



Shenendehowa  
*Central Schools*

**2023-2024**  
**Final Budget Proposal**  
**BOE Adoption 4-4-2023**

*Innovation and Engagement...*  
*Positioned Windward*



# ***Innovation and Engagement... Positioned Windward***





# ***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.



# ***Innovation and Engagement... Positioned Windward***

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**



## ***Innovation and Engagement... Positioned Windward***

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

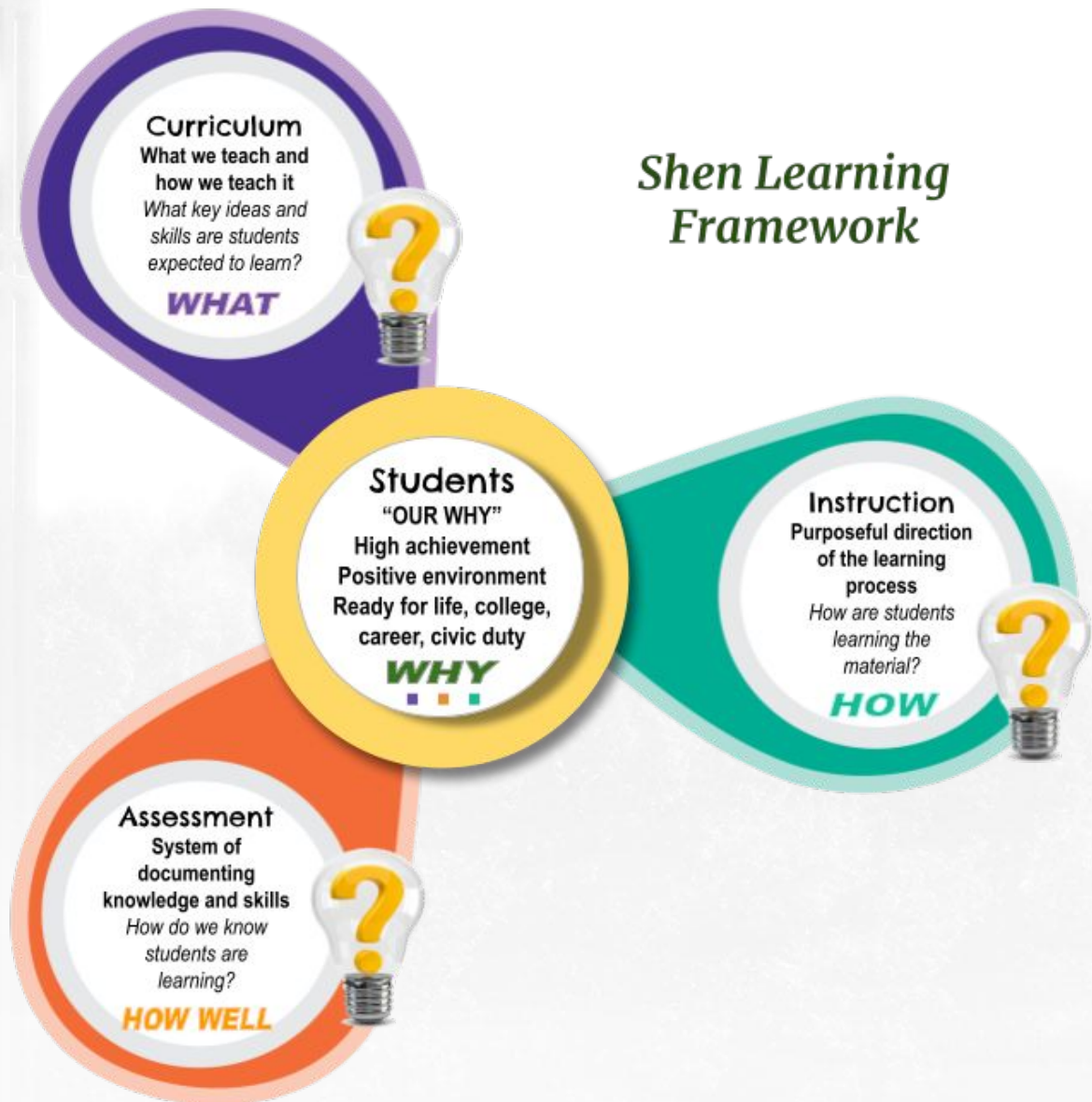
### **Mental Model for Budget Planning**





# ***Innovation and Engagement... Positioned Windward***

## ***Shen Learning Framework***

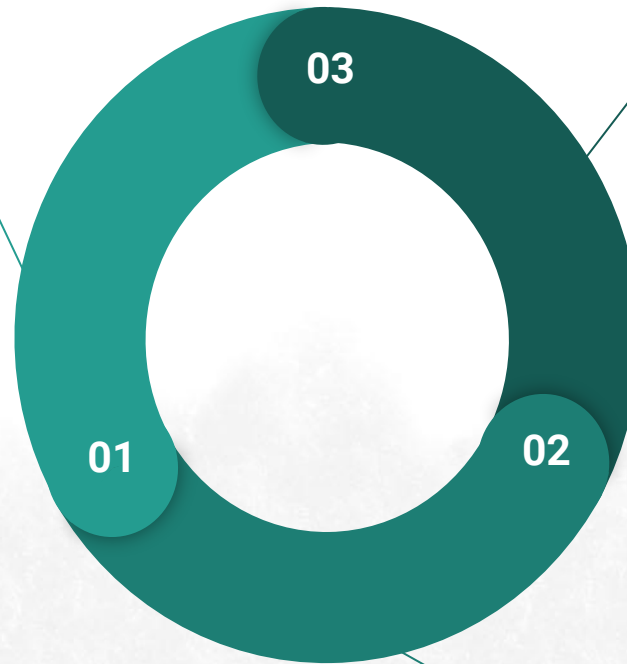




# ***Innovation and Engagement... Positioned Windward***

## **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

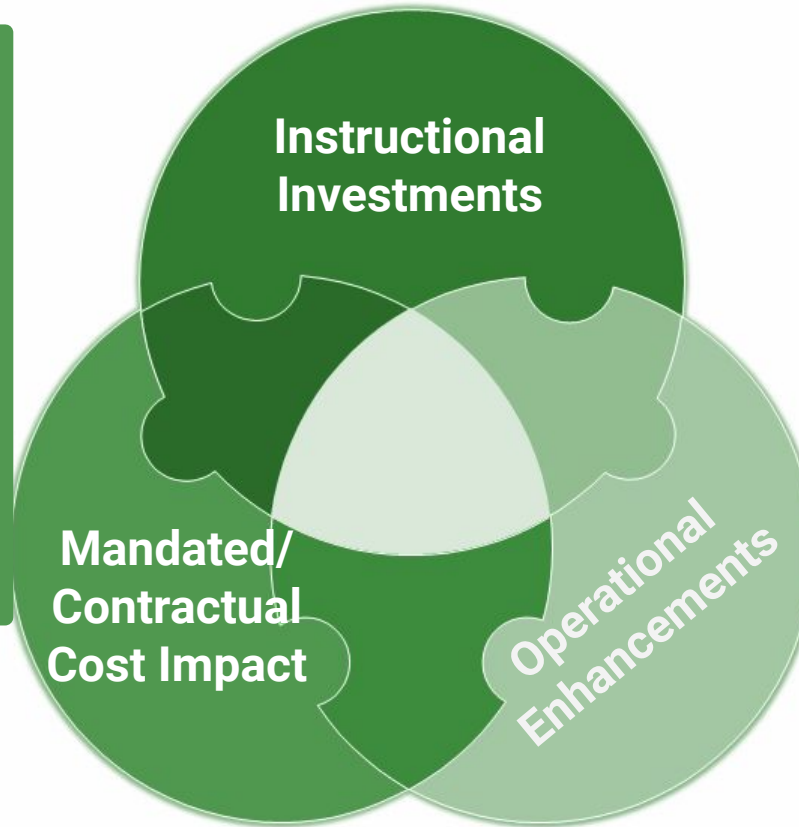
## **Challenges**

- 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 Dr. facility
- Assessing the landscape, state fiscal stability beyond 2024



# ***Innovation and Engagement... Positioned Windward***

- **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

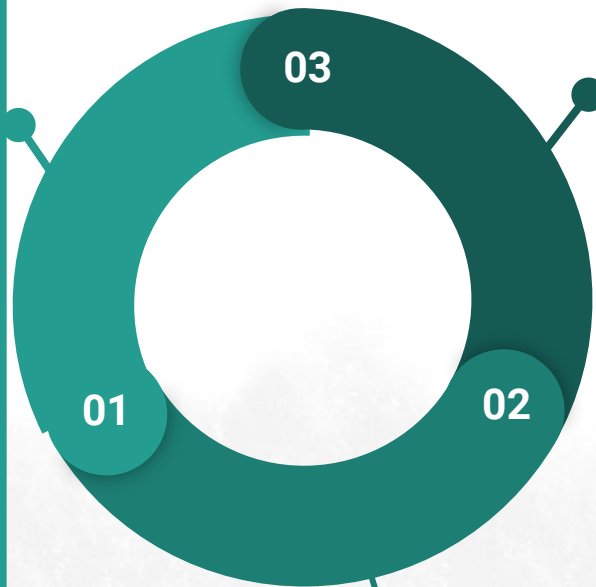




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## **Value Added**

- **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



## ***Innovation and Engagement... Positioned Windward***

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 yielding a tax levy below the Tax Cap and maintains a relatively flat impact on local tax payers for 2023-2024**



# ***Innovation and Engagement... Positioned Windward***

**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**



# ***Innovation and Engagement... Positioned Windward***

## **Shenendehowa Learning Framework Impactful Investments (examples)**

- **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**



# ***Innovation and Engagement... Positioned Windward***

## **Shenendehowa Learning Framework Impactful Investments (examples)**

- **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





# ***Innovation and Engagement... Positioned Windward***

## **Shenendehowa Learning Framework Impactful Investments (examples)**

- **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**



# ***Innovation and Engagement... Positioned Windward***

## **Analysis of Needs**

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

- Operational net additions:                      \$ 8,315,515
- Strategic net additions:                      \$ 3,939,910

**Proposed Budget (2023-2024):** **\$ 206,611,477**

**Proposed Budget Increase:**                      **\$ 12,255,425**  
**6.31%**



# ***Innovation and Engagement... Positioned Windward***

## **Investments by the Shares** (% of Budget>>> Amount>>)

- ☐ **Instructional Salaries:**  
**35.67% >>> \$73,695,096 >>>**
- ☐ **Administrative Salaries:**  
**3.22% >>> \$6,647,197 >>>**
- ☐ **Non-Instructional Salaries:**  
**16.19% >>> \$33,449,624>>>**
- ☐ **Equipment:**  
**0.40% >>> \$832,180 >>>**
- ☐ **Contractual/Other:**  
**6.44% >>> \$13,301,379 >>>**

**Proposed  
Budget:  
\$206,611,477**



# ***Innovation and Engagement... Positioned Windward***

## **Investments By the Shares** (% of Budget>>>Amount>>>)

- ❑ **Textbooks/Library:**  
**0.64% >>> \$1,312,432>>>**
- ❑ **BOCES:**  
**4.08% >>> \$8,419,965 >>>**
- ❑ **Supplies:**  
**2.12% >>> \$4,390,377 >>>**
- ❑ **Benefits:**  
**26.36% >>> \$54,463,226>>>**
- ❑ **Transfer to Other Funds:**  
**4.89% >>> \$10,100,000>>>**

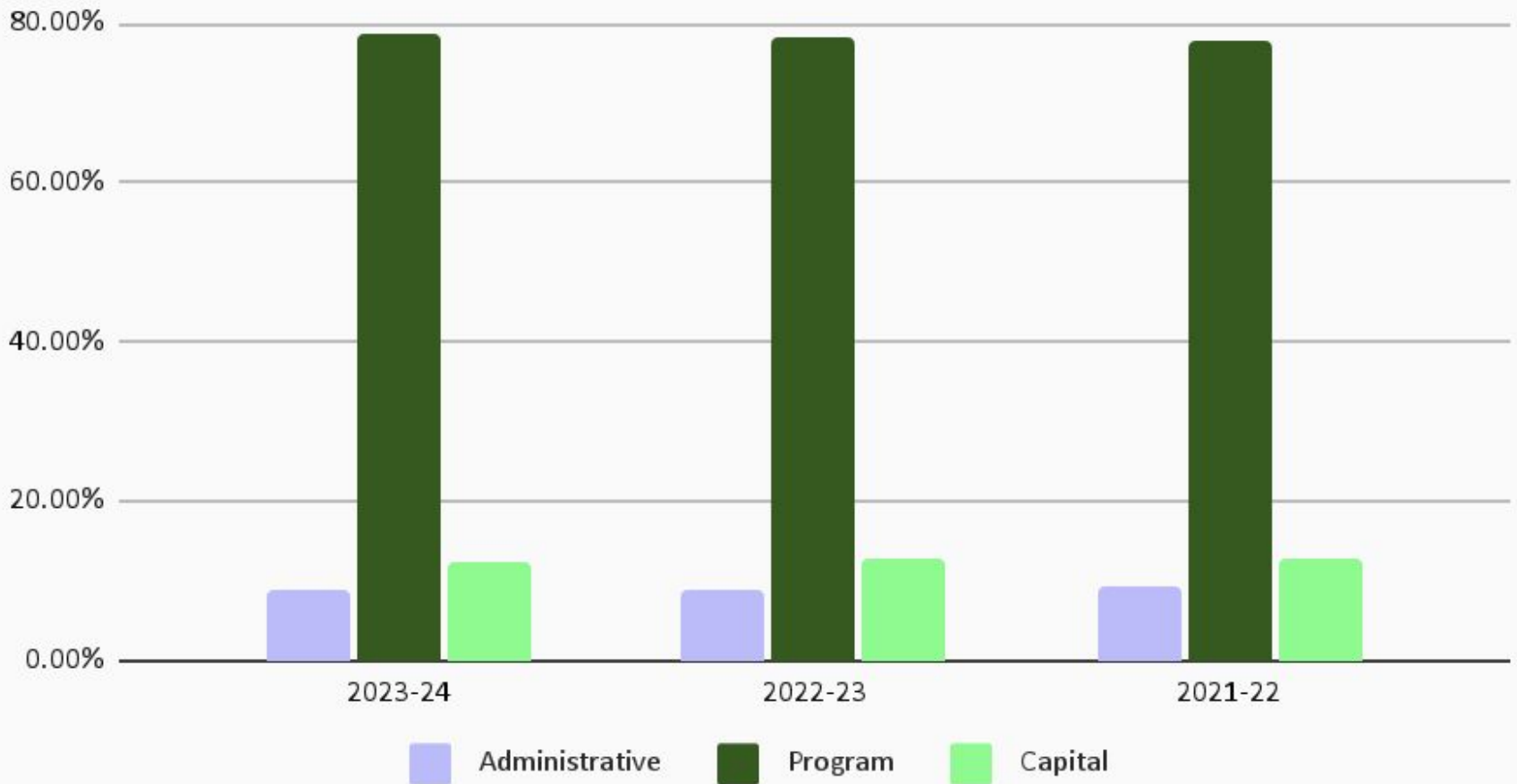
**Proposed  
Budget:  
\$206,611,477**

*(Special Aid-summer Special Ed., Debt Service, Capital Fund)*



# ***Innovation and Engagement... Positioned Windward***

Three-Part Budget

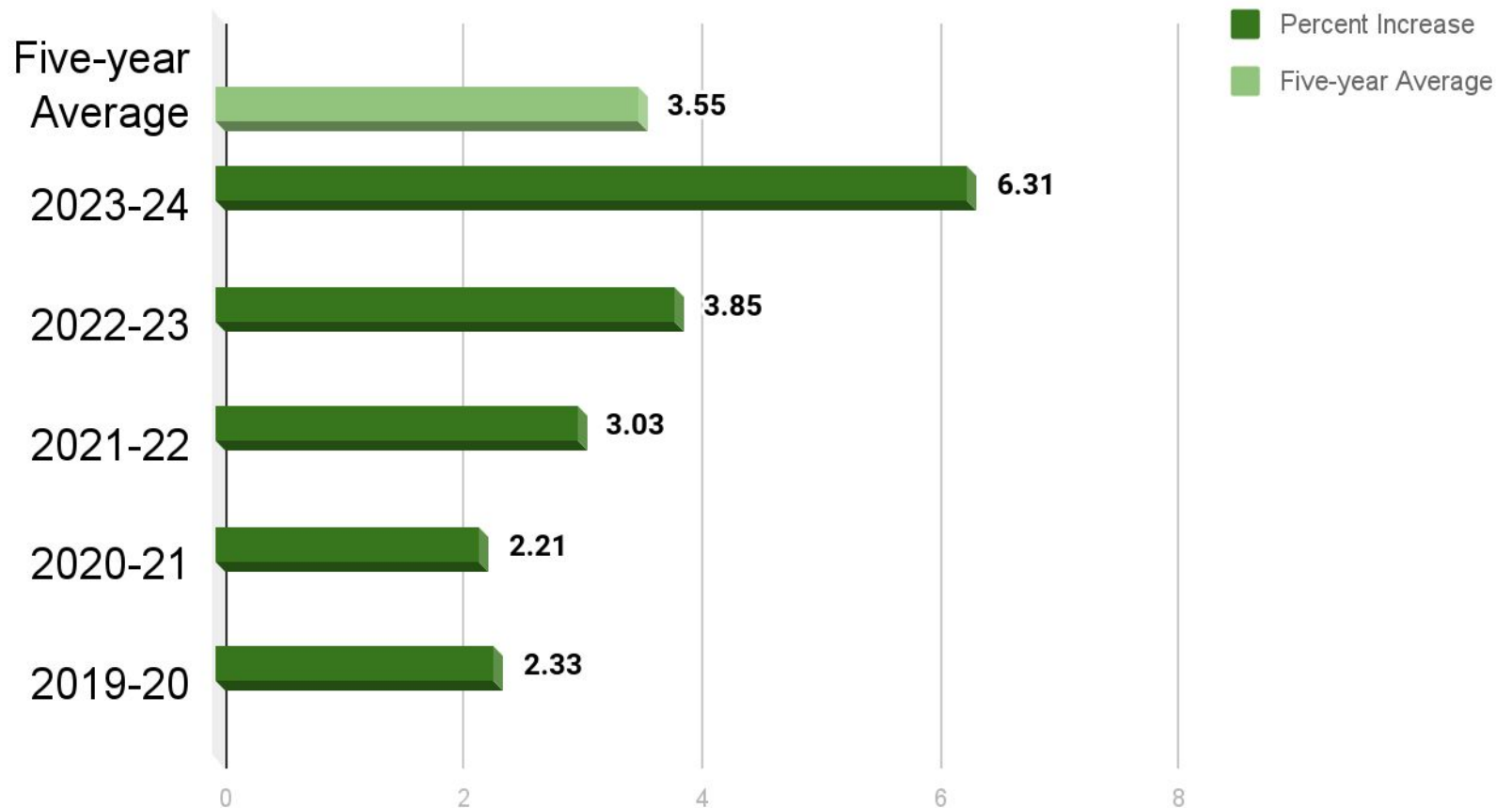






# ***Innovation and Engagement... Positioned Windward***

## **Five-year Budget Trend**





# ***Innovation and Engagement... Positioned Windward***

## **Revenue Analysis**

<b>Revenue Categories</b>	<b>2022-2023 Projected Revenues</b>	<b>% of Budget</b>	<b>Adds/ Deducts</b>	<b>2023-2024 Projected Revenues</b>	<b>% of Budget</b>
<b>Real Property Tax <u>All Items</u></b>	<b>\$133,983,396</b>	<b>68.93%</b>	<b>\$ 1,977,810</b>	<b>\$ 137,461,206</b>	<b>66.53%</b>
<b><i>Property Taxes (incl STAR)</i></b>	<b>\$133,333,097</b>	<b>68.60%</b>	<b>\$ 2,120,554</b>	<b>\$ 136,953,651</b>	<b>66.29%</b>
<b><i>PILOT, Interest &amp; Penalties</i></b>	<b>\$650,299</b>	<b>0.33%</b>	<b>\$ (142,744)</b>	<b>\$ 507,555</b>	<b>0.25%</b>



# ***Innovation and Engagement... Positioned Windward***

## **Revenue Analysis**

<b>Revenue Categories</b>	<b>2022-2023 Projected Revenues</b>	<b>% of Budget</b>	<b>Adds/ Deducts</b>	<b>2023-2024 Projected Revenues</b>	<b>% of Budget</b>
<b>Federal Revenue</b>	<b>\$200,000</b>	<b>0.10%</b>	<b>(\$0)</b>	<b>\$200,000</b>	<b>0.10%</b>
<b>State Aid (*based on Gov. Proposal- not final NYS Budget)</b>	<b>\$56,673,481</b>	<b>29.16%</b>	<b>\$ 8,505,865</b>	<b>*\$ 65,179,346</b>	<b>31.55%</b>



# ***Innovation and Engagement... Positioned Windward***

## **Revenue Analysis**

<b>Revenue Categories</b>	<b>2022-2023 Projected Revenues</b>	<b>% of Budget</b>	<b>Adds/ Deducts</b>	<b>2023-2024 Projected Revenues</b>	<b>% of Budget</b>
<b>Other Items</b>	<b>\$554,175</b>	<b>0.29%</b>	<b>\$ 6,750</b>	<b>\$ 560,925</b>	<b>0.27%</b>
<b>Interest</b>	<b>\$35,000</b>	<b>0.02%</b>	<b>\$ 265,000</b>	<b>\$ 300,000</b>	<b>0.15%</b>
<b>Appropriated Fund Balance*</b>	<b>\$2,910,000</b>	<b>1.50%</b>	<b>0</b>	<b>\$2,910,000</b>	<b>1.41%</b>
<b>Total Revenues</b>	<b>194,356,052</b>	<b>100%</b>	<b>12,255,425</b>	<b>206,611,477</b>	<b>100%</b>

\*Includes \$1.5 M for General Fund, \$750K-Retirement Reserve, and \$660K- Employee Benefits Reserve



# ***Innovation and Engagement... Positioned Windward***

## **Tax Cap Implications**

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

Diff from Tax  
Cap: \$578,695  
less than CAP





# ***Innovation and Engagement... Positioned Windward***

## **Estimated Tax Cap Implications**

\*(Based on 2022 Assessed Value, 2022 Equalization Rates. Once Equalization Rates are finalized in August, Tax Rates will also be Finalized)

<b>Towns</b>	<b>2022-2023 Actual Tax Rate per \$1,000 Assessed Value</b>	<b>2023-2024 <u>Estimated*</u> Tax Rate per \$1,000 Assessed Value</b>	<b>\$ Diff.</b>	<b>% Diff.</b>
Clifton Park	31.725778	31.958444	\$0.23	0.73%
Halfmoon	30.721837	30.949230	\$0.23	0.74%
Malta	14.587721	14.700884	\$0.11	0.78%
Waterford	17.371491	17.501053	\$0.13	0.75%
Ballston	19.144067	19.279848	\$0.14	0.71%
Stillwater	19.208541	19.343269	\$0.13	0.70%



# ***Innovation and Engagement...Positioned Windward***

## **Estimated Impact of Property with a \$300,000 Full-Value Assessment**

TOWNS	2022-2023 Actual Annual	2023-2024 <u>ESTIMATED</u>	Diff. 2022-2023 vs <u>ESTIMATED</u> 2023-2024
	Annual School Taxes	Annual School Taxes	
	\$300,000 Full-Value Assessment	\$300,000 Full-Value Assessment	
Clifton Park	4378	4,410	\$32
Halfmoon	4378	4,410	\$32
Malta	4376	4,410	\$34
Waterford	4378	4,410	\$32
Ballston	4379	4,410	\$31
Stillwater	4380	4,410	\$30

To build 44 new classrooms from scratch,  
estimated at  
\$93M+

To build 42 classrooms at 5 Maxwell,  
estimated at  
\$55M+

**Cost Savings Due to Donation:**

Approx.  
\$35M+

## **Proposed Referendum amount not to exceed \$55M**

### Mitigating the Impact:

- **Rough estimated tax impact of \$0.25/1000 (25 cents/1000)**
- Approximately **\$25M** Reimbursed by State Building Aid
- Use of Capital Project Reserves of **\$3M** to offset amount to be borrowed
- 30 year bonding spread allows for smoothing of debt

## Economies of Scale:

- Minimize or eliminate certain recurring operational costs
  - Warehouse lease expenses: \$135K
- Potential Kindergarten Transition aid to offset operational cost for initial years - TBD
- Potential use of State funding for Universal Pre-K to support operations of applicable classes
- Potential proceeds from sale of existing District Office- TBD

# Proposed Referendum amount not to exceed \$55M

## Mitigating the Impact:

- Full Bond payments initial impact on Budget in 2026
- Maturing Debts allows for potential decline over the out-years
- Strategic use of reserves to mitigate any spikes in future budgets due to added debt from capital project and buses



# 2023-2024 Proposed Referendums

## Transportation Electric Vehicle and Components:

- (4) Electric School Buses: \$507,027.71 per
  - (Level-3 Chargers included)
- (1) Level-3 Charger for the Shop
  - **Cost: 2,067,000**

## Transportation- Replacement Vehicles:

- (5) 28-Passenger Type "A": \$73,907.05 per
  - **Cost: \$369,540**

**Total expenditure not to exceed:**

**\$2,436,540**





## NEXT STEPS

**BOE Adoption of Budget: April 4th**

**Budget Hearing: May 9th**

**Budget Vote: May 16th**

### **Propositions:**

1. Budget- **\$206,611,477**
2. Board of Education-Two Seats - **3 year terms**
3. Renovation of 5 Maxwell Property- Cost not to Exceed **\$55,000,000**
4. Transportation- Cost not to exceed **\$2,450,646.08**
  - a. Replacement Vehicles
  - b. Electric Vehicle and Components



# 2023-2024 Budget Referendum VOTE

**When/where  
is the vote?**

- Tuesday, May 16, 2023
- Polls Open from  
7:00AM-9:00PM
- Gowana Middle School Gym





# 2023-2024 Budget Referendum VOTE

## Who can vote?

- ☐ You are eligible to vote if you are: a U.S. citizen, 18 years or older and have been a Shenendehowa district resident for at least 30 days prior to the vote
- ☐ No pre-registration is required
- ☐ Official personal identification with photo is required

***It is a crime to falsify votes (i.e., voting twice, false identification, false claim of residency)***

## Can't get to the polls?

Absentee ballots are available at the District Office, 5 Chelsea Place, Clifton Park. For information, call the district clerk at 518-881-0623. By law, absentee ballots are mailed to any resident who are certified by Saratoga County as disabled. If you are disabled & did not receive one, call the district clerk's office. Ballots must be returned to the district clerk no later than 5pm on May 16.

***If you vote via absentee ballot, you are not eligible to vote at the polls.***



# ***Innovation and Engagement... Positioned Windward***

## **Final Analysis**

2023-2024 Proposed Budget Preserves  
School Programs and Services, Provides for  
Key Enhancements and Keeps the  
Tax Implications to a Minimum

Proposed budget positions Shen 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 being **below the Tax Cap** and relatively **flat projected adjustment to Tax Rates**





# 2023-2024 Final Budget Proposal

