

# Scarsdale Public Schools



## 2019-20 School Budget Presentation Budget Session #2

February 11, 2019

# Presentation Focus for February 11, 2019

## **Budget Study Session #2**

- 1. 2019-20 Budget Plan Update**
- 2. Curriculum, Instruction and Assessment**
- 3. Special Education and Student Services**
- 4. Interscholastic Athletics**
- 5. Technology**
  - Information Technology
  - Instructional Technology
- 6. Facilities**
- 7. Component Summary**
- 8. Budget Development Process & Timeline**
- 9. Feedback**
- 10. Appendix**

# **2019-20 Budget Plan Update**

# 2019-20 Draft Budget Overview

## February 11, 2019

<b>2019-20 Draft Budget:</b>	<b>\$ 160,782,597</b>
<b>Budget to Budget Increase:</b>	<b>1.86%</b>
<b>Projected Increase in Tax Levy:</b>	<b>2.27%</b>
Projected Tax Levy Limit:	2.94%
Amount <u>Below</u> the Projected Limit:	\$ 967,017
<b>Projected Tax Rate Increase:</b>	
<div>                     The equalization rate, as determined by NYS, has increased for the Town of Scarsdale in comparison to the Town of Mamaroneck thus increasing Mamaroneck's share of the total tax levy.                 </div>	<b>Town of Scarsdale 1.63%</b>
	<b>Town of Mamaroneck 5.56%</b>

Budget Revisions	Amount
1.00 FTE Teacher Budgeted for Contingency	\$ (110,000)
TRS Employer Contribution - Rate reduced to 8.86% from 9.50%	\$ (452,879)
Fox Meadow field access stair project	\$ (50,000)
Plant Maintenance - One less replacement vehicle to be purchased	\$ (28,000)
Transfer to Capital - High School auditorium seating and flooring	\$ (600,000)
Transfer to Capital - Fox Meadow & Quaker Ridge library a/c - updated estimate	\$ (215,000)
Other Misc.	\$ (11,766)
<b>Grand Total Budget Revisions included in this draft:</b>	<b>\$ (1,467,645)</b>



# What Does This Budget Accomplish?

## **Advances high-quality teaching and learning consistent with SET 2.0**

- ☐ Support of teaching and learning initiatives in the advancement of SET 2.0, including STEAM implementation.
- ☐ Ensure staffing levels consistent with current and historical philosophies and community expectations.

## **Implements a comprehensive approach to Safety, Security and Emergency Management**

- ☐ Provide appropriate mental health/social emotional support for students
- ☐ Layer approach to building safety and security
- ☐ Thoughtful implementation of new policies, procedures, and practices

## **Provides cool learning spaces on high heat days**

## **Improves and upgrades facilities (consistent with all components of the Facilities Master Plan)**

## 2019-20 DRAFT BUDGET PLAN - FEBRUARY 11, 2019

	2018-19 Approved Budget	2019-20 Proposed Budget	Budget to- Budget Increase	% Difference
<b>Total Expenditures</b>	<b>157,849,407</b>	<b>160,782,597</b>	<b>2,933,190</b>	<b>1.86%</b>
<b>Non-Property Revenues</b>	<b>10,188,039</b>	<b>10,567,381</b>	<b>379,342</b>	<b>3.72%</b>
<i>% of Total Budget</i>	<i>6.45%</i>	<i>6.57%</i>		
<b>Transfer From Reserves</b>	<b>173,727</b>	<b>453,153</b>	<b>279,426</b>	<b>160.84%</b>
<b>Assigned Fund Balance</b>	<b>2,125,000</b>	<b>1,100,000</b>	<b>(1,025,000)</b>	<b>-48.24%</b>
<b>Total Tax Levy</b>	<b>145,362,640</b>	<b>148,662,063</b>	<b>3,299,423</b>	<b>2.27%</b>
<i>% of Total Budget</i>	<i>92.09%</i>	<i>92.46%</i>		

# Projected Fund Balance - Year End 2018-19

<b>Ending Fund Balance 6/30/18</b>	<b>\$19,628,264</b>
<b>Plus:</b> Year End Revenues	<u>\$156,228,826</u>
<b>Minus:</b> Year End Expenditures	<u>(\$153,651,654)</u>
<b>Actual Ending Fund Balance 6/30/19</b>	<b><u>\$22,205,436</u></b>
<b>To Be Allocated as Follows:</b>	
Tax Certiorari Reserve	\$4,779,935
Self-Insured Health Insurance Reserve	\$6,212,286
Debt Service Reserve	\$453,431
NYS Employees' Retirement Reserve	\$2,047,545
Reserve for Encumbrances	\$1,666,096
Unassigned Fund Balance *	<u>\$5,946,143</u>
Assigned Fund Balance for 2019-20	<u>\$1,100,000</u>
<b>Actual Ending Fund Balance 6/30/19</b>	<b><u>\$22,205,436</u></b>

\* 3.70% of 2019-20 Budget. May retain up to 4% of 2019-20 Budget = \$6,490,010

# Historical & Projected Fund Balance

CATEGORY	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	30-Jun-18	30-Jun-19 Projected	Projected vs PY Actual \$	Projected vs PY Actual %
Assigned	\$6,367,380	\$6,867,380	\$6,313,598	\$4,300,000	\$3,762,715	\$500,000	\$1,100,000	\$2,799,432	\$2,125,000	\$1,100,000	(\$1,025,000)	(48.24%)
Tax Certiorari Reserve	1,392,679	2,026,429	2,066,443	2,488,998	2,593,011	3,451,409	5,109,418	5,717,630	4,686,211	4,779,935	93,724	2.00%
Liability Reserve	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-	-	-	0.00%
Debt Service Reserve	347,318	440,777	535,595	546,195	316,863	296,337	420,429	441,381	444,540	453,431	8,891	2.00%
ERS Retirement Contribution Reserve	752,149	903,135	1,251,531	1,003,325	754,432	1,405,340	2,082,835	2,093,082	2,112,736	2,047,545	(65,191)	(3.09%)
Reserve for Health	2,695,427	2,695,427	2,695,427	1,527,715	15,000	3,200,027	4,700,000	5,050,732	3,062,286	6,212,286	3,150,000	102.86%
Reserve for Repairs	435,788	435,127	431,155	428,043	0	-	-	-	-	-	-	#DIV/0!
Reserve for Encumbrances	2,751,173	2,608,109	2,039,512	1,939,368	1,311,683	2,120,363	1,384,838	1,469,033	1,666,096	1,666,096	-	0.00%
Unassigned (4% max)	5,357,172	5,537,757	5,404,906	5,077,831	5,537,413	5,266,206	5,936,832	5,851,441	5,531,395	5,946,143	414,748	7.50%
TOTAL	\$20,104,086	\$21,519,141	\$20,743,167	\$17,316,475	\$14,296,117	\$16,244,682	\$20,739,352	\$23,422,731	\$19,628,264	\$ 22,205,436	\$ 2,577,172	13.13%
FB as % of NY Bud	14.92%	15.54%	14.63%	12.03%	9.65%	10.97%	13.78%	15.24%	12.43%	13.81%		
Unassigned (4% max)	3.98%	4.00%	3.81%	3.53%	3.74%	3.56%	3.95%	3.81%	3.50%	3.70%		

# **Curriculum, Instruction, and Assessment**

# Guiding Principles

- Students are at the Center
- Learners are Learners
- Creation and Cohesion Require Collaboration
- Scarsdale as Destination (but not island)



# Program Improvement

- Building, Editing, Integrating, and Revising Curriculum
- Scarsdale Values “SET 2.0”
- Collaboration, Creation, Innovation, Autonomy, and “Adaptation over Adoption”
- Guidance, Articulation, and Benchmarks





# Arts and Aesthetic Education Initiative

The investment in arts and aesthetic education addresses the District's strategic goals. Included in this budget are funds for:

- Alvin Ailey programs in the schools
- Relationships with external art institutions
- Visiting artists and associated programs





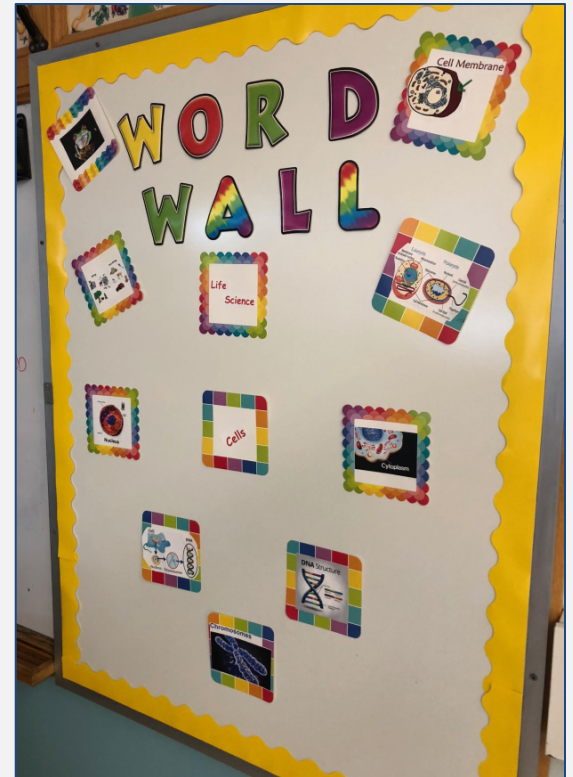
# Interdependence Institute

## Developing and Refining Global Connections



# Scarsdale Teachers Institute

- Inspired, directed, and reflects the needs and interests of diverse educators
- Flexible, adaptable, and informed by Scarsdale initiatives and values
- Coordination between STI leadership and District
- Interdisciplinary
- New learning can result in course creation and structural change



# Center for Innovation

- Re-imagine teaching and learning
- Develop new models of instruction
- Explore role of technology
- Examine models and strategies for influence



- Elementary Maker Spaces
- the ST@C
- SMS NEST
- SMS Core Advisory
- SMS Level Up Village
- SMS Music Maker Museum
- SHS Design Lab
- SHS Entrepreneurship course
- SHS Fitness Center

# Professional Development

- Teacher Grants
  - Off-site workshops
  - Meetings
  - Conferences
- Enhancing Instructional Cohesion
  - Balanced Literacy
  - Math Instruction
  - Standards Alignment

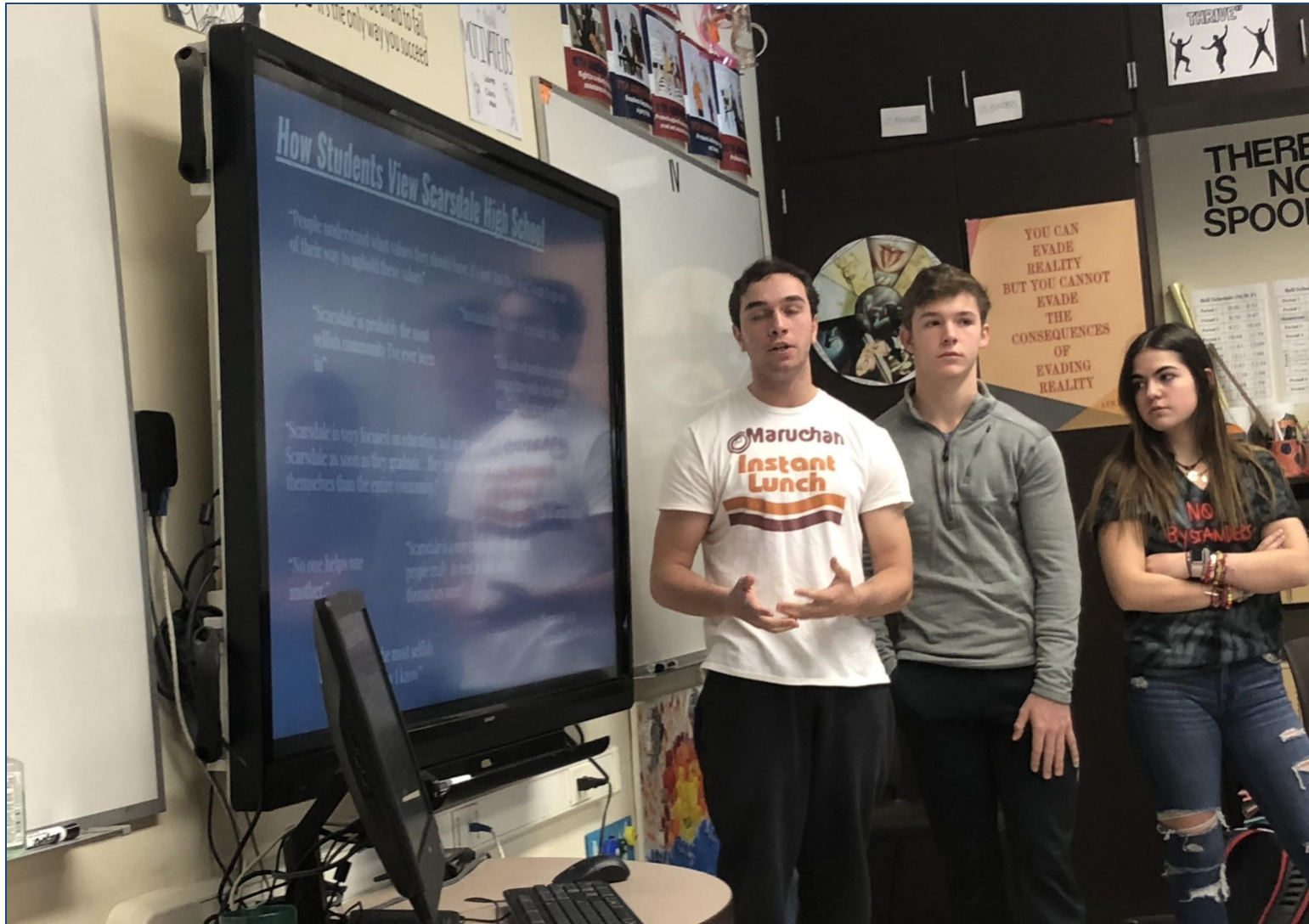




# Sustainability Initiative



# Curriculum Research and Assessment





# Instructional Offices

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$5,152,373	\$5,149,057	\$5,127,101	\$5,135,126

Budget to Budget Decrease: (\$13,931) or (0.27%)

Proposed Budget to Projected Expense Increase: \$8,025 or 0.16%

## Highlights

- Funds salaries and operating expenses for the work of the office of the Assistant Superintendent for Curriculum, Instruction, and Assessment, including coordination of the K-12 curriculum, transition plan implementation, and supervision of coordinators and specialists. The office is also responsible for standardized testing, including the hiring of translators and test security.
- Funds building-level supervision, including the salaries for all principals and assistant principals as scheduled by contract, and the operating expenses of principals' offices in seven schools.

# Instruction – *Staff & Curricular Development*

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,312,002	\$1,431,648	\$1,411,394	\$1,446,721

Budget to Budget Increase: \$15,073 or 1.05%

Proposed Budget to Projected Expense Increase: \$35,327 or 2.50%

## Highlights

- Provides professional development opportunities for our nearly 470+ educators
- Funds over 200 Program Improvement projects involving hundreds of teachers, through which curriculum and assessments are updated to meet District strategic vision and goals
- Supports programs for students in the arts and aesthetic education
- Supports the Center for Innovation aimed at re-imagining teaching and learning
- Allocates funding for research on curriculum, instruction and assessment
- Funds professional developers to enhance academic instruction at the elementary level



# Instruction – *Day School Program*

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$56,546,119	\$57,567,328	\$57,001,023	\$58,755,809

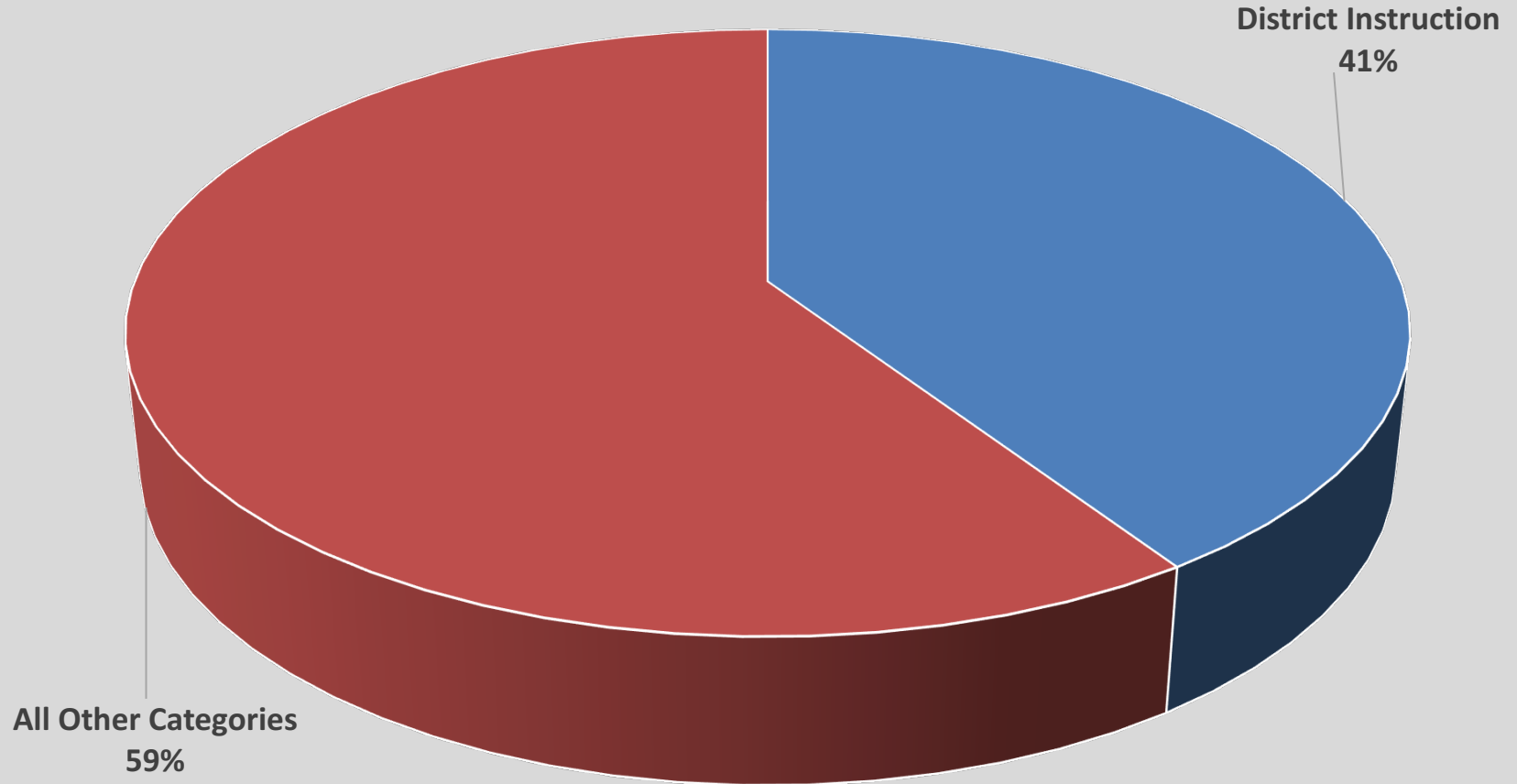
Budget to Budget Increase: \$1,188,481 or 2.06%

Proposed Budget to Projected Expense Increase: \$1,754,786 or 3.08%

## Highlights

- Provides salaries for instructional staff district-wide as per the 2016-2020 STA contract
- Includes funding for the following additional positions for 2019-20:
  - 1.0 FTE District-wide contingency positions to accommodate projected enrollment fluctuations or student driven section breaks at the High School
  - 1.0 FTE STEAM (Math certified) position at the High School
  - 1.0 FTE Science position at the High School
  - 1.0 FTE Academic Support (pre-referral) position at the High School
- Allocates per-pupil allowances by level for instructional materials and supplies. These funds are matched to priorities determined within each building.

# District Instruction



# **Special Education & Student Services**

# Special Education

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$12,870,440	\$13,196,256	\$13,598,803	\$14,281,834
Budget to Budget Increase: \$1,085,578 or 8.23%			
Proposed Budget to Projected Expense Increase: \$683,031 or 5.02%			

## Highlights

- Includes the Following New Positions:
  - Contingent Co-teaching position
  - Academic Support teacher for Scarsdale High School (budgeted in high school general education salaries)
- Major cost drivers:
  - Salaries - Yearly incremental cost
  - Salaries - Increase in mandated aide time
  - Salaries - Adjustments in reporting of aide hours - no change in practice from this year's estimated actual (approx. 400M)
  - BOCES costs - Decreased need at contracted schools for out of District placements at elementary and middle school levels (approx. 300M)

# Student Services

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$5,473,960	\$5,590,451	\$5,452,688	\$5,662,141
Budget to Budget Increase: \$71,690 or 1.28%			
Proposed Budget to Projected Expense Increase: \$209,453 or 3.84%			

## Guidance

- Continuation of all current staffing - SMS House Counselors and SHS Deans.
- Scarsdale Edgemont Family Counseling Contract for Youth Outreach Workers in both Scarsdale Middle and High Schools - the 2019-20 contract for SEFC will be approved by the Board separately. The current budget accounts for a proposed increase in the SEFC contract for an additional Drug and Alcohol Task Force Coordinator

## Psychological Services

- Includes salaries of all current school psychologists - 10 school based and 1 district level psychologist.
- Additional 1.0 Psychologist proposed to handle elementary testing and SAT/ACT accommodations

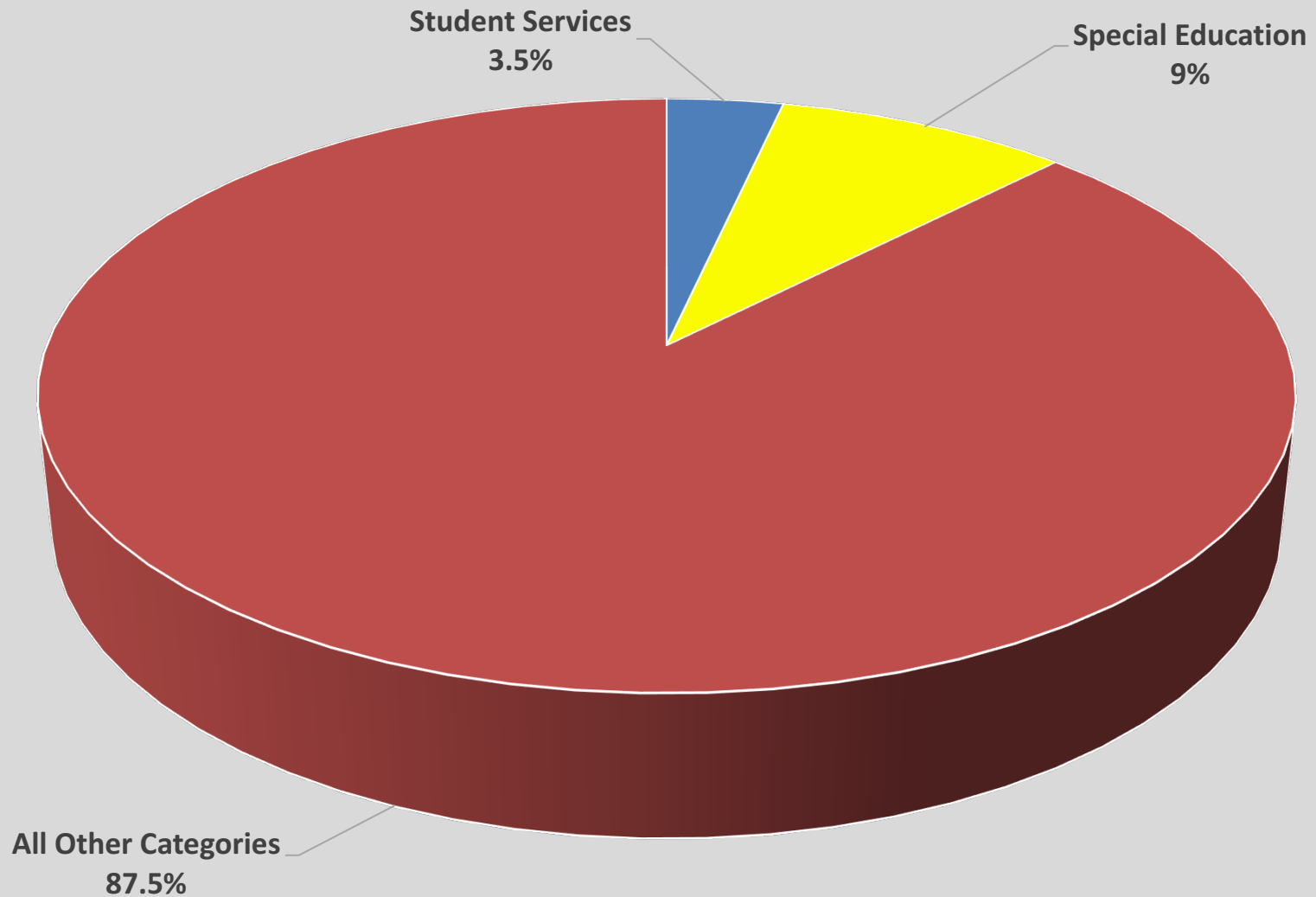
# Student Services

## Highlights (continued)

### Health Services

- Includes salaries for all current district nurses and nurse provided to The Immaculate Heart of Mary School.
- Increased AED related costs due to purchase of additional machines for better building coverage and the replacement of pads. (2 yr. expiration)

# Special Education & Student Services



# **Interscholastic Athletics**



# Interscholastic Athletics

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,733,276	\$1,739,475	\$1,751,519	\$1,881,780
Budget to Budget Increase: \$142,305 or 8.18% Proposed Budget to Projected Expense Increase: \$130,261 or 7.44%			

## Highlights

Student Participation	2014-15	2015-16	2016-17	2017-18	2018-19
Fall Participation	514	501	522	527	581
Winter Participation	373	374	377	421	457
Spring Participation	432	450	440	443	TBD
Total Participation	887	867	869	889	799*
Total Students	1569	1525	1545	1543	1551

# Interscholastic Athletics

## Highlights (continued)

Boys Participation	2014-15	2015-16	2016-17	2017-18	2018-19
Fall Participation	200	209	223	227	251
Winter Participation	223	229	241	263	270
Spring Participation	264	262	255	275	---
Total Participation	455	462	463	390	397
Total Boys in SHS	785	748	747	748	750

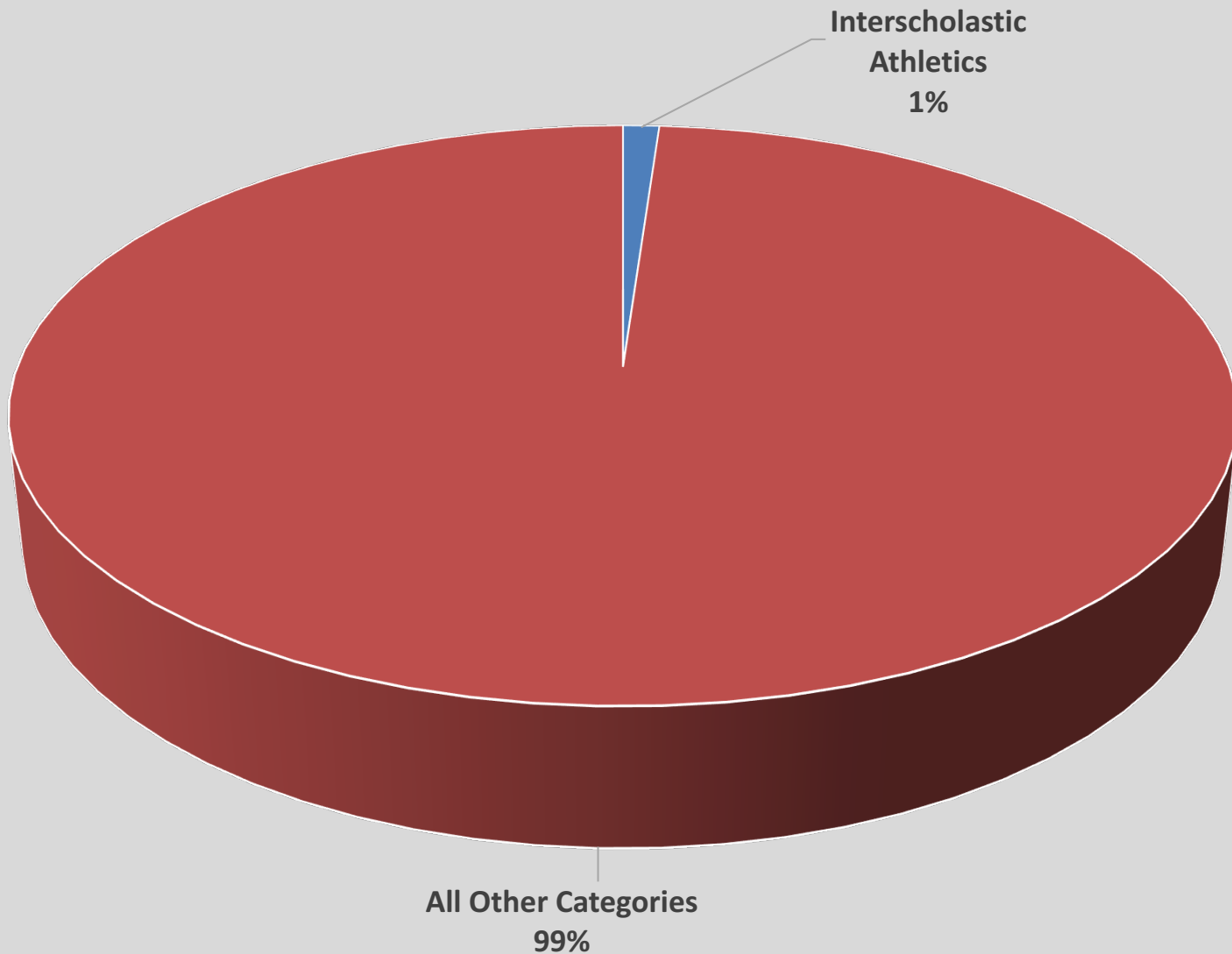
Girls Participation	2014-15	2015-16	2016-17	2017-18	2018-19
Fall Participation	314	292	299	300	330
Winter Participation	150	145	136	158	187
Spring Participation	168	188	185	168	---
Total Participation	432	405	406	373	402
Total Girls in SHS	784	777	799	795	801

# Interscholastic Athletics

## Highlights (continued)

- Expansion of physical activity clubs/teams at the Middle School (e.g., Baseball, Softball, Soccer)
- Zero-based line item budget process
- Use of a cost-based method
  - Normalization of costs
    - Supplies
    - Uniforms – By the end of 2019-20, all uniforms will have been replaced and scheduled on a 3 to 5 year replacement plan.
- Increase in budget primarily due to:
  - Supervision
  - Equipment
  - Athletic Training Expense
  - BOCES Officials Contract

# Interscholastic Athletics



**Technology**

# Technology

**Value of Investment  
vs.  
Total Cost of Ownership**

**MOOSE**

**(Maintain and Operate the Organization, Systems, and  
Equipment)**

# Technology

## **The Context**

- Planning for technology involves an increasing amount of uncertainty - some of the technology (hardware and software/online services) that we will be purchasing is not available yet.
- Large quantities of mobile devices are impacted by relatively small pricing changes.
- The increasing use of online services requires an ongoing funding commitment.
- This budget is guided by the goals in the District's Transition Plan as well as the Technology Plan adopted by the Board and approved by the NYSED. A new plan will be presented to the Board in March.
- We plan technology in “packages” that include products, training, and support.

# Technology

## The Context (continued)

- Computer teachers study the latest technology trends, and we consult with other districts via NYTEN to validate our purchasing strategy.
- We have an excellent record of making good purchasing decisions and accurately predicting future trends.
- Some of our vendors have alerted us that their pricing could be impacted by an increase in Chinese tariffs. *While our budget projections include typical price increases, we did not factor in potential significant price increases that would result from changes to tariffs or import restrictions.*
- Any budget increase usually is the result of:
  - Program enhancements
  - A need to increase efficiency/management of technology operations



# **Information Technology**

*Administrative Technology,  
Network & Technical Services*

# Administrative Technology

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,669,011	\$1,062,506	\$1,066,385	\$1,259,746
Budget to Budget Increase: \$197,240 or 18.56%			
Proposed Budget to Projected Expense Increase: \$193,361 or 18.13%			

## Highlights

- The Administrative Technology budget supports the following services:
  - District data and application support handled by the Data Services team - this includes student information (Infinite Campus), finance, food services, human resources, transportation, and facilities.
  - Desktop hardware and computer software support for administrators, psychologists, counselors, secretaries, custodians, and all staff in Central Office, the cafeterias, bus compound, and the grounds and maintenance buildings.

# Administrative Technology

## Highlights (continued)

- The 2019-20 administrative technology equipment budget includes a one-time increase of \$175,000 to cover the cost of servers and switches required for the installation of the District-wide video surveillance system.
- We anticipate an increase in \$7,500 for systems that are licensed through BOCES, such as the Frontline Insights Platform which supports systems like our absence management and professional development systems.
- Even with the growth in technology solutions, we are able to achieve some budget reductions. For example, we are reducing our printing supply budget, as well as our travel budget due to the increased use of online meetings and training. Also, our internal development has allowed us to reduce our contractual budget. This is the second year in a row where we are reducing these budgets.

# Network and Technical Services

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$580,586	\$599,240	\$599,239	\$661,107

Budget to Budget Increase: \$71,867 or 12.20%

Proposed Budget to Projected Expense Increase: \$61,868 or 10.32%

## Highlights

- The Network and Technical Services budget includes funds to support the District's network and server infrastructure, phone system, computer hardware, audiovisual equipment, as well as cable TV productions and audiovisual support.
- A budget increase of \$21,000 is necessary to cover the cost of upgrading the video production equipment used in rooms 170/172 and the High School auditorium. The upgrade includes new cameras and broadcasting equipment.

# **Instructional Technology**

# Instructional Technology

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,205,951	\$1,293,295	\$1,248,527	\$1,390,128

Budget to Budget Increase: \$96,833 or 7.49%

Proposed Budget to Projected Expense Increase: \$141,601 or 11.34%

## Highlights

- This budget includes funds for software and online services, with approximately \$75,000 reimbursed by NY State.
- Subscription databases are supplemented by free NOVEL state databases.
- This budget pays for mandated and essential services, including our Website, Internet Filtering, and Library Technology.
- Technical support contracts, including support contracts for our wireless network, backup services, and other services are part of this budget.
- Professional development, via the LHRIC Technology Leadership Institute, is included in this budget.

# Instructional Technology Lease/Purchase Plan

## **Budget Highlights**

- The Instructional Technology budget supports the four-year computer replacement cycle and hardware projection outlined in the Board-approved Technology Plan.
- The Hardware Lease/Purchase budget is outlined in our three-year Technology Plan, and this year's budget matches the funding forecasted in the plan that was approved by the Board in 2016. A new plan will be presented in March.
- The hardware lease/purchase budget is flat (0% increase)
- While many of the Instructional Technology budget lines are flat, or have been reduced, there is an increase in the software/online services budget to cover the expanded use of technology that supports our technology plan, including apps and educational online services. There is also an increase in the "Other Expenses" budget, primarily driven by the expansion of our device management solutions and the addition of funds to increase our network bandwidth and provide redundancy for our Internet service.

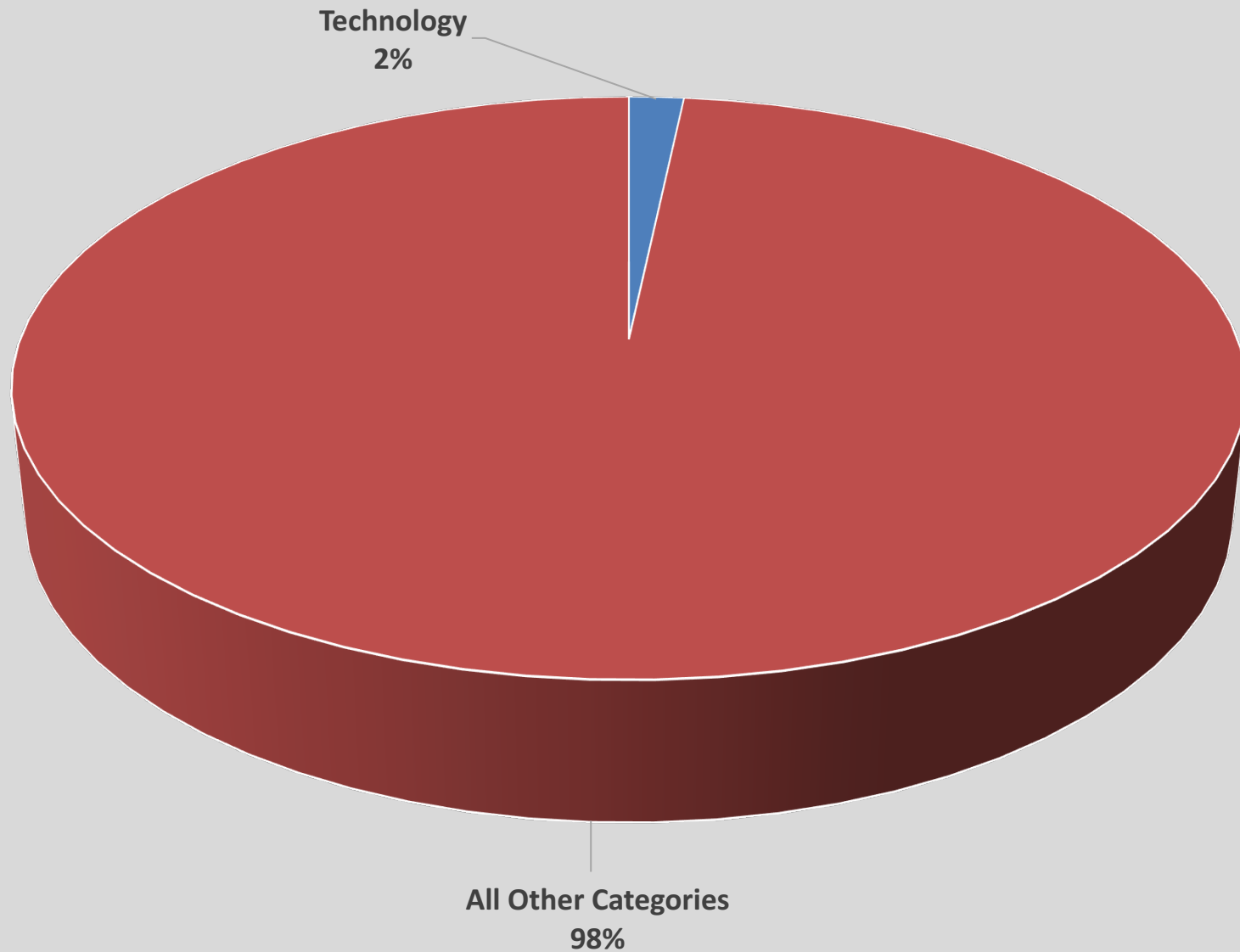
# Instructional Technology Lease/Purchase Plan

## **Instructional Highlights**

- Elementary: Chromebook 1:1 program in grades 3-5 & K-2 mobile devices
- Middle School: 1:1 iPad program in 6<sup>th</sup> grade, expanding to 7<sup>th</sup> grade.
- High School: Technology upgrades (laptop carts and Chromebooks) as specified in the four-year hardware replacement cycle.
- Continuing the replacement of obsolete SmartBoards with interactive Smart flat panel displays at the Elementary schools and the High School.



# All Technology Services



# **Facilities**

*Plant Operations & Maintenance*

# Plant Operations

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$6,737,945	\$7,506,057	\$7,322,513	\$8,436,430

Budget to Budget Increase: \$930,373 or 12.39%

Proposed Budget to Projected Expense Increase: \$1,113,917 or 15.21%

## Highlights

- Utilities
  - Electric use is below 2009 levels due to energy performance contract, phase in of LED and lower energy consumption; however increased rates and additional air conditioned spaces at Edgewood, Heathcote, SMS and SHS have increased recent usage. An increase in this budget of \$58 thousand is a result of additional air conditioned spaces in the short term as part of a multi-year plan to cool our building.
  - Heating fuel pricing (gas and oil) remains extremely volatile. This area is anticipated to increase by \$54 thousand in 2019-20.
- Staffing: 48 FTE custodial and cleaner positions & 4.50 FTE additional support and leadership positions.
- Budget continues to support Professional Development & Staff Training.

The Operations Budget supports the daily cleaning of 955 thousand sq. ft. of building space.

# Plant Operations

## Highlights

**Included in the Plant Operations budget is funding for the following components of Security representing a significant driver in this budget:**

The total amount of \$1,294,031 is \$824,416 higher than the current year due to a \$650 thousand increase in contracted safety personnel (recurring expense) and \$175 thousand for the purchase of servers and switches (non-recurring). Specific funding requests are shown below.

- Current and expanded visitor management and building safety personnel (Safety Monitors) levels: \$805,407
- Security consultation through Altaris Emergency Management Group including the Chief and Safety, Security and Emergency Management: \$186,624. (net cost after receiving BOCES aid the following year is approximately \$93,312)
- Funding for safety and security related equipment: \$125,000
- Contracted security personnel at the District's athletic fields on evenings and weekends: \$2,000
- *Included in the Administrative Technology section of the budget - the purchase of servers and switches in support required for the installation of security cameras: \$175,000*

# Plant Maintenance

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$3,144,396	\$3,337,750	\$3,228,454	\$3,581,252

Budget to Budget Increase: \$243,502 or 7.30%

Proposed Budget to Projected Expense Increase: \$352,798 or 10.93%

## Highlights

- Salaries for 6.00 FTE Grounds workers and 6.0 FTE Maintenance workers
- Equipment Budget: (+\$157,000 which will decrease in 2020-21 budget)
  - Grounds tractor: \$80,000
  - Utility vehicle w/ plow: \$45,000
  - Dump Truck w/ plow: \$45,000
- Contractual Budget
  - LED lighting project continues at MS: +\$80,000
  - Indoor Air Quality Monitoring and Investigation: \$75,000
  - Interior Painting and carpeting: \$226,000 (+\$135,000)
  - Principal Allocations: \$177,600 (-\$46,900)
- Supplies
  - Lead water filters: \$29,400

**The Maintenance budget supports the upkeep of:**

- 955 thousand sq. ft. of building space; and
- 118 acres of grounds.

# **Facilities**

*Plant Improvement &  
Capital Projects*

# Plant Improvement Projects

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,088,998	\$1,571,508	\$1,779,560	\$1,459,000

Budget to Budget Decrease: (\$112,508) or (7.16%)

Proposed Budget to Projected Expense Decrease: (\$320,560) or (18.01%)

SCHOOL	PROJECT	AMOUNT
Fox Meadow	Exterior painting	\$75,000
Fox Meadow	Field Access Stair replacement	\$240,000
Middle School	Auditorium improvements – stage rigging replacement	\$225,000
Middle School	Popham and Fountain Houses – water heater replacement	\$189,000
Middle School	Band room emergency egress	\$80,000
District-wide	Roof repairs and brick re-pointing	\$325,000
District-wide	Building Condition items - Facilities Master Plan	\$200,000
District-wide	Board of Education Room and Business Office renovations and furniture replacement	\$125,000
GRAND TOTAL		\$1,459,000



# Plant Improvement Projects





# BCS List Items - Completed or Scheduled to be Completed in 2018-19

***A total of 57 items on the Building Condition Survey will be completed by the end of the 2018-19 school year.***

ITEM #	MASTER LIST SOURCE	PROJECT LOCATION	PROJECT TYPE	DESCRIPTION
1	BCS	Scarsdale HS	ADA/Safety/Doors	Provide non slip surface at interior ramps
2	BCS	Scarsdale HS	HVAC	Indirect water heaters are beyond their useful life expectancy and should be replaced.
4	BCS	Scarsdale HS	ADA/Safety/Doors	Replace display case glazing with safety glazing
7	BCS	Scarsdale HS	Electrical	Add/replace lighting in attic for maintenance
10	BCS	Scarsdale HS	Building Structure	Replace exterior doors (2 pairs, east side)
11	BCS	Scarsdale HS	Building Structure	Repair retaining walls adj. to auto shop
13	BCS	Scarsdale HS	Sustainability	Replace all poles & lights with new high-efficiency LED fixtures
14	BCS	Scarsdale HS	Misc.	The fuel tank enclosure needs to be painted and shows signs of rust.
15	BCS	Scarsdale HS	ADA/Safety/Doors	Add door closers at 403, 331, music tower attic door, second floor janitor's closets, 111, 221, storage by 227, cust office, 270, public info office, service tunnel to boiler room, 122, J26, elec room near 110, 3rd floor book storage
16	BCS	Scarsdale HS	ADA/Safety/Doors	Replace/add closers and lockets at doors 113, 220a, 4th floor cust closet, attic EMR
18	BCS	Scarsdale HS	ADA/Safety/Doors	Replace doors at J103, 342 (pair), 335 (2) and 345
19	BCS	Scarsdale HS	ADA/Safety/Doors	Replace cross-corridor doors near 335 w/ vertical rod hardware
21	BCS	Scarsdale HS	ADA/Safety/Doors	Add handrails to stair outside north gym
22	BCS	Scarsdale HS	Site	Minor slate repair near 219
27	BCS	Scarsdale HS	fields	Butler Field renovation
29	BCS	Scarsdale HS	HVAC	Repair non-functioning H&V unit in music tower

# BCS List Items - Completed or Scheduled to be Completed in 2018-19

31	BCS	Scarsdale HS	HVAC	Upgrade exhaust fan in ladies room by principals office
37	BCS	Scarsdale HS	Building Structure	Repair small leak on fire pump
39	BCS	Scarsdale HS	Plum	Replace reportedly undersized kitchen sanitary waste piping
41	BCS	Scarsdale HS	Electrical	Replace 25 cracked or broken light fixture lenses in the boys locker-room
42	BCS	Scarsdale HS	ADA/Safety/Doors	Add exit lights to the boiler room area
46	BCS	Scarsdale HS	Misc.	Add six hand dryers in student bathrooms
47	BCS	Scarsdale HS	Sustainability	Replace incandescent auditorium house lighting with LED
54	BCS	Scarsdale MS	Electrical	It is recommended that a NETA certified electrical testing company perform a distribution panel board maintenance on the distribution panel board which was infiltrated by water located in the basement level pump room of the Center House within the next year
57	BCS	Scarsdale MS	ADA/Safety/Doors	Install locksets and remove deadbolts on 3 kitchen doors
58	BCS	Scarsdale MS	ADA/Safety/Doors	Install mullions on 4 pairs of smoke doors both sides of library
60	BCS	Scarsdale MS	ADA/Safety/Doors	Add door closers at S122 and catwalk doors
61	BCS	Scarsdale MS	Building Structure	Repair loose wainscot tile in stair near projector room
64	BCS	Scarsdale MS	Interior	Renovate 5 staff toilet rooms
66	BCS	Scarsdale MS	HVAC	Repair FTR enclosure in room T119. Verify as to why room is under positive pressure.
72	BCS	Scarsdale MS	Plum	Replace six DHWH's
78	BCS	Scarsdale MS	Sustainability	Replace auditorium house lighting with LED
79	BCS	Edgewood	Flooring	Fritz tile/VCT repair (at interface of bldg. addition)
80	BCS	Edgewood	Building Structure	Repair masonry retaining wall and cap at loading area
87	BCS	Edgewood	Electrical	Add lighting in attic spaces for maintenance

# BCS List Items - Completed or Scheduled to be Completed in 2018-19

89	BCS	Edgewood	ADA/Safety/Doors	Install handrails at corridor ramp
90	BCS	Edgewood	ADA/Safety/Doors	Install handrails at two small ramps in faculty and conference rooms
91	BCS	Edgewood	ADA/Safety/Doors	Install door closers at water main room, 3 janitors closets, main office, Mrs. Martin's room, and room 8
92	BCS	Edgewood	ADA/Safety/Doors	Replace saddle at copy room for ADA compliance
93	BCS	Edgewood	ADA/Safety/Doors	Replace boiler room and lower storage room doors
98	BCS	Edgewood	HVAC	Reinsulate refrigerant piping above OT/PT room ceiling
100	BCS	Edgewood	Plum	Provide vacuum breakers on three slop sinks
101	BCS	Edgewood	ADA/Safety/Doors	Provide an emergency eyewash on the nurses sink
113	BCS	Fox Meadow	HVAC	Replace pipe insulation in Classroom 16
115	BCS	Fox Meadow	ADA/Safety/Doors	Install closer at first floor janitors closet
116	BCS	Fox Meadow	ADA/Safety/Doors	Remove thumb turn hold-opens from closers at elevator corridor and NMPR
117	BCS	Fox Meadow	ADA/Safety/Doors	Add door closer to teachers lounge
125	BCS	Fox Meadow	ADA/Safety/Doors	Provide an emergency eyewash on the nurses sink
143	BCS	Greenacres	ADA/Safety/Doors	Add closers to stage door and custodian's office and storage doors
154	BCS	Greenacres	HVAC	Recommission old MP AHU installed in 2000
159	BCS	Greenacres	HVAC	Repair/replace leaking DCV in boiler room
164	BCS	Greenacres	Plum	Add vacuum breaker to 2nd floor slop sink
173	BCS	Heathcote	Flooring	Fritz tile repair
183	BCS	Heathcote	ADA/Safety/Doors	Install door closers at stage, practice rooms, mech room, classrooms, art, comp lab, and main office wing
196	BCS	Heathcote	ADA/Safety/Doors	Provide emergency eyewash on nurses sink
210	BCS	Quaker Ridge	Sustainability	Replace peeling window film at Gym Corridor and various locations
226	BCS	Quaker Ridge	Plum	Repair leaking drain valve in ejector pump room

# Capital Projects – *Transfer to Capital Fund*

2017-18 Actual Expense	2018-19 Budget	Projected 2018-19 Actual Expense	Proposed Budget 2019-20
\$1,825,737	\$1,300,000	\$1,300,000	\$1,085,000
Budget to Budget Decrease: (\$215,000) or (16.54%)			
Proposed Budget to Projected Expense Decrease: (\$215,000) or (16.54%)			

SCHOOL	PROJECT	AMOUNT
Middle School	Orchestra Room - HVAC upgrades	\$125,000
Middle School	Main elevator - replacement of critical components	\$150,000
High School	Foreign Language wing elevator - extensive replacement of critical components	\$400,000
High School	Butler Field - lights feasibility	\$25,000
District-wide	Quaker Ridge and Fox Meadow libraries – air conditioning	\$385,000
GRAND TOTAL		\$1,085,000

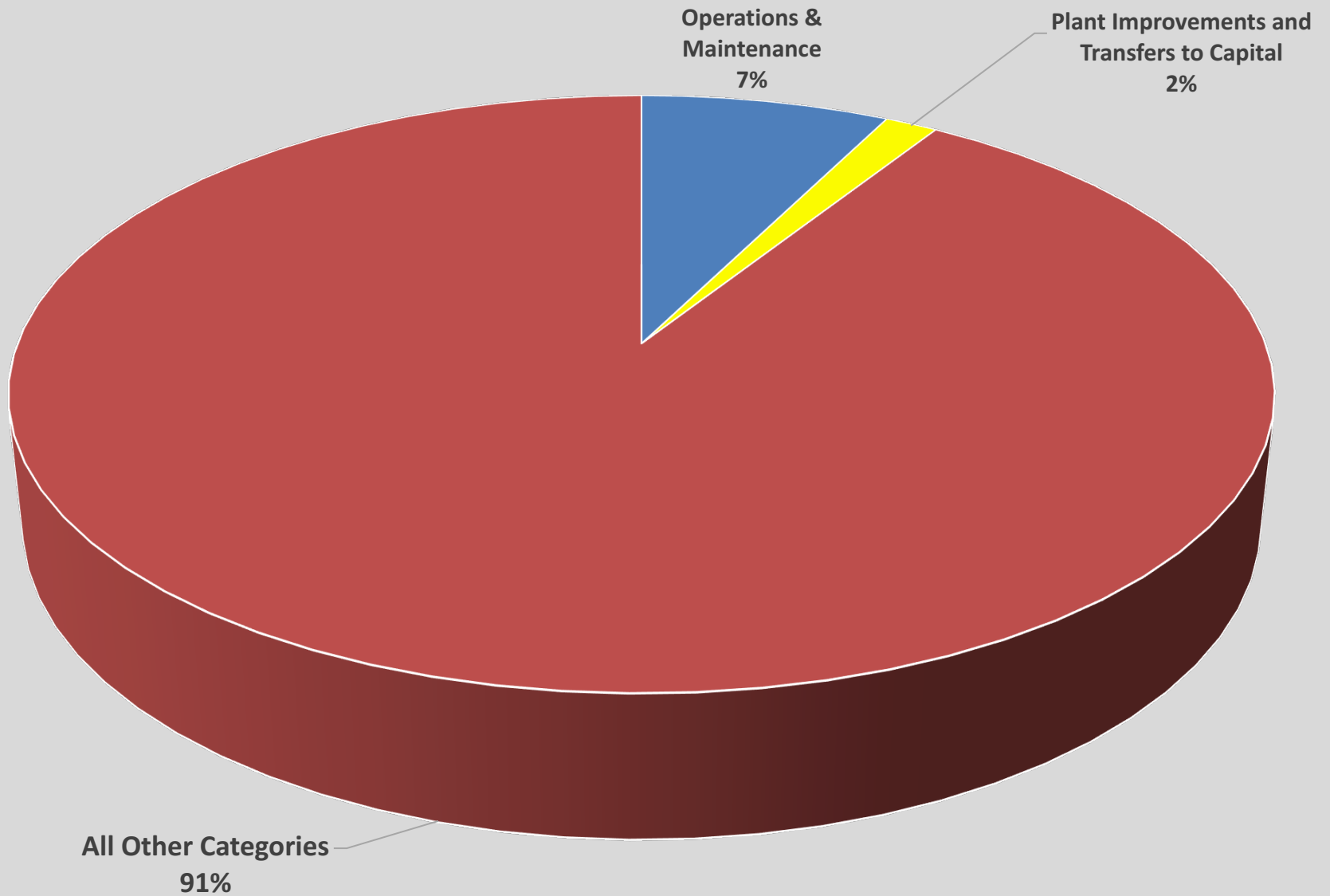
# Transfer to Capital Fund



# Historical & Proposed Capital Investment

CATEGORY	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Transfer to Capital Project Fund	1,070,000	1,050,000	1,130,000	1,140,000	1,615,240	1,699,432	1,300,000	1,085,000
Plant Improvement	850,000	1,050,000	735,000	755,000	1,251,931	1,345,000	1,571,508	1,459,000
<b>TOTAL</b>	<b>\$1,920,000</b>	<b>\$2,100,000</b>	<b>\$1,865,000</b>	<b>\$1,895,000</b>	<b>\$2,867,171</b>	<b>\$3,044,432</b>	<b>\$2,871,508</b>	<b>\$2,544,000</b>
% of Total CY Budget	1.35%	1.46%	1.26%	1.28%	1.91%	1.98%	1.82%	1.58%

# Facilities



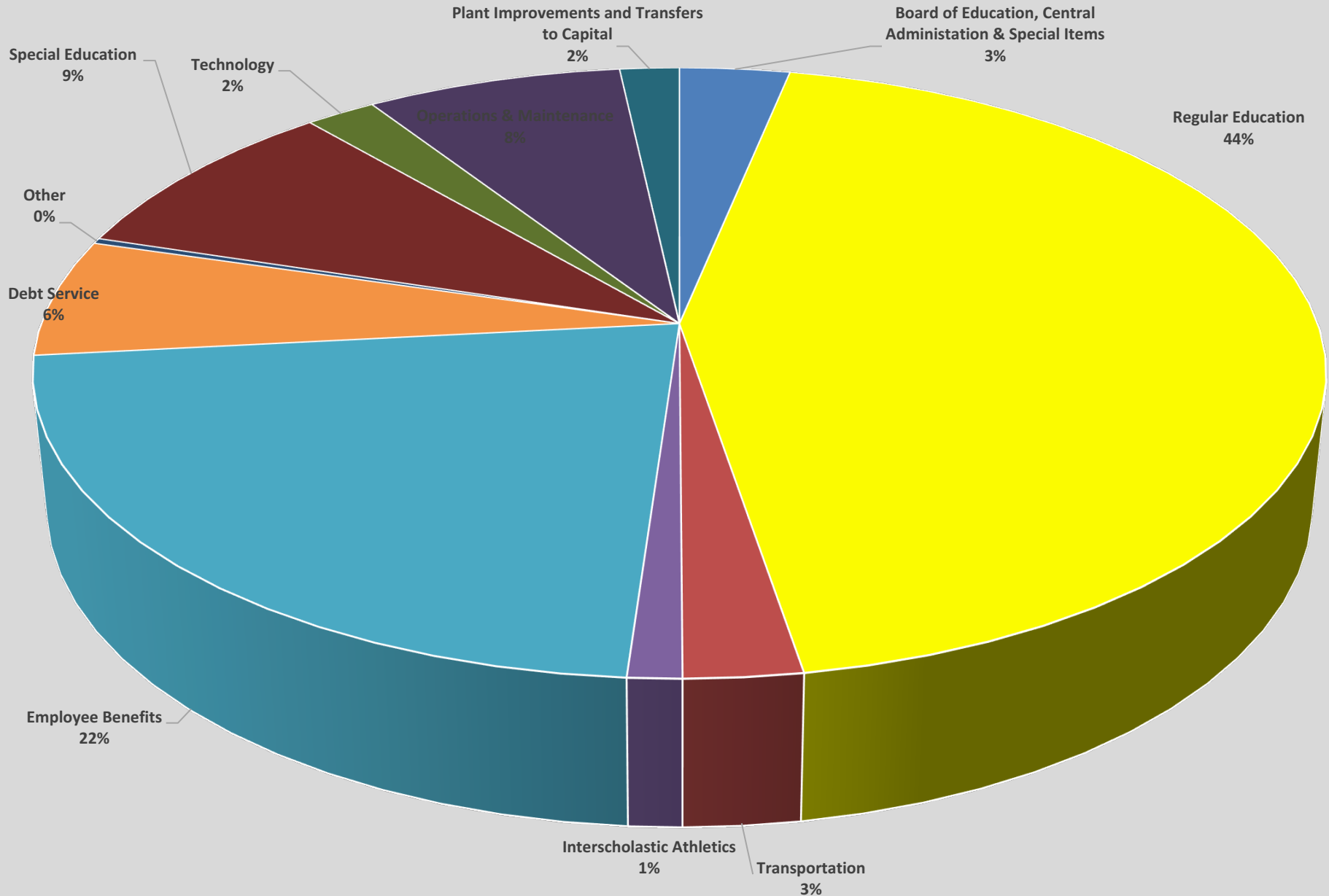
# Component Summary



# Key Components Summary Proposed Budget to Projected Expense

Category	2016-17 Actual	2017-18 Actual	2018-19 Proposed	2018-19 Projected	2019-20 Prelim. Proposed	\$ Increase	% Increase
Board of Education, Central Administration & Special Items	\$4,652,784	\$4,841,517	\$5,002,403	\$4,999,185	\$5,173,264	\$174,079	3.48%
Operations & Maintenance	8,904,316	9,882,342	10,843,807	10,550,967	12,017,682	1,466,715	13.90%
Plant & Capital Improvements	3,296,001	3,041,040	2,997,813	3,332,170	2,796,610	(\$535,560)	-16.07%
Regular Education	66,064,550	68,484,453	69,738,485	68,992,206	70,999,797	2,007,591	2.91%
Technology	2,640,057	3,455,548	2,945,041	2,914,151	3,310,981	\$396,830	13.62%
Special Education	12,489,505	12,870,440	13,196,256	13,598,803	14,281,834	683,031	5.02%
Transportation	3,778,331	3,747,454	4,064,276	3,903,497	4,113,764	\$210,267	5.39%
Interscholastic Athletics	1,681,282	1,733,276	1,739,475	1,751,519	1,881,780	130,261	7.44%
Employee Benefits	33,580,069	35,031,764	36,851,470	35,498,478	35,723,201	\$224,723	0.63%
Debt Service	9,821,723	9,993,017	10,022,066	10,027,588	10,026,361	(1,227)	-0.01%
Other	472,088	423,094	448,316	440,816	457,323	\$16,507	3.74%
SubTotal	147,380,706	153,503,945	157,849,408	156,009,380	160,782,597	4,773,217	3.06%
Health Insurance Accrual A/E.	-	1,850,000	-	(1,850,000)	-	\$1,850,000	-100.00%
Unspent Budget Surplus	-	-	-	(507,726)	(507,726)	-	0.00%
TOTAL	\$147,380,706	\$155,353,945	\$157,849,408	\$153,651,654	\$160,274,871	\$6,623,217	4.31%

# Total Key Components



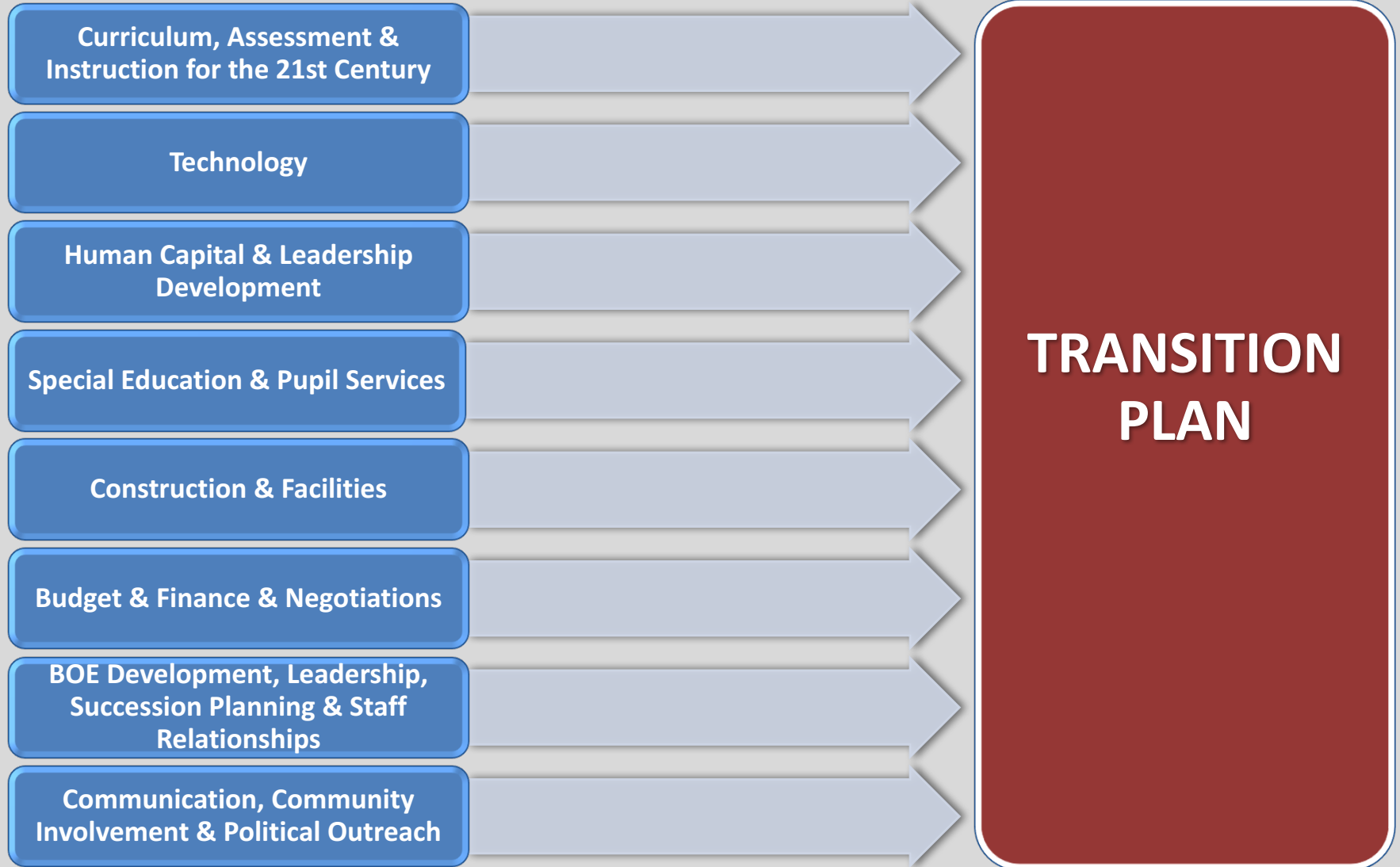
# **Budget Development Process & Timeline**

# School Budget Development

The school budget provides the necessary financial resources to achieve the goals and objectives of the School District as set forth in the District's transition plan in support of Scarsdale Education for Tomorrow (SET 2.0)



# Budget Development Guiding Factors



# School Budget Development

Budget initiatives only appear in a budget draft after thoughtful consideration, deliberation and discussion.

Staffing requests and instructional budget drivers are vetted in purposefully planned meetings throughout the fall between requesting Principals and Cabinet, and with Administrative Council (District-wide Administrators). Requests are assessed to ensure for:

- Educational efficacy,
- Staffing efficiency; and
- Alignment with guiding principles of staffing.

All non-instructional departments meet with the Assistant Superintendent and Business Manager to review budget requests. Requests are analyzed based on:

- Consistency with overall District goals,
- Past spending practices; and
- Purchasing efficiencies.

# Guiding Principles for Budgetary Staffing Decisions

Staffing needs must be justified by clear alignment to one or more of the following guiding principles:

- ❑ **Student Educational Outcomes and Achievement (SET 2.0)**

- ❑ SET 2.0 lays out the priorities for student learning and a focus to program improvement efforts.

- ❑ **District Goals and the Transition Plan**

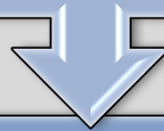
- ❑ The Transition Plan prioritizes goals designed to achieve SET 2.0. An updated strategic plan is currently in development.

- ❑ **Mandates and Best Practices**

- ❑ Mandates and Best Practices inform the implementation of the plan goals and sub-goals, and also provides context for decisions.

# Sequence of the Budget Process

**Budget Deliberation and Development – *Administration***



**Budget Discussions – *Board of Education & Administration***



**Budget Discussions – *Board of Education, Administration & Community***



**Final Budget & Vote**



# Budget Development & Discussion Focus



# Budget Discussions

## Budget Focused Forums *November 5<sup>th</sup> & November 15<sup>th</sup>*

Administration  
Board of  
Education  
Community\*

Dates	Focus
Regular Board Meeting – December 17 <sup>th</sup>	2018-19 Year End Projections and Budget Assumptions
Regular Board Meeting - January 14 <sup>th</sup>	Presentation of Staffing Recommendations
Regular Board Meeting - January 28 <sup>nd</sup>	Staffing Affirmations and Budget Update
Budget Session #1 - February 4 <sup>th</sup>	2019-20 Budget Plan, Budget Drivers, Debt Service, Transportation, Employee Benefits and Security
Budget Session #2 - February 11 <sup>th</sup>	2019-20 Budget Plan Update, Department Budget Presentations including Instruction, Facilities, Special Education, Athletics and Technology
Budget Session #3 - March 11 <sup>th</sup>	2019-20 Budget Plan Update and Full Budget Presentation
Board of Education Meeting - March 25 <sup>th</sup>	Budget Forum & Review
Budget of Education Meeting - April 1 <sup>st</sup>	If required, to further discuss proposed budget
Regular Board Meeting - April 8 <sup>th</sup>	Board of Education Adopts Budget

\* Community comments at each Budget Session & Board Meeting.

# 2019-20 Budget Discussion Timeline

Dates	Focus
Regular Board Meeting – December 17th	2018-19 Year End Projections and Budget Assumptions
Regular Board Meeting - January 14 <sup>th</sup>	Presentation of Staffing Recommendations
Regular Board Meeting - January 28 <sup>nd</sup>	Staffing Affirmations and Budget Update
Budget Session #1 - February 4 <sup>th</sup>	2019-20 Budget Plan, Budget Drivers, Debt Service, Transportation, Employee Benefits and Security
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Board of Education Meeting - March 25 <sup>th</sup>	Budget Forum & Review
Budget of Education Meeting - April 1st	If required, to further discuss proposed budget
Regular Board Meeting - April 8 <sup>th</sup>	Board of Education Adopts Budget

Budget Vote Date - May 21st

# Feedback

- 2019-20 Draft Budget Plan
- Staffing
- Safety, Security and Emergency Management
- Cooling
- Components

# Questions & Discussion