



STATE OF NEW JERSEY

SCHOOLS DEVELOPMENT AUTHORITY1 WEST STATE STREET
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MEMORANDUM

TO: Members of the Authority

FROM: Marc Larkins, Chief Executive Officer
Donald Guarriello, Chief Financial Officer

RE: Proposed 2011 Operating Budget

DATE: November 23, 2010

Pursuant to Article V, Section 5.1.B of the Authority's By-Laws, the Chief Executive Officer is required to prepare and submit a proposed annual budget for the Authority for adoption by the Members. Accordingly, we are submitting to the Members for their consideration a calendar year 2011 Operating Budget totaling \$47.4 million. At its meeting on November 15, 2010, the Audit Committee reviewed and discussed the proposed budget and ultimately recommended that it be presented to the Board for approval.

The 2011 Operating Budget is lower in nearly all categories for a total reduction of \$4.6 million (9%) from the prior year budget. As compared to our current projection of 2010 actual expenses, the proposed budget reflects an increase of approximately \$2 million (4%). This increase over 2010 actual expenses can be attributed mainly to: (1) a \$1.2 million line item in the budget for upgrades to the DOE Long Range Facilities Plan system; and (2) a significant increase in the budget for employee (fringe) benefits expenses explained in more detail below. The proposed budget also reflects a decrease in headcount of 32 full-time equivalents (FTE) from the prior year budget.

Budget Approach

To appropriately assign accountability, all operating expenses are budgeted on a departmental basis. In developing the operating budget, budget coordinators were identified by each department and/or division, and materials were distributed for data input of expenses and headcount requirements along with instructions on how to navigate through the spreadsheets.

Due to the mid-year reorganization of the SDA, historical data was not available for the newly created departments. The budget team developed methodologies for certain expense line items, primarily employee-related expenses, to arrive at budget figures for each department. The budget worksheets were then populated with the results. The budget coordinators reviewed and refined these figures, as necessary, and provided data for the remainder of their budget line items.

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Individual meetings were subsequently held with all division heads to review their initial budget requests, including headcount requirements. Following those meetings, each division director and his/her department heads, as applicable, were asked to refine their budget submissions in order to achieve further cost savings.

Departmental budget information supplied to the budget team was eventually uploaded to a master spreadsheet and rolled up to arrive at divisional and Authority totals. Once approved by the Board, the budget will be calendarized for 2011 reporting.

Significant Budget Items

- The proposed 2011 Operating Budget reflects a headcount of 310 FTEs as compared to 342 FTEs in the 2010 Operating Budget. The SDA headcount as of the June 30, 2010 reorganization announcement was 327. Therefore, the 2011 proposed headcount represents a decrease of 32 FTEs as compared to the 2010 Operating Budget and a decrease of 17 FTEs in contrast to the headcount on June 30 when the SDA reorganization was announced. In determining the headcount requirement, all open FTEs were reviewed to determine if the positions were still necessary in light of the current work load; this review resulted in all but a few of the open positions being eliminated from the 2011 budget.
- The 2011 Operating Budget does not include any performance based compensation adjustments (e.g., annual merit increase based on employee performance evaluations) or cost of living adjustments.
- The reduced headcount will result in payroll savings of \$2.6 million from the 2010 Operating Budget, and \$0.4 million from 2010 projected payroll expense. Additionally, the proposed 2011 Operating Budget reflects cost reductions in: mileage, travel, rent and utility expenses primarily due to the closing of the Newark regional office; temporary staffing services; parking due to the elimination of employer paid parking for most SDA employees; and tuition reimbursement (this program was eliminated).
- The 2011 Operating Budget includes \$1.2 million for necessary upgrades to the DOE/LRFP system and an increase in outside legal services. Outside legal costs are projected higher because of a number of factors, including: the deferral of expenditures in 2010; anticipated increased use of DAG services in 2011; the likelihood of increased litigation volume in 2011; and the current phase of certain existing litigation matters.
- Despite the proposed headcount reduction, fringe benefit costs continue to rise and total 40% of gross payroll expense if you exclude a \$3.5 million non-cash expense included in the budget for other post employment benefits (OPEB). The increase in fringe benefit costs is primarily due to the Authority's required \$2.5 million contribution to the State pension system, an increase of 42% over the prior year, and a \$1.8 million or 105%

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increase in accrued OPEB costs. The 2011 fringe benefits expense also reflects increased unemployment expenses. While medical and prescription drug rates have increased approximately 12%, this was offset by the proposed headcount reduction and employee contributions amounting to 1.5% of base salaries which began in June 2010.

- A contingency for unforeseen events of \$125,000 or approximately 0.3% (excluding OPEB costs) is included in the 2011 Operating Budget. Use of the contingency is at the CEO's discretion.

Accompanying Materials

Attached for your review and consideration is the proposed 2011 Operating Budget. The accompanying materials include: (1) a budget summary report; (2) a headcount report by function; and (3) a detail budget line item report by function.

Recommendation

The members of the Authority are recommended to approve the attached proposed 2011 Operating Budget totaling \$47,426,364.



**New Jersey Schools Development Authority
Proposed 2011 Operating Budget Summary
Budget Presentation to the Board of Directors**

	Proposed 2011 Budget	2010 Budget	2010 Reforecast	2011 Budget vs 2010 Budget	2011 Budget vs 2010 Reforecast
Authority Operating Expenses:					
Salaries	\$ 23,550,466	\$ 26,180,734	\$ 23,959,388	\$ (2,630,268)	\$ (408,922)
Employee Benefits	13,006,802 *	10,946,403	11,893,136	2,060,399	1,113,666
Total Salaries & Benefits	36,557,268	37,127,137	35,852,524	(569,869)	704,744
Temporary Staffing Services	150,000	680,000	350,000	(530,000)	(200,000)
Interagency Agreements	623,000	1,275,000	449,105	(652,000)	173,895
Contract & Professional Outside Services	3,336,000	5,490,500	2,266,078	(2,154,500)	1,069,922
Employee Expense Reimbursement	243,298	318,613	213,015	(75,315)	30,283
Training & Professional Development	158,109	333,271	100,426	(175,162)	57,683
Parking	63,000	394,700	299,548	(331,700)	(236,548)
Automobile	72,200	68,400	79,400	3,800	(7,200)
Communications & Outreach	14,704	34,450	15,241	(19,746)	(537)
Management Information Systems	2,410,000	1,739,536	1,267,036	670,464	1,142,964
General Office & Facilities	3,660,485	4,245,465	4,354,115	(584,980)	(693,630)
Other General Expenses	13,300	47,500	12,810	(34,200)	490
Total Authority Operating Expenses	\$ 47,301,364	\$ 51,754,572	\$ 45,259,298	\$ (4,453,208)	\$ 2,042,066
Reserve for Unforeseen Events	\$ 125,000	\$ 250,000	\$ 125,000	\$ (125,000)	\$ -
SDA Capital Expenditures (Internal)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Authority Operating Expenditures	\$ 47,426,364	\$ 52,004,572	\$ 45,384,298	\$ (4,578,208)	\$ 2,042,066
Employee Headcount	310	342	310	-32	0

* Includes non-cash accrual of approximately \$3.5 million for other post retirement benefits (OPEB)



**New Jersey Schools Development Authority
Proposed 2011 Operating Budget Employee Headcount
Budget Presentation to the Board of Directors**

SDA Division/Unit	Employee Headcount			Proposed Headcount vs.	
	Proposed 2011 Budget	Reorganization 2010	Actual 09/30/10	Reorganization 2010	Actual 09/30/10
Office of Chief Executive Officer (CEO)	3	3	3	-	-
Program Assessment & Development	10	10	10	-	-
Special Projects	11	12	11	(1)	-
Program Operations–Mgmt (PO)	4	4	4	-	-
PO, Capital Plan/Grants	22	22	22	-	-
PO, Safety	11	12	11	(1)	-
PO, Project Teams	111	122	111	(11)	-
Corp Governance & Operations–Mgmt (GOV)	3	3	3	-	-
GOV, Human Resources	10	10	10	-	-
GOV, Chief Counsel	11	12	11	(1)	-
GOV, MIS/Project Svcs	24	24	24	-	-
GOV, Facilities	6	6	6	-	-
GOV, Communications	17	17	17	-	-
Financial Operations, CFO–Mgmt (FO)	3	3	3	-	-
FO, Controller	13	13	13	-	-
FO, Contract Managemen	17	20	17	(3)	-
FO, RES	9	9	9	-	-
FO, Procurement	13	13	13	-	-
FO, Risk Management/Vendor Svcs	12	12	12	-	-
Total Full-Time Employees (FTEs)	310	327	310	(17)	-
Original 2010 Budgeted Headcount	342				

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
HEADCOUNT							
2010 Approved Headcount - Original					342	342	
2010 Headcount - After Reorganization	25	160	72	70	327		310
2011 Proposed Headcount	24	148	71	67	310		
Increase/Decrease Headcount	-1	-12	-1	-3	-17	N/A	N/A
PERSONNEL & USAGE							
Employee Salaries & Benefits							
Salaries	1,981,721	11,677,509	4,925,672	4,965,564	23,550,466	26,180,734	23,959,388
Employee Benefits	724,855	4,522,815	5,773,593	1,985,540	13,006,802	10,946,403	11,893,136
Employee Salaries & Benefits Total	2,706,576	16,200,324	10,699,265	6,951,104	36,557,268	37,127,137	35,852,524
Temporary Staffing Services	0	0	150,000	0	150,000	680,000	350,000
Automobile							
State of NJ Central Motor Pool Charges	0	0	72,200	0	72,200	68,400	79,400
Automobile Total	0	0	72,200	0	72,200	68,400	79,400
Travel & Meetings							
Mileage Reimbursement	4,100	185,000	16,750	19,600	225,450	291,682	
Travel Reimbursement	1,050	13,380	2,108	1,310	17,848	24,547	
Meals Reimbursement	0	0	0	0	0	2,134	
Business Meetings/Meals	0	0	0	0	0	250	
Travel & Meetings Total	5,150	198,380	18,858	20,910	243,298	318,613	213,015
Professional Development							
Publications & Subscriptions	1,000	9,000	10,550	2,100	22,650	34,450	
Conference/Seminar/Outside Training	2,700	40,060	18,250	18,200	79,210	150,586	
HR Training - Company Wide	0	0	45,000	0	45,000	45,000	

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
Membership/License	1,780	5,019	3,600	850	11,249	34,135	
Tuition	0	0	0	0	0	69,100	
Professional Development Total	5,480	54,079	77,400	21,150	158,109	333,271	100,426
Parking							
Parking Lot - Trenton	6,000	19,500	30,000	7,500	63,000	394,700	299,548
Parking Total	6,000	19,500	30,000	7,500	63,000	394,700	299,548
TOTAL PERSONNEL & USAGE	2,723,206	16,472,283	11,047,723	7,000,664	37,243,875	38,922,121	36,894,913
COMMUNICATIONS & OUTREACH							
Advertising							
General	0	0	0	0	0	800	0
Advertising Total	0	0	0	0	0	800	0
SDA Events							
Community Outreach	0	0	3,220	0	3,220	150	0
Sponsorships	0	0	0	0	0	1,000	0
Events/Conferences	0	0	4,984	0	4,984	16,200	7,800
Total SDA Events	0	0	8,204	0	8,204	17,350	7,800
Outreach							
Shows/Exhibits	0	0	4,000	0	4,000	0	0
Other Outreach	0	0	2,500	0	2,500	610	0
Outreach Total	0	0	6,500	0	6,500	610	0
Promotional Materials							
SDA Signs	0	0	0	0	0	15,440	7,441
Promotional Materials Total	0	0	0	0	0	15,440	7,441

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
Other Communications							
Annual Report Production	0	0	0	0	0	250	0
Total Other Communications	0	0	0	0	0	250	0
TOTAL COMMUNICATIONS & OUTREACH	0	0	14,704	0	14,704	34,450	15,241
CONTRACT SERVICES							
Audit Fee							
External Audit Fee	0	0	0	105,000	105,000	105,000	105,000
Internal Audit Fee	200,000	0	0	0	200,000	500,000	385,000
Audit Fee Total	200,000	0	0	105,000	305,000	605,000	490,000
Interagency Services							
Interagency Svcs (DEP Emp)	0	0	0	0	0	100,000	0
Interagency Svcs (DOH Emp)	0	0	0	0	0	100,000	0
Interagency Services (DCA Emp)	0	0	0	0	0	200,000	0
Interagency Services (OIG Emp)	0	0	0	0	0	300,000	241,105
Interagency Svcs-Treasury-Shuttle Bus	0	0	48,000	0	48,000	0	8,000
Interagency Svcs Deputy Attorney General	0	0	575,000	0	575,000	575,000	200,000
Interagency Agreements Total	0	0	623,000	0	623,000	1,275,000	449,105
Outside Legal & Related Services							
Outside Legal Svcs	0	0	1,316,000	0	1,316,000	2,150,000	850,000
Claims Services	0	0	1,300,000	0	1,300,000	2,000,000	800,000
Mediation & Dispute Resolution Svcs	0	0	75,000	0	75,000	100,000	30,000
Mediation & Dispute-Printing & Binding	0	0	50,000	0	50,000	100,000	15,000
Outside Legal & Related Services Total	0	0	2,741,000	0	2,741,000	4,350,000	1,695,000
Other Professional Services							
Consult-Actuary Services	0	0	0	10,000	10,000	10,000	10,000
Consult-Project Management	0	0	0	0	0	50,000	0

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Consult-Human Resources	0	0	10,000	0	10,000	35,000	0
Consult-Risk Management	0	0	0	20,000	20,000	95,000	40,578
Consult-E-Rate	0	0	0	0	0	100,000	0
Consult-Management & Planning	0	150,000	0	0	150,000	100,000	0
Consult-MIS	0	0	80,000	0	80,000	135,000	20,000
Other Professional Services Total	0	150,000	90,000	30,000	270,000	525,000	70,578
Bank Service Charges	0	0	0	20,000	20,000	10,500	10,500
TOTAL CONTRACT SERVICES	200,000	150,000	3,454,000	155,000	3,959,000	6,765,500	2,715,183
INFORMATION SYSTEMS							
System Maintenance	0	0	660,000	0	660,000	775,000	775,000
DocuSafe	0	0	20,000	0	20,000	20,000	20,000
System Supplies							
General	0	0	10,000	0	10,000	20,000	10,000
Telecom	0	0	0	0	0	3,500	0
System Supplies Total	0	0	10,000	0	10,000	23,500	10,000
System Software							
General	0	0	20,000	0	20,000	65,000	35,000
VMWARE S/W	0	0	36,000	0	36,000	0	0
System Software Total	0	0	56,000	0	56,000	65,000	35,000
System Hardware							
General	0	0	20,000	0	20,000	60,000	0
Server	0	0	38,000	0	38,000	30,000	38,000
Printers	0	0	5,000	0	5,000	10,000	0

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
Workstation Purchases/Upgrades	0	0	0	0	0	0	0
Upgrades	0	0	40,000	0	40,000	16,500	77,000
New Purchases	0	0	0	0	0	25,000	0
Workstation Purchases/Upgrades	0	0	40,000	0	40,000	41,500	77,000
System Hardware Total	0	0	103,000	0	103,000	141,500	115,000
MIS Projects							
Land Acquisition Projects	0	0	50,000	0	50,000	100,000	5,000
CFO Projects	0	0	40,000	0	40,000	46,000	36,000
Governance & Compliance Projects	0	0	0	0	0	25,000	25,000
Human Resources Projects	0	0	25,000	0	25,000	80,000	0
Project Management Projects	0	0	20,000	0	20,000	50,000	0
MIS Disaster Recovery Project	0	0	0	0	0	15,000	15,000
MIS/Project Services Projects Total	0	0	0	0	0	15,000	15,000
FF&E Projects	0	0	0	0	0	32,500	20,000
DOE LRFP Project	0	0	1,200,000	0	1,200,000	0	0
Program Management	0	0	0	0	0	50,000	0
Management & Planning Projects	0	0	0	0	0	50,000	0
MIS Projects Total	0	0	1,335,000	0	1,335,000	448,500	101,000
External Services							
ADP	0	0	50,000	0	50,000	40,000	40,000
On-Line Subscription Services	0	0	50,000	0	50,000	45,000	45,000
On-Line Subscription Services-HR	0	0	0	0	0	45,000	0
On-Line Subscription Services-Board Books	0	0	15,000	0	15,000	25,000	15,000
Internet Provider-SNIP	0	0	111,000	0	111,000	111,036	111,036
External Services Total	0	0	226,000	0	226,000	266,036	211,036
TOTAL INFORMATION SYSTEMS	0	0	2,410,000	0	2,410,000	1,739,536	1,267,036

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
OFFICE OPERATIONS							
Telephone							
State of NJ	0	0	168,000	0	168,000	174,000	174,000
Cellular	0	0	188,000	0	188,000	195,000	195,000
Phone Conference Calls	0	0	20,000	0	20,000	20,000	20,000
Telephone Total	0	0	376,000	0	376,000	389,000	389,000
Utilities							
Trenton 1 W.State St	0	0	160,000	0	160,000	170,000	170,000
Trenton Front St	0	0	21,000	0	21,000	21,000	21,000
Newark	0	0	12,000	0	12,000	55,000	55,000
Utilities Total	0	0	193,000	0	193,000	246,000	246,000
Postage & Delivery							
Meter Usage	0	0	15,000	0	15,000	25,000	12,000
Lockbox Rental	0	0	1,020	0	1,020	1,000	1,020
State of NJ	0	0	2,000	0	2,000	2,000	2,000
UPS	0	0	10,000	0	10,000	10,000	10,000
Federal Express	0	0	5,000	0	5,000	5,000	5,000
Postage & Delivery Total	0	0	33,020	0	33,020	43,000	30,020
Rent & Real Estate Taxes							
Trenton 1 W.State St	0	0	1,300,000	0	1,300,000	1,300,000	1,300,000
Trenton Front St	0	0	530,000	0	530,000	530,000	530,000
Newark	0	0	156,000	0	156,000	634,000	554,000
Rent & Real Estate Taxes Total	0	0	1,986,000	0	1,986,000	2,464,000	2,384,000

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Moving Expenses							
Trenton	0	0	0	0	0	0	5,130
Newark	0	0	0	0	0	0	244,000
Moving Expense Total	0	0	0	0	0	0	249,130
Insurance - Liability & Property							
Package-Owned	0	0	43,500	0	43,500	43,500	43,500
Non-Owned/Hired Auto Insurance	0	0	965	0	965	965	965
Umbrella Liability	0	0	95,000	0	95,000	95,000	95,000
Public Officials Liability	0	0	217,000	0	217,000	217,000	217,000
Public Officials Liability-Excess	0	0	79,000	0	79,000	79,000	79,000
Umbrella Liability-Excess	0	0	31,000	0	31,000	31,000	31,000
Service Fee - Insurance	0	0	40,000	0	40,000	40,000	40,000
Insurance - Liability & Property Total	0	0	506,465	0	506,465	506,465	506,465
Equipment Lease/Maintenance							
Office Equipment Lease/Maintenance	0	0	12,000	0	12,000	15,000	12,000
Equipment Lease/Maintenance Total	0	0	12,000	0	12,000	15,000	12,000
Furniture/Equipment/Fixtures							
Furniture Purchases	0	0	5,000	0	5,000	10,000	0
Equipment Purchases	0	0	5,000	0	5,000	15,000	5,000
Equipment Leases	0	0	55,000	0	55,000	62,000	62,000
Fixtures & Tools	0	0	2,000	0	2,000	1,000	1,000
Furniture/Equipment/Fixtures Total	0	0	67,000	0	67,000	88,000	68,000
Stationary & Supplies							
Stationary & Supplies	0	0	52,500	0	52,500	75,000	45,000
I/S Paper	0	0	30,000	0	30,000	30,000	30,000
Toner	0	0	70,000	0	70,000	75,000	70,000
Business Cards	0	0	5,000	0	5,000	5,000	5,000

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
Printed (Stationary, Envelopes)	0	0	2,500	0	2,500	5,000	2,500
Computer Checks	0	0	1,000	0	1,000	1,000	1,000
Storage	0	0	25,000	0	25,000	15,000	20,000
Stationary & Supplies Total	0	0	186,000	0	186,000	206,000	173,500
TOTAL OFFICE OPERATIONS	0	0	3,359,485	0	3,359,485	3,957,465	4,058,115
FACILITIES MANAGEMENT							
Custodial Services	0	0	76,000	0	76,000	76,000	76,000
Mechanical Maintenance							
Elevator Repairs & Maintenance	0	0	28,000	0	28,000	28,000	36,000
Repairs & Maintenance	0	0	40,000	0	40,000	27,000	27,000
Common Area Maintenance Fees	0	0	125,000	0	125,000	125,000	125,000
Fire Prevention	0	0	32,000	0	32,000	32,000	32,000
Mechanical Maintenance Total	0	0	225,000	0	225,000	212,000	220,000
TOTAL FACILITIES MANAGEMENT	0	0	301,000	0	301,000	288,000	296,000
TOTAL ADMINISTRATIVE EXPENSES	2,923,206	16,622,283	20,586,912	7,155,664	47,288,064	51,707,072	45,246,488
GENERAL							
Refreshments & Supplies	0	0	5,000	0	5,000	5,000	4,249
Water Coolers	0	0	5,300	0	5,300	7,000	6,431
Employee Services	0	0	3,000	0	3,000	4,000	2,130
Safety Equipment	0	0	0	0	0	1,500	0
Recruitment Expense	0	0	0	0	0	30,000	0
TOTAL GENERAL EXPENSES	0	0	13,300	0	13,300	47,500	12,810

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	OFFICE OF CHIEF EXECUTIVE OFFICER	PROGRAM OPERATIONS	CORPORATE GOVERNANCE & OPERATIONS	FINANCIAL OPERATIONS	Proposed 2011 Operating Budget	2010 Budget	2010 Reforecast
TOTAL ADMINISTRATIVE & GENERAL EXPENSES	2,923,206	16,622,283	20,600,212	7,155,664	47,301,364	51,754,572	45,259,298
RESERVE FOR UNFORESEEN EVENTS	125,000	0	0	0	125,000	250,000	125,000
GRAND TOTAL	3,048,206	16,622,283	20,600,212	7,155,664	47,426,364	52,004,572	45,384,298
CAPITAL EXPENDITURES IN SUPPORT OF SDA OPERATIONS	0	0	0	0	0	0	0
GRAND TOTAL	3,048,206	16,622,283	20,600,212	7,155,664	47,426,364	52,004,572	45,384,298