



# Long Range Financial Analysis

Data Driven Fiscal Planning



# Cambridge

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## CENTRAL SCHOOL

*Dr. Rick Timbs*

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*March 2026*

*School District:*

*Finance*

*Strategic Plans*

*Leadership*

*Educational Development*

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



Municipal Securities Rulemaking Board



Data sets examined and research mechanisms included:

1. District Submissions to SED of the Form ST-3 (5 years prior) with Revenue and Expense Variances
2. State Education Department (NYSED) website aid calculations as they are updated
3. School District's External Auditor Reports/Recommendations
4. Current Capital Projects Data: Bonds, Bond Anticipation Notes Use; Existing Debt Service Schedules
5. Foundation Aid history and potential changes
6. Other Related State Aid –Expense Driven- including but not limited to-Excess Cost Aids, BOCES and Transportation Aid
7. Types of Reserves used by the District
8. The degree to which the district possesses or uses Capital Reserves
9. Fund Balance History and Future Opportunities or Threats: COVID related, CRSSA and ARPA Federal Grant related, Operational
10. Examination of Tax Cap Calculations
11. Potential Financial Events that have implications for the District's Tax Cap calculations
12. Statewide Reports of the Comptroller of the State of New York (OSC) as they relate to the district
13. Use of Funds (Appropriated Fund Balances, Unappropriated Fund Balances)
14. Projected Teachers Retirement System Rates and Employees Retirement System Rates
15. Projected Contractual Obligations of the district
16. Analysis of the impact on district budgets due to potential the loss of PILOT agreement payments
17. The District's Tax Levy history
18. The District's Revenue and Expenditure Variance history
19. Recent or Pending Statute, Regulation or Decisions of the Commissioner that might have implications for the District's Finances
20. Evidence of District-wide Long-Range Financial Planning
21. Interviews with the School Business Executive and Superintendent

# State Aid

1% to 0%???

		Cambridge Central School District													
State Aid Source	Full Fund	Full Fund	2024 to 25	Current Year	2025 to 26	Year 1	2026 to 27	Year 2	2027 to 28	Year 3	2028 to 29	Year 4	2029 to 30	Year 5	2030 to 31
Aid Descriptions	2023-24	2024-25	Difference	2025-26	Difference	2026-27	Difference	2027-28	Difference	2028-29	Difference	2029-30	Difference	2030-31	Difference
FOUNDATION AID	\$8,960,157	\$9,360,288	\$400,131	\$9,547,493	\$187,205	\$9,642,967	\$95,474	\$9,642,967	\$0	\$9,642,967	\$0	\$9,642,967	\$0	\$9,642,967	\$0
TRANSPORTATION AID W/O SUMMER	\$1,412,205	\$1,398,758	(\$13,447)	\$1,482,162	\$83,404	\$1,403,548	(\$78,614)	\$1,403,548	\$0	\$1,403,548	\$0	\$1,403,548	\$0	\$1,403,548	\$0
BUILDING AID	\$2,329,773	\$2,356,472	\$26,699	2,263,956	(\$92,516)	3,072,855	\$808,899	3,028,599	(\$44,256)	2,471,797	(\$556,802)	2,430,071	(\$41,726)	2,430,071	\$0
BOCES AID	\$840,504	\$780,762	(\$59,742)	\$811,869	\$31,107	\$984,619	\$172,750	\$984,619	\$0	\$984,619	\$0	\$984,619	\$0	\$984,619	\$0
PUBLIC EC HIGH COST AID	\$191,300	\$124,619	(\$66,681)	\$55,638	(\$68,981)	\$79,764	\$24,126	\$79,764	\$0	\$79,764	\$0	\$79,764	\$0	\$79,764	\$0
PRIVATE EXCESS COST AID	\$147,803	\$171,715	\$23,912	\$136,898	(\$34,817)	\$181,722	\$44,824	\$181,722	\$0	\$181,722	\$0	\$181,722	\$0	\$181,722	\$0
SOFTWARE AID	\$12,314	\$11,715	(\$599)	\$11,221	(\$494)	\$10,890	(\$331)	\$10,559	(\$331)	\$10,228	(\$331)	\$9,897	(\$331)	\$9,566	(\$331)
LIBRARY MATERIALS AID	\$5,137	\$4,887	(\$250)	\$4,681	(\$206)	\$4,544	(\$137)	\$4,407	(\$137)	\$4,270	(\$137)	\$4,133	(\$137)	\$3,996	(\$137)
TEXTBOOK AID	\$47,824	\$45,319	(\$2,505)	\$43,455	(\$1,864)	\$42,115	(\$1,340)	\$40,775	(\$1,340)	\$39,435	(\$1,340)	\$38,095	(\$1,340)	\$36,755	(\$1,340)
HARDWARE & TECHNOLOGY AID	\$13,826	\$13,191	(\$635)	\$11,837	(\$1,354)	\$11,119	(\$718)	\$10,401	(\$718)	\$9,683	(\$718)	\$8,965	(\$718)	\$8,247	(\$718)
UNIV PREKINDERGARTEN AID	\$218,982	\$377,958	\$158,976	\$332,653	(\$45,305)	\$700,000	\$367,347	\$700,000	\$0	\$700,000	\$0	\$700,000	\$0	\$700,000	\$0
TOTAL AID	\$14,179,825	\$14,645,684	\$465,859	\$14,701,863	\$56,179	\$16,134,143	\$1,432,280	\$16,087,361	(\$46,782)	\$15,528,033	(\$559,328)	\$15,483,781	(\$44,252)	\$15,481,255	(\$2,526)
OVERALL Aid Increase/ Decrease Without U	\$13,960,843	\$14,267,726	\$306,883	\$14,369,210	\$101,484	\$15,434,143	\$1,064,933	\$15,387,361	(\$46,782)	\$14,828,033	(\$559,328)	\$14,783,781	(\$44,252)	\$14,781,255	(\$2,526)
Foundation Aid Change			4.5%		2.0%		1.0%		0.0%		0.0%		0.0%		0.0%

Foundation Aid Payable 2026-27 by Current Formula	Difference Between Foundation Aid Payable and Foundation Aid Paid 2026-27
\$8,770,655	(\$872,312)

The eventual specific impact of the District's Save-Harmless Status is unknown. However, even if there is a 1% or even 2% increase annual increase in Foundation Aid, compared to more previous years this will result in diminished revenue capacity to counter projected cost escalations in expense trajectories.

## Cambridge CSD Demographics and State Aid

CAMBRIDGE								
				2026-27 Other Aid Ratios				
TAFPU 2025-26	920	Expected Local Contribution 2025-26	\$6,745.57	SEL BLDG AID RATIO FOR EXP >= 7/1/05	0.795	FOUNDATION AID 2025-26	\$9,547,493	
TAPFU 2026-27	916	Expected Local Contribution 2026-27	\$8,104.92	SEL TRANSP AID RATIO, .9 MAX, .065 MIN	0.746	FOUNDATION AID 2026-27	\$9,642,967	
Difference	(4)	Difference	\$1,359.35	HIGH COST AID RATIO FOR 2026-27 AID	0.647	DIFFERENCE	\$95,474	
			20.2%	AID RATIO FOR 26-27 BOCES FACIL AID	0.632	PERCENT DIFFERENCE	1.00%	
TAFPU 2026-27	916	2026-27 SAIPE	0.12	AID RATIO FOR 26-27 BOCES OPER AID	0.632	PAYABLE FOUNDATION AID FORMULA	\$8,770,655	
TAFPU 2007-08	1,316	2026-27 Economically Disadvantaged	0.50			AMOUNT SAVE HARMLESS	(\$872,312)	
Difference	(400)	Need/Resource Capacity (1-4 High Ne	5.00			SELECTED FOUNDATION AID PER PUPIL	\$9,574.95	
						HYPOTHEICAL SELECTED FA PER PUPIL DIVIDED /SAVE-HARMELESS	91	
CWR 2025-26	0.693	PNI 2026-27	1.75	Property Value Pupil Wealth Ratio	0.76			
CWR 2007-08	0.538	PNI 2007-08	1.56	Income Value Adjusted Pupil Wealth Ratio	0.63			
Difference	0.155	Difference	0					
2025-26 SSR	0.579	Taxbase Growth Factor for Tax Cap	1.007					
2026-27 SSR	0.557							
Difference	(0.022)	Square Miles in the District	103.9220					

**Cambridge Central School District  
Analysis of Fund Balances and Reserves**

	June 2020	June 2021	June 2022	June 2023	June 2024	June 2025	June 2026	June 2027	June 2028	June 2029	June 2030	June 2031
<b>Restricted Fund Balance:</b>												
Workers' Compensation Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unemployment Insurance Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Retirement Contributions ERS	\$387,771	\$400,152	\$400,820	\$415,394	\$802,676	\$884,019	\$884,019	\$884,019	\$884,019	\$884,019	\$884,019	\$884,019
Reserve for Retirement Contributions TRS	\$0	\$150,874	\$262,596	\$425,308	\$594,906	\$663,060	\$663,060	\$663,060	\$663,060	\$663,060	\$663,060	\$663,060
Reserve for Property Loss	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Liability Claims	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Tax Certiorari	\$91,393	\$91,393	\$91,393	\$91,393	\$102,480	\$138,351	\$138,351	\$138,351	\$138,351	\$138,351	\$138,351	\$138,351
Reserve for Employee Benefits and Accrued Liabilities	\$0	\$120,780	\$78,215	\$231,059	\$191,722	\$147,206	\$147,206	\$147,206	\$147,206	\$147,206	\$147,206	\$147,206
Capital Reserve Capital Projects 10Yr 2022 \$2,000,000	\$0	\$0	\$1,379,184	\$1,379,184	\$1,773,249	\$847,760	\$867,518	\$867,518	\$867,518	\$867,518	\$867,518	\$867,518
Capital Reserve Equipment & Vehicle 10Yr 20XX \$1,000,000 Max	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve Technology X yr 202X \$X00,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve Equipment 10 Yr? 20XX \$1,000,00 (Capital Project Furn	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve Capital Construction 10 Yr 20XX \$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve Transportation 5Yr 2024 \$250,000	\$0	\$0	\$0	\$0	\$0	\$257,950	\$137,762	\$0	\$0	\$0	\$0	\$0
Reserve for Repair	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Reserve for Debt	\$527,692	\$713,689	\$714,860	\$740,851	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Restricted Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Restricted Fund Balance</b>	\$1,006,856	\$1,476,888	\$2,927,068	\$3,283,189	\$3,465,033	\$2,938,346	\$2,837,916	\$2,700,154	\$2,700,154	\$2,700,154	\$2,700,154	\$2,700,154
							(\$125,000)	(\$137,672)	Buses			

<b>RPT Law §1318 Allowance 4%</b>	\$891,385	\$921,918	\$956,950	\$992,245	\$1,048,315	\$1,075,196
<b>Difference (Over/Under)</b>	(\$318,603)	(\$779,372)	(\$0)	(\$0)	\$0	(\$87,456)
<b>Total Unassigned (cash on hand) %</b>	5.430%	6.965%	4.000%	4.000%	4.000%	4.325%

<b>Debt Service Fund</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Change in Debt Service Fund Reserve</b>		\$0	\$0	\$0	\$0	\$0
<b>School Lunch Fund</b>	\$113,932	\$107,614	\$162,413	\$106,414	\$90,202	\$57,764
<b>Change in School Lunch Fund</b>		(\$6,318)	\$54,799	(\$55,999)	(\$16,212)	(\$32,438)

**Assumptions**

Revenues:

- Tax Increase Based on Preliminary Tax Cap Estimate Next Year
- State Aid Save Harmless small increase in Foundation Aid for 1 year
- Variable BOCES and Public Excess Cost Aids
- Variable Building Aid follows Debt Service Schedule\*
- Federal Aid (Medicaid) remains Stable

Expenditures:

- Follow contractual Obligations
- No notable changes in staff patterns
- Stable ERS and TRS increased costs\*
- Inflationary Costs Escalate Expenditures Rapidly
- \$740,000 in Fund Balance Cuts**

**Scenario 1  
With \$740,000  
Fund Balance cuts**

**Tax Levy % Increases are an example only and do not represent official Tax Cap calculation 2028 and forward**

**Cambridge Central School District  
5 Year Financial Projections**

Fiscal Year Ending June 30:	2025	2026	2027	2028	2029	2030	2031	2026-2031	2026-27	
<b>REVENUES:</b>		3.17%	0.96%	2.40%	2.40%	2.40%	2.40%	<b>Difference</b>	<b>Difference</b>	
<b>Real Property Taxes</b>	\$9,855,620	\$10,140,860	\$10,238,212	\$10,483,929	\$10,735,544	\$10,993,197	\$11,257,033	\$1,116,173	11.0%	\$97,352
PILOT (based on current agreements)	\$0	\$0	\$6,174	\$6,297	\$6,423	\$6,552	\$6,683	\$6,683		\$6,174
State Aid	\$8,711,853	\$10,859,364	\$10,962,643	\$10,955,214	\$10,952,688	\$10,950,162	\$10,947,636	\$88,272	0.8%	\$103,279
Building Aid	\$4,659,546	\$2,263,956	\$3,072,855	\$3,028,599	\$2,471,797	\$2,430,071	\$2,430,071	\$166,115	7.3%	\$808,899
Transportation Aid	\$1,412,205	\$1,482,162	\$1,403,548	\$1,403,548	\$1,403,548	\$1,403,548	\$1,403,548	(\$78,614)	-5.3%	(\$78,614)
Federal Aid (Medicaid only)	\$70,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	0.0%	\$0
Interfund Transfers Reserves?	\$0	\$255,000		\$0	\$0	\$0	\$0	(\$255,000)	-100.0%	(\$255,000)
Other Revenues (Not including AFB)	\$598,622	\$653,567	\$603,450	\$603,450	\$603,450	\$603,450	\$603,450	(\$50,117)*	-7.7%	(\$50,117)
<b>Total Revenues</b>	<b>\$25,307,846</b>	<b>\$25,754,909</b>	<b>\$26,386,882</b>	<b>\$26,581,038</b>	<b>\$26,273,450</b>	<b>\$26,486,980</b>	<b>\$26,748,421</b>	<b>\$993,512</b>	<b>3.9%</b>	<b>\$631,973</b>
<b>Amount of Change Year to Year</b>		<b>\$447,063</b>	<b>\$631,973</b>	<b>\$194,156</b>	<b>(\$307,588)</b>	<b>\$213,530</b>	<b>\$261,442</b>			
		1.8%	2.5%	0.7%	-1.2%	0.8%	1.0%			

Total Revenues	\$25,307,846	\$25,754,909	\$26,386,882	\$26,581,038	\$26,273,450	\$26,486,980	\$26,748,421	\$993,512	3.9%	\$631,973
Amount of Change Year to Year		\$447,063	\$631,973	\$194,156	(\$307,588)	\$213,530	\$261,442			
		1.8%	2.5%	0.7%	-1.2%	0.8%	1.0%			



**Scenario 1  
With  
\$740,000  
Fund  
Balance cuts**

EXPENSES:	2025	2026	2027	2028	2029	2030	2031	2026-2031 Difference		2026-27 Difference
<b>General Support</b>										
Salaries	\$1,148,699	\$1,227,305	\$1,198,495	\$1,237,603	\$1,278,081	\$1,319,975	\$1,363,335	\$136,030	11.1%	(\$28,810)
Other	\$1,692,612	\$1,729,700	\$1,831,501	\$1,980,335	\$2,142,564	\$2,319,394	\$2,512,138	\$782,438	45.2%	\$101,801
<b>Instruction</b>										\$0
Salaries	\$8,132,751	\$7,621,079	\$8,230,348	\$8,563,544	\$8,910,467	\$9,271,684	\$9,647,783	\$2,026,704	26.6%	\$609,269
Other	\$3,153,710	\$3,664,771	\$3,378,492	\$3,524,704	\$3,678,226	\$3,839,425	\$4,008,683	\$343,912	9.4%	(\$286,279)
<b>Transportation</b>										\$0
Salaries	\$996,272	\$1,049,339	\$1,231,601	\$1,272,368	\$1,314,563	\$1,314,563	\$1,358,234	\$308,895	29.4%	\$182,262
Other	\$794,248	\$491,350	\$492,735	\$515,216	\$538,820	\$563,605	\$589,629	\$98,279	20.0%	\$1,385
<b>Employee Benefits</b>										\$0
Retirement	\$1,174,090	\$1,134,798	\$1,134,798	\$1,172,913	\$1,212,440	\$1,253,432	\$1,295,944	\$161,146	14.2%	\$0
Social Security	\$798,319	\$744,814	\$801,885	\$827,660	\$854,390	\$882,110	\$910,858	\$166,044	22.3%	\$57,071
Workers' Compensation	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$0	0.0%	\$0
Health	\$5,021,552	\$5,528,031	\$5,650,982	\$5,913,357	\$6,188,850	\$6,478,118	\$6,781,850	\$1,253,819	22.7%	\$122,951
Other	\$215,500	\$70,000	\$70,000	\$70,500	\$71,005	\$71,515	\$72,030	\$2,030	2.9%	\$0
<b>Debt Service:</b>										\$0
Buildings - Principal	\$2,067,472	\$2,125,000	\$2,370,000	\$2,570,000	\$2,085,000	\$2,125,000	\$2,200,000	\$75,000	3.5%	\$245,000
Buildings - Interest	\$457,981	\$909,040	\$1,138,608	\$895,863	\$811,738	\$740,088	\$667,313	(\$241,727)	-26.6%	\$229,568
Buses & Other - Principal	\$240,044	\$292,682	\$337,991	\$205,000	\$355,000	\$535,000	\$735,000	\$442,318	151.1%	\$45,309
Buses & Other - Interest	\$22,637	\$0	\$0	\$51,000	\$80,000	\$105,500	\$126,500	\$126,500		\$0
RAN/TAN - Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Interfund Transfers (Sch Lunch, 4408)	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$0	0.0%	\$0

Total Expenses	\$26,207,887	\$26,879,909	\$28,159,436	\$29,092,063	\$29,813,144	\$31,111,409	\$32,561,298	\$5,681,389	21%	\$1,279,527
Amount of Change Year to Year		\$672,022	\$1,279,527	\$932,627	\$721,082	\$1,298,265	\$1,449,889			
		2.6%	4.8%	3.3%	2.5%	4.4%	4.7%			

	2025	2026	2027	2028	2029	2030	2031
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Total Revenues	\$25,307,846	\$25,754,909	\$26,386,882	\$26,581,038	\$26,273,450	\$26,486,980	\$26,748,421	\$993,512	3.9%
Amount of Change Year to Year		\$447,063	\$631,973	\$194,156	(\$307,588)	\$213,530	\$261,442		
		1.8%	2.5%	0.7%	-1.2%	0.8%	1.0%		



Total Expenses	\$26,207,887	\$26,879,909	\$28,159,436	\$29,092,063	\$29,813,144	\$31,111,409	\$32,561,298	\$5,681,389	21%
Amount of Change Year to Year		\$672,022	\$1,279,527	\$932,627	\$721,082	\$1,298,265	\$1,449,889		
		2.6%	4.8%	3.3%	2.5%	4.4%	4.7%		



	2025	2026	2027	2028	2029	2030	2031
Adjustments (Carry Over, etc.)	\$1,140,893	\$1,831,482	\$1,100,836	\$1,100,836	\$1,100,836	\$1,100,836	\$1,100,836
Adjustments Use of Reserves	\$0	(\$125,000)	(\$137,762)	\$0	\$0	\$0	\$0

**Scenario 1  
With \$740,000 Fund  
Balance cuts**

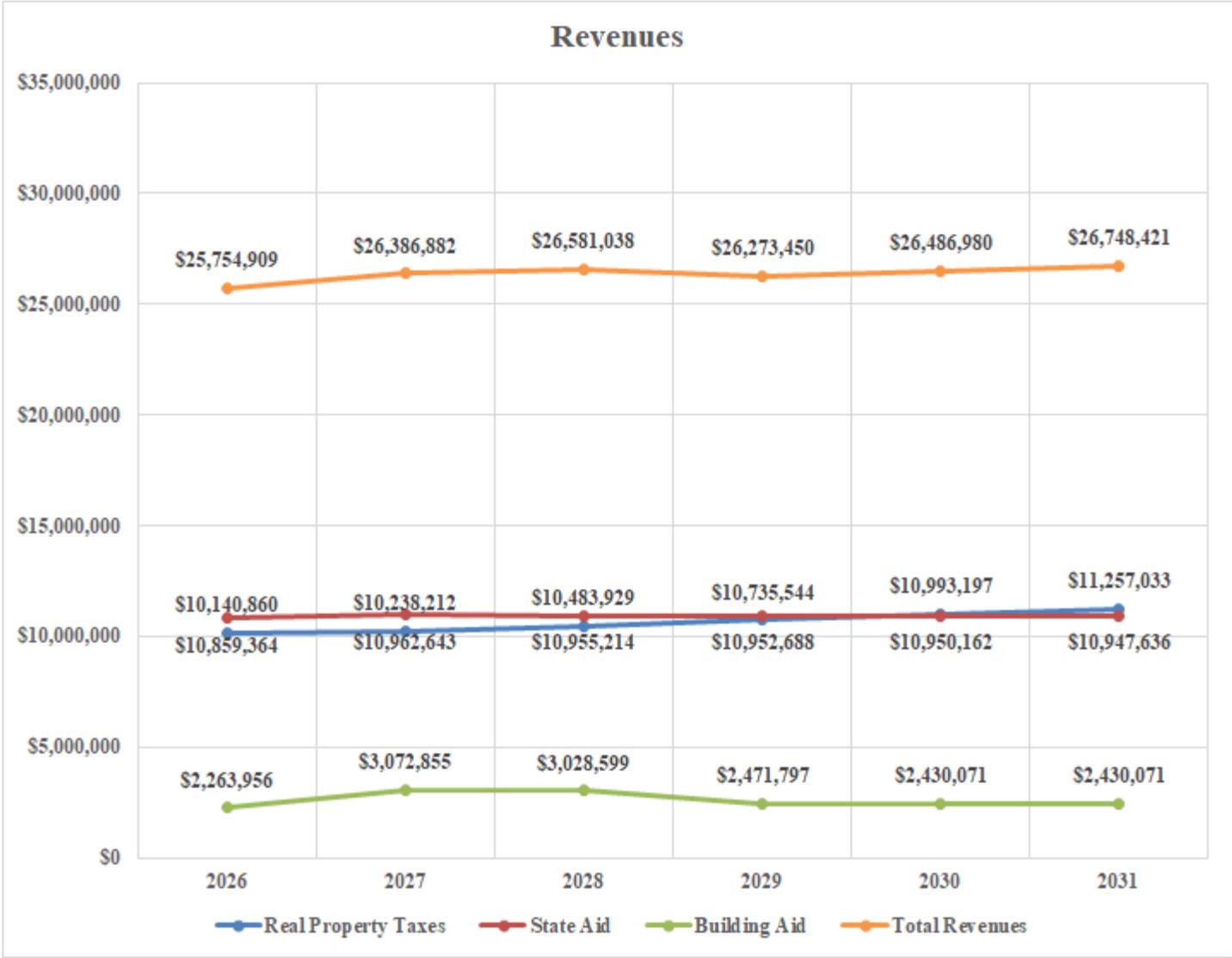
4% of Expenses	\$1,075,196	\$1,126,377	\$1,163,683	\$1,192,526	\$1,244,456	\$1,302,452	\$1,302,452
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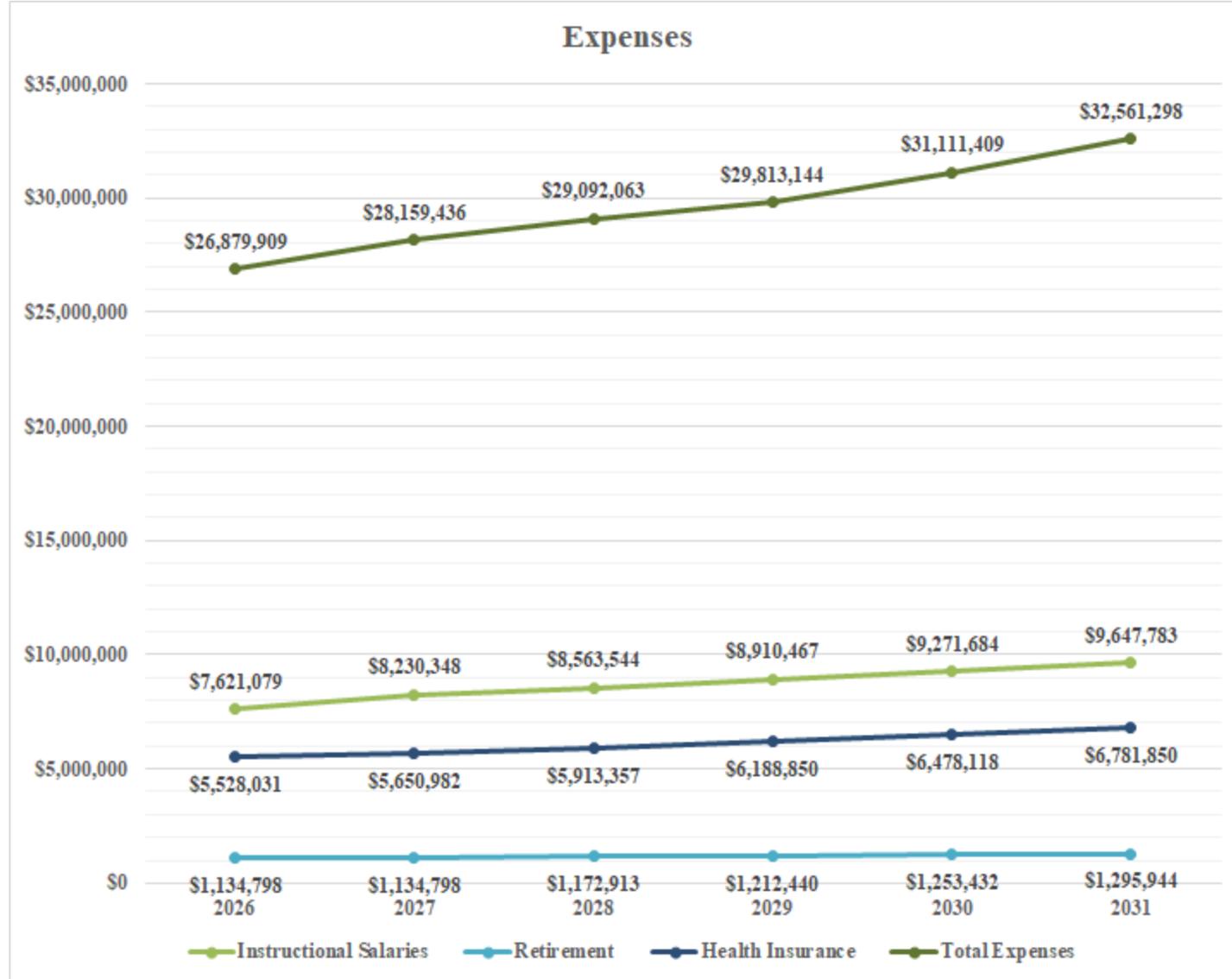
Assigned Appropriated Fund Balance	\$1,000,000	\$1,772,553	\$2,511,025	\$3,539,694	\$4,624,430	\$5,812,877	\$5,812,877
Assigned Unappropriated	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722
Unassigned Fund Balance	\$1,162,652	\$1,126,377	\$1,163,683	-\$14,379	-\$3,547,963	-\$8,269,993	-\$12,992,024
Reserved Fund Balance	\$2,938,346	\$2,858,271	\$1,133,025	\$0	\$0	\$0	\$0
Total Fund Balance June 30	\$5,175,720	\$5,757,202	\$4,807,733	\$3,525,316	\$1,076,467	(\$2,457,117)	(\$7,179,147)
Revenue to Expenditure Difference	-\$900,041	-\$1,125,000	-\$1,772,553	-\$2,511,025	-\$3,539,694	-\$4,624,430	-\$5,812,877

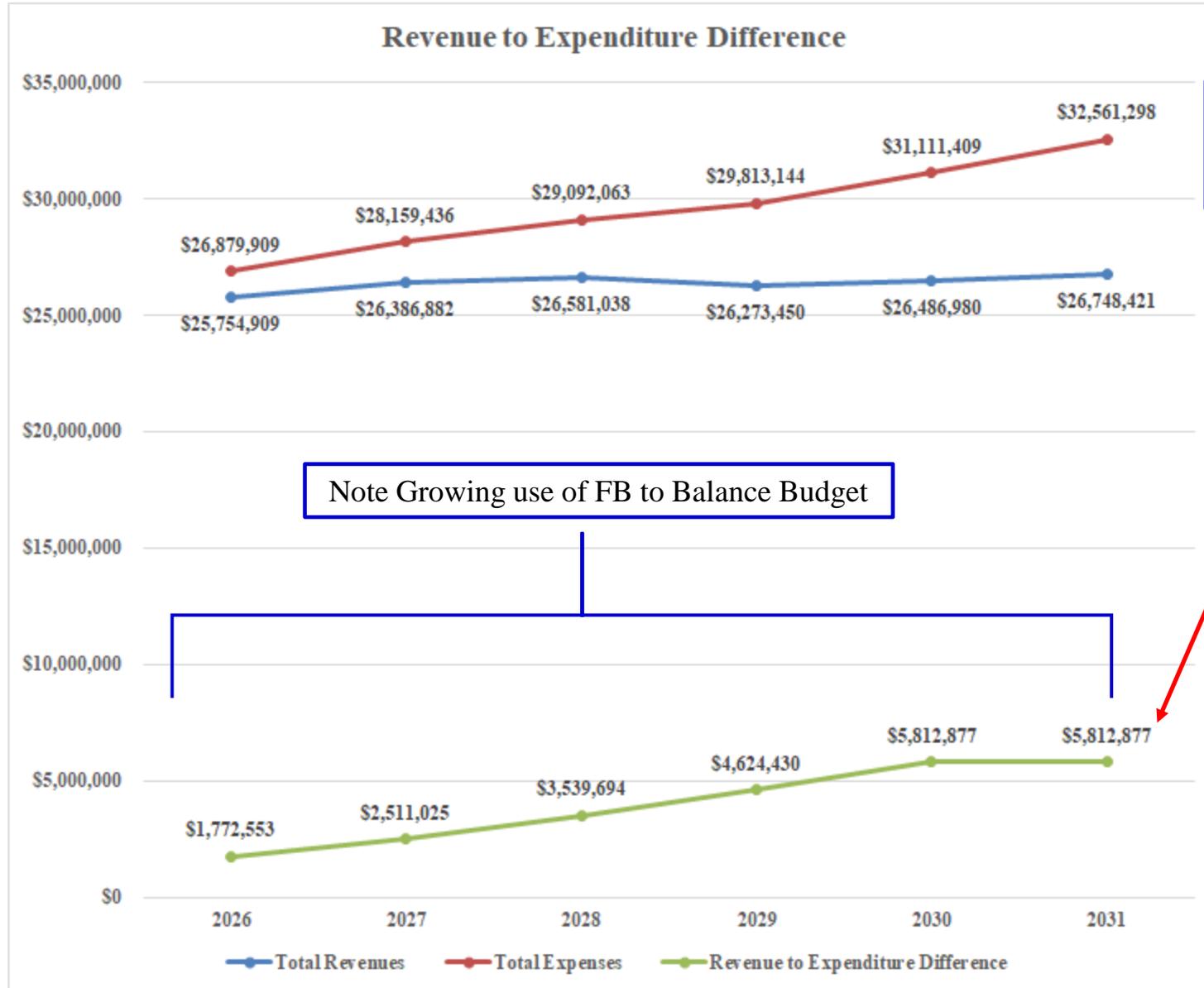
**Will this plan  
basically keep you  
financially afloat to  
2031... No**

**Change in Fund Balances**

			(\$647,553)	(\$738,471)	(\$1,028,670)	(\$1,084,735)	(\$1,188,447)
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Note Growing Gap  
Unbalanced Budget  
-\$5,812,877

Note Growing use of FB to Balance Budget

# Let's talk about the Tax Cap...



## Cambridge CSD Tax Cap Calculations... As if the district stayed at the cap

Original	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Tax Cap Calculation</b>														
Tax Levy Prior Year	\$7,382,679	\$7,697,599	\$7,987,377	\$8,370,071	\$8,492,176	\$8,661,596	\$8,943,854	\$9,034,921	\$9,247,036	\$9,685,993	\$9,846,647	\$10,053,161	\$10,311,188	\$10,511,811
X Tax Base Growth Factor	1.0050	1.0036	1.0048	1.0006	1.0007	1.0064	1.0051	1.0076	1.0082	1.0036	1.0028	1.0061	1.0089	1.0068
Net	\$7,419,592	\$7,725,311	\$8,025,716	\$8,375,093	\$8,498,120	\$8,717,031	\$8,989,468	\$9,103,586	\$9,322,862	\$9,720,862	\$9,874,217	\$10,114,485	\$10,402,957	\$10,583,291
+ Receivable Prior PILOTs	\$618	\$602	\$602	\$822	\$2,860	\$3,100	\$9,591	\$9,947	\$10,047	\$10,516	\$10,549	\$11,763	\$10,500	\$1,360
- Previous Capital Exclusion	\$223,012	\$216,654	\$193,100	\$423,310	\$411,544	\$565,553	\$696,120	\$575,870	\$548,667	\$749,568	\$761,505	\$759,197	\$767,296	\$671,625
Net	\$7,197,198	\$7,509,259	\$7,833,218	\$7,952,605	\$8,089,436	\$8,154,578	\$8,302,939	\$8,537,663	\$8,784,242	\$8,981,810	\$9,123,261	\$9,367,051	\$9,646,161	\$9,913,026
X Allow. Growth Factor (CPI)	1.0200	1.0200	1.0146	1.0162	1.0012	1.0126	1.0200	1.0200	1.0181	1.0123	1.0200	1.0200	1.0200	1.0200
	\$7,341,142	\$7,659,444	\$7,947,583	\$8,081,438	\$8,099,143	\$8,257,325	\$8,468,998	\$8,708,416	\$8,943,237	\$9,092,287	\$9,305,727	\$9,554,392	\$9,839,085	\$10,111,286
- Est. Receivable PILOTs	\$618	\$602	\$822	\$806	\$3,100	\$9,591	\$9,947	\$10,047	\$6,812	\$7,145	\$11,763	\$10,500	\$1,360	\$938
+ Available Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Levy Before Adjustments	\$7,340,524	\$7,658,842	\$7,946,761	\$8,080,632	\$8,096,043	\$8,247,734	\$8,459,051	\$8,698,369	\$8,936,425	\$9,085,142	\$9,293,964	\$9,543,892	\$9,837,725	\$10,110,348
+ Pension Exclusion TRS	\$0	\$135,435	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
+ Pension Exclusion ERS	\$10,107	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,461	\$0
+ Capital Exclusion	\$346,968	\$193,100	\$423,310	\$411,544	\$565,553	\$696,120	\$575,870	\$548,667	\$749,568	\$761,505	\$759,197	\$767,296	\$671,625	\$731,905
Levy Limit	\$7,697,599	\$7,987,377	\$8,370,071	\$8,492,176	\$8,661,596	\$8,943,854	\$9,034,921	\$9,247,036	\$9,685,993	\$9,846,647	\$10,053,161	\$10,311,188	\$10,511,811	\$10,842,253
Change	4.2657%	3.7645%	4.7912%	1.4588%	1.9950%	3.2587%	1.0182%	2.3477%	4.7470%	1.6586%	2.0973%	2.5666%	1.9457%	3.1435%
Potential Yield	\$314,920	\$ 289,778	\$382,694	\$122,104	\$169,421	\$282,258	\$ 91,066	\$212,116	\$438,956	\$160,654	\$206,514	\$ 258,027	\$200,623	\$330,443

# Cambridge CSD Tax Cap Calculations... Actual Tax Cap History

Recalculation														
Tax Cap Calculation	2012-23	2013-14*	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Tax Levy Prior Year	\$7,382,679	\$7,693,192	\$7,968,835	\$8,191,966	\$8,270,193	\$8,424,847	\$8,671,223	\$8,748,399	\$8,916,005	\$9,085,784	\$9,236,000	\$9,419,500	\$9,654,988	\$9,829,260
X Tax Base Growth Factor	1.0050	1.0036	1.0048	1.0006	1.0007	1.0064	1.0051	1.0076	1.0082	1.0036	1.0028	1.0061	1.0089	1.0068
Net	\$7,419,592	\$7,720,887	\$8,007,085	\$8,196,881	\$8,275,982	\$8,478,766	\$8,715,446	\$8,814,887	\$8,989,116	\$9,118,493	\$9,261,861	\$9,476,959	\$9,740,917	\$9,896,099
+ Previous Year PILOTs	\$618	\$602	\$602	\$822	\$2,860	\$3,100	\$9,591	\$9,947	\$10,047	\$10,516	\$10,549	\$11,763	\$10,500	\$1,360
- Previous Capital Exclusion	\$223,012	\$216,654	\$193,100	\$423,310	\$411,544	\$565,553	\$696,120	\$575,870	\$548,667	\$749,568	\$761,505	\$759,197	\$767,296	\$671,625
Net	\$7,197,198	\$7,504,835	\$7,814,587	\$7,774,393	\$7,867,298	\$7,916,313	\$8,028,917	\$8,248,964	\$8,450,496	\$8,379,441	\$8,510,905	\$8,729,525	\$8,984,121	\$9,225,834
X Allow. Growth Factor (CPI)	1.0200	1.0200	1.0146	1.0162	1.0012	1.0126	1.0200	1.0200	1.0181	1.0123	1.0200	1.0200	1.0200	1.0200
	\$7,341,142	\$7,654,932	\$7,928,680	\$7,900,338	\$7,876,739	\$8,016,059	\$8,189,496	\$8,413,943	\$8,603,450	\$8,482,508	\$8,681,123	\$8,904,115	\$9,163,804	\$9,410,351
- Est. PILOTs 2020-21	\$618	\$602	\$822	\$806	\$3,100	\$9,591	\$9,947	\$10,047	\$6,812	\$7,145	\$11,763	\$10,500	\$1,360	\$938
+ Available Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Levy Before Adjustments	\$7,340,524	\$7,654,330	\$7,927,858	\$7,899,532	\$7,873,639	\$8,006,468	\$8,179,549	\$8,403,896	\$8,596,638	\$8,475,363	\$8,669,360	\$8,893,615	\$9,162,444	\$9,409,412
+ Pension Exclusion TRS	\$0	\$135,435	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
+ Pension Exclusion ERS	\$10,107	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,461	\$0
+ Capital Exclusion	\$346,968	\$193,100	\$423,310	\$411,544	\$565,553	\$696,120	\$575,870	\$548,667	\$749,568	\$761,505	\$759,197	\$767,296	\$671,625	\$731,905
Levy Limit	\$7,697,599	\$7,982,865	\$8,351,168	\$8,311,076	\$8,439,192	\$8,702,588	\$8,755,419	\$8,952,563	\$9,346,206	\$9,236,868	\$9,428,557	\$9,660,911	\$9,836,530	\$10,141,318
	4.2657%	3.7653%	4.7979%	1.4540%	2.0435%	3.2967%	0.9710%	2.3337%	4.8250%	1.6629%	2.0849%	2.5629%	1.8803%	3.1748%
<b>Original Potential Yield</b>	<b>\$314,920</b>	<b>\$ 289,673</b>	<b>\$382,333</b>	<b>\$119,110</b>	<b>\$168,999</b>	<b>\$277,741</b>	<b>\$ 84,196</b>	<b>\$204,164</b>	<b>\$430,201</b>	<b>\$151,084</b>	<b>\$192,557</b>	<b>\$ 241,411</b>	<b>\$181,542</b>	<b>\$312,058</b>
<b>Enacted Change</b>	<b>4.2060%</b>	<b>3.5829%</b>	<b>2.8000%</b>	<b>0.9549%</b>	<b>1.8700%</b>	<b>2.9244%</b>	<b>0.8900%</b>	<b>1.9158%</b>	<b>1.9042%</b>	<b>1.6533%</b>	<b>1.9868%</b>	<b>2.5000%</b>	<b>1.8050%</b>	<b>3.1701%</b>
<b>Enacted Yield</b>	<b>\$310,513</b>	<b>\$275,643</b>	<b>\$223,131</b>	<b>\$78,227</b>	<b>\$154,654</b>	<b>\$246,376</b>	<b>\$77,176</b>	<b>\$167,606</b>	<b>\$169,779</b>	<b>\$150,216</b>	<b>\$183,500</b>	<b>\$235,488</b>	<b>\$174,272</b>	<b>\$311,600</b>
<b>Enacted Levy</b>	<b>\$7,693,192</b>	<b>\$7,968,835</b>	<b>\$8,191,966</b>	<b>\$8,270,193</b>	<b>\$8,424,847</b>	<b>\$8,671,223</b>	<b>\$8,748,399</b>	<b>\$8,916,005</b>	<b>\$9,085,784</b>	<b>\$9,236,000</b>	<b>\$9,419,500</b>	<b>\$9,654,988</b>	<b>\$9,829,260</b>	<b>\$10,140,860</b>
Loss compared to could have	(\$4,407)	(\$14,030)	(\$159,202)	(\$40,883)	(\$14,345)	(\$31,365)	(\$7,020)	(\$36,558)	(\$260,422)	(\$868)	(\$9,057)	(\$5,923)	(\$7,270)	(\$458)
OCS Reoccurring Loss from 12-13	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)	(\$4,407)
OCS Reoccurring Loss from 13-14		(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)	(\$14,030)
OCS Reoccurring Loss from 14-15			(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)	(\$159,202)
OCS Reoccurring Loss from 15-16				(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)	(\$40,883)
OCS Reoccurring Loss from 16-17					(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)	(\$14,345)
OCS Reoccurring Loss from 17-18						(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)	(\$31,365)
OCS Reoccurring Loss from 18-19							(\$7,020)	(\$7,020)	(\$7,020)	(\$7,020)	(\$7,020)	(\$7,020)	(\$7,020)	(\$7,020)
OCS Reoccurring Loss from 19-20								(\$36,558)	(\$36,558)	(\$36,558)	(\$36,558)	(\$36,558)	(\$36,558)	(\$36,558)
OCS Reoccurring Loss from 20-21									(\$260,422)	(\$260,422)	(\$260,422)	(\$260,422)	(\$260,422)	(\$260,422)
OCS Reoccurring Loss from 21-22										(\$868)	(\$868)	(\$868)	(\$868)	(\$868)
OCS Reoccurring Loss from 22-23											(\$9,057)	(\$9,057)	(\$9,057)	(\$9,057)
OCS Reoccurring Loss from 23-24												(\$5,923)	(\$5,923)	(\$5,923)
OCS Reoccurring Loss from 24-25													(\$7,270)	(\$7,270)
OCS Reoccurring Loss from 25-26														(\$458)
<b>Total OCS Reoccurring Loss</b>	<b>(\$4,407)</b>	<b>(\$18,438)</b>	<b>(\$177,640)</b>	<b>(\$218,523)</b>	<b>(\$232,868)</b>	<b>(\$264,233)</b>	<b>(\$271,252)</b>	<b>(\$307,810)</b>	<b>(\$568,233)</b>	<b>(\$569,101)</b>	<b>(\$578,158)</b>	<b>(\$584,081)</b>	<b>(\$591,351)</b>	<b>(\$591,808)</b>
<b>Levy Difference</b>														<b>(\$701,393)</b>
	Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Wednesday	<b>Grand Total</b>
														<b>(\$5,679,296)</b>



**Assumptions**

Revenues:

- Significant Tax Increase Next Year and year After
- State Aid Save Harmless small increase in Foundation Aid for 1 year
- Variable BOCES and Public Excess Cost Aids
- Variable Building Aid follows Debt Service Schedule\*
- Federal Aid (Medicaid) remains Stable

Expenditures:

- Follow contractual Obligations
- No notable changes in staff patterns
- Stable ERS and TRS increased costs\*
- Inflationary Costs Escalate Expenditures Rapidly
- About \$1million in expense cuts and \$740,000 FB cuts**

**Scenario 2**  
**Immediate Expense**  
**cuts of ~\$1 million**  
**and \$740,000 FB cuts**

**Tax Levy % Increases are an example only and do not represent official Tax Cap calculation 2028 and forward**

**Cambridge Central School District**  
**5 Year Financial Projections**

Fiscal Year Ending June 30:	2025	2026	2027	2028	2029	2030	2031	2026-2031	2026-27	
<b>REVENUES:</b>		3.17%	9.00%	7.00%	2.40%	2.40%	2.40%	<b>Difference</b>	<b>Difference</b>	
<b>Real Property Taxes</b>	\$9,855,620	\$10,140,860	\$11,053,537	\$11,827,285	\$12,111,140	\$12,401,807	\$12,699,451	\$2,558,591	25.2%	\$912,677
PILOT (based on current agreements)	\$0	\$0	\$6,174	\$6,297	\$6,423	\$6,552	\$6,683	\$6,683		\$6,174
State Aid	\$8,711,853	\$10,859,364	\$10,962,643	\$10,955,214	\$10,952,688	\$10,950,162	\$10,947,636	\$88,272	0.8%	\$103,279
Building Aid	\$4,659,546	\$2,263,956	\$3,072,855	\$3,028,599	\$2,471,797	\$2,430,071	\$2,430,071	\$166,115	7.3%	\$808,899
Transportation Aid	\$1,412,205	\$1,482,162	\$1,403,548	\$1,403,548	\$1,403,548	\$1,403,548	\$1,403,548	(\$78,614)	-5.3%	(\$78,614)
Federal Aid (Medicaid only)	\$70,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	0.0%	\$0
Interfund Transfers Reserves?	\$0	\$255,000		\$0	\$0	\$0	\$0	(\$255,000)	-100.0%	(\$255,000)
Other Revenues (Not including AFB)	\$598,622	\$653,567	\$603,450	\$603,450	\$603,450	\$603,450	\$603,450	(\$50,117)	* -7.7%	(\$50,117)
<b>Total Revenues</b>	<b>\$25,307,846</b>	<b>\$25,754,909</b>	<b>\$27,202,207</b>	<b>\$27,924,393</b>	<b>\$27,649,046</b>	<b>\$27,895,590</b>	<b>\$28,190,839</b>	<b>\$2,435,930</b>	<b>9.5%</b>	<b>\$1,447,298</b>
<b>Amount of Change Year to Year</b>		<b>\$447,063</b>	<b>\$1,447,298</b>	<b>\$722,186</b>	<b>(\$275,347)</b>	<b>\$246,544</b>	<b>\$295,248</b>			
		1.8%	5.6%	2.7%	-1.0%	0.9%	1.1%			

Total Revenues	\$25,307,846	\$25,754,909	\$27,202,207	\$27,924,393	\$27,649,046	\$27,895,590	\$28,190,839	\$2,435,930	9.5%
Amount of Change Year to Year		\$447,063	\$1,447,298	\$722,186	(\$275,347)	\$246,544	\$295,248		
		1.8%	5.6%	2.7%	-1.0%	0.9%	1.1%		

Scenario 2  
Immediate  
Expense  
cuts of ~\$1  
million  
and \$740,000  
FB cuts

EXPENSES:	2025	2026	2027	2028	2029	2030	2031	2026-2031 Difference		2026-27 Difference
General Support										
Salaries	\$1,148,699	\$1,227,305	\$1,198,495	\$1,237,603	\$1,278,081	\$1,319,975	\$1,363,335	\$136,030	11.1%	(\$28,810)
Other	\$1,692,612	\$1,729,700	\$1,831,501	\$1,980,335	\$2,142,564	\$2,319,394	\$2,512,138	\$782,438	45.2%	\$101,801
Instruction										\$0
Salaries	\$8,132,751	\$7,621,079	\$7,480,348	\$7,782,644	\$8,097,394	\$8,425,112	\$8,766,333	\$1,145,254	15.0%	(\$140,731)
Other	\$3,153,710	\$3,664,771	\$3,378,492	\$3,524,704	\$3,678,226	\$3,839,425	\$4,008,683	\$343,912	9.4%	(\$286,279)
Transportation										\$0
Salaries	\$996,272	\$1,049,339	\$1,231,601	\$1,272,368	\$1,314,563	\$1,314,563	\$1,358,234	\$308,895	29.4%	\$182,262
Other	\$794,248	\$491,350	\$492,735	\$515,216	\$538,820	\$563,605	\$589,629	\$98,279	20.0%	\$1,385
Employee Benefits										\$0
Retirement	\$1,174,090	\$1,134,798	\$1,134,798	\$1,172,913	\$1,212,440	\$1,253,432	\$1,295,944	\$161,146	14.2%	\$0
Social Security	\$798,319	\$744,814	\$801,885	\$827,660	\$854,390	\$882,110	\$910,858	\$166,044	22.3%	\$57,071
Workers' Compensation	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$0	0.0%	\$0
Health	\$5,021,552	\$5,528,031	\$5,400,982	\$5,650,857	\$5,913,225	\$6,188,712	\$6,477,973	\$949,942	17.2%	(\$127,049)
Other	\$215,500	\$70,000	\$70,000	\$70,500	\$71,005	\$71,515	\$72,030	\$2,030	2.9%	\$0
Debt Service:										\$0
Buildings -										
Principal	\$2,067,472	\$2,125,000	\$2,370,000	\$2,570,000	\$2,085,000	\$2,125,000	\$2,200,000	\$75,000	3.5%	\$245,000
Interest	\$457,981	\$909,040	\$1,138,608	\$895,863	\$811,738	\$740,088	\$667,313	(\$241,727)	-26.6%	\$229,568
Buses & Other -										
Principal	\$240,044	\$292,682	\$337,991	\$205,000	\$355,000	\$535,000	\$735,000	\$442,318	151.1%	\$45,309
Interest	\$22,637	\$0	\$0	\$51,000	\$80,000	\$105,500	\$126,500	\$126,500		\$0
RAN/TAN -										
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Interfund Transfers (Sch Lunch, 4408)	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$187,000	\$0	0.0%	\$0



Total Expenses	\$26,207,887	\$26,879,909	\$27,159,436	\$28,048,663	\$28,724,446	\$29,975,431	\$31,375,971	\$4,496,062	17%	\$279,527
Amount of Change Year to Year		\$672,022	\$279,527	\$889,227	\$675,784	\$1,250,985	\$1,400,540			
		2.6%	1.0%	3.3%	2.4%	4.4%	4.7%			

	2025	2026	2027	2028	2029	2030	2031
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Total Revenues	\$25,307,846	\$25,754,909	\$27,202,207	\$27,924,393	\$27,649,046	\$27,895,590	\$28,190,839	\$2,435,930	9.5%
Amount of Change Year to Year		\$447,063	\$1,447,298	\$722,186	(\$275,347)	\$246,544	\$295,248		
		1.8%	5.6%	2.7%	-1.0%	0.9%	1.1%		
Total Expenses	\$26,207,887	\$26,879,909	\$27,159,436	\$28,048,663	\$28,724,446	\$29,975,431	\$31,375,971	\$4,496,062	17%
Amount of Change Year to Year		\$672,022	\$279,527	\$889,227	\$675,784	\$1,250,985	\$1,400,540		
		2.6%	1.0%	3.3%	2.4%	4.4%	4.7%		

	2025	2026	2027	2028	2029	2030	2031
Adjustments (Carry Over, etc.)	\$1,140,893	\$1,831,482	\$1,100,836	\$1,100,836	\$1,100,836	\$1,100,836	\$1,100,836
Adjustments Use of Reserves	\$0	(\$125,000)	(\$137,762)	\$0	\$0	\$0	\$0

4% of Expenses	\$1,075,196	\$1,086,377	\$1,121,947	\$1,148,978	\$1,199,017	\$1,255,039	\$1,255,039
Assigned Appropriated Fund Balance	\$1,000,000	-\$42,772	\$124,269	\$1,075,400	\$2,079,841	\$3,185,133	\$3,185,133
Assigned Unappropriated	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722	\$74,722
Unassigned Fund Balance	\$1,162,652	\$1,086,377	\$1,121,947	\$1,148,978	\$1,199,017	\$1,255,039	\$1,255,039
Reserved Fund Balance	\$2,938,346	\$4,713,596	\$5,376,842	\$5,503,018	\$4,463,984	\$2,313,676	\$219,389
Total Fund Balance June 30	\$5,175,720	\$5,757,202	\$6,623,058	\$7,727,396	\$7,742,842	\$6,753,847	\$4,659,560
Revenue to Expenditure Difference	-\$900,041	-\$1,125,000	\$42,772	-\$124,269	-\$1,075,400	-\$2,079,841	-\$3,185,133
<b>Change in Fund Balances</b>			\$1,167,772	(\$167,041)	(\$951,131)	(\$1,004,441)	(\$1,105,291)

**Scenario 2**  
**Immediate Expense cuts of ~\$1 million and \$740,000 FB cuts**

**Will this plan basically keep you financially afloat to 2031... Barely**

### Strategically and Operationally Examine Long Range Budget Implications...

1. Maintain a stable budget by tracking expenses and revenues as you look to the future:
  - a) Re-Examine 2025-26 budget for fund balances (Carry Over/Reallocations).
  - b) Budget process is always difficult due to the number of assumptions (Extrapolate cost estimates). Update estimates as possible for both Revenues and Expenses. (No one can actually calculate exact unanticipated costs or revenues such as loss of staff due to resignations, marriages, a car accidents, getting sick etc., to cover leaves, new students with special needs costs, interest earnings, Foundation Aid and other items... These are the best reasonable estimate that can be made.)
  - c) “School” inflation Costs escalations of supplies, materials and equipment is a concern.
  - d) Immediately, reevaluate purchases and staff need. Examine the possibility of attrition and breakage, where possible but monitor certain labor scarcity issues. Cost escalations must be seriously decreased.
  - e) Scrutinize escalations of Long-term Expenditures that include but are not limited to: Health Insurance, Salaries, Pension Costs, Transportation Costs that must be addressed in the financial plan and limitations on Revenues examined.
  - f) Develop a Long-Range thoughtful plan to prepare for possible State Fiscal Funding Cliff 2028-29 and beyond because you cannot count on increases in some state aid categories that are sustainable as more positive financial plan.

# RECOMMENDATIONS

## Strategically and Operationally Examine Long Range Budget Implications...

2. Long-range financial and capital plans help to stabilize the Tax Cap and are a useful strategy.
  - The timing of capital construction and the financial strategy with them must take into consideration Tax Cap Implication long-term, however, these reserves may be needed to other purposes.
3. The district has consideration regarding revenues and expenses
  - There is always a “willingness to pay more taxes” conundrum.
  - The district cannot spend more than its revenues. Examine the need for staff through out the school district as greater efficiencies are needed. The goal would be to significantly decrease EXPENSES and quickly.
  - The district must continue to “right size” the relationship between expenses and revenue, based on diminished enrollments and trend data, course offerings, class sizes, student demographics and other metrics. Be mindful of “student needs” demographics as there are more students with special needs.
4. The ability to meaningfully build “reserves” is gone. Absent the significant sums of previously available Federal Grants (CRRSA and ARPA) the district has lost fund balance opportunities, to create and maintain Reserves the ability to sustain:
  - immediate Covid and post-Covid staff levels,
  - programs and class size levels within that period, and/or
  - to create and maintain fund balances currently and into the future are non-existent.

## RECOMMENDATIONS

### Strategically and Operationally Examine Long Range Budget Implications...

5. The costs associated with the Zero-Emissions bus mandate are currently unreachable -waivers are needed.
6. The distance between anticipated revenues and expenses will grow significantly over the next few years. The distance between anticipated revenues and expenditures becomes more magnified as expenses escalate faster than revenues.
  - At the current overall budget trajectory, salaries and benefits will overwhelm the district's finances vs. almost all potential perceived “ordinary” Revenue gains.
  - Failure to act immediately and over the next few years will make it more difficult to sustain the district’s financial potency.
7. The district needs to revisit all possible options to examine cost savings and implement financial triage.
  - State Aid: Foundation Aid the district currently slated for **1%** Increase in Foundation Aid in 2026-27; any future increases in Foundation Aid are unknown due to enrollment declines and district demographic changes. Currently, Expense driven aid continues as in current law but are only partial reimbursements.
9. Absent immediate significant cost reductions. It is hoped that financial yield is significant enough to sustain the district long-term, but cashflow must also be maintained
10. **Monitor the Tax Cap... note growing use of Appropriated Fund Balance and be aware of Super Majority Tax Levy Limit implications.**



# Long Range Financial Analysis

Data Driven Fiscal Planning



# Cambridge

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## CENTRAL SCHOOL

# Questions from the Board of Education?

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