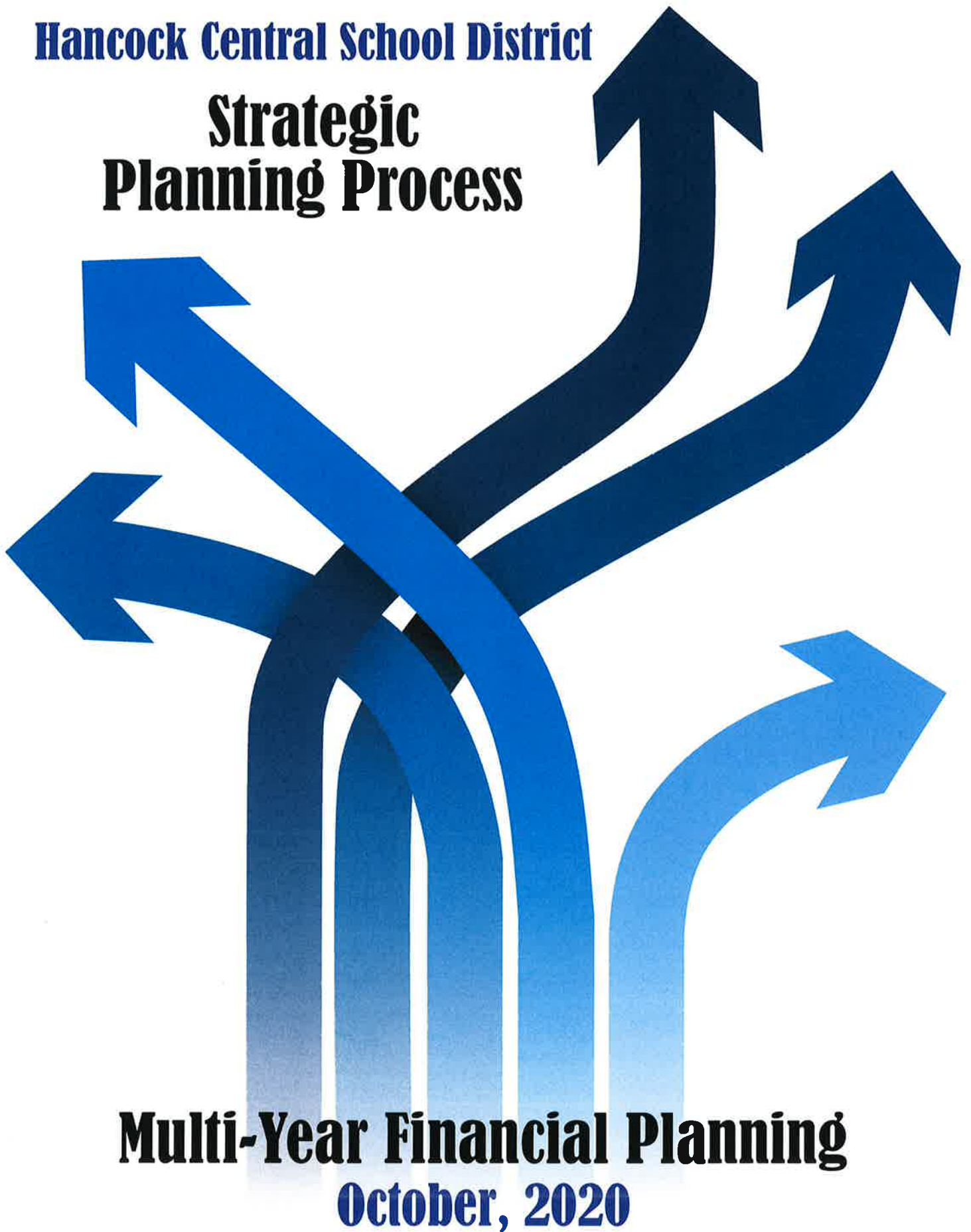


Hancock Central School District

**Strategic
Planning Process**



Multi-Year Financial Planning
October, 2020

Hancock Central School District

The Wildcat Pledge: We nurture and empower each learner's unlimited capacity to become a responsible citizen with a promising future.

Our Vision: Striving for excellence as an innovative, advanced and reflective school community.

Core Beliefs:

- Our mindset: We do whatever it takes to ensure continuous growth because we believe each of us can learn.
- Collaboration: We work better together, always.
- Innovation: We embrace creativity and advancing technology.
- Integrity: We trust, respect, support and care for one another.
- Learning environment: Our approach is engaging, learner-centered and adaptable to individual needs.
- Student centered: We put students first.

Dear HCS Stakeholder:

The Hancock Central School District strives to make every student successful through the values of equity, innovation, and competence. We continue to celebrate and to benefit from the community's strong commitment to public education evidenced by the strong support of both our program offerings and our annual school district budget referendum.

Long-range financial planning plays an instrumental role in guaranteeing the future fiscal viability of the Hancock Central School District. Updated and approved annually by the board of education, the *HCS Multi-Year Financial Plan* supports several critical strategic planning roles. It provides insightful guidance relating to the district's capacity to financially support its instructional programs on an ongoing basis; it informs the continuity and alignment of fiscal resourcing to ensure long-term budgetary stability; and it validates the future-focused implications of fiduciary decisions made in the present moment. Most important, sound fiscal planning empowers the HCS Board of Education to seamlessly guarantee the uninterrupted provision of those vital programs and services most deeply valued by all school and community stakeholders.

Finally, Education Law 2022(7), regarding voting on school district budgets and the election of board members states: "Each school district, in a timely fashion, shall post on its website, if any, a financial budget or any multi-year financial plan adopted by the board of education or trustees." In Hancock, community residents can find this important financial information on our school district website, www.hancock.stier.org.

Please do not hesitate to contact us if you have questions regarding either this plan or the overall fiscal management of the Hancock Central School District.

Thank you for your ongoing support.

Sincerely,



Terrance P. Dougherty, Ph.D.

Superintendent of Schools

Hancock CSD

tdougherty@hancock.stier.org

(607) 637-1301

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HANCOCK CENTRAL SCHOOL DISTRICT 2016-19 Trends & 2023 Targets



Performance Measures	2016	2017	2018	2019	2023 Target
Grade 4 – 8 ELA all students: mean growth percentile (MGP¹)	56	41	51	43	60
Grade 4 – 8 Math all students: MGP	46	42	43	45	60
Regents commencement exams: % cohort \geq 65 (4 yrs)	84	81	84	85	88
% cohort graduating² (4 yrs – 8/31)	86	90	88	86	95
% cohort drop out (5 yrs – 6/30)	6	11	8	6	<5
% average daily attendance	94	94	97	93	96
% chronic absence (2016 & 17 - SIRS 361; 2018 SIRS 108)	22	5	14	19	<5
% grads in 2- or 4-yr colleges, other post-secondary or military	66	73	71	67	75
% district cohort graduating & achieving \geq 1 rigorous outcome³	-	-	78	77	85
% cohort earning Adv Des Dip	7	25	36	32	
% cohort earning \geq 12 college credits	-	-	-	58	
% cohort earning CDOS endorsement	-	-	-	0	
% earning technical endorsement	-	-	-	25	
% Gr. 7-12 participating in \geq1 extra-curricular activity⁴	78	-	-	65	85

¹ An MGP score > 50 means the district is exceeding the average growth of similar students across NYS; a score < 50 means the district is lagging the average growth of similar students across NYS. See appendix for a more information.

² See appendix for a detailed breakdown of graduation outcomes.

³ All rigorous outcomes weighted 2.0 & 1.5 in the state's college, career & civic readiness index. The % is calculated: Sum(count 2.0 weight, count 1.5 weight)/cohort count

⁴ See appendix for the definition of participation in extra-curricular activities and its calculation

● Empowering each learner's unlimited capacity ●

5.20.2020



Empower



Ensure challenging curriculum and student-centered instruction

- Support the use of essential standards to develop and analyze diagnostic and formative assessments to identify 2019-20 learning gaps and to vertically align a blended, remote curriculum.
- Utilize data to inform instruction and improve student learning.
- Enhance students' experience with project-based learning, such as STEAM, or career pathways to develop independent learning skills.
- Implement K-12 micro-credentialing.

Nurture



Provide social, emotional and academic supports for all learners

- Define and develop Social Emotional Learning (SEL) awareness across all school operations on-site and remotely.
- Continuously improve the effectiveness of RTI and SST PK - 12.
- Develop effective interventions to increase student attendance, participation, and engagement.

Strive



Seek continuous growth and excellence

- Implement the Wildcat Reset Plan to prepare for extended periods of school closures:
 - Ensure the health, safety and welfare of all students and staff.
 - Address the continuity of instruction and operations.
- Develop local measures to support the changes to the annual professional performance review (APPR).
- Utilize best practices and training in the use of instructional technology for blended learning.

● Empowering each learner's unlimited capacity ●



HANCOCK CENTRAL SCHOOL DISTRICT DRAFT 2020-21 Action Plans



Empower



Support the use of essential standards to develop and analyze diagnostic and formative assessments to identify 2019-20 learning gaps and to vertically align a blended, remote curriculum.

Action step	Owner	Due
• TBD		
• TBD		
• TBD		
• TBD		

Nurture



Define and develop Social Emotional Learning (SEL) awareness across all school operations on-site and remotely.

• TBD		
• TBD		
• TBD		
• TBD		

Strive



Develop local measures to support the changes to the annual professional performance review (APPR).

• TBD		
• TBD		
• TBD		
• TBD		

● Empowering each learner's unlimited capacity ●

Draft 5.20.2020



HANCOCK CENTRAL SCHOOL DISTRICT Appendix



Mean Growth Percentile (MGP): Mean Growth Percentile (MGP) is a measure of student growth from year to year for similar students from grades 4 – 8 using a scale from 1 - 99. A score > 50 means the district is exceeding the average growth of similar students across NYS; a score < 50 means the district is lagging the average growth of similar students across NYS. The MGP is key part of the Every Student Succeeds Act (ESSA) accountability system. NYSED's rubric for making MGP accountability determinations is at right.

Below are Hancock's proficiency rate trends for both the Gr. 3 – 8 ELA and Math state assessments compared to state averages.

MGP	Level	Rubric
≤ 45	1	Ineffective
45.1 - 50	2	Developing
50.1 - 54	3	Effective
>54	4	Highly Effective

Gr. 3 – 8 NYS Assessments	2015	State avg	2016	State avg	2017	State avg	2018	State avg	2019	State avg
Grade 3 – 8 ELA: % proficient	28	31	35	38	32	40	39	45	32	45
Grade 3 – 8 Math: % proficient	28	38	31	39	27	40	23	45	27	47

Graduation outcomes	2015	2016	2017	2018	2019
% cohort graduating (4 yrs – 8/31)	78	86	90	88	86
- % Regents diploma	43	70	50	39	54
- % local diploma	20	9	15	12	0
- % Adv. Designation Diploma	15	7	25	36	32
- % Regents w/ endorsement	0	3	3	4	25

Gr. 7 – 12 participation in >= 1 extra-curricular activity: Denominator = the count enrolled Gr. 7-12 (from PowerSchool in mid-April) & the Numerator = the count participating in any of clubs, theater, sports, after school program (as verified by coach, advisors and instructors).

● Empowering each learner's unlimited capacity ●

5.20.2020

HANCOCK CENTRAL SCHOOLS:

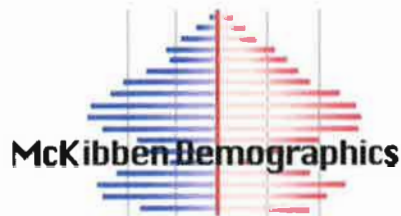
**POPULATION AND ENROLLMENT FORECASTS,
2018-19 THROUGH 2028-29**

December 2018

**McKibben Demographic Research, LLC
Jerome McKibben, Ph.D.
Rock Hill, SC**

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978-501-7069



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EXECUTIVE SUMMARY

1. The resident total fertility rate for the Hancock Central Schools over the life of the forecasts is below replacement level. (1.81 vs. the replacement level of 2.1)
2. Most in-migration to the district continues to occur in the 0-to-9 and 25-to-44 year old age groups.
3. The local 18-to-24 year old population continues to leave the district, going to college or moving to other urbanized areas. This population group accounts for the largest segment of the district's out migration flow and will increase steadily over the next 10 years. The second largest migration outflow is in the 70+ age groups.
4. The primary factors causing the district's enrollment to decrease over the next 10 years is the increase in empty nest households, the relatively low number of elderly housing units turning over coupled with a flat rate of in migration of young families.
5. Changes in year-to-year enrollment over the next ten years will primarily be due to small cohorts entering and moving through the school system in conjunction with larger cohorts leaving the system.
6. The elementary enrollment will slightly increase over the next 10 years school years.
7. The median age of the district's population will increase from 45.3 in 2010 to 47.0 in 2030.
8. Even if the district continues to have some amount of annual new housing unit construction over the next 10 years, the rate, magnitude and price of existing home sales will become the increasingly dominant factor affecting the amount of population and enrollment change.
9. Total district enrollment is forecasted to decrease by 13 students, or -4.0%, between 2018-19 and 2023-24. Total enrollment will decrease by 11 student, or -3.5%, from 2023-24 to 2028-29.

INTRODUCTION

By demographic principle, distinctions are made between projections and forecasts. A projection extrapolates the past (and present) into the future with little or no attempt to take into account any factors that may impact the extrapolation (e.g., changes in fertility rates, housing patterns or migration patterns) while a forecast results when a projection is modified by reasoning to take into account the aforementioned factors.

To maximize the use of this study as a planning tool, the ultimate goal is not simply to project the past into the future, but rather to assess various factors' impact on the future. The future population and enrollment change of each school district is influenced by a variety of factors. Not all factors will influence the entire school district at the same level. Some may affect different areas at dissimilar magnitudes and rates causing changes at varying points of time within the same district.

The forecaster's judgment, based on a thorough and intimate study of the district, has been used to modify the demographic trends and factors to more accurately predict likely changes. Therefore, strictly speaking, this study is a forecast, not a projection; and the amount of modification of the demographic trends varies between different areas of the district as well as within the timeframe of the forecast.

To calculate population forecasts of any type, particularly for smaller populations such as a school district, realistic suppositions must be made as to what the future will bring in terms of age specific fertility rates and residents' demographic behavior at certain points of the life course. The demographic history of the school district and its interplay with the social and economic history of the area is the starting point and basis of most of these suppositions particularly on key factors such as the age structure of the area. The

unique nature of each district's and attendance area's demographic composition and rate of change over time must be assessed and understood to be factors throughout the life of the forecast series. Moreover, no two populations, particularly at the school district and attendance area level, have exactly the same characteristics.

The manifest purpose of these forecasts is to ascertain the demographic factors that will ultimately influence the enrollment levels in the district's schools. There are of course, other non-demographic factors that affect enrollment levels over time. These factors include, but are not limited to transfer policies within the district; student transfers to and from neighboring districts; placement of "special programs" within school facilities that may serve students from outside the attendance area; state or federal mandates that dictate the movement of students from one facility to another (No Child Left Behind was an excellent example of this factor); the development of charter schools in the district; the prevalence of home schooling in the area; and the dynamics of local private schools.

Unless the district specifically requests the calculation of forecasts that reflect the effects of changes in these non-demographic factors, their influences are held constant for the life of the forecasts. Again, the main function of these forecasts is to determine what impact demographic changes will have on future enrollment. It is quite possible to calculate special "scenario" forecasts to measure the impact of school policy modifications as well as planned economic and financial changes. However in this case the results of these population and enrollment forecast are meant to represent the most likely scenario for changes over the next 10 years in the district and its attendance areas.

The first part of the report will examine the assumptions made in calculating the population forecasts for the Hancock Central Schools. Since the results of the population forecasts drive the subsequent enrollment forecasts, the assumptions listed in this section are paramount to understanding the area's demographic dynamics. The remainder of the report is an explanation and analysis of the district's population forecasts and how they will shape the district's grade level enrollment forecasts.

DATA

The data used for the forecasts come from a variety of sources. The Hancock Central Schools provided enrollments by grade and attendance center for the school years 2014-15 to 2018-19. Birth and death data for the years 2000 through 2017 were obtained from the New York Department of Health. The net migration values were calculated using Internal Revenue Service migration reports for the years 2000 through 2016. The data used for the calculation of migration models came from the United States Bureau of the Census, 2005 to 2010, and the models were designed using demographic and economic factors. The base age-sex population counts used are from the results of the 2010 Census.

Recently the Census Bureau began releasing annual estimates of demographic variables at the block group and tract level from the American Community Survey (ACS). There has been wide scale reporting of these results in the national, state and local media. However, due to the methodological problems the Census Bureau is experiencing with their estimates derived from ACS data, particularly in areas with a population of less than 60,000, the results of the ACS are not used in these forecasts. For example, given the sampling framework used by the Census Bureau, each year only 40 of the over 1,200 current households in the district would have been included. For comparison 160

households in the district were included in the sample for the long form questionnaire in the 2000 Census. As a result of this small sample size, the ACS survey result from the last 5 years must be aggregated to produce the tract and block group estimates.

To develop the population forecast models, past migration patterns, current age specific fertility patterns, the magnitude and dynamics of the gross migration, the age specific mortality trends, the distribution of the population by age and sex, the rate and type of existing housing unit sales, and future housing unit construction are considered to be primary variables. In addition, the change in household size relative to the age structure of the forecast area was addressed. While there was a slight drop in the average household size in the Hancock Central Schools as well as most other areas of the state during the previous 20 years, the rate of this decline has been forecasted to slow over the next ten years.

ASSUMPTIONS

For these forecasts, the mortality probabilities are held constant at the levels calculated for the year 2010. While the number of deaths in an area are impacted by and will change given the proportion of the local population over age 65, in the absence of an extraordinary event such as a natural disaster or a breakthrough in the treatment of heart disease, death rates rarely move rapidly in any direction, particularly at the school district or attendance area level. Thus, significant changes are not foreseen in district's mortality rates between now and the year 2028. Any increases forecasted in the number of deaths will be due primarily to the general aging of the district's population and specifically to the increase in the number of residents aged 65 and older.

Similarly, fertility rates are assumed to stay fairly constant for the life of the

forecasts. Like mortality rates, age specific fertility rates rarely change quickly or dramatically, particularly in small areas. Even with the recently reported rise in the fertility rates of the United States, overall fertility rates have stayed within a 10% range for most of the last 40 years. In fact, the vast majority of year to year change in an area's number of births is due to changes in the number of women in child bearing ages (particularly ages 20-29) rather than any fluctuation in an area's fertility rate.

The total fertility rate (TFR), the average number of births a woman will have while living in the school district during her lifetime, is estimated to be 1.81 for the total district for the ten years of the population forecasts. A TFR of 2.1 births per woman is considered to be the theoretical "replacement level" of fertility necessary for a population to remain constant in the absence of in-migration. Therefore, in the absence of migration, fertility alone would be below the level needed to maintain the current level of population and enrollment within the Hancock Central Schools over the course of the forecast period.

A close examination of data for the Hancock Central Schools has shown the age specific pattern of net migration will be nearly constant throughout the life of the forecasts. While the number of in and out migrants has changed in past years for the Hancock Central Schools (and will change again over the next 10 years), the basic age pattern of the migrants has stayed nearly the same over the last 30 years. Based on the analysis of data it is safe to assume this age specific migration trend will remain unchanged into the future.

This pattern of migration shows most of the local out-migration occurring in the 18-to-24 year old age group as young adults leave the area to go to college or move to other urbanized areas. The second group of out-migrants is those householders aged 70 and older who are downsizing their

residences. Most of the in-migration occurs in the 0-to-9 and 25-44 age groups (the bulk of the which come from areas within 75 miles of the Hancock Central Schools) primarily consisting of younger adults and their children.

As the Delaware County area is not currently contemplating any major expansions or contractions, the forecasts also assume that the current economic, political, social, and environmental factors, as well as the transportation and public works infrastructure (with a few notable exceptions) of the Hancock Central Schools and its attendance areas will remain the same through the year 2028.

Below is a list of assumptions and issues that are specific to the Hancock Central Schools. These issues have been used to modify the population forecast models to more accurately predict the impact of these factors on each area's population change. Specifically, the forecasts for the Hancock Central Schools assume that throughout the study period:

- a. The national, state or regional economy does not go into deep recession at any time during the 10 years of the forecasts; (Deep recession is defined as four consecutive quarters where the GDP contracts greater than 1% per quarter)
- b. Interest rates have come off their historic lows and will not fluctuate more than one percentage point in the short term; the interest rate for a 30 year fixed home mortgage stays between 5.0% and 6% for the 10 years of the forecasts;
- c. The rate of mortgage approval stays at 1999-2003 levels and lenders do not return to "sub-prime" mortgage practices;

- d. There are no additional restrictions placed on home mortgage lenders or additional bankruptcies of major credit providers;
- e. The rate of housing foreclosures does not exceed 125% of the 2005-2007 average of Delaware County for any year in the forecasts;
- f. All currently planned, platted, and approved housing is built and completed by 2027. All housing units constructed are occupied by 2028;
- g. The unemployment rates for the Delaware County will remain below 7.0% for the 10 years of the forecasts;
- h. The intra-district student transfer policy remains unchanged over the next 10 years;
- i. The rate of students transferring into and out of the Hancock Central Schools will remain at the 2017-18 level;
- j. There are no new private schools opened in the district or in Delaware County over the next 10 years;
- k. The inflation rate for gasoline will stay below 5% per year for the 10 years of the forecasts;
- l. The state of New York does not change the current policy on open enrollment, charters or school vouchers anytime in the next 10 years;
- m. There will be no building moratorium within the district;
- n. Businesses within the district and the Hancock Central Schools area will remain viable;
- o. There is no expansion or contraction of the group quarters population in the district;
- p. The number of existing home sales in the district that are a result of "distress sales" (homes worth less than the current mortgage value) will not exceed 20% of total homes sales in the district for any given year;
- q. Housing turnover rates (sale of existing homes in the district) will remain at their current levels. The majority of existing home sales are made by home owners over the age of 60;
- r. The current rates of private school and home school attendance rates will remain constant;
- s. The rate of foreclosures for commercial property remains at the 2004-2008 average for Delaware County.

If a major employer in the district or in the Delaware County area closes, reduces or expands its operations, the population forecasts would need to be adjusted to reflect the changes brought about by the change in economic and employment conditions. The same holds true for any type of natural disaster, major change in the local infrastructure (e.g., highway construction, water and sewer expansion, changes in zoning regulations etc.), a further economic downturn, any additional weakness in the housing market or any instance or situation that causes rapid and dramatic population changes that could not be foreseen at the time the forecasts were calculated.

The high proportion of high school graduates from the Hancock Central Schools that attend college or move to urban areas outside of the district for employment is a significant demographic factor. Their

departure is a major reason for the extremely high out-migration in the 18 to 24 age group, and was taken into account when calculating these forecasts. The out-migration of graduating high school seniors is expected to continue over the period of the forecasts and the rate of out-migration has been forecasted to remain the same over the life of the forecast series.

Finally, all demographic trends (i.e., births, deaths, and migration) are assumed to be linear in nature and annualized over the forecast period. For example, if 1,000 births are forecasted for a 5-year period, an equal number, or proportion of the births are assumed to occur every year, 200 per year. Actual year-to-year variations do and will occur, but overall year to year trends are expected to be constant.

METHODOLOGY

The population forecasts presented in this report are the result of using the Cohort-Component Method of population forecasting (Siegel, and Swanson, 2004: 561-601) (Smith et. al. 2004). As stated in the **INTRODUCTION**, the difference between a projection and a forecast is in the use of explicit judgment based upon the unique features of the area under study. Strictly speaking, a cohort projection refers to the future population that would result if a mathematical extrapolation of historical trends. Conversely, a cohort-component forecast refers to the future population that is expected because of a studied and purposeful selection of the components of change (i.e., births, deaths, and migration), the age structure of the total population and forecast models are developed to measure the impact of these changes in each specific geographic area.

Five sets of data are required to generate population and enrollment forecasts. These five data sets are:

- a. a base-year population (here, the 2010 Census population for the Hancock Central Schools);
- b. a set of age-specific fertility rates for the district to be used over the forecast period;
- c. a set of age-specific survival (mortality) rates for the district;
- d. a set of age-specific migration rates for the district; and;
- e. the historical enrollment figures by grade.

The most significant and difficult aspect of producing enrollment forecasts is the generation of the population forecasts in which the school age population (and enrollment) is embedded. In turn, the most challenging aspect of generating the population forecasts is found in deriving the rates of change in fertility, mortality, and migration. From the standpoint of demographic analysis, the Hancock Central Schools is classified as a "small area" population (as compared to the population of the state of New York or to that of the United States).

Small area population forecasts are more complicated to calculate because local variations in fertility, mortality, and migration may be more irregular than those at the regional, state or national scale. Especially challenging is the forecast of the migration rates for local areas, because changes in the area's socioeconomic characteristics can quickly change from past and current patterns (Peters and Larkin, 2002.)

The population forecasts for Hancock Central Schools were calculated using a cohort-component method with the populations divided into male and female groups by five-year age cohorts that range from 0-to-4 years of age to 85 years of age

and older (85+). Age- and sex-specific fertility, mortality, and migration models were constructed to specifically reflect the unique demographic characteristics of each of the attendance areas in the Hancock Central Schools.

The enrollment forecasts were calculated using a modified average survivorship method. Average survivor rates (i.e., the proportion of students who progress from one grade level to the next given the average amount of net migration for that grade level) over the previous five years of year-to-year enrollment data were calculated for grades two through twelve. This procedure is used to identify specific grades where there are large numbers of students changing facilities for non-demographic factors, such as private school transfers or enrollment in special programs.

The survivorship rates were modified or adjusted to reflect the average rate of forecasted in and out migration of 5-to-9, 10-to-14 and 15-to-17 year old cohorts to each of the attendance centers in Hancock Central Schools for the period 2010 to 2015. These survivorship rates then were adjusted to reflect the forecasted changes in age-specific migration the district should experience over the next five years.

These modified survivorship rates were used to project the enrollment of grades 2 through 12 for the period 2015 to 2020. The survivorship rates were adjusted again for the period 2020 to 2025 to reflect the predicted changes in the amount of age-specific migration in the district for the period.

The forecasted enrollments for kindergarten and first grade are derived from the 5-to-9 year old population of the age-sex population forecast at the elementary attendance center district level. This procedure allows the changes in the incoming grade sizes to be factors of forecasted population change and not an extrapolation

of previous class sizes. Given the potentially large amount of variation in Kindergarten enrollment due to parental choice, changes in the state's minimum age requirement, and differing district policies on allowing children to start Kindergarten early, first grade enrollment is deemed to be a more accurate and reliable starting point for the forecasts. (McKibben, 1996) The level of the accuracy for both the population and enrollment forecasts at the school district level is estimated to be $\pm 2.0\%$ for the life of the forecasts.

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Appendix A: Supplemental Tables

Table 1: Forecasted Elementary Area Population Change, 2010 to 2020

	2010	2015	2010-2015 Change	2020	2015-2020 Change	2010-2020 Change
District Total	2,724	2,710	-0.5%	2,710	0.0%	-0.5%

Table 2: Household Characteristics by Elementary Area, 2010 Census

	HH w/ Pop Under 18	% HH w/ Pop Under 18	Total Households	Household Population	Persons Per Household
District Total	263	23.0%	1,144	2,576	2.25

Table 3: Householder Characteristics by Elementary Area, 2010 Census

	Percentage of Householders aged 35-54	Percentage of Householders aged 65+	Percentage of Householders who own homes
District Total	33.7%	30.2%	73.2%

Table 4: Percentage of Households that are Single Person Households and Single Person Households that are over age 65 by Elementary Area , 2010 Census

	Percentage of Single Person Households	Percentage of Single Person Households and are 65+
District Total	33.0%	14.3%

Table 5: Elementary Enrollment (PS-5), 2017, 2022, 2027

	2017	2022	2016-2021 Change	2027	2021-2026 Change	2016-2026 Change
District Total	156	156	0.0%	163	4.5%	4.5%

Table 6: Age Under One to Age Ten Population Counts, by Year of Age, by Elementary Area: 2010 Census

	Under 1year	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years
District Total	25	20	22	27	28	25	23	31	33	27	32

Table 7: Comparison of District Resident Enrollment by Grade with 2010 Census Counts by Age, 2012-2017

2010 Census	Under 1 year	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11 years	12 years	13 years
Hancock Central Schools Total	25	20	22	27	28	25	23	31	33	27	32	34	32	26
2018 Enrollment	22 88.0%	17 85.0%	21 95.5%	20 74.1%	29 103.6%	16 64.0%	33 143.5%	31 100.0%	35 106.1%	24 88.9%				
2017 Enrollment	21 84.0%	15 75.0%	23 104.5%	19 70.4%	30 107.1%	15 60.0%	23 100.0%	31 100.0%	35 106.1%	25 92.6%	30 93.8%			
2016 Enrollment	24 96.0%	16 80.0%	26 118.2%	19 70.4%	24 85.7%	17 68.0%	23 100.0%	24 77.4%	42 127.3%	29 107.4%	30 93.8%	37 108.8%		
2015 Enrollment	24 96.0%	19 95.0%	27 122.7%	22 81.5%	25 89.3%	20 80.0%	25 108.7%	24 77.4%	28 84.8%	30 111.1%	31 96.9%	38 111.8%	41 128.1%	
2014 Enrollment		21 105.0%	24 109.1%	18 66.7%	27 96.4%	21 84.0%	26 113.0%	28 90.3%	28 84.8%	21 77.8%	31 96.9%	47 138.2%	39 121.9%	33 126.9%

Appendix B: Population Forecast

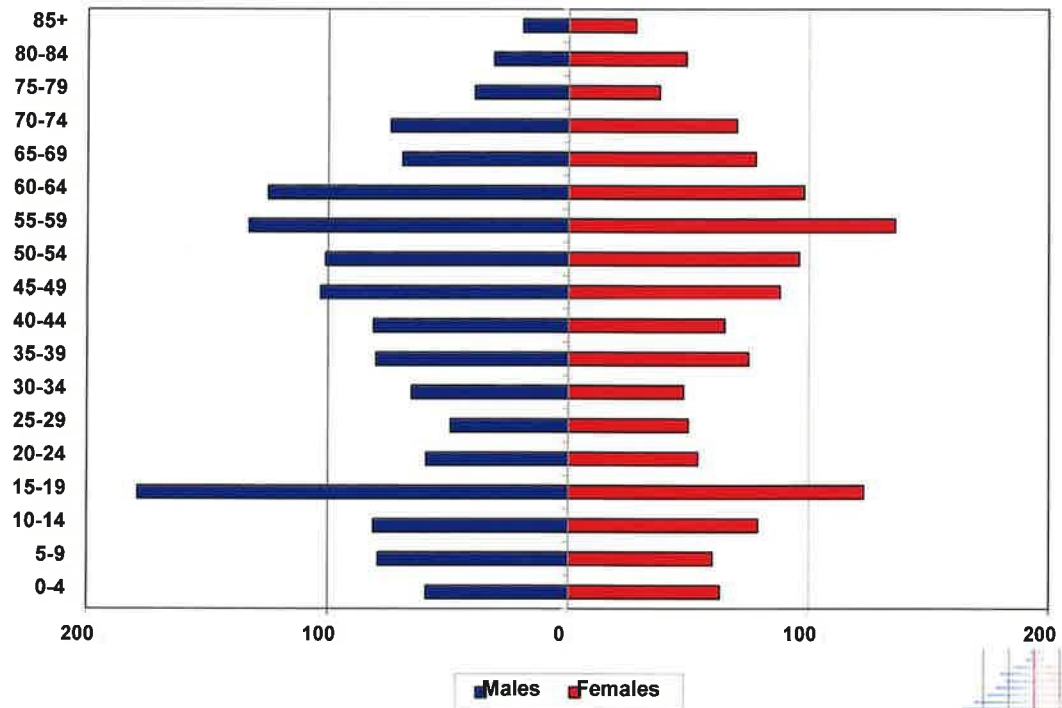
Hancock Central Schools Total Population

	2010	2015	2020	2025	2030
0-4	122	120	120	110	110
5-9	139	130	120	120	120
10-14	160	140	140	130	120
15-19	302	310	290	290	280
20-24	113	90	100	80	80
25-29	99	120	100	110	100
30-34	113	120	140	120	120
35-39	155	140	140	160	140
40-44	146	160	140	140	180
45-49	191	140	160	140	140
50-54	197	190	140	160	140
55-59	269	190	190	140	160
60-64	223	260	180	170	130
65-69	147	210	250	180	170
70-74	144	130	200	230	160
75-79	77	120	120	170	200
80-84	80	60	100	100	140
85+	47	80	80	110	120
Total	2,724	2,710	2,710	2,660	2,610
Median Age	45.3	45.9	47.0	47.5	47.0
Births	100	100	100	100	100
Deaths	130	140	170	180	180
Natural Increase	-30	-40	-70	-80	-80
Net Migration	30	30	30	30	30
Change	0	-10	-40	-50	-50

Differences between period Totals may not equal Change due to rounding.

Appendix C: Population Pyramid

Hancock Central Schools Total Population—2010 Census



McKibben Demographics

Appendix D: Enrollment Forecast

Hancock Central Schools: Total Enrollment

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
PK	12	15	6	7	7	7	7	7	7	7	7	7	7	7
K	24	28	33	16	21	22	24	26	27	28	28	27	27	28
1	19	24	21	29	15	19	20	21	22	23	24	24	23	23
2	27	16	21	22	28	14	20	21	22	23	24	23	23	22
3	22	26	15	22	23	29	13	19	20	21	22	23	22	22
4	25	19	23	17	21	22	28	12	18	19	20	21	22	21
5	20	24	19	21	16	20	21	27	12	17	18	19	20	21
6	22	26	15	22	22	17	21	22	28	12	18	17	18	19
Total: PK-6	171	178	153	156	153	150	154	155	156	150	161	161	162	163
7	24	23	15	29	18	20	16	20	21	27	12	17	16	17
8	28	24	23	16	30	19	21	17	21	22	28	12	16	15
9	30	42	31	33	22	42	27	30	24	30	32	41	18	24
10	31	29	35	31	32	21	40	26	29	23	29	31	39	17
11	38	30	25	35	29	29	19	37	24	27	21	27	29	36
12	41	37	30	24	34	28	28	18	36	23	26	20	26	28
Other Second.	3	2	2	2	2	2	2	2	2	2	2	2	2	2
Total: 7-12	195	187	161	170	167	161	153	150	157	154	150	150	146	139
Total: PK-12	366	365	314	326	320	311	307	305	313	304	311	311	308	302
Total: PK-12	366	365	314	326	320	311	307	305	313	304	311	311	308	302
Change		-1	-51	12	-6	-9	-4	-2	8	-9	7	0	-3	-6
% Change		-0.3%	-14%	3.8%	-1.8%	-2.8%	-1.3%	-0.7%	2.6%	-2.9%	2.3%	0.0%	-1.0%	-1.9%
Total: PK-6	171	178	153	156	153	150	154	155	156	150	161	161	162	163
Change		7	-25	3	-3	-3	4	1	1	-6	11	0	1	1
% Change		4.1%	-14%	2.0%	-1.9%	-2.0%	2.7%	0.6%	0.6%	-3.8%	7.3%	0.0%	0.6%	0.6%
Total: 7-12	195	187	161	170	167	161	153	150	157	154	150	150	146	139
Change		-8	-26	9	-3	-6	-8	-3	7	-3	-4	0	-4	-7
% Change		-4.1%	-14%	5.6%	-1.8%	-3.6%	-5.0%	-2.0%	4.7%	-1.9%	-2.6%	0.0%	-2.7%	-4.8%

Blue cells are historical data; Red numbers are current enrollment; orange cells are forecasted enrollment.

FIVE YEAR CAPITAL PLAN
HANCOCK CENTRAL SCHOOL DISTRICT



Middle School / High School – SED #0001

Elementary School – SED #0004

Bus Garage – SED #5003

**Five Year Capital Plan Developed
By Highland Associates**

June, 2016

HIGHLAND
ASSOCIATES



A. EXECUTIVE SUMMARY

The purpose of this report is to survey Hancock Central School District facilities and develop a five (5) year Capital Plan that fulfills the requirements of the New York State Education Department.

A1. District Overview

The Hancock Central School District consists of approximately 149,127 square feet of academic space in two (2) buildings. The District also has an additional 8,250 square feet of non academic space for a total of 157,377 square feet.

The following is a list of the District's facilities included in this report:

- Middle/High School
- Elementary School
- Bus Garage Facility

A2. General Conditions

The general condition of the Elementary School and the Middle/High School, is satisfactory.

The general condition of the Bus Garage Facility is unsatisfactory.

A3. Goals

- Evaluate the current physical condition of the District facilities.
- Analyze the District's Comprehensive Long Range Plan.
- Identify and address the District's reconstruction and alteration needs for the next five (5) year period.
- Establish budget costs and prioritize projects within the five (5) year framework in an orderly and cost-effective manner.

A4. Methodology

This plan was developed by Highland Associates' team of Architects and Engineers; including structural, mechanical, electrical, plumbing and fire protection. The Highland Team worked closely with District Administration and Staff, including the Director of Facilities. The estimated costs have been developed by Highland Associates and used for SED purposes only.

Information gathered in the process typically identifies capital improvements that should or could be implemented within the next five (5) years. The team approach used by the team involved specific tasks as follows:

- Compilation and review of existing data including record drawings.



- Field investigations by the project team of campus buildings and grounds to analyze specific components.
- Information gathered from the District Administration and Facilities Personnel.
- Architectural and engineering analysis of data with an emphasis on cost projections and prioritization of projects.
- The development of a Five (5) Year Reconstruction & Alteration Program.

The following were reviewed to generate the required capital improvements:

- Building Condition Surveys
- Building Code Compliance
- Accessibility
- Visual Inspection
- Recommendations by the evaluation team

Estimated costs have been developed as a basis for future planning by the Hancock Central School District Board of Education, the New York State Education Department and historical costs.

A5. Basis for Recommendation & Analysis

The basis for analysis, decisions and recommendations rely to varying extents on information data and input from other sources. Information is verified where practical, feasible and noted as an assumption where verification is not practical. The basis for key areas of this study is as follows:

- Existing conditions have been obtained from existing drawings and records along with input from District staff. This information was verified during field investigations where possible. It is not practical nor is it within the scope of this study to physically uncover or dismantle building and site components for the purpose of verification. Certain verifications are possible and may occur during detailed design of individual projects.
- Prioritization of projects within the five-year program has been done with an emphasis on Health and Safety Improvements. These improvements are recommended as critical and are intended to occur promptly within the first year. Reconstruction and alteration projects are recommended next. Their level of urgency is based on potential costs that may occur due to postponing projects. The remaining work items are prioritized by a combination of need and an attempt to create a fiscally responsible plan over the five-year program.
- Budget costs for the project include labor and materials and are escalated to the projected year work is to be accomplished. Costs are based on preliminary solutions that are intended to be verified and developed during detailed project design. The costs have been obtained from a combination of published data, local suppliers and contractors as well as historical costs compiled.



This Executive Summary was a collaborate effort from the following individuals.

*Terry Dougherty, Superintendent of Schools
William Flynn, Partner, Highland Associates
Drew Marcinkevich, Project Manager, Highland Associates
Joseph Hunt, HVAC Engineer, Highland Associates
Rick Clift, Electrical Engineer, Highland Associates
Carl Pisack, Plumbing Engineer, Highland Associates*

Facility Estimated Expenses Form

June 2016

District or Board Name: Hancock Central School District

Facility Name: District Wide

SED Number: Varies

				New Construction	Addition	Alterations	Major System	Major Repair	Energy	Bond	Capital	
Year 1	Priority	BCS #	Item Description									Cost
			HS - Replace Incoming Water Service					X				\$28,000
			HS - Tennis Courts					X				\$350,000
			ES - Waterproofing Foundation					X				\$500,000
			ES - Rating Corridor Walls			X						\$75,000
			HS - Interior Stairs			X						\$75,000
			HS - Hot Water Recirc. Piping Upgrade					X				\$15,000
			HS - Hot Water Heaters					X				\$50,000
			ES - Install Strobes in Classrooms			X						\$1,000
			HS - Install Strobes in Classrooms			X						\$10,000
			HS - Replace Generator					X				\$55,000
			HS - Kitchen / Cafeteria					X				\$500,000
Priority Total												\$1,659,000
Year 2	Priority	BCS #	Item Description									Cost
Priority Total												\$0
Year 3	Priority	BCS #	Item Description									Cost
			BG - Replace Existing	X								\$3,000,000
Priority Total												\$3,000,000
Year 4	Priority	BCS #	Item Description									Cost
Priority Total												\$0
Year 5	Priority	BCS #	Item Description									Cost
			HS - Brick Repointing					X				\$250,000
			HS - Window Replacement					X				\$500,000
			ES - Remove VAT / Install VCT			X						\$200,000
			HS - Replace Wood Floor / Install VCT			X						\$100,000
			HS - Terrazzo Flooring					X				\$500,000
			HS - Replace Ceilings			X						\$100,000
			ES - Replace Panels			X						\$26,000
			HS - Replace 1200a Main Switchboard			X						\$22,000
			ES - Replace Light Fixtures			X						\$60,000
			ES - Replace PA System			X						\$15,000
			HS - Replace PA System			X						\$8,000
			HS - Replace Drinking Fountains			X						\$40,000
			HS - RTU / Unit Ventilators			X						\$75,000
			ES - Replace Lighting Battery Units			X						\$4,500
			HS - Replace Lighting Battery Units			X						\$20,000
			ES - Accessibility to Stage			X						\$25,000
			HS - Replace Asphalt Side Walks			X						\$50,000
			HS - Replace Corridor Lighting			X						\$27,000
Priority Total												\$2,022,500
												\$6,681,500

District Estimated Expenses Summary Form

February 2016

District or Board Name: Hancock Central School District

Year 1 2016-2017		Costs
12-09-06-04-0-001	Middle / High School	\$1,083,000
12-09-06-04-0-004	Elementary School	\$576,000
		Year Total
		\$1,659,000
Year 2 2017-2018		Costs
		Year Total
		\$0
Year 3 2018-2019		Costs
12-09-06-04-5-003	Bus Garage	\$3,000,000
		Year Total
		\$3,000,000
Year 4 2019-2020		Costs
		Year Total
		\$0
Year 5 2020-2021		Costs
12-09-06-04-0-001	Middle / High School	\$1,692,000
12-09-06-04-0-004	Elementary School	\$330,500
		Year Total
		\$2,022,500
		District Total
		\$6,681,500

Five Year Plan, Part 2 - Page 2 of 2

**Hancock Central School District
Multi-Year Expense/Revenue Analysis
October, 2020**

Budget Account	Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget Projection	2022-23 Budget Projection
General Support-Board of Education						
A1010.16	Noninstructional Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
A1010.4	Contractual Services	\$17,135	\$36,353	\$19,000	\$19,000	\$19,000
A1010.45	Materials & Supplies	6,210	4,958	6,000	6,000	6,000
A1010.490	BOCES Services					
	Total Board of Education	23,346	41,311	25,000	25,000	25,000
General Support-District Clerk						
A1040.16	Noninstructional Salaries	\$5,153	\$5,308	\$6,000	\$6,180	\$6,365
A1040.4	Contractual Services	-	-	-	-	-
A1040.45	Materials & Supplies	-	-	-	-	-
	Total District Clerk	\$5,153	\$5,308	\$6,000	\$6,180	\$6,365
General Support - District Meeting						
A1060.4	Contractual Services	\$137	\$1,134	\$1,000	\$1,000	\$1,000
A1060.45	Materials & Supplies	\$0	\$4,602	\$200	\$200	\$200
	Total District Meeting	\$137	\$5,736	\$1,200	\$1,200	\$1,200
	Total Board of Education	\$28,636	\$52,354	\$32,200	\$32,380	\$32,565
General Support - Chief School Administrator						
A1240.15	Instructional Salaries	\$125,700	\$129,426	\$140,000	\$144,200	\$148,526
A1240.16	Noninstructional Salaries	\$45,488	\$36,307	\$36,730	\$37,832	\$38,967
A1240.2	Equipment	-	-	1,299	1,299	1,299
A1240.4	Contractual Services	26,997	13,518	7,500	7,500	7,500
A1240.45	Materials & Supplies	15,034	8,554	7,500	7,500	7,500
	Total Chief School Administrator	\$213,219	\$187,805	\$193,029	\$198,331	\$203,792
General Support - Finance						
Business Administration						
A1310.15	Instructional Salaries	\$3,500	\$5,775	\$0	\$0	\$0
A1310.16	Noninstructional Salaries	\$48,115	\$48,040	\$49,842	\$51,337	\$52,877
A1310.4	Contractual Services	60,036	66,617	\$67,650	\$69,750	\$72,500
A1310.45	Materials & Supplies	8,069	4,603	\$8,000	8,000	8,000
A1310.490	BOCES Services	25,020	24,995	\$28,334	29,751	31,238
	Total Business Administration	\$144,740	\$150,030	\$153,826	\$158,838	\$164,616
Auditing						
A1320.16	Noninstructional Salaries					
A1320.4	Contractual Services	28,255	11,506	20,000	20,000	20,000
	Total Auditing	\$28,255	\$11,506	\$20,000	\$20,000	\$20,000
Treasurer						
A1325.16	Noninstructional Salaries	\$0	\$0	\$0	\$0	\$0
A1325.2	Equipment					
A1325.4	Contractual Services					
A1325.45	Materials & Supplies					
	Total Treasurer	\$0	\$0	\$0	\$0	\$0
Tax Collector						
A1330.16	Noninstructional Salaries	\$10,328	\$10,689	\$11,090	\$11,423	\$11,765
A1330.4	Contractual Services	3,647	3,565	4,000	3,800	3,800
	Total Tax Collector	\$ 13,975	\$ 14,254	\$ 15,090	\$ 15,223	\$ 15,565
General Support - Purchasing						
A1345.16	Noninstructional Salaries	\$125	\$0	\$0	\$0	\$0
A1345.49	BOCES Services	2,685	2,521	3,016	3,167	3,325
	Total Purchasing	\$2,810	\$2,521	\$3,016	\$3,167	\$3,325
	Total Finance	\$189,780	\$178,310	\$191,932	\$197,227	\$203,506
General Support-Staff						
Legal						
A1420.4	Contractual Services	\$38,597	\$14,671	\$22,000	\$22,000	\$22,000
	Total Legal	\$38,597	\$14,671	\$22,000	\$22,000	\$22,000
Personnel						
A1430.16	Noninstructional Salaries	\$4,375	\$4,839	\$4,900	\$5,047	\$5,198
A1430.20	Equipment		\$1,378			
A1430.4	Contractual Services	10,347	1,108	5,000	5,000	5,000
A1430.45	Materials & Supplies	-	-	50	50	50
A1430.49	BOCES Services	15,547	32,950	42,452	44,575	46,803
	Total Personnel	\$30,269	\$40,275	\$52,402	\$54,672	\$57,052
Records Management Officer						
A1460.16	Noninstructional Salaries	\$5,987	\$5,987	\$6,225	\$6,412	\$6,604
A1460.4	Contractual Services	-	-	950	950	950
A1460.45	Materials & Supplies	59	84	100	100	100
	Total Records Management Officer	\$6,046	\$6,071	\$7,275	\$7,462	\$7,654
Public Information and Services						
A1480.4	Contractual	\$5,000				
A1480.49	BOCES Services	\$55,882	\$67,253	\$61,950	\$65,048	\$68,300
	Total Public Information and Services	\$60,882	\$67,253	\$61,950	\$65,048	\$68,300
	Total Staff	\$135,793	\$128,269	\$143,627	\$149,181	\$155,006
General Support - Central Services						
Operation of Plant						
A1620.16	Noninstructional Salaries	\$261,856	\$210,547	\$235,556	\$242,623	\$249,901
A1620.2	Equipment	9,676	11,579	11,500	12,223	12,223
A1620.4	Contractual Services	282,838	263,376	338,175	355,084	372,838
A1620.45	Materials & Supplies	22,542	33,824	24,500	25,725	27,011
A1620.49	BOCES Services					
	Total Operation of Plant	\$576,911	\$519,327	\$609,731	\$635,654	\$661,974
Maintenance of Plant						
A1621.16	Noninstructional Salaries	\$126,525	\$158,968	\$165,603	\$170,571	\$175,688
A1621.2	Equipment	393	470	1,000	1,000	1,000

**Hancock Central School District
Multi-Year Expense/Revenue Analysis
October, 2020**

A1621.4	Contractual Services	19,304	15,829	23,950	25,148	26,405
A1621.45	Materials & Supplies	23,534	12,843	29,000	30,450	31,973
	Total Maintenance of Plant	\$169,756	\$188,109	\$219,553	\$227,169	\$235,066
	Central Printing and Mailing					
A1670.4	Contractual Services	\$10,183	\$12,484	\$14,000	\$12,000	\$12,000
A1670.45	Materials & Supplies	\$8,537	\$10,775	\$8,000	\$8,000	\$8,000
A1670.490	BOCES Services	\$35,126	\$44,362	\$39,050	\$41,003	\$43,053
	Total Central Printing and Mailing	\$53,846	\$67,621	\$61,050	\$61,003	\$63,053
	Central Data Processing					
A1680.49	BOCES Services	\$321,527	\$268,899	\$332,550	\$349,178	\$366,636
	Total Central Data Processing	\$321,527	\$268,899	\$332,550	\$349,178	\$366,636
	Total Central Services	\$1,122,040	\$1,043,957	\$1,222,884	\$1,273,003	\$1,326,728
	Special Items					
A1910.4	Unallocated Insurance	\$50,567	\$48,369	\$62,000	\$65,000	\$65,000
A1930.4	Judgements and Claims	19,292	7,283	-	-	-
A1964.4	Refund on Real Property Taxes	-	908	2,500	2,500	2,500
A1981.49	BOCES Administrative Costs	64,811	67,202	73,500	77,175	81,034
A1983.49	BOCES Capital Expenses	126,705	128,502	136,500	143,325	150,491
	Total Special Items	\$261,376	\$252,264	\$274,500	\$288,000	\$299,025
	Total General Support	\$1,950,844	\$1,842,959	\$2,058,172	\$2,138,122	\$2,220,622
	Insruction-Administration and Improvement					
A2010.15	Instructional Salaries	\$25,164	\$31,057	\$19,284	\$19,814	\$20,359
A2010.4	Contractual Services	\$19,555	\$13,670	\$17,210	\$28,000	\$28,001
	Total Curriculum Development and Supervision	\$44,719	\$44,727	\$36,494	\$47,814	\$48,360
	Supervision-Regular School					
A2020.15	Instructional Salaries	\$143,740	\$118,942	\$106,328	\$110,315	\$113,625
A2020.16	Noninstructional Salaries	\$50,540	\$52,155	\$51,400	\$52,942	\$54,530
A2020.2	Equipment	\$0	\$0	\$1,500	\$1,181	\$1,182
A2020.4	Contractual Services	7,778	5,399	14,240	9,582	9,582
A2020.45	Materials & Supplies	6,301	7,079	6,305	17,020	17,020
A2020.49	BOCES Services	33,849	40,005	35,363	37,131	38,988
	Total Supervision - Regular School	\$242,207	\$223,579	\$215,136	\$228,171	\$234,927
	Research, Planning and Evaluation					
A2060.49	BOCES Services	\$1,791	\$1,832	\$2,866	\$3,009	\$3,160
	Total Research, Planning and Evaluation	\$1,791	\$1,832	\$2,866	\$3,009	\$3,160
	Inservice Training - Instruction					
A2070.15	Instructional Salaries					
A2070.4	Contractual and Other	1,697				
A2070.49	BOCES Services					
	Total Inservice Training - Instruction	\$1,697				
	Total Administration and Improvement	\$290,414	\$270,139	\$254,496	\$278,995	\$286,447
	Instruction - Teaching					
	Teaching-Regular School					
A2110.10	Teacher Salaries, Pre-Kindergarten	\$0	\$0	\$45,000	\$46,350	\$48,088
A2110.12	Teacher Salaries, Full Day K-6	\$606,983	\$653,704	\$691,216	\$717,137	\$738,651
A2110.13	Teacher Salaries, 7-12	\$1,318,504	\$1,222,141	\$1,103,683	\$1,145,071	\$1,179,423
A2110.14	Sustitute Teacher Salaries	\$94,108	\$60,034	\$95,000	\$120,000	\$120,001
A2110.16	Noninstructional Salaries	\$87,519	\$73,920	\$36,824	\$37,929	\$39,067
A2110.2	Equipment	-	-	-	-	-
A2110.4	Contractual and Other	19,688	10,605	23,852	22,445	22,445
A2110.45	Materials and Supplies	15,663	36,016	26,063	42,000	42,000
A2110.471	Tuition paid to Public Districts in NYS	-	-	1,000	1,000	1,000
A2110.48	Textbooks	9,377	20,504	20,486	18,000	18,000
A2110.49	Other BOCES Services - Not LEP	106,775	143,910	156,561	164,389	172,609
	Total Teaching - Regular School	\$2,258,617	\$2,220,834	\$2,199,685	\$2,314,320	\$2,381,283
	Program for Students w/Disabilities School Age - School Year					
A2250.15	Instructional Salaries	\$219,009	\$260,970	\$345,092	\$358,033	\$368,774
A2250.16	Noninstructional Salaries	\$112,241	\$125,209	\$125,971	\$129,750	\$133,643
A2250.4	Contractual and Other	6,370	8,296	22,025	25,000	25,000
A2250.45	Materials and Supplies	3,633	4,360	6,402	5,000	5,000
A2250.471	Tuition paid to Public Districts in NYS	-	17,426	-	7,500	7,500
A2250.472	Tuition - All Other	-	-	-	-	-
A2250.480	Textbooks	376	-	-	1,203	1,203
A2250.49	BOCES Services	305,138	274,931	425,398	446,668	469,001
	Total Program for Students w/Disabilities	\$646,767	\$691,192	\$924,888	\$973,154	\$1,010,121
	Occupational Education (Grades 9-12)					
A2280.15	Instructional Salaries	\$56,697	\$58,516	\$61,400	\$63,703	\$65,614
A2280.2	Equipment	\$0	\$0	\$0	\$0	\$1
A2280.4	Contractual and Other	\$46,937	\$48,302	\$51,948	\$53,506	\$55,112
A2280.45	Materials and Supplies	\$1,209	\$2,350	\$5,945	\$4,300	\$4,300
A2280.49	BOCES Services	\$252,716	\$250,055	\$271,129	\$284,685	\$298,920
	Total Occupational Education	\$357,558	\$359,223	\$390,422	\$406,194	\$423,946
	Teaching - Special Schools					
A2330.45	Materials and Supplies	\$0	\$0	\$0	\$0	\$0
A2330.4	Contractual Services	\$0	\$0	\$0	\$0	\$0
A2330.49	BOCES Services	\$3,322	\$5,594	\$14,676	\$15,410	\$16,180
	Total Teaching-Special Schools	\$3,322	\$5,594	\$14,676	\$15,410	\$16,180
	Total Teaching	\$3,266,265	\$3,276,843	\$3,529,671	\$3,709,079	\$3,831,530
	Instruction - Instructional Media					
	School Library and Audiovisual					
A2610.15	Instructional Salaries	\$129,559	\$89,193	\$96,002	\$99,602	\$102,590
A2610.16	Noninstructional Salaries	\$27,777	\$30,854	\$29,133	\$30,007	\$30,907
A2610.2	Equipment	-	-	3,890	6,000	6,000
A2610.4	Contractual and Other	-	-	-	-	-
A2610.45	Materials and Supplies	8,024	1,316	6,504	8,500	8,500
A2610.46	School Library A/V Loan Program	2,162	4,176	-	2,168	2,168

Hancock Central School District
Multi-Year Expense/Revenue Analysis
October, 2020

A2610.49	BOCES Services	32,688	39,684	42,991	45,141	47,398
	Total School Library and Audiovisual	\$200,210	\$165,223	\$178,520	\$191,418	\$197,563
	Computer Assisted Instruction					
A2630.15	Instructional Salaries					
A2630.16	Noninstructional Salaries					
A2630.22	State-Aided Computer Hardware-Purchase	34,022	-	2,800	5,000	5,000
A2630.4	Contractual and Other-Aided Comp. Hard. Repair		-			
A2630.4	Contractual and Other-(Not Aided Lease/Repair)					
A2630.45	Materials and Supplies					
A2630.46	State-Aided Computer Software	-	140	4,750	5,000	5,000
A2630.49	BOCES Services	26,255	96,951	23,408	30,000	30,000
	Total Computer Assisted Instruction	\$60,277	\$97,091	\$30,958	\$40,000	\$40,000
	Total Instructional Media	\$260,487	\$262,313	\$209,478	\$231,418	\$237,563
	Instruction - Pupil Services					
	Attendance - Regular School					
A2805.15	Instructional Salaries	\$4,255	\$4,361	\$4,350	\$4,513	\$4,649
	Total Attendance- Regular School	\$4,255	\$4,361	\$4,350	\$4,513	\$4,649
	Guidance - Regular School					
A2810.15	Instructional Salaries	\$73,384	\$78,529	\$73,758	\$76,524	\$78,820
A2810.16	Noninstructional Salaries	\$26,826	\$24,366	\$25,280	\$26,038	\$26,820
A2810.2	Equipment	-	-	-	-	-
A2810.4	Contractual and Other	4,997	3,719	11,775	9,800	9,800
A2810.45	Materials and Supplies	4,053	2,737	7,244	5,000	5,000
A2810.49	BOCES Services	-	-	-	-	-
	Total Guidance - Regular School	\$109,260	\$109,352	\$118,057	\$117,362	\$120,439
	Health Services - Regular School					
A2815.16	Noninstructional Salaries	\$76,765	\$93,508	\$94,281	\$97,817	\$100,751
A2815.4	Contractual and Other	11,165	9,170	14,274	14,702	15,143
A2815.45	Materials and Supplies	1,757	1,016	1,388	1,800	1,800
A2815.49	BOCES Services	-	-	1,038	1,090	1,144
	Total Health Services - Regular School	\$89,687	\$103,694	\$110,981	\$115,409	\$118,839
	Psychological Services - Regular School					
A2820.15	Instructional Salaries			\$46,225		
A2820.4	Contractual and Other	57,821	10,160	20,000	20,600	21,218
	Total Psychological Services - Regular School	\$57,824	\$40,460	\$66,225	\$20,600	\$21,218
	Social Work Services - Regular School					
A2825.15	Instructional Salaries	\$0	\$0	\$0	\$0	\$1
	Total Social Work Services - Regular School					
	Instruction - Pupil Services (Con't)					
	Pupil Personnel Services - Special School					
A2830.15	Instructional Salaries	\$ 47,122	\$ 80,839	\$ 53,164	\$ 55,158	\$ 56,812
A2830.2	Equipment	-	-	-	-	-
A2830.4	Contractual and Other	-	-	-	-	-
A2830.45	Materials and Supplies	-	-	-	-	-
	Total Pupil Personnel Services - Special School	\$ 47,122	\$ 80,839	\$ 53,164	\$ 55,158	\$ 56,812
	Co-Curricular Activities - Regular School					
A2850.15	Instructional Salaries	\$68,309	\$67,711	\$52,467	\$54,435	\$56,068
A2850.16	Noninstructional Salaries	\$0	\$0	\$2,313	\$2,382	\$2,454
A2850.4	Contractual and Other	4,258	3,096	7,500	5,600	5,600
A2850.45	Materials & Supplies	560	961	1,225	800	800
	Total Co-Curricular Activities - Regular School	\$73,127	\$71,768	\$63,505	\$63,217	\$64,921
	Interscholastic Athletics - Regular School					
A2855.15	Instructional Salaries	\$136,311	\$93,221	\$143,488	\$148,869	\$153,335
A2855.16	Noninstructional Salaries	\$6,091	\$9,741	\$12,156	\$12,521	\$12,896
A2855.2	Equipment	360	180	732	732	732
A2855.4	Contractual and Other	50,507	38,776	58,358	45,000	45,000
A2855.45	Materials and Supplies	12,869	14,079	19,011	1,600	1,600
A2855.490	BOCES Services	3,217	3,728	3,870	4,064	4,267
	Total Interscholastic Athletics - Regular School	\$209,355	\$159,725	\$237,615	\$212,785	\$217,830
	Total Pupil Services	\$590,629	\$570,199	\$653,897	\$589,044	\$604,708
	TOTAL INSTRUCTION	\$4,407,795	\$4,379,495	\$4,647,542	\$4,808,535	\$4,960,248
	Pupil Transportation					
	District Transportation Services					
A5510.15	Instructional Salaries (Trans. Sup. Office)					
A5510.16	Noninstructional Salaries (Excl Trans Supv Office)	263,708	232,607	267,100	275,113	283,366
A5510.16	Noninstructional Salaries (Trans Supv Office)	56,462	58,081	57,665	59,395	61,177
A5510.2	Equipment	-	-	-	-	-
A5510.21	Purchase of Buses					
A5510.4	Contractual and Other	29,983	20,897	28,600	30,700	30,700
A5510.45	Materials and Supplies	71,063	57,271	87,500	84,700	84,700
A5510.49	BOCES Bus Driver Training Services	2,174	2,319	4,653	4,886	5,130
	Total District Transportation Services	\$423,390	\$371,174	\$445,518	\$454,794	\$465,073
	Garage Building					
A5530.2	Equipment	\$0	\$4,620	\$5,000	\$0	\$1
A5530.4	Contractual and Other	20,038	10,731	18,500	19,425	20,396
A5530.45	Materials and Supplies	1,460	2,767	2,300	2,415	2,536
	Total Garage Building	\$21,497	\$18,118	\$25,800	\$21,840	\$22,933
	Contract Transportation					
A5540.4	Contract Transportation					
	Total Contract Transportation					
	Total Pupil Transportation	\$444,887	\$389,292	\$471,318	\$476,634	\$488,006
	Community Service					
	Recreation					
A7140.15	Instructional Salaries					
	Total Recreation					
	Youth Program					
A7310.4	Contractual and Other	\$0	\$3,000	\$3,000	\$3,000	\$3,000

**Hancock Central School District
Multi-Year Expense/Revenue Analysis
October, 2020**

	Total Youth Program	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Census						
A8070.16	Noninstructional Salaries	\$1,485	\$1,522	\$1,600	\$1,656	\$1,714
	Total Census	\$1,485	\$1,522	\$1,600	\$1,656	\$1,714
	Total Community Services	\$1,485	\$4,522	\$4,600	\$4,656	\$4,714
Undistributed Expenditures						
Employee Benefits						
A9010.8	State Retirement	\$178,747	\$174,087	\$240,974	\$255,649	\$271,218
A9020.8	Teachers' Retirement	320,134	\$283,841	\$414,408	\$442,847	\$473,237
A9030.8	Social Security	328,850	\$322,586	\$368,034	\$381,835	\$408,039
A9040.8	Workers' Compensation	51,770	48,447	70,354	65,000	65,000
A9045.8	Life Insurance	-	-	-	-	-
A9050.8	Unemployment Insurance	-	24,672	5,000	5,000	5,000
A9060.8	Hospital, Medical and Dental Insurance	1,764,202	1,880,831	2,422,472	2,604,157	3,099,469
A9089.8	Other	180,823	58,200	12,000	12,000	12,000
	Total Employee Benefits	\$2,824,525	\$2,792,664	\$3,533,242	\$3,766,489	\$4,333,963
Debt Service - Principal						
A9711.6	Serial Bonds - School Construction	\$570,000	\$590,000	\$610,000	\$625,000	\$645,000
A9731.6	BAN Principal					\$181,000
	Total Principal	\$570,000	\$590,000	\$610,000	\$625,000	\$826,000
Debt Service - Interest						
A9711.7	Serial Bonds - School Construction	\$277,475	\$256,925	\$242,200	\$225,100	\$204,950
A9731.7	BAN Interest					\$256,253
	Total Interest	\$277,475	\$256,925	\$242,200	\$225,100	\$461,203
	Total Debt Service	\$847,475	\$846,925	\$852,200	\$850,100	\$1,287,203
Interfund Transfers						
A9901.93	Transfer to School Lunch Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
A9901.95	Transfer to Special Aid Fund	\$3,872	\$4,913	\$4,000	\$4,000	\$4,000
A9950.9	Transfer to Capital Fund					
	Total Interfund Transfers	\$103,872	\$104,913	\$104,000	\$104,000	\$104,000
	Total Undistributed Expenditures	\$3,775,873	\$3,744,501	\$4,489,442	\$4,720,589	\$5,725,166
TOTAL GENERAL FUND EXPENDITURES AND INTERFUND TRANSFERS		\$10,580,883	\$10,360,769	\$11,671,074	\$12,148,536	\$13,398,757
Original Budget Amount		\$11,291,458	\$11,590,423			
Percentage of Budget Spent		94%	89%			

5 YEAR FINANCIAL PLAN
REVENUES
Years ending 6/30/19-6/30/23

5 Year Financial Plan
Revenues
Years ending 6/30/11-6/30/15

Revenue Account	Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget Projected	2022-23 Budget Projected	Assumptions
A1001	Real Property Taxes (Excl STAR)	3,644,132	3,659,589	3,709,941	3,860,823	4,014,445	Tax Cap Maximum
A1081	Other Payments in Lieu of Taxes	\$162,565	\$235,156	\$235,109	\$235,464	\$235,820	Actual PILOTs on file
A1085	School Tax Relief Reimbursement	316,387	298,862	326,706	326,706	326,706	Keep flat
A1090	Interest and Penalties on Real Property Taxes	20,412	13,765	14,000	16,000	16,000	
A1310	Day School Tuition-Resident (from Indiv.)	6,859	7,623				
A1335	Other Student Fees/Charges (from Indiv.)						
A1489	Other Charges - Services (from Indiv.)	169	9,045				
A2230	Tuition - Other Public Schools			-			
A2389	Shared Services-Trans	46,163	47,764	45,000			
A2395	Tuition-Districts in Other States	194,100	229,835	225,000	200,000	200,000	Keep flat
A2401	Interest and Earnings	23,252	35,528	20,000	2,000	2,000	Keep flat
A2410	Rental of Facilities						
A2413	Rental of Real Property, BOCES						
A2665	Sale of Equipment	678					Minor sales will fluctuate -
A2666	Sale of Transportation Equipment						projected zero to be conservative
A2670	Sale of Instructional Supplies						
A2680	Insurance Recoveries		181				
A2701	Refund of Prior Years Expenses - BOCES	102,941	87,770	90,000	90,000	90,000	Keep flat for
A2703	Refund of Prior Years Expenses - Other (Not Transp.)	35,558	21,258	15,000			Has been decreasing -
A2705	Gifts and Donations	20,234	-	1,000	1,000	1,000	projected low to be conservative
A2770	Other Unclassified Revenues	11,717	65,597	5,000			
A3101	Basic Formula Aid - General Aids payable	4,900,511	5,047,301	5,060,602	5,060,602	5,499,892	Flat - Building Aid in 22-23
A3101	Basic Formula Aid - Excess Cost Aids (NYSEL 3609-b)	707,386	709,445	710,000	710,000	710,000	Flat
A3102	Lottery Aid (Sect. 3609a)	205,966	210,085	210,000	210,000	210,000	Flat
A3102	VLT Lottery Grants (Sect. 3609f)	239,398	255,046	250,000	250,000	250,000	Flat
A3102	Commercial Gaming Grant	38,975	29,291	30,000	30,000	30,000	Flat
A3103	BOCES Aid (Sect. 3609d)	343,118	273,034	346,269	346,269	346,269	Flat
A3104	Tuition for Students with Disabilities						
A3260	Textbook Aid (Incl. Textbook/Lottery Aid)	16,427	16,252	17,331	17,331	17,331	Based on pupil count
A3262	Computer Software Aid	4,914	4,794	5,000	5,000	5,000	Based on pupil count
A3262	Hardware Aid	1,150	2,804	1,116	1,116	1,116	Keep flat - based on tech factor.
A3263	Library A/V Loan Program Aid	2,050	2,000	2,000	2,000	2,000	Based on pupil count
A3289	Other State Aid (Specify)	108,192	108,192	-	-	-	Keep flat - has remained the same
A4285	Federal Fiscal Stabilization Grant for Deficit						
A4601	Medicaid Assistance-School Age-School Year Programs	8,605	4,332	2,000	2,000	2,000	keep flat
A4960	Emergency Disaster Assistance (FEMA)						
A5050	Transfers from Reserves/Other	71,198	150,000	150,000	150,000	150,000	
	Fund Balance		200,000	200,000	200,000	200,000	
	TOTAL REVENUES	11,233,057	11,724,550	11,671,074	11,716,311	12,309,579	

12,148,536 13,398,757

(432,225) (1,089,178)

5 Year Financial Plan
Payroll Expense
Years ending 6/30/14-6/30/18

Payroll Account	Description	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected
A1010.16	BOE-Noninstructional	\$ 1,349	\$ -	\$ -	\$ -	\$ -	\$ -
A1040.16	District Clerk-Noninstructional	4,979	5,153	5,308	6,300	6,180	6,365
A1240.15	Chief School Admin. - Instructional	121,450	125,700	129,426	140,300	144,200	148,526
A1240.16	Chief School Admin. - Noninstructional	42,828	45,488	36,307	36,730	37,832	38,967
A1310.15	Instructional Salaries	-	3,500	5,775	-	-	-
A1310.16	Noninstructional Salaries	48,923	48,115	48,040	49,342	51,337	52,877
A1320.16	Auditing-Noninstructional		\$ -				
A1325.16	Treasurer-Noninstructional	275	-	-	-	-	-
A1330.16	Tax Collector-Noninstructional	10,032	10,328	10,689	11,090	11,423	11,765
A1345.16	Purchasing-Noninstructional Salaries	1,894	125	-	-	-	-
A1430.16	Personnel-Noninstructional Salaries	4,375	4,375	4,839	4,300	5,047	5,198
A1460.16	Records Mgmt-Noninstructional Salaries	5,643	5,987	5,987	6,225	6,412	6,604
A1620.16	Operation of Plant-Noninstructional	299,650	261,856	210,547	235,556	242,623	249,901
A1621.16	Mtnce. Of Plant-Noninstructional	100,502	126,525	158,968	165,503	170,571	175,688
A2010.15	Administration and Improvement-Instructional	16,425	25,164	31,057	19,284	19,814	20,359
A2020.15	Supervision-Reg. School-Instructional	92,789	143,740	118,942	106,328	110,315	113,625
A2020.16	Supervision-Reg. School-Noninstructional	48,620	50,540	52,155	51,400	52,942	54,530
A2070.15	Inservice Training-Instructional	-	-	-	-	-	-
A2110.10	Teaching-Reg. School-Pre-Kindergarten	-	-	-	45,000	46,350	48,088
A2110.12	Teaching-Reg. School-Teacher Sal K-3	650,755	606,983	653,704	691,216	717,137	738,651
A2110.13	Teaching-Reg. School-Teacher Sal 7-12	1,253,092	1,318,504	1,222,141	1,103,683	1,145,071	1,179,423
A2110.14	Substitute Teacher Salaries	161,296	94,108	60,034	95,000	120,000	120,001
A2110.16	Teaching-Reg. School-Noninstructional	140,295	87,519	73,920	36,824	37,929	39,067
A2250.15	Prog. For Students w/Disab.-Instructional	232,674	219,009	260,970	345,092	358,033	368,774
A2250.16	Prog. For Students w/Disab.-Noninstructional	104,891	112,241	125,209	125,971	129,750	133,643
A2280.15	Occupational Education - Instructional	54,289	56,697	58,516	61,400	63,703	65,614
A2610.15	School Library and Audiovisual-Instructional	43,374	129,559	89,193	96,002	99,602	102,590
A2610.16	School Library and Audiovisual-Noninstructional	27,955	27,777	30,854	29,133	30,007	30,907
A2805.15	Attendance - Reg. School - Instructional	4,151	4,255	4,361	4,350	4,513	4,649
A2810.15	Guidance-Reg. School-Instructional	74,478	73,384	78,529	73,758	76,524	78,820
A2810.16	Guidance-Reg. School-Noninstructional	30,852	26,826	24,366	25,280	26,038	26,820
A2815.16	Health Services-Reg. School-Noninstructional	64,080	76,765	93,508	94,281	97,817	100,751
A2820.15	Psychological Services-Reg. School-Instructional	-	-	46,225	-	-	-
A2825.15	Social Work Services-Reg. School-Instructional	-	\$ -	-	-	-	1
A2830.15	Pupil Personnel - Spec. School-Instructional	45,250	47,122	80,839	53,164	55,158	56,812
A2850.15	Co-Curricular Activities-Reg. School-Instructional	69,867	68,309	67,711	52,467	54,435	56,068
A2850.16	Co-Curricular Activities - Reg. School - Noninstructional	-	-	-	2,313	2,382	2,454
A2855.15	Interscholastic Athletics-Reg. School-Instructional	140,051	136,311	93,221	143,488	148,869	153,335
A2855.16	Interscholastic Athletics-Reg. School-Noninstructional	6,305	6,091	9,741	12,156	12,521	12,896
A5510.15	Transportation-Instructional (Sup. Office)	-	-	-	-	-	-
A5510.16	Transportation-Noninstructional (Excl. Sup. Office)	259,843	263,708	232,607	267,100	275,113	283,366
A5510.16	Transportation-Noninstructional (Sup. Office)	54,739	56,462	58,081	57,665	59,395	61,177
A8070.16	Census - Noninstructional	1,449	1,485	1,522	1,600	1,656	1,714
TOTAL PAYROLL EXPENSE		\$ 4,219,419	\$ 4,269,711	\$ 4,183,290	\$ 4,249,901	\$ 4,420,697	\$ 4,550,026

FICA - (Soc. Sec./Medicare)	\$322,786	\$326,633	\$320,022	\$325,117	\$338,183	\$348,077
Teacher's Retirement	\$ 290,074	\$ 323,787	\$ 265,345	\$ 288,781	\$ 316,372	\$ 358,087
Employee's Retirement	\$ 195,219	\$ 206,952	\$ 189,224	\$ 195,147	\$ 201,116	\$ 207,151
Health/Dental Insurance						
Total Benefits	\$808,078.93	\$857,372.33	\$774,590.63	\$809,045.58	\$855,671.48	\$913,314.49

Expenditure Assumptions

	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Salaries - per contract increase	3.75%	3.00%	3.50% 2.75%	3.5 & 3.25% 2.75%	3.5 & 3.25% 2.75%	3.00% 3.75%	3.00% CSEA, HAP & Conf. 3.00% HTA
<u>Benefits - fixed rate of salary</u>							
Social Security	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%
TRS	11.72%	9.80%	10.62%	8.86%	9.53%	10.00%	11.00%
ERS	15.5%	15.50%	16.00%	16.00%	16.00%	16.00%	16.00%
Health Insurance	6%	6%	6%	6%	6%	6%	7.5%
**Includes \$300,000 Small Group							
Insurance Law in 22-23							
BOCES Services	Actual	Actual	Actual	Actual	Actual	5%	5%
Utilities	5%	5%	5%	5%	5%	5%	5%
Materials & Supplies	Trended by prior years actual expense						
Contractual Services	Trended by prior years actual expense						
Debt Service	Based on actual debt schedule						
Interfund transfers	Trended by prior years actual expense						
Equipment	Trended by prior years actual expense						

Data Sources

State Aid Estimates

NYS Education Department - State Aid Unit

<https://eservices.nysed.gov/publicsams/reports.do>

Fiscal Analysis and Staffing Data

NYS Education Department - Fiscal Analysis and Research Unit

http://www.oms.nysed.gov/faru/Profiles/profiles_cover.html

Pupil Count Data for State Aid Projections

Questar III - State Aid Planning Service

<http://sap.questar.org/districts.php>

OFFICIAL	2019-2020 SALARY (2.5%- 3.5%)	2020-2021 SALARY (3.75%)	2020-2021 FICA & MED ON GROSS	2020-2021 HEALTH & DENTAL (Est. 7%)	2020-2021 ERS (16%)	2020-2021 TRS (10.25%)	2019-2020 COMP	2020-2021 TOTAL
CAFÉ								
RIEMAN	15,374	15,912	1,217.27	23,992.05	2,545.92		623.75	44,290.99
SUB(New)	8,194	8,501	650.35	0.00	1,360.20		333.25	10,845.08
2 3hr Subs	14,430	14,971	1,145.29	0.00	2,395.38		586.87	19,098.66
KUEHN, S	22,311	23,118	1,768.53	23,992.05	3,698.88		906.23	53,483.69
DINNERS	3,743	3,883	297.08		621.34		152.23	4,954.01
SMITH	65,176	67,620	5,172.94	22,175.81	10,819.22		2,650.71	108,438.77
Cafeteria Sub Total	129,228	134,006	10,251	70,160	21,441	0	5,253	241,111

BUS DRIVERS								
BOCES (2)	31,600	32,785	2,508.05		5,245.60		1,285.17	41,823.82
APPLEY	8,394	9,672	739.91	23,992.05	1,547.52		379.14	36,330.62
CZAPNIK	48,138	51,330	3,926.75	23,992.05	8,212.80		2,012.14	89,473.73
CZAPNIK- Head Mechanic	1,436	1,625	124.31		260.00		63.70	2,073.01
DRUMM	8,409	9,847	753.30	23,992.05	1,575.52		386.00	36,553.87
D'ELIA, S	9,505	10,448	799.27	23,992.05	1,671.68		409.56	37,320.57
MILLER (4hrs)	16,441	17,042	1,303.71	23,992.05	2,726.72		668.05	45,732.53
NEWMAN, M	9,896	11,264	861.70	1,200.00	1,802.24		441.55	15,569.48
O'BRIEN	8,394	9,672	739.91	9,111.27	1,547.52		379.14	21,449.84
SOULIER	13,356	14,374	1,099.61	23,992.05	2,299.84		563.46	42,328.97
VETRONE	9,950	11,318	865.83	23,992.05	1,810.88		443.67	38,430.43
WORMUTH, M	12,633	13,650	1,044.23	23,992.05	2,184.00		535.08	41,405.36
XTRA TRIPS, SUBS, H-CAP, AFTER SCHOOL	56,548	58,669	4,488.14		9,386.97		2,299.81	74,843.47
Bus Drivers Sub Total	234,700	251,696	19,255	202,248	40,271	0	9,866	523,336

CUSTODIANS								
DRUMM	50,169	52,105	3,986.03	23,992.05	8,336.80		2,042.52	90,462.40
EWAIN	28,138	336	25.71	23,992.05	53.76		13.17	24,420.73
EWAIN - night shift	1,290	0	0.00		0.00		0.00	0.00
GALES	35,373	36,637	2,802.73	9,111.27	5,861.92		1,436.17	55,849.09
GALES - night shift	1,614	1,679	128.44		268.64		65.82	2,141.90
GILL	0	28,080	2,148.12	23,992.05	4,492.80		1,100.74	59,813.71
GILL - night shift	1,290	1,287	98.46		205.92		50.45	1,641.83
GOTTHARDT	48,256	50,022	3,826.68	23,992.05	8,003.52		1,960.86	87,805.12
MEAD	29,123	30,142	2,305.86	23,992.05	4,822.72		1,181.57	62,444.20
MILLER	28,138	29,123	2,227.91	9,111.27	4,659.68		1,141.62	46,263.48
MILLER - night shift	1,290	1,335	102.13		213.60		52.33	1,703.06
SCHOONMAKER	15,340	15,915	1,217.52	0.00	2,546.44		623.88	20,303.08
SHANNON	42,022	43,571	3,333.18	23,992.05	6,971.36		1,707.98	79,575.58
SHANNON - night shift	1,871	1,997	152.77	0.00	319.52		78.28	2,547.57
HEAD CUSTODIAN	1,556	1,625	124.31	0.00	260.00		63.70	2,073.01
OT, SUBS, SECURITY, SUMMER HELP, NIGHT RATE	47,000	48,763	3,730.33		7,802.00		1,911.49	62,206.32
Custodial Sub Total	332,470	342,617	26,210	162,175	54,819	0	13,431	599,251

HAP								
ALDERMAN	27,497	28,480	2,178.72	400.00	4,556.80		163.19	35,778.71
BROCK	25,176	26,078	1,994.97	23,075.04	4,172.48		149.43	55,469.91
PRICE	16,650	17,890	1,368.59	9,294.60	2,862.40		102.51	31,518.09
CHRISTIAN, B	16,019	17,513	1,339.74	23,075.04	2,802.08		100.35	44,830.21
CZAPNIK	13,575	15,014	1,148.57	400.00	2,402.24		86.03	19,050.84
GILL, C	36,574	37,957	2,903.71	9,294.60	6,073.12		217.49	56,445.92
GILL, C (611) 60%	-12,437	-12,872						
HUNT	46,727	48,446	3,706.12	23,075.04	7,751.36		277.60	83,256.11
KRAVETSKY	24,366	25,219	1,929.24	23,075.04	4,035.01		144.50	54,402.60
PETRIELLA	14,752	16,264	1,244.20	23,075.04	2,602.24		93.19	43,278.67
POBORSKY	15,877	17,513	1,339.74	23,075.04	2,802.08		100.35	44,830.21
RECEIVING CLERK	2,557	2,646	202.46	0.00	423.44		15.16	3,287.56
RHINEBECK	13,378	14,994	1,147.04	0.00	2,399.04		85.92	18,626.00
RUTLEDGE	14,759	16,264	1,244.20	23,075.04	2,602.24		93.19	43,278.67
SCHOONMAKER	28,080	29,166	2,231.20	9,294.60	4,666.56		167.12	45,525.48
SCHOONMAKER(SUB CALLING)	4,851	5,021	384.09	0.00	803.33		28.77	6,236.97
SHERBURNE	18,469	19,177	1,467.04	23,075.04	3,068.32		109.88	46,897.28
SMITH	24,366	25,219	1,929.24	400.00	4,035.01		144.50	31,727.56
WORMUTH, A	15,224	15,798	1,208.55	23,075.04	2,527.68		90.52	42,699.79
HAP Sub Total	346,460	365,787	28,967	236,759	60,585	0	2,170	707,141

TEACHERS								
BARNES	88,514	92,279	7,059.34	20,392.20		9,458.60	528.76	129,717.90
BARNES (Title I) 20%	-15,516	-16,098						
BARNES (SUMMER)	3,643	3,780	289.14	0.00		387.41	21.66	4,477.82
BASS	63,033	65,552	5,014.73	20,406.38		6,719.08	375.61	98,067.80
BEDIENT	44,322	45,984	3,517.78	8,404.23		4,713.36	263.49	62,882.85
CHARLES, C	25,133	26,179	2,002.69	21,652.22		2,683.35	150.01	52,667.27
COOPER	59,979	62,491	4,780.56	20,406.38		6,405.33	358.07	94,441.34
DABRESCIA	54,115	56,222	4,300.98	8,404.23		5,762.76	322.15	75,012.12
DAVIS	52,948	55,011	4,208.34	20,406.38		5,638.63	315.21	85,579.56
DIRIG	55,461	57,676	4,412.21	20,406.38		5,911.79	330.48	88,736.87
DRUMM, T	25,008	26,314	2,013.02	21,652.22		2,697.19	150.78	52,827.20
DRUMM, T(611) 56%	-13,065	-13,555						
DUFTON	50,761	52,665	4,028.87	20,406.38		5,398.16	301.77	82,800.18
DULAY	45,933	48,693	3,725.01	20,406.38		4,991.03	279.01	78,094.44
ELLIS	23,291	30,641	2,344.04	8,167.35		3,140.70	175.57	44,468.66
GROSS, D	56,130	58,313	4,460.94	20,406.38		5,977.08	334.13	89,491.54
GROSS, P	41,500	44,151	3,377.55	20,406.38		4,525.48	252.99	72,713.39
HAZEN	48,469	50,287	3,846.92	20,406.38		5,154.38	288.14	79,982.41
HAZEN (611) 55%	-24,487	-25,405						
HERZOG	48,456	50,273	3,845.89	20,406.38		5,152.99	288.06	79,966.43
HULL	64,413	66,984	5,124.28	20,406.38		6,865.86	383.82	99,764.33
JORDAN	0	43,000	3,289.50	20,406.38		4,407.50	246.39	71,349.77
KARCHER	67,902	70,849	5,419.95	20,406.38		7,262.02	405.96	104,343.31
KELLY	59,175	60,920	4,660.38	20,406.38		6,244.30	349.07	92,580.13
KENYON	15,836	16,487	1,261.26	400.00		1,689.92	94.47	19,932.64
KENYON (611) 60%	-5,600	-5,810						
MACDONALD KIM	33,591	34,851	2,666.08	8,772.66		3,572.19	199.69	50,061.29
MAKOWSKI	67,270	70,706	5,409.01	20,406.38		7,247.37	405.15	104,173.90
MANGEFRIDA	46,265	47,999	3,671.92	8,404.23		4,919.90	275.03	65,270.08
MANGEFRIDA (TITLE I) 10%	-4,334	-4,497						
MANN	47,024	48,787	3,732.24	20,406.38		5,000.71	279.55	78,206.28
MESSSENGER	46,268	48,003	3,672.23	8,404.23		4,920.31	275.06	65,274.88
MILK	55,594	57,814	4,422.77	20,406.38		5,925.94	331.27	88,900.36
MURRAY	44,259	45,919	3,512.78	8,404.23		4,706.67	263.11	62,805.51
NOYD	58,287	60,551	4,632.15	20,406.38		6,206.48	346.96	92,142.97
NYBERG	67,323	70,188	5,369.38	20,406.38		7,194.27	402.18	103,560.21
O'BOYLE	63,359	66,053	5,053.05	20,406.38		6,770.43	378.48	98,661.35
PASCARELLI	44,166	45,822	3,505.40	8,404.23		4,696.78	262.56	62,691.19
PRESCOTT	67,392	70,132	5,365.10	20,406.38		7,188.53	401.86	103,493.86
RICE	66,273	68,893	5,270.31	20,406.38		7,061.53	394.76	102,025.98
RICE, K	55,207	57,412	4,392.02	20,406.38		5,884.73	328.97	88,424.10
ROBINSON	49,825	51,751	3,958.95	20,406.38		5,304.48	296.53	81,717.34
ROBINSON (611) 72%	-38,112	-39,541						
ROBINSON (Title I) 20%	-10,587	-10,984						
SAXBY	63,101	65,623	5,020.16	2,000.00		6,726.36	376.02	79,745.54
SAXBY (Title I) 10%	-11,954	-12,402						
B SMITH	27,415	28,811	2,204.04	21,652.22		2,953.13	165.09	55,785.48
B SMITH (611) 50%	-12,871	-13,354						
VASCONI-SMITH	63,341	65,872	5,039.21	20,406.38		6,751.88	377.45	98,446.91
WHITE, G	74,103	77,193	5,905.26	20,406.38		7,912.28	442.32	111,859.24
WHITE, K	59,270	61,758	4,724.49	8,404.23		6,330.20	353.87	81,570.78
WORMUTH, J	67,951	71,355	5,458.66	20,406.38		7,313.89	408.86	104,942.79
						0.00		
SUBSTITUTES (ESTIMATED)	100,000	103,750	7,936.88	0.00		10,634.38	594.49	122,915.74
Teacher Sub Total	2,124,780	2,262,348	183,905	714,491	0	246,409	13,775	3,562,574

COACHES								
ASST GOLF			0.00				0.00	0.00
ASST V FOOTBALL			0.00			0.00	0.00	0.00
ASST TRACK			0.00			0.00	0.00	0.00
ATHLETIC DIRECTOR	7,201	7,345	561.89			752.86	42.09	8,701.84
BOWLING	5,774	5,889	450.51			603.62	33.74	6,976.87
BOY'S TENNIS	5,774	5,889	450.51			603.62	33.74	6,976.87
GIRL'S TENNIS	5,774	5,889	450.51			603.62	33.74	6,976.87
JV BASEBALL	4,850	4,947	378.45			507.07	28.35	5,860.86
JV BOY'S BASKETBALL	4,850	4,947	378.45			507.07	28.35	5,860.86
JV FIELD HOCKEY	4,850	4,947	378.45			507.07	28.35	5,860.86
JV FOOTBALL	4,850	4,947	378.45			507.07	28.35	5,860.86
JV GIRLS BASKETBALL	4,850	4,947	378.45			507.07	28.35	5,860.86
JV SOFTBALL	4,850	4,947	378.45			507.07	28.35	5,860.86
JV VOLLEYBALL	4,388	4,947	378.45			507.07	28.35	5,860.86
JV WRESTLING			0.00			0.00	0.00	0.00
MOD BASEBALL	4,618	4,710	360.32			482.78	26.99	5,580.08
MOD BOY'S BASKETBALL	4,618	4,710	360.32			482.78	26.99	5,580.08
MOD FOOTBALL	4,618	4,710	360.32			482.78	26.99	5,580.08
MOD GIRLS BASKETBALL	4,618	4,710	360.32			482.78	26.99	5,580.08
MOD SOFTBALL	4,850	4,710	360.32			482.78	26.99	5,580.08
MOD VOLLEYBALL	4,618	4,710	360.32			482.78	26.99	5,580.08
MOD WRESTLING	4,618	4,710	360.32			482.78	26.99	5,580.08
MOF FIELD HOCKEY	4,618	4,710	360.32			482.78	26.99	5,580.08
VAR BOY'S BASEBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR BOY'S BASKETBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR FIELD HOCKEY	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR FOOTBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR GIRLS BASKETBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR GOLF	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR SOFTBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
VAR VOLLEYBALL	5,774	5,889	450.51			603.62	33.74	6,976.87
SCOREKEEPERS, ETC (ESTIMATED)	9,750	9,750	745.88		1,560.00	999.38	55.87	13,111.12
Athletic Sub Total	151,129	154,183	11,795	0	1,560	15,804	883	184,225

ADVISORS								
ADVISOR-FRESHMAN (2) TOTAL	2,294	2,340	179.01			239.85	13.41	2,772.27
ADVISOR-SOPH (2)TOTAL	2,507	2,557	195.61			262.09	14.65	3,029.35
ADVISOR-JUNIOR(2) TOTAL	3,034	3,095	236.77			317.24	17.73	3,666.74
ADVISOR-SENIOR(2)TOTAL	3,034	3,095	236.77			317.24	17.73	3,666.74
ATTENDANCE	4,361	4,448	340.27			455.92	25.49	5,269.68
BAND	3,231	3,296	252.14			337.84	18.89	3,904.87
CENSUS	1,522	1,552	118.73			159.08	8.89	1,838.70
CHAPERONE (SR TRIP)(2) TOTAL (4 DAYS)	2,900	2,973	227.40			304.68	17.03	3,521.61
CHORUS	3,231	3,296	252.14			337.84	18.89	3,904.87
CHORUS CHAPERONE(5 TIMES)	375	384	29.40			39.40	2.20	455.38
CURR COORD -MATH	3,451	3,520	269.28			360.80	20.17	4,170.25
CURR COORD-ELA	3,451	3,520	269.28			360.80	20.17	4,170.25
CURR COORD-ELEM MATH	3,451	3,520	269.28			360.80	20.17	4,170.25
CURR COORD-ENGLISH	3,451	3,520	269.28			360.80	20.17	4,170.25
CURR COORD-SCIENCE	3,451	3,520	269.28			360.80	20.17	4,170.25
CURR COORD-SOC STUDIES	3,451	3,520	269.28			360.80	20.17	4,170.25
DIR LIGHTING & SOUND	2,621	2,673	204.48			273.98	15.32	3,166.78
DIRECTOR-BOTH PLAYS TOTAL	4,376	4,464	341.50			457.56	25.58	5,288.63
ELEM YEARBOOK	1,768	1,803	137.93			184.81	10.33	2,136.07
HONOR SOCIETY	1,031	1,052	80.48			107.83	6.03	1,246.34
JOURNALISM	899	927	70.92			95.02	5.31	1,098.24
KOALATY KID	1,720	1,754	134.18			179.79	10.05	2,078.02
SCHOOL NEWSPAPER	1,827	1,864	142.60			191.06	10.68	2,208.34
SPEECH & DEBATE	1,679	1,713	131.04			175.58	9.82	2,029.44
STUDENT COUNCIL (2)TOTAL	2,061	1,052	80.48			107.83	6.03	1,246.34
TECH DIR BOTH PLAYS TOTAL	3,005	3,066	234.55			314.27	17.57	3,632.38
WEBMASTER	1,879	1,917	146.65			196.49	10.98	2,271.13
WEIGHT ROOM SUPERVISOR	1,679	1,713	131.04			175.58	9.82	2,029.44
YEARBOOK	2,852	2,909	222.54			298.17	16.67	3,446.38
ON CORE SUB	3,458	3,544	271.15			363.31	20.31	4,199.22
DASA (3)	2,465	2,514	192.32			257.69	14.41	2,978.41
Spanish Club (2)	2,021	1,031	78.87			105.68	5.91	1,221.46
Assistant Speech and Debate	1,011	1,031	78.87			105.68	5.91	1,221.46
CO-Curricular Sub Total	83,547	83,183	6,364	0	0	8,526	477	98,550

NON-CONTRACTUAL								
DOUGHERTY	129,471	142,500	10,901.25	22,175.81		14,606.25	816.53	190,999.83
BARTHOLOMEW	56,672	58,797	4,497.99	22,175.81	9,407.55		336.91	95,215.45
BERGMAN	102,485	106,328	8,134.11	22,175.81		10,898.64	609.26	148,146.00
BEAMER	93,500	97,006	7,420.98	22,175.81		9,700.63	555.85	136,859.51
GILL	48,040	50,003	3,825.23	22,175.81	8,000.48		286.52	84,291.03
NEWMAN	55,581	57,665	4,411.39	22,175.81	9,226.45		330.42	93,809.36
WADESON	35,402	36,948	2,826.52	22,175.81	5,911.68		211.71	68,073.72
SUMMER HELP	27,000	28,013	2,142.96	0.00			160.51	30,315.97
DISTRICT CLERK	5,308	5,507	421.29	0.00	881.13		31.56	6,841.02
TAX COLLECTOR	10,689	11,450	875.93				65.61	12,391.53
RECORDS MANAGEMENT	5,987	6,212	475.18				35.59	6,722.29
Sub Total	570,135	600,429	45,933	155,231	33,427	35,206	3,440	873,666

District Sub-Totals	3,972,449	4,194,248	332,681	1,541,063	212,104	305,945	49,295	6,789,853
Special Aid Funds			0					
Total District Cost	3,972,449	4,194,248	320,859.95	1,541,063	303,574	401,572	49,295	6,810,612

-20,759

Federal Funds - TRS	136,526	154,999
Federal Funds - ERS	12,437	12,872
Sub Total	4,121,412	4,362,119

Total TRS Salaries	3,768,968	4,015,720
Total ERS Salaries	2,016,767	1,897,338
Total Non-ERS/TRS Salaries	37,689	39,463
Total Dist. Cost W/O Fed Funds	5,823,424	5,952,520

Total Dist Cost 303,574.03 401,572.02

HANCOCK CENTRAL SCHOOL DISTRICT
TAX CAP CALCULATION
2020-2021 BUDGET

	Actual FYE 2020	Actual FYE 2021	Proposed FYE 2022	Potential FYE 2023	Potential FYE 2024
Tax Levy Limit Before Adjustments and Exclusions					
Real Property Tax Levy Prior Year	3,942,627	3,958,451	4,036,647	4,146,584	4,270,463
Tax Cap Reserve Offset from Previous FYE used to reduce Proposed FYE	-	-	-	-	-
Total Tax Cap Reserve Amount (Including Interest Earned) from Current FYE	-	-	-	-	-
Tax Base Growth Factor	1.0034	1.0069	1.0000	1.0000	1.0000
PILOTs Receivable Prior FYE	172,762	168,791	237,613	235,464	235,820
Tort Exclusion Amount Claimed in Prior FYE	-	-	-	-	-
Capital Tax Levy Exclusion Previous FYE	154,364	73,323	78,598	72,823	78,598
BOCES Capital Exclusion FYE 2020		7,000	75,368	71,606	75,368
Allowable Levy Growth Factor	1.0200	1.0181	1.0100	1.0100	1.0100
PILOTs Receivable Proposed FYE	168,791	237,613	235,464	235,820	236,175
Available Carryover from Previous FYE	-	-	-	-	-
Tax Levy Before Adjustments/Exclusions	3,885,128	3,910,489	4,002,155	4,116,497	4,235,787
Exclusions					
Tort Exclusions					
Capital Tax Levy Exclusion Proposed FYE	73,323	78,598	72,823	78,598	78,598
BOCES Capital Exclusion FYE 2021	-	75,368	71,606	75,368	75,368
T.R.S. Exclusion	-	-	-	-	-
E.R.S. Exclusion	-	-	-	-	-
Total Exclusions	73,323	153,966	144,429	153,966	153,966
Total Tax Levy Limit, Adjusted for Transfers plus Exclusions	3,958,451	4,064,455	4,146,584	4,270,463	4,389,753
Allowable Tax Levy Increase	15,824	106,005	82,128	123,879	119,290
Prior Year Adjustments (if any)	-	-	-	-	-
Proposed Levy, Net of Reserve and Adjustments	3,958,451	4,036,647	4,146,584	4,270,463	4,389,753
Percent Increase of Proposed Levy		1.98%	2.02%	2.99%	2.79%
Amount of Under (Over) Tax Cap	-	27,808	-	-	-
OVERRIDE NECESSARY?	NO	NO	NO	NO	NO
Potential Tax Levy Increase By Percentage		2.68%	2.02%	2.99%	2.79%

Office of the New York State Comptroller

Thomas P. DiNapoli • State Comptroller



Property Tax Cap

Inflation and Allowable Levy Growth Factors

October 2020

Inflation Factors and Allowable Levy Growth Factors by Fiscal Year

Fiscal Year	Fiscal Years Beginning									
	2017		2018		2019		2020		2021	
	Inflation Factor	Allowable Levy Growth Factor	Inflation Factor	Allowable Levy Growth Factor	Inflation Factor	Allowable Levy Growth Factor	Inflation Factor	Allowable Levy Growth Factor	Inflation Factor	Allowable Levy Growth Factor
Jan 1 - Dec 31	0.68%	1.0068	1.84%	1.0184	2.25%	1.0200	2.07%	1.0200	1.56%	1.0156
Mar 1 - Feb 28	0.80%	1.0080	1.99%	1.0199	2.42%	1.0200	1.90%	1.0190	1.46%	1.0146
Apr 1 - Mar 31	0.93%	1.0093	2.05%	1.0200	2.42%	1.0200	1.85%	1.0185	1.43%	1.0143
Jun 1 - May 31	1.15%	1.0115	2.13%	1.0200	2.46%	1.0200	1.78%	1.0178	Coming December 2020	
Jul 1 - Jun 30	1.26%	1.0126	2.13%	1.0200	2.44%	1.0200	1.81%	1.0181		
Aug 1 - Jul 31	1.36%	1.0136	2.09%	1.0200	2.40%	1.0200	1.89%	1.0189		
Sep 1 - Aug 31	N/A	N/A	N/A	N/A	N/A	N/A	1.96%	1.0196		
Oct 1 - Sep 30	1.63%	1.0163	2.05%	1.0200	2.30%	1.0200	1.93%	1.0193		

Note: On October 18, 2016, the Bureau of Labor Statistics announced a correction to four months (May-August) of the 2016 monthly CPI-U figures. These revisions would have resulted in a slight downward change (0.68 percent to 0.67 percent) to the 2017 allowable levy growth factor (inflation factor) for calendar year local governments. Due to the late timing of these revisions, the 2017 inflation factor was not changed. For more information on the changes to the CPI-U, visit the Bureau of Labor Statistics' website at: www.bls.gov/bls/errata/cpi-price-corrections-10182016.htm.

Data For Prior Years

As defined in law, the allowable levy growth factor is the lesser of one plus the inflation factor or one and two-one-hundredths. For periods where the inflation factor is less than 2 percent, the allowable levy growth factor is equal to one plus the inflation factor.



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1/15/2020

Tax Base Growth Factors for School Districts
for Fiscal Years Starting in 2020
Sorted by SD Name within County

ORPTS SD Code	School District Name	Tax Base Growth Factor
Albany County		
010100	Albany	1.0000
012001	Berne-Knox-Westerlo	1.0019
012206	Bethlehem	1.0082
192401	Cairo-Durham	1.0085
010300	Cohoes	1.0008
422001	Duanesburg	1.0071
012801	Green Island	1.0057
193201	Greenville	1.0084
013002	Guilderland	1.0041
012615	Menands	1.0164
433801	Middleburgh	1.0066
422401	Niskayuna	1.0061
012605	North Colonie	1.0124
012402	Ravena-Coeymans-Selkirk	1.0120
422803	Rotterdam-Mohonasen	1.0133
422801	Schalmont	1.0092
434201	Schoharie	1.0089
012601	South Colonie	1.0054
013403	Voorheesville	1.0195
011800	Watervliet	1.0029
Allegany County		
022001	Alfred-Almond	1.0026
023001	Andover	1.0000
465201	Arkport	1.0138
023401	Belfast	1.0041
027602	Bolivar-Richburg	1.0020
024002	Canaseraga	1.0028
463202	Canisteo-Greenwood	1.0060
024801	Cuba-Rushford	1.0001
244001	Dalton-Nunda	1.0071
025801	Fillmore	1.0041
025001	Friendship	1.0043
023202	Genesee Valley	1.0017

164601	Saranac Lake	1.0035
Columbia County		
103801	Chatham	1.0060
102801	Copake-Taconic Hills	1.0058
382401	East Greenbush	1.0132
103602	Germantown	1.0051
100600	Hudson	1.0097
104401	Kinderhook	1.0060
104801	New Lebanon	1.0001
133801	Northeast	1.0255
134201	Pine Plains	1.0061
134801	Red Hook	1.0075
384401	Schodack	1.0100
Cortland County		
112001	Cincinnatus	1.0038
110200	Cortland	1.0021
252401	De Ruyter	1.0042
502401	Dryden	1.0072
313001	Fabius-Pompey	1.0056
083001	Greene	1.0062
502801	Groton	1.0176
113001	Homer	1.0053
113401	Marathon	1.0036
112204	Mc Graw	1.0039
492602	Newark Valley	1.0071
315402	Tully	1.0061
034401	Whitney Point	1.0042
Delaware County		
122002	Andes	1.0013
082201	Bainbridge-Guilford	1.0044
122601	Charlotte Valley	1.0071
122801	Delhi	1.0043
034201	Deposit	1.0076
122401	Downsville	1.0025
123201	Franklin	1.0006
433401	Gilboa-Conesville	1.0018
123606	Hancock	1.0069
433601	Jefferson	1.0076

**Hancock Central School District
Reserve Fund Report and Analysis
2019-2020 Year-End Summary Report- Final
Board of Education Review/Approval
October 26th, 2020**

Prepared By:

**Terrance P. Dougherty, Ph.D. Superintendent of Schools
Raymond G. Preusser, CPA, External Auditor
Aimee Skiff- Treasurer**

Overview

The New York State Comptroller's guidance on the Reserve Fund describes the importance of Reserve Funds for good financial management.

"Saving for future projects, acquisitions, and other allowable purposes is an important planning consideration for local governments and school districts. Reserve funds provide a mechanism for legally saving money to finance all or part of future infrastructure, equipment, and other requirements. Reserve funds can also provide a degree of financial stability by reducing reliance on indebtedness to finance capital projects and acquisitions. In uncertain economic times, reserve funds can also provide officials with a welcomed budgetary option that can help mitigate the need to cut services or to raise taxes. In good times, money not needed for current purposes can often be set aside in reserves for future use."

The establishment and funding of reserves is an important consideration in the maintenance of a sound financial plan for any school district. Strict adherence to state laws is required to ensure reserves are both legal and appropriate. Adequately funded reserves are vital to the long-term health and stability of the school district.

The Hancock Central School District believes that the judicious use of reserves reduces long-term borrowing costs, smoothes large fluctuations in tax rates, and minimizes the possibility of mid-year budget cuts which could have a direct impact on students. We believe it is in the best interest of students, staff, and taxpayers to prudently establish and use reserves to weather the financial storms and uncertainties that can occur throughout a school year.

Since New York State law mandates that expenditures can be no greater than the budget approved by the voters in May each year, Hancock Central School District budgets conservatively to ensure that unanticipated expenditures do not result in mid-year cuts that could have an immediate impact on students and/or staff. This practice has allowed the District to weather revenue reductions, state aid holdbacks, increases in expenditures such as transportation or Special Education, and other negative adjustments without impacting instructional programs. However, conservative budgeting can also result in budget surpluses at year-end. The Board of Education reviews budget surpluses via the annual Fund Balance Report and determines the best use of these surpluses including transfers to voter or Board approved reserves, or to a reduction in the ensuing year tax levy.

Legally established reserves can provide many benefits to the school district and to its taxpayers. However, these reserves can also cause confusion when not utilized and/or their purpose is not clearly understood by the community.

Finally, Education Law 2022(7), regarding voting on school district budgets and the election of board members states: "Each school district, in a timely fashion, shall post on

its website, if any, a financial budget or any multi-year financial plan adopted by the board of education or trustees.” In Hancock, community residents can find this important financial information on our school district website,

Reserves

As stated, the Board is responsible for appropriately managing the financial affairs of the District. Reserves may be established by the Board in accordance with applicable laws. Money set aside in reserves must be used in compliance with statutory provisions which determine how reserves are established and how they may be funded, expended, and/or discontinued. Generally, school districts are not limited as to how much money can be held in reserves. However, reserve balances must be reasonable.

Funding reserves at greater than reasonable levels contributes to real property tax levies that are higher than necessary because the excessive reserve balances are not being used to fund operations. The Board is responsible for developing a formal plan for the use of its reserves, including anticipated use and need of reserve funds and how and when disbursements should be made. By maintaining excessive and/or unnecessary reserves, the Board and District officials may miss opportunities to lower the property tax burden and/or funds from being used to meet District needs.

Best Practices for Reserves

1. Familiarize yourself, the administrative team and the Board of Education as to the purpose and rules of Reserve Funds. Listed above are Reserve Funds available to school districts and BOCES. But not all school districts or BOCES can establish each of the listed funds. For example, the big five school districts, school districts with more than 125,000 inhabitants, cannot use the Insurance Reserve Fund, Employee Benefit Accrued Liability Reserve Fund or the Retirement Contribution Reserve Fund. Only a BOCES can use the Career Education Instructional Equipment Reserve Fund.
2. Share the New York State Comptroller’s guidance document with interested parties. The document can be found at the link noted below in the resource section.
3. Review your district’s reserve funds annually to assure that the funding level is appropriate based on the prescribed purpose of the Reserve Fund. Share an update with the Superintendent and Board of Education.
4. When establishing a Reserve Fund, document the reasons and the dollar amount. Keep a record of discussion with the Board of Education and any Board action. Keep the documentation in the business office.
5. Share information with your external auditor during the school year as you make changes to Reserve Funds.

6. If the district changes the level of funding in a reserve fund, document the reasons, inform the Board of Education and keep a copy of the resolution in the business office.

Resources

New York State Office of State Comptroller guidance document: This document outlines all of the Reserves available to municipalities and school districts.

- New York State Office of State Comptroller Local Government and School Accountability Accounting Releases: The state may create new reserves or clarify requirements related to a reserve. This information is released in a bulletin. Bulletins can be found at this link:

○

The following is a report/analysis of the current status and internal controls over Reserve Funds at Hancock Central School District:

Reserve for Encumbrances

Funding Goal- Each year the reserve amount is equal to the outstanding purchase order obligations to be satisfied in the following school year.

Creation – This reserve was created in 1993 via board resolution

Purpose – This reserve allows outstanding encumbrances remaining at the end of a school year to be carried over to the next school year.

Funding Methods – The funding is realized from revenue gleaned from the prior school year.

Use of Reserve – The reserve is used to liquidate purchase orders and requisitions from prior school years.

Monitoring of Reserve – The reserve will be monitored by the Superintendent and Business Manager.

Caution- This reserve exists only for so long as there exists an encumbrance (eg P.O.) to match the funds in the reserve.

Tax Certiorari Reserve

Funding Goal- As the district receives tax certiorari claims, we reserve funds based on the following: based on two individual claims not to exceed the actual claims. Tax certiorari claims older than four years should be based on the actual claim. The Tax Certiorari Reserve shall not be funded to an amount beyond 2% of the District's tax levy for the current year's approved budget.

Creation – This reserve was created in June of 1993 via board resolution.

Purpose – This reserve is used to pay for prior year judgments and claims in tax certiorari proceedings.

Funding Methods – Funding methods may include from excess fund balance or transfers from other reserves. Funds placed in this reserve that are not used to pay tax certiorari judgments or claims must be returned to the General Fund by the first day of the fourth fiscal year after the establishment of the fund.

Use of Reserve – This reserve would be used to pay for prior year tax certiorari claims.

Monitoring of Reserve – This reserve, if needed, will be monitored by the Superintendent and Business Manager. It is anticipated that detailed calculations will be required each year to support the amounts in this reserve.

Funding Goal- The board is presented with an annual fund balance report and recommendations from the superintendent and the business office in support of offsetting local costs related to future capital projects (\$6.5 project was passed in December of 2014 based on a zero tax impact pledge). Recommendations to the capital reserve fund are based on operating surpluses from the general fund and are approved by the board.

Funding Level – Please reference summary page at end of report, Page 13.

Creation – This reserve was created on 2014 via voter approval. Must be expended prior to 2025.

Purpose – The purpose of the fund is for construction, repair and construction of capital improvements and the acquisition of equipment.

Funding Methods – The source from which the funds will be obtained can include any or all of the following: unappropriated fund balance from the general fund as determined by the Board of Education, State aid related to expenditures from the capital reserve fund, interest income related to investments of monies in the fund, and any other monies thereafter authorized by the voters of the district.

Use of Reserve – Use of this reserve requires voter approval. The proposition to use these funds must be specific to a set of projects and dollar amounts.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Funding Goal- The board is presented with an annual fund balance report and recommendations from the superintendent and the business office in support of costs related to the implementation of the district's five year bus purchasing program (please see attachments). Recommendations to the bus reserve are based on estimated surpluses from the general fund and are approved by the board.

Funding Level – Please reference summary page at end of report, Page 13.

Creation – This reserve was created in June 2009 and 2019 via voter approval

Purpose The purpose of the fund is for the replacement and acquisition of School District buses per the District's five year bus replacement planning cycle.

Funding Methods – The source from which the funds will be obtained can include any and all of the following: unappropriated fund balance from the general fund as determined by the Board of Education, State aid relating to expenditures from the bus replacement reserve fund and transportation aid, interest income related to the investment of monies in the fund, and any other additional monies thereafter authorized by the voters of the District.

Use of Reserve – Use of this reserve requires voter approval. The proposition to use these funds must be specific to a set of projects and dollar amounts.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Funding Goal- Not to exceed the value of compensated absences for those employees approaching retirement age.

Funding Level – Please reference summary page at end of report, Page 13. If the District determines that such an account is no longer needed or is overfunded, monies may be transferred to a reserve fund established under Education Law §3651, but only to the extent that the monies in the employee benefit accrued liability reserve fund exceed a sum sufficient to pay all liabilities incurred or accrued against the employee benefit accrued liability fund, as certified to the governing board by the fiscal and legal officers of the local government prior to the discontinuance of the fund. Consequently, the business manager and

superintendent, working in concert with the external auditor and the board of education, will transfer excess EBLAR reserve funds to the Retirement Contribution (ERS) or unemployment reserves pending BOE approval on the following schedule: As of July 1, 2016, any excess funds in the EBLAR reserve that exceed the District's liability for compensated absences will be reallocated to the capital reserve or Employee Retirement Contribution Reserve (ERS).

Creation – This reserve was created in June of 2003 via board resolution.

Purpose – The purpose of this fund is to pay accrued benefits due to employees upon termination of service for vacation, sick, leave, personal leave, etc.

Funding Methods – The source from which the funds will be obtained can include any and all of the following: unappropriated fund balance from the general fund as determined by the Board of Education, , interest income related to the investment of monies in the fund, and any other additional monies thereafter authorized by the voters of the District.

Use of Reserve – This reserve is used to pay for employee compensated absences upon termination of employment from the school district. Recent amendments to General Municipal Law allows for use of the reserve as a revenue to cover the amount equivalent to a district's remaining gap elimination adjustment or the dollar value of excess funding remaining in the fund as determined by the Comptroller.

Monitoring of Reserve – The reserve is monitored by the Superintendent and Business Manager.

Funding Goal- In any given school year, fund to a level sufficient to account for approximately 1% of the approved budget.

Funding Level – Please reference summary page at end of report, Page 13.

Creation – This reserve was established in June of 2003 via board resolution

Purpose – This reserve is used to pay for unanticipated, non-recurring repairs to district capital improvements, facilities and equipment.

Funding Methods – Voter approval is required to fund this reserve.

Use of Reserve – In accordance with the law, a public hearing must be held in order to use funds from this reserve, except in an emergency. Funds used for an emergency without holding a public hearing must be returned to the fund over two years with at least one-half in the first year. A vote of two-thirds of the Board is required to authorize an emergency expenditure. Use is restricted to the purpose stated above.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Funding Goal- A minimum funding level equivalent to the value of five consecutive years as of the close of the current year.

Funding Level – Please reference summary page at end of report, Page 13.

Creation – This reserve was created in June of 2010 via board resolution

Purpose – This reserve is used to pay for district expenses to the NYS Employee's Retirement System only.

Funding Methods – Funds are placed in this reserve from excess fund balance

Use of Reserve – Funds are to be appropriated against ERS billings for the current budget year.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

***NYS Teachers Retirement – Subfund of the Retirement Contribution Reserve**

The law was amended in 2019 to authorize a sub-fund within the Retirement Contribution Reserve Fund to finance retirement contributions to the NYS Teachers Retirement System and/or offset all or some of the amount deducted from the moneys apportioned to the district from the state under Education Law §521 (e.g., collection of employer contributions to TRS).

Funding Goal- The amount of moneys contributed annually to the TRS sub-fund cannot exceed 2% of the total compensation or salaries of all teachers employed by the district who are members of TRS paid during the immediately preceding fiscal year. Nor can the balance of the sub-fund exceed 10% of the total compensation or salaries of all teachers employed by the district who are members of TRS paid during the immediately preceding fiscal year. The maximum amount of \$56,485 was funded as of 6/30/19.

Creation – This reserve was created in June of 2019 via board resolution

Purpose – This reserve is used to pay for district expenses to the NYS Teachers Retirement System only.

Funding Methods – Funds are placed in this reserve from excess fund balance.

Use of Reserve – Funds are to be appropriated against TRS billings for the current budget year.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Funding Goal- Currently, reserve balance represents approximately 0.007% of the 2019-2020 budget salaries.

Funding Level – Please reference summary page at end of report, Page 13.

Creation – This reserve was established in June of 2003 via board resolution

Purpose – This reserve is used to pay the cost of reimbursement to the New York State Unemployment Insurance Fund for unemployment benefit payments to claimants.

Funding Methods – This reserve may be established by a board resolution and funded by budgetary appropriations or other funds as may be legally appropriated.

Use of Reserve – In accordance with the law, this reserve may be used at the discretion of the superintendent and business manager specifically to offset expenses tied to unemployment insurance claims related to employee attrition.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Insura Reserve

Funding Goal- The maximum amount paid into this reserve is limited to \$33,000 or 5% of the total annual budget for that year. \$10,000 was approved for funding in June 2019.

Funding Level – Please reference summary page at end of report, Page 13

Creation – This reserve was established in June of 2019 via board resolution

Purpose – This reserve is used to to fund certain uninsured losses, claims, actions, or judgments for which the local government is authorized or required to purchase or maintain insurance, with a number of exceptions. An insurance reserve fund may also be used to pay for expert or professional services in connection with the investigation, adjustment, or settlement of claims, actions, or judgments.

Funding Methods – This reserve may be established by a board resolution and funded by budgetary appropriations or other funds as may be legally appropriated.

Use of Reserve – In accordance with the law, this reserve may be used at the discretion of the superintendent and business manager specifically to offset expenses tied to insurance claims.

Monitoring of Reserve – This reserve is monitored by the Superintendent and Business Manager.

Hancock Central School District: Statutory Reserve Fund Analysis Report

Reserve Name	Year Established	2015–2016			2016–2017		
		Balance 6/30/15	Transfers In	Withdrawals	Balance 7/1/16	Transfers In	Balance 7/1/17
Tax Certiorari	1993	\$163,128		\$14,480	\$148,648	0	\$148,648
Capital Reserve	2014	\$200,000			\$200,000	\$410,000	\$610,000
Capital Reserve Buses	2009	\$797,869		\$256,300	\$541,569	\$200,096	\$609,607
EBLAR	2003	\$742,296		\$164,862	\$577,434	0	\$574,434
Reserve for Repairs	2003	\$90,130			\$90,130	0	\$50,255
ERS Reserve	2010	\$831,000	\$801,000	\$50,000	\$1,582,000	0	\$1,382,000
Unemployment Reserve	2003	\$33,923	\$7	\$630	\$33,300	7	\$33,307
Total		\$2,858,346			\$3,173,081		\$3,408,251
Total Budget		\$10,307,946			\$10,537,072		\$10,684,945
Percent Reserved		27.7%			30.1%		31.9%

2016-2017 Supporting BOE Resolution (August 28, 2017 Meeting):

Homer moved, with a second by Smith as recommended by Superintendent Dougherty to adopt the following:

BE IT RESOLVED, the Board of Education, Hancock Central School District does hereby approve the transfer of \$410,000 from the unappropriated fund balance to the Capital Reserve Fund toward reducing local costs pertaining to future renovation/re-construction of the District bus garage per the District's five year facility plan and the transfer of \$200,000 from the unappropriated fund balance to the Capital Reserve for Buses to offset costs related to future bus purchases per the District's five year bus replacement plan.

2017-18 Supporting BOE Resolution (October 22, 2018 Meeting): Todd Jacobs moved, with a second by Becky Smith as recommended by Superintendent Dougherty to adopt the following: E IT RESOLVED, the Board of Education, Hancock Central School District does hereby approve the transfer of \$1,128,166 from the unappropriated fund balance to the Capital Reserve Fund toward reducing local costs pertaining to future renovation/re-construction of the District bus garage per the District's five year facility plan and the transfer of \$300,000 from the unappropriated fund balance to the Capital Reserve for Buses to offset costs related to future bus purchases per the District's five year bus replacement plan and reduce the ERS Reserve by \$332,000 and transfer to unappropriated fund balance.

Reserve Name	Year Established	Balance 7/1/17	2017–2018		Balance 7/1/18	2018–2019		Balance 7/1/19
			Transfers In	Withdrawals		Transfers In	Withdrawals	
Tax Certiorari	1993	148,648		15,392	133,256	302	20,000	113,558
Capital Reserve	2014	610,000			610,000	1,688		611,688
Capital Reserve 2017	2017		500,000		500,000	21		500,021
Capital Reserve 2018	2018		628,166		628,166	99		628,265
Capital Reserve Buses	2009	609,607	300,207	194,430	715,384	2,085	184,657	532,813
Capital Reserve Buses	2019					150,000		150,000
EBLAR	2003	574,434			574,434	147,120	151,482	570,072
Reserve for Repairs	2003	50,255			50,255	101		50,356
ERS Reserve	2010	1,382,000		332,000	1,050,000	21,229		1,071,229
TRS Reserve	2019					56,485		56,485
Unemployment Reserve	2003	33,307	8		33,315	5		33,320
Insurance Reserve	2019					10,000		10,000
Total		3,408,251	1,428,381	541,822	4,294,810	389,135	356,139	4,327,806
Total Budget					11,161,753			11,291,458
Percent Reserved					38.4%			38%

2018-19 Supporting BOE Resolution (October 28, 2019 Meeting):

moved, with a second by as recommended by Superintendent Dougherty to adopt the following: BE IT RESOLVED, the Board of Education, Hancock Central School District does hereby approve the transfer of \$21,229 to the Retirement Contribution Reserve and \$56,485 to the TRS Subfund from the unappropriated fund balance for the purpose of funding future retirement expenses and the transfer of \$150,000 from the unappropriated fund balance to the Capital Reserve for Buses to offset costs related to future bus purchases per the District's five year bus replacement plan and the transfer of \$10,000 from the unappropriated fund balance to the Insurance Reserve to fund future insurance claims and and the transfer of \$147,120 from the unappropriated fund balance to the EBLAR Reserve to fund employee benefits costs incurred upon retirement and reduce the Tax Certiorari Reserve by \$20,000 and transfer to unappropriated fund balance.

Reserve Name	Year Established	Balance 7/1/19	2019-2020		Balance 7/1/20	2020-2021		Balance 7/1/21
			Transfers In	Withdrawals		Transfers In	Withdrawals	
Tax Certiorari	1993	113,558	457		114,015			
Capital Reserve	2014	611,688	2,048	611,688	2,048			
Capital Reserve 2017	2017	500,021	1,527	500,021	1,527			
Capital Reserve 2018	2018	628,265	1,987	628,265	1,987			
Capital Reserve Buses	2009	532,813	2,629	146,282	389,160			
Capital Reserve Buses	2019	150,000	495		150,495			
EBLAR	2003	570,072	292	58,200	512,164			
Reserve for Repairs	2003	50,356	14		50,370			
ERS Reserve	2010	1,071,229	46		1,071,275			
TRS Reserve	2019	56,485	2		56,487			
Unemployment Reserve	2003	33,320	7		33,327			
Insurance Reserve	2019	10,000	13		10,013			
Total		4,327,806	9,517	1,944,456	2,392,867			
Total Budget		11,590,423			11,671,074			
Percent Reserved		37.4%			20.5%			