



Buffalo City School District

Four - Year Financial Plan 2016-17 to 2019-20

Revised – January 11, 2017

"Putting Children and Families First to Ensure High Academic Achievement for All"

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FINANCIAL PLAN OVERVIEW

JANUARY 11, 2017 – REVISED FINANCIAL PLAN OVERVIEW

The settlement of the teachers’ contract on October 17, 2016 has triggered the need for the District to update the current 4 year financial plan, dated June 10, 2016. The following are significant changes included in the revised plan:

- The impact of the teachers’ contract on salaries and benefits
- The potential costs of settling other outstanding union contracts
- The final results of the 2015-16 fiscal year, including a \$12.2 million surplus
- The first quarter results of the 2016-17 fiscal year
- The FTE report has been updated through the first quarter of 2016-17
- Cash flow projections have been updated through November 2017
- Pension rates from the Teachers Retirement System (TRS) and New York State and Local Retirement System (ERS) have been updated
- Projected growth in charter school tuition has been increased, along with the related charter school transitional and supplemental aid
- Detailed fund balance projections covering all plan years
- Additional potential deficit closing measures

A summary of the revenue and expenditure changes compared to the plan dated June 10, 2016 are as follows (in millions):

	2016-17	2017-18	2018-19	2019-20	Total
Total revenues, excluding fund balance 6/10/16	\$843.1	\$860.9	\$881.4	\$901.6	\$3,487.0
Total revenues, excluding fund balance 1/11/17	\$843.2	\$861.6	\$882.6	\$904.1	\$3,491.5
Change in projection - revenues	\$0.1	\$0.7	\$1.2	\$2.5	\$4.5
Total expenditures 6/10/16	\$847.9	\$869.8	\$888.9	\$903.8	\$3,510.4
Total expenditures 1/11/17	\$893.3	\$894.4	\$924.4	\$941.3	\$3,653.4
Change in projection - expenditures	\$45.4	\$24.6	\$35.5	\$37.5	\$143.0
Baseline deficit 6/10/16	(\$4.8)	(\$8.9)	(\$7.5)	(\$2.2)	(\$23.4)
Baseline deficit 1/11/17	(\$50.1)	(\$32.8)	(\$41.8)	(\$37.2)	(\$161.9)
Increase in baseline deficit	(\$45.3)	(\$23.9)	(\$34.3)	(\$35.0)	(\$138.5)

A summary of the major areas of change as compared to the plan dated June 10, 2016 are as follows (in millions):

- Increase in employee compensation – \$150.3 million over 4 years
 - Teachers’ salaries - \$118.9 million
 - Potential costs of settling other union contracts - \$16.5 million (from 17/18 to 19/20)
 - Increase in Aides/Assistants and BCSA, resulting from composition changes in budgeted FTEs - \$14.7 million
- Decrease in employee benefits - \$(5.2) million over 4 years
 - Health insurance decreases offset by increased TRS and FICA
- Decrease in all other expenses - \$(2.1) million over 4 years
 - Decreases based on results of 15/16 actuals and current 16/17 modified budget, offset by an increase in charter school expenditures
- Increase in revenues of \$4.4 million over 4 years
 - Mainly due to increased charter supplemental and transitional aid

Future Outlook

The Buffalo Fiscal Stability Authority (the “BFSA”) requested that the four year plan include clearly defined and delineated potential actions to close the budgetary gaps in the out years of the Plan. Included in this document are several possible deficit closing measures:

- Planned use of fund balance – amounts set aside for contract settlement and unassigned fund balance in excess of policy requirements
- Eliminating the budgeted contingency
- Efficiencies, vendor cost reductions, and cost sharing initiatives with the City
- Reductions in force to align with student population
 - This may be necessary to offset charter tuition growth which is projected to increase by \$28 million on an annual basis in 19/20 compared to 15/16. The growth in charter pupils will either drive increased revenues (which are not currently projected in this plan) because student counts increase or a will drive a reduction in pupils attending District schools, which means the District will not require the same staffing and infrastructure levels that are currently projected.
- Elimination of budgeted amounts for unsettled contracts
- Elimination or delay of the Emerson II program beyond the 18/19 year
- Reductions related to NEB initiatives

The plan does not include deficit closing measures resulting from:

- Use of fund balance that is restricted or assigned for purposed other than employment contract settlement
- Any savings in unspent budgetary amount
- Speculative revenue growth

Financial Summary (in millions):

The major categories of the general fund have been summarized below. More details can be found within the plan.

	Projected				Four Year Δ \$ (17 to 20)	Four Year Δ % (17 to 20)
	2016-17	2017-18	2018-19	2019-20		
Significant Revenue Categories:						
Foundation Aid	\$494.7	\$509.6	\$524.8	\$540.6	\$45.9	9.3%
Building Aid	115.9	115.3	115.3	115.3	(\$0.6)	-0.5%
Other Formula and State Aids	96.4	97.1	98.8	100.6	4.2	4.4%
Charter School Transition Aid & Supplemental Aid	7.2	9.9	13.0	16.2	9.0	125.0%
Other (City, County, Medicaid & misc.)	129.0	129.7	130.6	131.4	2.4	1.9%
Total Revenues	\$843.2	\$861.6	\$882.6	\$904.1	\$60.9	7.2%
Significant Expenditure Categories:						
Compensation	\$309.9	\$305.9	\$319.0	\$320.8	\$10.9	3.5%
Pension Contributions	36.7	31.8	31.3	29.4	(7.3)	(19.9%)
Health Insurance - Employees	51.8	53.5	55.9	58.5	6.7	12.9%
Health Insurance - Retirees	70.4	73.3	77.4	81.7	11.3	16.1%
Other Employee Benefits	39.7	40.4	40.6	40.8	1.1	2.8%
Charter School Tuition Payments	109.6	116.3	124.0	132.4	22.8	20.8%
Debt Service	117.1	113.7	113.7	113.1	(4.0)	(3.4%)
All Other ⁽¹⁾	158.1	159.5	162.5	164.6	6.5	4.1%
Total Expenditures	\$893.3	\$894.4	\$924.4	\$941.3	\$48.0	5.4%
Baseline Surplus (Deficit)	(\$50.1)	(\$32.8)	(\$41.8)	(\$37.2)		
Recommended Use of Reserves	50.3	22.0	12.8	0		
Revised Deficit	\$0.2	(\$10.8)	(\$29.0)	(\$37.2)		

⁽¹⁾ Transportation, Agency Tuition, Contracts, Utilities, Textbooks, Supplies and misc

Fund Balance Projections (in millions):

		Balance 6-30-16	Projected usage 16/17	Balance 6-30-17	Projected usage 17/18	Balance 6-30-18	Projected usage 18/19	Balance 6-30-19	Projected usage 19/20	Balance 6-30-20
Non spendable	Inventory	0.7	-	0.7	-	0.7	-	0.7	-	0.7
Restricted	Stabilization reserve	3.8	-	3.8	-	3.8	-	3.8	-	3.8
	Unemployment	3.2	-	3.2	-	3.2	-	3.2	-	3.2
	Judgements & claims & property loss	17.8	-	17.8	-	17.8	-	17.8	-	17.8
	Total Restricted	24.7	-	24.7	-	24.7	-	24.7	-	24.7
Assigned	Designated for next year budget	9.8	(9.8)	-	-	-	-	-	-	-
	Encumbrances	4.4	(1.4)	3.0	-	3.0	-	3.0	-	3.0
	Designated for other capital needs/repairs	7.8	-	7.8	(2.3)	5.5	-	5.5	-	5.5
	Designated for OPEB and other benefits	42.7	-	42.7	-	42.7	-	42.7	-	42.7
	Designated for PY claims (union contracts)	57.7	(40.5)	17.2	(14.2)	3.0	-	3.0	-	3.0
	Total Assigned	122.3	(51.7)	70.7	(16.5)	54.2	-	54.2	-	54.2
Unassigned	Minimum required unassigned fund balance	35.7	-	35.8	1.2	37.0	0.7	37.6	0.8	38.5
	Amount in excess of Board policy	19.7	1.3	21.0	(6.7)	14.3	(13.5)	0.8	(0.8)	-
	Total Unassigned	55.5	1.3	56.8	(5.5)	51.3	(12.8)	38.5	-	38.5
Total Fund Balance		203.3	(50.3)	152.9	(22.0)	130.9	(12.8)	118.1	-	118.1

Remaining surplus (deficit)

12.2

0.2

(10.8)

(29.0)

(37.2)

- funds that are restricted, required by policy or have assignments that cannot be broken
- funds assigned for specific purposes other than the settlement of union contracts
- funds available for the settlement of union contracts or unrestricted funds available for that purpose

PROJECTED REVENUES AND EXPENDITURES

2014-15 ACTUAL

2015-16 ACTUAL

2016-17 REVISED PROJECTIONS AS OF SEPTEMBER 30, 2016

2017-18 THROUGH 2019-20 PROJECTIONS

**BUFFALO CITY SCHOOL DISTRICT
PROJECTED DEFICITS**

GENERAL FUND

	PROJECTED 16-17	VARIANCE	PROJECTED 17-18	VARIANCE	PROJECTED 18-19	VARIANCE	PROJECTED 19-20	4 yrs cumulative
REVENUES	893,500,000	(9,935,044)	883,564,956	11,829,786	895,394,742	8,662,764	904,057,506	
EXPENDITURES	893,288,740	(1,088,462)	894,377,202	(29,968,772)	924,345,974	(16,877,962)	941,223,936	
BUDGETARY SURPLUS (DEFICIT) AFTER PLANNED USE OF RESERVES	211,260	(11,023,506)	(10,812,246)	(18,138,986)	(28,951,232)	(8,215,198)	(37,166,430)	(76,718,648)
APPROPRIATED RESERVES - UNASSIGNED	9,630,000		5,506,192		12,824,006		-	27,960,198
APPROPRIATED RESERVES - ASSIGNED	40,700,000		16,478,000		-		-	57,178,000
SURPLUS (DEFICIT) BEFORE USE OF RESERVES	(50,118,740)		(32,796,438)		(41,775,238)		(37,166,430)	(161,856,846)

FOOD SERVICE FUND

	PROJECTED 16-17	VARIANCE	PROJECTED 17-18	VARIANCE	PROJECTED 18-19	VARIANCE	PROJECTED 19-20	4 yrs cumulative
REVENUES	39,770,935	(7,589,787)	32,181,148	679,839	32,860,987	669,437	33,530,424	
EXPENDITURES	39,770,935	7,589,787	32,181,148	(679,839)	32,860,987	(669,437)	33,530,424	
BUDGETARY SURPLUS (DEFICIT) AFTER PLANNED USE OF RESERVES	-	-	-	-	-	-	-	-
APPROPRIATED RESERVES - ASSIGNED	9,222,498		1,047,282		1,129,983		1,190,339	12,590,102
SURPLUS (DEFICIT) BEFORE USE OF RESERVES	(9,222,498)		(1,047,282)		(1,129,983)		(1,190,339)	(12,590,102)

The Special Projects Fund is projected to break even

**BUFFALO CITY SCHOOL DISTRICT
REVENUES**

	ACTUAL 14-15	ADOPTED BUDGET 15-16	MODIFIED BUDGET 15-16	ACTUAL 15-16	PROJECTED	PROJECTED		
					BUDGET 9/30/16 16-17	SEE ASSUMPTIONS ON SUBSEQUENT PAGES		
					17-18	18-19	19-20	
GENERAL FUND:								
REAL PROPERTY TAX (INCLUDES STAR)	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758	\$ 70,322,758
ERIE COUNTY SALES TAX	40,167,930	42,000,000	42,000,000	42,362,699	42,000,000	42,630,000	43,269,450	43,918,492
MEDICAID REIMBURSEMENT (FEDERAL)	718,231	3,000,000	3,000,000	1,822,326	2,600,000	2,626,000	2,652,260	2,678,783
STATE AID								
FOUNDATION AID	449,394,738	465,044,303	465,044,303	464,962,792	494,715,428	509,556,891	524,843,598	540,588,906
BUILDING AID	114,447,441	115,183,229	115,183,229	115,058,749	115,897,887	115,276,352	115,276,352	115,276,352
CHARTER SCHOOL TRANSITIONAL AID	4,434,647	3,808,854	3,808,854	3,573,558	4,432,869	5,779,811	7,839,302	9,741,432
OTHER FORMULA AIDS	90,957,955	97,986,222	97,986,222	90,395,089	93,398,724	94,332,711	95,276,038	96,228,798
SUPPLEMENTAL CHARTER TUITION REIMBURSEMENT	-	1,927,750	1,927,750	1,894,710	2,768,850	4,139,000	5,204,400	6,428,100
INCREMENTAL AID FOR TRANSPORTATION	-	-	-	-	-	2,743,422	3,571,021	4,415,172
OTHER STATE AID/FED (FEMA)	2,228,112	1,800,000	4,200,000	5,111,823	3,000,000	-	-	-
GAP ELIMINATION ADJUSTMENT	-	(86,989)	(86,989)	(86,989)	-	-	-	-
TOTAL STATE AID	\$ 661,462,893	\$ 685,663,369	\$ 688,063,369	\$ 680,909,732	\$ 714,213,758	\$ 731,828,187	\$ 752,010,711	\$ 772,678,760
OTHER:								
OTHER (TUITION, INTEREST, MISC, INTERFUND)	\$ 14,903,584	\$ 16,455,143	\$ 16,455,143	\$ 17,304,891	\$ 14,033,484	\$ 14,173,819	\$ 14,315,557	\$ 14,458,713
APPROPRIATED FUND BALANCE - UNASSIGNED (BUDGETARY ONLY)	-	-	-	-	9,630,000	5,506,192	12,824,006	-
APPROPRIATED FUND BALANCE - PRIOR YEAR CLAIMS (BUDGETARY ONLY)	-	4,792,000	4,792,000	-	40,500,000	14,198,000	-	-
APPROPRIATED FUND BALANCE - CAPITAL CONTRIBUTION (BUDGETARY ONLY)	-	1,580,000	1,580,000	-	200,000	2,280,000	-	-
APPROPRIATED FUND BALANCE - LITIGATION SETTLEMENT (BUDGETARY ONLY)	-	2,000,000	2,000,000	-	-	-	-	-
TOTAL GENERAL FUND	\$ 787,575,396	\$ 825,813,270	\$ 828,213,270	\$ 812,722,406	\$ 893,500,000	\$ 883,564,956	\$ 895,394,742	\$ 904,057,506
SPECIAL PROJECTS FUND:								
CATEGORICAL GRANTS:	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425
TOTAL OTHER GRANTS:	107,048,114	104,443,429	105,015,631	105,015,631	105,995,982	105,995,982	105,995,982	105,995,982
TOTAL SPECIAL PROJECTS FUND	\$ 119,807,539	\$ 117,202,854	\$ 117,775,056	\$ 117,775,056	\$ 118,755,407	\$ 118,755,407	\$ 118,755,407	\$ 118,755,407
FOOD SERVICE FUNDS:								
STATE AND FEDERAL AID	\$ 23,851,339	\$ 25,552,074	\$ 25,552,074	\$ 25,109,722	\$ 26,269,741	\$ 26,795,136	\$ 27,331,039	\$ 27,877,660
FEDERAL AID - SURPLUS FOOD	1,323,775	1,212,000	1,212,000	1,714,148	1,518,000	1,548,360	1,579,327	1,610,914
FEDERAL AID - SUMMER FOOD PROGRAM	1,497,937	1,454,288	1,454,288	1,204,459	1,483,720	1,513,394	1,543,662	1,574,535
TOTAL STATE AND FEDERAL AID	26,673,051	28,218,362	28,218,362	28,028,329	29,271,461	29,856,890	30,454,028	31,063,109
FOOD SALES	617,700	524,265	524,265	703,775	665,000	665,000	665,000	665,000
INTERFUND TRANSFERS	330,261	482,372	482,372	239,701	548,476	548,476	548,476	548,476
MISCELLANEOUS	68,646	45,000	45,000	57,655	63,500	63,500	63,500	63,500
FUND BALANCE (BUDGETARY ONLY)	-	9,222,498	9,222,498	-	9,222,498	1,047,282	1,129,983	1,190,339
TOTAL FOOD SERVICE REVENUES	\$ 27,689,658	\$ 38,492,497	\$ 38,492,497	\$ 29,029,460	\$ 39,770,935	\$ 32,181,148	\$ 32,860,987	\$ 33,530,424
GRAND TOTAL - REVENUES	\$ 935,072,593	\$ 981,508,621	\$ 984,480,823	\$ 959,526,922	\$ 1,052,026,342	\$ 1,034,501,511	\$ 1,047,011,136	\$ 1,056,343,337

**BUFFALO CITY SCHOOL DISTRICT
EXPENDITURES**

	ACTUAL	ADOPTED	MODIFIED	ACTUAL	PROJECTED	PROJECTED		
	14-15 GAAP BASIS	BUDGET 15-16	BUDGET 15-16	15-16 GAAP BASIS	BUDGET 9/30/16 16-17	SEE ASSUMPTIONS ON SUBSEQUENT PAGES		
						17-18	18-19	19-20
GENERAL FUND:								
EMPLOYEE COMPENSATION:								
BTF (TEACHERS)	\$ 166,864,523	\$ 170,061,776	\$ 174,569,840	\$ 170,426,053	\$ 199,396,902	\$ 209,176,397	\$ 220,589,335	\$ 221,251,103
<i>Employee Totals</i>	<i>2,917.4</i>	<i>2,994.0</i>	<i>3,013.0</i>	<i>2,988.1</i>	<i>3,092.9</i>	<i>3,116.9</i>	<i>3,132.9</i>	<i>3,132.9</i>
BTF OTHER COMPENSATION	8,816,575	9,121,830	10,138,034	9,499,889	10,123,744	10,467,951	10,939,009	10,971,826
SUBSTITUTES	6,846,914	6,467,168	7,548,187	7,547,662	6,675,078	6,675,078	6,675,078	6,675,078
BCSA (ADMINISTRATORS)	17,968,718	19,320,213	20,132,534	18,656,715	20,528,235	20,938,800	21,357,576	21,784,728
<i>Employee Totals</i>	<i>193.2</i>	<i>196.1</i>	<i>196.1</i>	<i>199.7</i>	<i>211.0</i>	<i>211.0</i>	<i>211.0</i>	<i>211.0</i>
PCTEA (WHITE COLLAR)	15,524,625	17,313,505	17,181,499	15,470,882	17,650,629	17,650,629	17,650,629	17,650,629
<i>Employee Totals</i>	<i>329.0</i>	<i>365.0</i>	<i>367.0</i>	<i>344.4</i>	<i>374.1</i>	<i>374.1</i>	<i>374.1</i>	<i>374.1</i>
BEST (TEACHER AIDES - NON CERTIFIED)	5,821,396	7,610,568	7,264,944	6,658,452	8,888,132	8,888,132	8,888,132	8,888,132
<i>Employee Totals</i>	<i>360.0</i>	<i>394.5</i>	<i>285.0</i>	<i>286.2</i>	<i>444.9</i>	<i>444.9</i>	<i>444.9</i>	<i>444.9</i>
BEST (TEACHING ASSISTANTS - CERTIFIED)	6,228,493	5,805,529	6,036,297	5,971,702	6,661,276	6,661,276	6,661,276	6,661,276
<i>Employee Totals</i>	<i>283.0</i>	<i>292.5</i>	<i>402.0</i>	<i>399.0</i>	<i>303.0</i>	<i>303.0</i>	<i>303.0</i>	<i>303.0</i>
TAB (BUS AIDES) (Hourly)	5,125,940	5,204,780	4,804,855	4,479,854	5,292,095	5,556,700	5,556,700	5,556,700
TRADES (CARPENTERS, PLUMBERS)	2,571,310	2,609,054	2,792,040	2,739,407	3,109,843	3,203,138	3,299,232	3,398,209
<i>Employee Totals</i>	<i>28.0</i>	<i>29.0</i>	<i>29.0</i>	<i>29.0</i>	<i>33.0</i>	<i>33.0</i>	<i>33.0</i>	<i>33.0</i>
LOCAL 264 (BLUE COLLAR)	2,574,981	3,024,129	2,915,032	2,503,237	2,713,499	2,730,046	2,746,593	2,763,140
<i>Employee Totals</i>	<i>63.0</i>	<i>75.0</i>	<i>72.0</i>	<i>59.0</i>	<i>68.0</i>	<i>68.0</i>	<i>68.0</i>	<i>68.0</i>
LOCAL 409 (ENGINEERS)	3,355,288	3,421,472	3,502,147	3,269,230	3,674,426	3,681,232	3,688,038	3,694,844
<i>Employee Totals</i>	<i>56.0</i>	<i>61.0</i>	<i>61.0</i>	<i>56.0</i>	<i>58.0</i>	<i>58.0</i>	<i>58.0</i>	<i>58.0</i>
BOARD MEMBERS (9) AND EXEMPT	2,320,736	3,064,660	3,050,163	2,810,939	3,746,250	3,746,250	3,746,250	3,746,250
<i>Employee Totals</i>	<i>27.1</i>	<i>34.0</i>	<i>34.0</i>	<i>34.7</i>	<i>38.5</i>	<i>38.5</i>	<i>38.5</i>	<i>38.5</i>
MISCELLANEOUS ITEMS & PROJECTED CONTRACT SETTLEMENTS	368,889	400,930	608,568	466,693	19,903,036	5,398,036	5,898,036	6,398,036
OVERTIME	2,557,643	2,057,262	2,638,349	1,943,771	1,540,704	1,134,979	1,334,979	1,354,979
<i>Employees - Grand Totals</i>	<i>4,256.7</i>	<i>4,441.1</i>	<i>4,459.1</i>	<i>4,396.1</i>	<i>4,623.4</i>	<i>4,647.4</i>	<i>4,663.4</i>	<i>4,663.4</i>
TOTAL EMPLOYEE COMPENSATION	\$ 246,946,031	\$ 255,482,876	\$ 263,182,489	\$ 252,444,486	\$ 309,903,849	\$ 305,908,644	\$ 319,030,863	\$ 320,794,930
EMPLOYEE BENEFITS:								
CIVIL SERVICE RETIREMENT	\$ 6,076,286	\$ 6,287,557	\$ 6,344,035	\$ 5,738,815	\$ 5,848,750	\$ 6,504,666	\$ 6,045,919	\$ 5,235,566
TEACHERS RETIREMENT	35,051,261	27,696,894	29,355,735	27,291,956	30,858,306	25,261,231	25,288,592	24,130,727
SOCIAL SECURITY	18,936,013	19,557,028	20,444,152	19,306,590	23,553,570	23,442,611	24,446,461	24,581,412
HEALTH INSURANCE - EMPLOYEES	50,807,859	54,674,460	55,101,237	53,513,220	51,796,661	53,549,362	55,904,254	58,543,251
HEALTH INSURANCE - RETIREES	61,618,266	68,483,281	61,470,432	61,433,960	70,426,000	73,313,500	77,387,890	81,694,716
TERMINATION PAY	2,676,574	4,060,000	4,668,685	4,014,233	3,960,000	4,060,000	4,060,000	4,060,000
OTHER BENEFITS	8,186,931	12,367,536	12,561,176	9,496,515	12,175,737	12,932,288	12,049,788	12,137,288
TOTAL EMPLOYEE BENEFITS	\$ 183,353,190	\$ 193,126,756	\$ 189,945,452	\$ 180,795,289	\$ 198,619,024	\$ 199,063,658	\$ 205,182,904	\$ 210,382,960
OTHER:								
TRANSPORTATION	\$ 40,226,216	\$ 46,700,266	\$ 46,561,289	\$ 45,216,889	\$ 48,116,217	\$ 49,078,541	\$ 50,060,112	\$ 51,061,314
UTILITIES	8,696,694	9,676,407	7,872,235	6,848,481	8,690,525	8,777,430	8,952,979	9,221,568
TUITION	31,705,598	33,443,560	31,170,142	31,124,345	33,573,960	34,245,439	34,930,348	35,628,955
CONTRACTS - CUSTODIAN	18,335,348	18,551,378	18,491,926	18,109,188	18,854,211	18,854,211	18,854,211	18,854,211
EQUIPMENT	1,630,017	1,873,951	2,174,755	1,737,906	3,334,253	1,734,253	1,734,253	1,734,253
CONTRACTS, INSURANCE, MISCELLANEOUS	15,569,802	16,489,913	17,717,098	15,962,924	19,166,052	19,166,052	19,166,052	19,166,052
RESERVE FOR CONTINGENCY	0	3,000,000	0	0	518,824	2,000,000	2,000,000	2,000,000
RENTAL CONTRACTS (EQUIP, FACIL, CMPTRS)	8,300,435	8,160,163	8,183,332	7,816,455	6,969,257	7,108,642	8,250,815	8,395,831
REPAIRS & MAINTENANCE & RELATED	1,894,896	1,948,283	2,483,684	2,132,053	2,455,427	2,504,536	2,554,627	2,605,720
TEXTBOOKS	2,965,670	3,469,383	3,553,533	2,291,025	3,341,289	3,341,289	3,341,289	3,341,289
SUPPLIES & MISC RELATED ITEMS	7,467,804	8,528,359	10,740,822	8,480,495	9,780,321	9,280,321	9,280,321	9,280,321
CHARTER SCHOOL PAYMENTS	98,415,397	103,500,000	104,200,000	103,970,846	109,561,554	116,300,000	124,000,000	132,400,000
DEBT SERVICE	120,017,355	118,722,975	118,722,975	117,997,871	117,128,977	113,739,186	113,732,200	113,081,532
INTERFUND (NOT DEBT RELATED)	4,706,741	3,139,000	3,213,538	5,552,819	3,275,000	3,275,000	3,275,000	3,275,000
TOTAL GENERAL FUND	\$ 790,231,194	\$ 825,813,270	\$ 828,213,270	\$ 800,481,072	\$ 893,288,740	\$ 894,377,202	\$ 924,345,974	\$ 941,223,936

**BUFFALO CITY SCHOOL DISTRICT
EXPENDITURES**

	ACTUAL	ADOPTED	MODIFIED	ACTUAL	PROJECTED	PROJECTED		
	14-15	BUDGET	BUDGET	15-16	BUDGET 9/30/16	SEE ASSUMPTIONS ON SUBSEQUENT PAGES		
	GAAP BASIS	15-16	15-16	GAAP BASIS	16-17	17-18	18-19	19-20
SPECIAL PROJECTS FUND:								
CATEGORICAL GRANTS	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425	\$ 12,759,425
TOTAL OTHER GRANTS	107,048,114	104,443,429	105,015,631	105,015,631	105,995,982	105,995,982	105,995,982	105,995,982
TOTAL SPECIAL PROJECTS EXPENDITURES:	\$ 119,807,539	\$ 117,202,854	\$ 117,775,056	\$ 117,775,056	\$ 118,755,407	\$ 118,755,407	\$ 118,755,407	\$ 118,755,407

FOOD SERVICE FUNDS:								
EMPLOYEE COMPENSATION	\$ 7,036,378	\$ 7,103,070	\$ 7,103,070	\$ 7,691,902	\$ 7,393,324	\$ 7,541,190	\$ 7,573,632	\$ 7,573,632
BENEFITS	2,424,604	2,272,839	2,272,839	2,578,116	2,137,988	2,244,887	2,357,131	2,474,988
BUILDING IMPROVEMENTS AND EQUIPMENT	972,240	8,248,978	8,248,978	679,097	8,252,753	118,978	118,978	118,978
SERVICES & MISC SUPPLIES	1,332,833	1,588,980	1,588,980	982,291	1,668,755	1,438,749	1,438,749	1,438,749
CAFETERIA SUPPLIES (NON-FOOD)	1,021,611	1,567,428	1,567,428	1,351,637	1,663,970	1,730,529	1,799,750	1,871,740
FOOD SUPPLIES	11,387,200	13,939,914	13,939,914	12,023,555	14,559,425	14,996,208	15,446,094	15,909,477
USDA COMMODITIES	1,306,574	1,212,000	1,212,000	1,808,476	1,506,000	1,506,000	1,506,000	1,506,000
INTERFUND TRANSFERS	1,151,488	1,000,000	1,000,000	1,391,537	1,000,000	1,000,000	1,000,000	1,000,000
SUMMER FOOD SERVICE	1,614,878	1,559,288	1,559,288	1,393,647	1,588,720	1,604,607	1,620,653	1,636,860
TOTAL FOOD SERVICE EXPENDITURES	\$ 28,247,806	\$ 38,492,497	\$ 38,492,497	\$ 29,900,258	\$ 39,770,935	\$ 32,181,148	\$ 32,860,987	\$ 33,530,424
GRAND TOTAL - EXPENDITURES	\$ 938,286,539	\$ 981,508,621	\$ 984,480,823	\$ 948,156,386	\$ 1,051,815,082	\$ 1,045,313,757	\$ 1,075,962,368	\$ 1,093,509,767

FINANCIAL PLAN ASSUMPTIONS

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

2016-17 2017-18 2018-19 2019-20

REVENUE ASSUMPTIONS - GENERAL FUND

I Real property taxes (includes STAR):

The property taxes are considered the contribution from the City of Buffalo. The amount of the contribution includes STAR revenues. The City decreased their contribution \$.5 million in 2007-08. No future changes will be projected at this time.

0% 0% 0% 0%

I Sales Tax:

The District currently receives 8.4% of the City's share of the Erie County Sales Tax. Based on the current economic trends and the value of the Canadian dollar, the 16-17 Budget is projected to be flat, with small increases annually thereafter.

0.0% 1.5% 1.5% 1.5%

I Medicaid Reimbursement:

The Federal government continues to change the regulations for Medicaid eligible services that can be reimbursed. Based on the trend, a slight decrease is projected for 2016-17, but is expected to increase in the out years 1% annually.

\$2,600,000 1% 1% 1%

I State Aid:

The total increase between Foundation Aid the Gap Elimination Adjustment (GEA) was 6.4% for 2016-17. Now that the GEA has been eliminated, the majority of operating aid increases should flow through Foundation Aid in the future years with high poverty Districts receiving a higher percentage of aid increases. Future year increases are conservatively budgeted for Foundation Aid at 3%. The \$12.5 million set-aside for Community Schools is part of Foundation aid, similar to Contract for Excellence.

	Increase:		Increase:		Increase:
\$494,715,428	3.00%	\$509,556,891	3.00%	\$524,843,598	3.00%

Gap Elimination Adjustment (GEA):

The GEA was initiated in 2010-11 as the State's way to balance its own budget. The GEA was almost entirely eliminated in 2015-16 and was abolished in 2016-17. Anticipated to remain zero in the out years.

\$0 \$0 \$0 \$0

Building Aid:

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. The 2016-17 amount is based on the state budget and is projected to remain flat, with the exception of the one time reimbursement (at 98 percent) in 2016-17 for the Building Condition Survey performed in 2015-16.

\$115,276,352		\$115,276,352		\$115,276,352		\$115,276,352
\$621,535		\$0		\$0		\$0

Building Aid for Building Condition Survey

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.

Total Other Formula Aids \$ 93,398,724 1.0% 1.0% 1.0%

Charter School Transitional Aid:

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 the formula, the following amounts of aid are projected based on charter enrollment and tuition assumptions:

\$4,432,869 \$5,779,811 \$7,839,302 \$9,741,432

Supplemental Basic Charter Tuition Reimbursement

With the adoption of the 2014-15 State Budget, a new reimbursement program for charter school tuition was created. The tuition is going to be on a one year lag and calculated as follows:

Reimbursement Amount Per Pupil	\$ 350	\$ 500	\$ 600	\$ 700
Charter Enrollment from the previous year	7,911	8,278	8,674	9,183
Supplemental Tuition Reimbursement	<u>\$ 2,768,850</u>	<u>\$ 4,139,000</u>	<u>\$ 5,204,400</u>	<u>\$ 6,428,100</u>

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

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Incremental State Aid for Transportation Costs:

Transportation aid is included in the general operating aid payments. However, the aid is annually based on the expenditures of the previous fiscal year. It has historically been reimbursed at 85% of the previous fiscal years expenditures, but starting in 2017 will increase to 86% based on a reduction in the rate of non-allowable expenditures. The increase in aid for 2016-17 is already included in the State Budget. Due to projected increases in transportation costs in 2016-17 and beyond the incremental increase is projected as follows:

\$ - \$ 2,743,422 \$ 3,571,021 \$ 4,415,172

Other State Aid:

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.

\$0 \$0 \$0 \$0

In 2015-16, an additional \$1.2 million in legislative aid was included in the State budget and designated for three specific high schools. Any such amounts cannot be guaranteed annually and have therefore been excluded from future projections. No such legislative aid was allocated at the time this plan was published

\$0 \$0 \$0 \$0

In 2015-16 and 2016-17, 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 \$0 \$0 \$0

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 2016/17 budget.

\$1,800,000 \$0 \$0 \$0

I Other:

Other revenues include tuitions, interest, interfund revenues for indirect costs and miscellaneous items. This is expected to increase at a roughly 1% inflation factor.

\$14,033,484 1.0% 1.0% 1.0%

I Fund Balance (Budgetary Only):

Assigned Fund Balance - Prior Year Claims:

As of June 30, 2016, the District had \$54.7 million set aside for the settlement of union contracts and another \$3 million set aside for State Aid audits. It is expected that the full \$54.7 million in fund balance set aside for the settlement of union contracts will be depleted to pay for settled contracts.

\$40,500,000 \$14,198,000 \$0 \$0

Appropriated Fund Balance for Capital Contributions:

The District has \$7.8 million of fund balance assigned for capital needs and/or repairs. In previous years, when the District needed to make large numbers of computers for schools coming out of reconstruction or to replenish stock, five year capital bonds were issued. Instead of issuing such bonds, the District will establish a capital project for computer purchases and fund it with reserves. In 2016-17 a small amount will be allocated to unaided projects. Based on refinancing activity over the last decade, which yields \$6.0 million or more annually to the capital project fund, the assignment for capital projects is anticipated to be reduced in 2017/18 with the difference being allocated to unassigned fund balance.

\$200,000 \$2,280,000 \$0 \$0

Appropriated Fund Balance for Operations:

Appropriated fund balance is projected to be maintained at or above the minimum required by policy. Any amount above this can be allocated towards the costs of settling union contracts or transferred to other assigned fund balance classifications.

\$9,630,000 \$5,506,192 \$12,824,006 \$0

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

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2016-17 2017-18 2018-19 2019-20

REVENUE ASSUMPTIONS - SPECIAL PROJECTS FUND

I Categorical Grants:

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.

\$12,759,425 \$12,759,425 \$12,759,425 \$12,759,425

I Other grants:

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 2016-17 budget.

\$105,995,982 \$105,995,982 \$105,995,982 \$105,995,982

REVENUE ASSUMPTIONS - FOOD SERVICE FUND

I State and Federal Aid:

The Food Service fund is self sustaining. The budgeted revenue in 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% 2.00%

I Food Sales:

It is anticipated that food sales will remain flat in the 2016-17 budget and the following three years.

0.00% 0.00% 0.00% 0.00%

I Interfund Transfers:

Transfers are made from the General fund to support operations at the Emerson Commons. The budgeted amount will be projected as the amount to balance the revenues and expenditures.

\$548,476 \$548,476 \$548,476 \$548,476

I Miscellaneous Revenues:

The food service funds occasionally collect miscellaneous revenues. To remain conservative, no increases have been projected:

0.00% 0.00% 0.00% 0.00%

I Fund Balance (Budgetary Only):

The food service fund is expecting to use a significant amount of the accumulated fund balance in 2016-17 to expand the commissary to better meet the needs of the District's students and schools. The Commissary expansion is budgeted to amount to \$8.3 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.

\$9,222,498 \$1,047,282 \$1,129,983 \$1,190,339

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

2016-17 2017-18 2018-19 2019-20

EXPENDITURE ASSUMPTIONS - GENERAL FUND

BASELINE ASSUMPTIONS:

DISTRICT ENROLLMENT:

Increase/(decrease) from prior year	33,400	33,300	33,300	33,300
	0	(100)	0	0

EMPLOYEE COMPENSATION:

Employee compensation includes regular salary and longevity increments. The District and BTF settled the long outstanding teachers' contract on October 17, 2016. Based on across the board increases in salaries of 10%, 2% and 2%, the elimination of steps #20/#22 in 2017/18 and #16/#18 in 2018/19, along with the movement of staff along steps, and retirements in the model for the BTF contract cost, the following projected salary increases are expected and will encompass all changes in salary for the existing staff:

BTF contract - expires on 6/30/19	10.8%	3.4%	4.5%	0.3%
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THE NEW EDUCATION BARGAIN - REDUCED CLASS SIZE

Part of the New Education Bargain is a reduced class size initiative. Though the actual plan is complex and is based on many factors that are not yet known, in its simplest form, it means adding additional teachers to reduce class size. The 16/17 budget includes a \$4.0 million investment in reduced class size. Based on the current plans, the total cost to phase in reduced class size at schools where possible is \$9.0 million in total by 2018-19. The timing of the incremental increases is as follows:

included in budget	3,000,000	2,000,000	0
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STEP INCREASES

Based on the calculation above, this iteration of the four year plan with not include the usual \$2.5 million offset to salary increases.

\$ -	\$ -	\$ -	\$ -
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BCSA - Expired June 30, 2004	2.0%	2.0%	2.0%	2.0%
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II	PCTEA (White Collar)	Expired June 30, 2013	Salary increase	0.0%	0.0%	0.0%	0.0%
II	BEST (Teacher Aides & Assistants)	Expired June 30, 2012	Salary increase	0.0%	0.0%	0.0%	0.0%
II	TRADES (Skilled Tradesmen - Ex - Carpenters, Plumbers, Electricians)	Subject to Prevailing Wage Laws	Salary increase (Estimated)	3.0%	3.0%	3.0%	3.0%
II	LOCAL 264 (Laborers)	Expired June 30, 2013	Salary increase	0.0%	0.0%	0.0%	0.0%
II	LOCAL 409 (Engineers)	Expired June 30, 2010	Salary increase	0.0%	0.0%	0.0%	0.0%
II	BUS AIDES	Expires June 30, 2018	Salary increase	0.0%	5.0%	0.0%	0.0%

II	MISCELLANEOUS COMPENSATION ITEMS - includes non-instructional sick leave replacement and grievance awards (Instructional totals for these items are included in the BTF - Other Compensation line.)	0%	0%	0%	0%
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Includes \$19.5 million in one time payments to teachers and retired teachers in 2016/17. Additionally, the Misc. compensation line will include an amount for potential contract settlement costs of \$5 million in 17/18 and an additional \$500,000 thereafter. This amount is not broken out by union as active negotiations are taking place and therefore cannot be allocated.

\$19,903,036	\$5,000,000	\$500,000	\$500,000
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BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

2016-17 2017-18 2018-19 2019-20

II OVERTIME

Overtime related to the JSCB reconstruction has ended and the District is projecting a decline in the 2016-17 budget. There is still significant overtime in the Trades, Transportation and Security areas, and the Board has directed the District to reduce OT further; slight growth is expected

Baseline Annual Overtime \$934,979 \$1,134,979 \$1,334,979 \$1,354,979

Employee Benefits:

II Civil Service Retirement:

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 decrease and stabilize over the longer term to approximately 11.5%. The rates change every April 1. In 2013, the District opted to amortize a portion of the significantly increasing ERS costs over a period of 12 years. That payment is added below.

The model will assume the expenditure to approximate the following percentages of employee compensation (PCTEA, BEST (Aides only), Tradesmen, Local 264, Local 409, and Exempt):

July - March	15.50%	15.30%	14.00%	12.00%
April - June	15.30%	14.00%	13.00%	11.00%
Chapter 57, Laws of 2013 Amortization Payment	\$359,764	\$359,764	\$359,764	\$359,764

II Teachers Retirement:

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. The TRS has provided the 2016-17 and 2017-18 rates as indicated. The model will assume the expenditure to approximate the following percentages of employee compensation (BTF, BCSA & BEST (Assistants only)):

11.72% 10.5% 10.0% 9.5%

II Social Security:

Estimated at 7.65% of employee compensation.

7.65% 7.65% 7.65% 7.65%

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.

1% 1% 1% 1%

II Health Insurance:

The projected health insurance costs are a factor of the number of employees, the average rate and the rate of participation of employees (93% excluding BEST; 81% for BEST). The rates for 2016-17 assume the District will not be forced to return to the highest cost multi-carrier health insurance plan and are based on rates provided by the insurance consultant. Rates in the future years are based on the percentage increases noted and were also arrived at through discussions with the insurance consultant.

Employees: Average per participant (Excluding BEST)	\$14,025	4.5%	\$14,656	4.5%	\$15,316	4.5%	\$16,005
BEST	\$13,935	4.5%	\$14,562	4.5%	\$15,217	4.5%	\$15,902
Retirees: Average per participant	\$16,700	4.0%	\$17,368	4.0%	\$18,063	4.0%	\$18,786

Projected future rates are still be calculated for inclusion in the 2017/18 budget. The four year plan will include savings amount projected as part of the analysis of the BTF contract settlement. In 2016/17 they are included in the modified budget. In subsequent years, the savings will be based on current projections for the general fund as prepared by our benefits consultant. Other assumptions are still in place.

contract savings included in budget amount (\$8,838,940) (\$9,502,424) (\$9,787,497)

In-lieu of health insurance coverage payments to employees:

\$400,000 \$400,000 \$400,000 \$400,000

As required by contract, the District must reimburse employees and retirees for certain differences in prescription coverage. The amounts are estimated as follows:

Employees	\$16,000	1.0%	\$16,160	1.0%	\$16,322	1.0%	\$16,485
Retirees	\$63,000	1.0%	\$63,630	1.0%	\$64,266	1.0%	\$64,909

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

2016-17 2017-18 2018-19 2019-20

As of November 2016, there are currently 4,410 retirees receiving health insurance benefits. Additional retirees will also need to be added to the base cost each year, while retirees that pass away need to be subtracted from the base. The projected number of retirees was based upon an aging of the current employees and historical data for the mortality rate:

Net new retirees	80	80	80	80
Blended average contribution paid by new retirees:	927	1,084	1,241	1,241
Total number of retirees:	<u>4,490</u>	<u>4,570</u>	<u>4,650</u>	<u>4,730</u>
Retiree contribution (with initial amount of \$1,939,000 as contribution base in 2016/17 before retirements)	<u>(2,013,160)</u>	<u>(2,099,880)</u>	<u>(2,199,160)</u>	<u>(2,298,440)</u>

Forever Blue Savings - savings from the Forever Blue Plan are now included in the cost savings of retiree healthcare. Savings are projected to be \$2100 per conversion per year, with 675 retirees voluntarily converted into the plan as of November 2017, with an expectation of 150 more per year thereafter

(1,417,500)	(1,732,500)	(2,047,500)	(2,362,500)
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II Termination Pay:

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.

\$4,060,000	\$4,060,000	\$4,060,000	\$4,060,000
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II Other Benefits:

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.

BTF:		\$550	\$575	\$600	\$600
BCSA:		\$530	\$530	\$530	\$530
PCTEA:		\$575	\$575	\$575	\$575
BEST:		\$550	\$550	\$550	\$550
Local 409:	Engineers	\$500	\$500	\$500	\$500
	Custodial Staff	\$450	\$450	\$450	\$450
	Total	<u>\$3,107,500</u>	<u>\$2,845,000</u>	<u>\$2,932,500</u>	<u>\$2,932,500</u>

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:

\$7,394,500	\$6,774,500	\$6,774,500	\$6,774,500
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BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

	2016-17	2017-18	2018-19	2019-20
Unemployment The District incurs some unemployment annually due to substitutes and other partial year employees.	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
Miscellaneous Other Benefits These costs include life insurance, leave time incentives and buy backs. The total amount is projected as follows:	\$630,288	\$630,288	\$630,288	\$630,288
II Transportation: 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 2015-16 and beyond. The contract is subject to annual increases. Beginning in 2015-16, an approximately \$2 million increase relates to bussing a charter school that the District settled litigation with. The District anticipates the rates to change as follows:		2%	2%	2%
II Utilities: Through the utilization of pooled rates with the City and the overall cost of utilities, the District has budgeted for a utility rates decreases in both 2015-16 and 2016-17. It is expected that rates will increase in the out years as follows:		1%	2%	3%
II Tuition: The majority of the tuitions are for special needs students and rates are established by New York State and the following increase was used:		2%	2%	2%
Agency Tuition	\$ 31,058,960			
Foster & Resident	\$ 1,450,000			
DaVinci Tuition (included in the contracts - misc. category)	\$ 195,000			
Middle Early College Tuition	\$ 870,000			
	\$ 33,573,960			
II Contracts - Custodian: The Engineers negotiated collective bargaining agreement expired June 30, 2010. Absent a new agreement, there will be no significant increases budgeted.	0%	0%	0%	0%
II Equipment: The 2016/17 Budget includes \$1.6 million in equipment purchases not anticipated to be repeated at this time. Equipment expenditures are anticipated to remain flat, excepting the adjustment above.	\$1,600,000 0%	\$0 0%	\$0 0%	\$0 0%
II Contracts - Miscellaneous: Contracts are expected to remain relatively constant with the exception of the one-time building condition survey budgeted in 2015-16 for \$1.2 million not continuing in 2016-17, along with a reduction in the costs budgeted for BOCES fees for students, which are declining, at several out of time schools who were given the opportunity to enroll in programs at BOCES.	0%	0%	0%	0%
II Reserve for Contingency The District will be operating on a very lean budget. It is imperative that a contingency be established to cover any unanticipated expenditure increases or revenue losses that may occur mid-year. Because several new initiatives require funding, the contingency has been reduced in 2016-17 to \$2 million and it will remain there annually thereafter.	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

	2016-17	2017-18	2018-19	2019-20
II Rental Contracts (Equipment, Facilities, Computers): The District has contractual agreements for the rental of equipment (e.g. copiers), computer services/access and facilities. Some of these contracts stipulate annual increases in accordance with the CPI or some other factor. The annual increases are projected as follows:		2%	2%	2%
II Rental Contracts - Emerson II The District is in negotiation with several developers to build an Emerson II facility that would be used on a long term lease. The opening date does not appear to be any earlier than 2018-19. The bulk of the lease cost would be eligible for building aid, but there still will be annual maintenance and other costs resulting from the program. Projected costs are as follows:			\$1,000,000	\$1,000,000
II Repairs and Maintenance Related: 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:	2%	2%	2%	2%
II Textbooks: 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.	0%	0%	0%	0%
II Supplies and Misc. Related Items: This total includes numerous instructional and office related supplies. 2016/17 includes \$500,000 of items expected to be non-recurring in nature and not expected to repeat in subsequent years. No other changes are projected.	\$500,000	\$0	\$0	\$0
	0%	0%	0%	0%
II Charter School Payments: Charter School payments continue to have a significant impact on the district. Payments to the charter schools are a function of the number of students and the rate set by the State. The budget adopted by the State froze charter tuition at the 2010-11 amount for 2011-12, 2012-13 and 2013-14. For 2014-15 through 2017-18, the state budget established the annual increases identified, with continuing increases thereafter. Enrollment increases are based on current enrollment and estimated changes for new charters. The District has estimated the expenditure as follows:				
	8,278	8,674	9,183	9,735
	\$13,265	\$13,365	\$13,465	\$13,565
	Inc	Inc	Inc	
	396	509	552	
	100	100	100	
	\$109,561,554	\$116,300,000	\$124,000,000	\$132,400,000
Number of Charter Schools:	16	17	17	17
Enrollment change from prior year for existing charters:	332	261	509	552
Enrollment increase from prior year for new charters:	0	135	0	0
II Debt Service Costs: The District's General Fund Principal and interest expenditures are based on the debt service schedules. The model lists out the scheduled principal and interest payments below, including JSCB debt service:	\$117,128,977	\$113,739,186	\$113,732,200	\$113,081,532
II Interfund Transfers: 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:	\$3,275,000	\$3,275,000	\$3,275,000	\$3,275,000

BUFFALO CITY SCHOOL DISTRICT
FINANCIAL PLANNING MODEL

Rates of Change or Amounts Included in Financial Model

2016-17 2017-18 2018-19 2019-20

EXPENDITURE ASSUMPTIONS - SPECIAL PROJECTS FUND

<p>I Categorical Grants: 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.</p>	\$12,759,425	\$12,759,425	\$12,759,425	\$12,759,425
<p>I Other grants: 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 2016-17 budget.</p>	\$105,995,982	\$105,995,982	\$105,995,982	\$105,995,982

EXPENDITURE ASSUMPTIONS - FOOD SERVICE FUND

<p>I Employee Compensation: Employee compensation includes regular salary, longevity, incentives and step increments. With the passage of the 2016-17 State Budget, there is a minimum wage increase phased in over several years. The precise impact on food service staff costs is still being calculated, but is projected here to increase 2% in 2017-18 and beyond.</p>	\$7,393,324	\$7,541,190	\$7,573,632	\$7,573,632
<p>I Employee Benefits Benefit growth is projected at 5% in 2017-18 to 2019-20.</p>	\$2,137,988	\$2,244,887	\$2,357,131	\$2,474,988
<p>I Building Improvements and Equipment \$8.3 million in building improvements/expansion of the commissary, along with related equipment purchases are anticipated in 2016-17. These are one time costs do not recur in the out years, where only minor equipment purchases are expected in 2017-18 and thereafter.</p>	\$8,252,753	\$118,978	\$118,978	\$118,978
<p>I Services and Miscellaneous Supplies: This category includes delivery and equipment repair costs, the rental cost of the commissary and various miscellaneous contracts and supplies.</p>	\$1,668,755	\$1,438,749	\$1,438,749	\$1,438,749
<p>I Cafeteria Supplies (Non-Food) 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:</p>		4%	4%	4%
<p>I Food Supplies This category is for all food supplies necessary to operate the cafeterias and commissary. The increase in 2016-17 is due to the District's recent increased student enrollment, average daily participation in the breakfast and lunch programs, and increased costs of food supplies. The following annual increases are applied in the out years:</p>		3%	3%	3%
<p>I USDA Commodities 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.</p>		0%	0%	0%
<p>I Interfund Transfers 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.</p>		0%	0%	0%
<p>I Summer Food Service: Summer Food Service increases are expected to grow at 1% annually.</p>	\$1,588,720	\$1,604,607	\$1,620,653	\$1,636,860

CLOSING THE GAP ANALYSIS

**BUFFALO CITY SCHOOL DISTRICT
CLOSING THE GAP ANALYSIS:**

Budget planning starts every fall for the ensuing fiscal year starting July 1st. Over the past few years, changes in state mandates, testing standards and the ever changing financial and political environment have made out year projections less predictable. The BFSAs has requested that the District "clearly define and delineate potential actions to close the budgetary gaps in the out years of the Financial Plan". The BFSAs also requested an assessment, to the extent possible, that reductions could have on the educational achievement and welfare of its students; however the majority of actions listed below are indirect services and it is recommended that prior to direct services being reduced, there be a review of the data to determine if programs are being effective for the investment that is being made. Given that each budget must be approved by the 9 member, independently elected board of education in office at the time the budget is presented; the gap closure measures listed below are intended to identify options for the staff and board to consider in its annual planning process. They are not intended to be formal recommendations for action. The total of the gap closing measures exceeds the total projected deficits to allow for a menu of different scenarios to close the deficit. Additionally, many of the actions listed include a range of possible reductions and conservative assumptions were utilized. As each budget cycle starts and the projected deficits and enrollments change, so will the necessary actions to close the deficit. Depending on all these factors, some gap closure measures will be more palatable than others. Additionally, there are other actions that as time progresses may result in savings; however the financial impact cannot be identified at this time. These actions are included below as well.

GENERAL FUND

THE LIST BELOW ARE NOT FORMAL RECOMMENDATIONS BUT INTENDED TO BE POTENTIAL ACTIONS TO CLOSE THE GAP FOR THE BOARD'S CONSIDERATION AS PART OF THE ANNUAL BUDGET PROCESS. THEY SHOULD ONLY BE CONSIDERED AS PART OF THE ENTIRE FINANCIAL PLAN AND IN THE CONTEXT IN WHICH THEY WERE REQUESTED.		PROJECTED		PROJECTED		PROJECTED		PROJECTED	
		FTE	2016-17	FTE	2017-18	FTE	2018-19	FTE	2019-20
BASELINE SURPLUS/(GAP)			\$ (50,118,740)		\$ (32,796,438)		\$ (41,775,238)		\$ (37,166,430)
Planned Fund Balance Usage									
1	With the settlement of the teachers' contract and the potential settlement of other employment contracts, the District will plan to use the reserves set aside for the settlement of employment contracts. Additionally, amounts in excess of required unassigned fund balance will be allocated for this purpose as well. Note: 2016/17 includes \$9.8 million usage of fund balance to balance the budget plus \$40.5 million to settle the BTF contract.		\$ 50,330,000		\$ 21,984,192		\$ 12,824,006		\$ -
Revised Baseline GAP			\$ 211,260		\$ (10,812,246)		\$ (28,951,232)		\$ (37,166,430)
RECURRING SAVINGS									
2	Reduce or eliminate the contingency account that currently totals \$2.0 million.				\$ 2,000,000		\$ 2,000,000		\$ 2,000,000
3	A major new initiative begun with the budget is an analysis of all contractual spend with the purpose of renegotiation or rebidding where appropriate. This analysis includes looking at both the fiscal side of the contract and the programmatic side. In some instances, if programs are not working, it may be possible to eliminate them. If there is value in the programs or they are mandated, rebidding or renegotiation may happen. Several contracts for 2016-17 have been renegotiated saving approximately \$50,000; one major contract was rebid and is being negotiated at a savings of \$400,000. It is expected that these savings will be recurring. This plan does not include potential savings from analyses in process.				\$ 450,000		\$ 450,000		\$ 450,000
4	The District has three school buildings (8, 18A, and 171) that are not being used for teaching this time, but are still being maintained and as potential expansion sites for the reduced class size initiative. If necessary, these schools could be closed and returned to the city at a savings of \$400,000 annually in utilities, engineer and custodial costs.				\$ 400,000		\$ 400,000		\$ 400,000
5	The District is beginning several process automation projects, including electronic payroll sign-in, online receiving of invoices and purchase orders, contract signature process, among several others. As departments implement automated processes some positions can be eliminated over time. It is anticipated that most of the reductions will occur through attrition. Cumulative reductions are as follows:			3	\$ 180,000	5	\$ 300,000	7	\$ 420,000
6	This plan includes funding for the settlement of other outstanding union contracts. It may not be possible to budget for the settlement of union contracts and any contract settlements would require the use of fund balance or through savings in other areas.				\$ 5,000,000		\$ 5,500,000		\$ 6,000,000
7	The District could look into a shared services agreements with the City to combine certain functions with the goal of reducing the overall cost of the two entities. The Yonkers Public Schools did a similar consolidation several years ago, where the City began to provide services to the District. A similar plan could be expected to reduce up to 10 staff depending on functions consolidated.					10	\$ 650,000	10	\$ 650,000

POTENTIAL ACTIONS FOR DISCUSSION IN FUTURE YEARS BUDGET PROCESSES; ONLY TO BE CONSIDERED IN THE CONTEXT IN WHICH THEY WERE REQUESTED

THE LIST BELOW ARE NOT FORMAL RECOMMENDATIONS BUT INTENDED TO BE POTENTIAL ACTIONS TO CLOSE THE GAP FOR THE BOARD'S CONSIDERATION AS PART OF THE ANNUAL BUDGET PROCESS. THEY SHOULD ONLY BE CONSIDERED AS PART OF THE ENTIRE FINANCIAL PLAN AND IN THE CONTEXT IN WHICH THEY WERE REQUESTED.		PROJECTED		PROJECTED		PROJECTED		PROJECTED	
		2016-17		2017-18		2018-19		2019-20	
	FTE		FTE		FTE		FTE		FTE
8	The Emerson II program is expected to have unfunded facility operating cost of \$1,000,000 annually starting in 2018/19, after building aid. If the program is eliminated or delayed, the savings would be \$1,000,000 per year.					\$ 1,000,000		\$ 1,000,000	
9	Several recent studies have recommended possible changes in the way the District provides special education services. These may impact how students are identified and how and where they are serviced, and how those services are scheduled. The District will engage with a vendor (or vendors) to study the issue and make recommendations to make the processes more efficient. Given that there are over 1,100 special education teachers, assistants and aides, if a conservative 1% reduction in force can be made, it would result in a savings of 11 FTE's.		11	\$ 957,000	11	\$ 957,000	11	\$ 957,000	
10	The District expanded the staffing for physical education in 2015/16. This amounted to 20 FTEs. However, these 20 positions might be better allocated to different programming.		20	\$ 1,860,000	20	\$ 1,860,000	20	\$ 1,860,000	
11	When confronted with increased costs and limited ability to generate offsetting revenues without outside intervention, the District may be required to downsize through attrition, and if necessary, through layoffs. Since 2011-12, the District's BEDs count has increased 678 students (K-12), while general fund staffing has increased 647 FTEs, almost 1 FTE per student - this is not sustainable. Additionally, this plan includes an increase in 1,457 charter school students over 4 years, from 8,278 to 9,735 pupils. If these charter tuition projections become reality, the District is not going to have enough students to justify the current baseline staff as students move to charter schools. (If, however, the overall population of students increases, State aid will increase. We have not included that possibility in the plan.) The District will have to look at several options including: 1) closing schools, 2) accelerating the phase out of out-of-time schools, 3) eliminating programs, 4) reducing central office and non-school administrators, 5) reducing the capacity at which we budget our schools - we historically budget for 1500 more students than actually attend, 6) combining schools/programs under one principal to reduce administrative costs. The average salary and benefits used will be \$93,000, which corresponds to the current teacher rate. This projection will assume 100 reductions above other reductions in 2017/18, another 150 in 2018/19 and another 100 in 2019/20. These reductions do not include the supplemental NEB related positions.		100	\$ 9,300,000	250	\$ 23,250,000	350	\$ 32,550,000	
12	The centerpiece of the New Education Bargain is the Reduced Class Size Initiative, which has a goal of reducing class sizes in K-3 classrooms and increasing literacy supports to ensure all Buffalo students can read at grade level by the third grade. Phased in during the 2016-17 budget at roughly \$4.0 million, it is projected to grow to \$7.0 million in 2017-18 and then 10.0 million in 2018-19 and thereafter. These costs include staff and non-staff items. Because these supports are not required, they could be reduced. This possible reduction scenario assumes in 2017/18 that the second year of the phase in is halted and then in 2018/19 that the entire program is eliminated.		24	\$ 3,000,000	80	\$ 9,000,000	80	\$ 9,000,000	
13	Another component of the New Education Bargain is Extended day programs, which have historically been funded through grants. The total investment in the general fund could be reduced to \$1.1 million to cover only the transportation costs. All other costs related to ELT in the general fund could be eliminated.			\$ 1,600,000		\$ 1,600,000		\$ 1,600,000	
14	The community schools initiative includes supplemental spending for programs in the evenings and weekends along with other services for students and families. Because these items are supplemental in nature, if reductions are necessary, community schools spending could be reduced and allocated to cover core instruction that would otherwise have to be reduced.			\$ 2,000,000		\$ 2,000,000		\$ 2,000,000	
REVISED SURPLUS/(GAP) AFTER RECURRING REDUCTION ACTIONS									
(Note: these actions cumulatively far exceed the potential deficits, allowing the District to choose some combination of actions to balance the budget, depending on the revenue growth in each year.)		0	\$ 211,260	158	\$ 15,934,754	376	\$ 20,015,768	478	\$ 21,720,570

POTENTIAL ACTIONS FOR DISCUSSION IN FUTURE YEARS BUDGET PROCESSES; ONLY TO BE CONSIDERED IN THE CONTEXT IN WHICH THEY WERE REQUESTED

THE LIST BELOW ARE NOT FORMAL RECOMMENDATIONS BUT INTENDED TO BE POTENTIAL ACTIONS TO CLOSE THE GAP FOR THE BOARD'S CONSIDERATION AS PART OF THE ANNUAL BUDGET PROCESS. THEY SHOULD ONLY BE CONSIDERED AS PART OF THE ENTIRE FINANCIAL PLAN AND IN THE CONTEXT IN WHICH THEY WERE REQUESTED.		PROJECTED		PROJECTED		PROJECTED		PROJECTED	
		2016-17		2017-18		2018-19		2019-20	
		FTE		FTE		FTE		FTE	
SPECULATIVE ITEMS/ADDITIONAL REVENUES									
15	Additional revenues from the City of Buffalo. The District is dependent on the City for an annual allocation of funds. That allocation has not been increased since 2006-07 and is the lowest of the Big 5 dependent school districts. Long term financial stability will require a reasonable increase in city support.				Not quantifiable		Not quantifiable		Not quantifiable
16	Annual Lobbying Efforts: The District annually works with the Western New York Delegation for both state aid increases and changes in legislation that will help reduce costs or increase aid. The District is assessing the current year legislative lobbying results and will continue to press for needed change.				Not quantifiable		Not quantifiable		Not quantifiable
17	If the District could change school schedules to maximize bus utilization and equalize early and late start schools, we would save approximately \$4 million the first year and 15% (\$450,000) thereafter due to a reduction of approximately 85% of the state aid for the cost savings. By contract, the teachers have to approve any change in start and end times, therefore, this savings has not been realized in the past; however, as part of turnaround plans, the change of bell times could be considered.				\$ 4,000,000		\$ 600,000		\$ 600,000
18	Based on historical results, the District expects each year to have some budgeted amounts unspent at year end. In 2015/16, the District finished the year with roughly \$20 million of the adopted budget unspent. Similar results of between \$10 and \$15 million happened in each of the recent prior years. This financial plan assumes that the full budget is spent each year. The District expects to have unspent funds in 2016/17 after accounting for the settlement of the BTF contract that will reduce its overall cost.				Not quantified		Not quantified		Not quantified
ONE TIME EXPENDITURES/SAVINGS									
19	This current model includes maintaining the required minimum for unassigned fund balance for \$38.5 million in year 4, along with assignments of \$3.0 million for state aid audits, \$5.0 million for capital projects and \$42.7 million for OPEB and other employee benefits. These are appropriate levels of these reserves to maintain for their intended purpose and it is not recommended to use these resources to balance the budget for recurring costs.		As Needed		As Needed		As Needed		As Needed
REVISED SURPLUS/(GAP) AFTER ALL DEFICIT REDUCTION ACTIONS									
(Note: these actions cumulatively far exceed the potential deficits, allowing the District to choose some combination of actions to balance the budget, depending on the revenue growth in each year.)		0	\$ 211,260	158	\$ 19,934,754	376	\$ 20,615,768	478	\$ 22,320,570

WORKFORCE

2014-15 ACTUAL

2015-16 ACTUAL

2016-17 AS OF SEPTEMBER 30, 2016

2017-18 THROUGH 2019-20 PROJECTIONS

BUFFALO CITY SCHOOL DISTRICT

FTE SUMMARY

	Actual as of 6.30.15	2015-16			Four Year Plan			
		ORIGINAL BUDGET	REVISED BUDGET	ACTUAL AS OF 6.30.16	2016-17	2017-18	2018-19	2019-20
BTF:								
GENERAL FUND	2,917.4	2,994.0	3,013.0	2,988.1	3,092.9	3,116.9	3,132.9	3,132.9
GRANTS	499.1	473.5	498.1	500.9	456.3	456.3	456.3	456.3
TOTAL BTF	3,416.5	3,467.5	3,511.1	3,489.0	3,549.2	3,573.2	3,589.2	3,589.2
BCSA:								
GENERAL FUND	193.2	196.1	196.1	199.7	211.0	211.0	211.0	211.0
GRANTS	47.8	43.6	44.9	43.3	36.2	36.2	36.2	36.2
TOTAL BCSA	241.0	239.7	241.0	243.0	247.2	247.2	247.2	247.2
PCTEA:								
GENERAL FUND	329.0	365.0	367.0	344.4	374.1	374.1	374.1	374.1
GRANTS	86.0	87.9	99.6	80.6	87.5	87.5	87.5	87.5
FOOD SERVICE	11.0	12.0	12.0	11.0	12.0	12.0	12.0	12.0
TOTAL PCTEA	426.0	464.9	478.6	436.0	473.6	473.6	473.6	473.6
BEST (Teacher Aides):								
GENERAL FUND	360.0	394.5	285.0	286.2	444.9	444.9	444.9	444.9
GRANTS	13.0	3.5	4.0	5.0	2.5	2.5	2.5	2.5
FOOD SERVICE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL BEST	374.0	399.0	290.0	292.2	448.4	448.4	448.4	448.4
BEST (Teaching Assistants):								
GENERAL FUND	283.0	292.5	402.0	399.0	303.0	303.0	303.0	303.0
GRANTS	232.0	189.4	193.1	187.8	190.1	190.1	190.1	190.1
FOOD SERVICE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL BEST	516.0	482.9	596.1	587.8	494.1	494.1	494.1	494.1
TRADESMEN:								
GENERAL FUND	28.0	29.0	29.0	29.0	33.0	33.0	33.0	33.0
TOTAL TRADESMEN	28.0	29.0	29.0	29.0	33.0	33.0	33.0	33.0
LOCAL 264								
GENERAL FUND	63.0	75.0	72.0	59.0	68.0	68.0	68.0	68.0
GRANTS	-	-	-	-	-	-	-	-
FOOD SERVICE	29.0	29.0	29.0	28.0	29.0	29.0	29.0	29.0
TOTAL LOCAL 264	92.0	104.0	101.0	87.0	97.0	97.0	97.0	97.0
LOCAL 409								
GENERAL FUND	56.0	61.0	61.0	56.0	58.0	58.0	58.0	58.0
GRANTS	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL LOCAL 409	57.0	62.0	62.0	57.0	59.0	59.0	59.0	59.0
EXEMPT & BOARD MEMBERS								
GENERAL FUND	27.1	34.0	34.0	34.7	38.5	38.5	38.5	38.5
GRANTS	0.5	-	1.0	1.3	1.5	1.5	1.5	1.5
TOTAL EXEMPT & BOARD MEMBERS	27.6	34.0	35.0	36.0	40.0	40.0	40.0	40.0
TOTAL GENERAL FUND	4,256.7	4,441.1	4,459.1	4,396.1	4,623.4	4,647.4	4,663.4	4,663.4
TOTAL GRANTS	879.4	798.9	841.7	819.9	775.1	775.1	775.1	775.1
TOTAL FOOD SERVICE	42.0	43.0	43.0	41.0	43.0	43.0	43.0	43.0
GRAND TOTAL	5,178.1	5,283.0	5,343.8	5,257.0	5,441.5	5,465.5	5,481.5	5,481.5

CASH FLOW

2014-15 ACTUAL

2015-16 ACTUAL

2016-17 PROJECTED AS OF NOVEMBER 2016

BUFFALO CITY SCHOOL DISTRICT

2014-15 FISCAL YEAR UNAUDITED (in thousands)

	ACTUAL July 2014	ACTUAL August 2014	ACTUAL September 2014	ACTUAL October 2014	ACTUAL November 2014	ACTUAL December 2014	ACTUAL January 2015	ACTUAL February 2015	ACTUAL March 2015	ACTUAL April 2015	ACTUAL May 2015	ACTUAL June 2015	Total
BEGINNING CASH & INVESTMENTS	222,437	181,752	172,321	166,329	134,014	127,863	118,369	160,655	158,839	223,891	203,991	194,830	222,437
CASH RECEIPTS:													
Basic Formula Aid <small>(net of Medicaid Takeback)</small>	-	1,000	3,584	-	38,601	32,842	114,248	49,209	120,395	11,647	49,209	19,124	439,859
Excess Cost <small>(includes State Medicaid)</small>	-	13,779	2,902	-	-	23,976	-	-	43,856	-	-	14,465	98,978
Aid withheld for JSCB Bond Payments	-	-	-	-	-	(15,797)	(17,552)	(17,552)	(36,859)	-	-	-	(87,760)
Aid withheld for MBBA Bond Payment	-	-	-	-	-	-	-	-	(1,086)	-	-	-	(1,086)
JSCB Refinancing cash transfer to Capital Fund	-	-	(3,709)	-	-	(3,709)	-	-	(3,709)	-	-	(3,709)	(14,836)
Lottery Aid <small>(June is net of 713K debt payment)</small> & VLT Lott Grant	-	-	34,506	4,751	4,751	4,751	4,751	4,751	4,751	-	-	20,980	83,992
Property Taxes <small>(Less Capital Debt of \$11 M)</small>	4,960	4,960	4,960	4,960	4,960	4,959	4,959	4,960	4,960	4,960	4,959	4,959	59,516
Erie County Sales Tax	3,039	3,247	3,147	4,082	3,076	4,407	2,448	3,336	2,859	3,530	3,024	4,137	40,332
Food Service	2,296	1,498	66	2,758	3,063	1,559	2,293	2,421	1,816	3,078	1,800	2,773	25,421
Title I	4,246	-	-	-	-	-	-	-	-	-	-	-	4,246
Medicaid (Federal)	255	320	120	552	265	98	143	94	-	129	122	161	2,259
Other State & Federal	11,549	4,963	6,916	3,670	6,081	7,296	8,132	5,327	4,495	12,606	4,158	12,268	87,461
Other	1,066	2,031	2,423	690	186	8,904	2,246	324	577	1,677	428	2,296	22,848
TOTAL CASH RECEIPTS	27,411	31,798	54,915	21,463	60,983	69,286	121,668	52,870	142,055	37,627	63,700	77,454	761,230
CASH DISBURSEMENTS:													
Salary & FICA	20,894	12,314	24,739	29,962	30,137	29,904	45,279	30,760	31,232	29,950	30,403	31,522	347,096
Termination Pay	-	1,369	197	62	233	35	79	83	28	81	101	127	2,395
Carry Over Accounts Payable	14,109	10,702	168	301	-	43	-	-	1,002	-	-	-	26,325
Services & Supplies	5,475	5,434	3,391	7,883	5,418	20,079	7,071	6,937	9,350	8,994	10,956	11,115	102,103
Health Insurance	11,313	11,392	11,237	11,514	11,425	22,690	86	11,414	11,353	11,424	11,383	11,394	136,625
Charter School Payments	16,305	-	16,687	-	16,359	657	15,290	-	16,343	-	16,026	-	97,667
Transportation	-	18	821	3,552	91	1,579	7,638	860	4,955	3,860	803	6,761	30,938
Tuition Payments	-	-	3,667	504	3,471	3,793	3,939	4,632	2,740	3,218	3,189	2,982	32,135
TOTAL CASH DISBURSEMENTS	68,096	41,229	60,907	53,778	67,134	78,780	79,382	54,686	77,003	57,527	72,861	63,901	775,284
MONTHLY CASH & INVESTMENTS	(40,685)	(9,431)	(5,992)	(32,315)	(6,151)	(9,494)	42,286	(1,816)	65,052	(19,900)	(9,161)	13,553	(14,054)
ENDING CASH & INVESTMENTS	181,752	172,321	166,329	134,014	127,863	118,369	160,655	158,839	223,891	203,991	194,830	208,383	208,383

BUFFALO CITY SCHOOL DISTRICT

CASH FLOW 2015-16 FISCAL YEAR UNAUDITED (in thousands)

	ACTUAL July 2015	ACTUAL August 2015	ACTUAL September 2015	ACTUAL October 2015	ACTUAL November 2015	ACTUAL December 2015	ACTUAL January 2016	ACTUAL February 2016	ACTUAL March 2016	ACTUAL April 2016	ACTUAL May 2016	ACTUAL June 2016	Total
BEGINNING CASH & INVESTMENTS	208,383	149,264	144,132	142,879	108,357	128,259	121,687	183,442	190,188	259,525	235,389	224,985	208,383
CASH RECEIPTS:													
Basic Formula Aid <small>(net of Medicaid Takeback)</small>	20	-	-	-	39,028	30,233	122,739	49,134	119,142	13,819	49,134	16,387	439,636
Excess Cost <small>(Includes State Medicaid)</small>	-	14,550	1,780	-	-	24,133	-	-	44,108	-	-	13,671	98,242
Aid withheld for JSCB Bond Payments	-	-	-	-	-	(15,584)	(17,315)	(17,316)	(36,363)	-	-	-	(86,578)
Aid withheld for MBBA Bond Payment	-	-	-	-	-	-	-	-	(1,083)	-	-	-	(1,083)
JSCB Refinancing cash transfer to Capital Fund	-	-	(3,709)	-	-	(3,710)	-	-	(3,710)	-	-	(3,709)	(14,838)
Lottery Aid <small>(June is net of 713K debt payment)</small> & VLT Lott Grant	-	-	40,872	-	4,577	4,577	4,577	4,577	6,398	-	-	21,047	86,625
Property Taxes <small>(Less Capital Debt of \$11 M)</small>	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	59,520
Erie County Sales Tax	3,002	3,193	3,179	4,176	3,274	4,443	3,262	3,433	2,849	3,880	3,166	4,404	42,261
Food Service	2,174	827	494	2,693	2,982	2,464	2,436	2,579	2,142	2,417	2,520	2,760	26,488
Title I	-	-	-	-	22,717	5,208	-	4,236	-	5,972	-	5,043	43,176
Medicaid (Federal)	104	137	137	40	119	150	152	233	386	-	179	204	1,841
Other State & Federal	3,162	6,938	8,344	11,091	13,778	8,969	8,613	8,054	7,045	10,139	3,606	16,882	106,621
Other	1,582	350	826	714	230	13,203	3,728	219	581	1,306	775	1,046	24,560
TOTAL CASH RECEIPTS	15,004	30,955	56,883	23,674	91,665	79,046	133,152	60,109	146,455	42,493	64,340	82,695	826,471
CASH DISBURSEMENTS:													
Salary & FICA	25,042	9,132	23,855	30,145	30,411	46,245	30,793	31,246	31,675	30,276	31,001	32,238	352,059
Termination Pay	128	1,961	194	522	141	14	209	266	50	199	99	28	3,811
Carry Over Accounts Payable	15,154	10,018	591	509	-	-	-	134	-	-	-	-	26,406
Services & Supplies	4,699	3,474	4,471	7,737	7,764	18,906	7,620	5,371	9,174	10,585	8,615	7,947	96,363
Health Insurance	11,487	11,496	11,428	11,565	11,577	11,519	12,143	11,660	11,612	11,614	11,558	11,599	139,258
Transportation	2	6	776	903	1,986	5,066	124	920	5,131	11,060	2,821	1,614	30,409
Tuition Payments	-	-	842	5,040	2,595	3,868	3,521	3,756	2,282	2,895	3,671	3,370	31,840
Charter School Payments	17,611	-	15,979	1,775	17,289	-	16,987	10	17,194	-	16,979	-	103,824
TOTAL CASH DISBURSEMENTS	74,123	36,087	58,136	58,196	71,763	85,618	71,397	53,363	77,118	66,629	74,744	56,796	783,970
MONTHLY CASH & INVESTMENTS	(59,119)	(5,132)	(1,253)	(34,522)	19,902	(6,572)	61,755	6,746	69,337	(24,136)	(10,404)	25,899	42,501
ENDING CASH & INVESTMENTS	149,264	144,132	142,879	108,357	128,259	121,687	183,442	190,188	259,525	235,389	224,985	250,884	250,884

BUFFALO CITY SCHOOL DISTRICT

PROJECTED CASH FLOW

2016-17 FISCAL YEAR

UNAUDITED
(in thousands)

	ACTUAL July 2016	ACTUAL August 2016	ACTUAL September 2016	ACTUAL October 2016	ACTUAL November 2016	December 2016	January 2017	February 2017	March 2017	April 2017	May 2017	June 2017	TOTAL
BEGINNING CASH & INVESTMENTS	250,884	179,233	181,672	173,372	145,268	140,582	102,936	146,236	146,386	224,449	198,176	187,753	250,884
CASH RECEIPTS:													
Basic Formula Aid <small>(net of Medicaid Takeback)</small>	-	-	2,925	-	43,446	36,000	130,000	53,000	130,000	16,000	52,000	18,000	481,371
Excess Cost <small>(includes State Medicaid)</small>	-	15,923	-	-	-	25,000	-	-	44,000	-	-	12,366	97,289
Aid withheld for JSCB Bond Payments	-	-	-	-	-	(17,090)	(18,989)	(18,989)	(39,876)	-	-	-	(94,944)
Aid withheld for MBBA Bond Payment									(1,082)				(1,082)
JSCB Refinancing cash transfer to Capital Fund			(1,619)			(1,620)			(1,620)			(1,620)	(6,479)
Lottery Aid <small>(June is net of 713K debt payment)</small> & VLT Lott Grant	-	-	40,290	4,584	4,584	4,590	4,590	4,590	6,390	-	-	20,314	89,932
Property Taxes <small>(Less Capital Debt of \$11 M)</small>	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	4,960	59,520
Erie County Sales Tax	2,932	3,418	3,402	4,301	3,315	4,500	3,300	3,500	2,900	3,900	2,900	4,000	42,368
Food Service	2,001	882	582	2,617	3,050	2,650	2,600	2,750	2,300	3,050	3,000	2,650	28,132
Title I	-	2,805	-	-	5,173	3,500	-	3,500	-	4,000	4,000	3,000	25,978
Medicaid (Federal)	191	1,368	1,136	285	522	150	150	250	150	150	300	300	4,952
Other State & Federal	1,604	10,311	4,769	8,699	3,479	10,480	4,905	8,641	13,125	5,000	4,000	10,000	85,013
Other	1,679	442	710	1,016	398	8,000	3,373	631	399	1,000	1,000	1,000	19,648
TOTAL CASH RECEIPTS	13,367	40,109	57,155	26,462	68,927	81,120	134,889	62,833	161,646	38,060	72,160	74,970	831,698
CASH DISBURSEMENTS:													
Salary & FICA	25,750	9,259	24,192	30,822	32,708	76,016	40,419	35,633	35,283	35,283	35,283	52,924	433,572
Termination Pay	82	1,912	302	171	17	50	550	50	50	50	50	50	3,334
Carry Over Accounts Payable	23,269	11,009	1,370	55	260	800	-	-	-	-	-	-	36,763
Services & Supplies	5,551	3,378	4,557	8,564	7,030	21,000	8,070	8,000	11,000	10,000	10,000	11,050	108,200
Health Insurance	12,052	12,066	11,995	12,062	12,166	10,400	11,800	11,500	11,500	11,500	11,500	11,500	140,041
Transportation	-	46	1,445	676	1,343	5,500	8,500	4,500	4,500	4,500	4,500	4,500	40,010
Tuition Payments	-	-	3,017	2,216	2,836	5,000	4,000	3,000	3,000	3,000	3,000	4,000	33,069
Charter School Payments	18,314	-	18,577	-	17,253	-	18,250	-	18,250	-	18,250	-	108,894
TOTAL CASH DISBURSEMENTS	85,018	37,670	65,455	54,566	73,613	118,766	91,589	62,683	83,583	64,333	82,583	84,024	903,883
MONTHLY CASH & INVESTMENTS	(71,651)	2,439	(8,300)	(28,104)	(4,686)	(37,646)	43,300	150	78,063	(26,273)	(10,423)	(9,054)	(72,185)
ENDING CASH & INVESTMENTS	179,233	181,672	173,372	145,268	140,582	102,936	146,236	146,386	224,449	198,176	187,753	178,699	178,699

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