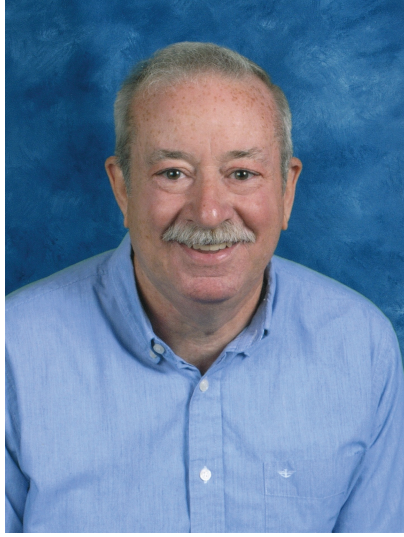


	Rich Haffey	Shane Krugler	Bart West
			
Campaign Sites	Website: https://richhaffey.com/ Facebook: https://www.facebook.com/profile.php?id=100071588747874	Website: www.shanekrugler.com	N/A
Educational Details	Oak Hills High School, Class of 1993 Bachelor of Science, Chemical Engineering, University of Cincinnati Master of Business Administration, University of Cincinnati	Juris Doctorate - Northern Kentucky University, Chase College of Law & Bachelor of Science in Business - Indiana University, Kelley School of Business	Eastern Kentucky University - B.S. in Police Administration Eastern Kentucky University, University of Cincinnati, University of Virginia - Graduate Credits (4.0 GPA) Great Oaks Police Academy - Police Certification (Class Valedictorian) F.B.I. National Academy (4.0 GPA)
Family Details	I am a second-generation graduate of Oak Hills. I have three sons in eighth grade, two who attend Bridgetown Middle School and one who attends Rapid Run Middle	I am married to my high school sweetheart, Megan. We have three children currently in OHLSD (Rapid Run and C.O. Harrison) and a miniature	Wife - Cindy Children - Amy and Kyle Eight Grandchildren With the exception of our four

	School.	Bernedoodle, named Ellie.	grandchildren who live in Northern Virginia, all of my family members either graduated from Oak Hills or are currently enrolled.
What qualifications, experiences, and motivations do you bring as a candidate (such as volunteer experience, parent/community involvement, or professional expertise), and why do you want to serve on the Oak Hills Board of Education?	I have substantial experience that has prepared me to serve on the Oak Hills Board of Education, including: • For the last 26 years, I have worked as a manager and leader within a Fortune 500 financial services company • I have served on the Oak Hills School Board for the past four years, including one year as Board President. • I served on the board of trustees for Lighthouse Youth Services, a major social services agency in Cincinnati, for nine years including one year as the President of the Board. • I currently serve on the Finance Committee for the Down Syndrome Association of Greater Cincinnati • I have coached youth sports (baseball and soccer) through OHYA for the past eight years I am interested in continuing to serve on the board to help make a positive impact on our community by ensuring that all students have access to a quality education.	Education has always been a very important component of my and my family's development. I served as an adjunct professor at NKU Law for several years. I am an active member of the Community Advisory Team with Oak Hills. My wife and I have both served on our local PTAs and we have voluntarily led a S.T.E.M. group, Destination Imagination, at C.O. Harrison. I have also been active in coaching youth sports, including OHYA soccer and baseball, as well as coaching Upward Basketball with Shiloh Church. As a business owner, with a law practice located in Delhi Township and having served on multiple westside non-profit boards, including Kiwanis, the Kids and Community Food Collaborative, the Western Economic Council, and the Delhi Business Association, I believe I bring a depth of experience that can add much value to the district. I am also a board member of the Kids & Community Food Collaborative, which directly benefits Oak Hills students in our district who are dealing with food insecurity at home.	I believe that the I am well qualified to be reelected to the Oak Hills Local School Board. After graduating from college and being hired by Green Township, I served as a police officer for 34 years. The majority of my career I served in an administrative capacity as captain, lieutenant colonel or chief. Particularly relevant to the extreme financial difficulties we will soon be facing, was my experience preparing and administering budgets. During my time as a police officer, I spent time working as a Drug Abuse Resistance Instructor at Springmyer Elementary. While in the classroom, I had the opportunity to work with great teachers. When I retired from the police department, I worked for a year as an aide in a specialized classroom at Rapid Run Middle School. Once again, I had the opportunity to spend time in classrooms working with students and amazing teachers. I then spent the next two school years overseeing safety and security for the nine Oak Hills schools. In 2021, I decided to run for the Oak Hills School Board. I was subsequently elected and have learned a lot that should make me an even more effective board member. My wife and I have had great experiences with Oak Hills. Those positive experiences range from one of our children being named a National Merit Finalist to a grandchild who has autism progressing socially and academically. My motivation for running for the school board is to help ensure that every student

			has the same opportunities as our children and grandchildren. I am passionate about having a quality school district. Great schools make for a great community!
What is your vision for the Oak Hills School District, and what top priorities and goals would guide your work on the board?	My vision for Oak Hills is that we provide a high-quality education for all students and that our school district be a driving force that attracts families to our community. Here is my platform as I run for re-election to Oak Hills School Board: 1. School Facilities Many of our school buildings are extremely old and outdated. We have done a good job maintaining the buildings as best as possible but many of them need to be upgraded or replaced. We partnered with the Ohio Facilities Construction Commission to perform an analysis of our buildings. At Oak Hills, we qualify for a significant financial contribution from the state to renovate and improve our buildings. We need to continue to work with the state and our community to implement a plan to improve our facilities while being good stewards of our community's resources. This work is critical and will impact generations to come. 2. Early Literacy Programs Early Literacy is vitally important to each child's development and has a significant impact on their future. In the past few years, we created the Early Learning Center in Delhi and expanded the capacity of our Keep program. I would like to see the district continue to invest in early literacy. 3. Staff At Oak Hills, we are blessed to have high quality staff who are committed to the success of their students. From my time attending Oak Hills, I recall numerous teachers, coaches and administrators who	My vision for Oak Hills LSD is for it to continue to thrive academically, while being a beacon for young families to be attracted to the westside. To accomplish this vision, we must maintain and attract top talent, while being at the forefront of innovation, accessibility, and career preparedness.	My vision is that Oak Hills is a place where every student can reach their fullest potential. My priority is the budget. We will need to do everything possible to secure additional revenue, as we are currently spending more than we are bringing in. Since our budget is so lean, there is very little opportunity to cut spending without negatively affecting our students.

	had a profound impact on me. I am thankful for the lessons that I learned from them. One of my children has special needs, and my wife and I have worked with IEP teams at Oakdale, JF Dulles and Rapid Run. We meet with our IEP team regularly and have learned a great deal from them. Our experience has been truly collaborative and we are thankful for these IEP team members. Through these experiences, I recognize that the quality of the staff is vital to the success of the district. The district must continue to work to develop its teachers and staff and to recruit the best teachers. 4. College and Career Readiness Oak Hills High School offers a compelling array of curriculum choices leading to future careers through collaborative programs with the Great Oaks Career Campuses, the University of Cincinnati, and Cincinnati State Technical and Community College. These are in addition to many Advanced Placement classes, which provide opportunities for high school students to earn college credit. Continuing to support students in their quest to develop their readiness for future careers as well as expanding partnerships with local businesses to provide students with internships and job opportunities is key. 5. Fiscal Responsibility Oak Hills is one of the lowest cost-per-pupil districts in Hamilton County. It is critical that we continue to be fiscally responsible and ensure that district resources and budgets continue to support the instructional programs and classroom. 6. Strategic Plan In 2022, the school district convened a group of administrators, teachers, students, parents and community leaders		
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	to update the strategic plan for the district. It is time to update it again. The school board and administration should work collaboratively with all stakeholders to refresh the strategic plan. 7. Technology Technology and the ability of our children to leverage it will continue to grow in importance as we become more reliant on it in our society. The district must continue to invest in technology and provide opportunities for our students to utilize it in their coursework.		
What do you see as the current strengths and challenges within the Oak Hills School District, and how would you address them?	Oak Hills' greatest strength is delivering a quality education while utilizing financial resources wisely. We spend \$1700 less per pupil than the state average. Despite spending significantly less per pupil, we consistently earn 4 stars on the recent state report card. I would like to see the district continue the focus on improving early literacy, enhance our facilities and improve our performance around college, career, workforce and military readiness. Here are some ways we can address each of these areas: • Improve early literacy – two years ago, the school board approved increasing the number of teachers that support our Keep program. Through the Keep program, kindergarten students who are behind in reading can stay in school longer than the normal half-day kindergarten program to receive additional support in reading. The first year of the expanded Keep program showed promising results. Over 77% of kindergartners achieved our universal screening benchmark for literacy in the spring of 2025. This was up from 54% in the spring of 2024. This data shows that our investment in expanding the Keep program is delivering results. We should continue to invest in improving early literacy and it sets the foundation for	We live in a great district that has done many things very well in the years that I have lived here, however there are always opportunities for improvement. I feel that our greatest strength is our staffing. What our district has been able to accomplish academically, being in the top 30%, in Cincinnati and Ohio, is very impressive. Combine this with one of our greatest challenges, lack of funding, and it demonstrates how dedicated our district is to excellence. The only way that we can maintain this excellence is to continue to invest in our support staff, teachers, and administrators to retain and attract top talent. The reputation and success of Oak Hills LSD was a primary factor in moving my family from Lakota school district in 2015. Oak Hills LSD has less tax dollars being spent per student than all but one school in the county. Although this can be considered an accolade, I believe it also highlights a huge challenge, being the lack of funding for the district and a need to work outside the box to begin solving this issue. We should be looking at many aspects to attract more wealth and business expansion to the westside, including but not limited to a strategic plan to improve and develop access and transportation infrastructure. What can be	In my opinion, our greatest strength is the quality of our students, teachers, staff and administrators. I believe that our greatest challenge is funding. We currently spend almost \$2,000 less per student than the Ohio average. Of the 23 school districts in Hamilton County, Oak Hills ranks second to last in spending per pupil spending. The legislature is determined to reduce local property taxes even though funding from the State of Ohio never comes close to keeping up with inflation.

	future learning and growth. • Enhance our facilities – if our bond issue passes in November, we will take a significant step in enhancing our facilities by being able to build new schools at Delhi Middle School, Springmyer Elementary School, Bridgetown Middle School (phase II) and adding air conditioning at Oak Hills High School. • Improve performance around college, career, workforce and military readiness – On our most recent state report card, college, career, workforce, and military readiness emerged as an area needing improvement. To better support our students, we must strengthen their ability to explore and identify meaningful postsecondary opportunities—whether that means higher education, entering the workforce, or serving in the military. To achieve this, we need to evolve the high school experience by offering more robust career exploration, hands-on learning, and skill-building opportunities. By aligning coursework with real-world applications and emerging career pathways, we can ensure our students graduate not only with a diploma, but with a clear sense of purpose and the tools they need to succeed in life after high school.	done to lessen the invisible divide between the eastside/westside argument? When I was recruited to work in Cincinnati, in 2004, I was advised to move to the Eastside or North of Cincinnati. The westside was never offered as an option and we have so much to offer. What can be done to change this city-wide narrative that has existed for way too long? These are not short and simple answers. This will require decades long strategies and the time to start is now.	
What steps would you take to ensure that all students feel safe, welcomed, and supported, including policies to address bullying, mental health, and social-emotional needs?	In our schools, building a culture of respect is a priority. Our staff regularly engages students in conversations about treating one another with kindness, empathy, and dignity. Employees receive training in Positive Behavior Intervention Supports (PBIS) as well as in critical areas such as bullying prevention and response. Through our partnership with Cincinnati Children's Hospital, we have therapists and counselors present in our buildings—ensuring that students have access to the mental health support they need. While these efforts have laid a strong foundation, we must continue to	I would evaluate the existing processes that are in place district-wide to first determine what is being done well and where there are opportunities for improvement. No better barometer exists for determining effectiveness of such policies than giving our students and parents the opportunity for anonymous and periodic feedback.	While Oak Hills has formal policies in place to address the topics of bullying and mental health, it is the commitment of administrators and staff that ensures that all students feel safe, welcomed and supported. Responding promptly and appropriately to reports of bullying, and prioritizing mental health are critical to having a great school district. As a board member, I believe my role is to support and reinforce the great work of our staff.

	prioritize and strengthen respect as a core value in our school culture. A respectful, supportive environment is essential for learning, growth, and the well-being of every student and staff member.		
How will you engage with the community, build trust, and maintain open and transparent communication between the board, district staff, and families?	When I joined the school board four years ago, my fellow board members and I wanted to make our meetings accessible to everyone and we started to record our board meetings and post them on our website. This was a key step in improving communication and transparency in the district. In addition to recording our meetings, I will continue to be accessible and responsive to parents and families by reading and responding to emails when I receive them and being willing to meet with and talk to staff and families.	As a local business owner, community leader, coach, and frequent volunteer to the school district, I believe I have an inherent advantage in building trust, as I have been dedicated to supporting my community for many years. As board members, we should all strive to have ongoing visibility, access, and transparency, while also taking efforts to be as proactive and responsive to challenges that our schools and communities face.	Being accessible and honest are very important to being an effective member of the school board. I am regularly out in the community with my grandchildren and as a member of many community groups. I promptly respond to calls, texts and emails. I have always been happy to share my cell phone number with community members - even when they are upset.
When concerns such as employee misconduct or communication breakdowns arise, how should the district respond, and how would you rebuild parent and community trust?	When issues and concerns arise, communication is key. It is critical that we communicate as much information as quickly as possible. With the widespread use of social media today, that can be challenging because information travels incredibly fast. Often times, the messages on social media contain insufficient or incorrect information. It is important that we communicate with speed but ensure that we take the time to gather the facts so that our communication contains appropriate details and information.	I spent the majority of my banking career working in compliance and ethics. Rest assured that businesses and school districts will never be immune from such misconduct or breakdowns. The key to building and maintaining trust is based on two ideals. First, the district should have common sense policies, procedures and oversight to identify and remediate such issues. Second, it is imperative that when an issue is identified, swift response to rectify the issue(s) are taken and communications regarding those action(s) are directed to our parents and community.	First, honesty and transparency are critical. Timeliness is also important. Rebuilding parent and community trust is difficult, so it is always better to make sure that communications don't break down in the first place.
How can the school board make decisions that serve students of all socioeconomic backgrounds, academic abilities, races, and religions, while maintaining	As a public school district, we are committed to following all state and federal laws regarding the teaching of religion. Current law allows schools to offer classes that explore various religions in a factual, objective, and academic manner—without promoting or endorsing any particular belief system. We also comply with laws and policies that permit students to be released from school for religious instruction or observance. Our	I believe this is too broad of a question to be able to answer succinctly in this format. All students should be treated with respect and dignity, and be provided with the same opportunities, regardless of their socioeconomic backgrounds, academic abilities, races, and religions. I do not see it as the board's responsibility to manage the role of outside groups, religious or otherwise. The board is and should be managed as non-partisan, while following the requirements and guidance of the	I believe that the entire board is committed to effectively serving all students. My goal is that every student is able to reach their fullest potential. Personally, I find it easy to remain neutral regarding religion. Public schools in Ohio are not permitted to favor one religion over another.

neutrality regarding religion and appropriately managing the role of outside religious groups?	approach to teaching religion is educational. Instruction is designed to help students understand the role of religion in history, culture, and society, without advancing or favoring any specific religion. As laws evolve, our school board and administration will continue to make decisions that ensure we remain in full compliance, upholding both the letter and the spirit of the law while respecting the diverse beliefs of our students and families.	federal government and the state of Ohio.	
How should the board support the recruitment, retention, and professional development of high-quality teachers and staff?	To recruit and retain high-quality teachers and staff, we must begin by treating every employee with respect and demonstrating that they are truly valued. Our goal is to create the conditions for all employees to thrive—professionally and personally. We achieve this by providing meaningful support, encouraging ongoing growth, and fostering a collaborative, inclusive work environment. When staff feel supported, empowered, and respected, they are more likely to stay—and more likely to do their best work on behalf of our students. In addition, this culture attracts strong teachers and staff to our district. Creating a workplace where educators and staff want to be is critical to the long-term success of our schools and students.	The school board's requirements are to employ the superintendent and treasurer, while working closely with them to establish and set policy, vision and long-term goals. Effective execution and oversight of these important requirements ensure the future success of our district.	I believe that one of the most important responsibilities of the district is to recruit and retain high quality staff. One of the most important ways to retain high-quality teachers and staff is to make sure that they have ample professional development opportunities. I believe that we have done a pretty good job of recruiting quality staff members, considering we have a very small H.R. staff and that many other districts can afford to pay higher starting salaries.
What important factors should be considered when choosing curriculum, and how should the district approach preparing students for future challenges, including the responsible use of AI in the classroom?	I think that, over the next 5-10 years, we will find that the workforce will change dramatically due to AI. Some of the jobs that people hold today will be replaced or changed by AI and it will cause people to reconsider their career options in the future. We have ample opportunities for students who want to go to college. We currently offer 29 AP courses, 58 honors courses and many courses for college credit. Our opportunity is to expand our curriculum offerings for students who do not intend to go to college. I would like us to identify creative ways to increase those offerings.	Effectively managing and predicting the implementation of technology in and beyond the classroom is imperative to our children's success. I believe that more concentrated efforts should be taken to redefine curriculum, as appropriate, to identify the probable effects of artificial intelligence and quantum computing on personal development, education, and career preparedness. I believe there is no greater potential impact of the quality of our children's lives and livelihood, both positively and negatively, than future technological developments. The mixed impacts of social media on our children,	First, evidence needs to show that the curriculum being considered improves student learning. Secondly, our curriculum specialists and a select group of our teachers need to review the curriculum to help select the curriculum that they feel will work best in Oak Hills. Finally, teachers need to also feel good about it and receive the necessary training to successfully implement it. AI presents challenges but it is important that our students learn how to use it in a responsible manner. The district currently has a fairly current AI policy, but we will

		both positive and negative, should serve as a clear warning of what lies ahead.	need to keep updating it on a regular basis.
What is your understanding of the district's financial situation, and how would you advocate for stable and adequate funding while addressing concerns about the budget?	We are currently running a deficit. Our last operating levy passed in 2013. We have been able to delay placing an operating levy on the ballot since then for many reasons including over 60 actions that we have taken to reduce expenses, such as reducing our utility costs by 44% over the last decade. We made good use of federal Covid funds and benefited from the sizeable property value increase in 2023. We are one of only four districts in Hamilton County who has not increased taxes since 2014 through either an operating levy or bond issue. We rank 22nd out of 23 districts in Hamilton County in cost per pupil and spend \$1700 less per pupil than the state average. We are in the bottom third of all districts in Hamilton County in taxes assessed. We are incredibly thoughtful in how we spend our resources as evidenced by the fact that we spend 73% of our funds on student instruction, compared to the state average of 68%. Unfortunately, the state funding does not keep up with inflation. The state legislature is currently evaluating numerous options that could negatively impact our funding further. At some point we are going to need to ask for additional operating funds. We will continue to be very prudent with how we utilize our resources so that we can delay the need as long as possible.	Our district continues to struggle with adequate funding, as do most other districts. As I mentioned in a separate question, there is no easy short-term fix to this challenge. Advocacy must happen not only within our district, but within the State and the federal government. We cannot continue to rely on periodic levies to support our district. Our district is at risk, like others similarly positioned, contending with low commercial tax base, the State's designation of our socioeconomic status leading to reduced State support, and the ongoing financial strains of the expanding EdChoice voucher program.	According to Treasurer Bain, just prior to the passage of the 2013 levy was the last time that our budget forecast has been this bad. On multiple occasions, I have spoken with both our Ohio House and Senate representatives about the dire need we have for increased funding. While we continuously see average annual increases of less than 1% from the State of Ohio, the leadership in the Ohio House and Senate seem intent on making it much more difficult to pass local levies.
If the upcoming bond renewal does not pass, what alternative plans would you propose for the district?	I am optimistic that the upcoming bond issue will pass for three reasons. • The need is great. The Ohio Facilities Construction Commission assessed our buildings and determined that 7 of our 9 schools have aged to the point that they should be replaced rather than upgraded. We are utilizing every space possible, as evidenced by us converting former locker rooms and closets into teaching spaces.	Infrastructure improvements, as well as improved safety and accessibility to our students, are necessary for the continued success of not only Oak Hills LSD, but to all our surrounding communities. If the bond replacement levy does not pass, our district will be at risk of exponentially higher infrastructure costs borne by our tax payers. Unfortunately, reasonable solutions are rooted in simple math. If we	If the public does not support the bond with the advantage of being able to market it as not increasing taxes, it is unlikely that they will support another bond in the near future. If the bond renewal does not pass, we will need to use our capital funds to continue to maintain our buildings and start looking for ways to increase operating revenue.

	• The ask is not a net increase in taxes. The bond issue is 2.05 mills and the expiring bond issue is 2.40 mills. The board made the decision to only ask for an amount that would not be an increase over the amount that taxpayers are currently paying. • The state will contribute approximately \$70 million to our project. For decades, the state has provided funds to districts all over the state so they can build new schools. As taxpayers in the state, a portion of our tax dollars are going to this fund. Oak Hills has not taken advantage of it, though. Now is our time. If the bond issue does not pass, there are no alternative plans. We cannot undertake an initiative of this magnitude without support from the community. The board could decide to put the bond issue on the ballot again, but this would not be discussed or considered until after the election.	cannot afford to make the necessary infrastructure, safety and accessibility improvements, then we must come together as a district to evaluate other less crucial initiatives to trim expenses. Many important factors are at risk of reduction, from staffing and quality of education to extra-curriculars.	
Given the district's size and ongoing operational challenges, do you believe the district should consider splitting, and how would you address persistent issues like transportation and communication?	I do not think the district should consider splitting into two districts or two high schools. Our high school campus is approximately 40 acres and I don't think there is enough available land to be able to build a second high school campus in our district. I am proud that we offer a wide-ranging curriculum for all students and, if we separated into two high schools, we would not have the scale at each individual high school to offer all the classes and programs that we currently offer. I understand that transportation can be challenging, especially at the high school. We are not in the position to expand busing services without additional funding.	To answer this question, would require in-depth analysis and conclusions from a myriad of experts in various concentrations. If the levy does not pass and we have continued rejections of future operational levies, I believe this option should be presented if it offers potential solutions.	No, I don't think the district should consider splitting. I feel that our district does a great job with the very limited financial resources we have. Oak Hills is big enough to be efficient but not so large that bureaucratic waste occurs.
How would you work to improve athletics and extracurricular programs	I think we should continue to offer extracurricular programs that appeal to all our students. When students are involved, they tend to be more engaged in the school environment and have a better	My children are very involved, as are we as parents, in many Oak Hills athletic and extracurricular programs within the district over the last nine years. Although I am sure challenges exist, we have been very	My primary focus will be to try to increase the percentage of students who are involved in athletics and/or extracurricular activities. I believe that kids who are actively engaged are more likely to reach

within the district?	overall experience. A few years ago, approximately 45% of our high school students were involved in some type of extracurricular activity. I continue to be amazed at the countless programs that are available to our students at all levels. As a board member, I view my role as supporting the programs that are offered and encouraging our school leadership to continue to come up with creative ways to engage more of our students.	happy with the return of investment of our children's experiences.	their fullest potential.
What is your stance on Ohio's school choice voucher and waiver programs, and how do you believe they impact Oak Hills in terms of funding, student outcomes, and community support?	The Ohio state legislature has made the decision to fund the choice voucher and waiver programs. In my opinion, the bigger issue is that the state has made the decision to inadequately fund public education. State funding represents 29% of our overall funding. For many years, our state funding has not kept up with inflation. That means that the state is pushing more of the burden of public school funding on local taxpayers, while they are diverting state tax dollars to other places such as a sports stadium in Cleveland and reducing state income taxes. The strategy of the state is not sustainable.	We live in an exceptionally educationally diverse community, where our children have many options beyond the public school system. Living in the district, I have learned the value that parochial schools bring, such as the intrinsic benefits of increased competition, including enhanced camaraderie, innovation and choice, but also of the challenges. The primary challenge of these programs is the diversion of State funds to private schools and transportation costs. Oak Hills has done a tremendous job at managing the reduced dollars per student spent on education, compared to other public school districts, especially considering the numerous local parochial options and the ongoing fixed operating costs of Oak Hills being such a large district. That being said, these programs could be a serious threat to the long-term financial success of the district if ignored.	I believe that there is almost no chance that the Ohio legislature is going to cancel or substantially alter the voucher program. As a result, I am focused on trying to get the State to adequately fund public school districts like Oak Hills. Per Treasurer Bain's report at the October 2025 Board Meeting, Oak Hills receives \$3,467 from Ohio for each typical student and \$5,842 for each special education student. Meanwhile, the State funds eligible EdChoice students in the amount of \$6,166 for grades k-8 and \$8,408 for high school students. The Ohio school funding system is obviously unfair, especially in light of efforts by legislative leaders to reduce the ability of public schools to receive increased local funding. If we can't find some way to get additional revenue, student outcomes will be severely impacted.