



**CHAPPAQUA**  
Central School District

# **Superintendent's Budget Proposal 2020-21**

**March 3, 2020**

# Chappaqua Central School District - Strategic Questions

## Question 1

How can the District ensure continuing excellence in academic and extra-curricular programs while developing a budget that is fiscally responsible?

## Question 2

How can the District ensure that all students think deeply, support their thinking, apply problem-solving skills, and actively participate in their learning as they acquire content knowledge?



# District Priorities

# District Strategic Priorities:

- Using Instructional Space to Amplify Learning
- District-wide Assessment Practices
- K-12 Social Emotional Learning Curriculum
- K-12 Academic Program Alignment
- Instructional Technology as a Tool to Personalize Learning



# Foundational Elements of Our Budgeting Process



- ◆ **Class Size**
- ◆ **Academic & Extracurricular Programs**
- ◆ **Infrastructure**
- ◆ **Contractual Obligations**

# Operating Standards for 2020-2021

- Ensure the **continued tradition of excellence** in **teaching and learning** while fostering 21st century skills and building global partnerships.
- Provide **school environments** that are **safe and supportive** of social, emotional and physical health and well-being.
- Ensure **continual instructional** program improvement.
- Support the **innovative use of time, space and technology**.
- Maximize **efficiencies** in **scheduling personnel** wherever possible.
- Ensure **high quality teacher** and **administrator** evaluation systems.
- **Optimize communication structures** to ensure the dissemination of accurate, timely, relevant information while providing opportunities for information to flow within the school district and to the community.
- **Maintain** contractual **class size ratios** K-12.



# Operating Standards for 2020-2021

- Ensure that focused and research-based **professional learning** initiatives are **ongoing** for all staff.
- Maintain **teaming approach** at the **middle level**.
- **Maintain breadth and depth of core course offerings** and **extra-curricular activities** to the greatest extent possible in light of tax cap realities.
- Provide students with **cross-disciplinary experiences** built on a foundation of real-world 21st century skills.
- Ensure that the District's **facilities** continue to be **safe, clean, well-maintained, energy efficient** and **current**.
- Ensure that school and District **offices function efficiently** and **effectively**.



# Known Impact On Budget



- Projected Enrollment Decrease
  - Increase at the Elementary Level
  - Decrease at the Middle Level
  - Decrease at the High School Level
- Contract Obligations for Three Units
- Employee Retirement System (ERS) Obligations
- Teachers' Retirement System (TRS)
- Debt Service
- Assessment Growth Factor
- Health Insurance Premiums
- Equalization Rates
- State Aid Calculations
- CPI for Tax Cap Calculations
- Tax Cap Number

# Unknown Impact On Budget



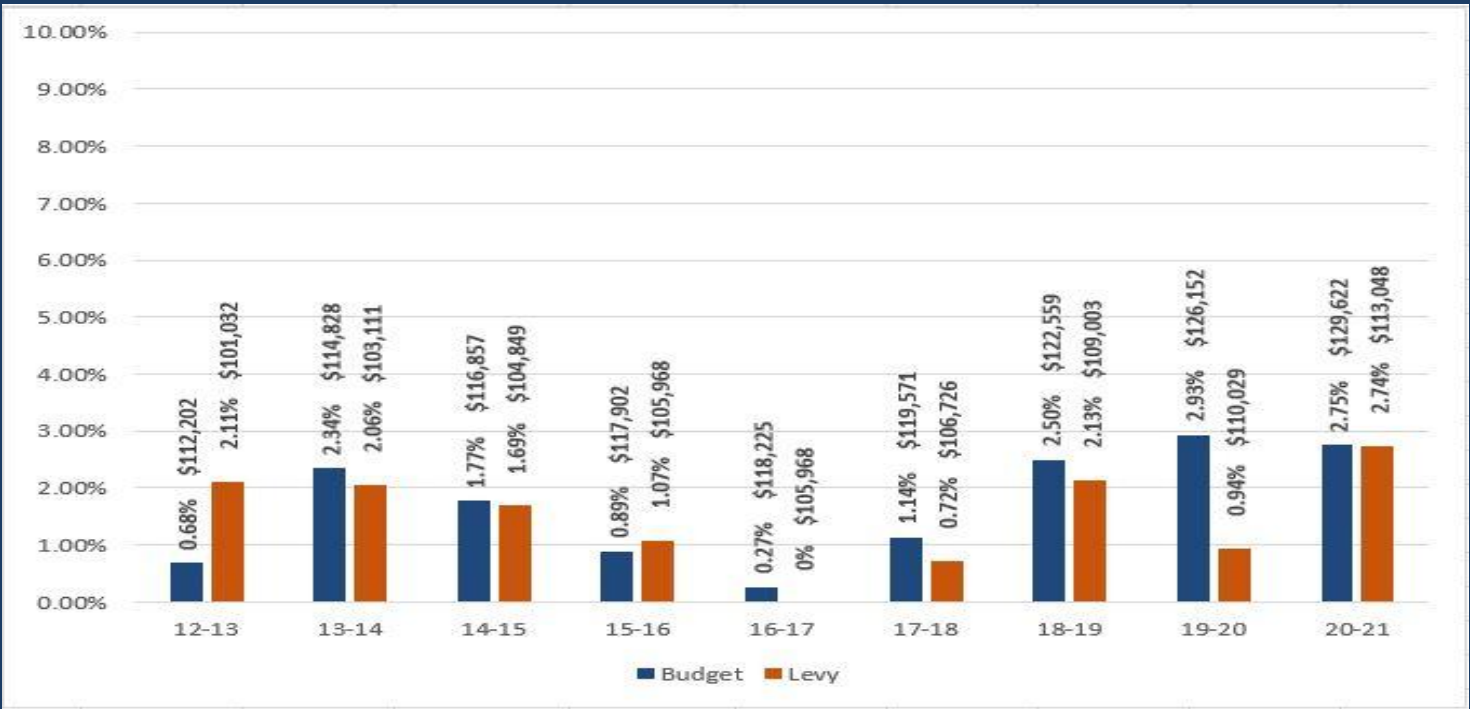
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- State Aid
- Transportation Costs
- Special Education Placements
- CAA Contract
- Assessed Tax Valuation

# Proposed Budget 20/21



Approved Budget 2019/20	\$126,152,188	
Proposed Budget 2020/21	\$129,622,168	
Increase	+\$3,469,980	2.75%



# Ranking of Per Pupil Cost



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DISTRICTS	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED
POCANTICO HILLS	56,410	66,552	41,637
BYRAM HILLS	36,809	39,234	41,390
NORTH SALEM	37,183	38,750	41,390
GREENBURGH		37,955	40,959
VALHALLA	34,223	34,710	39,730
KATONAH	33,959	35,711	37,485
IRVINGTON	33,151	34,103	35,547
BEDFORD	30,534	34,191	34,961
HENDRICK HUDSON	31,618	32,266	34,922
GARRISON	32,267	32,034	34,504
CHAPPAQUA	30,576	33,117	34,461

# ELA & Math % Rank 3+

Test	District Group	Cnt	Metric	Pct
<a href="#">ELA 3</a>	New York State	262	%Lev3+	<b>98.4</b>
<a href="#">ELA 4</a>	New York State	235	%Lev3+	<b>98.1</b>
<a href="#">ELA 5</a>	New York State	319	%Lev3+	<b>95.5</b>
<a href="#">ELA 6</a>	New York State	280	%Lev3+	<b>98.1</b>
<a href="#">ELA 7</a>	New York State	286	%Lev3+	<b>98.5</b>
<a href="#">ELA 8</a>	New York State	259	%Lev3+	<b>98.5</b>
<a href="#">Math 3</a>	New York State	264	%Lev3+	<b>96.3</b>
<a href="#">Math 4</a>	New York State	235	%Lev3+	<b>97.3</b>
<a href="#">Math 5</a>	New York State	317	%Lev3+	<b>97.4</b>
<a href="#">Math 6</a>	New York State	279	%Lev3+	<b>99.4</b>
<a href="#">Math 7</a>	New York State	287	%Lev3+	<b>97.9</b>
<a href="#">Math 8</a>	New York State	264	%Lev3+	<b>99.7</b>

2019 SAT Scores	
CLASS	SCORE
MEAN	1347
ERW	668
MATH	679



# Expenditures & Revenues

2019/20 vs. 2020/21



# Expenditures

Categories	Approved 2019-20	Proposed 2020-21	\$ Increase	% Increase
Salaries	\$65,491,949	\$66,337,639	\$845,690	1.29%
Employee Benefits	\$26,500,129	\$27,587,388	\$1,087,259	4.10%
Debt Service	\$8,296,526	\$8,469,483	\$172,957	2.08%
Transportation	\$6,856,198	\$6,910,000	\$53,802	0.78%
Operations & Maintenance	\$5,565,040	\$6,460,124	\$895,084	16.08%
Special Education Services	\$4,811,222	\$4,495,590	-\$315,632	-6.56%
BOCES Services	\$2,254,620	\$2,363,500	\$108,880	4.83%
Technology	\$1,910,617	\$2,156,981	\$246,364	12.89%
Per Pupil Allocation	\$1,111,209	\$1,070,426	-\$40,783	-3.67%
Other	\$3,241,678	\$3,771,037	\$529,359	16.33%
Total	\$126,039,188	\$129,622,168	\$3,582,980	2.84%



# Expenditures

Categories	Proposed 2019-20	Proposed 2019-20		Proposed 2020-21	Proposed 2020-21
	\$ Amount	% of Budget		\$ Amount	% of Budget
Salaries	\$65,491,949	52.0%		\$66,337,639	51.2%
Employee Benefits	\$26,500,129	21.0%		\$27,587,388	21.3%
Debt Service	\$8,296,526	6.6%		\$8,469,483	6.5%
Transportation	\$6,856,198	5.4%		\$6,910,000	5.3%
Operations & Maintenance	\$5,565,040	4.4%		\$6,460,124	5.0%
Special Education Services	\$4,811,222	3.8%		\$4,495,590	3.5%
BOCES Services	\$2,254,620	1.8%		\$2,363,500	1.8%
Technology	\$1,910,617	1.5%		\$2,156,981	1.7%
Per Pupil Allocation	\$1,111,209	0.9%		\$1,070,426	0.8%
Other	\$3,241,678	2.6%		\$3,771,037	2.9%
Total	\$126,039,188	100.0%		\$129,622,168	100.0%



# Revenues

Categories	Approved 2019-20	Proposed 2020-21	\$ Increase	% Increase
Real Property Taxes	\$110,028,563	\$113,048,231	\$3,019,668	2.74%
State Aid	\$9,787,259	\$9,945,871	\$158,612	1.62%
Appropriation of Fund Balance	\$3,912,954	\$3,542,865	-\$370,089	-9.46%
Tax Revenues	\$895,000	\$1,325,000	\$430,000	48.04%
Charges for Services	\$403,412	\$410,201	\$6,789	1.68%
Use of Money and Property	\$575,000	\$775,000	\$200,000	34.78%
Miscellaneous Revenues	\$550,000	\$575,000	\$25,000	4.55%
Total	\$126,152,188	\$129,622,168	\$3,469,980	2.75%



# Revenues

Categories	Approved 2019-20	Approved 2019-20		Proposed 2020-21	Proposed 2020-21
	% Amount	% of Budget		% Amount	% of Budget
Real Property Taxes	\$109,915,563	87.2%		\$113,048,231	87.2%
State Aid	\$9,787,259	7.8%		\$9,945,871	7.7%
Appropriation of Fund Balance	\$3,912,954	3.1%		\$3,542,865	2.7%
Tax Revenues	\$895,000	0.7%		\$1,325,000	1.0%
Charges for Services	\$403,412	0.3%		\$410,201	0.3%
Use of Money and Property	\$575,000	0.5%		\$775,000	0.6%
Miscellaneous Revenues	\$550,000	0.4%		\$575,000	0.4%
Total	\$126,039,188	100.0%		\$129,622,168	100.0%

# Tax Levy Limit Calculation



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## Chappaqua CSD

## Tax Levy Limit Calculation Worksheet For School Year 2020-21

### BASIC FORMULA

Prior Year Tax Levy (2019-2020)		\$	110,028,563
Tax Base Growth Factor (ORPS)	x		1.0103
		\$	111,161,857

### Prior Year Exemptions

BOCES Capital Exclusion	53,176		
Debt Service	3,754,406		
Debt Service \$16M	1,032,538		
Debt Service \$26.5M	1,843,050		
Capital Expenditures	100,000		
Lease Purchase: EPC	1,204,921		
Less: Bldg Aid	(2,749,165)		
	5,238,926	-	(5,238,926)
		\$	105,922,931

### ADJUSTED PRIOR YEAR LEVY

= \$ 105,922,931

### Allowable Levy Growth Factor (CPI)

x 1.81%

### TAX LEVY LIMIT BEFORE EXCLUSIONS:

\$ 107,840,136

### + EXCLUSIONS

### Available Carryover

+ \$ -

### Current Year Exemptions (2020-21)

BOCES Capital Exclusion	66,317		
Debt Service	6,495,238		
Capital Expenditures	500,000		
Lease Purchase: EPC	1,204,921		
Less: Bldg Aid	(2,361,640)		
		+ \$	5,904,836

PENSIONS	Salary Base	Rate	Exemptions
TRS			N/A
ERS			N/A

+ \$ -

### TAX LEVY LIMIT WITH EXCLUSIONS:

\$ 113,744,972

### TAX CAP LIMIT:

\$ 3,716,409

# \$42.5M Bond

Will NOT increase Tax Levy

- Reduced Interfund Transfers
- Sale of Unimproved Properties
- Use of Fund Balance
- Increase in Building Aid
- Lower Debt Services (2023/24)





# **Enrollment Projections & Sections**

# Enrollment Projections 2014/15 To 2024/25



							Projected	Projected	Projected	Projected	Projected
	2014 -	2015 -	2016 -	2017 -	2018 -	2019 -	2020-	2021-	2022-	2023-	2024-
Grade	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
K	219	229	223	241	243	201	232	235	240	245	250
1	283	222	247	234	246	254	212	245	247	253	258
2	266	293	235	258	249	244	267	223	253	259	264
3	280	272	308	239	267	253	252	278	230	262	268
4	288	289	283	326	245	271	262	262	287	238	272
5	298	292	294	291	330	253	280	273	272	298	247
6	306	300	297	306	289	330	259	286	277	277	303
7	344	308	303	298	306	289	333	264	288	280	281
8	308	348	309	303	288	304	289	333	263	288	280
9	349	303	355	314	304	276	305	290	329	262	287
10	319	353	307	348	310	303	276	307	290	330	263
11	329	321	349	305	335	309	301	275	306	289	329
12	335	335	329	360	302	343	317	309	282	314	296
Total	3924	3865	3839	3823	3714	3630	3585	3580	3564	3594	3598
Elementary	1336	1305	1296	1298	1250	1223	1225	1244	1257	1257	1312
Middle	1256	1248	1203	1198	1213	1176	1161	1155	1100	1143	1111
High	1332	1312	1340	1327	1251	1231	1198	1181	1207	1195	1175
Total	3924	3865	3839	3823	3714	3630	3584	3580	3564	3594	3598
Out of District											
Placement	36	39	36	32	34	31	31	31	31	31	31
Total	3960	3904	3875	3855	3748	3661	3615	3611	3595	3625	3629

# Elementary School Sections



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	2019-2020				2020-2021		
Grade	Enrollment	Sections	Class Size		Enrollment	Sections	Class Size
DG							
K	67	4	16.8		84	5	16.8
1	97	5	19.4		69	3	23.0
2	88	4	22.0		104	5	20.8
3	83	4	20.8		89	4	22.3
4	90	4	22.5		89	4	22.3
	425	21			435	21	
RB							
K	76	4	19.0		80	4	20.0
1	72	4	18.0		81	4	20.3
2	84	4	21.0		75	4	18.8
3	92	4	23.0		84	4	21.0
4	84	4	21.0		92	4	23.0
	408	20			412	20	
WO							
K	58	4	14.5		68	4	17.0
1	85	4	21.3		62	3	20.7
2	72	4	18.0		88	4	22.0
3	78	4	19.5		79	4	19.8
4	97	4	24.3		81	4	20.3
	390	20			378	19	
Total	1223	61			1225	60	

# Middle School Sections



2019-2020				2020-2021			
Grade	Enrollment	Team Teachers	Class Size		Enrollment	Team Teachers	Class Size
	Bell						
5	132	6	22.0		145	6	24.2
6	172	8	21.5		136	6	22.7
7	167	8	20.9		177	8	22.1
8	146	8	18.3		169	8	21.1
	617	30			627	28	
	SB						
5	121	6	20.2		135	6	22.5
6	158	7	22.6		123	6	20.5
7	122	6	20.3		156	8	19.5
8	158	8	19.8		120	6	20.0
	559	27			534	26	
Total	1176	57			1161	54	

# High School Sections



Grade	2019-20	2020-21 Projected
9	276	305
10	303	276
11	309	301
12	343	317
Total	1231	1199

Class Size Impacted	2019-20		2020-21	
	Sections	Projected	Sections	Projected
English	55	22.7	55	21.8
Math	67	18.6	67	17.9
Social Studies	67	18.6	67	17.9
Science	70	17.8	70	17.1

## Personnel Additions & Reductions

Area	Additions	Reductions
<b>Elementary Schools</b>		<ul style="list-style-type: none"><li>• 1.0 FTE Core Teacher</li><li>• 0.5 FTE Speech Teacher</li></ul>
<b>Middle Schools</b>	<ul style="list-style-type: none"><li>• 1.0 FTE AIS/STEAM Support Teacher</li><li>• 1.0 FTE AIS/ STEAM Support Teacher (19-20)</li></ul>	<ul style="list-style-type: none"><li>• 3.0 FTE Core Teachers</li></ul>
<b>High School</b>	<ul style="list-style-type: none"><li>• 1.0 FTE Assistant Principal</li><li>• 0.5 FTE PE Teacher/Assistant AD (19-20)</li><li>• Student Resource Officer (19-20)</li></ul>	<ul style="list-style-type: none"><li>• 0.2 FTE Latin Teacher</li></ul>
<b>District Wide</b>	<ul style="list-style-type: none"><li>• 3.0 FTE Psychologists for CSE</li></ul>	<ul style="list-style-type: none"><li>• 1.0 FTE CSE Chair -ADM</li><li>• 0.5 FTE 504 Chair</li></ul>



# Summary

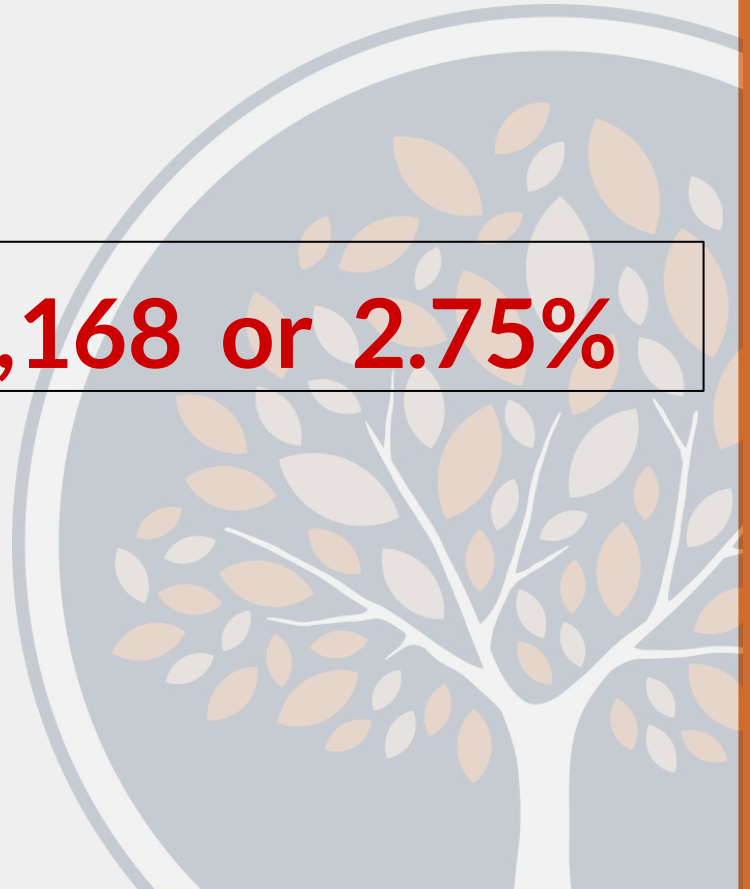
# Budget Highlights

- Respond to the BOE's strategic questions & the District's Strategic Coherence Plan.
- Meet the 2020-21 operating standards.
- Ensure students are physically, socially and emotionally safe.
- Increase instructional and social emotional learning support for special education and 504 programs.
- Increase administrative leadership, oversight and support for Greeley community.
- Maintain additional support for the athletic department.
- Maintain the Student Resource Officer (SRO) at Greeley.
- Adjust personnel based on enrollment.
- Maintain a budget below the tax cap to ensure community members are eligible for property tax rebate.



# Proposed Budget:

**2020/2021 = \$129,622,168 or 2.75%**



# Budget Calendar

Event	Date
Budget Preview	Jan. 8, 2020 
Superintendent's Budget Recommendation	March 3, 2020 
Component Presentations	March 18, 2020: Curriculum, Special Education & Technology
	March 25, 2020: Operations & Maintenance/Non-Instructional, Athletics, Revenue, Tax Rate, Contingency Budget
Budget Adoption	April 15, 2020
Budget Hearing	May 6, 2020
Public Library Budget Presentation	May 6, 2020
Budget Vote	May 19, 2020

# ***PTA Sponsored Community Forums***

Thursday, March 26th @ 9AM - Bell Auditorium

Thursday, March 26th @ 7PM - Bell Auditorium



# Budget Comments

	EMAIL	PHONE
Board of Education	board@ccsd.ws	
Christine Ackerman, Superintendent	chackerman@ccsd.ws	914-238-7200 ex. 1002
John Chow, Assistant Superintendent for Business	jochow@ccsd.ws	914-238-7200 ex. 1006

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***Thank You!***