



Brewster Central School District

2025-26

Long Range Financial Plan



Board of Education Presentation Date: December 9, 2025



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Introduction: A long range financial plan projects revenues and expenditures for several years into the future, using broad assumptions based on past results and anticipated conditions. It illustrates the District's ability to pay for and provide services, given programmatic and economic assumptions. These projections help decision makers assess expenditure commitments, revenue trends, financial risks, and the affordability of new services and capital investments. The plan is also a valuable tool used to identify future imbalances, prompting decision makers to implement counterbalancing measures to prevent further reductions in services.

There are limitations to the usefulness of the plan, since broad assumptions are used throughout several future years. Projections are most useful if they cover a period short enough to be predicted with a reasonable degree of confidence, but long enough to reveal emerging issues in the future. Simply stated: projections become less precise further into the future. Rather than focusing on the specific dollar amounts projected, it is more important to recognize future trends. This is an important concept because it is a certainty that future years will be affected, to varying degrees of impact, by the following unknown factors:

- Changes to State or Federal economic conditions
- Changes to State or Federal legislation (new mandates)
- Availability of State or Federal grant funding
- Changes to instructional programs
- Changes to collective bargaining agreements
- Changes to enrollment
- Planned and unforeseen capital needs

It should not be alarming if future funding gaps are anticipated. As referenced by the Office of the State Comptroller's Multi-Year Financial Planning Guide: most plans do! Conservatism is applied to projections, which do not contemplate future counterbalancing measures that will be applied. Each year, a balanced budget is adopted by the Board of Education, but oftentimes it is achieved by reducing staff and/or services. A sound long range financial plan can help decision makers and voters understand the issues facing the District in the coming years, allowing them to plan and implement necessary changes.

Management's Discussion & Analysis (MD&A)

Instructional Program: Success in the 21st century takes many forms. With this in mind, the Brewster Central School District updated its five-year strategic plan during the 2021-22 school year. Dozens of stakeholders including students, staff, parents, Board of Education trustees, community partners and administrators worked together to envision the next leg of Brewster's educational journey. A Strategic Planning team of 30 members was responsible for synthesizing and communicating the District's vision, while Action Teams comprising about 50 people focused on discrete areas. Brewster Vision 2026 would not have been possible without the insight, dedication, and input of all of the participants from the Strategic Planning Team and Action Teams.



Brewster Vision 2026

Five strategic areas for enhancement were identified through this collaborative process:

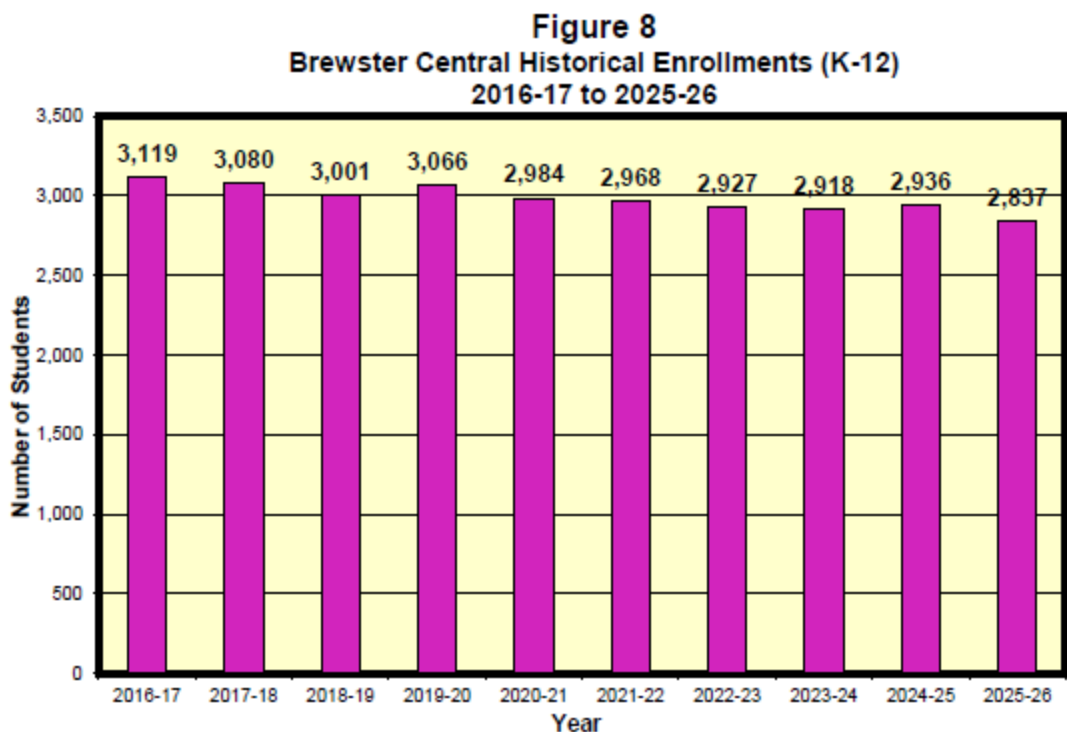


Brewster Vision 2026 will serve as our five year road map for the future, aligning the allocation of our limited resources to the goals within each of the five strategic objectives. For more information, please refer to the [Brewster Vision 2026](#) section of our website.

Teacher Recruitment: Teacher retirements have increased state-wide in recent years. In September 2020, the Teachers' Retirement System (TRS) reported a 9% increase state-wide in retirement applications submitted from April - August, as compared to the prior year. With a wave of retirements anticipated in the coming years, the recruitment and retention of high-quality educators remains a top priority. These educators need to be supported through mentoring and professional learning responsive to the adult learner. The ideal Brewster candidate must demonstrate:

- sound pedagogy that illuminates student-centered instructional practices
- a commitment to social-emotional learning whereby structural practices that illuminate emotional intelligence, emotional regulation and mental health are communicated
- content expertise whereby a genuine passion and scholarship for the candidate's content area is revealed

Enrollment: Like most school districts in New York State, student enrollment has been slightly declining by approximately 1% each year for the past two decades:



Over the five year projection period, student enrollment is expected to remain relatively stable, in spite of proposed housing growth within the catchment area:

Table 9

Brewster Central School District Projected Enrollments

2026-27 to 2030-31

Year	K	1	2	SE ¹	K-2 Total	3	4	5	SE ²	3-5 Total	6	7	8	SE ³	6-8 Total	9	10	11	12	SE ⁴	9-12 Total	K-12 Total
2026-27	227	206	192	0	625	194	196	220	3	613	238	220	213	6	677	233	236	236	252	12	969	2,884
2027-28	189	236	214	0	639	196	197	202	3	598	231	243	222	6	702	231	237	234	242	11	955	2,894
2028-29	200	195	243	0	638	217	197	201	3	618	211	234	244	6	695	241	233	235	240	11	960	2,911
2029-30	198	205	200	0	603	243	217	198	3	661	208	213	233	6	660	262	242	231	239	11	985	2,909
2030-31	200	203	209	0	612	200	243	219	3	665	206	210	212	6	634	252	263	238	236	12	1,001	2,912

Notes: ¹Self-contained special education enrollment/ungraded students at the elementary school level
²Self-contained special education enrollment/ungraded students at the intermediate school level
³Self-contained special education enrollment/ungraded students at the middle school level
⁴Self-contained special education enrollment/ungraded students at the high school level

Source: Independent Demographic Study performed by Statistical Forecasting, LLC

Although enrollment is expected to remain stable, the student population requires more resources than ever before. For more information regarding student enrollment and demographics, please refer to the Independent Demographic Study located under the Curriculum, Assessment & Instruction (Data & Assessment) section of our website.

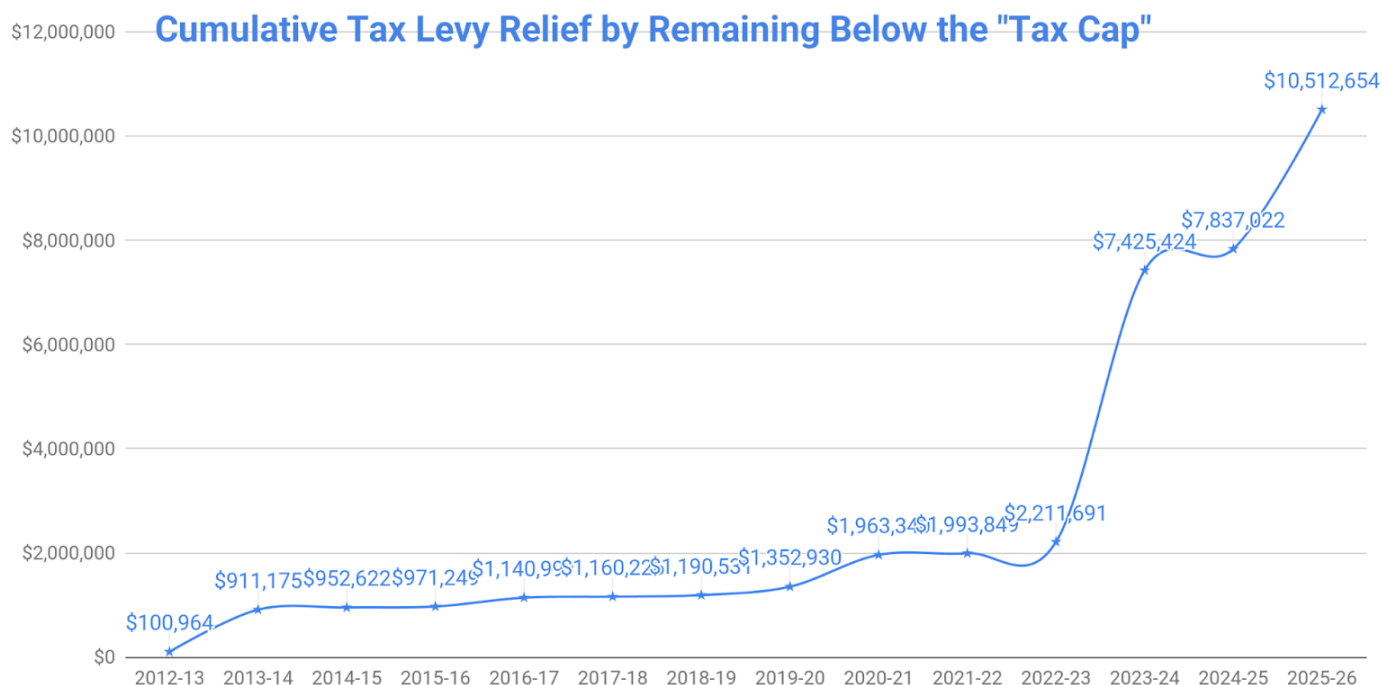
Property Taxes: The “Tax Cap” has had a profound impact on school districts and local governments throughout the state since its inception in the 2012-13 fiscal year. In Brewster, the “Tax Cap” benchmark has averaged 2.7% per year, yet the District limited the average Tax Levy increase to just 1.84%, for an average 0.86% relief to taxpayers each year. During this same timeframe, the total Adjusted Gross Income (AGI) of Brewster residents has increased by an average of 3.1% for the calendar years in which data is available (through 2022). Please refer to the chart below:

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Average
AGI (in \$M)	\$788.6	\$795.2	\$826.6	\$849.3	\$869.8	\$826.4	\$955	\$940.7	\$976	\$1,083	\$1,032	N/A
% Change	4.6%	0.8%	3.9%	2.8%	2.4%	-5.0%	+15%	-1.5%	3.8%	10.9%	-4.7%	3.1%

Source: NYSED State Aid Unit Foundation Aid Output Reports / NYS Department of Tax & Finance

This data indicates that the school tax burden as a percentage of income continues to decline as a result of the “Tax Cap”. The trend figures to continue as the “Tax Cap” formula limits future increases and personal and business incomes grow.

The District has adopted Tax Levies *below* the “Tax Cap” in nine out of fourteen years resulting in **cumulative tax relief of \$10.5 million!** This figure compounds perpetually over time, as each successive year’s Tax Levy is formulated from a lower base than what the “Tax Cap” benchmark would have otherwise permitted.



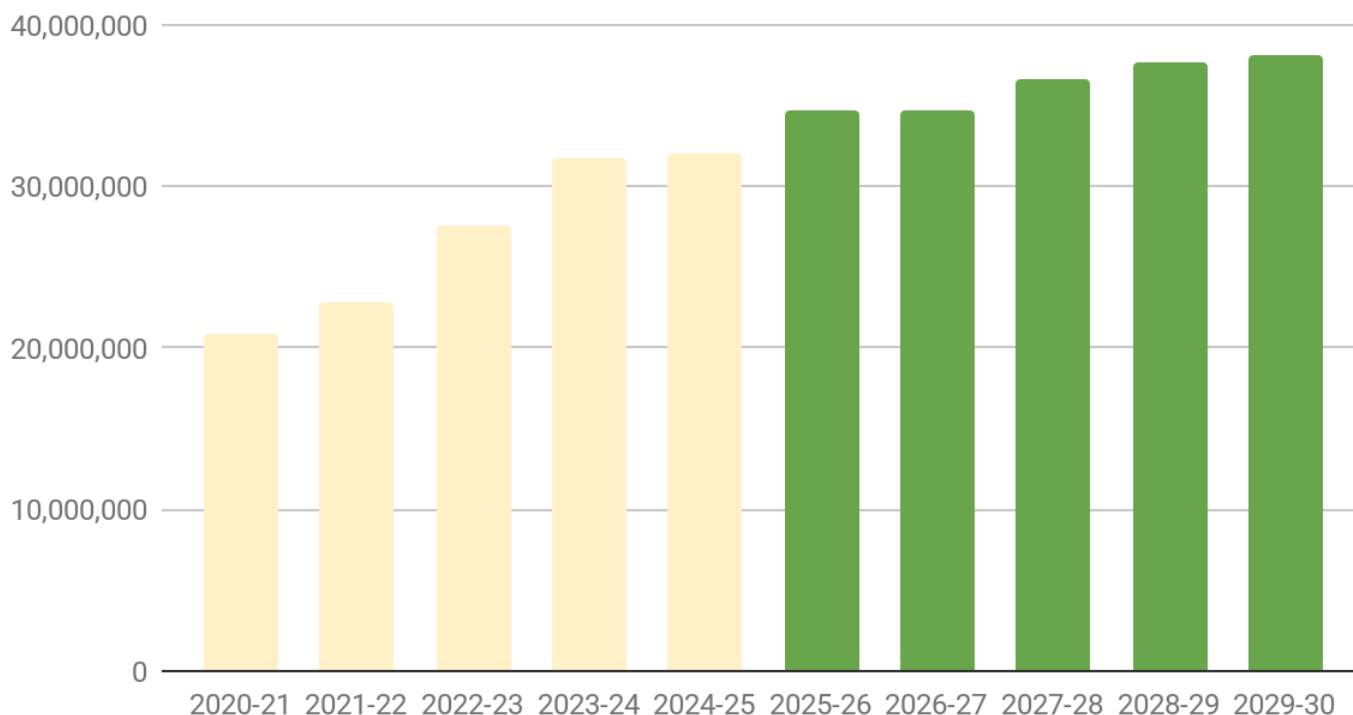
These decisions to under-utilize the State’s benchmark, however, result in permanent consequences. The same \$10.5 million in tax relief to the community also represents \$10.5 million in annual operating revenue foregone to the District, which can never be recovered in the “Tax Cap” formula.

There is no simple answer when it comes to adopting a Tax Levy that meets the needs of students, yet is mindful of the community’s ability to support the District. Careful consideration must be given to the permanent effects of the decisions made today, especially since they will compound perpetually with each successive year and cannot be reversed.

State and Federal Aid: Allocations for State and Federal Aid have been incredibly volatile over the past two decades, with swings ranging from -12.7% impacting 2010-11 to +21.1% impacting 2022-23. After the “Great Recession” in 2008, New York State became unable to meet its intended obligation to public education and abandoned the Foundation Aid formula, which represents the largest component of education aid overall.

Beginning in the 2021-22 fiscal year, however, the State reaffirmed its commitment to phase-in the State’s long-ignored Foundation Aid formula. The result: a significant increase in State Aid in 2021-22 with continued phase-in through 2023-24. Please refer to the bar chart below:

State Aid: History & Projection



Source: NYS General Formula Aid Output Reports

Now that the Foundation Aid phase-in is complete, future State Aid increases will likely be minimal as the State struggles to balance its budget each year. Additional uncertainty exists over the future of Federal education funding which passes through the State to local school districts. Any reduction in Federal education funding would have a negative impact on State Aid.

Locally, an increase in Building Aid is expected in 2027-28 after the completion of the Brewster Vision Capital Project. This revenue increase offsets the correlated increase in Debt Service, as part of the District’s capital planning (see Capital Planning section below).

It is important to note that State and Federal Aid are generally unpredictable and beyond the District’s control. Representing approximately 25% of the District’s revenue sources, large State Aid increases/decreases can have a significant impact on future budgets.

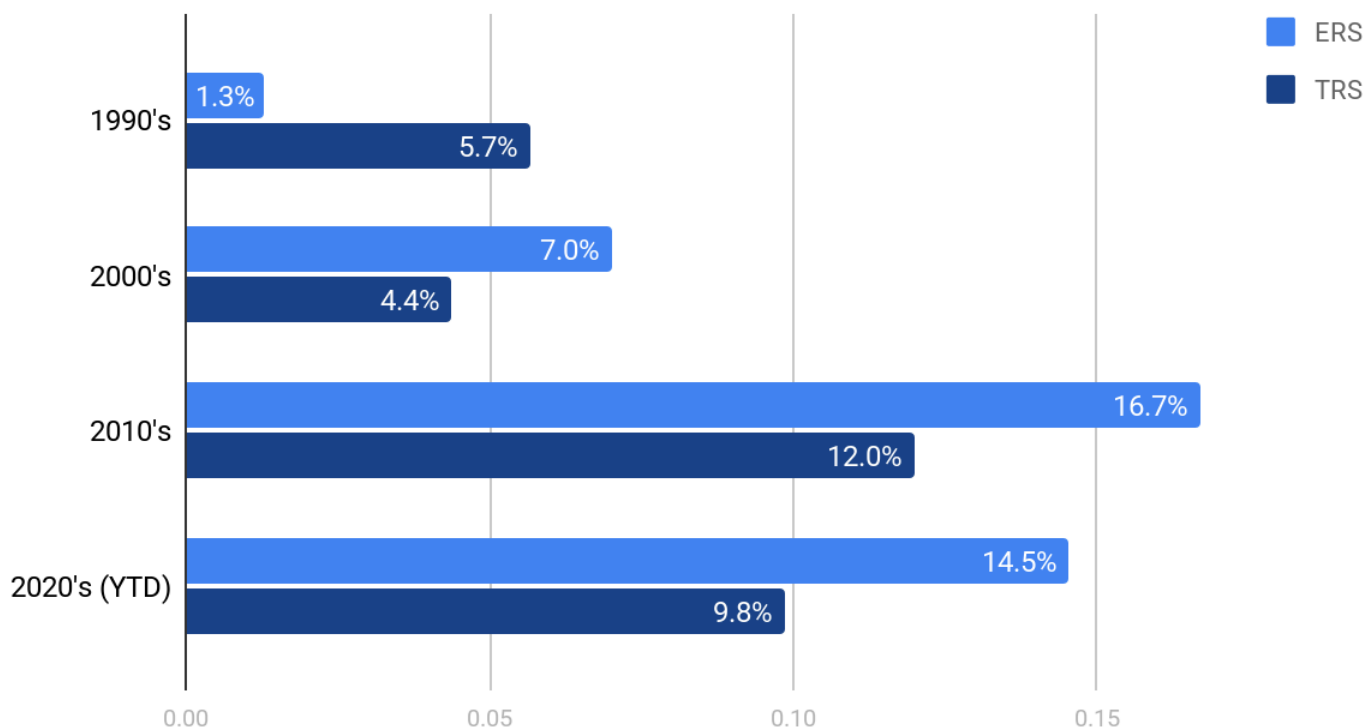
Salaries (& Benefits): Like all service organizations, salaries & benefits represent the largest expenditure categories, comprising approximately 80% of District spending. All employees in the District function under an employment contract. Most employee wages are established through collectively bargained salary schedules with guaranteed annual increments called “steps”. These schedules were established decades before the “Tax Cap” came into existence, and annual “step” increases can range from 1.0% to 6.7% across the different collective bargaining units: Service Employees International Union (SEIU), Clerical Members Union, Brewster Teachers’ Association (BTA), and the Administrators’ Association of Brewster (AAB). Non-Union Employees are not included in collective bargaining units, but their salaries and benefits largely reflect those included in the other collective bargaining units’ contracts.

Since the “Tax Cap” was enacted, each of the major collective bargaining groups in the District have negotiated new salary schedules for prospective employees, which generally limit all “step” increases to no more than 2% in an effort to align salary increases within “Tax Cap” limitations.

Pension Contributions: New York State-mandated pension contributions for the Employees’ Retirement System (ERS) and Teachers’ Retirement System (TRS) have a significant impact on future budgets. Non-certificated employees, such as aides, custodians, bus drivers, and clerical staff are eligible for ERS benefits. Certificated employees such as teaching assistants, teachers, and administrators are eligible for TRS benefits. The plans are managed by two separate 10-member Boards of Trustees, both of which include the New York State Comptroller.

Average employer (school district) contribution rates for the ERS and TRS systems were significantly higher in the 2010’s & 2020’s (YTD), as compared to the previous two decades. Please refer to the chart below:

Employer Pension Contribution Rates by Decade



Both State retirement systems have reduced benefits for future employees through the creation of additional “tiers” V and VI, which define their eligible benefits. For employees in these new “tiers”, employee contribution rates, contribution periods, and vesting periods all increased. Conversely, the employer contribution rates decreased for these new employees. These changes are implemented prospectively (as existing employees are replaced by new employees), so the financial relief of the new provisions will be realized gradually over time.

Health Insurance: The District participates in the Putnam/Northern Westchester Health Benefits Consortium along with 13 other school districts in the region. The Consortium provides efficient and economical evaluation, processing, administration, and payment of claims against Consortium members for medical expenses. The Plan’s average annual premium increase over the past ten years has been 4.4% and has outperformed those of our neighboring consortiums, including Dutchess, Orange/Ulster, Southern Westchester, State-Wide Schools Cooperative Health Plan (SWSCHP), and the New York State Health Insurance Plan (NYSHIP). Still, this average increase far outpaces the allowable revenue growth contained in the “Tax Cap” calculation and continues to present a challenge in future budgets.

New employees in all bargaining units are required to contribute higher percentages of the costs of health insurance premiums, reducing the District’s financial obligation. Since changes to contract provisions will be implemented prospectively (as existing employees are replaced by new employees), the impact of the new provisions will be realized gradually over time.

Despite the negotiated limitations to future salaries and benefits, the District is vulnerable to the external conditions of the retirement systems and healthcare industry. Due to this potential volatility beyond the District’s control, it is expected that these costs will increase at a faster pace than what the “Tax Cap” and State Aid can absorb.



During difficult budget cycles, the unfortunate reality is that salaries & benefits represent the largest expenditure categories and reductions to staffing and services are likely the only effective options available for closing a significant budget gap.

Capital Planning and Debt Extinguishment: Monitoring capital investments and safety devices ensures that critical infrastructure is routinely maintained or replaced before an emergency occurs. Capital planning requires guidance from professional experts, such as architects and/or engineers, who can effectively evaluate sophisticated mechanical systems and infrastructure. New York State requires a “Building Condition Survey” (BCS) be performed on each inhabited building every five years. The 2010-11 BCS became the catalyst for the district-wide capital improvement project that spanned 2015-16 through 2018-19. (A waiver from the requirement was provided in 2015-16 due to the ongoing construction.)

The 2020-21 BCS was completed during Fall 2020, which evaluated necessary repairs and mechanical system replacements. Those items were assigned priority ratings based on NYSED guidelines, delineating the work to be performed over the course of the next five years (or more). In most instances, the magnitude of the work requires a significant monetary investment which may take the form of a construction bond, capital reserve, or the utilization of fund balance.

Historically, Brewster has committed to capital planning through the issuance of capital improvement bonds, which correspond to the extinguishment of expiring debt. This was most recently accomplished through the Wells Middle School addition/renovation project and District-wide addition/renovation project:

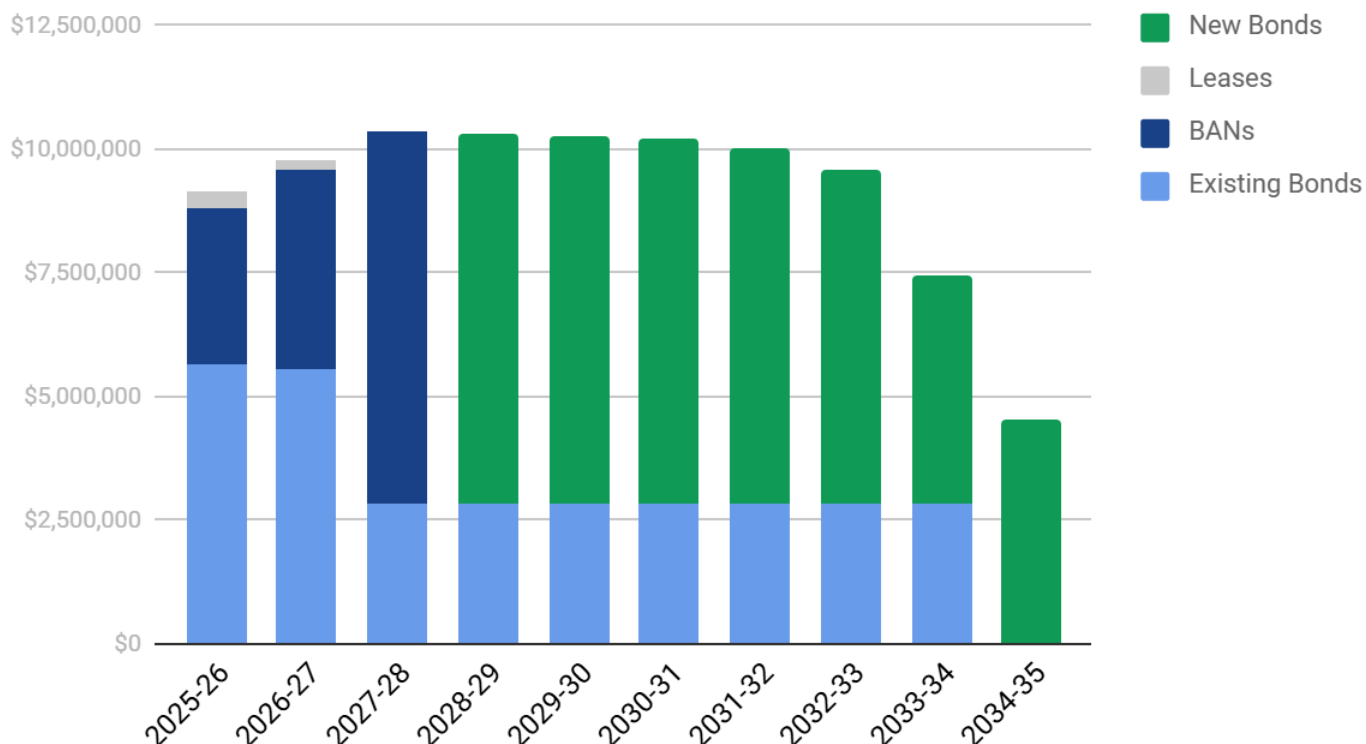
Action/Event	WMS/Turf Field Project	JFK & CVS Additions
Authorization	\$28M	\$39M
Voter approval of bond	October 2009	December 2014
Construction period	2010-11 through 2013-14	2015-16 through 2018-19
Bond issuance	October 2015	July 2020
Last payment on old construction debt	2015-16	2019-20
First payment on new construction debt	2016-17	2020-21
Tax Levy Increase in First Year of New Construction Debt:	1.9%	1.5%

Despite issuing these bonds, the Tax Levy increase in the ensuing years were just 1.9% and 1.5%, respectively! The impact of the new bonds on the Tax Levy was mitigated each time by the District’s capital planning which corresponded to the extinguishment of prior debt. Below is the schedule in planning for the Brewster Vision Capital Project:

- ✓ Fall 2020: perform Building Condition Survey to identify needs
- ✓ 2020-21 through 2021-22: organize Facilities Planning Task Force to prioritize desired improvements
- ✓ Fall/Winter 2022-23: finalize scope and begin advertising
- ✓ Spring 2023: seek voter approval of bond
- ✓ 2023-24: file with SED / await project approval
- 2024-25 through 2026-27: construction period
- 2026-27: last payment on old “WMS/Turf Field Project” bonds
- 2027-28: accelerated payment on new “Brewster Vision Capital Project” BANs
- 2028-29: conversion from short-term BANs to long-term bonds

The chart below displays current and projected debt expenditures anticipated in the coming years. Level debt payments are anticipated for the next few years, before a dropoff due to the extinguishment of the “WMS/Turf Field Project” bonds entering 2027-28. An increase in the “Brewster Vision Capital Project” bond anticipation note (BAN) payment is timed to coincide with this event in order to maintain level debt expenditures. A correlating increase in Building Aid revenue also begins in 2027-28 (see State and Federal Aid section above), which offsets the overall impact on the annual budget and tax levy.

Annual Debt Service Projection



Capital planning is a process that can never be considered “complete”. As the driving forces of the District evolve in terms of enrollment, student need, and the delivery of instruction, capital planning must evolve as well. Looking forward, the District will be in a similar position as it contemplates another opportunity for capital improvements after another drop-off in debt begins in 2033-34. Accordingly, the District will undertake this process again in planning for the following 7-8 years, and again periodically in perpetuity.

Capital Reserve: A Capital Reserve was established by the voters in May 2022 in order to save for future capital improvement projects and reduce the amount that will eventually need to be borrowed. A Capital Reserve Fund provides a number of benefits, including:

- Plans for the inevitable need for facilities rehabilitation and improvement
- Emphasizes the importance of Long Range Capital Planning
- Provides a safety net for emergency repair work
- Reduces interest and issuance expense incurred from capital construction bonds

As part of the Brewster Vision Capital Project, \$12M was allocated from the Capital Reserve to pay for the first \$12M of project costs. At the conclusion of each year, the Board of Education, in consultation with the District’s Finance Committee, will consider setting aside additional funds in the Capital Reserve for future construction projects.

Transportation Fleet Replacement Plan: Since the 2013-14 school year, the District has wisely committed to a replacement plan to address the needs of its aging transportation fleet. A fleet replacement plan is the most efficient, predictable, cost-effective, and safest means of budgeting. The benefits of a fleet replacement plan include newer, safer equipment, improved Department of Transportation ratings, and lower maintenance costs. Ideally, the age of vehicles should be spread out evenly over a 15-year life span, as depicted in the chart below in the “recommended” column:

Age (Feb '25)	# of Vehicles	Current (Feb '25)	Recommended
16 years +	9	9%	1%
11-15 years	10	11%	33%
6 - 10 years	37	40%	33%
1 - 5 years	37	40%	33%
Total Fleet	93	100%	100%

As of February 2025, there were 9 vehicles in the 16 years + category, which will soon need to be replaced. The fleet size may decrease in the coming years since the number of new vehicles purchased will likely be outpaced by the number of old vehicles permanently removed from service. However, as the fleet replacement plan continues to be implemented over time, the fleet age will align more closely with recommended levels.

By committing a consistent amount to replacing new vehicles each year, the District avoids repeating the multi-million dollar spikes in purchases which occurred in 2001-02, 2005-06 and 2007-08. A fleet replacement plan builds a level commitment to purchases, which becomes embedded in the budget with minimal future impact.

Transportation Aid is received for these purchases to offset approximately 53% of the costs. Beginning in 2023-24, the District incorporated bus purchases into the General Fund’s operating budget, while historically, bus purchases were purchased by borrowing funds. Through effective long range financial planning, the District will now avoid future interest and issuance costs on bus purchases.

Notwithstanding the above, the State recently enacted an unfunded mandate requiring a conversion to electric-powered school buses. The phase-in must begin in the 2027-28 fiscal year for prospective bus purchases, with the conversion completed by FYE 2035. Currently, the District has engaged an engineering firm to perform a feasibility study to begin compliance with this mandate. This study was completed in 2025-26 with recommendations provided to implement the conversion over the next decade. It is unknown at this time whether or not the State’s deadline will remain or be extended, and therefore, no projections have been made with respect to this new mandate. It is important to note, however, that the impact of such a conversion will likely be extremely costly over the next decade. Recognizing this dilemma, advocacy efforts are underway for the State to fully underwrite the cost of the mandate, as recommended by the [Rockefeller Institute’s Foundation Aid Study](#) performed in December 2024.

Facilities Machinery/Equipment Replacement Plan: Similar to the transportation fleet replacement plan, a plan was recently implemented to address the aging machinery and equipment utilized by the Facilities Department. There exists a variety of different types of apparatuses used in operations and maintenance, each with its own unique useful life. This creates a challenge in scheduling replacement purchases in a uniform manner. However, an annual allocation will continue within the Operations & Maintenance section of the General Fund budget in order to replace machinery and equipment before obsolescence and detriment to the District.

Instructional Technology Equipment Replacement Plan: The Smart Schools Bond Act (SSBA) of 2015 provided an opportunity to infuse a massive \$1.6M investment of technology devices into the classroom. Much like our own cell phones, technology devices quickly become obsolete within three to five years. Accordingly, a four-year technology replacement plan was established to replenish the inevitable obsolescence of technology devices, as depicted in the chart below:

Year	Total Principal	2025-26	2026-27	2027-28	2028-29	2029-30
May '15	\$400K SSBA	\$0	\$0	\$0	\$0	\$0
May '16	\$400K SSBA	\$0	\$0	\$0	\$0	\$0
May '17	\$400K SSBA	\$0	\$0	\$0	\$0	\$0
May '18	\$400K SSBA	\$0	\$0	\$0	\$0	\$0
May '19	\$400K IPA	Paid Off	Paid Off	Paid Off	Paid Off	Paid Off
May '20	\$400K IPA	Paid Off	Paid Off	Paid Off	Paid Off	Paid Off
May '21	\$400K IPA	Paid Off	Paid Off	Paid Off	Paid Off	Paid Off
May '22	\$400K IPA	\$100K	Paid Off	Paid Off	Paid Off	Paid Off
May '23	\$400K IPA	\$100K	\$100K	Paid Off	Paid Off	Paid Off
May '24	\$400K Operating	\$0	\$0	\$0	\$0	\$0
May '25	\$400K Operating	\$400K	\$0	\$0	\$0	\$0
May '26	\$400K* Operating	\$0	\$400K	\$0	\$0	\$0
May '27	\$400K* Operating	\$0	\$0	\$400K	\$0	\$0
May '28	\$400K* Operating	\$0	\$0	\$0	\$400K	\$0
May '29	\$400K* Operating	\$0	\$0	\$0	\$0	\$400K
Total Annual Purchase/Principal		\$600K	\$500K	\$400K	\$400K	\$400K
Y-o-Y Budget Impact		-\$100K	-\$100K	-\$100K	\$0	\$0
*Projected						

From 2018-19 through 2023-24, after the SSBA funds expired, these purchases were achieved by borrowing funds through Installment Purchase Agreements (IPA) and repaid over a four-year period. Beginning in 2024-25, the District incorporated the instructional technology equipment replacement plan into the General Fund operating budget. Through effective long range financial planning, the District will now avoid future interest and issuance costs on the purchases of these devices. In the same manner as the transportation fleet replacement plan, the instructional technology equipment replacement plan is now embedded in the operating budget, building a consistent commitment to replacing obsolete technology devices.

Conclusion: The District's long-term outlook appears stable throughout most of the projection period, allowing for the gradual expansion of the pre-Kindergarten program, maintenance of low class sizes at the K-5 level, addition of STEM course offerings at the 6-12 level, and the provision of social-emotional support for all of our students.

Internal factors which need to be evaluated over the next several years include:

- Recruitment challenges for both instructional and non-instructional positions
- Sustainability of Pre-K and P-TECH programs after initial grant funding expires
- Increased voter apathy and lower turnouts in support of the annual school budget

External factors which need to be evaluated over the next several years include:

- Phase-out of Federal funds in the NYS budget
- Adjustments to the Foundation Aid formula, which may lead to a decrease in State Aid
- Unfunded State mandate requiring a transition to Zero Emission Buses (ZEB mandate)
- Reduced interest revenue as a result of future Federal Reserve rate cuts

Brewster Central School District
Long Range Financial Plan - Prior Years' Actual
2020-21 through 2024-25

12/9/2025

Note: template provided by the NYS Office of the State Comptroller

	Actual					Avg Annual Change FYE 2021- present
	2021	2022	2023	2024	2025	
Revenues						
Real Property Tax (includes STAR)	78,192,229	78,896,258	80,279,319	80,250,867	82,512,567	1.4%
Real Property Tax Items	495,744	581,033	485,610	606,365	630,093	6.8%
Other Revenues	742,510	841,258	2,711,820	3,153,646	4,244,500	117.9%
State Aid (includes Federal)	20,862,039	22,817,092	27,619,753	31,673,695	32,104,828	13.5%
Interfund Transfers (Debt Service)	1,450,000	112,285	0	0	344,958	-19.1%
Total Revenues and Other Sources	\$101,742,522	\$103,247,926	\$111,096,502	\$115,684,573	\$119,836,946	4.4%
Expenditures by Object						
Personal Services - Instructional	37,366,027	36,655,983	40,786,084	42,655,151	42,777,591	3.6%
Personal Services - Non Instructional	12,468,308	11,000,897	13,614,328	14,611,333	14,879,655	4.8%
Equipment & Capital Outlay (inc Transfer to Capital)	173,909	310,773	14,466,645	1,042,852	1,353,016	169.5%
Contractual, Materials/Supplies, & BOCES Svcs	13,820,218	14,377,039	14,288,220	15,799,432	18,487,640	8.4%
Employee Benefits	25,098,402	25,653,426	26,631,817	29,195,282	29,305,047	4.2%
Debt Service (Principal and Interest)	8,229,696	6,957,944	6,870,375	8,568,718	8,627,751	1.2%
Interfund Transfers (Special Aid & School Lunch)	460,640	438,348	278,939	528,724	564,013	5.6%
Total Expenditures and Other Uses	\$97,617,200	\$95,394,410	\$116,936,408	\$112,401,492	\$115,994,713	4.7%
Surplus (Deficit)	\$4,125,322	\$7,853,516	(\$5,839,906)	\$3,283,081	\$3,842,233	
Budgetary Reserves						
Fund Equity, Beg. of Year	13,468,347	17,593,669	25,447,185	19,607,279	22,890,360	
Fund Equity, End of Year	17,593,669	25,447,185	19,607,279	22,890,360	26,732,593	
Nonspendable and Restricted Fund Balance	13,397,603	21,025,106	14,978,921	18,107,143	18,107,143	
Unrestricted Fund Balance (UFB)	4,196,066	4,422,079	4,628,358	4,783,217	8,625,450	
UFB as % of Expenditures*	4.3%	4.6%	4.0%	4.3%	7.4%	
* Note: Unrestricted Fund Balance as a percent of <u>expenditures</u> is not the same as Adjusted Unrestricted Fund Balance as a percent of <u>budget</u> .						
Enrollment	2,984	2,968	2,927	2,918	2,936	-1.2%

Brewster Central School District
Long Range Financial Plan - Five Year Projection
2025-26 through 2029-30

12/9/2025

Note: template provided by the NYS Office of the State Comptroller

	Projected					Avg Projected Change 2026- 2030
	2026	2027	2028	2029	2030	2030
Revenues						
Real Property Tax (includes STAR)	83,682,000	85,941,000	88,347,000	91,174,000	93,636,000	3.0%
Real Property Tax Items	535,000	1,307,000	1,401,000	1,134,000	1,221,000	32.1%
Other Revenues	2,663,000	2,477,000	2,226,000	2,012,000	1,830,000	-7.8%
State Aid (includes Federal)	34,689,000	34,682,000	36,708,000	37,746,000	38,059,000	2.4%
Interfund Transfers (Debt Service)	930,000	2,300,000	1,200,000	700,000	500,000	-11.6%
Total Revenues and Other Sources	\$122,499,000	\$126,707,000	\$129,882,000	\$132,766,000	\$135,246,000	2.6%
Expenditures by Object						
Personal Services - Instructional	44,316,000	45,195,000	46,346,000	47,486,000	48,661,000	2.5%
Personal Services - Non Instructional	15,099,000	15,512,000	16,045,000	16,597,000	17,168,000	3.4%
Equipment & Capital Outlay (inc Transfer to Capital)	1,415,000	1,784,000	1,132,000	1,155,000	1,178,000	-4.2%
Contractual, Materials/Supplies, & BOCES Svcs	18,917,000	19,714,000	20,009,000	20,614,000	21,097,000	2.9%
Employee Benefits	31,385,000	32,480,000	34,074,000	35,825,000	37,602,000	5.0%
Debt Service (Principal and Interest)	9,137,000	9,778,000	10,342,000	10,332,000	10,257,000	3.1%
Interfund Transfers (Special Aid & School Lunch)	450,000	459,000	468,000	477,000	487,000	2.1%
Total Expenditures and Other Uses	\$120,719,000	\$124,922,000	\$128,416,000	\$132,486,000	\$136,450,000	3.3%
Projected Surplus (Deficit)	\$1,780,000	\$1,785,000	\$1,466,000	\$280,000	(\$1,204,000)	
Budgetary Reserves						
Fund Equity, Beg. of Year	\$26,732,593	\$28,512,593	\$30,297,593	\$31,763,593	\$32,043,593	
Fund Equity, End of Year	28,512,593	30,297,593	31,763,593	32,043,593	30,839,593	
Nonspendable and Restricted Fund Balance	19,887,000	21,672,000	23,138,000	23,418,000	22,214,000	
Unrestricted Fund Balance	8,625,593	8,625,593	8,625,593	8,625,593	8,625,593	
UFB as % of Expenditures*	7.1%	6.9%	6.7%	6.5%	6.3%	

* Note: Unrestricted Fund Balance as a percent of expenditures is not the same as Adjusted Unrestricted Fund Balance as a percent of budget.

Projected Enrollment	2,837	2,884	2,894	2,911	2,909	0.6%
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Notes	Assumptions				
	2026	2027	2028	2029	2030
Revenues					
Based on NYS "Tax Cap" formula	1.4%	2.7%	2.8%	3.2%	2.7%
Dependent on PILOT Agreements negotiated by Putnam IDA	-15.1%	144.3%	7.2%	-19.1%	7.7%
Minimal impact on total revenues (~2%)	-37.3%	-7.0%	-10.1%	-9.6%	-9.0%
Based on State-wide formulas to address need	8.0%	0.0%	5.8%	2.8%	0.8%
Use of Debt Service Reserve (declining balance)	169.6%	147.3%	-47.8%	-41.7%	-28.6%
Total Revenues and Other Sources	2.2%	3.4%	2.5%	2.2%	1.9%
Expenditures by Object					
Dependent upon staffing levels and BTA/AAB contracts	3.6%	2.0%	2.5%	2.5%	2.5%
Dependent upon staffing levels and SEIU/Clerical contracts	1.5%	2.7%	3.4%	3.4%	3.4%
Dependent upon construction & equipment needs	4.6%	26.1%	-36.5%	2.0%	2.0%
Investment in new instructional programs	2.3%	4.2%	1.5%	3.0%	2.3%
Benefits are volatile due to external factors	7.1%	3.5%	4.9%	5.1%	5.0%
Based on current & anticipated debt amortization schedules	5.9%	7.0%	5.8%	-0.1%	-0.7%
Based on Individualized Education Plan needs	-20.2%	2.0%	2.0%	1.9%	2.1%
Total Expenditures and Other Uses	4.1%	3.5%	2.8%	3.2%	3.0%
Enrollment	-3.4%	1.7%	0.3%	0.6%	-0.1%
Assumes enrollment remains relatively stable					

Note: please refer to the Assumptions section for greater detail and explanation

It should not be alarming if future funding gaps are anticipated. As referenced by the Office of the State Comptroller's Multi-Year Financial Planning Guide: **most plans do!** Conservatism is applied to projections, which does not contemplate the future counterbalancing measures that will be applied. Each year, a balanced budget is adopted by the Board of Education, but often times it is achieved by reducing staff and/or services. A sound long range financial plan can help decision makers and voters understand the issues facing the District in the coming years, allowing them to plan and implement necessary changes.

Revenue Assumptions

General

- Enrollment remains stable based on birth-to-kindergarten survival ratios, kindergarten replacements, cohort survival ratios, and proposed housing developments, as indicated in the most recent Independent Demographic Study
- Staffing level remains consistent in order to maintain class sizes within ranges established in Board Policy

Real Property Tax (includes STAR)

- Projected "Tax Cap" ranges, based on forecasted Allowable Growth Factors, Tax Base Growth Factors, Payment in Lieu of Tax (PILOT) Agreements, and Capital Exclusion related to the Brewster Vision Capital Project:
 - Assumes that future Tax Base Growth Factors equal the prior 13-year average
 - Assumes that the Allowable Growth Factors is capped at 2% based on CPI-U
 - Assumes no new PILOT Agreements are entered into
 - 2024-25: 2.90%
 - Projected 2026-27: 2.50 - 3.00% - - Applied 2.70%
 - Projected 2027-28: 2.50 - 3.00% - - Applied 2.80%
 - Projected 2028-29: 2.75 - 3.25% - - Applied 3.20%
 - Projected 2029-30: 2.50 - 3.00% - - Applied 2.70%

Real Property Tax Items

- Assumes no new PILOT Agreements are entered into
- The Brewster Industrial Owners PILOT Agreement begins FYE 2027
- The Ace Endico PILOT Agreement BoE-approved on 6/20/2017 expires FYE 2028

Other Revenues

- Interest earnings are expected to decline slightly as the Federal Reserve gradually loosens monetary policy in the coming years

State Aid (includes Federal)

- Minimal increases expected in subsequent years, given the other challenges New York State is facing
- Existing State Aid formulas and ratios remain in effect; no provision for adjustments to the Foundation Aid Formula
 - New Building Aid begins to be received in 2027-28, after construction is completed and final cost reports are filed

Interfund Transfers (from Debt Service Fund)

- Debt Service Fund is drawn on as a corresponding offset to changes in debt payments and/or NYS Building Aid

Expenditure Assumptions

Personal Services - Instructional

- Brewster Teachers' Association (BTA) & Administrators' Association of Brewster (AAB) contracts expire 6/30/2028 & 6/30/2026, respectively
- Salary base increases range between 2.8% - 3.1%, offset by projected annual turnover (10) and new positions added (2), consistent with the goals of Brewster Vision 2026

Personal Services - Non Instructional

- Service Employees International Union (SEIU) & Clerical Unit of BTA contracts expire 6/30/2026 & 6/30/2029, respectively
- Salary base increases range between 2.8% - 3.5%, offset by projected annual turnover (20) and new positions added (2), consistent with the goals of Brewster Vision 2026

Equipment and Capital Outlay

- Certain heavy-duty equipment is replaced within the Transportation and Facilities departmental budgets, consistent with prior years
- Transportation Fleet and Instructional Technology Device replacements are achieved through the annual General Fund operating budget
- Modular Classroom lease-purchase (\$1.2M) is exercised in 2026-27

Contractual, Materials/Supplies & BOCES Services

- Larger increases for most items in initial years due to inflationary factors, leveling off toward the end of the projection period
- Relief from continued enrollment decreases in PNW BOCES Career & Technical Education (CTE) program

Employee Benefits

- Employees' Retirement System (ERS) / Non Instructional contribution rate expected to normalize at 12.0% over the long-term, but not within the five-year projection period
 - 2025-26: 16.5% (current average tier membership rate)
 - 2026-27: 17.6%
 - 2027-28: 17.0%
 - 2028-29: 16.5%
 - 2029-30: 16.0%
 - A Reserve Fund has been established to mitigate any sudden increases in ERS
- Teachers' Retirement System (TRS) / Instructional contribution rate expected to normalize at 10% over the long-term
 - 2025-26: 9.59% (current rate)
 - 2026-27: 8.50%
 - 2027-28: 9.00%
 - 2028-29: 9.50%
 - 2029-30: 10.00%
 - A Reserve Fund has been established to mitigate any sudden increases in TRS
- Health Insurance expected to increase between 4% - 7% annually, net of additional employee contributions specified in collective bargaining agreements
- All other benefits expected to increase by 2% annually

Debt Service (Principal & Interest)

- New construction debt begins to be repaid in 2024-25, as the initial Bond Anticipation Note (BAN) for the capital improvement project becomes due; BANs are issued each year through 2027-28 with a serial bond issued in 2028-29 to permanently finance the capital improvement project
- The serial bonds related to the October 2011 WMS Addition/Turf Field Project extinguish at the conclusion of 2026-27
- Modular Classroom lease expires 2/15/2027; purchase is exercised, as described in Equipment and Capital Outlay

Interfund Transfers (Special Aid Fund)

- 2% annual increase