

Draft Funding Request, FY 23

Work Session #2

Learning for All



February 24, 2022
k12albemarle.org/22-23-budget

Budget Process

FEB. 17

Special Budget Work Session #1

TONIGHT

Special Budget Work Session #2

MARCH 3

Public Hearing on School Budget & Special Budget Work Session #3

MARCH 10

School Board Meeting: Approve Funding Request

MARCH 14

Board of Supervisors Work Session: School Board's Funding Request

APRIL

Budget Updates

MAY 12

School Board Meeting: Adopt FY 23 Budget

Work Session #2: Organizational Development and Human Resources

1

Compensation Increase — Brodie Downs

2

Health Care Fund — Claudine Cloutier / Lara Andrade

BREAK

3

Human Resource Redesign — Dan Redding

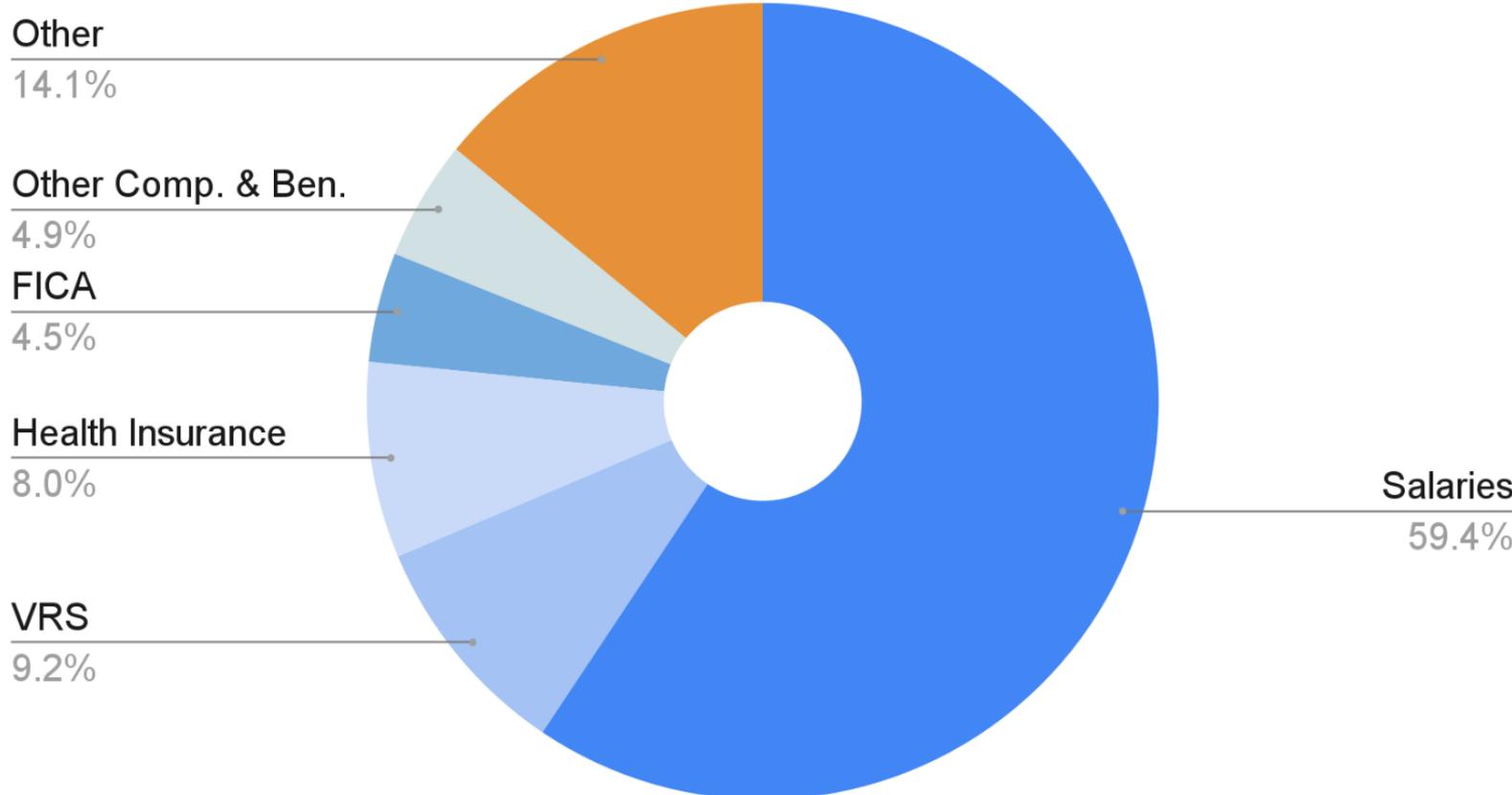
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Substitute Program Improvements — Daphne Keiser

5

Elementary School Assistant Principals — Clare Keiser

School Fund Expenditures: How the Money is Spent



Strategic Plan: Learning for All

VISION

Our learners are engaged in authentic, challenging, and relevant learning experiences, becoming lifelong contributors and leaders in our dynamic and diverse society.

VALUES

- Equity
- Excellence
- Family and Community
- Wellness

MISSION

Working together as a team, we will end the predictive value of race, class, gender, and special capacities for our children's success through high-quality teaching and learning for all. We seek to build relationships with families and communities to ensure that every student succeeds.

We will know every student.

GOALS



Thriving Students



Affirming and Empowering Communities



Equitable, Transformative Resources

Logic Models

INPUTS

FIRST SEMESTER DELIVERABLES
Non-budgetary resources that will be invested into the proposal

ACTIVITIES

FIRST YEAR DELIVERABLES
Measurable action items to be completed within the first year



OUTPUTS

SHORT-TERM GOALS
Items that are produced as a direct result of activities, typically within one to two years

OUTCOMES

LONG-TERM GOALS
Positive changes that result, typically within three to five years or longer

Staffing Standards

AREAS

General Education • School Counseling • Special Education •
 Preschool • Intervention / Prevention • Response to Intervention • Health •
 Elementary Art, Music & PE • Library Media • ESOL • Athletics
 • Talent Development • School Security • Instructional Coaching
 • Technology • Building Services
 • Transportation Services • Human Resources • EDEP

FY 23

BUDGET PROPOSALS

General Education

Class size
 Assistant Principals
 School-based Substitutes

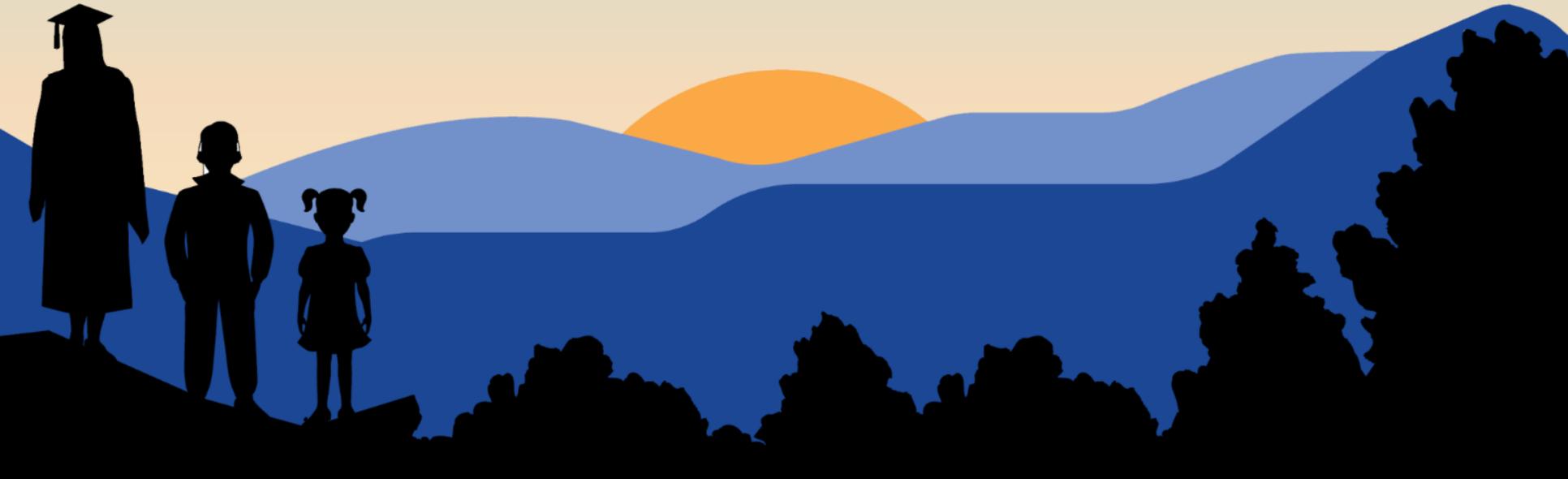
Human Resources

For the purposes of instructional staffing standards:

*1 Teacher Position = 1.0 FTE
 (full-time equivalent)*

1 Teaching Assistant Position = 0.33 FTE

1. Compensation Increase





Learning for All

SUCCESS MEASURES

Strategy 1: ACPS will implement a total compensation structure that makes us highly competitive compared to other employers.

Increase in the year-over-year number of highly qualified candidates applying for positions

Decrease in number of unfilled positions year over year

Identify current retention rate and improve the rate each year

Salary not identified as a reason for departure from division

Develop an equity dashboard for retention rates so that no groups are leaving at disproportionate rates

Employee satisfaction levels stay ahead of national trends on nationally normed satisfaction survey

New Employee Services department is operational

Number of participants in employee forums each year increases

Proposal: Staff Retention & Recruitment



Feb. 26, 2022



Spring 2022



July 1, 2022

ALSO INCLUDES

Targeted pay increases for certain hard-to-fill positions

Positive compensation adjustments for certain non-exempt employees as a result of changes in payroll cycles

Compensation Study Scope

Recommend a comparative market for Instructional and Classified positions and perform analysis of ACPS position in that market

Propose an ACPS Compensation Strategy for Instructional and Classified positions

Comparative analysis for ACPS benchmark positions

Review Total Compensation: Benefits packages, leave, insurance, work arrangements, professional development

Provide comprehensive recommendations and present to Board

Recommendations come to ACPS in June 2022 with project conclusion in July 2022.

Current Challenges

Teacher

27.3% of teachers leaving indicated pay as a top reason for exiting

Often asked to cover classes for absent colleagues due to limited substitutes

Decrease in applicants (1074 in 20-21 to 932 in 21-22) with larger number hired (156 to 221)

Classified

Pay was the top reason for leaving (31% indicating it as a top reason)

76.4% retention rate (lowest in past five years)

Ability to compete with private sector (especially trades)

18 current postings, all posted for more than a month

Substitute Employees

Generally under 50% fill rate currently

Roughly 75 active substitutes currently

Current pay - \$140/day;
ACPS Licensed Retirees
\$168/day

Sub pay for Charlottesville City Schools (\$20/hr)

Historical Pay Increases

	CLASSIFIED	TEACHERS
2018-19	2.0% market increase + merit	Average increase of 2.0% and 2.0% increase to change teacher pay adjustment methodology Total average increase is 4.0%
2019-20	2.3% market increase + merit Increased compensation for bus driver reclassification	Increase of 3.0%
2020-21	No salary increase	No salary increase
2021-22	4.0% market increase Minimum pay rate adjustment (Phase 1)	Increase of 5.2%
2022-23	10.2% market increase 4.0% increase mid-year FY 2021/22 6.0% increase on July 1, 2022 (FY 2022/23)	

FY 23 Proposed Teacher Salary Scales (Masters)

School District	0 years	5 years	10 years	15 years	20 years	25 years	30 years
ACPS**	\$55,265	\$58,746	\$62,461	\$66,419	\$70,641	\$75,143	\$79,945
Charlottesville City (est.)*	\$54,939	\$57,944	\$62,295	\$67,302	\$72,310	\$76,787	\$82,800
Top 25th Percentile of Adopted Market*	\$52,816	\$55,444	\$57,536	\$60,520	\$66,074	\$72,212	\$78,418
Top 25 Percentile of New Metrics Market*	\$53,068	\$57,452	\$60,225	\$64,045	\$68,119	\$72,462	\$77,094

**Note: 5% added on top as a simplified assumption for 22-23 proposed scales*

***ACPS proposed scale includes FY 22 mid-year 4% increase and FY 23 6% increase.*

Compensation Increase Proposal | **\$17.2M**

+\$880,000

**TARGETED
PAY INCREASE**

+\$350,000

**ADJUSTMENT
PAY**

+\$16.0M

**SALARY
INCREASE**

Separately, \$3M is set aside in one-time funding to address most immediate recommendations of study in FY 23. Actual use of these funds will be built into the FY 24 recurring budget.

Outputs and Outcomes of the Compensation Increase

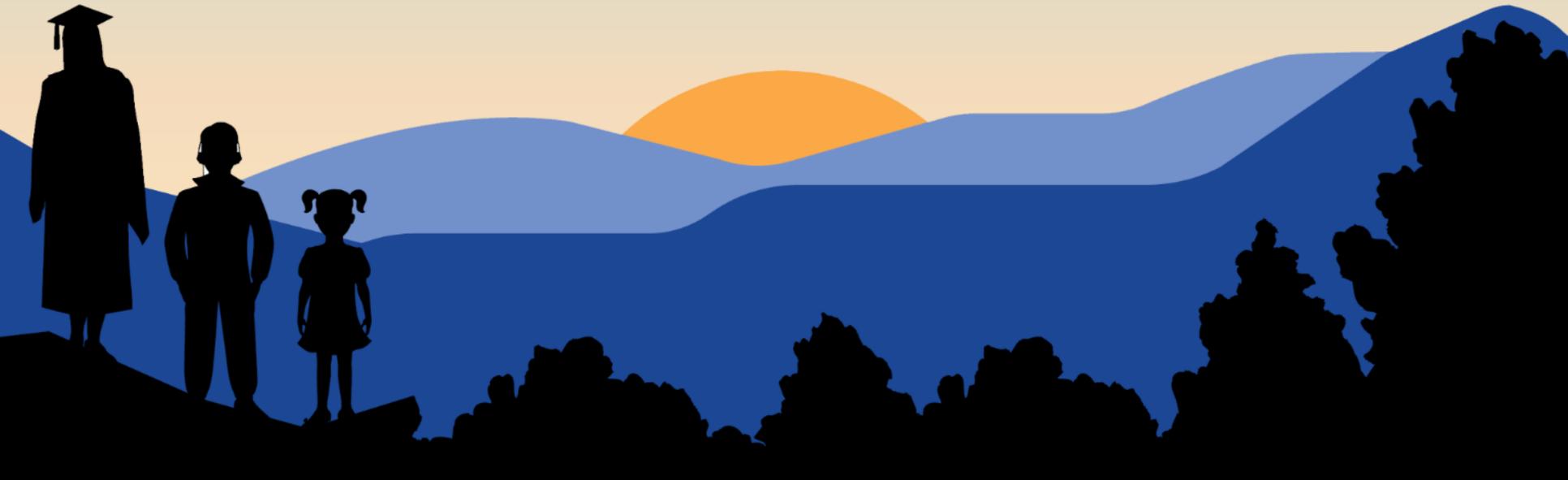
OUTPUTS

- Exit survey data will not include compensation as one of the top five reasons for leaving.
- Engagement survey data will indicate a decrease in the percentage of employees that are dissatisfied with compensation.
- All teacher vacancies will be filled by the first day of school.

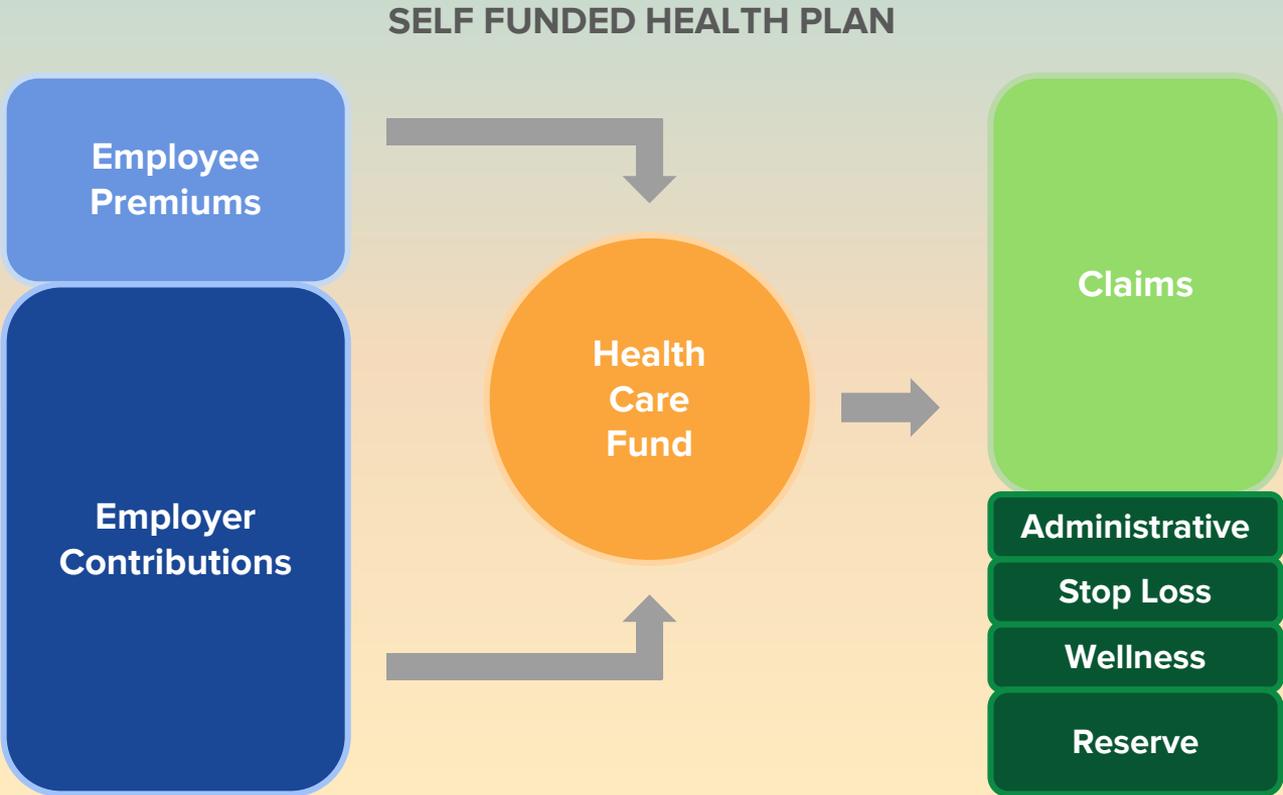
OUTCOMES

- Employee retention rates will increase.
- Trend data (3-5 years) on retention will indicate increased retention rates.
- Exit data and engagement survey trend data (3-5 years) will indicate a decrease in the percentage of employees are dissatisfied with compensation.

2. Health Care Increase



Overview of the Albemarle County Health Care Fund



Health Care Fund Management

PLAN MANAGEMENT

- Health Fund Data Provided by Health Care Providers, Wellness Vendors & Third-Party Consultant
- Set Fund Reserve Balance To Remain Between 2-4 Months' Claims
- Planning Committee and Steering Committee equipped to make Data Driven, Strategic Decisions

WELLNESS PROGRAMS

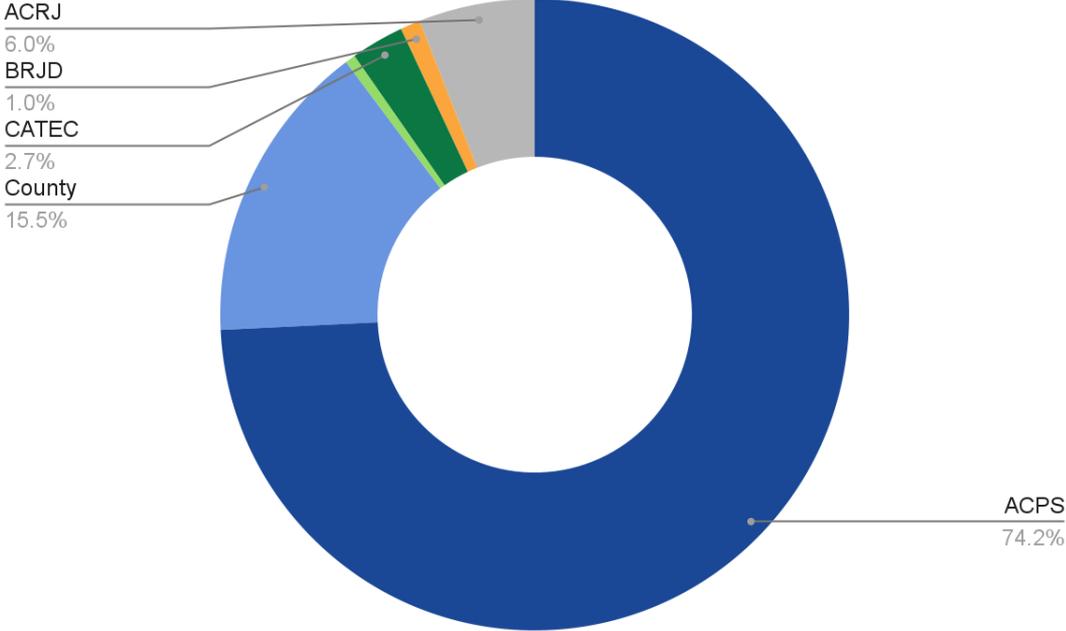
- Focus on mental health support resources
- Waiver of telehealth visit costs in PY 2021
- Increased Employee Assistance Plan (EAP) visits
- COVID, Flu, TDaP, and shingles vaccination clinics
- Activity tracker promotions & challenges
- BE WELL program and communications

Historical Premium Increases by Plan Year

	EMPLOYER	EMPLOYEE
2020	NO CHANGE	NO CHANGE
2021	~6.5% INCREASE	NO CHANGE
2022	~8.0% INCREASE	NO CHANGE
2023	~6.0% INCREASE	UNDER REVIEW

Total COVID Expenses: March 2020 - Jan. 2022

ENTITY	COVID EXPENSE TOTAL
ACPS	\$1,167,409
County	\$244,120
ECC	\$8,376
CATEC	\$42,846
BRJD	\$16,141
ACRJ	\$93,851
TOTAL	\$1,572,746



Plan Year Summaries

	PY 2020 Actual	PY 2021 Actual	PY 2022 Proj.
Total Revenues	\$30.5M	\$27.7M*	\$31.3M
Total Expenditures	\$27.2M	\$35.8M	\$34.7M

*A premium holiday was planned in 2021 to lower revenues and draw down the Health Fund Reserve

Insurance Premiums | \$2.4M

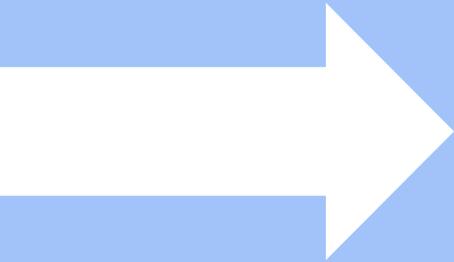
8%

EMPLOYER RATE INCREASE
(PLAN YEAR 2022)

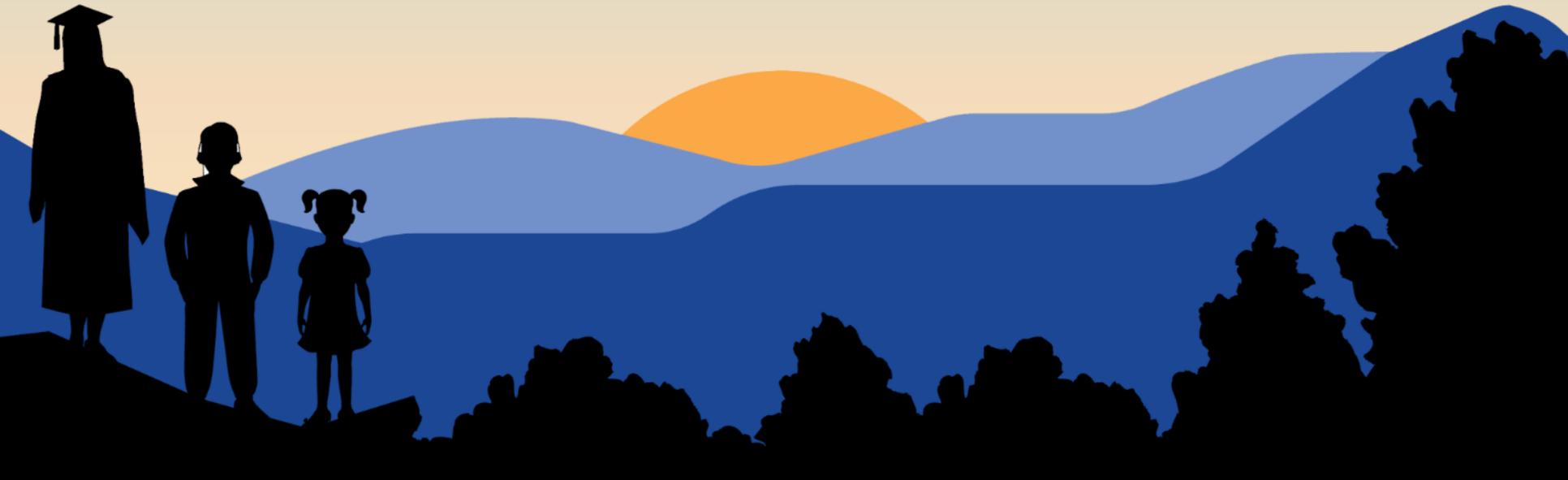


6%

EMPLOYER RATE INCREASE
(PLAN YEAR 2023)



3. Human Resources Redesign





Learning for All

SUCCESS MEASURES

Strategy 3: ACPS will research, develop, and implement an Employee Services department that functions solely for the Albemarle County Public Schools division

Increase in the year-over-year number of highly qualified candidates applying for positions

Decrease in number of unfilled positions year over year

Identify current retention rate and improve the rate each year

Salary not identified as a reason for departure from division

Develop an equity dashboard for retention rates so that no groups are leaving at disproportionate rates

Employee satisfaction levels stay ahead of national trends on nationally normed satisfaction survey

New Employee Services department is operational

Number of participants in employee forums each year increases

Proposal: HR Redesign

EXPENDITURE CHANGES

FTE INCREASE

Human Resources Department

3.5 FTE \$394,408

Department of Technology

2.0 FTE \$198,807

OPERATIONAL INCREASE

Talent and Development \$46,000

HRIS Licensing \$200,000

**TOTAL EXPENDITURE
INCREASE: \$839,215**

REVENUE CHANGES

Revenue Decrease

Transfer from Local Government

\$586,590

**TOTAL REVENUE
DECREASE
\$586,590**

TOTAL NEW FUNDING \$1,425,805

Proposal: HR Redesign

CENTERS OF EXPERTISE

Focused on critical HR functions, such as benefits, compensation, and wellness and safety

SERVICE CENTER

Dedicated to serving employees' needs and answering their questions

BUSINESS PARTNERS

Resource for school division leaders and employees

HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

Employee information system owned, operated and supported by ACPS



Transactional to Transformative

HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

Automation
Self-service

BUSINESS PARTNERS

Direct support to leaders of schools
and departments
Training and supporting
Consistency

SERVICE CENTER

Customer service
Self-service information (benefits enrollment,
address updates, general questions)

AUGMENT RECRUITING FUNCTION

Staffing for manager and specialists

ESTABLISH RETENTION FUNCTION

Engagement data
Exit and stay interviews

Proposal: HR Redesign



Outputs and Outcomes of the Human Resources Redesign Proposal

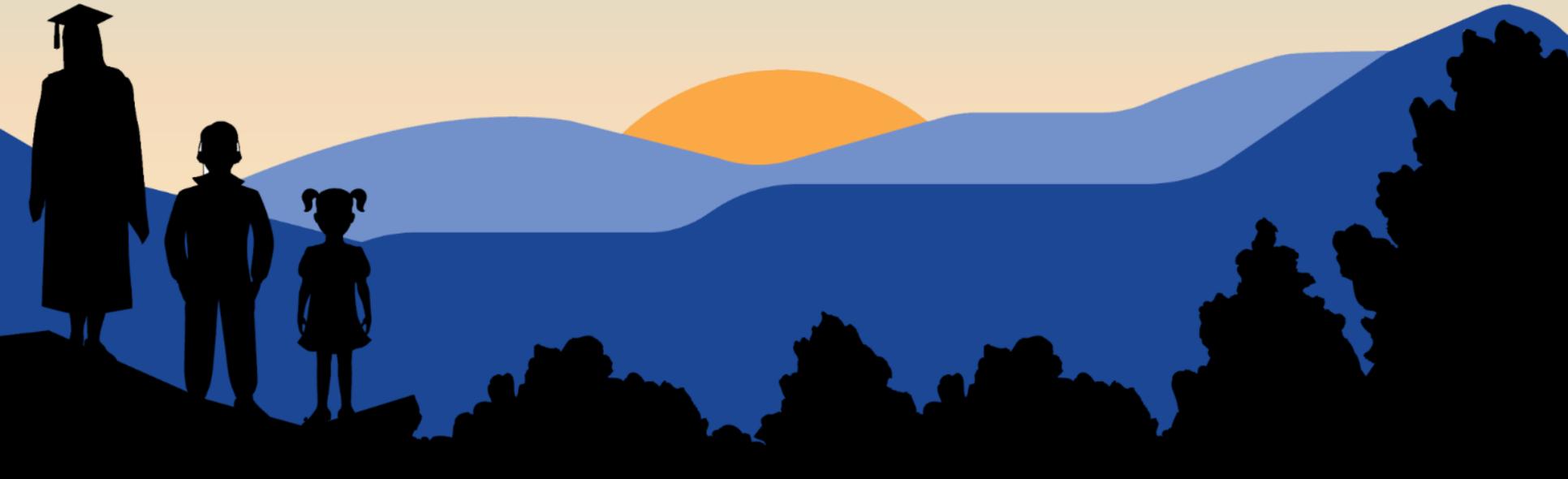
OUTPUTS

- Develop a Department Improvement Plan with goals, strategies and metrics developed to align with the three primary functions of Human Resources.
- The HRIS will be fully functional with staff trained in use of the system.
- A communications plan will be implemented to introduce ACPS employees to the new Human Resources department which will include employee facing information about how HR can best serve them.

OUTCOMES

- Retention of teachers, administrators and support staff will show an increase of 2%.
- Customer service metrics will be determined and results from the related survey will show that employees indicate their experience with Human Resources to be favorable.
- A survey of the Human Resources staff will show a favorable rating as related to work responsibilities, collaboration and satisfaction in their work.

4. Substitute Program Improvements



FY 21-22 Substitute Program Initiatives

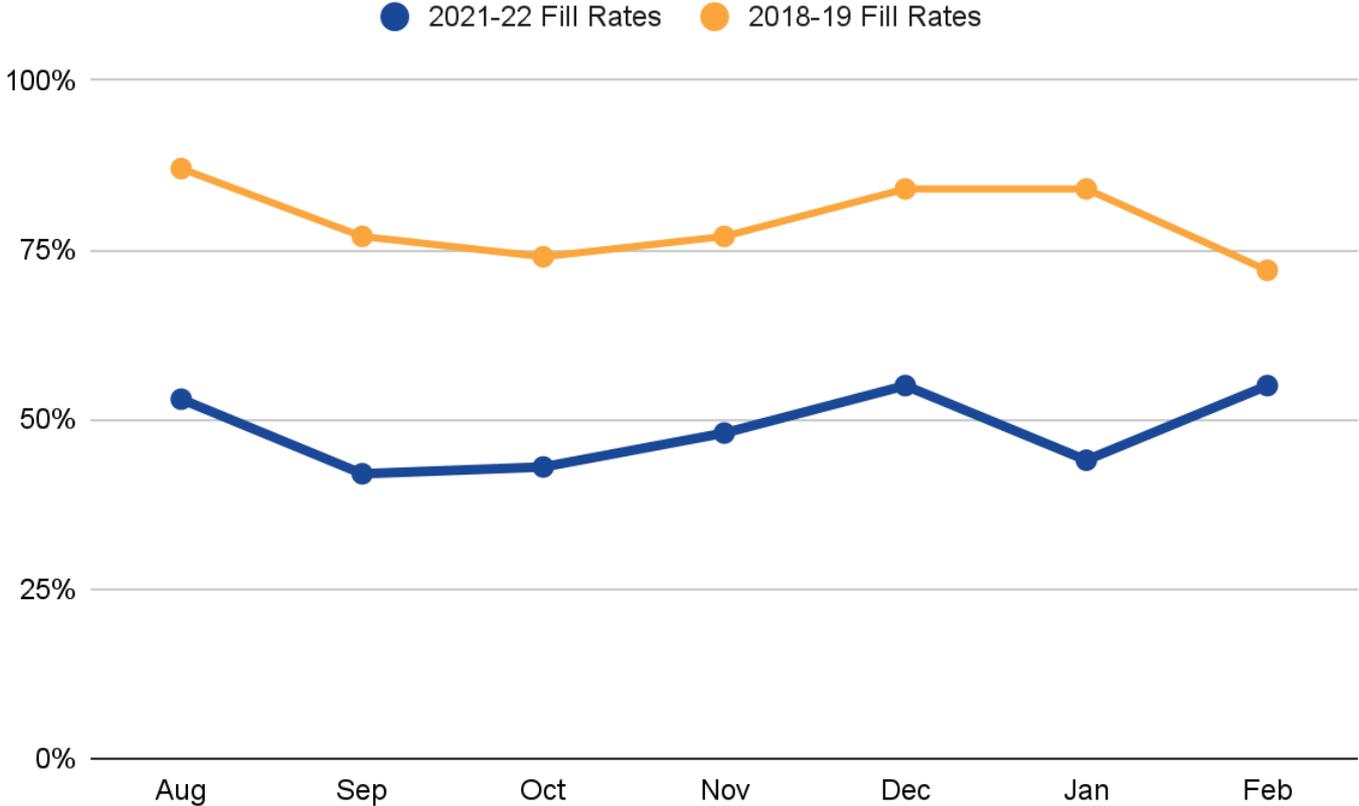
Implementing “Hard-to-Fill/Critical Need” Supplement for Daily Substituting

Incentivizing Teaching Assistants & Teachers to Serve as Daily Substitutes

Incentivizing Retiring/Retired Teachers

Utilizing Licensed Central Office Staff Members as Daily Substitutes

Substitute Fill Rates



Proposal: Substitute Program Improvements | \$2.1M



Proposal funds 1-4 permanent school-based substitutes at each school, depending on the size of the school



Central Substitute Coordinator

GOALS

Bolster substitute incentive program to attract more highly-qualified substitute teachers

Improve same-day fill rates by increasing daily pay rate for subs

Incentivize current school employees to serve as subs

Prioritize market competitiveness

Proposed School-Based Substitute Standard

	Elementary Schools	Comprehensive Middle Schools	Comprehensive High Schools	Community Lab School	Total
	1 per school	1 per school	2 per school		
	2 per school >350	2 per school >400	3 per school >1000	1 per school	
	3 per school >700	3 per school >800	4 per school >1700		
Total Positions	26	9	10	1	46
Total FTE*	8.6	3.0	3.3	0.3	15.2

**For the purposes of instructional staffing standards:
 1 Teacher Position = 1.0 FTE (full-time equivalent)
 1 School-Based Substitute / Teaching Assistant Position = 0.33 FTE*

Outputs and Outcomes of the Substitute Program Improvements Proposal

OUTPUTS

- Metrics from month-to-month comparisons for the last three academic years will show an increased fill rate
- The number of daily substitutes needed will decrease when compared with prior year metrics.
- Fewer staff members will be asked to cover classes in addition to their own workload compared with prior year metrics.
- The number of available daily substitutes will increase to allow for a 85% fill rate

OUTCOMES

- Staff filling same-day substitute assignments will know the students and teachers will increase the continuity of instruction during a teacher's absence.
- Substitute teachers will indicate that they have received training to help them feel successful in their role.
- The Substitute Coordinator will have a positive impact on the recruitment, onboarding, development, and placements of substitutes as indicated on a survey.

5. Elementary School Assistant Principals



Proposal: Elementary School Assistant Principals | \$593K



FTE

**BROADUS
WOOD**



FTE

MURRAY



FTE

**RED
HILL**



FTE

SCOTTSVILLE



FTE

**STONY
POINT**

Current
1 per ES school >350
2 per ES school >700

Proposed
1 per ES school
2 per ES school >700

The changing complexity of the work provides challenges for the sole administrator in our small elementary schools.

Currently, when the principal of a small school is away the school may be without administrative coverage and support.

Elementary School APs — A Changing Need

ACROSS ALL SCHOOLS, THE ADMINISTRATIVE WORKLOAD HAS INCREASED DUE TO:

- Increasing demands of testing requirements,
- Student health requirements,
- Safety and security,
- Overall logistics.

ADDITIONALLY, THE STRATEGIC PLAN CALLS FOR:

- More direct attendance at Professional Learning Communities (PLC) meetings,
- Establishing stronger relationships between school and home, and
- Providing feedback and coaching around instructional practices as outlined in learning walks and the Educator Performance Appraisal.

Outputs and Outcomes of the APs in Elementary School Proposal

OUTPUTS

- The number of Learning Walks completed by principals and APs for each teacher by the end of the first semester will show an increase over prior year data.
- Either the principal or Assistant Principal will attend PLC meetings, demonstrating an increase in attendance when compared with the prior year data.
- Check-ins with principals include statements that indicate an increased level of job satisfaction.

OUTCOMES

- A survey of principals will show job satisfaction trending more favorably than in the initial survey.
- A survey of staff will indicate overall feelings of support from the faculty trending favorably.
- A survey of community members will show a feeling of connection trending favorably.

FY 23 HR and Organizational Development Summary Budget Changes

	Expenditure Increase
Compensation Increase	\$17,225,666
Health Care	\$2,385,167
Human Resource Redesign	\$839,215
Substitute Program Improvements	\$2,110,738
Assistant Principals in ES	\$592,836

Budget Process: Next Steps

FEB. 17

Special Budget Work Session #1

TONIGHT

Special Budget Work Session #2

MARCH 3

**Public Hearing on
School Budget &
Special Budget
Work Session #3**

- Proposals
 - Health Services
 - Schools Field Trip Funding
 - Technology Replacement Program
 - Furniture Replacement Program
- Other School Board Proposals / Requests for Information
 - Differentiated Staffing Case Study
- State Budget Process Update

MARCH 10

School Board Meeting: Approve Funding Request

Questions or concerns?

Email budget@k12albemarle.org at any time.

