Educational Excellence
Education Focused

- Increased graduation rate to 97.6%.
- Increased the average SAT score by 9 points.
- Met or exceeded the state pass rate for 21 of the 23 SOL tests administered.
- Opened The North Star School, Hovatter Elementary School, and William O. Robey High School.
Climate Survey Highlights

- Elementary students believe their teachers expect them to succeed. 94%
- Families feel their child’s school is welcoming, safe, inclusive, and responsive. 90%
- High school students believe their teachers expect them to succeed. 97%
- Teachers feel that they can be creative in their approach to teaching. 91%
LCPS Highlights

Brambleton Middle School and River Bend Middle School earned the **Purple Star Designation.**

Loudoun County Public Schools (LCPS) has been named one of America’s Best-in-State Employers for 2021 by **Forbes.**

57 Students were named **National Merit Semifinalists.**
LCPS Highlights

22 High School Students were recognized as finalists at the DECA International Career Development Conference.

So far for FY22, 7 VHSL athletic state team titles; 15 VHSL athletic state team titles were won during SY21.

96.2% average attendance since school began this year.
LCPS Highlights

- Graduates earned $85M in scholarships.
- The Virginia Department of Education has designated Loudoun County Public Schools School Division of Innovation.
- Lovettsville Elementary hosted members of the Washington Football Team Charitable Foundation and American Dairy Association North East at the annual “Fuel Up to Play 60” event.
Continuous Improvements

- Literacy
- Program Enhancement
- English Learner Program
- Policy Revisions and Development
• $18,779 FY23 Cost per Pupil
• 92.3% of LCPS staffing is dedicated to classroom instruction
• $35.6M in enrollment driven reductions
• Transportation efficiencies that require 45.0 less Bus Drivers
## FY23 All Budget Funds Summary

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY22 Adopted Budget</th>
<th>FY22 Revised</th>
<th>FY23 Proposed Budget</th>
<th>FY23 to FY22 Adopted Diff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>FTE</td>
<td>Budget</td>
<td>FTE</td>
</tr>
<tr>
<td>Operating Fund</td>
<td>$1,478,555,712</td>
<td>12,805.8</td>
<td>$1,567,043,265</td>
<td>12,622.7</td>
</tr>
<tr>
<td>Grant Fund</td>
<td>29,918,334</td>
<td>212.0</td>
<td>56,415,746</td>
<td>250.2</td>
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<tr>
<td>School Nutrition Fund</td>
<td>37,162,564</td>
<td>393.0</td>
<td>45,815,771</td>
<td>433.0</td>
</tr>
<tr>
<td>Lease Purchase Fund</td>
<td>10,002,000</td>
<td>-</td>
<td>10,002,000</td>
<td>-</td>
</tr>
<tr>
<td>Self-Insurance Fund</td>
<td>224,192,629</td>
<td>8.0</td>
<td>237,837,353</td>
<td>8.0</td>
</tr>
<tr>
<td>Capital Improvement Projects Fund</td>
<td>163,990,000</td>
<td>20.0</td>
<td>91,065,000</td>
<td>20.0</td>
</tr>
<tr>
<td>Capital Asset Preservation Program Fund</td>
<td>24,543,000</td>
<td>-</td>
<td>27,904,300</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$1,968,364,239</td>
<td>13,438.8</td>
<td>$2,036,083,436</td>
<td>13,333.9</td>
</tr>
</tbody>
</table>
# FY23 Superintendent’s Estimate of Needs

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>FY22 Adopted</th>
<th>FY23 Proposed</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$441,958,474</td>
<td>$454,341,914</td>
<td>$12,383,440</td>
</tr>
<tr>
<td>Federal</td>
<td>1,362,436</td>
<td>1,362,436</td>
<td>-</td>
</tr>
<tr>
<td>Fees/Charges</td>
<td>9,175,466</td>
<td>9,675,466</td>
<td>500,000</td>
</tr>
<tr>
<td>County Transfer</td>
<td>1,014,059,336</td>
<td>1,089,663,449</td>
<td>75,604,113</td>
</tr>
<tr>
<td>Carryover</td>
<td>12,000,000</td>
<td>12,000,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>$1,478,555,712</strong></td>
<td><strong>$1,567,043,265</strong></td>
<td><strong>$88,487,553</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$1,335,080,426</td>
<td>$1,403,358,967</td>
<td>$68,278,541</td>
</tr>
<tr>
<td>Operating</td>
<td>142,252,221</td>
<td>162,279,698</td>
<td>20,027,477</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>1,223,065</td>
<td>1,404,600</td>
<td>181,535</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>$1,478,555,712</strong></td>
<td><strong>$1,567,043,265</strong></td>
<td><strong>$88,487,553</strong></td>
</tr>
</tbody>
</table>

| FTEs                 | 12,805.80          | 12,622.70          | **(183.10)** |

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FY23 Projected Revenues

County funding continues to support majority of LCPS operations.

- County Transfer: 69%
- State: 29%
- Fees/Charges: 1%
- Carryover: 1%
Revenue Highlights

Additional State funding supports programs and staff.

- Compensation supplemental supporting 5% average salary increase.
- Re-benchmarking in state funding formula offsets reductions resulting from reduced enrollment.
- Sales tax hold harmless funding offsets elimination of grocery tax.
- Additional funding for English Learner program and at-risk students.

Changes to Fees support student experiences.

- Athletic Fees and Parking Fees are eliminated for FY23.
- Rollout of new athletic events revenue sharing program across the high schools.
## FY23 Expenditure Budget Change

Taking care of employees and base operations drive budget increases.

<table>
<thead>
<tr>
<th>Amount</th>
<th>Purpose</th>
<th>% of Budget Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>$76.9M</td>
<td>Salaries and benefits</td>
<td>86.9%</td>
</tr>
<tr>
<td>$11.9M</td>
<td>Operational increase due to inflation</td>
<td>13.4%</td>
</tr>
<tr>
<td>($35.6M)</td>
<td>Reduction due to enrollment</td>
<td>(0.3%)</td>
</tr>
<tr>
<td>$35.3M</td>
<td>Enhancements to impact student learning</td>
<td>(0.3%)</td>
</tr>
<tr>
<td>$88.5M</td>
<td>Total Budget Increase</td>
<td>5.9%</td>
</tr>
</tbody>
</table>
Budget Growth

The budget grows faster than enrollment.

• Health insurance
• Operational cost increases
• Salary increases
• New Elaine E. Thompson elementary school
• Students requiring additional resources continue to grow faster than overall enrollment
Growth from FY22 Actual Enrollment to FY23 Budgeted Enrollment

Enrollment is recovering faster for higher-need groups.

- English Learners: 4.9%
- Special Education: 4.6%
- Total Enrollment: 1.6%
FY23 Projected Enrollment Changes

- Pre-School: 1.9%
- Elementary School: -5.1%
- Middle School: -3.6%
- High School: -1.0%

FY23 Projected vs FY22 Adopted
Enrollment Driven Positions Move With Enrollment
Employee Experience
LCPS Staffing for FY23 will be 92.3% School Based
Personnel Cost Highlights

Expenses related to personnel costs comprise 90% of the LCPS budget

- **$22.1M**: Step Increases and one time top of scale payments for all eligible employees
- **$21.7M**: Teacher salary scale adjustment
- **$11.5M**: 3% Cost of living adjustment for Classified, Universal, and Auxiliary Scales, Hourly Banded Rates, and Stipends
- **$1.0M**: Next phase of market review
- **$4.6M**: 2% Health premium increase
Teacher Starting Salaries

LCPS leads the region in teacher starting salaries.

- **BACHELORS**
  - $55,611
  - Ranked #1

- **MASTERS**
  - $61,583
  - Ranked #1

- **MASTERS Step 10**
  - $78,143
  - Ranked #4

WITHIN 2% OF LEADING THE REGION!
FY22 Teacher Salary Sag

Midyear Teachers fall below market average creating a sag
FY23 Teacher Salary Sag

Teacher Sag Reducing
# Teacher Scale Improvements

<table>
<thead>
<tr>
<th>Steps</th>
<th>Scale Adj Range Min</th>
<th>Scale Adj Range Max</th>
<th>Step Range Min</th>
<th>Step Range Max</th>
<th>Total Average Increase</th>
<th># Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>$278</td>
<td>$309</td>
<td>$1,493</td>
<td>$1,862</td>
<td>$1,726</td>
<td>1,651</td>
</tr>
<tr>
<td>6-10</td>
<td>$319</td>
<td>$361</td>
<td>$2,044</td>
<td>$2,431</td>
<td>$2,287</td>
<td>2,305</td>
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<tr>
<td>11-15</td>
<td>$736</td>
<td>$4,197</td>
<td>$1,836</td>
<td>$5,398</td>
<td>$4,131</td>
<td>1,397</td>
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<tr>
<td>16-20</td>
<td>$4,253</td>
<td>$4,395</td>
<td>$5,293</td>
<td>$5,584</td>
<td>$5,428</td>
<td>1,302</td>
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<tr>
<td>21-25</td>
<td>$4,302</td>
<td>$4,847</td>
<td>$5,342</td>
<td>$6,059</td>
<td>$5,528</td>
<td>885</td>
</tr>
<tr>
<td>26-30</td>
<td>$986</td>
<td>$5,324</td>
<td>$3,123</td>
<td>$6,784</td>
<td>$5,323</td>
<td>777</td>
</tr>
<tr>
<td>Overall</td>
<td>$278</td>
<td>$5,324</td>
<td>$1,493</td>
<td>$6,784</td>
<td>$4,151</td>
<td>8,317</td>
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</tbody>
</table>

Overall Average Increase: 5.00%
# Resources Needed to Support Collective Bargaining

<table>
<thead>
<tr>
<th>Department</th>
<th>Item</th>
<th>FTE</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Financial Services</td>
<td>Supervisor for Analytics Team</td>
<td>1.00</td>
<td>$187,297</td>
</tr>
<tr>
<td></td>
<td>Financial Analyst</td>
<td>3.00</td>
<td>$405,610</td>
</tr>
<tr>
<td></td>
<td>Coordinator Payroll</td>
<td>1.00</td>
<td>$164,826</td>
</tr>
<tr>
<td></td>
<td>Consulting Fees</td>
<td>0.00</td>
<td>$250,000</td>
</tr>
<tr>
<td>Human Resources and Talent</td>
<td>Employment Counsel</td>
<td>1.00</td>
<td>$233,957</td>
</tr>
<tr>
<td>Development</td>
<td>Director HRTD</td>
<td>1.00</td>
<td>$226,165</td>
</tr>
<tr>
<td></td>
<td>Supervisor HRTD</td>
<td>2.00</td>
<td>$397,488</td>
</tr>
<tr>
<td></td>
<td>Coordinator HRTD</td>
<td>4.00</td>
<td>$698,004</td>
</tr>
<tr>
<td></td>
<td>Administrative Assistant III</td>
<td>1.00</td>
<td>$86,299</td>
</tr>
<tr>
<td>Superintendent</td>
<td>Legal Services for Collective Bargaining</td>
<td>0.00</td>
<td>$850,000</td>
</tr>
<tr>
<td></td>
<td>Reallocation funding for legal services to HRTD</td>
<td>0.00</td>
<td>-$200,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
Other Factors Related to Employee Experience

- WC and VLDP fund contribution adjustments
- HRTD positions to support employee relations and analytics
- Salary base changes
Investment in Sustained Excellence
Enrollment Driven Staffing Standards

Applying adopted staffing standards with projected enrollment results in a reduction of 403.55 FTEs for a savings of $35.6M.

- **Elementary School**: (244.75) FTE ($20.0M)
- **Middle School**: (47.9) FTE ($4.7M)
- **High School**: (7.0) FTE ($0.7M)
- **Support**: (103.9) FTE ($10.2M)
Elaine E. Thompson Elementary School

$3.7M and 40.2 FTEs

OPENING Fall 2022
Divisionwide Resources are Needed to Support Consistency and Accountability

- **$3.5M** Technology
  - Kindergarten 1:1 Devices
  - eSports Support
  - Various Software and Hardware Support

- **$2.1M** Safety & Security
  - 24 Additional School Security Officers and Coordinator
  - Digital Threat Monitoring Platform

- **$0.4M** Communications
  - Ombudsman Position
  - Communication Management Tool
Resources Needed to Fill Gaps

Student Supports
81.65 FTE and $9.2M

- 17 Full-time Substitute Teachers
- School Nurse Enhancement
- Middle School Teacher Staffing Standard Refinement

School Administrative Support
- Executive Principals
- Title IX and Compliance Supervisor
- Extra-curricular Specialist
- Leadership Development Supervisor
- Student Mental Health Director
- Eligibility & Section 504 Services Supervisor
- Counseling Coordinators
- Senior Registrar

Movement of positions into the School Operating Fund due to grant no longer supporting.
Resources Needed to Fill Gaps

**Technology Support:**
- Communication Engineer
- Distribution Center Inventory Control Specialist
- Digital Experience Specialists

**Divisionwide Support:**
- Planning Coordinator
- Design Assistant Director
- Energy Supervisor
- Building Engineering Supervisor
- Facilities Financial Supervisor
- Lead Bus Drivers
- Transportation Operations Assistants
- Textbook/Gifted Program Analyst
- Equity Coordinator
- Procurement Coordinator
- Internal Audit Supervisor

**Assistant Division Counsel**

**Division Supports (3.5) FTE and $3.0M**

- Transportation Efficiencies that require 45 less Bus Drivers
- Movement of positions into the School Operating Fund due to grant no longer supporting
- Additional Loudoun Education Foundation funding
- 9 Full-time School Board Assistants
$11.9M Departmental operations and maintenance base budget increases due to inflation
Student Experience and Student Learning
LCPS will begin the development of new programs and enhance existing programs.

- International Baccalaureate start-up
- Elementary World Languages start-up
- English Learner Enhancements
- Student Mental Health Support
- Extracurricular Programming
- Academic Programs
- Literacy Program

$10.1M 60.6 FTEs to Support New and Enhanced Programs
English Learner Enhancements

- Enhanced Staffing Standard to account for dually identified students adds 32.6 EL Teachers
- 3.0 FTEs to support the Welcome Center and EL office
- STEP Consulting Teacher for pre-school students and Facilitator for elementary students

$4.0m
Student Mental Health Support

- 24/7 Online Therapy for Students
- Director of Student Mental Health
- Counseling Specialists
- Part-time support for Unified Mental Health Team

$0.6M

1These are accounted for in Student Supports on slide 33
Extracurricular Programming

- Performing Arts Middle School and High School Allotments increase
- Dry cleaning of band and theatre uniforms
- Officials for athletic events moved to Operating Fund out of School Activity Fund
- Distribution of athletic ticket sales to individual school’s School Activity Fund

$2.3M
Literacy Program

- 4.0 FTEs to support planning and initial stages of rollout
- Approximately $150k budgeted for early adoption/pilot program at a few schools and/or professional development with teachers
- Once SB adopts a new literacy resource in FY23, the material purchase will be in FY24

$0.6M
Academic Programs

Programmatic FTEs
- Math Facilitator
- Gifted Teachers
- Elementary Social Science and Global Studies Specialist
- Teaching and Learning Supervisor
- Family and Life Education Teacher
- Specialized Instructional Facilitator
- Contingency for Alternative Schools

$1.9M
International Baccalaureate Start-Up

• 2.0 school-based FTE along with central office support and professional learning for school teams to start-up an IB program

$0.4M
Elementary World Languages Start-Up

- 1.0 FTE and supplies to develop and initiate an Elementary World Language Program rollout plan across all elementary schools

$0.3M
Recap and Next Steps
FY23 Average Cost Per Pupil

- **Small Schools**: $22,453 (6 Schools)
- **Title I**: $20,435 (8 Schools)
- **Title I Eligible**: $19,667 (12 Schools)
- **Other Schools**: $18,400 (70 Schools)
- **Districtwide**: $18,987 (96 Schools)

LCPS calculations independent of WABE formula. Excludes 2 Charter Schools.
## Budget Development Progression

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Change</strong></td>
<td>$157.6M</td>
<td>$33.6M to $37.2M</td>
<td>$88.5M</td>
</tr>
<tr>
<td><strong>County Transfer Request</strong></td>
<td>$125.7M</td>
<td>($1.3M) to $73.8M</td>
<td>$75.6M</td>
</tr>
<tr>
<td><strong>County Funding Gap</strong></td>
<td></td>
<td>Based on the October County Funding Scenarios ($54.8M) to a surplus of $27.5M</td>
<td>Based on the County’s Official Budget Guidance and One Optional Scenario ($10.9M) to ($7.3M)</td>
</tr>
</tbody>
</table>
Approximately 1% difference for the County to fully fund the Superintendent’s FY23 Estimate of Needs

$75.6M County Funding Requested

$64.7M County Budget Guidance

$68.3M County Budget Guidance Option

$10.9M Unfunded Gap

$7.3M Unfunded Gap
Key Takeaways

- $88.5M, or 5.9% FY23 Budget Increase
- $75.6M, or 7.4% County Transfer Request Increase
- ~1% Difference for County to Fully Fund FY23 Request
School Board Q&A Process

- Email questions to CFO who will then reach out to the appropriate department.
- Time-intensive questions or costing requests will be brought to the School Board to determine whether there is consensus to proceed.
FY23 Superintendent’s Estimate of Needs

January 5, 2022

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