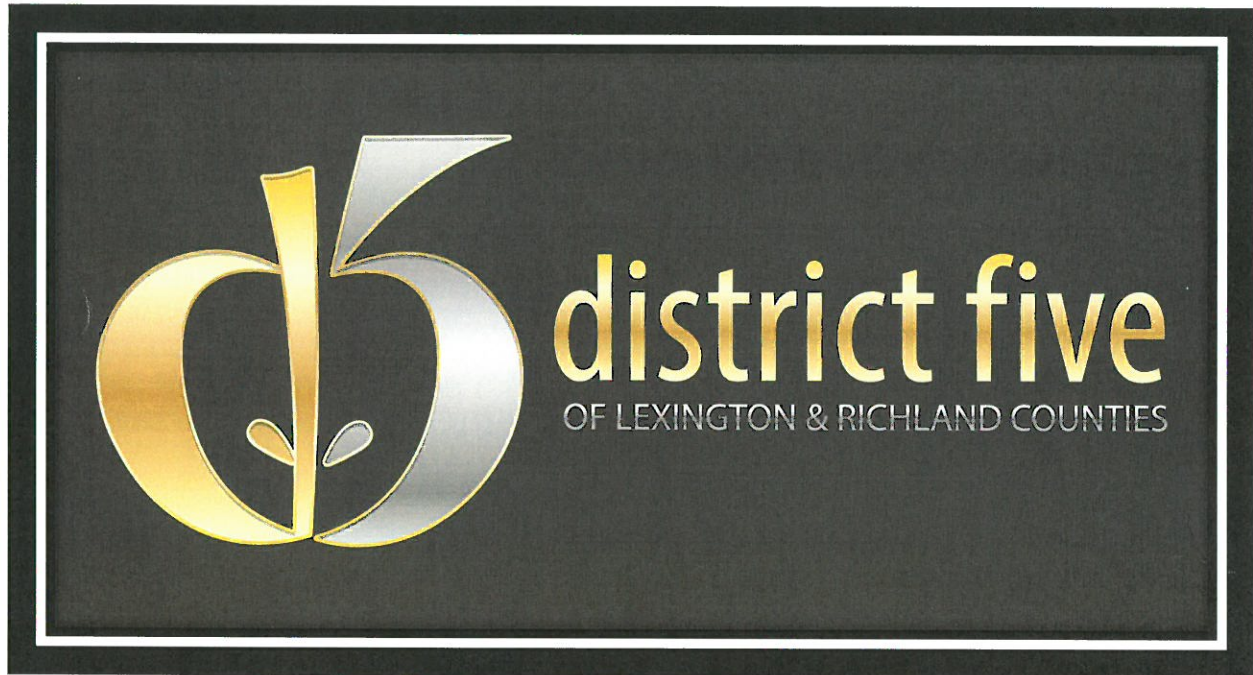


**SCSBA Legislative Advocacy  
Program of the Year  
Nomination**



**School District Five of  
Lexington and Richland Counties**

**September 27, 2016**

**SCSBA Legislative Advocacy Program of the Year Nomination & Award Criteria Form**  
(Attach form to supporting nomination materials)

**Name of School District Board:** School District Five of Lexington and Richland Counties Board of Trustees

**Date:** October 1, 2016

**District size:** (Approximately 17,300) \_\_\_\_\_ Small (up to 2,999 students)  
\_\_\_\_\_ Medium (3,000 – 8,999)   X   Large (9,000+)  
(used for demographic purposes only)

**Name of board member/staff completing nomination:** Robert Gantt

**Address:** 1213 Old Tamah Road, Irmo, SC 29063

**Daytime phone:** (803) 920-0652      **e-mail:** rgantt@lexrich5.org

Board chairman's signature \_\_\_\_\_  
(certifies that the board supports nomination)

Superintendent's signature \_\_\_\_\_  
9/22/2016

**Criteria**

Tell how your program meets the criteria listed below by addressing the three criteria within a limit of five pages. You may also provide supporting materials, such as background information or newspaper articles. Please describe your program concisely and factually with specific examples.

1. Provide a copy of the board's Policy BJ – School Board Legislative Advocacy Program and BJ-R (administrative rule) supporting advocacy through board activities. (mandatory)
2. Describe the board's legislative advocacy plan for this past legislative session to include:
  - procedures for identifying legislative goals based on SCSBA's legislative priorities and resolutions;
  - the board roles and responsibilities of the Board Legislative Contact (BLC) or board committee to engage key contacts around education legislative issues, advocacy message development and delivery; and,
  - evidence of success.

Email to Debbie Elmore at [delmore@scsba.org](mailto:delmore@scsba.org) or mail to  
SCSBA Awards, 111 Research Drive, Columbia, SC 29203  
by **October 14, 2016**

## **Board Policies**

**BJ – School Board Legislative Advocacy Program**

**and**

**BJ-R (administrative rule)**

SCHOOL DISTRICT FIVE OF LEXINGTON AND RICHLAND COUNTIES  
B - SCHOOL BOARD GOVERNANCE AND OPERATIONS  
Policy BJ School Board Legislative Program

**Policy BJ School Board Legislative Program**

Issued 3/06

Purpose: To establish and clarify the advocacy role of the board.

The board, as an agent of the state, must operate within the bounds of state and federal laws affecting public education. If the board is to meet its responsibilities to the residents and students of this community, it must work vigorously for the passage of new laws designed to advance the cause of good schools and for the repeal or modification of existing laws that impede this cause.

Therefore, board members will keep themselves informed of pending legislation and actively communicate board positions and concerns to elected representatives at both the state and national level.

In addition, the board will work with its legislative representatives (both state and federal), with the South Carolina School Boards Association, the National School Boards Association and other concerned groups in developing an annual as well as long-range legislative program.

Board members will participate in the SCSBA Delegate Assembly, the SCSBA Board Legislative Contact Program and the Federal Relations Network as deemed appropriate by the board.

Adopted 3/27/06

SCHOOL DISTRICT FIVE OF LEXINGTON AND RICHLAND COUNTIES

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SCHOOL DISTRICT FIVE OF LEXINGTON AND RICHLAND COUNTIES  
B - SCHOOL BOARD GOVERNANCE AND OPERATIONS  
Policy BJ School Board Legislative Program  
AR BJ-R School Board Legislative Program

### **AR BJ-R School Board Legislative Program**

Issued 3/06

The board will appoint a member as its Board Legislative Contact (BLC) to the South Carolina School Board Association (SCSBA). The board meeting agenda will include a periodic opportunity for the BLC to report on educational issues pending on the state and federal levels.

The board will work with the BLC, SCSBA, the National School Boards Association and other concerned groups and organizations on matters of mutual interest.

Each year the board will consider a short and long term legislative plan. The plan may contain the following elements, among others:

- A method of maintaining regular contact with state and federal legislators and/or legislative staff to receive updates on education issues in the legislature and to inform them of the potential effect(s) on the district of pending legislation.
- A method of networking with other groups, such as PTA, Chamber of Commerce, community action groups or service clubs, to discuss education and legislative issues.
- A method for having board members meet with legislators at least once per year, either in the district or in Columbia.
- A method of networking with other school board members within a geographic region (e.g. county or other unit) to share information, discuss legislative issues and plan collective responses.

The BLC will serve as the board's liaison to SCSBA, will attend the annual legislative conference and other state and regional association meetings as approved by the board and will advise SCSBA of the board's views regarding SCSBA's legislative positions and activities.

Issued 3/27/06

**SCHOOL DISTRICT FIVE OF LEXINGTON AND RICHLAND COUNTIES**

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**SCSBA Legislative Advocacy  
Program of the Year  
Nomination**

**Award Narrative**

# **SCSBA Legislative Advocacy Program of the Year Nomination School District Five of Lexington and Richland Counties Board of Trustees**

Describe the Board's legislative advocacy plan for the past legislative session.

## General

The Board of Trustees for School District Five of Lexington and Richland Counties (District Five) has a long history of strong and effective legislative advocacy on behalf of public education, South Carolina school districts and District Five. They work closely with the South Carolina School Board's Association to help shape potential legislation and respond to pending legislation. They have established strong ties to the District Five community and act as very effective liaisons and advocates for the public schools and the communities they serve.

## Legislative Priorities and Resolutions

Members of the District Five Board of Trustees are fully engaged with SCSBA. Robert Gantt, a District Five Board member, just completed his tenure as President of SCSBA and other Board members stay active through attending annual conferences and completing professional development opportunities. The District Five Board stays abreast of the legislative priorities of the SCSBA and works to support those priorities. For the 2015 -2016 school year, the District Five Board took on the *Education Funding Reform* and *Full Funding of Education* issues as major legislative concerns. It became clear to Board members that the cumulative impact of state legislative decisions over the last decade were having a significant negative impact on District Five and many other school districts across South Carolina.

The District Five Board took decisive action to engage local and state elected officials concerning the funding formula and the shifting of resources from public education and specifically the impact those decisions were having on District Five and other similar districts. After reviewing the Superintendent's proposed goals for the 2015-2016 school-year (Attachment A), the Board directed the Superintendent to add an objective in his annual goals that addressed their concerns. The objective below was added to the Superintendent's goals for the 2015-16 school-year:

*"Ensure effective and efficient utilization of the District's fiscal and physical resources by communicating the District's current and future financial challenges to our local business leaders and to our local and state-level policy makers."*

The Superintendent's approved goals including the addition above are attached (Attachment B).

## Board Roles and Responsibilities - Engaging and Advocating

Throughout the budget process and beyond, the District Five Board was involved in numerous discussions concerning their role in engaging local and state elected officials concerning the impacts of legislative funding decisions on the district, its teachers and students. Simultaneous with adding a new goal to the Superintendent's goals, the Board made a commitment to reach out to local and state leaders to inform them of this growing problem and offer some solutions. The Board with the assistance of the Superintendent and Chief Finance and Operations Officer developed a plan to move forward. Board member, Ed White developed a detailed presentation which was first presented to other Board members and the community and was then used as the foundation for presenting to business leaders, local elected officials and state elected officials including the State Superintendent of Education (Attachment C). The presentation clearly demonstrated the impending financial crisis and its potential impact on District Five and other similar districts.

District Five Board members scheduled meetings with key legislators and met with them individually and in small groups. The meetings offered an opportunity for legislators to hear the direct impact of legislative decisions on schools, teacher and students. The following meetings were held:

- *11/2/2015 - Met with Senator Courson*
- *1/6/2016 - Met with SC Superintendent of Education Molly Spearman and staff*
- *1/13/2016 - Met with Ways & Means Chair Representative Brian White and staff*
- *1/29/2016 - Hosted a Legislative Breakfast including local and state elected officials*
- *2/3/2016 - Organized a meeting between Senator Wes Hayes, several other SC State Senators and district board members and staff for eight school districts*

The District Five Board and Superintendent knew that it was important to demonstrate how the funding problems were impacting many other school districts in South Carolina. So, they contacted other school districts to help inform them of key issues surrounding school funding and encourage them to engage with their legislators. The Superintendent sent an email to ten school districts inviting them to a "working lunch" focusing on the "shifts in funding that could have a significant negative fiscal impact on districts." On January 11, 2015, District Five hosted the district "working lunch" which was the impetus for the February 3rd meeting with Senator Wes Hayes, several other SC State Senators and district board members and staff from eight school districts.



Board members also participated in the Teacher Forum “Chat and Chew” a dinner designed to engage District Five teachers with local and state elected officials. Throughout the legislative cycle, the District Five Board presented a strong and consistent message to the community, business leaders and legislators advocating for appropriate education funding.

### Evidence of Success

The District Five Board of Trustees campaign to address the shifting funding formula was very successful. The first measure of that success was the receptiveness of other school district leaders and elected officials to meet with District Five Board members, listen to their concerns and recommendations and offer support. The second measure of that success was the support received for the Board of Trustees from the community. The final and most significant measure was the final budget that was approved by the legislature. The approved state education budget did not provide all the relief requested by the District Five Board. But, it provided a significantly improved financial picture for District Five and public education in general. For the first time in many years District Five was able to provide a cost of living increase for its employees. The three-year trend of cut backs and program reductions was replaced with a “steady-state” approach that ensured the District could continue programs at their current level of support.

Many times state legislators indicated they were surprised by the impacts of legislative decisions on students and classrooms. The intervention of the District Five Board to help inform and challenge legislators truly made a positive impact for schools, teachers and students. The Board of Trustees and Superintendent sent thank you letters to all the legislators who made themselves available for Board presentations and discussions (Attachment D)

### Conclusion

The Board of Trustees for School District Five of Lexington and Richland Counties has a long and proud history of advocating for important public education issues with the state legislature. This year, the Board is particularly proud of its legislative advocacy campaign. These servant leaders went above and beyond to make sure the voices of teachers, students, parents and the community was heard. Their efforts are truly deserving of the SCSBA Legislative Advocacy Award.

## **Attachment A**

**DRAFT**  
**Superintendent's Goals for 2015-2016**  
**Timeline: July 1, 2015 – June 30, 2016**

Goal 1: Sustain and enhance the District's record of excellence in student achievement as measured by:

- i. district SAT scores which exceed the state and national averages,
- ii. SAT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
- iii. district ACT scores which exceed the state and national averages,
- iv. ACT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
- v. a district-wide graduation rate and a graduation rate at each high school that exceeds the national average,
- vi. a district-wide dropout rate and a dropout rate at each high school that is less than the national average,
- vii. a CATE completer rate that exceeds the previous year's rate, and
- viii. an increase in the number of community agencies and businesses that partner with special services to improve outcomes for students with disabilities.

Goal 2: Develop an updated five-year strategic plan.

Goal 3: Develop a strategic resource management plan to ensure alignment of the system's purpose and direction.

Goal 4: Continue to expand our access to and utilization of technology to improve teaching and learning as measured by:

- i. the fortification of the district's technology infrastructure so that it is reliable and responsive to the instructional and operational needs of the district,
- ii. classrooms across the district having the technology resources needed to provide excellent instruction, and
- iii. the continued monitoring of the impact mobile devices are having on instruction and student learning.

Goal 5: Create and secure approval for a five-year facilities construction / facilities improvement plan.

Goal 6: Reinforce our efforts to ensure the safety of our students and staff as measured by:

- i. ongoing actions to review and improve our safety and security systems and procedures,
- ii. ongoing training of students and staff to ensure a safe learning environment, and
- iii. implementation of the Emergency Management Procedures Manual.

Goal 7: Continue to improve the emotional, psychological, and physical well-being of our students and staff as measured by:

- i. successful implementation of initiatives to promote healthier students, and
- ii. successful implementation of initiatives to promote healthier staff.

Goal 8: Expand an effective communication system for the District with its employees, parents, students, and community as measured by:

- i. the enhancement of the District's communication and public relations strategies and increased positive public relations results, and
- ii. the ongoing effective communication with all key stakeholder groups.

Goal 9: Build the District's reputation as being environmentally responsible as measured by:

- i. an ongoing and expanding recycling program,
- ii. expansion of existing environmental stewardship programs and introduction of new environmental stewardship initiatives, and
- iii. creation of an energy use study committee to determine ways the district can be more energy efficient.

Goal 10: Ensure effective and efficient utilization of the District's fiscal and physical resources by:

- i. maximizing the District's utilization of existing space,
- ii. continue the refinement of the budget process and budget implementation to maximize available resources, and
- iii. the continued digitization of records and files throughout the District.



## **Attachment B**

**Superintendent's Goals  
for 2015-2016  
Timeline: July 1, 2015 – June 30, 2016**

**Goal 1: Sustain and enhance the District's record of excellence in student achievement as measured by:**

- i. district SAT scores which exceed the state and national averages,
- ii. SAT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
- iii. district ACT scores which exceed the state and national averages,
- iv. ACT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
- v. a district-wide graduation rate and a graduation rate at each high school that exceeds the national average,
- vi. a district-wide dropout rate and a dropout rate at each high school that is less than the national average,
- vii. a CATE completer rate that exceeds the previous year's rate, and
- viii. an increase in the number of community agencies and businesses that partner with special services to improve outcomes for students with disabilities.

**Goal 2: Develop a five-year strategic plan for 2016-2021.**

**Goal 3: Address the AdvancED "Improvement Priority" to effectively align communication patterns and decision-making within our organization to ensure that our District is operating as "one system."**

**Goal 4: Continue to expand our access to and utilization of technology to improve teaching and learning as measured by:**

- i. the fortification of the district's technology infrastructure so that it is reliable and responsive to the instructional and operational needs of the district,
- ii. classrooms across the district having the technology resources needed to provide excellent instruction, and
- iii. the continued monitoring of the impact mobile devices are having on instruction and student learning.

**Goal 5: Create and secure approval for a five-year facilities construction / facilities improvement plan.**

**Goal 6: Reinforce our efforts to ensure the safety of our students and staff as measured by:**

- i. training of all students and staff on the newly implemented emergency Standard Response Protocols (SRP),
- ii. coordination of a comprehensive safety and security analysis and/or audit of all district facilities, and
- iii. the development and maintenance of key partnerships with local, state and federal emergency service organizations.

**Goal 7: Continue to improve the emotional, psychological, and physical well-being of our students and staff as measured by:**

- i. the enhancement of mental health services and referrals to students and families in crisis,
- ii. the collaboration with community partners and other stakeholders to secure adequate support systems for students, families and staff, and
- iii. the implementation of the Grief and Suicide/Self Injury Protocols.

**Goal 8: Expand an effective communication system for the District with its employees, parents, students, and community as measured by:**

- i. the enhancement of the District's communication and public relations strategies and increased positive public relations results, and
- ii. the ongoing effective communication with all key stakeholder groups.

**Goal 9: Build the District's reputation as being environmentally responsible as measured by:**

- i. an ongoing and expanding recycling program,
- ii. expansion of existing environmental stewardship programs and introduction of new environmental stewardship initiatives, and
- iii. creation of an energy use study committee to determine ways the district can be more energy efficient.

**Goal 10: Ensure effective and efficient utilization of the District's fiscal and physical resources by:**

- i. maximizing the District's utilization of existing space,
- ii. continue the refinement of the budget process and budget implementation to maximize available resources,
- iii. the continued digitization of records and files throughout the District, and
- iv. communicating the District's current and future financial challenges to our local business leaders and to our local and state-level policy makers.

Approved by the Board of Trustees at the November 9, 2015 School Board meeting.

## **Attachment C**



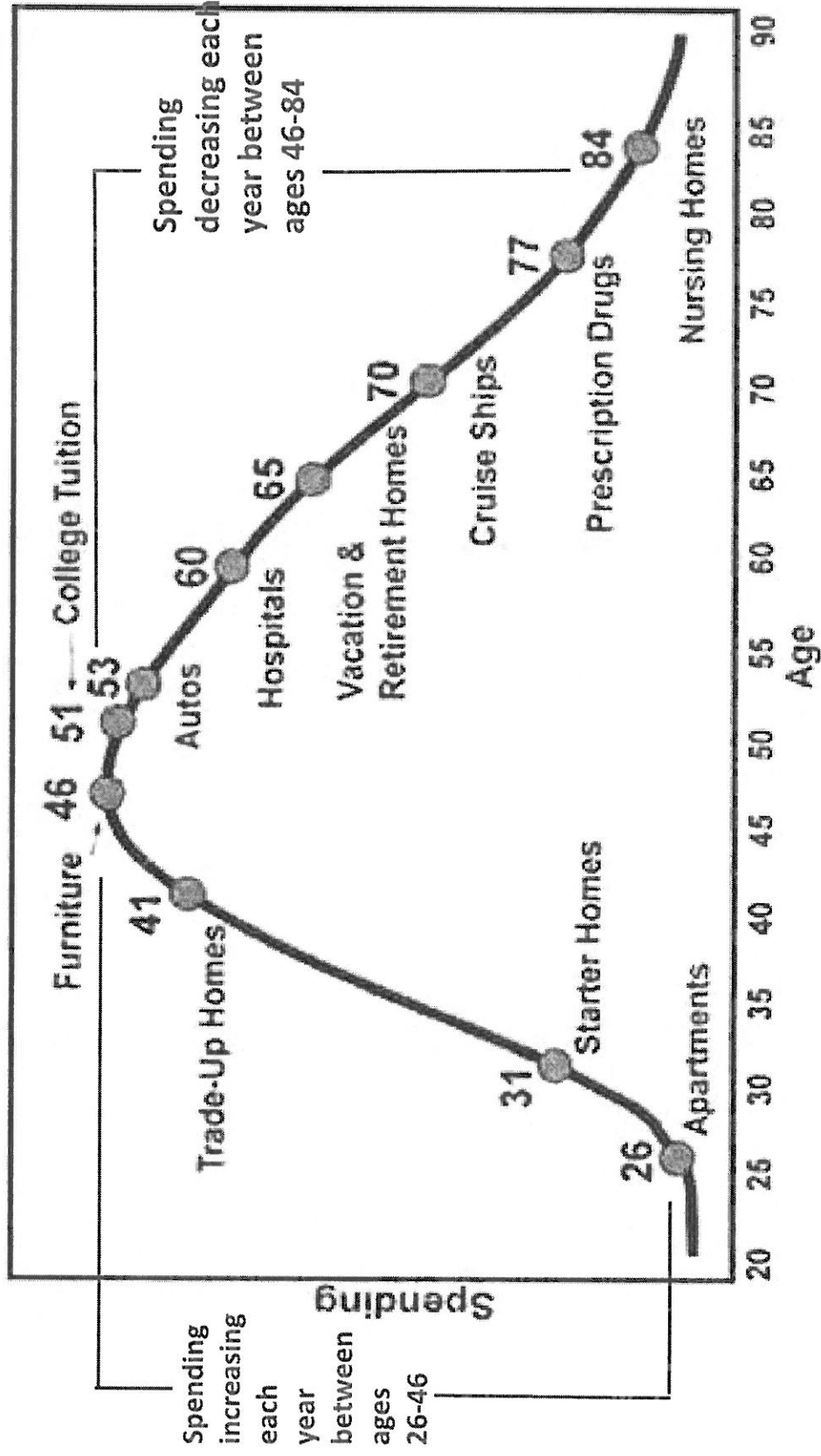
# Conclusions

1. The Annual Step Increase (required by law) is more than the maximum allowed CPI millage increase each year.
2. In addition to the Annual Step Increase we have other price increases, revenue shifts from our budget by the General Assembly and additional costs related to growth.
3. As a result of 1. & 2. our expenses are increasing at a compounding rate faster than our allowed revenue creating negative compounding of our finances.
4. Our current staffing levels are not sustainable under our current funding mechanisms.
5. Any allowable CPI millage increase we do not make each year into the indefinite future further increases the negative compounding of our finances and the destruction of our workforce.

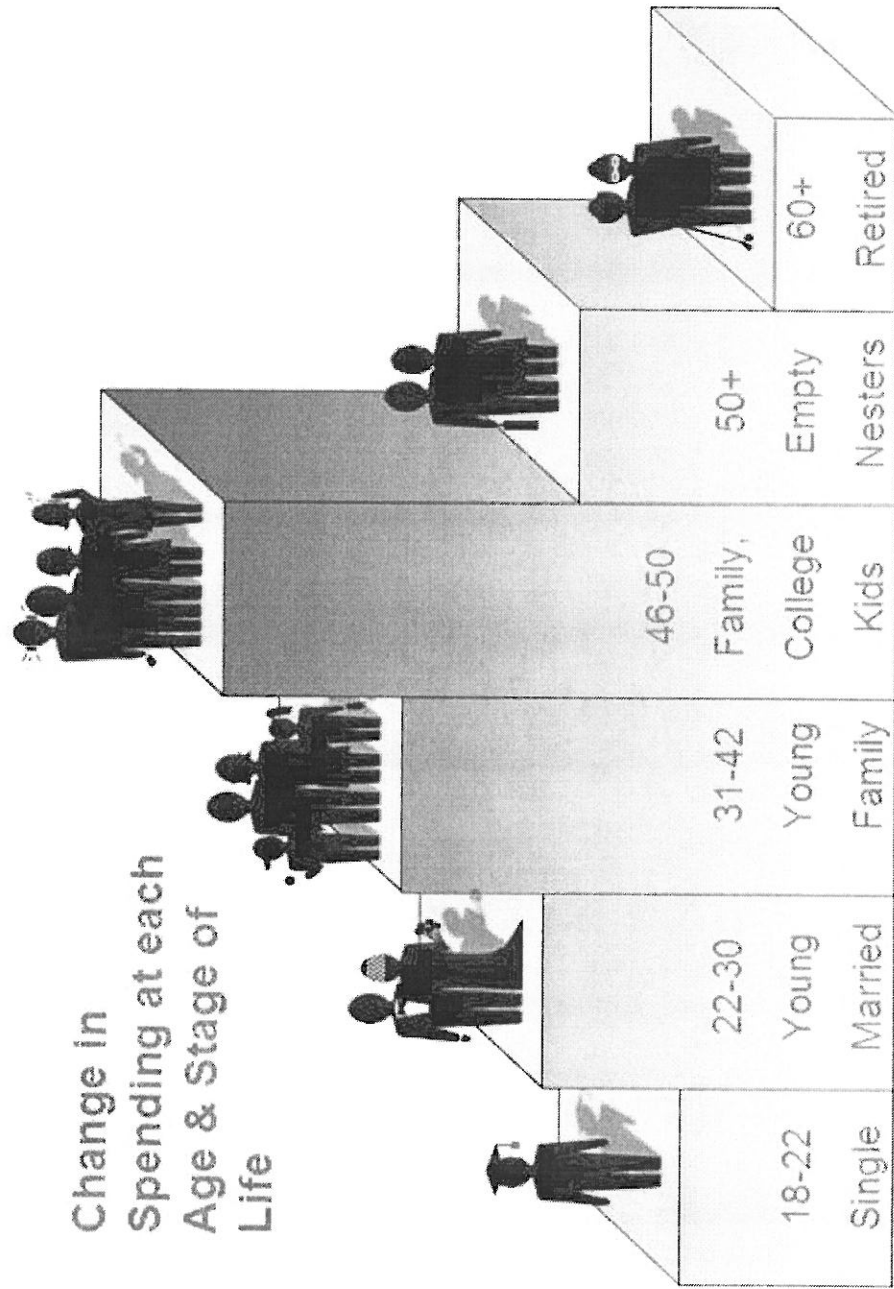
(ATTACHMENT C)

(ATTACHMENT C)

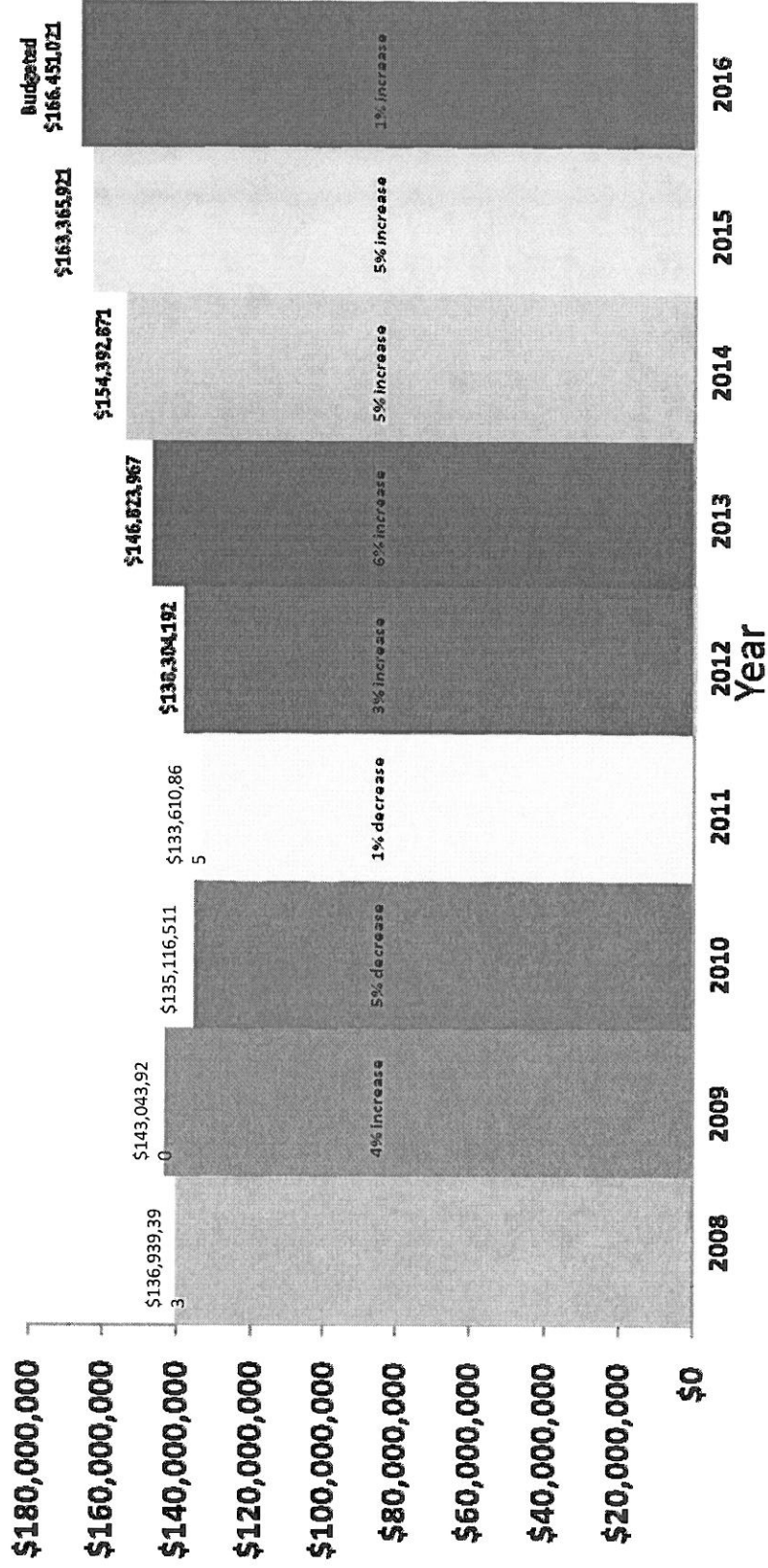
Figure 1-1: Consumer Life Cycle



Data Source: U.S. Census Bureau, Dent Research



**WHY DID OUR BUDGET INCREASE ALMOST \$30 MILLION OVER THE LAST 7 YEARS? ANSWER: INFLATION & GROWTH & SECURITY INCREASES – INFLATION AVERAGES >4.0% PER YEAR**



# 2015 Projected Budget Increase

Growth for new schools	\$768,375	Growth	-	\$768,375
Revenue shifted to poorer districts	\$1,167,000	Revenue Shift	-	\$1,167,000
Utilities increase	\$507,480			
Liability Insurance	\$30,000			
Security-SRO Cost Increase	\$150,000	Inflation	-	\$2,670,320
Step increases (net of position changes)	\$1,982,840			
Reduction in travel, food and membership budgets	<\$147,581>			
Reduction in staff	<\$727,257>			
Change lawn mowing cycle from 7 to 10 days	<\$145,000>	Cost Reduction	-	<\$1,511,595>
Raising or lowering utility set points by 1 degree	<\$129,000>			
10% reduction in supplies and material accounts	<\$362,757>			
				\$3,094,100

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT

	2015
2015	<\$3.1>
2016	
2017	
2018	
2019	
2020	
2021	
2022	
Cumulative Deficit	<\$3.1>

**CUMULATIVE DEFICIT – NO MILLAGE INCREASE**  
**CURRENT YEAR DEFICIT + ANNUAL STEP INCREASE ONLY**

	2015	2016
2015	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>
2017		
2018		
2019		
2020		
2021		
2022		
Cumulative Deficit	<\$3.1M>	<\$5.5M>



# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>
2017			<\$2.4M>
2018			
2019			
2020			
2021			
2022			
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

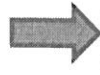
	2015	2016	2017	2018
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>
2018				<\$2.4M>
2019				
2020				
2021				
2022				
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>	<\$10.3M>

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>	<\$2.4M>
2018				<\$2.4M>	<\$2.4M>
2019					<\$2.4M>
2020					
2021					
2022					
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>	<\$10.3M>	<\$12.7M>

By 1<sup>st</sup> Quarter  
depleted 100% Fund  
Balance



# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019	2020
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2018				<\$2.4M>	<\$2.4M>	<\$2.4M>
2019					<\$2.4M>	<\$2.4M>
2020						<\$2.4M>
2021						
2022						
Cumulative Deficit	<\$3.1>	<\$5.5M>	<\$7.9M>	<\$10.3M>	<\$12.7M>	<\$15.1M>

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019	2020	2021
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2018				<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2019					<\$2.4M>	<\$2.4M>	<\$2.4M>
2020						<\$2.4M>	<\$2.4M>
2021							<\$2.4M>
2022							
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>	<\$10.3M>	<\$12.7M>	<\$15.1M>	<\$17.5M>

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019	2020	2021	2022
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2018				<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2019					<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2020						<\$2.4M>	<\$2.4M>	<\$2.4M>
2021							<\$2.4M>	<\$2.4M>
2022								<\$2.4M>
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>	<\$10.3M>	<\$12.7M>	<\$15.1M>	<\$17.5M>	<\$19.9M>

# CUMULATIVE DEFICIT – NO MILLAGE INCREASE

## CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019	2020	2021	2022
2015	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>	<\$3.1M>
2016		<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2017			<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2018				<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2019					<\$2.4M>	<\$2.4M>	<\$2.4M>	<\$2.4M>
2020						<\$2.4M>	<\$2.4M>	<\$2.4M>
2021							<\$2.4M>	<\$2.4M>
2022								<\$2.4M>
Cumulative Deficit	<\$3.1M>	<\$5.5M>	<\$7.9M>	<\$10.3M>	<\$12.7M>	<\$15.1M>	<\$17.5M>	<\$19.9M>
Cuts Needed to Balance	\$3.1M	\$2.4M	\$2.4M	\$2.4M	\$2.4M	\$2.4M	\$2.4M	\$2.4M

By 1<sup>st</sup> Quarter  
depleted 100%  
Fund Balance



Deleted 100%  
Administrative Positions



**Cumulative Budget Cuts \$17.5**



# CUMULATIVE DEFICIT – WITH 3-YEAR CATCH UP & ANNUAL CPI MILLAGE INCREASES CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES ONLY

	2015	2016	2017	2018	2019	2020	2021	2022
2015	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>	<div>&lt;\$3.1M&gt;</div> <div>\$3.7M</div>
2016		<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2017			<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2018				<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2019					<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2020						<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2021							<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>	<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
2022								<div>&lt;\$2.4M&gt;</div> <div>\$1.5M</div>
Cumulative Deficit	<div>\$0.6M</div>	<div>&lt;\$0.3M&gt;</div>	<div>&lt;\$1.2M&gt;</div>	<div>&lt;\$2.1M&gt;</div>	<div>&lt;\$3.0M&gt;</div>	<div>&lt;\$3.9M&gt;</div>	<div>&lt;\$4.8M&gt;</div>	<div>&lt;\$5.7M&gt;</div>

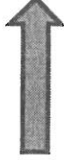
# **CUMULATIVE BUDGET CUTS NEEDED** **ANNUAL 3-YEAR CATCH UP & ANNUAL CPI MILLAGE INCREASES** **CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES**

	2015	2016	2017	2018	2019	2020	2021	2022
2015	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>
2016		<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2017			<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2018				<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2019					<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2020						<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2021						<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2022							<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
Cumulative Deficit	<div>\$0.6M</div>	<div>&lt;\$0.3M&gt;</div>	<div>&lt;\$1.2M&gt;</div>	<div>&lt;\$2.1M&gt;</div>	<div>&lt;\$3.0M&gt;</div>	<div>&lt;\$3.9M&gt;</div>	<div>&lt;\$4.8M&gt;</div>	<div>&lt;\$5.7M&gt;</div>
Cuts Needed to Balance	\$0.0	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M

**Cumulative Budget Cuts \$2.1M**

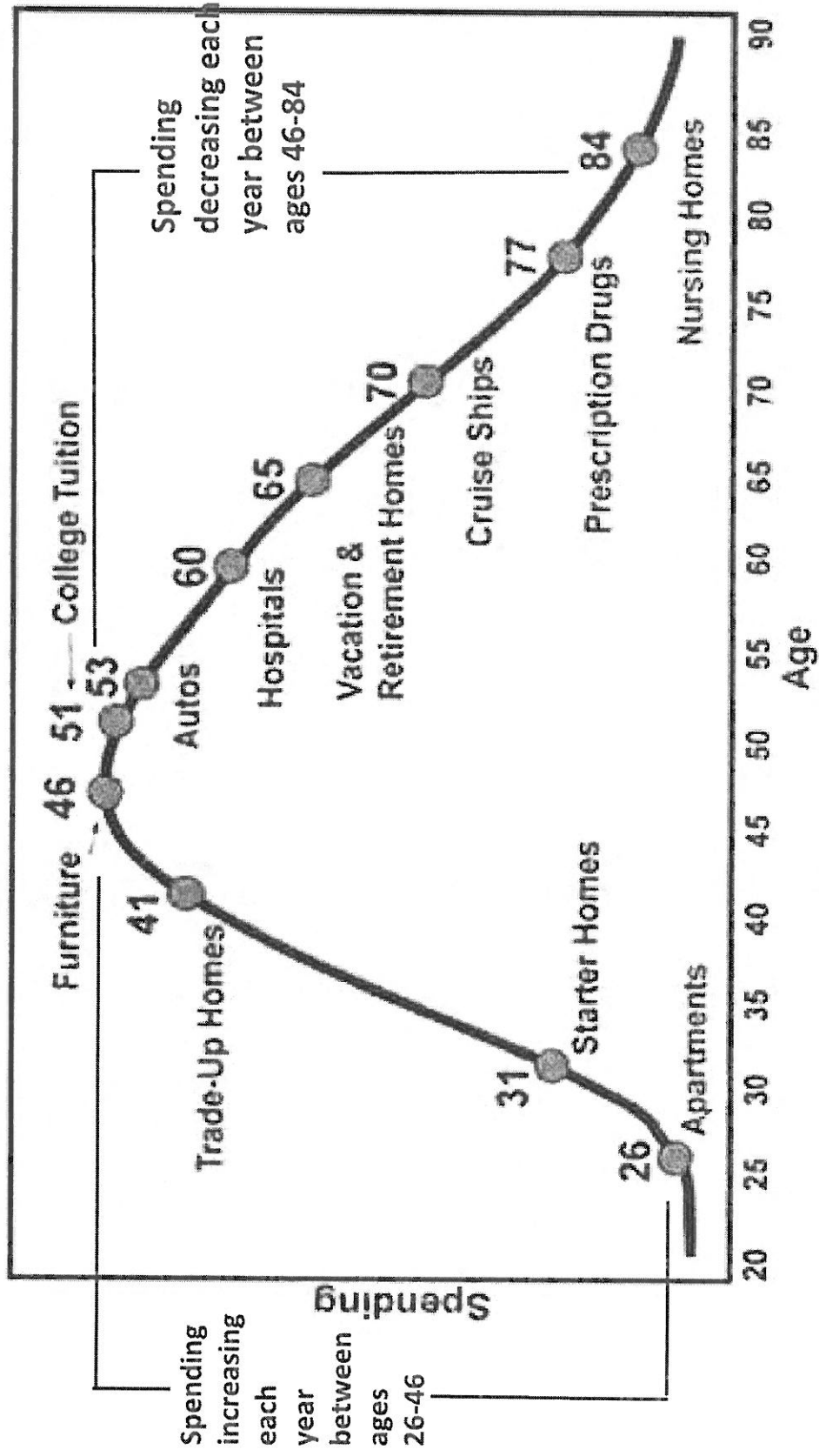
# **CUMULATIVE BUDGET CUTS NEEDED FOR 3% RAISE** **WITH 3-YEAR CATCH UP & ANNUAL CPI MILLAGE INCREASES** **CURRENT YEAR DEFICIT + ANNUAL STEP INCREASES**

	2015	2016	2017	2018	2019	2020	2021	2022
2015	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>	<div>&lt;\$3.1M&gt; \$3.7M</div>
2016		<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>	<div>&lt;\$2.4M&gt; \$1.5M</div>
2017			<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
2018				<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
2019				<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
2020					<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
2021						<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
2022							<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>	<div>&lt;\$2.4M&gt; \$1.5M &lt;\$4.5M&gt;</div>
Cumulative Deficit	<div>\$0.6M</div>	<div>&lt;\$0.3M&gt;</div>	<div>&lt;\$5.7M&gt;</div>	<div>&lt;\$11.1M&gt;</div>	<div>&lt;\$16.5&gt;</div>	<div>&lt;\$21.9M&gt;</div>	<div>&lt;\$27.3M&gt;</div>	<div>&lt;\$32.7M&gt;</div>
Cuts Needed to Balance	\$0.0	\$0.3M	\$4.8M	\$4.8M	\$4.8M	\$4.8M	\$4.8M	\$4.8M

3% Raise 

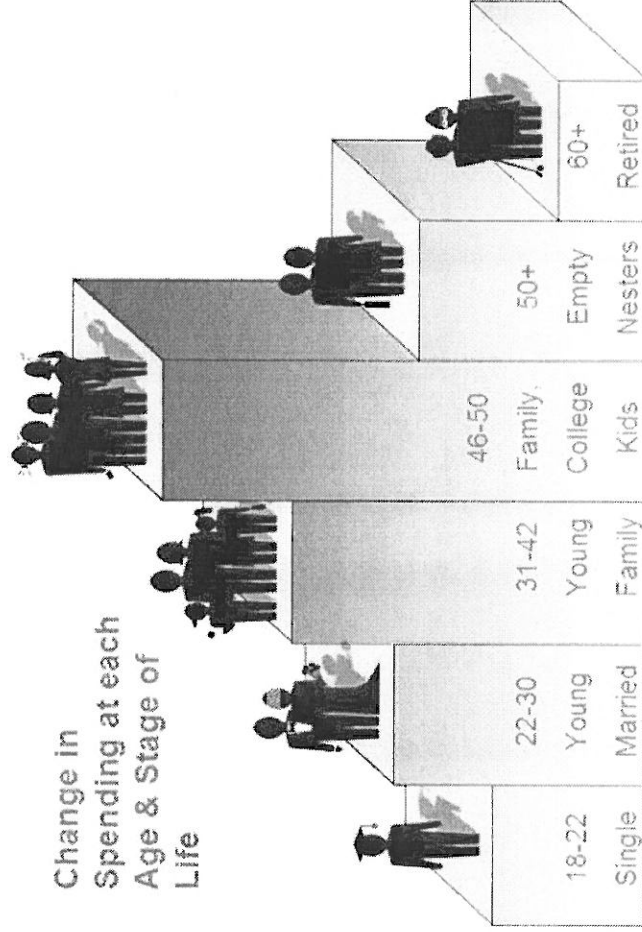
**Cumulative Budget Cuts \$29.1M**

Figure 1-1: Consumer Life Cycle

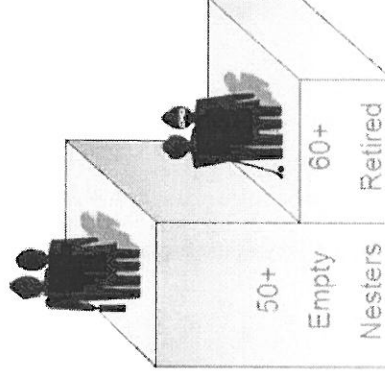


Data Source: U.S. Census Bureau, Dent Research

Change in  
Spending at each  
Age & Stage of  
Life



Copyright HS Dent 2009



Copyright HS Dent 2009

# Conclusions

1. The Annual Step Increase (required by law) is more than the maximum allowed CPI millage increase each year.
2. In addition to the Annual Step Increase we have other price increases, revenue shifts from our budget by the General Assembly and additional costs related to growth.
3. As a result of 1. & 2. our expenses are increasing at a compounding rate faster than our allowed revenue creating negative compounding of our finances.
4. Our current staffing levels are not sustainable under our current funding mechanisms.
5. Any allowable CPI millage increase we do not make each year into the indefinite future further increases the negative compounding of our finances and the destruction of our workforce.

## **Attachment D**





June 21, 2016

The Honorable John E. Courson  
412 Gressette Bldg.  
Columbia, SC 29201

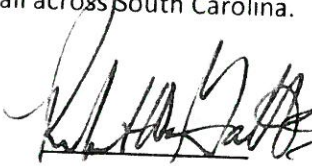
Dear Senator Courson:


On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.


We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

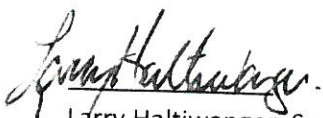
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

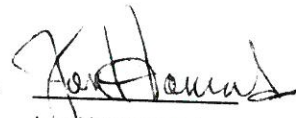
Sincerely yours,


  
Robert Gantt  
Chairman


  
Ellen Baumgardner  
Vice Chairman

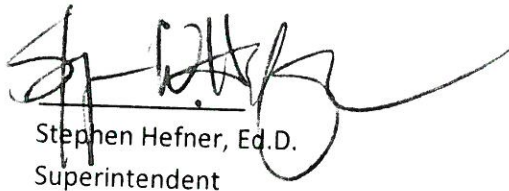
  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Ronnie W. Cromer  
311 Gressette Bldg.  
Columbia, SC 29201

Dear Senator Cromer:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

Sincerely yours,

Robert Gantt  
Chairman

Ellen Baumgardner  
Vice Chairman

Jondy Loveless  
Secretary

Larry Haltiwanger, Sr.  
Member

Jan Hammond  
Member

Beth Hutchison  
Member

Ed White  
Member

Stephen Hefner, Ed.D.  
Superintendent

Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Tom Davis  
602 Gressette Bldg.  
Columbia, SC 29201

Dear Senator Davis:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

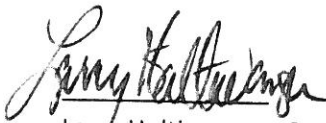
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

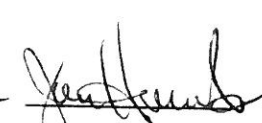
Sincerely yours,

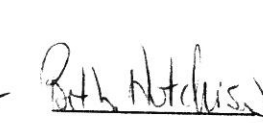
  
Robert Gantt  
Chairman

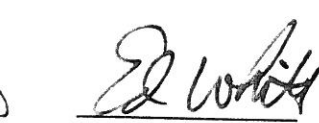
  
Ellen Baumgardner  
Vice Chairman


  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Robert W. Hayes, Jr.  
410 Gressette Bldg.  
Columbia, SC 29201

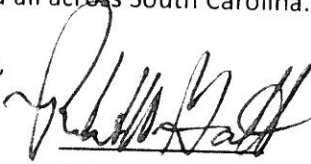
Dear Senator Hayes, Jr.:


On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.


We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

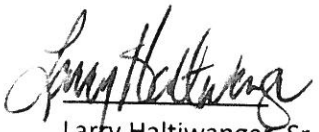
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

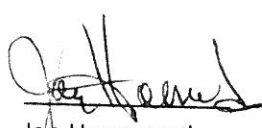
Sincerely yours,

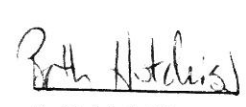
  
Robert Gantt  
Chairman

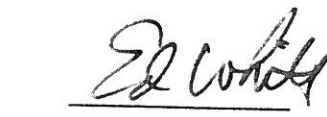
  
Ellen Baumgardner  
Vice Chairman

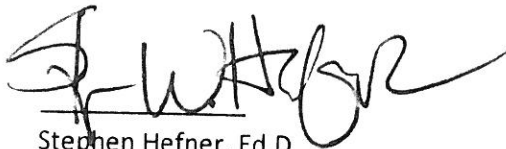
  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Nikki G. Setzler  
510 Gressette Bldg.  
Columbia, SC 29201

Dear Senator Setzler:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

Sincerely yours,

Robert Gantt  
Chairman

Ellen Baumgardner  
Vice Chairman

Jondy Loveless  
Secretary

Larry Haltiwanger, Sr.  
Member

Jan Hammond  
Member

Beth Hutchison  
Member

Ed White  
Member

Stephen Hefner, Ed.D.  
Superintendent

Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Nathan Ballentine  
320B Blatt Bldg.  
Columbia, SC 29201

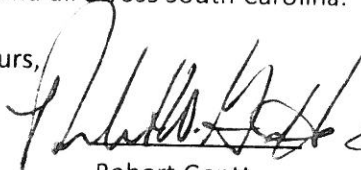
Dear Representative Ballentine:

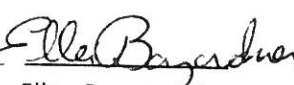
On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

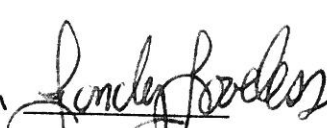
We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

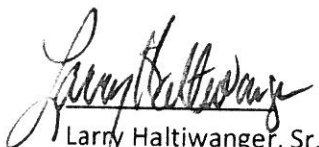
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

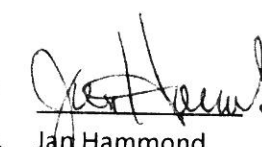
Sincerely yours,

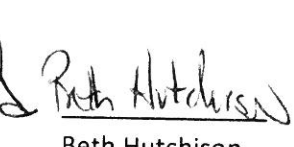
  
Robert Gantt  
Chairman

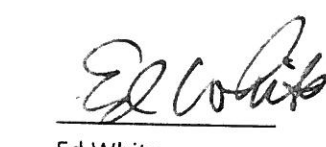
  
Ellen Baumgardner  
Vice Chairman


  
Jordy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Kenneth A. Bingham  
519B Blatt Bldg.  
Columbia, SC 29201

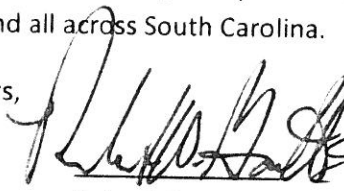
Dear Representative Bingham:

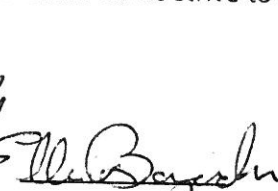
On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

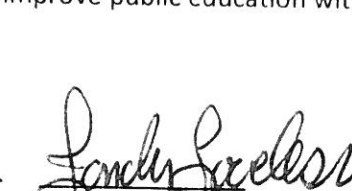
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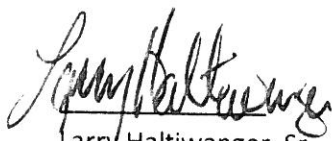
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

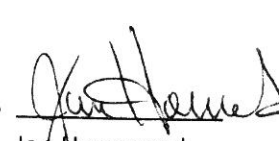
Sincerely yours,

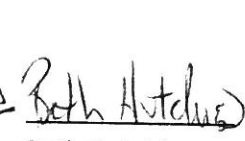
  
Robert Gantt  
Chairman

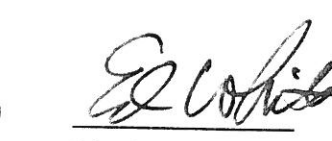
  
Ellen Baumgardner  
Vice Chairman

  
Jordy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer





June 21, 2016

The Honorable Rita Allison  
429 Blatt Bldg.  
Columbia, SC 29201

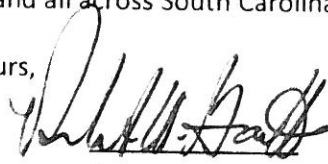
Dear Representative Allison:


On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

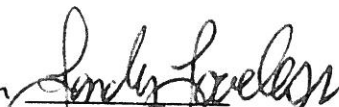
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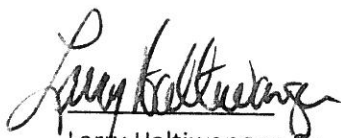
We look forward to working with you in the future as we strive to improve public education within our community and all across South Carolina.

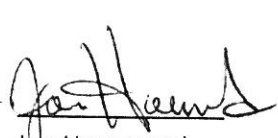
Sincerely yours,

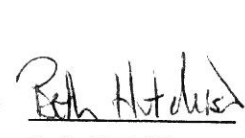
  
Robert Gantt  
Chairman


  
Ellen Baumgardner  
Vice Chairman

  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Chip Huggins  
323B Blatt Bldg.  
Columbia, SC 29201

Dear Representative Huggins:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

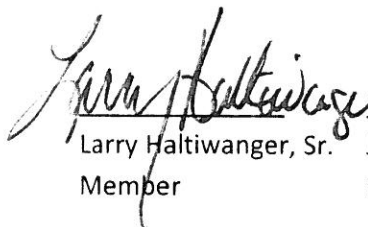
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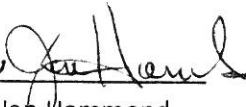
Sincerely yours,

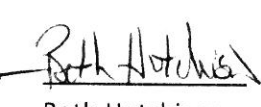
  
Robert Gantt  
Chairman

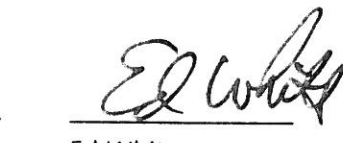
  
Ellen Baumgardner  
Vice Chairman

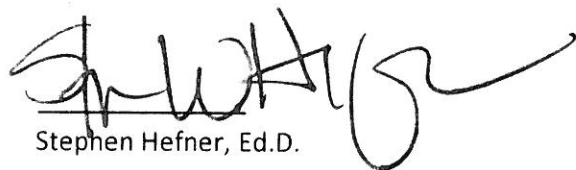
  
Jondy Loveless  
Secretary


  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable W. Brian White  
525 Blatt Bldg.  
Columbia, SC 29201

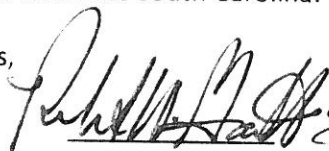
Dear Representative White:

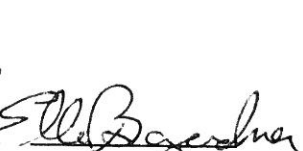
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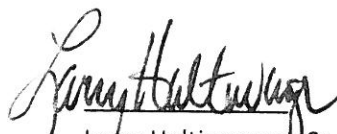
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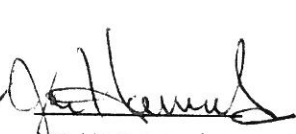
Sincerely yours,

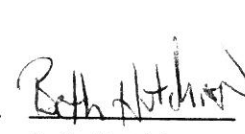
  
Robert Gantt  
Chairman


  
Ellen Baumgardner  
Vice Chairman

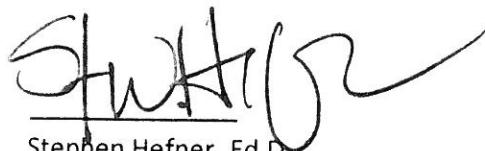
  
Jondy Loveless  
Secretary


  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Rick Quinn  
532C Blatt Bldg.  
Columbia, SC 29201

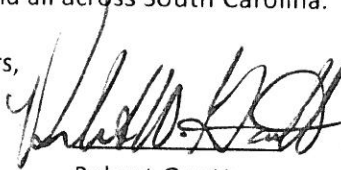
Dear Representative Quinn:

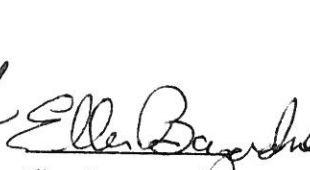
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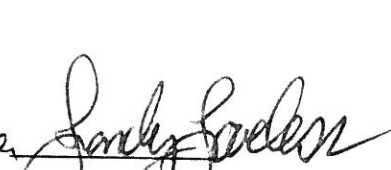
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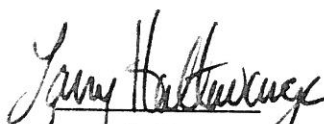
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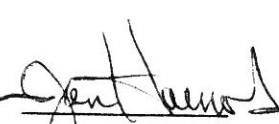
Sincerely yours,

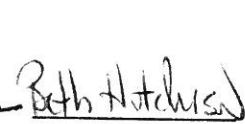
  
Robert Gantt  
Chairman


  
Ellen Baumgardner  
Vice Chairman

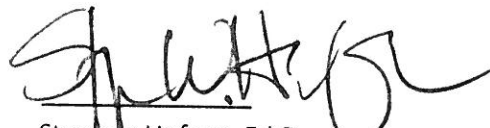
  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Raye Felder  
414D Blatt Bldg.  
Columbia, SC 29201

Dear Representative Felder:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

We know there are many competing priorities for state funding. We are grateful for the time and attention you gave to the concerns we called to your attention. We feel that you heard us. The budgetary provisions you made for the coming school year are most appreciated.

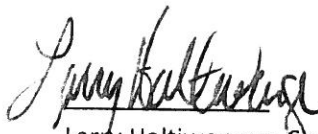
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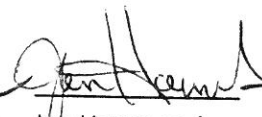
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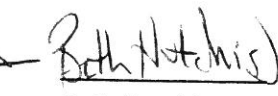
  
Robert Gantt  
Chairman


  
Ellen Baumgardner  
Vice Chairman

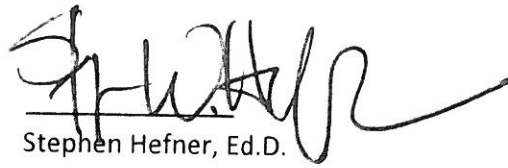
  
Jordy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer



June 21, 2016

The Honorable Chauncey K. Gregory  
606 Gressette Bldg.  
Columbia, SC 29201

Dear Senator Gregory:

On behalf of School District Five of Lexington and Richland Counties, we thank you for listening to us as we advised you of the fiscal challenges facing growing, high performing school districts in our state.

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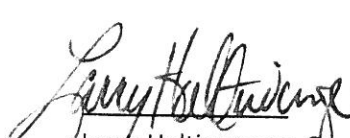
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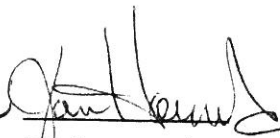
Sincerely yours,

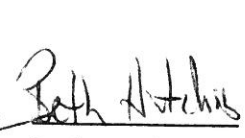
  
Robert Gantt  
Chairman

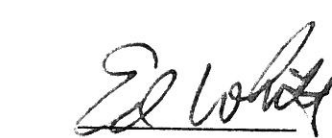
  
Ellen Baumgardner  
Vice Chairman

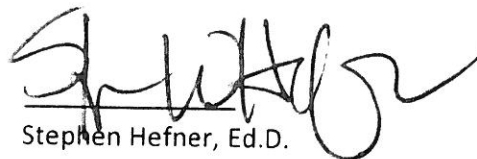
  
Jondy Loveless  
Secretary

  
Larry Haltiwanger, Sr.  
Member

  
Jan Hammond  
Member

  
Beth Hutchison  
Member

  
Ed White  
Member

  
Stephen Hefner, Ed.D.  
Superintendent

  
Len Richardson  
Chief Finance Officer