

Draft Budget Overview 2017-18



**Presentation to the Board of Education
March 21, 2017**

Areas of Focus that Drive Our Improvement

PRIORITIZING EDUCATIONAL EQUITY

BUILDING RELATIONAL CAPACITY

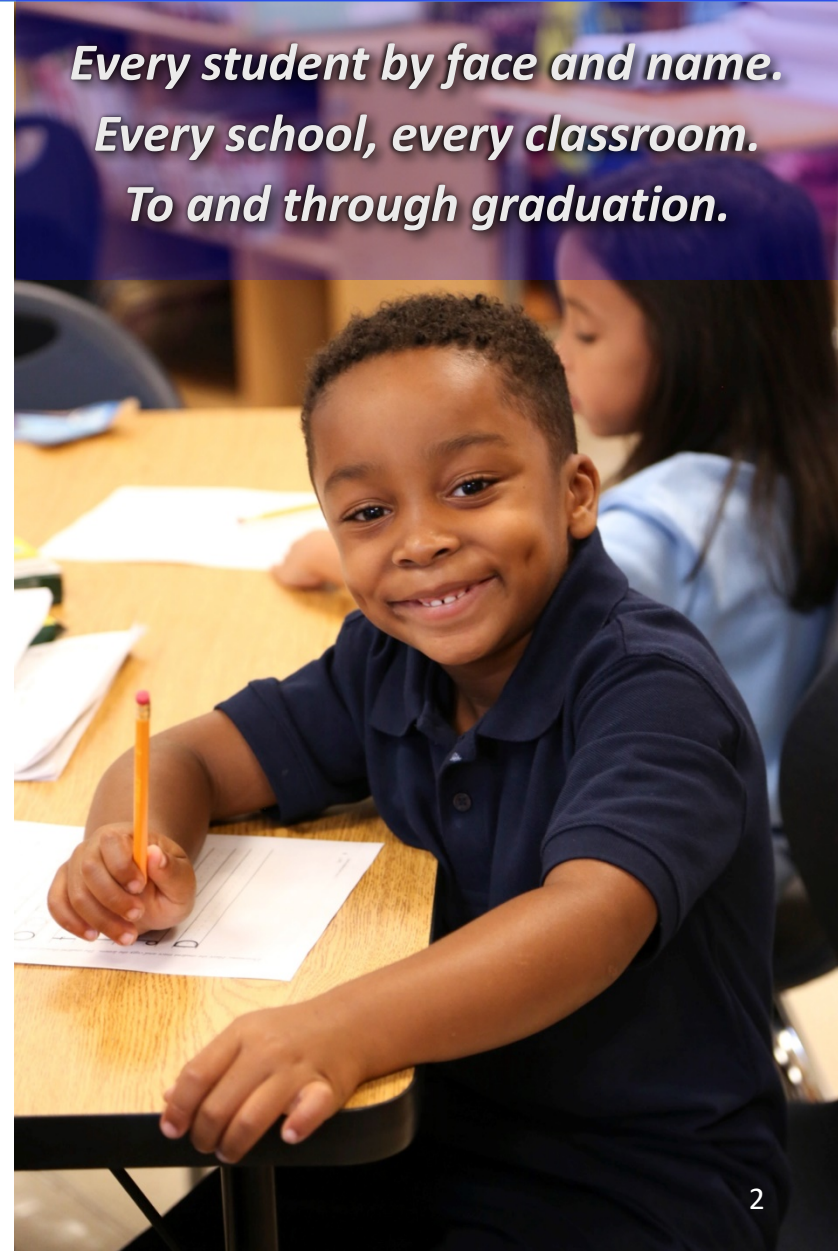
NURTURING INNOVATION

CREATING COHERENCE

ACCOUNTABILITY FOR ACTION

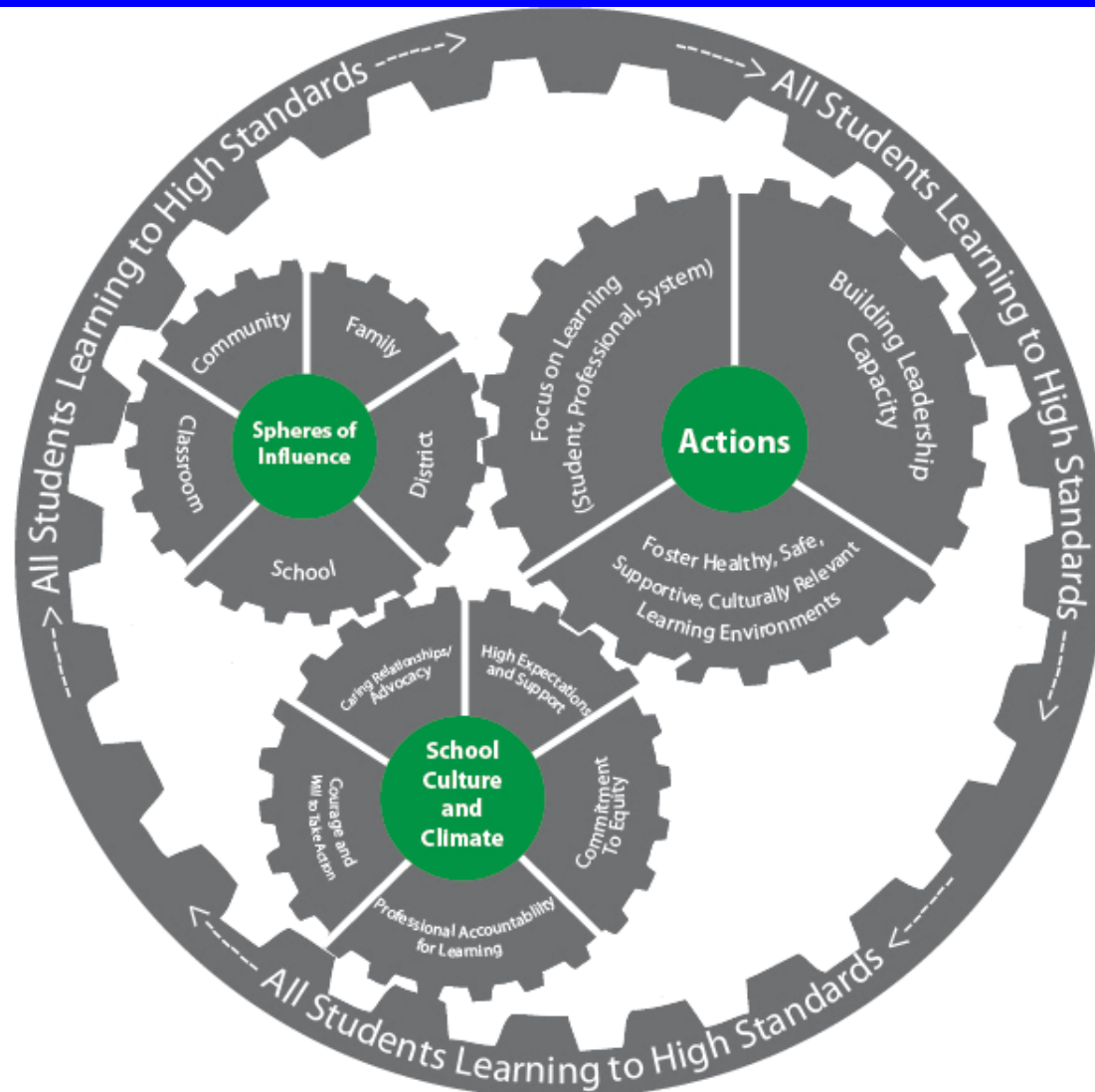
RESULTS

*Every student by face and name.
Every school, every classroom.
To and through graduation.*



A Framework for Action:

Leading High Poverty Schools to Higher Achievement



Actions We Are Implementing This Semester

STRATEGY	KEY ACTIONS UNDERWAY
Central Office Redesign	T&L partnership and support teams visit every classroom CO teams reassigned to schools 3 days/week
HR and Employee Relations	Early teacher recruitment and hiring initiative with a strong equity-driven focus
Teaching, Pedagogy and Curriculum	Principal pipeline and teacher-leader work with national partners
Social-Emotional Learning and Support	Superintendent's rapid-response teams Expand use of DeGruy relationship model, restorative practices and culturally responsive curriculum focus
Student, Family & Community Engagement	Strengthen voice and role of school-based planning teams Activate student voice and leadership in every secondary school March 31 summit led by RCSD students
Focus and Align Resources for Results	Budget process redesigned to focus squarely on students and schools

What Our Budget Needs to Accomplish

- Every student, classroom and school has the support, resources and schedule they need to improve achievement, close gaps and graduate on time, career- and college-ready



- Every employee and department has the technical support, professional learning system and organizational structure they need to lift student and school performance

Superintendent's Budget Direction to Senior Team



Drive More Resources to Schools and Students















- Line-by-line analysis of each department and school budget
- Shift resources from Central Office to schools where possible
- Reduce bureaucracy, management layers to increase efficiency and eliminate barriers to quality
- Beginning spring 2017, review job descriptions to ensure the work being done directly supports schools and is aligned to reorganization

Improve Teaching and Learning Support for Schools

T&L/ Accountability/ IM&T	Build real-time data tracking systems and organize school/District schedules to enable review of key performance indicators for every student, every five weeks, and build actionable strategies that disrupt cycles of poor performance
T&L Partnership & Support Teams	Analyze each school's bright spots and resource needs
Deputy Supt./ School Chiefs	Redesign the T&L organization into ongoing teams that work in partnership with school leaders to focus on shared goals and improved performance
T&L/Finance/School Chiefs	Fund requirements first—ensure that each school has the programs, staff and support to meet State and federal regulations (Part 100, Part 154, Part 200 of Education Law)
T&L/Schools	Expand Tier 1, 2 and 3 culturally responsive models of instruction for grade-level proficiency, acceleration, enrichment and personalized support <ul style="list-style-type: none"> – Add reading, math and social-emotional learning staff to ensure every child has access to the supports they need – Create school schedules that ensure the necessary instructional time to lift achievement and close gaps in learning
Deputy Supt./School Chiefs/T&L/Principals	Increase support for professional learning, building master schedules and District/school calendars that embed time for professional learning while reducing reliance on substitute costs

The Voice of 2,000 Teachers – Initial Analysis

Most Frequently Heard Responses – Rank Order, by Building Level “What do you need to support student learning?”		
K – 6 Buildings	K – 8 Buildings	Secondary Buildings
<p>ACADEMIC INTERVENTION</p> 	<p>SOCIAL-EMOTIONAL / BEHAVIOR / MENTAL HEALTH SUPPORTS</p> 	<p>TECHNOLOGY</p> 
<p>MATERIALS & TEXTS</p> 	<p>ACADEMIC INTERVENTION</p> 	<p>MATERIALS & TEXTS</p> 
<p>SOCIAL-EMOTIONAL / BEHAVIOR / MENTAL HEALTH SUPPORTS</p> 	<p>MATERIALS & TEXTS</p> 	<p>SOCIAL-EMOTIONAL / BEHAVIOR / MENTAL HEALTH SUPPORTS</p> 
<p>TECHNOLOGY</p> 	<p>TECHNOLOGY</p> 	<p>ACADEMIC INTERVENTION</p> 

Increase Learning Opportunities at Every Grade Level

GRADE LEVEL	OPPORTUNITIES TO FUND
Prekindergarten	<ul style="list-style-type: none">• Maintain or expand programs for 3- and 4-year-olds
Elementary	<ul style="list-style-type: none">• Strengthen literacy and math instruction at all grades K to 8• Ensure adequate mandated instructional time to close gaps
Middle grades	<ul style="list-style-type: none">• Give students full access to exploratory courses, acceleration, remediation• Provide social and emotional services designed for early adolescents• Return AVID program to middle grades 7-9
Secondary	<ul style="list-style-type: none">• Expand CTE opportunities for all students at secondary grade levels• Increase advanced coursework, AP and early college options and enrollment
All grade levels	<ul style="list-style-type: none">• Expand restorative practices, the DeGruy relationship model and other systemic efforts to improve school climate• Provide schools the support they need to implement the Code of Conduct—professional development, technical support and resources• Expand Community Schools models• Expand development of culturally relevant curriculum• Expand instructional PD to ensure high-quality Tier I in all classroom settings

Strengthen Partnerships with Parents and Community Organizations

- Expand the role of schools as the driver of improvement with fully developed School-Based Planning Teams helping to support every student by face and name
- Grow the development of an RCSD community schools model
- Use the “community as our classroom” model and leverage learning opportunities with community and corporate organizations
- Increase corporate and nonprofit financial sponsorships to adopt schools and programs, and deliver services to students

2017-18 Budget Overview

- Process and investment overview
- Enrollment
- Staffing
- Revenues and expenditures
- Budget gap and closure strategies
- Timeline



A New Approach to the Budget

- New Finance team
- Line-by-line analysis
- Upfront involvement by School Chiefs, Executive Directors, Directors and Principals
- Fund State and federal requirements first
- Prioritize other investments based on data
 - Academic return on investment (AROI)
- Share information transparently
 - Our team will continue to seek stakeholder input before finalizing our proposal

Our intent is not to eliminate any programs or services that benefit children, but we will need more support from our State and community

Investing in Student and School Success

EXPAND OR MAINTAIN

- Certified reading and math teachers
- Social, emotional and mental health supports
- Instruction for ELL students
- Prekindergarten opportunities
- Full continuum of services for students with disabilities
- Career and Technical Education programs
- Professional learning for Principals and teachers
- Community school models
- Expanded learning time schools
- Summer learning programs
- Early education programs
- Advanced Placement and early college opportunities
- Expeditionary Learning, Montessori, AVID, IB and other model programs

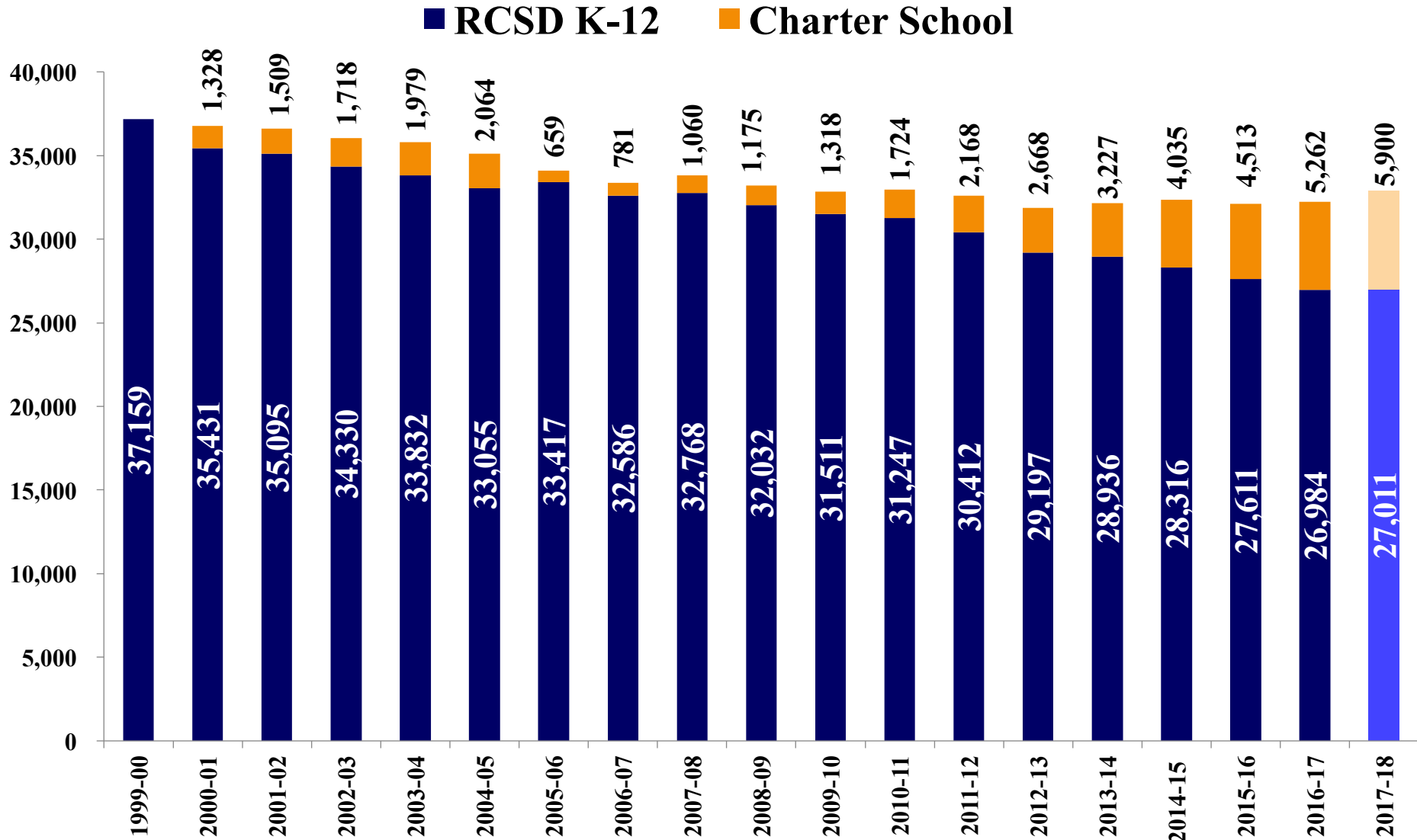
REDEPLOY AND RE-INVEST

- Plan to decrease reliance on substitutes
- Reduce reliance on consultant services as a long-term practice
- Redeploy CO educators to schools
- Flex staff schedules to reduce overtime
- Manage student schedules to maximize use of resources
- Provide professional development as extension of the school day; use creative models for embedded PD
- Conduct CSE meetings at schools, or in community settings, instead of CO
- Lower utility costs by reducing coffee pots and refrigerators
- Implement a paper usage tracking system and report quarterly
- Seek efficiencies in health care costs

District Budgetary Actions

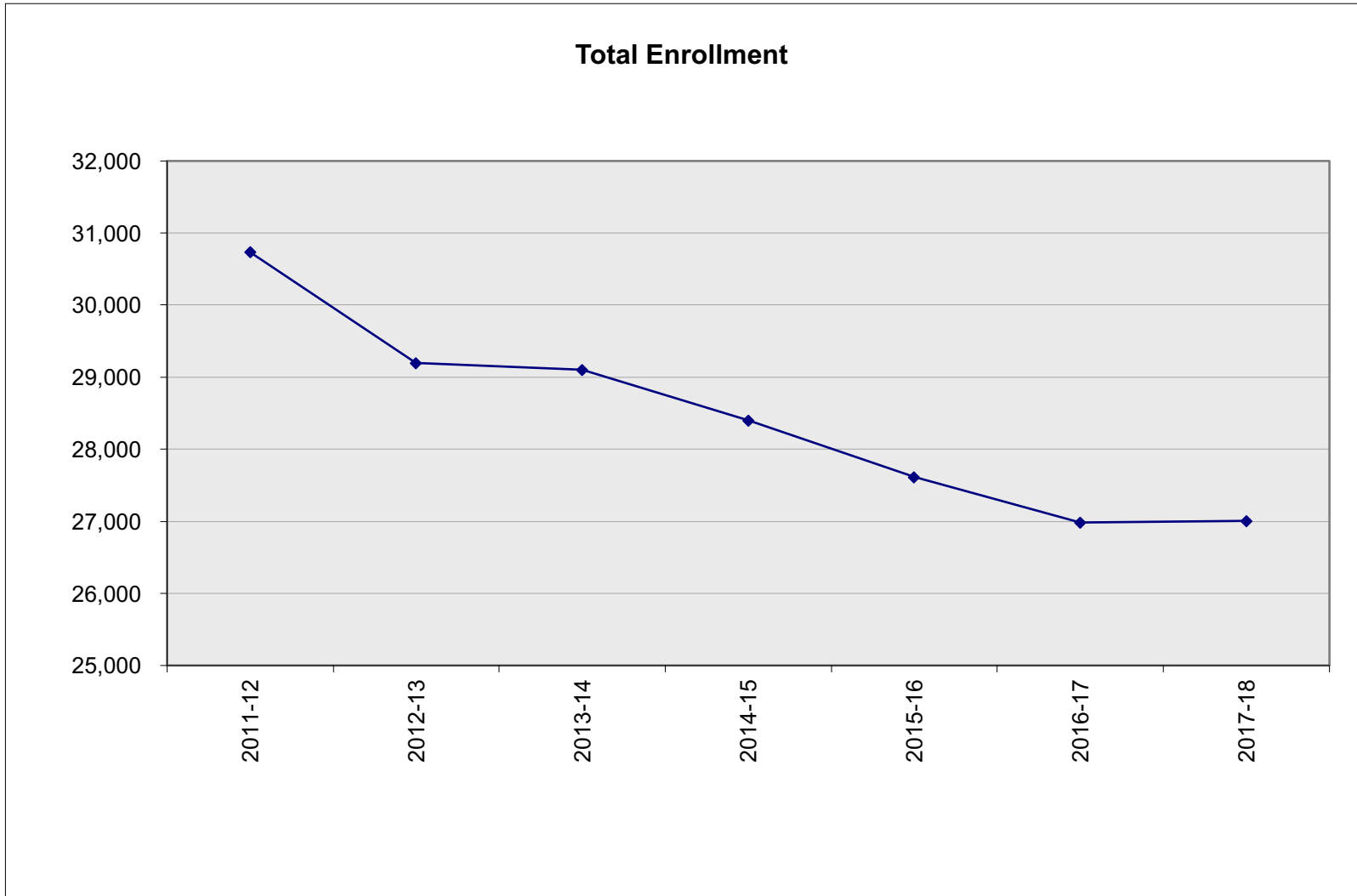
- **Fund State and federal requirements (Part 100, Part 154, Part 200 of Education Law)**
 - Increase Reading/Intervention Teachers +126 FTE → +\$8.2M
 - Counselors/Social Worker +17 FTE → +\$1.1M
 - SPED/ESOL +26 FTE → +\$1.7M
- **CO Personnel shift to schools, reporting to Principal**
 - 22 CASE shift to Teaching positions → +\$1.4M
 - 60 Reading Teachers → +\$3.9M
- **Operational Savings**
 - Programmatic realignment → -\$1.2M
 - Overtime reduction → -\$0.5M
 - Substitute cost savings → -\$1.5M

Student Enrollment

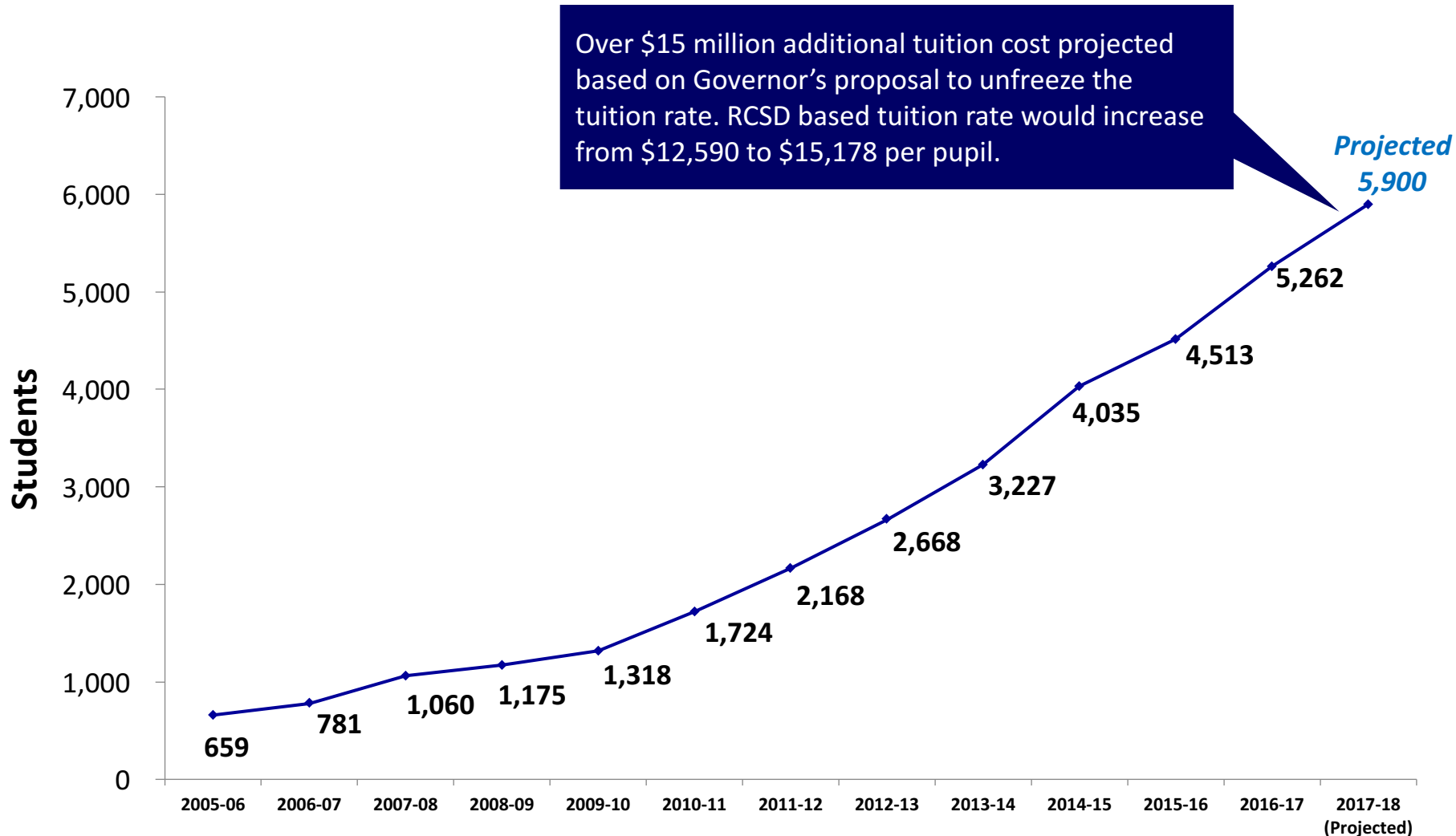


Student counts do not include Pre-K, private and parochial schools

District K-12 Enrollment



Charter School Enrollment Trend



Staffing By Category

	2016-17 FTE (12-9-16)	2017-18 FTE Projected	Year to Year Change
Teachers	3,457.65	3,601.19	143.54
Administrators	302.20	281.70	-20.50
Civil Service	1,492.12	1,500.61	8.49
Teaching Assistants	282.00	293.00	11.00
Paraprofessionals	500.00	500.60	0.60
TOTAL	6,033.97	6,177.10	143.13

Total Revenue and Expenditure Projections

Dollars in Millions

	2016-17 Revenue	2017-18 Revenue	Variance	Percent Variance
General Fund	\$726.48	\$736.62	\$10.14	1.4%
Special Aid Fund	\$127.95	\$106.20	(\$21.75)	-17.0%
School Food Service Fund	\$21.59	\$23.00	\$1.41	6.5%
Total	\$876.02	\$865.82	(\$10.20)	-1.2%

	2016-17 Expenditures	2017-18 Expenditures	Variance	Percent Variance
General Fund	\$726.48	\$791.38	\$64.90	8.9%
Special Aid Fund	\$127.95	\$106.07	(\$21.88)	-17.1%
School Food Service Fund	\$21.59	\$23.00	\$1.41	6.5%
Total	\$876.02	\$920.45	\$44.43	5.1%

General Fund Revenue Projections

(\$ in Millions)

	2016-17 Budget	2017-18 Projection	Variance	Percent Variance
Foundation Aid	\$406.99	\$418.03	\$11.04	2.7%
Formula Aid	\$119.01	\$110.88	(\$8.13)	-6.8%
Building Aid	\$52.00	\$53.32	\$1.32	2.5%
Other State Aid	\$3.24	\$1.87	(\$1.37)	-42.3%
<i>Subtotal - State Aid</i>	\$581.24	\$584.10	\$2.86	0.5%
City Revenue	\$119.10	\$119.10	\$0.00	0.0%
Federal Medicaid Revenue	\$2.10	\$2.10	\$0.00	0.0%
Other Local Revenue	\$9.04	\$16.32	\$7.28	80.5%
Appropriated Fund Balance	\$15.00	\$15.00	\$0.00	0.0%
Total Revenue	\$726.48	\$736.62	\$10.14	1.4%

General Fund Expenditures Projections

(\$ in Millions)

	2016-17 Budget (Dec. 31)	2017-18 Budget (Projected)	Variance	Percent Change
Salary Compensation	\$276.57	\$301.74	\$25.17	9.1%
Other Compensation	\$21.15	\$29.89	\$8.74	41.3%
Employee Benefits	\$139.54	\$134.08	(\$5.46)	-3.9%
Fixed Obligations with Variability	\$151.16	\$177.05	\$25.89	17.1%
Debt Service	\$57.08	\$61.85	\$4.77	8.4%
Cash Capital	\$13.06	\$14.43	\$1.37	10.5%
Facilities and Related	\$24.47	\$26.12	\$1.65	6.7%
Technology	\$2.02	\$1.88	(\$0.14)	-6.9%
All Other Variable Expenses	\$41.43	\$44.34	\$2.91	7.0%
Total Expenditures	\$726.48	\$791.38	\$64.90	8.9%

General Fund Expenditures Key Drivers

- **Salary Compensation** – Contractual salary increases and additional support for academic intervention services (+\$25.1 million, +9.1%)
- **Other Compensation** – Adequate budget for teacher substitutes, expanded learning and summer school (+\$8.6 million, +\$40.6%)
- **Fixed Obligations** – Includes Charter School tuition increase of \$22.7 million based on **proposed unfreezing of tuition rates** and continuing growth in enrollment
- **Cash Capital** – Includes \$1.3 million for needed bus replacements in 2017-18 (none in current year)
- **Facilities and Related** – Includes anticipated rate increases in utilities, inflationary increases in other supplies
- **All Other** – Includes BOCES tuition, contractual instructional services, other expenses previously paid from grants that are ending

2017-18 Budget Gap = \$54.8 million

Projected General Fund Expenditures	\$791.4
Less: Projected General Fund Revenue	(\$721.6)
Less: Appropriated Fund Balance	(\$15.0)
Total Projected Budget Gap	\$54.8

Dollars in Millions



Actions to Close the Gap



Projected Budget Gap **\$54.8M**

Less Potential Adjustments

Foundation Aid request \$12.5M

School Health Services add'l \$2.0M

Expanded Learning Time \$3.5M

Charter School closure \$3.5M

Title I SAS repurposing \$4.4M

PSSG \$1.0M

Operational efficiencies \$10.0M

Adjusted Budget Gap **\$17.9M**

2017-18 Budget Timeline

Tuesday, March 21 (6 p.m.)	Presentation of Draft Budget
Thursday, March 23 (8 a.m.)	Town hall meeting with school Principals
Thursday, March 23 (6:30 p.m.)	Board of Education business meeting
Saturday, March 25 (10 a.m.)	Town Hall hosted by PAC and Bilingual Council
Monday, March 27 (6:30 p.m.)	Public forum hosted by Superintendent's Executive Cabinet
Tuesday, March 28 (6 a.m.)	1 st Board of Education Public Budget Hearing
Thursday, March 30 (8 a.m.)	Superintendent Kitchen-table conversation on the 2017-18 budget
Thursday, March 30 (6 p.m.)	1 st Board of Education Budget Deliberation
Tuesday, April 4 (6 p.m.)	2 nd Board of Education Public Budget Hearing
Tuesday, April 11 (6 p.m.)	2 nd Board of Education Budget Deliberation
Tuesday, April 25 (6 p.m.)	3 rd Board of Education Budget Deliberation
Thursday, May 11 (6 p.m.)	Special Board of Education meeting for Budget Adoption
Wednesday, June 14	Joint City Council and Board of Education hearing District budget
Tuesday, June 20	City Council meeting for Budget Approval

Draft Budget Overview 2017-18



**Presentation to the Board of Education
March 21, 2017**