2018-19 BUDGET UPDATE

Chief Finance Officer Everton Sewell

March 8, 2018
2018-19 BUDGET PRIORITIES

• Board Priorities
  • Fiscal
  • Programmatic
  • Analytic

• District Pillars
  • Promote the Well-being of the Whole-Child, Whole-School, Whole-Community
  • Ensure Powerful Learning for Every Student
  • Build Capacity to Ensure Comprehensive School Improvement
  • Cultivate Understanding, Collaboration, Partnerships and Advocacy for Equity, Justice and Achievement for all
OFFICE OF ACCOUNTABILITY

Chief Accountability Officer Dr. Ray Giamartino
Rochester City School District Profile

Overview

Serving 29,921 students in Grades PreK-12

59 schools and programs

Highest child poverty rate and lowest performance among the Big Five in NYS

Office of Accountability
Fast Facts

- **51%**
  - Child Poverty Rate in the City of Rochester

- **7.6%**
  - of Students Proficient in ELA in Grades 3-8

- **7.9%**
  - of Students Proficient in Math in Grades 3-8

- **56.8%**
  - of Students Graduating on Time

Census Bureau American Community Survey, https://factfinder.census.gov/faces/tables Services/jsf/pages/productview.xhtml?pid=ACS_15_5YR_S1701&prodType=table
Student Population

Data Source: New York State Report Card 2010-2012

PreK 3,234
Elementary K-6 15,370
Secondary 7-12 11,317
Grade 12

The following subgroup breakdowns are based on K-12 enrollment only.

- Black and African American: 58%
- Hispanic and Latino: 28%
- White: 10%
- Asian and Others: 4%

SWD 21%
Poverty* 90%
ELL 15%

* Poverty measured as % Economically Disadvantaged in the district

Office of Accountability
**Schools & Staff**

- **49 Schools**
- **+10 Program Schools**
- **3,565 Teachers**
- **278 Administrators**
- **6,153 Total No. of Employees**

Source:
RCSD Adopted Budget 2017-18

Office of Accountability
Programmatic Considerations as aligned with ERICA and the District Goals

Relational Capacity and Coordination

- Strategy I – Establishing a Research and Evaluation Division – Accessing a Harvard Data Fellow
- Strategy II - Continued development of Relational Capacity and Coordination
2018-19 BUDGET

Salary Compensation
$3,081,140
57%

Other Compensation
$491,902
9%

Equipment, Computer Hardware, and Supplies
$397,886
7%

Technology (Software)
$428,836
8%

Other Variable Expenses (Contracts, PD, Temp Staff)
$1,050,623
19%
TEACHING AND LEARNING

Deputy Superintendent Dr. Linus Guillory
CURRICULUM

- ELA/Literacy (Literacy for a Lifetime)
- Math
- Science
- Social Studies
- Performing & Visual Arts
- Library Services

Teaching and Learning
• Expanding athletic programming
• Expanding and upgrading equipment
• Youth program sports expansion
• Instituting a 12 month tutoring program inclusive of character ed.
• Increased association dues/fees

• Focusing on equity and access
• Increase the number of Career Pathways/Majors
• Expand our College and Career Partnerships
• Increase the number of work-based learning opportunities
• Expanded robotics access and supports
• Bridging the CTE gap from middle school

Teaching and Learning
PROFESSIONAL LEARNING
INCLUDES TEACHER CENTER, PROFESSIONAL DEVELOPMENT, & CAREERS IN TEACHING

• Investing in our people
• Expanding our emphasis on culturally relevant pedagogy
  • Emphasis on inducting and mentoring teachers and leaders
  • Expanding our Career in Leadership Program
  • Continuing to support our RTC
• Train the trainer approach
• New curricular standards
PARENT ENGAGEMENT

- Serve the whole child
- Continue expanding the role of schools as the driver of improvement with fully developed School-Based Planning Teams
- Expanding family engagement/enrichment opportunities
- Parent University and outreach opportunities
- Shift of Title I funding from CO to buildings
BILINGUAL/ENL EDUCATION

• Expansion of bilingual 7th/8th grade programs
• Adding dual language Kindergarten
• K-8 BLLA
• Expansion of bilingual to Edison
• Supports for academic acceleration
• Part 154 compliance regulations
• Professional translation services

SPECIALIZED SERVICES

• Serving the whole child
• Creating synergy, developing capacity and coherence
• Expanding the continuum of services
• Focusing on equity
• Appropriate resource allocation: SEL & Academic
  • CASEs, Behavior Specialists, Related Services
• Focus on consistency, continuity, common language, compliance
• Professional learning: from compliance to academic acceleration
STUDENT SUPPORT SERVICES

• Engaging our students with social emotional supports
• Relationship model
• Help zones in all K-8 and secondary buildings
• Increased supports for bilingual students
• Restorative practice supports
• Increased staffing for families in transition
ALTERNATIVE PROGRAMS
OACES, NORTH STAR, LYNCS, YOUNG MOTHERS & INTERIM HEALTH, YOUTH & JUSTICE / AGENCY YOUTH, BIG PICTURE, HOME/HOSPITAL

• Supports for our students with dynamic needs
• Increase in referrals for students additional supports
• Small learning communities
• Proactive supports for students with therapeutic needs
2018-19 TEACHING AND LEARNING BUDGET

- **Alternative Programs**: $15,863,672 (20%)
- **Bilingual Education**: $1,330,472 (2%)
- **Career Pathways**: $747,386 (1%)
- **Health Phys Ed Athletics**: $4,929,109 (6%)
- **Parent Engagement**: $950,133 (1%)
- **Professional Learning**: $3,806,434 (5%)
- **Teaching and Learning**: $9,028,688 (12%)
- **Specialized Services**: $26,406,680 (34%)
- **Pupil Personnel Services**: $15,287,488 (19%)
OFFICE OF ADMINISTRATION

Deputy Superintendent Lawrence “Bo” Wright
OUR DIGITAL TRANSFORMATION IS ALREADY HAPPENING.....

- Out job is not to prepare students for something...
- Our job is to help students prepare themselves for anything.
- A.J. Julian

Office of Administration
IM&T 2018-19 KEY PRIORITIES

Digital Transformation
- School Hardware Deployment (10,000 devices deployed in 17-18)
- Online Teacher Professional Development (2600 courses)

Virtual Academy
- Online Credit Recovery Program
- Virtual AP & STEM Course Offerings

Office of Administration

• FMP/21st Century Classroom Construction
• Network Infrastructure Revitalization
  - 3,000+ access points; every classroom will support 30 internet connections
• New Student Information System – in process (PowerSchool)
• Planning for replacement of HR & Financials PeopleSoft Business Systems
• Revitalization/Upgrade of School Performance Analytics Data Dashboard
OFFICE OF OPERATIONS

Chief of Operations Mike Schmidt
EDUCATIONAL FACILITIES AND FOOD SERVICES

Program Considerations

Educational Facilities

• Manage and develop quality facilities to support the District’s goals, programs and Facilities Modernization Programs (FMP)
• Maintain safe, clean, comfortable and appropriate environments at all District sites
• Provide high quality customer services through planning, design, construction, maintenance and compliance reporting

Food Services

• To operate an efficiently managed Food Service program committed to supporting student achievement through proper Nutrition.
• To effectively and efficiently allocate resources.
• Implementation of first class breakfast

Office of Operations
TRANSPORTATION

Program Considerations

Operational Efficiencies and Cost Savings will be the focus of Transportation for the 2018-2019 School Year

• On-time transportation
• Maximizing transportation capacity on small vehicles while maintaining safety and compliance regulations

Office of Operations
Focus on a strong training for all the security staff to include topics such as: (August training per CBA)

- Customer Service
- Restorative Practices
- De-escalation Techniques
- Emergency Response

**RCSD/OACES Security Academy**

- Provide security classes for SSO's to attend for their annual certification, keeping their license valid
- Certify adults to be security officers with a possibility of a path of employment into the District
- Explore a connection with schools to provide classes and training needed to certify 18 year old (and above) students to obtain a NYS Security Guard License (currently speaking with Monroe)

**Crisis Go**

- Continue to support the training, use and expansion of Crisis Go

Office of Operations
HUMAN RESOURCES

Chief of Human Resources Harry Kennedy
PRIMARY FUNCTIONS AND GOAL

Primary Functions:
- Recruitment
- Induction
- Retention

Goal
- The goal of the Rochester City School District’s Human Resources Department is to aggressively recruit, staff and hire “Mission Driven” Teachers / Staff that have a passion for working in a Urban District.
**PRIMARY FUNCTIONS**

I. Recruitment:
Through our Recruitment focus, there is an opportunity to recruit and retain high quality teachers, especially teachers of color.

While the National Teacher Average of Diversity is 82% White vs 18% Diverse, the Rochester City School District is 75% White vs 25% Diverse.

II. Induction:
Through our Induction Focus, we have:
- Human Resources
- Career in Teaching (CIT)
- Career in Leadership Program
- Career in Administration Supervision (CIAS)

III. Retention:
Three year average retention rate:
- African Americans – 93%
- Hispanic – 92%
- White – 93%
SUMMARY

In order to meet our goals / objectives, we have submitted our 2018 / 2019 Recruitment Budget, that is increased in the amount of 18% / $20K, which will allow us to:

- Continue to recruit early via three (3) Early Recruitment
- Continue our Bilingual Recruitment Efforts
- Continue to build on an aggressive Recruitment Plan that targets Historical Black College and Universities
- Continue to recruit via marketing /media campaigns via radio, newspapers and social media.
- Continue to enhance our Grow our Own Strategy:
  - We work with the TLI Program at the East High EPO
  - Working with the T&L Department
  - Providing our students with summer job opportunities – Student Helpers Program.
  - Continue to identify highly qualified applicants in our Per Diem Substitute, Teaching Assistant and Paraprofessional Pools.
DISTRICT BUDGET

Chief Financial Officer Everton Sewell
KEY ASSUMPTIONS FOR 2018-19 BUDGET

- Foundation Aid - $6.3M
- Other State Aid revenue
- City Revenue of $119.1M
- Building Aid & QSCB
- Debt Service expenditures
- Teacher salary increase – 3.61%
- Other employee salary increases – 3.0%
- Non-personnel expenses of 1.5%
- Charter Schools –
  - $250 per pupil rate increase
  - 800 students from Charter grow-outs
- $10M City Cash Capital
- District contingency fund of $4M
- $10M in Fund Balance usage
## 2018-19 Budget Development

### General Fund Revenue Budget Projections

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Original Budget</th>
<th>2017-18 Budget (1-31-18)</th>
<th>2018-19 Projection</th>
<th>Year to Year Change</th>
<th>Year to Year Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Revenue</strong></td>
<td>$590,171,399</td>
<td>$590,863,524</td>
<td>$629,972,437</td>
<td>$39,108,913</td>
<td>6.6%</td>
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<tr>
<td><strong>City Revenue</strong></td>
<td>$119,100,000</td>
<td>$119,100,000</td>
<td>$119,100,000</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Federal Revenue</strong></td>
<td>$2,100,000</td>
<td>$2,100,000</td>
<td>$2,100,000</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Other Local Revenue</strong></td>
<td>$18,092,662</td>
<td>$18,092,662</td>
<td>$10,454,995</td>
<td>($7,637,667)</td>
<td>-42.2%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$729,464,061</td>
<td>$730,156,186</td>
<td>$761,627,432</td>
<td>$31,471,246</td>
<td>4.3%</td>
</tr>
<tr>
<td><strong>Appropriated Fund Balance</strong></td>
<td>$20,000,000</td>
<td>$17,500,000</td>
<td>$10,000,000</td>
<td>($7,500,000)</td>
<td>-42.9%</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td>$749,464,061</td>
<td>$747,656,186</td>
<td>$771,627,432</td>
<td>$23,971,246</td>
<td>3.2%</td>
</tr>
</tbody>
</table>
CHANGE IN GENERAL FUND REVENUE + $24M

- State Revenue → +$39.1M
- Foundation Aid → + $8.4M
- Transportation Aid → + $3.3M
- Charter School Transitional Aid → +$2.1M
- Charter School Supplemental → +$2.0M
- Building Aid → + $23.5M
- Other Local Revenue → -($7.6)
  - RJSCB QSCB Subsidy & Capitalized Interest
  - Appropriated Fund Balance → -($7.5M)
# General Fund Expenditure Budget Projection

## 2017-18 Budget (1-31-18) vs. 2018-19 Projection

<table>
<thead>
<tr>
<th>Category</th>
<th>2017-18 Budget</th>
<th>2018-19 Projection</th>
<th>Year to Year Change</th>
<th>Year to Year Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Compensation</td>
<td>$284,300,157</td>
<td>$321,172,417</td>
<td>$36,872,260</td>
<td>12.97%</td>
</tr>
<tr>
<td>Other Compensation</td>
<td>$26,347,913</td>
<td>$27,559,000</td>
<td>$1,211,087</td>
<td>4.60%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>$127,216,157</td>
<td>$151,439,980</td>
<td>$24,223,823</td>
<td>19.04%</td>
</tr>
<tr>
<td>Fixed Obligations with Variability</td>
<td>$161,193,454</td>
<td>$171,626,563</td>
<td>$10,433,109</td>
<td>6.47%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$62,225,587</td>
<td>$78,498,718</td>
<td>$16,273,131</td>
<td>26.15%</td>
</tr>
<tr>
<td>Cash Capital</td>
<td>$13,178,351</td>
<td>$15,807,904</td>
<td>$2,629,553</td>
<td>19.95%</td>
</tr>
<tr>
<td>Facilities and Related</td>
<td>$27,145,932</td>
<td>$24,032,064</td>
<td>($3,113,868)</td>
<td>-11.47%</td>
</tr>
<tr>
<td>Technology</td>
<td>$2,242,193</td>
<td>$2,100,000</td>
<td>($142,193)</td>
<td>-6.34%</td>
</tr>
<tr>
<td>All Other Variable Expenses</td>
<td>$43,693,353</td>
<td>$39,957,096</td>
<td>($3,736,257)</td>
<td>-8.55%</td>
</tr>
<tr>
<td>Contingency Fund</td>
<td>$213,090</td>
<td>$4,400,000</td>
<td>$4,186,910</td>
<td>1964.86%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$747,756,187</strong></td>
<td><strong>$836,593,742</strong></td>
<td><strong>$88,837,555</strong></td>
<td><strong>11.88%</strong></td>
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</table>
## 2018-19 BUDGET GAP PROJECTION ($65 M)

<table>
<thead>
<tr>
<th>Description</th>
<th>2018-19 Projection</th>
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</thead>
<tbody>
<tr>
<td>General Fund Revenue</td>
<td>$761,627,432</td>
</tr>
<tr>
<td>+ Appropriated Fund Balance</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Total Available Resources</td>
<td>$771,627,432</td>
</tr>
<tr>
<td>General Fund Expenditures</td>
<td>$836,593,742</td>
</tr>
<tr>
<td><strong>General Fund Budget Gap</strong></td>
<td><strong>$64,966,310</strong></td>
</tr>
</tbody>
</table>
GENERAL FUND REVENUE AND EXPENDITURE TRENDS

District Budget

MILLIONS


General Fund Revenue

General Fund Expenditures
GENERAL FUND REVENUE AND EXPENDITURE TRENDS (PERCENT CHANGE)

<table>
<thead>
<tr>
<th>Period</th>
<th>General Fund Revenue</th>
<th>General Fund Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14 to 2014-15 Actual</td>
<td>3.87%</td>
<td></td>
</tr>
<tr>
<td>2014-15 to 2015-16 Actual</td>
<td>5.89%</td>
<td>3.29%</td>
</tr>
<tr>
<td>2015-16 to 2016-17 Actual</td>
<td>3.43%</td>
<td>4.92%</td>
</tr>
<tr>
<td>2016-17 Actual to 2017-18 Budget</td>
<td>5.35%</td>
<td>3.72%</td>
</tr>
<tr>
<td>2017-18 Budget to 2018-19 Projection</td>
<td>4.30%</td>
<td>11.88%</td>
</tr>
<tr>
<td>Staffing Category</td>
<td>2017-18 FTE Adopted Budget</td>
<td>2017-18 FTE (2-23-18)</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Administrators</td>
<td>279.50</td>
<td>303.50</td>
</tr>
<tr>
<td>Civil Service</td>
<td>1,502.31</td>
<td>1,516.92</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>496.60</td>
<td>569.60</td>
</tr>
<tr>
<td>Teachers</td>
<td>3,589.69</td>
<td>3,683.39</td>
</tr>
<tr>
<td>Teaching Assistants</td>
<td>297.00</td>
<td>305.10</td>
</tr>
<tr>
<td>Grand Total</td>
<td>6,165.10</td>
<td>6,378.51</td>
</tr>
</tbody>
</table>
THANK YOU