## **Executive Summary**

## **Forecast Introduction**

This five-year forecast was prepared on September 22, 2011 by Baird School Business Solutions at the request of the Monroe Local Board of Education. The district's treasurer left the district in June, 2011. The current forecast revealed a significant operating shortfall prompting the Ohio Department of Education to place the district on fiscal watch status. The district is preparing a financial plan to respond to the operating shortfall.

The forecasting process of verifying 2011 as a basis on which to build was challenged by accounting transactions both not consistent with prior years' and/or other funds' purpose. There are several instances referenced in the legacy cash balance items identified in this summary.

This financial forecast is presented in six segments.

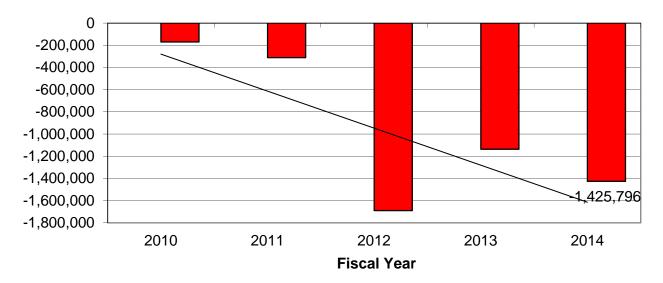
- Executive Summary
- Five Year Forecast
- Detailed Revenue Notes
- Detailed Expenditure Notes
- Cash Flow Estimates
- Previous Forecast (May, 2011) Variances

## Structural Operating Revenue Shortfall

The goal is to provide the district with the financial trends that will assist in the development of financial strategies. The trends should be evaluated in terms of operating margin (revenue versus expenditures). In 2011, the most recent fiscal year completed, the district spent more than it had in revenue. Questions that should be considered include

- Is the district spending more than its revenue?
- How much is the gap between revenue and expenditures?
- Is there a consistent, year-after-year trend of revenue surplus or shortfall?
- Is the gap between revenue and expenditures growing over time?
- What assumptions are included in the projections?
- What choices can the district make to reduce or eliminate revenue shortfalls?

# **Excess of Revenues Over (Under) Expenditures**



The district spent more than its revenue in 2010 and 2011 and projections show this trend continuing without responsive adjustments in revenue and/or expenditures. This revenue shortfall is referred to as a structural operating deficit. In addition the district borrowed \$1.0 million for cash flow purposes in 2011 and has already borrowed \$1.4 million to meet current cash flow deficits.

The district's remedy is to develop a strategic plan to reduce projected expenditures and/or increase projected revenue. The forecasting tool developed in spreadsheet format can be utilized to model various strategies to determine the optimal response by the district. The 2012 deficit reflected above trended larger because of 2011 unpaid costs carried forward into 2012. In addition, the 2013 operating revenue shortfall is reduced by the second half implementation of the district inside millage swap of revenue and expenditures to the permanent improvement fund.

The trend of an operating deficit could be reduced should the district find alternative resources for its general fund debt service obligations. And also, as is mentioned on detail revenue note (page 1), the district's substitute levy is not collecting its taxpayer authorized amount due to delinquencies/under-collection. This matter should be discussed with the county auditor for correction.

The district should plan to address an operating deficit in the range of \$1.4 million to \$1.6 million plus establish an adequate cash balance to improve financial stability and reduce cash flow borrowing. Some resolution may occur if positive results are obtained on the district's inquiries relative to debt service expenditures (see detail expenditure note page -6) and substitute levy millage increases (see detail revenue note page -1). Additionally, by its very nature of acknowledging that a revenue shortfall exists districts typically contain spending below the amounts projected.

### Potential Legacy Cash Balance Deficit Items

In addition to the structural operating deficit trend revealed above in the district's forecast. There are certain cash balance liabilities that may exist and need to be brought to the attention of the district's leadership. The forecast presented is prepared for the district's general operating fund. Other funds exist and also support the district's overall program expenditures. The other funds of the district may contain deficits or transactions that impact the general operating fund. With respect to 2011 legacy debt five components were identified. The list is not assured to be all-inclusive, it is merely a compilation of transactions discovered while constructing this financial forecast. The district will want to obtain audit services to verify the likelihood of other transactions.

<u>Cash Flow Borrowing</u> – In 2011 the district borrowed \$1.0 million to address cash shortfalls during the fiscal year. The district's final SM-2 report (Ohio Department of Education management report) only reflected \$400,000 as being repaid. To research the full payment of the debt it was discovered that the remaining balance was paid from another fund outside of the SM-2 and financial forecast.

Forecast impact – A correction for this posting is not included in the forecast but is contained in the legacy cash balance deficit amount in the schedule contained in the conclusion below. Once the district's bond counsel assesses the ability to pay for this debt from the debt service fund the district will then be able to adjust the forecast accordingly if necessary.

Revenue Posting – In 2011 approximately \$235,701 in state reimbursed H.B. 66 (PPPT) tax revenue may have been included in the general fund revenue rather than its correct fund. In addition, the spring 2011 property tax settlement sheet revealed that \$108,827 in rollback/homestead state reimbursement may have been posted to the general fund rather than its correct fund. Audit confirmation should be obtained.

Forecast impact -- for 2012 and beyond the forecast does not include these items as continued general fund revenue. For further documentation see the detailed revenue note support forecast line 1.05. However, there may be legacy cash balance liability items to consider.

<u>Federal Grants</u> – At fiscal year-end 2011 the district had five federal grant funds with negative unencumbered balances.

	30-Jun-11					
Fund/SCC	Deficit Balance					
516-9209	\$	(42,466.04)				
516-932N	\$	(4,702.89)				
516-9211	\$	(76,410.22)				
516-9210	\$	(1,011.83)				
513-9320	\$	(44,008.69)				
Total	\$	(168,599.67)				

Forecast impact – no repayment of this cash balance deficit is included in the forecast. The district will want to confirm the availability of residual grant revenue to accommodate the individual deficits. Should additional revenue not prove available then this debt will be an added burden to the forecasted expenditures contained in this forecast. The permanent improvement fund while reflecting a positive cash balance had encumbrances/obligations causing a negative balance of \$28,575. No provision was made for the permanent improvement potential deficit. The district should confirm the credibility of encumbrances charged against the PI fund and account for the obligation within the forecast if warranted.

<u>Debt Service</u> – During fiscal year 2011 the district made payments from its debt service tax revenue fund for debt and leases incurred subsequent to its original bond issuance. Legal counsel and auditors should be consulted to determine the propriety of such expenditures.

Forecast impact -- for 2012 and beyond the debt service expenditures are included in the forecast and are identified in detail (see detail expenditure note page -- 6). The potential legacy cash balance liability is also contained in the conclusion below. Should legal and audit confirmation provide for the payment of this debt elsewhere then the burden should be lifted from the forecasted expenditures.

<u>Unpaid Invoices</u> – At fiscal year-end (June 30, 2011) the district had outstanding invoices from previous months. Initially the district estimated this unpaid amount at approximately \$600,000. Initial payments made in July, August, and the first week of September in fiscal year 2012 reveal that expenditures are similar to prior years. In other words, the level of magnitude may not be as great as the \$600,000 originally estimated. A one-time contingency of \$225,000 is included (see detail expenditure note page – 3) to cover unexpected 2011 costs paid in 2012.

#### Other Items

- The district did pursue an exchange of inside millage to the permanent improvement fund. The details of this transaction (see revenue expenditure detail page 1).
- The district's substitute levy is not collecting its taxpayer authorized amount due to substantial delinquency/uncollected amounts. See the detailed note on revenue note 1.02.
- The district did reduce staff going into 2012 and also reduced its experiential step index (see detailed expenditure note pages 1 & 2). The district's payroll costs are estimated based upon the first pay in September 2011. Any subsequent changes to this base pay period should be calculated and the forecast adjusted accordingly.

#### Conclusion

The district faces both structural operating and cash balance legacy deficits. The operating revenue shortfall of \$1,425,796 reflected in 2014 below should be the minimum ongoing financial goal in terms of a budget response (revenue and/or expenditures). Short term one-time savings may also be needed to address carryover and legacy cash balance obligations.

			RICT E				
		Actu	al	Forecasted			
		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	
		2010	2011	2012	2013	2014	
	Beginning Balance	753,289	582,773	271,381	(1,418,144)	(2,555,448)	
+	Revenue	23,268,261	19,922,762	19,127,940	17,501,376	17,574,911	
-	Expenditures	(23,438,777)	(20,234,154)	(20,817,465)	(18,638,681)	(19,000,707)	
=	Revenue Surplus/Shortfall (Structural)	(170,516)	(311,392)	(1,689,525)	(1,137,304)	(1,425,796)	
	Ending Balance	582,773	271,381	(1,418,144)	(2,555,448)	(3,981,244)	
	Other one-time legacy obligations that could						
	impact the forecasted cash balance:						
	2011 Cash Flow Borrowing Balance		(600,000)				
	2011 Board Office Debt		(80,831)				
	2011 Copier Lease Payment Reimbursed		(88,558)				
	2011 Stadium Debt		(125,225)				
	2011 Field House Debt		(27,439)				
	2011 Primary Roof Debt		(81,199)	Liabili	ity detail provided	in 2011	
	2011 State Tax Reimbursment Errors		(344,528)	Р	lease see note be	low	
	Total of Liability Adjust to Cash Balance		(1,347,780)	(1,347,780)	(1,347,780)	(1,347,780)	
	Ending Balance Less Liability Adjust	7	(1,076,399)	(2,765,924)	(3,903,228)	(5,329,024)	
	Note: No new levy activity is reflected.						

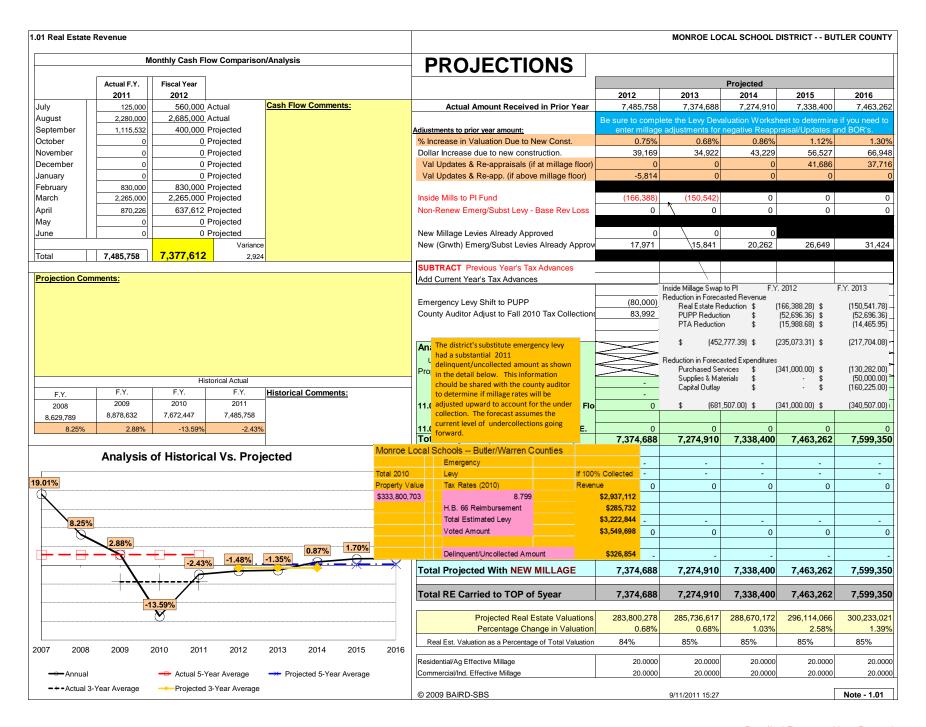
In addition, the district may experience all or part of the legacy cash balance items identified below and totaling as much as \$1,347,780. As has been stated, but is an important point, given the variances identified in 2011 the district will need to continue its research of 2011 to identify other possible obligations.

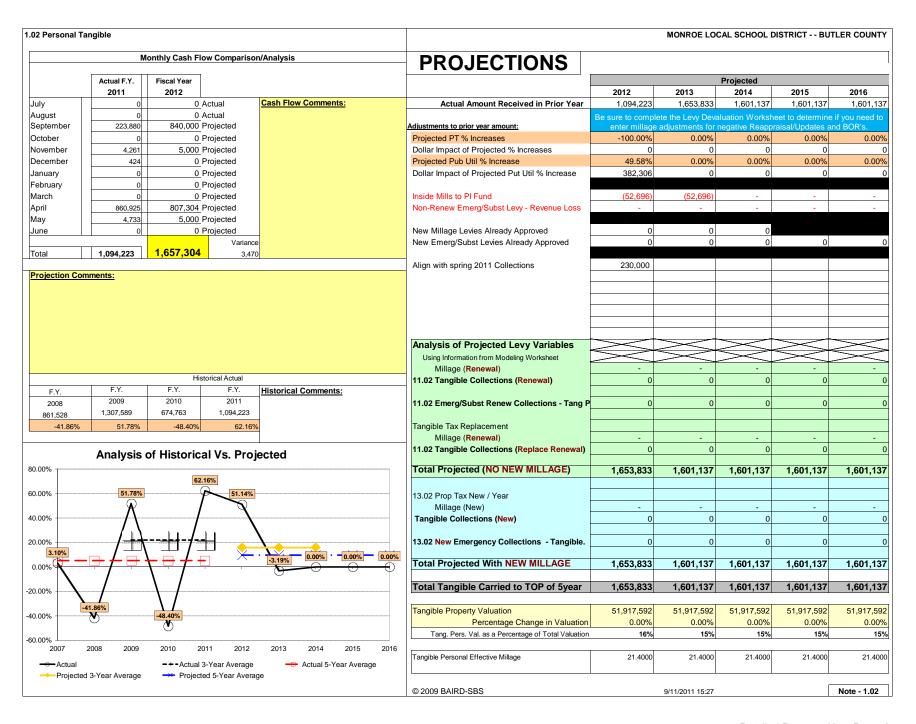
It is recommended that the district continue its research to identify 2011 financial transactions that currently are outside of the general fund financial forecast but should be included. Further research is needed to determine:

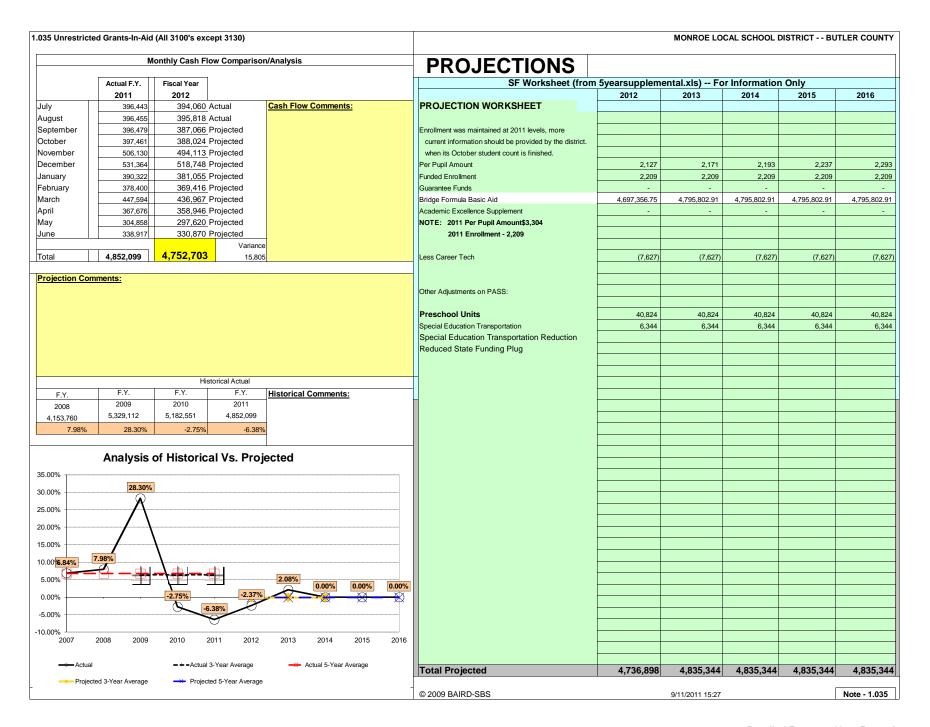
- 1. Legal and audit response to debt service fund tax revenue usage for other debt.
- 2. Develop revenue and/or expenditure strategies to eliminate the projected operating revenue shortfall.
- 3. Contact the county auditor to determine the need to increase millage rates to ensure full collection of the district's substitute levy.

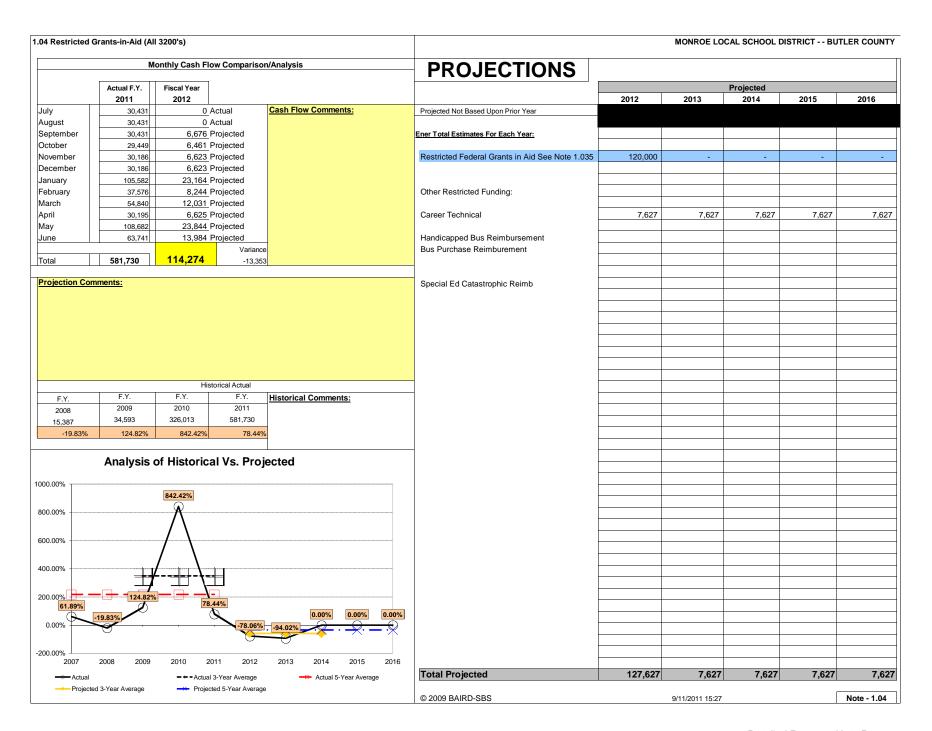
MONROE LOCAL SCHOOL DISTRICT - - BUTLER COUNTY
SCHEDULE OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES
ACTUAL AND FORECASTED OPERATING FUND

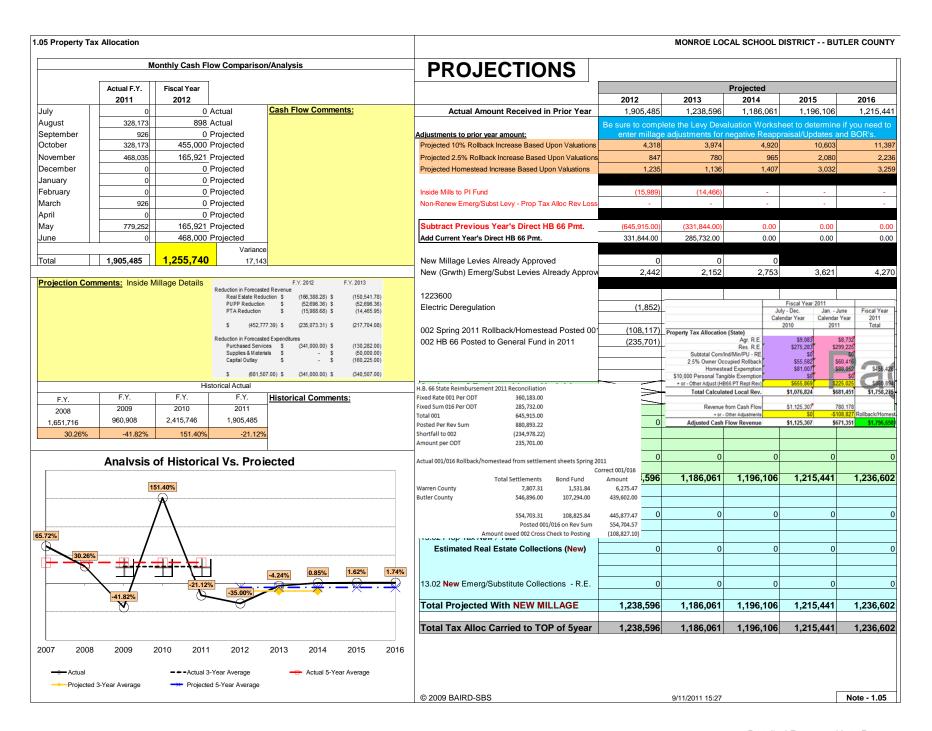
		Actual			Forecasted				
		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
		2009	2010	2011	2012	2013	2014	2015	2016
	Revenue:								
1.010	General Property Tax (Real Estate)	8,878,632	7,672,447	7,485,758	7,374,688	7,274,910	7,338,400	7,463,262	7,599,350
	Tangible Personal Property Tax	1,307,589	674,763	1,094,223	1,653,833	1,601,137	1,601,137	1,601,137	1,601,137
1.030 1.035	Income Tax Unrestricted Grants-in-Aid	0 5,329,112	0 5,182,551	4,852,099	0 4,736,898	0 4,835,344	0 4,835,344	0 4,835,344	4,835,344
1.040	Restricted Grants-in-Aid	34,593	326,013	581,730	127,627	7,627	7,627	7,627	7,627
1.050	Property Tax Allocation	960,908	2,415,746	1,905,485	1,238,596	1,186,061	1,196,106	1,215,441	1,236,602
1.060	All Other Revenues	1,810,499	1,944,389	2,209,298	2,596,298	2,596,298	2,596,298	2,596,298	2,596,298
1.070	Total Revenues	18,321,333	18,215,909	18,128,593	17,727,940	17,501,376	17,574,911	17,719,109	17,876,358
	Other Financing Sources:								
2.010	Proceeds from Sale of Notes	0	0	1,000,565	0	0	0	0	0
2.020	State Emergency Loans and Advancements	0	0	0	1,400,000	0	0	0	0
2.040 2.050	Operating Transfers-In. Advances-In	0	5,052,352 0	509,854 283,750	0	0	0	0	0
2.060	All Other Financing Sources	1,504	0	263,730	0	0	0	0	0
2.070	Total Other Financing Sources	1,504	5,052,352	1,794,169	1,400,000	0	0	0	0
2.080	Total Revenues and Other Financing Sources	18,322,837	23,268,261	19,922,762	19,127,940	17,501,376	17,574,911	17,719,109	17,876,358
	Expenditures:								
3.010	Personal Services	9,562,536	9,764,979	9,982,801	9,985,567	9,790,390	9,902,665	10,034,370	10,164,817
3.020	Employees' Retirement/Insurance Benefits	2,926,594	3,064,192	3,329,223	3,461,158	3,428,181	3,570,734	3,725,234	3,888,767
3.030	Purchased Services	3,592,315	3,910,000	4,068,695	3,913,252	3,557,970	3,697,798	3,843,122	3,994,156
3.040	Supplies and Materials	752,648	598,230	674,052	674,052	624,052	643,210	662,957	683,310
3.050	Capital Outlay	370,139	201,604	160,225	160,225	0	0	0	0
3.060	Intergovernmental Debt Service:	0	0	0	0	0	0	0	0
4.010	Principal-All (History Only)	0	0	0					
4.010	Principal-Cash Flow Repayment	0	U	o o	1,400,000	0	0	0	0
4.030	Principal-State Loans				0	0	0	0	0
4.040	Principal-State Advancements				0	0	0	0	0
4.050	Principal-HB 264 Loans				0	0	0	0	0
4.055	Principal-Stadium, Roof, Office, Field House				242,502	251,790	193,460	192,000	208,000
4.060	Interest and Fiscal Charges	0	0	410,208	205,062	196,520	188,523	182,541	168,948
4.300	Other Objects Tatal Foresatitions	347,964	326,683	325,200	325,200	325,818	326,437	327,057	327,679
4.500	Total Expenditures	17,552,196	17,865,688	18,950,404	20,367,018	18,174,720	18,522,828	18,967,281	19,435,677
= 0.40	Other Financing Uses		= == 1 000	4 000 750	450 445	400.000	477.070	400.040	=
5.010	Operating Transfers-Out	639,939	5,554,202	1,283,750	450,447	463,960	477,879	492,216	506,982
5.020 5.030	Advances-Out All Other Financing Uses	0	18,887 0	0	0	0	0	0	0
5.040	Total Other Financing Uses	639,939	5,573,089	1,283,750	450,447	463,960	477,879	492,216	506,982
5.050	Total Expenditures and Other Financing Uses	18,192,135	23,438,777	20,234,154	20,817,465	18,638,681	19,000,707	19,459,497	19,942,659
	Fuence of Day 9 Other Financias Courses are								
6.010	Excess of Rev & Other Financing Sources over (under) Expenditures and Other Financing Uses	130,702	-170,516	-311,392	-1,689,525	-1,137,304	-1,425,796	-1,740,388	-2,066,301
0.010	Cash Balance July 1 - Excl Proposed Renewal/	100,702	170,010	011,002	1,000,020	1,107,004	1,420,700	1,7 40,000	2,000,001
7.010	Replacement and New Levies	622,587	753,289	582,773	271,381	-1,418,144	-2,555,448	-3,981,244	-5,721,632
7.020	· · · · · · · · · · · · · · · · · · ·	753,289	582,773	271,381	-1,418,144	-2,555,448	-3,981,244	-5,721,632	-7,787,933
	Cash Balance June 30								
8.010	Estimated Encumbrances June 30	202,472	348,588	175,000	150,000	150,000	150,000	150,000	150,000
	Reservation of Fund Balance								
9.010	Textbooks and Instructional Materials	0	0	0	0	0	0	0	0
9.020	Capital Improvements	-100,000	0	0	0	0	0	0	0
9.030 9.040	Budget Reserve DPIA	-100,000	0	0	0	0	0	0	0
9.050	Debt Service	0	0	ő	0	0	0	0	0
9.060	Property Tax Advances	0	0	0	0	0	0	0	0
9.070	Bus Purchases	0	0	0	0	0	0	0	0
9.080	Subtotal	-100,000	0	0	0	0	0	0	0
	Fund Balance June 30 for Certification								
10.010	of Appropriations	650,817	234,185	96,381	-1,568,144	-2,705,448	-4,131,244	-5,871,632	-7,937,933
	Rev from Replacement/Renewal Levies								
11.010	Income Tax - Renewal				0	0	0	0	0
11.020	Property Tax - Renewal or Replacement				0	0	0	0	0
11.030	Cumulative Balance of Replacement/Renewal Levies	0	0	0	0	0	0	0	0
	Fund Balance June 30 for Certification								
12.011	of Contracts, Salary and Other Obligations	650,817	234,185	96,381	-1,568,144	-2,705,448	-4,131,244	-5,871,632	-7,937,933
	Revenue from New Levies								
13.010	Income Tax - New				0	0	0	0	0
13.020	Property Tax - New				0	0	0	0	0
13.030	Cumulative Balance of New Levies	0	0	0	0	0	0	0	0
14.010	Revenue from Future State Advancements								
	Unreserved Fund Balance June 30	650,817	234,185	96,381	-1,568,144	-2,705,448	-4,131,244	-5,871,632	-7,937,933
12.0.0		300,077		00,001	.,500,114	_,. 00, . 10	., ,	2,3. 1,002	. ,50. ,000
20.010	ADM Forecasts  Kindergarten - October Count				0	0	0	0	_
20.010	Kindergarten - October Count Grades 1-12 - October Count				0	0	0	0	0
20.015	Kindergarten - February Count				0	0	0	0	0
20.025	·				0	0	0	0	0
									•

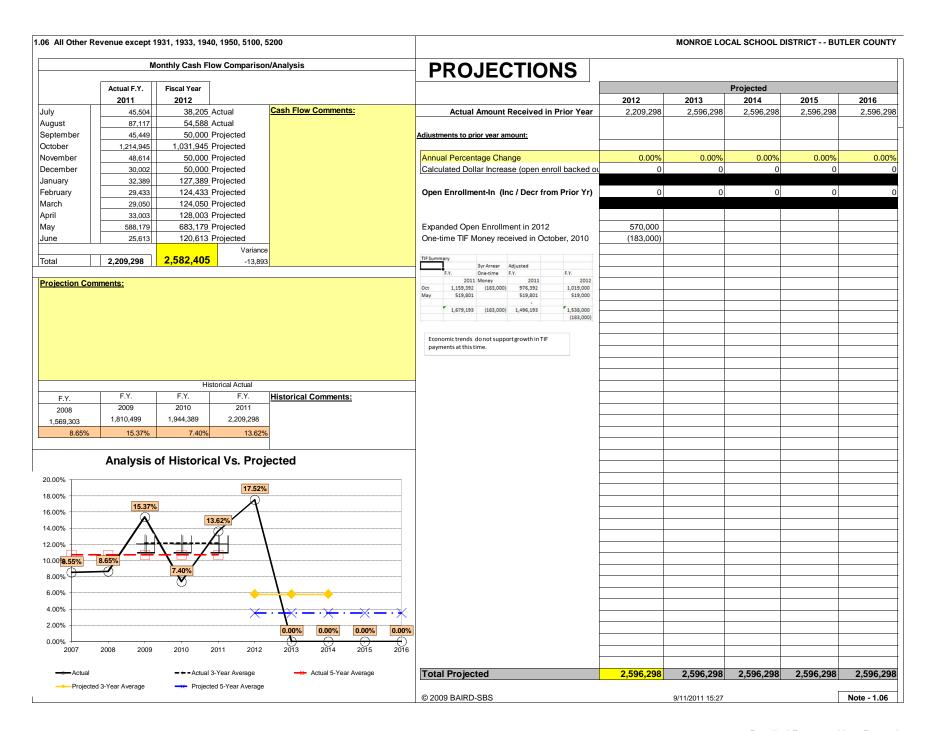


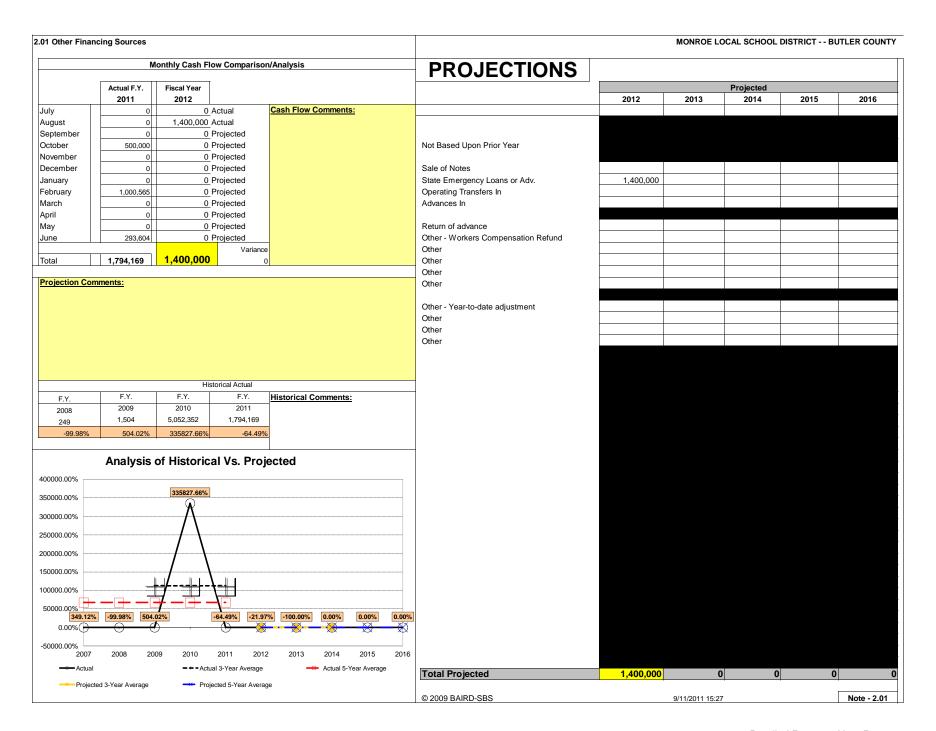


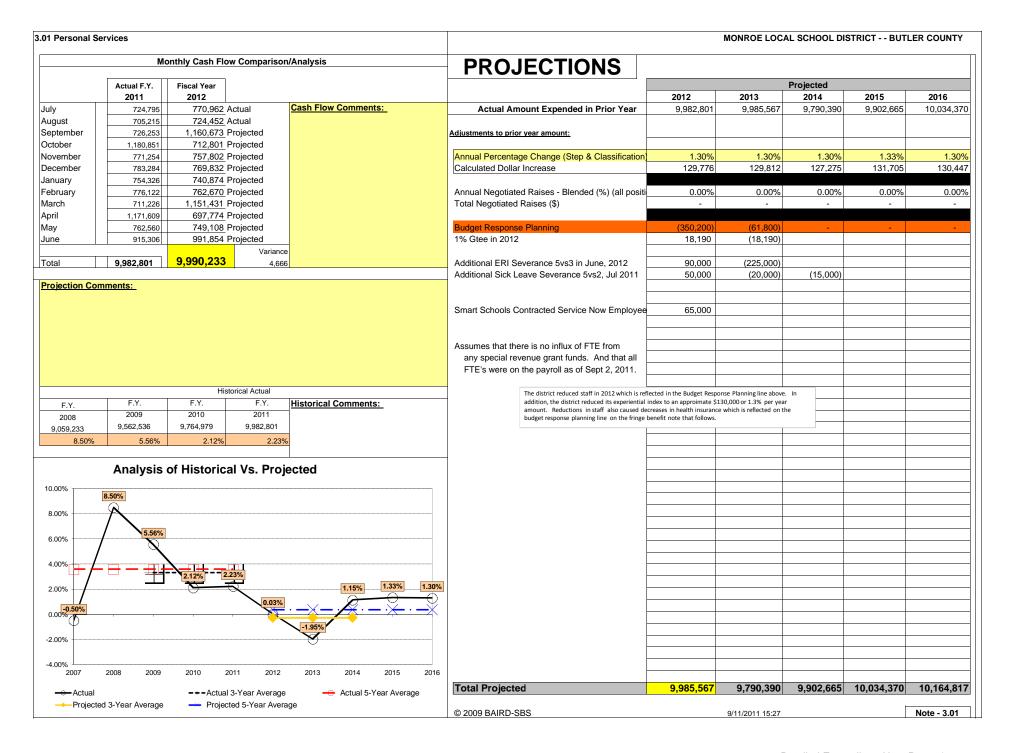


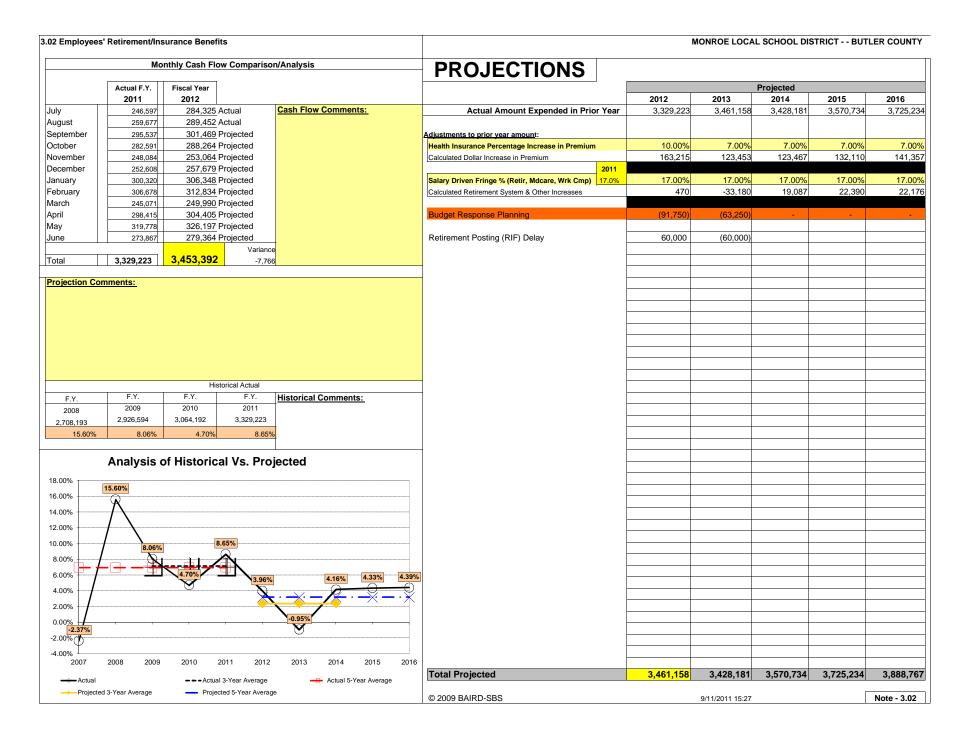


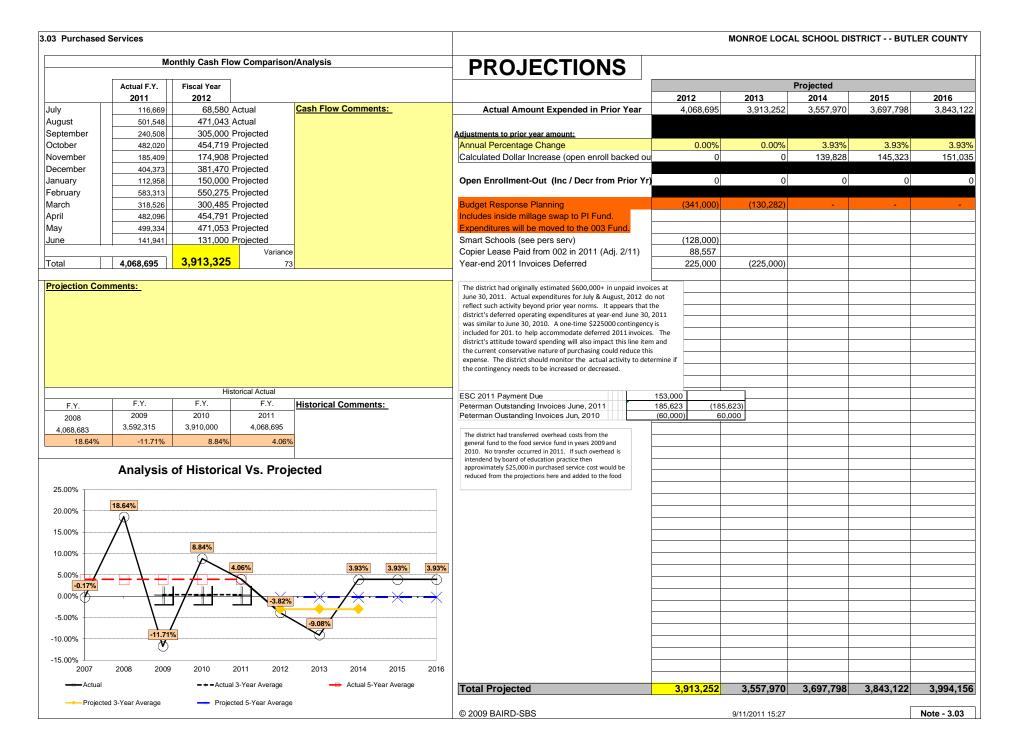


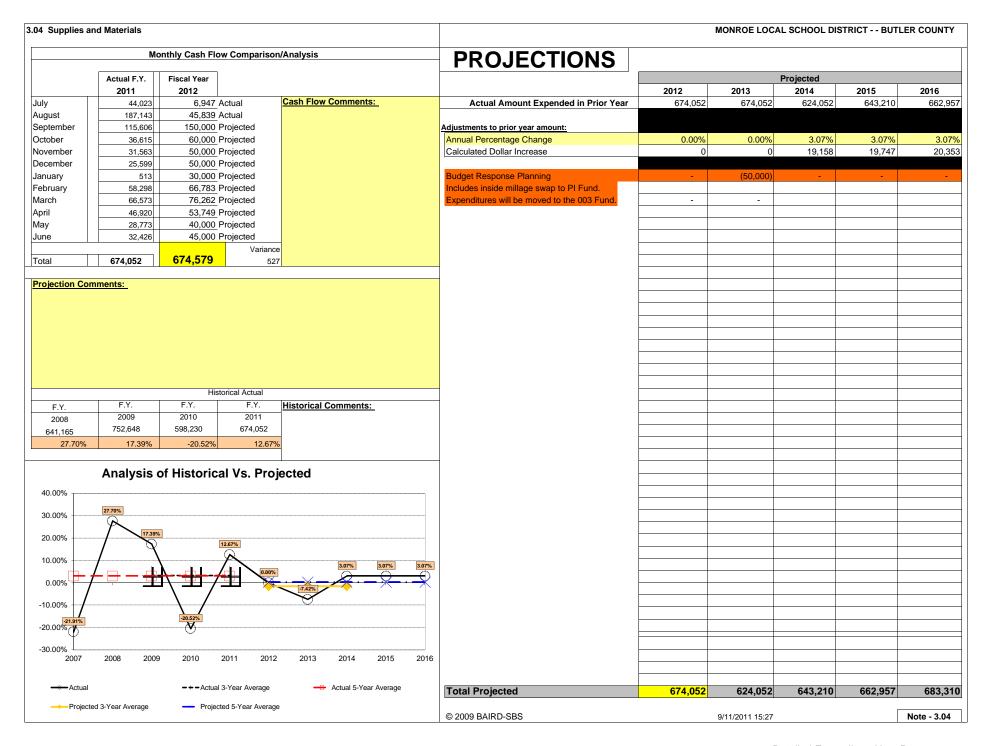


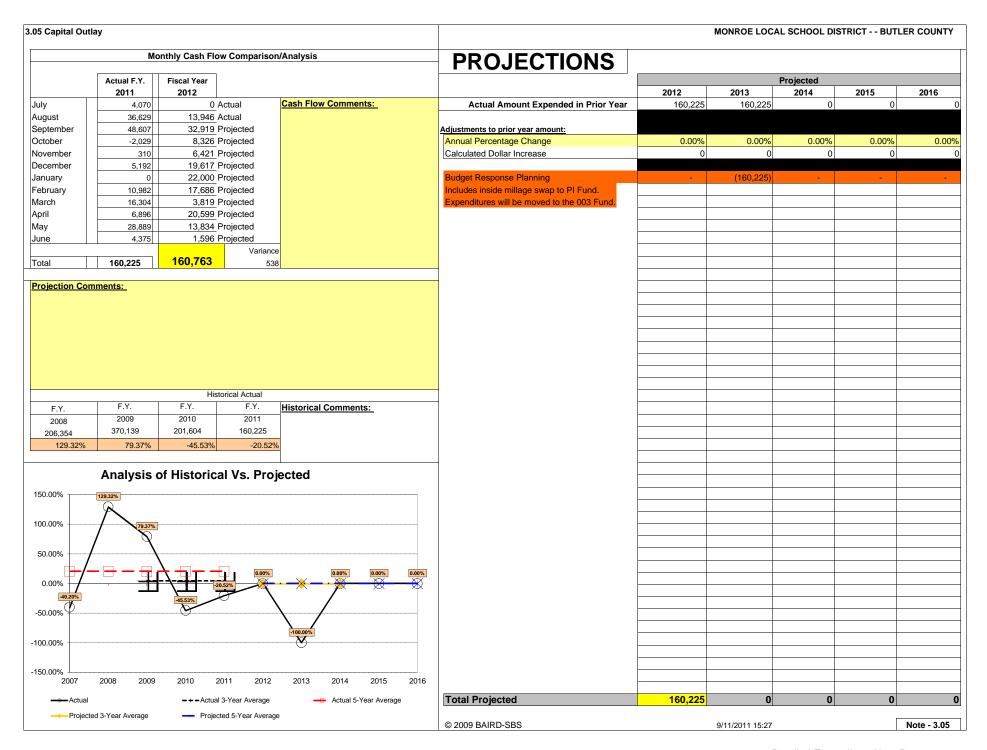


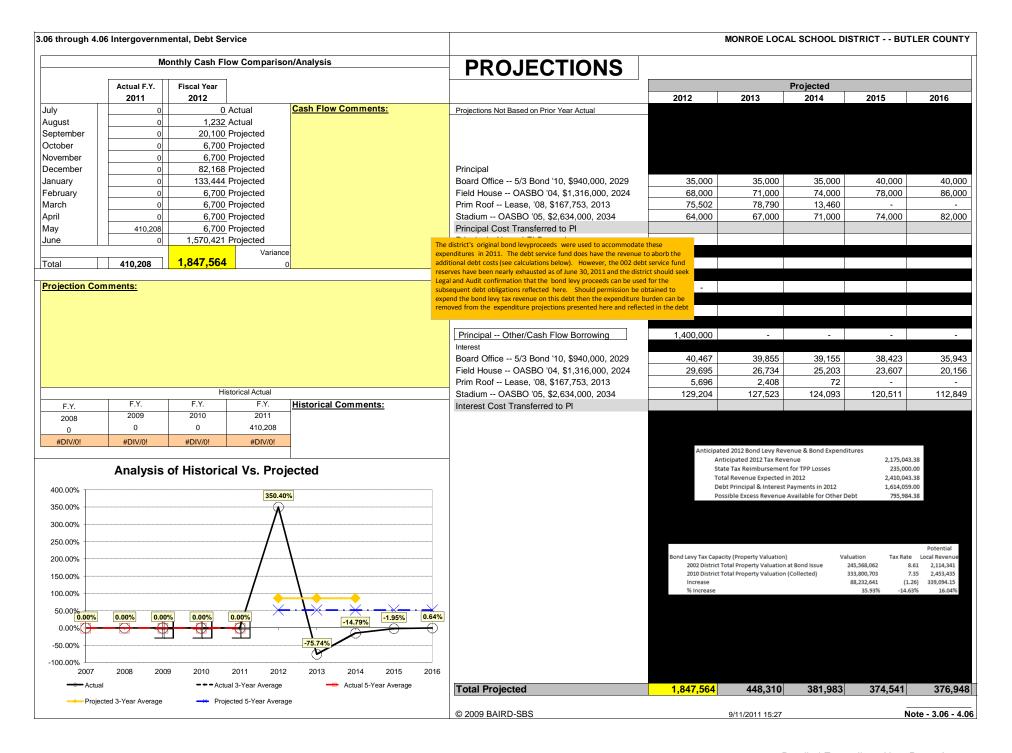


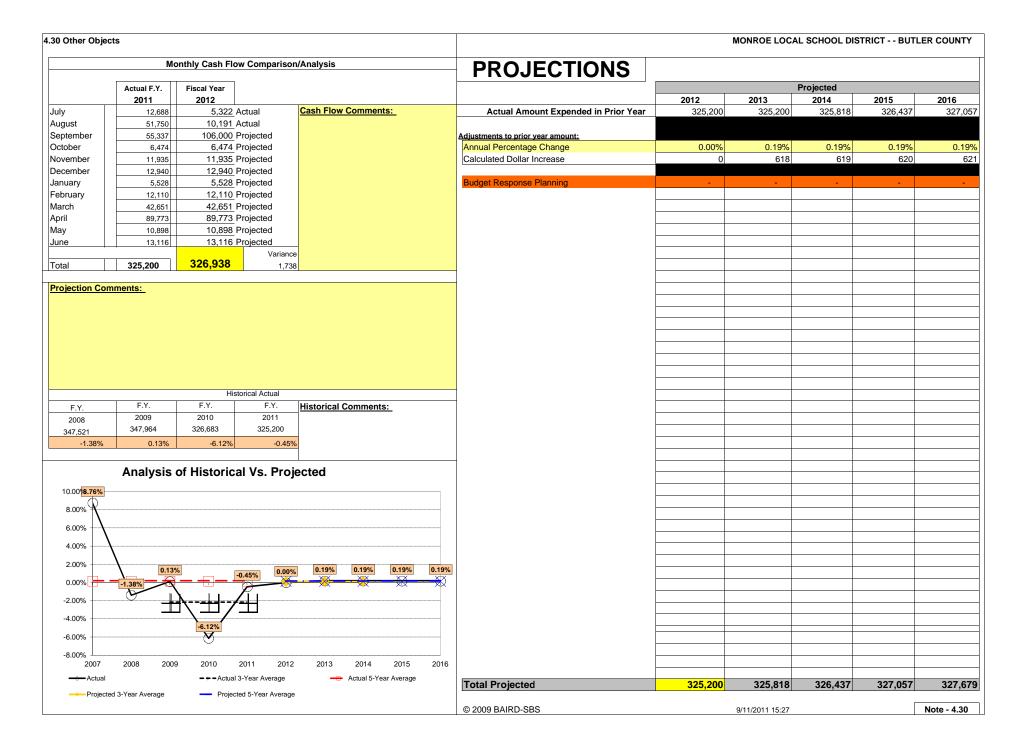


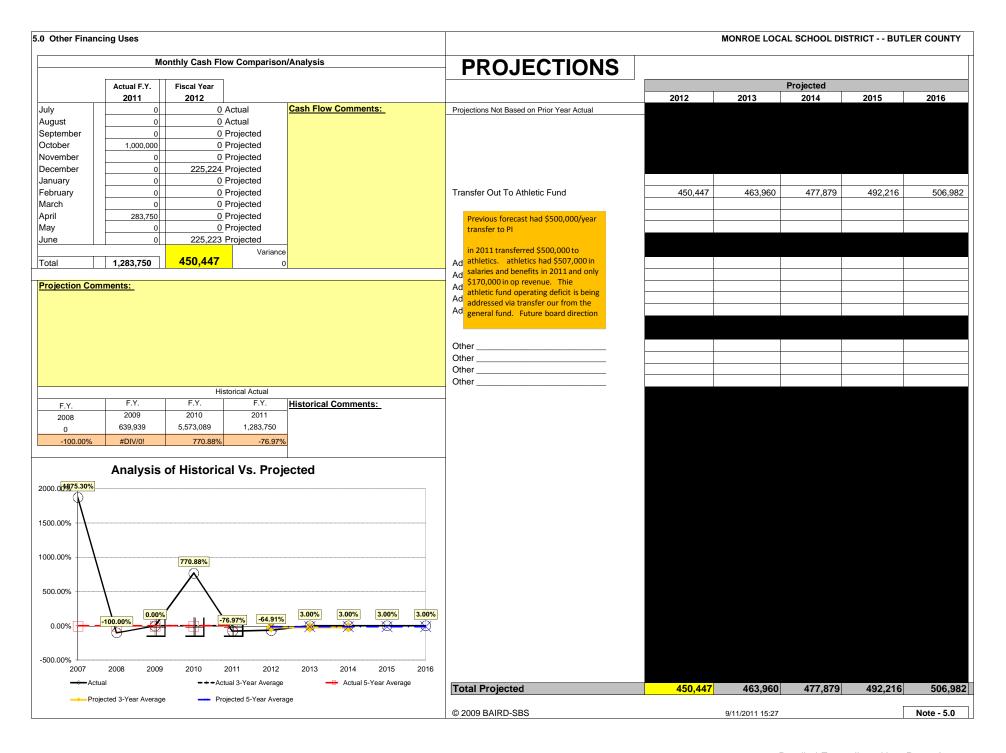


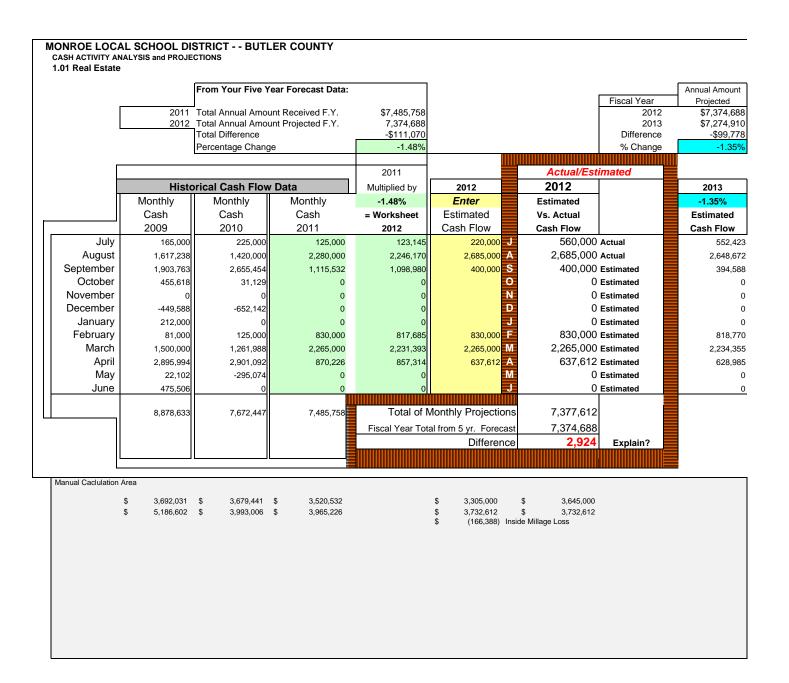


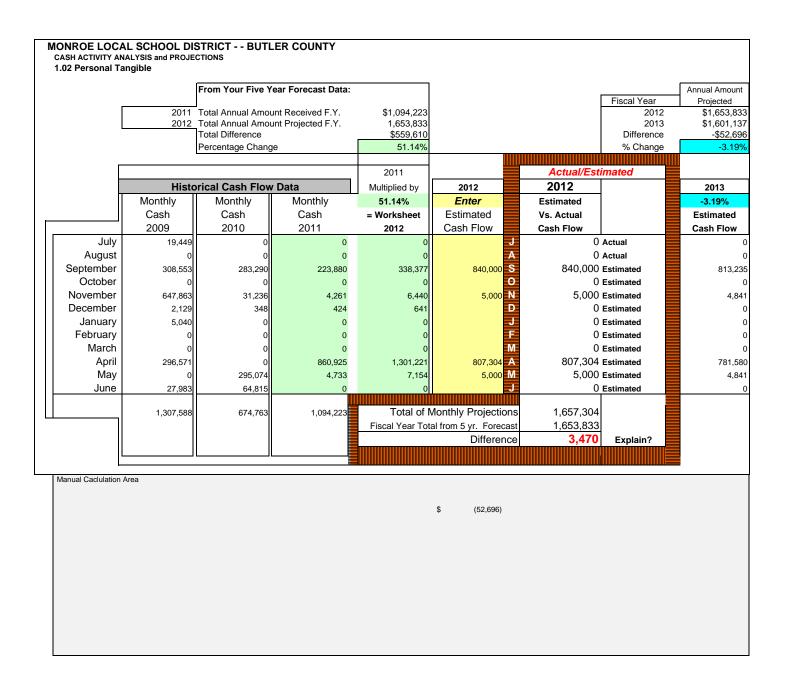


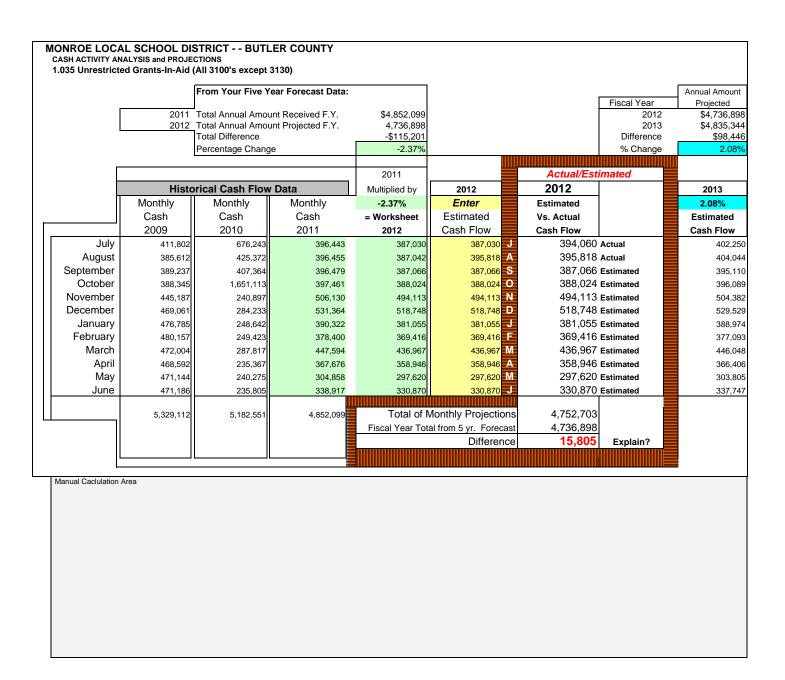


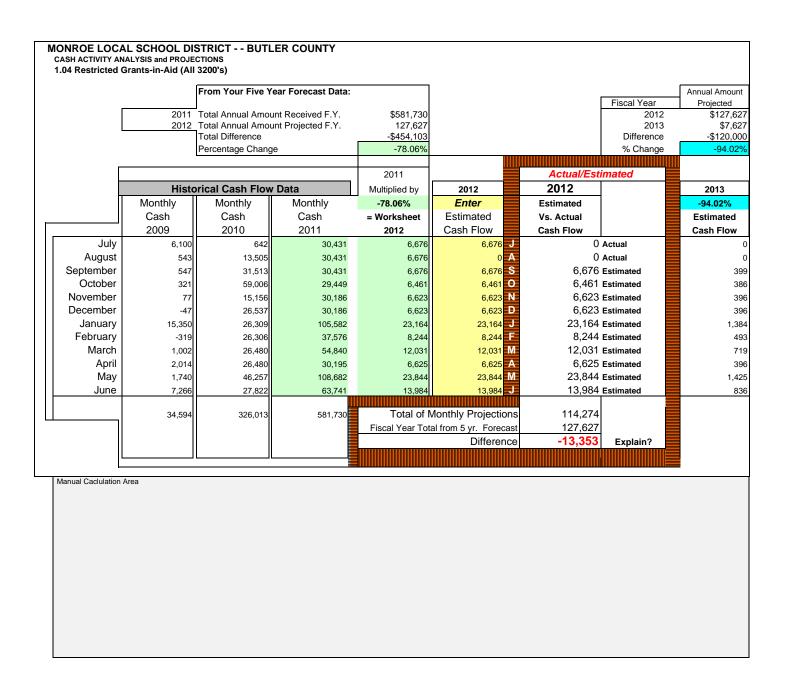


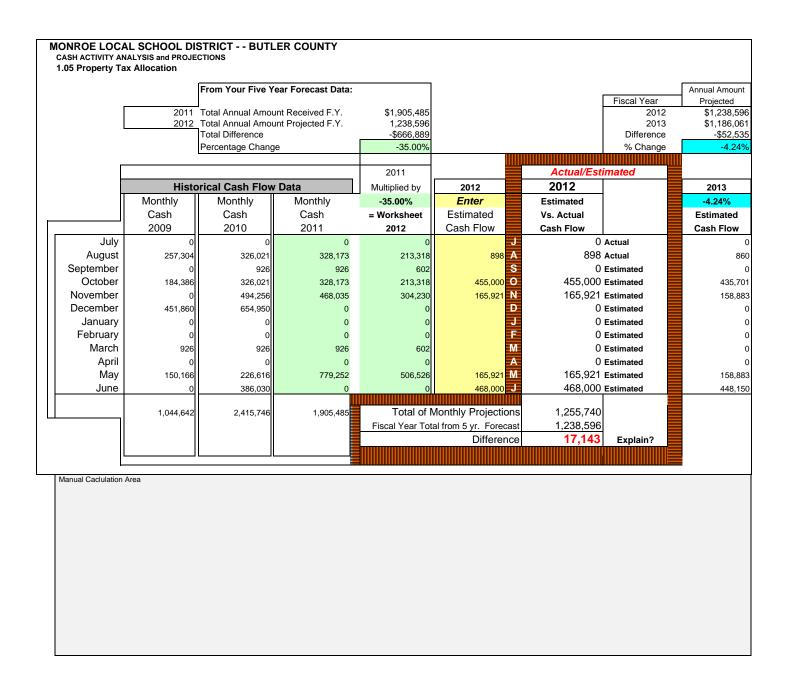


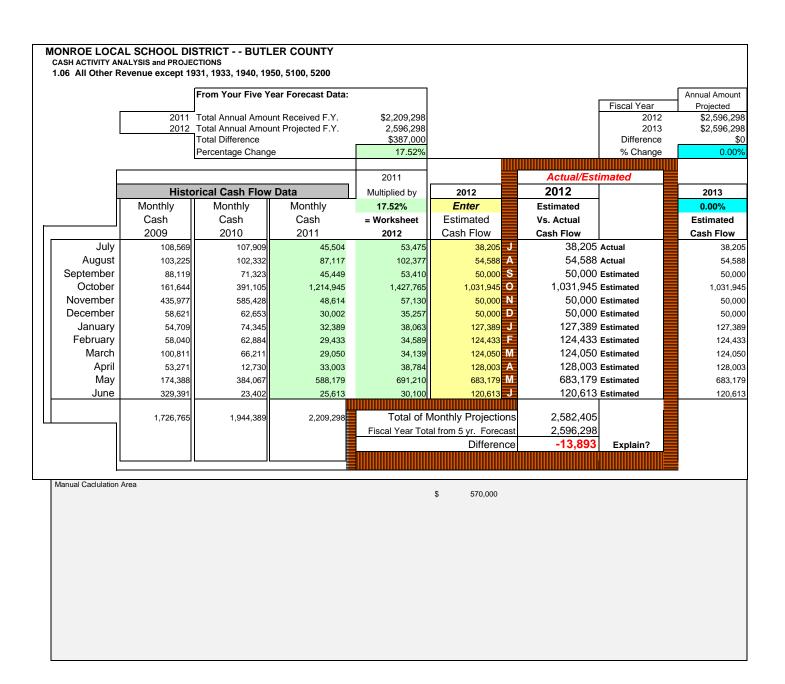


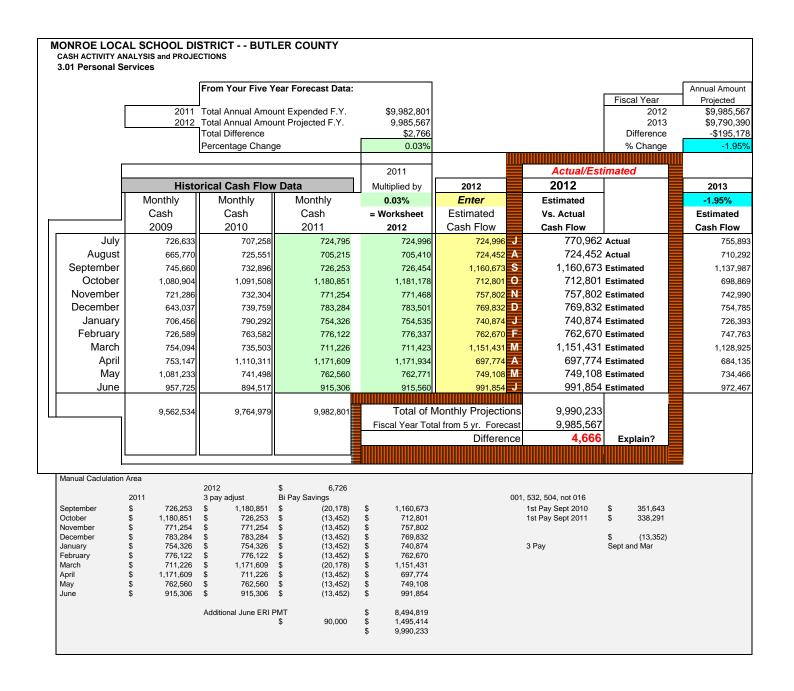


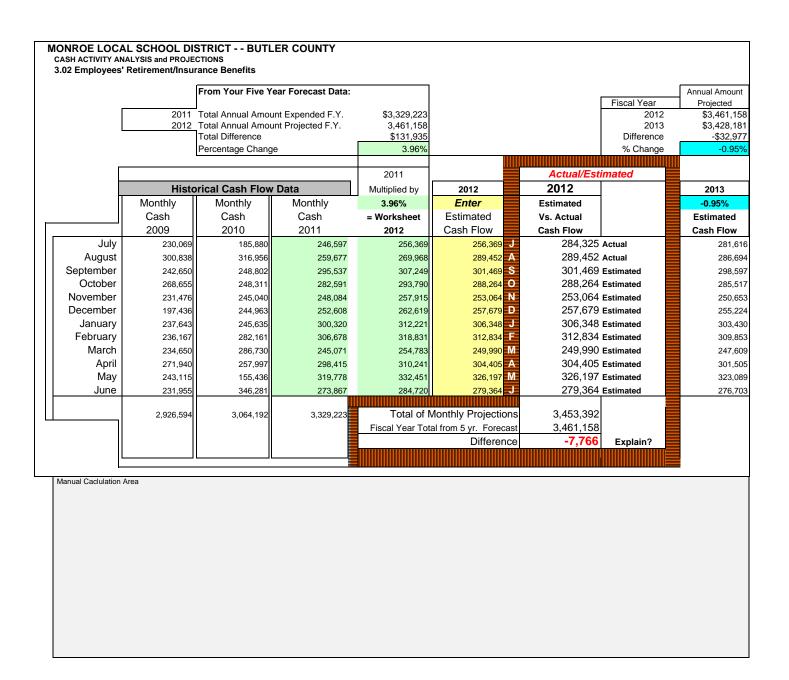


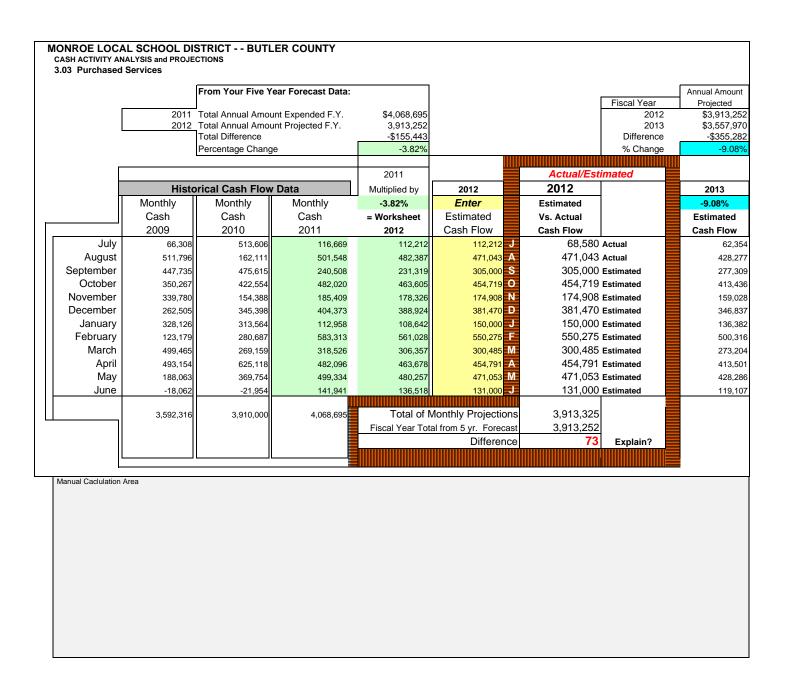


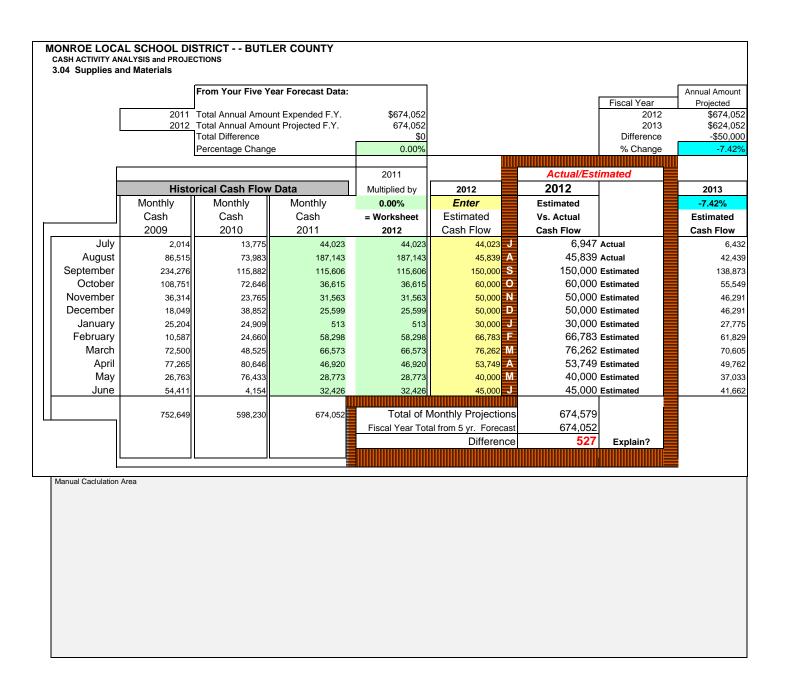


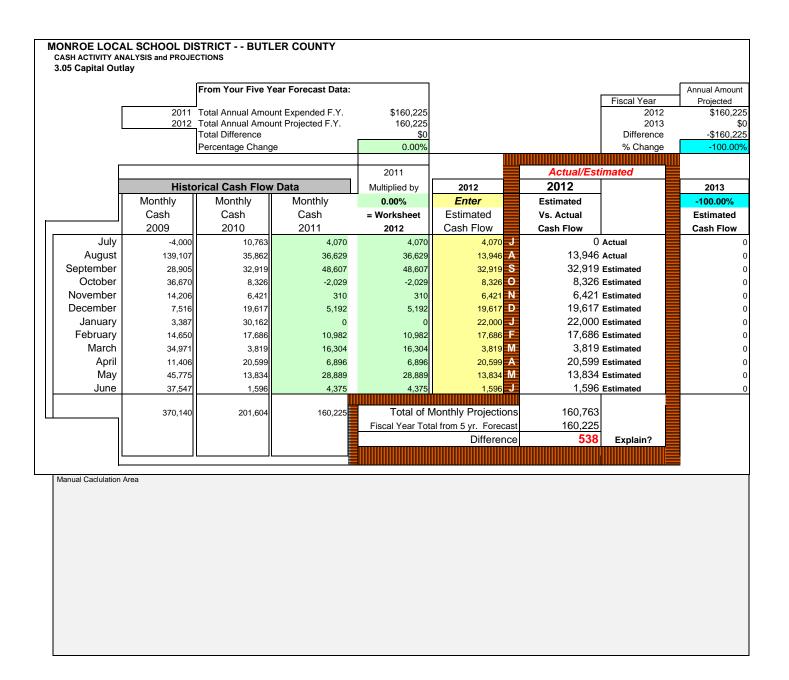


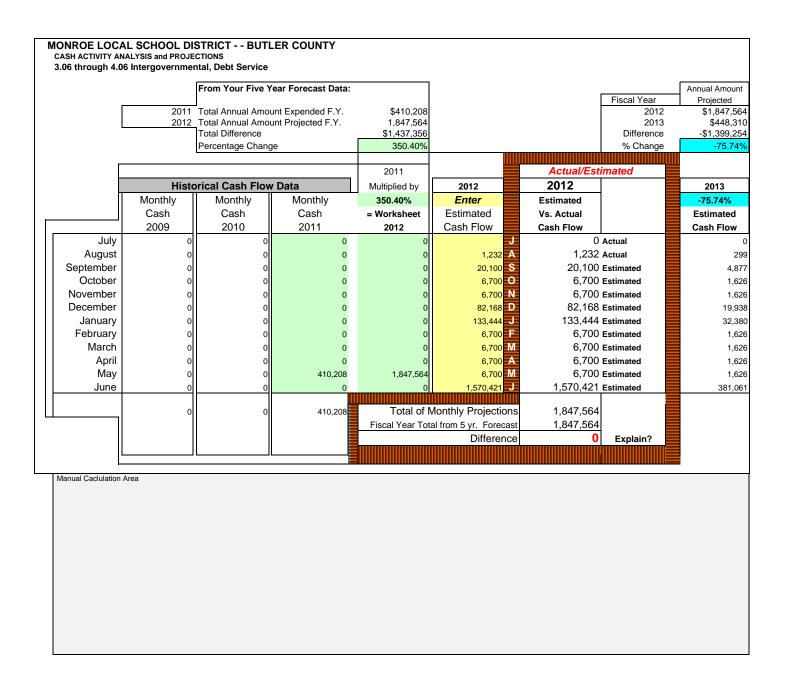


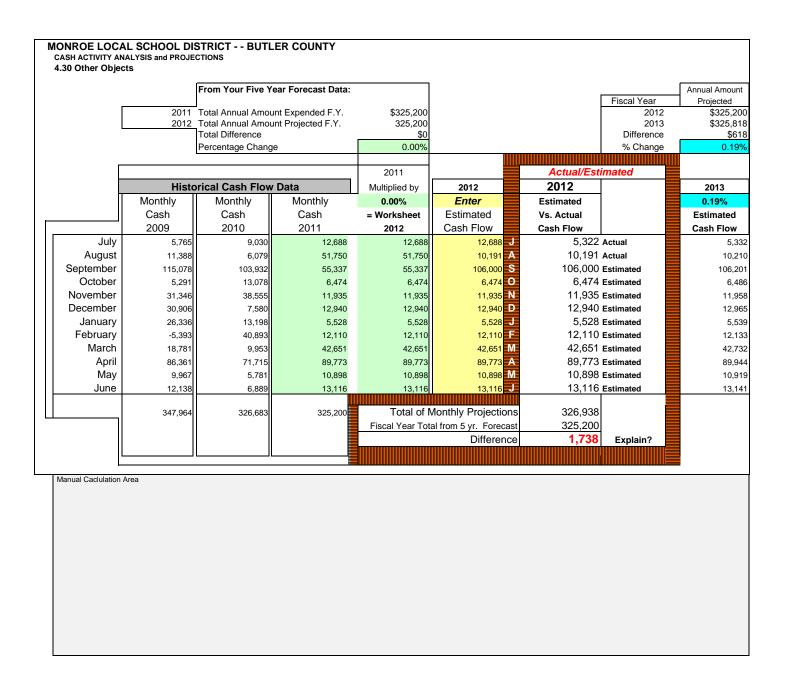


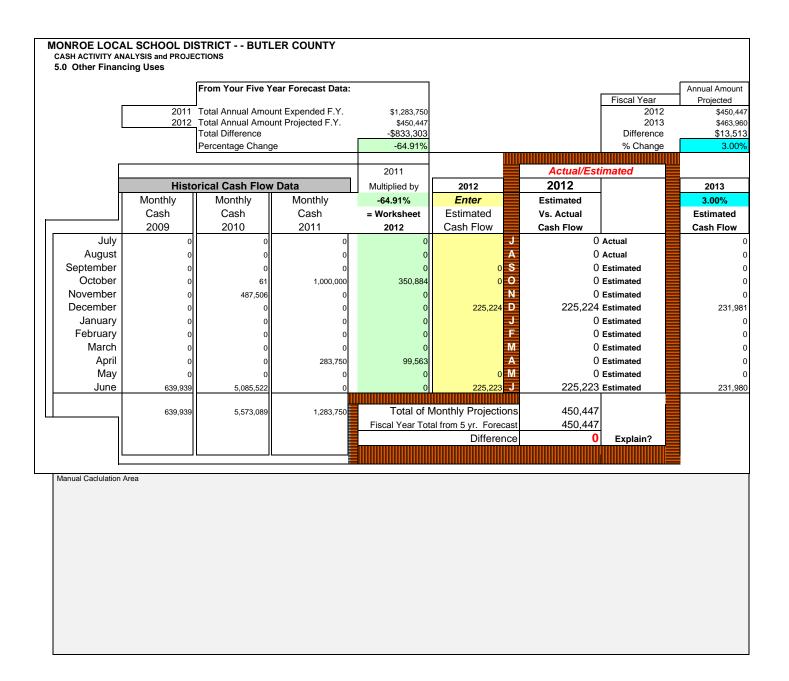












#### MONROE LOCAL SCHOOL DISTRICT - - BUTLER COUNTY

	Financial Fore	cast	- Simplified Forma	t Co	omparison of May, 2	2011 and "Current" Differences
	© 2009 BAIRD-SBS		Difference		Difference	
	Revenue	1	Projected 2012		Projected 2013	
1.01		 	(2,046,530)		L	Explanations
1.01	**Real Estate Taxes Including Projected Levies	——	(2,046,530)		(2,507,946)	
1.02	**Pers. Prop. Taxes - Public Utility, etc., Including Projected Levies	\$	1,545,789	\$	1,494,185	
1.03	**Income Tax Including Projected Levies	\$	-	\$	-	
1.035	Unrestricted State Funding - Basic Aid, Special Ed., Etc.	\$	22,875	\$	103,366	
1.04	Restricted State Funding - Poverty-based, Bus Purchase, Etc.	\$	(19,284)	\$	(29,139)	
1.05	**State Property Tax Reimbursements Including Projected Levies	\$	(204,863)	\$	84,233	
1.06	All Other Revenue - Interest, Open Enrollment In, Etc.	\$	(348,091)	\$	(363,091)	
1.07	**Total Operating Revenue	\$	(1,050,104)	\$	(1,218,393)	
2.07	Other Revenue Sources (Transfers, Advances, Debt, Etc.)	\$	1,400,000	\$	-	Cash Flow Borrowing Required in 2012 to avoid negative cash balances throughout the fiscal year.
2.08	**Total Revenue	\$	349,896	\$	(1,218,393)	
			Difference		Difference	
	Form Manager	_	Projected		Projected	
	Expenditures		2012		2013	Explanations
3.01	Employee Salaries	\$	516,233	\$	147,044	
3.02	Employee Retirement and Insurance Benefits	\$	362,678	\$	19,551	
3.03	Services - Utilities, Tuition (Open Enroll., Comm. Schools), Etc.	\$	637,354	\$	232,072	
3.04	Supplies (Bus Fuel, Instructional Materials, Etc.)	\$	(33,887)	\$	(123,045)	
3.05	Capital Outlay - Equipment, Textbooks, Etc.	\$	(12,427)	\$	(177,832)	
4.06	Debt Service Principal & Interest	\$	1,847,564	\$	448,310	
4.3	Other (Auditor Fees, Liability & Property Insurance, Etc.)	\$	24,983	\$	19,597	
4.5	Total Operating Expenditures	\$	3,342,498	\$	565,696	
5.04	Other Expenditure Uses (Transfers, Advances, Etc.)	\$	(617,053)	\$	(1,171,040)	
5.05	Total Expenditures and Other Financing Uses	\$	2,725,445	\$	(605,343)	
			Difference		Difference	
	Operating Summary With Projected Levies	$\dashv$	Projected 2012		Projected 2013	
6.01	Revenue Surplus / (Shortfall) Line 2.08 Less 5.05	\$	(2,375,549)	\$	(613,049)	
	***Cash Balance at Beginning of Year	\$	(663,816)		(1,829,086)	
7.02	***Cash Balance at End of Year [Line 7.01 +/- Line 6.01]	\$	(2,353,341)	\$	(2,966,390)	
		I	Difference		Difference	
	**Annual Revenue Disclosure Items	-	Projected 2012		Projected 2013	
11.01 8	& 11.02 Annual Total of Projected Renewal & Replacement Levies	\$	2012	\$	2013	
13.01 &	Included in Revenue (Lines 1.01, 1.02, 1.03, 1.05, 1.07 & 2.08) & 13.02 Annual Total of <u>Projected NEW</u> Levies Included in Revenue . (Lines 1.01, 1.02, 1.03, 1.05, 1.07 & 2.08)	\$	-	\$	-	
	(white the first free free free & 2.00)	$\overline{}$	Difference		Difference	L
		┦	Projected		Projected	
11.03	***Cash Balance Disclosure Items  Cumulative Projected Renewal/Replacement Levies at Year End	\$	2012	\$	2013	
13.03	Cumulative Projected New Levies at Year End End of Year Oustanding Purchase Orders	\$ \$	- - -	\$ \$	- -	
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