

Five -Year Financial Outlook FY2026 - FY2031

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CFO/CSBO



Topics for Discussion

01

Where We Are Today

Where are we today? What is changing?
What changes do we need to make to sustain a future?

02

FY2026 Budget

Revenue, Expenses, Surplus, Cash on Hand

03

Budget Allocation

The strategic process of dividing and distributing financial resources among different departments, projects, or expense categories to achieve specific goals, and ensure efficient use of funds.

04

Operation Expenses

These expenses cover recurring costs like salaries, utilities, supplies, and maintenance, but generally exclude long-term investments like new building construction or debt repayment.

05

Days of Cash on Hand

This assumes a worst-case scenario where no new money comes in. The calculation covers essentials like payroll, day-to-day operations, and utilities.

06

Projections vs Forecast

Forecasts focus on operational reality, whereas projections explore strategic goals or potential changes. Both estimate future cash movements.

Where We Are Today



FY 2026 Budget



\$ 281.7M Total Revenue



\$ 279.2M Total Expenses

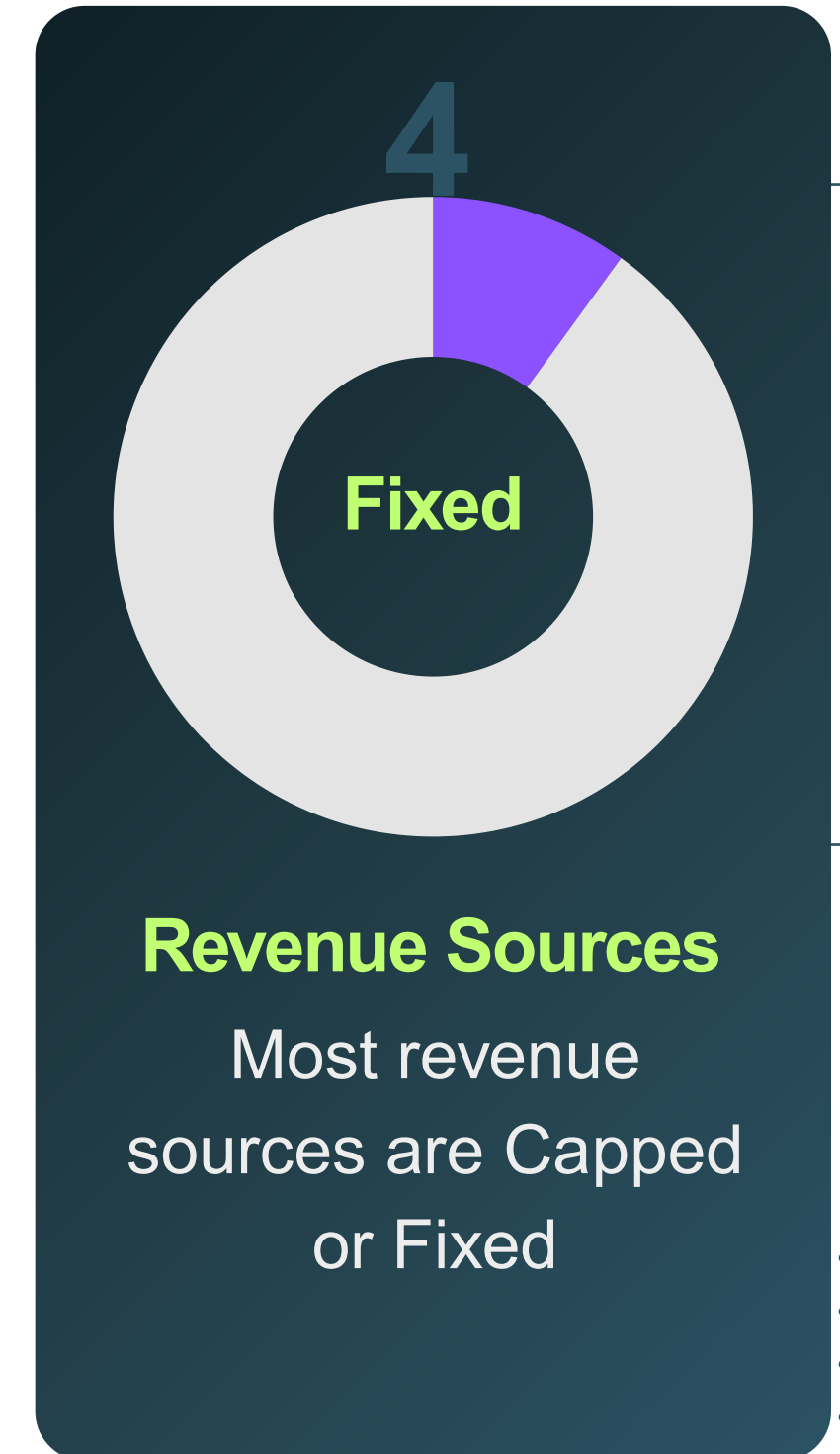
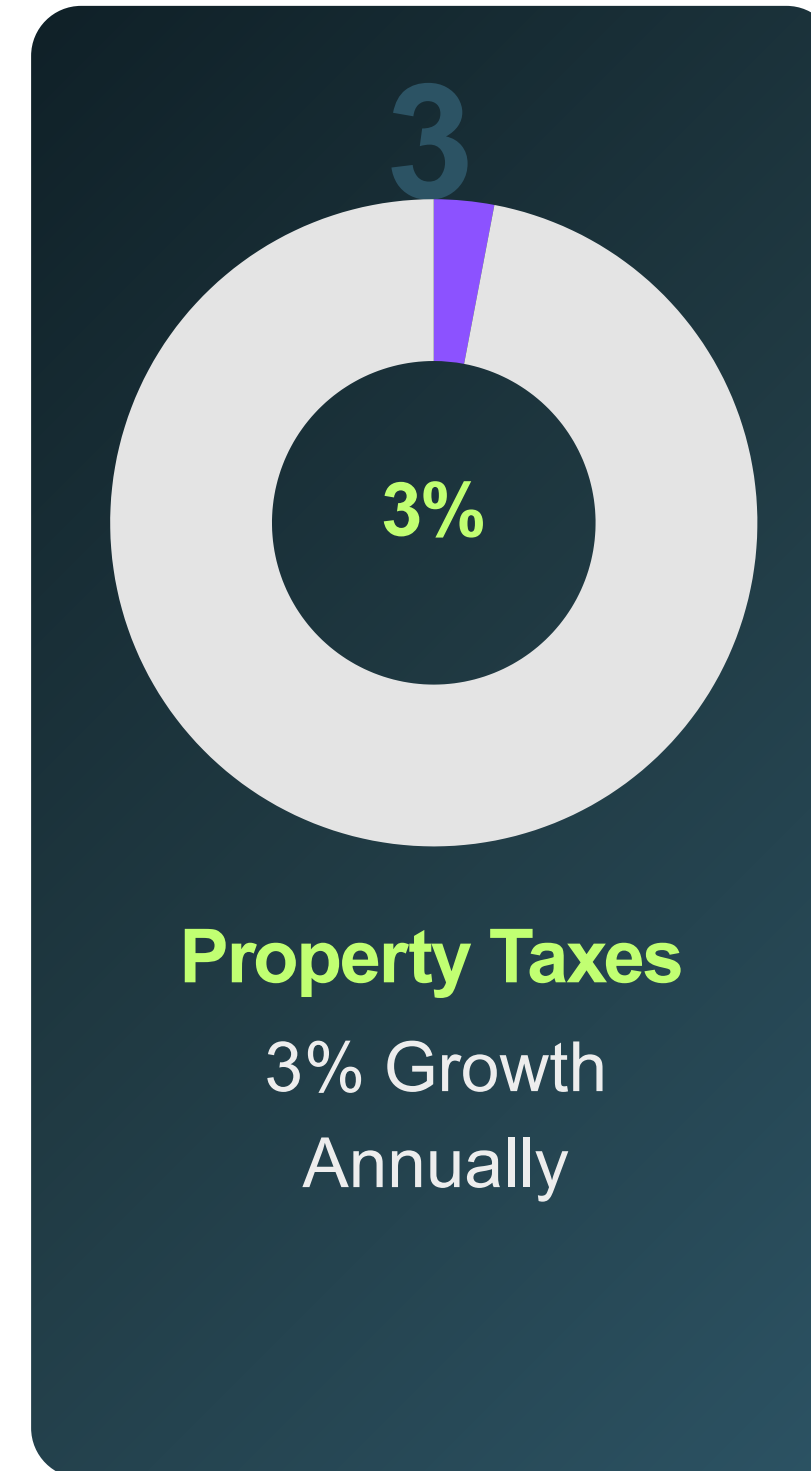
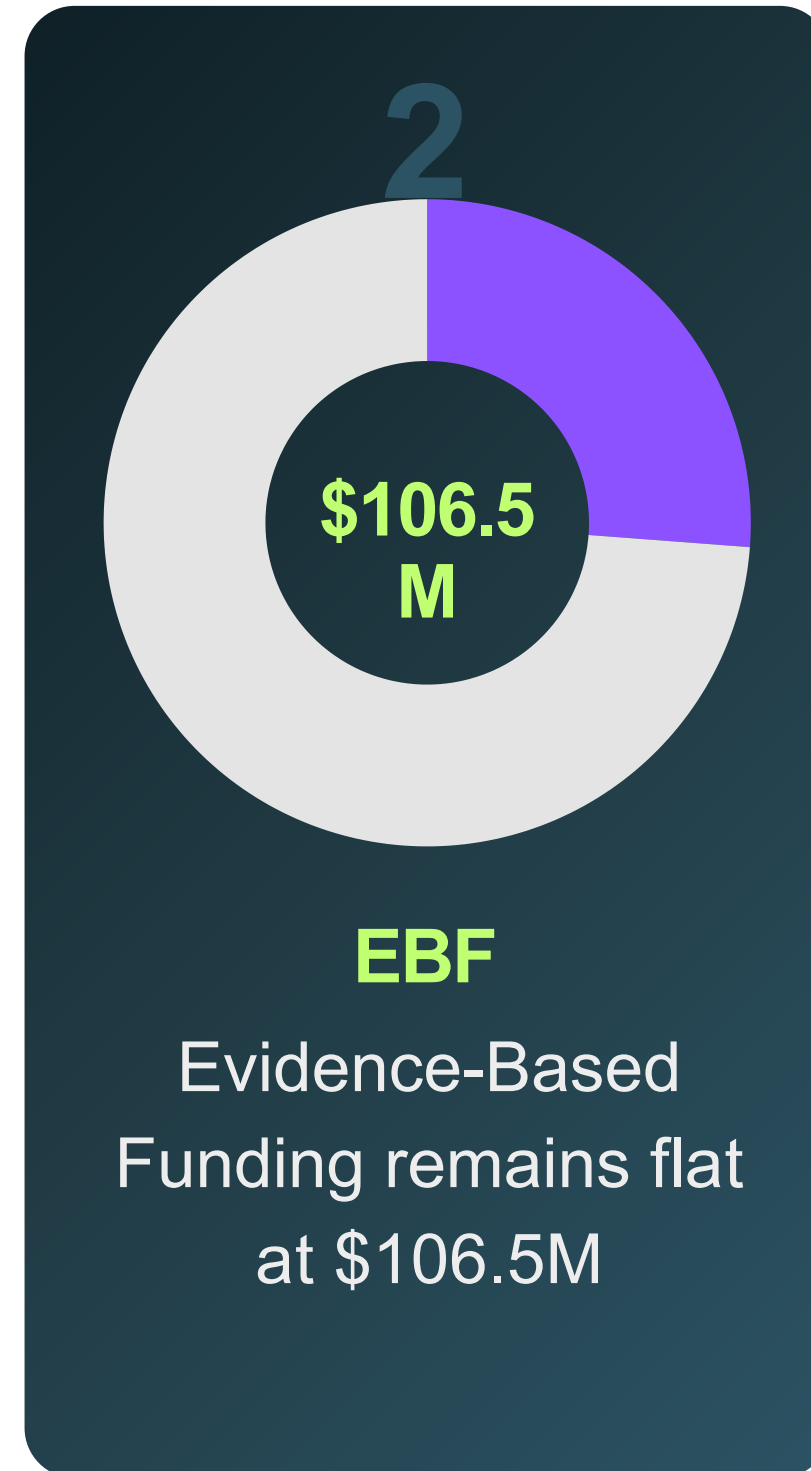
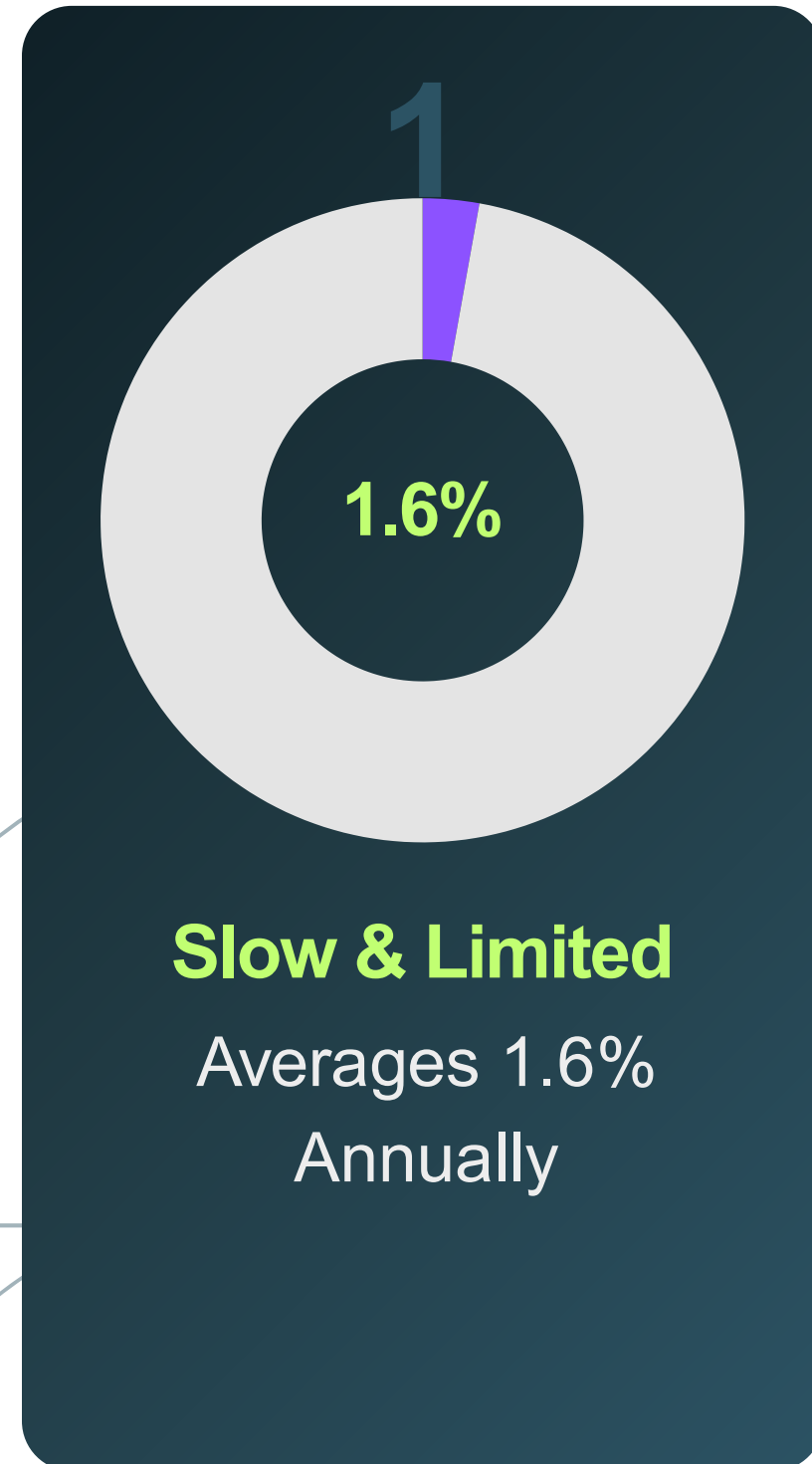


\$ 2.5M Surplus



Only 70 Days of Cash on Hand

Revenue Growth is Limited - 1.6% Annually



Expenses are Growing on Average by 4.3% Annually (Outpacing Revenue)

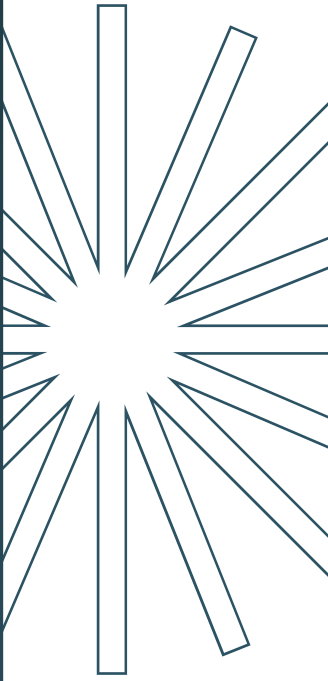
Salaries Increase

3%



Benefits Increase

9%



Revenue Summary

- 01. Property Taxes 48%
- 02. Evidence Based Funding 38%
- 03. Other State Revenue 5%
- 04. Other Local Revenue 5%
- 05. Federal 3%
- 06. CPPRT 1%

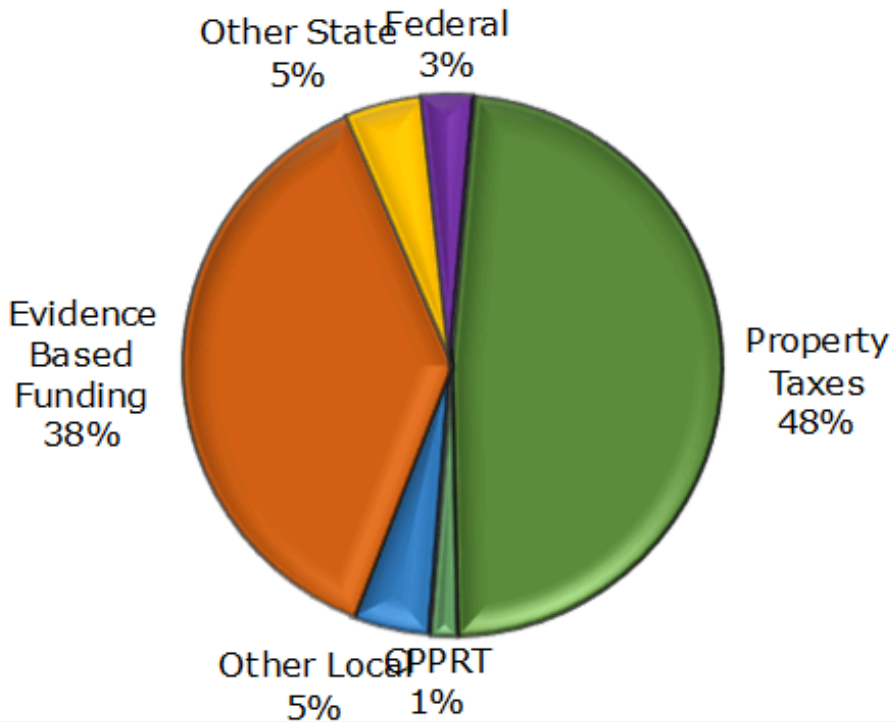


Revenue Summary

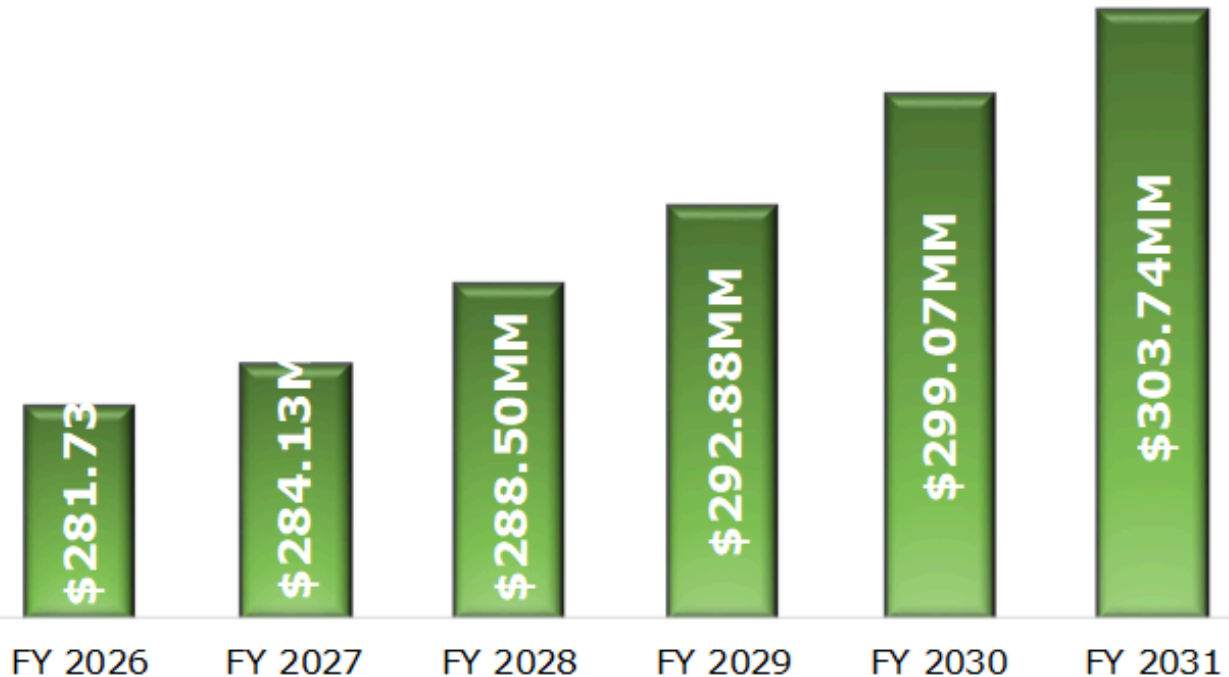
**Educational | O & M | Transportation | IMRF / SS | Working Cash | Tort
CUSD 308 | Base Scenario 2-17-26**

	BUDGET FY 2026	PROJECTED FY 2027		PROJECTED FY 2028		PROJECTED FY 2029		PROJECTED FY 2030		PROJECTED FY 2031	
LOCAL											
Property Taxes	\$136,070,185	\$138,732,057	2.0%	\$143,373,616	3.3%	\$147,989,806	3.2%	\$152,716,396	3.2%	\$157,556,164	3.2%
CPPRT	\$4,346,382	\$4,346,382	0.0%	\$4,346,382	0.0%	\$4,346,382	0.0%	\$4,346,382	0.0%	\$4,346,382	0.0%
Other Local	\$13,169,521	\$12,912,250	-2.0%	\$12,637,328	-2.1%	\$12,403,645	-1.8%	\$12,205,014	-1.6%	\$12,036,178	-1.4%
TOTAL LOCAL REVENUE	\$153,586,088	\$155,990,689	1.6%	\$160,357,326	2.8%	\$164,739,833	2.7%	\$169,267,792	2.7%	\$173,938,724	2.8%
STATE											
Evidence Based Funding	\$106,484,965	\$106,484,965	0.0%	\$106,484,965	0.0%	\$106,484,965	0.0%	\$106,484,965	0.0%	\$106,484,965	0.0%
Other State	\$13,050,620	\$13,050,620	0.0%	\$13,050,620	0.0%	\$13,050,620	0.0%	\$13,050,620	0.0%	\$13,050,620	0.0%
TOTAL STATE REVENUE	\$119,535,585	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%
TOTAL FEDERAL REVENUE	\$8,605,074	\$8,605,074	0.0%	\$8,605,074	0.0%	\$8,605,074	0.0%	\$10,270,532	19.4%	\$10,270,532	0.0%
FLOW-THROUGH REVENUE	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$281,726,747	\$284,131,348	0.9%	\$288,497,985	1.5%	\$292,880,492	1.5%	\$299,073,909	2.1%	\$303,744,841	1.6%

Budgeted Revenue Allocation by Source



Revenue Projection (in millions)



Operational Expenses

70%

Salaries

14%

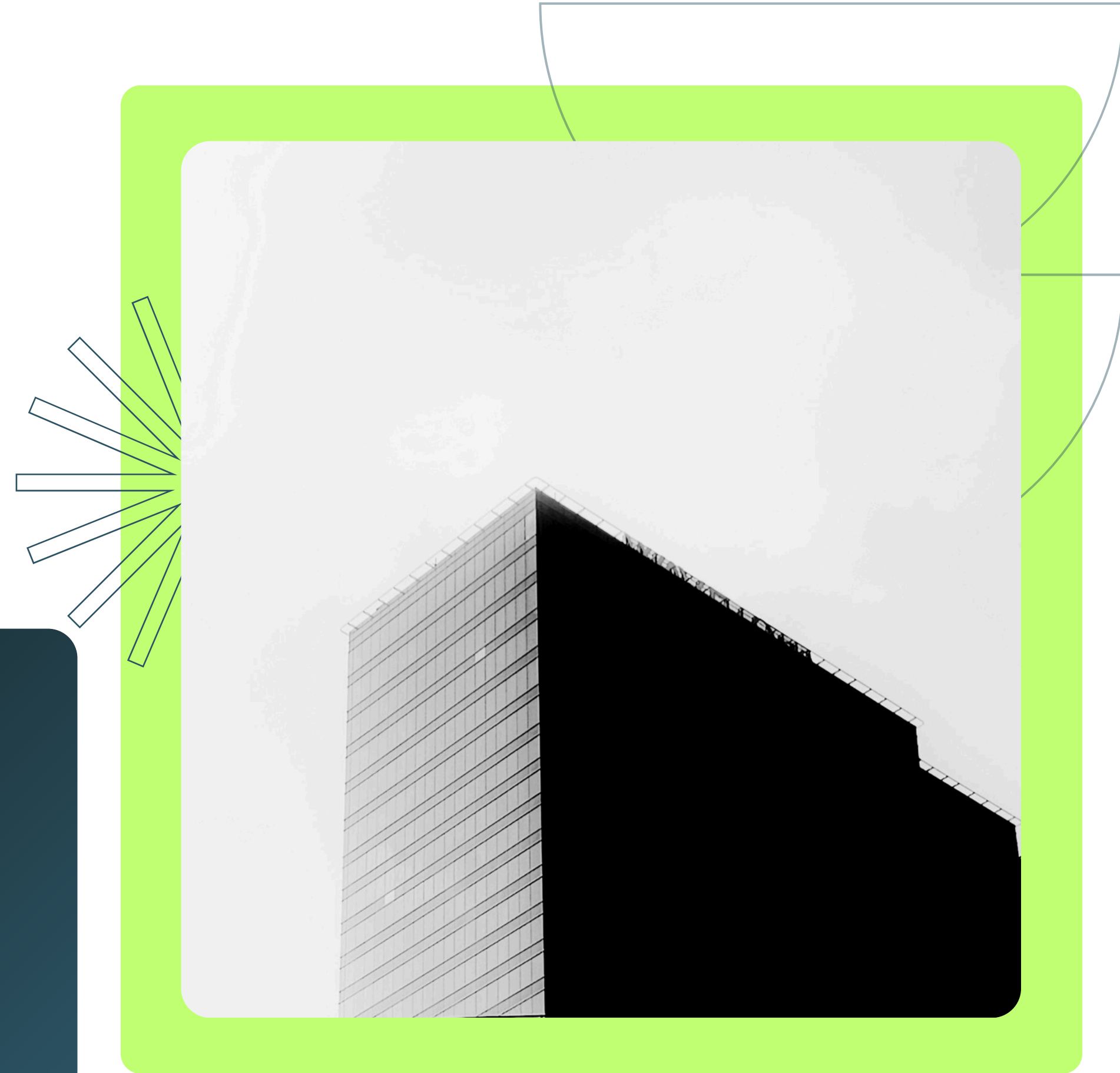
Benefits

7%

Purchased Services

9%

Supplies, Capital
Outlay, All Other
Objects



Expenditure Summary

01. Salaries 70%

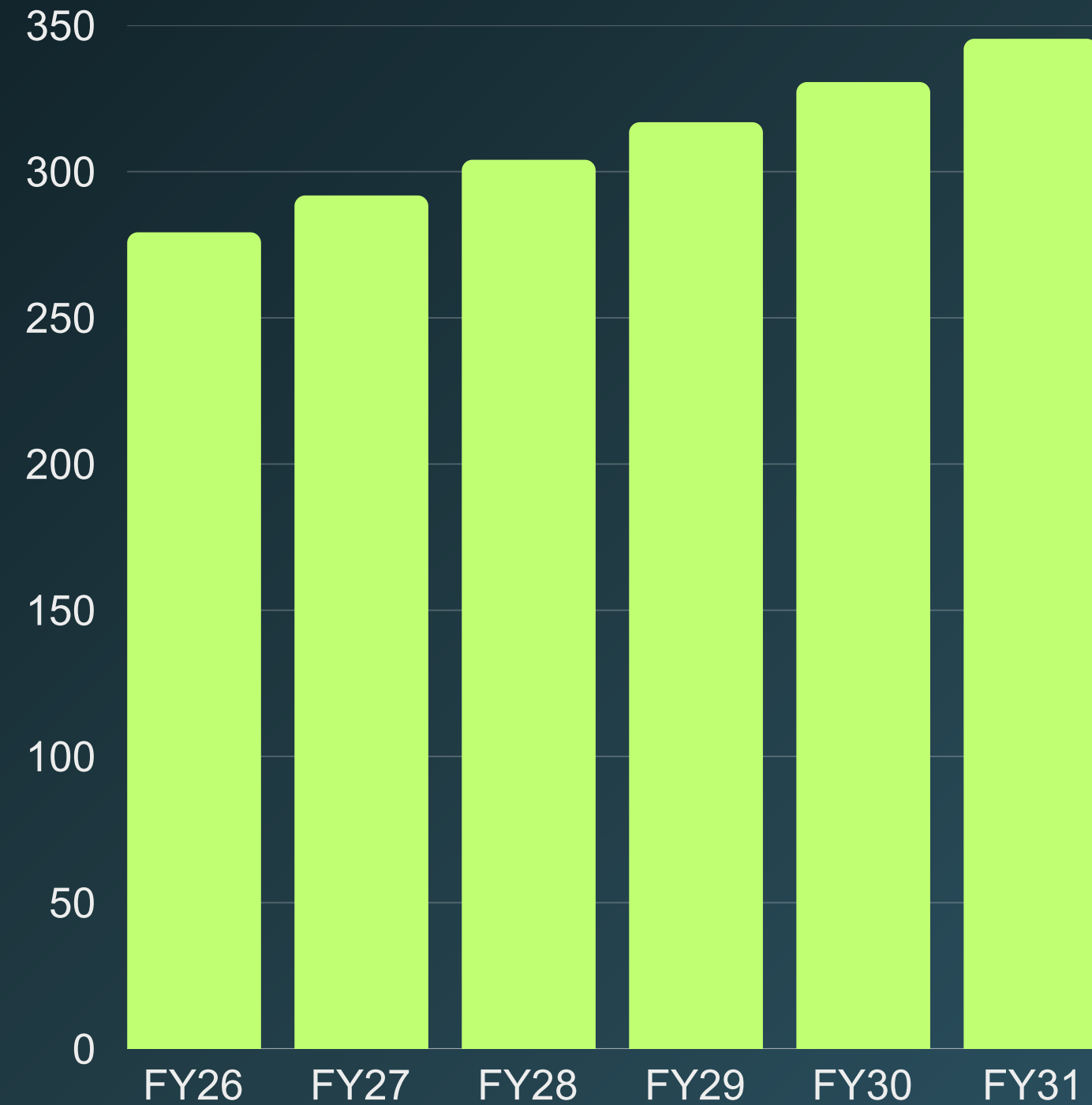
02. Benefits 14%

03. Purchased Services 7%

04. All Other Objects 5%

05. Supplies & Materials 4%

06. Capital Outlay >1%

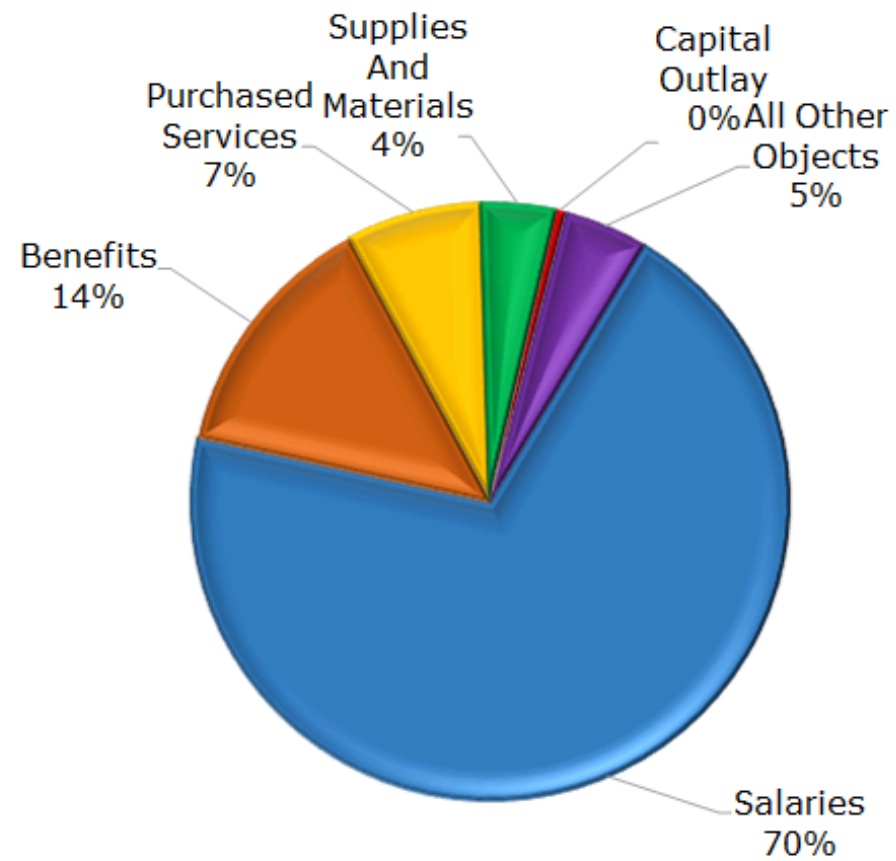


Expenditure Summary

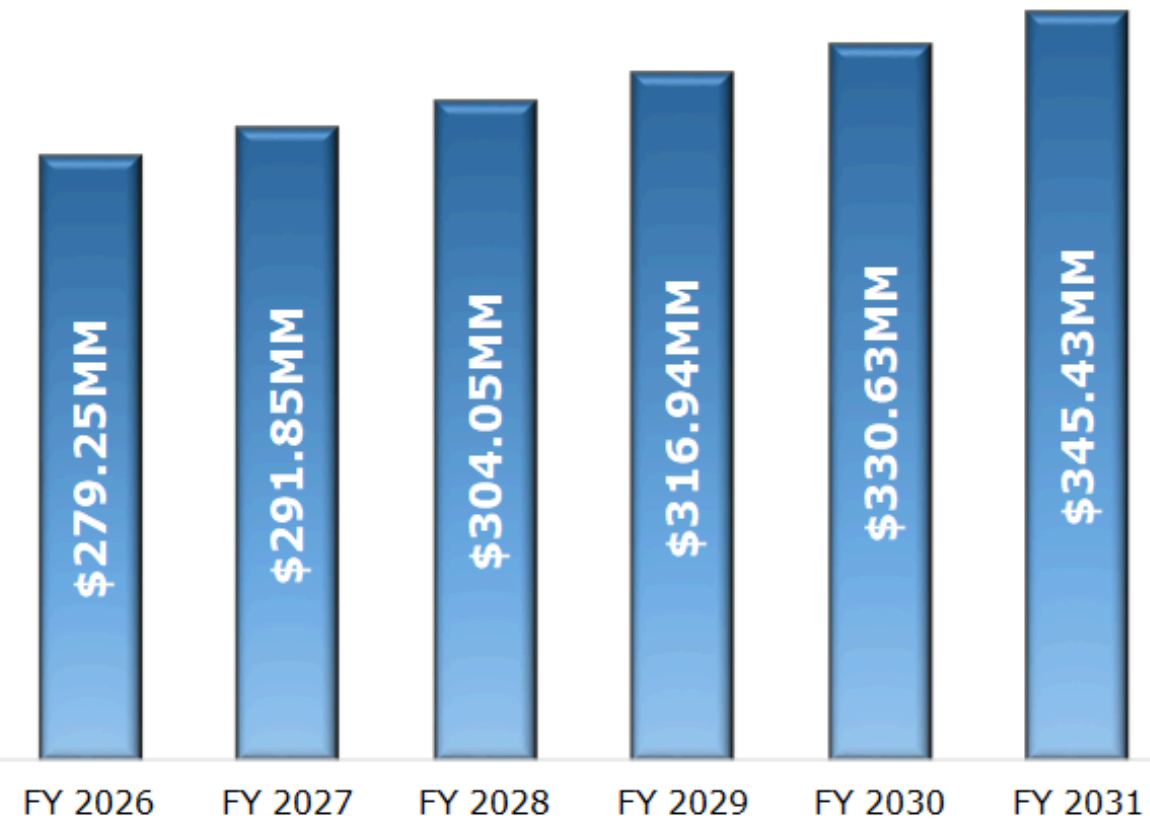
**Educational | O & M | Transportation | IMRF / SS | Working Cash | Tort
CUSD 308 | Base Scenario 2-17-26**

	BUDGET FY 2026	PROJECTED FY 2027		PROJECTED FY 2028		PROJECTED FY 2029		PROJECTED FY 2030		PROJECTED FY 2031	
Salaries	\$195,081,151	\$202,398,752	3.8%	\$208,923,495	3.2%	\$215,632,867	3.2%	\$222,590,052	3.2%	\$230,028,823	3.3%
Benefits	\$38,283,359	\$41,747,163	9.0%	\$45,527,615	9.1%	\$49,720,317	9.2%	\$54,377,576	9.4%	\$59,569,261	9.5%
TOTAL SALARIES & BENEFITS	\$233,364,510	\$244,145,915	4.6%	\$254,451,110	4.2%	\$265,353,184	4.3%	\$276,967,628	4.4%	\$289,598,083	4.6%
Purchased Services	\$20,548,510	\$21,215,397	3.2%	\$21,906,614	3.3%	\$22,623,154	3.3%	\$23,366,050	3.3%	\$24,136,385	3.3%
Supplies And Materials	\$11,285,431	\$11,717,606	3.8%	\$12,168,087	3.8%	\$12,637,707	3.9%	\$13,127,338	3.9%	\$13,637,895	3.9%
Capital Outlay	\$1,373,579	\$1,442,258	5.0%	\$1,514,371	5.0%	\$1,590,089	5.0%	\$1,669,594	5.0%	\$1,753,074	5.0%
Other Objects	\$9,009,874	\$9,515,855	5.6%	\$10,050,464	5.6%	\$10,615,333	5.6%	\$11,212,186	5.6%	\$11,842,847	5.6%
Non-Capitalized Equipment	\$1,756,951	\$1,804,625	2.7%	\$1,853,678	2.7%	\$1,904,155	2.7%	\$1,956,100	2.7%	\$2,009,560	2.7%
Termination Benefits	\$300,000	\$300,000	0.0%	\$300,000	0.0%	\$300,000	0.0%	\$300,000	0.0%	\$300,000	0.0%
Provision For Contingencies	\$1,611,105	\$1,707,771	6.0%	\$1,810,238	6.0%	\$1,918,852	6.0%	\$2,033,983	6.0%	\$2,156,022	6.0%
TOTAL ALL OTHER	\$45,885,450	\$47,703,512	4.0%	\$49,603,452	4.0%	\$51,589,289	4.0%	\$53,665,251	4.0%	\$55,835,782	4.0%
TOTAL EXPENDITURES	\$279,249,960	\$291,849,427	4.5%	\$304,054,561	4.2%	\$316,942,473	4.2%	\$330,632,879	4.3%	\$345,433,866	4.5%

Budgeted Expenditure Allocation by Object



Expenditure Projection (in millions)



GROWING Annual Deficits

FY2026	+\$2.5M
FY2027	-\$7.7M
FY2028	-\$15.6 M
FY2029	-\$24.1M
FY2030	-\$31.6M
FY2031	-\$41.7M



Projection Summary

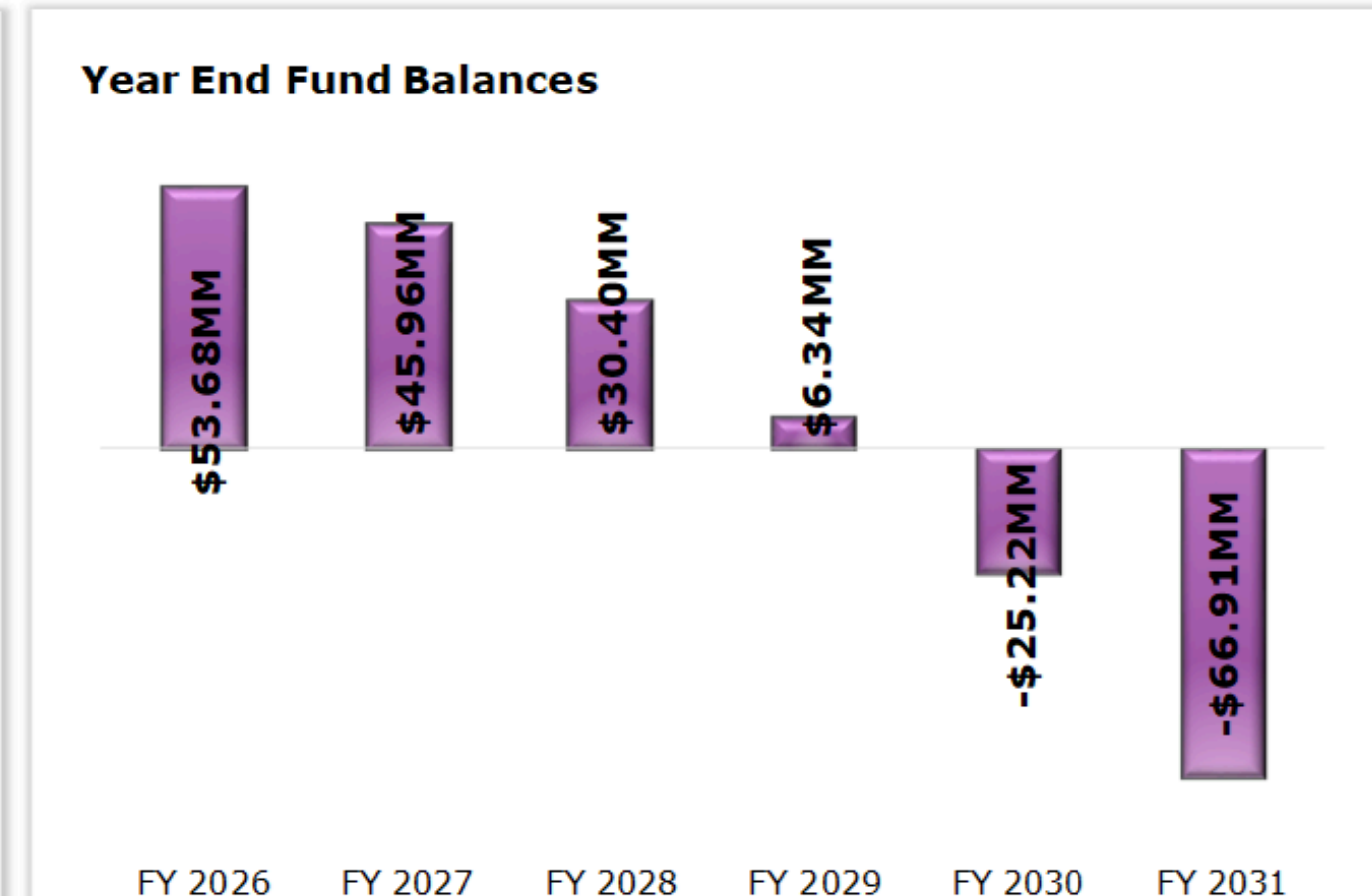
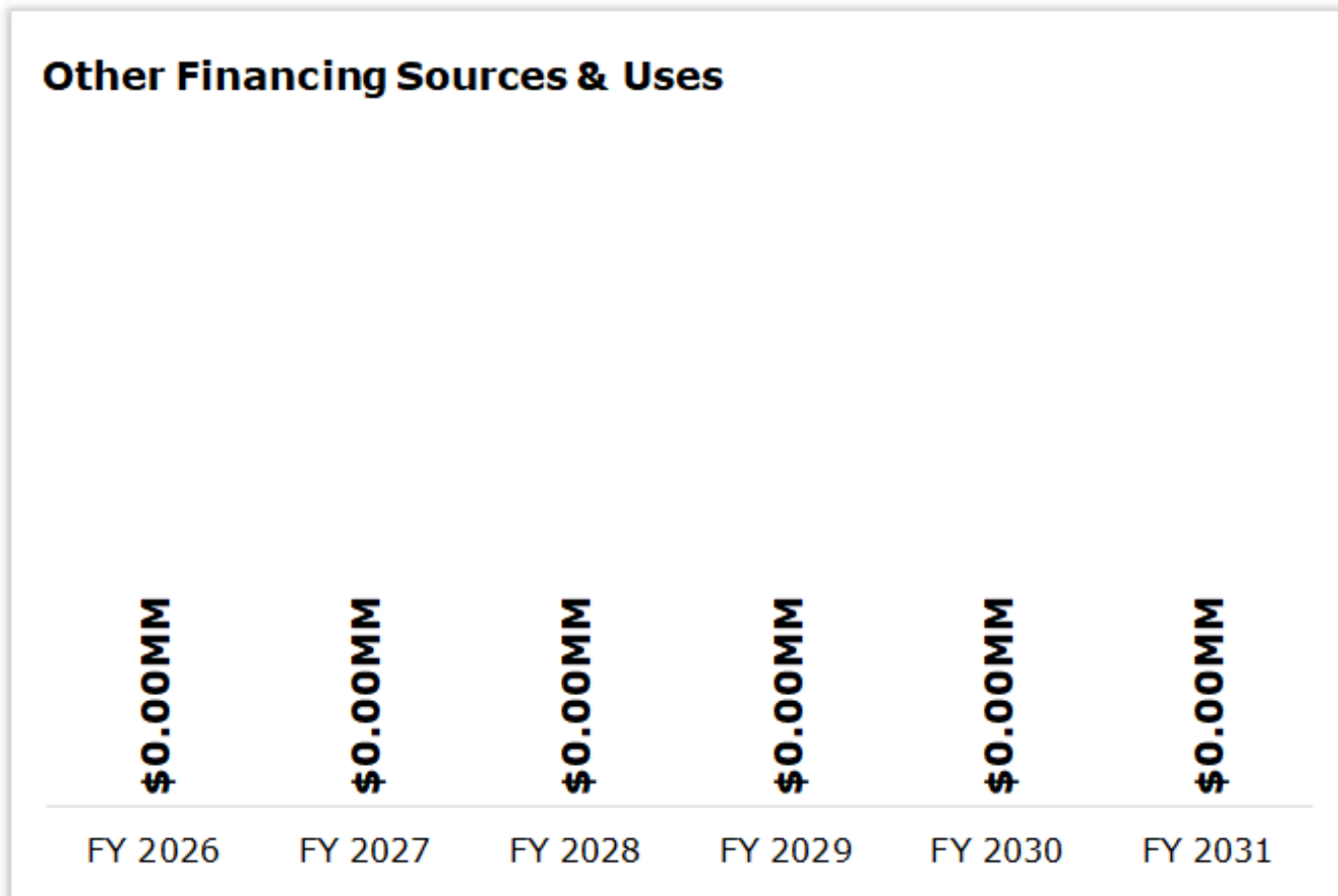
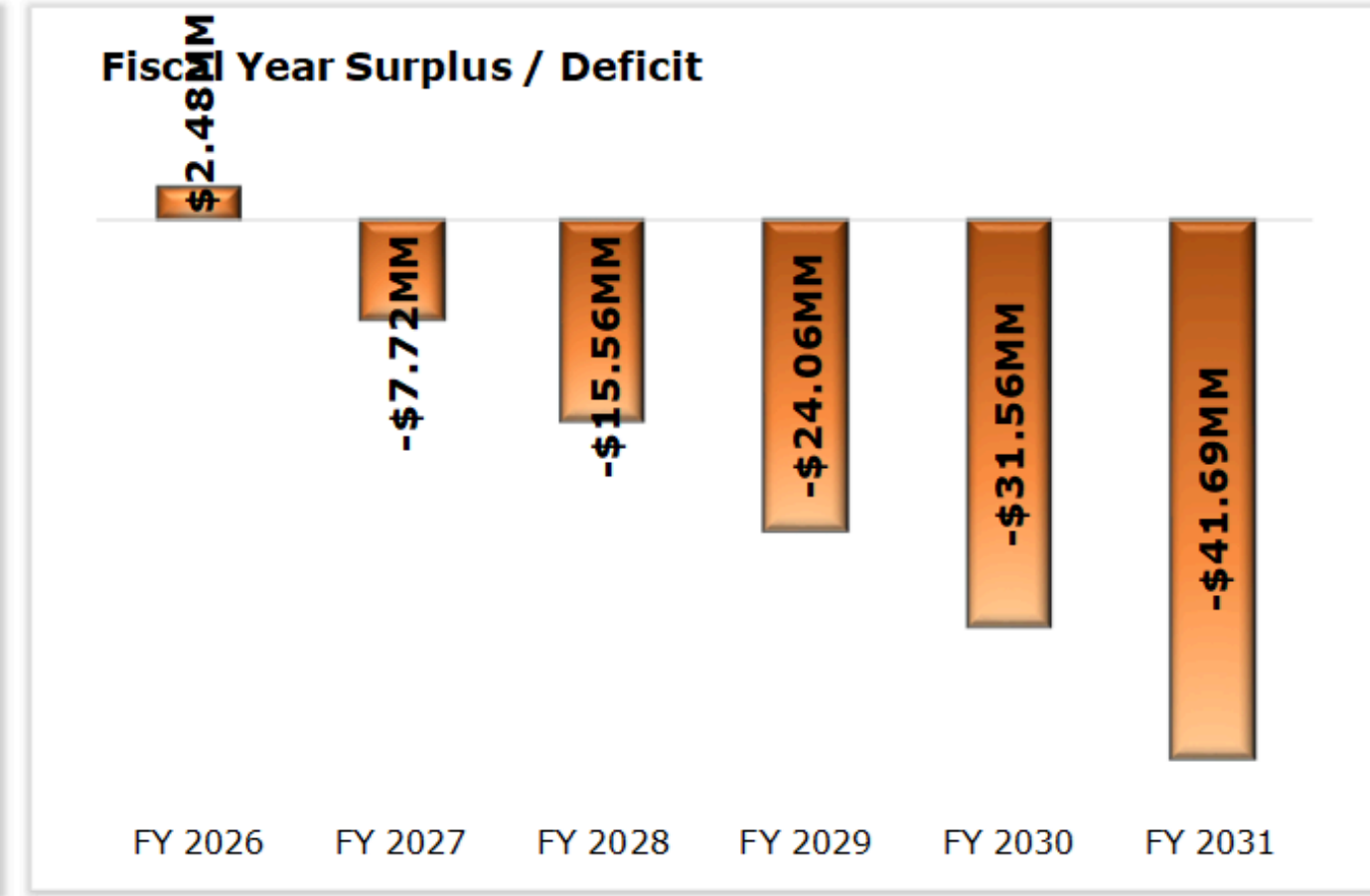
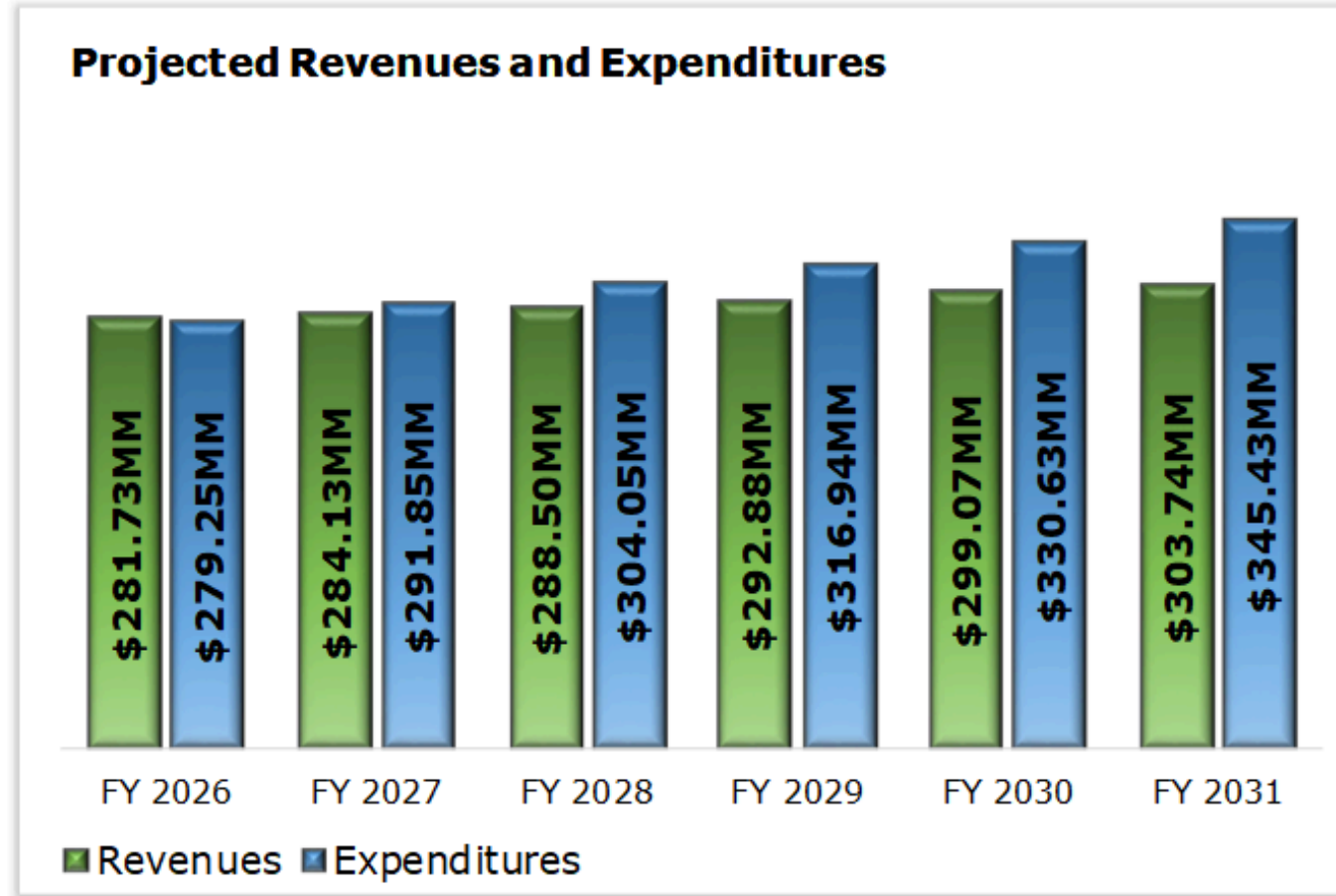
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REVENUE											
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State	\$119,535,585	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%	\$119,535,585	0.0%
Federal	\$8,605,074	\$8,605,074	0.0%	\$8,605,074	0.0%	\$8,605,074	0.0%	\$10,270,532	19.4%	\$10,270,532	0.0%
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$281,726,747	\$284,131,348	0.9%	\$288,497,985	1.5%	\$292,880,492	1.5%	\$299,073,909	2.1%	\$303,744,841	1.6%
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All Other Objects	\$12,677,930	\$13,328,252	5.1%	\$14,014,380	5.1%	\$14,738,339	5.2%	\$15,502,268	5.2%	\$16,308,429	5.2%
TOTAL EXPENDITURES	\$279,249,960	\$291,849,427	4.5%	\$304,054,561	4.2%	\$316,942,473	4.2%	\$330,632,879	4.3%	\$345,433,866	4.5%
SURPLUS / DEFICIT	\$2,476,787	(\$7,718,079)		(\$15,556,576)		(\$24,061,981)		(\$31,558,970)		(\$41,689,025)	
OTHER FINANCING SOURCES / USES											
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES / USES	\$0	\$0		\$0		\$0		\$0		\$0	
SURPLUS/DEFICIT INCL. OTHER FIN. SOURCES	\$2,476,787	(\$7,718,079)		(\$15,556,576)		(\$24,061,981)		(\$31,558,970)		(\$41,689,025)	
BEGINNING FUND BALANCE	\$51,200,456	\$53,677,243		\$45,959,164		\$30,402,588		\$6,340,607		(\$25,218,364)	
AUDIT ADJUSTMENTS TO FUND BALANCE	\$0	\$0		\$0		\$0		\$0		\$0	
PROJECTED YEAR END BALANCE	\$53,677,243	\$45,959,164		\$30,402,588		\$6,340,607		(\$25,218,364)		(\$66,907,389)	
FUND BALANCE AS % OF EXPENDITURES	19%	16%		10%		2%		-8%		-19%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	2.31	1.89		1.20		0.24		-0.92		-2.32	

Projection Summary

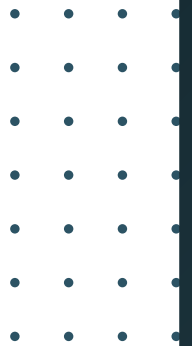
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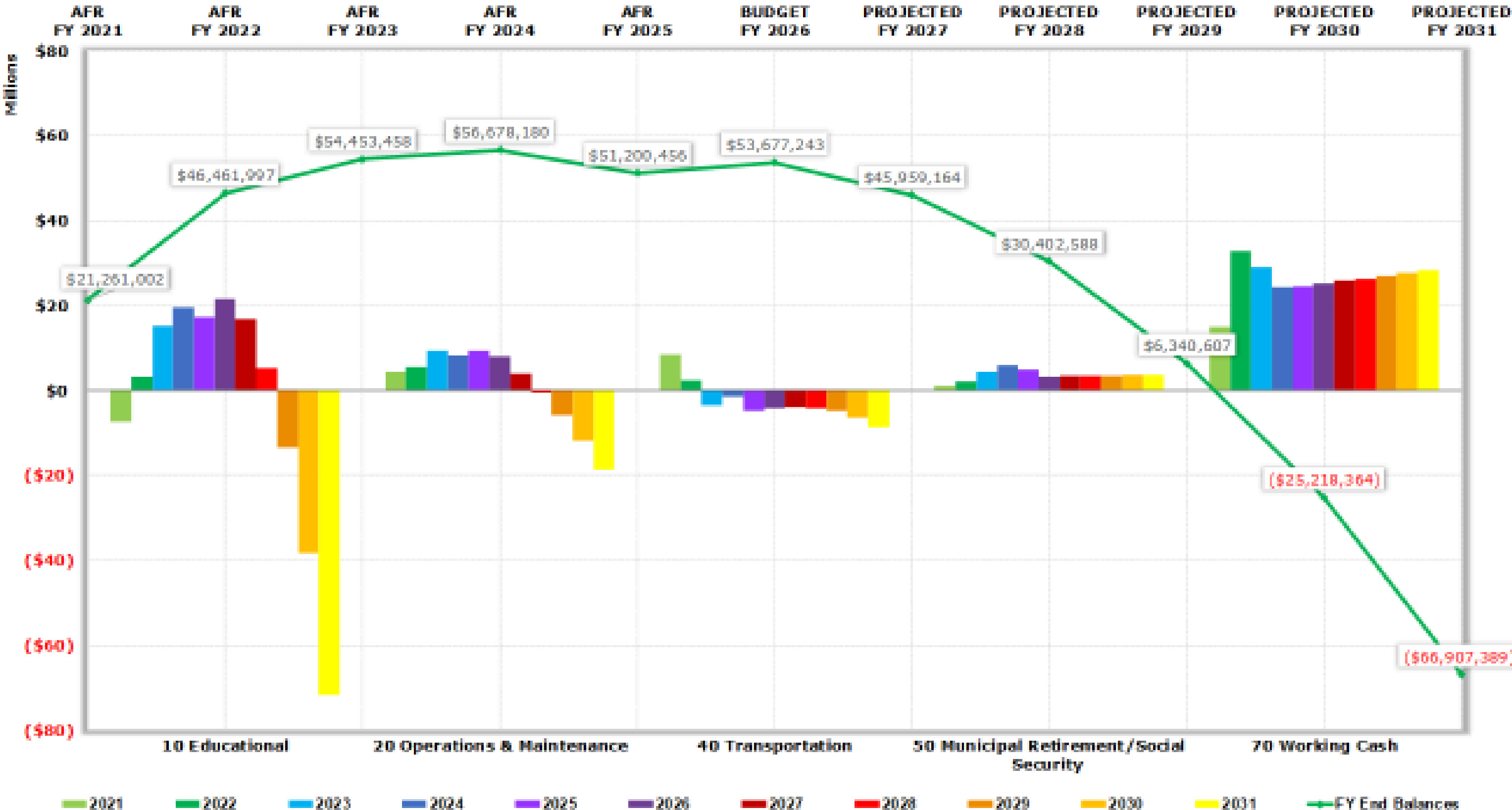
Impact on Fund Balance

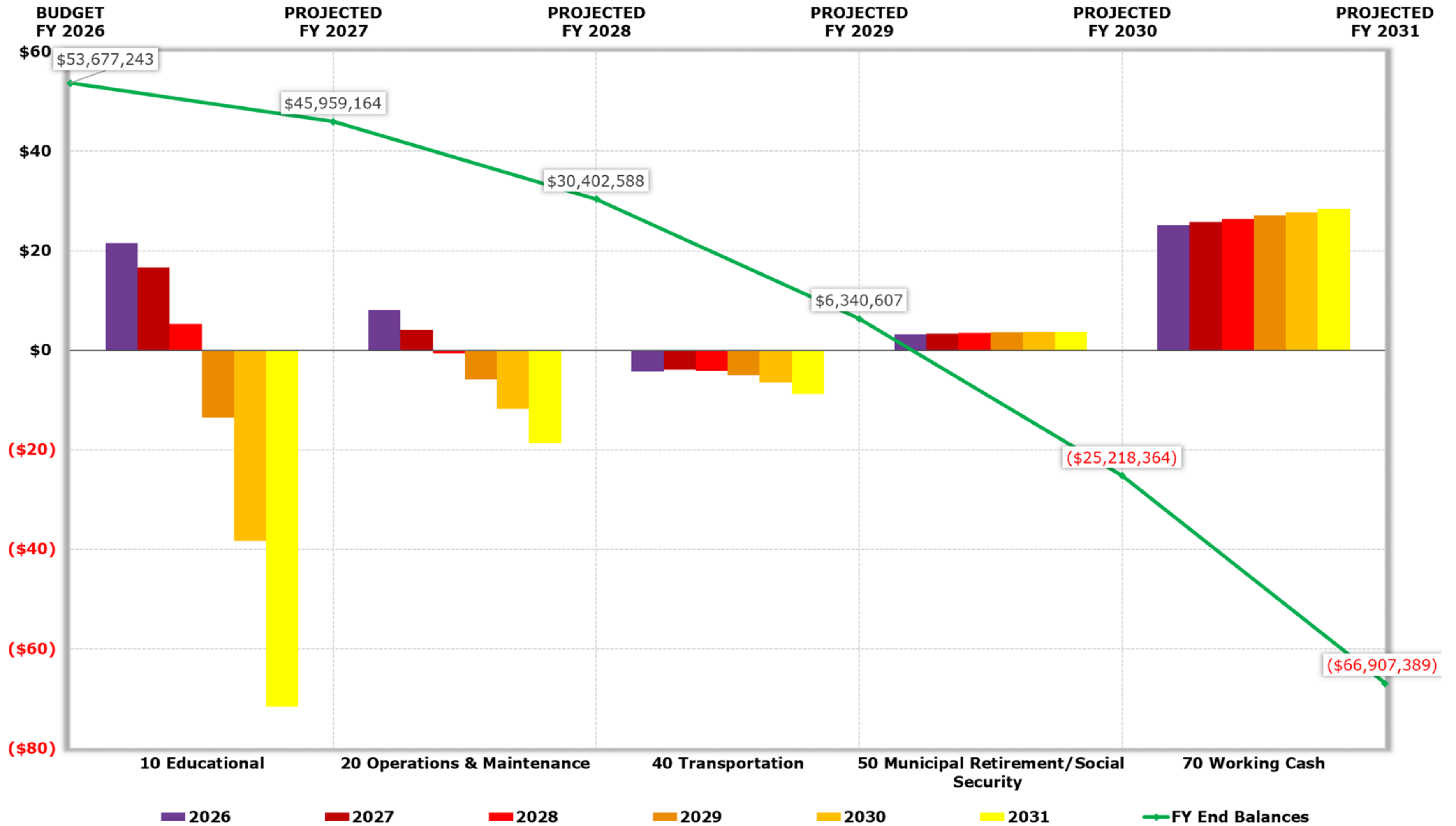
Year	Ending Fund Balance	Days of Cash
FY2026	\$53.7M	70 days
FY2027	\$46.0M	57 days
FY2028	\$30.4M	36 days
FY2029	\$6.3M	7 days
FY2030	-\$25.2M	Insolvent
FY2031	-\$66.9M	Insolvent



Fund Balances - Historical and Projected

Educational | O & M | Transportation | IMRF / SS | Working Cash | Tort
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Without Action



**Fund Balance
Depleted in 4
Years**



**Cash Flow Crisis
Beginning
FY2029 - FY2030**



**Structural
Deficit Exceeds
\$40M Annually
by 2031**

Board & Community Considerations



Next Steps

Better Collection of Fees

Significant Cost Containment Strategies

Alternative Revenue Streams

Long-Term Financial Stabilization Plan

Revenue Options



Thank You. Discussion

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OSWEGO COMMUNITY UNIT
SCHOOL DISTRICT

