

Chesterfield County Public Schools
Chesterfield County, Virginia

Chesterfield County School Board
Citizens Budget Advisory Committee

Report and Recommendations
Budget Development for Fiscal Year 2016

February 10, 2015

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TO: Chesterfield County School Board

FROM: Citizens Budget Advisory Committee

The Citizens Budget Advisory Committee is pleased to present its report and recommendations on budget development for Fiscal Year 2016.

Thank you for the opportunity to assist the School Board and to serve Chesterfield County Public Schools and the citizens of Chesterfield County.

Please let us know if you have questions or need additional information and if the Committee may be of further assistance.

Members of the Citizens Budget Advisory Committee for 2014-15:

Russ Carmichael
Leslie Haley
Douglas Harvey
Sam Kaufman
Barbara Mait
Jim Shultz
La Toria Tookes

School Board's Liaison to the Citizens Budget Advisory Committee: Mrs. Dianne Smith

Citizens Budget Advisory Committee
Report and Recommendations
Budget Development for Fiscal Year 2016

The purpose of the Citizens Budget Advisory Committee, as stated in the Committee's bylaws approved by the School Board, is:

" . . . to assist the Chesterfield County Public School Board in the evaluation and allocation of resources to ensure a high quality, effective and efficient school division."

The Committee's work aligns with the "Quality Service and Operations" Guiding Principle found in the Design for Excellence 2020 Strategic Plan:

- Include stakeholder ideas in the budget process.
- Manage resources efficiently.
- Demonstrate accountability by using tax dollars effectively and efficiently.

The Committee carried out its work during this year's budget development cycle in a series of public meetings beginning August 19, 2014, with the most recent meeting held on January 29, 2015. The Committee gathered information from staff, questioned staff on resource requirements and budget assumptions, and formulated a Committee consensus on budget needs and priorities for this budget cycle. A list of Committee meeting dates and written documentation received by the Committee follows later in this report.

Each Committee member fulfills a number of other formal and informal roles in the community as a citizen and as a member of one or more community organizations with direct or indirect ties to Chesterfield County Public Schools. In addition to information gathered at Committee meetings, each member brings information and perceptions relevant to School System budget needs and priorities based on these other individual and community contacts and experiences.

The Committee thanks Dianne Smith for her advice and regular attendance as an observer at Committee meetings and thanks Carol Timpano for her time, assistance and support before, during and after each meeting.

The Committee would like to thank Mary Sullins for serving on the Committee last year and welcomes new member La Toria Tookes to the Committee this year.

The Committee expresses appreciation to the Assistant Superintendent for Business and Finance, Andy Hawkins, for presenting information to the Committee and for explaining and discussing budget development issues, and to Susan Newton, Director of Management and Budget, for preparing much of the information provided to the Committee and for attending several Committee meetings.

The Committee benefitted greatly from presentations and discussions with a number of School System staff and school-based personnel. The Committee especially thanks Chief Academic Officer Donna Dalton and Dr. Beth Teigen, Executive Director of School Administration, for their time in presenting and discussing the preliminary budget needs of the instructional units and for

facilitating a Committee meeting with a group of elementary school, middle school and high school teachers and principals. The information and perspectives shared by this group were particularly helpful to the Committee.

Looking Ahead: Citizens Budget Advisory Committee Role and Activities

- ▶ Committee members believe that discussion should continue to further focus and define the Committee's role, responsibilities and related activities, which could include, for example, working with staff on an extensive review of one or more of the long-term recommendations below.
- ▶ Committee members believe that work should continue on identifying ways of providing the Committee more opportunities for review of the base operating budget.

Recommendations for Fiscal Year 2016

The Committee commends the Board of Supervisors, the School Board and Dr. Newsome for reaching agreement on, and initial implementation of, the five-year plan priorities and resource allocation framework. As the Committee reviewed and gathered information on budget and resource management issues over the past several months and developed its consensus recommendations for the current budget development cycle, certain principles guided the Committee's work:

- Consider classroom and direct instruction needs, including teacher support and student achievement.
 - Recognize the foundation and direction established by the five-year plan.
 - Address immediate and critical new or one-time needs as appropriate.
- ▶ **Teaching staff - pupil/teacher ratio** - *Reduce PTR by an additional 0.25 -- \$1,545,800*
This recommendation provides for a PTR reduction of 0.25 in addition to that provided for Fiscal Year 2016 by the five-year plan.
 - ▶ **Tuition reimbursement** - *Increase funding for tuition reimbursement -- \$700,000*
This recommendation provides for an increase of \$700,000 over the \$300,000 for tuition reimbursement in the Superintendent's proposed budget, or a total of \$1,000,000.
 - ▶ **Schools accredited with warning** - *Increase support for schools accredited with warning -- \$500,000*
The Superintendent's proposed budget includes two increases that in part provide support to schools accredited with warning: a \$500,000 increase for remediation and enrichment support as part of the five-year plan and a \$200,000 increase for recruitment incentives for hard to staff positions. The Budget Advisory Committee's recommended \$500,000 increase is for schools accredited with warning and provides additional resources for teacher recruitment/retention incentives, English language instruction for non-native speakers, remedial instruction or other uses as appropriate. The combined total is \$1,200,000 for the Superintendent's two recommended items and the Committee's recommendation.
 - ▶ **Teacher professional development time** - *Address policies and practices, and allocate additional resources as necessary, to free up more teacher time for planning and professional development*
This recommendation addresses a perceived need to bring practice more in line with the "Professional Development" component of the Guiding Principles in the Design for Excellence 2020 Strategic Plan.

Long-term Recommendations

- ▶ **Teaching staff - pupil/teacher ratio** - Fund annual incremental PTR reductions beyond the level of the five-year plan.
- ▶ **Security** - Ensure and enhance base funding as necessary to support adequate physical security strategies, programs and equipment on school buses, in school buildings and in other physical settings.
- ▶ **Teacher time** - Provide additional resources as necessary to work toward incrementally freeing up more teacher time for planning and professional development.
- ▶ **Transportation** - Determine feasibility of outsourcing pupil transportation or specialty routes within the system, including bus maintenance, on a limited or pilot basis, in conjunction with ongoing analysis and planning for the possibility of adjusting school start times.
- ▶ **Special needs education** - Continue to pursue arrangements for regional or cooperative programs and facilities to provide comprehensive services for special needs students.
- ▶ **Health care insurance** - Continue a focus on employee and employer health care coverage cost control through education, awareness, promotion of health savings accounts, wellness promotion, and other measures as appropriate.
- ▶ **Outsourcing** - Actively pursue identification and expansion of opportunities for outsourcing, privatization, performance contracting, and cost sharing, including pilot projects, in areas such as buildings and grounds maintenance, substitute teaching, solar energy, and others as appropriate.
- ▶ **Alternative financing arrangements** - Explore joint and cooperative financing options, mechanisms and agreements with Chesterfield County government and other entities for financing large one-time and ongoing School System procurements.
- ▶ **Technology support** - Review and update strategic and operational plans as necessary for instructional and administrative technology staffing, procurement, service contracts, software agreements, technology security, instructional digital content and other technology cost components in order to avoid overlap and duplication and to free up resources for reallocation.
- ▶ **Technology integration** - Use implementation of the Chromebook initiative and other technology-oriented initiatives to identify technology integration successes and shortcomings, to document reductions in the need for books and materials, to highlight cost saved and avoided, and to inform plans and resource allocations for future technology initiatives.
- ▶ **Discretionary funding allocations** - Review and update as necessary policies on allocation of discretionary revenue between operating and capital plans, including but not limited to funding the "pay-as-you-go" capital reserve in accordance with the five-year plan and other discretionary allocations as Capital Improvement Plan funding sources.

**Citizens Budget Advisory Committee Meeting Dates for 2014-15 and
Informational Documents Provided to the Committee**

August 19, 2014

Document received - copy of slide presentation - "Approved FY 2015 Operating Budget & CIP" / "Outsourcing/Privatization" / "Outside Camera System" / "ESCO Agreements" / "FY2016 Needs" / "FY2016 Projected Revenue Growth"

September 16, 2014

Documents received - copy of slide presentations - "School Capital Improvement" (vendor proposal for renovation projects public-private partnership) and "CCPS Salary and Benefits Competitive Position" / "Health Insurance Update for 2014" / "Teacher Turnover Rates" / "Cost Savings Measures" / "Differentiated Funding for Challenged Schools" / "Explore Differentiated Salaries for Difficult to Staff Positions"

October 23, 2014

Documents received - copy of slide presentations - "Design for Excellence 2020 Timeline and Amendments Recommended During Biennial Review of Strategic Plan" and "Design for Excellence Aligned Budget"

November 18, 2014

Meeting with a group of principals and teachers to get their perspectives on budget and related needs.

December 9, 2014 - *optional Budget Advisory Committee attendance* - School Board Work Session

Document received - copy of slide presentation - "FY2016 Capital Improvement Plan and Operating Budget - A Preliminary Look"

January 6, 2015

Document received - copy of slide presentation - "FY2016 Preliminary Projection - Draft"

January 12, 2015

Meeting to discuss and plan preparation of Committee report and recommendations

January 29, 2015

Document received - copy of slide presentation - "Superintendent's Proposed FY 2016 Financial Plan - January 27, 2015"