



IRVINGTON
UNION FREE SCHOOL DISTRICT

2021-22 Budget Development

Budgetary Climate
&
Operations and Finance

February 9, 2021



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 meet the tax cap guidelines
 - 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 and economic landscape
- Challenges from COVID-19
- State Aid Uncertainty
 - Foundation Aid underfunded; no increase & formula still not being implemented
 - Federal aid used to offset reductions in state aid – sustainability?
 - Proposed caps on growth of expense based aids by combining aid such as Transportation/BOCES/Instructional Materials Aid into “Services Aid”
- Tax levy cap formula – CPI limit does not reflect economic reality, wage growth
- Unpredictable Tax certioraris and timing of refund payments
- Changes in enrollment and student needs including Special Education needs
 - Out-of-District Tuition
 - New Enrollment
 - Least restrictive environment
- Contractual obligations beyond our immediate control - such as pension contributions, health insurance costs, BOCES fees
- Government continues to issue mandates without financial relief
 - K-12 Guidance; ENL; ESSA



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>
2007-8	2,096,946	1,425,614	68%	671,332
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	3,077,283	1,822,854	59%	1,254,429
2019-20	2,989,642	1,844,356	62%	1,145,286
2020-21	<u>2,740,299</u>	<u>1,843,895</u>	<u>67%</u>	<u>896,404</u>
	35,957,090	23,547,171	65%	12,409,919

* The amount of aid the district should receive based on the full Phase-In Level



State Aid Preview

State Aid Projections	Actual	Budget	FYF	Governor Proposed Budget	Proposed Budget
	19-20	20-21	20-21	21-22	21-22
General Aid Components *:					
Foundation Aid	1,843,895	1,843,895	1,843,895	1,843,895	1,843,895
Deduct for Local Share	(93,850)	(103,354)	(96,808)	(96,808)	(96,808)
Building Aid	765,724	766,091	765,155	783,785	783,785
Transportation Aid	359,066	382,637	295,145	-	338,268
Subtotal	2,874,835	2,889,269	2,807,387	2,530,872	2,869,140
Excess Cost Aid Components *:					
Public High Cost Excess Cost Aid	173,665	118,107	102,986	105,400	105,400
Supplemental Excess Cost Aid	6,999	6,999	6,999	-	6,999
Private Excess Cost Aid	100,001	72,628	116,921	96,721	96,721
Subtotal	280,665	197,734	226,906	202,121	209,120
Instructional Materials Aid	154,051	154,850	154,794	-	154,794
BOCES Aid	593,451	525,000	580,103	0	469,359
Services Aid	0	0	0	1,134,864	
Deductions					
20% BOCES aid not received	(70,506)			-	-
20% Excess Cost aid not received	(34,621)			-	-
Expected Cuts		(370,000)			
Pandemic Aid cut		(68,978)	(68,978)		
Local District Funding Adj				(205,901)	(205,901)
Total Deductions	(105,127)	(438,978)	(68,978)	(205,901)	(205,901)
Sub Total to match State Aid Runs	3,797,875	3,327,875	3,700,212	3,661,956	3,496,512
Other Aid					
Homeless Aid	75,121	0	0	0	0
CRP	372,809	159,233	159,233	88,000	88,000
Subtotal	447,930	159,233	159,233	88,000	88,000
Total State Aid	4,245,805	3,487,108	3,859,445	3,749,956	3,584,512
Federal Aid		68,978	68,978	205,901	205,901
Total State/Federal Aid	4,245,805	3,556,086	3,928,423	3,955,857	3,790,413
For Comparison:					
SERVICES AID	1,113,567	1,069,486	1,037,041	1,134,864	969,420
(BOCES +TRANSP + INSTR)					
STAR Subsidy			2,231,265	1,996,924	
Loss of STAR				(234,341)	





Tax Cap Preview

Tax Cap Formula	Long Range Financial Plan	Current Estimate
Prior Year Tax Levy	58,528,791	58,528,791
Assessment Growth Factor	1.0118	1.0118
Adjusted Prior Year Tax Levy	59,219,431	59,219,431
+ PILOTS (Base year)	0	0
- Exemptions (Base year)	2,855,149	2,855,149
Subtotal	56,364,282	56,364,282
CPI Factor	1.015	1.0123
x CPI or 2%	57,209,746	57,057,562
- PILOTS (Ensuing year)	0	0
+ Carryover	0	0
+ Exemptions (Ensuing year)	2,887,408	2,887,408
= Allowable Tax Levy for Next Year	60,097,154	59,944,970
Allowable Tax Levy Increase	2.68%	2.42%
Net Increase	1,568,363	1,416,179
Difference		(152,184)

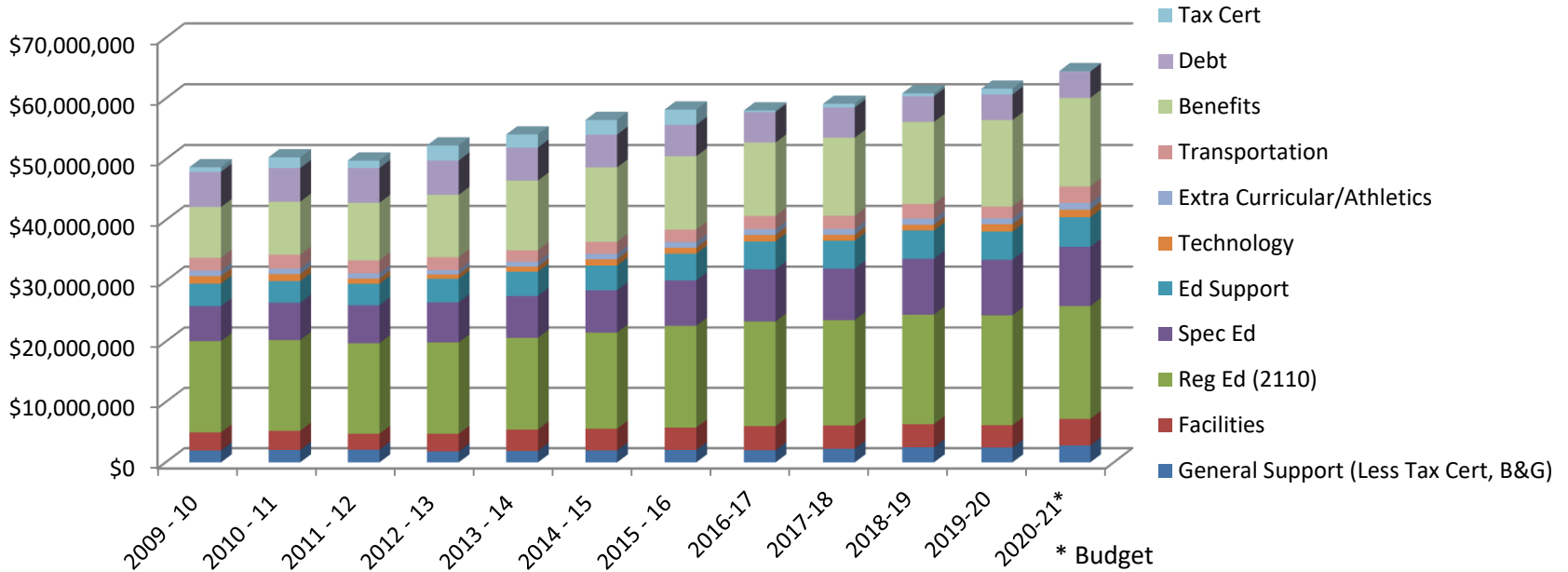
The CPI is based on prices of food, clothing, shelter, and fuels, transportation fares, charges for doctors' and dentists' services, drugs, and the other goods and services that people buy for day-to-day living. Local indexes are not adjusted for seasonal influences. The index for all items less food and energy increased 1.6 percent since December 2019. Over the last 12 months, the Northeast All Items CPI-U increased 1.4 percent. The CPI index used is the Northeast CPI-U, seasonally adjusted and was 1.23%.



IUFSD Recent Budget History

So where have we been?

General Fund Expenditures





Irvington School Budget Trends

YEAR	BUDGET	% BUDGET INCREASE	TAX RATE per M	INCREASE
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%	\$698.78	1.25%
2017-18	\$59,100,494	1.32%	\$19.13	n/a *
2018-19	\$61,348,175	3.80%	\$19.42	1.51%
2019-20	\$62,953,554	2.62%	\$19.45	0.14%
2020-21	\$64,556,500	2.55%	\$20.10	3.37%
Due to change to full valuation				



Demystifying the Fund Balance

- **What is the fund balance?**

- State allows and recommends 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	Analysis; State budget data released
February 9, 2021	Operations and Finance
February 23, 2021	Curriculum and Instruction
March 9, 2021	Proposed Budget
March 23, 2021	Budget Discussion/Adjustments
April 13, 2021	Budget Adoption
May 11, 2021	Official Budget Hearing
May 18, 2021	Budget Vote & Trustee Election

Responsibility of the Board

- **The Board must:**
 - Determine budgetary ceiling - responsible growth
 - Determine if we should change 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



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



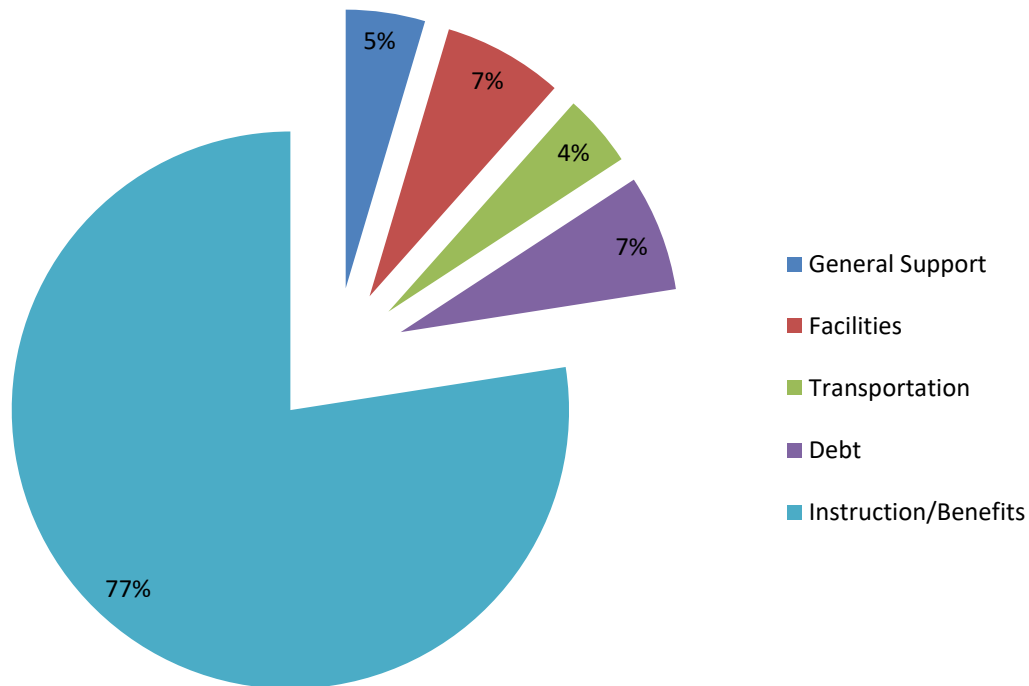
Business and Operations

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



For 2020-21, General Support, not including Facilities, comprises 5% of our current budget. Facilities is 7% and Transportation is 4%. Finally Debt obligations comprised 7%.

The combined push ahead budget for these areas is currently \$14,528,316



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
 - Special Ed and private school transportation population constantly changes
 - Potential need to rebid components of the transportation contract – very tight market with bus driver shortage
- Debt Service – per actual schedule of amounts due



Summary of New Considerations

Consideration	Amount	Primary Strategic Plan Objective	Rationale
Polycarbonate desk separation dividers	\$46,350	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	These would be needed to begin school in September with all students in-person and provide safety until vaccination is complete and immunity reached.
Facility Vehicles – Pickup truck	\$54,025	Ensure the fiscal health of the district and provide for a high quality learning environment	If we do not purchase a new truck, we will significantly jeopardize our snow removal ability and impact our school closure decision making.



Proposed Board of Education/ Superintendent Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Board of Education	\$51,570	\$51,570	\$0	0.0%
District Clerk	\$55,908	\$55,250	-\$658	-1.2%
District Meeting	\$27,325	\$27,750	\$425	1.6%
Office of Chief School Administrator	\$373,016	\$379,736	\$6,720	1.8%
Total Board of Education/CSA	\$507,819	\$514,306	\$6,487	1.3%

Key Push Ahead Variances:
None

New Considerations:
None



Proposed Finance Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Salaries	\$442,897	\$452,786	\$9,889	2.2%
Equipment, Supplies, Contractual	\$71,150	\$65,347	(\$5,803)	-8.2%
BOCES - Financial Software	\$68,260	\$79,765	\$11,505	16.9%
Auditing	\$76,700	\$76,700	\$0	0.0%
Total Finance	\$659,007	\$674,598	\$15,591	2.4%

Key Push Ahead Variances:

- ❖ Recode of Emergency Alert Service to Public Information
- ❖ Addition of E-rate Services to BOCES

New Considerations:

None



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

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Legal	\$349,000	\$356,500	\$7,500	2.1%
Human Resources	\$123,847	\$126,472	\$2,625	2.1%
Public Information	\$43,350	\$80,450	\$37,100	85.6%
Messenger/Mailing	\$47,950	\$44,360	(\$3,590)	-7.5%
Total	\$564,147	\$607,782	\$43,635	7.7%

Key Push Ahead Variances:

- ❖ Recode of Emergency Alert Service to Public Information
- ❖ Addition of Zoom Subscription and Technology Equity Survey
- ❖ Annual school quality survey was not in 20-21 Budget due to 19-20 carryover

New Considerations:

None



Facilities Operations & Maintenance Proposed Budget

Facilities Push Ahead Budget

- Each year, Facilities Equipment and Building Repair & Improvement projects are budgeted starting from \$0 based on identified needs on a priority level.
- Not all items are included in the proposed budget. Some can wait for a future year.
- The capital project is addressing many of the very costly improvements we have identified over the years.
- All needs remain on the “To- Do” list and are monitored!



Facilities Operations & Maintenance Proposed Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Salaries	\$2,221,491	\$2,254,543	\$33,052	1.5%
Equipment	\$19,600	\$66,325	\$46,725	238.4%
Contractual	\$373,800	\$393,270	\$19,470	5.2%
Supplies	\$231,630	\$295,850	\$64,220	27.7%
Security	\$301,500	\$312,042	\$10,542	3.5%
Utilities	\$932,224	\$950,104	\$17,880	1.9%
BOCES	\$118,722	\$120,900	\$2,178	1.8%
Building Repair/ Projects	\$193,600	\$207,555	\$13,955	7.2%
Total	\$4,392,567	\$4,600,589	\$208,022	4.7%

Push Ahead Variances

- ❖ Contractual: vehicle maintenance, elevator and boiler inspections, electrical, plumbing, HVAC maintenance
- ❖ Security services rebid expected
- ❖ Supplies include continued use of BioProtect
- ❖ See next slide for list of Building Projects

New Considerations:

- ❖ Facilities vehicle
- ❖ Polycarbonate Desk Dividers



Facilities Operations & Maintenance Proposed Budget

Facilities Push Ahead Budget

Building Maintenance and Improvements include:

- Playground equipment repair (Dows/MSS)
- Replacement of water heater (Dows)
- Replacement of exterior doors (MSS)
- Replacement of cafeteria floor (MSS)
- Replacement of lobby ceiling fans (MS)
- Gym bleacher and equipment repair, additional striping (MS, HS)
- Installation of electrical outlets (HS)
- Upgrades to PA system (MS/CMS)
- Replace fence around Oley Track
- Painting projects (all schools)



Central Data Processing Proposed Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Equipment	\$97,150	\$53,000	(\$44,150)	-45.4%
Contractual	\$320,000	\$349,915	\$29,915	9.3%
Supplies	\$0	\$79,468	\$79,468	100.0%
BOCES	\$117,370	\$140,313	\$22,943	19.5%
Total	\$534,520	\$622,696	\$88,176	16.5%

Push Ahead Variances

- ❖ Equipment and Supplies includes switches, internet fiber runs indoor and outdoor wireless access points, battery backups. 40% will be reimbursed through E-rate
- ❖ Contractual includes cyber security detection, network filtering and google security all added in 20-21
- ❖ BOCES includes Classlink, Enrollment module and increased privacy protection

New Considerations:

None



Special Items Proposed Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Insurance	\$195,000	\$205,000	\$10,000	5.1%
Sewer Tax	\$60,000	\$60,000	\$0	0.0%
Refund of Property Tax	\$75,000	\$75,000	\$0	0.0%
BOCES Admin/Capital Charges	\$284,937	\$300,278	\$15,341	5.4%
Total	\$614,937	\$640,278	\$25,341	4.1%

Push Ahead Variances

- ❖ Cost of retiree health insurance for BOCES increases admin cost
- ❖ Insurance costs increases due to Child Victims Act, cyber attacks

New Considerations:

None



Transportation Proposed Budget

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Transportation Coordination	\$164,102	\$168,485	\$4,383	2.7%
In District Bus Routes	\$855,000	\$855,000	\$0	0.0%
Private Schools/ Special Education	\$1,407,000	\$1,407,000	\$0	0.0%
Field Trips/Athletics	\$266,000	\$274,000	\$8,000	3.0%
Total	\$2,692,102	\$2,704,485	\$12,383	0.5%

Push Ahead Variances:

- ❖ Budget from 20-21 will cover expected CPI increase for 21-22
- ❖ Increase in Field Trips to cover current HS participation in various programs

New Considerations:

None



Other Fiscal: Debt Service, Inter-fund Transfers

	2020-21 BUDGET	2021-22 PROPOSED BUDGET	Variance	Variance %
Debt Service	\$4,318,732	\$4,193,957	(\$124,775)	-2.9%
Interfund Transfers Special Aid	\$52,000	\$70,000	\$18,000	34.6%
Interfund Transfer - Capital Fund	\$0	\$0	\$0	0.0%
Total	\$4,370,732	\$4,263,957	(\$106,775)	-2.4%

Push Ahead Variances

- ❖ Includes estimated interest for Bond Anticipation Note for initial capital project financing
- ❖ Installment debt fully paid
- ❖ Transfer to Special Aid is for Extended School Year programs for special education students

New Consideration:
None



Budget Summary

DESCRIPTION	2020-21 APPROVED BUDGET	2021-22 PUSH AHEAD BUDGET	VARIANCE	%	NEW BUDGET CONSIDERATIONS	2021-22 PROPOSED BUDGET	VARIANCE	%
Board of Education	134,803	134,570	(233)	-0.2%	-	134,570	(233)	-0.2%
Chief School Admin.	373,016	379,736	6,720	1.8%	0	379,736	6,720	1.8%
Finance	659,007	674,598	15,591	2.4%	-	674,598	15,591	2.4%
Legal/Personnel/Public Info	516,197	563,422	47,225	9.1%	0	563,422	47,225	9.1%
Operation & Maint	4,392,567	4,500,214	107,647	2.5%	100,375	4,600,589	208,022	4.7%
Messenger/Mailing	47,950	44,360	(3,590)	-7.5%	0	44,360	(3,590)	-7.5%
Central Data Processing	534,520	622,696	88,176	16.5%	-	622,696	88,176	16.5%
Special Items	614,937	640,278	25,341	4.1%	0	640,278	25,341	4.1%
Transportation	2,692,102	2,704,485	12,383	0.5%	-	2,704,485	12,383	0.5%
Debt Service	4,318,732	4,193,957	(124,775)	-2.9%	0	4,193,957	(124,775)	-2.9%
Interfund Transfers	52,000	70,000	18,000	34.6%	-	70,000	18,000	34.6%
TOTAL BUDGET	14,335,831	14,528,316	192,485	1.3%	100,375	14,628,691	292,860	2.0%



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 health 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

Date*	Meeting Topic
Tuesday Feb 23, 2021	BOE meeting - Budget presentation on curriculum, technology, athletics, special education/pupil personnel services
Tuesday, Mar 9, 2021	BOE meeting – Superintendent’s Proposed 2021-22 Budget and revenue presentation
Tuesday, Mar 23, 2021	BOE meeting – Budget Discussion & Revision
Tuesday, Apr 13, 2021	BOE meeting - Budget Adoption
Tuesday, May 11, 2021	BOE Budget Hearing followed by regular meeting
Tuesday, May 18, 2021	Annual Meeting - BUDGET VOTE

* Additional Forums to be announced



2021-22 Budget Discussions

2021-22 Budget Discussions



IRVINGTON
UNION FREE SCHOOL DISTRICT

Please join the Board of Education and Superintendent to learn more about the 2021-22 budget. We look forward to your participation! **All** meetings listed below will be facilitated virtually. Board of Education meetings begin at 7:30 pm and are video-taped and can be viewed by going to www.irvingtonschools.org and selecting the BoardDocs link.

Budget Meeting/Topic	Date	Time	Virtual Meeting Information
Board of Education Meeting: Operations & Finance Budget	Tuesday, February 9th	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
Board of Education Meeting: Curriculum Budget	Tuesday, February 23rd	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
Board of Education Meeting: Superintendent's Proposed Budget	Tuesday, March 9th	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
Board of Education Meeting: Budget Discussion & Revisions	Tuesday, March 23rd	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
Board of Education Meeting: Budget Adoption	Tuesday, April 13th	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
Pre-School Parents Budget Discussion	Tuesday, April 13th	9:15 am - 10:15 am	Zoom meeting to be held
PTSA General Meeting Budget Discussion	Thursday, April 15th	7:30 pm - 8:30 pm	Zoom meeting link can be on the District calendar at www.irvingtonschools.org
Superintendent to Present Budget to Village Trustees	Monday, May 3rd	7:00 pm	Meetings are Live Streamed on Cablevision Channel 75 and Verizon Fios Channel 40
Board of Education Meeting: Budget Hearing	Tuesday, May 11th	7:30 pm	Zoom meeting instructions can be found at www.irvingtonschools.org
2020-21 Budget Vote & Member Election	Tuesday, May 18th	7:00 am - 9:00 pm	Main Street School Auditorium 101 Main Street, Irvington - Procedure Unknown at this point

* Additional Forums may be added



Discussion

Budget@IrvingtonSchools.org