



# BUDGET FOR SUCCESS

**CCPS FY24 SCHOOL BOARD BUDGET PROPOSAL  
BOS MEETING - FEB. 21, 2023**

**DR. SARAH CALVERIC, SUPERINTENDENT  
MRS. MARCIA STEVENS, CHIEF OPERATIONS OFFICER  
MR. SHAWN KELLEY, SCHOOL BOARD CHAIR  
DR. JOWANDA ROLLINS-FELLS, SCHOOL BOARD MEMBER**

# PRESENTATION OBJECTIVES

## 01 BUDGET CONTEXT

Strategic Plan, Successes,  
Budget Process, FY24 Themes

## 02 STATE BUDGET

Governor's Budget, ADM,  
Local Comp. Index, & Local  
Required Effort

## 03 BUDGET PRIORITIES

Mandates/Critical Needs,  
Funding, Impact

## 04 BUDGET FINANCIALS

Revenue & Expenditure  
Details, Operating &  
Special Funds

## 05 NEXT STEPS

Funding Strategies, Meeting  
Dates, Legislative Activity





01

# BUDGET CONTEXT

# BUDGET ALIGNMENT WITH ACHIEVE 2027

## GOAL 1

TEACHING & LEARNING



## GOAL 2

RELATIONSHIPS



## GOAL 3

HEALTH & SAFETY



## GOAL 4

TALENT MANAGEMENT







**SAVE THE DATES**  
 DAY-TRANSITION CAMP FOR RISING 6TH GRADERS  
 ALL SESSIONS HELD @ CMS  
 June 14th- 9:30am-11:30am  
 June 28th- 9:30am-11:30am  
 July 19th- 2:00pm-5:00pm  
 COLLABORATION  
 UNITY  
 TEAM BUILDING!  
 SNACK AND DRINK PROVIDED  
**FREE**  
 TO REGISTER: [bit.ly/EagleCamp2022](http://bit.ly/EagleCamp2022)  
 Made with PosterMyWall.com



**SCHOOL SAFETY FORUM 2022**  
 STREAMING LIVE ON YOUTUBE  
 NOVEMBER 15, 2022  
 6:00-7:00PM  
**SAFE HOMES. SAFE SCHOOLS. SAFE COMMUNITY.**  
 DRUG AWARENESS SOCIAL MEDIA SAFETY SCHOOL SAFETY  
 For more information contact: (804) 633-5088  
 jwick@ccps.us  
 LIVESTREAM ON YOUTUBE:  
<https://www.youtube.com/channel/UCs3zSyTLxaiTfamiJumh4>



**Caroline County Public Schools**  
**PRESCHOOL**  
 HEAD START • VPI • TITLE I • ECSE

**Lotus Academy**  
 Overcoming Obstacles  
 Building Resilience  
 Empowering Learners  
**2027**  
**Achieve** / CCPS  
 ALL THINGS WITH EXCELLENCE



**ASPIRE**  
 TEACHER PATHWAY PROGRAM  
 Grow Your Own Recruitment  
 (BE Ready: Enrolled & Employed)  
 Sponsored by Caroline Education Foundation (CEF)  
 Caroline County Schools

**CCPS FOOTBALL SPIRIT NIGHTS**  
 CCPS VARSITY HOME GAMES 7PM  
 ALL THINGS WITH EXCELLENCE  
 WEAR YOUR SCHOOL SPIRITWEAR!  
 YOUR SCHOOL WILL BE RECOGNIZED DURING HALF TIME!  
 Sept. 23: BGES Spirit Night  
 Oct. 14: MES Spirit Night  
 Oct. 21: LCES Spirit Night  
 Nov. 4th : CMS Fall Clubs/Athletics Night  
 K-5 STUDENTS - 1 FREE TICKET PROVIDED IN ADVANCE  
 CMS SPIRIT NIGHT RESERVED FOR ACTIVE FALL SPORTS & CLUBS & TICKETS WILL BE DISTRIBUTED AT THE GAME  
 ALL K-5 STUDENTS MUST BE ACCOMPANIED BY AN ADULT



## FY24 BUDGET PROCESS

	OCT/NOV	DEC/JAN	FEB/MAR	APR/MAY
<b>CIP</b> (Submissions, Advisories, & Prioritization)	X	X	X	X
<b>BUDGET PRIORITIES</b> (Submissions, Advisories, & Prioritization)	X	X	X	X
<b>STATE BUDGET &amp; LEGISLATION</b>		X	X	
<b>CCPS BUDGET</b> (Hearing, Building Tours, Constituent Mtgs., Survey, & Presentations)		X	X	X
<b>COUNTY BUDGET</b> (Hearing & Presentation)			X	X

# **FY24 OPERATIONS BUDGET THEMES**

## **PEOPLE OVER THINGS**

**COMPENSATION  
AND BENEFITS**



**TEACHING AND  
LEARNING STAFF**



**MENTAL & BEH.  
HEALTH STAFF**



**02**

# STATE BUDGET

# Average Daily **Membership**

Fiscal Year	Budget ADM	Actual ADM
FY16	4,180	4,170.37
FY17	4,175	4,149.76
FY18	4,165	4,113.07
FY19	4,140	4,063.01
FY20	4,076	4,070.52
FY21	4,055	4,010.28
FY22	4,010	4,036.37
FY23	4,040	TBD
FY24	<b>4,150</b>	

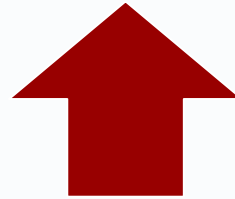
FY23 Fall Membership - 4337





◆ **FY21-FY22** LCI 35.53

◆ **FY23-FY24** LCI 36.13



**0.6 Increase ( 1.69%)**

**LOCAL  
COMPOSITE  
INDEX**

Calculated using a locality's true value of real property, adjusted gross income, and taxable retail sales, the Local Composite Index or LCI, determines a school division's ability to pay educational costs fundamental to Virginia's Standards of Quality (SOQ's).

Put more simply, the LCI determines the state and local division's share of costs for K-12 education. As LCI goes up, state funding goes down due to the locality's ability to pay increasing.

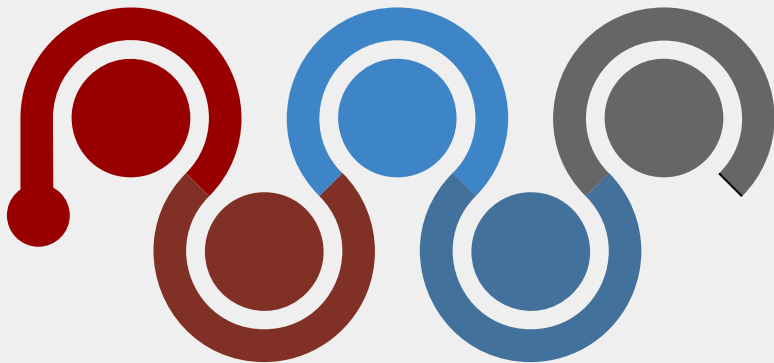
# THE GOVERNOR'S FY24 BUDGET UPDATES

## TEACHER PERFORMANCE INCENTIVE

\$5,000 bonus payment per top performing teachers (VDOE criteria).

## TEACHER RECRUITMENT INCENTIVE

\$10M (state side) for teacher recruitment incentive payments to hard-to-fill positions and hard-to-staff schools



Funding for 1 reading specialist per 550 students (K-3).

## READING SPECIALIST

5% inc. for FY24 (July 1, 2023); 1% Retention Bonus for SOQ positions on 9/1/23.

## COMPENSATION + 1% BONUS



# \$353,670

Additional state funding over prior year budget, increase in ADM, 5% compensation increase, 1% bonus (loss of the one time construction funds).

Adjusted for loss of \$580,812 due to state sales tax error on calculation tool



# \$729,964

Additional local required effort (LRE) funding over prior year budget.

## SENATE

**State Funds Over FY23**  
+\$3,720,504

**Local Match Over FY23**  
+\$2,371,381

### Highlights:

- 7% Compensation Increase (SOQ)
- \$1,000 Bonus (SOQ)
- Temporary Instructional Assistants
- Expand Rdg. Spec. to 6th-8th (1:550)
- Remove Teacher Perf. Initiative
- Remove Support Position Ratio Cap
- Increase At-risk Funding

## SENATE VS HOUSE

## HOUSE

**State Funds Over FY23**  
+\$645,118

**Local Match Over FY23**  
+\$894,831

### Highlights:

- 7% Compensation Increase (SOQ)
- Expand Reading Specialist to 6th-8th (1:1,100)
- Remove Teacher Perf. Initiative



**03**

## **BUDGET PRIORITIES**

# CCPS FY24 BUDGET PRIORITIES



FY24 Preliminary Budget Priorities	FY24 ~Cost (Full Study Implementation)	Achieve Goal(s)
<b>Employee Compensation</b> <i>(Implementation of All 3 Salary Study Steps)</i>	\$6.0M	1.1, 4.2
<b>Employee Health Insurance</b>	\$589,583	3.1, 4.2
<b>Behavioral Specialist (K-12 Gen. Ed.)</b>	\$100,133	1.1, 2.2, 3.1
<b>Behavioral Specialist (K-12 SPED)</b>	\$100,133	1.1, 2.2, 3.1
<b>Coor. of Student Support Services</b>	\$112,308	1.1, 2.2, 2.4, 3.1
<b>Special Education Teacher</b>	\$85,063	1.4, 1.2, 3.1
<b>3 Instructional Assistants (SPED)</b>	\$129,622	1.1, 1.2, 2.2
<b>Replacement Cycle of Student Devices</b>	\$276,000	1.1, 1.2, 2.1
<b>Custodians (Convert all FTEs to FT)</b>	\$229,841	1.1, 3.1, 3.2, 3.3
<b>Work-Based Learning Teacher</b>	\$85,063	1.1, 1.2, 1.3, 2.3
<b>FY24 ESSER Grant FTE Positions*</b> School Counselor Family Engagement (3.0) Classroom Teachers (6.0 Fr. Sem., SPED, PTR) VA Literacy Act Planning Coach (1 Yr.-'24 Leg.) Finance & Procurement Officer (Partial) Coordinator of Virtual Learning & Innovation Technology Aide Novice Teacher Coach (2.0)	\$1,331,369M*	Goals 1-4 (All)

Position costs reflect full salary study implementation & benefits with emp.+1 ins.  
 \*Positions currently funded through ESSER funding which expires September 2024





# \$575,748

1 Work-Based Learning Teacher, 1 Special Education Teacher, 3 SPED Paras, Student Device Replacement Cycle

## GOAL 1: TEACHING & LEARNING





# \$312,575

2 Behavioral Specialists,  
1 Coord. of Student Support Services

## GOAL 2: RELATIONSHIPS



# \$229,841

Convert All PT Custodian Positions to FT

**GOAL 3: HEALTH AND SAFETY**





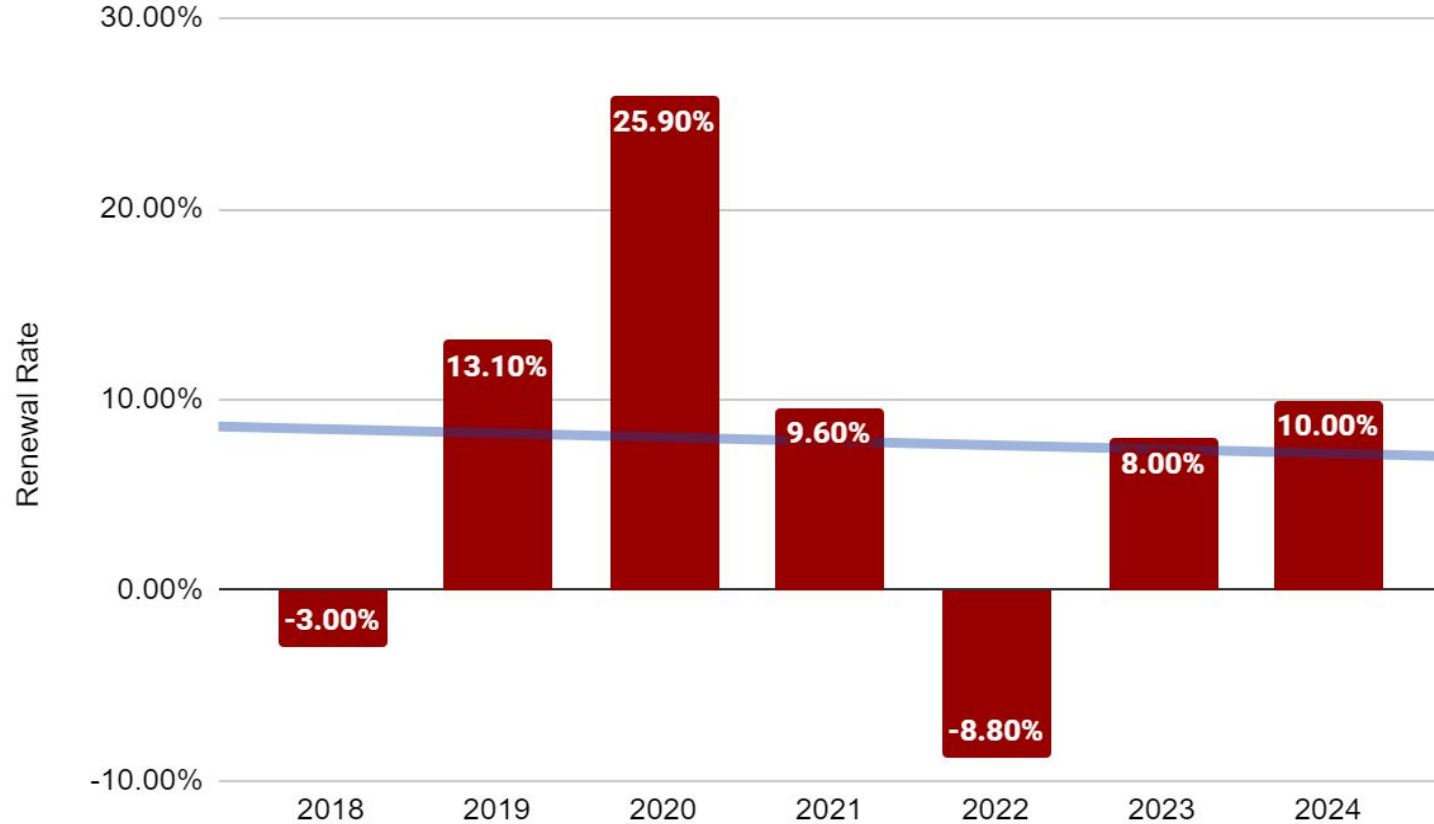
# \$6,623,161

Insurance (~\$589,583) & Compensation (~\$6.0M)

\*\*\*Reflects Full Salary Study Implementation

## GOAL 4: TALENT MANAGEMENT

# Health Ins. Trends - The Local Choice (Avg. Inc = 7.47)



# COMPENSATION IMPLEMENTATION

## Step 1 (Study): FY23 Recommendation

**Raise base salary of Teachers on step 0-16 starting at \$48,695**

**Estimated Cost \$563K**

## Step 2 (Study): FY24 Scales

Place all employees on the recommended scale from Paypoint HR Compensation Study

Estimated Cost  
Teacher = \$2.5M  
Support/Admin = \$2.1M

## Step 3: FY24 Gov. Salary Rec.

If Governor approves 7% raises for SOQ positions, CCPS proposes a 2% increase for all staff.

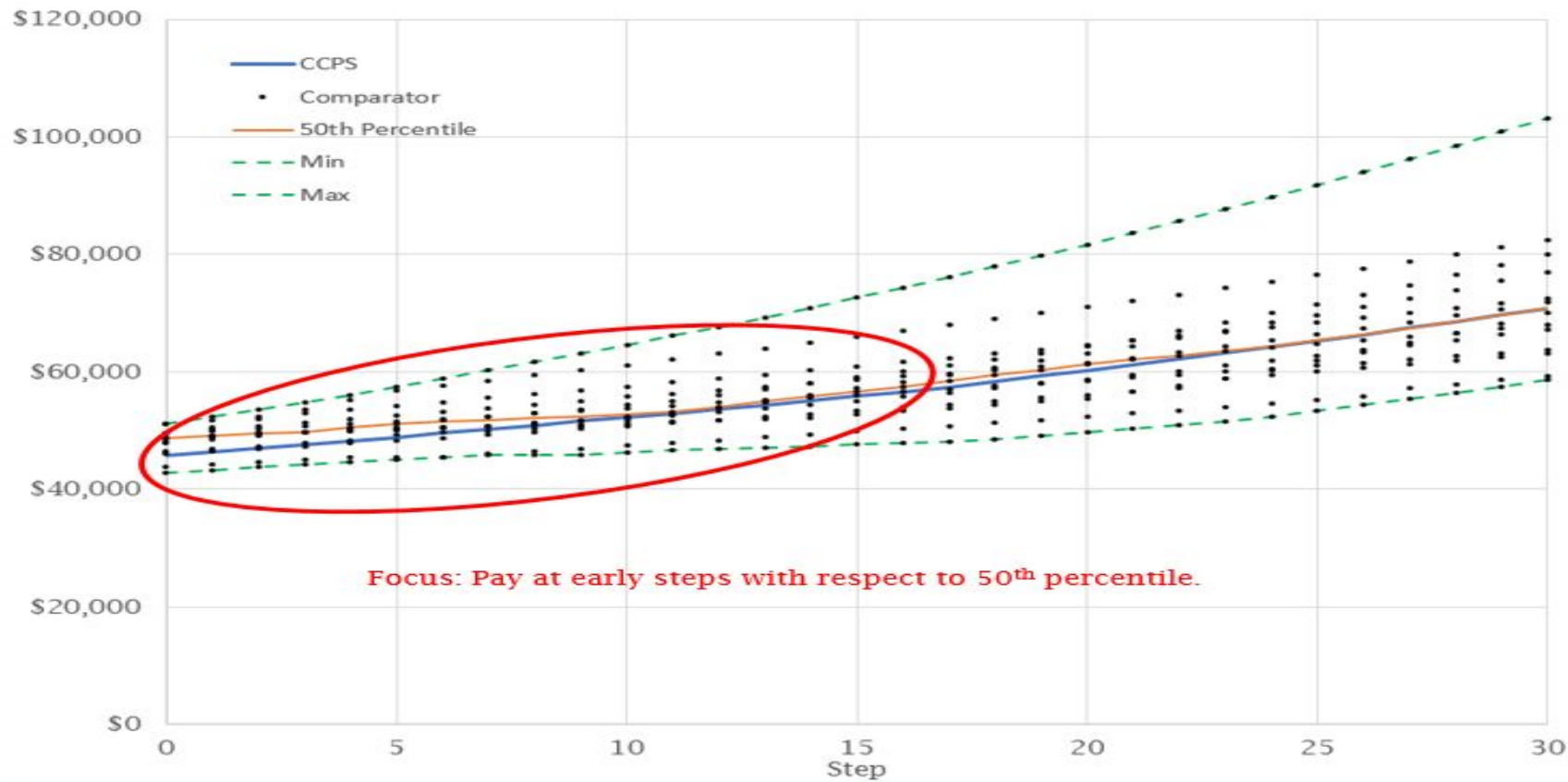
Estimated Cost  
\$887,694

## FY23-24 Cost of Full Implementation

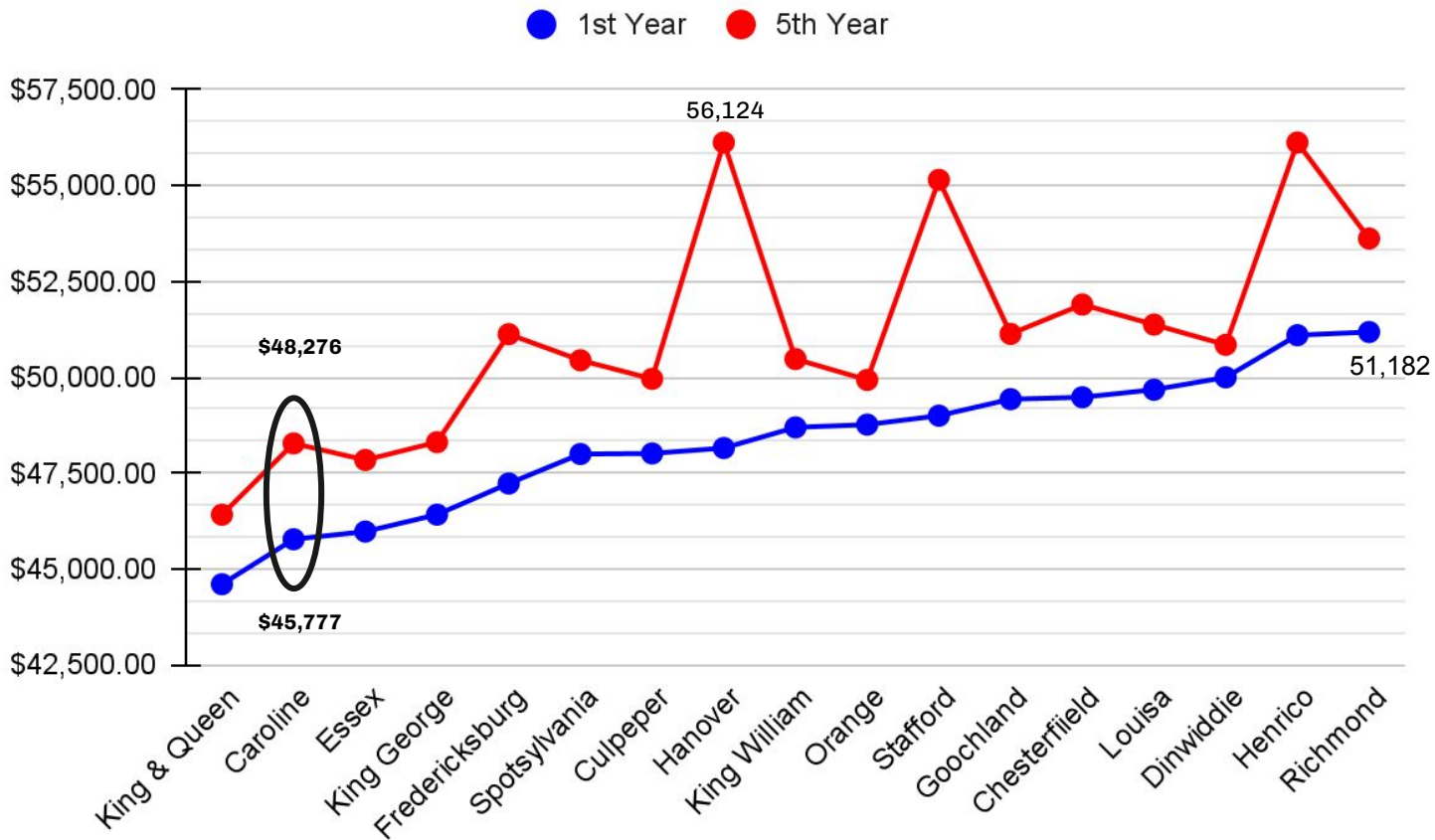
Full Implementation -  
Estimated Cost  
\$6,033,578

## SUMMARY OF FY23 -24 COMPENSATION STUDY RECOMMENDATIONS

## Teachers



# FY23 REGIONAL COMPARISON - TEACHER SALARIES BY 1ST/5TH YEARS



# COMPENSATION IMPLEMENTATION

Step 1 (Study): FY23  
Recommendation

Raise base salary of  
Teachers on step 0-16  
starting at \$48,695

Estimated Cost \$563K

Step 2 (Study):  
FY24 Scales

**Place all employees on  
the recommended scale  
from Paypoint HR  
Compensation Study**

**Estimated Cost  
Teacher = \$2.5M  
Support/Admin = \$2.1M**

Step 3: FY24 Gov.  
Salary Rec.

If Governor approves 7%  
raises for SOQ positions,  
CCPS proposes a 2%  
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Estimated Cost  
\$887,694

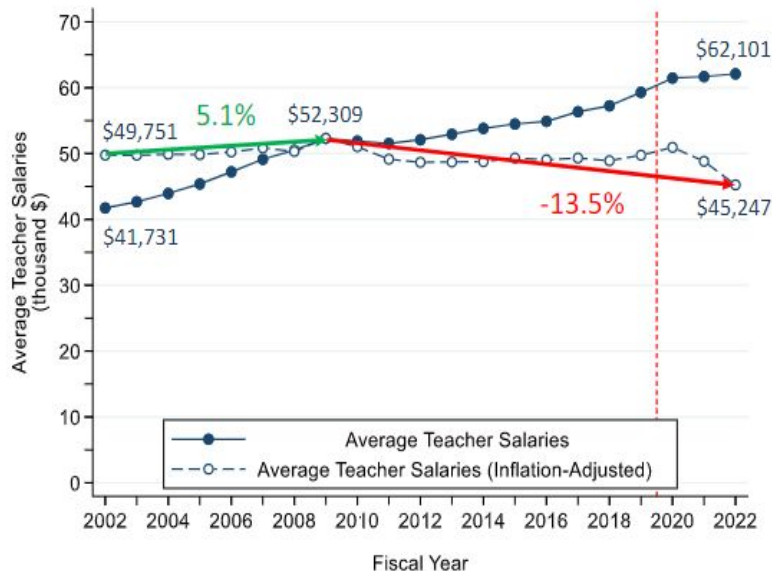
FY23-24 Cost of Full  
Implementation

Full Implementation -  
Estimated Cost  
\$6,033,578

## SUMMARY OF FY23 -24 COMPENSATION STUDY RECOMMENDATIONS



# Average teacher salaries have not increased since 2002 once adjust for inflation



Between 2002 and 2022, average teacher salaries have **increased 48.8%** in nominal dollars.

Adjusting for inflation → **Decreased 9.1%**

**All that decrease has occurred since 2009**

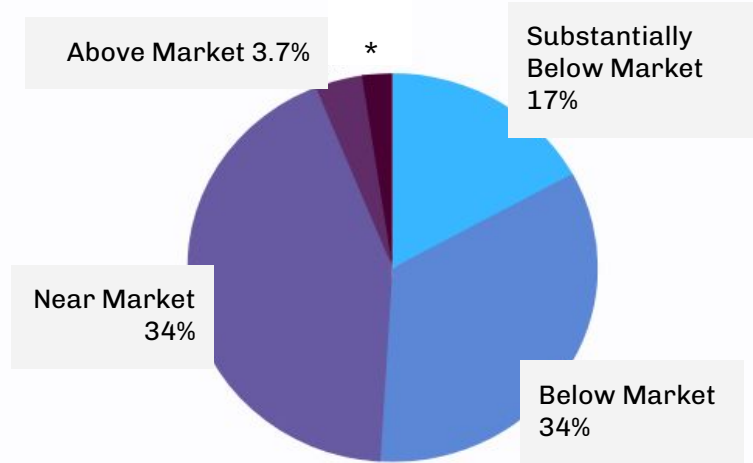
Average teacher salaries have decreased 13.5% since FY 2009.

(Change in average salaries could be partially explained by changes in average experience and/or educational attainment)





## EXTERNAL MARKET COMPARISON

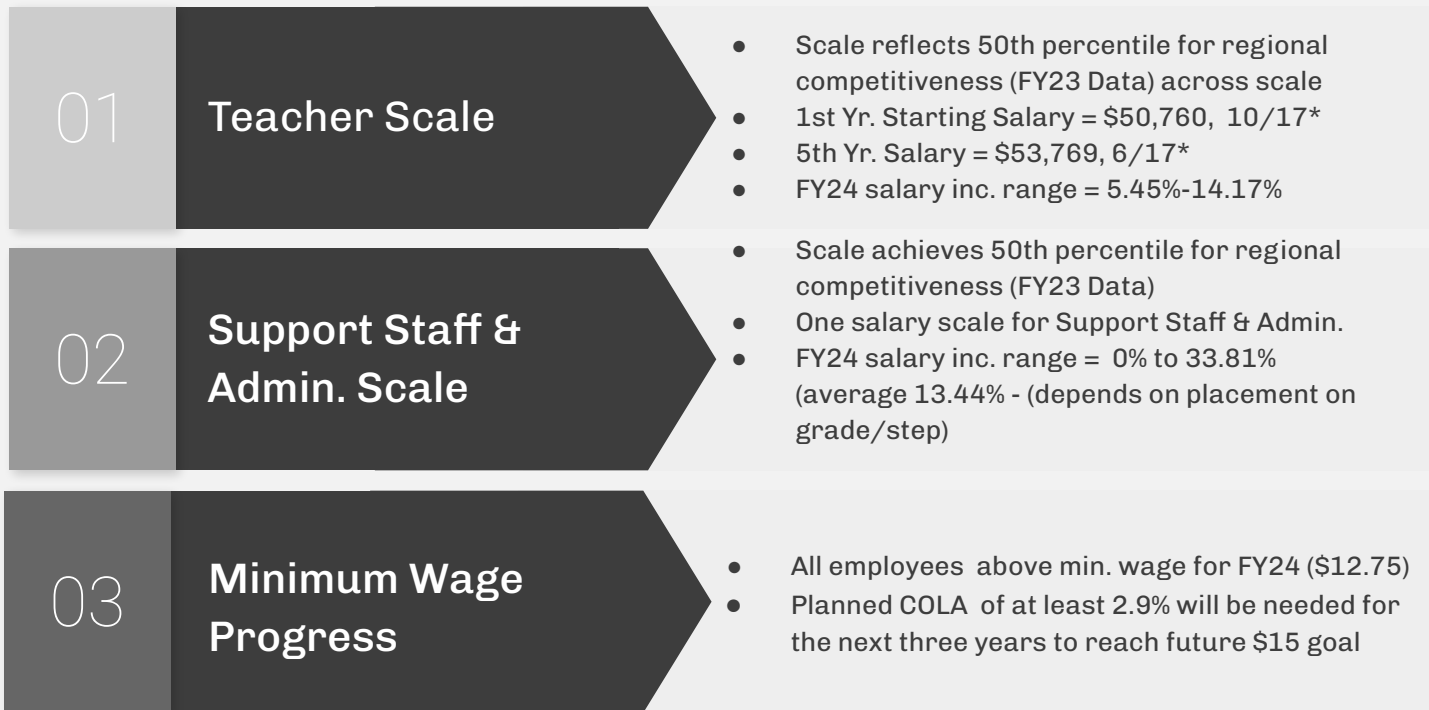


### Education Support and Administrative Scales

\* .7% of employees are in the top 20% of the salary range meaning the organization is not top heavy with respect to compensation

# Current Compensation for Ed. Support Staff & Administrators

# STEP 2: IMPLEMENTATION OUTCOMES



\*FY24 regional rankings assume a 5% increase proposed by Governor.

## GOAL 4: TALENT MANAGEMENT

# COMPENSATION IMPLEMENTATION

## Step 1 (Study): FY23 Recommendation

Raise base salary of Teachers on step 0-16 starting at \$48,695

Estimated Cost \$400K

## Step 2 (Study): FY24 Scales

Place all employees on the recommended scale from Paypoint HR Compensation Study

Estimated Cost  
Teacher = \$2.5M  
Support/Admin = \$2.1M

## Step 3: FY24 Gov. Salary Rec.

**If Governor approves 7% raises for SOQ positions, CCPS proposes a 2% increase for all staff.**

**Estimated Cost  
\$887,694**

## FY23-24 Cost of Full Implementation

Full Implementation - Estimated Cost  
\$6,033,578

## SUMMARY OF FY23 -24 COMPENSATION STUDY RECOMMENDATIONS

## BUDGET HIGHLIGHTS

### Competitiveness and Retention

- 5.0% Salary Increase for All Employees
- Funding to Cover 100% of Increasing Health Care Premiums for Calendar Year 2023



SPOTSYLVANIA COUNTY, Va. (7News) — In his first budget on the job, Spotsylvania County Superintendent Mark Taylor made pay raises for teachers in his presentation to the school board Tuesday night.

The proposed budget includes a 5 % pay raise for all teachers in the school district, an increase in health care costs, and other costs in order to stay in compliance with new state requirements.

The district is receiving \$7.1 million for the teacher pay increase and \$9.3 million for needs to stay in compliance with the state from state funds. However, the following local funding is still needed: \$8.1 million to cover the rest of those teacher pay raises, \$5.4 million for operational costs like utilities and power, \$1.4 for compliance adjustments, and \$2 million for health care increase, among other costs.

EDUCATION GENERAL ASSEMBLY 2023

## Facing teacher shortages, Virginia legislators propose ideas to bring up pay, lighten workloads

Over 15% of teachers report being “definitely” or “likely” to leave at end of school year

BY: NATHANIEL CLINE - JANUARY 17, 2023 12:01 AM



Stafford County Public Schools is proposing a \$24.2 million investment in improving staff salaries as part of its operating budget for next fiscal year.

“We are a system of people, not things,” division superintendent Thomas Taylor told the School Board on Tuesday evening. “In addition to parents, research continues to reaffirm that teacher quality is the single most important factor in students’ educational achievement. To that end, our focus is always going to be on our teachers and staff.”

HENRICO COUNTY, Va. (WRIC) — During the Henrico County school board meeting on Thursday, residents were able to get a first look at Superintendent Dr. Amy Cashwell’s budget proposal of \$780 million.

The general fund is expected to increase by about \$16 million, with the vast majority of the money being spent on instruction and teachers’ salaries. However, the fund does not cover the cost of food services, ongoing debts, and grant-funded programs.

# Regional Trends For Compensation & Local Funding Requests

# FY24 BUDGET REQUESTS

# \$7,741,325

\*\*\*NOT INCLUDING THE CARES/ESSER FUNDED POSITIONS\*\*\*

Please note, this figure does not represent the FY24 funding gap as it does not consider other revenues or budget adjustments.



**04**

**BUDGET**

**FINANCIALS**

# OPERATIONS FUND - REVENUES BY SOURCE

	FY23 Adopted	FY24 Approved	Increase/(Decrease)
State	\$34,933,252	\$36,786,922	\$353,670 + \$1,500,000*
Federal	\$1,669,071	\$1,248,500	(\$420,571)
Local for Operations	\$15,346,962	\$15,346,962	\$0
Local-Bus Leases	\$227,685	\$145,898	(\$81,787)
Local-Bus Purchases	\$579,509	\$636,577	\$57,068
Other	\$859,500	\$214,100	(\$645,400)
Revenue Gap	\$0	\$4,469,492	\$4,469,492
Total	\$53,615,979	\$58,848,451	\$5,232,742

**\*\$1,500,000 State Construction Grant Carryover from FY23**



# OPERATIONS FUND - EXPENSES BY CATEGORY

	FY23 Adopted	FY24 Approved	FY24 Increase
Instruction	\$36,990,879	\$41,373,643	\$4,382,764*
Administration, Attendance, & Health	\$2,283,496	\$2,619,948	\$336,452
Transportation	\$4,419,067	\$5,044,654	\$625,587
Maintenance	\$4,592,240	\$5,246,715	\$654,475
Facilities	\$2,445,482	\$1,927,914	(\$517,568)
Technology	\$2,884,815	\$2,635,577	(\$249,238)
Total	<b>\$53,615,979</b>	<b>\$58,848,451</b>	<b>\$5,232,472</b>



## PEOPLE OVER THINGS

Instruction Category Increases 11.8%  
(Compensation, Benefits, & Positions)

# FOOD SERVICE, SPECIAL GRANTS AND TEXTBOOK FUNDS

	FY23 Adopted	FY24 Approved	Increase/(Decrease)
Food Service	\$2,381,791	\$2,539,809	\$158,018
Special Funds	\$12,295,015	\$11,156,001	(\$1,139,014)*
Textbook - Local	\$193,229	\$198,490	\$5,261
Textbook - State	\$341,586	\$350,887	\$9,301
Textbook-Use of Fund Balance	\$0	\$0	\$0
Total	<b>\$15,211,621</b>	<b>\$14,245,187</b>	<b>(\$966,434)</b>

\*The “special funds” decrease is due to Federal pandemic grants being expended. Funds will be used by 9/30/24.



**\$4.47M**

**REVENUE GAP - REQUESTED FUNDING FROM BOS**




05

NEXT STEPS

# WE MUST CHANGE LOCAL FUNDING STRATEGY


## CURRENT STRATEGY 1

Meet Required Min. Funding...  
Est. Floor Not Ceiling

- 
- Inc. funding as LCI increases
  - Plan for annual step increase
  - Plan for COLA
  - Plan for enrollment/IEP staffing adjustments


## CURRENT STRATEGY 2

Next Year...  
Kick the Can Down the Road

- 
- Create a ST/LT comp. plan
  - Identify future revenue sources - earmark for schools
  - Identify County Admin or BOS to serve on CCPS Budget and CIP advisory
  - Investigate shared revenue agreement

## CURRENT STRATEGY 3

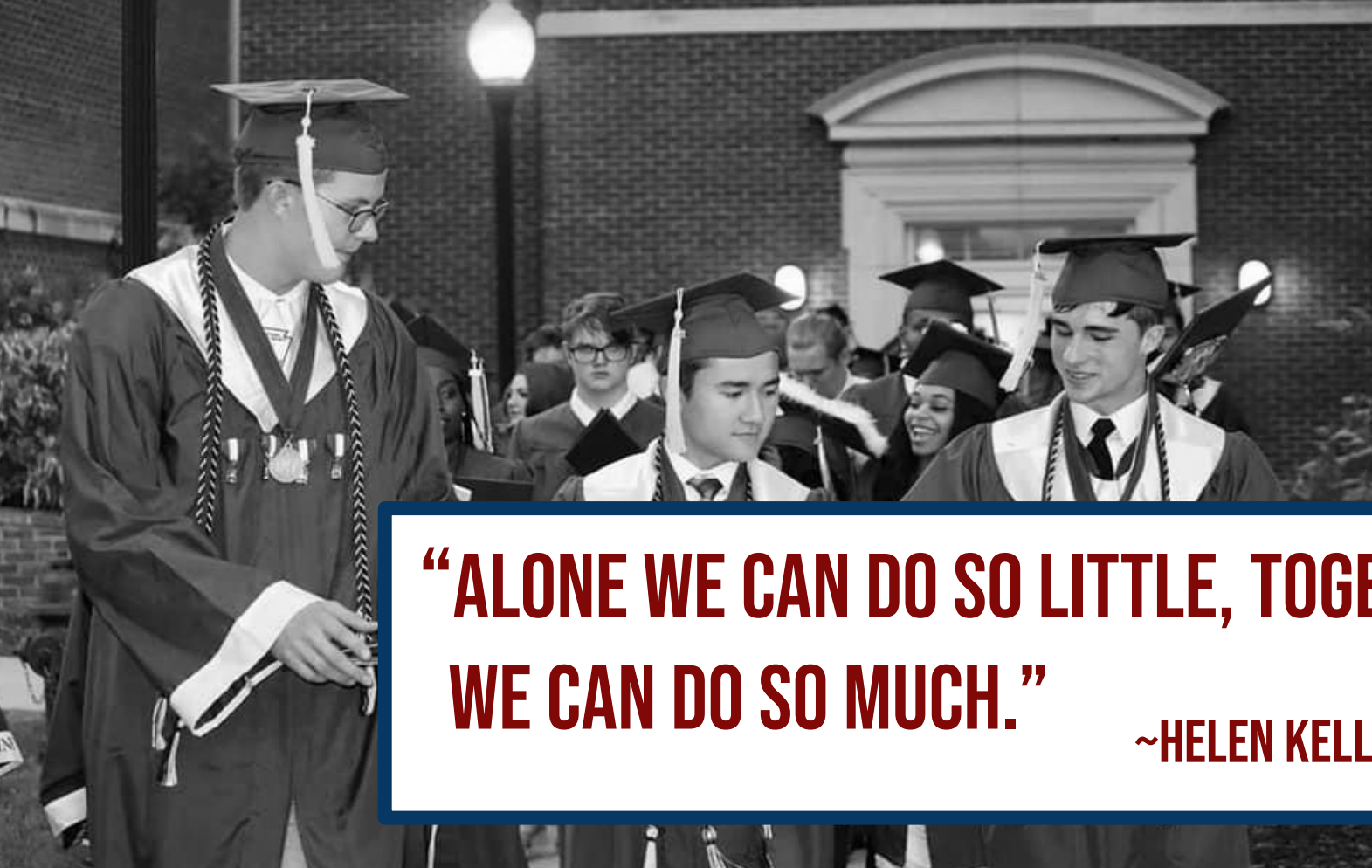
Patch, Delay, React...  
Bandaid Methods

- 
- Reappropriate all year-end monies for 1x CIP projects
  - Develop funding plan for cyclical replacement
  - Evaluate need for Bond Referendum for large scale projects

# BUDGET FACTORS & LOCAL FUNDING TRENDS

	2019	2020	2021	2022	2023
<b>CPI</b> (Consumer Price Index)	<b>1.8%</b>	<b>1.2%</b>	<b>4.7%</b>	<b>8.0%</b>	<b>TBA</b>
<b>Social Security COLA</b> (Cost of Living Adjustment)	<b>2.8%</b>	<b>1.6%</b>	<b>1.3%</b>	<b>5.9%</b>	<b>8.7%</b>
	2019	2020	2021	2022	2023
<b>Inc. for Health Insurance</b>	<b>\$300,000*</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Inc. for Compensation</b>	<b>\$100,000</b>	<b>\$562,000</b>	<b>\$0</b>	<b>\$806,321</b>	<b>\$0</b>
<b>Inc. for New Positions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Inc. for Utilities, Fuel, Purchase Services, Mat.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*\$300,000 Appropriation was CCPS Anthem Funds.



**“ALONE WE CAN DO SO LITTLE, TOGETHER  
WE CAN DO SO MUCH.”**

**~HELEN KELLER**



# FY24 BUDGET NEXT STEPS

## FY24 BUDGET PRESENTATION TO SB

Mon., Feb. 13  
(5:30 at CMS)

## COUNTY ADMINISTRATOR FY24 BUDGET PRESENTATION TO BOS

Tues., March 14  
(6:00, Comm. Center)

1

2

3

4

5

## FY24 SCHOOL BD. BUDGET HEARING

Mon., Jan 23  
(6:30 at CMS)

## FY24 BUDGET PRESENTATION TO BOS

Tues., Feb 21  
(6:00, Comm. Center)

## COUNTY BUDGET PUBLIC HEARING

Tues., April 11  
(6:00, Comm. Center)