

Exhibit T-2
As approved by
Board of Education
11/17/20



Five Year Forecast Financial Report

November 2020



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Forecast Purpose/Objectives

Ohio Department of Education's purposes/objectives for the five-year forecast are:

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

Forecast Methodology - This forecast is prepared based upon historical trends and current factors. This information is then extrapolated into estimates for subsequent years. The forecast variables can change multiple times throughout the fiscal year and while cash flow monitoring helps to identify unexpected variances no process is guaranteed. The intent is to provide the district's financial trend over time and a roadmap for decisions aimed at encouraging financial sustainability and stability.



Five-Year Forecast-Basics

- Required two times per year-
May & Nov.
- Last one approved May 2020
- Can amend/submit any time
throughout the year



Five-Year Forecast-Basics

- Basic Format-3 yrs of historical & 5 yrs. of projected data-General Fund
- Reflects actual rev. & exp. thru F20
- And projected rev. & exp. F21 thru F25 based upon final F20 and F21 YTD data



Five-Year Forecast-Basics

- To be used as a planning tool in long-term strategic planning
- Designed to identify issues to be addressed in advance
- But one approach to balancing District's finances



Five-Year Forecast-Basics

- Does not reflect the exact layout of future events, as other events will occur that will impact this forecast:
 - Current & ongoing COVID-19 impact on both instruction and operations
 - State Budget Bills
 - Recovery of Ohio economy from COVID-19
 - COVID-19 impact on real estate markets and valuations
 - Other market forces



Five-Year Forecast-Basics

- Only thing for sure, is that most all of these numbers will be different!



Next Projected Operating Levy

- Due to COVID-19 closure in spring of 2020, F20 ended with a \$3.3 million operating surplus, thereby adding to the District's healthy fund balance (\$54.5 million at 6/30/20)
- Accordingly, this forecast delays the next Operating Levy originally planned for calendar 2021 to calendar 2022

Historical Finances at a Glance - General Fund

Shaker Heights City SD

Fcast BCCrev11-08-20pm

\$59,817,274

Cash Balance as of 6/30/20

\$98,789,749

2021 Forecasted Revenues

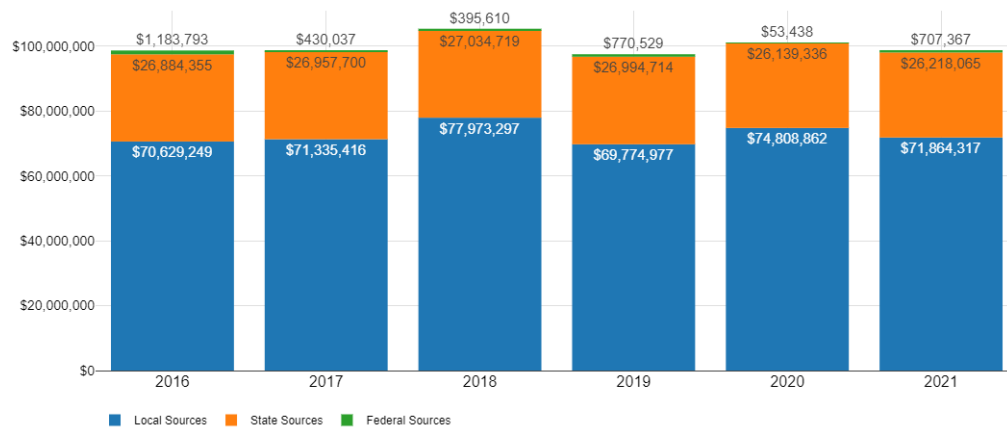
\$105,189,065

2021 Forecasted Expenses

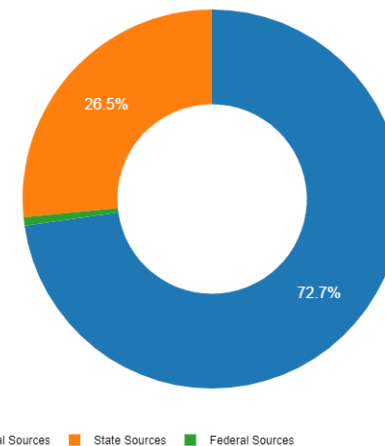
\$53,417,958

Cash Balance as of 6/30/21

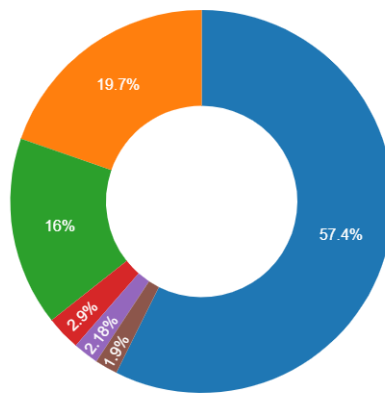
Historical General Fund Revenues by Source



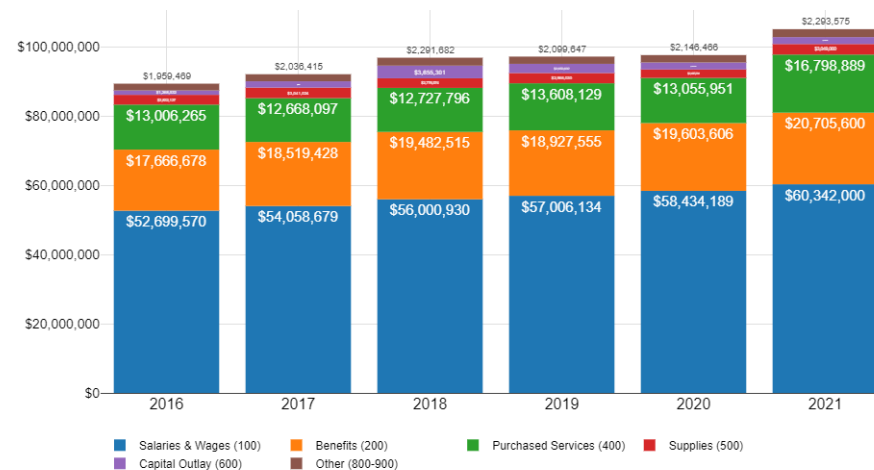
General Fund Current Year Revenues by Source



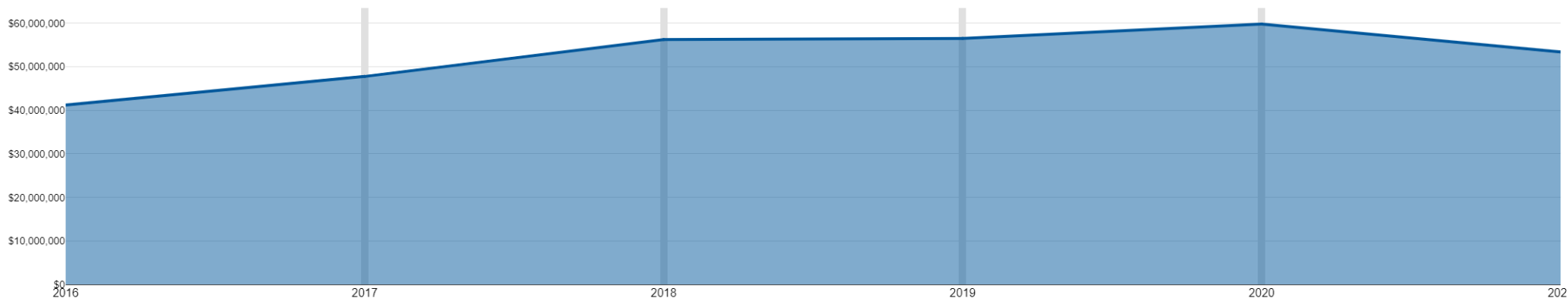
General Fund Current Year Expenses by Object



Historical General Fund Expenses by Object



Historical General Fund Balances



Forecasted Finances at a Glance - General Fund

Shaker Heights City SD

Fcast BCCrev11-08-20pm

\$59,817,274

Cash Balance as of 6/30/20

\$98,789,749

2021 Forecasted Revenues

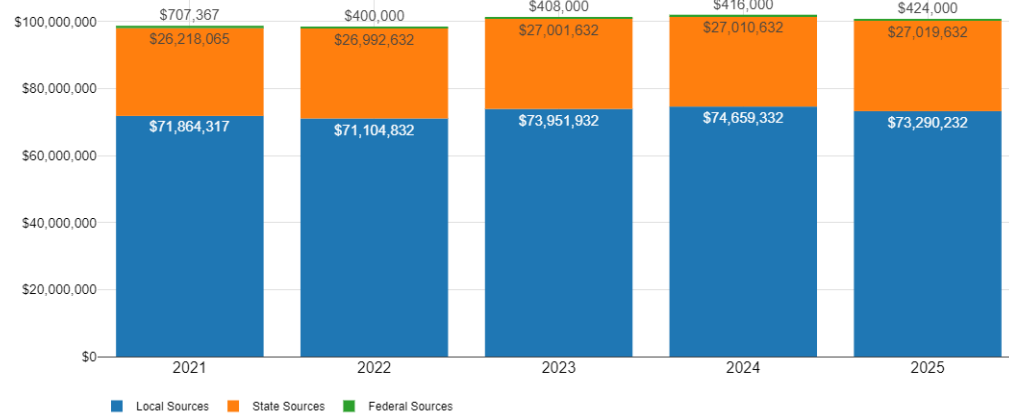
\$105,189,065

2021 Forecasted Expenses

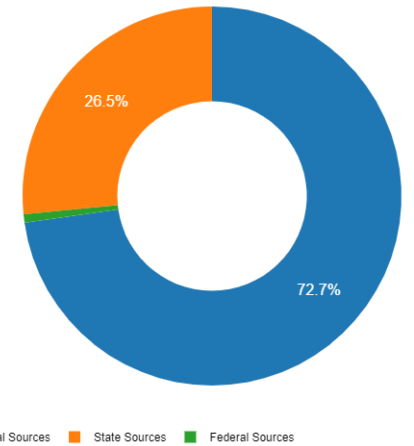
\$53,417,958

Cash Balance as of 6/30/21

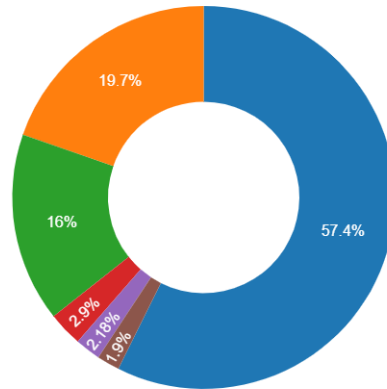
Forecasted General Fund Revenues by Source



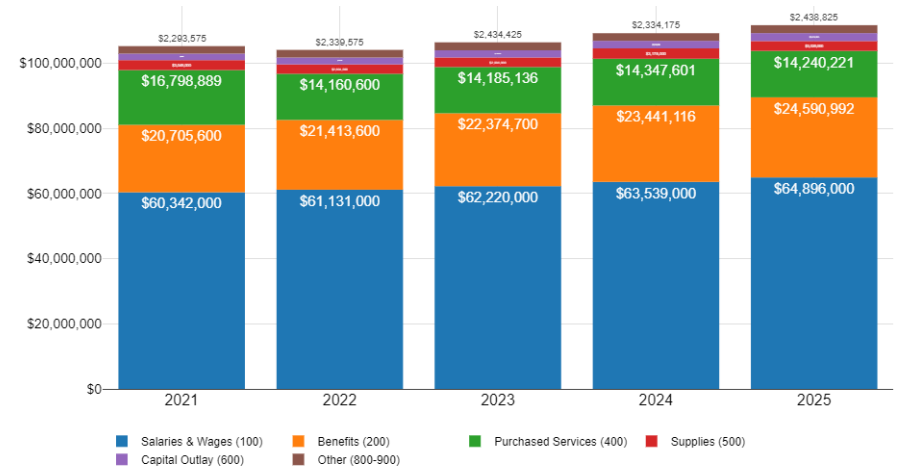
General Fund Current Year Revenues by Source



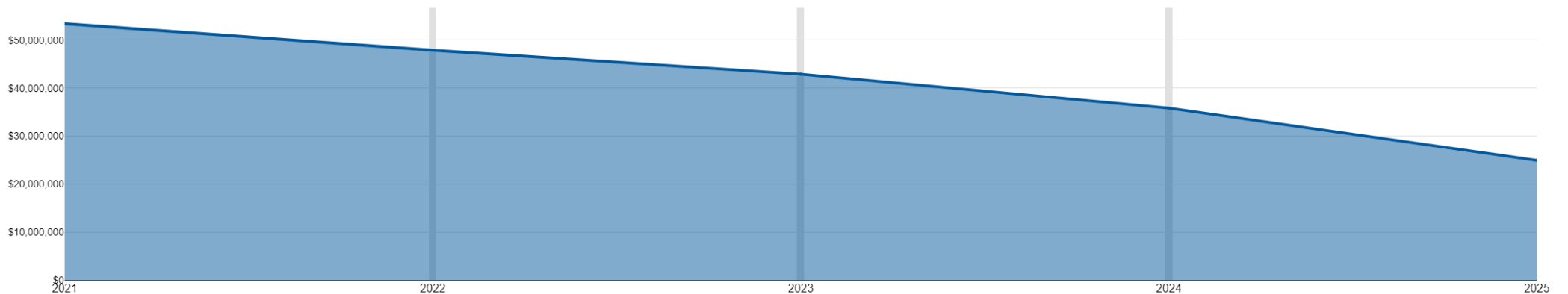
General Fund Current Year Expenses by Object



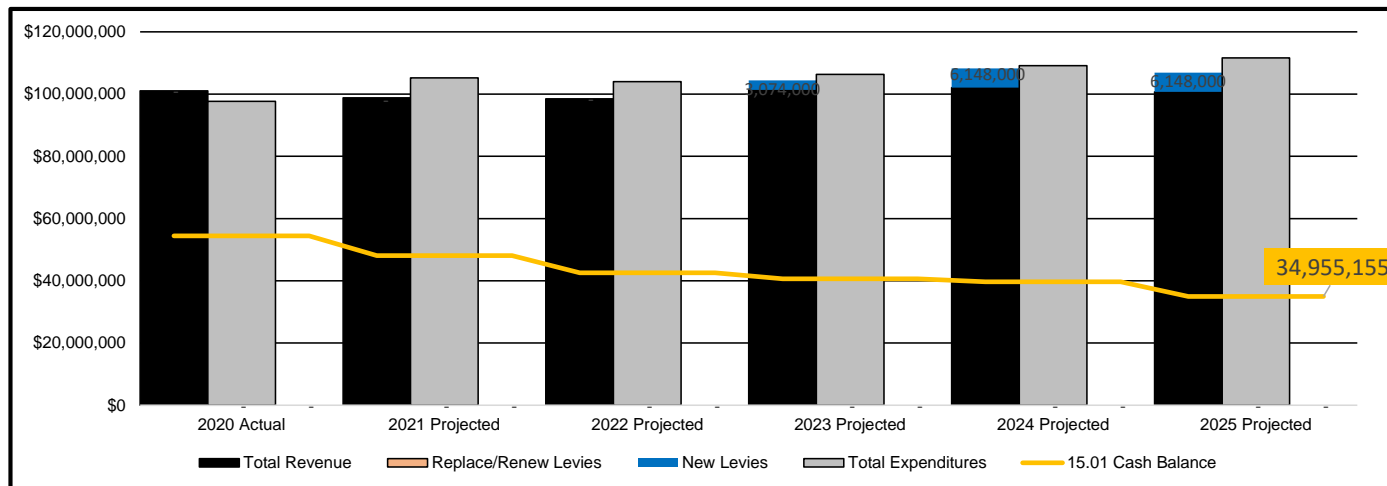
Forecasted General Fund Expenses by Object



Forecasted General Fund Balances



Forecast Summary



Note: Cash balance includes any existing levy modeled as renewed during the forecast.
Cash balance is not reduced for encumbrances.

Financial Forecast

	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Beginning Balance	59,817,274	53,417,958	47,876,647	42,882,950	35,814,023
+ Revenue	98,789,749	98,497,464	101,361,564	102,085,964	100,733,864
+ Proposed Renew/Replacement Levies	-	-	-	-	-
+ Proposed New Levies	-	-	3,074,000	6,148,000	6,148,000
- Expenditures	(105,189,065)	(104,038,775)	(106,355,261)	(109,154,892)	(111,622,038)
= Revenue Surplus or Deficit	(6,399,315)	(5,541,311)	(1,919,697)	(920,928)	(4,740,174)
Ending Balance with renewal levies Note: Not Reduced for Encumbrances	53,417,958	47,876,647	45,956,950	41,962,023	31,073,849

Analysis Without Renewal Levies Included:

Revenue Surplus or Deficit w/o Levies	(6,399,315)	(5,541,311)	(4,993,697)	(7,068,928)	(10,888,174)
Ending Balance w/o Levies	53,417,958	47,876,647	42,882,950	35,814,023	24,925,849

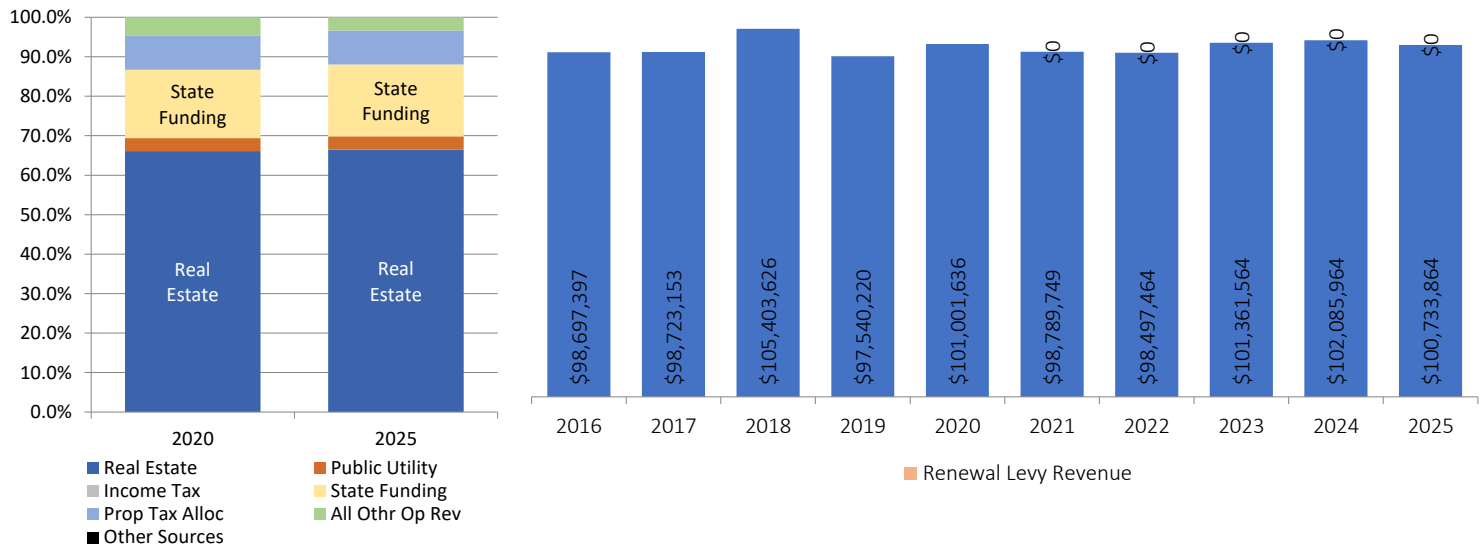
In FY 2021 a revenue shortfall is expected. This means that expenditures are expected to be greater than revenue by \$6,399,315 in FY 2021. By the last year of the forecast, FY 2025, the district is expected to have a revenue shortfall where expenditures are projected to be greater than revenue by \$10,888,174. The district would need to cut its FY 2025 projected expenses by 10.81% in order to balance its budget without additional revenue.

The district's cash balance is positive at year-end in FY 2021 and is projected to worsen by FY 2025. A worsening cash balance can erode the district's financial stability over time.

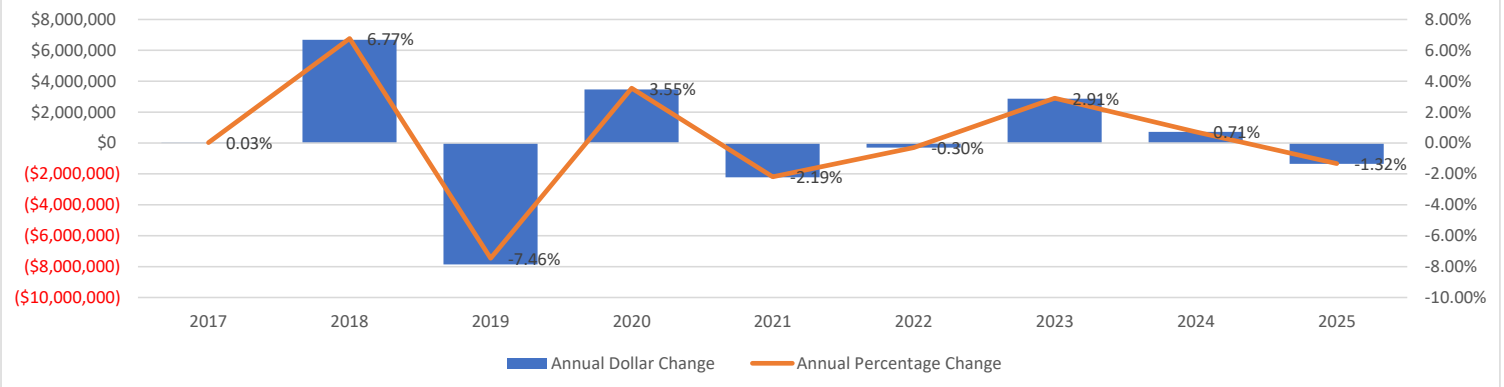
In accordance with the Finance & Audit Committee recommendation at their October 8, 2020 meeting, this forecast reflects delaying the next operating levy (currently projected as a 6.9 mill continuing levy) from calendar 2021 to calendar 2022, which would be eight years since the last operating levy was approved in 2014. Such new levy would begin collections starting in calendar 2023. This forecast also incorporates a \$475,000 per year over year of continuing unidentified budget reductions beginning in Fiscal 2022.

Revenue Sources and Forecast Year-Over-Year Projected Overview

Sources of Revenue Over Time



Year-Over-Year Dollar & Percentage Change



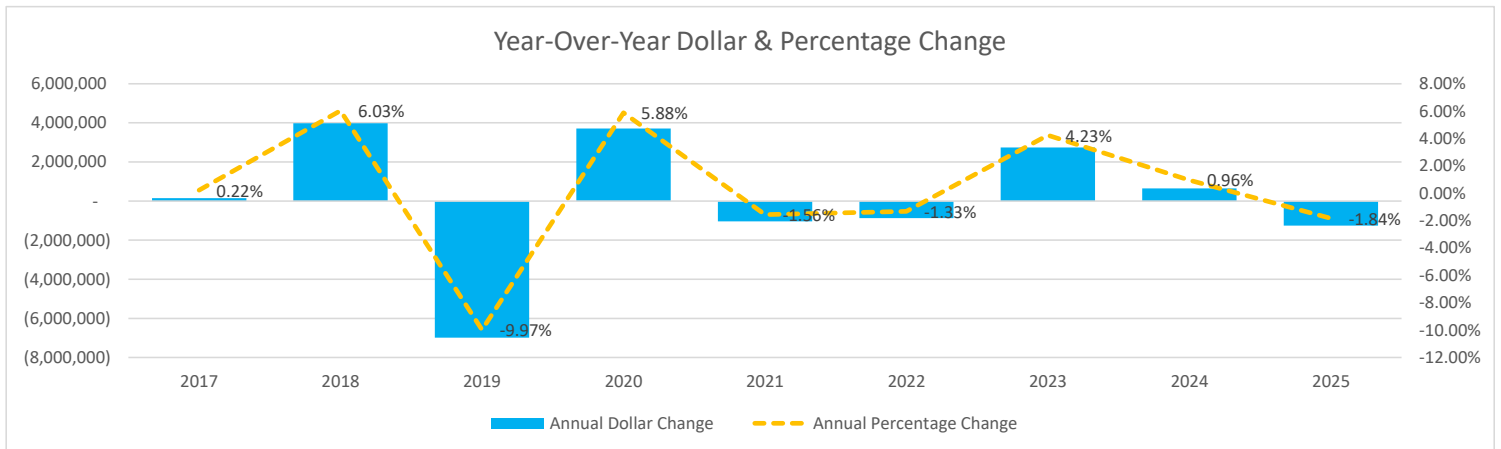
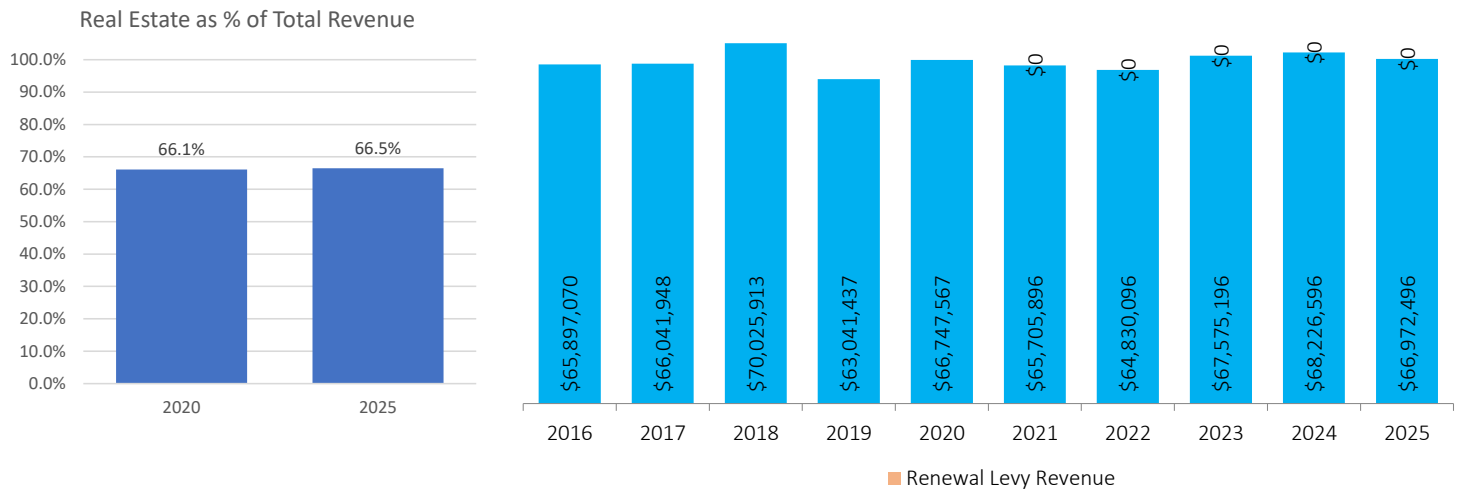
3-Year Historical Actual Average Annual Dollar Change Compared to 5-Year Projected

	Historical Average Annual \$ Change	Projected Average Annual \$ Change	Projected Compared to Historical Variance	
Real Estate	\$235,206	\$44,986	(\$190,221)	Total revenue increased 0.95% or \$759,494 annually during the past five years and is projected to decrease -0.04% or -\$53,554 annually through FY2025. All Othr Op Rev has the most projected average annual variance compared to the historical average at -\$877,730
Public Utility	\$193,946	\$0	(\$193,946)	
Income Tax	\$0	\$0	\$0	
State Funding	(\$219,777)	\$176,059	\$395,837	
Prop Tax Alloc	(\$53,011)	\$0	\$53,011	
All Othr Op Rev	\$603,130	(\$274,599)	(\$877,730)	The substantial real estate tax increase in Fiscal 2018, decrease in Fiscal 2019, and increase in Fiscal 2020 is attributable to the accordion effect of the receipt of tax payer accelerated payments in December 2017 made so as to take advantage of the federal income tax law change that went into effect January 1, 2018.
Other Sources	\$0	\$0	\$0	
Total Average Annual Change	\$759,494	(\$53,554)	(\$813,049)	
	0.95%	-0.04%	-0.99%	

Note: Expenditure average annual change is projected to be > \$2,784,352 On an annual average basis, expenditures are projected to grow faster than revenue.

1.010 - General Property Tax (Real Estate)

Revenue collected from taxes levied by a school district by the assessed valuation of real property using effective tax rates for class I (residential/agricultural) and class II (business).



Values, Tax Rates and Gross Collections							Gross Collection Rate Including Delinquencies
Tax Yr	Valuation	Value Change	Class I Rate	Change	Class II Rate	Change	
2019	862,375,300	(336,990)	85.67	-	109.93	-	98.7%
2020	850,736,000	(11,639,300)	86.81	1.14	111.31	1.38	99.4%
2021	894,236,000	43,500,000	82.81	(4.00)	106.04	(5.28)	99.4%
2022	892,736,000	(1,500,000)	82.97	0.16	106.15	0.11	99.4%
2023	886,236,000	(6,500,000)	83.57	0.60	106.84	0.69	99.4%
2024	943,736,000	57,500,000	78.75	(4.82)	100.52	(6.31)	99.4%

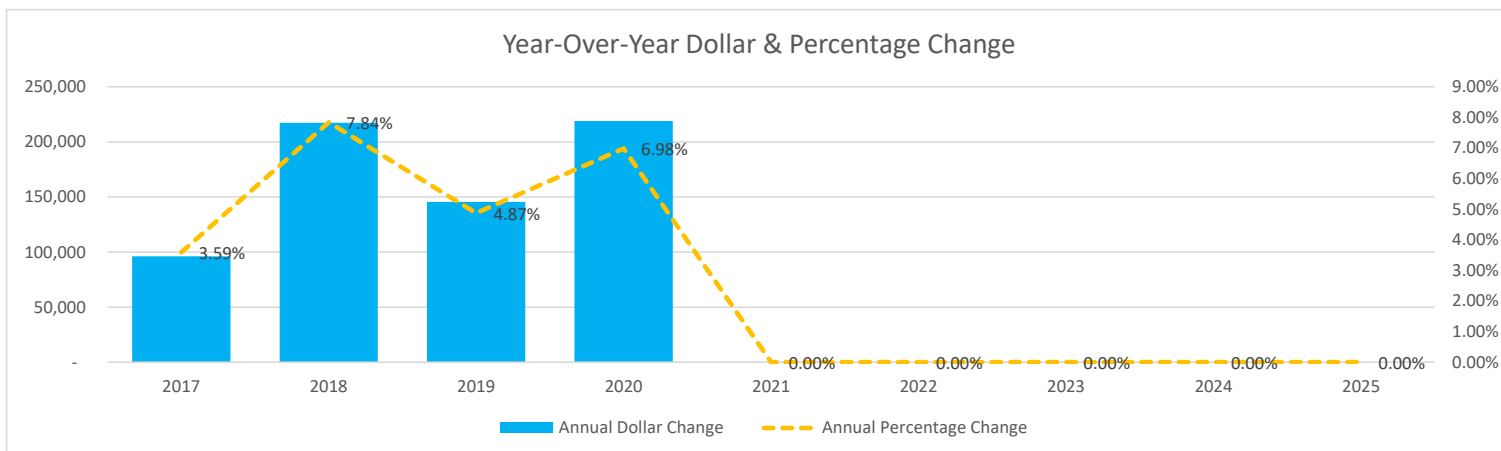
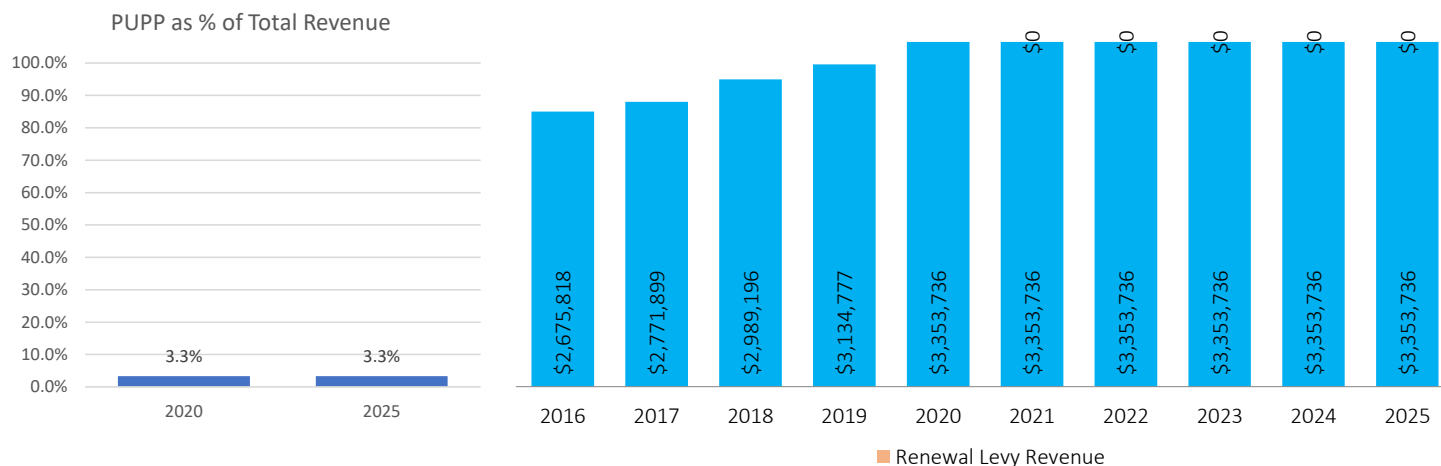
Real estate property tax revenue accounts for 66.09% of total revenue. Class I or residential/agricultural taxes make up approximately 86.87% of the real estate property tax revenue. The Class I tax rate is 86.81 mills in tax year 2020. The projections reflect an average gross collection rate of 99.4% annually through tax year 2024. The revenue changed at an average annual historical rate of 0.65% and is projected to change at an average annual rate of 0.09% through FY 2025.

The substantial real estate tax increase in Fiscal 2018, decrease in Fiscal 2019, and increase in Fiscal 2020 is attributable to the accordion effect of the receipt of tax payer accelerated payments in December 2017 made so as to take advantage of the federal income tax law change that went into effect January 1, 2018. Key Assumption: No decline in property tax assessed valuation during the forecast period, and that collection rates remain consistent with recent years. The COVID-19 impact is primarily a timing difference with an estimated total net loss approximating just under \$1 million over the multi-year period (i.e. a delinquent collection in one fiscal year is collected in a subsequent fiscal year).

**Projected % trends include renewal levies*

1.020 - Public Utility Personal Property

Revenue generated from public utility personal property valuations multiplied by the district's full voted tax rate.



Values and Tax Rates					Gross Collection Rate Including Delinquencies
Tax Year	Valuation	Value Change	Full Voted Rate	Change	
2019	18,764,080	1,274,520	183.43	-	100.0%
2020	19,264,000	499,920	183.43	-	100.0%
2021	19,764,000	500,000	183.43	-	100.0%
2022	20,264,000	500,000	183.43	-	100.0%
2023	20,764,000	500,000	183.43	-	100.0%
2024	21,264,000	500,000	183.43	-	100.0%

The public utility personal property tax revenue is generated from the personal property values, additions, and depreciation reported by the utility companies. This category currently makes up 3.32% of total district revenue. The property is taxed at the full voted tax rate which in tax year 2020 is 183.43 mills. The forecast is modeling an average gross collection rate of 100.00%. The revenue changed historically at an average annual dollar amount of \$193,946 and is projected to change at an average annual dollar amount of \$ through FY 2025.

*Projected % trends include renewal levies



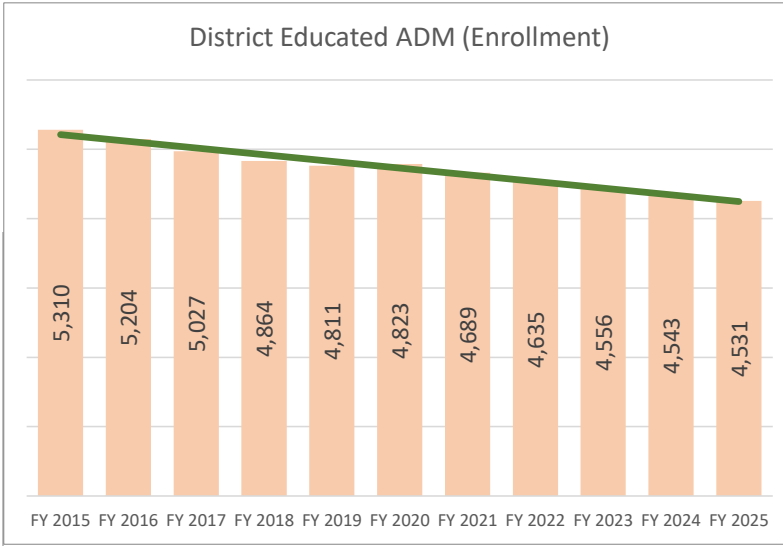
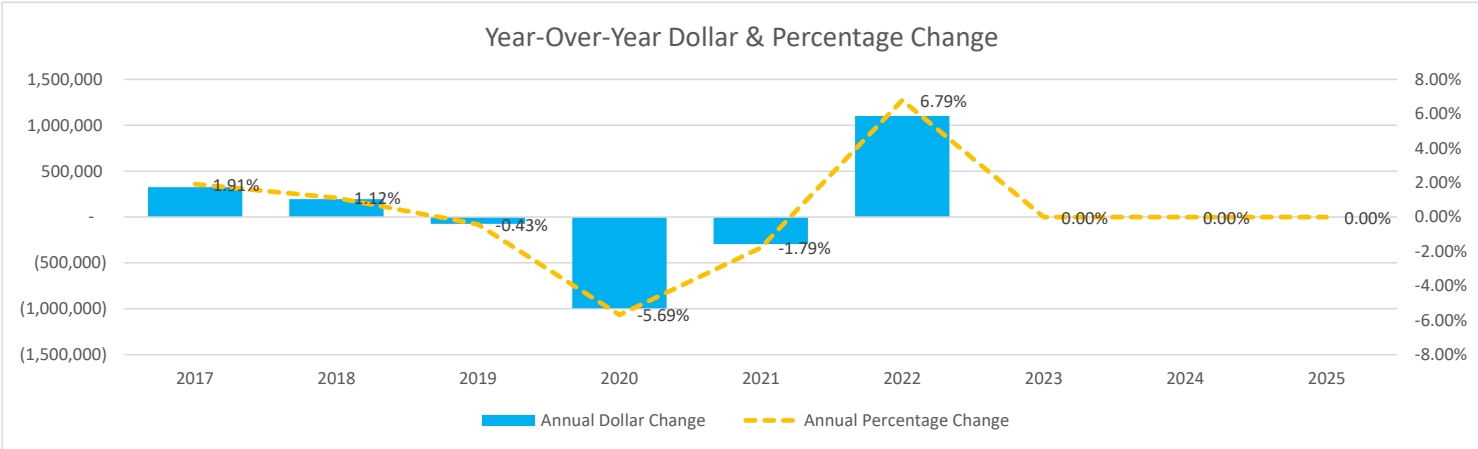
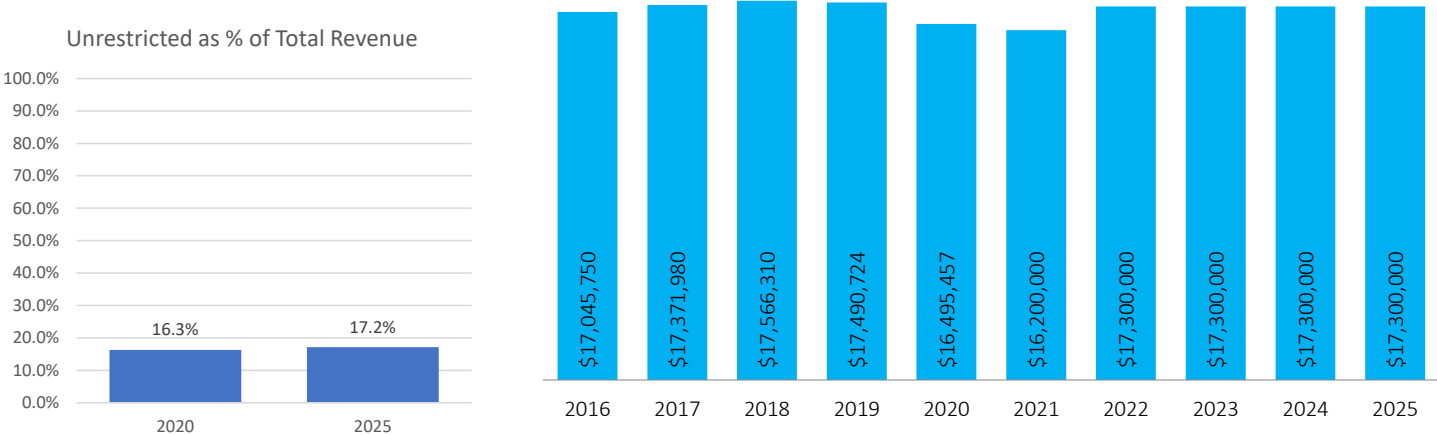
Key Revenue Assumption

State Support

- F21 is projected to be about same as F20 due to State's continuation of F20 amounts as part of the current State biennial budget (no formula for now)
- Note-both years net of COVID-19 reduction of \$1.1 million

1.035 - Unrestricted Grants-in-Aid

Funds received through the State Foundation Program with no restriction.

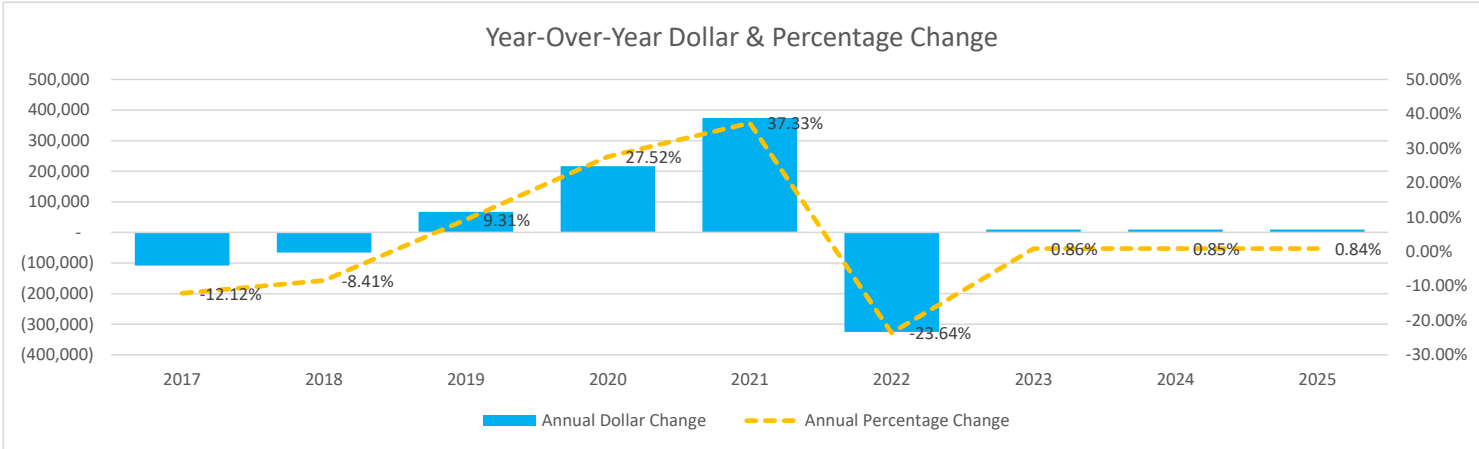
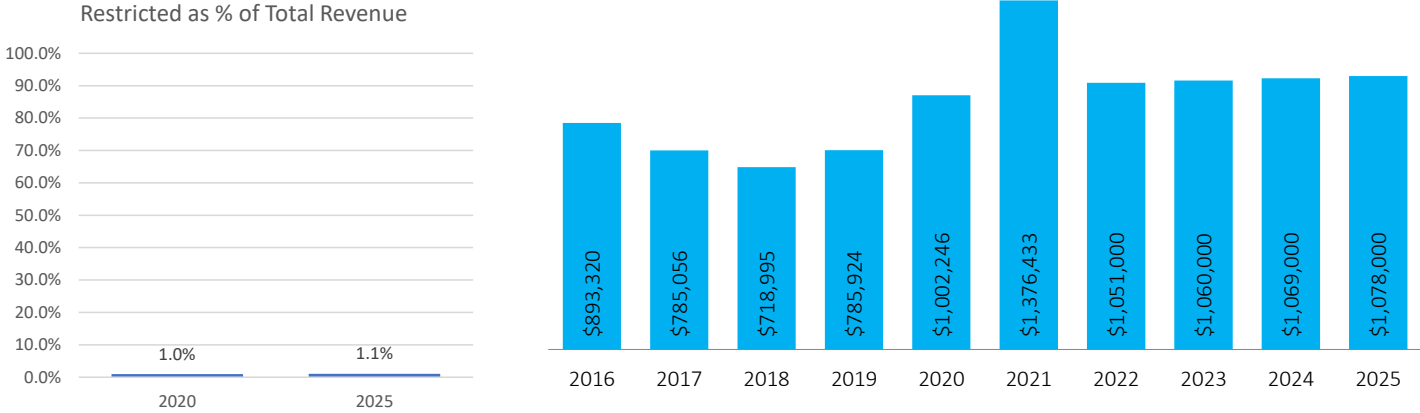


The FY 2019 per pupil and foundation revenue amount is the base aid amount used in FY 2019. In addition to its FY 2021 base funding amount of \$16,940,264 the district calculated FY 2021 categorical funding such as spec. ed., preschool, casino of \$695,931. Projected amounts less than the FY 2019 base indicate state budget cuts and other assumed change. For fiscal year 2022 - 2025, the district is projecting an average annual increase of 1.70%. Note: Wellness funding is not included in these calculations.

The OH Gen'l Ass'ly approved the State biennial budget for the 2019-21 period, which effectively froze school funding at F19 levels, subject to the COVID-19 budget reduction of \$1.1 million in F20 continuing into F21. F22 and beyond assumes a restoration to pre-COVID-19 funding levels. Sub. H.B. 305, the Cupp-Patterson bill is currently being considered by the O.G.A., but is not expected to be implemented (if approved) before the beginning of the next biennium (7/1/21). F16 thru F20 amounts include Casino & Fuel Tax Refund receipts, after which they are in Restr. Grants-in-Aid Line 1.040.

1.040 & 1.045 - Restricted Grants-in-Aid

Funds received through the State Foundation Program or other allocations that are restricted for specific purposes.

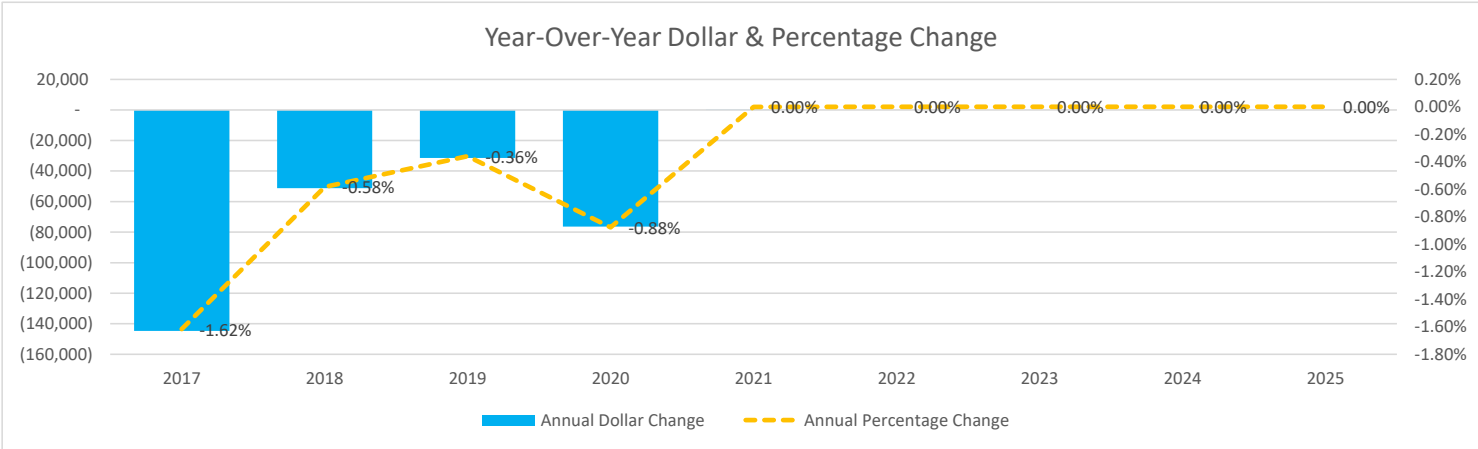
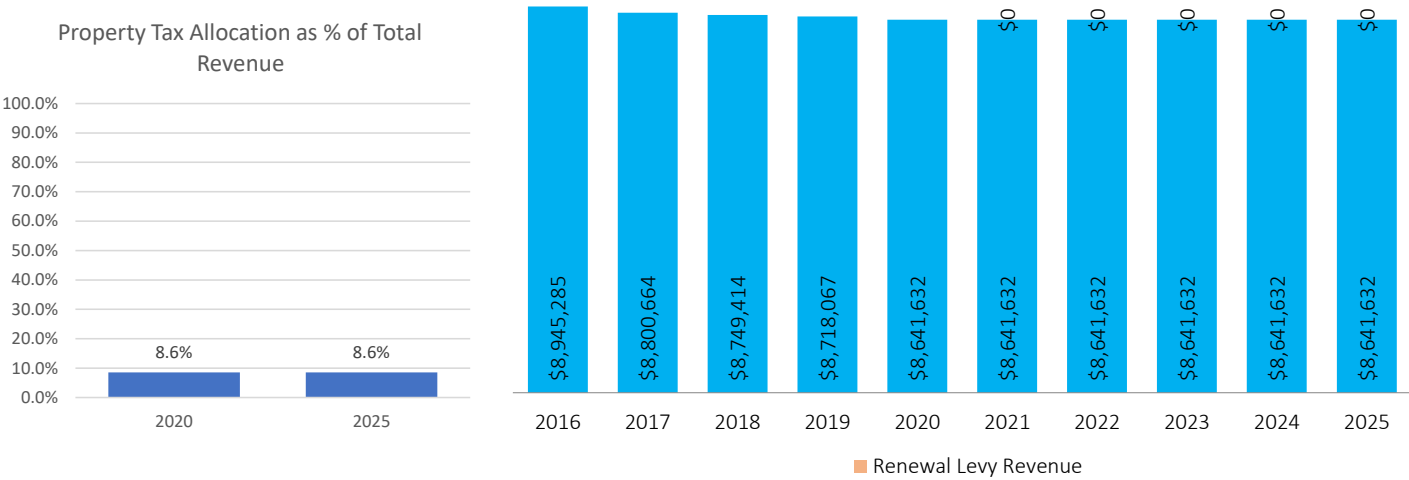


Restricted aid is the portion of state per pupil funding that must be classified as restricted use. Historically the district's restricted state aid changed annually on average by \$72,397 and is projected to change annually on average by \$15,151. Restricted funds represent 0.99% of total revenue.

FY's before 2021 did not include the Casino and Fuel Tax refund revenues as they were included in State Foundation receipts. The Fiscal 2020 increase is attributable to the new Student Wellness & Success Funds. F21 includes the last projected Student Wellness & Success Funds amount, not projected in years after F21 thereby accounting for the decline.

1.050 - Property Tax Allocation

Includes funds received for Tangible Personal Property Tax Reimbursement, Electric Deregulation, Homestead and Rollback.



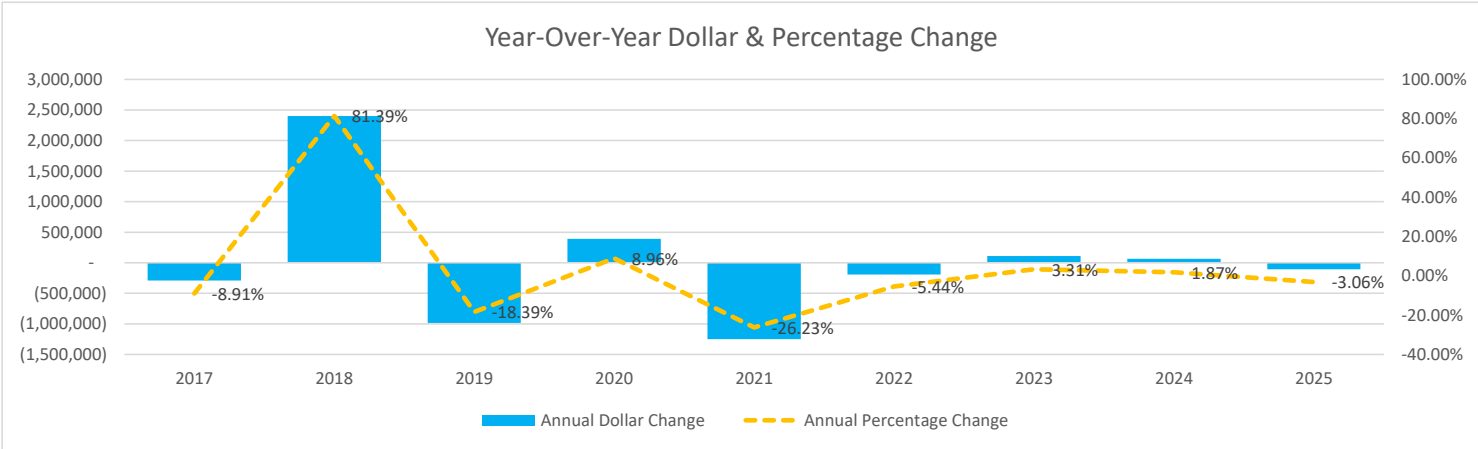
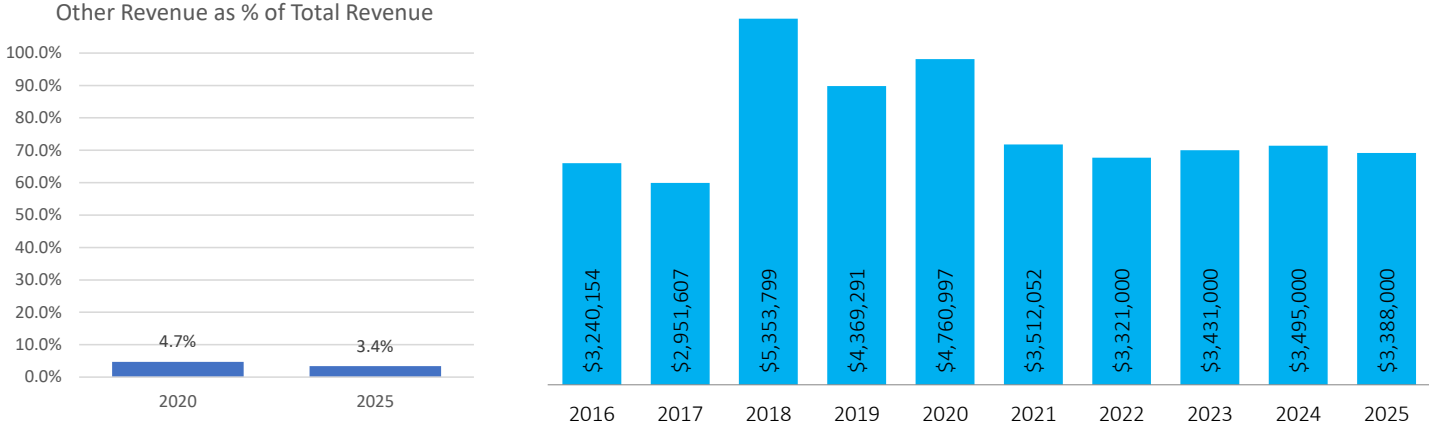
Property tax allocation primarily consists of reimbursements from the state of Ohio for local taxpayer credits or reductions. The state reduces the local taxpayer's tax bill with a 10% rollback credit, and 2.5% owner-occupied rollback credit, plus a homestead credit for qualifying taxpayers. In FY 2021, approximately 11.1% local residential property taxes will be reimbursed by the state in the form of rollback credits and approximately 1.8% will be reimbursed in the form of qualifying homestead exemption credits.

Due to State change in a previous State budget bill, there is no increase in Homestead Exemption RollBack (HERB) payments from the State for levies approved after 2013, thus no change projected in this item going forward.

**Projected % trends include renewal levies*

1.060 - All Other Operating Revenues

Operating revenue sources not included in other lines; examples include tuition, fees, earnings on investments, rentals, and donations.



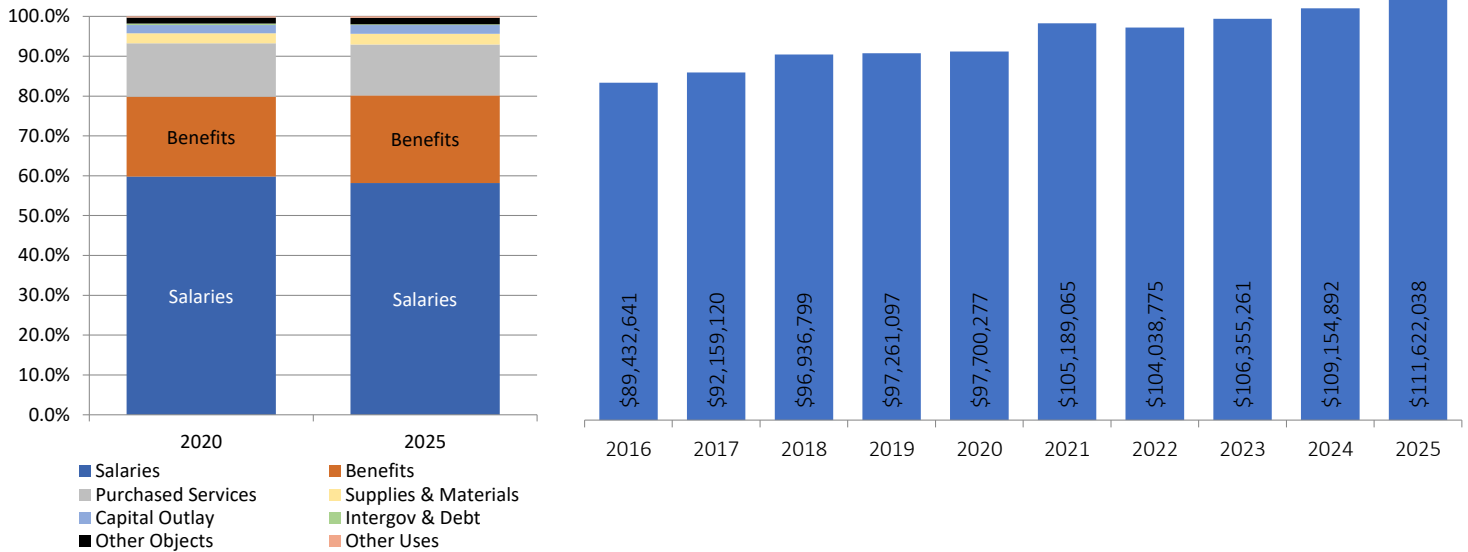
Other revenue includes tuition received by the district for non-resident students educated by the district. It also includes interest income, payments in lieu of taxes, and miscellaneous revenue. The historical average annual change was \$603,130. The projected average annual change is -\$274,599 through FY 2025.

Fiscal 2016 included the four-year interim period (2005-2009) settlement amounting to \$437,000; \$318,000 for the Fiscal 2012 Medicaid settlement payment; and the early receipt of the Fiscal 2013 Medicaid settlement in June. Year-to-year fluctuations during the forecast period are attributable to various periodic and/or non-recurring payments. The substantial increase in Fiscal 2018 and subsequent decrease in Fiscal 2019 is due to the \$1.7 million receipt in December 2017 from the bond issue proceeds that reimbursed the General Fund for its expenditures for the Middle School roof project during the summer of 2017.

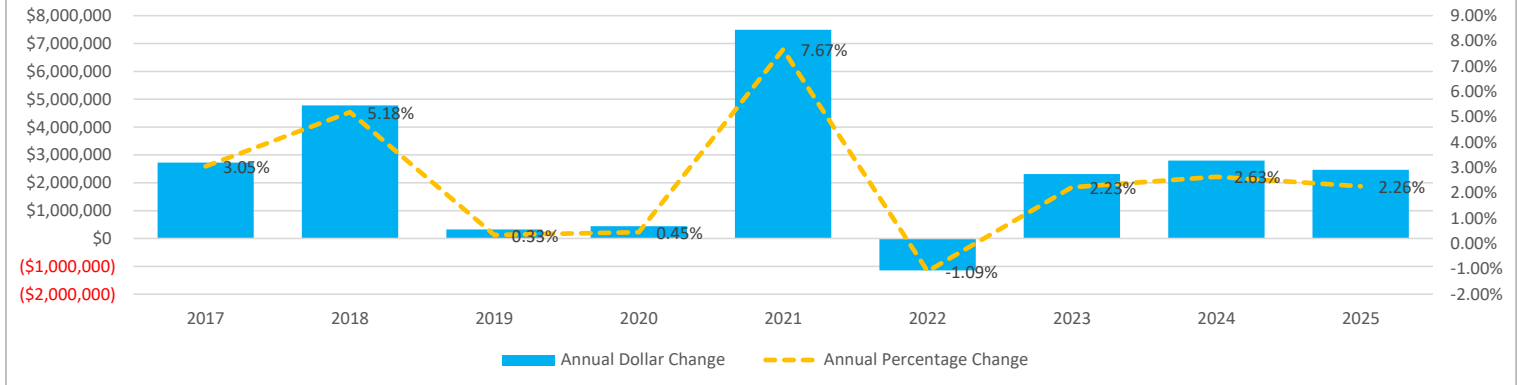
This category includes investment earnings, Medicaid reimbursements, out-of-district tuition receipts, among other various income receipts. The Coronavirus Pandemic impact has resulted in a substantial drop in interest rates accounting for the majority of the significant decrease from Fiscal 2020 to Fiscal 2021 and remaining lower in subsequent years.

Expenditure Categories and Forecast Year-Over-Year Projected Overview

Expenditure Categories Over Time



Year-Over-Year Dollar & Percentage Change



3-Year Historical Actual Average Annual Dollar Change Compared to 5-Year Projected

	Historical Average Annual \$\$ Change	Projected Average Annual \$\$ Change	Projected Compared to Historical Variance	
Salaries	\$1,458,503	\$1,292,362	(\$166,141)	Total expenditures increased 1.99% or \$1,847,052 annually during the past five years and is projected to increase 2.85% or \$2,784,352 annually through FY2025. Benefits has the largest projected average annual variance compared to the historical average at \$636,084. Expenditures reflect the salary & wage growth in accordance with the collective bargaining agreement settlements, replacement savings from retirees and other terminations, expected increases in related fringe benefits and other District operating expenditures.
Benefits	\$361,393	\$997,477	\$636,084	
Purchased Services	\$129,285	\$236,854	\$107,569	
Supplies & Materials	(\$201,931)	\$117,954	\$319,885	
Capital Outlay	\$63,119	\$81,233	\$18,114	
Intergov & Debt	\$37,867	(\$40,930)	(\$78,797)	
Other Objects	(\$16,183)	\$74,402	\$90,585	
Other Uses	\$15,000	\$25,000	\$10,000	
Total Average Annual Change	\$1,847,052	\$2,784,352	\$937,300	
	1.99%	2.85%	0.86%	

Note: Expenditure average annual change is projected to be > \$2,784,352

On an annual average basis, revenues are projected to grow slower than expenditures.

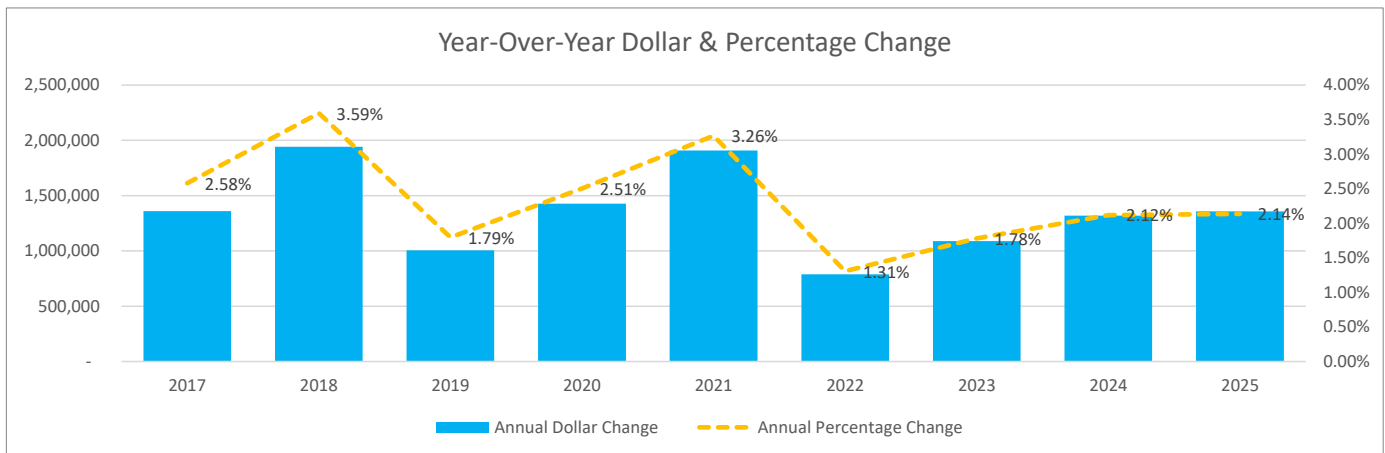
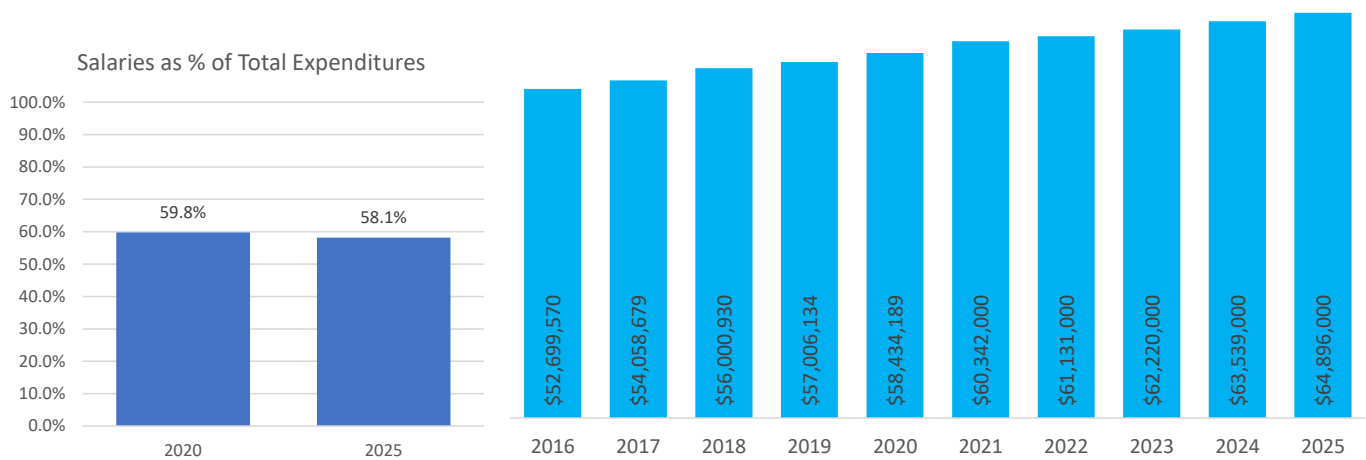


Targeted Budget Savings

- This forecast incorporates an unidentified annual savings target of \$475,000 per year for each year forward beginning in F22 totaling \$4.8 million during the forecast period.

3.010 - Personnel Services

Employee salaries and wages, including extended time, severance pay, supplemental contracts, etc.



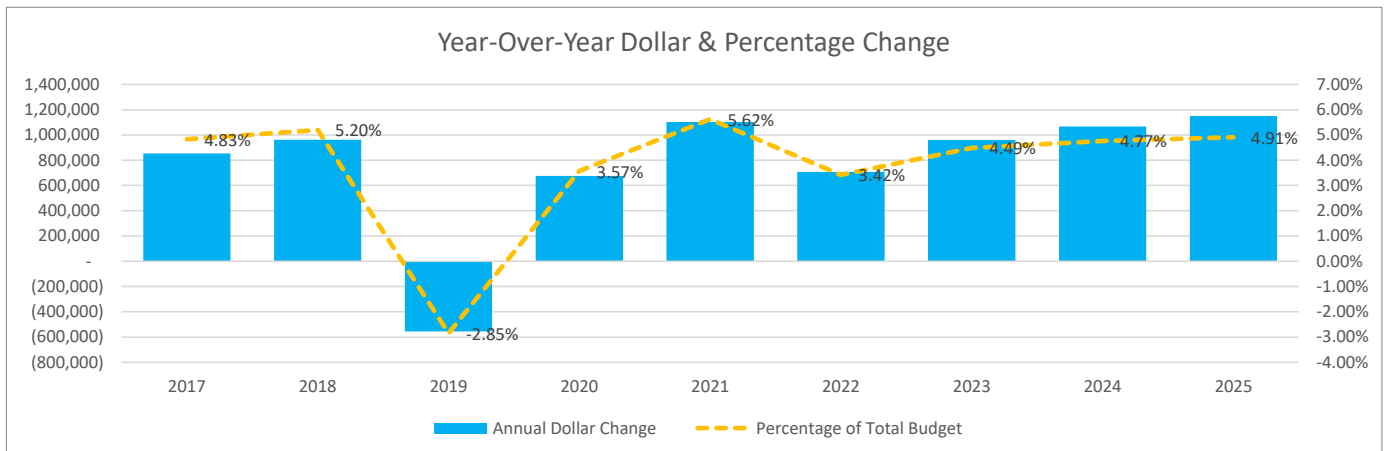
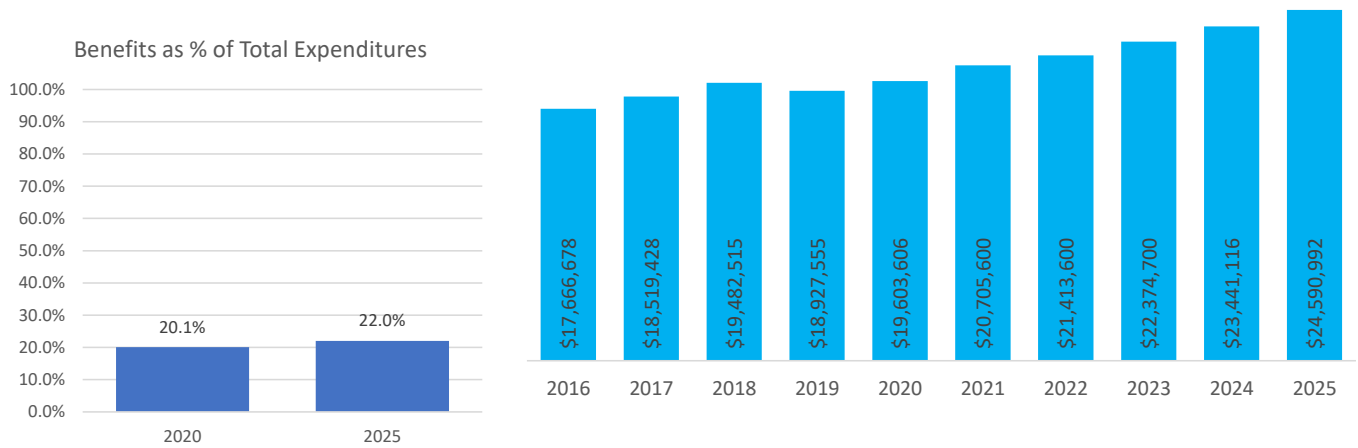
Salaries represent 59.81% of total expenditures and increased at a historical average annual rate of 2.63% or \$1,458,503. This category of expenditure is projected to grow at an average annual rate of 2.12% or \$1,292,362 through FY 2025. The projected average annual rate of change is -0.51% less than the five year historical annual average.

Reflects economic provisions of current collective bargaining agreements, including SHTA, SHTA-Support Teachers, OAPSE-Clerical, OAPSE-Security, Local 200-Custodial & Bus Drivers, and OAPSE-Aides three-year contracts (SHTA renewed through 12/31/20; OAPSE-Security, OAPSE-Paraprofessionals, OAPSE-Clerical, Local 200-Custodial & Bus Drivers, and SHTA-Support Teachers renewed through 6/30/21). Also reflects replacement savings from retirements and other terminations, as well as added positions during the historical period.

Major Growth Rates Used for Salaries & Wages: SHTA 2%, 2%, & 2% base salary increases effective 1/1/18, 19 & 20, respectively per new contract; All Others 2%, 2% & 2% including 1.5% base and other CBA provision salary increases effective 7/1/18, 19 & 20, respectively; Beyond the last year of contracts, assumed 0.0%/0.5%/1.0% base increases in the first three years and 1.0%/year thereafter plus steps.

3.020 - Employees' Benefits

Retirement for all employees, Workers Compensation, early retirement incentives, Medicare, unemployment, pickup on pickup, and all health-related insurances.



Benefits represent 20.07% of total expenditures and increased at a historical average annual rate of 1.97%. This category of expenditure is projected to grow at an annual average rate of 4.64% through FY 2025. The projected average annual rate of change is 2.67% more than the five year historical annual average.

Major Growth Rates Used

The following fringe benefits are a fixed % of actual salaries:

Retirement is 14% for certificated wages and up to 16% for classified wages;

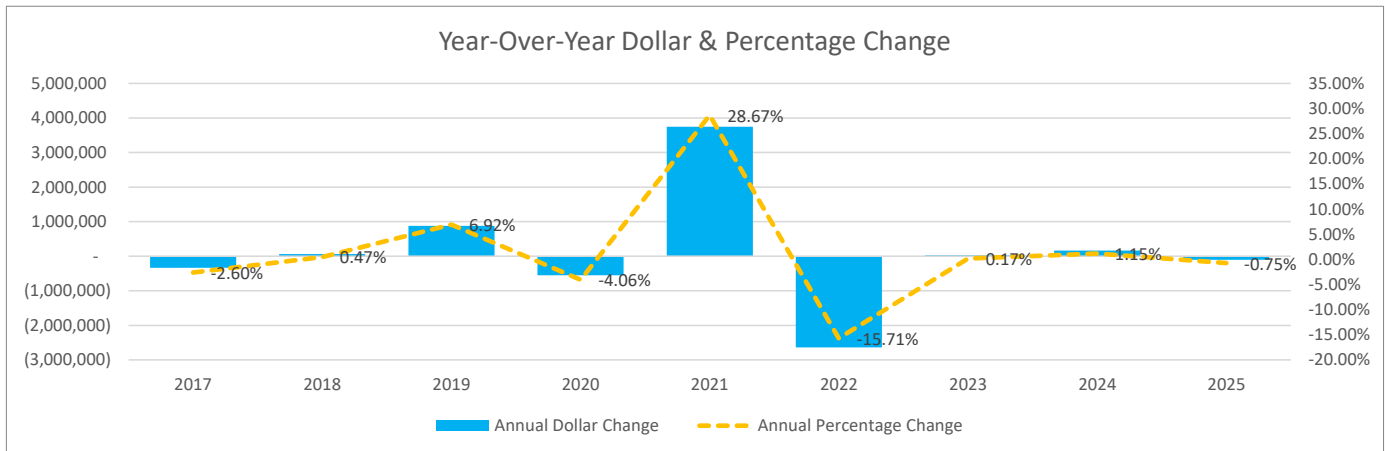
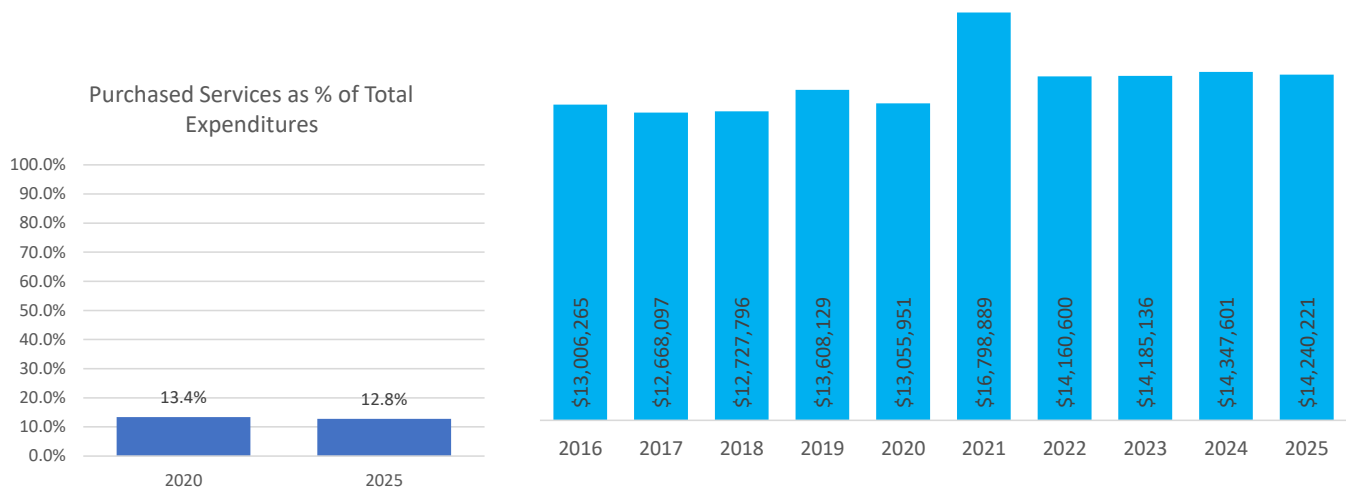
Medtax is 1.45% of paid wages; and

Workers' Comp is a % of paid wages, previously 0.75%, lowered to 0.25% beginning in Fiscal 2020 due to continuing rebates from the BWC under the Billion & a Half program, along with rebates associated with our "Group Retro" program.

There was no increase in the health insurance rates for 1/1/19. Due to favorable experience combined with a healthy self-insurance reserve, there was no increase in the health insurance rates effective 1/1/19 and again at 1/1/20. Health costs effective 1/1/21 and beyond are (upon advice from the District's insurance consultants) forecasted to grow at annual rates as follows: F21: 7.25%; F22: 7.00%; and F23 and beyond: 7.5%.

3.030 - Purchased Services

Amounts paid for personal services rendered by personnel who are not on the payroll of the school district, expenses for tuition paid to other districts, utilities costs and other services which the school district may purchase.



Purchased Services represent 13.36% of total expenditures and increased at a historical average annual rate of 1.11%. This category of expenditure is projected to grow at an annual average rate of 2.71% through FY 2025. The projected average annual rate of change is 1.60% more than the five year historical annual average.

The increase from F20 to F21 is due to the projection of a return to the pre-COVID-19 expenditure levels combined with an estimated \$2.5 million of one-time net increased expenditures due to COVID-19. These totals are, beginning in F22 thru F25, net of continuing unidentified budget reductions of \$475,000 per year over year for a total \$4.8 million of unidentified budget reductions as follows: F22=\$475,000; F23=\$953,464; F24=\$1,437,999; and F25=\$1,927,379.

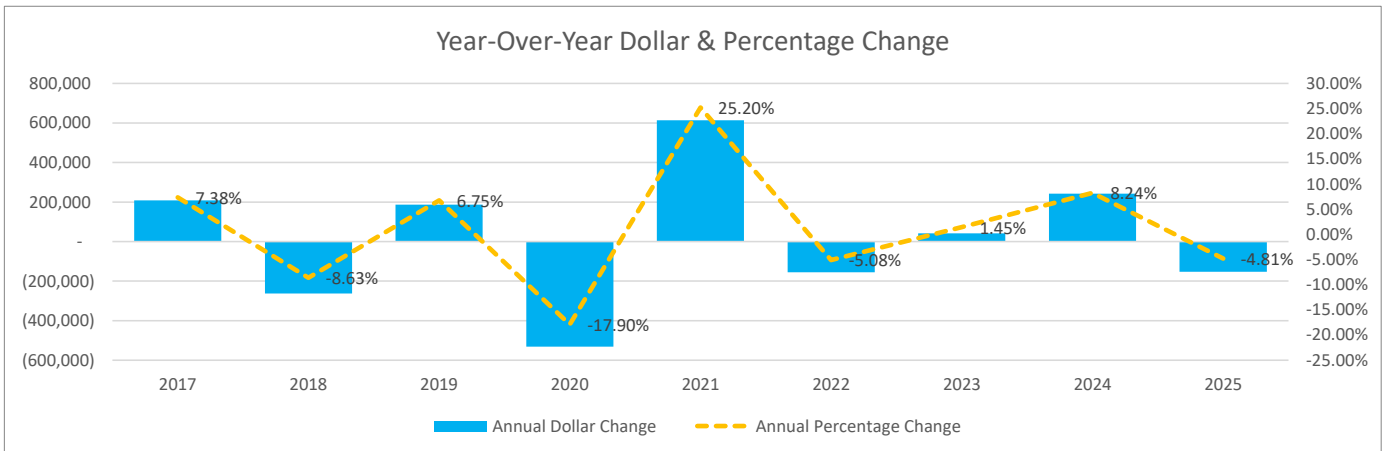
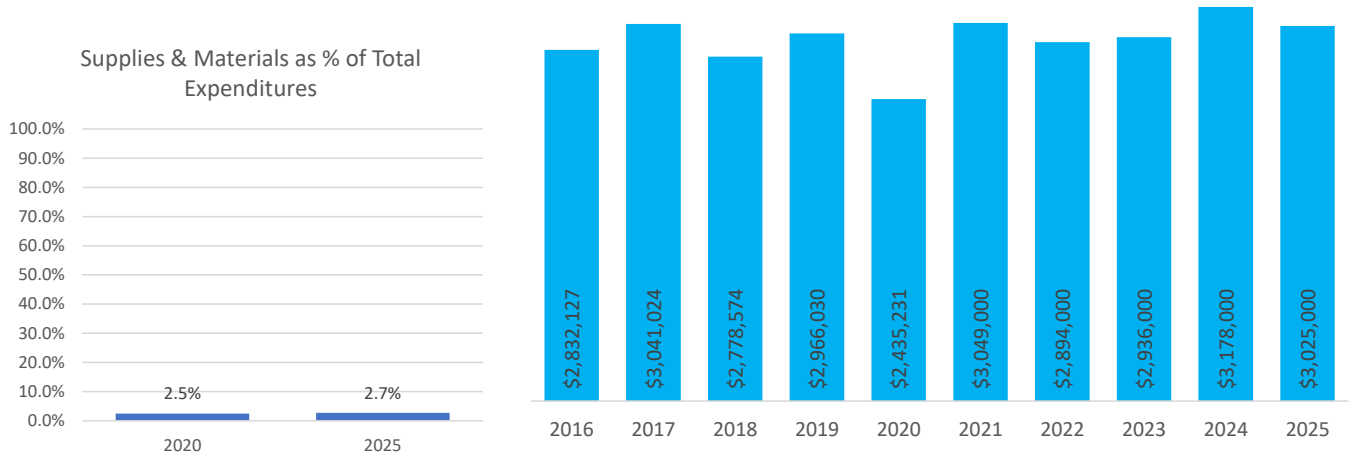
Major Growth Rates Used:

Professional & Technical Services 1%; Out-of-District Tuition 5%; Out-of-District Transportation 5%; Repairs & Maintenance 4%; Utilities: Natural Gas 4% & Electricity 3%, Water & Sewer 5%.

Fiscal 2021 and beyond includes reserve funds for increased technology needs, loss of grant funds and other unforeseen expenditures.

3.040 - Supplies & Materials

Expenditures for general supplies, instructional materials including textbooks and media material, bus fuel and tires, and all other maintenance supplies.



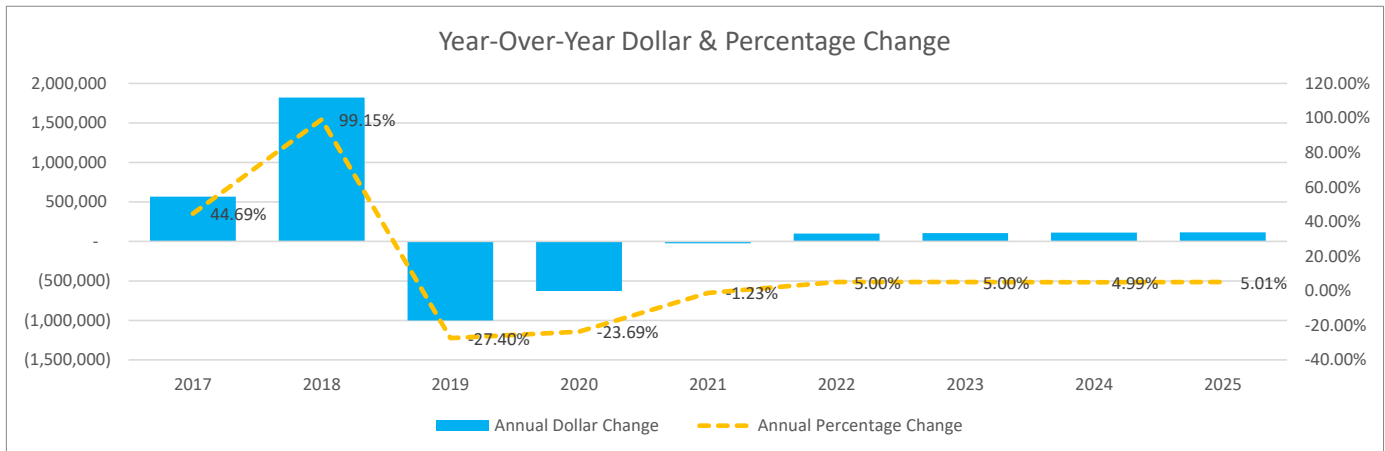
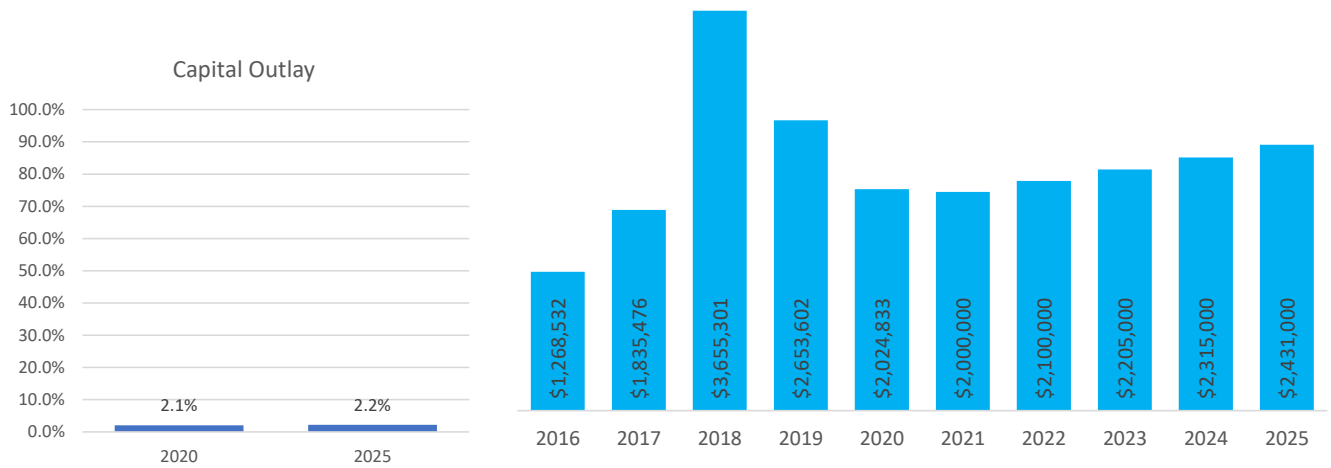
Supplies & Materials represent 2.49% of total expenditures and decreased at a historical average annual rate of -6.59%. This category of expenditure is projected to grow at an annual average rate of 5.00% through FY 2025. The projected average annual rate of change is 11.59% more than the five year historical annual average.

Major Growth Rates Used

Bus Fuel 5% (including an additional allotment to cover any major price fluctuations);
 Also reflects projected cyclical textbook replacements in Fiscal 2021 and 2024.

3.050 - Capital Outlay

This line includes expenditures for items having at least a five-year life expectancy, such as land, buildings, improvements of grounds, equipment, computers/technology, furnishings, and buses.

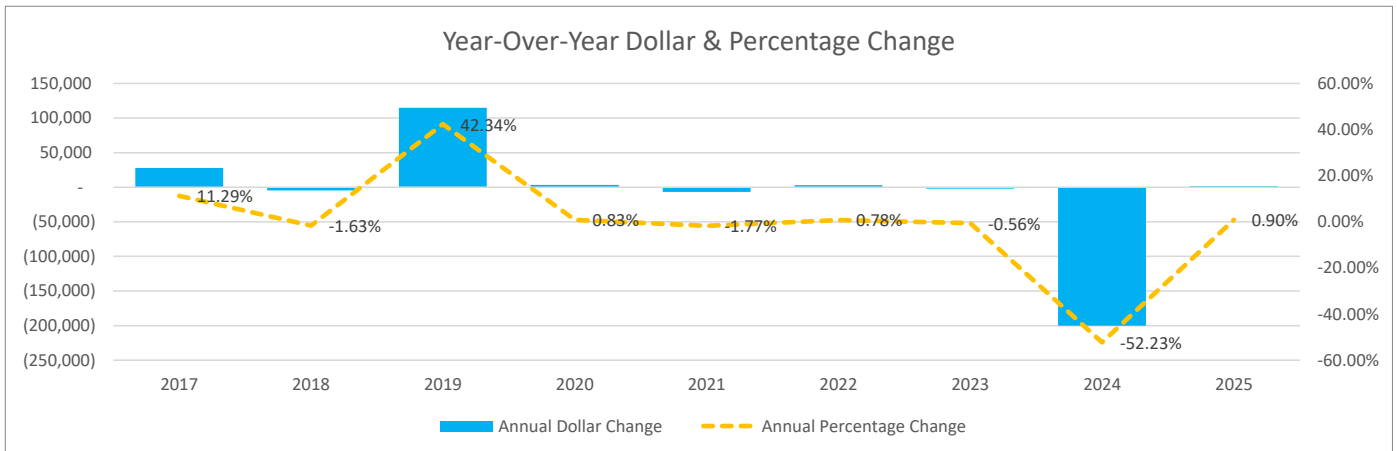
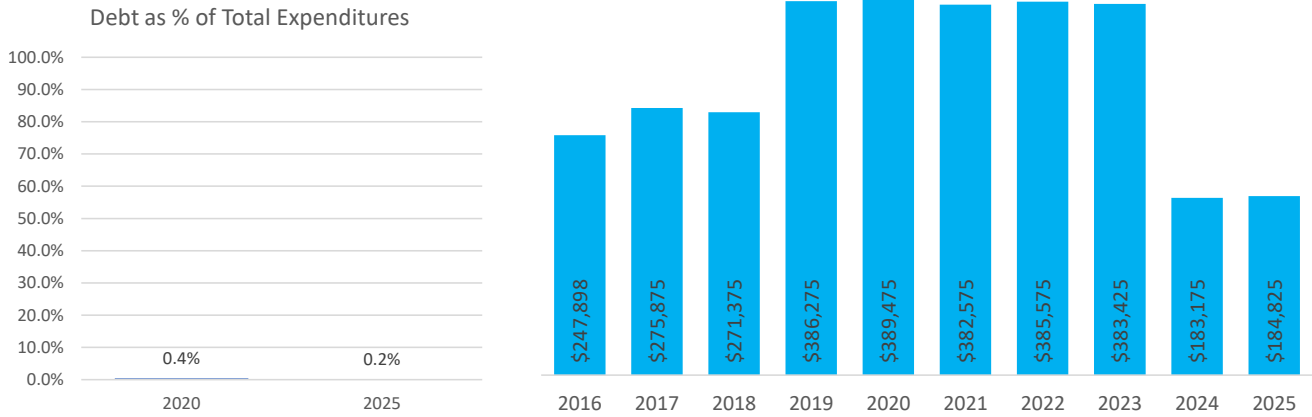


Capital Outlay represent 2.07% of total expenditures and increased at a historical average annual amount of \$63,119. This category of expenditure is projected to grow at an annual average amount of \$81,233 through FY 2025. The projected average annual change is less than the five year historical annual average.

Assumes a 5% growth in capital outlay expenditures. Fiscal 2018 includes the non-recurring impact of the General Fund paying for the Middle School roof project in the summer of 2017. This expenditure was reimbursed in December 2017 from the proceeds of the first bond issuance and was reflected in All Other Operating Revenues in Fiscal 2018. Fiscal 2019 included numerous information technology upgrades and the initial investment for the District's one-to-one device initiative that was rolled out in the Fall of 2019.

3.060-4.060 - Intergovernmental & Debt

These lines account for pass through payments, as well as monies received by a district on behalf of another governmental entity, plus principal and interest payments for general fund borrowing.

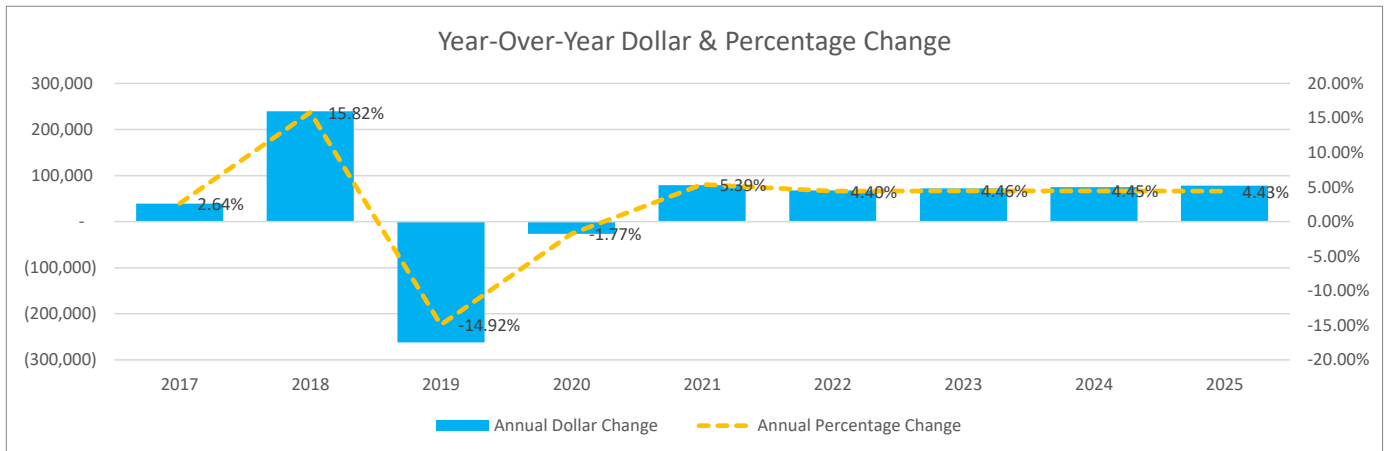
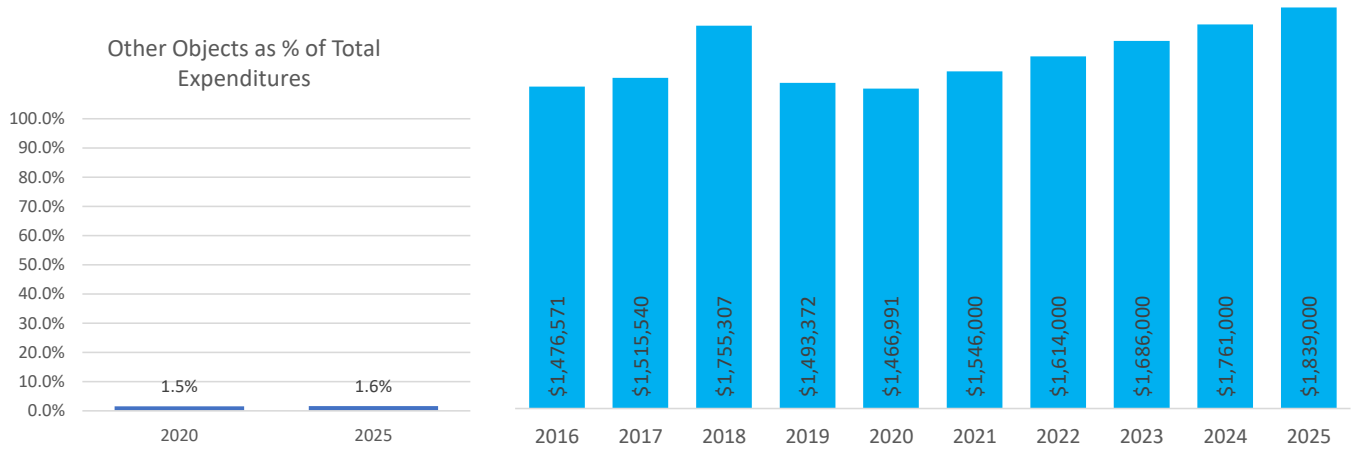


The Intergovernmental/Debt expenditure category details general fund debt issued by the District.

Expenses in this category reflect unvoted debt service repayments. The increase in Fiscal 2019 is due to the General Fund assumption of the bus bond payments due to the exhaustion of the non-bond portion of funds available in the Capital Fund 004 that were previously used to make such payments. The final payments for the ten-year unvoted debt issued in connection with the High School stadium improvements and the bus notes is scheduled for Fiscal 2023, thus resulting in a reduction in debt service in Fiscal 2024.

4.300 - Other Objects

Primary components for this expenditure line are membership dues and fees, ESC contract deductions, County Auditor/Treasurer fees, audit expenses, and election expenses.

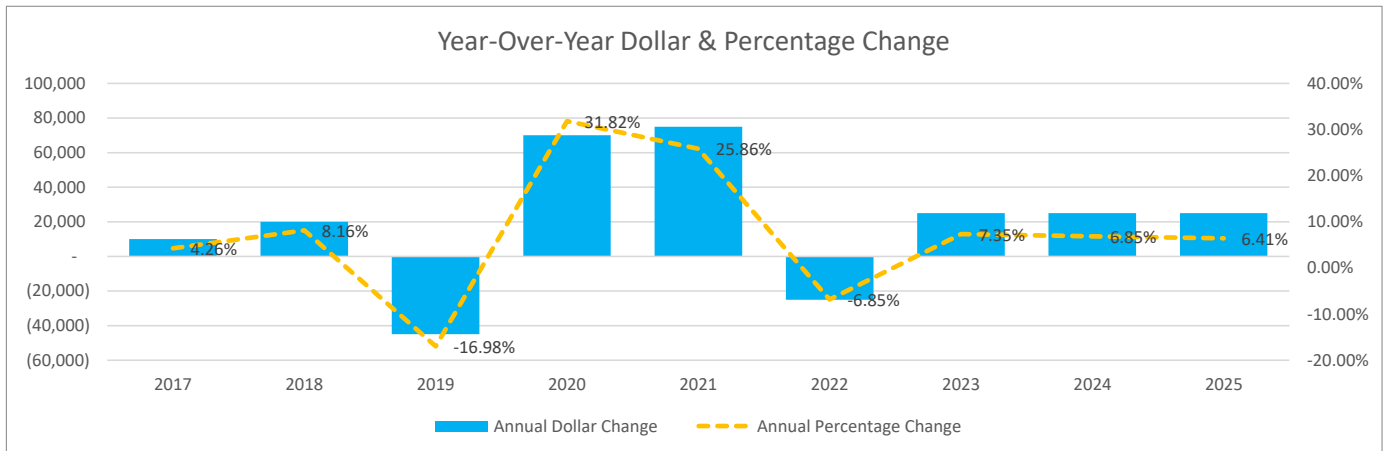
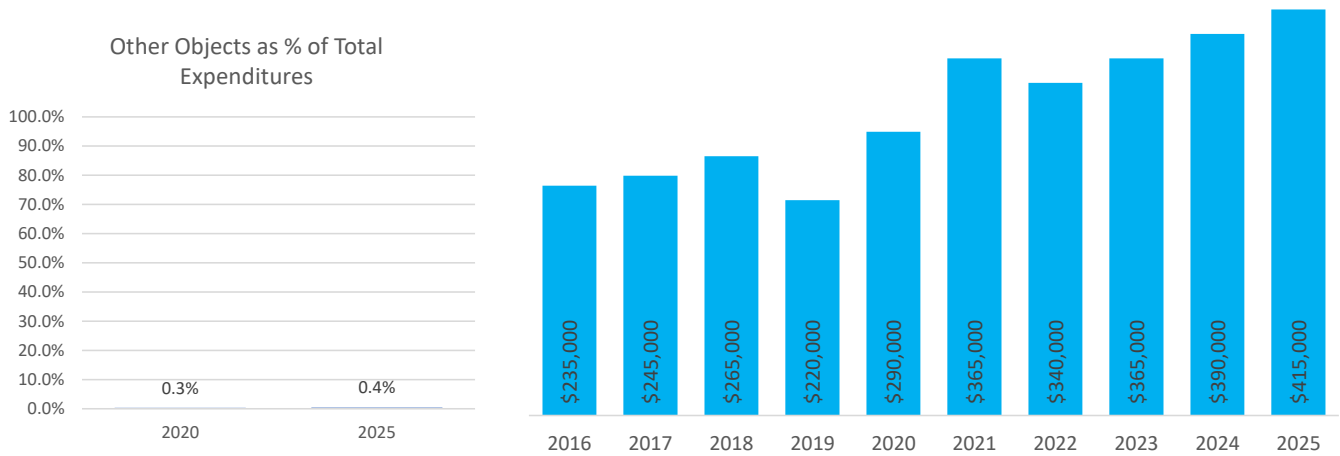


Other Objects represent 1.50% of total expenditures and decreased at a historical average annual rate of -0.29%. This category of expenditure is projected to grow at an annual average rate of 4.62% through FY 2025. The projected average annual rate of change is 4.91% more than the five year historical annual average.

Assumes a 5% growth in most of these expenditures which primarily consist of County Auditor & Treasurer fees (for collecting the District's property taxes). The increase in Fiscal 2018 was attributable to election expenses charged for the bond issue on the May 2017 ballot.

5.040 - Total Other Financing Uses

Operating transfers-out, advances out to other funds, and all other general fund financing uses.

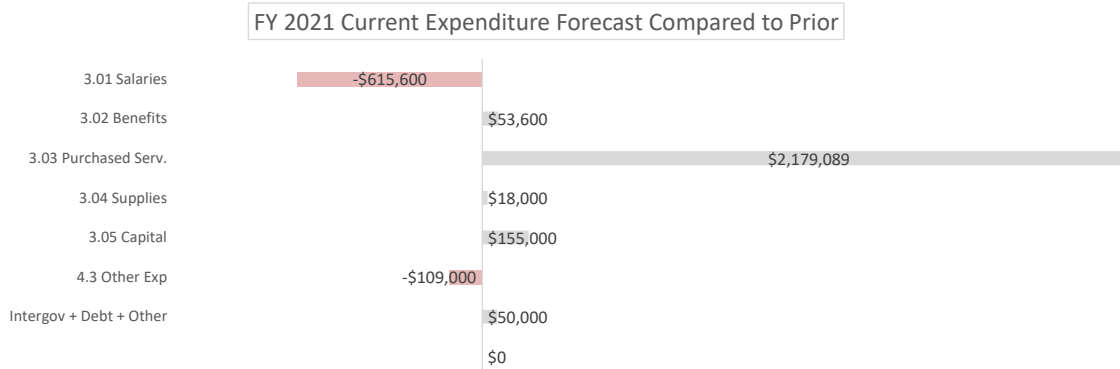
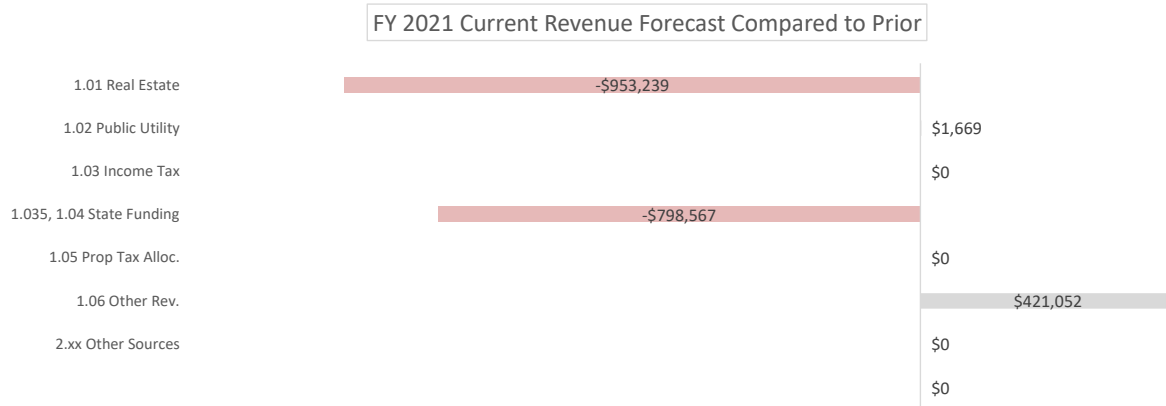


	FORECASTED					
	2020	2021	2022	2023	2024	2025
Transfers Out	290,000	365,000	340,000	365,000	390,000	415,000
Advances Out	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-

Other uses includes expenditures that are generally classified as non-operating. It is typically in the form of advances-out which are then repaid into the general fund from the other district funds. In FY 2020 the district had no advances-out and has no advances-out forecasted through FY 2025. The district can also move general funds permanently to other funds and as the schedule above presents, the district has transfers forecasted through FY 2025. The table above presents the district's planned advances and transfers. The district can also have other uses of funds which is reflected in the table above.

This category includes transfers to other funds, primarily Fund 300 for District athletics.

FY 2021 Current Forecast Compared to Previous Filed Forecast (05/2020)



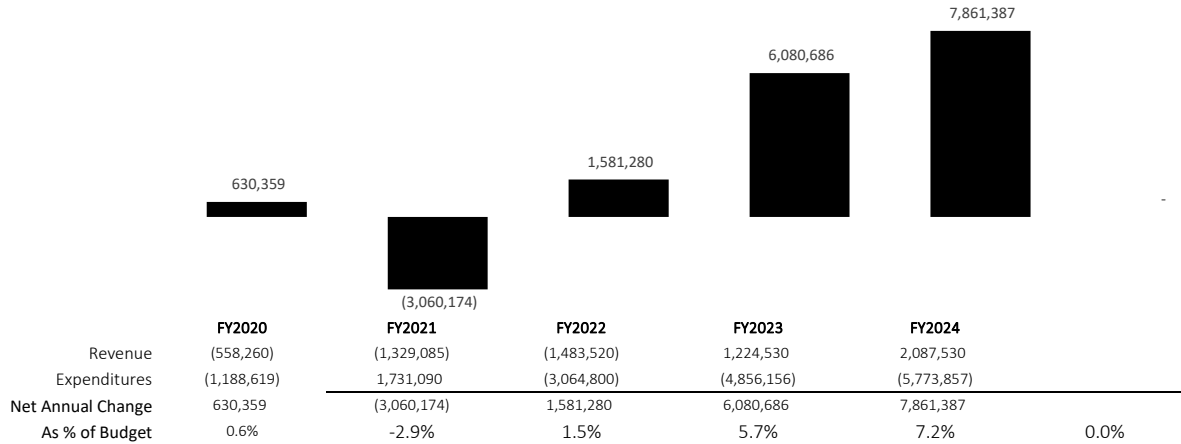
Summary Analysis of Current Compared to Last Filed Forecast			
Previous Filed Forecast: 05/2020		FY 2021 Impact	
	Net FY 2021 Revenue Variance	-\$1,329,085	
	Net FY 2021 Expenditure Variance	\$1,731,090	
	Net FY 2021 Impact on Ending Cash Balance	-\$3,060,174	Unfavorable
	Percentage of Budget	-2.91%	

May 2020 vs. Nov. 2020 for F21: A projected net \$953,239 unfavorable variance in Real Estate Property Taxes (primarily due to expected increases in tax collection delinquencies due to COVID-19) combined with a projected \$798,567 unfavorable variance in State receipts (primarily due to the \$1.1 million State's COVID-19 budget reduction implemented right after the spring 2020 forecast was drafted, partially offset by the F21 Student Wellness & Success Funds amount of \$334,433), a \$421,052 favorable variance for Other Revenues (primarily due to the delay in receipt of the F18 Medicaid settlement of \$357,367 originally to have been received in June 2020, not received until Sep. 2020, combined with slightly higher investment earnings than originally forecasted in the spring) resulting in a net \$1.3 million or 1.3% unfavorable revenue variance from the May 2020 forecast for F21.

Expenditure variances consist primarily of a \$0.6 million favorable variance in Salaries & Wages due to lower projected salary increases effective in F21 combined with the COVID-19 impact, combined with a \$2.2 million net unfavorable variance in Purchased Services primarily due to an estimated \$2.5 million of one-time net increased expenditures due to COVID-19, combined with other variances, resulting in a net \$1.7 million or 1.7% unfavorable expenditure variance. The combination of the revenue and expenditure variances nets to an unfavorable variance of \$3.1 million or 2.9% of the budget from the May 2020 forecast for F21.

Current Five Year Forecast Change to Net Operating Revenue (Line 6.01) Compared to Last Filed Forecast
 Last Filed Forecast Date: 05/2020 Current Over/(Under) Prior

Current Net Annual Revenue & Expenditure Changes Compared to Last Filed Forecast



5-Year Cumulative Change FY 2020 - 2024			
5 Yr Cumulative Revenue Change		5 Yr Cumulative Expenditure Change	
1.01 Real Estate	(111,415)	3.01 Salaries	(8,478,411)
1.02 Pub Utility	(543,614)	3.02 Benefits	(1,458,937)
1.03 Income Tax	-	3.03 Purchased Serv.	(2,185,050)
1.035,1.040 State	(1,313,325)	3.04 Supplies	(1,290,769)
1.05 Prop Tax Alloc.	-	3.05 Capital	792,834
1.060 All Other	1,909,550	4.3 Other Exp	(582,009)
2.xx Other Sources	-	Intergov + Debt + Other	50,000
Cumulative Revenue Change	(58,804)	Cumulative Expenditure Change	(13,152,342)

Net Cumulative Five-Year Change **\$13,093,538 Favorable**
Net Cumulative Cash Change as % of Budget **2.51%**
 Net Cumulative Change in Levy Reservation \$158,628,802
 Note: Net Cumulative Five-Year Change W/Renewal Levy Reservation Variance \$171,722,341

May 2020 vs. November 2020 for the 5-year period: When compared to the May 2020 forecast, the overall position of the District has improved increasing Fund Balance by \$13.1 million as of the end of Fiscal 2024. Significant changes over the five-year period as compared to the May 2020 forecast include: Expenditure variances over the 5-year period include: Salaries & Wages=\$8.5 million decrease due to reduced projected salary increases; Fringe Benefits=\$1.5 million decrease due to reduced projected salary increases; Purchased Services=\$2.2 million decrease due to \$2.5 million increase for one-time COVID-19 expenditures in F21 offset by \$1.6 million reduction in various purchased service items during the four-year period and further reduced by \$2.9 million of unidentified budget reductions as follows: F22=\$475,000; F23=\$953,464; F24=\$1,437,999; Supplies=\$1.3 million decrease; Capital Outlay=\$0.8 million increase; plus/minus other variances for a combined \$13.2 million net favorable expenditure variance. The combination of the revenue and expenditure variances nets to a \$13.1 million or 2.5% favorable variance for the five-year period.

Shaker Heights City School District

Five Year Forecast

Fiscal Year:	Actual	FORECASTED				
	2020	2021	2022	2023	2024	2025
Revenue:						
1.010 - General Property Tax (Real Estate)	66,747,567	65,705,896	64,830,096	67,575,196	68,226,596	66,972,496
1.020 - Public Utility Personal Property	3,353,736	3,353,736	3,353,736	3,353,736	3,353,736	3,353,736
1.030 - Income Tax	-	-	-	-	-	-
1.035 - Unrestricted Grants-in-Aid	16,495,457	16,200,000	17,300,000	17,300,000	17,300,000	17,300,000
1.040 - Restricted Grants-in-Aid	1,002,247	1,376,433	1,051,000	1,060,000	1,069,000	1,078,000
1.050 - Property Tax Allocation	8,641,632	8,641,632	8,641,632	8,641,632	8,641,632	8,641,632
1.060 - All Other Operating Revenues	4,760,997	3,512,052	3,321,000	3,431,000	3,495,000	3,388,000
1.070 - Total Revenue	101,001,636	98,789,749	98,497,464	101,361,564	102,085,964	100,733,864
Other Financing Sources:						
2.010 - Proceeds from Sale of Notes	-	-	-	-	-	-
2.020 - State Emergency Loans and Adv	-	-	-	-	-	-
2.040 - Operating Transfers-In	-	-	-	-	-	-
2.050 - Advances-In	-	-	-	-	-	-
2.060 - All Other Financing Sources	-	-	-	-	-	-
2.070 - Total Other Financing Sources	-	-	-	-	-	-
2.080 - Total Rev & Other Sources	101,001,636	98,789,749	98,497,464	101,361,564	102,085,964	100,733,864
Expenditures:						
3.010 - Personnel Services	58,434,189	60,342,000	61,131,000	62,220,000	63,539,000	64,896,000
3.020 - Employee Benefits	19,603,606	20,705,600	21,413,600	22,374,700	23,441,116	24,590,992
3.030 - Purchased Services	13,055,951	16,798,889	14,160,600	14,185,136	14,347,601	14,240,221
3.040 - Supplies and Materials	2,435,231	3,049,000	2,894,000	2,936,000	3,178,000	3,025,000
3.050 - Capital Outlay	2,024,834	2,000,000	2,100,000	2,205,000	2,315,000	2,431,000
Intergovernmental & Debt Service	389,475	382,575	385,575	383,425	183,175	184,825
4.300 - Other Objects	1,466,991	1,546,000	1,614,000	1,686,000	1,761,000	1,839,000
4.500 - Total Expenditures	97,410,277	104,824,064	103,698,775	105,990,261	108,764,892	111,207,038
Other Financing Uses						
5.010 - Operating Transfers-Out	290,000	365,000	340,000	365,000	390,000	415,000
5.020 - Advances-Out	-	-	-	-	-	-
5.030 - All Other Financing Uses	-	-	-	-	-	-
5.040 - Total Other Financing Uses	290,000	365,000	340,000	365,000	390,000	415,000
5.050 - Total Exp and Other Financing Uses	97,700,277	105,189,064	104,038,775	106,355,261	109,154,892	111,622,038
6.010 - Excess of Rev Over/(Under) Exp	3,301,359	(6,399,315)	(5,541,311)	(4,993,697)	(7,068,928)	(10,888,174)
7.010 - Cash Balance July 1 (No Levies)	56,515,915	59,817,274	53,417,959	47,876,648	42,882,951	35,814,023
7.020 - Cash Balance June 30 (No Levies)	59,817,274	53,417,959	47,876,648	42,882,951	35,814,023	24,925,849
		Reservations				
8.010 - Estimated Encumbrances June 30	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624	4,987,624
9.080 - Reservations Subtotal	353,070	353,070	353,070	353,070	353,070	353,070
10.010 - Fund Bal June 30 for Cert of App	54,476,580	48,077,265	42,535,954	37,542,257	30,473,329	19,585,155
Rev from Replacement/Renewal Levies						
11.010 & 11.020 - Renewal Levies	-	-	-	-	-	-
11.030 - Cumulative Balance of Levies	-	-	-	-	-	-
12.010 - Fund Bal June 30 for Cert of Obligations	54,476,580	48,077,265	42,535,954	37,542,257	30,473,329	19,585,155
Revenue from New Levies						
13.010 & 13.020 - New Levies	-	-	-	3,074,000	6,148,000	6,148,000
13.030 - Cumulative Balance of New Levies	-	-	-	3,074,000	9,222,000	15,370,000
15.010 - Unreserved Fund Balance June 30	54,476,580	48,077,265	42,535,954	40,616,257	39,695,329	34,955,155
Ending Fund Bal. as % of Total Expend.-pre levy	55.8%	45.7%	40.9%	35.3%	27.9%	17.6%
Ending Fund Bal. as % of Total Expend.-with levy	55.8%	45.7%	40.9%	38.2%	36.4%	31.3%



OTHER FINANCIAL ANALYSIS

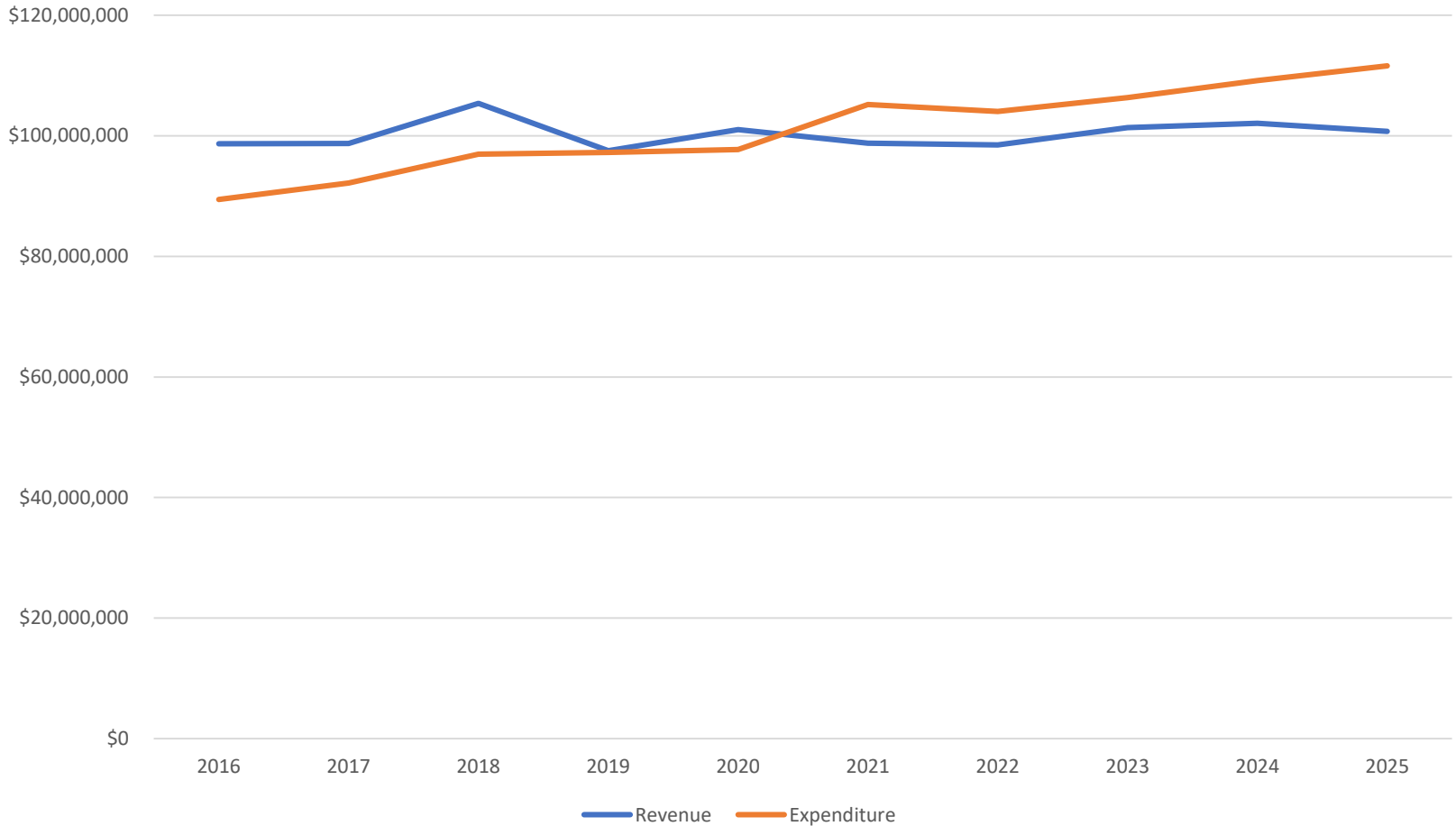




Revenue compared to Expenditures

(without New Levies)

Revenue Compared to Expenditures

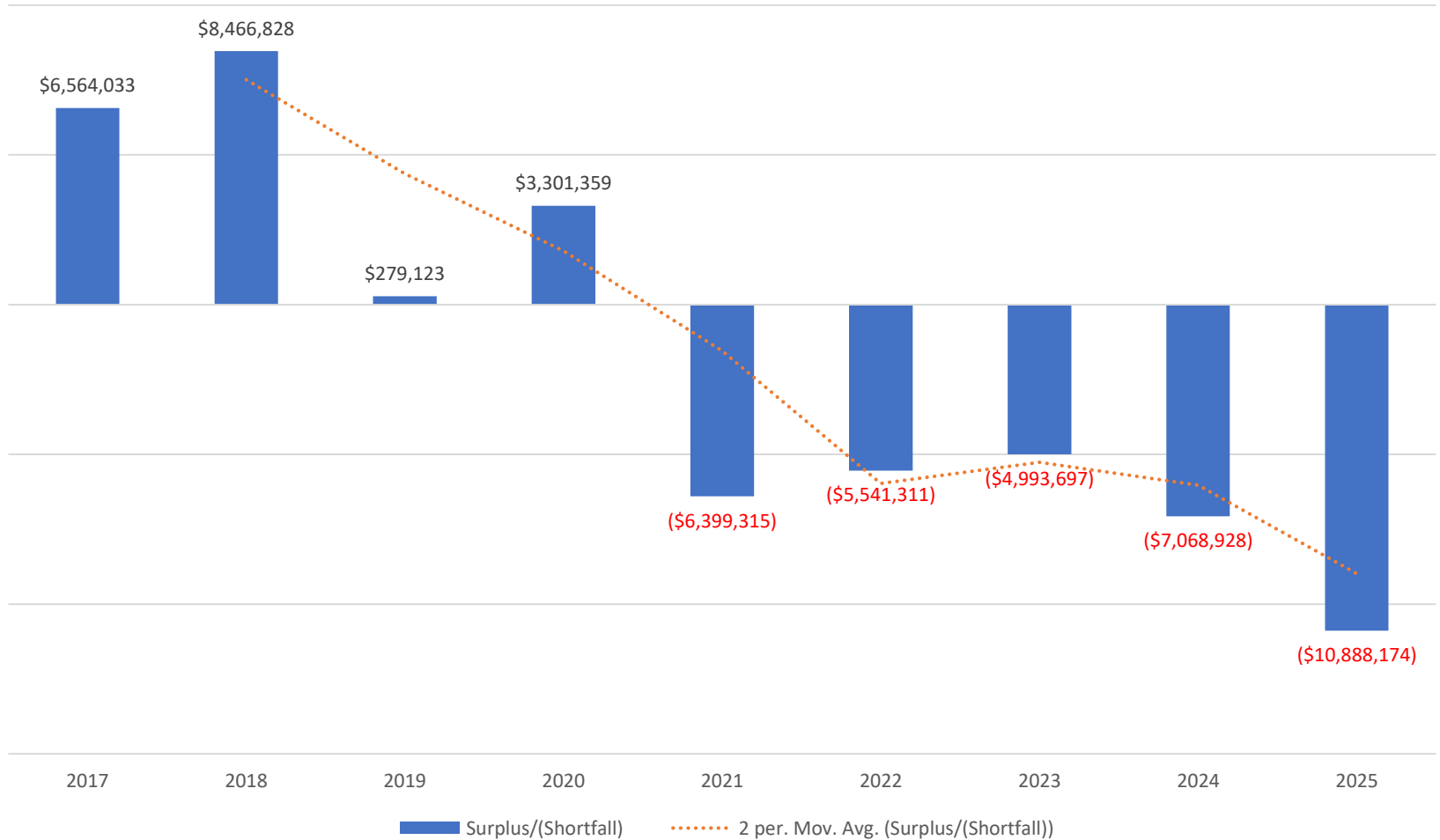




Net Income Surplus/Deficit

(without new levies)

Annual Revenue Surplus/(Shortfall) by FY

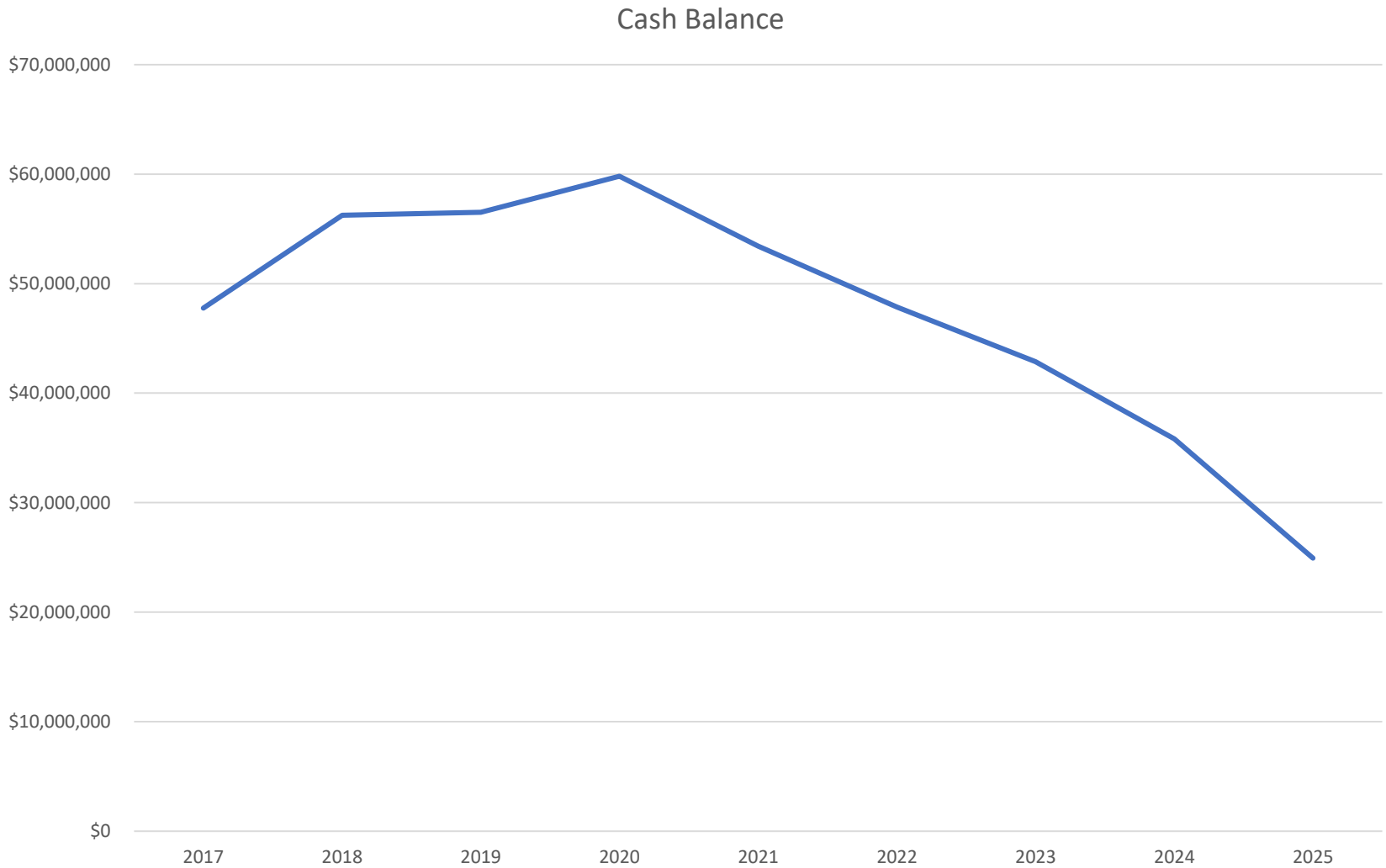




CASH BALANCES



Yearend Cash Balances

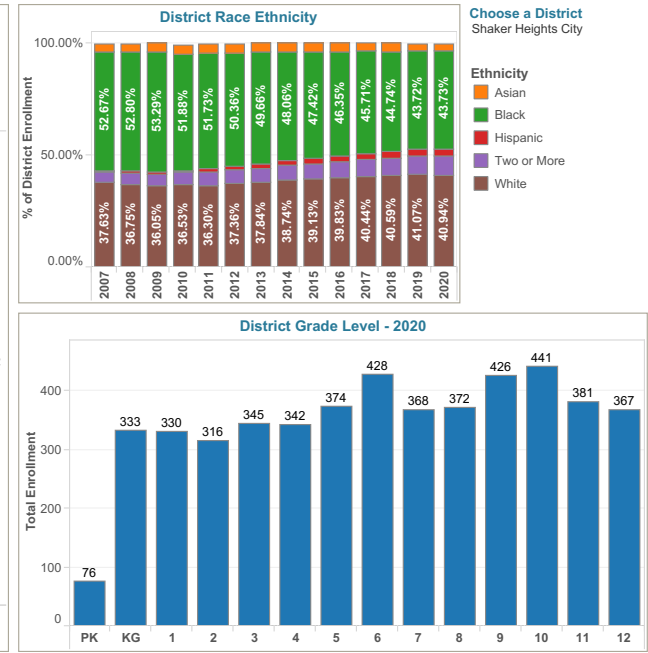
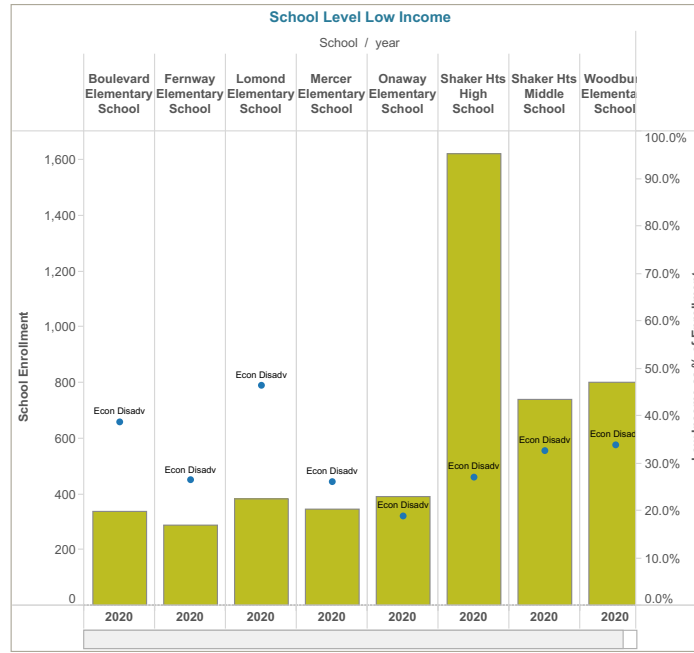
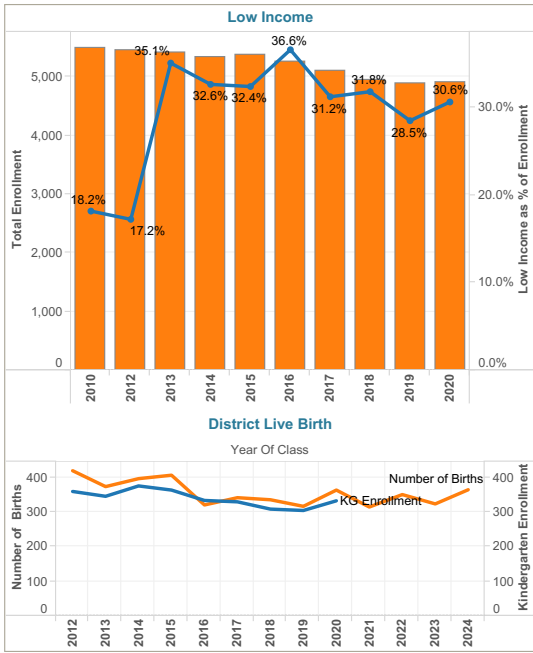




ENROLLMENT



Enrollment Dashboard
 Shaker Heights City
 Source: ODE School Enrollment Data
 Note: Enrollment counts <10 are not reported





Shaker Heights City Enrollment Projection Report

Grade	History										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Kindergarten	365	360	346	376	364	334	330	309	305	333	270
1	403	363	370	350	378	375	348	343	313	330	312
2	396	414	368	353	353	380	348	340	339	316	325
3	394	403	410	374	361	353	395	347	332	345	314
4	403	408	402	396	377	354	345	392	370	342	337
5	437	416	414	412	414	372	372	348	402	374	333
6	418	433	407	409	423	409	372	373	361	428	383
7	440	411	439	403	417	408	414	367	370	368	424
8	433	436	422	457	431	422	388	407	379	372	373
9	482	481	520	496	496	469	439	412	451	426	390
10	452	430	413	464	455	454	427	409	402	441	407
11	426	445	428	408	458	443	441	417	391	381	429
12	382	380	405	382	383	431	408	400	396	367	392
Total K-12	5,431	5,380	5,344	5,280	5,310	5,204	5,027	4,864	4,811	4,823	4,689
Annual Change	0.0%	-0.9%	-0.7%	-1.2%	0.6%	-2.0%	-3.4%	-3.2%	-1.1%	0.2%	-2.8%



Calculated Survival Rates

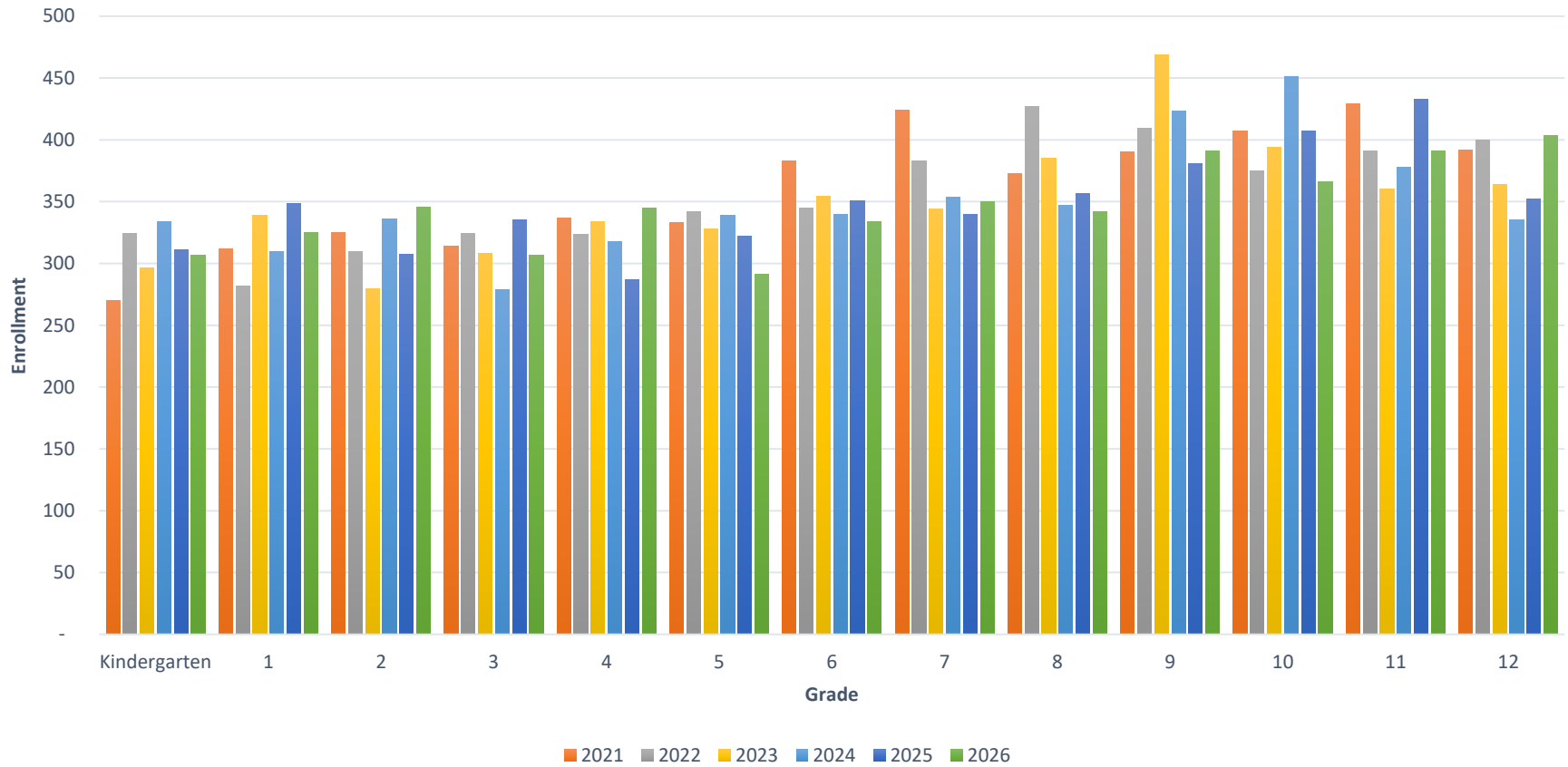
Survival Rate	2012	2013	2014	2015	2016	2017	2018	2019	2020
1	99.5%	102.8%	101.2%	100.5%	103.0%	104.2%	103.9%	101.3%	108.2%
2	102.7%	101.4%	95.4%	100.9%	100.5%	92.8%	97.7%	98.8%	101.0%
3	101.8%	99.0%	101.6%	102.3%	100.0%	103.9%	99.7%	97.6%	101.8%
4	103.6%	99.8%	96.6%	100.8%	98.1%	97.7%	99.2%	106.6%	103.0%
5	103.2%	101.5%	102.5%	104.5%	98.7%	105.1%	100.9%	102.6%	101.1%
6	99.1%	97.8%	98.8%	102.7%	98.8%	100.0%	100.3%	103.7%	106.5%
7	98.3%	101.4%	99.0%	102.0%	96.5%	101.2%	98.7%	99.2%	101.9%
8	99.1%	102.7%	104.1%	106.9%	101.2%	95.1%	98.3%	103.3%	100.5%
9	111.1%	119.3%	117.5%	108.5%	108.8%	104.0%	106.2%	110.8%	112.4%
10	89.2%	85.9%	89.2%	91.7%	91.5%	91.0%	93.2%	97.6%	97.8%
11	98.5%	99.5%	98.8%	98.7%	97.4%	97.1%	97.7%	95.6%	94.8%
12	89.2%	91.0%	89.3%	93.9%	94.1%	92.1%	90.7%	95.0%	93.9%



	Projected				
	2022	2023	2024	2025	2026
Kindergarten	324	297	334	311	307
1	282	339	310	349	325
2	309	280	336	307	346
3	324	308	279	335	306
4	323	334	318	287	345
5	342	328	339	322	291
6	345	354	340	350	334
7	383	344	354	339	350
8	427	385	347	356	342
9	410	469	423	381	391
10	375	394	451	407	366
11	391	360	378	433	391
12	400	364	336	352	403
Total K-12	4,635	4,556	4,543	4,531	4,498
	0.0%	0.0%	0.0%	0.0%	0.0%
Annual Change	-1.2%	-1.7%	-0.3%	-0.3%	-0.7%

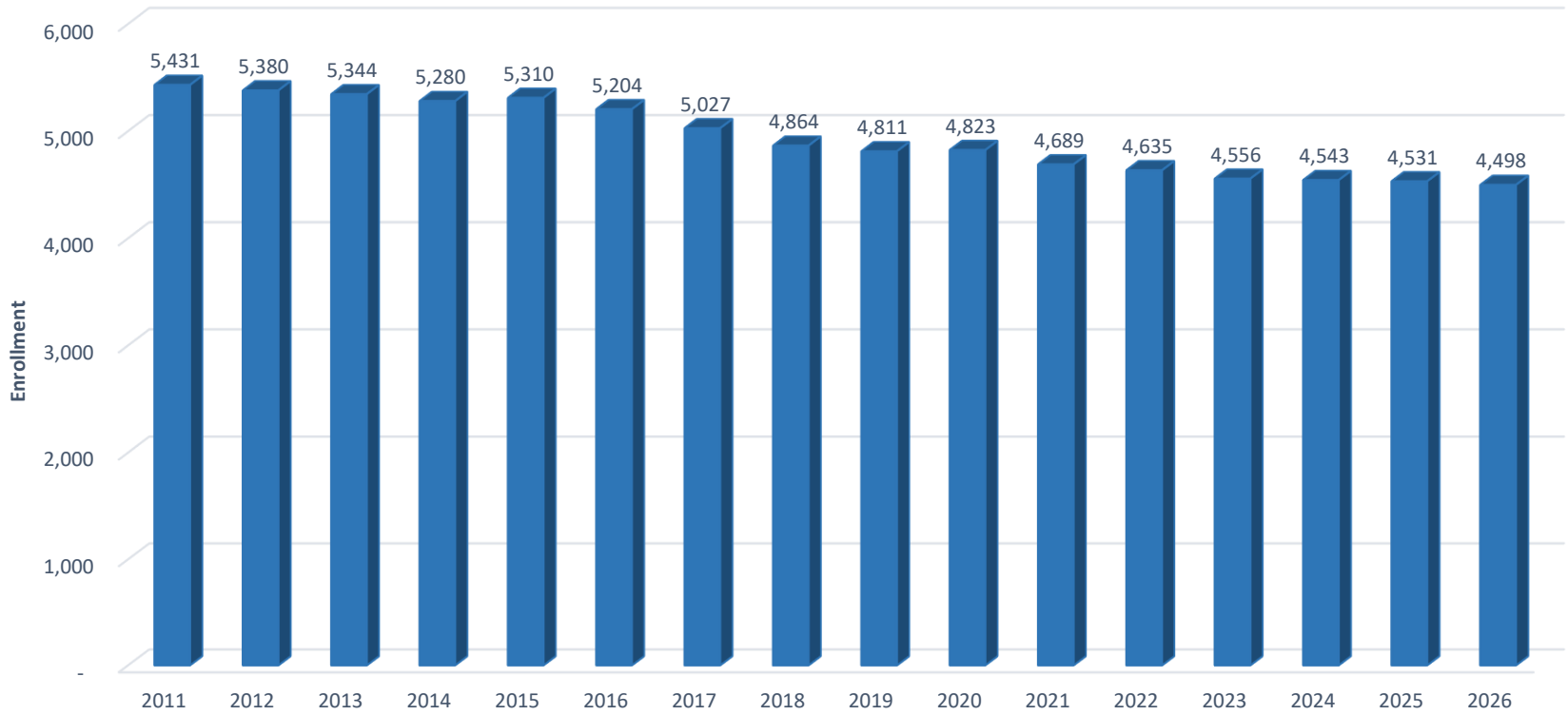


Enrollment Projection 2021-2026



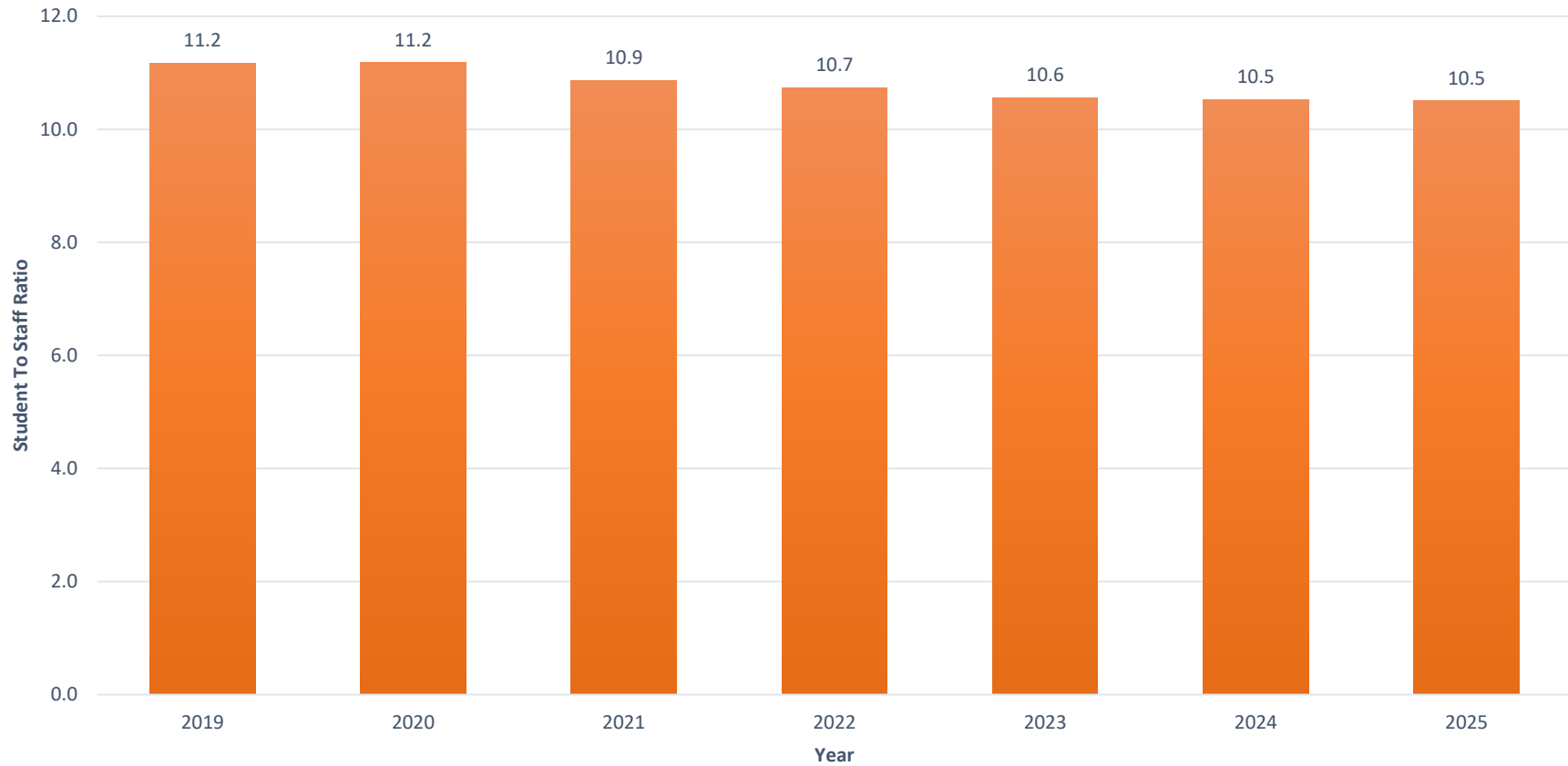


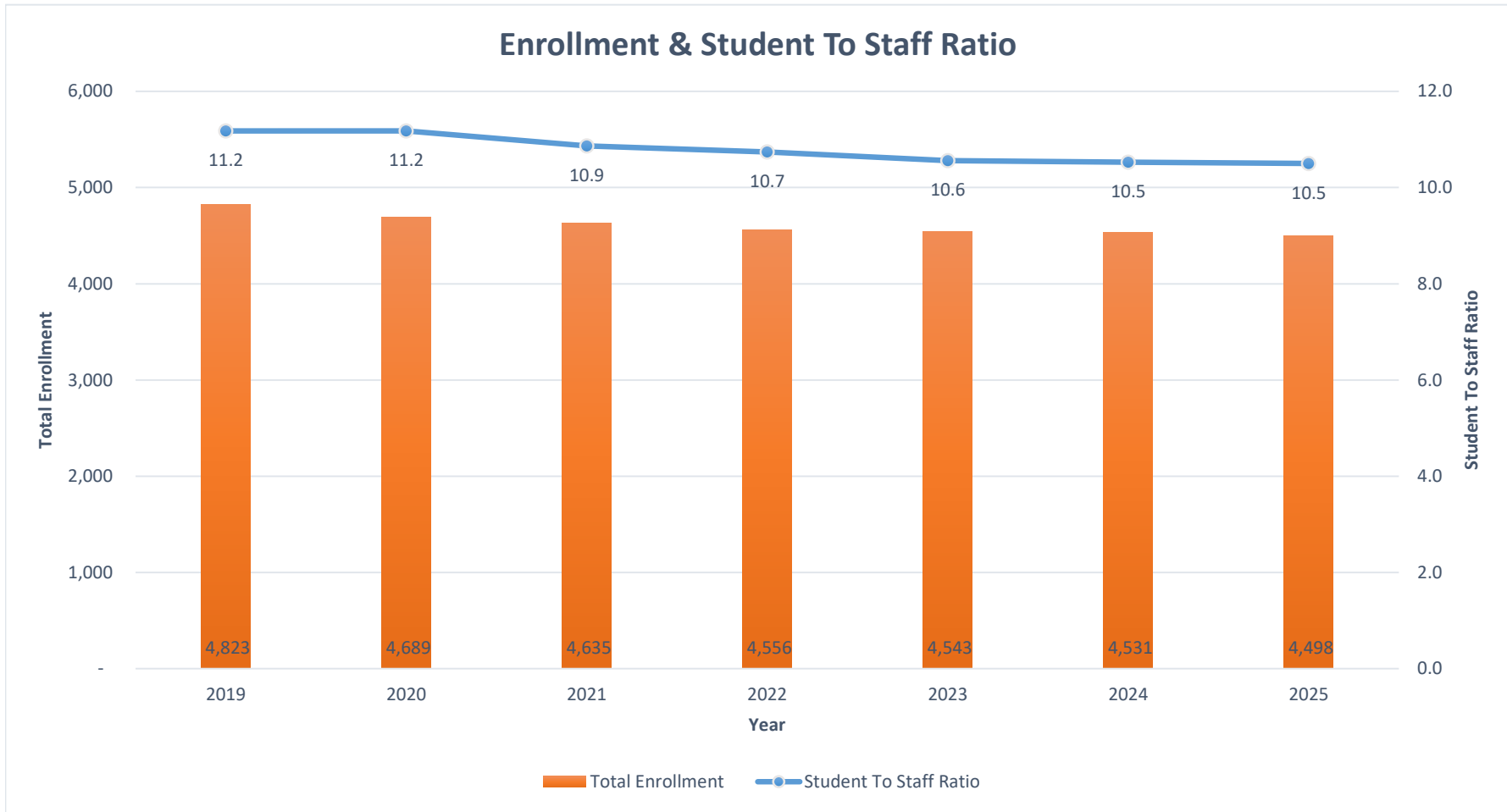
Total K-12





Current FTE Count Against Enrollment Projection: Student To Staff Ratios





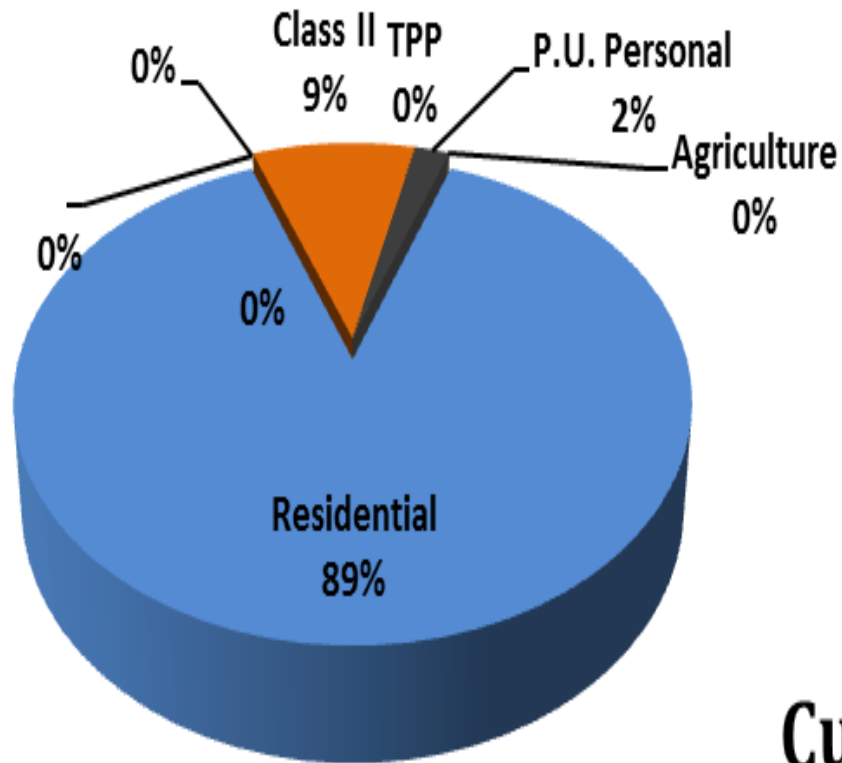


ASSESSED VALUATION



Assessed Valuation

Tax Year 2019=\$881 million



Current Year