



March 15

2021

REPORT OF THE BUDGET, FINANCE AND GROWTH COMMITTEE

The Budget, Finance and Growth Committee met on Monday, March 8, 2021, at 4:00 PM via the Blue Jeans Video Conferencing Tool.

The public viewed the meeting via Video Conference.

ATTENDEES

Finance Committee Members

Chairperson Eve Bolton, Melanie Bates, Ryan Messer

Administrators

Jennifer Wagner, Treasurer/CFO; Kevin Ashley, Director of Finance Reporting; Vera Brooks, Director of Early Childhood; Lauren Roberts, Director of Internal Audits

COVID Financial Impact Update

Treasurer Wagner updated the Committee on the COVID financial impact.

Cincinnati Public Schools – Pandemic Funding

Elementary and Secondary School Emergency Relief (ESSER) 1.0 (Cares Act 1)	\$ 20,007,913.90
Elementary and Secondary School Emergency Relief (ESSER) Headstart	490,700.00
Coronavirus Relief Fund	2,277,267.47
BroadBand Ohio	151,440.04
Hamilton County	<u>1,239,122.50</u>
	24,166,443.91
Elementary and Secondary School Emergency Relief (ESSER) 2.0 (Cares Act 2)	<u>93,079,271.47</u>
	\$117,245,715.38

She reported that the Cares Act 2.0 funds cannot be spent until the Cares Act 1.0 funds are fully utilized. Following are some of the expenditures funded with the grant monies:

- Technology Expansion
- Survey Testing
- SuperSubs
- Expansion of Nurses (at all schools)
- Student Success Center
- Supplies (Cleaning, PPE, Curricular)
- Heating, Ventilation, and Air Conditioning (HVAC) Work

The Committee discussed how the funds can be used, and what qualifies as an appropriate expense. Supporting health and safety, and preventing academic loss are the goals of the grants.

Committee Chair Bolton was particularly pleased that Success Centers are planned to be in all high schools next year. She explained that the Success Center used the techniques and assessments of Mind Print and was piloted by Walnut Hills High School with a grant from Accelerate Great Schools.

Treasurer Wagner provided the example of regular summer school versus summer recovery. Regular summer school would not qualify, but summer recovery—which would be open to all students at all schools—would meet some of the criteria of the grants.

Mrs. Wagner also mentioned that because of the need for social distancing and safety, the funds could also be used for facilities issues.

Budget Update Status

Treasurer Wagner reported that the schools and departments are currently working on their budgets, which are due in OpenGov by March 19, 2021. Once those are completed, the Performance Leadership Team will work on consolidating and balancing the budgets.

The schools and departments were instructed to focus on the *Vital Three*:

- First Grade Reading
- Graduation Rate (increasing)
- Three E's: Enrolled, Enlisted, Employed

In order to balance the budget, Treasurer Wagner said that priority decisions will have to be made and some expenditures will have to be shifted.

CPS Preschool Expansion

Vera Brooks, Director of Early Childhood, updated the Committee on CPS preschool:

- Adjusted goal is 1,500 students. Currently there are 1,345 students plus 81 students that have reserved seats for next year, which is a total of 1,426 students.
- Since returning to the 1:4 blended learning for preschool classes, a number of new students have been enrolled.
- Enrollment for next year has begun. During the nine-day enrollment period, over 30 families enrolled at the Ed Center, plus all the families that enrolled at the three hub sites.
- For next year:
 - A class will be added at Rising Stars at Vine;
 - A class will be added at Mt. Washington, which was by community request; and
 - Two classes will be moved from Gamble Elementary to Rising Stars at Cheviot/Westwood.

The Committee discussed ensuring that preschool deserts are identified and proactively filled.

In response to Committee member Messer's inquiry regarding preschools on the east side, Ms. Brooks stated there is a greater need in the Madisonville, Mt. Lookout, and Hyde Park neighborhoods.

Ms. Brooks reported that by working with Chara Jackson, Cincinnati Preschool Promise (CPP) Executive Director, a pretty good job has been done for the west side. They are looking at the shifting demographics of the city and the changing of neighborhoods, such as in Pleasant Ridge, and Silverton.

The CPS Magnet Lottery closed on Friday, March 5, 2021. Ms. Brooks reported that her staff will be reaching out to the families and parents, and working to accommodate the families' and parents' first requests, but that some will get their second request.

Growth Plan

When the workplan of the Budget, Finance and Growth Committee was approved by the Board, they agreed that the Growth Plan from the Strategic Plan was the responsibility of this committee.

Committee Chair Bolton shared the following with the Committee, which provided a summary as well as background information of the discussions and activity over the past few years regarding Growth.

Since that conversation, the following is the updated second draft, which now also includes the attached Meridian Plan.

GROWTH...as a part of the Strategic Plan and the Next/New CPS

Test – test

According to the Administration:

We have met the following Growth Targets 5A, 5B, 5C...we had met enrollment and market share until our losses during COVID...Preschool and return to CPS post-COVID are focuses...the District schools and physical footprint have met the target...

The Board committee work for GROWTH falls to the Board Budget, Finance and Growth Committee

Recently, according to the Treasurer, at the time of initial COVID state-ordered shut down in mid-March, the District had discussed and began planning for three major facilities expansion projects...

A – Planned Expansion

1. The acquisition of modulars for HYDE PARK SCHOOL—DONE
2. Designing and building addition for PLEASANT RIDGE MONTESSORI on existing parcel or possible additional land acquisition
3. Determining how to expand facilities to address the enrollment numbers at WALNUT HILLS HIGH SCHOOL (although there was less advocacy for that site expansion than in other schools)... Options included additions on campus and purchases of other former CPS schools or facilities near the WHHS Campus

B – My recollection, too, is that there were a Fourth and Fifth as well at that time

4. The physical plant and buildings and campuses development of WESTERN HILLS HIGH SCHOOL and GILBERT DATER HIGH SCHOOL. Those physical changes were to address programmatic and personnel changes between the two schools. Additionally it had been determined to design the physical space for both schools to better accommodate the arrival of more feeder programs from WESTSIDE schools. (International Baccalaureate Program for sure and possibly a Westside upper grades for CHEVIOT/SPENCER and students, only in discussion, and developing career tech programming happening throughout the District, evolving).
5. Ongoing expansion of CPS RISING STAR standalones and/or classes as additions to existing CPS schools.

C – At the time that we had determined to further pursue the **five** priorities above, these additional targets were of interest as well and probably in various states of completion.

1. At least three to six property land and building acquisitions or swaps or sales.
2. The development of three standalone RISING STARS CPS PRECHOOLS
 - **VINE STREET**
 - AIKEN NEW TECH HIGH SCHOOL
 - CARTHAGE
 - CHEVIOT/WESTWOOD
 - **EZZARD CHARLES**
3. Acquisition of LIGHTHOUSE/MADISONVILLE
4. Completion of GAMBLE MONTESSORI HIGH SCHOOL and GAMBLE MONTESSORI ELEMENTARY SCHOOL. (GME represented a new building and program)
5. Also at the time, "in the wings" and not yet addressed architecturally because possible program changes were being discussed with limited internal school support or consensus, was a solution for the growth at SPENCER CENTER to complete its 3-12 grade promise to students and families.

D – A Little Historical Context

The District has been in a perpetual physical "expansion" since 2003 through 2020. The \$1.2 billion Facilities Master Plan (75% Local and 25% OSFC) began in 2003 and concluded in 2014. During those eleven years, the entire inventory of CPS facilities was redeveloped, right-sized and radically changed physically and programmatically.

EXAMPLE...the determination to move from K-8 / 9-12 and keep in our inventory a range graded buildings including PK-6, K-8, PK- 8. PK-12, and other exceptions like SPENCER, CANS and standalone PK...RISING STARS SCHOOLS and special schools like JUVENILE COURT, HOSPITAL / SATTELITE and AE/AS 3-6 and 7-12.

E – Towards the end of the FMP, the unofficial FMP PLUS began. FMP PLUS included at least the following additions.

1. HYDE PARK SCHOOL
2. LEAP ACADEMY
3. CANS
4. SPENCER CENTER
5. JAMES N. GAMBLE MONTESSORI HIGH SCHOOL
6. JAMES N. GAMBLE MONTESSORI ELEMENTARY SCHOOL
7. LIGHTHOUSE/MADISONVILLE BUILDING

F – RISING STARS ACADEMIES (STAND ALONE)

1. VINE STREET
2. CARTHAGE
3. AIKEN
4. CHEVIOT/WESTWOOD
5. **EZZARD CHARLES**

STARGELL STADIUM was built as a result of land and parcel swaps and acquisitions

G – The addition of...Preschool classrooms throughout the District.

- There are 43 sites with 136 classrooms for 2021-2022 (*list by year available*)

H – The physical addition of: at least 15(?) School Based Health Centers, 1(?) Vision Center, and 4(?) Dental Units

I – Realignment of Schools and Attendance Boundary Lines

In addition to physical facility expansion four years ago as a result of the development of CANS and the Board's interest in rededicating its efforts to elevating the importance of neighborhood schools, reducing the energy footprint and transportation costs, and balancing attendance and diversity in magnets and neighborhood schools, the following plan was completed, community tested and passed through the adoption of the SAC Minutes.....

The plan drew CPS attendance boundary lines around authentic and City-recognized neighborhood boundary lines as our new boundary lines for CANS.

That effort resulted in the development of new **proposed** attendance boundary lines for:

- WINTON HILLS ACADEMY
- PLEASANT HILL ACADEMY
- MT. AIRY ELEMENTARY SCHOOL
- CHASE ELEMENTARY SCHOOL

To address similar issues on the EASTSIDE of the District, the same efforts were made to draw more authentic neighborhood schools' attendance boundary lines in order to balance enrollment, increase preschool sites, the same efforts mentioned above were done to:

PRM – Over Crowded...addition...no boundary line change

WOODFORD – Change from a Magnet to a Neighborhood School due to its under enrollment

SILVERTON ACADEMY – A change from a Magnet to a Neighborhood School

JOHN P PARKER – Additional space to address the need for EASTSIDE preschool sites and perhaps address a community interest in Outdoor ED Focus (currently a Global Environmental Literacy School)

The historical and economic and political dialogue around J.P. PARKER has dealt with gentrification, charter competition, long-term African-American demographics, the needs of Medpace and the viability of Shroder High School.

Lots of discussion about: the rising value of property in Madisonville, the availability of unused school buildings in Madisonville, as well as the flight from Madisonville of school-age children. Additionally, a possibility of CPS competing with the surrounding **public** districts, private and parochial schools in the Madisonville neighborhood **and area**.

An evolving idea as a result of community input...is to suggest the merging of J.P. PARKER with the newly renovated LIGHTHOUSE BUILDING in order to make J.P. PARKER into a PK to 8 school program.

J – Availability of Space, Buildings and Acreage

CPS has a large amount of acreage as a part of many campuses as well as some vacant acreage.

CPS has a few buildings going unused or only used for temporary purposes:

- JACOBS CENTER
- RAWSON FARM HOUSE
- HUGHES ANNEX

CPS also has a few buildings that could be used for better or different or expansion purposes or even sold to generate revenue...

K – Health Career Center or a more formal coalition of CPS health programs already in CPS **high schools**

- A third Montessori High School
- An additional career technical school
- An adult/student career training center
- Are only a few of more than twenty often repeated programing suggestions

FOR DISCUSSION...WHAT ARE THE MOST IMMEDIATE, EVOLVING OR LONGER-TERM CHALLENGES...HOW MIGHT THEY BE MET?

Finally a proposal has been forwarded to address the issues discussed above...

It's the "MERIDIAN PLAN"

A review of some of the ideas of the Meridian Plan will follow after the special Budget, Finance and Growth Committee meeting on March 8, 2021 at 4:00 p.m.

Committee Chair Bolton stated that before COVID, CPS was discussing three projects: Walnut Hills, Hyde Park Elementary, and Pleasant Ridge Montessori. She also reported that Dater High School and Western Hills High School were discussed as well.

Committee member Bates shared with the Committee that she was invited to a Zoom meeting with Olga Sanmiguel and Steve Simon, Walnut Hills parents, among others.

Ms. Bates shared that Dr. Sanmiguel is on the faculty for the University of Cincinnati with Professor Edward Mitchell, Director, Architecture and Design. Professor Mitchell is suggesting a partnership with CPS for UC students to work on future projects. He is suggesting this as an option for the long term, and services for Hughes Annex and the Clifton Carriage House were mentioned.

ACTION: The Committee agreed that the suggested partnership with UC is worth pursuing. At the Board meeting on Monday, March 15, 2021, the Committee will discuss with the full Board, and possibly make an assignment to the Administration.

Meridian Plan

Committee Chair Bolton presented to the Committee the Meridian Plan. She reported that this proposed plan and discussion began before COVID.

MERIDIAN PLAN Justifications and Goals

Related to the dialogues, plans and actions taken regarding CPS Growth (a journey begun in 2003 with certain bench marks at 2014 and then every year from 2015 through 2020), it must be said that the benefits and burdens and theories of change caused by CPS Growth over these 17 years have become a fundamental part of the CPS success story. As growth has been an essential strategy to move CPS from a declining district to a top urban performer to a competitive district of destination, it will be an essential part of our effort to rebound and rebuild in the post-COVID immediate years.

In the midst of that growth effort, the District also decided to make our transportation services free to our students and families, expand our health services, increase our CLCs and co- and extra-curricular offerings. Those many decisions impacted our transportation services, costs, and annual planning efforts.

Recognizing these additional CPS demands as well as state law and Ohio Department of Education requirements regarding CPS' obligation to transport students to parochial, private and public charters in the district, the Board and Administration have realized that the transportation financial demands are unsustainable. While almost annually adjustments have needed to be made, a larger and more strategic direction is required to address not only the transportation issues, but also the following Board-agreed-to issues:

1. Equitable instructional program access
2. Lessening the perceived performance gap between Magnet and Neighborhood Schools
3. Plan better where to divest or invest in property
4. Reduce our energy/carbon footprint
5. Balance preschool availability
6. Eliminate preschool deserts
7. Balance the availability of CPS and Partner primary health services, dental services and vision services to our students and families and neighborhoods
8. Cluster outdoor programming in order to increase availability to such at each school
9. Increase and balance access to the expanding career paths offered to CPS students
10. Possibly create neighborhood high schools in addition to our High Schools of Choice
11. Balance and facilitate racial ADM among students in both neighborhood and magnets
12. Encourage a sense of neighborhood ownership of our schools and develop a sense of students' identity and relationships with their home neighborhood
13. Balance attendance and membership among all of our schools (eliminate or lessen overcrowding)
14. Provide more permanent feeder paths and collegiality among schools and staffs
15. Increase neighborhood safety and personal health
16. Lessen students' time on a bus
17. Achieve viable healthy high school starts
18. Reduce transportation costs and personnel FTE positions
19. More fully implement Community Learning Centers
20. Aggressively pursue and enforce Board Policies 2255 and 2256

Committee member Messer agreed that the Meridian Plan is necessary because the District cannot continue spending the amount of money on pupil transportation—which is ever increasing.

Mr. Messer also suggested that dividing the schools by areas—West, Central, or East—could also provide the Superintendent with additional local decision making based on the individual needs of schools to provide more customized decisions.

ACTION: Committee member Bates requested information regarding properties near Walnut Hills High School.

Ms. Bolton referenced a chart (attached) which details all the different CPS school/grade configurations and also divided by West, Central or East.

Committee member Messer suggested that, while CPS is thinking about growth and evolving, green initiatives for facilities be incorporated into the planning somehow (Green Plans).

Other Business

Ohio House Bill 126

Treasurer Wagner shared with the Committee that treasurers from other Ohio school districts have been discussing sending letters in opposition to House Bill 126, which proposes changes in practice when property challenges are presented to school districts by the property owners.

ACTION: Treasurer Wagner will share the draft letter with the Board members and also present during the Treasurer's Report at the Board meeting on Wednesday, March 10, 2021.

Moody's Rating

Mrs. Wagner reported that the Moody's interview was completed. The interview is part of the refunding of 2014 COPS (Certificates of Participation) (refinancing debt). The interview was very short and went exceptionally well. The results of the interview are anticipated by the end of this week.

Committee Chair Bolton shared that Moody's was particularly enthusiastic about the work done by CPS because of COVID, and that CPS is doing and has done a lot compared to other districts.

The meeting adjourned at 5:15 PM.

Finance Committee

Eve Bolton, Chair

Melanie Bates

Ryan Messer

Staff Liaisons

Jennifer Wagner, CFO/Treasurer

Laura Mitchell, Superintendent, *absent*

CINCINNATI PUBLIC SCHOOLS – 2021

Meridian Plan

WEST	CENTRAL	EAST	UNIQUE
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PK-3	PK – 6		PK – 8	PK – 12	K – 6	K – 8	K – 12	7 – 12
CANS	Bond Hill	Mt. Washington	AMIS	Oyler	Covedale	Hartwell (*)	SCPA	Aiken HS
	Carson	N. Avondale Mont.	AWL	Riverview East	Kilgour			Clark Mont. HS
	Chase	Parker Woods	Roberts		Hyde Park			Dater HS
	Cheviot	Pleasant Hill	Roselawn Condon		Westwood			Hughes STEM HS
	College Hill	Pl. Ridge Mont.	Sayler Park					Gamble Mont HS
	Dater Montessori	Rees E. Price						Shroder HS
	Douglass	Rockdale						Taft IT HS
	Ethel M. Taylor	Roll Hill						Virtual
	Evanston	Rothenberg						Walnut Hills HS
	Fairview-Clifton	Sands Montessori						Western Hills HS
	Gamble Mont Elem	Silverton						Withrow HS
	Hays-Porter	South Avondale						Woodward HS
	John P. Parker	Taft Elementary						
	LEAP Academy	Winton Hills						
	Midway	Woodford						
	Mt. Airy							

Stand Alone PK	K – 12	1 – 12	3-11	4 – 6	7 – 12	9 – 12
RSA Aiken/College Hill	Hospital/Satellite	CDA	Spencer Center	Jacobs Ctr (AE/AS)	Lighthouse	Juvenile Detention
RSA Carthage					Jacobs Ctr (AE/AS)	
RSA Cheviot/ Westwood						
RSA Ezzard Charles						
RSA Vine Street						