



Buffalo Public Schools
Four Year Financial Plan
2021-22 to 2024-25

April 21, 2021

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Buffalo Public Schools 2021-22 through 2024-25 Four Year Financial Plan Executive Summary

This document summarizes the Buffalo City School District's Four Year Financial Plan (the Plan) for 2021-22 to 2024-25, and includes a summary draft of the balanced budget for 2021-22 as of April 2021. It is anticipated that the 2021-22 budget submitted to the Board in May 2021 will match closely with the draft budget in the Plan. The 2019-20 and 2020-21 fiscal years were challenging in terms of the impact of school closures due to Covid-19, the costs to switch to remote learning, the cost to safely reopen schools (which continues still), the impact reduced State Aid in 2020-21, and the potential for further devastating State Aid losses. However, overall cost savings due to the period in-person education was shut down has resulted in a significant surplus in 2019-20, and an anticipated surplus in 2020-21, which follows surpluses in 2017-18 and 2018-19. On April 7, 2021, the State adopted a budget for 2021-22 which included the largest increase in State Aid ever for the District, along with unprecedented federal stimulus aid to be spent over the next three to four years. This, coupled with the cost savings, cost avoidance, and revenue generating strategies undertaken during the 2017-18 through 2020-21 Plan, has flipped the District into a structural balance in the 2021-22 through 2024-25 Plan, based on current projections.

This document will focus on the fiscal projections of the District; however it is important to briefly describe the sizeable gains in overall performance of the District over the last six years as a result of the Education Bargain with Students and Parents:

- Our strategic transformation plan, The Education Bargain with Students and Parents, exemplifies for the nation the fundamental and required benchmarks for providing the equal and high quality education every child deserves and every parent expects. We are fast becoming a national proof-point and reference for improved public education.
- As a result of The Education Bargain, 45 of 60 schools—and rising—are now in good standing in Buffalo. Leading indicators of our success also include:
 - On-time graduation rates up from 48% to over 76% since 2015;
 - 48 of 60 schools are meeting annual academic performance targets—up from 4 of 60 in 2015;
 - All levels of Buffalo's civic leadership are collaborating effectively with the District to support our students (parents, elected officials, higher education, business, faith-based & advocacy groups, philanthropy, and labor organizations).
- Meanwhile, we are relentlessly working toward a minimum 80% four-year graduation rate for the Class of 2021. And, after five and six years, our aim is for 100% of the student cohort to graduate with a college and career-ready diploma.
- We are committed to becoming a District in Good Standing—100% of our schools performing above benchmark—by 2023. Our services and support for our neediest children and families will continue to be exemplary.
- District business and financial operations will continue to be second to none in urban public education.

Unprecedented State Aid Increases

With the adoption of the 2021-22 State Budget, the Legislature and Governor Cuomo have provided the most significant increases in State Aid ever. Our local delegation must be commended for their efforts in tirelessly pursuing adequate funding for schools. Total State Aid is expected to grow approximately \$72.4 million or 10%, while the \$29.6 million “Pandemic Adjustment” included in the 2020-21 budget has been fully restored. The legislature rejected the proposed consolidation of several aid types and eliminated a proposed “Local District Funding Adjustment” which was expected to result in a potentially significant State Aid reduction. Much of these increases in State Aid to the District were attributable to Federal Aid to the State, which offset the need for reductions in State Aid to schools and other localities.

Foundation Aid is expected to grow \$43.3 million or 8.0% from \$544.2 million to \$587.5 million in 2021-22. Further, State legislation has been passed that is expected to fully fund Foundation Aid by 2023-24, which includes a roughly 4.5% annual increase in Foundation Aid in both 2022-23 and 2023-24. Full Foundation Aid calculated in the 2021-22 State Budget output report is \$642.6 million. If Foundation Aid is fully funded by 2023-24, this would be a \$98.4 million increase over three years, which exceeds the District’s legislative request of \$90.0 million over three years. Fully funding Foundation Aid has been a priority for the District for years, and excluding any other offsetting reductions or significant cost increases, positions the District with a long-term structural balance, and ensures equitable funding for can be provided to all District schools.

At this time, there are many details of the 2021-22 State budget that are still unknown, but as noted above, the aspects related to State Aid to the District are very positive.

Unprecedented Infusion of Federal Aid

Federal Aid will be a significant driver of the District over the next several years, and it is anticipated to be largely supplemental funding. As a result of the Pandemic and related negative impact on the overall economy, the federal government passed three pieces of legislation from 2020 through early 2021 that had substantial revenues for school districts, particularly urban districts like Buffalo. Additional Federal legislation may be forthcoming that would infuse funding towards school capital projects.

1) The CARES Act signed into law in March 2020, resulted in \$29.7 million in 2020-21 revenue for the District with \$4.3 million from the Governor's Emergency Education Relief (GEER) Fund and \$25.4 million from the Elementary and Secondary School Emergency Relief (ESSER) Fund. These funds were used by the State to offset a corresponding reduction in State Aid in the 2020-21 Budget. This funding was recorded in the general fund, based on guidance provided by the NYS Office of State Comptroller, and is expected to be largely spent in 2020-21. It is not expected to materially impact the 2021-22 budget, but is discussed here to compare and contrast with the subsequent aid below.

2) The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA Act) was signed into law in December 2020. The funds allocated to the District, estimated at \$88.8 million (ESSER II), are included in the State Aid Run in the adopted 2021-22 State Budget. The funds are expected to be available through September 2024.

3) The American Rescue Plan of 2021 (ARP) was signed into law in March 2021. The funds allocated to the District, estimated at \$201.0 million (ESSER III), are included the State Aid Run in the adopted 2021-22 State Budget. The funds are expected to be available through September 2024. ESSER III includes a 20% set-aside for learning loss, a maintenance of equity component, among other restrictions.

At this time, there are several unknowns relative to the ESSER II and ESSER III funding, including: confirmation of the final amounts allocated to the District, the applicable State guidance, and the application process. These funds are expected to be recorded in the grants fund; therefore, they are not included as general fund revenues or expenditures in the Plan, which is focused on the recurring operations of the District (i.e. general fund). At this time, the plans for these funds are being developed, and will require significant community outreach. The funding allocation by year is not known at this point, but it is presented in this Plan in the 2021-22 through 2023-24 years in a 40/40/20 split. It is highly likely that the projected annual allocations will change when the final plan for spending is completed and posted on July 1, 2021.

The ESSER II and ESSER III funds have a wide range of allowable uses up to and including activities that are necessary to maintain the operation of and continuity of services in local educational agencies and continuing to employ existing staff of the local educational agency – meaning the funding could be used to close budget deficits. The funding is expected to support 1) return to school efforts (e.g. cleaning, PPE, ventilation, facility enhancements), 2) instruction programs and extended learning time to catch-up and accelerate students that may be behind as a result of school closures, 3) supports for students social and emotional well-being, 4) IT infrastructure and remote learning capabilities, and 5) professional development for staff to accomplish #2 - #4. Both the State and Federal Aid increases are just months removed from a significantly likelihood of devastating reductions.

It must be stated explicitly that these Federal Funds are short-term in duration, and any recurring expenditures funded by them (staff or contracts) will need to be cut or funded with alternative revenues when the Federal funding expires.

2020-21 projected results

Through the third quarter of 2020-21, the District is projecting at \$19.1 million surplus for the full year. Revenues, as a result of the State relenting on threatened reductions, along with higher than projected sales tax revenue are running very close to budget. Expenditures are trending \$71.5 million or 7.5% below budget. This is largely due to several expenditures groupings being under budget, including: Transportation (\$29.0 million), Salaries (\$18.1 million), Benefits (\$14.0 million), Charter School Tuition (\$2.3 million), while the District was able to reverse an \$8.7 million reserve against State Aid from 2019-20, when the aid was collected in 2020-21. Projected 2020-21 results will be more fully outlined in the forthcoming Third Quarterly Financial Report that will be issued prior to the end of April 2021. A summary of the results is shown in the table below:

	2020-21		\$	%
	Adopted	2020-21		
	Budget	Projection	Variance	Variance
Revenues	904.7	902.3	(2.4)	-0.3%
Expenditures	954.7	883.2	(71.5)	-7.5%
Use of Fund Balance	<u>(50.0)</u>	<u>19.1</u>		

2017-18 to 2020-21 results

Though updated each year, the District has utilized the Plan adopted on June 20, 2017 as the basis of its budget each subsequent year, and the District has followed the strategies outlined in Plan. The District went to great effort to implement cost savings, cost avoidance, and revenue generating strategies over the last four to five years, and made related systemic improvements to continue the cost savings and revenue enhancements in future years. Coupled with conservative budgeting, this put the District in the strongest financial position it has ever been, with fund balance projected to be 285.0 million at June 30, 2021. Further details are outlined on pages 19 to 27 of the Plan, the results of which are summarized below:

	4 Year	4 Year	\$	%
	Actual	Original	Variance	Variance
Revenues	3,606.2	3,618.4	(12.26)	-0.3%
Expenditures	3,503.7	3,718.5	(214.84)	-5.8%
Projected Surplus	<u>102.5</u>	<u>(100.1)</u>	<u>202.6</u>	<u>202.4%</u>

(dollars in millions)

Fund balance	6/30/2021
Original Projected Total	118.4
Current Projected Total	<u>285.0</u>
Increase in Fund Balance	<u>166.6</u>

2021-22 budget deficit and recommendation to use \$29 million in fund balance

The Plan includes a summary of the draft 2021-22 general fund budget, which is the basis of the following three years of the Plan. The proposed 2021-22 budget will be brought to the Board for approval in May 2021. Total revenues are projected to be \$943.5 million, while total expenditures are projected to be \$972.5 million.

	2020-21 Adopted Budget	2021-22 4 Year Financial Plan	\$ Change	% Change
Revenues	904.7	943.5	38.8	4.3%
Expenditures	954.7	972.5	17.8	1.9%
Use of Fund Balance	<u>(50.0)</u>	<u>(29.0)</u>		

(dollars in millions)

The \$29.0 million deficit projected in the general fund in 2021-22 is largely the result of the one-time mismatch between transportation expenditures and Transportation Aid. Lower transportation expenditures in 2019-20 and 2020-21 reduce Transportation Aid in 2021-22 approximately \$24.4 million. The savings from lower transportation expenditures are included in fund balance as of June 30, 2021; therefore, the Plan utilizes \$29.0 million fund balance to close the budget gap in 2021-22

2022-23, 2023-24, and 2024-25 projected surpluses and structural balance

As noted above, the full phase-in of Foundation Aid, along with normalization of Transportation Aid in 2022-23 should bring the District into structural balance for the duration of the Plan. These amounts below do not include any of the Federal Stimulus, which will be treated as separate grant funding.

	2022-23	2023-24	2024-25
Revenues	996.7	1,020.6	1,013.7
Expenditures	990.2	1,000.7	1,012.8
Projected Surplus	<u>6.5</u>	<u>19.9</u>	<u>0.9</u>

(dollars in millions)

At this point, the efforts of the 2017-18 to 2020-21 Plan have resulted in systemic cost savings and procedural improvements that can be maintained and continue to yield. Future gap closing measures, which may become necessary at some point during this Plan will need to focus

on the structure of our schools, both in terms of numbers of schools, numbers of students at those schools, and how they are funded. Ultimately, as we have stated for many years, there has been a flat number of students in Buffalo (District and charter combined), and as more charter schools open, and existing charter schools continue to grow, the District spending must eventually shrink accordingly to match the reduced student population in District schools. In the last decade, we have not systemically reduced the physical footprint or staffing of our schools to match the student population loss. Covid-19 and its related impacts certainly playing a role in that over the last year.

The infusion of State and Federal funding will allow the District to redesign the funding mechanism of our school based budget process, which is also expected to provide necessary funding for each of our schools. Ensuring this equitable distribution of funds will be a focus.

Significant Assumptions Used in the Plan

This model and the calculation methodology therein is based on the Plan adopted on June 20, 2017, with data revisions based on current information and projections as of April 2021. Below are the most significant revenue and expenditure assumptions:

State Aid - Because the District is over 80% funded by the State, State Aid assumptions are the main drivers of future revenue growth for the District. The most significant State Aid component is Foundation Aid, where a historical 2.0% to 3.0% annual growth rate has been increased to 8.0% in 2021-22, and 4.5% in the following two years as a result of the State legislation fully funding Foundation Aid. This is the most significant change in this Plan compared to prior versions.

Salary costs – These projections are based on existing contractual increases, plus 1.5% in 2022-23 and beyond, wherever there is no contractual increase scheduled. The 1.5% salary increases are projected to be net of any savings included in future contract settlements, so salary increases may be larger, but would have offsetting reductions in health insurance or other costs. The contingency account is at \$1.5 million in the 2021-22 budget, and is projected to grow by \$0.5 million annually for each year of the Plan, with an additional \$6.0 million in 2021-22 related to potential disruption caused by the closing of two charter schools at the end of 2020-21.

Health Insurance – These projections are based on information obtained from our Benefits Consultant, along with long-term trend analysis. Health insurance trend rates have declined as a result of market conditions, savings initiatives undertaken over the last 4 years (e.g. Medicare Advantage, EGWP, among others), along with reductions in cost related to union contract negotiations, all of which resulted in cumulative savings of \$79.7 million from the original June 20, 2017 Plan projections through 2021-22.

Charter school tuition expense - This is projected to increase in the coming years, based on the scheduled growth of existing charter schools, but not any new charter schools, beyond the two set to open in 2021-22, which offset two closures. Charter school tuition rates are expected to increase over the next four years. The District has proposed legislation to implement a moratorium in Buffalo, similar to NYC.

These and all other revenue and expenditure assumptions in the Plan are outlined in detail on pages 35 to 56 of the document.

Other factors

On the expenditure side, the most significant unknown, and unbudgeted item, is the impact of future labor contract settlements. By June 30, 2022, all District labor contracts will be expired, unless successor contracts are settled. During the last five years, the District settled several long outstanding contracts, including the BTF, and each contract was ultimately affordable and fair, as the results have shown. This plan includes a 1.5% salary increases in the 2022-23 through 2024-25, a contingency, and has been conservatively drafted. Attrition generally holds overall salaries flat in any year without a scheduled salary increase. Below is a table that shows the hypothetical annual costs of settling labor contracts with a single raise for all units at 2.5%, along with directly variable benefits. The costs are rough calculations based on general fund salary, which covers approximately 88% of the salary spend, and is extended to an estimate for all funds. These amounts are not reflected in the expenditures of the Plan, but are shown below to indicate the scale of potential salary increases, exclusive of any cost savings. When the District settles outstanding contracts, it will continue to ensure adequate funds are available to pay for those contracts.

Bargaining unit	2.5% increase	7.65% SS	9.8% TRS	16.2% ERS	Gen. Fund	All funds
01 BTF (Teachers)	5,828,119	445,851	571,156		6,845,125	7,712,147
02 BTF Substitutes	209,897	16,057	20,570		246,524	290,029
03 BCSA (Administrators)	657,436	50,294	64,429		772,159	877,746
04 PCTEA (White Collar)	505,789	38,693		81,938	626,419	803,529
05 Teacher Aides	301,215	23,043		48,797	373,055	380,602
07 Local 264(Blue Coll)	62,576	4,787		10,137	77,500	112,077
08 Local 409(Engineers)	78,503	6,005		12,717	97,226	97,823
09 Exempt	116,808	8,936		18,923	144,666	147,576
11 Overtime	43,961	3,363		7,122	54,445	69,839
12 BTF Other Compensat	229,006	17,519	22,443		268,967	303,036
13 TAB (Bus Aides)	151,032	11,554		24,467	187,053	187,053
14 Teaching Assistant	143,308	10,963	14,044		168,316	261,111
Total	8,327,649	637,065	692,641	204,101	9,861,456	11,242,566

Summary of Documents in the Plan

Page 12 contains the 4 Year Financial Plan projections of revenues, expenditures, and deficits, as of April 21, 2021.

Page 13 contains the 4 Year Financial Plan projections of revenues, expenditures, and deficits, for the 2017-18 to 2020-21 Plan compared to projected actual results.

Page 15 contains the revised fund balance projections (both annual usage and year end balances) over the course of the Plan, as of April 21, 2021.

Page 17 summarizes the revenues, expenditures, and surpluses/deficits over the Plan. This page also includes Grants and Food Service, which supplement the District's General Fund. These funds are self-balancing and separate from the General Fund.

Pages 19 to 27 show the deficit closing measures in the original June 20, 2017 Plan, as implemented through 2020-21. Because the current Plan is structurally balanced, additional deficit closing measures have not been shown at this time.

Pages 29 to 30 show the next four years of projected revenues in more detail than the summary on page 12. The District projects revenues at this level of detail in the Plan (the character code level). This includes the General Fund, Grants Fund and Food Service Fund.

Pages 32 to 33 show the next four years of projected expenditures in more detail than the summary on page 12. The District projects expenditures at this level of detail in the Plan (the character code level). This includes the General Fund, Grants Fund and Food Service Fund.

Pages 35 to 41 show the next four years of projected revenues, with the detailed assumptions used for each line item.

Pages 43 to 56 show the next four years of projected expenditures, with the detailed assumptions used for each line item.

Pages 58 to 59 show a projection of FTEs over the Plan. There is an overall slight decline projected, which is in keeping with the overall projections of Plan that shows students will continue to depart for charter schools, and we do not want the Plan to double count the expenditures for the same students in both District schools and charter schools.

Pages 61 to 63 are cash flow reports for 2019-20 (actual), 2020-21 (March 2021 year to date), and 2021-22 (projected as of April 2021). These cash flows are based on Plan projections and show a strong continued cash position in the periods shown.

Final Note - It must be emphasized that this document is based on information and assumptions available at the time it was created and/or revised and that actual results may differ, possibly materially, from the projections. Additionally, it must be noted that this document is meant to be an overall guide, but does not replace the annual budgeting process and does not bind the District to take any action in the Plan or preclude the District from taking actions not in the Plan. Actions and the resulting savings outlined in the Plan should be considered flexible and changeable based on new information and circumstances. Though this Plan is meant to be thorough, additional costs savings, cost avoidance and revenue generating initiatives outside of the Plan may also be undertaken. This document will be periodically updated and amended to ensure it continues to provide sound fiscal guidance over the course of the next four years.

General Fund Summary

General Fund Summary of Major Revenue and Expenditure Categories
2017-18 to 2020-21 Four Year Financial Plan Comparison
(in millions)

This Document is the analysis of the 6-20-2017 Four Year Financial Plan projections as compared to the actual results, through the third quarter of 2020-21

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Grand Total	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Grand Total	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Grand Total	Total %
	Actual Results (Projected for 2020-21)					Original Projections (6-20-2017)					Variances					
Significant Revenue Categories:																
State Foundation Aid	511.1	525.7	544.2	544.2	2,125.2	510.9	526.2	542.0	558.3	2,137.4	0.2	(0.5)	2.2	(14.1)	(12.2)	-0.6%
State Pandemic Adjustment	-	-	-	(29.7)	(29.7)	-	-	-	-	-	-	-	-	(29.7)	(29.7)	#DIV/0!
State Building Aid	126.2	117.4	118.0	118.2	479.8	115.8	115.8	115.8	115.8	463.3	10.4	1.6	2.2	2.4	16.5	3.6%
State Other Formula Aids	99.9	99.3	98.8	87.4	385.4	104.2	102.5	104.3	106.2	417.2	(4.3)	(3.2)	(5.5)	(18.8)	(31.8)	-7.6%
State Charter School Transition Aid & Supplemental Aid	9.3	18.0	18.3	17.0	62.6	11.2	19.9	21.2	22.8	75.2	(1.9)	(1.9)	(2.9)	(5.8)	(12.6)	-16.7%
Total State Aid	746.5	760.4	779.3	737.1	3,023.3	742.1	764.5	783.4	803.2	3,093.2	4.4	(4.1)	(4.1)	(66.1)	(69.9)	-2.3%
City Property Tax	70.8	70.8	70.8	70.8	283.3	70.8	70.8	70.8	70.8	283.3	-	-	-	-	-	0.0%
County Sales Tax	46.3	48.8	48.5	48.5	192.1	42.4	43.0	43.7	44.3	173.5	3.9	5.8	4.8	4.2	18.6	10.7%
Federal Disaster Relief - General Fund	-	-	-	29.6	29.6	-	-	-	-	-	-	-	-	29.6	29.6	#DIV/0!
Other (Medicaid & Misc.)	15.2	31.5	14.9	16.3	77.9	16.9	17.1	17.2	17.4	68.5	(1.7)	14.4	(2.3)	(1.1)	9.4	13.6%
Total Revenues	878.8	911.5	913.5	902.3	3,606.2	872.2	895.4	915.1	935.7	3,618.4	6.6	16.1	(1.6)	(33.4)	(12.3)	-0.3%
Significant Expenditure Categories:																
Compensation	290.0	309.1	309.6	309.5	1,218.2	300.0	309.8	312.0	315.4	1,237.3	(10.0)	(0.7)	(2.4)	(5.9)	(19.1)	-1.5%
Pension Contributions	30.8	32.1	26.4	30.1	119.4	30.4	31.5	31.1	30.7	123.7	0.4	0.6	(4.7)	(0.6)	(4.3)	-3.5%
Health Insurance - Employees	54.6	58.1	53.9	59.5	226.1	53.5	54.8	57.1	59.7	225.1	1.1	3.3	(3.2)	(0.2)	1.0	0.4%
Health Insurance - Retirees	65.2	45.6	50.9	54.6	216.3	68.1	71.9	76.2	80.8	297.0	(2.9)	(26.3)	(25.3)	(26.2)	(80.7)	-27.2%
Other Employee Benefits	35.9	39.5	40.2	41.7	157.3	40.0	40.9	41.1	41.5	163.6	(4.1)	(1.4)	(0.9)	0.2	(6.3)	-3.8%
Transportation	47.9	48.6	33.4	29.2	159.1	48.5	49.5	50.4	51.5	199.9	(0.6)	(0.9)	(17.0)	(22.3)	(40.8)	-20.4%
Tuition (Agency, Out-of-District, Middle Early College, Davinci)	34.5	34.8	34.2	34.6	138.1	33.4	33.6	33.9	34.2	135.1	1.1	1.2	0.3	0.4	3.0	2.3%
Charter School Tuition Payments	118.3	125.3	130.8	135.8	510.2	123.8	132.1	141.2	146.7	543.8	(5.5)	(6.8)	(10.4)	(10.9)	(33.6)	-6.2%
Debt Service	113.7	113.7	114.9	112.3	454.6	113.7	113.6	113.0	112.7	453.1	(0.0)	0.1	1.9	(0.4)	1.5	0.3%
All Other (Contracts, Facilities, Utilities, Textbooks, Supplies, Misc.)	75.8	75.8	76.9	75.9	304.4	82.8	84.8	85.8	86.8	340.1	(7.0)	(9.0)	(8.9)	(10.9)	(35.7)	-10.5%
Total Expenditures	866.7	882.6	871.2	883.2	3,503.7	894.2	922.6	941.8	959.9	3,718.5	(27.5)	(40.0)	(70.6)	(76.7)	(214.8)	-5.8%
Baseline Surplus/(Deficit) of Recurring Revenues and Expenditures	12.1	28.9	42.3	19.1	102.5	(22.0)	(27.2)	(26.7)	(24.2)	(100.1)	34.1	56.1	69.0	43.4	202.6	202.4%
Recommended Use of Reserves	22.0	19.0	10.0	50.0	101.0	22.0	16.0	8.0	-	46.0	(0.0)	3.0	2.0	50.0	55.0	119.6%
Revised Deficit (to be closed by means other than reserves)	n/a	n/a	n/a	n/a		0.0	(11.2)	(18.7)	(24.2)	(54.1)						
Projected Reserves Remaining at Year End - Unassigned	77.8	86.1	85.0	106.1	106.1	61.7	47.2	40.2	40.2	40.2	16.1	38.9	44.8	65.9	65.9	164.2%
Projected Reserves Remaining at Year End - All	194.7	223.6	265.9	285.0	285.0	142.4	126.4	118.4	118.4	118.4	52.3	97.2	147.5	166.6	166.6	140.7%

General Fund - Fund Balance Projections

Buffalo Public Schools
 General Fund - Fund Balance Projections (in millions)

		Audited Balance 6-30-20	Projected change 20-21	Projected Balance 6-30-21	Projected change 21-22	Projected Balance 6-30-22	Projected change 22-23	Projected Balance 6-30-23	Projected change 23-24	Projected Balance 6-30-24	Projected change 24-25	Projected Balance 6-30-25
Non spendable	Inventory	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-	1.0
Restricted	Stabilization reserve	3.9	-	3.9	-	3.9	-	3.9	-	3.9	-	3.9
	Unemployment	9.1	(1.0)	8.1	-	8.1	-	8.1	-	8.1	-	8.1
	Judgements & claims & property loss	17.8	-	17.8	-	17.8	-	17.8	-	17.8	-	17.8
	Total Restricted	30.8	(1.0)	29.8	-	29.8	-	29.8	-	29.8	-	29.8
Assigned	Designated for next year budget	50.0	(21.0)	29.0	(29.0)	-	-	-	-	-	-	-
	Encumbrances	4.8	-	4.8	-	4.8	-	4.8	-	4.8	-	4.8
	Designated for other capital needs/repairs	16.1	-	16.1	-	16.1	-	16.1	-	16.1	-	16.1
	Designated for OPEB and other benefits	49.1	20.0	69.1	-	69.1	-	69.1	-	69.1	-	69.1
	Designated for Health Insurance	15.1	-	15.1	-	15.1	-	15.1	-	15.1	-	15.1
	Designated for Equity	5.0	-	5.0	-	5.0	-	5.0	-	5.0	-	5.0
	Designated for PY claims (union contracts)	9.0	-	9.0	-	9.0	-	9.0	-	9.0	-	9.0
	Total Assigned	149.1	(1.0)	148.1	(29.0)	119.1	-	119.1	-	119.1	-	119.1
Unassigned	Minimum required unassigned fund balance	38.2	0.7	38.9	0.7	39.6	0.4	40.0	0.5	40.5	-	40.5
	Amount in excess of Board policy	46.8	20.4	67.2	(0.7)	66.5	(0.4)	66.1	(0.5)	65.6	-	65.6
	Total Unassigned	85.0	21.1	106.1	-	106.1	-	106.1	-	106.1	-	106.1
	Total Fund Balance	265.9	19.1	285.0	(29.0)	256.0	-	256.0	-	256.0	-	256.0

Note - 6-30-2020 are Audited; all other years are projections, and subject to change

■ funds that are restricted, required by policy or have assignments that cannot be broken

■ funds assigned for specific purposes

■ funds available for the settlement of union contracts or unrestricted funds

Surplus / Deficit Summary

Buffalo Public Schools 4 Year Financial Plan - Projected Deficits	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	4 Year Cumulative (21-22 to 24-25)
General fund					
Total general fund revenues	943,500,000	996,749,130	1,020,579,196	1,013,664,970	3,974,493,297
Total general fund expenditures	972,500,000	990,219,336	1,000,671,197	1,012,778,077	3,976,168,609
Budgetary surplus (deficit) before the planned use of fund balance	(29,000,000)	6,529,795	19,907,999	886,893	(1,675,312)
Planned use of fund balance	29,000,000	-	-	-	29,000,000
Budgetary surplus (deficit) after the planned use of fund balance	-	6,529,795	19,907,999	886,893	27,324,688
Gap closing measures - revenues and other fund balance	-	-	-	-	-
Budgetary surplus (deficit) after gap closing measures	-	6,529,795	19,907,999	886,893	27,324,688

Special projects grants fund					
<i>Federal stimulus revenues (shown as received 40%/40%/20%)</i>	115,848,135	115,848,135	57,924,068	-	289,620,338
Total special projects revenues, including federal stimulus	220,848,135	220,848,135	162,924,068	105,000,000	709,620,338
Total special projects expenditures, including federal stimulus	220,848,135	220,848,135	162,924,068	105,000,000	709,620,338
Budgetary surplus (deficit) before the planned use of fund balance	-	-	-	-	-

Food service fund					
Total food service revenues	37,864,714	38,606,201	39,362,518	40,133,962	155,967,395
Total food service expenditures	44,044,575	42,030,907	42,704,819	43,391,469	172,171,770
Budgetary surplus (deficit) before the planned use of fund balance	(6,179,861)	(3,424,706)	(3,342,300)	(3,257,507)	(16,204,374)
Planned use of fund balance	6,179,861	3,424,706	3,342,300	3,257,507	16,204,374
Budgetary surplus (deficit) after the planned use of fund balance	-	-	-	-	0

Deficit Closing and Cost Saving Initiatives

<p>The purpose of this document is to outline the actions being taken or recommended by District management to eliminate potential fiscal deficits projected in this Four Year Financial Plan. Board member suggestions or recommendations for further cost reductions and/or deficit closing measures are always welcome. It must be emphasized that this document is based on information and assumptions available at the time it was created and that actual results may differ, possibly materially, from the projections. Additionally, it must be noted that this document is meant to be an overall guide, but does not replace the annual budgeting process and does not bind the District to take any action in the Plan or preclude the District from taking actions not in the Plan. Actions and the resulting savings outlined in this plan should be considered flexible and changeable based on new information and circumstances. This document will be periodically updated and amended to ensure it continues to be a relevant guide over the course of the next four years.</p>	<p>As we conclude the 2017-18 through 2020-21 Four Year Financial Plan period, below are final notes on the initiatives outlined in 2017-18. Overall, a \$100 million projected deficit turned into a \$100 million actual surplus over the four years. While Covid-19 closures contributed heavily to that surplus, cost savings, cost avoidance and revenue generating initiatives contributed a significant amount, and are projected to continue in the years ahead.</p>
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Efficiency/Cost Reduction Area	Notes (6.20.2017)	Final report on progress through 2020-21
These are the gap projections based on the revenue and expenditures		
1 2 3 4	Projected need for recurring reductions assumptions in the Plan.	
5 6	Projected usage of fund balance	
7	4 year financial plan action items:	
8	<p>Revenue - lobbying</p> <p>>As of June 10, the District has been notified of \$1,000,000 in additional bullet aid funding during the 2017/18 fiscal year. A repeat of this funding is not assured in the future, but effective lobbying played a part in its receipt.</p> <p>>Legislation is being considered in Albany as of June 2017 to accelerate the reimbursement of charter school supplemental aid, which could increase payment of aid to the District by \$9.0 million in 2017/18 with an increase of \$0.5 million in each of the two following years, followed by an increase of \$0.2 million in the fourth year of the plan. The decision on the adoption of this legislation is expected to occur prior to the end of the legislative session on June 23.</p>	<p>1) The District has been able to successfully lobby for \$1.2 million in bullet aid annual throughout the Plan.</p> <p>2) A significant lobbying effort undertaken over several years resulted in the legislatively approved full phase-in of Foundation Aid over 2020-21 to 2023-24</p>
8a	<p>Additional revenue from the City of Buffalo</p> <p>>In the 2017/18 Budget, there is a \$500,000 increase in aid from the City of Buffalo. Any additional increases are speculative because they are dependent on future City of Buffalo budgets, but if similar increases of \$500,000 are repeated annually throughout the four year plan, the increase would be \$2.0 from the amount received in 2016/17.</p>	<p>1) The District and City must continue to explore together ways of reducing costs, avoiding costs, and generating additional revenues.</p> <p>2) The District continues to request increases in the annual maintenance of effort amount from the City.</p> <p>3) Additionally, the District is exploring how it can obtain interest on its own cash balances that the City currently invests and retains the majority of the interest. The District is addressing an audit recommendation from the external auditors noting it is illegal to not allocate interest earned on reserve funds - meetings between the City and Board of Education continue.</p>

1 Efficiency/Cost Reduction Area	Notes (6.20.2017)	Final report on progress through 2020-21
9 Revenue enhancement	>A conservative placeholder for various revenue enhancements is included in the plan. There are several initiatives being undertaken now that are expected to yield, through better data collection, review of regulations, and staff time devoted to the continued analysis of revenues.	1) The District has increased State and Federal revenues by millions of dollars over the last several years by implementing improved procedures and systems of data collection and reporting. See Attachment 1 for a detailed listing of some of the most significant revenue enhancements undertaken over the last several years.
10 Additional fund balance	>This plan projects the District will maintain \$1.7 million in excess of the amount required by policy for unassigned reserves. These funds could be used if necessary. Unassigned reserves are maintained at the required minimum per District policy and total reserves in the plan are projected to be \$118 million at the end of the plan.	1) Fund balance is projected to be \$166.6 million higher than the original Plan resulting in significant budgetary flexibility.
11 subtotal: other revenue and fund balance items	This first group of action items includes revenues	
12		
13 Vacancy contingency	> The historical trend of vacancies has exceeded this amount, frequently by millions on an annual basis. The District will begin to budget a vacancy contingency in keeping with best practices.	1) The District implemented a \$2.0 million vacancy contingency in the 2018-19 budget and continues to maintain it. However, this is another area where the District must be careful – budgeting for vacant positions that we are actively attempting to fill could result in a significant unbudgeted expenditures if these positions are filled. \$2.0 million remains a reasonable number at this point. 2) Calculations of vacant positions at of March 2021, show this is still an option to help balance the budget, with an average of \$4.6 million available in projected salary unspent.
14 Retiree healthcare	> Proposed elimination of retiree cosmetic surgery rider - \$2.2 million annually, growing 4.5%. > Through union contract negotiation, a District goal is for automatic enrollment in the District's Medicare Advantage Plan (Forever Blue) upon eligibility for all retirees, along with the elimination of retiree healthcare for new hires. No savings projected for this because the savings are expected to offset salary increases in settled contracts. However, it is important to note that the potential savings to the District is approximately \$7.7 million annually (\$2,100 * 3700 unenrolled but eligible retirees).	1) Reductions in the cost of retiree health insurance has been one of the District's largest fiscal cost savings initiatives and as has been outlined previously - savings of over \$20 million have been accruing annually. 2) Significant savings have accrued from the conversion of 1500 retirees into Medicare Advantage, negotiating better drug rebates, converting to an Employer Group Waiver Program (EGWP) to increase federal subsidies on prescription drugs, and effectively eliminating the cosmetic surgery rider. Each of these initiatives have saved the District millions annually and allowed funds to be deployed to the classroom instead of legacy costs. 3) In late 2019, District issued an RFP for Medicare Advantage and is converting voluntary enrollments to Independent Health's offering, which is projected to save up to \$0.9 million annually beginning in 2020.

1	Efficiency/Cost Reduction Area	Notes (6.20.2017)		Final report on progress through 2020-21
15	Employee healthcare	<p>>Through union contract negotiation; a District goal is for 10% premium contribution for current active employees; 20% for new hires; and a plan design (e.g. co-pays) similar to the existing PCTEA plan of benefits. No savings projected here, because savings are expected to offset salary increases in settled contracts.</p> <p>>Through union contract negotiation, the elective cosmetic surgery rider will be eliminated for the administrator union (BCSA) and the engineer union (Local 409). No savings projected here, because savings are expected to offset salary increases in settled contracts.</p> <p>>The District is analyzing an increased waiver incentive to move employees onto spouses' plans or public exchanges. This action is still in the early stages of development.</p>		<p>1) Savings here have largely been accomplished through collective bargaining for employee contributions and increased co-pays. The District's Other Post Employment Benefit (OPEB) liability has been reduced from \$2.9 billion on June 30, 2016 to \$2.5 billion on June 30, 2020. Over the original Plan's four years, total health insurance costs (for actives and retirees) are now projected to be nearly \$80 million lower than originally projected, with the majority being related to retiree health insurance.</p> <p>2) The District began planning for an RFP process for employee health insurance in early 2020, with an expected implementation of January 1, 2021. However, we have had to delay the process as a result of the coronavirus closures. Savings of \$1.0 million were projected. Additionally, the District plans to schedule a dependent audit in the near future, which is expected to yield \$0.5 million.</p>
16	Substitute teachers costs	<p>>Through better management of absences, vacancies, and the use of extra help subs, the District anticipates saving \$0.5 million annually in substitute teacher costs.</p>		<p>1) After implementing cost controls several years ago, substitute teacher costs have been in a range of \$7.5 million to \$7.9 million annually over the last four years, even after settling the sub union contract in 2018 at an estimated \$1.0 million annual cost.</p> <p>2) The successor Sub contract was anticipated to cost \$0.3 million in 2019-20 and another \$0.3 million in 2020-21.</p> <p>3) As of March 2021, substitute costs are anticipated to be \$2.3 million under budget for 2020-21, since substitutes are working on a more limited basis, while cost controls implemented by HR continued to save funds.</p>
17	Nursing costs	<p>>The District will likely receive Bullet aid of \$1.2 million as it has received this amount for the last three years in recognition of the cost increases in nursing services, but it is not projected in the revenue assumptions of this model.</p> <p>>The District will bid these services for the 2018/19 fiscal year and will emphasize the need to reduce overhead/administrative costs, which have escalated as part of the existing contract.</p> <p>>The District has also begun to analyze the feasibility of bringing these services in-house.</p>		<p>1) Fiscal year 2018-19 costs of nursing was approximately \$1.4 million below fiscal year 2017-18 as a result of the change in vendors from a new RFP.</p> <p>2) Similar savings projected for 2019/20 and 2020/21; future year increases may result from the need fore more nursing, while the strong cost controls in the current contract remain in place.</p>
18	Occupational and physical therapy	<p>>OTPT services are provided by consultants and the special education department is exploring alternative options with respect to the entities that can provide those services. Depending on the results of the analysis and prior RFP experience, a \$0.5 million reduction in the current cost levels should be attainable.</p>		<p>1) One year (fiscal year 2018-19) and three year (fiscal years 2015-17 to 2018-19) savings for OTPT were \$0.7 million and \$2.9 million, respectively less than fiscal year 2015-16.</p> <p>2) Savings in 2019-20 and 2020-21 are expected as a result of the school closures; many services cannot be provided at this time; cost containment and extensive departmental review of these expenditures continue.</p>

1	Efficiency/Cost Reduction Area	Notes (6.20.2017)	
19	Best and Final Offers	<p>>A BAFO is considered a revision under NYS Finance Law section 163. Formal procedures are being developed outlining the BAFO process, but based on existing experience, reductions in cost of bid/RFP pricing is estimated to be \$500,000 annually by 2018/19 and grow \$200,000 annually in the two years after, as more expiring contracts are put out to bid.</p>	<p>1) As of March 2020, the District has implemented an electronic Bid/RFP process where Bids/RFPs are submitted online to the District and evaluations are completed in the system. This is intended to improve the efficiency and accuracy of the evaluation process, to the benefit of the District.</p> <p>2) See 14, 17 and 18 for savings examples accomplished through RFP process. Additionally, during the 2019-20 year, the District implemented a new printing/copying contract anticipated to save the District \$1.0 million annually, which has continued to yield savings. The District continues to look a all vendor spends for savings opportunities.</p> <p>3) The District is also undertaking a project to improve the MWBE process, which we intend to yield in the coming years by bringing more competition to District offerings.</p>
20	Textbooks	<p>>On all textbook purchases where secondary sources exist, the District will not automatically purchase through the publisher, but through a bid process. This should conservatively save \$200,000 annually, based on current year cost estimates of similar purchases.</p>	<p>1) savings continue, with saved dollars deployed into additional rollouts of new texts.</p>
21	Facility closure - school 86	<p>>Operating costs are listed as savings if the facility is closed. Capital expenditure avoidance could be between \$2.5-3.0 million in unaidable capital projects. Potentially move Adult Ed into OTC space as part of a larger reorganization.</p>	<p>1) This facility is expected to be completely vacated.</p>
22	Facility closure - school 187	<p>>Operating costs listed as savings if the facility is closed. Capital expenditure avoidance could be between \$5.0-5.5 million in unaidable capital projects. Consideration should be given to move administrators presently at 187 into various building throughout the district. MST could house many immediately.</p>	<p>1) The last remaining operations is this facility are winding down.</p>
23	Overtime	<p>>The departments with the most significant overtime are Trades, Transportation and Security. Overtime usage in those and other departments will be analyzed in 2017/18 and incremental adjustments will be made to reduce the usage of overtime in the final three years of the plan.</p>	<p>1) Overtime costs have generally been reduced throughout the Covid-19 closures; however, several necessary repairs, improvements, and planning for return to school has required overtime. Overtime is thoroughly vetted by Cabinet members.</p>

1 Efficiency/Cost Reduction Area	Notes (6.20.2017)	Finial report on progress through 2020-21
24 Yellow bus transportation - bell times in 18/19	<p>>in 2017/18, the District used receivership powers to make bell time changes at three schools to yield improved bussing efficiency, which also saved \$4.0 million from the initial budget projections. The intent of this plan is to use the District's negotiated ability to adjust all schools' bell times, where needed, in 2018/19 to bring more efficiencies and cost reductions to transportation. This is conservatively expected to yield \$600,000 in 2018/19 and then 16% (the District's reimbursement rate) of that in the next two years.</p>	<p>1) The District has executed a new agreement for yellow bus transportation after a bid process. Costs per unit are expected to increase approximately 15% or \$6.2 million in the first year of this contract, exclusive of other volume related changes. The net annual cost impact after transportation aid is \$6.2 million, \$0.9 million, \$1.0 million, \$1.2 million, and \$1.3 million over the five year term of the contract. The additional cost has been incorporated into the budget. The cost increase is largely due to the previous contract being under-market when compared to other Districts.</p> <p>2) The District is exploring the possibility of spitting into zones which could reduce yellow bus costs by 1/3. This plan will assume \$2.0 million savings starting in the 2021/22 fiscal year, savings growth is primarily a one-year event, with only 13% continuing in subsequent years.</p> <p>3) Transportation costs have been \$17 million and \$22 million below Plan in the 2019-20 and 2020-21 years, respectively.</p>
25 Public carrier transportation	<p>>The current agreement for these services doesn't provide the same level of service to our high school students than if the bus passes were purchased in the open market. There may not be any savings, but we anticipate negotiating an improved level of service.</p>	<p>1) The current contract expires after the 2019-20 fiscal year, with negotiations set to begin, the coronavirus crisis delayed those negotiations.</p>
26 Workers comp, medical leave, administrative leave	<p>> in 2016/17 the HR department implemented several procedures to reduce the ranks of staff out on these various leaves. As of June 2017, staff being paid full wage on workers comp has been reduced from a historical high in 2016 and further reductions are anticipated.</p>	<p>1) Effective 7/1/19, after issuing an RFP, the District has a new third party administrator for worker comp administrative services; however, it is too early to project savings as a result of this change. Long term trends are in the table below and should be understood in the context of a growing workforce, which has increased 720 FTEs since 2014-15.</p> <p>2) Staff on workers comp increased through March 2020, but has declined since then, as a result of working from home.</p> <p>3) Staff on admin leave continue to decline and are at approximately 15, from over 40 four years ago.</p> <p>4) Medical leaves have been managed well, with a downward trend since 2018.</p>
27 Master scheduler for high schools	<p>>The District plans to create the position of a master scheduler who will be tasked with ensuring high school schedules are built efficiently, and additionally, study staffing for special education and ESL services at the schools. Based on prior analysis, it is anticipated a net savings of at least 11 FTEs could be achieved.</p>	<p>1) This opportunity has not been implemented as of March 2021.</p>

1	Efficiency/Cost Reduction Area	Notes (6.20.2017)	
28	Consolidation of funds	>The District is exploring the possibility of using consolidation of funds as a way of allocating spending at the school level through multiple funding sources, with spending budgets cascaded so that funds expiring sooner will be spent sooner, and funds expiring later (or carrying over) will be spent later. A primary goal will be to reduce the amount of unspent grant funds and secondarily, to protect the general fund by maximizing the spend in the grants fund. This is an initiative that will be planned for an implementation no earlier than 2019/20.	1) no update at this time
29	Special Education - centralize CSE chairs	>The District has been in receipt of studies and analyses and has developed plans to make special education more efficient and reduce its associated cost. However, the identification of students for more restrictive placements is a major driver increasing special education costs over the years. The District will study the current model, which bases CSE chairs at the schools, to determine if centralizing the process might reduce the number of students being identified as needing more restrictive settings.	1) The final 2018-19 budget included an approximate \$1.0 million reduction related to consolidation of CSE chairs centrally. 2) In 2020-21, the District continues to look at where efficiencies can be implemented in Special Education to savings to the Budget.
30	Subtotal: efficiencies and savings that are planned or in process	This second group of action items are meant to bring efficiencies to the budget, but not require any reduction in the level of required services to students.	
31			
32	Reduce or eliminate general contingency	>The District budgets a general contingency each year. Though it is prudent to maintain such an amount in the budget, it could be reduced or eliminated in the event that other instructional priorities are threatened.	1) the contingency is not longer defined; it is all labeled as general. The general contingency is projected at \$1.5 million in the 2021-22 budget, growing \$500,000 annually thereafter. This funding could be used to fund priorities in future budgets. 2) Additionally, the 2021-22 budget includes a \$6.0 million contingency, primarily related to uncertainty around charter school tuition, and the closure of two charter schools.
33	Reduce or eliminate the contract settlement contingency	>In 2017-18, the District has a budgeted contingency of approximately \$5 million for union contract settlement. In the past no such amounts were budgeted and it is anticipated that most or all of this will be used to settle outstanding contracts so it is included in each year of the plan. As of June 2017, these funds have not been utilized so could be removed from the plan if necessary.	see directly above.
34	Reduce or eliminate non-mandated programs in the general fund	>The District has two large non-mandated consultant-run programs in the general fund. Both were originally grant funded and then shifted to the general fund. These two programs spend close to \$0.7 million annually. These and similar smaller programs (conservatively estimated to be another \$30,000 annually) could be reduced if necessary.	1) no further update at this time.

1 Efficiency/Cost Reduction Area	Notes (6.20.2017)	Finial report on progress through 2020-21
35 Emerson II	>Delay or eliminate the new leased facility for the Emerson II program could save approximately \$0.9 million annually in unreimbursed costs on an annual basis.	1) no savings in rent possible as the entire cost of new lease is now incorporated into the District budget and projections. Building aid has begun to be paid in the 2020/21 year.
36 Reductions - central office through efficiencies and reductions through attrition	>In years past, the District has made central office reductions to offset reductions in the classroom in the event budget gaps could not be closed without reductions in staffing. In the event such reductions are necessary, it is anticipated 15 FTEs could be reduced or a freeze placed on filling vacancies to assist balancing the budget.	1) The District implemented a soft freeze on central office positions requested to be filled during 2020-21, requiring justification for posting and a final review with the Superintendent before posting.
37 Reductions - Instructional and support	>The District budgets additional capacity in the school based budget process. Some efficiencies are expected based on the implementation of a master scheduler, noted above. It is assumed that by reducing the overcapacity budgeted, a further 10 FTEs could be reduced at a savings of \$940,000. >The District added approximately 40 additional physical education teachers starting in 2015/16. If 20 FTEs were reduced, \$1,880,000 could be saved. >The District has increased the ranks of assistant principals by 38 FTEs since 2011. If 18-20 were reduced, the savings would be approximately \$2,400,000. >The New Education Bargain has increased staffing levels for reduced class size teachers, career and technical education, social workers, among others. If 20 of the well over 100 NEB FTEs were reduced, the savings would be approximately \$1,880,000. >Approximately 160 aides and assistants have been added since 2014/15. Though many are mandated, if 40 were positions were reduced, the savings would be \$1,440,000.	The District has grown substantially in terms of staff (up 720 in the general fund), while student counts have dropped (down 1765) since 2014/15. This is primarily attributed to school based costs, and closely mirrors the high needs of the students (e.g. special education, English language learner status, trauma, etc.) However, if additional revenues are not obtained, reduction in the number of staff may be required. This model assumes 2/3 of the growth from 2014/15 is reduced to balance the budget, if necessary - it is not disaggregated at this time.
38 subtotal: other cost reductions that may become necessary	39 This third group of action items includes potential reductions in force that could be necessary in the future.	

1 Efficiency/Cost Reduction Area	Notes (6.20.2017)	Finial report on progress through 2020-21
40 Grants through national foundations	<p>1) During 2018-19, the Community Foundation of Greater Buffalo administered a \$360,000 planning grant from the Ralph C Wilson Foundation to determine needed improvements at 11 City park and District athletic sites. This planning grant was fully implemented, accomplishing its goal of producing redesign plans for 11 City and District athletic fields. After engaging community stakeholders, architects worked collaboratively with staff members from the City of Buffalo, Buffalo Public Schools, and Community Foundation for Greater Buffalo to finalize renderings. The joint collaboration will now continue, transitioning to the project and funding implementation phase.</p> <p>2) During 2018-19, the District received a three year grant award of \$1,000,000 from the Kellogg Foundation that will support children's success in school through our innovative enrichment curriculum for all students in Pre-K through 4. Now in its second year, the District has met its initial first year goals of phasing in teacher training in gifted & talented instructional pedagogy. The grant also provided for the expansion of exposure for students to the cultural arts and landmark history of Buffalo. All of those objectives were also achieved for the first year.</p> <p>3) Under the leadership and facilitation of Say Yes Buffalo, the District is partnering with five local Institutes of Higher Education (IHE) to support a best in class pre-k through higher education data system with the support of a national foundation. The purpose is to monitor and implement wrap-around services on each campus to support students through the completion of a college degree. The District will receive \$350,000 over two years from the Gates Foundation to develop and implement a joint data system with local higher education institutions. The first installment of \$175,000 was received by the District for 2019-2020. Additionally, Say Yes Buffalo has hired a staff member with the required technical expertise to lead the effort. That individual will be housed in District offices to facilitate seamless collaboration.</p> <p>4) Any revenues at this time are expected to be supplemental and are not included as future deficit closing actions.</p>	

ATTACHMENT 1 - REVENUE INCREASES FROM AID MAXIMIZATION PROGRAM

CATEGORY/ITEM	AID YEAR						
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21 (proj)	FY 21-22 (proj)
STAC - RSU REVISIONS - revised 3 years prior claims.	618,000						
*SAMS - FORM FT - revised Schedule K for non allowable pupil counts to exclude students with IEP/MEDICAL reasons from 1.5 mile limit and received State Approval for portion of security guard to count in aidable wages and benefits.	180,000	180,000	180,000	180,000	180,000	180,000	180,000
*KINNEY SYSTEM -MEDICAID REIMBURSEMENTS - identified and resolved issue of Parent consent Forms.	1,104,000	3,447,000	3,684,000	3,752,000	3,500,000	3,500,000	3,500,000
* TUITION BILLINGS FOR SPED SERVICES PROVIDED TO OTHER DISTRICTS, AGENCIES, NON RES AT NON PUBLICS & CHARTERS - switched from using State Rate to Actual Cost billing method.		281,000	498,000	802,000	802,000	802,000	802,000
SAMS - FORM A & RELATED STAC - student count increases through better data collection, includes FORM A SPED counts, Declassified & Home/Hospital counts and additional STAC counts.			250,000	250,000	250,000	250,000	250,000
* SAMS - FORM A - Schedule B - received State Approval for dual enrolled students attending Non Pubs and receiving SPED services less than 20% of the day.		35,000	80,000	80,000	80,000	80,000	80,000
* FRPL Counts - began direct mail campaign in 17-18 and 18-19. Expanded program in 19-20 to include distribution of HH income forms at school level.			35,000	58,000	150,000		250,000
* STATE & COUNTY REIMBURSEMENTS OF AGENCY TUITIONS - CARE SYSTEM - received prior year reimbursements for Baker Services and resolved issue of FALK reimbursements for RTF and DSS students.	1,100,000			457,000	-	1,500,000	1,500,000
* STAC - IY AND HOMELESS PROGRAMS - audited and created new procedures for both programs. Revised IY claims and new Homeless Procedures.				400,000	400,000	400,000	400,000
* HEALTH & WELFARE BILLING TO OTHER DISTRICTS - improved data collection and procedures including audit of invoices received.					371,000	371,000	371,000
INDIRECT COST RECALCULATION (on grants not spent to limit) - increased State Approved Indirect Rate from 2.5% to 3.1% through better data collection.					48,000	48,000	48,000
TOTALS	3,002,000	3,943,000	4,727,000	5,979,000	5,781,000	7,131,000	7,381,000

* denotes reoccurring gains through change in standard procedures as a result of audits and training.

Revenue Summary

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
General fund				
City Property Tax (Includes STAR)	70,822,758	70,822,758	70,822,758	70,822,758
Erie County Sales Tax	48,000,000	48,720,000	49,450,800	50,192,562
Medicaid Reimbursement (Federal)	3,000,000	3,030,000	3,060,300	3,090,903
Other (Tuition, Interest, Misc, Interfund)	11,474,478	11,589,223	11,705,115	11,822,166
State Aid:				
Foundation Aid	587,487,408	615,051,368	642,615,327	642,615,327
State Pandemic Adjustment and Federal Disaster Relief	-	-	-	-
Building Aid	117,559,308	117,351,929	109,624,403	99,428,298
Other Formula Aids	85,107,768	85,958,846	86,818,434	87,686,618
Charter School Transitional Aid	7,991,280	10,250,000	11,100,000	11,300,000
Supplemental Charter Tuition Reimbursement	9,057,000	9,700,000	10,150,000	10,500,000
Incremental Aid For Transportation	-	24,275,007	25,232,059	26,206,338
Other State Aid/Fed (FEMA)	3,000,000	-	-	-
Total State Aid	810,202,764	862,587,150	885,540,223	877,736,581
Federal Disaster Relief in the General Fund	-	-	-	-
Total general fund revenues	943,500,000	996,749,130	1,020,579,196	1,013,664,970
Appropriated Fund Balance - Unassigned (Budgetary Only)	29,000,000	-	-	-
Appropriated Fund Balance - Assigned for OPEB and other benefits (Budgetary Only)	-	-	-	-
Appropriated Fund Balance - Assigned for Prior Year Claims (Budgetary Only)	-	-	-	-
Appropriated Fund Balance - Assigned for Capital Contribution (Budgetary Only)	-	-	-	-
Total planned use of fund balance	29,000,000	-	-	-
Total general fund revenues and fund balance usage	972,500,000	996,749,130	1,020,579,196	1,013,664,970

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
Special projects grants fund				
Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
Total other grants	91,025,458	91,025,458	91,025,458	91,025,458
Total Federal Disaster Relief	115,848,135	115,848,135	57,924,068	-
Total special projects revenues	220,848,135	220,848,135	162,924,068	105,000,000
Food service fund				
State And Federal Aid	32,728,658	33,383,231	34,050,896	34,731,914
Federal Aid - Surplus Food	1,332,000	1,358,640	1,385,813	1,413,529
Federal Aid - Summer Food Program	1,658,705	1,691,879	1,725,717	1,760,231
Total State And Federal Aid	35,719,363	36,433,750	37,162,425	37,905,674
Food Sales	1,355,000	1,382,100	1,409,742	1,437,937
Interfund Transfers	726,851	726,851	726,851	726,851
Miscellaneous	63,500	63,500	63,500	63,500
Fund Balance (Budgetary Only)	6,179,861	3,424,706	3,342,300	3,257,507
Total food service revenues	44,044,575	42,030,907	42,704,819	43,391,469
Total revenues for all funds	1,237,392,710	1,259,628,173	1,226,208,082	1,162,056,439

Expenditure Summary

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
General fund				
01 BTF (Teachers)	233,124,742	234,541,458	236,440,522	238,601,558
12 BTF Other Compensat	9,160,237	9,297,641	9,437,105	9,578,662
02 BTF Substitutes	8,395,887	8,395,887	8,395,887	8,395,887
03 BCSA (Administrators)	26,297,448	26,691,910	27,092,289	27,498,673
05 Teacher Aides	12,048,596	12,229,325	12,412,765	12,598,957
14 Teaching Assistant	5,732,329	5,818,314	5,905,589	5,994,172
04 PCTEA (White Collar)	20,231,547	20,535,020	20,843,046	21,155,691
06 Trades	3,906,296	4,005,907	4,108,057	4,212,813
07 Local 264(Blue Coll)	2,503,027	2,540,572	2,578,681	2,617,361
08 Local 409(Engineers)	3,140,114	3,140,114	3,140,114	3,140,114
09 Exempt	4,672,304	4,672,304	4,672,304	4,672,304
10 Misc Payroll Items	194,480	194,480	194,480	194,480
11 Overtime	1,758,431	1,758,431	1,758,431	1,758,431
13 TAB (Bus Aides)	6,041,280	6,131,899	6,223,878	6,317,236
Total Salary	337,206,719	339,953,263	343,203,148	346,736,340
FTE	4,915	4,886	4,863	4,844
81 Civil Service Retire	6,800,000	6,870,148	6,837,234	6,650,023
82 Teachers' Retirement	27,200,000	28,708,136	29,684,773	30,702,536
83 Social Security	26,300,000	26,050,070	26,299,340	26,570,294
86 Health Ins-Employees	62,316,000	63,818,660	66,749,334	69,813,843
87 Health Ins-Retirees	56,063,000	59,490,770	63,166,365	67,078,455
88 Termination Pay	4,300,000	4,364,500	4,429,968	4,496,417
89 Other Employee Bene	13,933,000	13,915,450	13,901,800	13,890,100
Total Employee and Retiree Benefits	196,912,000	203,217,734	211,068,814	219,201,668
19 Contingency	7,500,000	2,000,000	2,500,000	3,000,000
20 Equipment	2,550,646	2,550,646	2,550,646	2,550,646
40 Contractual - Misc	23,822,473	23,822,473	23,822,473	23,822,473
42 Rental - Facilities	6,913,972	7,017,682	7,122,947	7,229,791
43 Rental Contracts	5,128,663	5,205,593	5,283,677	5,362,932
44 Transportation	61,114,404	62,214,464	63,334,324	64,474,342
46 Custodian Contracts	19,385,654	19,385,654	19,385,654	19,385,654
47 Tuition	35,634,000	35,990,340	36,350,243	36,713,746

Buffalo Public Schools 4 Year Financial Plan - Expenditure Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
48 Textbooks	3,074,623	3,105,369	3,136,422	3,167,787
49 Utilities	8,575,150	8,746,653	8,921,586	9,100,018
50 Supplies & Misc Item	10,218,628	10,320,814	10,424,023	10,528,263
51 Software	3,917,279	3,956,452	3,996,016	4,035,977
57 Repairs & Maint	3,385,885	3,436,673	3,488,223	3,540,547
71 Charter Tuition	135,654,500	147,997,500	152,512,500	160,553,500
90 Debt Service	108,965,404	108,758,025	101,030,499	90,834,394
99 Interfund Transfers	2,540,000	2,540,000	2,540,000	2,540,000
Total All other Expenditures	438,381,282	447,048,338	446,399,234	446,840,069
Total general fund expenditures	972,500,000	990,219,336	1,000,671,197	1,012,778,077
Special projects grants fund				
Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
Total other grants	91,025,458	91,025,458	91,025,458	91,025,458
Total Federal Disaster Relief	115,848,135	115,848,135	57,924,068	-
Total special projects expenditures	220,848,135	220,848,135	162,924,068	105,000,000
Food service fund				
Employee compensation	9,713,271	9,858,970	10,006,855	10,156,957
Benefits	2,880,005	2,937,605	2,996,357	3,056,284
Building improvements and equipment	2,721,000	250,000	250,000	250,000
Services & misc supplies	3,290,594	3,290,594	3,290,594	3,290,594
Cafeteria supplies (non-food)	2,245,000	2,289,900	2,335,698	2,382,412
Food supplies	19,059,000	19,440,180	19,828,984	20,225,563
USDA commodities	1,332,000	1,330,000	1,330,000	1,330,000
Interfund transfers	1,000,000	1,000,000	1,000,000	1,000,000
Summer food service	1,803,705	1,633,658	1,666,331	1,699,658
Total food service expenditures	44,044,575	42,030,907	42,704,819	43,391,469
Total all funds	1,237,392,710	1,253,098,378	1,206,300,083	1,161,169,546

Revenue Assumptions

Buffalo Public Schools
4 Year Financial Plan - Revenue Assumptions

Year 1	Year 2	Year 3	Year 4
2021-22	2022-23	2023-24	2024-25
Budget	Budget	Budget	Budget

General fund

City Property Tax (Includes STAR)	70,822,758	70,822,758	70,822,758	70,822,758
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The property taxes are considered the contribution from the City of Buffalo. The amount of the contribution includes STAR revenues. In 2017/18, the City increased their contribution by \$0.5 million. Future increases in this revenue category are being requested, but not budgeted, to bring the annual increase to \$2.0 million by the end of the Plan. At this time, no projected increases are included in the Plan projections.

projected growth rate		0.00%	0.00%	0.00%
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Erie County Sales Tax	48,000,000	48,720,000	49,450,800	50,192,562
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The District currently receives 8.4% of the City's share of the Erie County Sales Tax. Based economic trends, this revenue line is no longer projected to decline 10% in 2020-21; it is projected to exceed budget by approximately 10% in 2020-21. For 2021-22, the projected sales tax revenue is \$48.0 million, slightly below the projected 2020-21 actual. Increases are projected in future years.

projected growth rate		1.50%	1.50%	1.50%
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Medicaid Reimbursement (Federal)	3,000,000	3,030,000	3,060,300	3,090,903
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For the last several years, the District has conservatively budgeted Medicaid, but received over \$4.0 million in reimbursement. During the closure in 2020-21, Medicaid revenues declined, but are expected to recover in 2021-22. The 2021-22 is still conservatively budgeted at \$3.0 million, with modest growth thereafter.

projected growth rate		1.00%	1.00%	1.00%
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Other (Tuition, Interest, Misc, Interfund)	11,474,478	11,589,223	11,705,115	11,822,166
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Other revenues include tuitions, interest, interfund revenues for indirect costs charged to other funds, refunds of prior year expenditures, and miscellaneous items. Initiatives to enhance tuition revenues have resulted in these revenues averaging \$19.5 million (or \$2.3 over Plan) annually over the course of the course of the last Plan period of 2017-18 to 2020-21; however to be conservative and to recognize many one-time revenues are included in the historical results, the 2021-22 projections have been reduced. This revenue is expected to increase at a moderate inflation factor as noted below.

projected growth rate		1.00%	1.00%	1.00%
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Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
State Aid:				
Foundation Aid	587,487,408	615,051,368	642,615,327	642,615,327
<p>2020-21 initially began as a year with flat Foundation Aid, and an expectation for additional State Aid cuts, ultimately resulted in no additional State Aid cuts. The adopted State Budget for 2021-22 includes an 8% increase in Foundation Aid, while the legislative language includes provisions that would fully phase in the Foundation Aid formula for the 2023-24 year, at approximately \$643 million. If achieved, this \$98 million increase from 2020-21 would exceed our legislative request of \$90 million increase in Foundation Aid over 3 years. Because it is written into the legislation, it is included in the Plan. No growth included in 2024-25.</p>				
projected growth amount in legislation		27,563,960	27,563,960	0.00%
State Pandemic Adjustment and Federal Disaster Relief	-	-	-	-
<p>Because of the Coronavirus pandemic, and its resultant effect on the 2020-21 State budget, the State instituted a Pandemic Adjustment equal to the estimate of the Federal Stimulus aid schools are entitled to, amounting to \$29.6 million in 2020-21. This was fully restored in the adopted State Budget for 2021-22, and is zero in the future years of the plan.</p>				
Building Aid	117,559,308	117,351,929	109,624,403	99,428,298
<p>Building Aid is paid based on approved Maximum Cost Allowances, amortization schedules for related debt and reimbursement rates set by SED for approved school building projects. To be conservative, Building Aid is projected to decline at a similar rate as debt services. Actual Building will likely be higher due to Building Aid earned on refinancing savings that fund aidable capital projects.</p>				
projected growth rate (exclusive of formulaic reductions)	0.00%	0.00%	0.00%	0.00%
Other Formula Aids	85,107,768	85,958,846	86,818,434	87,686,618
<p>Other Formula Aids: include Transportation, Private & Public Excess High Cost Aids, Textbook, Hardware, Software, Library, and Special Service Aids. These aids will continue to follow their currently legislated formulas, and therefore should increase modestly annually. Note that the Governor proposed consolidating some of these aid types into Foundation aid in 2020-21, which would effectively freeze them; the NYS Legislature has rejected this proposal in the 2020-21 budget, but the proposal may surface again in the future.</p>				
Special Services (CTE)	16,500,086			
High Cost Excess Cost	3,823,726			
Private Excess Cost	27,886,446			
Hardware and Technology	911,617			
Software, Library, Textbooks	3,480,950			
Transportation	32,504,943			
Total	85,107,768			
projected growth rate		1.00%	1.00%	1.00%

Buffalo Public Schools
4 Year Financial Plan - Revenue Assumptions

Year 1	Year 2	Year 3	Year 4
2021-22	2022-23	2023-24	2024-25
Budget	Budget	Budget	Budget

Charter School Transitional Aid	7,991,280	10,250,000	11,100,000	11,300,000
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This aid category was established in 2007-08 to help provide relief from the financial drain caused by the significant number of charter school students in certain school districts, including Buffalo. The Charter School Transitional Aid continues on a rolling basis so long as charter school enrollment continues to increase. Therefore, based on a complex formula, the following amounts of aid are projected based on charter enrollment and tuition assumptions. Note that the Governor proposed consolidating this aid type into Foundation aid in 2020-21, which would effectively freeze it; the NYS Legislature has rejected this proposal in the 2020-21 budget, but the proposal may surface again in the future.

7,991,280	10,250,000	11,100,000	11,300,000
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Supplemental Charter Tuition Reimbursement	9,057,000	9,700,000	10,150,000	10,500,000
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With the adoption of the 14-15 State Budget, a new reimbursement program for charter school tuition was created. The tuition is on a one year lag and calculated as follows:

Reimbursement amount per pupil	1,000	1,000	1,000	1,000
Rate change from prior year	-	-	-	-
Charter enrollment from the previous year	9,807	9,700	10,150	10,500
Adjuster in 2021-22; offset possible Transitional Aid overestimation by NYS	(750)			
Supplemental Tuition Reimbursement	9,057,000	9,700,000	10,150,000	10,500,000

Incremental Aid For Transportation	-	24,275,007	25,232,059	26,206,338
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Transportation aid is included in the general operating aid payments. However, the aid is annually based on the expenditures of the previous fiscal year. Starting in 2017-18 will increase to 87% based on a reduction in the rate of non-allowable expenditures.

Prior year amount carrying forward	-	-	24,275,007	25,232,059
Transportation costs in PY	-	61,114,404	62,214,464	63,334,324
Transportation costs in PY2	-	33,212,097	61,114,404	62,214,464
Increase in cost eligible for reimbursement in current year	-	27,902,307	1,100,059	1,119,860
Applicable rate	87%	87%	87%	87%
Current year increase in transportation reimbursement	-	24,275,007	957,052	974,279
Cumulative increase in transportation reimbursement	-	24,275,007	25,232,059	26,206,338

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
Other State Aid/Fed (FEMA)	3,000,000	-	-	-
<p>The District annually receives aid that is classified as "other" for Incarcerated Youth, Homeless, and Tuition Chapter 47. Since the other aid payments can be sporadic and not be reliably projected from year to year, the District conservatively does not budget for them.</p>				
In 2015-16 through 2021-22, an additional \$1.2 million in legislative aid was included in the State budget for school health services, in addition to the \$5.3 million included in the grants fund. Any such amounts cannot be guaranteed annually and have therefore been excluded from future projections.	1,200,000	-	-	-
The District can request a one time Chapter 1 Advance from New York State totaling \$1.8 million if needed. (The aid is then withheld in the subsequent year; and requested again on an ongoing basis.) This is budgeted each year, but not taken. In the plan, it is included in the 2021-22 budget.	1,800,000	-	-	-
	3,000,000	-	-	-
Total State Aid	810,202,764	862,587,150	885,540,223	877,736,581
Federal Disaster Relief in the General Fund	-	-	-	-
<p>Federal Disaster Relief offsets the State Pandemic Adjustment in 2020-21. At this time, the CRRSA ESSER II grant and ARP ESSER III grant are expected to be in the grants fund, as they are anticipated to be supplemental revenues. If that changes, this plan will be revised accordingly. Please refer to the Special Projects Grant Fund for more information on Federal Stimulus Aid.</p>				
Total general fund revenues	943,500,000	996,749,130	1,020,579,196	1,013,664,970
Appropriated Fund Balance - Unassigned (Budgetary Only)	29,000,000	-	-	-
Appropriated Fund Balance - Assigned for OPEB and other benefits (Budgetary Only)	-	-	-	-
Appropriated Fund Balance - Assigned for Prior Year Claims (Budgetary Only)	-	-	-	-
Appropriated Fund Balance - Assigned for Capital Contribution (Budgetary Only)	-	-	-	-
Total planned use of fund balance	29,000,000	-	-	-
Total general fund revenues and fund balance usage	972,500,000	996,749,130	1,020,579,196	1,013,664,970

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
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Special projects grants fund

Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
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Until 2007-08, the State Categorical Grants included Reading, Improved Pupil Performance, Magnet School, Universal Pre-K, and Early Grade Reduced Class Size. Beginning with the 2007-08 state budget, all categories except Universal Pre-K have been rolled into the General Fund as part of Foundation Aid. As part of the 2017-18 Budget, the Universal Pre-K budget has been combined at the State level with the Priority Pre-K grant, so we are showing those two grants combined.

Total other grants	91,025,458	91,025,458	91,025,458	91,025,458
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The District annually receives grant funding from the state and federal governments and local grantors. There are several grants that are given on an annual basis such as Title I, II and III and the IDEA 611 and 619. There are also School Improvement Grants that can fluctuate as the number of schools eligible changes. Since this is a self balancing fund, the projection in the out years will be based on the 2021-22 budget. However, it is important to note that the revised grant budget will likely be higher as more information becomes available.

Total Federal Disaster Relief	115,848,135	115,848,135	57,924,068	-
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1) The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA Act) was signed into law in December 2020. The funds allocated to the District, estimated at \$88.8 million (ESSER II), are included in the State Aid Run in the adopted 2021-22 State Budget. The funds are expected to be available through September 2024.

2) The American Rescue Plan of 2021 (ARP) was signed into law in March 2021. The funds allocated to the District, estimated at \$201.0 million (ESSER III), are included the State Aid Run in the adopted 2021-22 State Budget. The funds are expected to be available through September 2024. ESSER III includes a 20% set-aside for learning loss, a maintenance of equity component, among other restrictions.

3) At this time, there are several unknowns relative to the ESSER II and ESSER III funding, including: confirmation of the final amounts allocated to the District, the applicable State guidance, and the application process. These funds are expected to be recorded in the grants fund; therefore, they are not included as general fund revenues or expenditures in the Plan, which is focused on the recurring operations of the District (i.e. general fund). At this time, the plans for these funds are being developed, and will require significant community outreach. The funding allocation by year is not known at this point, but it is presented in this Plan in the 2021-22 to 2023-24 years in a 40/40/20 split. It is highly likely that the projected annual allocations will change when the final plan for spending is completed and posted on July 1, 2021.

The ESSER II and ESSER III funds have a wide range of allowable uses up to and including activities that are necessary to maintain the operation of and continuity of services in local educational agencies and continuing to employ existing staff of the local educational agency – meaning the funding could be used to close budget deficits. The funding is expected to support 1) return to school efforts (e.g. cleaning, PPE, ventilation, facility enhancements), 2) instruction programs and extended learning time to catch-up and accelerate students that may be behind as a result of school closures, 3) supports for students social and emotional well-being, 4) IT infrastructure and remote learning capabilities, and 5) professional development for staff to accomplish #2 - #4.

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
CRRSA - ESSER II	35,430,481	35,430,481	17,715,240	-
ARP - ESSER III	80,417,654	80,417,654	40,208,827	-
total	115,848,135	115,848,135	57,924,068	-
Total special projects revenues	220,848,135	220,848,135	162,924,068	105,000,000

Food service fund

State And Federal Aid	32,728,658	33,383,231	34,050,896	34,731,914
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The Food Service fund is self sustaining. The budgeted revenue over the last several years has increased due to the District's average daily participation in the breakfast and lunch programs, and increased reimbursement rates. In out years, enrollment and participation are expected to remain flat to slightly declining, with 2% increases coming from increased reimbursement for the rising costs of the program.

projected annual growth	2.00%	2.00%	2.00%
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Federal Aid - Surplus Food	1,332,000	1,358,640	1,385,813	1,413,529
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The Food Service fund is self sustaining. The budgeted revenue since 2016-17 has increased due to the District's average daily participation in the breakfast and lunch programs, and increased reimbursement rates. In out years, enrollment and participation are expected to remain flat to slightly declining, with 2% increases coming from increased reimbursement for the rising costs of the program.

	2.00%	2.00%	2.00%
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Federal Aid - Summer Food Program	1,658,705	1,691,879	1,725,717	1,760,231
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This category is for all non food supplies associated with the operation of the cafeterias. The following annual increases are applied in the out years:

	2.00%	2.00%	2.00%
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Total State And Federal Aid	35,719,363	36,433,750	37,162,425	37,905,674
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Food Sales	1,355,000	1,382,100	1,409,742	1,437,937
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It is anticipated that food sales will increase slightly over the four years of the plan. 2021-22 includes both Emerson programs running.

	2.00%	2.00%	2.00%
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Buffalo Public Schools
 4 Year Financial Plan - Revenue Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
Interfund Transfers	726,851	726,851	726,851	726,851
<p>Transfers are made from the General fund to support operations at the Emerson and Emerson II. The budgeted amount will be projected as flat throughout the plan.</p>				
		0.00%	0.00%	0.00%
Miscellaneous	63,500	63,500	63,500	63,500
<p>The food service funds occasionally collect miscellaneous revenues. To remain conservative, no increases have been projected:</p>				
		0.00%	0.00%	0.00%
Fund Balance (Budgetary Only)	6,179,861	3,424,706	3,342,300	3,257,507
<p>The food service fund is expecting to use a significant amount of the accumulated fund balance in to expand the commissary to better meet the needs of the District's students and schools. Plans are still being formulated at this point. The Commissary expansion is budgeted to amount to \$2.7 million for building improvements and related equipment purchases. Both of these are one time items. The remaining fund balance usage in the out years will be used to balance the budget and avoid any reduction in service, while utilizing excess fund balance above statutory maximum.</p>				
Total food service revenues	44,044,575	42,030,907	42,704,819	43,391,469
Total revenues for all funds	1,237,392,710	1,259,628,173	1,226,208,082	1,162,056,439

Expenditure Assumptions

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
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General fund

Baseline assumptions assume a flat population of students in the City of Buffalo, but the composition of those students will shift more towards charter schools in the coming years.

District enrollment	32,800	32,350	32,000	31,700
Charter enrollment	9,700	10,150	10,500	10,800
Total enrollment (expected to be flat)	42,500	42,500	42,500	42,500
Reduction in district enrollment	107	(450)	(350)	(300)
Increase in charter enrollment	(107)	450	350	300
Number of charter schools	21	21	21	21

01 BTF (Teachers) 233,124,742 234,541,458 236,440,522 238,601,558

Teachers are the largest bargaining unit in the District. Employee compensation includes regular salary and longevity increments, but not extra-activity pay. The BTF contract expired in June 2019, and will be two years out of date by the start of the 2021-22 if a successor agreement is not in place. 1.5% increases are included in the model for out-years with no contract.

Assumed base salary increase:

Starting salary for base staff	235,124,742	235,124,742	238,651,613	242,231,387
Salary increase - projected contractual				
Salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
New base salary	235,124,742	238,651,613	242,231,387	245,864,858
Average teacher salary	71,076	72,142	73,877	75,509

Adjustments in FTE count:

The District historically has vacant positions being filled, but due to timing there is generally a differential that can be budgeted as a reduction in expense. This process started with the 2018/19 budget.

(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
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Reduction in FTE based on charter growth: reduction per 100 pupil count drop. This projection assumes a flat enrollment in the City of Buffalo with District and charter students combined totaling 42,500 throughout the four year plan. The District schools are projected to decline as students move to charter schools. This plan assumes that 6.5 teachers can be reduced for every reduction of 100 students. The current teacher to student ratio is 10.9 teachers per 100 students. No adjustment will be made in the plan for Administrators, Aides/Assistants or school clerical to be conservative.

(2,110,154)	(1,680,711)	(1,472,435)
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Buffalo Public Schools 4 Year Financial Plan - Expenditure Assumptions	Year 1 2021-22 Budget (2,000,000)	Year 2 2022-23 Budget (4,110,154)	Year 3 2023-24 Budget (5,790,865)	Year 4 2024-25 Budget (7,263,300)
sum of vacancy contingency plus accumulated FTE reductions based on student counts				
FTEs:				
Start	3,308	3,308	3,279	3,256
Add - reduced class size	-	-	-	-
Less - reduction in District students	-	(29)	(23)	(20)
Ending FTEs	3,308	3,279	3,256	3,237
12 BTF Other Compensat	9,160,237	9,297,641	9,437,105	9,578,662
This line includes other salary payments to teachers for things like: hourly work, professional development, coaching, etc. This is expected to grow at the same rate as BTF salaries.				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
02 BTF Substitutes	8,395,887	8,395,887	8,395,887	8,395,887
The substitute teacher contract was ratified on February 12, 2020, with contractual increases through June 2021, and flat thereafter.				
		0.00%	0.00%	0.00%
03 BCSA (Administrators)	26,297,448	26,691,910	27,092,289	27,498,673
BCSA contract has expired as of September 2020:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
FTE	234	234	234	234
05 Teacher Aides	12,048,596	12,229,325	12,412,765	12,598,957
BEST contract has been expired since June 2012. Assumed increases, based on steps and attrition are as follows:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
FTE	544	544	544	544

Buffalo Public Schools
 4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
14 Teaching Assistant	5,732,329	5,818,314	5,905,589	5,994,172
BEST contract has been expired since June 2012. Assumed increases, based on steps and attrition are as follows:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
FTE	250	250	250	250
04 PCTEA (White Collar)	20,231,547	20,535,020	20,843,046	21,155,691
PCTEA contract was ratified on August 21, 2019. Assumed increases, based on steps and attrition are as follows, with the contract expiring June 2021:				
salary increase - projected contractual	3.00%			
salary increase - assumed for period w/o contract	0.00%	1.50%	1.50%	1.50%
FTE	380	380	380	380
06 Trades	3,906,296	4,005,907	4,108,057	4,212,813
Tradesmen are subject to prevailing wage laws. Assumed increases are as follows based on the prior 4 year average:				
salary increase - projected		2.55%	2.55%	2.55%
FTE	33	33	33	33
07 Local 264(Blue Coll)	2,503,027	2,540,572	2,578,681	2,617,361
Local 264 contract has been expired since June 2013. Assumed increases, based on steps and attrition are as follows:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
FTE	65	65	65	65
08 Local 409(Engineers)	3,140,114	3,140,114	3,140,114	3,140,114
Local 409 contract has been expired since June 2010. As a result of the IRS employment tax audit, urgency in resolving this contract has increased. Assumed increases, based on steps and attrition are as follows:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		0.00%	0.00%	0.00%
FTE	57	57	57	57

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
09 Exempt	4,672,304	4,672,304	4,672,304	4,672,304
No adjustments are anticipated at this time:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		0.00%	0.00%	0.00%
FTE	45	45	45	45
10 Misc Payroll Items	194,480	194,480	194,480	194,480
Misc payroll items include things like temporary replacements and seasonal work, and are treated similar to overtime.				
salary increase - projected contractual				
salary increase - assumed for period w/o contract	0.00%	0.00%	0.00%	0.00%
11 Overtime	1,758,431	1,758,431	1,758,431	1,758,431
There is significant overtime in the Trades, Transportation and Security areas, and the Board has directed the District to reduce OT further; therefore overtime is not expected to grow in the out years.				
salary increase - projected contractual				
salary increase - assumed for period w/o contract	0.00%	0.00%	0.00%	0.00%
13 TAB (Bus Aides)	6,041,280	6,131,899	6,223,878	6,317,236
TAB contract is current through June 2021. Actual and assumed increases, based on steps and attrition are as follows:				
salary increase - projected contractual				
salary increase - assumed for period w/o contract		1.50%	1.50%	1.50%
Total Salary	337,206,719	339,953,263	343,203,148	346,736,340
FTE	4,915	4,886	4,863	4,844

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
81 Civil Service Retire	6,800,000	6,870,148	6,837,234	6,650,023
<p>All full time employees, except BTF, BCSA & teaching assistants (see below), are members of the NYS and Local Employees Retirement System (ERS). The rates are actuarially set by the ERS and are expected to be decrease and stabilize over the longer term to approximately 12.5%; however, given the uncertainty in 2019-20, they are projected to remain above the long-term trend for the foreseeable future. The rates change every April 1. The model will assume the expenditure to approximate the following percentages of employee compensation (PCTEA, BEST (Aides only), Local 264, Local 409, and 1/2 of Exempt).</p>				
July to March rate	16.20%	16.20%	16.00%	15.50%
April to June rate	16.20%	16.00%	15.50%	14.50%
Average rate	16.20%	16.15%	15.88%	15.25%
82 Teachers' Retirement	27,200,000	28,708,136	29,684,773	30,702,536
<p>All full time teachers, administrators and teaching assistants are members of the NYS Teachers' Retirement System (TRS). The rates are actuarially set by the TRS, increasing in 2018-19 as a result of an actuarial assumption change. At this time rates are projected to stabilize at 10.5% over the long term. The TRS has provided the 2021-22 rate as indicated. The model will assume the expenditure to approximate the following percentages of employee compensation (BTF, BCSA, BEST Assistants only, and 1/2 of Exempt):</p>				
	9.80%	10.00%	10.25%	10.50%
83 Social Security	26,300,000	26,050,070	26,299,340	26,570,294
<p>Estimated at 7.65% of employee compensation.</p> <p>The District is also liable for FICA and Medicare on Termination Pay. The plan assumes FICA will be one percent times the Termination Pay line due to the governmental plan (403-b) in place with the bargaining units</p>				
Rate for regular pay	7.65%	7.65%	7.65%	7.65%
Rate for termination pay	1.00%	1.00%	1.00%	1.00%
86 Health Ins-Employees	62,316,000	63,818,660	66,749,334	69,813,843
<p>The projected health insurance costs are based on total gross allowable health insurance related costs billed to the District through its TPA. Rates in the future years are based on the percentage increases noted and were also arrived at through discussions with the District's insurance consultant.</p>				
Total Expenditure base - health insurance and prescription drug reimbursement				
projected Health Insurance costs for existing actives	55,300,000	57,788,500	60,388,983	63,106,487
rounding increase for 2021-22	1,300,000	-	-	-
projected Health Insurance costs for existing BEST members	10,000,000	10,450,000	10,920,250	11,411,661

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget 66,600,000	Year 2 2022-23 Budget 68,238,500 4.5%	Year 3 2023-24 Budget 71,309,233 4.5%	Year 4 2024-25 Budget 74,518,148 4.5%
total base for year				
projected health insurance cost percent increase over prior year base		1,638,500	3,070,733	3,208,915
Blended premium equivalent used for calculation (kept flat in 2020-21)	17,000	17,765	18,564	19,400
In-lieu of health insurance coverage payments to employees: In lieu amount is payable to staff that waive health insurance. Projected growth	700,000	714,000 2.0%	728,280 2.0%	742,846 2.0%
Prescription drug reimbursement. As required by contract, the District must reimburse employees and retirees for certain differences in prescription coverage. Projected growth	16,000	16,160 1.0%	16,322 1.0%	16,485 1.0%
Premium Contributions Projected growth	(5,000,000)	(5,150,000) 3.0%	(5,304,500) 3.0%	(5,463,635) 3.0%
Total Contribution	(5,000,000)	(5,150,000)	(5,304,500)	(5,463,635)
Total cost for active employee health insurance	62,316,000	63,818,660	66,749,334	69,813,843
87 Health Ins-Retirees	56,063,000	59,490,770	63,166,365	67,078,455

There are currently approximately 5,079 retiree participants (6,494 members) with health insurance benefits. Additional retirees are also need to be added to the base cost each year, while retirees that pass away need to be subtracted from the base - the District generally projects a slight increase in counts annually. Effective the start of the 2018-19 fiscal year, the District is no longer budgeting based on premium equivalent rates, instead using actual claim costs by the various groups, including retirees. This is compared to an actuarial valuation annually for reasonableness. Starting in January 2020, the District converted its Medicare Advantage offering to Independent Health, resulting in a projected savings of \$0.9 million annually, which is included in the base cost.

Total Expenditure base - health insurance and prescription drug reimbursement

projected Health Insurance costs for existing retirees (PY plus increase, plus growth increase)	57,200,000	58,326,206	62,127,770	66,153,365
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
prescription drug reimbursement (assumed flat)	63,000	63,000	63,000	63,000
total base for year	57,263,000	58,389,206	62,190,770	66,216,365
projected health insurance cost percent increase		4.5%	4.5%	4.5%
increase on base (applied only to health insurance cost row)	-	2,624,679	2,795,750	2,976,901
new base	57,263,000	61,013,885	64,986,520	69,193,267
Growth in membership				
current retiree membership (note: much of increase in due to forever blue converting one family to two individuals)	5,079	5,179	5,279	5,379
projected growth in net retirees	100	100	100	100
ending retiree membership	5,179	5,279	5,379	5,479
percent growth	2.0%	1.9%	1.9%	1.9%
increase for membership counts	1,126,206	1,176,885	1,229,845	1,285,188
Medicare Advantage savings:				
savings per member (as of January 2021)	(2,500)	(2,500)	(2,500)	(2,500)
starting members (as of November 2020)	1,484	1,584	1,684	1,784
net growth	100	100	100	100
ending members	1,584	1,684	1,784	1,884
Total savings on growth only (existing is in current projection)	(250,000)	(500,000)	(750,000)	(1,000,000)
retiree contribution	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Retiree Contribution projected growth - approx \$1000 for 100 net growth, from \$2.0 million base	(100,000)	(200,000)	(300,000)	(400,000)
total retiree contribution	(2,100,000)	(2,200,000)	(2,300,000)	(2,400,000)
Total cost for retiree health insurance	56,039,206	59,490,770	63,166,365	67,078,455
88 Termination Pay	4,300,000	4,364,500	4,429,968	4,496,417
<p>Represents the payments to new retirees for a combination of accumulated leave time balances and an early retirement incentive (formula based calculation) for BTF and BCSA members that are paid upon separation from employment and are based upon union contracts. Projected amounts are based on the actual number of employees eligible to retire, their estimated termination pay benefit and the percentage expected to retire based on trend data.</p>				
		1.50%	1.50%	1.50%

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
89 Other Employee Bene	13,933,000	13,915,450	13,901,800	13,890,100

Other benefits includes supplemental benefits, workers compensation, unemployment, and other minor miscellaneous benefits. Each category has a different assumption as follows:

Supplemental benefits

Each union is paid a rate set by their collective bargaining agreement on or about July 1, based upon the number of employees as of the previous fiscal year. Without updated union contracts, the rates will remain the same.

FTE BTF:	3,308	3,279	3,256	3,237
FTE BCSA:	234	234	234	234
FTE PCTEA:	380	380	380	380
FTE BEST:	793	793	793	793
FTE Local 409 Engineers:	57	57	57	57
FTE Local 409 Custodian:	250	250	250	250
FTE Local 264 Blue collar:	65	65	65	65
Rate BTF:	600	600	600	600
Rate BCSA:	700	700	700	700
Rate PCTEA:	575	575	575	575
Rate BEST:	550	550	550	550
Rate Local 409 Engineers:	500	500	500	500
Rate Local 409 Custodian:	500	500	500	500
Rate Local 264 blue collar:	450	450	450	450
Total spend including exempt	3,198,861	3,181,311	3,167,661	3,155,961

Workers compensation

Based upon the historical trend and increasing medical costs, offset by an expected reduction in the number of non-assault costs for teachers, workers compensation is estimated as follows:

	8,300,000	8,300,000	8,300,000	8,300,000
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
Unemployment				
The District incurs some unemployment annually due to substitutes and other partial year employees. At present, substitute teachers are not being paid and will likely be eligible for unemployment, which will be accrued in 2019-20. Increase in 2020-21 due to likely layoff and potential summer eligibility for subs, which will be included the 2020-21 budget and reduced in the 2021-22 and later years.	1,500,000	1,500,000	1,500,000	1,500,000
Miscellaneous other benefits				
These costs include life insurance, leave time incentives and buy backs. The total amount is projected as follows:	934,139	934,139	934,139	934,139
	13,933,000	13,915,450	13,901,800	13,890,100
Total Employee and Retiree Benefits	196,912,000	203,217,734	211,068,814	219,201,668
19 Contingency	7,500,000	2,000,000	2,500,000	3,000,000
The District budgets a contingency account for new expenditures and unknown changes that happen after budget adoption. The contingency is unspecified, but projected to grow \$0.5 million annually.				
Contingency - related to Westminster and Enterprise Charter School Transition	6,000,000	-	-	-
General contingency - unspecified	1,500,000	2,000,000	2,500,000	3,000,000
	7,500,000	2,000,000	2,500,000	3,000,000
20 Equipment	2,550,646	2,550,646	2,550,646	2,550,646
Equipment expenditures are anticipated to remain flat. With the Smart Schools Bond Act, incremental growth is expected to be funded through that funding source.				
		0.00%	0.00%	0.00%
40 Contractual - Misc	23,822,473	23,822,473	23,822,473	23,822,473
Contracts are expected to remain relatively constant. Historically, the District over-budgets this line, so no increases are anticipated.				
		0.00%	0.00%	0.00%

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
42 Rental - Facilities	6,913,972	7,017,682	7,122,947	7,229,791
<p>This line includes District facility rentals. Some of these contracts stipulate annual increases in accordance with the CPI or some other factor. This was formerly part of rental contracts. Additionally, the projected full year cost of the Huron Street facility is included starting in 2020-21</p>				
rate of increase		1.50%	1.50%	1.50%
43 Rental Contracts	5,128,663	5,205,593	5,283,677	5,362,932
<p>The District has contractual agreements for the rental of equipment (e.g. copiers), computer services/access. The annual increases are projected as follows:</p>				
		1.50%	1.50%	1.50%
44 Transportation	61,114,404	62,214,464	63,334,324	64,474,342
<p>Transportation expenditures include costs for public and private providers. The District transports public, non-public, private and charter school students within the District. The District re-bid the private carrier (yellow bus) services for 2020-21 and beyond, which resulted in an approximately 15% increase in yellow bus costs. Additionally, costs may go up in the future based on new charter schools applying for transportation services. NFTA contract is outstanding as of 4/2020. The District anticipates the rates to change as follows, based on the contractual rates in the yellow bus contract:</p>				
		1.80%	1.80%	1.80%
46 Custodian Contracts	19,385,654	19,385,654	19,385,654	19,385,654
<p>The Engineers negotiated collective bargaining agreement expired June 30, 2010. Absent a new agreement, there will be no significant increases budgeted.</p>				
		0.00%	0.00%	0.00%
47 Tuition	35,634,000	35,990,340	36,350,243	36,713,746
<p>The majority of the tuitions are for special needs students and rates are established by New York State. Tuition rates are expected to grow 1%. Actual tuition rates are increasing at higher rates, but a reduction in students offsets this.</p>				
Growth rate used:		1.00%	1.00%	1.00%
Tuition paid to (or on behalf of) the following:				
Agency Tuition	33,034,000	33,364,340	33,697,983	34,034,963
Foster & Resident Student Tuition	1,750,000	1,767,500	1,785,175	1,803,027

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
DaVinci Tuition (D'Youville)	200,000	202,000	204,020	206,060
Middle Early College Tuition (Buffalo State)	325,000	328,250	331,533	334,848
Middle Early College Tuition (ECC)	325,000	328,250	331,533	334,848
	<u>35,634,000</u>	<u>35,990,340</u>	<u>36,350,243</u>	<u>36,713,746</u>
48 Textbooks	3,074,623	3,105,369	3,136,422	3,167,787
<p>The District pays for books for all children within the district including public, non-public, private and charters. Based on a five year textbook adoption cycle, the District intends to keep the total textbook expenditures constant; unless additional revenue is utilized for additional textbook purchases.</p>				
		1.00%	1.00%	1.00%
49 Utilities	8,575,150	8,746,653	8,921,586	9,100,018
<p>Through the utilization of pooled rates with the City and the overall cost of utilities, the District has obtained favorable utility rates:</p>				
		2.00%	2.00%	2.00%
50 Supplies & Misc Item	10,218,628	10,320,814	10,424,023	10,528,263
<p>This total includes numerous instructional and office related supplies. These are expected to increase slightly in the out years.</p>				
		1.00%	1.00%	1.00%
51 Software	3,917,279	3,956,452	3,996,016	4,035,977
<p>This total includes instructional software and business system software. These are expected to increase slightly in the out years. This was formerly part of supplies and miscellaneous.</p>				
		1.00%	1.00%	1.00%
57 Repairs & Maint	3,385,885	3,436,673	3,488,223	3,540,547
<p>This group of expenditures includes maintenance contracts, materials and supplies. As the JSCB reconstruction projects are complete, these facilities must be maintained. The projected increases are as follows:</p>				
		1.50%	1.50%	1.50%

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
71 Charter Tuition	135,654,500	147,997,500	152,512,500	160,553,500
<p>Westminster and Enterprise Charter School are expected to close in 2021-22, while two new charter schools, and growth in existing charter schools partially offsets the decline. Tuition expense and pupil counts are expected to grow charter schools. Note that the growth below assumes no new charter schools approved, which is uncertain at this point.</p>				
Budgeted pupils	9,700	10,500	10,500	10,700
Base tuition from prior year	13,200	13,310	13,420	13,850
Assumed increase in base tuition over prior year (based on AOE calculation)	110	110	430	480
Base tuition rate	13,310	13,420	13,850	14,330
Budgeted spec ed rate	675	675	675	675
Budgeted Tuition rate (base plus special education)	13,985	14,095	14,525	15,005
	135,654,500	147,997,500	152,512,500	160,553,500
90 Debt Service	108,965,404	108,758,025	101,030,499	90,834,394
<p>Debt service expenditures are based on established debt schedules; no new debt is anticipated at this time. However as refinancing savings are being depleted, capital borrowing may be required at some point in the future.</p>				
99 Interfund Transfers	2,540,000	2,540,000	2,540,000	2,540,000
<p>The District transfers monies to other funds to support the summer handicapped program, JROTC, special projects, capital projects and Emerson food service operations. Based upon historical trends and anticipated local share contributions, the following transfer amounts are anticipated:</p>				
Growth from prior year:	0%	0%	0%	0%
Total All other Expenditures	438,381,282	447,048,338	446,399,234	446,840,069
Total general fund expenditures	972,500,000	990,219,336	1,000,671,197	1,012,778,077

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
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Special projects grants fund

Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
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Until 2007-08, the State Categorical Grants included Reading, Improved Pupil Performance, Magnet School, Universal Pre-K, and Early Grade Reduced Class Size. Beginning with the 2007-08 state budget, all categories except Universal Pre-K have been rolled into the General Fund as part of Foundation Aid. Starting with the 2017-18 Budget, the Universal Pre-K budget has been combined at the State level with the Priority Pre-K grant, so we are showing those two grants combined.

Total other grants	91,025,458	91,025,458	91,025,458	91,025,458
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The District annually receives grant funding from the state and federal governments and local grantors. There are several grants that are given on an annual basis such as Title I, II and III and the IDEA 611 and 619. There are also School Improvement Grants that can fluctuate as the number of schools eligible changes. Since this is a self balancing fund, the projection in the out years will be based on the 2021-22 budget. However, it is important to note that the revised grant budget will likely be higher as more information becomes available.

Total Federal Disaster Relief	115,848,135	115,848,135	57,924,068	-
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Refer to revenue assumptions for details.

Total special projects expenditures	220,848,135	220,848,135	162,924,068	105,000,000
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Food service fund

Employee compensation	9,713,271	9,858,970	10,006,855	10,156,957
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Employee compensation includes regular salary, longevity, incentives and step increments. Salaries are projected to increase based on the following.

growth in pay applicable to staff the food service workers contract	1.50%	1.50%	1.50%
growth in pay applicable to staff exclusive of the food service workers contract	1.50%	1.50%	1.50%

Benefits	2,880,005	2,937,605	2,996,357	3,056,284
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Benefit growth assumptions:

growth in benefits applicable to staff.	2.00%	2.00%	2.00%
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Building improvements and equipment	2,721,000	250,000	250,000	250,000
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2021-22 Budget	Year 2 2022-23 Budget	Year 3 2023-24 Budget	Year 4 2024-25 Budget
An investment for expansion of the commissary, along with related equipment purchases are anticipated in 2020-21. These are one time costs do not recur in the out years, where only minor equipment purchases are expected thereafter.				
		250,000	250,000	250,000
Services & misc supplies	3,290,594	3,290,594	3,290,594	3,290,594
This category includes delivery and equipment repair costs, the rental cost of the commissary and various miscellaneous contracts and supplies. These costs included an increased rental cost related to the Commissary expansion starting in 2022/23, but is otherwise expected to remain flat over the life of the plan				
		0.00%	0.00%	0.00%
Cafeteria supplies (non-food)	2,245,000	2,289,900	2,335,698	2,382,412
This category is for all non food supplies associated with the operation of the cafeterias. The following annual increases are applied in the out years:				
		2.00%	2.00%	2.00%
Food supplies	19,059,000	19,440,180	19,828,984	20,225,563
This category is for all food supplies necessary to operate the cafeterias and commissary. The following annual increases are applied in the out years:				
		2.00%	2.00%	2.00%
USDA commodities	1,332,000	1,330,000	1,330,000	1,330,000
The USDA provides food commodities as they become available. While the District does not pay for the donated commodities, a revenue and expenditure are recorded for the value of them. There is no projected growth.				
			0.00%	0.00%
Interfund transfers	1,000,000	1,000,000	1,000,000	1,000,000
The food service fund annually provides payment to the general fund for its share of indirect costs. The rate is established by New York State and applied to a portion of the food service funds expenditures. While both the rate and expenditure totals will change, the net transfer is projected to remain flat.				
		0.00%	0.00%	0.00%
Summer food service	1,803,705	1,633,658	1,666,331	1,699,658
Summer Food Service increases are expected to grow at the following rates (with 2021-22 being expected to spike):				
		-9.43%	2.00%	2.00%
Total food service expenditures	44,044,575	42,030,907	42,704,819	43,391,469
Total all funds	1,237,392,710	1,253,098,378	1,206,300,083	1,161,169,546

FTE Projections

Buffalo Public Schools
4 Year Financial Plan - FTEs

Year 1 2021-22 Projection	Year 2 2022-23 Projection	Year 3 2023-24 Projection	Year 4 2024-25 Projections
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General fund

01 BTF (Teachers)	3,308	3,279	3,256	3,237
03 BCSA (Administrators)	234	234	234	234
05 Teacher Aides	544	544	544	544
14 Teaching Assistant	250	250	250	250
04 PCTEA (White Collar)	380	380	380	380
06 Trades	33	33	33	33
07 Local 264(Blue Coll)	65	65	65	65
08 Local 409(Engineers)	57	57	57	57
09 Exempt	45	45	45	45
Total general fund FTEs	4,915	4,886	4,863	4,844

Special projects grants fund

01 BTF (Teachers)	419	419	419	419
03 BCSA (Administrators)	32	32	32	32
05 Teacher Aides	8	8	8	8
14 Teaching Assistant	137	137	137	137
04 PCTEA (White Collar)	90	90	90	90
06 Trades	-	-	-	-
07 Local 264(Blue Coll)	-	-	-	-
08 Local 409(Engineers)	0	0	0	0
09 Exempt	1	1	1	1
Total grants fund FTEs	687	687	687	687

Buffalo Public Schools
4 Year Financial Plan - FTEs

Year 1 2021-22 Projection	Year 2 2022-23 Projection	Year 3 2023-24 Projection	Year 4 2024-25 Projections
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Food service fund

01 BTF (Teachers)	-	-	-	-
03 BCSA (Administrators)	-	-	-	-
05 Teacher Aides	3	3	3	3
14 Teaching Assistant	1	1	1	1
04 PCTEA (White Collar)	17	17	17	17
06 Trades	-	-	-	-
07 Local 264(Blue Coll)	29	29	29	29
08 Local 409(Engineers)	-	-	-	-
09 Exempt	-	-	-	-
Total food service FTEs	50	50	50	50

All funds

01 BTF (Teachers)	3,727	3,698	3,675	3,656
03 BCSA (Administrators)	266	266	266	266
05 Teacher Aides	555	555	555	555
14 Teaching Assistant	387	387	387	387
04 PCTEA (White Collar)	488	488	488	488
06 Trades	33	33	33	33
07 Local 264(Blue Coll)	94	94	94	94
08 Local 409(Engineers)	57	57	57	57
09 Exempt	46	46	46	46
Grand total all funds	5,653	5,623	5,601	5,581

Cash Flow Projections

BUFFALO CITY SCHOOL DISTRICT

CASH FLOW 2019-20 FISCAL YEAR UNAUDITED (in thousands)

	ACTUAL July 2019	ACTUAL August 2019	ACTUAL September 2019	ACTUAL October 2019	ACTUAL November 2019	ACTUAL December 2019	ACTUAL January 2020	ACTUAL February 2020	ACTUAL March 2020	ACTUAL April 2020	ACTUAL May 2020	ACTUAL June 2020	TOTAL
BEGINNING CASH & INVESTMENTS	215,157	164,801	148,126	95,998	121,700	126,232	145,048	212,724	205,933	280,780	253,318	258,830	215,157
CASH RECEIPTS:													
Basic Formula Aid (net of Medicaid Takeback)	-	-	-	7,343	37,063	35,725	167,253	55,616	128,039	23,976	55,453	11,940	522,408
Excess Cost (includes State Medicaid)	-	14,718	429	-	-	25,678	-	-	47,080	-	-	15,591	103,496
Aid withheld for JSCB Bond Payments	-	-	-	-	-	-	(22,117)	(22,281)	(44,236)	-	-	-	(88,634)
Aid withheld for MBBA Bond Payment	-	-	-	-	-	-	-	-	(1,086)	-	-	-	(1,086)
JSCB Refinancing cash transfer to Capital Fund	(6,484)	-	(1,473)	-	-	(1,473)	-	-	-	(1,473)	-	(1,473)	(12,376)
Lottery Aid (June is net of 713K debt payment) & VLT Lott Grant	18,127	-	-	56,915	4,550	4,550	4,550	4,550	8,034	-	-	17,413	118,689
Other General Fund State Aid	-	5,089	5,089	-	-	5,089	-	-	5,089	-	-	5,089	61,068
Erie County Sales Tax	3,189	4,038	4,094	5,268	3,970	5,658	3,237	4,258	3,501	4,424	2,692	4,949	49,278
Food Service	2,400	122	1,258	1,145	5,876	3,159	2,955	89	79	5,996	2,010	5,394	30,483
Title I	-	-	9,961	-	-	-	-	5,500	6,916	-	-	-	2,787
Medicaid (Federal)	547	1,218	826	36	562	-	785	-	1,619	1,304	455	247	7,599
Other State & Federal	1,222	7,893	2,175	10,788	25,308	7,001	8,250	8,236	14,429	4,233	-	-	3,820
Other	990	650	1,435	2,436	315	1,949	619	752	1,033	293	1,009	1,135	12,616
TOTAL CASH RECEIPTS	25,080	33,728	23,794	89,020	82,733	87,336	170,621	61,809	170,497	43,842	66,708	66,892	922,060
CASH DISBURSEMENTS:													
Salary & FICA & Term Pay	23,502	16,949	29,368	37,181	36,755	37,151	55,188	37,299	36,487	35,771	34,731	35,789	416,171
Carry Over Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Services & Supplies	13,078	14,379	8,226	8,425	6,432	14,369	11,624	9,886	8,979	7,996	7,562	7,574	118,530
Health Insurance	10,813	13,545	11,425	12,141	10,425	9,415	9,504	9,889	11,266	8,836	8,385	8,436	124,080
Transportation	4,525	3,900	928	2,174	79	4,414	2,058	5,894	14,031	970	3,439	7	42,419
Tuition Payments	2,149	897	3,446	3,397	2,944	1,497	4,834	5,630	4,627	1,405	3,650	4,779	39,255
Charter School Payments	21,369	733	22,529	-	21,566	1,674	19,737	2	20,260	16,326	3,429	621	128,246
TOTAL CASH DISBURSEMENTS	75,436	50,403	75,922	63,318	78,201	68,520	102,945	68,600	95,650	71,304	61,196	57,206	868,701
MONTHLY CASH & INVESTMENTS	(50,356)	(16,675)	(52,128)	25,702	4,532	18,816	67,676	(6,791)	74,847	(27,462)	5,512	9,686	53,359
ENDING CASH & INVESTMENTS	164,801	148,126	95,998	121,700	126,232	145,048	212,724	205,933	280,780	253,318	258,830	268,516	268,516

BUFFALO CITY SCHOOL DISTRICT

PROJECTED CASH FLOW

2020-21 FISCAL YEAR

UNAUDITED

(in thousands)

	Actual July 2020	Actual August 2020	Actual September 2020	Actual October 2020	Actual November 2020	Actual December 2020	Actual January 2021	Actual February 2021	Actual March 2021	Projected April 2021	Projected May 2021	Projected June 2021	TOTAL
BEGINNING CASH & INVESTMENTS	268,516	200,772	192,455	170,601	189,701	155,961	145,039	179,691	212,581	316,527	287,975	275,129	268,516
CASH RECEIPTS:													
Basic Formula Aid (net of Medicaid Takeback)	-	34	-	11,940	31,399	31,370	100,000	86,702	128,489	22,492	55,849	15,219	483,494
Excess Cost (includes State Medicaid)	-	12,377	1,190	-	-	26,152	-	3,392	47,803	-	-	15,935	106,849
Aid withheld for JSCB Bond Payments	-	-	-	-	-	-	(23,863)	(23,863)	(47,764)	-	-	-	(95,490)
Aid withheld for MBBA Bond Payment	-	-	-	-	-	-	-	-	(1,086)	-	-	-	(1,086)
JSCB Refinancing cash transfer to Capital Fund	(5,886)	-	-	-	-	-	-	-	-	-	-	-	(5,886)
Lottery Aid, net of lottery advance repayment	-	-	-	53,691	4,578	4,578	4,578	4,578	9,635	-	-	16,792	98,430
Other General Fund State Aid	-	5,146	5,146	-	-	5,146	-	-	5,146	-	-	5,146	61,751
Erie County Sales Tax	2,640	3,621	3,634	6,603	3,732	5,913	3,105	3,971	3,310	4,300	3,150	4,500	48,479
Medicaid (Federal)	540	229	60	61	-	564	488	296	299	200	200	200	3,137
Other General Fund, including Misc. State Aid	1,150	531	752	4,252	387	1,881	5,235	2,222	15,965	160	160	160	32,855
Food Service Fund	296	39	7,304	130	88	7	10,785	-	2,810	2,400	2,400	2,400	28,659
Grants Fund, including Smart Schools	4,198	808	22,018	5,890	455	7,441	8,249	5,460	9,565	14,000	10,000	10,000	98,084
TOTAL CASH RECEIPTS	8,084	22,785	40,104	87,713	45,785	83,052	113,723	87,904	174,172	48,698	76,905	70,352	859,276
CASH DISBURSEMENTS:													
Salary & FICA & Term Pay	26,250	10,028	29,120	35,258	35,427	52,368	34,946	34,886	34,548	35,500	35,500	35,500	399,331
Salary & FICA & Term Pay	15,957	10,204	6,561	9,250	11,136	19,685	9,857	7,305	8,892	11,000	11,000	11,000	131,847
Health Insurance	10,727	8,954	9,929	9,328	10,409	11,102	9,690	8,468	11,396	11,000	11,000	11,000	123,003
Services & Supplies	1	2	4	3,860	-	1,198	398	685	654	6,000	6,000	6,000	24,802
Health Insurance	1,525	1,689	2,001	3,135	4,589	6,270	3,018	2,720	2,203	3,750	3,750	1,750	36,400
Transportation	21,368	225	14,343	7,782	17,964	3,351	21,162	950	12,533	10,000	22,500	-	132,178
Tuition Payments	75,828	31,102	61,958	68,613	79,525	93,974	79,071	55,014	70,226	77,250	89,750	65,250	847,561
Charter School Payments													
TOTAL CASH DISBURSEMENTS	(67,744)	(8,317)	(21,854)	19,100	(33,740)	(10,922)	34,652	32,890	103,946	(28,552)	(12,845)	5,102	11,715
ENDING CASH & INVESTMENTS	<u>200,772</u>	<u>192,455</u>	<u>170,601</u>	<u>189,701</u>	<u>155,961</u>	<u>145,039</u>	<u>179,691</u>	<u>212,581</u>	<u>316,527</u>	<u>287,975</u>	<u>275,129</u>	<u>280,231</u>	<u>280,231</u>

BUFFALO CITY SCHOOL DISTRICT

PROJECTED CASH FLOW - APRIL 2021 ⁽¹⁾

2021-22 FISCAL YEAR

UNAUDITED

(in thousands)

	Projected July 2021	Projected August 2021	Projected September 2021	Projected October 2021	Projected November 2021	Projected December 2021	Projected January 2022	Projected February 2022	Projected March 2022	Projected April 2022	Projected May 2022	Projected June 2022	TOTAL
BEGINNING CASH & INVESTMENTS	280,231	213,335	212,241	200,299	167,651	137,178	137,736	222,676	213,222	296,846	276,361	263,040	280,231
CASH RECEIPTS:													
Basic Formula Aid (net of Medicaid Takeback)	181	-	-	12,258	39,082	39,082	174,700	58,856	140,120	28,443	58,856	8,008	559,586
Excess Cost (includes State Medicaid)	-	15,933	-	-	-	27,241	-	-	49,033	-	-	16,344	108,551
Aid withheld for JSCB Bond Payments	-	-	-	-	-	-	(22,105)	(22,105)	(44,210)	-	-	-	(88,420)
Aid withheld for MBBA Bond Payment	-	-	-	-	-	-	-	-	(1,085)	-	-	-	(1,085)
JSCB Refinancing cash transfer to Capital Fund	(6,500)	-	-	-	-	(6,500)	-	-	-	-	-	-	(13,000)
Lottery Aid, net of lottery advance repayment	-	-	51,395	3,422	3,422	3,422	3,422	3,422	6,230	-	-	17,283	92,018
Other General Fund State Aid	-	1,200	640	-	-	6,440	-	-	6,513	-	-	1,800	16,593
Property Taxes (Less Capital Debt of \$5.7m)	5,423	5,423	5,423	5,423	5,423	5,423	5,423	5,423	5,423	5,423	5,423	5,423	65,074
Erie County Sales Tax	3,100	3,800	3,800	5,100	3,800	5,100	3,500	3,800	3,800	3,800	3,800	5,100	48,500
Medicaid (Federal)	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Misc General Fund (excluding State Aid)	2,000	300	300	300	300	3,000	3,000	300	300	1,000	1,000	1,200	13,000
Food Service Fund	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Grants Fund, incl. Smart Schools and Fed Stimulus	9,000	9,000	9,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	198,000
TOTAL CASH RECEIPTS	16,454	38,906	73,808	48,753	74,277	105,458	190,190	71,946	188,374	60,916	91,329	77,408	1,037,817
CASH DISBURSEMENTS:													
Salary & FICA & Term Pay	35,000	15,000	20,000	39,000	39,000	57,500	39,500	39,000	39,000	39,000	39,000	39,000	440,000
Federal Stimulus - breakout TBD	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Services & Supplies	12,000	12,000	12,000	12,000	12,000	17,000	12,000	12,000	12,000	12,000	12,000	13,000	150,000
Health Insurance	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000
Transportation	-	-	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000
Tuition Payments	2,000	2,000	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	38,000
Charter School Payments	23,350	-	23,350	-	23,350	-	23,350	-	23,350	-	23,250	-	140,000
TOTAL CASH DISBURSEMENTS	83,350	40,000	85,750	81,400	104,750	104,900	105,250	81,400	104,750	81,400	104,650	82,400	1,060,000
MONTHLY CASH & INVESTMENTS	(66,896)	(1,094)	(11,942)	(32,647)	(30,473)	558	84,940	(9,454)	83,624	(20,484)	(13,321)	(4,992)	(22,183)
ENDING CASH & INVESTMENTS	213,335	212,241	200,299	167,651	137,178	137,736	222,676	213,222	296,846	276,361	263,040	258,048	258,048

⁽¹⁾ This cash flow is only intended for inclusion in the Four Year Plan - The Official 2021-22 Projected Cash Flow will be prepared once the 2021-22 budget is finalized and the final 2020-21 cash balance is known in July.