

Closing the Gap and Funding Our Priorities



2014-2015 Draft Budget

Dr. Bolgen Vargas, Superintendent of Schools

March 24, 2014

Today's Topics



Submit 2014-15 draft budget
to the Board of Education

Budget Challenge

Budget Overview

- Priorities to serve students and families
- Program enhancements
- Efficiencies and difficult choices
- Staffing
- Closing the gap while maintaining stability

2014-15 Budget Development Process



Supporting District Priorities, Strategies, and Actions

*We Will Treat Every Child
Like One of Our Own*



AN ACTION PLAN FOR THE
ROCHESTER CITY SCHOOL DISTRICT
2014-2018

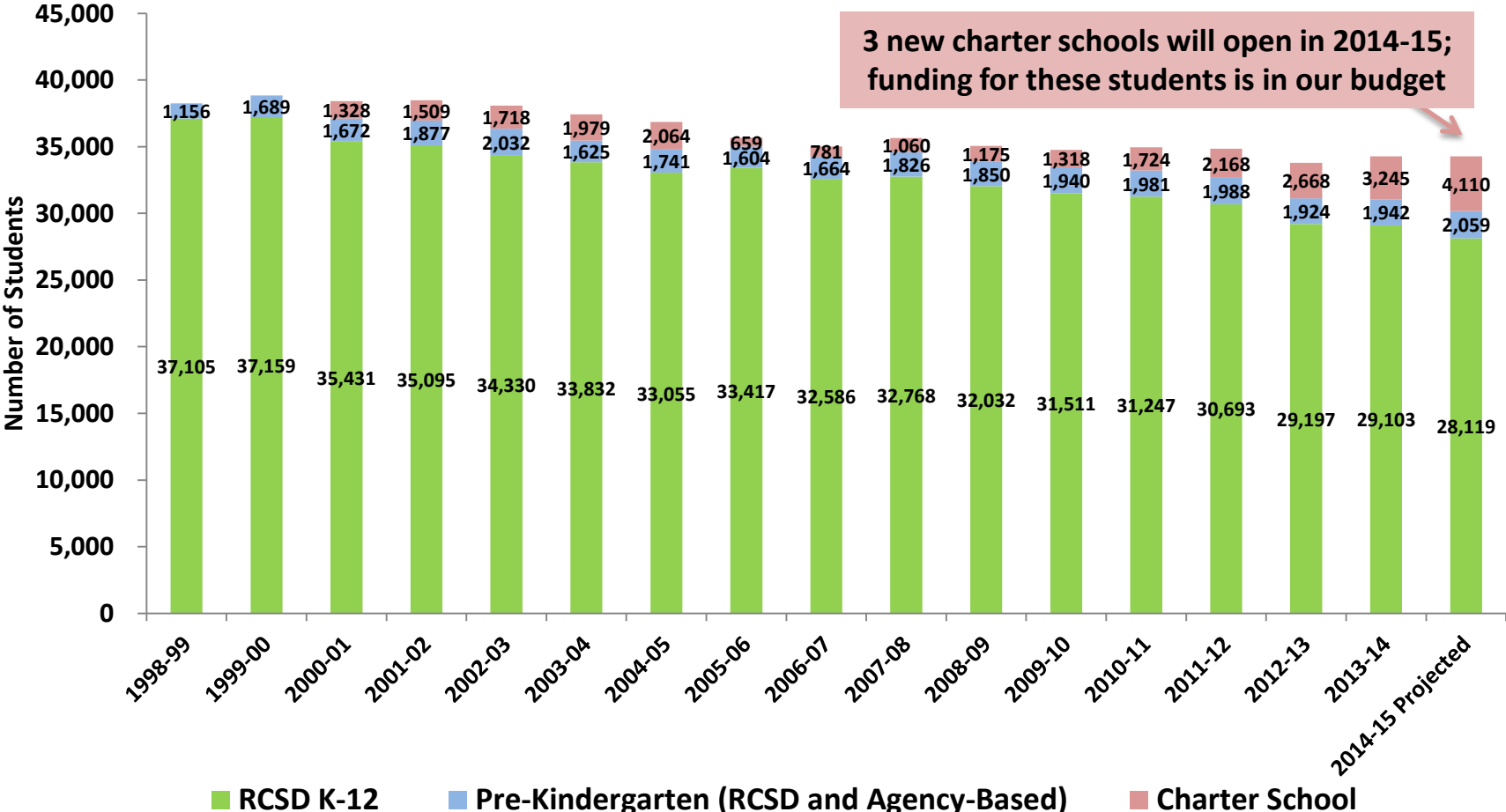
March 2014

District Priorities

- Student achievement and growth
- Effective and efficient allocation of resources
- Communication and customer service
- Parent, family and community involvement
- Management systems

Student Enrollment Trend (BEDS Data)

Over the past 15 years, RCSD K-12 enrollment has decreased by 8,002 students (-22%)



3 new charter schools will open in 2014-15; funding for these students is in our budget

- Student counts do not include private and parochial schools
- 2013-14 enrollment is based on preliminary NYSED BEDS data
- Full day Pre-Kindergarten will be expanded in 2014-15, and the number of half-day seats will be reduced

Key Drivers of 2014-15 Budget Gap

January 2014 Budget Gap Projection = \$42.0 million

General Fund	\$32.3 M
Charter School Tuition (865 additional students)	\$11.6 M
Retirement Benefits	\$6.3 M
Health and Dental Insurance	\$3.0 M
Debt Service	\$0.4 M
Budget Contingency	\$4.3 M
Governor's Proposed State Budget (lower than projected)	\$6.3 M
Net of All Other General Fund Changes	\$0.4 M
Special Aid Fund	\$9.3 M
Reduction in Title I Funds (Rollover consumed)	\$4.2 M
Net of All Other Special Aid Fund Changes	\$5.1 M
Lunch Fund	\$0.4 M
Projected Gap	\$42.0 M

Funding Our Academic Priorities

Reading by Third Grade (+\$8.9 million)

- **Summer literacy opportunities for K-3 students (+\$1.3 million)**
 - More K-3 summer-school instruction in city schools
 - Summer reading program provides free books, parent support to encourage reading at home
 - Horizons will offer two new summer enrichment programs
 - We will partner with the City to promote literacy
 - Six summer reading camps
 - Youth literacy aides in every city library
- **Full-day Pre-Kindergarten for 90% of students (+\$7.1 million)**
 - Expands from 1,424 to 1,922 students
- **5 additional reading teachers (+0.5 million)**

Funding Our Academic Priorities

More and Better Learning Time (+\$5.9 million)

- Up to five new expanded learning schools—10 total
 - Schools 20, 22, 29, 42, 44 are in planning process
 - 300-plus additional hours, NCTL support
- Schools 8 and 41 will add at least 200 hours as Priority schools
 - Up to 15 schools will offer this optional extra support next year
- Art, music, P.E., and extra-curricular activities in every school
 - City-wide marching band
 - At least one full-time music teacher in every elementary school
 - \$300,000 in new resources for art and music instruction
- Includes \$2.2 million technology investment in schools funded by Microsoft

Funding Our Academic Priorities

Instructional Excellence (+\$0.3 million)

- Fund one take-home paperback classic novel per grade
- Maintain District-wide class size targets
 - 22 for Kindergarten through 3rd grade
 - 24 for 4th through 6th grade
 - 25 for 7th through 12th grade
- Provide model teachers and demonstration classrooms for peer development
- Continue professional development
 - Continue to fund more than 60 Math, ELA, and Technology coaches
 - We are expanding online and in-person development opportunities aligned with the District's academic priorities
 - Support for K-3 Common Core literacy instruction is embedded in the summer school program
 - Replicate instructional excellence model for Bilingual, Expeditionary Learning, School #25 Speech and Language Model

Program Enhancements

Parent and Family Involvement (+\$1.2 million)

- RTS bus pass for every full-day Pre-K student's family to increase attendance
- Neighborhood schools - School #17 transportation pilot program
- 3 additional Parent Liaisons / Home School Assistants
- 10 schools will receive a parent group leader for their full-day Pre-K program

Athletics (+\$0.55 million)

- 4 new modified football teams, new equipment, camps, training volunteer coaches
- Funding for nationally recognized football consultant
- 3 modified Lacrosse teams and Lacrosse instruction at elementary schools
- Includes \$150,000 from Excellus partnership

Enhancement and Modernization of Special Education (-\$1.2 million)

- Expanded continuum of services and CSE improvements
- Early intervention in grades K-2—implement language-enriched classrooms
- Less restrictive class configurations

Expansion of Social Emotional Support (+\$1.25 million)

- Provide at least one social worker in every school
 - Discontinue in-school suspension for students at K-6 schools with fewer than 700 students
- Developing student support office

Efficiencies and Reductions

Central Office and School Administration (-\$7.5 million)

- Reduction of 26 positions in Central Office and administrative departments
- Reduction of 7 school administrators and 21 school clerical staff
- Reduction in overtime and operating expenses
- Reduction in use of administrative substitutes
- Limit vacation cash-out to one week per year

Align Teaching Staff to Enrollment (-\$6.9 million)

- Anticipated loss of students to new charter schools
- Reduction of 36 Math, ELA and Technology coaches due to less Title I funding
- 15 student minimum for elective classes; AP classes offered online
- All City High School enrollment adjustments

Improve Space and Opportunities for Middle Grades (-\$2.4 million)

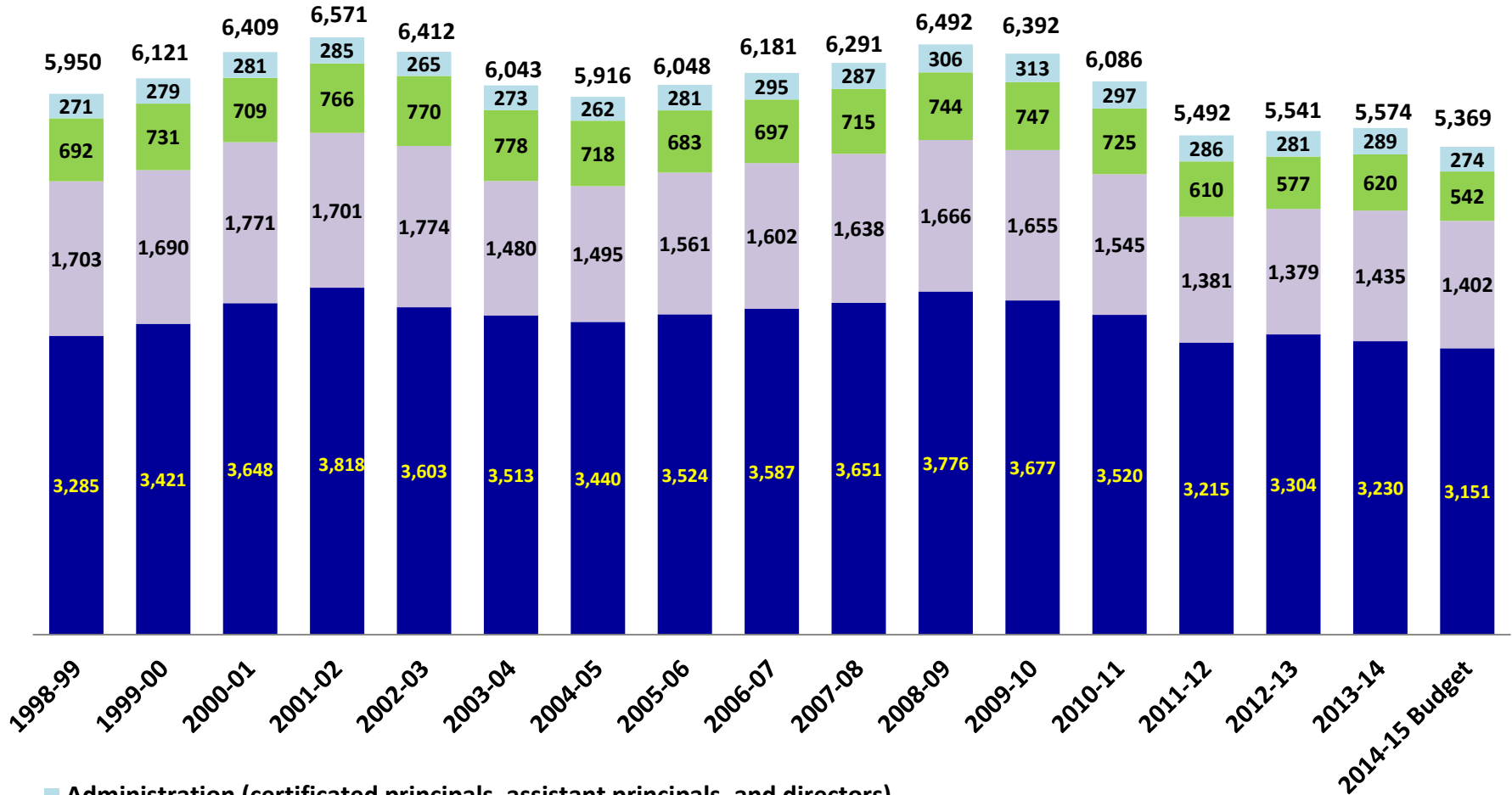
- Schools #2, #29, and #44 will convert to K-6
- 7th and 8th graders will move to schools with better facilities and programs
- East High School 7th & 8th grades will move from Martin Street back to East HS

Reduction in Nursing Services (-\$1.2 million)

- Budget constraints could require reduction in BOCES contract to align with State grant

Aligning Staff to Student Enrollment

6% reduction in staffing since 1998-99; 22% decline in student enrollment



- Administration (certificated principals, assistant principals, and directors)
- Paraprofessionals and teaching assistants
- Civil Service (all other staff)
- Teachers (certificated teaching staff, including librarians, social workers, counselors, psychologists and instructional coaches)

Staffing Impact

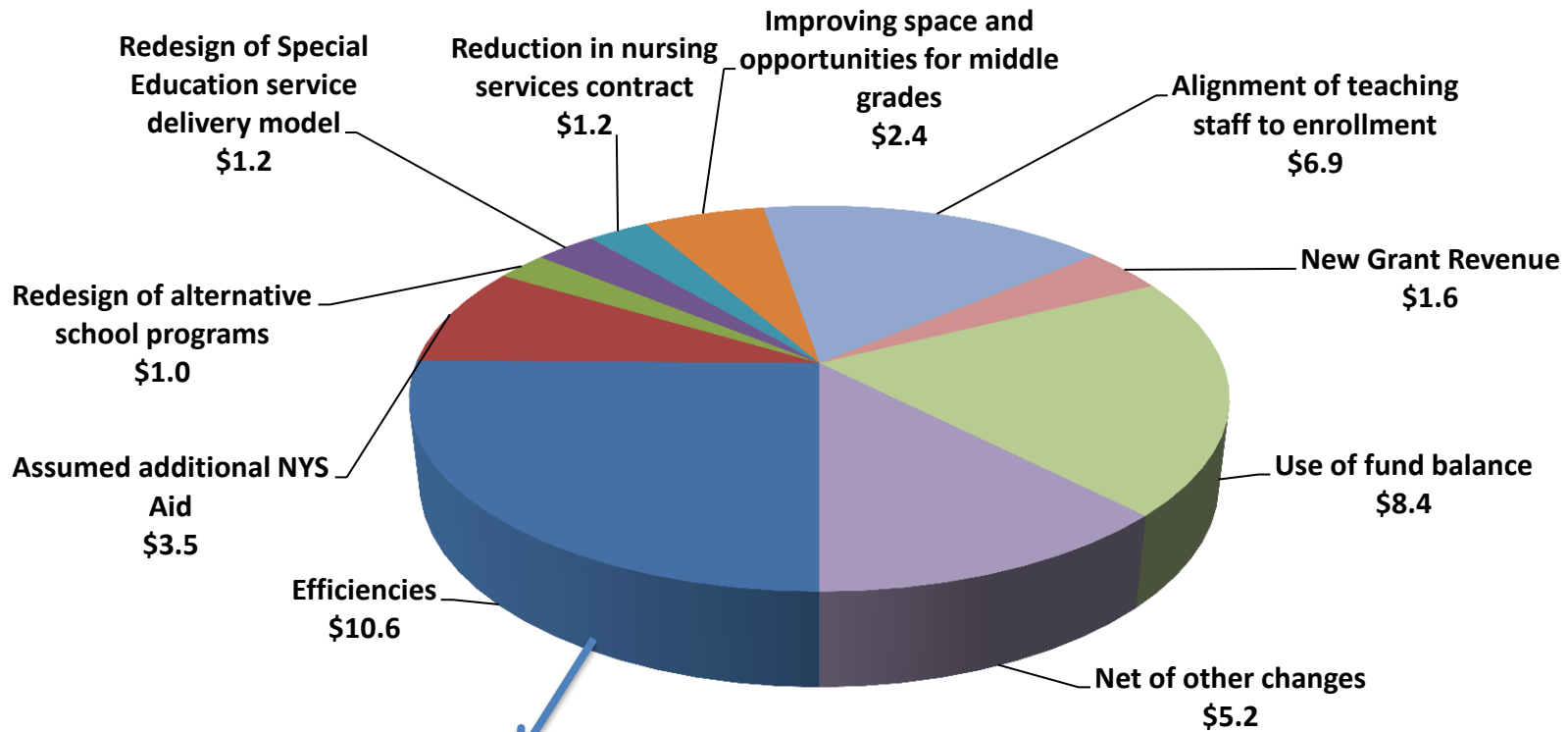
Staff Category	2013-14 FTE	2014-15 FTE	Change	Percent Change	Average Annual Retirements	Current Vacancies
Administrators	289.1	273.6	(15.5)	-5.4%	4.7	10.6
Teachers	3,230.4	3,151.0	(79.4)	-2.5%	64.4	104.6
Civil Service	1,434.9	1,401.6	(33.3)	-2.3%	44.3	62.2
Teaching Assistants & Paraprofessionals	619.6	542.3	(77.3)	-12.5%	14.0	28.1
Total	5,574.0	5,368.4	(205.5)	-3.7%	127.4	205.5

Maintaining stability while matching employment to enrollment

- Overall, the number of position reductions is well within the typical level of retirements and vacancies
- Displacements will be determined by job title and/or tenure area, and will be based on the vacancies and/or attrition in each title
- Teaching assistants are impacted by the enhancement and modernization of Special Education and elimination of ISS in small elementary schools
- We can reduce our workforce with minimal layoffs through attrition

Closing the Gap

Actions that Closed the \$42.0 million Gap (Dollars in Millions)



\$10.6 million in Efficiencies:

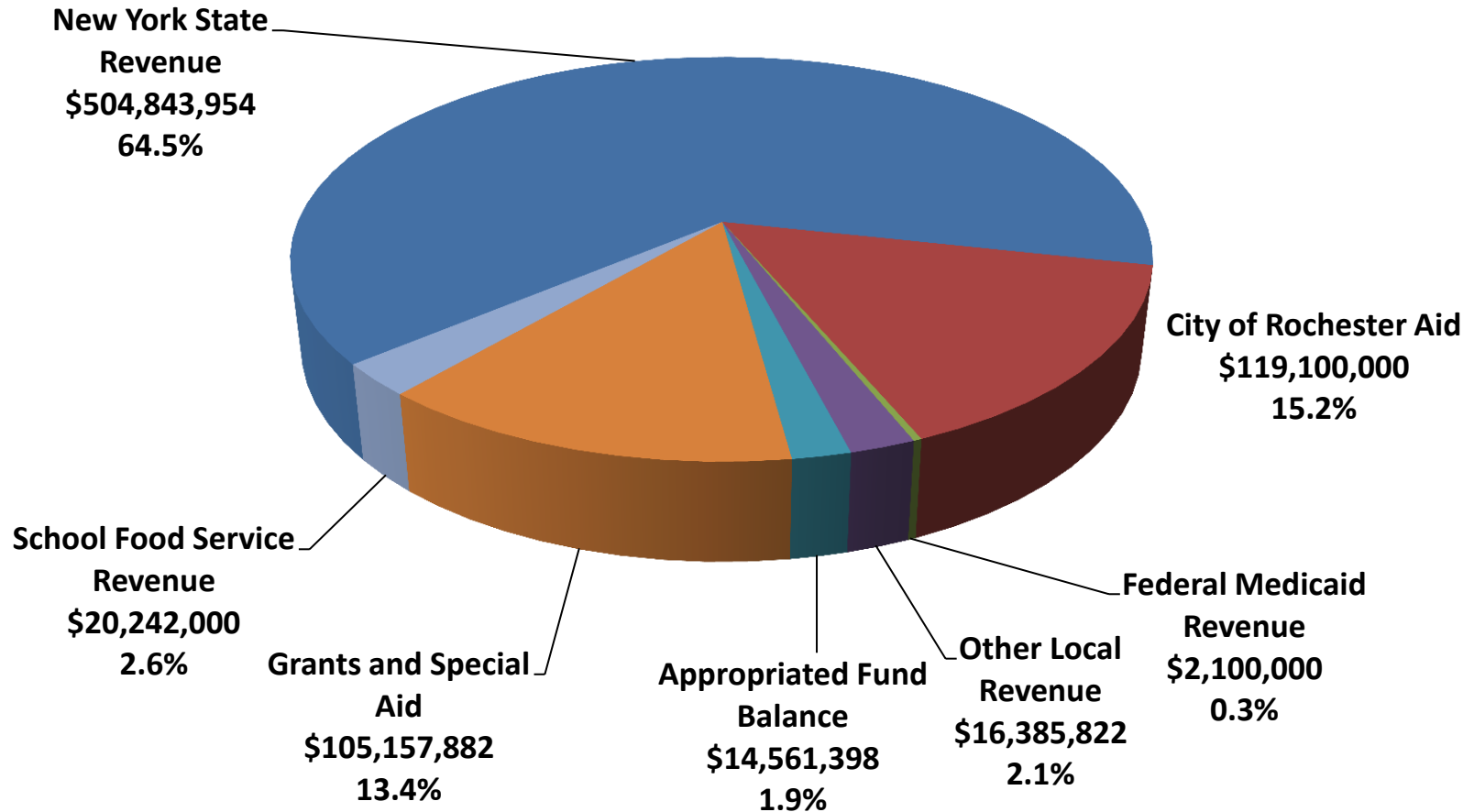
- \$3.2 million – Align compensation to revenue and limit vacation cash-out to one week
- \$3.0 million – Reductions in Central Office and administrative departments
- \$2.4 million – Reductions in school administration
- \$2.0 million – Vendor contract reductions

Key Assumptions

Assumption	Impact
<p>State Aid – We assumed an increase of \$3.5 million above the Governor’s Proposed Budget. The State Budget is due to be enacted by April 1st.</p>	<p>Additional revenue – amount unknown</p>
<p>Charter School Tuition – We assumed the charter school tuition rate will remain frozen at the current year level, but we are unsure if this will be provided for in the State Budget.</p>	<p>\$2.8 million potential increase in costs</p>
<p>Expanded Day Grant – We assumed \$1.3 million in grant revenue to support two of the new expanded learning schools.</p>	<p>\$1.3 million potential loss in revenue</p>
<p>Nursing Services – We assumed a reduction in the BOCES contract, but have requested an increase in our State School Health Services grant to restore this funding</p>	<p>\$1.2 million potential restoration</p>
<p>East High School – We assumed 40 students attend BOCES, and also included funding for best practice replication.</p>	<p>\$1.0 million cost Additional adjustments will be required due to State direction</p>
<p>Neighborhood Schools Transportation Pilot Program – We assumed the District will fund the School #17 pilot program in 2014-15. We are working with the State Legislature to establish a District-wide pilot program.</p>	<p>\$0.1 million cost</p>

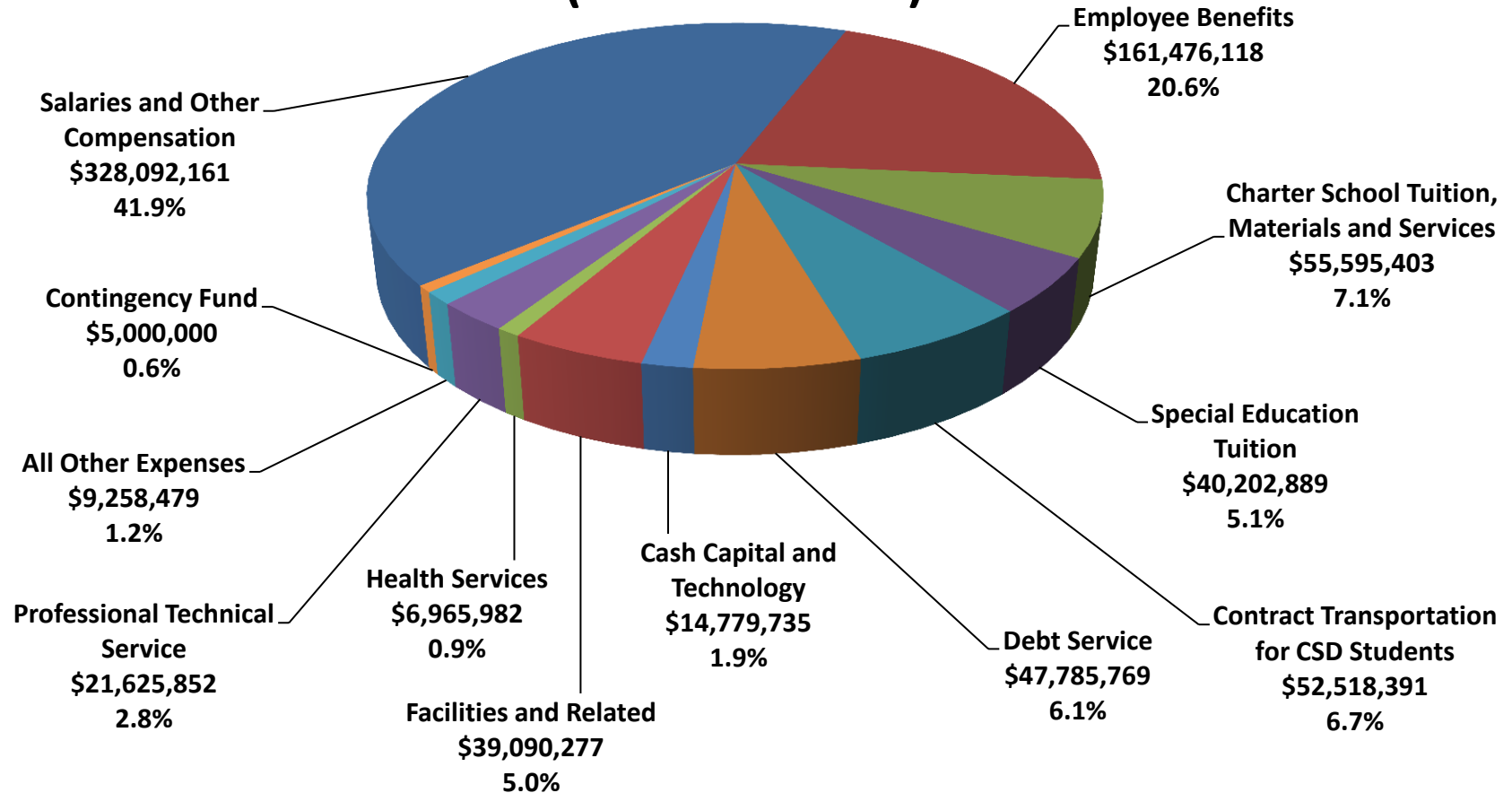
2014-15 Revenue

Total Revenue: \$782,391,056
(1.4% increase)



2014-15 Expenditures

Total Expenditures: \$782,391,056
(1.4% increase)



Charter School Tuition, Materials and Services include a portion of the cost of transportation, hardware, software, and textbooks, which would otherwise be counted in other expenditure categories. These costs represent mandated services to charter schools.

What the 2014-15 Budget Will Achieve

- Immediate reduction in summer learning loss
- Strengthened literacy support at K-3 and higher grades
- Up to 25 expanded/extended day schools
- Expanded art, music, sports, and extra-curricular activities
 - City-wide chorus and marching band
 - New football and Lacrosse programs
- Improved CTE opportunities for all students
- Stability in class size and staffing is maintained to the greatest degree possible

Board of Education Priorities

- Strategies to address literacy and language skill development
 - Expansion of early childhood development programming
 - Extended day and year options
 - Increased emphasis on parental outreach and involvement
 - Commitment to reduced class size based on accountability designations
 - Replication of locally proven educational approaches
 - Addressing concentration of poverty
 - Support for neighborhood community model schools with wrap-around supports
- ✓ **Every K-3 student will have access to a summer learning opportunity; implement language-enriched classrooms in Special Education; Every child will receive a paperback classic novel; Fund 16 reading teachers**
 - ✓ **Employ 20 youth literacy aides; school libraries open during summer school**
 - ✓ **Increase full-day Pre-K seats from 30% to 90%**
 - ✓ **Up to 25 expanded/extended day schools**
 - ✓ **Maintain a parent liaison at every school/campus**
 - ✓ **Summer pilot to replicate instructional excellence models, including bilingual**
 - ✓ **Maintain small class sizes**
 - ✓ **Model teachers and demonstration classrooms provide peer development**
 - ✓ **Expanded CTE opportunities through BOCES & REOC**
 - ✓ **School #17 neighborhood pilot program**¹⁹

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