

Rochester Board of Education
Finance Committee Meeting of the Whole
April 14, 2011
6:00PM

MINUTES

Attendance: Commissioner Powell (Chair) and Commissioners Cruz, White and Evans. Commissioner Campos attempted to join the meeting via skype, but technical problems interfered. Consequently, she viewed the meeting via the Internet and submitted questions via text to Board President Malik Evans. Commissioners Elliott and Williams absent.

District Staff: John Scanlan, Joyce Martelli, Vern Connors, Beth Mascitti-Miller, Deasure Matthews, Kim Dyce, Shaun Nelms, Jeanette Silvers, Jim Fenton and Leslie Boozer.

Board Staff: Debra Flanagan

NOTE: References are included in these minutes regarding the specific section and page of the proposed 2011-12 RCSD budget being discussed: (Section – page). For example, Section 4, page 40) is shown as (4 – 40).

Commissioner Powell convened the meeting at 6:12 p.m., noting that this evening's budget review will be of Section 4 – School Profiles and Budgets; Section 5 – Program Profiles and Budgets; and Section 7 – Administration Profiles and Budgets.

Section 4: School Profiles and Budgets

Commissioner White expressed concern regarding proposed staffing allocations in some of the schools, pointing out that the School of the Arts (SOTA) is planning to cut music teachers and retain four administrators. Deasure Matthews replied that SOTA developed their budget and presented it to the School-Based Planning Team (SBPT), just as all of the other schools. She noted that safety and security has been an important consideration in developing their school budget.

Commissioner Powell remarked that the SBPT operates on a consensus basis, and it is difficult to believe that the parents serving on the Team would have agreed to a 14.0FTE reduction in art and music teachers while retaining administrators. Dr. Matthews stated that there was not necessarily a vote on the proposed SOTA budget, and the principal and parents have been in strong support of music and the arts. She stated that first consideration is given to graduation requirements and ensuring staffing for courses needed for graduation.

Commissioner White pointed out that SOTA is proposing a reduction of teaching staff from 94.5FTE to 70.3FTE while only reducing school administrators from 7.0FTE to 6.8FTE (4 - 149). He stated that teachers seem to be taking large staffing cuts, while administrators are being protected. He commented that many in the community are advocating for staffing reductions in the Central Office, but levels of administrative overhead must be examined also in the schools to minimize the impact of budget cuts on students. Dr. Matthews explained that equitable student funding (ESF) was created to provide flexibility in allocating resources and to enhance accountability at the school

level. She asserted that school administrators are as critical as teachers to the educational program, given the variety of functions they perform and in directing the educational program within the school.

Commissioner White questioned the rationale for large reductions among teaching staff, when the community is urging the Board and Superintendent to keep cuts as far away from the classroom as possible. Dr. Matthews replied that staffing levels for administrators are not determined based on a target number or ratio, but on student enrollment in the school.

Commissioner Powell commented that until a few years ago, School No. 23 did not have an Assistant Principal and had high levels of student achievement. She noted that the school hired an Assistant Principal a few years ago, and this has had no impact on student achievement. She questioned the proposed reduction of music and physical education teachers (total 25.3FTE for teachers to be reduced to 22.6FTE) while retaining an Assistant Principal (4 – 130 and 131). Commissioner Powell expressed concern as to the way in which principals are making decisions about staffing cuts and that parents on the SBPT are not involved in the decision-making.

Action Item: Information will be provided to the Board as to the basis for the allocation of proposed staff reductions at schools retaining more than one administrator (e.g. SOTA, School No. 23).

Beth Mascitti-Miller discussed work anticipated in the near future to develop and implement new performance evaluation systems, which will involve school-level administrators to a large extent. She stated that each chief has addressed budgeting and staffing allocation decisions with principals, encouraging consideration of future capacity and workload. She also stated that staff have been responding to parents' concerns in budget discussions held at the school level.

Commissioner Powell pointed out that a number of schools apparently are able to manage larger numbers of staff with fewer administrators (e.g. School Nos. 16 and 17), and questioned the rationale for schools with far fewer teachers to have more administrators. Dr. Matthews responded that the needs of the student population (e.g. % in Special Education, history of discipline problems, suspension data) are considered in determining the leadership needs for a school.

Commissioner Evans acknowledged that with an estimated \$80m budget deficit and the fact that 86% of costs are for personnel, it is clear that staffing reductions must be made. He contended that the staffing formula and need for school-level administrators (e.g. Assistant Principals at the elementary level) is highly questionable. Commissioner Evans emphasized that the proposed staffing reductions at SOTA are completely unjustified, and objected to the school even proposing a budget that would eliminate an entire music or art program (e.g. vocal program). Dr. Matthews replied that no programs will be eliminated under the proposed budget for SOTA because some teachers have dual certification and are able to provide instruction in a number of subjects. She stated that this will enable continuation of music and art programs in the school.

Commissioner Evans called for re-prioritizing proposed staffing reductions to ensure a minimum of 1.0FTE in every school for librarians, the arts, music, and physical education. He questioned why principals were even allowed to make these kinds of decisions, and asked for information as to the staffing formula used as a guideline. John Scanlan replied that the District no longer uses a staffing

formula because of the shift to school-based budgeting and ESF to enable greater flexibility in allocating resources according to the needs of the students in the school.

Commissioner Evans contended that some type of staffing formula is necessary to provide an empirical basis for decision-making and to prevent decisions from being made arbitrarily and possibly jeopardizing educational quality. Ms. Mascitti-Miller responded that the District has contractual obligations which have formed the basis for decision-making at the school level. She stated that parents in some schools have advocated for the addition of an Assistant Principal position to address disciplinary, safety and security issues. Commissioner Evans emphasized that there is no basis for making difficult choices without a staffing formula or guidelines.

Commissioner Evans noted that the District is due to receive a bit more funding under the NYS adopted budget than had been anticipated in the Governor's proposed budget, and asked how these additional funds are planned to be used. Mr. Scanlan stated that these funds are planned to increase allocations for substitute teachers; schools with significant reductions in funding (i.e. 20%+); and programs that are underfunded.

Action Item: A list of the schools to receive additional funds due to large proposed reductions for 2011-12 will be provided to the Board. (Attachment A in Round 2 Responses to Budget Questions)

Mr. Scanlan stated that the increased allocations to schools will enable retention of 1.0 – 4.0FTE for each school, depending on its size. He noted that the shift to portfolio schools will enable each school to allocate resources based on their student population and programs, which will create variation among schools in the staffing composition.

Commissioner Evans asserted that whether a school is based on the arts or technology, there should still be a librarian to provide academic support and resources. He declared that it is unacceptable for schools to reduce teaching staff or programs to retain administrators and this practice should not be allowed. He also contended that costs are too high for substitute teachers and that high absenteeism rates reflect a leadership problem that must be addressed.

Mr. Scanlan cited AVID as an example of collaboration with principals to identify ways to retain a program with existing staff. He stated that collaborative efforts have been made to find creative solutions for maintaining effective programs within significant budget constraints.

Commissioner Evans objected to some principals not accepting responsibility for their budget proposals, and blaming the Board for the consequences of their decisions. He asserted that the Board must establish funding priorities if principals are not doing so adequately. Mr. Scanlan noted that an integral aspect of school-based budgeting is accountability, and resource allocation decisions will have to be re-examined if not producing the desired results.

Commissioner Cruz stated that there seems to be a disconnect between the resource allocation decisions proposed and the clear support for music and the arts among parents and the community. He pointed out that there is a serious issue when the public does not understand the basis for decision-making in the District or the intent underlying these decisions. He advised involving the community as early as possible in the budget process, and improving communications to explain the rationale for the proposals being presented. Commissioner Cruz noted that the public is not

exposed to the technicalities of the budget to the same degree as District staff, and it is the District's responsibility to aid their understanding. He emphasized that tough decisions can be made as long as they are fair, and this must be addressed with the community. Mr. Scanlan replied that training will be provided this summer to principals, staff, and SBPT in all of the schools regarding the budget process. More specifically, he stated that staff will be given a sample budget to examine the implications of their decisions, and communication to stakeholders can be incorporated into this training. He asserted that this will be critical preparation for the next budget cycle.

Commissioner Cruz also advocated for retention of a minimum of 1.0FTE of librarians, music, art, and physical education in every school. Mr. Scanlan stated that these positions will be restored, but alternatives must be examined for covering the \$16-17m cost that this will incur.

Commissioner White objected to Superintendent Brizard not attending this budget deliberation meeting even via skype, as this is the biggest budget crisis the District has ever faced. He expressed concern about the impact of ESF and larger cuts for some schools than initially proposed. He stated that the original estimate was a 15-20% funding reduction for schools as a result of the budget deficit, but some schools are slated to have over 25% of their funds cut (e.g. SOTA) due to ESF. Mr. Scanlan replied that SOTA is proposed to have their funds reduced by 26.3% in 2011-12 (4 – 148 and 149), which is due to the characteristics of their student population. He explained that schools receive additional funding per pupil under ESF according to the percentage of Special Education and ELL students in their population. Since certain schools offer unique programs in the District, he stated that some allocations were increased (“District Initiative Budgets”). Mr. Scanlan reported that SOTA is to receive \$4.8m based on ESF and an additional \$633K (approximately 10.0FTE) to support their unique art curriculum. Due to the large proposed funding reduction for SOTA, their allocation will be increased further to enable approximately 4.0-5.0FTE to be restored. He explained that these additional funds for SOTA are due to the NYS adopted budget providing a bit more Aid to the District than anticipated under the Governor's proposed budget. He noted that the allocations for each school will be adjusted in the fall based on actual enrollment.

Commissioner White asked whether attendance issues are addressed at the school level or centrally, pointing out that attendance at Franklin is approximately 83% and research indicates that rates below 90% are associated with declining graduation rates (4 – pp. 42 to 45). Ms. Mascitti-Miller replied that the Zone Chiefs work with schools that have attendance levels below a specified rate, and attendance is addressed within the school by counselors and social workers.

Commissioner Powell contended that if the system were working correctly, principals would have pressures from their peers to perform effectively with fewer administrators. She advised using this approach with principals whose schools are over-resourced, and Zone Chiefs pushing back on these schools when additional funds are requested. She emphasized the importance of focusing on proportionality among schools to attain equity.

Commissioner Powell inquired as to the specific funds designated as “locked” versus “unlocked”, asserting that music, art, and librarians must be included in “locked” funding to prevent these programs from being decimated. She asked whether extracurricular sports are included in “locked” funds. Mr. Scanlan responded that funds are “locked” for functions benefitting the entire District, which includes extracurricular sports. This is due to economies of scale and centralization of leadership and teams, and the “locked” funds are distributed to schools based on their sports programs.

Commissioner Powell asked about the ability of a school to reduce their focus in one area to enable concentration in a core program, and questioned the fairness of “locking” funds for extracurricular sports but not for the arts. Mr. Scanlan replied that allowing schools to choose a particular focus is the purpose of school-based budgeting, and guidelines were provided to principals about the impact of eliminating a “locked” resource. Commissioner Powell questioned how a principal would be able to focus on art if the funds are “locked” for extracurricular sports. She urged staff to consider their approach to resource allocation, particularly since schools that have been underfunded historically have little to offer in the way of specialties.

Commissioner Evans stated that he was pleased to see that funds for extracurricular sports are “locked” because this is a critical aspect of student development and a great deal of effort was expended in developing this program.

On behalf of Commissioner Campos, the following questions were raised:

- Why is the cooking program at East High School “unlocked”?
- What would be the cost savings from strengthening the zone boundaries to minimize the number of underfilled buses crossing zones?
- Commissioner Campos also urged retention of a minimum level of staffing in every school for librarians, music, art, and physical education. She questioned how schools will be supported without a librarian.

Mr. Scanlan estimated that \$4-5m in cost savings could result from strengthening zone boundaries. He cautioned that potential savings are difficult to estimate because of uncertainty as to the number of students that would walk or be transported by their parents.

Ms. Mascitti-Miller replied that staff have been examining alternatives for providing support to schools in the absence of a librarian, such as using on-line systems.

Commissioner Evans expressed concern regarding the substantial funding and staffing reductions proposed for Wilson Commencement Academy in 2011-12 (4 – 154 and 155). Dr. Matthews stated that funds for the International Baccalaureate (IB) program are “locked” (\$228,444). She reported that the principal and SBPT decided to support IB instead of the magnet program because of the higher costs associated with the magnet program from offering additional courses above and beyond NYS requirements.

Commissioner Evans inquired about challenges in replacing funding for programs that have been funded through grants in the past. He cautioned against establishing programs based on grant funds because this is not a reliable or constant source of revenue. Ms. Mascitti-Miller noted that staff are examining alternatives for supporting programs that have been grant-funded, such as collaborating with partners and asking participating schools to raise funding. She stated that the sustainability of programs in the long term is being examined in discussions regarding the Rochester Curriculum.

Commissioner White discussed the past success of the Freedom School program at East High School in assisting students who were failing academically, and inquired about efforts being made to replicate this program in the District. Kim Dyce replied that the founder of the Freedom School, George Moses, has been meeting with staff in the Office of School Innovation to discuss establishing a charter school in the District. She stated that schools have had the ability to select the

specific programs that they wish to support, including the Freedom School program. Commissioner White stated that charter schools limit access specifically to students most in need and able to benefit from this type of program. He commented that while the District advocates school autonomy, leadership must still be provided to direct principals to participate in effective programs. Commissioner White emphasized the importance of replicating success for students' benefit and to prevent casualties from academic failure (e.g. dropping out, involvement in criminal justice system, perpetuating cycle of poverty and hopelessness).

Section 5: Program Profiles and Budgets

Commissioner Powell pointed out that the budget reflects the priorities within the District, and a comparison of the programs contained in the 2010-11 budget to those in the proposed 2011-12 budget indicates that many programs are being eliminated. She questioned the way in which priorities were determined and the rationale for retaining the specific programs in the proposed 2011-12 budget.

Commissioner Evans conveyed the following questions on behalf of Commissioner Campos:

- What is the status of proposed funding for the Firefighter program for FY2011-12?
- The Culinary program at East High School?
- How are these programs to be funded next year?

Dr. Matthews replied that these programs are supported from the A Fund and the principal at East High School is committed to retaining them.

Commissioner Cruz asked about the proposed 50% reduction in funding for AVID (5-2), and whether additional resources or alternative strategies are being pursued to meet the needs of these students. He noted that the number of students served will decrease dramatically, from 1338 in 2010-11 to just 400 in 2011-12. Ms. Mascitti-Miller stated that AVID was among the programs principals could choose to retain and allocate staff and funding. She stated that the Race to the Top Network Teams will evaluate the impact of these program changes on schools to determine best practices for the instructional program.

Commissioner White inquired as to the rationale for retaining the Gateway to College program (5 -7) at a cost of over \$7K per student with only 12-25% graduating. He questioned continued financial support for a costly program producing negligible results, rather than replicating a more effective program such as the Freedom School. Mr. Scanlan reported that Gateway to College has been scaled down this year and meets the needs of students who would not otherwise graduate.

Commissioner Powell asserted that the District cannot afford to support programs that do not demonstrate results when the deficit is forcing cuts to be made close to the core curriculum. She advocated eliminating funding for the Gateway to College program. She also questioned the rationale for maintaining the same level of funding for FY2011-12 for the Hillside Work Scholarship Program with 500 fewer students participating (5 – 8). Commissioner Powell contended that the District cannot afford in the current fiscal climate to support programs that do not directly affect core education for students. Mr. Scanlan replied that the Hillside program provides student support and engagement to promote retention in school, and the District receives an equal amount in contributions from the City and private entrepreneurs. Gladys Pedraza Burgos

explained that the Hillside program is aligned with the Strategic Plan and increases attendance and student achievement through tutoring, academic support, and employment.

Commissioner White discussed research findings indicating that mentoring and individual attention improves student achievement and graduation rates. Nevertheless, he stated that he is disappointed with the graduation rate for the Hillside program, as it does not appear to be any better than for the District as a whole. He expressed concern about expending \$1.2m on this program for a negligible return, and emphasized that the District has to use the return on investment as a basis for funding decisions. Commissioner White also pointed out that the Hillside program primarily involves students with a “C” grade-point average and not the most high-risk students, yet still does not realize significant results. He questioned the rationale for doubling the amount of funding for a program that does not seem to be effective. Mr. Scanlan replied that the graduation rates cited in the Budget Book for the Hillside program are actually for the District as a whole, and that he would provide graduation data regarding the students participating in the Hillside program. Commissioner White objected to this inaccurate and misleading use of data in reporting program outcomes.

Action Item: Information will be provided to the Board regarding the graduation rate specifically for the students participating in the Hillside Work Scholarship program.

Commissioner Powell asked about continued funding for several programs not included in the Budget Book, such as the Young Adult Evening program and summer school.

Action Item: Information will be provided to the Board of programs proposed to be funded in FY2011-12 which are not included in the Budget Book.

Commissioner Evans inquired about the goals of the Young Mothers program in the future, considering that the cost is \$12,007 per student (5 – 27). He noted that the District tends to expend a great deal on intervention and adopts a costly crisis-oriented approach, rather than focusing on cost-effective preventive measures to minimize detrimental outcomes for students. Shaun Nelms discussed the purpose of the Young Mothers program, noting that participation in this program is voluntary and students who stay in the program longer tend to have higher levels of academic achievement.

Commissioner Powell pointed out that Board policy (4324.1) states that day care will be provided in schools, but this is not implemented. She contended that if day care were provided in the schools, there would be no need for the Home Hospital program currently at a cost of \$10K per pupil. She stated that there are no economies of scale in the Young Mothers program because these students are not allowed to participate one year after their child is born. Commissioner Powell advocated for allowing these young women to remain in the Young Mothers program to facilitate a community of support, as well as increase retention in school and improve student achievement. She noted that she has lobbied the Superintendent about this issue, but to no avail. She stated that he had promised to evaluate the Young Mothers program and provide recommendations, but this has not been done to date.

Commissioner Evans emphasized the need to balance between preventive and intervention programs to keep students from falling into serious problems and requiring costly services. He also asserted that the District attempts to take on too many social issues and problems, which compromises the ability to focus on providing quality education.

Commissioner White asked about the data regarding the percentage of students in the Quad A program that scored in levels 3-4 in ELA and Math (5-24), and comparative data for the District as a whole. He emphasized that comparative data must be examined to determine the return on investment for each program.

Action Item: Ms. Silvers will provide data to the Board as to the percentage of students in the Quad A program that scored in level 3 and 4 for ELA and Math, and the percentage of students scoring in this range for the District as a whole.

Commissioner Powell noted that the objectives for the Careers in Teaching (CIT) program seem to have been changed from last year (5 – 4). Rather than increasing the teacher retention rate, she stated that the goals for 2011-12 are to maintain the retention rate. She questioned the proposed \$2.3m in funding for the CIT program while the goals are diminished. Commissioner Powell inquired as to the proposed use of these funds and the actual goals for this program, since many experienced teachers (i.e. those with five or more years tenure) will be laid off. Ms. Mascitti-Miller responded that CIT funds will be used to build capacity in the workforce through professional development and to devise a new performance evaluation system, all of which will be based on the Rochester Curriculum. She noted that the professional development component is funded through a grant.

Commissioner White asked for clarification of the measures reported for the I'm Ready program (5 – 10), and advised providing measures that are readily comprehensible so their relevance and meaning can easily be understood. He inquired about plans for addressing the needs of high-risk students in light of proposed funding reductions. Dr. Matthews replied that possible leadership changes, improved communication and partnership with schools, and improved data collection are being examined.

Commissioner Powell called for a recess at 9:11PM. The meeting recessed until 9:29PM.

Commissioner White suggested that more program measures are needed for the NorthSTAR program, given the specified goals (5 - 16). He expressed concern about the \$20K cost per student for this program, since only 50% of these students return to high school. Ms. Mascitti-Miller offered to examine program data more closely to identify additional measures that may be used. She stated that the program provides support to a unique group of students with particular needs. Mr. Nelms reported that the program engages a vulnerable student population that would not otherwise participate in school. He explained that these students face a major obstacle to success in high school because of problems with social and emotional development. Commissioner White suggested using outcome measures such as the number of students in the NorthSTAR program that are referred for other services and those that remain in the program. He emphasized the need to ensure that measures fully capture the impact of the program because this is the basis for prioritizing and decision-making.

Section 7: Administration Profiles and Budgets

Commissioner Powell inquired as to the reason for doubling some of the expenses in the proposed budget for the Chief of Staff, such as for paraprofessionals and office supplies. Joyce Martelli replied that the budget for the Chief of Staff includes long-term and elementary suspension

programs. Commissioner Powell pointed out that both of these programs were included in the Program section of the budget.

Action Item: Ms. Martelli will provide information to the Board regarding the basis for the projected expenditures in the Chief of Staff budget.

Commissioner White reported that information is being circulated in the community about huge pay raises for SEG employees, asking the extent to which this is due to staff members buying back leave time. Mr. Scanlan replied that the information came from the website “SeethroughNY.net”, but no explanation was provided as to the way in which these figures were derived. He acknowledged that staff are able to buy back some of their leave time, but there are limits and the specific arrangements depend on the collective bargaining unit to which they belong. Ms. Martelli reported that the “SeethroughNY.net” website apparently obtained information from another website which did not receive the information from the District.

Commissioner White advised issuing a press release to respond to erroneous or misleading information being circulated. He emphasized the importance of explaining and clarifying information to prevent deterioration of the District’s relationship with the community.

Leslie Boozer explained that different bargaining units have different opportunities to buy back leave time, but all have a limit as to the maximum that may be bought: ASAR/SEG: vacation days; RTA: sick leave due to the wellness bonus program.

Commissioner Powell asked the basis for increasing funds for Teachers in Service in the Teaching & Learning budget by \$565K for FY2011-12 (6 – 2). Ms. Mascitti-Miller replied that some of the funds were moved in the Teaching & Learning budget to the Teachers in Service line for in-service professional development. Commissioner Powell countered that professional development is already amply funded under the Careers in Teaching (CIT) program.

Action Item: Ms. Mascitti-Miller will provide to the Board a detailed breakdown of the proposed use of funds in the Teachers In Service line item in the Teaching & Learning budget for FY2011-12.

Commissioner White inquired whether opportunities have been explored to collaborate with the City to promote cost savings, specifically through sharing communications services, legal counsel, and human resources. Ms. Martelli responded that possible collaboration has been discussed for transportation and facilities maintenance, as these are significant expenses for the City and the District. She reported that additional opportunities will be examined in Purchasing and Payroll and while union contracts present difficulty in coordinating Payroll functions, the City uses the same software system as the District.

Commissioner Evans emphasized the need for the Board and Administration to re-convene to review and re-prioritize within the budget.

Commissioner White pointed out that programs are evaluated to assess effectiveness, but this is not done for offices or departments within the Administration. He suggested developing outcome measures for the departments in the Administration Profiles and Budgets section of the budget (Section 7). He stated that is especially necessary for the Office of School Innovation and the

Office of Strategic Leadership because their goals and accomplishments are not immediately apparent. Jim Fenton explained that strategic management comprises only half of the work performed by the Office of Strategic Leadership, while the remainder involves identifying and implementing process improvements in District operations. He noted that the savings realized from process improvements is used to measure this aspect of the Office's work.

In terms of evaluating the efficacy of strategic leadership initiatives, Mr. Fenton reported that this is measured through staff surveys to determine their degree of engagement in applying and implementing the Strategic Plan. He stated that the Center for Governmental Research (CGR) recently surveyed staff and found a 50% improvement in staff engagement in the Strategic Plan over the last year.

Commissioner Powell noted that some of the program-based budgeting pages are missing and the Capital Improvement Plan (CIP) has not yet been provided to the Board.

Action Item: All program-based budgeting pages and the Capital Improvement Plan will be provided to the Board by April 21st.

Overall Budget Concerns and Priorities:

- Consistency among schools in the level of administrators, especially as compared to staff size
- At least a minimal presence (e.g. 1.0FTE) in every school of music, art, librarians, and physical education
- Improved communication with parents and the community as to the basis for budget projections and decisions
- The rationale for funding a variety of programs that seem to have negligible results
- Commissioner Powell: Concern about funding innovation and strategic leadership at a time when the ability of the District to educate students in the core curriculum is jeopardized
- Commissioner Powell proposed:
 - ❖ closing School No. 36 and the Montessori program at Franklin;
 - ❖ reducing funding for Career and Technical education because the low student-teacher ratios are costly;
 - ❖ strengthening zone boundaries to reduce transportation costs arising from under-filled buses crossing zones and travelling long distances
- Commissioner White advocated an independent audit/accounting of the budget deficit to address differences between the Administration and collective bargaining units. He asserted that an independent accounting is critical to obtain cooperation from the unions, particularly in light of their influence on a large share of the District's budget.

Motion by Commissioner White to recess the meeting until April 21st. Seconded by Commissioner Evans. **Adopted 4-0.**

Meeting recessed at 10:39PM, until the next scheduled budget deliberation meeting on April 21st.

Commissioner Powell stated that additional questions will be addressed, and the program-based budgets and Capital Improvement Plan will be reviewed in the April 21st Finance Committee Meeting of the Whole.