

# County & Schools Joint Retreat

December 5, 2017



# Agenda

## December 5, 2017

### JOINT RETREAT – Board of Supervisors and School Board

**Overview and Purpose of Meeting** – Sheila Noll and Barbara Haywood

**Introductory Remarks** – Neil Morgan

**Presentation of FY2017 Comprehensive Annual Financial Report** – Krista Edoff, Audit Partner with the firm of Cherry Bekaert, LLP.

**Introductory Remarks** – Victor Shandor

**Strategic Plan Update** – Vivian McGettigan and Stephanie Guy.

**Human Resources Update** – Dave Gorwitz and Jim Carroll.

**Capital Improvements Program** – Mark Carter and Carl James

**General Financial Update** – Theresa Owens and Bill Bowen.



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# **FY2017 Comprehensive Annual Financial Report**

# YCS D Successes

 ALL **19**  
YCS D SCHOOLS  
ARE FULLY ACCREDITED

GRADES 3 & 5 READING  
PASS RATES AT OR ABOVE  
 **90%** ↑

MIDDLE SCHOOL READING  

88%	GRADE 6
92%	GRADE 7
94%	GRADE 8

  
    
HIGHEST PASS RATES SINCE 2013

CLASS OF 2017  
ACCOMPLISHMENTS

  
GRAD RATE  
\*Virginia 91.3% **95.4%**  
**66%** ADVANCED STUDIES  
DIPLOMA \*Virginia - 51.7%

FEDERAL GRADUATION RATES

**GAINS 5 - 42% PTS**

    
BLACK STUDENTS &  
STUDENTS w/ DISABILITIES

*York County*  
SCHOOL DIVISION

# YCSD Successes

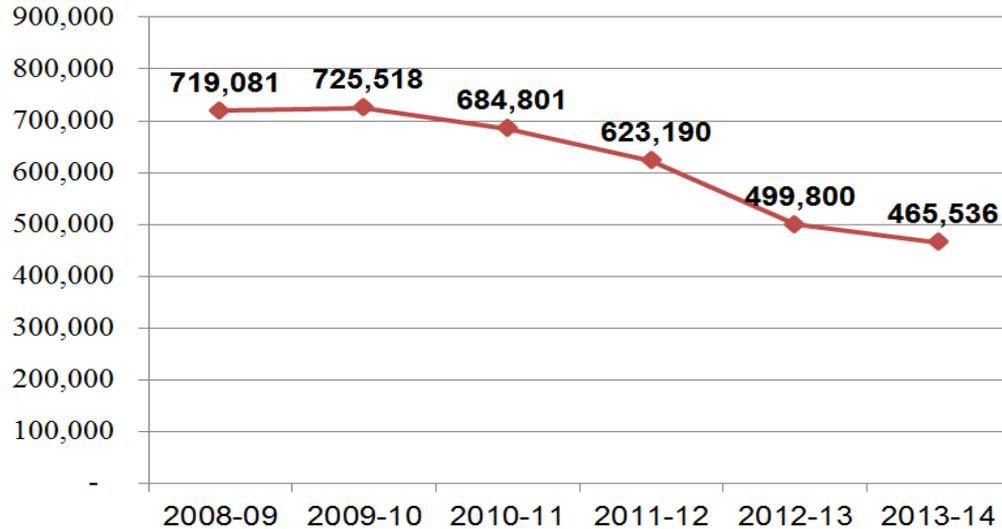
## Safety and Security

- Security vestibules & breezeways
- Building security cameras
- School bus security cameras
- Ident-a-kid
- Safety audits and annual facility inspections



# YCSD Challenges

- Teacher shortages

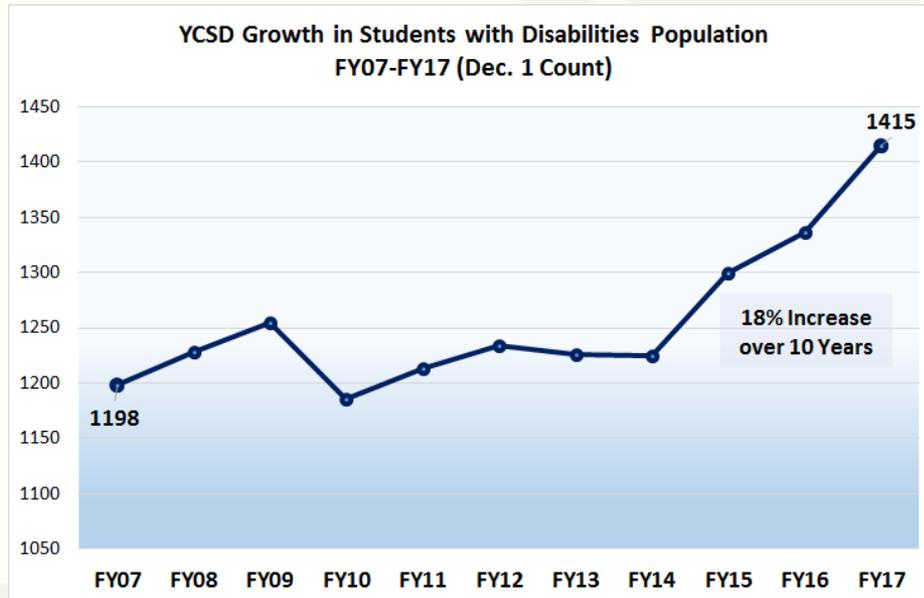


Source: U.S. Department of Education, Office of Postsecondary Education, Enrollment in Teacher Preparation Programs (Washington, D.C.: U.S. Department of Education, 2015),

[https://title2.ed.gov/Public/44077\\_Title\\_II\\_Issue\\_Brief\\_Enrollment\\_V4a.pdf](https://title2.ed.gov/Public/44077_Title_II_Issue_Brief_Enrollment_V4a.pdf). Accessed on April 17, 2017.

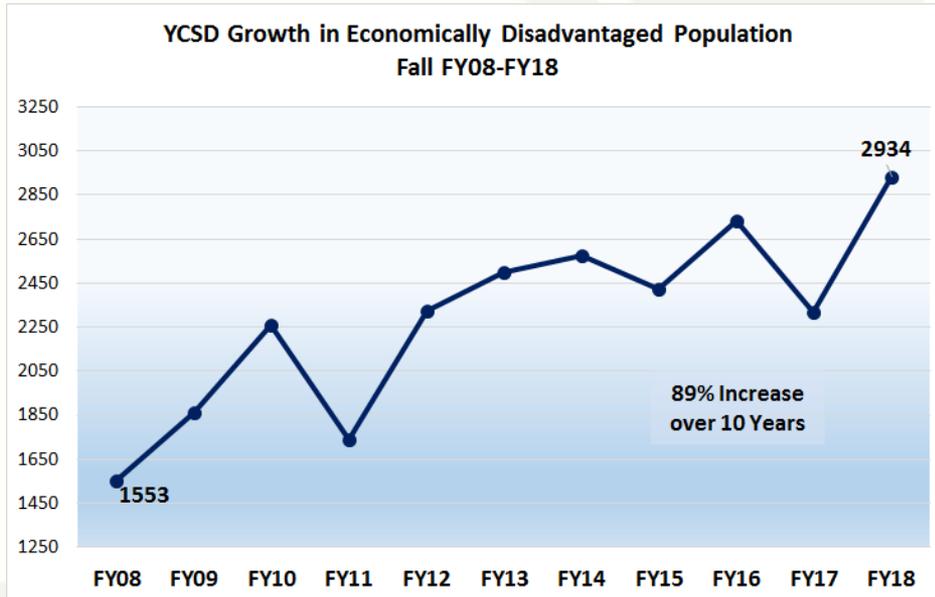
# YCSD Challenges

- Changing student demographics



# YCSD Challenges

- Changing student demographics



# FY 18-22 Strategic Plan

# Mission Statement

*The mission of the York County School Division is to engage **all** students in acquiring the skills and knowledge needed to make productive contributions in the world.*

# Our Goals

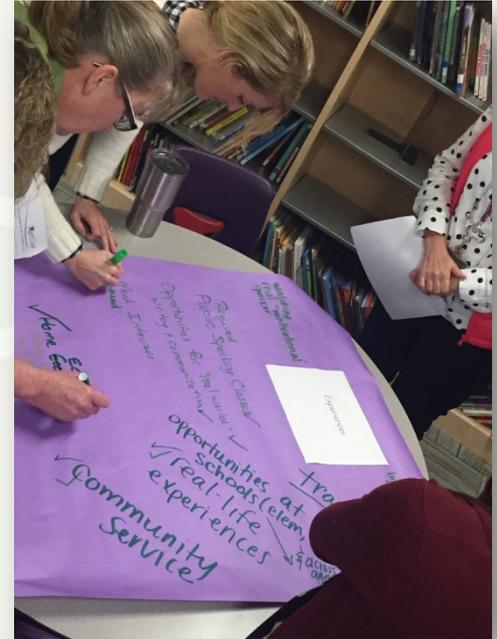
1. York County students will consistently demonstrate **growth and excellence** in the skills and knowledge needed to be productive citizens.
2. The York County School Division will engage all students in **rigorous educational experiences**.
3. The York County School Division will **recruit, hire, retain and support** a diverse staff that meets our highest standards.
4. The York County School Division will foster **effective partnerships** with families and our community and promote **positive relationships** between and among staff, students and families.
5. The York County School Division will maintain **efficient, effective, service-oriented operations** that support student achievement in safe, secure environments.

# Strategic Planning Timeline

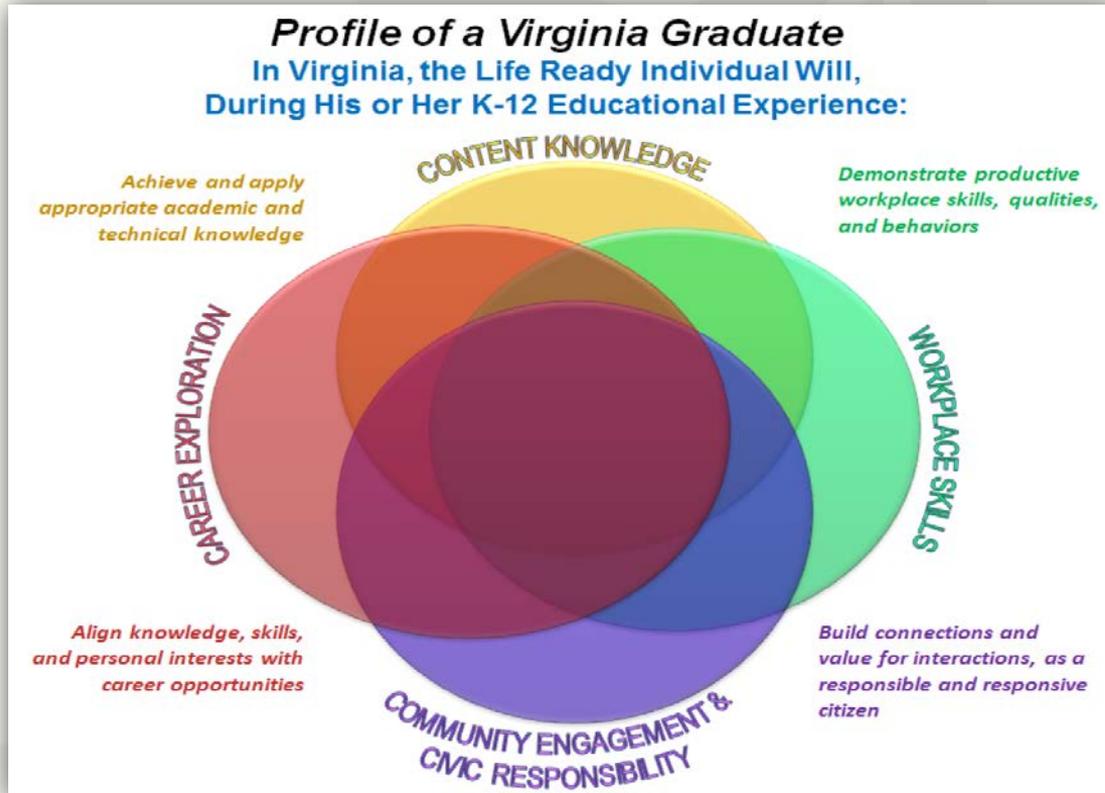
- November 2016 – Board affirmed Mission, Beliefs & Goals
- Dec-Jan 2017 – Collect stakeholder feedback
- Jan-Feb 2017 – Data analysis
- February 2017 – Develop draft objectives
- March 2017 – Review & refine draft objectives
- April 2017 – Draft review with School Board
- April 2017 – Public hearing on SP revisions
- May 2017 – School Board approval

# Stakeholder Feedback

- 4 SBO/Administrator Groups
- 4 Parent Focus Groups
- 19 School Leadership Teams



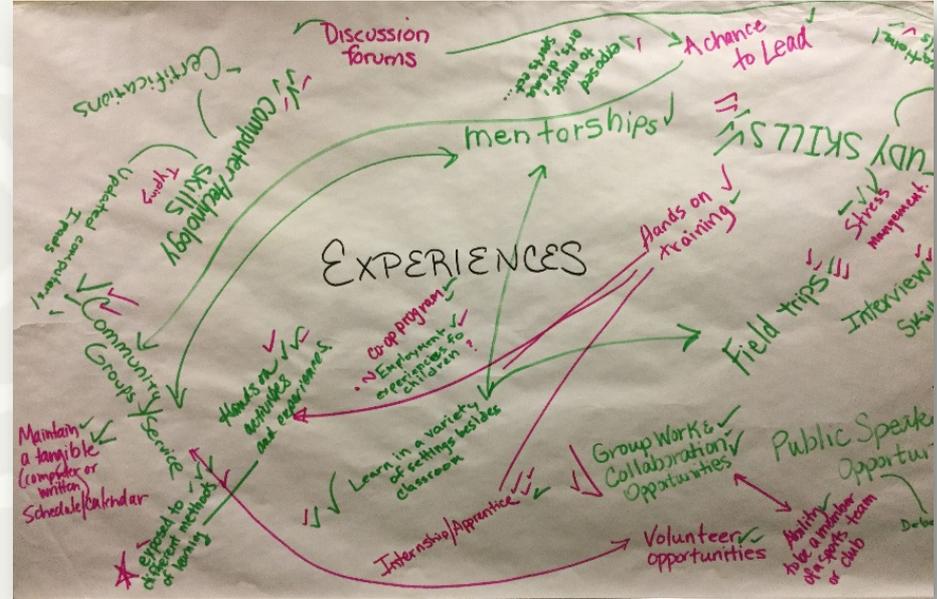
# Stakeholder Feedback



# Stakeholder Feedback

## Visioning Activity

“What skills, knowledge, and experiences should a graduate of a York County public school have to be prepared for college and career success?”



# Stakeholder Feedback

## Objective Activity

- No more than 2
- Critical to our students' future success
- Individual perspective



# Stakeholder Feedback

## Survey

- Keep/Discard/Revise
- Open Ended Response

### Data Collection

- 78 Summary Sheets
- 496 Index Cards
- 408 Surveys

 **FY17 Strategic Plan Review**

**GOAL 1: GROWTH & EXCELLENCE**

Goal 1: York County students will consistently demonstrate growth and excellence in the skills and knowledge needed to be productive citizens.

**1A. State & Federal Targets:**  
The division and each school will meet or exceed state and federal targets for all students and subgroups including closing achievement gaps in Math, English and the Federal Graduation Index.

Is this objective (1A) important to the division's future success?

Should the division keep, discard or revise this objective?

# Data Analysis – Vision Activity

## Skills & Knowledge

Life Skills

Communication Skills

Basic Literacy & Math skills

Problem Solving & Critical Thinking

Technology

Workplace Readiness

Global & Cultural Awareness

Citizenship

## Experiences

School to Work Transition

Interdisciplinary Activities

Career Readiness Skills

Community Service/Volunteering

Increased Technology Use

Collaboration for Productions

Vocational Training

# Data Analysis – Objective Sort



# Data Analysis – Survey

## FY17 Strategic Plan Review

### Goal 1

Which of the following best describes your connection to the York County School Division? (select all that apply)

Answer Options	Response Percent
Parent/Community Member	25.4%
Instructional Staff Member	69.8%
Building Administrator	11.1%
Division Administrator	4.3%
Other	3.3%

Please identify the school level at which you work or which your child(ren) attends. (select all that apply)

Answer Options	Response Percent
Elementary	59.1%
Middle	33.2%
High	21.9%

1A The division and each school will meet or exceed state and federal targets for all students and subgroups including closing achievement gaps in Math, English and the Federal Graduation Index.

3. Is this objective (1A) important to the division's future success?

Answer Options	Response Percent
Yes	96.8%
No	3.2%

4. Should the division keep, discard or revise this objective?

Answer Options	Response Percent
Keep	80.1%
Discard	1.3%
Revise	18.6%

1B By FY17, 90 percent of all third grade students will be reading at or above grade level as measured by the Standards of Learning Grade Three Reading Research and Literature Assessment.

5. Is this objective (1B) important to the division's future success?

Answer Options	Response Percent
Yes	93.0%
No	7.0%

6. Should the division keep, discard or revise this objective?

Answer Options	Response Percent
Keep	59.3%
Discard	4.1%
Revise	36.6%

1D By FY17, the percentage of high school graduates earning an Advanced Studies diploma out of the total number of diplomas awarded will increase 4 percentage points above the number awarded in 2012.

7. Is this objective (1D) important to the division's future success?

Answer Options	Response Percent
Yes	71.6%
No	28.4%

8. Should the division keep, discard or revise this objective?

Answer Options	Response Percent
Keep	53.4%
Discard	20.3%
Revise	26.4%

105	To keep raising the percentage of third graders to read on or above grade level is unrealistic and does not necessarily mean they comprehend on grade level. Comprehension is the struggle for third graders, not reading. A lot of lower level readers comprehend better because they use tougher strategies. At what time do we stop increasing the percentage and maintain the same?? Not every graduating senior is going to college, so a advance diploma or AP classes may not be needed for every student. The push in middle school to have these 6,7, and 8th graders taking high school credits is not always the answer. Pushing students to take higher level classes when they are not ready or mature enough for the work load is not helping the students in the future. High school level classes are intended for that age group, not necessarily intended to be taught and pushed on middle school age kids.
106	The third grade goal while worthy may not be realistic. Does the entire population of our country read at the 90%? If not how do we expect our children to do that?
107	I would avoid "absolute statements." Measureable outcomes are terrific, but saying we will "increase X by 40%" should be avoided. If you only achieve a 39% increase (wonderful accomplishment), it still looks like a failure. How about a range 20-40%?
108	Student achievement changes from class to class. To give blanket targets is unrealistic and sets up programs that don't meet the needs of the students from class year to class year. The only way to achieve goals like this is to think we can manage the families of the children we serve.
109	I think we need to look at the passing rate for reading levels at third grade and consider improvements made and progress made at each level. Students who are more than one grade level behind coming into third grade and make one year's progress is still a goal that is considered worthy.
110	Revise with current percentages
111	1B revise to use multiple data sources to determine grade-level achievement 1D We are already a high performing school. I feel we need to focus more on the "average" and "low" students' needs via vocational opportunities and credentials. 1F It is more important for students to gain access to the rigor of the classes, than the score on the test. 1G revise the percentages to a more obtainable percentage.

# Goal 1

York County students will consistently demonstrate **growth and excellence** in the skills and knowledge needed to be productive citizens.

# Goal 1 - Objectives

- **OBJ:** By FY22, develop a **K-12 math model** that aligns to the VDOE math standards and includes best practices for math instruction.
- **OBJ:** YCSD will develop and implement a continuum of **digital competencies** that will be integrated into grade level curriculum.

Learner  
Experiences  
(62)

Skills & Knowledge	
Life Skills	
Communication Skills	
Basic Literacy & Math skills	✓
Problem Solving & Critical Thinking	✓
Technology	✓
Workplace Readiness	
Global & Cultural Awareness	
Citizenship	

Tech  
Integration &  
Access (27)

## Goal 2

The York County School Division will engage all students in **rigorous educational experiences.**

# Goal 2 Objectives

- **OBJ:** By FY22, all YCSD students will complete an **internship, mentorship or job shadowing** experience prior to graduation.
- **OBJ:** A program evaluation of our current **service delivery model** for **students with disabilities** will be conducted by the end of the 2018-2019 school year.

**Internships/  
Mentorships  
(67)**

Experiences	
School to Work Transition	✓
Interdisciplinary Activities	
Career Readiness Skills	✓
Con	
Incr	
Coll	
Voc	
Skills & Knowledge	
Life Skills	✓
Communication Skills	
Basic Literacy & Math skills	
Problem Solving & Critical Thinking	
Technology	
Workplace Readiness	✓
Global & Cultural Awareness	
Citizenship	

**Continuum of  
Services for  
SWD (11)**

# Goal 3

The York County School Division will **recruit, hire, retain and support** a diverse staff that meets our highest standards.

# Goal 4

The York County School Division will foster **effective partnerships** with families and our community and promote **positive relationships** between and among staff, students and families.

# Goal 4 Objective

- **OBJ:** By FY19, the superintendent will establish and maintain a business and civic community roundtable to establish mutual goals and opportunities for collaboration that support students' academic and personal success.



# Goal 5

The York County School Division will maintain **efficient, effective, service-oriented operations** that support student achievement in safe, secure environments

# Goal 5 Objective

- **OBJ:** The division average class sizes will be at or below 20:1 for students in grades K-2 and 25:1 for students grades 3-5, subject to available resources and **factoring in special populations**. The class size in core content courses at the secondary level will be below 30 students, subject to available resources.



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# Overview

## Board of Supervisors' Strategic Priorities



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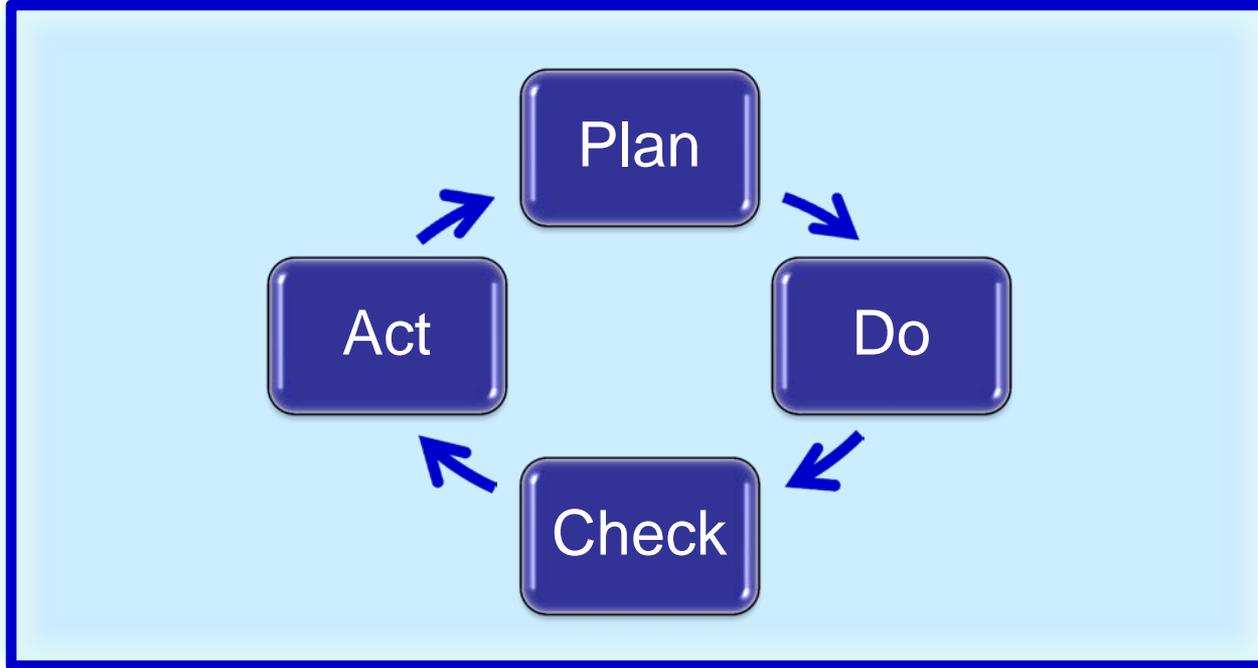
# Strategic Priorities Story

Started with the January  
2016 Board Retreat and  
Continues





# Continuous Improvements Time for the Next Update



William Deming Model



# Board's Highest Priorities

## Results of "Next Big Things" Exercise

### A. Highest Priorities

1. Energy Grid Disruption
2. Elder Expense

### B. Significant Priorities

3. Education Reform
4. Climate Change
5. Fiscal Uncertainty

### C. Other Priorities

6. Citizen Engagement
7. City-to-City Collaboration
8. Desalinization





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# Adopted Strategic Priorities

1. **Quality Economic Development**
2. **Effective Outstanding Communications and Civic Engagement**
3. **Excellent Customer Service**
4. **Quality Educational Opportunities**
5. **Exemplary Public Safety**
6. **Environmental Stewardship**



# Tiger Team 1



- Developed action goals and measurable outcomes.
- Outcomes were divided into short, medium, and long-term.



# Developed Matrix 46 Pages

  
**BOARD OF SUPERVISORS**  
  
**STRATEGIC PRIORITIES**  
  
 February 7, 2017

## YORK COUNTY BOARD OF SUPERVISORS – STRATEGIC PRIORITIES

Strategic Priorities	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Progress & Accomplishments
<p>Facilitate <b>QUALITY ECONOMIC DEVELOPMENT</b> that is sensitive to community character and the environment.</p>	<p>1) Secure and/or enhance land with potential for long-term economic base expansion.</p>	<p>a) Identify opportunities to strategically assemble real estate in order to encourage or incentivize private investment in tax-base broadening economic development projects.</p>	<p>1. Develop a plan for strategic property acquisitions on commercial corridors with the objective of stimulating future development. (S)</p> <p>2. Develop strategies specifically targeting opportunities in: York River Commerce Park, Busch Industrial Park, and Peninsula Airport Commission properties.(M)</p>	<p>Board approved EDA's plans for funding property acquisitions in the Identified Priority Nodes for Route 17 and two properties have been purchased, with demolition completed in July 2017. Marketing plan in place for resale.</p> <p>York River Commerce Park has two prospective interests in remaining parcels. Busch Industrial Park has 20 acres remaining. Airport property acquisition on hold pending resolution of PAC governance issues.</p>

Board approves plan in February 2017.

Focus turns to developing process to implement plan



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# **A Few Highlights from August 6, 2017, Board Update**



# Progress

## Quality Economic Development

- ❖ Several mixed-use projects are under development on Rt 17, Nelson's Grant, and Yorktown Crescent.





# Progress

## Quality Economic Development

- Additional events have been added to the schedule for Riverwalk Landing. In addition, Movies in the Park and Food Truck Rodeos are being planned for New Quarter Park and the McReynolds Athletic Complex.

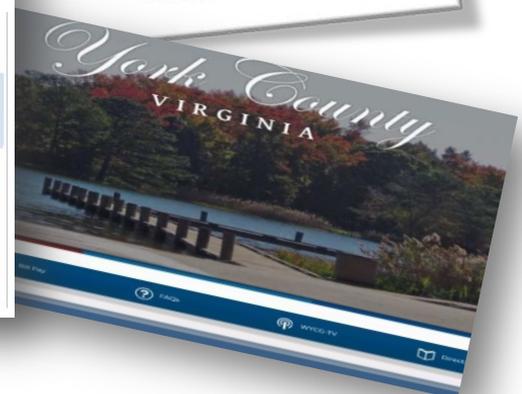
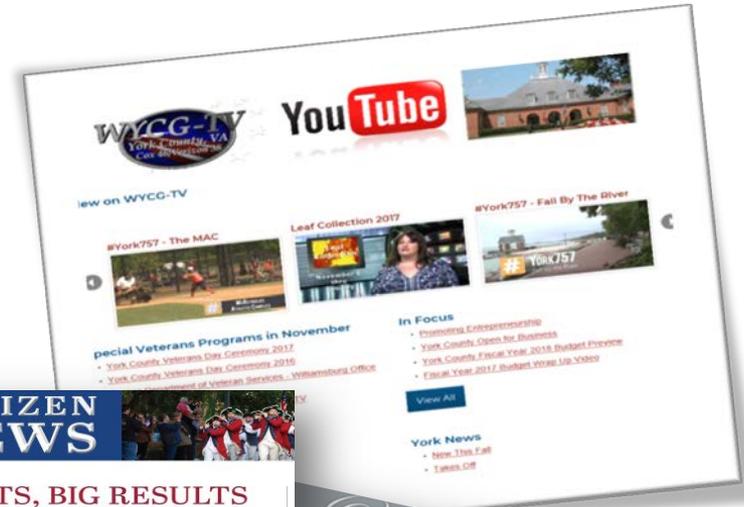




# Progress

## Outstanding Communications and Civic Engagement

- WYCG-TV New Programs
  - Did You Know?*
  - #York757,*
  - In Focus- Economic Development*
  - What's in the Works*
  - Holiday Safety Tips*
- Website Relaunched
- Citizen News Redesign
- 5000 Facebook Followers





# Progress

## Excellent Customer Service

- ❖ Mobile technology is being deployed to field staff. Several departments are taking advantage of this opportunity to improve service delivery.





# Progress

## Quality Educational Opportunities

- ❖ FY18 funding includes design services for library expansion. Design services will be solicited by late fall of 2017.





# Progress

## Quality Educational Opportunities

- ❖ The FY18 adopted CIP includes full funding for York County School Division.





# Progress

## Exemplary Public Safety

- ❖ Replacement for Fire Station 1 will be under construction by late spring

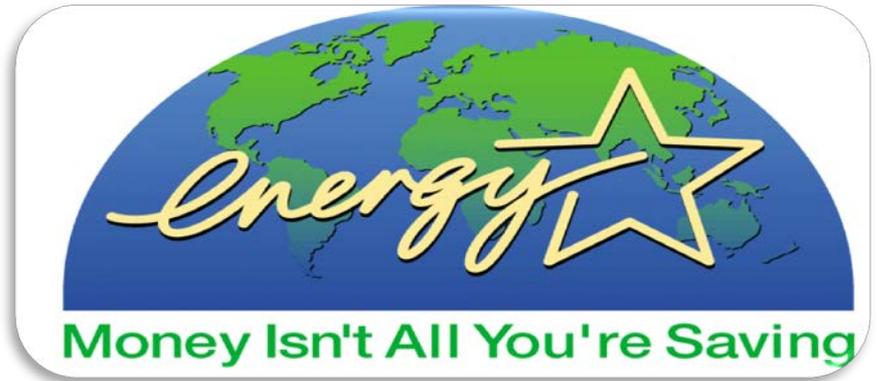




# Progress

## Environmental Stewardship

- ❖ Energy Star Buildings in the County have been re-certified.





# Comprehensive Board Updates on Technology Projects

## Board's Strategic Priority Excellent Customer Service

**Goal:** *Resiliency and Efficient Service Delivery*  
**Initiative:** *Implementing State of the Art Technology*

### Updates:

- Financial Management System Implementation
- Update on Information Technology Initiatives
- New Library System

York County

800MHz Emergency  
Communications  
Radio System Update

September 5, 2017

## NEW WEBSITE LAUNCH

Board of Supervisors Meeting  
August 1, 2017

York County



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# Tiger Team 2.0

## October 2017





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# Tiger Team 2.0

## Formed from Offices Across the County

- ❖ Stephanie Barton Community Services – Children & Family Services
- ❖ Melanie Economou County Attorney's Office
- ❖ Janet Haney Finance – Purchasing
- ❖ Justin LeDuc Fire & Life Safety
- ❖ Brien Lee Emergency Communications
- ❖ JoAnn Mewborn Public Affairs - Webmaster
- ❖ Spencer Norman Development Services
- ❖ Prennis Page Community Services – Juvenile Services
- ❖ Michelle Slosser Public Works – Stormwater & Ground
- ❖ Bill Tobey Community Services – Park & Recreation



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# Tiger Team 2.0's Charge

- ❖ Develop new goals for the Strategic Priorities
- ❖ Remove or re-imagine goals that are not attainable
- ❖ Update the current matrix document
- ❖ Bridge this document to the budget



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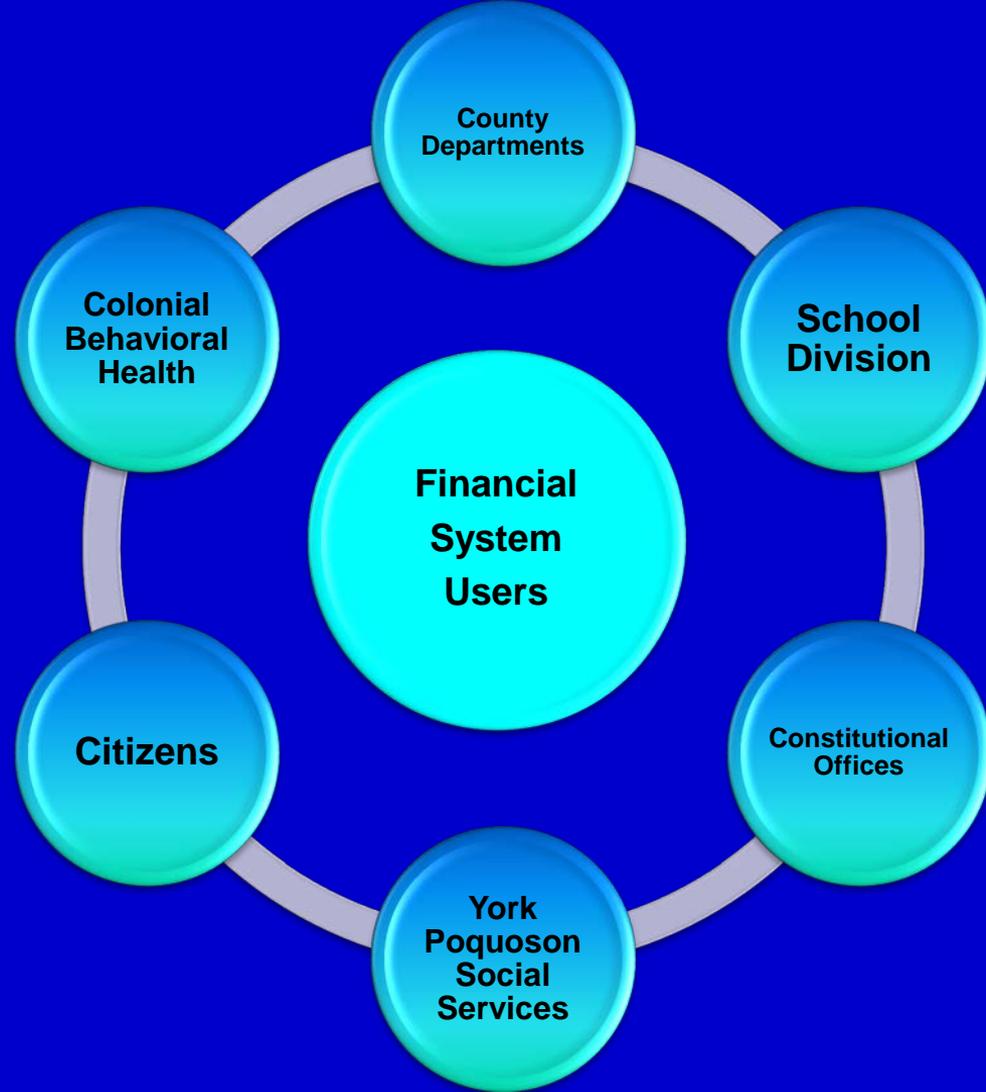
# Financial Management System Implementation

***Strategic Priority:*** ***Excellent Customer Service***

***Goal:*** ***Resiliency and Efficient Service  
Delivery***

***Initiative:*** ***Implementing State of the Art  
Technology***

**Most  
Significant  
IT Project  
Undertaken  
by York  
County**

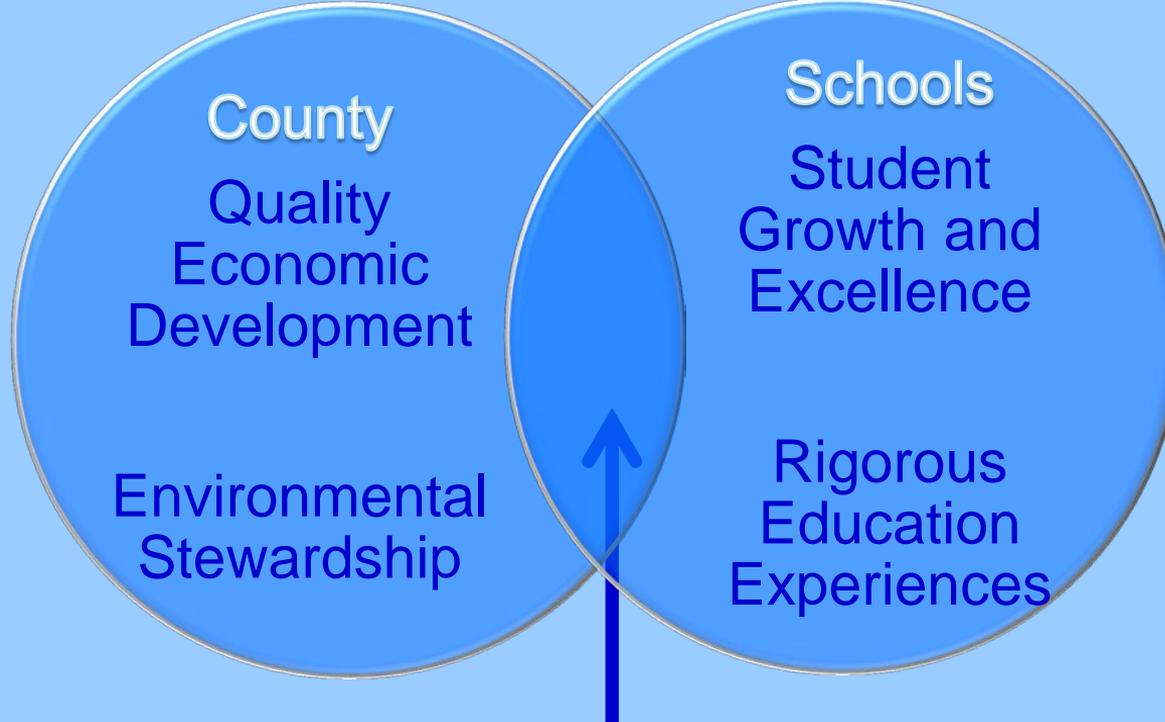




# Munis Project



Financial Phase – Goes Live July 1



## Shared Strategic Objectives

- ❖ Quality Educational Opportunities
- ❖ Recruit and Retain High Quality Staff
- ❖ Outstanding Communications
- ❖ Excellent Customer Service
- ❖ Civic Engagement
- ❖ Maintain Efficient, Effective, Service-Oriented Operations



# Lessons Learned from County & Schools Collaboration

## County's Plan for Enhanced Citizen Input:

Obtaining Citizen Input  
into Strategic Priorities  
Process:

- ❖ Comprehensive Plan Update
- ❖ Survey

❖ Citizen Meetings:

- Homeowner Association Meeting
- Various Board appointed committee meetings
- Pop up Events



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# Human Resources



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# Agenda

- Staffing
- Commonwealth of Virginia Health Plan
- Joint County/School Division  
Healthcare Study



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# County Staffing

Positions: 763    FTEs: 739.15

	Number of Positions	Number of Vacancies
Full Time	709	36
Part Time	54	3
Total	763	39



# Types of Vacancies

- **Vacancies found in a cross-section of departments and cover many areas.**
- **Utilities Crew Foremen, Pump Station Mechanics, Utility Maintenance Technicians, and Construction/Maintenance Workers in the Utilities area.**
- **Continued emphasis on total compensation.**



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# County Turnover

FY 13	FY 14	FY 15	FY 16	FY 17
6.9%	3.5%	4.4%	3.7%	4.4%



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# Retirement Eligibility

## (Full/Unreduced)

	FY 18	FY 19	FY 20	FY 21	FY 22
<b>Number of Employees</b>	<b>64</b>	<b>28</b>	<b>16</b>	<b>21</b>	<b>24</b>
<b>Cumulative Total</b>	<b>64</b>	<b>92</b>	<b>108</b>	<b>129</b>	<b>153</b>
<b>Percent of Workforce</b>	<b>8%</b>	<b>12%</b>	<b>14%</b>	<b>17%</b>	<b>20%</b>

# Human Resources

# School Division Staffing

	Licensed	Non-Licensed	Totals
Full-Time	992	722	1,714
Part-Time	14	28	42
Totals	1,006	750	1,756

# Vacancies

## Licensed

Licensed Positions Open	Special Education Teacher	Speech-Language Pathologist	Elementary Teacher	Secondary Electives	High School Core	School Board Office
Openings	2.5	2	3	1.5	2	1

# Vacancies

## Non-Licensed

<b>Position</b>	<b>Special Education Paras</b>	<b>10-Month Custodians</b>	<b>General Education Paras</b>	<b>Bus Driver</b>	<b>Secretary Clerk</b>	<b>Bus Driver Assistant</b>	<b>Electrician</b>	<b>SBO</b>
Openings	6	5	3	5	2	1	1	1

These positions are reflective of normal frictional employment except special education paras that are usually about half the openings currently experienced.

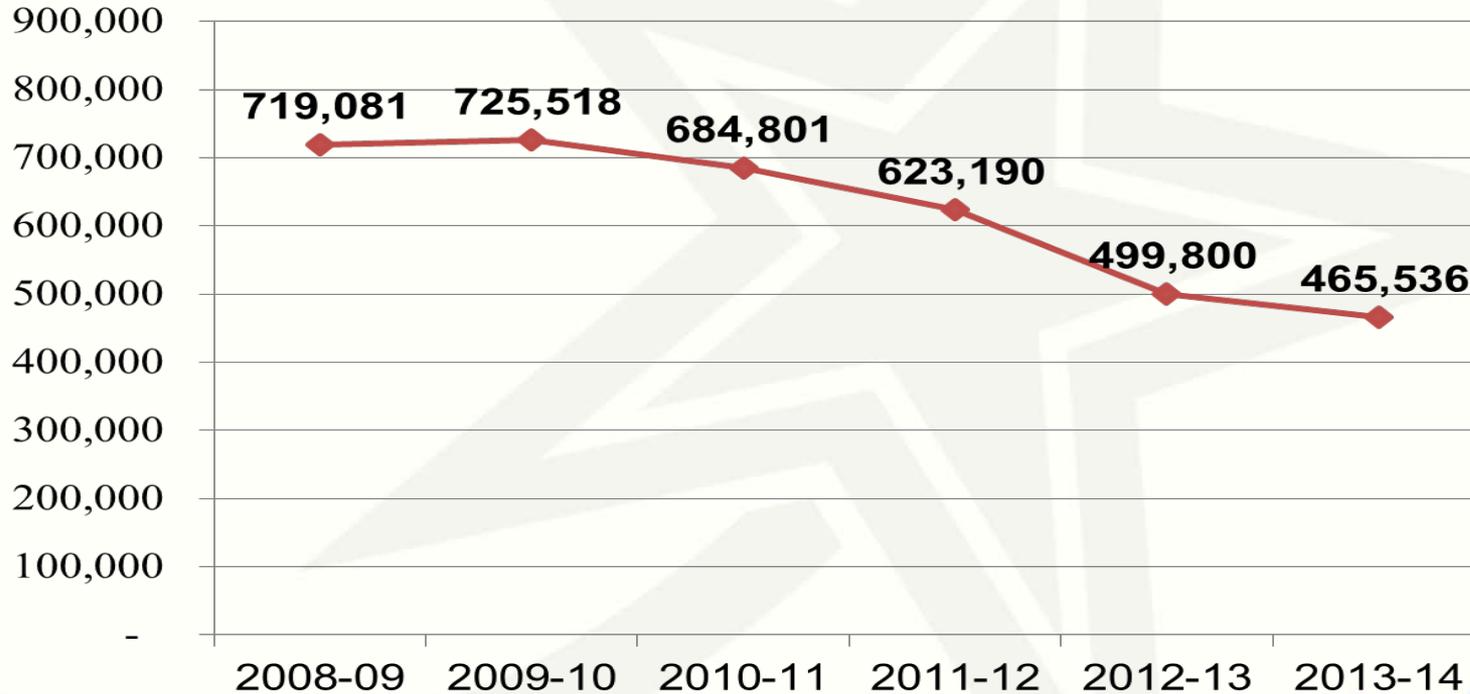
# Recruitment Efforts



## 2016-17 Recruited Events

- 13 Job Fairs
- Three HBCU's

# National Enrollment in Teacher Preparation Programs



**-35.26%**

# Retention Challenges

- Below are the numbers of employees that we have lost to resignation and retirement each of the last five years:

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Licensed	112	88	100	93	101
Non-Lic	100	94	87	104	102
Totals	212	182	187	197	203

# Position Review

<b>Group 1 (FY17/FY21)</b>	<b>Group 2 (FY18/FY22)</b>	<b>Group 3 (FY19/FY23)</b>	<b>Group 3 (FY20/FY24)</b>
Pay Grades 1-12	Pay Grades 13-16	Pay Grades 17-27	Pay Grades 28-35
Homebound Teachers	Health Services Paraprofessionals	School Psychologists	Chief Officers
LEP Tutors	Para-Educators	Sub Health Services Professionals	
Sub Bus Assistants	Sub Para-Educators	Sub Interpreter / Transliterators	
Sub Bus Drivers	Cafeteria Monitors	Sub Oral Communication Facilitators	
Sub Teachers		Supplements	



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# **Commonwealth of Virginia (COVA) Local Health Plan**



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# COVA Local Health Plan

**July 2016:**

**SB 364 authorized Virginia Department of Human Resource Management to develop a plan under the local option health insurance plan**



# COVA Local Health Plan

## *Timeline*

<b>When</b>	<b>Who</b>	<b>What</b>
September 2016	Employers	Indicate preliminary interest to participate
January 2017	DHRM	Publish preliminary rates
February 2017	Employers	Indicate continuing interest in participating
August 2017	DHRM	Complete procurement
October 2017	DHRM	Publish final rates
December 2017	Employers	Make binding election to participate
May 2018	Employers & DHRM	Open Enrollment
July 2018	Employers & DHRM	Start of plan year



# COVA Local Health Plan

(Min enrollment: 5,000 employees, 10,000 members)

	Date	Groups	Enrolled Employees	Enrolled Dependents	Total Members
Round 1 Non-Binding Interest	Sep 2016	209	100,128	99,394	199,522
Round 2 Non-Binding Interest	Feb 2017	89	33,519	30,255	63,774
Round 3 Binding Interest	Dec 2017	TBD	TBD	TBD	TBD

# Joint Health Care Purchasing Feasibility Study

# Phase I: Joint Feasibility Study

- Plan Design
- Purchasing Strategies
- Contributions (Employer, Employees, Retirees)
- Renewal Dates
- Demographic Analysis
- Claims Utilization

# Findings of Consultant

- County has 862 employees on medical and dental health plans. Combined with the Schools, purchasing power would be at 2,077 members.
- Health and dental plans of County and Schools are comparable from both benefits and actuarial perspectives.
- Schools' total claims cost per employee is 3.5% lower than the County.
- The County's pharmacy claims are average at about 25% while the Schools' claims run 7% higher.

# Potential Advantages

- Better net costs and cost management tools
- Enhanced administration and performance
- Greater access to quality programs
- Enhanced employee satisfaction
- Shared resources on plan management, administration and communication
- Timeline consolidation on plan years
- Projected savings of at least \$1.2M across the two entities if entering into joint purchasing

# Potential Disadvantages

- Combined plan decision making will no longer be completely autonomous
- Negotiating agreement on the RFP in Phase II is a requirement
- Structuring the plan to avoid one party subsidizing costs of the other: tapping into the price advantages, while charging each entity for their individual utilization costs
- Administrative burden of implementation, if we reach that point

# Consultant Recommendations

1. Both entities create individual and collective decision-making processes to enable meeting purchasing deadlines.
2. Both entities can continue to have common carriers and should have a common reinsurance limit.

# Consultant Recommendations

3. Employer contribution strategies do not need to be identical, but opportunity is there during this process.
4. Medical and dental can continue to be separate but purchased jointly.

# Phase II: Competitive Market Study

- Plan design requirements
- Financial data
- Review of proposals
- Comparative analysis

# Phase III: Negotiation of Final Contractual Elements

- Benefit Plan Design
- Administrative issues
- Rates



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# Capital Improvements Program

Fiscal Years 2019 - 2024

*Preliminary Review*





# Categories

## General Fund Projects

- Public Safety – Sheriff
- Public Safety – Fire & Life Safety
- Public Safety – Emergency Communications
- Schools
- Community Facilities
  - Libraries
  - Parks and Recreation
- Public Works
  - Stormwater / Drainage
  - Buildings / Grounds / Facilities
- Information Technology
- Economic/Community Dev.

## Other Funds

- Vehicle Maintenance
- Stormwater / Drainage
- Solid Waste Management
- Sewer Extensions / Rehabs



# Sources of Funds

- **Operating Budget**
  - Pay-go (cash – budgeted or year-end carryover)
  - Debt Financed
- **Enterprise Funds (supported by user fees)**
- **Grants / Matching Funds Programs (e.g. VDOT Revenue Sharing)**
- **Reserves (e.g., General Fund, Revenue Stabilization Fund)**
- **Other (Proffers)**



# Cash Proffers\* Help Fund Capital Improvements

	Amount Pledged**	Collected To Date
School Capacity	1,186,800	7,200
Waller Mill Elementary	1,117,573	129,700
Queens Lake Middle	52,246	
Buses	176,376	
<b>Sub-total (Schools)</b>	<b>2,532,995</b>	<b>136,900</b>
Transportation Improvements	945,926	300,000
<b>GRAND TOTAL</b>	<b>3,478,921</b>	<b>436,900</b>

\* Colony Pines, The Reserve, Whittaker's Mill, Arbordale, Lightfoot PDMU

\*\* Does not include value of The Marquis school site



# Previously Approved CIPs

Fiscal Year	Schools	County	Total
2013	3,653,000	2,164,225	5,817,225
2014	5,829,000	4,344,700	10,173,700
2015	12,780,000	4,057,500	16,837,500
2016	8,889,000	5,052,504	13,941,504
2017	9,000,000	6,575,000	15,575,000
2018	9,000,000	8,917,000	17,917,000
<b>TOTAL</b>	<b>49,151,000</b>	<b>31,110,929</b>	<b>80,261,929</b>
<b>6-Year Average</b>	<b>8.19 M</b>	<b>5.17 M</b>	<b>13.38 M</b>



# General Overview Approved / Requested

	FY 13 to FY 18 Average/Year	FY 18 to FY 23 Approved	FY 19 to FY 24 Requested
<b>General Fund</b>		50,826,000	96,796,000
<i>Average/Year</i>	5.17 M	8.47 M	16.13 M
<b>Internal Service and Enterprise Funds</b>			
Vehicle Maintenance/Replacement		2,450,000	1,270,000
Stormwater		7,125,000	10,855,000
Solid Waste		230,000	470,000
Sewer		39,975,000	44,325,000
<b>Schools</b>		67,650,000	68,500,000
<b>GRAND TOTAL</b>		<b>168,256,000</b>	<b>222,216,000</b>

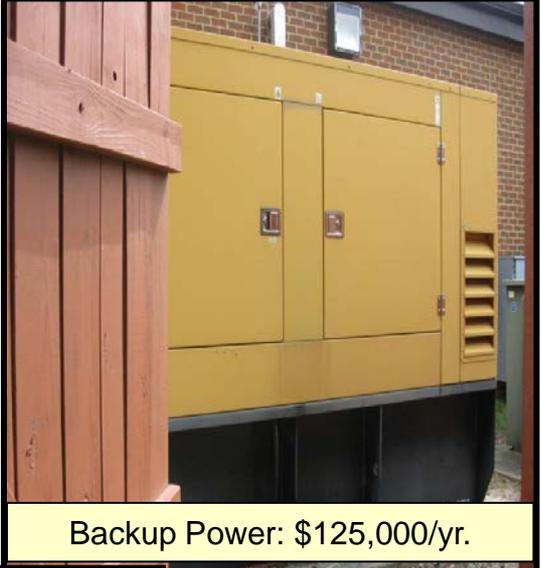
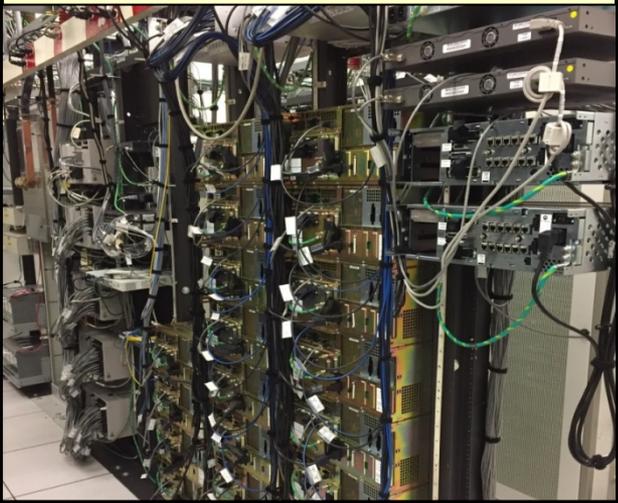


Apparatus Replacement: \$1.5 M/yr.

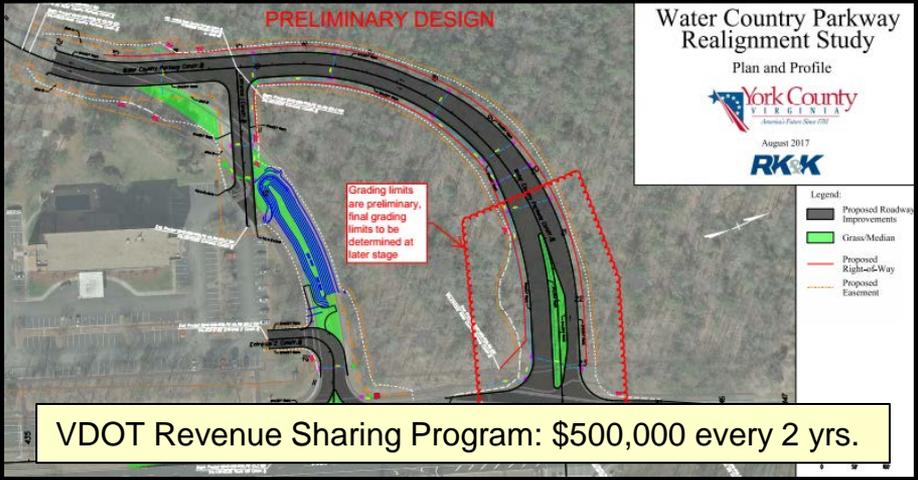


Mobile Data Terminals: \$1 M

Regional Radio System: \$500,000/yr.



Backup Power: \$125,000/yr.



VDOT Revenue Sharing Program: \$500,000 every 2 yrs.

**Previous Commitments / Critical Functions**

Social Services / Sheriff



# Facilities

New / Expanded  
Space Needs Analysis



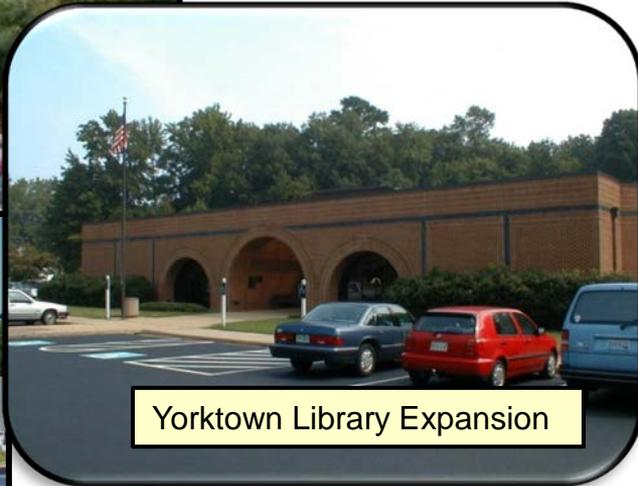
Fire Station No. 1



Commissioner of the Revenue



Registrar



Yorktown Library Expansion

## Yorktown / Tourism



Weather-Protected Performance Stage



Parking Terrace Maintenance



Trolley Replacement



Visitor Information / Dockmaster Office / Restrooms

Building Systems Replacement



Courts (Tennis / B-ball) Re-surfacing



# Facility Maintenance



Athletic Fields & Facilities Rehab / Replacements

Building Security



Equipment Replacement



Sewer Line Rehabilitation





# CIP Review Committee

Committee evaluates project requests and recommends project selections and allocations to County Administrator based on considerations including:

- **Legal Requirement?** (*Fuel Sites Upgrades*)
- **How Critical?**
  - **Health and safety issue** – (*Carver Gardens water system*)
  - **Maintenance issue** – (*backlog of deferred maintenance*)
  - **Capacity issue** – (*new elementary school*)
- **Prior or ongoing commitment?** – (*Fire Station #1 / Yorktown Library*)
- **Widespread benefit?** – (*Emergency Communications System*)
- **Operating budget impact?**



# CIP Timeline

- **December 15** – Committee Recommendations to County Administrator
- **February 6** – Preliminary “Working Draft” presented to Board
- **February 14** – Preliminary “Working Draft” presented to Planning Comm.
- **March 20** – County Administrator’s Recommended CIP Presented
- **April 11** – Planning Commission certification of Comp Plan “consistency”
- **May 1** – Budget Adoption / CIP Approval

# Capital Improvements Program

# Project Priorities

Projects are entered into the CIP according to:

- Safety and security concerns
- Building and instructional capacity concerns
- Age of facility and various components
- Condition of facility and components
- Available funding

# Typical Scope of Work – School Renovation

- Bus loop / traffic isolation
- Cafeteria expansion / upgrades
- Classroom addition
- Classroom cabinet and sink replacement
- Ceiling replacement
- Gymnasium addition / upgrades
- HVAC replacement
- LED lighting upgrades (interior and exterior)
- Main office and library expansion
- Parking lot expansion
- Roof replacement
- Restroom upgrades
- Security vestibule installation
- Intercom upgrades



# Capital Improvements Program Waller Mill Elementary School



**Waller Mill Elementary School**  
Original Main Entrance



## Waller Mill Elementary School

99 New Front Entrance and Library Expansion



## Waller Mill Elementary School

100 New Gymnasium



## Waller Mill Elementary School

101 Separate Bus and Vehicle Traffic Entrances



## Waller Mill Elementary School

102 Expanded Parking Lot



# Capital Improvements Program Yorktown Elementary School



## Yorktown Elementary School

104 Original Front Entrance



## Yorktown Elementary School

105 New Front Entrance, Administrative Offices and Cafeteria



## Yorktown Elementary Addition and Renovations

106 New Main Entrance

*York County*  
SCHOOL DIVISION



## Yorktown Elementary Addition and Renovations

107 Cafeteria After Addition and Renovation



## Yorktown Elementary Addition and Renovations

108 Gymnasium After Renovation



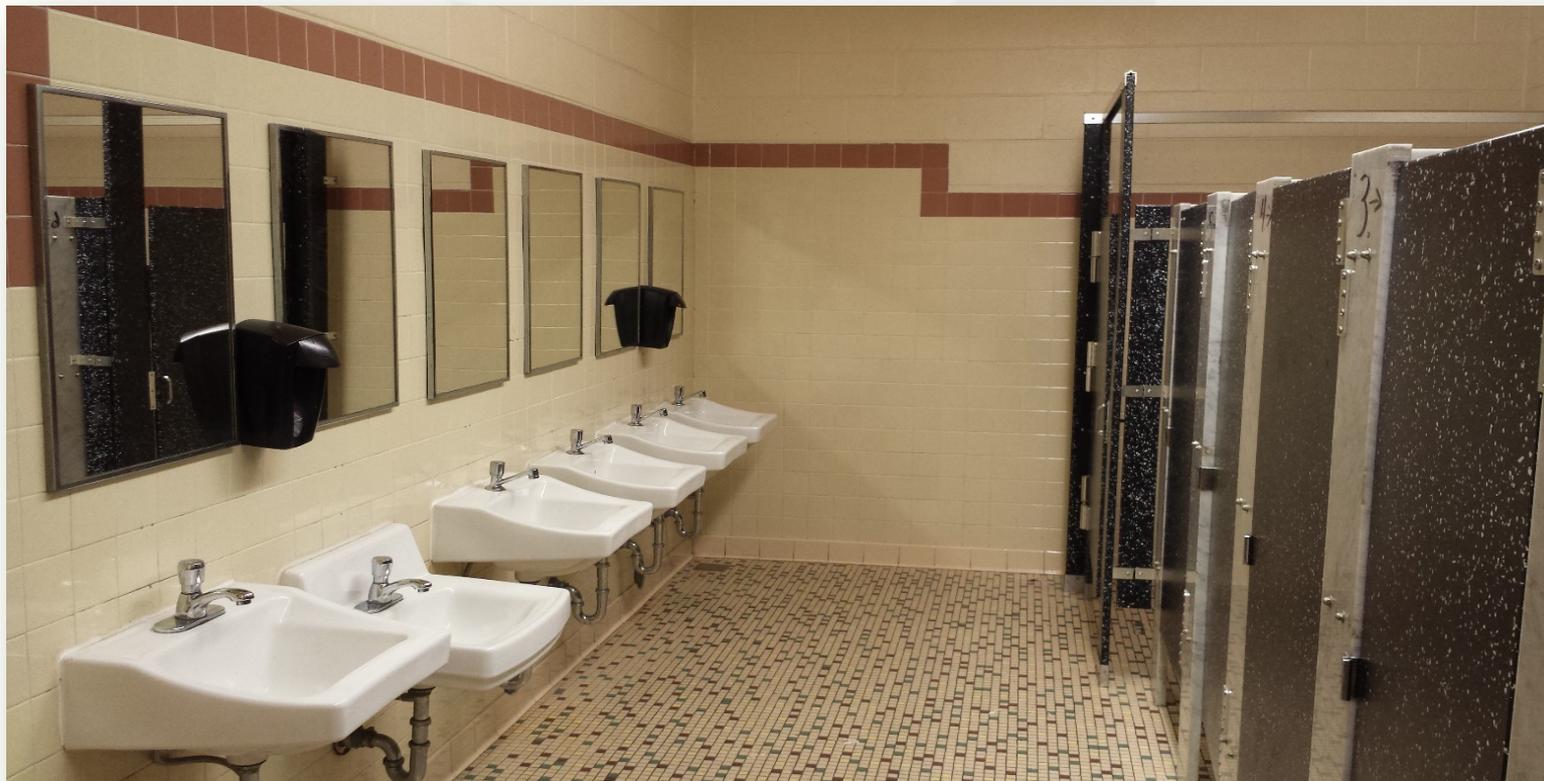
## Yorktown Elementary Addition and Renovations

109 Classroom Before Renovation



## Yorktown Elementary Addition and Renovations

110 Classroom After Renovation



## Yorktown Elementary Addition and Renovations

111 Main Restroom Before Renovation



## Yorktown Elementary Addition and Renovations

112 Main Restroom After Renovation

# Bethel Manor Elementary School Renovation



# Capital Improvements Program Bethel Manor Elementary School



115

## Bethel Manor Renovation of 300 and 400 Hallways

Classroom Before Renovation

*York County*  
SCHOOL DIVISION



## Bethel Manor Renovation of 300 and 400 Hallways

116 Classroom After Renovation



## Bethel Manor Renovation of 300 and 400 Hallways

117 Cafeteria Before Renovation



## Bethel Manor Renovation of 300 and 400 Hallways

118 Cafeteria After Renovation



## Bethel Manor Renovation of 300 and 400 Hallways

119 Roof Before Replacement



## Bethel Manor Renovation of 300 and 400 Hallways

120 Roof After Renovation



# Capital Improvements Program Future Project – Tabb Elementary School



## **Tabb Elementary School**

122 Existing Front Entrance



## Tabb Elementary School

123 Architectural Rendering - New Front Entrance and Office Expansion

*York County*  
SCHOOL DIVISION



# Capital Improvements Program FY19 Projects

# Elementary Schools

- Coventry Elementary School
  - Replace windows and create security vestibule
  - Replace metal roof
  - Replace classroom addition HVAC
- Dare Elementary School & School Board Office
  - Expand parking lots
  - Replace gymnasium HVAC
- Seaford Elementary School
  - Coat low slope roof
  - Expand parking lot
- Yorktown Elementary
  - Expand bus loop and parking lot

# Middle and High Schools

- Yorktown Middle School
  - Repave parking lot
  - Replace exterior lighting
- York High School
  - Replace/coat low slope roof (Phase I)
  - Replace/coat low slope roof (Phase II)
  - Renovate locker rooms
  - Annex - Replace windows, doors, HVAC, lighting and ceilings

# Capital Improvements Program FY19-24 Timeline

# CIP Timeline

- October 9 Six Year Facilities Master Plan Presentation to School Board
- October 23 Public Forum: Goals and Objectives for CIP
- November 6 Superintendent's Proposed CIP Presentation to School Board
- November 20 Public Hearing: Superintendent's Proposed CIP
- December 4 Work Session Discussion on Superintendent's Proposed CIP
- December 18 School Board Action on CIP

# Finance

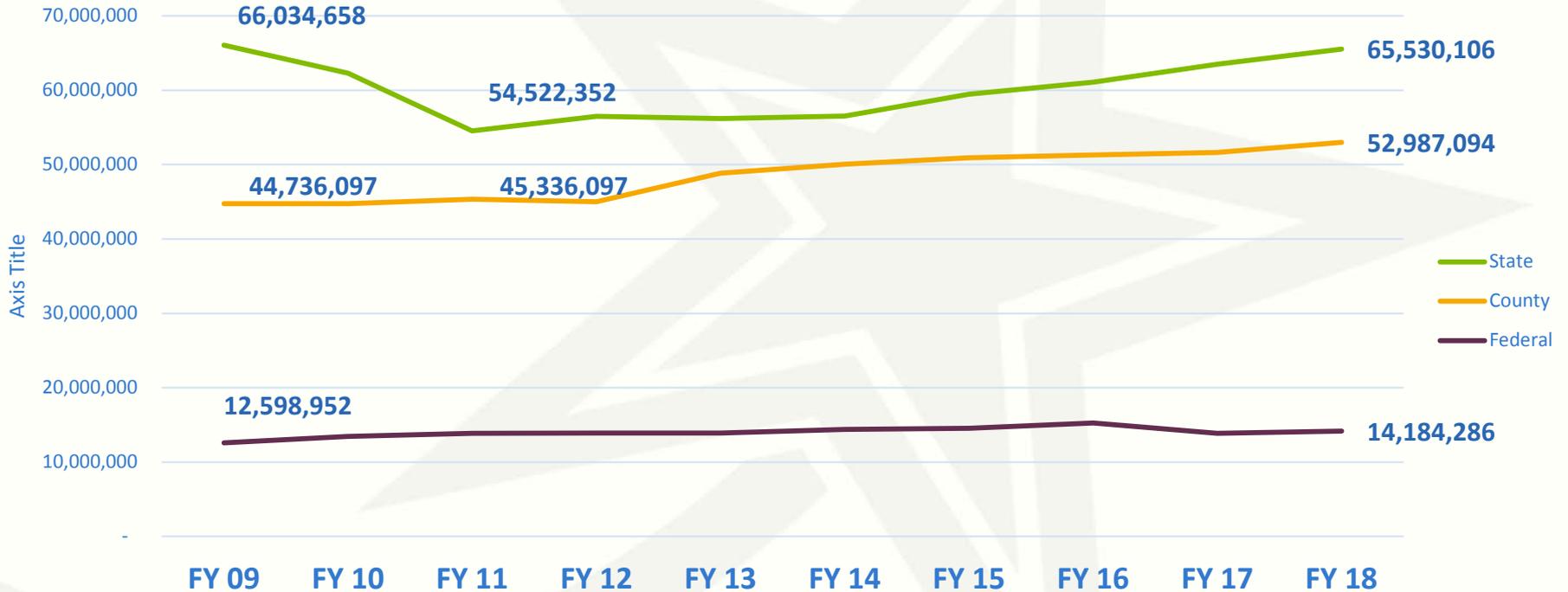
# FY17 End of Year

- Operating fund balance \$682,603
  - Technology
  - Textbooks
  - Buses
  - Capital projects
- Revenue Stabilization Fund \$985,000

# YCSD Fiscal Challenges

- Lack of state funding and increasing pressure on local government
- Competitive salaries and benefits for staff
- New Horizons Regional Education Center

# 10 Year Revenue Trend



# FY19 Budget

- Governor releases budget December 18<sup>th</sup>
- Rebenchmarking process
- Local Composite Index (LCI) update
- VRS rates update
- Economy

# LCI for Hampton Roads Comparator Divisions

	<u>2017-18</u>	<u>2019-20</u>	<u>Delta</u>
Williamsburg	0.7744	0.7703	(0.0041)
James City County	0.5638	0.5657	0.0019
Virginia Beach	0.3924	0.4046	0.0122
<b>York</b>	<b>0.3905</b>	<b>0.3822</b>	<b>(0.0083)</b>
Chesapeake	0.3437	0.3476	0.0039
Suffolk	0.3407	0.3420	0.0013
Norfolk	0.2986	0.2958	(0.0028)
Newport News	0.2819	0.2781	(0.0038)
Hampton	0.2772	0.2741	(0.0031)
Portsmouth	0.2505	0.2462	(0.0043)

# Governor's News Release

**For Immediate Release:** November 14, 2017

**Contacts:** Office of the Governor: Brian Coy, (804) 225-4260,  
Brian.Coy@governor.virginia.gov

**October 2017 General Fund Revenue Collections Up 7.7% From The  
Previous Year And Fiscal-Year-To-Date Collections Up 4.9%**

**~Payroll Withholding and Sales taxes accounted for much of the gain~**

**RICHMOND-** Governor McAuliffe announced today that October general fund revenues rose 7.7 percent in October, driven mainly by payroll withholding, sales, and corporate income taxes. On a fiscal year-to-date basis, total revenue collections rose **4.9 percent**, ahead of the annual forecast of a **2.7 percent increase**.

# Federal Funds

- No significant changes expected for FY19
- Impact of sequestration is unknown
- FY19 Impact Aid estimate is not available at this time

# Budget Calendar

- Dec 18 Governor's budget released
- Jan 8 School Board Work Session
- Jan 22 Public forum on budget
- Feb 12 Present FY19 Budget
- Feb 26 Public hearing
- Mar 26 School approves FY19 Budget



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# Financial Update



# FY2017 Financial Results

## FY2017 General Fund Carryover (rounded):

Revenue Surplus ( <b>\$2 million tax rate increase</b> )	\$4,500,000
Expenditure Savings	3,100,000

## **Less Required Commitments: (\$4.4 million)**

Grants	( 500,000)
Other Post-Employment Benefits (OPEB)	( 200,000)
12% Reserve Requirement (incremental increase)	( 700,000)
Funding for FY2018's CIP and other CIP Projects	<u>(3,000,000)</u>

**Year-end Funds Available for Departmental Requests and Senior Management Recommendations (2.0% of Budget)**

**\$3,200,000**



# Use of Year-End Funds

## One-Time Tax Rate Increase :

Transfer to School Division for Capital Projects	\$750,000
Economic Development	750,000
Health Insurance	600,000
New Fire Station	<u>200,000</u>

**Funding Requirements (First \$2 Million Funded from June Tax Rate Increase) \$2,300,000**

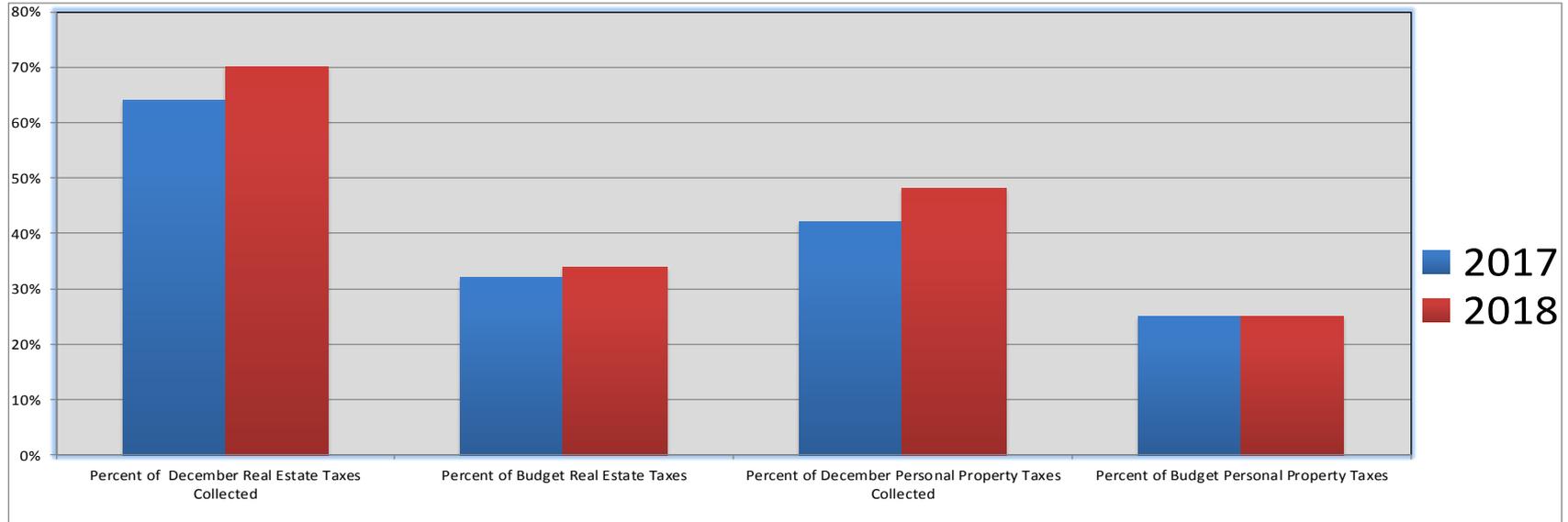
## Departmental Requests:

Sheriff's - Command Center, Direct Charge Vehicles, Security Door & Equipment	\$300,000
Fire & Life Safety - Grant Match, EMS Classes & Certificate Programs	100,000
Software & Hardware - IT Ongoing Arrangements	300,000
Multiple County-wide Training, Safety Programs, Youth Scholarships	40,000
Public Works -Electric Charging Station & Enhanced Schools Ground Maintenance	60,000
Various Small Departmental Requests	<u>100,000</u>

**Funded Departmental Requests (0.6% of Budget) \$ 900,000**

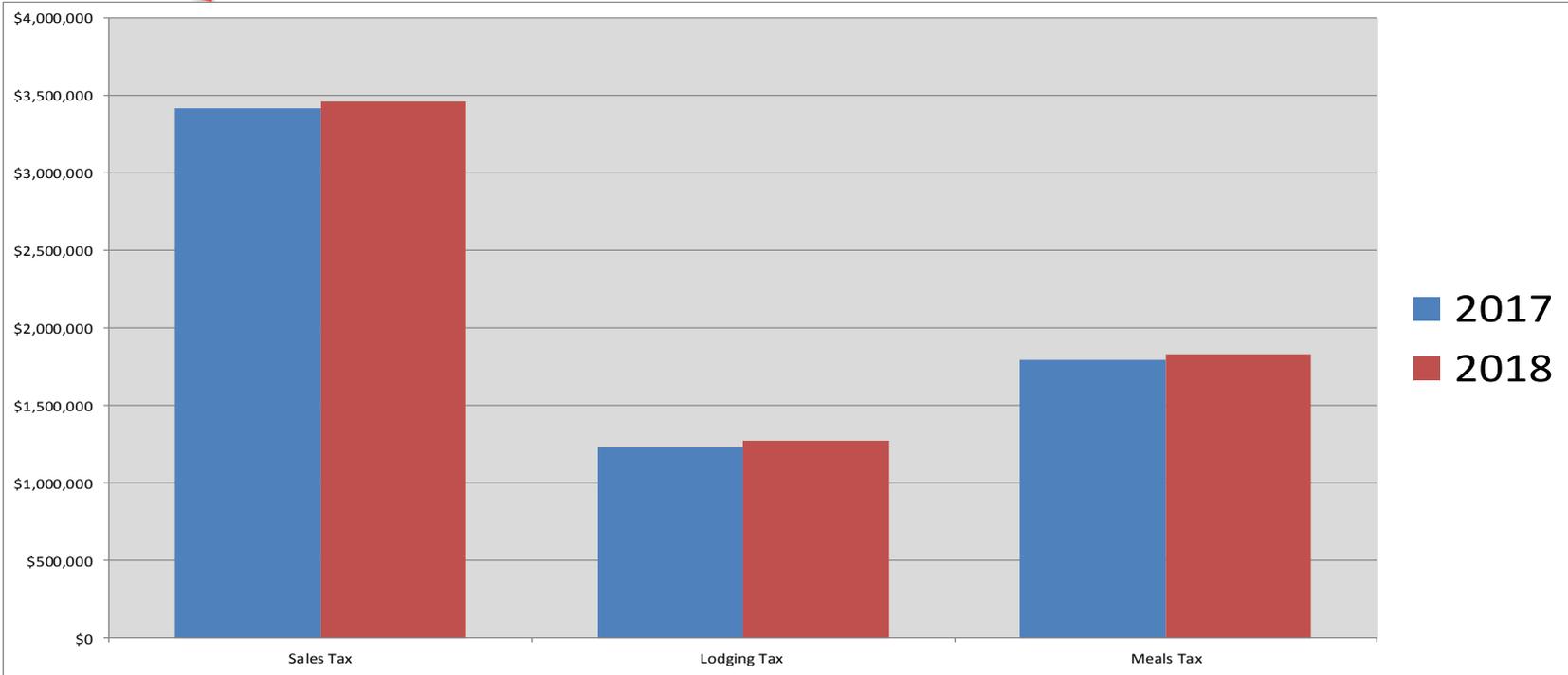


# FY 2018 Year to Date Real Estate and Personal Property





# FY 2018 Sales, Meals and Lodging Taxes to Date





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# FY 2019 Budget Considerations

- Base Budget for both the County and the Schools
- Increase in School Funding
- Compensation
- Capture Funding for Capital Projects with Ongoing Revenue
- One-time Reduction in Debt Service FY2019
- Public Safety Positions
- Health Care Costs
- VRS Rates



# Budget Timeline

- January 16, 2018 Public Forum
- February 6, 2018 Budget Work Session (Revenue Forecast)
- March 6, 2018 Budget Work Session (Community Support)
- March 20, 2018 Presentation of the Recommended Budget
- April 3, 2018 Scheduled Work Session
- April 17, 2018 Public Hearing Budget, CIP and Tax Rates
- April 24 & 26, 2018 Scheduled Work Sessions
- May 1, 2018 Planned Adoption of the FY19 Budget and CIP

# County & Schools Joint Retreat

December 5, 2017

