

Norfolk Public Schools

SUPERINTENDENT'S PROPOSED BUDGET

Fiscal Year 2017-2018

Melinda J. Boone, Ed.D
Superintendent
March 1, 2017





Mission Statement

The mission of Norfolk Public Schools, the cornerstone of a proudly diverse community, is to ensure that all students maximize their academic potential, develop skills for lifelong learning and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students.
- Family and community investment.
- Data-driven personalized learning.
- Strong and effective leadership teams.
- Shared responsibility for Teaching and Learning.
- Access to rigorous and rewarding college and career readiness opportunities.



School Board & Division Priorities

1. Ensure full accreditation
2. Increase academic achievement of all students – raise floor and ceiling simultaneously to close achievement gaps
3. Improve climate, safety & attendance
4. Become a School Board of Distinction
5. Promote Norfolk Public Schools to reflect outstanding accomplishments of staff, teachers and students
6. Develop and coordinate a capital improvement plan for facilities and technology to enhance teaching and learning
7. Attract, retain, and help to develop strong academic families and highly qualified teachers and staff



FY2017-2018 Budget Priorities

Student Achievement and Outcomes

- Maintain reasonable class sizes
- Maintain rich set of course offerings, including electives
- Implement Phase I of NPS Pay and Compensation recommendations
- Strengthen professional development with a goal to increase capacity in teaching and learning leading to improved student and school outcomes
- Focus on enhancing CTE offerings in comprehensive high schools

Safe and Secure 21st Century Learning Environments

- Implement Phase I of NPS Alternative Program Review recommendations
- Restore In School Suspension
- Enhance School Safety and Security through department reorganization (cost neutral)



FY2017-2018 Budget Priorities (cont.d)

Community and Parent Engagement

- Enhance NPS presence and engagement with community organizations and military families through the Office of Interagency Collaboration and Wraparound Services

Organizational Efficiency and Effectiveness

- Realign staffing due to declining enrollment
- Initiate transportation for preschool students enrolled in the VPI 4 year old program



Recent Budget Trends: Revenues

Revenue – Since FY2007-08 – Operating Fund

- State funding reduced by \$13.0 million (6.4%)
- Local funding increased by \$13.9 million (13.7%)
(base funding excludes CTI debt service)
- Federal funding reduced by \$126 thousand (2.2%)



Major Influences on FY2017-2018 Budget

- Employee Compensation
- Health Insurance Costs
- VRS Retirement Benefit Costs
- Other Operating Costs (Facilities & Technology)
 - Opening of two new elementary schools
- Declining Enrollment

What this Proposal Supports ...

- Increase in Employee Compensation
School Board/Division Priority : 1,2, & 7
Strategic Plan Strategy: 3
- Increases in Health Insurance & VRS costs
School Board/Division Priority: 7
Strategic Plan Strategy: 3
- Expand to Grade 7 of New Southside STEM Academy @ Campostella
School Board/Division Priority: 1 & 2
Strategic Plan Strategy: 4
- Year 3 (*Full Implementation*) Development and Support for the Academy for Discovery at Lakewood
School Board/Division Priority: 1 & 2
Strategic Plan Strategy: 4

What this Proposal Supports ...

- Restoring state-mandated Instructional Technology Resource Teacher (ITRT) positions
 - School Board/Division Priority: 1 & 2*
 - Strategic Plan Strategy: 4*
- Continued Implementation of School Health Services
 - School Board/Division Priority: 3 & 7*
 - Strategic Plan Strategy: 4*
- Increase in Facility Repair & Maintenance Budget
 - School Board/Division Priority: 3 & 6*
 - Strategic Plan Strategy: 4*

What This Proposal Does Not Include ...

- Reductions to Tier I instructional programs & offerings
- Full funding for Technology replacements and eRate
- Full funding for Facilities maintenance and capital needs

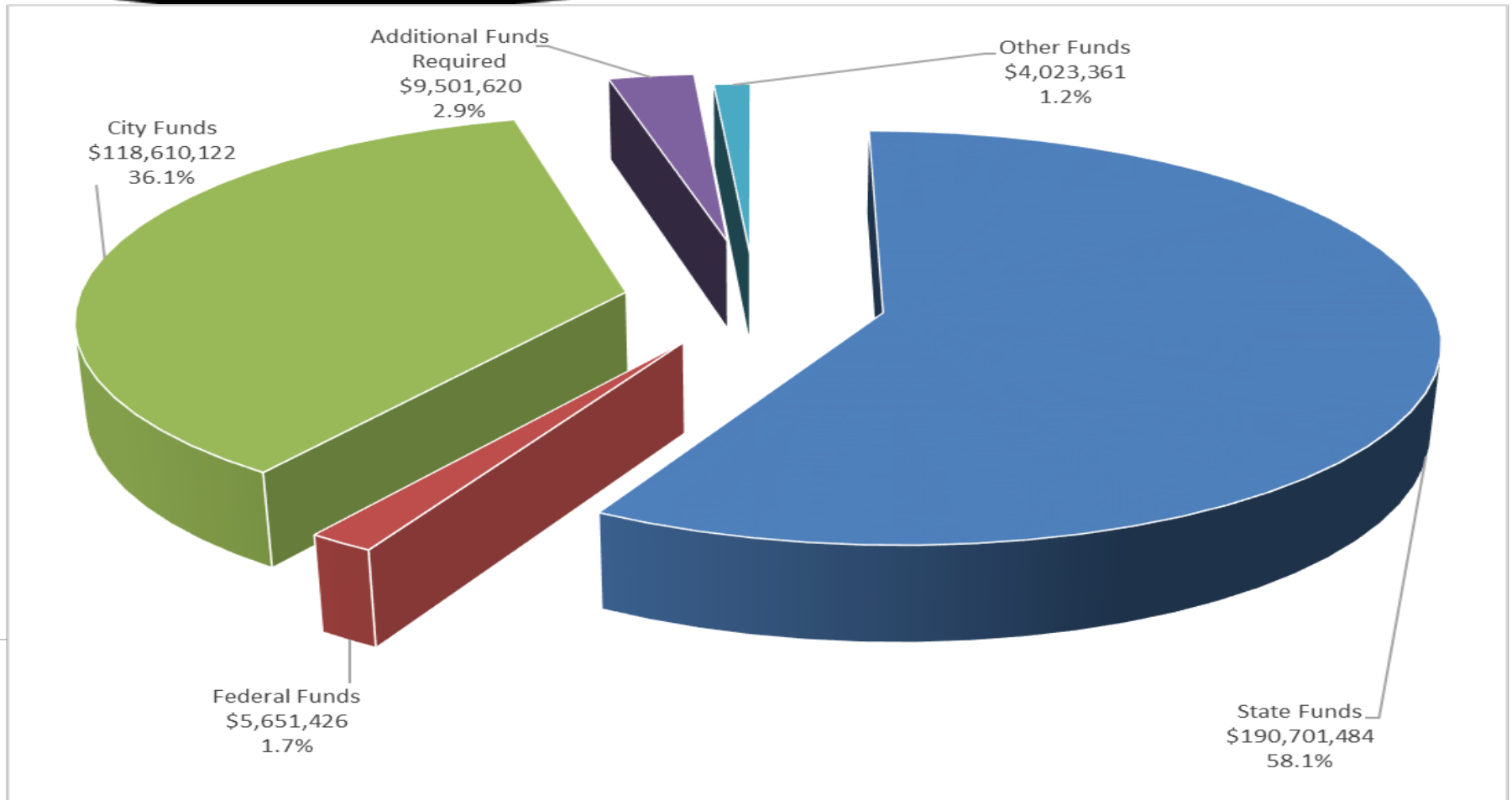
FY2017-2018 Proposed Budget - All Funds

Funds					FY 2017-2018 Budget	Percent of Total
Operating Fund					\$ 328,488,013	85.9%
Grant Fund					31,322,017	8.2%
School Nutrition Fund					19,200,000	5.0%
Capital Improvement/School Maintenance					3,500,000	0.9%
Total All Funds					\$ 382,510,030	100.0%

Proposed Operating Revenues

Operating Revenue by Source	FY 2016-2017	FY 2017-2018	Change	
	Approved	Proposed	\$	%
Local/City				
Regular Appropriation	\$ 114,971,922	\$ 114,971,922	\$ -	0.0%
Debt Service: Construction, Technology & Infrastructure	3,527,400	3,638,200	110,800	3.1%
Subtotal - Local/City	\$ 118,499,322	\$ 118,610,122	\$ 110,800	0.1%
State				
Standards of Quality (SOQ)	\$ 124,830,229	\$ 124,747,792	\$ (82,437)	-0.1%
State Sales Tax	33,211,659	32,516,915	(694,744)	-2.1%
Lottery Funded Programs	28,689,760	24,950,365	(3,739,395)	-13.0%
Other State Funds	3,813,464	8,486,412	4,672,948	122.5%
Subtotal - State	\$ 190,545,112	\$ 190,701,484	\$ 156,372	0.1%
Federal	\$ 5,651,426	\$ 5,651,426	\$ -	0.0%
Other	4,023,361	4,023,361	-	0.0%
Re-Appropriated Carry Forward Funds	3,149,274	-	(3,149,274)	-100.0%
Additional Funds Required	-	9,501,620	9,501,620	100.0%
Total Proposed Operating Revenue	\$ 321,868,495	\$ 328,488,013	\$ 6,619,518	2.1%

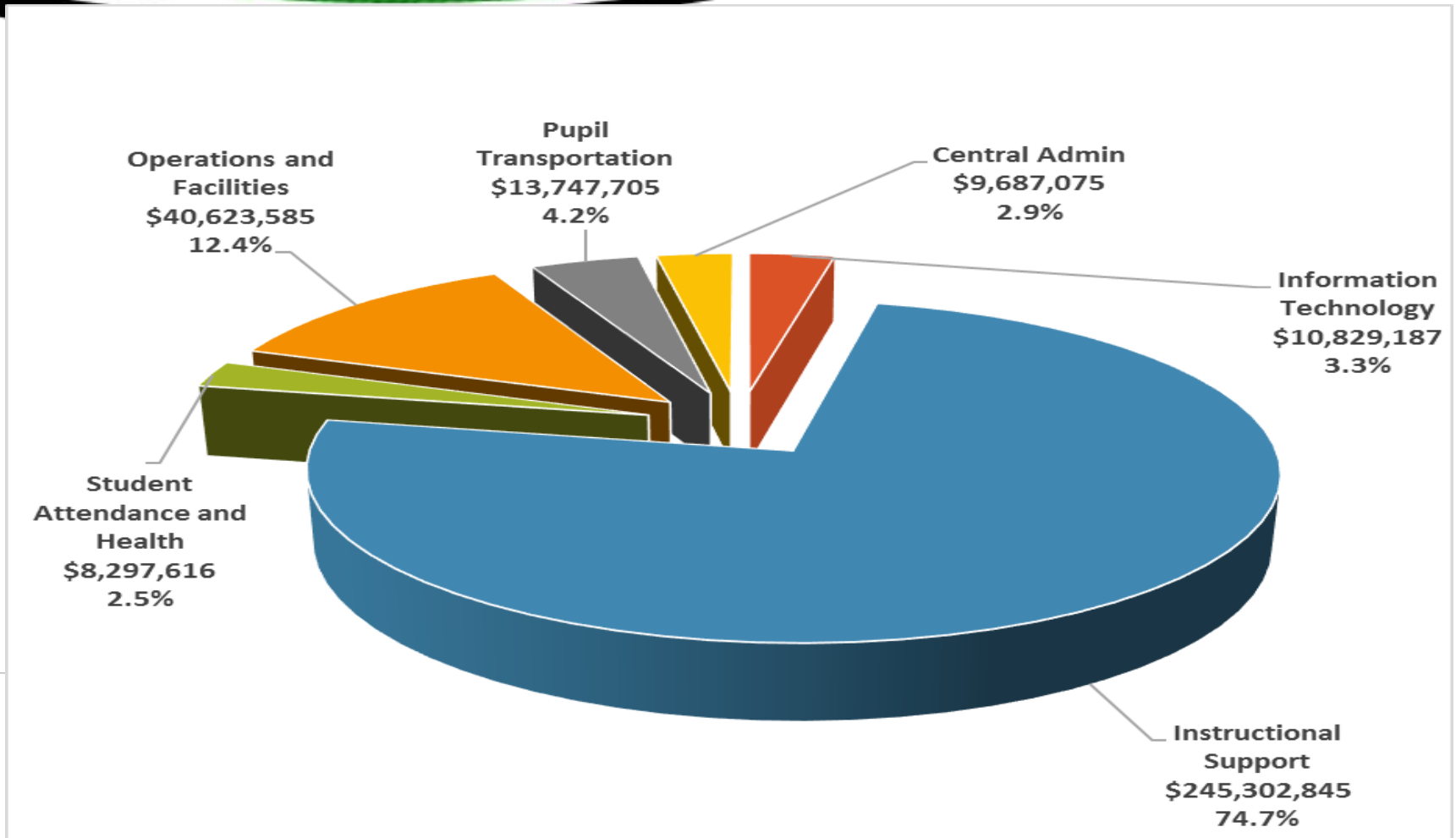
Proposed Operating Revenue by Major Source



Proposed Operating Expenditures

Program	FY 2016-2017	FY 2017-2018	Change	
	Approved	Proposed	\$	%
Instructional Support Services	\$ 241,569,398	\$ 245,302,845	\$ 3,733,447	1.5%
Central Administration	9,461,843	9,687,075	225,232	2.4%
Student Attendance and Health Services	8,226,181	8,297,616	71,435	0.9%
Pupil Transportation	13,346,285	13,747,705	401,420	3.0%
Operations and Maintenance	35,142,078	35,545,385	403,307	1.1%
Information Technology	10,225,310	10,829,187	603,877	5.9%
Facility Improvement	3,897,400	5,078,200	1,180,800	30.3%
Total Proposed Operating Expenditures	\$ 321,868,495	\$ 328,488,013	\$ 6,619,518	2.1%
Remaining Budget Gap - Additional Funds Required	\$ -	\$ 9,501,620		

Proposed Operating Expenditures by Program



FY2017-2018 Budget Process

- October – December: Departments developed and submitted their FY18 budget requests
- December:
 - Received recommendations from the Compensation Study
 - Received Governor's Introduced Amendments to the 2016-2018 Biennial Budget
- January:
 - Received Preliminary Enrollment Projections
 - Received recommendations from Alternative School & Services Study

FY 2017-2018 Budget Process (cont.d)

- January - February:
 - Began District Leadership Team Budget discussions with a **\$19.5** million budget gap
 - Departments revisited their budget requests and made adjustments
 - Revisited programs and evaluated fidelity of implementation, participation, effectiveness, efficiencies, alignments, etc.
 - Began review of funded and unfunded SOQ positions
 - Currently we need an additional **\$9.5** million to fund the proposed budget

What's Included in the 2017-2018 Proposal ...

- \$5.0 million to begin implementation of Compensation Study
- \$3.0 million increase in VRS employer contributions
- \$2.2 million to support an anticipated 6% increase in health insurance premiums
- \$1.7 million to reinstate ISS Monitors (results of Alternative School & Services Study)
- \$1.0 million to reinstate Facilities improvement costs (funded by City's School Maintenance Fund this fiscal year)

What's Included in the 2017-2018 Proposal ...

- \$674 thousand for 8 additional positions
 - 5 ITRTs, 1 Athletic Trainer, 1 administrative position to support Special Education and 1 instructional administrative position to support Career & Technical Education
- Funding to support Operational costs
 - Technology Synergy maintenance and eRate
 - Student Support Services operating costs to support Student Health wrap-around services
 - Transportation to support transportation services for our homeless students – McKinney Vento Act
 - Other operation costs



FY 2017-2018 Balancing Strategies

- Re-align staff due to enrollment decline
- Re-align staff to SOQ positions due to enrollment loss
- Re-align staff for programmatic structure
- Reduce vacant positions – hard-to-staff and right-sizing support positions
- Change in current structure of employer contribution to Health Insurance

FY2017-2018 Proposed Operating Budget

Additional Future Multi-Year Budget Considerations:

- Continue the District's Redesign Initiative
- Southside STEM Academy at Campostella Program Development
- Change to structure of employer contribution for Health Insurance
- Continue to implement recommendations from the Compensation Study
- Address Technology needs
- Address Facility needs

FY2017-2018 Proposed Operating Budget

Next Steps ...

- March 1, 2017 – Public Hearing
- March 8, 2017 – School Board Work Session
- March 15, 2017 – School Board Budget Work Session
- March 15, 2017 – Scheduled Adoption of FY2017-18 Budget
- April 1, 2017 – School Board's Proposed Budget forwarded to Norfolk City Manager
- April & May 2017 – City Manager Presentation of Proposed Budget to City Council, Public Hearings, Council Budget Work Session, and Budget Adoption by City Council
- June 2017 – Final School Board Action to FY2017-18, as needed



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