

Scarsdale Public Schools



2020-21 Staffing Recommendations

January 13, 2020

Presentation Focus

- 1. Budget Development**
- 2. Draft Budget Overview**
- 3. Current Staffing Levels & Projected Enrollment**
- 4. 2020-21 Staffing Requests & Recommendations**
- 5. Tier I Staffing Recommendations**
- 6. Projected Staffing Levels & Projected Enrollment**
- 7. Budget Development Timeline**

School Budget Development

Our school budget provides the necessary financial resources to operate the School District and to help achieve the goals and objectives of the School District as set forth in the Strategic Plan.



Budget Development Guiding Factors

Balanced Literacy: Creating the Foundations of Learning

Curricular and Co-Curricular Approaches to Health,
Wellness & Well-Being

Gardens & Biomechanical Innovation

Global Citizenship Education: Competencies & Ethical
Responsibilities

Libraries, Learning Spaces & Curated Resources

Next Generation Standards Development &
Implementation

Professional Culture of Lifelong Learning

Student Centered Opportunities & Environments

STEAM & Design Thinking

Student Supports

Sustainable Schools and Systems

Unified System of District-Wide Goal Setting

Using Technology to Transform Teaching, Learning &
Assessment

**STRATEGIC
PLAN**

School Budget Development

Budget initiatives only appear in a budget draft after thoughtful consideration, deliberation, and discussion.

Staffing requests and instructional budget drivers are vetted in purposefully planned meetings throughout the fall between Cabinet, Principals, and Administrative Council (District-wide Administrators).

Requests are assessed for:

- Educational efficacy,
- Staffing efficiency; and
- Alignment with guiding principles of staffing.

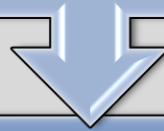
All non-instructional departments meet with the Assistant Superintendent and Business Manager to review budget requests.

Requests are analyzed based on:

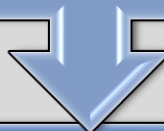
- Consistency with Strategic Plan and overall District goals;
- Consistency with operational standards; and
- Historical spending norms and purchasing efficiencies.

Sequence of the Budget Process

Budget Development – *Administration*



Budget Discussions – *Board of Education & Administration*



Budget Discussions – *Board of Education, Administration & Community*



Final Budget & Vote

2020-21 Draft Budget Overview

2020-21 Draft Budget Overview

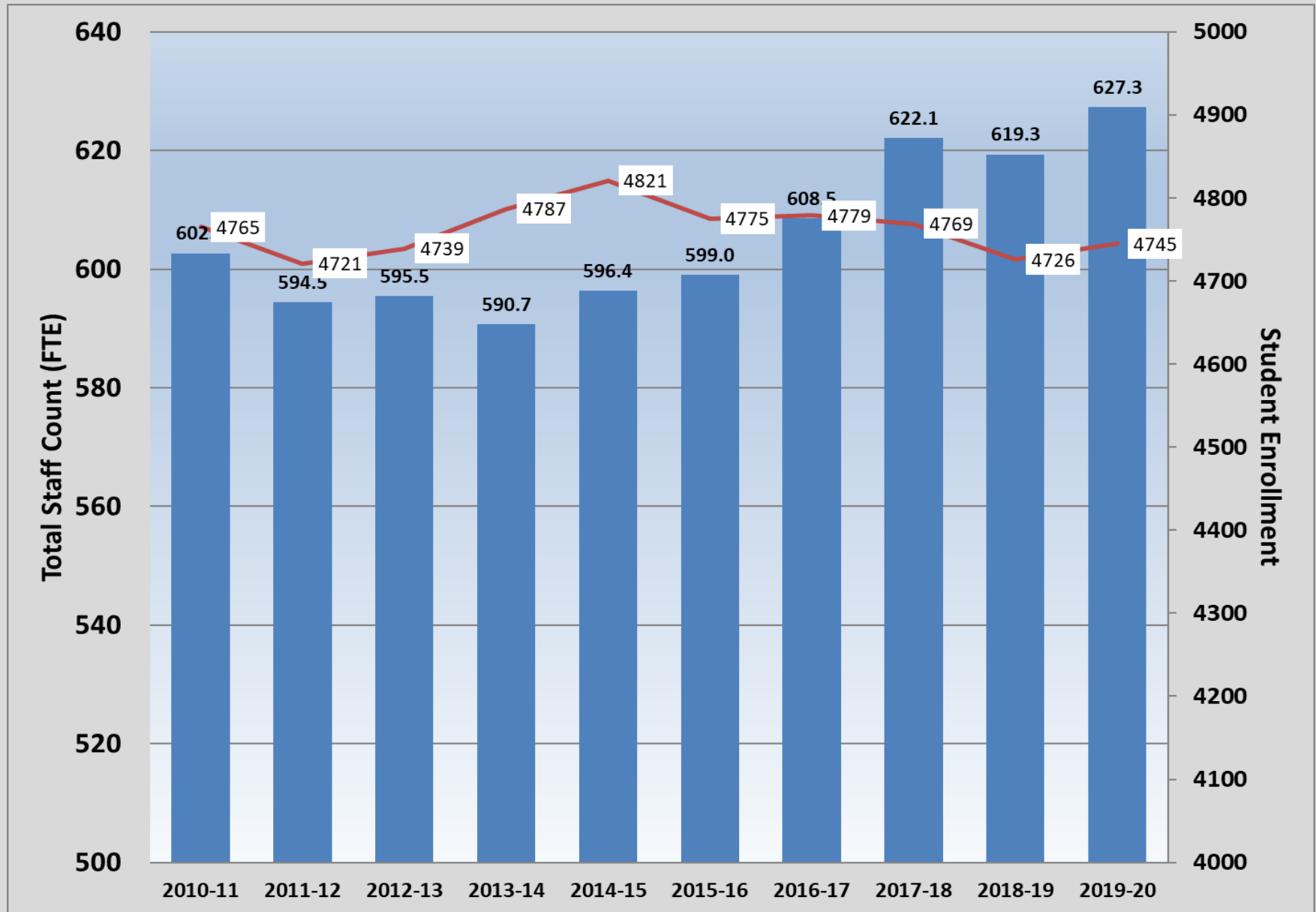
January 13, 2020

| | | |
|--|----|-------------|
| 2020-21 Draft Budget:* | \$ | 167,078,421 |
| Budget to Budget Increase: | | 3.92% |
| Projected Increase in Tax Levy: | | 3.66% |
| Projected Tax Levy Limit: | | 3.48% |
| Amount <u>Above</u> the Projected Limit: | \$ | 268,118 |
| Projected Tax Rate Increase: | | |
| Town of Scarsdale | | tbd |
| Town of Mamaroneck | | tbd |

***IMPORTANT:** Please note that this is an early draft budget plan for 2020-21 and that it will change due to a number of factors including, but not limited to Health Insurance and TRS Contributions.

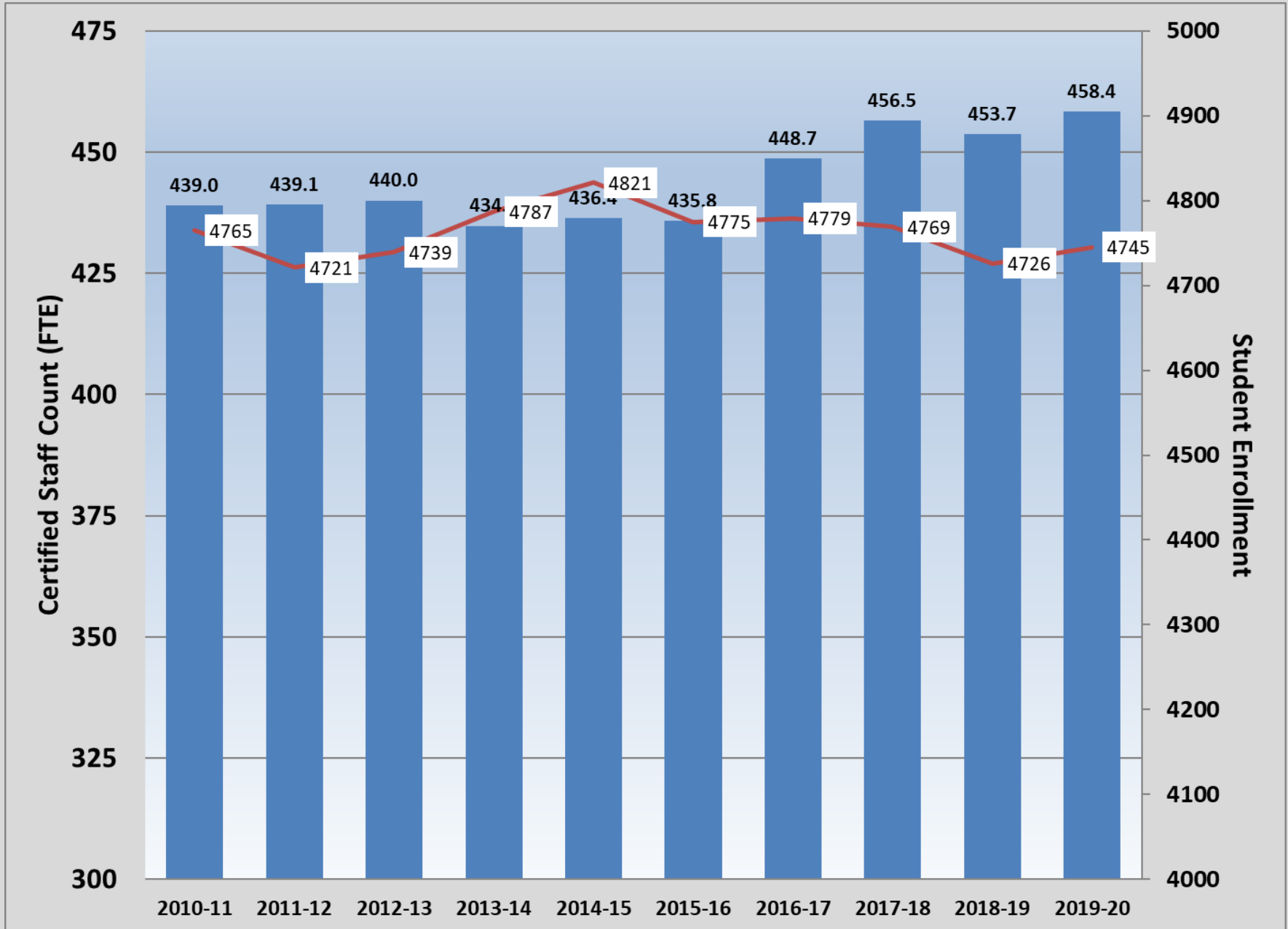
Current Staffing Levels & Projected Enrollment

Historical District-wide Staffing (FTE)*



*Does not include part-time civil service staff.

Historical District-wide Certified Staffing (FTE)



2019-20 Budget to Actual Staffing Summary

| Location | BUDGET 2019-20 FTE | ACTUAL 2019-20 FTE | INCREASE (DECREASE) |
|--------------------|-----------------------|-----------------------|------------------------|
| Elementary Schools | 193.2 | 193.3 | 0.1 |
| Middle School | 107.5 | 107.1 | (0.4) |
| High School | 158 | 158 | 0.0 |
| Sub-Total | 458.7 | 458.4 | (0.3) |
| District-wide | 19.4 | 19.4 | 0.0 |
| Civil Service | 148.5 | 149.5 | 1.0* |
| Total | 626.6 | 627.3 | 0.7 |

*Position add reflects change from a consultant to a contractual position (Theater Coordinator).

2020-21
Staffing Requests &
Recommendations

Guiding Principles for Budgetary Staffing Decisions

Staffing needs must be justified by clear alignment to one or both of the following guiding principles:

Student Educational Outcomes and Achievement

- ☐ Classical education in the progressive tradition.
- ☐ Commitment to teaching and learning initiatives that advance the elements of a **Scarsdale Education for Tomorrow 2.0**.
- ☐ Provision of resources that further the **Strategic Plan** goals and sub-goals.

Mandates and Best Practices

Thoughtful and contextual observance of mandates, both external and internal, and promotion of best practices aligned with our Strategic Plan goals. Examples include:

- ☐ Elementary class size guidelines
- ☐ Special education programming along the continuum of services

New Staffing/Program Change Request Process

| SCHOOL or DEPARTMENT: | PROGRAM: | BUDGET YEAR 2020-21 |
|---|---|---|
| <p>RECOMMENDATION:</p> <ul style="list-style-type: none"> <input type="checkbox"/> ADDITION <input type="checkbox"/> CHANGE in CONFIGURATION <input type="checkbox"/> REDUCTION <p>WHAT'S DRIVING THE RECOMMENDATION?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enrollment changes <input type="checkbox"/> Program expansion <input type="checkbox"/> Program restructuring, reorg., or redesign <input type="checkbox"/> Response to a new mandate <p>ESTIMATED COST OF ADD or (REDUCTION)?</p> <p>Year 1 =</p> <p>Year 2 =</p> <p>Year 3 =</p> | <p>BACKGROUND AND RATIONALE</p> <ul style="list-style-type: none"> • Are we doing something that we don't need to be doing? How do we know? Why? • Are we NOT doing something that we should be doing? How do we know? Why? • What will be accomplished that isn't happening now? <p>HOW DOES THIS REQUEST RELATE TO THE DISTRICT'S STRATEGIC PLAN?</p> <ul style="list-style-type: none"> • Which goal(s) does the request address? • Describe the connections between the goals and request. | |
| <p>CURRENT PROGRAM STAFFING</p> <ul style="list-style-type: none"> • What are we currently accomplishing, and how are we accomplishing it? | <p>ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?)</p> <ul style="list-style-type: none"> • What are anticipated consequences? • What else should we know? | <p>HOW WILL THE CHANGE BE MONITORED FOR IMPACT?</p> <ul style="list-style-type: none"> • Is this having the desired effect? • Is this sustainable? |

School Budget Development – *Staffing Requests*

A total of 10.40 additional FTE were requested by Building Principals during the District's internal budget development process. *Estimated Cost: \$1.1 million*

All staffing requests were discussed and deliberated in purposefully planned meetings throughout the fall between requesting Cabinet, Principals, and Administrative Council (District-wide Administrators).

Requests were assessed to ensure for the following:

- Educational efficacy;
- Staffing efficiency; and
- Alignment with guiding principles of staffing.

School Budget Development – *Staffing Recommendations*

Based on assessment of requests and in consideration of financial impact, requests were placed into one of three tiers as follows:

A **Tier 1** staffing request is recommended to the Board of Education and inclusion in the initial draft budget.

1.0 FTE Elementary Special Education – Integrated Co-Teaching

1.0 FTE Elementary Special Education – 8:1:2

0.4 FTE Psychologists' Secretary

A **Tier 2** staffing request is not recommended at this time, but has merit based on rationale and will be further studied and developed for possible inclusion in a future budget. Financial impact was also a consideration. Tier 2 staffing requests are included in the appendix of this presentation.

A **Tier 3** staffing request is also not recommended at this time. These requests may need extensive additional study or have rationale that does not support the request at this time. Tier 3 staffing requests are not included as part of this presentation.

Staffing Recommendations Tier I

2020-21 Staffing Recommendation - Elementary

District Goal: Maintenance of class size and mandated special education ratios

Request: 1.00 FTE Elementary Special Education - Integrated Co-teaching (ICT)

Rationale: The 2019-20 Budget included staffing for 11 sections of ICT in K-5, there are currently 12 sections. For 2020-21, projections indicate at least two sections of ICT entering K, with a possibility of a third. The exiting fifth grade has one section of ICT necessitating an additional FTE to cover the incoming K. This brings the total of budgeted ICT sections to 13. There is a possibility that a 14th section could be needed dependent on enrollment, the additional section is not being specifically budgeted for, but could be filled through contingent budget positions.

Estimated Cost: \$110,000

2020-21 Staffing Recommendation - Elementary

District Goal: Review and enhance the continuum of services. Focus on expanding the number of District students able to attend District schools.

Request: 1.00 FTE Elementary Special Education 8:1:2

Rationale: Student Services continues to focus on expanding the number of special education students served within our buildings in a financially responsible manner. Current programming requires some Scarsdale students to be educated at other school districts or BOCES programs at a significant cost. Recent increases in special education students have increased the number of Scarsdale students in need of this type of program. Establishing this program will serve to keep more students in our buildings and the cost would be offset by the reduction of tuition paid to outside programs. This recommendation included four currently outplaced students returning to District. Additionally, the program could provide revenue opportunities through tuition admittance when appropriate.

2020-21 Staffing Recommendation - Elementary

District Goal: Review and enhance the continuum of services. Focus on expanding the number of Scarsdale students able to attend District schools.

Request: 1.00 FTE Elementary Special Education 8:1:2

Estimated (Net) Cost: (\$0.00)

Actual cost of the program is \$180,000 including:

1.0 - FTE \$110,000

2.0 - Instructional Aides \$50,000

Professional Development - \$20,000

2020-21 Staffing Recommendation – Middle School

District Goal: Curricular and Co-Curricular Approaches to Health, Wellness & Well-Being

Request: 0.40 FTE Psychologist Secretary

Rationale: Our psychologists are responsible for providing support to students with intensive special needs. Many of these responsibilities are legally required and lead to a tremendous amount of clerical work. If we are able to shift some of this clerical work, our psychologists will be able to use their expertise and training to provide additional preventative services and mental health interventions. Currently, the part time Office Assistant has needed to work extra hours regularly in order to address the needs of the office.

Additionally, mental health needs do not follow a set schedule and can occur at anytime during the school day. Often the psychologists are meeting with students, parents, or faculty and the reception area goes unmanned and locked. Often, it can take a lot of courage for a child to meet with a school psychologist. If that child sees an unoccupied reception area the opportunity for intervention may pass.

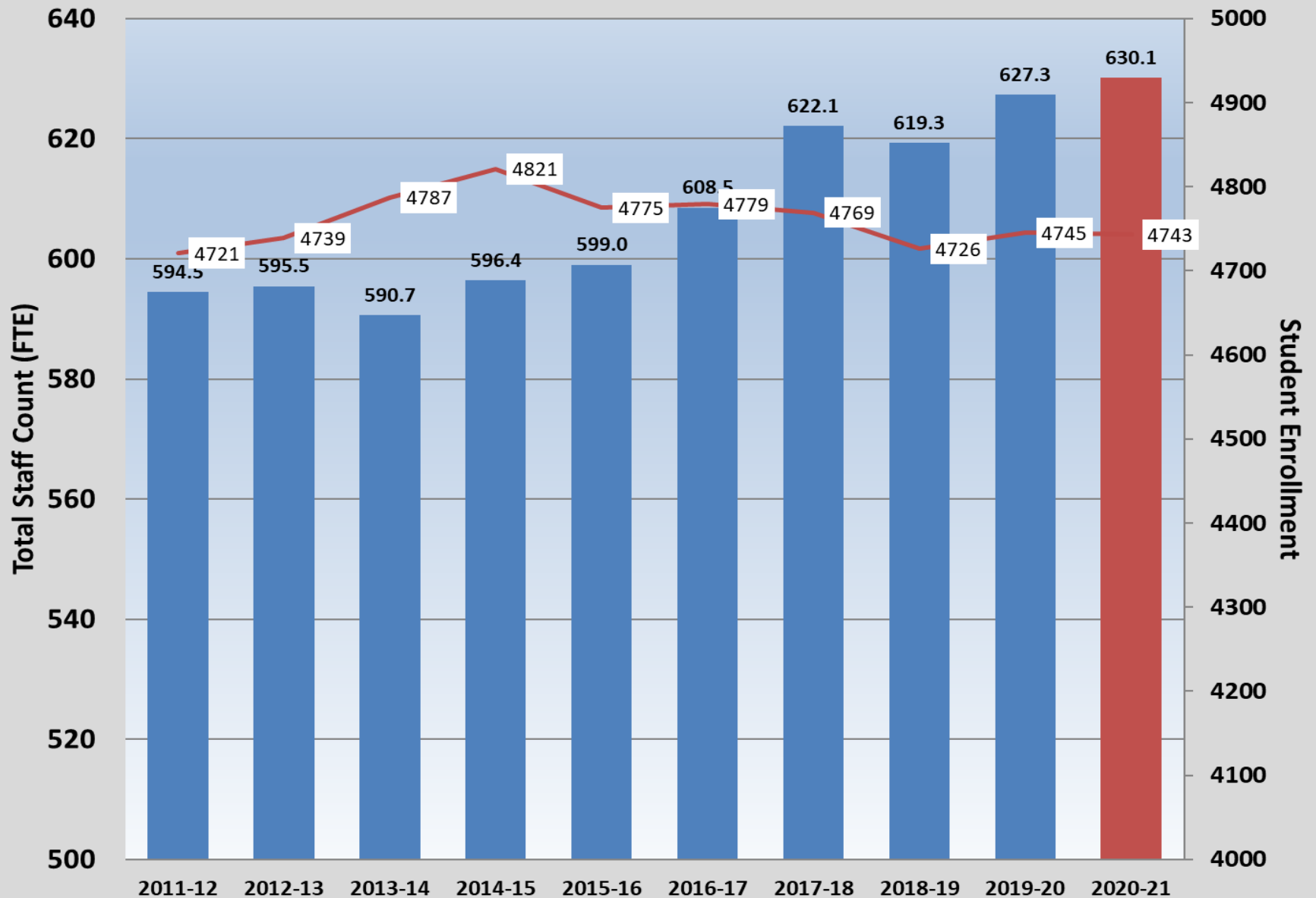
Estimated Cost: \$18,000

Projected Staffing Levels & Projected Enrollment

2020-2021 Draft Budget Staffing Recommendation

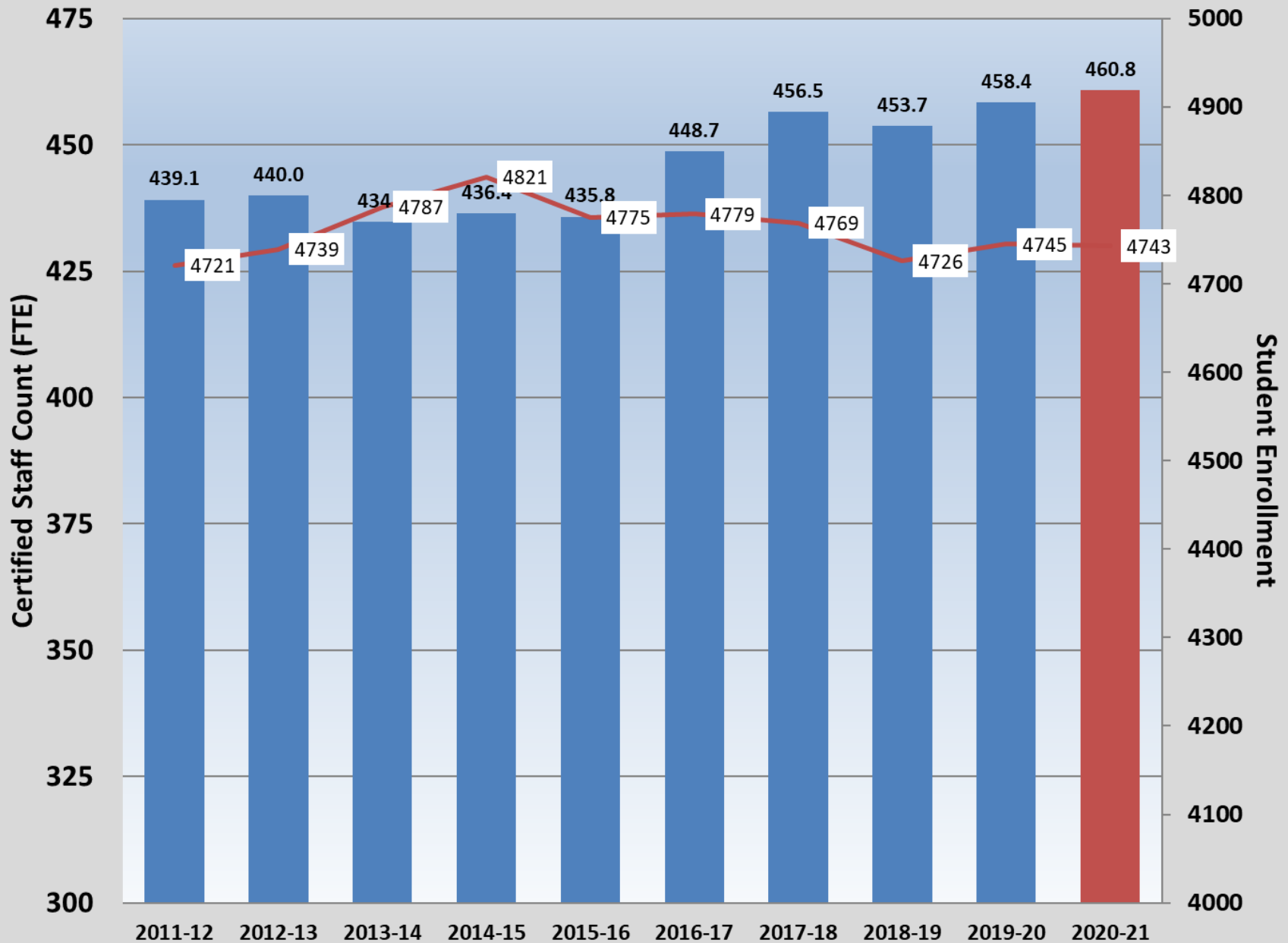
| Location | Budget 2019-20 FTE | Actual 2019-20 FTE | Budget 2020-21 | Budget to Budget Difference |
|-----------------------|-----------------------|-----------------------|-------------------|-----------------------------------|
| Elementary Schools | 192.2 | 193.3 | 193.7 | 1.5 |
| Middle School | 107.5 | 107.1 | 107.1 | (0.4) |
| High School | 158 | 158 | 158 | 0.0 |
| Contingency | 1.0 | 0.0 | 2.0 | 1.0 |
| Sub-Total | 458.7 | 458.4 | 460.8 | 2.1 |
| District-wide | 19.4 | 19.4 | 19.4 | 0.0 |
| Civil Service | 148.5 | 149.5 | 149.9 | 1.4 |
| Total | 626.6 | 627.3 | 630.1 | 3.5 |

2020-21 District-wide Staffing (Projected)*



*Does not include part-time civil service staff.

2020-21 District-wide Certified Staffing (Projection)



2020-21 Budget Discussion Timeline

| Dates | Focus |
|--|--|
| Regular Board Meeting – December 16th | 2019-20 Year End Projections, 2020-21 Budget Development and Long-Term Budget Projections |
| Regular Board Meeting - January 13 th | Presentation of Staffing Recommendations |
| Regular Board Meeting - January 27 th | Further Discussion and Affirmation of Staffing Recommendations |
| Budget Session #1 - February 3 rd | 2020-21 Draft Budget Plan, Budget Drivers Debt Service, Transportation, Employee Benefits |
| Budget Session #2 - February 10 th | 2020-21 Draft Budget Plan Update, Department Budget Presentations including Instruction, Facilities, Special Education, Athletics, Technology & Security |
| Budget Session #3 - March 9 th | 2020-21 Budget Plan Update and Full Budget Presentation |
| Regular Board Meeting - March 23 rd | Budget Forum & Review |
| Regular Board Meeting - March 30 th | If required, to further discuss proposed budget |
| Regular Board Meeting - April 20 th | Board of Education Adopts Budget |

Budget Vote Date - May 19th

Questions

Appendix

Staffing Recommendations

Tier I – Rationale Forms

BUDGET DRIVER REQUEST RATIONALE

| | | |
|---|--|--|
| SCHOOL or DEPARTMENT: Central Office | Elementary : | BUDGET YEAR 2020-21 |
| <p>RECOMMENDATION:</p> <p>Is this recommendation for staffing or other budget driver? Staffing</p> <p>Addition</p> <p>WHAT'S DRIVING THE RECOMMENDATION?</p> <p>Enrollment changes, Program expansion</p> <p>ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = 1 Teacher FTE, 2 Aides Year 2 = 1 Teacher FTE, 2 Aides Year 3 = 1 Teacher FTE, 2 Aides</p> | <p>BACKGROUND AND RATIONALE</p> <p>Currently, we have a number of elementary students in out of District programs. This request is for a special class (12:1:1 or 8:1:1) class at one of our elementary schools. This program would benefit two fold: 1) expanding the current continuum of services and 2) provide a possible revenue source for the special education budget.</p> <p>HOW DOES THIS REQUEST RELATE TO THE DISTRICT'S STRATEGIC PLAN</p> <p>Student Supports</p> <p>RTI: Cohesion and sharing of best practices, differentiated support imbedded in classroom instruction, focused goal oriented tiered support with criteria for success.</p> | |
| <p>CURRENT STATUS</p> <p>In planning stages</p> | <p>ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?)</p> <p>Given the low number of student (12 maximum), there should not be an additional related service or specials impact on the school.</p> | <p>HOW WILL THE CHANGE BE MONITORED FOR IMPACT?</p> <p>Out of district placements and student performance will be monitored for impact.</p> |

| | | | |
|--|---|---|----------------------------|
| SCHOOL or DEPARTMENT: Middle School | PROGRAM: Psychologists' Secretary | | BUDGET YEAR 2020-21 |
| <p>RECOMMENDATION:</p> <p><input checked="" type="checkbox"/> ADDITION</p> <p><input type="checkbox"/> CHANGE in CONFIGURATION</p> <p><input type="checkbox"/> SUBSTITUTION (replacing something)</p> <p><input type="checkbox"/> REDUCTION</p> <p>WHAT'S DRIVING THE RECOMMENDATION?</p> <p><input checked="" type="checkbox"/> Enrollment changes</p> <p><input type="checkbox"/> Program expansion</p> <p><input type="checkbox"/> Program restructuring, reorg., or redesign</p> <p><input type="checkbox"/> Response to a new mandate or initiative</p> <p>ESTIMATED COST OF ADD or (REDUCTION)?</p> <p>Year 1 = 18,000</p> <p>Year 2 = 18,000</p> <p>Year 3 = 18,000</p> | <p>BACKGROUND AND RATIONALE</p> <p>Currently, our psychologists' secretary is a part-time, 10 month employee. We would like that position moved to a full-time, 10 month position. Given the tremendous increase in the number of students with mental health issues, it is essential that there be someone present in the psychologists' office at all times. When students arrive in crisis, those needs must be met immediately. At this time, sometimes there is a secretary and sometimes there is not. If the psychologists are not available, the students may go back to class and not receive the help he/she was looking for.</p> <p>The middle school psychologist, Elliot Cohen, is the head psychologist for the District and has a role that requires more assistance from a secretary. It is also important for that office to have consistent help on a daily basis to handle IEPs, counseling requests, and student issues. The position currently is 22.5 hours per week. We recommend increasing those hours to 35 hours per week (an increase of 12.5 hours per week).</p> | | |
| <p>CURRENT PROGRAM STAFFING</p> <p>22.5 hours per week (5 days a week, 8:00-12:30)</p> | <p>ASSOCIATED IMPACTS</p> <p>(i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?)</p> <p>This position also will support the K-12 psychologists because the middle school psychologist is head of all psychologists in the District.</p> | <p>HOW WILL THE CHANGE BE MONITORED FOR IMPACT?</p> <ul style="list-style-type: none"> We will document the number of overtime hours needed with this model. The psychologists will provide feedback about how this change has impacted their ability to work more effectively with students. | |

2020-21 Staffing Requests – Middle School

0.40 FTE Psychologist Secretary

Daily Responsibilities:

Review the daily calendar and prepare for the day. Make any adjustments to student appointments and/or psychologists' schedules

Prepare any folders for 504 meetings, annual reviews, triennials or program reviews

Locate and find students that do not come to their weekly appointments and/or testing appointments.

Assist the interns with their daily schedules/calendars as needed.

At the end of each day, send out pass notifications to all students and house secretaries. This can be up to 20 passes on a given day.

Assist students when they come to the office seeking the psychologist. This might mean locating the psychologist or bringing the student to another mental health provider in the building.

2020-21 Staffing Requests – Middle School

0.40 FTE Psychologist Secretary

Other responsibilities:

Prepare copies for CSE meetings, 504 meetings. This is on a daily basis after January.

Work directly with the District office to schedule and coordinate CSE meetings

Prepare/mail 504 letters; work with the house secretaries and Assistant Principal's secretary to schedule meeting dates.

Mail home finalized 504 plans and letters to the parent and copy for the students files

Schedule meeting dates and times for program reviews, triennials (working with 4 house secretaries) and CSE initial meetings (working with district office)

Prepare quarterly calendars for the psychologists, set up in google calendar and adjust as things change on a day to day basis with new students needs, etc.

Prepare student records when they exit the building to attend Scarsdale High School

Receive and organize student records when they enter the middle school

Organize budget for the psychology department including orders

Staffing Requests

Tier II

2020-21 Tier II Staffing Requests

1.0 FTE Middle School Computer Science Teacher

1.0 FTE High School Special Education Teacher (Co-Teach LRC Grades 9-11)

2.0 FTE High School Freshman Team Teachers

1.0 FTE Freshman Dean

Scarsdale Public Schools



Budget Development, Historical Overview & Financial Projections

December 16, 2019

Presentation Focus

1. School Budget Development & Considerations
2. Historical & Projected 2019-20 Expenses
3. Historical & Projected 2019-20 Revenues
4. Historical & Projected 2019-20 Fund Balance
5. 2020-21 Budget Calendar
6. School Budget Long-Term Projections

Budget Development Process

School Budget Development

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Mandates and Best Practices

- ☐ Thoughtful and contextual observance of mandates, both external and internal, and promotion of best practices aligned with our Strategic Plan goals. Examples include:
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New Staffing/Program Change Request Process

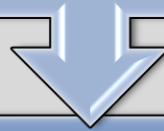
| SCHOOL or DEPARTMENT: | PROGRAM: | BUDGET YEAR 2020-21 |
|---|---|---|
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Budget Efficiencies

- Self-Funded Healthcare Plan
- Optimization of Staff
- Maximizing State Aid
 - BOCES Services, Transportation and expenditure-based aides
- Timing Considerations
 - Facilities and technology projects, staffing decisions
- Cooperative Agreements – Village
- Cooperative Purchasing – Competitive bidding, multiple cooperative bidding arrangements
- Technology Advancements

Sequence of the Budget Process

Budget Deliberation and Development – *Administration*



Budget Discussions – *Board of Education & Administration*



Budget Discussions – *Board of Education, Administration & Community*



Final Budget & Vote

Budget Discussions

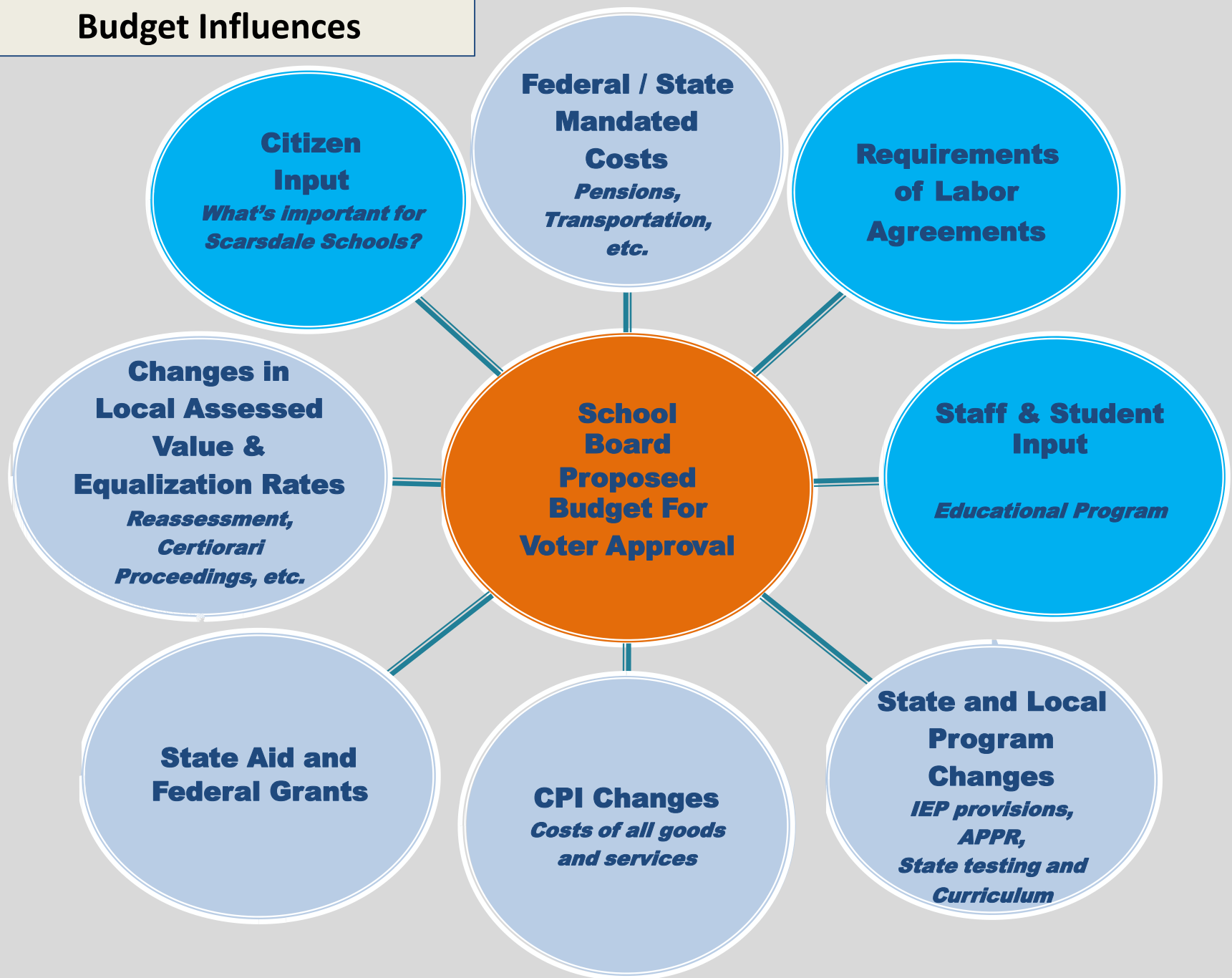
Budget Focused Forum *November 14th*

Administration
Board of
Education
Community*

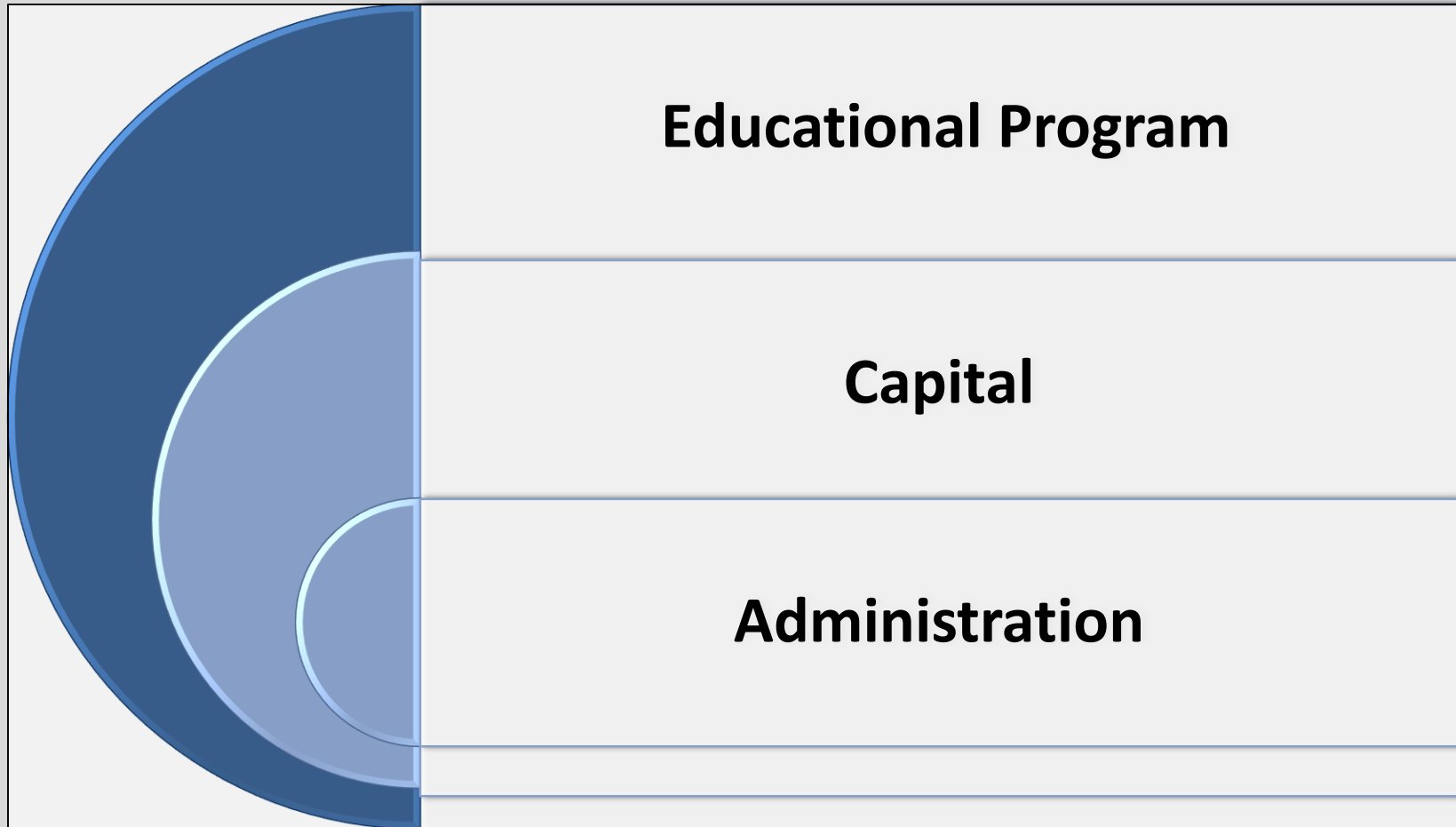
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* Community Comments welcome at each Budget Session & Board Meeting.

Budget Influences



The School Budget



The Budget: A financial estimate of funds necessary to operate our schools.

Budget Development Considerations

- Projected staffing needs (based on enrollment data, program changes and retirements);
- Projected contractual obligations to District personnel;
- Projected self-funded health insurance plan expenses;
- Historical spending patterns;
- Projected State aid and other non-tax revenues for the upcoming school year. (The District receives 4.3% of its revenues from State aid. An increase in aid would offset any proposed tax levy increase.);
- Fund balance/reserves projected to remain at current year end;
- Property tax levy limit calculations and its implications;
- Enrollment projections for the upcoming school year;

Budget Development Considerations – cont'd

- Building-specific budgets (developed by principals in conjunction with department and team leaders and reviewed by administration for reasonableness, accuracy and consistency with the District's education plan);
- Non-instructional budgets (developed by Assistant Superintendent for Business in conjunction with department supervisors and other key personnel);
- Employee Benefits budget (developed based on historical and calculated projections);
- Debt Service budget (based on known or projected schedules); and
- Projected revenues (based on historical and known factors).

Budget Planning Considerations – cont'd

- Employer Pension Contribution Rates (as a percent of salary)

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | Projected 2020-21 |
|------------|---------|---------|---------|---------|-------------------|
| TRS | 11.72% | 9.80% | 10.62% | 8.86% | 9.25%-10.25% |
| ERS (avg.) | 15.10% | 14.95% | 14.54% | 14.46% | 14.30% |

- Requested and mandated additions to the budget.

Financial Implication Reminders

Budget – Each \$1.61 million represents a 1% increase

Tax Levy – Each \$1.49 million represents a 1% increase

Historical Overview *and* **Financial Projections**

Historical & Projected Revenue Summary

| CATEGORY | 2016-17 Actual | 2017-18 Actual | 2018-19 Actual | 2019-20 Projected | \$ Increase/ Decrease | % Increase/ Decrease |
|----------------------------|-------------------|-------------------|-------------------|----------------------|-----------------------------|----------------------------|
| State Aid | \$ 7,041,896 | \$ 6,919,008 | \$ 7,355,516 | \$ 6,962,610 | (\$392,906) | (5.34%) |
| Health Services | \$ 263,290 | \$ 221,411 | \$ 166,833 | \$ 167,000 | \$167 | 0.10% |
| Interest Earnings | \$ 549,631 | \$ 775,441 | \$ 1,571,525 | \$ 1,206,833 | (\$364,692) | (23.21%) |
| Building Use Fees | \$ 106,575 | \$ 112,931 | \$ 112,192 | \$ 114,625 | \$2,433 | 2.17% |
| Miscellaneous | \$ 637,782 | \$ 936,210 | \$ 1,041,308 | \$ 1,046,959 | \$5,651 | 0.54% |
| County Sales Tax | \$ 1,066,567 | \$ 1,021,198 | \$ 1,046,413 | \$ 1,475,000 | \$428,587 | 40.96% |
| Transfers from reserves | \$ 215,320 | \$ 83,153 | \$ 667,728 | \$ 453,153 | (\$214,575) | (32.14%) |
| TAX LEVY/STAR | \$ 140,183,024 | \$141,490,126 | \$145,362,640 | \$ 148,662,063 | \$3,299,423 | 2.27% |
| GRAND TOTAL REVENUES | \$ 150,064,085 | \$151,559,478 | \$157,324,155 | \$ 160,088,243 | \$2,764,088 | 1.76% |

Historical Projected Expense Summary

| Category | 2016-17 Actual | 2017-18 Actual | 2018-19 Actual | 2019-20 Projected | \$ Increase | % Increase |
|--|-------------------|-------------------|-------------------|----------------------|---------------|------------|
| Board of Education, Central Administration & Special Items (Net of Tax Cert's) | 3,676,558 | 3,777,206 | 3,840,426 | 4,176,172 | \$335,746 | 8.74% |
| Operations & Maintenance | 8,904,316 | 9,882,342 | 10,361,400 | 11,563,607 | 1,202,207 | 11.60% |
| Plant & Capital Improvements | 3,296,001 | 3,041,040 | 3,700,050 | 2,544,000 | (\$1,156,050) | -31.24% |
| Regular Education | 66,064,550 | 68,484,453 | 69,201,560 | 70,431,767 | 1,230,207 | 1.78% |
| Technology | 2,640,057 | 3,455,548 | 2,897,871 | 3,232,840 | \$334,969 | 11.56% |
| Special Education | 12,489,505 | 12,870,440 | 13,774,646 | 15,303,737 | 1,529,091 | 11.10% |
| Transportation | 3,778,331 | 3,747,454 | 3,869,020 | 4,230,442 | \$361,422 | 9.34% |
| Interscholastic Athletics | 1,681,282 | 1,733,276 | 1,824,773 | 1,996,880 | 172,107 | 9.43% |
| Employee Benefits | 33,580,069 | 36,881,764 | 34,541,858 | 35,718,379 | \$1,176,521 | 3.41% |
| Debt Service | 9,821,723 | 9,993,017 | 10,027,015 | 10,015,481 | (11,534) | -0.12% |
| Other | 472,088 | 423,094 | 367,125 | 449,823 | \$82,698 | 22.53% |
| Tax Certioraris | 976,226 | 1,064,311 | 306,205 | 975,000 | 668,795 | 218.41% |
| Unspent Budget Surplus | - | - | - | (300,000) | (\$300,000) | #DIV/0! |
| TOTAL | \$147,380,706 | \$155,353,945 | \$154,711,949 | \$160,338,128 | \$5,626,179 | 3.64% |

Primary Projected Fund Balance Drivers

| Expenditures | Explanation | Amount |
|--|--|---------------|
| Special Education | Significant deficit due to unanticipated placements | (\$793M) |
| Instructional Salaries | 0.55 FTE positions are under budget; also a surplus in retirement/resignations and L-T Leave Replacements. | \$473M |
| TRS/ERS Pension | ERS/TRS is a function of total projected expended salaries. | \$58M |
| Civil Service Salaries | 1.0 FTE over budget (theater coordinator). Many positions delayed causing surplus. Both offset by Aides projected deficit of \$170M. | (\$47M) |
| Utilities/Water/Sewer | Oil/Gas & Electricity projected to be under budget by \$375M. | \$420M |
| Health Insurance | Plan experience is currently running on-budget. | \$0 |
| Social Security/Medicare | Increase in # of Medicare participants offset by surplus in Social Security. | (\$59M) |
| Unspent Budget Surplus | Previous year encumbrances and other unspent accounts. Lowered from \$508M last year. | \$300M |
| Other | A variety of categories projected to be over budget. | (\$8M) |
| Gasoline | Based on variable price and use. | \$100M |
| Tax Certiorari | All settlements funded from reserve. CY Budget of \$975M likely to be added to reserve at year-end. On-budget. | \$0 |
| GRAND TOTAL PRIMARY EXPENSE DRIVERS | | \$444M |

Primary Projected Fund Balance Drivers

| Expenditures | Explanation | Amount |
|--|--|-------------|
| GRAND TOTAL PRIMARY EXPENSE DRIVERS | | \$444M |
| Revenues | Explanation | Amount |
| Assigned Fund Balance | This is a one time non-recurring revenue source. | (\$1.485MM) |
| Interest Earnings | Decreased interest rates. | (\$245M) |
| Sales Taxes | Additional sales revenues from the County | \$433M |
| Other Misc. | Numerous revenue categories, net increase. | \$218M |
| GRAND TOTAL REVENUE DRIVERS | | (\$1.079MM) |
| TOTAL ADDITONAL FUND BALANCE GENERATED | | (\$635M) |

Projected Fund Balance - Year End 2019-20

| | |
|--|----------------------------|
| | |
| Ending Fund Balance 6/30/19 | \$22,240,470 |
| Plus: Year End Revenues | <u>\$160,088,243</u> |
| Minus: Revenues that are funded by reserves | <u>(\$385,000)</u> |
| Minus: Year End Expenditures | <u>(\$160,338,128)</u> |
| Actual Ending Fund Balance 6/30/20 | <u>\$21,605,585</u> |
| To Be Allocated as Follows: | |
| Tax Certiorari Reserve | \$5,545,400 |
| Self-Insured Health Insurance Reserve | \$5,174,315 |
| Debt Service Reserve | \$749,131 |
| NYS Employees' Retirement Reserve | \$2,074,522 |
| Reserve for Encumbrances | \$1,104,699 |
| Unassigned Fund Balance * | <u>\$5,857,518</u> |
| Assigned Fund Balance for 2020-21 | <u>\$1,100,000</u> |
| Projected Ending Fund Balance 6/30/20 | <u>\$21,605,585</u> |

Historical Fund Balance

| CATEGORY | 30-Jun-16 | 30-Jun-17 | 30-Jun-18 | 30-Jun-19 | 30-Jun-20 Projected | Projected vs Actual \$ Difference | Projected vs Actual % Difference |
|--|--------------|--------------|--------------|--------------|------------------------|---|--|
| Assigned | \$1,100,000 | \$2,799,432 | \$2,125,000 | \$1,100,000 | \$1,100,000 | \$0 | 0.00% |
| Tax Certiorari Reserve | 5,109,418 | 5,717,630 | 4,686,211 | 5,483,000 | 5,545,400 | 62,400 | 1.14% |
| Liability Reserve | 5,000 | - | - | - | - | - | 0.00% |
| Debt Service Reserve | 420,429 | 441,381 | 444,540 | 1,121,431 | 749,131 | (372,300) | (33.20%) |
| ERS Retirement Contribution Reserve | 2,082,835 | 2,093,082 | 2,112,736 | 2,051,121 | 2,074,522 | 23,401 | 1.14% |
| Reserve for Health | 4,700,000 | 5,050,732 | 3,062,286 | 5,174,315 | 5,174,315 | - | 0.00% |
| Reserve for Encumbrances | 1,384,838 | 1,469,033 | 1,666,096 | 1,104,699 | 1,104,699 | - | 0.00% |
| Unassigned (4% max) | 5,936,832 | 5,851,441 | 5,531,395 | 6,205,904 | 5,857,518 | (348,386) | (5.61%) |
| TOTAL | \$20,739,352 | \$23,422,731 | \$19,628,264 | \$22,240,470 | \$21,605,585 | \$ (634,885) | (2.85%) |

2020-21 Budget Discussion Timeline

| Dates | Focus |
|--|--|
| Regular Board Meeting – December 16th | 2019-20 Year End Projections, 2020-21 Budget Development and Long-Term Budget Projections |
| Regular Board Meeting - January 13 th | Presentation of Staffing Recommendations |
| Regular Board Meeting - January 27 th | Further Discussion and Affirmation of Staffing Recommendations |
| Budget Session #1 - February 3 rd | 2020-21 Draft Budget Plan, Budget Drivers Debt Service, Transportation, Employee Benefits and Security |
| Budget Session #2 - February 10 th | 2020-21 Draft Budget Plan Update, Department Budget Presentations including Instruction, Facilities, Special Education, Athletics and Technology |
| Budget Session #3 - March 9 th | 2020-21 Budget Plan Update and Full Budget Presentation |
| Regular Board Meeting - March 23 rd | Budget Forum & Review |
| Regular Board Meeting - March 30 th | If required, to further discuss proposed budget |
| Regular Board Meeting - April 20 th | Board of Education Adopts Budget |

Budget Vote Date - May 19th

School Budget Projections

(2021-2025)

*To project the District's fiscal future through the use of
historical data and reasonable assumptions*

Components

- **Enrollment & Elementary Sections**
- **Revenues**
- **Expenditures**
 - Salaries – Contractual Obligations
 - Employee Benefits
 - Debt Service
 - Other Capital Expenditures
 - Other Expenditures
 - Other Non-Recurring Fund
Balance Funded Expenditures
- **Fund Balance**
- **Tax Cap**

Components

Many historical expense components are widely volatile and not readily predictable into the future.

Expense Related

- TRS and ERS Mandated Contributions – Variability based on returns in the financial marketplace. Contributions are made as designated percent of salary contributions.
- Health Insurance – Variability based on claims experience of the self-funded plan. Although proven to be a more inexpensive model than other plans, the District is susceptible to fluctuations from year to year.
- Utilities – Variability based on market price, use, and weather conditions.
- Special Education – Variability based on individual student needs.
- Future unidentified initiatives

| Budget Year | TRS % | TRS Budget/Actual |
|-------------|-------|----------------------|
| 1999-00 | 1.42% | 434,361 |
| 2000-01 | 1.43% | 466,067 |
| 2001-02 | 0.43% | 129,725 |
| 2002-03 | 0.36% | 123,366 |
| 2003-04 | 0.36% | 162,285 |
| 2004-05 | 5.63% | 2,622,972 |
| 2005-06 | 7.97% | 3,673,304 |
| 2006-07 | 8.60% | 4,422,538 |
| 2007-08 | 8.73% | 5,645,453 |
| 2008-09 | 7.63% | 4,284,902 |
| 2009-10 | 6.19% | 3,786,852 |

| Budget Year | TRS % | TRS Budget/Actual |
|------------------------|----------------------------|----------------------|
| 2010-11 | 8.62% | 5,253,825 |
| 2011-12 | 11.11% | 6,720,440 |
| 2012-13 | 11.84% | 7,430,727 |
| 2013-14 | 16.25% | 10,387,337 |
| 2014-15 | 17.53% | 10,652,830 |
| 2015-16 | 13.26% | 8,210,890 |
| 2016-17 | 11.72% | 7,536,810 |
| 2017-18 | 9.80% | 6,467,134 |
| 2018-19 | 10.63% | 7,233,622 |
| 2019-20 | 8.86% | 6,076,307 |
| 2020-21 (Projected) | 9.25% - 10.25% (10.25%) | 7,336,943 |

Major Changes in Assumptions from PY

| TYPE | CHANGES IN ASSUMPTION |
|--|---|
| Fund Balance Update for 2018-19 Actual | The Fund Balance was updated with 2018-19 actual results. In last year's model, Fund Balance was projected to be \$20.661MM as of 6-30-19 whereas actual was \$21.605MM. The decrease of \$1.0MM is primarily due to the surplus in Health Insurance in 2018-19 offset by a significant deficit in Special Education. |
| Fund Balance Update for 2019-20 Est. Actual | As presented earlier in the presentation. |
| County Sales Taxes | Increase in annual sales tax consistent current project year end estimate. |

Components

Other components are also widely volatile and not readily predictable into the future.

Revenue Related

- Sales Tax – Variability based on sales in Westchester County.
- Interest Earnings – Variability based on fluctuations in the financial marketplace.

Tax Cap Related

- Consumer Price Index
- Tax Base Growth Factor

| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|-----------------|---------|---------|---------|---------|---------|---------|---------|----------------------|
| CPI | 2.07% | 1.47% | 1.62% | 0.12% | 1.26% | 2.13% | 2.52% | 1.74% (thru Oct.) |
| Tax Base Growth | 0.95% | 1.59% | 1.05% | 0.38% | 0.21% | 1.75% | 1.32% | 1.39% |

Major Revenue Assumptions in Models

| TYPE | VOLATILITY ASSUMPTION |
|--|--|
| State Aid | Based on annual state funding and state budget approval. Many aids based on District expenditure reimbursements. As District expenditures change so will state reimbursements. |
| Interest Income | Dependent on market conditions and available cash flow. |
| Prior Year Surplus as a Revenue | Based on volatility of all expense and revenue assumptions. \$1.1 million used in projections. |

Major Expense Assumptions in Models

| TYPE | VOLATILITY DESCRIPTION/ASSUMPTION |
|--------------------------------|--|
| TRS & ERS | Varies from year to year as determined by State based on 5 year historical market returns and actuarial determinations. Models #1 use 0.0% rate increases whereas Model #2 assumes a 10.0% increase in rates and Model #3 used a 10% decrease.. |
| Health Insurance | Varies from year to year based on claims experience and market conditions. All scenarios use a 5.50% increase. |
| Medicare Part B & D | Based on number of retirees, federally established premiums and reimbursement rates contractually established. All models assume 3.0% annual increase. |
| Staffing Changes | Enrollment based increases to staffing - 2.0 reduction for 2019-20 Program based increases to staffing +2.0 FTE for 2020-21 (including unassigned) |
| Salary Increases | Contractual salary increases. Projected teacher salaries increases at 3.14%, Admin. at 3.40%, Civil Service at 3.40%, Aides and Drivers at 4.25%. |
| Tax Certioraris | No longer assumed as a "one-time" expense. \$750M for 2020-21. |
| Plant Improvements | Utilization of the Facilities Master Plan taking and all of the following components 1) Building Condition Survey, 2) Roof Master Plan, 3) Security projects allotments and 4) Roof Master Plan, 5) Fields Master Plan and 6) Other Identified Projects. |
| Utilities | Annual volatility dependent on market conditions and use which is dependent on weather conditions and electrical demand. All models assume 2.5% annual increase in all utilities except electricity which assumes a 5%. |
| BOCES | The District contracts through BOCES many different services and is required to be a member. Volatility is largely dependent on all of the same factors that impact District volatility. All models assume 8.00% annual increase.. |
| FICA | Annual volatility dependent on fluctuation in total salaries only and not changes to the salary contribution cap. |

Assumption Variable Highlights

| TYPE | Model One Assumption | Model Two Assumption | Model Three Assumption |
|------------------------------------|--|--|--|
| TRS & ERS | Flat | 10.00% | -10.00% |
| Consumer Price Index | Uses 1.74% then avg. of past 6 years. 1.44% | Uses 1.74% then avg. of past 6 years. 1.44% | Uses 1.74% then avg. of past 6 years. 1.44% |
| Health Insurance | 5.50% | 5.50% | 5.50% |
| Plant Improvements | Per Facilities Plan | Per Facilities Plan | Per Facilities Plan |
| BOCES | 8.00% | 8.00% | 8.00% |
| Utilities | 2.5% all utilities except Electricity which is assumed at 5% | 2.5% all utilities except Electricity which is assumed at 5% | 2.5% all utilities except Electricity which is assumed at 5% |
| Medicare Part B & D | 3.00% | 3.00% | 3.00% |
| Contractual / Supplies / Materials | Prior Year CPI | Prior Year CPI | Prior Year CPI |

Other Major Assumptions in Models

| TYPE | VOLATILITY ASSUMPTION |
|-------------------------------|--|
| Consumer Price Index | Used in tax cap levy limit calculation. All models use +1.74% (Max) since 2019 CPI through Oct. is 1.74%. After 2020-21 all models use average of past 6 years at +1.44%. Note, if 2020-21 projection used the 6 year average of 1.44% instead of the actual projected 1.74% there would be a \$369M difference. |
| Tax Base Growth Factor | Used in tax cap levy limit calculation. After 2020-21 all models used the 7 year average of 1.04% |
| Enrollment | Consistent with latest projections |

Model One Overview - *not a proposed budget*

| Categories | 2018-19 Actual | 2019-20 Projected | 2020-21 Projected | 2021-22 Projected | 2022-23 Projected | 2023-24 Projected | 2024-25 Projected |
|--|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total Enrollment | 4,726 | 4,751 | 4,653 | 4,586 | 4,511 | 4,456 | 4,456 |
| Elementary Sections | 106 | 103 | 101 | 100 | 99 | 97 | 97 |
| Total Revenues <i>(Other than Real Property Taxes and Including Surplus)</i> | \$ 14,086,514 | \$ 12,526,180 | \$ 12,857,004 | \$ 12,916,266 | \$ 12,762,014 | \$ 11,997,388 | \$ 12,154,626 |
| Total Expenses | | | | | | | |
| Total Salaries | \$ 86,905,155 | \$ 89,197,434 | \$ 91,900,225 | \$ 94,595,603 | \$ 97,454,419 | \$ 100,298,229 | \$ 103,460,225 |
| Total Employee Benefits <i>(Other than Health Insurance)</i> | \$ 18,981,187 | \$ 18,390,645 | \$ 20,116,518 | \$ 20,662,273 | \$ 21,244,074 | \$ 21,843,676 | \$ 22,449,477 |
| Total Health Insurance | \$ 15,560,671 | \$ 17,327,734 | \$ 18,280,760 | \$ 19,286,202 | \$ 20,346,943 | \$ 21,466,025 | \$ 22,646,656 |
| Total Debt Service | \$ 10,027,015 | \$ 10,015,481 | \$ 10,406,533 | \$ 10,681,187 | \$ 10,694,212 | \$ 10,696,187 | \$ 10,709,212 |
| Total Capital Expenditures including vehicles | \$ 3,952,097 | \$ 2,954,175 | \$ 3,605,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 |
| Total Contractual and Other | \$ 18,979,619 | \$ 21,777,660 | \$ 22,870,878 | \$ 23,559,614 | \$ 24,324,515 | \$ 25,118,029 | \$ 25,941,429 |
| Tax Certioraris | \$ 306,205 | \$ 975,000 | \$ 750,000 | \$ 600,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 |
| Surpluses | \$ - | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) |
| Grand Total Expenses <i>(funded thru Operations)</i> | \$ 154,711,949 | \$ 160,338,129 | \$ 167,630,345 | \$ 171,990,310 | \$ 177,119,594 | \$ 182,477,577 | \$ 188,262,430 |
| Total Expense Inc./Dec. | | 3.64% | 4.54% | 2.60% | 2.98% | 3.02% | 3.16% |
| Total Tax Levy | \$ 145,362,640 | \$ 148,662,063 | \$155,073,342 | \$159,674,045 | \$164,657,580 | \$170,780,189 | \$176,407,803 |
| Total Tax Levy Inc./Dec. | | 2.27% | 4.31% | 2.97% | 3.12% | 3.72% | 3.30% |
| Tax Cap Levy Limit | \$ - | \$ 149,629,080 | \$ 154,449,885 | \$ 158,702,637 | \$ 163,473,405 | \$ 169,547,574 | \$ 174,837,794 |
| (Under)/Over Limit | | \$ (967,017) | \$ 623,457 | \$ 971,408 | \$ 1,184,175 | \$ 1,232,615 | \$ 1,570,009 |
| Ending Total Fund Balance | \$ 22,240,470 | \$ 21,605,585 | \$20,069,154 | \$19,269,154 | \$18,469,154 | \$17,669,154 | \$16,869,154 |
| Ending Undesignated Fund Balance % | 3.59% | 3.49% | 2.87% | 2.28% | 1.72% | 1.18% | |

Model Two Overview - *not a proposed budget*

| Categories | 2018-19 Actual | 2019-20 Projected | 2020-21 Projected | 2021-22 Projected | 2022-23 Projected | 2023-24 Projected | 2024-25 Projected |
|--|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total Enrollment | 4,726 | 4,751 | 4,653 | 4,586 | 4,511 | 4,456 | 4,456 |
| Elementary Sections | 106 | 103 | 101 | 100 | 99 | 97 | 97 |
| Total Revenues <i>(Other than Real Property Taxes and Including Surplus)</i> | \$ 14,086,514 | \$ 12,526,180 | \$ 12,857,004 | \$ 12,616,265 | \$ 12,769,187 | \$ 12,012,908 | \$ 12,179,790 |
| Total Expenses | | | | | | | |
| Total Salaries | \$ 86,905,155 | \$ 89,197,434 | \$ 91,900,225 | \$ 94,595,603 | \$ 97,454,419 | \$ 100,298,229 | \$ 103,460,225 |
| Total Employee Benefits <i>(Other than Health Insurance)</i> | \$ 18,981,187 | \$ 18,390,645 | \$ 20,116,518 | \$ 21,665,564 | \$ 23,414,937 | \$ 25,369,554 | \$ 27,538,495 |
| Total Health Insurance | \$ 15,560,671 | \$ 17,327,734 | \$ 18,280,760 | \$ 19,286,202 | \$ 20,346,943 | \$ 21,466,025 | \$ 22,646,656 |
| Total Debt Service | \$ 10,027,015 | \$ 10,015,481 | \$ 10,406,533 | \$ 10,681,187 | \$ 10,694,212 | \$ 10,696,187 | \$ 10,709,212 |
| Total Capital Expenditures including vehicles | \$ 3,952,097 | \$ 2,954,175 | \$ 3,605,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 |
| Total Contractual and Other | \$ 18,979,619 | \$ 21,777,660 | \$ 22,870,878 | \$ 23,559,614 | \$ 24,324,515 | \$ 25,118,029 | \$ 25,941,429 |
| Tax Certioraris | \$ 306,205 | \$ 975,000 | \$ 750,000 | \$ 600,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 |
| Surpluses | \$ - | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) |
| Grand Total Expenses <i>(funded thru Operations)</i> | \$ 154,711,949 | \$ 160,338,129 | \$ 167,630,345 | \$ 172,993,601 | \$ 179,290,457 | \$ 186,003,455 | \$ 193,351,448 |
| Total Expense Inc./Dec. | | 3.64% | 4.54% | 3.19% | 3.63% | 3.74% | 3.94% |
| Total Tax Levy | \$ 145,362,640 | \$ 148,662,063 | \$155,073,342 | \$160,677,336 | \$166,821,270 | \$174,290,547 | \$181,471,658 |
| Total Tax Levy Inc./Dec. | | 2.27% | 4.31% | 3.61% | 3.82% | 4.48% | 4.12% |
| Tax Cap Levy Limit | \$ - | \$ 149,629,080 | \$ 154,449,885 | \$ 158,700,845 | \$ 164,499,030 | \$ 171,765,190 | \$ 178,431,922 |
| (Under)/Over Limit | | \$ (967,017) | \$ 623,457 | \$ 1,976,489 | \$ 2,322,239 | \$ 2,525,356 | \$ 3,039,735 |
| Ending Total Fund Balance | \$ 22,240,470 | \$ 21,605,585 | \$20,069,154 | \$19,269,154 | \$18,469,154 | \$17,669,154 | \$16,869,154 |
| Ending Undesignated Fund Balance % | 3.86% | 3.49% | 2.85% | 2.25% | 1.68% | 1.15% | |

Model Three Overview - *not a proposed budget*

| Categories | 2018-19 Actual | 2019-20 Projected | 2020-21 Projected | 2021-22 Projected | 2022-23 Projected | 2023-24 Projected | 2024-25 Projected |
|--|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total Enrollment | 4,726 | 4,751 | 4,653 | 4,586 | 4,511 | 4,456 | 4,456 |
| Elementary Sections | 106 | 103 | 101 | 100 | 99 | 97 | 97 |
| Total Revenues <i>(Other than Real Property Taxes and Including Surplus)</i> | \$ 14,086,514 | \$ 12,526,180 | \$ 12,857,004 | \$ 12,616,265 | \$ 12,769,187 | \$ 12,012,908 | \$ 12,179,790 |
| Total Expenses | | | | | | | |
| Total Salaries | \$ 86,905,155 | \$ 89,197,434 | \$ 91,900,225 | \$ 94,595,603 | \$ 97,454,419 | \$ 100,298,229 | \$ 103,460,225 |
| Total Employee Benefits <i>(Other than Health Insurance)</i> | \$ 18,981,187 | \$ 18,390,645 | \$ 20,116,518 | \$ 19,658,983 | \$ 19,279,960 | \$ 18,956,931 | \$ 18,678,493 |
| Total Health Insurance | \$ 15,560,671 | \$ 17,327,734 | \$ 18,280,760 | \$ 19,286,202 | \$ 20,346,943 | \$ 21,466,025 | \$ 22,646,656 |
| Total Debt Service | \$ 10,027,015 | \$ 10,015,481 | \$ 10,406,533 | \$ 10,681,187 | \$ 10,694,212 | \$ 10,696,187 | \$ 10,709,212 |
| Total Capital Expenditures including vehicles | \$ 3,952,097 | \$ 2,954,175 | \$ 3,605,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 | \$ 2,905,431 |
| Total Contractual and Other | \$ 18,979,619 | \$ 21,777,660 | \$ 22,870,878 | \$ 23,559,614 | \$ 24,324,515 | \$ 25,118,029 | \$ 25,941,429 |
| Tax Certioraris | \$ 306,205 | \$ 975,000 | \$ 750,000 | \$ 600,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 |
| Surpluses | \$ - | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) |
| Grand Total Expenses <i>(funded thru Operations)</i> | \$ 154,711,949 | \$ 160,338,129 | \$ 167,630,345 | \$ 170,987,020 | \$ 175,155,480 | \$ 179,590,832 | \$ 184,491,446 |
| Total Expense Inc./Dec. | | 3.64% | 4.54% | 2.00% | 2.43% | 2.53% | 2.72% |
| Total Tax Levy | \$ 145,362,640 | \$ 148,662,063 | \$155,073,342 | \$158,670,755 | \$162,699,405 | \$167,905,068 | \$172,653,869 |
| Total Tax Levy Inc./Dec. | | 2.27% | 4.31% | 2.32% | 2.54% | 3.20% | 2.83% |
| Tax Cap Levy Limit | \$ - | \$ 149,629,080 | \$ 154,449,885 | \$ 158,704,428 | \$ 162,447,353 | \$ 167,540,223 | \$ 171,893,625 |
| (Under)/Over Limit | | \$ (967,017) | \$ 623,457 | \$ (33,673) | \$ 252,052 | \$ 364,845 | \$ 760,244 |
| Ending Total Fund Balance | \$ 22,240,470 | \$ 21,605,585 | \$20,069,154 | \$19,269,154 | \$18,469,154 | \$17,669,153 | \$16,869,154 |
| Ending Undesignated Fund Balance % | 3.86% | 3.49% | 2.88% | 2.30% | 1.74% | 1.21% | |

Major Vulnerabilities

| TYPE | VOLATILITY ASSUMPTION | CAN THIS BE CONTROLLED OR MANAGED? |
|--|--|------------------------------------|
| Consumer Price Index (Tax Cap Calc. only) | Any change in CPI will impact the "Allowable Tax Cap" as this is one of the three major factors within the Tax Cap calculation. Employee group contracts do not necessarily follow CPI, so actual costs will differ from CPI each year. The current year CPI is 1.74% through October. There is a limit of 2.00% in any calculation due to a cap in the formula. CPI, just three years ago, was 0.012%, thereby limiting the Tax Cap calculation significantly. A 1.0% change equals to approximately \$1.6MM. | NO |
| Tax Base Growth Factor (Tax Cap Calc. only) | Used in tax cap levy limit calculation. All models assume 1.04% (the average of the past 7 years) - There is no limit on this factor, it is based on growth in assessed values that are limited to new building lots and square footage additions. A 1.0% change equals to approxiamtely \$1.6MM. | NO |
| Enrollment | 2020-21 through 2024-25 uses most recent enrollment information. | NO |
| Tax Certioraris | Claims will continue have a financial impact on future years. Based on current projections with limited historical data, reserves are adequately funded. | YES/NO |

Major Vulnerabilities Con't

| | | |
|-----------------------------------|---|--------|
| Anticipated Annual Surplus | Assumed \$1.1M each year. Actual results may vary. | YES |
| Health Insurance | Claims experience which comes in lower than budgeted provides additional surplus, higher than budgeted provides less surplus. | YES/NO |
| TRS / ERS | District share of contributions to employee pensions as mandated by New York State. An increase or decrease in rate will have a significant impact on the budget plan. A 1.0% change in TRS rate changes the budget by approximately \$700M. Over the past 10 years, the TRS rate has ranged from 6.2% to 17.5% (2019-20 rate is 8.86% and 2020-21 rate range is 9.25% - 10.25%. A 1.0% change in ERS rate changes the budget by approximately \$190M. Over the past 10 years the ERS rate has ranged from 7.2% to 20.1% (2019-20 rate is 14.46% and 2020-21 is est. at 14.30%. All models use a TRS rate 10.25% for 2020-21. Model #1 is flat for 2021-22 thru 2024-25. Model #2 assumes +10% and Model #3 (10%) | NO |

2020-21 Budget Discussion Timeline

| Dates | Focus |
|--|--|
| Regular Board Meeting – December 16th | 2019-20 Year End Projections, 2020-21 Budget Development and Long-Term Budget Projections |
| Regular Board Meeting - January 13 th | Presentation of Staffing Recommendations |
| Regular Board Meeting - January 27 th | Further Discussion and Affirmation of Staffing Recommendations |
| Budget Session #1 - February 3 rd | 2020-21 Draft Budget Plan, Budget Drivers Debt Service, Transportation, Employee Benefits and Security |
| Budget Session #2 - February 10 th | 2020-21 Draft Budget Plan Update, Department Budget Presentations including Instruction, Facilities, Special Education, Athletics and Technology |
| Budget Session #3 - March 9 th | 2020-21 Budget Plan Update and Full Budget Presentation |
| Regular Board Meeting - March 23 rd | Budget Forum & Review |
| Regular Board Meeting - March 30 th | If required, to further discuss proposed budget |
| Regular Board Meeting - April 20 th | Board of Education Adopts Budget |

Budget Vote Date - May 19th