Strategic Focus Report FY19

Resource Stewardship

Efficient Budgeting and Allocation

Premier Workforce

Caring Culture

Student Success

- Market-Competitive Compensation
- Exceptional Employees
- Welcoming Environment
- Healthy Life Choices
- Portrait of a Graduate Attributes
- Elimination of Gaps
- Early Education
TERMS OVERVIEW

» Baseline
  • 3-Year Baseline is the average performance from FY16 to FY18

» SY18-19 performance
  • Data for this reporting period, School Year 2018-19

» Targets
  • Targets are what the division should achieve by 2020. These were adopted by the School Board in March 2019 as part of the Strategic Plan focus.

» Aspirations
  • Aspirations are what the division wants to achieve in the Strategic Plan. These were adopted in March 2019 by the School Board as part of the Strategic Plan focus.

» Color Coding for Graphs

- **SY 2018-19 met or exceeded target**
- **SY 2018-19 progressed toward target**
- **SY 2018-19 made limited progress toward target**
- **SY 2018-19 did not progress toward target**
EFFICIENT BUDGETING AND ALLOCATION

Fiscal budgeting and allocation will maximize FCPS effectiveness and efficiency.
ASPIRATIONS AND SY 2018-19 PROGRESS: EFFICIENT BUDGETING AND ALLOCATION

<table>
<thead>
<tr>
<th>• FCPS will maintain a cost per pupil ± $1,000 of the average cost per pupil of the Washington Area Boards of Education (WABE) average</th>
<th>Met or Exceeded Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All spending will be allocated using the Strategic Decision-Making Cycle</td>
<td>Progressed Toward Target</td>
</tr>
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<td>• All schools will have adequate classroom space for students, eliminating the need for trailers</td>
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</tr>
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<td>• FCPS will maintain schools that all students, families, and staff consider safe</td>
<td>Progressed Toward Target</td>
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FCPS will maintain a cost per pupil ± $1,000 of the average cost per pupil of the Washington Area Boards of Education (WABE) average.

- Most of FCPS CPP increase related to teacher salary enhancements.
All spending will be allocated using the Strategic Decision-Making Cycle (SDMC)

- FY20 Proposed Budget (base and changes) aligned to the Strategic Plan goal areas (Student Success, Caring Culture, Premier Workforce, Resource Stewardship)

Strategic Decision-Making Cycle for Resource Allocation

Plan: Prioritize work, determine budget allocation; develop specific measurable outcomes.

Do: Spend and monitor funds.

Act: Determine what works and make any needed adjustments.

Study: Examine the outcomes of the work including Return on Investment (ROI).

<table>
<thead>
<tr>
<th>Aspirational Value</th>
<th>Funding for all activities aligned to the prioritized areas of focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-20 Target</td>
<td>Funding for all activities aligned to the 8 prioritized areas of focus for SYs 18-20</td>
</tr>
<tr>
<td>FY19 Performance</td>
<td>Funding for all activities aligned to the 4 strategic goal areas</td>
</tr>
<tr>
<td>3-Year baseline</td>
<td>$0</td>
</tr>
</tbody>
</table>

Data Source: Department of Financial Services
STRATEGIC DECISION MAKING: FY19 ACTIONS AND RETURN ON INVESTMENT (ROI)

» Actions
  • Aligned FY20 budget to the Strategic Plan’s four goal areas
  • Adopted new Strategic Plan goal reporting format to reflect SDMC
  • Developed structure to improve identification of resources used for strategic work
  • Revised the Strategic Improvement and Innovation Plan (SIIP) template to align school improvement efforts to Student Success and Caring Culture priorities

» Cost Description ROI: Aligned all operating funds to the four goal areas and implemented foundational SDMC pieces to align funds to the eight priorities using a FY19 investment of approximately $193,000 in staff time
All schools will have adequate classroom space for students, eliminating the need for trailers.

- From FY18 to FY19, FCPS removed 92 temporary classrooms and added 23, for a net of 69 removed classrooms.
- Most of the removals (60) stemmed from school renovations.
- Additions came from membership changes and programmatic enhancements.

### FY 2019 Progressed Toward Target

- From FY18 to FY19, FCPS removed 92 temporary classrooms and added 23, for a net of 69 removed classrooms.
- Most of the removals (60) stemmed from school renovations.
- Additions came from membership changes and programmatic enhancements.

### Number of temporary classrooms

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>SY 2018-19 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirational Value (Interim)</td>
<td>240</td>
<td>0 by 2028</td>
</tr>
<tr>
<td>2018-20 Target</td>
<td>480</td>
<td></td>
</tr>
<tr>
<td>FY19 Performance</td>
<td>777</td>
<td></td>
</tr>
<tr>
<td>3-Year baseline</td>
<td>839</td>
<td></td>
</tr>
</tbody>
</table>

Data Source: Department of Facilities and Transportation

FY 2019
ADEQUATE CLASSROOM SPACE: FY19 ACTIONS AND RETURN ON INVESTMENT (ROI)

» Actions
  • School renovations
  • Annual programs, capacity and facility review
  • Consultations with principals about efficient and appropriate use of space
  • Monitoring of age and condition of temporary classrooms

» Cost Description ROI: Through school renovations, replaced one temporary classroom for every $314,500 in CIP funds, with a full school renovation averaging $35.6 million per school
  • Classroom costs within school renovations to replace all 777 temporary classrooms with permanent classrooms estimated to cost $245 million (CIP funds)
  • Physical removal of temporary classrooms and associated staff time required an additional investment of $15,500 per classroom from FY19 operating funds.
FCPS will maintain schools that all students, families, and staff consider safe.

- Student perceptions of safety improved 4 points.
- Staff perceptions improved 3 points but were still lower than that of other groups.
- Family perceptions were measured for the first time and were higher than that of students or staff.

Progressed Toward Target

<table>
<thead>
<tr>
<th>Aspirational Value</th>
<th>Students</th>
<th>Families</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-20 Target</td>
<td>87%</td>
<td>93%</td>
<td>83%</td>
</tr>
<tr>
<td>FY19 Performance</td>
<td>85% (n=4,163)</td>
<td>89% (n=25,712)</td>
<td>77% (n=802)</td>
</tr>
<tr>
<td>3-Year baseline</td>
<td>81% (n=5,492)</td>
<td>N/A</td>
<td>74% (n=1,364)</td>
</tr>
</tbody>
</table>

Data Sources: Students and Staff: State Climate Survey; Families: Family Engagement Survey
SAFEY: FY19 ACTIONS AND RETURN ON INVESTMENT (ROI)

» FY19 Actions:
  • Safety and Security Training
  • Replacement Classroom Locks
  • Enhanced Mental Health Support

» Cost Description ROI: Improved student and staff perceptions of school safety by one percentage point for every $1.2 million invested
  • Total FY19 investment in safety and security was $4.2 million
  • Safety efforts may positively impact other strategic aims, such as students’ social-emotional well-being, discipline incidents, and staff wellness
FUTURE CONSIDERATIONS

» Budget

- **Strategic Decision-Making Cycle (SDMC)**
  - Additional staff positions are needed to strengthen processes and structures for analyses
  - Dedicated funds for strategic efforts identified by the SDMC are necessary for flexibility

- **Adequate Classroom Space**
  - Additional Facilities and Transportation Services staff will be required to support capacity and facility reviews
  - Expediting renovations will require increased bond funding

- **Safety**
  - Funding for mental health professionals will need to be continued and, perhaps, expanded
  - Funding for lead testing of water should be continued
  - Additional staffing in the Office of Safety and Security may be needed for oversight of school-based safety and security positions
FUTURE CONSIDERATIONS

» Strategic Concerns
  • Cost per Pupil (CPP)
    • Repurposing current funds to support strategic priorities will be necessary to keep CPP within target range
  • Strategic Decision-Making
    • A more flexible approach to budgeting will be necessary to fully implement the SDMC
    • Budget documents will need refining to show the alignment of funds to strategic initiatives
  • Adequate Classroom Space
    • FCPS will need to find innovative ways to balance the need for additional space against the desire to reduce temporary classrooms
    • Communications, policies, and resource allocations will need to reflect the desire to remove temporary classrooms
  • Safety
    • FCPS will need to understand the sources of safety concerns for students, parents, and staff