

Alexandria City School Board Budget Advisory Committee

School Board Meeting – March 30, 2023

Introductions

School Board Budget Advisory Committee

- Nancy Drane, Chair
- Ryan Reyna, Vice Chair
- Bridget Shea Westfall, Secretary
- Selena El Hajji
- Jenica Patterson
- Bill Pfister
- Lillian Vagnoni

School Board Liaison:

Kelly Carmichael Booz

ACPS Staff Liaison:

Robert Easley, ACPS Director of Budget, Financial Systems, and Reporting

Essential Questions

- What is the Budget Advisory Committee's (BAC) Scope of Work for 2022-2023?
- How can the Board promote broader community engagement on the ACPS budget?
- What should the Board expect from BAC's forthcoming joint memorandum with the City Council Budget and Fiscal Affairs Advisory Committee (BFAAC)?
- How can BAC be most helpful to the Board?

BAC Scope of Work 2022-2023

PRIMARY FOCUS

- Build on BAC 2021-2022 memo on budget communications (6/16/22 Bd Agenda):
 - Assessed current Board/ACPS approach to community engagement on budget topics
 - Reviewed ACPS public facing budget materials, including ACPS website
 - Received feedback from community
 - Identified specific examples from 8 local or comparable school divisions
 - Made specific recommendations for Board and ACPS staff

OTHER WORK

- Joint Memo with BFAAC on Joint Task Force progress
- Targeted Memos on:
 - Community Budget Forum (3/16/23 Bd Agenda)
 - BAC structure and activities (align with BFAAC)
 - Other topics, as needed

2022-2023 SCOPE OF WORK (3/16/23 Bd Agenda)

Board should set the tone for community engagement on the ACPS budget

- **Build** on meaningful community engagement during FY24 budget process
- Board approach should be **2-way** and **year-long**
- Develop, adopt, and message plain, culturally informed language on why community engagement on the budget is important and **valued by the Board**
- **Greater Board involvement** in community engagement (e.g., more Board ownership of Community Budget Forum; budget town halls, presentations offered in community)
- Board should leverage existing relationships to **engage hard to reach populations** on budget issues (e.g., Board language committees, FACE Center, PTAC's DEI committee)
- **Before budget season**, schedule public work sessions to promote deeper understanding of ACPS approach to common issues that arise during budget season (e.g., enrollment, school assignments, class size, staff compensation)

Ensure ACPS utilizes key tools to enhance community engagement on the budget


- ***Set clear expectations*** for budget-related communications, ***begin planning earlier***, ***ensure sufficient communications support*** is incorporated into the budget process
- Information should be in plain language in ***simple to understand*** format (e.g., a budget calendar that is less dense with explanation of budget phases)
- Information should be offered in ***bite-sized format*** (e.g., return to offering Budget-at-a-Glance vs. link to budget book; create themed fact sheets; use of infographics)
- Information should be ***easy to find*** (website upgrades, reorganization essential)
- ***Easy-access FAQ approach*** to answering budget questions (both Board and public)
- Consistently emphasize the ***WHY*** & ***HOW*** of budget-related communications to the Board – and use trusted voices like Principals as messengers

FISCAL YEAR
2023



**SUPERINTENDENT'S
PROPOSED
BUDGET**

*Budget at a
Glance*



LETTER FROM THE SUPERINTENDENT

Dear Families, Employees, and Citizens,

I am pleased to submit the FY 2023 Proposed Budget for Arlington Public Schools. The development of the FY 2023 Proposed Budget required us to address significant challenges caused by the lingering effects of the COVID-19 pandemic. As is APS tradition, the FY 2023 budget was developed in close partnership with our community – families, citizens, teachers, staff, and students – based on what they value most – the academic, emotional, physical, and social needs of our students.


This year's budget development process began with a significant funding challenge – our forecasted budget deficit for FY 2023 was \$40 million. The size of the deficit was driven largely by the need to use over \$40 million in one-time funding to balance the FY 2022 budget and avoid even more significant reductions.

Recognizing this fiscal reality, the School Board provided clear direction on what should be the priorities in the FY 2023 budget, consistent with APS' Mission, Vision, Core Values and Strategic Plan. At the same time, the School Board directed the staff to present a needs-based budget to meet the critical needs of our school district, staff, and students. This budget addresses the School Board priorities with emphasis on the following goals:

- Identify, report, and address all students' social-emotional and academic needs
- Focus on literacy and math
- Advance 2019-24 Strategic Plan goals with focus on innovation and equity
- Develop a phased plan to ensure all salary scales and benefits are market competitive and sustainable.
- Strengthen and improve system-wide operations with focus on financial sustainability

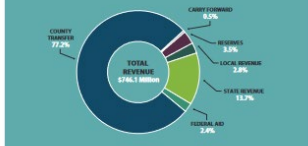
The FY 2023 Superintendent's Proposed Budget is aligned with the School Board's direction and reflects our greatest needs and highest priorities. And while revenue came in much higher than anticipated, we still had to use some reserves to balance the budget.

This pamphlet summarizes the proposed budget, including revenue, expenditures, major cost drivers and funding by priority. Additional details can be found in the full budget document on the Budget and Finance website at www.apsva.us/budget-finance.

Sincerely,

Dr. Francisco Durán
Superintendent

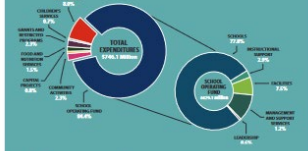
WHERE DOES APS'S MONEY COME FROM?

The County transfer to Schools totals \$57.6 million, including \$12.1 million in one-time funds, an increase of \$4.6 million which funds 77.2% of the budget.



HOW DOES APS SPEND ITS MONEY?

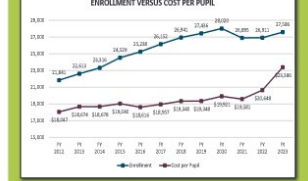
The School Operating Fund accounts for over 84% of total expenditures and, of that, over 80.7% is allocated to Schools and Instructional Support.



Over 77% of all spending and over 89% of the School Operating Fund is for comparison.

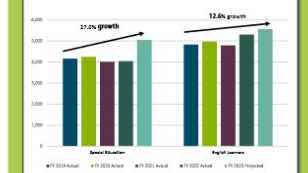
ENROLLMENT PROJECTIONS

In FY 2023, 27,586 students are projected, 675 more than FY 2022 actual enrollment.



STUDENT DEMOGRAPHICS

Prior to the pandemic, our student demographics that require additional supports had increased each year. This year projections show these populations of students will surpass pre-pandemic levels. The required additional supports have been included in the proposed budget.



ALIGNED WITH SCHOOL BOARD 2021-22 PRIORITIES

The FY 2023 budget is a needs-based budget that focuses on the School Board's Priorities.

FY 2023 PROPOSED INVESTMENTS	
PRIORITY #1 – ENSURE STUDENT WELL-BEING AND ACADEMIC PROGRESS	<ul style="list-style-type: none"> Class size reductions and new middle school planning factor for teams model Increased staffing and services for students with disabilities Additional resources for English Learners Student social-emotional learning (SEL) and mental health supports Instructional resources and supports
TOTAL INVESTMENT \$11.0 million	
PRIORITY #2 – ADVANCE 2019-24 STRATEGIC PLAN GOALS WITH FOCUS ON INNOVATION AND EQUITY	<ul style="list-style-type: none"> Additional funding for the Office of Diversity, Equity, and Inclusion Policy support Expansion of sustainability program
TOTAL INVESTMENT \$0.3 million	
PRIORITY #3 – RECRUIT, HIRE, AND INVEST IN A HIGH-QUALITY AND DIVERSE WORKFORCE TO ENSURE APS IS THE PLACE WHERE TALENTED INDIVIDUALS CHOOSE TO WORK	<ul style="list-style-type: none"> Implement the Compensation Study recommendations Establish the Office of Labor Relations
TOTAL INVESTMENT \$33.5 million	
PRIORITY #4 – IMPROVE OPERATIONAL EFFICIENCY	<ul style="list-style-type: none"> Network infrastructure and technology supports System-wide operations improvements Opening of Washington Liberty High School Annex (old Ed Center)
TOTAL INVESTMENT \$6.3 million	

FULLY-FUNDED BUDGET

The FY 2023 Proposed Budget is a needs-based budget that reflects our highest priorities. In order to balance the budget, \$3.7 million in one-time reserve funding is used to cover ongoing costs.

FY 2023 BUDGET CALENDAR

Work sessions begin at 6:30 p.m., unless otherwise noted below, and are held at the Syphax Education Center as well as livestreamed on the School Board's Work Sessions website.

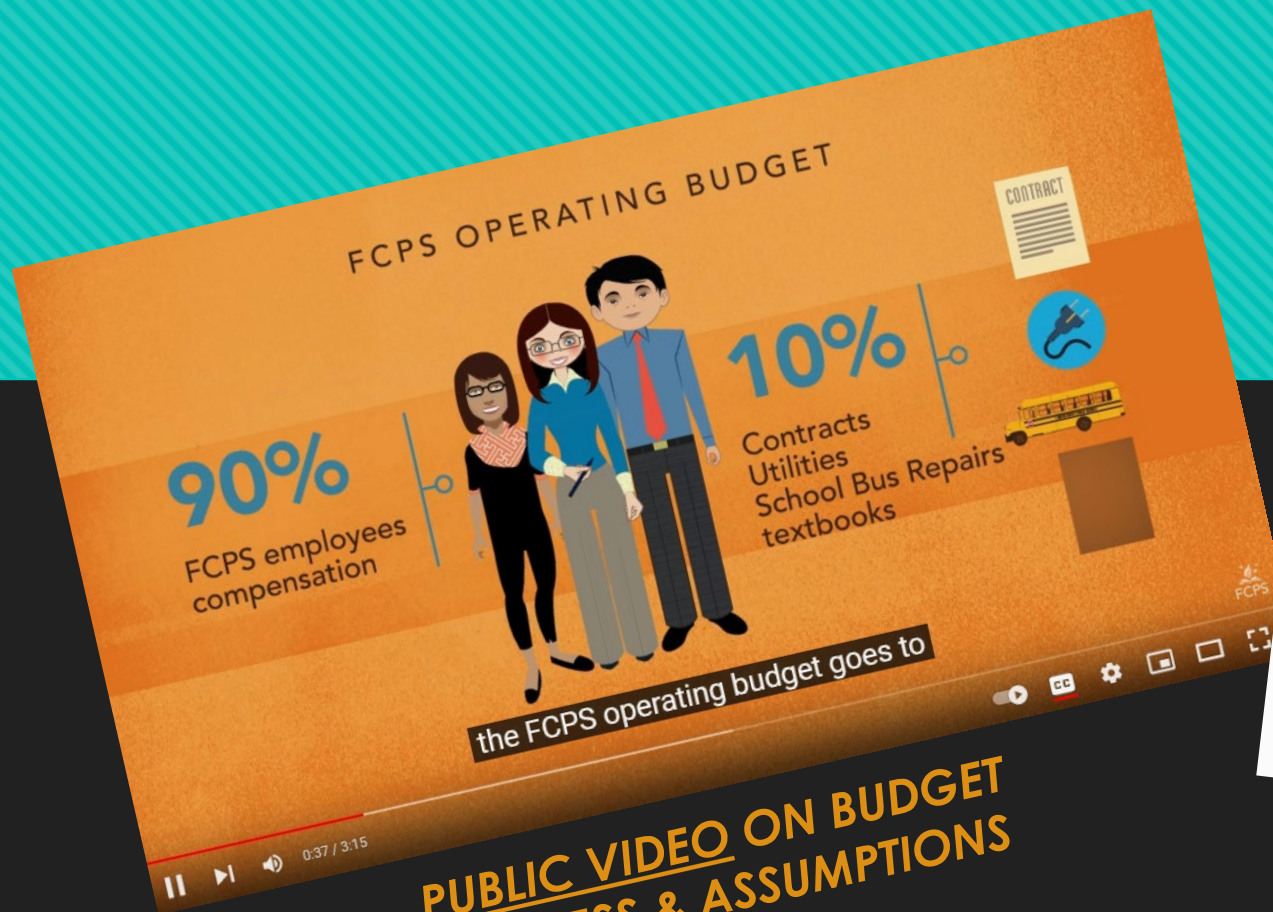
FEBRUARY 2022	
24	Superintendent's Proposed FY 2023 Budget
24	Work Session #1
MARCH 2022	
8	Work Session #2 (w/Employee Groups) at 9 p.m.
15	Work Session #3
22	Work Session #4
21	Public Hearing on Superintendent's Proposed Budget
APRIL 2022	
5	Work Session #5 (w/Budget Advisory Council)
7	School Board's Proposed FY 2023 Budget (Action)
8	School Board Presentation to County Board
21	Work Session #6
MAY 2022	
3	Public Hearing on School Board's Proposed Budget
12	School Board's Adopted FY 2023 Budget (Action)

ENGAGE WITH US!
Email engage@apsva.us or complete the online form at <https://www.apsva.us/engage/engage-aps-online-feedback/>.



Budget-at-a-Glance brochure/handout published when budget released with focus on resources, budget drivers, priorities, and calendar

BAC memo offers specific ideas & examples



**PUBLIC VIDEO ON BUDGET
PROCESS & ASSUMPTIONS**



**"FAST FACTS" 30 SEC VIDEO
ON PROPOSED BUDGET**

BAC memo offers specific ideas & examples

BAC memo offers specific ideas & examples

Interactive Budget Book

The screenshot shows a web browser window with the URL <https://www.highlineschools.org/departments/business-finance/interactive-budget-book>. The page title is "Interactive Budget Book" and the subtitle is "Superintendent's Recommended Budget 2022 - 2023". A navigation menu includes "Welcome", "Instructions", "District & Schools", and "Departments". The "Special Education" department is selected. A dropdown menu shows "SELECT DEPARTMENT" with "Special Education" selected. Below this is a descriptive paragraph: "Special Education provides appropriate educational opportunities designed to meet each student's unique learning needs. Special Education offers screening clinics that provide parents with information about their child's academic, vision, hearing, language, cognitive, and motor skill development." There are three main data sections: "TOTAL FUNDING", "SUPPLIES, TRAVEL, AND PURCHASED SERVICES", and "TOTAL FTE COUNT FOR DEPARTMENT". Each section uses horizontal bar charts to compare 2021-2022 and 2022-2023 values, along with year-over-year percentage changes.

Category	2021 - 2022	2022 - 2023	Year-over-Year Percentage Change
TOTAL FUNDING	\$16,995,285	\$20,814,890	22.47%
SUPPLIES, TRAVEL, AND PURCHASED SERVICES	\$1,938,120	\$500,100	-74.20%
TOTAL FTE COUNT FOR DEPARTMENT	122.50	133.20	

BFAAC-BAC Memo: Preview

- Fifth BAC-BFAAC joint-memo to report on ***adherence to and progress on recommendations of the 2018 Joint Task Force***
- Reflect on learnings from this year's budget process, including joint work session conversations, with focus on ***process*** and ***outcomes***
- Identify ***specific, concrete ideas*** that can be implemented by Board/Council and staff to strengthen collaboration and joint planning

BFAAC-BAC Memo: Anticipated Themes

- Importance of **shared values and community vision**, especially among electeds
- Strategies to promote **unified approach to planning** and **strong communication**
- **Joint communications and community engagement strategy** to ensure whole of Alexandria recognizes importance of investment in ACPS
- Need for sound, **long-term funding plan** that maximizes efficiencies and **looks expansively at revenue opportunities** to support rigorous capital plan
- Focus on identifying and seizing upon opportunities to **leverage resources** and **share assets** (both human and capital)

Role of the Budget Advisory Committee

- How can we support the Board?
- Consider adopting BFAAC model of assigned Board Member-BAC liaisons to strengthen Board engagement with BAC
- Reflect on budget process and identify moments where BAC involvement could assist Board members – for example, adding a BAC presentation or discussion during Board retreats or work sessions (like BFAAC does for Council)
- Be proactive in influencing BAC's annual scopes of work

Questions?

School Board Budget Advisory Committee

- To contact the Chair, e-mail
Nancy Drane at
nancydrane@aol.com

