

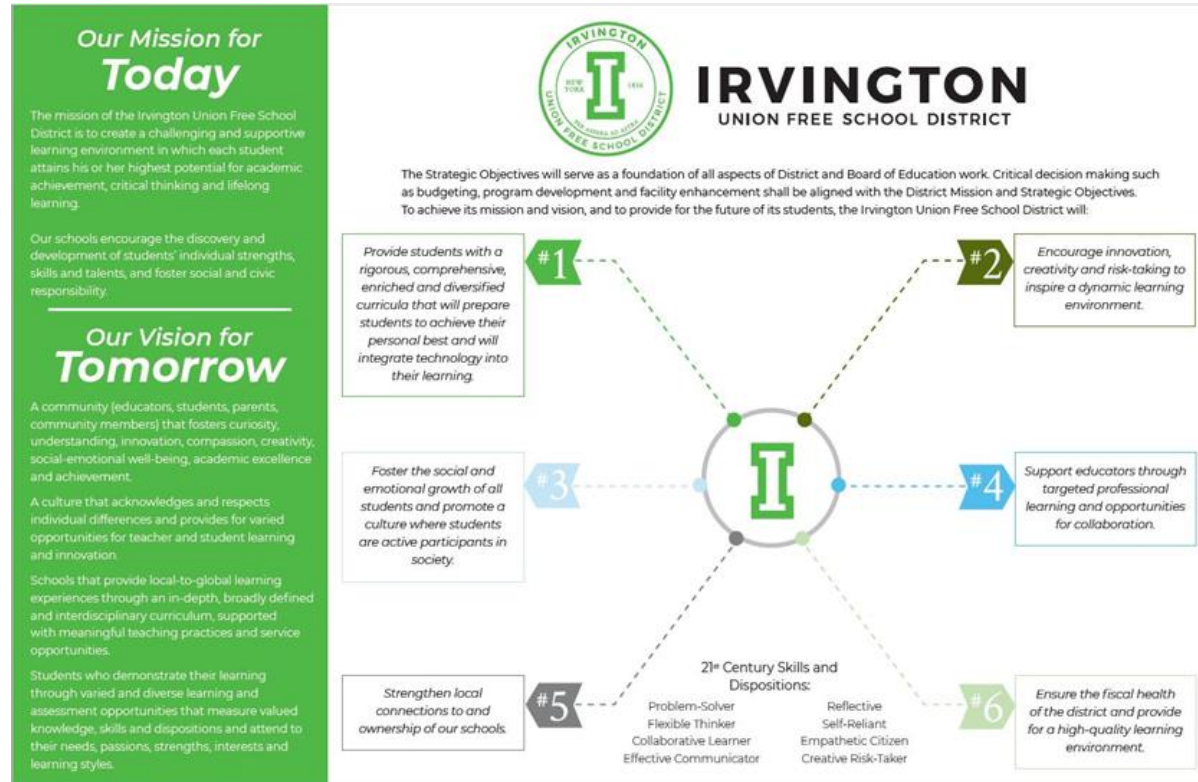
The background features a large, faded green seal of the Irvington Union Free School District. The seal is circular and contains the text "IRVINGTON" at the top, "NEW YORK" on the left, and "1856" on the right. In the center is a stylized "U" with a vertical bar through it. At the bottom, it reads "UNION FREE SCHOOL DISTRICT" and "PER ASPERA AD ASTRA".

Planning for the Future

**An Overview of the IUFSD Long-Range Financial Plan
December 21, 2021**

Each year, the District has taken responsible steps to enhance our planning.

Using the District's Strategic Plan,
Our Vision for Tomorrow,
our efforts are always grounded in our six
Strategic Objectives



Strategic Objectives

To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:

1. Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
2. Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
3. Foster the social and emotional growth of all students and promote a culture where students are active participants in society.
4. Support educators through targeted professional learning and opportunities for collaboration.
5. Strengthen local connections to and ownership of our schools.
6. Ensure the fiscal health of the district and provide for a high quality learning environment.

Financial Planning: *Our Vision for Tomorrow:* Strategic Plan Key Action

Strategic Objective #6

- Ensure the fiscal health of the district and provide for a high-quality learning environment

Key Action:

- Development and maintenance of a long-range financial plan



Primary Areas of Focus District-wide

The following three goals have been developed and are aligned with the District Theories of Action and Strategic Objectives:

- **Focus #1: Strategic Leadership: Implementing *Our Vision for Tomorrow***
 - Objective A: Advancing the Strategic Plan
 - Objective B: Identify opportunities to increase stakeholder engagement
- **Focus #2: Instructional Leadership: Curriculum and Instruction**
 - Objective A: Implement instructional practices that elevate student thinking and understanding
 - Objective B: Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking
 - Objective C: Increase the use of data to inform instruction and planning
- **Focus #3: Financial and Operational Leadership**
 - Objective A: The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations

Presentation Goal

In an effort to attain the Irvington UFSD Strategic Objectives, we will develop an understanding of the District's fiscal future, through the lens of our long-range financial projections.

In doing so, the Board of Education should contemplate:

- Long-range plan is useful as a guide only - no crystal ball
- Tax levy is ~90% of revenue so CPI assumptions heavily impact projections
- Other key drivers are required pension match rates, health insurance premiums, utility costs and transportation expenses in addition to salary
- Current economic environment as a result of the pandemic creates uncertainty around state aid and future - key illustration that one can never accurately predict the future

Long-Range Financial Plan

- Useful tool to consider financial outlook of the District and identify financial opportunities and obstacles
- Past information guides forecasts to some extent, but often not relevant to future
 - Example: Special Ed student placements
- Some information is known well in advance
 - Debt schedule
- Contractual salaries for settled contracts
- Much relies on assumptions and *educated estimations/outlooks*
 - Tax Cap CPI and Growth factors
 - Pension contribution rates
 - Health insurance costs
 - Utility costs
 - Transportation contracts
- Projects a push-ahead budget: maintaining all existing programs and services with no additions or new initiatives

Enrollment Projections



Enrollment figures do not include out of district placements for special education

Source: Forecast 5 Analytics

Enrollment Projections

- Utilizing Forecast 5 and live birth data, we can see that enrollment will continue to be steady after experiencing some recent small decreases
- Enrollment of Kindergarten students exceeds live births (average of 143%), leading to the conclusion that families are moving to Irvington with families for our schools
- Have parents kept 5 years olds out of kindergarten or migrated to a private school this year for COVID-related reasons?
 - Could lead to a rebound enrollment
- Live births might lead to a larger kindergarten class in 2024-25 as the number is slightly above the average for more recent years.
- There are approximately 125 resident students enrolled in private schools. This number fluctuates and could impact enrollment at any time.

Enrollment Projections

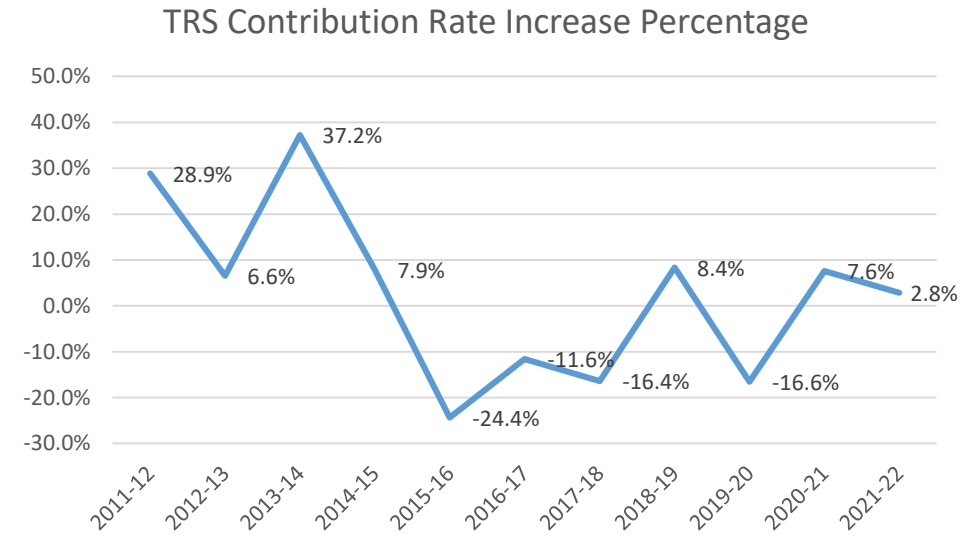
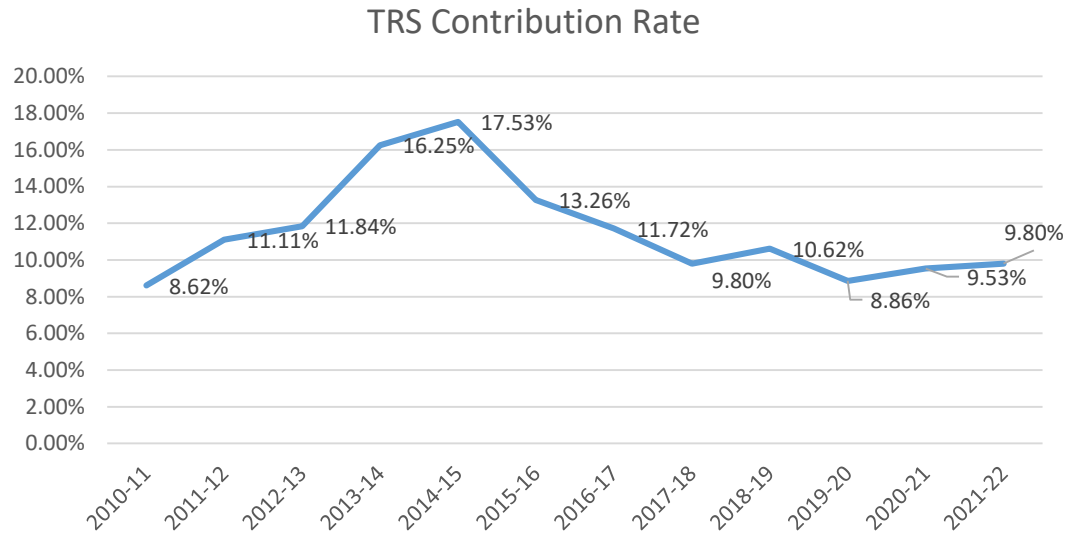
Grade	History (Fiscal Year)												Current	Projected (Fiscal Year)						2021 - 2026 TrendLine
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		2021	2022	2023	2024	2025	2026	
Kindergarten	116	121	112	144	121	138	126	134	110	125	129	124	115	124	115	131	124	124		
1	127	121	114	120	146	125	147	130	134	115	125	127	132	116	126	116	133	125		
2	128	124	121	119	123	146	126	141	131	141	121	127	138	134	118	128	118	135		
3	118	130	125	130	121	127	142	129	144	136	146	120	129	141	137	121	131	121		
4	119	130	128	129	137	124	136	146	128	142	132	143	121	128	140	136	120	129		
5	134	117	133	139	132	140	126	133	144	134	138	132	141	121	127	139	136	120		
6	153	138	118	139	144	128	144	132	139	147	140	141	136	146	125	132	144	140		
7	139	159	144	127	143	137	127	136	132	142	150	137	145	135	145	124	131	143		
8	159	137	150	141	131	139	139	131	129	129	149	148	141	145	135	145	124	131		
9	163	157	134	153	138	121	139	134	133	136	131	131	143	139	143	133	143	122		
10	149	162	153	138	154	137	117	140	133	129	136	123	131	140	136	140	131	140		
11	153	147	154	149	130	149	135	118	139	140	133	129	121	132	141	137	141	131		
12	141	156	140	157	148	131	151	132	129	137	136	128	130	121	132	141	137	141		
Ungraded	-	-	16	11	15	16	14	14	20	10	10	16	22	16	15	16	17	17		
Total K-12	1,799	1,799	1,742	1,796	1,783	1,758	1,769	1,750	1,745	1,763	1,776	1,726	1,745	1,738	1,735	1,740	1,728	1,720		
Annual Change		0.0%	-3.2%	3.1%	-0.7%	-1.4%	0.6%	-1.1%	-0.3%	1.0%	0.7%	-2.8%	1.1%	-0.4%	-0.2%	0.3%	-0.6%	-0.5%		

Enrollment figures do not include out of district placements for special education

Source: Forecast 5 Analytics

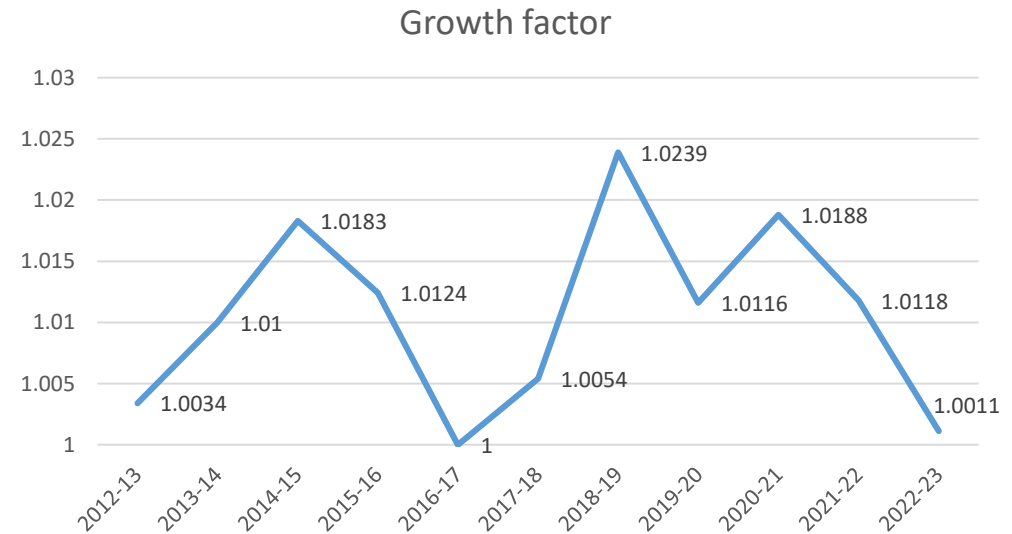
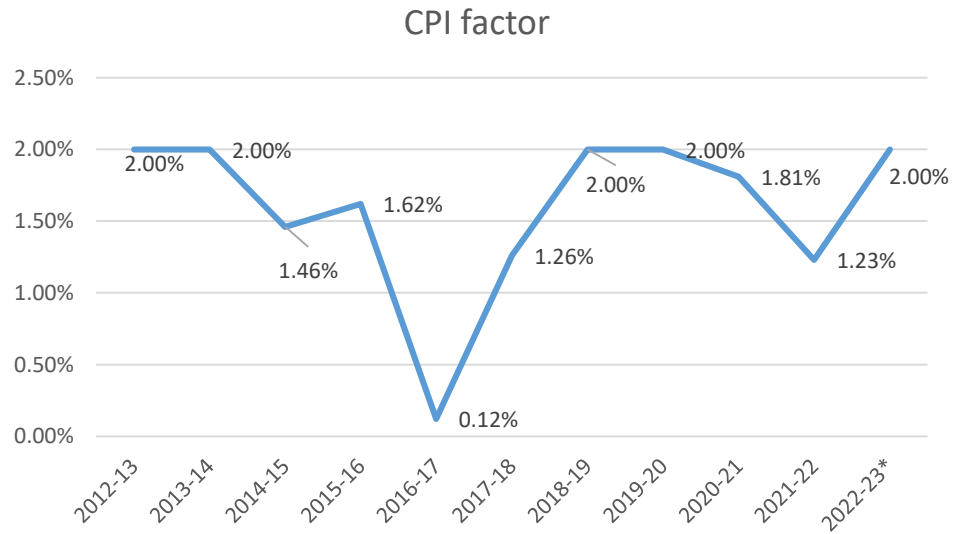
Long-Range Financial Plan – Historical Review of Key Financial Factors

- **TRS Contribution Rate increases may seem small on a basis point viewpoint but often result in increases well above CPI**



Long-Range Financial Plan – Historical Review of Key Financial Factors

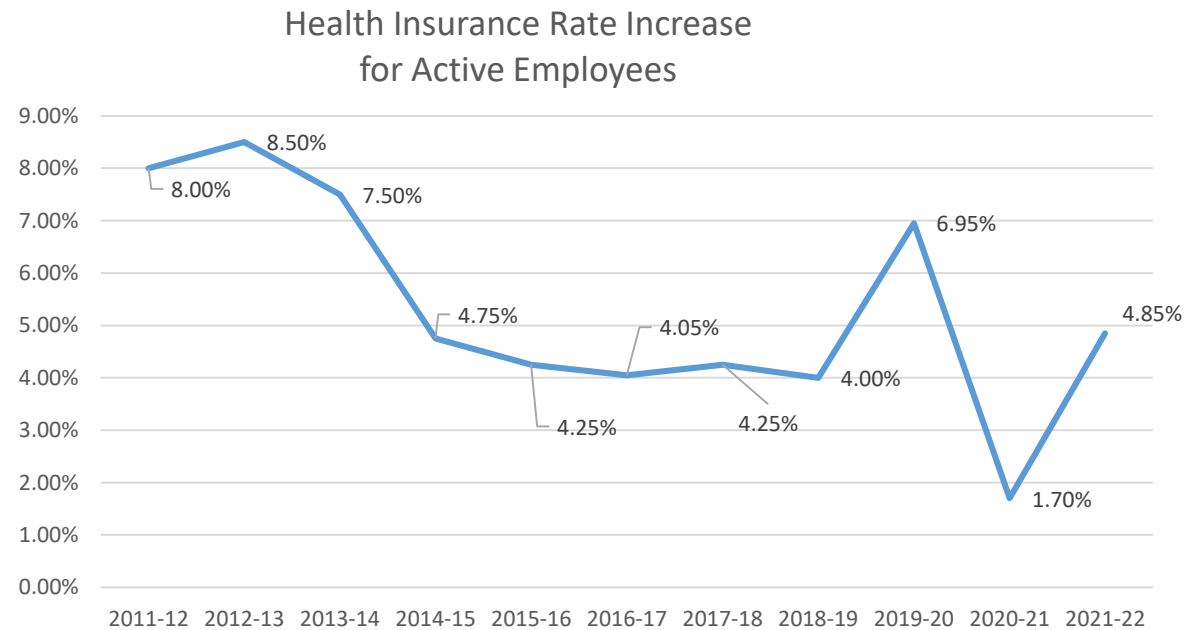
Growth/CPI factors used in Tax Levy Cap formula



* 2022-23 Expected

Long-Range Financial Plan – Historical Review of Key Financial Factors

Health insurance rates



A look at District Reserves

- Fund Balance results when actual expenditures are lower than revenues.
- The District's fund balance policy designates 4% of the next year's budget to be "undesignated". This is allowable amount per State Comptroller.
- Typically, a set amount is designated for appropriation as a revenue source for the following year's budget and for any carry over encumbrances.
- The remaining surplus is allocated to specific reserve funds - spending is with board approval except for the Capital Reserve, which requires public approval.
- Reserves assist school districts with "weathering storms" and "managing ups and downs" in key cost drivers to minimize impacts on instructional programs.

A look at District Reserves

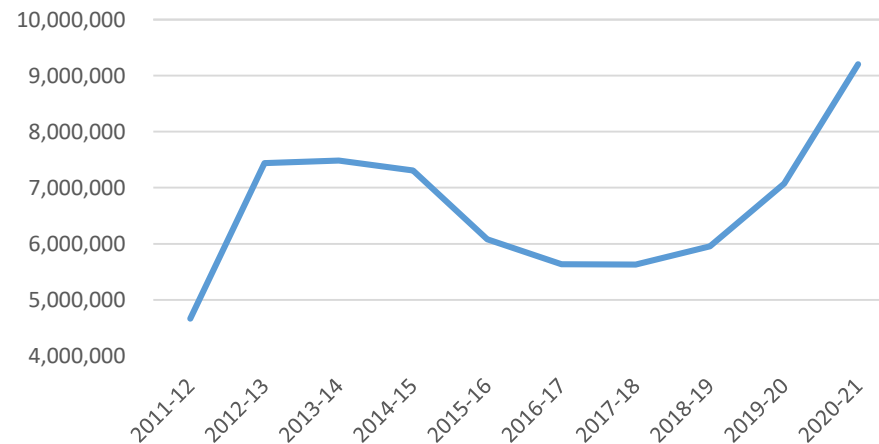
- Healthy reserves are factored into Bond Debt ratings. Recently, Moody's upgraded Irvington from Aa3 to Aa2, citing a "return to structurally balanced financial operations" yet also noted that "Reserves and liquidity [are] below similarly rated districts".

Aaa	Obligations rated Aaa are judged to be of the highest quality, with minimal risk
Aa	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk
A	Obligations rated A are considered upper medium-grade and are subject to low credit risk
Baa	Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess speculative characteristics.
Ba	Obligations rated Ba are judged to have speculative elements and are subject to substantial credit risk
B	Obligations rated B are considered speculative and are subject to high credit risk
	Note: Moody's appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa.
1	indicates obligation ranks in the higher end of its generic rating category
2	indicates obligation ranks in a mid-range ranking of its generic rating category
3	indicates obligation ranks in a ranking in the lower end of that generic rating category
	(Source: www.moodys.com)

A look at District Reserves

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Undesignated	2,012,996	2,162,802	2,251,761	2,306,559	2,333,200	2,364,020	2,453,927	2,518,142	2,582,259	2,654,469
Reserves for Encumbrances	134,037	184,907	300,761	541,161	636,386	161,424	18,684	76,509	362,968	214,305
Appropriated for Revenue	422,000	422,000	422,000	422,000	530,000	422,500	422,500	422,500	422,500	422,500
Tax Certiorari	1,936,742	4,514,753	3,464,315	2,991,481	1,336,831	1,541,753	1,476,548	1,513,923	1,980,758	3,369,291
Employee Benefit Liability	156,629	156,629	854,354	854,354	854,354	502,949	460,619	434,670	321,588	421,668
Worker Compensation			190,000	190,000	190,000	341,273	393,825	475,922	436,556	800,062
Capital					200,000	301,340	403,593	460,866	566,322	766,462
ERS/TRS Retirement Contribution							50,000	400,592	550,691	
Total Fund Balance	4,662,404	7,441,091	7,483,191	7,305,555	6,080,771	5,635,259	5,629,696	5,952,532	7,073,543	9,199,448
Increase/(Decrease)		2,778,687	42,100	(177,636)	(1,224,784)	(445,512)	(5,563)	322,836	1,121,011	2,125,905
Note: Increase in Tax Certiorari Reserve in 2012-13 resulted from borrowing funds										

Fund Balance History



Long-Range Financial Plan: Key Assumptions

Revenue Assumptions Base Plan:	
Tax Levy Cap	
Growth Factor	1.0011, then 1.005
CPI Factor	2%, then 1.5%
State Aid	Increases in Foundation aid over 2 years, then 1% increase
	Used average of past 3 years for excess cost, instructional materials, BOCES, and transportation aids
	Building aid increases due to new projects
Other Key Revenues	
Sales Tax Share	One time adjustment, then 2% increase
BOCES Rental	2%, then 1.5% - matches CPI
Tuition Revenue	Currently 5 Special Ed, 2 General - as per student ages
Health Services	Gradually reduced to reflect declining enrollment at JCOS
Refund of Prior Year State Aid Owed	Expect to receive one large payment in 23-24 of \$218,521

Long-Range Financial Plan: Key Assumptions

Expense Assumptions Base Plan:	
Pension Employer Contribution rates:	
TRS	10.25%
ERS (reflects gradual change of tier mix)	11.00%
Annual Percent Increases:	
Health Insurance	6%
Contractual and Supplies	Varies between 1-3% depending on type
Tax Certs	\$75,000 per year, utilize reserve
BOCES (varies if salary related)	2%
BOCES Administrative Fee	2.5%
Utilities	11.6%, 4.3%, 2.8%, 2.8%. 2.8%
	(Electric up 25% in Jan 2022 offset by LED savings)
Special Education Tuitions	2%
Transportation	3%
Other:	
Contractual salary increases based on known contracts	
Capital expenses in Facilities is flat: \$100,000 per year, also includes \$100,000 to capital account	
Debt Service per schedule, including new bond in 22-23, and assumes no new Tax Cert borrowings	
Other one time adjustments based on known information	

Long-Range Revenue Outlook

General (A) Fund | Revenue Analysis

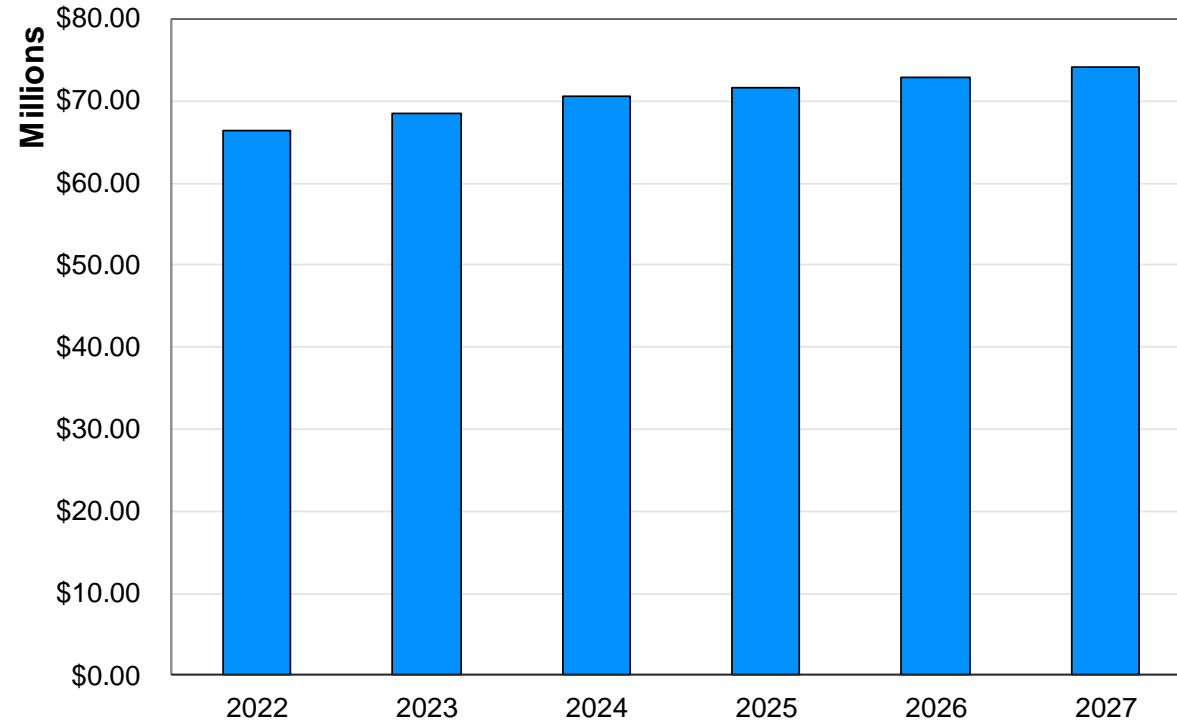
December 2021 Base Plan

	BUDGET			REVENUE PROJECTIONS							
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
LOCAL											
Property Taxes	\$59,949,970	\$61,024,397	1.79%	\$62,080,708	1.73%	\$63,262,189	1.90%	\$64,472,442	1.91%	\$65,728,294	1.95%
Other Local Revenue	1,924,134	2,106,780	9.49%	2,254,887	7.03%	2,113,491	-6.27%	2,177,411	3.02%	2,140,722	-1.68%
TOTAL LOCAL REVENUE	61,874,104	63,131,177	2.03%	64,335,595	1.91%	65,375,680	1.62%	66,649,853	1.95%	67,869,016	1.83%
STATE											
Basic Aid	3,356,287	4,201,454	25.18%	5,013,138	19.32%	5,072,867	1.19%	5,132,943	1.18%	5,168,370	0.69%
Other State Revenue	708,809	755,958	6.65%	761,975	0.80%	768,053	0.80%	774,191	0.80%	780,391	0.80%
TOTAL STATE REVENUE	4,065,096	4,957,412	21.95%	5,775,113	16.49%	5,840,920	1.14%	5,907,134	1.13%	5,948,761	0.70%
TOTAL FEDERAL REVENUE	0	0		0		0		0		0	
OTHER FINANCING SOURCES	422,500	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%
TOTAL REVENUE	\$66,361,700	\$68,511,089	3.24%	\$70,533,208	2.95%	\$71,639,100	1.57%	\$72,979,487	1.87%	\$74,240,277	1.73%

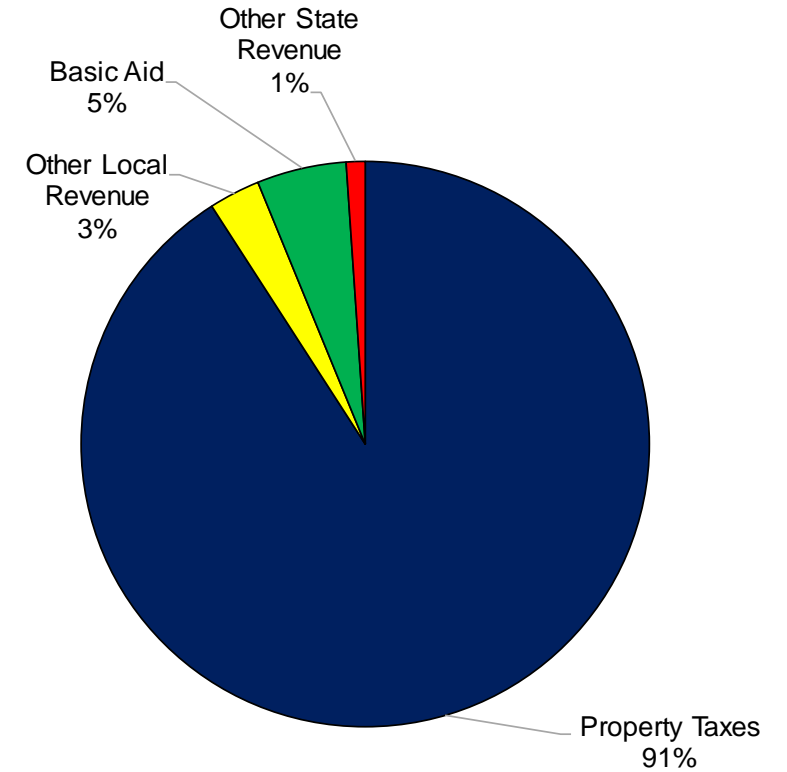
Revenue drives the budget. Typically, over 90% of the District's revenue comes from the tax levy/STAR payment. For the next two years, the district expects a large increase in State Aid due to the settlement of the Foundation Aid lawsuit. Another increase in 2023-24 results from a one-time payment of state aid owed which is then why 2024-25 Other Revenue is negative.

Long-Range Revenue Outlook

Revenue Projection



Current Year Budgeted Revenues by Source



Long-Range Expenditure Outlook

General (A) Fund | Expenditure Analysis

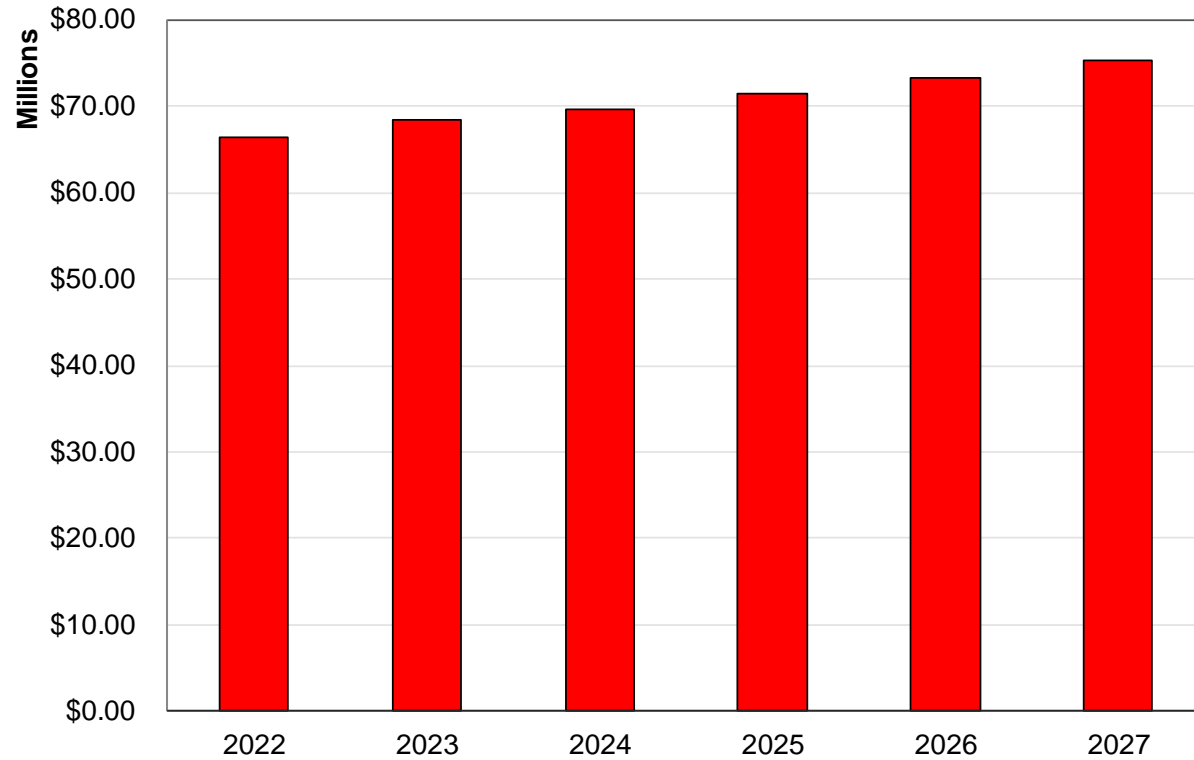
December 2021 Base Plan

	BUDGET	EXPENDITURE PROJECTIONS									
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
Salaries	\$32,977,823	\$33,813,337	2.53%	\$34,578,505	2.26%	\$35,365,528	2.28%	\$36,160,736	2.25%	\$36,979,277	2.26%
Benefits	15,486,387	16,273,880	5.09%	16,959,657	4.21%	17,684,553	4.27%	18,455,374	4.36%	19,253,082	4.32%
TOTAL SALARIES & BENEFITS	48,464,210	50,087,217	3.35%	51,538,163	2.90%	53,050,081	2.93%	54,616,110	2.95%	56,232,359	2.96%
Equipment and Capital Outlay	199,325	203,312	2.00%	207,378	2.00%	211,525	2.00%	215,756	2.00%	220,071	2.00%
Contractual, Supplies and Other	13,334,208	13,797,745	3.48%	14,118,866	2.33%	14,431,572	2.21%	14,751,674	2.22%	15,079,356	2.22%
Debt Service Principal	3,360,000	2,650,000	-21.13%	2,635,000	-0.57%	2,590,000	-1.71%	2,700,000	4.25%	2,795,000	3.52%
Debt Service Interest	833,957	1,453,784	74.32%	1,075,932	-25.99%	956,607	-11.09%	850,957	-11.04%	756,301	-11.12%
Interfund Transfers	170,000	170,000	0.00%	170,000	0.00%	170,000	0.00%	170,000	0.00%	170,000	0.00%
TOTAL ALL OTHER	17,897,490	18,274,840	2.11%	18,207,176	-0.37%	18,359,704	0.84%	18,688,386	1.79%	19,020,727	1.78%
TOTAL EXPENDITURES	\$66,361,700	\$68,362,057	3.01%	\$69,745,338	2.02%	\$71,409,785	2.39%	\$73,304,496	2.65%	\$75,253,086	2.66%

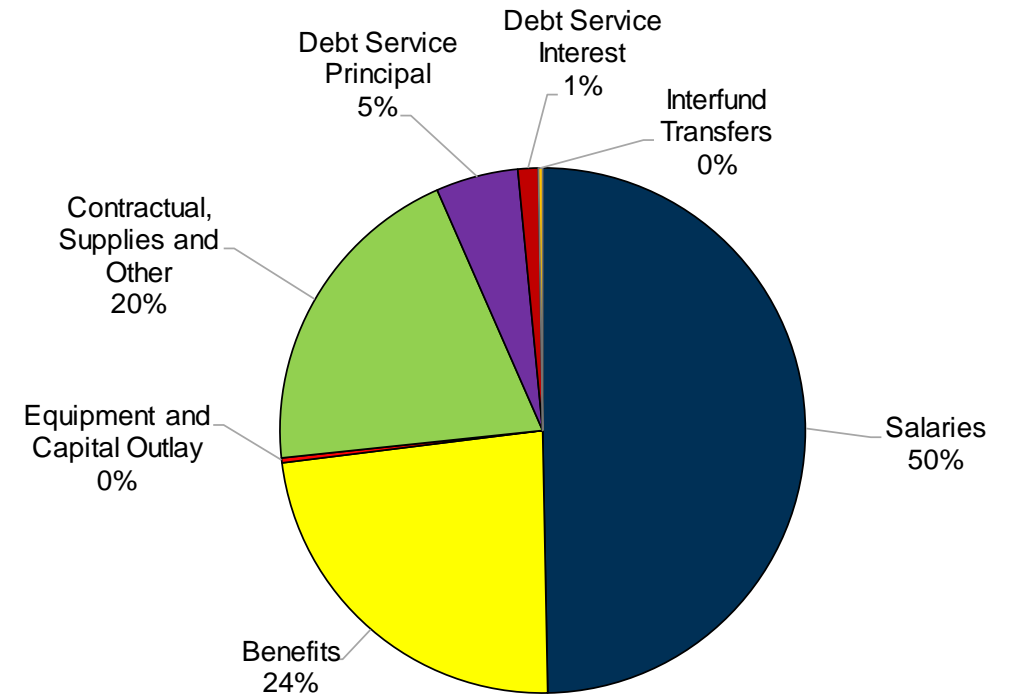
Expenses are largely influenced by salary and benefit costs.

Long-Range Expenditure Outlook

Expenditure Projection



Current Year Budgeted Expenditures by Object



Long-Range Financial Outlook

General (A) Fund | Summary

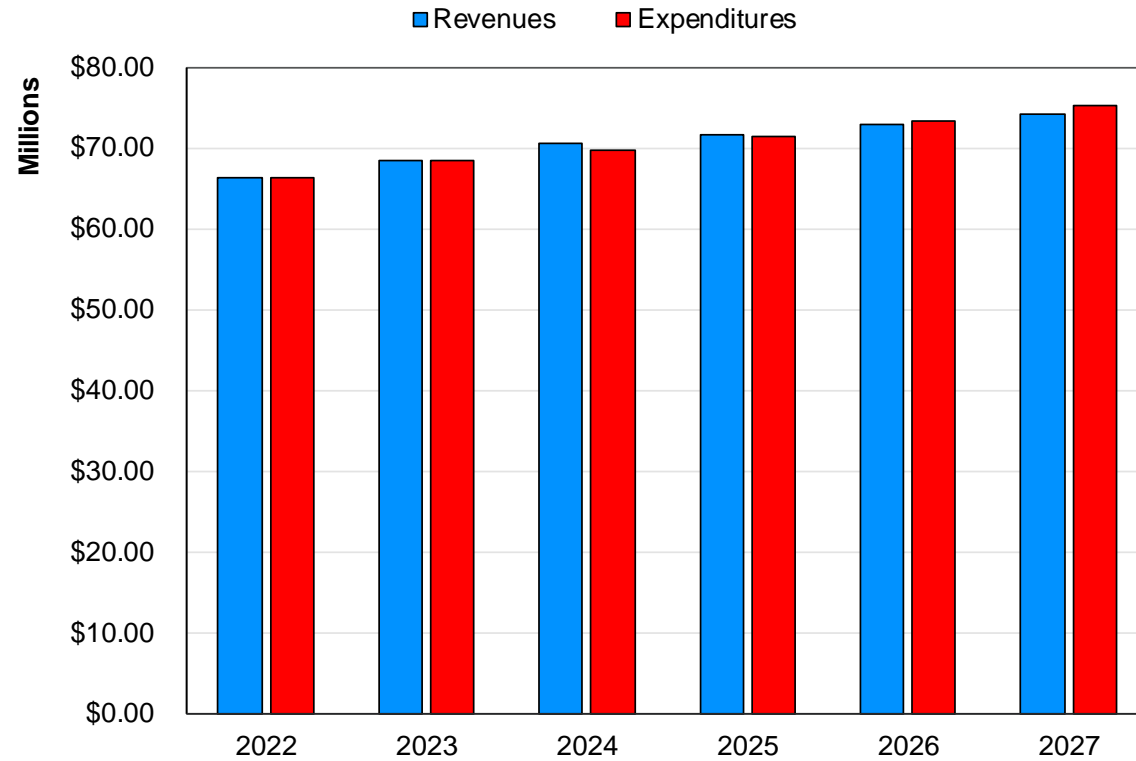
December 2021 Base Plan

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
REVENUE											
Local	\$61,874,104	\$63,131,177	2.03%	\$64,335,595	1.91%	\$65,375,680	1.62%	\$66,649,853	1.95%	\$67,869,016	1.83%
State	4,065,096	4,957,412	21.95%	5,775,113	16.49%	5,840,920	1.14%	5,907,134	1.13%	5,948,761	0.70%
Federal	0	0		0		0		0		0	
Transfers / Other	422,500	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%
TOTAL REVENUE	66,361,700	68,511,089	3.24%	70,533,208	2.95%	71,639,100	1.57%	72,979,487	1.87%	74,240,277	1.73%
EXPENDITURES											
Salary and Benefit Costs	48,464,210	50,087,217	3.35%	51,538,163	2.90%	53,050,081	2.93%	54,616,110	2.95%	56,232,359	2.96%
Other	17,897,490	18,274,840	2.11%	18,207,176	-0.37%	18,359,704	0.84%	18,688,386	1.79%	19,020,727	1.78%
TOTAL EXPENDITURES	66,361,700	68,362,057	3.01%	69,745,338	2.02%	71,409,785	2.39%	73,304,496	2.65%	75,253,086	2.66%
SURPLUS / DEFICIT	\$0	\$149,032		\$787,870		\$229,315		(\$325,009)		(\$1,012,808)	

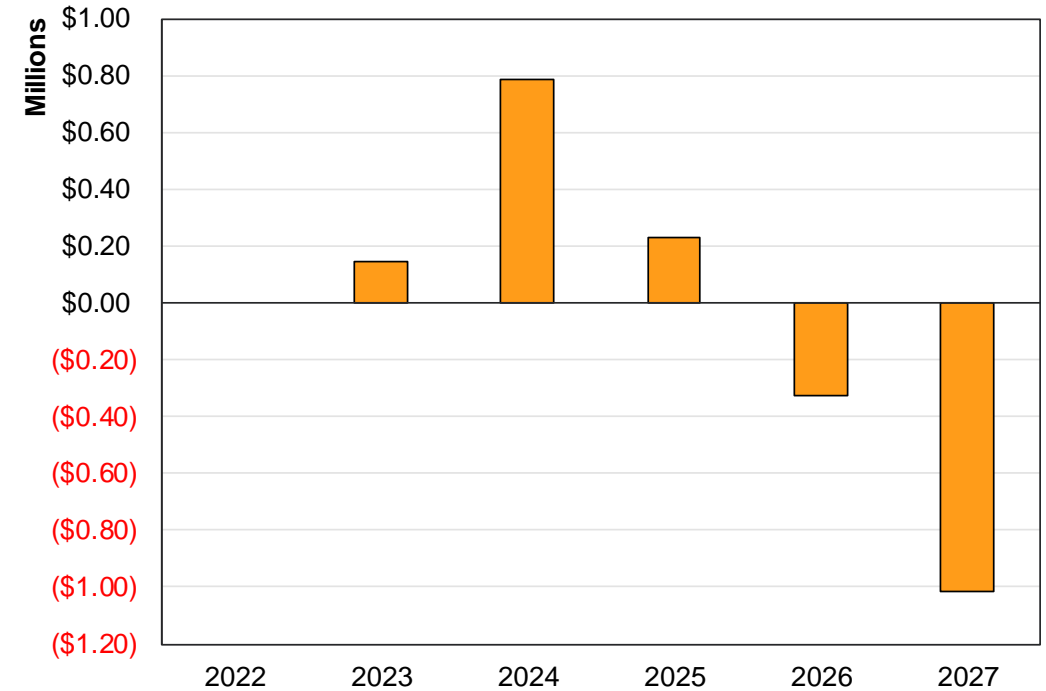
Expenses must equal expected revenue. If expenses are below expected revenue, a surplus results. If it exceeds revenue, a deficit results. If the growth factor remains low and there are no additional revenues, the District will need to reduce expenditures to avoid a deficit. Alternatively, the District can utilize reserves generated in positive years and from our current reserve position to supplement the budget.

Long-Range Financial Outlook

Revenues Vs. Expenditures



Surplus / Deficit



Powered By:

FORECAST5
ANALYTICS

Long-Range Fund Balance Outlook

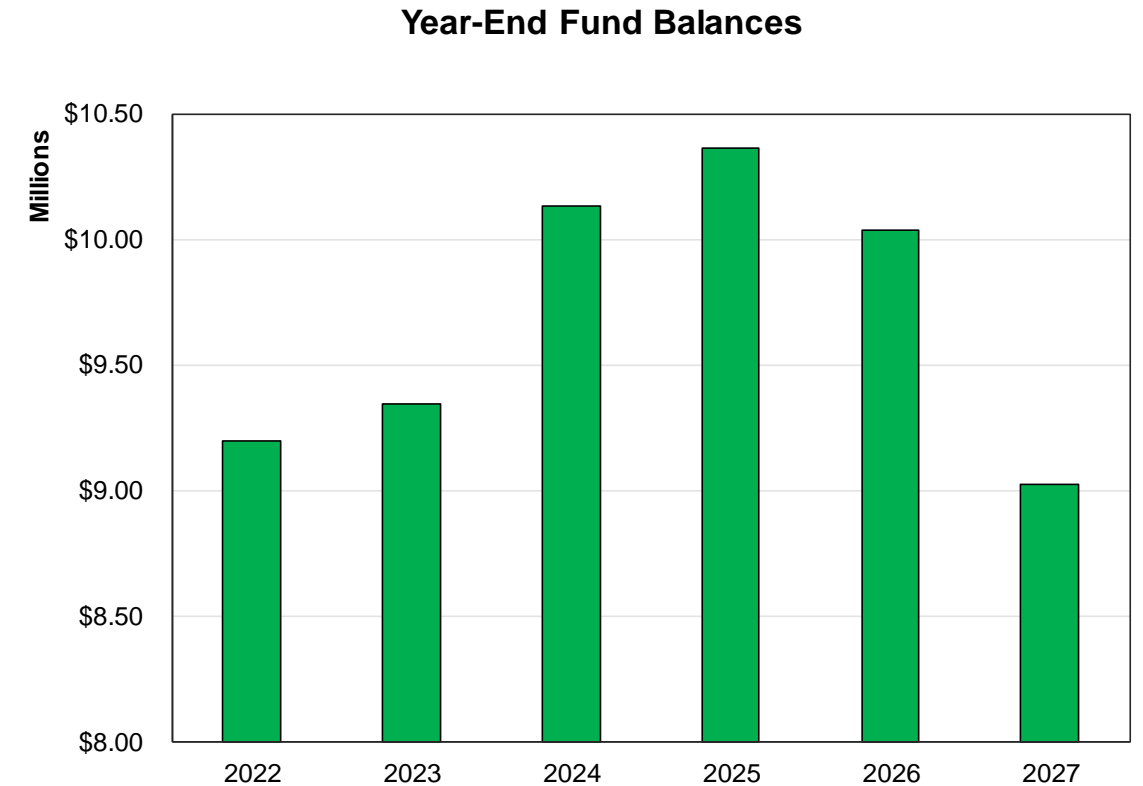
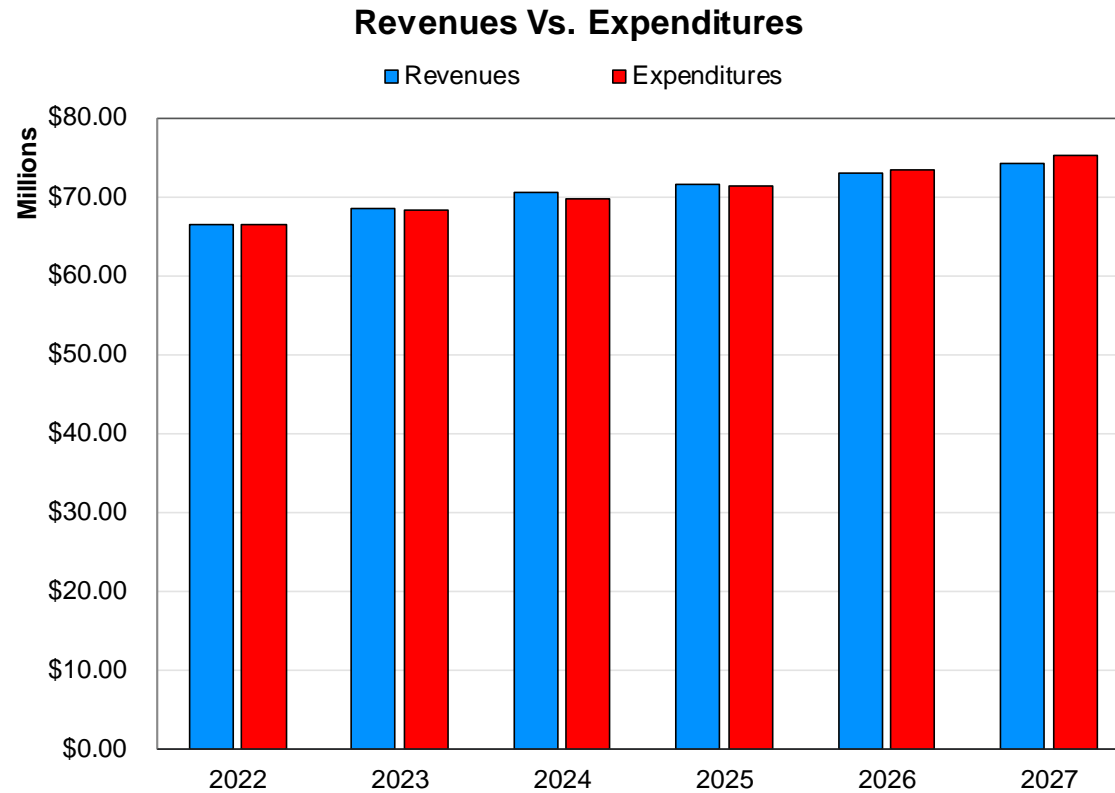
General (A) Fund | Projection Summary

December 2021 Base Plan

	BUDGET			REVENUE / EXPENDITURE PROJECTIONS							
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
REVENUE											
Local	\$61,874,104	\$63,131,177	2.03%	\$64,335,595	1.91%	\$65,375,680	1.62%	\$66,649,853	1.95%	\$67,869,016	1.83%
State	4,065,096	4,957,412	21.95%	5,775,113	16.49%	5,840,920	1.14%	5,907,134	1.13%	5,948,761	0.70%
Federal	0	0		0		0		0		0	
Transfers / Other	422,500	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%
TOTAL REVENUE	66,361,700	68,511,089	3.24%	70,533,208	2.95%	71,639,100	1.57%	72,979,487	1.87%	74,240,277	1.73%
EXPENDITURES											
Salary and Benefit Costs	48,464,210	50,087,217	3.35%	51,538,163	2.90%	53,050,081	2.93%	54,616,110	2.95%	56,232,359	2.96%
Other	17,897,490	18,274,840	2.11%	18,207,176	-0.37%	18,359,704	0.84%	18,688,386	1.79%	19,020,727	1.78%
TOTAL EXPENDITURES	66,361,700	68,362,057	3.01%	69,745,338	2.02%	71,409,785	2.39%	73,304,496	2.65%	75,253,086	2.66%
SURPLUS / DEFICIT	0	149,032		787,870		229,315		(325,009)		(1,012,808)	
BEGINNING FUND BALANCE	9,199,448	9,199,448		9,348,480		10,136,350		10,365,664		10,040,656	
PROJECTED YEAR END BALANCE	\$9,199,448	\$9,348,480		\$10,136,350		\$10,365,664		\$10,040,656		\$9,027,847	
FUND BALANCE AS % OF EXPENDITURES	13.86%	13.67%		14.53%		14.52%		13.70%		12.00%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	1.66	1.64		1.74		1.74		1.64		1.44	

This slide displays the cumulative effect of allocating fund balance as a source of revenue. The amount of the fund balance allocation reduces Projected Year End Fund Balance, along with any deficits. Surpluses increase Projected Year End Fund Balance. The chart on the next page shows this very clearly.

Long-Range Fund Balance Outlook



The fund balance decreases in 25-26 and 26-27 due to the deficit shown previously. This would occur unless expenditures were reduced.

Long-Range Related Strategies

- Review any larger one-time revenues or expenses – creates opportunities for program enhancements or reserves
- Time capital projects when debt is reduced due to expiring/paid issues
- Plan to build reserves to offset larger increases/swings that could affect instructional programs
 - TRS/ERS Reserve
 - Tax Cert Reserve
 - Worker's Comp Reserve
 - Capital Reserve
- Plan to budget expenditures within budgeted revenues

What is the Effect of a Key Financial Driver?

- Scenario 1 uses the base plan and modifies only the growth factor of the tax levy formula from 1.005 to 1.0075 for two years and then 1.01 for the next two years
- Scenario 2 uses the base plan and increases the TRS employer contribution rates from the flat 10.25% to 11.25% for 2023-24 and beyond. ERS also increases from 11% to 12%.
- No other revenue/expenditure assumptions are changed - not realistic, but done to show the effect of the key financial driver
- Shows need to maintain the same fund balance appropriations in these scenarios
- Reductions in expenditures or use of reserves will be important considerations should these scenarios occur

Long-Range Financial Outlook – A More Optimistic View

General (A) Fund | Summary

December 2021 Scenario 1 with change to Growth Factor

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
REVENUE											
Local	\$61,874,104	\$63,131,177	2.03%	\$64,490,445	2.15%	\$65,691,561	1.86%	\$67,294,734	2.44%	\$68,857,314	2.32%
State	4,065,096	4,957,412	21.95%	5,775,113	16.49%	5,840,920	1.14%	5,907,134	1.13%	5,948,761	0.70%
Federal	0	0		0		0		0		0	
Transfers / Other	422,500	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%
TOTAL REVENUE	66,361,700	68,511,089	3.24%	70,688,058	3.18%	71,954,981	1.79%	73,624,368	2.32%	75,228,575	2.18%
EXPENDITURES											
Salary and Benefit Costs	48,464,210	50,087,217	3.35%	51,538,163	2.90%	53,050,081	2.93%	54,616,110	2.95%	56,232,359	2.96%
Other	17,897,490	18,274,840	2.11%	18,207,176	-0.37%	18,359,704	0.84%	18,688,386	1.79%	19,020,727	1.78%
TOTAL EXPENDITURES	66,361,700	68,362,057	3.01%	69,745,338	2.02%	71,409,785	2.39%	73,304,496	2.65%	75,253,086	2.66%
SURPLUS / DEFICIT	\$0	\$149,032		\$942,720		\$545,196		\$319,872		(\$24,510)	
Growth Factor- Base Plan		1.0011		1.0050		1.0050		1.0050		1.0050	
Growth Factor - This Scenario		1.0011		1.0075		1.0075		1.0100		1.0100	

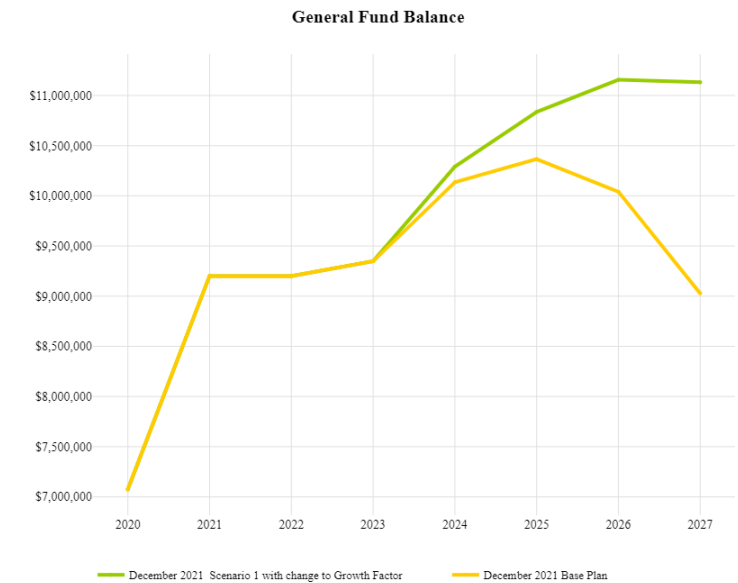
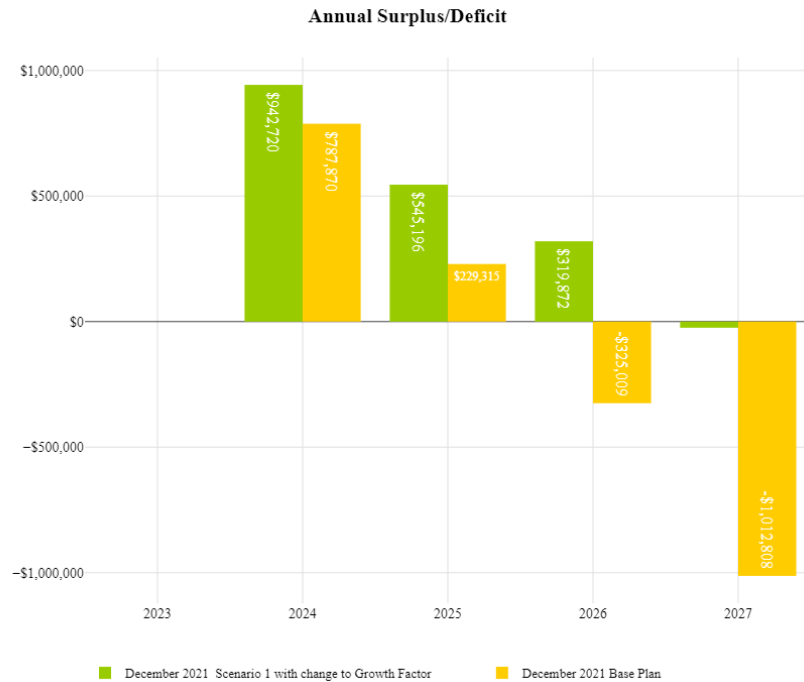
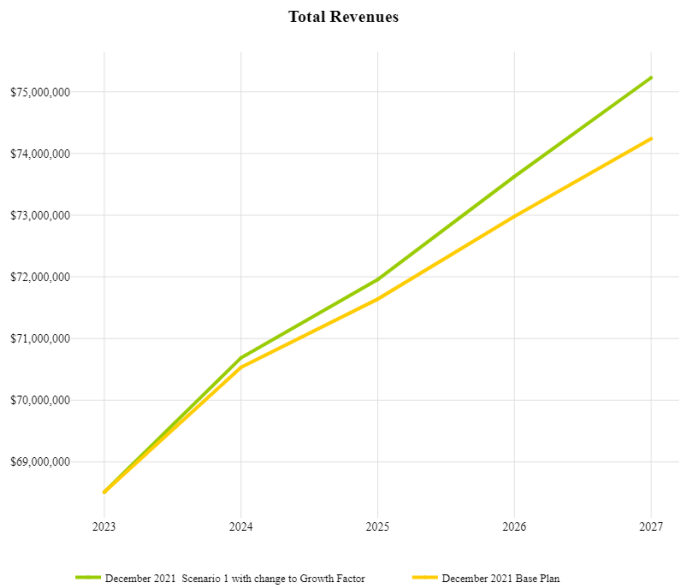
Long-Range Financial Outlook – A More Pessimistic View

General (A) Fund | Summary

December 2021 Scenario 2 - Increase in Retirement Contribution Rates

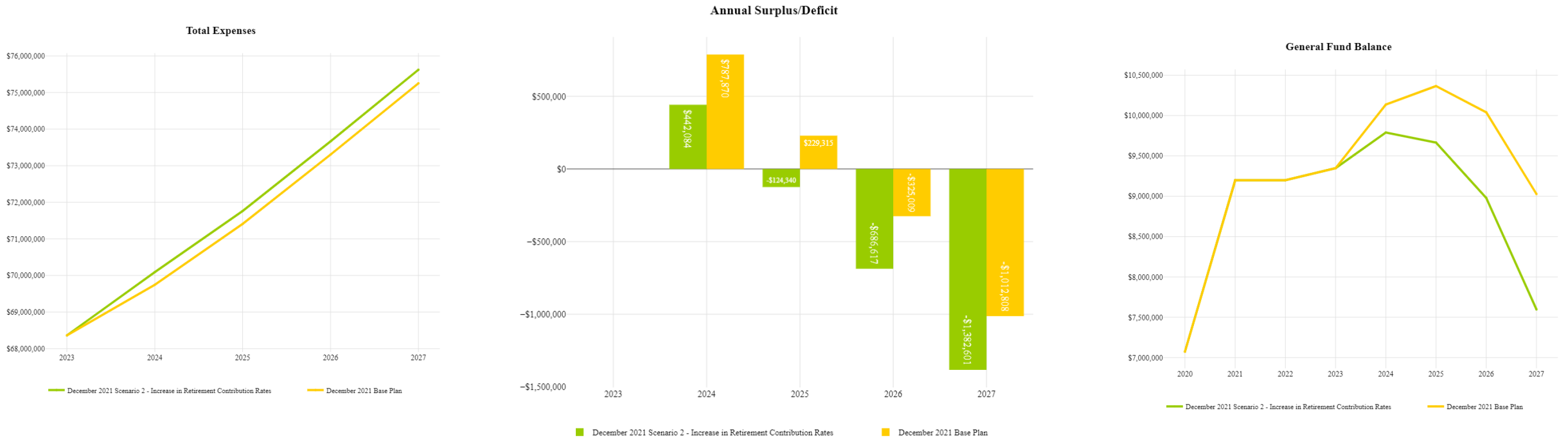
	BUDGET			REVENUE / EXPENDITURE PROJECTIONS							
	2022	2023	%Δ	2024	%Δ	2025	%Δ	2026	%Δ	2027	%Δ
REVENUE											
Local	\$61,874,104	\$63,131,177	2.03%	\$64,335,595	1.91%	\$65,375,680	1.62%	\$66,649,853	1.95%	\$67,869,016	1.83%
State	4,065,096	4,957,412	21.95%	5,775,113	16.49%	5,840,920	1.14%	5,907,134	1.13%	5,948,761	0.70%
Federal	0	0		0		0		0		0	
Transfers / Other	422,500	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%	422,500	0.00%
TOTAL REVENUE	66,361,700	68,511,089	3.24%	70,533,208	2.95%	71,639,100	1.57%	72,979,487	1.87%	74,240,277	1.73%
EXPENDITURES											
Salary and Benefit Costs	48,464,210	50,087,217	3.35%	51,883,949	3.59%	53,403,736	2.93%	54,977,718	2.95%	56,602,152	2.95%
Other	17,897,490	18,274,840	2.11%	18,207,176	-0.37%	18,359,704	0.84%	18,688,386	1.79%	19,020,727	1.78%
TOTAL EXPENDITURES	66,361,700	68,362,057	3.01%	70,091,124	2.53%	71,763,440	2.39%	73,666,104	2.65%	75,622,879	2.66%
SURPLUS / DEFICIT	\$0	\$149,032		\$442,084		(\$124,340)		(\$686,617)		(\$1,382,601)	
TRRS Rate - Base Plan		10.25%		10.25%		10.25%		10.25%		10.25%	
TRRS Rate - This Scenario		10.25%		11.25%		11.25%		11.25%		11.25%	
ERS Rate - Base Plan		11.00%		11.00%		11.00%		11.00%		11.00%	
ERS Rate - This Scenario		11.00%		12.00%		12.00%		12.00%		12.00%	

Long-Range Financial Outlook – Comparison of Base Plan to Scenario 1 with improved growth factor



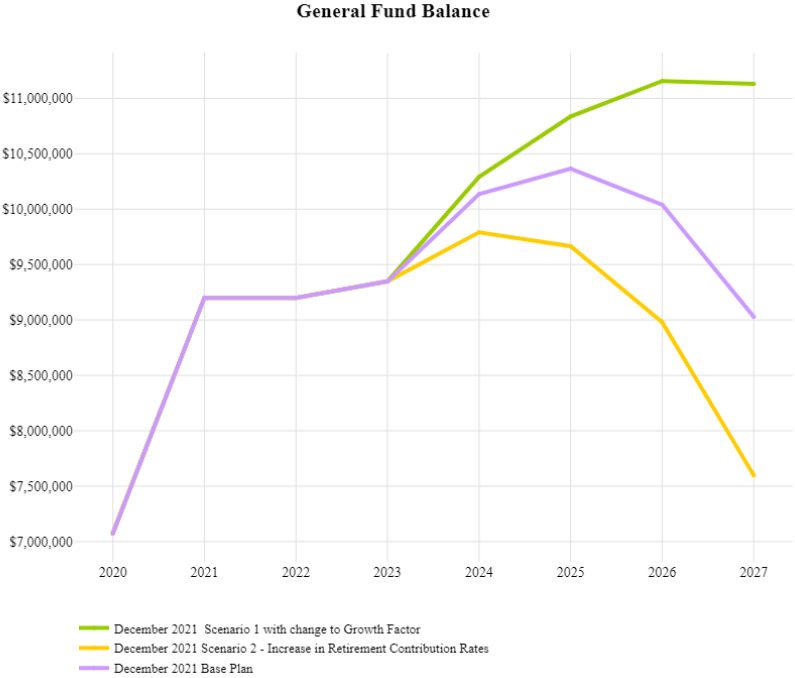
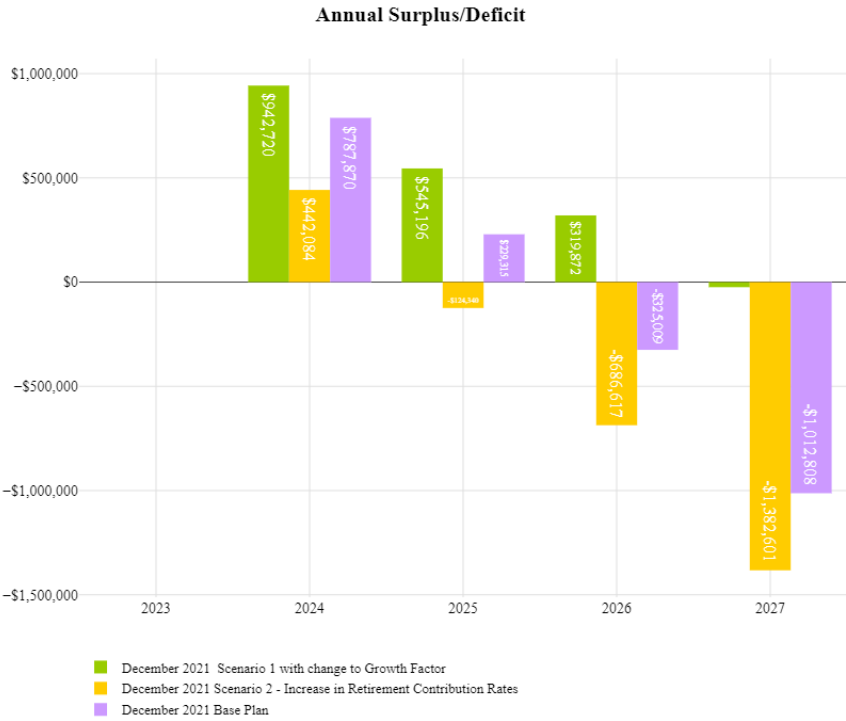
In this comparison, the revenue increases and the expenditures remain the same. Thus if the growth factor improves, additional revenue would lead to a larger surplus or much smaller deficit and the need to utilize fund balance or reduce expenditures is minimized.

Long-Range Financial Outlook – Comparison of Base Plan to Scenario 2 with Higher Retirement Contribution rate



In this comparison, the expenditures increase but revenues assumptions remain the same. Thus if the retirement contribution increases, additional expense would lead to a smaller surplus or larger deficit resulting in a decline in fund balance if nothing else is changed.

Long-Range Financial Outlook – Comparison of Base Plan to Scenarios 1 and 2



Clearly, there is no crystal ball with long range planning! Each year, we have to plan the budget and manage fund balance to accommodate the key variables.

Offering a Veterans Exemption

New York State Alternative Veterans Exemption

- Available only on residential property of a veteran who has served during a designated time of war, or who has received an expeditionary medal.
- Currently available in over 95 percent of the county, city, town, and village taxing jurisdictions across the state. School districts also have the option to offer this exemption.
- Authorized by Real Property Tax Law, section 458-a.
- The Veterans Exemption can be implemented at various levels.

If IUSFD was to opt into the Veterans Exemption:

- Using a previous estimate from the Assessor, at the Lowest or Base rate of Exemption, the tax rate would increase by \$.0159 per \$1000 of assessed value
- This number would change with the changes to the total assessed valuation and the future tax levy

Estimate: Offering a Veterans Exemption

	Restatement for 21-22		Estimated for 22-23	
Tax Levy	\$ 59,946,673		\$ 61,025,000	
		<u>TAX RATE</u>		<u>TAX RATE</u>
Current Valuation	\$2,878,854,367.00	\$20.8231	\$2,900,000,000.00	\$21.0431
Less Base Value Veteran Exemptions (approx)	-\$2,200,000.00		-\$2,218,000.00	
Revised Valuation to Compute Tax Rate	\$2,876,654,367.00	\$20.8390	\$2,897,782,000.00	\$21.0592
Increase in Tax Rate per thousand		\$0.0159		\$0.0161
Average Assessed Value Single Family Home	\$1,066,500.00		\$1,066,500.00	
Increase in Taxes For Average Assessed Home		\$16.984		\$17.178
* Information based on September 15 Tax Roll per Town Assessor				

Summary

- Long-range planning is becoming an integral component of District operations
- Annually, plans will be updated and reprioritized based upon current needs and information
- Budget proposals will be guided by the long-range plans and projections
- Proposals will be supported by data and/rationale demonstrating need and priority
- Impacts to the Tax Levy and Tax Rate are calculated and brought to the Board of Education for consideration