

Capital Improvement Project 2023
Community Planning Forum

Delaware Academy Central School District at Delhi

November 7, 2022



DACSD Vision & Mission

- DACSD will be a leader in academic excellence, preparing students to excel in a diverse and dynamic society.
 - *Delaware Academy will provide a wide range of academic and extra-curricular opportunities that develop critical thinking, innovation & leadership.*
 - *Our community of learners will foster partnerships within our region and beyond, supporting a wide range of career pathways for our students.*
 - *Our students will enter society with the ability to embrace change with confidence, altruism, and adaptability.*
- What does this mean when we think about educating “the whole child?”



Community Survey

- Parents, Students, Faculty/Staff, Community Members
- Intention and Purpose
- Trends so far
 - Majority of respondents have been parents of elementary-aged students
 - Understanding how capital projects are planned, approved, and financed is critical to deciding approval
 - Long-term sustainability of programs and facilities is the top priority
 - Creating opportunities for children of all ages is a priority
 - Maintenance of infrastructural items, safety & security upgrades, instruction in technical fields, music & arts, and physical education/athletics all received majority of respondents listing as “extremely important.”



What are Capital Projects?

- Improvements to the **physical structure of our facilities** to support **all** district activities
- Approved by NYSED Office of Facilities and majority funded through NYS Building Aid
 - Limits expenditures to capital improvements
 - Cannot be used to fund staffing, new or expanded programs, or other areas in our budget



Why Capital Projects?

- Ensure students and staff high quality and up-to-date facilities for **teaching and learning**
- Provide high quality facilities for **community use**
- Fiscally responsible for **long-term stability and sustainability**



How are projects planned & implemented?

- Planning Phase
 - Needs Assessment & preliminary scope
 - Board & community input
 - Public surveys, forums, & final hearing
- Initial design planning
- NYSED applications & SEQRA
- Public Vote
- Bidding process
- Construction



How are updates determined & prioritized?

- NYSED Building Conditions Survey
- NYSED Annual Visual Inspections
- Condition of other items at time of planning
- Items identified, but not completed in prior project
- Stakeholder input, questions, and feedback
- Ensure District is “future-ready”
- Alignment with District Vision, Mission & Goals

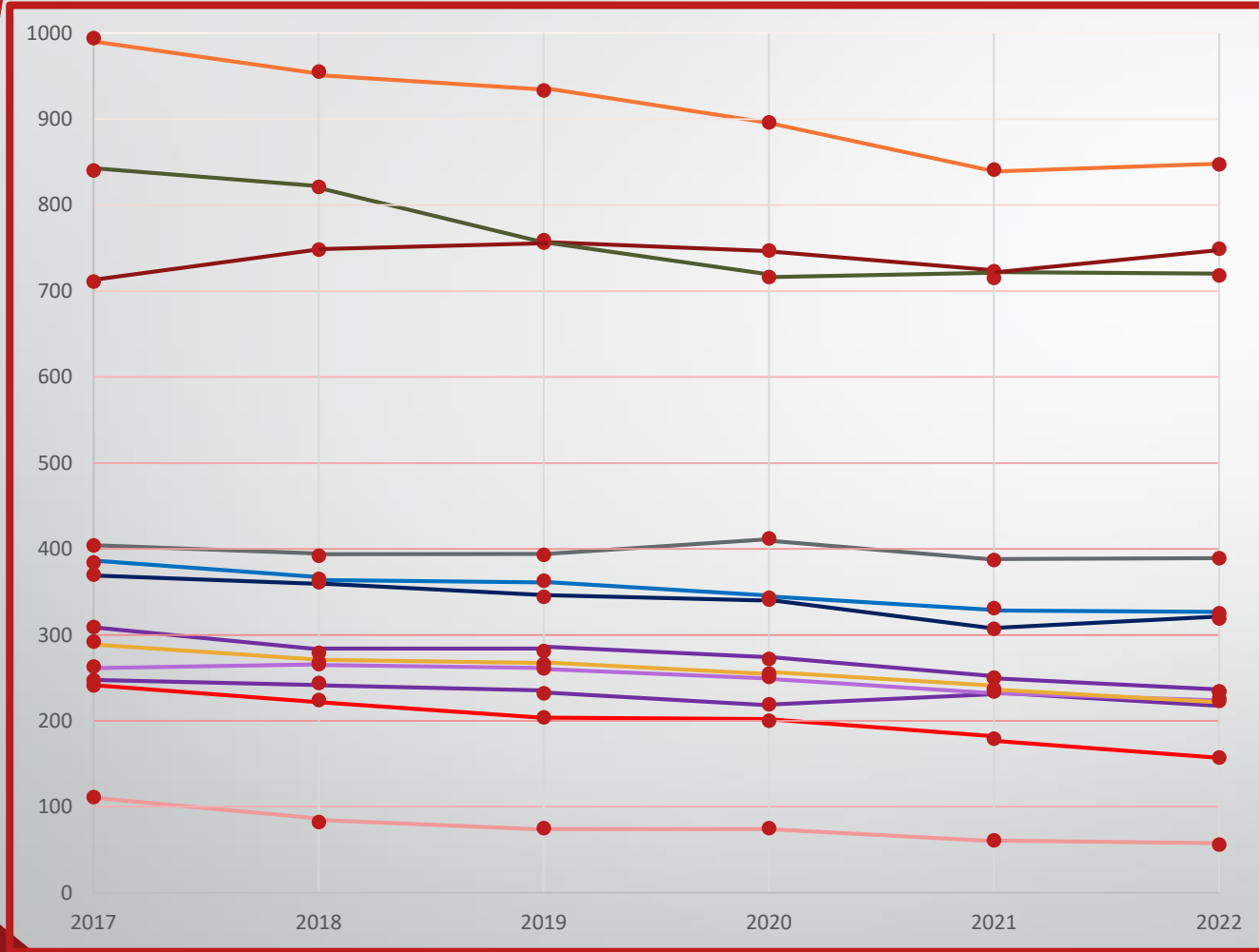


How do we responsibly plan?

- Trends in enrollment
- Historical and future facilities use
- Consultation with fiscal advisors, architects, and construction management
- Community input and use of facilities
- Long-term fiscal health of the district

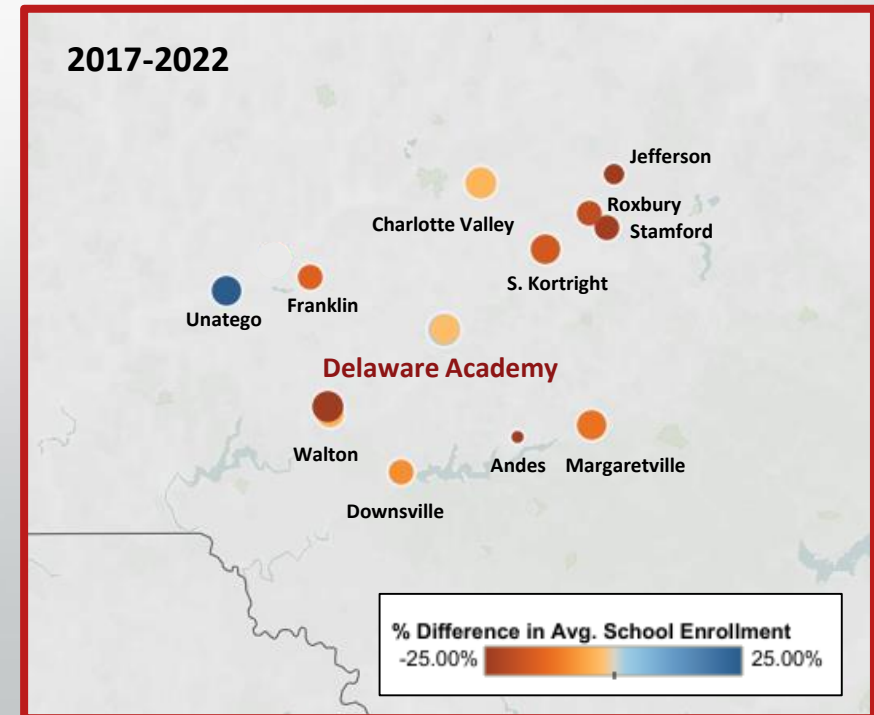


Regional Enrollment Trends*



- Walton
- Unatego
- Delaware Academy
- Charlotte Valley
- South Kortright
- Margaretville
- Stamford
- Roxbury
- Franklin
- Downsville
- Jefferson
- Andes

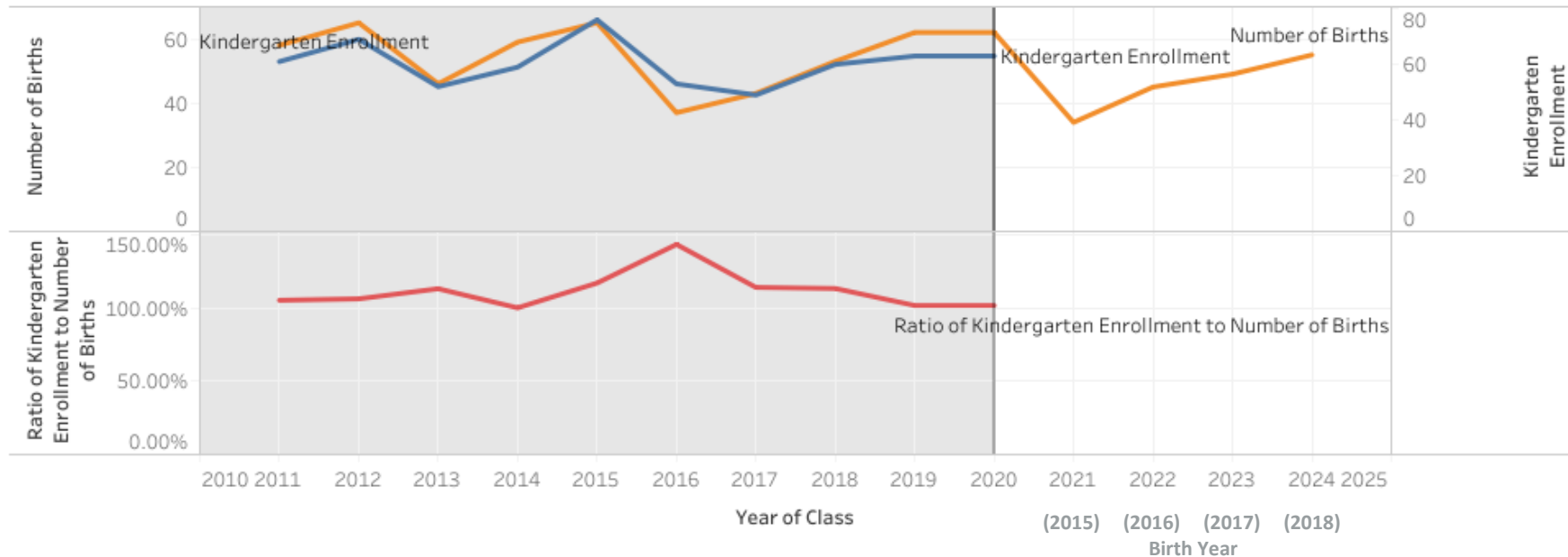
*Does not include students who are homeschooled



Enrollment Trends Analysis

DELAWARE ACADEMY CSD AT DELHI Enrollment Story

Prior years' birth data can help predict future kindergarten enrollments. The chart below compares live birth data (offset by six years) to kindergarten enrollments. If the ratio of the two has historically been consistent, use the trend of more recent live births (to the right of the shaded area on the orange line) to anticipate upcoming kindergarten classes. The Year of Class label refers to the kindergarten school year, i.e. kindergarten count for 2017 is kindergarteners enrolled in the 2016-17 school year and is compared to births from calendar year 2011.



Goals of the Project

- Tax Neutral (no additional taxes for this project)
- Responsive to community input & feedback
- Aligned with District Goals
- Destination District for our community & region
- Prioritizes instructional needs, safety & security, and facilities maintenance
- Ensures long-term sustainability of programs and facilities



College & Career Ready

Safety & Security

Community Engagement

Fiscal Responsibility

Positive Culture & Climate



Recent History of DA Capital and Improvement Projects

- **Capital Project 2020**

- Funded through NYS aid & reserves - **No additional taxpayer impact**
- Elementary Cafeteria & Kitchen
- Elementary Library Media Center
- Elementary Art Room
- HVAC – Elementary Univents
- HS – Bathroom renovations



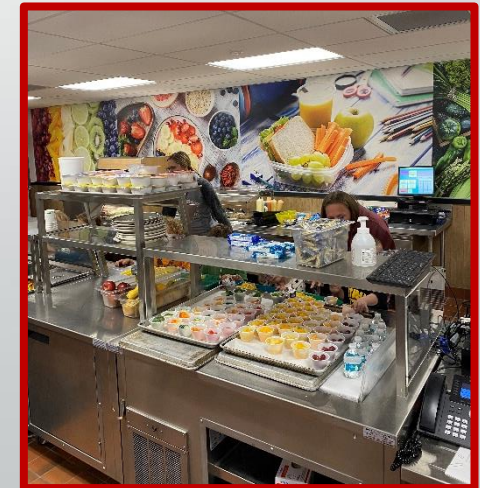
- **CWC Project**

- Funded through NYS CWC - **No additional taxpayer impact**
- Paving & drainage in front loops and side lot at the high school



- **Asbestos Abatement Project 2020**

- Funded through NYS aid & reserves - **No additional taxpayer impact**



Recent History of DA Capital and Improvement Projects

- **Tennis Court Replacement 2022**
 - Funded through ESSER federal dollars, A.L. Kellogg contribution & donations from Sportsfield Specialties – **No additional taxpayer impact**
 - Bid alternate in 2020 project but required replacement sooner due to significant cracks and deterioration
- **Elementary Primary Playground**
 - Funded through ESSER funds – **No additional taxpayer impact**
- **Capital Project 2013**
 - Funded through NYS aid & reserves
 - Elementary Roofing
 - HS steps & landing
 - Infrastructure & Facilities



Financial Planning

- Financial considerations when planning Capital Projects:
 - Cycles of projects that maintain stability and predictability in long-term debt
 - Responsible planning for maintenance and use of debt reserve
 - Understanding the flow of NYS Building Aid
 - If planned correctly, results in not having to ask taxpayers for tax increases to support capital projects
 - (This is what is meant by “No Additional Impact to Taxpayers”)
 - If planned correctly, results in safe and reliable facilities for years to come



Financial Planning

District "A" Example

(NYS Aid = 80%)	Project Year				Project Year			Debt Reduction		
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Total Debt Service	\$1,200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,000,000	\$2,000,000
Estimated Building Aid	\$960,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$2,240,000	\$1,840,000	\$1,840,000	\$1,600,000	\$1,600,000
Local Share	\$240,000	\$400,000	\$400,000	\$400,000	\$400,000	\$560,000	\$560,000	\$560,000	\$400,000	\$400,000
Increase/Decrease to Budget		\$160,000	\$160,000	\$160,000	\$160,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000
Use of Reserves	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Additional Tax Levy Required	0%	1.6%	1.6%	1.6%	1.6%	3.2%	3.2%	3.2%	1.6%	1.6%

Results in:

- Unwieldy cycle of debt
- District A did not establish, fund, or access reserves to offset
- Challenge to budget responsibly to achieve stability
- Waiting until facilities are in desperate need of repair
- Results in needing to increase taxes to fund a future project



Financial Planning

District “B” Example

(NYS Aid = 80%)	Project Year					Project Year Debt Reduction				
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Total Debt Service	\$1,200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Estimated Building Aid	\$960,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000
Local Share	\$240,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Increase/Decrease to Budget		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
Use of Reserves	0%	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)	(\$160,000)
Additional Tax Levy Required	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Results in:

- Predictable cycle of debt
- Achieves stability for overall budget and debt reserve planning
- Regularly maintains facilities at reasonable intervals
- Results in no additional impact to taxpayers for projects



Financial Planning

Debt Reserve

Debt Reserve – May be used to cover debt service payments (bonds, BANS) after district capital improvements. Expenditures are for debt service only or for the purpose of retiring the outstanding obligations. The funding of the reserve may be from aid received on capital improvement to outstanding obligations issued to finance such improvements; or through the application on undesignated fund balance.

YEAR	Beginning Balance	Additions/Withdrawals	EOY Balance
2018-2019	\$3,133,069	\$545,289	\$3,678,358
2019-2020	\$3,678,358	\$55,268	\$3,733,626
2020-2021	\$3,733,626	\$1,200,000	\$4,933,626
2021-2022	\$4,933,962	(\$2,225,000)	\$2,708,626
2022-2023	\$2,708,626	\$500,000	\$3,208,626
2023-2024	\$3,208,626	\$500,000	\$3,708,626
2024-2025	\$3,708,626	\$500,000	\$4,208,626
2025-2026	\$4,208,626	\$500,000	\$4,708,626



Financial Planning

- **NYS Building Aid (73.3%)**
 - How does it “flow” from the state?
 - How are allocations are assigned to districts?
- **Debt Reserve**
 - How is the Debt Reserve funded?
 - Where is that in our overall budget?
 - What happens when we don’t continue to fund reserves?
- **No Additional Increases to Taxes for this project**



Financial Planning

Project Size	Debt Reserve Allocation	Additional Tax	District Vote	NYSED Approval	Construction Start Date	First Year of Aid	DA Aid Ratio
\$10,000,000	\$840,000	0%	Fall 2023	Summer 2024	2024-2025	2025-2026	73.3%
\$12,000,000	\$1,400,000	0%					
\$14,000,000	\$2,000,000	0%					



- The Debt Reserve Allocation is not 26.7% of the total project size. Why?



Financial Planning

Construction, Contingency & Incidental Costs

Construction Costs - Certain costs for construction work (Section 408 of Education Law), are eligible for building aid. To be eligible for aid, construction costs must exceed \$10,000, and the various elements of the work must have received prior approval and a building permit from NYSED.

Contingency funding is a fiscal planning tool for managing the risk of cost escalations and covering costs related to design, construction management, and cost escalations that may occur between planning and construction phases of a project. Inclusion of a contingency amount in the cost estimate will minimize the impact of these costs at the time of referendum.

Incidental Costs - In addition to aid for construction costs, certain expenditures related to site construction or improvement, original furnishings, equipment, machinery, and other incidental costs are limited and also eligible for aid.

- *Incidental costs are attributed to each building and set a cap that cannot be exceeded*



Potential Scope of Capital Project 2023:



- Building Conditions Survey & Annual Visual Inspections
- Priority 2 items that have moved to Priority 1 items (from last project)
- New items that require attention and updates
- Alignment with District Goals and future planning

Elementary School	
Parking Lot Paving	
Masonry Repointing	
Hazardous Materials	
HVAC Controls	
Safety/Security	
TOTAL Construction Costs	TBD
Construction Contingency (15%)	
Bid Contingency (5%)	
Escalation Contingency (7.5%)	
TOTAL ELEMENTARY	TBD

Note: All early cost estimates have been removed for the initial planning phase. Cost estimates are moving targets and change based on industry-specific conditions at time of planning and construction. As we get closer on determining the final scope, updated cost estimates will be applied and shared publicly.



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REMINDER



Middle & High School	
Paving Parking Lot & driveway on hill	
Gym Loading Dock Repair	
Front Steps under columns	
HS Back Alcove Steps	
Sidewalks	
Masonry Repointing	
Boiler Replacement	
Gym Wall Crack Repair	
Hazardous Materials	
Greenhouse	
Technology and Ag. Innovation Lab	
Tower Repair	
Circulating Pumps	
Auditorium Lighting & Sound	
HVAC Controls	
Safety/Security	
TOTAL Construction Costs	TBD
Construction Contingency (15%)	
Bid Contingency (5%)	
Escalation Contingency (7.5%)	
TOTAL MIDDLE & HIGH SCHOOL	TBD

Note: All early cost estimates have been removed for the initial planning phase. Cost estimates are moving targets and change based on industry-specific conditions at time of planning and construction. As we get closer on determining the final scope, updated cost estimates will be applied and shared publicly.



Technology & Agriculture Innovation Lab

Current Coursework:

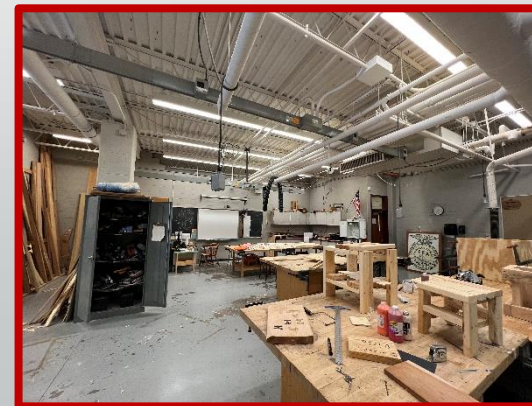
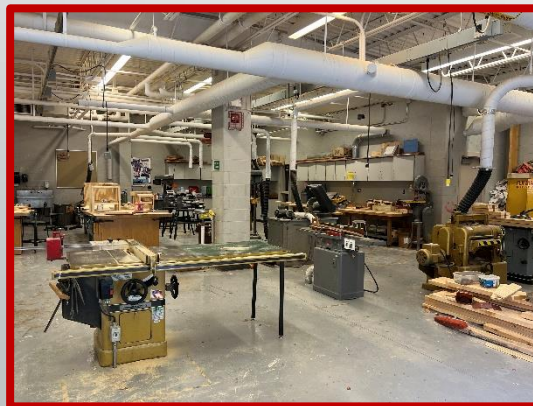
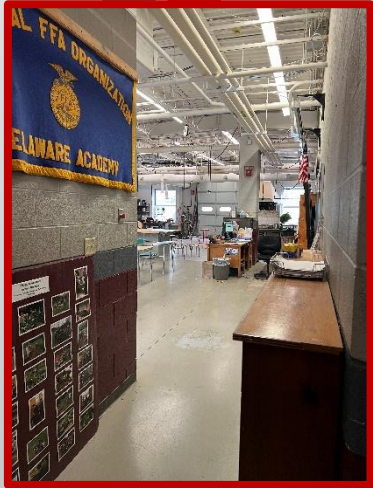
- CTE Agriculture
- Woodshop
- Small Animal Science
- Welding

Future Coursework:

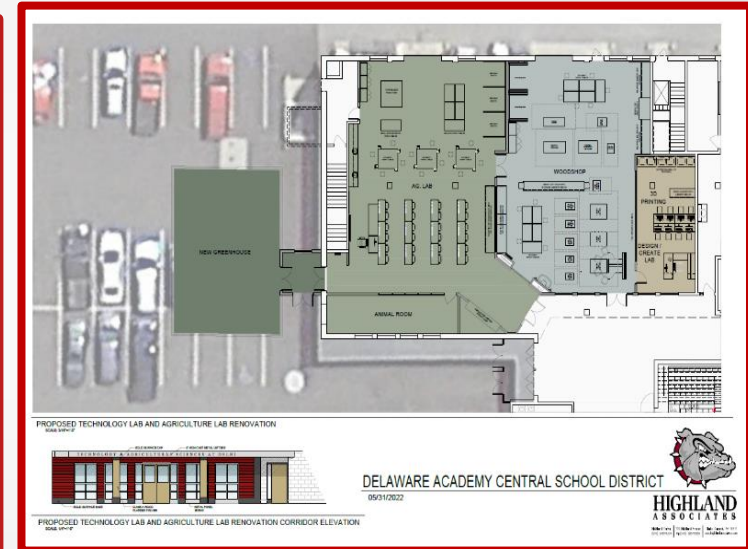
- CTE Agriculture
- Computer-Aided Design (CAD)
- Design & Drawing (pre-architecture)
- Design & Fabrication (multi-media)
- Small Animal Science
- Welding
- Project-Based Learning

Outcomes:

- Expands pathways to graduation
- Develops future-ready essential skills
- Levels the playing field for DA students



Technology & Agriculture Innovation Lab

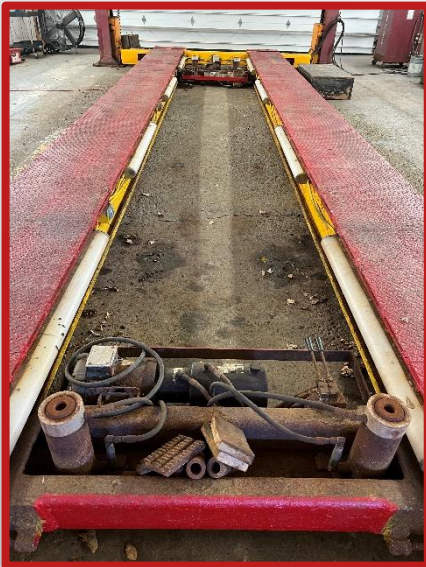


- **Fabrication & Design Lab**
- **Pre-engineering & architecture**
- **Agriculture & building spaces**
- **Green House & Small Animal**
- **Industry-standard computer design & machinery**
- **21st Century skills**
- **Destination Space for Project-Based & Cross-Curricular Learning**

Potential Scope of Capital Project 2023:

REMINDER

- Building Conditions Survey & Annual Visual Inspections
- Priority 2 items that have moved to Priority 1 items (from last project)
- New items that require attention and updates
- Alignment with District Goals and future planning



Transportation Garage	
Paving/Parking Lot	
Replace Windows	
Replace Interior and Exterior Doors	
Replace Boiler/HVAC	
Electrical Service/Panelboards	
Hazardous Materials	
Lift	
Lighting	
Office/Breakroom Renovation	
TOTAL Construction Costs	TBD
Construction Contingency (15%)	
Bid Contingency (5%)	
Escalation Contingency (7.5%)	
TOTAL TRANSPORTATION	TBD

Note: All early cost estimates have been removed for the initial planning phase. Cost estimates are moving targets and change based on industry-specific conditions at time of planning and construction. As we get closer on determining the final scope, updated cost estimates will be applied and shared publicly.



Potential Scope of Capital Project 2023:

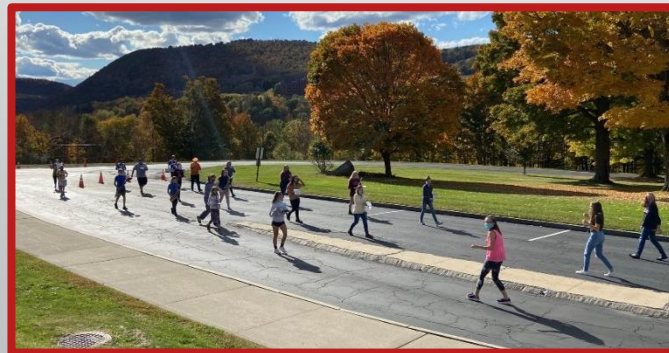


REMINDER

- Building Conditions Survey & Annual Visual Inspections
- Priority 2 items that have moved to Priority 1 items (from last project)
- New items that require attention and updates
- Alignment with District Goals and future planning

District-wide Facilities (Music/Arts/Athletics/P.E.)	
Multi-use Soccer/Football Field	
Multi-use Soccer/Softball Field	
Auditorium Lighting & Sound	
Student Art Gallery	
Architect/CM Design	
TOTAL Construction Costs	TBD
Construction Contingency (15%)	
Bid Contingency (5%)	
Escalation Contingency (7.5%)	
TOTAL DISTRICT-WIDE	TBD

Note: All early cost estimates have been removed for the initial planning phase. Cost estimates are moving targets and change based on industry-specific conditions at time of planning and construction. As we get closer on determining the final scope, updated cost estimates will be applied and shared publicly.



Cost Summary

Project Size	Debt Reserve Allocation	Additional Tax	District Vote	NYSED Approval	Construction Start Date	First Year of Aid	DA Aid Ratio
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\$12,000,000	\$1,400,000	0%					
\$14,000,000	\$2,000,000	0%					

This illustrates the debt reserve allocation that would be required at each potential project size without needed to ask our taxpayers for additional financial support for the project as well as an estimated timeline.

Goals of the Project & Next Steps

- Tax Neutral (no increased taxes for this project)
- Responsive to community input & feedback
- Aligned with District Goals
- Destination District for our community
- Prioritizes instructional needs, safety & security, and facilities maintenance
- Ensures long-term sustainability of programs and facilities

College & Career Ready

Safety & Security

Community Engagement

Fiscal Responsibility

Positive Culture & Climate

- Board of Education discussion
- District & Community Survey and Presentations
- Continued refinement of scope based on stakeholder feedback
- Develop FAQ documents



Preliminary Schedule: Pre-referendum Checklist

Fall/Winter
2022-2023

- District, Community, and Board of Education Presentations and Surveys
- Prioritization, revisions, and development of scope
- Scope of Capital Project Proposal determined

Spring
2023

- DACSD declares as lead agency for SEQRA, begin review process

Spring/
Summer
2023

- SEQRA Negative Declaration accepted
- BOE Resolution (approve scope/design & budget, establish referendum date)



Preliminary Schedule: Pre-referendum Checklist

Aug.-Sept.
2023

- First Legal Notice (45-day minimum requirement)
- Community Presentation & Meeting

Fall 2023

- Referendum Vote: October 2023



Spring/
Summer
2024

- Preparation of final plans & specifications
- Submission of plans to NYSED
- Preparation of bids, bid opening, construction phase



Return to Community Survey



- **Questions related to Project Goals**

- “Elementary kids need more space to move – a better playground”
- “Can boiler replacement be done with an eye toward environmentalism?”
- “Upgrading building systems for energy efficiency”

- **Questions related to Financing**

- “How are budget shortfalls addressed?”
- “Aren’t capital funds derived from taxes as well?”
- “I would love a better understand as I herd conflicting information about how tennis courts were financed and the function of that grant. Seems like it was a very high price per kid. I don’t think we have a huge tennis program. Please clarify.”
- “What percent of the district annual budget is allocated to the capital reserve?”
- “Details on funding sources including how much comes from the Kellogg fund.” “How does the Kellogg fund play a part in financing?”



Return to Community Survey

- **Questions related to Enrollment Trends**

- “Is it likely that DA could become part of a regional school district, through which we could 'absorb' (for lack of a better word) students and/or staff from small, neighboring school districts?”
- “Given the increase in participation, could we bring back the after school bus so kids with limited resources, or parents with conflicting work schedules could participate in sports making our program stronger and more inclusive?”
- “Does this account for the amount of kids who are now homeschooled or enrolled in private schools? These number seem to be increasing.”
- “Will DA permit/allow home school families to participate in our school sponsored athletics?”
- “Expanding the UPK program.”
- “Will we need to still merge with Walton for a wrestling team?”
- “Would it be the responsibility of Delhi tax payers to fund services utilized by other districts?”



Return to Community Survey

- **Questions related to Technical Programs & Skills**

- “We would need to hire more staff to accommodate such programmatic changes, correct? (I am in favor of this!)”
- “What are the opportunities for learning coding and robotics?”
- “Why there is a need to add additional space for these types of things. Why not collaborate with the college to offer classes for kids who are interested?”
- “Input from local/regional employers to the skills that are lacking with young/new hires. Include programming for soft skills, business etiquette, interviewing, professional communication skills, etc.”
- “Are there considerations for creating or re-implementing the building trades curriculum?”
- “Our technology wing used to encompass all of this before Head Start came in. We had a photography room and a dark room and a computer technology center already there, this seems like we are trying to do a project that we had and could accommodate but got rid of, not sure how that will go over?”



Return to Community Survey



- **Questions related to Athletic Programs**

- “In the last discussion regarding updating sports facilities, I do not know that the public was informed of the district expense to use the fields at the Delhi Legion. Is this information going to be shared so everyone has a better understanding of the value of having on campus facilities?”
- “Update facilities is vague, what did you have in mind? Adding fields? Gyms?”
- “Can we reconsider lighting on our fields?”
- “Would be still be able to host outside parties to use the fields, i.e. youth football?”



Planning Parameters for Work Session

Next regular BOE meeting - 11/14/22

- \$10-14 million project to remain at No Additional Impact
- Evaluate current total of construction plus incidental costs associated with each building
- Reminder of timeline – implications for long-term fiscal stability
- Review of other items in suggested scope



Next Steps:

- Community Survey remains open
- FAQ Document to be developed and shared
- Continued community presentation forums to solicit input and feedback
- Return to Board of Education to narrow and finalize scope

Questions, Feedback or Clarifications??

