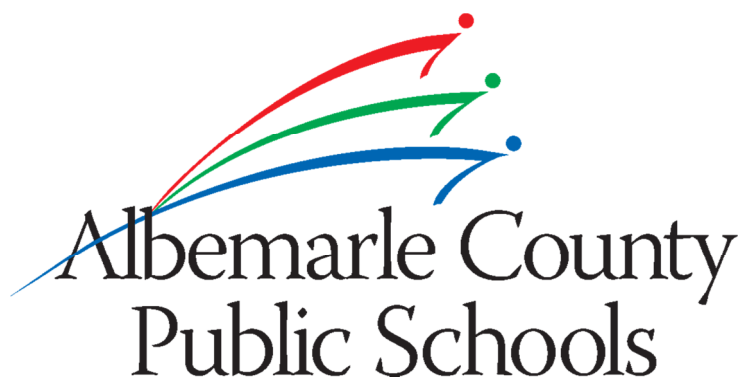


# Overview

---

## **The Overview provides summary information of the key points of the Funding Request**

School Board Chairman's Letter and Exec Summary.....	1
Budget Calendar.....	21
Compensation Summary.....	24
School Board's Adopted Budget.....	25
Initiative Fund Location.....	26
Summary of Compensation, Growth, and Op Increases.....	28
Summary of New Recurring Initiatives.....	29
Summary of One-Time Initiatives.....	30
Initiatives by Key Area.....	31
Initiatives by School Board Goals.....	33
Projected 2012/2013 Initiatives and Reductions.....	35



We serve more than 13,200 students (12,914 in K-12, 299 in pre-school, total of 13,213) in Albemarle County, Virginia, the sixth largest county by area in the Commonwealth and one of the nation's top places to raise a family, according to *Forbes* magazine. In a diverse locality, with rural, suburban and urban characteristics, Albemarle County Schools is proud to maintain community-based elementary schools, state-of-the art secondary schools, and provide opportunities for our graduates to excel in both higher education and the workforce.

Our community has a tradition of pride in our schools and consistently values public education as key to a well-educated citizenry, a prepared workforce, a vibrant local economy, and caring community servants.

**It matters what we measure.  
We measure what matters.**

**Total 2011-2012 Funding Request:**  
**\$144.96 million**

**Enrolled Students 2010-11: 13,213 in  
grades pre-K – 12**

**Schools: 27**  
**(16 elementary, 5 middle, 3  
comprehensive high schools, 2  
charter schools, 1 vocational  
technical school)**

**Employees: 2,422**

**Schools Fully Accredited by Virginia  
Department of Education: 25\***

**Students Graduating with Advanced  
Studies Diplomas: 67%**

**College Bound Students: 83%**

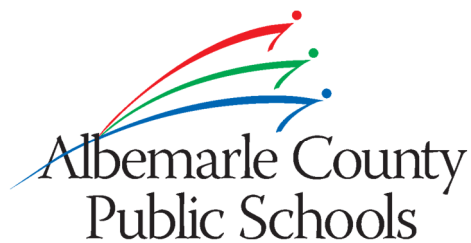
**2,687 Students Play High School  
Sports**

**All seniors complete minimum of 20  
hours of community service**

**223 students take virtual coursework**

\*The Community Public Charter School, in its 2<sup>nd</sup>  
year of operations with under 50 students, is  
accredited; CATEC does not require accreditation as  
a vocational/technical school

*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*



**Every child's success matters.** It matters to the child, their family, their teacher and their school. It also matters to *you*, the citizens and taxpayers of Albemarle County. When we work every day to take every child – regardless of their capability, socioeconomic status, parental involvement or other factors – and challenge them ***to embrace learning*** and ***to excel***, we are working to create in them the skills, motivation and persistence ***to own their future*** and ours. Our future is inextricably bound with the future of our community's schoolchildren. Their success is our success. Albemarle County is not an average county. We do not want an average education for our children. We want them to receive a best-in-class education that is competitive with the nation's top districts and prepares them for the world they will inherit.



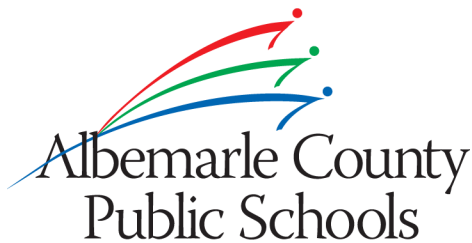
### **How do you measure success?**

In Albemarle County Public Schools we measure success one child at a time. We also measure the value we provide to the community, in terms of prudent use of our entrusted tax dollars and in the return we provide to our employers and our citizen investors.



***What we invest today, we reap tomorrow.***

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***



**Office of the School Board**

401 McIntire Road Charlottesville, Virginia 22902-4596

Phone: (434) 296-5877 Fax: (434) 296-5805

[www.k12albemarle.org](http://www.k12albemarle.org)

Dear Members of the Albemarle County Community:

Thank you for your continued support of public education and our community's children. Without your support our students would be unable to achieve their high levels of academic success.

The enclosed \$144.5 million 2011-12 budget represents our investment in public education for this fiscal year. While this is a modest increase over last year's adopted budget of \$142.9 million, over the past three years, our enrollment has increased by 540 students, while our revenues have declined more than \$6.8 million, or \$1,018 per pupil. The board is concerned that this budget includes a state requirement to underfund our employee's pension, and that further declines in per pupil funding will have a serious negative effect on our schools and our students.

Despite the difficult economic climate, this budget supports, and the board remains committed to, our Vision, Mission, and Strategic Goals. Improving instructional effectiveness and student learning is our key strategy to **prepare all students to succeed as members of a global community and in a global economy and eliminating the achievement gap**. Our staff has performed excellently overcoming the challenges of increased class sizes and cuts in support services over the past two years. We are pleased that this budget includes salary increases for the first time in three years.

We have been able to minimize the impact of budget cuts through our active pursuit of efficiencies under our strategic goal 5. We have reduced transportation costs by \$1.5 million and saved \$400 thousand in energy reductions. This year we will perform an operational audit of technology and review the effectiveness of our academic programs to generate additional efficiencies.

As a community and as a board we are committed to educational excellence for our children. Although this budget maintains that commitment, we are concerned about the future. As our enrollment continues to grow and if the Commonwealth continues to reduce funding for K-12 education, a greater burden will fall on our taxpayers.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Koleszar", written over a light blue horizontal line.

Steve Koleszar

Albemarle County School Board Chair

**This page is intentionally left blank.**

## These are challenging times.

We are challenged in this economic environment to continue to deliver superior results in the midst of increasing enrollment, increasing mandates from the state and federal government, and diminished resources.

The economic recovery has been slow, and will likely continue to be slow for the next few fiscal years. However, we know that strong K-12 public schools contribute to the economic prosperity equation – a vibrant economy, the value of our property, and jobs for the community. As we work together to recover from this recession and establish a more stable, operating revenue for a sustainable future, we must



- Maintain excellent public schools to attract and retain top employers and employees to our community.
- Continue to produce graduates who possess the skills most valued by higher education and the workplace.
- Measure student learning beyond federal and state mandated assessments on such essential skills as information literacy, creativity and problem-solving, adaptability, collaboration and “soft-skills” such as communication, respect, work ethic and punctuality, essential skills identified by Virginia’s employers.

This is indeed a challenge. One we accept as vital to our children, our community, our economy and our future.

**We cannot sustain another year of reductions of the magnitude taken in 2010-11.** The increased workload, drastically reduced resources and functionality experienced by our staff, and other significant challenges such as a new secondary schedule and student information system are clouding our focus and limiting our effectiveness. That is why we are proposing no additional reductions in programs and personnel in 2011-2012 and restoring staffing reductions in classroom personnel that were taken this fiscal year.

These are indeed challenging times. Our Division continues to experience revenue uncertainty and risk, particularly from the General Assembly, and changes to state and federal laws that impact what we must do and measure. We face these challenges not by searching for more “small things” to tweak, but by carefully examining our organization, and our mission. This funding request reflects our continued commitment to our strategic vision that ensures a **best in class** education that provides **value** to our community through **efficient** use of resources for **sustainable** operations and **excellent performance** by our students. It also represents a commitment to changing the way we do business, to meeting the challenges with adaptive management and community collaboration to inaugurate a new, sustainable balance of revenues and expenditures.

The following pages detail the return we have provided on your investment and the reinvestment of \$144.5M we are asking our citizens to make in 2011-12. Thank you for your continued confidence and support as we create the leaders, the innovators and the workforce of tomorrow.

Sincerely,

Dr. Pamela Moran, Superintendent of Schools

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

**Our Vision is for all learners to believe in their power to embrace learning, to excel and to own their future.**

learning must be measured in ways beyond bubbling enough correct answers on a single test given on a single day.

## Executive Summary of Operations & Funding Request

When we established our vision in 2005, we anchored it in **learning** as the goal and the standard of success. It matters what we measure. A child is so much more than test scores. So while our students excel on state and federally mandated achievement benchmarks such as annual Standards of Learning (SOL) testing and the mandates of the No Child Left Behind act, we have always believed that

Through our **Framework for Quality Learning**, through investment in the recruitment and retention of excellent personnel to work with our students, and through efficient and sustainable operations, our ~2,300 employees work every day to inspire, nurture and develop today's students into tomorrow's leaders and inventors. We are delivering impressive results, not just on those mandated assessments, but also on nearly every current measure of achievement, including our community's satisfaction with our schools (92% approval rating).

We believe that our students must be competitive against international benchmarks, and our graduates must arrive in college and the workplace with the skills and habits that our employers are demanding. This is the heart of our business, the crux of our vision and the core of what we do every day. We know this because you, our community told us. Through numerous advisory councils, direct input to the School Board, and through a direct survey of our constituents, three priorities for our school division's focus and funding emerged:

- **Additional classroom support (strategic goals 1, 2 & 5)**
- **Compensation/benefits (strategic goal 3)**
- **Assess/improve student college/workforce readiness (strategic goals 1, 2, 4)**

Investment in education today brings positive returns to our economy. So let's begin with the value we delivered this year to our communities, our country, our students and our owners – the taxpayers of Albemarle County.

**These are your schools. Let's see how we all did.**

### Our Goals:

1. *Prepare all students to succeed as members of the Global community and global economy.*
2. *Eliminate the Achievement Gap*
3. *Recruit, retain and develop a diverse cadre of the highest quality teaching personnel, staff and administrators.*
4. *Achieve recognition as a world-class educational system.*
5. *Establish efficient systems for development, allocation, and alignment of resources to support the Division's vision, mission and goals.*



**Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.**



In the past year, we:

- Increased our overall pass rate for the Reading and Mathematics Standards of Learning tests to *more than 92 percent, one of the top-performing Divisions in the Commonwealth*. The state benchmarks were 81 percent for reading and 79 percent for mathematics.
- Increased our *On-Time Graduation Rate to 91.7%, the sixteenth highest in the Commonwealth*. We believe every student deserves to graduate with a board-certified diploma, and to graduate with their peers, the friends they began high school with. Our commitment is shown by these scores.
- Posted performance that bests state and national averages – often significantly – on:
  - SAT scores in all three areas: Critical Reading, Writing and Mathematics
  - AP test scores, even while we expanded the program and had more students than ever taking AP courses.
  - Percentage of students graduating with an Advanced Studies diploma. (67% ACPS, 45.7% state)
  - Percentage of students enrolling in a two- or four-year college: 83%
  - Percentage of students completing high school with some college coursework already complete. (13% ACPS, 6% state)
- Opened our innovative Math, Engineering & Science Academy at Albemarle High School and welcomed double the initially approved number of students. MESA has served as an example to business and political leaders of the future of Science, Technology, Engineering & Mathematics (STEM) education in the Commonwealth and nation, and is directly addressing the needs of our community and our global competitiveness. It also works to attract more minority students and women to the STEM courses and careers, identified as critical to maintaining our nation's role in the global economy.
- Met or exceeded 29 different requirements under the No Child Left Behind Act to make Adequate Yearly Progress (AYP) at 73% of our schools, compared to 60% of schools statewide.
- Continued to be awarded full accreditation by the Virginia Department of Education for all of our Division schools (excepting the new Community Public Charter School, in its second year of operation with under 50 students). CPCS is accredited.
- Excelled under the 2010 Virginia Index of Performance Program for the third year in a row. Fifteen of our schools were recognized under this program, as was the division as a whole. Schools are honored for exceeding all benchmarks for two consecutive years.
- Congratulated five of our elementary schools for being recognized by the Virginia Board of Education for raising the achievement of economically disadvantaged students and significantly closing the achievement gap over the past two years.
- Opened a branch of the University of Virginia Community Credit Union in Albemarle High School to improve students' knowledge of personal finance and create relevant experience for students.



***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***



- Cut our overall operating budget by more than \$6 million in the current fiscal year, increasing the workload on our employees and asking them to do more with less.
- Welcomed 200 more students to our school system for the second consecutive year, beyond anticipated growth projections. We expect this trend to continue in FY2011-12.
- Celebrated the achievements of our teachers such as: Tony Wayne, physics teacher at Albemarle High School, was awarded the Red Apple Award from the Charlottesville Business Innovation Council, the third ACPS teacher to receive this distinction; Michael Farabaugh, chemistry teacher at Monticello High School received the Distinguished High School Chemistry Teacher award; AHS band teacher Greg Thomas was named Artist Educator of the year; Analisa Herring, Brownsville Elementary teacher, was named a Virginia Lottery Super Teacher (an ACPS teacher has won our region's award for the past 3 years, every year of the program), Timothy Hicks joined the ranks of Nationally Board Certified Teachers, and 99.93% of our teachers are highly qualified under NCLB.

***A child is so much more than the sum of his or her test scores.***

- Took home more district, regional, state, and national awards for outstanding academic, athletic, performing arts achievement. Among the many awards are:
  - Albemarle High School's music program was selected as a Blue Ribbon School again this year by having their choir, orchestra and bands earn superior ratings at state festivals.
  - AHS Theatre won the Commonwealth District, Northwest Regional and VHSL State Championships. They also won the Virginia Theatre Association state championship and advanced to the Southeastern Theatre Competition.
  - AHS Forensics team won the Commonwealth District and Northwest Regional competition for the 10th consecutive year.
  - Jordan Haws and Lauryl Desch of Western Albemarle High School were named Group AA Female Athlete of the year and Group AA Wachovia Citizenship Award scholarship winners, respectively.
  - Monticello High School won their District and Regional theatre competition and finished 3<sup>rd</sup> in the state with a play written by a student.
  - Burley Bearettes choir ensemble was named 2009 and 2010 National Grand Champions for Heritage Music Festivals.
  - 14 Destination Imagination teams from Albemarle County schools won district and regional titles and four advanced to global competition. This is the 11th consecutive year that teams from Albemarle County Schools have qualified for global competition.
  - All 3 comprehensive high schools were awarded by the Virginia High School League for best-in-class yearbooks, newspapers, literary magazines and other student publications.
- Numerous district, regional, and state athletic championships for all three comprehensive high schools. Graduates from AHS, MHS, and WAHS all signed to play collegiate sports at Division I, II and III levels, earning scholarships to further their education.

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

- Matriculated students to the most prestigious universities in the nation and world and produced unprecedented numbers of National Merit commended students, semi-finalists and scholarship winners.

**Albemarle County Schools Graduates were accepted at these and other colleges for fall 2010:**

Alabama University	Davidson College	Hobart & William Smith College
Allegheny College	Delaware College of Arts and Design	Indiana University
American University	Dickinson	ITT Technical Institute
Appalachian State University	Drexel University	James Madison University
Arcadia University	Duke University	J. Sargeant Reynolds Community College
Arizona State University	Duquesne University	Jefferson College for Health Sciences
Art Institute of Washington	East Carolina University	Johns Hopkins University
Auburn University	Eastern Kentucky University	Kenyon College
Austin College	Eckerd University	Lehigh University
Averett University	Elon University	Liberty University
Bard College	Embry Riddle	Long Island University
Beloit College	Emory and Henry College	Longwood University
Benedict College	Emory University	Loyola University
Berklee College of Music	Eastern Mennonite	Lynchburg College
Bethaney College	Fayetteville University	Marshall University
Black Hill State University	Ferrum College	Mary Baldwin College
Bloomsburg University	Flagler College	Marymount University
Boston College	Florida State CC	McGill University
Boston University	Fordham University	Mercy University
Bowie State University	Fort Lems College	Messiah College
Bridgewater	Franciscan University	Miami University-Ohio
Brown University	Full Sail University	Michigan University
Butler University	Furman University	Massachusetts Institute of Technology (MIT)
BYU-Hawaii	Gannon University	Morgan State University
BYU-Idaho	Gardner Webb University	Mount Holyoke
BYU-Utah	Georgetown University	North Carolina State University
Cabrillo Community College	George Mason University	New York University
Carnegie Mellon University	Georgia Inst of Technology	North Carolina Central University
Chowan University	George Washington University	North Carolina State University
Christopher Newport University	Gettysburg College	North Carolina Wesleyan College
Clarion Union-PA	Glenville State	North Central Michigan CC
Clemson University	Gloucester Community College	Northeastern University
Coastal Carolina University	Grand Valley State University	Northern Arizona University
Colby College	Grove City College	Norfolk State University
College of Charleston	Guilford College	NOVA Southeast
College of William & Mary	Gustavus Adolphus College	Oberlin College
College of Wooster	Hampden-Sydney	Occidental College
Colorado State University	Hampton University	Ohio State University
Colorado University	Harding University	Ohio University
Columbia University	Harvard University	Old Dominion University
Concord University	High Point University	
Corcoran College of Art and Design	Hollins University	
Cornell University	Hood College	
Dartmouth College	Howard University	

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

Oxford College of Emory  
 University  
 Penn State University  
 Pomona College  
 Presbyterian College  
 Princeton University  
 Purdue University  
 PVCC  
 Queens University  
 Radford University  
 Randolph College  
 Randolph-Macon College  
 Reed College  
 Rhode Island School of Design  
 Rider University  
 Roanoke College  
 Rochester Institute of  
 Technology  
 Rutgers University  
 Samford University  
 San Diego State University  
 Savannah College of Art and  
 Design  
 School of the Museum of Fine  
 Arts  
 School of the Art Institute of  
 Chicago  
 School of Visual Arts  
 Sewanee: School of the South  
 Shaw University  
 Shenandoah University  
 Shepherd University  
 Skidmore College  
 Smith College  
 Spelman College  
 Stanford University  
 St Johns Community College  
 St Lawrence University  
 St Louis-Madrid  
 St. Vincent College

SUNY-Purchase  
 Sweet Briar College  
 Syracuse University  
 Texas A&M University  
 The Citadel  
 Tidewater Community College  
 Towson University  
 Trevecca Nazarine University  
 Tufts University  
 Tulane University  
 US Merchant Marine Academy  
 University of Akron  
 University of Alabama  
 University of British Columbia  
 University of Chicago  
 University of Cincinnati  
 University of Colorado  
 University of Connecticut  
 University of Delaware  
 University of Georgia  
 University of Hawaii  
 University of Kentucky  
 University of Maine  
 University of Maryland  
 University of Mary Washington  
 University of Massachusetts  
 University of Miami-Florida  
 University of Michigan  
 University of Missouri  
 University of Mississippi  
 UNC-Chapel Hill  
 UNC-Charlotte  
 UNC-Greensboro  
 UNC-Wilmington  
 University of Northern Colorado  
 University of Notre Dame  
 University of Oklahoma  
 University of Pennsylvania

University of Pittsburgh-Oakland  
 University of Richmond  
 University of Southern California  
 University of South Carolina  
 University of Tennessee  
 University of Utah  
 University of Vermont  
 University of Western Ontario  
 University of Wisconsin  
 University of Virginia  
 UVA at Wise  
 Utah State University  
 Utah Valley University  
 Valley Forge Military Academy  
 Vanderbilt University  
 Vassar College  
 Villanova University  
 Virginia Commonwealth  
 University  
 Virginia Intermont College  
 Virginia Military Institute  
 Virginia State University  
 Virginia Union University  
 Virginia Tech  
 Virginia Wesleyan College  
 Wake Forest  
 Washington College  
 Washington and Jefferson  
 Washington & Lee  
 Wayne State University  
 Wesleyan University  
 Westminster College  
 West Virginia University  
 Wingate University  
 Worcester Polytechnic Institute  
 Yale University

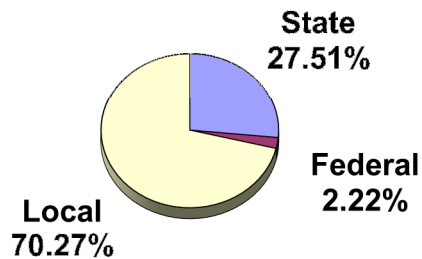
***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

## Revenues

Unlike a for-profit business or a taxing authority, we raise less than 1% of our revenue. We depend on others to provide the revenue needed to meet our mission and deliver our value:

- The federal government provides \$3.2 million, about 2 percent of our overall budget

### FY 2011-12 Revenues



- The state government provides \$39.76 million, about 28 percent of our overall budget. This amount has fallen significantly in the past two years and continues its decline in 2011-12.

- Our local governing body, the Board of Supervisors, sets the real estate and personal property tax rates, and thus provides the remaining 70 percent of our operating revenue.

We appreciate the support of our

community and take stewardship of your investment seriously. While we cannot raise substantive revenue, what we can do, and have done is:

- **Use money efficiently and wisely**
  - Energy-efficiency practices begun in 2010-11 are projected to save almost \$400K, enough to fund the salary and benefits costs for about six full-time teachers.
  - Bus routing efficiencies by redesigning all bus routes this year are projected to save \$1.5 million over two years, money that can now be used to support classrooms.
  - Voluntary Early Retirement Incentive Programs have allowed employees to retire with some certainty and save more than \$1 million in annual salary and benefits expenses over a 5 year period.
  - Competitively manage our own health insurance to provide a valuable benefit relative to market at an affordable cost.
  - Accumulate a fund balance through conservative financial management, cost containment and strategic reductions. This fund balance or “rainy day fund” is has allowed us to mitigate what would have been drastic reductions that likely would have severely compromised our school division during this recession.
- **Operate sustainably**
  - Rainy day fund. Through careful analysis of our spending, cost reductions captured through efficiencies, cuts and freezes over the past three fiscal years, we have amassed a fund balance or “rainy day fund” that has been critical to helping us weather this financial storm without further reductions. However, we know it is not prudent financial management to pay for recurring costs with “one-

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

time” money, such as our fund balance. That is why we are working with our local government partners to establish a revenue stream for future years to address our continued growth.

- Continuing to fund the Capital Improvement needs of School Division and County is a priority for both local government and the schools. We are working with our local government counterparts to contribute a portion of our accumulated fund balance to CIP and to create a policy that will allow for resource-sharing of any school division fund balance to our jointly funded Capital Improvements Program.
- Health insurance savings. Through wellness initiatives and a healthier staff, we have accumulated savings in health insurance costs, some of which are now able to be used as operating funds. Sustained maintenance of our self-insured policy, review of our benefits with our competitive market and continued wellness programs will maintain our strength in this area.
- Make fiscally responsible choices with “one-time” funds so as not to create funding cliffs that would require additional cuts or increased operational funds.
- **Provide value**
  - Our graduates are universally prepared to enter college or the workforce.
  - Partnerships with our local colleges and universities, businesses and sister school divisions help provide opportunities to our students and keep costs down. Examples include:
    - Monticello Scholars – partnership with UVA
    - Career Awareness & Planning – partnership with Charlottesville City Schools and Piedmont Futures
    - Dual Enrollment courses – partnership with PVCC
    - Vocational/Technical training – partnership with Charlottesville City Schools and Fluvanna County Schools through CATEC
    - Services for students with special needs – partnership with Charlottesville City Schools through Ivy Creek and PREP
    - Tutoring for at-risk Hispanic students – partnership with UVA
    - Accelerated math instruction and academic rigor for African-American male students – partnership with State Farm and 100 Black Men of Central Virginia
    - STEM initiatives – partnership with Northrup Grumman and Virginia DEQ
    - Virtual Virginia (expanded course options for students) – partnership with Virginia Department of Education
  - Recognized as a leader in education reforms and innovation that produces higher achievement for all students.

### **Albemarle County Public Schools Buildings that have Earned the Energy Star**

Agnor-Hurt Elementary  
 Albemarle High  
 Baker-Butler Elementary  
 Burley Middle  
 Broadus Wood Elementary  
 Cale Elementary  
 Crozet Elementary  
 Henley Middle  
 Hollymead Elementary  
 Jouett Middle  
 Murray Elementary  
 Red Hill Elementary  
 Scottsville Elementary  
 Stone-Robinson Elementary  
 Stony Point Elementary  
 Sutherland Middle  
 Walton Middle  
 Woodbrook Elementary  
 Yancey Elementary

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

- Our excellent public schools are the number one reason new residents cite for choosing to live in Albemarle County and one of the top reasons employers cite for locating a business here, growing our economy.
- We are the among Albemarle County's largest employers, driving the economic tax base of our community.

### **Analysis of School Division Operations:**

Overall fiscal prudence, especially as economic recession began to be felt in this community in FY2008-09, has been a guiding operational principle for many years. Sharing services with Albemarle County, such as School Resource Officers (shared with Albemarle County Police Department), Pre-school (shared with Bright Stars and Department of Social Services), Purchasing and Finance operations and Human Resources. Albemarle County Public Schools is unique among peer school divisions in sharing these critical services with our local government counterparts. This provides value for our taxpayers, as there are no duplication of positions and functions.

The Division began "belt-tightening" with 5%-10% holdbacks in all discretionary operating lines, began incentivizing early retirement, kept positions vacant to realize cost savings, instituted hiring freezes, analyzed every recommendation of the independent Resource Utilization Study and implemented over 90% of the 119 findings.

Restructured delivery of services including:

1. Instructional Coaching model to continue to fund state mandated specialist positions but reduce the overall number of specialists and curriculum coordinators. This change also shifted the focus to job-embedded professional development and the responsibility for individual teachers to use content, pedagogical and technological knowledge in daily lesson planning and delivery.
2. Central Office Management – reduced overall number of senior managers and directors, moved to two assistant superintendent-structure for more efficient reporting structure.
3. Moved to 8-period course schedule with teachers teaching 6 of 8 classes at high schools to offer more course choices for students as graduation requirements increased without increasing workforce.
4. Redesigned all bus routes for efficiency.

### **Our School Finance Advisory Council commended the School Division for the following strategies:**

- Focusing on a strategic vision, established priorities, goals and benchmarks to measure progress, and evaluated and revised programs to ensure alignment and performance.
- Establishing a "fund balance" or rainy day fund of realized savings that is instrumental in reducing the magnitude of cuts required to meet available revenue in 2009-10, 2010-11 and 2011-12.
- Providing a detailed budget with macro- and micro-views, including individual funds with both quantitative and qualitative information to allow for maximum transparency to stakeholders.

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***



**The School Finance Advisory Council was established to examine school budgeting practices from a business perspective.** Good financial management practices have always been important in this School Division. Through the Wallace Foundation, the Darden School of Business, in conjunction with the UVA Curry School of Education, provides funding opportunities for school district teams to learn principles of business leadership and management in an executive institute. An outcome of Albemarle's participation in this Darden-Curry sponsored Institute was the formation of the School Finance Advisory Council to evaluate the division's budget process, procedures, content and format. The Council is composed of business professionals with significant budgeting expertise. The Council will continue to analyze, evaluate, and advise the Superintendent and staff on an ongoing basis regarding budgeting practices and priorities.

### **School Finance Advisory Council Members**

**Gregory Gartland** is Principal and Managing Director of the SNL Center for Financial Education LLC, an affiliate of SNL Financial. He is a member of SNL's Executive Committee, and he has spent his career in advisory and management roles at a range of companies - from startups to Fortune 100 multi-nationals.

**Mark A. Meulenberg**, CFA, is a portfolio manager for VNBTrust, N.A. a wholly owned subsidiary of Virginia National Bank. In this capacity, Mr. Meulenberg researches investment opportunities and manages portfolios for certain clients of VNBTrust.

**Mary Margaret Frank** is Associate Professor of Business Administration at the University of Virginia Darden School of Business. Her current research focuses on the effects of regulated disclosure on the strategy of corporate management, investors and entrepreneurs.

**Rick White**, CPA, works for Keiter Stephens as a Tax Principal. He has 20 years of experience in public accounting providing tax and accounting services for rapidly growing privately-held businesses and individuals as well as 10 years of experience in the real estate development and construction industry.

**Rich Demong** is currently the Virginia Bankers Professor of Bank Management Emeritus for the McIntire School of Commerce. He specializes in home equity and mortgage lending, bank investment strategies, and equity valuation.

**Ken Eades** is a Professor of Business Administration and the Area Coordinator of Finance for the Darden Graduate School of Business Administration. His research involves corporation finance issues including dividend policy, mergers, and information theory, investments and pricing of convertible securities.

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

## 2011-2012 – Continued Challenges and Changes, and a New Strategy

The next year brings continued changes and challenges that we must face. These include:

- **New state mandates**
  - Two new diplomas that focus on Career & Technical Education
  - Increased graduation requirements for all students
  - New required course for all students entering high school in 2011—Economics and Personal Finance
- **Increased achievement benchmarks for NCLB**
  - Approaching 90% for all students and students in each membership group
  - While we are there with overall students we have much work to do to ensure students who are more at-risk are able to achieve at the same levels as their peers on these minimum standards.
- **Increased enrollment**
  - More than 200 students over projection entered our schools each of past two years.
  - In 2011-12 we anticipate 359 additional students who will require services.
- **Continued decreased funding, particularly from the state**
  - Estimated \$3.5 million+ less than 2009-10 budgeted levels, and ~\$1.1 million less than current year.
  - Much funding that is propping us up through Federal Jobs Bill and other changes is “one-time” and will end after 2011-12. We must plan ahead.
- **Increased expenses for Virginia Retirement System**
  - “Pay the Piper” to tune of \$1.85 Million in FY 2011-12
  - Warned in 2010-11 that this short-term strategy of underfunding VRS would come due
- **Increased expenses for regional services for students with special needs**
  - Operating as a collaborative saves money overall, but these costs are rising.



*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*

## 2011-12 Priorities and Strategies

Using adaptive management and a full evaluation of our programs, we approach FY2012 with the following priorities. We will:

*Analyze market data to recommend compensation and benefits for our staff to ensure we are able to attract and retain highly qualified personnel.* Education is a personnel-driven endeavor. Investing in top quality personnel is critical to our mission.

*Allocate additional teaching personnel needed due to enrollment growth and to restore cuts taken in 2010-11 not by mere formula but based on actual needs at schools.* This shift will help us be more strategic in the use of our personnel, putting them where they can provide the greatest benefit.

*Use fund balance to address a significant portion of the expense/revenue gap for FY12.* Doing so lessens the funding burden on our already strapped citizens. This is not sustainable past 2012, but it provides opportunity for more planning and development by our Supervisors and School Board and time for the economy to continue to recover.

*Propose a policy to allocate a portion of any future fund balance to our underfunded CIP.* Doing so recognizes the differences in funding structures and challenges faced by the county and school division, helps maximize already stressed CIP funds, and helps ensure the CIP process is able to evaluate each project – county or school division – independently.

*Conduct a cost-benefit analysis of programs, including valuation studies, in preparation for FY13.* This is a substantial undertaking, but one that is crucial to our adaptive management strategy. We must be able to assess the contribution each program makes to our students' achievement and then determine if the expenditure is worth continuing. This is also a major shift in the way we have done business and one that I think our community—will appreciate.

*Develop and implement a plan to eliminate the future use of one-time money to fund recurring expenses.*

We have sustained our budgets for the past three years by using one-time money to plug holes. Whether in the form of ARRA payments from the federal government, forced underfunding of the Virginia Retirement System by the General Assembly, Composite Index “hold

harmless” funds, or using our fund balance for operating costs, these “stop-gap” measures are not sustainable and not good financial practice. Our school finance advisory council, comprised of local business leaders, agrees strongly with us on this point. Creating a sustainable revenue stream to fund our schools is imperative for our community's future.

***We are committed to outstanding fiscal prudence and we do not support the continued use of one-time money for recurring expenses such as salary and benefits.***

***Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.***

## Proposed Changes to Address Identified Needs for 2011-12

- **Hire ~31 full-time equivalent additional classroom and transportation personnel to provide services for additional students.** Total compensation and benefits cost projection: \$1.9 million (27.84 FTE teachers, 1.00 FTE Office Assistant and 2.00 FTE bus drivers)
- **Restore teaching positions reduced in 2010-11**, targeting the balancing of class size loads among staff to provide a better classroom experience.
  - ~17.12 FTE at a compensation and benefits cost of ~\$1 million which will be funded for 2011-12 from the federal jobs bill funds (see Fund 3162)
  - No recurring operating costs for FY 11-12, but must be planned for using operational funds in FY 12-13.
- **Hire an additional ESOL Teacher to serve increased population** of ESOL students at the middle school level: \$63,265
- **Retain 5.80 FTE special education personnel originally funded by ARRA “stimulus funds”**
  - ARRA funds had provided for 11.4 FTE over the past two years
  - 5.80 FTE will be retained/added to operating budget to continue to provide critical Response to Intervention services to students. \$366,937
- **Operational increases \$54,082**
  - Bus Replacement - \$360,020
    - Our bus replacement cycle had been extended to beyond what is fiscally prudent. Vehicles continue to age and depreciate beyond what is responsible to repair.
  - Fuel Increase - \$88,000
  - These increases are mitigated by:
    - a \$394K savings in energy costs through energy efficient measures begun this year, offsetting these other operational increases.
- **Operational reductions**
  - Reduction of 3.00 FTE technology support positions which had been previously funded by ARRA “stimulus dollars.” (\$166,695).
  - Other savings of (\$50K) in insurance savings and (\$94.6K) in reduced expenses for School Resource Officers



*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*

- **Allocate \$99,390 to permanently restore a previously cut Human Resources manager**
  - This position is part of ongoing restructuring of the Department of Human Resources to better serve the needs of the school division. The department is a shared service between the county and the schools.
  - The position will be solely for the school division and be in charge of “Teacher Quality,” ensuring we are able to recruit and retain highly qualified teaching personnel to serve our students and drive achievement.



*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*

## Compensation and Benefits Increases and Analysis

- The division uses a competitive market strategy to determine its compensation and benefits for employees, both classified and teachers.
  - Strategy is to have all positions be within the low-end of the top quartile of our competitive market.
  - Our scale is highly competitive for teachers with 10 years of experience.
  - We have fallen below market for our teachers with ~20 years of experience.
  - It is very expensive to try to “catch up” when we fall behind.
  - Over the past two years, no employee, teacher or classified, has received a compensation increase.
- **Provide for salary increases for classified employees of 1% average – \$318,560**
- **Meet current market and provide a 1.95% overall increase (inclusive of step) to Teachers – \$1,466,181**
  - Meet market for Teachers with 20 years of experience, provide for step and salary increase for teachers of 1.95% on average and establish a new salary scale anchor point at T10. Total cost ~\$1.47 million
  - A general scale increase of 1.95%, inclusive of step is proposed. Some employees will receive less than the average, and some will receive more. Our teachers with 20 to 25 years experience are below our competitive market target (some by more than \$1,000), and as such, will see the largest percentage increase. Our teachers with 10 or less years of experience are well within our target market strategy, and thus will receive a smaller increase.
- **Transportation salary analysis and possible adjustment**
  - Significant efficiencies/cost avoidances have been made in transportation services -- \$1.5 million in reductions over past two years. These include pay reform that has reduced the take-home pay for bus drivers.
  - Preliminary analysis shows that our hourly pay may be below comparable positions in our competitive market and adjacent counties; the salary restructuring fund may be used to address this issue if warranted.
  - We are having a recruitment and retention problem in transportation that appears to be directly linked to our compensation and benefits.
- **Increased Cost of the Virginia Retirement System and Group Life Insurance: \$1,847,238**
  - Nearly all Virginia School Divisions participate in the Virginia Retirement System (VRS) and contribute the entire rate. Once Divisions have joined VRS, by law they may not withdraw. This increase is based upon the Governor’s proposed rate of 12.76% which is 3.23% higher than FY 2010/2011. Group life insurance rates remain steady at 0.28%.
  - The VRS was intentionally underfunded in FY2010-11 by mandate of the General Assembly as a short-term strategy to divert funds to other critical needs and contributed greatly to the state’s year end ‘surplus’.
  - Contribution rates for VRS remain at historical lows even with the proposed rates.

*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*



- **Medical and Dental Insurance Changes**
  - Dental insurance costs are projected to rise by \$20,872
  - However, through careful management and wellness initiatives, the School Division has accumulated a health care reserves surplus that is a savings of \$564 per contributing employee and a total of \$933,879 in savings. These savings will be used to mitigate other increases.
- **Allocate \$196,672 in costs for the Voluntary Early Retirement Incentive Plans enacted this fiscal year.**
  - These are costs to extend benefits or pay cash bonuses to employees who elected to retire early.
  - Overall, the VERIP program has saved nearly \$1 million in operating costs to the Division over five years.

## Summary

Total 2011-12 Funding Request	\$144.49 Million
	\$100.47Million
Anticipated Local Revenue	
Anticipated Federal Revenue	\$ 3.2 Million
Anticipated State Revenue (based on Governor's Proposal)	\$ 39.75 Million
One-Time use of School Division Fund Balance	\$ 4.27 Million

---

## List of Advisory Councils Providing Budget Input

- |                              |                                |
|------------------------------|--------------------------------|
| • Health Advisory            | • County Parent Council        |
| • Gifted Advisory            | • County Student Council       |
| • Special Education Advisory | • AEA Exchange                 |
| • Technology Advisory        | • Leadership Team              |
| • Teacher Advisory           | • Community members through    |
| • Classified Staff Advisory  | online budget feedback process |

**Budget Development Webpage available from Division Homepage:**

[www.k12albemarle.org](http://www.k12albemarle.org) or [HERE](#).

*Investing in ... Our Children ... Our Personnel ... Our Community ... Our Economy ... Our Future.*



## **2011-2012 Budget Development Calendar**

*Unless otherwise noted, all meetings take place at the Albemarle County Office Building (COB), located at 401 McIntire Road in Charlottesville.*

### **November 2010**

Thursday, Nov. 11      Regular Board Meeting: Budget Update/Direction and Enrollment Projections, 6:30 p.m., COB Lane Auditorium

### **December 2010**

Thursday, Dec. 9      Regular School Board Meeting: Budget Considerations and Board Direction, 6:30 p.m., COB Lane Auditorium

Wednesday, Dec. 15      Joint Meeting with Board of Supervisors regarding Capital Improvement Program (CIP), 4 p.m., COB Room 241

TBD      State Revenue Projections Received

### **January 2011**

Thursday, Jan. 13      Organizational/ Regular School Board Meeting, 6:30 p.m., COB Lane Auditorium

Wednesday, Jan. 19      Special School Board Meeting: Superintendent's Funding Request presented to School Board, 6 p.m., COB Lane Auditorium

Thursday, Jan. 20      Special Budget Work Session, 6 p.m., COB Room 320

Tuesday, Jan. 25      Special Budget Work Session, 6 p.m., COB Room 241

Thursday, Jan. 27      Regular School Board Meeting including Budget Work Session, 6 p.m., COB Room 241

## **February 2011**

Tuesday, Feb. 1	Public Hearing on School Budget, 6:30 p.m., Location TBD
Thursday, Feb. 3	Regular School Board Meeting: Finalize School Board Funding Request, 6:30 p.m., COB Lane Auditorium
Saturday, Feb. 12	Special Budget Work Session (Tentative), Time and Location TBD
Thursday, Feb. 24	Regular School Board Work Session, 6 p.m., COB Room 241

## **March 2011**

Wednesday, Mar. 2*	Public Hearing on County Executive's Recommended Budget
Monday, Mar. 7*	Board of Supervisors Budget Work Session: Local Government
Wednesday, Mar. 9*	Board of Supervisors Budget Work Session: School Division
Thursday, Mar. 10	Regular School Board Meeting, 6:30 p.m., COB Lane Auditorium
Monday, Mar. 14*	Board of Supervisors Budget Work Session: CIP
Wednesday, Mar. 16*	Board of Supervisors Budget Work Session (if needed)
Sunday, Mar. 20*	Advertise public hearing on Board of Supervisors proposed budget and CIP; Advertise tax rate for April public hearing
Thursday, Mar. 24	Regular School Board Work Session, 6 p.m., COB Room 241
Wednesday, Mar. 30*	Board of Supervisors Public Hearing on the 2011 calendar year tax rate; Public Hearing on the 2011-12 Proposed Operating and Capital Budgets

## **April 2011**

Wednesday, Apr. 6	Board of Supervisors adopts 2011-12 budget and 2011 calendar year tax rate
Thursday, Apr. 14	Regular School Board Meeting and Budget Discussion, 6:30 p.m., COB Lane Auditorium

Thursday, Apr. 21

Budget Work Session: Adopt 2011-12 Budget, 6 p.m., COB Room  
241

\*Meeting date has not yet been approved by Board of Supervisors

# Albemarle County Public Schools FY 2011-12 Compensation Summary

## Market Findings

### **World at Work estimates a 1.95% Compensation Increase**

#### Classified:

As an organization, overall salaries are currently 0.35% below FY 10/11 defined market  
Classified scale is 1% below defined market  
Certain positions may be below defined market  
Highly skilled and certain administrative positions are more competitive regionally

#### Teacher:

Achieved competitive position within the top quartile for our most experienced teachers  
Teacher salaries are improving when compared to VA averages  
Ability to hire teachers is improving, maintain competitive position  
Below the bottom of the top quartile by more than \$1,000 at 20 years of experience  
Highly competitive at 10 years of experience  
Retention and competitive position within the top quartile need to be future focus

## Market Recommendations/Actions

#### Classified:

1% Classified pay increase (based on Joint Board direction, below market)  
Address position discrepancies identified as below defined market

#### Teacher:

Meet competitive market at 20 years of experience  
Establish new anchor point on scale at 10 years of experience  
Approximately 1.35% to a 4.3% increase (including step) in salary

## **Benefits Summary**

	<u><b>2011-12</b></u>	<u><b>2012-13</b></u>
<b>Each Full-Time Participating Employee Will Receive:</b>		
Contribution toward Health Insurance	\$7,609	\$7,045
Contribution towards Dental Insurance	\$266	\$279
<b>In Addition, the Following Benefit Rates Apply:</b>		
Social Security (FICA)	7.65%	7.65%
Virginia Retirement System (VRS)		
Professional Rate	9.53%	12.21%
Non-Professional Rate	12.60%	12.60%
Virginia Retirement System Group Life Insurance	0.28%	0.28%

# School Board's Adopted Budget

	09/10	10/11	11/12	\$	%	12/13
<u>Revenues</u>	Actual	Adopted	Adopted	Increase	Increase	Projected
Local School Revenue	\$2,038,301	\$1,072,610	\$1,060,705	(\$11,905)	-1.11%	\$1,118,610
State Revenue	\$41,404,245	\$40,865,213	\$39,756,487	(\$1,108,726)	-2.71%	\$40,218,690
Federal Revenue	\$4,125,111	\$2,668,306	\$3,201,376	\$533,070	19.98%	\$3,221,376
Local Revenue	\$97,511,282	\$96,057,504	\$97,245,582	\$1,188,078	1.24%	\$98,631,501
One-Time Use of Fund Balance	\$0	\$1,000,000	\$2,027,034	\$1,027,034	102.70%	\$1,000,000
Recurring Use of Fund Balance	\$0	\$800,000	\$800,000	\$0	0.00%	\$800,000
CIP & Other Transfers	\$400,000	\$400,000	\$400,000	\$0	0.00%	\$400,000
<b>Total Revenues:</b>	<b>\$145,478,939</b>	<b>\$142,863,633</b>	<b>\$144,491,184</b>	<b>\$1,627,551</b>	<b>1.14%</b>	<b>\$145,390,177</b>
<b><u>Expenses</u></b>						
<b>Instruction</b>						
Staffing	\$94,902,746	\$93,707,233	\$98,566,376	\$4,859,143	5.19%	\$103,818,717
Operating	\$9,483,739	\$10,002,828	\$10,041,880	\$39,052	0.39%	\$10,497,650
Capital	\$539,863	\$259,968	\$380,385	\$120,417	46.32%	\$388,063
SB Reserve	\$0	\$75,000	\$75,000	\$0	0.00%	\$76,500
<b>Subtotal Instruction</b>	<b>\$104,926,348</b>	<b>\$104,045,029</b>	<b>\$109,063,641</b>	<b>\$5,018,612</b>	<b>4.82%</b>	<b>\$114,780,930</b>
<b>Admin, Attendance and Health</b>						
Staffing	\$8,542,708	\$5,437,471	\$5,625,040	\$187,569	3.45%	\$5,816,152
Operating	\$704,980	\$904,234	\$909,759	\$5,525	0.61%	\$928,132
Capital	\$24,701	\$31,141	\$29,249	(\$1,892)	-6.08%	\$29,839
<b>Subtotal Admin, Attendance a</b>	<b>\$9,272,388</b>	<b>\$6,372,846</b>	<b>\$6,564,048</b>	<b>\$191,202</b>	<b>3.00%</b>	<b>\$6,774,123</b>
<b>Transportation</b>						
Staffing	\$6,928,578	\$6,790,784	\$6,843,658	\$52,874	0.78%	\$7,052,594
Operating	\$1,637,984	\$1,673,039	\$1,765,012	\$91,973	5.50%	\$1,799,105
Capital	\$185,585	\$60,000	\$0	(\$60,000)	-100.00%	\$0
<b>Subtotal Transportation</b>	<b>\$8,752,147</b>	<b>\$8,523,823</b>	<b>\$8,608,670</b>	<b>\$84,847</b>	<b>1.00%</b>	<b>\$8,851,699</b>
<b>Building Services</b>						
Staffing	\$7,617,728	\$8,139,278	\$8,062,708	(\$76,570)	-0.94%	\$8,321,043
Operating	\$5,298,308	\$6,445,557	\$5,764,333	(\$681,224)	-10.57%	\$5,884,861
Capital	\$208,154	\$224,350	\$262,980	\$38,630	17.22%	\$268,293
<b>Subtotal Building Services</b>	<b>\$13,124,191</b>	<b>\$14,809,185</b>	<b>\$14,090,021</b>	<b>(\$719,164)</b>	<b>-4.86%</b>	<b>\$14,474,197</b>
<b>Technology</b>						
Staffing	\$1,751,368	\$2,082,384	\$1,802,326	(\$280,058)	-13.45%	\$1,870,533
Operating	\$489,834	\$413,053	\$408,180	(\$4,873)	-1.18%	\$416,426
Capital	\$219,872	\$26,750	\$36,750	\$10,000	37.38%	\$37,492
<b>Subtotal Technology</b>	<b>\$2,461,075</b>	<b>\$2,522,187</b>	<b>\$2,247,256</b>	<b>(\$274,931)</b>	<b>-10.90%</b>	<b>\$2,324,451</b>
<b>Transfers</b>	<b>\$5,113,789</b>	<b>\$6,590,563</b>	<b>\$3,917,548</b>	<b>(\$2,673,015)</b>	<b>-40.56%</b>	<b>\$4,005,939</b>
<b>Total School Fund Expenses</b>	<b>\$143,649,938</b>	<b>\$142,863,633</b>	<b>\$144,491,184</b>	<b>\$1,627,551</b>	<b>1.14%</b>	<b>\$151,211,339</b>
<b>Balances of Revenues vs Expenses</b>				<b>\$0</b>		<b>(\$5,821,162)</b>
Self-Sustaining Funds:	\$22,044,064	\$23,045,976	\$20,545,906	(\$2,500,070)	-10.85%	
Total Overall Budget	\$165,694,002	\$165,909,609	\$165,037,090	(\$872,519)	-0.53%	



# Initiative/Reduction Fund Location

## **2100 - K-12 INSTRUCTION-SALARIES**

Response to Intervention Services - (5.80 FTE)	\$366,937
Growth due to Enrollment - (27.84 FTE Teacher, -1.00 FTE OA and 2.00 FTE Bus Drivers) - (28.84 FTE)	\$1,938,917
Increase Emergency Staffing by 4.00 FTE - One Time Funding Removed	(\$256,044)
ESOL - (1.00 FTE)	\$63,265
Voluntary Early Retirement Incentive Plan (VERIP) Increase	\$196,672

**2100 - K-12 INSTRUCTION-SALARIES Total** **\$2,309,747**

## **2112 - STUDENT SERVICES**

Piedmont Regional Education Program (PREP) - Ivy Creek / Emotional Disturbance (ED) Program / Autism	(\$22,882)
Adapted PE Grant	\$4,146

**2112 - STUDENT SERVICES Total** **(\$18,736)**

## **2114 - MEDIA SERVICES**

Learning Resources Reduction (Textbooks) - One Time Funding Removed	(\$317,339)
---	-------------

**2114 - MEDIA SERVICES Total** **(\$317,339)**

## **2115 - COMPUTER TECHNOLOGY**

Removal of One-Time Funding of 3.00 FTE Technology Positions	(\$166,035)
Technology - One Time Funding Removed	(\$1,000,000)

**2115 - COMPUTER TECHNOLOGY Total** **(\$1,166,035)**

## **2420 - HUMAN RESOURCES**

Human Resources Manager - (1.00 FTE)	\$99,390
--------------------------------------	----------

**2420 - HUMAN RESOURCES Total** **\$99,390**

## **2431 - FISCAL SERVICES**

SRO Transfer Decrease	(\$94,598)
Insurance Savings	(\$50,000)

**2431 - FISCAL SERVICES Total** **(\$144,598)**

## **2432 - TRANSPORTATION SERVICES**

Bus Replacement	\$360,020
Electronic Payroll for Transportation - One Time Funding Removed	(\$60,000)
Bus Replacement - One Time Funding Removed	(\$1,010,000)
Fuel Increase	\$88,000

**2432 - TRANSPORTATION SERVICES Total** **(\$621,980)**

# Initiative/Reduction Fund Location (continued)

## **2433 - BUILDING SERVICES**

Bus Parking Upgrades - One Time Funding Removed	(\$200,000)
Energy Savings - Building Services	(\$393,938)

<b>2433 - BUILDING SERVICES Total</b>	<b>(\$593,938)</b>
---------------------------------------	--------------------

## **MULTIPLE FUNDS**

Dental Increase	\$20,872
Increased Cost of the Virginia Retirement System and Group Life Insurance	\$1,847,238
Health Insurance Savings	(\$933,879)
Classified Salary Increase	\$318,560
Teacher Salary Increase	\$1,466,181
Emergency Staffing - 3.57 FTE (One-Time Funding with Jobs Bill)	\$0
Salary Savings	(\$637,932)
Add Staffing Equivalent to Reducing Class Size in Grades 4-12 - 17.12 FTE (One-Time Funding with Jobs Bill)	\$0

<b>MULTIPLE FUNDS Total</b>	<b>\$2,081,040</b>
-----------------------------	--------------------

<b>GRAND TOTAL</b>	<b>\$1,627,551</b>
--------------------	--------------------

# Summary of Compensation, Growth, and Operational Increases/Reductions

## Compensation and Benefits

Teacher Salary Increase	\$1,466,181
Classified Salary Increase	\$318,560
Increased Cost of the Virginia Retirement System and Group Life Insurance	\$1,847,238
Dental Increase	\$20,872
Voluntary Early Retirement Incentive Plan (VERIP) Increase	\$196,672
Health Insurance Savings	(\$933,879)
Salary Savings	(\$637,932)
<b>Total Compensation and Benefits</b>	<b>\$2,277,712</b>

## Growth

ESOL - (1.00 FTE)	\$63,265
Growth due to Enrollment - (27.84 FTE Teacher, -1.00 FTE OA and 2.00 FTE Bus Drivers) - (28.84 FTE)	\$1,938,917
<b>Total Growth</b>	<b>\$2,002,182</b>

## Operational Increases/Reductions

Adapted PE Grant	\$4,146
SRO Transfer Decrease	(\$94,598)
Piedmont Regional Education Program (PREP) - Ivy Creek / Emotional Disturbance (ED) Program / Autism	(\$22,882)
Energy Savings - Building Services	(\$393,938)
Removal of One-Time Funding of 3.00 FTE Technology Positions	(\$166,035)
Insurance Savings	(\$50,000)
<b>Total Operational Increases/Reductions</b>	<b>(\$723,307)</b>
<b>Total Compensation, Benefits, Growth, &amp; Operational Increases</b>	<b>\$3,556,587</b>

## Summary of New Recurring Initiatives

Emergency Staffing - 3.57 FTE (One-Time Funding with Jobs Bill)	\$0
Add Staffing Equivalent to Reducing Class Size in Grades 4-12 - 17.12 FTE (One-Time Funding with Jobs Bill)	\$0
Response to Intervention Services - (5.80 FTE)	\$366,937
Human Resources Manager - (1.00 FTE)	\$99,390
Bus Replacement	\$360,020
Fuel Increase	\$88,000
<b>Total Recurring Initiatives</b>	<hr/> <b>\$914,347</b>

## Summary of One-Time Initiatives Funded Via Fund Balance

Increase Emergency Staffing by 4.00 FTE - One Time Funding Removed	(\$256,044)
Learning Resources Reduction (Textbooks) - One Time Funding Removed	(\$317,339)
Emergency Staffing - 3.57 FTE (One-Time Funding with Jobs Bill)	\$0
Technology - One Time Funding Removed	(\$1,000,000)
Bus Replacement - One Time Funding Removed	(\$1,010,000)
Bus Parking Upgrades - One Time Funding Removed	(\$200,000)
Electronic Payroll for Transportation - One Time Funding Removed	(\$60,000)
<b>Total One-Time</b>	<b>(\$2,843,383)</b>

# Initiatives/Reductions by Key Area

## Instruction

ESOL - (1.00 FTE)	\$63,265
Growth due to Enrollment - (27.84 FTE Teacher, -1.00 FTE OA and 2.00 FTE Bus Drivers) - (28.84 FTE)	\$1,938,917
Emergency Staffing - 3.57 FTE (One-Time Funding with Jobs Bill)	\$0
Add Staffing Equivalent to Reducing Class Size in Grades 4-12 - 17.12 FTE (One-Time Funding with Jobs Bill)	\$0
Increase Emergency Staffing by 4.00 FTE - One Time Funding Removed - (-4.00 FTE)	(\$256,044)
Learning Resources Reduction (Textbooks) - One Time Funding Removed	(\$317,339)
Response to Intervention Services - (5.80 FTE)	\$366,937
<b>Instruction Total</b>	<b>\$1,795,736</b>

## Maintenance of Effort

Adapted PE Grant	\$4,146
Piedmont Regional Education Program (PREP) - Ivy Creek / Emotional Disturbance (ED) Program / Autism	(\$22,882)
Dental Increase	\$20,872
Voluntary Early Retirement Incentive Plan (VERIP) Increase	\$196,672
Fuel Increase	\$88,000
Health Insurance Savings	(\$933,879)
Bus Replacement	\$360,020
Electronic Payroll for Transportation - One Time Funding Removed	(\$60,000)
Bus Replacement - One Time Funding Removed	(\$1,010,000)
Technology - One Time Funding Removed	(\$1,000,000)
Bus Parking Upgrades - One Time Funding Removed	(\$200,000)
<b>Maintenance of Effort Total</b>	<b>(\$2,557,051)</b>



# Initiatives/Reductions by Key Area (continued)

## **Market Competitiveness**

Human Resources Manager - (1.00 FTE)	\$99,390
Increased Cost of the Virginia Retirement System and Group Life Insurance	\$1,847,238
Teacher Salary Increase	\$1,466,181
Classified Salary Increase	\$318,560
Salary Savings	(\$637,932)
<b>Market Competitiveness Total</b>	<b>\$3,093,437</b>

## **Reduction**

SRO Transfer Decrease	(\$94,598)
Energy Savings - Building Services	(\$393,938)
Removal of One-Time Funding of 3.00 FTE Technology Positions - (-3.00 FTE)	(\$166,035)
Insurance Savings	(\$50,000)
<b>Reduction Total</b>	<b>(\$704,571)</b>
<b>Total</b>	<b>\$1,627,551</b>

# Initiatives/Reductions by School Board Goals

## Board Goal: 1

**Prepare all students to succeed as members of a global community and in a global economy**

### Initiatives/Reductions Affecting this Goal

ESOL	\$63,265
Growth due to Enrollment - (27.84 FTE Teacher, -1.00 FTE OA and 2.00 FTE Bus Drivers)	\$1,938,917
Emergency Staffing - 3.57 FTE (One-Time Funding with Jobs Bill)	\$0
Add Staffing Equivalent to Reducing Class Size in Grades 4-12 - 17.12 FTE (One-Time Funding with Jobs Bill)	\$0
Increase Emergency Staffing by 4.00 FTE - One Time Funding Removed	(\$256,044)
Learning Resources Reduction (Textbooks) - One Time Funding Removed	(\$317,339)
<b>Board Goal: 1 Total</b>	<b>\$1,428,799</b>

## Board Goal: 2

**Eliminate the Achievement Gap**

### Initiatives/Reductions Affecting this Goal

Adapted PE Grant	\$4,146
Response to Intervention Services	\$366,937
Piedmont Regional Education Program (PREP) - Ivy Creek / Emotional Disturbance (ED) Program / Autism	(\$22,882)
SRO Transfer Decrease	(\$94,598)
<b>Board Goal: 2 Total</b>	<b>\$253,603</b>

## Board Goal: 3

**Recruit, retain, and develop a diverse cadre of the highest quality teaching personnel, staff, and administrators.**

### Initiatives/Reductions Affecting this Goal

Human Resources Manager	\$99,390
Dental Increase	\$20,872
Increased Cost of the Virginia Retirement System and Group Life Insurance	\$1,847,238
Voluntary Early Retirement Incentive Plan (VERIP) Increase	\$196,672
Teacher Salary Increase	\$1,466,181
Classified Salary Increase	\$318,560
<b>Board Goal: 3 Total</b>	<b>\$3,948,913</b>

# Initiatives/Reductions by School Board Goals (continued)

## Board Goal: 5

**Establish efficient systems for development, allocation, and alignment of resources to support the Division's vision, mission, and goals.**

### Initiatives/Reductions Affecting this Goal

Energy Savings - Building Services	(\$393,938)
Bus Replacement	\$360,020
Fuel Increase	\$88,000
Health Insurance Savings	(\$933,879)
Salary Savings	(\$637,932)
Insurance Savings	(\$50,000)
Electronic Payroll for Transportation - One Time Funding Removed	(\$60,000)
Technology - One Time Funding Removed	(\$1,000,000)
Bus Replacement - One Time Funding Removed	(\$1,010,000)
Removal of One-Time Funding of 3.00 FTE Technology Positions	(\$166,035)
Bus Parking Upgrades - One Time Funding Removed	(\$200,000)
<b>Board Goal: 5 Total</b>	<b>(\$4,003,764)</b>
<b>GRAND TOTAL</b>	<b>\$1,627,551</b>

# FY 2012/2013 Projected Initiatives and Reductions

## Initiatives

---

### **Increase in Health Insurance (475,698) - Board Goal 3**

Estimated 4% increase over current year costs.

### **Dental Increase (9,736) - Board Goal 3**

Estimated increase of 8%.

### **Operational Increase 2% (617,102 in Recurring Operational Costs) - Board Goal 3**

Operational Increase of 2% for Schools and Departments.

### **Increased Cost of the Virginia Retirement System and Group Life Insurance (1,112,748) - Board Goal 3**

Virtually all Virginia School Divisions participate in the Virginia Retirement System (VRS) and contribute the entire rate. Once Divisions have joined VRS, by law they may not withdraw. This increase is based on a change of VRS rate of 13.76%..

### **Program Analysis (250,000 in Recurring Operational Costs) - Board Goal 5**

Funds to support the process of program analysis proposed.

### **Growth due to enrollment (5.30 FTE - 348,766) - Board Goal 5**

Increase due to growth of 128 students from budget to budget.

### **Add Staffing Equivalent to Reducing Class Size in Grades 4-12 (17.13 FTE - 1,127,248) - Board Goal 5**

Additional student in grades 4-12. This initiative will be funded in FY 2011-2012 with monies from the Federal Jobs Bill (Fund 3162). Beginning in FY 2012-2013, 17.13 FTE will be transferred into the regular school account.

### **Greer Expansion (0.60 FTE - 24,486 and 3,000 in Recurring Operational Costs) - Board Goal 5**

This initiative covers the anticipated costs associated with the expansion at Greer.

### **Teacher Salary Increase (1,883,353) - Board Goal 5**

Increase of 2.70%.

### **Classified Salary Increase (868,018) - Board Goal 5**

Increase of 2.70 %.

<b>Initiatives Total</b>	<b>\$6,720,155</b>
--------------------------	--------------------