



Gouverneur CSD Long Range Financial Plan

January 9, 2023

Table of Contents

District Vision; Mission; and Goals	2-3
Long-Range Financial Planning Overview	4
Enrollment History by School Building	5
Enrollment History vs. Free/Reduced Status	6
Enrollment Projection	7
Revenue History by Source	8
Expenditure History by Function	9
Expenditure History by Object	10
Budget to Actual – Revenue	11
Budget to Actual – Expenditures	12
Reserves	13
Key Factors for Projection	14
Revenue Projections and Assumptions	15-16
Expenditure Projections and Assumptions	17-18
General Fund Projection Summary	19-20

District Vision and Mission



Our Vision: Delivering the promise of a brighter future for our students and our community.



Our Mission: Gouverneur Central School District, in collaboration with the community, is dedicated to educating all individuals, in a safe environment, to be passionate learners and responsible citizens in a global society.

District Goals

Curriculum – Build consistency to curriculum across grade levels; involve teachers in a team approach to the selection and implementation of curriculum; and provide professional development to support curriculum decisions.

Social-Emotional Learning – Initiate student support teams; include all faculty and staff in trauma sensitivity and social emotional training; and utilize counselors, social workers, and principals appropriately.

Special Education – Decrease the number of students placed out of the district by adding the necessary programs in the district to offer a continuum of services; initiate student support teams and merge the RTI/AIS plans.

Long-Range Financial Planning Overview

Multi-year planning can be a vital tool for a school district. It allows decision-makers to set long-term priorities and work toward goals, rather than making choices based only on the needs and politics of the moment.

A plan can help the Board of Education and the taxpayers see the impact of their fiscal decisions over time. They can decide what program funding choices to make in advance, avoiding sudden tax increases or dramatic budget cuts.

A plan can help identify and manage potential fiscal difficulties before crises emerge. Fiscal stability and responsibility are critical aspects to ensure the success of a school district.

Enrollment History by School Building

Key School Statistics

District(s): GOUVERNEUR CSD

Source: NYSED Salary and Enrollment Records

District	School		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
GOUVERNEUR CSD	FOWLER ELEMENTARY SCHOOL	Avg. Enrollment (School)	120									
		FTE	9.00									
		Average Salary	\$54,241									
		Student per FTE (School)	13.3									
	GOUVERNEUR ELEMENTARY SCHOOL	Avg. Enrollment (School)	400	467	500	450	396	633	637	621	571	528
		FTE	27.29	33.29	36.00	34.00	31.00	58.00	57.00	52.07	50.00	59.97
		Average Salary	\$54,066	\$54,501	\$55,654	\$57,656	\$58,687	\$57,977	\$59,644	\$61,051	\$59,657	\$60,388
		Student per FTE (School)	14.7	14.0	13.9	13.2	12.8	10.9	11.2	11.9	11.4	8.8
	GOUVERNEUR HIGH SCHOOL	Avg. Enrollment (School)	874	882	852	841	907	901	442	435	431	457
		FTE	74.00	75.40	74.60	73.50	82.50	82.58	37.05	41.01	43.01	39.84
		Average Salary	\$54,661	\$55,331	\$57,707	\$58,936	\$60,509	\$60,768	\$63,410	\$63,337	\$65,779	\$69,825
		Student per FTE (School)	11.8	11.7	11.4	11.4	11.0	10.9	11.9	10.6	10.0	11.5
GOUVERNEUR MIDDLE SCHOOL	Avg. Enrollment (School)							454	460	458	462	
	FTE							40.97	43.94	44.00	47.21	
	Average Salary							\$60,833	\$57,011	\$61,594	\$62,519	
	Student per FTE (School)							11.1	10.5	10.4	9.8	
WEST SIDE ELEMENTARY SCHOOL	Avg. Enrollment (School)	261	296	295	296	222						
	FTE	20.00	24.00	23.00	25.00	21.00						
	Average Salary	\$53,446	\$54,794	\$56,477	\$56,836	\$53,604						
	Student per FTE (School)	13.1	12.3	12.8	11.8	10.6						

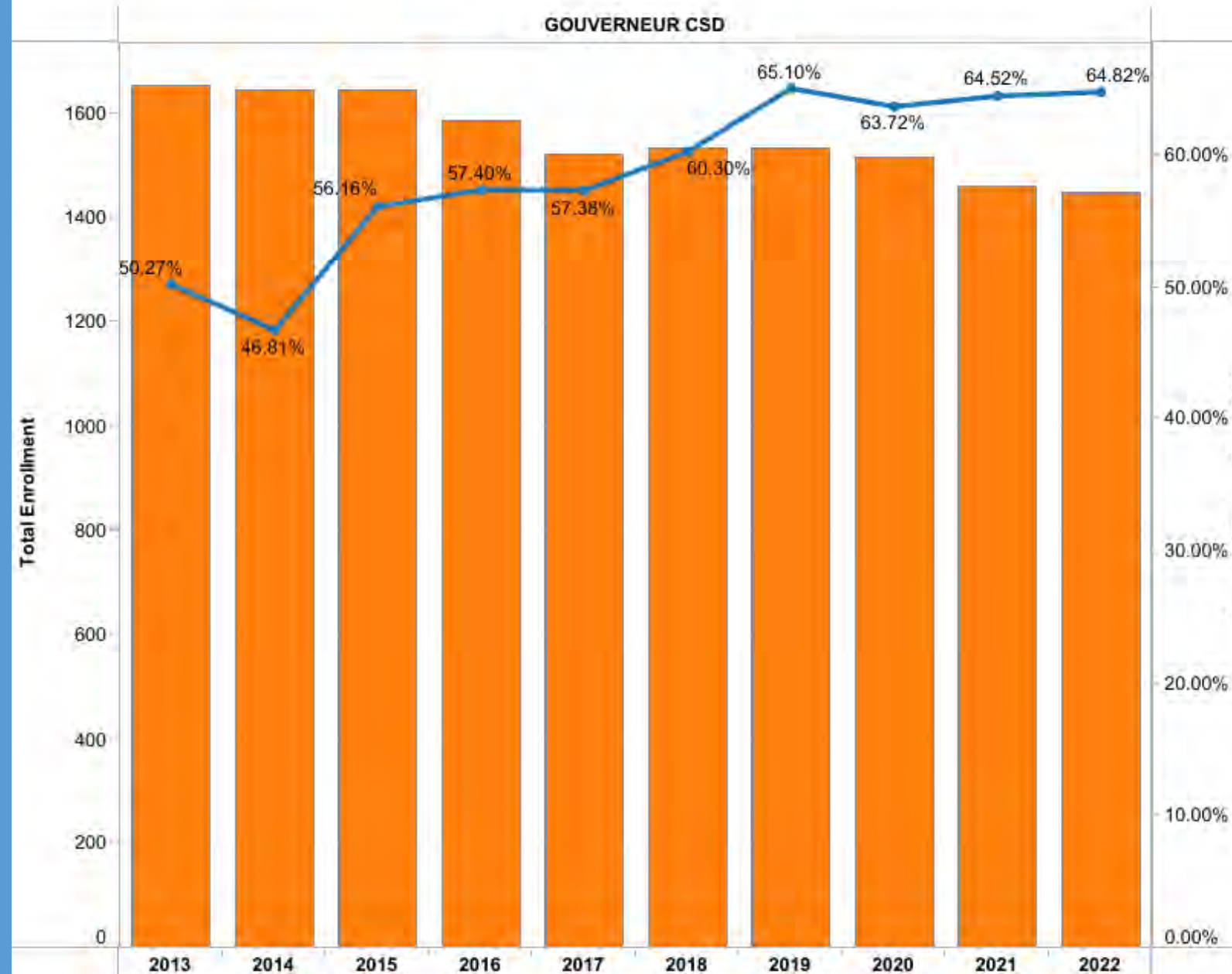
Enrollment vs. Free/Reduced Status

- Enrollment has continued to decrease over the years.
- The number of students eligible for Free/Reduced Meals has increased from 50 to almost 65% over a ten year period.
- There is a correlation between economic status and needs of students in the classroom.

Free and Reduced Enrollment

District: GOUVERNEUR CSD

Source: NYSED School Enrollment Data



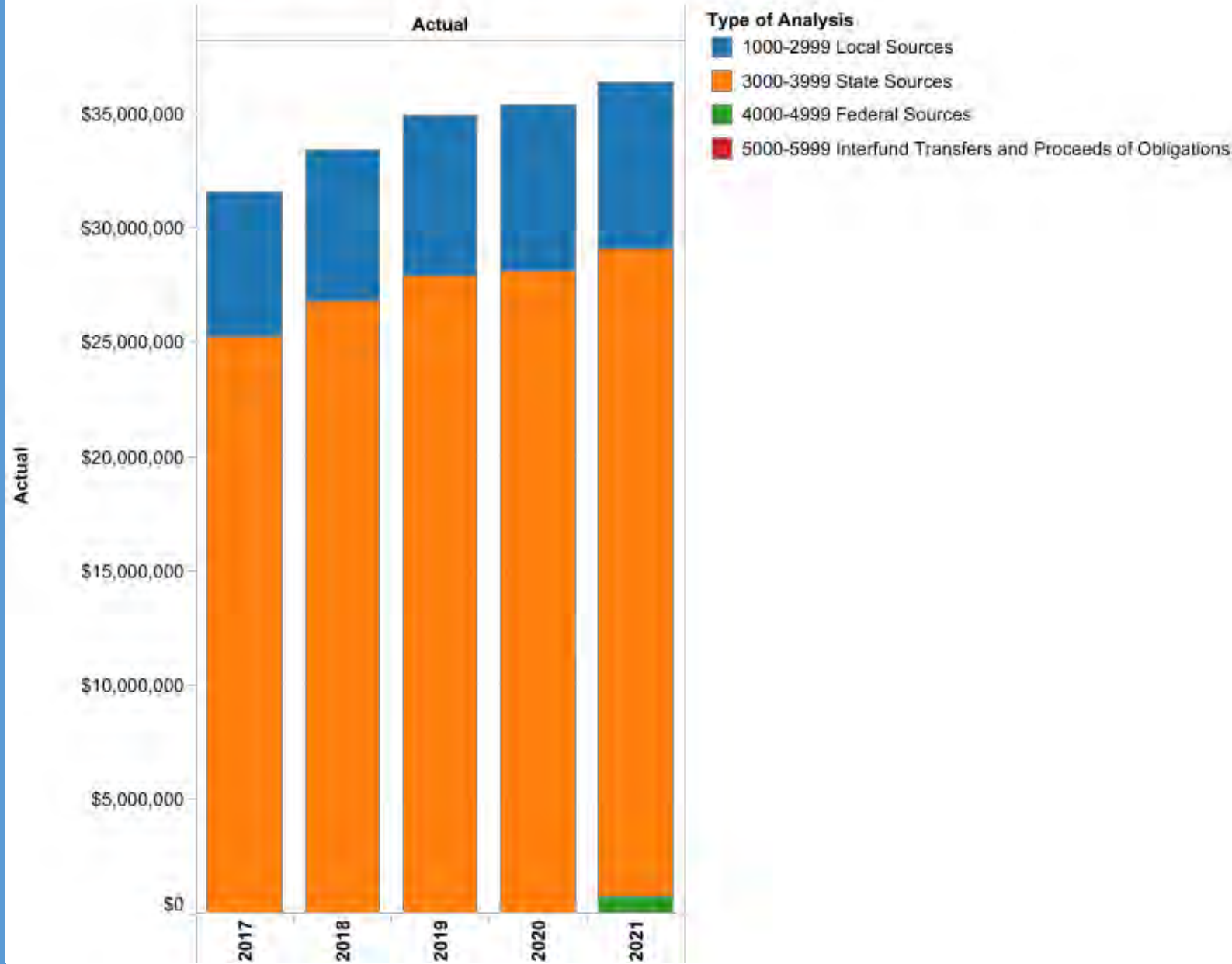
Enrollment Projection based on live births

	Current	Projected (Fiscal Year)				
	2023	2024	2025	2026	2027	2028
K	91	78	79	79	86	83
1	92	92	79	79	79	86
2	91	89	89	76	77	77
3	95	88	87	86	74	75
4	94	95	89	87	86	74
5	111	93	95	88	86	86
6	112	109	92	93	86	85
7	123	119	116	97	99	92
8	123	119	115	112	94	95
9	141	133	129	124	121	102
10	115	123	116	112	108	105
11	100	105	112	106	103	99
12	98	96	101	108	102	99
Ungraded	14	20	20	20	20	20
Total K-12	1,400	1360	1316	1267	1221	1177
	-					
% Change	1.16%	-2.9%	-3.2%	-3.7%	-3.7%	-3.6%

Revenue History by Source

- This chart outlines Gouverneur CSD's historic revenue sources. Revenue from state and local sources make up the majority of the revenue in the budget.
- State sources include foundation aid, building aid, BOCES aid, Excess Cost Aid and other state funding.
- Local sources include the tax levy, payments in lieu of taxes, interest earnings, rental of property, BOCES refund and other miscellaneous sources of funding.

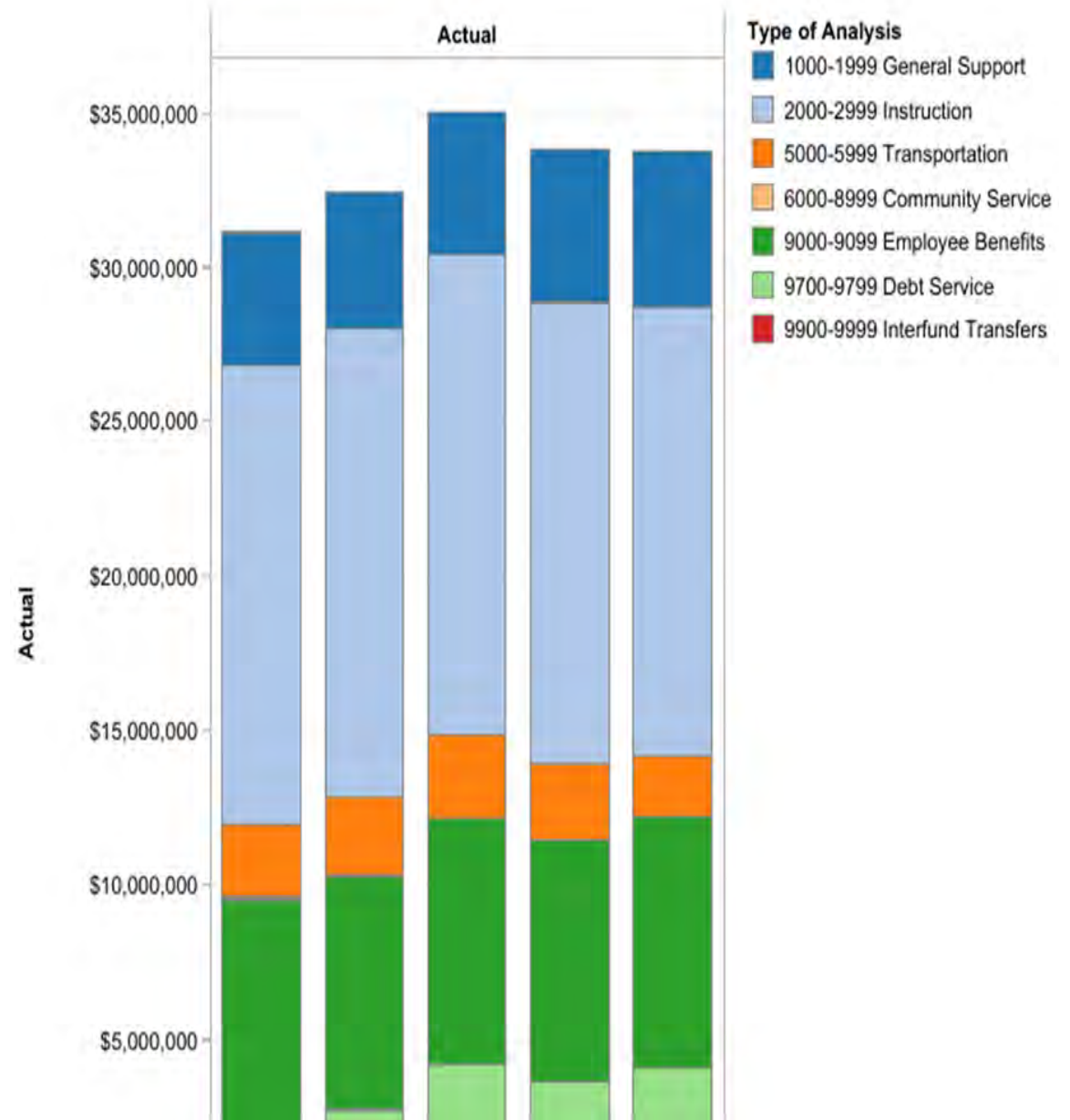
Revenue Bar Chart
GOUVERNEUR CSD
By: Source
Source: NYSED ST-3 Form



Expenditure History by Function

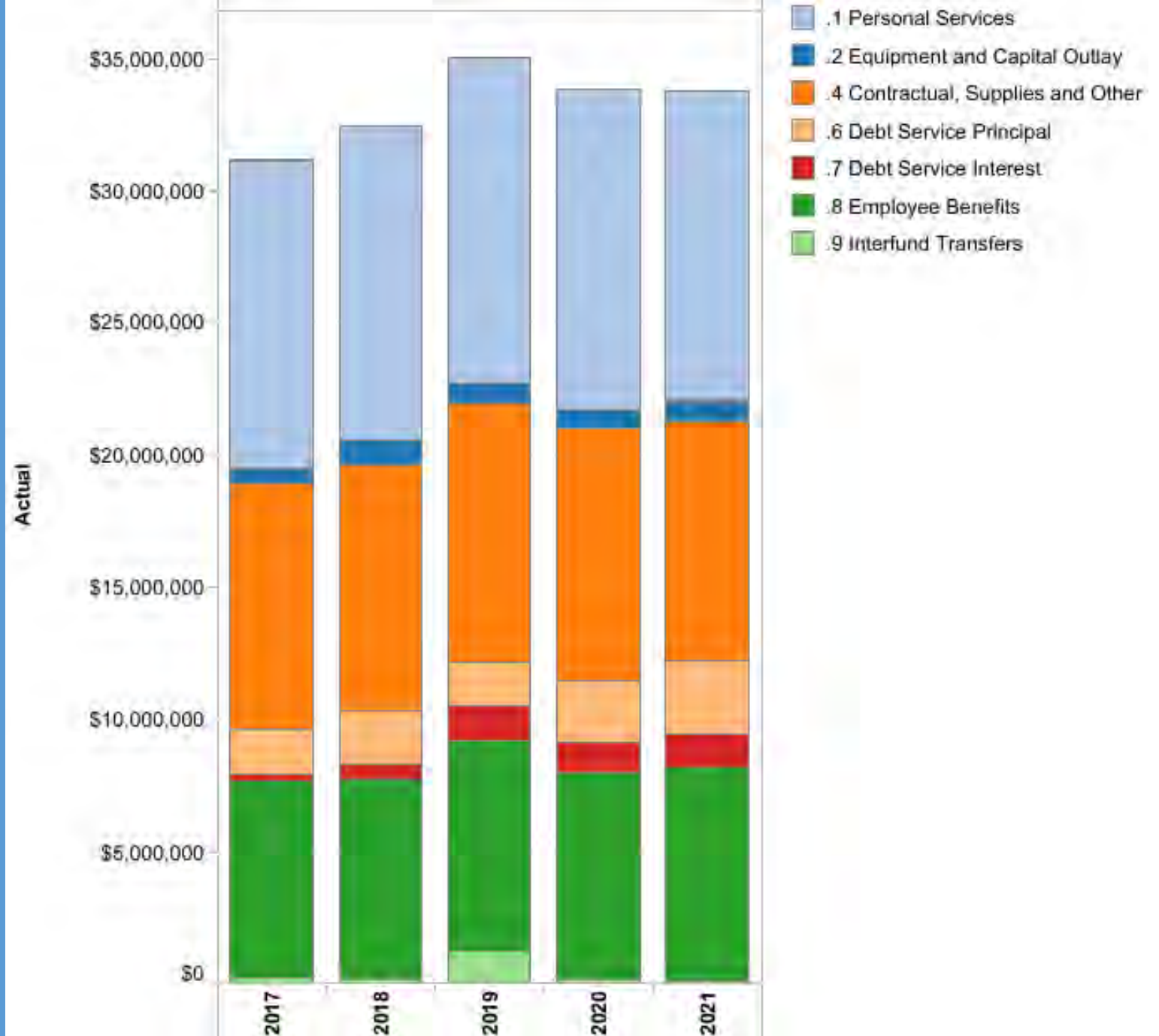
- This chart outlines Gouverneur CSD's expenditure history by function. Instructional expenditures, which include salaries, are the majority of the budget.
- Another significant expenditure is Employee Benefits for all district staff.

Source: NYSED ST-3 Form



Expenditure History by Object

- This chart outlines Gouverneur CSD's expenditure history by object.
- Salary, benefit, and contractual and supplies are the largest expenditures for the district.
- Contractual expenditures would include the district's transportation contract expenditures.



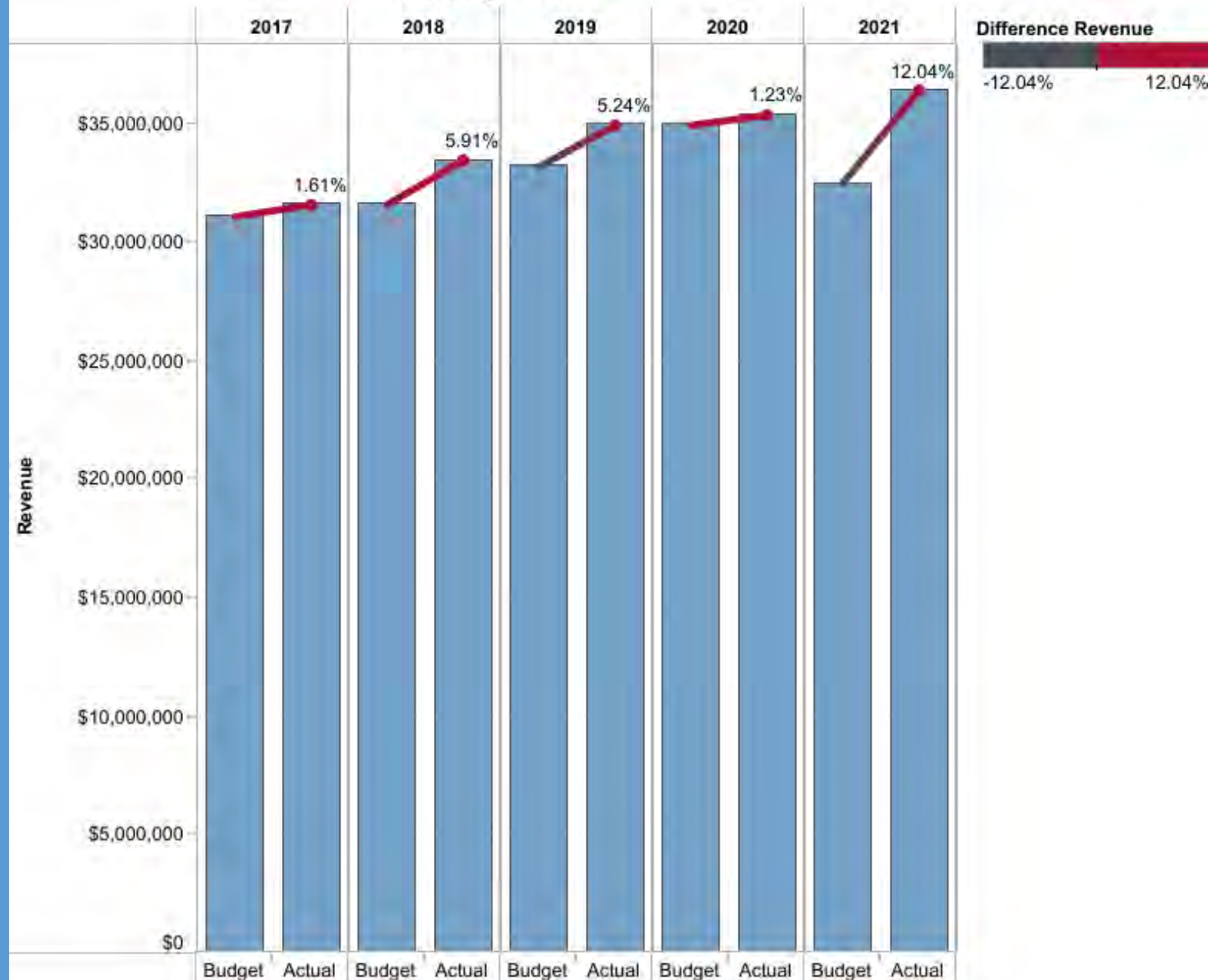
Revenue Budget Performance

GOUVERNEUR CSD

Source: Budget and AFR

Budget to Actual - Revenue

- This chart show the amount budgeted for revenue and the actual revenue received for each school year. For the fiscal years 2017- 2020, revenue on average is within 3.5% of the budgeted amount.
- Fiscal year 2021 actual revenue was more than 12% of budget revenue. The 20-21 budget was prepared with the information that we were going to receive a 20% deduct from our state aid payments. This deduction never happened.

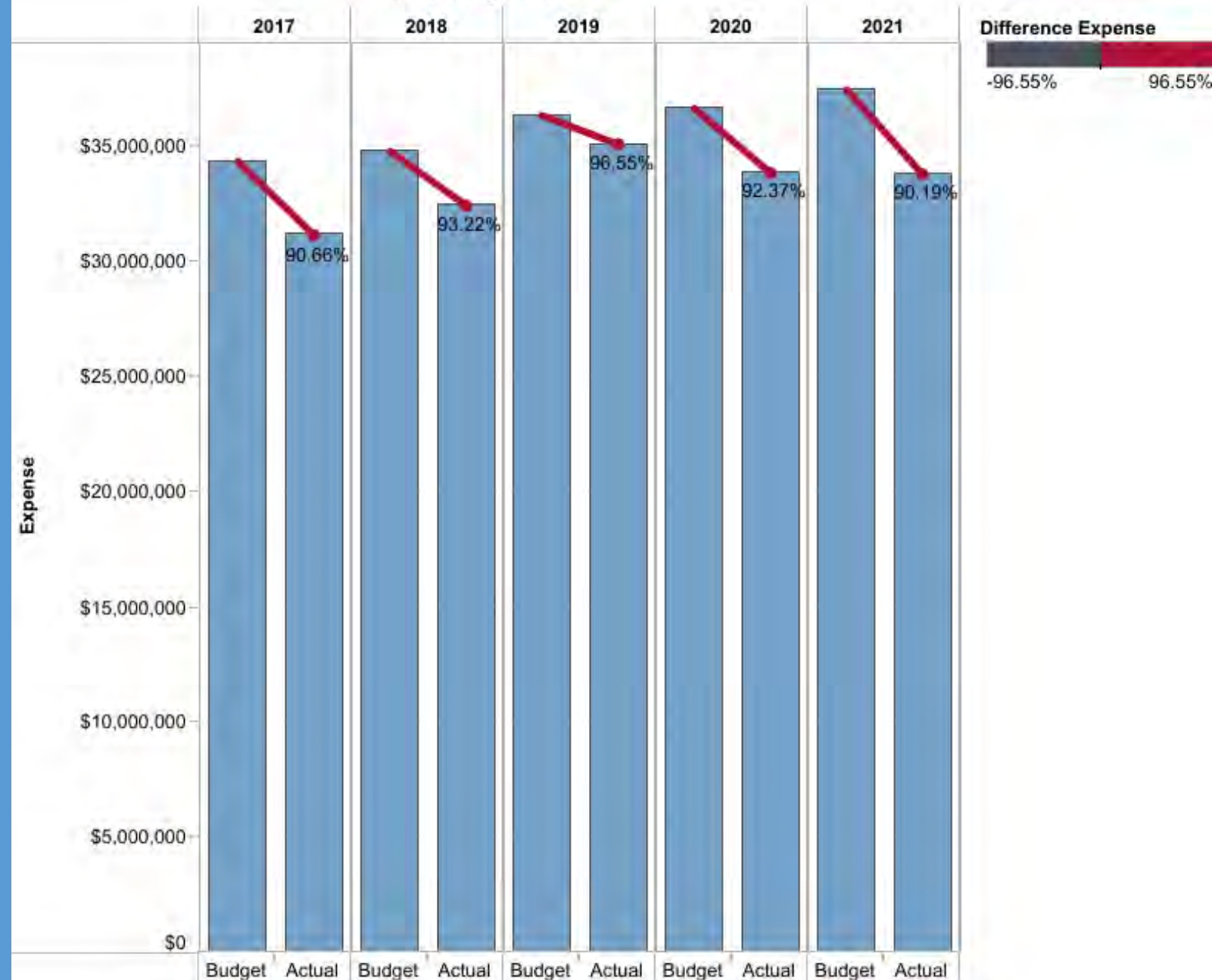


Budget to Actual - Expenditure

- This chart shows the amount budgeted for expenditures compared to actual expenditures for the fiscal years 2017 through 2021. On average expenditures are within 93% of the budget.
- The larger surpluses in the expenditures budget are in the areas of Central Services; Teaching; Programs for SWD; Pupil Transportation; and Employee Benefits.
- Fiscal Year 2021 was a unique year due to the pandemic. Remote instruction was provided throughout the year resulting in a significant decrease in transportation, utilities, and substitute costs.

Expense Budget Performance

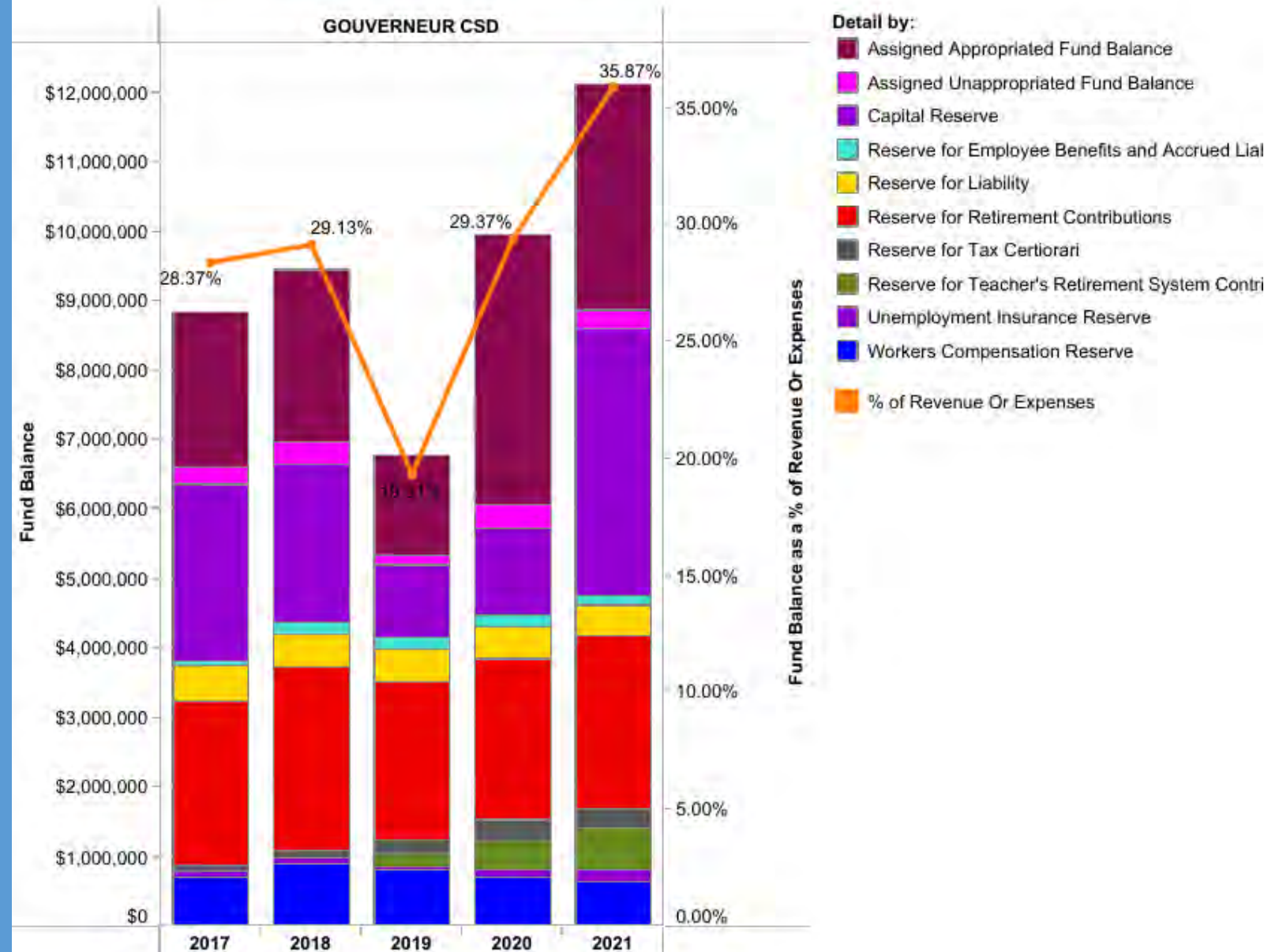
GOUVERNEUR CSD
Source: Budget and AFR



Reserves

- This chart shows the reserve funds the district currently utilizes. The largest reserve is the Capital Reserve which was authorized by the voters in May 2020.
- Reserves are similar to savings accounts in that reserves allow the district to set aside money for specific contingencies or purposes.
- The types of reserves are authorized by law and the funding and use of each is also determined by statute.
- The Board of Education has adopted a Reserve Plan that details each authorized reserve and the appropriate use of each.

Fund Balance by Fund and Percentage
 Shown as a % of Expense
 District(s) - GOUVERNEUR CSD
 % of Revenues or Expenses reflects selected funds only
 Source: NYSED ST-3 Form





Key Factors for Projection

- All assumptions are made at a single point in time. These factors can and will change over time but provide a basis for financial decision making. This plan should be updated and reviewed each January or February.
- First year projections are based primarily on the District's current year budget. No adjustments have been made to staffing or programming. A cash capital project is included in this projection.
- The forecast of revenues and expenditures are for three years. A longer time frame is less reliable and increasingly speculative.

Revenue Projections Assumptions



The tax cap calculation uses an estimated tax base growth factor of 1.01% and an allowable growth factor of 1.02%



Increase in anticipated interest earnings based on current rates.



An increase of 2% in Foundation aid revenue based on the 22-23 budget. Reductions in transportation aid due to reducing or eliminating bus purchases. Reductions in textbook, hardware, software and library aid due to decreasing enrollment.



Appropriated Reserves are reflected as Other Financing Sources. Appropriated Fund Balance has not been included in the projections. Anticipated using \$500,000 from Capital Reserve Bus for FY 24-25 and 25-26

Revenue Projections

	BUDGET			REVENUE PROJECTIONS			
	2023	2024	%Δ	2025	%Δ	2026	%Δ
LOCAL							
Property Taxes	\$6,787,112	\$6,867,029	1.18%	\$6,820,563	-0.68%	\$6,777,450	-0.63%
Other Local Revenue	402,905	520,763	29.25%	471,927	-9.38%	473,115	0.25%
TOTAL LOCAL REVENUE	7,190,017	7,387,792	2.75%	7,292,490	-1.29%	7,250,565	-0.57%
STATE							
Basic Aid	27,167,044	27,631,139	1.71%	26,962,569	-2.42%	27,587,116	2.32%
Other State Revenue	2,926,501	2,948,000	0.73%	2,946,500	-0.05%	2,945,000	-0.05%
TOTAL STATE REVENUE	30,093,545	30,579,139	1.61%	29,909,069	-2.19%	30,532,116	2.08%
TOTAL FEDERAL REVENUE	0	0		0		0	
Appropriated FB and Reserves	4,033,445	792,500	-80.35%	1,292,500	63.09%	1,260,000	-4.10%
TOTAL REVENUE	\$41,317,007	\$38,759,431	-6.19%	\$38,494,059	-0.01%	\$39,042,681	1.43%

Expenditure Projections Assumptions

Salaries are adjusted annually based on the contracts in place. The teachers' contract expires June 2024 and the administrators' and the non-instructional contracts expire June 2025. The settlement of these contracts may have an additional impact on future year salary increases.

Benefit increases include anticipated increases for health insurance and retirement system contributions.

Purchase one gasoline bus in 2023-24; no buses in 2024-25; and 3 electric buses in 2025-26.

Includes a cash capital project in 2023-24.

Salaries and benefits currently paid from CRRSA and ARP Federal funds will be paid from General Fund starting with FY 24-25.

Expenditures Projections

	BUDGET	EXPENDITURE PROJECTIONS					
		2023	2024	%Δ	2025	%Δ	2026
Salaries	\$14,114,279	\$14,690,971	4.09%	\$15,440,971	5.11%	\$16,390,971	6.15%
Benefits	9,842,500	9,839,000	-0.04%	10,250,000	4.18%	10,590,000	3.32%
TOTAL SALARIES & BENEFITS	23,956,779	24,529,971	2.39%	25,690,971	4.73%	26,980,971	5.02%
Equipment and Capital Outlay	848,314	503,150	-40.69%	353,150	-29.81%	1,253,150	254.85%
Contractual, Supplies and Other	6,244,670	6,829,978	9.37%	6,898,278	1.00%	6,967,261	1.00%
BOCES	6,482,619	6,777,249	4.54%	7,048,339	4.00%	7,330,273	4.00%
Debt Service Principal	2,700,000	2,085,000	-22.78%	1,495,000	-28.30%	1,565,000	-27.55%
Debt Service Interest	982,625	877,200	-7.93%	785,250	-10.48%	710,500	-11.09%
Interfund Transfers	102,000	1,202,000	1078.43%	102,000	-91.51%	102,000	0.00%
TOTAL ALL OTHER	17,360,228	18,274,577	5.27%	16,682,017	-8.71%	17,928,184	7.47%
TOTAL EXPENDITURES	\$41,317,007	\$42,804,548	3.60%	\$42,372,988	-1.01%	\$44,909,155	5.99%

General Fund Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS					
	2023	2024	%Δ	2025	%Δ	2026	%Δ
REVENUE							
Local	\$7,190,017	\$7,387,792	2.75%	\$7,292,490	-1.29%	\$7,250,565	-0.57%
State	30,093,545	30,579,139	1.61%	29,909,069	-2.19%	30,532,116	2.08%
Federal	0	0		0		0	
Transfers / Other	4,033,445	792,500	-80.35%	1,292,500	63.09%	1,260,000	-2.51%
TOTAL REVENUE	41,317,007	38,759,431	-6.19%	38,494,059	-1.97%	39,254,931	1.43%
EXPENDITURES							
Salary and Benefit Costs	23,956,779	24,529,971	2.39%	25,690,971	4.73%	26,980,971	5.02%
Other	17,360,228	18,274,577	5.34%	16,682,017	-8.71%	17,928,184	7.47%
TOTAL EXPENDITURES	41,317,007	42,804,548	3.63%	42,372,988	1.01%	44,909,155	5.99%
SURPLUS / DEFICIT	0	(4,045,117)		(3,878,929)		(5,654,224)	
BEGINNING FUND BALANCE	18,027,781	18,027,781		13,982,664		10,103,735	
PROJECTED YEAR END BALANCE	\$18,027,781	\$13,982,664		\$10,103,735		\$4,449,511	

General Fund Projection Summary



The General Fund Projection Summary shows a deficit each year as part of the financial plan. This deficit increases over time.



Each year as actual revenue and expenditures are known, these tables should be updated to show Gouverneur CSD's current financial situation.