



# Board Work Session

March 27, 2023

## The Path to March 2023



August  
2022

October  
2022

Nov  
2022

January  
2023

February  
2023

February  
2023

March  
2023

BOE  
Approves  
Auditorium  
Renovation

BOE  
Approves  
Athletic  
Facility

BOE  
Approves  
November  
2022  
Forecast

BOE  
Presented  
with  
Amended  
Forecast  
(Work Session)

BOE  
Approves  
Amended  
5-Year  
Forecast

BOE  
Approves  
Financing  
for Athletic  
Facility

**Discussion on  
Millage  
Amount /  
Approved  
Amended  
Forecast**

## A Path Forward

- **March 2023 BOE Approved: COPs Financing Plan** - will flatten expenditures in FYF and lower levy millage request.
  - Amended Five Year Forecast - due to COPs financing option - debt rating necessary
  - Includes \$600,000 - contingency for all projects
  - Can be utilized for other Permanent Improvement needs should any projects come in under budget
- **Prior to April BOE Regular Meeting**
  - March 27 Board Work Session to discuss priorities and how this impacts millage
    - Including additional efficiencies being discussed with Admin Team
- **April 2023 BOE Regular Meeting**
  - Resolution of Necessity to initiate levy process for November 2023 ballot



## Additional Items Under Discussion (from February Board Meeting)

- ✓ Value Engineering efforts are still ongoing with all projects in the district
- ✓ We are actively seeking naming rights for the Athletic facility. These proceeds would go towards loan payments and reduce future GF expenditures.
- ✓ We continue to identify cost saving measures, that we will bring to the BOE at our upcoming work session for consideration

## Ask: Find Efficiencies to Further Reduce Millage



Through a new financing structure and additional efficiencies for the next school year, **Millage has been lowered by 21% and Cost/\$100,000 property by 18%**

## What Cost Efficiencies Were Identified?

### Guiding Principles:

- No impact to current student programs (ex: Gifted, AP, College/Career, Art/Music/PE)
- No impact to current student supports (ex: Transportation, Mental Health Services)
- Follow same process used each year to identify staffing efficiencies and to review the efficacy of contracted services

Area	Impact	Cost Reduction	Comments
<b>Contracted Services</b>	<b>Budget Impact:</b> Low <b>Classroom Impact:</b> Medium <b>Parent Impact:</b> Low	~\$150,000	<ul style="list-style-type: none"><li>• Reductions made following review and cost/benefit analysis of contracts</li></ul>
<b>Staffing</b>	<b>Budget Impact:</b> High <b>Classroom Impact:</b> Medium <b>Parent Impact:</b> Low	~\$700,000	<ul style="list-style-type: none"><li>• No programs or class offerings negatively impacted</li><li>• Primarily driven by attrition/backfill</li><li>• Two Administrator reductions (one attrition and one RIF - will continue to review impact)</li></ul>

## Maximizing Revenues

Area	Impact	Additional Revenue	Comments
Reallocate funding for certain positions	<b>Budget Impact:</b> Medium <b>Classroom Impact:</b> None <b>Parent Impact:</b> None	+\$286,000	<ul style="list-style-type: none"><li>Worked with the State to allocate more funds toward salaries</li></ul>
Grants	<b>Budget Impact:</b> TBD <b>Classroom Impact:</b> TBD <b>Parent Impact:</b> TBD	TBD	<ul style="list-style-type: none"><li>Potential to contract with group to focus on grants</li></ul>
E-Payments	<b>Budget Impact:</b> Low <b>Classroom Impact:</b> None <b>Parent Impact:</b> None	+\$80,000/ year	<ul style="list-style-type: none"><li>Cash back when paying bills</li></ul>

## Our Spend Per Student is Low Relative to Other Districts

### Versus Like-5 Districts

District	Expenditures Per Pupil
Medina City SD	\$13,843.62
Olmsted Falls City	\$13,020.13
North Royalton City	\$12,875.63
Stow-Munroe Falls City School District	\$12,104.36
Milford Exempted Village	\$11,743.80
Jackson Local	\$10,409.67

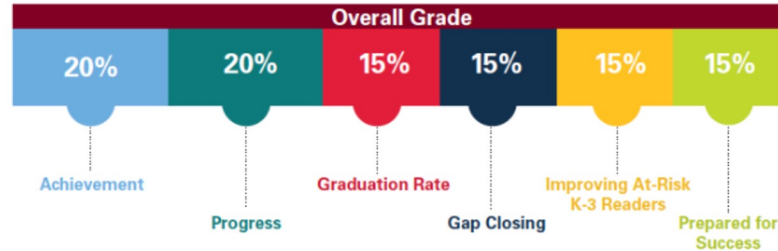
### Versus Local Districts

District	Expenditures Per Pupil
Indian Hill Exempted Village	\$17,199.60
Sycamore Community City	\$15,658.02
Loveland City	\$12,813.29
Goshen Local	\$12,673.81
Forest Hills Local	\$12,470.21
Milford Exempted Village	\$11,743.80
Oak Hills Local	\$11,666.17
West Clermont Local	\$10,424.86



# Milford Has a Strong Performance Index

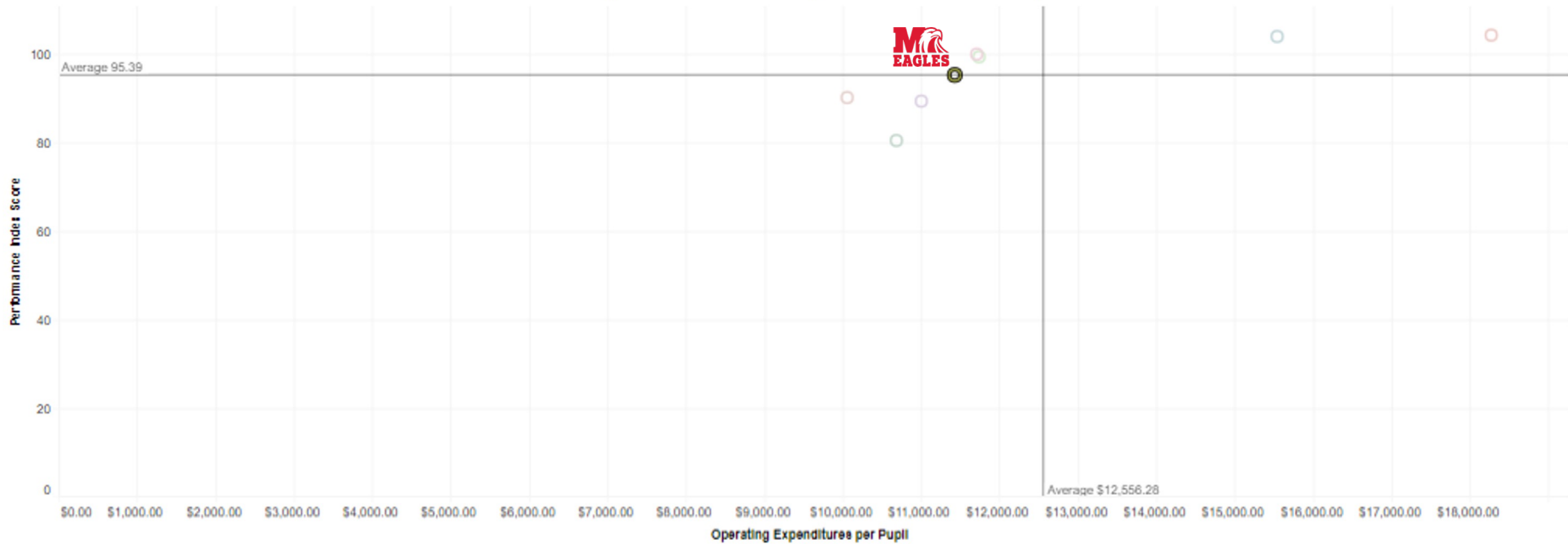
The Performance Index **measures the achievement of every student, not just whether or not they reach “proficient.”** Districts and schools receive points for every student's level of achievement. The higher the student's level, the more points the school earns toward its index.



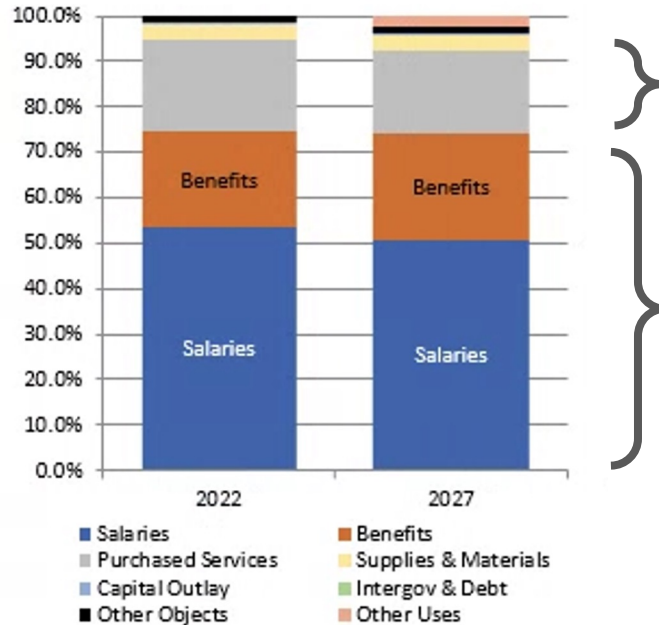
District	Operating Expenditures per Pupil	Performance Index Score
Oak Hills Local	\$10,058.83	90
West Clermont Local	\$10,686.89	81
Goshen Local	\$11,005.01	89
Milford Exempted Village	\$11,430.95	95
Forest Hills Local	\$11,711.14	100
Loveland City	\$11,741.06	99
Sycamore Community City	\$15,542.70	104
Indian Hill Exempted Village	\$18,273.65	104

# No District Spends Less and Achieves More

Source: Ohio Department of Education School Report Cards and Annual Financial Reports



## Expenditures are Driven by People and Contracted Services



- Our largest single contract is transportation - \$7.2M
- Teachers and staff are approximately 72% of the Milford Schools budget
- Despite significant increases in benefit costs, ongoing efficiency reviews are keeping the total % of salaries and benefits flat over 5-years

## Options to Reduce Millage: Low/Medium Classroom/Student Impact

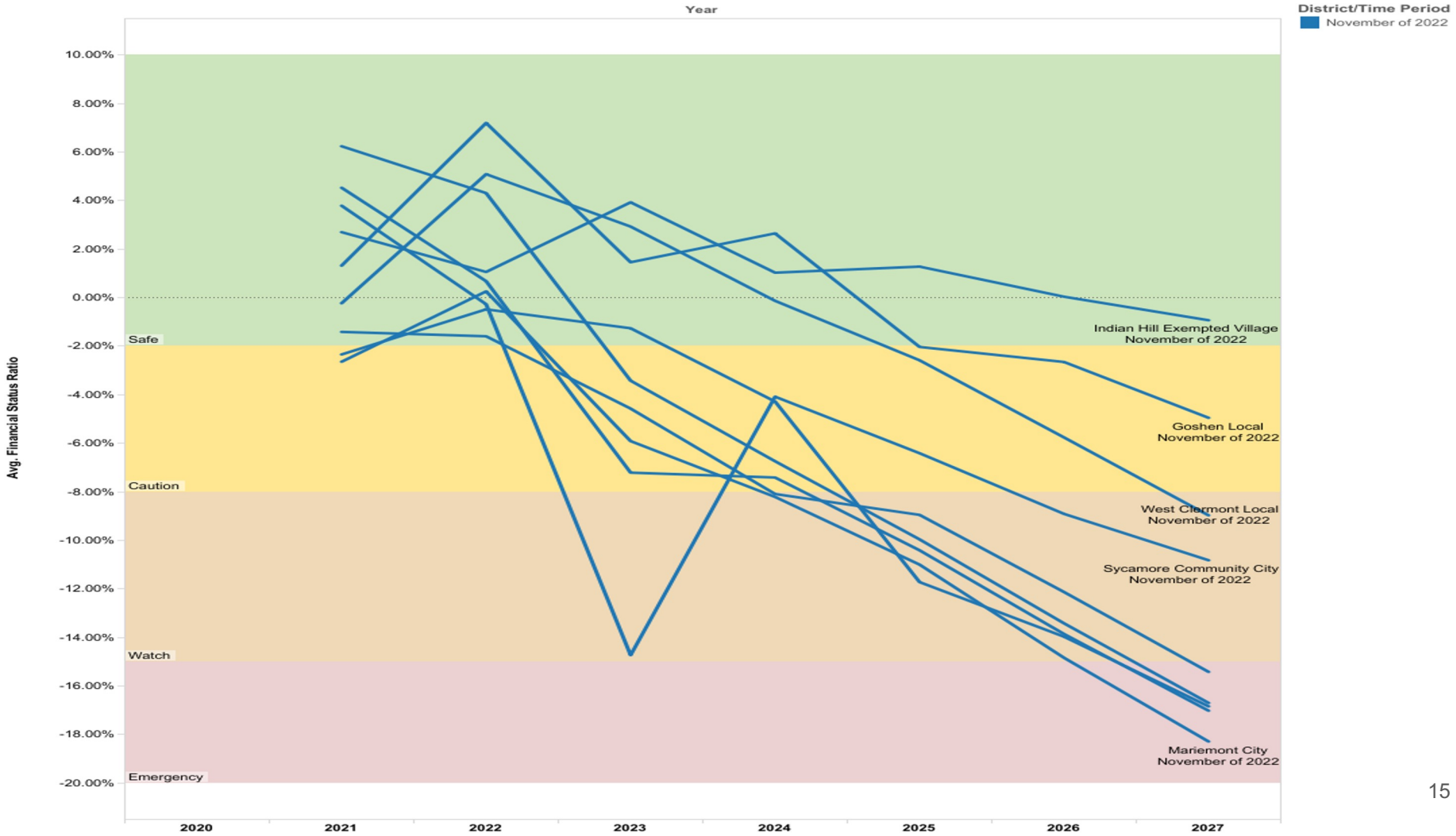
Area	Impact	Cost Reduction	Comments
<b>Shift to Grade Level Schools (earliest '24-'25 school year)</b>	<b>Budget Impact:</b> High <b>Classroom Impact:</b> Medium <b>Parent Impact:</b> High	~\$1.4M	<ul style="list-style-type: none"> <li>• The community voted in 2001 for neighborhood schools</li> <li>• Cost reductions come from reduction of approximately 22 teachers through building efficiencies</li> <li>• May increase transportation costs and student time on bus</li> </ul>
<b>Bussing at State Minimum - no HS transportation and a 2-Mile Walk Radius</b>	<b>Budget Impact:</b> High <b>Classroom Impact:</b> Low <b>Parent Impact:</b> High	~\$1M	<ul style="list-style-type: none"> <li>• No service for approximately 2,000 students</li> <li>• Would eliminate 9-12 transportation</li> <li>• Would keep transportation for K-8 at a 2-mile walk radius</li> </ul>

# Options to Reduce Millage: High Classroom/Student Impact

Area	Impact	Cost Reduction	Comments
<b>Shift to Pay-to- Play</b>	<b>Budget Impact:</b> TBD <b>Classroom Impact:</b> Low in terms of instruction, High student impact <b>Parent Impact:</b> High	TBD	<ul style="list-style-type: none"> <li>• Would create significant inequalities in terms of who is able to play sports and participate in extracurricular activities</li> </ul>
<b>Eliminate specialty classes (examples: AP, Electives, 8th Grade Credit Granting, Gifted, 6th Grade Band/Choir)</b>	<b>Budget Impact:</b> TBD <b>Classroom Impact:</b> High <b>Parent Impact:</b> High	TBD	<ul style="list-style-type: none"> <li>• Elimination of AP and Electives</li> <li>• Eliminate 8th grade credit granting courses for Jr. High</li> <li>• Elimination of Gifted Services</li> <li>• Elimination of 6th Grade Band/Choir</li> </ul>

## Additional Discussion Items

Area	Impact	Budget Impact	Comments
<b>Reduction in Mental Health Supports</b>	<b>Budget Impact:</b> None <b>Classroom Impact:</b> High <b>Parent Impact:</b> High	None	<ul style="list-style-type: none"><li>• Mental Health service funding comes from restricted General Funds that we are required to use for this purpose</li></ul>
<b>No Ability to Consider All Day Kdg for All Students</b>	<b>Budget Impact:</b> Increase <b>Classroom Impact:</b> High <b>Parent Impact:</b> High	+\$1M budget increase	<ul style="list-style-type: none"><li>• Given demand for All Day Kindergarten and the benefit to students we have been considering implementation of All Day Kindergarten for all students</li></ul>
<b>1:1 Tech</b>	<b>Budget Impact:</b> Increase <b>Classroom Impact:</b> High <b>Parent Impact:</b> High	TBD	<ul style="list-style-type: none"><li>• Over 6 years, project would be budget neutral, but up front costs make it prohibitive at this time</li></ul>





**Questions?**