



Shenendehowa

Central Schools

2016-17 Budget Development

*Putting the Educational Journey
as the Priority*



Putting the Educational Journey as the Priority

Leveraging Opportunities

- Student curiosity, engagement & passion
- Embracing the integration of instructional technology
- Supporting quality pedagogy
- Balanced and/or authentic assessments and monitoring student learning





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Foundation Principles

Reticent of tax cap limitations

Use a disciplined and proactive approach

Compliance with legal and contractual obligations

Cognizant of the external mandated cost drivers/factors

Review and analyze multiple options and scenarios to be cost effective

Maintain value-added focus on preservation and provision of quality programs and services

Key Components

Value Added —
Raising achievement & improving operations

Cost Effectiveness —
Doing things more effectively and efficiently, and strategically using resources

Revenue and Tax Impact —
Recognizing the dynamic nature of the economy- state aid & tax cap limitations



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Value Added —

- Goal attainment- synergy of efforts
- Academic capacity- implications of class size and composition, staffing
- Academic supports- interventions and specialized supports- mandated and local
- Academic rigor- course options and pathways to graduation

Cost

Effectiveness —

- Leveraging wireless technology to improve instruction and operation responsiveness
- Strategic repurposing of resources to enhance program outcomes
- Controlling salary adjustments via collective bargaining

Revenue and Tax Impact —

- GEA outstanding balance = \$1,753,022
- Tax Cap Limit = est. to be zero (.78%)
 - 3 yr tax cap average = 2.11%
 - 3 yr tax levy impact = 1.4%
 - 3 yr true tax rate average = 0.19%
- Potentially higher tax valuations
 - 3 yr tax valuations average = 1.55%
- Fund balance and reserve capacity
- Property Tax Freeze Credit Plan approved- taxpayers benefit for 2016



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Cost Effectiveness—Cost Drivers

External/Mandated Cost Drivers

Stabilized pension rates

Minimal budget impact from
ERS and TRS

Stabilized health insurance rates

Competitive bidding of rates
Affordable Care Act
implications

Instructional Cost Drivers

Enrollment & class size implications

Impact of MS/HS bubbles

Student demographic shifts

Multilingual documents and supports

New Benchmarks

Regents math, ELA & social studies
(2022/2018)

Preserving experienced/quality instructional staff

Changing demographics
Admin organizational capacity

Program offerings and supports

Elective course capacity and dis-enrollment
AIS supports/study skills
Mental Health and counseling
Summer Regents review courses

Instructional materials-multi-year plans

Mobile devices/obsolescence plan
textbooks, review books, digital content

Operational Cost Drivers

Pending negotiations
STA & CSEA

Five-year Facilities Plan

**Classroom furniture
replacement plan**

Security/access points plan

Athletic fields rehab plan



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Cost Effectiveness Assumptions— Operational Cost Drivers

Mandated Costs- Repurposing Opportunity	
TRS – rate reduction from 13.26% to 11.72%	(\$692K)
ERS - rate reduction from 18.2% to 15.5%%	(\$528K)
Total- Cost Reduction	(\$1.22M)



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Strategic Reductions:

Cost savings stemming from STA Retirement Incentive- 14 qualifying retirees	(\$ 257K)
Reductions in printing costs due to full-scale implementation of district-wide print management solution	(\$ 43K)
Reduction in Debt Service due to the maturation of outstanding debt	(\$ 275K)



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Strategic Reductions:

Rebalancing of cost savings in fuel cost projections based on 3-year historical trend of use	(\$ 100K)
Rebalancing of cost savings in utility cost projections based on 3-year historical trend of use	(\$ 248K)



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Instructional Support

Addition of 2.5 FTE teachers at middle & high school to stabilize class sizes due to enrollment; address AIS needs; and address disenrollment from elective offerings	\$ 165K
Addition of 1.0 FTE to provide capacity to implement Teacher Leaders in 6-12 content areas, supporting PD coach and providing enhancement administrative flexibility to effectively evaluate all teachers	\$ 65K
Addition of 1.0 FTE technology integration and data analyst to effectively support roll-out of technology and to analyze data, making it readily available as information to drive decisions and forecast trends	\$ 65K
Continuation of Elementary Literacy Coach (TSA), focused on Journey's and balanced literacy	\$ 65K



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Instructional Support	
Additional support of HS art program to purchase supplies required to complete the program	\$ 35K
Additional MS contractual supports of maintaining microscopes	\$ 4K
Assuming cost of review books for many courses at HS – assumed under current allocations for textbooks	\$ 0*
Secondary counseling support, to compliment efforts to address growing mental health needs and college/career opportunities.	\$65K
Expansion of mental health services provisions with outside vendor.	+ \$ 15K

** \$0 means it is assumed within existing budget allocations*



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Instructional Support	
Additional investment in mobile devices...part of the focus on initiating 1:1 starting at grade 6 and phasing up in subsequent years	+ \$ 86K
Additional translations services (parent conferences, document translation) due increased shift in demographics	+ \$ 20K
Expansion of summer program capacity to address: <ul style="list-style-type: none">• Bridge from grade 9-10• Regents Review for all Regents Exams• Jump Start on the School year- pilot with Alg.2 and Regents Chemistry	+ \$ 60K
• Repository/inventory system for textbooks	+ \$ 12.5K



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Operational Supports:	
Bolstering clerical summer support for Academic Administrators	+ \$ 15K
Additional training days to transition for Wincap	+ \$ 25K
Addressing athletics modified coaching capacity	+11K
Health Insurance rate adjustments, estimated at 10% average increase	+ \$ 896K

** \$0 means it is assumed within existing budget allocations*



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Operational Supports

Grounds & Maintenance (HVAC and boiler maintenance contracts JCI incr. \$, Five-year Facilities Plan work, Supplies & Materials, OT)	+ \$ 245K
Expansion of security and surveillance software, supplies and equipment (cameras and networked pinpads – potential SAVE reimbursement)	+ \$ 27K
Athletic Field Maintenance Plan	+ \$ 60K
Expansion of maintenance capacity to address facility and grounds needs	+\$ 55K



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Expenses	2015-16 Adopted Budget	Contractual & Trend Incr/Decr	2016-17 Draft Budget	Strategic Incr/Decr	2016-17 Proposed Budget	% of Total Budget
Inst. Salaries	54,752,380	1,169,063	55,921,443	190,000	56,111,443	34.00%
Admin Salaries	5,060,380	121,148	5,181,528	0	5,181,528	3.14%
Non-Inst. Salaries	25,680,194	569,704	26,249,898	149,031	26,398,929	16.00%



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Expenses	Adopted Budget	Contractual & Trend Incr/Decr	2016-17 Draft Budget	Strategic Incr/Decr	2016-17 Proposed Budget	% of Total Budget
Equip.	405,000	0	405,000	10,000	415,000	.25%
Cont./ Other	9,325,453	(313,377)	9,012,076	877,829	9,889,905	5.99%
Text, Library	911,568	0	911,568	0	911,568	.55%
BOCES	5,536,333	172,752	5,709,085	(422,524)	5,286,561	3.20%



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Expenses	Adopted Budget	Contractual & Trend Incr/Decr	2016-17 Draft Budget	Strategic Incr/Decr	2016-17 Proposed Budget	% of Total Budget
Supplies	3,499,261	49,050	3,548,311	53,570	3,601,881	2.15%
Benefits	45,697,254	(156,285)	45,540,969	0	45,540,969	27.60%
Transfers to Other Funds	12,025,000	(275,000)	11,750,000	0	11,750,000	7.12%
<i>Special Aid (Summer Spec Ed)</i>	<i>350,000</i>	<i>0</i>	<i>350,000</i>	<i>0</i>	<i>350,000</i>	<i>.21%</i>
<i>Capital Fund</i>	<i>700,000</i>	<i>0</i>	<i>700,000</i>	<i>0</i>	<i>700,000</i>	<i>.43%</i>
<i>Debt Service</i>	<i>10,975,000</i>	<i>(275,000)</i>	<i>10,700,000</i>	<i>0</i>	<i>10,700,000</i>	<i>6.48%</i>



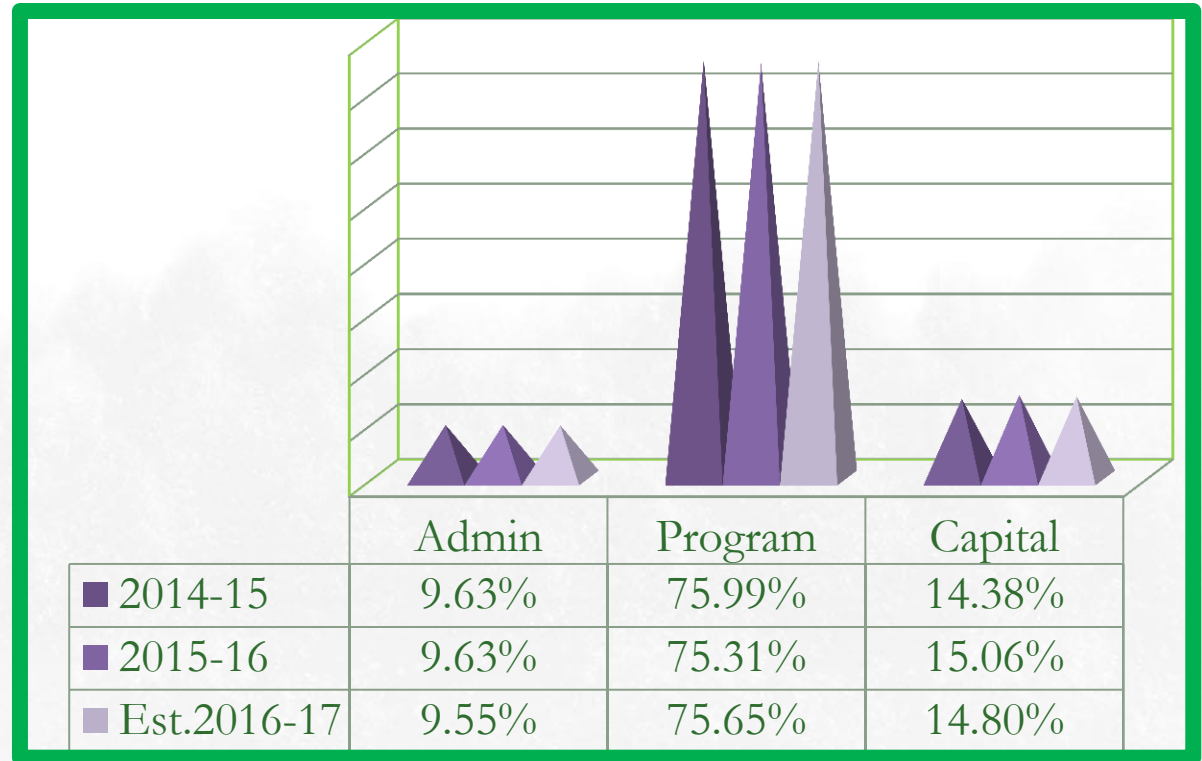
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Expenses	Adopted Budget	Contractual & Trend Incr/Decr	2016-17 Draft Budget	Strategic Incr/Decr	2016-17 Proposed Budget	% of Total Budget
Totals	162,892,823	1,337,055	164,229,878	857,906	165,087,784	100%
Increase Over Prior Year						\$ 2,194,961
Percent Diff.						1.35%



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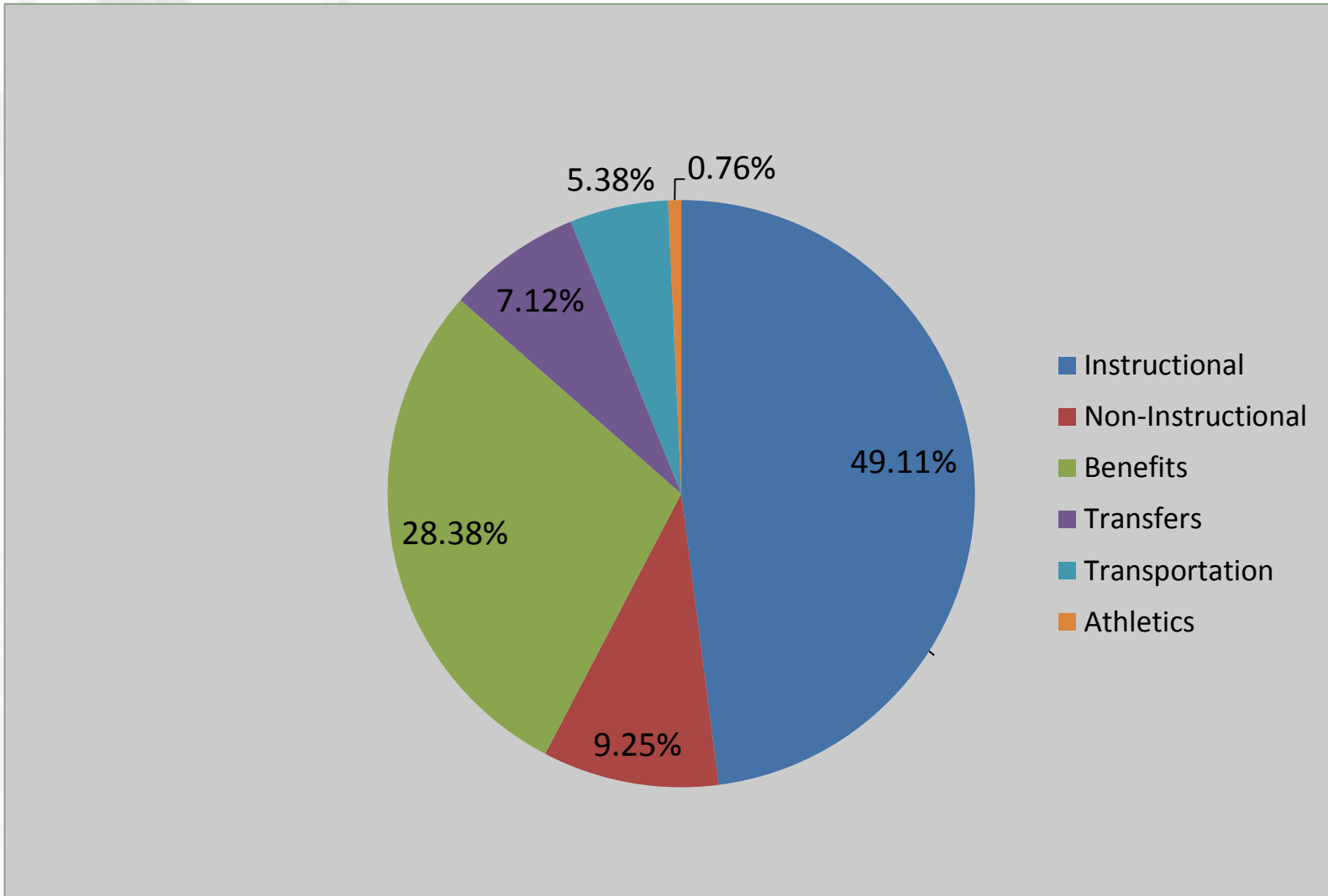
Cost Effectiveness- Three-part Budget Distribution





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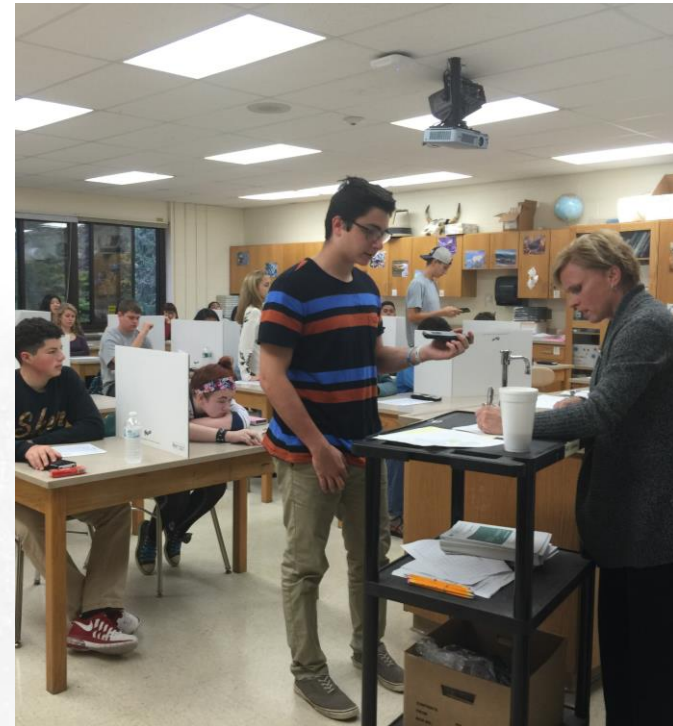
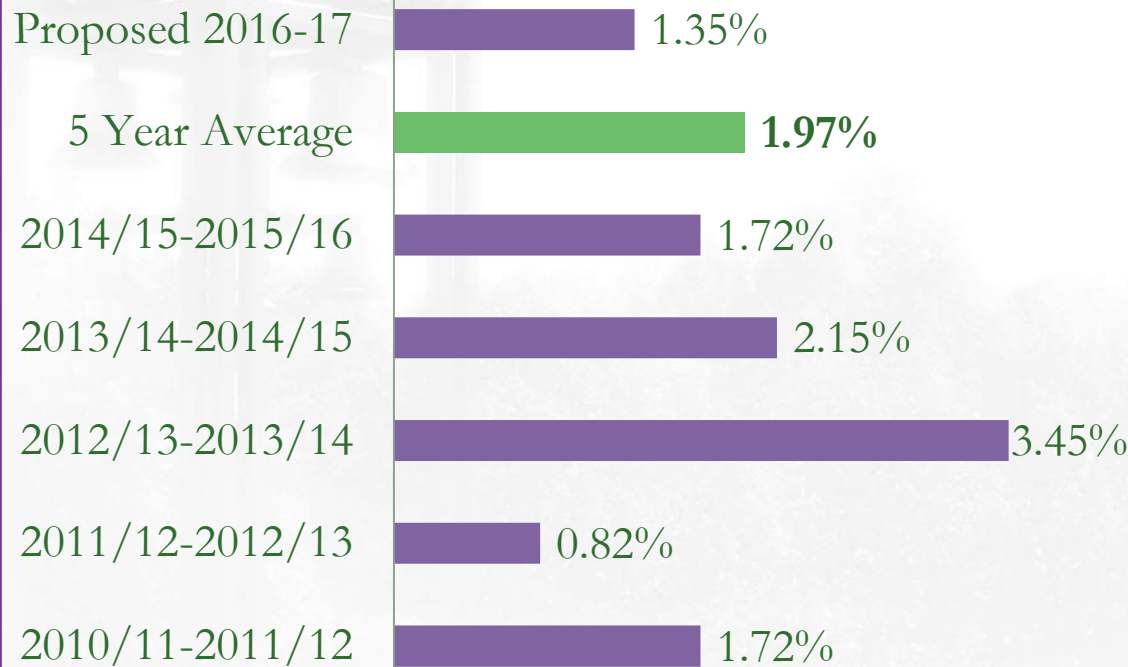
Cost Effectiveness- 2016-17 Budget Distribution





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Cost Effectiveness- Five Year Budget Increase





Putting the Educational Journey as the Priority

The budget is not about dollars and cents...

- It is about what programs and services we offer to our students and how effective we want them to be.
- It is a commitment to provide our children with ample opportunities to explore, to innovate, to problem solve and to be politically sagacious.





2016-17 Budget Development Process

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