



Buffalo Public Schools
4 Year Financial Plan
2017-18 to 2020-21
June 20, 2017

Board of Education Members:

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Buffalo Public Schools

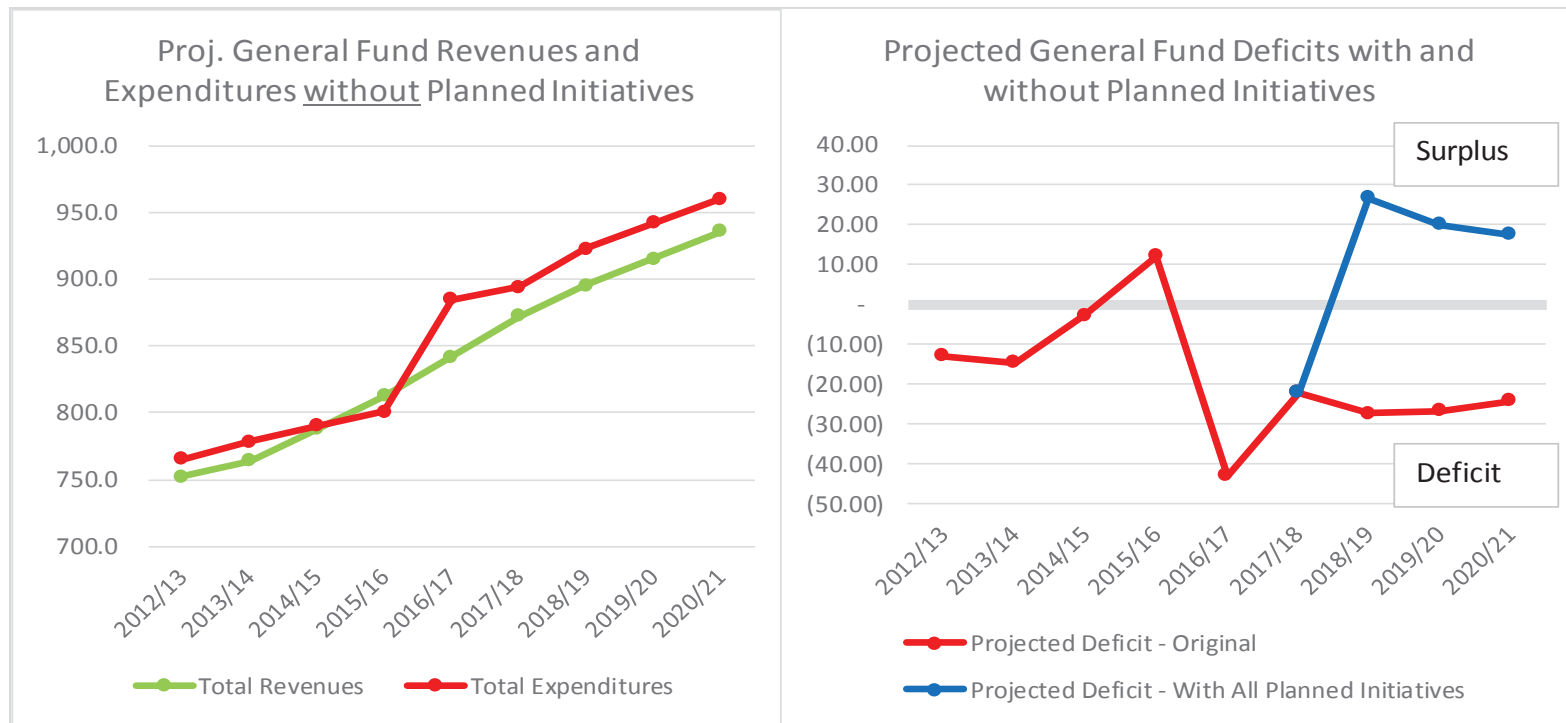
Four Year Financial Plan 2016/17 to 2020/21

Executive Summary

The Buffalo City School District has developed the attached comprehensive Four Year Financial Plan (the Plan) to assist in monitoring the approved 2017/18 budget, and in the development of the 2018/19 and subsequent years budgets. The initial projections in the Plan outline the trajectory of major revenue and expenditure categories over the period of fiscal year 2017/18 to 2020/21, documenting potential surplus/deficit amounts, while using assumptions available as of June 2017. The initial projections, however, do not include deficit closing measures. The deficit amounts in the general fund, accumulating to \$100.1 million over four years, are equal to 2.7% of total expenditures of \$3.7 billion over that same time period.

There are gap closing measures of \$118.5 million available, proposed or targeted, and projected fund balance usage of \$46.0 million to be utilized to eliminate the projected deficits. Another \$118.4 million of fund balance (not to be confused with the \$118.5 million in gap closing measures) is projected to be available at the end of the Plan. These numbers are more fully described throughout this Plan document.

The tables below recap the initial projections and projected deficits with and without planned initiatives in the general fund (in millions):



Projection Assumptions

The revenue and expenditure assumptions in the Plan are outlined on pages 25 to 45 of the document. Because the District is 85% 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 3.0% annual growth rate is projected. Foundation Aid increases for the last five years have been approximately 3.3% annually; however, there is no guarantee similar increases will continue in the future and future Foundation Aid increases may be negatively impacted by economic conditions, changes in State law or other funding priorities of the State. Most other State aid categories are formula driven and not as susceptible to economic conditions.

Economic conditions can also negatively impact other costs like fuel and utilities, which are currently rising but still below historic levels. Pension costs, which have been declining for several years, are still above historic levels, but could rise if there is an economic downturn impacting the financial markets. The Plan assumes increased fuel and utility costs, and moderately declining pension rates until they reach long term historic averages.

Salary costs are based on existing contractual increases, plus 1.5% in years where there is no contractual increase, plus another \$5.0 million in the contingency account starting in 2017-18, growing by \$500,000 annually thereafter. These 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. Changes in other assumptions, such as a reduction in State aid, may cause the District to reassess the affordability of salary increase assumptions.

Fund Balance Usage

As is outlined on page 11, the utilization of fund balance is recommended to be \$46.0 million over the course of the Plan. Fund balance usage is projected to be \$22.0 million in 2017/18; \$16.0 million in 2018/19; \$8.0 million in 2019/20; and zero in 2020/21. Based on Plan projections, total remaining fund balance will be \$118.4 million, and unrestricted fund balance will be \$40.2 million, at June 30, 2021. Though not explicitly shown in the list of deficit closing measures, these reserves could be utilized in the event unforeseen circumstances happen, such as general economic downturn negatively impacting State aid or causing a spike in pension costs. However, once fund balance is utilized, it can only be replenished by future surpluses, and it is difficult to run surpluses in challenging economic times, so cost reductions, such as those outlined below may be necessary, along with a plan to replenish reserves, if additional fund balance is to be utilized.

Deficit Closing Measures

The specific deficit closing measures are outlined on pages 13 to 18 of the Plan. The cost savings measures are color coded in order of priority and grouped into four sections that match closely with the color coding noted further below:

- 1) Other revenue and fund balance items (purple, yellow, orange)
- 2) Efficiencies and savings that are planned or in process (yellow)
- 3) Other cost reductions that may become necessary (orange)
- 4) Grants through national foundations (purple)

Purple items are speculative revenue items in nature, because they rely, in large part, on decisions outside the District's control. The grants through national foundations are separately listed, as this is a significant potential source of funding which reflects a new approach to secure outside funding for the District.

Items coded in yellow are generally cost reductions through efficiencies. These items are not anticipated to reduce the level of service to District students, instead they are allocating dollars more efficiently or obtaining the same level of service at a reduced cost. Many of these items are in process or being analyzed now and will be brought to the Board for approval through regular Board recommendations or through the District budgeting process.

Items coded in orange are reductions in cost that may impact the level of service to students, since they may impact staffing positions in schools. In the event that speculative revenues (purple) and efficiencies (yellow) are unable to close the gap in any year of the Plan, or if student counts drop, these cost reductions may be necessary to incorporate into future District budgets.

By design, the total amount of deficit closing measures exceeds the total amount of deficits in the Plan to ensure there are enough measures that can be taken over the course of the Plan to close the gap. Some deficit closing measures may be implemented during the 2016/17 fiscal year; however, because the approved budget is in place, any savings achieved will be reported to the Board through the standard quarterly reporting process. In some of the planned initiatives, to be conservative, no savings have been shown because estimates are not known at this time.

Other Documents in the Plan

On page 9 is the projection of fund balance by classification over the course of the Plan.

On pages 47 to 48 is a projection of FTEs over the course of the Plan.

On pages 50 to 52 are cash flow reports for 2015/16 (actual), 2016/17 (May 2017 year to date), and 2017/18 (projected as of June 2017).

Final Note - 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 the 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.

General Fund Summary

General Fund Summary of Major Revenue and Expenditure Categories
 2012-13 to 2020-21 (Projected)
 (in millions)

	PY4 2012/13	PY3 2013/14	PY2 2014/15	PY1 2015/16	CY 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	4 Year Totals	\$ Growth Year 4 vs Year 1	% Growth Year 4 vs Year 1	Approx Annual Growth
	GAAP Actual				Proj.	Plan Projections							
Significant Revenue Categories:													
State Foundation Aid	435.4	440.5	449.4	465.0	494.3	510.9	526.2	542.0	558.3	2,137.4	47.4	9.3%	3.1%
State Building Aid	119.0	114.1	114.5	115.1	115.4	115.8	115.8	115.8	115.8	463.3	-	0.0%	0.0%
State Other Formula Aids	63.1	75.0	93.0	95.4	95.1	104.2	102.5	104.3	106.2	417.2	2.0	2.0%	0.7%
State Charter School Transition Aid & Supplemental Aid	8.2	7.8	4.4	5.5	7.4	11.2	19.9	21.2	22.8	75.2	11.6	104.1%	34.7%
Total State Aid	625.7	637.5	661.3	680.9	712.3	742.1	764.5	783.4	803.2	3,093.2	61.1	8.2%	2.7%
City Property Tax	70.3	70.3	70.3	70.3	70.3	70.8	70.8	70.8	70.8	283.3	-	0.0%	0.0%
County Sales Tax	37.3	40.1	40.2	42.4	42.3	42.4	43.0	43.7	44.3	173.5	1.9	4.6%	1.5%
Other (Medicaid & misc.)	19.2	16.1	15.8	19.1	16.9	16.9	17.1	17.2	17.4	68.5	0.5	3.0%	1.0%
Total Revenues	752.5	764.0	787.6	812.7	841.8	872.2	895.4	915.1	935.7	3,618.4	63.5	7.3%	2.4%
Significant Expenditure Categories:													
Compensation	238.5	245.0	246.9	252.4	303.1	300.0	309.8	312.0	315.4	1,237.3	15.5	5.2%	1.7%
Pension Contributions	29.9	35.5	41.1	33.0	33.4	30.4	31.5	31.1	30.7	123.7	0.3	1.0%	0.3%
Health Insurance - Employees	39.9	43.5	50.8	53.5	54.8	53.5	54.8	57.1	59.7	225.1	6.2	11.5%	3.8%
Health Insurance - Retirees	60.1	62.5	61.6	61.4	66.7	68.1	71.9	76.2	80.8	297.0	12.7	18.7%	6.2%
Other Employee Benefits	31.0	29.8	29.8	32.8	38.6	40.0	40.9	41.1	41.5	163.6	1.4	3.5%	1.2%
Transportation	40.3	40.2	40.2	45.2	48.0	48.5	49.5	50.4	51.5	199.9	3.0	6.1%	2.0%
Tuition (Agency, Out-of-District, Middle Early College, Davinci)	32.6	31.6	31.7	31.1	33.5	33.4	33.6	33.9	34.2	135.1	0.8	2.5%	0.8%
Charter School Tuition Payments	94.5	94.1	98.4	104.0	107.6	123.8	132.1	141.2	146.7	543.8	22.9	18.5%	6.2%
Debt Service	135.2	121.0	120.0	118.0	117.1	113.7	113.6	113.0	112.7	453.1	(1.0)	-0.9%	-0.3%
All Other (Contracts, Facilities, Utilities, Textbooks, Supplies, Misc.)	63.4	75.5	69.6	68.9	82.0	82.8	84.8	85.8	86.8	340.1	4.0	4.8%	1.6%
Total Expenditures	765.5	778.7	790.2	800.5	884.8	894.2	922.6	941.8	959.9	3,718.5	65.7	7.4%	2.5%
Baseline Deficit of Recurring Revenues and Expenditure	(12.9)	(14.6)	(2.7)	12.2	(43.0)	(22.0)	(27.2)	(26.7)	(24.2)	(100.1)			
Recommended Use of Reserves						22.0	16.0	8.0	-	46.0			
Revised Deficit (to be closed by means other than reserves)						0.0	(11.2)	(18.7)	(24.2)	(54.1)			
Projected Reserves Remaining at Year End - Unassigned					68.5	61.7	47.2	40.2	40.2				
Projected Reserves Remaining at Year End - All					164.4	142.4	126.4	118.4	118.4				

General Fund - Fund Balance Projections

Buffalo Public Schools
General Fund - 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	Projected usage 20/21	Balance 6-30-21
Non spendable	Inventory	0.7	-	0.7	-	0.7	-	0.7	-	0.7	-	0.7
Restricted	Stabilization reserve	3.8	-	3.8	-	3.8	-	3.8	-	3.8	-	3.8
	Unemployment	3.2	-	3.2	-	3.2	-	3.2	-	3.2	-	3.2
	Judgements & claims & property loss	17.8	-	17.8	-	17.8	-	17.8	-	17.8	-	17.8
	Total Restricted	24.7	-	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	-	3.0
	Designated for other capital needs/repairs	7.8	(0.2)	7.6	(1.0)	6.6	(1.5)	5.1	(1.0)	4.1	-	4.1
	Designated for OPEB and other benefits	42.7	-	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	-	3.0
	Total Assigned	122.3	(51.9)	70.5	(15.2)	55.3	(1.5)	53.8	(1.0)	52.8	-	52.8
Unassigned	Minimum required unassigned fund balance	34.1	1.7	35.8	1.1	36.9	0.8	37.7	0.7	38.4	-	38.4
	Projected budgetary surplus in 2016/17	-	11.5	11.5	(7.9)	3.5	(3.5)	-	-	-	-	-
	Amount in excess of Board policy	21.3	(0.1)	21.2	-	21.2	(11.7)	9.5	(7.7)	1.8	-	1.8
	Total Unassigned	55.5	13.0	68.5	(6.8)	61.7	(14.5)	47.2	(7.0)	40.2	-	40.2
	Total Fund Balance	203.3	(38.8)	164.4	(22.0)	142.4	(16.0)	126.4	(8.0)	118.4	-	118.4

Note - 6-30-17 projections are as of March 2017 and 6-30-18 projections based on adopted 2017-18 budget

- 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

Deficit Summary

Buffalo Public Schools 4 Year Financial Plan - Projected Deficits	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	4 Year Cumulative
General fund					
Total general fund revenues	872,200,000	895,392,408	915,140,897	935,714,052	3,618,447,357
Total general fund expenditures	894,200,000	922,604,575	941,793,383	959,941,311	3,718,539,268
Budgetary surplus (deficit) before the planned use of fund balance	(22,000,000)	(27,212,166)	(26,652,486)	(24,227,259)	(100,091,911)
Planned use of fund balance	22,000,000	16,000,000	8,000,000	-	46,000,000
Budgetary surplus (deficit) after the planned use of fund balance	-	(11,212,166)	(18,652,486)	(24,227,259)	(54,091,911)
Gap closing measures - revenues and other fund balance	-	600,000	1,100,000	3,300,000	5,000,000
Gap closing measures - efficiencies and savings	-	10,431,500	10,214,253	10,517,449	31,163,201
Gap closing measures - other cost reductions	-	17,900,000	18,430,000	18,960,000	55,290,000
Gap closing measures - national foundation funding	-	9,000,000	9,000,000	9,000,000	27,000,000
Budgetary surplus (deficit) after gap closing measures	-	26,719,334	20,091,766	17,550,190	64,361,290

Special projects grants fund					
Total special projects revenues	120,028,990	120,028,990	120,028,990	120,028,990	480,115,960
Total special projects expenditures	120,028,990	120,028,990	120,028,990	120,028,990	480,115,960
Budgetary surplus (deficit) before the planned use of fund balance	-	-	-	-	-

Food service fund					
Total food service revenues	31,792,063	32,401,716	33,023,562	33,657,844	130,875,185
Total food service expenditures	35,779,669	33,728,826	34,492,472	35,279,346	139,280,313
Budgetary surplus (deficit) before the planned use of fund balance	(3,987,606)	(1,327,110)	(1,468,910)	(1,621,502)	(8,405,128)
Planned use of fund balance	3,987,606	1,327,110	1,468,910	1,621,502	8,405,128
Budgetary surplus (deficit) after the planned use of fund balance	-	-	-	-	-

Deficit Closing and Cost Saving Initiatives

Buffalo Public Schools
4 Year Plan Action Items

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.

1	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
2	These are the gap projections based on the revenue and expenditures assumptions in the Plan.						
3	Projected need for recurring reductions (REV - EXP GAP)		22,000,000	27,212,166	26,652,486	24,227,259	
4							
5	Projected usage of fund balance		22,000,000	16,000,000	8,000,000	-	
6							
7	4 year financial plan action items:						
8	Revenue - lobbying	Kriner Cash / Will Keresztes		-	-	-	>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. >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.
8a	Additional revenue from the City of Buffalo	Kriner Cash / BOE		500,000	1,000,000	1,500,000	>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.
9	Revenue enhancement	Jim Barnes		100,000	100,000	100,000	>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.

	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
1							
	Additional fund balance	Geoffrey Pritchard				1,700,000	>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.
10	subtotal: other revenue and fund						
11	balance items		-	600,000	1,100,000	3,300,000	This first group of action items includes revenues
12							
	Vacancy contingency	Geoffrey Pritchard		2,000,000	2,000,000	2,000,000	> 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.
13							
	Retiree healthcare	Geoffrey Pritchard/ Jamie Warren/ BPS negotiation teams		2,194,500	2,293,253	2,396,449	> 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).
14							
	Employee healthcare	Geoffrey Pritchard/ Jamie Warren/ BPS negotiation teams		-	-	-	>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. >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. >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.
15							
	Substitute teachers costs	Jamie Warren		500,000	500,000	500,000	>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.
16							

	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
1	Nursing costs	Eric Rosser		1,200,000	1,200,000	1,200,000	>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. >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. >The District has also begun to analyze the feasibility of bringing these services in-house.
17	Occupational and physical therapy	Anne Botticelli		500,000	500,000	500,000	>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.
18	Best and Final Offers	Geoffrey Pritchard / Mike Yeates		500,000	700,000	900,000	>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.
19	Textbooks	Geoffrey Pritchard / Mike Yeates		200,000	200,000	200,000	>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.
20	Facility closure - school 86	Kevin Eberle		261,000	261,000	261,000	>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.
21	Facility closure - school 187	Kevin Eberle		676,000	676,000	676,000	>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.
22	Overtime	Kevin Eberle (others dependent on department)		100,000	100,000	100,000	>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.
23							

	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
1							
24	Yellow bus transportation - bell times in 18/19	Kevin Eberle		600,000	84,000	84,000	>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.
25	Public carrier transportation	Kevin Eberle		-	-	-	>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.
26	Workers comp, medical leave, administrative leave	Jamie Warren		700,000	700,000	700,000	> 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.
27	Master scheduler for high schools	Sabatino Cimato		1,000,000	1,000,000	1,000,000	>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.
28	Consolidation of funds	Anne Botticelli / Associates of School Leadership / Jaime Cohen			-	-	>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.
29	Special Education - centralize CSE chairs	Anne Botticelli			-	-	>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.
30	Subtotal: efficiencies and savings that are planned or in process		-	10,431,500	10,214,253	10,517,449	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							

	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
1							
32	Reduce or eliminate general contingency			1,300,000	1,300,000	1,300,000	>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.
33	Reduce or eliminate the contract settlement contingency			5,500,000	6,000,000	6,500,000	>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.
34	Reduce or eliminate non-mandated programs in the general fund			670,000	700,000	730,000	>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.
35	Emerson II			900,000	900,000	900,000	>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.
36	Reductions - central office through efficiencies and reductions through attrition			990,000	990,000	990,000	>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	Efficiency/Cost Reduction Area	Cabinet Lead	Target Year 1 (2017/18)	Target Year 2 (2018/19)	Target Year 3 (2019/20)	Target Year 4 (2020/21)	Notes
	Reductions - Instructional and support			8,540,000	8,540,000	8,540,000	<p>>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.</p> <p>>The District added approximately 40 additional physical education teachers starting in 2015/16. If 20 FTEs were reduced, \$1,880,000 could be saved.</p> <p>>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.</p> <p>>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.</p> <p>>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.</p>
37	subtotal: other cost reductions that						This third group of action items includes potential reductions in force that could be necessary in the future.
38	may become necessary		-	17,900,000	18,430,000	18,960,000	
39							
40	Grants through national foundations	Kriner Cash / Will Keresztes		9,000,000	9,000,000	9,000,000	The District is applying to eight major national foundations for \$30-35 million over a 4-5 year period to further enrich the New Education Bargain and protect the O&M fund where possible. This amount is speculative at this point, but is a major initiative underway.
41							
42	Total 4 year plan efficiencies, savings, cuts and revenues		-	37,931,500	38,744,253	41,777,449	
43							
44	Total 4 year financial plan action items and fund balance		22,000,000	53,931,500	46,744,253	41,777,449	
45							
46	Potential surplus (deficit) remaining after all actions		0	26,719,334	20,091,766	17,550,190	

Revenue Summary

Buffalo Public Schools 4 Year Financial Plan - Revenue Summary	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
General fund				
City Property Tax (Includes STAR)	70,822,758	70,822,758	70,822,758	70,822,758
Erie County Sales Tax	42,400,000	43,036,000	43,681,540	44,336,763
Medicaid Reimbursement (Federal)	2,600,000	2,626,000	2,652,260	2,678,783
Other (Tuition, Interest, Misc, Interfund)	14,281,307	14,424,120	14,568,361	14,714,045
State Aid:				
Foundation Aid	510,904,788	526,231,932	542,018,890	558,279,456
Building Aid	115,829,339	115,829,339	115,829,339	115,829,339
Other Formula Aids	100,771,393	101,779,107	102,796,898	103,824,867
Charter School Transitional Aid	7,290,415	10,934,604	11,768,296	12,868,800
Supplemental Charter Tuition Reimbursement	3,900,000	9,000,000	9,460,000	9,966,000
Incremental Aid For Transportation	-	308,549	1,142,555	1,993,241
Other State Aid/Fed (FEMA)	3,400,000	400,000	400,000	400,000
Total State Aid	742,095,935	764,483,530	783,415,977	803,161,703
Total general fund revenues	872,200,000	895,392,408	915,140,897	935,714,052
Appropriated Fund Balance - Unassigned (Budgetary Only)	6,802,000	14,500,000	7,000,000	-
Appropriated Fund Balance - Prior Year Claims (Budgetary Only)	14,198,000	-	-	-
Appropriated Fund Balance - Capital Contribution (Budgetary Only)	1,000,000	1,500,000	1,000,000	-
Total planned use of fund balance	22,000,000	16,000,000	8,000,000	-
Total general fund revenues and fund balance usage	894,200,000	911,392,408	923,140,897	935,714,052

Buffalo Public Schools 4 Year Financial Plan - Revenue Summary	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Special projects grants fund				
Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
Total other grants	106,054,448	106,054,448	106,054,448	106,054,448
Total special projects revenues	120,028,990	120,028,990	120,028,990	120,028,990
Food service fund				
State And Federal Aid	27,088,565	27,630,336	28,182,943	28,746,602
Federal Aid - Surplus Food	1,918,000	1,956,360	1,995,487	2,035,397
Federal Aid - Summer Food Program	1,476,074	1,505,595	1,535,707	1,566,422
Total State And Federal Aid	30,482,639	31,092,292	31,714,138	32,348,420
Food Sales	705,000	705,000	705,000	705,000
Interfund Transfers	540,924	540,924	540,924	540,924
Miscellaneous	63,500	63,500	63,500	63,500
Fund Balance (Budgetary Only)	3,987,606	1,327,110	1,468,910	1,621,502
Total food service revenues	35,779,669	33,728,826	34,492,472	35,279,346
Total revenues for all funds	1,050,008,659	1,065,150,224	1,077,662,358	1,091,022,388

Expenditure Summary

Buffalo Public Schools
4 Year Financial Plan - Expenditure Summary

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
General fund				
01 BTF (Teachers)	209,090,843	217,474,207	218,438,191	220,576,123
12 BTF Other Compensat	9,246,949	9,663,062	9,808,008	9,955,128
02 BTF Substitutes	6,674,918	6,674,918	6,674,918	6,674,918
03 BCSA (Administrators)	19,975,409	20,275,041	20,579,166	20,887,854
05 Teacher Aides	10,203,815	10,356,872	10,512,225	10,669,909
14 Teaching Assistant	5,996,434	6,086,380	6,177,676	6,270,341
04 PCTEA (White Collar)	17,873,204	18,141,302	18,413,422	18,689,623
06 Trades	3,169,376	3,250,195	3,333,075	3,418,068
07 Local 264(Blue Coll)	2,634,578	2,674,097	2,714,208	2,754,921
08 Local 409(Engineers)	3,657,726	3,657,726	3,657,726	3,657,726
09 Exempt	3,964,376	4,023,842	4,084,199	4,145,462
10 Misc Payroll Items	358,045	358,045	358,045	358,045
11 Overtime	1,612,029	1,612,029	1,612,029	1,612,029
13 TAB (Bus Aides)	5,513,234	5,595,933	5,679,871	5,765,070
Total Salary	299,970,936	309,843,647	312,042,760	315,435,217
FTE	4,721	4,706	4,674	4,657
81 Civil Service Retire	6,290,000	6,094,083	5,751,074	5,397,577
82 Teachers' Retirement	24,125,000	25,431,996	25,317,126	25,311,524
83 Social Security	22,925,000	23,747,192	23,916,086	24,176,281
86 Health Ins-Employees	53,521,143	54,793,232	57,093,651	59,698,502
87 Health Ins-Retirees	68,063,000	71,925,056	76,228,755	80,790,098
88 Termination Pay	4,350,000	4,415,250	4,481,479	4,548,701
89 Other Employee Bene	12,770,500	12,761,560	12,741,826	12,732,193
Total Employee and Retiree Benefits	192,044,643	199,168,369	205,529,997	212,654,876
19 Contingency	6,360,000	6,860,000	7,360,000	7,860,000
20 Equipment	1,578,445	1,578,445	1,578,445	1,578,445
40 Contractual - Misc	20,332,356	20,332,356	20,332,356	20,332,356
42 Rental - Facilities	2,795,374	3,837,305	3,894,864	3,953,287
43 Rental Contracts	3,664,174	3,719,137	3,774,924	3,831,548
44 Transportation	48,488,737	49,458,512	50,447,682	51,456,636
46 Custodian Contracts	18,816,280	18,816,280	18,816,280	18,816,280
47 Tuition	33,369,960	33,616,960	33,867,279	34,205,952

Buffalo Public Schools
4 Year Financial Plan - Expenditure Summary

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
48 Textbooks	2,956,578	2,986,144	3,016,005	3,046,165
49 Utilities	9,372,319	9,559,765	9,750,961	9,945,980
50 Supplies & Misc Item	7,354,277	7,427,820	7,502,098	7,577,119
51 Software	2,554,859	2,580,408	2,606,212	2,632,274
57 Repairs & Maint	3,819,370	3,876,661	3,934,810	3,993,833
71 Charter Tuition	123,825,000	132,108,900	141,168,390	146,709,745
90 Debt Service	113,706,691	113,643,867	112,980,320	112,721,598
99 Interfund Transfers	3,190,000	3,190,000	3,190,000	3,190,000
Total All other Expenditures	402,184,421	413,592,558	424,220,626	431,851,218
Total general fund expenditures	894,200,000	922,604,575	941,793,383	959,941,311
Special projects grants fund				
Categorical grants	13,974,542	13,974,542	13,974,542	13,974,542
Total other grants	106,054,448	106,054,448	106,054,448	106,054,448
Total special projects expenditures	120,028,990	120,028,990	120,028,990	120,028,990
Food service fund				
Employee compensation	7,483,292	7,595,541	7,709,475	7,825,117
Benefits	2,206,966	2,306,279	2,410,062	2,518,515
Building improvements and equipment	3,292,000	500,000	500,000	500,000
Services & misc supplies	2,335,912	2,335,912	2,335,912	2,335,912
Cafeteria supplies (non-food)	1,910,000	1,986,400	2,065,856	2,148,490
Food supplies	14,052,425	14,473,998	14,908,218	15,355,464
USDA commodities	1,918,000	1,918,000	1,918,000	1,918,000
Interfund transfers	1,000,000	1,000,000	1,000,000	1,000,000
Summer food service	1,581,074	1,612,695	1,644,949	1,677,848
Total food service expenditures	35,779,669	33,728,826	34,492,472	35,279,346
Total all funds	1,050,008,659	1,076,362,391	1,096,314,845	1,115,249,647

Revenue Assumptions

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
General fund				
City Property Tax (Includes STAR)	70,822,758	70,822,758	70,822,758	70,822,758
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 \$0.5 million in 2007-08. In 2017/18, the City increased their contribution by \$0.5 million. At this time it is not expected to increase further.				
rate of increase		0.00%	0.00%	0.00%
Erie County Sales Tax	42,400,000	43,036,000	43,681,540	44,336,763
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 17-18 Budget is projected to increase slightly from the prior year, with small increases annually thereafter.				
		1.50%	1.50%	1.50%
Medicaid Reimbursement (Federal)	2,600,000	2,626,000	2,652,260	2,678,783
The Federal government continues to change the regulations for Medicaid eligible services that can be reimbursed. Based on the recent trend when adjusted for the recoupment of prior year revenues in 2016/17, the revenue in 2017/18 will decline slightly from the 2016/17 projection, with small increases annually thereafter.				
		1.00%	1.00%	1.00%
Other (Tuition, Interest, Misc, Interfund)	14,281,307	14,424,120	14,568,361	14,714,045
Other revenues include tuitions, interest, interfund revenues for indirect costs and miscellaneous items. This is expected to increase at a roughly 1% inflation factor.				
		1.00%	1.00%	1.00%
State Aid: Foundation Aid	510,904,788	526,231,932	542,018,890	558,279,456
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 set-aside for Community Schools is part of Foundation aid, similar to Contract for Excellence.				
		3.00%	3.00%	3.00%

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Building Aid	115,829,339	115,829,339	115,829,339	115,829,339
<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. The 2016-17 amount is based on the state budget and is projected to remain flat.</p>				
		0.00%	0.00%	0.00%
Other Formula Aids	100,771,393	101,779,107	102,796,898	103,824,867
<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.</p>				
		1.00%	1.00%	1.00%
Charter School Transitional Aid	7,290,415	10,934,604	11,768,296	12,868,800
<p>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:</p>				
		10,934,604	11,768,296	12,868,800
Supplemental Charter Tuition Reimbursement	3,900,000	9,000,000	9,460,000	9,966,000
<p>With the adoption of the 2014-15 State Budget, a new reimbursement program for charter school tuition was created. The tuition is on a one year lag and calculated as follows:</p>				
Reimbursement Amount Per Pupil	500	1,000	1,000	1,000
Charter Enrollment from the previous year	7,800	9,000	9,460	9,966
Supplemental Tuition Reimbursement	3,900,000	9,000,000	9,460,000	9,966,000
Incremental Aid For Transportation	-	308,549	1,142,555	1,993,241
<p>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:</p>				
Prior year amount carrying forward		-	308,549	1,142,555

Buffalo Public Schools
4 Year Financial Plan - Revenue Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Transportation costs in PY		48,488,737	49,458,512	50,447,682
Transportation costs in PY2		48,129,960	48,488,737	49,458,512
Increase in cost eligible for reimb in current year		358,777	969,775	989,170
Applicable rate		86%	86%	86%
Current year increase in transportation reimb		308,549	834,006	850,686
Cumulative increase in transportation reimb		308,549	1,142,555	1,993,241
Other State Aid/Fed (FEMA)	3,400,000	400,000	400,000	400,000
<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>				
However, in 2017/18, we expect to recover approximately \$400,000 through aid maximization initiatives that are included in the budget and continue in the out years.	400,000	400,000	400,000	400,000
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	-	-	-
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 2017/18 budget.	1,800,000	-	-	-
	3,400,000	400,000	400,000	400,000
Total State Aid	742,095,935	764,483,530	783,415,977	803,161,703
Total general fund revenues	872,200,000	895,392,408	915,140,897	935,714,052

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Appropriated Fund Balance - Unassigned (Budgetary Only)	6,802,000	14,500,000	7,000,000	-
Appropriated Fund Balance - Prior Year Claims (Budgetary Only)	14,198,000	-	-	-
Appropriated Fund Balance - Capital Contribution (Budgetary Only)	1,000,000	1,500,000	1,000,000	-
Total planned use of fund balance	22,000,000	16,000,000	8,000,000	-
Total general fund revenues and fund balance usage	894,200,000	911,392,408	923,140,897	935,714,052

Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 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	106,054,448	106,054,448	106,054,448	106,054,448
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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 2017-18 budget.

Total special projects revenues	120,028,990	120,028,990	120,028,990	120,028,990
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Food service fund

State And Federal Aid	27,088,565	27,630,336	28,182,943	28,746,602
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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%
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Federal Aid - Surplus Food	1,918,000	1,956,360	1,995,487	2,035,397
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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%
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Buffalo Public Schools 4 Year Financial Plan - Revenue Assumptions	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Federal Aid - Summer Food Program	1,476,074	1,505,595	1,535,707	1,566,422
<p>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>				
		2.00%	2.00%	2.00%
Total State And Federal Aid	30,482,639	31,092,292	31,714,138	32,348,420
Food Sales	705,000	705,000	705,000	705,000
<p>It is anticipated that food sales will remain flat over the four years of the plan.</p>				
		0.00%	0.00%	0.00%
Interfund Transfers	540,924	540,924	540,924	540,924
<p>Transfers are made from the General fund to support operations at the Emerson Commons. 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)	3,987,606	1,327,110	1,468,910	1,621,502
<p>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 \$3.3 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.</p>				
Total food service revenues	35,779,669	33,728,826	34,492,472	35,279,346
Total revenues for all funds	1,050,008,659	1,065,150,224	1,077,662,358	1,091,022,388

Expenditure Assumptions

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 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	33,500	33,040	32,534	32,287
Charter enrollment	9,000	9,460	9,966	10,213
Total enrollment (expected to be flat)	42,500	42,500	42,500	42,500
Reduction in district enrollment		(460)	(506)	(247)
Increase in charter enrollment		460	506	247
Number of charter schools	17	17	17	17

01 BTF (Teachers) 209,090,843 217,474,207 218,438,191 220,576,123

Teachers are the largest bargaining unit in the District. 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.

Assumed base salary increase:

Starting salary for base staff		209,090,843	217,474,207	218,438,191
Salary increase - projected contractual		4.50%		
Salary increase - assumed for period w/o contract			1.50%	1.50%
New base salary	209,090,843	218,499,931	220,736,320	221,714,764
Average teacher salary	65,876	68,841	69,873	70,921

Adjustments in FTE count:

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.

	(6.5)	(2,058,333)	(2,298,128)	(1,138,641)
		(1,025,724)	(2,298,128)	(1,138,641)

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
FTEs:				
Start	3,174	3,174	3,159	3,126
Add - reduced class size		15	-	-
Less - reduction in District students		(30)	(33)	(16)
Ending FTEs	3,174	3,159	3,126	3,110
12 BTF Other Compensat	9,246,949	9,663,062	9,808,008	9,955,128
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.				
		4.50%	1.50%	1.50%
02 BTF Substitutes	6,674,918	6,674,918	6,674,918	6,674,918
Sub costs are projected to be flat through the plan.				
		0.00%	0.00%	0.00%
03 BCSA (Administrators)	19,975,409	20,275,041	20,579,166	20,887,854
BCSA contract has been expired since June 2004. 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	207	207	207	207
05 Teacher Aides	10,203,815	10,356,872	10,512,225	10,669,909
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	494	494	494	494
14 Teaching Assistant	5,996,434	6,086,380	6,177,676	6,270,341
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	268	268	268	268

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
04 PCTEA (White Collar)	17,873,204	18,141,302	18,413,422	18,689,623
PCTEA 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	378	378	378	378
06 Trades	3,169,376	3,250,195	3,333,075	3,418,068
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)	2,634,578	2,674,097	2,714,208	2,754,921
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	68	68	68	68
08 Local 409(Engineers)	3,657,726	3,657,726	3,657,726	3,657,726
Local 409 contract has been expired since June 2010. 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	58	58	58	58
09 Exempt	3,964,376	4,023,842	4,084,199	4,145,462
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	41	41	41	41
10 Misc Payroll Items	358,045	358,045	358,045	358,045

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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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%

11 Overtime	1,612,029	1,612,029	1,612,029	1,612,029
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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%

13 TAB (Bus Aides)	5,513,234	5,595,933	5,679,871	5,765,070
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TAB contract is current through June 2018. 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	1	1	1	1

Total Salary	299,970,936	309,843,647	312,042,760	315,435,217
FTE	4,721	4,706	4,674	4,657

81 Civil Service Retire	6,290,000	6,094,083	5,751,074	5,397,577
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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 11.0%. The rates change every April 1. The model will assume the expenditure to approximate the following percentages of employee compensation (PCTEA, BEST (Aides only), Tradesmen, Local 264, Local 409, and 1/2 of Exempt).

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.

July to March rate	15.30%	14.00%	13.00%	12.00%
April to June rate	14.00%	13.00%	12.00%	11.00%
Average rate	14.98%	13.75%	12.75%	11.75%

Chapter 57, Laws of 2013 Amortization Payment	359,764	359,764	359,764	359,764
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82 Teachers' Retirement	24,125,000	25,431,996	25,317,126	25,311,524
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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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, and 1/2 of Exempt):

9.80%	9.70%	9.60%	9.50%
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83 Social Security	22,925,000	23,747,192	23,916,086	24,176,281
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Estimated at 7.65% of employee compensation.

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

Rate for regular pay		7.65%	7.65%	7.65%
Rate for termination pay		1.00%	1.00%	1.00%

86 Health Ins-Employees	53,521,143	54,793,232	57,093,651	59,698,502
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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). 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.

Average rate per participant (excluding BEST)	13,535	14,144	14,781	15,446
Growth		4.5%	4.5%	4.5%
Projected staff	3,926	3,911	3,878	3,862
Percent taking health insurance	93.0%	93.0%	93.0%	93.0%
Projected staff with health insurance	3,651	3,637	3,607	3,592
	<u>49,418,470</u>	<u>51,446,306</u>	<u>53,309,287</u>	<u>55,477,583</u>
Average rate per BEST participant	14,660	15,320	16,009	16,729
Growth		4.5%	4.5%	4.5%
Projected staff	761	761	761	761
Percent taking health insurance	81.0%	81.0%	81.0%	81.0%
Projected staff with health insurance	617	617	617	617
	<u>9,040,727</u>	<u>9,447,559</u>	<u>9,872,700</u>	<u>10,316,971</u>
In-lieu of health insurance coverage payments to employees: In lieu amount is payable to staff that waive health insurance.	400,000	400,000	400,000	400,000

Prescription drug reimbursement.

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
As required by contract, the District must reimburse employees and retirees for certain differences in prescription coverage.	16,160	16,322	16,485	16,650
Projected growth		1.0%	1.0%	1.0%
Premium Contribution - Teachers.				
Starting in 2016/17, Teachers are required to contribute towards the premium on their Health Insurance. The average blended rate is expected to be \$1,100 in 2017/18 and \$1,200 in 2018/19 through 2020/21. These rates will be multiplied by the number of BTF staff contributing:	(1,100)	(1,200)	(1,200)	(1,200)
Teachers	3,174	3,159	3,126	3,110
Teachers with health insurance	2,952	2,938	2,907	2,892
Teacher contribution	(3,247,002)	(3,525,556)	(3,488,850)	(3,470,933)
Premium Contributions - Others.				
Exempt staff contribute 20% towards their health insurance. New hires in PCTEA and Local 264 pay 20% contribution. Existing PCTEA and Local 264 staff pay 1.5% of salary. These contributions are expected to grow over time through turnover and through higher salaries for existing staff:	(468,000)	(491,400)	(515,970)	(541,769)
Projected growth		5.0%	5.0%	5.0%
Healthcare initiatives -				
The District has incorporated several initiatives into the projected costs of health insurance in 2017/18 that have been budgeted as cost reductions. These conservative estimates are derived in consultation with the District's insurance consultant. In this plan, the reduction of \$2.5 million is shown as an amount that repeats in the future years; however, in reality, these amounts will be incorporated into the premium equivalent rates (lowered rates) going forward.	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
87 Health Ins-Retirees	68,063,000	71,925,056	76,228,755	80,790,098
There are currently 4,458 retiree participants with 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.				
Average rate per participant	15,706	16,334	16,988	17,667
Growth - rate		4.0%	4.0%	4.0%

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Starting retirees	4,458	4,558	4,658	4,758
Growth - net new retirees	100	100	100	100
Total retirees	4,558	4,658	4,758	4,858
	71,587,948	76,084,890	80,827,046	85,826,840
Prescription drug reimbursement	63,630	64,266	64,909	65,558
Projected growth		1.0%	1.0%	1.0%
Retiree Contribution	(2,000,000)	(2,124,100)	(2,248,200)	(2,372,300)
blended rate for new retirees	1,084	1,241	1,241	1,241
Forever Blue savings:				
savings per member	(2,100)	(2,100)	(2,100)	(2,100)
starting members	700	850	1,000	1,150
growth	150	150	150	150
ending members	850	1,000	1,150	1,300
Total Savings	(1,785,000)	(2,100,000)	(2,415,000)	(2,730,000)

88 Termination Pay	4,350,000	4,415,250	4,481,479	4,548,701
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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.

1.50% 1.50% 1.50%

89 Other Employee Bene	12,770,500	12,761,560	12,741,826	12,732,193
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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:	575	600	600	600
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
BCSA:	530	530	530	530
PCTEA:	575	575	575	575
BEST:	550	550	550	550
Local 409 Engineers:	500	500	500	500
Local 409 Custodial:	450	450	450	450
	<hr/>	<hr/>	<hr/>	<hr/>
	2,965,000	2,956,060	2,936,326	2,926,693
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:				
	7,389,500	7,389,500	7,389,500	7,389,500
Unemployment				
The District incurs some unemployment annually due to substitutes and other partial year employees. Increase in 2018/19 conservatively included an amount for potential reductions as noted above.				
	1,720,000	1,720,000	1,720,000	1,720,000
Miscellaneous other benefits				
These costs include life insurance, leave time incentives and buy backs. The total amount is projected as follows:				
	696,000	696,000	696,000	696,000
	<hr/>	<hr/>	<hr/>	<hr/>
	12,770,500	12,761,560	12,741,826	12,732,193
Total Employee and Retiree Benefits	192,044,643	199,168,369	205,529,997	212,654,876
19 Contingency	6,360,000	6,860,000	7,360,000	7,860,000
The District budgets a contingency account for new expenditures and unknown changes that happen after budget adoption. The contingency is outlined below.				
Union contracts				
Contingency related to settlement of union contracts. PCTEA, BCSA, Local 269, 409, Substitutes, BEST are included here as they are outstanding as of 5/2017. These costs are net of savings and include benefits.				
	5,000,000	5,500,000	6,000,000	6,500,000
General contingency - unspecified	1,360,000	1,360,000	1,360,000	1,360,000
	<hr/>	<hr/>	<hr/>	<hr/>
	6,360,000	6,860,000	7,360,000	7,860,000
20 Equipment	1,578,445	1,578,445	1,578,445	1,578,445

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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	20,332,356	20,332,356	20,332,356	20,332,356
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%
42 Rental - Facilities	2,795,374	3,837,305	3,894,864	3,953,287
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 net cost of the Emerson II facility is included in this line.				
rate of increase		1.50%	1.50%	1.50%
43 Rental Contracts	3,664,174	3,719,137	3,774,924	3,831,548
The District has contractual agreements for the rental of equipment (e.g. copiers), computer services/access. The annual increases are projected as follows:				
		1.50%	1.50%	1.50%
44 Transportation	48,488,737	49,458,512	50,447,682	51,456,636
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:				
		2.00%	2.00%	2.00%
46 Custodian Contracts	18,816,280	18,816,280	18,816,280	18,816,280
The Engineers negotiated collective bargaining agreement expired June 30, 2010. Absent a new agreement, there will be no significant increases budgeted.				
		0.00%	0.00%	0.00%
47 Tuition	33,369,960	33,616,960	33,867,279	34,205,952
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.				

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Growth rate used:		1.00%	1.00%	1.00%
Tuition paid to (or on behalf of) the following:				
Agency Tuition	31,058,960	31,369,550	31,683,245	32,000,078
CTE college credit	5,000	5,050	5,101	5,152
Foster & Resident Student Tuition	1,500,000	1,515,000	1,530,150	1,545,452
DaVinci Tuition (D'Youville)	190,000	191,900	193,819	195,757
Middle Early College Tuition (Buffalo State)	446,000	450,460	454,965	459,514
Middle Early College Tuition (ECC tuition will phase out to zero by 2019-20)	170,000	85,000	-	
	33,369,960	33,616,960	33,867,279	34,205,952
48 Textbooks	2,956,578	2,986,144	3,016,005	3,046,165
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.				
		1.00%	1.00%	1.00%
49 Utilities	9,372,319	9,559,765	9,750,961	9,945,980
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:				
		2.00%	2.00%	2.00%
50 Supplies & Misc Item	7,354,277	7,427,820	7,502,098	7,577,119
This total includes numerous instructional and office related supplies. These are expected to increase slightly in the out years.				
		1.00%	1.00%	1.00%
51 Software	2,554,859	2,580,408	2,606,212	2,632,274
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.				
		1.00%	1.00%	1.00%
57 Repairs & Maint	3,819,370	3,876,661	3,934,810	3,993,833

Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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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:

1.50%	1.50%	1.50%
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71 Charter Tuition	123,825,000	132,108,900	141,168,390	146,709,745
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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 2016-17, the state budget established the annual increases identified of between \$100 and \$250 annually. For 2017-18, the State budget established a \$500 increase in tuition, with increases in future years dependent on a future events. These future increases are budgeted at \$200 annually at this time and updated as future dependencies in the formulas become known. Enrollment increases are based on current enrollment and estimated changes for new charters. The District has estimated the expenditure as follows:

Budgeted pupils	9,000	9,460	9,966	10,213
Assumed increase in tuition over prior year		200	200	200
Budgeted Tuition rate	13,765	13,965	14,165	14,365

90 Debt Service	113,706,691	113,643,867	112,980,320	112,721,598
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Debt service expenditures are based on established debt schedules; no new debt is anticipated at this time.

99 Interfund Transfers	3,190,000	3,190,000	3,190,000	3,190,000
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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:

Growth from prior year:	0%	0%	0%	0%
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Total All other Expenditures	402,184,421	413,592,558	424,220,626	431,851,218
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Total general fund expenditures	894,200,000	922,604,575	941,793,383	959,941,311
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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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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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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	106,054,448	106,054,448	106,054,448	106,054,448
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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 2017-18 budget.

Total special projects expenditures	120,028,990	120,028,990	120,028,990	120,028,990
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Food service fund

Employee compensation	7,483,292	7,595,541	7,709,475	7,825,117
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Employee compensation includes regular salary, longevity, incentives and step increments. Salaries are projected to increase based on the following.

1.50%	1.50%	1.50%
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Benefits	2,206,966	2,306,279	2,410,062	2,518,515
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Benefit growth is projected at 4.5% annually.

4.50%	4.50%	4.50%
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Building improvements and equipment	3,292,000	500,000	500,000	500,000
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\$3.3 million in building improvements/expansion of the commissary, along with related equipment purchases are anticipated in 2017-18. These are one time costs do not recur in the out years, where only minor equipment purchases are expected thereafter.

500,000	500,000	500,000
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Services & misc supplies	2,335,912	2,335,912	2,335,912	2,335,912
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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, but is expected to remain flat over the life of the plan

0.00%	0.00%	0.00%
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Buffalo Public Schools
4 Year Financial Plan - Expenditure Assumptions

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
Cafeteria supplies (non-food)	1,910,000	1,986,400	2,065,856	2,148,490
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:				
		4.00%	4.00%	4.00%
Food supplies	14,052,425	14,473,998	14,908,218	15,355,464
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:				
		3.00%	3.00%	3.00%
USDA commodities	1,918,000	1,918,000	1,918,000	1,918,000
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%	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	1,581,074	1,612,695	1,644,949	1,677,848
Summer Food Service increases are expected to grow at the following rates:				
		2.00%	2.00%	2.00%
Total food service expenditures	35,779,669	33,728,826	34,492,472	35,279,346
Total all funds	1,050,008,659	1,076,362,391	1,096,314,845	1,115,249,647

FTE Projections

Buffalo Public Schools
4 Year Financial Plan - FTEs

Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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General fund				
01 BTF (Teachers)	3,174	3,159	3,126	3,110
03 BCSA (Administrators)	207	207	207	207
05 Teacher Aides	494	494	494	494
14 Teaching Assistant	268	268	268	268
04 PCTEA (White Collar)	378	378	378	378
06 Trades	33	33	33	33
07 Local 264(Blue Coll)	68	68	68	68
08 Local 409(Engineers)	58	58	58	58
09 Exempt	41	41	41	41
13 TAB (Bus Aides)	1	1	1	1
Total general fund FTEs	4,721	4,706	4,674	4,657

Special projects grants fund

01 BTF (Teachers)	456	456	456	456
03 BCSA (Administrators)	36	36	36	36
05 Teacher Aides	3	3	3	3
14 Teaching Assistant	190	190	190	190
04 PCTEA (White Collar)	88	88	88	88
06 Trades	-	-	-	-
07 Local 264(Blue Coll)	-	-	-	-
08 Local 409(Engineers)	1	1	1	1
09 Exempt	2	2	2	2
13 TAB (Bus Aides)	-	-	-	-
Total grants fund FTEs	775	775	775	775

Buffalo Public Schools
4 Year Financial Plan - FTEs

	Year 1 2017/18 Budget	Year 2 2018/19 Budget	Year 3 2019/20 Budget	Year 4 2020/21 Budget
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)	14	14	14	14
06 Trades	-	-	-	-
07 Local 264(Blue Coll)	29	29	29	29
08 Local 409(Engineers)	1	1	1	1
09 Exempt	-	-	-	-
13 TAB (Bus Aides)	-	-	-	-
Total food service FTEs	48	48	48	48

All funds

01 BTF (Teachers)	3,630	3,615	3,583	3,566
03 BCSA (Administrators)	243	243	243	243
05 Teacher Aides	499	499	499	499
14 Teaching Assistant	459	459	459	459
04 PCTEA (White Collar)	479	479	479	479
06 Trades	33	33	33	33
07 Local 264(Blue Coll)	97	97	97	97
08 Local 409(Engineers)	60	60	60	60
09 Exempt	43	43	43	43
13 TAB (Bus Aides)	1	1	1	1
Grand total all funds	5,544	5,530	5,497	5,481

Cash Flow Projections

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) & VLT Lott Grant</small>	-	-	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	ACTUAL December 2016	ACTUAL January 2017	ACTUAL February 2017	ACTUAL March 2017	ACTUAL April 2017	ACTUAL May 2017	Projected June 2017	TOTAL
BEGINNING CASH & INVESTMENTS	250,884	179,233	181,672	173,372	145,268	140,884	111,556	193,019	189,723	263,616	249,045	242,115	250,884
CASH RECEIPTS:													
Basic Formula Aid (net of Medicaid Takeback)	-	-	2,925	-	43,446	32,194	153,122	49,617	115,130	17,175	49,617	8,617	471,843
Excess Cost (Includes State Medicaid)	-	15,923	-	-	-	24,433	-	-	43,979	-	-	14,659	98,994
Aid withheld for JSCB Bond Payments	-	-	-	-	-	(17,083)	(18,981)	(18,981)	(39,861)	-	-	-	(94,906)
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 (June is net of 713K debt payment) & VLT Lott Grant	-	-	40,290	4,584	4,584	4,584	4,584	4,584	6,387	-	-	20,314	89,911
Property Taxes (Less Capital Debt of \$11 M)	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	4,709	2,900	3,535	2,920	4,015	3,199	3,400	42,046
Food Service	2,001	882	582	2,617	3,050	2,728	2,434	2,857	2,234	3,101	1,817	3,850	28,153
Title I	-	2,805	-	-	5,173	-	3,110	4,113	1,177	-	2,077	8,000	26,455
Medicaid (Federal)	191	1,368	1,136	285	522	535	1,556	761	479	1,247	549	100	8,729
Other State & Federal	1,604	10,311	4,769	8,699	3,479	7,430	9,255	7,299	14,803	9,238	8,692	5,000	90,579
Other	1,679	442	710	1,016	398	12,618	1,045	231	717	275	763	500	20,394
TOTAL CASH RECEIPTS	13,367	40,109	57,155	26,462	68,927	75,488	163,985	58,976	150,223	40,011	71,674	67,780	834,157
CASH DISBURSEMENTS:													
Salary & FICA	25,750	9,259	24,192	30,822	32,405	70,976	36,843	34,063	32,706	33,927	33,145	52,924	417,012
Termination Pay	82	1,912	302	171	17	27	100	62	51	305	214	50	3,293
Carry Over Accounts Payable	23,269	11,009	1,370	55	261	69	29	420	30	-	-	-	36,512
Services & Supplies	5,551	3,378	4,557	8,564	7,030	17,339	8,418	6,070	8,425	6,571	11,856	18,600	106,359
Health Insurance	12,052	12,066	11,995	12,062	12,166	12,156	12,154	12,148	12,188	11,021	11,455	11,500	142,963
Transportation	-	46	1,445	676	1,343	782	4,953	4,869	809	971	1,239	23,000	40,133
Tuition Payments	-	-	3,017	2,216	2,836	3,467	2,408	4,640	4,885	1,787	3,197	5,500	33,953
Charter School Payments	18,314	-	18,577	-	17,253	-	17,617	-	17,236	-	17,498	-	106,495
TOTAL CASH DISBURSEMENTS	85,018	37,670	65,455	54,566	73,311	104,816	82,522	62,272	76,330	54,582	78,604	111,574	886,720
MONTHLY CASH & INVESTMENTS	(71,651)	2,439	(8,300)	(28,104)	(4,384)	(29,328)	81,463	(3,296)	73,893	(14,571)	(6,930)	(43,794)	(52,563)
ENDING CASH & INVESTMENTS	179,233	181,672	173,372	145,268	140,884	111,556	193,019	189,723	263,616	249,045	242,115	198,321	198,321

BUFFALO CITY SCHOOL DISTRICT

PROJECTED CASH FLOW - JUNE 2017 ⁽¹⁾

2017-18 FISCAL YEAR

UNAUDITED

(in thousands)

	Projected July 2017	Projected August 2017	Projected September 2017	Projected October 2017	Projected November 2017	Projected December 2017	Projected January 2018	Projected February 2018	Projected March 2018	Projected April 2018	Projected May 2018	Projected June 2018	TOTAL
BEGINNING CASH & INVESTMENTS	198,321	137,123	134,783	115,790	79,981	61,572	53,413	119,247	119,151	204,269	188,366	179,638	198,321
CASH RECEIPTS:													
Basic Formula Aid <small>(net of Medicaid Takeback)</small>	-	-	-	-	46,300	35,000	144,800	55,100	133,300	21,900	55,100	10,200	501,700
Excess Cost <small>(Includes State Medicaid)</small>	-	14,700	900	-	-	25,500	-	-	45,900	-	-	15,300	102,300
Aid withheld for JSCB Bond Payments	-	-	-	-	-	(17,088)	(18,987)	(18,987)	(39,873)	-	-	-	(94,935)
Aid withheld for MBBA Bond Payment									(1,084)				(1,084)
JSCB Refinancing cash transfer to Capital Fund			(1,622)			(1,622)			(1,622)			(1,622)	(6,488)
Lottery Aid <small>(June is net of 713K debt payment) & VLT Lott Grant</small>	-	-	42,257	4,569	4,569	4,569	4,569	4,569	6,335	-	-	20,311	91,748
Property Taxes <small>(Less Capital Debt of \$11 M)</small>	5,002	5,002	5,002	5,002	5,002	5,002	5,002	5,002	5,002	5,002	5,002	5,002	60,024
Erie County Sales Tax	3,100	3,200	3,200	4,200	3,300	4,600	3,300	3,500	3,000	4,000	3,000	4,000	42,400
Food Service	2,300	900	500	3,000	3,000	3,000	2,750	3,000	2,750	3,000	3,000	2,700	29,900
Title I	-	2,800	-	3,700	-	4,000	-	3,500	-	4,000	5,800	3,000	26,800
Medicaid (Federal)	100	350	400	100	125	150	150	250	400	375	100	100	2,600
Other State & Federal	1,750	10,500	5,000	9,000	3,500	7,500	9,500	7,500	15,000	9,500	3,000	9,700	91,450
Other	1,700	400	750	1,000	300	12,500	1,000	250	550	250	300	300	19,300
TOTAL CASH RECEIPTS	13,952	37,852	56,387	30,571	66,096	83,111	152,084	63,684	169,658	48,027	75,302	68,991	865,715
CASH DISBURSEMENTS:													
Salary & FICA	23,100	10,192	33,830	33,830	33,830	50,745	35,500	34,180	33,830	33,830	33,830	50,745	407,442
Termination Pay	-	2,500	1,000	50	25	25	100	100	60	100	50	50	4,060
Carry Over Accounts Payable	14,000	11,000	1,000	1,000	500	-	-	-	-	-	-	-	27,500
Services & Supplies	5,900	5,000	5,000	10,000	10,000	20,000	10,000	10,000	10,000	10,000	10,000	14,000	119,900
Health Insurance	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	138,000
Transportation	-	-	1,300	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	46,300
Tuition Payments	-	-	1,100	5,000	3,000	4,000	3,500	3,000	3,500	3,500	3,000	4,000	33,600
Charter School Payments	20,650	-	20,650	-	20,650	-	20,650	-	20,650	-	20,650	-	123,900
TOTAL CASH DISBURSEMENTS	75,150	40,192	75,380	66,380	84,505	91,270	86,250	63,780	84,540	63,930	84,030	85,295	900,702
MONTHLY CASH & INVESTMENTS	(61,198)	(2,340)	(18,993)	(35,809)	(18,409)	(8,159)	65,834	(96)	85,118	(15,903)	(8,728)	(16,304)	(34,987)
ENDING CASH & INVESTMENTS	137,123	134,783	115,790	79,981	61,572	53,413	119,247	119,151	204,269	188,366	179,638	163,334	163,334

⁽¹⁾ This cash flow is only intended for inclusion in the Four Year Plan - The Official 2017-18 Projected Cash Flow will be prepared once the 2017-18 budget is finalized and the final 2016-17 cash flow is known in July.