Here is the challenge!

➔ Maintain positive Cash balance in General Operating Fund (3 year window)

Revenue Stream  

Expenditure Stream  

Cash Balance

- Property Tax
- Enrollment growth
- Strategic Initiatives
- State $ small growth
Revenues, Expenditures and Cash

FY18  FY19  FY20  FY21  FY22  FY23  FY24  FY25
CPS Sources of Revenues

Local Collections
- Property Tax
- State Foundation Formula
- Other
~$621M

State Grants
- Restricted Use
~$20M

Federal Grants
- Restricted Use
~$88M
District Revenues (Restricted Use & Unrestricted Use)

- **$327.4M**
  - Property Taxes
- **$214.8M**
  - State Foundation Formula
- **$24.1M**
  - Property Tax Reimbursement from State
- **$24M**
  - Payments in Lieu of Taxes
- **$30.6M**
  - Other sources

- **$621M**
  - Unrestricted Funds (PS, K-12)
  - Unrestricted Funds (PSD, K-12) 191.8M
  - Restricted: Economic Disadvantaged 21.3M
  - Restricted: Career Technical 1.7M
  - Unrestricted
    - Homestead Tax Credits
    - Rollback Tax Credits
    - Tangible Personal Property Tax
  - Unrestricted
    - CRAs & TIF Payments
  - Erate Reimbursements
  - Medicaid Reimbursement
  - Tuition
## FY22 Available Budgetary Resources

### Calculating the General Fund Budget Target

<table>
<thead>
<tr>
<th>Description</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unencumbered CASH from prior year</td>
<td>70,614,723.00</td>
</tr>
<tr>
<td>Estimated Revenues</td>
<td>621,022,567.00</td>
</tr>
<tr>
<td>Total Available GF resources</td>
<td>$ 691,637,290.00</td>
</tr>
<tr>
<td>Less: CASH Balance Requirement/Reserve</td>
<td>-41,490,477.00</td>
</tr>
<tr>
<td>FY 22 Allowable Budget</td>
<td>$ 650,146,813.00</td>
</tr>
</tbody>
</table>
FY22 Available Budget Resources

<table>
<thead>
<tr>
<th>Fixed Costs FY22</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt transfer</td>
<td>16,694,843.61</td>
</tr>
<tr>
<td>New COPS payment</td>
<td>0</td>
</tr>
<tr>
<td>Fund 34 Transfer</td>
<td>3,254,156.00</td>
</tr>
<tr>
<td>Property &amp; Casualty Insurance</td>
<td>1,700,000.00</td>
</tr>
<tr>
<td>District Fees</td>
<td>4,400,700.00</td>
</tr>
<tr>
<td>Contingency</td>
<td>2,000,000.00</td>
</tr>
<tr>
<td>Contract Obligations***</td>
<td>14,699,522.35</td>
</tr>
<tr>
<td>Tuition</td>
<td>86,624,473.42</td>
</tr>
<tr>
<td>s/t</td>
<td>129,373,695.38</td>
</tr>
<tr>
<td>Available budget resources</td>
<td>520,773,117.62</td>
</tr>
</tbody>
</table>
Change Management Model

OLD SHORE
Bless and Release
once Sufficient
No Longer
LET IT GO
UNDETOAD
RIP

TRANSITION ZONE
GRACE
PATIENCE
CURiosity
EXPERIMENT
The Inner Business of Transformation Takes Place HERE
OCTOPI

NEW SHORE
The Beginnings of all Human Understandings are UNITY

Acknowledge Americas Inability Opportunity
Remember you know more than you think you do

BACKPACKS ON | LAPTOPS OPEN | FUTURES BRIGHT!
Where did the ideas come from?

We’ve been listening all year and all groups are represented!

- 6/3 - 8/19 2020
  - 5 Student Speak Up and Speak Out Sessions
  - Parent and Student focus Groups

- 8/6 - 9/28 2020
  - 8 Employee Town Hall Meetings

- 8/10 - 9/23 2020
  - 5 Parent Town Hall Meetings

- 9/1 - 2020
  - CPS Anti-Racism Meeting

- 9/24 2020
  - Non-English/Spanish Town Hall Meeting

- 11/2 2020 – 3/8 2021
  - 2 Student Speak Up and Speak Out Sessions
  - Parent and Student Focus Groups

- 1/19/ 2021
  - Principal Cabinet Meetings

- 2/4 – 2/25 2021
  - Teacher Cabinet Meetings

- 2/13 2021
  - Visioning Session with the Board of Education

- March 2021
  - Teacher and Principal Surveys

- December 2020 – April 2021
  - Parent Pulse-Check Surveys

THE FUTURE IS BRIGHT
Strategic Plan: Year 3 & New Shore Initiatives

- **Principal Development**
  - Otes/Opes Training
  - $220K

- **New Core Curriculum**
  - $820K

- **Outdoor Learning**
  - $755K

- **Night School**
  - $900K

- **1st Grade Reading**
  - $4.5M

- **Expand ELL beyond day**
  - $92K

- **African American Studies**
  - $220K

- **Expand World Languages**
  - $944K

- **Diversity Office**
  - $270K

- **Expand AP Offerings**
  - $920K

- **Expand Career Pathways & Training Center**
  - $475K

- **Instrumental Music Program**
  - $454K

- **Life Sciences Programming**
  - $100K

- **Concurrent Learning**
  - $10.5M

- **Student Centered Decision Making**

- **Concurrent Learning**
  - $10.5M
Year 3 Strategic Plan Expansion

- Enrollment Growth - +15 Teachers $1.4M +9 Paras $252K
- Satellite Program - +3 Teachers - $288.5K
- The Promise Center +13 Teachers + staff - $2.8M
- Restore – District Wide Mentors – 9 - $ 865.4$
- Increase School Social Workers + 24 – $2.9M (Student Wellness)
- Increase School Counselors +3.4 ftes – 336.9
- 7th Bell – 19.5 Ftes $ 1.9M
- DSLs – 2 – $ 347.6M
- ESL Staff (+9 teachers, - 5 paras) +4 = 719K
- Director of Strategic Innovation – 156K
- Director of Security – 156K
- Environmental Health Coordinator – 100K
- Employment Specialists +7 ftes -491K
- Expanded PeerCollaboratives (MORE, G2WSpeakup/Speakout)
Staffing Summary

- Teachers - +140.5
- Educational Support Personnel - +36.4
- Paraprofessionals - +4
- Health & Safety paras – +56
- Central – +7 new + 11 restored/redesigned
- School based support - +7

Data changes as budgetary initiatives change in scope & timing
## Strategic Plan/New Shore Funding Sources

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>General Fund</th>
<th>Cares</th>
<th>Student Wellness</th>
<th>Title IIA</th>
<th>Title IV</th>
<th>Other Grants</th>
<th>Combined Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Centered Decision Making</td>
<td>4,442,630</td>
<td>6,167,000</td>
<td>0</td>
<td>500,000</td>
<td>0</td>
<td>0</td>
<td>11,109,630</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>0</td>
<td>21,176,881</td>
<td>0</td>
<td>0</td>
<td>300,000</td>
<td>60,000</td>
<td>21,536,881</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>480,000</td>
<td>225,000</td>
<td>960,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,665,000</td>
</tr>
<tr>
<td>Optimized Capabilities</td>
<td>415,000</td>
<td>15,150,000</td>
<td>0</td>
<td>200,000</td>
<td>0</td>
<td>0</td>
<td>15,765,000</td>
</tr>
<tr>
<td>Growth</td>
<td>0</td>
<td>30,800,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30,800,000</td>
</tr>
<tr>
<td></td>
<td><strong>5,337,630</strong></td>
<td><strong>73,518,881</strong></td>
<td><strong>960,000</strong></td>
<td><strong>700,000</strong></td>
<td><strong>300,000</strong></td>
<td><strong>60,000</strong></td>
<td><strong>80,876,511</strong></td>
</tr>
</tbody>
</table>
## Academic Return on Investment

### Rubric

Why? Strategic Value Scorecard emphasizes selecting the right set of projects according to business goals, risk, resource availability, and other criteria. The goal is to evaluate and pick the initiatives that will deliver maximum value to the organization - to avoid the “trivial many.” This also ensures that go/no-go decisions are based on relevant and well-defined criteria rather than ambiguous factors. If the organization gets sidetracked by a pet project or the hype around an appealing but ultimately fruitless industry trend, this may be reflected in the organization’s inability to meet goals or unclear strategy. We have a set budget target with much of it being fixed costs, so multiple strategic priorities are competing for the remaining budget; we must focus on the MOST IMPACTFUL STRATEGIES.

<table>
<thead>
<tr>
<th>Strategic Alignment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significantly moves the dial on a strategic goal</td>
<td>No Evidence of Directly Impacting a Strategic Measure</td>
<td>Little Evidence of Directly Impacting a Strategic Measure</td>
<td>Some Evidence of Directly Impacting a Strategic Measure</td>
<td>High Evidence of Directly Impacting a Strategic Measure</td>
<td>Very High Evidence of Directly Impacting a Strategic Measure</td>
</tr>
<tr>
<td>Operational Alignment</td>
<td>Not addressing compliance or basic operations</td>
<td>&quot;Could Do&quot; for compliance or basic operations</td>
<td>&quot;Should Do&quot; for compliance or basic operations</td>
<td>&quot;Need To Do&quot; for compliance or basic operations</td>
<td>&quot;Must Do&quot; for compliance or basic operations</td>
</tr>
<tr>
<td>District has the clear ability to execute and problems/challenges have been identified. Department has demonstrated ability to execute on prior initiatives. Schools have clear capacity to implement the initiative.</td>
<td>No confidence of ability to execute this initiative or department has not executed prior strategies on PGSM. No confidence that schools have the capacity to implement.</td>
<td>Low confidence of ability to execute this initiative or department has not executed prior strategies on PGSM. Low confidence that the schools have the capacity to implement.</td>
<td>Some confidence of ability to execute this initiative or department has executed some prior strategies on PGSM. Some confidence that the schools have the capacity to implement.</td>
<td>High confidence of ability to execute this initiative or department has executed most prior strategies on PGSM. Very high confidence that the schools have the capacity to implement.</td>
<td>Very High confidence of ability to execute this initiative or department has executed all prior strategies on PGSM. Very high confidence that the schools have the capacity to implement.</td>
</tr>
<tr>
<td>Student Learning Impact/ROI</td>
<td>No impact to student learning and/or very few students impacted</td>
<td>Low impact to student learning and/or some students impacted</td>
<td>Some impact to student learning and/or some students impacted</td>
<td>High impact to student learning and/or many students impacted</td>
<td>Very High impact to student learning and/or all students impacted</td>
</tr>
</tbody>
</table>

### Key Operational Issues or Pain Points

- Key operational issues or pain points need to be addressed.
- Compliance and basic operations must be considered.
- District needs to demonstrate a clear ability to execute on prior initiatives.
- Schools must have clear capacity to implement the initiative.

### Feasibility

- No evidence of directing a strategic measure.
- Little evidence of directing a strategic measure.
- Some evidence of directing a strategic measure.
- High evidence of directing a strategic measure.
- Very high evidence of directing a strategic measure.

### Student Learning Impact

- No impact to student learning and very few students impacted.
- Low impact to student learning and some students impacted.
- Some impact to student learning and some students impacted.
- High impact to student learning and many students impacted.
- Very high impact to student learning and all students impacted.
## Pandemic Funding

<table>
<thead>
<tr>
<th>Fund</th>
<th>End date</th>
<th>Complete</th>
<th>Active</th>
<th>Allocated</th>
<th>Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARES (ESSER 1.0)</td>
<td>9/30/22</td>
<td></td>
<td>20,007,913.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coronavirus Relief Fund</td>
<td>12/31/2021</td>
<td>2,277,267.47</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broadband</td>
<td></td>
<td></td>
<td>151,440.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hamilton County Cares</td>
<td>12/3/2020</td>
<td>1,798,850.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARES 2.0</td>
<td>12/30/23</td>
<td></td>
<td></td>
<td>93,079,271.47</td>
<td></td>
</tr>
<tr>
<td>CARES 3.0 (America Rescue Plan)</td>
<td>9/30/2024</td>
<td></td>
<td></td>
<td></td>
<td>204,774,397.00</td>
</tr>
<tr>
<td>America Jobs Plan</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>4,227,557.51</td>
<td>20,007,913.90</td>
<td>93,079,271.47</td>
<td>204,774,397.00</td>
</tr>
<tr>
<td>Cumulative Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 322,089,139.88</td>
</tr>
</tbody>
</table>

Note: Eligible expenses: 1) Prevent Virus Spread 2) Plan/Prepare for Remote Environment 3) Prevent Learning Loss

*Districts must spend money first, seek reimbursement from ODE*

CARES 1.0 must be spent/encumbered before accessing CARES 2.0
## CARES Grants (FY22 Budget)

<table>
<thead>
<tr>
<th>Budget Initiative</th>
<th>$ (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer Scholars</td>
<td>33.1</td>
</tr>
<tr>
<td>First Grade Reading Specialists</td>
<td>4.5</td>
</tr>
<tr>
<td>Student Recruitment, Enrollment, Engagements</td>
<td>1.4</td>
</tr>
<tr>
<td>Nursing Contract Expansion</td>
<td>6.0</td>
</tr>
<tr>
<td>Staff Supports, Recruiting, benefits</td>
<td>.2</td>
</tr>
<tr>
<td>Safety Supplies</td>
<td>+8.7</td>
</tr>
<tr>
<td>Student Surveillance Testing (7-12)</td>
<td>4.4</td>
</tr>
<tr>
<td>Facilities Infrastructure/Ventilation</td>
<td>67.0</td>
</tr>
<tr>
<td>Technology (concurrent learning, devices, wifi)</td>
<td>61.0</td>
</tr>
<tr>
<td>Cares 2.0 (93M) + Amer. Recovery Act (204M) = $297</td>
<td>$186.3</td>
</tr>
</tbody>
</table>
Non-recurring funding!

Gen Fund, Student Wellness and Pandemic

- Orange: Pandemic
- Green: Student Wellness
- Blue: Gen Fund
An Example: School Nursing Services

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Student Wellness</th>
<th>Student Wellness &amp; CARES</th>
<th>Student Wellness/General Fund?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• FY19</td>
<td>• FY20</td>
<td>• FY22</td>
<td>• FY24</td>
</tr>
<tr>
<td>$1.7M</td>
<td>• $2.4M</td>
<td>$7.4M</td>
<td>$2.4?</td>
</tr>
</tbody>
</table>
In 27 years.....

$730.5M > $650M
The General Fund Budget GAP...May 19th
Next Steps:

- Performance Leadership Team
  - School Reviews – Complete (5/13, 5/17)
  - Central Reviews – Deeper Dive
    - May 25
    - June 1
    - June 8
    - June 15

- Invest
- Adjust (scale back, delay)
- Abandon
Budget Timeline – Board & Public Engagement

4/26
Health and Safety

4/29
Policy and Equity

5/07
Student Achievement

5/19
Committee of the Whole
First Presentation — General Operating Budget

5/20
Budget, Finance and Growth
Budget Timeline –
Board & Public Engagement

5/24
Health and Safety
BOE Meeting
Five year Forecast, 2nd Gen Operating and Major Grants

5/27
Policy and Equity

6/4
Student Achievement

6/7
Board of Education Meeting
First Public Hearing

6/16
Committee of the Whole
Second Public Hearing