

The Twinsburg City School District Board of Education met in REGULAR session on the above date at the Twinsburg Government Center in Council Chambers at 6:00 p.m. The following board members were present: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver. Absent was Mr. Shebeck. Recordings of the Board of Education meeting are made and kept at the Board Office. Video recordings and Board approved Minutes are available on the District's web site.

11-201 **EXECUTIVE SESSION**

Mr. Stuver moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education meet in Executive Session at approximately 6:01 p.m. for the purpose of discussing:

The appointment, employment, dismissal, discipline, promotion, demotion, or compensation of public employees, personnel and specifically employment and discipline.

Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.

The Board President declared the motion approved.

The Board reconvened from Executive Session at approximately 7:12 p.m.

The following members were present:

Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.

11-202 **Five Year Forecast**

Mr. Stuver moved and Mr. Crosby seconded that the Twinsburg Board of Education approves the Five-Year Forecast; upon the recommendation of the Treasurer.

See Pages 270-277

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.*

*The Board President declared the motions approved.*

**Mrs. Cain-Criswell moved and Mr. Andrews seconded that the Twinsburg Board of Education adopt resolutions 11-203 to 11-209.**

11-203 **Deletion from Inventory**

That the Twinsburg Board of Education approves the attached listing of items to be deleted from inventory; upon the recommendation of the Superintendent. See Page 278

11-204 **Agreement with PSI**

That the Twinsburg Board of Education approves a *Service Agreement* with Twinsburg City Schools and PSI Affiliates, Inc. for the 2011-2012, 2012-2013 and 2013-2014 school years, to be paid from the General Fund; upon the recommendation of the Superintendent.

See Pages 279-283

11-205 **Accept Donation**

That the Twinsburg Board of Education accepts a \$2,000 donation in art supplies to the Art Department at Twinsburg High School, from Mr. Malmquist from Cole Art, 10001 Windjammer Trail, Aurora Oh; upon the recommendation of the Superintendent.

11-206 **Agreement with Hiram College**

That the Twinsburg Board of Education approves the *Field-Based, Clinical, and Student Teaching Experience Agreement* with Hiram College upon the recommendation of the Superintendent.

See Pages 284-287

**11-207 In Lieu of Transportation**

That the Twinsburg Board of Education approves “in lieu of” transportation payments to the list of students kept on file in the Transportation Office, upon the recommendation of the Superintendent.

**11-208 Contract with Town Center Construction**

That the Twinsburg Board of Education approves a contract with Town Center construction, 7868 Olde Eight Road, Northfield OH 44067, in the amount of \$51,000, for the relocation of the Transportation Offices to R. B. Chamberlin Middle School, to be paid out of Permanent Improvement funds; upon the recommendation of the Superintendent.

**11-209 Beachwood Consortium**

That the Twinsburg Board of Education approves to maintain their Consortium Agreement with Beachwood City Schools Deaf/Hard of Hearing/Hearing Impaired Program; upon the recommendation of the Superintendent.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the motions approved.*

**11-210 Remove Agenda Item H1h from Table**

Mr. Stuver moved and Mr. Andrews seconded that the Twinsburg Board of Education adopt the motion whereby the Twinsburg Board of Education removes Agenda Item H1h Termination of Staff from table on May 18<sup>th</sup> meeting becoming Board item 11-215.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the motion approved.*

**11-211 Remove Name from Item H1b**

Mr. Stuver moved and Mr. Andrews seconded that the Twinsburg Board of Education adopt resolution 11-211 whereby the Twinsburg Board of Education removes Roy Brewster’s name from Agenda Item H1b.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the motion approved.*

**Mr. Andrews moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education adopt resolutions 11-212 to 11-218.****11-212 Employment**

That the Twinsburg Board of Education approves the employment of James Lipinski, Laura Ross and Bridgette Zywiec to provide home instruction tutoring services at \$23 per hour, to be paid from the General Fund; upon the recommendation of the Superintendent.

**11-213 Employment**

That the Twinsburg Board of Education approves the following employment upon the recommendation of the Superintendent.

Jennifer Farthing	Coordinator of Learning and Technology, effective August 1, 2011, as per the administrative salary schedule
Jessica Toth	Teacher, one-year non-renew contract, Step 3, effective
Barry Eshelman	Mechanic, Step 1, effective June 2, 2011
Shawn Taylor	Summer Maintenance/Grounds, 8-hours per day, \$7.40 per hour, not to exceed thirteen (13) weeks, effective June 4, 2011

**11-214 Employment**

That the Twinsburg Board of Education approves the attached listing of Supplemental Contracts for the 2011-2012 school year; upon the recommendation of the Superintendent.

See Page 288

**11-215 Employment**

That the Twinsburg Board of Education approves the termination of Thomas Risko, janitor at Bissell Elementary School, effective immediately; upon the recommendation of the Superintendent.

**11-216 Employment**

That the Twinsburg Board of Education approves the following substitutes; Jason Tait: Janitor ; upon the recommendation of the Superintendent.

**11-217 Employment**

That the Twinsburg Board of Education approves the employment of Kelli Sutton for participation in Early Entrance Evaluations and Parent Conferences on Thursday, June 2, 2011 to determine eligibility for a child to enter kindergarten after the cut-off date of August 1<sup>st</sup>, to be paid at the curriculum rate from the General Fund; upon the recommendation of the Superintendent.

**11-218 Employment**

That the Twinsburg Board of Education approves the attached listing of staff for the Transportation/Bus Garage 2011 Summer Work; upon the recommendation of the Superintendent.

See Page 289

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.*

*The Board President declared the motions approved.*

**11-219 Employment**

Mr. Stuver moved and Mr. Crosby seconded that the Twinsburg Board of Education approves the hiring of Kathryn Powers as Superintendent effective August 1, 2011 through July 21, 2014 per contract agreement.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.*

*The Board President declared the motion approved.*

**11-220 Employment**

Mrs. Cain-Criswell moved and Mr. Crosby seconded that the Twinsburg Board of Education approves newly appointed Superintendent, Kathryn Powers, to utilize up to 5 (five) days at her per diem rate, as determined in her contract, to work with exiting Superintendent, Steve Marlow, in order to facilitate her smooth transition to the Superintendency, upon the recommendation of the Board President.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.*

*The Board President declared the motion approved.*

**Mr. Andrews moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education adopt resolutions 11-221 to 11-223.**

**11-221 Transfer of Sick Days**

That the Twinsburg Board of Education approves the following transfer of sick days; to Karen Turk a total of 45 hours from Judith Leffler 22.5 hours and from Sharon Sanders 22.5 hours; upon the recommendation of the Superintendent.

**11-222 Leaves of Absence**

That the Twinsburg Board of Education approves the following leaves of absence for; Lauren Wilson, FMLA beginning approximately September 11, 2011 and returning approximately November 14, 2011, using accumulated sick and personal days; upon the recommendation of the Superintendent.

**11-223 Resignations**

That the Twinsburg Board of Education accepts the following resignations; Kathleen Murphy, Teacher – retiring after 30 years of service, effective Sept. 14, 2011; upon the recommendation of the Superintendent.

*Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the motions approved.*

**11-224 EXECUTIVE SESSION**

Mr. Stuver moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education meet in Executive Session at approximately 8:04 p.m. for the purpose of discussing:

The appointment, employment, dismissal, discipline, promotion, demotion, or compensation of public employees, personnel, specifically employment compensation.

Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the motion approved.

The Board reconvened from Executive Session at approximately 10:07 p.m.

The following members were present:

Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.

**11-225 Adjournment**

Mr. Stuver moved and Mr. Crosby seconded that the Twinsburg Board of Education adjourn at 10:08 p.m.

Ayes: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Stuver.  
The Board President declared the meeting adjourned.

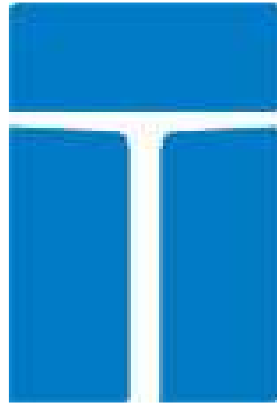
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Board President

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Treasurer

**TWINSBURG CITY**  
**SCHOOL DISTRICT**



***FIVE-YEAR FORECAST***

**For Fiscal Years 2011-2015**

**FY 2011**

**MAY 27, 2011**

**TWINSBURG CITY SCHOOLS**

**SUMMIT COUNTY**

**Schedule of Revenues, Expenditures and Changes in Fund Balances  
For the Fiscal Years Ended June 30, 2008, 2009 and 2010 Actual;  
Forecasted Fiscal Years Ending June 30, 2011 Through 2015**

		Actual			Forecasted				
		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
Submitted May 27, 2011		2008	2009	2010	2011	2012	2013	2014	2015
1.010	General Property Tax (Real Estate)	\$21,995,385	\$23,185,615	\$23,742,230	\$23,417,000	\$23,250,000	\$23,250,000	\$23,250,000	\$23,250,000
1.020	Tangible Personal Property Tax	5,203,363	3,430,151	4,762,377	85,328				
1.035	Unrestricted State Grants-in-Aid	3,069,549	4,710,144	4,085,484	3,965,000	3,284,000	3,595,000	3,595,000	3,595,000
1.040	Restricted State Grants-in-Aid	13,986	13,171	189	841				
1.045	Restricted Federal Grants-in-Aid - SFSF			261,343	290,000	214,000			
1.050	Property Tax Allocation	7,871,788	8,826,732	10,184,883	10,209,000	8,551,899	7,787,166	7,000,000	6,250,000
1.060	All Other Revenues	1,446,001	921,310	740,242	470,000	500,000	500,000	500,000	500,000
1.070	<i>Total Revenues</i>	39,600,072	41,087,123	43,776,748	38,437,169	35,799,899	35,132,166	34,345,000	33,595,000
2.070	<i>Total Other Financing Sources</i>				40,000	40,000	40,000	40,000	40,000
2.080	<i>Total Revenues and Other Financing Sources</i>	39,600,072	41,087,123	43,776,748	38,477,169	35,839,899	35,172,166	34,385,000	33,635,000
3.010	Personal Services	23,357,825	24,199,210	24,930,411	26,200,000	27,500,000	28,800,000	30,100,000	31,700,000
3.020	Employees' Retirement/Insurance Benefits	7,837,006	9,054,321	9,568,506	9,800,000	10,687,000	11,432,000	12,287,000	12,858,200
3.030	Purchased Services	2,704,738	2,901,734	3,177,146	3,076,000	3,500,000	3,900,000	4,200,000	4,400,000
3.040	Supplies and Materials	1,260,883	998,184	961,543	999,900	1,250,000	1,325,000	1,350,000	1,400,000
3.050	Capital Outlay	1,218	5,613	2,656	4,650	6,500	6,675	7,100	7,100
4.050	Principal-HB 264 Loans	72,543	75,000	78,000	81,000	255,000	259,000	263,000	263,000
4.060	Interest and Fiscal Charges	44,043	41,559	38,254	33,876	30,074	26,089	21,900	21,900
4.300	Other Objects	642,352	868,779	880,389	755,654	1,025,000	1,050,000	1,075,000	1,080,000
4.500	<i>Total Expenditures</i>	35,920,608	38,144,400	39,636,905	40,951,080	44,253,574	46,798,764	49,304,000	51,730,200
5.010	Operating Transfers-Out	1,007							
5.020	Advances-Out		165,000-		40,000	40,000	40,000	40,000	40,000
5.040	<i>Total Other Financing Uses</i>	1,007	165,000-		40,000	40,000	40,000	40,000	40,000
5.050	<i>Total Expenditures and Other Financing Uses</i>	35,921,615	37,979,400	39,636,905	40,991,080	44,293,574	46,838,764	49,344,000	51,770,200
6.010	<i>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</i>	3,678,457	3,107,723	4,139,843	2,513,911-	8,453,675-	11,666,598-	14,959,000-	18,135,200-
7.010	Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	18,368,082	22,046,539	25,154,262	29,294,105	26,780,194	18,326,519	6,659,921	8,299,079-
7.020	<i>Cash Balance June 30</i>	22,046,539	25,154,262	29,294,105	26,780,194	18,326,519	6,659,921	8,299,079-	26,434,279-
8.010	<i>Estimated Encumbrances June 30</i>	452,927	543,259	483,452	450,000				
10.010	<i>Fund Balance June 30 for Certification of Appropriations</i>	21,593,612	24,611,003	28,810,653	26,330,194	18,326,519	6,659,921	8,299,079-	26,434,279-

## INTRODUCTION:

A prudent reader should not make assumptions or believe that this forecast by its nature conveys anything more than an indication of a probable future financial position of the School District. Events and circumstances frequently do not occur as expected and will significantly alter the outcomes and results of the forecast and assumptions. Therefore, professional sophistication, due diligence, caution, and care are required when using and interpreting forecast information.

The Five-year Forecast is a critical planning document for the Twinsburg City School District. Forecasts are built on assumptions and current state and federal laws that *can, will* and *do* change over time. The forecast, numbers and assumptions while made in good faith cannot be guaranteed.

The Five-year Forecast is designed to provide the administration, board of education and the public a **general indication** of a probable future financial position of the School District based on information currently available to the School District. The reasonableness and accuracy of this forecast and assumptions rest with the district administration and the Board of Education.

In 1999 House Bill No. 412 mandated that school districts annually produce a five-year forecast by December 31 and update the forecast as necessary. The Forecast documents and provides the transparency necessary to keep all stakeholders informed of the District's projected financial position. If a district entered Fiscal Emergency, one could not claim "I did not know". Current statute requires the Forecast be submitted by October 31 with an update due in April or May.

The Five-year Forecast is a necessary tool focusing management's attention on future financial needs while facilitating strategic planning and discussion. The financial plan should provide for the optimal allocation of scarce resources in the delivery of services to our kids. What follows is our attempt to create a forecast using professional judgment within the philosophical base rooted in four key concepts. It is a look into the future through a snapshot of today.

- **REALISTIC** - We all want the best for our children. Yet there are economic realities that dictate what is possible for our school district. Our future should be realistic given our unique circumstances.
- **CAUTIOUS** – A cautious approach is neither overly optimistic nor pessimistic. It seeks the prudent path in predicting revenues and expenditures.
- **PROBABLE** – Given the current circumstances and the goals of our school district, this is the forecast that is most likely to occur.
- **SUPPORTABLE** – A good set of projections needs to include the rationale for assumptions. This is a combination of historical trends, current conditions and professional judgment about the trends.

It's important to note the Ohio Supreme Court has ruled and reaffirmed its ruling through appeal that the current method of funding public education in Ohio is *Unconstitutional*. The legislature has made attempts to comply with the DeRolph decisions and correct the funding method that overly relies on local property taxes, but to date the ruling has not been satisfied.

During these uncertain economic times the administration and Board of Education endeavor to contain expenditures and continue to examine areas to make future resource reallocations. Our goal is to create dynamic curriculum and learning environments that challenge all students' creative, analytical and critical thinking abilities and skills beyond standardized requirements. Our focus on student achievement has garnered multiple "Excellent with Distinction" ratings from the Ohio Department of Education. Our focus on fiscal responsibility has earned the "Making Your Tax Dollars Count Award" for excellence in financial reporting as presented by Auditor of State Mary Taylor and numerous Certificates of Achievement for Excellence in Financial Reporting as awarded by the Governmental Finance Officers Association.

**RECENT EVENTS:****STATE OF THE STATE:**

Prior Governor Ted Strickland (D) on January 28<sup>th</sup> 2009 proposed a comprehensive reform of the then current funding model to a new Ohio Evidence Based Model (OEBM). The intent is to increase the State's share of educational funding via target assistance. The current Governor John Kasich (R) has discarded the OEBM and is developing a new funding system. And at the same time has embraced conservative think tank philosophy that teachers are overpaid and underperform. Tied in with this philosophy is the expansion of mechanisms to bleed away capital to charter schools and profit based educational enterprises. An additional concern for school district like Twinsburg, Solon, Bedford and Cuyahoga Heights is that the reimbursements for the loss of Tangible Personal Property Tax will axed under the new budget, resulting in greatly reduced funds for many schools.

**FINANCIAL CRISIS:**

The federal government's efforts to stem the tide of the financial meltdown has added hundreds of billions if not trillions of dollars to an already staggering national debt. Hundreds of billions to bail out the banks and other financial institutions; tens of billions more for the auto industry; \$275 billion for homeowners and mortgage lenders; and a giant \$787 billion stimulus package to jump-start an economy spiraling downward. The Economic Stimulus is shifting us from an economic crisis to a debt crisis! The national debt is \$13.5 Trillion. Nearly fifteen percent of federal revenues are used to pay interest on federal debt, second only to spending for the social programs of Health and Human Services, HUD and food stamps. The State of Ohio is facing an \$8 billion dollar budget shortfall. Consequently, the State will need to make substantial cuts to the proposed biennium budget and schools will not be spared.

**CHRYSLER PLANT CLOSING:**

The Twinsburg School District (the School District) was informed on May 1, 2009, that the Chrysler Stamping Plant, Twinsburg largest employer, will be closing March 2010. While the closing was not completely unforeseen the timing of the closing was unexpected. Chrysler has paid approximately \$450,000 annually in real property taxes to the School District. On March 10, 2010 the facility was sold to Maynards Industries, a firm that dismantles and sells off industrial facilities and equipment. The property's valuation and real estate taxes are expected to be substantially reduced if paid at all.

**LEGISLATION:**

State legislation, House Bill 66 (HB66), enacted July 1, 2005 eliminates the taxation of *Tangible Personal Property* (TPP). Real Property Taxes along with TPP Taxes, were the major sources of funding for many Ohio School Districts. For Twinsburg School District this lost revenue accounted for \$9.8 million or approximately 28% of revenues. The Ohio Department of Education (ODE) and the Ohio Department of Taxation (ODOT) have developed spreadsheets to assist with the TPP phase out. For further information see [http://tax.ohio.gov/divisions/personal\\_property/PPT\\_law\\_changes\\_070303.stm](http://tax.ohio.gov/divisions/personal_property/PPT_law_changes_070303.stm) or visit the ODE web site [www.ode.state.oh.us](http://www.ode.state.oh.us).

**BUDGETARY COST CUTTING:**

The School District has and continues to make substantial efforts to contain and reduce costs. Through attrition and cost cutting measures the School District has permanently cut over one million dollars, on an annual basis, from the District's budget. Renegotiating service contracts, upgrading equipment, consortium buying, grant opportunities, and scrutinizing hiring practices, for example, have reduced overall costs. The District's per pupil spending is \$10,257 and is \$1.3 million below the state average.

It is important to note the May and October forecasts will differ. October assumptions are derived from estimates based on historical trends and information available at the time of the filing. The May forecast takes into consideration nine months of actual revenue and expenditures and estimates for the last three months of the fiscal year, thereby providing a clearer picture of this fiscal year.



**LEVY:**

The Twinsburg School Districts appreciate the support of our local community. At the November 2, 2010 elections voters renewed an existing levy generating approximately \$5 million. November 2004, voters approved a 4.65 mill Emergency levy, generating four million dollars annually. Fiscal year ended June 30, 2006 was the first full year of collections for this Emergency levy. This levy was overwhelmingly renewed at the November 2008 elections. Lastly, a 6.9 mill current expense levy originally approved in 1993 will be eligible for renewal at the November 2012 election.

**JOB WELL DONE:**

For the third consecutive year, Twinsburg City School District received the highest academic rating, "Excellent with Distinction", on the Ohio Department of Education Report Card. Three times the School District has received the prestigious "Making Your Tax Dollar Count Award" given by Auditor of State, Mary Taylor, CPA. While attaining these ratings and awards, the School District has closely watched expenditures looking for ways to reduce costs and getting the most for each tax dollar. As a result, our current per pupil expenditures are below the state average.

**REVENUES:****Line 1.010 - Real Estate Taxes**

The Housing Market/Home Mortgage fiasco has prompted Ohio Department of Taxation Officials to warn districts that Real Estate Valuations may not increase and could actually decrease. Previously noted, on March 10, 2010 the Chrysler facility was sold to Maynards Industries, an industrial liquidator. As the property is dismantled and disposed, the taxable value is expected to be reduced. The reduction is reflected in the real property taxes. The Summit County Fiscal Officer on April 7, 2011 notified the School District that billed but not collected Real Estate taxes were deficient by over \$400,000 as compared with 2010 estimates. Monitoring of real property tax collections is crucial as it represents over 56% of revenues.

**Line 1.020 - Tangible Personal Taxes (TPP)**

Prior State Budget Bill HB66 is legislation eliminating the tax businesses pay on virtually all Tangible Personal Property. The original legislation set forth that the State would reimburse districts for five years the amount of lost revenues. Starting in tax year 2011 the State would incrementally eliminate this reimbursement by 2018. A tax once under local control has been eliminated and replaced by a Commercial Activity Tax. The State's current proposed biennium budget changes, for the third time, the laws governing the loss of TPP and eventually permits the State to keep all that revenue. The result is that Twinsburg School District will lose approximately \$9.8 million and will be faced with a **FISCAL EMERGENCY**.

**Line 1.035 - Foundation Program**

The Foundation Program is the State's aid program for school district operations. In 2009 HB 1 renamed the SF-3 Foundation form to the PASS (Pathway to Student Success) form for fiscal year 2010. The State's latest biennium budget proposes elimination of the PASS form and actual state budget data beyond fiscal year 2011 is not available. Due to the School District's relatively high ratio of property value per pupil, foundation aid from the State is and will remain a relatively minor portion of total revenue. Future years are very speculative in light of recent State budget shortfalls and some State officials stating they feel public education is adequately funded.

Eroding local resources, charter schools, EdChoice and autism scholarships draw State Foundation Aid right off the top and not the per pupil allocation the School District actually receives. Furthermore, charter schools never have to pass levies, operate outside many legal requirements and unfunded mandates placed on public schools and receive poor grades on the Ohio Department of Education's Report Card.

**Line 1.050 - Homestead and Rollback including Direct TPP payments**

Homestead and Rollback payments come from the State. These payments represent the reimbursement of a 10% discount given property owners and an additional 2.5% discount is given to owner occupied parcels. Direct payments from the State to reimburse for TPP tax revenue losses will flow through this line as required by the Auditor of State. Instead of speculating on the percentage of reimbursement to flow through the foundation

payments, we show the reimbursements as direct payments to line 1.050 going forward. As funds are received and posted to the appropriate line, the total amount of funds from the State will be equal in total but may be allocated in different proportions between line 1.035 and line 1.050.

**Line 1.060 – All Other Sources**

All other revenues include interest on investments, tuition, rental fees, and miscellaneous receipts.

**EXPENDITURES:**

**Line 3.010 – Personal Services**

Salaries for fiscal 2011 are based upon the current contracts for staff. Student population is projected to continue to grow slightly thus increasing staffing needs. Five new certificated positions were filled for the 2008 fiscal year. Expansion of class offerings also increases staffing demands. The School District currently offers Chinese as a foreign language to help graduates compete in the global economy.

However, with the past fiscal challenges, staffing has been and continues to be closely scrutinized. Several positions including two assistant principals, a business manager, director of technology and special projects coordinator to name a few, have not been filled. Other positions will remain unfilled as staff leave the District. In light of looming deficits and with salaries and benefits accounting for nearly 87 cents of every dollar spent in fiscal year 09 the School District may fall short of future staffing expectations. Recent collective bargaining agreements contain increases below two percent.

**Line 3.020 – Employee Retirement and Insurance**

Fringe benefits are calculated as a percentage of total salaries and wages. Costs for benefits include 14% for retirement (STRS and SERS), 1.45% for Medicare (for employees hired after 1986). Health Care costs continue to increase at about 10% annually. Since 1999, health care costs have nearly tripled and continue to out-pace inflation.

**Line 3.030 – Purchased Services**

Purchase Services represent items from insurance, to copier leases, to legal fees, to health/nursing related services, to tuition costs for students educated by other districts. Also increasing are the costs for services for special needs students, test scoring, and professional development. The School District utilizes the buying power of the Ohio School Council Consortium for electricity and natural gas. The School District has a utility sharing agreement with the city's fitness center. We budget the entire utility cost and are subsequently reimbursed by the city for their portion.

**Line 3.040 – Supplies and Materials**

This includes educational supplies and consumables, as well as cleaning supplies. Additionally, bus fuel, tires and repair parts for the School District's fleet of buses are incorporated in this category. The School District participates in several purchasing consortiums to reduce expenditure costs on routine purchases.

**Line 3.050 – Capital Outlay**

The Permanent Improvement fund is used for capital expenditures. The School District has not budgeted substantial resources for equipment, fixtures, furniture and textbook purchases from the General fund.

**Line 4.300 – Other (Expenditures)**

The major expenditures for this category are non-discretionary fees associated with the Summit County tax collection process in addition to fees the State charges. These fees are set by laws and cannot be changed by school districts. Also in this category are audit costs, ESC costs, membership fees, etc.

**Lines 4.020 to 4.060 – Repayment of Debt Service**

January 2003 the School District undertook a House Bill 264 Energy Conservation Project. The \$1.2 million is financed via reductions in utility expenditures realized by this energy conservation initiative. A similar project was just completed at the high school replacing lighting, boilers and HVAC controls.

**WHERE HAS ALL THE MONEY GONE?**

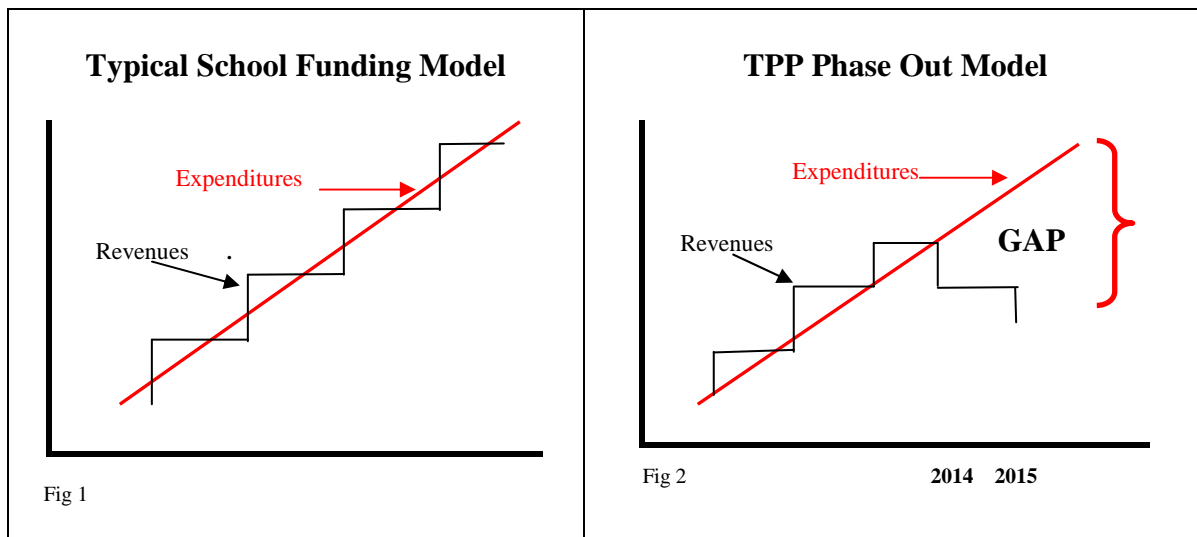
A Cleveland Plain Dealer editorial from Sunday October 24, 2010 entitled “Schools need long-term FIXES, MONEY today” states “public schools are in deep, deep trouble.” It continues with “ ... excellent districts are imperiled by a shrinking tax base, rising number of needy and disabled students, galloping costs for special education, equipment, textbooks and services and a tide of new unfunded state mandates.” “These problems are likely to get worse as Ohio grapples with an anticipated \$8 billion budget deficit next year.”

At the national level, Federal spending has ballooned the national debt to \$13 trillion. This is one trillion less than the country’s annual GDP. At some point the Federal Government will reach the limits of deficit spending. At the local level voters are frustrated with the overall level of taxation they must bear. Voter fatigue manifests itself in the ever increasing push back as districts attempt to obtain additional levy funding. Unfortunately, a school levy is one of the few places voters can voice their frustration with the system.

**LOOMING FINANCIAL CRISIS**

Twinsburg School District currently has a significant fund balance. This is one-time-money that will be used to balance the budget over the next 3-4 years. **THEN IT WILL BE GONE!!!** The TPP Phase out model (figure 2) shows the huge GAP left as TPP Phase-out Dollars are reduced and eventually eliminated. Fund balance precipitously falls as TPP reimbursements are systematically eliminated.

*This serves as Notice: The significant fund balance as of June 30, 2010 will be gone in a very short period of time. Fund balance dollars will fill the GAP left by the loss of TPP phase-out reimbursements and will stretch to cover the additional financial demands as noted in the Plain Dealer editorial above.*



**The State Budget Bills are having a Tremendous Impact on Twinsburg Schools as the Tangible Personal Property Tax revenue is phased out by 2018. That will require major budget cuts, including staff reductions unless replacement revenues can be obtained.**

**CONCLUSION:**

Future revenue streams are very speculative/soft numbers in light of the State's reluctance and inability to fully fund education in Ohio. The State budgets are for two years and the State does not provide any reliable budget data beyond. Furthermore, HB66 demonstrated the State's ability and willingness to significantly alter the collection of Local Tax Revenues upon which the Twinsburg School District depends. The State Budget is causing uncertainty and elevating the level of forecasting difficulty.

This forecast is developed using the current fiscal year's expenditures, weighted appropriations and estimates of expenditures for the next four years. The School District's major sources of revenue for the current fiscal year are property taxes as certified by the Summit County Fiscal Officer and State Foundation Aid from the new PASS funding document. As part of the administrations fiduciary duties, continual efforts are made to reduce expenditures below trend and to find additional sources of revenues. These efforts manifest themselves in the forecast as variations and fluctuations over time and are not indicative of miscalculations but longitudinal dynamics.

Public education is facing a difficult road ahead. The challenges are to provide an ever increasing level of services to children with diverse abilities, needs, backgrounds, cultures, and requirements. This must be done with a level of funding that is neither stable nor predictable. Numerous funding models, HB66, Senate Bill 5, Charter Schools, and expanding voucher programs are perniciously nibbling away at public education funding. Oftentimes factions are more concerned with their own special interests than what is best for the education of all students.

Twinsburg City School District continues to face significant challenges. During the 1990's there was significant residential and business growth. Prior reports reflect property value growth and a considerable increase in student population. However, as the State struggles with a depressed economy, state support for schools, libraries and the like, has been reduced. State budget shortages and the elimination of tangible personal property taxes negatively impacts our prognostication.

Some day will there be communities in Ohio where public schools as we know them do not exist?

Respectfully Submitted  
Martin Aho, Treasurer/CFO

Publisher	Date	Workbook	ISBN	Amount
Triumph Learning	2006	Write It Out	1-59823-026-3	25
Harcourt Brace	1997	Phonics practice Book G-3	0-15-309035-9	3
Harcourt Brace	1997	Phonics Practice Book Inter.	0-15-309034-0	7
Harcourt Brace	1997	Phonics Practice Book G2	0-15-309037-5	5
Harcourt Brace	1997	Phonics Teachers Edition G2	0-15-309037-5	26
Harcourt Brace	1997	Phonics Teachers Edition G3	0-15-309035-9	20
Harcourt Brace	1997	Signature-Living Colors (HB)	0-15-306400-5	1
Harcourt Brace-Jovanovich	1993	Language Handbook Treasury of Literature G2	0-15-304693-7	1
Zaner Bloser	2003	G3 Handwriting	0-7367-1213-5	30
Zaner Bloser	2003	Practice Masters G3	0-7367-1229	2
Zaner Bloser	2003	Practice Masters G2	0-7367-1228-3	7
Zaner Bloser	2003	Handwriting TE G3	0-7367-1221-4	4
Zaner Bloser	2003	Handwriting TE G2	0-7367-1220-8	6
Zaner Bloser	2003	Handwriting Workbooks 2C	0-7367-1212-7	21
Zaner Bloser	2003	Blackline Masters G3	0-88301-147X	2
Zaner Bloser	2003	Blackline Masters TE	0-88085-182-1	1
Buckle Down	1998	Blast Off Gr2 Ohio Rdg	0-7836-1770-4	1
Buckle Down	1998	Blast Off Gr3 Ohio Rdg	0-7836-1676-7	1
Carson Delorosa	1999	Month by Month Phonics G2	0-88724-492-0	2
Carson Delorosa	1999	Month By Month Phonics G3	0-88724-493-9	1
Carson Dolorosa	1999	Month By Month Phonics K	0-88724-398-7	1
Carson Delorosa	1999	TE 4 Blocks Month By Month	0-88724-494-7	1
Silver Burdett Ginn	1997	Literature Works Sterling Ed. Bk 1	0-663-+61220-9	1
Silver Burdett Ginn	1997	Literature Works Sterling Ed. Bk 2	0-663-6 122 1-7	1
Silver Burdett Ginn	1997	Science	0-382-14827-4	1
Scott, Foresman	1990	Health For Life	29583-3	1
Scott, Foresman	1990	G2 Science/Math Investigations	0-201-37819-1	2
Scott, Foresman	1990	G2 Science/Math Investigations	0-201-37817-5	2
Scott, Foresman	1990	G2 Science/Math Investigations	0-201-37824-8	1
Houghton Mifflin	2001	Soar to Success study Guide G3	0-395-78131-0	72
Steck Vaughn	1999	Phonics TE Level A	0-8172-8381-1	1
Carolina Biological Supply	2002	Weather	0-08278-994-8	1
McMillan/McGraw	1997	Graphic Organizers for Rdg & Writing	0-02-181342-6	10
McMillan/McGraw	1997	Writing and Language G2	0-02-181656-5	44
McMillan/McGraw	1997	Writing and Language G3	0-02-181657-6	55
Southwestern Publishing Co.		Office Basics	0-538-72412-9	51
H. W.Sams	1975	Comprehensive Graphic Arts	0-672-20886	13

Asset <i>it</i>	Title	Serial <i>it</i>	Model #	Status
42187	HP ScanJet 3970 Scanner		CN4128139X	Obsolete, not cost effective to repair
22296	Clearview (Sight Magnifier) Man Date 2/97	97-2-QA-1139		Obsolete, not cost effective to repair
32812	RCA 13" TV	839211113	F20632SE	Obsolete, not cost effective to repair
32160	Sharp VCR item# 34150010106923		XA-406	Obsolete, not cost effective to repair
21079	Magnavox VCR	35236842		Obsolete, not cost effective to repair
001549	NEC DM SL Computer Hard Drive	M293000093	33149	Obsolete, not cost effective to repair
No Asset Tag	Sony 32" TV	8013981		Obsolete, not cost effective to repair
20383	3M Overhead Item# 34150010110156		9050	Obsolete, not cost effective to repair

NAME OF POSITION

FOOTBALL - HEAD COACH	Joe Schiavone
FOOTBALL - ASSISTANT HEAD COACH	Scott Amstutz
FOOTBALL - ASSISTANT HEAD COACH	Jeff Tomko
FOOTBALL - ASSISTANT HEAD COACH	Jim Lipinski
FOOTBALL JUNIOR VARSITY COACH	Dan Thompson
FOOTBALL JUNIOR VARSITY COACH	Mark Mole
FOOTBALL FRESHMAN COACH	Bryan Kover
TENNIS HEAD BOYS COACH	Michael Porinchak
TENNIS JV BOYS COACH	Laura Ross
CHEERLEADING VARSITY FOOTBALL ADVISOR	Nichole Seredich
CHEERLEADING J.V. FOOTBALL ADVISOR	Shawna Weigel
CHEERLEADING FRESHMAN FOOTBALL ADVISOR	Michelle Vella
VOLLEYBALL HEAD COACH	Bridget Zywiec
CROSS COUNTRY HEAD COACH	Sarah Kmet
CROSS COUNTRY ASSISTANT VARSITY COACH	Jason Hunter
GOLF BOYS HEAD COACH	Gary Sorace
GOLF BOYS ASSISTANT COACH	Ron Fruscella
GOLF GIRLS VARSITY HEAD COACH	Robert Pacsi
WEIGHTLIFTING SUMMER SESSION	Scott Amstutz
WEIGHTLIFTING FALL SESSION	Scott Amstutz
SOCCER HEAD VARSITY BOYS COACH	Michael Lally
SOCCER ASSISTANT VARSITY BOYS COACH	John Garber
SOCCER 9TH GRADE BOYS ASSISTANT	Josh Sladick
SOCCER HEAD VARSITY GIRLS COACH	Chris Gentile
SOCCER ASSISTANT VARSITY GIRLS COACH	Louis Kastelic
SOCCER JV BOYS COACH	Gus Crichlow
SOCCER JV GIRLS COACH	Leah Poiner
6TH GRADE CHORUS	Randall Lanoue
5TH GRADE CHORUS	Randall Lanoue
4TH GRADE CHORUS	Randall Lanoue
6TH GRADE STRING PROGRAM	Damon Conn
5TH GRADE STRING PROGRAM	Damon Conn
4TH GRADE STRING PROGRAM	Damon Conn
BAND 5TH GRADE BAND DIRECTOR	Mike Hasinski
BAND 6TH GRADE BAND DIRECTOR	Mike Hasinski
INTERMEDIATE YEARBOOK ADVISOR	Anne Feichter/Dawn Lurette
SKI CLUB INTERMEDIATE ADVISOR	Don Schultz
SKI CLUB ASSISTANT INTERMEDIATE ADVISOR	Amy Henretty
STUDENT COUNCIL DODGE ADVISOR	Kris Jensen/Dawn Lurette
TEAM LEADERS 4TH GRADE ADVISOR	Jennifer McHugh
TEAM LEADERS 5TH GRADE ADVISOR	Don Schultz
TEAM LEADERS 6TH GRADE ADVISOR	Sharon Booker
4TH GRADE MATH OLYMPIAD	Kim MacAurthur
5TH GRADE MATH OLYMPIAD	Kristina Czirok

## Transportation & Bus Garage 2011 Summer Work

(REVISED 5-23-2011)

### 1. KEN FISCO - CLEANING AND STEAM CLEANING

June 6-25 [starts 6 am/6-8 Hrs as Needed]

### 2. JANICE GRAHAM -CUYAHOGA FALLS ESY

June 27 to Aug 5<sup>th</sup> [8 am - 10 am/1 pm – 3 pm]

### 3. DARLENE LEROY - MONARCH ESY SCHOOL

June 20 to July 22 [8 am - 10 am/1 pm – 3 pm]

### 2011 SUMMER READING PROGRAM: PROJECT STAR

7/18-7/22; 7/25-7/29; 8/1-8/5 [7:45 am-9:45 am & 10:15 am-12:15 pm]

4. KATHY KOLAR; 5. KAREN LINDSEY; 6. NINA JONES; 7. KATHY LAHMAN

### 2011 ESY SUMMER PROGRAM AT WILCÓX

7/19-21; 7/26-28 & 8/2-4 [7:00 am-9:00 & 11:00 am-1:00 pm]

DRIVERS: 8. DON CRADDOCK 9. PATT FONDALE 10. YVETTE SCHILLING

AIDES: 11. LYNN KUNSMAN 12. JANET VENESKY 13. LISA HILL

### 2011 SUMMER WORK IN THE TRANSPORTATION DEPARTMENT

14. JUDY HYDE, Transportation Secretary when needed;

15. MIKE SOLINSKI 5/26-6/3 and 6/20-8/16 [6 HRS DAILY]

Substitute when Mike is off – JUDY OR 16. DRIVER FROM EXTRA DUTY LIST

## Coverage for Extended Private Schools May 26, 2011 - June 9, 2011

4 Drivers – St. Rita (with St. Joan students) (5/26/11–6/8/11):

17. DESIREE PHILPOTT, 18. JANE WAGNER, 19. KEN FISCO, 20. TOM MOONEY (4 Hrs daily)

2 Drivers – VCA (5/26/11–6/7/11): 21. NINA JONES & 22. AMY LINDAS (4 Hrs daily)

1 driver – Walsh – CVCA (5/26/11 – 6/2/11): 23. KATHY KOLAR (4 Hrs daily)

(5/26/11 – 6/9/11) Millridge-am only: 24. KAREN LINDSEY (2 Hrs daily)

(5/26/11 – 6/8/11): CVCC - 25. JANICE GRAHAM; (nn) (2 Hrs daily)

(5/26/11 – 6/8/11): CVCC - 26. VALERIE FOSTER (aide) (am/nn/pm) (6 Hrs daily)

(5/26/11 – 6/9/11): Millridge-pm only 27. WENDY BARNES (2 Hrs daily)

(5/26/11 – 6/8/11): CVCC - 28. DAWN DRNEK (am/pm) (4 Hrs daily)

(5/26/11 – 6/8/11) Seton/ St. Joan: 29. LORI MONROE (4 Hrs daily)

(5/26/11 – 6/8/11) Hudson Mont/Seton: 30. ROY BREWSTER (4 Hrs daily)

(5/26/11 – 6/8/11) Leap/Bedford Alt: 31. ROBIN GREEN (4 Hrs daily)

### Summer Drivers & Aides for Trips, Substitutes & On Board Instructor Trainers

Tracy Abbott, Wendy Barnes, Tammy Black, Jennifer Bochik, Rick Bowers, Roy Brewster, Michelle Cabell, Desiree Churn-Philpott, Wayne Corbitt, Don Craddock, Ron Dalzell, Dawn Drnek, Denise Ferguson, Ken Fisco, Patt Fondale, Valerie Foster, Janice Graham, Robin Green, Joe Haberek, Lisa Hill, Nina Jones, Kathy Kolar, Lynn Kunsman, Kathy Lahman, Darlene Leroy, Amy Lindas, Karen Lindsey, Dave Mariola, Jason Mihaljevic, Karen Miller, Lori Monroe, Tom Mooney, Angela Mullett, Mona Muntain, Robert Ramsey, Yvette Schilling, Missy Shaw, Mike Solinski, Matt Turman, Janet Venesky, Nichole Verbic, Jane Wagner & Don Yoakam