

RICHMOND PUBLIC SCHOOLS

SCHOOL BOARD APPROVED
FY2017-2018 BUDGET



www.rvaschools.net

301 North Ninth Street
Richmond, Virginia 23219

School Board Chair's Letter

The School Board and I view this budget approval as the first step toward our shared commitment to the Education Compact. By resolution on January 3, 2017, this School Board unanimously voted, “...to work collaboratively with the **City of Richmond, including Mayor Levar M. Stoney and the Richmond City Council, on the shared mission of improving the academic outcomes of our students and the well-being of our families** while expanding the opportunities for success available to our students.

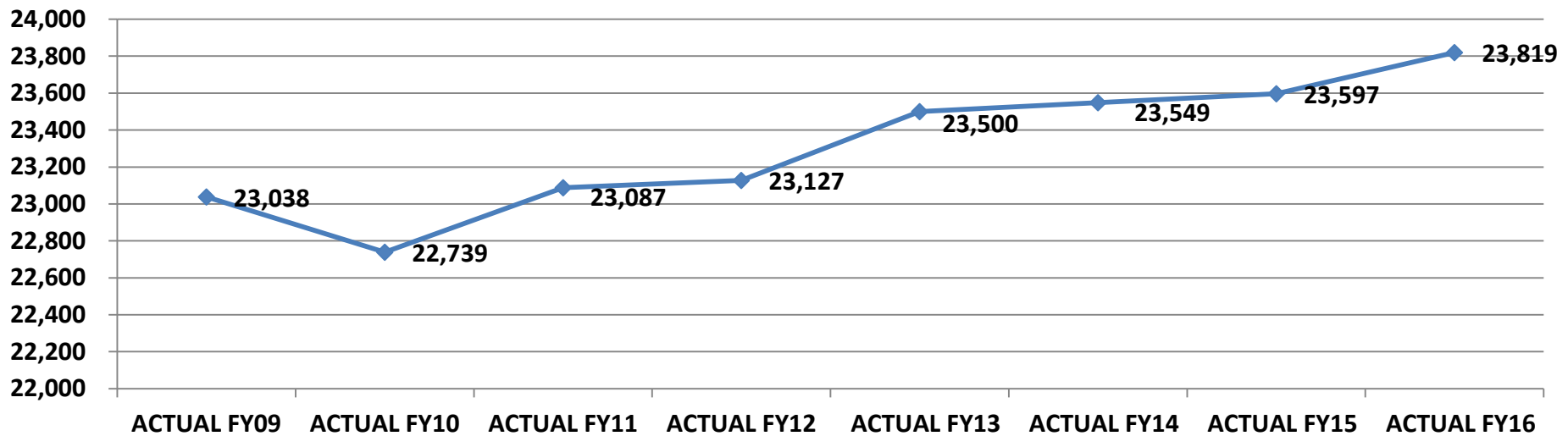


Mayor's Letter

- In this proposed budget, funding earmarked for Richmond Public Schools is still the **single**, largest expenditure in the City's operating budget. **This budget recommends increased funding of \$6.1 million over last year's budget -- to keep our valuable school teachers in Richmond Public Schools classrooms instructing our children.** This investment represents one of the largest single year increases by any mayor for our schools.



Enrollment FY09 to FY16

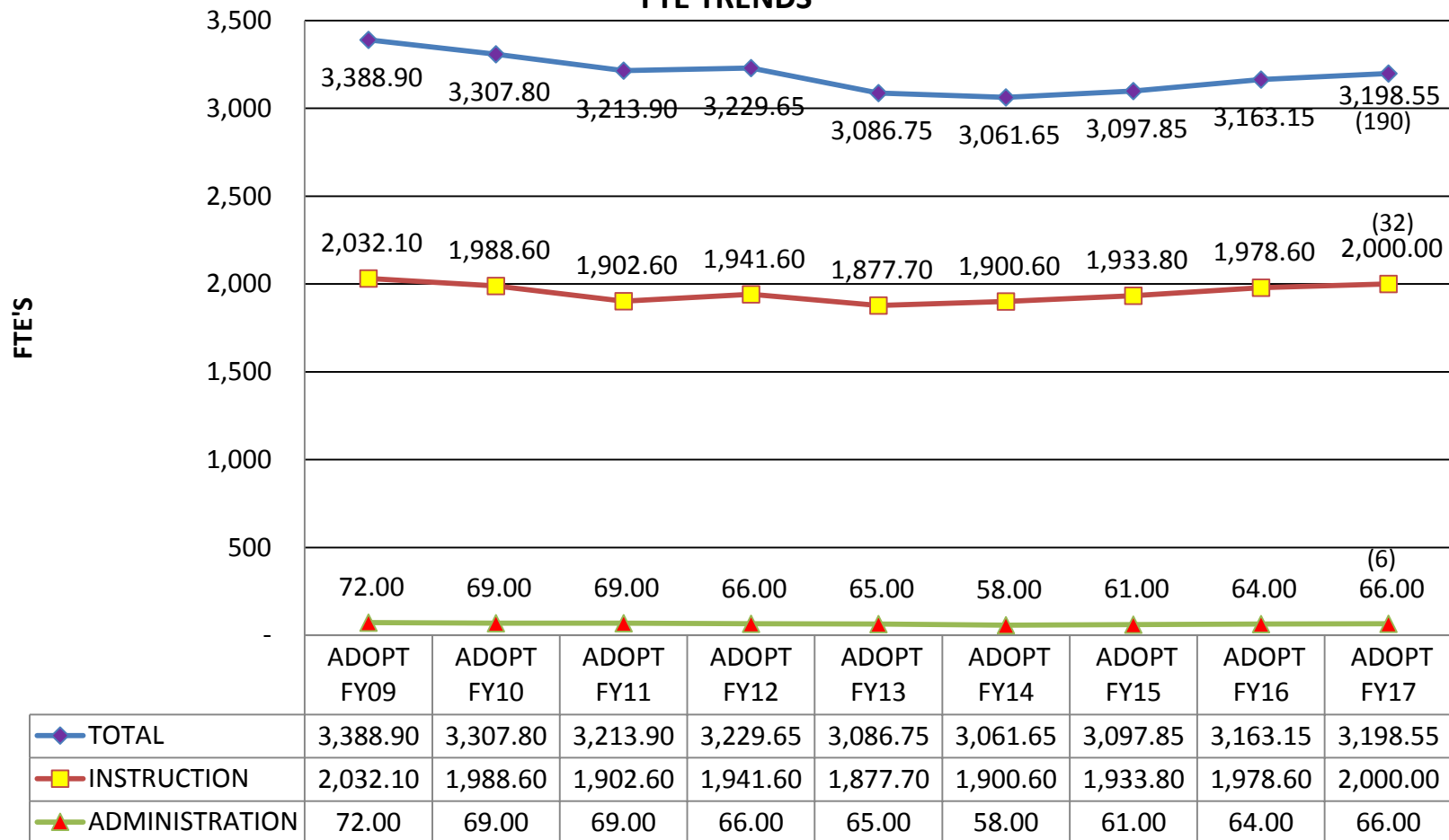


K-12 Student Increase = 204

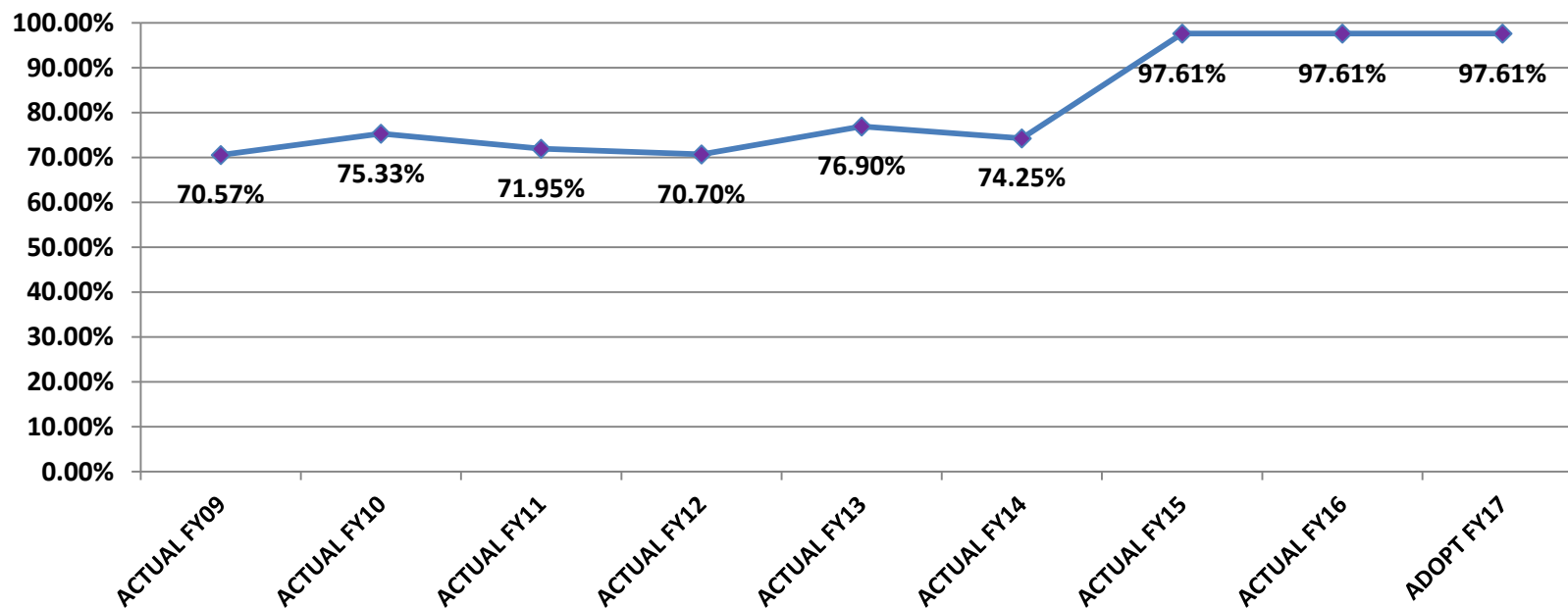
Preschool Student Increase = 577

FTE Changes FY09 to FY17

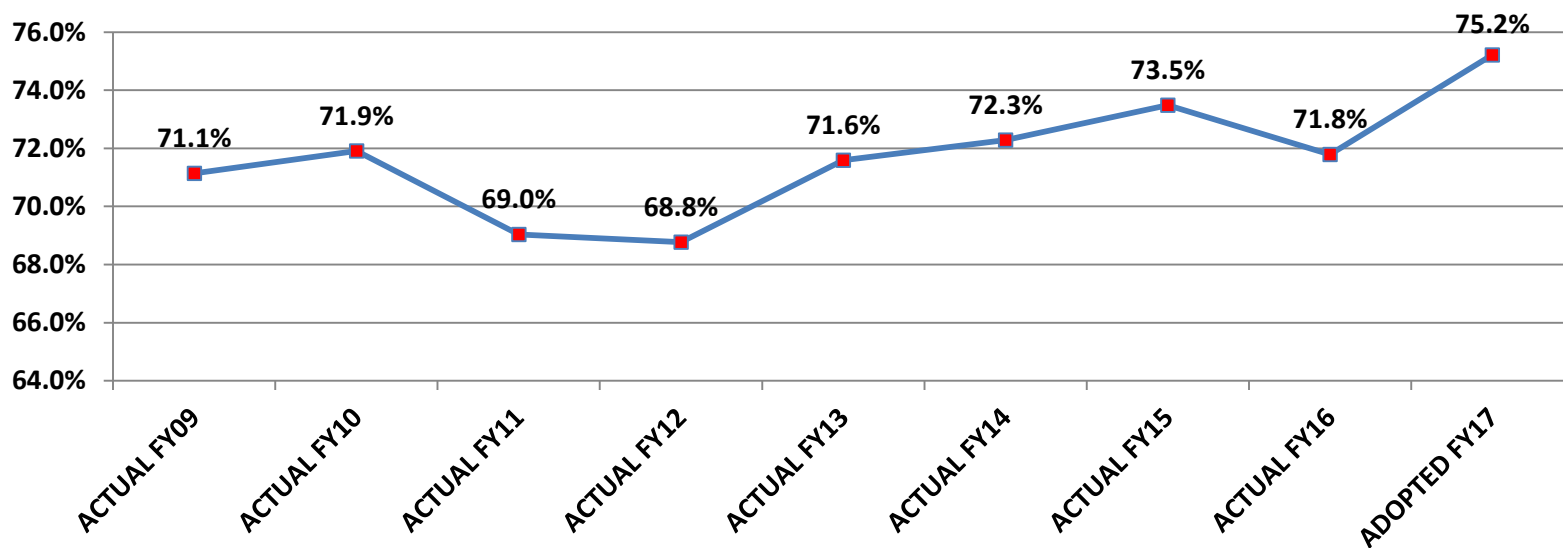
**RICHMOND PUBLIC SCHOOLS
FTE TRENDS**



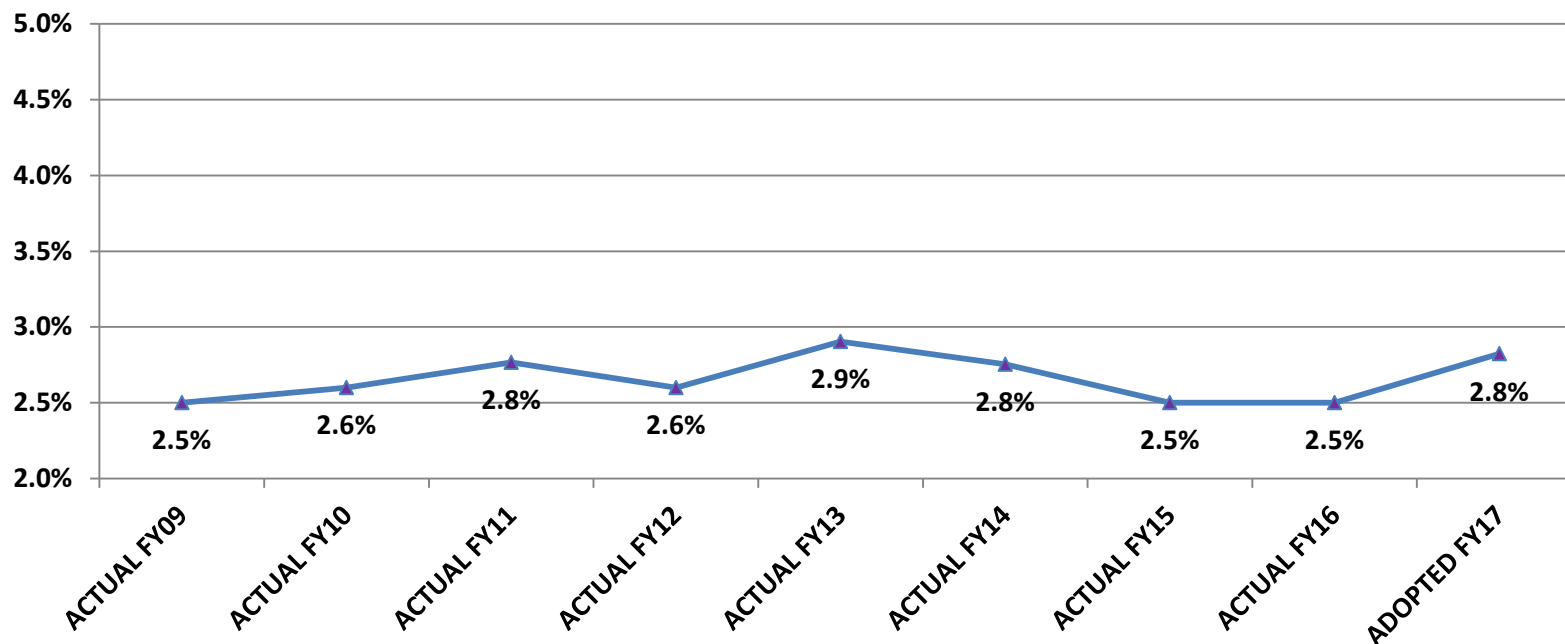
Free/Reduced Lunch Percent FY09 to FY17



Instructional Spending Percent FY09 to FY17

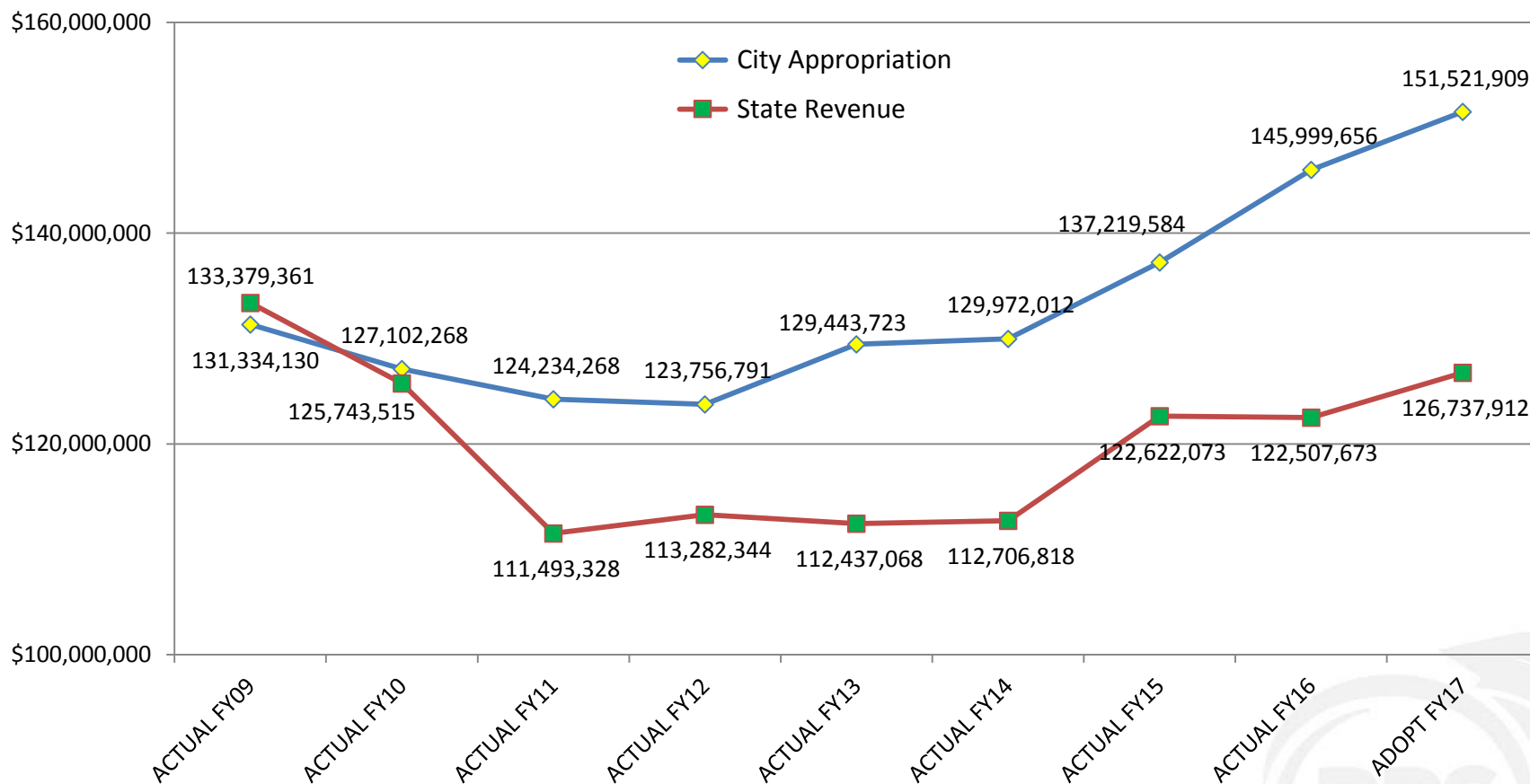


Administrative Spending Percent FY09 to FY17



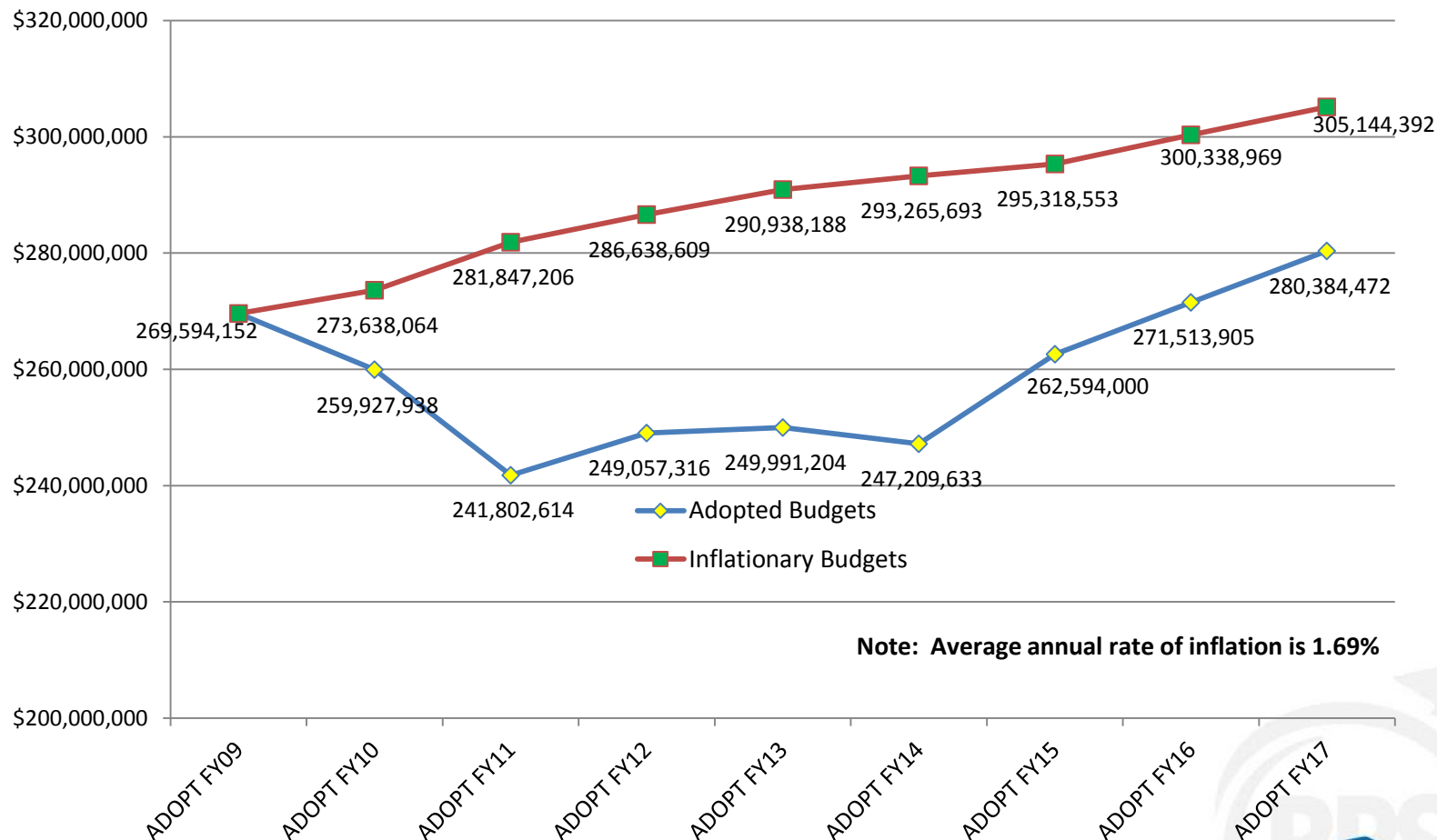
City Appropriation Vs. State Revenue

**RICHMOND PUBLIC SCHOOLS
CITY APPROPRIATION VS. STATE**



Adopted Budget Vs. Inflation

**RICHMOND PUBLIC SCHOOLS
ADOPTED BUDGET VS. BUDGET BASED ON INFLATION**



Note: Average annual rate of inflation is 1.69%

Bellwether Report

- *Recap on project goal:* Increase understanding of the RPS budget and help identify opportunities to optimize the budget

This project is designed to...

- ✓ Help to provide a **clear, understandable picture** of revenue and expense categories in the RPS budget
- ✓ **Show how RPS compares to benchmark districts** in terms of per-pupil spending, staffing, building utilization, and other dimensions
- ✓ **Help to identify opportunities** to optimize the budget to **maximize student success**
- ✓ Help to surface what it would take to realize the opportunities including **potential tradeoffs & considerations**

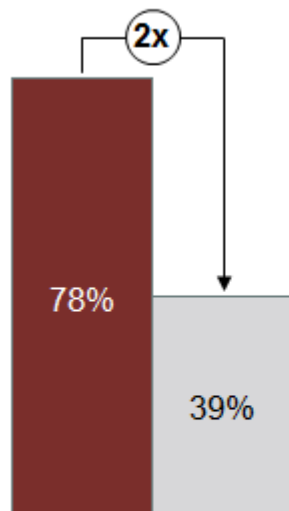
Working definition of success:

The community and RPS have a shared understanding of the RPS budget and a platform for engaging stakeholders in future decisions

Bellwether Report

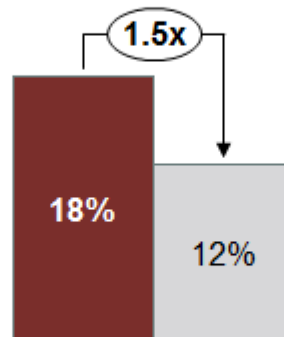
- Relative to the state, RPS has a high share of economically disadvantaged students and students with disabilities

Economically Disadvantaged¹
% of total enrollment



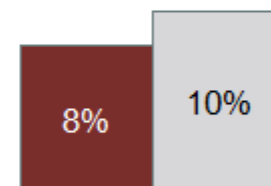
RPS VA avg.

Students with Disabilities
% of total enrollment



RPS VA avg.

Limited English Proficiency
% of total enrollment



RPS VA avg.

Both national and state governments recognize that there are **additional costs required** to effectively educate students in these groups

Bellwether Report

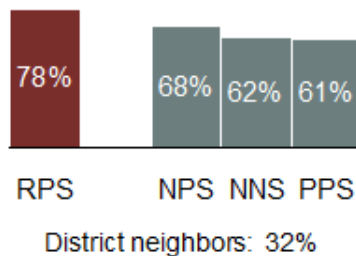
- In order to look at Richmond in context, we have selected three “peer” districts based on student demographics

“Peer” districts¹
based on student
demographics

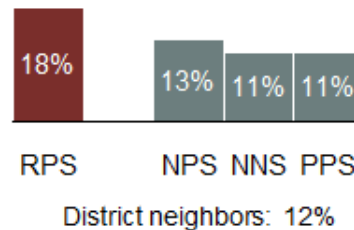
Norfolk City (NPS)
Newport News (NNS)
Portsmouth (PPS)

Relative to these peers, RPS has a higher share of economically disadvantaged and Limited English Proficient students and a much higher share of students with disabilities

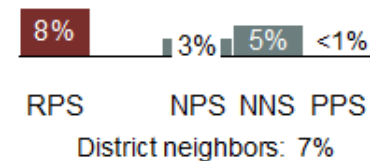
Economically Disadvantaged²
% of total enrollment



Students With Disabilities
% of total enrollment



Limited English Proficiency
% of total enrollment



Source: VA DoE 2015-16 Enrollment, VA DoE SOL Test Results 2014-15

1. Peer districts have total enrollment between 15K – 32K

2. Based on 3-Year average used by VDOE

District neighbors include Chesterfield, Henrico, and Hanover

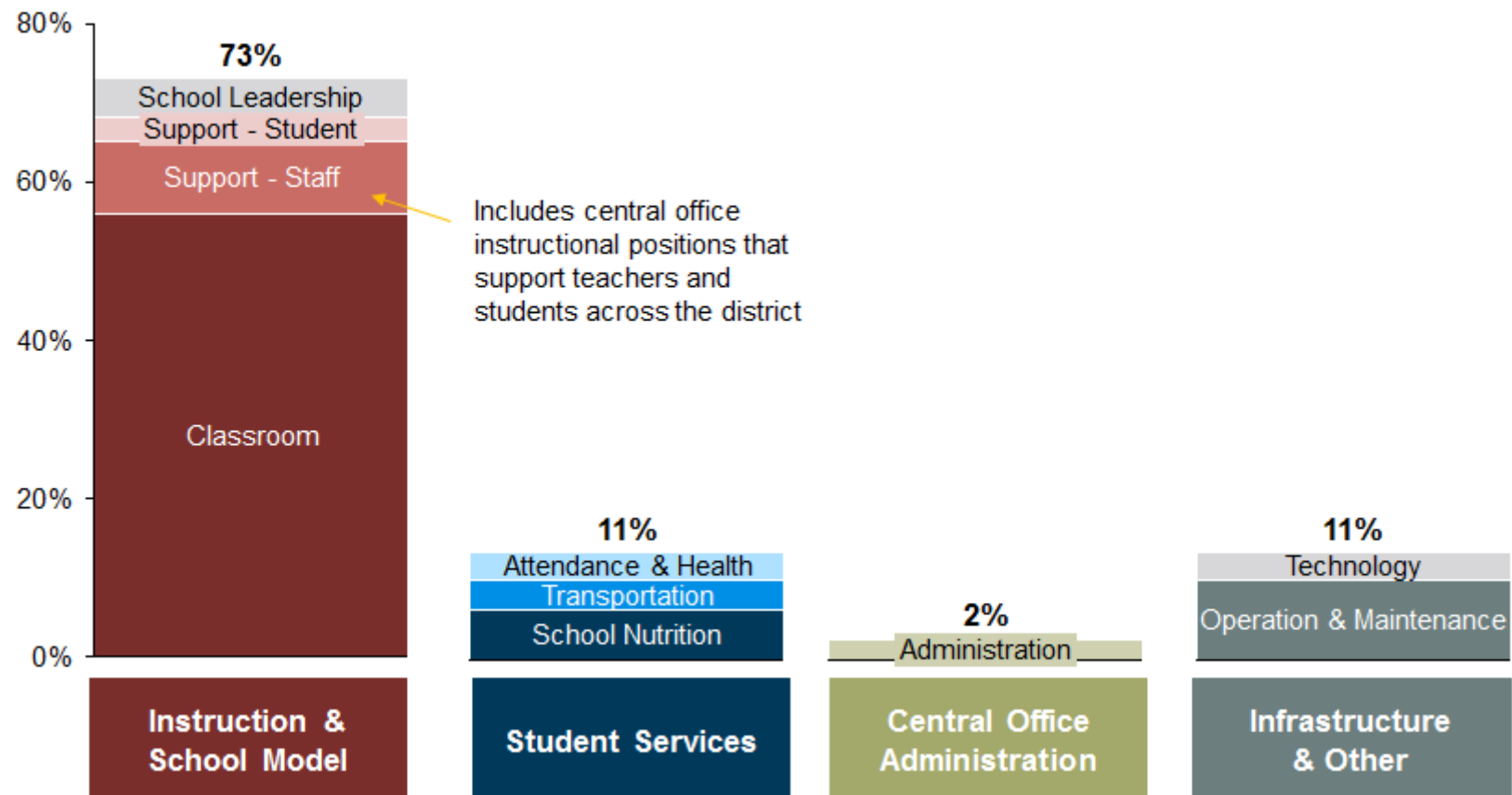
BELLWETHER
EDUCATION PARTNERS

All three of these districts show **higher student achievement** compared to RPS on the Standards of Learning (SOL) tests in 2014-15, overall and for most sub-groups

Bellwether Report

- Classroom instruction, instructional support, and school leadership together comprise 73% of the total RPS budget

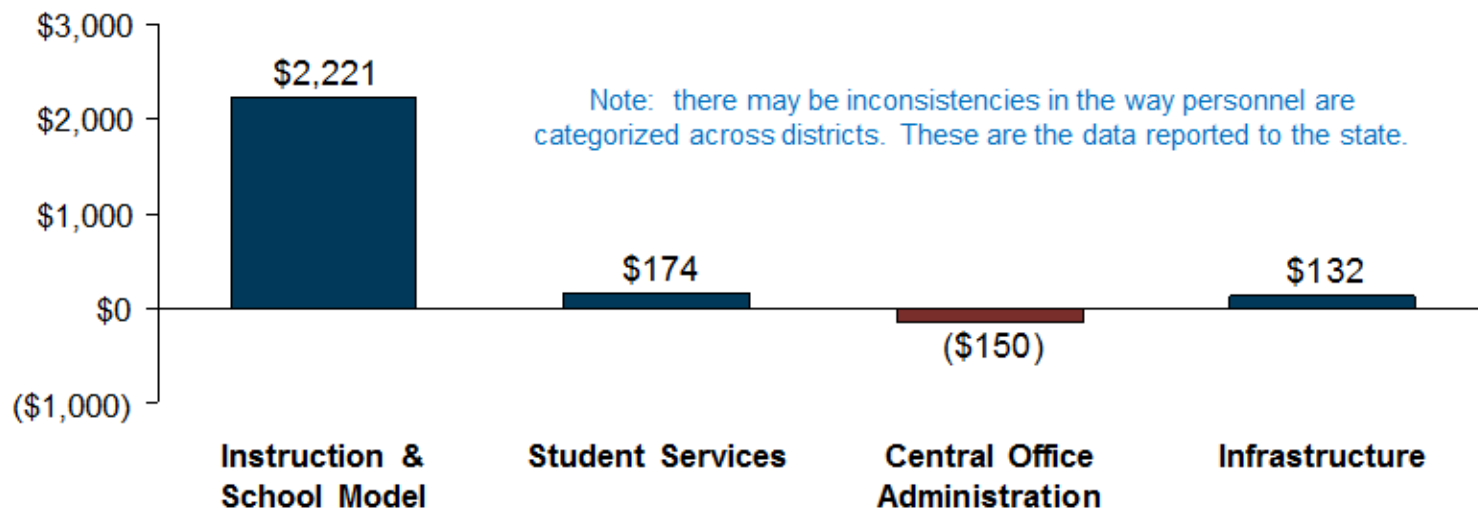
Share of Total Richmond Budget Expenditures



Bellwether Report

- RPS spends \$2.2K more per-pupil on instruction vs. peer districts and is similar in other categories

Richmond Per Pupil Expenses¹ vs. Peer² Weighted Average



Factors that can impact spend

- Classroom and school-level staffing & salaries
- School buildings, size, and capacity
- Student needs (e.g., # students with disabilities)

Student Services

- Transportation Expenses
- Health Services & Supports
- Attendance & Truancy

Central Office Administration

- District departmental staffing levels
- District administration salaries

Infrastructure

- Total facilities footprint
- Facilities age and condition
- Maintenance staffing & salaries

Bellwether Report

- Richmond orients toward low student-teacher ratios
- Key drivers are student population, school size / utilization, and instructional decisions

Elementary grades (K-7)	Student: teacher ratio
Richmond	12.2
Newport News	14.4
Norfolk City	12.0
Portsmouth	10.8
Secondary grades (8-12)	Student: teacher ratio
Richmond	9.3
Newport News	13.7
Norfolk City	11.5
Portsmouth	10.0

Differences are due to...

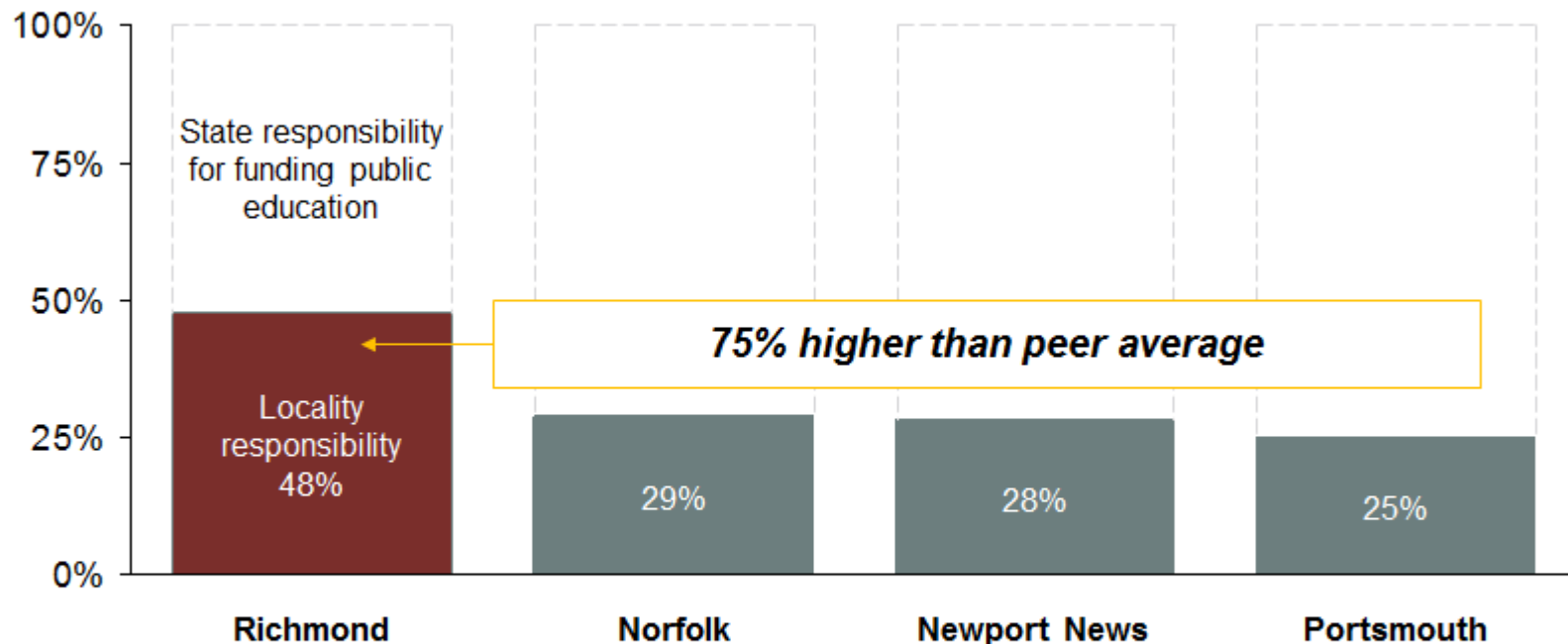
- Student population needs**
(e.g. economically disadvantaged, students with disabilities, limited English proficiency)
- School size and utilization**
- Instructional decisions**
(e.g., class sizes, scheduling, elective offerings)

Note: These ratios reflect total students divided by total teachers. A district's student-teacher ratio is different than average class size as the ratio includes resource teachers (e.g. art, music) and others who are not dedicated to a specific classroom.

Bellwether Report

- As a result of property values and gross income, the state calculates that Richmond has a high “ability to pay” vs. peers

FY16-18 Virginia Composite Index of Local Ability to Pay¹



Richmond is unique in having one of the highest wealth factors while concurrently serving a greater concentration of high needs students

Bellwether Report

Summary of current state

- RPS serves a high need student population including 78% who are economically disadvantaged, 18% with disabilities, and 8% with limited English proficiency
- RPS spends more on instruction per-pupil than other districts, in large part due to its high-need student population
- Another key factor driving higher per-pupil cost is RPS's facilities footprint
 - Small schools are more costly to run than larger schools
 - Enrollment decline starting in early elementary school contributes to under-utilization of some middle and high schools

Next steps for group discussion

- Evaluate and move forward wherever possible with near-term levers to optimize the budget within the existing parameters
- Support a productive dialog around Richmond's collective investment in a district that supports outstanding student outcomes through efficient and effective schools

RESILIENCE
PRIDE
SUCCESS

WE ARE RPS

REVENUE & EXPENDITURE DETAIL



State Revenue

State Revenue	<u>4,400,000</u>
Basic Aid	867,000
Sales Tax	(116,000)
VRS Retirement	963,000
Compensation Supplement	108,000
Supplemental Lottery	2,011,000
Other	567,000

Current Mayor's Proposed Funding \$6.1M

Salaries & Benefits

DescriptionAmount**SALARIES**

Teacher Schedule Decompression - Year 2 of 2 Year phase-in	4,946,500
Unified Schedules 2.5% Adjustment (Note: FY18-COLA estimate 2.5%)	1,207,274
	<u>6,153,774</u>

BENEFITS

VRS Retire 16.32%, Non-Instructional 7.11%,	3,019,552
Group Life 1.31%	169,130
Retiree Health Care Credit (RHCC) 1.23%	215,853
Health Insurance 3.7%	997,745
	<u>4,402,280</u>
	<u>10,556,054</u>

FY18 New Initiatives

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
MULTICULTURAL SERVICE CENTER		
Multicultural Service Center-Counselor (11 months)	1.0	90,000
Multicultural Service Center - Office Associate	1.0	55,000
Multicultural Service Center - DP Operator	1.0	50,000
Multicultural Service Center - Interpreter (11 months)	1.0	70,000
	4.0	265,000
LANGUAGE & ARTS		
Spanish/ASL - middle schools	5.0	350,000
Mandarin (IB Chimborazo=1, Brown/TJ=1)	2.0	140,000
Band & Chorus - middle schools (4 itinerant teachers)	4.0	280,000
	11.0	770,000
NURSING SERVICES		
Nurses-1 for every site (total 44 nurses)	12.0	702,000

FY18 New Initiatives

	<u>Description</u>	<u>FTE</u>	<u>Amount</u>
MIDDLE SCHOOL ATHLETICS			
	Coaching Stipends		136,600
	Officials		38,600
	Security		14,000
	Athletic Trainers (2 @ \$45K each)		90,000
	Supplies & Equipment		32,000
	Transportation		20,000
			<hr/> 331,200
OTHER INSTRUCTIONAL SUPPORT			
	World Language-Instructional Specialist	1.0	105,000
	Testing Administrator	1.0	90,000
	Professional Development-Expand new teacher/mentor teacher program		100,000
	Incentives for Perfect Attendance (denied schools, transportation \$500 * 200 employees)		100,000
	FACE-Language Support/Interpreter/Translation Services		100,000
	CodeRVA		150,000
	Binford, MLK, Woodville/PCLA Turnaround Arts; Coordinator (grant match)	2.0	200,000
	Title I-PLC District Coordinator (General Fund 20-25% & Title I 75-80%)	0.3	24,375
		4.3	<hr/> 869,375
FY18 NEW INITIATIVES		<u>31.3</u>	<u>13,493,629</u>

FY17 Requests

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
STAFFING		
International Baccalaureate Program Coordinator Brown	1.0	78,250
SISOP Data Management - Student Information System Operators	10.0	658,840
	11.0	737,090
PART-TIME/STIPENDS/CONTRACT ADJUSTMENTS (Structural Deficiencies)		
Career & Technical Education - PT Child Care Lab Wages & Training Expansion		38,648
Foreign Language In Elementary Schools (FLES part-time)		354,212
Part-Time Custodians		215,300
Part-Time Bus Monitors		175,654
Substitutes - Pay Incentive For Hard To Staff Schools		93,104
		876,918
STUDENT & SUPPORT SERVICES (Structural Deficiencies)		
Exceptional Ed-Professional Svc-Speech, OT, PT		431,227
Exceptional Ed-Tuition-Behavioral Aides, Private School Tuition		1,435,972
Exceptional Ed-Transportation		523,913
Athletic Equip Maintenance 5-Yr Rotation (Comprehensive High Schools)		160,000
Board Legal Services		50,000
		2,601,112
FY17 REQUESTS	11.0	4,215,120

FY16 Requests

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
ACADEMIC IMPROVEMENT PLAN		
AIP Team5; MS OU Program - Principal	1.0	114,388
AIP Team5; MS OU Program - Guidance Counselor	1.0	82,015
AIP Team5; MS OU Program - Social Worker	1.0	74,655
AIP Team5; MS OU Program - Teachers [4 Core; 2 Except Ed]	6.0	418,422
AIP Team5; MS OU Program - Instructional Assistants	2.0	76,941
AIP Team5; MS OU Program - Clerical	1.0	59,020
AIP Team5; MS OU Program - Security	1.0	47,542
AIP Team5; MS OU Program - Software/Equip/Materials		433,000
 AIP Team4; Instruction Assessment Analysts	4.0	324,238
AIP Team3; Electives Teachers - Dedicated Activities Directors	3.0	207,237
Teacher Laptops (2,650 - phased-in) - funding from original AIP PD Plan		600,000
Technology On-line Training for Teachers - funding from original AIP PD Plan		400,000
School-based Security Technology - funding from original AIP PD Plan		700,000
FY16 REQUESTS	20.0	3,537,458

MS OU Program – Middle School Over-Age Under Credited Program

FY18 Recap

<u>Description</u>	<u>Amount</u>	<u>FTE</u>
FY18 NEW INITIATIVES	13,493,629	31.3
Salaries	6,153,774	
Benefits	4,402,280	
Other	2,937,575	
FY17 REQUESTS	4,215,120	11.0
FY16 REQUESTS	3,537,458	20.0
TOTAL FY18 REQUESTS	21,246,207	62.3

Capital Improvement Plan



CIP Summary

Major Category	FY2018 Projected Costs	FY2019 Projected Costs	FY2020 Projected Costs	FY2021 Projected Costs	FY2022 Projected Costs	Total Projected Costs
HVAC	14,136,782	5,890,000	4,835,000	4,037,271	3,453,000	32,352,053
Roof	5,310,000	1,750,000	3,930,000	2,900,000	5,145,000	19,035,000
Structural	2,086,740	1,697,358	1,600,000	1,625,000	1,745,000	8,754,098
Technology/Security	3,250,000	3,950,000	2,550,000	1,515,000	1,250,000	12,515,000
Plumbing	2,309,500	1,497,500	1,412,500	370,000	325,000	5,914,500
Electrical	423,000	223,000	190,000	329,000	675,000	1,840,000
Energy Management Systems	2,285,000	1,725,000	725,000	945,000	1,020,000	6,700,000
Site/Grounds	1,275,000	2,980,000	575,000	500,000	0	5,330,000
Total Major Categories	31,076,022	19,712,858	15,817,500	12,221,271	13,613,000	92,440,651
Implementation-Phase I Option 5 New	8,500,000	47,000,000	31,750,000	15,250,000	2,500,000	105,000,000
Transportation - Bus Replacement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Requested CIP	41,576,022	68,712,858	49,567,500	29,471,271	18,113,000	207,440,651

Bellwether Report

- RPS has defined three key challenges related to facilities

Facilities challenges defined in RPS Needs Report

High cost to run many small schools

- Underutilization of several buildings based on 10-year enrollment forecasts
- High per-pupil operating costs in small and underutilized buildings; cannot achieve scale efficiencies

Capacity Constraints

- Immediate growth issues in several elementary schools on the south side of the district
- Growth issues over the next three years with middle schools

Need for Renovation

- 82% of facilities are over 20 years old, driving greater maintenance expense in immediate term
- 23 out of 44 schools require major or complete renovation

Bellwether Report

- Facilities plans can have multiple goals related to equity, efficiency, and attracting and keeping families in the city

Common goals of a facilities plan

- **Superior and more equitable learning environment**
 - Students have access to a broader array of programs and courses when schools are at scale
 - Students learn from specialized teachers who do not need to manage multiple subjects or grade levels
 - Students and teachers can be more innovative when physical space matches 21st century learning
- **Reduced operating costs¹** when schools at greater scale & target utilization with proactive management of ongoing maintenance and capital spend
- **Attract families to the city and keep students in the district**
- **Attract and retain strong teachers** to support student achievement

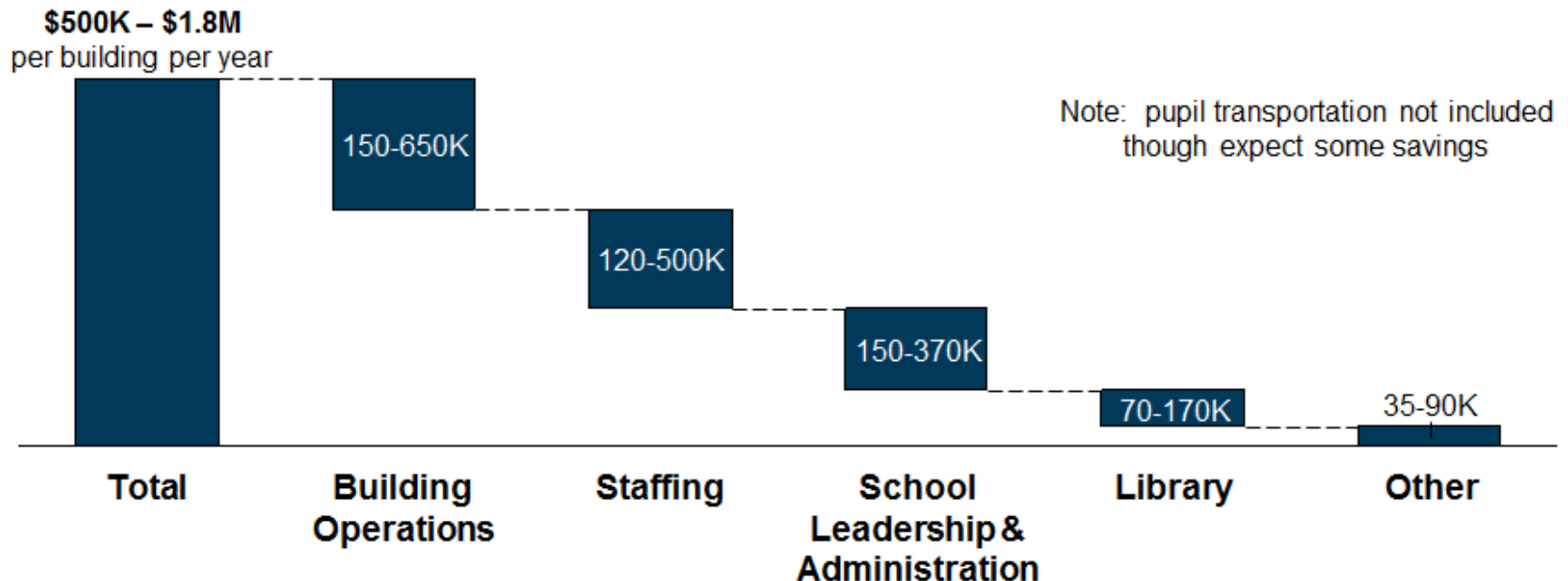


Bellwether Report

- Backup:* Illustration of potential efficiency gains from closing a school and consolidating into an existing building

School Closure Annual Savings Estimate



Lower bound = min estimate for an elementary school, upper bound = max for a high school



Assumptions of efficiency gains	<ul style="list-style-type: none"> 100% utilities 80% on custodial services 	<ul style="list-style-type: none"> 10% from inefficiencies in teacher allocations 	<ul style="list-style-type: none"> 100% Principal 50% for Ass't Principal and clerical staff 	<ul style="list-style-type: none"> 100% for librarian 	<ul style="list-style-type: none"> 100% for Food Service Mgr 20% for food service workers
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Bellwether Report

- All four of RPS's newest buildings are at or over capacity; two met state goals for Student Learning Objectives

 Met or surpassed state goal for academic performance
 Did not meet goal

	Utilization (% functional capacity)	Cost Per Pupil	Students passing SOL objectives <i>Reading, Math</i>	Notes
Broad Rock Elementary	97%	Lowest of all elementary schools	81, 83	<ul style="list-style-type: none"> Largest elementary school in RPS with 885 students enrolled High economically disadvantaged population (84%)
Oak Grove Elementary	81%	average	41, 56	<ul style="list-style-type: none"> High economically disadvantaged population (87%)
Martin Luther King Jr. Middle	94%	average	26, 25	<ul style="list-style-type: none"> High economically disadvantaged population (90%) High Special education population (31%)
Huguenot High	101%	Lowest of all high schools	80, 85	<ul style="list-style-type: none"> Largest high school with ~1,500 students enrolled Relatively lower economically disadvantaged population (53%)

Bellwether Report

- ... Consolidation also comes with several important considerations and tradeoffs

Considerations and tradeoffs associated with school consolidation

- Consolidation decisions must consider district-wide **feeder patterns** (elementary → middle → high)
- Can be a difficult **transition** for students assigned to a new school (esp. if not all students are re-assigned to same school)
- Students may have longer **commute** to their newly assigned school
- Must be mindful of **student safety** (e.g., gang lines) when drawing new zones
- Schools that are gaining kids may experience impact on **school culture**
- Savings primarily achieved through **reduction of positions** – which can often happen through attrition – but not always