendance areas once space becomes available in order to help balance enrollments with seat capacity. Tentative location and schedule are as follows:

▪ Mardela M/H School	6	2011*	(coordinate with Planning & Study Item #3)
▪ Wicomico High School	4	2014	
▪ Parkside High School	4	2017*	(currently addressed by Portables)
4. Parkside High School, conduct systemic renovations on the HVAC and electrical system and / or limited renovation of the older portions of the building.
5. Westside Primary Classroom Addition, plan for a permanent classroom addition and complete the systemic renovation projects in order to address current and projected overcrowding conditions.
6. High School Science Initiative, special effort should be made to take advantage of state funding currently available and begin an initiative to implement a modernization and upgrade program to the designated high school science facilities. Planning effort should be made to coordinate the Parkside science project with the Parkside HVAC renovation project in order to limit and manage the potential disruption to the facility. Although final schedules will need to be resolved according to the availability of funding, the following sequence of project implementation is recommended:

▪ Wicomico High School	2012
▪ Mardela M/H School	2013
▪ Parkside High School	2014
7. West Salisbury School, renovate, modernize and expand the existing school.
8. Glen Avenue School, renovate, modernize and expand the existing school.
9. East Salisbury School, renovate, modernize and expand the existing school.
10. Land Bank Strategy; begin efforts in designating strategically located properties throughout the county in order to help address future school construction needs in coordination with Wicomico County Planning & Zoning and applicable city or town councils. Exploration should be made into the feasibility and potential viability of acreage “set-a-sides” or “fees” from area developers as part of the planning process which could be used for future school projects. Property acquisitions should be for the long term and must be consistent with the concepts of smart growth and integrate the needs of Recreation and Parks as might be applicable.