PATH ACADEMY WINDHAM

A CASE STUDY IN CHARTER BUILDING DESIGN AND FINANCING

Our Piece of the Pie
Helping urban youth become economically independent adults
Helping urban youth become economically independent adults

How...

A youth development agency offering a relationship-centered approach to help young people access and attain a mix of the educational, employment, and personal skills that contribute to their success.
For this population...

Youth Ages 14-24
- With an emphasis on 16-19
- Over-aged and under-credited students

Irrespective of Barriers
- In/out-of-school
- Low literacy / math levels
- Justice involvement
- Child welfare involvement
- Teen parenting
- Substance abuse
- Financial barriers
- Disabilities / health issues

...OPP provides the following programming...

Youth Development Programming
- Needs assessment and identification of academic and/or workforce goals (in collaboration with parent/guardian) using an Individual Success Plan
- Development of social and emotional competencies
- Relationship-centered approach involving engagement, follow-up, tracking and retention

Academic Programming
- Individual academic plans based on initial educational assessment
- Traditional School Work
- Blended Learning Model
- Supplemental academic support (i.e. tutoring remediation, and intervention)
- Academic, Financial, and Social post-secondary preparation
- Post-secondary retention

Workforce Development Programming
- Individual career research and planning
- Introduction to career competencies and career exploration through Project-based Learning (Youth Business)
- Intro to entrepreneurial/business skills
- Career Competency Development Training
- Internship Placements
- Job placement assistance
- Job retention (1-year)

...To help participants achieve the following short-term and intermediate outcomes

Short-Term Outcomes
- Increased attendance and performance
- Annual Credit accumulation
- Development of career competencies
- Development of social-emotional competencies
- Internship completion
- College enrollment, attendance and performance

Intermediate Outcomes
- Annual grade promotion
- Demonstrated attainment of Career Competencies
- Demonstrated social-emotional development
- Award of high school diploma
- Employed for 90 days

Long-Term Outcomes
- Award of post-secondary credential (Vocational certification, associate’s or Bachelor degree)
- Employed for 1 year
August 2014 – The Reality

- Newly approved charter school set to open in August 2014 with 120 students. Full capacity of 200+ students by July 2015.

- First CT Charter for Over Age / Under Credit Students

- First CT Charter with Blended Learning Curriculum

- Technology need of 1:1 computer ratio
Need for open space / classrooms / technology

New non-profit
  - No Revenue
  - No Credit

CMO with 35+ years of experience and history

Facility need of 30,000 sq. ft.

No state funding for charter school facilities
A BUILDING GAME FOR KIDS 😊

Step 1: Open contents of box at table

Step 2: Assemble

2b. Listen Closely To Modifications

Step 3: Claim Victory
What Did You Learn?

Blue Prints and Planning
  – Very Important

Rules and Regulations
  – Very Important

Funding Options - Essential
TEARING DOWN BOUNDARIES

OCTOBER 2013
DESIRED OUTCOMES

CIRCA. 1912
DESIGN TO NEED

- Despite financial reality never limit design
- Open space – Learning Center (8,000 sq ft)
Spacious classrooms (1000+ sq ft)
Gym / Auditorium
THE CHOICES...

- Technology
  - Thin Client v. Traditional

- Furniture
  - Practical v. Affordable

- Flooring
  - Carpet v. Tile
  - Hardwood (Required)

- HVAC
  - Green v. Traditional
## THE TAB…

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSTRUCTION</td>
<td>$5,306,000</td>
</tr>
<tr>
<td>ARCHITECTS/ENGINEERS</td>
<td>$328,883</td>
</tr>
<tr>
<td>TECHNOLOGY AND TECH PLANNING</td>
<td>$299,380</td>
</tr>
<tr>
<td>FITNESS EQUIPMENT</td>
<td>$29,050</td>
</tr>
<tr>
<td>HAZ MAT TESTING</td>
<td>$16,816</td>
</tr>
<tr>
<td>FINANCING FEES</td>
<td>$215,504</td>
</tr>
<tr>
<td>BUILDERS RISK INSURANCE</td>
<td>$33,511</td>
</tr>
<tr>
<td>CONSTRUCTION PERFORMANCE BOND</td>
<td>$53,113</td>
</tr>
<tr>
<td>ADDITIONAL HVAC/SECURITY</td>
<td>$5,897</td>
</tr>
<tr>
<td>FURNITURE</td>
<td>$190,316</td>
</tr>
</tbody>
</table>

**TOTAL PROJECT COST** $6,478,470
THE REVENUE (CONSTRUCTION)

- Organizational Float
- Grants (Initial Start Up)
  - United Way ~ $100K
  - Private
- Construction Financing (Short Term)
  - Bank Construction Loan
  - Monthly Payments
## Daily Progress Monitoring

### Construction Field Daily Report

**Date:** Saturday, February 1, 14
**Week #:** 16

**Project Name & Location:** Path Academy
**Project Supervisor:** Paul Demock, Super. deCruz, PM
**Joe**

**Weather Conditions:**
- 7:00AM: 26 cloudy
- Noon: 37 partly cloudy
- 3:00PM: 40 partly cloudy

<table>
<thead>
<tr>
<th>Subcontractors Company Name On Site</th>
<th>Time In</th>
<th>Time Out</th>
<th>Crew Size</th>
<th>Activity / Tasks Worked On (use additional space below or separate sheet if needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice (demo)</td>
<td>7am</td>
<td>2pm</td>
<td>8</td>
<td>Demo wood in Gen, demo 1st fl, clean basement</td>
</tr>
<tr>
<td></td>
<td>7am</td>
<td>4pm</td>
<td>4</td>
<td>Remove tools and equip</td>
</tr>
<tr>
<td>D&amp;G Masonry</td>
<td>7:30am</td>
<td>3pm</td>
<td>1</td>
<td>Demo brick 2nd fl openings</td>
</tr>
<tr>
<td>C Concrete</td>
<td>7:30am</td>
<td>12pm</td>
<td>2</td>
<td>Install lintels, modify staging</td>
</tr>
<tr>
<td>Handle Const.</td>
<td>8am</td>
<td>5:30pm</td>
<td>4</td>
<td>Strip walls and clean up</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>backfill around elevator, open last plumbing bench</td>
</tr>
</tbody>
</table>

**Notes:**
August 2014
THEN AND NOW - CLASSROOMS
THEN AND NOW – GYM-A-TORIUM
THE REVENUE (POST CONSTRUCTION)

- State Historical Society
  - Tax Credits (State) v. Tax Credits (Federal)
  - Design Restrictions
  - Material Restrictions
  - $ for $

- CHEFA
  - Connecticut Health and Educational Facilities Authority
  - Tax Free Bond Financing
  - Multiple Financing Options
Paying the Tab

Final Revenue Sources:

- CHEFA: $5,600,000
- State Historic Tax Credits: $1,235,353
- United Way: $100,000
- OPP Funds: $(456,883)

Total: $6,478,470
THEN AND NOW – A LIVING SCHOOL
GETTING RESULTS - READING

RANGE:
Sub 9th Grade = 0-20%;
9th Grade = 21-40%;
10th Grade = 41-60%;
11th Grade = 61-80%;
12th Grade = 81+

Fall
Mid Year
Getting Results - Math

RANGE:
Sub 9th Grade = 0-20%;
9th Grade = 21-40%;
10th Grade = 41-60%;
11th Grade = 61-80%;
12th Grade = 81+
GETTING RESULTS - CREDITS

Credits (as of February 1, 2015)

- 145.88 credits awarded via online system
- 89 credits awarded for PE / Theater / Advisory
- 234.88 Total Credits Awarded
- 41 courses completed for 1.0 credit with an average grade of 78.07%
- 81 active courses with at least 50% completion. Average grade of 77.20%
- 200 active courses with at least 25% completion. Average grade of 77.93%
**Next Steps…**

- **2014** – WCSC Leases Facility (~$295K annual)
- **2016** – WCSC Application for State Bond Funds (Max $1M) - Year 1
  - Offset bonding debt
  - Estimated Balance ~ $4.2M
- **2017** – Year 2 Application
  - Offset bonding debt
  - Estimated Balance ~ $3.2M
- **2017** – WCSC Purchase Facility from OPP
  - Financing ~ $3.2M (at 4.5%)
  - Annual Payment ~ $210K
  - Annual Rental Savings ~ $85K