



# Chesterfield County School Board FY2012 Approved Financial Plan

*Academic Excellence for All*



**Chesterfield County Public Schools**

# Superintendent's Message

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Dear School Board Members, Employees, Students, Parents and Community:

June 20, 2011

Chesterfield County Public Schools' Fiscal Year 2012 operating plan is cause for optimism: For the first time in three years there are no cuts directly affecting classroom instruction or school operations; no programs are proposed for reduction or elimination; and there is a proposed one-time, 2 percent payment for all employees.

The optimism at the local, state and national levels has some solid roots: The state reports increased sales tax revenue, which means additional funding for school divisions, and the president has committed \$26 billion to public education. Chesterfield residents continue to support schools: A 2010 citizen satisfaction survey showed nearly 86 percent rated our school division as excellent or good at preparing students for success.

However, there is also good reason to proceed cautiously. The FY 2012 operating budget includes \$24 million in one-time funding, meaning that if additional revenue is not identified for FY 2013, more painful reductions may be ahead. Supporters of public education must remain vocal at the state level so this funding meets its designed purpose: to benefit teachers and support public schools.

The FY 2012 funding plan is a maintenance budget — keeping intact much of our current expenditures. The FY 2012 proposal

- maintains current pupil-teacher staffing standards (25-to-1 at elementary, 27-to-1 at middle and 26-to-1 at high)
- maintains clerical support staff and instructional assistants in schools, while reducing the current number of central office administrators
- maintains school operating budgets
- maintains the current level of School Board contributions to the Virginia Retirement System and health-care benefits

While this is not the level of operations we have experienced in previous years, the FY 2012 funding plan will avoid some of the draconian budget cuts to the division during the past two budget cycles. It may be years before the school division regains some of the nearly \$80 million in operating funds and nearly 500 positions lost during FY 2010 and FY 2011.

As the School Board and I have noted throughout this school year, our employees have stepped up and are continuing to meet and exceed local, state and national expectations despite having fewer resources available. Notwithstanding,, these changes have resulted in — reduced student choices, fewer teachers and administrators in schools and fewer support services.

That is why it is important for us to find a way to continue to invest in our most valuable resources — our human resources, who help students prepare for successful futures that will benefit our community. While funding is not available to sustain a raise, a proposed one-time, 2 percent payment to all employees that helps offset this year's pay reduction is tangible proof of our commitment to employees.

There is indeed reason for optimism if the state legislature makes a commitment to support public education, if the School Board continues to make wise choices to maintain our current efficient and effective operations, and if the Board of Supervisors appropriates funding at past levels. While we expect our efficient operations to save several million dollars in FY 2012, we know that we likely are facing at least a \$10 million funding gap in FY 2013. This gap could be filled by local and state officials allocating funding at the FY 2010 percentage rates.

Marcus J. Newsome, Ed.D.  
Superintendent  
Chesterfield County Public Schools

## Introduction

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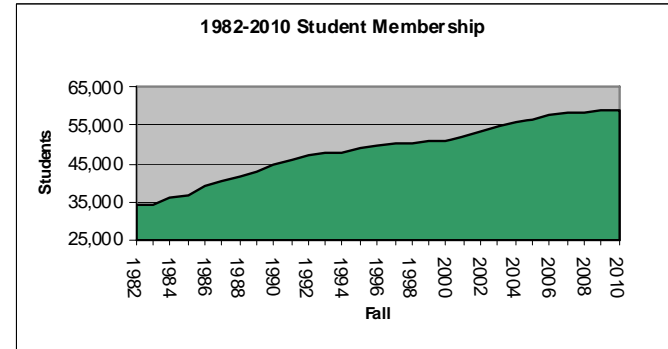


***Academic Excellence for All***  
***Chesterfield County Public Schools***

Chesterfield County Public Schools is educating nearly 59,000 students in 2010-11. Growth in the county has slowed in recent years; membership has increased each of the past four years by an average of 200 students per year. However, projections suggest that growth will increase somewhat through the fall of 2019 to an average of about 300 per year. Our children are educated in 11 high schools, 12 middle schools, 38 elementary schools, and a career and technical education center.

Here are some important facts about Chesterfield County and its school division:

- SchoolMatch, an independent research and data service, consistently rates Chesterfield County Public Schools as having precisely the balance parents seek.
- In a 2010 survey, nearly 86 percent of residents rated Chesterfield schools as excellent or good.
- For the fourth time, Chesterfield County was named one of the 100 Best Communities for Young People by America's Promise Alliance.
- In 2009-10, the student body was 58 percent white, 28 percent black, 8 percent Hispanic, 3 percent Asian/Pacific Islander and 1 percent American Indian/Alaskan native/unspecified.
- 29.6 percent of students qualify for free or reduced-price meals in elementary schools, middle schools and Chesterfield Community High (the only high school in the federal lunch program).
- For the third year in a row, every school is fully accredited and students continue to perform well on SOL tests. For three of the past four years, the school system has met the objectives of No Child Left Behind and made adequate yearly progress.
- More than 85 percent of Chesterfield students graduate on time, outperforming their peers across Virginia. More than 4,400 students graduated in 2010: 57 percent earned advanced diplomas, and 90 percent planned to attend a two- or four-year college. The class of 2010 earned \$18.2 million in scholarships.
- Attracting and retaining the best teachers and staff is a priority. Working in Chesterfield schools are 1,813 teachers with master's degrees and 83 National Board Certified Teachers.
- Hundreds of businesses and organizations partner with schools, and thousands of individuals volunteer their time in classrooms.
- Audits consistently prove that Chesterfield schools are efficient and effective. Based on student enrollment, Chesterfield is among the country's 100 largest school systems but still keeps costs low. In 2008, out of 132 school divisions in Virginia, Chesterfield ranked 102nd lowest in total per-pupil costs and 107th lowest in administrative per-pupil costs. Standard & Poor's compared reading and math proficiency with money spent and determined that Chesterfield schools are extremely effective, ranking the school division third among 15 of Virginia's largest localities.



- Chesterfield's curriculum is rigorous and relevant. Initiatives include a school readiness program for 4-year-olds at a few schools, world language instruction in some elementary schools and algebra for every student during middle school. Advanced Placement classes offer intense academic experiences. High school students also have the opportunity to take dual enrollment classes that carry college credit and courses that can lead to an industry certification.
- Safety nets help struggling students reach their goals. Alternative study options include day and night programs, as well as online courses.
- The school division's website ([chesterfield.k12.va.us](http://chesterfield.k12.va.us)) can provide additional information. Facebook ([www.facebook.com/chesterfieldschools](http://www.facebook.com/chesterfieldschools)) and Twitter ([twitter.com/ccpsinfo](http://twitter.com/ccpsinfo)) are additional ways to stay current.

The school system is governed by an elected School Board of five members serving concurrent four-year terms. The Board establishes policy and direction for the system and hires the Superintendent, who implements policy and organizes and manages the staff to pursue the direction set by the Board. Two assistant superintendents and a chief academic officer assist the Superintendent in carrying out these responsibilities. Fiscally, the School Board approves a budget recommended by the Superintendent, which must be approved and funded by the local Board of Supervisors in its budget process for the entire county.

The annual financial plan is the foundation for financial management of the school division. The Superintendent is responsible for administering this plan. The School Board has designated the Superintendent and certain other individuals as agents and deputy agents with the authority to approve expenditure of school division funds. The school division's Office of Management and Budget monitors revenues and expenditures. The Assistant Superintendent for Business and Finance is responsible for presenting financial reports to the School Board quarterly. Financial records of the school division are audited annually by an external independent auditor.





**Dianne Pettitt**  
**Clover Hill District**  
**Chair**

Dianne E. Pettitt has represented the Clover Hill District since 1993. She has taught French and Spanish, served on the staff of a General Assemblyman in New York and worked as a tutor and substitute teacher in Chesterfield. She and her husband, Neil, have two daughters. One graduated from Monacan High School and the other from the Governor's School for Government and International Studies. The Pettitts have seven grandchildren.



**David Wyman**  
**Dale District**

Elected to the School Board in 2006, David S. Wyman represents the Dale District. He is a senior international financial executive with more than 20 years of experience in high-tech, manufacturing and software environments. He is currently the Business Manager at Elk Hill Farm, Inc., a non-profit organization focused on helping Virginia's at-risk youth. He and his wife, Stephanie, have two daughters who attend Chesterfield schools.



**Patricia Carpenter**  
**Midlothian District**  
**Vice-chair**

Patricia M. Carpenter was elected in 2007 to represent the Midlothian District. Mrs. Carpenter owns Sabai of Virginia, a spa products company, and is a co-founder of a rapidly growing spa products group that is an innovative, entrepreneurial company supplying products to the spa and therapeutic industries. She has worked as a substitute teacher. Mrs. Carpenter and her husband, Dean, have two sons attending Chesterfield County Public Schools.



**Omarh Rajah**  
**Matoaca District**

U. Omarh Rajah was elected to the School Board in 2007 to represent the Matoaca District. He is the first teacher from the Matoaca District and the first African-American to be elected to the School Board. After teaching and coaching in Amelia County, Mr. Rajah returned for two years to his alma mater, Manchester High, to teach history and government and coach basketball and volleyball. Since 2002, he has worked as a teacher for the Federal Bureau of Prisons. Mr. Rajah and his wife, Vantrece, have two children attending Chesterfield County Public Schools.



**Marshall Trammell**  
**Bermuda District**

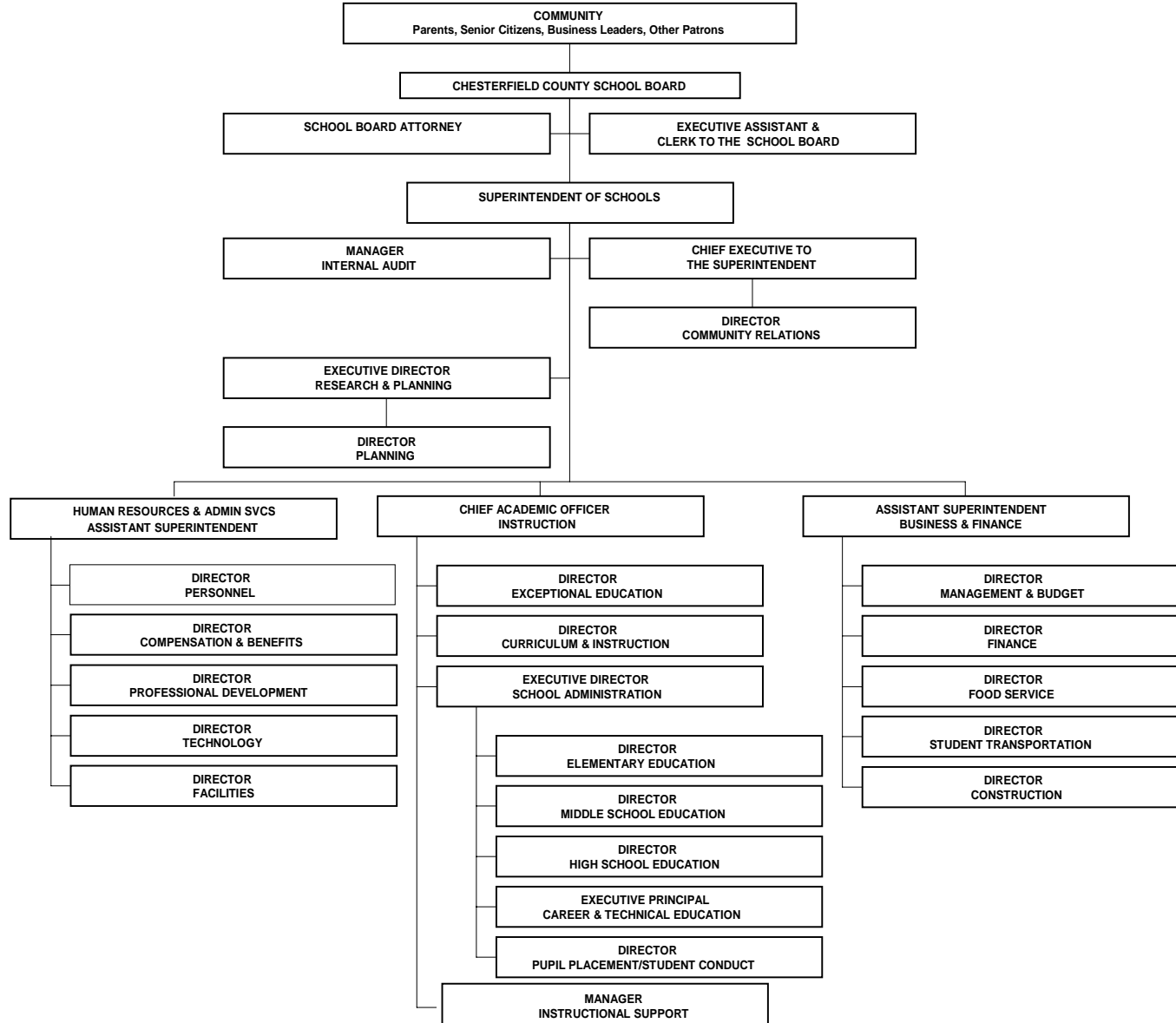
Marshall W. Trammell Jr. has represented the Bermuda District on the School Board since 1991. A 39-year resident of Chesterfield County, Mr. Trammell retired after 37 years with the Virginia Department of Agriculture and Consumer Services managing Virginia's gypsy moth control programs and pesticide certification and training programs. He is married to Pat Trammell, who was a teacher for 31 years before retiring. Their son, who graduated from Bird High, works at the World Court.



**Marcus J. Newsome, Ed.D.**  
**Superintendent**

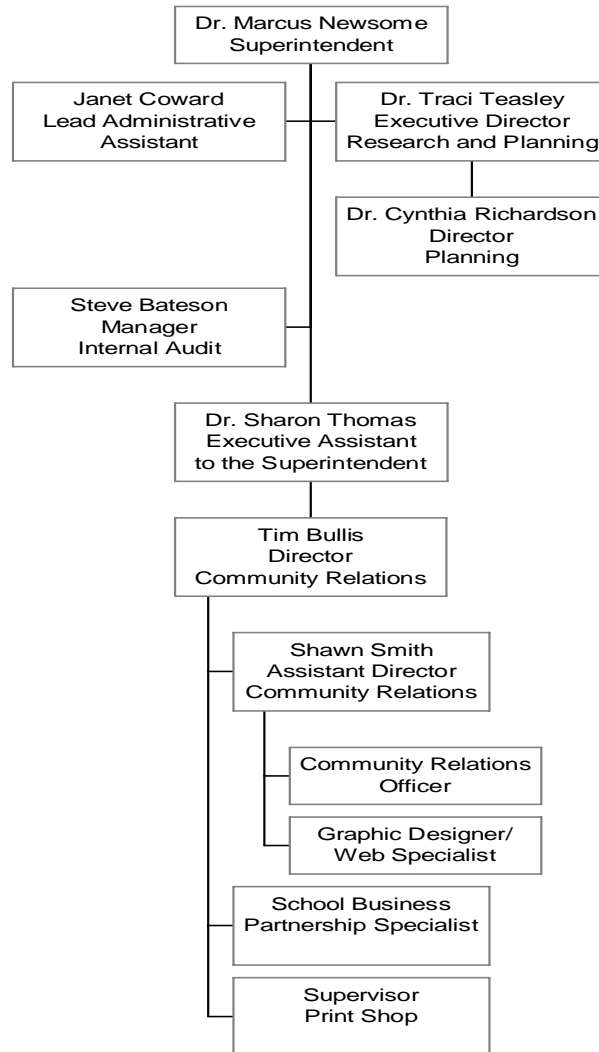
During the past 30 years, Dr. Marcus J. Newsome has served children as a teacher, building administrator, curriculum writer and central office administrator. In October 2006, he became superintendent of Chesterfield County Public Schools, the fourth-largest school division in Virginia, with about 58,000 students. Immediately after his appointment, he developed the Design for Excellence, a six-year strategic plan for comprehensive school improvement. Dr. Newsome came to Chesterfield from Newport News Public Schools, where he spent three years as superintendent. Dr. Newsome and his wife, Patsy, have three children and one grandson.

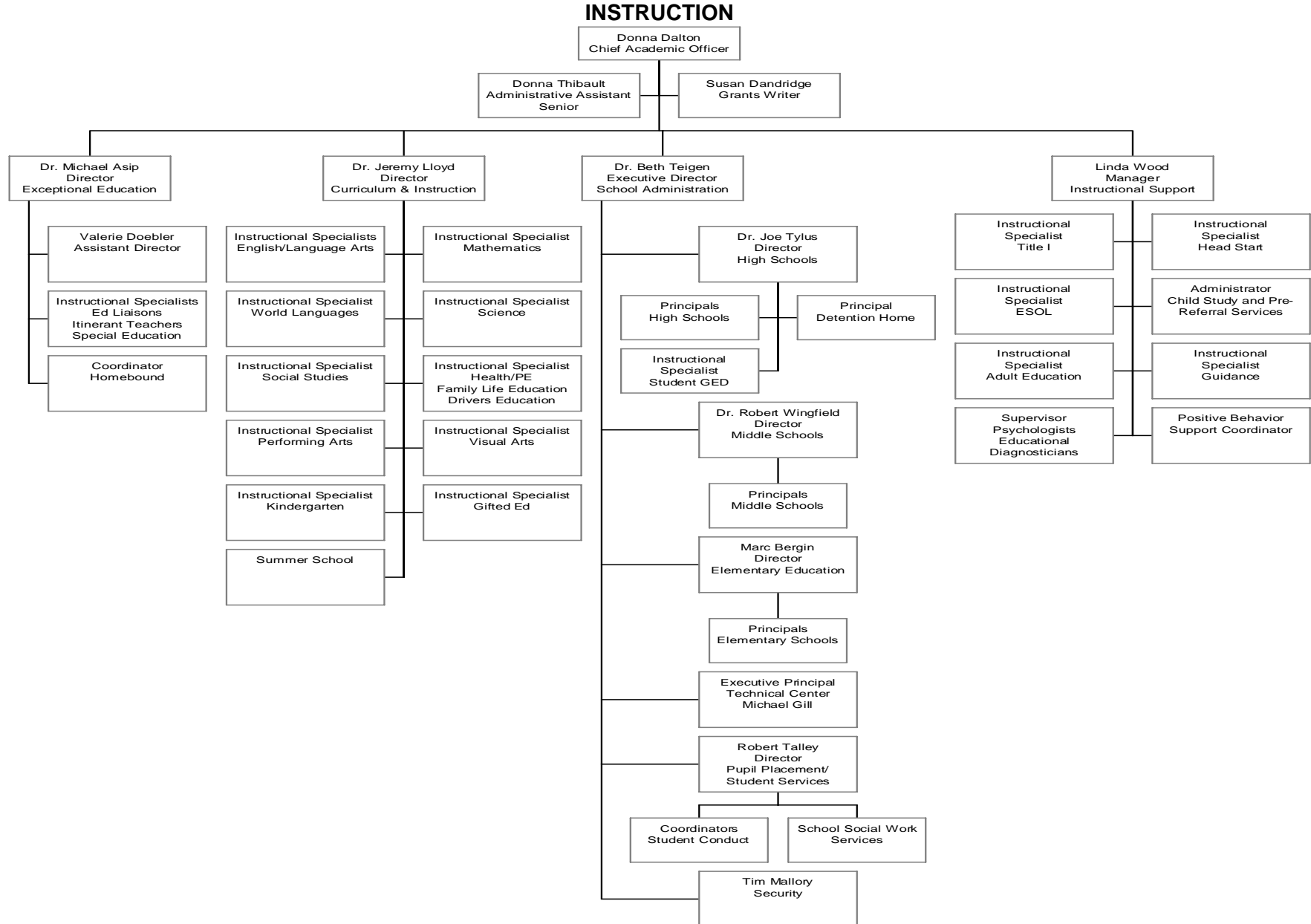
### CHESTERFIELD COUNTY PUBLIC SCHOOLS



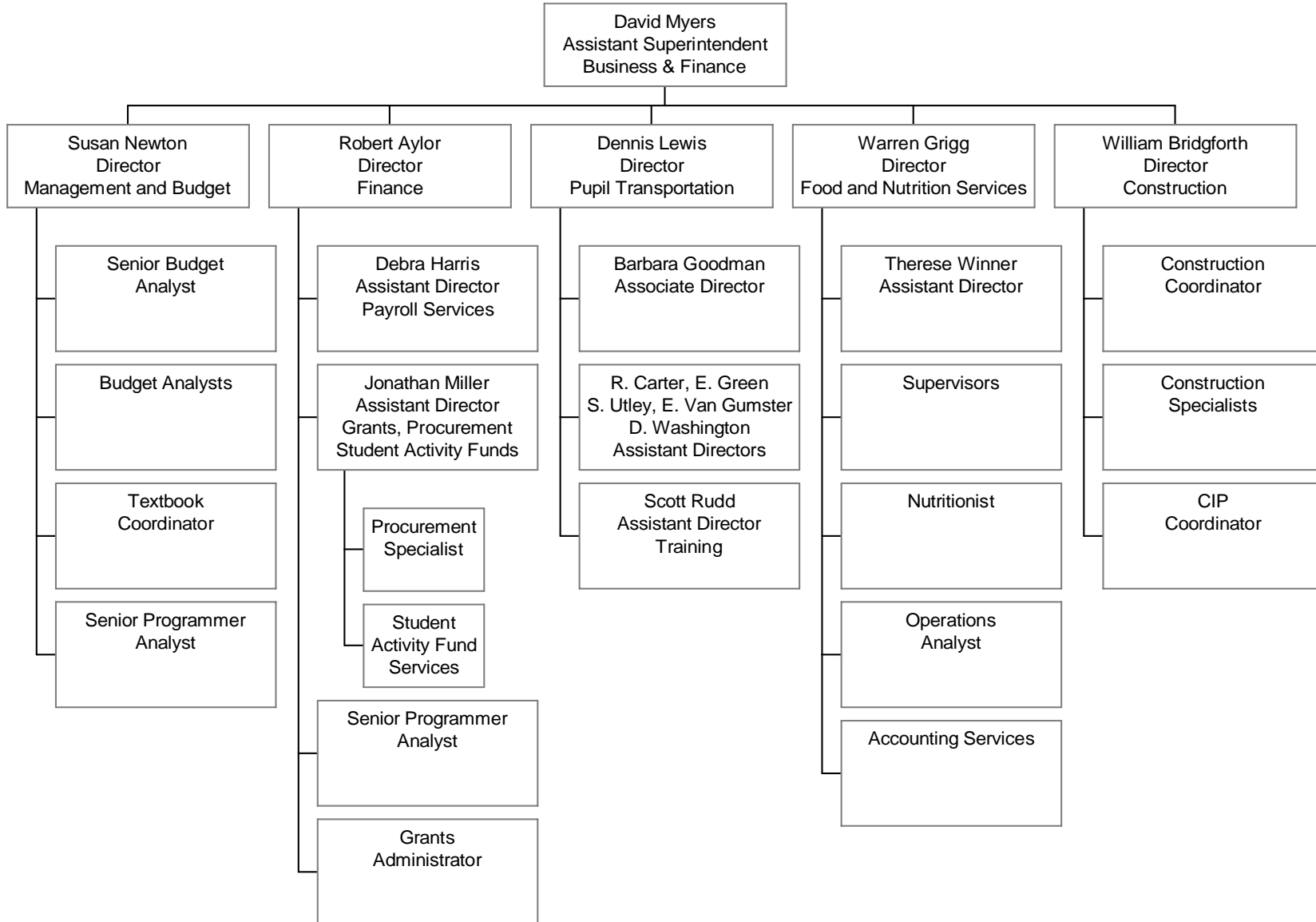


**SUPERINTENDENT**

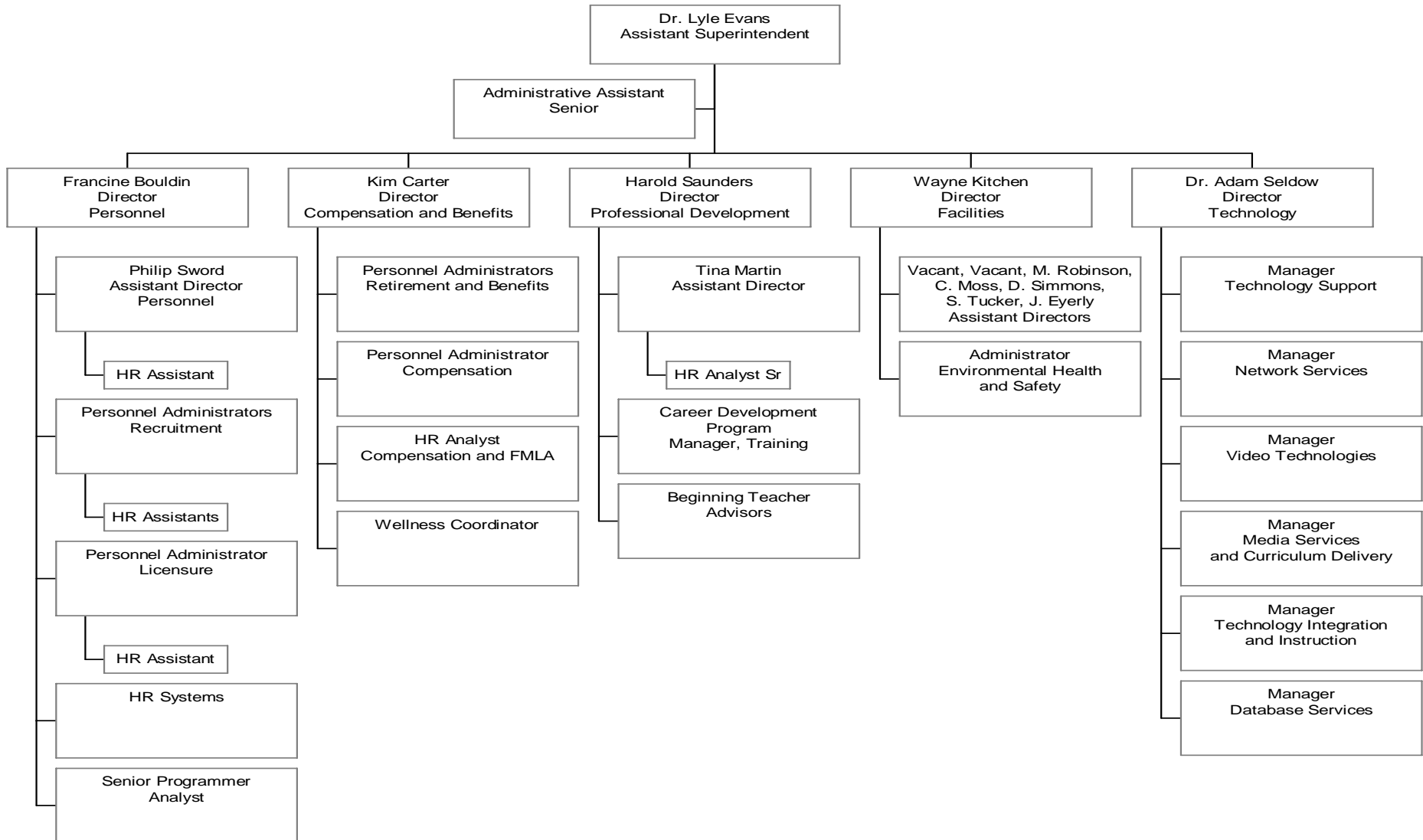




**BUSINESS AND FINANCE**



**HUMAN RESOURCES AND ADMINISTRATIVE SERVICES**



The **Design for Excellence**, approved by the School Board in December 2007 and revised in June 2009, is a six-year strategic plan designed to prepare students for the 21st century. The approved budget has the current strategic plan as its basis. At this time, work is ongoing to update the comprehensive plan; innovation teams will give their report to the School Board this spring. This process began in fall 2010; Phase 2 will conclude with the School Board's adoption of the mission, vision, goals, sub-goals and guiding principles at the end of June 2011. At that time, Phase 3 will begin with teachers and administrators working in teams to plan the next steps for implementation, recommend key measures to the School Board for consideration and adoption, and work on making the plan a reality in every classroom. The current Design for Excellence is presented here as the basis for this approved budget.

**Vision**

In 2012, we envision that every Chesterfield school will be a thriving, dynamic and inspiring educational environment that produces self-directed learners with 21st century skills and stimulates citizens of all ages to trust in, invest in and benefit from public education.

**Mission**

The mission of CCPS is to work in partnership with students, families and the community to ensure that each student acquires the knowledge, skills and core values necessary to achieve personal success and to enrich the community.

**Goals**

- Goal 1 Academic excellence for all students
- Goal 2 Safe, supportive and nurturing learning environments
- Goal 3 Knowledgeable and competent workforce
- Goal 4 Community investment in schools
- Goal 5 Effective and efficient system management

**Strategic Plan: The Design for Excellence**

Chesterfield County Public Schools has a responsibility to **prepare children to succeed in the 21st century**. The Design for Excellence six-year strategic plan is focused on improvement and vision achievement, defining approaches and steps to be taken to close gaps and achieve the School Board's vision of every school as a thriving, dynamic and inspiring educational environment that produces self-directed learners with 21st-century skills and traits.

The Design for Excellence calls for **high academic achievement** for every student. The plan evolved from the efforts of more than 200 community and school representatives who worked in innovation teams to seek research-based methods for moving the school system forward. The Design for Excellence is not a checklist. It is a **dynamic approach to continuous improvement and vision achievement**. The plan identifies areas for change and improvement, sets goals and determines ways to achieve those goals.

Chesterfield County Public Schools understands that to be prepared for their futures all children should have access to everything it has to offer, that they should be **constantly challenged** and that each child should always be expected to perform at his or her highest possible level. When more is expected of children, children achieve more.

Public education must prepare children to be productive adult citizens ready to enter the 21st-century workforce and earn a living wage. Today, that preparation is similar to preparing for college. The workforce now requires much of the same knowledge and skills as the pursuit of higher education.

- For the third year in a row, every **Chesterfield school is fully accredited** and students continue to perform well on SOL tests. In fact, 281 students achieved perfect scores on SOL tests in 2009-10.
- For three of the past four years, the school system has met the objectives of No Child Left Behind and made **adequate yearly progress**.
- Beulah Elementary was selected in 2010 as a **National Title I Distinguished School** for sustained achievement. Beulah is the fourth Chesterfield school to win this honor: Bensley Elementary won in 2002, Chalkley Elementary in 2005 and Harrowgate Elementary in 2006.
- A **new Clover Hill High School** opened in 2010, replacing the 34-year-old building on Hull Street Road.
- Clover Hill High student Abby Badura won the **national Wendy's High School Heisman** in 2010, rising to the top of more than 55,000 outstanding student-athletes.
- Bailey Bridge Middle's Misti Wajciechowski was chosen as the **nation's top health teacher**, winning the Health Education Professional of the Year School K-12 Award.
- The **Design for Excellence**, approved by the School Board in December 2007 and revised in June 2009, is a six-year plan designed to prepare students for the 21st century. Because most of the objectives have already been achieved, innovation teams are working to update the comprehensive plan and will give their report to the School Board this spring. This process began in fall 2010 with a series of forums focusing on the future of education in Chesterfield County.
- In September 2010, Midlothian Middle was officially designated as an **International Baccalaureate World School**.
- Audits consistently prove that **Chesterfield schools are efficient and effective**. Based on student enrollment, Chesterfield is among the country's 100 largest school systems but still keeps costs low. In 2008, out of 132 school divisions in Virginia, Chesterfield ranked 102nd lowest in total per-pupil costs and 107th lowest in administrative per-pupil costs. Standard & Poor's compared reading and math proficiency with money spent and determined that Chesterfield schools are extremely effective, ranking the school division third among 15 of Virginia's largest localities.
- Initiatives that help **prepare each student for success** include a school readiness program for 4-year-olds at several schools, world language instruction in elementary schools, algebra for every student during middle school, a balanced literacy approach to language arts and safety nets for struggling students.
- Dr. Nancy Hoover is the **2011 Teacher of the Year** for Chesterfield County Public Schools. She teaches physics and engineering and is the specialty center coordinator for the Governor's Academy for Engineering Studies at Bird High. Annually, every Chesterfield school selects a Teacher of the Year. This year, for the first time, Chesterfield County Public Schools selected from those honorees an elementary, middle and high school winner, and then chose the overall Teacher of the Year from those three honorees. Cynthia Piazza, who teaches Title I math at Harrowgate Elementary, is Chesterfield's Elementary School Teacher of the Year. Charmaine Crowell-White, who teaches speech and drama at Tomahawk Creek Middle, is Chesterfield's Middle School Teacher of the Year.
- Parents, students, employees and community members have convenient, round-the-clock access to Chesterfield County Public Schools through several web-based initiatives, including ParentLink (a rapid way to phone or email parents), **Edline** (online access for students and parents to grades and assignments), **BoardDocs** (information about School Board meetings and policies), **website** ([chesterfield.k12.va.us](http://chesterfield.k12.va.us)) and **Facebook** ([www.facebook.com/chesterfieldschools](http://www.facebook.com/chesterfieldschools)).



- ➔ The school division earned its 18th **What Parents Want Award** from SchoolMatch.
- ➔ In 2011, 26 Chesterfield schools won **Virginia Index of Performance awards**, with four of those schools winning the highest honor, the Governor's Award for Educational Excellence.
- ➔ Chesterfield County Public Schools has the state's 2010 **top bus driver**: Leslie Alderman.
- ➔ **Communities In Schools** of Chesterfield earned accreditation through the national organization's Total Quality System. This means that the practices, data, sites and effectiveness of CIS of Chesterfield have been thoroughly examined and found to meet the highest standards.
- ➔ Connie Honsinger of Alberta Smith Elementary was named **Elementary Counselor of the Year** by the Virginia School Counselors Association. She was also a semifinalist for the American School Counselor Association's School Counselor of the Year Award.
- ➔ Phyllis Hollimon, school counselor at Bailey Bridge Middle, received the Virginia Education Association's **Mary Hatwood Futrell Award** for Distinguished Leadership in Education.
- ➔ Watkins Elementary won the Program of the Year Award from the Virginia Technology Education Association for its **children's engineering program**.
- ➔ From the Virginia Technology Education Association, Woolridge Elementary teacher Elizabeth Kirk won the 2010 Virginia Elementary School **Technology Education Teacher of the Year Award**.
- ➔ Midlothian Middle was the 2011 **We the People state champion**.
- ➔ Chesterfield has four **National Blue Ribbon Schools**: James River High, Clover Hill Elementary, Robious Elementary and Grange Hall Elementary.
- ➔ Four schools have achieved **National School Change Awards**: Bensley Elementary, Chalkley Elementary, Harrowgate Elementary and Carver Middle.
- ➔ Each year, Newsweek magazine names the **best high schools in the country**. While only 6 percent of all U.S. public schools made the list, 50 percent of Chesterfield's comprehensive high schools were among America's best in 2010: James River High was No. 316, Midlothian High was 343, Clover Hill High was 910, Monacan High was 995 and Cosby High was 1,016.
- ➔ Brenda Mayo, principal of Cosby High, was the 2011 Chesterfield winner of the **R.E.B. Award for Distinguished Educational Leadership**.
- ➔ Working in Chesterfield schools are 1,813 teachers with **master's degrees** and 83 **National Board Certified Teachers**.
- ➔ More than 87 percent of Chesterfield students **graduate on time**, outperforming their peers across Virginia.
- ➔ More than 4,400 students graduated in 2010: 57 percent earned **advanced diplomas**, and 90 percent planned to attend a two- or four-year college. The class of 2010 earned \$18.2 million in scholarships. More than 50 percent of graduates earned Advanced Placement, International Baccalaureate or dual enrollment credits in 2010.

- Two Chesterfield educators won **R.E.B. Awards for Teaching Excellence**, which come with grants to travel the world, pursue postgraduate studies or attend professional workshops.
- For 2011, Chesterfield County Public Schools had seven **National Merit finalists**, five **National Achievement finalists** and three **National Hispanic scholars**.
- Dr. Kathryn Catina, assistant principal at James River High, won Recognition of Merit from PDK International for her doctoral dissertation on “Outcomes of a Sheltered Collaborative Teaching Model for English Language Learners.”
- An addition and renovation project at Bellwood Elementary won the 2010 **Gold Design Award for Renovation** during the Virginia School Boards Association’s annual exhibition of school architecture.
- The Cisco Networking Academy at the Chesterfield Technical Center was identified as one of the nation’s **exemplary career and technical education** programs by the National Association of State Directors of Career and Technical Education Consortium and the National Career Technical Education Foundation.
- The library of Thomas Dale High was named **Library Program of the Year** by the Virginia Educational Media Association.
- The Virginia Council on Economic Education honors teachers who are outstanding in their ability to infuse economic and financial literacy concepts into their classrooms. Rebecca Necessary, who teaches eighth-grade civics and economics at Midlothian Middle, was selected as the region’s **Outstanding Economic Educator** for 2010-2011.
- Two students from each school were honored as **Students of the Year** for demonstrating citizenship and the school division’s core values of respect, responsibility, honesty and accountability.
- Earl E. Shaffer Jr., band director at Cosby High, was inducted into the **Hall of Fame** of the High School Band Directors National Association.
- Spring Run Elementary was one of nine schools in the region to win a **Partners in the Arts** grant from the University of Richmond School of Continuing Studies. Students worked with an artist-in-residence to create a sculpture celebrating the school’s 10th anniversary and the core values.
- For the first time, Chesterfield County Public Schools and other central Virginia school systems set a common date for **kindergarten registration**.
- The Chesterfield County Senior Advocate and Chesterfield County Public Schools created **Relative Connections** to help grandparents who are raising school-age children.
- Ryan Templeton was one of six winners honored by the Christopher Columbus Fellowship Foundation and the U.S. Chamber of Commerce with a \$10,000 **Life Sciences Educator Award**. He teaches freshman biology and AP biology at the Mathematics and Science High School at Clover Hill, where he also serves as research coordinator.
- Chesterfield County Public Schools won a \$1.4 million **Teaching American History** grant.
- Two Chesterfield teachers won awards during the **Virginia Art Education Association’s** 2010 conference: Sean Collins, art teacher at Davis Elementary, was named Elementary Art Educator for the Central Region. Sarah Gladwell, photography teacher at Matoaca High, was named High School Art Educator for the Central Region.

- Elizabeth Davis Middle P.E. teacher Dee Castelvechi won the 2011 Taylor Dodson **Young Professional Award**. This award honors a young professional in the 13 states of the southern district of the American Alliance for Health, Physical Education, Recreation and Dance.
- Hopkins Elementary was one of just 22 PTAs across the country to win a **healthy lifestyles** grant from the National PTA.
- Four Chesterfield County schools were named 2010 **Virginia Naturally Schools** for their environmental conservation and stewardship: Bettie Weaver Elementary for the third year, Clover Hill High for the third year, James River High for the second year and Robious Elementary for the first year. Across the state, only 52 schools were recognized.
- The Richmond chapter of the American Cancer Society gave its **Excellence for Workplace Partnership Award** to the Cosmetology Department of the Chesterfield Technical Center.
- The Bailey Bridge Middle Trooper Team received the **Youth Philanthropist of the Year Award** from the Central Virginia chapter of the Association of Fundraising Professionals.
- **Art created by students** at eight Chesterfield schools was featured in a 2011 calendar published by Noah's Children, central Virginia's pediatric hospice and palliative care program; and four Chesterfield students were among the winners in the "Nutzy is My Superhero Because" art contest sponsored by the Richmond Flying Squirrels.
- More than 30 community and business leaders participated in **Principal for a Day**.
- Hundreds of businesses, faith communities and organizations partnered with schools, and thousands of individuals **volunteered** in classrooms.
- Chesterfield Technical Center teacher Rita Griffith was selected as the Association for Career and Technical Education's **Health Science Education Division Teacher of the Year**.
- Thanks to a **National Science Foundation** grant, a teacher and two students from the Health Science Specialty Center at Cosby High will work as research assistants in the genetics lab at Randolph-Macon College for the next three summers.
- More Chesterfield students are taking the **ACT**, and scores are rising.
- The number of students taking **Advanced Placement courses** continued to rise, reaching 5,996 in 2009-2010. Also in 2009-10, 58 percent of the students taking an AP exam scored 3 or higher. (College credit is awarded for scores of 3 or higher.)
- More than 700 students completed a one-year course or the second year of a two-year course at the **Chesterfield Technical Center**.
- In 2009-10, 777 students earned **industry certifications**.
- **From Crayons to Computers** is a free store for employees of Chesterfield County Public Schools. Individuals, businesses and groups donate items they no longer want, and then teachers and school employees take whatever they can use.
- The school system's Office of **Adult Continuing Education** helps people who are at least 18 with GED<sup>®</sup> classes and tests, English for Speakers of Other Languages classes, workforce training and enrichment classes.

- ➔ Bensley Elementary is a **model of academic success**, recently hosting 25 school leaders from Florida who wanted to see Bensley's collaborative approach to reading and mathematics instruction, hear how teachers work cooperatively to help every student achieve success and observe small group instruction.
- ➔ Crestwood Elementary and Robious Middle were among 60 U.S. schools that won \$2,000 grants to inspire students to be more active and make healthy choices. The ING Run for Something Better grants helped create **student running programs**.
- ➔ Every elementary school in Chesterfield County now has a **learning barn**, thanks to the Chesterfield Farm Bureau. A learning barn is a bookshelf shaped like a barn that holds books about agriculture.
- ➔ Two teachers have won **Presidential Awards for Excellence** in Mathematics and Science Teaching: Sharon Hoffert of James River High and Carrie Persing of the MathScience Innovation Center and previously at Harrowgate Elementary.
- ➔ The **Business and Community Resource Bank** pairs teachers looking for speakers, student mentors or classroom volunteers with community members willing to share their knowledge and experience.
- ➔ Five elementary schools are participating in the U.S. Department of Agriculture's Fresh Fruit and Vegetable Program: Ettrick, Falling Creek, Bellwood, Chalkley and Bensley. Several days each week, students sample a different **fresh fruit or vegetable** and learn how it grows and how it might be prepared. Matoaca Elementary is part of a similar program called Fuel Up to Play 60.
- ➔ Chesterfield educators won three **Milken National Educator Awards** in four years: Laura Lay of James River High, Joshua Cole of Chalkley Elementary and Laura Marshall of Grange Hall Elementary.

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October	Pre-budget Public Hearing (Oct. 12) Budget development by schools and departments CIP review by superintendent and staff Board of Supervisors Community Meetings (Economic Outlook)
November	1st meeting of the Budget Advisory Council (November 2) School Board budget work session #1 (November 4) 1st review of the FY2011-FY2016 CIP (November 9) 2nd meeting of the Budget Advisory Council (November 17) Board of Supervisors Community Meetings (Economic Outlook)
December	3rd meeting of Budget Advisory Council – reports out to the Superintendent (December 9) Superintendent’s final operating budget decisions )December 10) Public Hearing on the CIP (December 14)
January	Adoption of CIP (January 11) Transmit CIP to County Administrator (January 12) Superintendent presents FY2012 budget to School Board (January 25)
February	School Board Work session #2 (February 1) Public Hearing (February 8) School Board Work session #3 (February 15) School Board approves budget (February 22) Board of Supervisors advertises tax rate (February 23)
March	School Board’s financial plan transmitted to County Administrator and Board of Supervisors (March 1) County Administrator presents budget to Board of Supervisors (includes School Board budget Board of Supervisors public hearing
April	Board of Supervisors approves budget and sets tax rate (April 13) School Board adopts budget (April 26)
July	Fiscal Year begins

The Superintendent is required by the Code of Virginia to submit to the governing body, with the approval of the School Board, a budget proposal for the next fiscal year that will adequately support the needs of the public schools of the school division. The School Board is required to hold at least one public hearing before it gives final approval to its budget for submission to the governing body.

Chesterfield County Public Schools' budget process is normally a two-year process closely aligned to the school division's strategic six-year plan – The Design for Excellence. In the first year of the biennium, the process begins in late summer/early fall with School Board guidance and direction for development of a two-year budget. Broad input is sought from the community at large, parents, staff members, and organizations such as the Chesterfield Business Council (CBC), Chesterfield Public Education Foundation (CPEF), Chesterfield Education Association (CEA), the County Council of Parent Teacher Associations (CCPTA), Chesterfield Educational Office Professionals Association (CEOPA), and advisory groups. The second year of the budget process focuses on refining year two, including revisions for unanticipated needs such as changes in student growth patterns.

In the fall of each year, each school receives a baseline allocation from which it will develop a budget request, reflecting its spending plan for the coming fiscal year. The baseline allocation is determined primarily by the application of standards, which meet or exceed State Standards of Quality and/or Standards of Accreditation. These local standards are approved by the School Board. The baseline budgets developed by departments reflect the funding necessary to accomplish assigned missions and responsibilities and to continue the current level of operation for the school division. Departmental budgets are not determined by standards; consequently, baseline requests are zero-based and must be justified in every case.

An intensive deliberation process begins following the submission of the budget requests. Direct report staff members meet with the Superintendent in late October to review potential budget initiatives. A budget initiative is a recommendation made by one or more of the functional areas of the school division that, if approved, will have an effect on the base budget being developed by schools and departments. A budget initiative may be the expansion of an existing program or the addition of a new program. It may also be a recommendation to discontinue a program already in place. These budget initiatives submitted to the Superintendent must support one or more of the priority goals included in the Design for Excellence. Budget initiatives meeting this criterion are then presented to the Superintendent's Budget Advisory Council (BAC). This advisory group is composed of representatives from the organizations mentioned above. The BAC meets several times throughout the month of November to review budget requests within the context of available resources and makes recommendations for funding initiatives to the Superintendent. During December and the first part of January, the Superintendent will ultimately determine a total package that best reflects the school division's mission and vision. Near the end of January of each year, the Superintendent presents this financial plan to the School Board, as required by state law, thus ending the first or proposed phase of the budget.

The second, or advertised stage of the budget calls for consideration of the Superintendent's proposal by the School Board. Through a series of budget work sessions and public hearings, the School Board solicits input with which to develop a budget request to be submitted to the governing body, the Board of Supervisors. The County Charter requires the Superintendent to submit to the County Administrator an estimate of projected revenues and expenditures for the next fiscal year in a form requested by the County Administrator no later than March 1 of each year. In recent years, the prescribed format has been a budget that is balanced within projected available revenues.

The Board of Supervisors also conducts a series of work sessions and public hearings as it develops its countywide budget, which it is required by County Charter to approve, including the School Board's annual financial plan, no later than April 15 of each year. The School Board will then approve its annual financial plan in final form, based on the County's adopted budget, incorporating any changes that may have taken place since the time the advertised plan was approved.

**Amending the Approved Budget**

The State Code of Virginia permits appropriation either by lump sum or by category. The governing body approves the School Board's budget in the appropriation categories prescribed by the State Board of Education in accordance with the State Code of Virginia; i.e., (i) instruction, (ii) administration, attendance and health, (iii) pupil transportation, (iv) operations and maintenance, (v) school food services and other non-instructional operations, (vi) facilities, (vii) debt and funds transfers, (viii) technology, and (ix) contingency reserves. The School Board, however, has been granted the authority by the Board of Supervisors to make expenditures and incur obligations for specific purposes beyond the funding level of an appropriation category as delineated below.

- Transfers between major object groups (i.e., personal services, operations, and equipment) shall require the approval of the Superintendent or his designee.
- Transfer between appropriation categories shall be initiated in the following way:
  - Transfers of \$50,000 or less are subject to the approval of the Superintendent;
  - Transfers of \$50,001 to \$499,999 require the approval of the Superintendent and School Board;
  - Transfers of \$500,000 or more require the approval of the Superintendent, School Board and the Board of Supervisors.
- A budget status report reflecting changes to the approved budget, as amended, shall be presented to the School Board quarterly. Changes to appropriation categories shall be included in this report, as required.



## Schools

**Membership (M)**

Projected September 30 membership is used to determine the majority of the staffing and materials allocation for each school for the budget year. The projected membership and for the fall 2011 (FY2012), as well as comparisons to actual September 30 membership in prior years, are shown below.

	<b><u>9/30/09 Actual Membership</u></b>	<b><u>9/30/10 Actual Membership</u></b>	<b><u>9/30/11 Projected Membership</u></b>	<b><u>Change From 9/30/10</u></b>
Elementary	26,221	25,994	25,894	(100)
Middle	13,665	13,793	13,841	48
High	<u>19,040</u>	<u>18,904</u>	<u>18,843</u>	<u>(61)</u>
TOTAL	58,926	58,691	58,578	(113)

**Average Daily Membership (ADM)**

Projected March 31 average daily membership is used as the basis for projecting the distribution of Basic School Aid to the school division from the state. The projected March 31 ADM for FY2012 and comparisons to March 31 ADM in prior years are shown below.

	<b><u>FY2010 Actual ADM</u></b>	<b><u>FY2011 Actual ADM</u></b>	<b><u>FY2012 Projected ADM</u></b>	<b><u>Change From FY2011</u></b>
Elementary	26,165	25,884	25,784	(100)
Middle	13,626	13,735	13,782	47
High	<u>18,876</u>	<u>18,824</u>	<u>18,763</u>	<u>(61)</u>
TOTAL	58,667	58,443	58,329	(114)

**Staffing**

Instructional staffing at the individual school level is allocated based on School Board-approved standards that meet or more often exceed state staffing standards. The School Board staffing standards are applied using projected student membership (as described earlier) to develop the staffing allocations for the budget year. These staffing allocations may be adjusted during the summer after approval of the budget if more accurate membership data warrants a change. A detailed presentation can be found in the appendices.

**Benefits**

The following rates were used to calculate the School Board's cost of benefits for the budget year:

	<u>FY2012</u>
• Retirement (professional)	11.93%
• Retirement (non-professional)	13.96%
• Group Life Insurance	.28%
• FICA (social security)	7.65%
• Health Insurance (estimate per employee)	\$5,035

Estimates for the following employee benefits are calculated based on history:

- Worker's Compensation
- Unemployment Compensation
- Annual Leave
- Sick Leave

**Materials Allocation**

Per pupil allocations for materials and supplies are distributed to the schools for budget purposes based on projected September 30 membership for the coming year. These allocations are adjusted (in October of the budget year) upward for each additional student in actual September 30 membership beyond the projection and downward for each student in actual September 30 membership less than the projection. An increase is calculated with the first additional student in actual membership; a reduction does not take effect until the student loss exceeds one percent (1.0%) of total membership.

Each year, school principals receive a budget allocation based on the projected number of students in membership and the applicable per pupil allocations. From that allocation, the principal develops a financial plan that best reflects the needs of the school community.

The allocations are per-pupil based on the number of students in September 30 membership (unless otherwise indicated) and are shown below:

**Per Pupil Allocations:**

Elementary	\$51.43
Middle	\$57.34
High	\$51.35
Technical Center	\$51.35

These per pupil allocations include funding for instructional supplies, travel, dues and memberships, the library, capital equipment, and medical supplies.

**Library Add-on**

Each school receives additional funding to support "fixed" costs for the library, such as equipment maintenance and periodical subscriptions. The purpose of this add-on funding is to provide the means for schools to use the library per pupil allocation entirely for the development and replacement of electronic and print collections.

The allocation per school is shown below:

Elementary	\$ 720.00
Middle	\$1,440.00
High	\$1,680.00

There are several other allocations that are based on criteria other than total number of students. They are:

**Replacement of ribbons and projection lamps (audio visual equipment):**

(Per school allocation)

Elementary	\$660.00
Middle	\$720.00
High	\$744.00
Technical Center	\$464.00

**English for Speakers of Other Languages (ESOL) Allocation:**  
(Per ESOL student in September 30 membership)

Elementary	\$ 8.00
Middle	\$ 8.00
High	\$ 8.00

**Departments**

Each department receives a target operating allocation at the beginning of the process that is based on the prior year's approved budget, less any one-time expenses and any other adjustments. Likewise, the staffing allocation is based on the staffing level approved in the prior year's budget, adjusted for any changes that may have taken place after the budget was approved.

**Fixed Charges**

There are a number of recurring costs that are included in the budget each year, most of which are not considered part of a particular school or departmental budget. Some examples of these costs are debt service, charges for county-provided services, employee benefits, and salary lapse. All of the fixed charges are calculated and/or included in the budget by the Office of Management and Budget.

## Executive Summary

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## School Operating Budget

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## Other School Funds

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## Appendices

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