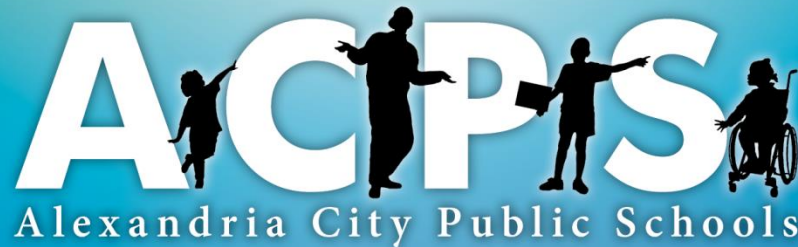


FY 2020 ACPS Operating and FY 2020-2029 CIP Budget

Joint City Council and School Board Work Session

March 6, 2019



EVERY STUDENT SUCCEEDS

Essential Questions

- What are the strategic goals and priorities for this FY 2020 Approved Budget?
- What are the primary drivers of expenditures and revenues for the FY 2020 budget?
- What City Appropriation is required to implement the ACPS operating budget?
- How will the Capital Improvement Program be executed?

ACPS 2020 Strategic Plan Goals

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



FY 2020 Combined Funds Budget Priorities₁

Goal 1: Academic Excellence and Educational Equity	Goal 2: Family and Community Engagement	Goal 3: An Exemplary Staff	Goal 4: Facilities and the Learning Environment	Goal 5: Health and Wellness	Goal 6: Effective and Efficient Operations
<ul style="list-style-type: none"> • Specialized Instruction • English Learner Services • Gap Group Achievement • Academics₂ 	<ul style="list-style-type: none"> • Communications and Customer Service for External Stakeholders 	<ul style="list-style-type: none"> • Leadership and Professional Development • Competitive Compensation • Retention and Recruitment 	<ul style="list-style-type: none"> • Safe Schools for Students and Faculty • Optimal and Equitable Learning Environments 	<ul style="list-style-type: none"> • Mental and Social/Emotional Health • Physical Education/Fitness • Nutrition Programs 	<ul style="list-style-type: none"> • Communications and Customer Service for Internal Stakeholders

Notes:

- 1.) Items not listed in priority order
- 2.) Funding priority is given to the school's individual academic need (i.e. Math, Literacy, Science, etc.).

Key Operating Fund Budget Drivers

Revenues

- Increased State appropriation estimate
- Increased Medicaid revenue forecast
- Increased local revenue projection
- Request for reasonable City appropriation enhancement

Expenditures

- Non-Discretionary Changes:
 - Healthcare/Other Fringe Benefits
 - Competitive employee compensation
 - Enrollment increases and required staffing changes
 - Changing student population
- Discretionary Changes:
 - Targeted reductions across Division
 - Textbook adoptions
 - Additional funding requests in response to evaluations/studies and gaps in service

Projected Revenue

Excluding City Appropriation

Revenue Type	Revenue	FY 2019 Final Budget	FY 2020 Proposed	Projected Change
State	ADM-Driven	\$ 43.41	\$ 45.54	\$ 2.13
State	Medicaid	\$ 1.65	\$ 2.21	\$ 0.56
	Community Partnerships and Grants			
Local		\$ 0.15	\$ 0.15	\$ -
Local	Other Local	\$ 0.89	\$ 0.89	\$ -
Federal	Impact Aid	\$ 0.16	\$ 0.16	\$ -
Federal	ROTC	\$ 0.13	\$ 0.13	\$ -
Total Revenue (Excluding City)		\$ 46.39	\$ 49.08	\$ 2.69

Recruiting and Retaining an Exemplary Staff

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020
Approved

Jurisdiction	MRA	STEP	MRA	STEP	MRA	STEP	MRA	STEP	MRA	STEP
Alexandria City Public Schools	No	Full Step	No	Full Step	No	Full Step	*	Full Step	1%	Full Step
Arlington County Schools	No	Full Step	No	Full Step	Yes, Specific Employees	Full Step	Yes, Specific Employees	Full Step	?	?
Fairfax County Schools	Yes, .62%	Full Step	Yes, 1%	Full Step	No	Full Step	Yes	Full Step	?	?
City of Alexandria	No	Full Step	No	Full Step	No	Full Step	No	Full Step	?	?

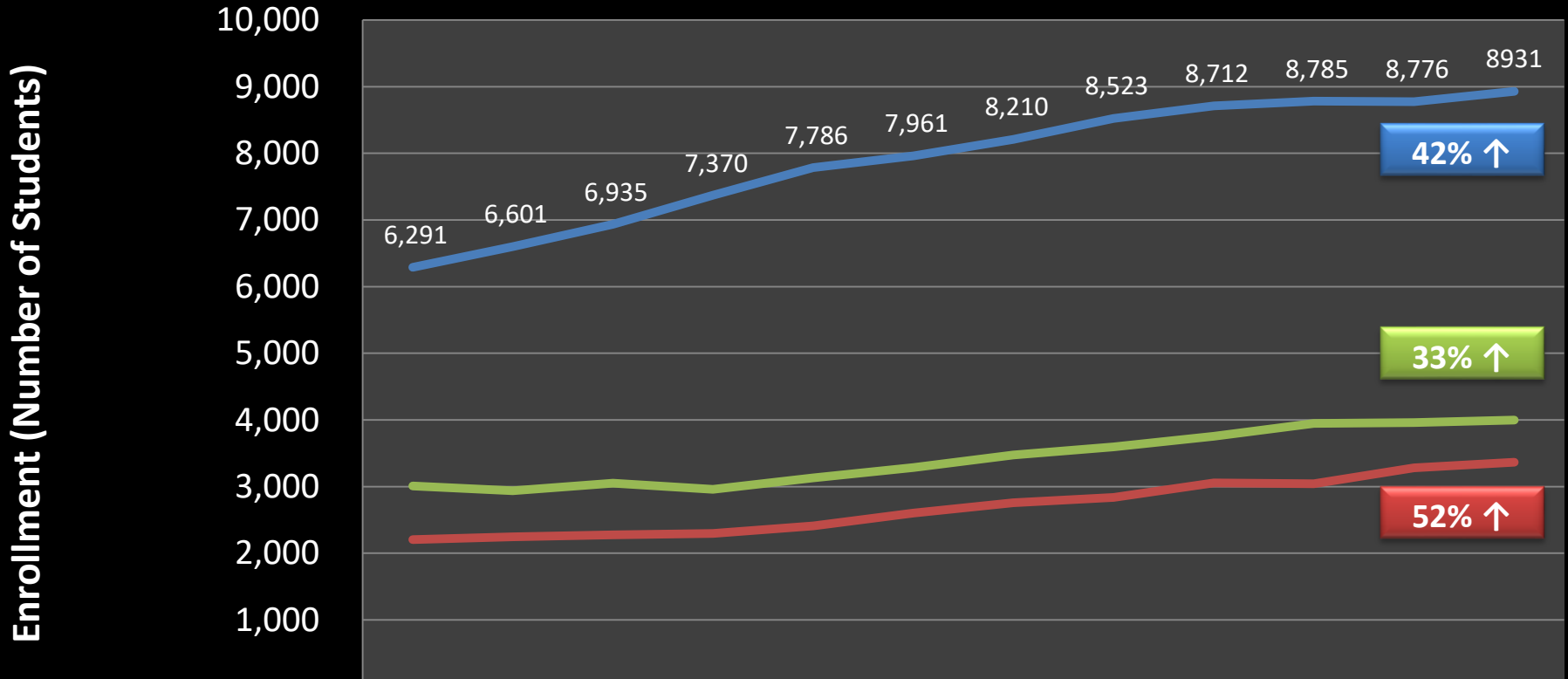
*ACPS in FY 2019 removed its lowest step and added a new top step for all grades.
Market Rate Adjustment (MRA)

Healthcare Benefit Changes

Healthcare Provider	Proposed United Healthcare POS Plan		Proposed Kaiser HMO Plan	Proposed Qualified Health Plan with HSA	
	In-Network	Out of Network	In-Network	In Network	Out of Network
Medical Plan Provisions	In-Network	Out of Network	In-Network	In Network	Out of Network
Annual Deductible	\$300/\$600 Individual/ Family	\$600/\$1200 Individual/Family	None	\$1500/\$3000 Individual/Family	
Coinsurance	10%	30%	0%	10%	30%
Medical Out of Pocket Maximum	\$3000/\$6000 Individual/Family	\$6000/\$12000 Individual/Family	\$3500/\$9400 Individual/Family	\$6500/\$13000 Individual/Family	\$13000/\$26000 Individual/Family
Physician's Office Copay per Visit	\$20/\$35 Primary/Specialist	30% after annual deductible	\$20/\$30 Primary/Specialist	10% after annual deductible	30% after annual deductible
Hospital Outpatient	10%after annual deductible	30% after annual deductible	\$75 copay	10% after annual deductible	30% after annual deductible
Hospital Inpatient	10% after annual deductible	30% after annual deductible	\$300 copay	10% after annual deductible	30% after annual deductible
Emergency Room	\$200 copay	\$200 copay	\$200 copay	10% after annual deductible	30% after annual deductible
Urgent Care Copay	\$30 copay	30% after annual deductible	\$30 copay	10% after annual deductible	30% after annual deductible
Prescription Drug Plan Provisions	CareFirst CVS/Caremark		Kaiser Pharmacy	CareFirst CVS/Caremark	
- Retail Rx Copay	\$10/\$30/\$50 for up to 34 day supply		\$15/\$25/\$40 up to 60 day supply	10%/20%/30% after annual deductible	30% after annual deductible
- Mail Order Rx Copay 90 day Supply	\$20/\$60/\$100		\$15/\$25/\$40	10%/20%/30% after annual deductible	N/A
- Rx Out of Pocket Maximum	\$1000/\$3000 single/family		Combined with Medical	Combined with Medical	
Annual HSA Reimbursement	N/A		N/A	\$600/\$1200 Individual/Family	
Employee Contribution Percentage	20%/10% Teachers & Administrators/Support		20%/10% Teachers & Administrators/Support	15%	

Historical Enrollment

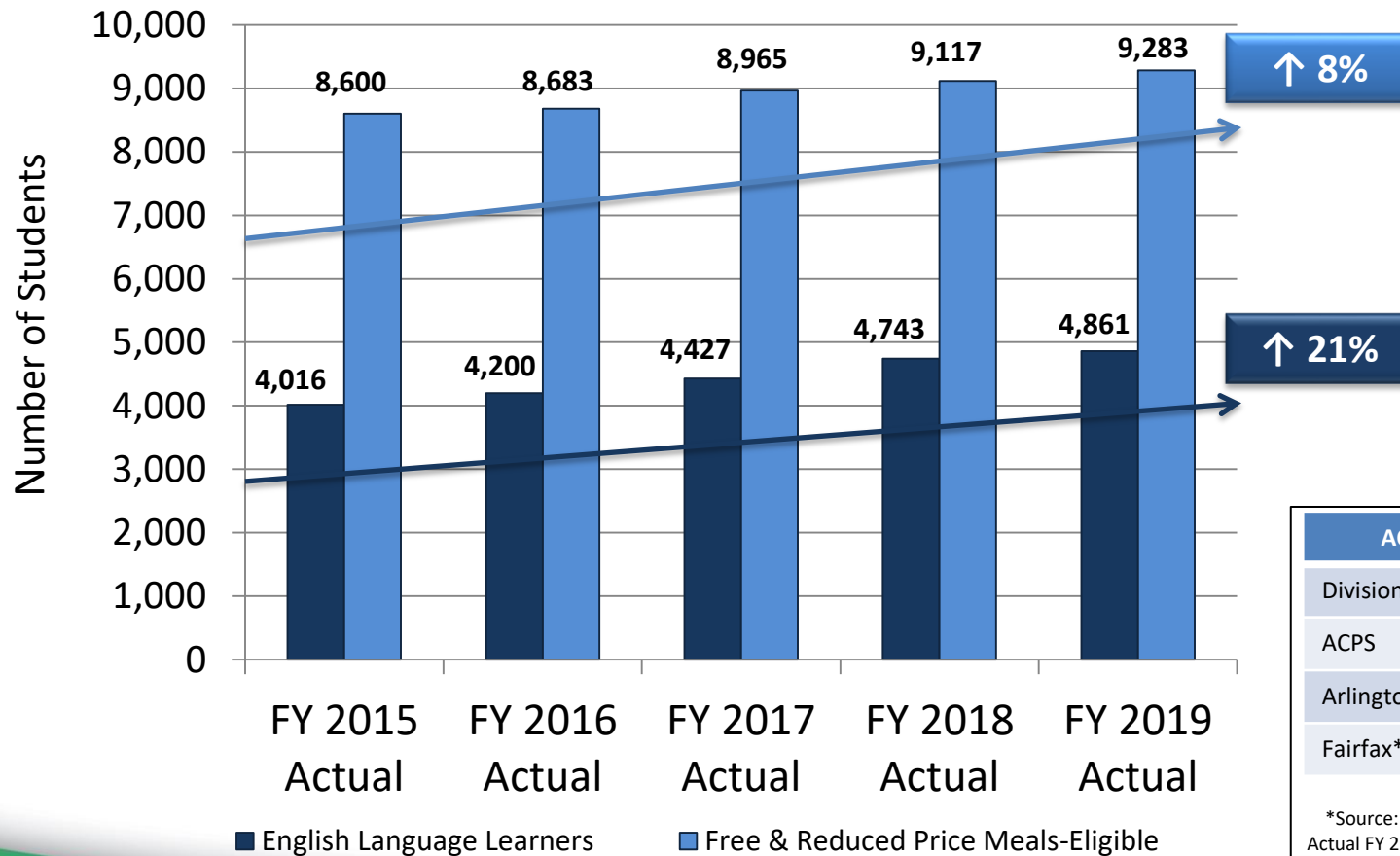
ACPS Actual Enrollment: FY 2009 - FY 2020



	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Proj
Pre-K/Elementary Enrollment*	6,291	6,601	6,935	7,370	7,786	7,961	8,210	8,523	8,712	8,785	8,776	8,931
Middle School Enrollment	2,206	2,245	2,276	2,296	2,411	2,602	2,758	2,837	3,056	3,043	3,280	3,363
High School Enrollment	3,010	2,936	3,052	2,957	3,132	3,284	3,473	3,594	3,754	3,949	3,959	3,996

Key Budget Drivers

Enrollment: English Learners and Free & Reduced Price Meals



FY 2019 as a % of Total Enrollment

FRPM
58.6%

EL
31.0%

ACTUAL FY 2018 COMPARISON		
Division	EL %	FRPM %
ACPS	32.0%	58.7%
Arlington*	18.8%	29.5%
Fairfax*	19.3%	29.0%

*Source: Draft FY 2019 WABE Guide as of 10/30/2018
Actual FY 2018 percentages used for comparison in WABE Guide

Staffing Growth

Enrollment Growth

Position Category	FTE Change
Secondary Teachers (MS)	2.0
Specialized Instruction Teachers (ES)	2.0
Specialized Instruction Paraprofessionals (ES)	2.0
Bus Drivers	3.0
Dispatcher	1.0

Creating Equity*

Position Category	FTE Change
Elementary Support	3.0
Technology Integration Specialist	1.0
Title I Student Improvement Coordinator	0.5
Student Services	2.0
Communications	1.0

*Intermittent funding provided for JH Café support

Audits/Studies

Position Category	FTE Change
Specialized Instruction	6.5
Mechanics	1.0
Educational Facilities	3.0

Total	29.0
Enrollment Growth	10.0
Audits/Studies	10.5
Creating Equity	7.5

Enrollment Growth

Position Category	FTE Change	Estimated Cost
Math Teacher (PH)	1.0	\$109,866
Math Teacher (GW)	1.0	\$109,866
Specialized Instruction Teachers (ES)	2.0	\$251,710
Specialized Instruction Paraprofessionals (ES)	2.0	\$100,246
Bus Drivers	3.0	\$135,135
Dispatcher	1.0	\$54,054

- Division-wide enrollment growth projected at 78 students
- Additional 3 new buses in CIP Budget
- Growth in SWD population

Creating Equity

Position Category	FTE Change	Estimated Cost
Admin Asst (CB)	1.0	\$76,292
Admin Asst (JH)	1.0	\$76,292
Parent Liaison (JP)	1.0	\$57,900
Technology Integration Specialist	1.0	\$119,755
Title I Student Improvement Coordinator	0.5	\$61,232
Admin Asst II (Student Services)	1.0	\$76,292
Substance Abuse Counselor (Student Services)	1.0	\$91,298
Communications	1.0	\$105,558

- All of these positions are to address an area of need/equity issue that had been expressed throughout the Division during FY 2020 Budget Process.

Implementing Audit/Study Recommendations

Office	Position Category	FTE Change	Estimated Cost
Specialized Instruction	Hearing Impaired Teacher	1.0	\$103,491
Specialized Instruction	ED Coordinator	1.0	\$113,840
Specialized Instruction	High School Career Prep Teacher	1.0	\$103,491
Specialized Instruction	High School Career Prep Paraprofessional	1.0	\$50,030
Specialized Instruction	Occupational Therapist	0.5	\$32,457
Specialized Instruction	Instructional Specialist	1.0	\$61,606
Specialized Instruction	ECSE Teacher (Community Based)	1.0	\$103,491
Pupil Transportation	Mechanic	1.0	\$88,438

- SWD Audit- 6.5 FTEs funded
- TAG Audit (Year 2)- Additional funding
- Human Resources Audit- Additional Funding
- Transportation Study- Additional funding and 2.0 FTEs

Improving ACPS Facilities

Office	Position Category	Justification	FTE Change	Estimated Cost
Educational Facilities	Project Manager (O&M)	To provide quality controls to required work to be performed at schools and facilities.	1.0	\$60,000
Educational Facilities	HVAC Project Manager	To provide after hours support for HVAC issues and to respond to outstanding HVAC related work orders.	1.0	\$80,000
Educational Facilities	Contract Services Monitor	To implement a Department of Operation centralized customer service model to improve the work order management process, communication, and response time.	1.0	\$65,000

Educational Facilities

- Additional O&M funding and 3.0 FTEs
- Additional preventative maintenance funding
- “ACPS Standard of Excellence”

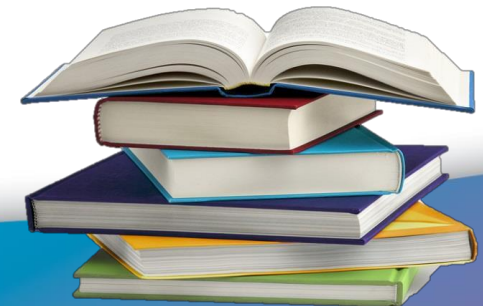
Safety and Security Services

- Additional Safety and Security Services funding

Textbook Adoption and Implementation

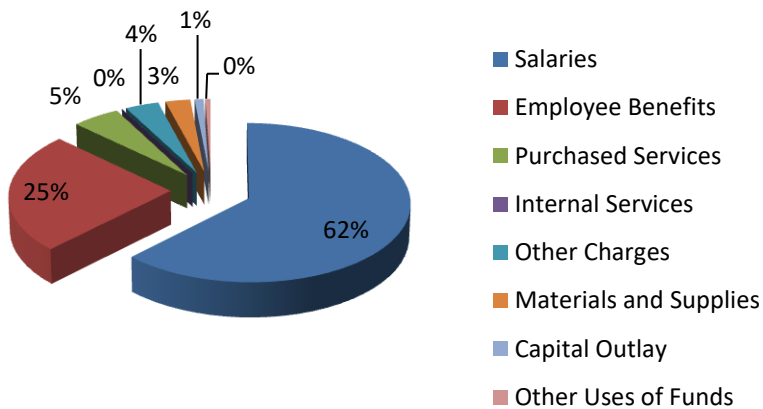
Year	Proposed Schedule of Funding	Targeted Subjects
FY 2020	708,750	Secondary Math ₁
FY 2021	1,089,885	Social Studies 1-4 and 9-12, and AP Psychology ₁
FY 2022	929,940	English Language Arts 6-12 ₁
FY 2023	985,550	Elementary Math ₂
FY 2024	1,071,420	Elementary Science, and Social Studies 5-8 ₂
FY 2025	1,172,880	Secondary Science ₃
FY 2026	452,250	World Languages ₃
TOTAL 7 YEARS	6,410,675	
FY 2027	1,000,000	Annual Textbook Funding

- Amounts include cost of materials and training to implement in the classroom
- Planned schedule to update all textbooks over next 7-years.
- Appropriate \$1M annually to stay current with VDOE adoptions



FY 2020 Operating Fund Overview

Operating Fund



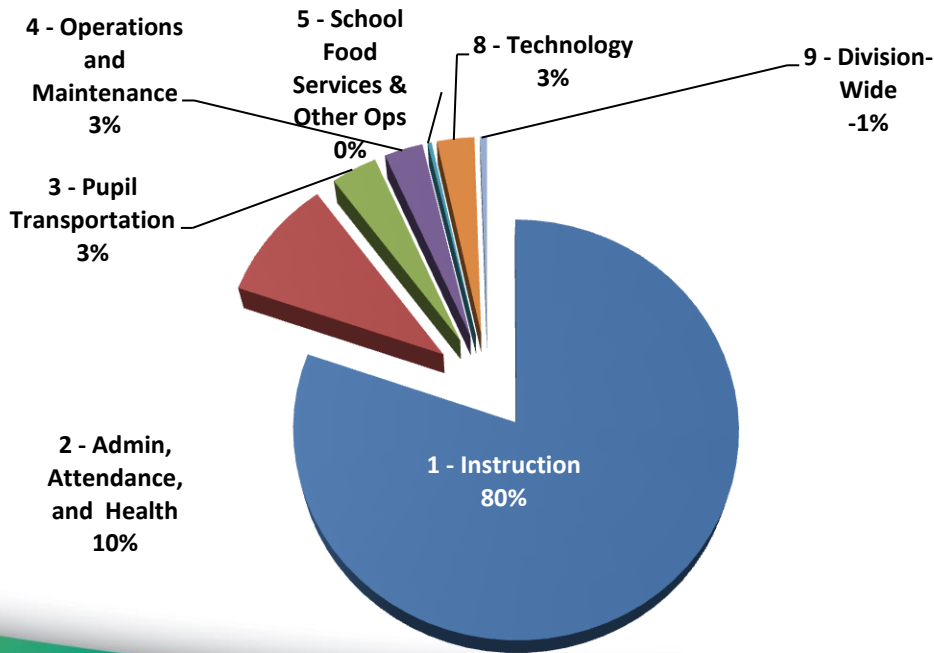
Category	Amount
City Appropriations	(XXX,XXX,XXX)
Federal Revenue	(288,424)
Local Revenue	(1,043,539)
State Revenue	(47,756,735)
Use of Fund Balance	(5,724,224)
Total Revenue	(XXX,XXX,XXX)
Total Expenditures*	XXX,XXX,XXX

*Includes VPI Transfer

FY 2020 Classification of Operating Expenditures

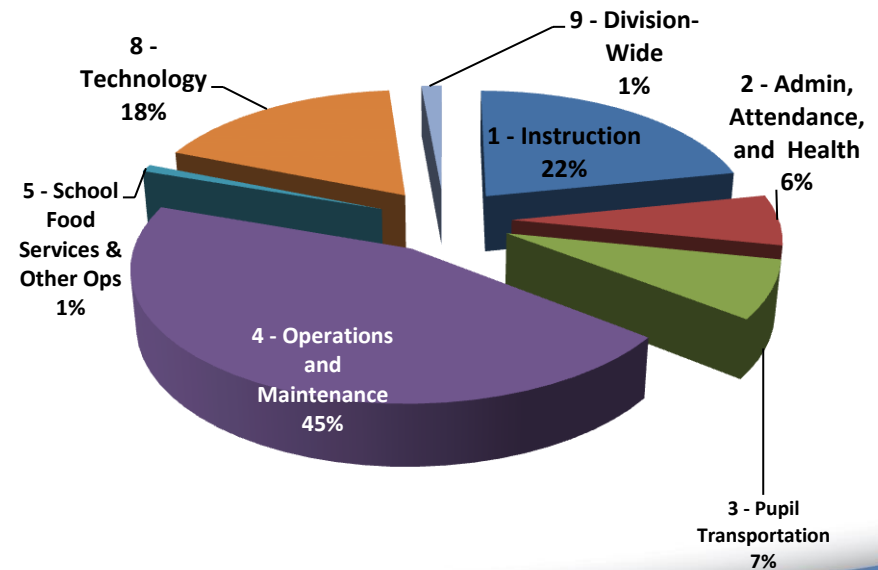
Personnel: \$XXX.XM

87.5%



Non-Personnel: \$XX.XM

12.5%



FY 2020 Operating Fund Budget

- Projected Revenue

Revenue Type	Amount
City Manager's Proposed Funding	(XXX,XXX,XXX)
State Revenue (FY 2020 Proposed)	(47,756,735)
Federal Revenue (FY 2020 Proposed)	(288,424)
Local Revenue (FY 2020 Proposed)	(1,043,539)
FY 2020 Projected Revenue	(XXX,XXX,XXX)

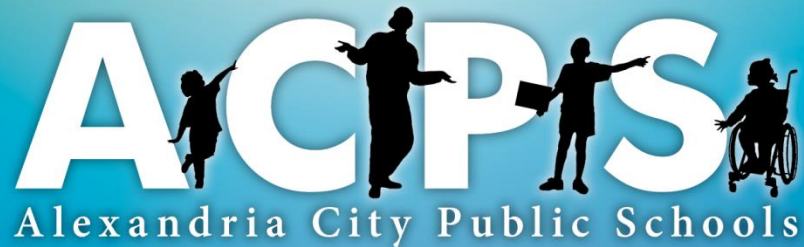
- Projected Budget Gap

Description	Amount
FY 2020 Projected Revenue	(XXX,XXX,XXX)
FY 2020 Projected Expenditures ¹	XXX,XXX,XXX
FY 2020 Allowable Use of Fund Balance	(5,724,224)
FY 2020 Requested Add to City Appropriation	X,XXX,XXX

¹ Includes transfer to Grants and Special Projects Fund to subsidize costs of Virginia Preschool Initiative.

Capital Improvement Program

FY 2020-2029



EVERY STUDENT SUCCEEDS

School Board FY 2020-29 CIP Budget Priorities

CAPACITY	NON CAPACITY		
	<u>Safety & Security</u>	<u>Modernization</u>	<u>Equity</u>
<ul style="list-style-type: none"> • Middle School Capacity • High School Capacity • Elementary Capacity • Pre-K Capacity • Land Acquisition • Transportation <ul style="list-style-type: none"> ➤ Buses/Fleet 	<ul style="list-style-type: none"> • Security Systems • Fire and Life Safety Systems • Environmental Health Projects • Student Safety Accountability 	<ul style="list-style-type: none"> • Building Upgrades/repairs <ul style="list-style-type: none"> ➤ HVAC ➤ Electrical ➤ Plumbing ➤ Painting ➤ Roof Systems ➤ Windows • Facilities and Transportation Technology 	<ul style="list-style-type: none"> • Standards across all schools • ADA/<u>Universal</u> Accessibility • Community-funded Partnership Projects

Note: Items are not listed in a priority order.

Board Approved CIP

- The School Board's FY 2020-2029 CIP total budget is \$478,530,584, including \$42,609,638 in FY 2020.
- This budget aligns with the recommendations of the Ad-Hoc Joint City-Schools Facilities Investment Task Force recommendations.

Board Approved CIP Summary

Site/Program	Description	Grand Total	Proposed Funding Years	Project Completion Year
Capacity				
High School Project	Replacement/Modernization and Capacity Addition	\$ 119,099,963	2020-2021	2023
Flexible Capacity Space	Temporary Classrooms, Swing Space and other Interim Capacity Needs	\$ 60,225,000	2021-2022	2023 -2024
Douglas MacArthur	Replacement/Modernization and Capacity Addition	\$ 56,581,549	2022-2023	2025
Transportation Facility	Replacement/Modernization and Capacity Addition	\$ 6,710,000	2020	2022
George Mason	Replacement/Modernization and Capacity Addition	\$ 48,957,938	2023-2025	2027
Cora Kelly	Replacement/Modernization and Capacity Addition	\$ 36,272,746	2026-2027	2029
New Elementary School	New Elementary School based on enrollment growth	\$ 54,520,239	2028-2029	2031
Non-Capacity				
Non-Capacity	Life-cycle replacements and upgrades to existing facilities and systems	\$ 96,163,149	2020-2029	2020-2029
Total Proposed		\$ 478,530,584	2020-2029	2020-2031

Key Takeaways - CIP

- Proposed funding to continue The High School Project
- Added Pre-K to capacity funding
- Proposed funding for immediate facilities needs and modernization
- Continued commitment to equity with cafeteria and playground projects

Every Student Succeeds!

