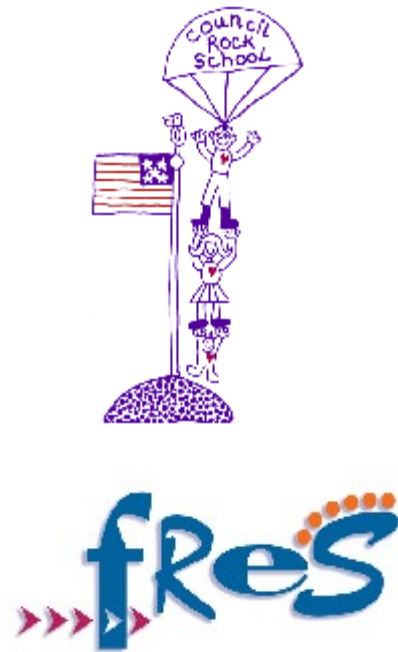


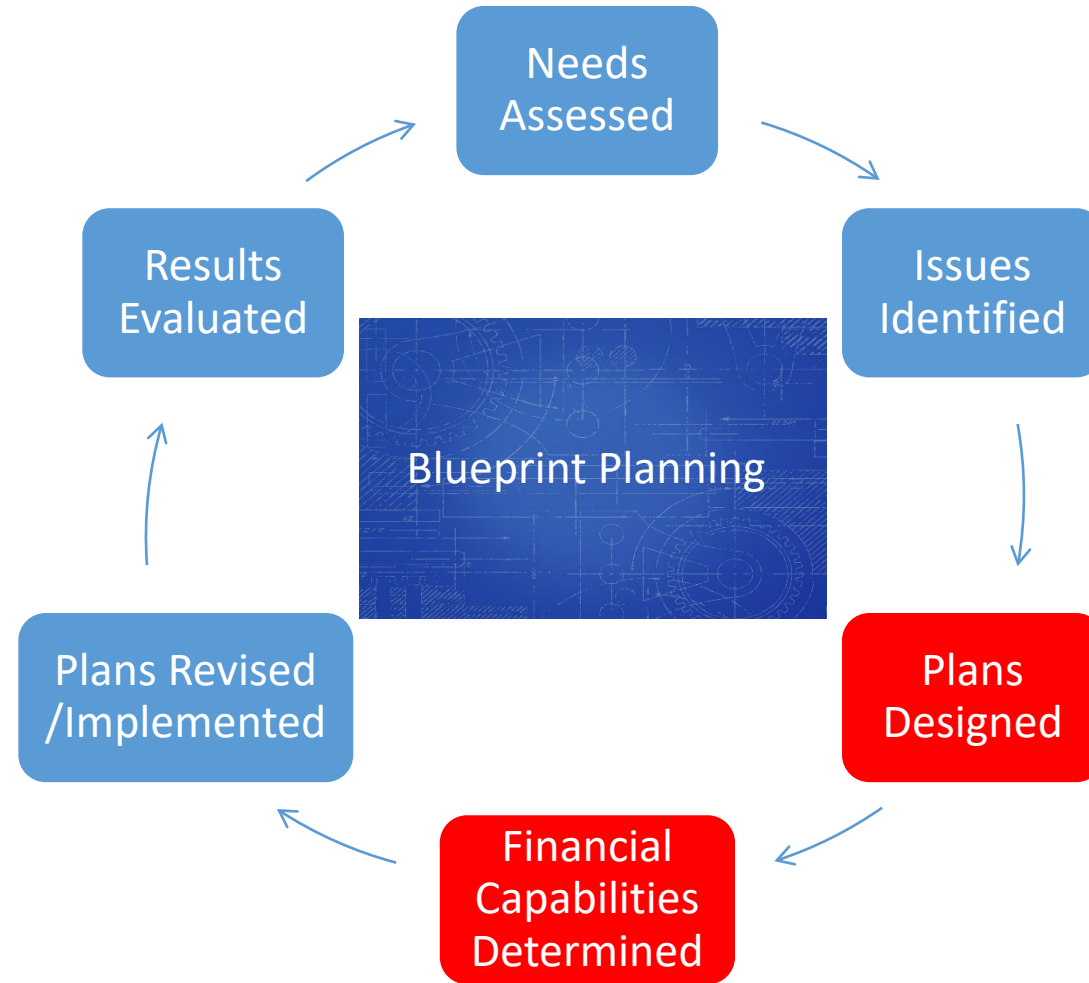
BRIGHTON CENTRAL SCHOOL DISTRICT

Budget Discussion 2021-22



Presented to the
Board of Education
January 19, 2021

Budget Development Process



Key Budget Guidelines

- Ensure recurring operating expenses are appropriately funded with sustaining revenue sources
 - **UPDATE – USE OF ONE TIME REVENUE CAN BE SUPPLANTED IN FUTURE YEARS WITH SUSTAINING REVENUE**
- Support the execution and implementation of the actions plans developed as part of the Brighton Blueprint as accepted by the Board of Education at its meeting on August 11, 2020
 - Systems (Safety, Security, Capital Planning, Budget Development)
 - Mental Health and Wellness
 - Academic Rigor for All Students
 - Diversity and Equity
- Evaluate the resource requirements that provide all students with every opportunity to graduate from Brighton with the skills necessary to move on to college or a career and to develop their talents to their maximum potential.
- Considering the economic climate and changing student needs, the Board of Education continues to recognize the importance of prioritizing resources and evaluating opportunities for reduction/consolidation. The Board of Education will determine this amount upon review of the projected 2021-22 budget. All potential budget reductions/consolidations will require an academic impact analysis.
- ***Prudently plan for the implementation of a full-day kindergarten program and debt service impact of the 2017 Brighton Facilities Improvement Plan.***
- **Comply with the NYS property tax cap and understand its long-term impact on financial planning.**

2021-22 Budget Development Calendar

Completion Date	Activity
September 15, 2020	Budget guidelines and calendar approved by BOE
January 8, 2021	Preliminary Blueprint recommendations (*if budget dependent)
January 19, 2021	Budget development process/enrollment projections/Preliminary Budget – expenditures
February 23, 2021	Budget review and approval of tax cap levy limit
March 3, 2021	Community Budget Forum
March 9, 2021	Budget development update
March 17, 2021	Community Budget Forum
March 23, 2021	Executive Budget Proposal
April 13, 2021	BOE feedback on Executive Budget/adoption of 2021-22 Budget and Property Tax Report Card
May 11, 2021	Annual Budget Hearing
May 18, 2021	Annual Meeting and Budget Vote

Known Budget Factors

- Increased staffing demands in response to emerging student needs
- Increased demanded for special education services
- Contractual labor increases, recruitment and retention pressures
- Increased demand for specialized transportation
- Pension contribution will increase.
- Health insurance rates estimated to increase 8.5%
- Multi-year impact of capital project and implementation of Full-Day K
- **Allowable tax levy growth trending >1.23%**

Budget Factors

Factors to be Assessed

- Changes in mandated student services/education plans
- Requirement of different learning models (in-person and remote)
- Student elective demands
- Changes in State and Federal Aids
 - State economic crisis due to COVID-19
 - Sustainability of federal bail outs
- **Use of one-time application of fund balance and reserves – ability to supplant with recurring/reliable revenues.**

Opening Enrollment

	2020-21 Proj	2020-21 Actual	Difference
Council Rock			
K	186	136	-50
1	232	216	-16
2	225	213	-12
Subtotal	643	565	-78
FRES			
3	231	225	-6
4	264	241	-23
5	282	267	-15
Subtotal	777	733	-44
TCMS			
6	266	258	-8
7	302	303	1
8	280	278	-2
Subtotal	848	839	-9
BHS			
9	330	321	-9
10	332	334	2
11	295	303	8
12	280	283	3
Subtotal	1237	1241	4
Total	3505	3378	-127

2021-22 Considerations Enrollment Projections

Enrollment Forecast

	20-21	21-22	22-23	23-24	24-25	25-26
Council Rock						
K	136	248	244	255	255	254
1	216	237	292	287	268	268
2	213	239	245	302	297	277
Subtotal	565	724	781	844	819	798
FRES						
3	225	213	238	245	301	297
4	241	240	219	246	252	310
5	267	240	238	218	244	251
Subtotal	733	692	695	708	798	858
TCMS						
6	258	275	247	245	225	252
7	303	264	282	253	251	230
8	278	305	266	284	255	253
Subtotal	839	844	795	782	731	735
BHS						
9	321	288	310	271	289	259
10	334	330	296	319	278	297
11	303	327	323	290	311	272
12	283	314	335	331	297	319
Subtotal	1241	1260	1265	1210	1175	1147
Total	3378	3519	3536	3544	3523	3538

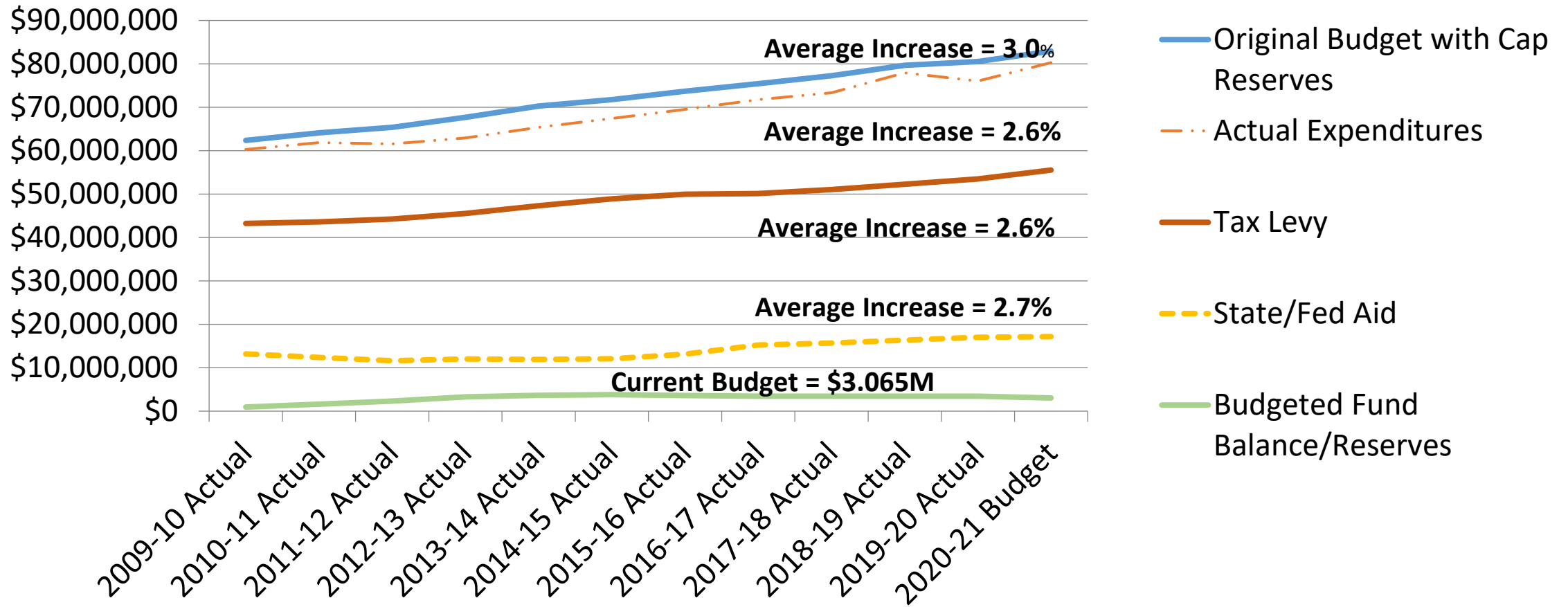
Elementary Class Size

Impact of Preliminary Staffing Allocations

PRELIMINARY CLASS SIZE CALCULATIONS							2021-22	
	2020-21			2021-22			Analysis	
Teaching (PreK - 5)	F.T.E.	Enroll	Ratio	F.T.E.	Enroll	Ratio	+1 tchr	-1 tchr
Kindergarten AM	4.00	69	17.3				0.00	
Kindergarten PM	4.00	67	16.8				0.00	
Kindergarten (Full-Day)				13.00	248	19.1	17.72	20.67
Grade 1	11.00	216	19.6	11.00	237	21.5	19.75	23.70
Grade 2	10.00	213	21.3	11.00	239	21.7	19.89	23.86
Grade 3	11.00	225	20.5	10.00	213	21.3	19.34	23.63
Grade 4	12.00	241	20.1	11.00	240	21.8	19.97	23.96
Grade 5	12.00	267	22.3	11.00	240	21.8	19.97	23.96
Total General Ed. Teachers	60.00	1,298		67.00	1,416			

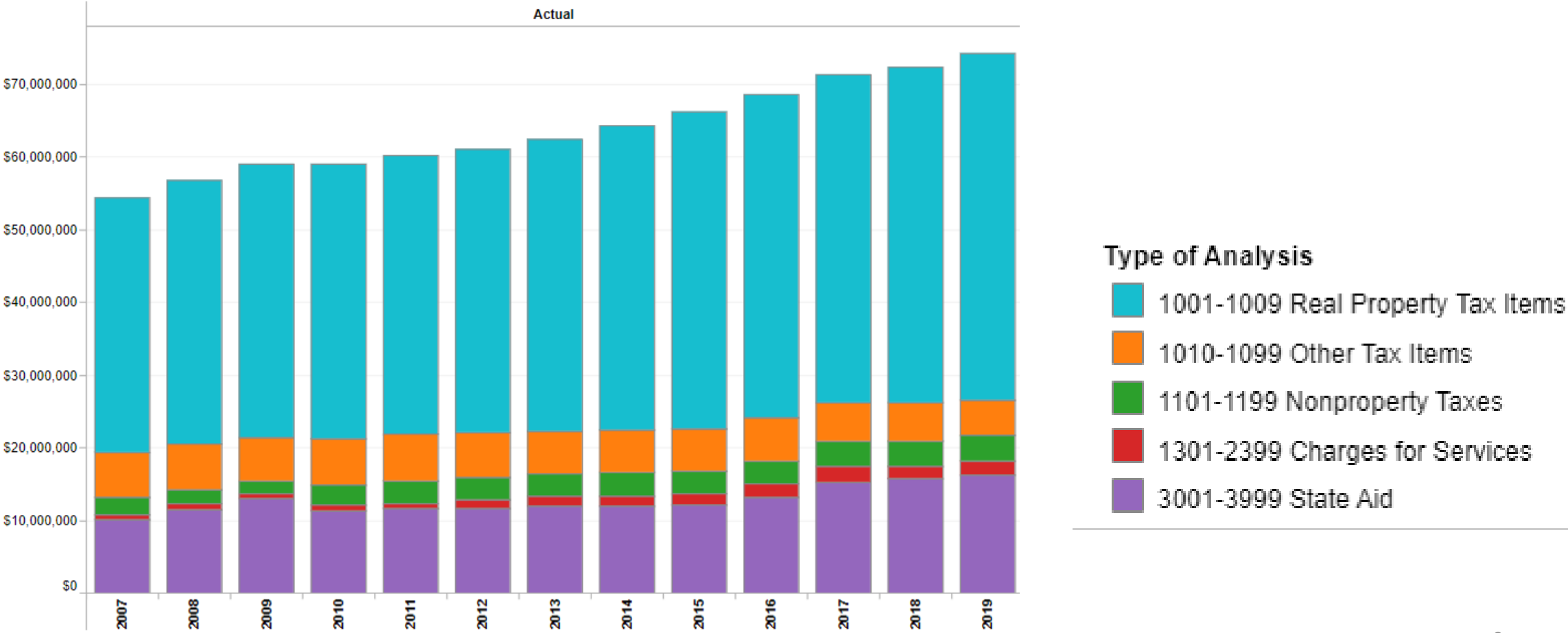
Note: Model is based on 2021-22 Enrollment Projections with Full-Day K

Financial Trends

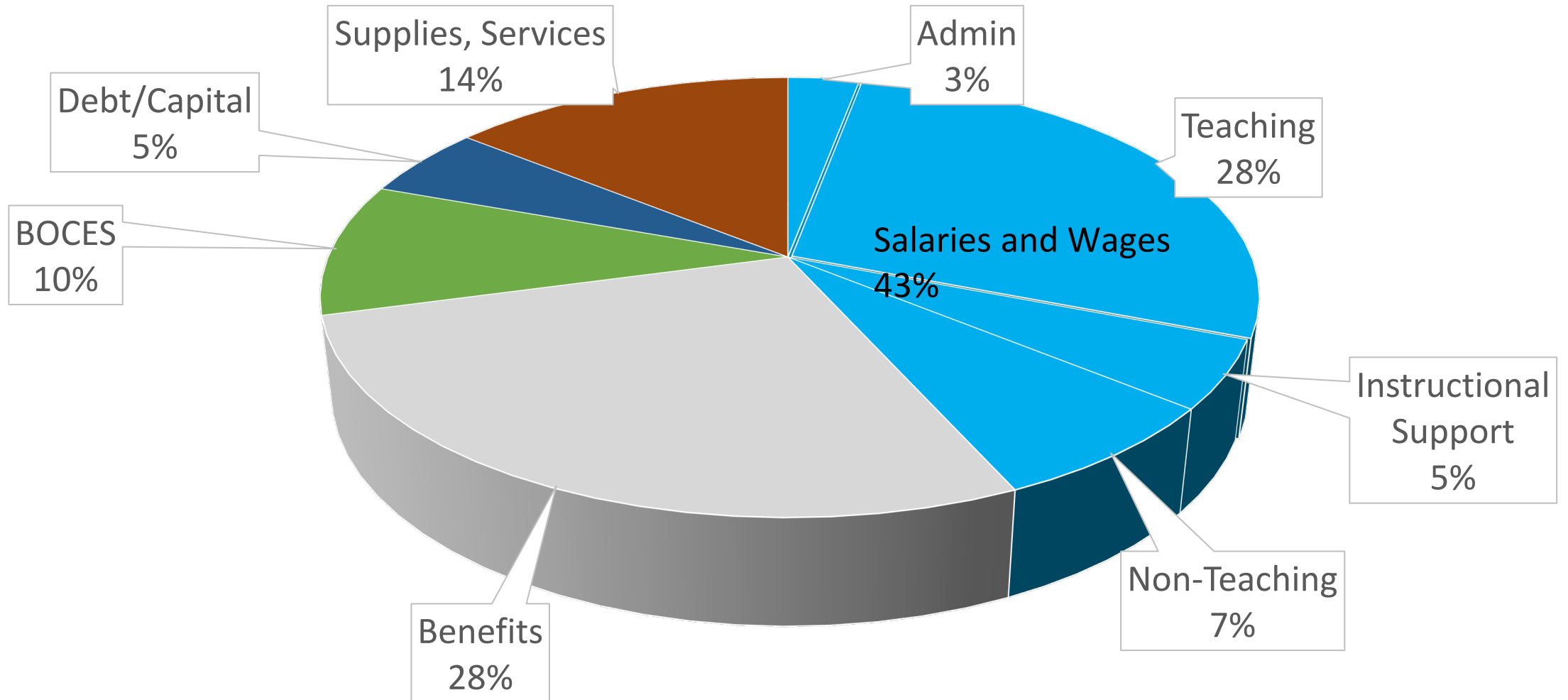


Revenue Trends

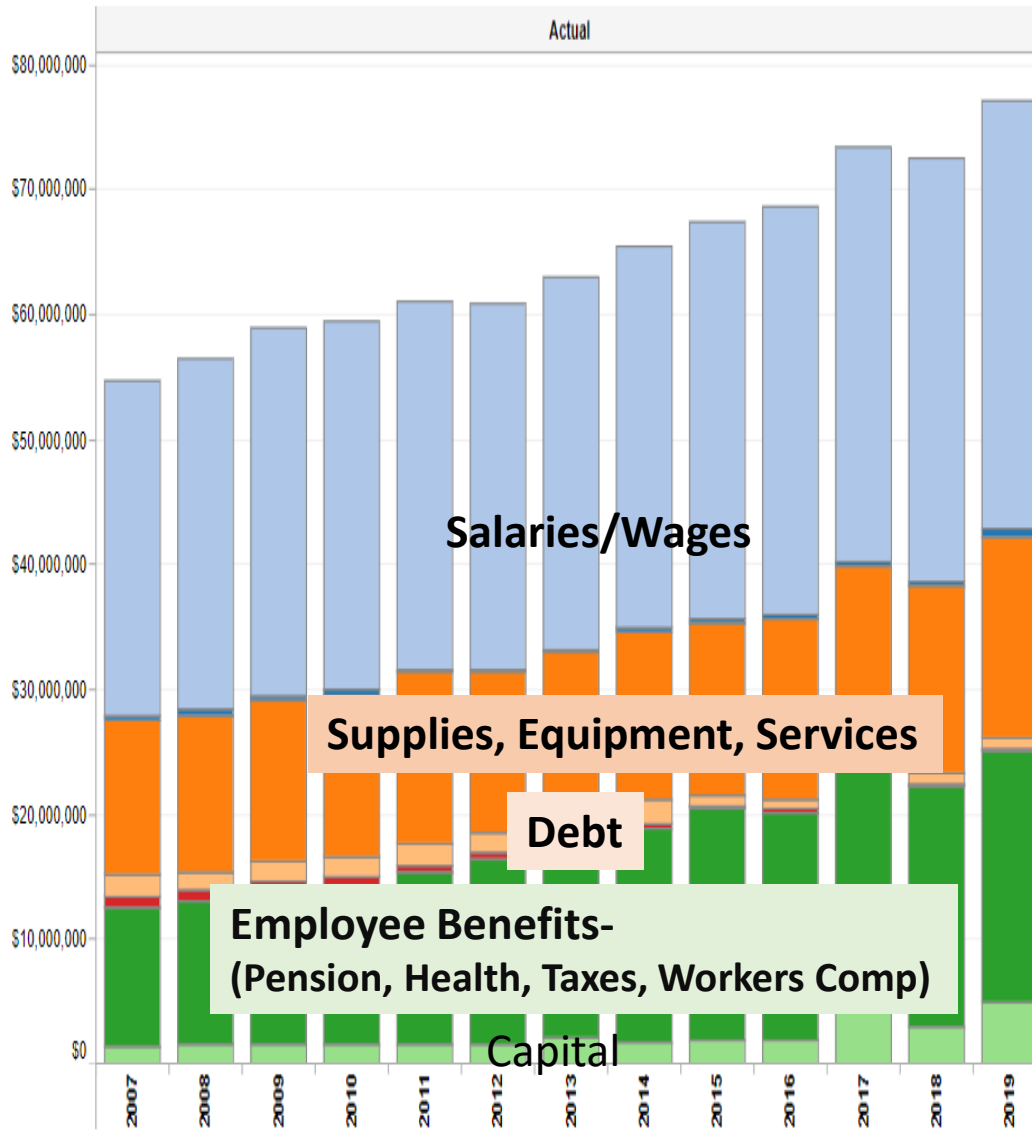
Revenue Bar Chart
BRIGHTON CSD
By: Sub Source
Source: NYSED ST-3 Form



2020-21 Budget Allocations (Object %)



Working Budget Assumptions



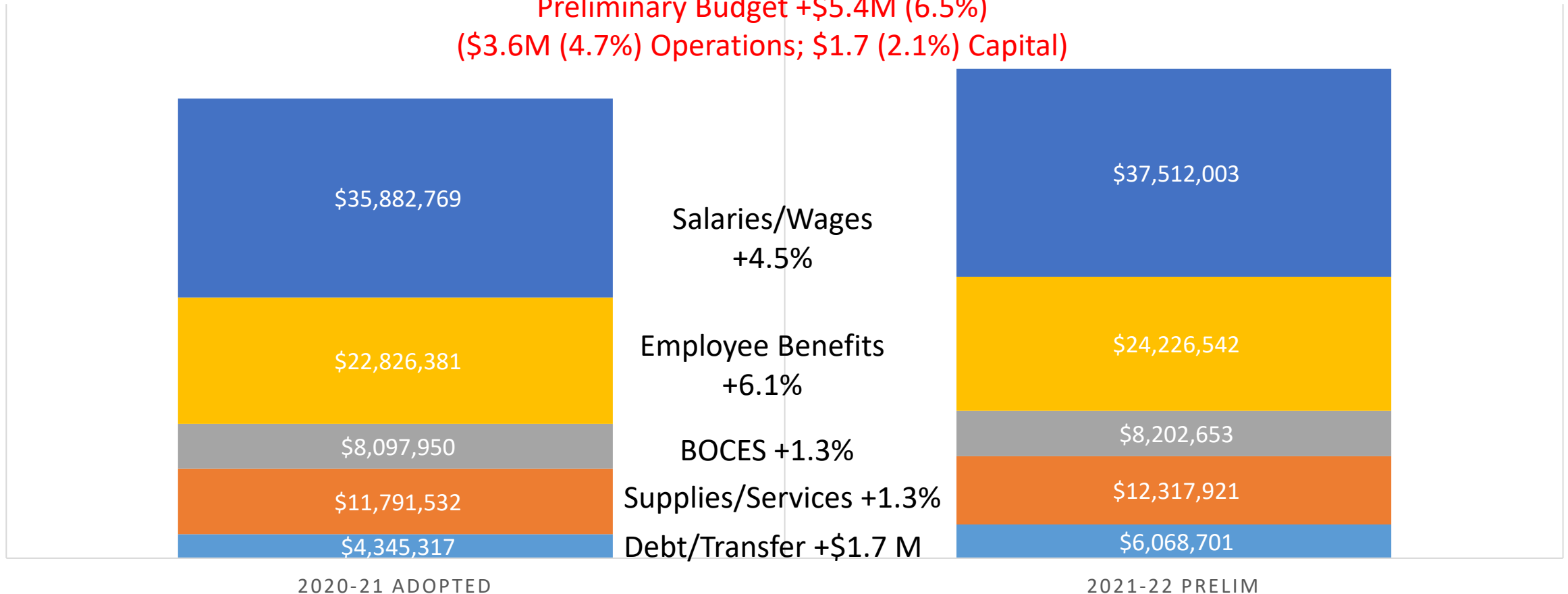
- 1) Salaries and Wage – Roll forward current staffing with FDK program: Project contractual and mandated increases
- 2) Health Insurance - Medical trend est. 8.5%
- 3) TRS Rate – 9.5 to 10:00%
- 4) BOCES Services – 2% special education, 4% transportation, 3.0% all other.
- 5) Debt Service – Based on financial planner's forecast
- 6) Equipment – zero based budgeting
- 7) Department allocations – hold to 2020 allocation. Mandate driven allocations, only based on 2020-21 projected-actual.

Preliminary 2021-22 Budget

EXPENDITURES BY OBJECT

■ Debt/Transfers ■ Supplies/Services ■ BOCES ■ Benefits ■ Salaries

Preliminary Budget +\$5.4M (6.5%)
(\$3.6M (4.7%) Operations; \$1.7 (2.1%) Capital)



Salaries and Benefits – 71% of Preliminary Budget

Salaries/Wages	2020-21 Budget	2021-22 Prelim	Change	% Change
Admin	\$ 2,446,412	\$ 2,426,007	\$ (20,405)	-0.8%
Teaching/Supervision	27,330,347	28,699,486	1,369,139	5.0%
Non-Certificated	6,106,010	6,386,510	280,500	4.6%
	\$ 35,882,769	\$ 37,512,003	\$ 1,629,234	4.5%
Employee Benefits	2020-21 Budget	2021-22 Prelim	Change	% Change
Health Insurances	\$ 15,110,264	\$ 16,198,741	\$ 1,088,477	7.2%
Retirement	4,191,818	4,427,800	235,982	5.6%
Payroll Taxes	2,882,630	2,926,400	43,770	1.5%
Other Benefits	641,669	673,601	31,932	5.0%
	\$ 22,826,381	\$ 24,226,542	\$ 1,400,161	6.1%

- Avg. projected contractual increases range from 2.5% - 2.9%
- +\$870,000 of salaries for FDK = +2.4% (ESSA benefit rate = 47%)
- Pending breakage from retirements and grant chargeback opportunities.

BOCES Services— 9% of Preliminary Budget

BOCES	2020-21 Budget	2021-22 Prelim	Change	% Change
Admin Fees	651,940	661,067	9,127	1.4%
Business/Technology Services	1,117,608	1,228,566	110,958	9.9%
General Ed/Professional Dev.	564,615	584,853	20,238	3.6%
Special Education	4,258,870	4,146,021	(112,849)	-2.6%
Occupational Education	368,994	381,909	12,915	3.5%
Instructional Technology	367,437	515,160	147,723	40.2%
Transportation	768,486	685,076	(83,410)	-10.9%
	\$ 8,097,950	\$ 8,202,653	\$ 104,703	1.3%

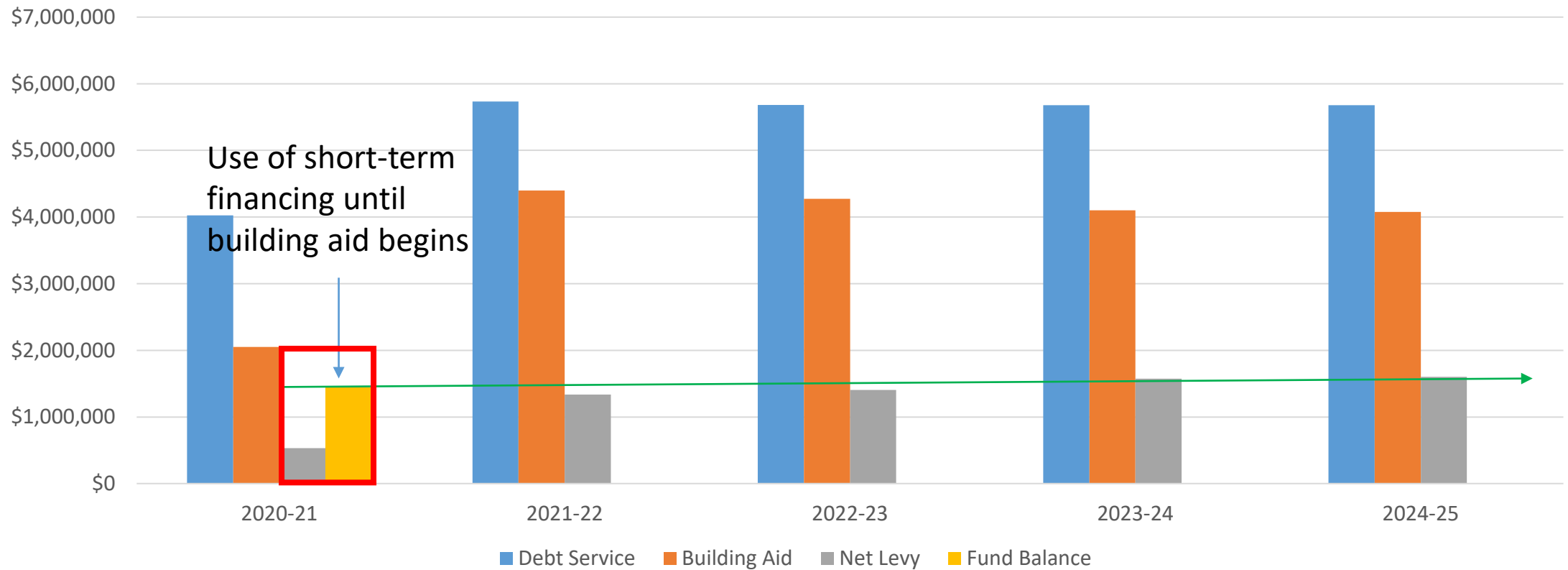
- Business/Tech includes mandated investment in cybersecurity and data privacy services
- Special Education – based on preliminary student placement projections
- Instruction Technology – provides for sustained investment in 1:1 technology program as Tech Reserve draws down.

Supplies, Contracts, Services 14% of Preliminary Budget

Supplies, Contracts, Services	2020-21 Budget	2021-22 Prelim	\$ Change
Legal Fees	\$ 125,000	\$ 125,000	\$ -
Utilities/Custodial	1,395,507	1,463,367	67,860
Maintenance Projects	454,191	477,000	22,809
Printing/Mailing	241,262	241,262	-
Insurances	250,944	260,792	9,848
Assessments/Dues/Claims	74,899	76,781	1,882
School Supplies and Materials	741,984	756,059	14,075
Charter School Tuitions	265,124	299,753	34,629
Spec Ed. Contracts/Tuitions	2,406,669	2,514,658	107,989
Contract Transportation	3,931,523	4,160,495	228,972
All Other Supplies/Services	1,904,429	1,942,754	38,325
	11,791,532	12,317,921	526,389

Debt Service

Projected Actual Amounts



Impact of FDK

	2021-22	2022-23	2023-24	2024-25
Personnel Costs	\$870,000	\$896,100	\$922,983	\$950,672
Related Benefits	\$408,900	\$421,167	\$433,802	\$446,816
Supplies, Materials	\$85,680	\$4,000	\$4,000	\$4,000
Transportation	\$110,000	\$111,650	\$115,000	\$118,449
Estimated Expense	\$1,474,580	\$1,432,917	\$1,475,785	\$1,519,938
FDK Conversion Aid	\$904,914	\$588,194	\$316,720	\$0
Transportation Aid	\$0	\$66,000	\$66,990	\$69,000
Revenue Offsets	\$904,914	\$654,194	\$383,710	\$69,000
Net Levy	\$569,666	\$778,723	\$1,092,075	\$1,450,938
Impact on tax Cap	1.0%	0.4%	0.6%	0.6%

Property Tax Cap Projections

Tax Levy Limit Before Adjustments and Exclusions		2021	2022	2023	2024	2025	2026
Prior FYE Tax Levy		\$53,498,730	\$55,545,849	\$57,237,164	\$58,380,535	\$59,646,348	\$60,829,910
Tax Cap Reserve Plus Interest from Two Years Ago Used to Reduce Previous Year		\$0	\$0	\$0	\$0	\$0	\$0
Total Tax Cap Reserve Amount (including interest earned from Prior FYE)		\$0	\$0	\$0	\$0	\$0	\$0
Tax Base Growth Factor		1.0016	1.0019	1.0018	1.0018	1.0018	1.0018
		2021	2022	2023	2024	2025	2026
PILOTS Receivable from Prior FYE		\$225,560	\$240,893	\$187,738	\$204,025	\$146,671	\$155,761
Tort Exclusion Amount Claimed in Prior FYE		\$0	\$0	\$0	\$0	\$0	\$0
Capital Levy for Prior FYE		\$0	\$1,002,895	\$1,860,378	\$1,887,159	\$1,854,483	\$1,778,854
Adjusted Capital Levy for Prior FYE		\$0	\$0	\$0	\$0	\$0	\$0
Capital Levy for Prior FYE used in Calculation		\$0	\$1,002,895	\$1,860,378	\$1,887,159	\$1,854,483	\$1,778,854
Allowable Growth Factor		1.0181	1.0123	1.0185	1.0200	1.0200	1.0200
PILOTS Receivable for Current FYE		\$240,893	\$187,738	\$204,025	\$146,671	\$155,761	\$160,000
Available Carryover from Prior FYE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LEVY LIMIT BEFORE ADJUSTMENTS/EXCLUSIONS		\$54,542,954	\$55,376,786	\$56,493,376	\$57,791,865	\$59,051,056	\$60,342,637
Exclusions		2021	2022	2023	2024	2025	2026
Tax Levy Necessary for Expenditures Resulting from Tort Judgements Over 5%		\$0	\$0	\$0	\$0	\$0	\$0
Capital Levy for Current FYE		\$1,002,895	\$1,860,378	\$1,887,159	\$1,854,483	\$1,778,854	\$1,366,770
ERS contribution increase greater than 2%		\$0	\$0	\$0	\$0	\$0	\$0
TRS contribution increase greater than 2%		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXCLUSIONS		\$1,002,895	\$1,860,378	\$1,887,159	\$1,854,483	\$1,778,854	\$1,366,770
TAX LEVY LIMIT, ADJUSTED FOR TRANSFERS, PLUS EXCLUSIONS		\$55,545,849	\$57,237,164	\$58,380,535	\$59,646,348	\$60,829,910	\$61,709,407
		2021	2022	2023	2024	2025	2026
Total Tax Cap Reserve Amount Used to Reduce Current FYE Levy		\$0	\$0	\$0	\$0	\$0	\$0
Proposed Tax Levy \$		\$55,545,849	\$57,237,164	\$58,380,535	\$59,646,348	\$60,829,910	\$61,709,407
OR Proposed Tax Levy %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CURRENT FYE PROPOSED LEVY, \$ entry		\$55,545,849	\$57,237,164	\$58,380,535	\$59,646,348	\$60,829,910	\$61,709,407
CURRENT FYE PROPOSED LEVY, % entry		\$0	\$0	\$0	\$0	\$0	\$0
CURRENT FYE PROPOSED LEVY, NET OF RESERVE %		3.83%	3.04%	2.00%	2.17%	1.98%	1.45%
TAX LEVY LIMIT %		3.83%	3.04%	2.00%	2.17%	1.98%	1.45%
DIFFERENCE BETWEEN TAX LEVY LIMIT AND PROPOSED LEVY		\$0	\$0	\$0	\$0	\$0	\$0
YEAR OVER YEAR CHANGE IN CURRENT FYE PROPOSED LEVY		\$2,047,119	\$1,691,315	\$1,143,371	\$1,265,813	\$1,183,562	\$879,497

Allowable growth factor allows for \$683,000, or 0.8% increase in spending

Next Steps

- Continue to monitor budget-to-actual projections to analyze assumptions used in preliminary budget;
- Collaborate with building principals and department managers to:
 1. Assess opportunities for efficiencies
 2. Evaluate the impact of cost reduction strategies
- Develop Community Thought Exchange to be launched on 2/12 and reviewed on 3/3.
- Continue advocacy efforts for additional funding and mandate relief