



Shenendehowa
Central Schools

2023-2024
Budget Development

3-28-2023 BOE

Innovation and Engagement...
Positioned Windward



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Innovation and Engagement... Positioned Windward

Fiscal Responsibility

exercised by all
employees to
support program
needs and provide
enhancements by
being cost effective
and leveraging
financial resources
and physical assets

Objective 1: Engage in a measured approach to move the district forward by taking a keen future-present perspective to maximize revenue resources, state aid in particular, and leveraging federal COVID funds.

Objective 2: Provision of next generation technology and future-ready furniture to cultivate dynamic learning environments and a workplace conducive to peak productivity.

Objective 3: Initiate innovative and practical approaches and solutions that lend to organizational efficiency, effectiveness, and safety in all dimensions.



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How can we be more responsive to and capitalize on emerging changes and cultural shifts?

Diverse

Axiomatic

What else do we need to do to ensure equity in outcomes, all students succeeding and realizing their full potential?

**Assessing
Needs
Through
an Equity
Lens**

What else can we do to make the school and classroom experience more relevant?

Inclusive



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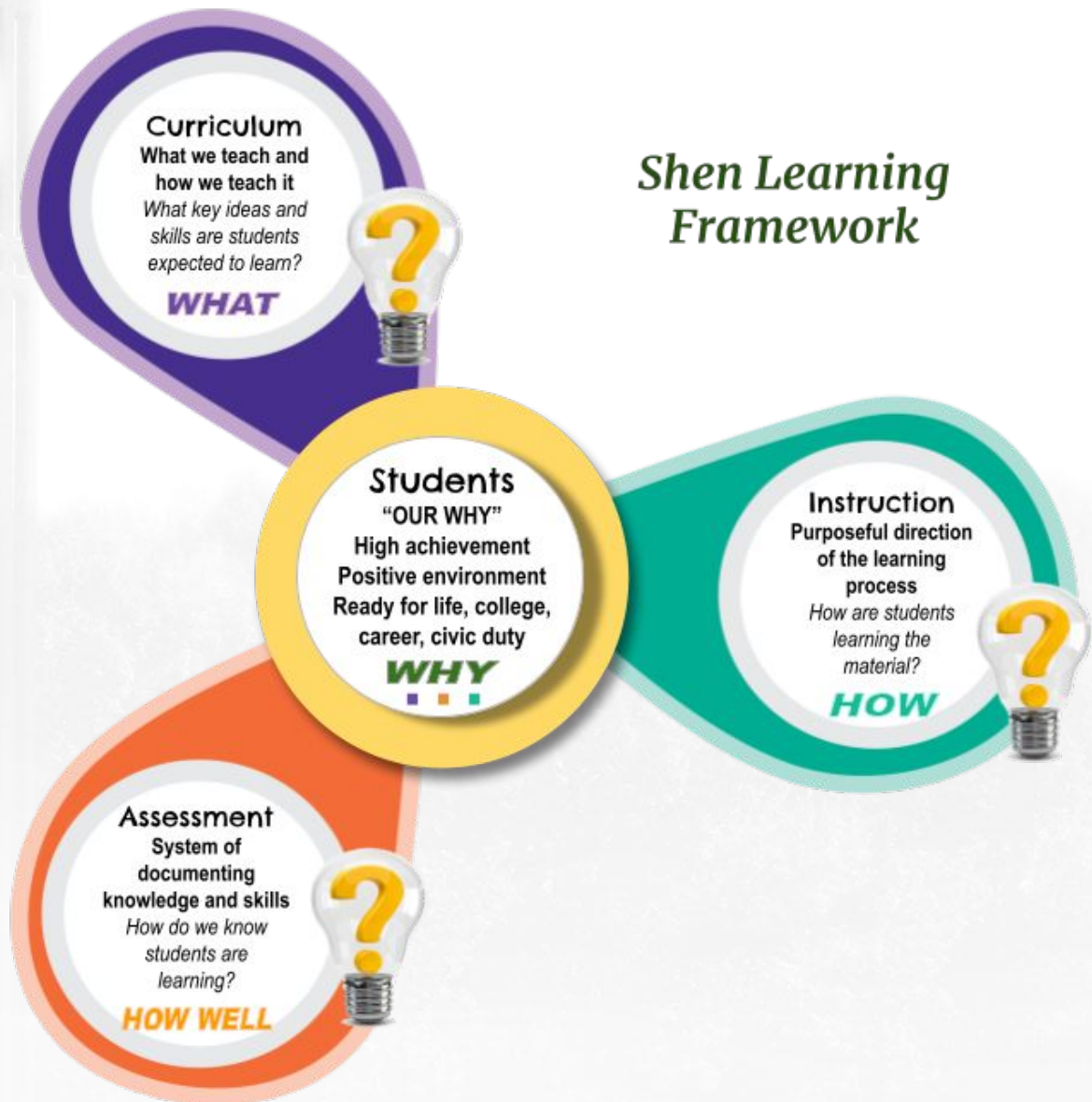
The **Shen Learning Framework** sets the quality standard for curriculum, instruction, and assessment, centered around the personal **experience of students**

Mental Model for Budget Planning



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Shen Learning Framework





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Shen Learning Framework:

- A model showing the interconnectedness of curriculum, instruction, and assessment in service to the needs of students
- Provides common language describing what is valued and prioritized at Shen
- A tool for reflection on course curriculum, instructional practice and assessment
- Focus for targeted work (e.g., department goals, curriculum work)
- A resource to support curriculum reviews by department & course



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Shen Learning Framework:

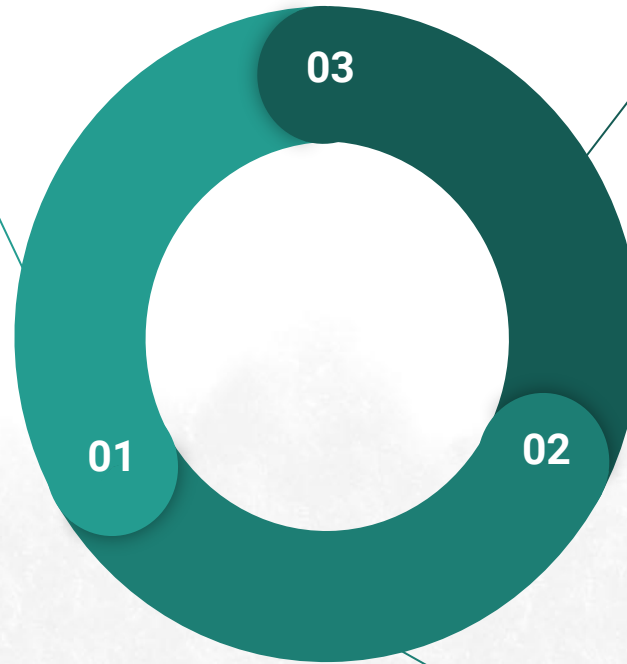
- Helps to standardize and clarify expectations K-12, consolidating important information in one place
- Integrates essential components of social emotional learning and equity, diversity, and inclusion (watermark) into all facets of the instructional program and student experience
- Helps teams of teachers:
 - reflect on the good work that they are already doing
 - set goals for improvement



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Opportunities

- 2nd Year of Increase in Foundation Aid
- Leveraging of Federal ESSER funds
- Repurposing resources from retirements
- Overall strong fiscal position from FY 2022-2023



Assumed Reality

- Academic and Operational Excellence
- Expansion of opportunities K-12 via Shen Learning Framework
- Measured roll-out of new instructional resources

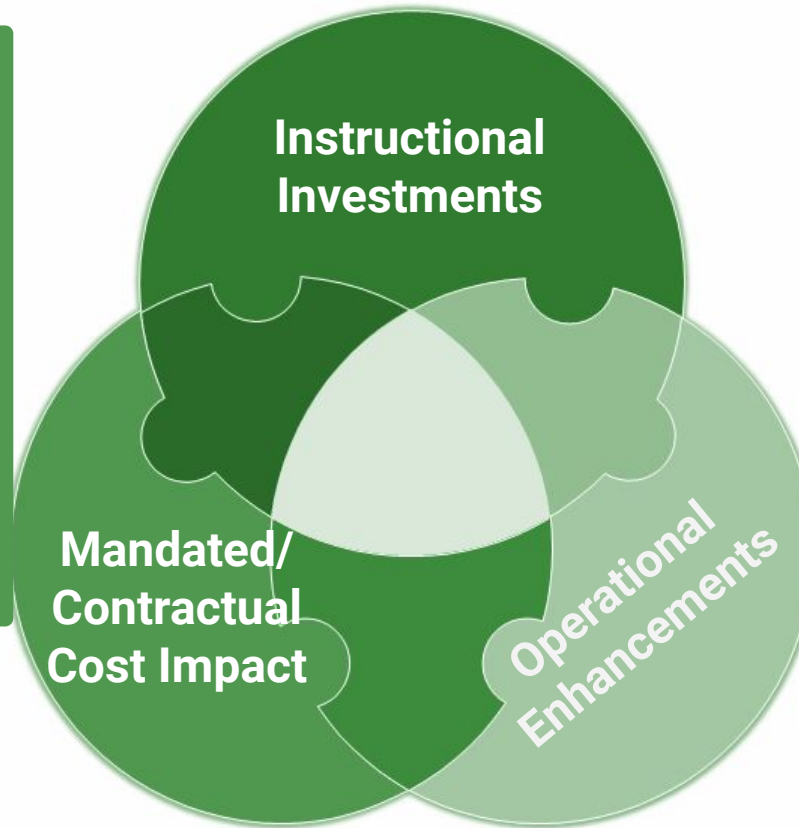
Challenges

- Contending with cost escalations of core necessities and increased rates for health, Rx costs
- Multi-year transitioning to Full-Day K capacity and operation of Maxwell Drive facility
- Assessing the landscape, state fiscal stability beyond 2024



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- **Health/Rx** – anticipated to be around 10-15%
- **Retirement and Pension Costs** – TRS went down from 10.29% to 9.76%, and ERS went up from 11.6% to 13.5%...use of Reserve to off-set



- **Equity in Outcomes** – service follows needs (Sped, ENL)
- **Program Expansion**– viewed through Shen Learning Framework
- **Enrollment** – maximizing space and scheduling
- **MTSS**– building out the framework (SEL) and systematizing supports (AIS)

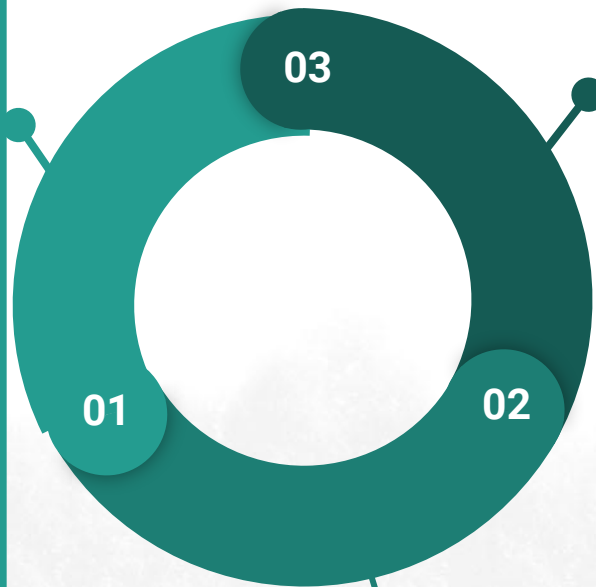
- **Full-day K Capacity**- Multi-year phasing- facilities contracts and staffing
- **Bus Electrification**- multi-year process- assessing long-term needs via initial pilot purchase



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Value Added

- **Equity Supports-** bridging learning gaps and providing sustainable supports
- **Academic Capacity-** review programming via the Shen Learning Framework
- **Productivity Quotient-** systematizing on-demand professional growth



Revenue and Tax Impact

- **Avg. State Aid=** 27.50%
- **Avg. Tax Levy =** 70.03%
- **Tax Base Growth Factor-** 3yr,. Avg. = 1.0143% (2023-24 @ 1.0123%)
- **Tax Cap 3yr. Avg.=** 3.11%
- **5 yr. Avg. Tax Levy =** 2.38%
- **5 yr. Avg. True Tax Rate =** <-3.30%> (negative)
- **5 yr. Avg. Full Value Growth =** 6.01%
- **5 yr. Avg. Tax Assessed Value =** 2.73%

Cost Effectiveness

- **Strategic Repurposing-** staffing reduncies to eliminate single-points of organizational failure
- **Personnel Management-** retirements, vacancies, attrition, targeted PD
- **Leveraging Federal COVID grants-** sustainability planning and off-ramping



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With economic uncertainty beyond 2024 and the impending loss of federal financial assistance at the end of 2024, the **2023-2024 budget is the right time to carefully prepare for the short and long-term**

This budget leverages federal dollars, using those resources to supplement the increased Foundation Aid and positions the district to address longer term priorities like multi-year transitioning to Full-day K, **while maintaining a flat impact on local tax payers for 2023-2024**



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**Leveraging Resources for Program
Enhancement or Expansion: \$483,605**

- **Instructional Retirements - 10 FTE**
- **Positions Replaced at an Average of Step-4**
 - Elementary Level- 7 **FTE**
 - Middle Level- 2 **FTE**
 - High School Level- 0 **FTE**
 - Districtwide-1 **FTE**



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Shenendehowa Learning Framework Impactful Investments

- **Equity in Outcomes**

- Assessing AIS Needs-Implications of Universal Screening
 - **1.0 FTE for Tier 2 and Tier 3 English Support at Middle School Level**
- Assessing Special Ed. Needs
 - **2.0 Elementary Sped teachers**



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Shenendehowa Learning Framework Impactful Investments

- **Enrollment Driven Demands**
 - Unified Arts (Art/Music/FACS)
 - **0.6 Art or Music, depending on elementary sectioning and shift to cover self-contained classes**
 - **Expansion of current 0.5 FACS FTE to 1.0 to provide more health sciences courses**



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Shenendehowa Learning Framework Impactful Investments

- **Programmatic Enhancements**
 - Additional Funds for Musical Theater at MS and HS level - **expansion of district ECA Units**
 - Expansion of Sports Options- **6 coaches- Modified Boys & Girls Basketball, 7th Grade Lacrosse, Varsity Assistant Tennis Boys & Girls, Varsity Girls Wrestling**



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Analysis of Needs- Initial Proposal

Prior Year Budget (2022-2023): **\$ 194,356,052**

- Operational net additions: \$ 8,315,515
- Strategic net additions: \$ 2,439,910

Proposed Budget (2023-2024): \$ 205,111,477

Proposed Budget Increase: **\$ 10,755,425**
 5.53%



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Magnifying BOE Interest Areas

- Ramping up to full-day K...
 - Non-Recurring contractual costs at the end of 2024 provides an opportunity to use the capacity for kindergarten staffing: **\$1.2M**
- Expenditures for 5 Maxwell Drive that are not included in the capital referendum (non-infrastructure):
 - Already incorporating some contractual maintenance, repair, security, and utilities cost: **\$645K**
- Mental health supports, which includes checking in with students:
 - Expanded contractual services with Saratoga Center for the Family: **\$320K**



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Magnifying BOE Interest Areas

- Expand the amount for additional stipends for ECA clubs to include those currently run by volunteers (not teachers), especially those that run the full year (e.g., middle school FLL Club):
 - Contractual ECA allocation plus additional: **\$380K** inclusive of proposed additional \$10K in district-level ECA units + \$10K incr in student competition code)
- Provide transportation for after-school programs (both sports and ECA programs):
 - After-school buses for academic programs: **\$72K**



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Budget Impact Implications- Initial Proposal



- **Approved 2022-2023 Budget**
 - 3.85%
 - \$194, 356,052
- **Proposed 2023-2024 Budget**
 - 5.53%
 - \$ 205,111,477
- **Budget Differential (2023-24 over 2022-23)**
 - \$ 10,755,425



Innovation and Engagement... Positioned Windward



Revenue Analysis- Initial Proposal

Revenue Categories	2022-2023 Projected Revenues	% of Budget	Adds/ Deducts	2023-2024 Projected Revenues	% of Budget
Real Property Tax Items	\$133,983,396	68.93%	\$ 1,977,810	\$ 135,961,206	66.29%
Property Taxes (incl STAR)	\$133,333,097	68.60%	\$ 2,120,554	\$ 135,453,651	66.04%
PILOT, Interest & Penalties	\$650,299	0.33%	\$ (142,744)	\$ 507,555	0.25%



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Revenue Analysis-Initial Proposal

Revenue Categories	2022-2023 Projected Revenues	% of Budget	Adds/ Deducts	2023-2024 Projected Revenues	% of Budget
Federal Revenue	\$200,000	0.10%	(\$0)	\$200,000	0.10%
State Aid	\$56,673,481	29.16%	\$ 8,505,865	\$ 65,179,346	31.78%



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Revenue Analysis- Initial Proposal

Revenue Categories	2022-2023 Projected Revenues	% of Budget	Adds/ Deducts	2023-2024 Projected Revenues	% of Budget
Other Items	\$554,175	0.29%	\$ 6,750	\$ 560,925	0.27%
Interest	\$35,000	0.02%	\$ 265,000	\$ 300,000	0.15%
Fund Balance	\$2,910,000	1.50%	0	\$2,910,000	1.42%
<i>Appropriated Fund Balance</i>	\$1,500,000	0.77%	0	\$1,500,000	0.73%



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Revenue Analysis- Initial Proposal

Revenue Categories	2022-2023 Projected Revenues	% of Budget	Adds/ Deducts	2022-2024 Projected Revenues	% of Budget
<i>Retirement Reserve</i>	<i>\$750,000</i>	<i>0.39%</i>	<i>0</i>	<i>750,000</i>	<i>0.37%</i>
<i>Employee Benefits Reserve</i>	<i>\$660,000</i>	<i>0.34%</i>	<i>0</i>	<i>660,000</i>	<i>0.32%</i>
Total Rev.	\$194,356,052	100%	\$10,755,425	\$ 205,111,477	100%



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Tax Cap Implications- Initial Proposal



- **2022-2023 Tax Cap**
 - 4.29%
 - \$136,503,340 Tax Levy Allowance
 - **2022-2023 Actual Tax Levy**
 - 1.87%
 - \$133,333,097
-

Diff from Tax
Cap: \$3,170,243
less than CAP

- **2023-2024 Tax Cap**
 - 3.15%
 - \$137,532,345 Tax Levy Allowance
- **2023-2024 Projected Tax Levy**
 - 1.59%
 - \$135,453,651

Diff from Tax
Cap: \$2,078,695
less than CAP



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Tax Rate Implications- Initial Proposal



Towns	2022-2023 Actual Tax Rate per \$1,000 Assessed Value	2023-2024 <u>PROJECTED</u> Tax Rate per \$1,000 Assessed Value	Difference from 2022-2023
Clifton Park	31.725778	31.608415	-0.37%
Halfmoon	30.721837	30.610255	-0.36%
Malta	14.587721	14.539871	-0.33%
Waterford	17.371491	17.309370	-0.36%
Ballston	19.144067	19.068683	-0.39%
Stillwater	19.208541	19.131409	-0.40%



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Alternative Option #1 - \$1.5 M Additional Expenditures



- **Initial Proposal 2023-2024 Budget**
 - 5.53%
 - \$ 205,111,477
 - **Budget Differential (2023-24 over 2022-23)**
 - \$ 10,755,425
-

Alt Proposal (\$1.5M Added)

- 6.31%
 - \$206,611,477
- **Budget Differential (2023-24 over 2022-23)**
 - \$ 12,255,425



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Alternative Option #1- \$1.5 M Additional Expenditures Tax Cap Implications



- **2023-2024 Tax Cap**
 - 3.15%
 - \$137,532,345 Tax Levy Allowance
- **Option #1-2023-2024 Projected Tax Levy**
 - 2.72%
 - \$136,953,651

Diff from Tax
Cap: \$578,694
less than CAP



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Alternative Option #1- \$1.5 M Additional Expenditures Tax Cap Implications



Towns	2022-2023 Actual Tax Rate per \$1,000 Assessed Value	2023-2024 <u>PROJECTED</u> Tax Rate per \$1,000 Assessed Value	Difference from 2022-2023
Clifton Park	31.725778	31.958444	0.73%
Halfmoon	30.721837	30.949230	0.74%
Malta	14.587721	14.700884	0.78%
Waterford	17.371491	17.501053	0.75%
Ballston	19.144067	19.279848	0.71%
Stillwater	19.208541	19.343269	0.70%



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Alternative Option #2- \$1.5 M Increase in Tax Levy Only



- **Initial Proposal 2023-2024 Budget**

- 5.53%
- \$ 205,111,477

- **Tax Cap Allowance:** \$137,532,345

- **Tax Levy Amount:** \$135,453,651

Diff from Tax
Cap: \$2,078,695
Less Than Cap

- **Att. 2-Proposal 2023-2024 Budget**

- 5.53%
- \$ 205,111,477

- **Tax Levy Amount:** \$136,953,651??

- **Tax Cap Amount:** \$137,532,345

Diff from Tax
Cap: \$ 578,695
Less Than Cap



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Alternative Option #2- \$1.5 M Increase in Tax Levy Only



Towns	2022-2023 Actual Tax Rate per \$1,000 Assessed Value	2023-2024 <u>PROJECTED</u> Tax Rate per \$1,000 Assessed Value	Difference from 2022-2023
Clifton Park	31.725778	31.958444	0.73%
Halfmoon	30.721837	30.949230	0.74%
Malta	14.587721	14.700884	0.78%
Waterford	17.371491	17.501053	0.75%
Ballston	19.144067	19.279848	0.71%
Stillwater	19.208541	19.343269	0.70%



Boundless Possibilities...Redefining Normal

NEXT STEPS

BOE Adoption of Budget: April 4th

Budget Hearing: May 9th

Budget Vote: May 16th

Propositions:

1. Budget- \$TBD
2. Board of Education-Two Seats - 3 year terms
3. Renovation of 5 Maxwell Property- (\$TBD)
4. Transportation-
 - a. Replacement Vehicles
 - b. Electric Vehicle and Components



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Final Analysis

(School Programs Preserved and Enhanced)
Tax Implications Kept to the Minimum

Proposed budget positions Shennet to preserve programs, better meet needs, and provide high quality experiences for students...
in the face of inflection points with the economy, price escalations, and increasing demands on schools

AND...do so while maintaining a relatively **flat projected adjustment to the Tax Levy**, and a **slight reduction to Tax Rates** in our two largest communities and flat in others.



2023-2024 Budget Development Process

