How did we get here?

**FIGURE 5**

District’s Budget Analysis

**Projected RCSD Budget Gap**

- Total Expenditures
- Total Revenue

- Structural Budget Gap

- Proposed 2018-2019
- Projected 2019-2020
- Projected 2020-2021
- Projected 2021-2022

Projected Budget Gap:

- ($43.7 M)
- ($59.3 M)
- ($74.0 M)

---

Forward.
Together.
Now.
Current State of Financial Affairs

Trust
Beliefs
Values
Culture

Driven: Needs, Policy, Data, Evidence based, Research based

Approaching and Sustaining Financial Stability

Considerations:
Efficiencies, Alignment, Reductions, Expenses, Waste, Allocations
## Current State of Financial Affairs

Projections as of August 17, 2020

<table>
<thead>
<tr>
<th>Areas of Concern</th>
<th>Estimated Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Aid Deferment/Reduction</td>
<td>128 MM</td>
</tr>
<tr>
<td>Based on 20% reduction</td>
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<tr>
<td>Food Service</td>
<td>3 MM</td>
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<tr>
<td>Transportation Aid</td>
<td>3 MM</td>
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<tr>
<td>E-Rate</td>
<td>200 K</td>
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<tr>
<td>CARES Funding</td>
<td>619 K</td>
</tr>
<tr>
<td>Severance Pay</td>
<td>300 K</td>
</tr>
<tr>
<td>Quality Urban School Bond</td>
<td>12.5 MM*</td>
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</tbody>
</table>
## Current State of Financial Affairs
Projections as of August 17, 2020

### Areas of Concern

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>BOCES</td>
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<tr>
<td>BOCES Health Services</td>
<td></td>
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<tr>
<td>Revenue Anticipation Note – City MOE</td>
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<tr>
<td>Charter School Payment – Deferment/Reduction</td>
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<tr>
<td>Staffing</td>
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<tr>
<td>Community Schools MOE</td>
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<tr>
<td>Substitute Teachers</td>
<td></td>
</tr>
</tbody>
</table>
Current State of Financial Affairs
Immediate Action Steps

Immediate Stopgap Changes

- 20% budget reductions for all departments and schools

- Staffing changes:
  - Staff Furloughs
  - Hiring Freeze
  - Overtime Freeze
  - Substitute Freeze
Current State of Financial Affairs
Immediate Action Steps

Implementation of Internal Controls

- Freeze Central Office budget transfers
- Freeze non-grant and non-health/safety related supplies, materials, and equipment
- Freeze p-Card usage
- Temporary suspension of CONCUR System
- Temporary suspension of PeopleSoft
- Freeze out-of-town travel
Review of Fiscal Practices & Commitments

- Provide the Board of Education a cost analysis of all contractual agreements
- Cost analysis of Collective Bargaining Unit Agreements for anticipated impacts to the 20/21, 21/22 and 22/23 district budgets (including, but not limited to, Health Insurance Benefits)
- Increase scrutiny of Requisition Approval Process
- Independent energy/utilities audit
Current State of Financial Affairs
Immediate Action Steps

Review of Fiscal Practices & Commitments

- Exercise greater oversight for practices and protocols for reimbursement of expenses
- Leverage grant opportunities
- Leverage Finance Committee - fiscal transparency
- Execute revenue reconciliation
Current State of Financial Affairs
Immediate Action Steps

Creating New Opportunities for Greater Fiscal Oversight

- Establish a Finance Task force to expedite the creation of a Financial Plan that provides the resources needed to implement the Strategic Plan with fidelity
- Provide chiefs with access to financial tools to enhance monitoring capabilities
Forward.  
Together.  
Now.