



MEETING NOTES

Meeting Notes are not official until voted on by the Board of Education at its following Regular Meeting.

1. The meeting called to order at 6:30 p.m.
2. Members present: Mark Abate, Paul Lambert, Nada Long, Brian Perry, and Lisa Whiting
3. Everyone recited the Pledge of Allegiance.
4. The Board of Education adopted the agenda as presented.
5. The Board of Education approved items E1 through E2, consisting of all certified and classified personnel matters. You can find the complete list of personnel matters as an attached to the *Minutes*.

It is with sorrow and a heavy heart that we acknowledge the passing of John Kudart. He has been an incredible member of our team, saved our district hundreds of thousands of dollars, and was just a great guy. For those who don't know, John maintained and monitored the district's HVAC equipment. We are going to miss him terribly. A scholarship fund is being established through the Hilliard Education Foundation for any student who plans to enter that same field of study. Instead of flowers, anyone can donate to the scholarship on the Hilliard Education Foundation website.

6. The Board of Education rescinded all previously approved field trip requests for the 2019-2020 and 2020-2021 school years.

We added this agenda item on the advice of our legal counsel, as some of the groups have already begun collecting payments. This action will allow us to start refunding payments in a timely fashion. If things change in the next twelve months, like a COVID-19 vaccine, we will revisit the option of reapproving field trips.

Dr. Marschhausen thanked Vicky Clark and Carole Carpenter for all of their efforts in working with the tour companies to get the money refunded for this school year's trips that were canceled due to COVID-19. They spent hours and hours doing everything they could to get as much money refunded as possible. We know some parents are not happy with the results, but it is not for lack of trying on our part. Our legal counsel is recommending changes to Board policy on how we approve these trips in the future. The changes will include some safeguards that no one could have anticipated in the event of a global pandemic.

7. Discussion Topics:
 - a. Five-Year Forecast Presentation & Discussion – Brian Wilson, Treasurer/CFO
 - 1) Budget Issues for 2021 and Beyond

This is the annual April/May five-year forecast as required by Ohio Revised Code. For 2020, our total revenue is over \$209 million, which is a little more than I anticipated. We received more

than \$129 million in property tax revenue, which includes \$123 million of real estate and \$10.6 million of public utility/personal property taxes. We received \$53.3 million in unrestricted and restricted grants-in-aid, mostly representing our state school foundation dollars along with casino and Medicaid revenues. Property tax allocation of \$12.2 million, the homestead and rollback on residential real estate taxes. All other revenue of \$9.2 million includes tuition of approximately \$840,000, interest income of \$2 million, student fees of \$395,000, \$5.3 million in payments-in-lieu of taxes, and some other smaller revenue sources.

We have had a change in the past seven months. The October 2019 forecast was much better for this year. However, there will be some significant decreases moving forward. The major factors resulting in the change of our forecast for fiscal year 2020 are higher than anticipated growth in real estate, better than expected interest income, and the projected decrease in revenue in 2021-2024 due to the pandemic and recession we are entering.

I'm projecting a decrease in state funding of about 5% for this coming fiscal year with slight increases following FY 2021. By slight, I'm projecting a 0.5% increase in 2022, 1% in 2023, and 2% in 2024. I'm projecting a dramatic drop in interest income as interest rates have fallen drastically in the last two months. I'm also assuming we will see collection rates for property tax decrease slightly for the next four years as well.

In determining this forecast, I looked back at our forecast in 2011-2012 with the effects of the last recession. We ended up going through a period of five years before seeing an increase in state revenues. I also looked at the tax collection rates for the same period. We haven't received guidance yet from the state with what is going to happen with revenues. They will undoubtedly be working on that quickly and may get information to us next month. If necessary, I will update the forecast once I have the information.

I was hoping to see a new funding model for the next school year, but I'm pretty sure that it is on hold due to the current crisis.

I didn't make any material changes to the expenditure projections at this point but expect that I will need to make changes in the coming months and years. Our expenditures will exceed revenues beginning in 2021 and continues to decline as our revenue will not increase significantly. The time to be on the ballot for an operating levy is when you start the deficit period, although these are certainly different times.

One thing in our favor is our cash reserve. We currently have a policy that states we should maintain a 10% cash reserve. Very fortunately for us, our cash reserve is significantly above that threshold. We developed that policy back when we were experiencing very tight financial times. If we currently had only a 10% cash reserve, we would have our backs against the wall. We will certainly discuss increasing our reserve at the next policy review meeting. Our current cash reserve shows that we have some flexibility in how we respond to these difficult times.

Mr. Perry commented that we begin deficit spending in 2021 and asked if that is also Brian's prediction for the bottom of the recession. Brian stated that he doesn't have any answers right now but thinks one factor in how long the recession lasts correlates to how soon a COVID-19 vaccine is developed. The sooner we have a vaccine; the sooner life gets back to normal. I believe this is the optimistic version of our forecast. Unfortunately, things could get much worse.

Mrs. Long asked how long before we use up the cash reserve. The chart Brian created for the forecast shows us using all but about 10% of our cash reserve by 2024. The problem is the size of the deficit. If we decide to use our cash reserve and go on the ballot in 2024, you would be looking at a \$20 million deficit in 2024. To maintain the status quo, we would need seven mills just to make up for the deficit, and that doesn't include any additional dollars for 2025, 2026, and 2027.

Mr. Lambert, referring to the information he provided the board members at the last meeting, shows the cash balance nose dives and would require a substantial new income to make up for it. The longer we wait to put a levy on the ballot, the larger it will need to be. Your forecast shows a decrease in state funding over the next four years of about \$15 million (which equals just under six mills). You are also forecasting FY 2020 revenue less than FY 2019 and FY 2021 revenue less than FY 2020. This hasn't happened since 2010/2011. We have been enjoying the fruits of an excellent economy in the way of our state funding. I think you are realistic in showing that state funding will not recover back to this year's level within the scope of this forecast. Having this cash reserve gives us some time to make good decisions.

The other thing you can see on Mr. Lambert's charts is that we have maintained our spending trajectory since at least 2016. While state funding has been increasing, we have been able to increase our cash reserve by being disciplined in our spending. We were purposeful in increasing our cash reserve so we could ask voters for the smallest operating levy possible.

Mr. Wilson pointed out that November 2020 is in FY 2021, and November 2021 is in FY 2022, and so on. If the voters approved an operating levy in November 2020, we would begin receiving those funds in January 2021. Delaying the operating levy would mean not getting any new funds until at least January 2022. There are many factors to consider before we can make a decision, such as state funding and how we have to run school next year. We want as much information as possible before we make a decision. We need to be mindful of what is happening in our community. Every day we are hearing about more people losing their jobs and not being to make mortgage payments and those types of things.

Mr. Perry asked if we have the option for an incremental income tax levy, or must an incremental tax be based solely on property? The only incremental option is on property taxes. Income taxes are very regulated as to what can be requested.

- b. Master Facility Plan Progress
 - 1) Completing the work is important
 - 2) Impact on short-term decisions during the crisis

Mr. McDonough provided an update on the Master Facility Plan. He reported that the Facilities Committee met on April 3, and there is a *Master Facility Plan Summary* attached to the meeting minutes. The minutes and summary document can be found on the district website at <https://www.hilliardschools.org/school-board/meetings/> and then click on the Facilities tab. We consider this plan to be a living document, and given the current crisis, some of the more significant projects related to a bond issue are on hold. We certainly want to continue working with a steering committee and our community and believe we can proceed with some of the elements of the plan such as all-day kindergarten for all students, expansion of the preschool

program, and the safety and security of our buildings. The more substantial renovation or replacement projects are on hold for the time being, but they are still part of the conversation. At some point, some of our aging facilities will need to be addressed in some way.

Mr. Lambert added that another option our cash reserve gives us is the possibility of an opportunity to do something very cost-effective on our facilities plan.

- c. End of the 2019-2020 Planning and Procedures
 - 1) Graduation and Senior Awards
 - 2) Elementary Celebrations and Events
 - 3) iPad Collection and Return of Personal Items

We are proceeding with our online graduation and senior awards plans. The high school principals have put out a letter to parents of when these virtual activities will take place. The Ohio Department of Education sent out a directive that all of these types of events need to be virtual. The Governor also emphasized today that the limiting of 10 people to any social gathering is still in effect. I am proud of the work our high school principals have done in getting ready for virtual graduations. Eric Farnbaugh is working with us so that we have professional quality videos ready to go. The team and the senior leaders have been incredibly responsive in this process as well. They are planning a virtual prom on May 9 to create special memories.

Dr. Marschhausen talked to the ISPTO last week. He is so proud to lead this team in this district. It's great to see that parents are pleased to have their kids in this district and the recognition they have about the work our amazing teachers do. It's not just the seniors who are missing out on traditions. Our fifth-graders will miss out on the clap-outs, and eighth-graders will miss out on the pool party. Anything that our buildings plan for their students will be virtual. We are putting safety first.

After Governor DeWine issued his directives today for reopening the economy, we will be working to bring teachers into their classrooms in May to get things ready for the summer. We will provide PPE for teachers, put together a schedule, take their temperatures, and have teachers sign up to come in to get their students' belongings organized and classrooms ready for summer. At the same time, the technology and operations teams are working to determine the best way to collect iPads and library books and give students their belongings. We are planning for this to happen the week of Memorial Day. It will be a drive-thru pick up drop off event to exchange all of that stuff.

- d. 2020-2021 Planning
 - 1) Phased approach – Prepared for different scenarios
 - 2) Hilliard Online Learning Academy (HOLA)
 - 3) Athletics – Fall Sports definitely in question

School is going to look very different next fall. I've been fortunate enough to be on a couple of calls with the Governor, Lt. Governor, and the Ohio Department of Education about the possibilities of bringing students back to school in the fall. To maintain social-distancing requirements in our classrooms, we can have a maximum of only 12-15 students in each room. As a school district, we need to prepare for 3 or 4 different learning scenarios for the next school year. One scenario could be to plan to bring all students and staff back to school and follow

specific protocols such as wearing masks, taking temperatures, etc. A second scenario could probably require only 50% of the students could be in school at one time. We are brainstorming ideas. We have not made any decisions at this time. In another option, you might have a group of students who come on Monday-Wednesday and the other half on Tuesday-Thursday. Friday would be for interventions and deeper cleaning of the buildings. California is looking at AM/PM – half of the students in the morning and the other half in the afternoon. All of these possibilities could put a tremendous strain on families. There are pros and cons to all of these possible scenarios. We are looking at a myriad of different options.

Definition of eLearning and Hilliard Online Learning Academy (HOLA)

Today we hired Jennifer Sayre as an administrator to oversee the development of K-6 online courses. There could be some parents who, short of a vaccine, will not want to send their children back to school. I believe we should create an online experience for all students. In our HOLA program, we have fourteen online teachers who only teach online courses. This is very different from what we are doing now. We didn't put all of our students into the HOLA. Those students who were enrolled in online courses are still taking those online courses. The rest of our students are doing eLearning. eLearning is more of a hybrid model.

We have to be prepared for many different scenarios. We could have students in school full-time and have to shift to having only 50% of students at one time. If all of the medical experts are correct, there could be flare-ups where we have to quarantine for two weeks and flip to online. Hybrid classes could be students who are potentially face-to-face and learning online. The full online experience is 100% online and is more competency-based than time-based. If we had just 10% of our parents request the online experience that's nearly 1700 students. So the number of teachers in the online classes will depend on where the kids are.

We have teachers who have underlying health conditions, who have children with underlying health conditions or are taking care of elderly family members. I believe we could have a fair number of teachers who may request to be an online teacher during this environment, and we will do our best to match those up.

We could have a situation where we have all of our students in school. There may be a flare-up at one building that would have to go online for two weeks. We have been advised that we may have to be testing students in schools. If we are testing students in schools, we are probably looking at multiple clinics in each school. If a student tests positive, we will have to track and trace who came into contact with that student, and we'll have to be ready for all of those students to be in a 14-day quarantine. We are taking all of these things into consideration as we begin preparing for the next school year.

Mrs. Whiting stated that she believes we are heading in the right direction by planning for as many situations as possible. The sooner we communicate our plans to parents, the more rapidly they can become accustomed to these plans. Parents may need to figure out a hybrid work schedule to accommodate students either in school or online/eLearning at home.

Mr. Perry asked if we have a plan to ask parents if they plan on keeping their children at home so that we know how many teachers we need in classrooms and online. Dr. Marschhausen said that yes, we are planning on a survey this week or next week, and will not require a commitment from

parents at this time. We will need to set a date most likely in early July, where we would expect a commitment for those wanting to enroll in online courses.

Dr. Marschhausen believes that by the end of May, the Governor and Department of Education will have a better idea of what our parameters will be for August. We have been in conversations to help shape some of the parameters, and we are waiting for information from the health department. There may be different restrictions in different areas of the state. There are some counties with only a handful of cases, and their school year could be very different than our school year.

We have been in conversations with Franklin County health officials who said don't plan on any groups larger than 10 in May, June, and July. Mrs. Whiting added that we still have many unknowns. We don't have as many tests available as some other states, so we don't have a good grasp on how many positive cases exist. There are so many questions right now that the situation is entirely fluid. She believes we have done an outstanding job navigating through this situation.

For example, (these are thoughts and musings only), Dr. Marschhausen envisions three possible broad scenarios – green light, yellow light, and red light. “Green light” means we are 100% back in school and have the required PPE (hand sanitizer, masks, a plan for lunch, etc.). “Yellow light” means we are 50% back at school with 50% eLearning at home. “Red light” means we are 100% eLearning at home. We will develop detailed plans for each scenario. The scenario could change throughout the year, such as starting in “yellow light” and then going to “green light.” We have to be ready for any possible scenario and be able to communicate that to our community. Determining the health and safety factors we need to consider and implement before bringing children back to school is a decision that should be made by medical professionals.

Mr. Abate shared that it is impressive to him that our team has been able to implement and plan for even more possible scenarios. There are so many pieces to consider, such as special education, transportation, recess, lunch, and athletics, to name a few. Do we have a plan for our students with learning disabilities or IEP's? To help these students, Dr. Marschhausen is hoping to move our Summer School program to a few weeks before school starts. We are looking to see if we can identify students who have struggled this spring and give them a jump start for the next school year.

Mr. Abate also asked if we have a plan to include teachers in improving our online and eLearning opportunities based on what they and we have learned this spring. We will be meeting to discuss how we are going to select the teams to build the courses K-6. I think each building will have a team that includes teachers, coaches, and curriculum leaders. We have some teachers volunteering to help improve our online courses. Our teachers are heroes because they have “built the plane and flown it” at the same time. We need to have the shell (structure) built for what the next school year looks like for all of our courses so that teachers can then put material into the shell. Creating a structure will help our courses look the same at each building. We will look at all of these things as we move forward.

Are we planning to offer any kind of professional development for parents? Yes, as we build elementary courses, we will probably need to create parent help boxes. Dr. Marschhausen doesn't believe Ohio has created an effective K-6 online curriculum. So we get a chance to be among the first districts to do so. We are also looking to partner with Lakota Local Schools to

create K-6 courses in Canvas. Lakota Local Schools is very similar to HCSD. Both have 16,000+ students and are suburban districts with similar demographics. Working on a K-6 online curriculum together will only make us stronger.

Mrs. Long stated that as a parent, she appreciates that HCSD has been creative in helping students and parents through this crisis. She asked if we might consider a plan for K-6 and a different plan for 7-12 for the next school year. Dr. Marschhausen responded that anything is possible, but we don't have enough information to provide any answers right now. She also asked if the district has received any guidelines on what busing may look like next fall? Our team has been looking at this issue. Three health departments say they are going to make masks part of the dress code for schools. They are also discussing the possibility of only one student per seat on each bus (approximately 28 students). You would load the school bus from back to front so that students wouldn't have to walk past everyone to get to their seat. You might consider putting students from the same family two per seat. We are going to have to be very mindful of what we will be able to do.

Will next year's students get the same amount of content and variety of courses as this year's students? We will do our best to give our students as much content and as many opportunities as possible. As it looks right now, there will not be a simple end to this situation in the next twelve months.

e. Summer Projects and Facilities Work

Mr. McDonough gave an update on projects to be completed this summer. Our plans remain pretty much the same as the plans we presented at the Board retreat. We are expanding the paving project at Darby HS to make access to sports fields handicap accessible. We still plan to complete the paving of the main lot at Avery Elementary. Another item we have added to the list given the current situation is reconditioning our practice fields and green spaces throughout the district. The technology team will be progressing with the laptops for teachers. We will also complete the improvements needed at the Britton/Norwich campus location.

f. Other Items as Deemed Important

Mr. Woodford, District College Counselor, held a college loan Zoom meeting tonight. There were over 200 people who attended. Our staff continues to learn and is getting better at utilizing Zoom to communicate with students and parents.

Are we continuing the planning and communication with parents about the Alton Darby/Darby Creek campus project? We are in emergency mode right now, but once we have a plan for the fall, this will be one of our main priorities.

Mr. Abate expressed his thanks to everyone for helping us through this crisis. All of the little things your team is doing makes a significant impact on our students, parents, and community. We are thankful for all of you.

8. The meeting adjourned at 8:00 p.m.