



brighter futures • achieving dreams

**Board Meeting Agenda
Western Hills High School
(Media/Library)
Tuesday, September 27, 2016
8:00-10:00AM**

- | | | |
|--------------|--|-----------|
| I. | Welcome: Toi Jones | 8:00-8:25 |
| | <ul style="list-style-type: none">• Approval of July 19, 2016 minutes• Mission Moment<ul style="list-style-type: none">○ JCG Career Specialist, Victoria Perkins○ Chardonae Kernall, Western Hills H.S. Class of 2016 Graduate• Recognition of CYC Barbara Seibel Award Winner- Kayla Rickels | |
| II. | Conflict of Interest Policy | 8:25-8:40 |
| III. | Strategic Planning Discussion- Toi & Strategic Planning Team | 8:40-9:15 |
| IV. | Dream Makers Update- Jack, Denise and Dave | 9:15-9:25 |
| V. | Dashboard Review: All | 9:25-9:35 |
| VI. | President's Report: Jane | 9:35-9:40 |
| VII. | New Business: CPS Levy Endorsement, Jane | 9:40-9:50 |
| VIII. | Adjourn | |

Dream Makers Celebration 2016- **Thursday, October 13, 2016**

CYC Strategic Board Retreat- **Thursday, November 3, 2016**

Giving Tuesday: **December 6, 2016**

Next Board Meeting: January 17, 2017

CYC empowers vulnerable children and young adults to overcome obstacles and succeed in education, career and life.

Directions to Western Hills High School
2144 Ferguson Road, 45238

From CYC:

1. Start out going west on Oak St toward Highland Ave.
2. Take the 1st left onto Highland Ave.
3. Turn right onto William Howard Taft Rd.
4. William Howard Taft Rd becomes Calhoun St.
5. Turn left onto Clifton Ave.
6. Take the 1st right onto W McMillan St.
7. Turn slight right onto Western Hills viaduct
8. Stay straight to go onto Harrison Ave.
9. Turn left onto Queen City Ave.
10. Queen City Ave becomes Queen City bypass
11. Stay straight to go onto Queen City Ave.
12. Take the 2nd left onto Sunset Ave.
13. Take the 3rd right onto Guerley Rd.
14. Turn right onto Glenway Ave/OH-264.
15. Turn slight right onto Ferguson Rd.
- 16. Western Hills University H.S., 2144 FERGUSON RD is on the right.

Parking and entry instructions:

Parking is permitted in the lot directly across the street from the school (Ferguson Road) and also in the lot on the right side of the school building. Please enter the building thru the Ferguson Road entrance. If you have any questions or concerns the morning of the meeting, please contact Jane at 513-284-5387 or Karen at 513-314-0521.



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Board Minutes
Cincinnati Youth Collaborative Conference Room
Tuesday, July 19, 2016

Board Members Present: Kent Wellington, , Kenneth Webb, Jim Sowar, Denise Thomas, Kathy Vuturo, Harold Brown, Ralph Lee, Jack Geiger, Steve Condon, Barbara Szucsik, Jeff Wampler, Michelle Hershey and Stephanie Shepherd

Board Members by phone: Dan Molina, Ken Cartwright, Jeff Crull, Tony McDaniel and John Fickle

Board Members Absent: Toi Jones, John Pepper, Jim Price, Judy Fimiani, Mary Ronan, Yvette Simpson, Gail Williams, Stephen Avila and Chuck Ackerman

Staff Present: Jane Keller, Maurice Huey, Dave Plogmann and Karen Connell

Guest: Mary Carol, Jay and Christie Sowar, Robby and Angeline Wellington

I. Welcome: Kent and Jane

- Kent called the meeting to order at 8:10 AM
- May 17, 2016 minutes approved by board
- Welcome New Board Members- Stephanie Shephard and Michelle Hershey
- Celebrated two long standing members who are moving to advisory board - Kent Wellington and Jim Sowar. Board members thanked and expressed sentiments to Jim and Kent. Jeff Wampler shared an inspiring song “Always stay humble and kind” that speaks of Kent’s humility. Jane thanked and presented certificates to Jim and Kent for their service on the board. Jim and Kent spoke about their experiences with CYC over the year.

II. Governance - Board Member and Officer Renewals Kent and Jane

- Board Member and Officer Renewals (see handout)
 - New board roles and term renewals are in order (see handout)
 - Creation of the new Advisory Board
 - Board Officers: Toi Jones, Board Chair, Dan Molina, Board Chair elect, Jack Geiger, Secretary and Steve Condon, Treasurer
 - Retiring board members, Jim and Kent will move over to the CYC Advisory Committee
 - Emeritus Board intact and will continue to exist as is

A motion was made by Ralph Lee to approve the Officers of the Board of Directors and Executive Committee - Toi Jones, Dan Molina, Steve Condon and Jack Geiger - for a one year term and Board of Directors – Chuck Ackerman, Steve Condon, Judy Fimiani, Toi Jones, Dan Molina, Barbara Szucsik, Denise Thomas and Kenneth Webb - for additional term for FY2017-2019. Seconded by Jack Geiger. Motion was approved by board.

- Board Composition Discussion-(see handout)
 - Board Leadership and demographics benchmarked to Board Source. Significant increase in female gender, yet lagging board source. Color/ethnicity double of board source. Lagging in % < 40 age versus board source.
 - Future Candidates- Dean Cady Short Thompson, UC Blue Ash

- Future Board Member Opportunities- Foundation, community volunteer, millennial, technology and career/technical institution.
- Kent shared his top 10 thoughts, lessons learned – “35 Years on the other side of the tracks”

III. **FY17 Budget Approval:**

Steve Condon

Steve gave an overview of the final results of 2016 and FY17 budget

- Financial Statement Position FY 2016
 - Statement of preliminary financial position as of June 30, 2016 is good
 - Operational surplus- good news. Operations was budgeted at a loss of \$45,260.00. Actual FY16 has an operational surplus of \$28,683.93. Almost \$70K better than budget. We were able to manage it to a surplus year by a combination of things, increased revenues and lower expenses.
- Overview of Budget FY2017
 - FY17 year is in deficit of \$88,569.00- which is high relative to prior years, but has been closely scrutinized for expenses and revenues. Expect the same process throughout the year of monitoring the revenues and expenses to hopefully reduce the deficit. Over the last 4 years we have managed to end with surpluses versus deficits and have transferred close to \$79,000 to our reserves. Board continued discussion about FY17 budget. Motion was made to approve FY17 Budget by Dan Molina. Seconded by Jack Geiger. Motion approved by board.

IV. **15 – 16 Preliminary Program Results:**

Maurice Huey

Maurice gave an overview of outcomes across CYC programs for academic school year 2015/2016 and highlighted the key trends over the last 3 years.

- Number of students served- increased by 46%
- Student grade promotion- increased by 15%
- Senior Graduation- relatively flat
- Students transitioning to college-slightly declined
- Positive student outcomes-relatively flat over the 3 years, but more students pursuing other post-secondary opportunities beside traditional college. A percentage of students are transitioning to job and/or career training and enlisting into military options. Board asked questions and continued discussion

V. **Dream Makers Update:**

Dave Plogmann, Denise Thomas and Jack Geiger

- Dream Makers 2016 goal, 140K- up against 126K from last year’s goal
- **Denise** reminded the board of Dream Makers date, October 13, 2016- She requested all board members to attend and invite your friends, families, associates and companies
- Sponsorship goal is 98K and we are currently at 82% of the goal. This is good, but we need additional people and companies we can reach out to. More table sponsors are needed.
- Honorary Chair is Honorable Judge Nathaniel Jones who is being honored at the NAACP’s Spingarn Award Dinner. Jack spoke about accomplishments of Judge Jones, his book and the many great opportunities for CYC
- Keynote Speaker: Steve Pemberton, VP of Walgreens and author of his life in foster care.
- Paddle Raise goal is 40K this year
- Judge Jones’ book-a give a way for Paddle Raise plus it will be sold
- Created CYC signature scarf and tie (flat and bow) for sale
- More sponsorship dollars are needed- 25 tables to sell at \$1,750.00

- **Dashboard Review:**

Jane Keller

Dashboard indicators are all green. Will finish strategic plan on a strong note.

VI. **President’s Report:**

Jane Keller

- Board Recognition- Ralph Lee is being honored with the 2016 Men of Honor Award. The celebration is in December
- Honorable Nathaniel Jones will receive the NAACP Spingarn Award
- Staff recognition- Barbara Siebel Spirit Award- peer to peer nominations- Jane will ask a few board members to help with the nominations. The awardee will be announced at the staff cookout at Winton Woods on August 12, 2016. Jane invited the board to come. Award winner will be at September's board meeting.
- Talent Search was renewed for 5 years in the amount of \$2.2 mil. Great team work by Maurice, his team and grant writer, Fearghal Reid. A mentor coordinator was added to the grant to build our capacity in mentoring.
- New business partnerships established or existing partnerships expanding
 - Staffmark
 - Huntington Bank
 - Fidelity Investment
 - Standard Textile
- United Way mini grant for poverty collaborative will be submitted by CYC with Cincinnati Works and Union Bethel.
- Board Survey to be sent in late September. The survey will cover board engagement,

VII. Adjourn: 10:05 AM

Respectfully submitted,



Jack Geiger,
CYC Secretary

Process to Date

Conducted Strategic Planning Sessions with Key Stakeholders (Staff, Board)

Conducted Research to Confirm Strategic Plan Direction (Huey/Plogmann)

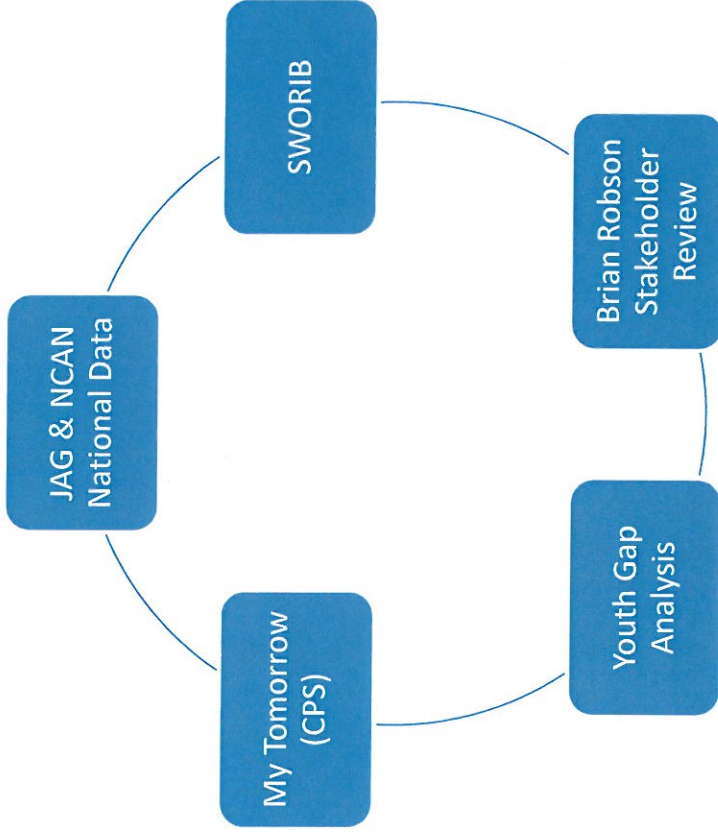
Synthesized Session Output into Strategic Overview

Integrated Each Breakthrough into Strategic Planning Template



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Research Review



Key Findings

YOUTH GAP ANALYSIS

Youth are optimistic but need encouragement and options to pull them out of negative situations. Mentoring is effective in delivering positive outcomes.

CPS MY TOMORROW

Elevating rigor of education is key. Must focus on whole student, leverage partnerships and technology.

ALL RESEARCH CONSISTENTLY SUPPORTED STRATEGIC BREAKTHROUGH FOCUS AREAS

JAG/NCAN/SWORWIB

Removal of barriers for college success and job readiness is critical. Students need support through post secondary partnerships. Work readiness and credentialing also key.

BRIAN ROBSON

STAKEHOLDER REVIEW

CYC programs should start earlier (middle school). Opportunity exists to better market programs and create clarity about them. Individual donors key opportunity.

CYC STRATEGIC GROWTH BREAKTHROUGHS 2017-2019

MISSION: CYC Empowers Vulnerable Children & Young Adults to Succeed in Education, Career, and Life

CRYSTALIZE CYC IDENTITY AND IMPACT IN COMMUNITY

- Build a focused strategic communications platform for execution by F18

SERVE MORE & MORE YOUTH WITH HIGH QUALITY PROGRAMS

- Provide more support for students transitioning to middle/high school
- Increase organizational support for students transitioning out of high school
- Grow the # & quality of 1:1 mentoring relationships

MAXIMIZE ALL FUNDING SEGMENTS

- Create clear process to identify breadth and depth of corporate partnerships and key funding potential
- Grow individual donor support
 - Provide revenue generation through organizational expertise (i.e. fee for service)

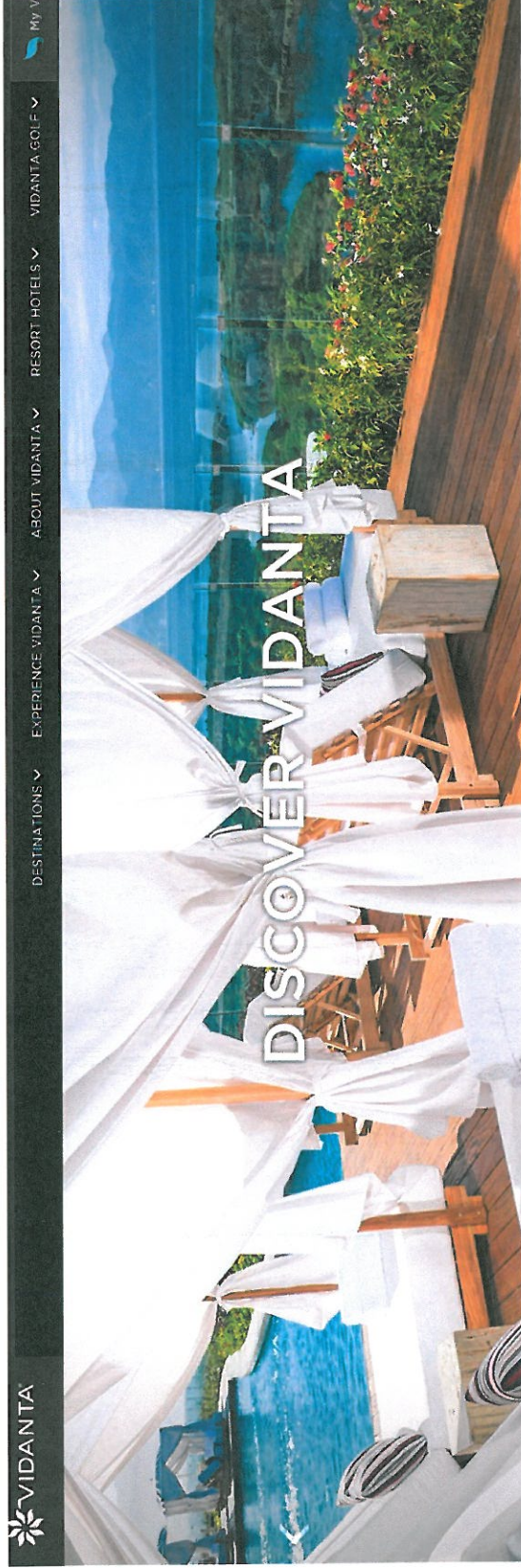
CYC Strategic
Breakthroughs
2014-17

- Expand reach and strengthen impact of CYC through piloting & testing models
- Increase CYC reserve fund through Tomorrow Fund
- Maximize CYC Board Member effectiveness

GROW TECHNOLOGY, ANALYTICS, TALENT CAPABILITIES & VOLUNTEERS

- * Elevate Technology Capabilities
- * Leverage Analytics for Maximum Impact
- * Build High Performance Team & Culture
- * Maximize Volunteer Impact & Effectiveness

MEXICAN RESORT VACATION



The World's Most Extraordinary Beach Resorts

Vidanta is a collection of luxury resorts, located in seven stunning destinations along the most beautiful beaches in Mexico. Here, everything has been created for your happiness — luxurious accommodations, endless pools, world-class restaurants, activities for all ages, and a staff that caters to your every need.

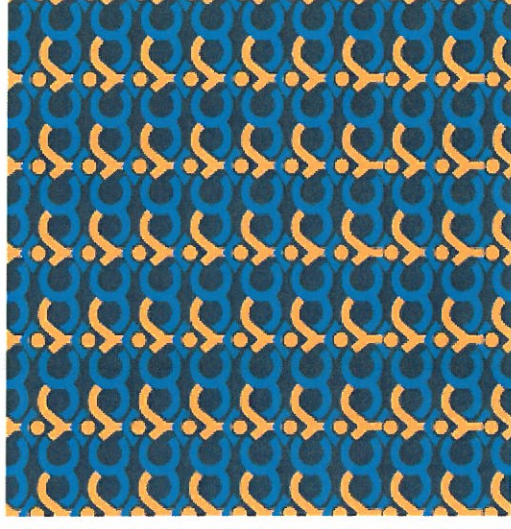
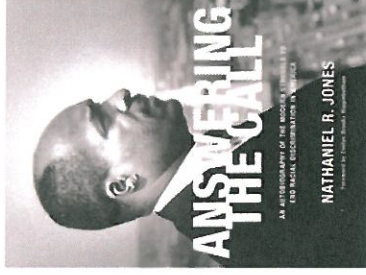
Whatever brings you happiness, you'll find it at Vidanta.

- 8 Days, 7 Nights at any of the 7 Vidanta Resorts
- Value of \$2380 - \$7140 depending on the resort chosen
- Lodging Only (Food, Airfare, Taxes, etc are paid by guest)
- Also need to attend a Sales Tour & Breakfast

Preorder CYC Branded Accessories

- 100 Ties
 - 50 Bow
 - 50 Straight
- 50 Scarves
- \$90 in recognition of

Judge Jones' 90th
birthday



CYC DREAM MAKERS MERCHANDISE

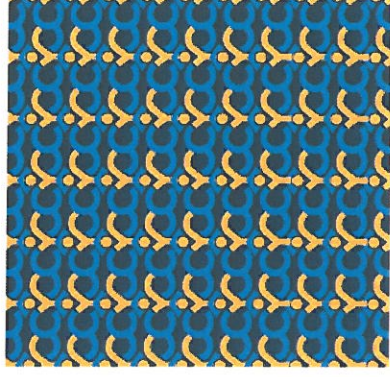
PRE-ORDER FORM

Quantity	<input type="text"/>
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NECK TIE

BOW TIE

SCARF - 72X19



Name: _____

Credit Card Type: _____

Credit Card # _____

Verification # _____

Expiration: _____

Signature _____

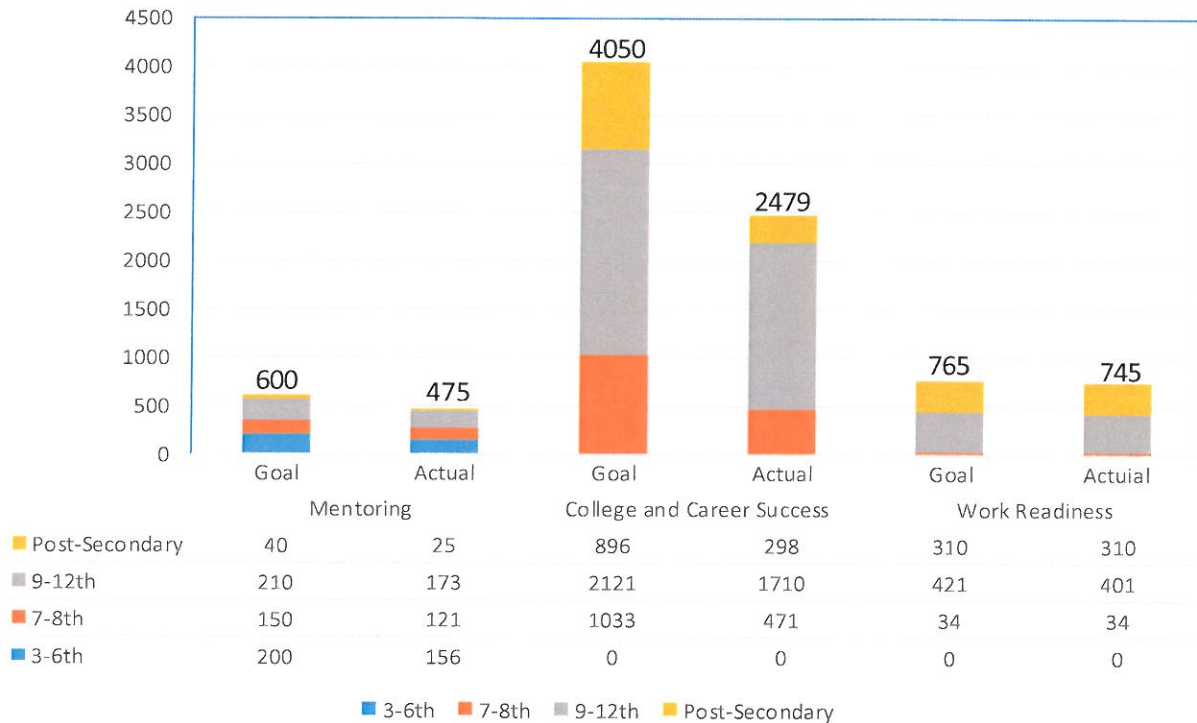
Mission: CYC empowers vulnerable children and young adults to overcome obstacles and succeed in education, career and life

September 27, 2016

	Academic Year 2015-2016	Academic Year Goal 2017	Benchmark
Student Grade Promotion	93%	90%	*CPS (87%) & *NCS (89%)
Senior Graduation	96%	95%	*CPS (71%) & *NCS (89%)
College Enrollment	69%	65%	NCAN (53%)
College Persistence	NA	80%	NCAN (76%)
Positive Outcomes (Enrolled, Enlisted or Employed)	83%	85%	JAG (77%)

*Cincinnati Public Schools (CPS)

* Norwood City Schools (NCS)



CYC Indicators: For Fiscal Year July 1, 2016 through June 30, 2017			
	Measure	YTD (August 31, 2016)	Goal
Volunteers	% of mentors retained >1 year	73%	75 % goal (National is 65%)
	# of mentors and groups	621	675
Budget	Revenue	\$542,909	\$2,924,890
	Net surplus/deficit	\$17,334	(\$88,569)
Development	New Donors	17	375
	Retention of donors	5%	55%
	Annual Campaign	\$202,863 (18.5%)	\$1,096,550
Marketing	Awareness Touchpoints	9,658	62,335

Green=On Target

Red= Action

Cincinnati Youth Collaborative
Statement of Financial Position -Preliminary
August 31, 2016

	As of 8/31/2016	As of 6/30/2016	Aug - Jun Change
Cash and cash equivalents	\$ 293,762	288,225	5,537
Investment Account	2,339,038	2,287,957	51,081
Accounts Receivable **	779,236	481,522	297,714
Tomorrow Pledges, net of discount	532,122	548,222	(16,100)
Contributed Rent Receivable	231,569	252,415	(20,846)
Property and equipment, net	690	690	-
Prepaid Expenses	67,624	93,069	(25,445)
TOTAL ASSETS	\$ 4,244,041	\$ 3,952,100	\$ 291,941
Accounts Payable	\$ 21,843	37,954	(16,111)
Accrued Vacation	51,915	51,915	-
Accrued Payroll Taxes	2,211	3,420	(1,209)
Accrued Expenses	6,318	12,080	(5,762)
Fiscal Agent - CPS	51,540	-	51,540
Deferred Revenue	345,078	34,495	310,583
Net Assets	3,765,136	3,812,236	(47,100)
TOTAL NET ASSETS & LIABILITIES	\$ 4,244,041	\$ 3,952,100	\$ 291,941
** Accounts Receivable:			
Accenture	-	5,000	
Business for Good	95,000	95,000	
CPS	422,558	4,836	
City of Cincinnati	(2,667)	15,333	
Community Connectors	4,035	5,775	
Gear Up Grant	34,376	52,804	
Grad Cincinnati	350	-	
Hamilton County - In School	90,187	133,351	
Jobs for Ohio Graduates	13,333	-	
Pfau Foundation	40,000	80,000	
SWORWIB	-	1,141	
Talent Search grant	55,100	47,145	
Accenture - golf	-	800	
United Way - JCG & Mentoring	26,744	40,118	
Northern Kentucky University	220	220	
Total	\$ 779,236	\$ 481,522	

**Cincinnati Youth Collaborative
Budget to Actual - Unaudited
As of August 31, 2016**

	Annual Budget	8/31/2016	Goal = 16.67% of Budget
Income			
4005 Individual	142,000	2,790.50	1.97%
4010 Corporate and Business	34,000	5,000.00	14.71%
4015 Foundations	611,000	65,967.65	10.80%
4020 United Way allocation	77,250	-	0.00%
4022 Other Organizations	37,300	2,054.68	5.51%
4026 Saturday Hoops	21,550	12,350.00	57.31%
4105 Talent Search	452,772	104,613.62	23.11%
4110 GEAR Up	274,770	34,375.62	12.51%
4120 Workforce Investment Act - WIOA	350,000	90,186.74	25.77%
4125 City of Cincinnati	100,000	7,000.00	7.00%
4150 JOG revenue	80,000	13,333.32	16.67%
4160 Community Connectors	90,000	8,070.07	8.97%
4200 Fee for Service - Schools	372,700	66,974.66	17.97%
4207 Fee for Service - CATC	5,000	-	0.00%
4505 Dividend, Interest (Securities)	60,548	2,791.84	4.61%
4605 Miscellaneous Revenue	1,000	350.00	0.00%
4905 Dreammakers event	140,000	32,050.00	22.89%
4915 Golf outing	56,000	-	0.00%
4930 Other special event	19,000	-	0.00%
Total Revenue	2,924,890	447,908.70	15.31%
Expenses			
6005 Salary and wages	1,794,350	280,071.91	15.61%
6010 Social security payroll tax	110,613	16,555.64	14.97%
6015 Medicare payroll tax	25,871	3,936.68	15.22%
6020 State unemployment (SUTA)	20,008	1,996.43	9.98%
6025 Workers compensation	11,130	1,745.69	15.68%
6030 Health insurance expense	176,542	25,017.36	14.17%
6035 Dental insurance	8,704	1,364.09	15.67%
6040 Life, STD and AD & D	20,408	3,493.11	17.12%
6045 401 K match	58,321	8,695.38	14.91%
6100 Advertising	4,980	150.00	3.01%
6110 Bank fees	14,450	2,035.62	14.09%
6115 Campaign expenses	-	-	0.00%
6120 Consulting services	8,750	777.50	8.89%
6130 Depreciation	-	-	0.00%
6135 Donor recognition	5,925	237.47	4.01%
6140 Dues & subscriptions	17,777	1,996.06	11.23%
6145 Emergency Fund	2,000	212.00	10.60%
6160 Equipment expenses	12,533	1,173.20	9.36%
6172 Liability Insurance	10,500	1,851.16	17.63%
6174 D&O Insurance	6,540	1,086.34	16.61%
6190 Meeting expense	3,880	898.78	23.16%
6200 Miscellaneous	4,950	702.62	14.19%

Cincinnati Youth Collaborative
Budget to Actual - Unaudited
As of August 31, 2016

	Annual Budget	8/31/2016	Goal = 16.67% of Budget
6210 Office supplies	6,550	2,439.62	37.25%
6220 Postage	6,224	262.93	4.22%
6230 Printing	7,400	1,188.85	16.07%
6240 Professional Development	30,580	16,030.54	52.42%
6250 <i>Professional fees</i>			
6251 Accounting	149,778	40,500.00	27.04%
6252 Legal	2,000	-	0.00%
6253 Payroll processing	3,445	595.46	17.28%
6254 Plan administration	7,200	697.82	9.69%
6260 Program expenses	355,615	95,399.76	26.83%
6275 Technology	14,625	9,011.35	61.62%
6280 Telephone and data	5,760	960.00	16.67%
6285 Temporary personnel	8,000	2,720.00	34.00%
6300 Travel	22,750	1,727.76	7.59%
7000 <i>Special event expenses</i>			
7005 Catering	36,750	-	0.00%
7012 Entertainment	13,800	-	0.00%
7015 Equipment rental	3,500	-	0.00%
7020 Postage & Printing	4,000	-	0.00%
7030 Occupancy	11,000	-	0.00%
7035 Supplies	5,000	-	0.00%
7040 Travel	1,000	-	0.00%
7045 Miscellaneous - special events	250	43.81	17.52%
Total expenses	3,013,459	525,574.94	17.44%
Net gain/ (loss)	(88,569)	(77,666.24)	87.69%
Add(Subtract) back:			
Tomorrow campaign	-	-	
Net effect of contributed rent	-	(20,846.23)	
Net Artlinks	-	(3,484.80)	
Net Youth Summit	-	4,750.00	
Net Champions for Urban Youth	-	-	
Unrealized gain/ (loss)	-	50,147.08	
Net (loss)/ gain before temporarily restricted	(88,569)	(47,100.19)	
Temp restricted funds	-	95,000.00	
Net (loss) gain after temporarily restricted	(88,569)	47,899.81	
Operational Surplus/ (Loss)	(88,569.00)	17,333.76	

Note: Ohio College Guides and First Degree program includes \$133,100 of in-kind salaries paid by College Now for the 11 Americorps volunteers.



Facts about the November 8, 2016 Levy

Voters will have the opportunity in the upcoming November 8th election to vote on a levy to strengthen K-12 education in Cincinnati Public Schools (CPS) and expand access to affordable, quality preschool through a unique partnership with the school district and Cincinnati Preschool Promise.

Educational Progress

While there is more work to be done on behalf of students and families, Cincinnati Public Schools is moving in the right direction. Major indicators of educational progress for our students in recent years include:

- A substantial increase in the high school graduation rate over three years, from 63.9 percent in 2011 to 71.2 percent in 2014. The five-year graduation rate also increased to 77.9 percent in 2014.
- Composite 12th-grade* ACT scores increased to 20 in 2015-16, the highest among Ohio's urban districts. *Every CPS student, regardless of their chosen path, takes the ACT.
- Double-digit increase in students taking Advanced Placement (AP) courses. In the 2012–13 school year, 50 percent of CPS high schools had no AP courses. Now 100 percent of schools provide access to AP courses, which translates to thousands in savings on college tuition to families.
- New K-12 Career Readiness Curriculum and partnerships with Great Cincinnati's business community to provide real-world job exposure.

Financial Accountability

CPS is committed to good financial management and transparency. Earlier this year, the district opened its books to an independent financial review commissioned by Cincinnati's business community. The financial review found that CPS has been fiscally accountable and made responsible budget reductions in recent years. The review also identified additional opportunities for cost-containment, which the district is pursuing, and validated the need for additional new revenue to maintain and continue progress for students.

Financial Need

The business community's review showed that, over the last decade, the district has taken cost-cutting measures – including closing facilities, deferring employee raises, and lowering the cost of health care by negotiating higher employee contributions. Additionally, state funding decreased by \$70 million over the past 8 years (due to the phase-out of a business inventory tax) and despite state predictions of continued decline – CPS enrollment rose (for the first time in decades) in the 2011-12 school year, to 32,335; reached 34,104 in 2015-16, and is projected at 35,112 students in 2016-17. Meanwhile, the cost of providing essential educational services has increased, and the district has not had an additional operating levy in eight years.

The November levy request is based on the findings and recommendations of the independent financial review. It is a five-year, \$48-million emergency levy (7.93 mills), \$15 million of which would be earmarked annually to expand quality preschool through Cincinnati Public Schools and community-based providers. The taxpayer investment with this levy would be \$5.35 per week for a home valued at \$100,000.

Need for Expanded Preschool

More than 40% of students who enter kindergarten in CPS are not ready to learn, and these students continue to lag behind others. For instance, they are only half as likely as other students to read at grade level by third grade. Research, including a recent study by the Rand Corporation, confirms impressive returns on investments in high-quality preschool in terms of educational outcomes. Rand found that these returns are especially high for children from economically disadvantaged families and when high-quality preschool is connected to a strong K-12 educational system. However, existing high-quality preschool providers, including CPS and Head Start, do not currently have the capacity to serve

all these students. Improving the quality of existing programs and adding more high-quality seats is needed to give all children a strong start.

Transparent and Accountable Preschool Plan

Preschool funding will follow the child in tuition credits to the provider, and be based on a sliding scale for family income (higher credits for lower incomes) and the quality rating of the providers (higher credits for higher quality). Tuition credits would be utilized on a “last dollar” basis, on top of any other funding source the family is eligible to receive. Tuition assistance for families would range from 5 percent (for incomes above 500 percent of the federal poverty level) to 100 percent (for family incomes at 100-200 percent of federal poverty levels). Levy funds would also be used to help improve quality of existing community providers so that more high-quality preschool seats are available in every neighborhood. Providers rated under three stars in Ohio’s Step Up to Quality rating system would be eligible for this quality-improvement funding to strengthen their programs.

United Way of Greater Cincinnati (UWGC) was named as the local, established, non-profit entity to manage the preschool expansion initiative, through a request for proposal by the Board of Education. UWGC will receive the levy funding from Cincinnati Public Schools that has been identified for the expansion of quality preschool, and will have the authority and responsibility for managing the funds and program and be fully accountable to the Board of Education – and thereby – to the taxpayers.

High Performing Schools in Every Neighborhood

A major component of this levy is funding *Vision 2020: My Tomorrow*, a multi-year plan to ensure that every neighborhood has high performing schools that combine excellent teaching, strong academics, and specialized programming selected by the neighborhoods they serve. The first seven elementary schools in the plan opened this August; community engagement is under way for an additional seven to 11 to launch in the 2017-18 school year. Other major community priorities that will be supported by this levy include:

- **Expansion of student access to smart technology** and leading educational software that will bridge the digital divide and prepare students to compete and thrive in a technological world.
- **Expansion of college-level coursework and career-readiness programs** so that all students are prepared for success in college, military enlistment, or entry in a certified apprenticeship program. This is more important than ever, because today nearly two-thirds of all jobs require post-secondary education.
- **Expansion of business partnerships** to provide students with job-shadowing and other real-world experiences to prepare them for success in the workforce.
- **Connecting quality preschool with a strong K-3 early literacy program** to ensure that all students are competent readers by fourth grade, the foundation for success in school and beyond.

Compounding Returns for Cincinnati’s Future

Through the partnership and collaboration with Cincinnati Preschool Promise and the business community this levy focuses combined resources for a strong K-12 system with a major expansion of access to affordable, quality preschool. This plan represents an investment in educational success that is more cost-efficient than pursuing these initiatives separately.

Without this Levy

CPS is facing a growing structural imbalance that, without the new revenue this levy provides, could grow to \$50 million annually. This translates into the necessity for tens of millions of dollars in cuts to teachers, student programs, and essential educational services; a halt to additional investments to strengthen schools and prepare students for college and careers; and no preschool expansion.