

THE SUPERINTENDENT'S
2018-19 BUDGET CONCEPT PAPER

PRESENTED TO THE
BOARD OF EDUCATION

APRIL 17, 2018

DR. RONEL COOK
SUPERINTENDENT
CATSKILL CENTRAL SCHOOL DISTRICT

MEMORANDUM

TO: Mr. Kyle Lyles, Board President &
Members of the Catskill Board of Education

FROM: Dr. Ronel Cook
Superintendent of Schools

DATE: April 17, 2018

SUBJECT: The Superintendent's 2018-2019 Budget Concept Paper

INTRODUCTION

The proposed 2018-19 budget was developed through a series of collaborative meetings with all stakeholder groups. Each stakeholder had an opportunity to develop and submit their proposed budget to the Superintendent of Schools and the School Business Official. The department budgets were thoroughly analyzed and incorporated into the 2018-19 proposed budget to ensure the District continues to remain fiscally responsible and accurate in reporting figures to the public.

Secondly, the Superintendent of Schools and the School Business Official reviewed the most recent Auditor's Report. All recommendations were considered and implemented in the development of the 2018-19 proposed budget. The budget was developed on the premise of four goals. The goals included the following:

- Create a budget that grows programs, retains staff and continue to offer a quality instructional program to students who have various educational needs.
- Ensure the figures in the proposed budget include estimates of appropriations based on actual needs.
- Use available information on state and local revenues and estimate expenditures.
- Form estimates using conservative methods to maintain the fiscal stability of the District.

Priorities and Programs for Students

Besides the budget goals, priorities were needed to guide the conversation. The priorities of the 2018-2019 budget were created to inform the public of the extraordinary opportunities for Catskill students to compete with their peers on a global level. As educators, our responsibility is to ensure that students are provided a high-quality education in a safe and secure learning environment. We are also charged with developing the whole child. This entails meeting our students' academic, social, emotional and physical needs. These needs were prioritized within the budget. They include:

- Continue with the same levels of teachers, support staff and administrators in all of our Elementary, Middle and High Schools presently funded in the 2017-18 budget.
- Maintain our current student to teacher ratio.
- Continue with the current levels of extra-curricular activities and sports offerings.
- Maintain our summer remediation program at our Elementary and Middle Schools.
- Continue with our Pre-Kindergarten and Kindergarten programs at CES.
- Maintain the same level of funding for books, supplies, and materials that is in the 2017-18 school budgets for our schools.
- Continue to subscribe to the CTE program offerings at Questar III BOCES, Tech Valley, and the Bridge Program.
- Maintain the District's 2017-18 staffing pattern for Guidance Counselors and Social Workers.
- Offer students extended curricular opportunities through Distance Learning.

The academic return on investment is noticeable in the Catskill Central School District. The High School's graduation rate exceeded 90 percent in the 2016-17 school year. We anticipate the graduation rate to increase 2 percentage points to 92 percent for the 2017-18 school year.

The majority of our athletic teams were recognized as “Patroon” Champions and advanced to Sectional competition. Our Music Program is “Broadway-like” under the direction of our Music Director. Two of our students performed at the prestigious Carnegie Hall. We also had student representation at the Regional Spelling Bee.

Our Middle School Odyssey of the Mind Team advanced to the World Competition in Ames, Iowa. Our FCCLA ambassadors travel throughout the country to represent the state and region. It takes a well-formulated budget to continue to offer our students opportunities to compete globally.

Staffing

Human capital is the biggest cost driver in any school district. Human capital is needed in order to provide students with a high-quality education in a safe and secure learning environment. The District employs the following employee groups:

Employee Type	Number of Employees in Each Category Type
Superintendent	1
Clerical in Superintendent’s Office	2
Business Official	1
Support in Business Office	4
Director of Transportation and Food Service	1
Director of Special Education	1
Clerical in the Special Education Office	1
Maintenance Workers and Custodians	20
Technology Department	3
Principals	3
Assistant Principals	3
Clerical Support for Principals	7
Records and Registration	1
Pre-Kindergarten – Grade 3 Teachers	32
Grades 4-6 Teachers	21.6
Grades 7-12 Teachers	53
Special Education Teachers	26
Guidance Counselors	4
CHS Guidance Secretary	1
Social Workers	5
Psychologists	4
Speech	3.4

Cafeteria Workers	11
Librarians	2
Nurses	4
Regular Ed. Teaching Assistants	27
Special Ed. Teaching Assistants	11
Support Staff	50
Total Number of Employees	303

The District has approximately 303 employees on its payroll. Salaries, benefits and contributions are made to the Teachers Retirement System as well as the Employees Retirement System.

This year, 5 teachers expressed interest in retiring from the District. The chart below illustrates their contact area and teaching location.

Catskill Teacher Association Retirees for the 2018-19 School Year

Retirees	Content Area	Assigned Location
1. Teacher#1	Special Education	CES
2. Teacher #2	Science	CMS
3. Teacher#3	Special Education	CHS
4. Teacher#4	Special Education	CHS
5. Teacher#5	Speech	CES

After analyzing the data and conversing with the Director of Special Education, I am recommending that we eliminate 2 Special Education teachers at CHS through attrition. As a result, two Special Education teacher positions are no longer needed. We have enough Special Education staff at CHS to maintain services for the 2018-2019 school year.

For the 2018-19 school year, I am recommending the following staff patterns:

Recommended Replacements for Retirees

Recommended Replacements	Location	Rationale
(1 FTE) Science Teacher	CMS / CHS	Replacing Teacher #2
(1 FTE) Special Education Teacher	CMS	Replacing Teacher#1
(1 FTE) Speech	CES	Replacing Teacher#5

Recommended Additions

Recommended Additions	Location	Rationale	Budget Amount
(1 FTE) Speech	CMS and District-Wide Chair for CPSE Meetings	We have a part-time (.4) Speech Teacher at CMS. An additional (.6) of Speech services is needed to be in compliance. This part-time position will become a full-time position in the 2018-2019 school year.	\$49,000.00 Plus benefits
4 Part-time Armed Retired Law Enforcement	CES / CMS/ CHS	To establish a presence and maintain a safe and secure learning environment.	\$100,000.00 No benefits
Total Recommended Additions			\$149,000.00 plus benefits for FTEs

An Additional Recommended Position

Additional funding is needed to support upcoming capital projects.

Other Recommended Addition to the Budget

Recommended Additions	Location	Rationale	Budget Amount
Capital project development process	District-Wide	Architect needed for facilities task force and project development. Construction manager cost estimates development for referendum. Environmental testing and project monitoring for hazardous materials.	\$90,000.00
Total- Other Recommended Addition			\$90,000.00

General Increases to the Budget

Overall, general increases are factored into the proposed budget for health insurance, teacher salaries, special education transportation and tuition, BOCES Occupational Education, Teachers Retirement System, Employees Retirement System and Workers Compensation.

General Increases to the Budget

Category for Projected Increase	Increased Amount
Wage Increases	\$112,716.00
Employee Benefits –driven by health insurance premium increases	\$480,279.00
Contractual Services	\$579,673.00
BOCES Increase	\$410,000.00
Total General Increases to the Budget	\$1,582,668.00

Dr. Cook’s Recommendations to Balance the Budget

The proposed budget for the 2018-19 school year is \$41,793,028.00. This is an increase of \$1,843,028.00 from the 2017-18 budget (\$39,950,000). In order to support the difference between the anticipated revenues and expenditures, I am recommending that we keep the same tax levy of 3.03% from the 2017-18 school year, which yields (\$18,284,797.00). I am also recommending that we utilize \$948,280.00 of the available fund balance of \$7,486,000.00 to close the budget gap for the 2018-2019 school year. This will leave the District with approximately \$6,537,720.00 in our fund balance reserve for future projects and expenditures.

As we move forward with providing our students with the very best educational experience as humanly possible, I believe that it’s necessary to continue analyzing our enrollment figures for the 2019-2020 school year and projections for future years to make fiscally responsible decisions.