

Strongsville City Schools

FY 20 Annual Budget and Five-Year Forecast

September 19, 2019



Strongsville City Schools

- FY 2019-2020 District Goals and Focused Spending

2019-2020 District Goals and Focused Spending

Academic Achievement & Growth

- ☐ Enhance PreK-12 common assessments to create a valid and reliable assessment system.
- ☐ Improve writing instruction K-5 and discipline literacy practices 6-12.
- ☐ Develop *Model Mustang* competencies within our students.
- ☐ Prepare high school graduates who are enrolled in a two-year or four-year college program, serving in a military branch, earning a living wage, or engaged in a meaningful, self-sustaining vocation.
- ☐ Expand evidence-based strategies utilized in classroom instruction.
- ☐ Develop guidelines for grading practices.
- ☐ Grow a positive district culture by living our core values.
- ☐ Implement Project-Based Learning into selected classrooms.
- ☐ Expand access and utilization of MakerSpace Prek-12.
- ☐ Deepen our appreciation for diversity through a commitment to equity and inclusion.
- ☐ Develop a pathway for future administration.
- ☐ Facilitate efforts to qualify for STEM/STEAM designation from the state.

2019-2020 District Goals and Focused Spending

Financial Prudence

- ☐ Define optimal staffing per employee group/classification.
- ☐ Research platforms for district purchasing.
- ☐ Enhance record management structures.
- ☐ Sustain strong internal controls.
- ☐ Update fundraising procedures for internal and external groups.
- ☐ Enhance fundraising coordination.
- ☐ Implement preventative maintained plan.
- ☐ Increase building efficiency.
- ☐ Complete a feasibility study of a bus/truck wash.

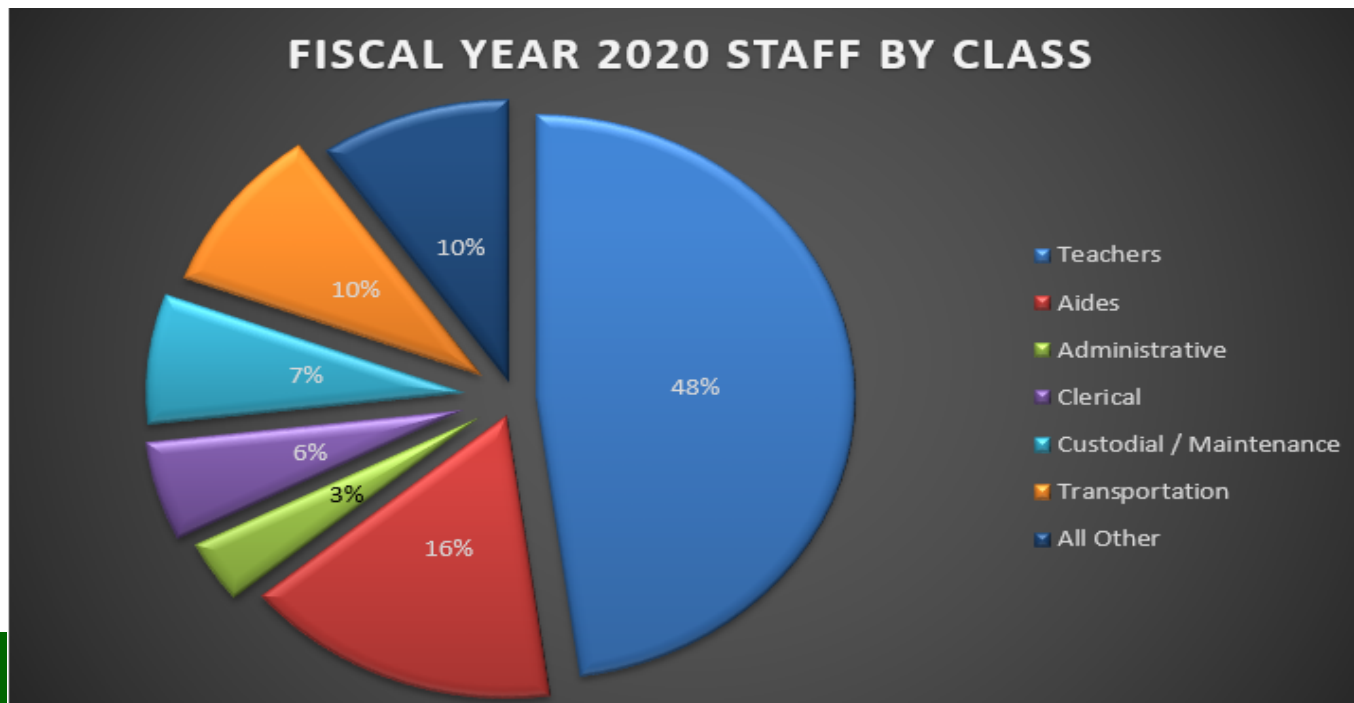
2019-2020 District Goals and Focused Spending

Community Engagement

- ❑ Develop the next strategic plan for the district.
- ❑ Increase opportunities to connect and engage a representative group of staff in our work as a district.
- ❑ Expand communication strategies through expanded pathways.
- ❑ Increase engagement opportunities between the district and our stakeholders.

Personnel Trends

STAFFING TRENDS BY JOB CLASSIFICATION						
School District	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Teachers	339.40	347.20	347.80	347.80	347.80	347.80
Aides	116.00	118.50	118.00	118.00	118.00	118.00
Administrative	25.00	25.00	26.00	26.00	26.00	26.00
Clerical	43.00	42.00	41.00	41.00	41.00	41.00
Custodial / Maintenance	54.00	54.00	53.50	53.50	53.50	53.50
Transportation	71.00	72.00	69.50	69.50	69.50	69.50
All Other	66.64	71.64	71.63	71.63	71.63	71.63
TOTAL	715.04	730.34	727.43	727.43	727.43	727.43



Strongsville City Schools

- Estimated Resources – All Funds

Estimated Resources – All Funds

Fund Number	Fund	Unencumbered Beginning Balance	Estimated Revenues	FY 20 Total Estimated Resources
001	General Fund	\$30,907,165	\$78,174,170	\$109,081,335
Special Revenue Funds:				
018	Public School Support	\$166,295	\$93,000	\$259,295
019	Other Local Grants	\$100,366	\$66,933	\$167,299
300	District Managed Student Activity	\$285,431	\$729,050	\$1,014,481
401	Auxiliary Services	\$4,816	\$471,118	\$475,934
451	Data Communications	\$12,600	\$12,000	\$24,600
499	Miscellaneous State Grants	\$0	\$28,130	\$28,130
516	IDEA, Part B Special Education	\$0	\$1,391,009	\$1,391,009
551	Title III - Limited English Proficiency	\$0	\$79,537	\$79,537
572	Title I - Disadvantaged Children	\$0	\$531,467	\$531,467
587	IDEA, Preschool Grant	\$0	\$28,821	\$28,821
590	Title II-A - Improving Teacher Quality	\$110	\$138,915	\$139,025
599	Miscellaneous Federal Grants	\$69	\$493,763	\$493,832
Debt Service Funds:				
002	Bond Retirement	\$4,361,044	\$4,776,630	\$9,137,674
Capital Projects Funds:				
003	Permanent Improvement	\$898,438	\$1,213,716	\$2,112,154
004	Building Fund	\$810,462	\$181,809	\$992,271
Enterprise Funds:				
006	Food Services	\$155,508	\$1,958,390	\$2,113,898
009	Uniform School Supplies	\$2,081	\$399,500	\$401,581
Internal Service Funds:				
014	Internal Service Rotary Fund	\$221,963	\$285,425	\$507,388
023	Liability Self-Insurance	\$9,402	\$15,000	\$24,402
024	Employee Benefits Self-Insurance	\$5,506,258	\$11,200,000	\$16,706,258
035	Termination Benefits	\$860,000	\$450,000	\$1,310,000
Fiduciary Funds				
200	Student Managed Student Activity	\$184,561	\$205,745	\$390,306
022	District Agency Fund	\$3,055	\$151,000	\$154,055
Total Estimated Resources		\$44,489,624	\$103,075,128	\$147,564,752

Annual Appropriation – All Funds

Fund Number	Fund	FY 2020 Appropriation	Carryover Encumbrances	FY20 Total Appropriation
001	General Fund	\$74,787,276	\$1,726,332	\$76,513,608
Special Revenue Funds:				
018	Public School Support	\$207,677	\$3,909	\$211,586
019	Other Local Grants	\$117,222	\$556	\$117,778
300	District Managed Student Activity	\$896,481	\$17,347	\$913,828
401	Auxiliary Services	\$475,935	\$82,719	\$558,654
451	Data Communications	\$24,600	\$0	\$24,600
499	Miscellaneous State Grants	\$28,130	\$0	\$28,130
516	IDEA, Part B Special Education	\$1,391,009	\$4,248	\$1,395,257
551	Title III - Limited English Proficiency	\$79,537	\$3,393	\$82,930
572	Title I - Disadvantaged Children	\$531,467	\$787	\$532,254
587	IDEA, Preschool Grant	\$28,821	\$0	\$28,821
590	Title II-A - Improving Teacher Quality	\$139,025	\$4,557	\$143,582
599	Miscellaneous Federal Grants	\$493,832	\$317	\$494,149
Debt Service Funds:				
002	Bond Retirement	\$4,258,838	\$0	\$4,258,838
Capital Projects Funds:				
003	Permanent Improvement	\$1,992,135	\$151,559	\$2,143,694
004	Building Fund	\$360,465	\$41,212	\$401,677
Enterprise Funds:				
006	Food Services	\$1,946,969	\$16,919	\$1,963,888
009	Uniform School Supplies	\$400,903	\$12,676	\$413,579
Internal Service Funds:				
014	Internal Service Rotary Fund	\$356,608	\$63,572	\$420,180
023	Liability Self-Insurance	\$24,402	\$5,357	\$29,759
024	Employee Benefits Self-Insurance	\$11,200,000	\$0	\$11,200,000
035	Termination Benefits	\$450,000	\$0	\$450,000
Fiduciary Funds				
200	Student Managed Student Activity	\$387,890	\$0	\$387,890
022	District Agency Fund	\$154,055	\$323	\$154,378
Total Appropriation		\$100,733,277	\$2,135,783	\$102,869,060

General Fund Appropriation Summary

Total General Fund by Function	FY 2020 Appropriation	Percent of Appropriation	Per Pupil Amount
<i>Instruction:</i>			
Regular Instruction	\$29,552,089	39.51%	\$5,279.99
Special Instruction	\$12,335,560	16.49%	\$2,203.96
Vocational Instruction	\$955,163	1.28%	\$170.66
<i>Support Services:</i>			
Support Services - Pupils	\$5,391,569	7.21%	\$963.30
Support Services - Instructional Staff	\$2,673,602	3.57%	\$477.68
Support Services - Board of Education	\$43,662	0.06%	\$7.80
Support Services - Administration	\$4,183,048	5.59%	\$747.37
Support Services - Fiscal Services	\$2,015,121	2.69%	\$360.04
Support Services - Business Services	\$568,545	0.76%	\$101.58
Support Services - Operation and Maintenance of Plant	\$7,302,003	9.76%	\$1,304.63
Support Services - Transportation	\$5,052,764	6.76%	\$902.76
Support Services - Central	\$2,353,515	3.15%	\$420.50
<i>Extracurricular Activities :</i>			
Academic Oriented Activities	\$142,763	0.19%	\$25.51
Sport Oriented Activities	\$1,030,368	1.38%	\$184.09
School & Public Service Co-Curricular	\$49,991	0.07%	\$8.93
<i>Debt Service :</i>			
Debt Service	\$416,347	0.56%	\$74.39
<i>Other Uses of Funds :</i>			
Transfers to Other Funds	\$721,167	0.96%	\$128.85
Totals	\$74,787,277	100.00%	\$13,362

Strongsville City Schools

- Five Year Forecast – General Fund

Five Year Forecast - Contents

- Major Assumptions
- General Fund Revenues
- General Fund Expenditures
- Five Year Forecast Summary

Strongsville City Schools

- Major Assumptions

Revenue: Major Assumptions

- Property Tax Collection Rate and Split - The forecast assumes the collection rate will be as follows per property classification (FY 20 2nd half collections is actual).

Residential Collection Rate	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 Forecasted	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast	FY 24 Forecast
2nd Half CY Collection %	97.65%	98.18%	98.36%	98.01%	98.48%	98.88%	98.38%	98.38%	98.38%	98.38%
1st Half CY Collection %	98.18%	98.36%	98.01%	98.48%	98.88%	98.38%	98.38%	98.38%	98.38%	98.38%

Residential Collection Split	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 Forecasted	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast	FY 24 Forecast
2nd Half CY Collection %	47.32%	47.12%	47.31%	46.96%	49.39%	47.47%	47.10%	47.10%	47.10%	47.10%
1st Half CY Collection %	52.88%	52.69%	53.04%	55.61%	52.53%	52.90%	52.90%	52.90%	52.90%	52.90%
Total Fiscal Year	100.20%	99.81%	100.35%	102.57%	101.92%	100.37%	100.00%	100.00%	100.00%	100.00%

Commercial Collection Rate	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 Forecasted	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast	FY 24 Forecast
2nd Half CY Collection %	95.09%	89.38%	97.34%	93.44%	91.01%	95.06%	93.25%	93.25%	93.25%	93.25%
1st Half CY Collection %	89.38%	97.34%	93.44%	91.01%	95.06%	93.25%	93.25%	93.25%	93.25%	93.25%

Commercial Collection Split	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 Forecasted	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast	FY 24 Forecast
2nd Half CY Collection %	46.54%	51.19%	46.84%	43.97%	42.95%	45.34%	46.50%	46.50%	46.50%	46.50%
1st Half CY Collection %	48.81%	53.16%	56.03%	57.05%	54.66%	53.70%	53.50%	53.50%	53.50%	53.50%
Total Fiscal Year	95.35%	104.35%	102.87%	101.02%	97.61%	99.04%	100.00%	100.00%	100.00%	100.00%

Major Assumptions - Continued

Revenue (continued):

- As indicated on the prior graph, the current collection rate:
 - Residential property has increased to 98.88% for the 2019 2nd half collection period. Forecast assumes a residential collection rate of 98.38% which is the five year average
 - Commercial property has fluctuated year over year. Most recent, from Calendar Year 18 to Calendar Year 19, the collection rate has increased from 91.01% to 95.06%. The forecast assumes a commercial collection rate of 93.25% which is the five year average.
- As indicated on the prior graph, the current collection split (collection/calendar years overlap fiscal years):
 - Residential property has been consistent year over year for a total fiscal year collection forecasted of 100.37 for FY 20%. For FY 19, the District received 101.92% of residential tax collections. For fiscal years 21-24, the forecast is assuming the split to 100%.
 - Commercial property has fluctuated year over year. For FY 18 and FY 19, the District's commercial property tax collections averaged 99.32%. For FY 20, the forecast is predicting the collection amount to be 99.04%. For fiscal years 21-24, the forecast is assuming the split to 100%.
- For FY 20, prior year delinquencies forecasted are \$921,879. For fiscal years 21-24, the forecast is assuming prior year delinquencies to be \$900,000 annually.
- for FY 20, refunds issued forecasted are \$547,636. For fiscal years 21-24, the forecast is assuming refunds issued to be \$900,000 annually.

Major Assumptions - Continued

Revenue (continued):

- The forecast assumes the following changes to assessed valuation by collection calendar year:

Fiscal Year	Residential	Commercial	Public Utility	Total
CY 16 Actual	\$1,085,544,980	\$327,009,910	\$34,026,660	\$1,446,581,550
CY 17 Actual	\$1,099,063,440	\$331,059,270	\$36,099,090	\$1,466,221,800
CY 18 Actual	\$1,109,881,590	\$347,199,500	\$38,919,200	\$1,496,000,290
CY 19 Actual	\$1,229,566,800	\$355,224,080	\$40,943,650	\$1,625,734,530
CY 20 Forecast	\$1,229,566,800	\$355,579,304	\$41,762,523	\$1,626,908,627
CY 21 Forecast	\$1,229,566,800	\$348,823,297	\$42,597,773	\$1,620,987,870
CY 22 Forecast	\$1,260,287,664	\$335,219,189	\$43,449,729	\$1,638,956,582
CY 23 Forecast	\$1,266,585,441	\$333,878,312	\$44,318,724	\$1,644,782,477

- In November 2016 residents renewed a 5 year 6 mill levy with collection beginning January 2018. The forecast assumes the levy will expire tax year December 31, 2021. Collections will continue through December 31, 2022.
- In May 2019 residents approved a 5 year 5.9 mill levy with collection beginning January 2020. The forecast assumes the levy will expire tax year December 31, 2023. Collections will continue through December 31, 2024.

Major Assumptions - Continued

Expenditures:

- Staffing Assumptions (General Fund Only):

	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
General fund	670	667	667	670	670	673
P.Y Net Change	+9	-3	0	+3	0	0

- Forecast assumes all union agreements as currently defined.
- Health Care rates are forecasted to increase 0% during FY 20 and 7% each year in FY 21 – FY 24. FY 16 saw a 3% increase, FY 17 saw a 5% increase, FY 18 saw a 0% increase, and FY 19 saw a 7% increase.
- Forecast assumes \$500k for technology upgrades each year in FY 20 – FY 24

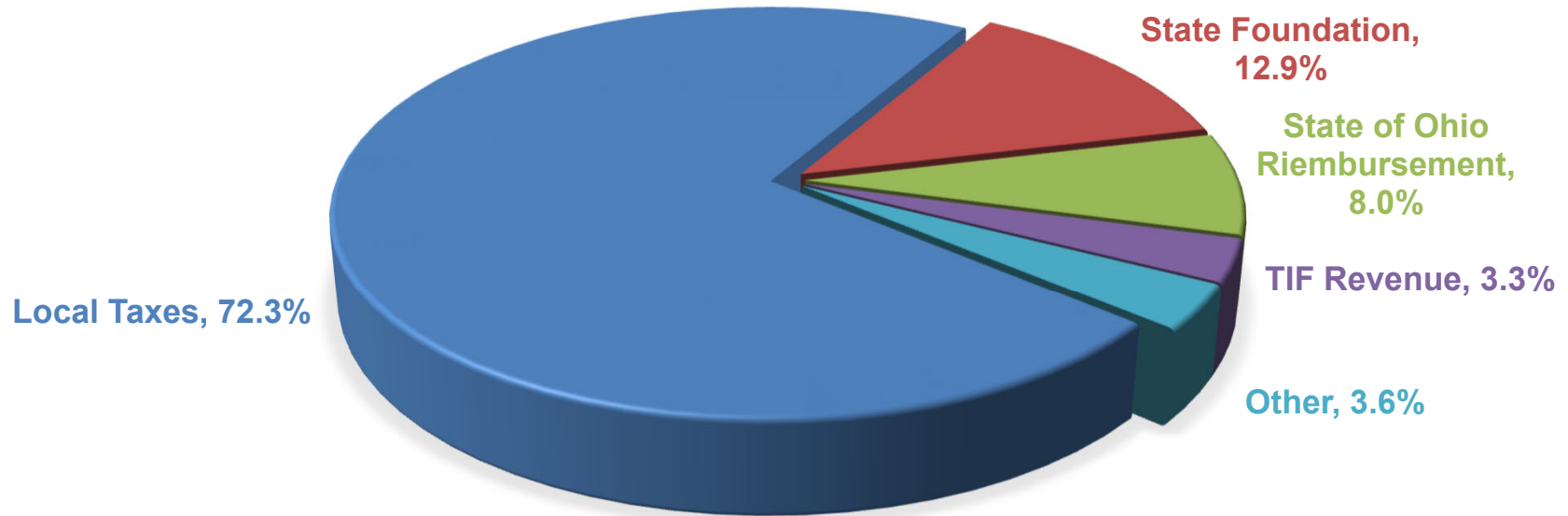
Strongsville City Schools

- General Fund Revenues

Strongsville City Schools

FY 2019-2020

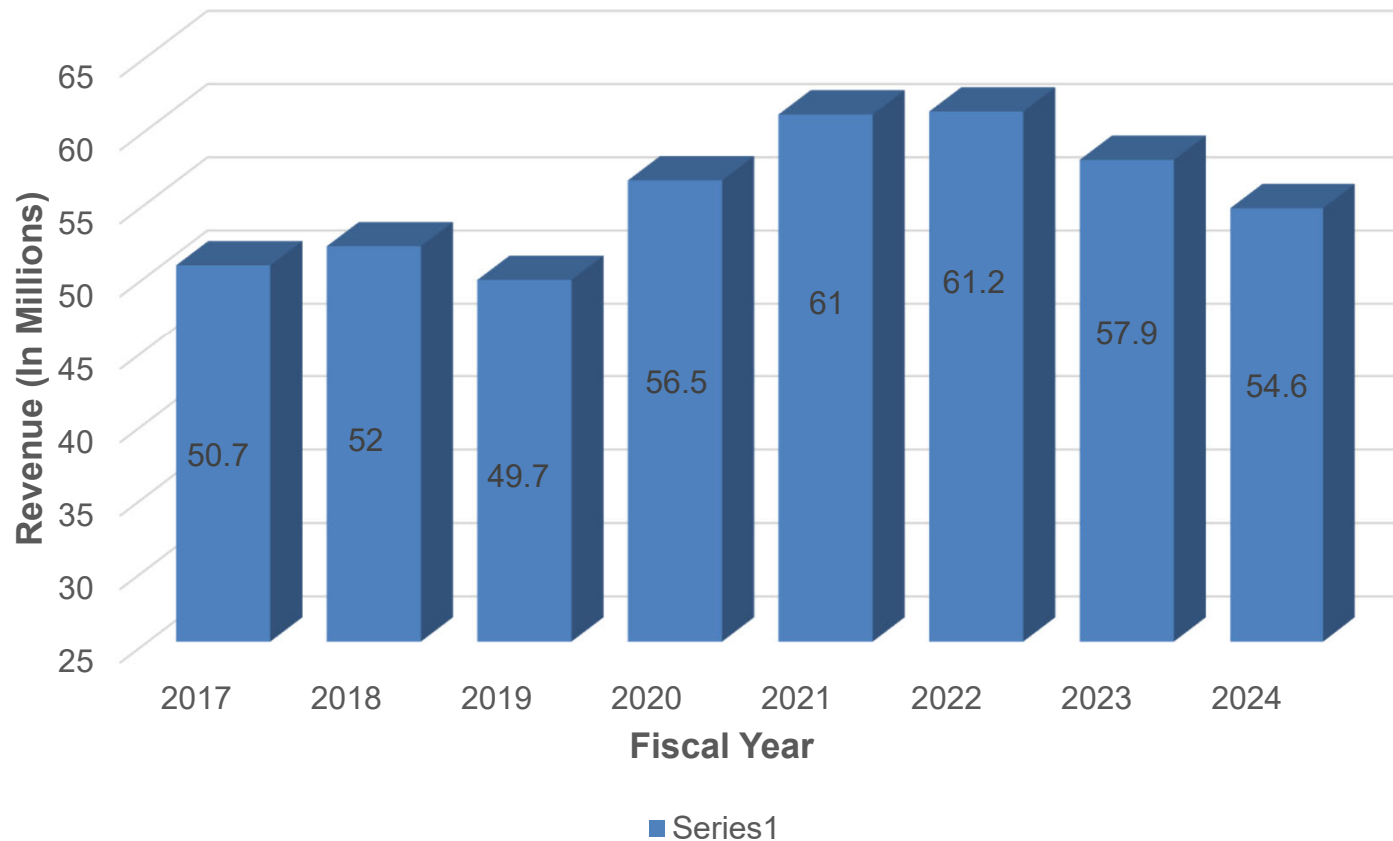
WHERE THE MONEY COMES FROM



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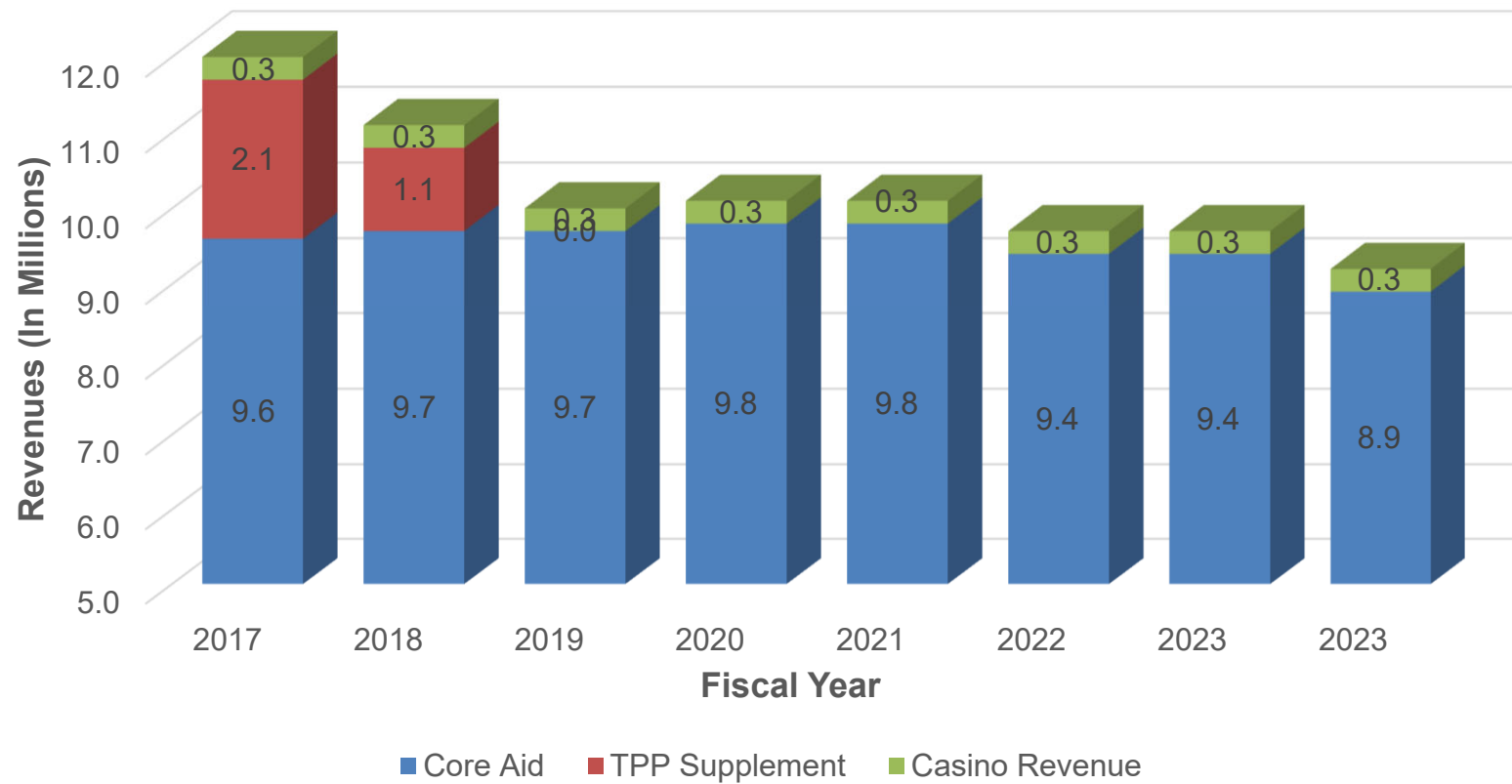
Local Taxes – Property Tax Revenue

Property Taxes



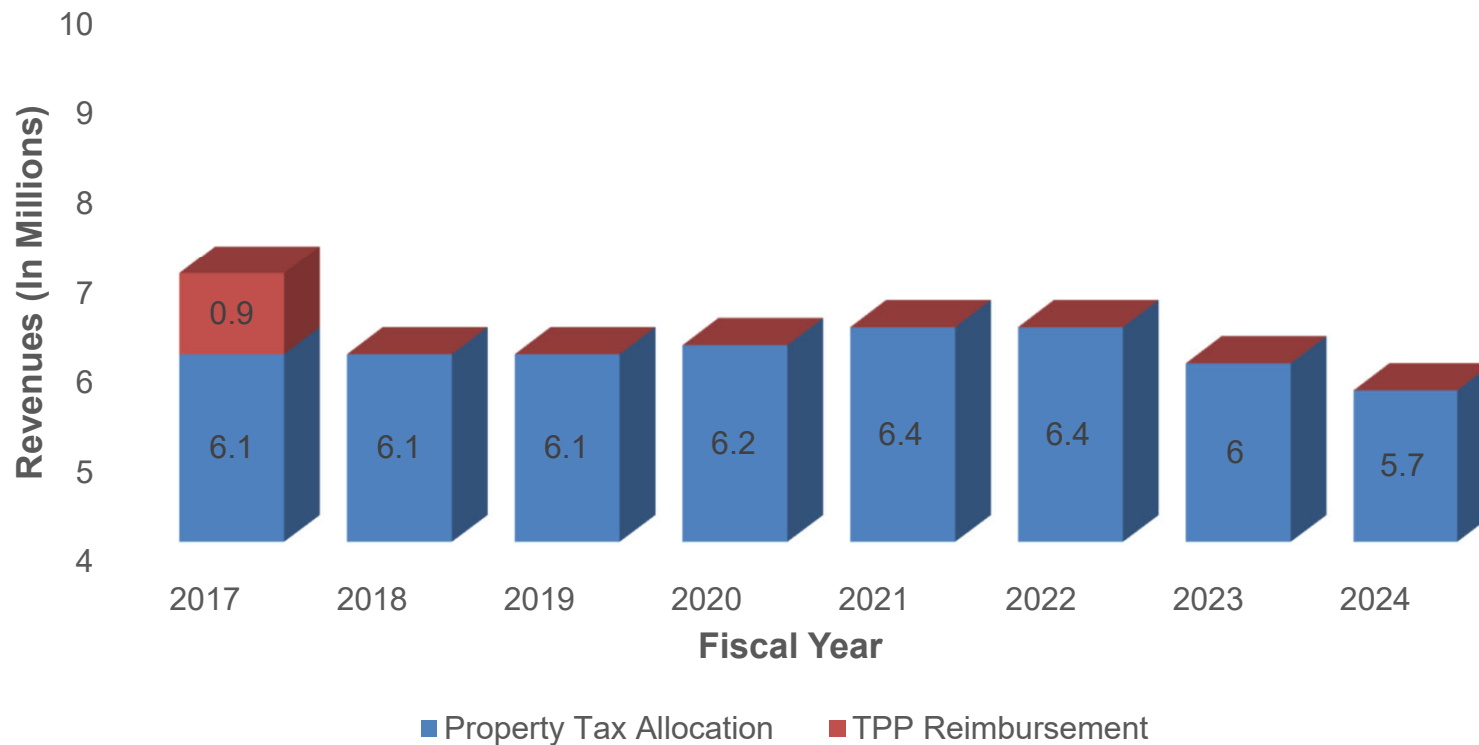
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State Foundation Revenue



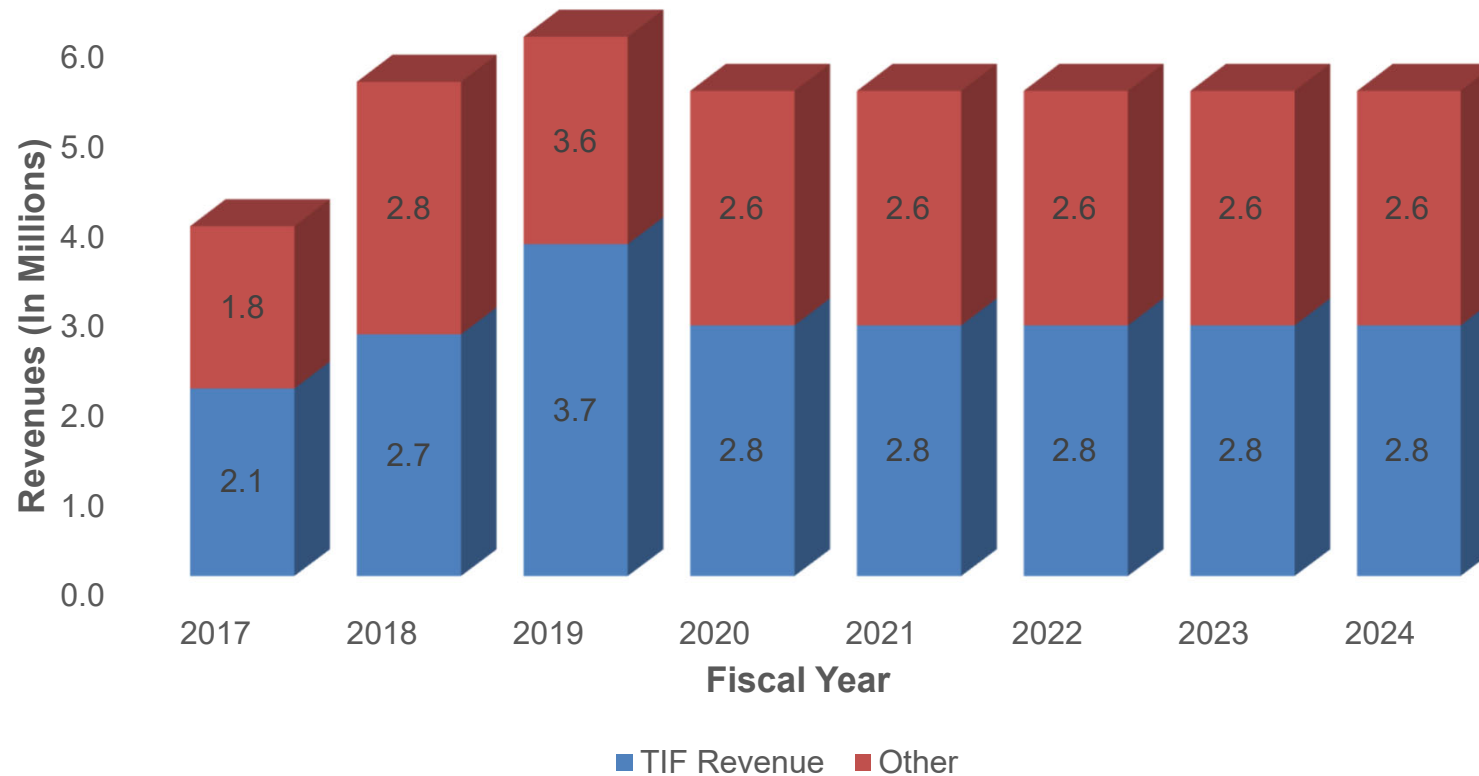
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Property Tax Allocation – State Hold Harmless Reimbursements



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Other Revenue



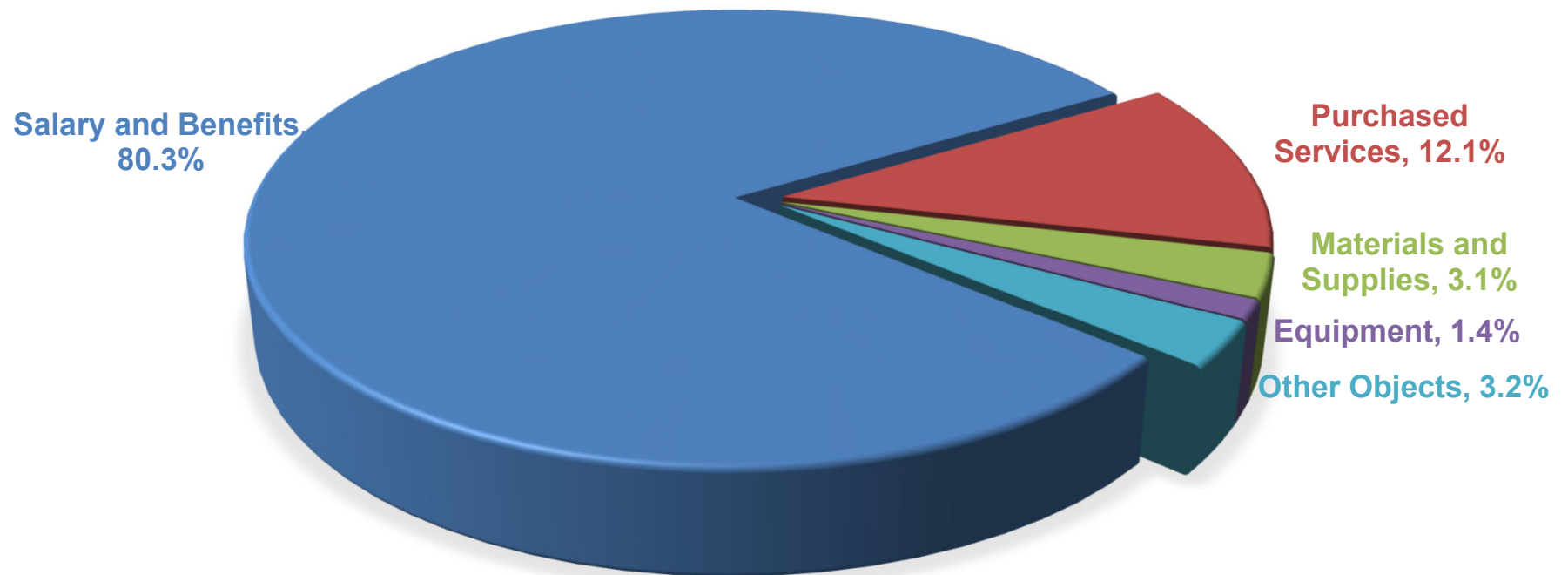
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- General Fund Expenditures

Strongsville City Schools

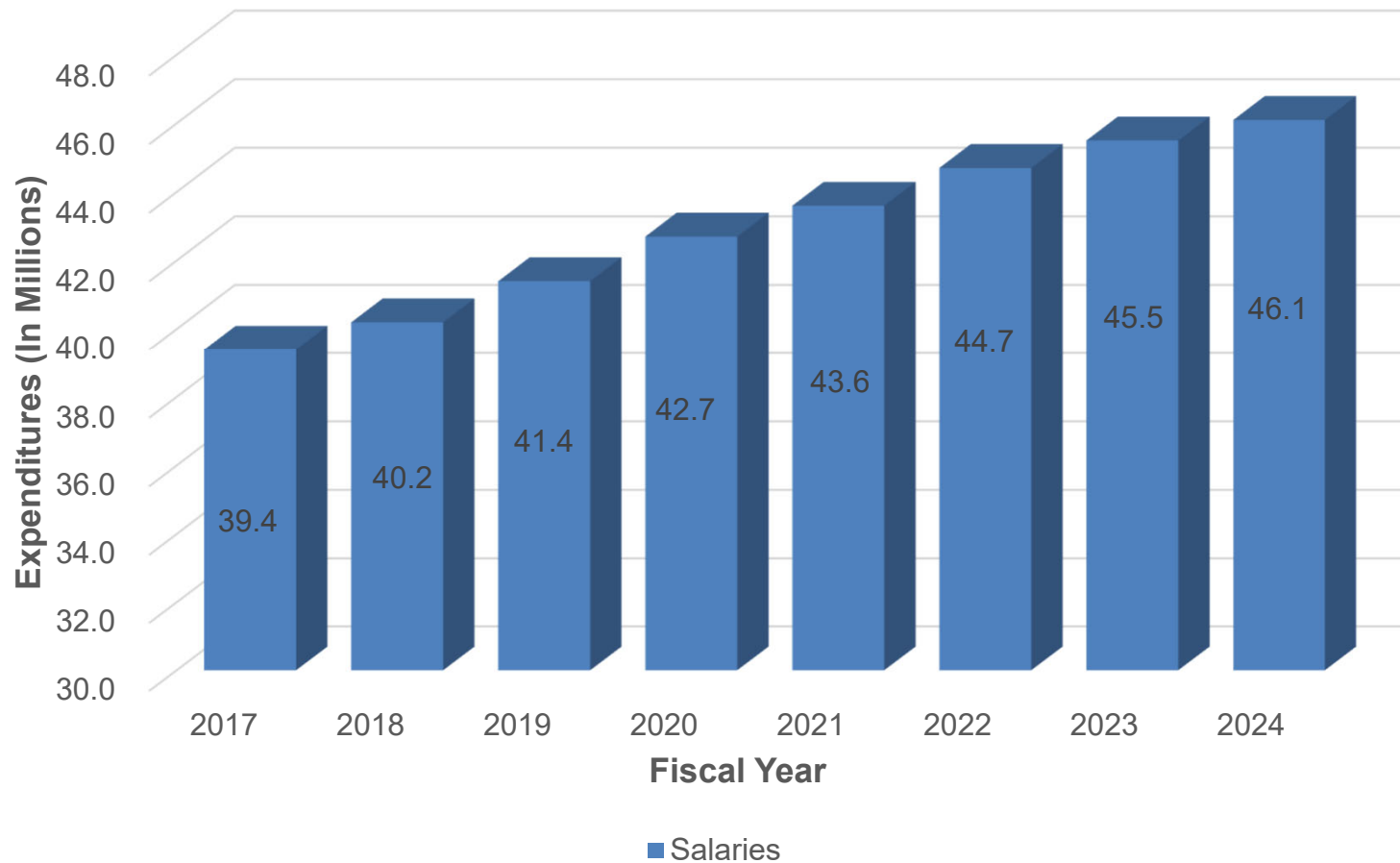
FY 2019-2020

WHERE THE MONEY GOES



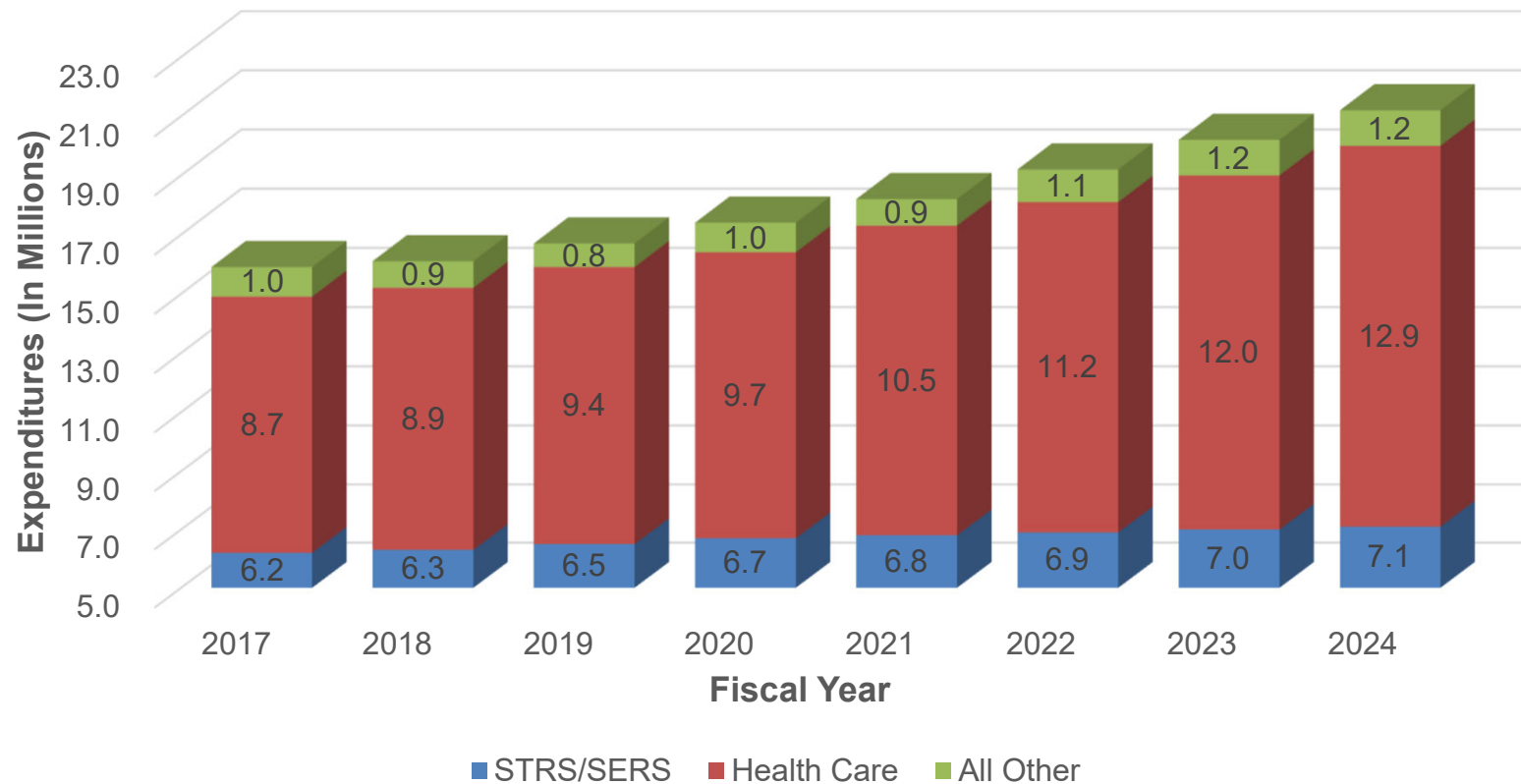
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Salaries



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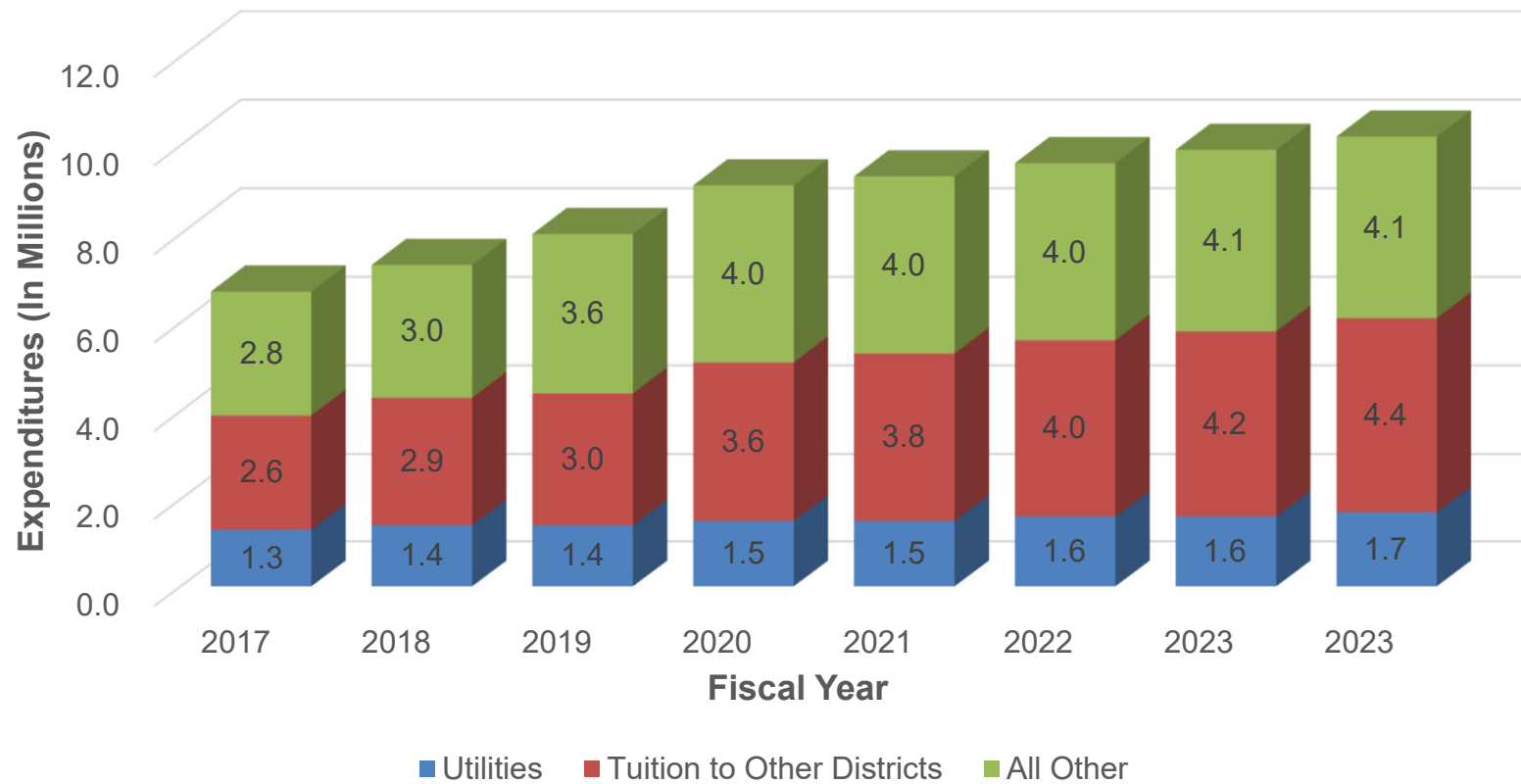
Benefits



See next slide for a reconciliation of changes.

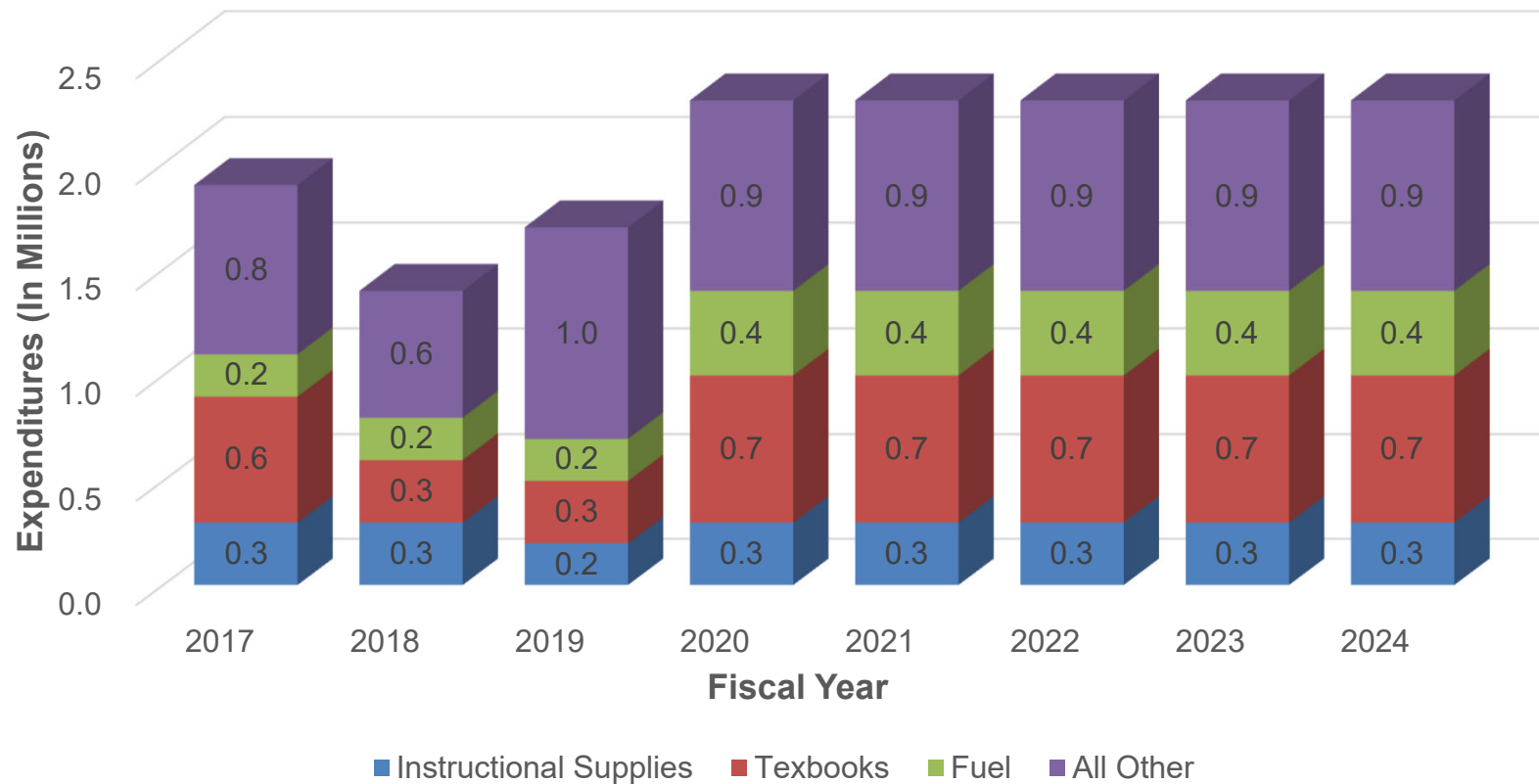
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Purchased Services



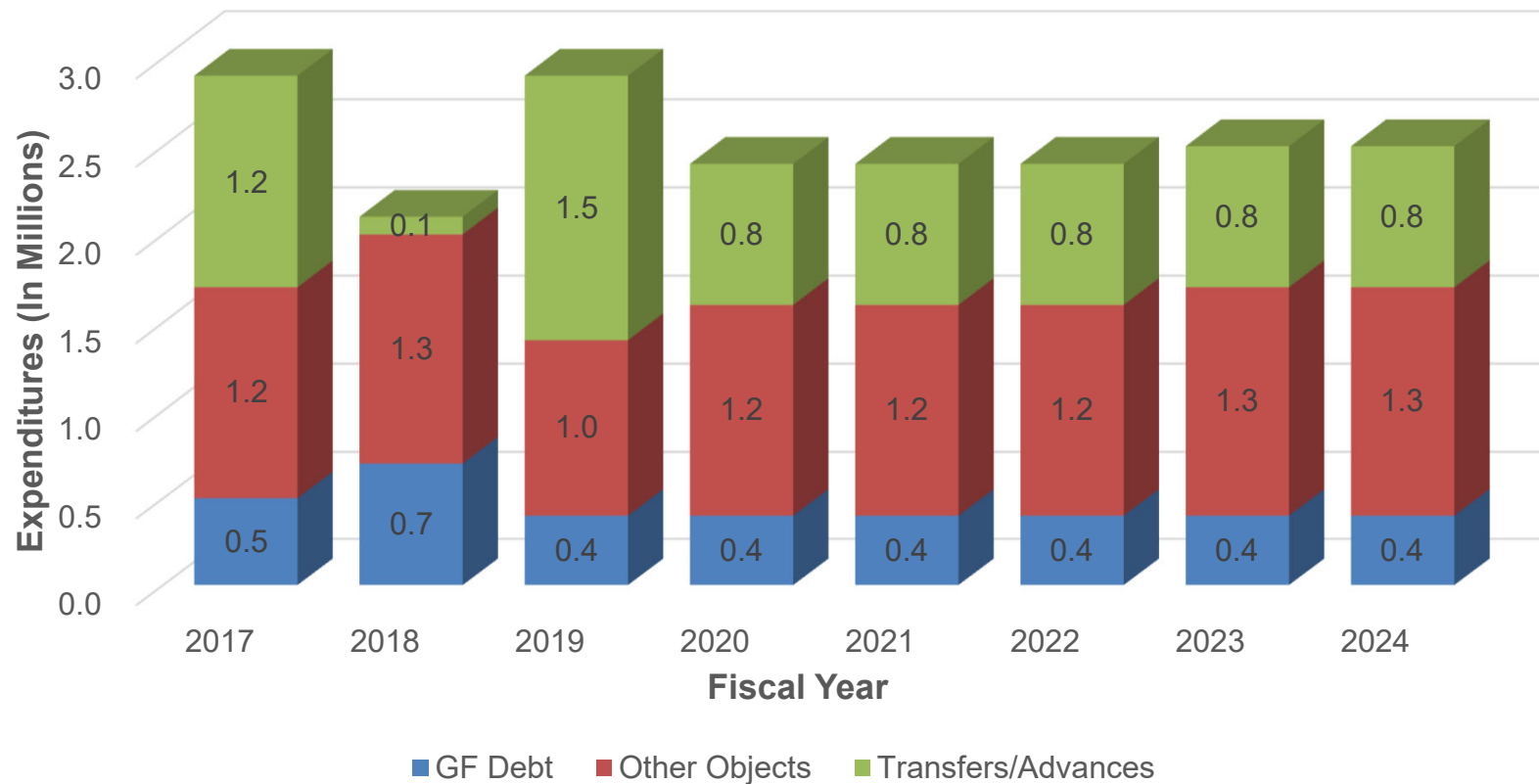
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Materials and Supplies



Strongsville City Schools

Other Objects and Transfers/Advances



See next slide for a reconciliation of changes.

Strongsville City Schools

- General Fund Summary

Strongsville City Schools

Fall 2019 Five-Year Forecast

(in millions of dollars)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Cash Balance	\$18.4	\$24.2	\$31.2	\$32.7	\$36.0	\$41.9	\$45.4	\$43.2
Total Revenues	73.4	74.7	73.1	78.1	82.9	82.8	79.1	75.0
Total Expenses	67.6	67.7	71.6	74.8	77.0	79.3	81.3	83.3
Revenue over Expenses	5.8	7.0	1.5	3.3	5.9	3.5	(2.2)	(8.3)
Ending Cash Balance	24.2	31.2	32.7	36.0	41.9	45.4	43.2	34.9
Encumbrances/Reserves	1.2	1.9	1.8	1.8	1.8	1.8	1.8	1.8
Unencumbered Balance	\$23.0	\$29.3	\$30.9	\$34.2	\$40.1	\$43.6	\$41.4	\$33.1
Property Tax - Renewal	0.0	0.0	0.0	0.0	0.0	0.0	4.0	8.1
Unencumbered Balance	\$23.0	\$29.3	\$30.9	\$34.2	\$40.1	\$43.6	\$45.4	\$45.2

Strongsville City Schools

Fall 2019 Five-Year Forecast w/ renewal

(in millions of dollars)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Cash Balance	\$18.4	\$24.2	\$31.2	\$32.7	\$36.0	\$41.9	\$45.4	\$47.2
Total Revenues	73.4	74.7	73.1	78.1	82.9	82.8	83.1	83.1
Total Expenses	67.6	67.7	71.6	74.8	77.0	79.3	81.3	83.3
Revenue over Expenses	5.8	7.0	1.5	3.3	5.9	3.5	1.8	(0.2)
Ending Cash Balance	24.2	31.2	32.7	36.0	41.9	45.4	47.2	47.0
Encumbrances/Reserves	1.2	1.9	1.8	1.8	1.8	1.8	1.8	1.8
Unencumbered Balance	\$23.0	\$29.3	\$30.9	\$34.2	\$40.1	\$43.6	\$45.4	\$45.2

Strongsville City Schools

- Questions?