Securing Our Future: Identifying and Responding to the Current and Future Challenges

Joint Boards' Meeting
October 13, 2010

Agenda

Reconnecting to August Retreat … Bill Bosher

- Strong Consensus
- Key Concerns
- Next Steps

Roaming the Known: A Deeper Look at School Revenues and Expenditures … Bruce Benson

Q and A … Board Members and Staff

Future Challenges: Considerations for Fiscal Planning … Bruce Benson

Discussion … Board Members

Fund Balance Considerations … Tom Foley and Bruce Benson

Next Steps … Board Chairs

Strong Consensus

- Fiscal responsibility and a high quality of life
- A first echelon school system
- An engaged and committed citizenry
- A genuine commitment to innovation
- An extraordinarily dedicated staff and workforce
- Excellent leadership at both the county and school level

Key Concerns

- Lack of agreement on important data
- A process for airing and resolving disputes
- A process for informing the community about challenges and choices

Next Steps

- Let the Joint Meeting be a model for an open and candid exchange of information, ideas, and concerns
- Establish a “clearing-house” process that relies on the offices of the County Executive and School Superintendent to jointly review queries for information and confirm its accuracy
- A joint meeting be held in late November or early December to review projections, refine the process, and discuss potential major revenue or expense issues

Roaming the Known

Challenges That Affect Our Bottom Line

Then (12 Years Ago)

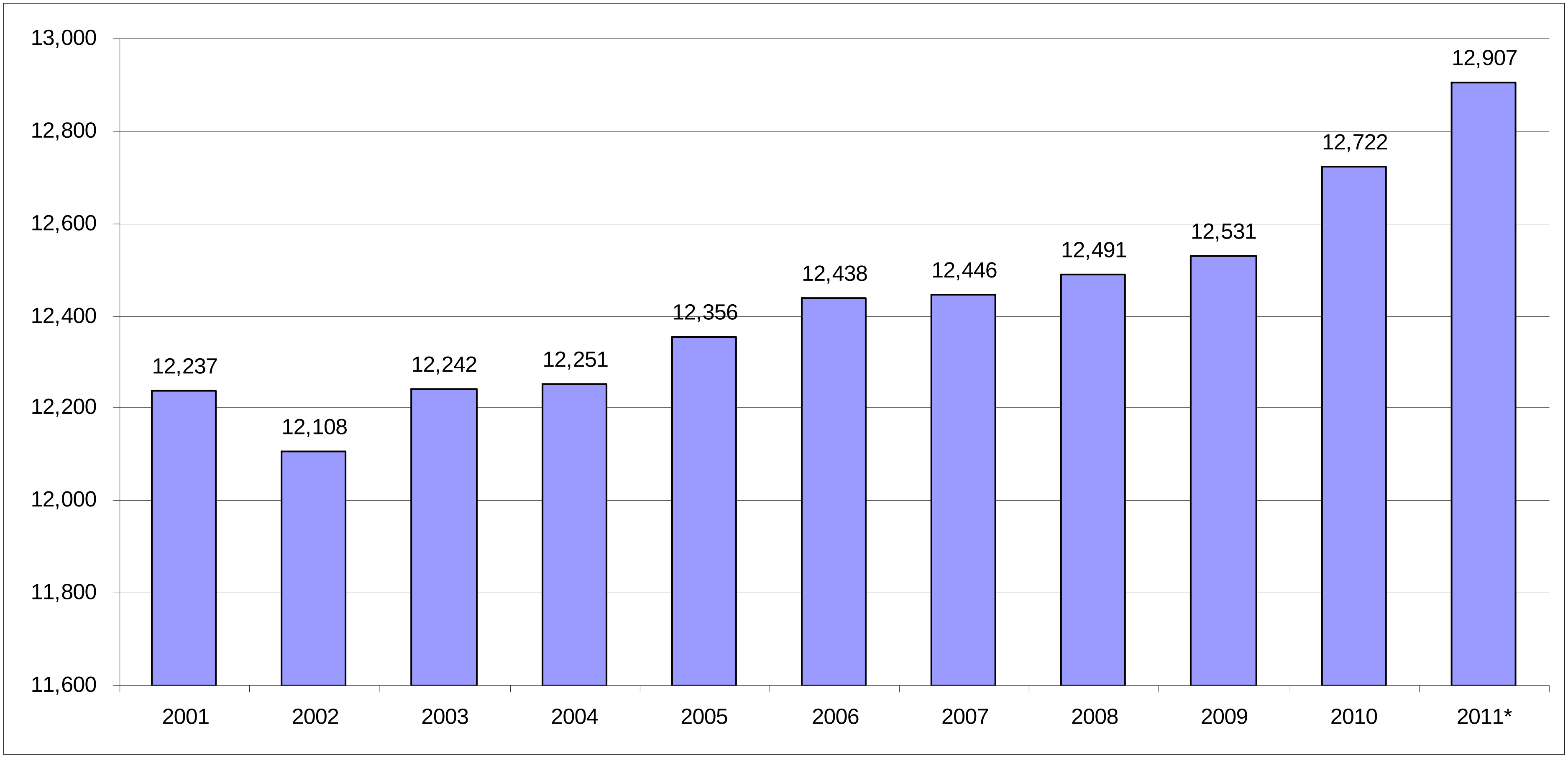
- Number of students: 11,343
- LEP students: 636 (2003)
- Beginning teacher salary: $25,620
- No adopted competitive market
- Health insurance: $2,000/FTE
- Full-time teacher equivalents: 1010
- Minimum certification requirements
- Chalkboard-centered classrooms
- Student-to-computer ratio: 9:1
- No high-stakes testing
- Number of AP/College-level courses taken: ~365
- School space square footage: 1.75M
- Fuel cost: $0.95/gal (2002)
- Number of state assessments: ~5,000
- Limited SOQ required FTEs

Now

- Number of students: 13,459
- LEP students: 1041
- Beginning teacher salary: $40,671
- Adopted competitive market
- Health insurance: $7,609/FTE
- Full-time teacher equivalents: 1120
- Increased certification requirements
- Technology-centered classrooms
- Student-to-computer ratio: 3:1
- High-stakes testing
- Number of AP/College-level courses taken: 3,640
- School space square footage: 2.32M
- Fuel cost: $2.20/gal
- Number of state assessments: ~ 56,000
- Increased SOQ required FTEs

As presented to School Board on September 18, 2010.

September 30th Enrollment from 2001 to 2011



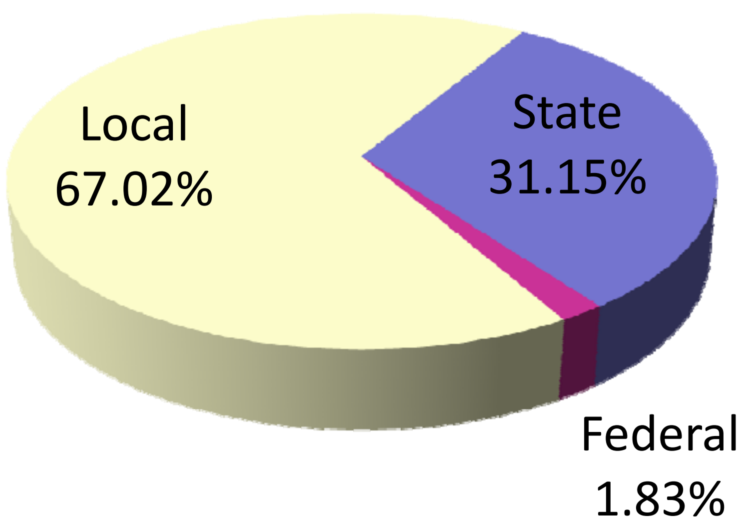
* 2011 Enrollment based upon 10th day of school. September 30th enrollment will be updated as soon as the data is available

**Does not include preschool.

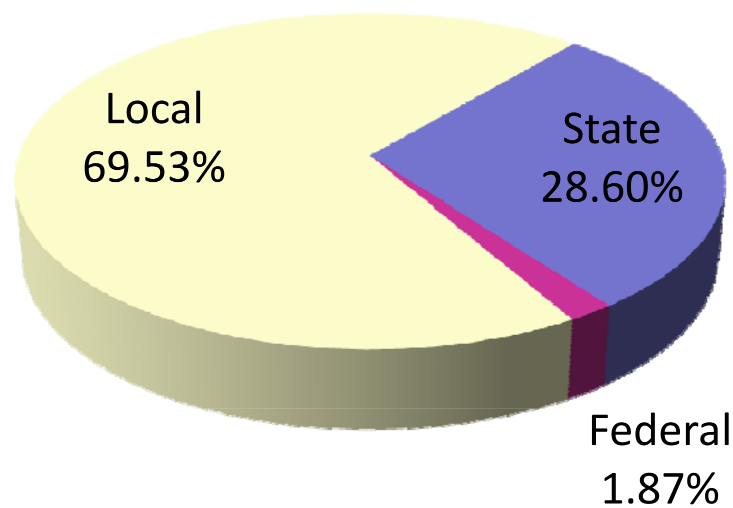
Revenue Percentage Changes

- Federal Contribution +0.04%
- State Contribution -2.55%
- Local Contribution +2.51%

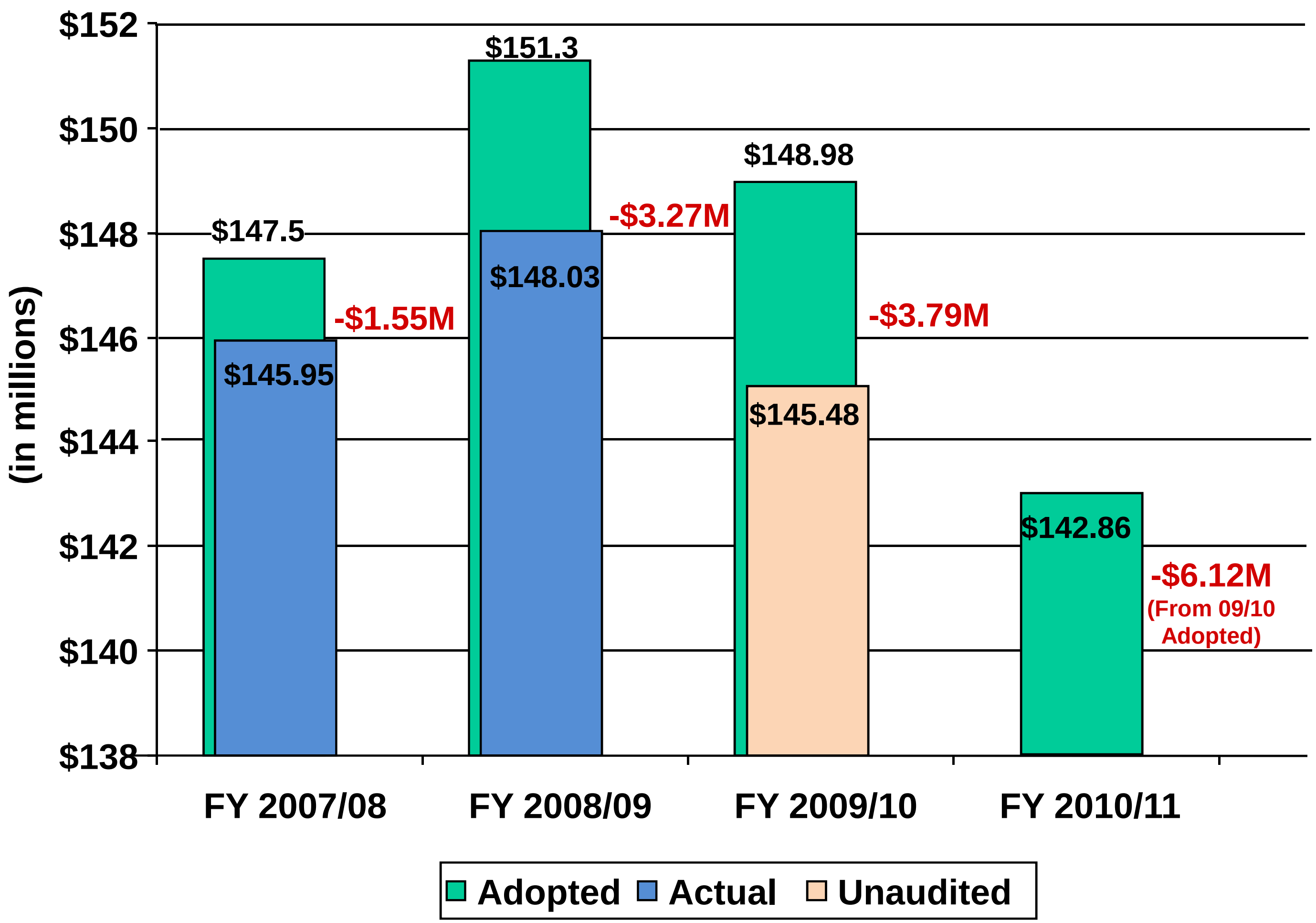
FY 2006-07 Revenues



FY 2010-11 Revenues



4-Year Revenues



Virginia SOQ Staffing Requirements

Personnel	SOQ Requirement
Class Size: Kindergarten through Grade 4	Division wide ratio for kindergarten of 24:1 with no class larger than 29 pupils; for grade 1 of 24:1 with no class larger than 30 pupils; for grades 2 and 3 of 24:1 with no class larger than 30 pupils; for grade 4 of 25:1 with no class larger than 35.
Class Size: Upper Elementary	Division wide ratio of 25:1 with no class larger than 35 pupils. Division wide ratio of 24:1 in Grade 6 English classes
Class Size: Middle	School wide ratio of 21:1 and 24:1 in English classes.
Class Size: Secondary	School wide ratio of 21:1 and 24:1 in English classes.
Principal: Elementary and Upper Elementary	Half-time up to 299 students. Fulltime at 300 students
Principal: Middle and Secondary	Full-time principal at each school regardless of size.
Assistant Principal: Elementary and Upper Elementary	Half-time at 600 students. Full-time at 900 students
Assistant Principal: Middle and Secondary	Full-time for each 600 students.
Librarian: Elementary and Upper Elementary	Part-time up to 299 students and fulltime at 300 students.
Librarian: Middle and Secondary	Half-time up to 299 students and fulltime at 300 students. Two full-time at 1,000 students.
Counselor: Elementary	One hour per day per 100 students, full-time at 500 students, additional time per 100 students or major fraction.
Counselor: Upper Elementary	One hour per day per 100 students, full-time at 500 students, additional time per 100 students or major fraction.
Counselor: Middle	One full-time at 400 students. One additional period per 80 students or major fraction.
Counselor: Secondary	One full-time at 350 students. One additional period per 70 students or major fraction.
Clerical: Elementary	Part-time up to 299 students. Fulltime at 300 students.
Clerical: Upper Elementary	Part-time up to 299 students. Fulltime at 300 students.
Clerical: Middle	One full-time. One additional full-time for each 600 students beyond 200. One full-time for library at 750 students.
Clerical: Secondary	One full-time. One additional for each 600 students beyond 200. One fulltime for library at 750 students.
Art, Music, Physical Education: K-5	Five full-time positions per 1,000 students to serve as resource teachers for art, music and physical education.
Physical Education: 6-8	Must provide physical education/ health program. Staffing standards not specified in Standards of Quality.
Art: 6-8	Must provide art education program. Staffing standards not specified in Standards of Quality.
Gifted/Talent Development Specialists	Must provide a program of gifted education. Staffing standards not specified in Standards of Quality. Gifted students must be taught by teachers with special training.
English as a Second Language Teachers	Must provide 17 full-time equivalent instructional positions for each 1,000 students identified as having limited English proficiency.
Music Teachers: Vocal and Instrumental 6-8	Must provide a program of general music. Staffing standards not specified in Standards of Quality.
Psychologists	Services must be provided. Staffing standards not specified in Standards of Quality.
Technology Support	Two technology support positions per 1,000 students in K - 12.

Virginia SOQ Staffing Requirements

Local Staffing Standards

Personnel	SOQ Requirement	Albemarle Standard
Principal: Elementary and Upper Elementary	Half-time up to 299 students. Fulltime at 300 students	1 full-time per school
Principal: Middle and Secondary	Full-time principal at each school regardless of size.	1 full-time per school
Assistant Principal: Elementary and Upper Elementary	Half-time at 600 students. Full-time at 900 students	1 full-time per 400 students on 2 year average 1 full-time per 350 students if 20% or more F/R lunch on 2 year average
Assistant Principal: Middle and Secondary	Full-time for each 600 students.	MS: 1 full-time per 400 students on 2 year average 1 full-time per 350 students if 20% or more F/R lunch on 2 year average HS: 2 per school, 1 additional 10-month at 1000, additional 2 months at 1450, 1 additional 10-month at 1700
Librarian: Elementary and Upper Elementary	Part-time up to 299 students and fulltime at 300 students.	0.8 FTE minimum
Librarian: Middle and Secondary	Half-time up to 299 students and fulltime at 300 students. Two full-time at 1,000 students.	MS: 1 full-time HS: 2 full-time
Counselor: Elementary	One hour per day per 100 students, full-time at 500 students, additional time per 100 students or major fraction.	0.5 FTE to 299, 1 full-time at 300, 1.5 FTE at 575
Counselor: Upper Elementary	One hour per day per 100 students, full-time at 500 students, additional time per 100 students or major fraction.	0.5 FTE to 299, 1 full-time at 300, 1.5 FTE at 575
Counselor: Middle	One full-time at 400 students. One additional period per 80 students or major fraction.	1 FTE 11-month, 1 FTE 10-month, additional staffing per 260 after 520
Counselor: Secondary	One full-time at 350 students. One additional period per 70 students or major fraction.	1 FTE 12-month director, 1 FTE 12-month for first 287, 1 FTE 10-month for 225 after 287

Staffing Macro-Level

Source: 2010-11 Staffing Spreadsheets

Administration	*Superintendent, Assistant Superintendents, Athletic Directors, Guidance Directors, Lead Coaches, Special Ed Coordinators, Directors, Assistant Directors, Managers, Nurse Supervisors, Self -sustaining and Grant-funded Positions*	**108**
Non-Professional/ Classified	*Maintenance, Mechanics, Bus Drivers, Transit aides, Custodians, Food Service*	**469**
Professional/Classified	*Nurses, Psychologists, Social Workers, Aides, Clerical, After School*	**467**
School Board		**7**
Teacher	*Teachers, Librarian, School Counselors*	**1,114**
TOTAL		**2,165**

School Building Based Additions and Reductions from FY 2008-09 to Adopted 2010-11

FY 2008/2009

Position Additions	FTE
Math Specialist	0.50
Math/Science Teacher - Specialty Center	0.50
CTIP - Teacher	0.21
Teacher Growth	5.28
ESOL Teachers	1.00
Special Education Teacher Growth	2.00
Virginia Preschool Initiative (Teaching Assistants)	3.36
School Building-Based Staffing Increase	**12.85**

FY 2009/2010

Position Reductions	FTE
Psychologist	-0.70
Family Specialist	-0.20
Specialty Teachers (Coaching Model)	-5.00
Maintenance Workers	-1.30
School Building-Based Staffing Decrease	**-7.20**
Position Additions	**FTE**
Maintenance Growth	1.23
Custodial Growth	3.57
Teacher Growth	5.06
Total FTE Added	**9.86**
School Building-Based Staffing Increase	**2.66**

FY 2010/2011

Position Reductions	FTE
Reduce Instructional Coaching Positions (3.00 to Technolgy)	-8.06
Student Services Reductions	-0.20
Class Size Increase (+1 @ 4-12)	-16.86
Reduce Emergency Staffing	-1.00
Middle School Assistant Principal	-1.00
8 Period Day	-12.68
School Building-Based Staffing Decrease	**-39.80**
Position Additions	**FTE**
Teacher Growth (Enrollment)	13.82
Increased Emergency Staffing (One-Time)	4.00
Total FTE Added	**17.82**
School Building-Based Staffing Increase	**-21.98**

Total Increase of School Building Based Positions from 2008/2009 to Adopted 2010/2011

-6.47

Centralized Services Additions and Reductions from FY 2008-09 to Adopted 2010-11

FY 2008/2009

Position Reductions	FTE
Executive Director of Support & Planning Services	-1.00
Parent Involvement Liaison	-0.50
Instructional Coordinator (Vacant)	-0.11
Equity and Diversity Coordinator	-1.00
Assistant Director of Facilities Management	-1.00
Professional Development Clerical	-1.00
Bus Driver (Eliminated after Adopted Budget)	-2.00
Centralized Services FTE Eliminated	**-6.61**
Position Additions	**FTE**
Transportation Director in Training (One-Time)	**0.50**
Centralized Services Staffing Net Decrease	**-6.11**

FY 2009/2010

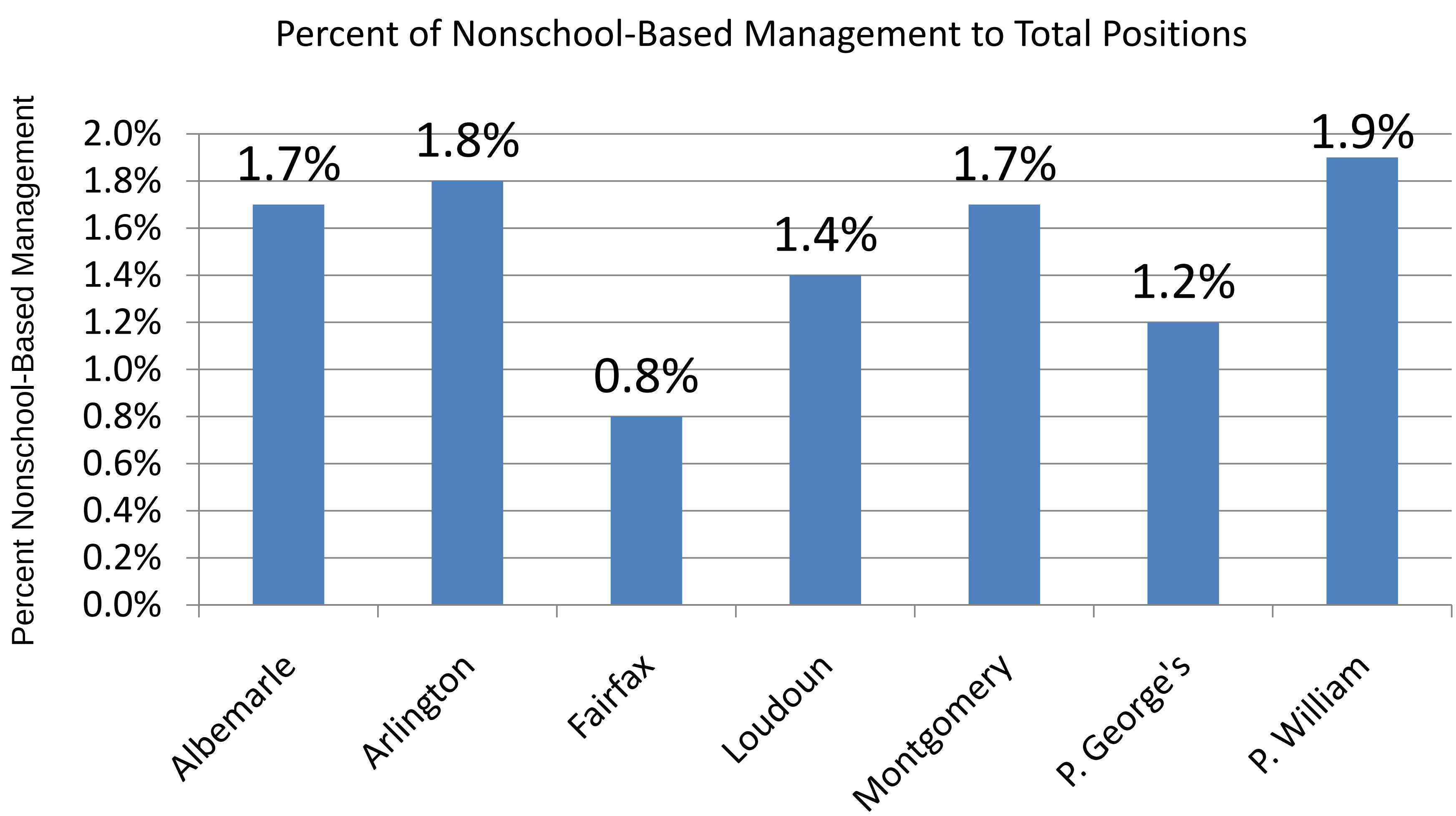
Position Reductions	FTE
Instructional Coordinators (Coaching Model)	-5.00
Instructional Coordinator Vacant	-0.18
Web Services Coordinator	-1.00
Assessment Specialist	-0.51
Transportation Trainer	-1.00
Executive Services Clerical	-0.50
Human Resources Clerical	-0.50
Division Nurse	-0.53
Fiscal Services Clerical	-0.50
Bus Drivers	-6.00
Transportation Director in Training (One-Time)	-0.50
Transit Aides	-0.09
Centralized Services FTE Eliminated	**-16.31**
Position Additions	**FTE**
Director of Secondary Education (Coaching Model)	1.00
Professional Development Clerical	0.50
Centralized Services Staffing Addition	**1.50**
Centralized Services Staffing Net Decrease	**-14.81**

FY 2010/2011

Position Reductions	FTE
Restructure Leadership for Murray HS/Ent. Ctr./Charter School	-1.00
Instructional Support Reductions	-1.00
Student Services Reductions	-1.00
Executive Services Reductions	-0.50
Human Resources Reductions	-1.00
Division Support/Planning Reductions	-0.08
Fiscal Services Reductions	-0.50
Restructuring of the Albemarle Resource Center	-1.00
Bus Drivers	-9.00
Centralized Services FTE Eliminated	**-15.08**
Position Additions	**FTE**
Hispanic/Latino Coordinator	0.50
Technology Staff (From Coaching Model One-Time)	3.00
Centralized Services Staffing Addition	**3.50**
Centralized Services Staffing Net Decrease	**-11.58**

Total Decrease of Centralized Services Staffing from 2008/2009 to Adopted 2010/2011
-32.50

Position Efficiency Comparison



(Source: Northern VA County Data from FY 2010 WABE Guide)

Teaching Staff at Schools Budgeted FY 2009-10 to Budgeted 2010-11

School	Budgeted 09/10	Enrollment Changes	Class Size (+1 Student 4th - 12th)	8 Period Day	Emergency Staffing and Coaches	Budgeted 10/11 FTE	FTE Difference
AGNOR-HURT	36.25	3.00	-0.21	0.00	0.00	39.04	2.79
BAKER BUTLER	33.19	0.67	-0.30	0.00	0.00	33.56	0.37
BROADUS WOOD	19.79	0.28	-0.20	0.00	0.00	19.87	0.08
BROWNSVILLE	35.88	4.14	-0.28	0.00	0.00	39.74	3.86
CALE	45.62	-4.43	-0.21	0.00	0.00	40.98	-4.64
CROZET	25.67	-1.16	-0.17	0.00	0.00	24.34	-1.33
GREER	35.51	1.38	-0.09	0.00	0.00	36.80	1.29
HOLLYMEAD	34.34	2.41	-0.30	0.00	0.00	36.45	2.11
MERIWETHER LEWIS	29.74	0.09	-0.29	0.00	0.00	29.54	-0.20
V. L. MURRAY	16.83	1.50	-0.17	0.00	0.00	18.16	1.33
RED HILL*	15.29	-1.08	-0.06	0.00	0.00	14.15	-1.14
SCOTTSVILLE*	15.15	-0.97	-0.05	0.00	0.00	14.13	-1.02
STONE ROBINSON	32.41	0.56	-0.25	0.00	0.00	32.72	0.31
STONY POINT	21.86	-0.22	-0.16	0.00	0.00	21.48	-0.38
WOODBROOK	25.77	0.35	-0.09	0.00	0.00	26.03	0.26
YANCEY*	15.80	-0.82	-0.03	0.00	0.00	14.95	-0.85
ELEMENTARY TOTAL	439.10	5.71	-2.87	0.00	0.00	441.94	2.84
							0.00
BURLEY	33.17	0.56	-0.91	-0.54	0.00	32.28	-0.89
CHARTER SCHOOL	4.09	-0.73	-0.08	-0.05	0.00	3.23	-0.86
HENLEY	48.03	1.33	-1.65	-0.99	0.00	46.72	-1.31
JOUETT	36.98	1.53	-1.03	-0.62	0.00	36.86	-0.12
SUTHERLAND	35.99	1.27	-1.23	-0.74	0.00	35.29	-0.70
WALTON*	30.52	0.59	-0.83	-0.50	0.00	29.78	-0.74
MIDDLE TOTAL	188.78	4.55	-5.73	-3.44	0.00	184.16	-4.62
							0.00
ALBEMARLE	118.01	-1.68	-3.67	-4.11	0.00	108.55	-9.46
MONTICELLO	74.98	6.13	-2.39	-2.66	0.00	76.06	1.08
MURRAY HS*	10.50	0.00	0.00	0.00	0.00	10.50	0.00
WESTERN ALB.	70.52	-0.88	-2.21	-2.47	0.00	64.96	-5.56
HIGH SCHOOL TOTAL	274.01	3.57	-8.26	-9.24	0.00	260.07	-13.94
							0.00
Emergency Staffing	3.49	0.00	0.00	0.00	3.00	6.49	3.00
Instructional Coaches	33.06	0.00	0.00	0.00	-8.06	25.00	-8.06
DIVISION TOTAL	938.44	13.82	-16.86	-12.68	-5.06	917.66	-20.78
PROJECTED ENROLLMENT	12,543					12,722	179

Teaching Staff at Schools Budgeted FY 2010-11 to Allocated 2010-11 (10th Day)

School	Budgeted 10/11 FTE	Projected Enrollment	10th Day Staffing Enrollment	10th Day Enrollment Change	10th Day FTE Formulaic Increase	Allocated Staffing Based on Need	Final Allocated Staffing
AGNOR-HURT	39.04	499	505	6	0.00	0.00	39.04
BAKER BUTLER	33.56	481	444	-37	-2.06	-2.06	31.50
BROADUS WOOD	19.87	288	320	32	1.86	1.86	21.73
BROWNSVILLE	39.74	556	579	23	1.39	1.39	41.13
CALE	40.98	537	550	13	0.00	0.00	40.98
CROZET	24.34	325	313	-12	0.00	0.00	24.34
GREER	36.80	417	443	26	1.81	1.00	37.80
HOLLYMEAD	36.45	531	551	20	1.11	1.11	37.56
MERIWETHER LEWIS	29.54	427	435	8	0.00	0.00	29.54
V. L. MURRAY	18.16	269	265	-4	0.00	0.00	18.16
RED HILL*	14.15	164	164	0	0.00	0.00	14.15
SCOTTSVILLE*	14.13	161	188	27	1.92	1.92	16.05
STONE ROBINSON	32.72	452	453	1	0.00	0.00	32.72
STONY POINT	21.48	294	302	8	0.00	0.00	21.48
WOODBROOK	26.03	304	288	-16	0.00	0.00	26.03
YANCEY*	14.95	159	138	-21	0.00	-1.00	13.95
ELEMENTARY TOTAL	441.94	5864	5938	74	6.03	4.22	446.16
BURLEY	32.28	479	495	16	0.96	0.96	33.24
CHARTER SCHOOL	3.23	50	36	-14	-0.23	-0.23	3.00
HENLEY	46.72	774	791	17	0.92	0.92	47.64
JOUETT	36.86	553	577	24	1.44	1.44	38.30
SUTHERLAND	35.29	576	601	25	1.34	1.34	36.63
WALTON*	29.78	399	400	1	0.00	1.00	30.78
MIDDLE TOTAL	184.16	2831	2900	69	4.43	5.43	189.59
ALBEMARLE	108.55	1733	1752	19	1.12	1.12	109.67
MONTICELLO	76.06	1174	1161	-13	0.00	0.00	76.06
MURRAY HS*	10.50	108	102	-6	0.00	0.00	10.50
WESTERN ALB.	64.96	1012	1054	42	2.46	2.46	67.42
HIGH SCHOOL TOTAL	260.07	4027	4069	42	3.58	3.58	263.65
Emergency Staffing	6.49				0.00	-6.49	0.00
Instructional Coaches	25.00				0.00	0.00	25.00
DIVISION TOTAL	917.66				14.04	6.74	924.40
Enrollment	12,722	12,722	12,907	185	12,907	12,907	12,907

Staffing Case Study

Class Size Changes: Western Albemarle HS

Teaching & Learning: Class Size

Class Sizes for 2009-10

Sections/Avg Pupils per Class

	English	Math	Science	Social Studies	Foreign Language	Health/ PE
20 or Less	13/17	15/17	16/16	13/18	14/15	6/19
21-26	30/24	27/23	29/24	16/24	16/24	24/25
27 - 29	4/27	3/27	3/27	3/27	5/27	17/27
30 or More	0	0	0	0	0	0

Teaching & Learning: Class Size

Class Sizes for 2010-11

Sections/Avg Pupils per Class

	English	Math	Science	Social Studies	Foreign Language	Health/ PE
20 or Less	16/16	16/17	16/16	9/16	21/16	4/16
21-26	23/11	17/24	15/23	6/24	7/23	4/25
27 - 29	3/28	11/28	5/28	13/28	4/28	4/28
30 or More	5/30	2/30	6/30 1/51	11/30	6/31	9/31

School Staffing

Time Line

- December – Projected staffing/enrollments presented in budget proposal
- January/February – Staffing decisions: HR
- April/May – Budget finalized: final staffing numbers available. Preliminary staffing plan submitted
- May/August – Develop school schedule/finalize course/class assignment/fill any vacant positons
- September – 10 Day enrollments: Final FTE adjustments

School-level Staffing Allocations

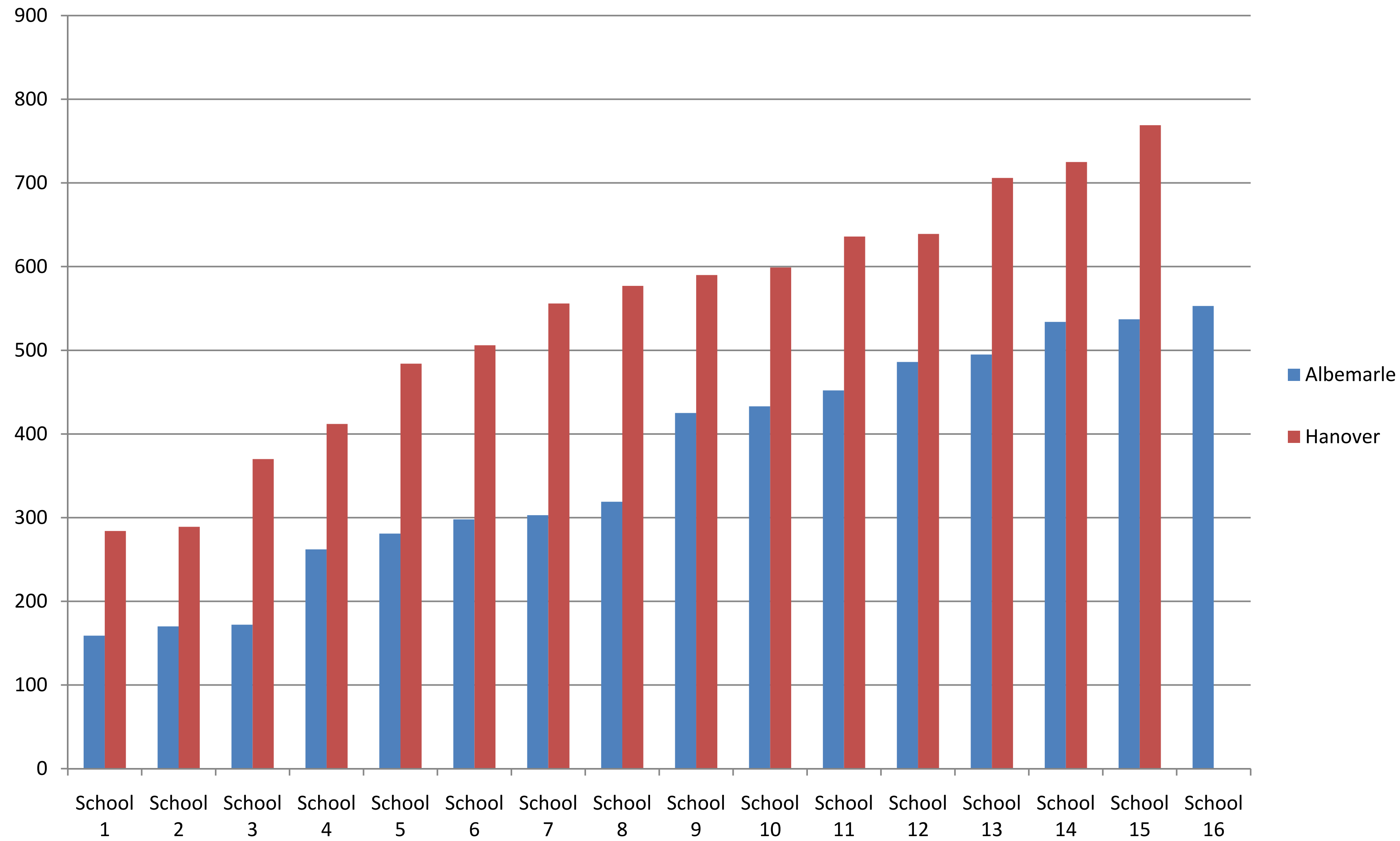
	2010-2011 ENROLLMENT			2010-2011 PROJECTED ALLOCATIONS																
	2009-2010 Projected Enrollment	# Used For Teacher Allocation	**Total Teacher/ Subtotal All Allocation**	LITERACY K - 1 T.A. Time	LITERACY Spec-ialist	Dble Block	Test Spec.	Career Aware.	Tech-nology	Media Spec.	Guid-ance	Gifted	Art, Music, P.E.	Staffing for Alternative Programs	2008-2009 Projected	2008-2009 Actual	2009-2010 Projected	2009-2010 Actual	**2010-11 Project**	
ELEM.																				ELEM.
Agnor-Hurt	499	495	30.25	1.39	0.00				0.00	1.00	1.00	1.00	4.40	0.00	35.93	35.93	36.25	37.25	39.04	Agnor-Hurt
Baker-Butler	481	479	24.85	1.31	0.00				0.00	1.00	1.00	1.00	4.40	0.00	36.46	34.53	33.19	33.19	33.56	Baker-Butler
Broadus	288	285	14.81	0.76	0.00				0.00	0.80	0.50	0.70	2.30	0.00	20.07	20.07	19.79	19.79	19.87	Broadus
Brownsville	556	553	29.84	1.80	0.00				0.00	1.00	1.00	1.00	4.60	0.50	32.02	31.05	35.88	37.48	39.74	Brownsville
Cale	537	533	31.67	1.71	0.00				0.00	1.00	1.00	1.00	4.40	0.20	42.84	42.84	45.62	45.62	40.98	Cale
Crozet	325	324	17.63	1.01	0.00				0.00	1.00	1.00	1.00	2.70	0.00	29.04	31.23	25.67	23.80	24.34	Crozet
Greer	417	407	28.36	1.44	0.00				0.00	1.00	1.00	1.00	3.10	0.90	38.42	36.24	35.51	35.51	36.80	Greer
Hollymead	531	527	27.14	1.71	0.00				0.00	1.00	1.00	1.00	4.40	0.20	33.36	34.32	34.34	35.84	36.45	Hollymead
Meriwether	427	426	21.32	1.22	0.00				0.00	1.00	1.00	1.00	4.00	0.00	31.04	31.04	29.74	29.74	29.54	Meriwether
Murray Elem	269	268	13.18	0.68	0.00				0.00	0.80	0.50	0.70	2.30	0.00	18.97	17.90	16.83	17.83	18.16	Murray Elem
Red Hill	164	162	10.11	0.44	0.00				0.00	0.80	0.50	0.50	1.80	0.00	16.72	16.72	15.29	15.29	14.15	Red Hill
Scottsville	161	161	10.12	0.41	0.00				0.00	0.80	0.50	0.50	1.80	0.00	15.57	15.57	15.15	15.15	14.13	Scottsville
Stone-Rob	452	450	24.43	1.29	0.00				0.00	1.00	1.00	1.00	4.00	0.00	32.45	33.47	32.41	32.41	32.72	Stone-Rob
Stony Point	294	292	16.42	0.76	0.00				0.00	0.80	0.50	0.70	2.30	0.00	22.89	21.53	21.86	21.86	21.48	Stony Point
Woodbrook	304	302	19.30	1.03	0.00				0.00	1.00	1.00	1.00	2.70	0.00	26.79	26.79	25.77	25.77	26.03	Woodbrook
Yancey	159	158	10.88	0.47	0.00				0.00	0.80	0.50	0.50	1.80	0.00	17.22	17.22	15.80	15.80	14.95	Yancey
TOTAL	**5,864**	**5,822**	**330.33**	**17.43**	**0.00**				**0.00**	**14.80**	**13.00**	**13.60**	**51.00**	**1.80**	**449.79**	**446.45**	**439.10**	**442.33**	**441.94**	**TOTAL**
MIDDLE																				MIDDLE
Burley	479	466	27.10		0.00	0.74	0.5		0.00	1.00	2.00	1.00		-0.06	34.10	34.10	33.17	33.17	32.28	Burley
Charter School	50	50	3.23		0.00	0.00	0		0.00	0.00	0.00	0.00				1.67	4.09	2.50	3.23	Charter School
Henley	774	758	40.54		0.00	0.43	0.5		0.00	1.33	2.98	1.00		-0.06	49.02	49.02	48.03	48.03	46.72	Henley
Jouett	553	538	31.41		0.00	0.88	0.5		0.00	1.00	2.13	1.00		-0.06	39.32	39.32	36.98	37.98	36.86	Jouett
Sutherland	576	567	30.31		0.00	0.32	0.5		0.00	1.00	2.22	1.00		-0.06	37.14	37.14	35.99	35.99	35.29	Sutherland
Walton	399	425	24.69		0.00	0.65	0.5		0.00	1.00	2.00	1.00		-0.06	31.86	31.86	30.52	30.52	29.78	Walton
TOTAL	**2,831**	**2,804**	**157.27**		**0.00**	**3.02**	**2.50**		**0.00**	**5.33**	**11.33**	**5.00**		**-0.30**	**191.44**	**193.11**	**188.78**	**188.19**	**184.16**	**TOTAL**
HIGH																				HIGH
Albemarle	1,733	1,627	95.34		0.00	1.36	0.75	1.00	0.00	2.00	7.43	1.00		-0.33	119.95	119.95	118.01	118.01	108.55	Albemarle
Monticello	1,174	1,095	65.68		0.00	1.27	0.50	1.00	0.00	2.00	4.94	1.00		-0.33	79.76	81.06	74.98	77.88	76.06	Monticello
Western	1,012	964	55.91		0.00	0.66	0.50	1.00	0.00	2.00	4.22	1.00		-0.33	73.89	73.89	70.52	71.52	64.96	Western
Murray HS	108	108	10.50						0.00						10.83	10.83	10.50	10.50	10.50	Murray HS
TOTAL	**4,027**	**3,794**	**227.43**		**0.00**	**3.29**	**1.75**	**3.00**	**0.00**	**6.00**	**16.59**	**3.00**		**-0.99**	**284.43**	**285.73**	**274.01**	**277.91**	**260.07**	**TOTAL**
Emerg Staff															**3.49**	**3.49**	**3.49**	**3.49**	**6.49**	**Emerg Staff**
Specialty Center															**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	**Specialty Center**
SpEd Staff															**174.66**	**174.66**	**173.33**	**173.33**	**173.33**	**SpEd Staff**
Alt Night School															**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**Alt Night School**
Newcomer Center															**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**Newcomer Center**
ESOL															**23.20**	**23.20**	**23.20**	**23.20**	**23.20**	**ESOL**
Math Specialists															**4.00**	**4.00**	**0.00**	**0.00**	**0.00**	**Math Specialists**
Coaching Model															**0.00**	**0.00**	**33.06**	**33.06**	**25.00**	**Coaching Model**
Interv./Prevention															**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**Interv./Prevention**
ALT PROG,															**2.83**	**2.83**	**2.83**	**2.83**	**2.83**	Alt. Prog.
TOTAL	**12,722**	**12,420**	**715.03**	**17.43**	**0.00**	**6.31**	**4.25**	**3.00**	**0.00**	**26.13**	**40.92**	**21.60**	**51.00**	**0.51**	**1,140.34**	**1,139.97**	**1,144.30**	**1,150.84**	**1,123.52**	**TOTAL**

Cost Per Pupil Comparison

Source: Superintendent's Annual Report for Virginia April 2, 2010	
Charlottesville	$16,038
Loudoun	$13,448
Harrisonburg	$13,203
Albemarle	$12,506
Fauquier	$11,339
Rockingham	$10,012
Spotsylvania	$9,790

Elementary School Enrollment

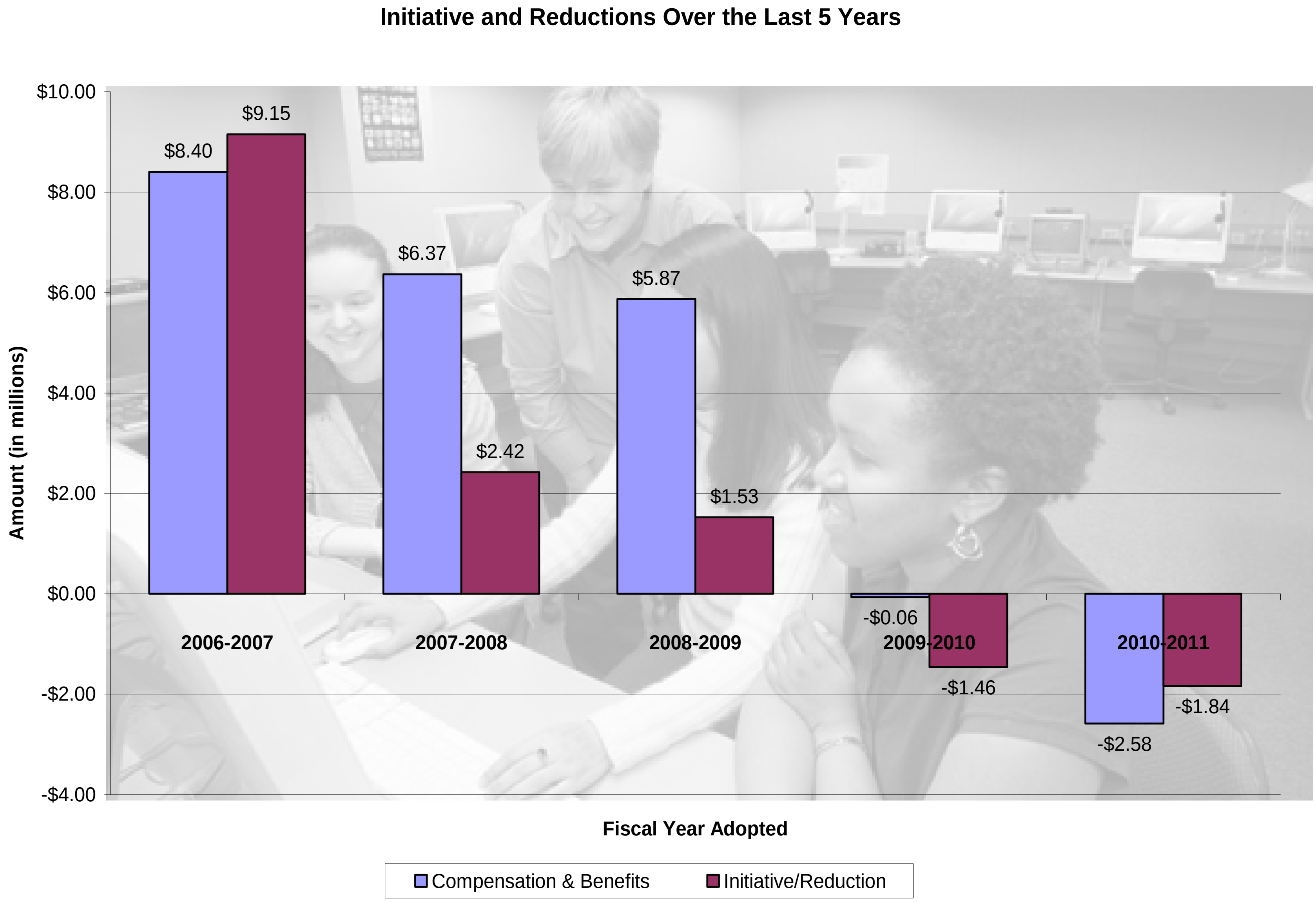
Albemarle vs. Hanover



Elementary School Enrollment

Albemarle vs. Hanover

	Albemarle	Hanover
Total # of Elementary Schools	16	15
Total Enrollment - Elementary	5879	8142
Lowest Enrollment - Elementary	159	284
Highest Enrollment – Elementary	553	769
Average Enrollment (Mean) – Elementary	367	542
# of Elementary Schools w/ <200	3	0
# of Elementary Schools w/ <500	13	5
Cost per Pupil (State Superintendent's Annual Report, April 2, 2010)	$12,506	$9,711


Initiative and Reductions Over the Last 5 Years
$10.00
$8.00
$6.00
$4.00
$2.00
$0.00
-$2.00
-$4.00
Amount (in millions)
$8.40
$9.15
$6.37
$2.42
$5.87
$1.53
-$0.06
-$1.46
-$2.58
-$1.84
2006-2007
2007-2008
2008-2009
2009-2010
2010-2011
Fiscal Year Adopted
Compensation & Benefits
Initiative/Reduction

AVID: Per Student Costs

Total FTEs 2.44 x $68,424	$166,955
Operational Costs	$10,472
Professional Development	$79,806
Total	$257,233
Number of Students	232
Cost Per Student	$1,109

Transportation: Technology Investments

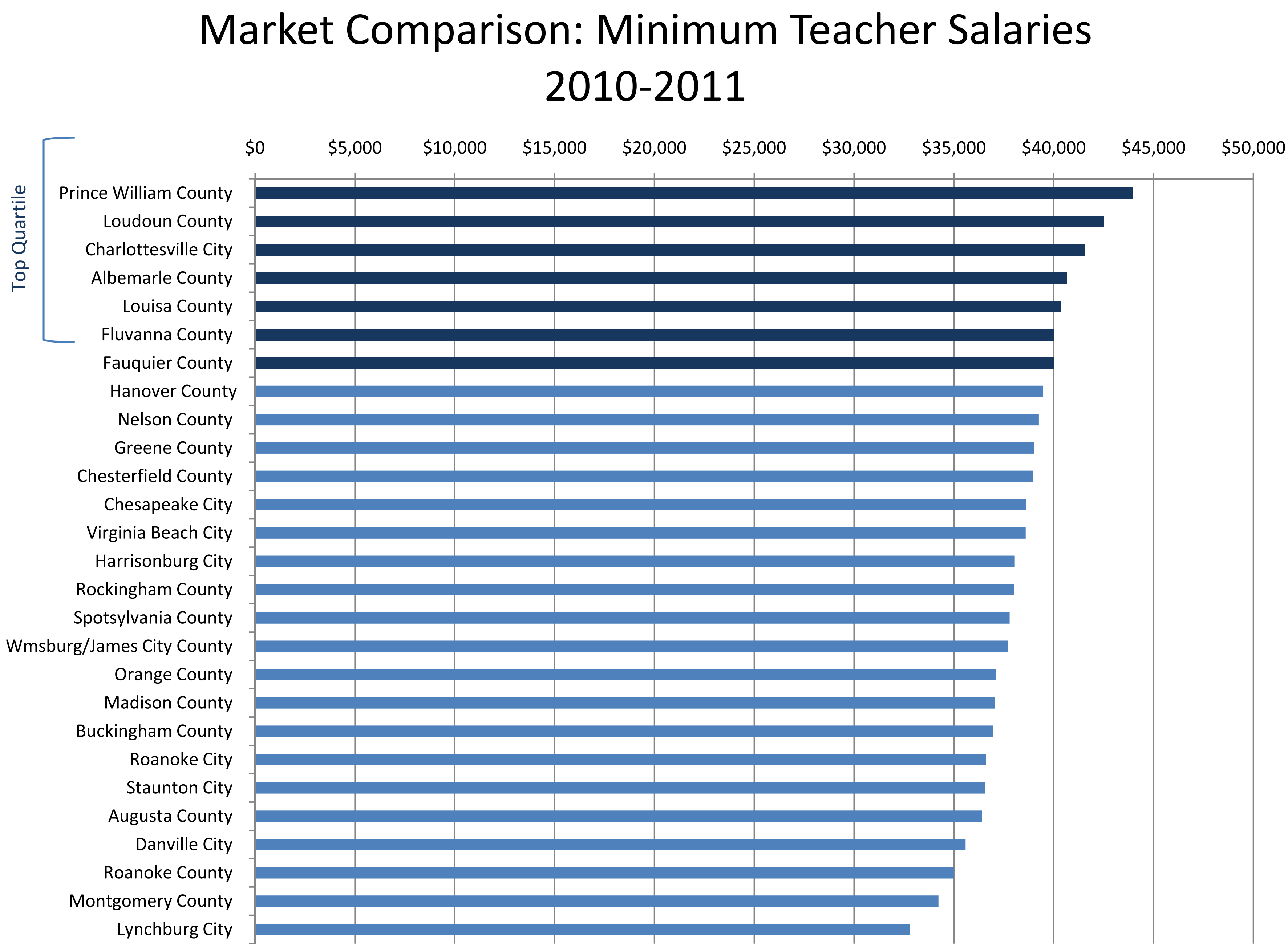
Global Positioning System		
– GPS devices/support/software	$180,460.00	
– VersaTrans add-ons	$ 32,349.00	
		$212,809.00
Pocket Clock Total		
– 225 iTouch devices	$41,400.00	
– Exaktime software/support	$57,684.00	
		$ 99,094.00
	Total	$311,903.00

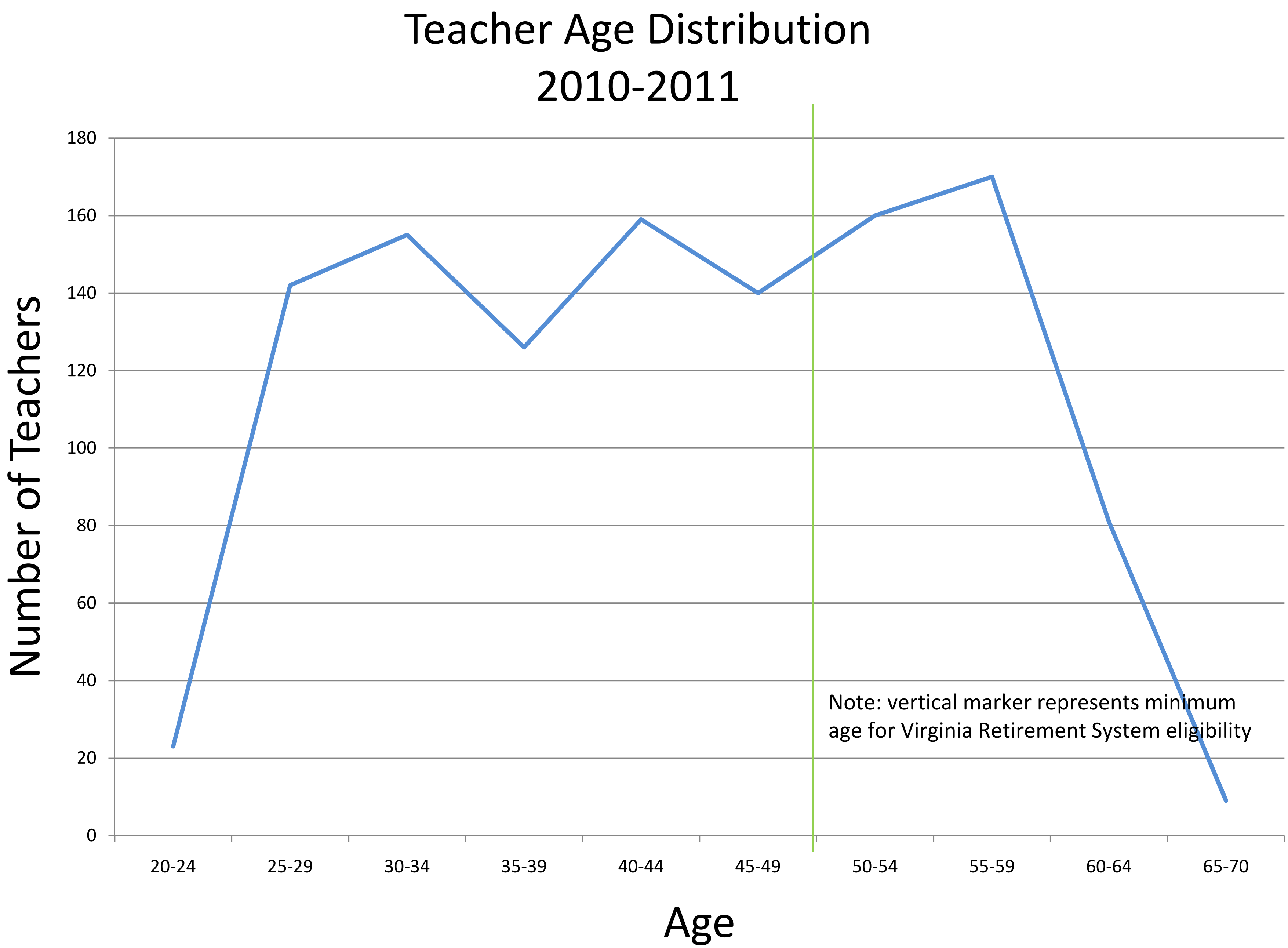
Transportation: Return on Technology Investment

- Analytics available through technology investment has permitted:
  - Rationalization/consolidation of routes
  - Accountability of planned routes vs. actual execution by drivers
  - Strategic use of varied parking locations
  - Real-time feedback and accountability for compensable hours of mobile workforce
  - Reduction in fuel usage, 14 buses removed from service, reduced maintenance costs
- Reduction in departmental expenses in 2 fiscal cycles: ~$1.5 million

CIP Expenses

Fiscal Year	2005/06	2006/07	2007/08	2008/09	2009/10	20010/11	Increase
Total Approved*	$9,383	$13,375	$14,128	$32,867	$7,822	$5,112	-45.52%
Total SF	2,188,119	2,201,319	2,244,405	2,244,405	2,320,070	2,320,070	6.03%
Maintenance Projects	$3,800	$3,681	$8,089	$4,451	$3,789	$3,581	-5.76%
Technology Projects	$1,220	$1,220	$1,725	$1,425	$1,425	$1,387	13.69%
Additions/Renovations	$4,363	$8,474	$4,314	$26,991	$2,608	$144	-96.70%
Maint Per Sq Ft	$1.74	$1.67	$3.60	$1.98	$1.63	$1.54	-11.12%


Market Comparison: Minimum Teacher Salaries
2010-2011
Top Quartile
$0
$5,000
$10,000
$15,000
$20,000
$25,000
$30,000
$35,000
$40,000
$45,000
$50,000
Prince William County
Loudoun County
Charlottesville City
Albemarle County
Louisa County
Fluvanna County
Fauquier County
Hanover County
Nelson County
Greene County
Chesterfield County
Chesapeake City
Virginia Beach City
Harrisonburg City
Rockingham County
Spotsylvania County
Wmsburg/James City County
Orange County
Madison County
Buckingham County
Roanoke City
Staunton City
Augusta County
Danville City
Roanoke County
Montgomery County
Lynchburg City


Teacher Age Distribution
2010-2011
Number of Teachers
180
160
140
120
100
80
60
40
20
0
20-24
25-29
30-34
35-39
40-44
45-49
50-54
55-59
60-64
65-70
Age
Note: vertical marker represents minimum age for Virginia Retirement System eligibility

Q and A

Future Challenges: *Informing the 5-Year Projection*

- Compensation
- CIP
- VRS
- Enrollment Growth
- Use of one-time monies to fund recurring costs
- Assessment beyond Virginia SOL - Workforce College Readiness Skills
- Human Capital Management and Professional Development

Discussion

Fund Balance Considerations

Undesignated General Fund Balance

- Not intended to fund current operations
- Maintained for cash liquidity purposes to provide sufficient cash flow for all County operations, including Schools, to avoid short-term tax anticipation borrowing
- By policy, should be equal to no less than 8% of the County's total operating budget, which includes the General Fund plus the School Fund
- Funds in excess of the required undesignated fund balance my be considered to supplement "pay as you go" capital expenditures or as additions to the fund balance

Local Government

Shortfall Contingency

- Specifically designed to offset current operating budget shortfalls due to revenue shortfall or unanticipated emergency expenditure
- Typically funded as an operating reserve in the General Fund operating budget
- Functions similar to School shortfall contingency

Schools

Shortfall Contingency

- Ranges between 4-6% of operating budget
- Designed to offset current operating budget shortfalls due to revenue shortfall or unanticipated emergency expenditure
- Available as an operating reserve in the School Fund operating budget

Budgeted Use of Fund Balance

- Portion used to regularly fund recurring operations
- Portion used to funding to address short-term recurring critical needs and capital
- Amount not determined by policy
- FY2010-11 appropriation is ~1.3% of operating budget

Next Steps