

**University of Rochester Educational Partner Organization Proposal for
Rochester East High School**

**#1. COST ESTIMATE, AGENCY INFORMATION, AND
NON-COLLUSIVE CERTIFICATION**

PROPOSED BUDGET FOR 2015-16

Overview

In this section we provide a cost estimate of what it will take to implement the proposed plan (see Section 2) for East High School (**East**) with the University of Rochester as its EPO for the first year of operation. Our plan is to create the conditions for substantial improvement in student achievement. This requires dramatically different approaches than currently being used at East High School, which in turn will involve appropriate, but higher costs.

This budget comprises of three main components:

- A. **EPO/UR budget:** This budget includes the total reimbursable costs we expect the University of Rochester to directly incur during the school year 2015-16 to support the implementation of the plan at East. Please note that what included here are estimates; consistent with the principle of budget neutrality articulated in our Letter of Intent, approved by the RCSD Board of Education in May 2014, we will only ask RCSD for reimbursement of actual expenses. *These costs have been included as a line item in the East Building Budget and the East Auxiliary Budget, as appropriate (so they should not be double-counted).*

- B. **East Building Budget:** This budget captures the on-going operating costs of running East High School that are usually included in the building-level annual operating budget for schools within RCSD; all these costs will be directly covered by RCSD. The large majority of these costs will be personnel costs, and they have been estimated in terms of FTEs rather than dollar amounts (NOTE: this is consistent with how building-level budgets are typically constructed within RCSD). Dollar amount estimates will instead be provided for non-salary expenses usually assigned at the building-level at RCSD (such as supplies, field trips, overtime compensation); included in these estimates is a line item related to the EPO reimbursable costs that are part of on-going operating costs, as well as a line for on-going professional development services.

- C. **East Auxiliary Budget:** This budget captures costs associated with implementing the proposed plan for East that are usually covered at the district level, as well as start-up costs due to the radical transformations called for by the proposed plan. Estimates are provided in dollar amounts for costs associated with the professional development (PD) necessary to implement the many transformative changes proposed in the plan, new textbooks and technology. Other services typically

provided by the district (such as transportation, food services, athletics, summer school and other special programs, just to mention a few) will also be listed here but without a dollar amount estimate.

In what follows, for each of these three components of the budget we will provide our estimated costs along with an explanation.

To better understand the financial implications of the project for RCSD, we have also included a comparison of the current and proposed building-level costs, using the current average salary for each personnel category as provided by RCSD as a way to provide a total dollar amount estimate (see section D).

Please note that these budgets are still a work in progress. While we appreciate the support we received from RCSD officials so far, we realize our information and assumptions may not always have been fully correct.

A. EPO/UR Budget

We have organized the EPO/UR Budget in the following categories:

- ***Costs related to the functions of EPO Superintendent and EPO Chief Academic Officer:*** In lieu of employing a full-time EPO Superintendent, Professors Uebbing and Meier will be released from at least half of their current responsibilities at Warner and will be compensated in a way commensurate for their responsibilities to implement the EPO plan. This compensation will be covered by RCSD, and has been included as part of the Building Budget.
- ***Costs related to Warner School faculty and staff released to perform specific functions at East as part of the EPO Implementation Team:*** As described in the Scope of Services in Section 2, a number of Warner faculty will contribute their time and expertise as part of the EPO Implementation Team with specific responsibilities (see Section 2, pp.29-30). We have estimated these services to require at least 1/2 day/week for Professors Larson, Rubenstein, Rapp, Occhino, Swanson, St.George, Mock, Lavoie and Miller (equivalent to 10% FTE each) and 1 day/week (20% FTE) for Mike Ford as Professional Learning Coordinator. Each of these individuals will be released from their current responsibilities for this amount of time, and the corresponding salary and benefits will be charged to RCSD, as part of the Building Budget.
- ***Costs related to consultants:*** We expect to continue the services of some additional consultants who provide expertise currently not available within the Warner School in school finances, school law, and facilities, among other things. We have estimated these costs at the level of \$24,000 for legal services, \$21,000 for financial consulting, and \$17,000 for other miscellaneous services, based on similar services provided during the planning period. These costs will be charged to RCSD, as part of the Building Budget.

- ***Costs for specific services provided directly by the EPO:*** In addition to the time devoted by the leadership team to support the implementation of the EPO plan, teams from the Center for Professional Development and Education Reform and other units within the UR have also committed to provide other specific services as described below – please note that some of these services will be offered in-kind, while others will be charged to RCSD:
 - *Professional Development (PD) on better serving ENL students* for teachers, administrators and counselors, will be offered by a team led by Alicia vanBorssum as part of the grant-funded Project CELLS (and thus provided at no cost to the RCSD); we are open to offer the equivalent of 15 days of PD, and possibly more if needed. (NOTE: For this and other PD offerings, we have estimated costs at the current rate of \$2,250/day for a program serving up to 30 participants)
 - *PD and coaching for math and science* will be provided by the Center for Professional Development and Education Reform; based on similar support provided to School #3 as part of their current School Improvement Grant, we have estimated the costs of these services to include about 1 day/week from Occhino, LaVoie and Foster (another math coach) for coaching and the equivalent of 40 days of PD (of which 35 days of PD have been included in the Auxiliary PL Budget, and all the rest in the Building Budget).
 - *Preparation of teacher leaders* will also be provided by the Center for Professional Development and Education Reform; based on similar support provided to other schools, we have estimated the cost of the professional development and coaching involved to be about \$30,000 for Year 1 (of which included \$10,000 in the Building Budget and \$20,000 in the Auxiliary PL Budget)
 - *Leadership coaching for all administrators in the building:* There are 14 administrators planned for East, and they will all be involved in leadership coaching provided by Center for Professional Development and Education Reform in Year 1 at the current rate of \$3,000 per participant; as we expect that at least four of these administrators will need to continue to receive coaching each year after that, we have include the cost of 4 administrators in the Building Budget, and the cost for the remaining 10 administrators in the Auxiliary PL Budget.
 - *ScienceSTARS afterschool program:* The Warner School is also committed to continue to offer this science afterschool program, serving about 50 students each year, and to cover most of its costs through a grant from a family foundation (as currently done).
 - *Transition services from the Institute of Innovative Transition:* The UR Institute of Innovative Transition will provide a number of services to directly support the needs of the students with disabilities transitioning to work or college and their family; while the nature of these services has not been determined yet, we have put an estimated cost of \$10,000 as part of the Building Budget.

- *Music program revitalization and support:* The Eastman School of Music has committed 25% FTE to lead an initiative in collaboration with East music teachers to revitalize the music program and offer new initiatives (included in the Building Budget).
- *Additional PD and other services:* As we expect specific PD needs to be identified as part of the implementation, we have also included in the operating budget 10 additional days of PD in the Building Budget, still to be determined.
- ***In-kind contributions from other UR personnel:*** We expect the following UR personnel to contribute some of their time in-kind to support various aspects of the project and provided a very rough estimate of the value of these contributions. These services are provided without cost to East High School.
 - *Faculty outside of those serving on the EPO Implementation team:* We expect many Warner faculty members as well as faculty and students from other UR units to volunteer their participation in specific committees or initiatives, including but not limited to the following individuals who have already volunteered their time at the planning stage: Brian Brent, Ed Brockenbrough, Karen DeAngelis, Dave Donnelly, Joyce Duckles, Jayne Lammers, April Luehmann, Karen Mackie, Kevin Meuwissen, Julia White.
 - *UR students* interested in engaging in unpaid internships involving student teaching and school counseling practicum/internship experiences, as well tutoring and other direct services to East students and their families; included in this estimate is also the in-kind contribution of 20% FTE of Terry Mirt, Warner Director of Student Teaching and Candidate Support, to coordinate and support these volunteer efforts.
 - *UR senior staff*, including but not limited to Joel Seligman, President of the University; Raffaella Borasi, Dean of the Warner School of Education; Kathy Rideout, Dean of the School of Nursing; Jamal Rossi, Dean of the Eastman School of Music; Holly Crawford, Associate Vice President for Budgets and Planning; Gail Norris, Legal Counsel; Peter Robinson, Vice President and COO, URM; Beth Olivares, Executive Director of Kearns Center for Leadership and Diversity in Arts, Sciences & Engineering; Glen Cerosaletti, Assistant Dean of Students and Director, Center for Community Leadership; Paul Burgett, Vice President, Senior Advisor to the President, and University Dean; Bill Murphy, Vice President for Communications.
 - *UR support staff:* The UR will also offer in-kind the services of some of its specialized communication staff (Brophy, Danylak, Penders, Sara Miller) to support specific communication efforts regarding East, grant writing staff (Sisk, Russ) to seek external funding to support specific innovations, and finance staff (Korts, Morgan, and others) to oversee the financial aspects of the project.
- ***Miscellaneous expenses:*** We have also included a total of \$15,000 for miscellaneous expenses related to the project that could not be estimated at this point, half to be charged to RCSD as part of the Building Budget and half to be contributed in-kind.

- **Indirect costs:** We have used the University of Rochester approved off-campus rate for non-research projects (currently 24.8%) to estimate the indirect costs incurred by the UR related to this project (all contributed in-kind).

In the table below, for each key component of the UR budget described above, we have reported:

- the total cost;
- the component of that cost that the UR is willing to contribute “in-kind” and thus will not be charged to RCSD (when applicable);
- the component of that cost that is included in the proposed **East Building Budget** (when applicable);
- the component of that cost that is included in the proposed **East Auxiliary Budget** (when applicable).

Proposed EPO/UR budget for Year 1:

NOTE: Personnel costs include both salaries and benefits for all UR employees.

Category:	Total cost:	In-kind Contribution	Costs included in the 2015-16 East Building Budget:	Costs included in the East Auxiliary Budget (PD):
<i>EPO Superintendent and EPO Chief Academic Officer</i>	\$220,637		\$220,637	
<i>EPO Leadership Team time (UR employees)</i>	\$127,530		\$127,530	
<i>Paid consultants</i>	\$62,000		\$62,000	
<i>PD on ENL students (CELLS)</i>	\$33,750	\$33,750		
<i>PD and coaching for math & science</i>	\$141,000		\$62,250	\$78,750
<i>Leadership coaching</i>	\$42,000		\$12,000	\$30,000
<i>Preparation of building lead teachers/ coaches</i>	\$30,000		\$10,000	\$20,000
<i>ScienceSTARS afterschool program</i>	\$50,000	\$50,000		
<i>Transition services from IIT</i>	\$10,000		\$10,000	

<i>Music program revitalization</i>	\$22,500		\$22,500	
<i>PD and other services still to be determined</i>	\$22,500		\$22,500	
<i>Warner faculty “consultants”</i>	\$123,456	\$123,456		
<i>UR student teachers + coordinator</i>	\$13,766	\$13,766		
<i>UR volunteer students</i>	\$8,000	\$8,000		
<i>UR senior staff time on the project</i>	\$60,000	\$60,000		
<i>UR staff time on the project</i>	\$10,000	\$10,000		
<i>Miscellaneous expenses</i>	\$15,000	\$7,500	\$7,500	
<i>Indirect costs at off-campus rate</i>	\$242,331	\$242,331		
Total	\$1,219,471	\$548,803	\$556,928	\$128,750

Note: *The University is only charging for direct costs. The University is not charging any fee for its services.*

B. East Building Budget

In this section, we have only included estimates for costs that are usually associated to building-level budgets within RCSD. These include salaries and benefits for all personnel assigned directly to the school (based on FTEs requested in various categories and the district-wide average salary for each of these categories), as well as a few categories of non-salary expenses.

Personnel

The plan articulated in Section 2 of this EPO proposal will require the following personnel, as identified in the table below and explained in what follows:

CATEGORY:	FTEs
Administration:	
Deputy EPO Director	1.00
Assistant to Deputy	1.00
Principals	2.00
Assistant Principals	7.00
Director of Special Programs	1.00
Athletic Director	1.00

CASE	1.00
East Evening Administrator	.60
Program:	
Teachers	163.00
Teachers – East Evening	3.00
Professional Learning Coordinator	.50
Registrar	1.00
Counselors	10.50
Bilingual Counselor – East Evening	.60
Psychologists	2.00
Social Workers	7.00
Librarians	2.00
Instructional Coaches	3.20
Teacher Leaders	1.00
ENL Coordinator	1.00
Support Staff:	
Secretaries	12.00
Secretary to the Deputy EPO Director	1.00
Secretaries-counselors	1.00
Account Clerk	1.00
Computer Technician	1.00
AV Copy	1.00
Library Clerk	1.00
Security	14.00
Security for East Evening	1.00
Custodial	14.00
Paraprofessionals	8.00
Teacher Assistants	16.00
Attendance Officers	4.00
Home School Assistant	1.00
Translation Services	1.00

It is important to note that, while the personnel identified in the table above include some significant additions in some categories (as needed to provide the higher level of services proposed), we have also eliminated some other functions/positions. The net effect will be more evident in the “comparison” between East current and proposed staffing provided at the end of the section.

Another important consideration is that most East faculty and staff will be working on an extended day schedule, which will require additional compensation. The extent of this compensation is part of the MOUs currently being negotiated with the various bargaining units, and thus we cannot provide an estimate here.

Administration:

The school will be overseen by a Deputy EPO Director who reports directly to the EPO Superintendent; this individual will be supported by an Assistant and an Account Clerk (to ensure compliance with new data collection and fiscal responsibilities associated with the EPO). *(new positions)*

The new East will be divided into two schools, an Upper School and a Lower School, eventually each with its own BEDS Code. Each school has its own principal (*one new position*). Additionally there are two assistant principals for the Lower School, four at the high school and one who supervises off site programs. There will also be a Director of Special Programs (*new position at East, but performing functions currently covered by a corresponding position at the district level*) overseeing all Social Emotional Health Personnel (including all contractual employees working through community agencies), nursing, attendance and CTE programs, and will also supervise the ENL coordinator and volunteer coordinator. An additional .60 FTE has also been budgeted for overseeing East Evening.

We have also included here a full time Certified Administrator for Special Education (CASE), and Director of Athletics (*both of which are currently provided through the RCSD budget*).

NOTE: Since the EPO Superintendent and EPO Chief Academic Officer are both employees of the University, they have not been included here; rather, their compensation has been included as part of the EPO/UR budget line item in the non-salary expenses.

Program:

This is the bulk of the budget and includes all the personnel needed to provide the teaching and social emotional health programs described in Section 2. This level of staffing is based on the EPO goal that East High School will be a Comprehensive Best Practice School, and includes the following:

- Teachers: 166 FTEs (*instead of 135.5 currently assigned to East*) will be required to accommodate for the proposed program enhancement, including but not limited to:
 - Addition of grade 6 (*8.3 teachers, which would have been employed elsewhere in the district this year serving a comparable group of 6th graders*)
 - Additional teachers in ELA and Math to accommodate extended periods and smaller class size at grades 6-9.
 - Additional staff to support credit recovery.
 - Additional staff to support expanded CTE opportunities.
 - 3 additional teachers for East Evening (of which 1.0 would be a CTE teacher)
- A Professional Learning Coordinator (*new position*) to coordinate all professional learning; this will require an individual working the full summer and half time during the year.
- A dedicated registrar (*no change*)
- Counselors: 11.1 FTEs (*instead of current 9.00*) will be required to provide support for additional students, bilingual students and off campus programs; this includes a .6 FTE bilingual counselor to support East Evening.
- Psychologists (2 FTE) and social workers (7 FTEs) (*no change*)
- Librarians (2 FTEs) (*no change*)
- Teacher leaders in each academic area (.2 FTE each - *new*) and a total of four academic coaches (.8 FTE each) to support on-going professional learning and curriculum development at the building level that will replace the current use of district-wide instructional coaches at a slightly increased level.
- ENL/Bilingual Coordinator (*new position*), as needed to oversee the implementation of the new mandates to support ENL students and the proposed changes in services to better serve this student population.

Support Staff:

These are the non-instructional personnel who make the building work. The new administrative configuration requires additional clerical support, including a secretary for the Deputy EPO Director, who will also support the clerical needs of the EPO Superintendent and the EPO Chief Academic Officer (16 FTEs total instead of the current 9.5). We have also listed here a computer technician, of which .4 is currently provided by the RCSD.

It is our observation that the current custodial and security arrangements are inadequate; furthermore, the addition of 6th grade along with the plan of offering an extended school day will require additional personnel (14 instead of current 11 FTEs in each case). We have also added an additional 1.0 FTE in security to cover for the evening program (East Evening). Security will also assist in off campus programs on an as needed basis.

We are requesting paraprofessionals (8 FTEs) and teacher assistants (16 FTEs) essentially at the same level as currently available (which requires the addition of just 1 teacher assistant).

A major effort to increase attendance will require 4 attendance officers to implement the new systems and interventions proposed (new positions), in addition to maintaining the current Home School Assistant.

We have also included the equivalent of 1 FTE position to provide translations for families. This is a new service that is not included in the current East budget, but is needed to comply with the existing law.

We also request that the RCSD initiate a program to digitize all school records during the spring of 2015. This will free up valuable space and increase overall efficiency. If this cannot be accomplished this spring, additional clerical support staff will be required.

Non-salary expenses

In this section we have identified other on-going operating expenses besides salaries and benefits necessary to operate the school. Please note that these expenses do not include expenses related to facilities' operations and maintenance, and other expenses typically covered at the district-level (as identified later when discussing the Auxiliary Budget).

CATEGORY:	\$
Instructional Supplies & Materials	220,000
Supplies and materials for East Evening	15,000
Supplies and materials for families and communities	16,000
Administrative costs (supplies, equipment, travel)	30,000
Instructional Technology	300,000
On-going Professional Learning Services	200,000
Field Trips	40,000
Overtime compensation	30,000
Summer Work	50,029
EPO Direct Services/Reimbursable Costs	556,918
Total:	1,473,957

The Instructional Supplies line is only \$13,000 more than the amount currently budgeted for East, reflecting the addition of 6th grade; however, we will also need to add to this amount additional supplies and materials that are likely to be required by the East Evening program and for planned activities involving families and communities, as well as other administrative expenses. It is important to note, that we are not including in our estimate of instructional materials and supplies the one-time special changes in textbooks and equipment that it is likely to be called for by the adoption of new curricula (included instead in the Auxiliary Budget as a start-up cost) as well as other materials usually covered centrally by the district (such as library books, ink toner, etc.).

We have included estimated costs of about \$300,000 in instructional technology to support initiatives such as online credit recovery and other instructional innovations that leverage the potential of online learning. This is an ongoing expense that will be included in subsequent budgets, in addition to the amount included in the Auxiliary Budget as a one-time technology investment needed for specific upgrades of building technology associated with the Smart Schools Bond Act.

Similarly, we have included here \$200,000 to cover consultant costs needed to support professional development that is likely to be needed on an on-going basis – such as support for literacy, and training of new personnel in restorative justice and other approaches. This is in addition to the start-up professional learning expenses budgeted in the Auxiliary Budget described later, as well as the specialized services already identified in the EPO/UR budget.

We have also included a budget for field trips to be administered directly by EPO Deputy Director (rather than be requested to the district), and some compensation for overtime and summer work.

Finally, we have included in our estimate of non-salary expenses the EPO Reimbursable costs (except for a small portion related to start-up PD, which has been included in the Auxiliary Budget).

C. East Auxiliary Budget

East High School will, for all intents and purposes, be a district within a district. However, we expect that RCSD will continue to provide a number of centrally-provided services that are currently outside of building-level responsibilities and budgets. These services include, but are not limited to:

1. Professional development (including summer)
2. Instructional technology
3. BOCES services
4. Textbooks and other curriculum materials
5. Contract services
6. Specialized programs and services for special student populations
7. Transportation (including providing RTS bus passes for extra curriculum activity)
8. Food services
9. Summer school
10. Health services

- 11. Facilities (from major renovations to repairs, furniture, and operations and maintenance)
- 12. Computers and other major equipment
- 13. Library books
- 14. Substitutes
- 15. Athletics
- 16. Student activities funds
- 17. Payroll and other HR functions
- 18. Financial reporting
- 19. School Resources Officers

We assume that RCSD will continue to extend these services to East, as done for other schools in the district. In addition, we are requesting support for special services within some of these categories of services as follows:

1. Professional development/learning. The proposed plan calls for major transformations in curriculum and instructional practices, as well as socio-emotional support systems and school culture. These changes cannot occur without some significant start-up investment in professional development and professional learning. Our proposed agreements with all employees call for their availability for up to 20 days during the summer and some additional time during the school year for professional learning. The district will need to compensate faculty and staff for the additional time spent in professional learning (see estimate in the table below). We have also estimated an additional \$300,000 to pay professional development providers to provide this specialized PD (including services to be provided by the UR Center for Professional Development, as discussed earlier within the EPO/UR budget). We have applied to the State to support these significant start-up professional learning expenses in Year 1, but have not received a final response.

Professional Development/Learning:	Budget
Description:	
Summer: 200 staff, 15 days, 6 hours per day, \$50 per hour	\$900,000
Spring: 200 staff, 8 days, 2 hours per day, \$50 per hour	\$160,000
Fall: 200 staff, 12 days, 2 hours per day, \$50 per hour	\$240,000
Consultants	\$300,000
Total Professional Learning Budget (for which the district should request special funding through NYS)	\$1,600,000

2. Instructional Technology: The **Smart School Bond Act** provides extensive support to the RCSD for technology. We request that East High School be given no less than the per pupil amount of SSBA, which we have estimated to be about **\$2,500,000**, and further suggest that whatever use is made of these funds, it should be done in conjunction with a larger district plan. Beginning in 2015-16 we wish to use part of these funds to provide one-on-one computing devices to all East students and to provide the support needed by teachers, students and families to make full use of this technology.

3. BOCES Services: The state mandates that CTE programs offered by BOCES be made available to qualified students that are accepted in those programs. We suggest that RCSD budgets for up to 20 East students taking CTE classes at Monroe 1 BOCES; the cost for those services has been estimated at **\$210,000**.

4. Textbooks and curriculum materials. Given the significant changes in curriculum proposed in Section 2, we expect that in Year 1 there will be a much bigger need than usual to purchase new textbooks and other curriculum materials. We also expect to need a larger than usual initial investment in new supplies and equipment, specifically for science education. We have estimated these costs to be about **\$200,000**.

5. Contractual Services. The district currently has extensive contracts with community agencies and supports family advocates within the school. We propose continuing and expanding these arrangements, and estimated these costs to be about \$750,000 on an annual basis. In order to provide specific services identified in Section 2 of the proposal, we are also proposing contracts with other community agencies, including Expeditionary Learning (to support the Lower School’s ELA program), Big Picture Learning (to establish one of the off-campus alternative program for 9th grade repeaters), EnCompass (to provide after-school academic support services), and Franklin Covey (to support the *Leader in Me* program for Lower School students). In this section we have also included the proposed hire of a new Family Community Coordinator and a Preventive Specialist, as well as family advocates, to implement the many initiatives included in Section 2 that will engage family and community.

Community Agencies and Contractual Services as currently provided, including other services that require district support:	
Family Community Coordinator	\$65,000
Preventive Specialist	\$80,000
Agency Contracts: NEAD, IBERO, DRYS, Hillside	\$750,000
Family Advocates: 7.0 FTE	\$210,000
Big Picture Learning	\$100,000
Expeditionary Learning	\$125,000
Leader In Me	\$65,000
EnCompass	\$146,000
Total	\$1,541,000

6. Specialized programs and services for special student populations: The East Building Budget does not include costs related to programs and services that may be needed by students with special needs that go beyond the scope of the special education services and ENL programs included in our proposal. These students will need to be served through appropriate programs provided at the district or regional level or, if served within East, additional funding will need to be provided by RCSD to cover the associated costs of these services.

This will be the case, for example, if it is determined that a SIFE program will need to be offered at East.

7. Transportation: The success of the proposed plan will depend on ensuring that transportation can be arranged so that East students can take advantage of the extended school day, late start options as well as activities offered in the evening. We also intend to use yellow buses for students in the Lower School.
8. Food Services: Current East students identified improving the quality of school lunches as a number one priority in their survey. The EPO would collaborate with RCSD to explore new ways to offer improved food services at East.
9. Summer School: Summer school will be a very important component to the success of the plan, and adequate funding should be set aside to offer quality summer programs for East students. Effective summer 2016, East will provide its own summer school with district support.
10. Health Services. The current School Base Health Center operates during school hours and is covered for these services by external sources. Our plan includes expanding those services to evening hours and summer, with the additional costs identified in the table below. Additional funding will need to be secured to cover these additional costs.

School Based Health Center:	
Nurse Practitioner .5 FTE	\$54,000
Health Educator/Drug and Alcohol Counselor 1.0 FTE	\$61,000
Administrative Support .2 FTE	\$26,000
Dental Equipment	\$50,000
Total	\$191,000

Contingency: We are not in a position to anticipate all the needs of East High School at this time. It is also our expectation that, as we monitor the outcomes of specific initiatives, adjustments and refinements in the plan will need to be made along the way. Therefore, we need to expect unanticipated expenses and set aside some funds for them. We are proposing to create a contingency fund of **\$950,000** (equivalent to about 4% of the proposed annual building budget, and therefore within the state guidelines). Such a contingency is crucial to the success of the project.

D. Estimate of increased costs

Providing an overall estimate of how much more it would cost to run East High School under the proposed plan is very difficult for a number of reasons, including most notably:

- There will be many new services and programs provided to students that are not currently offered at East – yet some of these new programs will address new state mandated that RCSD would have had to respond to in some way (requiring more resources).
- There will be a different number and configuration of students served by East overtime.
- Some of the services currently provided centrally - and thus not included in building-level budgets - will now be provided at East and thus need to be budgeted for; other centrally provided services will also require adjustments.
- There are many start-up costs that are needed to support the launch of the proposed radical transformation, but will not be incurred on an annual basis.
- Since all the staff will be re-hired, we cannot easily predict their salaries.
- The increase in staff salaries (most notably for teachers) because of the longer work day have not been finalized yet with the bargaining units.

To account for this complexity, in what follows we will try to compare ONLY the current costs of running East in 2014-15 against an estimated cost of the proposed East Building Budget for 2015-16, using the following information and assumptions:

- For both 2014-15 and 2015-16, personnel costs have been estimated based on current 2014-15 RCSD average salaries for each category of personnel (when available, or estimated otherwise) and benefits of 40% for all personnel – as a way to make the costs more comparable.
- We have included in both budgets the relevant EPO reimbursable costs.
- We have included in the 2014-15 budget personnel and other expenses that are currently covered centrally but will become part of the East staff under the EPO agreement (highlighted in green in the table that follows for easier identification).
- We have included in the 2014-15 budget additional personnel and other resources provide to East in 2014-15 by the district as part of the agreements stipulated in our Letter of Intent, including EPO reimbursable expenses incurred during 2014-15 (highlighted in blue for easier identification).

To make the two situations more comparable, we have also assumed the existing contractual work day for both 2014-15 and 2015-16; therefore, we have not included in the 2014-15 budget the additional funding provided by RCSD to add 9th period this year, and we have not included in the 2015-16 budget the salary adjustments called for by the proposed extended school day (which have not been determined yet).

Using these assumptions, the table that follows shows an estimated increase of about 18%, equivalent to \$3.7M, for the on-going operations of the new East High School (without including the extended day).

It is important to note that these additional costs will support a number of resources intensive initiatives, including:

- doubling instructional time in math and literacy in the Lower School;
- providing more intensive and enhanced academic support;
- providing significantly enhanced socio-emotional support services;
- strengthening attendance records and interventions;
- offering an evening program for students and families.

UR East High School Budget

Budget Comparison

	2014-15 East High School			2015-16 East Building Budget			Difference	
	F.T.E	Unit Cost	Total	F.T.E	Unit Cost	Total	F.T.E	Total
Administration								
Deputy EPO Director	0.50	167,328	83,664	1.00	160,000	160,000	1.00	76,336
Assistant to Deputy				1.00	90,000	90,000	1.00	90,000
Principal	1.00	125,247	125,247	2.00	125,247	250,494	1.00	125,247
Assistant Principal	6.00	102,478	614,868	7.00	102,478	717,346	1.00	102,478
Additional Asst. Principal	1.00		140,306					
Assistant Principal (6th grade)	1.00	102,478	102,478					-102,478
Dir. of Special Programs	1.00	110,000	110,000	1.00	110,000	110,000	0.00	0
Athletic Director	2.00	80,000	160,000	1.00	80,000	80,000	-1.00	-80,000
CASE	1.00	90,000	90,000	1.00	90,000	90,000	0.00	0
Total	13.50		1,426,563	14.00		1,497,840	3.00	211,583

	2014-15 East High School			2015-16 East Building Budget			Difference	
	F.T.E	Unit Cost	Total	F.T.E	Unit Cost	Total	F.T.E	Total
Teaching								
Teachers	135.50	61,334	8,310,757	154.70	61,334	9,488,370	19.20	1,177,613
Teachers (6th grade)	8.30	61,334	509,072	8.30	61,334	509,072	0.00	0
Professional Learning Coor			0	0.50	75,000	37,500	0.50	37,500
Registrar*	1.00		99,656	1.00	69,730	69,730	0.00	-29,926
Counselors	9.00	61,334	552,006	10.50	61,334	644,007	1.50	92,001
Psychologists	2.00	71,310	142,620	2.00	71,310	142,620	0.00	0
Social Workers	3.00	71,310	213,930	7.00	71,310	499,170	4.00	285,240
Social Workers (<i>additional 2014</i>)	4.00		406,468					-406,468
Librarians	1.00	61,334	61,334	2.00	61,334	122,668	1.00	61,334
Librarian (<i>additional 2014</i>)	1.00		89,234					-89,234
Teacher Leadership Support				1.00	61,334	61,334	1.00	61,334
Instructional Coaches	2.00	61,334	122,668	3.20	61,334	196,269	1.20	73,601
Mentors added by RCSD in 2014-15	1.40	69,312	97,037				-1.40	-97,037
Mentors Release			37,367			37,367		0
ENL/Bilingual/Coord.				1.00	61,334	61,334	1.00	61,334
Teaching Learning Institute	0.80		71,387					-71,387
Total	169.00		10,713,536	191.20		11,869,441	28.00	1,155,905

	<u>2014-15 East High School</u>			<u>2015-16 East Building Budget</u>			<u>Difference</u>	
	F.T.E	Unit Cost	Total	F.T.E	Unit Cost	Total	F.T.E	Total
Support Staff								
Secretaries	9.00	35,000	315,000	12.00	35,000	420,000	3.00	105,000
Secretary to Deputy Director	0.50		42,826	1.00	35,000	35,000	0.50	-7,826
Secretaries- Counselors			0	1.00	35,000	35,000	1.00	35,000
Accountant Clerk				1.00	40,000	40,000	1.00	40,000
Computer Technician	0.40	70,000	28,000	1.00	70,000	70,000	0.60	42,000
AV Copy			0	1.00	35,000	35,000	1.00	35,000
Library Clerk			0	1.00	32,000	32,000	1.00	32,000
Security	11.00	25,727	282,997	14.00	25,727	360,178	3.00	77,181
Custodial	11.00	38,000	418,000	14.00	38,000	532,000	3.00	114,000
Paraprofessionals	8.00	22,360	178,880	8.00	22,360	178,880	0.00	0
Teacher Assistant	15.00	27,506	412,590	16.00	27,506	440,096	1.00	27,506
Attendance Assistant	1.00	34,224	34,224			0	-1.00	-34,224
Attendance Officer			0	4.00	40,196	160,784	4.00	160,784
Home School Assistant	1.00	40,196	40,196	1.00	40,196	40,196	0.00	0
Home School Assistants (added 2014-15)	6.00		383,448				-6.00	-383,448
Project Assistant	1.00	43,036	43,036			0	-1.00	-43,036
Wellness	1.00	69,312	69,312			0	-1.00	-69,312
Translation Services				1.00	45,000	45,000	1.00	45,000
Maintenance Engineer	0.25	38,000	9,500				-0.25	-9,500
Total	65.15		2,258,009	76.00		2,424,134	10.85	166,125

	<u>2014-15 East High School</u>			<u>2015-16 East Building Budget</u>			<u>Difference</u>	
	F.T.E	Unit Cost	Total	F.T.E	Unit Cost	Total	F.T.E	Total
East Evening								
Administration				0.60	85,715	51,429	0.60	51,429
Teachers				2.00	61,334	122,668	2.00	122,668
Counselor-Bilingual				0.60	61,334	36,800	0.60	36,800
Security				1.00	25,727	25,727	1.00	25,727
CTE				1.00	61,334	61,334	1.00	61,334
Total				5.20		297,958	5.20	297,958

Total salaries: **247.65** **14,398,108** **286.40** **16,089,373** 47.05 1,691,265

Other East High Expense:								0
Benefits, 40%			5,403,214			6,435,749	0.00	1,032,535

Other Non-salary Expense:	2014-15 East High School			2015-16 East Building Budget			Difference	
	F.T.E	Unit Cost	Total	F.T.E	Unit Cost	Total	F.T.E	Total
Supplies: Instructional			206,634			220,000		13,366
Supplies: East Evening						15,000		15,000
Supplies: families & comm.						16,000		16,000
Admin:supplies,equip,travel						30,000		30,000
Instructional Technology						300,000		300,000
Professional Learning						200,000		200,000
Field Trips			20,000			40,000		20,000
Overtime						30,000		30,000
Summer Work			50,029			50,029		0
EPO reimbursable expense			205,345			556,928		351,583
Total non-salary			482,008			1,457,957		975,949

Grand total **20,283,330** **23,983,079** 3,699,749
18.2%

Explanation of color coding for 2014-15 budget:

- Items in blue were added after the original building budget was approved, as a result of the preliminary MOA with RCSD
- Items in green indicate expenses that are not usually included in a building budget, but were covered by RCSD district funds

Other notes:

- This comparison is based on the existing contractual work day
- For comparison sake, we purposefully used estimated 2014-15 average salaries in BOTH budgets
- As some of the items in blue already included benefits, we have deducted those from the base used to compute benefits for 2014-15

BUDGET FOR FOLLOWING YEARS

Given the many uncertainties involved in estimating costs for future years, we will not include budgets beyond 2015-16. However, it is important to state that we are proceeding on the assumption that at least the same level of funding will be maintained for the Building Budget and for centrally-provided services included in the Auxiliary Budget, while many of the start-up costs identified in the Auxiliary budget likely will be significantly reduced.

**APPENDIX A
NON-COLLUSIVE BIDDING CERTIFICATION**

By submission of this bid, each responder and each person signing on behalf of any responder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of knowledge and belief:

- (1) The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other responder or with any competitor;
- (2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the responder and will not knowingly be disclosed by the responder prior to opening, directly or indirectly, to any other responder or to any competitor; and
- (3) No attempt has been made or will be made by the responder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

A bid shall not be considered for award nor shall any award be made where (1), (2) and (3) above have not been complied with; provided however, that if in any case the responder cannot make the foregoing certification, the responder shall so state and shall furnish with the bid a signed statement which sets forth in detail the reasons therefore. Where (1), (2) and (3) above have not been complied with, the bid shall not be considered for award nor shall any award be made unless the head of the purchasing unit of the political subdivision, public department, agency or official thereof to which the bid is made, or his designee, determines that such disclosure was not made for the purpose of restricting competition.

The fact that a responder (a) has published price lists, rates, or tariffs covering items being procured, (b) has informed prospective customers of proposed or pending publication of new or revised price lists for such items, or (c) has sold the same items to other customers at the same prices being bid, does not constitute, without more, a disclosure within the meaning of this certification.

Any bid hereafter made to any political subdivision of the state or any public department, agency or official thereof by a corporate responder for work or services performed or to be performed or goods sold or to be sold, where competitive bidding is required by statute, rule, regulation, or local law and where such bid contains the certification referred to in paragraph one, shall be deemed to have been authorized by the board of directors of the responder, and such authorization shall be deemed to include the signing and submission of the bid and the inclusion therein of the certificate as to non-collusion as the act and deed of the corporation.

BY

University of Rochester
Warner School of Education

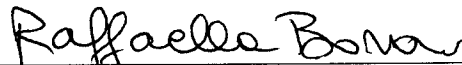
*LEGAL NAME OF FIRM OR CORPORATION

500 Joseph C. Wilson Blvd.
P.O. Box 270425

ADDRESS

Rochester, NY 14627-0425

CITY, STATE, ZIP CODE



AUTHORIZED SIGNATURE

Raffaella Borasi
Dean, Warner School of Education

TYPED NAME OF AUTHORIZED
SIGNATURE/TITLE

585-275-0880

TELEPHONE/DATE

*Indicate the complete legal name of your firm or corporation. Do not abbreviate. If a corporation, use name as it appears on corporate seal.