

# Budget Overview 2018-19



**Presentation to the Board of Education  
March 27, 2018**

Barbara Deane-Williams, Superintendent  
Everton Sewell, Chief Financial Officer

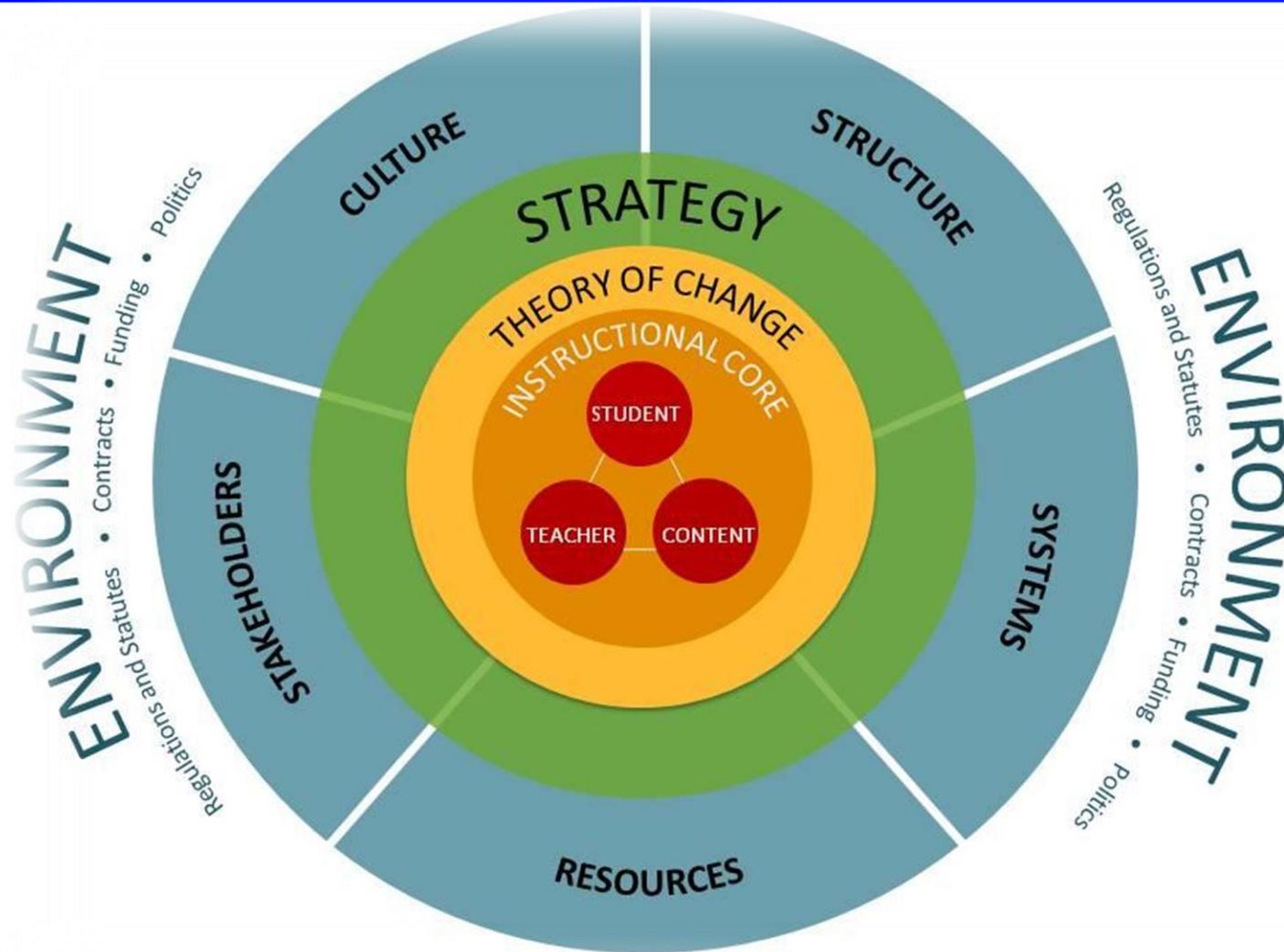


# Our Mission



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

# Ensuring Coherence In RCSD



The Rochester City School District has been admitted to the Public Education Leadership Project (PELP) for 2018 cohort.

# Spring 2018 and Fall 2019

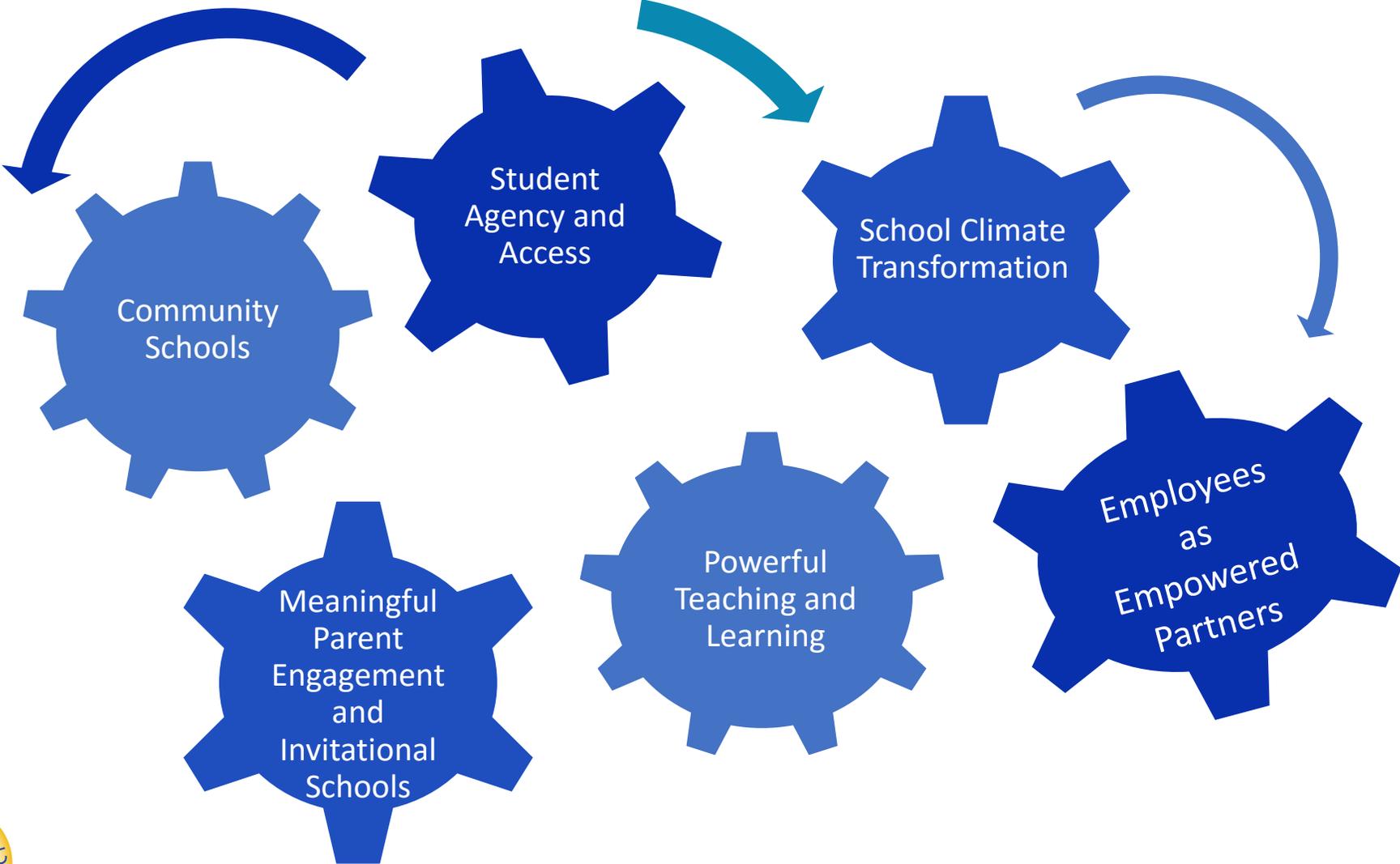
- Continuing Early Hiring
- Rebuilding Zone capacity
  - Continue to expand special education programs by zones
  - Expanding Bilingual and Dual Language programs
  - Expanding community schools
  - Expanding social/emotional learning supports

## Creating

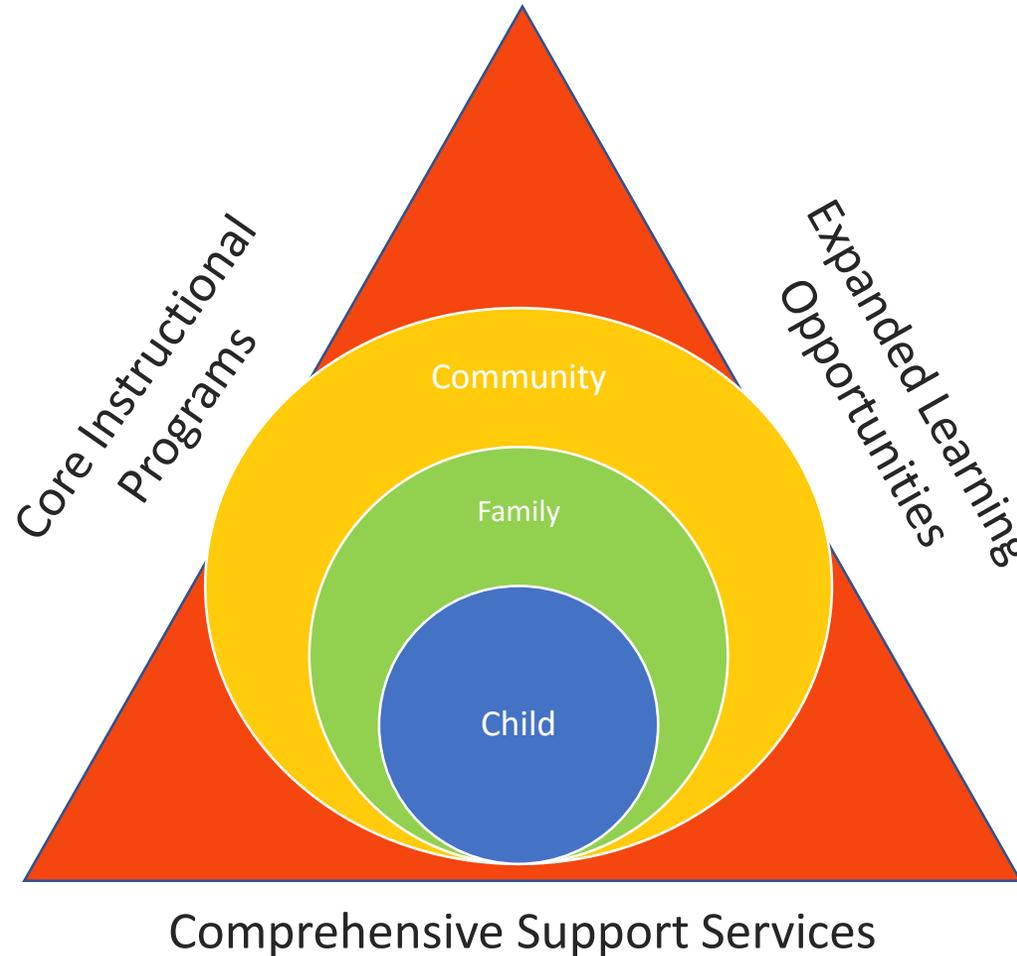
- Pop-up student registration centers



# A Framework for Investments



# Community Schools



- Meaningful family and student engagement
- Coordinated SEL (trauma, mental health services)
- Extended School Day
- Community As a Classroom
- Medical, dental and nutritional services
- Safe and healthy learning environments

# Invitational Schools with Meaningful Parent Engagement



- Building Invitational Education
- Summer of 2018- Pop-Up Parent Centers
  - Making access and support available to parents within the community.
- Expanding Parent University
  - Increased course offerings
- Quarterly parent newsletter launching summer 2018

# Development of Student Agency & Access

- Director of Youth Engagement and Cultural Relations Office
- Expanded opportunity for student voice/choice
- 4 planned Student Summits
- District Student Leadership Congress
- Expanded Athletic Opportunities
- Expanded peer tutoring, natural helpers, students in restorative practices, peer mediators



## THE POWER OF STUDENT VOICE

Student Summit on the Path Forward and the future of education in Rochester.

Discussions about  
**EQUITY**



### STUDENTS WANT

RELATIONSHIP BUILDING OUTSIDE OF SCHOOL  
MORE RESOURCES TEACHERS WHO GREW UP  
LIKE THEM SAFE PLACES TO TALK ABOUT THEIR  
FEELINGS THEIR HISTORY BEING IMPLEMENTED  
IN THEIR STUDIES TO NOT BE STEREOTYPED  
EQUAL DRESS CODES FOR ALL THEIR CULTURE  
REPRESENTED IN THEIR SCHOOL TEACHERS  
FROM DIFFERENT BACKGROUNDS LESS SELF  
SEGREGATION AMONG STUDENTS MORE  
DISCUSSION ABOUT RACE AND CULTURE TO  
NOT HAVE THEIR INTELLIGENCE OR BEAUTY  
JUDGED BY THEIR RACE BETTER SUPPORTS FOR  
ELEMENTARY YOUTH TO END GAPS AND  
DISPARITIES MORE EVENTS TO DISCUSS RACIAL  
EQUITY MORE DIVERSITY ON WHOM IS CHOSEN  
TO LEAD IN CLASSROOM DISCUSSIONS LESS  
DIVISION BETWEEN BLACK AND WHITE  
STUDENTS MORE DIVERSITY IN AP AND  
ADVANCED COURSES TO FEEL ACCEPTED FOR  
BEING SMART OR DIFFERENT TO NOT BE TOLD  
THEY WILL NEVER ATTEND COLLEGE MORE  
SUPPORT FOR LGBTQ STUDENT COMMUNITY TO  
BE CALLED OUT FOR DOING WELL AND NOT FOR  
BEING BAD TO BE TREATED THE SAME TO  
UNDERSTAND THE DIFFERENCE BETWEEN  
EQUITY AND EQUALITY

**THEIR VOICES TO BE HEARD.**

### JOIN THE CONVERSATION

visit [www.rcsdk12.org/pathforward](http://www.rcsdk12.org/pathforward)  
@RCSDnys #RCSDPathForward

# School Climate Transformation

- Professional Learning dedicated to school climate transformation
  1. Spirit and content of Code of Conduct
  2. Implicit Biased training
  3. Restorative Practices
  4. Relationship Model of Intervention
- “Roc Restorative” Restorative Practices – deeper applications
- Victorious Minds Academy – deeper Relationship model/student-parent-family-school
- School attendance improvement
- Safe and healthy schools
- Expanded guidance and student advisory programs



# Powerful Learning

## Standards

Math & ELA

Next Generation Learning Standards

## Programs

15 Robust programs

- Literacy for a Lifetime – culturally and linguistically authentic curriculum experiences
- Quality Special Education
- ELL & Bilingual
- CTE & Community as a Classroom
- Summer Learning

## Courses

Course expansion and access

- Advance placement
- English IV – Mosaics
- Pan-African Studies
- Latino Studies

# Powerful Learning

- System-wide focus on Literacy for a Lifetime
- Culturally/Linguistically authentic
- Quality Special Education program supports
- Expanding opportunities for ELL and Bilingual
- Expanding CTE and Community as a classroom
- Expanding our efficacy with Standard English Learners, Dr. Noma LeMoine
- Expanding reading/writing focus for Pre-K-2
- Investing in Summer Learning
- Extended school days

# Powerful Learning

- Digital Transformation
- Zearn Math implementation
- Expanding emphasis Prek-3 reading
- Expanding writing programs
- Revised social studies curriculum at grades 4, 8, and 11
- Quality early education programs
- Rochester Teacher Center
  - Dr. Goodwin
  - K-2 Self, Family and Community Curriculum
- Expanding Arts, Music, and Athletic opportunities

# Employees as Empowered Partners

Early hiring  
and recruiting

- Early Hiring Process

Induction

- New Teacher Induction Program
- New Leader Induction Program

Quality  
Mentoring

- Two year Career In Teaching (CIT) mentor program
- Two year Career In Administration and Supervision (CIAS) mentor program
- School Chiefs for 10-13 schools/programs
- Two year assistant principal mentoring



# Employees as Empowered Partners

## Quality Professional Learning

- 5 Day Leadership Retreat
- Office of Professional Learning
- Teacher Resource Center

## Formal Pipelines

- Career in Leadership – 12 month pipeline to the principalship





# BUDGET OVERVIEW

Everton Sewell, Chief Financial Officer

# 2018-19 BUDGET OVERVIEW

- Process and investment overview
- Enrollment
- Staffing
- Revenues and expenditures
- Presenting a balanced budget tonight
- Budget gap and closure strategies not impacting student programs
- Timeline



# A NEW APPROACH TO THE BUDGET

- Line-by-line analysis
- Upfront involvement by School Chiefs, Deputy Superintendents, 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*



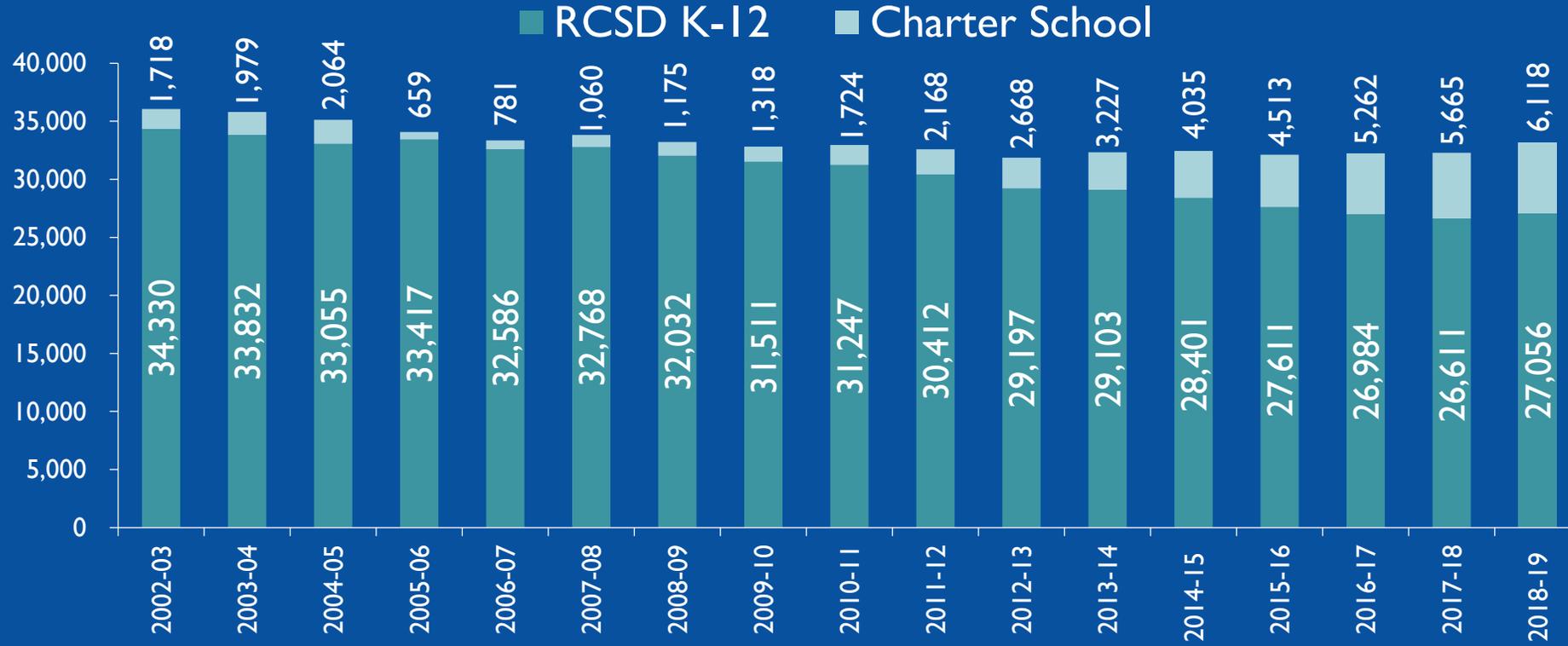
## DISTRICT BUDGETARY ACTIONS

Fund State and federal requirements (Part 100, Part 154, Part 200 of Education Law)

- Increase Reading/Intervention Teachers +22 FTE → +\$2.1M
- Counselors/Social Worker +6 FTE → +\$0.6M
- Special Education Teachers +38 FTE → +\$3.5M
- CASEs +11 FTE → \$1.3M
- Behavioral Specialists +10 FTE
- ESOL +11 FTE → +\$1.1M

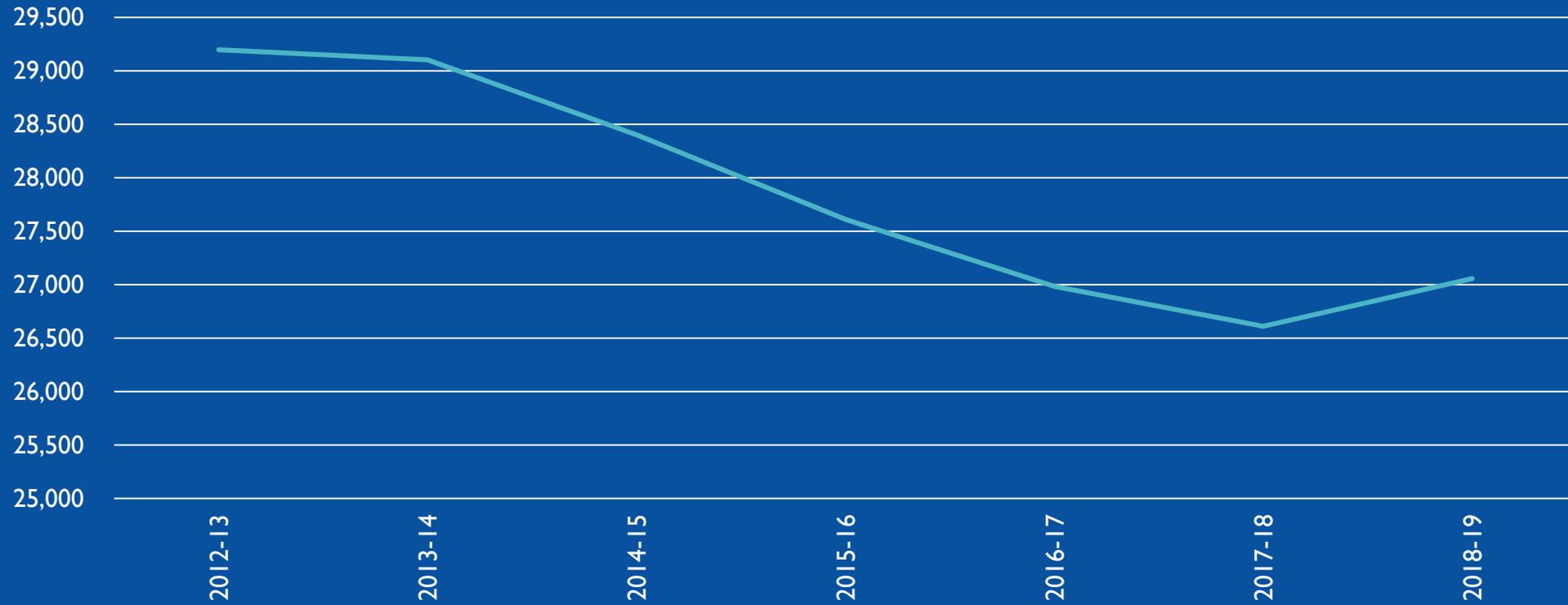


# STUDENT ENROLLMENT

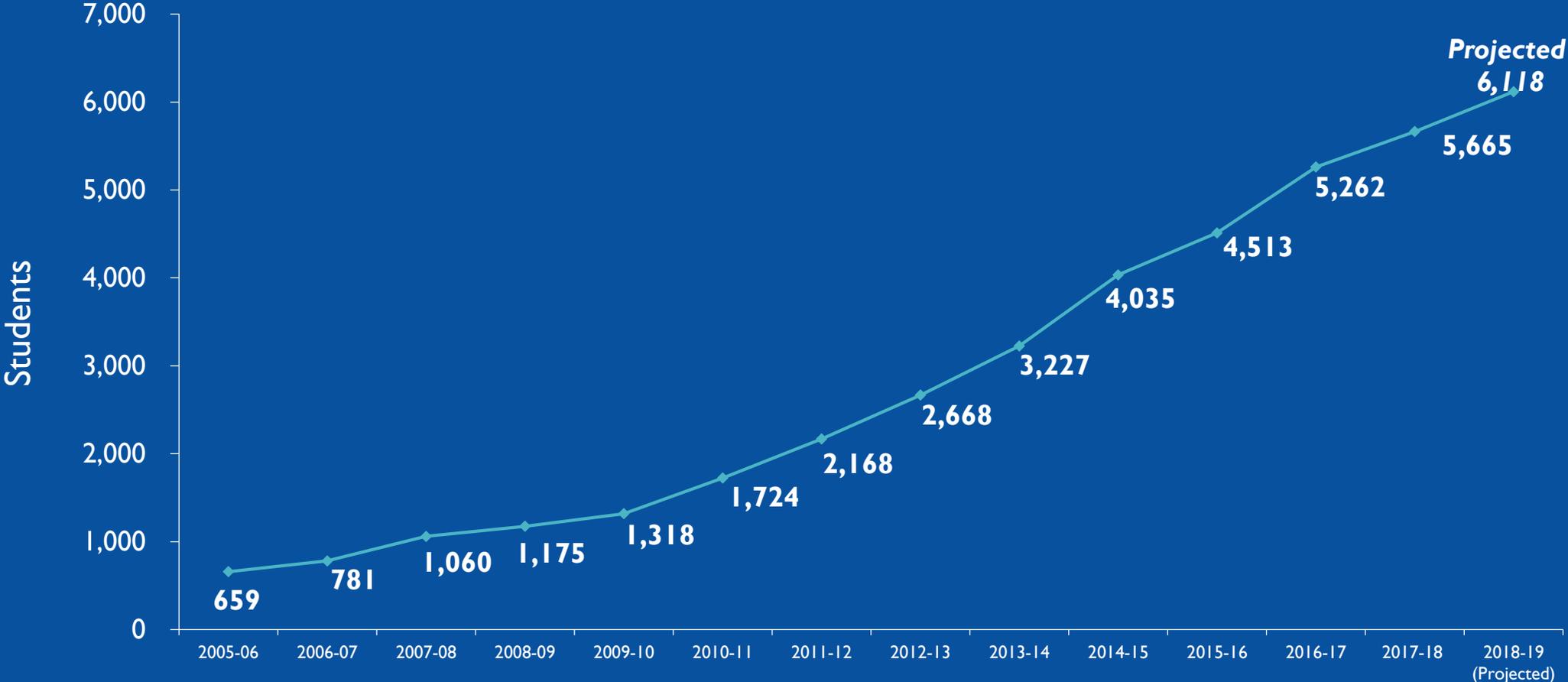


# DISTRICT K-12 ENROLLMENT

## Total Enrollment



# CHARTER SCHOOL ENROLLMENT TREND



## STAFFING BY CATEGORY

Staffing Category	2017-18 FTE (1-8-18)	2018-19 FTE	Increase / (Decrease)
Teachers	3,657.84	3,789.80	131.96
Administrators	302.20	311.20	9.00
Civil Service	1,492.42	1,526.22	33.80
Teaching Assistants	309.10	322.50	13.40
Paraprofessionals	553.60	551.60	(2.00)
<b>Grand Total</b>	<b>6,315.16</b>	<b>6,501.32</b>	<b>186.16</b>



# TOTAL REVENUE AND EXPENDITURE PROJECTIONS

	2017-18 Revenue	2018-19 Revenue	Variance	Percent Variance
General Fund*	\$747.76	\$767.50	\$19.74	2.64%
Special Aid Fund	\$128.65	\$113.12	(\$15.53)	-12.07%
School Food Service Fund	\$24.04	\$24.50	\$0.46	1.91%
<b>Total</b>	<b>\$900.45</b>	<b>\$905.12</b>	<b>\$4.67</b>	<b>0.52%</b>

\*General Fund revenue includes appropriated fund balance (\$17.5 M in 2017-18, \$10 M in 2018-19).

	2017-18 Expenditures	2018-19 Expenditures	Variance	Percent Variance
General Fund	\$747.76	\$819.64	\$71.88	9.61%
Special Aid Fund	\$128.65	\$113.12	(\$15.53)	-12.07%
School Food Service Fund	\$24.05	\$24.50	\$0.45	1.89%
<b>Total</b>	<b>\$900.45</b>	<b>\$957.26</b>	<b>\$56.80</b>	<b>6.31%</b>



# GENERAL FUND REVENUE PROJECTIONS

	2017-18 Budget	2018-19 Projection	Variance	Percent Variance
Foundation Aid	\$421.95	\$428.26	\$6.31	1.5%
Formula Aid	\$112.33	\$118.01	\$5.68	5.1%
Building Aid	\$51.91	\$76.79	\$24.88	47.9%
Other State Aid	\$3.27	\$1.87	(\$1.40)	-42.8%
Subtotal - State Aid	\$589.46	\$624.93	\$35.47	6.0%
City Revenue	\$119.10	\$119.10	\$0.00	0.0%
Federal Medicaid Revenue	\$2.13	\$2.10	(\$0.03)	-1.4%
Other Local Revenue	\$19.56	\$11.36	(\$8.20)	-41.9%
Appropriated Fund Balance	\$17.50	\$10.00	(\$7.50)	-42.9%
Total Revenue	\$747.75	\$767.49	\$19.74	2.6%

(\$ in Millions)



# GENERAL FUND EXPENDITURE PROJECTIONS

	2017-18 Budget (Dec 31)	2018-19 Budget	Increase / (Decrease)	Percent Increase / (Decrease)
Salary Compensation	\$284.29	\$318.18	\$33.89	11.9%
Other Compensation	\$26.32	\$29.25	\$2.93	11.1%
Employee Benefits	\$127.09	\$141.13	\$14.04	11.0%
Fixed Obligations with Variability	\$161.19	\$162.93	\$1.74	1.1%
Debt Service	\$62.23	\$69.73	\$7.50	12.1%
Cash Capital Outlays	\$13.18	\$14.07	\$0.89	6.8%
Facilities and Related	\$26.84	\$29.20	\$2.36	8.8%
Technology	\$2.24	\$4.66	\$2.42	108.0%
All Other Variable Expenses	\$43.64	\$47.14	\$3.50	8.0%
Contingency Fund	\$0.74	\$3.35	\$2.61	352.7%
Total Expenditures	\$747.76	\$819.64	\$71.88	9.6%

(\$ in Millions)



# GENERAL FUND EXPENDITURE KEY DRIVERS

Salary Compensation – Contractual salary increases and additional support for academic intervention services (+\$33.9 million, +11.9%)

Other Compensation – Adequate budget for teacher substitutes, expanded learning and summer school (+\$2.9 million, +11.1%)

Employee Benefits – Social Security, health insurance, and retirement costs associated with projected staff increases (+\$14.0 million, +11.0%)

Fixed Obligations – Includes Charter School tuition increase of \$2.0 million based on continuing growth in enrollment

Cash Capital – Includes \$0.8 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 (+\$2.1 million, +7.7%)

All Other – Includes BOCES tuition, contractual instructional services, other expenses previously paid from grants that are ending (+\$3.2 million, +7.3%)

Contingency Fund -- \$3.0 million



2018-19 BUDGET GAP = \$52.1 MILLION AS OF  
3/21/18

Projected General Fund Expenditures	\$819.6
Less: Projected General Fund Revenue	(\$757.5)
Less: Appropriated Fund Balance	(\$10.0)
Total Projected Budget Gap	\$52.1
Projected General Fund Expenditures	\$819.6

(\$ in Millions)



# ACTIONS TO CLOSE THE GAP

Projected Budget Gap	\$52.1
<i>Additional Revenue:</i>	
Anticipated additional Foundation Aid	\$8.2
School Health Services	\$1.2
Community Schools Grant rollover	\$0.5
Additional Appropriated Fund Balance	\$10.0
<b>Subtotal – Revenue Adjustments</b>	<b>\$19.9</b>
<i>Less Expenditure Adjustments:</i>	
Department Maintenance of Effort reductions	(\$15.0)
BOCES Services and other Contracts	(\$6.0)
Benefits	(\$2.6)
Instructional Coaches * (priority for return with additional state aid)	(\$2.3)
Reduce Contingency Fund	(\$3.0)
Temporary staff and extra pay	(\$1.5)
Professional Development	(\$0.8)
Reduce utility usage	(\$0.3)
Other expenditure savings	(\$0.7)
<b>Subtotal – Expenditure Adjustments</b>	<b>(\$32.2)</b>
<b>Remaining Budget Gap</b>	<b>\$0.0</b>

(\$ in Millions)



## 2018 – 2019 BUDGET REQUESTS TO BE FUNDED IF ADDITIONAL GRANTS OR AID IS SECURED

- 3 TOA – Graduation Coaches in addition to current staff
- 2 Athletic Directors in addition to current staff
- 20 Instructional Coaches: Math and ELA to support next generation standards
- Next Generation Learning
  - 10 Coaches
- 1 Additional A/P or Coach
- School Counselor – Student Equity & Placement
- Human Resources – Restore 1 FTE



(\$ in Millions)

## TIER 2 AND 3 REDUCTIONS TO BE RESTORED

- Transportation efficiencies
- Central Office Staff Review
- OACES → Add '1 Funding
- Teaching Learning Institute Expansion
- Facilities Contract Services



(\$ in Millions)

# 2018-19 BUDGET TIMELINE

<b>Tuesday, March 27</b>	<b>Presentation of Draft Budget</b>
Monday, April 9 (6 pm)	1 <sup>st</sup> Board of Education Budget Deliberation
Tuesday, April 10 (6 pm)	1 <sup>st</sup> Board of Education Public Budget Hearing
Saturday, April 14 (10 am)	Town Hall hosted by PAC and Bilingual Council at Central Office
Wednesday, April 18 (6 pm)	2 <sup>nd</sup> Board of Education Budget Deliberation
Wednesday, April 25 (6 pm)	2 <sup>nd</sup> Board of Education Public Budget Hearing
Monday, April 30 (6 pm)	3 <sup>rd</sup> Board of Education Budget Deliberation
Tuesday, May 15 (6 pm)	Special Board of Education meeting for Budget Adoption
Wednesday, June 13	Joint City Council and Board of Education hearing District budget
Tuesday, June 19	City Council meeting for Budget Approval
Tuesday, March 27	Presentation of Draft Budget
Monday, April 9 (6 pm)	1 <sup>st</sup> Board of Education Budget Deliberation





QUESTIONS?