



# Financial Health Update

October 16, 2019

*West Clermont High School*



# Learn. Lead. Succeed.



**West Clermont Board of Education**  
Tammy Brinkman, Member; Tina Sanborn, President;  
Michele Delaney, Member; David Schaeff, Member;  
and Jim Rudy, Vice President



**Natasha Adams**  
Superintendent  
adams\_n@my.westcler.org



**Kelly Sininger**  
Treasurer  
sininger\_k@my.westcler.org

# Meeting Purpose & Outcomes

- ▶ Bring Awareness of the District's Financial Health & Possible 2020 Ballot Issue
- ▶ Solicit Feedback to Develop Future Communications
- ▶ Encourage a Collective Commitment to Advance our District



# Financial Health Conversations for Families & Community

## Completed:

- ▶ May 7<sup>th</sup> @ 7:30am
  - Partners in Education (33 attendees)
- ▶ June 25<sup>th</sup> @ 7:00pm
  - Union Township Republican Central Committee
- ▶ September 4<sup>th</sup> @ 6:30pm
  - West Clermont Middle School (20 attendees)
- ▶ September 5<sup>th</sup> @ 7:00pm
  - Clough Pike Elementary (25 attendees)
- ▶ September 10<sup>th</sup> @ 6:00pm
  - Holly Hill & Amelia @ Amelia Elementary (5 attendees)
- ▶ September 10<sup>th</sup> @ 7:45pm
  - Merwin Elementary (16 attendees)
- ▶ September 11<sup>th</sup> @ 7:00pm
  - Willowville Elementary (22 attendees)
- ▶ October 1<sup>st</sup> @ 7:30pm
  - Summerside Elementary (14 attendees)
- ▶ October 10<sup>th</sup> @ 5:30pm
  - Withamsville-Tobasco Elementary (13 attendees)

## Upcoming:

- ▶ October 16<sup>th</sup> @ 7:30pm
  - West Clermont High School (Face-to-Face & Youtube live stream)
- ▶ October 25<sup>th</sup> @ 10:30am
  - Realtors



# Financial Health Conversations for Staff

## Completed:







- ▶ August 2<sup>nd</sup> @ 1:00pm - District Office
- ▶ August 6<sup>th</sup> @ 8:30am - District Leadership Team
- ▶ September 10<sup>th</sup> @ 3:10pm - Amelia Elementary
- ▶ September 11<sup>th</sup> @ 2:15pm - West Clermont Middle School
- ▶ September 16<sup>th</sup> @ 3:15pm - West Clermont High School
- ▶ September 19<sup>th</sup> @ 10:00am - Bus Drivers & Maintenance Department
- ▶ September 19<sup>th</sup> @ 4:10pm - Willowville Elementary
- ▶ September 24<sup>th</sup> @ 4:10pm - Summerside Elementary
- ▶ September 25<sup>th</sup> @ 4:10pm - Holly Hill Elementary Elementary
- ▶ September 30<sup>th</sup> @ 4:10pm - Merwin Elementary
- ▶ October 1<sup>st</sup> @ 4:10pm - Clough Pike Elementary
- ▶ October 3<sup>rd</sup> @ 4:10pm - Withamsville-Tobasco Elementary
- ▶ October 9<sup>th</sup> @ 7:30am - West Clermont High School

## Upcoming:

- ▶ November 5<sup>th</sup> @ 7:30am - Child Nutrition, Maintenance, Custodians & Administrative Assistants
- ▶ November 5<sup>th</sup> @ 2:00pm - Child Nutrition, Maintenance, Custodians, & Administrative Assistants

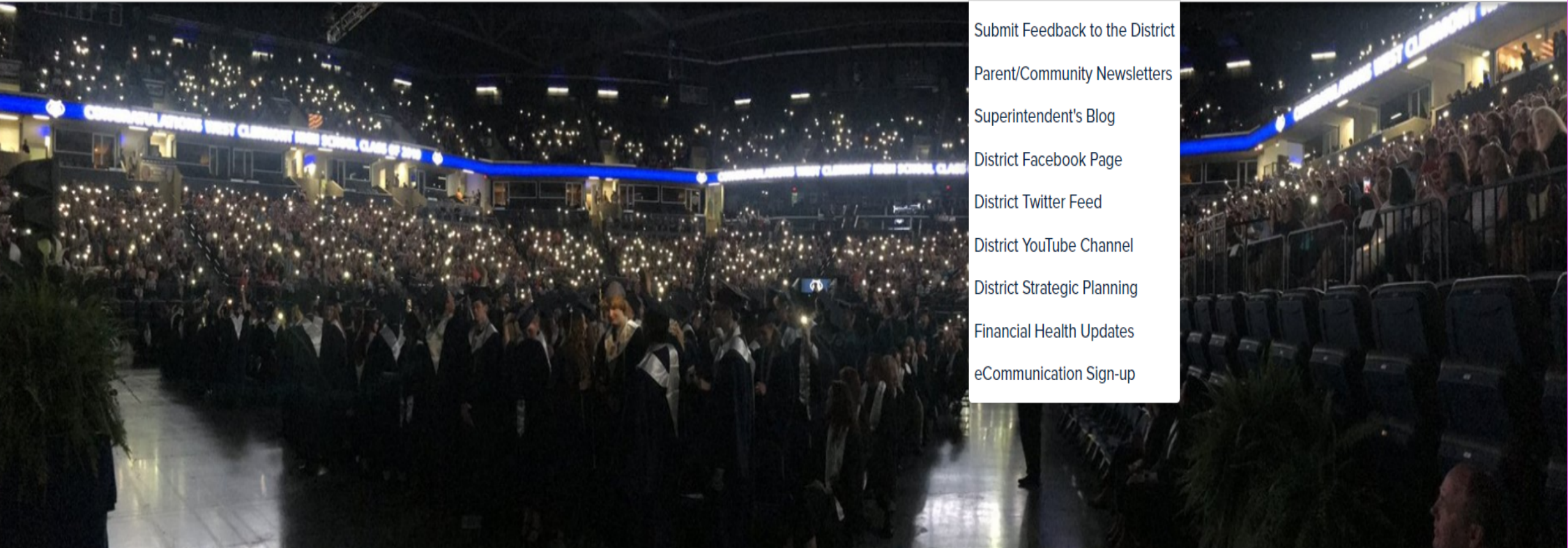


# WEST CLERMONT SCHOOL DISTRICT

-  Home
-  Quick Links
-  Facebook
-  Twitter
-  YouTube
-  Wordpress

- About WCSD ▾
- ENROLL YOUR CHILD
- Schools ▾
- Departments ▾
- Parents and Students ▾
- District Communications** ▾
- Athletics ▾

- Submit Feedback to the District
- Parent/Community Newsletters
- Superintendent's Blog
- District Facebook Page
- District Twitter Feed
- District YouTube Channel
- District Strategic Planning
- Financial Health Updates
- eCommunication Sign-up





# Staff, Family & Community Engagement

## ▶ E-Newsletters

- ▶ #WCWednesdays - **Staff** district newsletters
- ▶ #WCconnects - **Parent** newsletter with academic focus & important dates/events
- ▶ #WCcares - **Parent** newsletter with social/emotional learning, safety, strategies for overcoming barriers to learning, etc...
- ▶ #WCcommunity - **Community/Business Partner & Alumni** newsletter with relevant info to help tell the WC story and engage people who are not directly linked to WC with students in the system.
- ▶ Weekly Principal Newsletters for families

# Staff, Family & Community Engagement

- ▶ ThoughtExchanges/Surveys
- ▶ [www.westcler.k12.oh.us](http://www.westcler.k12.oh.us)
- ▶ Twitter, Facebook & Instagram
- ▶ Mailers
- ▶ [info@westcler.org](mailto:info@westcler.org) – submit questions or feedback



# West Clermont By The Numbers

24<sup>th</sup> Largest  
School District in  
Ohio

9 School  
Buildings -  
Average Grade  
Level Size 650

7<sup>th</sup> Largest  
Employer in  
Clermont County

583 out of 607  
in Lowest Per  
Pupil Spending

Spend 24% Less  
Per Pupil than  
State Average

\$80 Million  
**OPERATING**  
Budget

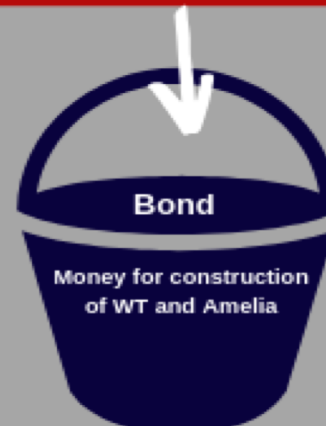
# Operating vs. Non-Operating Funds

## OPERATING FUNDS

USED FOR DAY-TO-DAY EXPENSES SUCH AS:

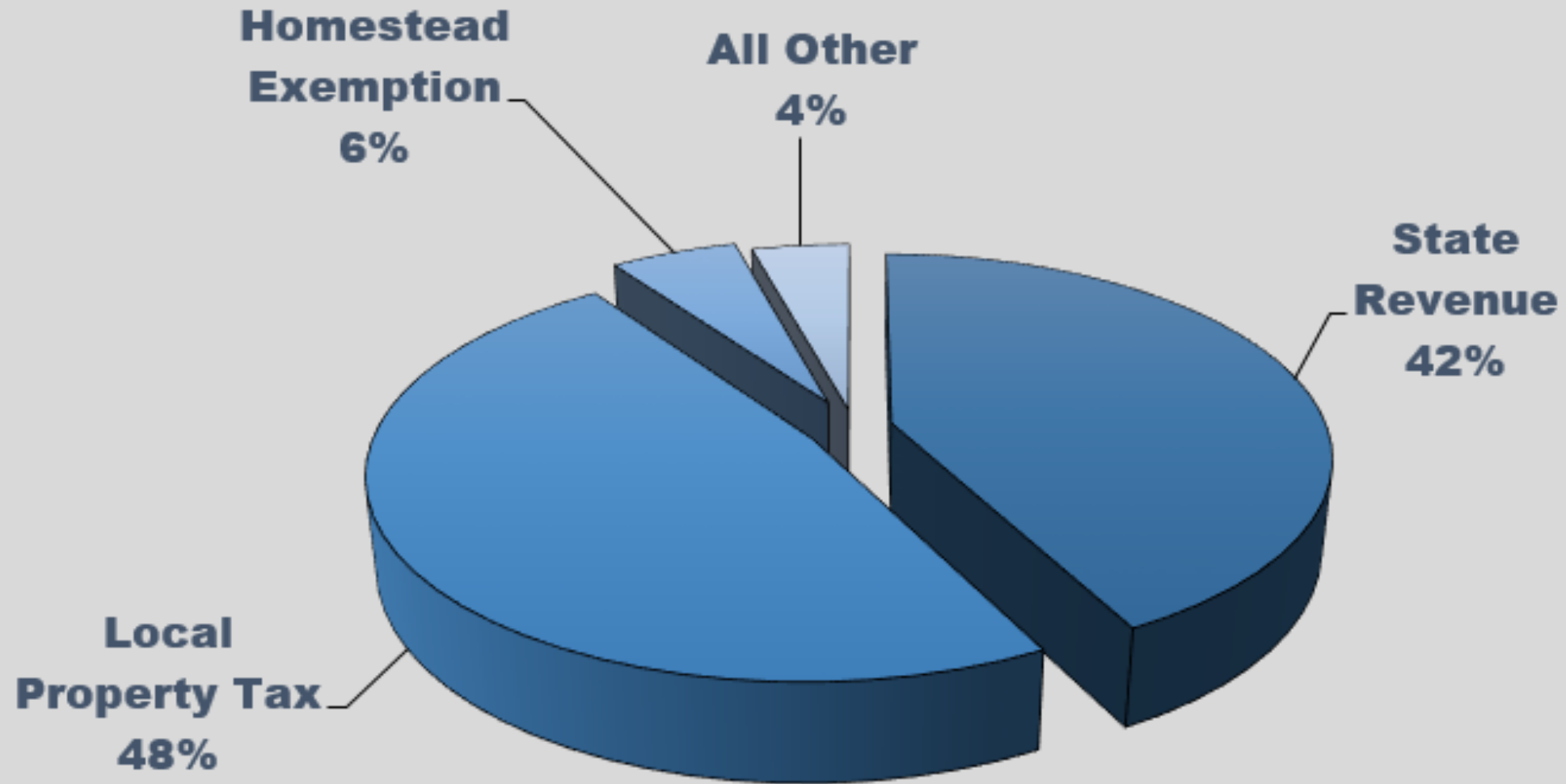


**CANNOT BE USED FOR DAY-TO-DAY OPERATIONS**

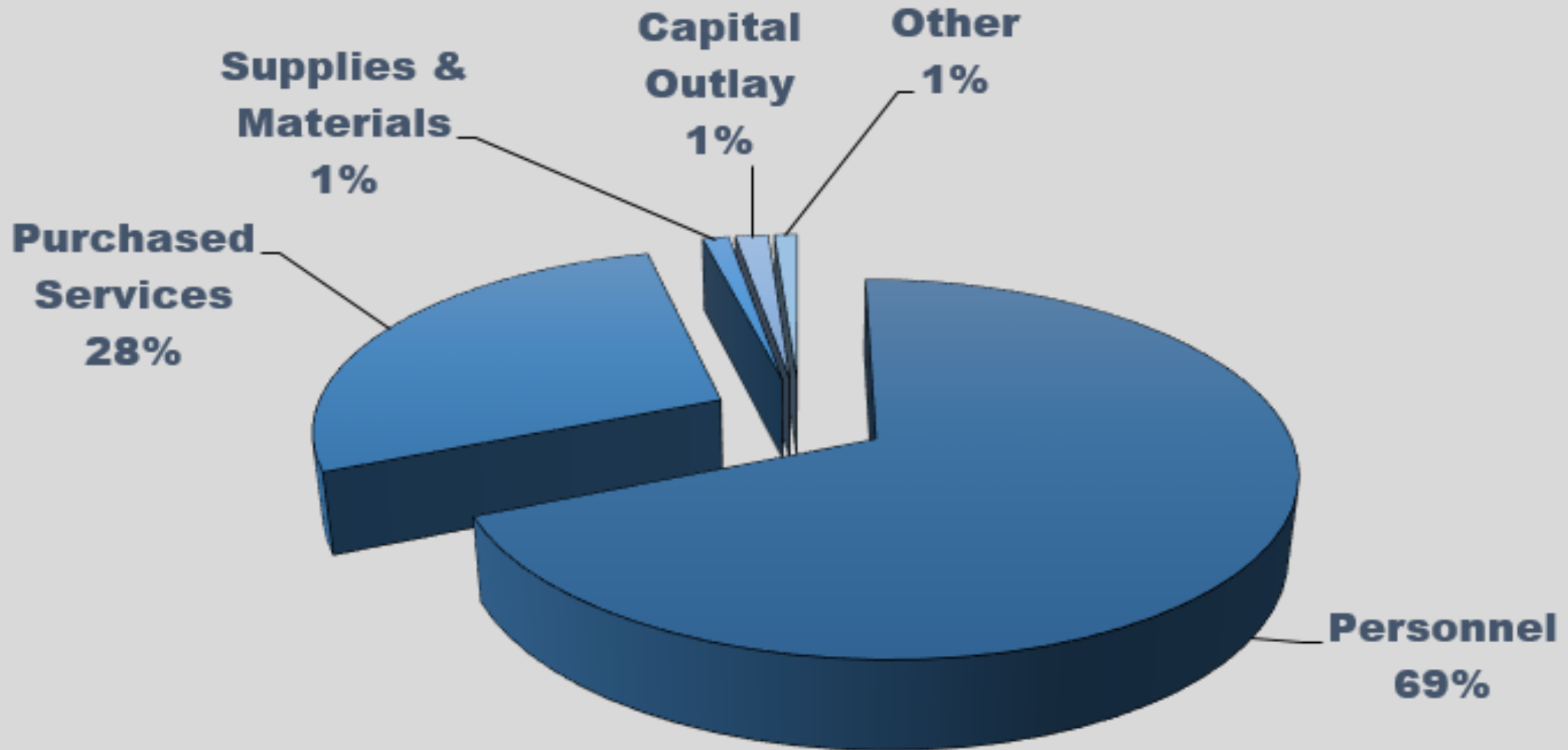




# 2019 Operating Revenues



# 2019 Operating Expenditures





# How Does Our Spending Compare ?

School District	2018 Per Pupil Expenditure
Sycamore	\$14,129
Madeira	\$12,822
Statewide Average	\$11,953
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
West Clermont	\$9,076
Bethel-Tate	\$8,857
Batavia	\$8,569

# Doing As Much As We Can With Less

<b>West Clermont Per Pupil Expenditure</b>	<b>State Average Per Pupil Expenditure</b>	<b>West Clermont Over/(Under) State Average Per Pupil</b>	<b>West Clermont EOY Enrollment FTE</b>	<b>Total West Clermont Spending Over/(Under) State Average</b>
<b>\$ 9,076</b>	<b>\$ 11,953</b>	<b>\$ (2,877)</b>	<b>7,966</b>	<b>\$ (22,918,182)</b>

# 15 Years of Tough Decisions

No new local revenue passed by voters since 2004, 7.9 mill emergency levy. Due to House Bill 920, the levy generates the same revenue today that it did in 2004.

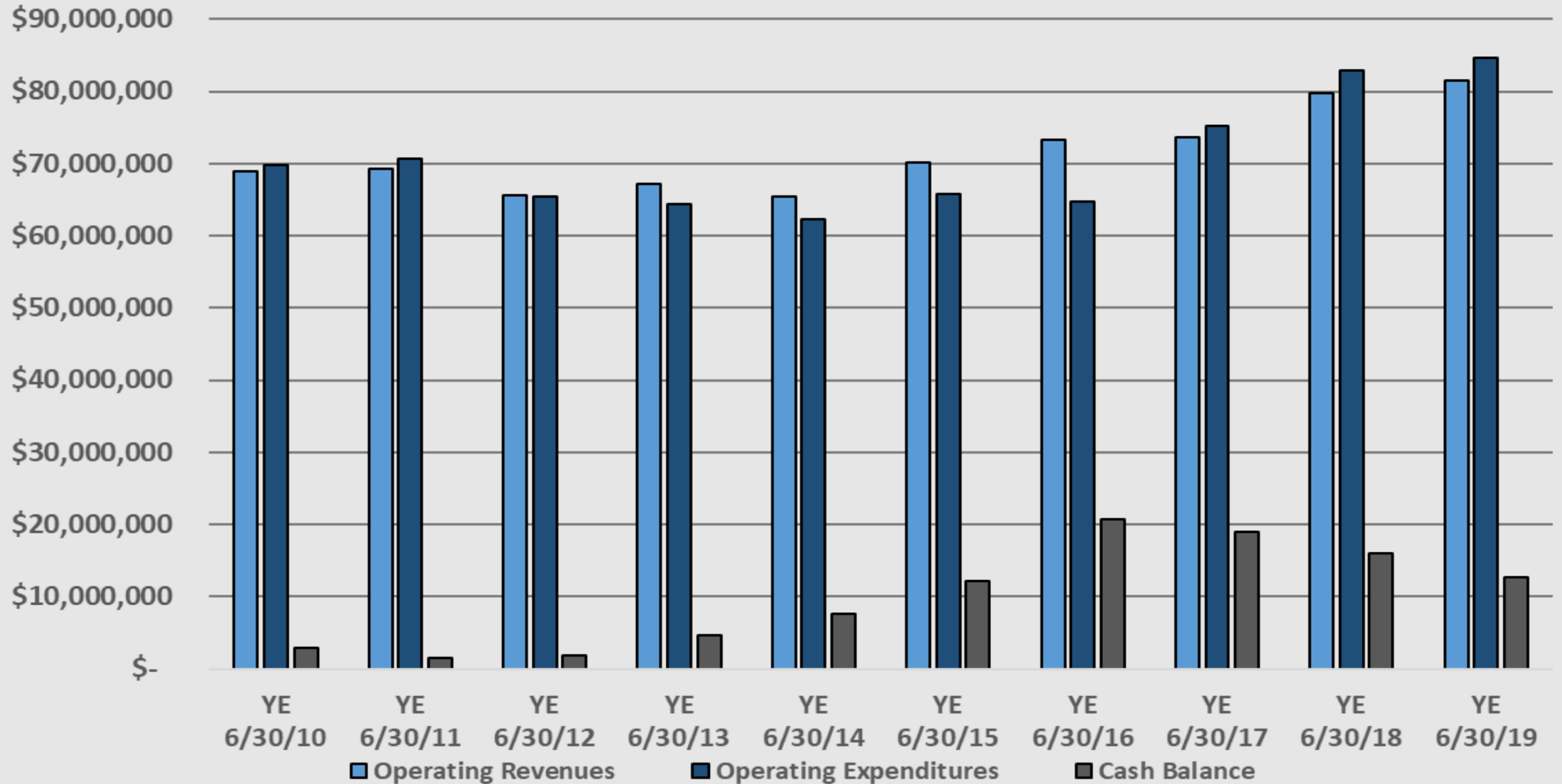
Multiple failed levies in school years 2011, 2012, 2013, and 2014.

Programs and services were cut and enrollment and academic performance declined.

The District was placed in "Fiscal Caution" by ODE in 2013 and monitored for two years.



## Financial Timeline



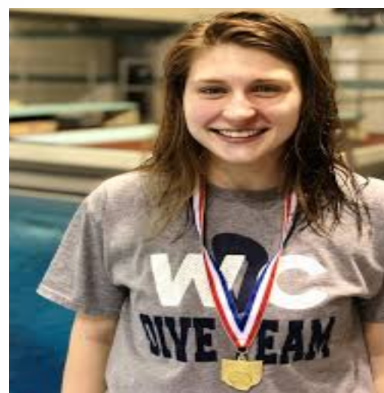
# History of Ballot Issues Since 2004

Election Date	Ballot Issue (e.g., Emergency Levy, Income Tax, Bond Issue)	Millage or Income Tax %	Pass/Fail	Years Requested	% For	% Against	Votes Cast
11/5/2013	Emergency Operating Levy	5.8	Fail	5	44.31%	55.69%	15,266
11/6/2012	Emergency Operating Levy	7.9	Fail	10	40.08%	59.92%	30,751
11/8/2011	Emergency Operating Levy	7.9	Fail	10	39.98%	60.02%	21,280
5/3/2011	Emergency Operating Levy	7.9	Fail	10	39.78%	60.22%	11,499
5/5/2009	Substitute ( <i>Renew the 2004 Operating Levy</i> )	6.91	Pass	Continuing	76.85%	23.15%	11,919
3/4/2008	1% Income Tax	1%	Fail	Continuing	34.25%	65.75%	17,797
11/6/2007	Bond Issue for Buildings	1.36	Pass	29	52.76%	47.24%	13,737
2/6/2007	Bond Issue for Buildings	2.4	Fail	29	42.94%	57.06%	7,262
11/7/2006	Bond Issue for Buildings	2.5	Fail	29	49.96%	50.04%	20,657
11/8/2005	Bond Issue for Buildings	2.7	Fail	29	47.15%	52.85%	14,050
3/2/2004	Emergency Operating Levy	7.9	Pass	5	53.87%	46.13%	13,402

Source: Clermont County Board of Elections



# POSITIVE MOMENTUM





# Recent Highlights

- Class of 2019 - 594 Graduates & \$10,630,778 Earned in Scholarship Dollars
- Ohio Department of Education Distinction
  - Merwin Elementary - All "A"s
  - Holly Hill Elementary - Momentum Award
- Elementary Attendance Boundary Changes
- \$45 million of Ohio Facilities Construction Commission (OFCC) Projects
  - New Summerside & Willowville Elementaries
  - Renovations Underway at Clough Pike



# Recent Highlights

- Striving Readers Literacy \$1 Million Grant
- 1-to-Wolf Technology Expanded to High School 10th Graders
- Wolves Wellness Center
  - Van donated to Transport Students
  - New Mobile Dentistry & Office
- New Military Explorers Program
- New Programs that Build Relationships, Self-Discipline, Social Skills, and Create Calm Orderly Learning Environments
- New Student Leadership Programs (HOPE Squad, Link Crew, WEB)

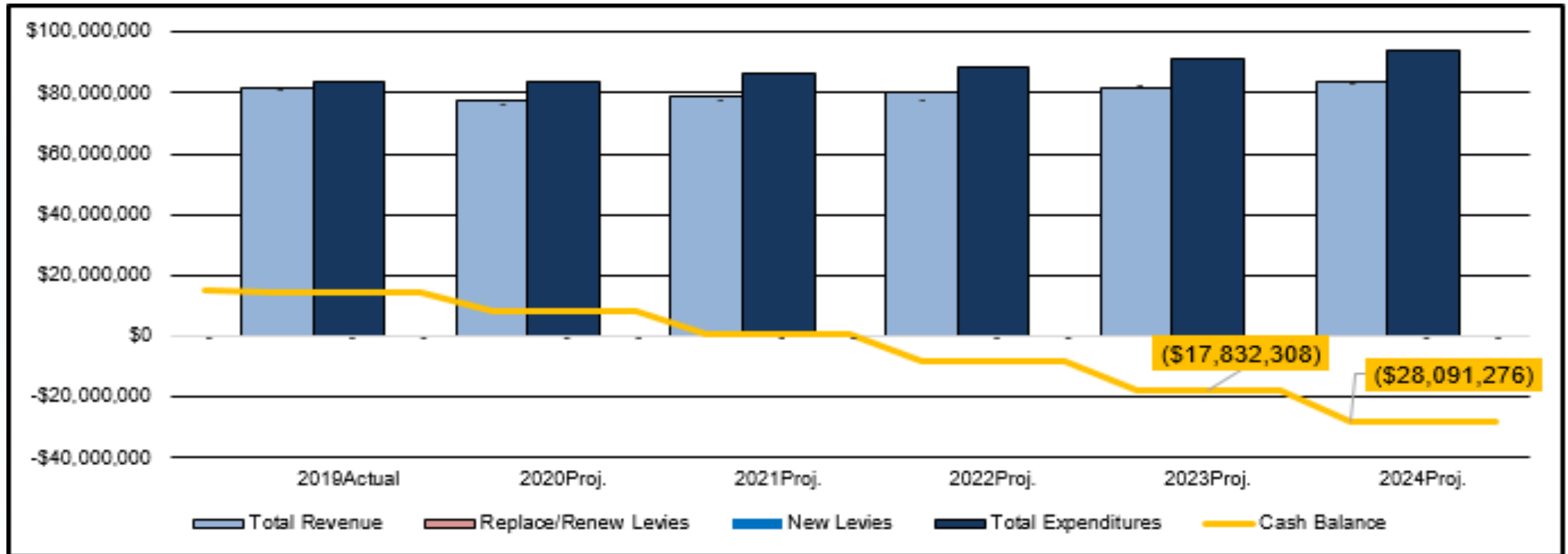


# FORECAST SUMMARY

Forecast Updated As of Aug 28, 2019

Avg. Revenue Growth 1.83%

Avg. Expenditure Growth 3.71%





# Our Reality

- ▶ We have addressed many of our school facility needs through alternate funding sources, but **needs remain for day-to-day operations.**
- ▶ We are a low spending District because we have stretched, cut, and reduced operational programs and services – **our students and teachers are going without.**
- ▶ Revenues are not keeping pace with expenditures - **expenditures which are 24% less than the State average per student.**
- ▶ Because we are one of the lowest spending Districts in the State, any **cuts will have a direct impact on the classroom.**
- ▶ **A ballot issue is needed in March 2020.**

# Cost to Sustain Current Services

Priorities	What is the Return on Investment?	Average Cost of Services	Property Tax Levy		
			Millage	Annual Cost Per \$100,000 Appraised Home	Cost Per Month
Sustain current services	Stabilize	\$ 11,500,000	7.99	\$ 279.58	\$ 23.30

*Based upon five-year forecast updated 8/28/2019*

# How would a 7.99 mill levy impact the forecast?

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Beginning Cash Balance	\$ 14,381,780	\$ 8,159,295	\$ 6,303,324	\$ 9,190,574	\$ 10,909,752
Revenue	77,467,589	78,568,417	80,104,467	81,575,583	83,383,627
<b>Proposed New Levy</b>		<b>5,748,407</b>	<b>11,496,817</b>	<b>11,496,837</b>	<b>11,497,124</b>
Expenditures	(83,690,074)	(86,172,795)	(88,714,034)	(91,353,242)	(93,642,595)
Revenue Surplus or Deficit	(6,222,485)	(1,855,971)	2,887,250	1,719,178	1,238,156
<b>Ending Cash Balance w/ New Levy</b>	<b>\$ 8,159,295</b>	<b>\$ 6,303,324</b>	<b>\$ 9,190,574</b>	<b>\$ 10,909,752</b>	<b>\$ 12,147,908</b>
Revenue Surplus or Deficit w/o New Levy	(6,222,485)	(7,604,378)	(8,609,567)	(9,777,659)	(10,258,968)
<b>Ending Cash Balance w/o New Levy</b>	<b>\$ 8,159,295</b>	<b>\$ 554,917</b>	<b>\$ (8,054,650)</b>	<b>\$ (17,832,308)</b>	<b>\$ (28,091,276)</b>

Less than 2 months of expenditures

Forecast Updated as of 8-28-19



# Educational Needs & Priorities



Programs & Services  
that improve  
**INSTRUCTIONAL  
DELIVERY**




Programs & Services  
that make us  
**SAFER &  
HEALTHIER**




Transportation  
**HIGH SCHOOL  
BUSING**

# Cost to Add Services that Meet Educational Needs and Priorities

Priorities	What is the Return on Investment?	Average Cost of Services	Property Tax Levy		
			Millage	Annual Cost Per \$100,000 Appraised Home	Cost Per Month
 <b>Services that improve instructional delivery</b>	Increased Art, Music, PE & Technology for students and collaboration time for teachers, professional development, retain staff, update and increase instructional learning materials for students. The overall goal is an increase in academic achievement.				
Curriculum & Instruction		\$ 1,000,000	0.69	\$ 24.31	2.03
Bring Back Specials (Art, Music, PE & Technology)		\$ 1,176,000	0.82	\$ 28.59	2.38
Instructional Leaders		\$ 1,141,400	0.79	\$ 27.75	2.31
Train & Retain Staff		\$ 3,430,030	2.38	\$ 83.39	6.95
Assistant Principals		\$ 561,600	0.39	\$ 13.65	1.14
	<b>Total</b>	\$ 7,309,030	5.07	\$ 177.69	14.81



# Cost to Add Services that Meet Educational Needs and Priorities

Priorities	What is the Return on Investment?	Average Cost of Services	Property Tax Levy		
			Millage	Annual Cost Per \$100,000 Appraised Home	Cost Per Month
 <b>Services that make us safer and healthier</b>	Increased supervision of students, safer learning environments and improved physical, mental, and social/emotional services to students. The overall goal is an increase in academic achievement.				
Social Work/Mental Health Professionals/Counselors		\$ 1,137,800	0.79	\$ 27.66	2.31
School Resource Officer (SRO)		\$ 106,000	0.07	\$ 2.58	0.21
Assistant Principals (Cost included in prior category)					
	Total	\$ 1,243,800	0.86	\$ 30.24	2.52



# Cost to Add Services that Meet Educational Needs and Priorities

Priorities	What is the Return on Investment?	Average Cost of Services	Property Tax Levy		
			Millage	Annual Cost Per \$100,000 Appraised Home	Cost Per Month
<b>★ Transportation</b>					
Restore All HS Busing West Clermont Students & Private Schools	Increased student attendance at high school and reliable District transportation	\$ 3,280,625	2.28	\$ 79.76	6.65
Restore 9-10 Busing West Clermont Students & Private Schools		\$ 2,240,427	1.56	\$ 54.47	4.54

# Cuts to Programs & Services to Students

**\$3.5 million is equivalent to 60 staff members**

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Beginning Cash Balance	\$ 14,381,780	\$ 8,159,295	\$ 4,054,917	\$ (1,054,650)	\$ (7,332,309)
Revenue (Forecast 8-28-19)	77,467,589	78,568,417	80,104,467	81,575,583	83,383,627
Expenditures (Forecast 8-28-19)	83,690,074	86,172,795	88,714,034	91,353,242	93,642,595
<b>Cuts Effective 7-1-20 if March 2020 Ballot Issue Fails</b>		<b>(3,500,000)</b>	<b>(3,500,000)</b>	<b>(3,500,000)</b>	<b>(3,500,000)</b>
Cuts Effective 7-1-21 if Nov 2020 Ballot Issue Fails TBD					
Revenue Surplus or Deficit	(6,222,485)	(4,104,378)	(5,109,567)	(6,277,659)	(6,758,968)
<b>Cash Balance</b>	<b>\$ 8,159,295</b>	<b>\$ 4,054,917</b>	<b>\$ (1,054,650)</b>	<b>\$ (7,332,309)</b>	<b>\$ (14,091,277)</b>
For Comparison, the 8-28-19 Forecast Reflects:					
Revenue Surplus or Deficit	(6,222,485)	(7,604,378)	(8,609,567)	(9,777,659)	(10,258,968)
<b>Ending Cash Balance</b>	<b>\$ 8,159,295</b>	<b>\$ 554,917</b>	<b>\$ (8,054,650)</b>	<b>\$ (17,832,308)</b>	<b>\$ (28,091,276)</b>

# Community Survey

- ▶ Phone survey conducted by Fallon Research & Communications, Inc. during the period September 23<sup>rd</sup> – 27<sup>th</sup>, 2019
- ▶ 303 randomly selected voters that reside in West Clermont Local School District that have a valid residential, VOIP, or cellular telephone numbers
- ▶ Questions related to:
  - ▶ Overall Perception of Property Taxes & the District
  - ▶ Funding to Sustain Current Services
  - ▶ Funding for Additional Services
  - ▶ Community's Understanding of Cuts



# Recommendation

- Most vital need is stabilization
- 7.99 Emergency Operating Levy (\$11,500,000)
- Duration 10 years
- Our Focus: Family and community engagement to bring awareness of our financial health and the immediate need to protect programs and services

**\$23.30 per  
Month per  
\$100,000 Appraised  
Home**



A top-down view of a diverse group of people, mostly young adults, with their hands stacked in a circle. Many are wearing blue wristbands. The scene is dimly lit, with the focus on the hands and the text overlaid in the center. The text is in a bold, white, sans-serif font.

# COLLECTIVE COMMITMENT



# Where Do We Go From Here?

- **We will continue to bring awareness of our financial health and engage with our community.**
- **We will provide the Board of Education with funding scenarios to consider that include remaining status quo, adding services, or cutting services**
- **Regular Board of Education meetings are scheduled for**
  - **October 21<sup>st</sup>**
  - **November 18<sup>th</sup>; and**
  - **December 2<sup>nd</sup> & 16<sup>th</sup>.**