

Module 9: District Financial Forecasting & Data-Driven Presentations

Dr. Michael Hanlon, Superintendent,
Chardon Local Schools
Deb Armbruster, Treasurer/CFO, Chardon
Local Schools

Communication Starts Here

➤ Superintendent



Board of Education

Karen Blankenship, President

Andrea Clark, Vice President

Ashish Galhotra, Member

Gordon Landies, Member

James Midyette, Member



➤ Treasurer/CFO



Weekly Board Updates

Fiscal Advisory Committee

- 10-15 Members
 - 8 Community Members
 - 4 Community Staff
 - 3 Administrative Community Staff
- Meet 2-4 times per year
- Review Tax Budget
- Review Forecasts
- Review Levy Options
- Educate on School Funding
- Keep Open communication



Power of the Fiscal Advisory Committee

The Piggyback Story

- The Committee Met
 - Reviewed Losses
 - Strategized a Plan
 - Created a Petition for all Geauga County Schools
 - Explained the loss to the community
 - Collaborated with other Public Services
 - Post on Social Media
 - Follow up with letters and emails to Commissioners
- Due to Overwhelming Community Communications the Commissioners did not vote on the Piggyback for 2027



Board Docs

- Agenda Software
 - Minutes
 - Contracts
 - Superintendent & Treasurer Reports
 - Financial Reports
 - Meeting Video
- Must use OCR PDF Attachments
- META Search (login)
- Search Other District Policies - sample
 - cash balance policy



Transparency in BoardDocs reduces record requests and promotes
community trust

Ohio Checkbook

Chardon Local School District | Overview

[View Expense Breakdown](#)

Parameters

Select from the options below to change the views

Broken Down By

Fund

Amounts

Incremental

View As

Bar

Show Top Values

4

Expense | By Fund

Click a Fund to view transaction details below

Filters

Select values to filter the views

Select School Year

(All)

Select Transaction Date Range

7/2/2019 5/29/2026

Select Fund

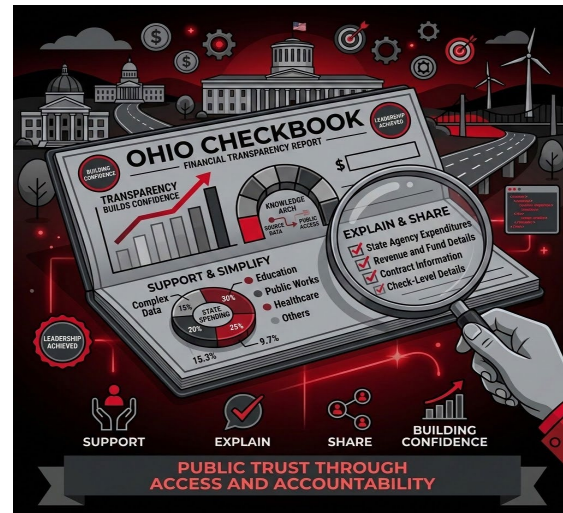
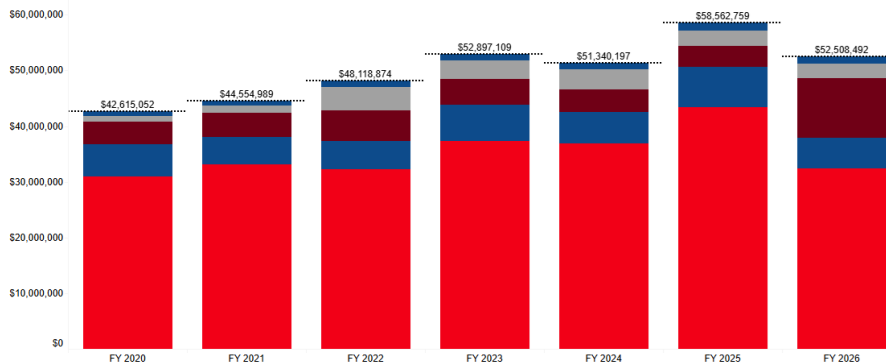
(All)

Select Department

(All)

Select Object

(All)



[Link to Ohio Checkbook](#)

Transparency in Ohio Checkbook promotes community trust

Financial Reporting

- Monthly Financial Presentations to the Board in open meeting
- Monthly Financial Podcasts/Video



Summary Financial Reports For the Month of May 2026

Deb Armbruster, Treasurer/CFO
Crystal King-Morrison, Assistant Treasurer

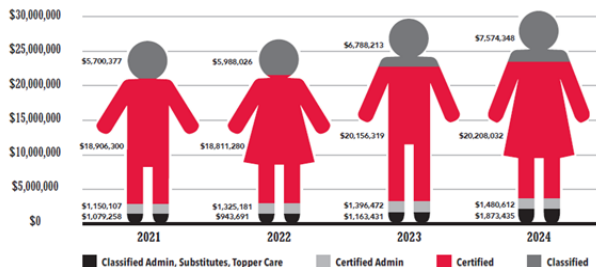
[May 2026 AI Generated Financial Summary Video](#)

Financial Brochure

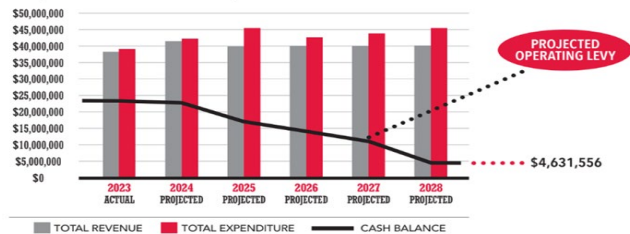
How are my tax dollars spent?

CHARDON LOCAL SCHOOLS FINANCIAL UPDATE

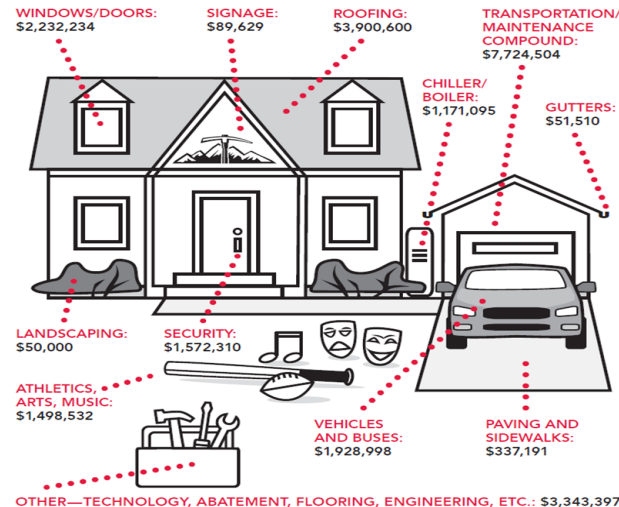
Four year average of employee salaries and benefits are 76.7% of the General Fund Budget



Chardon Local Schools Five-Year Forecast May 2024
Projected Revenue, Expenditures, and Cash Balance



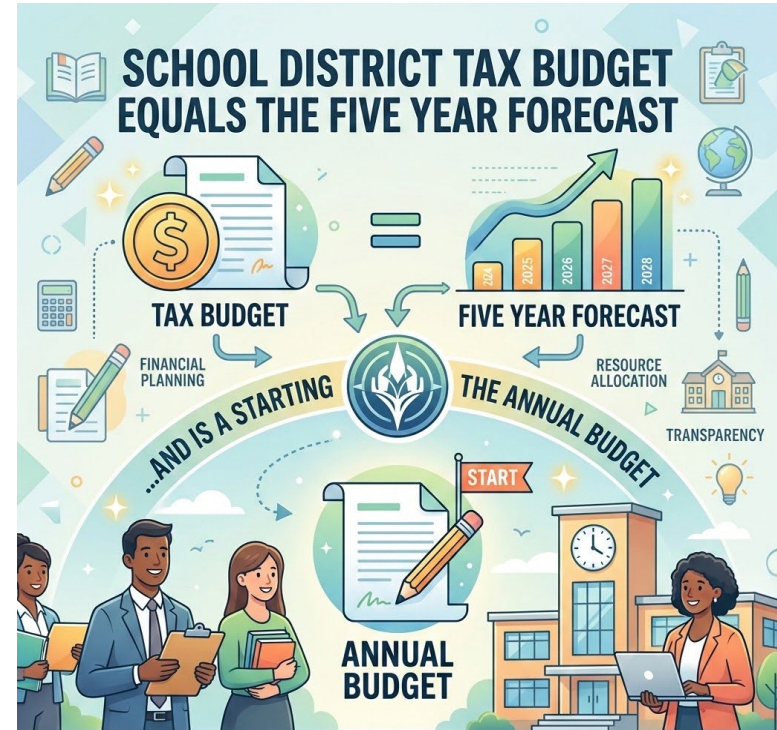
District Wide Capital Expenditures 2022–2025—\$23.9M



Financial Brochure to Community

Tax Budget

- Update Forecast
- Compare last submitted Forecast to actuals and explain the “Why”
- Provide a detailed Executive Summary on “Why” funds are needed



[Link to Sample Detailed Tax Budget](#)

Financial Forecast

- Detailed Board Presentation
- AI Generated Video
- Detailed Assumptions
 - How are we performing?
 - How do we compare?
 - What does this mean for our future?



Five-Year Forecast February 2026

Deb Armbruster, Treasurer / CFO

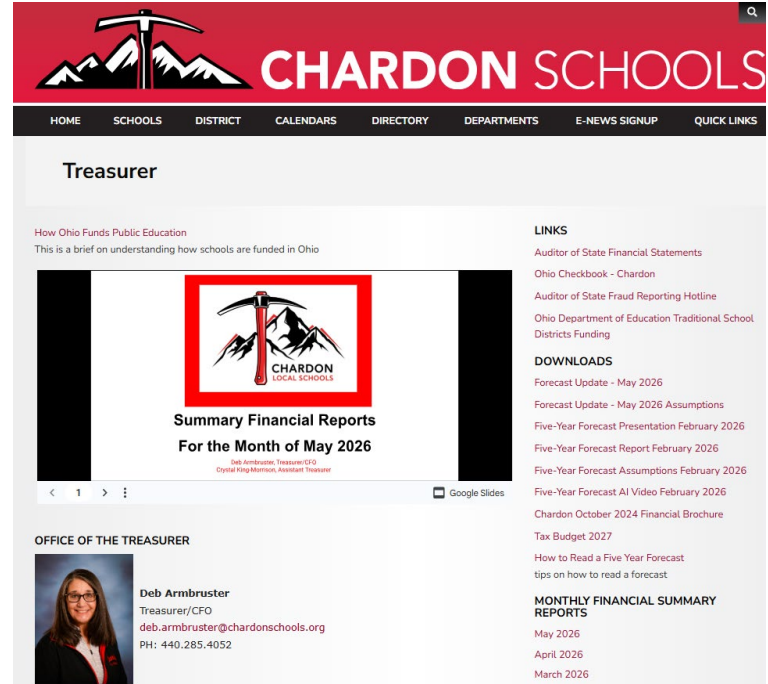
We Commit to High Achievement for All Students

[Link to Financial Forecast](#)
[Link to AI Generated Video on Forecast](#)
[Link to Detailed Forecast Assumptions](#)

Financial Website

Treasurer's Website

- Simple Explanations
- Monthly Financial Reports
- Ohio Checkbook Link
- Financial Statements
- Last two Five-Year Forecasts
- Most current Tax Budget
- Financial Podcasts

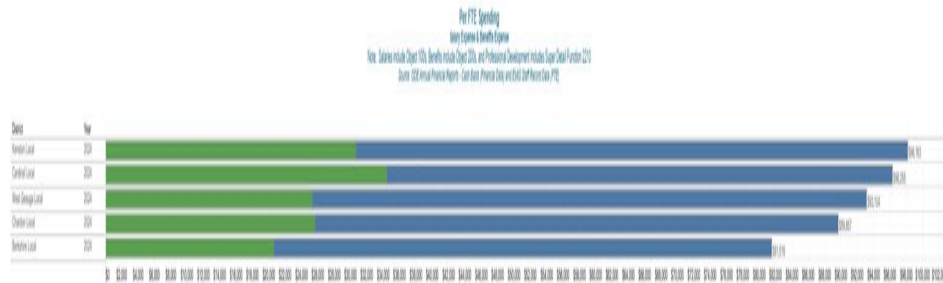
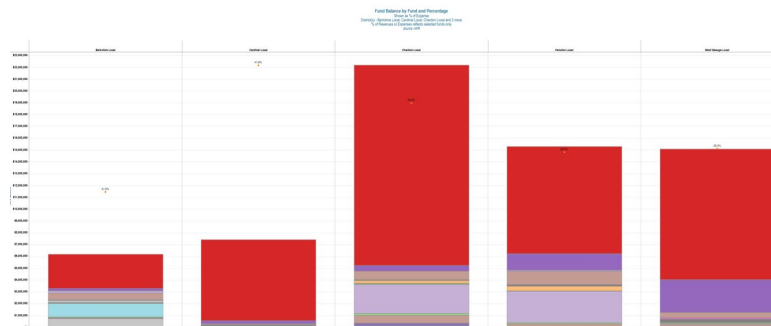


[Link to Treasurer's Website](#)

Compare With Analytics

Internal Compare

- Share with Administration
- Share with the Board
- Compare - To Other County Districts
 - Salaries & Benefits
 - Revenue
 - Expenditures
 - Growth Rates & Percentages



oasbo
OFFICIAL CURRICULUM



Telling the Story With Data

Topper FAQ's

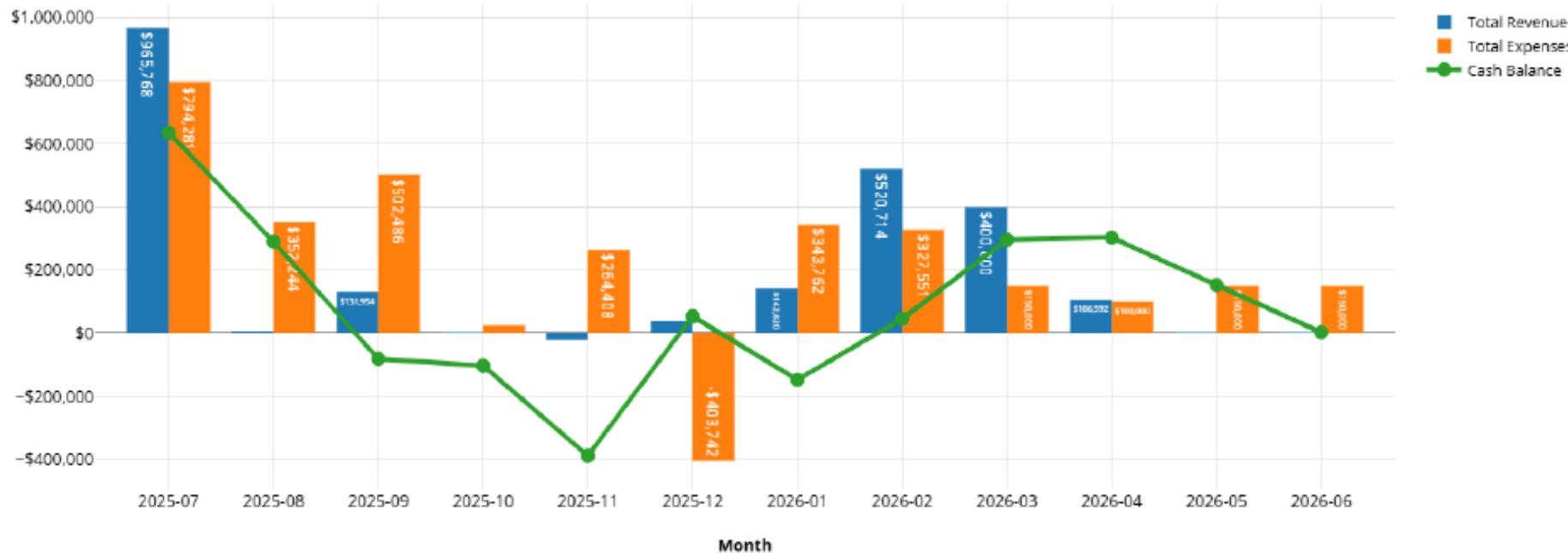
- Find the misinformation in the community
- Use tools to provide the facts
- Give data, do not overwhelm
- Explain the “Why”
- Create an informed Board, Staff, and Community
- Gain trust



The next slides are examples from various presentations for “Telling the Story”

Permanent Improvement Fund

Permanent Improvement Fund Revenues, Expenses, and Cash Balance

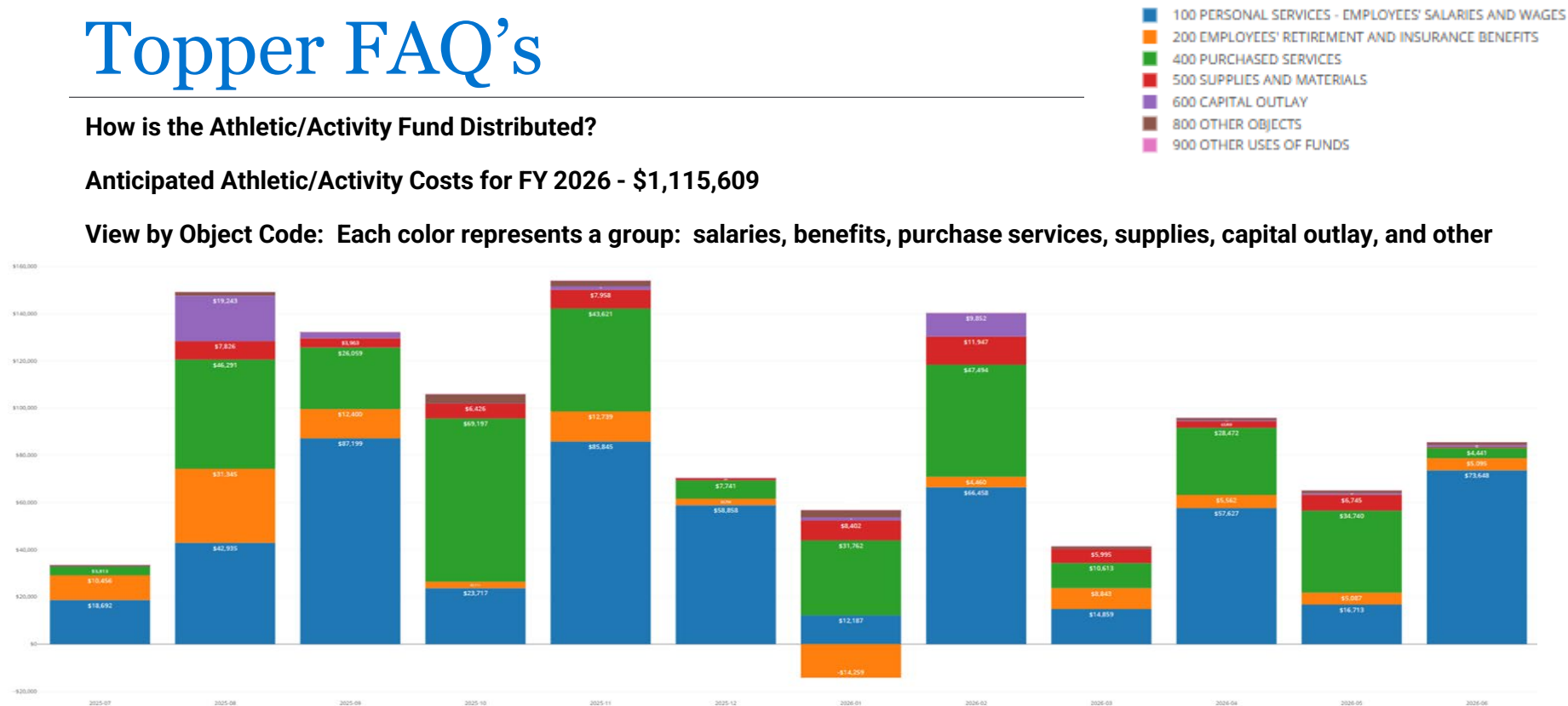


Topper FAQ's

How is the Athletic/Activity Fund Distributed?

Anticipated Athletic/Activity Costs for FY 2026 - \$1,115,609

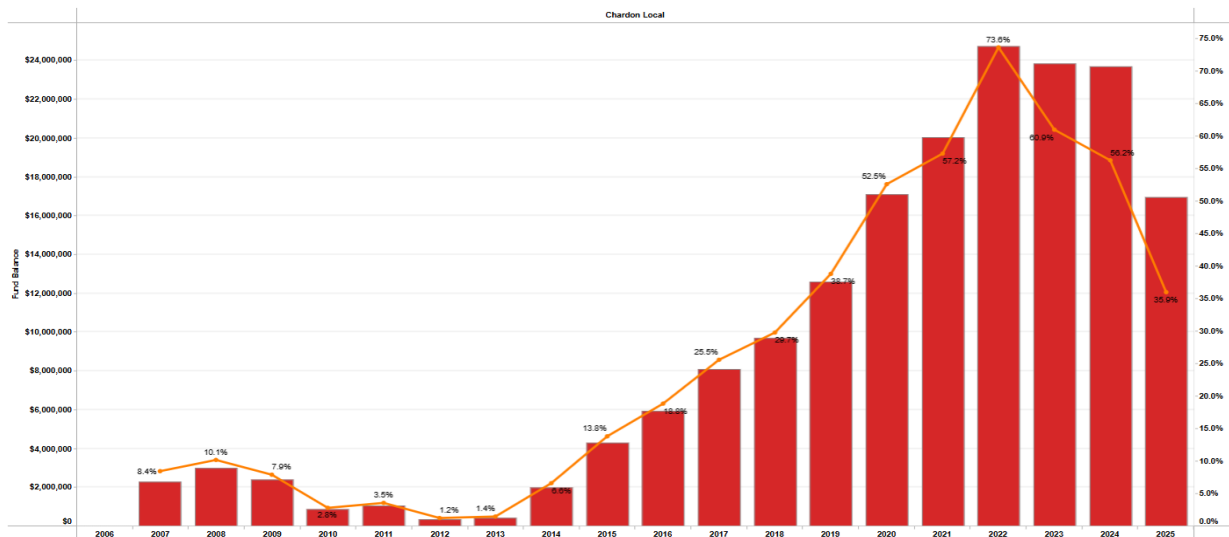
View by Object Code: Each color represents a group: salaries, benefits, purchase services, supplies, capital outlay, and other



Topper FAQ's

Why would a district only cut \$3.8M in expenditures when they had a \$10M levy on the ballot? The district levy cycle is a bell curve, revenue is spread over time to avoid back to back levy considerations to the community.

Fund Balance by Fund and Percentage
Shown as % of Expense
District(s) - Chardon Local
% of Revenues or Expenses reflects selected funds only
Source: AFR

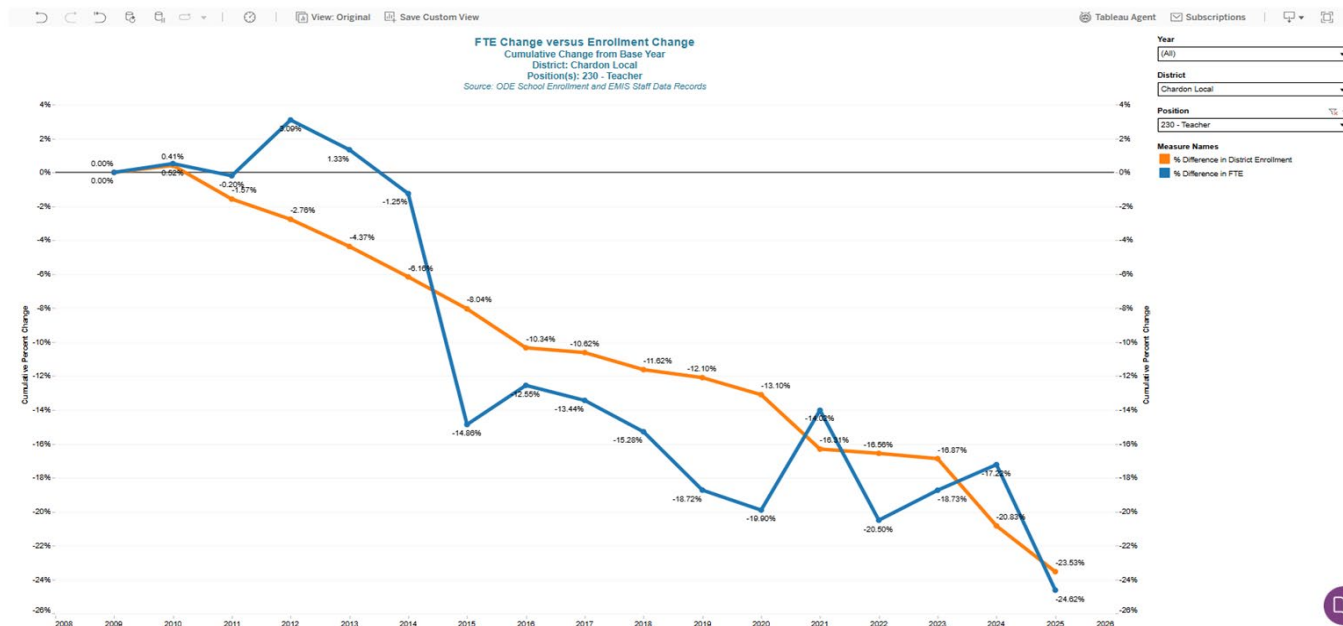


Board Tools to Consider:

- Add supply fees back, increase activity fees
- Move the 1 mill of inside mill back to the General Fund from Permanent Improvement fund \$963,000
- Consider Reconfiguration 2.0 due to declining student count.
- Ask community for a levy consideration

Topper FAQ's

Does the district adjust teaching personnel for declining student enrollment? Yes!



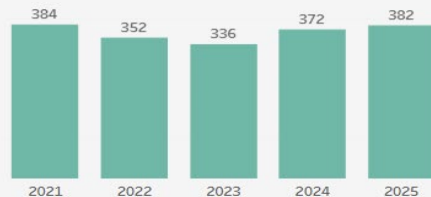
Topper FAQ's

Chardon Local

Year
2025

Staffing 2025

Total Professional Staff



Professional Staffing
382 ▼-0.5% since 2021



Teachers
128 ▼-12.3% since 2021

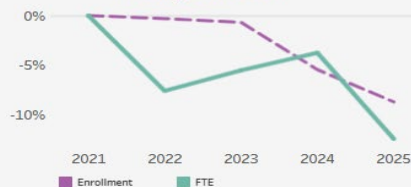


Other Professional Staff
254 ▲+6.7% since 2021



Students per Teacher
19.0 ▲+4.2% since 2021

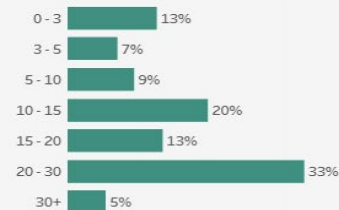
Teacher FTE vs Enrollment Change Over Time



Average Teacher Experience

17
-0.8 since 2021

Teacher Experience

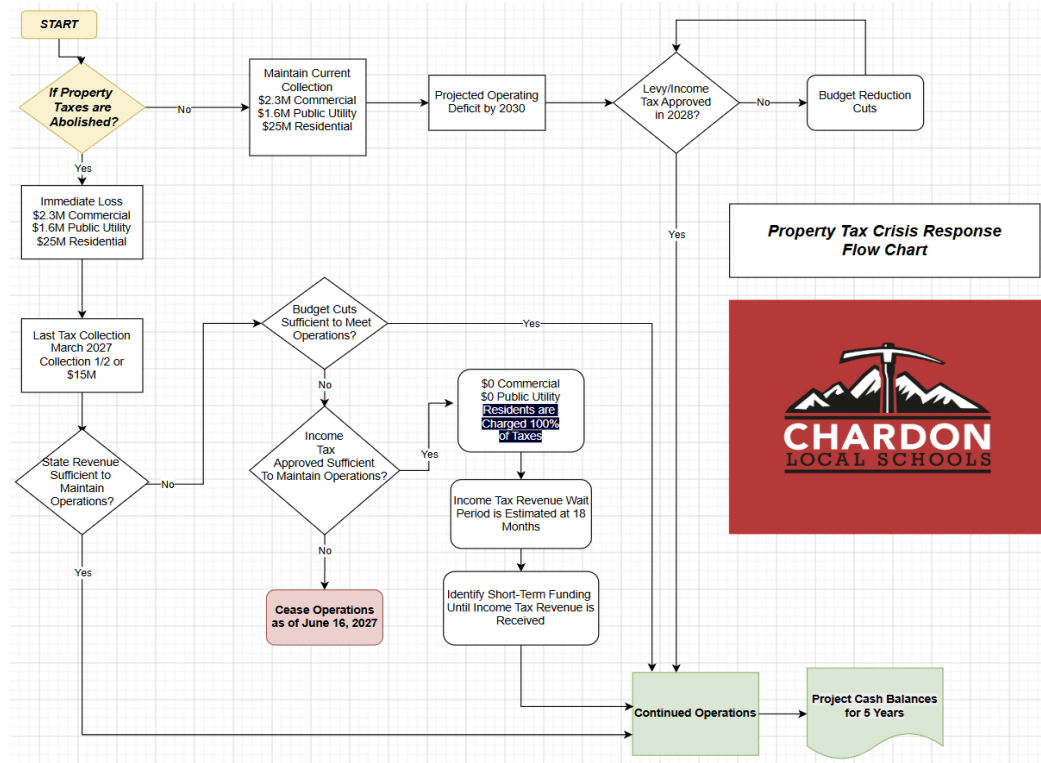


Average Teacher Salary



Topper FAQ's

What happens if Property Taxes are Abolished?



Topper FAQ's

Per Student Revenue By Source

Note: Selected Funds Only Included

Actual \$ per Student uses Fall Enrollment (District Educated) obtained from the ODE

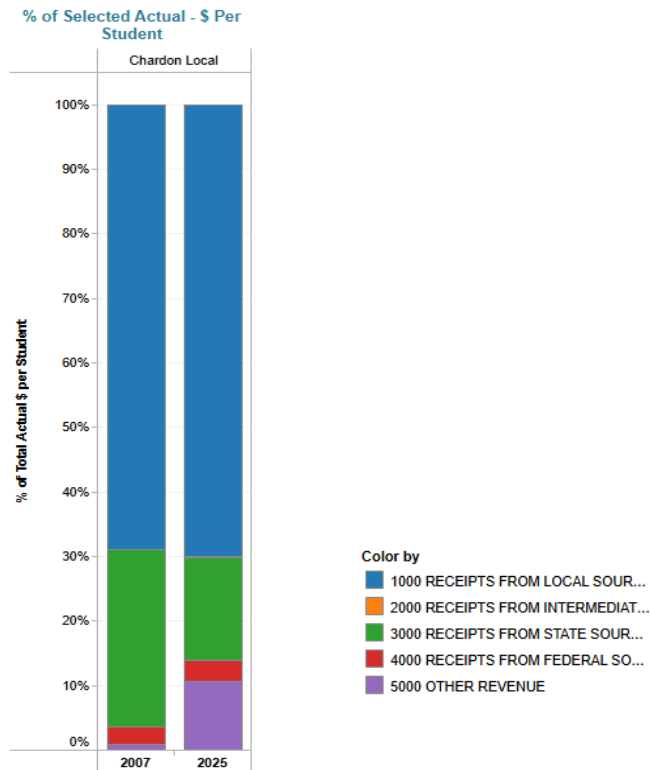
Source: ODE Annual Financial Reports and School Enrollment Data

Has the tax burden shifted?

	2007	2025
Property Tax Revenue	69%	70%
State Revenue	26%	16%
Federal Revenue	4%	4%
Other Revenue	1%	10%

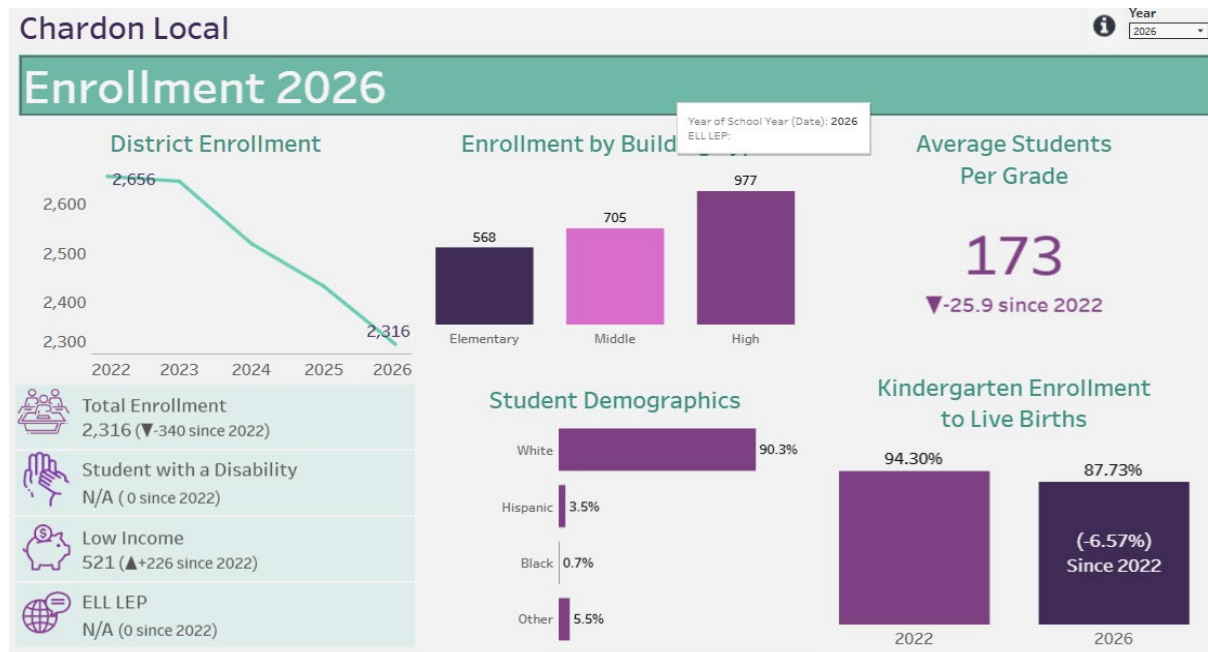
The district has concentrated on increasing “Other Revenue” to offset the reduction in state revenue, keeping the burden of the Chardon District local property tax payer.

Other Revenue includes: Interest, Facility Rentals, Custodial Services, Mechanics Billing, Refunds of a Prior Year Expenditure, TIF's and RIDs (from city), Tuition, MRDD passthrough, Medicaid Revenue, and Miscellaneous (scrap, past due fees, etc)



Topper FAQ's

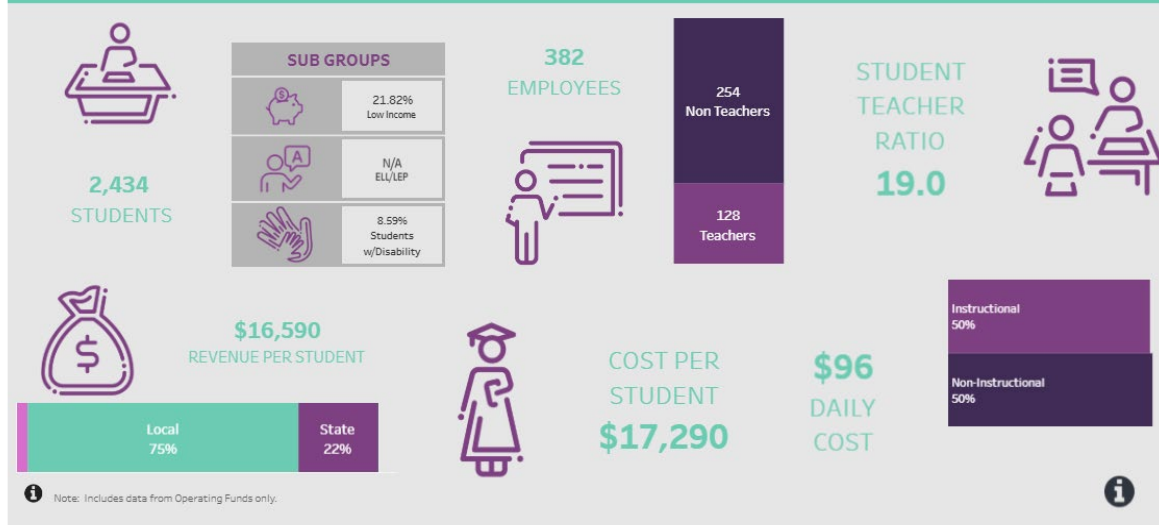
Enrollment



Topper FAQ's

Chardon Local

District Profile (2025)



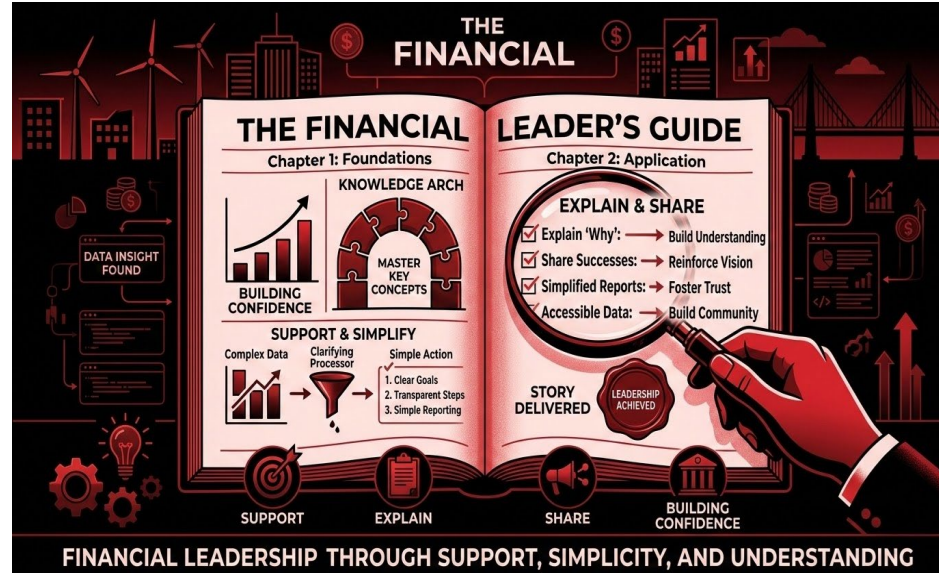
Conclusion

Develop the Ability to _____ the Data:

- Support
- Explain
- Simplify
- Share

Which aides in:

- Understanding
- Building Confidence
- Financial Leadership



Questions





**An Association of
Ohio School Business Officials
empowering members by
providing advocacy,
collaboration, and innovative
education.**