

**Talawanda School District
Continuous Improvement Plan
Funding and Facilities Committee**

Vision: Excellence – A Talawanda Community Commitment

Mission: To ensure success for all students through the provision of a quality program and instruction, engaging all stakeholders, and ensuring fiscal sustainability.

Goal 1: To ensure district expenditures do not exceed district revenues and avoid fiscal watch and fiscal emergency; to have sufficient resources to meet the districts operational and facility needs.

Strategy A: To obtain adequate funding to maintain the district’s five-year forecast without reductions in programs and services.

| Activities to Accomplish Strategy 1-A | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|--|------------------------------|--------------------|------------------|---|------------------|
| 1. Maintain five-year forecast in accordance with House Bill 412 <ul style="list-style-type: none"> a. Monitor revenue and expenditures and monthly and compare to forecast for accuracy. b. Revise forecast in October & May and as necessary when material changes exist. | Treasurer | General Fund | Ongoing | -Budget compared to 5 year forecast -Available balance | Ongoing |
| 2. Maintain adequate fund balance. <ul style="list-style-type: none"> a. Target the five-year forecast as the minimum acceptable period to remain solvent. b. Target the current year plus two years as the critical period to remain solvent | Treasurer | General Fund | Ongoing | Budget compared to 5 year forecast -Available balance | Ongoing |
| 3. Budget Stability: <ul style="list-style-type: none"> a. Budget stability will become necessary when the five-year forecast reflects a deficit balance in the 4th year of the five-year forecast. b. All programs will be evaluated to determine the most efficient use of resources. | Board of Education | General Fund | Ongoing | -Budget compared to 5 year forecast -Available balance | Ongoing |

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|---|------------------------------|--------------------|------------------|--|------------------|
| 4. Implementation of non-curricular budget cuts. a. The following cuts will be considered when the deficit balance appears in the 3 rd year of the five-year forecast: <ol style="list-style-type: none"> 1. District wide pay freeze 2. Building level budget cuts 3. Extra-curricular cuts 4. Busing cuts 5. Reinstate cuts when balances are re-established | Board of Education | General Fund | Ongoing | List of Identified Cuts Budget compared to 5 year forecast -Available balance | Ongoing |
| 5. Implementation of curricular program cuts. a. Deficit balance appears in 2 nd year of the five-year forecast. <ol style="list-style-type: none"> 1. Program cuts will be considered at levels necessary to prevent the further depletion of funds while continued attempts are made to pass a tax issue. | Board of Education | General Fund | Ongoing | List of Identified Cuts Budget compared to 5 year forecast -Available balance | Ongoing |
| 6. Tax Issue. a. a tax issue will be placed on the ballot in the year previous to the deficit. | Board of Education | General Fund | Ongoing | Five-Year Forecast | Ongoing |

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|--|------------------------------|--------------------|------------------|------------------------------------|------------------|
| 7. Seek assistance from the State solvency Assistance Fund and prepare for State intervention: <ul style="list-style-type: none"> a. Districts that are unable to generate sufficient funds to balance the five-year forecast will come under fiscal watch and/or fiscal emergency and may at some point fall under state control b. Every attempt will be made to avoid fiscal watch and/or fiscal emergency. | Board of Education | General Fund | Ongoing | Budget compared to 5 year forecast | Ongoing |

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Goal 2: To explore additional funding sources to help meet current and long-range needs; to have sufficient resources to meet the district’s operational and facility needs.

Strategy A: To seek alternative ways to fund schools outside of local property taxes.

| Activities to Accomplish Strategy 2-A | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|--|--------------------------------|----------------------|------------------|-----------------------------------|------------------|
| 1. Form cooperative partnerships. <ul style="list-style-type: none"> a. Prepare a list of influential groups and individuals with ties to the district and compile a list of strengths. b. Utilize Funding & Facilities Committee to help seek additional funding. c. Establish a process/procedure to facilitate and explore additional funding sources. | CFO/Treasurer | Central office staff | Ongoing | Current list of business leaders. | Ongoing |
| 2. Assessment/Establishment of an Alumni Foundation <ul style="list-style-type: none"> a. Assess the benefits of establishing a Talawanda Alumni Foundation. b. Determine the purpose and scope of the foundation and assess the impact on the Oxford Community Foundation. | Funding & Facilities Committee | Time | 2006-07 | Alumni List | Ongoing |

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| Activities to Accomplish Strategy 2-A (continued) | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|--|--------------------------------------|--|------------------|--|------------------|
| 3. Identify & Pursue Grant Opportunities <ul style="list-style-type: none"> a. Identify & pursue grant opportunities that enhances the educational offerings of the school district without compromising the effectiveness of the public engagement initiatives. b. Continue collaborative efforts with Miami University to secure new funding. c. Explore the possibility of outside sources to assist with grant writing. | District Administration Treasurer | General Funds (Grants) | 2006-07 | -Listing of Annual Grants Pursued/Received -Monthly updates at Board meetings | Ongoing |
| 4. Enhance legislation representation. <ul style="list-style-type: none"> a. Seek influential citizens to assist the district on legislative matters pertaining to the district finances. b. Coordinate with the cooperative partnership group. c. Encourage district representation on federal, state and local boards and committees. | Superintendent/CFO | Faculty, Community, Administration | Ongoing | -Board endorsements -Surveys -Leadership involved in committee/bds | Ongoing |

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| 5. Explore new sources for capital improvement and operational funding. <ul style="list-style-type: none"> a. Seek corporate sponsorships, private donors for capital improvements b. Explore the use of items 1 and 2 above. c. Seek additional state funding for capital improvements. d. Consider a permanent improvement levy to address capital improvements that have a life expectancy of 5 years or more. e. Annually consider open enrollment requests | Treasurer Superintendent | Community | 2006/07 Annually | -Five-year capital plan -2 mills moved from general fund to permanent improvement fund Additional \$ generated | Ongoing Ongoing |
| 6. Maintain tax-exempt subsidy. <ul style="list-style-type: none"> a. Work closely with that State Legislature on preserving the tax-exempt subsidy. | Treasurer | General Fund | Ongoing | -Ohio Revised Code -Biennial Budget | Ongoing |
| 7. Evaluate Tax Values on Commercial Property. <ul style="list-style-type: none"> a. Work closely with the County Auditor to ensure commercial property values reflect actual sales data. | Treasurer | General Fund | Ongoing | -Board of Revision Complaints | Ongoing |

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Goal 3: To develop a maintenance program to maintain the physical facilities of the school district; to have sufficient resources to meet the district’s facility needs

Strategy A: To allocate resources to provide for preventive maintenance and capital improvements that provide for a safe and secure environment for students, faculty, and the community.

| Activities to Accomplish Strategy 3-A | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|--|------------------------------|--|------------------|---|--|
| 1. Identify and assess target area needs. a. HVAC/Heating b. Roofing c. Paving d. Plumbing e. Electrical/Lighting f. Athletic Facilities/Sites g. School House Facilities h. Miscellaneous | Director of Facilities | General Fund, Permanent Improvement Plan (HB412), Bond Issues (OSFC) | 2006-07 | OSFC Master Plan, Work Orders, Capital Plan | April 2001 Evaluation to occur in 2006-07 |
| 3. Inventory current facilities a. acreage by site/district b. square footage by site c. types of equipment including age and expected life | Director of Facilities | | Ongoing | OSFC Master Plan | Ongoing |

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| Activities to Accomplish Strategy 3- A (continued) | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|--|------------------------|--------------|-----------|--|-----------|
| 4. Contact the experts. a. Assess building and maintenance needs. b. Develop preventive maintenance schedules c. Explore value of computerized maintenance systems d. Conduct architectural/engineering survey of buildings and needs | Director of Facilities | General Fund | Ongoing | Facilities Management System, OSFC Master Plan | Ongoing |
| 5. Assessment of building and maintenance needs. a. Internal 1. Review demographics for enrollment changes 2. Determine critical enrollment saturation points 3. Coordinate personnel 4. Optimize inventory levels 5. Continue cooperative purchasing 6. Implement prioritization process for work orders b. External 1. Invite quotes for contract work and award Contracts. | Director of Facilities | General Fund | Ongoing | Facilities Management System, OSFC Master Plan Facility Assessment | Ongoing |

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| Activities to Accomplish Strategy 3- A (continued) | Person(s) Responsible | Resource(s) | Time Line | Measurement | Completed |
|---|---|--|------------------|--|---------------------------------|
| 6. Develop a capital improvement plan to coincide with the five-year forecast a. Identify short term needs that can be addressed through H.B. 412 b. Identify long term needs that would require funding from additional sources. | CFO/Treasurer and Director of Facilities | General Fund, Permanent Imp (HB412) Bond Issues (OSFC) | 2006-07 | OSFC Master Plan, Five-Year Capital Plan | Ongoing (First draft Fall 2006) |
| 7. Identify additional funding opportunities a. grants (e.g. CDBG) b. permanent improvement levies c. state facilities funding | CFO/Treasurer Director of Community Relations/Grants | General Fund, Grants, Perm Imp Funds | Ongoing | Grant Awards | Ongoing |