



**Arlington County
Civic Federation**

**Arlington School Board
Budget Presentation
March 3, 2015**

James Lander, Chair



Arlington Public Schools



Overview

Budget direction and priorities

Revenue and expenditure pressures

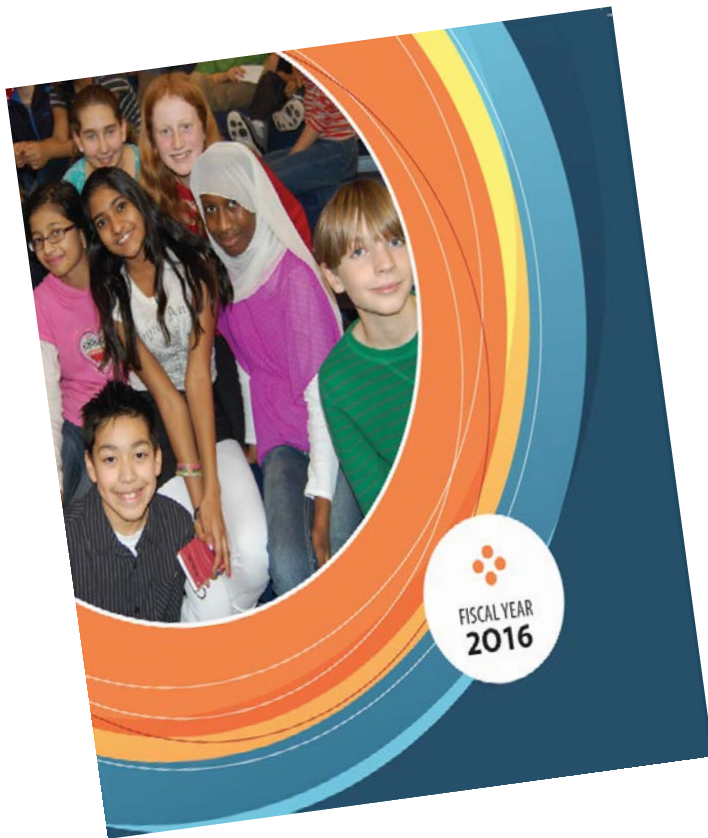
Proposed budget

Expenditures

Budget strategy

Instructional Priorities

Capital Improvement Plan





Starting Point: Fully Funded FY 2016 Budget

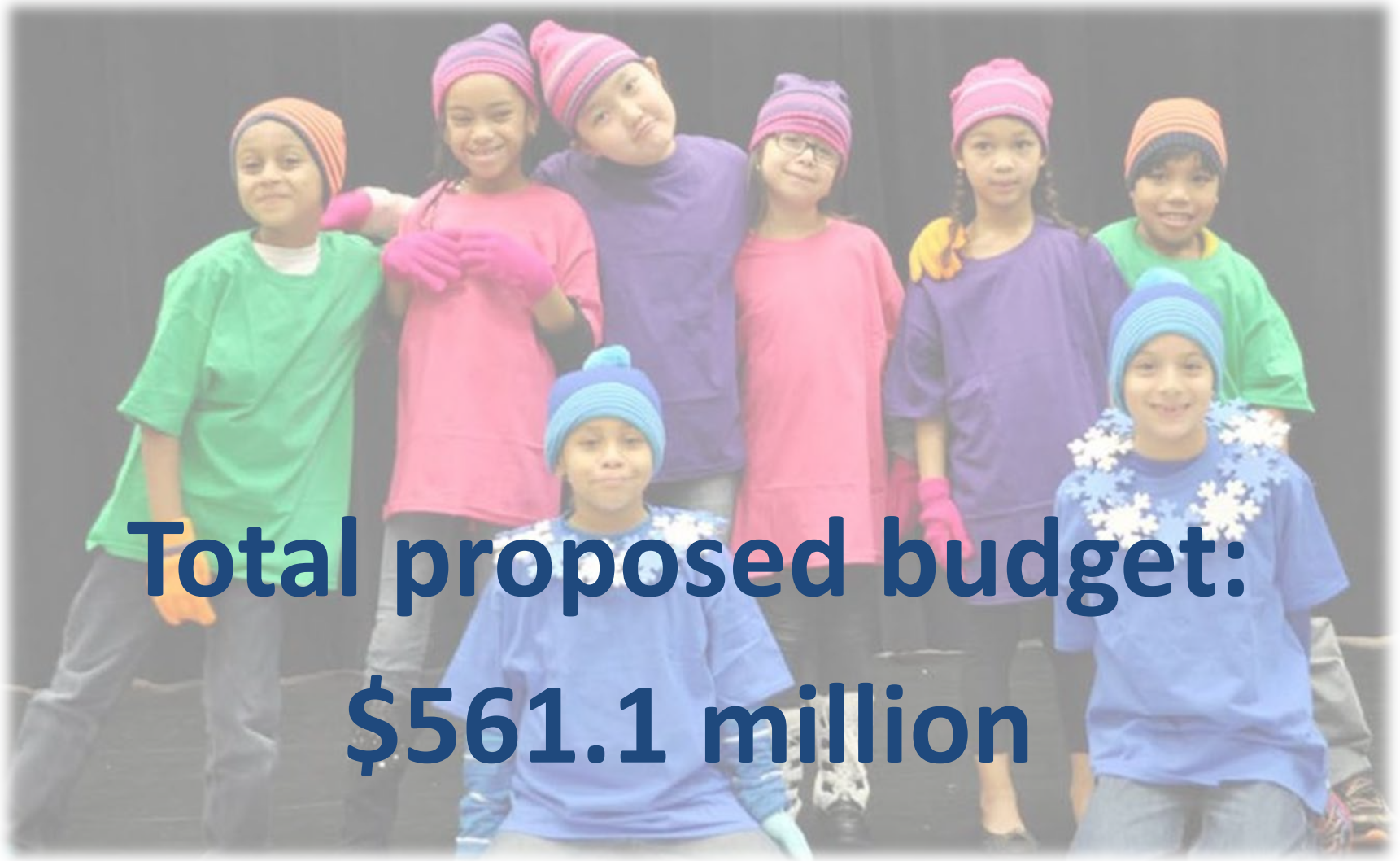


Based on School Board Budget Direction, the budget will align with Strategic Plan, be fully funded and include:

- Increased enrollment
- Increased instructional time
- Employee compensation
- Program efficiencies
- One-time funding



Superintendent's FY 2016 Budget

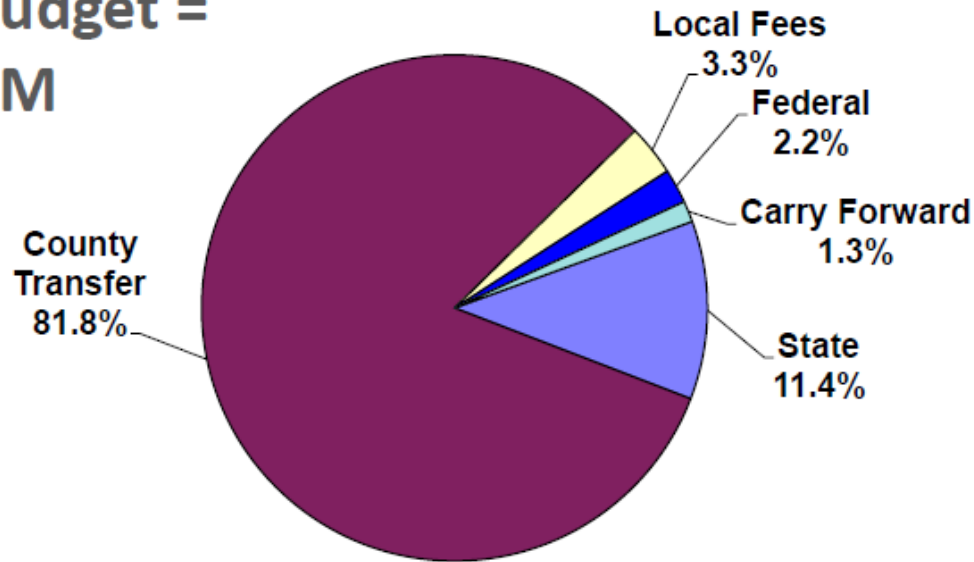


**Total proposed budget:
\$561.1 million**



Revenue Summary – All Funds

**Total Budget =
\$561.1M**



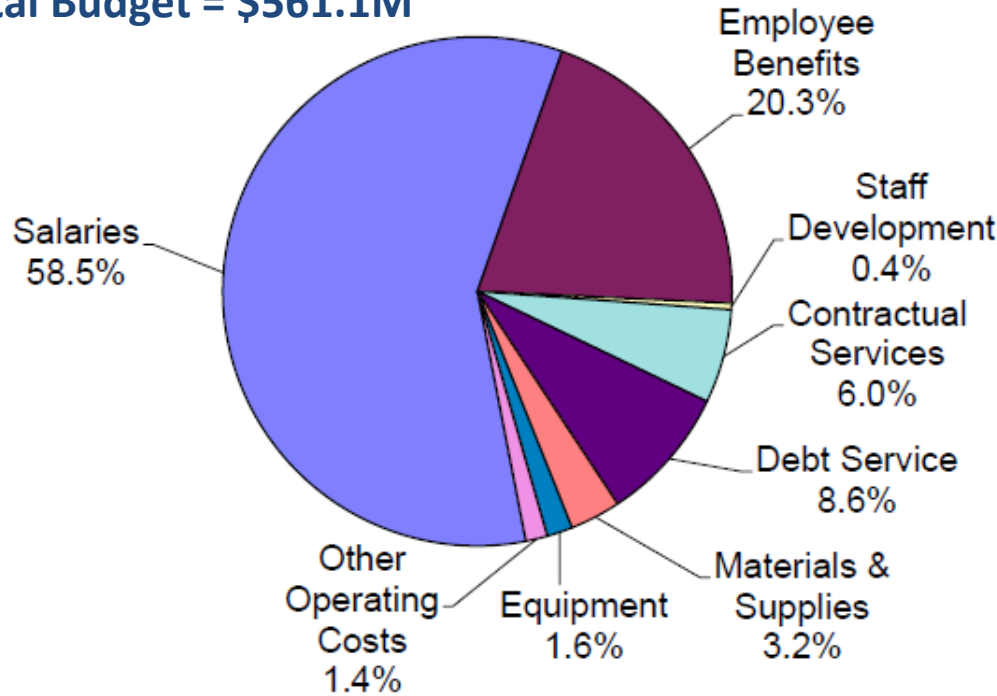
	(\$ in millions)
County Transfer	\$459.1
State revenue	64.0
Local Revenue (fees & charges)	18.3
Federal Revenue	12.3
Carry Forward	<u>7.5</u>
Total	\$561.1

May not total due to rounding.



Expenditure Summary – All Funds

Total Budget = \$561.1M

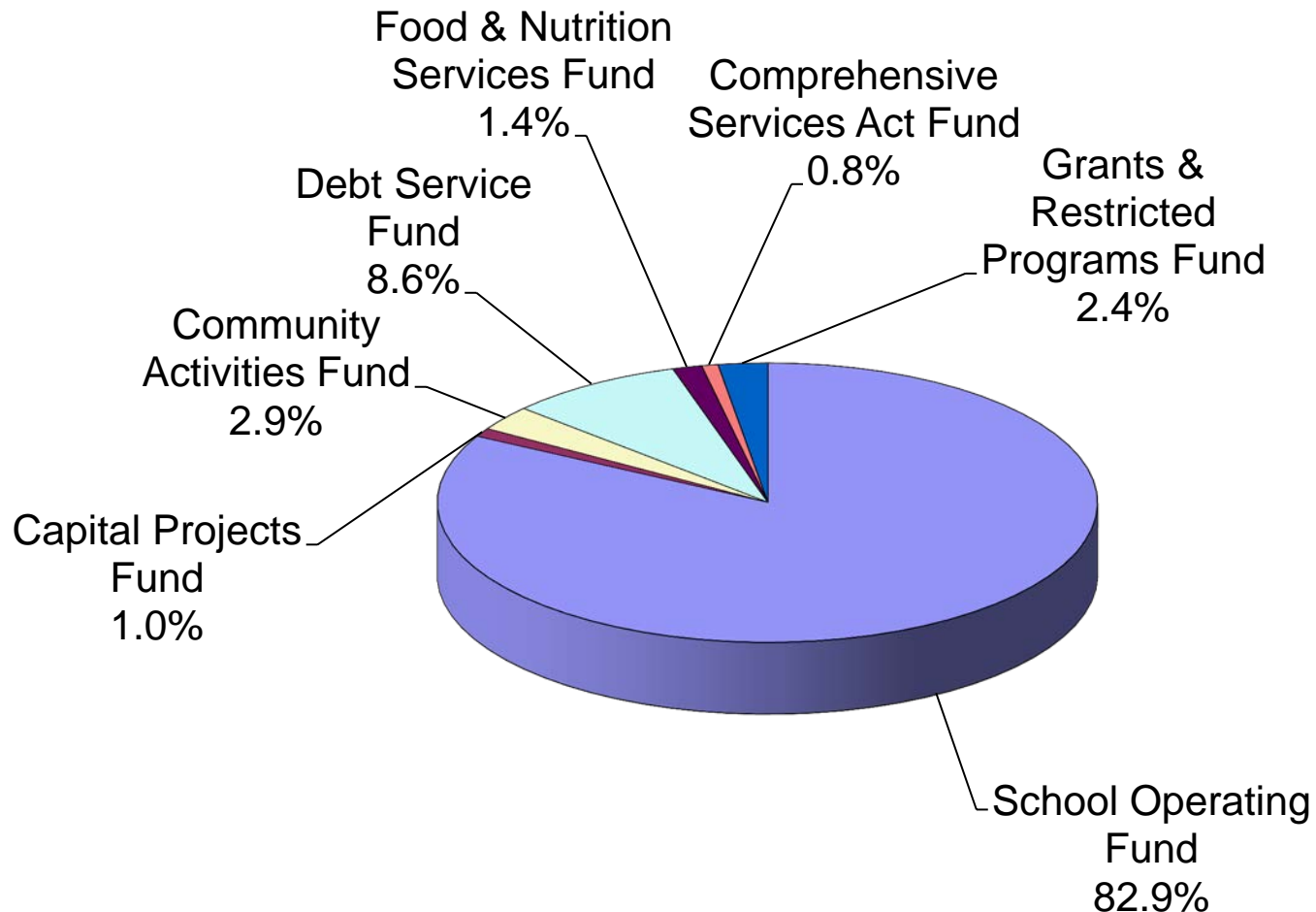


	(\$ in millions)
Salaries (<i>includes hourly</i>)	\$ 328.0
Employee Benefits	114.2
Staff Development	2.3
Contractual Services	33.5
Bond Debt Service	48.3
Materials & Supplies	18.1
Equipment	9.2
Other Operating Costs	<u>7.7</u>
Total	\$561.1



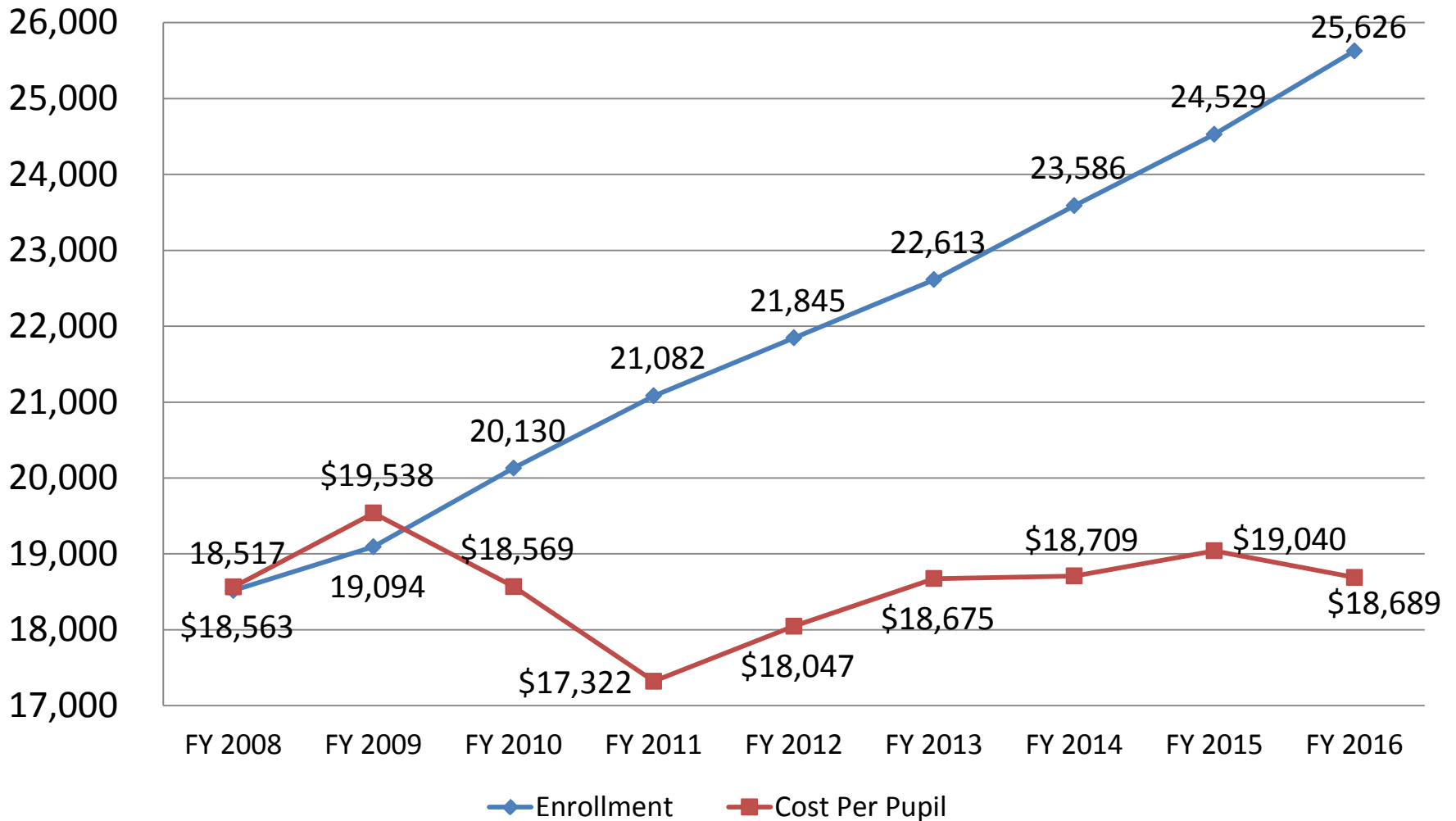
Distribution of Funds

Total Budget = \$561.1M





Enrollment & Cost Per Pupil





FY 2016 Expenditures



FY 2016 Expenditures



(\$ in millions)

amount/positions

Step Increase

\$8.1/0.0

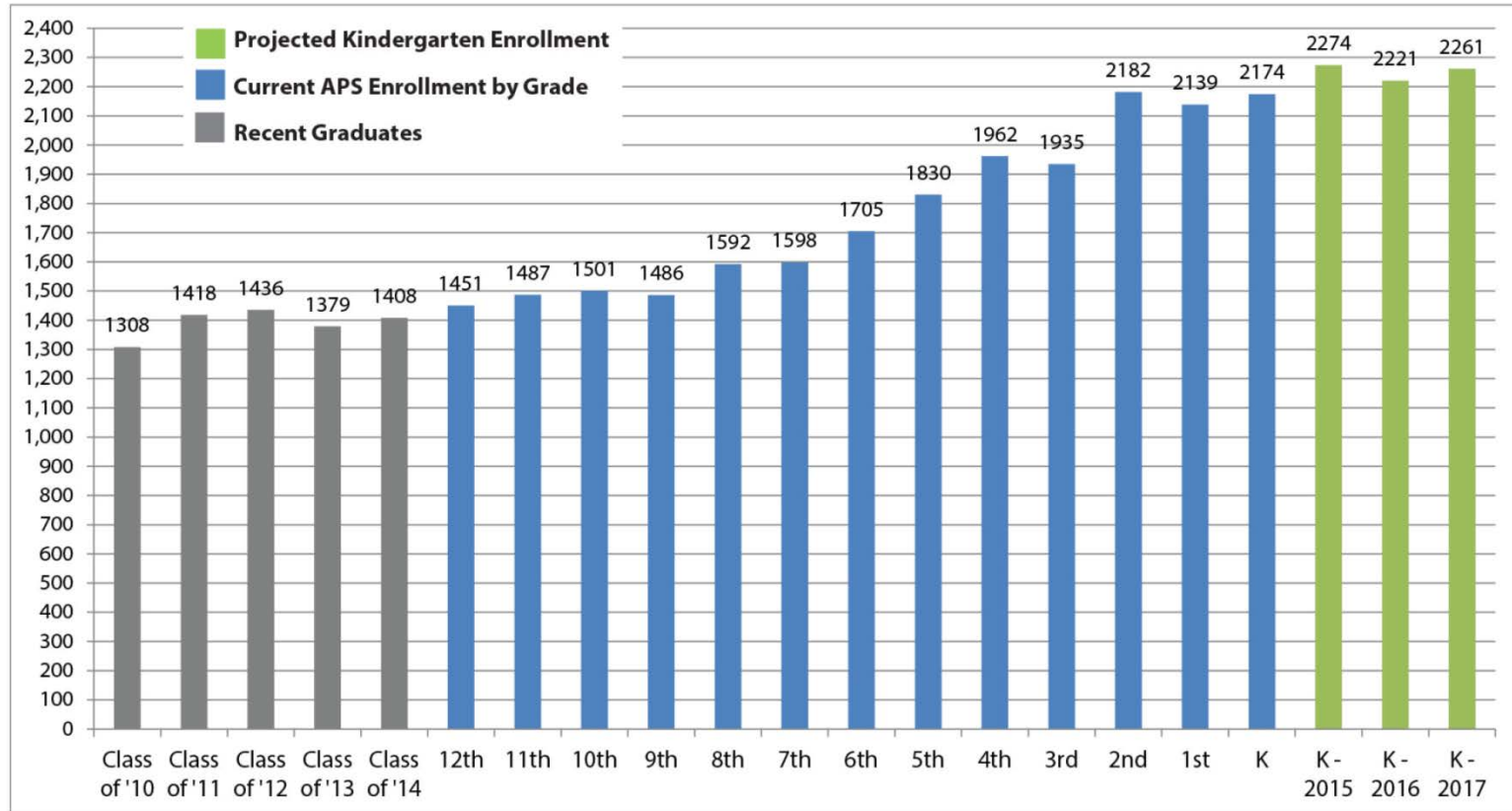
Increase elementary instructional time

\$2.1/20.5



Enrollment & Capacity Needs

Current and Projected APS Enrollment
Numbers based on Spring 2014 Enrollment and Projections





Cost of Enrollment Growth



Staffing & School Materials:

(\$ in millions)

- Fall projections \$12.2
- Spring enrollment update 0.8

Facilities:

- Relocatables 1.3
- Furniture & Technology (*Relocatables*) 0.4

TOTAL: \$14.6



Discovery Elementary Costs



Start-up Costs:

(\$ in millions)

- Materials, equipment, buses \$1.2

Ongoing Costs:

- School Staffing (not enrollment driven) 1.8
- Bus Drivers/Attendants 0.3

TOTAL: \$3.3

A photograph of two young boys wearing yellow and brown masks that resemble a lion or a bear. They are both wearing dark grey jackets. The boy on the left is holding an open book and looking at it. The boy on the right is also looking at the book. The background is slightly blurred, showing other people. The text "FY 2016 Budget Strategy" is overlaid in the center of the image in a bold, dark blue font.

FY 2016 Budget Strategy



School Board Direction: Fully Fund the Budget



Amount
(\$ in millions)

County Forecasted Transfer Increase \$13.2

APS County Transfer Requirement \$26.8

Additional Transfer \$13.6



Addressing the FY 2016 Budget Gap

Budget Strategy

- Efficiencies & Changes in Service Delivery Models
- FY 2014 Closeout for one-time needs
- If needed - tiered budget cuts





Efficiencies & Changes in Service Delivery Models

(\$ in millions)

Reduce OPEB contribution	\$1.1
Move construction positions to Bond Fund	1.0
Summer School restructuring	<u>0.2</u>
TOTAL:	\$2.3





Funded with FY 2014 Closeout



(\$ in millions)

Start-up costs for Discovery	\$1.2
Relocatables	1.3
Furniture and technology for relocatables	0.4
Twice exceptional teacher (0.2 FTE)	0.0
Secondary autism assistants (7.0 FTE)	0.3
Additional 4 buses	<u>0.4</u>
One-time Funding Total:	\$3.5



(\$ in millions)

Tier one:

\$4.8

- Reduce central office
- Increase beginning balance
- Use additional one-time funds

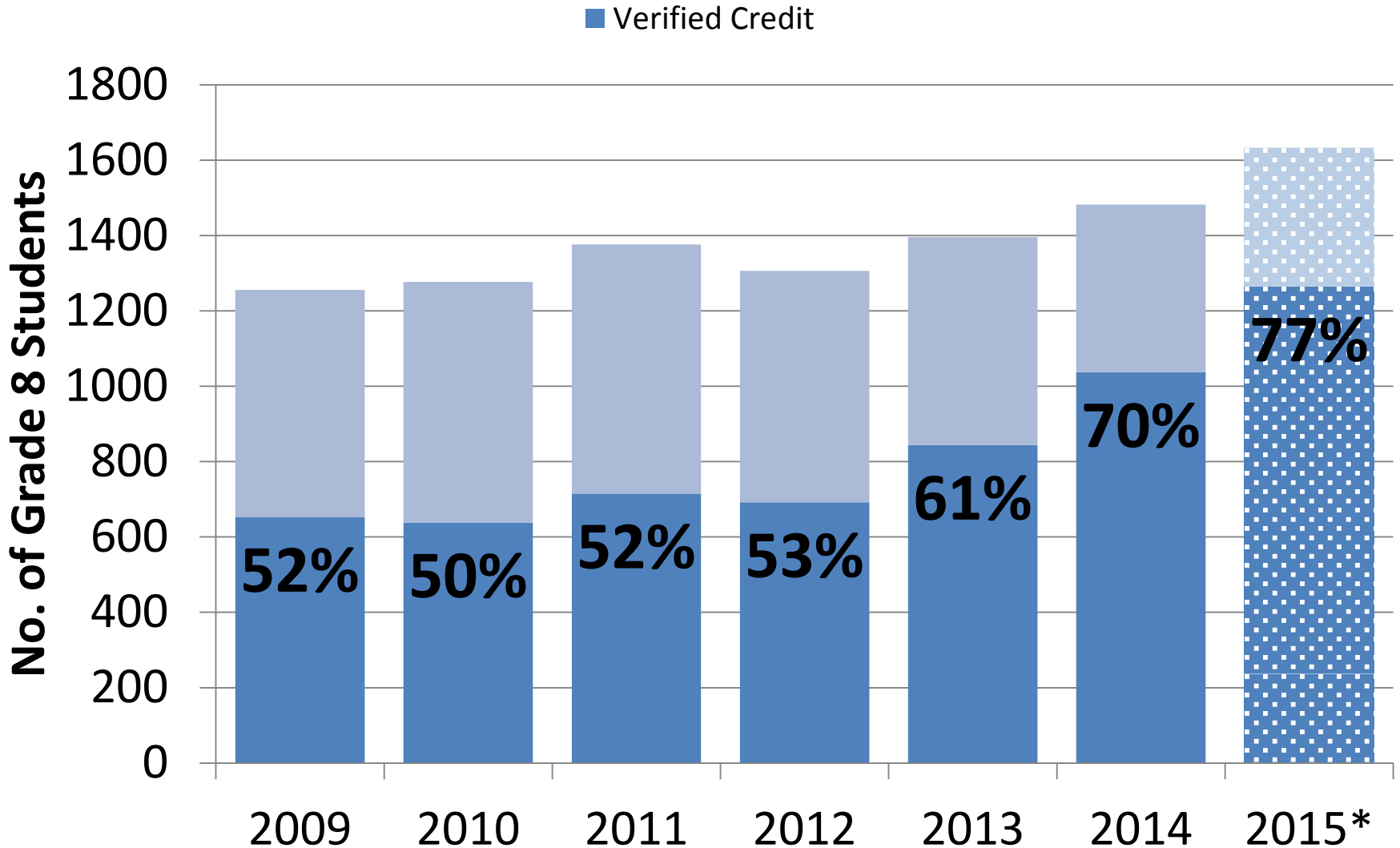


Instructional Priorities





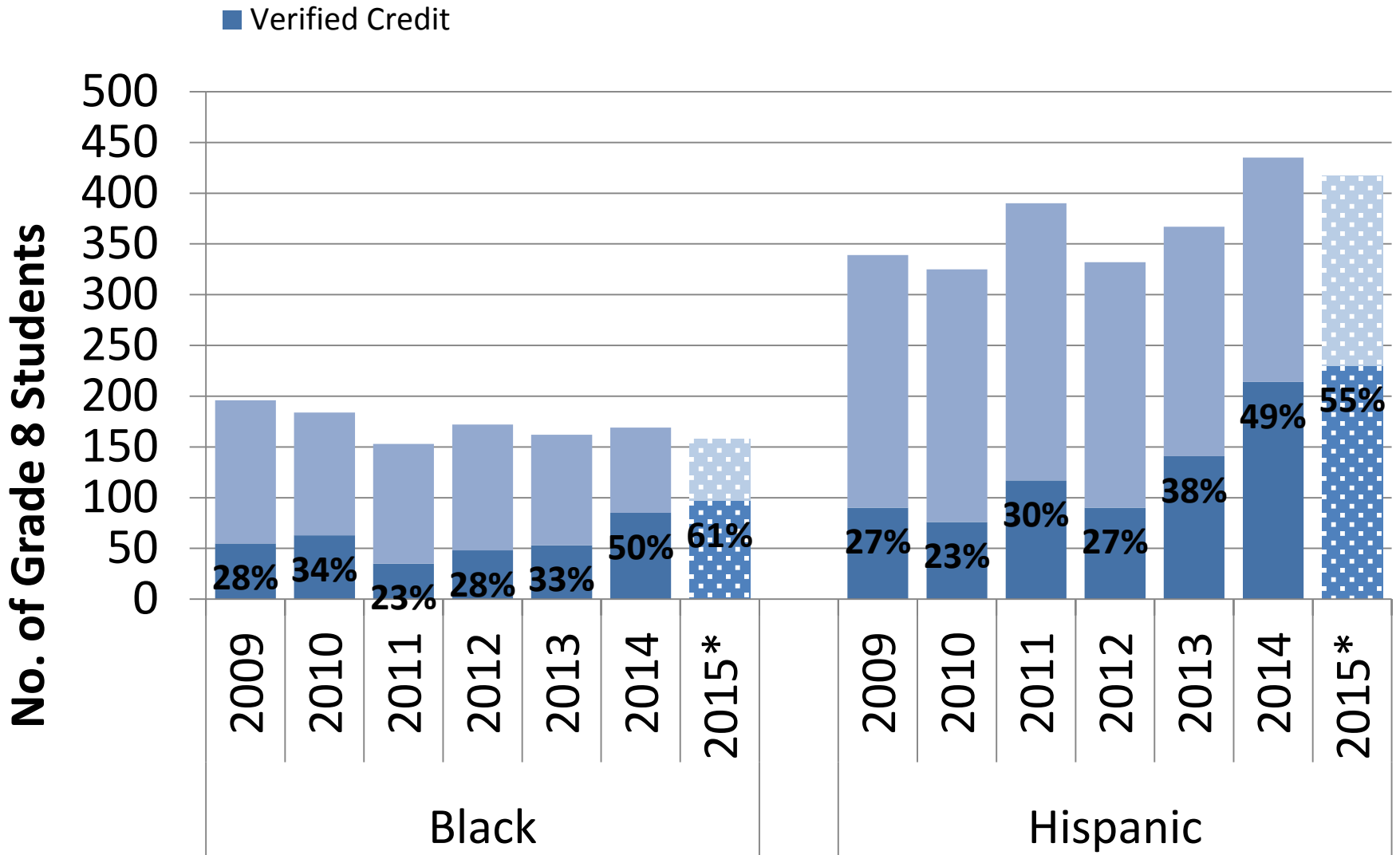
Percent of Grade 8 Completing Algebra 1 or Higher



*Based on enrollment as of 9/15/14



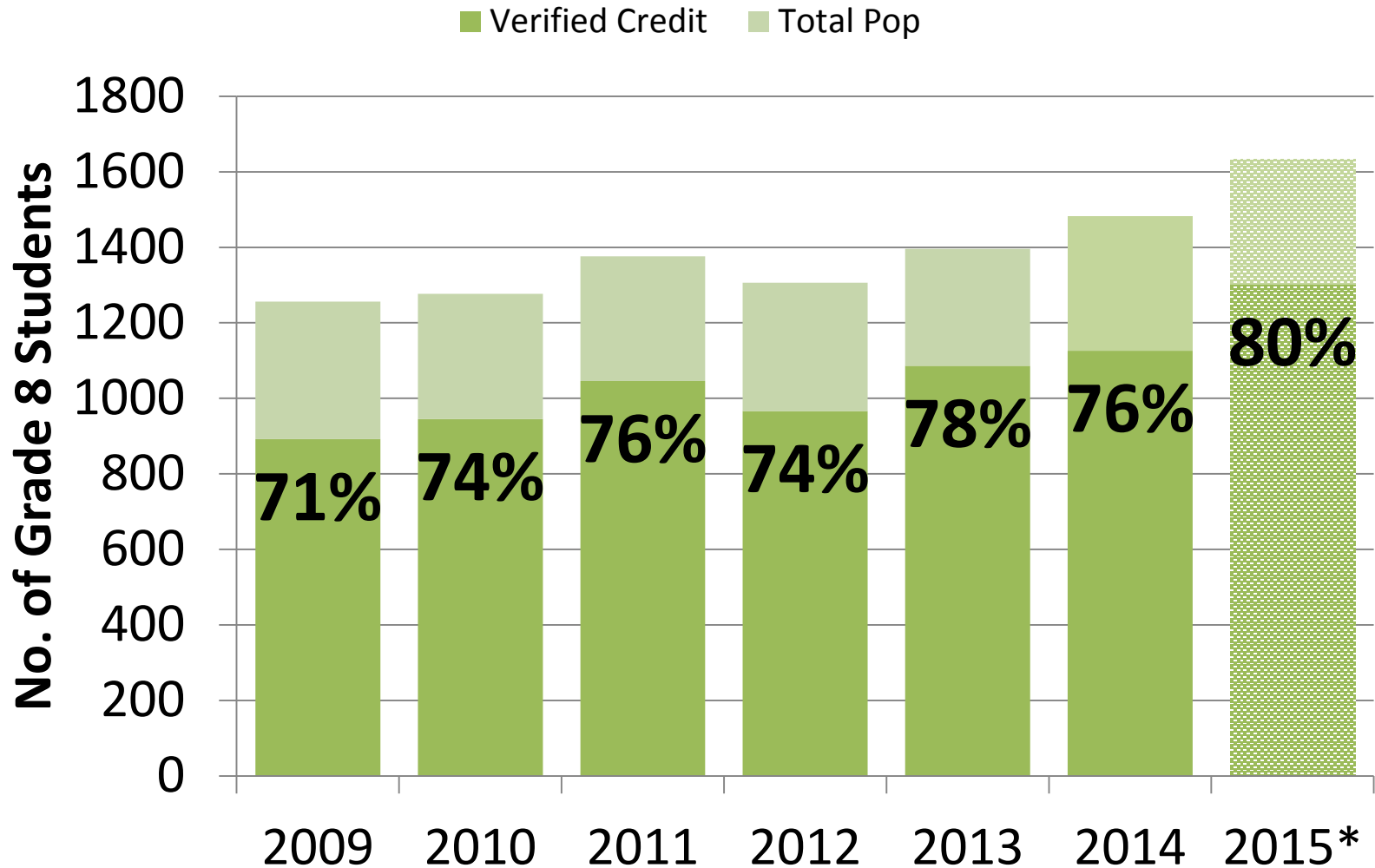
Percent of Grade 8 Students Completing Algebra 1 or Higher By Race/Ethnicity



*Based on enrollment as of 9/15/14



Percent of Grade 8 Students Completing Level 1 of World Language or Higher



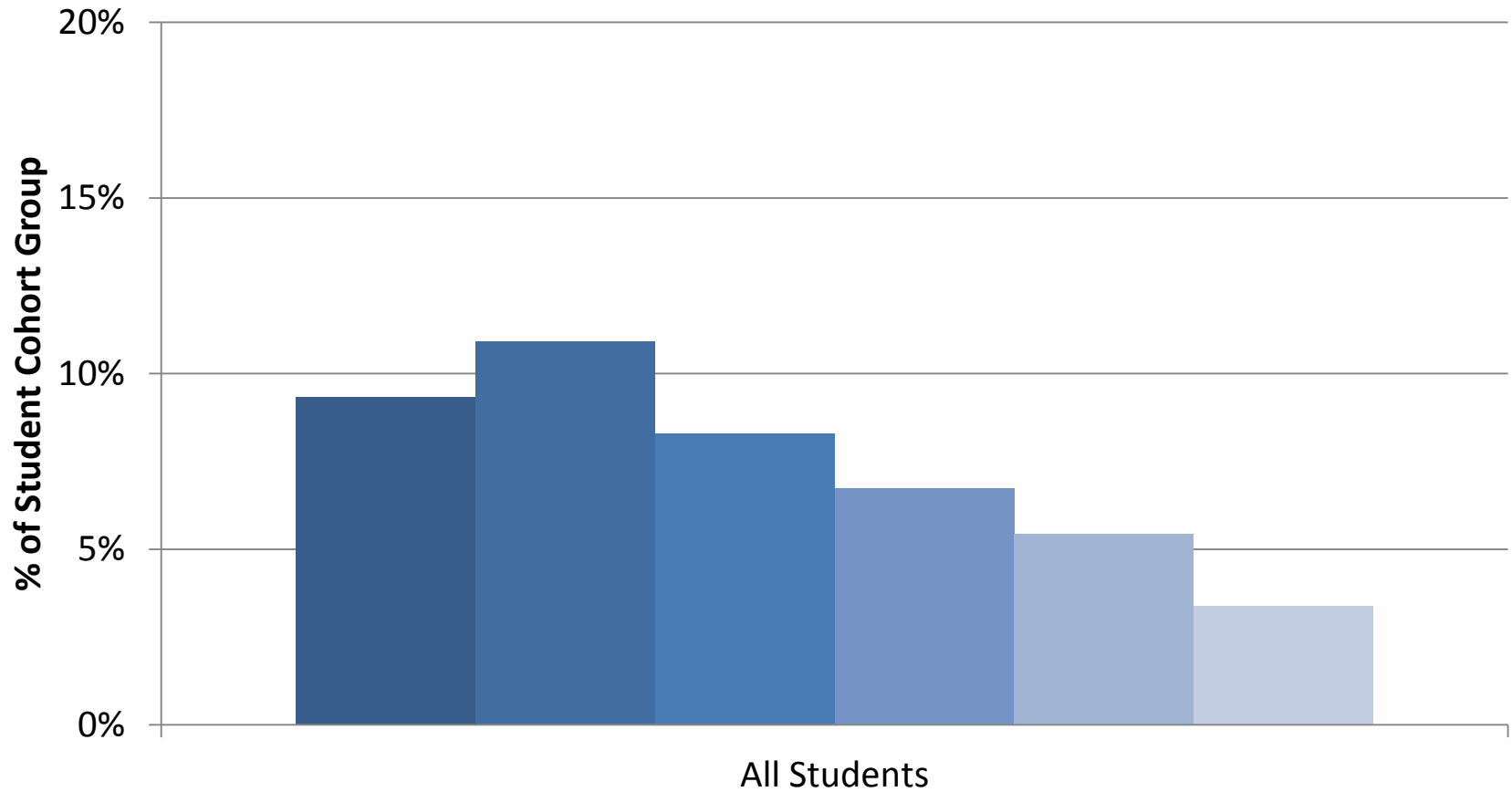
*Based on enrollment as of 9/15/14



Dropout Results

APS Dropout Rate

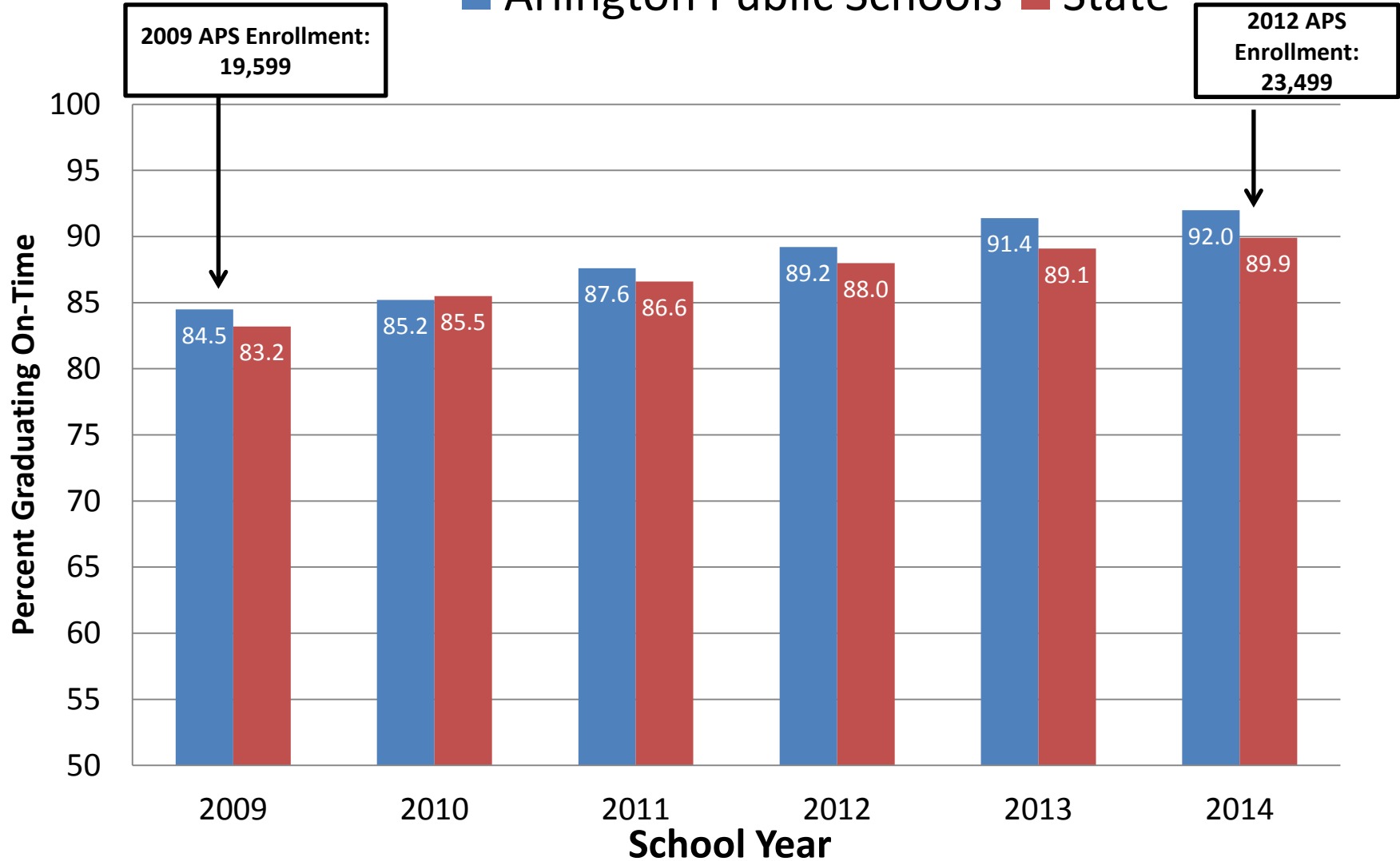
2009 2010 2011 2012 2013 2014





On-Time Graduation Rate

■ Arlington Public Schools ■ State





APS Executive Leadership Cohort

APS EXECUTIVE LEADERSHIP COHORT



What is ELC?

The 2014-15 ELC is a group of ten central office staff members and eight principals working together to raise student achievement. The cohort provides a system of support designed to provide schools in improvement (either through VDOE or district designation) with opportunities to review data, design appropriate interventions,

to address needs and monitor progress under the overall direction and support of the APS Department of Instruction. Support is provided with bi-monthly meetings with the Division Team (page 5) and program directors (page 6) and monthly support from content area specialists (page 7).

IN THE AIR:
Shared beliefs shape our direction.



Top level commitment to investing in people and positions to support instructional leadership.



New working relationships between central office administrators and school principals.

Tiered and targeted system of support for deep dive into complex challenges facing instructional leadership.



ON THE GROUND: Persistent focus on improving instruction.

1 NOT IN AND OUT but instead, a targeted model of support results in a steady schedule of central office staff spending time in schools meeting with principals and others, building and sustaining a relationship that gives rise to problem solving and mutual accountability.



2 HARD QUESTIONS about data are uncovered and addressed. ELC collaboration brings the principal and instructional and content experts all to the table to review school data, avoiding the pitfalls of data-based decision making and providing considered solutions to instructional challenges. Weaknesses and opportunities are accurately diagnosed and plans made to work toward improvement criteria.



3 'I CAN HELP WITH THAT.' Resources are delivered directly to the school in response to needs identified in cohort planning.



4 PEOPLE SHARE. The full cohort gathers bi-monthly and provides concentrated discussions of instructional leadership include a sharing of best practices and lessons learned.

5 ALIGNMENT with school and district priorities. Support is focused on three APS strongholds: the APS strategic plan, the school plan and the 90 day plan.





Goals 1 & 2

- Pre-K Focus
- Integrated Literacy
- Increased Instructional Time
 - Foreign Language in the Elementary School (FLES)
- Dual Enrollment (college credit)
- Arlington Tiered System of Supports (ATSS) rollout





Recruitment and Development Priorities

Goal 3

- Careers@APS
- Professional development
 - Professional Learning Communities (PLC)
 - Sheltered Instruction Observation Protocol (SIOP)
 - Integrated Literacy Program
- Dual endorsement
- GMU Educational Leadership cohort/Aspiring Leaders





Optimal Learning Priorities

Goal 4

- Design spaces that are built around instruction
 - Creative learning environments
 - Instructional spaces that are flexible and collaborative
- Enhance instruction inside and outside of classrooms using technology
- Green Initiatives

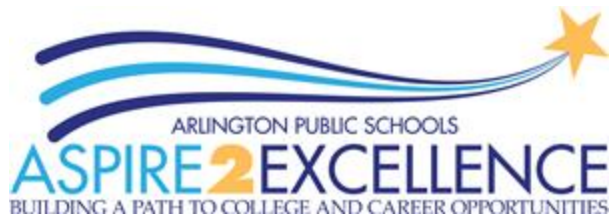




Whole Child Priorities

Goal 5

- Implementation of the Family and Community Engagement policy (SBP 10-9)
- Continue to focus on developmental assets
- Aspire to Excellence 2.0





Capital Improvement Plan

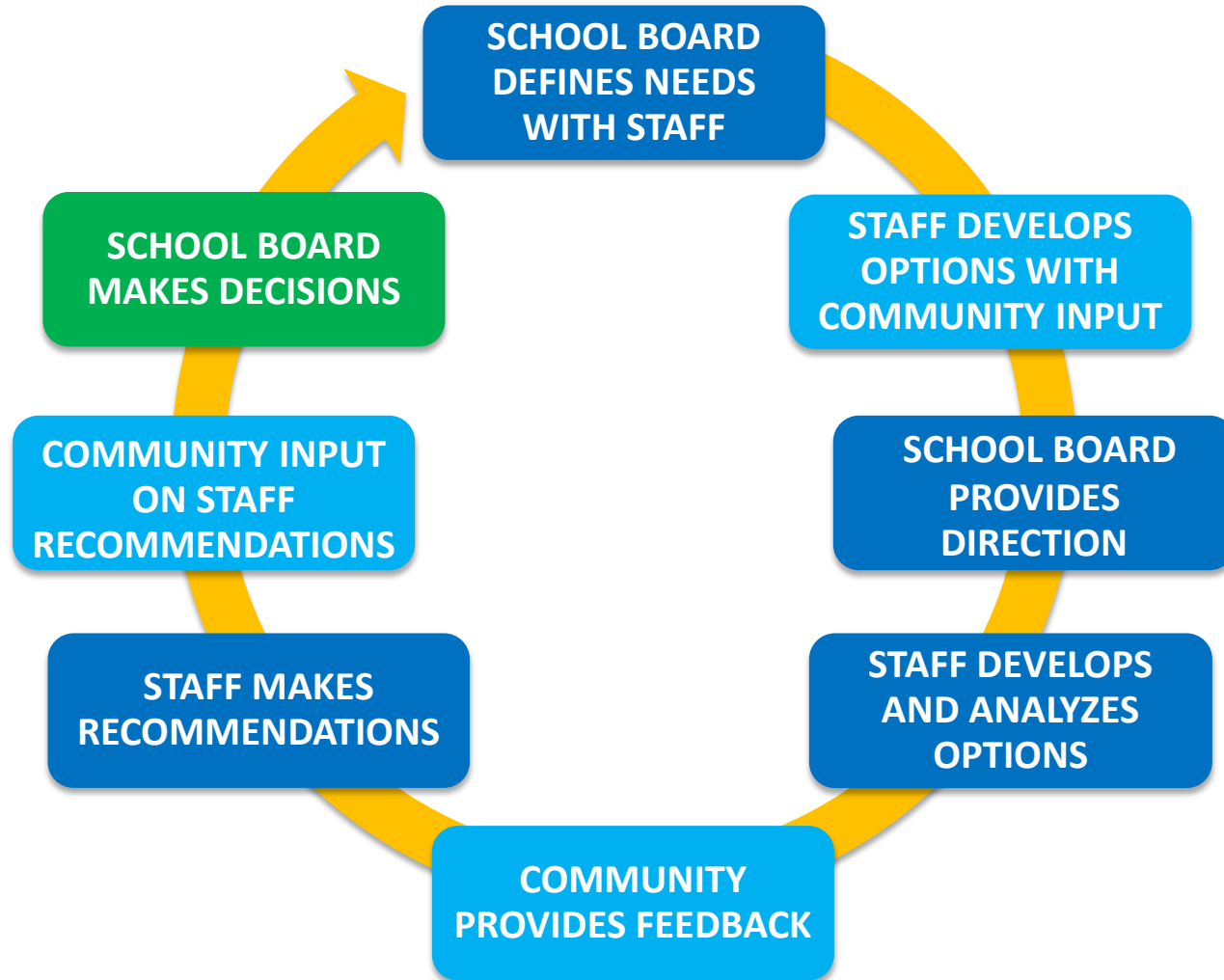




- Since 2008 APS enrollment has increased by **5,485** students or **31%**.
- In September, 2015 APS welcomed **1,200** new students/**5.2%** greatest increase ever
- 1,200 students = nearly **2 elementary**, more than **1 middle** or about **1 small high school**.
- APS expects to reach **30,000** students in **6** years or less, that's **5,500** more than today.
- We will need classrooms for these students.



CIP Decision Making Process





Community Engagement

**Community
Meetings**

**Facebook &
Twitter**

**SchoolTalk
Messages**

**Email:
moreseats@
apsva.us**

**APS Staff
Presentations**

**Website:
www.apsva.us**

**On-line
Surveys and
Feedback**

**Twitter Town
Halls**



Maximum Seats for 2014 CIP

Elementary	700 + Pre-K
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Middle	1,300
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High	2,200
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School Board Adopted CIP FY 2015 – 2024

TIMELINE	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	
Seats Created (4,002 total)			241								
McKinley Addition/Renovation	\$7.5										\$20.1*
New ES (Jefferson site preferred)	\$2.0	\$17.5	\$20.6	\$10.2	725						\$50.3
Abingdon Addition/Renovation	\$3.4	\$19.0	\$6.4	136							\$28.8
Secondary Seats to be determined	\$4.0	\$5.0**	\$41.6	\$57.9	\$17.5	1300					\$126.0
Career Center			\$1.0	\$1.0	\$9.3	\$56.1	\$49.4	\$36.6	1300		\$153.4
Washington-Lee	\$3.0	\$2.0	300								\$5.0
MC/MM	\$4.1	\$6.2	\$7.7	\$5.9	\$7.2	\$7.4	\$7.6	\$7.8	\$8.0	\$8.2	\$70.1
TOTAL	\$24.0	\$49.7	\$77.3	\$75.0	\$34.0	\$63.5	\$57.0	\$44.4	\$8.0	\$8.2	\$453.6

BONDING CAPACITY

Bond Issuance Capacity	\$58.3	\$33.2	\$69.0	\$34.0	\$52.0	\$35.0	\$51.0	\$44.4	\$8.0	\$8.2	\$393.1
Surplus/(Deficit) – Cumulative	\$34.3	\$22.8	\$14.6	(\$26.4)	(\$8.4)	(\$36.9)	(\$42.9)	(\$42.9)	(\$42.9)	(\$42.9)	
Bonding Capacity Needed				\$26.4		\$10.5	\$6.0				\$42.9
Overall Debt Ratio with Add'l Debt	8.76%	9.02%	9.31%	9.56%	9.85%	9.84%	9.96%	9.86%	9.78%	9.55%	
Annual Debt Service Increase	\$0.5	\$2.9	\$1.8	\$4.5	\$4.0	\$1.0	\$2.5	\$2.0	\$1.4	(\$1.3)	
Cumulative Debt Service Increase		\$3.4	\$5.2	\$9.7	\$13.7	\$14.7	\$17.2	\$19.2	\$20.6	\$19.3	

BOND REFERENDA

Year	2014	2016	2018	2020	2022	
Amount	\$105.8	\$132.6	\$166.0	\$15.4	\$16.2	

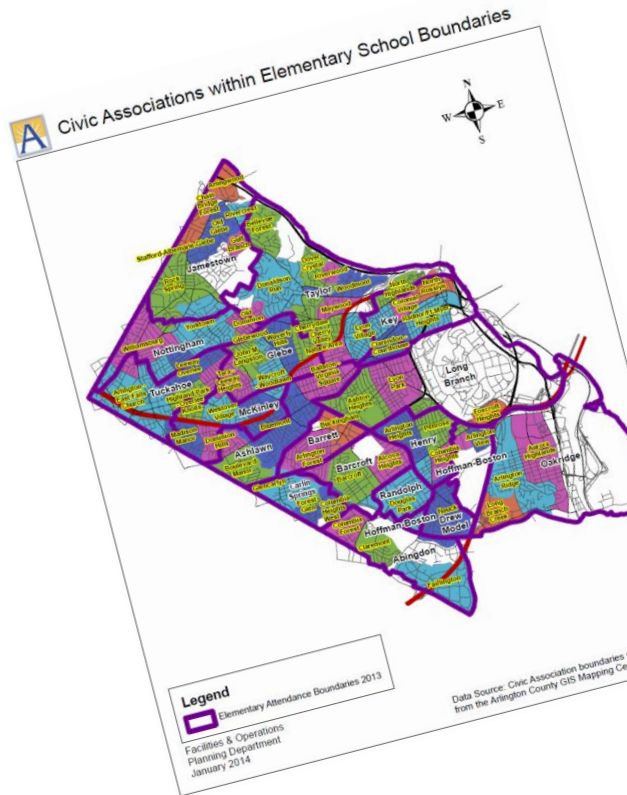
* Total project cost includes \$12.0 million from 2012 bond and \$633,500 from FY15 and FY16 MC/MM funds

** \$5 million to be funded with current revenue rather than bonds

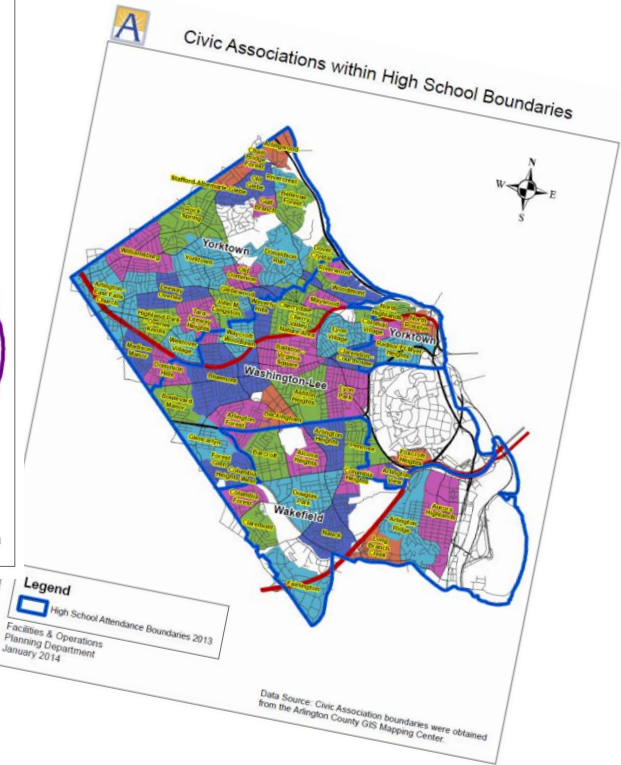
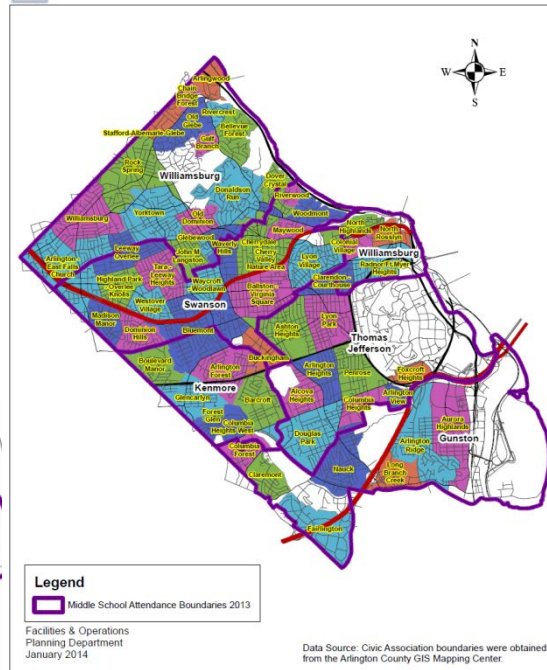
\$ in millions and rounded; exact figures are contained in the CIP motion and Attachment B



Civic Association Maps by School Level



A Civic Associations within Middle School Boundaries





thank you



**Arlington County
Civic Federation**

**Arlington School Board
Budget Presentation
March 3, 2015**

James Lander, Chair



Arlington Public Schools



FY 2016 Budget Calendar

- Feb. 19:** Superintendent's Proposed FY 2016 Budget
- Feb. 19:** Work Session #1
- Mar. 4:** Work Session #2 (w/Employee Groups)
- Mar. 10:** Work Session #3
- Mar. 17:** Work Session #4 (w/Advisory Chairs)
- Mar. 19:** Public Hearing on Superintendent's Proposed Budget
- April 9:** School Board's Proposed FY 2016 Budget (Action)
- April 10** School Board Budget Presentation to County Board
- Apr. 14:** Work Session #5
- Apr. 23:** Public Hearing on School Board's Proposed Budget
- May 7:** School Board's Adopted FY 2016 Budget



Tiered Budget Cuts



(\$ in millions)

Tier two:

\$5.0

- Increase class size by one
- Defer eliminating early release Wednesday at two schools



Tiered Budget Cuts



Tier three:

- Implement step increase 1/3 into the year
- Defer eliminating early release Wednesday at two remaining schools

(\$ in millions)

\$3.8



Unfunded Needs

- Career Center Academies
- Family and Community Engagement Coordinator
- Bus drivers
- Construction project manager
- Professional planner
- Geographic Information Systems (GIS) analyst





Looking Forward to FY 2017

- Central registration
- FLES instructional model
- Exemplary projects
- Programs for educating adults
- Secondary autism assistants
- Support for twice exceptional students
- ITC/STC planning factor
- Summer School Program

