RGT
R.G. TIMBS INC.

Long Range Financial Analysis

Data Driven Strategic Financial Planning

Dunkirk City School District

Learning For All...Whatever It Takes!



Dr. Rick Timbs

President/CEO

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February 2024

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School District:
Finance
Strategic Plans
Leadership
Educational
Development

R. G. Timbs, Inc. is Registered with:

MSRB
Municipal Securities Rulemaking Board

Data Sources:

- District Submissions to SED of the Form ST-3 (5 years prior)
- State Education Department (NYSED) website financial calculations
- School District's External Auditor Reports/Recommendations
- Documents of Capital Expenses, Debt etc.
- Transportation and Capital Projects Data:
    - Bonds, Bond Anticipation Notes
    - Use of Capital Reserves
    - Debt Service Schedules
- All Other Expense Driven State Aid
- Interviews with the Superintendent and Interim Business Official
- Examination of Tax Implications
- Use of Debt Service Fund or Reserves
- Reports of the Comptroller of the State of New York (OSC)
- Use of Funds (Appropriated Fund Balances, Unappropriated Fund Balances)
- Projected Teachers Retirement System Rates and Employees Retirement System Rates
- Recognition of the District's Educational and Facilities Internal Reorganization and Master Plan

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State Aid

		Dunkirk CSD											
State Aid Source	Prior Year	Current Year	2023 to 24	Year 1	2024 to 25	Year 2	2025 to 26	Year 3	2026 to 27	Year 4	2027 to 28	Year 5	2028 to 29
Aid Descriptions	2022-23	2023-24	Difference	2024-25	Difference	2025-26	Difference	2026-27	Difference	2027-28	Difference	2028-29	Difference
FOUNDATION AID	$26,949,952	$32,205,790	$5,255,838	$33,782,855	$1,577,065	$34,796,341	$1,013,486	$35,840,231	$1,043,890	$36,915,438	$1,075,207	$38,022,901	$1,107,463
TRANSPORTATION AID W/O SUMMER	$1,227,284	$1,013,043	($214,241)	$1,118,891	$105,848	$1,118,891	$0	$1,118,891	$0	$1,118,891	$0	$1,118,891	$0
BUILDING AID	$4,524,290	$4,681,487	$157,197	$ 5,363,720	$682,233	$ 4,835,862	($527,857)	7,968,015	$3,132,153	7,205,545	($762,470)	7,902,332	$696,787
BOCES AID	$2,855,508	$2,895,064	$39,556	$3,291,705	$396,641	$3,291,705	$0	$3,291,705	$0	$3,291,705	$0	$3,291,705	$0
PUBLIC EC HIGH COST AID	$872,269	$882,116	$9,847	$1,109,640	$227,524	$1,109,640	$0	$1,109,640	$0	$1,109,640	$0	$1,109,640	$0
PRIVATE EXCESS COST AID	$432,401	$536,858	$104,457	$539,345	$2,487	$539,345	$0	$539,345	$0	$539,345	$0	$539,345	$0
SOFTWARE AID	$33,271	$32,387	($884)	$32,596	$209	$32,805	$209	$33,014	$209	$33,223	$209	$33,432	$209
LIBRARY MATERIALS AID	$13,881	$13,512	($369)	$13,600	$88	$13,688	$88	$13,776	$88	$13,864	$88	$13,952	$88
TEXTBOOK AID	$123,141	$119,471	($3,670)	$122,092	$2,621	$122,092	$0	$122,092	$0	$122,092	$0	$122,092	$0
HARDWARE & TECHNOLOGY AID	$44,772	$44,525	($247)	$44,444	($81)	$44,444	$0	$44,444	$0	$44,444	$0	$44,444	$0
UNIV PREKINDERGARTEN AID	$2,202,569	$2,478,781	$276,212	$2,478,781	$0	$2,478,781	$0	$2,478,781	$0	$2,478,781	$0	$2,478,781	$0
TOTAL AID	$39,279,338	$44,903,034	$5,623,696	$47,897,669	$2,994,635	$48,383,594	$485,925	$52,559,934	$4,176,340	$52,872,968	$313,034	$54,677,515	$1,804,547
OVERALL Aid Increase/ Decrease W/O UPK	$37,076,769	$42,424,253	$5,347,484	$45,418,888	$2,994,635	$45,904,813	$485,925	$50,081,153	$4,176,340	$50,394,187	$313,034	$52,198,734	$1,804,547

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Dunkirk CSD

Analysis of Fund Balances and Reserves

Restricted Fund Balance:	June 2019	June 2020	June 2021	June 2022	June 2023	June 2024	June 2025	June 2026	June 2027	June 2028	June 2029
Workers' Compensation Reserve	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Unemployment Insurance Reserve	$6,084,267	$5,113,240	$5,119,132	$3,769,931	$1,300,281	$1,300,281	$1,300,281	$1,300,281	$1,300,281	$1,300,281	$1,300,281
Reserve for Retirement Contributions ERS	$7,942,250	$7,983,765	$7,992,964	$7,994,703	$8,097,455	$8,097,455	$8,097,455	$8,097,455	$8,097,455	$8,097,455	$8,097,455
Reserve for Retirement Contributions TRS	$359,456	$360,603	$361,019	$763,100	$772,890	$772,890	$772,890	$772,890	$772,890	$772,890	$772,890
Reserve for Property Loss	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Reserve for Liability Claims	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Insurance Reserve	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Reserve for Tax Certiorari	$3,236,905	$1,250,596	$251,797	$0	$0	$0	$0	$0	$0	$0	$0
Reserve for Employee Benefits and Accrued Liabilities	$326,768	$328,410	$328,789	$328,860	$333,089	$333,089	$333,089	$333,089	$333,089	$333,089	$333,089
Capital Reserve Capital Construction 10 Yr 2023 $4,000,000	$0	$0	$0		$4,001,553	$0	$0	$0	$0	$0	$0
Capital Reserve Capital Construction 10 Yr 2020 $5,000,000	$0	$0	$0	$5,000,315	$5,064,579	$0	$0	$0	$0	$0	$0
Reserve for Repair	$300,572	$301,990	$302,338	$302,404	$0	$0	$0	$0	$0	$0	$0
Reserve for Debt	$23,527	$23,646	$23,673	$23,678	$23,982	$23,982	$23,982	$23,982	$23,982	$23,982	$23,982
Other Restricted Fund Balance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Restricted Fund Balance	$18,539,735	$16,631,230	$14,379,712	$18,182,991	$19,593,829	$10,527,697	$10,527,697	$10,527,697	$10,527,697	$10,527,697	$10,527,697

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Assumptions

Revenues:

Tax Increase Variable % Each Year under Cap 2024-25

State Aid Significant Increase but then Lower Increases (Foundation Aid)

Variable BOCES and Public Excess Cost Aids

Variable Building Aid follows Debt Service Schedule*

Federal Aid (Medicaid) remains Stable

Expenditures:

Follow contractual Obligations

No notable changes in staff patterns

Stable ERS and TRS increased costs*

Inflationary Costs Escalate Expenditures Rapidly

Other

LOSS OF FUND BALANCE AFTER NEW Federal Grants

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Scenario 1

Dunkirk CSD

5 Year Financial Projections

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
REVENUES:			2.00%	2.50%	2.50%	2.50%	2.50%	
Real Property Taxes	$10,773,496	$10,574,607	$10,785,041	$11,054,667	$11,331,034	$11,614,310	$11,904,667	12.6%
PILOT (based on current agreements)	$0	$208,419	$208,419	$212,587	$216,839	$221,176	$225,599	
State Aid	$31,492,708	$37,144,185	$38,936,277	$39,950,060	$40,994,247	$42,069,751	$43,177,511	
Building Aid	$4,524,290	$4,681,487	$5,363,720	$4,835,862	$7,968,015	$7,205,545	$7,902,332	
Transportation Aid	$1,227,284	$1,013,043	$1,118,891	$1,118,891	$1,118,891	$1,118,891	$1,118,891	
Federal Aid (Medicaid only)	$230,000	$100,000	$200,000	$200,000	$200,000	$200,000	$200,000	
Interfund Transfers Reserves?	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	
Other	$448,500	$785,400	$554,900	$554,900	$554,900	$554,900	$554,900	
Total Revenues	$48,697,856	$54,508,719	$57,168,826	$57,928,545	$62,385,504	$62,986,150	$65,085,478	19.4%
Amount of Change Year to Year		$5,810,863	$2,660,107	$759,720	$4,456,959	$600,646	$2,099,328	
		11.9%	4.9%	1.3%	7.7%	1.0%	3.3%	

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Scenario 1

Total Revenues	$48,697,856	$54,508,719	$57,168,826	$57,928,545	$62,385,504	$62,986,150	$65,085,478	19.4%
Amount of Change Year to Year		$5,810,863	$2,660,107	$759,720	$4,456,959	$600,646	$2,099,328	
		11.9%	4.9%	1.3%	7.7%	1.0%	3.3%	
EXPENSES:	2023	2024	2025	2026	2027	2028	2029	
General Support								
Salaries	$2,198,938	$2,446,681	$2,542,713	$2,678,494	$2,777,866	$2,880,925	$2,987,807	22.1%
Other	$2,898,924	$3,098,932	$3,111,471	$3,173,538	$3,236,846	$3,301,420	$3,367,286	8.7%
Instruction								
Salaries	$20,873,071	$22,214,707	$23,276,711	$24,454,587	$25,316,623	$26,210,641	$27,137,826	22.2%
Other	$8,927,344	$9,347,904	$10,908,645	$11,344,666	$11,798,127	$12,269,727	$12,760,191	36.5%
Transportation								
Salaries	$51,646	$54,588	$55,378	$57,297	$58,700	$60,156	$61,666	13.0%
Other	$1,375,724	$1,459,856	$1,532,780	$1,594,035	$1,673,668	$1,757,282	$1,845,077	26.4%
Community Service	$81,936	$85,838	$88,634	$88,634	$88,634	$88,634	$88,634	
Employee Benefits								
Retirement	$2,859,213	$3,268,769	$3,568,769	$2,878,602	$2,986,346	$3,098,087	$3,213,973	-1.7%
Social Security	$1,835,415	$1,976,332	$2,057,647	$2,614,263	$2,687,918	$2,764,306	$2,843,527	43.9%
Workers' Compensation	$178,811	$184,013	$184,013	$187,693	$191,447	$195,276	$199,182	8.2%
Health	$5,794,755	$6,287,548	$6,383,175	$6,661,344	$6,953,421	$7,260,101	$7,582,116	20.6%
Other	$459,789	$340,000	$340,000	$340,000	$340,001	$340,001	$340,001	0.0%
Debt Service:								
Buildings - Principal	$3,625,000	$4,110,000	$4,305,000	$3,655,000	$5,098,846	$4,260,000	$5,031,051	22.4%
Interest	$885,451	$1,226,017	$983,207	$3,239,924	$3,372,224	$3,528,910	$3,372,791	175.1%
RAN/TAN - Interest	$0	$0	$0	$0	$0	$0	$0	
Interfund Transfers (Sch Lunch, 4408)	$350,000	$350,000	$200,000	$200,000	$200,000	$200,000	$200,000	-42.9%
Total Expenses	$52,396,017	$56,451,185	$59,538,145	$63,168,078	$66,780,667	$68,215,466	$71,031,128	25.8%
Amount of Change Year to Year		$4,055,168	$3,086,960	$3,629,933	$3,612,589	$1,434,799	$2,815,662	
		7.7%	5.5%	6.1%	5.7%	2.1%	4.1%	

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Scenario 1

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
Total Revenues	$48,697,856	$54,508,719	$57,168,826	$57,928,545	$62,385,504	$62,986,150	$65,085,478	19.4%
Amount of Change Year to Year		$5,810,863	$2,660,107	$759,720	$4,456,959	$600,646	$2,099,328	
		11.9%	4.9%	1.3%	7.7%	1.0%	3.3%	
Total Expenses	$52,396,017	$56,451,185	$59,538,145	$63,168,078	$66,780,667	$68,215,466	$71,031,128	25.8%
Amount of Change Year to Year		$4,055,168	$3,086,960	$3,629,933	$3,612,589	$1,434,799	$2,815,662	
		7.7%	5.5%	6.1%	5.7%	2.1%	4.1%	
Adjustments (Carry Over, etc.)	$3,654,794	$3,893,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	
Adjustments Use of Reserves	$0	$0	($9,066,132)	$0	$0	$0	$0	
4% of Expenses	$2,258,047	$2,381,526	$2,526,723	$2,671,227	$2,728,619	$2,841,245	$2,841,245	
Assigned Approriated Fund Balance	$2,237,467	$2,369,319	$5,239,532	$4,395,163	$5,229,315	$5,945,649	$5,945,649	
Assigned Unappropriated	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	
Unassigned Fund Balance	$2,210,148	$2,381,526	$2,526,723	$2,671,227	$2,728,619	$2,841,245	$20,137	
Reserved Fund Balance	$18,182,991	$19,593,829	$9,435,252	$7,289,070	$4,395,848	$731,057	$0	
Total Fund Balance June 30	$24,159,111	$26,243,474	$17,201,507	$14,355,460	$12,353,782	$9,517,951	$5,965,787	
Revenue to Expenditure Difference	($3,698,161)	($1,942,466)	($2,369,319)	($5,239,532)	($4,395,163)	($5,229,315)	($5,945,649)	

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Assumptions

Revenues:

Tax Increase **Higher** Variable % Each Year; **At Cap 2024-25**

State Aid Significant Increase but then Lower Increases (Foundation Aid)

Variable BOCES and Public Excess Cost Aids

Variable Building Aid follows Debt Service Schedule*

Federal Aid (Medicaid) remains Stable

Expenditures:

Follow contractual Obligations

No notable changes in staff patterns

Stable ERS and TRS increased costs*

Inflationary Costs Escalate Expenditures Rapidly

Other

LOSS OF FUND BALANCE AFTER NEW Federal Grants

R.G. TIMBS INC.

Scenario 2

Dunkirk CSD

5 Year Financial Projections

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
REVENUES:			3.31%	2.50%	2.50%	2.50%	2.50%	
Real Property Taxes	$10,773,496	$10,574,607	$10,923,568	$11,196,658	$11,476,574	$11,763,489	$12,057,576	14.0%
PILOT (based on current agreements)	$0	$208,419	$208,419	$212,587	$216,839	$221,176	$225,599	
State Aid	$31,492,708	$37,144,185	$38,936,277	$39,950,060	$40,994,247	$42,069,751	$43,177,511	
Building Aid	$4,524,290	$4,681,487	$5,363,720	$4,835,862	$7,968,015	$7,205,545	$7,902,332	
Transportation Aid	$1,227,284	$1,013,043	$1,118,891	$1,118,891	$1,118,891	$1,118,891	$1,118,891	
Federal Aid (Medicaid only)	$230,000	$100,000	$200,000	$200,000	$200,000	$200,000	$200,000	
Interfund Transfers Reserves?	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	
Other	$448,500	$785,400	$554,900	$554,900	$554,900	$554,900	$554,900	
Total Revenues	$48,697,856	$54,508,719	$57,307,353	$58,070,536	$62,531,044	$63,135,329	$65,238,387	19.7%
Amount of Change Year to Year		$5,810,863	$2,798,634	$763,183	$4,460,509	$604,285	$2,103,058	
		11.9%	5.1%	1.3%	7.7%	1.0%	3.3%	

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Total Revenues	$48,697,856	$54,508,719	$57,307,353	$58,070,536	$62,531,044	$63,135,329	$65,238,387	19.7%
Amount of Change Year to Year		$5,810,863	$2,798,634	$763,183	$4,460,509	$604,285	$2,103,058	
		11.9%	5.1%	1.3%	7.7%	1.0%	3.3%	
EXPENSES:	2023	2024	2025	2026	2027	2028	2029	
General Support								
Salaries	$2,198,938	$2,446,681	$2,542,713	$2,678,494	$2,777,866	$2,880,925	$2,987,807	22.1%
Other	$2,898,924	$3,098,932	$3,111,471	$3,173,538	$3,236,846	$3,301,420	$3,367,286	8.7%
Instruction								
Salaries	$20,873,071	$22,214,707	$23,276,711	$24,454,587	$25,316,623	$26,210,641	$27,137,826	22.2%
Other	$8,927,344	$9,347,904	$10,908,645	$11,344,666	$11,798,127	$12,269,727	$12,760,191	36.5%
Transportation								
Salaries	$51,646	$54,588	$55,378	$57,297	$58,700	$60,156	$61,666	13.0%
Other	$1,375,724	$1,459,856	$1,532,780	$1,594,035	$1,673,668	$1,757,282	$1,845,077	26.4%
Community Service	$81,936	$85,838	$88,634	$88,634	$88,634	$88,634	$88,634	
Employee Benefits								
Retirement	$2,859,213	$3,268,769	$3,568,769	$2,878,602	$2,986,346	$3,098,087	$3,213,973	-1.7%
Social Security	$1,835,415	$1,976,332	$2,057,647	$2,614,263	$2,687,918	$2,764,306	$2,843,527	43.9%
Workers' Compensation	$178,811	$184,013	$184,013	$187,693	$191,447	$195,276	$199,182	8.2%
Health	$5,794,755	$6,287,548	$6,383,175	$6,661,344	$6,953,421	$7,260,101	$7,582,116	20.6%
Other	$459,789	$340,000	$340,000	$340,000	$340,001	$340,001	$340,001	0.0%
Debt Service:								
Buildings - Principal	$3,625,000	$4,110,000	$4,305,000	$3,655,000	$5,098,846	$4,260,000	$5,031,051	22.4%
Interest	$885,451	$1,226,017	$983,207	$3,239,924	$3,372,224	$3,528,910	$3,372,791	175.1%
RAN/TAN - Interest	$0	$0	$0	$0	$0	$0	$0	
Interfund Transfers (Sch Lunch, 4408)	$350,000	$350,000	$200,000	$200,000	$200,000	$200,000	$200,000	-42.9%
Total Expenses	$52,396,017	$56,451,185	$59,538,145	$63,168,078	$66,780,667	$68,215,466	$71,031,128	25.8%
Amount of Change Year to Year		$4,055,168	$3,086,960	$3,629,933	$3,612,589	$1,434,799	$2,815,662	
		7.7%	5.5%	6.1%	5.7%	2.1%	4.1%	

Scenario 2

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Scenario 2

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
Total Revenues	$48,697,856	$54,508,719	$57,307,353	$58,070,536	$62,531,044	$63,135,329	$65,238,387	19.7%
Amount of Change Year to Year		$5,810,863	$2,798,634	$763,183	$4,460,509	$604,285	$2,103,058	
		11.9%	5.1%	1.3%	7.7%	1.0%	3.3%	
Total Expenses	$52,396,017	$56,451,185	$59,538,145	$63,168,078	$66,780,667	$68,215,466	$71,031,128	25.8%
Amount of Change Year to Year		$4,055,168	$3,086,960	$3,629,933	$3,612,589	$1,434,799	$2,815,662	
		7.7%	5.5%	6.1%	5.7%	2.1%	4.1%	
Adjustments (Carry Over, etc.)	$3,654,794	$3,893,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	
Adjustments Use of Reserves	$0	$0	($9,066,132)	$0	$0	$0	$0	
4% of Expenses	$2,258,047	$2,381,526	$2,526,723	$2,671,227	$2,728,619	$2,841,245	$2,841,245	
Assigned Approriated Fund Balance	$2,237,467	$2,230,792	$5,097,542	$4,249,623	$5,080,137	$5,792,741	$5,792,741	
Assigned Unappropriated	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	
Unassigned Fund Balance	$2,210,148	$2,381,526	$2,526,723	$2,671,227	$2,728,619	$2,841,245	$901,191	
Reserved Fund Balance	$18,182,991	$19,593,829	$9,715,770	$7,715,128	$4,971,085	$1,459,202	$0	
Total Fund Balance June 30	$24,159,111	$26,243,474	$17,340,035	$14,635,978	$12,779,840	$10,093,188	$6,693,932	
Revenue to Expenditure Difference	($3,698,161)	($1,942,466)	($2,230,792)	($5,097,542)	($4,249,623)	($5,080,137)	($5,792,741)	

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Assumptions

Revenues:

Tax Increase **Higher** Variable % Each Year; **at Cap 2024-25**

State Aid Significant Increase but then Lower Increases (Foundation Aid)

Variable BOCES and Public Excess Cost Aids

Variable Building Aid follows Debt Service Schedule*

Federal Aid (Medicaid) remains Stable

Expenditures:

Follow contractual Obligations

$1,500,000 Reduction in staff patterns and then related benefit costs

Stable ERS and TRS increased costs*

Inflationary Costs Escalate Expenditures Rapidly

Other

LOSS OF FUND BALANCE AFTER NEW Federal Grants

RGT R.G. TIMBS INC.

Scenario 3

Dunkirk CSD

5 Year Financial Projections

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
REVENUES:			3.31%	2.50%	2.50%	2.50%	2.50%	
Real Property Taxes	$10,773,496	$10,574,607	$10,923,568	$11,196,658	$11,476,574	$11,763,489	$12,057,576	14.0%
PILOT (based on current agreements)	$0	$208,419	$208,419	$212,587	$216,839	$221,176	$225,599	
State Aid	$31,492,708	$37,144,185	$38,936,277	$39,950,060	$40,994,247	$42,069,751	$43,177,511	
Building Aid	$4,524,290	$4,681,487	$5,363,720	$4,835,862	$7,968,015	$7,205,545	$7,902,332	
Transportation Aid	$1,227,284	$1,013,043	$1,118,891	$1,118,891	$1,118,891	$1,118,891	$1,118,891	
Federal Aid (Medicaid only)	$230,000	$100,000	$200,000	$200,000	$200,000	$200,000	$200,000	
Interfund Transfers Reserves?	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	$1,578	
Other	$448,500	$785,400	$554,900	$554,900	$554,900	$554,900	$554,900	
Total Revenues	$48,697,856	$54,508,719	$57,307,353	$58,070,536	$62,531,044	$63,135,329	$65,238,387	19.7%
Amount of Change Year to Year		$5,810,863	$2,798,634	$763,183	$4,460,509	$604,285	$2,103,058	
		11.9%	5.1%	1.3%	7.7%	1.0%	3.3%	

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R.G. TIMBS INC.

Scenario 3

Fiscal Year Ending June 30:	2023	2024	2025	2026	2027	2028	2029	
Total Revenues	$48,697,856	$54,508,719	$57,307,353	$58,070,536	$62,531,044	$63,135,329	$65,238,387	19.7%
Amount of Change Year to Year		$5,810,863	$2,798,634	$763,183	$4,460,509	$604,285	$2,103,058	
		11.9%	5.1%	1.3%	7.7%	1.0%	3.3%	
Total Expenses	$52,396,017	$56,451,185	$58,646,841	$61,337,874	$64,882,563	$66,246,942	$68,989,572	22.2%
Amount of Change Year to Year		$4,055,168	$2,195,656	$2,691,033	$3,544,689	$1,364,379	$2,742,630	
		7.7%	3.9%	4.6%	5.8%	2.1%	4.1%	
Adjustments (Carry Over, etc.)	$3,654,794	$3,893,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	$2,393,485	
Adjustments Use of Reserves	$0	$0	($9,066,132)	$0	$0	$0	$0	
4% of Expenses	$2,258,047	$2,381,526	$2,526,723	$2,671,227	$2,728,619	$2,841,245	$2,841,245	
Assigned Approriated Fund Balance	$2,237,467	$1,339,488	$3,267,339	$2,351,519	$3,111,613	$3,751,185	$3,751,185	
Assigned Unappropriated	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	$251,011	
Unassigned Fund Balance	$2,210,148	$2,345,874	$2,453,515	$2,595,303	$2,649,878	$2,759,583	$2,759,583	
Reserved Fund Balance	$18,182,991	$19,593,829	$12,510,485	$12,410,663	$11,637,959	$10,170,554	$8,812,853	
Total Fund Balance June 30	$24,159,111	$26,243,474	$18,231,338	$17,357,485	$17,399,450	$16,681,322	$15,323,621	
Revenue to Expenditure Difference	($3,698,161)	($1,942,466)	($1,339,488)	($3,267,339)	($2,351,519)	($3,111,613)	($3,751,185)	

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The Tax Cap How It Really Works

Original

Tax Cap Calculation - Estimate 2021-2022	
Tax Levy - 2020-21	$10,000,000
x Tax Base Growth Factor	1.0041
Net	$10,041,000
+ PILOTs 2020-21	$170,999
- Capital Levy 2020-21	($417,037)
Net	$9,794,962
Allow. Growth Factor (CPI) - Est.	1.0123
	$9,915,440
- Est. PILOTs 2021-22	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,732,441
+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**2.4900%**
Potential Yield	**$249,001**

Tax Cap Calculation - Estimate 2022-2023	
Tax Levy - 2021-22	$10,249,001
x Tax Base Growth Factor	1.0041
Net	$10,291,022
+ PILOTs 2021-22	$182,999
- Capital Levy 2021-22	($516,560)
Net	$9,957,461
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,156,610
- Est. PILOTs 2022-23	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,973,611
+ Capital Levy 2022-23	$516,560
Levy Limit 2021-22	$10,490,171
Change	**2.3531%**
Potential Yield	**$241,170**

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The Tax Cap How It Really Works

Original

Tax Cap Calculation - Estimate
2021-2022

Tax Levy - 2020-21	$10,000,000
x Tax Base Growth Factor	1.0041
Net	$10,041,000
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+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**2.4900%**
Potential Yield	**$249,001**

Recalculation

Tax Cap Calculation - Estimate
2021-2022

Tax Levy - 2020-21	$10,000,000
x Tax Base Growth Factor	1.0041
Net	$10,041,000
+ PILOTs 2020-21	$170,999
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	$9,915,440
- Est. PILOTs 2021-22	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,732,441
+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**1.9900%**
New Potential Yield	**$199,000**
New Levy	**$10,199,000**

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The Tax Cap How It Really Works

Original

Tax Cap Calculation - Estimate 2021-2022	
Tax Levy - 2020-21	$10,000,000
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	$9,915,440
- Est. PILOTs 2021-22	($182,999)
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Levy Before Adjustments	$9,732,441
+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**2.4900%**
Potential Yield	**$249,001**

Tax Cap Calculation - Estimate 2022-2023	
Tax Levy - 2021-22	$10,249,001
x Tax Base Growth Factor	1.0041
Net	$10,291,022
+ PILOTs 2021-22	$182,999
- Capital Levy 2021-22	($516,560)
Net	$9,957,461
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,156,610
- Est. PILOTs 2022-23	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,973,611
+ Capital Levy 2022-23	$516,560
Levy Limit 2021-22	$10,490,171
Change	**2.3531%**
Potential Yield	**$241,170**

Recalculation

Tax Cap Calculation - Estimate 2021-2022	
Tax Levy - 2020-21	$10,000,000
x Tax Base Growth Factor	1.0041
Net	$10,041,000
+ PILOTs 2020-21	$170,999
- Capital Levy 2020-21	($417,037)
Net	$9,794,962
Allow. Growth Factor (CPI) - Est.	1.0123
	$9,915,440
- Est. PILOTs 2021-22	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,732,441
+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**1.9900%**
New Potential Yield	**$199,000**
New Levy	**$10,199,000**

Tax Cap Calculation - Estimate 2022-2023	
Tax Levy - 2021-22	$10,199,000
x Tax Base Growth Factor	1.0041
Net	$10,240,816
+ PILOTs 2021-22	$182,999
- Capital Levy 2021-22	($516,560)
Net	$9,907,255
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,105,400
- Est. PILOTs 2022-23	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,922,401
+ Capital Levy 2022-23	$516,560
Levy Limit 2021-22	$10,438,961
Change	**1.9900%**
New Potential Yield	**$202,960**
New Levy	**$10,401,960**

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The Tax Cap How It Really Works

Original

Tax Cap Calculation - Estimate 2021-2022		Tax Cap Calculation - Estimate 2022-2023		Tax Cap Calculation - Estimate 2023-2024		Tax Cap Calculation - Estimate 2024-2025		Tax Cap Calculation - Estimate 2025-2026	
Tax Levy - 2020-21	$10,000,000	Tax Levy - 2021-22	$10,249,001	Tax Levy - 2022-23	$10,490,171	Tax Levy - 2023-24	$10,737,173	Tax Levy - 2024-25	$10,990,148
x Tax Base Growth Factor	1.0041	x Tax Base Growth Factor	1.0041	x Tax Base Growth Factor	1.0041	x Tax Base Growth Factor	1.0041	x Tax Base Growth Factor	1.0041
Net	$10,041,000	Net	$10,291,022	Net	$10,533,181	Net	$10,781,196	Net	$11,035,208
+ PILOTs 2020-21	$170,999	+ PILOTs 2021-22	$182,999	+ PILOTs 2022-23	$182,999	+ PILOTs 2023-24	$182,999	+ PILOTs 2024-25	$182,999
- Capital Levy 2020-21	($417,037)	- Capital Levy 2021-22	($516,560)	- Capital Levy 2022-23	($516,560)	- Capital Levy 2023-24	($516,560)	- Capital Levy 2024-25	($516,560)
Net	$9,794,962	Net	$9,957,461	Net	10,199,620	Net	$10,447,635	Net	$10,701,647
Allow. Growth Factor (CPI) - Est.	1.0123	Allow. Growth Factor (CPI) - Est.	1.0200	Allow. Growth Factor (CPI) - Est.	1.0200	Allow. Growth Factor (CPI) - Est.	1.0200	Allow. Growth Factor (CPI) - Est.	1.0200
	$9,915,440		$10,156,610		$10,403,612		$10,656,587		$10,915,680
- Est. PILOTs 2021-22	($182,999)	- Est. PILOTs 2022-23	($182,999)	- Est. PILOTs 2023-24	($182,999)	- Est. PILOTs 2024-25	($182,999)	-PILOTs 2025-26	($182,999)
+Available Carryover	$0	+Available Carryover	$0	+Available Carryover	$0	+Available Carryover	$0	+Available Carryover	$0
Levy Before Adjustments	$9,732,441	Levy Before Adjustments	$9,973,611	Levy Before Adjustments	$10,220,613	Levy Before Adjustments	$10,473,588	Levy Before Adjustments	$10,732,681
+ Capital Levy 2021-22	$516,560	+ Capital Levy 2022-23	$516,560	+ Capital Levy 2023-24	$516,560	+ Capital Levy 2024-25	$516,560	+ Capital Levy 2025-26	$516,560
Levy Limit 2021-22	**$10,249,001**	Levy Limit 2021-22	$10,490,171	Levy Limit 2023-24	$10,737,173	Levy Limit 2024-25	$10,990,148	Levy Limit 2025-26	**$11,249,241**
Change	**2.4900%**	**Change**	**2.3531%**	**Change**	**2.3546%**	**Change**	**2.3561%**	**Change**	**2.3575%**
Potential Yield	**$249,001**	Potential Yield	**$241,170**	Potential Yield	**$247,002**	Potential Yield	**$252,975**	Potential Yield	**$259,093**

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The Tax Cap How It Really Works

Recalculation

Tax Cap Calculation - Estimate 2021-2022	
Tax Levy - 2020-21	$10,000,000
x Tax Base Growth Factor	1.0041
Net	$10,041,000
+ PILOTs 2020-21	$170,999
- Capital Levy 2020-21	($417,037)
Net	$9,794,962
Allow. Growth Factor (CPI) - Est.	1.0123
	$9,915,440
- Est. PILOTs 2021-22	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,732,441
+ Capital Levy 2021-22	$516,560
Levy Limit 2021-22	**$10,249,001**
Change	**1.9900%**
New Potential Yield	**$199,000**
New Levy	**$10,199,000**
Loss compared to could have	($50,001)
Reoccurring Loss from 20-21	$0
Reoccurring Loss from 21-22	($50,001)
Total Reoccurring Lost this year	($50,001)

Tax Cap Calculation - Estimate 2022-2023	
Tax Levy - 2021-22	$10,199,000
x Tax Base Growth Factor	1.0041
Net	$10,240,816
+ PILOTs 2021-22	$182,999
- Capital Levy 2021-22	($516,560)
Net	$9,907,255
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,105,400
- Est. PILOTs 2022-23	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$9,922,401
+ Capital Levy 2022-23	$516,560
Levy Limit 2021-22	$10,438,961
Change	**1.9900%**
New Potential Yield	**$202,960**
New Levy	**$10,401,960**
Loss compared to could have	($38,210)
Reoccurring Loss from 20-21	$0
Reoccurring Loss from 21-22	($50,001)
Reoccurring Loss from 22-23	($38,210)
Total Reoccurring Lost this year	($88,211)

Tax Cap Calculation - Estimate 2023-2024	
Tax Levy - 2022-23	$10,438,961
x Tax Base Growth Factor	1.0041
Net	$10,481,761
+ PILOTs 2022-23	$182,999
- Capital Levy 2022-23	($516,560)
Net	10,148,200
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,351,164
- Est. PILOTs 2023-24	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$10,168,165
+ Capital Levy 2023-24	$516,560
Levy Limit 2023-24	$10,684,725
Change	**1.9900%**
New Potential Yield	**$207,735**
New Levy	**$10,646,696**
Loss compared to could have	($39,267)
Reoccurring Loss from 20-21	$0
Reoccurring Loss from 21-22	($50,001)
Reoccurring Loss from 22-23	($38,210)
Reoccurring Loss from 23-24	($39,267)
Total Reoccurring Lost this year	($127,478)

Tax Cap Calculation - Estimate 2024-2025	
Tax Levy - 2023-24	$10,684,725
x Tax Base Growth Factor	1.0041
Net	$10,728,532
+ PILOTs 2023-24	$182,999
- Capital Levy 2023-24	($516,560)
Net	$10,394,971
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,602,871
- Est. PILOTs 2024-25	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$10,419,872
+ Capital Levy 2024-25	$516,560
Levy Limit 2024-25	$10,936,432
Change	**1.9900%**
New Potential Yield	**$212,626**
New Levy	**$10,897,351**
Loss compared to could have	($40,349)
Reoccurring Loss from 20-21	$0
Reoccurring Loss from 21-22	($50,001)
Reoccurring Loss from 22-23	($38,210)
Reoccurring Loss from 23-24	($39,267)
Reoccurring Loss from 24-25	($40,349)
Total Reoccurring Lost this year	($167,827)

Tax Cap Calculation - Estimate 2025-2026	
Tax Levy - 2024-25	$10,936,432
x Tax Base Growth Factor	1.0041
Net	$10,981,271
+ PILOTs 2024-25	$182,999
- Capital Levy 2024-25	($516,560)
Net	$10,647,710
Allow. Growth Factor (CPI) - Est.	1.0200
	$10,860,664
-PILOTs 2025-26	($182,999)
+Available Carryover	$0
Levy Before Adjustments	$10,677,665
+ Capital Levy 2025-26	$516,560
Levy Limit 2025-26	$11,194,225
Change	**2.3572%**
New Potential Yield	**$257,794**
New Levy	**$11,194,225**
Loss compared to could have	($1,299)
Reoccurring Loss from 20-21	$0
Reoccurring Loss from 21-22	($50,001)
Reoccurring Loss from 22-23	($38,210)
Reoccurring Loss from 23-24	($39,267)
Reoccurring Loss from 24-25	($40,349)
Reoccurring Loss from 25-26	($1,299)
Total Reoccurring Lost this year	($169,126)

Grand Total Loss	**($602,643)**
Levy Difference	**($55,016)**
Compound Loss	**($657,659)**

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RECOMMENDATIONS

Carefully and Strategically …

1. Maintain a stable the budget by tracking expenses:
   a) Examine 2023-24 budget for sustainability and other issues (Carry Over/Reallocations).
   b) Budget process is always difficult due to the number of assumptions (Extrapolate cost estimates).
   c) Maintain adequate cash flow to ensure maintenance of quality educational program.
   d) Attempts for cost reductions should be examined (those away from student programs first) to mitigate escalation of expenses.
   e) Recognize that certain programs will require significant escalating and ongoing resources for success. (Alternative Education/ Students with Special Needs)
   f) Reevaluate purchases and staff needs. Examine the possibility of attrition and breakage. Aim for greater efficiency.
   g) Inflation and other cost pressures will be substantial.
   h) Beware of possible State Aid Fiscal Cliff 2025-26 and thereafter

2. Annually reevaluate Reserve and Fund Balance amounts for sustainability and liabilities. When and if possible:
   a) Reallocate a significant amount of Unemployment Reserve, ERS, TRS, EBLAR reserves to perhaps over time to Budget support
      - Use new Capital Reserves to ensure Building Integrity and Eliminate or Minimize Tax escalation due to Capital Construction and Simultaneously Maximize Aid
   b) Secure State Building Aid Funding and develop a sound Financial Plan to complete District internal reorganization process and Facilities Master Plan.

3. The Federal Funding streams (Fiscal Cliff 2024-25 and 2025-26) means the loss of additional Fund Balance generation

4. State Aid: Increases in Foundation Aid will be significant (~21%) and rate of increase decreases in Foundation Aid

5. Practice attrition and scrutinize expenditures everywhere possible and consider larger tax increases if expenses cannot be seriously curtailed

6. Monitor the Tax Cap… note growing use of Appropriated Fund Balance

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Long Range Financial Analysis- **Questions?**

Data Driven Strategic Financial Planning

Dunkirk City School District

Learning For All...Whatever It Takes!

Dr. Rick Timbs

President/CEO

R. G. Timbs, Inc.

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February 2024

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