

# Strongsville City Schools

## FY 18 Annual Budget and Five-Year Forecast

September 21, 2017



# Strongsville City Schools

- FY 2017-2018 Budget Document

# Budget Document 2017-2018

For FY 18, the School District has set a goal of preparing the annual budget document in a format that meets the requirements of the Association of School Business Officials International (ASBO) Meritorious Budget Award Program. The Meritorious Budget Award Program is the highest standard for school districts to attain when formulating their budget presentation and financial plan. This is the second year in a row that the District has prepared the annual budget in this format.

- Budget Document Overview (Four Sections):
  - Introductory / Executive Summary
  - Organizational Section
  - Financial Section
  - Informational / Statistical Section
- Fiscal Year 2016-2017 ASBO Meritorious Budget Award Recipients in Ohio:
  - Berea City School District
  - Cleveland Metropolitan School District
  - Hilliard City School District
  - **Strongsville City School District**

# Strongsville City Schools

- FY 2017-2018 District Goals and Focused Spending

# 2017-2018 District Goals and Focused Spending

## *Academic Achievement & Growth*

### Preschool & Elementary Schools:

- ✓ Gifted Intervention services in every elementary building.
- ✓ Instrumental music instruction beginning in 5<sup>th</sup> grade.
- ✓ Optional tuition based Full Day Kindergarten options.
- ✓ Preschool rated 5 out 5 stars - Step Up to Quality.

### Middle School:

- ✓ Career Connections
- ✓ Expanded S.T.E.A.M course offerings.
- ✓ Honors Courses beginning in 6<sup>th</sup> grade.

### High School:

- ✓ Air Force JROTC.
- ✓ Career Connections.
- ✓ Offer 25 AP Courses and 18 Honor Courses.
- ✓ On-site College Credit Plus Courses (CPP).

### Textbook Adoptions:

- ✓ High School Mathematics
- ✓ High School Science
- ✓ Middle School Mathematics
- ✓ Middle School Science

### Technology Integration:

- ✓ 1:1 Chromebook Initiative
- ✓ Instructional Technology Coaches
- ✓ Interactive Projector Project
- ✓ Makerspace rooms at: SHS, SMS, Kinsner, Muraski, and Whitney.
- ✓ Strongsville Academy
- ✓ Student Production Studios
- ✓ Strongsville Academy

# 2017-2018 District Goals and Focused Spending

## *Community Engagement*

### Comprehensive Communications Plan:

- ✓ Six (6) “Community Conversations” throughout the City
- ✓ Homeowners Association Meeting Visits
- ✓ Student Advisory Committee, Community Advisory Committee, and a Curriculum Advisory Committee
- ✓ Two community-wide mailings to Strongsville residents (i.e. Quality Profile, Annual Report)
- ✓ State of the Schools presentation for Strongsville Community
- ✓ Alumni outreach

### Additional Community Engagement Opportunities:

- ✓ Volunteer plans developed and implemented at all levels
- ✓ SPOT committee to focus on school-community partnership projects
- ✓ Student-based video development and cable broadcasting

# 2017-2018 District Goals and Focused Spending

## *Financial Prudence*

### Organizational Efficiency Efforts:

- ✓ Continuation of student fee collection procedures implemented.
- ✓ Change in District Investment Strategy coupled with increasing interest rates. General Fund interest increased by \$106,157 from FY 16 to FY 17 from \$37,333 to \$143,490.
- ✓ New turf fields at SHS and SMS (**\$1.8 million multi-year community investment**)
- ✓ Opening of New SMS, renovation of nearing completion at SHS (**\$73 million multi-year community investment**)
- ✓ Financial Transparency:
  - ASBO Meritorious Budget Award
  - ASBO Certificate of Excellence in Financial Reporting (CAFR)
  - GFOA Certificate of Achieve for Excellence in Financial Reporting (CAFR)

# Financial Prudence Throughout the Years

## District Cost Savings Efforts - Past, Present, and Future:

Through the Districts proactive diligence, we were able to generate the following savings and efficiencies while still providing an exemplary educational experience for our students:

- Since 2010, the District eliminated six (6) buildings and repurposed one (1) building to save resources and **maximize educational offerings**.
  - Allen closed in 2010; Demolished in 2013.
  - Zellers closed in 2015; Repurposed in 2016
  - Drake, Albion, Center, OPS, and Board Office closed in June 2016; Demolished/Sold by 2017.
- During FY 14, the District switched to a fully insured health care plan. Since the switch, the District has **saved \$4.6 million** through fiscal year 2017 by being on a self-funded plan compared to a fully insured plan.

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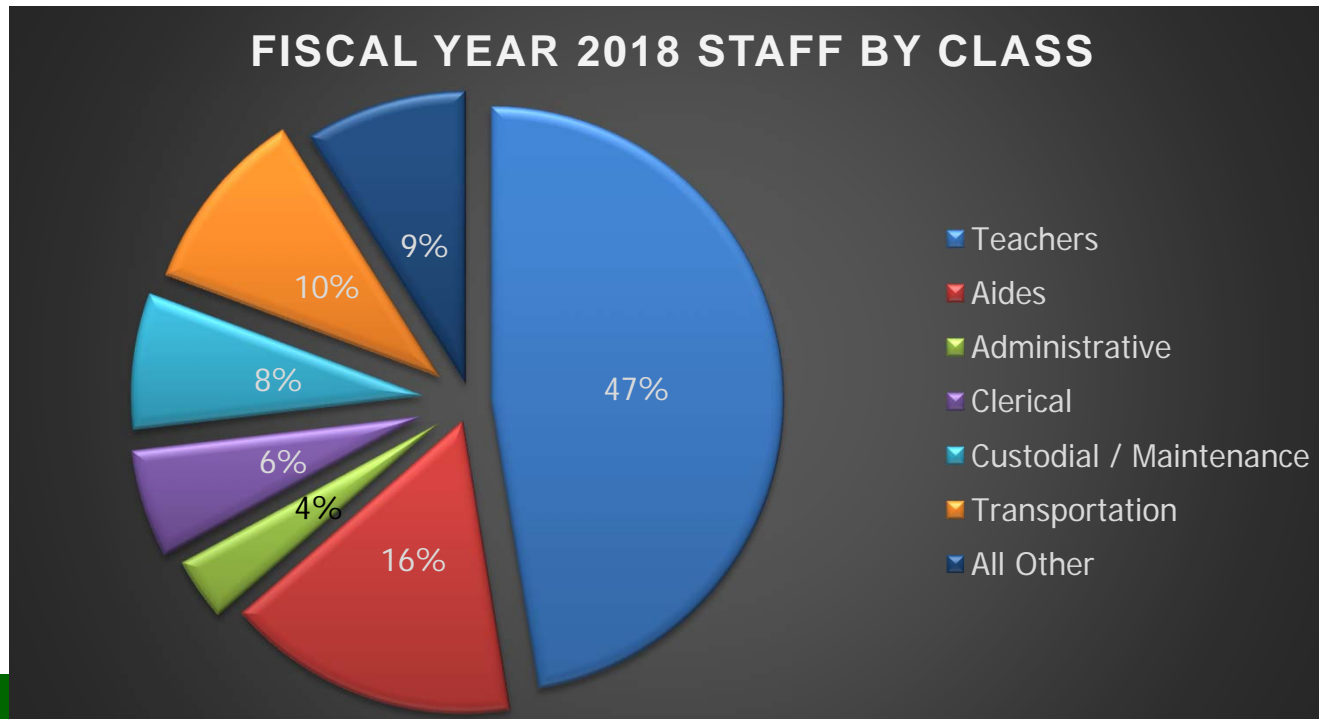
# Financial Prudence Throughout the Years

## District Cost Savings Efforts - Past, Present, and Future (*continued from previous slide*):

- Since 2009, there are **199 less positions** compared to FY 2018, a 22% decline keeping pace with declining enrollment. If enrollment decline continues, the School District projects to reduce 13 in FY 2019.
  - FY 2016 – Reduced 24 positions (all funds). **(\$1.4 million in savings)**
  - FY 2017 – Reducing 19 positions (all funds). **(\$500 thousand in savings)**
  - FY 2019 – Reducing 13 positions. **(\$800 thousand in savings)**
- **Note: The discrepancy in savings in FY 2017 compared to the other years is due to the type of positions that were reduced. In FY 16, 18, & 19, the majority of the reductions were teaching positions, while in FY 17, the majority of reductions were in Aides.**
- Other Cost Efforts:
  - In FY 16, the District implemented Ohio Online Learning Program and now the Strongsville Academy to retain students in the District, which is projected to **save \$200K annually.**

# Personnel Trends

School District	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Teachers	339.90	334.30	338.90	325.90	325.90	325.90
Aides	119.00	113.00	116.00	116.00	116.00	116.00
Administrative	30.00	26.00	25.00	25.00	25.00	25.00
Clerical	46.40	43.00	43.00	43.00	43.00	43.00
Custodial / Maintenance	55.00	54.00	54.00	54.00	54.00	54.00
Transportation	74.00	76.00	74.00	74.00	74.00	74.00
All Other	63.64	63.14	64.14	64.14	64.14	64.14
<b>TOTAL</b>	<b>727.94</b>	<b>709.44</b>	<b>715.04</b>	<b>702.04</b>	<b>702.04</b>	<b>702.04</b>
<b>Year to Year Change</b>		<b>-18.5</b>	<b>5.6</b>	<b>-13.0</b>	<b>0.0</b>	<b>0.0</b>

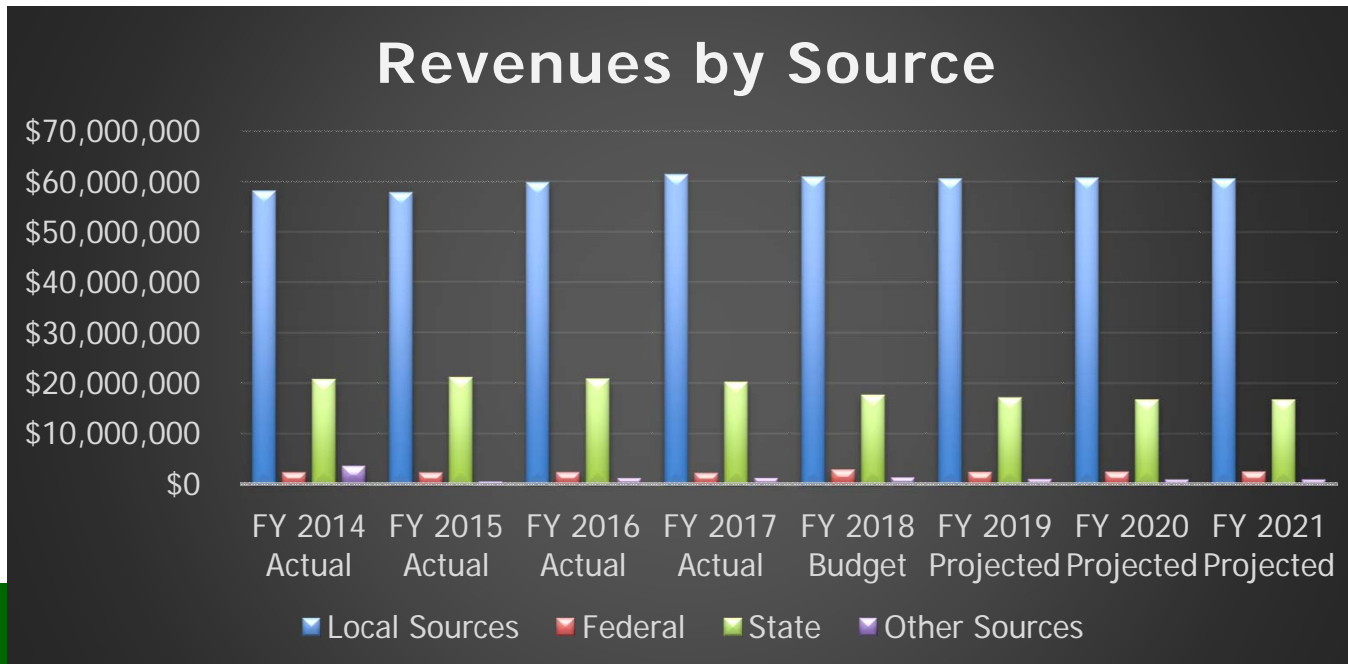


# Strongsville City Schools

- Governmental Funds

# Governmental Funds Revenues

TOTAL GOVERNMENTAL FUNDS REVENUE BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
All Governmental Funds	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
General Fund	\$70,609,114	\$73,424,698	(\$2,815,584)	-3.83%
Bond Retirement Funds	4,366,482	4,373,914	(7,432)	-0.17%
Capital Projects Funds	1,432,775	1,635,184	(202,409)	-12.38%
Special Revenue Funds	6,696,927	5,916,078	780,849	13.20%
<b>Total Revenues</b>	<b>\$83,105,298</b>	<b>\$85,349,874</b>	<b>(\$2,244,576)</b>	<b>-2.63%</b>



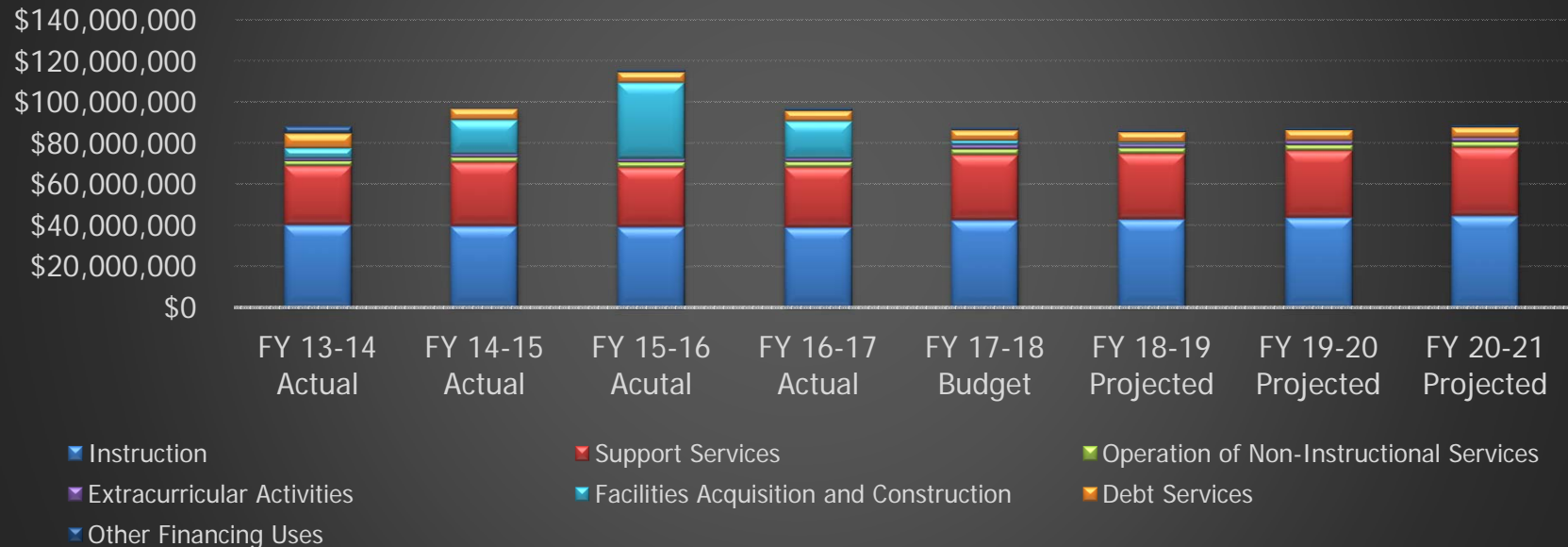
# Governmental Funds Revenues - Detail

Description	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Actual	Fiscal Year 2018 Budget	Fiscal Year 2019 Projection	Fiscal Year 2020 Projection	Fiscal Year 2021 Projection
<b>Revenues:</b>								
<b>From Local Sources:</b>								
Taxes	\$53,890,289	\$52,019,550	\$54,603,595	\$55,560,016	\$54,562,097	\$54,862,812	\$54,963,813	\$54,924,960
Tuition	340,738	598,946	638,804	647,848	921,973	746,000	746,000	746,000
Classroom Materials and Fees	51,740	134,671	34,467	123,900	116,000	116,000	116,000	116,000
Earnings on Investments	97,236	109,454	216,918	187,434	183,490	129,490	103,490	78,490
Food Services	913,481	933,528	980,482	1,034,866	1,141,565	1,180,000	1,200,000	1,225,000
Extracurricular	458,174	612,556	585,919	689,579	867,950	871,150	874,150	876,150
Other Local Revenues	2,465,968	3,636,520	2,829,159	3,211,482	3,235,356	2,817,905	2,838,906	2,740,656
<b>Intergovernmental - Federal</b>	2,369,965	2,394,003	2,424,990	2,271,573	2,958,016	2,479,951	2,504,951	2,529,951
<b>Intergovernmental - State</b>	20,881,179	20,940,567	20,981,983	20,335,220	17,757,596	17,262,695	16,830,340	16,827,096
<b>From Other Sources</b>	3,684,400	528,441	1,231,329	1,287,956	1,361,255	1,053,147	961,434	960,697
<b>Total Revenues</b>	<b>85,153,170</b>	<b>81,908,236</b>	<b>84,527,646</b>	<b>85,349,874</b>	<b>83,105,298</b>	<b>81,519,150</b>	<b>81,139,084</b>	<b>81,025,000</b>

# Governmental Funds Expenditures

TOTAL GOVERNMENTAL FUNDS EXPENDITURES BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
All Governmental Funds	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
General Fund	\$72,447,019	\$67,562,970	\$4,884,049	7.23%
Bond Retirement Funds	4,361,063	4,365,567	(4,504)	-0.10%
Capital Projects Funds	3,577,222	18,847,210	(15,269,988)	-81.02%
Special Revenue Funds	7,071,699	6,223,803	847,896	13.62%
<b>Total Revenues</b>	<b>\$87,457,003</b>	<b>\$96,999,550</b>	<b>(\$9,542,547)</b>	<b>-9.84%</b>

## TOTAL GOVERNMENTAL FUNDS EXPENDITURES BY FUNCTION



# Governmental Funds Expenditures - Detail

Description	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Actual	Fiscal Year 2018 Budget	Fiscal Year 2019 Projection	Fiscal Year 2020 Projection	Fiscal Year 2021 Projection
<b>Expenditures:</b>								
<b>By Object</b>								
Salaries	\$42,176,299	\$42,414,740	\$42,117,859	\$41,873,977	\$43,677,311	\$44,029,208	\$44,658,231	\$45,375,942
Fringe Benefits	17,831,652	17,589,993	17,042,420	16,640,838	18,086,826	18,585,216	19,272,156	20,219,387
Purchase Services	11,869,140	25,872,021	44,935,869	23,489,546	11,888,456	10,351,051	10,417,910	10,493,648
Materials and Supplies	2,460,780	2,748,203	2,533,163	2,191,815	2,928,251	2,739,344	2,722,311	2,718,085
Capital Outlay	1,631,313	1,175,256	1,328,904	5,121,362	3,087,635	2,819,005	2,296,538	2,194,551
Other Objects	8,701,388	6,945,736	6,655,674	6,454,408	6,612,269	6,600,400	6,609,567	6,566,250
Other Financing Uses	3,446,927	332,630	1,123,761	1,227,604	1,176,255	1,031,147	939,434	938,697
<b>Total Expenditures</b>	<b>88,117,499</b>	<b>97,078,579</b>	<b>115,737,650</b>	<b>96,999,550</b>	<b>87,457,003</b>	<b>86,155,371</b>	<b>86,916,147</b>	<b>88,506,560</b>

# Strongsville City Schools

- Proprietary Funds



# Proprietary Funds Summary

TOTAL PROPRIETARY FUNDS REVENUE BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
<b>All Proprietary Funds</b>				
Enterprise Funds	\$425,100	\$372,786	\$52,314	14.03%
Internal Service	11,086,750	10,270,664	816,086	7.95%
<b>Total Revenues</b>	<b>\$11,511,850</b>	<b>\$10,643,450</b>	<b>\$868,400</b>	<b>8.16%</b>

TOTAL PROPRIETARY FUNDS EXPENDITURES BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
<b>All Proprietary Funds</b>				
Enterprise Funds	\$428,600	\$322,712	\$105,888	32.81%
Internal Service	11,103,716	9,324,319	1,779,397	19.08%
<b>Total Expenditures</b>	<b>\$11,532,316</b>	<b>\$9,647,031</b>	<b>\$1,885,285</b>	<b>19.54%</b>

# Strongsville City Schools

- Fiduciary Funds

# Fiduciary Funds Summary

TOTAL FIDUCIARY FUNDS REVENUE BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
All Proprietary Funds				
Agency Funds	\$345,075	\$232,347	\$112,728	48.52%
<b>Total Revenues</b>	<b>\$345,075</b>	<b>\$232,347</b>	<b>\$112,728</b>	<b>48.52%</b>

TOTAL FIDUCIARY FUNDS EXPENDITURE BY SOURCE CURRENT YEAR TO PRIOR YEAR COMPARISON				
	FY 18 Projection	FY 17 Actuals	Increase / (Decrease)	Percent Change
All Proprietary Funds				
Agency Funds	\$473,649	\$215,769	\$257,880	119.52%
<b>Total Expenditures</b>	<b>\$473,649</b>	<b>\$215,769</b>	<b>\$257,880</b>	<b>119.52%</b>

# 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

# Major Assumptions

## Revenue:

- Property Tax Collection Rate and Split - The forecast assumes the collection rate will be as follows per property classification (FY 18 2<sup>nd</sup> half collections is actual).

Residential Collection Rate	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18 Forecasted	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast
2nd Half CY Collection %	97.28%	98.27%	97.65%	98.18%	98.36%	98.01%	98.00%	98.00%	98.00%	98.00%	98.00%
1st Half CY Collection %	98.27%	97.65%	98.18%	98.36%	98.01%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%

Residential Collection Split	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18 Forecasted	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast
2nd Half CY Collection %	45.77%	47.33%	47.32%	47.12%	47.31%	46.96%	47.20%	47.20%	47.20%	47.20%	47.20%
1st Half CY Collection %	52.67%	52.68%	52.88%	52.69%	53.04%	52.80%	52.80%	52.80%	52.80%	52.80%	52.80%
Total Fiscal Year	98.44%	100.01%	100.20%	99.81%	100.35%	99.76%	100.00%	100.00%	100.00%	100.00%	100.00%

Commercial Collection Rate	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18 Forecasted	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast
2nd Half CY Collection %	91.68%	92.97%	95.09%	89.38%	97.34%	93.44%	93.40%	93.40%	93.40%	93.40%	93.40%
1st Half CY Collection %	92.97%	95.09%	89.38%	97.34%	93.44%	93.40%	93.40%	93.40%	93.40%	93.40%	93.40%

Commercial Collection Rate	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18 Forecasted	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast	FY 22 Forecast	FY 23 Forecast
2nd Half CY Collection %	51.72%	51.94%	46.54%	51.19%	46.84%	43.97%	47.30%	47.30%	47.30%	47.30%	47.30%
1st Half CY Collection %	48.06%	53.46%	48.81%	53.16%	56.03%	52.70%	52.70%	52.70%	52.70%	52.70%	52.70%
Total Fiscal Year	99.78%	105.40%	95.35%	104.35%	102.87%	96.67%	100.00%	100.00%	100.00%	100.00%	100.00%

# 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 14 Actual	\$1,042,936,430	\$341,829,830	\$31,584,330	\$1,416,350,590
CY 15 Actual	\$1,049,626,620	\$334,780,730	\$33,230,900	\$1,417,638,250
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 Forecast	\$1,104,555,202	\$325,780,001	\$36,460,081	\$1,466,795,284
CY 19 Forecast	\$1,132,151,306	\$313,831,299	\$36,824,682	\$1,482,807,287
CY 20 Forecast	\$1,132,151,306	\$313,831,299	\$36,824,682	\$1,482,807,287
CY 21 Forecast	\$1,132,151,306	\$307,307,680	\$36,824,682	\$1,476,283,668

- 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.
- State Funding – The forecast assumes for FY 16 \$3.6M of TPP Funding, of which \$600k will be eliminated in FY 17 and in FY 18 the remaining \$3.0M will be eliminated for a total loss of TPP Funding of \$3.6M each year there after.
- State Funding – The forecast assumes a portion of the state foundation formula guarantee will be phased out based on the current Governors budget. The ADM decline between 2014-2016 is 6.2%, meaning the guarantee amount will be reduced by 1.2% or \$112,411. For FY 2020-2021, the forecast assumes that the guarantee will be phased out another 5% compared to the current year, and in FY 2022 another 5% compared to FY 2021. For FY 18, the guarantee amount is estimated to be \$4.2M of the District total formula aide of \$9.1M or 45.7%



# Major Assumptions - Continued

## Expenditures:

- Staffing Assumptions:

	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
General fund	655	661	648	648	648	648
P.Y Net Change	-18	+5	-13	0	0	0

- Forecast assumes all union agreements as currently defined.
- In FY 16 - Closed (1) Elementary Building – Zellers Elementary
- In FY 17 - Closed (1) Elementary Building – Drake Elementary and consolidated (2) middle schools into (1) brand new middle school.
- Health Care rates are forecasted to increase 7% each year in FY 18 – FY 22. FY 16 saw a 3% increase and FY 17 saw a 5% increase.
- Forecast assumes \$500k for technology upgrades each year in FY 18 – FY 22

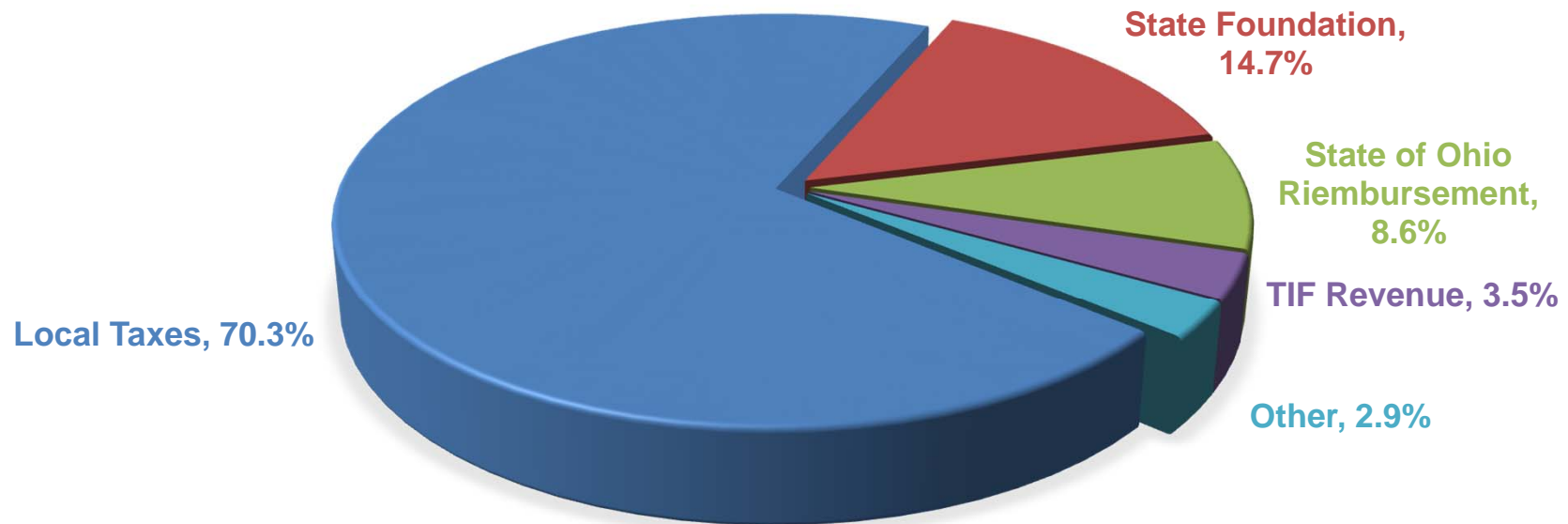
# Strongsville City Schools

- General Fund Revenues

# Strongsville City Schools

## FY 2017-2018

### WHERE THE MONEY COMES FROM

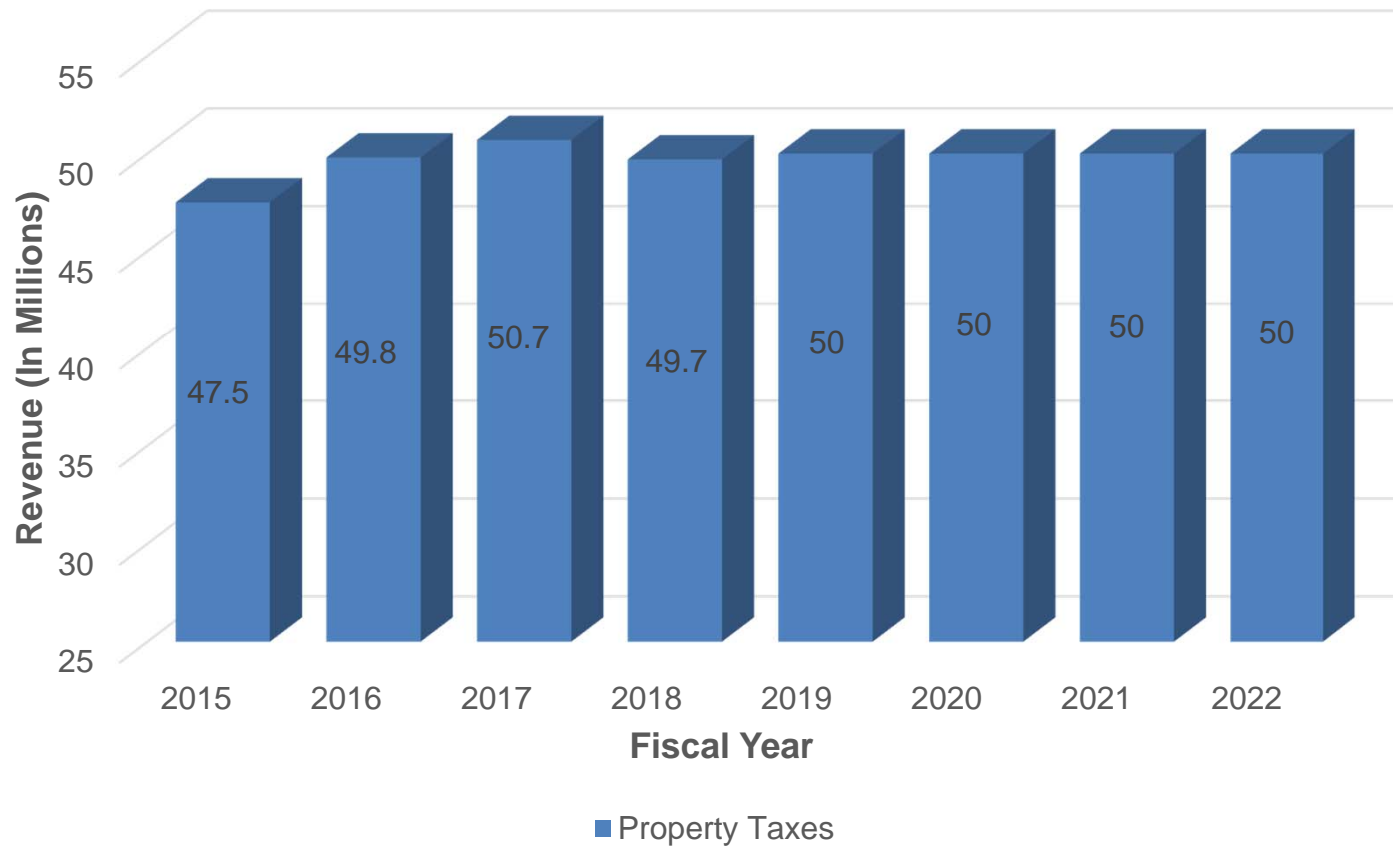


**\*During FY 16 and prior years, the District received \$3.6M of TPP Funding. Of the \$3.6M, \$600k was eliminated in FY 17 and in FY 18 the remaining \$3.0M will be eliminated for a total loss of TPP Funding of \$3.6M each year.**

# Strongsville City Schools

## Local Taxes – Property Tax Revenue

### Property Taxes



See next slide for a reconciliation of changes.

# Property Taxes

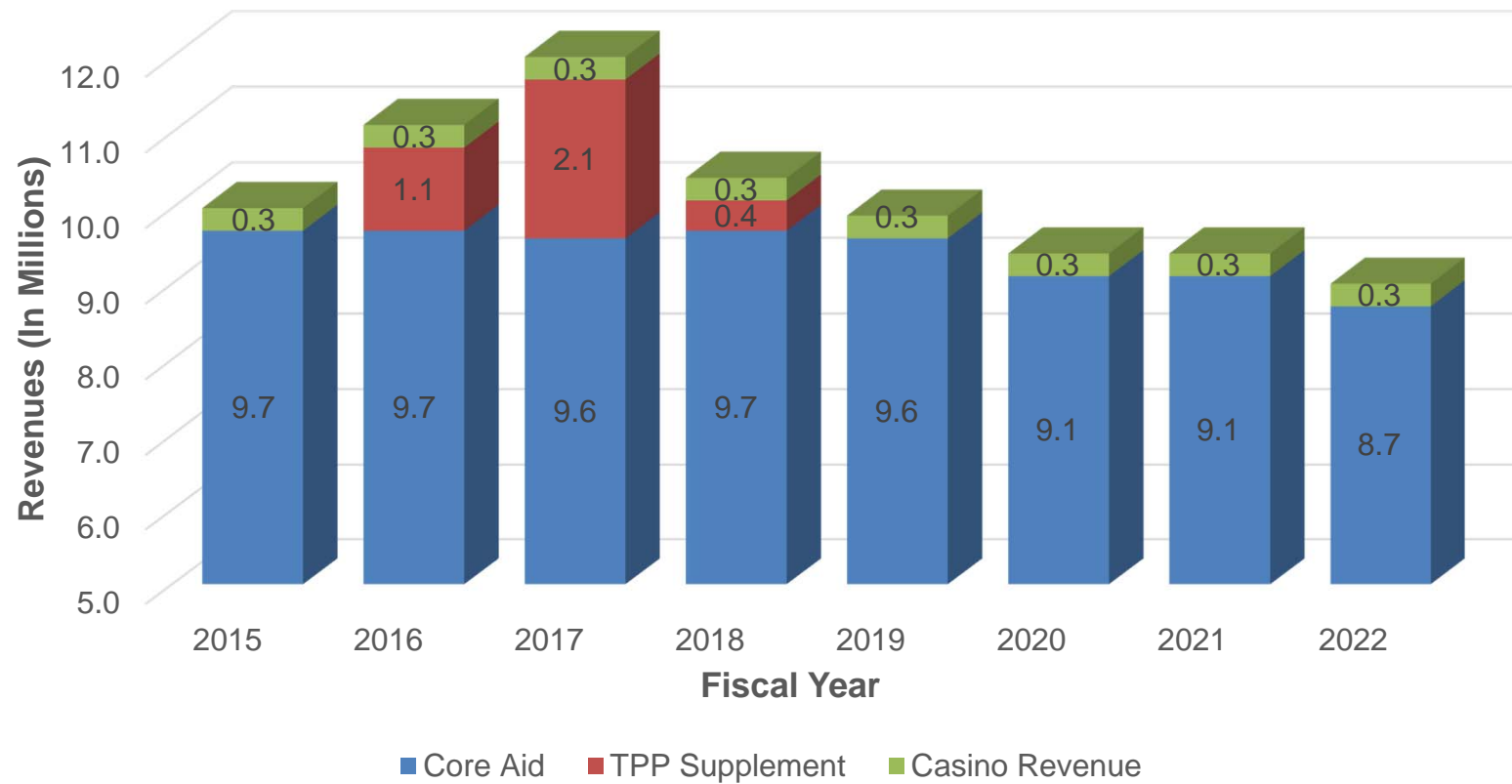
(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$50.7</u>	<u>\$49.7</u>	<u>\$50.0</u>	<u>\$50.0</u>	<u>\$50.0</u>
<b>Less:</b>					
Change in Delinquent Collection	(\$0.2)	\$0.0	\$0.0	\$0.0	\$0.0
Change Refunds (estimate)	(\$0.1)	\$0.0	\$0.0	\$0.0	\$0.0
Change in Collection Rate	(\$0.3)	\$0.0	\$0.0	\$0.0	\$0.0
Change Collection Split	(\$0.6)	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<u>(\$1.2)</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Additions:</b>					
Change in Delinquent Split	\$0.0	\$0.3	\$0.0	\$0.0	\$0.0
Change in Valuation	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0
Change in Collection Rate	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.2</u>	<u>\$0.3</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>(\$1.0)</u>	<u>\$0.3</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Ending Fiscal Year Amount</b>	<u>\$49.7</u>	<u>\$50.0</u>	<u>\$50.0</u>	<u>\$50.0</u>	<u>\$50.0</u>

# Strongsville City Schools

## State Foundation Revenue



See next slide for a reconciliation of changes.

# State Foundation Revenue

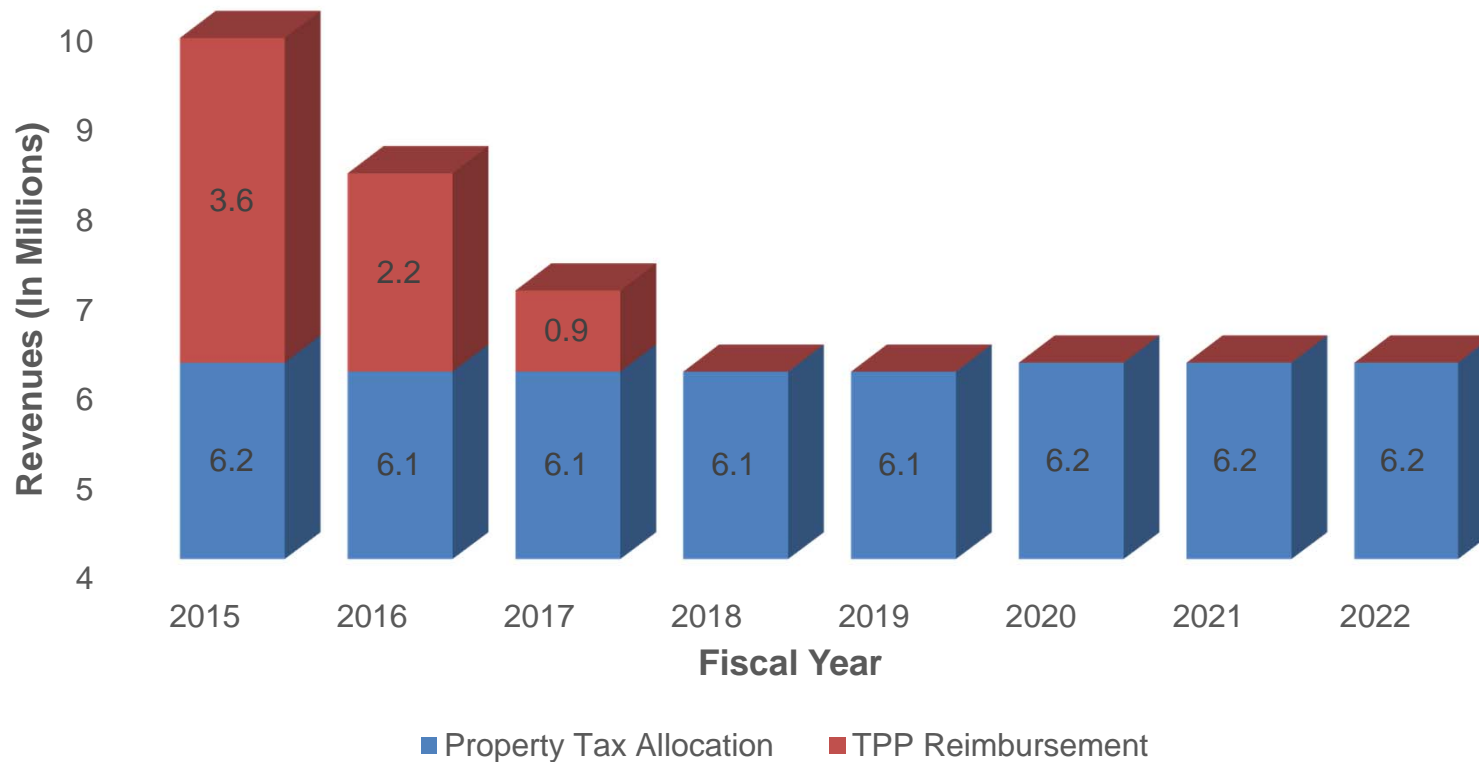
(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$12.0</u>	<u>\$10.4</u>	<u>\$9.9</u>	<u>\$9.4</u>	<u>\$9.4</u>
<b>Less:</b>					
Change in State Aide	(\$0.1)	\$0.0	(\$0.5)	\$0.0	(\$0.4)
Change in Casino Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Reduction of TPP Supplement	(\$2.0)	(\$0.4)	\$0.0	\$0.0	\$0.0
Prior Year Adjustment	\$0.0	(\$0.1)	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<u>(\$2.1)</u>	<u>(\$0.5)</u>	<u>(\$0.5)</u>	<u>\$0.0</u>	<u>(\$0.4)</u>
<b>Additions:</b>					
TPP Supplement	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0
Prior Year Adjustment	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.5</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>(\$1.6)</u>	<u>(\$0.5)</u>	<u>(\$0.5)</u>	<u>\$0.0</u>	<u>(\$0.4)</u>
<b>Ending Fiscal Year Amount</b>	<u>\$10.4</u>	<u>\$9.9</u>	<u>\$9.4</u>	<u>\$9.4</u>	<u>\$9.0</u>

# Strongsville City Schools

## Property Tax Allocation – State Hold Harmless Reimbursements



See next slide for a reconciliation of changes.



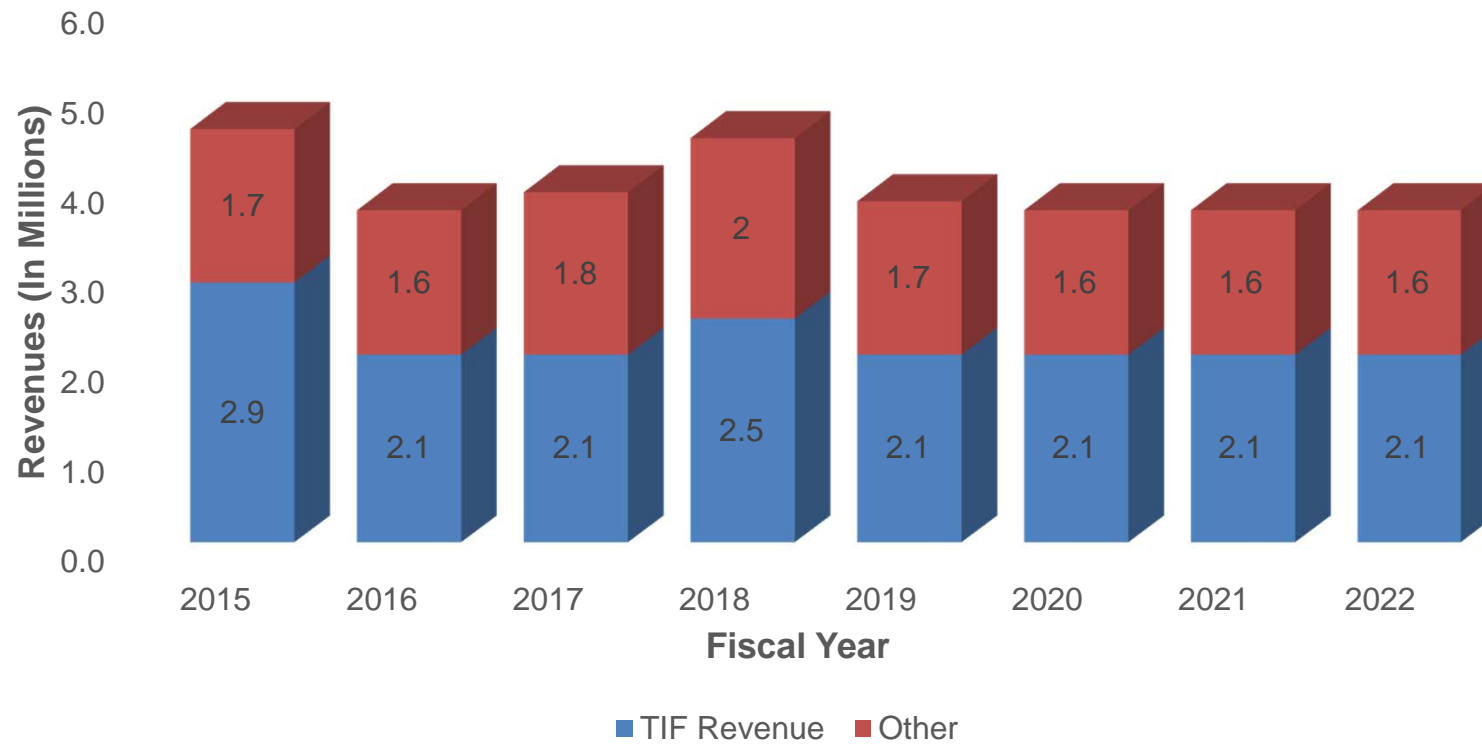
# Property Tax Allocation – State Hold Harmless Reimbursements (In Millions)

## Adjustments:

	FY 18 <u>Forecasted</u>	FY 19 <u>Forecasted</u>	FY 20 <u>Forecasted</u>	FY 21 <u>Forecasted</u>	FY 22 <u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<b>\$7.0</b>	<b>\$6.1</b>	<b>\$6.1</b>	<b>\$6.2</b>	<b>\$6.2</b>
<b>Less:</b>					
TPP Line Item VETO	(\$0.9)	\$0.0	\$0.0	\$0.0	\$0.0
Change in Property Tax estimate	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Expiration of Levy	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<b>(\$0.9)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Additions:</b>					
Change in Property Tax estimate	\$0.0	\$0.0	\$0.1	\$0.0	\$0.0
<b>Total Additions</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.1</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Net Adjustments</b>	<b>(\$0.9)</b>	<b>\$0.0</b>	<b>\$0.1</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Ending Fiscal Year Amount</b>	<b>\$6.1</b>	<b>\$6.1</b>	<b>\$6.2</b>	<b>\$6.2</b>	<b>\$6.2</b>

# Strongsville City Schools

## Other Revenue



See next slide for a reconciliation of changes.

# Other Revenue

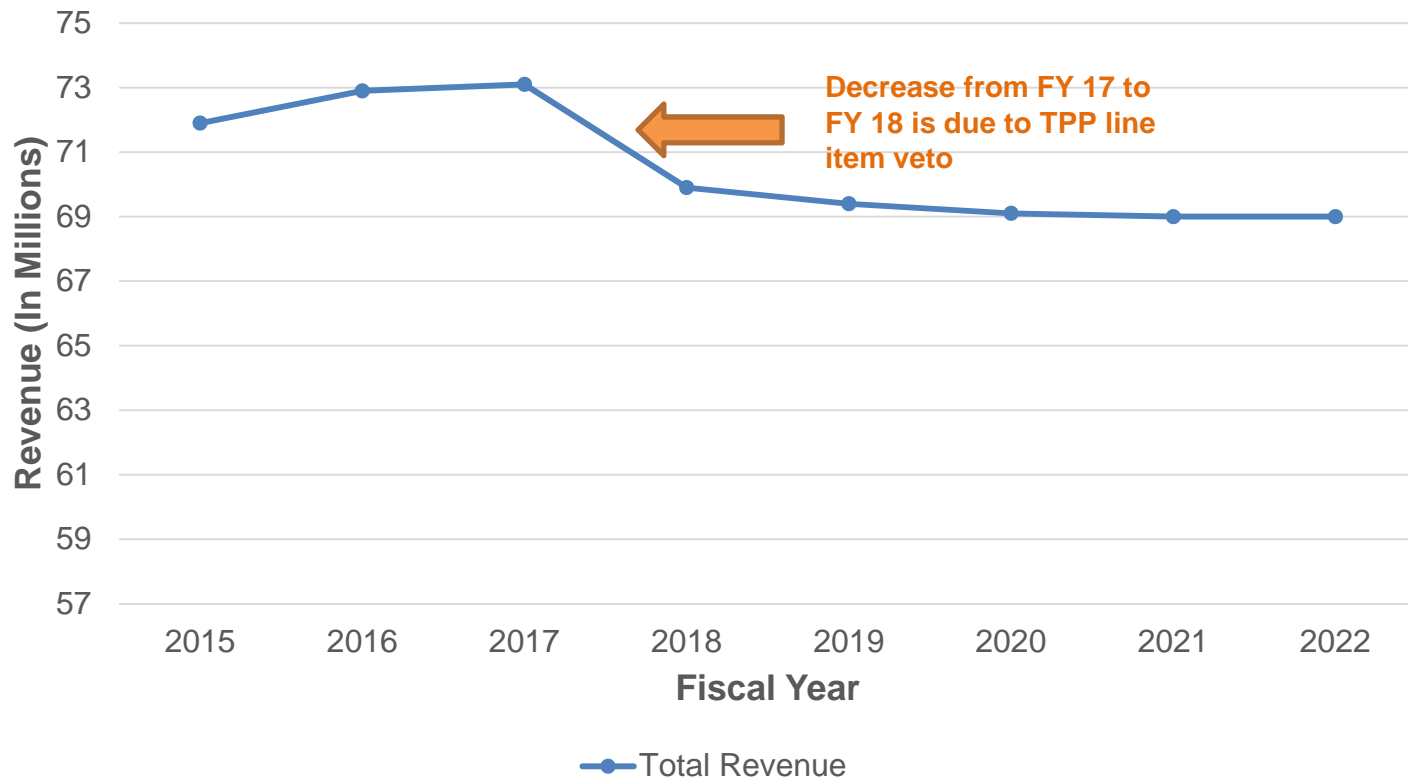
(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$3.9</u>	<u>\$4.5</u>	<u>\$3.8</u>	<u>\$3.7</u>	<u>\$3.7</u>
<b>Less:</b>					
Estimated Change in Misc Revenue	\$0.0	(\$0.3)	(\$0.1)	\$0.0	\$0.0
Double reimbursement of Medicare	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Decrease in TIF Funds	\$0.0	(\$0.4)	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<u>\$0.0</u>	<u>(\$0.7)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Additions:</b>					
Increase in TIF Funds	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0
Estimated Change in Misc Revenue	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.6</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>\$0.6</u>	<u>(\$0.7)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Ending Fiscal Year Amount</b>	<u>\$4.5</u>	<u>\$3.8</u>	<u>\$3.7</u>	<u>\$3.7</u>	<u>\$3.7</u>

# Strongsville City Schools

## General Fund Revenue



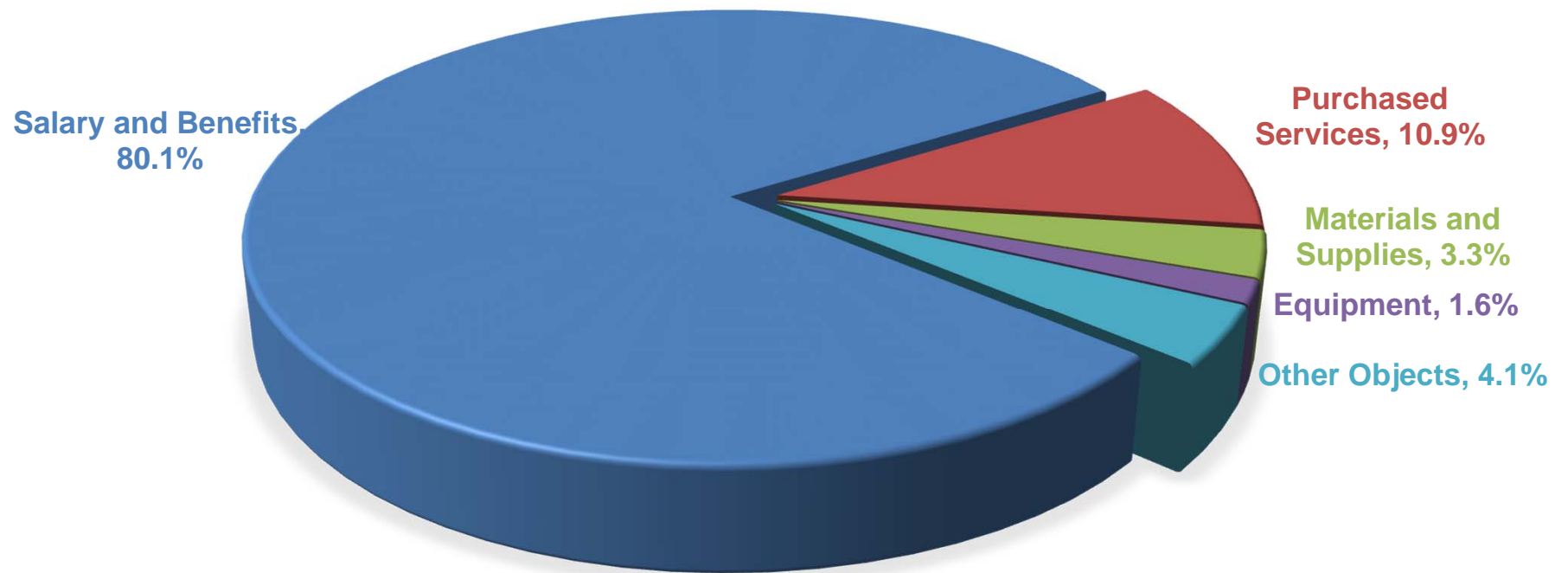
# Strongsville City Schools

- General Fund Expenditures

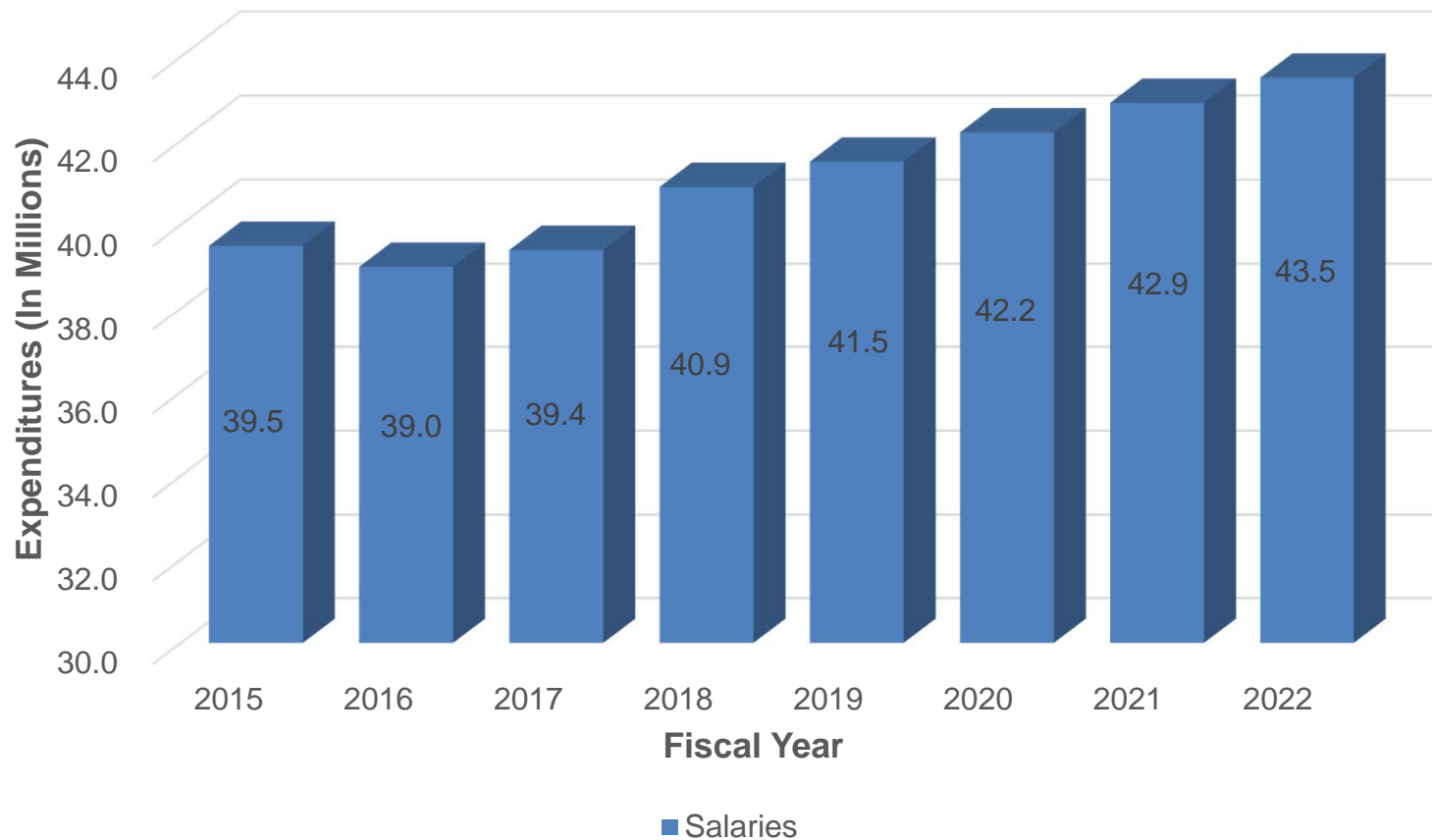
# Strongsville City Schools

## FY 2017-2018

### WHERE THE MONEY GOES



# Strongsville City Schools Salaries



See next slide for a reconciliation of changes.

# Salaries (General Fund)

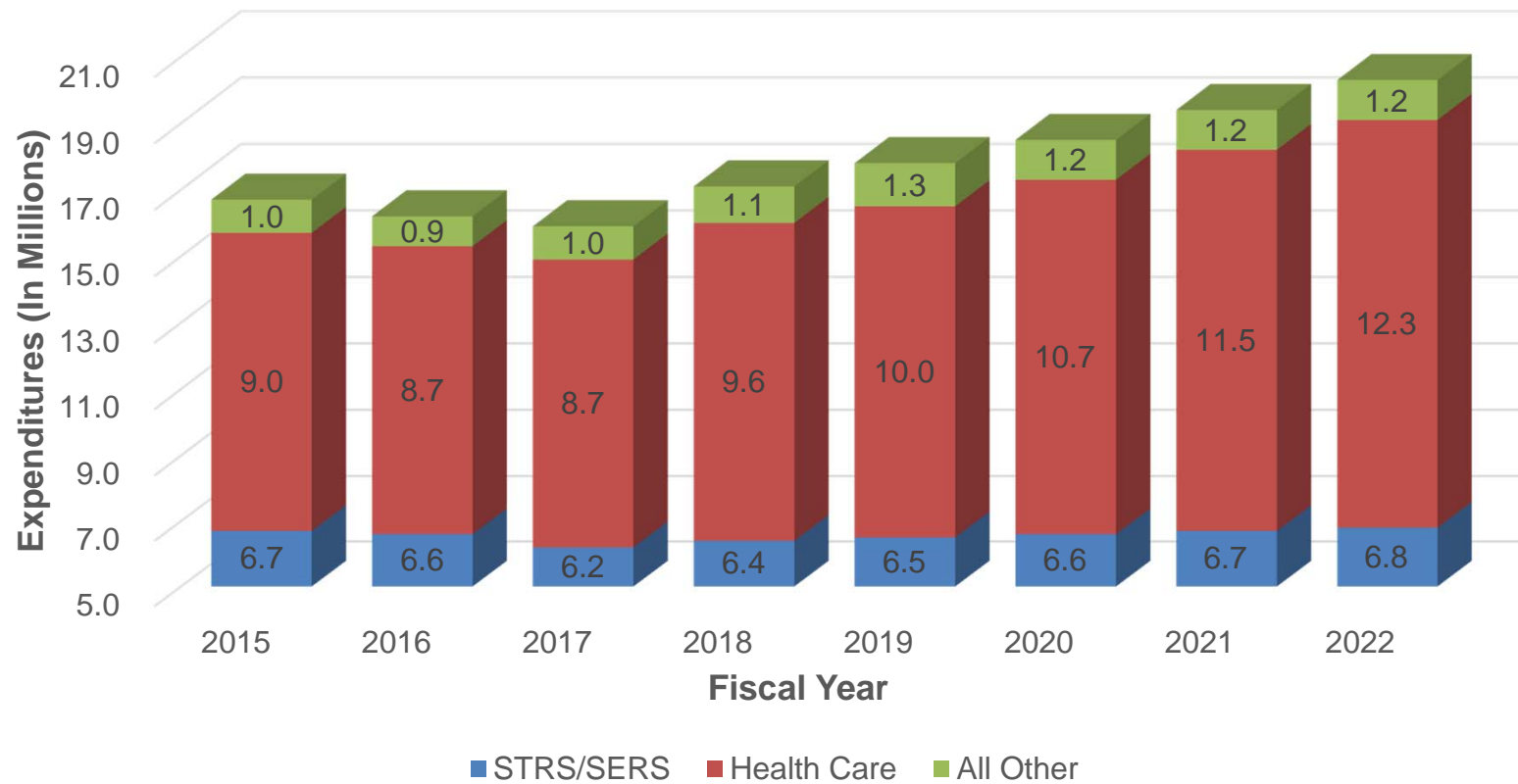
(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$39.4</u>	<u>\$40.9</u>	<u>\$41.5</u>	<u>\$42.2</u>	<u>\$42.9</u>
<b>Less:</b>					
Reduction of Positions (net)	(\$0.1)	(\$0.4)	\$0.0	\$0.0	\$0.0
Budget Savings During The Year	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<u>(\$0.1)</u>	<u>(\$0.4)</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Additions:</b>					
COLA Increases	\$0.4	\$0.3	\$0.0	\$0.0	\$0.0
Step Increases	\$0.7	\$0.7	\$0.7	\$0.7	\$0.6
Other Budget Adjustments / Savings	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$1.6</u>	<u>\$1.0</u>	<u>\$0.7</u>	<u>\$0.7</u>	<u>\$0.6</u>
<b>Net Adjustments</b>	<u>\$1.5</u>	<u>\$0.6</u>	<u>\$0.7</u>	<u>\$0.7</u>	<u>\$0.6</u>
<b>Ending Fiscal Year Amount</b>	<u>\$40.9</u>	<u>\$41.5</u>	<u>\$42.2</u>	<u>\$42.9</u>	<u>\$43.5</u>



# Strongsville City Schools Benefits



See next slide for a reconciliation of changes.

# Benefits (General Fund)

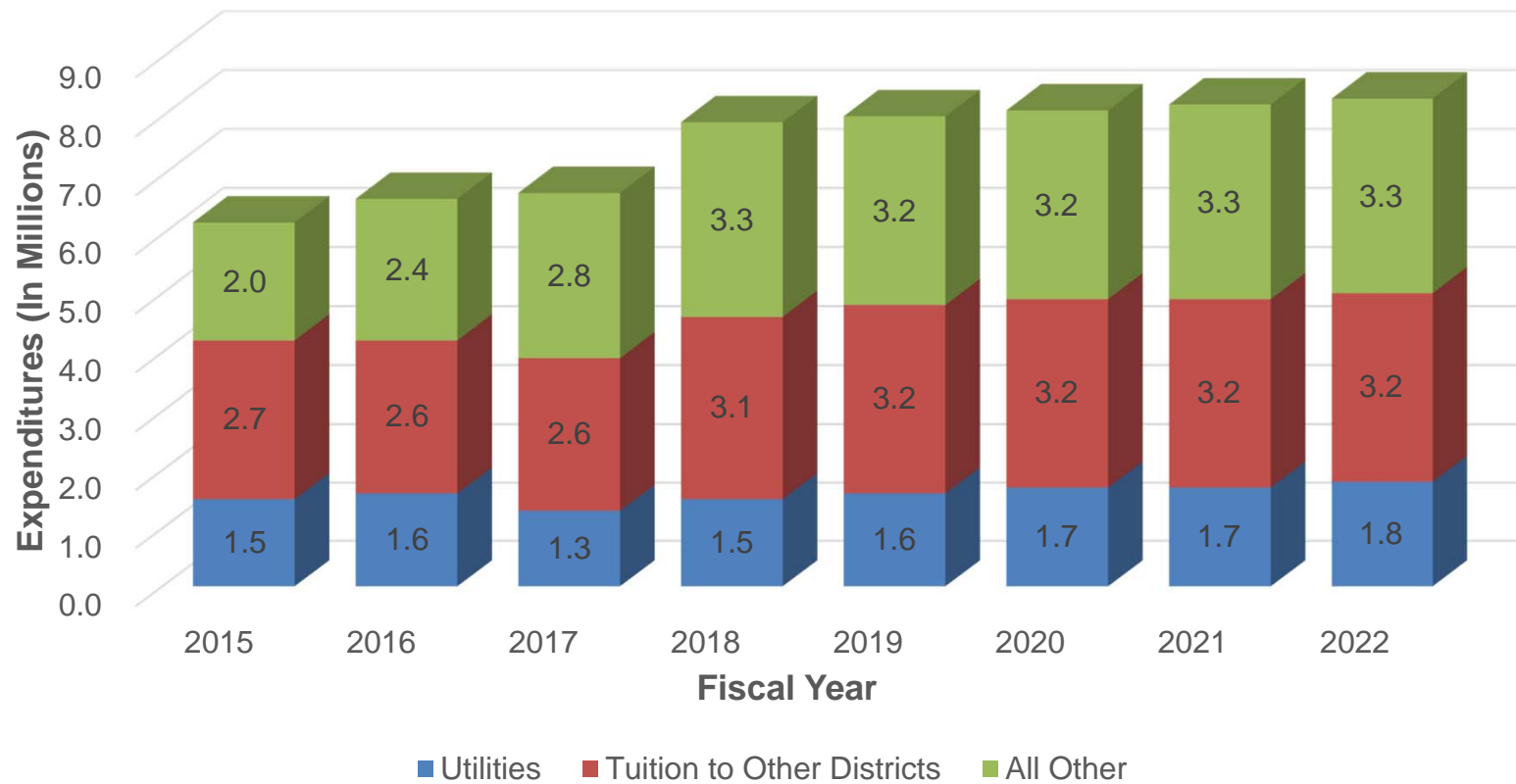
(In Millions)

## Adjustments:

	FY 18	FY 19	FY 20	FY 21	FY 22
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<b>\$15.9</b>	<b>\$17.1</b>	<b>\$17.8</b>	<b>\$18.5</b>	<b>\$19.4</b>
<b>Less:</b>					
Reduction of Positions	\$0.0	(\$0.4)	\$0.0	\$0.0	\$0.0
Unemployment / WC	\$0.0	\$0.0	(\$0.2)	\$0.0	\$0.0
Open Positions Health Care / Pension	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<b>\$0.0</b>	<b>(\$0.4)</b>	<b>(\$0.2)</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Additions:</b>					
7% Predicted Health Care Increases	\$0.5	\$0.7	\$0.8	\$0.8	\$0.8
Unemployment / WC	\$0.1	\$0.2	\$0.0	\$0.0	\$0.0
STRS / SERS	\$0.2	\$0.2	\$0.1	\$0.1	\$0.1
Open Positions Health Care / Pension	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<b>\$1.2</b>	<b>\$1.1</b>	<b>\$0.9</b>	<b>\$0.9</b>	<b>\$0.9</b>
<b>Net Adjustments</b>	<b>\$1.2</b>	<b>\$0.7</b>	<b>\$0.7</b>	<b>\$0.9</b>	<b>\$0.9</b>
<b>Ending Fiscal Year Amount</b>	<b>\$17.1</b>	<b>\$17.8</b>	<b>\$18.5</b>	<b>\$19.4</b>	<b>\$20.3</b>

# Strongsville City Schools

## Purchased Services



See next slide for a reconciliation of changes.

# Purchased Services (General Fund)

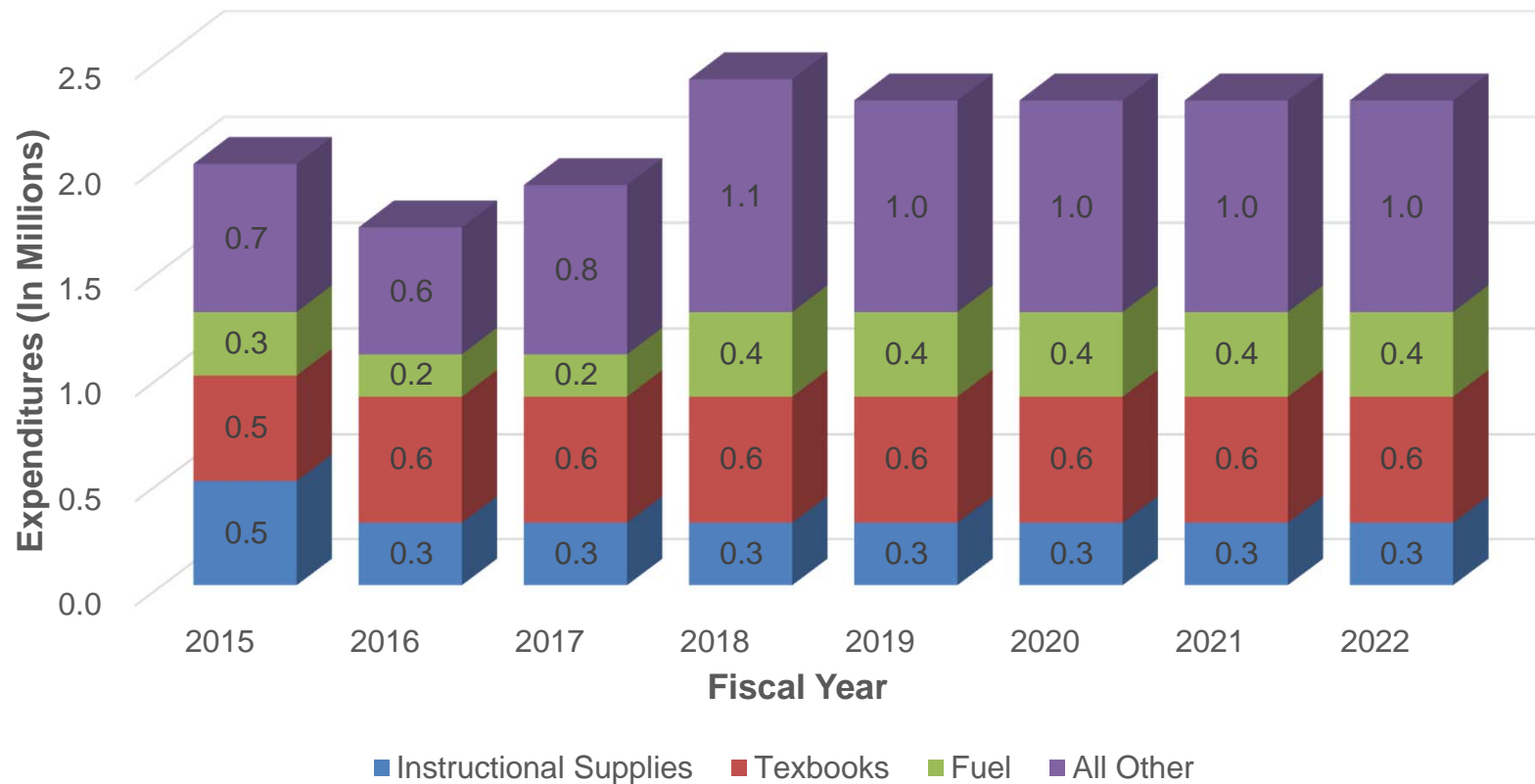
(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$6.6</u>	<u>\$7.9</u>	<u>\$8.0</u>	<u>\$8.1</u>	<u>\$8.2</u>
<b>Adjustments:</b>					
PO's Carried into FY 18, not spent in FY 17	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0
Increase in Tuition paid to other Districts	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0
Increase in Utilities	\$0.2	\$0.1	\$0.1	\$0.0	\$0.1
Change in Other Purchased Services	\$0.0	\$0.0	\$0.0	\$0.1	\$0.0
<b>Total Additions</b>	<u>\$1.3</u>	<u>\$0.1</u>	<u>\$0.1</u>	<u>\$0.1</u>	<u>\$0.1</u>
<b>Net Adjustments</b>	<u>\$1.3</u>	<u>\$0.1</u>	<u>\$0.1</u>	<u>\$0.1</u>	<u>\$0.1</u>
<b>Ending Fiscal Year Amount</b>	<u>\$7.9</u>	<u>\$8.0</u>	<u>\$8.1</u>	<u>\$8.2</u>	<u>\$8.3</u>

# Strongsville City Schools

## Materials and Supplies



See next slide for a reconciliation of changes.

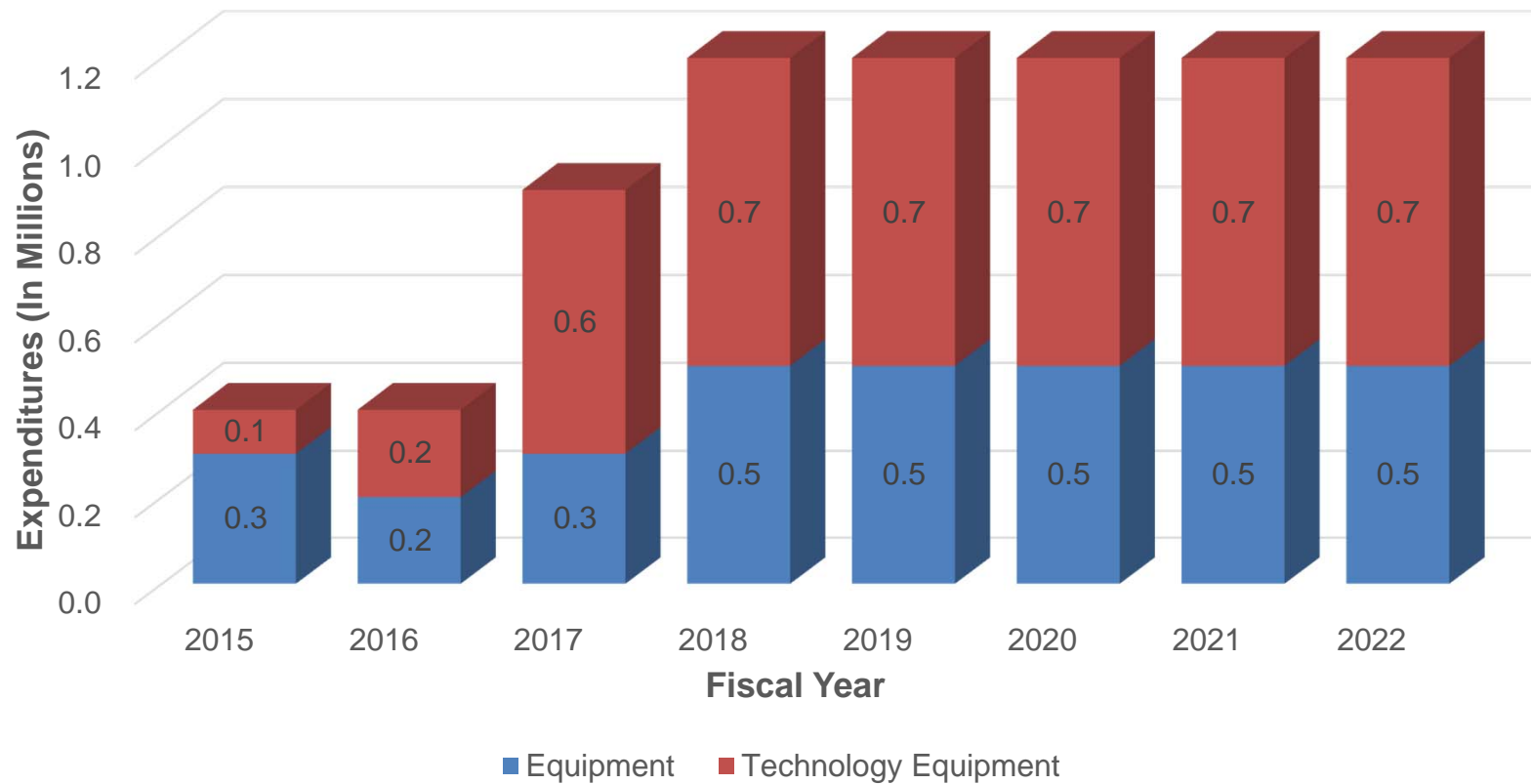
# Materials and Supplies (General Fund)

(In Millions)

## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$1.9</u>	<u>\$2.4</u>	<u>\$2.3</u>	<u>\$2.3</u>	<u>\$2.3</u>
<b>Less:</b>					
<b>Total Reductions</b>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Additions:</b>					
PO's Carried into FY 18, not spent in FY 18	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0
Budget Savings / Budget not spent	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0
Potential One time cost	\$0.1	(\$0.1)	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.5</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>\$0.5</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Ending Fiscal Year Amount</b>	<u><b>\$2.4</b></u>	<u><b>\$2.3</b></u>	<u><b>\$2.3</b></u>	<u><b>\$2.3</b></u>	<u><b>\$2.3</b></u>

# Strongsville City Schools Equipment



See next slide for a reconciliation of changes.

# Equipment (General Fund)

(In Millions)

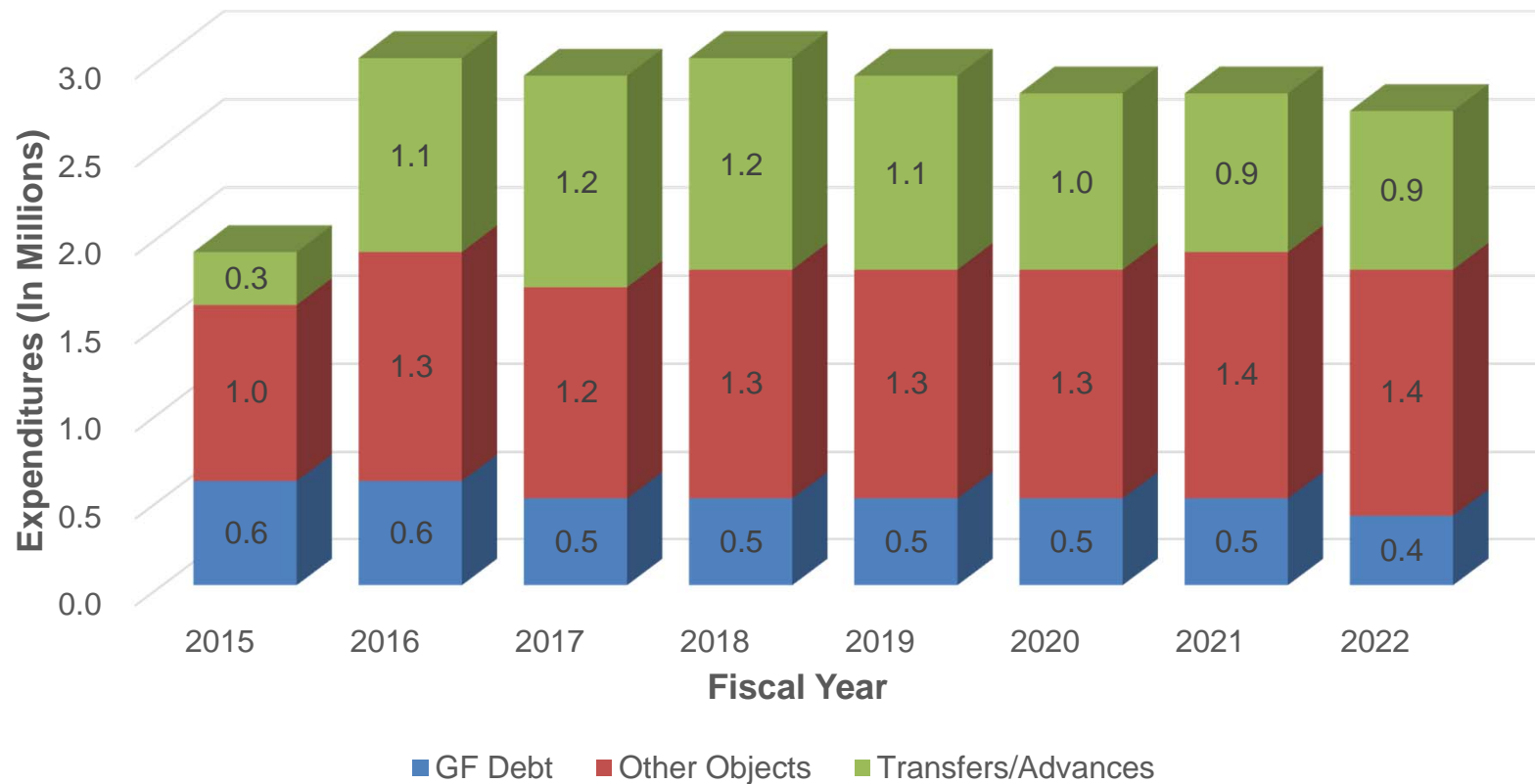
## Adjustments:

	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$0.9</u>	<u>\$1.2</u>	<u>\$1.2</u>	<u>\$1.2</u>	<u>\$1.2</u>
<b>Less:</b>					
<b>Total Reductions</b>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Additions:</b>					
PO's Carried into FY 18, not spent in FY 17	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.3</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>\$0.3</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Ending Fiscal Year Amount</b>	<u><u>\$1.2</u></u>	<u><u>\$1.2</u></u>	<u><u>\$1.2</u></u>	<u><u>\$1.2</u></u>	<u><u>\$1.2</u></u>



# Strongsville City Schools

## Other Objects and Transfers/Advances



See next slide for a reconciliation of changes.

# Other Objects & Transfer/Advances (General Fund)

(In Millions)

## Adjustments:

	FY 18	FY 19	FY 20	FY 21	FY 22
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
<b>Beginning Amount/ Prior FY</b>	<u>\$2.9</u>	<u>\$3.0</u>	<u>\$2.9</u>	<u>\$2.8</u>	<u>\$2.8</u>
<b>Less:</b>					
Reduction of debt payment	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Decrease in Transfers	\$0.0	(\$0.1)	(\$0.1)	\$0.0	(\$0.1)
Change in Budget Allocations	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Reductions</b>	<u>\$0.0</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>(\$0.1)</u>
<b>Additions:</b>					
PO's Carried into FY 18, not spent in FY 17	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Budget not spent in FY 17	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Change in Budget Allocations	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Increase in Transfers	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Additions</b>	<u>\$0.1</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Net Adjustments</b>	<u>\$0.1</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>(\$0.1)</u>
<b>Ending Fiscal Year Amount</b>	<u><u>\$3.0</u></u>	<u><u>\$2.9</u></u>	<u><u>\$2.8</u></u>	<u><u>\$2.8</u></u>	<u><u>\$2.7</u></u>

# Strongsville City Schools

- General Fund Summary

# Strongsville City Schools

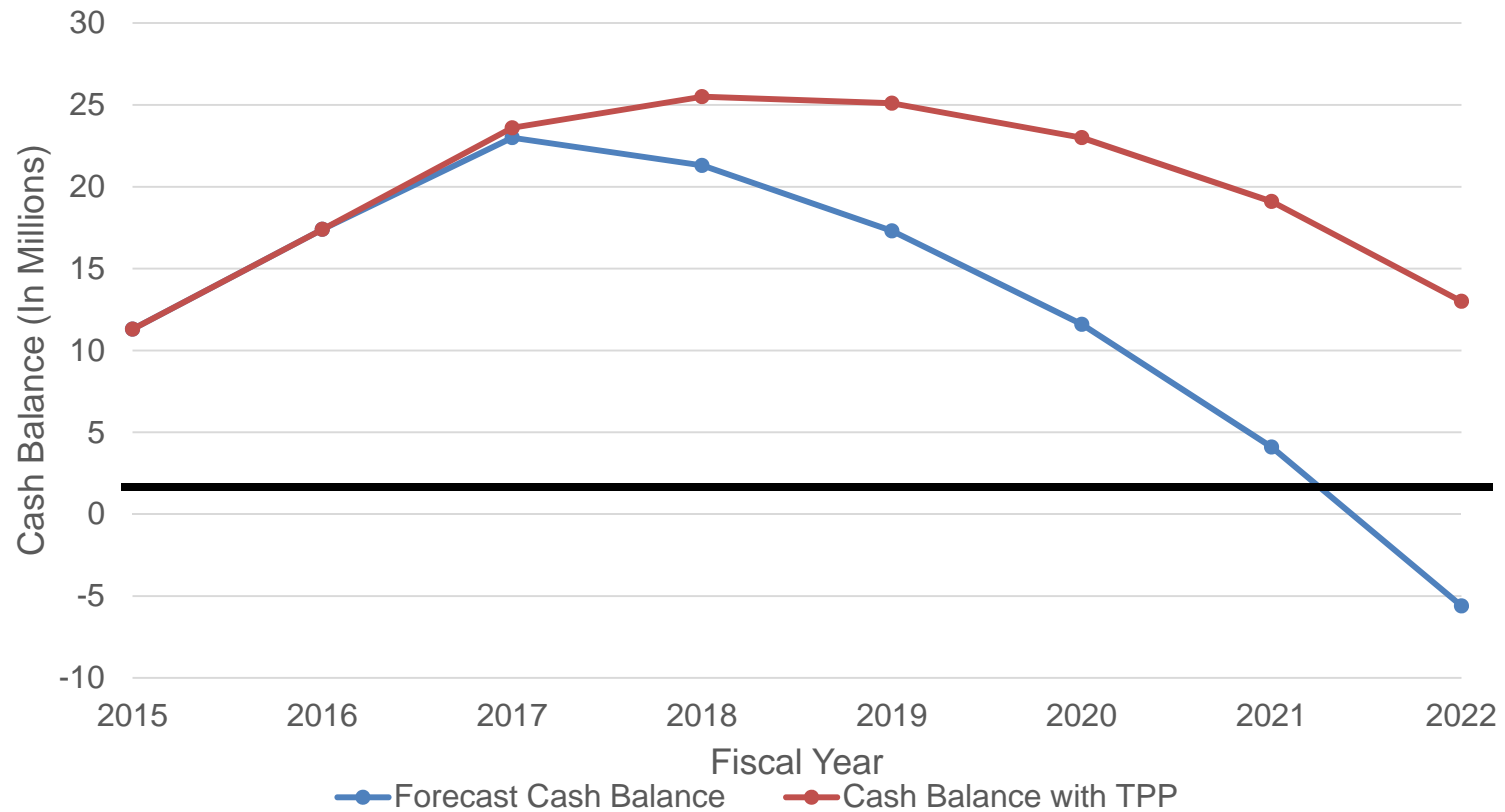
## October 2017 Five-Year Forecast

(in millions of dollars)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Beginning Cash Balance</b>	\$7.2	\$12.4	\$18.4	<b>\$24.2</b>	\$22.4	\$18.4	\$12.7	\$5.2
<b>Total Revenues</b>	71.9	72.9	73.4	70.6	69.7	69.3	69.2	68.7
<b>Total Expenses</b>	66.7	66.9	67.6	72.4	73.7	75.0	76.7	78.4
<b>Revenue over Expenses</b>	<b>5.2</b>	<b>6.0</b>	<b>5.8</b>	<b>(1.8)</b>	<b>(4.0)</b>	<b>(5.7)</b>	<b>(7.5)</b>	<b>(9.7)</b>
<b>Ending Cash Balance</b>	12.4	18.4	24.2	<b>22.4</b>	18.4	12.7	5.2	<b>(4.5)</b>
<b>Encumbrances/Reserves</b>	1.1	1.0	1.2	1.1	1.1	1.1	1.1	1.1
<b>Unencumbered Balance</b>	<b>\$11.3</b>	<b>\$17.4</b>	<b>\$23.0</b>	<b>\$21.3</b>	<b>\$17.3</b>	<b>\$11.6</b>	<b>\$4.1</b>	<b>(\$5.6)</b>

# Strongsville City Schools

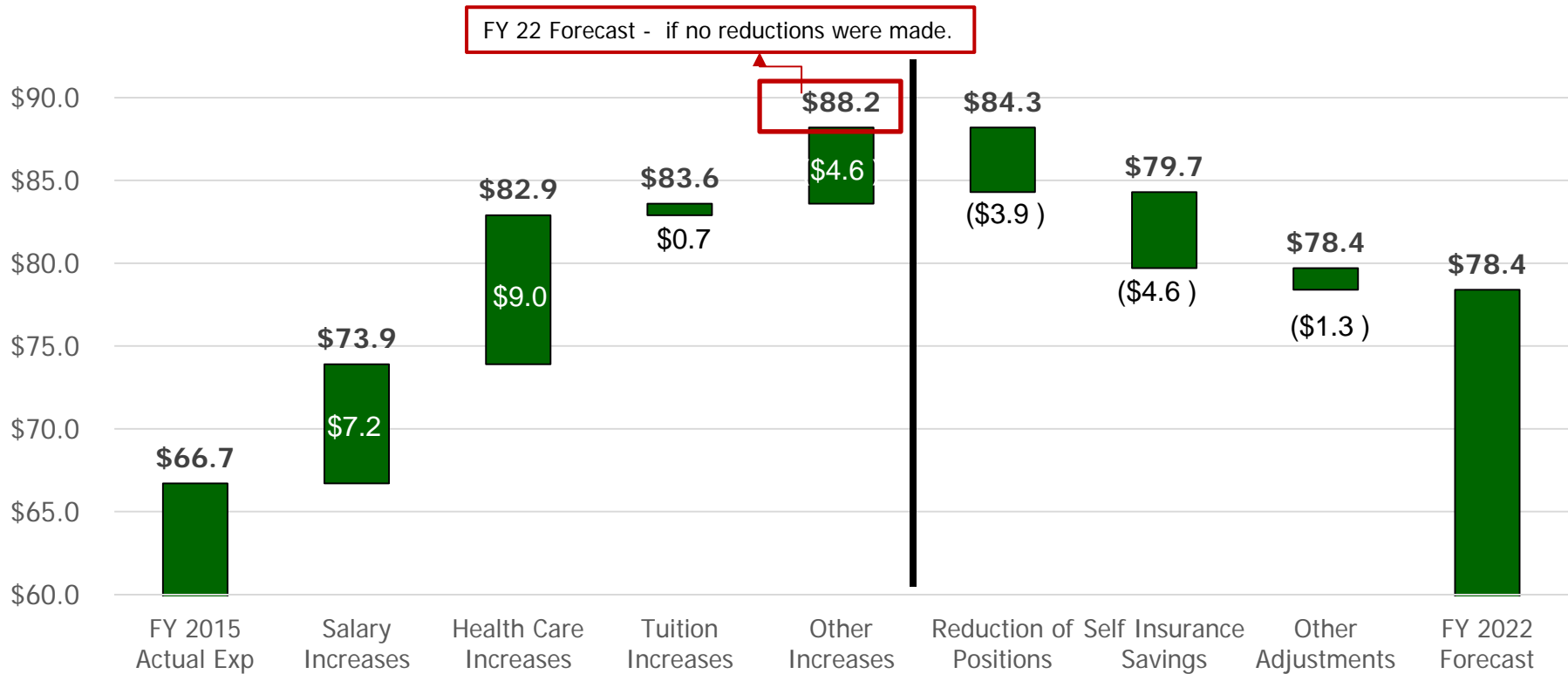
## Cash Balance



# Strongsville City Schools

## FY 2015 – FY 2022 General Fund Summary (in millions)

### Cumulative Summary of Adjustments



# Strongsville City Schools

- Questions?