

# HARRISONBURG CITY PUBLIC SCHOOLS

FY2018 SCHOOL BOARD APPROVED OPERATIONAL AND  
SCHOOL NUTRITION BUDGETS

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CITY COUNCIL PRESENTATION  
APRIL 25<sup>TH</sup>, 2017

**Presented by**  
**Scott Kizner, Ph.D.**

**Investing in the Future of Harrisonburg City**

*Harrisonburg City Schools...A place where learning has no  
limits and together we work for the success of all.*

# Our Budget is Aligned with Our Mission and Core Beliefs

**LEARNING** We believe learning is the heart and soul of what we do and that all students will learn.

**EQUITY** We believe each and every student has gifts and talents that will be recognized, valued, nurtured, and celebrated.

**EXCELLENCE** We believe in setting high expectations for students and adults in attitude, behavior, progress, and achievement.

**TOGETHER** We believe in meaningful collaboration with each other, parents, students, and the community.

**FORWARD** We believe in continuous improvement through innovation, taking risks, solving problems, and a sense of humor.

# Harrisonburg City School Board

## Guiding Principles

1. Promote the delivery of a learning experience for every child so that they want to come to school.
2. Foster mutually beneficial relationships between the school division and stakeholders.
3. Promote the development, attraction and retention of highly qualified workforce that reflects our community.
4. Provide a high quality, modern, uncrowded learning environment for every child.

# Key Points

- Equity and excellence drives our daily decisions
- Budget is flexible to meet unanticipated or new priority needs
- High expectations for learning and investing in personnel are essential for continuous improvement
- Not everything can be funded and not everything can be funded at requested levels
- New needs require us to “abandon” some past priorities
- Our enrollment continues to increase (2-5%)
- Diverse needs of our students are a driving budget focus

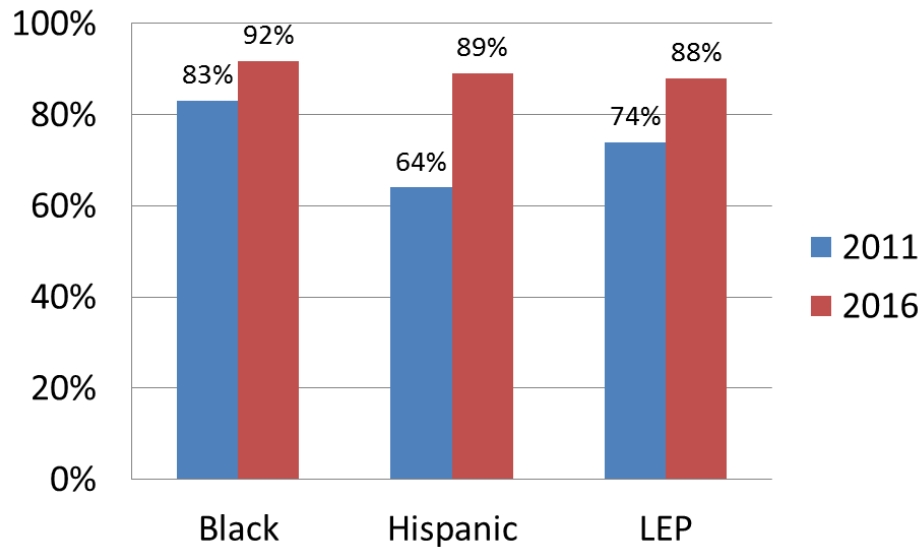
# Accomplishments

- Teachers and staff receiving state and national awards
- Drop out rates continue to decline
- Advanced diplomas exceed Standard diplomas
- Graduation Completion Index is 90%
- HCPS is listed as one of the best school systems and one of the best places for teachers to teach (Niche Rankings 2016)
- HHS listed as the number 2 outstanding high school in Virginia for its college readiness efforts (Niche Rankings 2017)
- Two Merit scholarship finalists

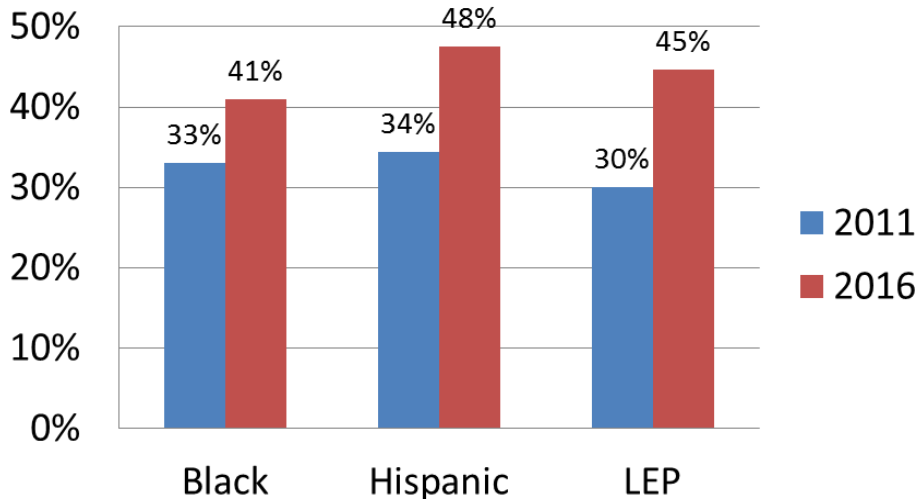
## Accomplishments (Continued)

- Expansion of college/university and community partnerships
- Expansion of dual language programs
- Professional Development in Restorative Justice Practices and Childhood Trauma
- Career experience programs implemented at HHS
- Parent and community learning workshops
- Expansion and upgrades of instructional technology
- Successful redistricting of over 1000 students
- So many more....

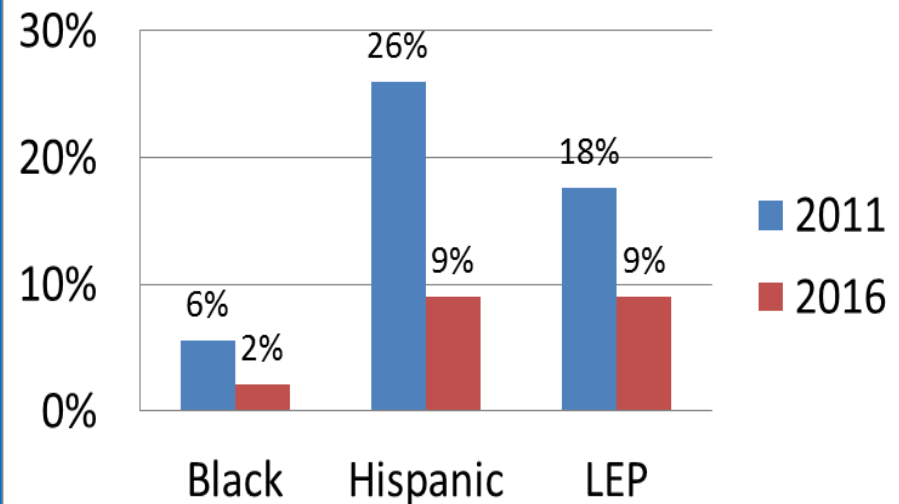
### Four Year On-Time Graduation Rate



### Advanced Diploma Percent



### Drop Out Rate



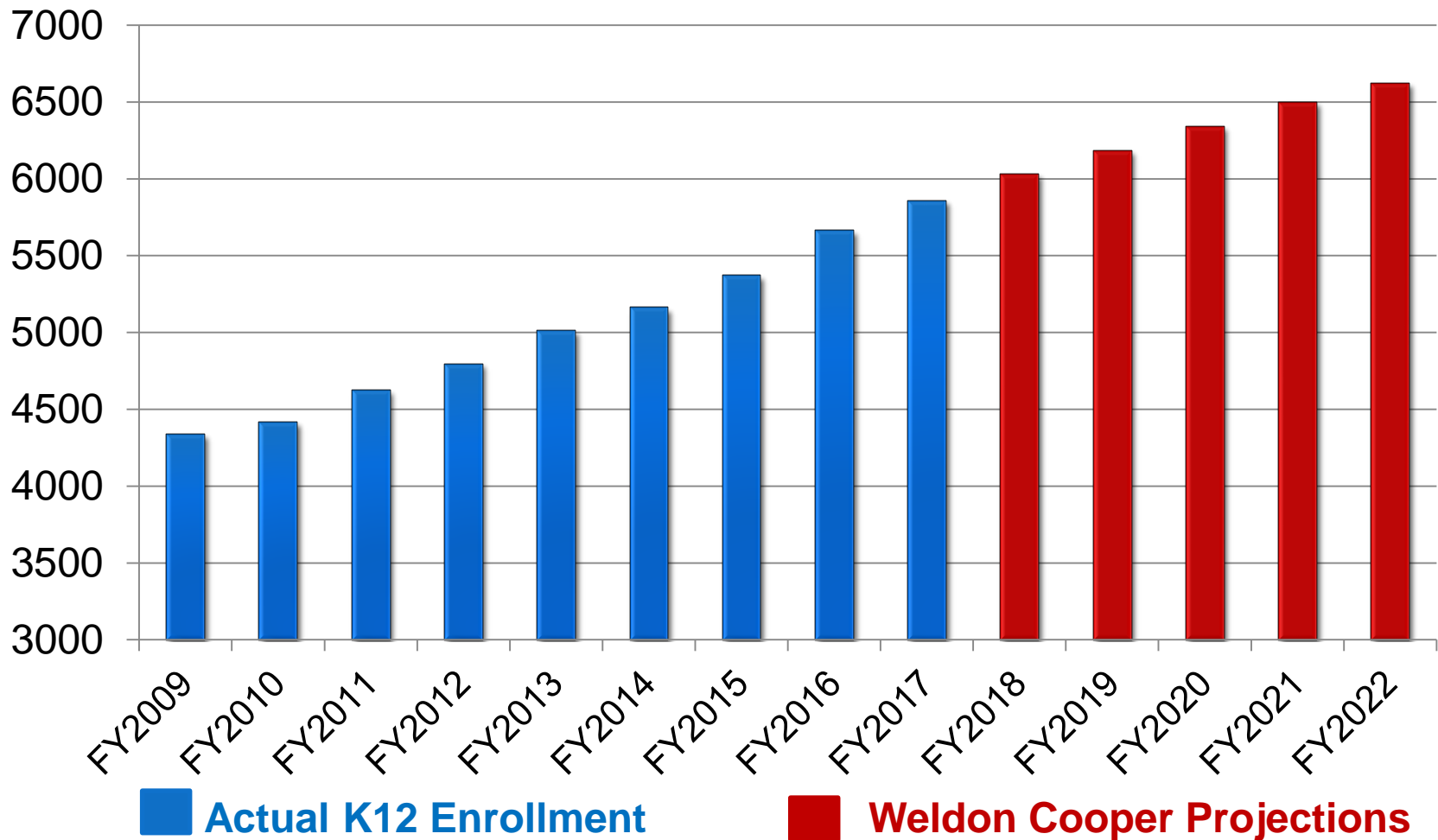
# Future Challenges

- Meeting the many and ever changing needs of our students
- Growth and facility limitations
- The opening of new schools
- New State/Federal mandates
- Attracting exceptional talent especially in hard-to-staff positions
- Diverse and bi-lingual workforce
- Health insurance and VRS increases
- Funding revenue uncertainties especially at the federal level



# Enrollment Growth and Projections

## Student Enrollment K-12



# New Opportunities for 2017-2018

- Expansion of middle and high school STEM offerings
- Expansion of elementary and middle dual immersion programs
- Implementation of Health Science and World Language Academies
- Alternative learning model for middle school students
- Continuation of a comprehensive CTE internship program
- Implementation of middle school football
- Expansion of the Teacher Residency Program with JMU
- Implementation of a division-wide project based learning model

**STUDENT A**

**MATH**  
**SCIENCE**  
**ENGLISH**  
**SOCIAL STUDIES**

**STUDENT B**

**CONTENT MASTERY**  
**CRITICAL THINKING**  
**COMMUNICATION**  
**COLLABORATION**  
**CREATIVITY**

↗  
EdLeader21

# Budget Notes: State Revenue/Increase

- Budgeted ADM for FY17 is 5,850.
  - VA DOE currently funding on 9/30/16 adjusted ADM of 5,715 (current budget built on 5700 ADM)
- State revenues reflect a \$1,948,637 or 5.46% increase in State revenues based increased enrollments and adjustments to Standards of Quality, Incentive, Categorical, and Lottery funds
- State revenues are based on the General Assembly Proposed Revenues as of 2/28/17

## Budget Notes: Federal and Local Recovered Costs

- Federal revenues will increase by \$112,090 or 3.96% due to increases in JROTC and Title 1
- Local recovered costs remain unchanged

## Budget Notes: Local City and Total Revenues

- Assumes an additional \$3,538,191 or 11.77% in Local City appropriation
  - Operating costs to open Bluestone Elementary School and Elon Rhodes \$2,117,556 (7.04%)
  - Additional operating costs for the school division \$1,420,635 (4.73%)

## Budget Notes: Local City and Total Revenues

1. State revenues reflect a \$1,948,637 or 5.46% increase in State revenues based increased enrollments and adjustments to Standards of Quality and Lottery funds
2. Federal revenues will increase by \$112,090 or 3.96% due to increases in JROTC and Title 1
3. Assumes an additional \$3,538,191 or 11.77% in Local City appropriation

Total Revenue Increase \$5,598,918 (7.94%)

# History of Local Funding

| Year      | ADM  | Appropriation | \$ Inc/Dec    | % Inc/Dec |
|-----------|------|---------------|---------------|-----------|
| 2008-2009 | 4261 | \$26,700,884  | \$3,312,921   | 14.17%    |
| 2009-2010 | 4412 | \$25,107,585  | (\$1,593,299) | -5.97%    |
| 2010-2011 | 4621 | \$24,901,397  | (\$206,188)   | -.82%     |
| 2011-2012 | 4793 | \$25,443,925  | \$542,528     | 2.18%     |
| 2012-2013 | 5009 | \$25,657,310  | \$213,385     | .84%      |
| 2013-2014 | 5159 | \$27,301,636  | \$1,644,326   | 6.41%     |
| 2014-2015 | 5371 | \$28,836,860  | \$1,535,224   | 5.62%     |
| 2015-2016 | 5665 | \$29,895,539  | \$1,058,679   | 3.67%     |
| 2016-2017 | 5715 | \$30,062,539  | \$167,000     | .56%      |
| 2017-2018 | 5850 | \$33,600,730  | \$3,538,191   | 11.77%    |

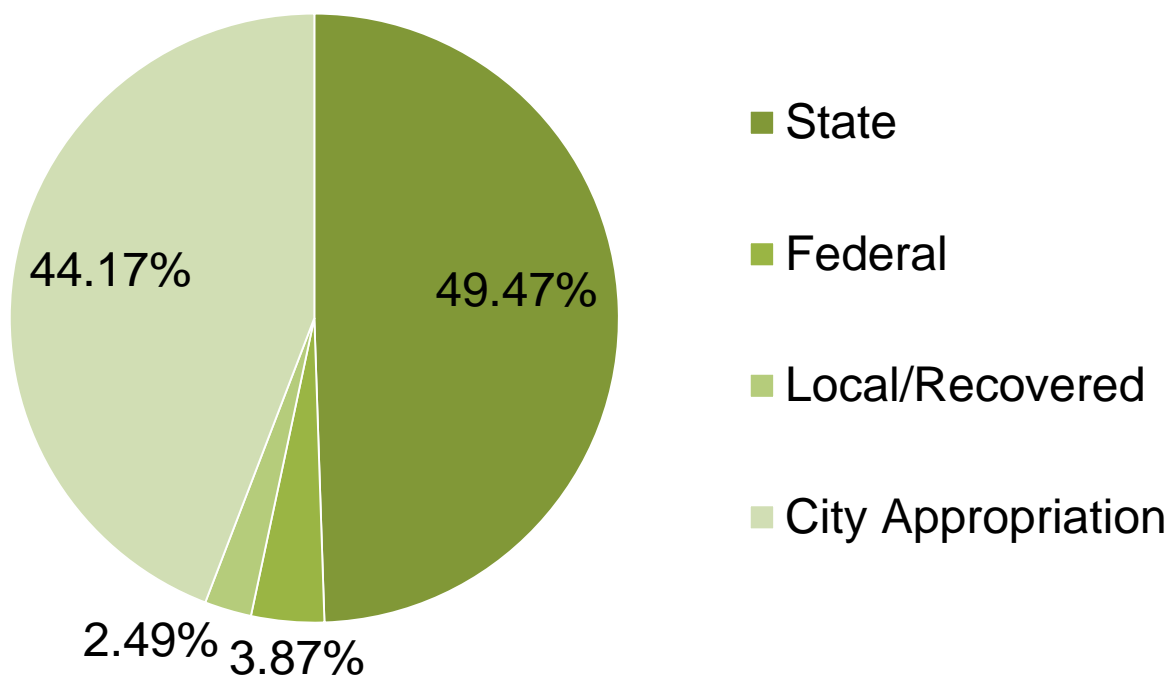


# Total Revenues by Source

| Source             | Approved<br>FY17 | Proposed<br>FY18 | Dollar<br>Change | Percent<br>Change | Percent<br>of Total |
|--------------------|------------------|------------------|------------------|-------------------|---------------------|
| State              | 35,682,078       | 37,630,715       | 1,948,637        | 5.46%             | 49.47%              |
| Federal            | 2,831,774        | 2,943,864        | 112,090          | 3.96%             | 3.87%               |
| Recovered Costs    | 1,894,675        | 1,894,675        | 0                | 0.00%             | 2.49%               |
| City Appropriation | 30,062,539       | 33,600,730       | 3,538,191        | 11.77%            | 44.17%              |
|                    | 70,471,066       | 76,069,984       | 5,598,918        | 7.94%             | 100.00%             |

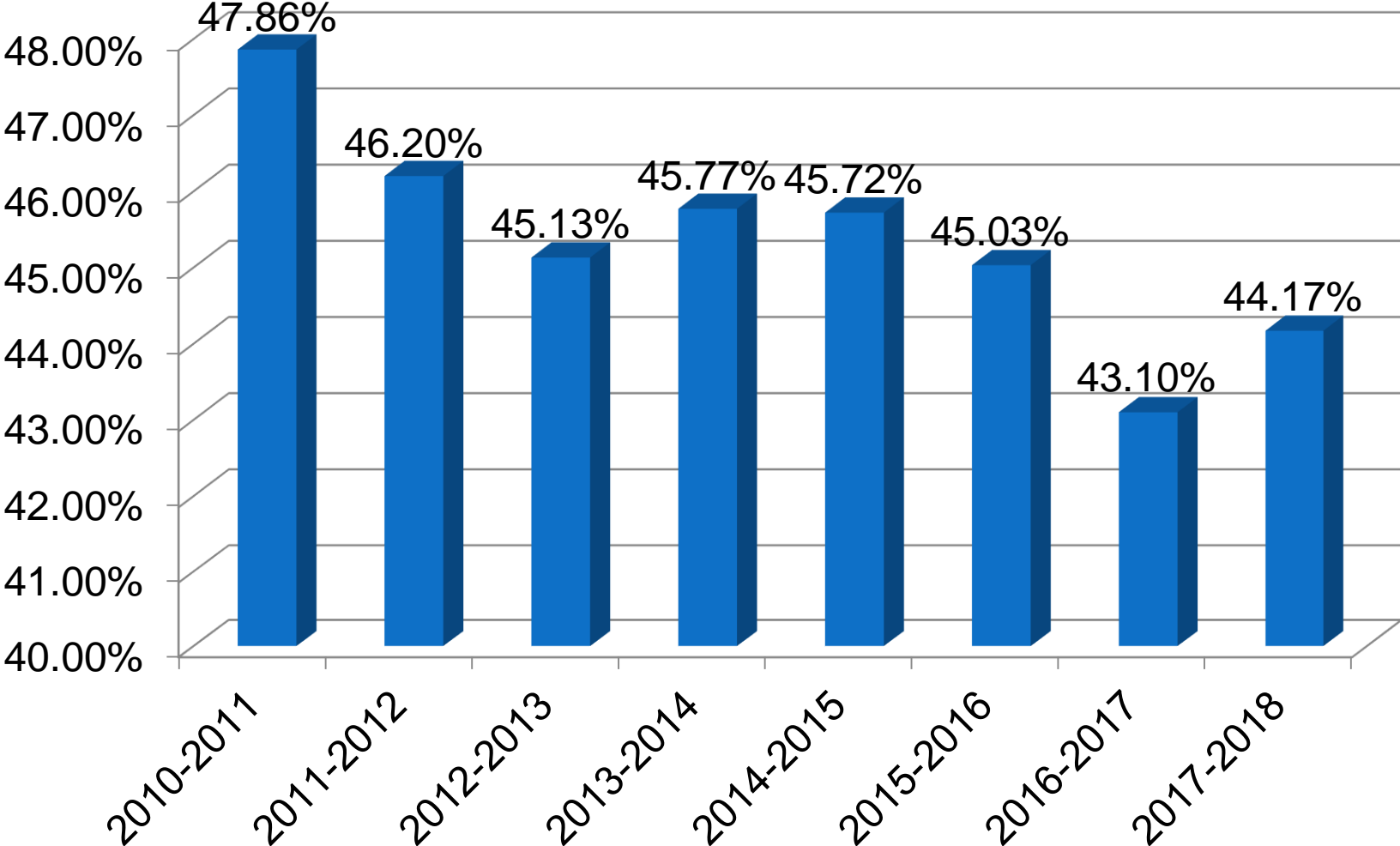
# Revenues by Source

## Revenue by Source



# Budgeted City Appropriation

(percentage of total budget)



# Expenditure Process

|   |                          |
|---|--------------------------|
| FY 2017 Appropriated                                | 70,471,066               |
| <b>FY 2018 Fund Manager Request (Tier 1)</b>        | <b><u>78,285,716</u></b> |
| Increase  | 7,814,650                |
| Percent Increase                                    | 11.09 %                  |
| <br>  |                          |
| FY 2017 Appropriated                                | 70,471,066               |
| <b>FY 2018 School Board Recommendation (Tier 6)</b> | <b><u>76,069,984</u></b> |
| Increase  | <b>\$5,598,918</b>       |
| Percent Increase                                    | 7.94 %                   |

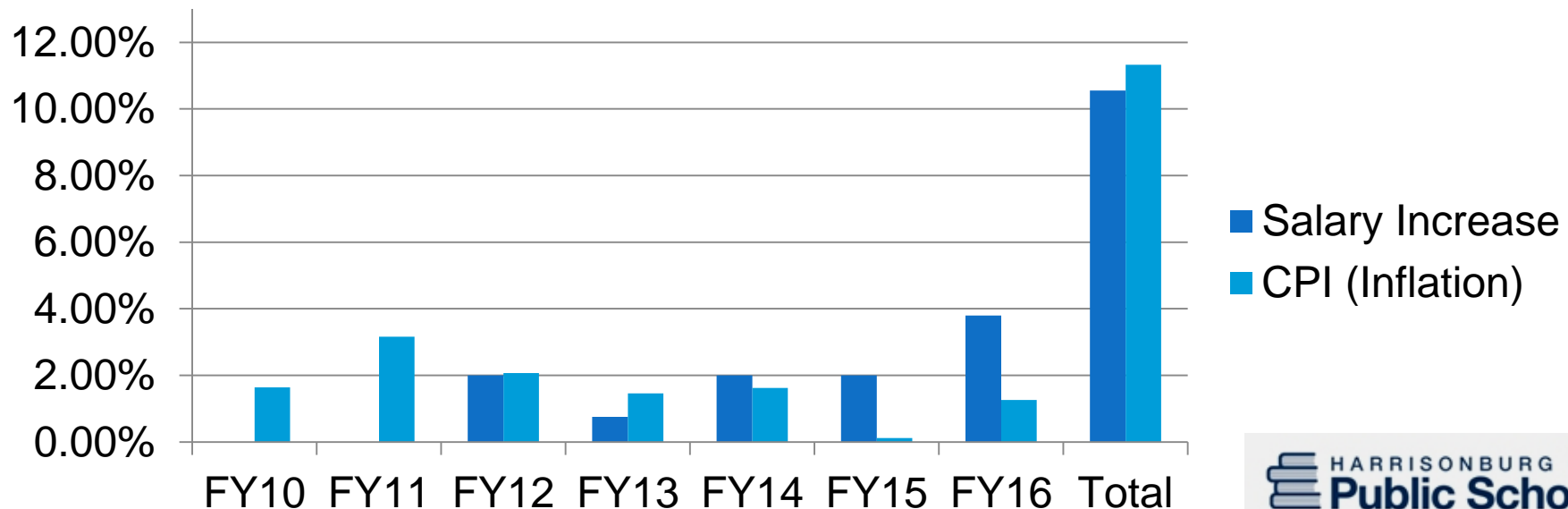
# Budget Notes: Salary & Benefit Increases

- Assumes a 2% salary increase including benefits for all staff - \$897,519
- VRS rate increase of 1.66% to fully fund VRS at a contribution rate of 16.32% - \$651,559
- Retiree Health Care Credit rate increase of .12% for contribution rate of 1.23% - \$47,701
- Health insurance rate increase of 7.5% - \$461,992

# History of Salary Increases Compared to Inflation

| Fiscal Year  | Salary Increase | Consumer Price Index (CPI) |
|--------------|-----------------|----------------------------|
| FY10         | 0.00%           | 1.64%                      |
| FY11         | 0.00%           | 3.16%                      |
| FY12         | 2.00%           | 2.07%                      |
| FY13         | 0.75%           | 1.46%                      |
| FY14         | 2.00%           | 1.62%                      |
| FY15         | 2.00%           | 0.12%                      |
| FY16         | 3.80%           | 1.26%                      |
| <b>Total</b> | <b>10.55%</b>   | <b>11.33%</b>              |

A consumer price index (CPI) measures changes in the price level of a market basket of consumer goods and services purchased by households. The annual percentage change in a CPI is used as a measure of inflation.



# Budget Notes: New Positions

- **Tier 1 Fund Manager Request** new personnel costs totaled **\$3,534,506** for 60.5 new FTE and extended contracts
- Assumes an increase of 31.5 new positions to open Bluestone Elementary School (83.4 total FTE) and Elon Rhodes Early Learning Center (31 total FTE) - \$1,684,556
- Assumes an increase of 11.5 additional new positions to meet enrollment growth and student needs - \$715,972
- Reduction of 4 current staff positions saves (\$262,944)
- **Tier 6 School Board Recommended** new personnel costs totaled **\$2,137,584** for 39 new FTE positions for salaries and benefits.

# Summary of Personnel – Tier 1 to Tier 6

| Positions for <b>New Schools</b><br>Benefits Included | Tier 1<br>Fund Manager<br>Request |         | Tier 6 S<br>School Board<br>Recommendation |         |
|---|-----------------------------------|---------|--|---------|
| Elon Rhodes – Office Staff                            | 1.0                               | 37,510  |  |         |
| Elon Rhodes – Custodian                               | 1.0                               | 34,730  | 1.0  | 34,730  |
| Elon Rhodes – Nurse (LPN)                             | 1.0                               | 40,080  |  |         |
| Elon Rhodes – Encore Teacher                          | 1.0                               | 65,736  |  |         |
| Blue Stone – Assistant Principal                      | 1.0                               | 92,000  | 1.0  | 92,000  |
| Blue Stone – Counselor                                | 1.0                               | 65,736  | 1.5  | 98,604  |
| Blue Stone – Office Secretary                         | 1.0                               | 37,510  | 1.0  | 37,510  |
| Blue Stone – Bookkeeper                               | 1.0                               | 37,510  | 1.0  | 37,510  |
| Blue Stone – Nurse (RN)                               | 1.0                               | 65,736  | 1.0  | 65,736  |
| Blue Stone – Media Specialist                         | 1.5                               | 98,604  | 1.0  | 65,736  |
| Blue Stone – Media Specialist Assistant               | 1.0                               | 25,744  | 1.0  | 25,744  |
| Blue Stone – Instructional Assistants                 | 4.0                               | 102,976 | 4.0  | 102,976 |
| Blue Stone – Custodians                               | 3.0                               | 104,190 | 3.0  | 104,190 |
| Blue Stone – Literacy Specialist/Coach                | 1.0                               | 65,736  | 1.0  | 65,736  |



# Summary of Personnel – Tier 1 to Tier 6 (Cont.)

| Positions for <b>New Schools</b><br>Benefits Included (Continued) | Tier 1<br>Fund Manager<br>Request |           | Tier 6<br>School Board<br>Recommendation |           |
|---|-----------------------------------|-----------|--|-----------|
| Blue Stone – Home/School Liaison                                  | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Blue Stone – Speech Lang. Pathologist                             | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Blue Stone – Reading Specialist                                   | 2.0                               | 131,472   | 2.0                                      | 131,472   |
| Blue Stone – Tech/STEM Teacher                                    | 2.0                               | 131,472   | 2.0                                      | 131,472   |
| Blue Stone – ESL Teachers   | 4.0                               | 262,944   | 2.0                                      | 131,472   |
| Blue Stone – Art Teacher  | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Blue Stone – Sped Generalist Teacher                              | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Blue Stone – Sped Adaptive Teacher                                | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Blue Stone – k-5 Teachers   | 2.0                               | 131,472   | 2.0                                      | 131,472   |
| Blue Stone – Technology Specialist                                | 1.0                               | 33,780    | 1.0                                      | 33,780    |
| Blue Stone – Technology - ITRT                                    | 1.0                               | 65,736    | 1.0                                      | 65,736    |
| Positions for New Schools   | 35.5                              | 1,893,618 | 31.5                                     | 1,684,556 |
| Total   |                                   |           |  |           |

# Summary of Personnel – Tier 1 to Tier 6

| Positions for <b>Existing Schools</b><br>Benefits Included | Tier 1<br>Fund Manager<br>Request |         | Tier 6<br>School Board<br>Recommendation |         |
|--|-----------------------------------|---------|--|---------|
| HHS – Science Teacher                                      | 1.0                               | 65,736  | 1.0                                      | 65,736  |
| HHS – Math Teacher   | 1.0                               | 65,736  | 1.0                                      | 65,736  |
| HHS – Arabic Teacher                                       | 0.5                               | 32,868  | 0.5                                      | 32,868  |
| MS – CTE/STEM Teacher                                      | 0.5                               | 32,868  |  |         |
| HHS – Alt Ed Teacher                                       | 1.0                               | 65,736  |  |         |
| HHS – Nurse/Intro to Health Care Instructor                | 1.0                               | 65,736  | 0.5                                      | 32,868  |
| HHS – Clerical   | 1.0                               | 37,510  |  |         |
| THMS/SKMS – CTE-STEM Teacher                               | 1.0                               | 65,736  | 1.0                                      | 65,736  |
| THMS – Alt. Ed Teachers                                    | 2.0                               | 131,472 | 2.0                                      | 131,472 |
| THMS/SKMS – Athletic Trainer                               | 1.0                               | 65,736  | 1.0                                      | 65,736  |
| SSES – Arts Integration Coach                              | 1.0                               | 65,736  |  |         |
| SSES – Home School Liaison                                 | 0.5                               | 32,868  |  |         |
| SES – Instructional Coach                                  | 1.0                               | 65,736  |  |         |
| SES – Admin/Attendance                                     | 1.0                               | 97,404  |  |         |
| SMES – Mental Health Counselor                             | 0.5                               | 32,868  |  |         |
| SMES – 12 Month Secretary for Pre-K Transition             |                                   | 8,000   |  |         |
| KES – Home School Liaison                                  | 0.5                               | 32,868  | 0.5                                      | 32,868  |

# Summary of Personnel – Tier 1 to Tier 6

| Positions for <b>Existing Schools</b><br>Benefits Included (Continued) | Tier 1<br>Fund Manager<br>Request |           | Tier 6<br>School Board<br>Recommendation |         |
|--|-----------------------------------|-----------|--|---------|
| DIV – SPED – Instructional Specialist                                  | 1.0                               | 65,736    |  |         |
| DIV – SPED – Transition Coordinator                                    | 1.0                               | 65,736    |  |         |
| DIV – SPED – Behavioral Specialist                                     | 1.0                               | 65,736    |  |         |
| DIV – SPED – EID Teacher   | 1.0                               | 65,736    | 1.0                                      | 65,736  |
| DIV – SPED – ED Assistant  | 1.0                               | 25,744    | 1.0                                      | 25,744  |
| DIV – SPED – SLP Salary Scale Adjustment                               |                                   | 30,000    |  |         |
| DIV – SPED – Assistant Stipends  |                                   | 10,000    |  |         |
| DIV – SPED – SLP Techer (Depends on Needs)                             | 1.0                               | 65,736    |  |         |
| DIV – SPED – Pay Adjustment for Admin Assistant                        |                                   | 5,000     |  |         |
| DIV – ESL – Elementary Specialist                                      | 1.0                               | 65,736    | 1.0                                      | 65,736  |
| DIV – STSUPT – Social Worker   | 1.0                               | 65,736    | 1.0                                      | 65,736  |
| DIV – STSUPT – Mental Health Counselor                                 | 1.0                               | 65,736    |  |         |
| DIV – STSUPT – Salary Scale Adjustment for Psychologists               |                                   | 20,000    |  |         |
| DIV – STSUPT – RJ Coordinator Stipend                                  |                                   | 5,000     |  |         |
| DIV – MAINT – Maintenance  | 1.0                               | 50,000    |  |         |
| DIV – FINANCE – Finance Specialist                                     | 1.0                               | 37,510    |  |         |
| Total Personnel Requests (Not Including New Schools)                   | 25                                | 1,640,888 | 11.5                                     | 715,972 |

## Tier 6 - Summary of Personnel

|  |                    |
|--|--------------------|
| Personnel cost for new schools<br>(31.5 positions)               | \$1,684,556        |
| Personnel cost increase for existing schools<br>(11.5 positions) | \$ 715,972         |
| Reduction of current staff positions<br>(4.0 positions)          | <u>(\$262,944)</u> |
|  | \$2,137,584        |

Net increase of 39 FTE positions

# Budget Notes: Non-Personnel Requests

## Tier 1 Fund Manager Request

- \$2,175,157 in new non-personnel requests

## Tier 6 School Board Recommendation

- \$1,402,563 in non-personnel operating funds

# Non-Personnel Increases for New Schools

- Insurance 15,000
- Maintenance/Operational Costs 48,000
- Utility Expenses 120,000
- Bus Transportation Costs 250,000

**Total Non-Personnel Expenses  
for New Schools**

**\$433,000**

## Non-Personnel Increases for Current Schools:

## Non-Personnel Increases for current schools (cont.):

|  |                  |
|--|------------------|
| • Licensure/Tuition Reimbursement                      | 10,000           |
| • Division Operating Funds                             | 23,030           |
| • Title 1 Expenses                                     | 78,262           |
| • Preschool Agreements with Private Schools            | 170,000          |
| • MTC Increase   | 150,000          |
| • Reduction in THMS Athletics                          | (1,097)          |
| • <u>Reduction in THMS Utilities</u>                   | <u>(22,000)</u>  |
| <b>Total Non-Personnel Increases - Current Schools</b> | <b>\$969,563</b> |

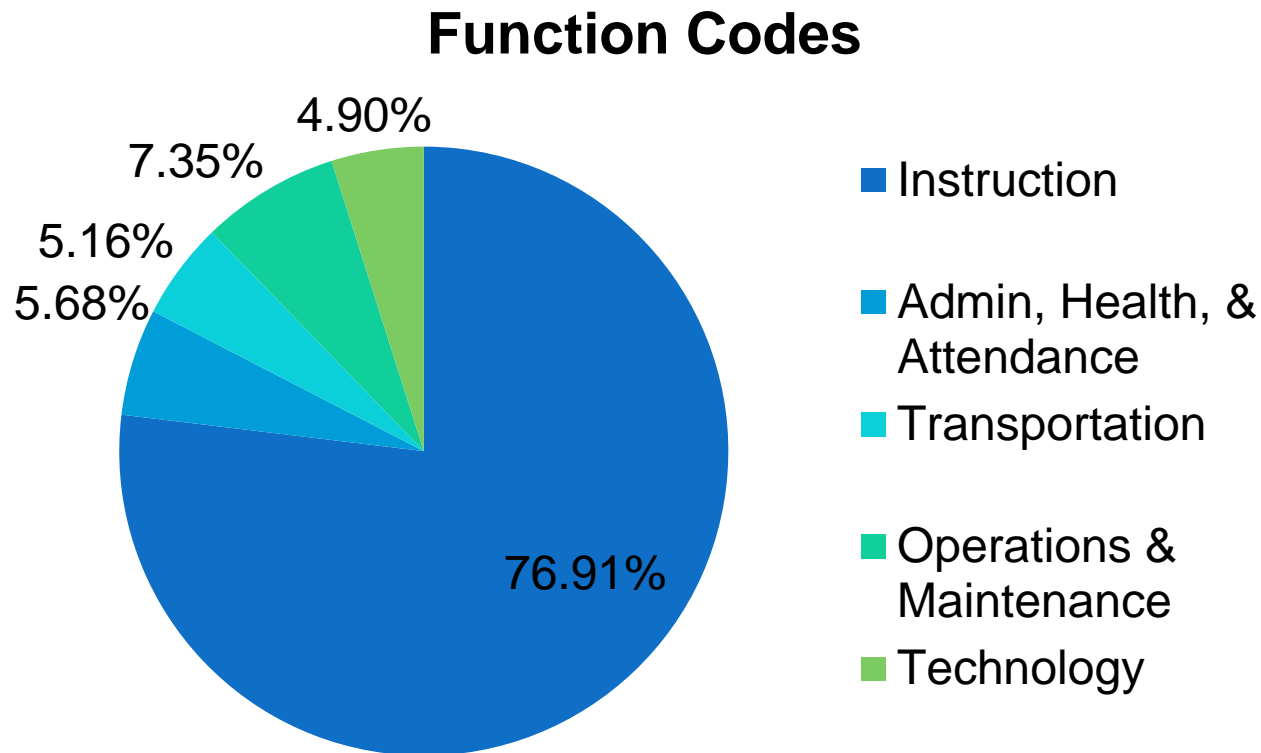
|   |                    |
|---|--------------------|
| Non-Personnel Costs for New Schools       | 433,000            |
| Non-Personnel Costs for Current Schools   | <u>969,563</u>     |
| <b>Total Non-Personnel Cost Increases</b> | <b>\$1,402,563</b> |



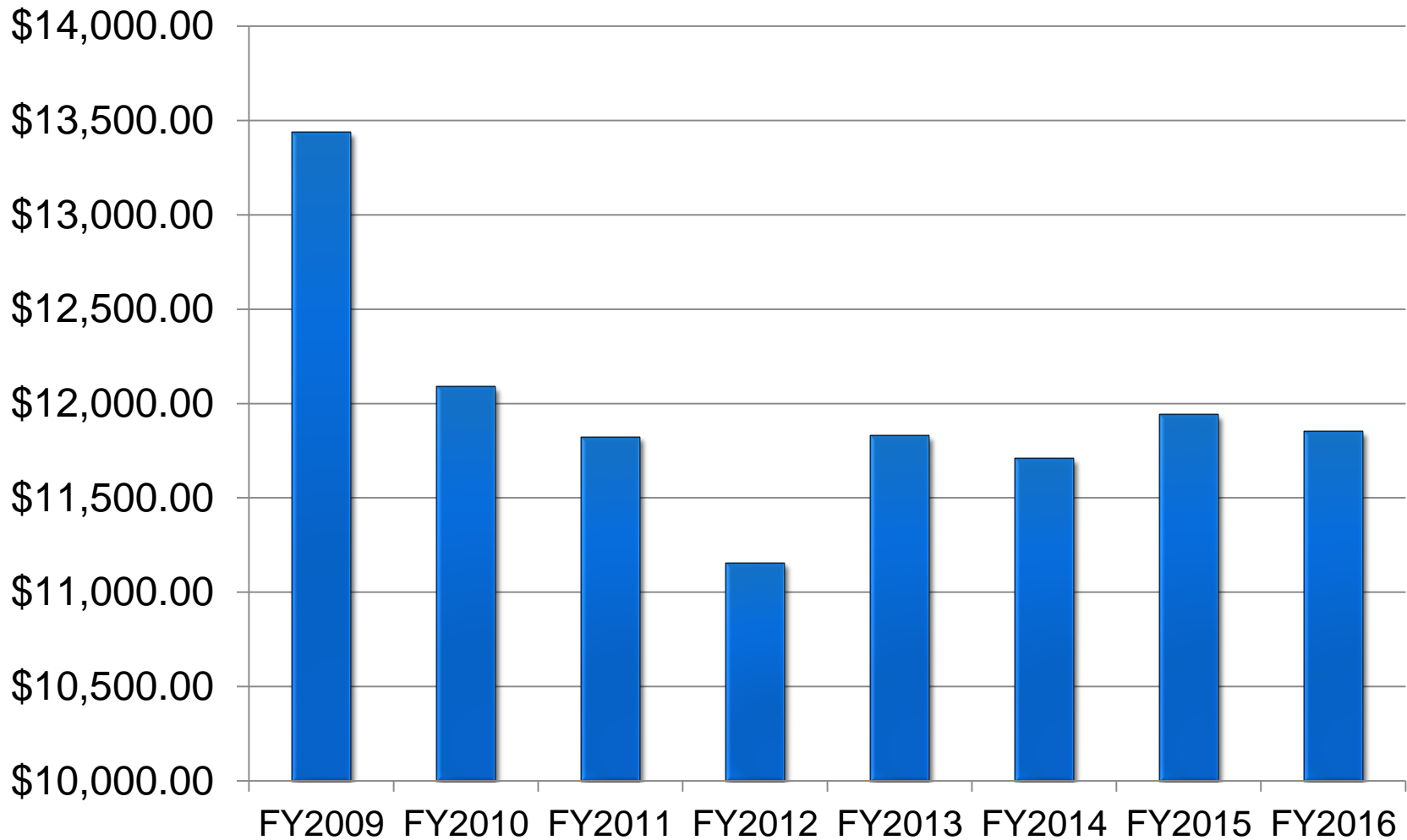
# Total Expenditures by Function

| Function                   | Approved<br>FY17 | Proposed<br>FY18 | Dollar<br>Change | Percent<br>Change | % of<br>Total |
|----------------------------|------------------|------------------|------------------|-------------------|---------------|
| Instruction                | 54,247,591       | 58,505,059       | 4,257,468        | 7.85%             | 76.91%        |
| Admin, Attend,<br>Health   | 4,105,509        | 4,317,965        | 212,456          | 5.17%             | 5.68%         |
| Pupil Trans.               | 3,488,923        | 3,926,599        | 437,676          | 12.54%            | 5.16%         |
| Operation &<br>Maintenance | 5,216,258        | 5,593,505        | 377,247          | 7.23%             | 7.35%         |
| Technology                 | 3,412,785        | 3,726,856        | 314,071          | 9.20%             | 4.90%         |
|                            | 70,471,066       | 76,069,984       | 5,598,918        | 7.94%             | 100.00%       |

# Expenditures by Function



# Total Per Pupil Expenditures



# FY 2018 Proposed School Nutrition Budget

Presented by  
Scott R. Kizner, Ph.D.



# Budget Notes

- Assumes a **10 cents per meal lunch price** increase.
- Data reflects increase in revenues from federal, state, and local sources due to increased enrollment as well as increased number of students receiving free or reduced meals.
- Assumes a 2% pay increase for school nutrition employees.



# Revenues by Source

|                           | FY 2017<br>Approved | FY 2018<br>Proposed |
|---------------------------|---------------------|---------------------|
| State                     | 91,000              | 157,000             |
| Federal                   | 2,904,000           | 3,396,000           |
| Meal Receipts and Rebates | 630,973             | 637,500             |
| <b>TOTAL</b>              | <b>3,625,973</b>    | <b>4,190,500</b>    |



# Expenditures by Function

|              | FY 2017<br>Approved | FY 2018<br>Proposed |
|--------------|---------------------|---------------------|
| Food Service | 3,611,973           | 4,159,700           |
| Technology   | 14,000              | 30,800              |
| <b>TOTAL</b> | <b>3,625,973</b>    | <b>4,190,500</b>    |



