



## “Maintaining Excellence”

Presented December 8, 2008

**SPEAKING:** *Superintendent Dr. Dan Good*

President Hoffman, Members of the Board – It is always a pleasure to share the progress of the district and a plan for carrying it forward. The Board of Education had requested such a report to be made in the final quarter of the calendar year and this evening, we have both opportunities. Originally, we had organized our presentation in a chronological fashion – looking at the past, understanding the present, and projecting the future. Then, we realigned our findings to the District’s Vision, Mission, Values and Goals. Then, we thought that perhaps our research might best be articulated based upon the sources of funding. But no matter how we represented the facts, two key messages emerged.

# Maintaining Excellence

- We kept our promises
- What does the future hold?



**SPEAKING:** *Superintendent Dr. Dan Good*

First, that WCS can declare, we've kept our 2006 Campaign Promise of "Quality Education and Fiscal Accountability." The State Department of Education has rated WCS Excellent and local, regional, and national recognitions continue to attest that we're making progress toward becoming "the Benchmark of Educational Excellence," our Vision.

Second, we know what is required to Maintain Excellence, and so tonight, we'll take an in-depth look at both how "We kept that promises" and "What we anticipate in the future?"

# We kept our promise ...

- To provide a quality education -

- ✓ Maintaining current programs
- ✓ Providing reading and math intervention
- ✓ Integrating technology into the classrooms
- ✓ Increasing basic classes for middle school students and reducing study halls
- ✓ Making six classes available to every high school student
- ✓ Targeting elementary class size reduction
- ✓ Increasing health and safety services
- ✓ Facility needs to accommodate enrollment growth (2000 Bond)



- Results – District State rating with the ODE

- From “Continuous Improvement” to “Excellent”



## **SPEAKING:** *Superintendent Dr. Dan Good*

WCS have a strong reputation for preparing students to contribute to the competitive and changing world in which we live. It is why we exist, our commitment, our Mission. The programs that were in place in 2005 contributed to our Excellence and consequently, no academic programs have been reduced since that time.

Noted, however, were some very specific needs. Reading and mathematics intervention were required at Annehurst, Cherrington, Hawthorne, Huber Ridge, Mark Twain, Pointview, Whittier, and Wilder. Since the passage of the 2006 Operating Levy, instructional coaches were added at these sites and at our middle schools to assist in those disciplines.

Technology clerks were deployed to the elementary schools and Technology was added as a requirement for all 6th graders and an elective for 7th graders and. The ability to innovatively communicate resulting in collaborative communities is an outcome of these technology initiatives and is consistent with the District's Values

Physical Education was added as an elective in grade 8, and additional sections of language arts, mathematics and science were made available in the middle schools for the purposes of providing mandated student acceleration and intervention opportunities.

Class offerings were increased at the high school level contributing to more students taking more classes each successive year. Courses that are particularly relevant to the 21st Century Graduate include career mentorship, website development, multimedia, digital photography, anatomy/physiology, zoology, materials science, and IB French.

Class sizes were reduced at the elementary school level with the ratio of teachers-to-students changing from 1:24 to 1:23 while additional nurses, guidance counselors, a social worker and student assistance program addressed health and safety objectives.

Finally, physical additions were made to 10 buildings, two new elementaries were built, and Central High School was opened – making available much-needed space to providing efficient learning and working environments for our growing community.

# We kept our promise ...

- To be fiscally accountable

- November 7, 2000 bond issue – *On time & Under Budget*
- November 2, 2004 five year capital improvement levy – *On time & Under Budget*
- May 2, 2006 operating levy - pledge to make the operating levy last through FY 2010 (June 30, 2010)
  - Spending is monitored by an independent committee of community leaders and financial experts – FACT Committee

*“The FACT members feel that as fiduciaries and good stewards of our tax dollars the School Board must consider and plan that the economy will either remain the same or get worse. Because it does not appear that (the) economy is going to recover any time in the near future, the members are of the opinion that the Board is going to have to make some tough decisions and should make those decisions sooner rather than later.”*



## **SPEAKING:** Superintendent Dr. Dan Good

The 10 additions, 2 new elementary schools and 1 new high school, along with renovations at every school building, were possible because of the **November 7, 2000 Bond Issue** that the community supported. Our community should be proud that the projects associated with these **Bonds** were executed efficiently (on time) and effectively (under budget), allowing the district to complete all of the promised initiatives and then some.

We kept the promises associated with the **November 2, 2004 Capital Improvement Levy**, as well. Those **Capital Improvement Funds** allowed the district to complete repairs and replacement on buildings & equipment, technology, instructional materials, busses and other vehicles. Again, the activities were completed “on time” and “under budget” meaning an efficient and effective strategy was employed to ensure district officials were good stewards of the public’s resources.

Finally, spending of the revenue generated by the **May 2, 2006 Operating Levy**, pledged to support operations through June 30, 2010, was monitored by an independent committee of community leaders and financial experts – the FACT Committee. Although the district had authority to hire 39.5 employees the first year of the levy, 43.5 the second, 43.7 this year and 18 next year, where enrollment did not support the increase in positions or an efficiency could be realized, the district exercised good fiscal stewardship.

# Economic Realities

- **Impact of the current economy**
  - Slowing economy (recession)
  - Revenue shortfall
  - Slowing property value growth
- **What have we done?**
  - Decreased FY 2009 departmental budgets
  - Terminated purchase contract for property on Eastwind Drive
  - Removed 14 projected positions
  - Use of one-time funds



## **SPEAKING:** *Treasurer Scott Gooding*

Now we take a hard look at the economic realities that we are facing as a country, state, and even as a school district. We will continue to face a slowing economy (recession). New home sales are at the lowest level in more than 16 ½ years. The median price of a new home in March 2008, compared with a year ago, fell by 13.3%, the largest amount in nearly four decades. We have experienced decreased commercial values for the first time. We are also experiencing significant increases in tax delinquencies and property tax refunds.

The sluggish economy is having a negative impact on property values and consequently the revenues of taxing entities that rely on property taxes as a major source of revenue.

- Tax Year 2008 triennial update estimates have been changed from:
  - Residential/Agricultural from 12.0% to 0.0%
  - Commercial/Industrial from 8.0% to 0.0%
- New construction estimates have been decreased from 2.0% to 1.0%

The District is using one-time funds that will be transferred to the general operating budget to offset projected deficits in FY 2010.

Departmental budgets were decreased in FY 2009, which limits our ability to complete future facility repairs/renovations outside of those already underway or identified in the Capital Improvement plan. We are also unable to begin addressing space needs across the district as evidenced by the:

- Termination of the purchase contract for property on Eastwind Drive
- Consolidation of preschool center – on hold
- Consolidation of district-wide offices – on hold
- Expansion of Educational Options for Success (EOS) program – on hold

# Economic Realities

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**SPEAKING:** *Treasurer Scott Gooding*

In meeting the challenge of maintaining a balanced budget through FY 2010 (June 30, 2010), several projected staffing reductions were made on May 12, 2008:

- Removed 11.0 staffing FTE projections for teachers for enrollment growth – regular education
- Removed 2.0 staffing FTE projections for Educational Options for Success teachers
- Shifted the staffing FTE projection of 1.0 elementary guidance position from FY 2009 to FY 2010



**SPEAKING:** *Treasurer Scott Gooding*

This graph represents the current Five Year Forecast that was approved by the Board of Education on October 20, 2008. This forecast reflects an Unreserved Fund Balance of \$213,075 at the end of FY 2010 (June 30, 2010).



**SPEAKING:** *Treasurer Scott Gooding*

We would now like to take a look at new assumptions, given the current economic realities, that we would like the Board to entertain. The new assumptions would be as follows:

- 0% = new construction growth annually
- 0% = Tax Year 2008 triennial update
- 0% = Tax Year 2011 reappraisal update
- Projected increase of 50 students per school year
- Hold unfilled staffing positions for 2008-2009
- Not projecting any new staff for 2009-2010
- Increased budgets for:
  - Community schools (charters)
  - Out of District enrollment
  - Utilities
  - Bus fuel

These new assumptions would reflect an Unreserved Fund **DEFICIT** of (\$807,555) at the end of FY 2010 (June 30, 2010).

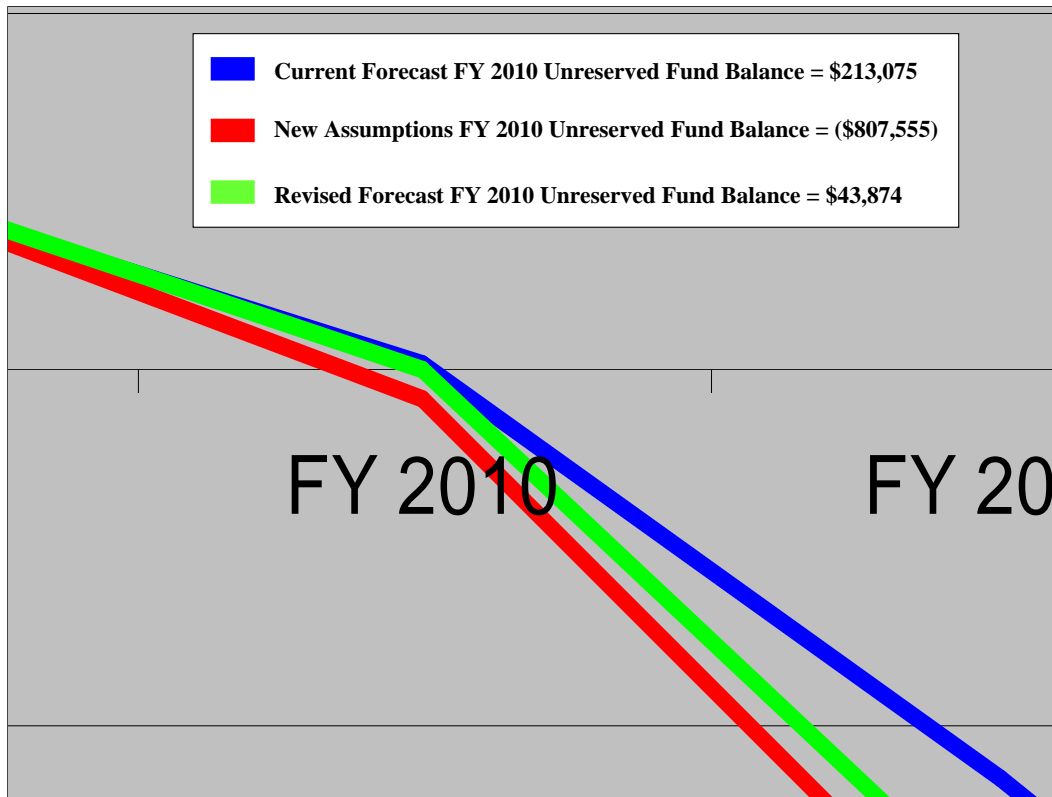


**SPEAKING:** *Treasurer Scott Gooding*

We recognize that one of our commitments from the May 2, 2006 operating campaign was fiscal accountability and the pledge to have a balanced budget through June 30, 2010. In order to keep that promise, we will have to reduce operating costs. We are proposing that in addition to the new assumptions set forth, that we make the following reductions in order to balance the operating budget through June 30, 2010:

- Hold the unfilled staffing positions for 2008-2009
- Freeze hiring any new staff for 2009-2010 (unless legally obligated)
- Reduce operating cost through attrition for 2009-2010
- Not replacing a vacant administrative position for 2009-2010
- No wage increases beyond current agreements

These new assumptions and budget reductions would result in an Unreserved Fund balance of \$43,874 at the end of FY 2010 (June 30, 2010).



**SPEAKING:** *Treasurer Scott Gooding*

When we take a closer look at June 30, 2010, you will see the impact of the new assumptions and the proposed reductions that will keep us balanced through FY 2010.

# Maintaining Excellence

## Legal/Contractual Obligations

- Ohio CORE curricula
- Interventions
- Class size and growth



### **SPEAKING:** *Superintendent Dr. Dan Good*

Thank you, Scott. While WCS can declare that we've kept our 2006 Campaign Promise of "Quality Education and Fiscal Accountability," the question before us is how do we "Maintain Excellence?" "What do we anticipate in the future?" To answer that question we considered two drivers: "What does the law require?" and "What does our community expect?"

The primary legal driver is what is known as Ohio CORE. Ohio CORE impacts students entering ninth grade on or after July 1, 2010 (this year's 7th graders). The requirements must be met in order to earn an Ohio high school diploma and include knowledge and skills to meet the demands of the 21st century. Ohio CORE is intended to better prepare graduates to succeed, without remediation, in their post-secondary endeavors including entry-level jobs, apprenticeships, military service and college.

The notable difference will be in the number of mathematics, science, and elective credits that will be required, and some of those credits may be earned earlier in the student's academic career. Separate statute requires the district to provide interventions to support students who may be struggling with the mastery of content and to accelerate students who need more challenging learning experiences. The Ohio CORE and the Intervention "drivers" prescribe our WCS pre-K through 12th grade curriculum of the future.

# Maintaining Excellence

## Legal/Contractual Obligations

- Ohio CORE curricula
- Interventions
- Class size and growth

## Community Expectations

- Early Learning Interventions
- Family Choice
- Encore curricula



### **SPEAKING:** *Superintendent Dr. Dan Good*

The second driver is, “What does our community expect?” The Westerville Community’s review and revision of the District’s Strategic Plan resulted in the adoption of five Goals for WCS. Stakeholders believe that achieving these Goals will help us “prepare students to contribute to the competitive and changing worlds in which they live,” our Mission. The processes or programs align to the district values of respect, inclusiveness, community, communication, collaboration, innovation, nurturance, trust and accountability.

Within the Goals are specific initiatives – some of which are realized when the district implements Ohio CORE and the Intervention requirements. However, our community has placed a high value on ideals such as Early Learning Intervention, Family’s School Choice, and Encore Curriculum opportunities. These broad categories include pre-school, all-day kindergarten, magnet school expansion, intern & extern partnerships, and extensive fine & performing arts, health & wellness, and technological literacy courses.

It isn’t surprising that our citizens desire these programs. They are the hallmarks of some of the nation’s highest performing districts and are considered “best practices” in the industry. Westerville’s culture of aspiration is admirable, paralleled by their culture of benevolence and it is what makes our para and professional staff proud to call this our learning and working community now and in the future. So, next we look at the capital needs to support our vision to “maintain excellence.”

# Master Facility Needs

## Capital Improvements

- A capital improvements levy generates funds for capital expenses that have a life of five years or more (ex. curriculum materials, computers, buses, building equipment repairs/replacement)



**SPEAKING:** *Executive Director of Facilities & Operations Jeff LeRose*

A capital levy generates funds for replacement of curriculum materials, computers, buses, and building equipment that has a life expectancy of 5 years or more. The Capital Improvements Plan was initially approved in 1989 and has been replaced in 1994, 1999, and 2004 (every 5 years). To continue the cycle, the next five year plan would be scheduled for approval in calendar year 2009. We are currently completing the 4th year of the 5 year plan that will expire on June 30th of 2010.

The current 5-year capital plan provides 29 million dollars (or approx. 5.8 million per year)

- 38% - Building & Equipment Repairs/Replacement (Half of the building/equipment budget is for repairs/replacement of HVAC equipment, roofs, and pavement)
- 28% - Technology Replacement (moved from 5 year to 6 year replacement cycle)
- 26% - Instructional Materials Replacement (State recommends review every 5 years)
- 7% - Bus/Vehicle Replacement (moved from 10 year to 14 year replacement cycle)
- 1% - Tax Collection Fees

We are currently in the process of building the next 5-year Capital Improvement Plan based on feedback from:

- Our principals
- Our support teams (facilities and custodial services)
- Engineering Assessments
- Environmental Assessments
- The community

# Master Facility Needs

## Capital Improvements

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## Additional Needs

- We have identified needs in the facility master plan that extend beyond current funding levels that are provided by the expiring capital improvement levy



**SPEAKING:** *Executive Director of Facilities & Operations Jeff LeRose*

### **FACILITY MASTER PLAN**

We have also identified needs from the Facility Master Plan that extends beyond the current funding levels provided by the Capital Improvement Plan. The Facility Master Plan includes:

- Student enrollment projections
- An analysis of building capacities
- Recommendations for future facility needs based on enrollment growth and academic programs

### **Enrollment Forecast for FY14 (5 year look ahead)**

#### K-12 Growth

- Elementary = up 1%
- Middle = up 3.6%
- High = down 3.5%

#### Projected Growth Areas

- School-Age Special Ed. = up 12% (current = 1,612 students)
- Special Ed. Preschool = up 41% (current = 213 students)
- ESL = up 34% (current = 1,253 students)

### **School Building Capacities**

School building capacities are based on OSFC recommendations.

As of FY09:

- Elementary = 1.5% over capacity
- Middle = 5.9% over capacity
- High = 3.3% under capacity

# Master Facility Needs

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**SPEAKING:** *Executive Director of Facilities & Operations Jeff LeRose*

### **Space Needs**

By FY14 projecting an additional for 23 instructional spaces:

- School-age Special Ed. = additional 11 spaces
- Special Ed. Preschool = additional 3.5 spaces
- ESL = additional 8.5 spaces

### **Facility Master Plan Recommendations**

We continue to recommend:

- The purchase of the property located at 936 Eastwind Drive as our best opportunity to accommodate our instructional space needs.
  - Consolidating the special needs preschool program to the first floor would free up 12 existing classrooms (the proposed space will accommodate up to 16 instructional spaces)
  - By consolidating management offices to the second floor would allow for the expansion of the Educational Options for Success program into the current Administration Building located at 336 South Otterbein Avenue
- The conversion of the woodshops at Blendon and Heritage into a four classrooms (2 at Blendon, 2 at Heritage)
- The renovation/expansion of the existing Transportation Facility

# Maintaining Excellence

- Operating - As projected in 2006, additional operating dollars will need to be voted on in CY 2009 to begin collection in CY 2010
- Capital Improvements - The Capital Improvements levy will need to be voted on in CY 2009 to support continued investment in curriculum, instructional technology as well as bus replacement and facility maintenance and repair
- Bond - A bond issue will support additional facility needs



**SPEAKING:** *Superintendent Dr. Dan Good*

Thank you, Jeff.

Members of the Board, this evening we have presented two key messages. First, that the promise of Quality Education and Fiscal Accountability is fulfilled. WCS is indeed, an Excellent School District, making progress toward becoming the benchmark of educational excellence – our Vision. We are preparing our students to contribute to the competitive and changing world in which we live – our Mission. We honor the Values of our community and align our resources and operations to Goals generated by our stakeholders. We are keeping our promise!

Second, we have shared the legal and contractual obligations of the district and the expectations of our community in terms of the programs and the resources necessary to Maintain Excellence.

We would like to develop a proposal for your consideration in January. That proposal will indicate the potential millage amount and timing of a ballot appearance to secure the funds necessary to meet projected operating expenses and facility needs of the district.

We appreciate your attention and are pleased to respond to your questions as they pertain to “Maintaining Excellence” in Westerville City Schools.