

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 7:00 p.m. The following board members were present: Mr. Andrews, Mrs. Cain-Criswell, Mr. Crosby, and Mr. Shebeck. Mr. Stuver arrived at 7:07 pm. 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.

11-339 Five Year Forecast

Mr. Andrews moved and Mr. Shebeck seconded the Twinsburg Board of Education approves the Five-Year Forecast; upon the recommendation of the Treasurer.

See pages 410–417

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

11-340 Employment

Mr. Stuver moved and Mr. Crosby seconded that the Twinsburg Board of Education approves the Certificated/Licensed personnel and/or contract recommendations detailed in the attached Exhibit as per the dates, terms, and other applicable conditions specified, pending satisfactory ORC background check upon recommendation of the Superintendent:

See pages 418–422

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

11-341 Employment

Mr. Stuver moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education approves the Classified Personnel and/or contract recommendations detailed in the Exhibit as per the dates, terms, and other applicable conditions specified, pending satisfactory ORC background check upon the recommendation of the Superintendent:

| Classified Staff Recommendation October 19, 2011 | | | | | | | |
|---|---------|--------------------------------|----------------|--------|-----------------------|--|---------|
| SUBSTITUTES | | | | | | | |
| Last | First | Position | | Rate | | Effective | Note(s) |
| Basch | Deborah | Lunchroom/Playground Assistant | | \$7.50 | | 10/19/2011 | |
| Basch | Deborah | Instructional Assistant | | \$8.50 | | 10/19/2011 | |
| Basch | Deborah | Library Assistant | | \$7.50 | | 10/19/2011 | |
| Basch | Deborah | Bus Attendant | | \$7.50 | | 10/19/2011 | |
| Basch | Deborah | Janitor | | \$9.15 | | 10/19/2011 | |
| Basch | Deborah | Latchkey Assistant | | \$7.50 | | 10/19/2011 | |
| LEAVES OF ABSENCE | | | | | | | |
| Last | First | Position | Bldg. | Days | Effective | Note(s) | |
| Lahman | Kathy | Bus Driver/ Bus Aide | Transportation | 39 | 10/17/11- 12/09/11 | Medical Leave-using accumulated sick days concurrent with FMLA | |

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

11-342 **Employment**

Mr. Stuver moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education approves the Supplemental Contract recommendations detailed in the Exhibit as per the dates, terms, and other applicable conditions specified, pending satisfactory ORC background check upon the recommendation of the Superintendent:

| Extracurricular Contracts 2011-2012 | | | |
|--|------------------|------------------|---------------------|
| Supplemental Activity | Name | Effective | Supplemental Factor |
| Clubs: Step Team | Monica Wallace | October 19, 2011 | 1.76% |
| Band: Pep Band Director | Michael Hasinski | October 19, 2011 | 3.00% |
| Boys' Basketball: 8 th Grade Coach | Randy Tucker | October 19, 2011 | 0.69% |
| Boys' Basketball: 7 th Grade Coach | Harry Bendzuck | October 19, 2011 | 0.69% |
| Girls' Basketball: 8 th Grade Coach | Todd Kalkbrenner | October 19, 2011 | 0.69% |
| Girls' Basketball: 7 th Grade Coach | John Matune | October 19, 2011 | 0.69% |
| Athletic Director: H.S. Assistant | Gary Sorace | October 19, 2011 | 15% |
| Athletic Director: M.S. Assistant | Jeff Funk | October 19, 2011 | 15% |
| Yearbook: Middle School | David Weirich | October 19, 2011 | 2.75% |

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

11-343 **Job Description**

Mr. Shebeck moved and Mr. Crosby seconded that the Twinsburg Board of Education approves attached Coordinator of Learning and Technology Job Description. See pages 423-426

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

11-344 **EXECUTIVE SESSION**

Mr. Stuver moved and Mrs. Cain-Criswell seconded that the Twinsburg Board of Education meet in Executive Session at approximately 8:39 p.m. for the purpose of discussing:

The appointment, employment, dismissal, discipline, promotion, demotion, or compensation of public employees, negotiations, and discussion with Legal Council

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

The Board President declared the motion approved.

The Board reconvened from Executive Session at approximately 9.35 p.m.

The following members were present:

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

11-345 **Adjournment**

Mr. Stuver moved and Mr. Andrews seconded that the Twinsburg Board of Education adjourn at 9:37 p.m.

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

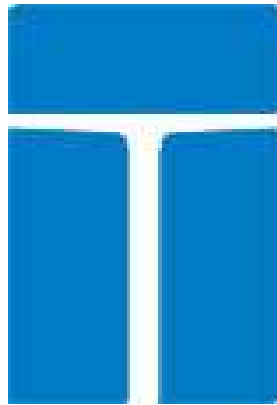
The Board President declared the meeting adjourned.

Board President

Treasurer

TWINSBURG CITY

SCHOOL DISTRICT



FIVE-YEAR FORECAST

For Fiscal Years 2012-2016

FY 2012

OCTOBER 28, 2011

TWINSBURG CITY SCHOOLS

SUMMIT COUNTY

Schedule of Revenues, Expenditures and Changes in Fund Balances

For the Fiscal Years Ended June 30, 2009, 2010 and 2011 Actual;

Forecasted Fiscal Years Ending June 30, 2012 Through 2016

| | Actual | | | Forecasted | | | | |
|---|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year |
| Submitted Oct 28, 2011 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
| 1.010 General Property Tax (Real Estate) | 23,185,615 | 23,742,230 | 23,417,325 | 23,873,000 | 23,500,000 | 23,500,000 | 23,500,000 | 23,500,000 |
| 1.020 Tangible Personal Property Tax | 3,430,151 | 4,762,377 | 85,328 | | | | | |
| 1.035 Unrestricted State Grants-in-Aid | 4,710,144 | 4,085,484 | 3,984,651 | 3,829,500 | 3,595,000 | 3,595,000 | 3,595,000 | 3,595,000 |
| 1.040 Restricted State Grants-in-Aid | 13,171 | 189 | 896 | | | | | |
| 1.045 Restricted Federal Grants-in-Aid - SFSF | | 261,343 | 312,537 | 214,000 | | | | |
| 1.050 Property Tax Allocation | 8,826,732 | 10,184,883 | 10,209,006 | 9,418,500 | 8,451,400 | 7,400,000 | 6,400,000 | 5,650,000 |
| 1.060 All Other Revenues | 921,310 | 740,242 | 704,567 | 656,500 | 600,000 | 600,000 | 600,000 | 600,000 |
| 1.070 Total Revenues | 41,087,123 | 43,776,749 | 38,714,311 | 37,991,500 | 36,146,400 | 35,095,000 | 34,095,000 | 33,345,000 |
| 2.070 Total Other Financing Sources | | | 287 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| 2.080 Total Revenues and Other Financing Sources | 41,087,123 | 43,776,748 | 38,714,598 | 38,031,500 | 36,186,400 | 35,135,000 | 34,135,000 | 33,385,000 |
| 3.010 Personal Services | 24,199,210 | 24,930,411 | 26,216,571 | 27,000,000 | 27,800,000 | 29,000,000 | 29,600,000 | 30,700,000 |
| 3.020 Employees' Retirement/Insurance Benefits | 9,054,321 | 9,568,506 | 9,790,850 | 10,209,740 | 10,787,000 | 11,380,000 | 11,727,000 | 12,858,200 |
| 3.030 Purchased Services | 2,901,734 | 3,177,146 | 3,158,598 | 3,577,000 | 3,880,000 | 4,070,000 | 4,200,000 | 4,300,000 |
| 3.040 Supplies and Materials | 998,184 | 961,543 | 976,869 | 1,250,000 | 1,325,000 | 1,350,000 | 1,400,000 | 1,400,000 |
| 3.050 Capital Outlay | 5,613 | 2,656 | 2,795 | 5,000 | 6,500 | 6,500 | 6,500 | 6,500 |
| 4.050 Principal-HB 264 Loans | 75,000 | 78,000 | | 167,180 | 170,000 | 170,000 | 170,000 | 170,000 |
| 4.060 Interest and Fiscal Charges | 41,559 | 38,254 | 107,593 | 134,837 | 125,775 | 116,638 | 107,500 | 98,363 |
| 4.300 Other Objects | 868,779 | 880,389 | 825,187 | 885,124 | 950,000 | 975,000 | 1,000,000 | 1,025,000 |
| 4.500 Total Expenditures | 38,144,400 | 39,636,905 | 41,078,464 | 43,228,881 | 45,044,275 | 47,068,138 | 48,211,000 | 50,558,063 |
| 5.010 Operating Transfers-Out | | | | | | | | |
| 5.020 Advances-Out | (165,000) | | | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| 5.040 Total Other Financing Uses | (165,000) | | | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| 5.050 Total Expenditures and Other Financing Uses | 37,979,400 | 39,636,905 | 41,078,464 | 43,268,881 | 45,084,275 | 47,108,138 | 48,251,000 | 50,598,063 |
| 6.010 Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses | 3,107,723 | 4,139,844 | (2,363,867) | (5,237,381) | (8,897,875) | (11,973,138) | (14,116,000) | (17,213,063) |
| 7.010 Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies | 22,046,541 | 25,154,264 | 29,294,108 | 26,930,241 | 21,692,860 | 12,794,985 | 821,847 | (13,294,153) |
| 7.020 Cash Balance June 30 | 25,154,264 | 29,294,108 | 26,930,241 | 21,692,860 | 12,794,985 | 821,847 | (13,294,153) | (30,507,216) |
| 8.010 Estimated Encumbrances June 30 | 543,259 | 483,452 | 649,420 | 500,000 | | | | |
| 10.010 Fund Balance June 30 for Certification of Appropriations | 24,611,005 | 28,810,656 | 26,280,821 | 21,192,860 | 12,794,985 | 821,847 | (13,294,153) | (30,507,216) |

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 Forecasts 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 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 28th 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 may develop a new funding system. 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, electronic 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 be eliminated, resulting in greatly reduced funds for many schools.

FINANCIAL CRISIS:

The federal government in an effort 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 paid 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 \$14.8 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. Facing an \$8 billion dollar budget shortfall, the State of Ohio made substantial cuts to the biennium budget and schools were 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, would close 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 calculating the TPP phase out. For further information see http://tax.ohio.gov/divisions/personal_property/PPT_law_changes_070303.stm or visit the ODE web site 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.

Minutes of REGULAR Meeting**October 19, 2011**

LEVY:

The Twinsburg School Districts appreciate the support of our local community. November 2, 2010 voters renewed an existing levy generating approximately \$5 million annually. The 6.9 mill current expense levy originally approved in 1993 will be eligible for renewal at the November 2012 election. In light of the District's looming financial hurricane additional levy dollars must be garnered for future viability.

JOB WELL DONE:

For the fourth 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's Office. 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 will 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 fourth time, the laws governing the loss of TPP and eventually permits the State to keep all that revenue. 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 eliminated the PASS form and replaced it with a Bridge Foundation Funding mechanism. 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 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 many 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 2012 are based upon the current contracts for staff. Student population is projected to continue to grow slightly thus putting pressure on staffing needs. Class offerings will be reviewed. The School District offers Chinese as a foreign language to help graduates compete in the global economy.

However, with the 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. Several positions will remain unfilled as staff retired or left the District at the end of the 2011 school year. Administration is focused on reducing substitute and over-time pay helping to reduce personal service expenditures. In light of looming deficits and with salaries and benefits accounting for nearly 87 cents of every dollar spent the School District may fall short of future staffing expectations. Recent collective bargaining agreements contain increases below two percent but bargaining representatives when approached were not receptive to pay freezes.

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 of the cost.

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

August 2010 the School District undertook a House Bill 264 Energy Conservation Project at the high school replacing lighting, boilers and HVAC controls. The \$2.6 million is financed via reductions in utilities. Furthermore, Purchased Services line 3.030 decreases as a result of this initiative. A government program rebates a large portion of the interest back to the district.

WHERE HAS ALL THE MONEY GONE?

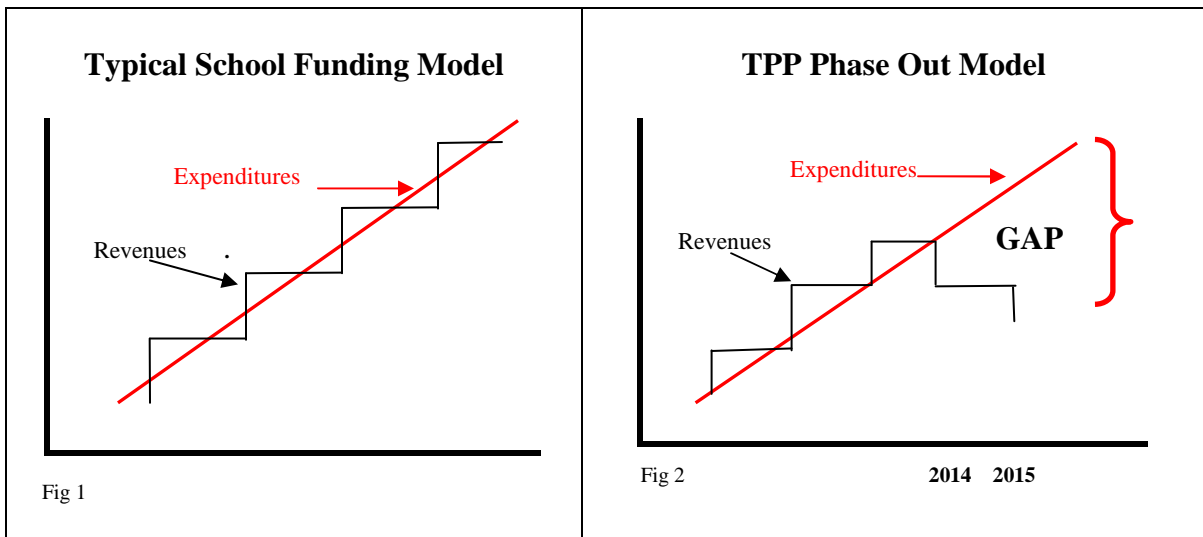
A Cleveland Plain Dealer editorial from Sunday October 24, 2010 entitled “Schools need long-term FIXES, MONEY today” states “public schools are in deep, deep trouble.” It continues with “excellent districts are imperiled by a shrinking tax base, rising number of needy and disabled students, galloping 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.”

At the national level, Federal spending has ballooned the national debt to \$14 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 2-3 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 numbers in light of the State's 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 Bridge funding document. As part of the administrations fiduciary duties, continual efforts are made to reduce expenditures 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 tax impacts negatively our prognostication.

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

Respectfully Submitted
Martin Aho, Treasurer/CFO

| Certificated/Licensed Staff Recommendation October 19, 2011 | | | | | | | |
|--|---------|------------------|-------|-------------------------|-----------------------|---------------|---------|
| TUTORS | | | | | | | |
| Last | First | Position | Bldg. | Hrs. | Effective | Rate | Note(s) |
| Catalano | Allegra | Home Instruction | | Not to Exceed 150 hours | 2011-2012 school year | \$23 per hour | |
| Scott | Shannon | Home Instruction | | Not to Exceed 150 hours | 2011-2012 school year | \$23 per hour | |

| LEAVES OF ABSENCE | | | | | | | |
|-------------------|-----------|----------|-------|------|---------------------------------|------|--|
| Last | First | Position | Bldg. | Hrs. | Effective | Days | Note(s) |
| Schultz | Donald P. | Teacher | Dodge | | 10/17/11-11/27/11 | 27 | Using accumulated sick days concurrent with FMLA |
| Swinning | Nicole | Teacher | THS | | Approximately 08/14/12-10/16/12 | 43 | Using accumulated sick days concurrent with FMLA |

| MENTOR | | | | | | | |
|---------|-------|--------------------------------|---------|------|-----------------------|---|--|
| Last | First | Position | Bldg. | Hrs. | Effective | Note(s) | |
| Buckbee | Susan | Curriculum/Staff Dev. Director | Central | | 2011-2012 school year | Administrative Mentor for Jennifer Farthing per ODE licensure requirement | |

| SUBSTITUTES | | | | | | | |
|-------------|-----------|---|----------------------|---------------------------------|------------|----------|--|
| Last | First | Licensure #1 | Licensure #2 | Licensure #3 | Effective | Rate | |
| Aceto | Nancy | Elementary (1-8) | | | 10/20/2011 | \$ 95.00 | |
| Askew | Melissa | Mild/Moderate Needs (K-12) | | | 10/20/2011 | \$ 95.00 | |
| Aurand | Patrick | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 | |
| Austin | Jay | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 | |
| Petrie | Barbara | CT-Family & Consumer Science | | | 10/20/2011 | \$ 95.00 | |
| Baker | Mary | Drama/Theater (712) | Dance (7-12) | | 10/20/2011 | \$ 95.00 | |
| Balan | Deborah | Early Childhood (PK-3) | Reading (K-12) | | 10/20/2011 | \$ 95.00 | |
| Banks | Sonja | Family Life Education (7-12) | | | 10/20/2011 | \$ 95.00 | |
| Banning | Abby | Science (4-9) | Social Studies (4-9) | Reading (K-12) | 10/20/2011 | \$ 95.00 | |
| Fowler | Brittney | 7-12 Integrated Social Studies | | | 10/20/2011 | \$ 95.00 | |
| Bazil | Lauren | Science (4-9) | Mathematics (4-9) | Language Arts and Reading (4-9) | 10/20/2011 | \$ 95.00 | |
| Bentley | Kimberly | History (7-12) | | | 10/20/2011 | \$ 95.00 | |
| Biddle | Karen | Language Arts and Reading (4-9) | | | 10/20/2011 | \$ 95.00 | |
| Biel | Christine | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 | |
| Braun | Katherine | Science (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 | |
| Brown | Ashley | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 | |
| Phelan | Christe | 4-9 Language Arts/Reading; Mathematics; Reading | | | 10/20/2011 | \$ 95.00 | |
| Burns | Nicholas | Mathematics (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 | |
| McVay | Christine | PS-12 Music | | | 10/20/2011 | \$ 95.00 | |
| Gawne | Colleen | K-12 General Education, (Short Term Lic) | | | 10/20/2011 | \$ 95.00 | |
| Caicco | Stephanie | Family & Consumer Sciences | | | 10/20/2011 | \$ 95.00 | |

Minutes of REGULAR Meeting

October 19, 2011

| | | | | | | |
|----------------|------------|--|---|-------------------------|------------|----------|
| Canary | Kristin | Social Studies (4-9) | Language Arts and Reading (49) | Reading (K-12) | 10/20/2011 | \$ 95.00 |
| Carpenter | Shannon | Special All Grades (K-12) | | | 10/20/2011 | \$ 95.00 |
| Casale | James | Integrated Language Arts (7-12) | | | 10/20/2011 | \$ 95.00 |
| Catalano | Allegra | Integrated Language Arts (7-12) | | | 10/20/2011 | \$ 95.00 |
| Christo | Kathleen | Integrated Language Arts (7-12) | | | 10/20/2011 | \$ 95.00 |
| Chylik | Madison | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | | 10/20/2011 | \$ 95.00 |
| Cohen | Ashley | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Cramer | Stephanie | Music (PK-12) | | | 10/20/2011 | \$ 95.00 |
| Criswell | Jeff | Integrated Mathematics (7-12) | | | 10/20/2011 | \$ 95.00 |
| DeFranco | Anna | Elementary | Reading (K12) | | 10/20/2011 | \$ 95.00 |
| DePrima | Michael | Business Education (7-12) | | | 10/20/2011 | \$ 95.00 |
| Dockus | Stephanie | Early Childhood (Pk-3) | | | 10/20/2011 | \$ 95.00 |
| Domer | Sherry | Principal (Grades PK-6) | Educ. of the Handicapped (K-12) | Principal (grades 5-12) | 10/20/2011 | \$ 95.00 |
| Donaldson | Shawn | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Dunkel | Stephanie | Educ. of the Handicapped (K-12) | | | 10/20/2011 | \$ 95.00 |
| Eldridge | Markelia | General Marketing Education | | | 10/20/2011 | \$ 95.00 |
| Ellis | Alyssa | School Social Worker | | | 10/20/2011 | \$ 95.00 |
| Fasig | Stephen | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Fischer | Brenda | Early Childhood (PK-3) | Reading (K-12) | | 10/20/2011 | \$ 95.00 |
| Ramsey | Elizabeth | 7-12 Psych/Soc (Long Term Sub) | | | 10/20/2011 | \$ 95.00 |
| Ribis | Heather | PS-3 Early Childhood/Reading | | | 10/20/2011 | \$ 95.00 |
| Freilino | Michael | Social Studies (4-9) | English (7-12) | Reading (K-12) | 10/20/2011 | \$ 95.00 |
| Frey | Kaitlin | Mild/Moderate Needs (K-12) | | | 10/20/2011 | \$ 95.00 |
| Frisby | Rachel | Integrated Social Studies (7-12) | Reading (K-12) | | 10/20/2011 | \$ 95.00 |
| Gallo | Jacqueline | Early Childhood/Intervention Specialist PK-3 | | | 10/20/2011 | \$ 95.00 |
| Gannon | Brendan | English (7-12) | | | 10/20/2011 | \$ 95.00 |
| Noland-Kubitza | Jamie | 7-12 Integrated Science; Life Science (long term sub license) | | | 10/20/2011 | \$ 95.00 |
| Glauber | Lauren | Early Childhood (PK-3) | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | 10/20/2011 | \$ 95.00 |
| Criswell | Jeff | K-12 General Education (Short Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Goulandris | Katherine | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Griffin | Kristen | Mathematics (4-9) | Language Arts and Reading (4-9) | Social Studies (4-9) | 10/20/2011 | \$ 95.00 |
| Calori | Jennifer | PS-12 Physical Education/Health Educ | | | 10/20/2011 | \$ 95.00 |
| Harlett | Jennifer | Integrated Language Arts (7-12) | | | 10/20/2011 | \$ 95.00 |
| Hewitt Orobona | Stacey | Integrated Language Arts (7-12) | Integrated Social Studies (7-12) | | 10/20/2011 | \$ 95.00 |
| Poetter | Jennifer | PS-3 Early Childhood | | | 10/20/2011 | \$ 95.00 |

Minutes of REGULAR Meeting

October 19, 2011

| | | | | | | |
|--------------|----------|---|---|---------------------------|------------|----------|
| Hill | Eric | All Social Studies (7-8) | History (7-12) | Political Science (7-12) | 10/20/2011 | \$ 95.00 |
| Hills | Byron | Mathematics (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 |
| Grimes | Jessica | 7-12 Integrated Language Arts | | | 10/20/2011 | \$ 95.00 |
| Hufgard | Nicole | Mathematics (4-9) | Science (4-9) | | 10/20/2011 | \$ 95.00 |
| Hujarski | Donna | Elementary (1-8) | Elementary Principal | | 10/20/2011 | \$ 95.00 |
| Hujarski | Donna | Elementary Principal | Elementary | Supervisor | 10/20/2011 | \$ 95.00 |
| McCartt | Julie | PS-12 Physical Education | | | 10/20/2011 | \$ 95.00 |
| Istvan | Lauren | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Johnson | Emily | Mathematics (4-9) | Science (4-9) | Reading (K-12) | 10/20/2011 | \$ 95.00 |
| Defrench | Kaitlyn | PK-12 Music | | | 10/20/2011 | \$ 95.00 |
| Campopiano | Kathleen | PS-3 Early Childhood | Reading | | 10/20/2011 | \$ 95.00 |
| Kadilak | Jessica | Early Childhood PK-3 | | | 10/20/2011 | \$ 95.00 |
| Kaehne | Tammy | Early Childhood (PK-3) | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | 10/20/2011 | \$ 95.00 |
| Karchefsky | Meghan | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | | 10/20/2011 | \$ 95.00 |
| Klimo | Rebecca | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Kneil | Regina | Dance (PK-12) | Drama /Theater (PK-12) | Special All Grades (K-12) | 10/20/2011 | \$ 95.00 |
| Knepp | Brian | Language Arts and Reading (4-9) | Mathematics (4-9) | | 10/20/2011 | \$ 95.00 |
| Knox | Kristi | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Koltiska | Kristina | Science (4-9) | Language Arts and Reading (4-9) | | 10/20/2011 | \$ 95.00 |
| McCabe | Kimberly | K-12 General Education Short Term License) | | | 10/20/2011 | \$ 95.00 |
| Koppes | Lauryn | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Kosec | Kasey | Mathematics (712) | | | 10/20/2011 | \$ 95.00 |
| Kost | Ian | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Kostyack | Katie | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Krill | Samuel | Science (4-9) | Social Studies (4-9) | Mathematics | 10/20/2011 | \$ 95.00 |
| Laengle | Emily | Early Childhood (PK-3) | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | 10/20/2011 | \$ 95.00 |
| Landi | Nicholas | Social Studies(7-12) | | | 10/20/2011 | \$ 95.00 |
| Langenderfer | Melanie | Elementary | | | 10/20/2011 | \$ 95.00 |
| Leiendecker | Mark | Health (7-12) | Physical Education (PK-12) | | 10/20/2011 | \$ 95.00 |
| Koltiska | Kristina | K-12 General Education (Short-Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Lively | John | History (7-12) | | | 10/20/2011 | \$ 95.00 |
| Lizewski | Samuel | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Lombardi | Mary | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Longanecker | Meagan | Music (PK-12) | | | 10/20/2011 | \$ 95.00 |

Minutes of REGULAR Meeting

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| | | | | | | |
|-------------|-----------|---|--|---------------------------|------------|----------|
| Loughney | Dixie | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Louis | Alison | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Mastroine | Lori | Early Childhood (PK-3) | Reading (K-12) | | 10/20/2011 | \$ 95.00 |
| Lewchenko | Laura | K-12 General Education (Short Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| McKerrihan | Kelly | English (7-12) | | | 10/20/2011 | \$ 95.00 |
| McLaughlin | Ashley | Visual Arts (PK-12) | | | 10/20/2011 | \$ 95.00 |
| Applebee | Lauren | 7-12 Integrated Language Arts (Long Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Mentzer | Lara | Social Studies (4-9) | Early Childhood (PK-3) | Mathematics (4-9) | 10/20/2011 | \$ 95.00 |
| Patterson | Leah | PS-3 Early Childhood | | | 10/20/2011 | \$ 95.00 |
| Miller | Lee | PK-12 Phys Ed (Long term sub license) | | | 10/20/2011 | \$ 95.00 |
| Monroe | Madison | PS-3 Early Childhood; 4-5 Generalist | | | 10/20/2011 | \$ 95.00 |
| Morgan Noah | Jennifer | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Nalepa | Thomas | Social Studies(7-12) | | | 10/20/2011 | \$ 95.00 |
| Nay | Lisa | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Nicholson | Joseph | School Counselor | Mathematics (4-9) | Social Studies (4-9) | 10/20/2011 | \$ 95.00 |
| Nicolino | Catherine | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Nielsen | Brittany | Early Childhood (PK-3) | Early Childhood Intervention Specialist (PK-3) | | 10/20/2011 | \$ 95.00 |
| White | March | PreK-12 Music (Long Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Palmieri | Jennifer | Earth Science (7-12) | Physical Sciences: Chemistry (7-12) | | 10/20/2011 | \$ 95.00 |
| Pantalone | Anna | Health (712) | | | 10/20/2011 | \$ 95.00 |
| Park | Peter | Language Arts and Reading (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 |
| Patterson | Emily | Music (PK-12) | | | 10/20/2011 | \$ 95.00 |
| Burns | Marisa | K-12 General Education (Short term sub license) | | | 10/20/2011 | \$ 95.00 |
| Pestello | Kelli | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Hicks | Mary | 7-12 Integrated Language Arts (Long Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Peterson | Mary | 7-12 English; History; Driver's Educ | | | 10/20/2011 | \$ 95.00 |
| Pochedly | Susanne | Mathematics (4-9) | Science (4-9) | Biological Science (7-12) | 10/20/2011 | \$ 95.00 |
| Mertes | Melissa | K-12 General Education Short Term Sub License) | | | 10/20/2011 | \$ 95.00 |
| Potter | Teresa | Integrated Language Arts (7-12) | Journalism (7-12) | Communications (7-12) | 10/20/2011 | \$ 95.00 |
| Poundstone | Laura | Moderate/Intensive Needs (K-12) | | | 10/20/2011 | \$ 95.00 |
| Prakash | Nutan | 7-12 Life Sciences | | | 10/20/2011 | \$ 95.00 |
| Reed | Holly | English (7-12) | | | 10/20/2011 | \$ 95.00 |
| Reitz | Jason | Science (4-9) | Mathematics (4-9) | | 10/20/2011 | \$ 95.00 |
| Bulford | Patrick | 7-12 Life Sciences | | | 10/20/2011 | \$ 95.00 |
| Rimmel | Ashley | Language Arts and Reading (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 |

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October 19, 2011

| | | | | | | |
|--------------|------------|--|---|----------------------------------|------------|----------|
| Rozeck | Krista | Mathematics (4-9) | Social Studies (4-9) | | 10/20/2011 | \$ 95.00 |
| Salsberry | Audrey | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Sandel | Lori | Principal (grades PK-6) | Principal (grades 4-9) | Principal (grades 5-12) | 10/20/2011 | \$ 95.00 |
| Saros | Jenifer | Early Childhood Intervention Specialist (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Satola | Kimberly | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Schultz | David | Social Studies(712) | | | 10/20/2011 | \$ 95.00 |
| Seigfrid | Stephen F. | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Sexton | Emily | Integrated Mathematics (7-12) | | | 10/20/2011 | \$ 95.00 |
| Smith | Craig | Physical Education (K12) | Health Education (K--12) | | 10/20/2011 | \$ 95.00 |
| Snyder | Melanie | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Stanoch | Diana | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Sudhakaran | Rachel | Science (4-9) | Language Arts and Reading (4-9) | Mathematics (4-9) | 10/20/2011 | \$ 95.00 |
| Sullivan | Zachary | Integrated Social Studies (7-12) | Science (4-9) | Social Studies (4-9) | 10/20/2011 | \$ 95.00 |
| Sviderskas | Stephanie | Family & Consumer Sciences | | | 10/20/2011 | \$ 95.00 |
| Sypolt | Joey | Integrated Social Studies (7-12) | | | 10/20/2011 | \$ 95.00 |
| Taafe | Julie | Elementary (18) | Reading (K-12) | | 10/20/2011 | \$ 95.00 |
| Tabor | Monika | Early Childhood(PK-3) | | | 10/20/2011 | \$ 95.00 |
| Taylor | Bethany | Mathematics (4-9) | Language Arts and Reading (4-9) | | 10/20/2011 | \$ 95.00 |
| Thomas | Jarod | School Counselor | | | 10/20/2011 | \$ 95.00 |
| Tremmel | Alicia | Music (PK-12) | | | 10/20/2011 | \$ 95.00 |
| Turner | Daniel | English (712) | Social Studies (712) | Specific Learning Disabled (K12) | 10/20/2011 | \$ 95.00 |
| Twiddy | Josh | Earth Science (7-12) | | | 10/20/2011 | \$ 95.00 |
| Underwood | Brenna | Integrated Language Arts (7-12) | | | 10/20/2011 | \$ 95.00 |
| Vogel | Jennifer | Mild/Moderate Needs (K-12) | | | 10/20/2011 | \$ 95.00 |
| Funk | Timothy | 4-9 Science; Social Studies | | | 10/20/2011 | \$ 95.00 |
| Ward | Jennifer | Kindergarten/Elementary (K8) | | | 10/20/2011 | \$ 95.00 |
| Warstler | Amber | Early Childhood (PK-3) | Early Childhood (grades 4-5) Generalist (limited to an Early Childhood P-3 license) | | 10/20/2011 | \$ 95.00 |
| Kvinta-Vogle | Yuliana | PK-12 Music (Long Term sub License) | | | 10/20/2011 | \$ 95.00 |
| Whitmyer | Walter | Early Childhood (PK-3) | | | 10/20/2011 | \$ 95.00 |
| Sulliver | Zachary | 7-12 Integrated Social Studies | | | 10/20/2011 | \$ 95.00 |
| Wright | Maggie | Social Studies(7-12) | | | 10/20/2011 | \$ 95.00 |
| Young | Lara | Visual Arts (PK-12) | | | 10/20/2011 | \$ 95.00 |
| Young | Wilma | Elementary (18) | | | 10/20/2011 | \$ 95.00 |