ALL MEANS ALL

2017-18 Budget Work Session

Jan. 24, 2017
Agenda

• Budget Overview
• Compensation and Benefits
• Growth
• Continuing Initiatives/Operational Increases
• Operational Departments
The Budget Process

1. Additions to the budget (Growth, mandates and new resources are added)

2. New personnel parameters are applied to balanced FTE’s. This includes projected salary and benefit increases/decreases.

3. Operational (discretionary) accounts are distributed to schools and departments. Department accounts are required to balance to previous year’s adopted (no inflationary adjustments and less any one-time monies). Schools are formula-driven based upon enrollment projections.

4. All staffing (FTE) is balanced to previous year’s adopted budget

Superintendent’s Funding Request
## FY17-18 Budget

<table>
<thead>
<tr>
<th>Budget</th>
<th>5 Year Plan (Est. in early November)</th>
<th>Superintendent’s Requested</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$175,944,407</td>
<td>$180,157,652</td>
<td>$4,213,245</td>
</tr>
<tr>
<td><strong>Expenses</strong> (Excluding Equity and Access)</td>
<td>$179,907,912</td>
<td>$179,571,761</td>
<td>-$336,151</td>
</tr>
<tr>
<td>Equity and Access</td>
<td>$1,700,000</td>
<td>$1,277,152</td>
<td>-$428,848</td>
</tr>
<tr>
<td>Expense Total</td>
<td>$181,607,912</td>
<td>$180,848,913</td>
<td>-$758,999</td>
</tr>
<tr>
<td><strong>Total Difference</strong></td>
<td>-$5,663,505</td>
<td>-$691,261</td>
<td>$4,972,244</td>
</tr>
</tbody>
</table>
## Local Revenues

<table>
<thead>
<tr>
<th>Transfer Amount</th>
<th>FY16-17 Budget</th>
<th>Superintendent’s Proposal</th>
<th>Difference</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$116,892,513</td>
<td>$123,653,505</td>
<td>$6,760,992</td>
<td>5.78%</td>
</tr>
</tbody>
</table>
Local Revenue Changes

1. Assessments
   - Budget for FY15/16 based on 1.8% increase (actual increase = 2.4%)
   - Budget for 16/17 based on 1.8% increase (new projected = 2.4%)
   - Superintendent’s request based on 2.4% increase

2. New Construction Estimates Better than Expected

3. Personal Property Tax
   - Replacement of Personal Vehicles and Business Purchases are increasing

4. Public Service Corporation Audit
Revenues

2008-2009
Enrollment: 12,531

- State: $99.61M
- Federal: $45.78M
- Local: $2.64M

State: 30.93%
Federal: 1.78%
Local: 67.29%

2017-2018
Enrollment: 13,451

- State: $127.4M
- Federal: $49.7M
- Local: $3.0M

State: 27.60%
Federal: 1.67%
Local: 70.74%

+9 Years

3.33% 0.11% 3.45%
Per Pupil State Revenues

Compared to 2008-09, per pupil state aid* has **declined by $436 per student.**

*Adjusted for inflation (2008 Dollars)
Superintendent's 2017/2018 Expenses

Total Expenses: $180,848,913

- PERSONNEL
  - $154,307,113
  - 85.32%

- OPERATIONAL
  - $21,124,918
  - 11.68%

- CAPITAL
  - $1,257,982
  - 0.70%

- TRANSFERS
  - $4,158,900
  - 2.30%
School-Based Staffing per 100 Students

School-Based Staffing includes all positions based at a school directly.

*Fiscal Year 10/11 and 11/12 adjusted to include ARRA funded teaching positions.

**Superintendent’s Proposed Budget
Non School-Based Staffing per 100 Students

Non-School Based Staff includes Transportation Staff, Some Building Services Staff and Central Office Staff

* Superintendent's Request
Transfers = $4,158,900

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Services</td>
<td>$2,283,147</td>
<td>Comprehensive Services Act</td>
</tr>
<tr>
<td>Computer Technology</td>
<td>$1,000,000</td>
<td>Computer Equipment Fund</td>
</tr>
<tr>
<td>Media Services</td>
<td>$500,000</td>
<td>Textbook Replacement Fund</td>
</tr>
<tr>
<td>Fiscal Services</td>
<td>$186,930</td>
<td>Transfer for SRO's</td>
</tr>
<tr>
<td>Student Services</td>
<td>$85,000</td>
<td>SPED Summer School</td>
</tr>
<tr>
<td>Summer School</td>
<td>$39,621</td>
<td>Summer School</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$36,702</td>
<td>Local Government IT Support</td>
</tr>
<tr>
<td>Federal Programs</td>
<td>$27,500</td>
<td>Matching Grant Funds</td>
</tr>
</tbody>
</table>
## Funding Gap: $691K

<table>
<thead>
<tr>
<th>Total Revenue Increase</th>
<th>$7,484,714</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Directed/Mandated Expenses</td>
<td>$5,473,831</td>
</tr>
<tr>
<td>– Growth Expenses</td>
<td>$1,069,329</td>
</tr>
<tr>
<td>– Continuation of Prior Year Initiatives Expenses</td>
<td>$355,663</td>
</tr>
<tr>
<td>– Equity &amp; Access Expenses</td>
<td>$1,277,152</td>
</tr>
</tbody>
</table>

| Total Funding Gap | ($691,261) |
Budget Timeline

Dates:
- December/January
- February/March
- April

BOS
- Revenue Updates
- County Executive’s Budget
- BOS Adopts Rate Final Local Revenues

State
- Governor’s Budget
- State Legislature Budget Proposals
- State Adopts Budget Final State Revenues

School Board
- Superintendent’s Proposal
- School Board’s Proposal to BOS
- School Board Adopt FY17-18 Budget
2017-18 Budget Work Session
Compensation and Benefits
Agenda

✓ Summary of market survey analysis and Worldatwork projections
✓ Overview of Compensation Work
✓ Compression-current challenges and recommendations
✓ Overview of our self-funded health plan
✓ Recent actions taken to manage our health program
✓ Planned actions, program changes and wellness initiatives for the coming year
Compensation Targets

Market Targets

- Classified Staff - 50th percentile (Median of market)
- Teachers - 75th percentile
Joint Board Adopted Process...

Survey Adopted Market

July

Adopted Market
Median Increase: 2%

Analyze data
Do we lead, lag or meet market?

August-September

Meet Market

Get Worldatwork Projections

August-September

Projecting 2.9%

Project market movement

October
Compensation Initiatives and ongoing projects

- Departmental Classification Reviews
- Individual Classification and Salary Reviews
- Public Safety Career Development Programs
- Top of scale-Teacher longevity & classified lump sum payments
- School Division Compensation Broadband pilot
- Public Safety Pay Scale Review
- Teacher Compensation Review
- Compression recommendations
Compression
Small differences in pay between experienced employees and newly hired employee in same job.

Sharon
Communications Officer at ECC
since 2010,
8 years of total experience
Current salary - $38,796

Qualified candidate
8 years of relevant experience
Based on the hiring range we should offer $40,369.

Juan

NO ROOM to hire candidates with experience without leapfrogging current employees

- Lose desired & highly qualified candidates
- Lengthy recruitments requiring current employees to cover vacancy (OT, comp, burnout, short staff)
- Morale issues
Compression Recommendation for Classified Employees

- Consistent with current compensation strategy
- Allows for competitive hiring offers
- Preserves internal equity

- Assumes an employee should be paid the market rate after eight years in same position;
- Places affected employees in range based on their time in current position up to midpoint;
- Modify current structure by increasing minimum hourly (VRS eligible) from $9.75 to $10.00; this collapses paygrades 1-4 into 1 paygrade

Does NOT
- Account for performance differentiations
- Address compensation for employees paid above market rates (midpoint)
Health Insurance

Affordable

Meet Boards’ adopted target-slightly above market

Address individuals and families needs

Compliance

Target Reserves
20%-25%
## Managing our plan

**What we have done…**

- Implemented deductibles
- Increased co-payments
- Changed spousal eligibility criteria (Oct 2015)
- Conducted Dependent Eligibility Review (2016)
- Selected Anthem as medical/dental/Rx administrator (Oct 2016)
- Analyzed market data (2016)
- Offered new Consumer Driven High Deductible plan with Health Savings Account (October 2016)
Managing our plan
What we are doing...

- Evaluating self-insurance
- Evaluating Local Choice options
- Reviewing claims data
- Changing our contribution strategy order to get our

- Lose Well
- Onsite mammography
- Flu shots
- Fitbit Subsidy
ALL MEANS ALL

2017-18 Budget Work Session Growth
## Regular Education Growth

<table>
<thead>
<tr>
<th></th>
<th>Adopted 16-17</th>
<th>Superintendent’s Proposal</th>
<th>Budget To Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>13,471</td>
<td>13,451</td>
<td>-20 Students</td>
</tr>
<tr>
<td>Teaching Staff (FTE)</td>
<td>971.30</td>
<td>970.14</td>
<td>-1.16</td>
</tr>
</tbody>
</table>
Specialized Instructional Programs

- **Pre-K** (Early Childhood Special Education)
  - Special Education Classrooms, Program blending (Bright Stars, Title I).

- **A-BASE** (Autism Services)
  - Building Appropriate Supports with Evidence: Services for students with Autism receiving regular education core instruction at the elementary, middle and high school levels.

- **B-BASE** (Behavioral Support Services)
  - Building Appropriate Supports with Evidence: Services for student with disabilities exhibiting behavioral challenges that are receiving regular education core instruction at the elementary, middle and high school levels.
Specialized Instructional Programs

• **VAAP** (Virginia Alternate Assessment Classroom)
  - Elementary school level programs to provide specialized instruction to children with significant cognitive impairments.

• **FSC** (Functional Skills Classroom)
  - Middle school level programs to provide specialized instruction to students with significant cognitive impairments.

• **CBIP** (Community Based Instructional Program)
  - High school level programs to provide specialized instruction to students with significant cognitive impairments.
Specialized Instructional Programs

• **Post High**
  - Post high school program to provide specialized instruction to students with significant cognitive impairments, aged 18-21.

• **Vo-CATEC**
  - *Work Study Services at CATEC*
  - High school program to provide intensive specialized vocational services to students with disabilities from ACPS high schools with supports for competitive employment.
Special Education - Growth

• **15-16 vs. 16-17**: Increase (103 students)

![Graph showing the growth in special education students served from 2011-12 to 2016-17.](image)

<table>
<thead>
<tr>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>1443</td>
<td>1435</td>
<td>1457</td>
<td>1486</td>
<td>1570</td>
<td>1673</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Students Served: Special Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Pre-k 1 VAAP 3 FSC 4 CBIP 3 PostHigh</td>
</tr>
<tr>
<td>8 Pre-k 6 VAAP 4 FSC 5 CBIP 3 PostHigh</td>
</tr>
<tr>
<td>8 Pre-k 6 VAAP 4 FSC 5 CBIP 3 PostHigh</td>
</tr>
<tr>
<td>9 Pre-k 3 A-BASE 10 VAAP 4 FSC 6 CBIP 3 PostHigh</td>
</tr>
<tr>
<td>9 Pre-k 7 A-BASE 10 VAAP 5 FSC 6 CBIP 3 PostHigh</td>
</tr>
<tr>
<td>10 Pre-k 14 A-BASE 10 B-BASE 10 VAAP 5 FSC 5 CBIP 3 PostHigh 1 Vo-CATEC</td>
</tr>
</tbody>
</table>
SPED Point / Staffing Requirements

• **Staffing (base required staffing)**
  - **20 Points per 1.0 FTE for Special Education Teacher**
    - Instructional, Autism Assistants, Behavioral Assistants and Teaching Assistants are not included in the FTE calculation above.
    - Related services (speech, psychological, occupational and physical therapies) and specialists (Autism and behavior) are not counted in the FTE calculation above.

1 **Point Student**
- 1-49% Special Education Services per week

2.5 **Point Student**
- 50-100% Special Education Services per week

3.3 **Point Student**
- 50-100% Student with Autism or Multiple Disabilities
Special Education - Growth

• Demographics: Intensity of Required Services

Level of Special Services Weekly by Number of Students with Disabilities

<table>
<thead>
<tr>
<th>Year</th>
<th>1-49%</th>
<th>50-100%</th>
<th>50-100% (AUT, MD)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>801</td>
<td>522</td>
<td>126</td>
<td>1449</td>
</tr>
<tr>
<td>2014-15</td>
<td>805</td>
<td>540</td>
<td>148</td>
<td>1493</td>
</tr>
<tr>
<td>2015-16</td>
<td>819</td>
<td>588</td>
<td>164</td>
<td>1581</td>
</tr>
<tr>
<td>2016-17</td>
<td>827</td>
<td>650</td>
<td>201</td>
<td>1778</td>
</tr>
</tbody>
</table>
Children’s Services Act
(Previously Comprehensive Services Act)

• Children eligible for special education
• Have a right to a free and appropriate education
• Have been determined to require services beyond what the public schools can offer

Congregate Care (Residential)
  o SPED (4 cases) vs. DSS / Region Ten (4 cases)

Day Placements
  o SPED (42 cases) vs. DSS / Region Ten (0 cases)
Placement Costs

- **CSA Match Rate:**
  - 44.74% (Local) / 55.26% (State)

- **Congregate Care (Residential - Per Day):**
  - Range of $170.00 to $703.00 per day
  - $550.00 per day is typical
  - Medicaid is used to offset costs whenever possible
  - Special therapies are an additional cost

- **Private Day Placement (Per Day):**
  - Range of $190.00 to $360.00 per day
  - Special therapies are an additional cost
Virginia CSA Trends

Number of Youth Served by Placement Type: Special Education Services

FY2015 unduplicated count of youth who received services in accordance with an Individualized Education Program (IEP) requiring private school placement = 2883.

http://leg2.state.va.us/dls/h&sdocs.nsf/By+Year/RD4062015/$file/RD406.pdf
Albemarle County Trends

Private Day

Residential

11-12 14-15 15-16 16-17

24 40 40 42

15 12 10 8
Albemarle County Trends

Children Served Public School Setting K-12

- 2011-2012: 1205
- 2014-2015: 1223
- 2015-2016: 1307
- 2016-2017: 1384
Transportation

• Budgeted to add three buses for students with IEP’s based on a projected 10% increase in this population requiring transportation

• Adds
  o 3 drivers
  o 3 assistants
  o Fuel, maintenance

• Will only add if needed
Growing #s of English Learners (ELs) in ACPS

Our staffing formula considers the WIDA level of the students in addition to the numbers
Growing #s of English Learners (ELs) in ACPS

**Elementary EL Enrollment 2010-2016**
(Schools with more than 20 EL students)

**High School EL Enrollment 2010-2016**

- Agnor Hurt
- Baker Butler
- Greer
- Woodbrook
- Cale
- Hollymead
- Albemarle
- Monticello
- Western
Growing #s of English Learners (ELs) in ACPS

**Middle School EL Enrollment 2010-2016**
(Schools with more than 20 EL students)

**EL Students in Albemarle County Public Schools**

<table>
<thead>
<tr>
<th>Year</th>
<th>Burley</th>
<th>Jouett</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>295</td>
<td>310</td>
</tr>
<tr>
<td>2011-12</td>
<td>298</td>
<td>211</td>
</tr>
<tr>
<td>2012-13</td>
<td>229</td>
<td>193</td>
</tr>
<tr>
<td>2013-14</td>
<td>252</td>
<td>370</td>
</tr>
<tr>
<td>2014-15</td>
<td>618</td>
<td>519</td>
</tr>
<tr>
<td>2015-16</td>
<td>636</td>
<td>618</td>
</tr>
<tr>
<td>2016-17</td>
<td>850</td>
<td>814</td>
</tr>
</tbody>
</table>


ALL MEANS ALL

2017-18 Budget Work Session

Continuing Initiatives/Operational Increases
## Continuation of Prior Year Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Phase of Full-Time Elementary School Nurses (0.85 FTE)</td>
<td>$76,005</td>
</tr>
<tr>
<td>Career &amp; College Planning Software</td>
<td>$44,000</td>
</tr>
<tr>
<td>Learning Technology Integrators (3.00 FTE)</td>
<td>$235,658</td>
</tr>
</tbody>
</table>
## Joint Programs and Other Increases

<table>
<thead>
<tr>
<th>Joint Programs and Other Increases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piedmont Regional Education Program (PREP)</td>
<td>$144,970</td>
</tr>
<tr>
<td>Transfer to Children’s Services Act (CSA)</td>
<td>$108,721</td>
</tr>
<tr>
<td>Insurance Premium Increases</td>
<td>$58,285</td>
</tr>
<tr>
<td>Staffing to Meet Federal Compliance</td>
<td>$22,281</td>
</tr>
<tr>
<td>Charlottesville Albemarle Technical Education Center (CATEC)</td>
<td>$137,542</td>
</tr>
</tbody>
</table>

Total: $471,799
## 2017-2018 CATEC PROPOSED BUDGET
### SALARY AND BENEFIT CHANGES

<table>
<thead>
<tr>
<th>Description</th>
<th>Change</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>+2%</td>
<td>$26,359</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>+7%</td>
<td>$16,158</td>
</tr>
<tr>
<td>VRS Retirement</td>
<td>+1.58%</td>
<td>$22,980</td>
</tr>
<tr>
<td>Dental Insurance</td>
<td>+5%</td>
<td>$317</td>
</tr>
<tr>
<td>FICA</td>
<td>-</td>
<td>$2,016</td>
</tr>
<tr>
<td><strong>Total Increase:</strong></td>
<td></td>
<td><strong>$67,830</strong></td>
</tr>
</tbody>
</table>
2017-2018 CATEC PROPOSED BUDGET
STAFFING CHANGES

EMT Instructor
Total Additional Costs: $34,103
0.50 FTE position, including salary and benefits

Justification
Expansion of Healthcare and Medical Services Academy

Instructional Assistant
Total Additional Costs: $39,171

1.00 FTE position, including salary and benefits (Support ELL and SPED)

Justification
Increased numbers of students with special needs, needing additional, more individualized instructional and behavioral support
2017-2018 CATEC PROPOSED BUDGET

BUDGET SUMMARY

Total Salary and Benefit Increase: $141,104

Total Projected Instructional and Facility Increase: $49,433

Reduced Self Funding (Fund Balance): $318,347

Reduced Staffing (Strategic Planning Officer, +1 FTE Administrator) : $318,347

Total ACPS Funding Request 1,693,352 (9.2% Increase)
Operational Departments Available Tonight

• 62410 – Executive Services (Pages C-112 to C-114)
• 62420 – Human Resources (Pages C-118 to C-120)
• 62430 – Division Support Planning Services (Pages C-122 to C-124)
• 62431 – Fiscal Services (Pages C-126 to C-127)
• 62432 – Transportation Services (Pages C-128 to C-129)
• 62433 – Building Services (Pages C130-C132)
Budget Review Schedule

Jan. 19  Special School Board Meeting
  Superintendent’s Request
  Presentation

Jan. 24  Special Budget Work Session
  Overview of Budget
  Compensation and Benefits
  Growth/Continuing Initiatives
  Non-Instructional Departments

Jan. 26  School Board Work Session
  Equity and Access Initiative
  Technology
  Professional Development
  Instructional Departments

Jan. 31  Public Hearing/Special Budget Work Session
  Special Revenue Funds:
  Food Services, EDEP & Other
  Discussion

Feb. 7   Tentative Special Budget Work Session (if needed)

Feb. 9   School Board Regular Meeting
  Finalize School Board’s Request
Questions & Comments

Quick Questions:

Contact:

**Jackson Zimmermann**  
296-5829  
jzimmerm@k12albemarle.org

For quick answers on format, where to find content, etc. (no direct formal written response)

More In-Depth Questions/Comments:

Contact:

**Dean Tistadt**  
296-5877  
dtistadt@k12albemarle.org

For in-depth questions, written answers, and data provided to all Board members