



# 2015-16 Draft Budget



Presentation to the Board of Education  
Dr. Bolgen Vargas  
Superintendent of Schools  
March 23, 2015

# Today's Topics

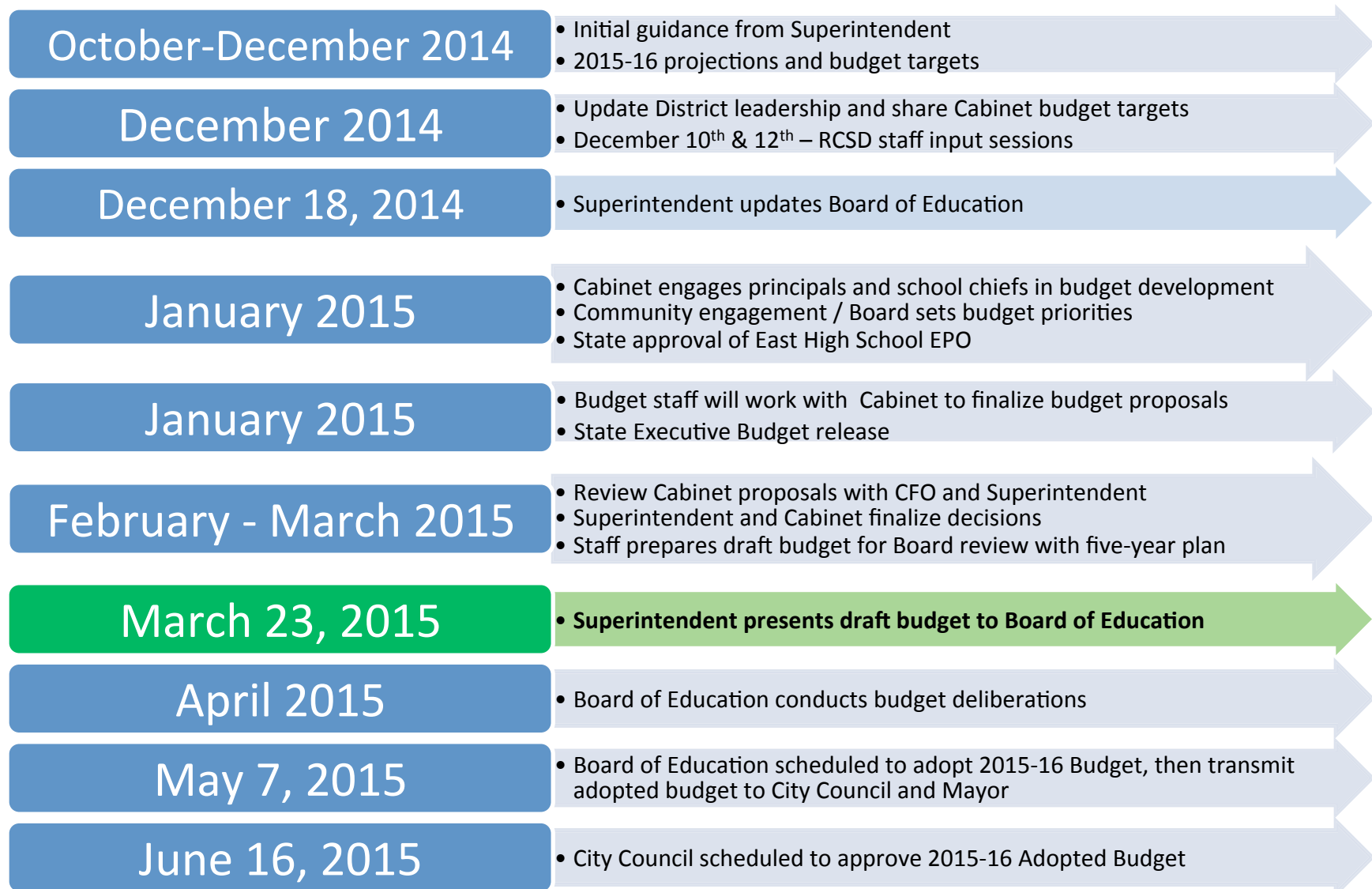


## **Submit 2015-16 Draft Budget to the Board of Education**

- Investments in our priorities
- How we will close the gap while maintaining stability

**We will continue our unprecedented trajectory to invest more for students and close a significant gap at the same time**

# 2015-16 Budget Development Process



# Stakeholder Input Process

- 13 meetings or events to solicit feedback
- General information about District's fiscal outlook / budget process
- Open-ended feedback
  1. What things does the District do well?
  2. What things does the District need to improve?
  3. What things does the District not currently do, but needs to?
  4. What things does the District need to stop doing?

Date	Target Group
December 12, 2014	RCSD Employees
December 30, 2014	Principals
January 7, 2015	Student Leadership Congress
January 9, 2015	Principals
January 10, 2015	Parents and general public (RCSD School Expo)
January 14, 2015	Assistant Principals and School Administrators
January 20, 2015	Parents and general public (Coffee and Conversation with the Superintendent)
January 20, 2015	Assistant Principals and School Administrators
January 26, 2015	Parent Advisory Council
January 28, 2015	Parents and general public
February 5, 2015	Parents and general public
February 5, 2015	Coordinating Administrators of Special Education
February 7, 2015	Parents of young students (Pre-K and Kindergarten Registration Fair)

# Supporting the District Action Plan

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



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

March 2014

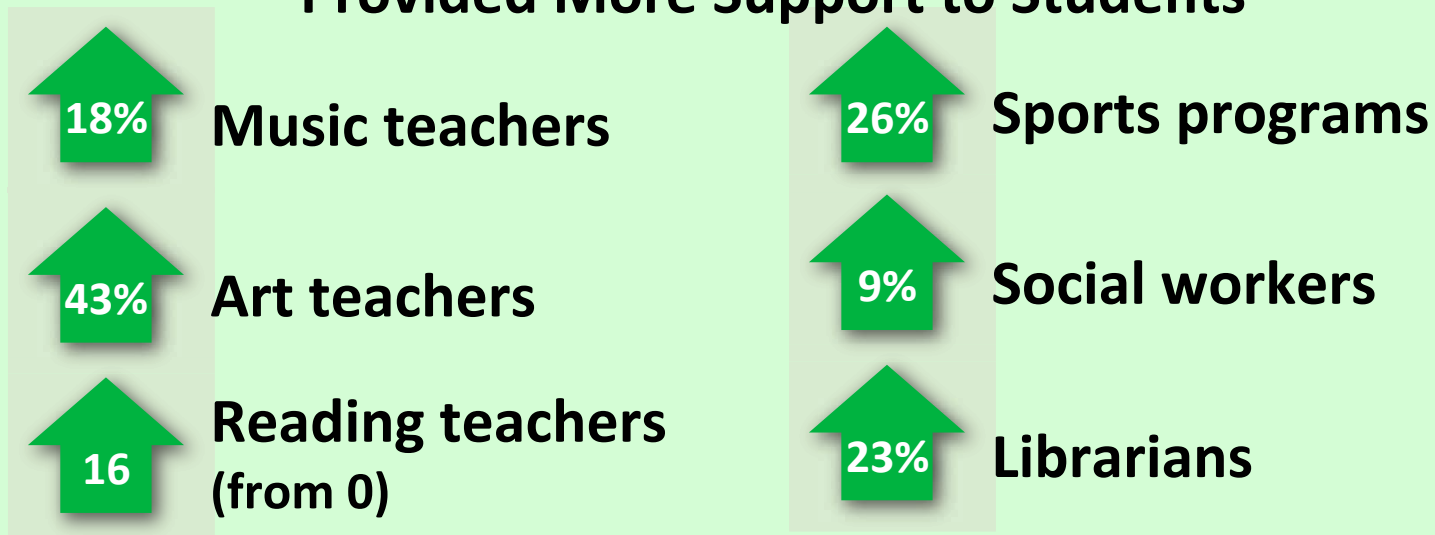
## Our Priorities

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

# An Unprecedented New Era in District Budgeting

- **Closed \$136 million in budget gaps while increasing stability**
  - \$46 million in budget efficiencies
  - Minimal layoffs, eliminated phase-in phase-out schools
- **Students no longer receive the least instructional time**
  - No early dismissal Wednesdays, 10 expanded-learning schools
- **Initiated or completed modernization of 12 school buildings (\$325 million – met the budget target)**

## Provided More Support to Students



# We Are Closing the Opportunity Gap



## ***No Monroe County District offers more:***

- Full-Day Pre-Kindergarten
- Full-Day Kindergarten
- District summer learning programs
- Expanded Learning schools
- Books for student home libraries

***If we continue on this path, achievement will improve for our students and suburban families will want to choose City Schools.***

# We Will Close the Opportunity Gap in Music and Art



***We will continue to restore the arts education that engages our students and helps them learn***

- 70% more art teachers in three years (43 → 73)
- 32% more music teachers (68 → 90)
- City-wide marching band and show choir
- We will add eight music teachers in 2015-16, plus \$500,000 for instruments and art supplies (\$1.2 million investment)

***The arts cannot be viewed as a luxury that we cut to balance the budget. They are a priority that we fund to serve our students and families.***



# What Our Budget Will Achieve in 2015-16

- Sustain or add to music, art, sports and extracurricular activities
- At least one reading teacher for every school (+46 positions)
- Expanded learning at 13 schools (+3 schools)
- Support program enhancements for Edison Tech, Wilson IB, Leadership Academy for Young Men, East High School
- Increase summer learning opportunities by >20%
- Improve services for students with disabilities and English language learners
- Decrease use of part-time teachers at K-8 schools (+21 FTE)

***We will close our \$40.5 million gap with minimal layoffs through attrition and invest \$25 million in our priorities***

# Children and Families We Serve

***Our budget supports the education of 37,877 students***

## **28,638 District Pre-K–12 students**

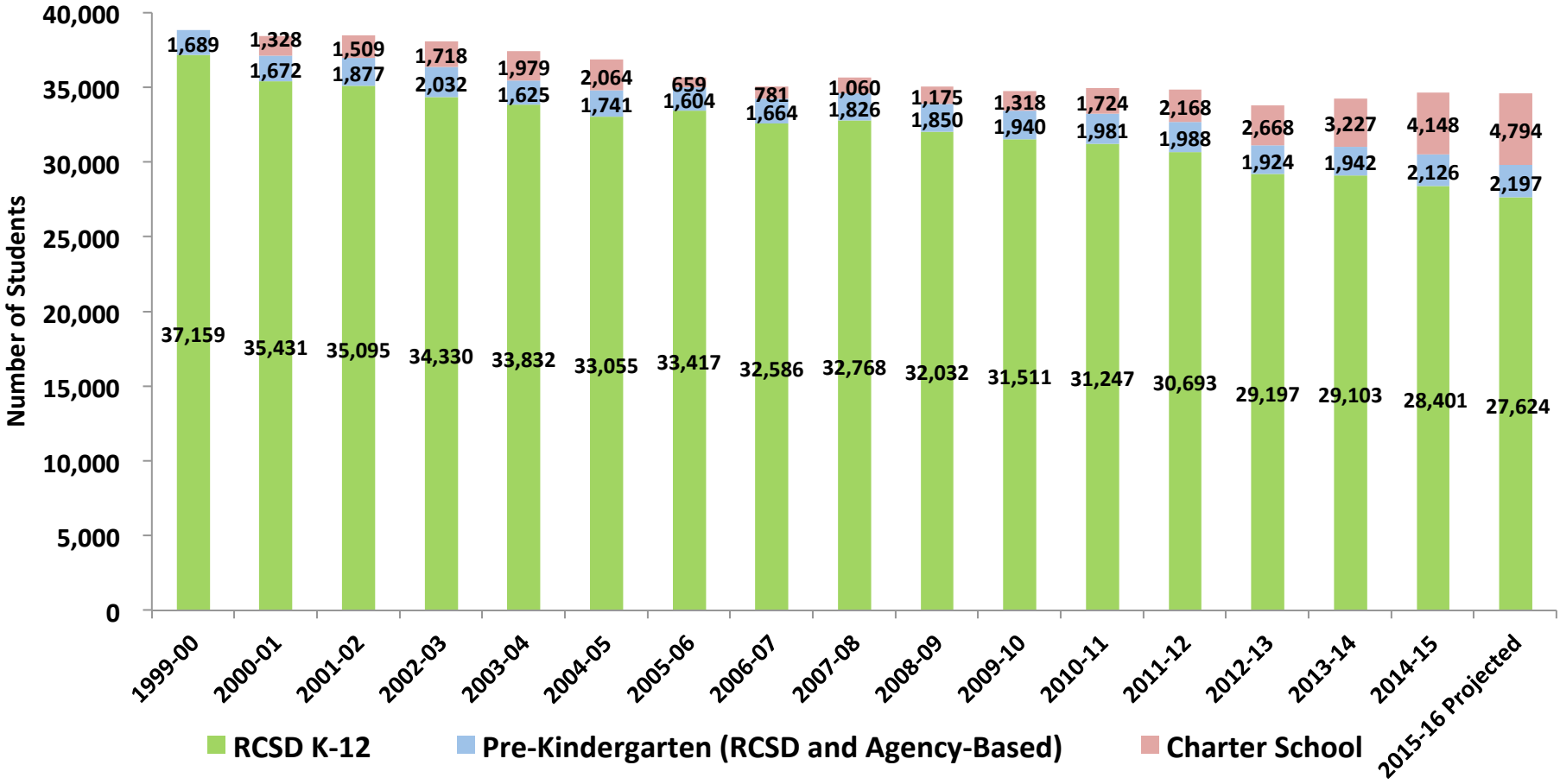
- **1,014** students enrolled in District Pre-K programs
- **27,624** students enrolled in District K-12 schools and programs

## **9,239 Rochester students served in schools and programs outside the District**

- **4,794** students enrolled in 13 charter schools
- **1,218** students currently transported to 58 private schools
- **1,183** Pre-K students in Community Based Organizations
- **910** students enrolled in adult education programs
- **583** students attending other Districts through the Urban Suburban program
- **551** students with disabilities in programs not offered by the District

# Student Enrollment Trend (BEDS Data)

*Over the past 15 years, the number of K-12 students in District schools has decreased by 8,758 students (-24%)*



- Student counts do not include private and parochial schools
- 2014-15 enrollment is based on preliminary NYSED BEDS data

From  
December  
2014

# Key Drivers of 2015-16 Budget Gap

***Budget Gap Projection = \$40.5 million***

<b>General Fund</b>	<b>\$36.3 M</b>
Charter School Tuition (723 additional students)	\$9.7 M
Employee Salaries	\$6.5 M
Retirement Benefits	\$6.2 M
Health and Dental Insurance	\$5.9 M
Transportation Contracts	\$3.4 M
Budget Contingency Restored to \$5 million	\$4.7 M
Net of All Other General Fund Changes	-\$0.1 M
<b>Special Aid Fund</b>	<b>\$4.2 M</b>
Title I Funded Activities Shortfall	\$2.0 M
Net of All Other Special Aid Fund Changes	\$2.2 M
<b>Projected Gap</b>	<b>\$40.5 M</b>



# How We Will Invest \$25.3 Million In Our Priorities



# More and Better Learning Time (+\$4.9 million)

## Expanded Learning (+\$2.7 million)

- Total of \$13.6 million for Expanded Learning - Year to year increase of \$2.7 million to add three new schools and account for planned phase-out of grant funds
- Total of 13 elementary and K-8 schools serving more than 6,500 students
- These schools provide the **most** instructional time among districts in Monroe County

Expanded-learning schools Starting in 2013-14	Expanded-learning schools starting in 2014-15	Expanded-learning schools expected to start in 2015-16
Dr. Martin Luther King, Jr. School No. 9 Dr. Walter Cooper Academy School No. 10 Francis Parker School No. 23 Mary McLeod Bethune School No. 45 Charles Carroll School No. 46	Nathaniel Rochester Comm. School No. 3 Enrico Fermi School No. 17 Abraham Lincoln School No. 22 Adlai E. Stevenson School No. 29 Dr. Louis A. Cerulli School No. 34	Roberto Clemente School No. 8 Dr. Charles T. Lunsford School No. 19 Kodak Park School No. 41

- Six secondary schools offer additional instructional time serving over 3,200 students in grades 7-12

# More and Better Learning Time (+\$4.9 million)

## Address Summer Learning Loss (+\$1.8 million)

- Total of \$13.7 million – increase of 15% from current year
- Increase students served from 10,000 to 12,500
- Nationally recognized as a leader in programs to reduce summer learning loss

## Summer Jobs for Students (+\$0.4 million)

- Funding for summer work for up to 100 RCSD students (\$0.4 million) in partnership with the City
  - Add 400 more students if our full state-aid request is approved

# Reading by Third Grade (+\$3.2 million)

## From Zero to 62 Reading Teachers in Four Years

- 34 more District reading teachers in 2015-16 – 50 total (+\$3.2 million)
- Additional 12 reading teachers for East High School
- At least one reading teacher in each elementary and high school in 2015-16

## Summer Literacy Support

- Increase funding for K-3 summer programs
  - Summer learning for some incoming Pre-K students at Schools #25 and #33
- Partner with City to develop literacy programs at City Recreation Centers
- All students will receive take-home books for summer reading
- Expand partnership with Rochester libraries – student literacy aides for summer-reading camps
- Expand successful programs like Horizons Summer Enrichment



# Instructional Excellence (+\$6.6 million)



- District-wide class size targets
  - 22 for Kindergarten through 3<sup>rd</sup> grade
  - 26 for 4<sup>th</sup> through 6<sup>th</sup> grade
  - 28 for 7<sup>th</sup> through 12<sup>th</sup> grade
- Reduce part-time teachers in K-8 schools to support consistency and improve instruction (+\$2.0 million)
- Strengthen instruction for English language learners with 19 more ESOL teachers (+\$1.8 million)
- Support Online Credit Recovery Program in each school (+\$1.3 million)
  - 7 Teachers, 12 teaching assistants

# Instructional Excellence (\$6.6 million)



- Expand Wilson IB opportunities for high school students (+\$0.7 million)
- Art, music, P.E., extra-curricular activities in every school (+\$0.5 million)



- New art and music equipment (\$0.5 million)
- At least one full-time music teacher in every school – 7.8 FTE increase (counted in part-time teacher addition)
- City-wide marching band and show choir will expand

***\$1.2 million additional investment in music***

# Instructional Excellence (+\$6.6 million)



## Career and Technical Education (+\$0.3 million)

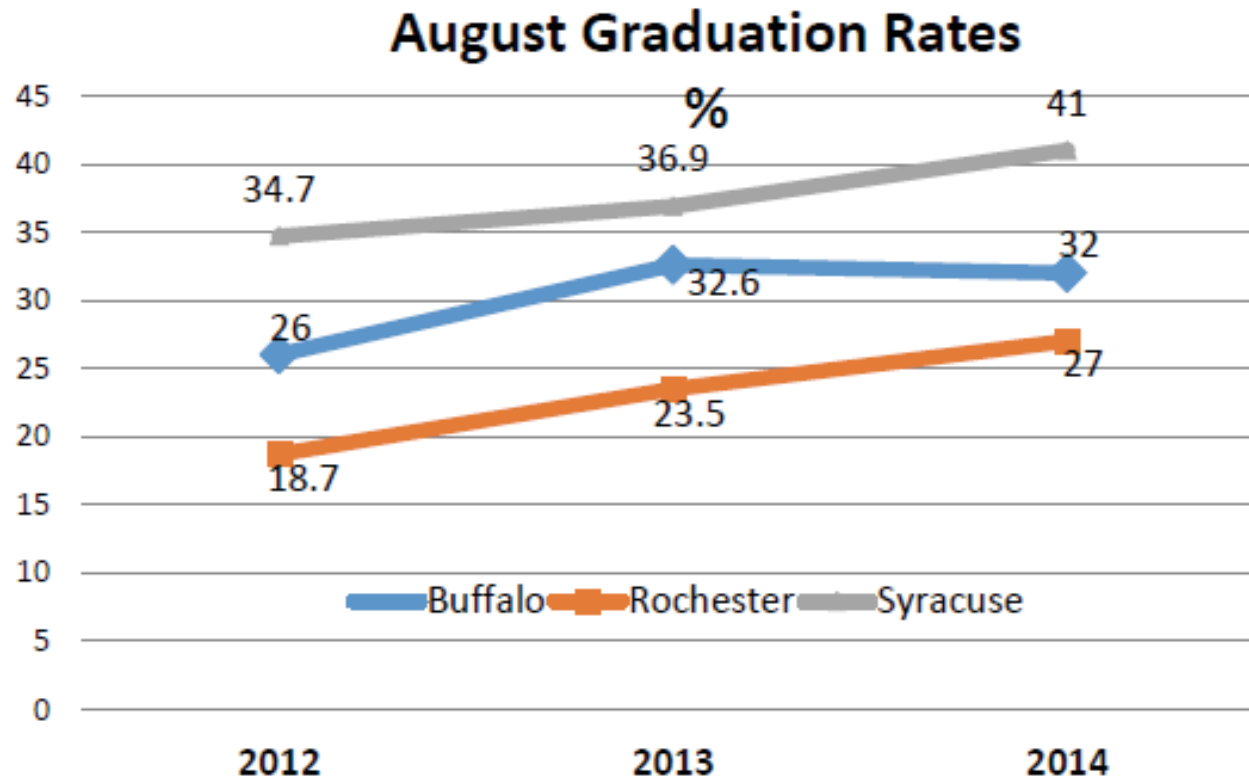
- Maintain Public Safety Training Program partnership with City Police, Fire, and 911 services as grant support phases out (\$0.2 million)
- Additional operating support for unified Edison Tech (\$0.1 million)
- Continue growth of P-TECH Grade 9-14 program

## Professional Development

- Relevant learning opportunities for teachers and administrators to cultivate specific instructional strategies that increase student learning and success

# Additional Priority Actions

## Enhancing Special Education Services



*Our goal is to increase graduation rates for students with disabilities until they match our rising General Education rates*

# Additional Priority Actions

## Enhancing Special Education Services

- We are in year two of a five-year plan to improve special education services based on stakeholder input and audits
- Goals: Improve reading and math skills, graduation rates
  1. Offer more services to meet specific needs of students with disabilities
  2. Improve quality of individualized education programs (IEPs) through consistent, professional, parent-welcoming CSE process
  3. Offer high-quality career and technical education programs
- Continue 15 programs and services for students with 13 types of disability
- Expand services for students with autism and language delays
- Shift to more consultant teacher services to integrate special education students in general education classes

# Additional Priority Actions

## Enhancing Special Education Services

Grades K-5	Grades 6-12
Continue self-contained classes for students who need them	Continue self-contained classes for students who need them
Add language-enriched ICOT classes	Use consultant-teacher services to replace most ICOT classrooms
Add classes for student with autism	Use ICOT classrooms for groups of students moving from a self-contained class to general education
Continue ICOT classrooms in Grades 1-5	Expand access to career education for students with disabilities at Edison
Use consultant-teacher services for most kindergarteners with disabilities	

# Additional Priority Actions

## **Community Task Force on School Climate (+\$0.5 million)**

- Stakeholders from schools and the wider community
- Convened by the Rochester Area Community Foundation
- A key goal is to develop a code of conduct the entire community supports
- This work informs and supports our efforts to improve student behavior and discipline procedures internally
- \$500,000 earmarked for Task Force recommendations

## **Mayor's Healthy Weight Leadership Council (+\$0.3 million)**

- Partner with Mayor Warren to renovate 2 playgrounds
- Provide every Pre-K student with a take-home book that promotes healthy eating habits

# Additional Priority Actions

## East High School (+\$9.8 million\*)

- Projected enrollment of 1,524, targeted core class size of 22 students
- Increase of 38 staff per EPO request
  - Additional 15 positions transferred from District
  - Total increase of 53 FTEs, from 221 to 274
- Extended Day – 7.5 hour school day for most students
- Focus on literacy to dramatically improve ELA skills prior to 9<sup>th</sup> grade
- East Evening School
- Mandated professional development for 180 staff
- University of Rochester anticipates additional contracts with various community-based organizations and other outside agencies
  - Big Picture Learning, Expeditionary Learning, EnCompass, and others
- Yellow bus service for 6-8 graders instead of RTS
- Staggered start times for high school students
- Service shifted to grants (\$0.3 million):
  - School Based Health Center (\$191,000)
  - Contracts for family coordination and prevention services (\$145,000)

*\*University of Rochester notes that some increased investment would be required without the EPO. The University is seeking grants that may offset some of these additional costs.*





# How We Will Close the \$40.5 Million Gap With Minimal Layoffs



# Efficiencies and Reductions

## **Central Office and School Administration (-\$8.4 million)**

- Reduce 52 positions (including current vacancies) in Central Office departments and services (-\$5.0 million)
- Continue disciplined position control (-\$1.3 million)
- Reduce 7 school administrators (-\$1.1 million)
- Further reduction in vacation cash-out (-\$0.4 million)
- Reduce vendor contracts (-\$0.3 million)
- Reduce two Board of Education support positions (-\$0.2 million)
- Reduce travel (-\$0.1 million)

## **Match Teaching Staff to Enrollment (-\$7.3 million)**

- Anticipated loss of students to charter schools
- 17-student minimum for AP classes in school; classes offered online
- Staff based on actual students in school vs. total enrollment

## **Implementation of Special Education Improvement Plan (-\$4.2 million)**

# Efficiencies and Reductions

## **Defer Cash Capital (-\$2.3 million)**

- Delay IT investments pending Smart Schools Bond revenue
- One-time surge of textbook investment completed in 2014-15
- No new vehicles needed for mailroom due to redesign

## **Partner with Labor Unions to reduce growth in Health Insurance costs (-\$2.2 million)**

## **Redesign Alternative School Programs (-\$2.0 million)**

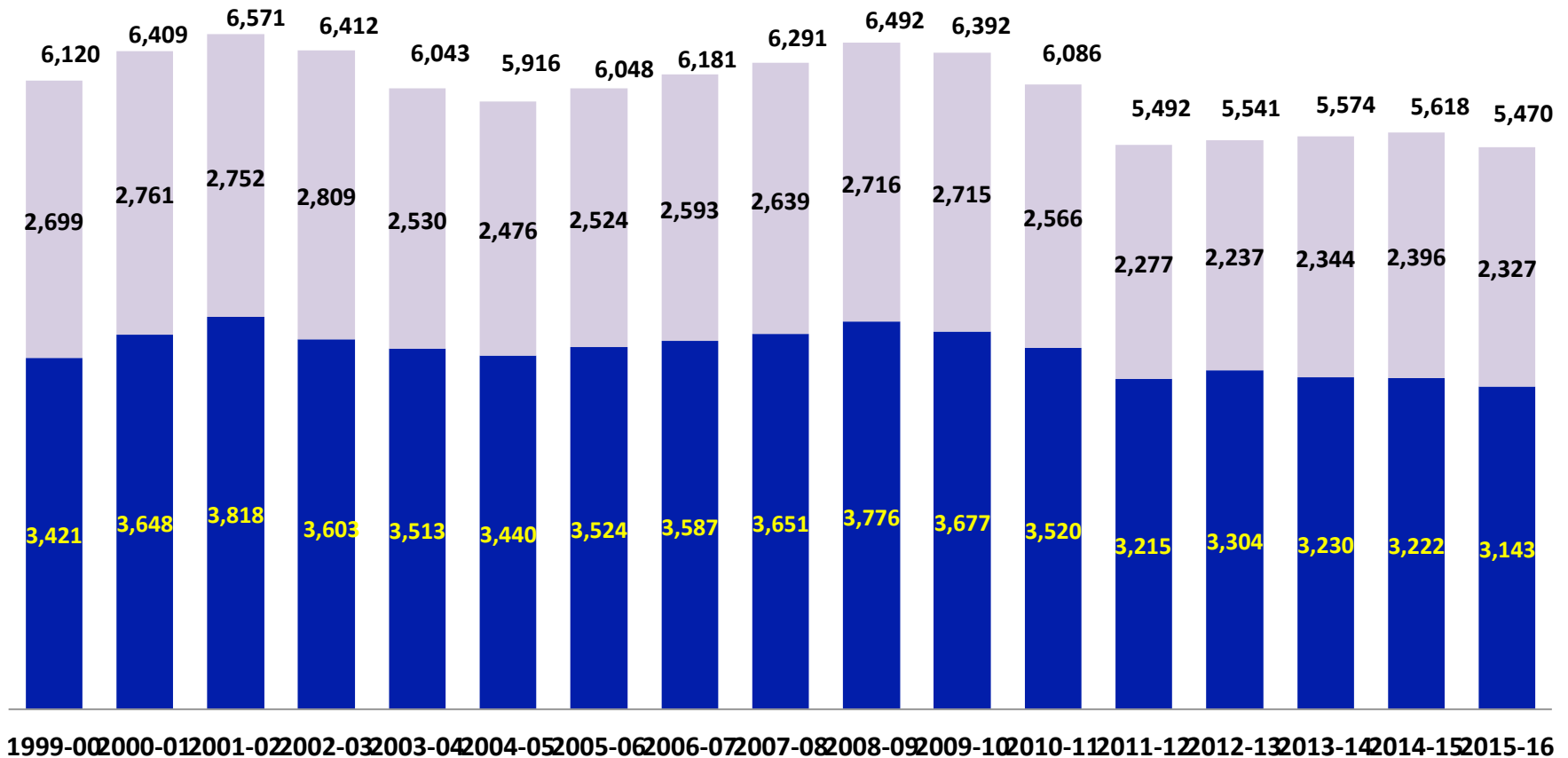
## **Reduce 17 instructional coaches due to reduction in TIF and Management Efficiency grant funding (-\$1.6 million)**

- 6 Math, 6 ELA, and 5 Technology coaching positions

## **Consolidate OACES GED Program with All City High School (-\$0.8 million)**

# Match Staff to Student Enrollment

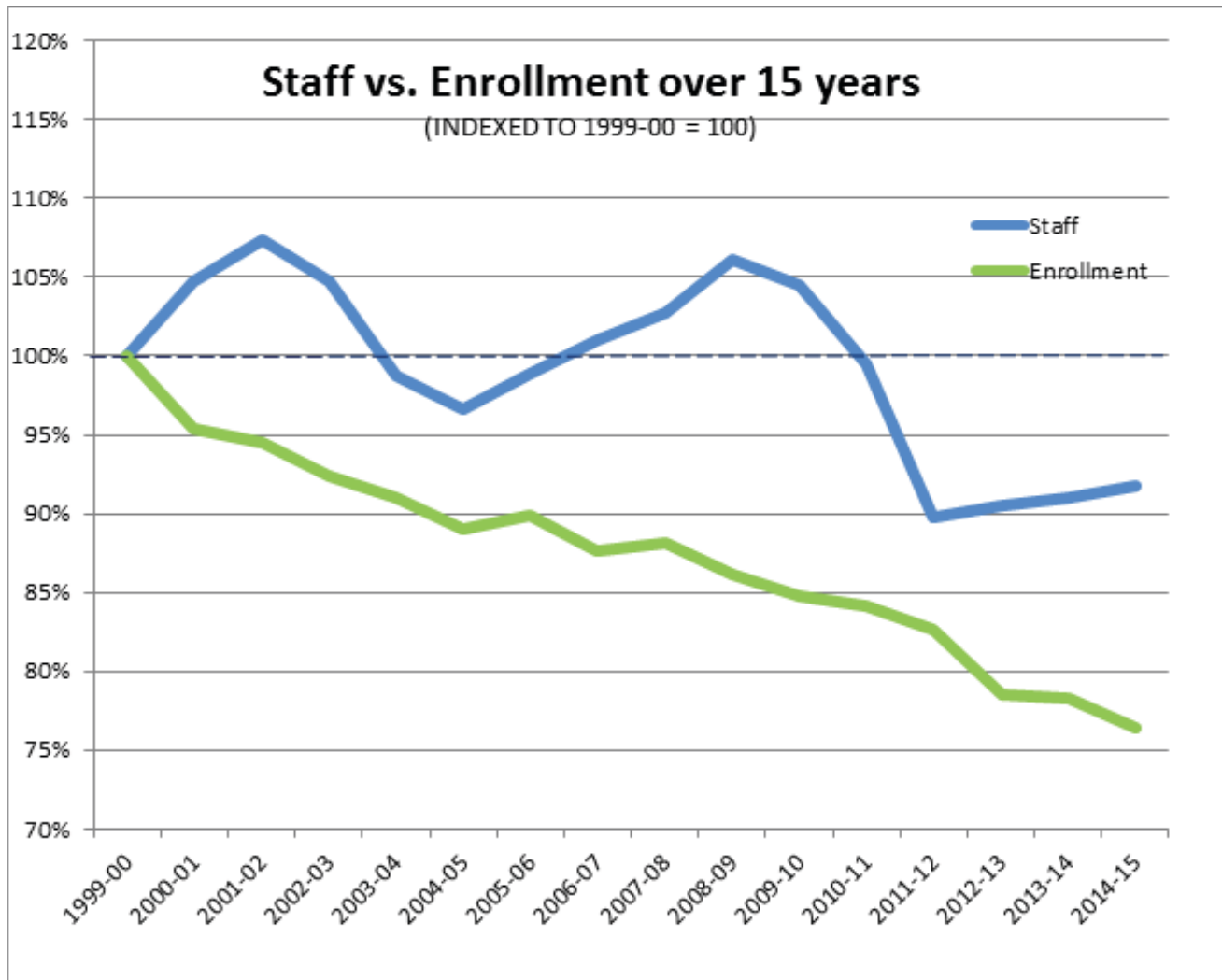
8% reduction in staffing since 1999-00; 24% decline in student enrollment



■ All Other Staff

■ Teachers (certificated teaching staff, including librarians, social workers, counselors, psychologists and instructional coaches)

# Match Staff to Student Enrollment



-8%

-24%

**Student enrollment loss is three times greater than staff reductions over the past 15 years**

# Staffing Methodology for 2015-16 Budget

The school staffing projection is 833 students lower than the total K-12 enrollment projection

The projected K-12 enrollment of 26,791 staffs for actual students in school by adjusting for the following parameters:

- No-show students
- Students who attend less than 20% of the time
- Students dual-enrolled in District programs
- Students who are enrolled in a partial course load
- Historic student attrition patterns

***Student achievement remains our top priority***  
***Improved attendance is a key strategy to boost achievement***

# Staffing Impact of 2015-16 Budget

Staff Category	2014-15 (FTE)	2015-16 (FTE)	Change (FTE)	Change (Percent)	Average Annual Retirements*	Current Vacancies
Administrators	295.0	276.1	-18.9	-6.4%	14	12
Teachers	3,222.1	3,143.3	-78.8	-2.4%	112	59
Civil Service	1,471.8	1,422.2	-49.6	-3.4%	62	90
Teaching Assistants & Paraprofessionals	629.3	628.8	-0.5	0%	19	42
<b>Total</b>	<b>5,618.2</b>	<b>5,470.4</b>	<b>-147.8</b>	<b>-2.6%</b>	<b>207</b>	<b>203</b>

*\*Based on a Five Year Average.*

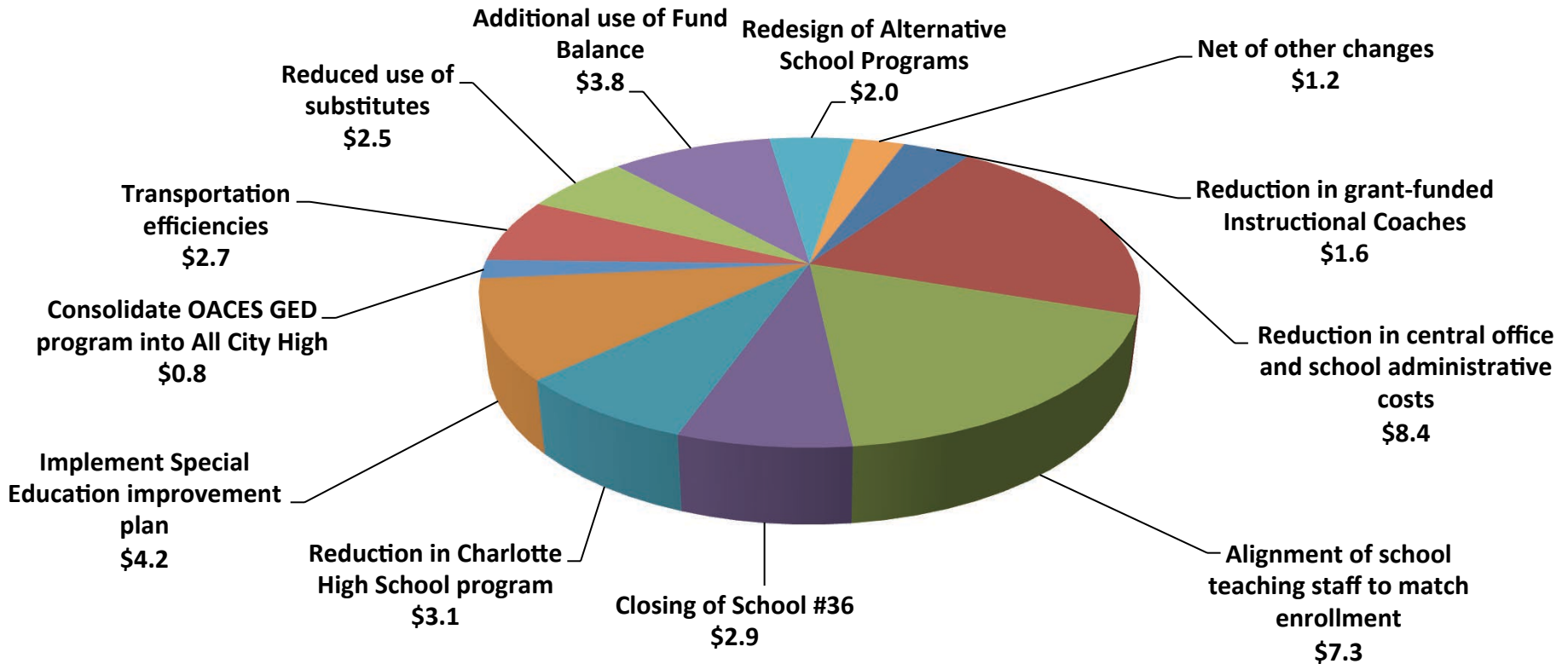
## ***We will reduce our workforce with minimal layoffs through attrition***

- We are proposing 148 position reductions versus 207 average annual retirements
- Displacements will be determined by job title and/or tenure area, and will be based on the vacancies and/or attrition in each title

***We are adding 131 new FTE positions in the 2015-16 budget—38 to support East HS, 34 reading teachers, 21 FTEs (including music) to reduce part-time teachers, 19 ESOL teachers, 19 instructional professionals to support OCR***

# Closing the Gap

## Actions that Closed the \$40.5 million Gap (Dollars in Millions)



### ***\$13.6 million in Efficiencies***

\$8.4 million reduction in Central Office and school administrative costs

\$2.7 million in transportation efficiencies

\$2.5 million reduction in substitute teachers and administrators



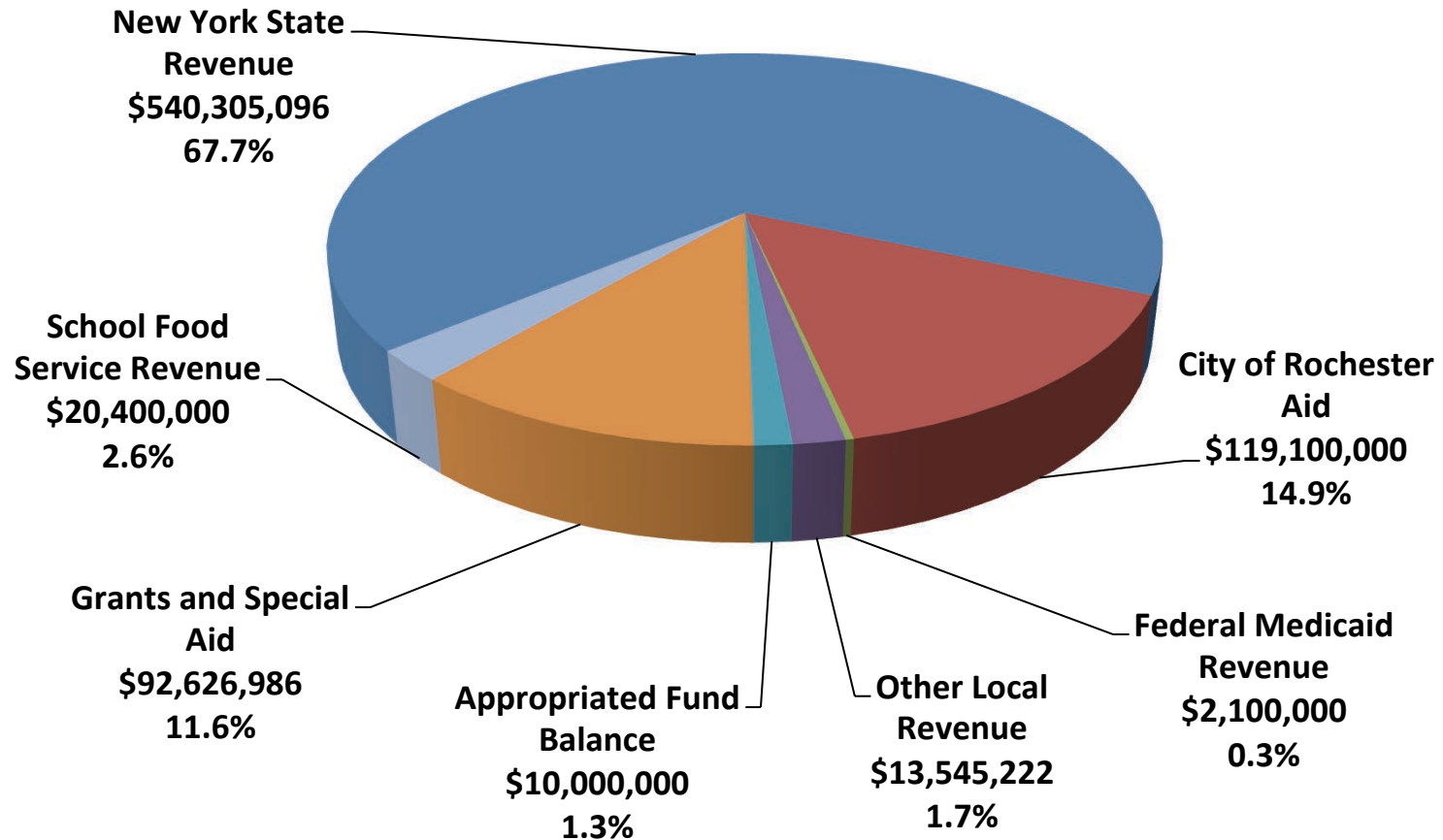
# Key Assumptions

Assumption	Impact
<p><b>State Aid</b> – We assumed a Foundation Aid increase of 7.1 percent (\$25.9 million) <i>to fund our priorities</i>. We requested an increase of \$36 million. The State Budget is due to be enacted by April 1<sup>st</sup>.</p>	<p>Additional revenue amount uncertain; if aid is lower than assumed, additional budget reductions will be required</p>
<p><b>SED Expanded Learning Grant</b> – We are not counting on any of the \$5 million unallocated Statewide</p>	<p>No funds assumed at this time; potential revenue source</p>
<p><b>Appropriated Fund Balance</b> – Use of additional \$3.8 million assumed</p>	<p>Allows us to mitigate displacements and maintain programs; should be restored if additional aid is received</p>
<p><b>Charter School Tuition</b> – We assumed tuition rate will increase by \$75 per pupil as proposed in the Governor’s budget, but are unsure if this will be provided for in the State Budget.</p>	<p>\$0.3 million potential additional cost, reimbursed in subsequent fiscal year</p>
<p><b>Nursing Services</b> – We assumed continuation of a \$1.2 million add for the School Health Services grant, but are unsure if this will be provided for in the State budget</p>	<p>\$1.2 million potential reduction; award of RFP for nursing services pending determination of aid</p>
<p><b>Smart Schools Bond Act</b> - \$47 million allocation anticipated for technology, security, and Pre-K facility improvements</p>	<p>Guidelines not yet available; funds will be received as a reimbursement</p>

# 2015-16 Revenue

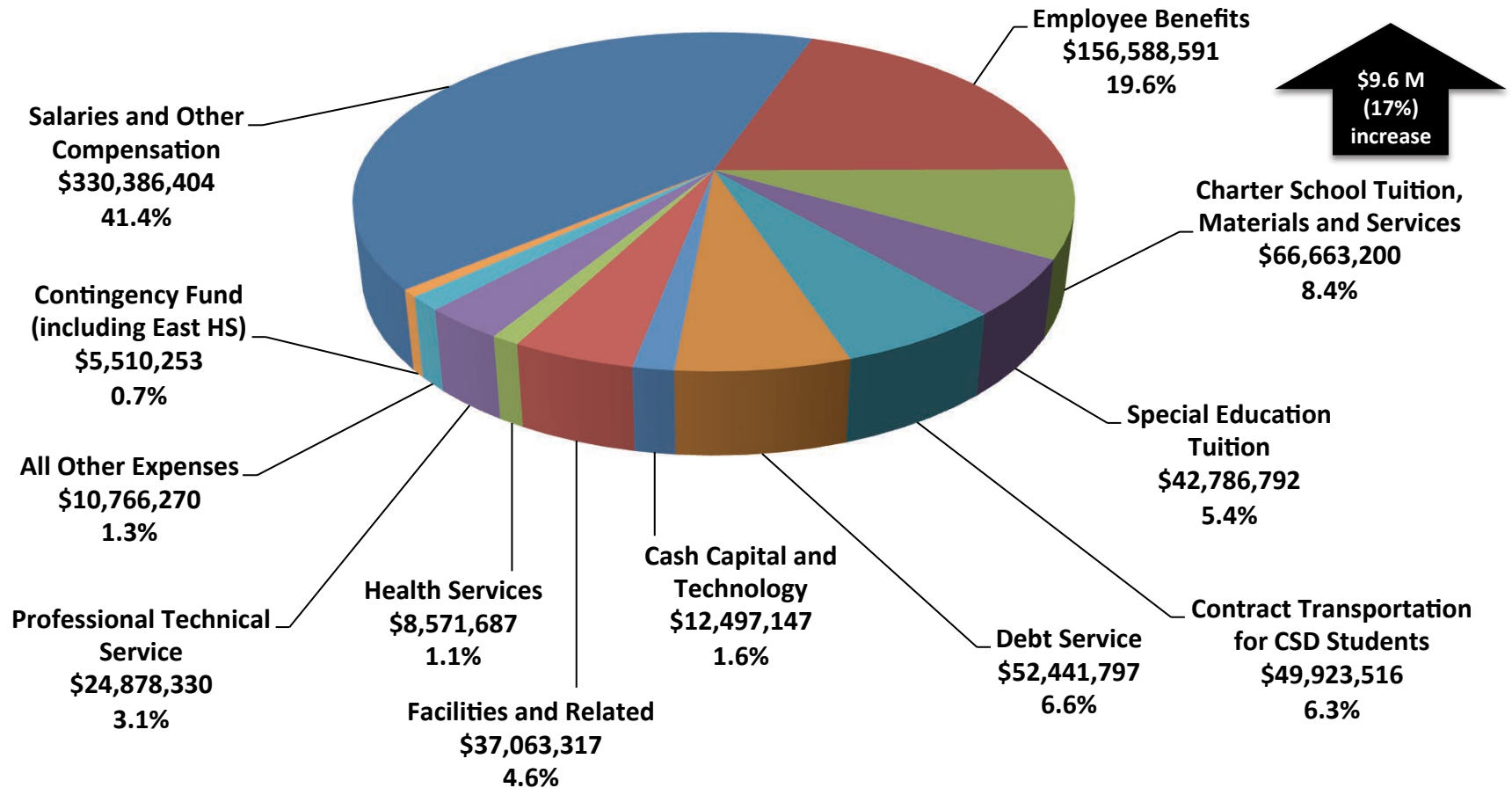
**Total Revenue: \$798,077,304**  
**(0.7% increase)**

All revenues are based on projection except for City of Rochester Aid



# 2015-16 Expenditures

**Total Expenditures: \$798,077,304  
(0.7% 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.

# How We Used Stakeholder Input

- Online credit recovery support
  - ✓ OCR - 7 Teachers and 12 teaching assistants in schools
- Art and music equipment
  - ✓ \$0.5 million for art and music equipment
- Reduce part-time teachers
  - ✓ 21 FTEs added to provide more full-time teachers and stability in K-8 schools
- Reduce administrative overhead costs
  - ✓ \$8.4 million reductions in Central Office departments and services
- Adjust footprint to match enrollment
  - ✓ Closing School #36 and relocating School #22 to Franklin Campus
- Additional Expanded Learning Schools
  - ✓ Schools #8, #19, and #41 will expand
- Expand Reading teachers to high schools
  - ✓ 34 additional reading teachers to support all schools
- Reduce employee benefits
  - ✓ Budget assumes lower vacation cash-out and less growth in health insurance costs

# Key Dates for 2015-16 Budget Process

Date	Time	Event
Monday, March 23	6:00 pm	Presentation of Draft Budget
Tuesday, April 7	6:00 pm	1 <sup>st</sup> Budget Deliberation Session
Thursday, April 9	6:00 pm	1 <sup>st</sup> Budget Public Hearing
Tuesday, April 21	6:00 pm	2 <sup>nd</sup> Budget Deliberation Session
Tuesday, April 28	6:00 pm	2 <sup>nd</sup> Budget Public Hearing
Thursday, April 30	6:00 pm	3 <sup>rd</sup> Budget Deliberation Session
Thursday, May 7	6:00 pm	Special Board Meeting for Budget Adoption
Monday, May 11		Summary of 2015-16 RCSD Budget due to City Hall
Wednesday, May 13		Final 2015-16 RCSD Budget due to City Hall
Wednesday, June 10	4:30 pm	Joint Budget Hearing with City Council
Tuesday, June 16	7:30 pm	City Council Budget Adoption



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