

**Huber Heights City Schools**  
**Children First 2020 Warrior Pride Strategic Plan**

**(Final Draft)**

**November 14, 2014**

**Prepared by:**  
**HHCS Strategic Planning Committee**  
**Assisted by:**  
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## Table of Contents

<u>Section</u>	<u>Page</u>
I. Overview .....	3
II. Educational Vision and Mission .....	6
III. Educational Core Strategies .....	7
IV. Educational Objectives and Outcomes .....	8
V. Community Report Card/Performance Measures .....	14
VI. Major Program and Service Area Forecasts .....	15
VII. Future Resource Priorities .....	20
VII. Five-Year Financial Pro Forma .....	21

## **I. Overview:**

Since passing a \$166,000,000 bond levy, Huber Heights City Schools (hereinafter known as HHCS) has built a new high school, consolidated seven elementary buildings into five buildings, consolidated two middle schools into one junior high school, integrated preschool programs into Studebaker, and accomplished redistricting to accompany these building changes.

Not unlike other school districts in Ohio and the nation, HHCS has been challenged by a number of state and federal mandates and economic factors which have created a level of uncertainty and unpredictability in the schools and in district planning. These substantial changes include:

- **Change from the Ohio Content Standards to Ohio's New Learning Standards for Academics**
- **Introduction of a new teacher evaluation process required by the State of Ohio**
- **Constant reductions and changes in state and federal funding for local schools**
- **Steady increase in the number of students on free and reduced lunches which is now 50% of the student population**
- **Continued reduction in employment in the community, particularly at Wright-Patterson Air Force Base**

These continuous changes and the size of the bond levy have contributed in part to four successive failed operating levies for the district. The district has lost 30% of its staff over the past three years, including 22 teachers at the high school. This condition has caused further "bumping" of teachers to junior high and elementary buildings affecting approximately 75% of the staff.

The district enjoys stable central administrative leadership with a common commitment from the Board of Education to focus on instruction, introduce the common core for academics, and achieve building improvement plans. The district does not currently have an integrated vision and mission for going forward.

HHCS seeks to develop a **Children First 2020 Warrior Pride Strategic Plan** which focuses on the following key areas to stabilize its future:

- **Sustained Academic Excellence**
- **Staff Engagement**
- **Financial Stability**
- **School Climate**
- **Community Engagement**

Strategic Leadership Associates (hereinafter known as SLA) is assisting HHCS in developing its **HHCS Children First 2020 Warrior Pride Strategic Plan** in the following phases:

- **Phase I – Educational Core Capabilities Assessment**
- **Phase II – HHCS Children First 2020 Warrior Pride Strategic Plan Educational Vision and Strategy Development**
- **Phase III – Strategic Action Plan Development**

Between November 2012 and January 2013, HHCS convened focus groups of over 300 community stakeholders to review district priorities in the areas of program priorities, future reductions, revenue, and future concerns. The findings of those groups were consistent with strategic plan assessment results.

Following are the HHCS Core Capabilities Assessment Planning Team Members who assisted in preparing the **Phase I – Education Core Capabilities Assessment** during the months of March and April 2014.

**Academic Excellence Team**

Julie Berk	Connie Fox	Maria Lowry
Kelly Bledsoe	Tamara Granata	PJ Marshall
Rebecca Dakin	Shelley Hilderbrand	Kathi McCarthy
Cheryl Dale	John Jahoda	Susie Minton
Jeri Dokes	Karen Kaleps	Mindy Proctor
Gary Doll	Dawayne Kirkman	Dee Pugh
Joni Edmondson	Kathy Kleiser	

**School Climate Team**

Beth Bailey	Amy Ganion	Geone Neria
Jeff Berk	Susan Gunnell	Julie Sampson
Rashida Bradley	Tarronda Harris	Amy Sheehan
Reva Cosby	Ron Jackson	Mary Skare
Selena Crace	Pam Jones	John Starline
Joe Ellis	Ed Lyons	Pat Stephens
Dave Ford	Yvonne McGinnis	Kim Wurst
Amy Fugate	Roosevelt Mukes	

**Staff Engagement Team**

Aimee Ashcraft	Bryan Detty	Summer Lamb
Mandy Bobst	Sarah Easterling	Becky Molfenter
Anita Brock	Zondra Feltner	Steve Phipps
Jenny Burchfield	Erica Ford	Dawn Selby
Kevin Cornell	Chris Gargas	Larry Smith
Lu Dale	Chip Holloway	Garnett Traylor
Misty Delong	Portia Ingram	Lesha Wallace

**Community Engagement Team**

Monica Bettinger	Kathy Leary	Nikki Sherck
Mark R. Bruns	Melissa McGhee	Steve Siegel
Mark Combs	Tom McMasters	Caleb Speicher
Kelly Fullan	Marilyn McMasters	Larry Sussman
Frank Grigsby	Jay L. Minton	Brooke Thompson
Ted Kleiser	Roger Redwood	Jan Vargo

**Financial Stability Team**

Ann Bernardo	Kevin Jackson	Megan Thomas
Mark Combs	Brenda Jackson	Jenny Vossler
Chris Fox	Becky Lowman	Dan White
Josh Sullenberger	Cheryl Owens	Becky Whited
Pam Bitsko	Brian Rohrer	Derrick Williams
Mark Campbell	Kirsten Showers	
Bill Fox	Renee Silence	

A Board Workshop was conducted on May 9, 2014 to review the **Phase I – Educational Core Capabilities Assessment Report**, including the findings and recommendations. Representatives from each team participated in the drafting of the district strategic plan.

As part of the strategic planning process, Community Forums were conducted between August 22 and September 9, 2014. Community forum participants were given the opportunity to share their views about the strategic plan in an open discussion as the plan has been developed to date. In addition, they were provided with an exit survey to express any additional comments in writing that they would like to share regarding the key elements of the strategic plan. The dates, times, and number participants in each forum appears below.

Forum Dates, Times, and Participant Groups	Number of Participants
Friday, August 22 – 8:00 to 9:30 a.m. (Business and Community Leaders)	6
Thursday, September 4 – 4:00 to 5:30 p.m. (All Elementary Staff)	10
Thursday, September 4 – 7:00 to 8:30 p.m. (Parents/Community Members)	8
Tuesday, September 9 – 3:15 to 4:45 p.m. (High School/Junior High Staff)	29
Tuesday, September 9 – 7:00 to 8:30 p.m. (Parents/Community Members)	32
<b>Total</b>	<b>85</b>

During the community forums, participants were asked to complete an exit survey indicating their level of support for or questions or concerns related to the **HHCS Children First 2020 Warrior Pride Strategic Plan**. A separate report of these community forums was issued on September 14, 2014. Considerations to the community forum suggestions were incorporated into the final draft of the strategic plan which follows.

In addition to the strategic plan, a separate five-year financial forecast supporting the plan will be approved by the Board of Education. The Board of Education approved the strategic plan at its October 9, 2014 meeting. Following Board approval of the strategic plan and updated financial forecast, assessment teams will be reconvened to develop action plans for Year 1 and 2 implementation.

## **II. Educational Vision and Mission:**

### **Vision**

**Learning today, prepared for tomorrow –  
Warrior Pride**

### **Mission**

**Empowering our students to be academically  
and socially prepared for their future through  
the support of excellent teachers and staff,  
families, and community partners.**

### **III. Educational Core Strategies:**

The following educational core strategies identify the top level direction for HHCS to the Year 2020. These priorities taken as a whole represent the “one-page Children First 2020 Warrior Pride Strategic Plan. Each of the following core strategies will be supported by a set of educational objectives and outcomes and action plans for implementation over the next five years.

#### **A) Sustain Academic Excellence**

Develop collaborative partnerships among teachers, parents, and the community to reinforce consistent, aligned, and seamless instructional best practices across the district at all levels.

#### **B) Reinforce Positive School Communities**

Engage families, staff, and the community in reinforcing the positive values and climate of our schools and our success.

#### **C) Enhance Staff Leadership**

Enhance staff leadership across the district reinforcing common goals, professionalism, and a positive team climate as a great place to work and serve children and families.

#### **D) Foster Community Support**

Make connections to reach parents, local businesses, civic groups, and citizens, increasing their knowledge, support, and advocacy of our schools.

#### **E) Assure Financial Stability**

Create a transparent financial stability planning process which manages costs and increases revenue for the district.

#### IV. Educational Objectives and Outcomes:

The following educational objectives and outcomes represent the major priorities to be addressed by HHCS through the Children First 2020 Warrior Pride Strategic Plan over the next five years after approved. These priorities will be further defined and scheduled for implementation in the action plans within financial capabilities to support them. *Items marked with an asterisk (\*) require additional levy funding, other grants, or new funding sources.*

##### A) Sustain Academic Excellence

1. Continue to monitor pupil-to-teacher ratios at all levels of the district's classrooms in K through Grade 3.
2. Maintain full-day Kindergarten all day every day.
3. Assure that students have college and career readiness at junior high and high school levels.
4. Evaluate the best practices of high school and junior high academic structures.
5. Provide elementary students opportunities in areas, such as art, music, physical education, and/or use of library (elementary staff).
6. Increase opportunities in technology instruction through courses, personnel, and equipment. \*
7. Continue partnership with the Learn to Earn network and ReadySetSoar to develop low cost/no cost Pre-K program options (i.e., Kindergarten readiness).
8. Create a student progress meter for each student accessible to teachers across grade levels that contain a progress measurer to monitor grades, behavior, and attendance to anticipate the need for early intervention.
9. Offer caregivers education nights and training on how to support their child's education.
10. Develop and maintain a system of collecting and sharing K-12 best practices among principals, teachers, and schools of the district to reinforce positive instruction consistently across the district (vertically and horizontally K-12).
11. Expand opportunities and expectations for more rigorous learning for students.
12. Provide intervention and enrichment for all students to support their potential.

## **B) Reinforce Positive School Communities**

- 1. Review and update safety and security plan to assure and promote safe parent and community locations.**
  - A. Educate parents on safe practices on their part.**
  - B. Train teachers and staff on appropriate response to armed intruders in schools.**
- 2. Improve communication with parents on how the academic intervention process works in all buildings.**
- 3. Reinforce best practices at the building level which engage and involve parents more in the school community and their child's education.**
- 4. Recruit parents, students, and community volunteers as tutors and mentors to assist students.**
- 5. Develop a community/school pride program promoting the successes of the district and the increased use of signage and logo clothing.**
- 6. Train and develop the capacity among teachers to implement and reinforce character education, diversity, and life skills across all district buildings reducing bullying and other negative social interactions.**
- 7. Explore after school enrichment and other opportunities for experiential learning. \***
- 8. Explore opportunities to improve students' attendance to support community organizations (attendance officers).**
- 10. Repeat the annual climate survey and reinforce the results in shaping the agendas of the district leadership team and the Ohio Improvement Process.**
- 11. Continue to explore ways to offer and increase student participation in co-curricular clubs, projects, or programs for students. \***

### **C) Enhance Staff Leadership**

- 1. Assure consistent implementation and standards for the Ohio Teacher Evaluation System across all buildings of the district.**
- 2. Create a capacity for each building and department to conduct some type of annual team building process to assure staff has the opportunity to know their peers.**
- 3. Increase collaboration and sharing of best practices among principals to encourage peer learning and more consistent implementation. This may be done through a professional learning team for principals.**
- 4. Increase training on the facilitation of professional learning teams at the building level.**
- 5. Conduct an annual district-wide unifying event for teachers and PTOs from all buildings to work together.**
- 6. Encourage all staff to maintain positive professional interactions with colleagues, students, parents, and the community.**
- 7. Create a spotlight feature each month in buildings highlighting the good work of staff.**
- 8. Increase parent teacher interactions, including more effective use of Progress Book, "One Call", and District Website to better communicate with parents.**
- 9. Engage support staff in ways they contribute to the district's plan and school climate.**
- 10. Continue to promote staff with wellness activities.**
- 11. Conduct a bi-annual staff satisfaction survey. Utilize results to shape agendas at the DLT and BLT.**

## **D) Foster Community Support**

- 1. Invest in and develop a district Social Media Program to promote positive information and messages about the district and its staff, including website design, Facebook, and Twitter with a consistent effort to reach students, parents, and citizens.**
- 2. Develop a set of building communications expectations, including newsletters, Progress Book, One Call, etc. Consider building level communications coordinators and/or communications committee**
  - A. Increase use of public access cable TV to expand the variety of student activities and events covered.**
  - B. Explore the possibility of expanding our One Call system to a tier of citizens interested in school events and programs, but who are not parents.**
- 3. Work with the Huber Heights Chamber of Commerce to tie into their existing clustering process for engagement with the business, church, and civic community.**
- 4. Develop our Business and Community Partners Program with a goal of one partner per classroom (i.e., Adopt a Class) also focusing on career exposure.**
- 5. Develop a process (i.e., set of events and outside teams, after school opportunities) to bring citizens into each individual school building.**
- 6. Develop an advocacy network from the “Top 50” places people gather in the community to push our stories about the positive aspects of the district (military, businesses, faith-based organizations, social clubs, etc.)**
- 7. Develop a process to more fully engage senior citizens with our schools, students, events, and athletic programs (i.e., Gold Pass Program).**
- 8. Work with businesses, faith-based organizations, and local colleges and universities to promote ESL programs to parents and families.**
- 9. Develop a high school Civic Engagement Program modeled after city government where students mirror the functions of the local community working on real world issues as a project.**
- 10. Develop a system of interpreters who can be available for key school events to help parents of these cultures (Spanish, Vietnamese, Arabic, etc.)**

***Foster Community Support (continued)***

- 11. Develop a central location and system to maintain current parent e-mail information.**
- 12. Work with the city to add school-related content to the city's quarterly newsletter or reinstate the school quarterly newsletter to be distributed together with the city newsletter.**
- 13. Evaluate the potential of working with faith-based organizations to expand meal opportunities for the children needing weekend food assistance and ongoing school supplies.**
- 14. Conduct an annual community survey utilizing results to align agendas at the District and Building leadership level**

## **E) Assure Financial Stability**

- 1. Develop a public education strategy to educate citizens, community leaders, businesses, and parents on school finances with continued emphasis on transparency, return on investment, and simplicity when possible.**
- 2. Build community support for an additional operating levy based on strategic plan priorities.**
- 3. Develop a financial advisory committee of business and finance professionals to advise the Treasurer on financial planning issues and public information on school finances.**
- 4. Expand the Huber Heights Educational Foundation, including staff to seek private foundation and private gift support for curriculum enhancement and student scholarships. Also, combine support for academics and athletics.**
- 5. Continue to advocate with our congressional leaders for more transparent and accountable funding for charter schools.**
- 6. Maintain a committee to assist the district in understanding and evaluating strategies to manage health care costs as part of our wellness initiatives.**
- 7. Reach out to parents who choose or may choose charter (community) schools or open enrollment in other districts to understand their choices and provide current information about our schools.**
- 8. Conduct a community survey regarding feedback on HHCS as a good investment of tax dollars. Utilize results and shape the District Leadership Team agenda.\***

**V. Community Report Card/Performance Measures:**

**The following report card performance measures represent the specific metrics of success to be achieved as a result of strategic plan priorities.**

- 1. Increase Kindergarten readiness by 50% over five years based on a 2014-15 baseline (Goal A).**
- 2. Increase the percentage of third grade students reading on grade level each year over the next five years (Goal A).**
- 3. Increase by 25% each year the number of students completing Algebra I by the end of the eighth grade (Goal A).**
- 4. Increase the four-year high school graduation rate by 10% each year for the next five years (Goal A).**
- 5. Increase bi-annual parent and student satisfaction by 10% or greater per year with school safety and positive school climate based on 2015 baseline survey (Goal B).**
- 6. Increase annual staff satisfaction by 10% or greater per year demonstrating Huber Heights City Schools as a great place to work based on 2015 baseline survey (Goal C).**
- 7. Increase annual community satisfaction by 10% or greater per year demonstrating Huber Heights City Schools as a great place for students to learn and a good investment of tax dollars based on 2015 baseline survey (Goal D and Goal E).**
- 8. Favorable passage of successful operating levy for school success by mid-2015 (Goal E).**

## VI. Major Program and Service Area Forecasts:

As part of the strategic planning process, Core Capability Teams addressed the current, as well as future resources of HHCS to meet the additional challenges of the future. In each of the plan areas below, current core capabilities available at HHCS have been identified, as well as desired future capabilities resulting from the strategic plan.

### A) Sustain Academic Excellence

#### Current Core Capabilities (*Knowledge, Skill, Experience, and Services*)

- Individualized instructional emphasis (especially K-3)
- Improved math instruction and skill development (K-3)
- Early childhood coalition in the community to strengthen preschool education
- Intervention programs at all grade levels in elementary schools (groupings, use of technology, differentiated instruction, etc.)
- Gateway to Technology class at middle school
- Science and math exposure in the 5<sup>th</sup> grade through WPAFB
- SOAR – gifted programs in grades 2-8
- Advanced junior high school program offerings
- AP/Honors classes at high school
- Dual credit college classes at the high school
- Recovery program at the high school for students who fail or fall behind
- “Project Lead the Way” – nationally certified STEM-based technology, engineering, and biomedical science program of five classes to promote student readiness in technical fields at high school and middle school levels (potential for expansion down to second grade in the future)
- Freshman Academy at the high school, a small learning community to help freshman quickly succeed
- Partner in Miami Valley Technology Consortium
- Academically-focused clubs and competitions (music, arts, science)
- Race to the Top district, including:
  - Rigorous staff development programs
  - Teacher evaluation process
- STEM Day in the Park

**Proposed Future Capabilities to Develop**

- More reading/math intervention support (K-8)
- Additional elective classes in high school and junior high
- Expanded art, music, library support, and physical education in elementary schools
- Increased STEM opportunities
- Expanded non-traditional opportunities (i.e., on-line classes)
- Increased technology exposure at all levels
- Stronger partnerships with families to support child learning
- Greater parent education
- Expanded gifted services and enrichment

**B) Reinforce Positive School Communities**

**Current Core Capabilities**  
*(Knowledge, Skill, Experience, and Services)*

- Character Education Program/Anti-Bullying (Keystone Curriculum)
- Character Education Program for the 8<sup>th</sup> and 9<sup>th</sup> grades (Capturing Kids Hearts)
- District safety and security meetings with police and fire, reviewing Attorney General of Ohio guidelines
- Building level safety and security teams
- Design of new schools and state-of-the-art security systems, including secured entryways
- Peer mediators at the high school
- School Resource Officers at the junior high and high school
- Occasional character building speakers at the high school, junior high, and elementary schools
- Intervention teams to identify students needing extra support
- Co-curricular and extracurricular programs at all levels
- Athletics at the junior high and high school level
- Strong relationships with the YMCA and community youth sports (recreational and select programs)
- Freshman Academy with dedicated guidance counselor
- Building specific programs (i.e., Positive Words, Words of Wisdom)
- Positive academic behavior recognition program for students

**Proposed Future Capabilities to Develop**

- Increased parent access to website and information on student progress on-line (Progress Book)
- Attendance Officer at the district level
- Expanded training on violence prevention and bullying
- Increased positive behavior intervention support
- Increased school pride initiatives
- Increased student participation in clubs and after school activities

**C) Enhance Staff Leadership**

**Current Core Capabilities**  
*(Knowledge, Skill, Experience, and Services)*

- Meaningful staff development programs with relevant content for teachers for licensure renewals
- The Wellness Committee at district and building levels focused on overall wellness
- Local Professional Development Committee at district level
- District leadership team and building leadership teams focused on improving instructional outcome for all students
- Professional Learning Committees at building levels
- Technology Committee district
- Safety Committee focused on district and building priorities
- Continue to monitor and implement strategic plan: *Children First 2020 Warrior Pride Strategic Plan*

**Proposed Future Capabilities to Develop**

- Better use of survey data for building and district decisions
- Increased collaboration and team development at building
- Increased emphasis on best practices of teaching
- Recruitment and retention of high quality professionals

## D) Foster Community Support

### Current Core Capabilities (Knowledge, Skill, Experience, and Services)

1) At the district level, HHCS community engagement resources include:

- District website
- Homecoming Parade
- Community interaction at Board meetings
- Feature building news at Board meetings
- Weekly broadcasts on Cable
- “Relay for Life”
- Wayne High School Alumni Association
- Host annual Senior Citizen Dinner
- Participate in community activities:
  - Fourth of July
  - Marigold Festival
  - United Way Annual Campaign
- Partnership with:
  - Good Samaritan Premier Health
  - Huber Heights YMCA
  - Huber Heights Rotary
  - Huber Heights Athletic Foundation
  - Huber Heights Education Foundation
- Member of Huber Heights Chamber of Commerce and participation in annual presentation in HHCS
- STEM Day in the Park

B) At the building level, HHCS community engagement resources include:

- Coffee and donuts before school on topics
- Some evening social activities
- Open Houses
- Parent/Teacher Conferences
- Holiday celebrations
- Athletics
- “Box Tops for Education”
- Literacy nights
- Athletic Hall of Fame
- Every Warrior Plays organization
- Wayne High School Music Club
- Math and Science Nights
- Hosted basketball competitions
- Career Days
- Corporate business sponsors
- Building level PTOs
- Host the regional AFJROTC competition
- Host the regional Robotic tournaments
- High School Interact Club connected to Huber Heights Rotary

### Proposed Future Capabilities to Develop

- Increased community, university, business, faith-based organizations, and family partnerships to support students
- Expanded and improved website and social media presence and access
- Greater access to social services for students in need
- Access to ESL services for parents
- Increased internship opportunities

E) **Assure Financial Stability**

**Current Core Capabilities**  
*(Knowledge, Skill, Experience, and Services)*

- \$14.5 million in reductions throughout the district
  - Fewer staff
  - Reduced benefits
  - Salary reductions
- Reductions in programs and services
  - Reduced school bus purchases
  - Reduced high school offerings
  - Reduced PE, music
  - Eliminated art from elementary
  - Reduced scope of busing services
- Reduced curriculum offerings, including:
  - Six period day
  - Reduced foreign language
  - Reduced gifted program
- Increased class sizes at all levels
- Increased energy efficiency of new schools - LEED Building certification
- Exploring private fundraising programs and strategies
  - Athletics – Every Warrior Plays
  - Music/band – Wayne Music Club
  - Fundraising
- Increased participation fees at high school and junior high school
- Increased grant programs, including
  - Race to the Top
  - Project Lead the Way
  - Stable staff development
  - Bus retrofits
  - School officers
  - ROTC program support
- Increased consortium (pool) purchasing:
  - Utilities
  - Fuels
  - Materials
  - Bus purchases

**Proposed Future Capabilities to Develop**

- Community-based financial advisory committee
- Outreach to parents choosing charter schools
- More emphasis on private funding for schools from grants and foundations
- Passage of operating levy

## VII. Future Resource Priorities:

As a result of the HHCS strategic plan, there are a number of resource priorities that will be essential in order to fully implement the plan over the next several years. These priorities are summarized below in the following major categories for purposes of understanding the financial investments and the resources required for the success of the Children First 2020 Warrior Pride Strategic Plan.

- **Additional Teachers (14)** – Additional teachers will be required in the areas of elementary art, technology, reading and math intervention, gifted programs, advanced placement programs in the high school, and reduced class sizes.
- **Paraprofessionals (3)** – Paraprofessionals will be required to support program improvements in English as a Second Language, serving students with disabilities.
- **Additional Custodial Support in the Elementary Schools** - Restore custodial coverage to 2 per elementary building to assure custodial support while students are in the building.
- **School Resource Officers** – HHCS contracts with the City of Huber Heights to share 50% of the cost of providing these personnel at the high school and middle school levels. This investment will allow the district to meet its 50% cost-sharing expectation in order to maintain the presence of School Resource Officers.
- **High School ROTC Program** – In order to maintain the ROTC program at Wayne High School, the district will need to fund its share of support in order to secure funding from the Air Force contract to maintain the ROTC program as part of the high school offerings.
- **Attendance Officer** – The plan calls for an Attendance Officer at the district level who will be responsible for attendance management and connecting families to community resources, especially those families with unique needs for social services.
- **Communications Contract** – This investment will enable the district to improve its communications between home and school and with the community. This will be accomplished through an integrated approach to social media and district communication improvements to the website, newsletters, One Call system, and other means of contacting parents and the community to keep them posted of developments in the district's priorities and programs.
- **Technology Enhancements** – Enhancements in technology are required to maintain and upgrade current capabilities of computers and mobile devices which support student learning.
- **Intervention Resources** – The district will invest in intervention resources to assist with anti-bullying education and reading and math education throughout the buildings in the district.
- **District Support of Extracurricular Activities** – The plan calls for the district to restore partial district funding for athletics and after school clubs and programs for students; thereby reducing, but not eliminating the pay-for-participation fees which are currently the complete responsibility of families served by the district.

**VIII. Five-Year Financial Pro Forma:**

<b>Huber Heights City Schools</b>					
<b>Montgomery County - Current</b>					
Schedule of Revenues, Expenditures and Changes in Fund Balances					
Forecasted Fiscal Years Ending June 30, 2015 Through 2019					
	<b>Forecasted</b>				
	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
<b>Revenues</b>					
General Property Tax (Real Estate)	25,151,695	\$25,249,591	\$25,350,776	\$25,453,089	\$25,556,229
State Grants-in-Aid	29,158,582	29,158,582	29,158,582	29,158,582	29,158,582
Property Tax Allocation	3,962,172	3,852,586	3,851,488	3,868,990	3,886,579
All Other Revenues	2,636,931	2,781,140	2,781,140	2,781,140	2,781,140
<b>Total Revenues</b>	<b>60,909,380</b>	<b>61,041,899</b>	<b>61,141,986</b>	<b>61,261,801</b>	<b>61,382,530</b>
<b>Expenditures</b>					
Personnel Services and Benefits	43,852,081	45,313,008	46,963,509	48,745,558	50,672,872
Purchased Services	11,725,260	12,203,651	12,701,560	13,219,784	13,759,151
Supplies and Materials	1,374,382	1,965,614	2,024,582	2,085,319	2,147,879
Capital Outlay and Other Expenditures	1,500,646	1,525,578	1,551,382	1,578,090	1,605,732
<b>Total Expenditures and Other Financing Uses</b>	<b>58,452,369</b>	<b>61,007,851</b>	<b>63,241,033</b>	<b>65,628,751</b>	<b>68,185,634</b>
<i>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</i>	2,457,011	34,048	2,099,047-	4,366,950-	6,803,104-
Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	11,430,156	13,887,167	13,921,215	11,822,168	7,455,218
<b>Cash Balance June 30</b>	<b>13,887,167</b>	<b>13,921,215</b>	<b>11,822,168</b>	<b>7,455,218</b>	<b>652,114</b>

## Huber Heights City Schools

### Montgomery County - Strategic Plan

Schedule of Revenues, Expenditures and Changes in Fund Balances - Strategic Plan

Forecasted Fiscal Years Ending June 30, 2015 Through 2019

	Forecasted				
	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
<b>Revenues</b>					
General Property Tax (Real Estate)	25,151,695	\$25,249,591	\$25,350,776	\$25,453,089	\$25,556,229
State Grants-in-Aid	29,158,582	29,158,582	29,158,582	29,158,582	29,158,582
Property Tax Allocation	3,962,172	3,852,586	3,851,488	3,868,990	3,886,579
All Other Revenues	2,346,931	2,491,139	2,491,140	2,491,140	2,491,140
<b>Total Revenues</b>	<b>60,619,380</b>	<b>60,751,898</b>	<b>60,851,986</b>	<b>60,971,801</b>	<b>61,092,530</b>
<b>Expenditures</b>					
Personnel Services and Benefits	44,063,702	46,862,031	48,588,480	50,453,412	52,471,289
Purchased Services	11,742,760	12,359,292	12,862,897	13,387,026	13,932,514
Supplies and Materials	1,674,382	2,574,614	2,651,852	2,731,407	2,813,350
Capital Outlay and Other Expenditures	1,500,645	1,525,577	1,551,382	1,578,100	1,605,722
<b>Total Expenditures and Other Financing Uses</b>	<b>58,981,489</b>	<b>63,321,514</b>	<b>65,654,611</b>	<b>68,149,945</b>	<b>70,822,875</b>
<i>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</i>	1,637,891	2,569,616-	4,802,625-	7,178,144-	9,730,345-
Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	11,430,156	13,068,047	10,498,431	5,695,806	1,482,338-
<b>Cash Balance June 30</b>	<b>13,068,047</b>	<b>10,498,431</b>	<b>5,695,806</b>	<b>1,482,338-</b>	<b>11,212,683-</b>

<b>Huber Heights City Schools</b>					
<b>Montgomery County - Strategic Plan W/ Levy Passage</b>					
Schedule of Revenues, Expenditures and Changes in Fund Balances - Strategic Plan and Additional Revenue					
Forecasted Fiscal Years Ending June 30, 2015 Through 2019					
	<b>Forecasted</b>				
	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
<b>Revenues</b>					
General Property Tax (Real Estate)	27,360,189	\$29,620,120	\$29,747,470	\$29,883,782	\$30,021,586
State Grants-in-Aid	29,158,582	29,158,582	29,158,582	29,158,582	29,158,582
Property Tax Allocation	3,962,172	3,852,586	3,851,488	3,868,990	3,886,579
All Other Revenues	2,346,931	2,491,139	2,491,140	2,491,140	2,491,140
<b>Total Revenues</b>	<b>62,827,874</b>	<b>65,122,427</b>	<b>65,248,680</b>	<b>65,402,494</b>	<b>65,557,887</b>
<b>Expenditures</b>					
Personnel Services and Benefits	44,063,702	46,862,031	48,588,480	50,453,412	52,471,289
Purchased Services	11,742,760	12,359,292	12,862,897	13,387,026	13,932,514
Supplies and Materials	1,674,382	2,574,614	2,651,852	2,731,407	2,813,350
Capital Outlay and Other Expenditures	1,500,645	1,525,577	1,551,382	1,578,100	1,605,722
<b>Total Expenditures and Other Financing Uses</b>	<b>58,981,489</b>	<b>63,321,514</b>	<b>65,654,611</b>	<b>68,149,945</b>	<b>70,822,875</b>
<i>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</i>	<b>3,846,385</b>	<b>1,800,913</b>	<b>405,931-</b>	<b>2,747,451-</b>	<b>5,264,988-</b>
Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	11,430,156	15,276,541	17,077,454	16,671,523	13,924,072
<b>Cash Balance June 30</b>	<b>15,276,541</b>	<b>17,077,454</b>	<b>16,671,523</b>	<b>13,924,072</b>	<b>8,659,084</b>