INVESTING IN STUDENT SUCCESS: CAPITAL IMPROVEMENTS & FUNDING FRAMEWORK

A Strategic Proposal for the York Learning Center

CAMPUS TRANSFORMATION BLUEPRINT

1938 — Original Construction

1955 — First Major Addition

1973 — Significant Expansion

KEY ASSET METRICS

Total Size:
231,500 Square Feet

Acreage:
11.84 Acres

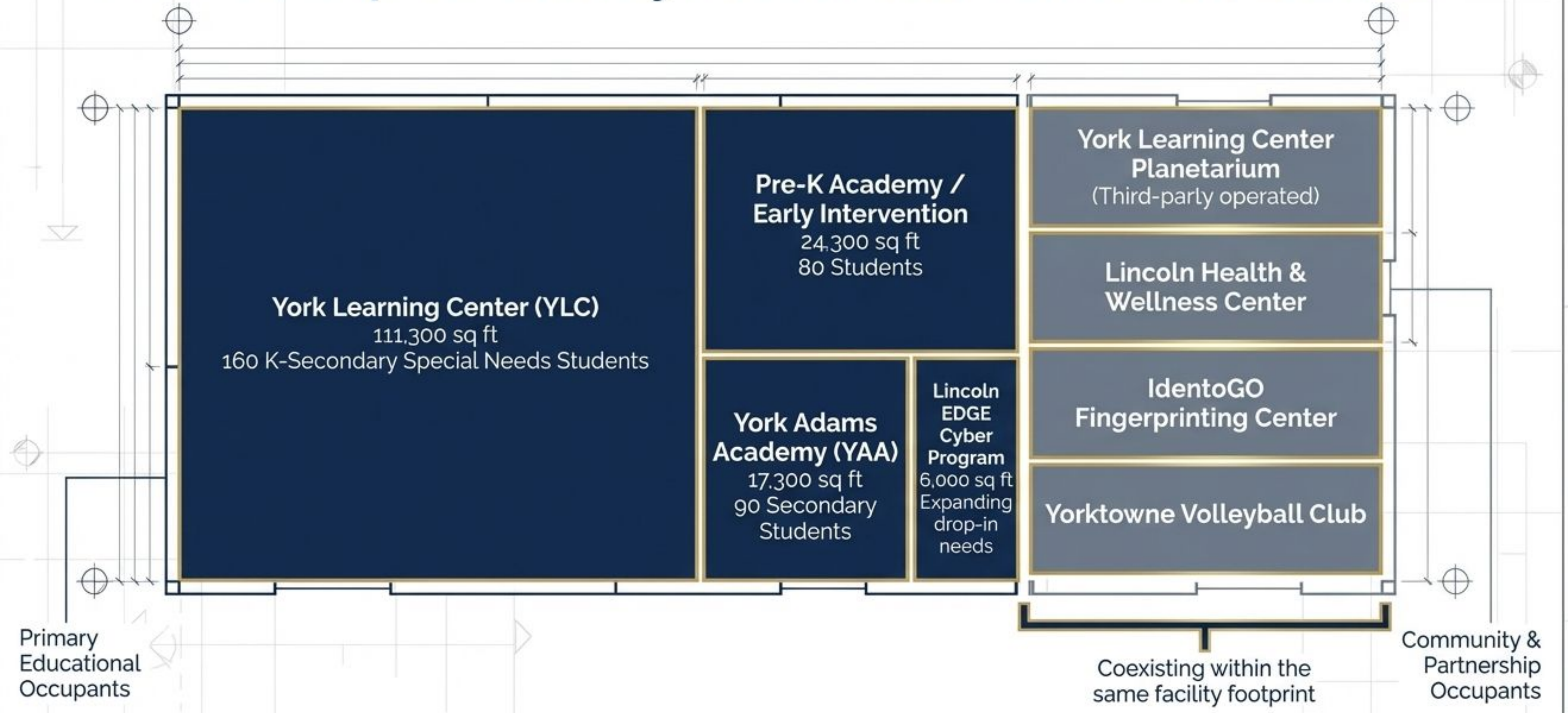
Location:
East 7th Ave & N Queen St

Zoning:
Mixed Use

CORE INSIGHT:

The core infrastructure spans 50 to 85 years old, functioning as a patchwork of interconnected, aging systems rather than a unified modern facility.

The Campus Ecosystem: Current Utilization



The Urgent Need

Programmatic & Accessibility Shortfalls

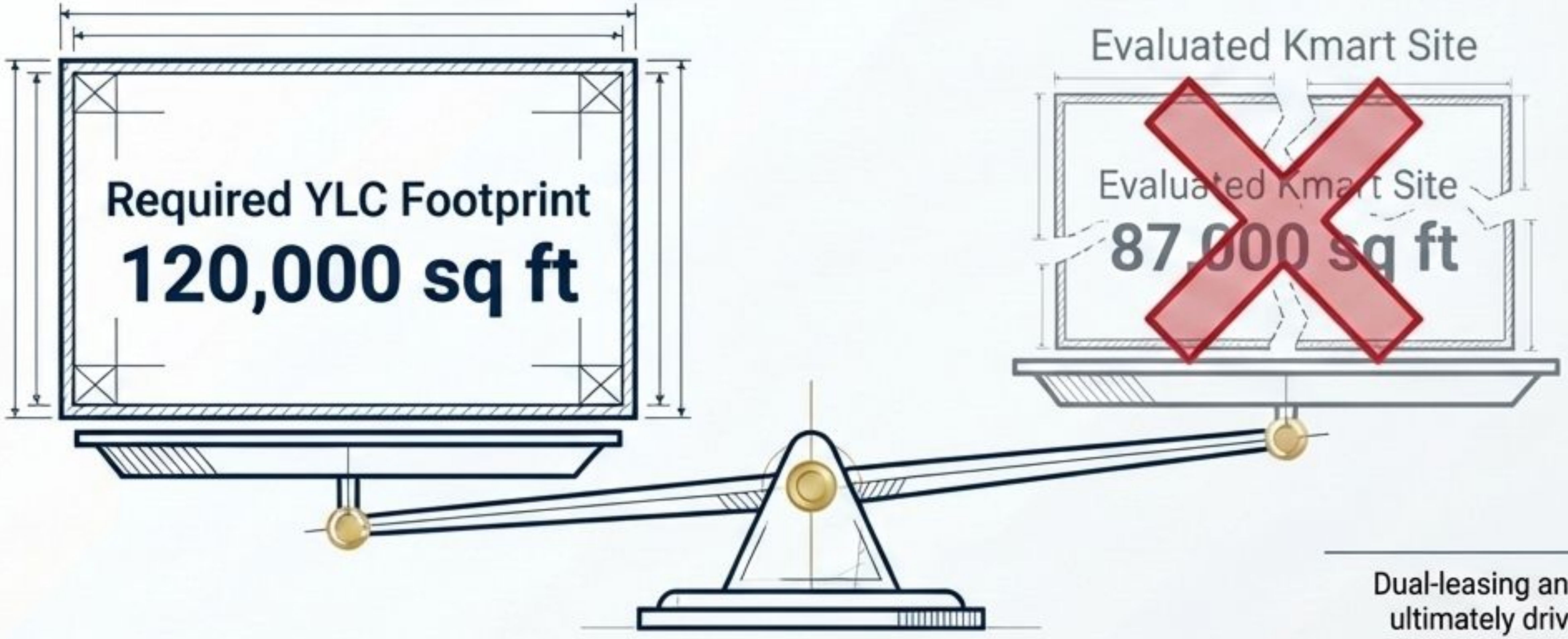
- Scattered Footprint
- Congested Classroom Spaces
- Undersized Rooms Cannot Accommodate Special Needs Equipment
- Accessibility (Doors, Ramps, Restrooms, etc.)

Failing Infrastructure

- Mechanical Failure (Boilers)
- Thermal Inefficiency (Windows)
- Envelop Degradation (Roofing)

Exploration of Alternatives: The Leasing Question

Can we relocate the YLC ecosystem to leased commercial space?



Dual-leasing and heavy retrofitting ultimately drive long-term costs significantly higher than renovating the currently owned asset.

Feasibility Results (Why Leasing Failed)

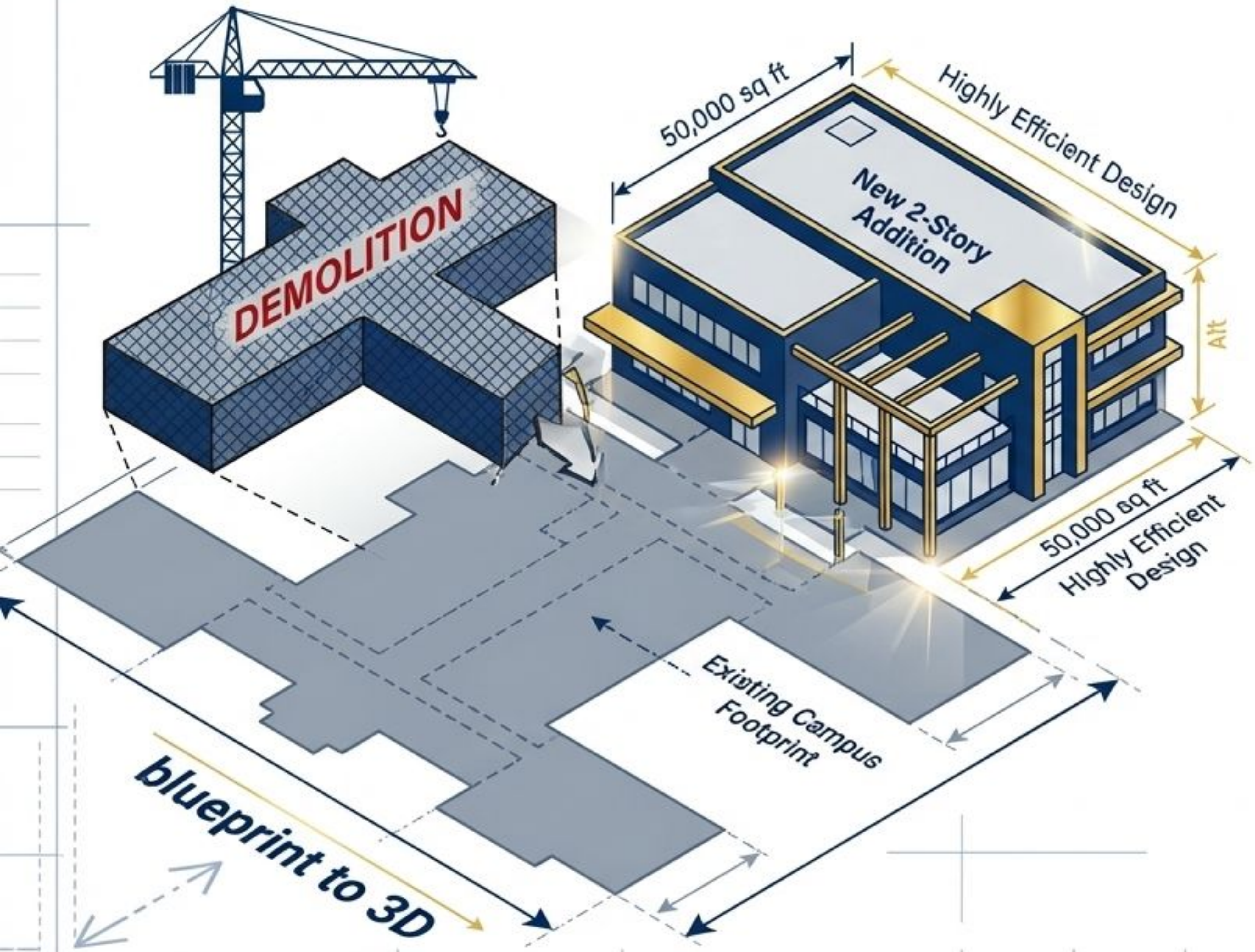
Severe Spatial Limitations	Forced Fragmentation	Exorbitant Retrofitting	Financial Conclusion
Required footprint is ~120,000 sq ft. The evaluated site offers only 87,000 sq ft.	Smaller site fits only school-age programs, forcing the district to split the campus and lease a second site for countywide programs.	Commercial retail spaces require massive, heavy interior build-outs to meet specialized educational, ADA, and plumbing codes.	Leasing is cost-prohibitive due to high annual rent, lack of equity buildup, and expensive build-out requirements, making it financially unsustainable for the district.

Feasibility Study: Evaluating Construction Options

Option	Scope	Impact / Feasibility	Estimated Cost
Option 1: Simple Renovations	231,500 sq ft existing. 36,800 sq ft heavy renovation.	Strictly a 'Safe/Warm/Dry' fix. A 25-year maintenance plan with zero programmatic or spatial improvements.	$35 Million
Option 2: New Building	124,400 sq ft new construction. 77,800 sq ft renovation.	Requires massive demolition across two campuses. Highly disruptive.	$85 - $95 Million (Highest Cost)
Option 3: Full Hybrid	91,800 sq ft addition. 118,500 sq ft renovation.	Extensive demolition and rebuilding. Good programmatic fix but high financial ceiling.	$65 - $70 Million

The Recommendation: Option 3a (Altered Hybrid)

County Superintendent Preferred Choice



Scope & Execution

- **Demolish** the structurally isolated and inefficient 1950s Yorkshire wing.
- Construct a new, highly efficient **50,000 sq ft, 2-story addition.**
- **Renovate 160,300 sq ft** of remaining viable infrastructure.

The Financial Target

Estimate Not to Exceed:

$50 Million

Why Option 3a Wins

Impact, Efficiency, and Responsibility

Delivers right-sized classrooms specifically designed for modern special education.

Integrates full **ADA compliance** seamlessly throughout the facility.

Provides **dedicated, independent toilets** for sensory and intensive needs programs.

Mitigates the massive, sprawling footprint by stacking the addition into a 2-story hub.

Purposefully **consolidates related programs** to minimize student travel time.

Removes the oldest, most maintenance-heavy wing from the district's portfolio.

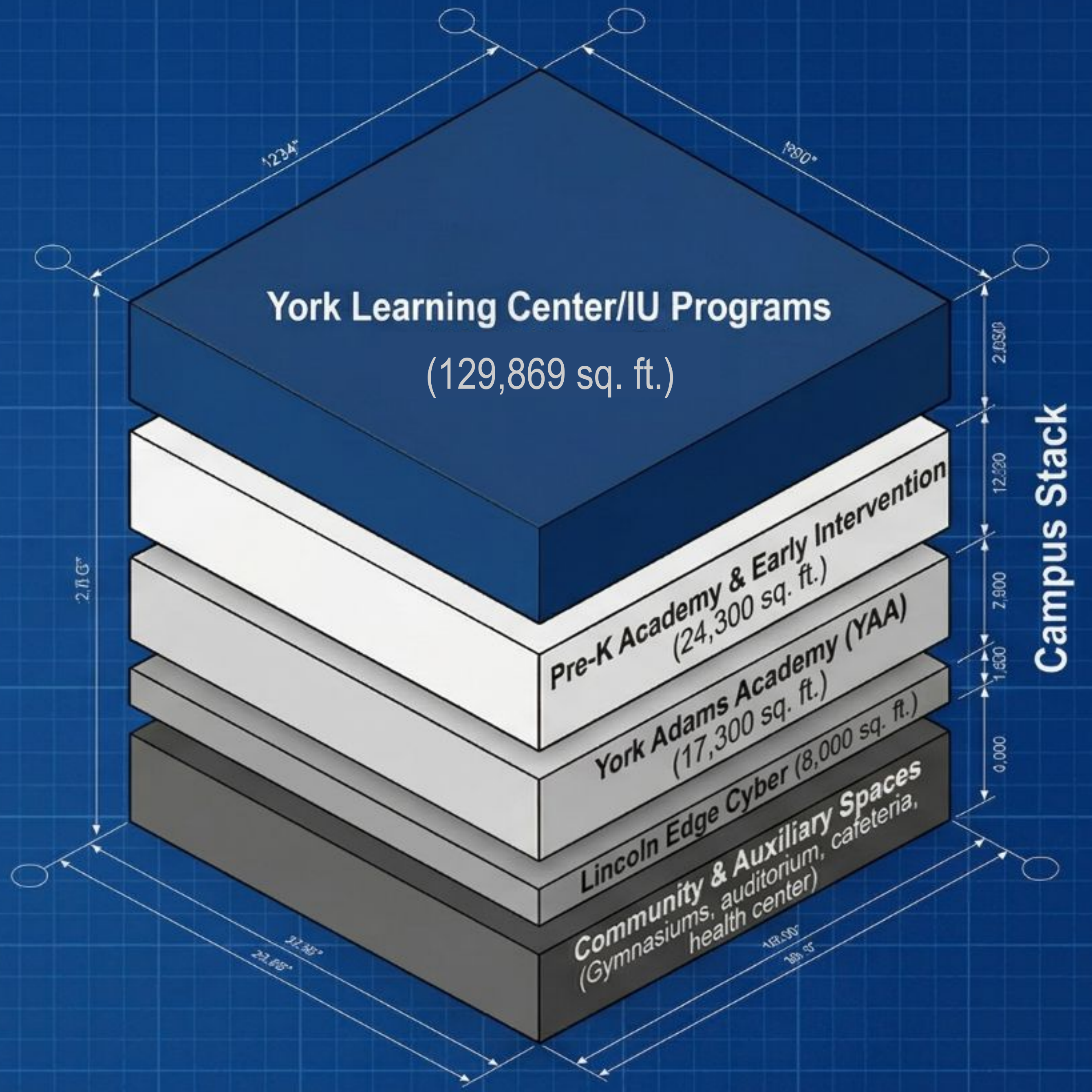
Maximizes the use of existing, viable structure (**160,300 sq ft** retained).

Avoids the exorbitant **$85M+ price tag** of a totally new build.

Caps the project at a manageable **$50M** ceiling.

The Mathematical Reality Behind the Option 3a Footprint

Why 210,300 sq ft?



Why Preferred Option 3a?

Option 3a resolves the spatial issues by right-sizing the facility for $40-$50M, building a targeted addition and heavily renovating, without inflating the overall footprint.

The Funding Framework: Cost Certainty

Collaborative Agreement

13 Member District Superintendents collaborated between October 2025 and January 2026 to rigorously evaluate funding models.

The Commitment

12 of 13 Superintendents agreed to establish a strict project range between **$40 million and $50 million**.

This framework relies on a **$50 Million Ceiling** to ensure cost certainty and strictly protect individual member district budgets from construction overruns.

Sustainable Revenue & District Contributions

Revenue Engine

Revenue Engine

Stream 1: Base Contribution

$100,000 annually per Member District.

Total fixed foundation: $1,300,000 annually.

Stream 2: Variable Tuition

$7,200 per Average Daily Membership (ADM) seat utilized (130-student minimum).

Minimum contribution: $936,000 annually applied directly to debt.

Stream 3: LIU Lease Alignment

Lincoln Intermediate Unit lease agreement agreement increased.

Offset contribution: $995,000 annually.

These three interlocking mechanisms sustainably cover the annual debt obligations of the $50M project limit.

Financial Safeguards & Sustainability

Shortfall Protection (The Safety Net)

If variable tuition or other revenues dip below projections, the financial burden does not fall arbitrarily. **Any revenue shortfalls are shared equally (1/13th)** among all member districts, protecting individual budgets from sudden, concentrated shocks.

Surplus Generation (The Future Fund)

If ADM utilization exceeds the 130-student minimum, excess revenues are not absorbed into general operating funds. Surpluses are strictly directed to build a **$4,000,000 Capital Fund** to sustainably cover future capital maintenance needs without requiring new debt issuances.

Blueprint for Transformation

Timeline, Approvals & Next Steps

Phase 1: Concept & Alignment

Oct 2025 – Jan 2026: Feasibility study completed; 12 Superintendents align on $50M framework.

Phase 2: JOA Action

May 2026: York Learning Center Joint Operating Authority (JOA) formally adopts the funding resolution.

Phase 3: Board Action

August – September 2026: Member District Boards of Directors acknowledge the JOA resolution on the record and commit to the funding framework.

Next Steps for Execution

- ☐ Approve Architect and Construction Manager for design oversight.
- ☐ Set strict design parameters to value-engineer toward the $40M goal.
- ☐ Finalize construction timeline to minimize educational disruption.