



# 2021-2022 Superintendent's Proposed Budget

Superintendent Lesli Myers – Small and CFO Carleen Pierce

March 23, 2021



# Mission

Foster students' individual talents and abilities in a nurturing environment of equity.

# Vision

Ensure all students equitable access to a high-quality education and graduate each student as a productive member of society





# Core Beliefs

- Students are our first priority and will drive each decision.
- Each student has recognizable and untapped potential that we strive to discover and fulfill.
- We embrace diversity and commit to the eradication of racism and all forms of discrimination and oppression.
- We provide students, families and staff with equitable access to resources for learning.
- We respect and honor the dignity of all individuals.
- Educating the whole child requires high-quality learning that is safe, loving and rigorous.
- Our work is centered in respect, trust, integrity and accountability.
- Education is a partnership of families, school, and the community.
- We make each fiscal and resource allocation decision equitably, transparently and in the best interest of our students.





# RCSD Strategic Plan



## **Engage:** Provide high-quality learning experiences

- Implement student-centered learning to improve academic success for all and to close the achievement gap of our students with disabilities, economically disadvantaged students, and Black, Latino and English language learners.
- Establish a uniform, clear and transparent procedure for curriculum development and implementation.
- Use data purposefully and collaboratively to drive decisions and to improve student outcomes.



## **Lift Up:** Ensure an inclusive, caring and safe learning environment

- Use restorative practices to promote inclusiveness, relationship-building and problem-solving.
- Deliver trauma-informed practices through a culturally responsive lens to provide a safe, positive learning environment.
- Establish training norms for cultural responsiveness, antiracism, diversity and inclusion.



## **Collaborate:** Build strong community

- Create non-traditional, innovative opportunities for family engagement.
- Partner with businesses, higher education and other community organizations.



## **Lead:** Foster dynamic leadership

- Manage school and district resources effectively.
- Develop leaders at the school and district levels to achieve each school's targeted outcomes.
- Highlight and communicate the great accomplishments in our schools and district.
- Build high-performing teams to drive implementation of our strategic priorities.



# RCSD 2021-22 Budget Development Process

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- Attaining a Balanced Budget
- Shifting the Financial Culture
- District Priorities
  - Strategic Plan
  - IM Academic Plan
  - IM Financial Plan
- Addressing the Declining Enrollment Challenge





# Attaining a Balanced Budget

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- New Budget Transfer Policy
- Strict Monitoring of Expenditures and Revenues
- Enhanced Procurement Policy
- Vendor Contract Analysis
- Spending and Hiring Freeze
- Continued Restoration of Fund Balance



# Shifting the Financial Culture

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- Short-term Debt
- Transportation Contract
- Substitute Expenditures
- BOCES/Special Education
- Medicaid Reimbursements
- Charter School Enrollment
- Leverage Grants



# District Priorities

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## Strategic Plan

- Supporting the New York State Next Gen Standards and alignment of curriculum implementation for K-12.
- Fortifying social-emotional learning and restorative practices
- Consent Decree Compliance
- NYS Special Education & Bilingual Corrective Action Plans Compliance
- Translation/ Interpreting Compliance





# District Priorities

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## IM Academic Plan

- Updating District-Wide comprehensive program assessment tools
- Establishing Program Evaluation arm to analyze effectiveness of initiatives
- Multi-Tiered Support Systems Initiative
- Professional Development



# District Priorities

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## IM Financial Plan

- Upgrading our Financial Management System
- Medicaid Reimbursement
- Upgrading our Special Education Management System



# Addressing the Declining Enrollment Challenge

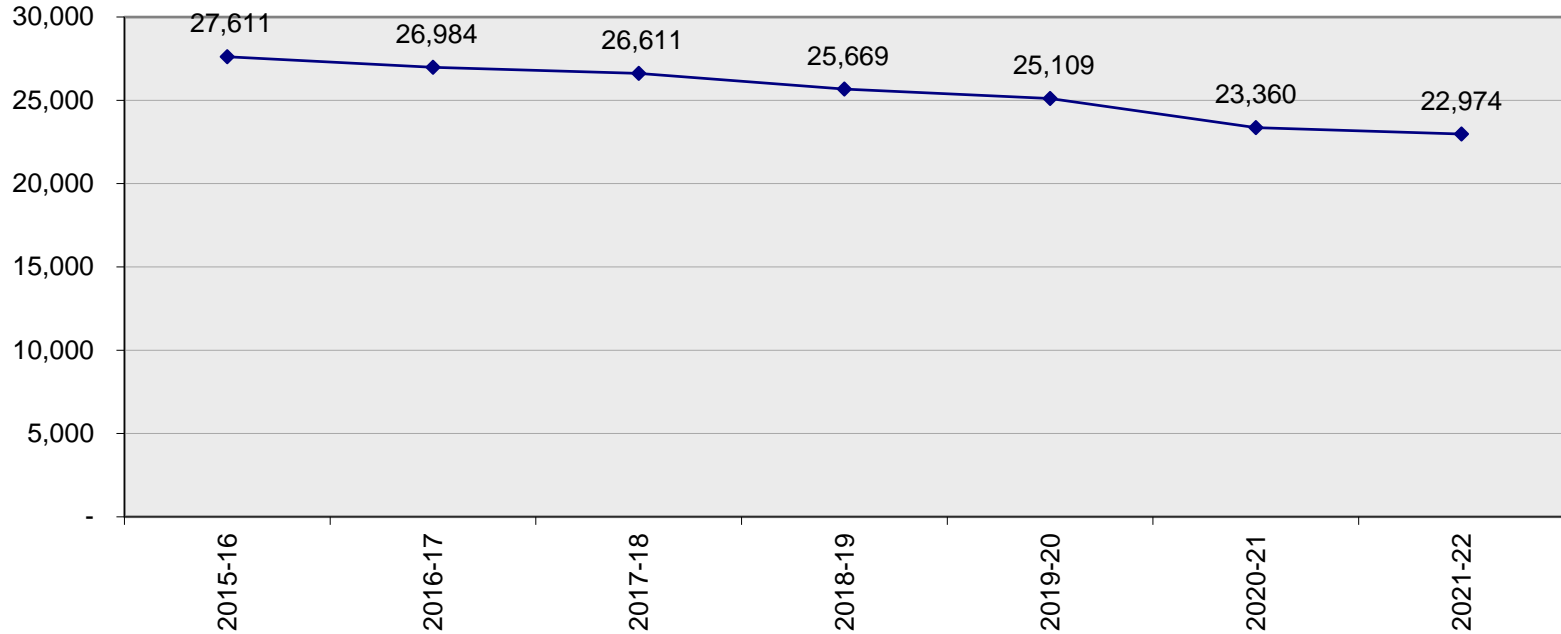
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- Public school enrollment has dropped nationwide, with the sharpest declines evident in the earliest grades: prekindergarten and kindergarten.
- A recent NPR poll of 60 districts in 20 states showed an average kindergarten enrollment drop of 16%.
- Another analysis, this one from 33 states, showed that roughly 30% of all K-12 enrollment declines were attributable to kindergarten.

Source: [www.brookings.edu/blog/brown-center-chalkboard/2021/02/22/understanding-covid-19-era-enrollment-drops-among-early-grade-public-school-students/](http://www.brookings.edu/blog/brown-center-chalkboard/2021/02/22/understanding-covid-19-era-enrollment-drops-among-early-grade-public-school-students/)



# Total K-12 Enrollment





# Declining Enrollment

RCSD's enrollment has decreased 2,600 students over the past year.

- ~1,000 students are PreK students
- ~500 students are Kindergarten students

The remaining 1,100 students span across grade levels, across the district.

- 458 general education/ICT/bilingual/CT K-6 sections across the district, currently.
- ~100 self contained sections K-6.
- 100 7<sup>th</sup>/8<sup>th</sup> grade sections.
- 100s of sections 9-12.



# Enrollment Projections vs. Enrollment Staffed

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Each year, schools/programs receive an enrollment projection.



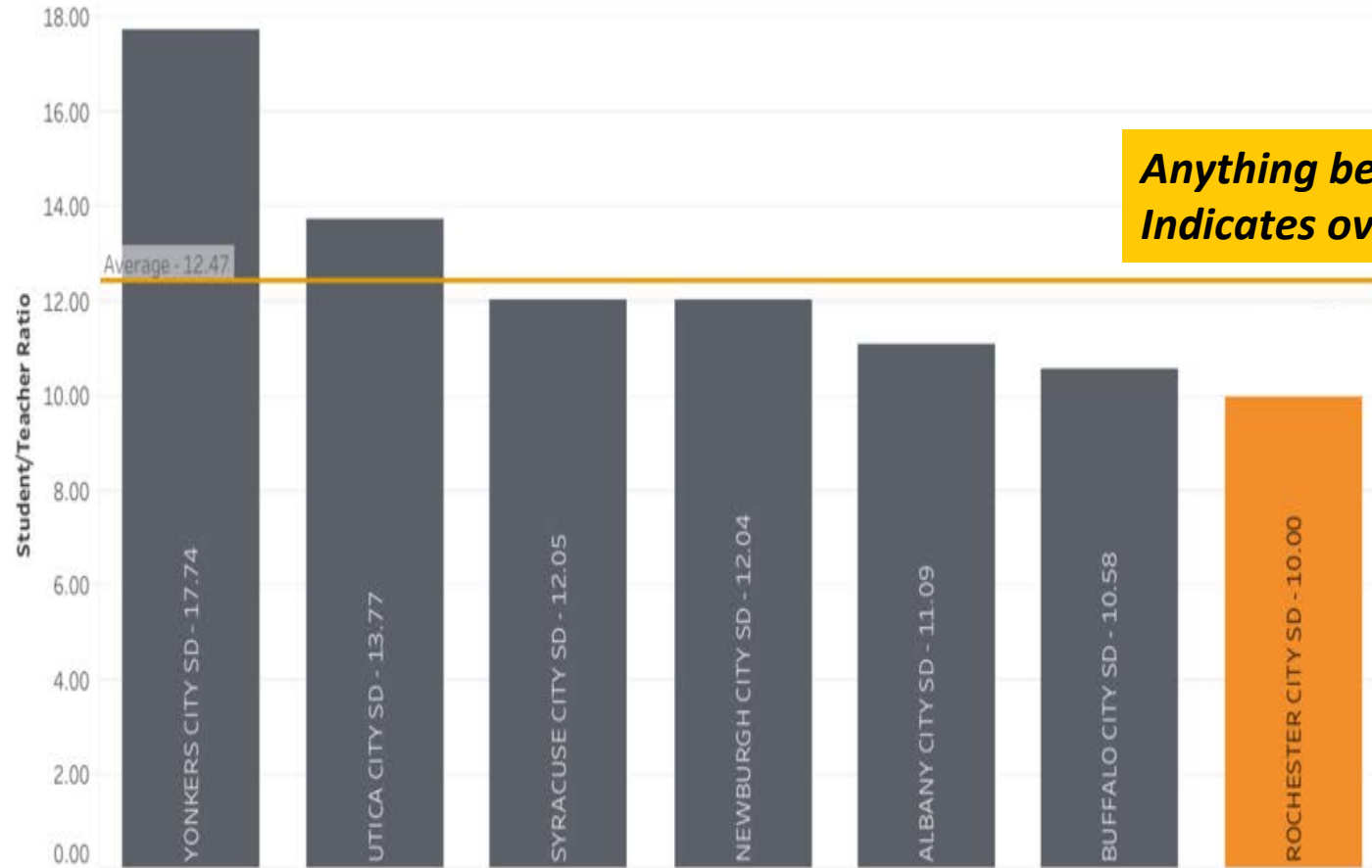
The enrollment projection is based on point-in-time enrollment captures.



Projected enrollment is determined by utilizing a 3 year average grade progression rate (AGPR).



## 2020 Student per Teacher FTE Comparison

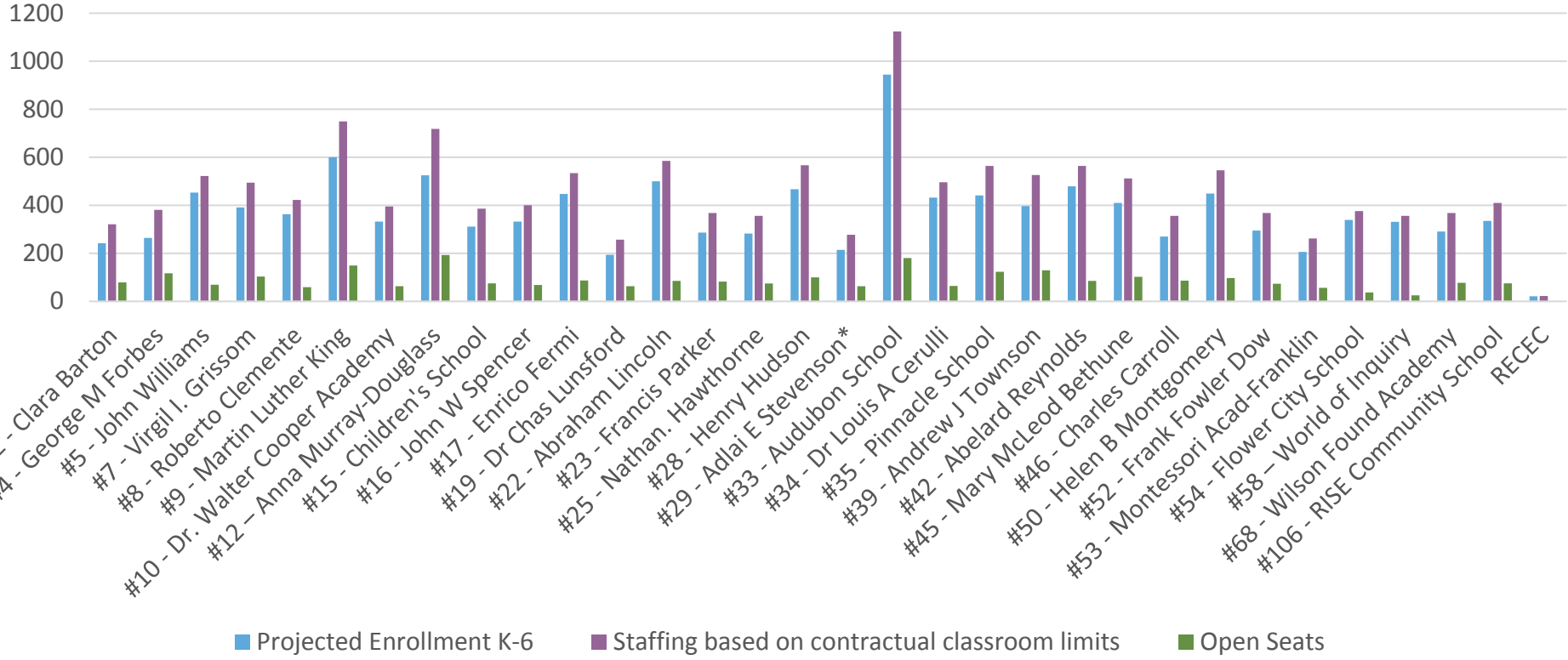


**Anything below this line  
Indicates overstaffing**



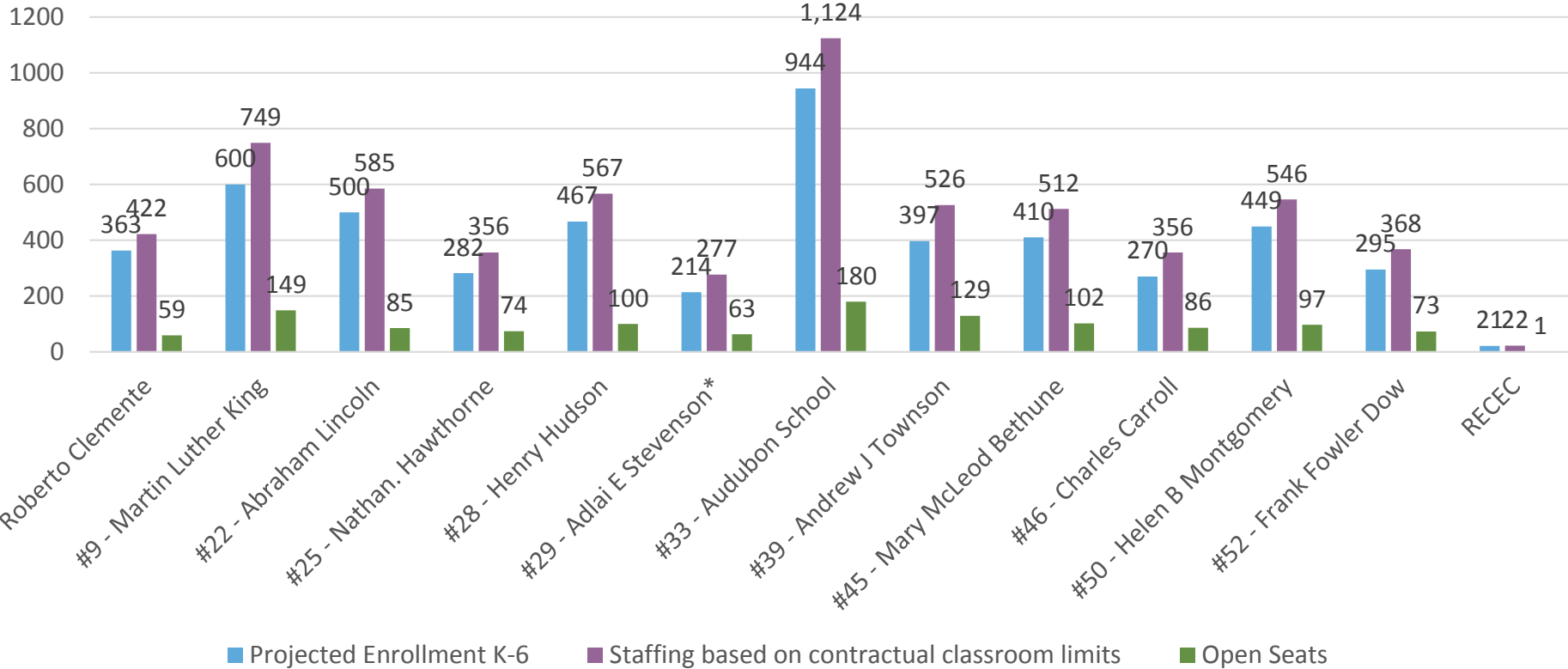


# Elementary Schools



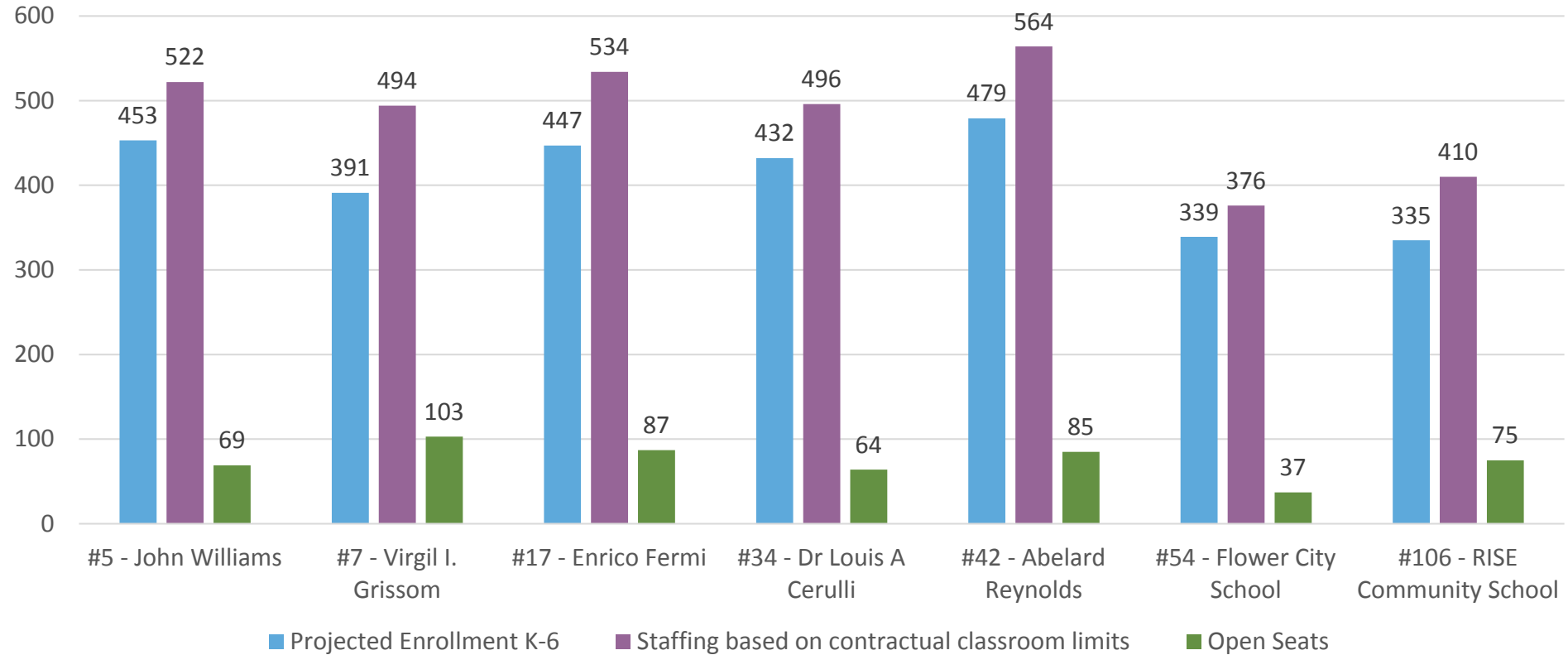


# Northeast Zone Schools



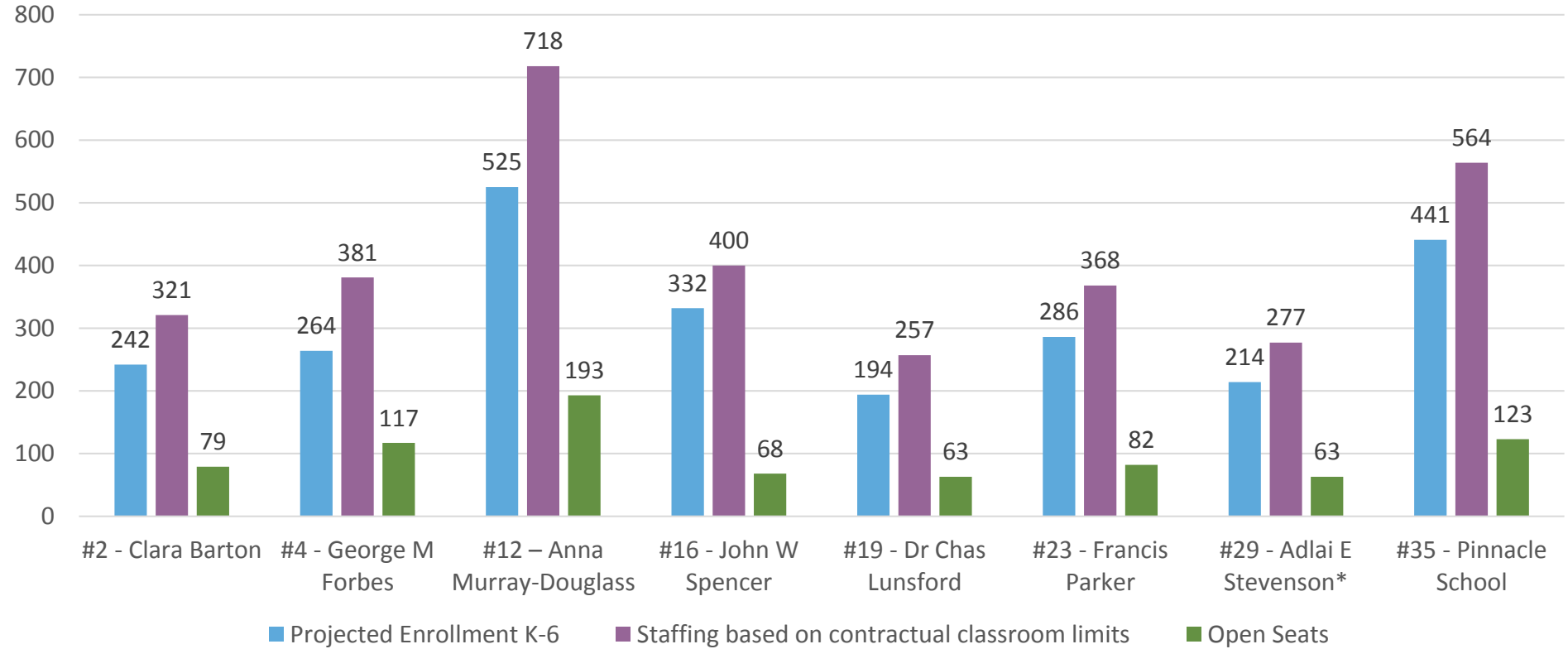


# Northwest Zone Schools



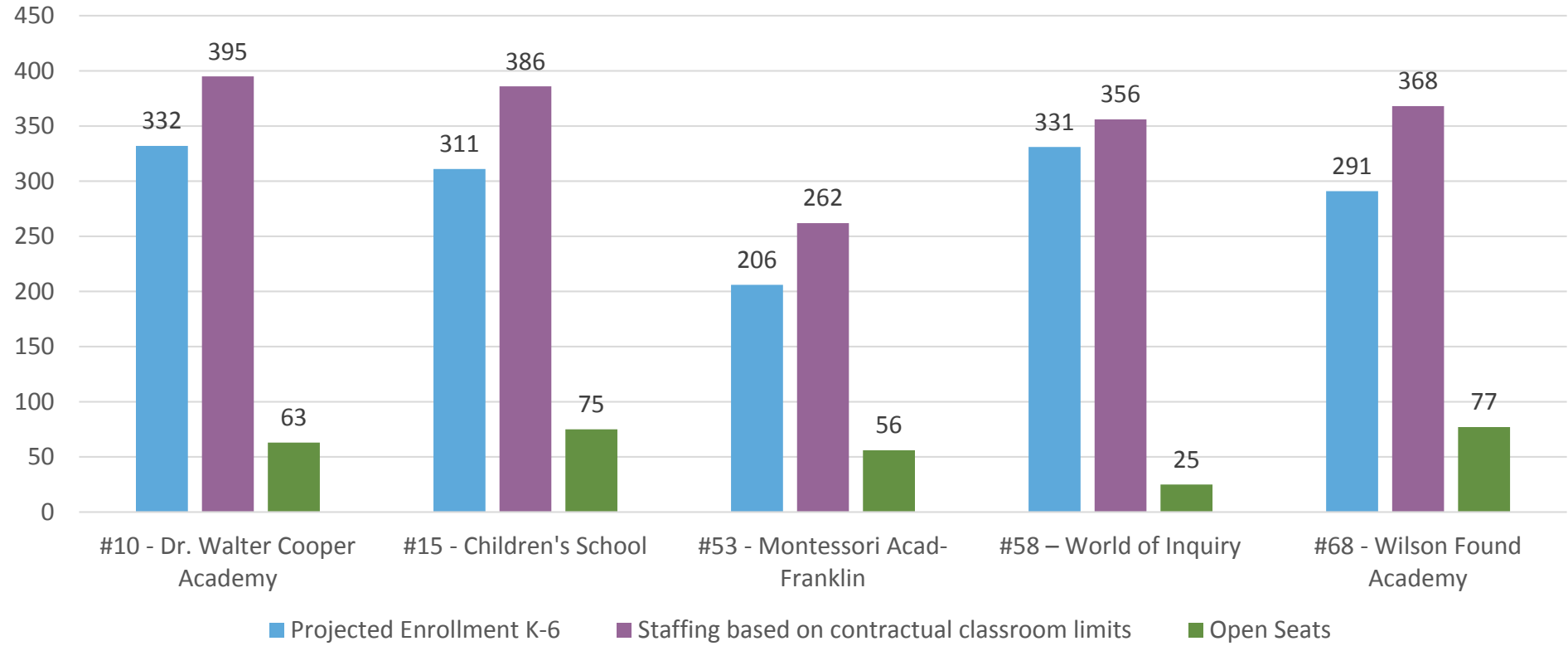


# South Zone Schools





# Citywide Schools





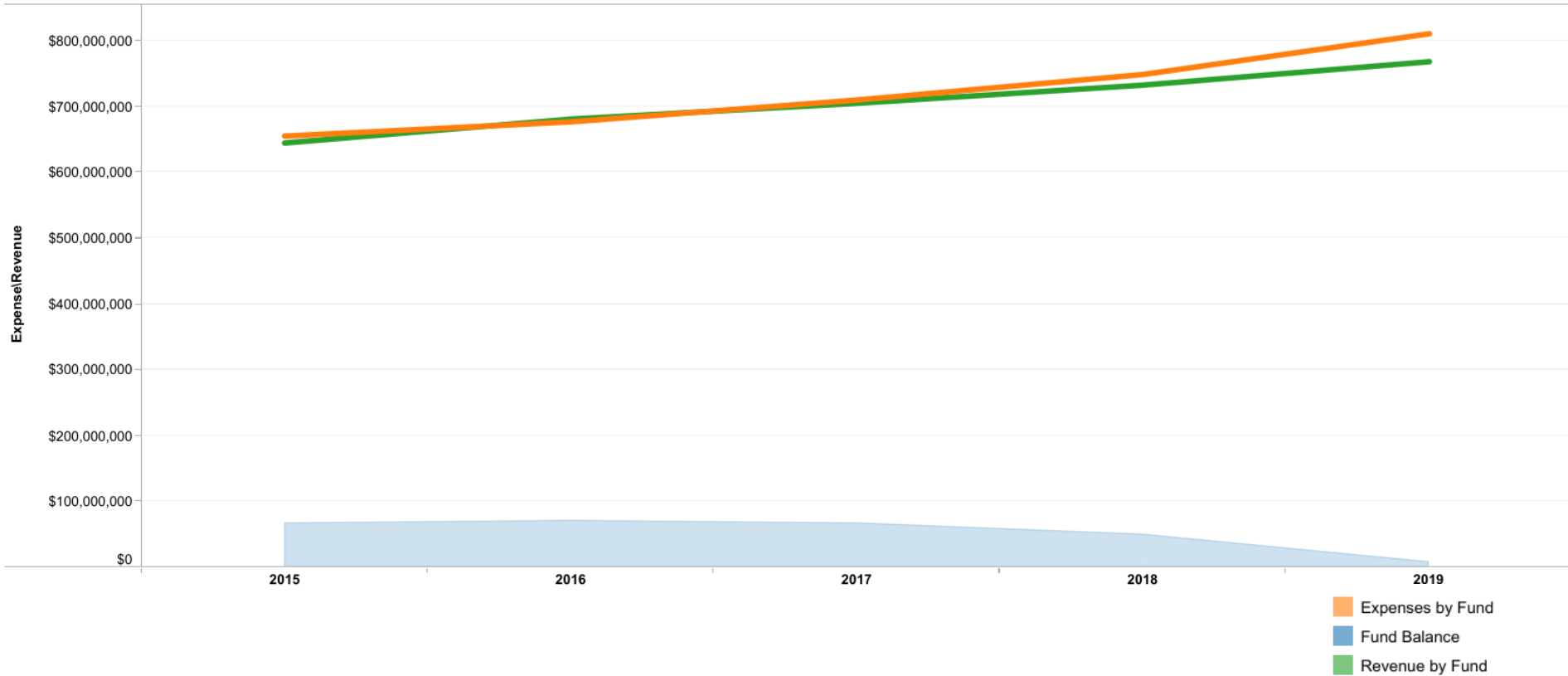
# Steps To Mitigate This Issue

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- Our data and IM Academic Plan states that RCSD needs to reduce the footprint to accommodate fewer students
  - Develop staffing levels to align with enrollment at school level
  - Apply contractual formulas for staffing
  - Continue to analyze staffing needs for 2021-22
- Community engagement over the summer and fall
  - Principals/Teachers
  - Families
  - Community
- Present information to the Board with proposed next steps for right-sizing and footprint reduction by Beds Day.

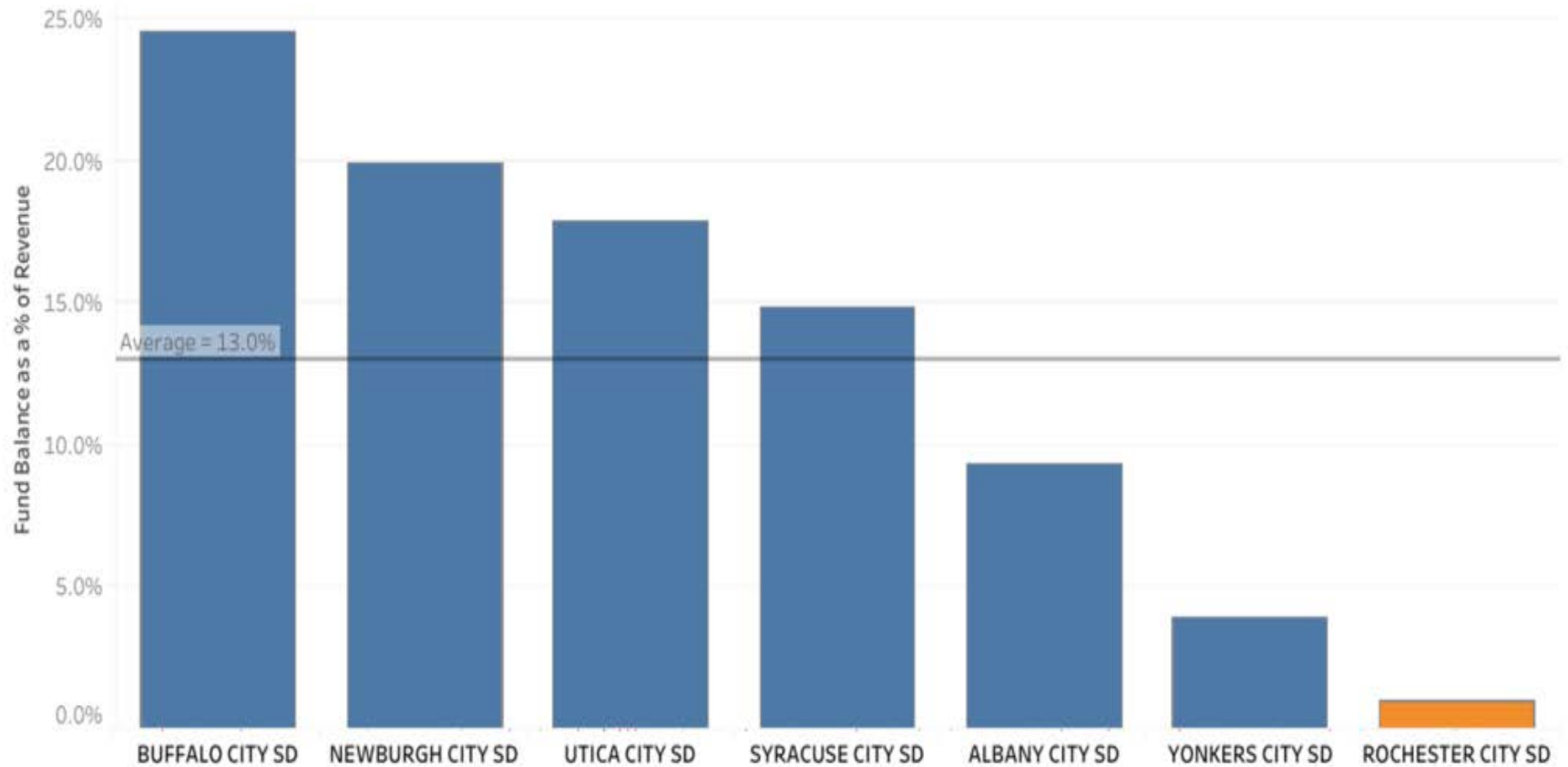


# Structural Deficit



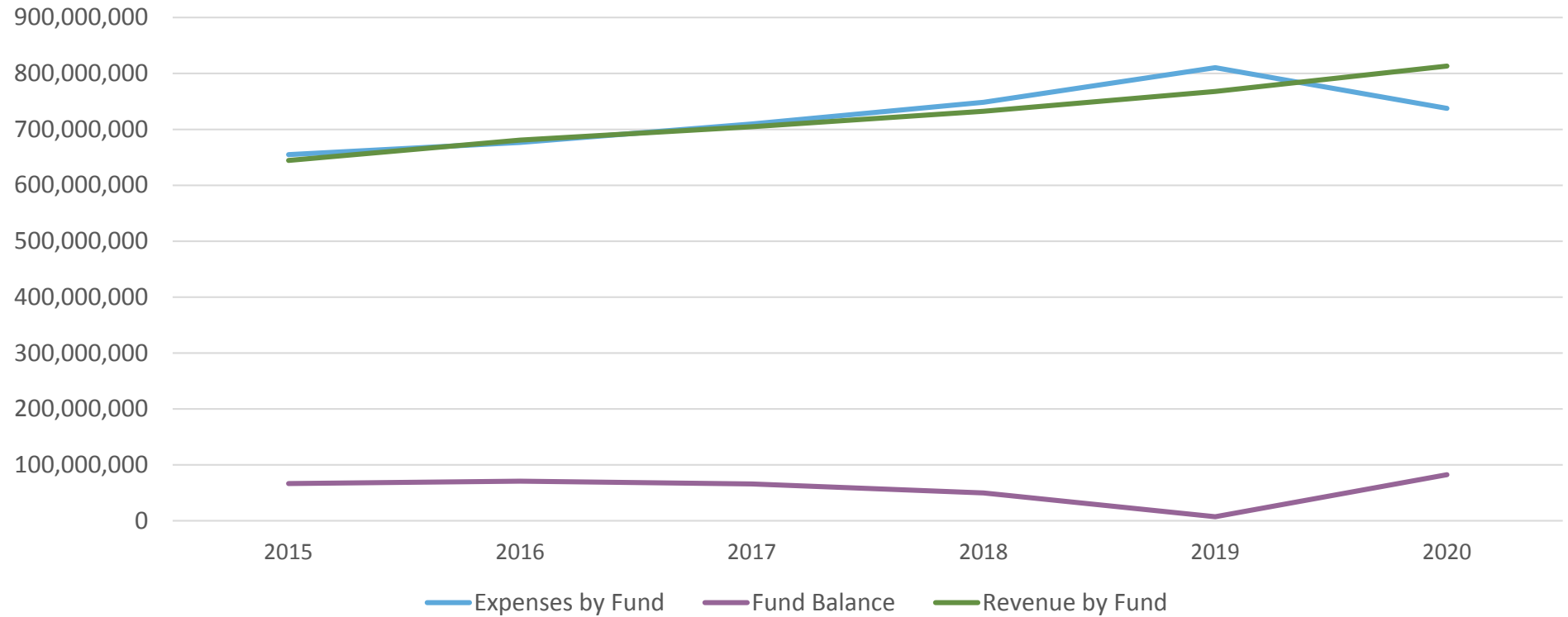


The graph below shows fund balance as a % of revenue for the **General Fund** for 2019.





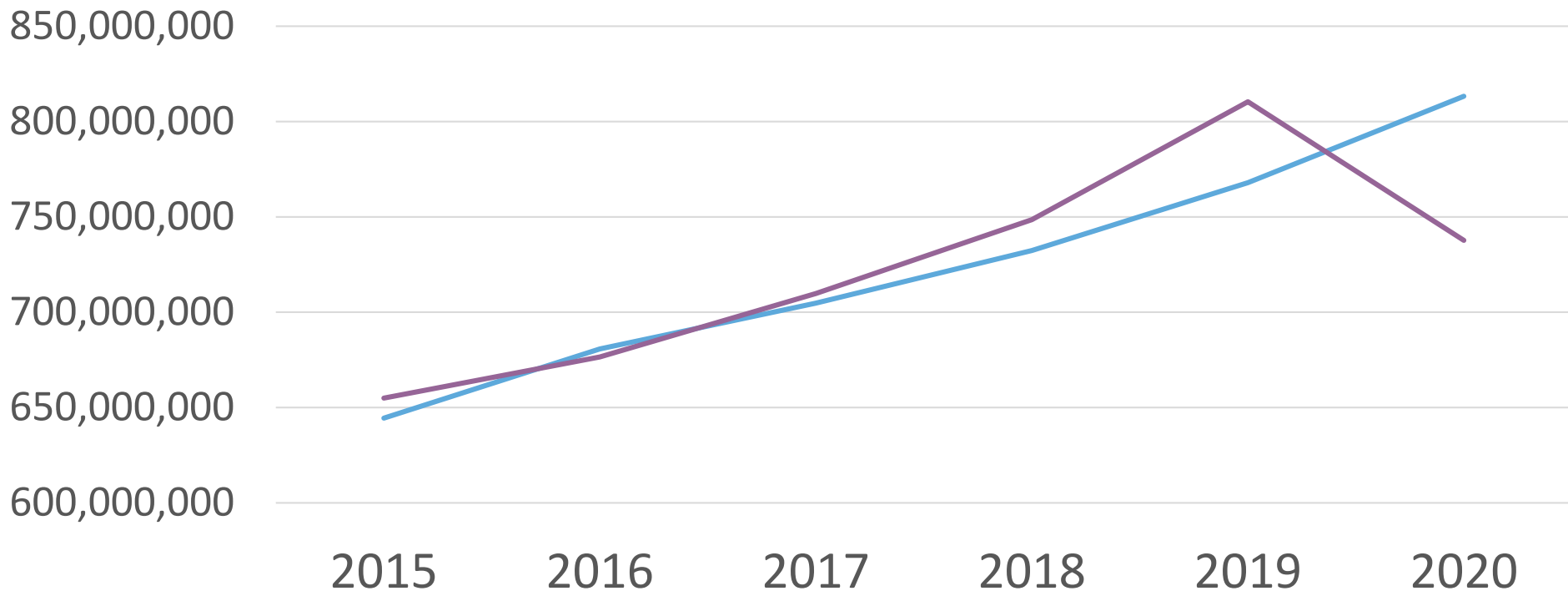
# ROCHESTER CITY SD FUND BALANCE





# ROCHESTER CITY SD

— Revenue by Fund    — Expenses by Fund





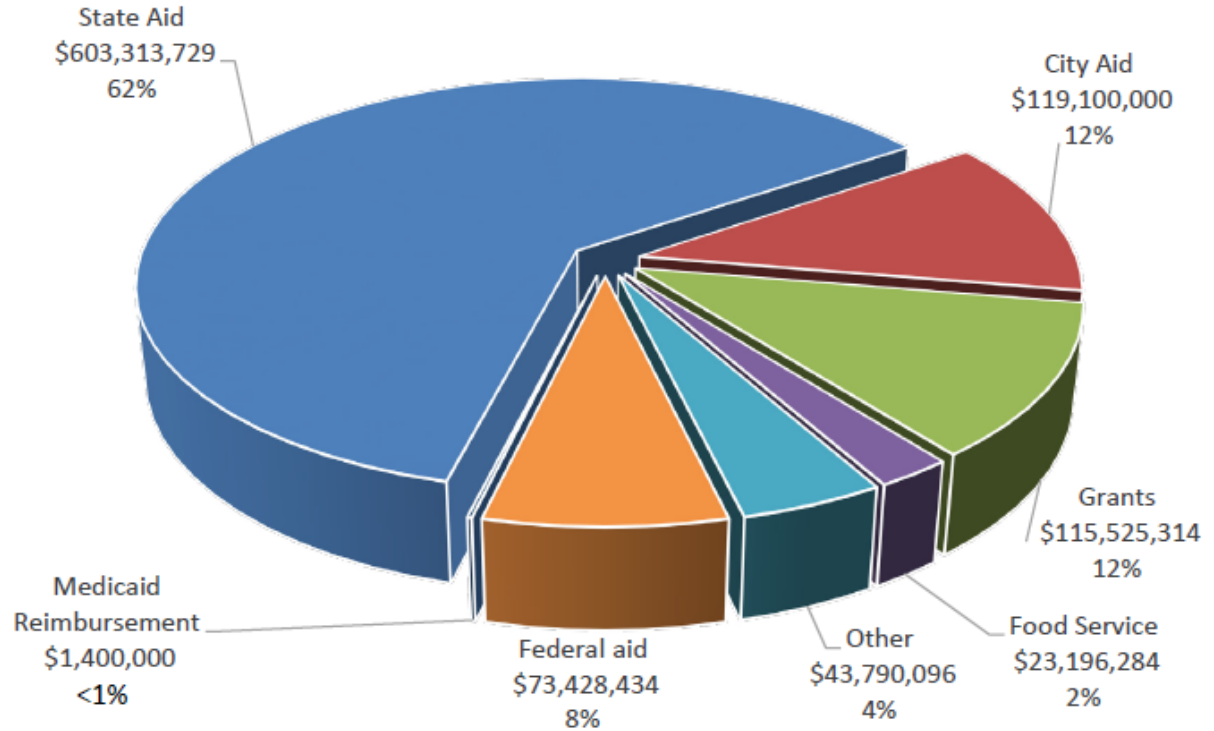
# State Aid Assumption Based upon Executive Budget February, 2021

- Foundation Aid is frozen at the current level of \$447M
- The Governor is proposing consolidation and a cut to expense driven aids - Estimated reduction of \$14.7M
- Transportation Aid included within Service Aid Calculation is overstated minimally \$39M
- Impact of STAR adjustment - Reduction of \$7.9M
- Charter School Transition Aid - Reduction of \$965K
- One Time Allocation of COVID-19 Supplemental Stimulus - \$87M
- Anticipated: Biden America Rescue Plan Bill



# Revenue Summary (All Funds – Section 3)

## Revenue Summary (All Funds) \$979,753,857



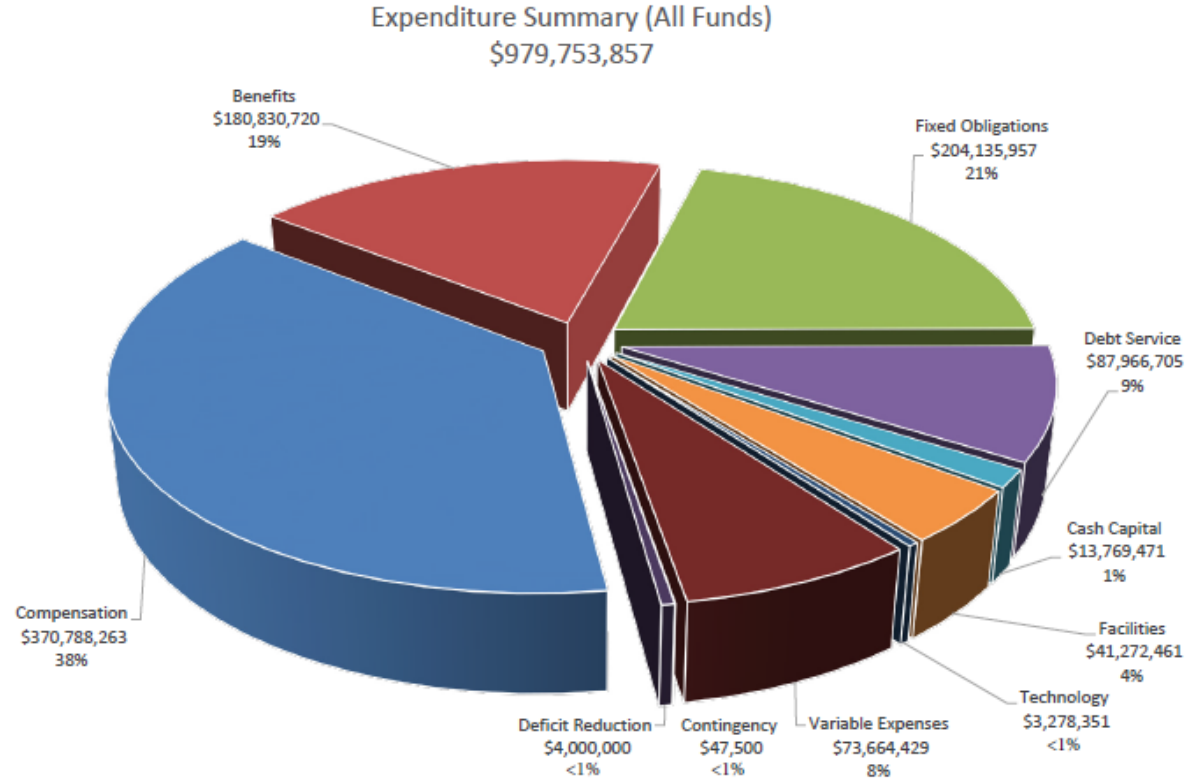


# Projected General Fund Revenues/ Appropriated Fund Balance (as of March 23, 2021)

General Fund Revenues:	General Fund Actual 2019-2020	General Fund 2020-21 Adopted	General Fund Proposed Budget 2021-22	\$Change 20-21 to 21-22	%Change 20-21 to 21-22
Foundation Aid	\$500,721,199	\$429,015,925	\$473,531,995	\$44,516,070	10.4%
Building Aid	\$76,159,211	\$84,742,971	\$83,000,000	(\$1,742,971)	(2.1%)
CARES Act/ COVID-19 STIM	-	\$29,204,733	\$71,010,112	\$41,805,379	143.1%
Other Federal and State Aid	\$105,750,176	\$107,436,335	\$50,600,056	(\$56,836,279)	(52.9%)
Subtotal State and Federal Aid	\$682,630,586	\$650,399,964	\$678,142,163	\$27,742,199	4.6%
City of Rochester	\$119,100,000	\$119,100,000	\$119,100,000	-	-
All Other Sources	\$11,540,736	\$11,178,000	\$43,790,096	\$32,612,096	291.8%
<b>Total Revenues &amp; Appropriated Fund Balance</b>	<b>\$813,271,322</b>	<b>\$780,677,964</b>	<b>\$841,032,259</b>	<b>\$60,354,295</b>	<b>7.7%</b>



# Expenditure Summary (All Funds – Section 3)







# Projected General Fund Expenses by Function

General Fund Expenses:	2019 – 20 Actual	2020 – 21 Original Budget	2021 – 22 Projected Budget	\$Change	%Change
General Support	\$52,729,778	\$68,849,691	\$60,524,625	(\$8,325,066)	(12.1%)
Instruction	\$401,415,553	\$398,480,672	\$445,520,540	\$47,039,868	11.8%
Transportation	\$52,340,651	\$77,914,612	\$79,004,583	\$1,089,971	1.4%
Community Development	\$450,730	\$359,546	\$212,607	(\$146,939)	(40.9%)
Benefits	\$141,473,344	\$150,965,138	\$154,423,198	\$3,458,060	2.3%
Other (including debt)	\$89,252,387	\$84,108,305	\$101,346,706	\$17,238,401	20.5%
Total	\$737,662,443	\$780,677,964	\$841,032,259	\$60,354,295	7.7%



# Proposed Staff Changes

## All Funds 2021 – 22

Union	2020-21 FTE (Adopted)	2021-22 FTE (Draft Budget)	Change from Adopted Budget	Percent Change from Adopted Budget
ASAR	335.8	341.80	6.00	1.8%
BENTE	1,296.64	1283.86	(12.78)	(1.0%)
RAP	738.00	735.50	(2.50)	(0.3%)
RTA	3,132.91	3,111.52	(21.39)	(.7%)
SEG	13.00	14.0	1.00	7.7%
All Other Staff	99.46	94.02	(5.44)	(5.5%)
<b>Total</b>	<b>5,615.81</b>	<b>5,579.70</b>	<b>(36.11)</b>	<b>(.6%)</b>

Section 3 of the budget book compares *Amended budget* to *Proposed budget*



# 2021-22 Budget – Revenue/Appropriated Fund Balance by Fund

	2020-21 Original Budget	2021-22 Proposed Budget	Increase / (Decrease)
General Fund	\$780,677,964	\$841,032,259	\$60,354,295
Special Aid Fund	\$122,360,860	115,525,314	(\$6,835,546)
School Food Service Fund	24,549,000	23,196,284	(\$1,352,716)
<b>Total</b>	<b>\$927,587,824</b>	<b>\$979,753,857</b>	<b>\$52,166,033</b>

The proposed budget for 2021-22 is balanced



# Summary

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- Presentation Of A Balanced Budget For 2021-2022
- Making Gains In Building A Sustainable Fiscal Foundation
- Continued Work Towards The Elimination Of A Structural Deficit
- State Monitor Approval
- Shift In Focus From Fiscal Stability To Academic Performance