



BUFFALO PUBLIC SCHOOLS 2017/18 - 2020/21 FOUR YEAR FINANCIAL PLAN

7/13/2017

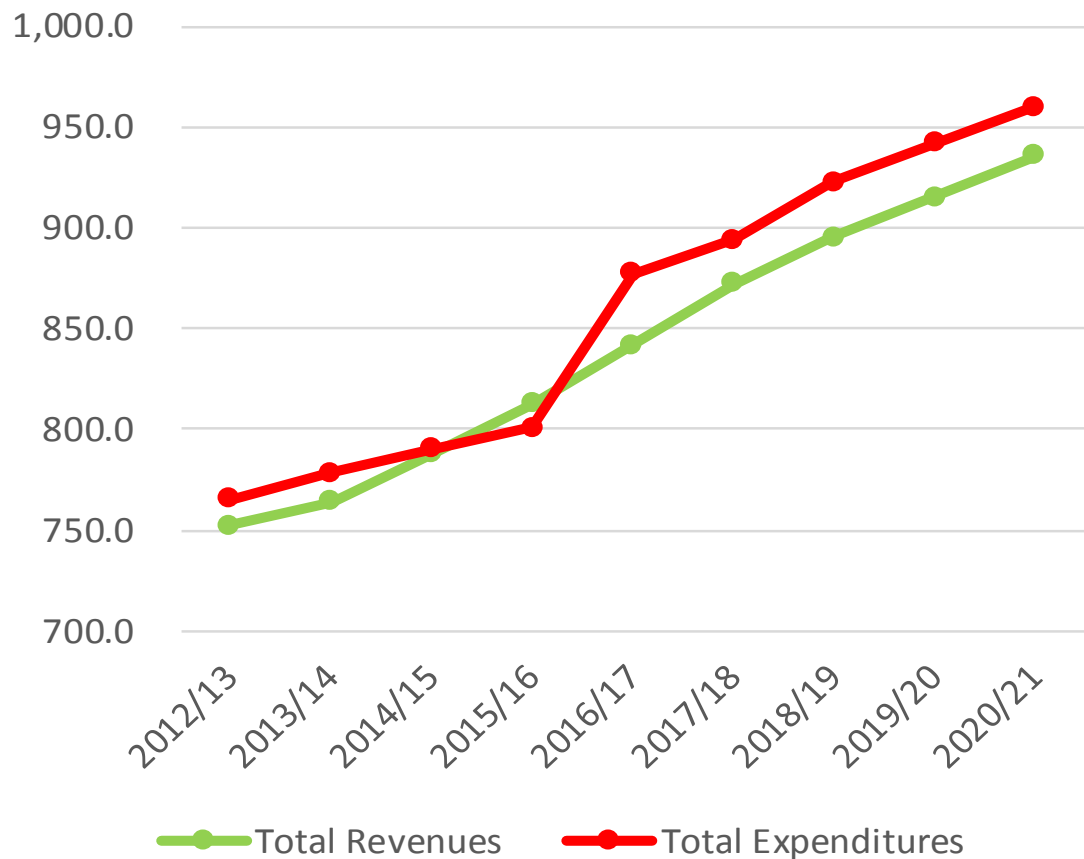
4 YEAR FINANCIAL PLAN PROJECTIONS

- Through conservative, but still uncertain, expenditure projections, the Plan contains initial projected gaps each year from 2017/18 to 2020/21
- The Plan uses \$46.0 million in Fund Balance over three years (zero in year four), leaving gaps to close of \$0.0m, \$11.2m, \$18.7m and \$24.2m over the four years
 - Fund balance of \$118.4 million (with \$40.2 million unassigned) is projected to remain available at the end of the fourth year (***\$51.9 million unassigned in 2013/14)
- The District is required to balance its budget each year and if the gap is closed through recurring expenditures/revenues, those gap reductions carry through the subsequent years of the plan, significantly reducing future gaps
 - Deficit closing measures, including recurring cost savings initiatives in process now, some planned in the future, additional recurring revenues, and national foundation revenues could close these gaps
 - The District has identified other cost reductions, including several in central office and schools, that may be necessary to implement
- The details and assumptions used are more fully outlined in the full Plan document

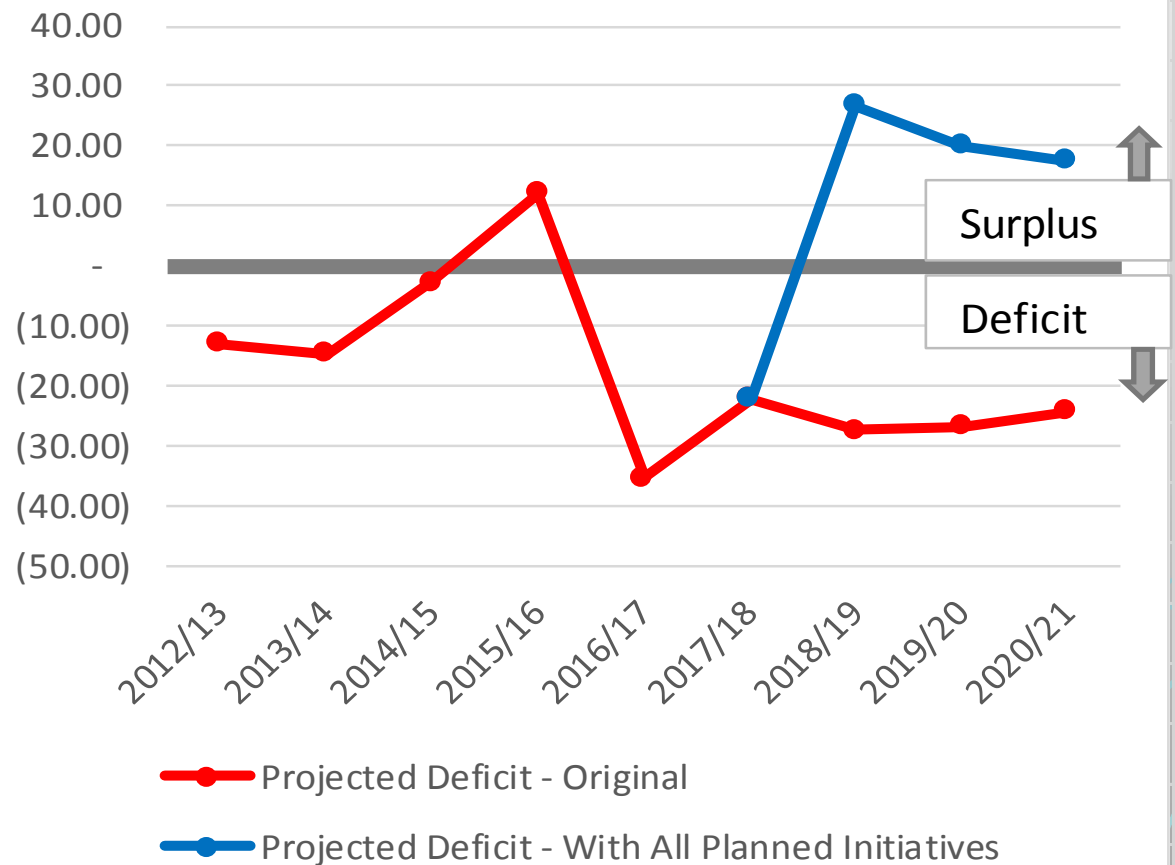
4 YEAR FINANCIAL PLAN PROJECTIONS

2016/17 PROJECTED AS OF MAY 31, 2017 (IN MILLIONS)

Proj. General Fund Revenues and Expenditures without Planned Initiatives



Projected General Fund Deficits with and without Planned Initiatives



4 YEAR FINANCIAL PLAN COST SAVINGS INITIATIVES

- Revenue enhancement (city, state, maximize state formula aid)
- Healthcare cost reduction (cosmetic rider, negotiation – retiree and active)
- Vendor management (nursing, OTPT, Best and Final Offer)
- Facilities (closures)
- National foundations
- Non-mandated program reductions (including central office)