

REPORT OF THE FINANCE COMMITTEE

The Finance Committee met on Thursday, June 20, 2019 at 4:00 PM at the Cincinnati Public Schools Education Center in the Board Conference Room.

ATTENDEES

Finance Committee Members

Chairperson Eve Bolton, Melanie Bates, Ryan Messer

Board Member

Ozie Davis III

Administrators

Jennifer Wagner, Treasurer; Patrick Fuller, Internal Audit Intern; Dan Hoying, General Counsel; Isaac Kern, Internal Audit Intern; Lauren Roberts, Internal Auditor; Nathan Tyahur, Accounts Receivable Supervisor

Kearney and Kearney

Eric Kearney, CEO, President

Focused Capitol Solutions

George Glover, Co-Managing Director

Cincinnati Preschool Promise

Hector Polanco, Finance Director; Sallie Westheimer, Interim Executive Director; Cheryl Rose, Board Member

Activities Beyond the Classroom

Carol Gibbs; Board Member; Brian Leshner, Executive Director

Good Government Group

Steve Driehaus, Managing Partner

Community Members/Parents

Marlena Brookfield

Governmental Liaison Presentation

Mr. Kearney and Mr. Glover updated the Committee on the Governor's budget and pending legislative action, distressed districts, and graduation requirements/diploma seals. The budget is still in flex and the distressed district legislation is currently in Senator Peggy Lehner's committee.

ACTION: The Committee recommended that the distressed district legislation be discussed under Board Matters at the Board meeting on Monday, June 24, 2019.

Committee members Bates, Bolton, and Messer suggested to Mr. Glover and Mr. Kearney that they focus on preschool funding, capital improvements funds, career and vocational education, and wraparound services. These are being state-funded and all are part of our Strategic Plan.

A copy of the legislative report is available in the Board office.

Activities Beyond the Classroom (ABC) Contract Follow-Up

Mr. Brian Leshner and ABC board member Carol Gibbs presented the information requested by the Committee at the April meeting regarding ABC generated programming. The report is attached. Assistant Superintendent Myles and Treasurer Wagner spoke in favor of changing the current three-year contract to a five-year contract beginning this coming fiscal year with the increase percentage to be discussed by the Administration and ABC.

ACTION: Committee member Messer suggested that Public Affairs and ABC work together to make the community more aware of the great work done by ABC for CPS children. This partnership needs to be more widely understood and appreciated both internally and externally.

Also, kudos were given to retiring Superintendent Myles for his tremendous work in expanding extra-curriculars and co-curriculars in the District.

Property Tax Working Group (PTWG)

Carol Gibbs, as co-chair with City of Cincinnati Vice Mayor Smitherman of the Property Tax Working Group reported that Treasurer Wagner's requested presentation to their group earlier in the day went very well and generated what Mrs. Wagner called both good and detailed questions. Treasurer Wagner will be reporting back to the PTWG responses to some follow-up questions from the presentation.

The PTWG is working from a City ordinance and will possibly be making a recommendation for both City action and State action regarding property taxes and neighborhood stability.

Preschool Finances

Sallie Westheimer, CPP Interim Executive Director, Hector Polanco, CPP Finance Manager, and Cheryl Rose, CPP Board member, presented the attached report.

Ms. Westheimer reported that the CPP Board made a recommendation at their meeting last week to approve the total amount of the budget but with only the first three months and long-term contracts being allocated, in order to deepen the community engagement by CPP.

On the approved budget, there are four new proposed items for FY20:

- Expansion of Tuition Assistance coverage from 250 to 300 percent;
- Outdoor equipment for individual private providers;
- Increase technology capability; and
- Expansion of cost-of-quality wage supports.

Committee Chair Bolton reiterated her concern regarding expansion to 300 percent of poverty and her concerns that money could be better spent if everyone invested more in securing services for the most in need.

Committee member Bates expressed her concern that the most in need demographic is not being tapped and therefore not being served as widely because neither party has done the marketing to the group.

The Committee discussed some of the possible barriers to participation by those in most need, such as transportation, length of school year and day, and remaining preschool desserts. Committee member Messer stated that the research into these barriers will dictate what will help.

Mrs. Westheimer reported that she's in contact with counterparts in Cleveland to get a better handle on what kind of percentages really are available for preschool as a social norm.

She further reported that she and Treasurer Wagner discussed planting some seeds for future consideration regarding Tuition Assistance (TA) and the possibility of the increase being 6 percent versus the 3 percent that is allowed through the Master Agreement. The cost would be \$233,000 for 6 percent and \$133,000 for 3 percent. Treasurer Wagner offered that she is not initially opposed.

ACTION: In order to be able to show results, CPP will produce a chart to show the number of sites, total seats, quality seats, and preschool deserts that existed then and now. Committee Chair Bolton suggested that as we approach the levy, this chart will be important to explain the progress of Preschool Promise.

Finance Policies for Review

Treasurer Wagner reported the following for the policies to be reviewed by the Finance Committee:

- 5830 Student Fund Raising – has already been reviewed and approved
- 6836 Internal Auditor – is referred to the Audit Committee
- 6900 School District Records Retention Disposal – will recommend to Policy Committee no changes
- 7450 Property Inventory – will recommend to Policy Committee no changes
- 7455 Accounting System for Fixed Assets – will recommend to Policy Committee no changes

Abatement Follow-Up

Committee Chair Bolton stated the purpose of this agenda item originated at the Board meeting on Wednesday, June 19, 2019 and will not be a discussion of the abatement issue itself, but rather a discussion about what it would mean to CPS and the City if a successor agreement is not developed.

The Committee had a very in-depth discussion about parameters, risks, and benefits of both having an agreement and not having an agreement, as the Board works through the third draft of a resolution which will be presented for discussion and action at the Board meeting on Monday, June 24, 2019.

While the communication from the City Manager regarding a possible successor agreement suggested that the City could do without an agreement, his letter also discussed the benefits and the adjustments that might have to be made regarding a new agreement.

There was some discussion between Mr. Hoying and Mr. Driehaus regarding the actual Ohio Revised Code requirements for abatement notifications and whether it included more than just Enterprise Zones.

Mr. Driehaus recommended if there was no agreement, the District would have to have in place a team of experts to advise the Board regarding requested abatements. It was suggested by Committee members that the Audit Committee or a subcommittee of it could be used in this role.

With an agreement, Mr. Driehaus suggested such items as:

- District must be made financially “whole;”
- That the Board should not be afraid to add, in any agreement, positive additions benefiting schools, such as ones negotiated in Columbus;

- Full disclosure and posting of campaign contributions from private developers to City- and District-elected officials; and
- School district millage should be exempt from all TIFs.

Mr. Driehaus also expressed concern if the Board resolution is too specific or revelatory of the Board's position or bottom line, which has yet to be determined.

He also suggested that the agreement should not be limited to commercial, but include residential due to the impact to the District regarding revenue and enrollment.

The Committee and Mr. Driehaus agreed that the number of abatement agreements in Cincinnati is much higher than other Ohio cities.

The Committee also agreed that TIFs are good vehicles for development, but that school district millage should be exempt from TIFs.

There was great consensus in the Committee that some developments may be large and impactful enough and/or because they rise above an established threshold and these developments should require District approval. That being the case, the Committee believed the District should incorporate and adopt a reserve-the-right element to its proposed resolution.

There was also great consensus that the City's argument for including State foundation money should not be part of the discussion for obvious reasons. First and foremost, the State will not be a party to the agreement and State funding has been determined to be unconstitutional and may change bi-annually.

Discussion from the Administration indicated there is still research to be done regarding whether an annual cash amount will be required due to COPs (Certificates of Participation) debt schedule parameters and/or securing enough revenue from the City to make the District whole.

ACTION: Mr. Hoying and Ms. Wagner will check with Brenda Wehmer, outside counsel, regarding the COPs debt schedule.

General Counsel Hoying suggests that it is difficult to know whether CPS would fare better with or without an agreement due to all the uncertainties regarding the future number and size of agreements, as well as City leadership.

Having no agreement would possibly take the District off of its core mission and unduly require the Board to spend a disproportionate amount of its time determining economic development issues developer by developer.

With a negotiated agreement, Mr. Hoying commented that there would be a greater probability the District could be made whole from private developers on every deal done in the City.

Treasurer Wagner shared her view that with no agreement in place, the City would offer a lower threshold so as to not require District review and approval. Mr. Driehaus countered that the City and private developers want the ability to offer the higher threshold abatements and the longer terms.

The Committee agreed that part of the opening of the resolution should not suppose an agreement, but yet offer the parameters as broadly or specifically as the Board determines.

ACTION Committee member Bates will work on the preamble of the resolution with Mr. Hoying. Mr. Driehaus will submit possible suggestions after review, and Committee Chair Bolton and Treasurer Wagner will review and also offer possible suggestions.

Mr. Hoying will finalize the draft resolution which will be submitted for consideration on Monday, June 24, 2019.

The discussion for the Board will not only be action on the proposed resolution, but just how broad or specific or transparent the resolution will be as our initial proposal for a successor resolution.

Quorum was at 6:10 PM – The following was provided for Information Only.

CPS Budget Follow-Up

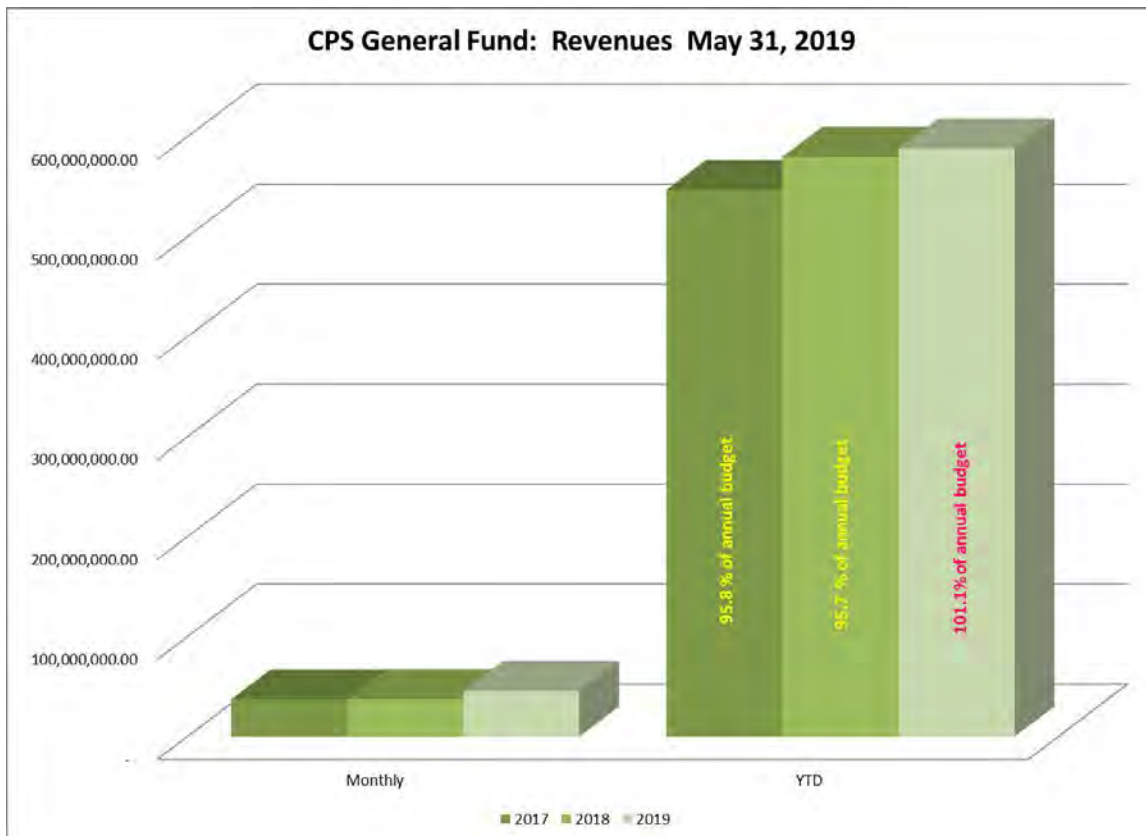
Treasurer Wagner reported that she will be presenting the FY 2019-2020 Budget at the Board meeting on Monday, June 24, 2019.

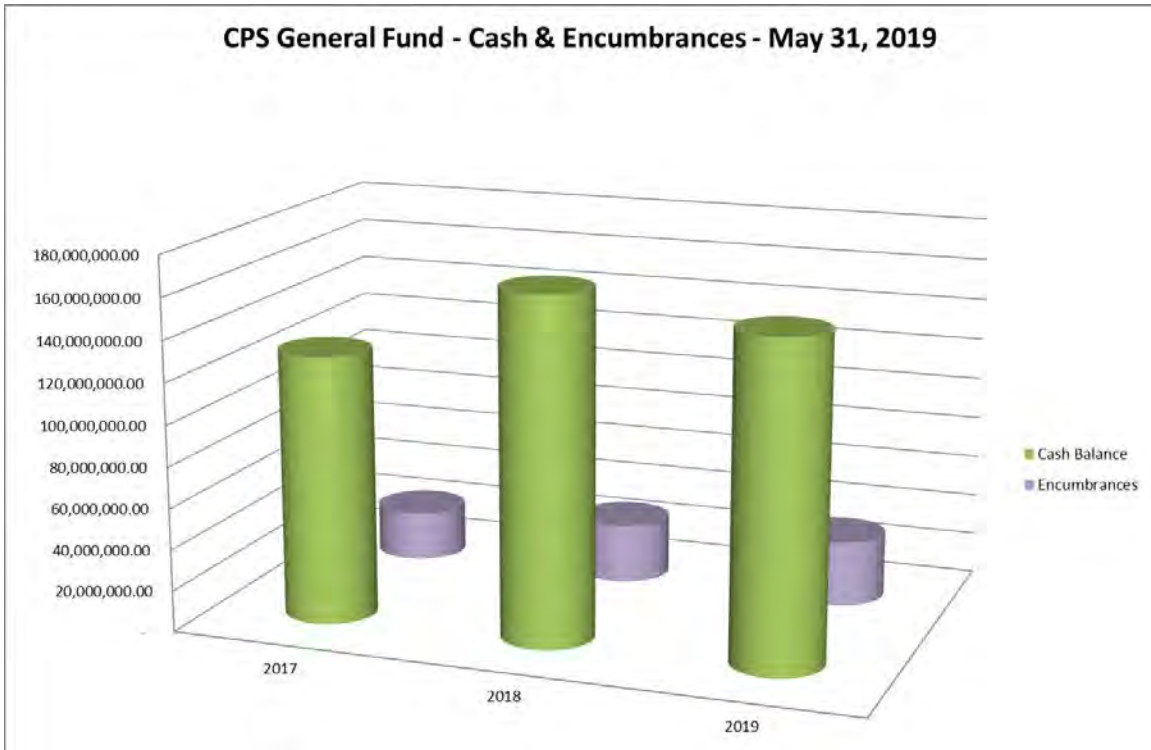
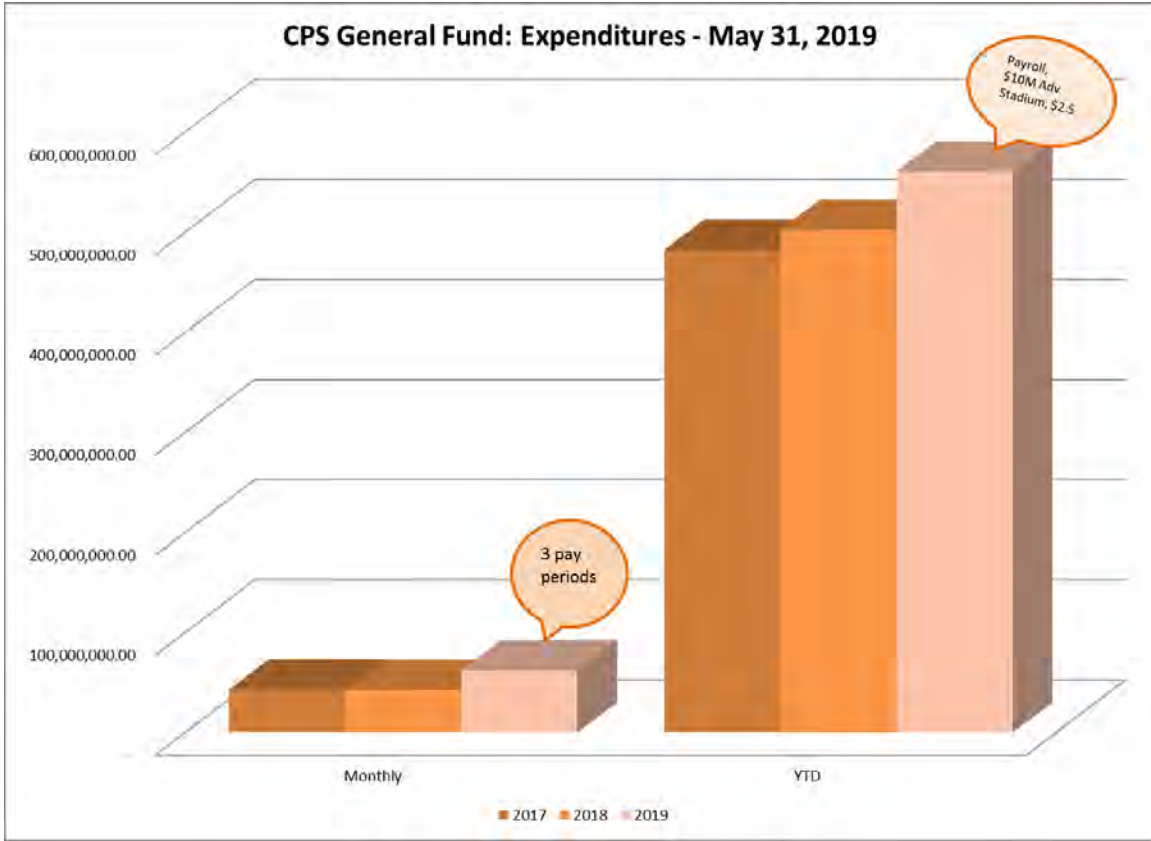
She also reported that the following resolutions will be presented for approval also at the Board meeting on Monday, June 24, 2019:

- Fiscal Year 2018-2019 Final Annual Appropriations Resolution
- Fiscal Year 2019-2020 Annual Appropriations Resolution

Treasurer Monthly Updates

Treasurer Wagner presented the following updates via written report.





State & Federal Grants

May 2019

	State	Federal	Combined	FY18
Beg Cash	1,971,239.69	7,778,481.65	9,749,721.34	9,194,087.04
Receipts	11,946,401.67	41,757,496.53	53,703,898.20	56,661,315.98
Expenditures	11,601,672.98	45,886,718.15	57,488,391.13	61,215,349.89
Encumbrances	1,003,069.52	3,546,666.19	4,549,735.71	4,790,606.51
Ending Cash	1,312,898.86	102,593.84	1,415,492.70	(150,553.38)

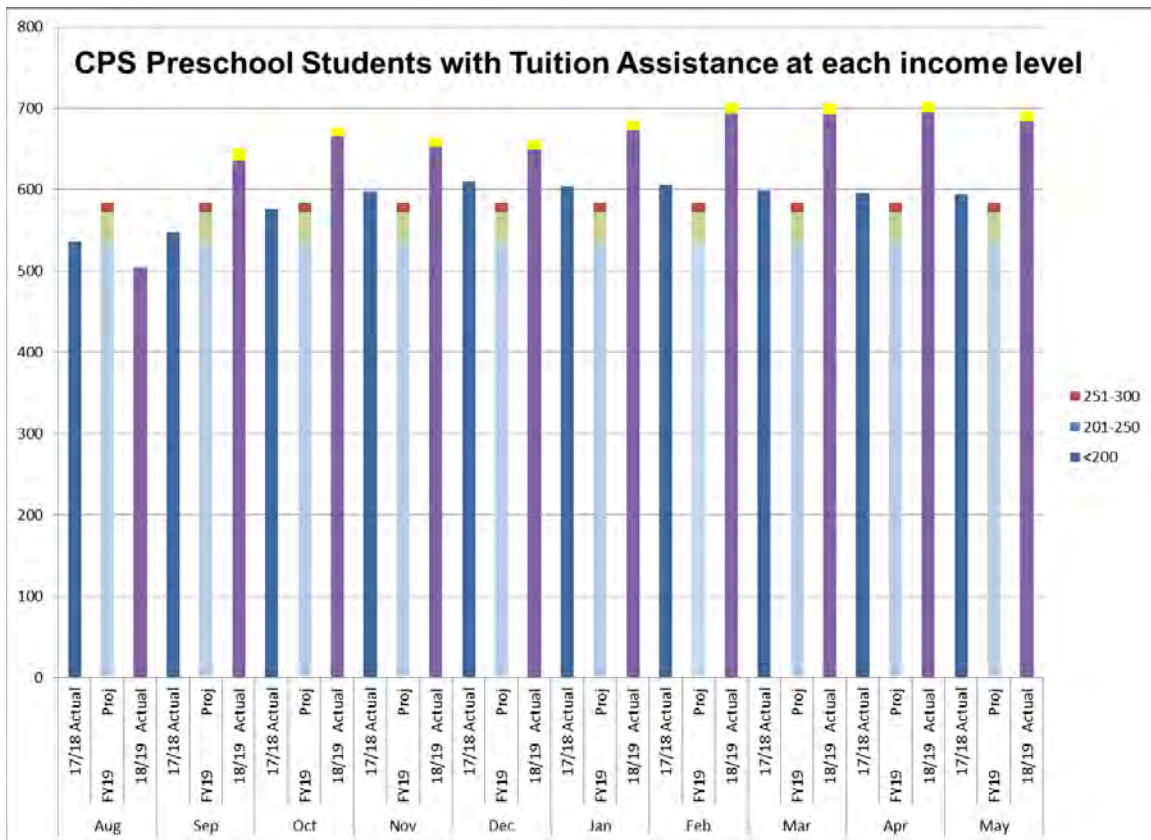
CPS Preschool Expansion

	Budget	May YTD	May YTD FY18
Revenues:			
General R/E Property Tax	13,649,553.39	14,018,946.33	14,924,369.95
Public Utility Property Tax	1,100,847.17	1,214,884.14	1,205,636.19
Homestead Exemption	249,599.45	250,649.66	263,643.56
Less: Auditor Fees	(165,000)	(223,953.92)	(230,769.61)
Revenues	\$ 14,835,000.01	\$ 15,260,528.52	\$ 16,162,880.09
Expenses:			
Tuition Assistance	4,376,878.00	4,178,630.46	3,953,246.88
Payments to United Way	8,887,251.00	5,901,749.39	7,081,837.16
Workforce Development	108,463.68	46,192.67	-
Special Education Support	654,353.44	516,126.63	350,009.19
Administrative Support	200,000.00	9,399.20	112,458.10
Expenses	\$ 14,226,946.12	\$10,652,098.35	\$11,497,551.33
Net Income	\$ 608,053.89	\$4,068,430.17	4,665,328.76

CPS Tuition Assistance Summary

	Income	FT	HT	Total	Days	Tuition Assist \$
May	<200 %	634	50	684	11,580	453,877.58
	200-250	9	4	13	221	6,937,.67
s/t		643	54	697	11,801	460,815.25
YTD				697	109,460	\$ 4,178,662.46
LY				594	98,043	\$ 3,953,246.88

Note: The data in the chart above represents only the CPS preschool students who participate in the Preschool Expansion Tuition Assistance program. CPS currently has enrolled 1,760 preschool students.



CRA Update

Nathan Tyahur, Accounts Receivable Supervisor, provided the Committee with the Community Reinvestment Act Agreements update via written report.

- New Agreements For Approval

Agreement	Years of Agreement	Estimated Annual Revenue	Estimated Total Agreement Revenue
(A.) <u>423 E 13th Street, LLC</u> <i>Description:</i> the improvements made to the real property located at 423 E. 13th Street in the Pendleton neighborhood of Cincinnati, in connection with the remodeling of an existing building into 15 market-rate rental apartments - Ordinance #99-2019, Contract #95x2019-304	10-years	\$7,253.52	\$72,535.25
(B.) <u>Kenkel Family Investment I, LLC</u> <i>Description:</i> the improvements made to approximately 6.897 acres of undeveloped land on Evans Street in Lower Price Hill neighborhood of Cincinnati, in connection with the construction of an approximately 100,000 square foot office, storage, and manufacturing facility, to be used by Tri-State Wholesale as its headquarters - Ordinance #307-2018, Contract #95x2019-312	12-years	\$52,203.64	\$626,443.63
(C.) <u>Midnight Oil Company, LLC</u> <i>Description:</i> the improvements made to the real property located at 1536, 1538, and 1540 Race Street in Over-the-Rhine in connection with the remodeling of the building thereon into restaurant and bar space - Ordinance #111-2017, Contract #85x2018-300	12-years	\$5,675.12	\$68,101.39
(D.) <u>1737 Vine, LLC</u> <i>Description:</i> the improvements made to the real property located at 1737 Vine Street in the Over-the-Rhine neighborhood of Cincinnati in connection with the remodeling of the existing building into commercial and residential space - Ordinance #247-2017, Contract #85x2018-274	12-years	\$10,134.14	\$121,609.63
(E.) <u>Allston Place, LLC</u> <i>Description:</i> the improvements made to the real property located at 4016 Allston Street in the Oakley neighborhood of Cincinnati in connection with the remodeling of the building thereon into a mixed-use development: 2-bedroom residential apartment, approximately 4,000 square feet of office space, and approximately 9,000 square feet of retail space - Ordinance #139-2017, Contract #85x2018-048	12-years	\$5,407.57	\$64,890.90
(F.) <u>OTR Housing Group, LLC</u> <i>Description:</i> the improvements made to the real property located at 1531 and 1533 Elm Street and 1533 Pleasant Street in the Over-the-Rhine neighborhood of Cincinnati, in connection with the remodeling of approximately 25 residential apartment units - Ordinance #321-2017, Contract #85x2018-171	8-years	\$12,840.79	\$102,726.36

- Billed But Not Collected (Aging)

Billed But Not Collected (Thru May 31)

Year	0-30 Days Old	31-60 Days Old	61-90 Days Old	90+ Days Old	Total
FY17	\$ 1,754,934.33	\$ 55,502.97	\$ -	\$ 108,601.42	\$ 1,919,038.72
FY18	\$ 2,731,449.44	\$ 210.58	\$ -	\$ 21,061.45	\$ 2,752,721.47
FY19	\$ 105,731.35	\$ 707,976.22	\$ -	\$ 103,206.53	\$ 916,914.10

- Current Status

CPS Current CRA's Status

As of:	April 26, 2018	June 18, 2019
Active Parcels	228	278
Abated Value	\$753,229,490	\$911,728,900
Average # of Years	12	12
Annual Revenue	\$6,159,400	\$7,697,536
Pending Parcels	283	232

TIF's Update

- TIF Revenue

Tax Increment Financing

	CY 2016	CY 2017	CY 2018	Est 2019
Anderson Township	1,532,213.00	1,742,616.00	1,821,993.00	1,700,000.00
City of Cincinnati	9,395,727.00	9,872,083.00	11,917,293.00	11,500,000.00
City of <u>Cinti</u> – rollback	120,587.00	124,898.00	186,384.00	175,000.00
Columbia Township	66,287.00	84,439.00	265,190.00	215,000.00
Delhi Township	65,558.00	81,913.00	87,261.00	85,000.00
Fairfax Village/Red Bank	369,492.00	238,896.00	276,546.00	275,000.00
Green Township	808,980.00	893,588.00	868,582.00	875,000.00
Green Township: Homestead, rollback	102,108.00	105,050.00	99,823.00	100,000.00
Sycamore Township	239,608.00	254,752.00	253,639.00	250,000.00
Total	\$ 12,700,560.00	\$ 13,398,235.00	\$ 15,776,711.00	\$ 15,175,000.00

The meeting adjourned at 6:10 PM.

Finance Committee

Eve Bolton, Chair
 Melanie Bates
 Ryan Messer

Staff Liaisons

Jennifer Wagner, CFO/Treasurer
 Laura Mitchell, Superintendent, *absent*



Attn: Finance Committee of the CPS Board of Education

presented by Activities Beyond the Classroom
June 20, 2019

At the April Finance Committee meeting, the committee posed the question:

“What programming has Activities Beyond the Classroom generated for the students enrolled in the Cincinnati Public School district?”

Attached is a snapshot of programs available to CPS students thanks to ABC. All of these programs are created by and managed by Activities Beyond the Classroom. CPS students pay no fees to participate in these programs.

Mentoring & Leadership Programs			
Program	Description	# schools	# students
More than Martial Arts (grades 3-6)	Year-long mentoring with martial arts instruction	2	40
AAA Pathway (grades 7-12)	Management of a student athlete mentoring and tutoring program	13	1900
Safety Patrol (grades 3-6)	Teach students leadership skills through safety patrols and hall monitoring	28	690
Cincinnati Architecture Mentoring Program (grades 7-12)	Mentoring program to improve diversity in the field of architecture	Open to all	40
TOTAL # STUDENTS			2,670



Arts & Language Programs			
Program	Description	# schools	# students
Music Programming (grades K-12)	Music instruction	2	1,265
Fourthwall Youth Studios (grades 7-12)	Filmmaking and digital media program	5	60
ABC Art Clubs (grades K-6)	Afterschool arts programming (coming in 2019-2020)	11	665
CPS International Jazz Festival (grades 5-12)	An international jazz festival created specifically for CPS students; scheduled for October 5, 2019, at the Aronoff	20	400
Mandarin Chinese (grades 3-6)	Early learning Mandarin Chinese language adventure	2	15
TOTAL # STUDENTS			2,405

Health & Wellness Programs			
Program	Description	# schools	# students
ABC Clubs (grades 3-6)	Afterschool enrichment programming	3	195
Swimming for Safety (grades K-3)	Water safety skills	1	120
Steer Clear (grades 4-8)	Drug and alcohol prevention education	20	2,120
Rothenberg Rooftop Garden (grades K-6)	Outdoor classroom for hands-on learning	1	500
Julie Henderson Fund (grades K-6)	Zoo programming for special education classes	Open to all	680
KISR!: Kids in School Rule! (grades K-12)	Extracurricular activities for children living in foster care	Open to all	100
TOTAL # STUDENTS			3,715



Elementary Athletic Programs			
Program	Description	# schools	# students
Tennis (grades K-6)	Tennis fundamentals and support during PE classes, plus tennis clubs after school	39	5,000
Soccer (grades 4-6)	Basic soccer instruction, scrimmages, and games	31	500
Wrestling (grades 4-6)	Basic wrestling instruction	1	15
South Avondale Playing Field (grades K-6)	Lead funding agency to replace South Avondale field (coming 2020)	1	500
TOTAL # STUDENTS			6,015

TOTAL # STUDENTS SERVED THROUGH ABC PROGRAMS: 14,805

As you know, ABC also partners with CPS on the following major initiatives:

CPS Partner Programs			
Community Learning Centers (grades K-12)	Manage eight Resource Coordinators and Community Learning Centers	8	4,000
Jr High and HS Athletics (grades 7-12)	Manage 7-12 athletic programs	13	4,500



FY20 BUDGET
As of May 30, 2019

CPP ONLY

FY = Fiscal Year

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY20 Budget	Forecast FY19	FY19 Budget	FY20 Budget minus FY19 Budget	FY20 Budget minus FY19 Forecast
Tuition Assistance	\$0	\$197,660	\$402,470	\$437,512	\$465,971	\$475,571	\$481,621	\$481,621	\$481,621	\$502,421	\$502,421	\$0	\$4,430,887	\$3,431,574	\$4,459,565	-\$26,718	\$999,313
Quality Improvement	\$111,883	\$111,883	\$111,883	\$118,529	\$118,529	\$118,529	\$126,633	\$126,633	\$126,633	\$122,738	\$122,738	\$122,738	\$1,439,350	\$712,601	\$1,639,400	-\$200,050	\$726,749
Cost of Quality (Wages) & Workforce Development Council	\$14,500	\$21,200	\$28,300	\$21,200	\$27,800	\$34,900	\$27,800	\$26,700	\$33,800	\$26,700	\$26,700	\$279,800	\$669,400	\$36,842	\$500,000	\$69,100	\$532,558
Special Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$0	\$500,000	\$0	\$500,000
Contingency For Program Expansion	\$126,383	\$530,745	\$542,953	\$877,241	\$613,300	\$630,000	\$636,054	\$634,984	\$642,054	\$651,808	\$651,808	\$902,538	\$6,939,637	\$4,181,017	\$6,699,965	\$340,672	\$2,768,620
SUM OF PROGRAMS	\$34,083	\$117,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$34,083	\$675,000	\$543,363	\$840,124	-\$165,124	\$131,837
Data & Enrollment Systems, Evaluation	\$35,013	\$27,113	\$18,105	\$7,413	\$6,063	\$6,013	\$4,863	\$5,613	\$17,463	\$32,598	\$28,988	\$24,638	\$214,873	\$115,898	\$176,582	\$99,291	\$99,037
Communications & Outreach	\$10,283	\$2,783	\$2,783	\$2,783	\$16,783	\$7,533	\$2,783	\$2,783	\$2,783	\$2,783	\$2,783	\$84,033	\$140,900	\$79,063	\$346,100	-\$205,700	\$61,837
M&A - General	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$64,556	\$74,672	\$61,209	\$770,500	\$4,172	\$157,463
M&A - Staff Related	\$4,790	\$3,790	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$6,910	\$55,680	\$39,353	\$54,980	\$700	\$16,287
M&A - Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,667	\$16,667	\$16,667	\$0	\$100,000	
UWGC & CPS Admin Fees	\$149,726	\$215,326	\$123,938	\$113,246	\$126,896	\$199,656	\$127,862	\$126,112	\$239,962	\$145,087	\$151,487	\$230,887	\$1,961,126	\$1,384,864	\$2,284,286	-\$327,161	\$100,000
SUM OF ADMINISTRATIVE	\$275,109	\$545,089	\$665,591	\$690,487	\$739,195	\$829,595	\$763,917	\$763,087	\$882,017	\$806,946	\$803,346	\$1,133,425	\$9,900,762	\$5,676,882	\$9,887,251	\$13,511	\$3,324,880





Key Changes from FY19 Forecast
 1. TA = Increases due to more children being served (+\$1,000k)
 2. QI = Increases due to more preschools being served and new spending categories being added (+\$700k)
 3. COQ = Increases due to full year effect + new spending in 0-2 STAR (+\$500k)
 4. Program Expansion Contingency (+\$500k)
 5. Data & Enrollment Systems, Evaluation = Increases due to timing of OSU/Orane payment (+\$100k)
 6. Communications & Outreach = Increases due to increased use of new media (+\$100k)
 7. M&A General = Increases due to Contingency and Fundraising (+\$75k)
 8. M&A - Staff Related = Increases due to retention bonuses, salary increases, and fully staffed all year (+\$150k)
 9. UWGC & CPS Admin Fees = Increases due to 1/2 year of UWGC fee not yet waived (+\$100k)

Decrease versus comparison
Increased versus comparison

FOR CPS FINANCE MEETING
OF 06/20/19

Key Points To Consider

FY20 Budget (CPP only)

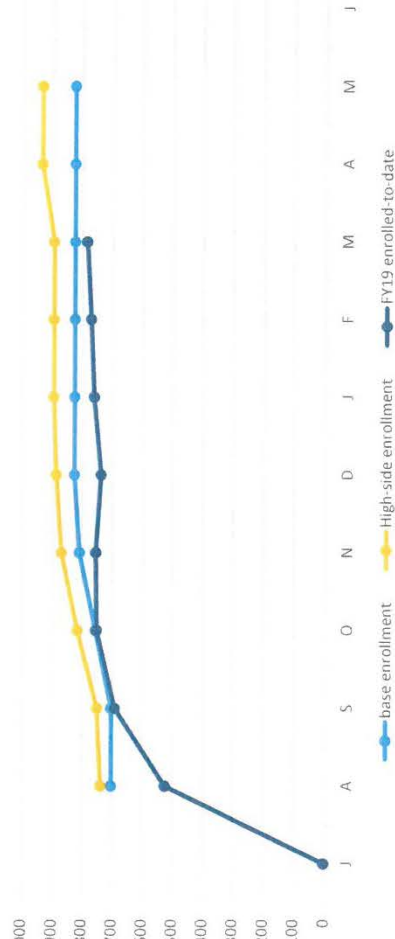
- Budget Built to Reduce Underspend
- Expansion of TA Coverage to 250%-300%

- New Support Areas for QI
 - Outdoor Equipment

 - FCC Insurance Subsidy
 - Technology

- Expansion of Cost Of Quality Wage Supports to 0-2 Star Providers


FOR CPS FINANCE MEETING
OF 06/20/19

Last revised 05/31/19

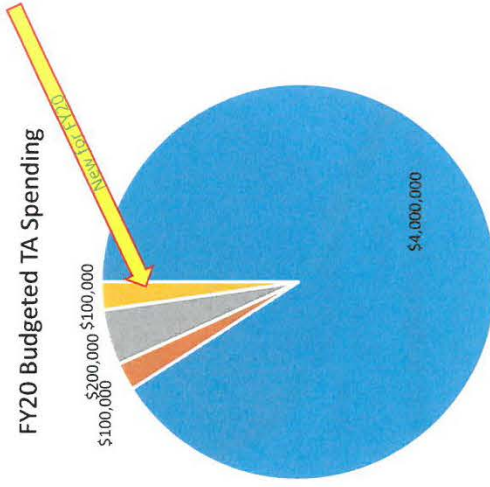
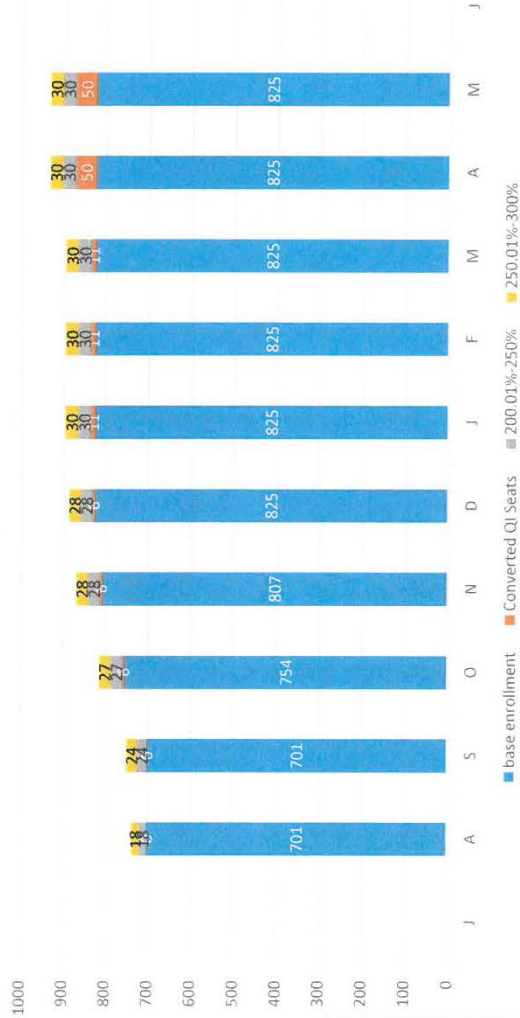
Tuition Assistance FY20 Budget (CPP only)

FY20 vs. FY19 Enrollment

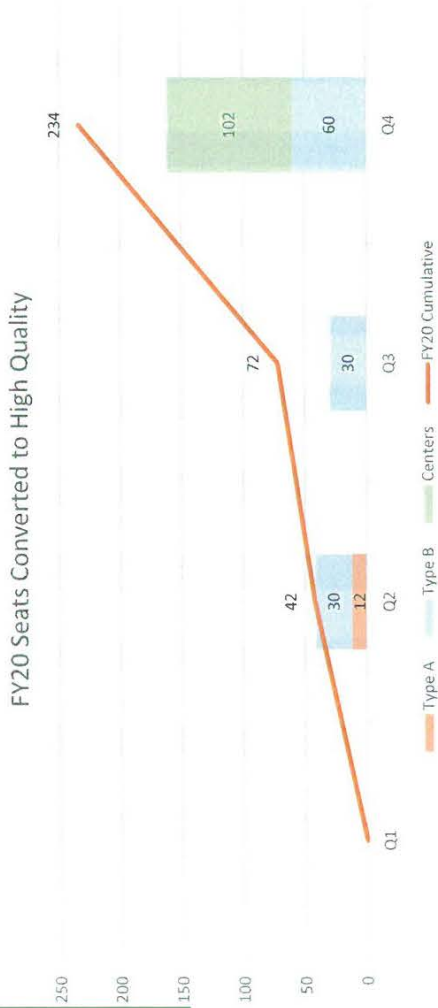


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OF 06/20/19

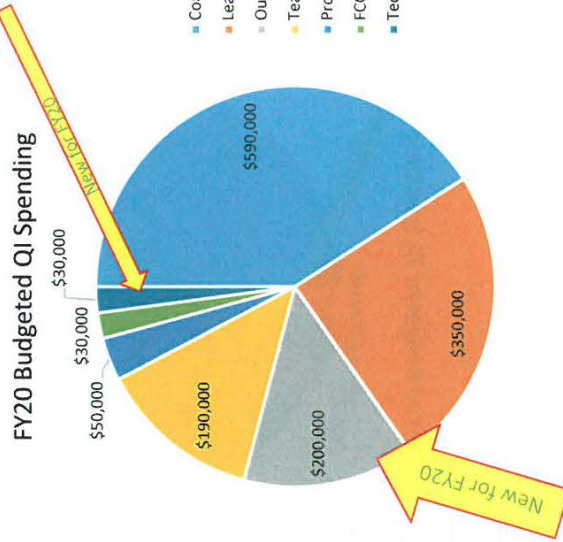
FY20 Budgeted Enrollment



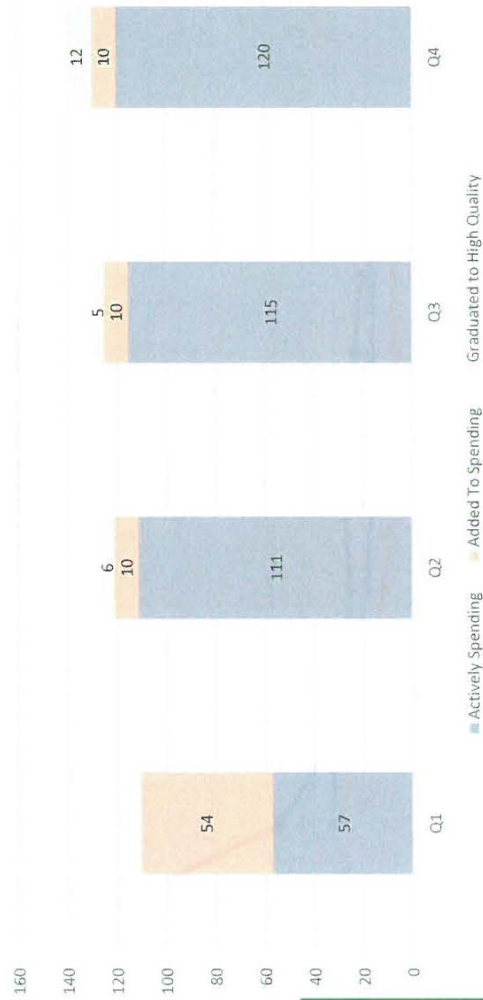
Quality Improvement FY20 Budget (CPP only)



- Coaching
- Learning Environment
- Outdoor Learning Space
- Teacher/Edu. Resources
- Professional Development
- FCC Insurance Subsidy
- Technology



FY20 Budgeted Preschool Programs Enrolled



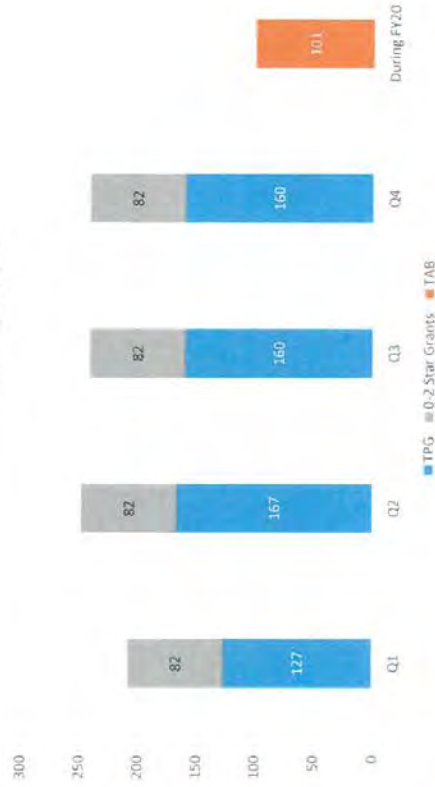


FOR CPS FINANCE MEETING
OF 06/20/19



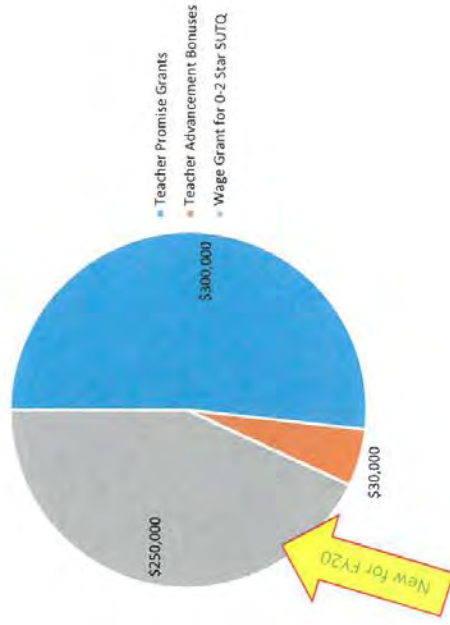
Cost Of Quality FY20 Budget (CPP only)

Teachers Receiving Support



TPG = Teacher Promise Grants
TAB = Teacher Advancement Bonus

FY20 Budgeted COQ Spending



last revised 05/31/19