

BUDGET WORK SESSION AGENDA BOARD OF SUPERVISORS WEDNESDAY, FEBRUARY 19, 2020 8:30 AM BOARD MEETING ROOM 107 NORTH KENT STREET, WINCHESTER, VIRGINIA 22601

- 1. Call to Order
- 2. Scenario Update per Board suggestions
- 3. Additional Information: February 26, 2020 Joint Board of Supervisors/School Board meeting presentation of School Board budget 5:00 PM
- 4. Adjourn

PROPOSED

(Allocates 43% of Growth)						n Scenario D - Non-Traditional Allocation 8.7 millio (Allocates 100% of growth and 43% .05 tax increase)		llion Scenario E -Traditional Allocation (Allocates 43% of growth and 43% .04 tax increase)	5.6 mi
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		Network Monitoring	0.1			Network Monitoring	0.1		
						4 Additional Deputies	0.6		
						DSS Benefits Manager	0.1		
						Replacement Vehicles / Capital	1.6		
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PROPOSED SCENARIO SUMMARY

Program Specific Revenue Increase 1 6 Operating Expenditures Increase in Operating Budget 8 Revenue from Scenario 6	Allocates 43% of growth and 43%.0 RECAP Operating Revenue Shared Revenue Growth (43% of \$4.7m) Program Specific Revenue Increase 43% of RE Tax Increase Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Operating Cuts Needed	•	(Allocates 100% if growth and a 43% .05 Tax Incremental Recape Operating Revenue Revenue Growth (100%) Program Specific Revenue Increase 43% of RE Tax Increase Operating Expenditures Increase in Operating Budget Revenue from Scenario	4.7 1.7 2.3 8.7	(Allocates 43% of growth and a 43% .04 Tax In RECAP Operating Revenue Shared Revenue Growth (43% of \$4.7 m) Program Specific Revenue Increase 43% of RE Tax Increase Operating Expenditures Increase in Operating Budget	2.0 1.7 <u>1.9</u> 5.6
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Additional Operating Cuts Needed 1	1.9 Additional Operating Cuts Needed			<u>7.1</u>	Revenue from Scenario	<u>5.6</u>
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			(8.7 million allocation reduced by 1.6 million for captial)			
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Capital 15.3 Million Requested	Capital 15.3 Million Requested		Capital 15.3 Million Requested		Capital 15.3 Million Requested	
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Superintendent's FY 2020–2021 Proposed Budget

David T. Sovine, Ed.D. Superintendent February 18, 2020

Good Evening. It is my pleasure to present to you the highlights of my FY 2020 – 2021 proposed budget. Before I do so, I want to take a moment to extend my appreciation to our Cabinet members and the Finance department for their assistance in preparing my budget proposal.

Frederick County Public Schools is an innovative community where caring relationships and authentic learning inspire all students.

We employ 2,300 employees dedicated to making our approximately 14,000 students successful.

FY 2021 School Board Budget Priorities

- Instructional initiatives and professional learning to address increased accountability, improve student achievement, address student needs, and <u>reflect student voice</u>.
- Compensation packages (salaries, benefits, and professional learning) that enable the recruitment and retention of high quality staff.
- Operational funding to address preservation of assets (facility maintenance), replacement school buses, safety and environmental enhancements, and aging infrastructure/ systems.

2

My budget was developed using the priorities you approved in November. They are:

- 1. Instructional initiatives and professional learning to address increased accountability, improve student achievement, address student needs, and reflect student voice.
- 2. Compensation packages that enable the recruitment and retention of high quality staff.
- 3. Operational funding to address preservation of assets, replacement school buses, safety and environmental enhancements, and aging infrastructure/ systems.

I would like to draw your attention to the first bullet on this slide where "reflect student voice" is underlined.

Throughout this presentation you will see quotes from our students pertaining to my budget proposal.

Funds to Discuss

- Operating Fund
- Debt Service Fund
- Capital Projects Fund







3

Tonight, we will focus on the three funds supported with County dollars; Operating, Debt Service, and Capital Projects.

The Operating Fund provides for the daily operations of the division;

the Debt Service Fund pays the principal and interest payments associated with school construction; and

the Capital Projects Fund provides for major maintenance projects that are not supported by the School Operating Fund and are not considered major construction projects.

School Board Priority—Instructional Initiatives

Instructional initiatives and professional learning to address increased accountability, improve student achievement, address student needs, and reflect student voice.

22	Classroom Teachers	\$1.6
26	Instructional Assistants	\$0.8

5 Behavioral Specialists \$0.4

Textbooks \$0.5

(dollars shown in millions) Total \$3.3

FCPS

To address student achievement, student needs, and instructional initiatives, I am recommending:

22 new classroom teachers to address the increase in student enrollment.

26 instructional assistants of which 24 will be for kindergarten. This will enable us to place one instructional assistant in each kindergarten classroom. The remaining 2 positions will be used to make all part-time PALS assistants full-time.

I've also included 5 behavioral specialists in my request.

Like every community in our nation, some of our students come to us with mental health and trauma related challenges that manifest themselves in significant and severe behaviors that impact the learning of all of our students. The behavioral specialists will provide those students with additional support and help improve the learning environment for all.

My proposal also includes \$500,000 for new science and high school English textbooks due to the adoption cycle which is driven by the state.

Notice I have underlined "address student needs". You will hear from one of our students on this School Board Priority.

Reflect Student Voice —Instructional Initiatives



"Having a variety of course offerings increases creativity, motor skills, language skills, and help me prepare for the long road ahead."

Jillian Taylor 7th Grade James Wood Middle School



5

Meet Jillian Taylor, a 7th grader at James Wood Middle School. Here is Jillian's perspective on why a variety of course offerings is beneficial to our students in order to meet their needs.

"Having a variety of course offerings increases creativity, motor skills, language skills, and helps me prepare for the long road ahead."

School Board Priority—Compensation Packages

Compensation packages (salaries, benefits, and professional learning) that enable the recruitment and retention of high quality staff.

Enhancement & step - teachers \$3.5

Enhancement & step - bus drivers/aides \$0.5

Enhancement & step - instructional assts. \$0.3

Step for all other pay tables \$0.9

(dollars shown in millions) Total \$5.2

6

Last year the County Government provided a 4% salary increase for all staff. We were only

able to give a 3% division-wide average salary increase. My proposed budget provides for a division-wide average 4% salary increase at a cost of \$5.2 million.

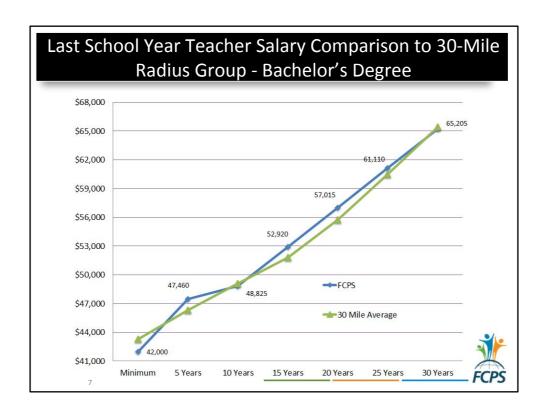
This will provide a step increase for all staff and enhancements to the teacher, bus driver and aides, and instructional assistants' scales.

My proposal includes a step increase and enhancement to the teacher scale in the amount of \$3.5 million dollars, \$500,000 for bus drivers and bus aides, and \$300,000 for instructional assistants.

The remaining scales, such as custodians, clerical, specialists, mechanics, maintenance, and administrators will receive a step increase which totals \$900,000 dollars.

As you can see, over half of the salary initiative is for teachers. We have fallen significantly behind our neighboring school divisions and must remain competitive.

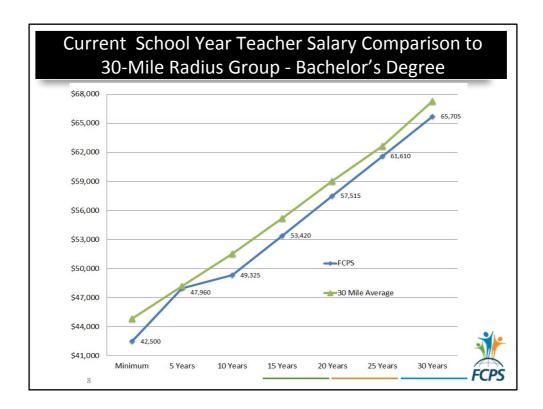
I'd like to take a moment to talk about our teacher salary scale.



This graph compares last year's teacher salary scale to our 30-mile radius group, which includes Clarke, Fauquier, Loudoun, Page, Shenandoah, Warren, and Winchester.

As you can see, Frederick County, which is the "blue line", fared very well except at the start of the scale where we were about \$1,300 behind the 30-mile radius group which is shown by the "green line".

Notice we were on target with some benchmark years and even above at years 5, 15, 20, and 25.



Here is where we are today in comparison to the same 30-mile radius group.

In the current budget, we focused on the starting teacher salary and provided all teachers a step movement and increased the start by \$500. This is all we could do with the funding we received.

Look what happened.

Our neighboring localities were able to invest more funding into their teacher scales which created a significant pay gap. We are below at each of the 5-year benchmarks.

g Salary Comparison Radius Group	With 30 Will	
30-Mile Radius School Divisions	Starting Salary	
Loudoun	\$53,730	
Fauquier	\$44,800	
Warren	\$44,545	
Shenandoah	\$43,026	
Winchester	\$42,880	
Page	\$42,512	
Frederick	\$42,500	100011
Clarke	\$42,300	3
	30-Mile Radius School Divisions Loudoun Fauquier Warren Shenandoah Winchester Page Frederick	30-Mile Radius Starting School Divisions Salary Loudoun \$53,730 Fauquier \$44,800 Warren \$44,545 Shenandoah \$43,026 Winchester \$42,880 Page \$42,512 Frederick \$42,500

Frederick County has the second lowest starting salary of the 30-mile radius group. My proposal invests \$3.5 million dollars in the teacher scale in hopes we can be more competitive with our neighboring localities.

We have to be able to attract and retain the very best teachers.

Reflect Student Voice —Compensation Package



"High quality teachers care about their students. When you have a teacher that cares about what you're learning, it can make a huge impact on how a student feels toward school and their education."

Nickolas Legg 12th Grade Millbrook High School



10

Meet Nickolas Legg a senior at Millbrook High School.

Nickolas says "High quality teachers care about their students.

When you have a teacher that cares about what you're learning,
it can make a huge impact on how a student feels toward
school and their education."

The power of a good teacher can make the difference in the lives of our students and how they feel about education. Our students deserve high quality teachers.

Teacher Retention

"One of my very, very best! She's not replaceable with her work ethic, parent communication and collaboration. :(
She assured me that it was a struggle to even consider, but the pay increase is HUGE as well as benefits."

"Finally, I have another one of my top teachers that has an interview in Loudoun in 2 weeks. She previously worked there, so I am positive, she will get snagged."

"Makes me so very sad...and stressed" - FCPS Principal

11

FCPS

As Nickolas stated in the previous slide, having high quality teachers is vital to the success of our students and no one knows this better than our principals. I'd like to share an email from one of our principals that was sent to human resources expressing their disappointment and concern about losing two teachers to Loudoun County Public Schools.

Because this is an employee matter, I cannot share the employees' or principal's name.

She writes:

"One of my very, very best! She's not replaceable with her work ethic, parent communication and collaboration. :(
She assured me that it was a struggle to even consider, but the pay increase is HUGE as well as benefits."

"Finally, I have another one of my top teachers that has an interview in Loudoun in 2 weeks. She previously worked there, so I am positive, she will get snagged."

"Makes me so very sad...and stressed"

CONTINUED

This is why we have to invest dollars into our salary scales or we will continue to lose good teachers to other jurisdictions.

Opening Jordan Springs Elementary School

\$2.8 million





12

We are excited about opening our 12th elementary school. The cost to open Jordan Springs Elementary is \$2.8 million.

This is largely due to the addition of 40 positions, mainly teachers, as well as costs for utilities, materials, and supplies.

There are startup costs for 1 bus and 1 bus driver for an additional route needed for this school and funds for additional staff days for unpacking and setup so the school is ready to open on August 17th.

School Board Priority—Operational Funding

Operational funding to address preservation of assets, replacement school buses, safety and environmental enhancements, and aging infrastructure/systems.

CAP – Preventative Maintenance \$0.5





(dollars shown in millions)

10

A lot of effort has been invested in developing the Capital Asset Plan or CAP. The CAP includes a preventative maintenance and asset replacement schedule along with costs and a timeline. This document provides the School Board and Board of Supervisors with a long-range financial plan to facilitate long-term funding.

The CAP provides for \$500,000 for recurring preventative maintenance costs in the Operating Fund.

Preventative maintenance includes painting, flooring, ceiling replacement, plumbing fixtures, and conveying systems. Frederick County schools must maintain over 2.6 million square feet of building space.

We have 12 buildings over 30 years old. It is imperative we provide our students with safe and well maintained buildings for authentic learning.

Reflect Student Voice —Operational Funding

"Feeling safe and comfortable are important aspects of learning for me. Having a welcoming classroom is the first step for students to do their best."

Alyvia Cooke 11th grade Sherando High School

"No one truly wants to work in factory rows for the rest of their life, so why make classrooms feel like factories?"

Hailey Reynolds 8th grade Admiral Byrd Middle School



1/

Alyvia Cooke an 11th grader at Sherando High School and Hailey Reynolds an 8th grader at Admiral Byrd Middle School provide great insight into why school buildings need to be well maintained and conducive to learning.

Alyvia writes: "Feeling safe and comfortable are important aspects of learning for me. Having a welcoming classroom is the first step for students to do their best."

Hailey tells us that "No one truly wants to work in factory rows for the rest of their life, so why make classrooms feel like factories?"

I think these statements say it all. Our students care about their learning environment.

Cost to Continue Offering Current Programs and Services

\$1.9 million







15

The cost to continue doing what we are doing today, is \$1.9 million dollars.

We will need \$500,000 of increased funding for state and federal restricted programs, \$800,000 for a projected health insurance increase of 5% and \$300,000 for our participation in regional programs.

The remaining \$300,000 is for expected increases in fuel, utilities, and materials.

Revenue - Operating Fund (dollars shown in millions)						
	FY	2020	FY	2021	Diff	erence
Revenue:						
State Aid	\$	83.1	\$	85.8	\$	2.7
Federal Aid	\$	5.1	\$	5.3	\$	0.2
Tuition, Fees, and Other	\$	1.4	\$	1.4	\$	821
Sub-total Revenue	\$	89.6	\$	92.5	\$	2.9
County Transfer	\$	86.4	\$	97.3	\$	10.9
Total School Operating	\$	176.0	\$	189.8	\$	13.8
Numbers may not add due to rounding.						— FCPS

Revenue in the Operating Fund is comprised of state, federal, miscellaneous dollars, as well as, local funding provided by the Frederick County Board of Supervisors.

Based on the Governor's budget proposal, state aid is projected to increase by \$2.7 million dollars.

I would like to add that state funding would have been higher except the County's Local Composite Index or LCI increased. The LCI measures the wealth of the County and uses; assessed value of real property, adjusted gross income of citizens as reported on their tax returns, and taxable retail sales to determine LCI.

When a locality's LCI increases, state dollars to schools decrease.

The LCI will increase in FY 2021 from 38.98% to 41.20% which reduced our state funding by \$2.4 million dollars.

Federal revenue is expected to increase by \$200,000. These funds are restricted for special purposes including special education, improving literacy and math skills for economically disadvantaged students, and English language learners.

CONTINUED

There is no change for tuition, fees and other miscellaneous revenue.

To fund my proposed FY 2021 budget and to meet the school board's budget priorities, we will need an additional \$10.9 million dollars in the Operating Fund from the Frederick County Board of Supervisors.

Budget R	equests Tied to School Bo	oard Priorities
Priority	Instructional initiatives	\$3.3
Priority	Compensation packages	\$5.2
Priority	Operational funding	\$0.5
17		FCPS

Here's how my operating budget proposal ties to the School Board's budget priorities set in November.

- \$3.3 million dollars for the instructional initiative of hiring 53 school-based staff and \$500,000 for textbook adoptions,
- \$5.2 million dollars for a 4% division-wide average salary increase to attract and retain talented staff and remain competitive with our neighboring school divisions,

\$500,000 for operational funding to support the Capital Asset Plan.

FY 2020 – 2021 Budget N Operating Fund (dollars shown in millions)	eeds
Salary initiative – 4% division avg.	\$5.2
Staffing	\$2.9
Jordan Springs Elementary – opening	\$2.8
Facilities (CAP – preventative maintenance)	\$0.5
Textbooks	\$0.5
Cost to Continue Services	\$1.9
18	FCP:

Let me recap my proposed budget for the Operating Fund:

\$5.2 million dollars for a salary initiative to provide all staff a step movement on current scales and enhancements to the teacher, bus driver and bus aides, and instructional assistant scales.

\$2.9 million dollars for additional staff, 22 teachers for enrollment growth, 26 instructional assistants, 5 behavioral specialists to help our students facing many challenges in their young lives.

To open Jordan Springs Elementary, we will need \$2.8 million dollars. This covers the additional 40 staff members, including teachers, instructional assistants, custodians, clerical staff, assistant principal, a bus driver, a school counselor, librarian, and nurse.

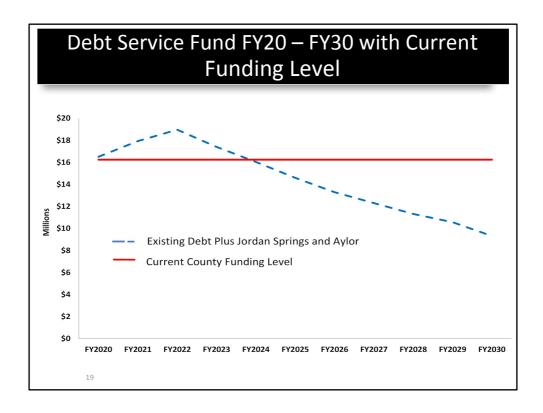
CONTINUED

\$500,000 is needed for preventative maintenance to help our assets reach or extend their normal useful life and reduce the chances of unscheduled repairs or system failures.

\$500,000 for new adoption of textbooks for Science and high school English.

Lastly, \$1.9 million dollars is needed to continue doing what we are doing today.

After deducting the increase in state and federal revenue from this request, \$10.9 million dollars is needed to fully fund my proposed budget.



Now let's talk about the Debt Service Fund. This graph shows existing debt, including that for Jordan Springs Elementary School and for the replacement of Robert E. Aylor Middle School.

We will need an additional \$800,000 next year for the payment of interest and principal on our outstanding debt.

FY 2020 - 2021 Capital Projects Fund

Location	System/Component Replacement	Cost
Apple Pie Ridge Elementary	Cooling tower replacement	\$400,000
Apple Pie Ridge Elementary	Playground replacement	\$136,600
Dowell J. Howard Center	Electrical – Lighting	\$128,300
James Wood Middle	Roof replacement	\$800,000
Middletown Elementary	HVAC chiller replacement and upgrade humidity controls	\$750,000
Orchard View Elementary	Roof replacement-partial	\$500,000
Sherando High	HVAC chiller replacement	\$750,000
Sherando High	Repair and resurface parking lot	\$251,000
	Total FY 2021 Request	\$3,715,900

My request for the Capital Projects Fund is \$3.7 million dollars and includes:

- Cooling tower and playground equipment replacement at Apple Pie Ridge Elementary,
- Electrical lighting replacement at Dowell J. Howard Center,
- Roof replacement at James Wood Middle School and partial roof replacement at Orchard View Elementary,
- HVAC chiller replacement and upgrade humidity controls at Middletown Elementary, and
- at Sherando High School replace the HVAC chiller and repair and resurface the parking lot.

Operating Fund \$10.9 Debt Service Fund \$0.8 Capital Projects Fund (CAP) \$3.7 Total \$15.4

In summary, I am requesting from the Board of Supervisors for my Proposed FY 2021 budget an:

- additional \$10.9 million dollars in county funds in the Operating Fund,
- \$800,000 for the Debt Service Fund, and
- an additional \$3.7 million dollars for the Capital Projects Fund.

This totals \$15.4 million dollars for all three funds.

FY 2020 - 2021 Budget Calendar

February

- 18 Superintendent proposes FY 2021 budget to School Board
- 26 Joint School Board/Board of Supervisors budget work session, 5:00 p.m.

March

- 3 Regular School Board work session and budget public hearing
- 17 Regular School Board meeting
- 25 Board of Supervisors meeting and budget public hearing

April

- 7 Regular School Board work session
- 8 Board of Supervisors approval of FY 2021 budget funding level for schools
- 20 FCPS Finance Committee meeting, 5:00 p.m.
- 21 School Board approval of FY 2021 budget

All School Board and regular Board of Supervisors meetings begin at 7:00 pm unless otherwise noted.



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I'll close tonight by drawing your attention to the local timeline on the slide.

You and the Board of Supervisors will hold a joint budget work session on February 26th.

Your public hearing and budget work session is March 3rd.

The Board of Supervisors will hold its public hearing on March 25th with final budget approval on April 8th.

You will approve your budget on April 21st.

Thank you for your attention this evening and your commitment to our young people as we work together to nurture all learners to realize their dreams and aspirations.