Preliminary Superintendent’s Budget

March 10, 2020
May 5, 2020

Dr. Laura Feijoo
Superintendent of Schools

Gregory W. Kern
Assistant Superintendent of Business
Overarching Budgetary Priorities

Guided by our Mission Statement...

The City School District of New Rochelle, through an active partnership amongst community, parents, staff and students, will provide a high quality and challenging education for every child, in a safe, nurturing environment that embraces our rich diversity and drives our success.
How?

Continuous Collaboration

Phase I
Identify Gaps

Phase II
Create Goals (M&A)

Measure Achievement

Central Admin

Community Parents and Guardians

Building Level Admin

Students

Teachers

Parents and Guardians
Safety

Systems
• New Safety Structure (In capital improvements)
• Update District-wide Public Address Systems and Installation of Additional Security Cameras $375,000
  • Camera Control Central Monitoring
  • Review/Update Safety Plans

Training
Continued Training:
• District Leaders
• Building Leaders
• Teachers
• Professional Development for Security Staff
• Professional Development for Lunch/Playground Monitors
Targeted Support & Improvement

- District and School Comprehensive Plans $0 Budget to Budget
- Profile of a New Rochelle Graduate

Robust Data Warehouse for District $40,000

Content Coaches

- Compliment of Literacy Coaches, to have one at each school $110,755 Repurposed Position

Curriculum and Instruction

Experimental & Project-Based Learning

- Professional Staff Training $0 Budget to Budget
- Student experiences $0 Budget to Budget
Excellence, Equity, and Innovation

Commitment to Rigor and Higher Standards

Professional Development and Implementation $0 Budget to Budget
- Next Generation Standards
- Computer Science and Digital Fluency
- Financial Literacy

Curriculum Audits: $15,000
- English Language Arts
- STEAM $154,890

Family & Community Empowerment
- 4 – Parent Coordinators $316,000
- Parent Academy

Student Support Services
- Bilingual Social Worker $110,000
- Attendance $0 Budget to Budget
- Restorative Practice $0 Budget to Budget
Items proposed at “Budget Town Hall” at NRHS which REMAIN in the 2020/21 Budget
• Added Funds for Conferences and Professional Development $10,000
• One-to-one Computing at New Rochelle High School
  $660,000 over two years
  • Time Period To Be Determined
  • Added Funds to provide learning opportunities for scholars for in-person and virtual trips to museums and historical sites local and globally. $10,000
• One-to-one Computing at New Rochelle High School* ($0 included above)
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• Added Funds to provide learning opportunities for scholars for in-person and virtual trips to museums and historical sites local and globally. $10,000
• One-to-one Computing at New Rochelle High School*
  ($0 included above)
• Bilingual Social Worker $110,755
• One-to-one Computing at New Rochelle High School* ($0 included above)
• Establishment of a PAVE Budget $50,000
• Theatre upgrades $550,000

* High School Initiative
- Establishment of a PE/H Budget $50,000
- Gym Floor Maintenance (B&G) *In Capital Budget*
- Shared Clerical Support $35,200
- Bilingual Social Worker* ($0 included above)
- Added funds to Travel Budget for College Visits $8,000
- Compliance Officer Repurposed Position
- 2.0 Special Educators $221,510
- One-to-one Computing at New Rochelle High School* ($0 included above)
- Bilingual Social Worker** ($0 included above)
- Culturally Responsive Practices Training $0 budget to budget in PD
- Choices Program:
  - Centralized location
  - Teacher Assistant $79,000

* High School Initiative
** 1.0 FTE Social Worker

- Pool Deck Replacement @ NRHS $200,000
- Weight Room Equipment $60,000
- Full-time Clerical $75,000
- Pool Timing $40,000
- Wrestling Mats $16,000
  - Done
- Middle School Athletic Trainer $27,000
- Increase Budget to accommodate Coaches Request $50,000
What else is in the 2020/21 Budget?
# Instructional Staffing for 2020-21 Budget:

<table>
<thead>
<tr>
<th>School</th>
<th>Positions</th>
<th>2020-21 Est. Cost*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barnard</td>
<td>0.4 Social Worker, 1.0 Literacy Coach, 1.0 Social Worker, 0.5 Spanish Teacher</td>
<td>$44,302, 276,888</td>
</tr>
<tr>
<td>Columbus</td>
<td>1.0 Social Worker, .5 Spanish Teacher</td>
<td>166,333, 110,755</td>
</tr>
<tr>
<td>Davis</td>
<td>1.0 Social Worker, 0.6 Spanish Teacher</td>
<td>55,377, 66,453</td>
</tr>
<tr>
<td>Trinity</td>
<td>1.0 Social Worker, 2.0 Parent Coordinators</td>
<td>110,755, 158,000</td>
</tr>
<tr>
<td>Ward</td>
<td></td>
<td>822,530, 533,975</td>
</tr>
<tr>
<td>Webster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jefferson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal- Elementary School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALMS</td>
<td>.5 ELA Chair, 0.5 Parent Coordinator</td>
<td>86,337, 39,500</td>
</tr>
<tr>
<td>IEYMS</td>
<td>.5 ELA Chair, 0.5 Parent Coordinator</td>
<td>86,337, 39,500</td>
</tr>
</tbody>
</table>

*Est. Cost* represents the estimated cost associated with each position.
<table>
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<th>Positions</th>
<th>2020-21 Est. Cost*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.0 BiLingual Social Worker</td>
<td>$110,755</td>
</tr>
<tr>
<td>NRHS</td>
<td>2.0 Special Education Teacher</td>
<td>221,510</td>
</tr>
<tr>
<td></td>
<td>1.0 Science Teacher</td>
<td>110,755</td>
</tr>
<tr>
<td></td>
<td>1.0 Parent Coordinator</td>
<td>79,000</td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal - High School</strong></td>
<td><strong>$522,020</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total FTE’s</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td>District Wide</td>
<td>1.0 Special Education Reading Teacher</td>
<td>110,755</td>
</tr>
<tr>
<td></td>
<td>2.0 Special Education Teachers</td>
<td>221,510</td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal - District Wide</strong></td>
<td><strong>$332,265</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total FTE’s</strong></td>
<td><strong>9</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total FTE’s</strong></td>
<td><strong>$1,928,489</strong></td>
</tr>
</tbody>
</table>

|                  | **Total**                                      | **$1,299,060**    |
Transfer to Capital*

- Lintels and Fire Escape at Jefferson - $800,000 (moved to 21-22)
- Roofing District Wide - $200,000
- Replace Chiller Piping at NRHS - $200,000
- Auditorium Seating ALMS, Jefferson & Webster - $300,000
- NRHS Pool Deck Replacement - $200,000
- Lockers at IEYMS - $125,000
- District Wide Pavement Work - $250,000
- District Wide Theater Upgrades - $250,000
- Bus Loop at Trinity - $500,000 (in progress)
- District-wide HVAC roof top units - $200,000
- District-wide PA system, security cameras - $375,000

*Approximate Costs
Equity Budget
Pilot applied over $2,000,000 (less than 1% of the budget total)

ALL SCHOOLS RECEIVE A WEIGHTED INCREASE IN BUILDING BUDGET

District Initiative:
- STEAM $15.00 per student = $154,890

Priorities set by the District:
- English Language Learners 1.35%
- Success Gap (African American and Latinx Students) 1.25%
- Poverty Rate 1.15%
- Special Education 1.10%
Why these weights?

District Initiative:
- STEAM $15.00 per student = $154,890

Priorities set by the District:
- English Language Learners 1.35%
- Success Gap (African American and Latin-x Students) 1.25%
- Poverty Rate 1.15%
- Special Education 1.10%

What does the ‘Data Say’?
What have we gathered and synthesized from ‘Phase I’?
What are the district Priorities 2019/20?
Why these Weights?

District Initiative:

- STEAM $15.00 per student = $154,890

Priorities set by the District:

- English Language Learners 1.35%
- Success Gap (African American and Latinx Students) 1.25%
- Poverty Rate 1.15%
- Special Education 1.10%

District Initiative:

- Must continue to invest in excellence and innovation for all students while addressing success gaps.

Priorities set by the District:

- English Language Learners have the lowest graduation rate of 25%. This population is growing and these students need supports.
- Success Gap (African American and Latinx Students) Graduation rates are below where we expect them to be and have stagnated. This group represents the majority of our district and we need to support this population if we are committed to an excellent school district.
- Poverty Rate Research show that students at an economic disadvantage often have bridging the gap. We need to make financial commitment to students who need it.
- Special Education Although SE is covered through our legal requirement to meet IEP’s we know that there continues to be lower graduation rates in this population and that there is disproportionately in suspensions in this this subgroup. Buildings need added support.
Superintendent’s Recommendation

Operating Budget

● Expenditures:
  ○ 2020-2021 Total Operating Expenditures $287,435,961 $283,930,535
  ○ Budget to Budget Increase $6,538,961 $2,863,535
  ○ Budget to Budget Increase 2.27% 1.02%

● Revenues:
  ○ State Aid $50,705,923 $47,918,310
  ○ Other Revenues $17,453,927 $22,421,111
  ○ School Tax Levy $219,273,111 $213,591,114
  ○ Total Revenues & Other Sources $287,435,961 $283,930,535

Tax Levy Increase 2.66% to 0%
Superintendent’s Recommendation

Operating Budget

- Expenditures:
  - 2020-2021 Total Operating Expenditures: $283,930,535
  - Budget to Budget Increase: $2,863,535 (1.02%)

- Revenues:
  - State Aid: $50,705,923
  - Other Revenues: $17,453,927
  - School Tax Levy: $219,273,111
  - Total Revenues & Other Sources: $287,435,961

Major assumption. If the cuts are greater than ($2,787,613) then elements of the budget will have to be CUT.

Tax Levy Increase -2.66% to 0%
Let’s take a closer look at the revenue from 2019/20 budget into this budget as *appropriated fund balance* and let's look at the use of reserves.
<table>
<thead>
<tr>
<th>Question/Issue</th>
<th>Pre-COVID-19</th>
<th>Post-COVID-19</th>
</tr>
</thead>
</table>
| Superintendent’s Proposed Budget                   | $ 287,435,961.00  
TAX LEVY AT CAP: 2.66% | $ 283,930,535.00  
TAX LEVY: 0%  
Decrease: $3,505,426.00 |
| Budget to Budget Increase                          | $6,368,961.00 (2.26%)  
$2,863,535.00 (1.02%)  
We have revenue other than taxes | |
| Estimated Tax Levy increase                        | $5,681,996.00  
$0.00 | $9,200,000.00  
How? We were able to save more because schools were closed. |
| How much money is expected to remain from the 2019/20 budget? “Fund Balance” | $5,300,000.00 | $9,200,000.00  
How? We were able to save more because schools were closed. |
| “Fund Balance”: How much are we using as appropriated fund balance? This means, how much of your savings will you put into the next year’s budget rather than reserves? | APPROPRIATED FUND BALANCE  
$1,227,882.00 of the $5,300,000.00 saved | APPROPRIATED FUND BALANCE  
$7,835,387.00 of the $9,200,000.00 saved  
Why do we need to use so much?  
$1,227,882.00 (needed originally)  
$2,207,505.00 (cover shortage in transportation aid)  
$4,400,000.00 (anticipated interest payment on RAN/TAN/BANs needed for next year)  
Total needed $7,835,387.00 |
| Will we use reserves?                              | Yes  
TRS Reserves: $1,000,000.00 | Yes  
TRS Reserves: $1,000,000.00  
Debt Service Reserves: $600,000.00 |
| Will we use our unassigned fund balance (4% reserve)? | No | No |
Superintendent’s Recommendation

Operating Budget

- Expenditures:
  - 2020-2021 Total Operating Expenditures: $287,435,961
  - Budget to Budget Increase: $6,368,961, 2.27% increase

- Revenues:
  - State Aid: $50,705,923
  - Other Revenues: $17,453,927
  - School Tax Levy: $219,273,111
  - Total Revenues & Other Sources: $287,435,961

Tax Levy Increase: -2.66% to 0%
<table>
<thead>
<tr>
<th>Budget at a Glance/Comparison</th>
<th>Budget for 2019-20 School Year</th>
<th>PRE-COVID Budget Proposed for 2020-21 School Year</th>
<th>POST-COVID Budget Proposed for 2020-21 School Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Budgeted Amount</td>
<td>$281,067,000</td>
<td>$287,435,961</td>
<td>$283,930,535</td>
</tr>
<tr>
<td>Increase from previous year</td>
<td>10,685,840</td>
<td>$6,368,961</td>
<td>$2,863,535</td>
</tr>
<tr>
<td>Percentage increase in budget</td>
<td>3.95%</td>
<td>2.27%</td>
<td>1.02%</td>
</tr>
<tr>
<td>Resulting estimated property Tax Levy for each year</td>
<td>$213,591,114</td>
<td>$219,273,111</td>
<td>$213,591,114</td>
</tr>
<tr>
<td>Change in Tax Levy from prior year</td>
<td>2.20%</td>
<td>2.66%</td>
<td>0%</td>
</tr>
</tbody>
</table>
How can we Still Afford Such an Exciting 2020/21 School Budget?
**Budget Basics...**

**Pre-COVID-19 vs. Post-COVID-19**

<table>
<thead>
<tr>
<th>Question/Issue</th>
<th>Pre-COVID-19</th>
<th>Post-COVID-19</th>
</tr>
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<tbody>
<tr>
<td>Superintendent’s Proposed Budget</td>
<td>$287,435,761.00</td>
<td>$285,930,553.00</td>
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<tr>
<td></td>
<td>TAX LEVY AT CAP: 2.66%</td>
<td>TAX LEVY: 0%</td>
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<td>Decrease: $3,505,426.00</td>
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<tr>
<td>Budget to Budget Increase</td>
<td>$6,365,761.00 (2.26%)</td>
<td>$2,665,535.00 (1.02%)</td>
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<td></td>
<td>We have revenue other than taxes</td>
<td></td>
</tr>
<tr>
<td>Estimated Tax Levy Increase</td>
<td>$5,691,796.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>How much money is expected to remain from the 2019/20 budget? “Fund Balance”</td>
<td>$5,300,000.00</td>
<td>$9,200,000.00</td>
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<td></td>
<td>How? We were able to save more because schools were closed</td>
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<td>“Fund Balance”: How much are we using as <strong>appropriated fund balance</strong>? This means, how much of your savings will you put into the next year’s budget rather than reserves?</td>
<td>$1,227,882.00 of the $5,300,000.00 saved</td>
<td>$2,535,307.00 of the $9,200,000.00 saved</td>
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<tr>
<td></td>
<td>Why do we need to use so much?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,227,882.00 (needed originally)</td>
<td>$2,535,307.00 (over budget in transportation and etc)</td>
</tr>
<tr>
<td></td>
<td>$2,287,882.00 (over budget in transportation and etc)</td>
<td>$4,400,000.00 (anticipated interest payments on RAN/TAN/BANs needed for next year)</td>
</tr>
<tr>
<td></td>
<td>Total needed $7,665,867.00</td>
<td></td>
</tr>
<tr>
<td>Will we use reserves?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>TRS Reserves: $1,000,000.00</td>
<td>TRS Reserves: $1,000,000.00</td>
</tr>
<tr>
<td></td>
<td>Debt Service Reserves: $800,000.00</td>
<td></td>
</tr>
<tr>
<td>Will we use our unassigned fund balance (4% reserve)?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Question/Issue</td>
<td>Pre-COVID-19</td>
<td>Post-COVID-19</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Is the &quot;Equity/student based Budget&quot; included?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Are there new hires in this budget</td>
<td>Yes (18 total new staff)</td>
<td>Yes (9 total new staff)</td>
</tr>
<tr>
<td>How were expenditures reduced?</td>
<td>N/A</td>
<td>$1,400,000.00 Transfer to Capital</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$1,484,593 (9 new staff new hires)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$2,995,833 (Bond Principal Debt)</td>
</tr>
<tr>
<td>How were expenditures increased?</td>
<td>N/A</td>
<td>$4,400,000.00 (Interest payments)</td>
</tr>
</tbody>
</table>

**Why doesn't the district use these funds to either give teachers a raise or hire additional teachers?**

- This budget is constructed on the use of the majority of the fund balance ($7,835,387.00 of the $9,200,000.00 saved.) This is a good solution this year and allows us to offer a 0% tax levy. This is a one year solution and not sustainable year to year. The remaining $1,400,000.00 will be used to support underfunded reserves which we will certainly need in future years. When the districts hire staff, we must consider sustainability. It would not be reasonable to hire more than the 9 new positions that are in this budget at this time.

**Why is the district expecting to borrow $100 Million? When will the loans be taken?**

- The district is anticipating the need to take “Tax Anticipation Notes” to aid in the cash flow needed to operate the district. These will be taken as needed to minimize the interest payments on the same. This need is being built into the budget because ASBO has flagged real concerns for business officials in the area. The financial landscape is not positive this year and could very well impact next year too. We must plan for shortfalls in tax collection. The City of New Rochelle is obligated to make the district whole but the time line is within 2 years. We cannot manage the district with shortfalls in taxes to be recouped in 2 years.

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**IMPORTANT QUESTIONS....**

Can this be sustained? Why did we have a levy at 2.66% if we could have such a great budget at 0%?

No, this cannot be sustained. We used most of our Fund Balance which we need to replenish reserves. This year we will appropriate $7,835,387 back into the budget as revenue. We are also using reserves and anticipating taking $100 million in loans.

How did the district realize such significant savings to increase the fund balance?

- Rather than the anticipated $5,300,000.00 (which is in line with other fund balances for previous years) we were able to save 9,200,000.00 because of school closures. Savings were generated from underspending in areas such as transportation.
Strategic Alignment

- Student Learning
- Safe & Supportive Schools
- Engagement & Outreach
- Resource Management
- Superb Staff