



IRVINGTON
UNION FREE SCHOOL DISTRICT

2019-20 Budget Development

Budget Discussion & Adjustments

April 2, 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



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:**
 - Budgetary ceiling - responsible growth
 - If we should maintain/increase fund balance appropriation level
 - Maintain a sustainable financial future
- **Tonight:**
 - Board to provide the Administration with final budget direction



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



Curriculum & Instruction

The Curriculum & Instruction component of the budget includes:

- Instruction
 - Teachers, Teaching Aides, textbooks, supplies, Occupational Education (General Education)
- Library/Media Center
 - Librarians and library resource materials, online reference databases
- Guidance
 - Guidance Counselors and program expense
- Instructional Technology
 - Instructional Technology teachers and aides
 - Instructional databases, software and hardware
- Curriculum Development
 - Professional Development, superintendent conference days, professional learning resources
- Supervision
 - Principals, Assistant Principals, office staff and supplies
- Co-Curricular and Interscholastic Athletics
- Special Education
 - Teachers, Teaching Aides, tuitions, instruction resources, supplies, related programs
- Pupil Personnel Services
 - Health Services (nurses), Psychologists, Social Worker



Year-to-Year Budget Variances

Without any new initiatives, the following budget variances occur:

- Salaries
- Increase/Decrease in Occupational Education participation
- Costs for Related Services for students with disabilities and support for JCOS
- Increase in Out-of-District placements/tuitions
- Equipment needs: technology/devices, AED, furniture replacements
- BOCES increases in cost of services
- Increase in transportation costs with new bids
- Benefits
 - Decrease in TRS rate to 8.86%; a 16.3% decrease
 - Health Insurance increases
 - Other Contractual Benefits

Total “Push Ahead” Variance = \$1,151,062



Budget Development Process

- February 12 - Anticipated Operations and Finance Budget and Considerations
- March 5 - Anticipated Curriculum and Instruction Budget and Considerations; Revenue Budget
- After considering the District's needs and considerations, against the revenue budget and new information, a deficit was present.
- To balance the budget, the administration made adjustments to develop a proposal that met the tax cap limitations and aligns with the Strategic Objectives
- Resulting Superintendent's Budget presented
- Adjustments made based on Board feedback. Revisions from State Budget not available yet.



Prioritizing Budget Adjustments

To balance the budget, the administration:

- Maintained commitment to the strategic objectives and current initiatives
- Committed to students' learning and social and emotional needs
- Focused on fiscal sustainability
- Considered efficiencies
 - Personnel
 - Supplies
- Postponed considerations
 - Future budgets
 - Capital bond



Previously Proposed Considerations

Operations & Finance

New phone system	\$60,000
Afternoon/Event Security	\$73,560

Curriculum & Instruction

Social Worker 1.0 FTE	\$75,000
Amplify Science Materials	\$46,100
Technology Devices	\$87,695
Science Research Stipend/Supplies	\$6,230
Music teacher 0.6 FTE	\$45,000
Benefits – new positions	\$51,000

Total of New Considerations

\$444,585



Changes in Proposed Considerations - Revenue

Additional Revenue of \$81,013

- Expect one tuition-paying General Education student: \$26,032
- Increase in Interest Income with sustainable higher rate environment: \$30,000
- Additional State Aid: \$24,981



Update on State Aid

Foundation Aid Increase:	\$15,987
Excess Cost Aid Changes:	\$8,367
Instructional Materials Changes:	<u>\$627</u>
Total State Aid Change from January:	\$24,981



State Aid – Lost Aid

Foundation Aid History – Lost Aid if formula ran

	<u>Formula Aid *</u>	<u>Paid</u>	<u>% Paid</u>	<u>Lost Aid</u>
2008-09	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

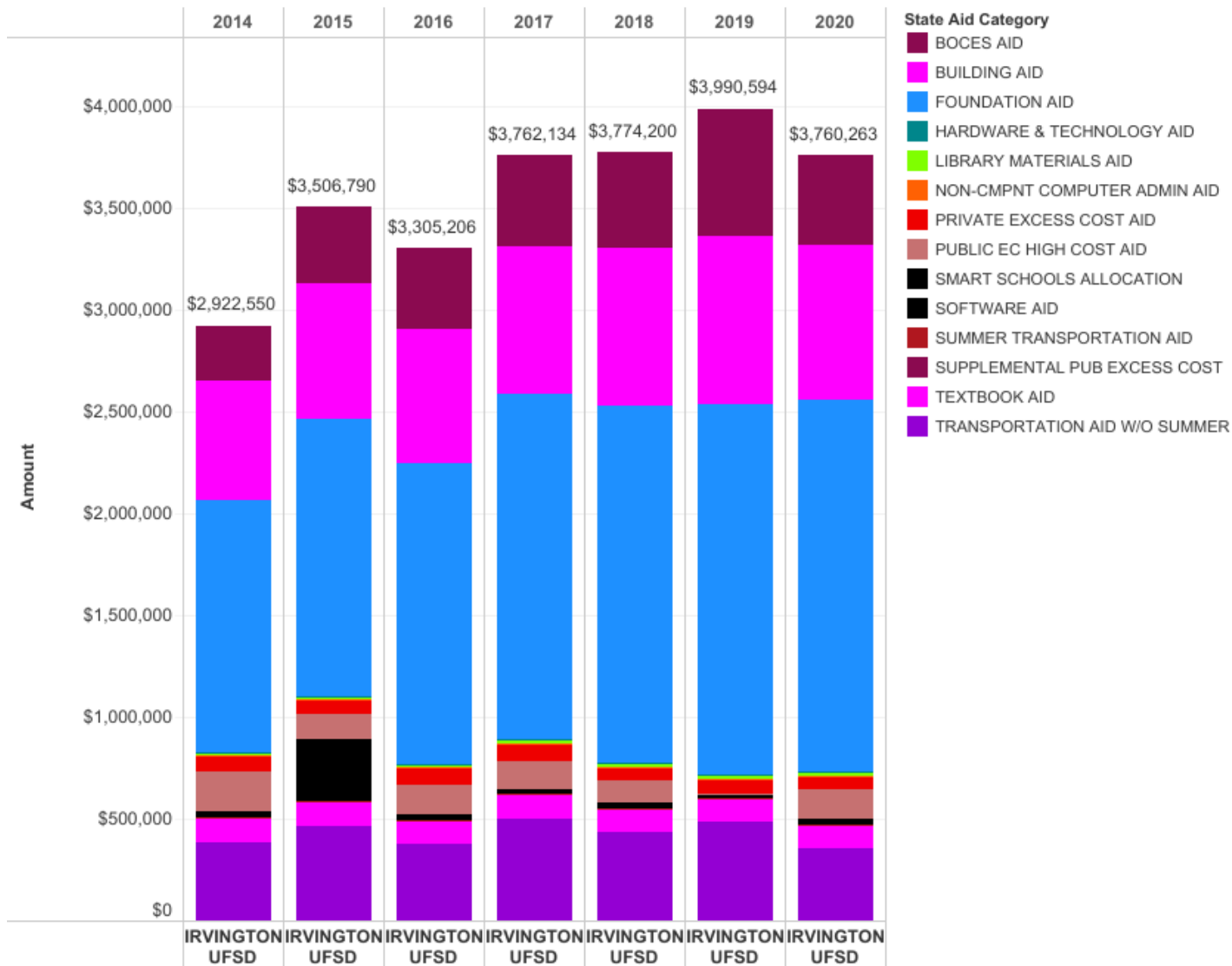
* The amount of aid the district should receive based on the current formula calculations



State Aid

State Aid Breakdown

Note: 2014-16 Gap Elimination Adjustment has been netted from the Foundation Aid Amount
 Source: May Aid Databases and Executive Budget Proposals





Changes in Proposed Considerations - Expenditures

Transportation Push Ahead Risk

Athletic and Field Trip bid is currently out to bid. Early indication is that the new cost of this contract could add \$90,077 to this budget line from budget previously presented.

A review of current bus expenses (updated Full Year Forecast) with an expected Transportation CPI increase of 2.5% will result in a decrease of \$18,796 from budget previously presented.

Net risk to push ahead budget presented on March 19: \$71,281

Next Steps:

- Expect bids by early April, recalculate cost projections
- AD's and Transportation Directors to meet to discuss cost containment strategies
- Determine if campaign to private school parents to opt out is viable (per ride cost may increase though)
- Seek more riders from non-Quad districts to lower costs

Long term

- Board to consider increasing transportation limits
- Board to consider use of public transportation for private school busing



Transportation Costs

	2017-18 Actual	2018-19 budget	2018-19 Full Year Forecast	2018-19 FYF to 18-19 Budget Variance	2019-20 Budget from 3/19/19	2019-20 Budget Revised *	Push Ahead Variances	19-20 Budget to 18-19 Budget Variance	19-20 Budget to 18-19 FYF Variance	Notes
In District	831,263	901,565	800,452	-101,113	884,288	861,404	-22,884	-40,161	60,952	Includes increase in hourly monitor cost
Occ Ed		25,000	29,640	4,640	30,500	30,381	-119	5,381	741	Previously expensed to in - District for 17-18
Private Schools	462,929	593,375	631,209	37,834	661,715	646,989	-14,726	53,614	15,780	
Special Ed	579,849	574,650	663,652	89,002	661,325	680,243	18,918	105,593	16,591	
Athletic/Field Trip	<u>140,579</u>	<u>168,500</u>	<u>169,080</u>	<u>580</u>	<u>169,650</u>	<u>259,727</u>	<u>90,077</u>	<u>91,227</u>	<u>90,647</u>	Includes anticipated increase in per hour trip cost
Total	2,014,620	2,263,090	2,294,033	30,943	2,407,478	2,478,744	71,266	215,654	184,711	

*Assumption of 2.5% CPI, plus additional monitor cost and Athletic & Field Trip cost per new bids



Transportation Costs

Number of students transported	2017-18 Actual	2018-19 budget	Notes:
In District	1291	1293	
Private *	103	101	
Special Ed *	40	47	Includes students receiving special busing to Irvington schools and out-of-district placements
Cost per student			
In District	644	642	2017-18 included costs which should have been allocated to private schools as some trips are combined
Private *	4,494	6,250	Cost is highly dependent on Quad sharing and schools attended
Special Ed *	14,496	14,120	Cost is highly dependent on Quad sharing and schools attended
Avg Cost per private/Special Ed bus	52,570	61,397	18-19 Contract bid resulted in a 16.8% increase

For Private School and Special Ed busing, Irvington shares rides with Ardsley, Hastings and Dobbs Ferry. The per bus cost is divided by the total quad number of students (rides) on the bus to get the per ride cost. That per ride cost is then multiplied by the number of Irvington riders for our share.



Changes in Proposed Considerations - Expenditures

Reduction in additional security guard coverage

- Reduction to 2 hours after school per day (from 4 hours). Maintain 200 hours for special day/event coverage such as parent/teacher conference days.
- Reduction of \$29,424 to \$44,136

Addition of 1 FTE for Grades 3-5 Elementary World Language Instruction

- Increase of \$105,000 including benefits
- Recruit a teacher equipped to provide instruction in Spanish and French

Reduction of Additional Social Worker Consideration

- Reduction of \$105,000 including benefits
- Future consideration for additional Social Work & Social Emotional Opportunities

Reduction of \$19,544 in Technology Devices

- Pursue grants/fundraising to fund identified needs



Changes in Proposed Considerations - Expenditures

Fund Developing Needs and Priorities - \$129,981

- Enhance Human Resources Functions - \$25,000*
- Provide for increased Social Work and Social Emotional Learning (SEL) services and programming - \$33,700 *
- Fund transportation budget increases anticipated per new bidding - \$71,281

*Funding to be allocated per BOE approval



Final Proposed Considerations

Operations & Finance

New phone system	\$60,000
Afternoon/Event Security	\$44,136
HR Enhancements	\$25,000

Curriculum & Instruction

Social Work/SEL programs	\$33,700
Amplify Science Materials	\$46,100
Technology Devices	\$68,151
Science Research Stipend/Supplies	\$6,230
Music teacher 0.6 FTE	\$45,000
Elem World Language 1.0 FTE	\$75,000
Benefits – new positions	\$51,000

Total of New Considerations \$454,317



Where We Are Now

Current Proposed Expenditures:	\$62,953,554
Projected Revenue:	\$62,953,554
Difference:	\$0
Budget-to-Budget increase:	2.62%
Tax Levy Increase:	3.21%
Tax Rate Increase:	.07%



Conservative Budgeting

The proposal reflects a very conservative budget. We must use extreme caution:

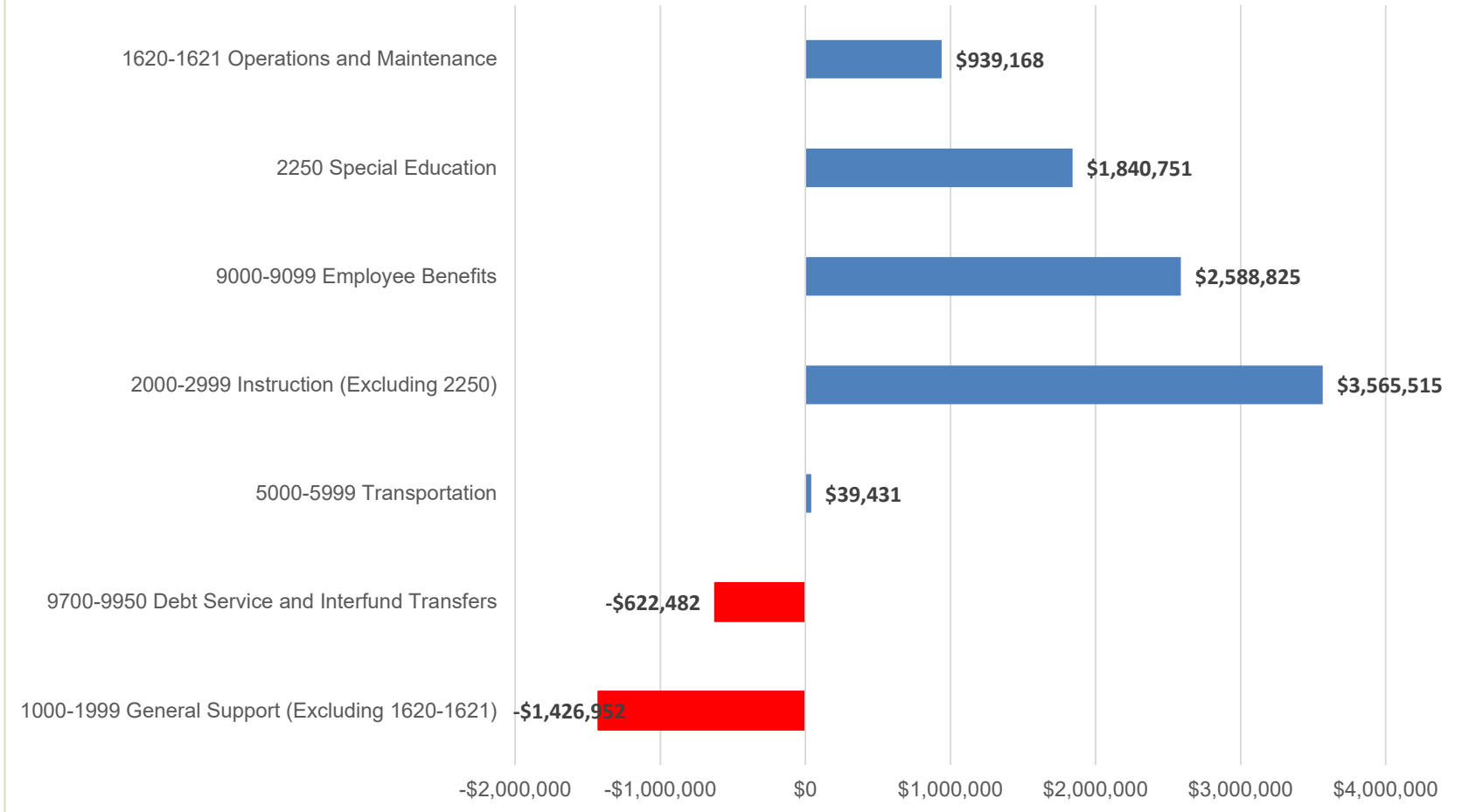
- Special Education
 - Does not account for pending, new in-district special education needs
 - Does not account for unknown out-of-district placements
- Tax Certs
 - Budgeted funds reduce reliance on Reserve but potential future borrowing may be needed to pay required refunds
- Facility Needs
 - Emergency facility needs may result in mid-year adjustments

Caution: Very conservative budgeting may result in need to utilize Fund Balance to support emergent needs



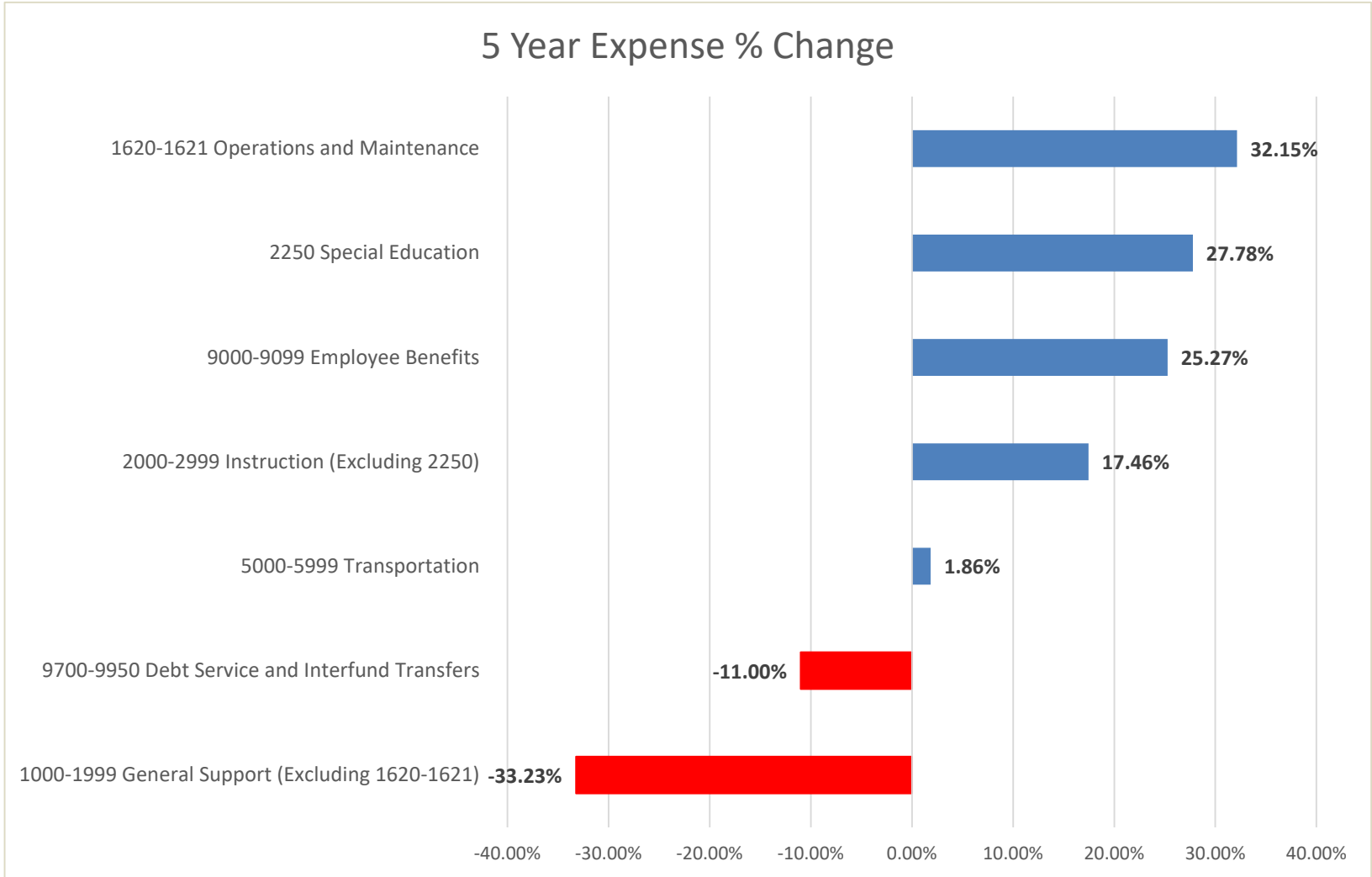
Budget Expense Trends

5 Year Expense Change in Dollars





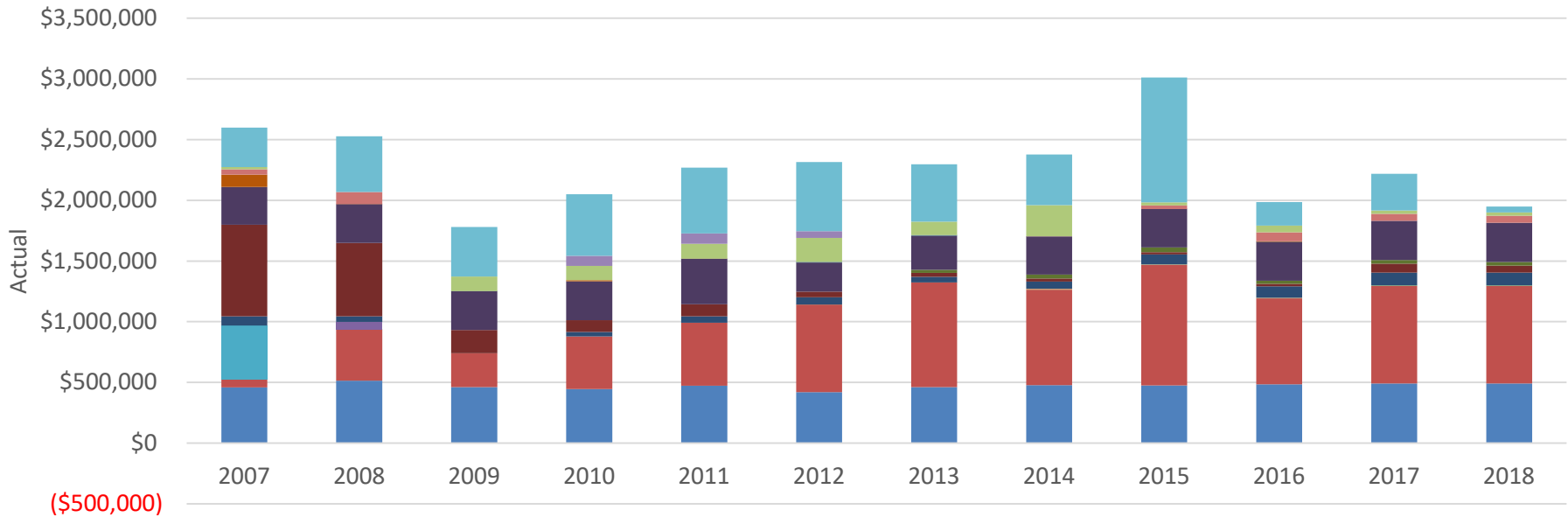
Budget Expense Trends





Revenue History – Other Revenue

Components of Other Revenue



(\$500,000)

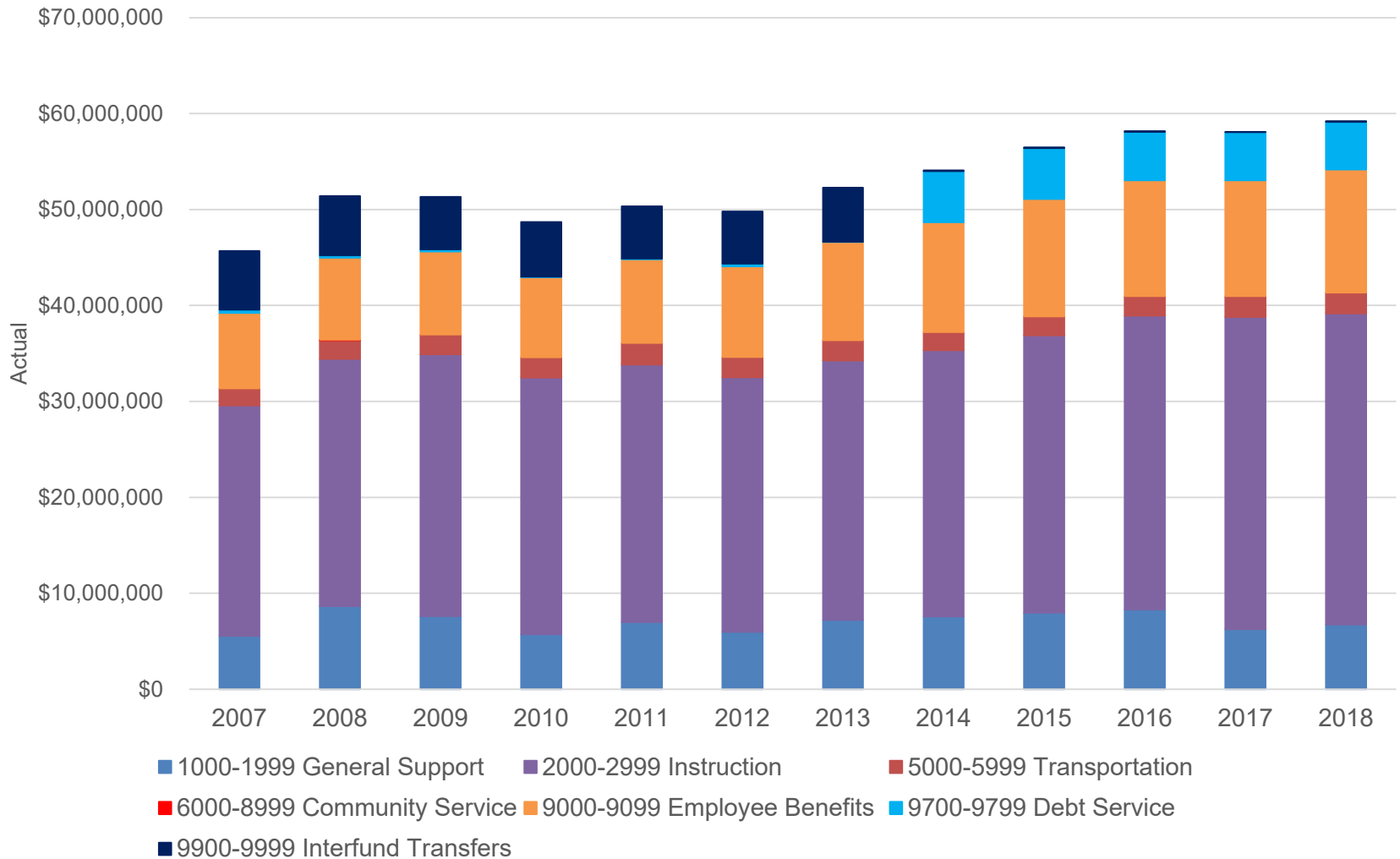
- 1120 Nonproperty Tax Distribution By Counties
- 1311 Other Day School Tuition
- 1335 Other Student Fee/Charges
- 1489 Other Charges - Services
- 1770 Other Unclassified Revenues
- 2230 Day School Tuition - Other Districts in NYS
- 2235 Services Provided for BOCES Other Than Transportation
- 2280 Health Services for Other Districts
- 2401 Interest and Earnings
- 2410 Rental of Real Property, Individuals
- 2413 Rental of Real Property, BOCES
- 2650 Sale of Scrap and Excess Materials
- 2680 Insurance Recoveries - Other
- 2690 Other Comp. For Loss
- 2701 Refund of Prior Years Exp - BOCES Services Approved for Aid
- 2703 Refund of Prior Years Exp - Other-Not Trans
- 2730 Reimbursement of MTA Payroll Tax



Actual Expense Trends

FORECAST5[™]
ANALYTICS

General Fund Expenses by Function





Proposed Budget

- Aligns with our Strategic Goals & applies sustainable financing
- Provides for increased security measures
- Invests in District facilities
- Increases technology access and integration for all students
- Represents our commitment to maintaining our continually enhancing student learning experiences
- Supports all students' developmental and educational needs
- Provides on-going professional development
- Offers increased social and emotional support for students
- Complies with the NYS tax levy cap



Projected Tax Levy Cap

Prior Year Tax Levy	\$54,645,877
x Assessment Growth Factor	1.0116
Adjusted Prior Year Tax Levy	\$55,279,769
+ PILOTS (Base year)	\$0
- Exemptions (Base year)	<u>\$2,669,627</u>
Subtotal	\$52,610,142
x CPI or 2%	1.02
- PILOTS (Ensuing year)	\$0
+ Carryover	\$0
+ Exemptions (Ensuing year)	<u>\$2,739,337</u>
= Allowable Tax Levy for Next Year	\$56,401,682
(may or may not = 2%)	
Allowable Tax Levy Increase Within the Tax Cap	3.21%
Net Increase	\$1,755,805



Projected Revenue

Revenue Source	2018-19 Budget	2019-20 Proposed Budget	\$ Variance	% Variance
Property Taxes	\$54,645,877	\$56,401,682	\$1,755,805	3.2%
State Aid	\$4,119,519	\$3,901,715	(\$217,804)	-5.3%
Tuition	\$720,684	\$608,532	(\$112,152)	-15.6%
Sales Taxes	\$503,000	\$555,000	\$52,000	10.3%
Rental-BOCES	\$298,525	\$298,525	\$0	0.0%
Other	<u>\$638,070</u>	<u>\$765,600</u>	<u>\$127,530</u>	<u>20.0%</u>
Sub Total	\$60,925,675	\$62,531,054	\$1,605,379	2.6%
Approp. Fund Balance	<u>\$422,500</u>	<u>\$422,500</u>	<u>\$0</u>	<u>0.0%</u>
Total Revenue Budget	\$61,348,175	\$62,953,554	\$1,605,379	2.6%



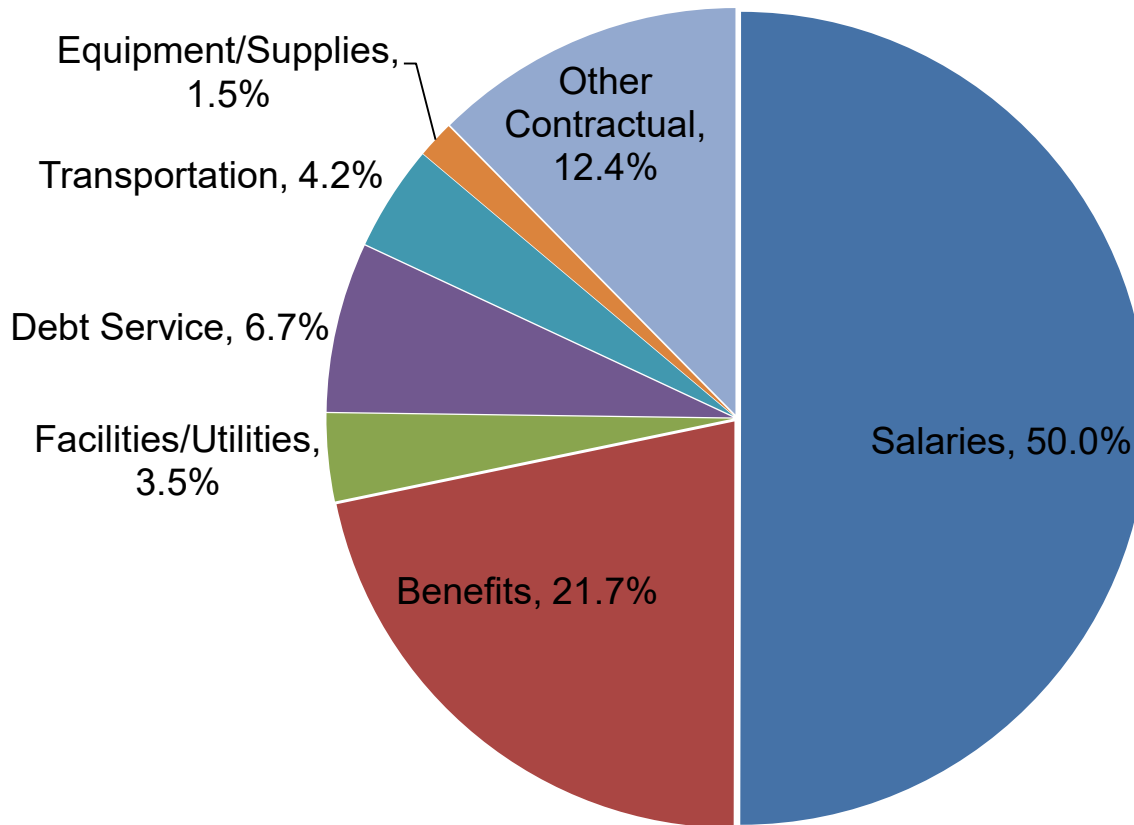
Budget Expenditure by Category

Category	2018-19 Budget	2019-20 Proposed Budget	\$ Variance	% Variance	% of Budget
Salaries	\$31,114,907	\$31,495,856	\$380,949	1.2%	50.0%
Benefits	\$13,624,069	\$13,663,310	\$39,241	0.3%	21.7%
Facilities/Utilities	\$2,157,949	\$2,193,177	\$35,228	1.6%	3.5%
Debt Service	\$4,218,138	\$4,238,595	\$20,457	0.5%	6.7%
Transportation	\$2,419,477	\$2,639,209	\$219,732	9.1%	4.2%
Equipment/Supplies	\$805,086	\$923,832	\$118,746	14.7%	1.5%
Other Contractual	\$7,008,549	\$7,799,575	\$791,026	11.3%	12.4%
Total Budget	\$61,348,175	\$62,953,554	\$1,605,379	2.6%	



Proposed Budget

Expense Category as a percent of Total Proposed Budget





Budget Revenue & Expenditure

Description	2018-19 Approved Budget	2019-20 Push Ahead Budget	Change	% Variance	2019-20 New Budget Considerations	2019-20 Proposed Budget	Total Change	% Variance
General Support	2,846,202	2,940,352	94,150	3.3%	25,000	2,965,352	119,150	4.2%
Operation & Maint	4,300,145	4,329,908	29,763	0.7%	44,136	4,374,044	73,899	1.7%
Instruction	18,310,717	18,394,448	83,731	0.5%	161,420	18,555,868	245,151	1.3%
Special Education	8,805,699	9,347,997	542,298	6.2%	-	9,347,997	542,298	6.2%
Instructional Support	6,823,728	7,056,418	232,690	3.4%	112,761	7,169,179	345,451	5.1%
Transportation	2,419,477	2,639,209	219,732	9.1%	0	2,639,209	219,732	9.1%
Employee Benefits	13,624,069	13,612,310	(11,759)	-0.1%	51,000	13,663,310	39,241	0.3%
Debt Service	4,218,138	4,178,595	(39,543)	-0.9%	60,000	4,238,595	20,457	0.5%
Total Budget	\$61,348,175	\$62,499,237	\$1,151,062	1.9%	\$454,317	\$62,953,554	1,605,379	2.6%



Tax Rate & Your Taxes

Formula to calculate your estimated taxes

Assessed value of your property

X

.019433

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Taxes

Please keep in mind that the \$19.43 tax rate per thousand is estimated based on the current assessment roll as of March 2019 and expected changes from additional exemptions and SCARS granted until the roll is finalized in August 2019.



Irvington School Budget Trends

Year	Budget	% Budget Increase	Tax Rate Per M	Increase
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%	\$19.41	1.46%
Proposed 2019-20	\$62,953,554	2.62%	\$19.43	.07%

* Based on Assessed Valuation as of March 2019 and expected changes to assessments from SCARS and exemptions may occur until tax roll is finalized in August 2019



Contingent Budget

- If there was to be a majority “no” vote in May and a subsequent “no” vote in June (if the Board chose to have a second vote), a Contingent Budget would result.
- A Contingent Budget requires the district to levy no more than the previous year levy. This would require **cuts of approximately \$1.9 million** and result in a **budget decrease** of approximately **\$150,000 from the 2018-19 budget.**
- A Contingent Budget would result in no new equipment, no community use of buildings and no capital improvements (unless emergency). Other necessary cuts **would affect student programs.**
- The District does not have sufficient fund balance to offset these cuts. Even a partial offset could result in a position of “significant fiscal stress” by the Office of State Comptroller.



Next Steps

- Discussion, question & answer tonight
- Final Board of Education guidance to Administration
- April 23 budget adoption



Future Budget Discussions

Date	Meeting Topic
Tuesday, Apr 23, 2019	BOE meeting - Budget adoption
Tuesday, May 7, 2019	BOE Budget Hearing followed by regular meeting
Tuesday, May 21, 2019	Annual Meeting - BUDGET VOTE



Additional Community Forums

2019-20 Budget/Capital Project Discussions

Please join the Board of Education and Superintendent to learn more about the 2019-20 budget and Capital Project. We look forward to your participation! Board of Education meetings begin at 7:30 pm. Meetings are video-taped and can be accessed by going to www.irvingtonschools.org and clicking on the BoardDocs link.



IRVINGTON
UNION FREE SCHOOL DISTRICT

Budget Meeting/Topic	Date	Time	Location
Board of Education Meeting: Operations & Finance Budget	Tuesday, February 12th	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
Board of Education Meeting: Curriculum Budget	Tuesday, March 5th	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
Board of Education Meeting: Superintendent's Proposed Budget	Tuesday, March 19th	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
Board of Education Meeting: Budget Discussion & Revisions	Tuesday, April 2nd	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
Board of Education Meeting: Budget Adoption	Tuesday, April 23rd	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
PTSA General Meeting Budget & Capital Project Discussion	Tuesday, April 23rd	9:15 am - 10:45 am	Dows Lane Elementary School Multi-purpose Room
Irvington Senior Center	Tuesday, April 30th	1:00 pm - 2:00 pm	Irvington Senior Center 29 Bridge Street, Irvington
Community Budget & Capital Project Discussion	Wednesday, May 1st	9:30 am - 10:30 am	Irvington Public Library 12 South Astor Street, Irvington
Pre-School Parents/General Public Budget & Capital Project Discussion	Monday, May 6th	10:00 am - 11:00 am	Good Shepherd Nursery North Broadway, Irvington
Superintendent to Present Budget & Capital Project to Village Trustees	Monday, May 6th	7:00 pm	Village Hall, 85 Main Street Irvington
Board of Education Meeting: Budget Hearing	Tuesday, May 7th	7:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
Community Budget & Capital Project Discussion	Wednesday, May 8th	7:00 pm - 8:30 pm	IMS/IHS Campus Presentation Room 40 North Broadway, Irvington
2019-20 Budget Vote & Member Election	Tuesday, May 21st	7:00 pm - 9:00 pm	Main Street School Auditorium 101 Main Street, Irvington
Capital Project Meetings			
Community Capital Project Meeting	Monday, March 18th	7:00 pm	Village Hall, 85 Main Street
Community Capital Project Meeting	Tuesday, April 2nd	9:30 am - 10:30 am	Irvington Public Library, 12 South Astor Street
Community Capital Project Meeting	Wednesday, April 10th	7:00 pm - 8:00 pm	Irvington Public Library, 12 South Astor Street



Discussion

Budget@IrvingtonSchools.org