NORTHRIDGE LOCAL SCHOOL DISTRICT - LICKING COUNTY SCHEDULE OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCES FOR THE FISCAL YEARS ENDED ACTUAL JUNE 30, 2020, 2021, and 2022 FORECASTED FISCAL YEARS ENDING JUNE 30, 2023 THROUGH 2027



Forecast Provided By NORTHRIDGE LOCAL SCHOOL DISTRICT Treasurer's Office BRITT LEWIS, MBA - TREASURER/CFO May 15, 2023

NORTHRIDGE LOCAL SCHOOL DISTRICT

Licking County Schedule of Revenues, Expenditures and Changes in Fund Balances For the Fiscal Years Ended June 30, 2020, 2021, 2022 Forecasted Fiscal Year Ending June 30, 2023 through 2027

		Actual				F	orecasted			
		Fiscal Year	Fiscal Year	Fiscal Year	Average	Fiscal Year				
-		2020	2021	2022	Change	2023	2024	2025	2026	2027
	Revenues									
1.010	General Property Tax (Real Estate)	7,732,848	8,345,839	8,804,325	6.7%	9,259,985	9,251,189	9,419,708	9,438,804	9,629,327
1.020	Public Utility Personal Property Tax	-	-	-	0.0%	-	-	-	-	-
1.030	Income Tax	15,059	13,661	25,470	38.6%	-	-	-	-	-
1.035	Unrestricted State Grants-in-Aid	4,409,804	4,641,980	5,020,183	6.7%	3,953,532	4,488,768	4,489,597	4,490,429	4,491,265
1.040	Restricted State Grants-in-Aid	61,758	61,760	245,987	149.1%	199,380	199,380	199,380	199,380	199,380
1.045 1.050	Restricted Federal Grants In Aid Property Tax Allocation	- 984.192	- 1,035,994	- 1,089,781	0.0% 5.2%	- 1,109,417	- 1,134,418	- 1,161,677	- 1,163,841	- 1,189,648
1.060	All Other Revenues	1,311,601	1,527,078	1,132,038	-4.7%	754,373	761,917	769,536	777,232	785,005
1.070	Total Revenues	14,515,262	15,626,312	16,317,784	6.0%	15,276,687	15,835,672	16,039,898	16,069,686	16,294,625
	Other Financing Sources									
2.010	Proceeds from Sale of Notes	-	-	-	0.0%	-	-	-	-	-
2.020	State Emergency Loans and Advancements	-	-	-	0.0%	-	-		-	-
2.040	Operating Transfers-In	13,633	-	-	0.0%	-	-	-	-	-
2.050	Advances-In	0	-	-	0.0%	410,000	410,000	410,000	410,000	410,000
2.060 2.070	All Other Financing Sources Total Other Financing Sources	0 13,633	1,300 1,300	- 0	0.0%	835 410,835	835 410,835	835 410,835	835 410,835	835 410,835
2.070	Total Revenues and Other Financing Sources	14,528,895	15,627,612	16,317,784	6.0%	15,687,522	16,246,507	16,450,733	16,480,521	16,705,460
	Expanditures									
3.010	Expenditures Personal Services	\$6,627,500	\$7,073,197	\$7,790,007	8.4%	\$8,180,729	\$8,230,863	\$8,133,781	\$8,221,333	\$8,345,105
3.020	Employees' Retirement/Insurance Benefits	2,235,590	2,466,348	2,655,483	9.0%	\$2,859,460	\$2,970,152	\$3,148,480	\$3,281,841	\$3,438,887
3.030	Purchased Services	4,317,988	4,245,919	3,758,649	-6.6%	\$4,311,877	\$4,451,997	\$4,596,859	\$4,746,632	\$4,901,491
3.040	Supplies and Materials	549,723	646,755	962,708	33.3%	\$962,340	950,000	969,000	988,380	1,008,148
3.050	Capital Outlay	130,824	-	-	0.0%	-	-	-	-	-
3.060	Intergovernmental Debt Service:	-	-	-	0.0%	-	-	-	-	-
4.010	Principal-All (Historical Only)	-	-	-	0.0%	-	-	-	-	-
4.020	Principal-Notes	-	-	-	0.0%				-	-
4.030	Principal-State Loans	-	-	-	0.0%	-	-		-	-
4.040	Principal-State Advancements	-	-	-	0.0%	-	-	-	-	-
4.050	Principal-HB 264 Loans	95,000	(32)	-	-100.0%	-	-	-	-	-
4.055	Principal-Other	-	-	-	0.0%				-	-
4.060 4.300	Interest and Fiscal Charges Other Objects	19,744 252,823	- 170,906	- 168,215	0.0% -17.0%	- \$180,729	- \$186,077	- \$191,584	- \$197,255	- \$203,095
4.500	Total Expenditures	\$14,229,192	14,603,093	15,335,062	3.8%	16,495,135	16,789,089	17,039,704	17,435,441	\$203,095
	Other Financing Uses									
5.010	Operating Transfers-Out	419,305	545,641	559,606	16.3%	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
5.020	Advances-Out		-	2,000,000	0.0%	10,000	10,000	10,000	10,000	10,000
5.030	All Other Financing Uses	8,326	16,623	16,319	48.9%	\$0	\$0	\$0	\$0	\$0
5.040	Total Other Financing Uses	427,631	562,264	2,575,925	194.8%	560,000	560,000	560,000	560,000	560,000
5.050	Total Expenditures and Other Financing Uses	14,656,823	15,165,357	17,910,987	10.8%	17,055,135	17,349,089	17,599,704	17,995,441	18,456,726
6.010	Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses									
		(127,928)	462,255	(1,593,203)	-453.0%	(1,367,613)	(1,102,582)	(1,148,971)	(1,514,920)	(1,751,266)
7.010	Cash Balance July 1 - Excluding Proposed									
7.010	Renewal/Replacement and New Levies	8,001,695	7,873,767	8,336,022	2.1%	6,742,819	5,375,206	4,272,624	3,123,654	1,608,734
7.020	Cash Balance June 30	7,873,767	8,336,022	6,742,819	-6.6%	5,375,206	4,272,624	3,123,654	1,608,734	(142,532)
1.020	Cash Dalance June 30	1,013,101	0,000,022	0,742,019	-0.078	5,575,200	4,272,024	3,123,034	1,000,734	(142,332)
8.010	Estimated Encumbrances June 30	445,729	592,599	542,696	12.3%	65,000	65,000	65,000	65,000	65,000
	Reservation of Fund Balance									
9.010	Textbooks and Instructional Materials	-	-	-	0.0%	-	-	-	-	-
9.020	Capital Improvements	-	-	-	0.0%	-	-	-	-	-
9.030	Budget Reserve 60 Days	-	-	-	0.0%	2,749,189	2,798,181	2,839,951	2,905,907	2,982,788
9.040	DPIA Ficagl Stabilization	-	-	-	0.0%	-	-	-	-	-
9.045 9.050	Fiscal Stabilization Debt Service	-	-	-	0.0%	-	-	-	-	-
9.050	Property Tax Advances				0.0%		-		-	-
9.070	Bus Purchases	-	-	-	0.0%	-	-	-	-	-
9.080	Subtotal	-	-	-	0.0%	2,749,189	2,798,181	2,839,951	2,905,907	2,982,788
10.010	Fund Balance June 30 for Certification of Appropriations	7,428,038	7,743,423	6,200,123	-7.8%	2 561 017	1 /00 //2	218 702	(1 362 172)	(3,190,320)
10.010	πρρισμιαιιστο	1,420,038	1,143,423	0,200,123	-1.0%	2,561,017	1,409,443	218,703	(1,362,173)	(3,190,320)

NORTHRIDGE LOCAL SCHOOL DISTRICT

Licking County Schedule of Revenues, Expenditures and Changes in Fund Balances For the Fiscal Years Ended June 30, 2020, 2021, 2022 Forecasted Fiscal Year Ending June 30, 2023 through 2027

			Actual				F	orecaste	d	
		Fiscal Year	Fiscal Year	Fiscal Year	Average	Fiscal Year				
		2020	2021	2022	Change	2023	2024	2025	2026	2027
11.010 11.020	Revenue from Replacement/Renewal Levies Income Tax - Renewal Property Tax - Renewal or Replacement	-			0.0%					-
111020					0.070					
11.300	Cumulative Balance of Replacement/Renewal Levies	-	-		0.0%	-	-	-	-	-
12.010	Fund Balance June 30 for Certification of Contracts, Salary Schedules and Other Obligations	7,428,038	7,743,423	6,200,123	-7.8%	2,561,017	1,409,443	218,703	(1,362,173)	(3,190,320)
		1,120,000	1,110,120	0,200,120	1.070	2,001,011	1,100,110	210,100	(1,002,110)	(0,100,020)
	Revenue from New Levies									
13.010	Income Tax - New				0.0%	-	-	-	-	-
13.020	Property Tax - New				0.0%	-	-	-	-	-
13.030	Cumulative Balance of New Levies	-	-	-	0.0%	-	-	-	-	-
14.010	Revenue from Future State Advancements	-			0.0%	-	-			-
15.010	Unreserved Fund Balance June 30	7,428,038	7,743,423	6,200,123	-7.8%	2,561,017	1,409,443	218,703	(1,362,173)	(3,190,320)

Northridge Local School District – Licking County Notes to the Five Year Forecast General Fund Only May 15, 2023

Introduction to the Five Year Forecast

A forecast is somewhat like a painting of the future based upon a snapshot of today. That snapshot, however, will be adjusted and the further into the future the forecast extends, the more likely it is that the projections will deviate from actual experience. A variety of events will ultimately impact the latter years of the forecast, such as state budgets (adopted every two years), tax levies (new/renewal), salary increases, or businesses moving in or out of the district. The five-year forecast is viewed as a key management tool and must be updated periodically. In Ohio, most school districts understand how they will manage their finances in the current year. The five-year forecast encourages district management to be proactive in meeting those challenges. School districts are encouraged to update their forecasts with ODE when events take place that will significantly change their forecast or, at a minimum, when required under statute.

In a financial forecast, the numbers only tell a small part of the story. For the numbers to be meaningful, the reader must review and consider the Assumptions to the Financial Forecast before drawing conclusions or using the data as a basis for other calculations. The assumptions are especially important to understanding the rationale of the numbers, particularly when a significant increase or decrease is reflected.

Since the preparation of a meaningful five-year forecast is as much an art as it is a science and entails many intricacies, it is recommended that you contact the Treasurer/Chief Fiscal Officer or Board of Education (BOE) of the individual school district with any questions you may have. The Treasurer or CFO submits the forecast, but the BOE is recognized as ultimately responsible for the development of the forecast and the official owner.

Here are at least three purposes or objectives of the five-year forecast:

- (1) To engage the local board of education and the community in long range planning and discussions of financial issues facing the school district
- (2) To serve as a basis for determining the school district's ability to sign the certificate required by O.R.C. §5705.412, commonly known as the "412 certificate"
- (3) To provide a method for the Department of Education and Auditor of State to identify school districts with potential financial problems

O.R.C. §5705.391 and O.A.C. 3301-92-04 require a Board of Education (BOE) to file a five (5) year financial forecast by November 30, 2022, and May 31, 2023 for fiscal year 2023 (July 1, 2022 to June 30, 2023). The five-year forecast includes three years of actual and five years of projected general fund revenues and expenditures. Fiscal year 2023 (July 1, 2022-June 30, 2023) is the first year of the five-year forecast and is considered the baseline year. Data and assumptions noted in this forecast are based on the best and most reliable data available to us as of the date of this forecast.

May 2023 Updates:

Revenues FY23

The overview of revenues shows that we are substantially on target with original estimates at this point in the year. Total General Fund revenues (line 1.07) are estimated to be \$15.28 million or 3.3% lower than the November forecasted amount of \$15.79 million. This indicates the November forecast was 96.7% accurate.

Line 1.01 and 1.02 - Property tax revenues represent our largest source of revenues at 60.6% and are estimated to be \$9.26 million, which is \$444,169 higher for FY23 than the original November estimate of \$8.82 million. Our estimates are 95% accurate for FY23 and should mean future projections are on target as well.

Line 1.035 and 1.04 - State Aid continues the implementation of the Fair School Funding Plan (FSFP), which has caused significant changes to the way our state revenues are calculated. We are estimating our state aid to be \$4.2 million, which is \$1.1 million lower than the original estimate for FY23. The District discovered an error in the ridership reported to ODE which resulted in a decrease in transportation funding of approximately \$600,000 in retroactive adjustment for FY22 and then lower revenues in FY23 based on the now accurate data. A \$1.1 million swing in revenue from November. The District has implemented procedures to ensure the ridership is reported correctly. We are currently on the guarantee and are expected to remain as a guarantee district for FY24 through FY27.

Line 1.06 - Other revenues are up \$100,000 over original estimates, primarily due to higher than expected returns on investments due to the rapid pace with which interest rates increased.

All other areas of revenue are tracking as anticipated for FY23 based on our best information at this time.

Expenditures FY23

Total General Fund expenditures (line 4.5) are estimated to be \$16.16 million for FY23, which on target with the original estimate in the November forecast.

Unreserved Ending Cash Balance

With revenues decreasing from estimates and expenditures ending mostly on target, our ending unreserved cash balance June 30, 2023, is anticipated to be roughly \$2.56 million. The ending unreserved cash balance on Line 15.010 of the forecast is anticipated to be a positive accumulative balance through 2025 if assumptions we have made for property tax collections, state aid in future state budgets, and expenditure assumptions remain close to our estimates.

Forecast Risks and Uncertainty:

A five-year financial forecast has risks and uncertainties not only due to the economic uncertainties noted above but also due to state legislative changes that will occur in the spring of 2023 and 2025 due to deliberation of the next two (2) state biennium budgets for FY24-25 and FY26-27, both of which affect this five-year forecast. We have estimated revenues and expenses based on the best data available and the laws in effect at this time. The items below give a short description of the current issues and how they may affect our forecast long term:

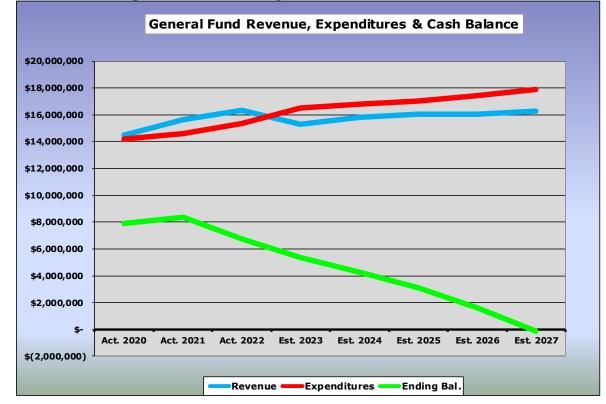
- I. Our district has property values in Delaware, Knox and Licking Counties. All three counties experienced a reappraisal update in Tax Year 2020 for collection in 2021. Class I values increased \$40.98 million or 14.7% and Class II values increased \$.56 million or 6.16% in tax year 2020 reappraisal update. Public Utility values decreased by \$129,150 in 2020. Overall, all values in the district rose 14.2% in total. In the 2023 reappraisal we are assuming overall values will rise by 4.67%.
- II. HB110, the current state budget, implements what has been referred to as the Fair School Funding Plan (FSFP) for FY22 and FY23. The FSFP has many significant changes to the way foundation revenues are calculated for school districts and how expenses are charged off. State foundation basic aid will be calculated on a base cost methodology with funding paid to the district where a student is enrolled to be educated. Beginning in FY22, open enrollment payments will no longer be paid separately to a district as those payments are included with basic aid. A change in expenditures beginning in FY22 will also occur, in that there will no longer be deductions for students that attend elsewhere for open enrollment,

community schools, STEM schools and scholarship recipients as these payments will be paid directly to those district from the state. The initial impact of these changes on the forecast will be noticed in that the historic actual costs for FY20 through FY21 potentially reflecting different trends on Lines 1.035, 1.04, 1.06 and 3.03 beginning in FY22. In June 2022 the legislature passed HB583 to resolves issues and possible unintended consequences in the new funding formula. Some of these changes impacted FY22 and future years funding. Our state aid projections have been based on the best information on the new HB110 formula as amended by HB583 that are available as of this forecast.

- III. The State Budget represents 34.4% of district revenues and is an area of risk to revenue. The future risk comes in FY24 and beyond if the state economy stalls due to record high inflation we are witnessing at this time, or the Fair School Funding Plan is not funded in future state budgets due to an economic recession. There are two future State Biennium Budgets covering the period from FY24-25 and FY26-27 in this forecast. Future uncertainty in both the state foundation funding formula and the state's economy makes this area an elevated risk to district funding long range through FY27. We have projected our state funding to be in line with the FY23 funding levels through FY27 which we feel is conservative and should be close to whatever the state approves for the FY24-FY27 biennium budgets. We will adjust the forecast in future years as we have data to help guide this decision.
- IV. Property tax collections are 60.6% of revenues which is the largest single revenue source for the school system. The housing market in our district is stable and growing. We project continued growth in appraised values every three (3) years and new construction growth with continued modest increases in local taxes. Total local revenues which are predominately local property taxes and other miscellaneous income equate to 65.6% of the district's resources. Our tax collections in the March 2023 and August 2022 settlements showed normal collection trends. We believe there is a low risk that local collections would fall below projections throughout the forecast.
- V. HB110 direct pays costs associated with open enrollment, community and STEM schools, and for scholarships. These costs will no longer be deducted from our state aid. However, there still are education option programs such as College Credit Plus which continue to be deducted from state aid which will increase costs to the district. Expansion or creation of programs that are not directly paid by the state of Ohio can expose the district to new expenditures that are not currently in the forecast. We are monitoring closely any new threats to our state aid and increased costs as any new proposed laws are introduced in the legislature.
- VI. The current proposed state budget for FY24-25, HB33 was introduced on February 15, 2023 and proposes to continue the implementation of the Fair School Funding Plan (FSFP). In the initial proposal of HB33, the base cost statewide factors are the area of most significance and remain at FY18 levels. Formula districts would benefit from the continued phase-in of the FSFP, while ensuring districts would not receive less than FY21 foundation funding. Certainty surrounding these and other significant funding components will not likely be known until late June 2023, after the filing of this forecast. We will be closely monitoring the progress of HB33 as it works its way through the legislative process.
- VII. The legislature has introduced House Bill 1 (HB1), which proposes to modify the law regarding property taxation and Ohio income tax rates. Proposed changes to existing law include applying a single income tax rate of 2.75%, eliminating the 10% property tax rollback reimbursement, revising the 2.5% owner-occupied property tax rollback to be a flat \$125 credit, indexing the homestead exemption amounts to inflation, and reducing the property tax assessment percentage for Class I and II property from 35% to 31.5% to offset the 10% rollback which would be paid by local taxpayers. HB1 as currently written would increase the effective rates for local property owners through HB920 due to the reduction in the

assessed valuation for Class I and II property. HB920, enacted in 1976, states that voted school district levies collect the amount of tax revenues stated on the ballot at the time of passage and no more. As property values grow, the "effective" millage rate on voted levies will decrease. If HB1 causes the assessed property values to decrease by changing the taxable values from 35% to 31.5%, this would cause "effective" millage rates to increase and would increase local taxpayers' property tax liability in nearly all cases. Taxpayers would, however, see a reduction in their tax liability on inside millage, which local governments are granted by the Ohio Constitution, and would also be a direct loss of revenue for our district. The House Ways and Means Committee had its fifth hearing in regard to HB1 on Mar. 28, 2023. As this bill is facing opposition from various entities due to the significant implications to the taxable valuation of property statewide, it will remain an area of increased risk and uncertainty and will be closely monitored to determine who the outcome will be.

The major lines of reference for the forecast are noted below in the headings to make it easier to relate the assumptions made for the forecast item and refer back to the forecast. It should be of assistance to the reader in understanding the district forecast by reviewing the assumptions noted below. If you would like further information about the forecast, please feel free to contact Mr. Britt Lewis, MBA - Treasurer/CFO of Northridge Local Schools 740-967-6631.



General Fund Revenue, Expenditure and Ending Cash Balance:



Revenue Assumptions Estimated General Fund Operating Revenue for FY23

Real Estate Value Assumptions – Line # 1.010

Property Values are established each year by our County Auditors based on new construction, demolitions, BOR/BTA activity and complete reappraisal or updated values. The District collects property taxes from Licking, Knox and Delaware Counties. All three counties experienced a reappraisal update in Tax Year 2020 for collection in 2021. Class I values increased \$40.98 million or 14.7% and Class II values increased \$.56 million or 6.16% in tax year 2020 reappraisal update. Public Utility values decreased by \$129,150 in 2020. Overall, all values in the district rose 14.2% in total. In the 2023 reappraisal we are assuming overall values will rise by 4.67%.

ESTIMATED ASSESSED VALUE (AV) BY COLLECTION YEARS

	Estimated	Estimated	Estimated	Estimated	Estimated
	TAX YEAR2022	TAX YEAR2023	TAX YEAR2024	TAX YEAR 2025	TAX YEAR 2026
<u>Classification</u>	COLLECT 2023	COLLECT 2024	COLLECT 2025	COLLECT 2026	COLLECT 2027
Res./Ag.	\$337,425,560	\$355,146,838	\$355,996,838	\$356,846,838	\$375,539,180
Comm./Ind.	12,028,397	12,078,397	12,128,397	12,178,397	12,228,397
Public Utility Personal Property (PUPP)	<u>32,888,450</u>	<u>32,988,450</u>	33,088,450	33,188,450	33,288,450
Total Assessed Value	\$382,342,407	<u>\$400,213,685</u>	<u>\$401,213,685</u>	<u>\$402,213,685</u>	<u>\$421,056,027</u>

ESTIMATED REAL ESTATE TAX (Line #1.010)

Source	FY23	FY24	FY25	FY26	FY27
Est. General Property Taxes to Line #1.010	<u>\$9,259,985</u>	<u>\$9,251,189</u>	<u>\$9,419,708</u>	<u>\$9,438,804</u>	<u>\$9,629,327</u>

Property tax levies are estimated to be collected at 100% of the annual amount. In general, 55.25% of the Res/Ag. and Comm/Ind. are expected to be collected in February tax settlements and 44.75% collected in

August tax settlements. Public Utility tax settlements (PUPP taxes) are estimated to be received 50% in February and 50% in the August settlement from three County Auditors.

Renewal and Replacement Levies – Line #11.02

No renewal or replacement levies are included in this forecast. The districts \$2.1 million emergency levy that expires December 31, 2024 was renewed May 2, 2023 for five (5) years and will expire now in December 31, 2029. We are required to show renewal levies on Line 11.02 if they occur within the forecast period and you will see a dip in revenue in Line 1.01 and 1.05.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
\$2.1 M. Emergency Levy Expires 12/31/29	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

New Tax Levies – Line #13.030

No new levies are modeled in this forecast.

Income Tax – Line #1.03

The District's 1% school district income tax was non-renewed in November 2010. As a result, no income tax collections are projected in FY23 and beyond.

State Foundation Revenue Estimates

Current State Funding Model per HB110 through June 30, 2023

A) Unrestricted State Foundation Revenue– Line #1.035

The full release of the new Fair School Funding Plan formula occurred in March 2022 and was amended in HB583 passed in June 2022. We have projected FY23 funding based on the April #1 2023 foundation settlement and adjustments from FY22.

Our district is currently a guarantee district in FY23 and is expected to continue on the guarantee in FY24-FY27 on the new Fair School Funding Plan (FSFP). The state foundation funding formula has gone through many changes in recent years. The most recent funding formula began in FY14 and was dropped in FY19 after six (6) years, followed by no foundation formula for two (2) years in FY20 and FY21, and now HB110, as amended by HB583, implements the newest and possibly the most complicated funding formula in recent years for FY22 and FY23. The current formula introduces many changes to how state foundation is calculated and expenses deducted from state funding which will potentially make the actual five-year forecast look different with estimates FY23 through FY27 compared to actual data FY20 through FY21 on Lines 1.035, 1.04, 1.06 and 3.03 of the forecast.

Overview of Key Factors that Influence State Basic Aid in the Fair School Funding Plan

- A. Student Population and Demographics
- B. Property Valuation
- C. Personal Income of District Residents
- D. Historical Funding- CAPS and Guarantees from prior funding formulas

Base Cost Approach- Unrestricted Basic Aid Foundation Funding

The new funding formula uses FY18 statewide average district costs and developed a base cost approach that includes minimum service levels and student teacher ratios to calculate a unique base cost for each district. Newer more up to date state wide average costs will not update for FY23 and remains frozen at FY18 levels, while other factors impacting a districts local capacity will update for FY23. Base costs per pupil includes funding for five (5) areas:

- 1. Teacher Base Cost (4 subcomponents)
- 2. Student Support (7 subcomponents-including a restricted Student Wellness component)
- 3. District Leadership & Accountability (7 subcomponents)
- 4. Building Leadership & Operations (3 subcomponents)
- 5. Athletic Co-curricular (contingent on participation)

State Share Percentage - Unrestricted Basic Aid Foundation Funding

Once the base cost is calculated, which is currently at a state wide average of \$7,350.77 per pupil in FY22, the FSFP calculates a state share percentage (SSP) calculation. The state share percentage in concept will be higher for districts will less capacity (lower local wealth) and be a lower state share percentage for districts with more capacity (higher local wealth). The higher the district's ability to raise taxes based on local wealth the lower the state share percentage. The state share percentage will be based on 60% property valuation of the district, 20% on federally adjusted gross income and 20% on federal median income, as follows:

- 1. 60% based on most recent three (3) year average assessed values or the most recent year, whichever is lower divided by base students enrolled.
- 2. 20% based on most recent three (3) year average federal adjusted gross income of districts residents or the most recent year, whichever is lower divided by base students enrolled.
- 3. 20% based on most recent year federal median income of district residents multiplied by number of returns in that year divided by base students enrolled.
- 4. When the weighted values are calculated and item 1 through 3 above added together the total is then multiplied by a Local Share Multiplier Index from 0% for low wealth districts to a maximum of 2.5% for wealthy districts.

When the unrestricted base cost is determined and multiplied by the state share percentage, the resulting amount is multiplied by the current year enrolled students (including open enrolled students being educated in each district), and finally multiplied by the local share multiplier index for each district. The result is the local per pupil capacity amount of the base per pupil funding amount.

Categorical State Aid

In addition to the base state foundation funding calculated above the FSFP also has unrestricted categorical funding and new restricted funding beginning in FY22, some of which will have the state share percentage applied to these calculations as noted below:

Unrestricted Categorical State Aid

- <u>Targeted Assistance/Capacity Aid</u> Provides additional funding based on a wealth measure using 60% weighted on property value and 40% on income. Uses current year enrolled average daily membership (ADM). Also will provide supplemental targeted assistance to lower wealth districts whose enrolled ADM is less than 88% of their total FY19 ADM.
- 2. <u>Special Education Additional Aid</u> Based on six (6) weighted funding categories of disability and moved to a weighted funding amount and not a specific amount. An amount of 10% will be reduced from all district's calculation to be used toward the state appropriation for Catastrophic Cost reimbursement.
- 3. <u>Transportation Aid</u> Funding based on all resident students who ride including preschool students and those living within 1 mile of school. Provides supplemental transportation for low density districts. Increases state minimum share to 29.17% in FY22 and 33.33% in FY23. In general, districts whose state share percentage is less than 33.33% will see a benefit from the increase to 33.33% funding

Restricted Categorical State Aid

- 1. <u>Disadvantage Pupil Impact Aid (DPIA)</u> Formerly Economically Disadvantaged Funding, is based on number and concentration of economically disadvantaged students compared to state average and multiplied by \$422 per pupil. Phase in increases are limited to 0% for FY22 and 33.33% in FY23.
- 2. <u>English Learners</u> Based on funded categories based on time student enrolled in schools and multiplied by a weighted amount per pupil.
- 3. <u>Gifted Funds</u> Based on average daily membership multiplied by a weighted amount per pupil.
- 4. <u>Career-Technical Education Funds</u> Based on career technical average daily membership and five (5) weighted funding categories students enrolled in.
- 5. <u>Student Wellness and Success Funds</u>- These funds in FY20 and FY21 were accounted for in Fund 467 but are now restricted funds to be accounted for in the General Fund as part of the foundation formula.

State Funding Phase-In FY22 and FY23 and Guarantees

While the FSFP was presented as a six (6) year phase-in plan, the state legislature approved the first two (2) years of the funding plan in HB110, which was amended in HB583 in June 2022. The FSFP does not include caps on funding, rather it will include a general phase-in percentage for most components in the amount of 16.67% in FY22 and 33.33% in FY23. DPIA funding will be phased in 0% in FY22 and 33.33% in FY23. Transportation categorical funds will not be subject to a phase in.

HB110 includes three (3) guarantees: 1) "Formula Transition Aid"; 2) Supplemental Targeted Assistance, and, 3) Formula Transition Supplement. The three (3) guarantees in both temporary and permanent law ensure that no district will get less funds in FY22 and FY23 than they received in FY21. The guarantee level of funding for FY22 is a calculated funding guarantee level based on full state funding cuts from May 2020 restored, net of transfers and deductions, plus Student Wellness and Success funds (based on FY21 SWSF amounts), enrollment growth supplement funds paid in FY21 and special education preschool and special education transportation additional aid items. It is estimated that nearly 420 districts are on one form of a guarantee in FY22 and in general the same number will occur in FY23, since state average costs were frozen at FY18 in the Base Cost calculations, while property values and Federal Adjusted Gross Income will be allowed to update and increase for FY23, which should push districts toward one of the three (3) guarantees.

Student Wellness and Success (Restricted Fund 467)

In FY20 and FY21 HB166, provided Student Wellness and Success Funds (SWSF) to be deposited in a Special Revenue Fund 467. HB110 the new state budget has essentially eliminated these funds by merging them into state aid and wrapped into the expanded funding and mission of DPIA funds noted above and on Line 1.04 below. Any remaining funds in Special Revenue Fund 467 will be required to be used for the restricted purposes governing these funds until spent fully.

Future State Budget Projections beyond FY23

Our funding status for FY24-27 will depend on two new state budgets. The current proposed state budget for FY24-25, HB33, was introduced on February 15, 2023, and continues the implementation of the FSFP, with the following changes.

Unrestricted Basic Aid Foundation Funding

- a) The statewide average base cost per pupil will remain at FY18 levels in FY24-25.
- b) Increases the general phase-in percentage from 33.33% in FY23 to 50% in FY24 and 67% in FY25.
- c) Extends payment of the temporary transitional aid and the formula transition supplement to ensure districts are guaranteed to be funded at FY21 levels, at a minimum through FY25.

Unrestricted Categorical State Aid

a) <u>Transportation Aid</u> - Increases the minimum state share percentage from 33.33% in FY23 to 37.5% in FY24 and 41.67% in FY25.

Restricted Categorical State Aid

- a) <u>Disadvantage Pupil Impact Aid (DPIA)</u> Increases phase-in percentage from 33.33% in FY23 to 50% in FY24 and 67% in FY25.
- b) <u>Gifted Funds</u> Increases per pupil funding for the gifted professional development component from \$14 in FY23 to \$21 in FY24 and \$28 in FY25.
- c) <u>Student Wellness and Success Funds</u>
 - a. Expenditures for either physical or mental health-based initiatives, or a combination of both, must comprise at least 50% of these funds.
 - b. Any SWSF funds received between FY20-23 must be expended by June 30, 2025, or the funds must be returned to the ODE.
 - c. School resource officer funding will be allocated on a per building basis. Funds are able to support existing SROs.

Additionally, there are two other funding components in HB33 which provide additional support for districts. The first is the sports gaming profits education fund, which is projected to appropriate \$30 million in each year of the biennium, of which \$15 million is targeted toward eliminating or reducing pay to participate fees. The second component is information technology support for schools and districts, which is projected to appropriate \$14.3 million over the course of the biennium for cybersecurity and building connectivity. We are still awaiting concrete information on how the funds will be allocated to schools.

With these still unknown changes to the state funding for FY24-25, we will continue to project our unrestricted and categorical state funding to be in line with the FY23 funding levels through the remainder of the forecast. The state budget for FY26-27 is unknown; however, we believe that our state funding estimates are reasonable, and we will adjust the forecast in the future when we have authoritative data to work with.

Casino Revenue

On November 3, 2009 Ohio voters passed the Ohio casino ballot issue. This issue allowed for the opening of four (4) casinos one each in Cleveland, Toledo, Columbus and Cincinnati. Thirty-three percent (33%) of the gross casino revenue will be collected as a tax. School districts will receive 34% of the 33% GCR that will be paid into a student fund at the state level. These funds will be distributed to school districts on the 31st of January and August each year which began for the first time on January 31, 2013.

Casino revenue fell slightly in FY21 due to COVID-19 and Casinos closing for a little over two months. We have increased the amount in FY22 back to pre-pandemic FY20 levels as Casino revenues appear to have dipped largely due to their closure and not in response to the economic downturn. Prior to COVID-19 closure, casino revenues were growing modestly as the economy improved. Original projections for FY23-27 estimated a .4% decline in pupils to 1,778,441 and GCR increasing to \$106.35 million or \$59.80 per pupil, actual payments in FY22 were \$62.87 per pupil. FY23 Casino revenues have resumed their historical growth rate and assume a 2% annual growth rate for the forecast period.

Source	FY23	FY24	FY25	FY26	FY27
Basic Aid-Unrestricted	\$3,698,714	\$4,233,124	\$4,233,124	\$4,233,124	\$4,233,124
Additional Aid Items	<u>180,458</u>	180,458	180,458	<u>180,458</u>	<u>180,458</u>
Basic Aid-Unrestricted Subtotal	\$3,879,172	\$4,413,582	\$4,413,582	\$4,413,582	\$4,413,582
Ohio Casino Commission ODT	<u>74,360</u>	<u>75,186</u>	76,015	<u>76,847</u>	<u>77,683</u>
Total Unrestricted State Aid Line # 1.035	<u>\$3,953,532</u>	<u>\$4,488,768</u>	<u>\$4,489,597</u>	<u>\$4,490,429</u>	<u>\$4,491,265</u>

B) Restricted State Revenues – Line # 1.040

HB110 has continued Disadvantaged Pupil Impact Aid (formerly Economic Disadvantaged funding) and Career Technical funding. In addition, there have been new restricted funds added as noted above under "Restricted Categorical Aid" for Gifted, English Learners (ESL) and Student Wellness. Using current April funding factors, we have estimated revenues for these new restricted funding lines. The amount of DPIA is limited to 0% phase in growth for FY22 and 33.33% in FY23. We have flat lined funding at FY23 levels for FY24-FY27 due to uncertainty on continued funding of the current funding formula.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
DPIA	\$28,151	\$28,151	\$28,151	\$28,151	\$28,151
Career Tech - Restricted	18,738	18,738	18,738	18,738	18,738
Gifted	44,767	44,767	44,767	44,767	44,767
ESL	2,381	2,381	2,381	2,381	2,381
Student Wellness	105,343	105,343	105,343	105,343	105,343
Total Restricted State Revenues Line #1.040	<u>\$199,380</u>	<u>\$199,380</u>	<u>\$199,380</u>	<u>\$199,380</u>	<u>\$199,380</u>

C) Restricted Federal Grants in Aid – line #1.045

No federal restricted grants are projected throughout the forecast period.

Summary of State Foundation Unrestricted and Restricted Funds

Source	FY23	FY24	FY25	FY26	FY27
Unrestricted Line # 1.035	\$3,953,532	\$4,488,768	\$4,489,597	\$4,490,429	\$4,491,265
Restricted Line # 1.040	199,380	199,380	199,380	199,380	199,380
Federal Grants - #1.045	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total State Foundation Revenue	<u>\$4,152,912</u>	<u>\$4,688,148</u>	<u>\$4,688,977</u>	<u>\$4,689,809</u>	<u>\$4,690,645</u>

State Taxes Reimbursement/Property Tax Allocation Line 1.050

a) Rollback and Homestead Reimbursement

Rollback funds are reimbursements paid to the district from Ohio for tax credits given owner occupied residences equaling 12.5% of the gross property taxes charged residential taxpayers on tax levies passed prior to September 29, 2013. HB59 eliminated the 10% and 2.5% rollback on new levies approved after September 29, 2013 which is the effective date of HB59. HB66 the FY06-07 budget bill previously eliminated 10% rollback on Class II (commercial and industrial) property.

Homestead Exemptions are also credits paid to the district from the state of Ohio for qualified elderly and disabled. In 2007 HB119 expanded the Homestead Exemption for all seniors over age 65 years of age or older

or who are disabled regardless of income. Effective September 29, 2013 HB59 changed the requirement for Homestead Exemptions. Individual taxpayers who do not currently have their Homestead Exemption approved or those who do not get a new application approved for tax year 2013, and who become eligible thereafter will only receive a Homestead Exemption if they meet the income qualifications. Taxpayers who had their Homestead Exemption as of September 29, 2013 will not lose it going forward and will not have to meet the new income qualification. This will reduce the growth of homestead reimbursements to the district, and as with the rollback reimbursements above, increase the taxes collected locally on taxpayers.

b) Tangible Personal Property Reimbursements - Fixed Rate

The district no longer receives any fixed rate reimbursement.

c) Tangible Personal Property Reimbursements - Fixed Sum

The district receives no fixed sum levy reimbursements as its emergency levy was not in place by 2004 to qualify for TPP fixed sum funding.

Summary of State Tax Reimbursement – Line #1.050

Source	FY23	FY24	FY25	FY26	FY27
Rollback and Homestead	<u>\$1,109,417</u>	<u>\$1,134,418</u>	<u>\$1,161,677</u>	<u>\$1,163,841</u>	<u>\$1,189,648</u>

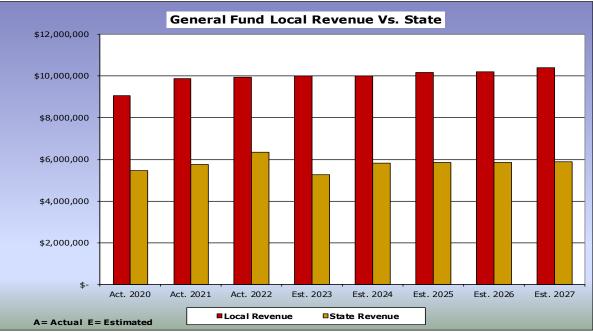
Other Local Revenues – Line #1.060

Revenues from all other sources are based on historical growth patterns. The main sources of revenue in this area has been open enrollment, tuition for court placed students, student fees, and general rental fees. HB110 the new state budget will stop paying open enrollment as an increase to other revenue for the district. This is projected below as zeros to help show the difference between projected FY23-FY27 Line 1.06 revenues and historical FY20 through FY22 revenues on the five year forecast. Open enrolled students will be counted in the enrolled student base at the school district they are being educated at and state aid will follow the students. Open enrolled student revenues will be included in Line 1.035 as state basic aid.

In FY21 and FY22 interest income fell due to the pandemic; however, in FY23, rates have begun to rise quickly due to the Federal Reserve's strategy to combat inflation. We will closely monitor our investments to capitalize on these increased rates while they continue. Rentals are expected to return to pre-pandemic levels over time. All other revenues are expected to continue on historic trends.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
Open Enrollment Gross	\$0	\$0	\$0	\$0	\$0
Interest	140,986	142,396	143,820	145,258	146,711
Rentals, Donations & Miscellaneous	25,463	25,718	25,975	26,235	26,497
Tuition SF-14 & SF-14H	401,493	405,508	409,563	413,659	417,796
Medicaid, Erate, BWC and Class fees	<u>186,431</u>	<u>188,295</u>	<u>190,178</u>	<u>192,080</u>	<u>194,001</u>
Total Other Local Revenue Line #1.060	<u>\$754,373</u>	<u>\$761,917</u>	<u>\$769,536</u>	<u>\$777,232</u>	<u>\$785,005</u>

Comparison of Local Revenue and State Revenue:



Short-Term Borrowing – Lines #2.010 & Line #2.020

There is no short term borrowing planned in this forecast at this time from any sources.

Transfers In / Return of Advances – Line #2.040 & Line #2.050

Returns of advances to other funds from the previous year comprise most of the historical revenue in this category.

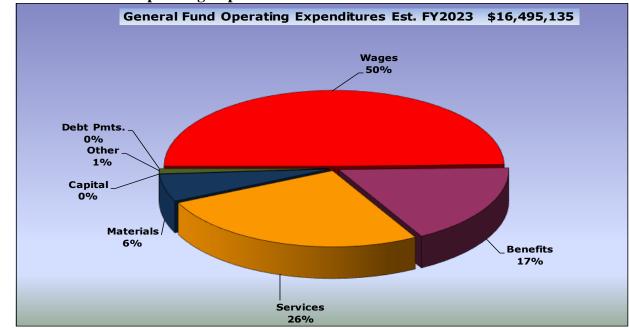
<u>Source</u>	FY23	FY24	FY25	FY26	FY27
Transfers In - Line 2.040	\$0	\$0	\$0	\$0	\$0
Advance Returns - Line 2.050	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>
Total Transfer & Advances In	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>	<u>\$410,000</u>

All Other Financial Sources – Line #2.060 & Line #14.010

This funding source is typically a refund of prior year expenditures that are very unpredictable. We received several Bureau of Workers Compensation refunds over the past two years and do not expect to receive a refund in FY23. These revenues are inconsistent year to year and we will not project that occurring in the remainder of the forecast.

	FY23	FY24	FY25	FY26	FY27
Refund of prior years expenditures	<u>\$835</u>	<u>\$835</u>	<u>\$835</u>	<u>\$835</u>	<u>\$835</u>

Expenditures Assumptions



Estimated General Fund Operating Expenditures for FY23:

Wages – Line #3.010

The model reflects a 2% base increase for FY23-FY24, and no increase for FY25 and FY27 other than step and training increases. We had added certified and classified staff in FY21 to help with online course work and additional cleaning responsibilities due to COVID-19. Those staff will be absorbed through attrition into the general fund.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
Base Wages	\$7,411,995	\$7,980,736	\$8,027,470	\$7,926,920	\$8,010,935
Base Increases	457,561	159,615	0	0	0
Steps & Training	111,180	119,711	120,412	118,904	120,164
Growth	0	0	0	0	0
Substitutes & Supplementals	169,993	173,393	176,861	180,398	184,006
Severance & Ret. Incentive	30,000	30,000	30,000	30,000	30,000
Staff Reductions	<u>0</u>	-232,592	-220,962	-34,889	<u>0</u>
Total Wages Line #3.010	<u>\$8,180,729</u>	<u>\$8,230,863</u>	<u>\$8,133,781</u>	<u>\$8,221,333</u>	<u>\$8,345,105</u>

Fringe Benefits Estimates Line 3.02

This area of the forecast captures all costs associated with benefits and retirement costs, which all except health insurance being directly related to the wages paid. The district pays 14% of each dollar paid in wages to either the State Teachers Retirement System or the School Employees Retirement System as required by Ohio law.

A) STRS/SERS

As required by law the BOE pays 14% of all employee wages to STRS or SERS.

B) Insurance

Estimated increases are 8% in FY 23-27. This is based on our current employee census and claims data. The Further Consolidated Appropriations Act of 2020, included a full repeal of three taxes originally imposed by the Affordable Care Act (ACA): the 40% Excise Tax on employer-sponsored coverage (a.k.a. "Cadillac Tax"), the Health Insurance Industry Fee (a.k.a. the Health Insurer Tax), and the Medical Device Tax. These added costs are no longer an uncertainty factor for our health care costs in the forecast.

C) Workers Compensation & Unemployment Compensation

Workers Compensation is expected to remain at about .55% of wages in FY 23-27.

D) Medicare

Medicare will continue to increase at the rate of increases in wages. Contributions are 1.45% for all new employees to the district on or after April 1, 1986. These amounts are growing at the general growth rate of wages.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
STRS/SERS	\$1,270,812	\$1,287,784	\$1,366,523	\$1,375,876	\$1,395,631
Insurance's	1,371,373	1,462,476	1,561,797	1,683,950	1,818,666
Workers Comp/Unemployment	52,848	53,172	52,544	53,109	53,909
Medicare	112,955	115,248	116,144	117,434	119,209
Other/Tuition	<u>51,472</u>	<u>51,472</u>	<u>51,472</u>	<u>51,472</u>	<u>51,472</u>
Total Fringe Benefits Line #3.020	<u>\$2,859,460</u>	<u>\$2,970,152</u>	<u>\$3,148,480</u>	<u>\$3,281,841</u>	<u>\$3,438,887</u>

Summary of Fringe Benefits - Line #3.020

Purchased Services – Line #3.030

HB110 the current state budget impacted Purchased Services in FY22 as the Ohio Department of Education began to direct pay these costs to the educating districts for open enrollment, community and STEM schools, and for scholarships granted students to be educated elsewhere, as opposed to deducting these amounts from our state foundation funding and shown below as expenses. We have continued to show these amount below as zeros to help reflect the difference between projected FY23-FY27 Line 3.03 costs and historical FY20 through FY21 costs on the five year forecast. College Credit Plus, excess costs and other tuition costs will continue to draw funds away from the district, which will continue in this area and have been adjusted based on historical trend.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
Base Contract Services & ESC	\$1,706,480	\$1,757,674	\$1,810,404	\$1,864,716	\$1,920,657
Open Enrollment Deduction	0	0	0	0	0
Community School Deductions	0	0	0	0	0
Tuition/Sp. Ed. Scholarships/College Credit +	191,965	201,563	211,641	222,223	233,334
Transportation Contract	2,011,893	2,072,250	2,134,418	2,198,451	2,264,405
Rentals	55,306	56,965	58,674	60,434	62,247
Utilities	346,233	363,545	<u>381,722</u>	400,808	420,848
Total Purchased Services Line #3.030	<u>\$4,311,877</u>	<u>\$4,451,997</u>	<u>\$4,596,859</u>	<u>\$4,746,632</u>	<u>\$4,901,491</u>

Supplies and Materials – Line #3.040

Supplies and materials consists of fuel, computers, textbooks, instructional supplies, maintenance supplies and custodial supplies. These are all necessary to help facilitate and meet the operational needs and education goals

of the District. For FY 24-27, supplies and materials are expected to increase by 2% mainly due to an increase in the projected cost of textbook and instructional materials.

<u>Source</u>	FY23	FY24	FY25	FY26	FY27
Supplies	\$962,340	\$950,000	\$969,000	\$988,380	\$1,008,148
Budget Reserves or (Reductions)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Supplies Line #3.040	<u>\$962,340</u>	<u>\$950,000</u>	<u>\$969,000</u>	<u>\$988,380</u>	<u>\$1,008,148</u>

Equipment – Line # 3.050

Capital outlay expenditures are related to the acquisition of, or additions to, fixed assets. Included are expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, initial and additional equipment, furnishings and vehicles. The district facilities are in dire need of attention and in future years capital costs are projected to increase. The districts new ½% income tax for permanent improvements approved in May 2019 will be of large help to our district in maintaining our facilities. The district general fund is projecting near flat funding in FY23-FY27 as those costs are to be taken from the permanent improvement levy.

Source	FY23	FY24	FY25	FY26	FY27
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Equipment Line #3.050	\$0	\$0	<u>\$0</u>	\$0	<u>\$0</u>

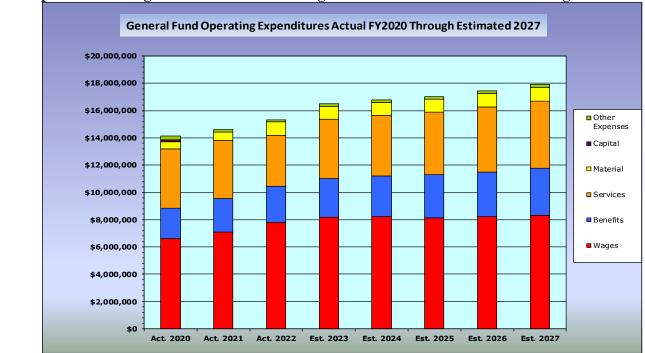
Debt Service – Line #4.010/4.050/4.060

The District does not have any General Fund debt at this time.

Other Expenses – Line #4.300

Other expenses consist of membership dues, treasurer fees and dues, bank fees, election expenses and payments to the Licking County Educational Service Center (LCESC).

Source	FY23	FY24	FY25	FY26	FY27
County Auditor & Treasurer Fees	\$132,604	\$136,582	\$140,679	\$144,899	\$149,246
County ESC	7,353	7,500	7,650	7,803	7,959
Other expenses	40,772	<u>41,995</u>	43,255	<u>44,553</u>	45,890
Total Other Expenses Line #4.300	\$180,729	\$186,077	<u>\$191,584</u>	\$197,255	\$203,095



Total Expenditure Categories Actual FY20 through FY22 and Estimated FY23 through FY27

Transfers Out/Advances Out - Line# 5.010 and 5.050

This account group covers fund to fund transfer and end of year short term loans from the General Fund to other funds until they have received reimbursements and can repay the General Fund. Advances are limited in impact to the General Fund as the amounts are repaid as soon as dollars are received in the debtor fund.

Source	FY23	FY24	FY25	FY26	FY27
Operating Transfers Out Line #5.010	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
Advances Out Line #5.020	10,000	10,000	10,000	10,000	10,000
Total Transfer & Advances Out	\$560,000	\$560,000	\$560,000	\$560,000	\$560,000

Encumbrances –Line#8.010

These are outstanding purchase orders that have not been approved for payment as the goods were not received in the fiscal year in which they were ordered. Estimates are based on historic trends.

	FY23	FY24	FY25	FY26	FY27
Estimated Encumbrances	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000

Reservation of Fund Balance for Budget Reserve – Line#9.03

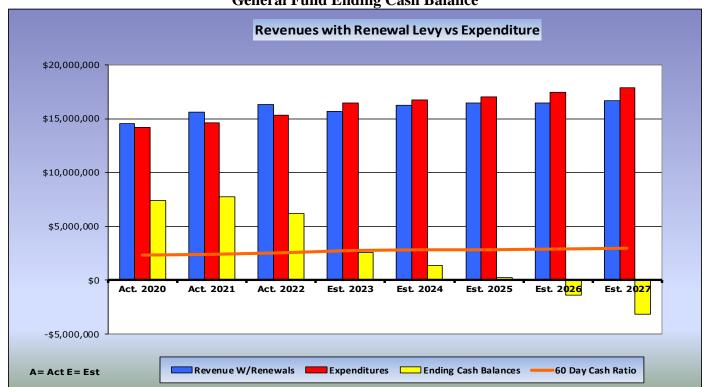
The district has established a Budget Reserve in the five year forecast beginning in FY15. The budget reservation equates to 60 days operating cash or two months of operations. These funds are withheld from being available for appropriation and for certification of 412 certificates.

Ending Unencumbered Cash Balance "The Bottom-line" - Line#15.010

This amount must not go below \$-0- or the district General Fund will violate all Ohio Budgetary Laws. Any multi-year contract which is knowingly signed which results in a negative unencumbered cash balance is a violation of 5705.412, ORC punishable by personal liability of \$10,000, unless an alternative "412" certificate

can be issued pursuant to HB153 effective September 30, 2011. Below is the estimated cash balance after considering the Budget Reserve.

	FY23	FY24	FY25	FY26	FY27
Ending Cash Balance	\$2,561,017	\$1,409,443	\$218,703	(\$1,362,173)	(\$3,190,320)



General Fund Ending Cash Balance

True Cash Days Unencumbered Ending Balance

Another way to look at ending cash is to state it in 'True Cash Days". In other words, how many days could the District operate at year end if no additional revenues were received. This is the Current Years Ending Cash Balance divided by (Current Years Expenditures/365 days) = number of days the district could operate without additional resources or a severe resource interruption. The government finance officers association recommends no less than two (2) months or 60 days cash is on hand at year end but could be more depending on each districts complexity and risk factors for revenue collection. This is calculated including transfers as this is a predictable funding source for other funds such as capital, athletics and severance reserves.

