Team Chesterfield staff members and families,

Chesterfield County Public Schools is the economic driver for our community. People like me move to our community because of outstanding schools. Our award-winning schools continue to be cited as a model for excellence in public education, and we are proud to be a school division others aspire to be like.

However, there are warning signs that cause concern. Student academic performance is slipping; mental health concerns are increasing, and staff members are leaving for higher-paying, less-stressful opportunities. Our children will suffer if we do not act now.

The Fiscal Year 2021 budget I am proposing calls for a $99.9 million increase in funding, which includes resources to serve the more than 1,200 additional students projected to enroll in our schools next year. It also provides historic levels of support for teachers; the required staffing levels to meet laws, guidelines and expectations; and additional funds necessary to support a diverse learning community and cover the actual costs of day-to-day operations.

I am legally obligated to propose a budget of need. That is being done, but there is a $39.7 million funding gap between that needs-based budget and the revenue currently identified in the Governor’s proposed budget and local funding levels that assume the county government will continue to provide us with 44 percent of the funds in our operating budget. It is very likely that the entire needs-based budget will not be approved, meaning that we will have to consider cuts and will not be able to meet all of public education’s needs.

Based on revenue growth in local real estate collections, our county has the capacity to increase local funding. The state believes so, too. The state’s Local Composite Index for our school division has been adjusted based on its assessment that our county is a wealthier community than in years past. (This change cost the school division approximately $4 million in state revenue.)

This proposed 14.7 percent increase to our operating budget is not a wish list. It is the costs of doing business in 2020.

• Approximately 37 percent of the budgeted increase goes to support staff compensation initiatives, designed to attract and retain the best teachers, administrators and support staff.
• Approximately 20 percent of the budgeted increase goes to meet staffing requirements (state), staffing guidelines (state) and staffing expectations (community).
• Approximately 14 percent of the budgeted increase goes to support increased costs in operations and transportation.
• Nearly 13 percent of the budgeted increase goes to support student enrollment increases and properly staff schools from previous growth.

Throughout this document, you will see areas that we are proposing to address. The largest investments are in our staff, specifically teacher pay, and in our students, through an increase in the per-school allocation.

The budget focus is simple: We need to meet the needs of our students through appropriate staffing levels; we need to provide additional staffing to support an increasing student enrollment; we need to meet the needs of our teachers and staff by offering competitive compensation; and we need to meet the needs associated with our daily operations by funding actual costs.

We hope you will join our efforts to make sure that public education in Chesterfield County meets the needs of our students, our residents, and our community. The time is now to create a better tomorrow! Please join us in this important conversation.

Sincerely,
Merv Daugherty, Ed.D.
Superintendent

“Education is for improving the lives of others and for leaving your community and world better than you found it.”
Marian Wright Edelman
### ADDITIONS AND CHANGES

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<thead>
<tr>
<th>Description</th>
<th>Total Costs</th>
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<tr>
<td><strong>Non-discerniable increases</strong></td>
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<td>Student enrollment growth</td>
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<td>VRS employer rate change, group life and hybrid disability</td>
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<td>SOQ Required Staffing: School counselors</td>
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<td>SOQ Required Staffing: Special education</td>
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<td>Leave payouts</td>
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<tr>
<td>Regional schools tuition increase</td>
<td>$1,123,437</td>
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<tr>
<td>Increase in custodial contract</td>
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<tr>
<td>Local Maintenance of Staff: Administration (school-based)</td>
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<td>Bus fleet replacement</td>
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<td>Local Maintenance of Staff: Special education</td>
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<td>Special education transportation</td>
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<td>Local Maintenance of Staff: Clerical (school-based).</td>
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<td>Local Maintenance of Staff: Special Education Adaptive PE</td>
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<td><strong>Discretionary increases</strong></td>
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<td>Salary increase for instructional and support staff</td>
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<td>Staffing: Nurse</td>
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<td>Bus driver compensation</td>
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<td>Driver license reclassification</td>
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<td><strong>Instructional/operational enhancements</strong></td>
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<td>Transportation overtime</td>
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<td>Replacement of some high school projectors</td>
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<td>SONIM radars</td>
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<td>School security office grade reclassification</td>
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<td>TV engineering services</td>
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</table>

**Reason**

**HVC, continuation of AAMP program, preventative maintenance to prevent school closings**

Provides required level of support based on enrollment growth

Required payment to Virginia Retirement System

Provides additional staffing to schools with greatest needs

Required match for Governor’s school counselor reduction plan

Required payment to remain in compliance with Standards of Quality

Funding for 4.5 percent increase in employee health-care costs

Mortgage on school construction projects

Required match to remain in compliance with Standards of Quality

**Additional funding for major maintenance**

Required payment

Requirement for state participation

Provides additional staffing to reduce pupil-teacher ratio

Replacement of older school buses that are past recommended life

Brings staffing into correct alignment based on current enrollment

Actual costs to meet federal legal expectations

Brings staffing into correct alignment based on current enrollment

Additional payment to Supplemental Retirement Plan

Provides additional teachers for increasing enrollment

Perkins Fund programming

Additional costs of local services

Provides funding for actual costs

Creates a fourth class of students

Required payment

Contract-related costs

Required 1 percent increase

Funds operations at Governor’s Schools

Actual costs

Funds special education services

Actual costs of hiring more than 500 staff

Safety requirement

Provides for replacement of old or broken instruments

**Actual costs**

**Reason**

**Deep compression of salary scale and technical adjustments**

Differentiated instructional support for schools based new weighted formula

Compensation increase for instructional and support staff

Completes equity work to provide one nurse for each school

Provides another 75 cent/hour raise to bus drivers

**Reason**

**Instructional/operational enhancements**

Provides another 75 cent/hour raise to bus drivers

**Reason**

**Instructional/operational initiative**

Provides another 75 cent/hour raise to bus drivers

**Reason**

**Recruitment and retention initiative with eye toward safer schools**

**Reason**

**Trailers to support overcrowding at Beulah Elementary, Falling Creek Middle**

**Reason**

**Costs associated with Verizon no longer providing support for board meetings**

**Reason**
COMPENSATION: DECOMPRESSION OF TEACHER SALARIES

The Superintendent’s proposed operating budget that would fund costs associated with the 2020-21 school year would provide Chesterfield County teachers with the largest pay increase in nearly a decade, an acknowledgement of the important role the outstanding educators play in creating a better tomorrow.

“This proposal would help decompress the current teacher placement scale, rewarding veteran teachers who have been loyal to Chesterfield County Public Schools,” Superintendent Dr. Merv Daugherty said. “These teachers have received 2 or 3 percent raises for the past few years. However, increases to the starting teacher salary during that time mean that we have newer teachers making nearly as much as some teachers who started with us 8-10 years ago.”

The Fiscal Year 2021 proposal calls for $36.5 million in new funds to be invested in salaries for all employees. In addition to addressing the teacher salary compression issue, the funding request provides at least a 2 percent increase for instructional and support staff. Bus drivers also receive another raise, putting them closer to the $17 per hour mark often seen in the private sector.

Under the proposed revamping of the teacher placement scale into a teacher salary scale, Chesterfield County teachers with a bachelor or Master’s degree would see anywhere from a 3 percent to a 13 percent salary increase. Teachers with 30 or fewer years of service would see at least a 10 percent salary increase. The lowest increase available (3 percent) would be provided to a first-year teacher and a teacher with 39 or more years of service. The proposal would result in an increase in the average teacher salary in Chesterfield County to $57,344 from $52,330. Estimates from the National Education Association place the national average teacher salary at $61,730.

The starting salary for a Chesterfield County teacher with a bachelor’s degree would be $47,091.

“We hired approximately 500 new-to-Chesterfield teachers this school year,” Daugherty said. “It is time for us to get serious about our retention and recruitment needs so that we put the best teachers in front of our students. This budget only begins to close the gap between what we pay Chesterfield teachers and the national average. However, it is an important step.”

In addition to the salary component, an additional $6.4 million is proposed to fund costs associated with employee benefits increases. The proposed total of $88.2 million funding increase requested in the FY 21 budget proposal is nearly half of the total $88.2 million funding increase requested in the FY 21 budget proposal.

In working to identify future needs, the Superintendent’s proposed budget also projects a 3 percent salary increase for all staff members in FY 2022 and a 2 percent salary increase in FY 2023. The FY 2022 increase meets the requirements to fulfill the 3 percent salary increase proposed by the Governor for the 2021-22 school year.

Bus drivers also benefit

Chesterfield County bus drivers would receive an additional 75 cents per hour in the Superintendent’s proposed operating budget. If approved, bus drivers would have received a combined $1.50 raise, including a 75-cent increase approved in November 2019.

The 75-cent raise proposed is equivalent to nearly a 5 percent raise. The Superintendent’s proposal would increase a bus driver’s hourly rate to at least $16.34 hour, a more than 9 percent increase in the last three months.

“As the bus driver shortage reaches a crisis point nationally, it’s important that we are a market leader when it comes to school bus driver pay,” Daugherty said. “Ultimately, it remains our goal to eventually be as competitive as private sector businesses who employ drivers.”

“Teachers have the hardest and most important jobs: they’re building our nation. And we should appreciate them, respect them, and pay them well.”

Jim Hunt, former North Carolina governor
STAFFING: MEETING STATE REQUIREMENTS, GUIDELINES AND LOCAL EXPECTATIONS

The proposed operating budget for the 2020-21 school year provides funds for staffing levels that meet state law, state guidelines, community expectations and provide equity in services across the division.

There are no funds proposed to decrease class sizes. All funding proposed begins to right-size public education in Chesterfield County to meet the demands of a continually increasing student enrollment, something that has not necessarily been accomplished during the past decade.

There are 112 new positions included in the budget to support student enrollment growth alone. These positions include teachers, support staff and administrators. This is the first year in several decades that the school division has included funding for support staff and administrators within its student enrollment growth calculation. An expected 1,200 new students next year is the equivalent of a new middle school, meaning we need the appropriate level of human resources to serve these new-to-Chesterfield learners.

Since this is the first year we have included support and administrative positions in the growth calculation, the proposed budget also includes positions added to serve enrollment growth seen during the past 10 years.

In addition, there are a number of new positions proposed to meet state requirements or guidelines:

- 35 new positions to meet Standards of Quality recommended regulations for special education
- 25 new positions to meet the required match for Virginia’s K-3 class size reduction initiative
- 22 new positions to meet the Governor’s proposed staff levels for school counselors
- 19 new positions to continue to meet Standards of Quality requirements for technology teachers, known as instructional designers in Chesterfield County

The Virginia Standards of Quality describe the foundational instructional programs and support services all public schools in the state must provide.

The proposed new standards are aligned with the Board of Education’s goals of promoting educational equity, supporting educator recruitment and retention, and helping students and schools achieve the board’s graduation and accreditation requirements.

There are also positions allocated to meet state guidelines and community expectations, as well as to cover day-to-day operations.

Finally, two areas are proposed to equitably meet and serve the needs of students across the county.

This 2020-21 proposed operating budget reintroduces a differentiated staffing pool, an allotment of positions that allows the Superintendent to target areas of specific need. The proposed operating budget also includes positions added to serve enrollment growth seen during the past 10 years.

SCHOOL FUNDING: NEEDS-BASED EQUITY MODEL

For the first time in more than 20 years, the per-student allocation given to each school to support discretionary spending for instructional supplies and supports would increase, based on a new proposal to invest more than nearly $3.4 million into schools.

“We believe it’s time that the school division starts paying for more school-based instructional materials, student activities and field trips, and stops asking parents and teachers to fund these important components of the classroom learning experience,” Superintendent Dr. Merv Daugherty said. “Very little costs today what it cost five years ago, much less what it cost 20 years ago. However, based on existing funding decisions, we are expecting principals to pay 2020 costs with 1990 funding levels. It doesn’t work, so we’re changing the funding model.”

The Fiscal Year 2021 budget proposal recommends that school-based instructional accounts be right-sized from the current base amount of approximately $52 per pupil and adjusted for cumulative inflation over 20 years to a new base allocation of $89 per pupil. Additionally, we are combining safety net funds with general fund allocations, so that additional funds can be allocated for school-determined discretionary support to address student groups (economically disadvantaged, students with disabilities, English language learners, etc.) with additional needs.

“This is what equity looks like,” Dr. Daugherty said. “Each of our students and each of our schools have different needs. Through this plan, we are able to differentiate funding to provide the support and resources necessary.”

CAPITAL IMPROVEMENT PLAN (CIP): STAY TUNED

The Chesterfield County School Board and Board of Supervisors are scheduled to begin discussions later this month about a new capital improvements plan that could potentially set the stage for a new school bond referendum.

Last fall, the school division finished groundbreakings for the last several projects related to the 2013 school bond referendum. That community-supported referendum resulted in a new elementary school, a renovated high school, a renovated middle school, a replacement middle school and a number of replacement elementary schools.

Having replaced a number of older schools throughout the county, Chesterfield County Public Schools is now faced with addressing an increasing student enrollment. The school division has grown by approximately 3,000 students during the last five years, and is projecting an additional 1,234 students during the 2020-21 school year.

Here is the percentage of program capacity for the 2019-20 school year:

- 96 percent: Elementary
- 100 percent: Middle
- 93 percent: High

School division leaders have shared the need for two new middle schools, a new high school and a new elementary school to address projected student enrollment growth during the next five years.

The Superintendent’s proposed financial plan usually includes a proposed CIP; however, the school division has decided this year to wait until after the two boards meet to discuss parameters to propose a new school construction plan.
WHERE THE MONEY COMES FROM

Revenue budget summary - Operating Fund

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<tr>
<th>Category</th>
<th>FY 20 Adopted</th>
<th>FY 21 Proposed</th>
<th>Dollar Change</th>
<th>Percent Change</th>
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<td>60,201,661</td>
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SPEAK UP

Here is how to contact Chesterfield County’s representatives in the Virginia General Assembly:

Del. Roxann Robinson, 698-1027
27th District
DelRRobinson@house.virginia.gov

Del. Carrie Coyner, 698-1062
62nd District
DelCCoyner@house.virginia.gov

Del. Lashrecce Aird, 698-1063
63rd District
DelAAird@house.virginia.gov

Del. Lee Ware, 698-1065
65th District
DelL Ware@house.virginia.gov

Del. Dawn Adams, 698-1068
68th District
DelDA Adams@house.virginia.gov

Del. Delores McQuinn, 698-1070
68th District
DelDMcQuinn@house.virginia.gov

Sen. Ghazala Hashmi, 698-7510
10th District
district10@senate.virginia.gov

Sen. Amanda Chase, 698-7511
11th District
district11@senate.virginia.gov

Sen. Joseph Morrissey, 698-7516
16th District
district16@senate.virginia.gov

Here is how to contact Chesterfield County’s representatives on the Board of Supervisors:

Leslie Haley, Chair, Midlothian District
768-7397, haley@chesterfield.gov

Kevin Carroll, Vice Chair Matoaca District
768-7400, carroll@chesterfield.gov

Jim Ingle, Bermuda District
768-7398, ingle@chesterfield.gov

Christopher Winslow, Clover Hill District
768-7396, winslowc@chesterfield.gov

James Holland, Dale District
768-7528, hollandj@chesterfield.gov

Dr. Joseph Casey, County Administrator
748-1211, countyadministrator@chesterfield.gov

Here is how to contact Chesterfield County’s representatives on the School Board:

Debbie Bailey, Chair, Dale District
543-6780, dg_bailey@ccpsnet.net

Dorothy Heffron, Vice Chair, Clover Hill District
543-9161, dl_heffron@ccpsnet.net

Ann Coker, Bermuda District
543-7407, ac_coker@ccpsnet.net

Ryan Harter, Matoaca District
543-7992, rm_harter@ccpsnet.net

Kathryn Haines, Midlothian District
543-7948, ks_haines@ccpsnet.net

Dr. Merv Daugherty, Superintendent
748-1405, superintendent@ccpsnet.net
FY 2021 BUDGET CALENDAR

The Chesterfield County School Board will hold a series of budget work sessions to unpack funding requests made within the Superintendent's Proposed Fiscal Year 2021 Operating Budget.

Each budget work session is scheduled to start at 4 p.m. in the large conference room at the School Administration Building, located at 9900 Krause Road. Agendas for the budget work sessions will be posted in advance on https://www.boarddocs.com/vsba/chesterfield/Board.nsf/Public.

Audio from budget work sessions will be posted within two days of the meeting on http://chesterfieldschoolsva.swagit.com/live/.

There is no public comment during budget work sessions; however, there is a public hearing scheduled prior to the School Board’s Feb. 11 business meeting. No advance sign up is required to speak.

Community meetings

The Chesterfield County School Board will hold a series of magisterial-based, community meetings on the Superintendent’s Proposed Fiscal Year 2021 Operating Budget. School Board members will receive community input on the Superintendent's proposed plan to reinvest in public education within Chesterfield County.

Staff members are encouraged to provide feedback on the budget proposal, which would fund school division operations for the 2020-21 school year.

Each community meeting will include a budget presentation and question-and-answer period. There is no requirement to sign up in advance to attend or speak. All are welcome, as we discuss creating a better tomorrow today!

- Jan. 27 from 6:30-8 p.m.: Dale District meeting at Bird High School, located at 10301 Courthouse Road
- Jan. 29 from 6:30-8 p.m.: Clover Hill District meeting at Clover Hill High School, located at 13301 Kelly Green Lane
- Jan. 30 from 6:30-8 p.m.: Bermuda District meeting at Thomas Dale High School, located at 3626 W. Hundred Road
- Feb. 3 from 6:30-8 p.m.: Matoaca District meeting at Cosby High School, located at 14300 Fox Club Parkway
- Feb. 5 from 6:30-8 p.m.: Matoaca District meeting at Matoaca High School, located at 17700 Longhouse Lane
- Feb. 6 from 6:30-8 p.m.: Midlothian District meeting at Davis Elementary School, located at 415 S. Providence Road
- Feb. 10 from 6:30-8 p.m.: Midlothian District meeting at Midlothian Middle School, located at 13501 Midlothian Turnpike

Debbie Bailey, Chair, Dale District
Dorothy Heffron, Vice Chair, Clover Hill District
Ann Coker, Bermuda District
Ryan Harter, Matoaca District
Kathryn Haines, Midlothian District
Dr. Merv Daugherty, Superintendent