



IRVINGTON
UNION FREE SCHOOL DISTRICT

2019-20 Budget Development

Budgetary Climate
&
Operations and Finance
February 12, 2019



Vision for Tomorrow

Our vision is to be an ever stronger district:

- supporting each student's academic and social emotional growth with continually improving programs
- in safe, well-maintained, flexible learning facilities
- in which our staff is supported with consistent high-quality professional development and fair contracts
- and our fiscal health is sustainable because
 - budgets are under the tax cap
 - occasional tax neutral capital bonds are approved
 - and IUFSO is able to withstand occasional challenges
 - by controlling expenses
 - maintaining strong reserves

All while being mindful of the tax rate



Vision for Tomorrow

Guiding our work are our Strategic Objectives:

To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:

1. Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
2. Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
3. Foster the social and emotional growth of all students and promote a culture where students are active participants in society.
4. Support educators through targeted professional learning and opportunities for collaboration.
5. Strengthen local connections to and ownership of our schools.
6. Ensure the fiscal health of the district and provide for a high quality learning environment.

The Strategic Objectives will underpin all budgetary recommendations



Aligning the Vision & Budget

As the District plans for the future, our fiscal initiatives will align with our Strategic Objectives.

Even when faced with fiscal challenges, we will continue to focus on the District's priorities.



Navigating Challenges

- National and State political landscape
- Government continues to issue mandates without financial relief
 - K-12 Guidance; ENL; ESSA
- State Aid Uncertainty
 - Foundation Aid underfunded; modest increase but formula still not being implemented
 - Concern of shifting aid to Upstate/NYC/Big 5
 - Proposed caps on growth of expense based aids such as Transportation/BOCES/Building Aid
- Tax levy cap formula is flawed and is hindering districts' ability to plan for the future
 - Carry over basically prohibited
- Unpredictable Tax certioraris and timing of refund payments
- Changes in enrollment
- Special Education needs
 - Out-of-District Tuition
 - New Enrollment
 - Least restrictive environment
- Contractual obligations beyond our control - such as pension contributions, health insurance costs, utility cost increases, BOCES fees



Politics Impacting Education & Local Control

Foundation Aid History – Lost Aid if formula ran

	<u>Formula Aid *</u>	<u>Paid</u>	<u>% Paid</u>	<u>Lost Aid</u>
2008-9	2,217,651	1,617,732	73%	599,919
2009-10	2,212,455	1,623,313	73%	589,142
2010-11	2,207,077	1,623,313	74%	583,764
2011-12	2,284,381	1,623,313	71%	661,068
2012-13	2,304,582	1,634,796	71%	669,786
2013-14	2,618,934	1,639,734	63%	979,200
2014-15	2,835,508	1,691,271	60%	1,144,237
2015-16	2,714,064	1,701,296	63%	1,012,768
2016-17	2,866,772	1,701,296	59%	1,165,476
2017-18	2,791,496	1,754,388	63%	1,037,108
2018-19	<u>3,077,283</u>	<u>1,822,854</u>	<u>59%</u>	<u>1,254,429</u>
	28,130,203	18,433,306	66%	9,696,897

* The amount of aid the district should receive based on the current formula calculations



IUFSD Recent Budget History

So where have we been?

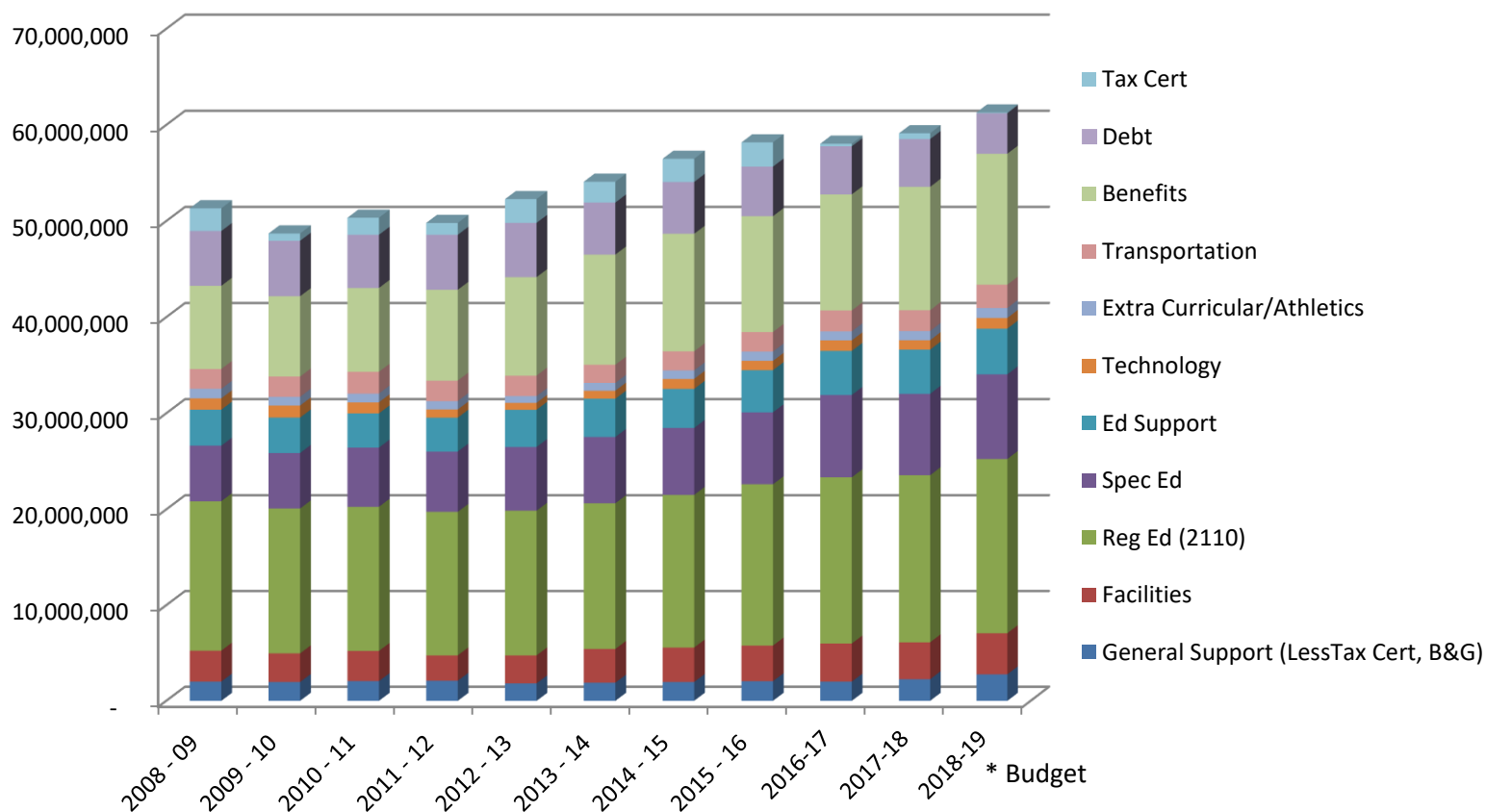
- Prior to the 2013-14 budget, the aftermath of the recession led to large-scale reductions and program eliminations
 - Program and staff reductions 2009-13 included:
 - 19.6 teaching positions eliminated
 - 15.3 additional staff: administrators, clerical, custodial, maintenance, etc.
 - 18 high school electives
 - Elementary and middle school programs
- In 2013-14 to protect student experiences, in the face of large mandated increases and a new tax levy cap, the community voted to override the tax levy cap
- Since 2013-14, we have invested in our students and their future by building new experiences and enhancing those that existed
 - 15.1 teacher positions restored/added
 - 17.2 additional staff restored/added; administrators, clerical, maintenance, Instructional support, speech, psychologist, library, guidance
- Over the past 5 years, the District budget was at or below the tax levy cap
- Enrollment is steady this decade and projected to remain constant, if not slightly up
- Moving forward, we continue to have challenges as a result of the tax levy cap and limits on local control



IUFSD Recent Budget History

So where have we been?

General Fund Expenditures





Irvington School Budget Trends

<u>Year</u>	<u>Budget</u>	<u>% Budget Increase</u>	<u>Tax Rate per M</u>	<u>Increase</u>
2011-12	\$50,324,892	0.91%	\$592.19	3.54%
2012-13	\$51,156,000	1.65%	\$613.84	3.66%
2013-14	\$54,070,000	5.70%	\$645.81	5.21%
2014-15	\$56,294,000	4.11%	\$665.35	3.03%
2015-16	\$57,664,000	2.43%	\$690.14	3.73%
2016-17	\$58,330,000	1.15%	\$698.79	1.25%
2017-18	\$59,100,494	1.32%	\$19.13	n/a*
2018-19	\$61,348,175	3.80%	\$19.41	1.46%

* Due to change to full valuation



Demystifying the Fund Balance

- **What is the fund balance?**

- State allows 4% of budget to be retained by school districts
- End of year difference between expenses & revenue is transferred to fund balance or reserves where appropriate

- **How is it used?**

- To cover emergency (unbudgeted) necessities
- Used for cash flow from July 1 until October (when District receives tax revenue) to pay bills and salaries; reduces interest expense by not needing to borrow via a Tax Anticipation Note (TAN)

- **What are the ramifications for using it?**

- Not a sustainable source to balance budgets
- Could lower bond rating, resulting in higher interest rates
- District could receive “Fiscal Stress” designation from NYS



Budget Process

December	Identification of needs
January-February	State budget data released
January 22, 2019	BOE-Administrative Roundtable
February 12, 2019	Operations and Finance
March 5, 2019	Curriculum and Instruction
March 19, 2019	Proposed Budget
April 2, 2019	Budget Discussion/Adjustments
April 23, 2019	Budget Adoption
May 21, 2019	Budget Vote & Trustee Election

Responsibility of the Board

- **The Board must determine:**
 - Determine budgetary ceiling - responsible growth
 - If we should maintain/increase fund balance appropriation level
 - Maintain a sustainable financial future
- **Critical discussions:**
 - Each of the upcoming meetings are important
 - Board to provide Administration with budget direction



IRVINGTON
UNION FREE SCHOOL DISTRICT

Operations & Finance Budget



Our Vision for Tomorrow

To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:

1. Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
2. Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
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4. Support educators through targeted professional learning and opportunities for collaboration.
5. Strengthen local connections to and ownership of our schools.
6. Ensure the fiscal health of the district and provide for a high quality learning environment.



Budget Development Focus

This budget presentation will focus primarily on the following Strategic Objective:

#6 “Ensure the fiscal health of the District and provide for a high quality learning environment.”

Therefore, we will:

- Develop a fiscally responsible budget that is mindful of the impact of the school budget on the *entire* school community
- Outline needs for our facilities
- Define future needs
- Invest in our infrastructure



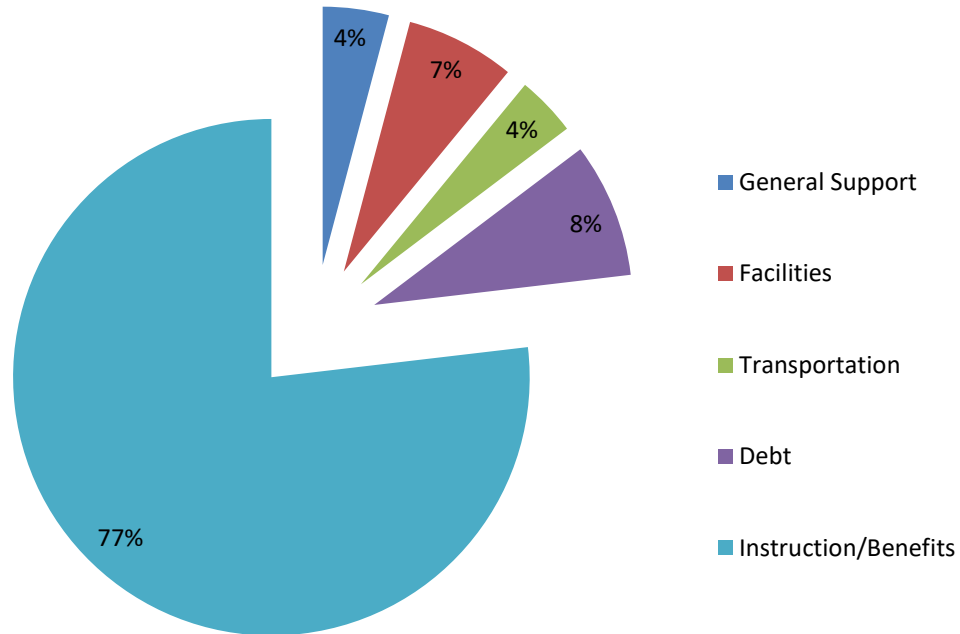
Business and Operations

The Business and Operations component of the budget includes:

- Board of Education
 - Costs of Board, District Clerk, District Meeting (Budget Votes)
- Chief School Administrator
 - Superintendent, Secretary to Superintendent, Office Expenses
- Finance
 - Assistant Superintendent for Business & Operations, Purchasing, Treasurer, Payroll, Benefits, Accounts Payable and Receivable, Facility Use Scheduling, Auditing, Food Service account reconciliation
- Legal, Human Resources, Public Information, Central Printing & Mailing
 - Hiring and staff management, Website hosting, Communications to the public
- Facilities and Operations
- Central Data Processing (Administrative/Infrastructure Technology)
- Special Items
 - Insurance, BOCES Admin/Capital, Sewer Tax, Tax Certiorari refunds
- Transportation
- Debt Service
- Transfer to Other Funds



Business and Operations



General Support, not including Facilities, comprises 4% of our current budget. Facilities is 7% and Transportation is 4%. Finally Debt obligations comprise 8%.

The combined proposed budget for these areas is currently \$14,316,994.



Year-to-Year Budget Variances

Without any new initiatives, the following budget variances will occur:

- Salaries
- Facilities
 - Equipment needs
 - Ongoing maintenance
- BOCES
 - Cost of Services, Administrative Charge
- Technology Infrastructure Equipment/Bandwidth
- Special Education tuitions to meet needs of student population
- Insurance costs
- Transportation CPI factor and contract changes
 - Potential need to rebid components of the transportation contract
- Debt Service – per actual schedule of amounts due



Summary of New Considerations

<u>Consideration</u>	<u>Amount</u>	<u>Primary Strategic Plan Objective</u>
Afternoon and event security	\$76,650	Strengthen local connections to and ownership of our schools and Ensure the fiscal health of the district and provide for a high quality learning environment
Shared Services Security Consultant – shared with another local district through BOCES	\$69,000	Strengthen local connections to and ownership of our schools and Ensure the fiscal health of the district and provide for a high quality learning environment
New Phone System - Budget for installment purchase or lease. Current system is not sustainable and utilizes Windows 2000 technology.	\$60,000 per year for 5 years	Ensure the fiscal health of the district and provide for a high quality learning environment



Summary of New Considerations

<u>Consideration</u>	<u>Amount</u>	<u>Primary Strategic Plan Objective</u>
Floating Custodian	\$79,800 Less OT/sub savings of \$20,435	Ensure the fiscal health of the district and provide for a high quality learning environment
Facility Vehicles – Pickup truck and maintenance van needed	\$70,000	Ensure the fiscal health of the district and provide for a high quality learning environment



Proposed Board of Education Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Board of Education	50,520	50,795	275
District Clerk	55,495	55,500	5
District Meeting	27,625	27,625	0
Office of Chief School Administrator	<u>359,692</u>	<u>366,517</u>	<u>6,825</u>
Total Board of Education/CSA	493,332	500,437	7,105

Key Push Ahead Variances:
None

New Considerations:
None



Proposed Finance Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Salaries	413,644	426,735	13,091
Equipment, Supplies, Contractual	72,500	73,500	1,000
BOCES - Financial Software	68,223	70,000	1,777
Auditing	<u>76,400</u>	<u>76,500</u>	<u>100</u>
Total Finance	630,767	646,735	15,968

Key Push Ahead Variances:
Treasurer salary

New Considerations:
None



Human Resources, Legal, Public Info, Messenger, Mailing Proposed Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Legal	343,500	343,500	0
Human Resources	93,558	98,319	4,761
Public Information	63,350	63,250	(100)
Messenger/Mailing	<u>47,850</u>	<u>47,950</u>	<u>100</u>
Total	548,258	553,019	4,761

Key Push Ahead Variances:

None

New Considerations:

None



Facilities Operations & Maintenance Proposed Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Salaries	2,142,196	2,217,432	75,236
Equipment	18,000	101,000	83,000
Contractual	326,400	340,300	13,900
Supplies	242,924	238,055	(4,869)
Security	272,175	349,470	77,295
Utilities	903,800	901,300	(2,500)
BOCES	59,250	128,500	69,250
Building Repair	141,400	142,150	750
Capital Repair	<u>194,000</u>	<u>163,500</u>	<u>(30,500)</u>
Total	4,300,145	4,581,707	281,562

Push Ahead Variances

Contractual: Electrical, Plumbing, HVAC/boiler maintenance, Vehicle maintenance, Salaries

New Considerations:

Additional Custodian
Additional security guard hours
Shared service Security Coordinator
Facilities vehicles



Facilities Operations & Maintenance Proposed Budget

Each year, the following areas are budgeted starting from \$0 based on identified needs on a priority level:

- Facilities Equipment
- Capital Repair Projects
- Building Repair Projects

Not all items will be included in the proposed budget. Some can wait for a future year. Others are simply too costly to include in the budget and require a bonded capital project. All remain on the “To- Do” list and monitored!



Facilities Operations & Maintenance Proposed Budget

Included in Proposed Budget:

Facilities Equipment:

- Auto Scrubber; Van for Maintenance Mechanic; Pickup truck with dump body attachment; Burnisher; Disinfectant sprayer; Washer/Dryer; Lawn mower; Snow blower

Capital Repair Projects:

- Air conditioners for classroom – Phase 1 to include 24 units
 - 9 of remaining 27 at Dows Lane
 - 2 of remaining 6 at Main St
 - 3 of remaining 7 at Middle School
 - 10 of remaining 30 at High School



Facilities Operations & Maintenance Proposed Budget

Included in Proposed Budget:

Capital Repair Projects:

- Repair catch basin at Dows Lane
- Replace exterior side doors at Main St. School
- Install rain gutters at Campus quad area
- Repave walkway leading to Broadway from High School
- Repair roof drain in the Library Gym Arts Building corridor
- Replace floor tile in Theater Gym corridor by locker rooms
- Theater stage rigging/lighting repairs



Facilities Operations & Maintenance Proposed Budget

Building Repair Projects Included in Proposed Budget:

Dows:

- Replace window screens and wall tile in 1995 wing
- Replace bathroom partitions
- Replace 2 water fountains with refrigerated units
- Paint 7 classrooms

Main Street School:

- Corkboard and whiteboard repairs
- Replace worn carpet with carpet tile in 2 classrooms
- Install padding on basketball court posts
- Replace rear stage curtain
- Install ice maker to support recycling initiative
- Paint ground floor corridor and 2 classrooms



Facilities Operations & Maintenance Proposed Budget

Building Repair Projects Included in Proposed Budget:

Campus:

- Replace failing ceiling fans at IMS
- Repair soffits at IMS
- Add bottle filling station in Cafeteria Music Science Building
- Whiteboard repairs
- Paint A & B wing corridors at IMS
- Paint HS Guidance conference room



Facilities Operations & Maintenance Proposed Budget

Building Repair Projects Not included in the Proposed Budget:

- Bottle filling stations that require major plumbing changes
- Replace glass in select windows
- Classroom casework (shelving)
- Install washer and dryer in Home & Careers classroom (changes to room required to accommodate)
- Painting projects (phases for each year)

If budget flexibility permits or if quotes are under budget, some additional projects may be attended to.



Facilities Operations & Maintenance Proposed Budget

Capital Repair Projects Not Included in the Proposed 2019-20 Budget:

- Paving; concrete work *
- Door locking hardware; Window and door replacements *
- Renovation of HS girls bathroom*
- Radiator covers at Main Street School
- Art/music room casework *
- HVAC/boiler upgrades and electrical panels *
- Storage – indoor and outdoor *
- Meszaros Field fencing/bleachers *
- Replace carpet in Theater *
- Classroom upgrades *
- Restore bell tower at Main Street School
- Remove and seal the coal chute at Main Street School

* Included in proposed capital project



Facilities Operations & Maintenance Proposed Budget

Proposal of Floating Custodian

- Cover custodians for absences
- Reduce overtime and substitute costs
- Provide consistency in operations – staff that know our buildings/staff will better serve programs and operations
- Assist with Athletic/Event set ups

Summary

- Total Salary & Benefits: \$79,800
- Reduction Overtime/Substitutes: \$20,435
- Net cost: \$59,365



Facilities Operations & Maintenance Proposed Budget

Proposal of Additional Security Guard Hours at all Schools

- Cover afternoon hours until 5 or 7pm
- Cover evening events as needed
- Alleviate major staff concern cited in Safety surveys and from District Safety team
- Total Cost: \$76,650

Proposal for Shared Services Safety Coordinator

- Total Cost: \$69,000 if shared with second district through BOCES
- Would receive 56% back as revenue the following year for net cost of \$30,360
- Coordinate District and building safety planning
- Assess safety and security needs and readiness
- Oversee security guards



Central Data Processing Proposed Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Equipment	170,000	189,200	19,200
Contractual	317,800	317,800	0
BOCES	<u>119,745</u>	<u>130,000</u>	<u>10,255</u>
Total	607,545	637,000	29,455

Push Ahead Variances

- Equipment includes CMS Chassis switch, TG and HS second floor network switches, and HS/MS wireless access points saturation
- Reflects actual current costs with BOCES

New Considerations:

None

Note:

Equipment cost is offset by reduction in Installment Debt and Instructional Technology equipment as needs vary year to year



Special Items Proposed Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Insurance	195,000	195,000	0
Sewer Tax	60,000	60,000	0
Refund of Property Tax	75,000	75,000	0
BOCES Admin/Capital Charges	<u>236,299</u>	<u>273,031</u>	<u>36,732</u>
Total	566,299	603,031	36,732

Push Ahead Variances

Cost of Retiree Health for BOCES increases admin cost.

New Considerations:

None



Transportation Proposed Budget

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Transportation Coordination	156,387	160,450	4,063
In District	901,565	817,830	(83,735)
Private Schools/Special Education	1,193,025	1,353,540	160,515
Field Trips/Athletics	<u>168,500</u>	<u>169,650</u>	<u>1,150</u>
Total	2,419,477	2,501,470	81,993

Push Ahead Variances:
CPI/ Bid price increases
Increase in student trips

New Considerations:
None

Note:

Athletics/Field Trip contract is out to bid, may affect estimates



Other Fiscal: Debt Service, Inter-fund Transfers

	<u>2018-19 Budget</u>	2019-20 Proposed Budget	<u>Variance</u>
Debt Service	4,218,138	4,238,595	20,457
Inter-fund Transfer - Special Aid	48,000	55,000	7,000
Inter-fund Transfer - Capital Fund	<u>0</u>	<u>0</u>	<u>0</u>
Total	4,466,138	4,293,595	27,457

Push Ahead Variances

Reduction in Debt Service and
Installment Debt

Transfer to Special Aid for
Summer Special Ed programs

New Consideration:

Lease or Installment Debt for new phone
system – Budget for approx. \$60,000 per
year for 5 years



Budget Summary

Description	2018-19 Approved Budget	2019-20 Push Ahead Budget	Change	% Variance	2019-20 New Budget Considerations	2019-20 Proposed Budget	Total Change	% Variance
Board of Education	133,640	133,920	280	0.2%	0	133,920	280	0.2%
Chief School Admin.	359,692	366,517	6,825	1.9%	0	366,517	6,825	1.9%
Finance	630,767	646,735	15,968	2.5%	0	646,735	15,968	2.5%
Legal/Personnel/ Public Info	500,408	505,069	4,661	0.9%	0	505,069	4,661	0.9%
Operation & Maint.	4,300,145	4,329,492	29,347	0.7%	252,215	4,581,707	281,562	6.5%
Messenger/Mailing	47,850	47,950	100	0.2%	0	47,950	100	0.2%
Central Data Processing	607,545	637,000	29,455	4.8%	-	637,000	29,455	4.8%
Special Items	566,299	603,031	36,732	6.5%	0	603,031	36,732	6.5%
Transportation	2,419,477	2,501,470	81,993	3.4%	0	2,501,470	81,993	3.4%
Debt Service	4,218,138	4,178,595	(39,543)	-0.9%	60,000	4,238,595	20,457	0.5%
<u>Interfund Transfers</u>	<u>48,000</u>	<u>55,000</u>	<u>7,000</u>	<u>14.6%</u>	<u>0</u>	<u>55,000</u>	<u>7,000</u>	<u>14.6%</u>
TOTAL BUDGET	\$13,831,961	\$14,004,779	\$172,818	1.2%	\$312,215	\$14,316,994	\$485,033	3.5%



Recap of Proposals

The proposals discussed tonight:

- Align with our Strategic Goals
- Demonstrate how facility and maintenance relate to student learning experiences
- Represent our commitment to maintaining our facilities
- Address important infrastructure needs
- Address security concerns cited by staff, community
- Will be under consideration and will be modified throughout the budget process as the balance of the budget remains in development



Future Budget Discussions

<u>Date</u>	<u>Meeting Topic</u>
Tuesday, Mar 5, 2019	BOE meeting - Budget presentation on curriculum, technology, athletics, special education/pupil personnel services
Tuesday, Mar 19, 2019	BOE meeting – Superintendent’s Proposed 2019-20 Budget and revenue presentation
Tuesday, Apr 2, 2019	BOE meeting – Budget Discussion & Revision
Tuesday, Apr 23, 2019	BOE meeting - Budget adoption -- Additional Meeting
Tuesday, May 7, 2019	BOE Budget Hearing followed by regular meeting
Tuesday, May 21, 2019	Annual Meeting - BUDGET VOTE

Additional Forums to be announced



Discussion

Budget@IrvingtonSchools.org