

# POSITIVE MOMENTUM

West Clermont supports many of its programs and innovative student learning opportunities by seeking alternative sources and building strong community partnerships.

- The new \$100 million high school represented the district's commitment to seeking alternative funding sources and strong community partnerships. The \$100 million investment, which occurred without a property tax bond issue, allowed the district to acquire an additional \$45 million in state funding from the Ohio Facilities Construction Commission for construction of two new elementary schools and renovation of a third.
- Within the classroom, additional supports for K-8 literacy skills were made available through a \$1 million Striving Readers Grant. The three-year grant builds on the district's commitment to ensuring that all students have the reading skills needed to be career, college and life ready.
- The district collaborates with HealthSource of Ohio, Mercy Health, Child Focus, Cincy Kids 4 Kids, the Chamber of Commerce and other county partners to provide services such as medical, vision, dental, food, mental health, physical wellness and work readiness opportunities to students, staff and the community.



# FINANCIAL HEALTH UPDATE

SPRING 2019



ACADEMIC ACHIEVEMENT + COURAGEOUS CULTURE + FUTURE READY

## EXECUTIVE SUMMARY

### 15 Years of Tough Decisions

West Clermont has made cuts at the classroom level, which impact the student experience, as well as reductions to district-wide services. We operate with a cost per pupil that is 24% lower than the state average, which means our students have opportunity gaps in programs and services. In fact, we are unable to provide the level of academic and support services we used to provide prior to 2011. A look ahead at our five-year forecast, which projects minimal growth in state funding and local property taxes, continues to show that the current level of services and programs is not sustainable.

### Positive Momentum

Despite a challenging financial landscape, there is positive momentum in our district with renewed pride, unity, progress in academic achievement, increased student enrollment and strong partnerships. West Clermont strives to provide a safe, united, and academically challenging environment where all students can define their own success through big dreams, authentic learning experiences, and a caring community.

### Collective Commitment

Over the next several months, we will engage with students, parents, staff and community members through focus groups, surveys and planning workgroups to design a bold strategic plan that answers the question: What kind of school district does our community want us to be? This blueprint will align to our current financial reality with the flexibility to grow with additional resources. Your feedback will help us determine our community's educational priorities and determine whether our services will be expanded, remain status quo, or if cuts will be made.

## VISION

We are a state-of-the-art, world-class educational provider recognized for developing future leaders and productive citizens.

## MISSION

Our mission is to provide a safe, united, academically challenging environment where all students achieve excellence.

## CORE VALUES

- **Excellence** by maintaining high expectations for students and staff
- **Safety** by providing an environment conducive to learning and building strong emotional and social capacity
- **Innovation** by engaging in inquiry-based learning experiences
- **Inclusiveness** by giving each individual the support needed to succeed
- **Accountability** by ensuring all students achieve success

## DISTRICT PROFILE

|  |       |
|--|-------|
| Area Square Miles                        | 43    |
| 7th Largest Employer in Clermont County  | 845   |
| 24th Largest District in ADM             | 8,835 |
| <small>*Average daily membership</small> |       |

### SCHOOL BUILDINGS (2019-2020)

|                     |   |
|---------------------|---|
| Elementary (PK-5)   | 2 |
| Elementary (K-5)    | 5 |
| Middle School (6-8) | 1 |
| High School (9-12)  | 1 |

### OPERATING MILLAGE

|                       |       |
|-----------------------|-------|
| Gross                 | 50.21 |
| Effective Residential | 26.77 |
| Effective Commercial  | 29.39 |

### BOND MILLAGE

1.65

### INSIDE PERMANENT IMPROVEMENT MILLAGE

4.2

### TOTAL ASSESSED VALUATION (TY18)

\$1,439,659,140

### APPROPRIATIONS—FY19 (Adopted in Sept)

|                 |               |
|-----------------|---------------|
| General Fund    | \$76,872,793  |
| Total—All Funds | \$138,233,540 |

## COLLECTIVE COMMITMENT

**GROWTH IN WEST CLERMONT EDUCATION FOUNDATION/ FUNDRAISING**

**ADDITIONAL REVENUE SOURCES**

**ACTIVE BUSINESS ADVISORY COUNCIL**

**FUTURE READY PROGRAMMING**

**EXPAND COMMUNITY PARTNERSHIPS**

**BOLD STRATEGIC PLAN**



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# 15 YEARS OF TOUGH DECISIONS

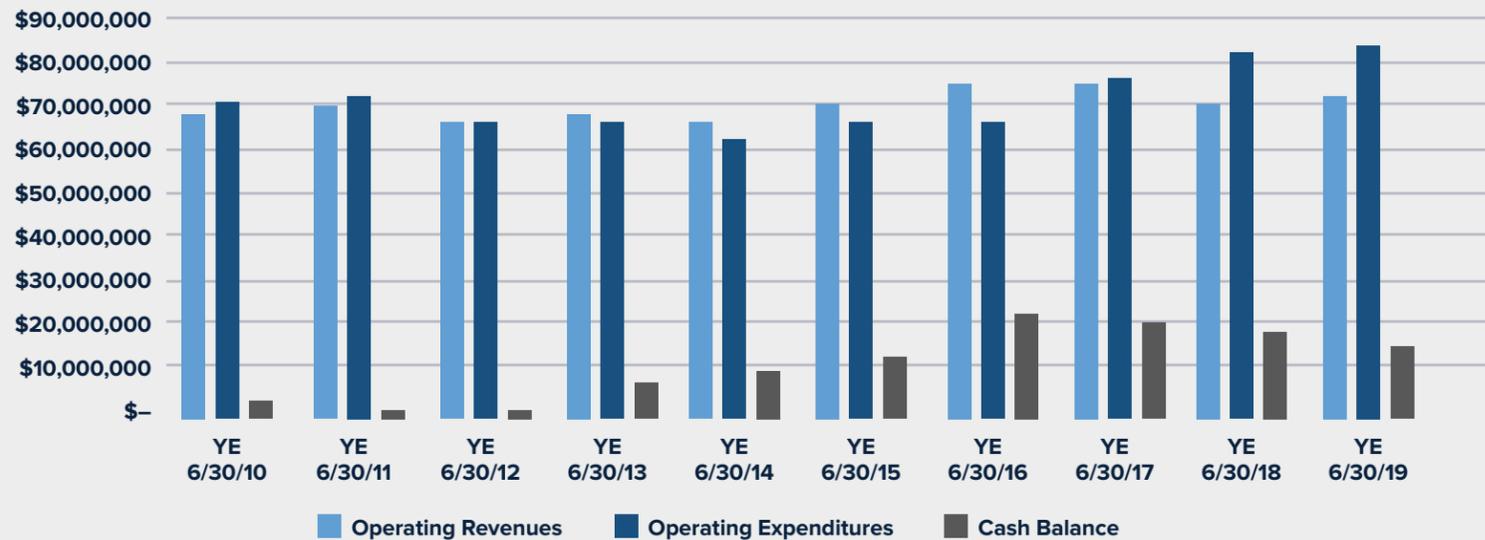
## 2004

The last new operating levy, which funds the district's day-to-day operations (i.e., personnel, supplies, etc.), passed by West Clermont voters was 15 years ago (renewed in 2009).

**House Bill 920**, which passed in 1976, effectively froze all voted property tax levies at the dollar amount collected the first year the millage went into effect. So although property valuations have increased since 2004, the millage has been adjusted down so that the levy generates the same level of funding. This is why public school districts must return to the ballot every few years to ask taxpayers for support.

### FINANCIAL TIMELINE

The West Clermont financial story is an important part of the past, present and future of our students. With unsuccessful levy attempts in school years 2011, 2012, 2013 and 2014, cuts were made to programs and services.



General Fund Activity 2010 through 2018 actuals, 2019 projected

### YEAR ENDING JUNE 30:

- 2011:** Levy failed.
- 2012:** Levy failed. The district made cuts to its operating budget. Significant reductions were made to staffing, busing services were reduced to state-minimum levels, cultural arts classes (music, art, and physical education) were eliminated in elementary.
- 2013:** Levy failed. The district was placed in Fiscal Caution by the Ohio Department of Education.
- 2014:** Levy failed. Salaries were frozen and additional reductions were made to staffing. Reductions to services: busing, libraries were closed, media specialists reduced, elementary buildings were closed 15 minutes after school eliminating any after school activities.
- 2015:** Salaries frozen. The district began to reinstate student programming. Limited music, art and physical education classes returned at the elementary level.
- 2016:** Salaries frozen. Full-day kindergarten was introduced. Busing for K-8 students was restored. The STEM (Science, Technology, Engineering and Math) Program for gifted students was created.
- 2017-2019:** The three-year salary freeze was lifted in 2017. In 2018 and 2019, the board of education re-negotiated bargaining agreements to better position the district to hire, train and retain the highest quality educators.

### DOING AS MUCH AS WE CAN WITH LESS

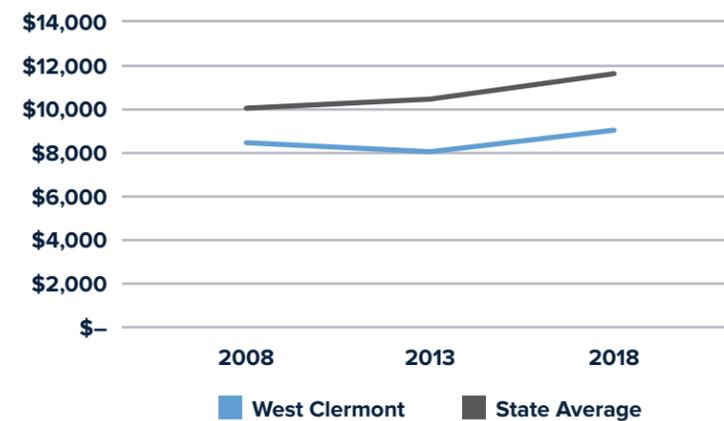
The district's expenditure levels have resulted in per pupil spending that is below the state and surrounding district average, which means we are doing as much as we can with less. Without additional local support, the gap will continue to grow and impact the student experience. **Although some programs and services have been restored, West Clermont's spending per pupil remains one of the lowest in the state—we rank 583rd out of 607 public school districts.**

Source: FY 2018 Ohio Department of Education Cupp Report

### LOCAL COMPARISON OF COST PER PUPIL

| SCHOOL DISTRICT          | 2018 PER PUPIL EXPENDITURE |
|--------------------------|----------------------------|
| Sycamore                 | \$14,129                   |
| Madeira                  | \$12,822                   |
| <b>Statewide Average</b> | <b>\$11,953</b>            |
| Clermont-Northeastern    | \$11,428                   |
| Felicity-Franklin        | \$11,410                   |
| Forest Hills             | \$11,253                   |
| Loveland                 | \$11,002                   |
| Blanchester              | \$10,965                   |
| New Richmond             | \$10,892                   |
| Goshen                   | \$10,689                   |
| Milford                  | \$10,530                   |
| Little Miami             | \$10,209                   |
| Western Brown            | \$9,315                    |
| Williamsburg             | \$9,222                    |
| <b>West Clermont</b>     | <b>\$9,076</b>             |
| Bethel-Tate              | \$8,857                    |
| Batavia                  | \$8,569                    |

### STATEWIDE COMPARISON OF COST PER PUPIL

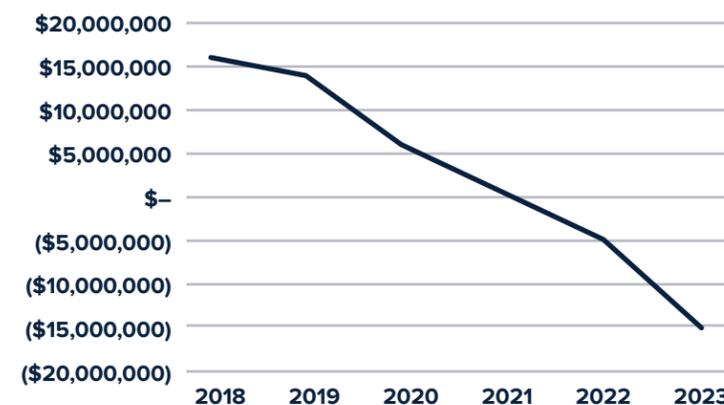


Source: FY 2018 Ohio Department of Education Cupp Report

### THE TIME IS NOW

Our five-year forecast continues to show that we cannot sustain our current level of programs and services. Before we can solve this challenge, we will take the opportunity over the next few months to engage with our community to understand what our students need, identify our educational priorities, explore funding options available to us and align resources with those priorities.

### OPERATIONAL CASH BALANCE FIVE-YEAR FORECAST



Source: Draft May 2019 Five-Year Forecast

### RISKS:

- Loss of students, families, and staff to other communities
- Decreased property values
- Lower academic performance and growth
- Lack of resources to support workforce development