

Strongsville City Schools

Five-Year Forecast

May 18, 2017



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:

Residential Collection Rate	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17 Forecasted	FY 17 Actual	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast
2nd Half CY Collection %		97.28%	98.27%	97.65%	98.18%	98.36%	98.36%	98.50%	98.00%	98.00%	98.00%
1st Half CY Collection %	97.28%	98.27%	97.65%	98.18%	98.36%	98.00%	98.50%	98.00%	98.00%	98.00%	98.00%

Residential Collection Split	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17 Forecasted	FY 17 Actual	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast
2nd Half CY Collection %		47.23%	47.33%	47.32%	47.12%	47.31%	47.31%	47.17%	47.25%	47.25%	47.25%
1st Half CY Collection %	52.77%	52.67%	52.68%	52.88%	52.69%	52.75%	52.83%	52.75%	52.75%	52.75%	52.75%

Commercial Collection Rate	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17 Forecasted	FY 17 Actual	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast
2nd Half CY Collection %		94.63%	92.97%	95.09%	89.38%	97.34%	97.34%	98.50%	95.71%	95.71%	95.71%
1st Half CY Collection %	94.63%	92.97%	95.09%	89.38%	97.34%	93.88%	98.50%	95.71%	95.71%	95.71%	95.71%

Commercial Collection Rate	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17 Forecasted	FY 17 Actual	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast
2nd Half CY Collection %		52.23%	51.94%	46.54%	51.19%	46.84%	46.84%	46.85%	46.85%	46.85%	46.85%
1st Half CY Collection %	46.77%	48.06%	53.46%	48.81%	53.16%	49.00%	53.15%	53.15%	53.15%	53.15%	53.15%

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 proposal. A reduction of 5% or \$462,344 in fiscal years 2018 and 2019, compared to fiscal year 2017, and another reduction of 5% or \$458,123 in fiscal years 2020 and 2021, from fiscal 2019. For fiscal year 2017, the District’s guarantee amount is \$3.5 million.
- Enrollment – The forecast assumes a 1-2% annual decline in enrollment.

Major Assumptions - Continued

Expenditures:

- Staffing Assumptions:

	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21
General fund	672	655	657	644	644	644
P.Y Net Change	-20	-17	2	-13	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 10% each year in FY 18 – FY 21. FY 16 saw a 3% increase and FY 17 saw a 5% increase.
- Forecast assumes \$500k for technology upgrades each year in FY 17 – FY 21

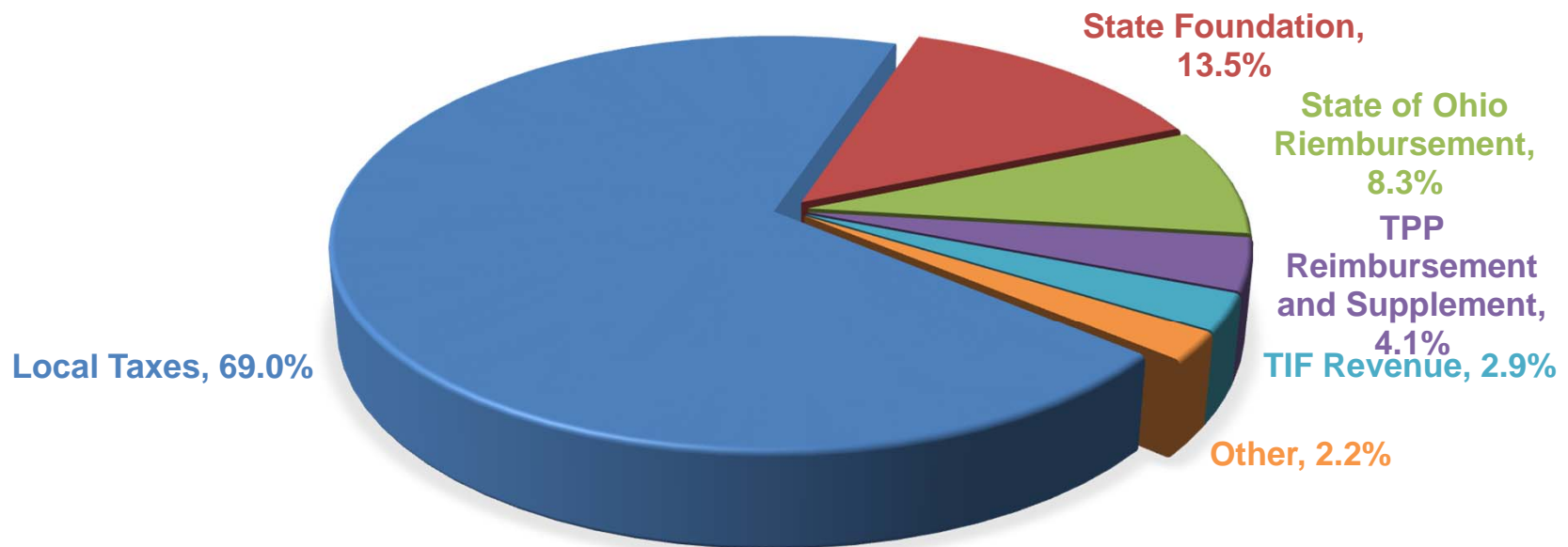
Strongsville City Schools

- General Fund Revenues

Strongsville City Schools

FY 2016-2017

WHERE THE MONEY COMES FROM

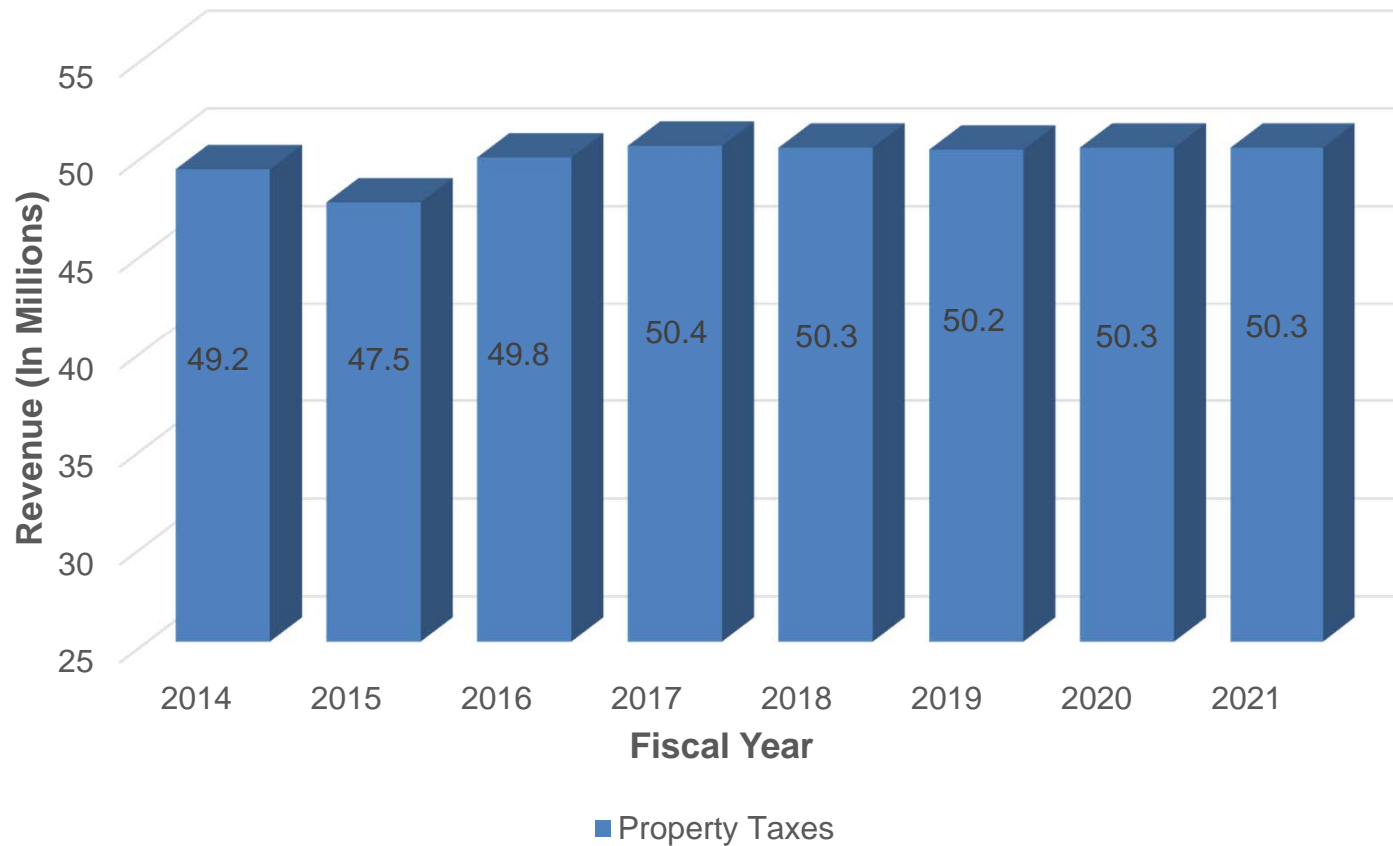


***During FY 16 and prior years, the District received \$3.6M of TPP Funding. Of the \$3.6M, \$600k was eliminated in FY 17 and in FY 18 the remaining \$3.0M will be eliminated for a total loss of TPP Funding of \$3.6M each year.**

Strongsville City Schools

Local Taxes – Property Tax Revenue

Property Taxes



See next slide for a reconciliation of changes.

Property Taxes

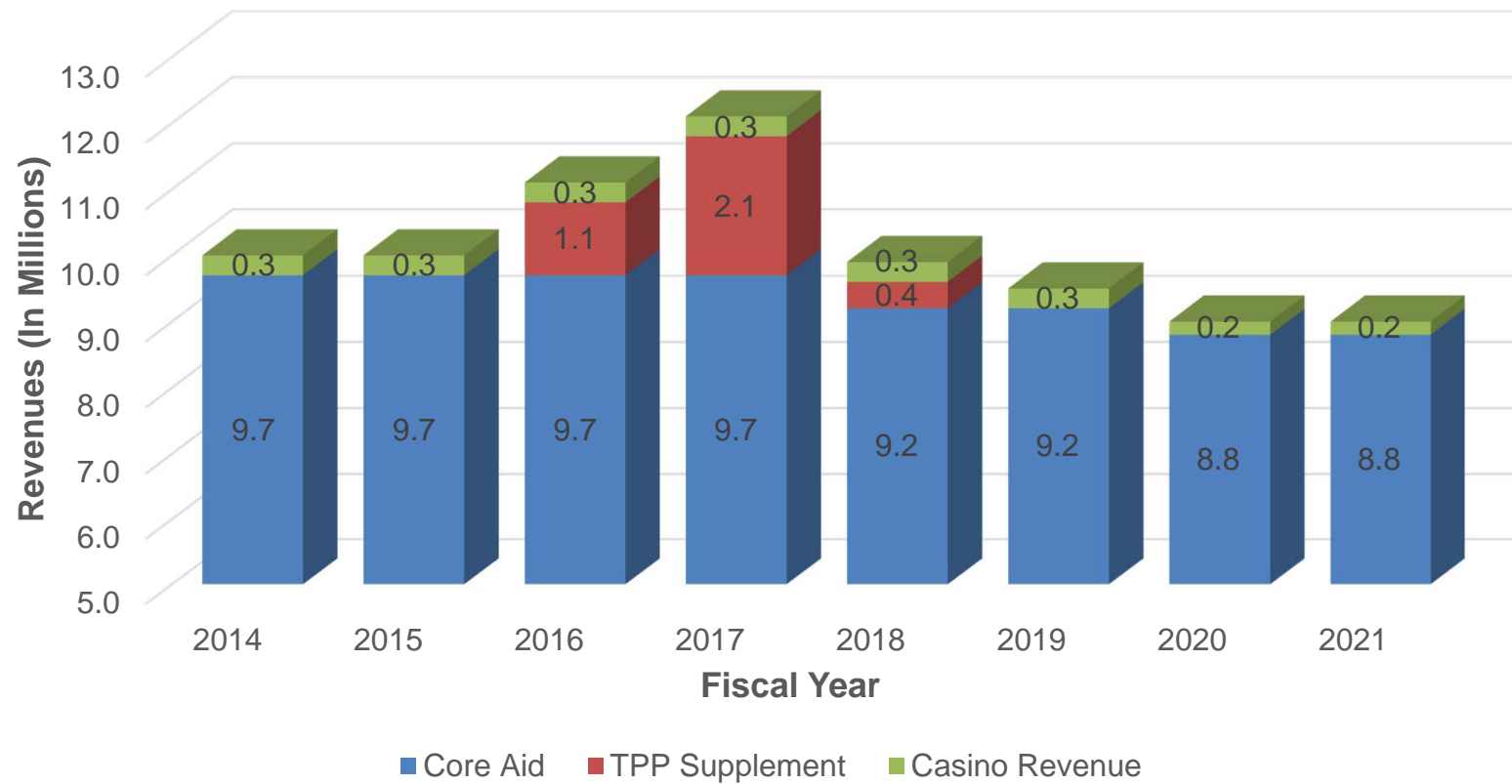
(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$49.8</u>	<u>\$50.4</u>	<u>\$50.3</u>	<u>\$50.2</u>	<u>\$50.3</u>
Less:					
Change in Delinquent Collection	\$0.0	(\$0.1)	\$0.0	\$0.0	\$0.0
Change in Collection Rate	\$0.0	(\$0.2)	(\$0.2)	\$0.0	\$0.0
Change Collection Split	(\$0.4)	\$0.0	\$0.0	\$0.0	\$0.0
Total Reductions	<u>(\$0.4)</u>	<u>(\$0.3)</u>	<u>(\$0.2)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Additions:					
Change in Delinquent Collection	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Change in Valuation	\$0.6	\$0.2	\$0.1	\$0.1	\$0.0
Change in Collection Rate	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$1.0</u>	<u>\$0.2</u>	<u>\$0.1</u>	<u>\$0.1</u>	<u>\$0.0</u>
Net Adjustments	<u>\$0.6</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.1</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u>\$50.4</u>	<u>\$50.3</u>	<u>\$50.2</u>	<u>\$50.3</u>	<u>\$50.3</u>

Strongsville City Schools

State Foundation Revenue



See next slide for a reconciliation of changes.

State Foundation Revenue

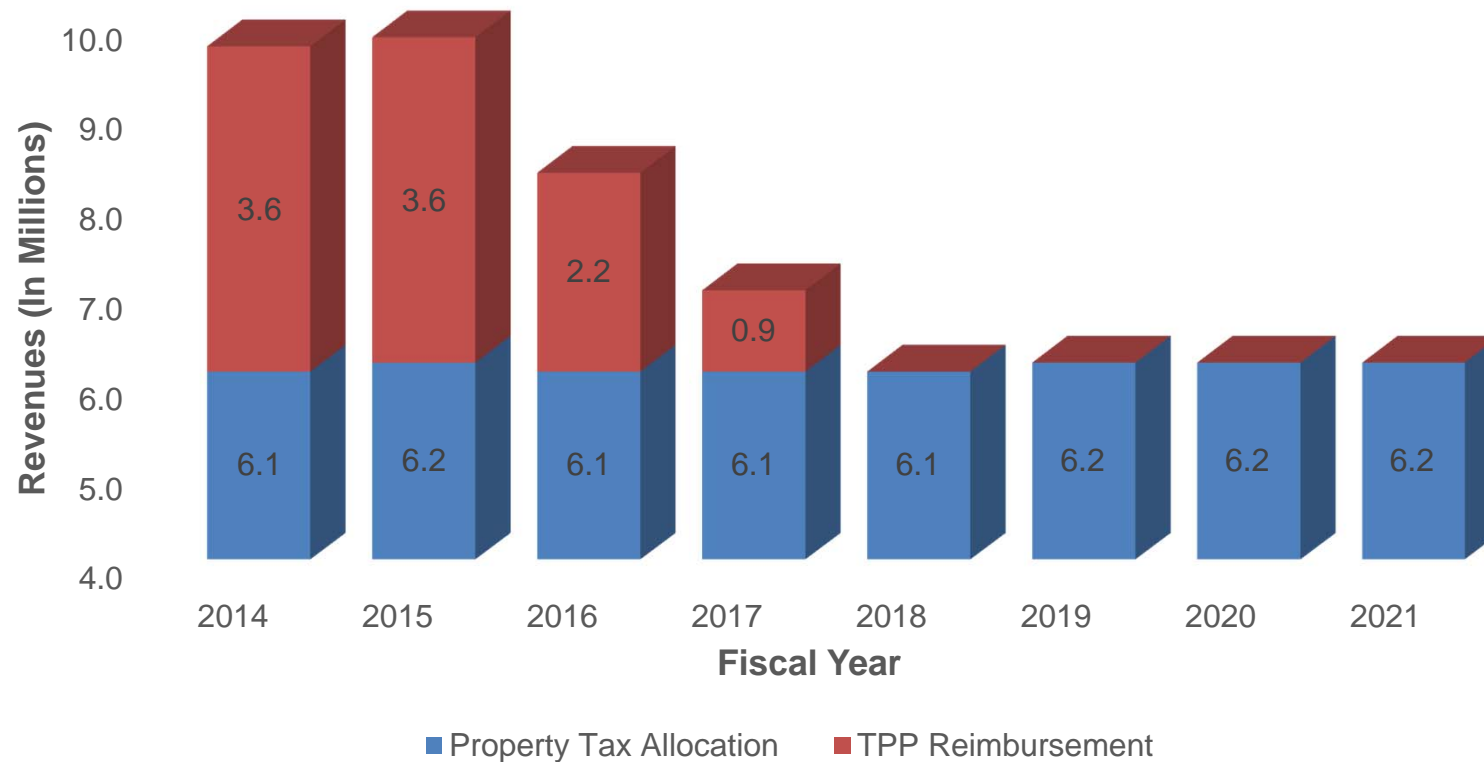
(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$11.1</u>	<u>\$12.1</u>	<u>\$9.9</u>	<u>\$9.5</u>	<u>\$9.0</u>
Less:					
Change in State Aide	\$0.0	(\$0.5)	\$0.0	(\$0.5)	\$0.0
Change in Casino Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Reduction of TPP Supplement	\$0.0	(\$1.7)	(\$0.4)	\$0.0	\$0.0
Total Reductions	<u>\$0.0</u>	<u>(\$2.2)</u>	<u>(\$0.4)</u>	<u>(\$0.5)</u>	<u>\$0.0</u>
Additions:					
TPP Supplement	\$1.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$1.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net Adjustments	<u>\$1.0</u>	<u>(\$2.2)</u>	<u>(\$0.4)</u>	<u>(\$0.5)</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u><u>\$12.1</u></u>	<u><u>\$9.9</u></u>	<u><u>\$9.5</u></u>	<u><u>\$9.0</u></u>	<u><u>\$9.0</u></u>

Strongsville City Schools

Property Tax Allocation – State Hold Harmless Reimbursements



See next slide for a reconciliation of changes.

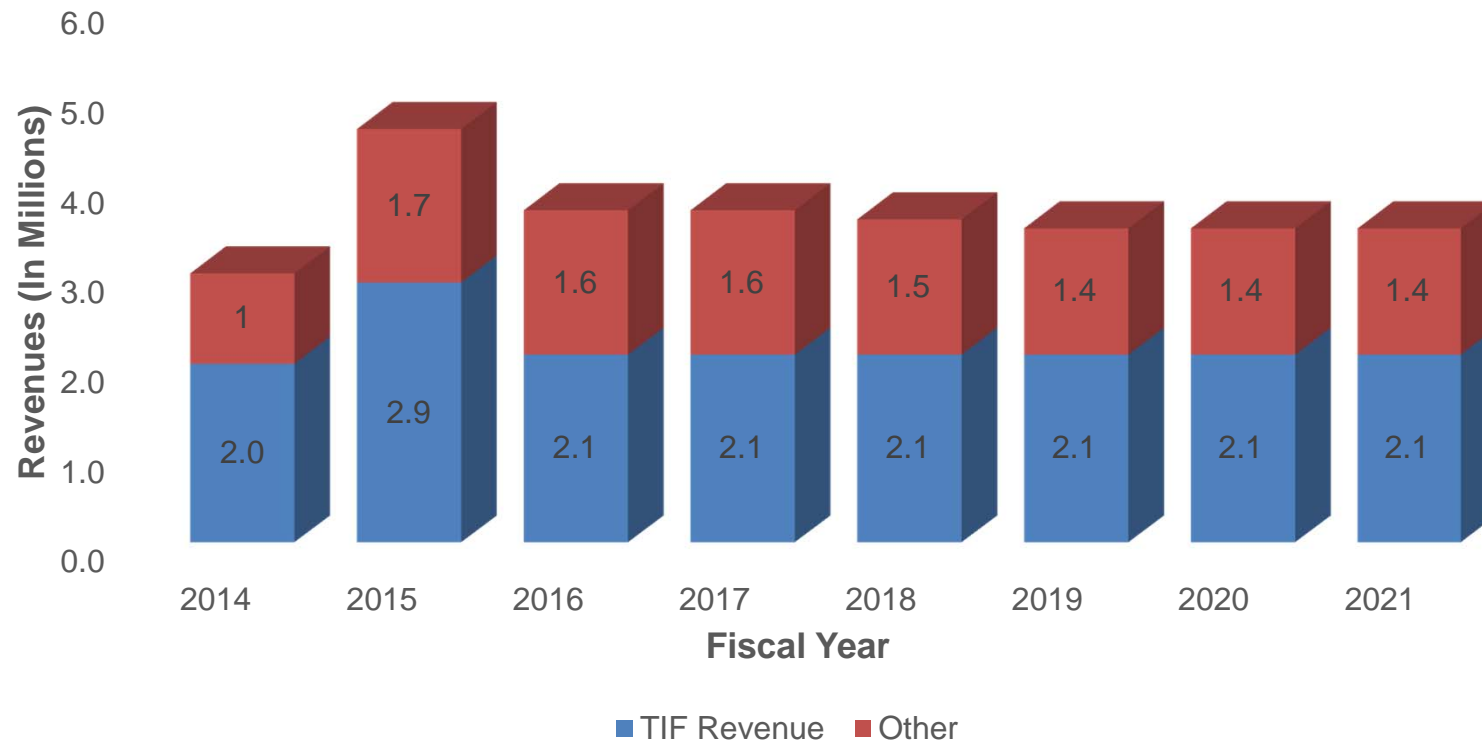
Property Tax Allocation – State Hold Harmless Reimbursements (In Millions)

Adjustments:

	FY 17	FY 18	FY 19	FY 20	FY 21
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	\$8.3	\$7.0	\$6.1	\$6.2	\$6.2
Less:					
TPP Line Item VETO	(\$1.4)	(\$0.9)	\$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
Total Reductions	(\$1.4)	(\$0.9)	\$0.0	\$0.0	\$0.0
Additions:					
Change in Property Tax estimate	\$0.1	\$0.0	\$0.1	\$0.0	\$0.0
Total Additions	\$0.1	\$0.0	\$0.1	\$0.0	\$0.0
Net Adjustments	(\$1.3)	(\$0.9)	\$0.1	\$0.0	\$0.0
Ending Fiscal Year Amount	\$7.0	\$6.1	\$6.2	\$6.2	\$6.2

Strongsville City Schools

Other Revenue



See next slide for a reconciliation of changes.

Other Revenue

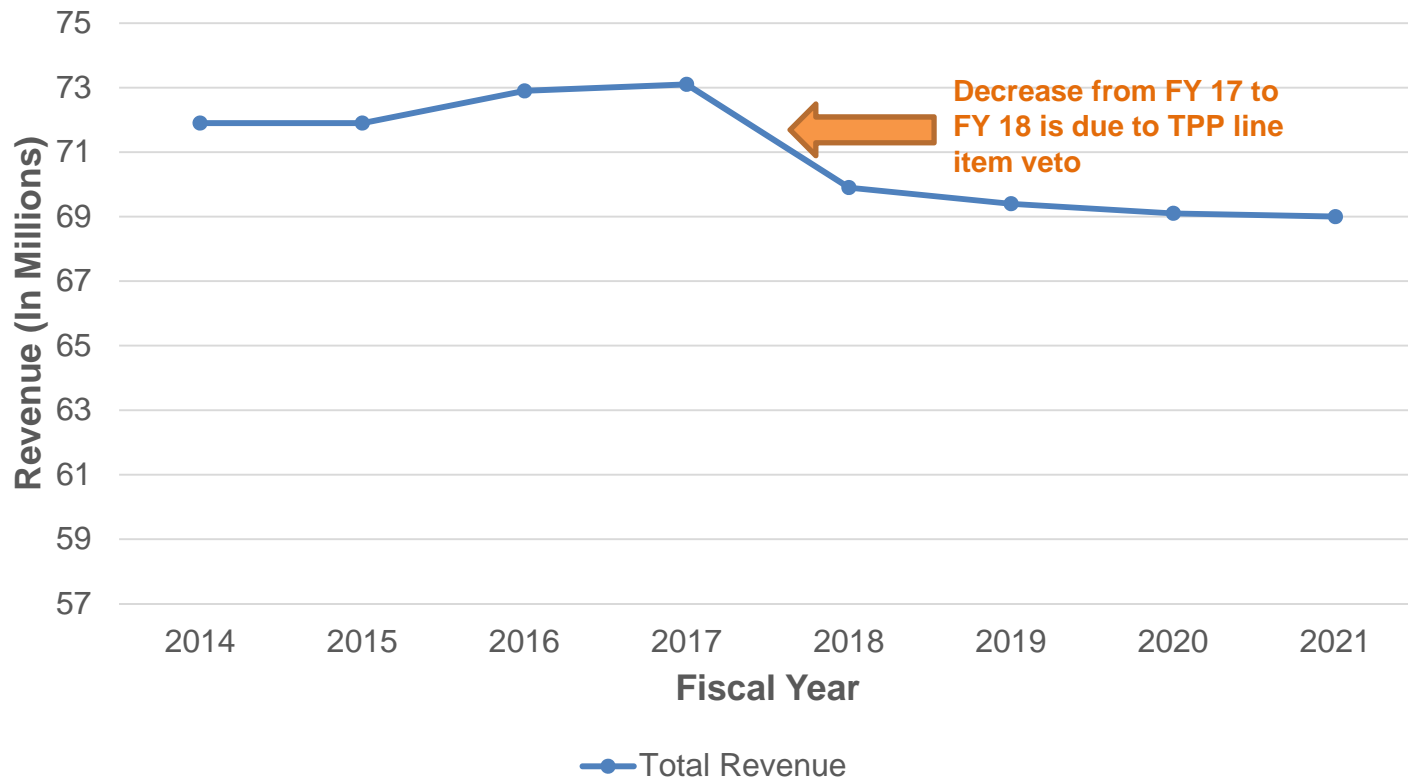
(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$3.7</u>	<u>\$3.7</u>	<u>\$3.6</u>	<u>\$3.5</u>	<u>\$3.5</u>
Less:					
Estimated Change in Misc Revenue	\$0.0	(\$0.1)	(\$0.1)	\$0.0	\$0.0
Double reimbursement of Medicare	(\$0.1)	\$0.0	\$0.0	\$0.0	\$0.0
Decrease in TIF Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Reductions	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Additions:					
Increase in TIF Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Estimated Change in Misc Revenue	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$0.1</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net Adjustments	<u>\$0.0</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u>\$3.7</u>	<u>\$3.6</u>	<u>\$3.5</u>	<u>\$3.5</u>	<u>\$3.5</u>

Strongsville City Schools

General Fund Revenue



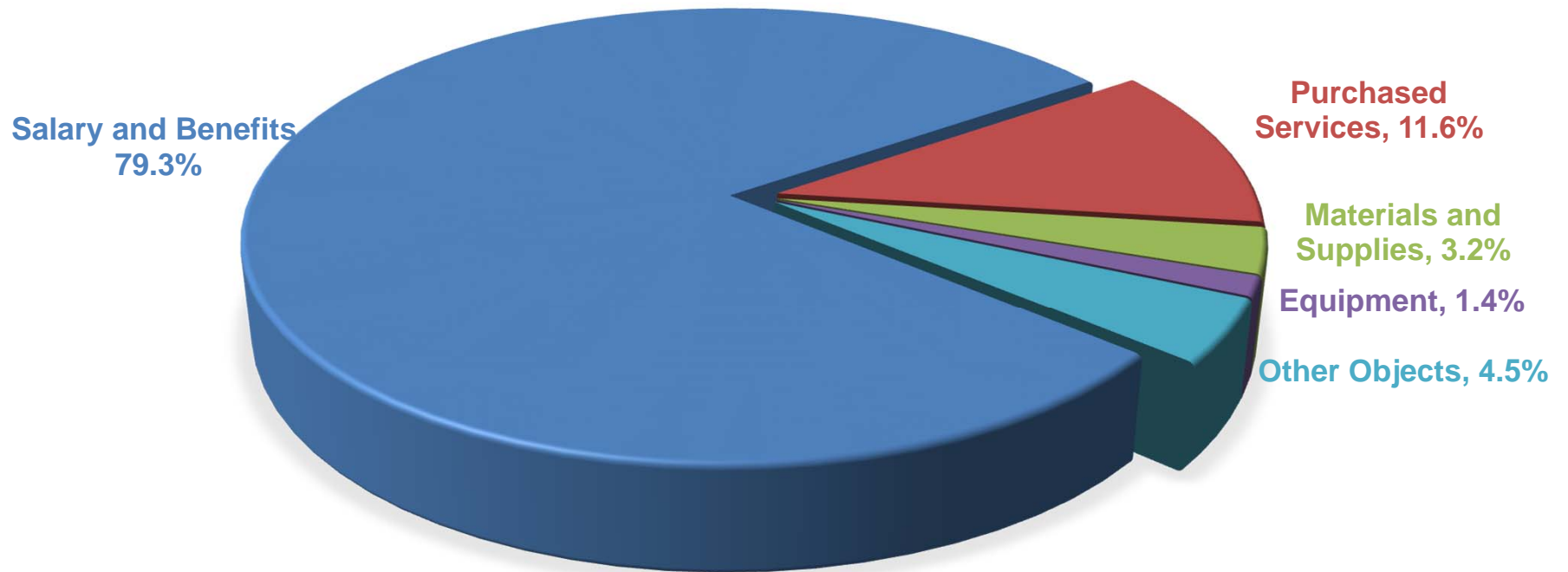
Strongsville City Schools

- General Fund Expenditures

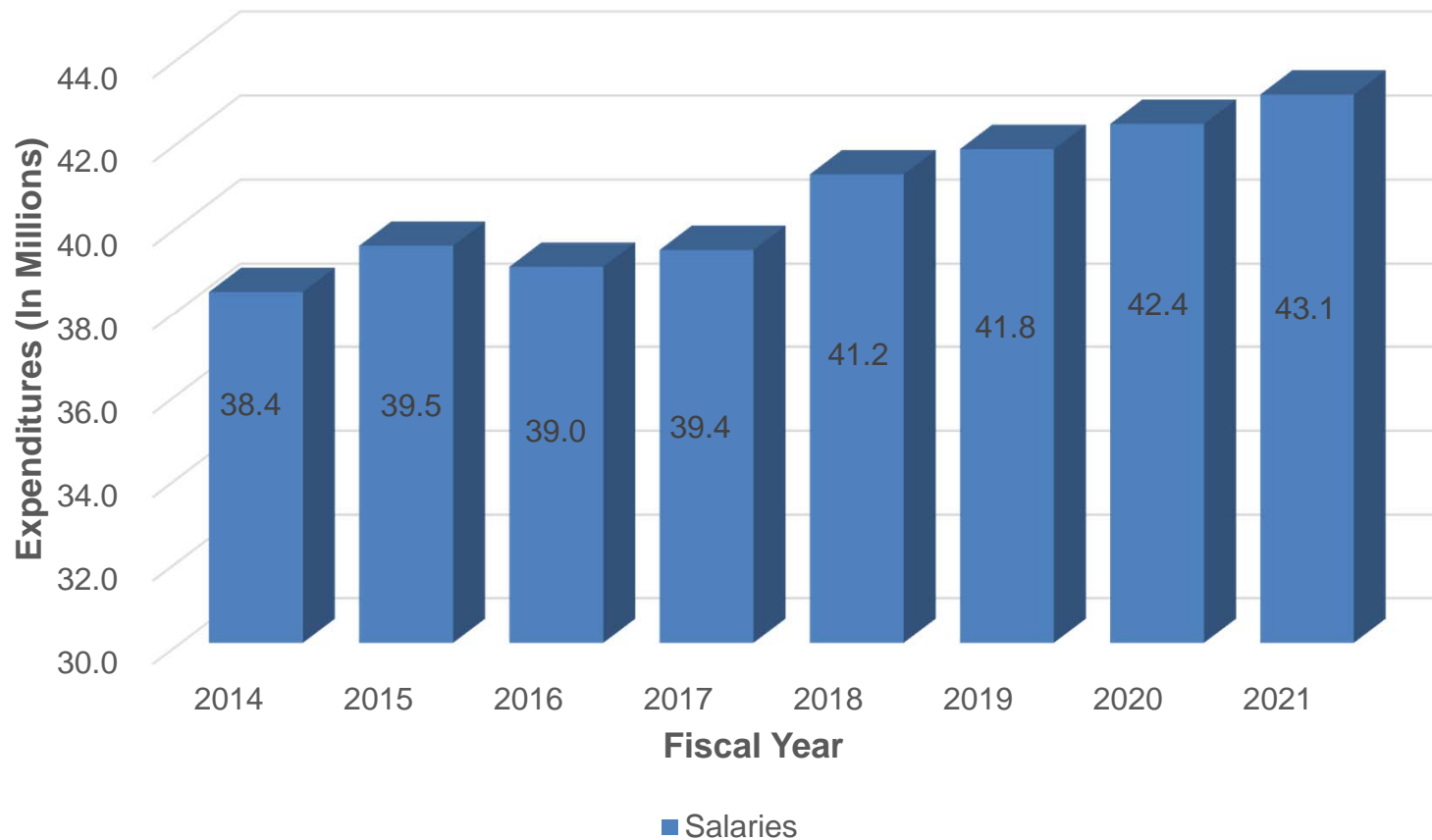
Strongsville City Schools

FY 2016-2017

WHERE THE MONEY GOES



Strongsville City Schools Salaries



See next slide for a reconciliation of changes.

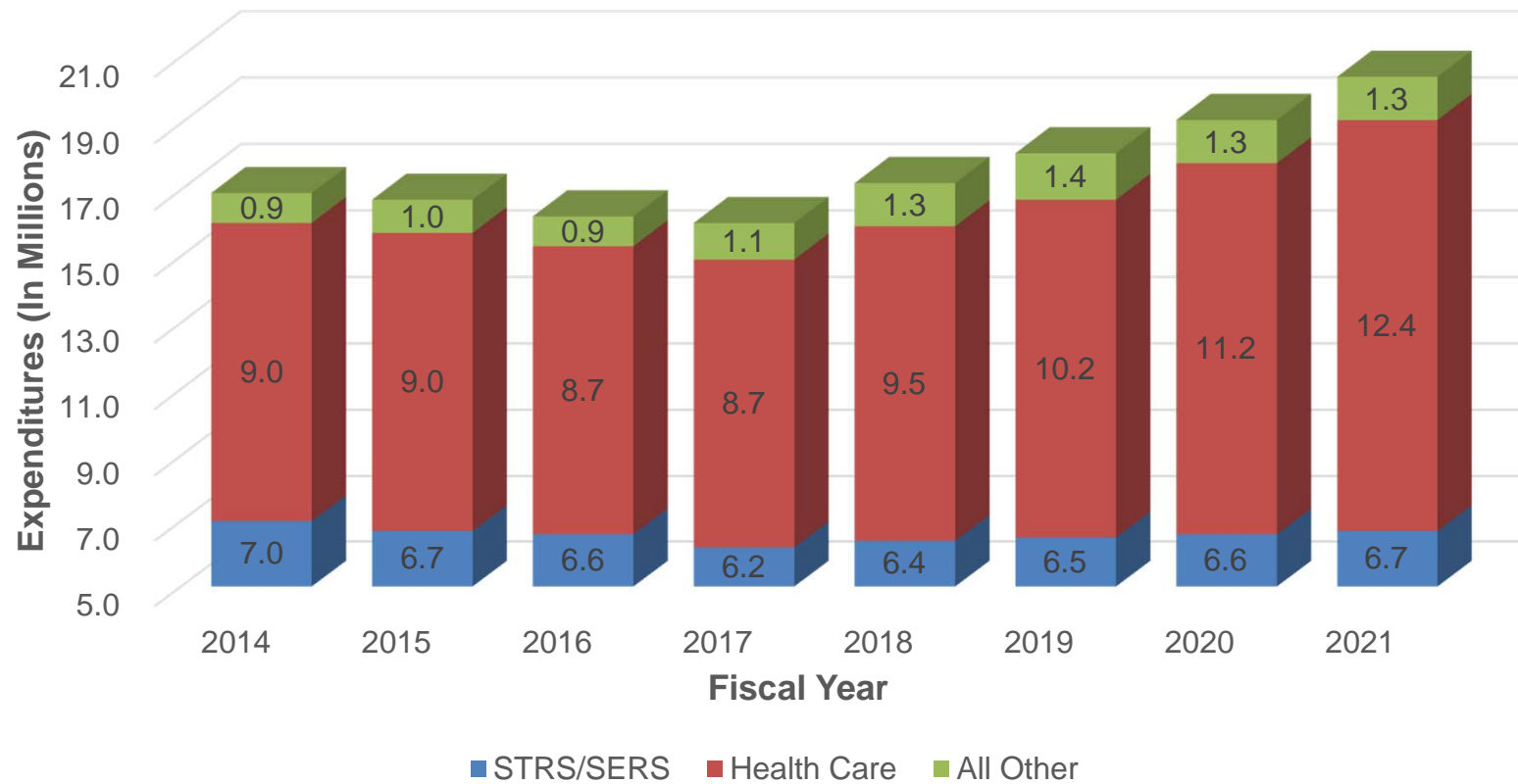
Salaries (General Fund)

(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$39.0</u>	<u>\$39.4</u>	<u>\$41.2</u>	<u>\$41.8</u>	<u>\$42.4</u>
Less:					
Reduction of Positions	(\$0.5)	\$0.0	(\$0.6)	\$0.0	\$0.0
Budget Savings During The Year	(\$0.5)	\$0.0	\$0.0	\$0.0	\$0.0
Total Reductions	<u>(\$1.0)</u>	<u>\$0.0</u>	<u>(\$0.6)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Additions:					
COLA Increases	\$0.6	\$0.4	\$0.3	\$0.0	\$0.0
Step Increases	\$0.8	\$0.7	\$0.8	\$0.7	\$0.7
Other Budget Adjustments / Savings	\$0.0	\$0.7	\$0.1	(\$0.1)	\$0.0
Total Additions	<u>\$1.4</u>	<u>\$1.8</u>	<u>\$1.2</u>	<u>\$0.6</u>	<u>\$0.7</u>
Net Adjustments	<u>\$0.4</u>	<u>\$1.8</u>	<u>\$0.6</u>	<u>\$0.6</u>	<u>\$0.7</u>
Ending Fiscal Year Amount	<u>\$39.4</u>	<u>\$41.2</u>	<u>\$41.8</u>	<u>\$42.4</u>	<u>\$43.1</u>

Strongsville City Schools Benefits



See next slide for a reconciliation of changes.

Benefits (General Fund)

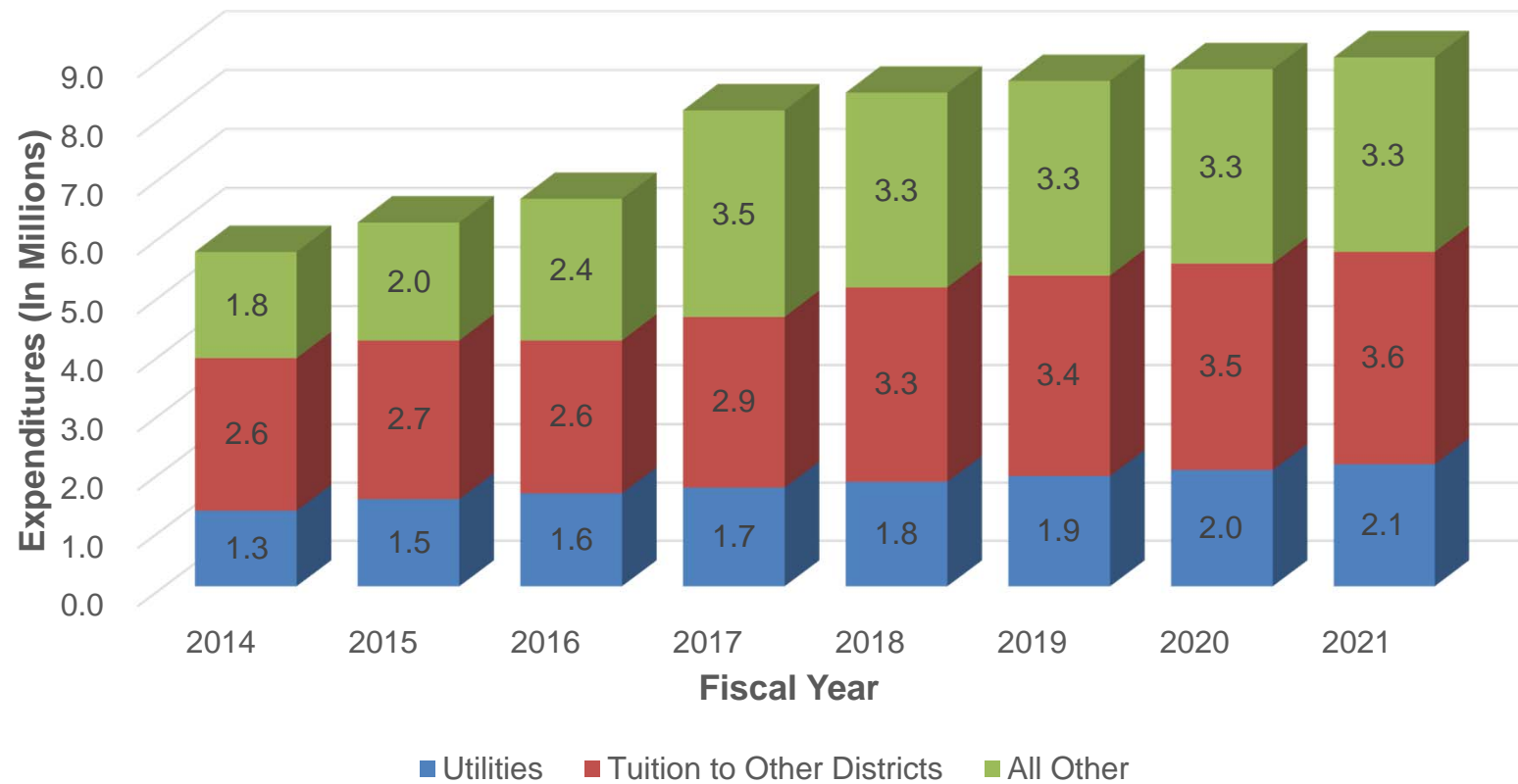
(In Millions)

Adjustments:

	FY 17	FY 18	FY 19	FY 20	FY 21
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$16.2</u>	<u>\$16.0</u>	<u>\$17.2</u>	<u>\$18.1</u>	<u>\$19.1</u>
Less:					
Reduction of Positions	(\$0.1)	\$0.0	(\$0.4)	\$0.0	\$0.0
Unemployment / WC	\$0.0	\$0.0	\$0.0	(\$0.2)	\$0.0
Open Positions Health Care / Pension	(\$0.7)	\$0.0	\$0.0	\$0.0	\$0.0
Total Reductions	<u>(\$0.8)</u>	<u>\$0.0</u>	<u>(\$0.4)</u>	<u>(\$0.2)</u>	<u>\$0.0</u>
Additions:					
10% Predicted Health Care Increases	\$0.3	\$0.5	\$1.0	\$1.1	\$1.2
Unemployment / WC	\$0.3	\$0.1	\$0.1	\$0.0	\$0.0
STRS / SERS	\$0.0	\$0.1	\$0.2	\$0.1	\$0.1
Open Positions Health Care / Pension	\$0.0	\$0.5	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$0.6</u>	<u>\$1.2</u>	<u>\$1.3</u>	<u>\$1.2</u>	<u>\$1.3</u>
Net Adjustments	<u>(\$0.2)</u>	<u>\$1.2</u>	<u>\$0.9</u>	<u>\$1.0</u>	<u>\$1.3</u>
Ending Fiscal Year Amount	<u><u>\$16.0</u></u>	<u><u>\$17.2</u></u>	<u><u>\$18.1</u></u>	<u><u>\$19.1</u></u>	<u><u>\$20.4</u></u>

Strongsville City Schools

Purchased Services



See next slide for a reconciliation of changes.

Purchased Services (General Fund)

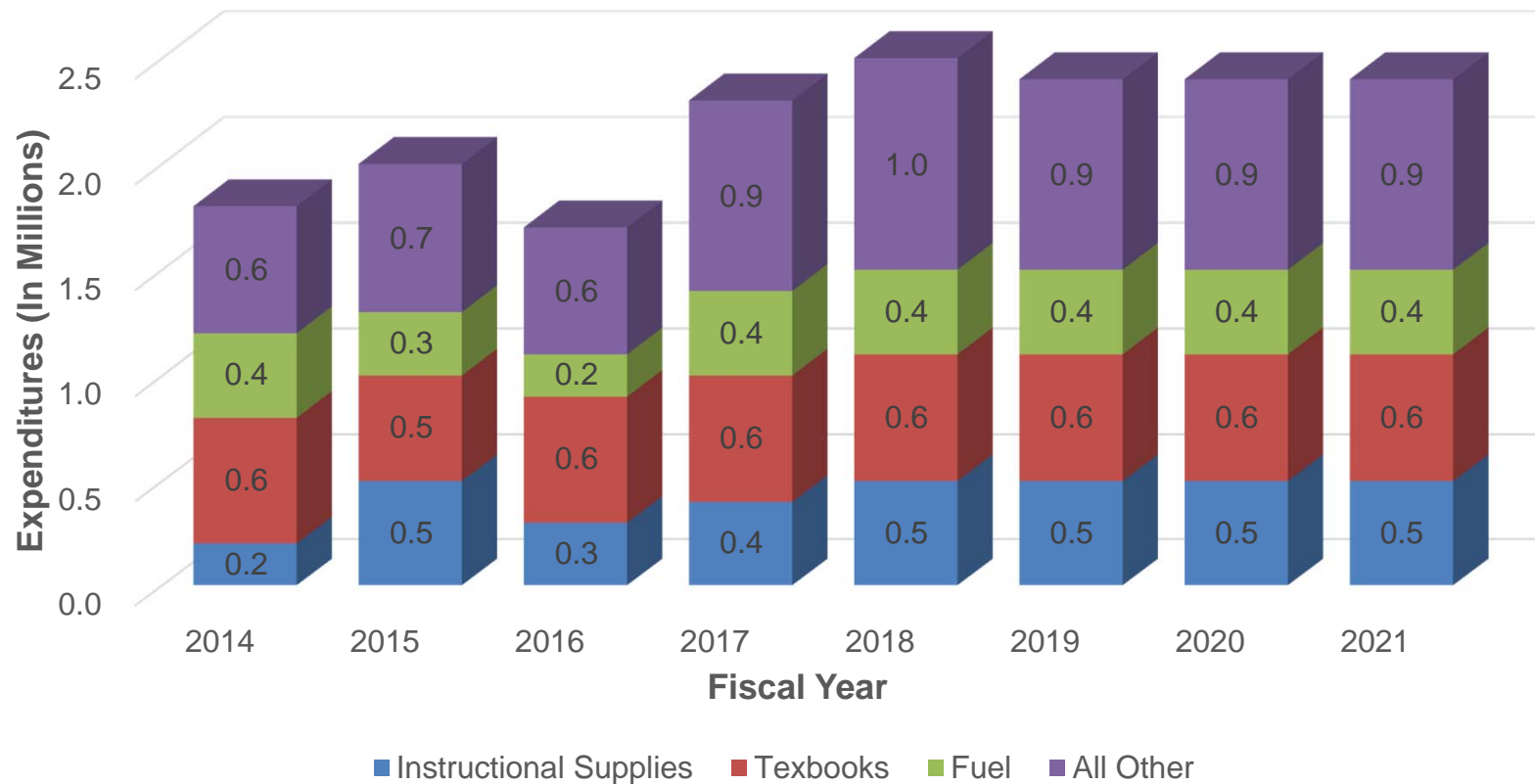
(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$6.6</u>	<u>\$8.1</u>	<u>\$8.4</u>	<u>\$8.6</u>	<u>\$8.8</u>
Adjustments:					
PO's Carried into FY 17, not spent in FY 16	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0
Increase in Tuition paid to other Districts	\$0.3	\$0.4	\$0.1	\$0.1	\$0.1
Increase in Utilities	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Change in Other Purchased Services	\$0.5	(\$0.2)	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$1.5</u>	<u>\$0.3</u>	<u>\$0.2</u>	<u>\$0.2</u>	<u>\$0.2</u>
Net Adjustments	<u>\$1.5</u>	<u>\$0.3</u>	<u>\$0.2</u>	<u>\$0.2</u>	<u>\$0.2</u>
Ending Fiscal Year Amount	<u>\$8.1</u>	<u>\$8.4</u>	<u>\$8.6</u>	<u>\$8.8</u>	<u>\$9.0</u>

Strongsville City Schools

Materials and Supplies



See next slide for a reconciliation of changes.

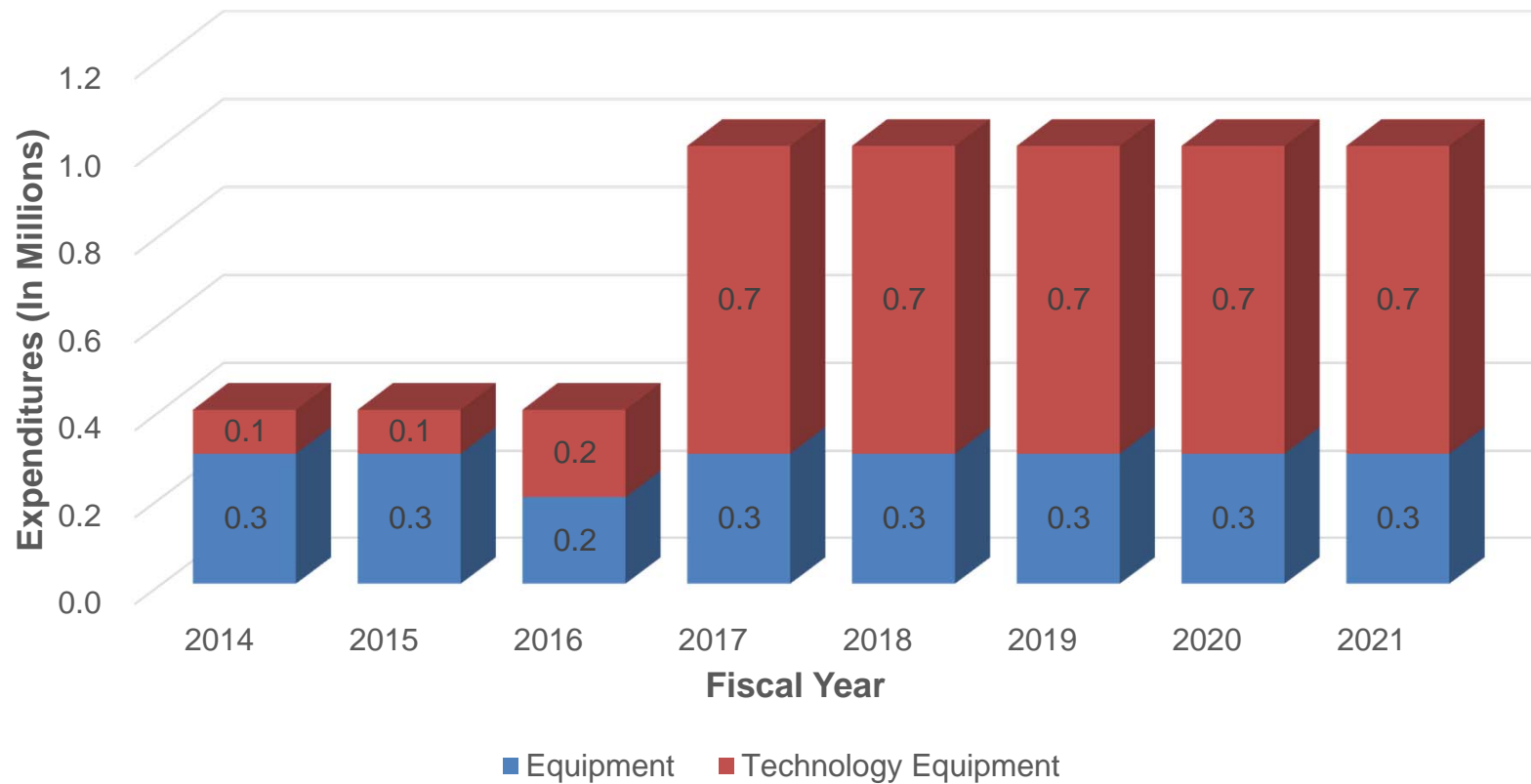
Materials and Supplies (General Fund)

(In Millions)

Adjustments:

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$1.7</u>	<u>\$2.3</u>	<u>\$2.5</u>	<u>\$2.4</u>	<u>\$2.4</u>
Less:					
Total Reductions	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Additions:					
PO's Carried into FY 17, not spent in FY 16	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0
Budget Savings / Budget not spent	\$0.4	\$0.2	(\$0.1)	\$0.0	\$0.0
Total Additions	<u>\$0.6</u>	<u>\$0.2</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net Adjustments	<u>\$0.6</u>	<u>\$0.2</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u><u>\$2.3</u></u>	<u><u>\$2.5</u></u>	<u><u>\$2.4</u></u>	<u><u>\$2.4</u></u>	<u><u>\$2.4</u></u>

Strongsville City Schools Equipment



See next slide for a reconciliation of changes.

Equipment (General Fund)

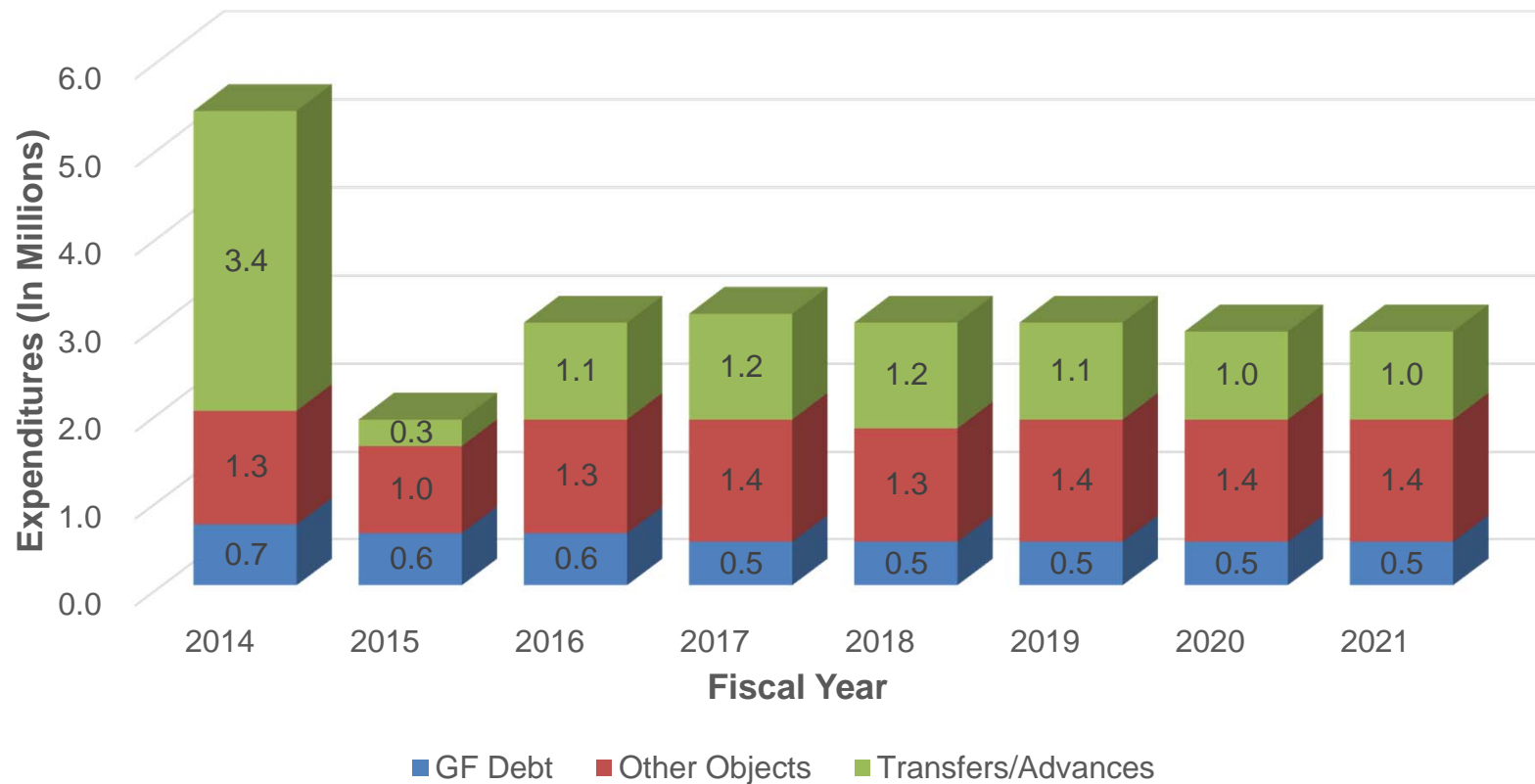
(In Millions)

Adjustments:

	FY 17	FY 18	FY 19	FY 20	FY 21
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$0.4</u>	<u>\$1.0</u>	<u>\$1.0</u>	<u>\$1.0</u>	<u>\$1.0</u>
Less:					
Total Reductions	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Additions:					
PO's Carried into FY 17, not spent in FY 16	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
1:1 Chromebook Initiative	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$0.6</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net Adjustments	<u>\$0.6</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u><u>\$1.0</u></u>	<u><u>\$1.0</u></u>	<u><u>\$1.0</u></u>	<u><u>\$1.0</u></u>	<u><u>\$1.0</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 17	FY 18	FY 19	FY 20	FY 21
	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
Beginning Amount/ Prior FY	<u>\$3.0</u>	<u>\$3.1</u>	<u>\$3.0</u>	<u>\$3.0</u>	<u>\$2.9</u>
Less:					
Reduction of debt payment	(\$0.1)	\$0.0	\$0.0	\$0.0	\$0.0
Decrease in Transfers	\$0.0	\$0.0	(\$0.1)	(\$0.1)	\$0.0
Change in Budget Allocations	(\$0.2)	(\$0.1)	\$0.0	\$0.0	\$0.0
Total Reductions	<u>(\$0.3)</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>(\$0.1)</u>	<u>\$0.0</u>
Additions:					
PO's Carried into FY 17, not spent in FY 16	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Budget not spent in FY 16	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0
Change in Budget Allocations	\$0.0	\$0.0	\$0.1	\$0.0	\$0.0
Increase in Transfers	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Total Additions	<u>\$0.4</u>	<u>\$0.0</u>	<u>\$0.1</u>	<u>\$0.0</u>	<u>\$0.0</u>
Net Adjustments	<u>\$0.1</u>	<u>(\$0.1)</u>	<u>\$0.0</u>	<u>(\$0.1)</u>	<u>\$0.0</u>
Ending Fiscal Year Amount	<u><u>\$3.1</u></u>	<u><u>\$3.0</u></u>	<u><u>\$3.0</u></u>	<u><u>\$2.9</u></u>	<u><u>\$2.9</u></u>

Strongsville City Schools

- General Fund Summary

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 \$2.8 million** through fiscal year 2016 by being on a self-funded plan compared to a fully insured plan.

(Continued to next slide)

Financial Prudence Throughout the Years

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

- Since 2009, there are **206 less positions** compared to FY 2017, a 23% decline keeping pace with declining enrollment. If enrollment decline continues, the School District projects to reduce 13 positions in FY 2019.
 - FY 2016 – Reduced 24 positions (all funds). **(\$1.4 million in savings)**
 - FY 2017 – Reduced 20 positions (all funds). **(\$500 thousand in savings)**
 - FY 2019 – Reducing 13 positions (all funds). **(\$1.0 million 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, & 19, the majority of the reductions were teaching positions, while in FY 17, the majority of reductions were in Aides. (See next slide)

- 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.**

Strongsville City Schools

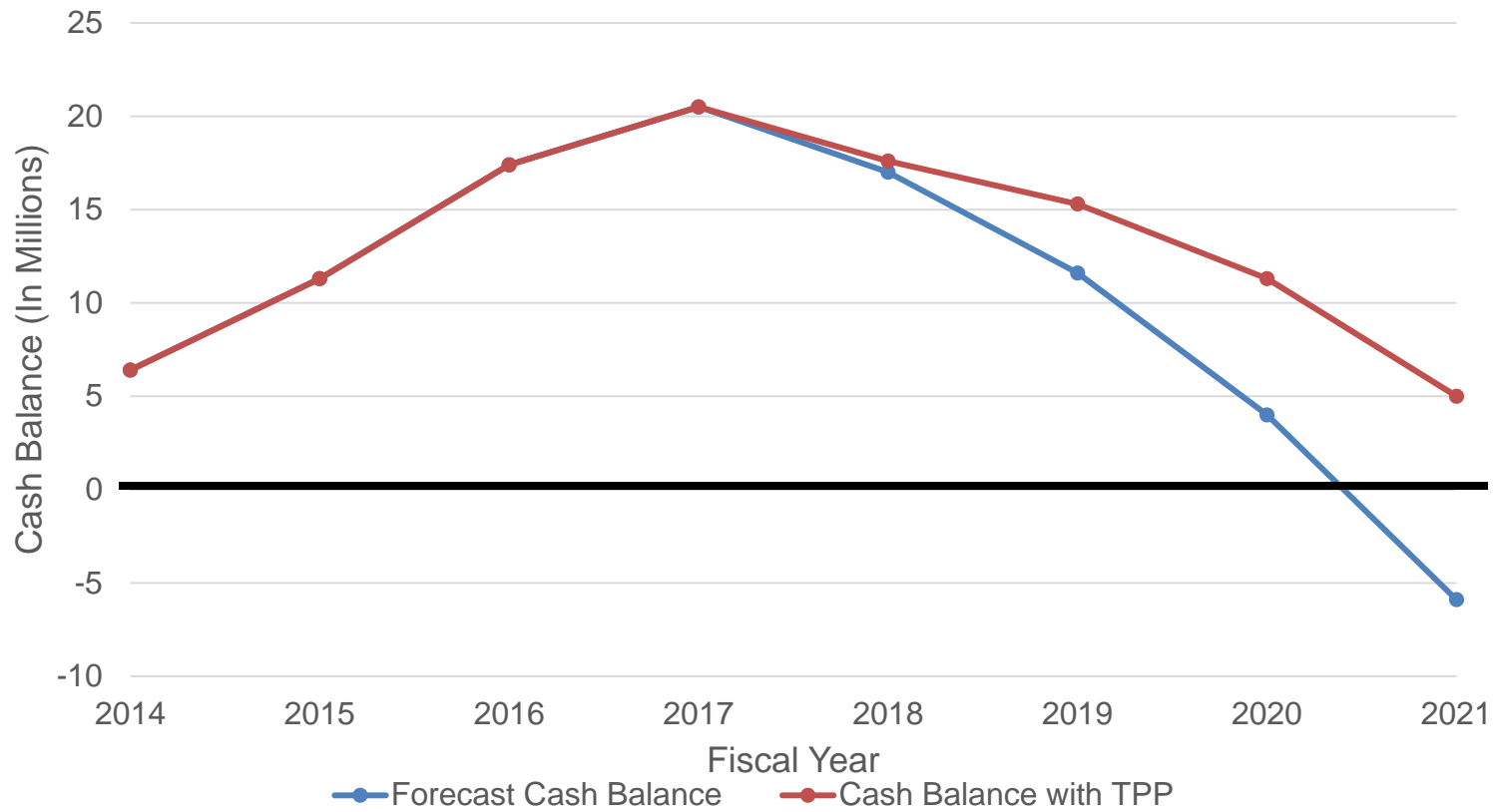
May 2017 Five-Year Forecast

(in millions of dollars)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Beginning Cash Balance	\$3.8	\$7.2	\$12.4	\$18.4	\$21.6	\$18.2	\$12.7	\$5.1
Total Revenues	71.9	71.9	72.9	73.1	69.9	69.4	69.1	69.0
Total Expenses	68.5	66.7	66.9	69.9	73.3	74.9	76.7	78.9
Revenue over Expenses	3.4	5.2	6.0	3.2	(3.4)	(5.5)	(7.6)	(9.9)
Ending Cash Balance	7.2	12.4	18.4	21.6	18.2	12.7	5.1	(4.8)
Encumbrances/Reserves	0.8	1.1	1.0	1.1	1.1	1.1	1.1	1.1
Unencumbered Balance	\$6.4	\$11.3	\$17.4	\$20.5	\$17.1	\$11.6	\$4.0	(\$5.9)

Strongsville City Schools

Cash Balance

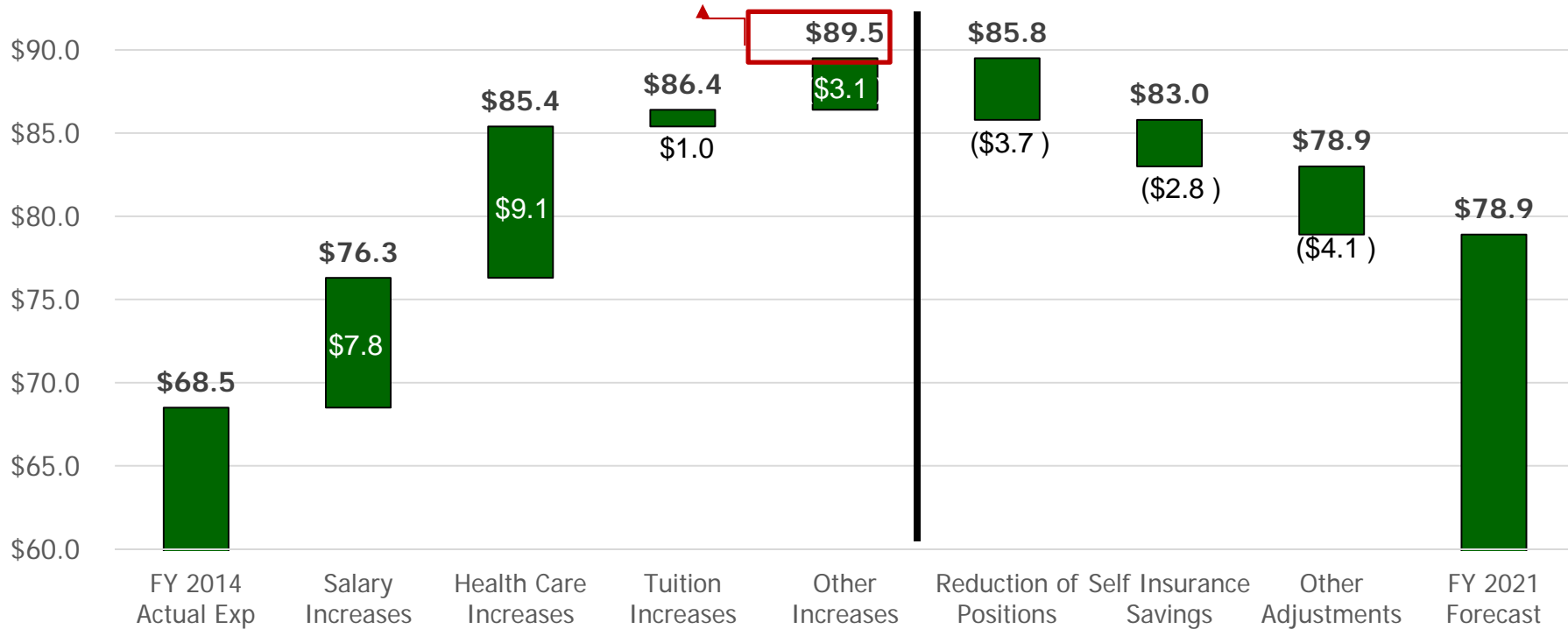


Strongsville City Schools

FY 2014 – FY 2021 General Fund Summary (in millions)

Cumulative Summary of Adjustments

FY 21 Forecast - if no reductions were made.



Strongsville City Schools

- Questions?