

Shaker Heights City School District

Finance & Audit Committee
Report

November 2020

Finance & Audit Committee Members:

Martin Kolb Trent Meyerhoefer Anita Miller

Joseph Romano Theresa Utrup

Emmitt Jolly (School Board Member) Heather Weingart (School Board President)

Anthony Peebles, Chair



The Finance & Audit Committee of the SHAKER HEIGHTS CITY SCHOOL DISTRICT Shaker Heights, Ohio

November 12, 2020

Ms. Heather Weingart, President Board of Education Shaker Heights City School District 15600 Parkland Avenue Shaker Heights, OH 44120

Re: Cost Center Analysis and Levy Planning Subcommittees' Reports and Recommendations

President Weingart:

The lay members of the Finance & Audit Committee ("the Committee") have conducted a detailed review and analysis through two subcommittees known as the Cost Center Analysis (CCA) and the Levy Planning (LP) Subcommittees (note-the ex-officio Board members of the Committee did not participate in the subcommittee report process). Please find attached the report containing the two Subcommittees' conclusions and recommendations. The report is in two parts: the CCA section and the LP section, accompanied by an appendix that includes a separate detailed report of possible District facilities usage scenarios as well as the multiple financial and operating levy projections reviewed by the LP.

The report was prepared in response to a Board of Education request and is being submitted to the Board for their consideration. The report is intended to aid the Board's analysis process ultimately expected to result in a long-term financial plan incorporating both operating funding needs as well as an updated District-wide facilities plan delineating the District's capital funding needs going forward.

The Committee appreciates the serious nature of the report and its recommendations and realizes that numerous educational, operational, financial, political and community factors must be considered by the Board of Education when deciding to implement such recommendations. While the report focuses on the financial factors and analysis, the "right" decision is dependent upon all

of these factors and, in our role supporting the Board, the Committee would offer the following observations:

- The District has been fortunate to have recorded a cash basis operating surplus in eight out of the last nine fiscal years (since Fiscal 2012 with a minor \$20,412 deficit in Fiscal 2013) which has resulted in the current healthy General Fund balance (\$54.5 million as of 6/30/20):
- Because of those operating surpluses, the District has been able to "stay off the ballot", the last operating levy of 6.9 mills having been approved in 2014;
- COVID-19 has injected a completely new and unpredictable variable into the educational process never before experienced by the District, for which the ultimate educational and financial impact is still unknown;
- The Subcommittees appreciate and support the District's commitment and ongoing efforts in closing the achievement gap and acknowledge these efforts are another factor to be considered when contemplating implementation of the Subcommittees' recommendations;
- The District is currently projecting deficit spending during the five-year forecast period;
- The amount of new money raised by future operating levies will be dependent upon the growth of the District's tax base assessed valuation, which may be adversely impacted by COVID-19;
- The District has been experiencing, and is projected to continue, declining enrollment;
- The District's currently utilized school facilities represent excess capacity as compared to the District's current and projected enrollment;
- While there is a movement afoot in Columbus (Substitute House Bill No. 305) to implement a new school funding model, any such restructuring is not likely to have a substantial impact to the District; and thus
- The District will be required to return to the ballot seeking an operating levy in the near-term future; however,
- The Committee has concluded that there are opportunities for structural cost savings that would result in spending reductions that could help to mitigate the timing and or level of millage ask in the District's next operating levy.

Please feel free to contact me with any questions or comments the Board may have.

Regards,

Finance & Audit Committee

Shaker Heights City School District

cc: Members, Board of Education
Members, Finance & Audit Committee
Superintendent Dr. David Glasner

Cost Center Analysis Subcommittee

Shaker Heights City School District
Finance & Audit Committee
Summary Conclusions & Recommendations
October 8, 2020

(with minor updates 11/06/20)

Objective & Scope

Objective:

- Analyze district spending by cost center in order to: a) understand the key cost drivers for the district, b) improve the quality of financial forecasting, and c) identify opportunities to do "better" or "differently"
- Conduct the analysis recognizing the value of minimizing growth in spending to passing operating and capital levies while preserving the excellence of the district's mission

• Scope:

- Focus on spending & expenses of the district in a data-driven analysis of past spending and current forecast (as presented in the Five-Year Forecast (5YF))
- Cover all staff, facility and administrative spending, both operating & capital
- Guiding principles:
 - Focus on data and objective analysis
 - Draw conclusions based on data-driven facts & insights
 - Utilize a common set of data with other district reports and studies
 - Focus on those spending items within the district's control

Executive Summary: Structural savings are possible; little waste by cost center

Background

- "Cost Centers" in the district are primarily measured by either 4-digit "Function" or 3digit "Operational Unit Codes"
- In any given year, ~80% of cost center activity relates to personnel
 - 60% salaries & 20% benefits
- The remaining ~20% of cost center activity is generally fixed in nature, rather than discretionary
 - Limited decentralized spending control
- District has consistently shown ability to meet or exceed budget for Revenue Surplus or Deficit
- Actual results are consistently below required Page 5/4 F's

Recommendations

- No signs of pervasive waste or excessive spending by cost center
- Utilize excess capacity to reduce facilities in operation at least 1 school building
- Reduce staffing levels overall to reflect current enrollment and to anticipate future enrollment declines
- Reassess roles & responsibilities to reallocate resources between instructional staff and administrative & support personnel
- Implement processes consistent with budget accountability & a cost savings/offset culture

Foundational Data: 5-year Spending Growth by Function / OPU

For 2015-2020, total spending grew 2.3% / year, from \$87.4M to \$97.7M

By Function By Object Code

	<u>2020 \$</u>	<u>Growth</u>		<u>2020 \$</u>	<u>Growth</u>
• 1000s Instruction:	\$56.9M	2.8%	• 100s Salaries:	\$58.4M	2.8%
• 2000s Support:	\$38.4M	1.6%	200s Benefits:	\$19.6M	2.9%
• 3000s Community:	\$0.0M	(1.0%)	400s Services:	\$13.1M	0.2%
• 4000s Activities:	\$1.3M	4.4%	• 500s Materials:	\$2.4M	(6.8%)
5000s Facilities:	\$0.4M	16.1%	 600s Capital Outlay: 	\$2.0M	13.4%
• 6000s Debt:	\$0.4M	27.1%	• 800s Other:	\$1.9M	1.6%
• 7000s Transfers:	\$0.3M	3.7%	900s Transfers:	\$0.3M	(2.1%)

Foundational Data: Historical Accuracy of 5-Year Forecast

Rev. Surplus/Deficit Delta to Actual

	<u>Forecast</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
•	May 2015	\$5.4M	\$10.4M	n/a
•	May 2016	\$7.4M	\$1.6M	\$11.2M
•	May 2017	\$6.7M	\$1.0M	\$10.5M
•	May 2018	\$1.0M	\$4.4M	\$7.9M
•	May 2019	n/a	\$2.0M	\$6.1M

Enrollment Delta to Actual

<u>Forecast</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
 May 2015 	(481)	(534)	n/a
 May 2016 	(360)	(442)	(114)
 May 2017 	(34)	(65)	(64)
 May 2018 	(41)	(66)	(93)
 May 2019 	n/a	(65)	(89)

Average Estimation Difference

- Last Forecast to Actual \$3.8M surplus
- Last Forecast to Prior Fcst. \$5.3M surplus

Enrollment Data through 2019 Actual

- 5-year growth rate of (2.6%)
- Relative to 2014 actual, down 468 or 8.9%
- Forecast for 2024, down 363 or 7.5%

Foundational Data: Enrollment & Capacity

School Building	2020 Actual	Enrollme @4,500 Future Stu	nt <u>@4,200</u> _{dent Levels}	Student Capacity by Building (revised)	<u>2020 @</u>	lable Ca 94,500 Juture Stu	pacity <u>@4,200</u> dent Levels		acity ation <u>@4,200</u> Future
Davidavand	220	245	204	204	4.0	60	00	000/	770/
Boulevard	338		294	384	46	69	90	88%	77%
Fernway	286	267	249	339	53	72	90	84	73
Lomond	383	357	333	521	138	164	188	74	64
Mercer	329	306	286	565	236	259	279	58	51
Onaway	330	307	287	510	180	203	223	65	<u>56</u>
K-4 Total	1,666	1,552	1,449	2,319	653	767	870	72%	62%
Woodbury	802	747	697	981	179	234	284	82	71
Middle School	740	689	643	946	206	257	303	78	68
5-8 Total	1,542	1,436	1,340	1,927	385	491	587	80%	70%
High School	<u>1,623</u>	1,512	<u> 1,411</u>	<u>1,941</u>	318	429	<u>530</u>	84%	73%
Total	4,831	4,500	4,200	6,187	1,356	1,687	1,987	78%	68%

Page 9 of 62

Notes / Observations / Results:

- Fernway expansion not yet reflected in previously published CAFR data
- Square feet per student (at capacity) differs across "similar role" schools
- Per Bryan Christman: "The (CAFR) building capacity numbers are based upon very old standard calculations and most likely do not represent capacity with respect to how the buildings are utilized today."
- Requested revised Fernway and guidance/update from Jeff Grosse, who reported:
 - Fernway total area before expansion increased by 5,376 sq. feet from CAFR level of 29,925 to 35,301 square feet per Todd Gerber – Gilbane
 - Fernway expansion of 7,140 sq. feet then added for a revised current total of 42,441 sq. feet, total increase = 12,516 sq. feet
- More accurate way to update student capacity is to use OFCC New Construction Standards
 - Elementary schools 125 sq. feet/student
 - Middle schools 141 sq. feet/student
 - High schools 162 sq. feet/student
- Applying these higher OFCC standards reduces district excess/available capacity

Foundational Data: Operational & Facility Costs

Operation and Maintenance Costs Over Time by School Building/District

School Building/District	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020	7-Yr Avg.
Boulevard	\$680,823	\$642,706	\$623,132	\$612,393	\$618,324	\$616,858	\$598,678	\$627,559
Fernway	\$438,688	\$414,127	\$401,514	\$398,446	\$394,565	\$407,467	\$395,458	\$407,181
Lomond	\$714,246	\$674,258	\$653,723	\$587,905	\$703,231	\$686,952	\$666,706	\$669,574
Mercer	\$720,740	\$680,388	\$659,666	\$572,974	\$729,901	\$706,880	\$686,046	\$679,514
Onaway	\$708,601	\$668,928	\$648,555	\$580,019	\$700,911	\$685,312	\$665,114	\$665,349
Woodbury	\$1,789,474	\$1,689,286	\$1,637,838	\$1,670,055	\$1,564,758	\$1,634,491	\$1,586,318	\$1,653,174
Middle School	\$1,688,385	\$1,593,857	\$1,545,315	\$1,508,180	\$1,543,895	\$1,585,224	\$1,538,503	\$1,571,908
High School	\$4,236,792	\$3,999,587	\$3,877,776	\$4,009,310	\$3,649,495	\$3,848,134	\$3,734,719	\$3,907,973
District Total	\$11,308,797	\$10,675,651	\$10,350,516	\$10,211,404	\$10,231,391	\$10,501,331	\$10,191,827	\$10,495,845

District Total cost is from ODE FYE 2014-2019; SHS data FYE 2020.

Building cost for FYE 2017-2018 is from ODE.

Building cost for FYE 2014-2016 calculated using building average percent of total cost from FYE 2017-2018.

Building cost for FYE 2019 from ODE included ~\$2M in Fernway Fire expenses; that has been removed from building and district total costs.

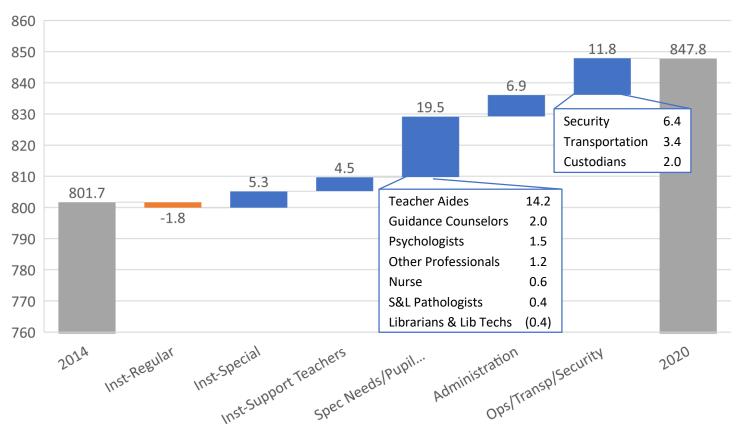
Building costs for FYE 2020 calculated using building average percent of total cost from FYE 2017-2019.

இத்து Grant includes school + administrative building costs.

Foundational Data: District Headcount

Page 11 of 62





■ Increase ■ Decrease ■ Total

	FT	Es	D	elta
	2014	2020	FTEs	%
Core Instruction	412.7	420.6	7.9	1.9%
Special Needs / Pupil Support	144.0	163.5	19.5	13.6%
Ops / Transp / Security	121.5	133.3	11.8	9.7%
Administration	123.6	130.5	6.9	5.6%
Total	801.7	847.8	46.1	5.8%

Notes: 2020 FTEs includes Executive Director announced 6 July 2020; Columns may not sum due to rounding

Budgeting & Spending: Cultural & Process Observations

Culture & Authority

- Little budget accountability below Treasurer
- Little month-to-month spending accountability below Treasurer
- Limited evidence of a zero-based budgeting mentality
- Unclear authority for facility/department spending of surpluses or offsetting deficits
- For example:
 - A school principal determines ~\$14k of spending can be avoided, but spends that money elsewhere at their discretion
 - Adding & filling a new executive director role, increasing annual spend by ~\$200k, was not accompanied with an effort to find offsetting savings/reductions

Process & Controls

- Treasurer maintains tight controls in the aggregate and on large items
- Treasurer maintains tight controls in accordance with State Auditor's report
- Processes in place to mitigate theft & misappropriation
- Processes less apparent or absent which:
 - Define clear accountability for spending
 - Establish a culture of saving
 - Review opportunities for both one-time and structural savings on a small scale

Recommendations

Each recommended item requires final review & an implementation plan

I. Utilize excess building capacity to reduce facilities in operation by at least 1 school building

- I. Current utilization of student space at 78%, projected as low as 68%
 - Based on adjusted data with input from Jeff Grosse; review in detail against room-level data by building
 - II. Adjustments make the analysis more conservative relative to old CAFR data
- II. Wide range of viable options to reconfigure school building usage
 - I. Over the planning timeframe, moving toward excess capacity of 2000 students
 - II. Resolve out-of-balance capacity amongst elementary schools, grade 5-8 needs, and high school space
- III. Potential annual operating savings begin at \$0.7M (a K-4 school) or \$1.6M (WB or MS)
- IV. Accelerate completion of long-range, comprehensive facilities capital plan

II. Reduce staffing levels overall to reflect current enrollment and to anticipate future enrollment declines

- I. District FTEs of 848 are up 5.8% since 2014, despite enrollment being down 8.3%
 - I. Recognize correlation is not direct but disconnect creates an opportunity
- II. Moving to 2014 FTE levels would represent an annual savings of \$4.2M
 - I. Savings based on average personnel cost per FTE in 2020

Recommendations (continued)

Each recommended item requires final review & an implementation plan

III. Reassess roles & responsibilities to reallocate resources between instructional staff and administrative & support personnel

- I. Re-examine allocation of FTEs to instructional staff, special needs, pupil support, and administration
- II. Review necessary roles & staffing levels for sustaining the IB program today vs. during implementation
 - I. 12 FTEs dedicated both to IB Coordinators (7) and Instructional Coaches (5)
- III. Investigate role & responsibility overlap and overall department staffing levels
 - I. Including duplicative layers of administration and moving to shared assistants & clerical support
- IV. Evaluate the role & empowerment of principals

IV. Implement processes consistent with budget accountability & a cost savings/offset culture

- I. Establish a culture akin to a zero-based budgeting environment
 - I. Recognize that this is a public school district, not a commercial business
 - II. Reflect the reality that revenue increases either passive (rising home values) or active (new levies) cannot be assumed
 - III. For example: if 80% of cost faces 2-3% annual growth, where can X% be saved each year?
 - I. And ensure that those savings are achieved and sustained
- II. Determine appropriate levels of centralized & local budgeting, forecasting & accountability

Cost Center Analysis Subcommittee

- Theresa Utrup
- Joe Romano
- Trent Meyerhoefer



Levy Planning Subcommittee

Shaker Heights City School District
Finance & Audit Committee
Summary Conclusions & Recommendations
October 8, 2020

(with minor updates 11/06/20)

Objective

- Conduct a thorough analysis of the District's revenue stream needed to fully support, fund and preserve both the educational programming and educational goals of the Shaker Schools.
- Evaluate the need for additional operating tax levies in the next 5-year horizon.

Executive Summary

- District has consistently met or exceeded budgeted revenue coupled with underspending on the expense side.
- Unencumbered fund balance is at 55.8% of F2020 expenditures compared to 2013 target of 12-15%.
- Several areas to address before seeking additional operating millage.

April 2020 Five-Year Financial Forecast

- Revenues essentially flat, expenses growing on average ~3.4% annually.
- Operating deficits of \$3.3M in F2021 growing to \$14.9M in F2024, without additional revenue source or expense reductions.
- Reflects new property tax levy in F2021 generating \$5.8M annually beginning in F2022.
- <u>Conclusion</u> Revenue and expense financial forecast assumptions show additional revenue needs but are only one part of the Subcommittee analysis.

Unencumbered Fund Balance

- As of 6/30/20 fund balance is at \$54.5M or 55.8% of F2020 expenditures, compared to a stated target of 12-15% of costs at the time of the last operating levy in May 2014.
- Since the 2014 levy, revenues have exceeded the subsequent fiveyear forecasts and coupled with underspending to grow the unreserved fund balance from \$18M at end of F2013 to the current level of \$54.5M at the end of F2020.
- This is a very favorable level when compared to other school districts even after adjusting for size of these districts.
- <u>Conclusion</u> District currently has high cash reserves and far exceeding target and other local school districts.

School Funding Evaluation

- As stated, the April five-year-forecast reflects a new operating levy in 2021. Funds would become available in calendar 2022.
- Subcommittee requested and received several levy scenarios from District Treasurer that reflected alternative operating levies options in 2021, 2022 and 2023, at both a 6.9 millage and 9.9 millage level.
- Scenarios assumed fund balance would supplement operations while delaying levy request to 2022 or 2023.
- However, these levy scenarios did not reflect new spending challenges/reductions, an unlikely assumption. Future levy planning scenarios need to reflect cost reduction assumptions as outlined by Cost Center Subcommittee and implemented by the Board of Education.
- Subcommittee requested additional levy scenarios showing cost reductions and millage necessary to maintain fund balance at 15% and hold tax intervals to a reasonable number of years.
- <u>Conclusion</u> Can the District fund short term operating deficits from its cash reserves, maintaining educational quality, while addressing Cost Center Committee recommendations?

Subcommittee Questions for the BOE Prior to Requesting an Operating Levy

- A need to understand the District's long-range capital plan as part of a comprehensive financial needs assessment.
- A preliminary assessment of the equity programming and policy on closing the achievement gap.
- Impact of COVID-19 on budget and education outcomes and in Shaker.
- Enrollment assumptions and financial impact on Shaker operations.
- <u>Conclusion</u> Additional information needed before initiating levy request.

Recommendations

- Delay 2021 levy planned request at least one year and use a portion of the \$54.5M fund balance to maintain operations.
- BOE to determine a threshold for fund balances and incorporate this threshold into levy planning assumptions. For example, with a 15-20% fund balance target as an assumption, any excess reserve funds could supplement operations and potentially delay a levy request and/or reduce millage.
- Implement Cost Center Subcommittee recommendations.
- Address the Subcommittee questions noted above in order to present a true financial needs and education performance assessment to the Shaker community.

Levy Planning Subcommittee

- Anthony Peebles
- Anita Miller
- Martin Kolb



<u>Appendices</u>

Appendix A:

 Facilities Analysis-A Summary of Major Enrollment/Capacity/Configuration Conclusions

Appendix B:

- Financial Projections for different Levy Scenarios
 - Scenarios #1, 2, 3, 4, 5, 6, 7 & 8
 - Plus Scenarios #3a, 4a, 7a & 8a

Appendix A

 Facilities Analysis-A Summary of Major Enrollment/Capacity/Configuration Conclusions

APPENDIX A

<u>Finance and Audit Committee – Cost Center Subcommittee</u> Appendix – Summary of Major Enrollment/Capacity/Configuration Conclusions

Student Enrollment

- 1. District K-12 enrollment has declined ~12% since 2010, forecasted to continue at least through 2024
- 2. <u>Basis for Projected Student Analysis</u> Actual 2020 enrollment (4,831 students) and future years scenarios when student enrollment reaches 4,500 and 4,200

Building Capacity

- 3. <u>Basis for Capacity Analysis</u> CAFR current district capacity totals 6,626 students
- 4. Revised Basis for Capacity Analysis Current CAFR building capacity reduced by 439 from 6,626 to 6,187 students
- 5. <u>Capacity Basis for Evaluating Configuration Options</u> District currently has ~22% available capacity, increasing to ~32% at future 4,200 student level
- 6. <u>Conclusion</u> Given the significant level of excess/available capacity, a wide range of options exists to reconfigure current school usage/individual roles
 - Balance student enrollment more equally with building capacity
 - Increase offerings to Shaker residents e.g. Universal Preschool
 - Close building(s) no longer needed by the district; free up a facility for use per ForwardTogether planning

Configuration Options

- 7. Recommendation The District should update/develop a comprehensive facility plan to determine the best school roles/configuration and proactively address current excess capacity to get in front of future declining enrollment levels
- 8. Option 1: K-4 Buildings Capacity currently exists to close/repurpose any one of the five or to close the two smaller ones
- 9. Option 2: K-4 Buildings Capacity will exist soon to add 5th grade to each of the five K-4s
- 10. Option 3: K-4 Buildings Capacity to move 5th and 6th grades to create five K-6 buildings viable when reach 4,500 enrollment level, with realigned school boundaries
- 11. Option 4: K-4 Buildings Adding both 5th grade and one year Universal Preschool (using two or three of current K-4 buildings) viable soon for 75% preschool enrollment, viable for 100% at 4,500 enrollment level
- 12. Option 5: K-4 Buildings Adding 2 years of Universal Preschool @100% across K-4 buildings currently exists. Adding 5th grade viable after reach 4,200 enrollment (earlier opportunities exist if less than 100% Universal Preschool coverage)
- 13. Option 6: K-4 Buildings Any of the five K-4s could currently house Kindergarten or one year of Universal Preschool at 100%; none is large enough to house both or two years of Universal Preschool. At <75%, any of the three larger schools could house both.
- 14. Option 7: Woodbury or Middle School Consolidating grades 6, 7 and 8 (or 5, 6 and 7) into either school viable when enrollment declines below 4,500
- 15. Option 8: One-transition configurations Four K-8s along with 9-12 High School (or four K-7s with 8-12 High School) viable when enrollment approaches 4,500
- <u>16. Option 9: Districtwide K-12 Reconfiguration</u> Five K-5s, Woodbury 6-7 and High School 8-12 viable soon Middle School available
- 18. Option 10 Districtwide K-12 Reconfiguration Five 1-6s (or 1-5s), Woodbury 7-8 (or 6-8) and High School 9-12 Middle School shared with the city as a Community Center and centralized Kindergarten and/or Universal Preschool building viable at 4,500 enrollment
- 20. Summary of Buildings Available Under Configuration Options Page 29 of 62

Note: Enrollment figures in this appendix may differ from main report due to different analyses that either include or exclude Pre-K numbers.

District K-12 enrollment has declined ~12% since 2010, forecasted to continue at least through 2024

	Elementary				
Fiscal Year	Schools K-6	Middle	High School	District	Change from
	(excluding Pre-K)	School 7-8	9-12	K-12 Total	Previous Yr.
Actual					
2010	2889	823	1772	5484	
2011	2865	873	1752	5490	+6
2012	2851	850	1745	5446	(44)
2013	2777	868	1778	5423	(23)
2014	2670	860	1755	5285	(138)
2015	2671	848	1796	5315	+30
2016	2578	830	1800	5208	(107)
2017	2511	803	1724	5038	(170)
2018	2453	774	1653	4880	(158)
2019	2422	750	1647	4819	(61)
2020	2468	740	1623	4831	+12
Total - 2010-2020	(421)	(83)	(149)	(653)	(653)
Total – 2014-2020	. (202)	. (120)	. (132)	. (454)	(454)
Projected					
2021	2357	763	1544	4664 *	(167)
2022	2299	786	1499	4584	(80)
2023	2285	729	1486	4500	(84)
2024	2258	704	1487	4449	<u>(51)</u>
Change – 2020-2024	(210)	(36)	(136)	(382)	(382)

(*) Reduced by 16 to 4, 648 as of April 2020 Five-Year Forecast

Sources:

- For years 2010 2019, CAFR 2019 page S-40
- CAFRs 2014-2019 modified to exclude Pre-K students included for those years CAFR StatsFy14-20-EnrollmentOnly 09-15-20.xlsx from Bryan Christman
- For year 2020 CAFR 2020 (excluding 76 Pre-K students) oct hdcnt fy20 BCC07-21-20
- For years 2021 2024, Five Year Forecast Enrollment Projection 11/5/2019, page 43

Observations:

- 2010 to 2020 actual decline: 653 students, averaging \sim 65 students per year, 11.9% [(5,484 4,831) / 5,484]
- 2014 to 2020 actual decline of 454 students, averaging ~76 students per year
- 2020 to 2024 projected decline of 382 students, averaging ~95 students per year
- 2020 actual = ~88% of 2010 (4,831/5,484)
- 2024 projected = $\sim 81\%$ of 2010 (4.449/5.484) and $\sim 92\%$ of 2020 (4.449/4.831)
- Reference: Comparison of 2020 to 2000 District Enrollment of 5,744 = 84% (4,831/5,744)

Key Questions:

- Based on projections, does the district believe that Shaker's student enrollment will decline faster in the future than it has in the past?
- Is there any agreed-to estimate of what level and when enrollment might bottom out?
- Are there opportunities to make the city of Shaker Heights and our schools a more attractive destination for younger families?

Basis for F&A's Deliberations: Rather than looking at a specific year dependent on a forecast's accuracy, building configuration options have been evaluated for that point in time when student enrollment reaches **4,500** students – 331 students fewer than the 2020 actual. This enrollment level of 4,500 may occur in 2023 (as currently forecasted), 2024, or even 2025 should the rate of decline slow. For longer-term perspective, building configuration options have been evaluated when/should student enrollment reach **4,200** students – 631 students fewer than 2020 actual. This could occur as early as 2026 or 2027 should the projected rate of decline actually occur (~95 students per year.)

Basis for Projected Student Analysis

Actual 2020 enrollment of 4,831 students, and future year scenarios when student enrollment declines to 4,500 and 4,200 levels

C.1 1 D'14'	Actual 2020 Students by	Projected Students
School Building	Building (1)	at 4500 (2) 4200 (3)
Boulevard	338	315 294
Fernway	286	267 249
Lomond	383	357 333
Mercer	329	306 286
Onaway	<u>330</u>	<u>307 287</u>
K-4 Total	1666	1552 1449
Woodbury	802	747 697
Middle School	<u>740</u>	<u>689 643</u>
5-8 Total	1542	1436 1340
High School	1623	<u>1512 1411</u>
_		

- (1) Source: 2020 CAFR (excluding Pre-K), using Actual 2020 as a base
- (2) Target 4,500 student total allocated by school by comparing 4,500 to 2020 actual total of 4,831 (allocated across schools using proportion of 4,500/4,831 = 0.931)
- (3) Target 4,200 student total allocated by school by comparing 4,200 to 2020 actual total of 4,831 (allocated across schools using proportion of 4,200/4,831 = 0.869)

Observations:

- Projected students by individual schools based on allocations using proportions equal to 2020 actual students (e.g. Boulevard @ 4500 = 338 x 4,500/4,831 = 315)
- This assumes that without configuration changes, individual school enrollment proportions stay constant for "similar role" schools
- Potential school reconfiguration options have been evaluated using the above three levels of actual and projected students:
 - o 4,831 actual students in 2020
 - o At that time when enrollment declines to 4,500 students
 - At that time when enrollment declines to 4,200 students

	Area /		Square
School	Square	Student	Feet per
Building	Feet *	Capacity *	Student
Boulevard	48,000	544	88
Fernway	29,925	366	82
Lomond	65,075	620	105
Mercer	70,640	590	120
Onaway	63,700	606	105
K-4 Total	277,340	2726	102
Woodbury	138,350	900	154
Middle School	133,400	<u>1000</u>	133
5-8 Total	271,750	1900	143
High School	314,400	<u>2000</u>	157
District Total	863,490	6626	130

^{*} as shown in annual CAFR "Building Statistics" pages S-36 – 39 Excludes Administration Building – 12,759 square feet

Observations/Results:

- Fernway expansion not reflected in previously published CAFR data
- Square feet per student (at capacity) differs across "similar role" schools
- Bryan Christman: "The (CAFR) building capacity numbers are based upon very old standard calculations and most likely do not represent capacity with respect to how the buildings are utilized today."
- Requested revised Fernway and guidance/update from Jeff Grosse, who reported:
 - Fernway total area before expansion increased by 5,376 sq. feet from CAFR level of 29,925 to 35,301 square feet per Todd Gerber Gilbane
 - Fernway expansion of 7,140 sq. feet then added for a revised current total of 42,441 square feet, total increase = 12,516 sq. feet
 - More accurate way to update student capacity: use areas by school type from OFCC New Construction Standards
 - Elementary schools 125 sq. feet/student
 - Middle schools 141 sq. feet/student
 - High schools 162 sq. feet/student
- Considerations for more detailed analysis: Verification of individual building's areas, number/size of regular and special education instructional classrooms, applicability of OFCC new construction standards for Shaker's older buildings
- For example: If assume 30' X 30' classroom = 900 square feet for 20 students, area per student equals 45 square feet. This is about one-third of the OFCC standards as 135 sq. ft. falls within the 125-162 OFCC range. Does this mean that hallways, common areas, offices, storage areas, etc. equal about two thirds of the OFCC standards?
- Applying the higher OFCC square footage per student standards reduces the district's excess/available capacity (as shown on next page)

CAFR Current District Student Capacity by School

(from previous page) **CAFR** CAFR Square School Square Student Feet per Building Feet Capacity Student 48,000 544 88 Boulevard Fernway 29,925 366 82 Lomond 65,075 620 105 Mercer 70,640 590 120 63,700 606 105 Onaway K-4 Total 2726 102 277,340 138,350 Woodbury 900 154

133,400

271,750

314,400

863,490

Revised Basis for Determining Student Capacity by School

133

143

157

130

1000

1900

2000

6626

(using OFCC Standards)

Middle School

High School

District Total

5-8 Total

District Total	876,006	142	6187	6626	(439)
High School	314,400	162	<u>1941</u>	2000	<u>(59)</u>
5-8 Total	271,750	141	1927	1900	+27
Middle School	133,400	"	<u>946</u>	1000	<u>(54)</u>
Woodbury	138,350	141	981	900	+81
K-4 Total	289,856	125	2319	2726	(407)
Onaway	63,700	"	510	606	<u>(96)</u>
Mercer	70,640	"	565	590	(25)
Lomond	65,075	"	521	620	(99)
Fernway	42,441	"	339	366	(27)
Boulevard	48,000	125	384	544	(160)
Building	Feet	per Student	Capacity	Capacity	Change
School	Square	Standards	Student	Student	
	Updated	Sq. Feet	Revised	Original	
		OFCC	OFCC	CAFR	

Observations:

- District total square feet increased by 12,516 sq. feet from 863,490 to 876,006 square feet, all from Fernway adjustment/expansion
- Available/maximum student capacity for each building has been recalculated using OFCC standards
- All buildings except Woodbury have reduced student capacities
- Total district capacity has been reduced by 439 students, 6.6% from the original CAFR total of 6,626 (439/6,626) reduced to a new lower base of 6,187 students

Capacity Basis for Evaluating Configuration Options

District currently has \sim 22% available building capacity, increasing to \sim 32% at future 4,200 student level

Enrollment Level/Building Available Capacity Summary

Number of Students with no changes to current individual building roles

				Current			
School]	<u>Enrollme</u>	<u>nt</u>	Building	Ava	Available Capacity	
Building	2020	@4500	@4200	Capacity	2020	@4500	@4200
	Actual	Future St	udent Levels	(revised)	Actual	Future Stu	ident Levels
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870
Woodbury	802	747	697	981	179	234	284
Middle School	740	689	643	946	206	257	303
5-8 Total	1542	1436	1340	1927	385	491	587
High School	1623	1512	1411	<u>1941</u>	318	429	530
District Total	4831	4500	4200	6187	1356	1687	1987

Observations:

- As structured in 2020, all eight buildings currently have available student capacity totaling 1,356 students
- Available capacity ranges from ~50 students at the low end (Boulevard and Fernway) to 318 at the high end (SHHS)
- Without district role/configuration changes, these available student capacities will continue to increase as enrollment declines
- Available capacity for the district ranges from \sim 22% in 2020 (1,356/6,187) increasing to \sim 27% at the 4,500 enrollment level (1,687/6,187) and \sim 32% at the 4,200 enrollment level (1,987/6,187)
- Available capacity by "similar role" schools:
 - o <u>K-4 available</u> = \sim 28% in 2020 (653/2,319) increasing to 33% and 37% at the 4,500 and 4,200 enrollment levels respectively
 - \circ 5-8 available = \sim 20% in 2020 (385/1,927) increasing to 25% and 30% at the 4,500 and 4,200 enrollment levels
 - o 9-12 / High School available = ~16% (318/1,941) increasing to 22% and 27% at the 4,500 and 4,200 enrollment levels

Conclusion

Given the significant level of excess/available capacity, a wide range of options exists to reconfigure current school usage/individual roles

Enrollment Level/Building Capacity Utilization as Enrollment Declines

(Number of Students with no changes to current individual building roles)

						Capa	city			
School		Enrollme	nt	Current	Available Capacity			Utilization		
Building	2020	@4500	@4200	Student	2020	@4500	<u>@4200</u>	Perce	entage .	
	Actual	Future St	udent Levels	Capacity	Actual	Future S	tudent Levels	2020	@4200	
Boulevard	338	315	294	384	46	69	90	88%	77%	
Fernway	286	267	249	339	53	72	90	84	73	
Lomond	383	357	333	521	138	164	188	74	64	
Mercer	329	306	286	565	236	259	279	58	51	
Onaway	330	307	287	510	180	203	223	65	56	
K-4 Total	1666	1552	1449	2319	653	767	870	72%	62%	
Woodbury	802	747	697	981	179	234	284	82	71	
Middle School	_740	689	643	946	206	257	303	<u>78</u>	68	
5-8 Total	1542	1436	1340	1927	385	491	587	80%	70%	
High School	<u>1623</u>	1512	1411	<u>1941</u>	318	429	530	84%	73%	
District Total	4831	4500	4200	6187	1356	1687	1987	78%	68%	

Observations:

- Significant imbalances exist across K-4 schools regarding actual 2020 capacity utilization [e.g. Boulevard and Fernway, each over 80%, have far higher utilization than Mercer or Onaway (Highest Boulevard 338/384 = 88% vs. lowest Mercer 329/565 = 58%)]
- In absolute terms for 2020 K-4 enrollment, significant available student capacity differences exist between buildings ranging from far fewer at Boulevard and Fernway (46 and 53 students) compared to the other three K-4s with available capacity ranging from 138 to 236 each
- Due to the significant imbalances between K-4 buildings' capacity utilization, modifying school neighborhood boundaries is an option for the district to consider noted where appropriate in the following option evaluations, but not otherwise analyzed
- Woodbury and High School also over 80% utilization though the High School has greatest available capacity, 318 students, as it is more than twice the size of any other building
- At future 4,500 and 4,200 enrollment levels, district excess available capacity increases from 1,356 to almost 1,700 and 2000 students respectively, making some options which are not viable at the 2020 enrollment level viable at the time these lower enrollment levels occur

Option Evaluation Process

The following analysis uses the student enrollment and school capacity data summarized above to evaluate when each of the configuration options could be viable. It represents a <u>starting point to determine when different student enrollment levels will physically fit</u> into the district's current buildings considering potential changes in grade level assignment. Options evaluated the impact of future actions such as the following:

- Balance student enrollment closer to available building capacity by reconfiguring individual school's grade levels taught
- Increase services offered to Shaker families with younger students, such as Universal Preschool
- Close/repurpose buildings no longer needed

Recommendation

The District should update/develop a comprehensive facility plan to determine the best school configuration that proactively addresses current excess capacity and gets in front of future declining enrollment levels

...considering among other factors:

- Forecasted declining student enrollment projections
- Adjusted individual school student capacity levels
- Many more tangible and intangible factors not considered in this initial "space available" analysis including:
 - Student development needs
 - Educational effectiveness
 - Availability/need to modify number/design of instructional and special education classrooms
 - Building modifications necessary to serve different grade levels than served today (assuming no building additions)
 - o Staffing implications
 - o Roles that the Shaker schools might play in the future
 - City-wide and individual neighborhood implications
 - O Bus route optimization/other transportation considerations
 - o Level of available/excess capacity desired to provide district flexibility for potential unforeseen events such as the Fernway fire, Covid-19 pandemic
 - o Financial considerations concerning operating/sharing/closing current buildings
- The involvement of all affected stakeholder groups

Summary of Options Analyzed

Each of the following options is viable at some time during the enrollment levels considered – current 2020 declining to 4,500 and 4,200. Over this timeframe, each of the district's schools, other than the High School, could be repurposed or closed

• Options considered in this analysis

- Option 1: Close/repurpose one or more of the five K-4s
- o Option 2: Move 5th grade from Woodbury to create five K-5 buildings
- Option 3: Move both 5th and 6th grades from Woodbury to create five K-6s
- Option 4: Move 5th grade and add Universal Preschool into existing K-4s
- Option 5: Add one or two years of Universal Preschool to K-4 or K-5 buildings
- Option 6: Dedicate one K-4 as a district-wide Kindergarten and/or Universal Preschool building
- Option 7: Consolidate grades 6-8 or grades 5-7 into Woodbury or Middle School (with 5th grade moved to K-4s or 8th grade moved to the High School)
- Option 8: Create four K-8s with 9-12 High School (or four K-7s with 8-12 High School)
 so only one student/school transition from K through 12
- Option 9: Districtwide K-12 reconfiguration with five K-5s, Woodbury 6-7 and High School 8-12 Middle School building available
- Option 10: Districtwide K-12 reconfiguration with five 1-6s (or 1-5s), Woodbury 7-8 (or 6-8) and High School 9-12 Middle School shared with the city as a Community Center and centralized Kindergarten / Universal Preschool building

<u>K-4 Buildings</u> – Capacity currently exists to close/repurpose any one of the five or close the two smaller ones

Basis for Analysis

K-4 Enrollment Level/Building Available Capacity (from page 5 table)

School Building	2020	Enrollmer (@4500 Future Stud	@4200	Current Building Capacity	2020	able Cap @4500 Future Stude	<u>@4200</u>
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870

Option 1: Close / repurpose one or more of the five K-4s

					Remaining 2020		
School	Current		Remaini	ng Capacity	<u>y If</u>		Capacity If
Building	Building	Clos	se / Repurp		Close/Repurpose		
	Capacity	Boulevar	d Fernway	<u> Onaway</u>	Two Smallest		
Boulevard	384	-X-	384	384	384	384	-X-
Fernway	339	339	-X-	339	339	339	-X-
Lomond	521	521	521	-X-	521	521	521
Mercer	565	565	565	565	-X-	565	565
Onaway	510	510	510	510	510	-X	<u>510</u>
K-4 Total	2319	1935	1980	1798	1754	1809	1596
Remaining K-4 Available Capacity	653	269	314	132	88	143	(70)

- Based on actual 2020 enrollment, the five existing K-4 buildings have a total available capacity of 653 students
- Any one of the five K-4 buildings could be closed or repurposed at the K-4 level of enrollment for 2020: 1,666 students
- Without closing any K-4 building, each has available capacity (projected to increase as enrollment declines) that could be utilized for additional purposes (considered as part of other configuration options)
- The two smaller buildings, Boulevard and Fernway, could not both be closed or repurposed at the 2020 enrollment level as there is a capacity shortage of 70 students
- However, as K-4 enrollment declines toward the 4,500 total system level, both Boulevard and Fernway could be closed or repurposed
- Repurposing the K-4 schools to utilize the significant current available capacity is considered as part of the following five K-4 building options evaluated

<u>K-4 Buildings</u> – Capacity will exist soon to add 5th grade to each of the five K-4s

Basis for Analysis

K-4 Enrollment Level/Building Available Capacity (from page 5 table)

		Enrollme	nt	Current	Ava	ilable Ca	pacity
School	2020	@4500	<u>@4200</u>	Building	2020	@4500	@42 <u>00</u>
Building	Actual	Future Stud	dent Levels	Capacity	Actual	Future Stud	lent Levels
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870
Woodbury	802	747	697	981	179	234	284
Middle School	740	689	643	946	206	257	303
5-8 Total	1542	1436	1340	1927	385	491	587

Option 2: Move 5th grade from Woodbury to create five K-5 buildings

Available capacity at adjusted K-5s leaving 6th grade at Woodbury

		Enrollment		Current	Ava	Available Capacity		
School	. 2020	@4500	@4200	Building	2020	@4500 ¹	<u>@4200</u>	
Building	Adjusted Actu	al (1) Future St	udent Levels	Capacity	Adjusted Actual	Future Stu	dent Levels	
Boulevard	+81 419	391	365	384	(35)	(7)	19	
Fernway	+69 355	331	309	339	(16)	8	30	
Lomond	+92 475	443	413	521	46	78	108	
Mercer	+79 408	380	355	565	157	185	210	
Onaway	+80 410	381	356	<u>510</u>	100	129	154	
K-5 Total	+401 2067	+374 1926	+349 1798	2319	252	393	521	
Woodbury (6th)	401	373	348	981	580	608	633	
Middle School	740	689	643	946	206	257	303	
6-8 Total	-401 1141	-374 1062	-349 991	1927	786	865	936	

⁽¹⁾ Adjusted Actual = Actual 2020 school enrollment plus proportional 5th graders transferred into school, both for enrollment and available capacity (e.g. Boulevard had 338 total students in 2020, adding 81 5th graders = 338 + 81 = 419 enrollment. Available capacity likewise declines by 81, from +46 to -35.)

- One-half of Woodbury 2020 students, 401, were allocated to each of the five K-4s proportionate to their actual 2020 enrollment levels
- Adding 5th graders to the K-4s reduced combined 2020 available capacity from 653 to 252 students
- However, without student re-assignment or other adjustments, the smaller buildings, Boulevard and Fernway, would be 35 and 16 students respectfully above their maximum capacity level
- At the future 4,500 student level, Boulevard and Fernway were close/have capacity without student re-assignment while the other three schools retain significant available capacity
- At the future 4,200 student level, all five schools have available capacity to add 5th graders
- Additionally, at the 4,500 level, one of the smaller schools could be closed/repurposed with the other four being near full capacity [2,319 total capacity 384 Boulevard (or Fernway) = 1,935 remaining capacity which is nearly equal to 1,926 student enrollment at 4,500)]
- If 5th grade was moved from Woodbury, see Option 7, analyzing the combination of 6th, 7th, and 8th grades in one building (either Woodbury or the Middle School) while closing/repurposing the other

<u>K-4 Buildings</u> – Capacity to move 5th and 6th grades to create five K-6 buildings viable, with realigned school boundaries, when reach 4,500 enrollment level – moving both 5th & 6th viable sooner if Kindergarten centralized in another building

Basis for Evaluation

Option 2: Move 5th grade from Woodbury to create five K-5 buildings

Available capacity at adjusted K-5s leaving 6th grade at Woodbury

	I	Enrollment		Current	Ava	ilable Capa	acity
School	. 2020	@4500	@4200	Building	2020	@4500 ⁻	@4200
Building	Adjusted Actual	Future	Student Levels	Capacity	Adjusted Actual	Future St	udent Levels
Boulevard	+81 419	391	365	384	(35)	(7)	19
Fernway	+69 355	331	309	339	(16)	8	30
Lomond	+92 475	443	413	521	46	78	108
Mercer	+79 408	380	355	565	157	185	210
Onaway	+80 410	381	356	510	100	129	154
K-5 Total	+401 2067	+374 1926	+349 1798	2319	252	393	521
Woodbury (6th)	401	373	348	981	580	608	633
Middle School	740	689	643	<u>946</u>	206	257	303
6-8 Total	-401 1141	-374 1062	-349 991	1927	786	865	936

Note: This K-5 option is comparable to one in which the current K-4s become 1-6s as each contains six rather than the current five grade levels.

Option 3: Move both 5th and 6th grades from Woodbury to create five K-6s

Available capacity at adjusted K-6s leaving neither grade at Woodbury

	I	Enrollment	,	Current	Avai	lable Capa	city
School	2020	@4500	@4200	Building	2020	@4500	<u>@</u> 4200
Building	Adjusted Actual	Future S	Student Levels	Capacity	Adjusted Actual	Future	Student Levels
Boulevard	+162 500	467	435	384	(116)	(83)	(51)
Fernway	+138 424	395	369	339	(85)	(56)	(30)
Lomond	+184 567	529	493	521	(46)	(8)	28
Mercer	+158 487	453	424	565	78	112	141
Onaway	+160 490	455	425	510	20	55	85
K-6 Total	+802 2468 +	747 2299 +	697 2146	2319	(149)	20	173
Woodbury	-0-	-0-	-0-	981	981	981	981
Middle School	740	689	643	946	206	257	303

- Adding 6th grade as well as the 5th (Shown in Option 2) not possible at 2020 enrollment levels as the five schools are under capacity by 149 students
- The district has capacity to add 6th grade to K-5s at the 4,500 enrollment level (2,319 capacity with 2,299 enrollment), however both Boulevard and Fernway remain well beyond their building capacity
- Should the district realign school boundaries to more equally balance individual school enrollment with school capacity, this option becomes viable at 4,500 enrollment
- At the 4200 level, a K-6 option has available system capacity of 173 students, but again school boundaries would have to be adjusted
- If both 5th and 6th grades were moved from Woodbury, 7th and 8th grades could remain either at the Middle School or relocated to Woodbury, thereby allowing the closing/repurposing of the other
- If Kindergarten were removed from Option 3, changing the current K-4s into 1-6 buildings, space would be available in the district at current 2020 enrollment levels (2,468 333 = 2135, 184 less than current building capacity of 2,319), however, without changing boundaries, Boulevard and Fernway would be over capacity until enrollment declines to the 4,500 level (see Option 10, page 18)

<u>K-4 Buildings</u> – Adding both 5th grade and one year Universal Preschool (using two or three of current K-4 buildings) viable soon for 75% preschool enrollment, viable for 100% at 4,500 enrollment level

Basis for Analysis

Option 2: Move 5th grade from Woodbury to create five K-5 buildings

Available capacity at adjusted K-5s leaving 6th grade at Woodbury

		Enrollme	nt	Current	Ava	ilable Ca	pacity
School	2020	@4500	@4200	Building	2020	@4500	@4200
Building	Actual	Future Stud	lent Levels	Capacity	Actual	Future Stud	dent Levels
Boulevard	419	391	365	384	(35)	(7)	19
Fernway	355	331	309	339	(16)	8	30
Lomond	475	443	413	521	46	78	108
Mercer	408	380	355	565	157	185	210
Onaway	410	381	356	510	100	129	154
K-5 Total	2067	1926	1798	2319	252	393	521
Woodbury	401	373	348	981	580	608	633
Middle School	740	689	643	946	206	257	303
6-8 Total	1141	1062	991	1927	786	865	936

Option 4: Move 5th grade and add Universal Preschool into existing K-4s

- Number of kindergarten students entering the district in 2020 = 333 (2020 CAFR)
- Assume Universal Preschool same number of children as kindergarten (@100% coverage)
- Assume Universal Preschool declines at same rate as the district, projected Pre-K declines to 310 at 4,500 and 290 at 4,200 future enrollment levels (333 x 1,552/1,666 = 310, 333 x 1,449/1,666 = 290)
- Available capacity options considered at both 100% and 75% coverage

Five Current K-4s	Enrollment		Current	Available Capacity_		pacity	
(after adding 5 th grade)	2020	@4500	@4200	Building	2020	@4500	@4200
School Buildings	Actual	Future Stu	dent Levels	Capacity	Actual Future Student Levels		
K-5 Total	2067	1926	1798	2319	252	393	521
Universal Preschool @100%	333	310	290	No change			
UnivPre(100%) -5 Total	2400	2236	2088	2319	(81)	83	231
Universal Preschool @75%	250	233	218	No change			
UnivPre(75%) -5 Total	2317	2159	2016	2319	2	160	303

- 100% Universal Preschool likely overstated as not all eligible children (4-5 year old's) would enroll, 333 included for 2020 actual represents maximum number possible
- Total district K-4 capacity available for 5th grade and 100% Universal Preschool when reach 4,500 enrollment level
- Adding 5th grade and 100% Universal Preschool leaves little available capacity until enrollment approaches 4,200
- Total district capacity currently available for 5th grade and 75% Pre-K
- Two or three schools Mercer and Onaway (combined 2020 available student capacity of 257) and possibly Lomond (another 46) provide the required district capacity to add Universal Preschool. Boulevard and Fernway are at/near their capacity after adding 5th grade alone, so not options
- Adding 5th grade and 100% Universal Preschool leaves little available capacity in these buildings until enrollment approaches 4,200
- If 5th grade was moved from Woodbury, see Option 7, analyzing the combination of 6th, 7th, and 8th grades in one building (either Woodbury or the Middle School) while closing/repurposing the other

<u>K-4 Buildings</u> – Adding 2 years of Universal Preschool @100% across selective K-4 buildings currently exists. Adding 5th grade viable after reach 4,200 enrollment (earlier opportunities exist if less than 100% Universal Preschool coverage)

Basis for Analysis

K-4 Enrollment Level/Building Available Capacity (from page 5 table) K-5 from Option 2 and 4.

	Enrollment		Current	Available Capacity			
School	2020	@4500	<u>@4200</u>	Building	2020	@4500	@42 0 0
Building	Actual	Future Stud	ent Levels	Capacity	Actual	Future Stude	ent Levels
_							
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870
K-5 Total	2067	1926	1798	2319	252	393	521

Option 5: Add one or two years of Universal Preschool to K-4 / K-5 buildings

<u>K-4</u>	Enrollment		Current	Avai	lable Ca	pacity	
School Building	<u>2020 @4500 @4200</u>		Building	2020	<u>@4500 @4200</u>		
_	Actual	Future S	tudent Levels	Capacity	Actual	Future S	tudent Levels
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	_330	307	287	<u>510</u>	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870
+ 1 year UnivPre @100%	333	310	290	No change			
UnivPre (100%)-4 Total	1999	1862	1739	2319	320	457	580
						•	
+ 2 nd year UnivPre @100%	333	310	290	No change		•	
2 yr UnivPre (100%)-4 Total	2332	2172	2029	2319	(13)	147	290

If K-5 with Universal Preschool

K-5 Total	2067	1926	1798	2319	252	393	521
+ 1 year UnivPre @75%	250	233	218	No change			
UnivPre (75%)-5 Total	2317	2159	2016	2319	2	160	303
+ 2 nd year UnivPre @75%	250	233	218	No change			
2 yr UnivPre (75%)-5 Total	2567	2392	2234	2319	(248)	(73)	85

- Adding 2 years of 100% Universal Preschool (equivalent to 2 more years of kindergarten) to current K-4s viable at 2020 actual level and beyond [District available = 653 vs. required 666 = (13)]
- As shown in Option 2, all K-4s have available capacity to add 5th grade. However, as shown in Option 4, only two schools Mercer and Onaway (257 available student capacity) and possibly Lomond (another 46) would have capacity to house the Universal Preschool children. Boulevard and Fernway are at/near their capacity after adding 5th alone
- Adding 5th grade in addition to 100% of two years of Universal Preschool not viable until after district reaches 4,200 enrollment level [1,798 + 580 = 2378 students vs. 2,319 available (59 short at 4200)]
- Adding 5th grade in addition to 75% of one year Universal Preschool currently viable, adding a second year, also at 75% not viable until after reach 4,500 enrollment level (73 short at 4500)

<u>K-4 Buildings</u> – Any of the five K-4s could currently house centralized Kindergarten or one year of Universal Preschool at 100%; none is large enough to house both or two years of Universal Preschool. At \leq 75%, any of the three larger schools could house both.

Basis for Analysis

K-4 Enrollment Level/Building Available Capacity (from page 5 table)

School Building	Enrollment		Current Building Capacity	Available Capacity 2020 @4500 @420 Actual Future Student Leve			
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	_330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870

Option 6: Dedicate one K-4 as a district-wide Kindergarten and/or Universal Preschool building

Potential Additional Students	2020 Actual	Enrollmen @4500 Future St	t <u>@4200</u> udent Levels	Larger K-4s Current Capacity Mercer/Onaway		ay Available C iversal Prescho @4500 Future Studer	<u>@4200_</u>
Centralized Kindergarten	333	310	290	Fits any of the 5			
5							
1 year UnivPre @100%	333	310	290	Fits any of the 5			
2 nd year UnivPre @100%	+333	310	290	Fits none of the 5			
Total 2 years UnivPre	666	610	580	565 / 510	(101)/(156)	(45)/(100)	(15)/(70)
1 year UnivPre @75%	250	233	218	Fits any of the 5			
2 nd year UnivPre @ 75%	+250	233	218	Fits 3 larger K-4s			
Total 2 years UnivPre	500	466	436	565 / 510	65 / 10	99 / 44	129 / 74

- Number of kindergarten students entering the district in 2020 = 333 (2020 CAFR)
- Assume one year of Universal Preschool equals same number of children as kindergarten
- Assuming Preschool declines at same rate as the district, projected annual Preschool declines to 310 at 4,500 and 290 at 4,200 future enrollment levels (333 x 1,552/1,666 = 310, 333 x 1,449/1,666 = 290)
- Available capacity for Universal Preschool options considered at both 100% and 75% coverage

- District-wide Kindergarten or one year of Universal Preschool could fit into any of the current K-4s
- While the district's total available space is close to required space at estimated 2020 enrollment levels for Kindergarten + one year of Universal Preschool or 2 years of Universal Preschool at 100% [653 666 = (13) none of the individual schools are large enough to house this total]
- None of the individual schools are large enough to house 2 years of students at either the 4,500 or 4,200 levels. The largest building, Mercer, is 45 and 15 students below required capacity at these two levels (565 610 = -45 and 565 580 = -15)
- At the 75% level, 2 years of Universal Preschool would fit in any of the three larger K-4s, Lomond, Mercer or Onaway at current 2020 enrollment level
- If, for example, Mercer were taken out of the K-4 configuration as a centralized Universal Preschool, the remaining four K-4s would still have enough capacity at current 2020 levels [Capacity of 2,319 565 = 1,754 to serve 1,666 students (88 remaining available capacity—see Option 1)]
- Universal Preschool not operating on a school schedule could provide time/date flexibility advantages for parents

<u>Woodbury or Middle School</u> – Consolidating grades 6, 7 and 8 (or 5, 6 and 7) into either school viable when enrollment declines below 4,500

Basis for Analysis

Option 2: Move 5th grade from Woodbury to create five K-5 buildings

	Enrollment			Current	Ava	ilable Ca	pacity
School	2020	@4500	@4200	Building	2020	@4500	@4200
Building	Adjusted Actu	al Future S	Student Levels	Capacity	Adjusted Act	ual Future	Student Levels
Boulevard	+81 419	391	365	384	(35)	(7)	19
Fernway	+69 355	331	309	339	(16)	8	30
Lomond	+92 475	443	413	521	46	78	108
Mercer	+79 408	380	355	565	157	185	210
Onaway	+80 410	381	356	510	100	129	154
K-5 Total	+401 2067	+374 1926	+349 1798	2319	252	393	521
Woodbury (6th)	401	373	348	981	580	608	633
Middle School	740	689	643	<u>946</u>	206	257	303
6-8 Total	-401 1141	-374 1062	-349 991	1927	786	865	936

Option 7: Consolidate grades 6-8 or grades 5-7 into Woodbury or Middle School (with 5th grade moved to K-4s or 8th grade moved to the High School)

6-8 or 5-7	Enrollment			Current	Available Capacity		
Consolidated at	_ 2020	@4500 @4200		Building	2020	@4500 ⁻	@4200
	Actual			Capacity	Actual	Future St	udent Levels
Woodbury	1141	1062	991	981	(160)	(81)	(10)
Middle School	1141	1062	991	946	(195)	(116)	(45)

- Woodbury and Middle School lack available capacity to consolidate 6th,7th, and 8th grades (or 5th, 6th, and 7th grades) at 2020 actual or 4,500 projected enrollment levels (Shortage of 81 at Woodbury, 116 at Middle School)
- As enrollment declines below 4,500 enrollment level, either schools close to matching capacity with enrollment (Shortage of 10 at Woodbury, 45 at Middle School)
- Potential option to consolidate 5th, 6th, and 7th grades at either school –similar space viability as 6th, 7th and 8th. If combine 5th, 6th, and 7th into Woodbury or Middle School, High School could house 8th grade (see Option 8)
- Evaluation factors other than building capacity likely to impact whether Woodbury or Middle School would be utilized for either 5-7 or 6-8 consolidation as their building capacities are roughly comparable (Woodbury 981 = 35 greater capacity than Middle School 946)
- Potential considerations at Woodbury to make this option viable sooner: utilize part/all of the Administration building for instructional purposes, hold selected classes at the High School
- Another Woodbury consideration: consider the benefits of creating a campus. In a campus-like
 environment, students who need higher or lower level support than provided in one building
 can more easily switch buildings and be accommodated

One-transition configuration – Four K-8s along with 9-12 High School (or four K-7s with 8-12 High School) viable when enrollment approaches 4,500

Basis for Analysis

Enrollment Level/Building Available Capacity (from page 5 table)

	i	Enrollmen	t	Current	Ava	ailable Ca	oacity
School	2020	@4500	<u>@4200</u>	Building	2020	@4500	@4200
Building	Actual	Future Stu	dent Levels	Capacity	Actual	Future Stu	dent Levels
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	9 0
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870
Woodbury	802	747	697	981	179	234	284
Middle School	740	689	643	946	206	257	303
5-8 Total	1542	1436	1340	1927	385	491	587
K-8 Total	3208	2988	2789	4246	1038	1258	1457
		•					
High School	1623	1512	1411	<u>1941</u>	318	429	530
District Total	4831	4500	4200	6187	1356	1687	1987

Option 8: Create four K-8s with 9-12 High School (or four K-7s with 8-12 High School) — so only one student/school transition from K through 12

	<u>Enrollment</u>			Current	Avail	able Cap	acity
School	2020	@4500	@4200	Building	2020	@4500	@4200
Building	Actual	Future Stu	dent Levels	Capacity	Actual	Future Stu	ident Levels
4 K-8s + 9-12 HS							
Woodbury				981			
Middle School				946			
Mercer				565			
Lomond				521			
K-8 Total	3208	2988	2789	3013 *	(195)	25	224
4 K-7s + 8-12 HS							
If add 8th to HS	-370	-344	-321				
K-7 Total	. 2838	2644	2468	. 3013	175	369	545
0 12 HC To4al	+370	+344	+321	1041	(50)	0.5	•••
8-12 HS Total	.1993	1856	1732	1941	(52)	85	209

^{*} Total current K-7/8 capacity less three smaller K-4s – Boulevard, Fernway, Onaway [4,246 less (384 + 339 + 510) = 3013]. Lomond could be exchanged with Onaway as capacities similar – difference of 11 students (521 versus 510)

- One-transition options require minimal number of district buildings, the largest five: Woodbury, Middle School, Mercer and Lomond being K-7/8 and SHHS
- Potential then to close/repurpose three smaller K-4's Boulevard, Fernway, and Onaway
- Adding 8th grade to create 8-12 high school will be a viable option soon (52 short at 2020 actual)
- One-transition options: 4 K-8s + 9-12 HS or 4 K-7s + 8-12 HS not viable at 2020 actual, but becomes viable as district approaches 4,500 enrollment level
- Sizes of selected four K-7/8 buildings vary significantly ranging from 521 to 981 students
- Converting four selected schools to K-7s or K-8s may require significant capital expenditures
- Potential consideration: If utilize any one of three smaller buildings for districtwide Kindergarten and another for Universal Preschool, 1-7/8 options viable now

Option 9: Districtwide K-12 reconfiguration with five K-5s, Woodbury 6-7 and High School 8-12 – Middle School building available

Option 2: Move 5th grade from Woodbury to create five K-5 buildings Available capacity at adjusted K-5s leaving 6th grade at Woodbury

			Enrollment		Current	Availa	able Capa	acity
Grades K-5	2	2020	@4500	@4200	Building	2020 (<u>a</u> 4500 (@4200
	Α	ctual	Future Stude	Future Student Levels		Actual Future Student Levels		
Boulevard	+81	419	391	365	384	(35)	(7)	19
Fernway	+69	355	331	309	339	(16)	8	30
Lomond	+92	475	443	413	521	46	78	108
Mercer	+79	408	380	355	565	157	185	210
Onaway	+80	410	381	356	510	100	129	154
K-5 Total	+401	2067	+374 1926	+349 1798	2319	252	393	521

Option 7: Consolidate grades 6-7 into Woodbury or Middle School

With 5th grade moved to K-4s

Grades 6-8		Enrollment		Current	Ava	ilable Car	acity
	2020 @4500 @4200		Building			@4200	
	Actual	Future Stu	dent Levels	Capacity	Actual	Future Stu	dent Levels
Woodbury (6th)	401	373	348	981	580	608	633
Middle School	740	689	643	<u>946</u>	206	257	303
6-8 Total	-401 1141	-374 1062	-349 991	1927	786	865	936
<u>Grades 6-8 @</u>							
Woodbury	1141	1062	991	981	(160)	(81)	(10)
Middle School	1141	1062	991	946	(195)	(116)	(45)
Grades 6-7 @							
Woodbury	771	718	670	981	210	263	311

Option 8: Move 8th grade to create 8-12 high school Focusing only on the high school portion of this option

Grades 8-12		Enrollmer	nt	Current	Available Capacity			
or 9-12	2020 @4500 @4200			Building	2020 (v4500	@4200	
High School	Actual	Future Str	ident Levels	Capacity	Actual	udent Levels		
Add 8th to HS	+370	+344	+321					
8-12 HS Total	1993	1856	1732	1941	(52)	85	209	
		•						
Keep 9-12 HS	1623	1512	1411	1941	318	429	530	

Revised Configuration combining Options 2, 7 and 8 (above)

		Enrollment		Current	Availa	ıble Capaci	ty
Actions	2020	@4500	@4200	Building	2020	@4500	<u>@4200</u>
	Actual	Future	Student Levels	Capacity	Actual	Future S	tudent Levels
Add 5 th to K-4s	+401	+374	+349				
K-5 Total	2067	1926	1798	2319	252	393	521
Woodbury	771	710	670	001	210	262	211
Grades 6-7	771	718	670	981	210	263	311
Add 8th to HS	+370	+344	+321				
8-12 HS Total	<u>1993</u>	1856	1732	<u>1941</u>	(52)	85	209
D - 1 T / 1	4021	4500	4200	-946	410	7.41	1041
Revised Total	4831	4500	4200	5241	410	741	1041
Current Total	4831	4500	4200	6187	1356	1687	1987

Option 9 con't: Districtwide Opportunity – K-12 reconfiguration with 5 K-5s, Woodbury 6-7, and High School 8-12 viable soon – Middle School available

Revised Configuration from Options 2, 7 and 8 (from previous page)

_		Enrollmen	t	Current	Avai	lable Capa	city
Actions	2020	@4500	@4200	Building	2020	@4500 ⁻	@4200
	Actual	Future Stu	ident Levels	Capacity	Actual	Future Stu	dent Levels
Add 5th to K-4s	+401	+374	+349				
K-5 Total	2067	1926	1798	2319	252	393	521
Woodbury	771	710	670	001	210	262	211
Grades 6-7 Total	771	718	670	981	210	263	311
Add 8th to HS	+370	+344	+321	1041	(53)	0.5	200
8-12 HS Total	1993	1856	1732	<u>1941</u>	<u>(52)</u>	85	209
				-946_			
Revised Total	4831	4500	4200	5241	410	741	1041
Current Total	4831	4500	4200	6187	1356	1687	1987

- Related to the revised configuration
 - O District capacity reduced by 946, from 6,187 to 5,241 students if Middle School repurposed/closed/sold
 - Capacity will be available soon to implement the three actions involved in this configuration as only the high school lacks capacity (52 students) at current 2020 enrollment level
 - o If reconfiguration were implemented at future enrollment levels, high school retains some available capacity (85 students @4,500 / 209 students @4,200) increasing as/if enrollment continues to decline
 - Remaining available capacity better balanced across the remaining seven school buildings
 - O Variation of this option: Add Universal Preschool to selected K-5s (see Option 5)
 - Adding 5th grade in addition to 75% of one year of Universal Preschool currently viable; adding a second year, also at 75% not viable until after reach 4,500 enrollment level
 - Adding 5th grade in addition to 100% of two years of Universal Preschool not viable until after district reaches 4,200 enrollment level

Option 10: Districtwide K-12 reconfiguration with five 1-6s (or 1-5s), Woodbury 7-8 (or 6-8) and High School 9-12 — Middle School shared with the city as a Community Center and centralized Kindergarten / Universal Preschool building viable at 4,500 enrollment level

Basis for Analysis

K-4 Enrollment Level/Building Available Capacity (from page 5 table)

	<u>Enrollment</u>			Current	Avai	lable Cap	acity
School	2020	@4500	@4200	Building	2020	@4500	@4200
Building	Actual	Future Stud	ent Levels	Capacity	Actual	Future Stude	ent Levels
Boulevard	338	315	294	384	46	69	90
Fernway	286	267	249	339	53	72	90
Lomond	383	357	333	521	138	164	188
Mercer	329	306	286	565	236	259	279
Onaway	330	307	287	510	180	203	223
K-4 Total	1666	1552	1449	2319	653	767	870

Option 3: Move both 5th & 6th grades from Woodbury to create five K-6s

Available capacity at adjusted K-6s leaving neither grade at Woodbury

	Enrollment			Current	Availa	ble Capa	icity
School	. 2020	@4500	@4200	Building	2020 (6	v4500	@4200
Building	Adjusted Actual	Future St	tudent Levels	Capacity	Adjusted Actual	Future S	Student Levels
Boulevard	+162 500	467	435	384	(116)	(83)	(51)
Fernway	+138 424	395	369	339	(85)	(56)	(30)
Lomond	+184 567	529	493	521	(46)	(8)	28
Mercer	+158 487	453	424	565	78	112	141
Onaway	+160 490	455	425	510	20	55	85
K-6 Total	+802 2468 +7	47 2299	+697 2146	2319	(149)	20	173

Option 3 Modified: Relocate 5th and 6th grades and centralize Kindergarten to create five 1-6 elementary schools

Available capacity at adjusted 1-6s adding 5th and 6th from Woodbury and removing Kindergarten

		Enrollment	,	Current	Avai	lable Capa	ncity
School	2020	@4500	@4200	Building	2020	@4500	@4200
Building	Adjusted Actua	al Future S	tudent Levels	Capacity	Adjusted Actual	Future S	tudent Levels
Boulevard	-68 432	403	375	384	(48)	(19)	9
Fernway	-57 367	342	319	339	(28)	(3)	20
Lomond	-76 491	457	427	521	30	64	94
Mercer	-66 421	392	366	565	144	173	199
Onaway	<u>-66 424</u>	395	369	510	86	115	141
1-6 Total	-333 2135	-310 1989	-290 1856	2319	184	330	463

- As shown in Option 2, space is currently available to relocate only 5th grade to the lower elementary schools with Kindergarten centralized in another building
- Removing Kindergarten after adding 5th and 6th grades to the five lower elementary schools viable at 4,500 enrollment level with adjustments necessary for Boulevard (19) and Fernway (3 students over capacity)
- Should the district realign school boundaries to more equally balance individual school enrollment with school capacity, this option, adding both 5th and 6th grades, becomes viable at current enrollment levels

Option 10 con't: Districtwide Opportunity – Middle School availability could provide the district and the city with Universal Preschool opportunities to attract younger families to stabilize/reverse enrollment decline

	1	Enrollment_		Current	Av	ailable Cap	oacity
Actions	2020	@4500	@4200	Building	2020	@4500	@4200
	Actual	Future Stu	ident Levels	Capacity	Actual	Future St	udent Levels
Centralized K + Universal Preschool	333+	310+	290+	Excluded			
Add 5 th and 6 th to 1-4s after K removed	+802 -333	+747 -310	+697 -290				
1-6 Total	2135	1989	1856	2319	184	330	463
Woodbury 7-8	740	689	643	981	241	292	338
HS 9-12	1623	1512	1411	1941	318	429	530
D 1 1 T 1	4021	4500	4200	-946	7.40	1071	1221
Revised Total	4831	4500	4200	5241	743	1051	1331
Current Total	4831	4500	4200	6187	1356	1687	1987

Observations:

• Related to the revised configuration

- District capacity reduced by 946 students if Middle School removed, some of this space required for consolidated Kindergarten + Universal Preschool (depending on ages and coverage percentage selected – est. 2 years UnivPre + Kindergarten <900 children)
- o Available district capacity better balanced across remaining seven buildings
- o Options / flexibility to reduce the size of some classes still available

Related to options for the Middle School building

- Potential opportunity for the school district and the city to brainstorm a partnership to utilize the 133,400 square foot building for mutual benefit
- One brainstorming option: A Community Center serving both the city and the school district as a collaborative asset that could differentiate Shaker Heights as a place to live and raise a family
- <u>Key question to voters</u>: "Would you be willing to pay higher local taxes if your family/ neighbors had opportunities to participate in activities such as those listed below?"
- Key question to Administration / BOE: "How does this/other options fit our community if we look at each through an equity lens?"

Potential school-related activities

- Expand the district's current early childhood program for 3-5 year old's on a far larger scale than the current sold-out program at Onaway
- Centralize Kindergarten and Universal Preschool for SHCSD families
 - o Continue to emphasize the IB child-centered curriculum
 - Demonstrate the district's and the city's commitment to equity
 - o Reap educational benefits by starting earlier greater school readiness to reduce likelihood/magnitude of social/emotional and academic gaps
 - Universal Preschool not operating on a school schedule could provide time/date flexibility advantages for parents
- Parent Resource Center / Vocational Center focusing on childcare

Potential city-related activities

- Fitness/athletic center with gym/pool/track
- Performance arts center with contractual performance space
- Community gardens
- Community makerspace for families/children to create/develop skills
- Space for local artists/visual arts exhibition area
- Rental space for local organizations/meetings/special occasions
- Tutoring Center in collaboration with the library
- Opportunities for elderly activities
- Other city/school activities which could be relocated/brought in-house

Summary of Buildings Available Under Configuration Options

	Configuration/Role Options	B F L M O		Middle	High
	Current grade levels	Boulevard Fernway Lomond Mercer Onaway K-4s	Woodbury 5-6	School 7-8	<u>School</u> <u>9-12</u>
1	Close / repurpose one or more of the five K-4s	Could close any one of the five or B and F if close two	No change	No change	No change
2	Move 5 th grade from Woodbury to create five K-5 buildings	Add 5 th grade to each K-4 school viable soon	Only 6 th or 6, 7, 8 @<4,500 or close close	No change or 6, 7, 8 @<4,500 or close one	
3	Move both 5 th & 6 th grades from Woodbury to create five K-6s	Add 5 th and 6 th grades to each K-4 viable @4,500 with realigned school boundaries	Could become 7-8 or close <u>close</u>	No change or close	
4	Move 5 th Grade and add Universal Preschool to existing K-4s	Add 5 th grade to all and one year Universal Preschool @75% to larger buildings viable soon	Only 6 th or 6, 7, 8 @4,200 or close close	No change or 6, 7, 8 @4,200 or close one	cc
5	Add one or two years of Universal Preschool into existing K-4 / K-5 buildings	Add Universal Preschool across selective K-4s viable now. Also adding 5 th viable @4,200	No change	No change	
6	Dedicate one K-4 as a district-wide Kindergarten and/or Universal Preschool	Any could house centralized Kindergarten or one year of Universal Preschool @100%. None large enough to house both or two years of UnivPre @100%, @75% viable soon using one of three larger buildings L M O	66	66	"
7	Consolidate grades 6-8 (or 5-7) into one Building: Woodbury or Middle School	Add 5 th grade to each K-4 (or add 8 th grade to the High School)	6-8 (or 5-7) @<4,500 or close 	6-8 (or 5-7) @<4,500 or close one	8 th grade added
8	Create four K-8s with 9-12 high school (or four K-7s with 8-12 HS) (one student/school transition)	Could close three smaller K-4s, B, F, and O, use L and M as K-7s - Viable @4,500 if K-8s	3 rd K-7/ K-8 @4,500	4 th K-7/ K-8 @4,500	8-12 @4,500
9	Districtwide K-12 reconfiguration with five K-5s, Woodbury 6-7 and High School 8-12	Add 5 th grade to each K-4, move Preschool from Onaway	6 th and 7 th	Could close	8-12 @4,500
0	Districtwide K-12 reconfiguration with five 1-6s, Woodbury 7-8, HS 9-12 with MS shared with city as a Community Center and Kindergarten/Universal Preschool	Add 5 th and 6 th grades, remove Kindergarten from five elementary schools to create 1-6s	7 th and 8 th	Share/ repurpose	No change

<u>Appendix B</u>

- Financial Projections for different Levy Scenarios
 - Scenarios #1, 2, 3, 4, 5, 6, 7 & 8
 - Plus Scenarios #3a, 4a, 7a & 8a

	D D	AB	AC	AD	AE	AF	AG	AH	Al	A.J	AK	AL	AM AN	AO
1103	Levy Scenario #1													
1104	2019 0001101110 1111	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1105	5	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106	8		-											
	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$101,989,964	\$100,521,864	\$100,767,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364		
1108														
1109			Calendar			Calendar			Calendar			Calendar		
1110	Levy in Calendar Year		2021			2024			2027			2030		
1111	, ,		6.9			6.9			6.9			6.9		
1112				\$2,926,000	\$5,852,000	\$5,852,000	\$5,852,000	\$5,852,000	\$5,852,000	\$5,852,000	\$5,852,000	\$5,852,000	\$49,742,000	
1113				\$0	\$0	\$0	\$3,051,000	\$6,102,000	\$6,102,000	\$6,102,000	\$6,102,000	\$6,102,000	\$33,561,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$3,209,000	\$6,418,000	\$6,418,000	\$16,045,000	
1115				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116		*** *********	*** ***	*********	A10= 100 F::	**************************************	*****	****	****	A	****	****	\$99,348,000	
1117		\$101,001,636	\$98,802,749	\$101,432,464	\$107,188,564	\$107,841,964	\$109,424,864	\$112,721,864	\$112,362,664	\$115,745,064	\$118,929,614	\$118,997,364		
1118		3.5%	-2.2%	2.7%	5.7%	0.6%	1.5%	3.0%	-0.3%	3.0%	2.8%	0.1%	+	
1119		97.700.277	103.189.064	106.230.775	110.019.725	114.161.575	117.958.908	122.312.516	127.187.696	131.584.866	136.009.384	140.833.341	+	
1120		97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341	+	
1122		97.700.277	103.189.064	106.230.775	110.019.725	114.161.575	117.958.908	122.312.516	127.187.696	131.584.866	136.009.384	140.833.341		
1123		0.5%	5.6%	2.9%	3.6%	3.8%	3.3%	3.7%	4.0%	3.5%	3.4%	3.5%		
1124		0.070	0.070	2.070	0.070	0.070	0.070	0.1 70	1.070	0.070	0.170	0.070		
1125	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(4,798,311)	(2,831,161)	(6,319,611)	(8,534,044)	(9,590,652)	(14,825,032)	(15,839,802)	(17,079,770)	(21,835,977)		
1126		, ,	, , , ,	, , , ,	, , , ,	```	.,,,,	,,,,,	, , , ,	, , , ,	, , , ,	, , , ,		
1127		56,515,915	59,817,274	55,430,959	50,632,648	47,801,487	41,481,876	32,947,832	23,357,180	8,532,148	(7,307,654)	(24,387,424)		
	Ending Cash Balance	59,817,274	55,430,959	50,632,648	47,801,487	41,481,876	32,947,832	23,357,180	8,532,148	(7,307,654)	(24,387,424)	(46,223,401)		
1129														
1130		4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131	3	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132		54,476,580	50,090,265	45,291,954	42,460,793	36,141,182	27,607,138	18,016,486	3,191,454	(12,648,348)	(29,728,118)	(51,564,095)		
1133		0	0	0	0	0	0	0	0	0	0	0		
1134		55.8%	48.5%	42.6%	38.6%	31.7%	23.4%	14.7%	2.5%	-9.6%	-21.9%	-36.6%		
1135														
1136					*-				*-	4				
1137			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138			\$50,000,005	£40,005,05.4	#00 C00 700	PO4 544 400	£4.074.400	(047, 470, 54.4)	(044.040.540)	(\$75.050.040)	(0440 704 440)	(\$450.040.005)	+	
1139			\$50,090,265 48.5%	\$42,365,954 39.9%	\$33,682,793 30.6%	\$21,511,182 18.8%	\$4,074,138 3.5%	(\$17,470,514) -14.3%	(\$44,249,546) -34.8%	(\$75,252,348) -57.2%	(\$110,704,118) -81.4%	(\$150,912,095) -107.2%	+	
1171			40.5%	39.9%	30.6%	10.8%	3.5%	-14.3%	-34.8%	-31.2%	-01.4%	-107.2%		
1172														
	FUND BALANCE:												Total Levy Proc	
1173			\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	Ť
1175			\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
1176	0.0 0.00.0 ., -0.0 ., -0.0 .		\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	ψ-το,202,000
1177	0.0 0.0 0.0		\$50,090,265	\$42,365,954	\$38.093.793	\$34,744,182	\$26,129,138	\$18.063.486	\$9,420,454	(\$3,446,348)	(\$15.926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
1178			\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	ţ::,:02,000
1179			\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180									,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
							-				-		•	

	D	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL AN	M AN	AO
1103	Levy Scenario #2													
1104		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	+	
1105		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	+	
1106													1	
1107	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$101,989,964	\$100,521,864	\$100,767,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364	+	
1108							. , ,	. , ,					1	
1109	Proposed Operating Levy Revenue:		Calendar			Calendar			Calendar			Calendar		
1110	Levy in Calendar Year		2021			2024			2027			2030		
1111	Levy Millage	1	9.9			9.9			9.9			9.9		
1112	1st Proposed Levy Est. Rev.			\$4,199,000	\$8,398,000	\$8,398,000	\$8,398,000	\$8,398,000	\$8,398,000	\$8,398,000	\$8,398,000	\$8,398,000	\$71,383,000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$4,377,000	\$8,754,000	\$8,754,000	\$8,754,000	\$8,754,000	\$8,754,000	\$48,147,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$4,604,000	\$9,208,000	\$9,208,000	\$23,020,000	
1115	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116													\$142,550,000	
		\$101,001,636	\$98,802,749	\$102,705,464	\$109,734,564	\$110,387,964	\$113,296,864	\$117,919,864	\$117,560,664	\$122,338,064	\$126,917,614	\$126,985,364		
1118	Growth Rate-Revenues	3.5%	-2.2%	4.0%	6.8%	0.6%	2.6%	4.1%	-0.3%	4.1%	3.7%	0.1%		
1119														
1120	Total Expend. b/4 unidentified reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
	Total unidentified reductions	0	0	0	0	0	0	0	0	0	0	0		
	Total Expenditures, net of reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
1123 1124	Growth Rate-Expenditures, net of reductions	0.5%	5.6%	2.9%	3.6%	3.8%	3.3%	3.7%	4.0%	3.5%	3.4%	3.5%	 	
	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(3,525,311)	(285,161)	(3,773,611)	(4,662,044)	(4,392,652)	(9,627,032)	(9,246,802)	(9,091,770)	(13,847,977)		
1125	Excess of Rev.Over/(Offder) Experia.	3,301,359	(4,300,313)	(3,525,311)	(205,101)	(3,773,011)	(4,002,044)	(4,392,032)	(9,021,032)	(9,246,602)	(9,091,770)	(13,047,977)	+	
	Beginning Cash Balance	56,515,915	59.817.274	55,430,959	51,905,648	51.620.487	47,846,876	43,184,832	38.792.180	29,165,148	19.918.346	10.826.576	+	
	Ending Cash Balance	59.817.274	55,430,959	51.905.648	51.620.487	47.846.876	43.184.832	38.792.180	29.165.148	19.918.346	10.826.576	(3.021.401)	+	
1129						,,	,,	,,		10,010,010	,,	(0,021,101)	+	
1130	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	1	
1131	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132	Unencumbered Fund Balance	54,476,580	50,090,265	46,564,954	46,279,793	42,506,182	37,844,138	33,451,486	23,824,454	14,577,652	5,485,882	(8,362,095)		
1133	ſ	0	0	0	0	0	0	0	0	0	0	0	+	
1134	Fund Balance as % of Expend. as of	55.8%	48.5%	43.8%	42.1%	37.2%	32.1%	27.3%	18.7%	11.1%	4.0%	-5.9%	+	
1135	Fund Balance as % of Expend. as of			i		i			i		Ī			
1136	·												+	
1137	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	1	
1138		Ī		i			Ī		i				1	
	Fund Balance w/out any new Levy \$'s		\$50,090,265	\$42,365,954	\$33,682,793	\$21,511,182	\$4,074,138	(\$17,470,514)	(\$44,249,546)	(\$75,252,348)	(\$110,704,118)	(\$150,912,095)		
	FdBal w/o any Levy\$'s as % of Total Exp.		48.5%	39.9%	30.6%	18.8%	3.5%	-14.3%	-34.8%	-57.2%	-81.4%	-107.2%		
1171										1				
1172	Levy Scenario Summary													
	FUND BALANCE:												Total Levy Proc.	<u>.</u>
	6.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	
	9.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
	6.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	
	9.9 mills ea: 2022, 2025, 2028,	ļ	\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
	6.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	
1179	9.9 mills ea: 2023, 2026, 2029,	ı	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21.612.348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180										11 12 12 17				

П	D	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL AN	AN	AO
1103	Levy Scenario #3													
1104		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1105		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106														
1107	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$101,989,964	\$100,521,864	\$100,767,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364		
1108	•													
1109	Proposed Operating Levy Revenue:			Calendar			Calendar			Calendar				
1110	Levy in Calendar Year			2022			2025			2028				
1111	Levy Millage			6.9			6.9			6.9				
1112	1st Proposed Levy Est. Rev.			\$0	\$3,074,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$46,110,000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$3,246,000	\$6,492,000	\$6,492,000	\$6,492,000	\$6,492,000	\$29,214,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,370,000	\$6,740,000	\$10,110,000	
1115	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116													\$85,434,000	
	Total Revenues with proposed levies	\$101,001,636	\$98,802,749	\$98,506,464	\$104,410,564	\$108,137,964	\$106,669,864	\$110,161,864	\$113,048,664	\$113,222,064	\$116,567,614	\$120,005,364		
1118	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	6.0%	3.6%	-1.4%	3.3%	2.6%	0.2%	3.0%	2.9%		
1119														
1120	Total Expend. b/4 unidentified reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341	-	
	Total unidentified reductions	0	0	0	0	0	0	0	0	0	0	0		
	Total Expenditures, net of reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
1123 1124	Growth Rate-Expenditures, net of reductions	0.5%	5.6%	2.9%	3.6%	3.8%	3.3%	3.7%	4.0%	3.5%	3.4%	3.5%		
	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(7,724,311)	(5,609,161)	(6,023,611)	(11,289,044)	(12,150,652)	(14,139,032)	(18,362,802)	(19,441,770)	(20,827,977)		
1126	Excess of Rev.Over/(Onder) Expend.	3,301,359	(4,300,313)	(1,124,311)	(5,609,161)	(0,023,011)	(11,209,044)	(12,150,652)	(14,139,032)	(10,302,002)	(19,441,770)	(20,021,911)		
	Beginning Cash Balance	56,515,915	59.817.274	55,430,959	47.706.648	42.097.487	36,073,876	24,784,832	12.634.180	(1,504,852)	(19,867,654)	(39.309.424)		
	Ending Cash Balance	59.817.274	55,430,959	47.706.648	42.097.487	36.073.876	24.784.832	12.634.180	(1,504,852)	(19.867.654)	(39,309,424)	(60.137.401)		
1129		,	22,122,222	,,	,,	22,212,212	,,	12,000,000	(1,001,000)	(10,001,001,	(==,===,==,	(00,101,101)		
1130	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132	Unencumbered Fund Balance	54,476,580	50,090,265	42,365,954	36,756,793	30,733,182	19,444,138	7,293,486	(6,845,546)	(25,208,348)	(44,650,118)	(65,478,095)		
1133		0	0	0	0	0	0	0	0	0	0	0		
1134	Fund Balance as % of Expend. as of	55.8%	48.5%	39.9%	33.4%	26.9%	16.5%	6.0%	-5.4%	-19.2%	-32.8%	-46.5%		
1135	Fund Balance as % of Expend. as of													
1136	•													
1137	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138	·													
	Fund Balance w/out any new Levy \$'s		\$50,090,265	\$42,365,954	\$33,682,793	\$21,511,182	\$4,074,138	(\$17,470,514)	(\$44,249,546)	(\$75,252,348)	(\$110,704,118)	(\$150,912,095)		
	FdBal w/o any Levy\$'s as % of Total Exp.		48.5%	39.9%	30.6%	18.8%	3.5%	-14.3%	-34.8%	-57.2%	-81.4%	-107.2%		
1171														
1172	Levy Scenario Summary													
1173	FUND BALANCE:						İ						Total Levy Proc	<u>.</u>
	6.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	
	9.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
	6.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	
	9.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
1179	6.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	
									(\$8,745,546)		(\$38.928.118)		\$94,743,000	\$28,710,000
	9.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$20,710,000

D	AB	AC	AD	AE	AF	AG	AH	Al	A.J	AK	AL A	AN AN	AO
1103 Levy Scenario #4	/\B	A.C	7.6	7.L	7 (1	, ie	741	7.0	710	741	712 711	7.14	7.0
1104	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1105	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106										2020	2000		
1107 Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$101,989,964	\$100,521,864	\$100,767,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364		
1108													
1109 Proposed Operating Levy Revenue:			Calendar			Calendar			Calendar				
1110 Levy in Calendar Year			2022			2025			2028				
1111 Levy Millage			9.9			9.9			9.9				
1112 1st Proposed Levy Est. Rev.			\$0	\$4,411,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$66,165,000	
1113 2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$4,657,000	\$9,314,000	\$9,314,000	\$9,314,000	\$9,314,000	\$41,913,000	
1114 3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,836,000	\$9,672,000	\$14,508,000	
1115 4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116												\$122,586,000	
1117 Total Revenues with proposed levies	\$101,001,636	\$98,802,749	\$98,506,464	\$105,747,564	\$110,811,964	\$109,343,864	\$114,246,864	\$118,544,664	\$118,718,064	\$123,529,614	\$128,433,364		
1118 Growth Rate-Revenues	3.5%	-2.2%	-0.3%	7.4%	4.8%	-1.3%	4.5%	3.8%	0.1%	4.1%	4.0%		
1119	07 700 077	102 100 004	106 220 775	110 010 705	111 161 575	117.958.908	122.312.516	107 107 000	121 504 000	126 000 204	140.833.341		
1120 Total Expend. b/4 unidentified reductions 1121 Total unidentified reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575 0	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
1122 Total Expenditures, net of reductions	97.700.277	103.189.064	106.230.775	110.019.725	114.161.575	117.958.908	122.312.516	127.187.696	131.584.866	136.009.384	140.833.341		
1123 Growth Rate-Expenditures, net of reductions	0.5%	5.6%	2.9%	3.6%	3.8%	3.3%	3.7%	4.0%	3.5%	3.4%	3.5%		
1124	0.576	3.076	2.576	3.0 /6	3.076	3.376	3.7 /6	4.076	3.376	3.476	3.376		
1125 Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(7,724,311)	(4,272,161)	(3,349,611)	(8,615,044)	(8,065,652)	(8,643,032)	(12,866,802)	(12,479,770)	(12,399,977)		
1126		(1,000,010)	(,,,_,,,,,,,	(1,212,101)	(0,010,011)	(=,=:=,=::,	(0,000,000_)	(0,010,000)	(,,,	(12,110,110,	(12,000,011)		
1127 Beginning Cash Balance	56,515,915	59,817,274	55,430,959	47,706,648	43,434,487	40,084,876	31,469,832	23,404,180	14,761,148	1,894,346	(10,585,424)		
1128 Ending Cash Balance	59,817,274	55,430,959	47,706,648	43,434,487	40,084,876	31,469,832	23,404,180	14,761,148	1,894,346	(10,585,424)	(22,985,401)		
1129													
1130 Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131 Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132 Unencumbered Fund Balance	54,476,580	50,090,265	42,365,954	38,093,793	34,744,182	26,129,138	18,063,486	9,420,454	(3,446,348)	(15,926,118)	(28,326,095)		
1133	0	0	0	0	0	0	0	0	0	0	0		
1134 Fund Balance as % of Expend. as of	55.8%	48.5%	39.9%	34.6%	30.4%	22.2%	14.8%	7.4%	-2.6%	-11.7%	-20.1%		
1135 Fund Balance as % of Expend. as of	,												
1136													
1137 \$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138		\$50,000,005	£40,005,054	\$20,000,700	CO4 544 400	£4.074.400	(047, 470, 54.4)	(£44.040.540)	(AZE 050 040)	(0440 704 440)	(\$450.040.005)	1	
1139 Fund Balance w/out any new Levy \$'s 1140 FdBal w/o any Levy\$'s as % of Total Exp.		\$50,090,265 48.5%	\$42,365,954 39.9%	\$33,682,793 30.6%	\$21,511,182 18.8%	\$4,074,138 3.5%	(\$17,470,514) -14.3%	(\$44,249,546) -34.8%	(\$75,252,348) -57,2%	(\$110,704,118) -81.4%	(\$150,912,095) -107.2%		
1171		40.5%	39.9%	30.6%	10.8%	3.5%	-14.3%	-34.8%	-31.2%	-01.4%	-101.2%		
1172 Levy Scenario Summary													
												Tatal Laure Book	
1173 FUND BALANCE: 1174 6.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	Total Levy Proc \$99,348,000	<u>-</u>
1174 6.9 mills ea: 2021, 2024, 2027, 2030 1175 9.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265 \$50,090,265	\$45,291,954 \$46,564,954	\$42,460,793 \$46,279,793	\$36,141,182 \$42,506,182	\$27,607,138 \$37,844,138	\$18,016,486 \$33,451,486	\$3,191,454 \$23,824,454	(\$12,648,348) \$14,577,652	(\$29,728,118) \$5,485,882	(\$51,564,095)	\$99,348,000	\$43,202,000
1175 9.9 mills ea: 2021, 2024, 2027, 2030 1176 6.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$40,564,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	φ43,202,000
1177 9.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26.129.138	\$18.063.486	\$9,420,454	(\$3.446.348)	(\$15.926.118)	(\$28.326.095)	\$122.586.000	\$37.152.000
1178 6.9 mills ea: 2023, 2026, 2029.		\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13.287.138	(\$2,115,514)	(\$19,503,546)	(\$37.866.348)	(\$60,678,118)	(\$84.879.095)	\$66.033.000	\$51,102,000
1179 9.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180				122122 1 22		. , . , . ,		(1.1/ -//	(1 /1 /2 /3)	(1.272 27.39)	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	/ / / //	, . , ,
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	D	AB	AC	AD	AE	AF	AG	AH	Al	A.J	AK	AL A	AN AN	AO
1102	Levy Scenario #5	AD	AC	AD	AL	А	AG	All	Al	7.0	AIX	AL M	AIN	AO
1103	Levy Ocenano #5	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1104		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106		1010	LULI	LULL	2020	202-7	<u> </u>	2020	LULI	1010	2023	2000		
	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$101,989,964	\$100,521,864	\$100,767,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364		
1108	•		. ,	. ,	. , ,	. , ,	. ,		. , ,					
1109	Proposed Operating Levy Revenue:				Calendar			Calendar			Calendar			
1110	Levy in Calendar Year				2023			2026			2029			
1111	Levy Millage				6.9			6.9			6.9			
1112	1st Proposed Levy Est. Rev.			\$0	\$0	\$3,071,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$39,923,000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$3,249,000	\$6,498,000	\$6,498,000	\$6,498,000	\$22,743,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,367,000	\$3,367,000	
1115	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116													\$66,033,000	
	Total Revenues with proposed levies	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$105,060,964	\$106,663,864	\$106,909,864	\$109,799,664	\$113,222,064	\$113,197,614	\$116,632,364		
1118	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	3.7%	1.5%	0.2%	2.7%	3.1%	0.0%	3.0%		
1119	Table and the street and st	07 700 6	100 100 60 :	100 000	110 010 707	4444045==	117.050.000	100 010 510	107.107.655	101 501 500	100 000 001	1.10.000.077		
1120 1121	Total Expend. b/4 unidentified reductions Total unidentified reductions	97,700,277	103,189,064	106,230,775 0	110,019,725	114,161,575 0	117,958,908	122,312,516 0	127,187,696	131,584,866	136,009,384	140,833,341		
	Total Expenditures, net of reductions	97.700.277	103.189.064	106.230.775	110.019.725	114.161.575	117.958.908	122.312.516	127.187.696	131.584.866	136.009.384	140.833.341		
1122	Growth Rate-Expenditures, net of reductions	97,700,277	103,189,064	2.9%	3.6%	3.8%	3.3%	3.7%	127,187,696	3.5%	3.4%	3.5%		
1123	Growth Rate-Expenditures, het of reductions	0.5%	5.0%	2.9%	3.0%	3.8%	3.3%	3.1%	4.0%	3.5%	3.4%	3.5%		
	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(7,724,311)	(8,683,161)	(9,100,611)	(11,295,044)	(15,402,652)	(17,388,032)	(18,362,802)	(22,811,770)	(24,200,977)		
1126	Exocos of Reviove/(Officer) Experia.	0,001,000	(4,000,010)	(1,124,011)	(0,000,101)	(5,100,511)	(11,230,044)	(10,402,002)	(17,000,002)	(10,002,002)	(22,011,110)	(24,200,511)		
	Beginning Cash Balance	56.515.915	59.817.274	55,430,959	47.706.648	39.023.487	29.922.876	18.627.832	3.225.180	(14.162.852)	(32,525,654)	(55,337,424)		
	Ending Cash Balance	59,817,274	55,430,959	47,706,648	39,023,487	29,922,876	18,627,832	3,225,180	(14,162,852)	(32,525,654)	(55,337,424)	(79,538,401)		
1129														
1130	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132	Unencumbered Fund Balance	54,476,580	50,090,265	42,365,954	33,682,793	24,582,182	13,287,138	(2,115,514)	(19,503,546)	(37,866,348)	(60,678,118)	(84,879,095)		
1133		0	0	0	0	0	0	0	0	0	0	0		
1134	Fund Balance as % of Expend. as of	55.8%	48.5%	39.9%	30.6%	21.5%	11.3%	-1.7%	-15.3%	-28.8%	-44.6%	-60.3%		
1135	Fund Balance as % of Expend. as of													
1136														
	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138														
	Fund Balance w/out any new Levy \$'s		\$50,090,265	\$42,365,954	\$33,682,793	\$21,511,182	\$4,074,138	(\$17,470,514)	(\$44,249,546)	(\$75,252,348)	(\$110,704,118)	(\$150,912,095)		
	FdBal w/o any Levy\$'s as % of Total Exp.		48.5%	39.9%	30.6%	18.8%	3.5%	-14.3%	-34.8%	-57.2%	-81.4%	-107.2%		
1171														
	Levy Scenario Summary													
	FUND BALANCE:												Total Levy Proc	<u>. </u>
	6.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	
	9.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
	6.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	
	9.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
	6.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	\$20.740.000
11/9	9.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180		1	J	1		I		1	1		J	l		

	D I	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL AN	AN	AO
1103	Levy Scenario #6													
1104	zery comane no	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1105		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106					2020					2020		2000		
	Base Projected Revenues	\$101.001.636	\$98.802.749	\$98.506.464	\$101.336.564	\$101.989.964	\$100.521.864	\$100.767.864	\$100,408,664	\$100.582.064	\$100.557.614	\$100.625.364		
1108	•	, , , , , , , , , , , , , , , , , , , ,	, , , ,	, , ,	, , , , , , , , ,	, , , , , , , , , , , , , , , , , , , ,	,,.	,,	, , , ,	,,,	,,	,,.		
1109	Proposed Operating Levy Revenue:				Calendar			Calendar			Calendar			
1110	Levy in Calendar Year				2023			2026			2029			
1111	Levy Millage				9.9			9.9			9.9			
1112	1st Proposed Levy Est. Rev.			\$0	\$0	\$4,406,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$57,278,000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$4,662,000	\$9,324,000	\$9,324,000	\$9,324,000	\$32,634,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,831,000	\$4,831,000	
1115	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116													\$94,743,000	
	Total Revenues with proposed levies	\$101,001,636	\$98,802,749	\$98,506,464	\$101,336,564	\$106,395,964	\$109,333,864	\$109,579,864	\$113,882,664	\$118,718,064	\$118,693,614	\$123,592,364		
1118	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	5.0%	2.8%	0.2%	3.9%	4.2%	0.0%	4.1%		
1119														
1120	Total Expend. b/4 unidentified reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
	Total unidentified reductions	0	0	0	0	0	0	0	0	0	0	0		
	Total Expenditures, net of reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341		
1123	Growth Rate-Expenditures, net of reductions	0.5%	5.6%	2.9%	3.6%	3.8%	3.3%	3.7%	4.0%	3.5%	3.4%	3.5%		
1124	Excess of Rev.Over/(Under) Expend.	3,301,359	(4.000.045)	(7.704.044)	(0,000,404)	(7,765,611)	(0.005.044)	(40.700.050)	(13,305,032)	(40.000.000)	(47.045.770)	(17,240,977)		
1125	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(7,724,311)	(8,683,161)	(7,765,611)	(8,625,044)	(12,732,652)	(13,305,032)	(12,866,802)	(17,315,770)	(17,240,977)		
	Beginning Cash Balance	56,515,915	59,817,274	55,430,959	47.706.648	39.023.487	31,257,876	22.632.832	9,900,180	(3,404,852)	(16.271.654)	(33,587,424)		
	Ending Cash Balance	59.817.274	55,430,959	47.706.648	39.023.487	31.257.876	22.632.832	9,900,180	(3,404,852)	(16.271.654)	(33,587,424)	(50.828.401)		
1129		,	22,122,222	,,	20,020,101	0.,_0.,0.0	,_,_,_	2,222,122	(0,101,002)	(10,211,001,	(00,000,000,000,000	(00,020,101)		
1130	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132	Unencumbered Fund Balance	54,476,580	50,090,265	42,365,954	33,682,793	25,917,182	17,292,138	4,559,486	(8,745,546)	(21,612,348)	(38,928,118)	(56,169,095)		
1133		0	0	0	0	0	0	0	0	0	0	0		
1134	Fund Balance as % of Expend. as of	55.8%	48.5%	39.9%	30.6%	22.7%	14.7%	3.7%	-6.9%	-16.4%	-28.6%	-39.9%		
1135	Fund Balance as % of Expend. as of													
1136														
1137	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138														
	Fund Balance w/out any new Levy \$'s		\$50,090,265	\$42,365,954	\$33,682,793	\$21,511,182	\$4,074,138	(\$17,470,514)	(\$44,249,546)	(\$75,252,348)	(\$110,704,118)	(\$150,912,095)		
	FdBal w/o any Levy\$'s as % of Total Exp.		48.5%	39.9%	30.6%	18.8%	3.5%	-14.3%	-34.8%	-57.2%	-81.4%	-107.2%		
1171														
1172	Levy Scenario Summary													
	FUND BALANCE:												Total Levy Proc	
	6.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	
	9.9 mills ea: 2021, 2024, 2027, 2030		\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
	6.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	
	9.9 mills ea: 2022, 2025, 2028,		\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
	6.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	
1179 1180	9.9 mills ea: 2023, 2026, 2029,		\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
													1	1

	D	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL A	M AN	AO
1103	Levy Scenario #7				·									
1104	2019 000110110 111	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1105		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1106		2020								2020				
1107	Base Projected Revenues	\$101,001,636	\$98,803,749	\$98,513,464	\$101,360,564	\$102,050,964	\$100,643,864	\$100,957,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364		
1108		* ***********************************	400,000,110	+ = = ,= . = , . = .	4 10 1,000,001	* ***********************************	* ***********************************	\$ 100,001,001	\$ 100,100,001	* 100,000,000	4 100,001,011	* ***********************************		
1109	Proposed Operating Levy Revenue:				Calendar			Calendar			Calendar			
1110	Levy in Calendar Year				2023			2026			2029			
1111	Levy Millage				6.9			6.9			6.9			
1112	1st Proposed Levy Est. Rev.	-		\$0	\$0	\$3,071,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$39.923.000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$3,249,000	\$6,498,000	\$6,498,000	\$6,498,000	\$22,743,000	
1114	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,367,000	\$3,367,000	
1115	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
1116					**	**	**	**		7-	**	**	\$66,033,000	
1117	Total Revenues with proposed levies	\$101,001,636	\$98,803,749	\$98,513,464	\$101,360,564	\$105.121.964	\$106.785.864	\$107.099.864	\$109.799.664	\$113,222,064	\$113.197.614	\$116.632.364		
1118	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	3.7%	1.6%	0.3%	2.5%	3.1%	0.0%	3.0%		
1119	****		,,		35,70	,0		.10,0	.0,0	,				
1120	Total Expend. b/4 unidentified reductions	97,700,277	102,963,064	105,311,775	108,363,725	111,688,419	114,667,207	118,151,070	122,114,998	125,553,321	128,970,413	132,738,334		
1121	Total unidentified reductions	0	0	0	0	0	0	0	0	0	0	0		
1122	Total Expenditures, net of reductions	97,700,277	102,963,064	105,311,775	108,363,725	111,688,419	114,667,207	118,151,070	122,114,998	125,553,321	128,970,413	132,738,334		
1123	Growth Rate-Expenditures, net of reductions	0.5%	5.4%	2.3%	2.9%	3.1%	2.7%	3.0%	3.4%	2.8%	2.7%	2.9%		
1124														
1125	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,159,315)	(6,798,311)	(7,003,161)	(6,566,455)	(7,881,343)	(11,051,206)	(12,315,334)	(12,331,257)	(15,772,799)	(16,105,970)		
1126														
1127	Beginning Cash Balance	56,515,915	59,817,274	55,657,959	48,859,648	41,856,487	35,290,032	27,408,689	16,357,483	4,042,149	(8,289,108)	(24,061,907)		
	Ending Cash Balance	59,817,274	55,657,959	48,859,648	41,856,487	35,290,032	27,408,689	16,357,483	4,042,149	(8,289,108)	(24,061,907)	(40,167,877)		
1129		1 007 004	4 007 004	1.007.004	4.007.004	1 007 001	4.007.004	1 007 001	1.007.004	4.007.004	4 007 004	1 007 004		
1130	Less Outstanding Encumbrances	4,987,624	4,987,624 353,070	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624 353.070	4,987,624	4,987,624	4,987,624 353.070		
1131	Less Budget Reserve	353,070		353,070	353,070	353,070	353,070	353,070		353,070	353,070			
1132	Unencumbered Fund Balance	54,476,580	50,317,265	43,518,954	36,515,793	29,949,338	22,067,995	11,016,789	(1,298,545)	(13,629,802)	(29,402,601)	(45,508,571)		
1133		0	0	0	0	0	0	0	0	0	0	0		
1134	Fund Balance as % of Expend. as of	55.8%	48.9%	41.3%	33.7%	26.8%	19.2%	9.3%	-1.1%	-10.9%	-22.8%	-34.3%		
	Fund Balance as % of Expend. as of													
1136														
	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1138				**************************************	****	***	010.051.65-	(0.1.000.5	(000 011 5 :-:	(0=1 01=0==	(0=0.100.6	(2111 = 11 = = :		
	Fund Balance w/out any new Levy \$'s		\$50,317,265	\$43,518,954	\$36,515,793	\$26,878,338	\$12,854,995	(\$4,338,211)	(\$26,044,545)	(\$51,015,802)	(\$79,428,601)	(\$111,541,571)		
1140 1171	FdBal w/o any Levy\$'s as % of Total Exp.		48.9%	41.3%	33.7%	24.1%	11.2%	-3.7%	-21.3%	-40.6%	-61.6%	-84.0%		
	1 0 : 0			+	+								+	
1172	Levy Scenario Summary													
1173	FUND BALANCE:												Total Levy Proc.	
1174	6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2%	Levy Scenario #1	\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	
1175	9.9 mills ea: 2021, 2024, 2027, 2030:CBA=2%	Levy Scenario #2	\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
1176	6.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #3	\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	
	9.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #4	\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
1178	6.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #5	\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	
1179	9.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #6	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180	6.9 mills ea: 2023, 2026, 2029; CBA=1%	Levy Scenario #7	\$50,317,265	\$43,518,954	\$36,515,793	\$29,949,338	\$22,067,995	\$11,016,789	(\$1,298,545)	(\$13,629,802)	(\$29,402,601)	(\$45,508,571)	\$66,033,000	****
	9.9 mills ea: 2023, 2026, 2029; CBA=1%	Levy Scenario #8	\$50,317,265	\$43,518,954	\$36,515,793	\$31,284,338	\$26,072,995	\$17,691,789	\$9,459,455	\$2,624,198	(\$7,652,601)	(\$16,798,571)	\$94,743,000	\$28,710,000
1182														

	D	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL A	M AN	AO
1102	Levy Scenario #8	AB	AC	AD	AL	Al	AU	All	Al	AJ	Alt	AL A	N AIN	AU
1103	Levy Ocenano #0	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		
1104		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		——
1105		2020	2021	2022	2023	<u>2024</u>	2025	2020	2021	2020	2029	2030		
1107	Base Projected Revenues	\$101,001,636	\$98,803,749	\$98.513.464	\$101.360.564	\$102.050.964	\$100.643.864	\$100.957.864	\$100.408.664	\$100.582.064	\$100.557.614	\$100,625,364		
1107	base Projected Revenues	\$101,001,030	\$30,003,143	\$50,513,404	\$101,300,304	\$102,030,904	\$100,043,004	\$100,557,604	\$100,400,004	\$100,302,004	\$100,337,014	\$100,023,304		
1109	Proposed Operating Levy Revenue:				Calendar			Calendar			Calendar			
1110	Levy in Calendar Year				2023			2026			2029			
	•				9.9			9.9			9.9			
1111	Levy Millage							0.10		*				-
1112	1st Proposed Levy Est. Rev.			\$0	\$0	\$4,406,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$8,812,000	\$57,278,000	
1113	2nd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$4,662,000	\$9,324,000	\$9,324,000	\$9,324,000	\$32,634,000	
1114	3rd Proposed Levy Est. Rev.			\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$4,831,000 \$0	\$4,831,000	
1115 1116	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$94,743,000	—
	Total Davisson with accuracy last	\$404.004.000	£00 000 740	£00 E40 404	\$404.000.F0.1	\$400 4E0 004	\$400 4FF CC.1	£400 700 004	£442.000.004	£440.740.604	\$440 COO C4 4	£400 F00 0C4	\$94,743,000	
1117 1118	Total Revenues with proposed levies	\$101,001,636	\$98,803,749	\$98,513,464	\$101,360,564	\$106,456,964	\$109,455,864	\$109,769,864	\$113,882,664	\$118,718,064	\$118,693,614	\$123,592,364		<u> </u>
1118	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	5.0%	2.8%	0.3%	3.7%	4.2%	0.0%	4.1%		
1120	Total Expend. b/4 unidentified reductions	97.700.277	102.963.064	105.311.775	108,363,725	111.688.419	114.667.207	118,151,070	122.114.998	125.553.321	128.970.413	132,738,334		
1120	Total expend. 6/4 unidentified reductions Total unidentified reductions	97,700,277	102,963,064	105,311,775	108,363,725	111,688,419	114,667,207	118,151,070	122,114,998	125,553,321	128,970,413	132,738,334		
1122	Total Expenditures, net of reductions	97.700.277	102.963.064	105,311,775	108.363.725	111,688,419	114,667,207	118,151,070	122,114,998	125,553,321	128.970.413	132.738.334		[
1123	Growth Rate-Expenditures, net of reductions	0.5%	5.4%	2.3%	2.9%	3.1%	2.7%	3.0%	3.4%	2.8%	2.7%	2.9%		
1124	Crown Nate Experialitates, flet of reductions	0.070	5.470	2.070	2.370	5.170	2.1 70	3.070	5.470	2.070	2.1 /0	2.570		(
1125	Excess of Rev.Over/(Under) Expend.	3.301.359	(4,159,315)	(6,798,311)	(7,003,161)	(5,231,455)	(5,211,343)	(8,381,206)	(8.232.334)	(6.835.257)	(10.276.799)	(9.145.970)		
1126	=		(1,100,010)	(-,,,	(*,***,***,	(0,201,100)	(0,211,010)	(=,===,===)	(-,,,	(0,000,001)	(10,210,100)	(0,110,010)		
1127	Beginning Cash Balance	56,515,915	59,817,274	55,657,959	48,859,648	41,856,487	36,625,032	31,413,689	23,032,483	14,800,149	7,964,892	(2,311,907)		
1128	Ending Cash Balance	59,817,274	55,657,959	48,859,648	41,856,487	36,625,032	31,413,689	23,032,483	14,800,149	7,964,892	(2,311,907)	(11,457,877)		ĺ
1129														1
1130	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624		
1131	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070		
1132	Unencumbered Fund Balance	54,476,580	50,317,265	43,518,954	36,515,793	31,284,338	26,072,995	17,691,789	9,459,455	2,624,198	(7,652,601)	(16,798,571)		ı
1133		0	0	0	0	0	0	0	0	0	0	0		
1134	Fund Balance as % of Expend. as of	55.8%	48.9%	41.3%	33.7%	28.0%	22.7%	15.0%	7.7%	2.1%	-5.9%	-12.7%		
1135	Fund Balance as % of Expend. as of													ĺ
1136														
1137	\$ of new reductions this year		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		ĺ
1138														
1139	Fund Balance w/out any new Levy \$'s		\$50,317,265	\$43,518,954	\$36,515,793	\$26,878,338	\$12,854,995	(\$4,338,211)	(\$26,044,545)	(\$51,015,802)	(\$79,428,601)	(\$111,541,571)		
1140	FdBal w/o any Levy\$'s as % of Total Exp.		48.9%	41.3%	33.7%	24.1%	11.2%	-3.7%	-21.3%	-40.6%	-61.6%	-84.0%		
1171														
1172	Levy Scenario Summary													I
1173	FUND BALANCE:							+					Total Levy Proc	
1174	6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2%	Levy Scenario #1	\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99.348,000	i –
1175	9.9 mills ea: 2021, 2024, 2027, 2030;CBA=2%	Levy Scenario #2	\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23.824.454	\$14.577.652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$43,202,000
1176	6.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #3	\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	Ţ.0,202,000
1177	9.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #4	\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$37,152,000
1178	6.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #5	\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	I
1179	9.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #6	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$28,710,000
1180	6.9 mills ea: 2023, 2026, 2029; CBA=1%	Levy Scenario #7	\$50,317,265	\$43,518,954	\$36,515,793	\$29,949,338	\$22,067,995	\$11,016,789	(\$1,298,545)	(\$13,629,802)	(\$29,402,601)	(\$45,508,571)	\$66,033,000	i
1181	9.9 mills ea: 2023, 2026, 2029; CBA=1%	Levy Scenario #8	\$50,317,265	\$43,518,954	\$36,515,793	\$31,284,338	\$26,072,995	\$17,691,789	\$9,459,455	\$2,624,198	(\$7,652,601)	(\$16,798,571)	\$94,743,000	\$28,710,000
1182														

	D	AB	AC	AD	AF	AF	AG	AH	Al	A.J	AK	AL AI	AN AN	AP	AQ AF
	ט	ΛD	AC	ΛD	ΛL	ΛI	AG	All	AI .	Λυ	AIX	AL AI	A AN	Ai	AQ AF
3		Unidentified Savings->	0	(1,500,000)	(3,030,000)	(4,590,600)	(6,182,412)	(7,806,060)	(9,462,181)	(11,151,424)	(12,874,452)	(14,631,941)			
4		Salary Projection %>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%			
5		Surplus/(Deficit) w/New Levy \$'s->	(4,386,315)	(6,216,311)	(2,542,161)	(1,330,011)	(4,890,632)	(3,980,592)	(4,607,851)	(7,211,378)	(6,567,318)	(6,196,036)			
6		Fund Balance w/New Levy \$'s->	\$50,090,265	\$43,873,954	\$41,331,793	\$40,001,782	\$35,111,150	\$31,130,558	\$26,522,707	\$19,311,329	\$12,744,011	\$6,547,975			
7		FdBal as%of Exp>	48.5%	41.9%	38.6%	36.5%	31.4%	27.2%	22.5%	16.0%	10.3%	5.2%			
8	Forecast Update as of	Proj. Levy#>		1			2			3		4			
9		in Cal Yr>		2022			2025			2028		2030			
10	= Projected	Proj. Millage>		6.9			6.9			6.9		0			y 2
1104	Levy Scenario #3a		6.9 mills ea	a: 2022, 2025	5, 2028; CB	A=2%; 15%	FdBal by Le	vy#3							
1105		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Totals		
1106		<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	2030	F22 thru F30		
1107 1108	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,514,464	\$101,373,564	\$102,092,964	\$100,737,864	\$101,131,864	\$100,477,664	\$100,582,064	\$100,557,614	\$100,625,364	\$906,093,426		-
1109	Base i rojecteu revenues	\$101,001,000	ψ30,00 <u>2,</u> 143	\$30,514,404	ψ101,575,50 4	ψ102,032,304	ψ100,757,00 4	\$101,101,004	\$100,477,004	ψ100,302,004	ψ100,557,014	ψ100,020,004	ψ300,030,420		
1110	Proposed Operating Levy Revenue:			Calendar			Calendar			Calendar					
1111	Levy in Calendar Year			2022			2025			2028					
1112	Levy Millage			6.9			6.9			6.9			<u> </u>		
1113	1st Proposed Levy Est. Rev.			\$0	\$3,074,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$6,148,000	\$46,110,000		
1114 1115	2nd Proposed Levy Est. Rev. 3rd Proposed Levy Est. Rev.			\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$3,246,000 \$0	\$6,492,000 \$0	\$6,492,000 \$0	\$6,492,000 \$3,370,000	\$6,492,000 \$6,740,000	\$29,214,000 \$10,110,000		
1116	4th Proposed Levy Est. Rev.			\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0		\$0 \$0	\$3,370,000	\$6,740,000	\$10,110,000		
1117					•	•				•	•		\$85,434,000		
1118	Total Revenues with proposed levies	\$101,001,636	\$98,802,749	\$98,514,464	\$104,447,564	\$108,240,964	\$106,885,864	\$110,525,864	\$113,117,664	\$113,222,064	\$116,567,614	\$120,005,364			
1119 1120	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	6.0%	3.6%	-1.3%	3.4%	2.3%	0.1%	3.0%	2.9%			
1120	Total Expend. b/4 unidentified reductions	97.700.277	103.189.064	106.230.775	110.019.725	114.161.575	117.958.908	122.312.516	127.187.696	131.584.866	136,009,384	140.833.341	\$1.106.298.786		-
1122	Total unidentified reductions	0	0	(1,500,000)	(3,030,000)	(4,590,600)	(6,182,412)	(7,806,060)	(9,462,181)	(11,151,424)	(12,874,452)	(14,631,941)	(\$71,229,070)		
1123	Total Expenditures, net of reductions	97,700,277	103,189,064	104,730,775	106,989,725	109,570,975	111,776,496	114,506,456	117,725,515	120,433,442	123,134,932	126,201,400			
1124 1125	Growth Rate-Expenditures, net of reductions	0.5%	5.6%	1.5%	2.2%	2.4%	2.0%	2.4%	2.8%	2.3%	2.2%	2.5%			
	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(6,216,311)	(2,542,161)	(1,330,011)	(4,890,632)	(3,980,592)	(4,607,851)	(7,211,378)	(6,567,318)	(6,196,036)	(\$43,542,290)		
1127													(\$ 10,0 12,200)		
1128	Beginning Cash Balance	56,515,915	59,817,274	55,430,959	49,214,648	46,672,487	45,342,476	40,451,844	36,471,252	31,863,401	24,652,023	18,084,705			
1129	Ending Cash Balance	59,817,274	55,430,959	49,214,648	46,672,487	45,342,476	40,451,844	36,471,252	31,863,401	24,652,023	18,084,705	11,888,669			
1131	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624			
1132	Less Budget Reserve	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070	353,070			
1133	Unencumbered Fund Balance	54,476,580	50,090,265	43,873,954	41,331,793	40,001,782	35,111,150	31,130,558	26,522,707	19,311,329	12,744,011	6,547,975			
1134 1135	Fund Balance as % of Expend. as of	o 55.8%	48.5%	41.9%	38.6%	36.5%	31.4%	27.2%	22.5%	16.0%	10.3%	5.2%			
_	Fund Balance as % of Expend. as of	33.6%	40.3%	41.9%	36.6%	30.5%	31.4%	21.2%	22.5%	10.0%	10.3%	5.2%			
1137	and Balance as 70 of Experior as of														
1138	\$ of new reductions this year		\$0	(\$1,500,000)	(\$1,530,000)	(\$1,560,600)	(\$1,591,812)	(\$1,623,648)	(\$1,656,121)	(\$1,689,243)	(\$1,723,028)	(\$1,757,489)			
1139	F 18-1		AFO 600 06	040.000.00	000	000 === =:	040 =	00.000	(040.001.00	(000 ==================================	(050 000 01	(070 600 000			
	Fund Balance w/out any new Levy \$'s FdBal w/o any Levy\$'s as % of Total Exp.		\$50,090,265 48.5%	\$43,873,954 41.9%	\$38,257,793 35.8%	\$30,779,782 28.1%	\$19,741,150 17.7%	\$6,366,558 5.6%	(\$10,881,293) -9,2%	(\$30,732,671) -25.5%	(\$53,309,989) -43.3%	(\$78,886,025) -62,5%			
1172	uny Ecry 4 3 45 76 01 10tal Exp.		40.576	41.376	33.0%	20.176	17.778	3.076	-3.276	-20.376	-40.5%	-02.0 /6			
1173	Levy Scenario Summary														
	FUND BALANCE:												Total Levy Proc	Total Unid Sygs	Total Invinc
1175		Levy Scenario #1	\$50,090,265	\$45,291,954	\$42,460,793	\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454	(\$12,648,348)	(\$29,728,118)	(\$51,564,095)	\$99,348,000	. s.ai oiliu.ovus	1 Stat HIVING
1176	9.9 mills ea: 2021, 2024, 2027, 2030:CBA=2%	Levy Scenario #2	\$50,090,265	\$46,564,954	\$46,279,793	\$42,506,182	\$37,844,138	\$33,451,486	\$23,824,454	\$14,577,652	\$5,485,882	(\$8,362,095)	\$142,550,000	\$0	\$0
1177	6.9 mills ea: 2022, 2025, 2028; CBA=2% 9.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #3 Levy Scenario #4	\$50,090,265 \$50,090,265	\$42,365,954 \$42,365,954	\$36,756,793 \$38,093,793	\$30,733,182 \$34,744,182	\$19,444,138 \$26,129,138	\$7,293,486 \$18,063,486	(\$6,845,546) \$9,420,454	(\$25,208,348) (\$3,446,348)	(\$44,650,118) (\$15,926,118)	(\$65,478,095) (\$28,326,095)	\$85,434,000 \$122,586,000	\$0 \$0	\$0
1178	9.9 mills ea: 2022, 2025, 2028; CBA=2% 6.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #4 Levy Scenario #5	\$50,090,265 \$50,090,265	\$42,365,954 \$42,365,954	\$38,093,793	\$34,744,182 \$24,582,182	\$26,129,138 \$13,287,138	(\$2,115,514)	\$9,420,454 (\$19,503,546)	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000 \$66,033,000	\$0 \$0	\$0
1180	9.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #6	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$0	\$0
1181	6.9 mills ea: 2023, 2026, 2029; CBA=1%	Levy Scenario #7	\$50,317,265	\$43,518,954	\$36,515,793	\$29,949,338	\$22,067,995	\$11,016,789	(\$1,298,545)	(\$13,629,802)	(\$29,402,601)	(\$45,508,571)	\$66,033,000	\$0	
1182 1183		Levy Scenario #8	\$50,317,265 \$50.090,265	\$43,518,954 \$43,873,954	\$36,515,793 \$41,331,793	\$31,284,338 \$40.001.782	\$26,072,995 \$35,111,150	\$17,691,789 \$31,130,558	\$9,459,455 \$26,522,707	\$2,624,198 \$19.311.329	(\$7,652,601) \$12,744,011	(\$16,798,571) \$6,547,975	\$94,743,000 \$85,434,000	\$0 \$71,229,070	\$2,654,000
1183	6.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal by 9.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal by		\$50,090,265 \$50.090,265	\$43,873,954 \$43,119,954	\$41,331,793 \$40.381.793	\$40,001,782	\$35,111,150 \$33,963,644	\$31,130,558 \$29.970.022	\$26,522,707 \$26,058,080	\$19,311,329 \$18,766,989	\$12,744,011 \$12,724,443	\$6,547,975 \$7.640.433	\$85,434,000 \$122,586,000	\$71,229,070 \$35.614.528	\$2,654,000 \$2,209,000 \$0
1185	6.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by	Levy Scenario #7a	\$50,317,265	\$44,774,954	\$40,316,293	\$37,623,463	\$34,996,621	\$30,643,671	\$26,324,356	\$23,010,019	\$17,594,310	\$13,199,002	\$66,033,000	\$57,776,573	\$3,192,000
1186	9.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by		\$50,317,265	\$44,272,954	\$38,796,293	\$35,889,413	\$33,831,371	\$29,469,919	\$25,946,597	\$24,521,493	\$20,458,949	\$18,339,377	\$94,743,000	\$34,665,948	\$2,733,000 \$0

	D	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL AI	V AN	AP	AQ AR
2		Heldensiffed C	0	(750,000)	(1.515.000)	(2,295,300)	(3.091.206)	(3.903.030)	(4.731.090)	(5.575.711)	(6.437.224)	(7.315.967)			
4		Unidentified Savings->	2.00%	2.00%	(1,515,000)	(2,295,300)	2.00%	2.00%	2.00%	(5,575,711)	2.00%	2.00%		 	
5		Salary Projection %->	(4.386.315)	(6.970.311)	(2.738.161)	(1.002.311)	(5.415.838)	(3.993.622)	(3.911.942)	(7.291.091)	(6.042.546)	(5.084.010)		+	
6		Surplus/(Deficit) w/New Levy \$'s-> Fund Balance w/New Levy \$'s->	\$50,090,265	\$43,119,954	\$40,381,793	\$39,379,482	\$33,963,644	\$29,970,022	\$26,058,080	\$18,766,989	\$12,724,443	\$7,640,433		+	+
7		FdBal as%of Exp>	48.5%	40.9%	37.2%	35.2%	29.6%	25.3%	21.3%	14.9%	9.8%	5.7%		1	
8	Forecast Update as of	Proj. Levy#>	40.070	1	37.270	00.270	2	20.070	21.070	3	3.070	4		+	
9	r orosaet opuate as er	in Cal Yr>		2022			2025			2028		2030		1	
10	= Projected	Proj. Millage>		9.9			9.9			9.9		0			
			0.0 !!!		- 0000 OD	A 00/ 450/		410		9.9		U		 	y 2
1104	Levy Scenario #4a			: 2022, 202										 	
1105 1106		Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029	Fiscal Year 2030	Totals F22 thru F30		
1107		2020	2021	2022	2023	2024	2023	2020	2021	2020	2023	2030	122 1111 1 30	1	
1108	Base Projected Revenues	\$101,001,636	\$98,802,749	\$98,510,464	\$101,355,564	\$102,041,964	\$100,629,864	\$100,936,864	\$100,408,664	\$100,582,064	\$100,557,614	\$100,625,364	\$905,648,426		
1109														 	
1110	Proposed Operating Levy Revenue: Levy in Calendar Year			Calendar 2022			Calendar 2025			Calendar 2028					
				9.9			9.9			9.9					+
1112	Levy Millage 1st Proposed Levy Est. Rev.				\$4,411,000	\$8,822,000	\$8.822.000	\$8,822,000	\$8,822,000	\$8.822.000	\$8,822,000	\$8,822,000	\$66,165,000		++
1113	2nd Proposed Levy Est. Rev.			\$0 \$0	\$4,411,000 \$0	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$8,822,000	\$41,913,000	+	+
1115	3rd Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,836,000	\$9,672,000	\$14,508,000		
1116	4th Proposed Levy Est. Rev.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1117	Total Bossess (March 1997)	*101 001 000	\$98.802.749	* 00 540 404	\$40F 700 F04	4440 000 004	\$400 4E4 004	\$444.44F.004	\$118.544.664	\$118.718.064	\$400 F00 044	\$400 400 004	\$122,586,000		
1118	Total Revenues with proposed levies Growth Rate-Revenues	\$101,001,636 3.5%	\$98,802,749 -2.2%	\$98,510,464 -0.3%	\$105,766,564 7.4%	\$110,863,964 4.8%	\$109,451,864 -1.3%	\$114,415,864 4.5%	\$118,544,664 3.6%	\$118,718,064 0.1%	\$123,529,614 4.1%	\$128,433,364 4.0%		+	
1120	Glowill Nate-Nevertues	3.376	-2.276	-0.376		4.078	-1.576	4.576	3.078	0.176	4.170	4.076		1	
1121	Total Expend. b/4 unidentified reductions	97,700,277	103,189,064	106,230,775	110,019,725	114,161,575	117,958,908	122,312,516	127,187,696	131,584,866	136,009,384	140,833,341	\$1,106,298,786		
1122		97,700,277	0 103,189,064	(750,000) 105,480,775	(1,515,000) 108,504,725	(2,295,300) 111,866,275	(3,091,206) 114,867,702	(3,903,030) 118,409,486	(4,731,090) 122,456,606	(5,575,711) 126,009,155	(6,437,224) 129,572,160	(7,315,967) 133,517,374	(\$35,614,528)		
1123	Total Expenditures, net of reductions Growth Rate-Expenditures, net of reductions	97,700,277	103,189,064	2.2%	2.9%	3.1%	2.7%	3.1%	3.4%	2.9%	2.8%	3.0%		+	+
1125						0.110			0.170			5.070			
1126	Excess of Rev.Over/(Under) Expend.	3,301,359	(4,386,315)	(6,970,311)	(2,738,161)	(1,002,311)	(5,415,838)	(3,993,622)	(3,911,942)	(7,291,091)	(6,042,546)	(5,084,010)	(\$42,449,832)		
1127	Beginning Cash Balance	56.515.915	59.817.274	55.430.959	48,460,648	45.722.487	44,720,176	39.304.338	35.310.716	31,398,774	24.107.683	18.065.137			
	Ending Cash Balance	59,817,274	55,430,959	48,460,648	45,722,487	44,720,176	39,304,338	35,310,716	31,398,774	24,107,683	18,065,137	12,981,127		1	
1130															
1131		4,987,624 353,070	4,987,624 353,070	4,987,624 353,070	4,987,624 353.070	4,987,624 353.070	4,987,624 353,070	4,987,624 353,070	4,987,624 353,070	4,987,624 353,070	4,987,624 353,070	4,987,624 353.070			
1133		54,476,580	50,090,265	43,119,954	40,381,793	39,379,482	33,963,644	29,970,022	26,058,080	18,766,989	12,724,443	7,640,433		 	
1134	Chonouniborou Fund Bulanco	0.,,	00,000,200	0	0	0	0	0	20,000,000	0	,,,	1,010,100		1	
1135		55.8%	48.5%	40.9%	37.2%	35.2%	29.6%	25.3%	21.3%	14.9%	9.8%	5.7%			
	Fund Balance as % of Expend. as of														\bot
1137	\$ of new reductions this year		\$0	(\$750,000)	(\$765,000)	(\$780,300)	(\$795,906)	(\$811,824)	(\$828,060)	(\$844,621)	(\$861,513)	(\$878,743)			+
1139	φ οι new reductions this year		\$0	(\$730,000)	(\$765,000)	(\$7.00,300)	(\$130,906)	(\$011,824)	(\$020,000)	(\$044,021)	(\$001,513)	(\$010,143)	+		+
1140	Fund Balance w/out any new Levy \$'s		\$50,090,265	\$43,119,954	\$35,970,793	\$26,146,482	\$11,908,644	(\$5,563,978)	(\$27,611,920)	(\$53,039,011)	(\$82,053,557)	(\$114,945,567)			
	FdBal w/o any Levy\$'s as % of Total Exp.		48.5%	40.9%	33.2%	23.4%	10.4%	-4.7%	-22.5%	-42.1%	-63.3%	-86.1%			
1172															+
1173														1	
1174	FUND BALANCE:	Lave Occasio #4	# F0 000 007	04F 001 0F:	\$42,460,793	\$36,141,182	007.007.400	\$18.016.486	60 404 45 1	(040,040,040)	(000 700 440)	(054 504 005)	Total Levy Proc.	Total Unid.Svgs	Total Invinc
1175	6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2% 9.9 mills ea: 2021, 2024, 2027, 2030:CBA=2%	Levy Scenario #1 Levy Scenario #2	\$50,090,265 \$50.090,265	\$45,291,954 \$46,564,954	\$42,460,793 \$46,279,793	\$36,141,182 \$42,506,182	\$27,607,138 \$37,844,138	\$18,016,486 \$33,451,486	\$3,191,454 \$23.824.454	(\$12,648,348) \$14,577,652	(\$29,728,118) \$5,485,882	(\$51,564,095) (\$8,362,095)	\$99,348,000 \$142,550,000	\$0	\$0
1177		Levy Scenario #3	\$50,090,265	\$42,365,954	\$36,756,793	\$30,733,182	\$19,444,138	\$7,293,486	(\$6,845,546)	(\$25,208,348)	(\$44,650,118)	(\$65,478,095)	\$85,434,000	\$0	
1178	9.9 mills ea: 2022, 2025, 2028; CBA=2%	Levy Scenario #4	\$50,090,265	\$42,365,954	\$38,093,793	\$34,744,182	\$26,129,138	\$18,063,486	\$9,420,454	(\$3,446,348)	(\$15,926,118)	(\$28,326,095)	\$122,586,000	\$0	\$0
1179		Levy Scenario #5	\$50,090,265	\$42,365,954	\$33,682,793	\$24,582,182	\$13,287,138	(\$2,115,514)	(\$19,503,546)	(\$37,866,348)	(\$60,678,118)	(\$84,879,095)	\$66,033,000	\$0	
		Levy Scenario #6 Levy Scenario #7	\$50,090,265 \$50.317.265	\$42,365,954 \$43,518,954	\$33,682,793 \$36,515,793	\$25,917,182 \$29,949,338	\$17,292,138 \$22,067,995	\$4,559,486 \$11.016.789	(\$8,745,546) (\$1,298,545)	(\$21,612,348) (\$13,629,802)	(\$38,928,118) (\$29,402,601)	(\$56,169,095) (\$45,508,571)	\$94,743,000 \$66.033.000	\$0 \$0	
		Levy Scenario #8	\$50,317,265	\$43,518,954	\$36,515,793	\$31,284,338	\$26,072,995	\$17,691,789	\$9,459,455	\$2,624,198	(\$7,652,601)	(\$16,798,571)	\$94,743,000	\$0	
1183	6.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal by		\$50,090,265	\$43,873,954	\$41,331,793	\$40,001,782	\$35,111,150	\$31,130,558	\$26,522,707	\$19,311,329	\$12,744,011	\$6,547,975	\$85,434,000	\$71,229,070	\$2,654,000
1184 1185			\$50,090,265	\$43,119,954	\$40,381,793	\$39,379,482	\$33,963,644 \$34,996,621	\$29,970,022	\$26,058,080	\$18,766,989	\$12,724,443	\$7,640,433 \$13,199,002	\$122,586,000	\$35,614,528 \$57,776,573	
	6.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by 9.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by		\$50,317,265 \$50,317,265	\$44,774,954 \$44,272,954	\$40,316,293 \$38,796,293	\$37,623,463 \$35,889,413	\$34,996,621 \$33,831,371	\$30,643,671 \$29,469,919	\$26,324,356 \$25,946,597	\$23,010,019 \$24,521,493	\$17,594,310 \$20,458,949	\$13,199,002 \$18.339.377	\$66,033,000 \$94,743,000		\$3,192,000 \$2,733,000 \$0
1100	0.0 111110 0a. 2020, 2020, 2023, ODA=170, 1376 Fubal by	, Lot, Coolidito #0a	ψου,υτη,200	ψ -1 -,2,2,3,4	ψου, r ου, 230	Ψυσισσού 410	Ψου,ου,οι	Ψ20,700,313	WEU,070,031	WE-1,021,430	Ψ <u></u> 20,700,343	Ψ10,000,077	000,0F1,F0W	404,000,040	VE. 100,000 30

Company Comp		D	AB	AC	AD	AF	AF	AG	AH	Al	A.I	AK	AL AN	AN A	AP	AQ AF
1.05		U												AN P	Ai	AG A
## Proceed Springs and Proceed Springs and Proceed Springs and Proceded Springs and Proceed Springs and Proceded S	3		Unidentified Savings->	0	(1,250,000)	(2,512,500)	(3,787,625)	(5,075,501)	(6,376,256)	(7,690,019)	(9,016,920)	(10,357,090)	(11,710,662)			
To contract	4		Salary Projection %->													
Toward Upon Property Proper			Surplus/(Deficit) w/New Levy \$'s->			() , ,	()) /				(-,- , ,					
Forecast Update and Froz. Levy-Sec. 1				,	. , , ,		** /* -/ **	4 - 7 7 -			* -,,-					
Post Name				48.9%	43.0%	38.1%	34.9%	31.9%		23.0%	19.7%					
Project Proj		Forecast Update as of				1						ŭ				
S. S. Mills S. S. Mills S. S. Wills S. Wills S. S. W													2030			
Fine Very	10	= Projected										6.9	0			y 2
2009 201 2022 2024 2025 2026 2026 2027 2028 2029 2	1104	Levy Scenario #7a		6.9 mills ea	a: 2023, 2026	6, 2029; CB	A=1%; 15%	FdBal by Le	vy#3							
See	1105		Fiscal Year		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year			
100 100	1106		<u>2020</u>	<u>2021</u>	2022	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	2030	F22 thru F30		
Transport Company Tran	1107	Base Projected Revenues	\$101 001 636	\$98 803 749	\$98 519 464	\$101 392 564	\$102 136 964	\$100 822 864	\$101 279 864	\$100 714 664	\$100 582 064	\$100 557 614	\$100 625 364	\$906 631 426		
111 Levy Rings	1109	Dasc Frojected Revenues	ψ101,001,030	ψ30,003,143	\$30,013,404	ψ101,032,00 1	ψ102,100,304	\$100,022,004	\$101,£13,004	\$100,714,004	ψ100,302,004	ψ100,007,014	ψ100,025,504	\$500,001,420		
12 Lew Persons Lavy Ea. Rev. 50 \$0 \$3.07 200 \$5.04 2000 \$6.14	1110															
132 135 Proposed Levy Ed. Rev. 59 50 30 7000 56,142,000 56,142,000 56,142,000 56,442,00	1111	Levy in Calendar Year														
118 200 Proposed Levy Ext. Rev. 50 50 50 50 50 50 50 5	1112	, ,				6.9								<u> </u>		
130	1113				\$0	\$0										
130 130	1114 1115															
177 Total Revenues with proposed levides	1116															
Contact Nates Sevenes 3.5% 2.2% 0.3% 2.9% 3.8% 1.7% 0.4% 2.5% 2.5% 2.9% 0.0% 3.0% 1.2	1117	MIT TOPOGGG EGY EGY. NOV.			Ψ	-	ţ.		Ψ	Ψ	ψ0	-	40			
17 Teal Expand bid unidentified reductions	1118															
12 Total Expansed for windermidder declarions	1119	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	3.8%	1.7%	0.4%	2.5%	2.8%	0.0%	3.0%			
22 Total properties 0 0 (1,290,000) (2,512,000) (3,787,620) (6,075,501) (6,076,500) (7,090,019) (9,016,000) (10,357,600) (11,710,602) (2,577,673) (2,277,272) (2,245,000) (2,245,000) (3,244,287) (11,544,287) (11,545,601) (1,244,287) (11,544,287) (11,545,601) (1,244,287) (1,2	1120	Total Expend, b/4 unidentified reductions	97 700 277	102 963 064	105 311 775	108 363 725	111 688 410	114 667 207	118 151 070	122 114 998	125 553 321	128 970 413	132 738 334	\$1.067.559.262		
12 Grown Rase-Equandures, and or reductions 0.9% 5.4% 1.1% 1.1% 1.1% 1.9% 2.0% 2.4% 1.9% 2.0% 2.4% 1.9% 2.0% 2.2% 2	1122															
22 22 22 22 23 23 24	1123						. ,, .									
122 Second Rev. Over/(Under) Expend. 3.301,359 4.159,315 5.542,311 4.458,661 2.622,830 2.626,842 4.352,260 4.319,315 3.566,505 2.350,713 22.395,004 1.228	1124	Growth Rate-Expenditures, net of reductions	0.5%	5.4%	1.1%	1.7%	1.9%	1.6%	2.0%	2.4%	1.8%	1.8%	2.0%			
22 Beginning Cash Balance		Excess of Rev.Over/(Under) Expend.	3.301.359	(4.159.315)	(5.542.311)	(4.458.661)	(2.692.830)	(2.626.842)	(4.352.950)	(4.319.315)	(3.314.337)	(5.415.709)	(4.395.308)	(\$37.118.263)		
122 Ending Cash Balance 59,817,274 55,687,595 50,115,648 45,956,987 42,984,157 40,337,315 55,984,365 31,665,059 23,507,13 22,335,004 18,539,696	1127			(1,100,010,										(\$0.70,200)		
132 Less Outstanding Encumbrances	1128															
131 Less Outstanding Encumbrances	1129	Ending Cash Balance	59,817,274	55,657,959	50,115,648	45,656,987	42,964,157	40,337,315	35,984,365	31,665,050	28,350,713	22,935,004	18,539,696			
132	1131	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624			
132 Fund Balance as % of Expend. as of 55.8% 48.9% 43.0% 38.1% 34.9% 31.9% 27.4% 23.0% 19.7% 14.8% 10.9%	1132															
135 Fund Balance as % of Expend. as of 15.8% 48.9% 43.0% 38.1% 34.9% 31.9% 27.4% 23.0% 19.7% 14.8% 10.9% 10.9% 10.0% 10.	1133	Unencumbered Fund Balance	54,476,580	50,317,265	44,774,954	40,316,293	37,623,463	34,996,621	30,643,671	26,324,356	23,010,019	17,594,310	13,199,002			
135 Fund Balance as % of Expend. as of 137	1134	Fund Polonge on % of Evnand on at	0	40.00/	0 42 00/	0	0	0	0 27 40/	0	10.70/	14.00/	10.00/			
33 5 6 13 13 5 13 14 15 15 15 15 15 15 15			33.8%	40.9%	43.0%	36.1%	34.9%	31.9%	21.4%	23.0%	19.7%	14.8%	10.9%			
139 140 Fund Balance w/out any new Levy \$'s 140 Fund Balance w/out any new Levy \$'s 141 FdBal w/o any Levy\$'s as % of Total Exp. 142 Fund Balance w/out any new Levy \$'s 143.0% 144.9% 145.0% 145.0% 146.9% 147.49.54 147.49.54 148.9% 14	1137	and Data loc do 70 of Experior do 01														
140 Fund Balance w/out any new Levy \$'s \$50,317,265 \$44,774,954 \$40,316,293 \$34,552,463 \$25,783,621 \$15,288,671 \$1,37% \$1.4% \$-12,3% \$-27,3% \$-43,7%	1138	\$ of new reductions this year		\$0	(\$1,250,000)	(\$1,262,500)	(\$1,275,125)	(\$1,287,876)	(\$1,300,755)	(\$1,313,763)	(\$1,326,901)	(\$1,340,170)	(\$1,353,572)			
141 FGBal w/o any Levy\$'s as % of Total Exp. 48.9% 43.0% 38.1% 32.0% 23.5% 13.7% 1.4% -12.3% -27.3% 43.7%	1139	F 18-1		050.017.0	044 == : : : :	040.010.01	004 === 11	005 700 01	045.000.00	04 === ==	(011	(000 101 00	(050 655 555			
173 Levy Scenario Summary 174 FUND BALANCE: 175 6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #1 \$50,090,265 \$45,291,954 \$42,460,793 \$36,141,182 \$27,607,138 \$18,016,486 \$3,191,454 \$(\$12,648,348) \$(\$29,728,118) \$(\$51,564,095) \$99,348,000 \$176,99 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #2 \$50,090,265 \$46,564,954 \$46,279,793 \$42,506,182 \$37,844,138 \$33,451,486 \$23,224,454 \$14,577,652 \$5,485,882 \$(\$8,362,095) \$142,550,000 \$0 \$0 \$176,99 mills ea: 2022, 2025, 2028; CBA=2% Levy Scenario #4 \$50,090,265 \$42,365,954 \$33,682,793 \$34,744,182 \$26,129,138 \$18,063,486 \$9,420,454 \$(\$3,446,348) \$(\$15,926,118) \$(\$28,326,095) \$122,586,000 \$0 \$0 \$179,69 mills ea: 2022, 2025, 2028; CBA=2% Levy Scenario #4 \$50,090,265 \$42,365,954 \$33,682,793 \$34,744,182 \$26,129,138 \$18,063,486 \$9,420,454 \$(\$3,446,348) \$(\$15,926,118) \$(\$28,326,095) \$122,586,000 \$0 \$0 \$179,69 mills ea: 2022, 2025, 2028; CBA=2% Levy Scenario #4 \$50,090,265 \$42,365,954 \$33,682,793 \$34,744,182 \$26,129,138 \$18,063,486 \$9,420,454 \$(\$3,446,348) \$(\$51,926,118) \$(\$28,326,095) \$122,586,000 \$0 \$0 \$129,99 mills ea: 2023, 2026, 2029; CBA=2% Levy Scenario #6 \$50,090,265 \$42,365,954 \$33,682,793 \$25,591,182 \$17,292,138 \$4,559,486 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$33,682,793 \$4,545,546 \$34,546,546 \$														+		
Total Levy Proc Total Levy	1172	. a.z.a arry Ecryw 3 a.z. /v or rotal Exp.		70.976	45.076	55.176	32.076	20.076	13.7 /6	1.478	12.376	21.570	40.776			
Total Levy Proc Total Levy	1173	Levy Scenario Summary												į į		
175 6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #1 \$50,090,265 \$45,291,954 \$42,460,793 \$36,141,182 \$27,607,138 \$18,016,486 \$3,191,454 \$(\$12,648,348) \$(\$29,728,118) \$(\$51,564,095) \$99,348,000 \$176,99 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #2 \$50,090,265 \$46,564,954 \$46,279,793 \$42,566,182 \$37,844,138 \$33,451,486 \$23,224,454 \$14,577,652 \$5,485,882 \$83,820,995 \$142,550,000 \$0 \$0 \$176,99 mills ea: 2022, 2025, 2028; CBA=2% Levy Scenario #3 \$50,090,265 \$42,365,954 \$38,093,793 \$30,733,182 \$19,444,138 \$7,293,486 \$(\$6,845,546) \$(\$52,520,8348) \$(\$52,90,848) \$(\$6,845,546) \$(\$52,520,8348) \$(\$6,845,546) \$(\$52,520,8348) \$(\$6,845,546) \$(\$														Total Levy Proc	Total Unid Syres	Total Invinc
177 6.9 mills ea: 2022, 2025, 2028; CBA=2%	1175	6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2%	Levy Scenario #1											\$99,348,000	011010740	
178 9.9 mills ea: 2022, 2025, 2028; CBA=2%	1176															\$0
179 6.9 mills ea: 2023, 2026, 2029; CBA=2% Levy Scenario #5 \$50,090,265 \$42,365,954 \$33,682,793 \$24,582,182 \$13,287,138 (\$2,115,514) (\$19,503,546) (\$37,866,348) (\$60,678,118) (\$84,879,095) \$66,033,000 \$0 \$100,99 mills ea: 2023, 2026, 2029; CBA=2% Levy Scenario #6 \$50,090,265 \$42,365,954 \$33,682,793 \$25,917,182 \$17,292,138 \$4,559,486 (\$21,612,348) (\$38,928,118) (\$56,619,095) \$94,743,000 \$0 \$0 \$181,000,000 \$0 \$182,99 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #8 \$50,317,265 \$43,518,954 \$36,515,793 \$29,949,338 \$22,067,995 \$11,016,789 \$12,946,033,000 \$0 \$0 \$182,99 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #8 \$50,317,265 \$43,518,954 \$36,515,793 \$31,284,338 \$26,072,995 \$17,691,789 \$94,603,000 \$0 \$0 \$183,69 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #8 \$50,090,265 \$43,873,954 \$41,331,793 \$40,001,782 \$35,111,150 \$31,130,558 \$26,522,707 \$19,311,329 \$12,744,011 \$6,547,975 \$854,340,000 \$71,229,070 \$2,664,000 \$187,000,00	1177															\$0
180 9.9 mills ea: 2023, 2026, 2029; CBA=2%	1178															\$0
181 [6.9 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #7 \$50,317,265 \$43,518,954 \$36,515,793 \$29,949,338 \$22,067,995 \$11,016,789 (\$1,286,545) (\$1,629,802) (\$2,840,2601) (\$45,508,571) \$66,333,000 \$0 182 9.9 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #8 \$50,172,265 \$43,518,954 \$36,515,793 \$31,284,338 \$26,072,995 \$17,691,779 \$9,454,55 \$2,624,198 (\$7,652,601) \$(\$6,587,71) \$6,937,30,000 \$0 183 9.9 mills ea: 2022, 2025, 2028, CBA=2%; 15% FdBal byLevy Scenario #3a \$50,090,265 \$43,873,954 \$41,331,793 \$40,001,782 \$35,111,150 \$31,130,558 \$26,522,707 \$19,311,329 \$12,744,011 \$6,547,975 \$85,434,000 \$71,229,070 \$2,654,000 184 9.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal byLevy Scenario #4a \$50,090,265 \$43,119,954 \$40,381,793 \$39,379,482 \$33,996,621 \$26,052,090 \$18,766,989 \$12,724,443 \$7,640,433 \$7,640,433 \$72,660,430 \$77,765,773 \$31,996,021 \$30,613,671 \$26,324,336 \$33,010,019 \$77,774,954 \$40,316,298 \$30,613,671 <th>1180</th> <th>9.9 mills ea: 2023, 2026, 2029; CBA=2%</th> <th>Levy Scenario #6</th> <th>\$50,090,265</th> <th>\$42,365,954</th> <th>\$33,682,793</th> <th>\$25,917,182</th> <th>\$17,292,138</th> <th>\$4,559,486</th> <th>(\$8,745,546)</th> <th>(\$21,612,348)</th> <th>(\$38,928,118)</th> <th>(\$56,169,095)</th> <th>\$94,743,000</th> <th>\$0</th> <th>\$0</th>	1180	9.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #6	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$0	\$0
183 6.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal by Levy Scenario #3a \$50,090,265 \$43,873,954 \$41,331,793 \$40,001,782 \$35,111.150 \$31,130.558 \$26,522,707 \$19,311,329 \$12,744,011 \$6,547,975 \$85,243,80,000 \$71,229,070 \$2,654,000 \$310,766,989 \$12,724,443 \$7,644,249 \$40,316,293 \$39,379,482 \$33,986,624 \$29,970,022 \$26,058,080 \$10,766,989 \$12,724,443 \$7,644,343 \$122,860,30,000 \$57,765,258 \$40,316,293 \$37,623,463 \$34,976,621 \$30,644,374,954 \$40,316,293 \$37,623,463 \$34,976,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,990,02 \$26,033,000 \$57,765,785 \$31,290,000 \$31,265 \$40,316,293 \$37,623,463 \$34,976,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,990,02 \$40,316,293 \$37,765,584,310 \$31,290,000 \$37,285 \$40,316,293 \$37,623,463 \$34,976,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,290,470 \$31,290,470 \$	1181						\$29,949,338									
184 9.9 mills ea: 2022, 2025, 2028, CBA=2%; 15% FdBal byLevy Scenario #4a \$50,090,265 \$43,119,954 \$40,381,793 \$39,379,482 \$33,963,644 \$29,970,022 \$26,058,080 \$18,766,989 \$12,724,443 \$7,640,433 \$122,586,000 \$35,614,528 \$2,209,000 \$185 6.9 mills ea: 2023, 2026, 2029, CBA=1%; 15% FdBal byLevy Scenario #7a \$50,317,265 \$44,774,954 \$40,316,293 \$37,623,463 \$34,996,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,594,310 \$13,199,002 \$66,033,000 \$57,776,573 \$3,192,000	1182 1183															\$2,654,000
185 6.9 mills ea: 2023, 2026, 2029, CBA=1%; 15% FdBal byLevy Scenario #7a \$50,317,265 \$44,774,954 \$40,316,293 \$37,623,463 \$34,996,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,594,310 \$13,199,002 \$66,033,000 \$57,776,573 \$3,192,000	1184															\$2,054,000
186 9.9 mills ea: 2023, 2026, 2029; CBA=1%: 15% FdBal by Lew Scenario #8a \$50,317,265 \$44,272,954 \$38,796,293 \$35,889,413 \$23,831,371 \$29,469,919 \$25,946,597 \$24,521,493 \$20,458,949 \$18,339,377 \$94,743,000 \$34,665,948 \$2,733,000	1185	6.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by	yLevy Scenario #7a	\$50,317,265	\$44,774,954	\$40,316,293	\$37,623,463	\$34,996,621	\$30,643,671	\$26,324,356	\$23,010,019	\$17,594,310	\$13,199,002	\$66,033,000	\$57,776,573	\$3,192,000
	1186	9.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by	yLevy Scenario #8a	\$50,317,265	\$44,272,954	\$38,796,293	\$35,889,413	\$33,831,371	\$29,469,919	\$25,946,597	\$24,521,493	\$20,458,949	\$18,339,377	\$94,743,000	\$34,665,948	\$2,733,000 \$0

Compared Service Compared Se		D	AB	AC	AD	AF	AF	AG	AH	Al	A.I	AK	AL AI	AN AN	AP	AQ AF
Section Column		D	AD	Α0	AD	AL	Ai	AG	All	AI.	Λ3	AIX	AL AI	A AN	Ar	AG AF
## Institution Proceed Spaces and Proceed Spaces Proceding Proceed Spaces Procedure Proced	3		Unidentified Savings->	0	(750,000)	(1,507,500)	(2,272,575)	(3,045,301)	(3,825,754)	(4,614,012)	(5,410,153)	(6,214,255)	(7,026,398)			
Total Control Contro	4		Salary Projection %->													
Total Property Services Project Services Proj	5		Surplus/(Deficit) w/New Levy \$'s->							(-,,-		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				
Forecast Ujuline and Proj. Lucys- 1							* , , -	, , .		, ,		, ,				
Problem Prob				48.9%	42.3%	36.3%	32.8%	30.3%		22.1%	20.4%					
Project Proj	_	Forecast Update as of				1						ŭ	-			
Section Sect													2030			
Fine	10	= Projected										9.9	0			y 2
2000 201 202	1104	Levy Scenario #8a		9.9 mills ea	a: 2023, 2026	6, 2029; CB	A=1%; 15%	FdBal by Le	vy#3							
100 100	1105		Fiscal Year		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year			
100 100	1106		<u>2020</u>	<u>2021</u>	2022	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	2028	<u>2029</u>	2030	F22 thru F30		
Transport Company Tran	1107	Base Projected Revenues	\$101 001 636	\$98 803 749	\$98 517 464	\$101 379 564	\$102 102 964	\$100 751 864	\$101 151 864	\$100 503 664	\$100 582 064	\$100 557 614	\$100 625 364	\$906 172 426		
111 Levy Mills Levy Mills Rev. 9 3 5 54,000 58,012,0	1109	Dasc Frojected Revenues	ψ101,001,030	ψ30,003,143	\$30,011,404	ψ101,013,00 1	ψ102,102,304	ψ100,751,00 4	ψ101,101,00 4	\$100,000,004	ψ100,302,00 4	ψ100,557,014	ψ100,020,004	ψ300,172,420		
112 Let Proposed Lary Ed. Rev. 50 50 54 -400,000 38.012.000 58.012.00	1110															
132 137 147	1111	Levy in Calendar Year														
118 20 Proposed Law Est. Rev. 30 30 50 50 50 50 50 50	1112	, ,				9.9								<u> </u>		
150	1113				\$0	\$0										
130 130	1114															
177 Total Revenues with proposed levides	1116															
Contact Nates Sevenes 3.5% -2.2% -0.3% 2.9% 5.1% 2.9% 0.4% 3.7% 4.2% 0.0% 4.1% 0.0% 1.1% 0.0% 0	1117					•			Ψ0		**	•	ì			
172 Teal Expand bit unidentified enductions	1118															
12 Total underdired reductions	1119	Growth Rate-Revenues	3.5%	-2.2%	-0.3%	2.9%	5.1%	2.9%	0.4%	3.7%	4.2%	0.0%	4.1%			
12 Total propenditions 0 0 0 0 0 0 0 0 0	1120	Total Expend, b/4 unidentified reductions	97 700 277	102 963 064	105 311 775	108 363 725	111 688 410	114 667 207	118 151 070	122 114 998	125 553 321	128 970 413	132 738 334	\$1.067.559.262		
12	1122															
222 Excess of Rev.Over/Under) Expend. 3,301,359 (4,159,315) (6,044,311) (5,476,661) (2,906,880) (2,058,042) (4,361,452) (3,522,322) (1,425,104) (4,062,544) (2,119,572) (531,977,889)	1123															
122 Secsion 123 124 125	1124	Growth Rate-Expenditures, net of reductions	0.5%	5.4%	1.6%	2.2%	2.4%	2.0%	2.4%	2.8%	2.2%	2.2%	2.4%			
22 Engining Cash Balance		Excess of Rev.Over/(Under) Expend.	3.301.359	(4.159.315)	(6.044.311)	(5.476.661)	(2.906.880)	(2.058.042)	(4.361.452)	(3.523.322)	(1.425.104)	(4.062.544)	(2.119.572)	(\$31.977.888)		
122 Ending Cash Balance 59,817,274 55,687,959 49,613,648 41,35,987 41,230,107 39,177,065 34,401,613 31,287,291 29,862,187 25,799,643 23,680,071	1127			(1,100,010)										(401)011)000)		
132 Less Outstanding Encumbrances	1128															
131 Less Outstannting Encumbrances	1129	Ending Cash Balance	59,817,274	55,657,959	49,613,648	44,136,987	41,230,107	39,172,065	34,810,613	31,287,291	29,862,187	25,799,643	23,680,071			
132 133 134 135	1131	Less Outstanding Encumbrances	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624			
132 Fund Balance as % of Expend, as of 55.8% 48.9% 42.3% 36.3% 32.8% 30.3% 25.8% 22.1% 20.4% 16.7% 14.6% 14.6% 13.8% 13.8% 13.8% 30.3% 25.8% 22.1% 20.4% 16.7% 14.6% 14.6% 13.8% 1	1132															
135 Fund Balance as % of Expend. as of 15.8% 49.9% 42.3% 36.3% 32.8% 30.3% 25.8% 22.1% 20.4% 16.7% 14.6% 15.8% 14.6% 15.8% 15.8% 14.9% 15.8% 15.	1133	Unencumbered Fund Balance	54,476,580	50,317,265	44,272,954	38,796,293	35,889,413	33,831,371	29,469,919	25,946,597	24,521,493	20,458,949	18,339,377			
135 Fund Balance as % of Expend. as of 137	1134	Fund Polonge on % of Expand on of	0	40.00/	42.20/	0	22.00/	0	0 2F 00/	0	0	16.70/	0			
\$6 (\$750,000) (\$757,500) (\$750,000) (\$757,500) (\$750,00		·	33.8%	40.9%	42.3%	30.3%	32.8%	30.3%	23.8%	22.1%	20.4%	10.7%	14.0%			
139 140 Fund Balance w/out any new Levy \$'s 140 Fund Balance w/out any new Levy \$'s 141 FdBal w/o any Levy\$'s as % of Total Exp. 142 Separation Summary 174 FUND BALANCE: 175 99 mills es: 2021; 2024, 2027, 2030; CBA=2% Levy Scenario #1 156 99 mills es: 2021; 2024, 2027, 2030; CBA=2% Levy Scenario #3 157 99 mills es: 2021; 2024, 2027, 2030; CBA=2% Levy Scenario #3 158 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 158 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 158 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 150 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 159 99 mills es: 2024; 2024, 2024, 2028; CBA=2% Levy Scenario #4 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #3 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #4 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #4 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #4 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #4 159 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #5 150 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #5 150 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #5 150 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #5 150 99 mills es: 2022; 2025, 2028; CBA=2% Levy Scenario #5 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #5 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #5 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #5 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #5 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy Scenario #6 150 99 mills es: 2023; 2026, 2029; CBA=2% Levy	1137	and Data de de 7001 Expendi de 01														
140 Fund Balance w/out any new Levy \$'s \$50,317,265 \$44,272,954 \$38,796,293 \$31,483,413 \$20,613,371 \$7,439,919 \$(9,557,403) \$(\$29,118,507) \$(\$51,317,051) \$(\$76,403,623) \$41,976 \$	1138	\$ of new reductions this year		\$0	(\$750,000)	(\$757,500)	(\$765,075)	(\$772,726)	(\$780,453)	(\$788,258)	(\$796,141)	(\$804,102)	(\$812,143)			
141 FGBal w/o any Levy\$'s as % of Total Exp. 48.9% 42.3% 36.3% 28.8% 18.5% 6.5% -8.1% -24.2% -41.8% -60.8% 172	1139	F 1 B. 1		050 217 25	044.000.00	000 =====	004 100 1	000 010 00	07.100.0	(00 10	(800 : : 2 = -	(054 515 55	(070 (00 000			
173 Levy Scenario Summary 174 FUND BALANCE: 175 6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #1 \$50,090,265 \$45,291,954 \$42,460,793 \$36,141,182 \$27,607,138 \$18,016,486 \$3,191,454 \$12,648,348 \$18,270,270,270,270,270,270,270,270,270,270																
Total Levy Proc Total Levy	1172	. 4541/0 dily 2019 4 5 45 /6 01 10tal Exp.		40.3%	42.3%	30.3%	20.0%	10.3%	0.3%	-0.176	-24.270	-41.076	-00.076			
Total Levy Proc Total Levy	1173	Levy Scenario Summary														
175 6.9 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #1 \$50,090,265 \$45,291,954 \$42,460,793 \$36,141,182 \$27,607,138 \$18,016,486 \$3,191,454 \$(\$12,648,348) \$(\$29,728,118) \$(\$51,564,095) \$99,348,000 \$176,99 mills ea: 2021, 2024, 2027, 2030;CBA=2% Levy Scenario #2 \$50,090,265 \$42,365,954 \$46,279,793 \$42,506,182 \$37,844,138 \$33,451,486 \$23,824,454 \$14,577,652 \$5,485,882 \$83,620,090 \$90,285 \$42,365,954 \$36,259,939,338 \$27,844,138 \$33,451,486 \$23,824,454 \$14,577,652 \$5,485,882 \$84,285,940,000 \$90,285 \$42,385,940 \$90,285 \$42,385,954 \$38,093,793 \$30,733,182 \$18,083,486 \$94,204,544 \$14,577,652 \$5,485,882 \$84,285,940,000 \$90,285 \$42,385,954 \$38,093,793 \$30,733,182 \$18,083,486 \$94,204,544 \$14,577,652 \$5,485,882 \$84,285,940,000 \$90,285 \$42,385,954 \$38,093,793 \$34,744,182 \$26,129,138 \$18,083,486 \$94,204,544 \$14,341,341,341,341,341,341,341,341,341,3														Total Levy Proc	Total Unid Syge	Total Invine
176 9.9 mills ea: 2022, 2025, 2028, CBA=2%	1175		Levy Scenario #1	\$50,090,265			\$36,141,182	\$27,607,138	\$18,016,486	\$3,191,454		(\$29,728,118)	(\$51,564,095)		. s.ai oiliu.ovus	
179 9.9 mills ea: 2022, 2025, 2028; CBA=2%					\$46,564,954	\$46,279,793					\$14,577,652		(\$8,362,095)			\$0
179 6.9 mills ea: 2023, 2026, 2029; CBA=2%	1177															
180 9.9 mills ea: 2023, 2026, 2029; CBA=2%	1178															
181 [6.9 mills ea: 2023, 2026, 2029; CBA=1% Levy Scenario #7 \$50,317,265 \$43,518,954 \$36,516,793 \$29,949,338 \$22,067,995 \$11,016,789 \$(\$1,286,545) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) \$(\$1,286,547,975) <th>1180</th> <th>9.9 mills ea: 2023, 2026, 2029; CBA=2%</th> <th>Levy Scenario #6</th> <th>\$50,090,265</th> <th>\$42,365,954</th> <th>\$33,682,793</th> <th>\$25,917,182</th> <th>\$17,292,138</th> <th>\$4,559,486</th> <th>(\$8,745,546)</th> <th>(\$21,612,348)</th> <th>(\$38,928,118)</th> <th>(\$56,169,095)</th> <th>\$94,743,000</th> <th>\$0</th> <th></th>	1180	9.9 mills ea: 2023, 2026, 2029; CBA=2%	Levy Scenario #6	\$50,090,265	\$42,365,954	\$33,682,793	\$25,917,182	\$17,292,138	\$4,559,486	(\$8,745,546)	(\$21,612,348)	(\$38,928,118)	(\$56,169,095)	\$94,743,000	\$0	
183 6.9 mills ea: 2022, 2025, 2028; CBA=2%; 15% FdBal by Levy Scenario #3a \$50,090,265 \$43,873.954 \$41,331.793 \$40,001,782 \$35,111.50 \$31,130,558 \$26,522,707 \$19,311.322 \$12,744.011 \$6,647.975 \$86,434.000 \$71,229,070 \$2,654.000 \$31,766,989 \$12,744.011 \$6,647.975 \$85,434.000 \$71,229,070 \$2,654.000 \$31,766,989 \$12,744.01 \$71,744.0	1181						\$29,949,338									
184 9.9 mills ea: 2022, 2025, 2028, CBA=2%; 15% FdBal byLevy Scenario #4a \$50,090,265 \$43,119,954 \$40,381,793 \$39,379,482 \$33,963,644 \$29,970,022 \$26,058,080 \$18,766,989 \$12,724,443 \$7,640,433 \$12,2586,000 \$35,614,528 \$2,209,000 \$185 6.9 mills ea: 2023, 2026, 2029, CBA=1%; 15% FdBal byLevy Scenario #7a \$50,317,265 \$44,774,954 \$40,316,293 \$37,623,463 \$34,996,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,594,310 \$13,199,002 \$66,033,000 \$57,776,573 \$3,192,000	1182 1183															\$2,654,000
185 6.9 mills ea: 2023, 2026, 2029, CBA=1%; 15% FdBal byLevy Scenario #7a \$50,317,265 \$44,774,954 \$40,316,293 \$37,623,463 \$34,996,621 \$30,643,671 \$26,324,356 \$23,010,019 \$17,594,310 \$13,199,002 \$66,033,000 \$57,776,573 \$3,192,000 \$10,000 \$	1184															\$2,009,000 \$0
186 9.9 mills ea: 2023, 2026, 2029; CBA=1%: 15% FdBal by Levy Scenario #8a \$50,317,265 \$44,272,954 \$38,796,293 \$35,889,413 \$33,831,371 \$29,469,919 \$25,946,597 \$24,521,493 \$20,458,949 \$18,339,377 \$94,743,000 \$34,665,948 \$2,733,000	1185	6.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by	yLevy Scenario #7a	\$50,317,265	\$44,774,954	\$40,316,293	\$37,623,463	\$34,996,621	\$30,643,671	\$26,324,356	\$23,010,019	\$17,594,310	\$13,199,002	\$66,033,000	\$57,776,573	\$3,192,000
	1186	9.9 mills ea: 2023, 2026, 2029; CBA=1%; 15% FdBal by	yLevy Scenario #8a	\$50,317,265	\$44,272,954	\$38,796,293	\$35,889,413	\$33,831,371	\$29,469,919	\$25,946,597	\$24,521,493	\$20,458,949	\$18,339,377	\$94,743,000	\$34,665,948	\$2,733,000 \$0