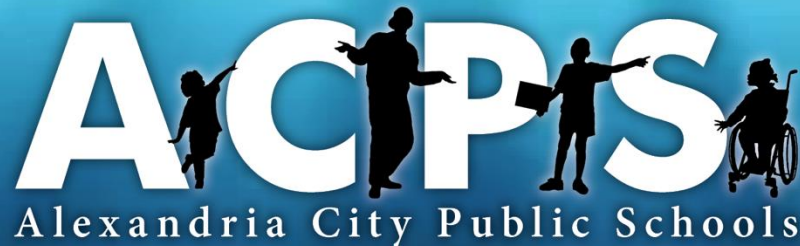


Superintendent's Proposed FY 2018 Combined Funds Budget

Staying the Course in Our Pursuit of Excellence

Dr. Alvin L. Crawley
Superintendent of Schools

January 12, 2017



Every Student Succeeds

*“The budget is not just a collection of numbers,
but an expression of our values and
aspirations.”*

-Jacob Lew



Vision: Alexandria City Public Schools will be an excellent and high-performing school division characterized by:

- **Clear Focus:** everyone knows what we are doing, how to do it and why
- **Expectations for All Students:** belief that every student can learn
- **Strong Instruction Program:** rising achievement of all students
- **Effective School Leadership:** nurture an instructional program and school culture
- **Collaboration and Communication:** strong teamwork among teachers, staff and parents
- **Alignment with State:** staff understands the role of state assessments
- **Frequent Monitoring:** different assessments identifying students who need help and assigning intervention
- **Ongoing System of Staff Training:** training staff in areas of most need
- **Supportive Learning Environment:** school has a safe, clean and intellectually stimulating learning environment
- **High Levels of Family and Community Involvement:** sense that all have a responsibility to educate students

Essential Questions

1. How is the budget aligned with our vision of being a high performing school division?
2. What are our budgeting responsibilities, priorities and areas of focus for FY 2018?
3. What are the primary drivers of expenditure growth for the FY 2018 budget?
4. What are key revenue considerations and the resulting funding needed for FY 2018?
5. How have we directed resources to respond to the needs of our students and staff?

Ensuring Every Student Succeeds

TOTAL STUDENT POPULATION: 15,104







Hispanic 36.01%



Black 29.32%



White 27.10%

-  **Asian 4.63%**
-  **Native American 0.21%**
-  **Native Hawaiian/Pacific Islander 0.16%**
-  **Multi-racial 2.58%**

Selected Division Accomplishments

- Significant progress in closing the achievement gap among all groups of students in Standards of Learning (SOL) tests, while maintaining the huge gains made divisionwide last year.
- ACPS received two distinguished awards for the 2015-16 budget reflecting the dedication of our Financial Services staff on behalf of our school system and their exceptional commitment to outstanding financial management.
- Jefferson-Houston School added to its collection of awards by winning the Platinum Award for Architecture given by the Virginia School Boards Association.
- George Washington Middle School has become one of only 600 schools in the United States to be designated a 'Model Program' by the American School Counselor Association.
- Charles Barrett Elementary School and Lyles-Crouch Traditional Academy were among 166 schools honored with the Board of Education Distinguished Achievement Award for 2016 in Governor Terry McAuliffe's Virginia Index of Performance (VIP) program.

Selected Division Accomplishments

- T.C. Williams Titans STEMX team was selected as one of four finalists in the 2016 Society for Naval Architects and Marine Engineers High School Boat Design Competition.
- T.C. Williams Girls Varsity Field Hockey won the Patriot Conference Championship.
- Three T.C. Williams High School seniors, were recognized by C-SPAN for their documentary film, “The Cost of Justice,” which explores the failings of the for-profit prison model.
- James K. Polk Elementary School’s Stefani Lailari was named Virginia School Nurse of the Year.
- Francis C. Hammond Middle School Principal Pierrette Hall was given the Unity Bridge Initiative’s Selfless Service Award for being a bridge in the development of programs which empower youth and engage parents at her school.

Our Statutory Responsibility

Virginia Code § 22.1-92

It shall be the duty of each division superintendent to prepare, with the approval of the school board, and submit to the governing body or bodies appropriating funds for the school division...the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division.

FY 2018 Combined Funds Budget Priorities

Core Achievement	Student Services	Targeted Intervention	Recruitment, Training and Retention	Operational Effectiveness
<ul style="list-style-type: none"> • Literacy • Mathematics • Science • Social Studies • Writing • <u>World Language</u> 	<ul style="list-style-type: none"> • Specialized Instruction (Special Education) • English Learners • Talented and Gifted/ Honors Support/ <u>Opportunities for Acceleration</u> • <u>Student, Family and Community Engagement</u> • <u>Student Health and Wellness</u> 	<ul style="list-style-type: none"> • Gap Group Achievement • Pre-K Initiatives • <u>Alternative Education Programming</u> • <u>Substance Abuse Prevention and Intervention Services</u> 	<ul style="list-style-type: none"> • Effective Recruitment • Creative Retention Strategies • Leadership Development/ <u>Succession Planning</u> • Cultural Competency Training 	<ul style="list-style-type: none"> • Revenue and Grants Development • Communications • <u>Optimal and Equitable Learning Environments</u> • Redistricting

Underlined items are new priorities for FY 2018 Combined Funds Budget.

ACPS 2020 Strategic Plan Goals

- **Goal 1 – Academic Excellence and Educational Equity:** Every student will be academically successful and prepared for life, work, and college.
- **Goal 2 – Family and Community Engagement:** ACPS will partner with families and the community in the education of Alexandria’s youth.
- **Goal 3 – An Exemplary Staff:** ACPS will recruit, develop, support, and retain a staff that meets the needs of every student.
- **Goal 4 – Facilities and the Learning Environment:** ACPS will provide optimal and equitable learning environments.
- **Goal 5 – Health and Wellness:** ACPS will promote efforts to enable students to be healthy and ready to learn.
- **Goal 6 – Effective and Efficient Operations:** ACPS will be efficient, effective, and transparent in its business operations.



FY 2018 Budget Development

Areas of Focus

- Protect the classroom, addressing growing enrollment across all grade levels.
- Strengthen the provision of student support services, such as nursing, psychological services, and translation.
- Recruit and retain highly qualified staff, and continue to offer competitive salaries and benefits.
- Continue to increase the efficiency and effectiveness of Central Office and improve support provided to schools.
- Support the modernization and maintenance of our facilities to create optimal learning environments.

Key Budget Drivers



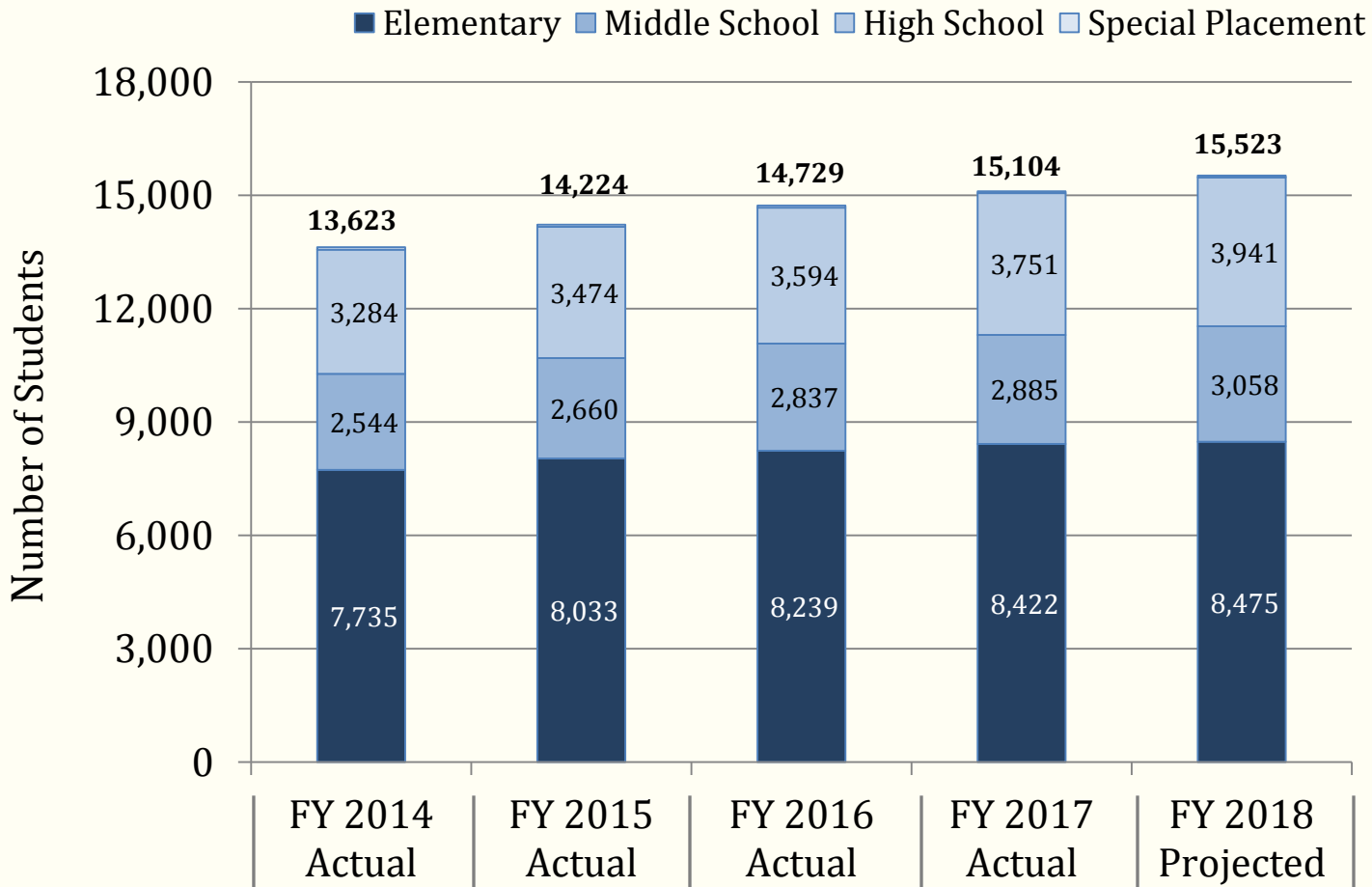
Every Student Succeeds

Key Budget Drivers for FY 2018

- **Enrollment growth and changing demographics:** Staffing for more students and students with additional needs.
- **Academic achievement:** Providing a broad spectrum of challenging educational opportunities for all students.
- **Employee compensation:** Competitive salaries and benefits to support retention and meet State-mandated benefit changes.
- **Facilities management:** Aging facilities and increased capital project activity require additional resources to manage work, provide regular maintenance and respond to unanticipated repair needs.
- **VRS Requirements:** Required by State mandate to increase VRS payments from 14.66% to 16.32% of contract salaries.
- **Healthcare Increases:** Premium rates for United Healthcare and Kaiser projected to increase by 5%.

Operating Fund: Key Budget Drivers

Historical Enrollment



Growth
2014 - 2017

9-12
14.2%

6-8
13.4%

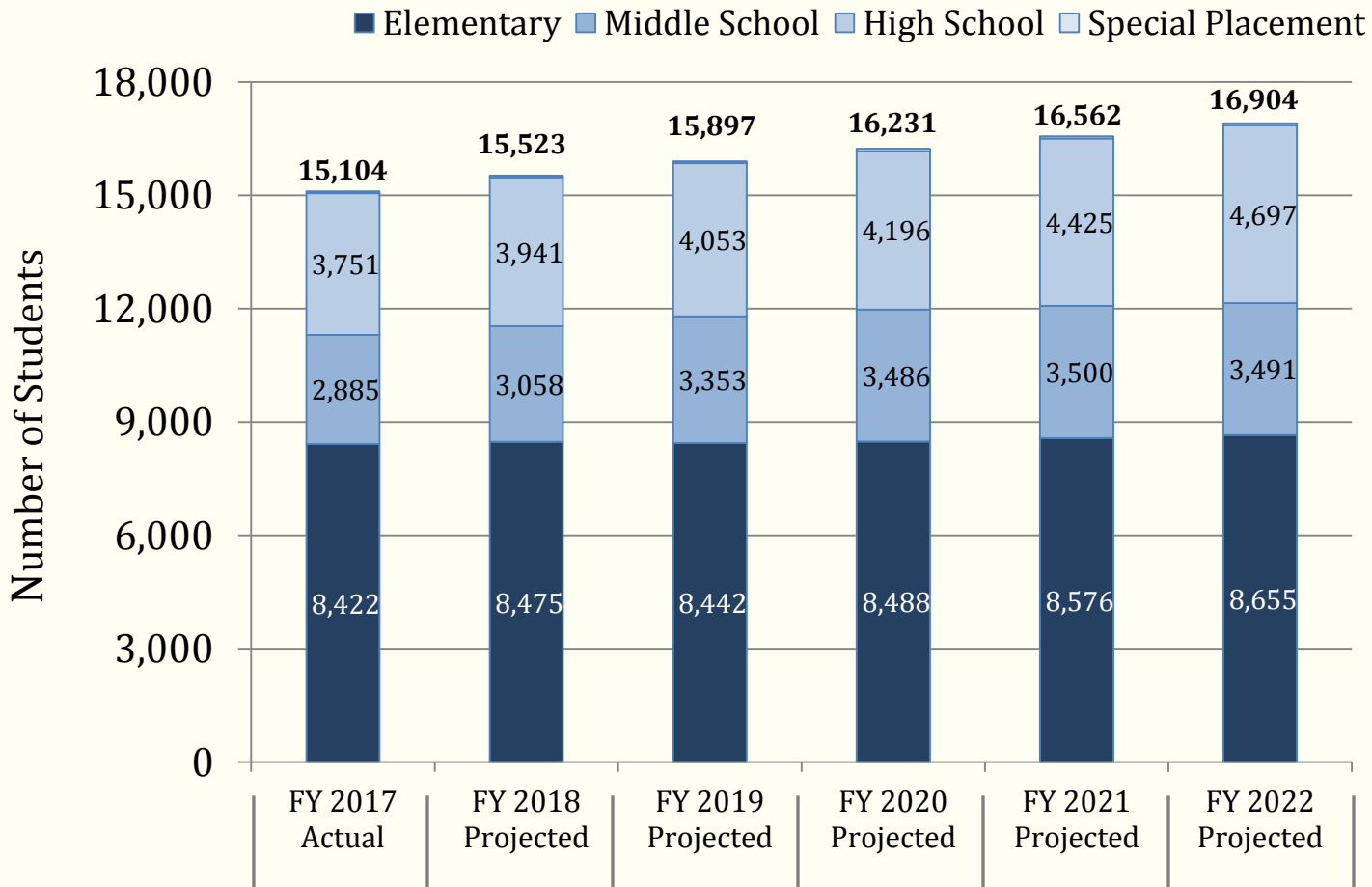
Pre-K-5
8.9%

Total
10.9%

Total Annual Growth	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected
	3.9%	4.4%	3.6%	2.5%	2.8%

Operating Fund: Key Budget Drivers

Future Enrollment



Projected Growth
2017 - 2022

9-12
25.2%

6-8
21.0%

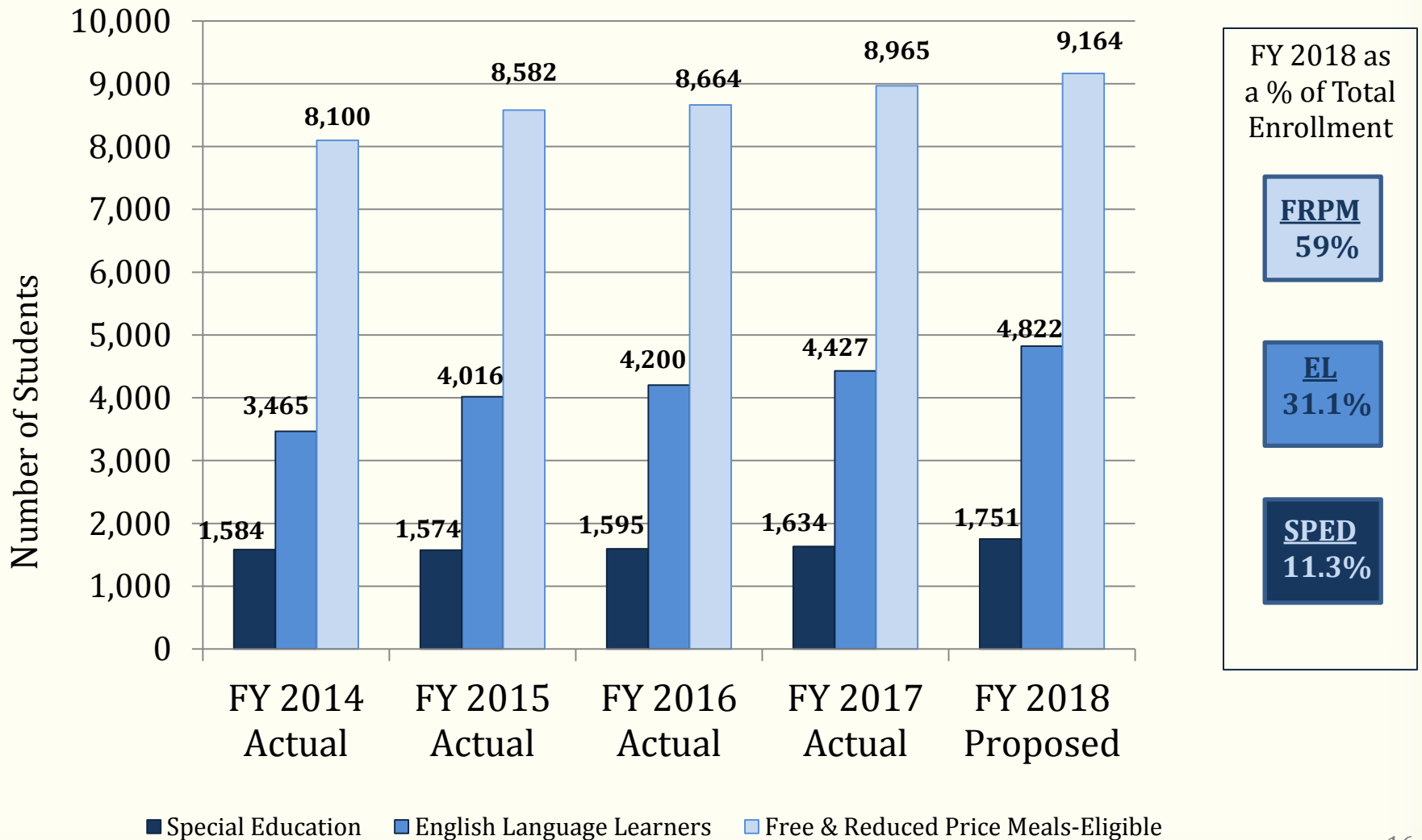
K-5
2.8%

Total
11.9%

Total Annual Growth	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
	2.5%	2.8%	2.4%	2.1%	2.0%	2.1%

Operating Fund: Key Budget Drivers

Enrollment: Students with Additional Needs



Operating Fund: Key Budget Drivers

Staffing

The budget includes a net increase of 22.27 FTEs (1.0% increase), primarily related to changing enrollment and demographics.

Area	Description	Additional FTEs
Elementary Schools	7 Classroom, 1 Encore	-8.0
Middle Schools	2 PE, 2 World Language	4.0
High School	1 each PE, Social Studies, English, Human Growth, CTE and 3 World Language	8.0
English Learner Instruction	2 Teachers - Matthew Maury, William Ramsay	2.0
Specialized Instruction	4 Teachers, 6 Paraprofessionals	10.0
Talented and Gifted	.5 Teacher - James Polk, John Adams	1.0
Instructional Science Specialist	Secondary Science Specialist	1.0
Student Services – Health and Wellness	School Culture Specialist Substance Abuse Counselor	2.0
Translation Services	.5 Amharic, .5 Arabic	1.0
All Other Changes	Technical Adjustments to Support Various Positions	1.27
Total		22.27

Operating Fund: Key Budget Drivers

Compensation and Employee Benefits

- Increase in State-mandated employer contribution to the Virginia Retirement System, from 14.66% to 16.32% of contract salaries.
- Increase in the United Healthcare and Kaiser medical premium rates of 5.0%.
- Full funding of the Other Post-Employment Retirement Benefits from the Operating fund.
- Includes a full step increase for all eligible employees, which will allow ACPS to remain competitive in the Metropolitan area.

Operating Fund: Key Budget Drivers

Compensation

- In order to continue to attract and retain the best employees, ACPS needs to maintain competitive salary scales.
- In FY 2018, conduct a budget study to review the salary scales and make recommendations for changes to inform the FY 2019 budget.
 - How does a market rate adjustment vs. a step increase impact our competitiveness?
 - How do changes to the salary scales impact future budgets?

Market Competitiveness – Teacher Compensation (Current Year)

Division	Beginning Teacher, Bachelors Degree, Step 1
Falls Church City	\$ 49,600
Loudoun County	\$ 49,182
Montgomery County	\$ 48,528
Arlington County	\$ 48,228
Fairfax County	\$ 47,516
Alexandria City	\$ 47,242
Prince William County	\$ 46,923
Manassas City	\$ 46,078
Manassas Park City	\$ 46,000

Division	Beginning Teacher, Masters Degree, Step 1
Falls Church City	\$ 55,020
Loudoun County	\$ 54,952
Alexandria City	\$ 54,188
Montgomery County	\$ 53,462
Fairfax County	\$ 53,384
Arlington County	\$ 53,173
Prince William County	\$ 52,552
Manassas Park City	\$ 52,000
Manassas City	\$ 51,578

Source: Washington Area Boards of Education (WABE) – FY 2017 Guide

Market Competitiveness – Teacher Compensation (Current Year)

Division	Experienced Teacher, Masters Degree, Step 10
Arlington County	\$ 77,093
Alexandria City	\$ 74,376
Falls Church City	\$ 73,810
Montgomery County	\$ 70,815
Fairfax County	\$ 64,664
Loudoun County	\$ 62,404
Manassas City	\$ 61,642
Manassas Park City	\$ 60,488
Prince William County	\$ 58,328

Division	Maximum Salaries
Prince William County	\$ 115,066
Arlington County	\$ 113,207
Manassas Park City	\$ 112,033
Montgomery County	\$ 108,365
Falls Church City	\$ 108,020
Alexandria City	\$ 107,259
Loudoun County	\$ 106,197
Fairfax County	\$ 103,854
Manassas City	\$ 103,497

Source: Washington Area Boards of Education (WABE) – FY 2017 Guide

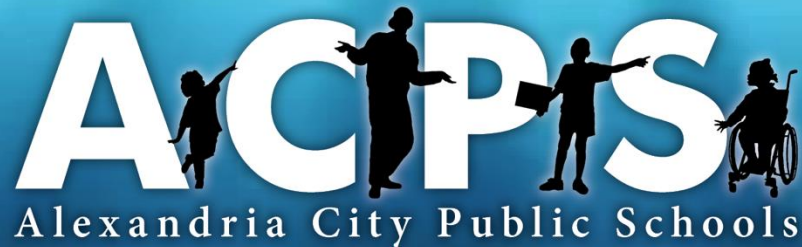
Market Competitiveness – Support Employee Compensation (Current Year)

Division	Paraprofessional Beginning Hourly Rate	Division	Paraprofessional Maximum Hourly Rate
Montgomery County	\$ 18.60	Prince William County	\$ 33.01
Alexandria City	\$ 16.26	Manassas Park City	\$ 31.04
Manassas City	\$ 16.10	Arlington County	\$ 30.97
Loudoun County	\$ 15.89	Fairfax County	\$ 30.89
Arlington County	\$ 15.33	Montgomery County	\$ 30.41
Manassas Park City	\$ 15.22	Loudoun County	\$ 29.84
Falls Church City	\$ 14.96	Alexandria City	\$ 28.80
Prince William County	\$ 14.81	Manassas City	\$ 28.26
Fairfax County	\$ 14.70	Falls Church City	\$ 27.54

Division	Bus Driver Beginning Hourly Rate	Division	Bus Driver Maximum Hourly Rate
Arlington County	\$ 18.79	Arlington County	\$ 37.87
Fairfax County	\$ 18.83	Prince William County	\$ 36.06
Manassas City	\$ 18.63	Loudoun County	\$ 34.18
Falls Church City	\$ 18.05	Fairfax County	\$ 33.15
Loudoun County	\$ 18.10	Manassas City	\$ 32.72
Alexandria City	\$ 17.77	Falls Church City	\$ 32.70
Manassas Park City	\$ 17.66	Manassas Park City	\$ 30.86
Montgomery County	\$ 17.11	Alexandria City	\$ 29.66
Prince William County	\$ 16.18	Montgomery County	\$ 27.60

Source: Washington Area Boards of Education (WABE) – FY 2017 Guide

FY 2018 Combined Funds Budget Overview



Every Student Succeeds

FY 2018 Combined Funds Budget

Total expenditures of \$285.8 million, or 2.9% growth over FY 2017

Combined Funds Budget (\$ in thousands)	Operating	Grants and Special Projects	School Nutrition	FY 2018 Proposed Budget	FY 2017 Final Budget	Change FY 2017 to 2018	% Change FY 2017 to 2018
Total Expenditures	\$261,829	\$13,814	\$10,146	\$285,789	\$277,644	\$8,145	2.9%
Total Full-Time Equivalent (FTE)	2,319.73	88.70	111.00	2,519.43	2,495.26	24.17	1.0%

FY 2018 Operating Funds Budget

Revenue

Revenue Type	Percent	Amount
City Appropriations	83%	(206,561,472)
State Revenue	16%	(41,393,000)
Federal Revenue	<1%	(124,089)
Local Revenue	<1%	(711,674)
Transfer to Grants		<u>1,581,974</u>
Total Revenue		(247,208,261)

Expenditures

Expenditure Type	Amount
FY 2017 Final Budget	253,400,479
Changes to Baseline FY 2018	<u>(3,338,039)</u>
FY 2018 Baseline	250,062,440
Enrollment-Driven Staffing Increases	1,200,247
Compensation and Benefits	9,993,359
Priority Additions	<u>2,090,512</u>
FY 2018 Preliminary Expenditures	263,346,558

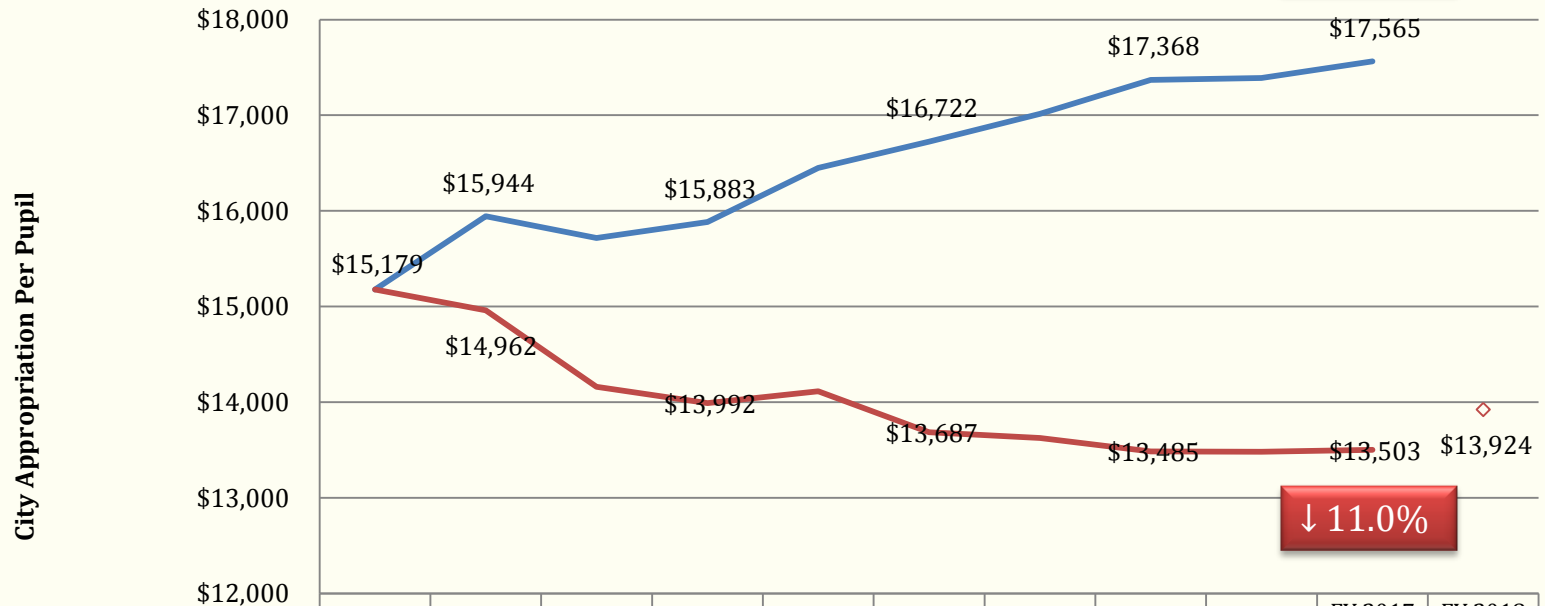
Closing the Budget Gap

Revenue Type	Amount
Preliminary Funding Gap	16,138,297
Use of Fund Balance	(5,032,932)
Department Reductions	<u>(1,517,433)</u>
Funding Gap	9,587,932
Anticipated Additional Revenue Based on FY 2017 City Per Pupil Approp.	<u>(3,038,175)</u>
Funding Gap with Additional Revenue Above	6,549,757

City Appropriation

City Appropriation Per Pupil over Time

↑ 15.7%



↓ 11.0%

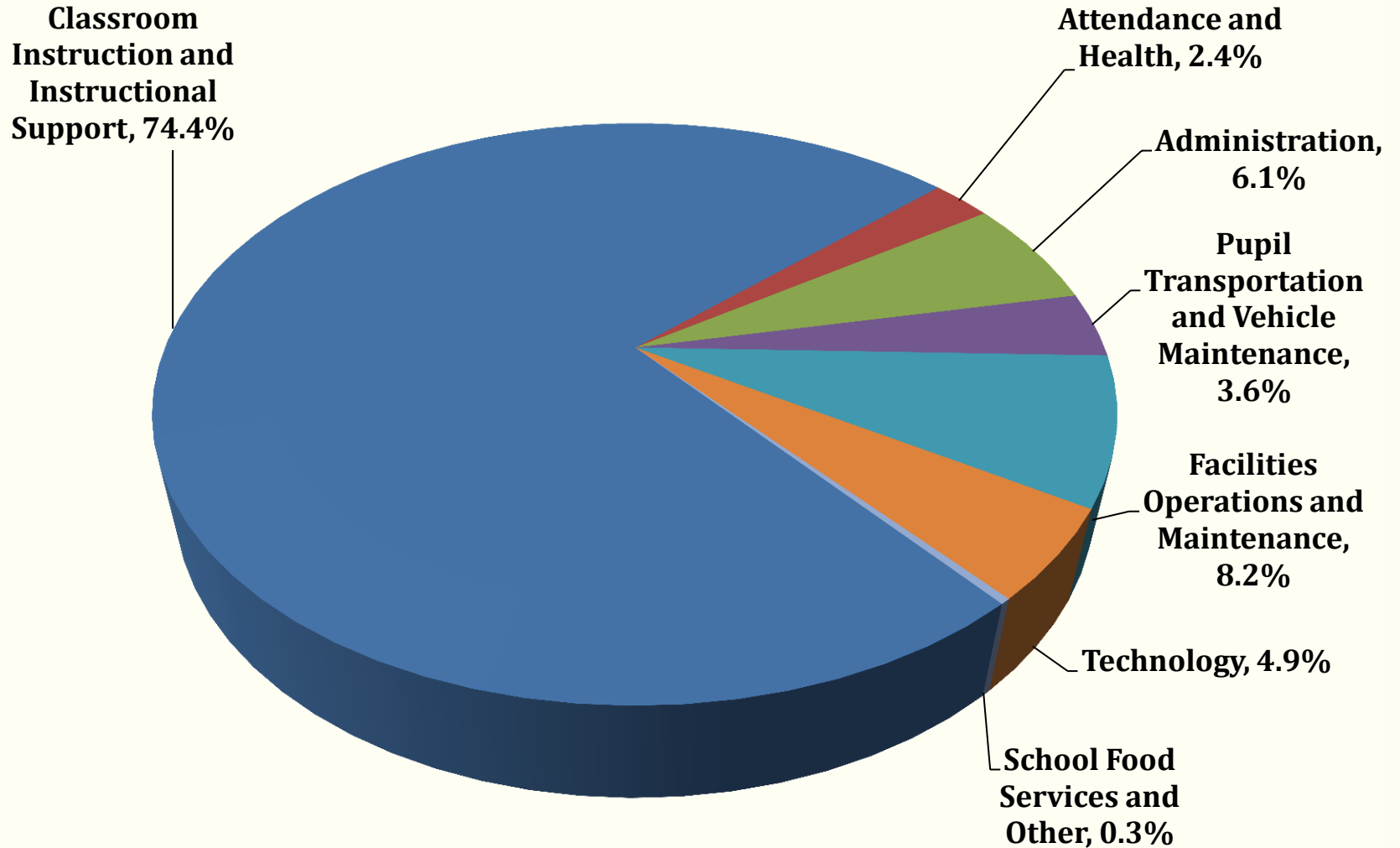
	FY 2008 (Base)	FY 2009 (Actual)	FY 2010 (Actual)	FY 2011 (Actual)	FY 2012 (Actual)	FY 2013 (Actual)	FY 2014 (Actual)	FY 2015 (Actual)	FY 2016 (Actual)	FY 2017 (Budget)**	FY 2018 (Proposed)
Per Pupil Tracking Inflation*	\$15,179	\$15,944	\$15,718	\$15,883	\$16,449	\$16,722	\$17,016	\$17,368	\$17,390	\$17,565	
Per Pupil Actual City Appropriation	\$15,179	\$14,962	\$14,161	\$13,992	\$14,115	\$13,687	\$13,625	\$13,485	\$13,483	\$13,503	\$13,924

*Proxy for Inflation Rates: CPI-U monthly data from U.S. Department of Labor Bureau of Labor Statistic as of January 10, 2017

** FY 2017 projection based on average month July 2016 to November 2016. November 2016 is last month where data is available from U.S. Department of Labor Bureau of Labor Statistic as of January 10, 2017.

FY 2018 Classification of Operating Expenditures

Total Expenditures = \$261.8 Million



2018 Budget Initiatives Aligned with Strategic Plan

Strategic Plan Goal	Initiatives	
 Academic Achievement	<ul style="list-style-type: none"> • Special Education, ELL & TAG Staffing • Intervention Funds • Secondary Staffing • Expansion of AVID Support • Textbooks & Testing Materials 	<ul style="list-style-type: none"> • Restorative Practices Position (School Culture Specialist) • Curriculum Management System • Instructional Science Specialist
 Health & Wellness	<ul style="list-style-type: none"> • Secondary Substance Abuse Specialist 	
 Optimal Facilities & Learning Environments	<ul style="list-style-type: none"> • Technology Licenses • Facilities – Custodial contract work & Maintenance of Electrical Systems 	
 Exemplary Staff	<ul style="list-style-type: none"> • Staff Compensation Benefits • Professional Learning 	<ul style="list-style-type: none"> • Teacher Mentors • Cultural Competence Materials & Training
 Family & Community Engagement	<ul style="list-style-type: none"> • Translation Support • Support for Registration & Assessment of ELL 	<ul style="list-style-type: none"> • Parent Liaison Alignment • Family/Community Survey
 Effective & Efficient Operations	<ul style="list-style-type: none"> • The above initiatives will strengthen operations and supports to schools. 	

Targeted Resources Aligned to Support Our Students

Core Achievement

- Continued elementary student improvement (FLEX) positions
- Continued support for EL and International Academy
- Staff contingency for general and special education instruction
- Excel Academy
- Dual Language
- STEM Academy at T.C. Williams
- Professional learning in all core areas
- Increased TAG and special education staffing support
- Enhanced elementary and secondary science support
- Textbook purchase alignment
- Increase electives at Minnie Howard campus

Targeted Intervention

- Young Scholars (Mount Vernon, Cora Kelly, James Polk and Patrick Henry)
- Chance for Change
- Satellite
- Expanded AVID to Elementary School (Cora Kelly and Patrick Henry)
- Summer school for elementary and middle school
- Multi-tiers of support II-reading
- Continued extended learning
- Continued 10 additional high school counseling days
- Continued Newcomers English Language Learners (NELL) Program

Recruitment, Training and Retention

- Professional learning at all levels
- Leadership development Program for teachers and administrators
- Cultural competence training
- Customer service training
- Full step increase for employees
- Coach stipend adjustment
- Competitive salaries to include living wage minimums

Student Services

- FACE Center support
- Parent liaison positions
- MTSS – monitoring system
- Restorative Justice – alternative to suspension
- Expanded restorative practices initiatives to add coordination support
- Testing Materials
- Residency Verification Specialist
- Translation services and support

Operational Effectiveness

- Public relations specialist
- Bus drivers
- Contracts specialist
- Textbook warehouse ass't
- Custodial supervisor and skilled maintenance workers
- Capital program manager
- Grant outreach & development
- Audits
- Internal compliance reviews
- Coordination of School, Community and Business Partnerships
- Redistricting Contingency and Planning

Summary



Every Student Succeeds

Key Takeaways

- Enrollment continues to increase at 2-3% each year, requiring differentiated supports and services.
- Need to sustain and build our instructional focus on becoming a high-performing school division.
- Request an increase of \$9.6 million from the City to address enrollment-driven increases, student instructional needs, and employee compensation.
- Responded to the fiscal climate through greater efficiencies, school and central office cuts and redirection of resources.
- Funding less than the requested level will result in cuts in academic and support services to our students and less competitive staff wages impacting retention.

Ways for You to Share Your Comments and Questions

- Speak at one of the scheduled Budget Public Hearings during School Board meetings.
- Send your comments to us on the ACPS website:
www.acps.k12.va.us/budgets
- Email the Superintendent at superintendent@acps.k12.va.us
- Contact your school's PTA president and send your questions/comments through PTAC
- Join the School Board's Budget Advisory Committee:
www.acps.k12.va.us/board/advisory

FY 2018 Budget Timeline

School Board approved the FY 2018 - 2027 CIP Budget	December 15, 2016
Superintendent presents Proposed Combined Funds Budget	January 12, 2017
School Board work sessions and add/delete sessions	Jan 24, 26, 31 & Feb 6
Public Hearing on FY2018 Combined Funds Budget	Jan 19 and Feb 16
City Manager releases proposed budget	February 21, 2017
School Board approves Combined Funds budget	February 23, 2017
City Council and School Board hold joint work session	TBD
Public Hearing on FY 2018 City Budget	March 13, 2017
City Adopts FY 2018 Budget	May 4, 2017
Public Hearing on FY 2018 Combined Funds & CIP Budgets	May 11, 2017
School Board work sessions and add/delete sessions	May 18 and 23
School Board adopts Final Combined Funds Budget	May 25, 2017

Success Equals

Excellence

Perseverance

Relationships

Champion for Students

“Every child deserves a champion – an adult who will never give up on them, who understands the power of connection and insists that they become the best that they can possibly be.”

– Dr. Rita Pierson



Budget Questions

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