

FY 2017-18

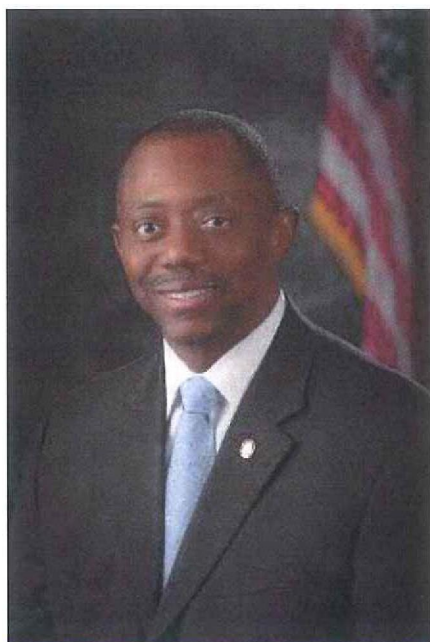
Superintendent's Estimate of Needs



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“As we prepare students for college and careers, we must work diligently to meet their educational and training needs for future success.”

Chairman Parent, Vice-Chair Williams and School Board Members,

I present to you an overview of the school division's needs for the upcoming school year. It's an ambitious plan that aims to deliver the world-class education our students deserve.

In compiling this plan, I talked with principals, teachers, parents, and students to glean feedback on how our school division budget affects every day operations, teaching, and learning.

The process started in September. Our Chief Financial Officer led the listening tour, and together we compiled and analyzed the feedback. What we heard is both inspiring and daunting.

Every year our hard-working teachers develop innovative ways to support students on a tight budget. Just because they can, doesn't mean they should have to. To that end, this list of needs includes line items that aim to attract and retain quality staff, boost morale, and improve school climate. Our staff is skilled enough to work anywhere, and we are thankful they choose Portsmouth Public Schools. We want to keep our best and brightest talent so that our students have a meaningful educational experience.

Along with staff feedback, we reviewed previous year budgets and spending. We also consulted state and national education leaders to incorporate best practices in our division. We aim to be good stewards of our funding to best help our students learn.

As we prepare students for college and careers, we must work diligently to meet their educational and training needs for future success. The division has had much success in partnering with local colleges and employers on this effort. But, PPS needs to grow and strengthen our division's Career and Technical Education programs. Technology is an increasingly important part of student learning, and we must bolster those efforts. It's also important to maintain safe and functional learning spaces. Additionally, our division is educating an increasingly diverse group of students with various learning styles and needs. Unmet needs for our students and division pose a threat to our journey of success.

We receive myriad sources of funding— from the city, state and federal government. Fluctuations in funding present real challenges to our school division. While we cannot control the amount of money the division receives, I do believe in laying out a sound financial plan of action and advocating for our division's needs.

This is no easy feat, but a critical one. I remain committed to all of our students and staff, and I am honored to be a part of this great school division.

Sincerely,

A handwritten signature in blue ink, appearing to read "Elie Bracy".

Elie Bracy, III, Ed.D.

Division Superintendent



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

PORTSMOUTH CITY PUBLIC SCHOOLS

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2016-2017.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'Brenda Burkett', written over a horizontal line.

Brenda R. Burkett, CPA, CSBA, SFO
President

A handwritten signature in black ink, reading 'John D. Musso', written over a horizontal line.

John D. Musso, CAE, RSBA
Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Portsmouth City School Board
Virginia**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, which appears to read 'Jeffrey R. Egan', is located below the date.

Executive Director

DIVISION OVERVIEW

The Portsmouth City School Board (the School Board) is located in historic Portsmouth, Virginia which was settled in 1751 and incorporated by the Virginia General Assembly in 1858. Over 250 years old and situated on the James and Elizabeth Rivers, Portsmouth is one of the world's greatest natural harbors.

The School Board is a component unit of the City of Portsmouth. The School Board derives its authority from the Constitution of Virginia, the Code of Virginia, and the regulations of the State Board of Education. The nine elected members of this corporate body are officers of the Commonwealth and govern the operations of the school division during their four-year terms.

The School Board (also referred to as Portsmouth Public Schools or PPS), enrolls on average 14,000 students each year. PPS offers pre-kindergarten through grade 12 education. There are three high schools, three middle schools, thirteen elementary schools, and four preschool centers within the division.

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18*
Pre-K and Specialty Center	727	712	712	553	553
K- 12	14,272	14,368	14,217	14,138	14,045
Total Enrollment	14,999	15,080	14,929	14,691	14,598

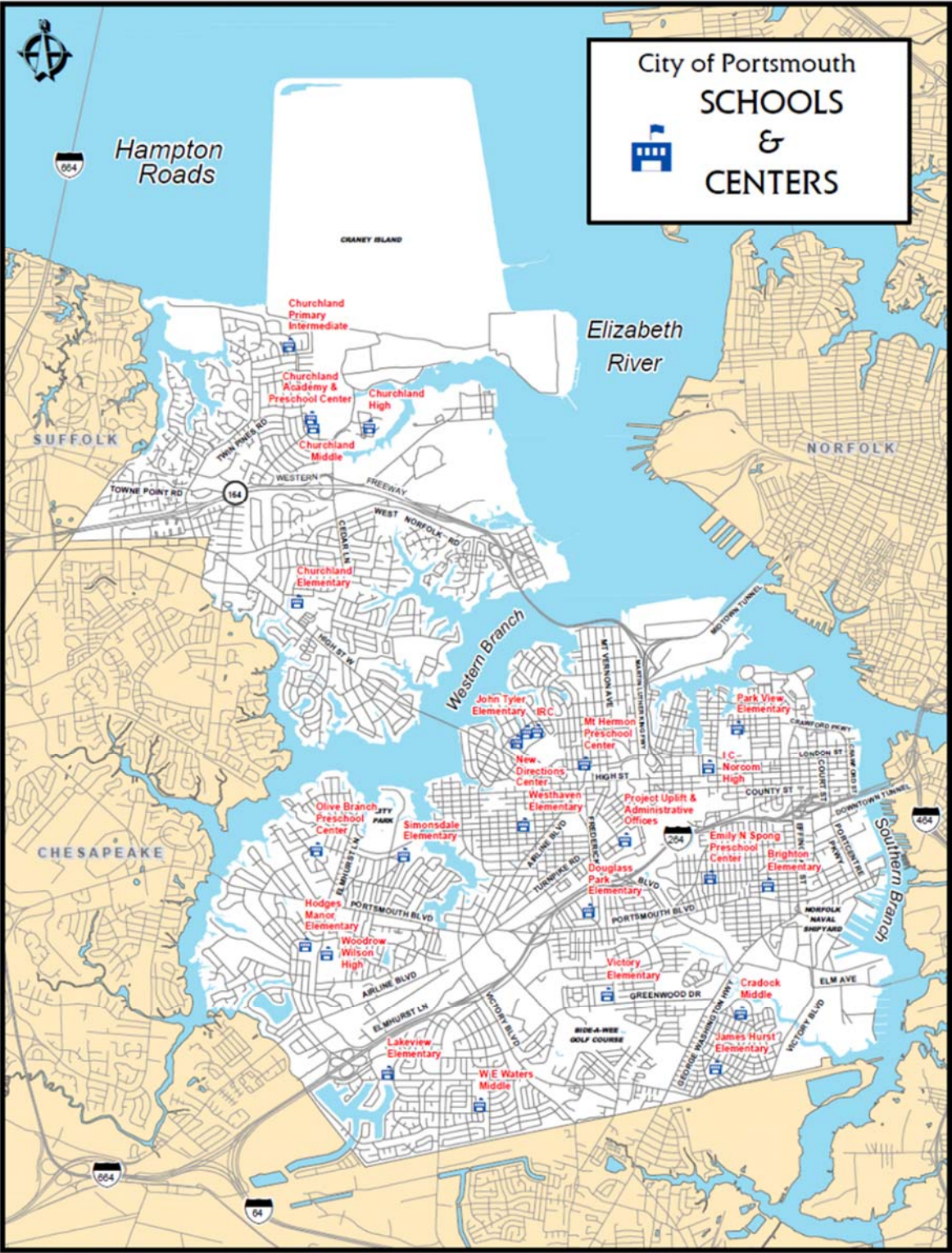
*Projection for fiscal year 2017-18

For preschool students, ages 2 through 4, who have special disabilities or developmental needs, education is provided at the four preschool centers. Four-year old preschool students acquire skills to ensure success in kindergarten and throughout their educational careers. Kindergarten through sixth grade students receive traditional instruction at the 13 elementary schools. Regular instruction continues through the three middle schools (grades 7-8) and three high schools (grades 9-12). Alternative placement, through the New Directions Center for students in grades K-8, is also available.

In addition to traditional instruction for students in grades K-12, high school students have the option of applying for acceptance into the magnet programs that are home-based at each high school. The division also operates a Science, Technology, Engineering, and Mathematics (STEM) pathways program for all elementary students and offers an adult education program which includes night courses at one of the high schools. The night courses are designed to prepare adult students for the GED test, to learn new hobbies, and to gain knowledge simply for personal enrichment. Adults who want to learn English as a second language can also receive instruction through the adult education program.

Portsmouth Public Schools began the AC=13 Program (Academics Plus Career After High School=13th Year) in 2006 to prepare students for the time immediately following high school graduation. The program erased the boundaries of traditional academic courses, and career or technical courses, and blurred the lines between high school and community college. The Career and Technical Education Program offers courses in Practical Nursing, Hotel and Motel Management, Early Childhood Education Exploration, Culinary Arts, Horticulture, Marine Electrical, Diesel Equipment Technology, and Automotive Repair. Upon completion of these courses, students not only possess workplace readiness skills, but they also receive certification that enables them to earn a living while still determining their educational journeys.

Portsmouth Public Schools partnered with Tidewater Community College to offer First College to second-semester seniors who completed coursework for their high school diplomas and who plan to attend a college or university after graduation. These students take classes at the local campus of Tidewater Community College and earn post-secondary credits. This program began in the spring of 2006 with 19 students and has grown each year.



MISSION AND GOALS

The mission of the Portsmouth Public School Division is to engage all students in learning that will foster academic excellence and responsible citizenship.

During fiscal year 2016-17, this Mission Statement and a new five year Strategic Plan was adopted with the help of nationally-recognized consultant, Ann Cunningham-Morris, M.Ed. Specific actions taken to develop the Strategic Plan included:

- Investigation of trends that will impact the future of education in the school division
- Examination of present school division data and practices
- Deployment of a survey released in April 2016
- Review survey feedback from over 840 community/staff members and over 50 district leaders
- Determination of educational and financial priorities based on answers to survey questions
- Review Mission statement to ensure alignment with community feedback
- Categorization of top priorities into five goals
- Outline of objectives to help meet the five goals
- Define action steps to achieve the objectives
- Establish measures to gauge progress toward meeting objectives and goals
- Determine who will be responsible for recording measurements and documenting division success

With these action steps, the five year Strategic Plan outlines the following five goals to accomplish the new mission:

1. **Curriculum, Instruction and Assessment:** Provide educational opportunities to assure all students achieve high academic growth
2. **Social-Emotional Development:** Strengthen practices and policies focused on social-emotional development
3. **High-Quality Personnel:** Recruit, retain, and develop highly qualified personnel
4. **Family and Community Engagement:** Strengthen school, family, and community involvement and perceptions
5. **Finance and Operations:** Ensure fiscal stability through sound financial practices and ensure high-quality school facilities

The full text of the Strategic Plan, including measurable objectives for each goal, is available in a separate publication on the Portsmouth Public Schools website, <http://ppsk12.us/>. Click the “About PPS” tab, double-click “School Board” from the drop-down list, and then choose Strategic Plan from the side menu on the School Board page.

It is this mission and five goals which drive the decision making of the School Board and provides the basis for the development of the budget for fiscal year 2017-18. See Appendix for full Strategic Plan.



Mr. Claude C. Parent
School Board Chairman
 Member of the School Board since 2010
 Current Term expires December 31, 2018
 Minister of Church Administration, Retired Educator



Mrs. Costella B. Williams
School Board Vice-Chairman
 Member of the School Board since 2008
 Current Term expires December 31, 2020
 Retired Supervisor and Community Volunteer

PORTSMOUTH CITY SCHOOL BOARD



Ms. Angelia N. Allen
 Member since 2016
 Current Term expires
 December 31, 2020
 Healthcare Professional



Ms. Lakeesha S. "Klu" Atkinson
 Member since 2016
 Current Term expires
 December 31, 2020



Rev. Joseph A. Fleming
 Member since July 2012
 Current Term expires
 December 31, 2018
 Assistant Pastor,
 Former Teacher



Mrs. Sarah D. Hinds
 Member since 2014
 Current Term expires
 December 31, 2020
 Career Educator



Mr. Ted J. Lamb
 Member since 2013
 Current Term expires
 December 31, 2020
 Career Educator



Rev. Cardell C. Patillo
 Member since 2015
 Current Term expires
 December 31, 2018
 Youth Pastor



Dr. Ingrid P. Whitaker
 Member since 2015
 Current Term expires
 December 31, 2018
 Associate Professor

Superintendent's Cabinet

Elie Bracy, III, Ed.D
Division Superintendent

Dr. Anita W. Taylor
*Assistant Superintendent
Curriculum and Instruction*

Mr. Joseph L. Wiggins
Executive Administrator to the Superintendent

Scott A. Ziegler
Director of Human Resources/Operations

Brittany T. Dortch, CPA
Chief Financial Officer

Dr. Michael T. Cromartie
*Director of School Programs
Curriculum and Instruction*

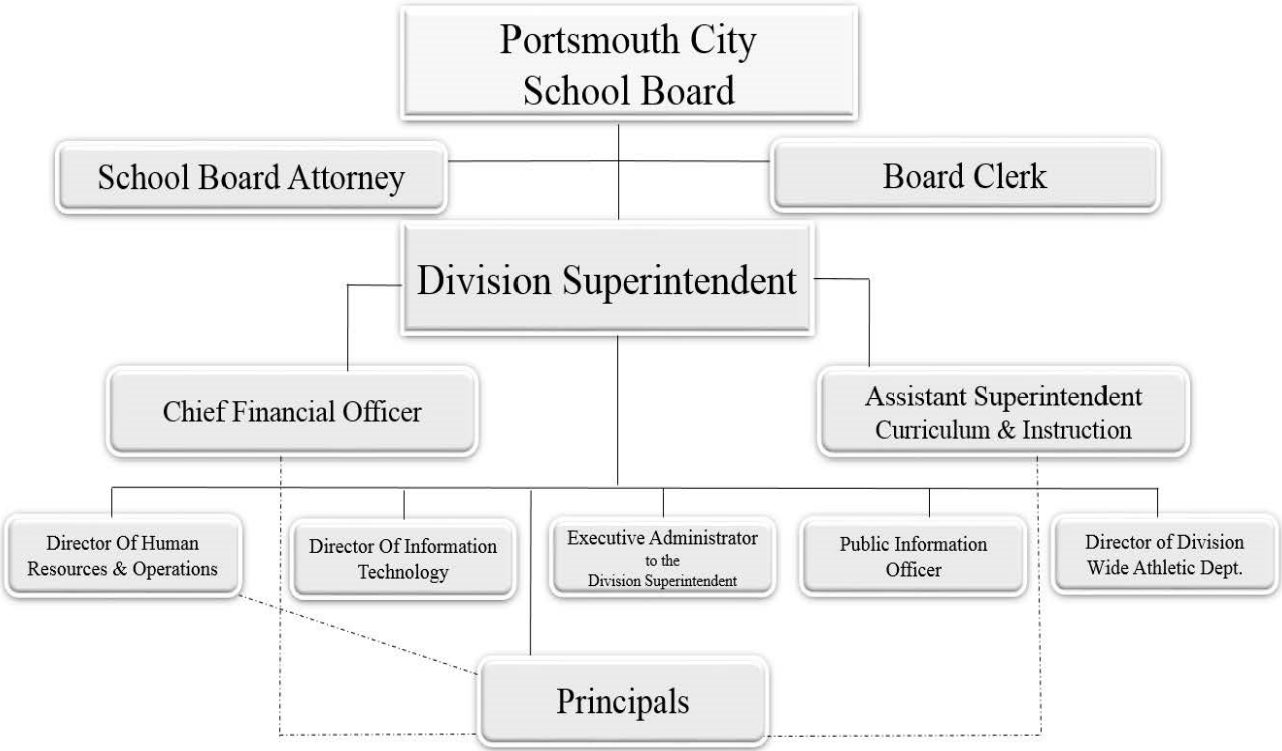
Derrick A. Nottingham
Director of Research and Evaluation

Dean M. Schlaepfer
Director of Information Technology

Cherise M. Newsome
Public Information Officer

Division Organizational Chart

FY 2017-18



Rev. Nov. 2016
1-Org Chart Division



2017-18 Budget Development Calendar

September

Thursday, September 8, 2016	5:30 p.m.	School Board Public Works Session
Tuesday, September 13, 2016	3:00 p.m.	School Board Finance Committee Meeting City Council Meeting
Thursday, September 22, 2016	7:00 p.m.	School Board Meeting (Council Chambers)
Tuesday, September 27, 2016	7:00 p.m.	City Council Meeting
Friday, September 30, 2016	3:00 p.m.	PPS Budget Team Kick-Off Meeting

October

Individual school and departmental budget meetings throughout the month

Thursday, October 6, 2016	5:30 p.m.	School Board Public Works Session
Tuesday, October 11, 2016	3:00 p.m. 7:00 p.m.	School Board Finance Committee Meeting City Council Meeting
Monday, October 17, 2016	6:00 p.m.	School & Department Budget instructions distributed; Schools & Departments begin entering their budgets
Thursday, October 20, 2016	7:00 p.m.	School Board Meeting (Council Chambers)
Friday, October 21, 2016		Budget Survey Released to Staff and Public
Tuesday, October 25, 2016	7:00 p.m.	City Council Meeting
Wednesday, October 26, 2016	11:00 a.m.	School Administration, City Administration, and Budget Staff meet to discuss FY18 Operating and CIP Budgets



November

Individual school and departmental budget meetings throughout the month

Wednesday, November 2, 2016	3:30 p.m.	School Administration, City Administration, and Budget Staff meet to discuss FY18 Operating and CIP Budgets
Tuesday, November 1, 2016	3:00 p.m.	School Board Finance Committee Meeting
Thursday, November 10, 2016	7:00 p.m.	School Board Meeting (City Council Chambers) Input from employee groups presented to School Board
Friday, November 11, 2016	5:30 p.m.	FY 2018 CIP submissions due to City Budget Team
Friday, November 18, 2016		Budget Survey Closes
Wednesday, November 30, 2016		Final input due in MUNIS from schools and departments

December

Thursday, December 1, 2016	5:30 p.m.	School Board Public Works Session
Tuesday, December 13, 2016	7:00 p.m.	City Council Meeting
Monday, December 5, 2016	10:00 a.m.	Chief Financial Officer and Assistant Superintendent-C&I begin entering/editing budget
Thursday, December 15, 2016	7:00 p.m.	School Board Meeting (Council Chambers) Governor submits his Executive Budget Document

January

Tuesday, January 3, 2017	3:00 p.m.	School Board Finance Committee Meeting
Thursday, January 12, 2017	5:30 p.m.	School Board Annual Organizational Meeting FY18 Preliminary Budget Discussion
Thursday, January 26, 2017	7:00 p.m.	School Board Meeting (Council Chambers)
Friday, January 27, 2017	9:00 a.m.	City Budget Defense Meeting with School Superintendent and Budget Team
Saturday, January 28, 2017	9:00 a.m.	City-School Community Engagement Meeting Woodrow Wilson High School



February

Thursday, February 2, 2017	6:30 p.m.	City-School Community Engagement Meeting I.C. Norcom High School
Saturday, February 4, 2017	9:00 a.m.	City-School Community Engagement Meeting Churchland High School
Thursday, February 9, 2017	5:30 p.m.	School Board Public Works Session Superintendent's FY18 Statement of Needs submitted to School Board
Thursday, February 23, 2017	7:00 p.m.	School Board Meeting (Council Chambers) School Board holds Public Hearing on FY18 Proposed Budget
TBD	3:00 p.m.	School Board Finance Committee Meeting
Monday, February 27, 2017	6:00 p.m.	Joint City Council Meeting with School Board

March

Thursday, March 9, 2017	5:30 p.m.	School Board Public Works Session
Thursday, March 23, 2017	7:00 p.m.	School Board Meeting (Council Chambers) School Board adopts FY18 Proposed Operating Budget
TBD	3:00 p.m.	School Board Finance Committee Meeting
Monday, March 27, 2017	6:00 p.m.	City Manager Presentation of Proposed Budget

April

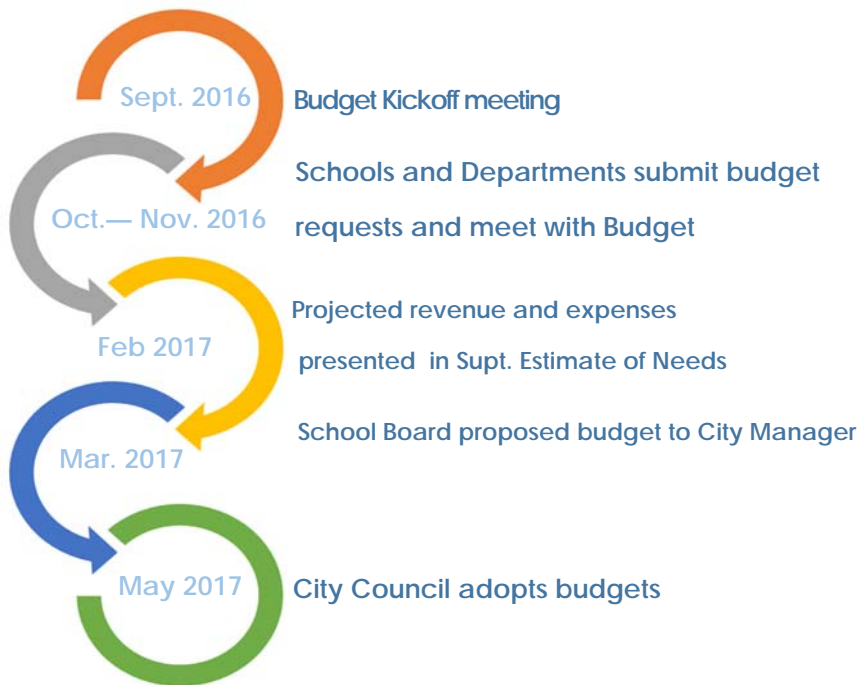
Thursday, April 6, 2017	5:30 p.m.	School Board Public Works Session
Thursday, April 27, 2017	7:00 p.m.	School Board Meeting (Council Chambers)
TBD	3:00 p.m.	School Board Finance Committee Meeting
Monday, April 10, 2017	6:00 p.m.	City Council Work Session - Proposed Budget
Monday, April 24, 2017	6:00 p.m.	City Council Work Session - Proposed Budget
Tuesday, April 25, 2017	7:00 p.m.	City Council Meeting-Public Hearing on FY18 Proposed Budget and Tax Rates



May

TBD	3:00 p.m.	School Board Finance Committee Meeting
Monday, May 8, 2017	6:00 p.m.	City Council Work Session - Proposed Budget
Tuesday, May 9, 2017	7:00 p.m.	Regular City Council Meeting - Adoption of Operating Budget, School Budget, CIP and Tax Rates
Thursday, May 11, 2017	5:30 p.m.	School Board Public Works Session School Board reviews priorities and discusses options for any adjustments to the City Council adopted FY18 Operating Budgets
Friday, May 19, 2017	10:00 a.m.	Final draft of School Board Operating Budget due
Thursday, May 25, 2017	7:00 p.m.	School Board Meeting (Council Chambers) School Board adopts the final FY18 Operating Budget
TBD- To Be Determined		

BUDGET PROCESS AND TIMELINE



Throughout the process, the Office of Budget and Planning (budget office) periodically reviews staffing levels, revenue and expenditure projections, and monitors state legislation. This year, the budget office conducted an online survey in the fall to solicit community and employee group feedback. The budget office incorporated the feedback with the School Board's mission and goals to develop the fiscal year 2017-18 budget. In response to the current economic conditions facing the City of Portsmouth (the City), the School Board has submitted a sound, balanced budget.

Meetings are held with the Division Superintendent, School Board Finance committee, and the School Board throughout the process to provide a timely, detailed overview of the budget process. The budget office presents categorical breakdowns of the proposed budget, programs included/excluded, projects staffing level changes, must funds items, recommended budget items, and unfunded initiatives.

Information concerning projected revenues and expenditures, related to the Grants fund and the Food Services fund are obtained from the Finance and Food Services departments, respectively. The projected Grants fund revenue is based on current grants awarded with the anticipation that the school division will receive the same grant funding in the upcoming year and anticipated new grant awards currently being pursued by the division. The Textbook fund budget is based on the projected state revenue and the minimum required local match as directed by the state.

September

The budget office meets with the Superintendent's budget team to discuss the budget process, goals, and budget calendar. This year's team consisted of the following:

Division Superintendent
Chief Financial Officer
Director of Human Resource/Operations
Budget Analyst

Assistant Superintendent of Curriculum and Instruction
Director of Curriculum and Instruction
Director of Information Technology
Division Wide Athletic Director

October/November

In mid- October, the budget office releases an online community survey to gather employee and citizen feedback. The survey closes in mid– November.

During October and November, departments and schools submit their non-payroll budgets. Simultaneously, the budget office conducts individual budget meetings with every school and department to understand the needs for the upcoming budget year. This meeting also is an opportunity for the budget office to learn how effective the previous year budget was in allowing the schools and departments to meet their objectives. Changes are incorporated in the budget as needed. The Assistant Superintendent of Curriculum and Instruction is included in the budget discussions.

The budget office meets with operations leadership and City leaders to identify potential changes to the Capital Improvement Plan. The Capital Improvement Plan budget is controlled and maintained by the City; funds for the School Board’s capital projects are not appropriated to the School Board, however, the School Board and the City meet (individually and jointly) throughout the capital improvement budget process.

The budget office also gathers information on any changes to healthcare costs, retirement benefits, and other payroll related costs from the Benefits department. An initial projection of payroll is done utilizing an in-house staffing tool to determine the proper staffing ratios based on state’s standard of quality requirements, projected average daily membership (ADM), and division goals.

The budget office meets with personnel from the Office of Curriculum and Instruction and the Human Resources department to review current staffing levels and open vacancies to determine if any adjustments are needed.

December

An initial projection of budgeted revenues is done based on the most recent available information which includes the Governor's proposed budget for the next fiscal year (released in mid-December). The budget office performs a detail review of all non-payroll requests from schools and departments and payroll costs and makes revisions and adjustments to align with the goals outlined in the Strategic Plan. The budget office also meets with the Division Grant Writer to help identify additional grant revenue sources that may be available for the division to pursue based on the requests from the division.

The budget office then compares projected payroll and non-payroll costs for the next fiscal year to the initial revenue projection as of December. Any must fund items, such as Virginia Retirement System rate increases are also included in the budget first. Any projected costs not covered under the initial revenue projection are accumulated and analyzed with the Superintendent and Finance Committee and are deemed unfunded needs.

January/February

In January, the projected revenue, projected expenditures, and unfunded needs are presented to the School Board. The School Board then prioritizes which unfunded needs will be requested from the City for additional funding.

The budget office continues to review initial projection of costs for any changes and communicates the changes in a timely manner to the Superintendent and School Board.

The City and the School Board collaborate and host community engagement meetings at each of the three high schools in the city. These meetings include a presentation from the Superintendent and City Manager and an live survey on school and city related issues. The School Board and City Council also hold a joint council meeting to discuss budgetary concerns.

The budget office incorporates the projected revenues, payroll projection, and approved non-payroll requests and unfunded needs into the Superintendent's Estimate of Needs (SEON). The SEON is submitted and presented to the School Board in February. Any changes requested by the School Board are incorporated into the SEON and serves as the basis for the School Board's Proposed Budget.

As required by Virginia State Code the School Board holds a public hearing on the Proposed Budget.

The School Board and City Council also hold a joint meeting to discuss budgetary concerns.

March

The School Board formally adopts the Proposed Budget and these figures are sent to the City Manager for inclusion into the City Manager's Proposed Budget to City Council.

April

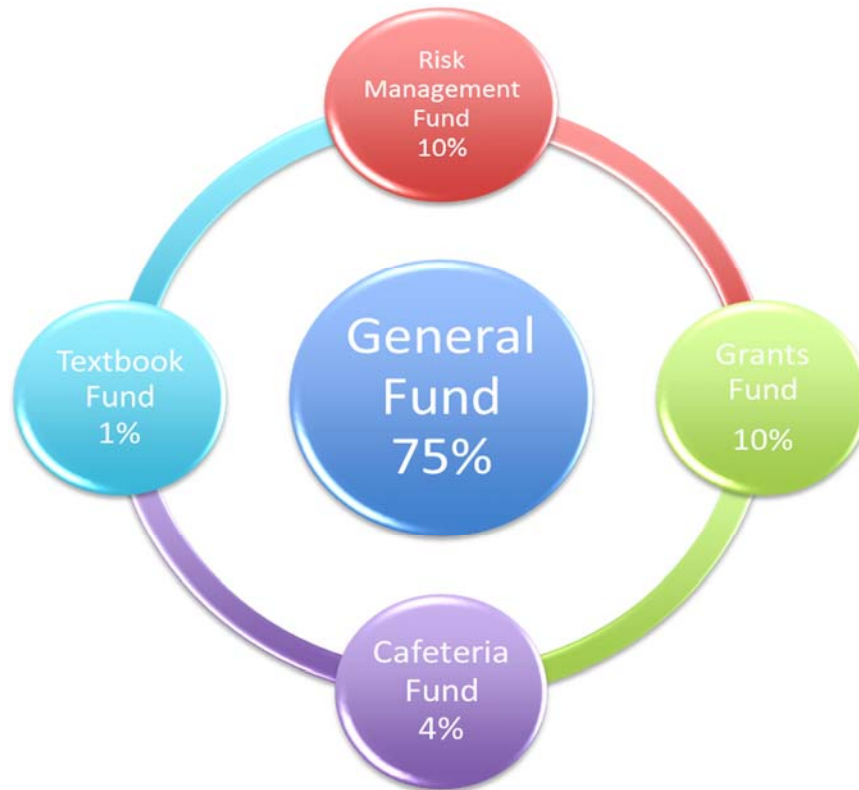
The City hosts public work sessions to address the City budget which includes the School Board budget. Any changes to local funding are communicated to the School Board and any necessary changes are incorporated.

May

City Council approves the City's budget (which includes the School Board budget) and the School Board adopts the final budget by the end of May.

FUND OVERVIEW

The funds of the School Board consist of the General fund, Grants fund, Cafeteria fund, Textbook fund, and Risk Management fund. The former Construction fund was transferred to the City of Portsmouth in September 2014. All school division construction and building improvement needs, in excess of \$50,000, are now part of the City's Capital Improvement Program (CIP).



GENERAL FUND - The General Fund is the *main operating fund* for the division. It includes funds from state, local, federal and other sources for the fiscal operation of the school system.

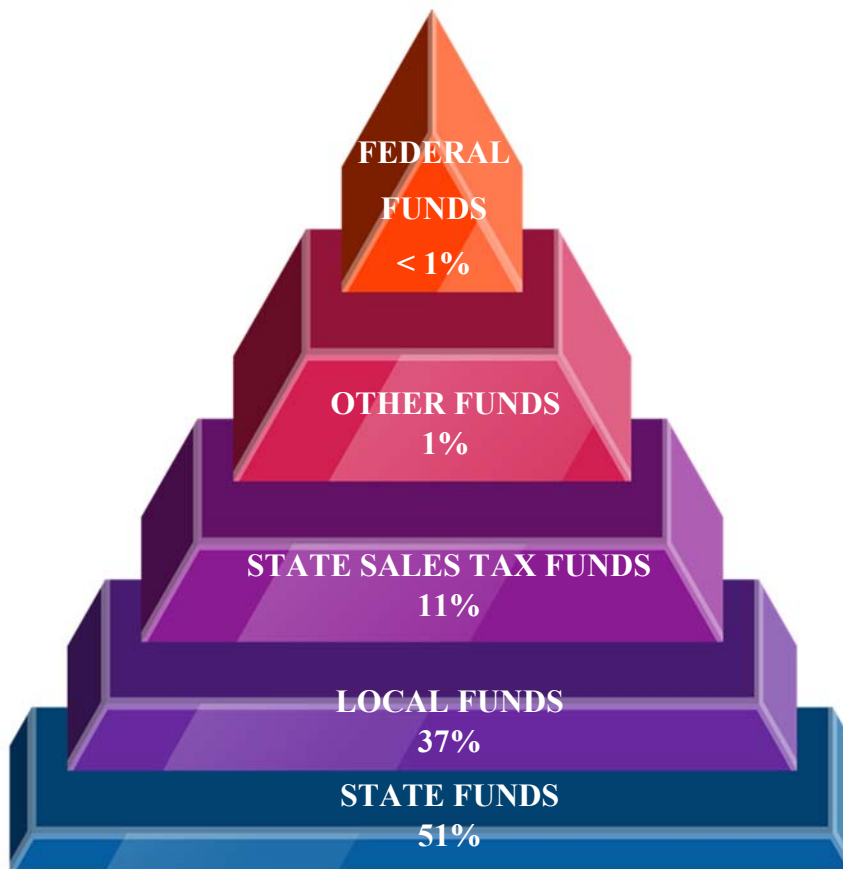
GRANTS FUND - The Grants fund is a special revenue fund which consists of federal, state, and local grant funding to be used for specific purposes that support and allow divisions to primarily expand expenditures to support instructional programs.

CAFETERIA FUND - The Cafeteria fund is a special revenue fund that supports food services operations at the division's schools.

TEXTBOOK FUND - The Textbook fund is a special revenue fund which is used exclusively for textbook expenditures.

RISK MANAGEMENT FUND - The Risk Management fund is an internal service fund that accounts for all expenditures associated with the Portsmouth Public Schools Self Insurance Health Plan and insurance premiums and workers' compensation claims for which the School Board is liable and for the payment of claims and legal fees, if necessary, on public liability claims arising from the operations of the School Board.

OPERATING FUND REVENUE SOURCES



**Percentages are based on the Fiscal Year 2016-17 adopted budget.

The main operating fund has five major types of revenues: Federal, Local, State, State Sales Tax and Other Revenue Funds.

STATE FUNDS include funding for basic aid to support the Standards of Quality (SOQ), categorical aid, and incentive program revenue to support specific programs and initiatives.

STATE SALES TAX in the amount of one and one-eighth cent is distributed by the state for public education based on the school-aged population that resides within the locality.

CITY FUNDS include the appropriation approved by the City Council. The locality is required to match a portion of the funding from the State.

FEDERAL FUNDS include federal impact aid and Junior Reserve Officer Training Corps (JROTC) funds.

OTHER REVENUE FUNDS include Medicaid reimbursements, non-resident tuition, fees and rents from the use of school buildings, proceeds from the sale of surplus property, rebates, refunds, and grant indirect cost reimbursements.

OPERATING FUND EXPENDITURE CLASSIFICATIONS

Estimated expenditures consist of cost estimates for the operation of regular day school, summer school, adult education programs, other education programs, and support services. The operating fund classifications are as follows:

WHAT WE
SPEND THE
MOST MONEY
ON
74%

INSTRUCTION includes the activities that deal directly with the interaction between teachers and students. These activities include classroom instruction, guidance services, school social workers, homebound services, improvement of instruction, media services, and expenditures of the office of the principal. Seventy-four percent (74%) of the total operating fund is allocated to instruction.

ADMINISTRATION, ATTENDANCE AND HEALTH includes activities associated with establishing and administering policy for Administration, Attendance and Health. Administration includes those activities concerned with establishing and administering policy for the school division such as school board services, executive administration services, budget and planning, public information, human resources, financial services, and purchasing services. Attendance and Health Services includes those activities whose primary purpose is the promotion and improvement of children's attendance at school including activities associated with providing students with appropriate medical, dental, and nursing services as well as psychological and therapy services.



PUPIL TRANSPORTATION includes activities associated with transporting students to and from school as provided by state and federal law. This includes trips between home and school, and trips to and from school activities. Subcategories within pupil transportation include management, vehicle operation and maintenance services, and school bus purchases and leases.

OPERATIONS AND MAINTENANCE includes keeping the physical plant in good operating condition. This would include safety and security services, equipment services, vehicle services, and warehouse operations as well as management services. Costs associated with building services, mainly keeping the physical facilities clean and ready for daily use, are also included in the this area.

TECHNOLOGY includes the delivery of technology to the classroom in support of student instruction. In addition, technology supports other functional categories through the acquisition and maintenance of hardware and software as well as recommending policy and procedures that relate to technology activities in the division.

DEBT AND FUND TRANSFERS includes payments for both principal and interest that service the debt of the school division and transfers between funds such as from the operating fund to the grant fund to satisfy local match requirements for grant programs.

OPERATING FUND EXPENDITURE TYPES

Within each expenditure classification are expenditure types. Expenditure types either comprise payroll or non-payroll costs. Payroll costs include salaries and benefits, such as employer Virginia Retirement System (VRS) contributions, health care costs, and FICA, as well as salaries. Non-payroll costs include capital outlay, materials and supplies, purchased services, other charges, and fund transfers. Equipment and materials and supplies cover tangible goods while purchased services covers intangible offerings provided by vendors. Examples of services include occupational and speech therapy, consulting, and maintenance. Other charges capture costs such as dues and memberships, energy and utility costs, and postage. Most of the divisions non-payroll costs are comprised of purchased services. Joint Operations cover tuition for SECEP and the DUAL ENROLLMENT/FIRST COLLEGE program. A brief description of each expenditure type is as follows:

SALARIES includes payroll costs for full-time and part-time employees, as well as overtime expenses, supplements and other allowances.

BENEFITS includes fringe benefits including Social Security, life insurance, retirement, medical insurance, and unemployment.

PURCHASED SERVICES includes contractual services required by the division i.e., printing, maintenance agreements, advertising expenses, and other contracted services.

JOINT OPERATIONS includes tuition costs paid by the division for special needs students and high school students.

OTHER CHARGES includes payments of utilities, postage, telecommunications, insurance, rentals, travel, and other miscellaneous charges.

MATERIALS AND SUPPLIES includes expenditures for articles and commodities which are consumed.

EQUIPMENT includes expenditures for new equipment and replacement equipment. Items that are appropriate in this category include computer equipment, furniture, educational and audiovisual equipment, motor vehicles, communications equipment and medical equipment. This category excludes any capital outlays associated with facilities acquired or constructed that exceed \$50,000. Such capital outlays are included in the City's CIP Budget.

DEBT/FUND TRANSFERS account for the conveying of monies to and from one fund (e.g., School General Fund) to another fund (e.g., Textbook Fund, Grants Fund, or Risk Management Fund). There is no outstanding debt for the division. Prior years debt expenditures consisted of the energy saving lease.

FISCAL YEAR (FY) 2017-18 SUPERINTENDENT'S ESTIMATE OF NEEDS (SEON)**GENERAL FUND (OPERATING) SEON**

	FY 2016 - 17 ADOPTED BUDGET (less compensation supplement)	FY 2017-18 SUPT. ESTIMATE OF NEEDS	
REVENUES			Dollar Change
CITY FUNDS	\$ 52,400,000	\$ 57,848,422	\$ 5,448,422
FEDERAL FUNDS	600,000	600,000	-
OTHER REVENUE FUNDS	1,548,995	1,548,995	-
SALES TAX	15,612,710	15,385,767	(226,943)
STATE FUNDS	72,690,202	73,265,763	575,561
TOTAL REVENUE	\$ 142,851,907	\$ 148,648,947	\$ 5,797,040

	FY 2016 - 17 ADOPTED BUDGET (less compensation supplement)	FY 2017-18 SUPT. ESTIMATE OF NEEDS	
EXPENDITURES			Dollar Change
INSTRUCTION	\$ 105,767,610	\$ 109,347,989	\$ 3,580,379
ADMINISTRATION ATTENDANCE & HEALTH	8,191,512	8,361,188	169,676
PUPIL TRANSPORTATION	6,404,615	6,936,160	531,545
OPERATIONS AND	14,472,059	14,498,564	26,505
INFORMATION	4,891,279	6,418,124	1,526,845
DEBT AND FUND	3,124,832	3,086,922	(37,910)
TOTAL EXPENDITURES	\$ 142,851,907	\$ 148,648,947	\$ 5,797,040

** For FY 2016-17, State removed Compensation Supplement due to state budget shortfall

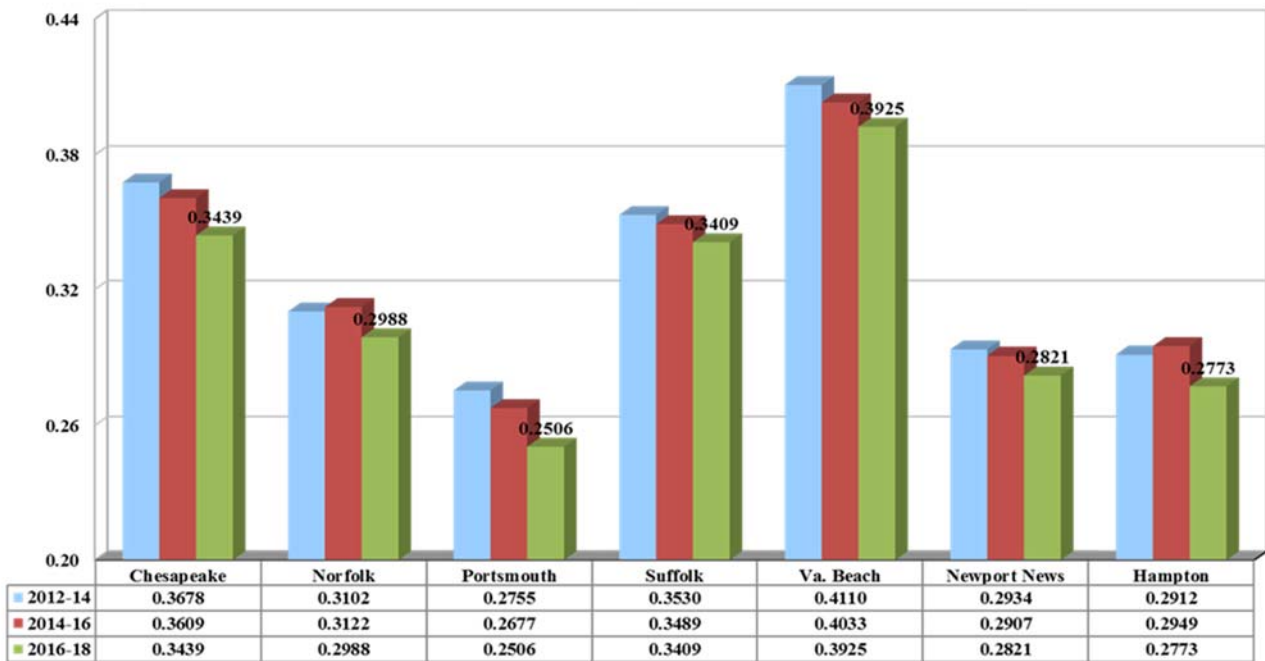
The Superintendent's Estimate of Needs includes a projected increase in state funding of \$576 thousand and a projected decrease in state sales tax of \$227 thousand. These projections are based on the Governor's state budget released in mid-December 2016 and the divisions' projected March 30, 2018 Average Daily Membership (ADM) of 13,583. State funding estimates are subject to change based on the release of the General Assembly's state budget around March.

State funding is determined by the division's Average Daily Membership (ADM) and the local composite index (LCI). Virginia distributes 1⅛ percent of sales tax revenue to the state's school districts based upon the number of school-age children in each division.

The LCI determines a locality's ability to pay for education costs to meet the Commonwealth's fundamental SOQ goals. Local Ability to Pay is calculated using three indicators: true value of real property (weighted 50%), adjusted gross income (weighted 40%), and taxable retail sales (weighted 10%).

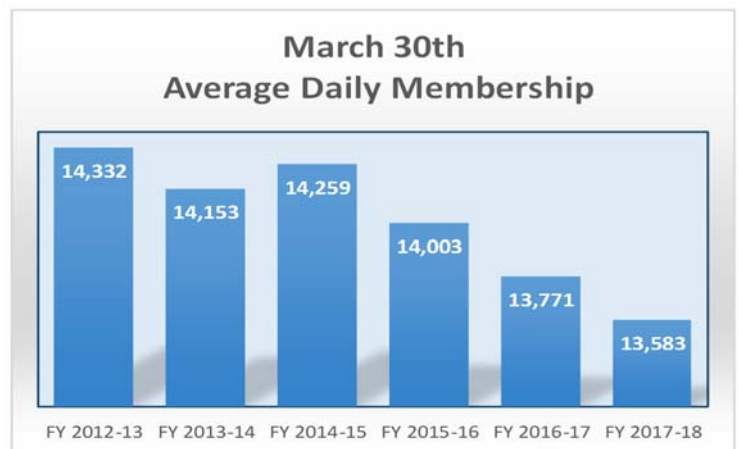
Each locality's index is adjusted to maintain an overall local share of 45 percent statewide with the Commonwealth covering the remaining 55 percent. The index is recalculated every two years. As a locality's index declines, the state's share of its funding increases and the local required share decreases. The chart below compares the composite index among the surrounding school divisions. For the biannuum 2016-2018, Portsmouth's LCI of .2506 remains the lowest amongst major Hampton Roads cities and has experienced a decline from the previous fiscal year.

Local Composite Index 2012-2018



Source: Budget Office, Virginia Department of Education, December 2015

As the LCI for the city decreases, the amount of state revenue received per student increases. The other component that effects state revenue, as previously mentioned, is ADM. The state utilizes the March 30th ADM to determine state funding. The division has experienced a decline in ADM year over year. The fiscal year 2016-17 budget expected 13,959 students; current preliminary average daily membership is estimated at 13,771 for fiscal year 2016-17. In response to projected decreases, the fiscal year 2017-18 budget is based on expected March 30th ADM of 13,583.



City funding in fiscal year 2016-17 was \$52.4 million. With level city funding, the current projected change in state and state sales tax funding, and stable revenue from federal and other revenue sources, the following are highlights from the Superintendents Estimate of Needs in line with the Strategic Plan:

Goal 1: Curriculum, Instruction and Assessment: Provide educational opportunities to assure all students achieve high academic growth

- Hire 13 additional Kindergarten Instructional Assistants (**Objective 3**)
- Increase in instructional supplies at schools (**Objective 2 and 3**)
- Adherence to Standard of Quality minimum requirements for Instructional Technology Resource Teachers and Technology Support (**Objective 2**)
- Continued funding of all additional instructional programs (i.e. FIRST COLLEGE/DUAL ENROLLMENT, STARBASE, ROBOTICS, PORT TOWNE MAGIC etc.) (**Objective 1 and 3**)
- Continued funding for Standards of Learning Tutoring and Transportation (**Objective 3**)
- Funding for middle school music program (**Objective 3**)
- Increase in First College/Dual Enrollment tuition (**Objective 1**)
- Continued funding of local match grant requirements (**Objective 2 and 3**)

Goal 2: Social– Emotional Development: Strengthen practices and policies focused on social-emotional development

- Additional funding to support Positive Behavioral Interventions and Support (PBIS) program (**Objective 1**)

Goal 3: High-Quality Personnel: Recruit, retain, and develop highly-qualified personnel

- Increase for mandatory employer contributions to the Virginia Retirement System (VRS) (**Objective 1**)
- Paid Winter Break for 10 month non-exempt (hourly) employees (**Objective 1**)
- Increase for employer contribution to healthcare expenses (**Objective 1**)
- Increase in staff development budget for schools (**Objective 3 and 4**)

Goal 4: Family & Community Engagement: Strengthen school, family, and community involvement and perceptions

- Continued funding of communication resources and program used to reach parents and the community (**Objective 1 and 2**)

Goal 5: Finance and Operations: Ensure fiscal stability through sound financial practices and ensure high-quality school facilities

- Increase funding for facility maintenance (**Objective 3**)
- Realignment of personnel based on instructional needs (**Objective 2**)
- Reduction (approx. \$107,000) and realignment of non-payroll costs (**Objective 2**)

FY 2017-18 Superintendent's Estimate of Needs

Operating Fund

By Expenditure Type and Category***

Expenditure Type	Instruction	Administration, Attendance, & Health	Pupil Transportation	Operations and Maintenance	Debt & Fund Transfers	Technology	Total FY 2017-18 SEON	FY 2016 - 17 ADOPTED BUDGET (less compensation supplement)	\$ Change from FY 2016-17
Salaries	\$ 69,088,068	\$ 4,488,138	\$ 3,615,409	\$ 5,383,404	\$ -	\$ 1,665,367	\$ 84,210,386	\$ 85,037,465	\$(827,079)
Benefits	27,671,351	1,667,913	1,948,315	2,409,999	-	634,907	34,362,485	33,078,228	1,284,257
Purchased Services	1,347,847	1,516,994	759,106	1,956,860	-	1,188,822	6,769,629	6,699,416	70,213
Other Charges	495,193	250,558	1,803	3,542,194	-	289,147	4,578,895	5,285,449	(706,554)
Materials/Supplies	1,642,794	45,897	500,000	569,994	-	858,160	3,616,845	3,233,057	383,788
Joint Operations	5,129,633	-	-	-	-	-	5,129,633	5,061,648	67,985
Equipment	62,000	39,404	1,332	350,000	-	992,994	1,445,730	1,331,812	113,918
Debt/Fund Transfer	-	-	-	-	3,086,922	-	3,086,922	3,124,832	(37,910)
Total	\$105,436,886	\$ 8,008,904	\$ 6,825,965	\$ 14,212,451	\$ 3,086,922	\$5,629,397	\$ 143,200,525	\$ 142,851,907	\$ 348,618

***Excludes \$5.4 million of Additional Requests

FY 2017-18 Superintendent's Statement of Needs

Operating Fund by

Expenditure Type and Function***

	Total FY 2017-18 SEON	FY 2016 - 17 ADOPT- ED BUDGET (less compensation supple- ment)	\$ Change from FY 2016-17
ATTENDANCE SERVICES	-	71,780	(71,780)
Payroll Salaries	-	48,890	(48,890)
Payroll Benefits	-	22,890	(22,890)
BOARD SERVICES	223,874	360,978	(137,104)
Payroll Salaries	50,600	50,600	-
Payroll Benefits	3,874	3,874	-
Purchased services	105,200	242,402	(137,202)
Other charges	56,000	55,340	660
Materials/Supplies	8,200	8,486	(286)
Equipment	-	276	(276)
CLASSROOM INSTRUCTION	83,779,461	83,913,527	(134,066)
Payroll Salaries	53,986,394	55,740,903	(1,754,509)
Payroll Benefits	22,996,074	20,845,034	2,151,040
Purchased services	741,754	1,144,244	(402,490)
Other charges	329,926	521,649	(191,723)
Materials/Supplies	534,680	554,411	(19,731)
Joint Operations	5,129,633	5,061,648	67,985
Equipment	61,000	45,638	15,362
EXECUTIVE ADMIN SERVICES	753,769	905,595	(151,826)
Payroll Salaries	533,052	533,525	(473)
Payroll Benefits	143,029	173,921	(30,892)
Purchased services	10,181	36,386	(26,205)
Other charges	63,407	159,292	(95,885)
Materials/Supplies	4,100	2,471	1,629
FINANCIAL SERVICES	1,647,049	1,348,515	298,534
Payroll Salaries	853,773	834,089	19,684
Payroll Benefits	583,683	321,866	261,817
Purchased services	192,493	166,000	26,493
Other charges	11,000	18,760	(7,760)
Materials/Supplies	5,100	4,800	300
Equipment	1,000	3,000	(2,000)
GUIDANCE SERVICES	2,665,863	2,799,375	(133,512)
Payroll Salaries	2,014,938	2,030,040	(15,102)
Payroll Benefits	641,857	759,867	(118,010)
Other charges	400	1,050	(650)
Materials/Supplies	8,668	8,418	250

***Excludes \$5.4 million of Additional Requests

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	Total FY 2017-18 SEON	FY 2016 - 17 ADOPT- ED BUDGET (less compensation supple- ment)	\$ Change from FY 2016-17
HEALTH SERVICES	1,602,030	1,699,215	(97,185)
Payroll Salaries	1,037,805	1,056,960	(19,155)
Payroll Benefits	332,122	429,674	(97,552)
Purchased services	173,869	177,133	(3,264)
Other charges	6,330	3,272	3,058
Materials/Supplies	13,500	12,967	533
Equipment	38,404	19,209	19,195
HOMEBOUND INSTRUCTION	91,503	65,000	26,503
Payroll Salaries	85,000	60,000	25,000
Payroll Benefits	6,503	5,000	1,503
HUMAN RESOURCES	1,073,112	1,156,810	(83,698)
Payroll Salaries	671,533	655,034	16,499
Payroll Benefits	209,981	230,352	(20,371)
Purchased services	111,619	116,007	(4,388)
Other charges	71,932	147,370	(75,438)
Materials/Supplies	8,047	8,047	-
IMPROVEMENT OF INSTRUCTION	7,364,084	7,140,709	223,375
Payroll Salaries	4,405,477	4,139,234	266,243
Payroll Benefits	1,326,935	1,583,531	(256,596)
Purchased services	606,093	701,042	(94,949)
Other charges	124,356	176,964	(52,608)
Materials/Supplies	900,223	509,694	390,529
Equipment	1,000	30,244	(29,244)
INTRA-AGENCY FUND TRANSFERS	3,086,922	3,124,832	(37,910)
Other charges	-	-	-
Debt/Fund Transfer	3,086,922	3,124,832	(37,910)
MEDIA SERVICES	2,137,055	2,284,850	(147,795)
Payroll Salaries	1,562,076	1,580,260	(18,184)
Payroll Benefits	515,479	649,163	(133,684)
Purchased services	-	39	(39)
Other charges	7,500	1,730	5,770
Materials/Supplies	52,000	50,738	1,262
Equipment	-	2,920	(2,920)
OFFICE OF BUDGET AND PLANNING	411,468	394,913	16,555
Payroll Salaries	269,485	253,029	16,456
Payroll Benefits	85,529	97,000	(11,471)
Purchased services	45,336	38,595	6,741
Other charges	11,018	5,174	5,844
Materials/Supplies	100	1,115	(1,015)

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	Total FY 2017-18 SEON	FY 2016 - 17 ADOPT- ED BUDGET (less compensation supple- ment)	\$ Change from FY 2016-17
OFFICE OF THE PRINCIPAL	8,710,415	8,848,631	(138,216)
Payroll Salaries	6,508,096	6,306,137	201,959
Payroll Benefits	2,022,085	2,442,698	(420,613)
Other charges	33,011	7,042	25,969
Materials/Supplies	147,223	61,951	85,272
Equipment	-	30,803	(30,803)
OPERATIONS - BLDG MAINTENANCE	7,851,741	7,362,090	489,651
Payroll Salaries	1,165,224	1,147,389	17,835
Payroll Benefits	1,036,987	366,990	669,997
Purchased services	1,730,000	1,708,297	21,703
Other charges	3,431,585	3,665,369	(233,784)
Materials/Supplies	237,945	224,045	13,900
Equipment	250,000	250,000	-
OPERATIONS - BLDG SERVICES	4,844,146	5,373,015	(528,869)
Payroll Salaries	3,224,758	3,182,255	42,503
Payroll Benefits	1,080,913	1,756,789	(675,876)
Purchased services	76,360	66,360	10,000
Other charges	98,609	98,609	-
Materials/Supplies	263,506	263,506	-
Equipment	100,000	5,496	94,504
OPERATIONS - CROSSING GUARDS	241,008	267,338	(26,330)
Payroll Salaries	217,590	241,797	(24,207)
Payroll Benefits	16,321	18,519	(2,198)
Materials/Supplies	7,097	7,022	75
OPERATIONS - MGMT & DIRECTION	52,138	131,275	(79,137)
Payroll Salaries	38,454	35,307	3,147
Payroll Benefits	13,684	18,729	(5,045)
Purchased services	-	10,964	(10,964)
Other charges	-	66,275	(66,275)
OPERATIONS - SECURITY SERVICES	701,028	774,563	(73,535)
Payroll Salaries	505,730	490,075	15,655
Payroll Benefits	192,798	277,588	(84,790)
Purchased services	500	1,000	(500)
Other charges	2,000	2,000	-
Materials/Supplies	-	3,000	(3,000)
Equipment	-	900	(900)
OPERATIONS - VEH SERVICES	205,290	200,000	5,290
Purchased services	150,000	140,000	10,000
Materials/Supplies	55,290	60,000	(4,710)

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	Total FY 2017-18 SEON	FY 2016 - 17 ADOPT- ED BUDGET (less compensation supple- ment)	\$ Change from FY 2016-17
OPERATIONS - WAREHOUSE	317,100	363,778	(46,678)
Payroll Salaries	231,648	242,894	(11,246)
Payroll Benefits	69,296	107,478	(38,182)
Other charges	10,000	7,250	2,750
Materials/Supplies	6,156	6,156	-
PLANNING SERVICES	95,000	-	95,000
Purchased services	95,000	-	95,000
PSYCHOLOGICAL SERVICES	1,627,744	1,702,649	(74,905)
Payroll Salaries	639,074	639,029	45
Payroll Benefits	219,374	262,601	(43,227)
Purchased services	758,296	751,019	7,277
Other charges	11,000	50,000	(39,000)
PUBLIC INFORMATION SERVICES	120,554	98,510	22,044
Payroll Salaries	67,485	65,428	2,057
Payroll Benefits	21,669	28,082	(6,413)
Purchased services	21,000	5,000	16,000
Other charges	5,400	-	5,400
Materials/Supplies	5,000	-	5,000
PURCHASING SERVICES	454,304	452,547	1,757
Payroll Salaries	335,331	323,577	11,754
Payroll Benefits	98,652	118,240	(19,588)
Purchased services	4,000	3,744	256
Other charges	14,471	6,386	8,085
Materials/Supplies	1,850	600	1,250
SOCIAL WORKER SERVICES	688,505	715,518	(27,013)
Payroll Salaries	526,087	526,087	-
Payroll Benefits	162,418	187,021	(24,603)
Other charges	-	2,410	(2,410)
TECH - ADMINISTRATION	531,594	537,841	(6,247)
Payroll Salaries	106,683	106,683	-
Payroll Benefits	33,852	40,099	(6,247)
Purchased services	317,500	317,500	-
Other charges	31,300	31,300	-
Materials/Supplies	42,259	42,259	-
TECH - CLASSROOM INSTRUCTION	2,033,391	1,483,946	549,445
Purchased services	594,209	112,552	481,657
Other charges	8,500	6,712	1,788
Materials/Supplies	437,688	422,688	15,000
Equipment	992,994	941,994	51,000

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	Total FY 2017-18 SEON	FY 2016 - 17 ADOPT- ED BUDGET (less compensation supple- ment)	\$ Change from FY 2016-17
TECH - INSTRUCTIONAL SUPPORT	3,058,412	2,861,022	197,390
Payroll Salaries	1,558,684	1,390,931	167,753
Payroll Benefits	601,055	571,418	29,637
Purchased services	277,113	277,113	-
Other charges	249,347	249,347	-
Materials/Supplies	372,213	372,213	-
TECH - OPERATIONS AND MAINT	6,000	8,470	(2,470)
Materials/Supplies	6,000	8,470	(2,470)
TRANSP - MGMT AND DIRECTION	590,742	421,629	169,113
Payroll Salaries	469,379	314,054	155,325
Payroll Benefits	98,801	93,035	5,766
Purchased services	19,427	11,500	7,927
Other charges	1,803	1,708	95
Equipment	1,332	1,332	-
TRANSP - MONITORING SVS	761,651	886,376	(124,725)
Payroll Salaries	524,691	517,600	7,091
Payroll Benefits	236,960	368,776	(131,816)
TRANSP - VEHICLE MAINTENANCE	727,779	657,469	70,310
Purchased services	727,779	657,469	70,310
TRANSP - VEHICLE OPERATION	4,745,793	4,439,141	306,652
Payroll Salaries	2,621,339	2,525,658	95,681
Payroll Benefits	1,612,554	1,297,993	314,561
Purchased services	11,900	15,050	(3,150)
Other charges	-	440	(440)
Materials/Supplies	500,000	600,000	(100,000)
Grand Total	143,200,525	142,851,907	348,618

Included in the Superintendent's Statement of Needs is the request for additional funding of \$5.4 million above the FY 2016-17 funding received. In line with the Strategic Plan, this additional funding request is based on the needs below. If this additional funding is not received, these needs will be unfunded for FY 2017-18.

Goal 1: Curriculum, Instruction and Assessment: Provide educational opportunities to assure all students achieve high academic growth (\$2.8 million)

- Hire of 34 additional Kindergarten Instructional Assistants (Objective 3)
- Hire 17 additional PALs Instructional Assistants at schools (Objective 2)
- Hire 1 Applied Behavioral Analysis Therapist (Objective 3)
- Hire 1 Additional Social Studies Program Specialist (Objective 2)
- Hire 1 grade K through 2 Math Specialist (Objective 2)
- Hire 4 additional Career and Technical Education students (Objective 1)
- Purchase of Interactive Boards for Classrooms at Churchland Elementary and all Middle Schools (Objective 2)
- Purchase of classroom sets of Chromebook for middle schools (Objective 2)

Goal 3: High-Quality Personnel: Recruit, retain, and develop highly-qualified personnel (\$2.3 million)

- 2% salary raise for all employees (Objective 1)
- Additional 2% raise for all registered nurse (Objective 1)

Goal 4: Family & Community Engagement: Strengthen school, family, and community involvement and perceptions (\$51 thousand)

- Additional funding for Port Towne Magic which performs for various school and community (Objective 2)

Goal 5: Finance and Operations: Ensure fiscal stability through sound financial practices and ensure high-quality school facilities (\$253 thousand)

- Hire 1 Medicaid Reimbursement Specialist (Objective 2)
- Increase funding for facility maintenance contract (Objective 3)
- Increase funding for division wide athletic equipment replacement (Objective 3)

FY 2017-18 SUPERINTENDENTS ESTIMATE OF NEEDS OTHER FUNDS

GRANTS FUND

REVENUES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
FEDERAL	\$ 11,668,429	\$ 11,767,127	\$ 98,698
STATE	4,921,464	5,045,391	123,927
OTHER	274,432	277,570	3,138
LOCAL MATCH	1,375,792	1,337,930	(37,862)
ANTICIPATED GRANTS	410,000	571,982	161,982
TOTAL REVENUES	\$ 18,650,117	\$ 19,000,000	\$ 349,883

EXPENDITURES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
INSTRUCTION	\$ 15,050,379	\$ 16,281,314	\$ 1,230,935
ADMINISTRATION ATTENDANCE &	1,380,708	872,368	(508,340)
PUPIL TRANSPORTATION	274,085	254,527	(19,558)
OPERATIONS AND MAINTENANCE	36,527	146,513	109,986
INFORMATION TECHNOLOGY	1,908,418	1,445,278	(463,140)
TOTAL EXPENDITURES	\$ 18,650,117	\$ 19,000,000	\$ 349,883

RISK MANAGEMENT FUND

REVENUES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
WORKER'S COMP. CHARGE FOR SERVICES	\$ 1,425,200	\$ 1,425,200	\$ -
SELF HEALTH PLAN CHARGE FOR SERVICES	18,230,872	18,274,800	43,928
TOTAL REVENUES	\$ 19,656,072	\$ 19,700,000	\$ 43,928

EXPENDITURES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
WORKER'S COMP. AND INSURANCE PREMIUM	\$ 975,260	\$ 975,260	\$ -
WORKER'S COMP & CLAIMS	449,940	449,940	-
SELF HEALTH PLAN EXPENSES	18,230,872	18,274,800	43,928
TOTAL EXPENDITURES	\$ 19,656,072	\$ 19,700,000	\$ 43,928

TEXTBOOK FUND

REVENUES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
STATE	\$ 1,148,411	\$ 1,133,126	\$ (15,285)
LOCAL MATCH	384,030	378,918	(5,112)
TOTAL REVENUES	\$ 1,532,441	\$ 1,512,044	\$ (20,397)

EXPENDITURES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
TEXTBOOKS	\$ 1,532,441	\$ 1,512,044	\$ (20,397)
TOTAL EXPENDITURES	\$ 1,532,441	\$ 1,512,044	\$ (20,397)

CAFETERIA FUND

REVENUES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 SEON	Dollar Change
FROM THE FEDERAL GOVERNMENT	\$ 6,454,600	\$ 6,820,218	\$ 365,618
FROM THE COMMONWEALTH	110,000	95,966	(14,034)
CHARGES FOR SERVICES	755,000	560,000	(195,000)
DONATED COMMODITIES	400,000	415,000	15,000
OTHER REVENUE	700,500	727,000	26,500
TOTAL REVENUES	\$ 8,420,100	\$ 8,618,184	\$ 198,084

EXPENDITURES	FY 2016 - 17 ADOPTED BUDGET	FY 2017 - 18 PRO- POSED BUDGET	Dollar Change
SALARIES AND WAGES	\$ 2,072,000	\$ 2,352,355	\$ 280,355
FRINGE BENEFITS	1,628,000	1,318,718	(309,282)
PURCHASE OF FOODS	3,335,000	3,650,000	315,000
DONATED COMMODITIES	400,000	415,000	15,000
OTHER	985,100	882,111	(102,989)
TOTAL EXPENDITURES	\$ 8,420,100	\$ 8,618,184	\$ 198,084

PERSONNEL ALLOCATION

The majority of division employees are allocated to the General Fund. Within the General Fund, 83% of the funds are allocated for salaries and benefits.

Fiscal Year 2017-18 Staffing (Active and Vacancy Positions)

FUND	FY 2016-17 Positions	FY 2017-18 Positions	Position Change	Percent Change
General Fund	1,805	1,861	56	2.6%
Grants Fund	186	186	0	0%
Cafeteria Fund	157	157	0	0%
Textbook Fund	0	0	0	0%
Risk Management Fund	0	0	0	0%
Total	2,148	2,204	56	2.6%

The general fund budget includes a net 56 additional positions for fiscal year 17-18. This increase is primarily due to the additional request for funding additional instructional assistants, Career and Technical Education teachers, Applied Behavioral Health therapist, and a Medicaid Reimbursement specialist.

The staffing for teachers is based on enrollment and meeting or exceeding Standard of Quality and K-3 Primary Class Size Reduction requirements, and specific instructional program needs such as Career and Technical Education. The division has the second largest percentage free and reduced lunch percentage in Hampton Roads, this impacts class size requirements, specifically in grades K thru 3.

VDOE National School Lunch Program (NSLP) Regional Comparison

School Year 2016-17

	SNP Membership	FREE Eligibility	FREE %	RED Eligibility	RED %	TOTAL F/R Eligibility	TOTAL F/R %
Public School Divisions							
Chesapeake City Public Schools *	38,467	12,443	32.35%	2,407	6.26%	14,850	38.60%
Hampton City Public Schools *	20,304	10,630	52.35%	1,185	5.84%	11,815	58.19%
Newport News City Public Schools *	28,618	16,799	58.70%	1,556	5.44%	18,355	64.14%
Norfolk City Public Schools *	31,788	20,707	65.14%	1,628	5.12%	22,335	70.26%
Portsmouth City Public Schools *	14,607	9,592	65.67%	463	3.17%	10,055	68.84%
Suffolk City Public Schools *	14,329	5,883	41.06%	852	5.95%	6,735	47.00%
Virginia Beach City Public Schools *	68,966	20,374	29.54%	5,281	7.66%	25,655	37.20%

* One or more schools in this division operate under the USDA Community Eligibility Provision (CEP). The free eligible for those schools is calculated based on USDA guidance.

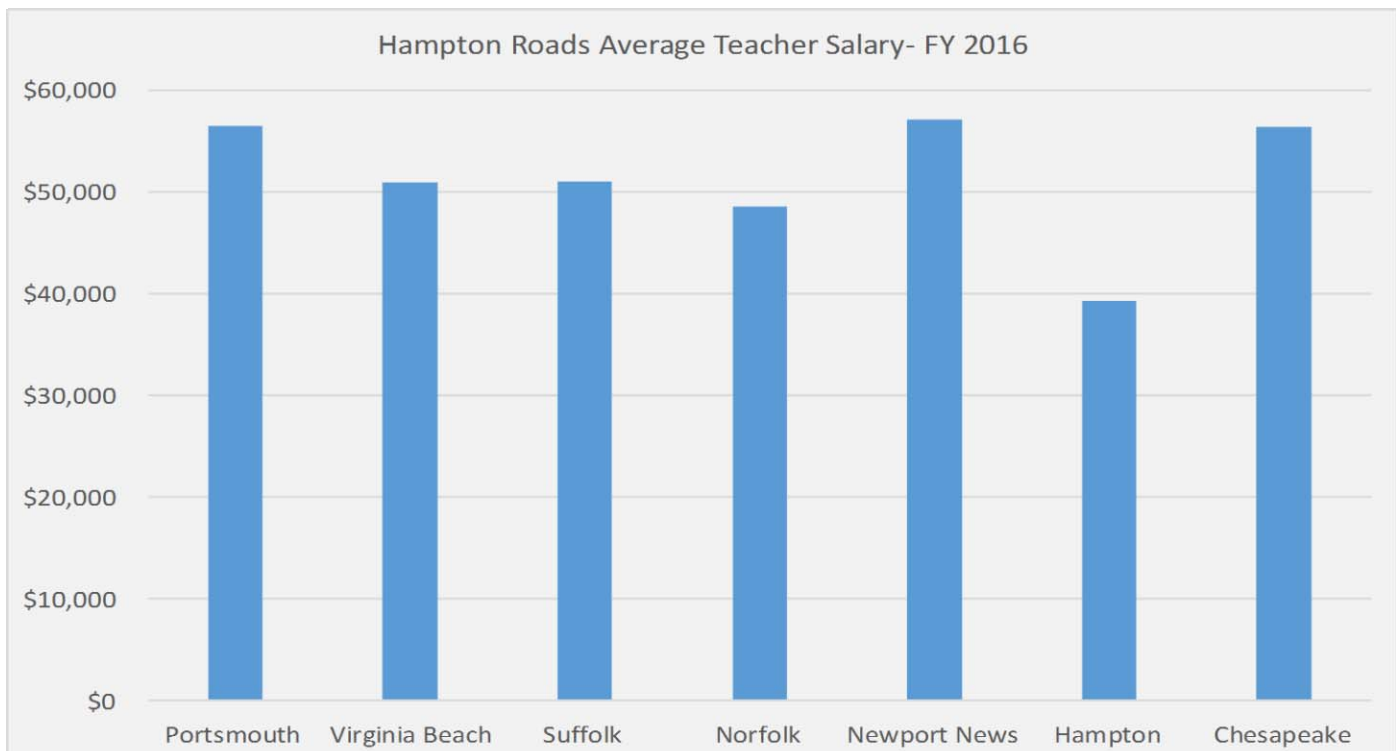
Included in the SEON for FY 2017-18 is a 2% pay increase for teachers and all employees. This pay raise will allow the division to continue to stay competitive with surrounding divisions. Below is a history of pay raises for the last 8 fiscal years:



*** 2% raise proposed for fiscal year 2017-18

In addition to pay raises, 10 month non-exempt employees paid Winter Break, which equates to an additional average 5% increase in pay, is included in the SEON.

Based on data submitted by individual school divisions as part of the VDOE Superintendent's Annual School Report, Portsmouth Public School had the highest average teacher salary in the Hampton Roads Area for fiscal year 2015-16. In fiscal year 2014-15, Portsmouth ranked third. The increase in average teacher salary is likely due to the last pay raise received in January 2016.



NON-PAYROLL ALLOCATION

Along with gross salaries, the division has allocated up to approximately 26% in non-medical benefits per employee. This benefits percentage includes the additional 1.66% increase (approximately \$1.3 million) for mandatory VRS employer contributions. For each employee enrolled in the Portsmouth Public School Health Plan, the division, on average, pays an additional \$10,000 per employee healthcare expenses. For fiscal year 2017-18, healthcare expenses for the division are expected to increase approximately 2.91%. Due to less employees enrolled in the Health Plan, the impact of this increase is minimal to the total budget.

Beyond salaries and benefits, money is allocated to non-payroll costs. Within the Grants fund, Cafeteria fund, and Textbook fund, non-payroll costs are primarily use for instructional supplies and technology, cafeteria food supplies, and textbooks, respectively.

The division is self insured for worker's compensation and health expense claims. As such, the Risk Management fund, is utilized to account for these expenses. The risk management fund charges a fee to the other funds to generate revenue to pay for worker's compensation and health expenses. Employees enrolled in the Health Plan are also charged a fee/premium to help cover their healthcare expenses.

Within the General fund, 17% is allocated to non-payroll costs. The majority of the non-payroll is allocated to the following costs for the division:

- ♦ Electricity for 24 buildings
- ♦ Fuel-School buses and maintenance vehicles
- ♦ Tuition- Regional Special Education Program
- ♦ Tuition- First College/Dual Enrollment
- ♦ Instructional Supplies
- ♦ Software

- ♦ Grant Local Match
- ♦ Division wide Copier Lease
- ♦ Contracted Facilities Maintenance
- ♦ Risk Management Charges for Services
- ♦ Equipment Replacement
- ♦ Fleet Maintenance

By Law, the School Board may not issue bonds or enter into debt. The City as the appropriating body levies the necessary taxes to finance school operations and borrows money and issues bonds when necessary. For FY 2017-18, the division has no debt obligations.

CAPITAL IMPROVEMENT PLAN

Expenditures related to capital projects are controlled and maintained by the City. The division developed a five year capital project plan in fiscal year 2016-17 prior to the completion of the new Strategic Plan. For fiscal year 2017-18, the following capital projects were submitted to the City for funding:

PROJECT	DESCRIPTION	ESTIMATED COST
Hodges Manor Elementary HVAC Replacement	Replacement of 36 HVAC roof top units which have exceeded their useful life.	FY 2017-18: \$380,000
Wilson High School Water Cooling Tower Replacement and Relocation	Replacement of Cooling Tower, which produces condensation and leaks that have negatively impacted the mechanical room, and relocate externally from the building and install supply and return piping underground, and reconnect the lines inside the facility's mechanical room.	FY 2017-18: \$550,000
Churchland Academy Parking Lot Addition	Add 100 space parking lot to be located in the front of the school, on the West side, between the current parent drop off area and River Shore Road.	FY 2017-18: \$77,500 FY 2018-18: \$300,000
Churchland High School Sound and Lighting Replacement	Modernize the stage and auditorium by the replacement of the sound and lighting on stage and house lights. Current system is obsolete.	FY 2017-18: \$345,000

During fiscal year 2016-17, the division will have a facility study done to assess the conditions of all buildings. Once complete, updates will be made to the Capital Improvement Plan.



Per Pupil Cost



Expenditures per pupil for the upcoming year are reported each year. This cost is determined by dividing the total operating budget expenditures by the average daily membership. The state requires certain expenses (i.e. capital outlay) to be excluded from the calculation. Based on the latest per pupil data available (shown below), Portsmouth per pupil cost (\$10,862) ranks fourth (4th) in Hampton Roads. In comparison to the other surrounding divisions, the division ranks second to last for local city funds per pupil and retail sales and use tax funds per pupil. This directly correlates to the LCI for the City of Portsmouth. The division ranked first in state per pupil funding.

Division	Local Per Pupil	Rank	State Per Pupil	Rank	Retail Sales and Use tax Per Pupil	Rank	Federal Per Pupil	Rank	Total Per Pupil Cost	Rank
Norfolk	\$4,014	3	\$4,578	4	\$1,002	5	\$1,523	1	\$11,297	1
Virginia Beach	5,392	1	3,828	7	1,016	4	914	5	11,149	2
Newport News	3,763	5	5,038	2	985	7	1,280	2	11,066	3
Portsmouth	3,620	6	5,047	1	995	6	1,199	3	10,862	4
Chesapeake	4,682	2	4,329	5	1,024	2	775	7	10,810	5
Hampton	3,818	4	4,860	3	1,020	3	1,031	4	10,730	6
Suffolk	3,589	7	4,267	6	1,066	1	808	6	9,730	7

GRANT PROJECTED PREVENUE BY GRANT

Grant Title	Projected Revenue
NCLB - Title I Part A - Improving Basic Programs	\$5,876,415
IDEA Part B Section 611 - Special Education	\$3,501,224
Virginia Preschool Initiative	\$2,533,721
NCLB - Title II Part A - Improving Teacher Quality	\$961,786
Virginia Preschool Initiative Local Match	\$847,278
VPSA Educational Technology Notes	\$834,000
Additional budget for unknown grants	\$571,986
Title IV - 21st Century Community Learning Centers	\$522,141
Early Reading Initiative	\$513,858
Perkins Career and Technical Education Act of 2006	\$322,533
Algebra Readiness	\$284,211
Educational Opportunity Center (EOC)	\$235,468
Hampton Roads Regional Jail	\$188,008
IDEA - Part B Section 619 - Special Education preschool	\$180,110
Early Reading Initiative Local Match	\$171,835
VPSA Educational Technology Notes Local Match	\$166,800
Adult Literacy Services (AFLEA)	\$152,726
Adult Education Regional Lead Agency	\$128,750
Math/Reading Specialist	\$100,632
Algebra Readiness Local Match	\$95,040
Special Education in Jails	\$93,475
School Security Equipment	\$93,303
NCLB - Title I Part D - Prevention and Intervention Programs	\$89,554
Regional Adult Ed Lead Agency Fee	\$57,674
Race to GED	\$48,840
Project Graduation Academic Year and Summer	\$46,530
State Career and Technical Education	\$44,060
Safe Route to Schools	\$40,000
ISAEF - Individual Student Alternative Education Plan	\$39,293
Math/Reading Specialist Local Match	\$33,651
STEM-Teacher recruitment	\$32,000
Middle School Teacher	\$30,000
VA Tiers System of Support (VTSS)-PBIS	\$25,000
SAIL Grant - Math and Science Partnership	\$24,383
School Security Equipment Local Match	\$23,326
Title X Part C McKinney Vento Homeless Assistance Act	\$22,000
General Adult Education	\$18,044
Mentor Teacher	\$13,269
Safe Route to School Local Match	\$10,000
National Board Certification	\$7,500
Southeast VA Community Foundation - MINDS IN MOTION	\$7,500
Career Switcher	\$6,180
NCLB - Title III - Limited English Proficient	\$5,896
Total	\$19,000,000

***Additional Position Requests from page 32 are included below and highlighted in gray

POSITION CONTROL ALLOCATIONS BY FUND

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17 as of 1/5/17	SEON FY 2017-18
CAFETERIA FUND					
ASSOCIATE 200 DAY - 7 HOUR	1	1	1	1	1
ASSOCIATE 260 DAY - 8 HOUR	2	3	3	3	3
COORDINATOR	1	1	1	1	1
FOOD SERVICES 4.5 HRS	4	3	3	3	3
FOOD SERVICES 5.5 HRS	45	45	45	33	33
FOOD SERVICES 6.0 HRS	48	49	49	46	46
FOOD SERVICES MANAGER	23	23	23	23	23
PART TIME WITH POSITION	35	37	37	45	45
SUPERVISOR	3	3	3	2	2
TOTAL FOR FUND	162	165	165	157	157

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17 as of 1/5/17	SEON FY 2017-18
GENERAL FUND					
ASSISTANT DIRECTOR	1	0	0	0	0
ASSISTANT SUPERINTENDENT	0	1	2	2	2
ASSOCIATE 200 DAY - 7 HOUR	29	27	27	27	27
ASSOCIATE 260 DAY - 7 HOUR	17	14	0	0	0
ASSOCIATE 260 DAY - 8 HOUR	64	61	92	91	91
ASSOCIATE 260 DAY - 7.25 HOUR	17	17	0	0	0
ATTENDANCE OFFICERS	3	3	3	4	4
BUS DRIVER	126	119	115	111	111
BUS MONITOR	43	39	39	39	39
BUS LOT LEADER	0	0	3	3	3
CLINIC ASSISTANT	0	0	0	0	0
COORDINATOR	3	4	9	9	9
CROSSING GUARD 10 MTH	30	29	29	26	26
CUSTODIAN	64	64	64	64	64
CUSTODIAN, HEAD	17	17	20	20	20
CUSTODIAN, LEAD	23	23	23	23	23
DEAN OF STUDENTS	0	0	4	4	4
DELIVERY PERSONNEL	2	2	2	2	2
DIRECTOR	10	10	5	5	5
DEPUTY SUPERINTENDENT	1	1	0	0	0
ELEMENTARY SCHOOL PRINCIPAL	17	16	16	16	16
ELEM SCHOOL ASST PRINCIPAL	13	13	13	13	13
EXECUTIVE ADMINISTRATOR	1	1	1	1	1
GRADUATION COACH	2	2	2	2	2
GUIDANCE COUNSELOR	23	23	23	23	23
GUIDANCE COUNSELOR 10+1	6	6	6	6	6
GUIDANCE COUNSELOR 10+2	3	4	3	3	3
HIGH SCHOOL ASST PRINCIPAL	9	9	9	9	9
HIGH SCHOOL PRINCIPAL	3	3	3	3	3
HOME SCHOOL LIAISON	0	0	0	0	0
IN-SCHOOL SUSPENSION I	4	4	4	4	4
IN-SCHOOL SUSPENSION II	3	3	3	3	3
INSTRUCTIONAL ASSISTANT	0	2	15	15	66

INSTRUCTIONAL ASSISTANT SPED	151	143	142	138	138
INTERPRETER	6	6	6	6	6
LIBRARY MEDIA SPECIALIST	22	22	22	22	22
MAINTENANCE PERSONNEL	23	22	22	22	22
MAINTENANCE PERSONNEL EXEMPT	1	0	0	0	0
MANAGER	6	5	4	4	4
MIDDLE SCHOOL PRINCIPAL	4	4	4	4	4
MIDDLE SCHOOL ASST PRINCIPAL	7	6	6	6	6
NURSE	26	27	26	24	24
OCCUPATIONAL/PHYSICAL TH 10+1	1	1	1	1	1
OCCUPATIONAL/PHYSICAL TH 10+2	1	1	1	1	1
OCCUPATIONAL/PHYSICAL THERPST	1	1	1	1	2
OFFICERS	0	0	1	1	1
OTHER PROFESSIONAL STAFF	3	1	0	0	1
PART TIME WITH POSITION	4	4	5	5	5
PROGRAM SPECIALIST	9	11	13	14	16
PSYCHOLOGIST	0	6	6	6	6
PSYCHOLOGIST 10+2	0	0	0	0	0
PURCHASING PERSONNEL - NON EXE	1	1	1	1	1
PURCHASING PERSONNEL- EXEMPT	1	1	1	2	2
RESEARCH SPECIALIST	0	0	1	1	1
ROTC INSTRUCTORS	7	7	7	7	7
SCHOOL BOARD	9	9	9	9	9
SECURITY OFFICERS	17	16	16	16	16
SENIOR SUPERVISOR	9	9	8	8	8
SOCIAL WORKER	1	1	1	1	1
SOCIAL WORKER 10+1	3	3	3	3	3
SOCIAL WORKER 10+2	4	4	4	4	4
SPEECH / HEARING / SIGHT THERP	16	17	17	17	17
SPEECH/HEARING/SIGHT TH 10+2	1	1	1	1	1
STUDENT RESOURCE LIAISON	3	3	3	1	1
SUPERINTENDENT	1	1	1	1	1
SUPERVISOR	10	11	11	11	11
TEACHER	756	754	769	771	772
TEACHER SPECIAL ED	148	142	142	137	137
TEACHER 10+2	8	7	7	6	6
TEACHER 10+1	1	1	2	1	1
TEACHER SPECIALIST	0	1	1	1	1
TECHNOLOGY PERSONNEL - NON EXE	7	6	6	6	6
TECHNOLOGY PERSONNEL EXEMPT	12	13	14	14	14
WAREHOUSE PERSONNEL	3	3	3	3	3
TOTAL FOR FUND	1817	1788	1823	1805	1861

GRANT FUND	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17 as of 1/5/17	SEON FY 2017-18
ASSOCIATE 200 DAY - 7 HOUR	1	1	1	1	1
ASSOCIATE 260 DAY - 7 HOUR	3	3	0	0	0
ASSOCIATE 260 DAY - 8 HOUR	3	3	6	6	6
ASSOCIATE 260 DAY - 7.25 HOUR	1	1	0	0	0
COORDINATOR	2	2	3	5	5
DIRECTOR	0	0	0	1	1
ELEMENTARY SCHOOL PRINCIPAL	2	2	1	1	1
HOME SCHOOL LIAISON	1	1	1	0	0
HOME SCHOOL LIAISON 12 MTH	1	1	1	2	2
INTERPRETER	0	0	0	0	0

INSTRUCTIONAL ASSISTANT	69	58	45	41	41
INSTRUCTIONAL ASSISTANT SPED	0	9	8	9	9
MAINTENANCE PERSONNEL	1	1	0	0	0
OTHER PROFESSIONAL STAFF	1	1	1	1	1
PART TIME WITH POSITION	3	4	3	6	6
PROGRAM SPECIALIST	9	8	5	5	5
PSYCHOLOGIST	0	0	0	0	0
PSYCHOLOGIST 10+2	4	4	4	4	4
RESEARCH SPECIALIST	0	0	0	0	0
SENIOR SUPERVISOR	5	5	5	5	5
SOCIAL WORKER 10+1	0	0	0	0	0
SOCIAL WORKER 10+2	0	0	0	0	0
SPEECH / HEARING / SIGHT THERP	1	1	1	1	1
STUDENT RESOURCE LIAISON	1	0	0	0	0
TEACHER	90	83	73	70	70
TEACHER SPECIAL ED	14	14	14	14	14
TEACHER 10+1	3	2	2	2	2
TEACHER 10+2	3	2	2	2	2
TEACHER 10+2 SPECIAL ED	0	0	0	0	0
TEACHER SPECIALIST	11	10	10	10	10
TOTAL FOR FUND	229	216	186	186	186

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17 as of 1/5/17	SEON FY 2017-18
TOTAL FOR ALL FUNDS	2215	2170	2175	2148	2204



Five-Year Strategic Plan

SY 2016-SY 2021



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From the Superintendent

Dear Parents and Families, Students, Staff, Community Members and Friends of Portsmouth Public Schools,

The Portsmouth Public Schools Comprehensive Plan has guided our school division for many years, so as we approach the end of the Comprehensive Plan era, it is a perfect time to reflect on our strengths, challenges, and opportunities for the future. The strategic planning process afforded us the opportunity to do this in a way that included your input and feedback. Portsmouth is **OUR** community, and the best way to forge ahead is to do it in the spirit of collaboration...together!

This Five-Year Strategic Plan outlines five goals in the areas of Curriculum, Instruction & Assessment, Social-Emotional Development, High-Quality Personnel, Family & Community Engagement, and Finance & Operations. The plan determines objectives and the related action steps that are required to meet each goal. It will guide us into the future and support all of us in assuring that our students reach their full potential.

I would like to extend a special thanks to the School Board for their support with this process, as well as to all of the community and staff members who took the time to respond to the surveys. I'd also like to thank the Strategic Planning Team for working together during Spring 2016 to contribute to the development of this important plan that sets the path forward for the future of Portsmouth Public Schools, VA. Team members included:

Anita Taylor	Assistant Superintendent
Antonio Fox	Director, Curriculum and Instruction
Claude Parent	School Board Member
Costella Williams	School Board Member
L. Patton	Portsmouth City Manager
Joseph Wiggins	Executive Administrator
Scott Ziegler	Director, Human Resources
Derrick Nottingham	Director, Research and Evaluation
Dean Schlaepfer	Director, Information Technology
Katie Vincent	Special Education Teacher
Donna Clifton	Long Term Substitute
Faye Felton	Principal, Hodges Manor
Sabrina Evans	Executive Director, Portsmouth Schools Foundation



Jennifer Thomas
Ariel Durall

Supervisor, Information Technology
Public Information Officer

Sincerely,

Elie Bracy III, Ed. D
Superintendent
Portsmouth Public Schools



About Portsmouth Public Schools

Portsmouth is passionate about education, its rich maritime history and the success of all students. Our schools are filled with active learning, engaged students and dedicated teachers. With nearly 15,000 students, Portsmouth Public Schools offers small class sizes with specific programs to prepare students for technical careers and college. We have 13 elementary schools, three middle schools, three high schools, four Pre-K centers, one alternative school and an adult learning center. Our First College program offers high school students the opportunity to take college courses at Tidewater Community College.

Portsmouth At-A-Glance

ENROLLMENT

- 14,971 students*
- Student body: Male students, 7,520 or 50.2% and Female 7,451 or 49.8%*
- Students receiving special education services: 1,689 or 11.3%*
- Students taking one or more Dual-Enrollment Courses: 277*
- Students taking one or more Advanced Placement Courses: 155*
- Students taking one or more Career and Technical Education Courses: 3,916*
- Students enrolled in First College: 207

CURRICULUM CONTENT AREAS

- Business Education
- English
- Language Arts
- ESOL
- Gifted and Talented Education
- Music Education
- Mathematics
- Health and Physical Education
- Virtual Learning
- Career and Technical Education
- Science
- Social Studies



- Library Media
- Journalism and Communications
- World Languages
- Fine Arts

OUR SCHOOLS

- 2 Nationally recognized High Schools
- 13 Elementary Schools
- 3 Middle Schools
- 3 High Schools
- 4 Pre-K centers
- 1 adult learning center
- 1 alternative high school

OUR STUDENT BODY

- African-American 72.4 %
- Caucasian 22.3%
- Multi-racial 3.5%
- Asian 1%
- American Indian 0.4%
- Native Hawaiian 0.4%

OUR HIGHLY QUALIFIED STAFF

- Number of employees: 2,064
- Number of certified classroom teachers: 1,086
- Average years of experience: 12 completed years of professional experience
- Average teacher salary: \$52,029.67
- Percentage of certified staff with master's degrees or above: 56.4%

**Data from July 2015 School Profile
Report, Office of Research and Evaluation*



Strategic Planning Process

The strategic planning process was facilitated by Ann Cunningham-Morris M.Ed., a nationally-recognized consultant, with expertise in strategic planning, curriculum, instruction, assessment and leadership. The process included working with the division to identify strategic planning team members representing the community and the staff, as well as team development of the community and organizational performance surveys. The community survey was released in April 2016, marking the first time that the community was widely included in determining strategic plan goals that would inform the future direction of the school division. The organizational performance survey was also released to over 50 district leaders in April 2016 to get their feedback and input in five general strategic planning focus areas.

The community survey distribution outreach included media coverage, division website posting, as well as social media postings and advertisements on Facebook and Twitter. In addition, website and email distribution collaboration was successful with Portsmouth libraries, Portsmouth Schools Foundation, Old Towne Business Association, City of Portsmouth, Friends of the Juvenile Courts, Parks and Recreation Adult League, and the YMCA. Internal outreach was also included, with survey link distribution via the employee newsletter and a staff email from the superintendent,

The feedback was very good for a first-time survey of this type. More than 840 community and staff members responded. Their answers helped the strategic planning team to prioritize the district's greatest challenges, specify skills and abilities students need to have for a successful future, and define the evidence that will evaluate the quality of education in Portsmouth Public Schools.

Specific actions taken by the team and the district leadership in the development of the strategic plan included:

- Investigate trends that will impact the future of education in the school division.
- Examine present school division data & practices.
- Deploy surveys in April 2016.
- Review survey feedback from over 840 community/staff members and over 50 district leaders.
- Determine educational and financial priorities based on answers to survey questions.
- Review Mission statement to ensure alignment with community feedback.
- Categorize top priorities into five goals.
- Outline objectives to help meet the five goals.
- Defined action steps to achieve the objectives.
- Establish measures to gauge progress toward meeting objectives and goals.
- Determine who will be responsible for recording measurements and documenting success throughout Portsmouth Public Schools.



The facilitator and strategic planning team used information from Robert W. Ewy's book, ***Stakeholder-Driven Strategic Planning in Education: A Practical Guide for Developing and Deploying Successful Long-Range Plans***, as a reference to guide the process.



School Division Mission- *To engage all students in learning that will foster academic excellence and responsible citizenship*

Goal

1

Curriculum, Instruction & Assessment

Provide educational opportunities to assure all students achieve high academic growth.

Objective 1: Graduates will be College and Career Ready.

Action Steps:

- a. Increase the number of students who exceed state expectations on the VA Standards of Learning assessments and decrease the number of students who do not meet state standards.
- b. Monitor and address achievement levels and gaps to assure all schools are recognized as fully accredited.
- c. Increase the percentage of students graduating from high school to be equal to or greater than the state average in all gap groups.
- d. Continue to promote and expand access to technical and career awareness programs.
- e. Increase the variety of technical and career offerings available to students.
- f. Increase student opportunities connected to higher education institutions in the region.
- g. Increase the number of students earning college credit by graduation.

Objective 2: Instructional personnel will implement highly effective, research-based curriculum, instruction and assessment practices.

Action Steps:



- a. Adopt and implement division-wide instructional practices that support rigor and student engagement across the curriculum.
- b. Continue to identify and implement instructional and assessment practices that increase student mastery of the four core content areas: English/language arts/reading, mathematics, science and social studies.
- c. Integrate literacy across the curriculum practices and policies.
- d. Continue to develop and implement instructional accountability practices for school-based leaders and teachers that will benefit student learning.
- e. Implement a balanced assessment system that includes a focus on research-based formative and summative assessment strategies, including the use of performance tasks.
- f. Identify and implement inquiry-based teaching and learning practices that will increase student critical thinking and problem-solving abilities.
- g. Continue to leverage technology integration as a teaching, learning and assessment tool across the curriculum.
- h. Continue to expand teacher and administrative use of technology tools for data-based instructional decision-making.

Objective 3: The curriculum and related programs will meet the needs of all students.

Action Steps:

- a. Continue to implement policies and practices that assure the district-level K-12 curriculum remains aligned to standards, adheres to curriculum development best practices, and is accessible to all teachers and administrators.
- b. Implement division-wide practices that assure teacher unit and lesson plans are aligned to the district curriculum, identified standards, and identified research-based instruction and assessment practices.
- c. Increase instructional programs and related student services that will meet the needs of the diverse student population.
- d. Increase the opportunity for advanced content pathways and courses offered in elementary, middle and high schools.
- e. Continue to leverage technology and identify other research-based solutions to integrate personalized learning practices across the curriculum.

Goal

2

Social-Emotional Development

Strengthen practices and policies focused on social-emotional development.

Objective 1: Implement social-emotional learning support and strategies.

Action Steps:

- a. Integrate social-emotional learning into curriculum and instruction.
- b. Adopt and effectively implement a research-based positive behavior program at each school.
- c. Evaluate and strengthen programs and practices designed to support the social-emotional development of high need students.

Objective 2: implement practices and policies that support student's ability to be responsible, contributing citizens.

Action Steps:

- a. Identify and implement practices that will increase student's ability to work cooperatively with others, resolve conflicts, and respect other cultures and beliefs.
- b. Identify and implement practices that will increase the percentage of students demonstrating accountability for following rules and laws.
- c. Identify and implement practices that will increase student ability to filter and use information.
- d. Identify and implement practices that will increase student ability to use technology wisely.



High-Quality Personnel

Recruit, retain, and develop highly-qualified personnel.

Objective 1: Provide a compensation package that is competitive with other school districts in the state of similar size and resources.

Action Step:

- a. Continue to annually assess the district's capacity to offer salary schedule adjustments for all positions.
- b. Continue to annually assess the total compensation package offered to employees.

Objective 2: Strengthen the teacher recruitment pipeline.

Action Steps:

- a. Continue to strengthen outreach and connections with regional university teacher education programs to engage with talented future teachers early in their university experience.
- b. Continue to explore and implement partnerships with alternative certification programs and pathways.

Objective 3: Provide effective, research-based, and differentiated professional learning opportunities tied directly to the district strategic plan and aligned school improvement plans.

Action Steps:

- a. Collaborate across all school division departments to develop a five-year professional learning plan aligned to the strategic plan categories and focus areas.



- b. Work with schools to support them in developing differentiated professional learning plans that include implementation follow-up support, job-embedded strategies and best practices for effective professional learning communities.
- c. Assure that district and school professional learning plans include research-based evaluation practices to determine if the professional learning is making a difference in employee performance and student achievement.

Objective 4: Implement ongoing research-based leadership development opportunities for educational and support personnel to ensure a healthy pipeline of high quality leaders.

Action Steps:

- a. Identify and implement leadership development opportunities for principals, assistant principals and aspiring principals that will build their capacity as instructional leaders, visionaries, community engagement practitioners, learners and collaborators.
- b. Develop and implement a teacher leadership program for teachers who want to remain in the classroom, lead the learning of their colleagues, and significantly impact education in the division; the program should include research-based teacher leadership practices, incentives and recognitions.
- c. Implement ongoing leadership development opportunities for operations and support personnel identified as high-flyers aligned with best practices in business leadership development and the future needs of the school division.

Objective 5: Continue to provide ongoing support for new teachers and administrators through a comprehensive induction plan.

Action Steps:

- a. Collaborate with new teachers and administrators regularly using face-to-face communities of practice, ongoing coaching and various virtual strategies to provide support.
- b. Continue to develop and implement an effective mentoring program for new teachers and administrators aligned with mentoring best practices.

Goal

4

Family & Community Engagement

Strengthen school, family, and community involvement and perceptions.

Objective 1: Partner with families to strengthen understanding of academic standards, student progress, social-emotional development support and the importance of teachers and families working together.

Action Steps:

- a. Continue to strengthen the resources and information provided to families to support their child's education.
- b. Introduce families to resources that assist with student and family social-emotional needs.
- c. Continue to use the Internet, social media, and other tools to enhance parent and community partnerships and communication.

Objective 2: Identify and implement practices to increase positive perception of schools among families and community members.

Action Steps:

- a. Develop, implement and monitor consistent effective customer service practices across all schools in the division.
- b. Strengthen and monitor consistent positive school culture and climate practices across all schools in the division.
- c. Expand ongoing collaboration opportunities with businesses, military, faith-based, recreational, civic and city organizations to benefit students and families.



Finance & Operations

Ensure fiscal stability through sound financial practices and ensure high-quality school facilities.

Objective 1: Continue to develop and sustain sound financial management practices, stability, and efficiency based on best practices.

Action Step:

- a. Develop, monitor and evaluate an annual financial and debt plan aligned to the District Strategic Plan.

Objective 2: Continue to develop and sustain process efficiencies that make the best use of available resources.

Action Step:

- a. Monitor, evaluate and update processes as needed to assure optimum resource availability to support student and staff success factors.

Objective 3: School facilities will be safe and inviting places for students, families, staff, and the community.

Action Step:

- a. Monitor and increase safety, cleanliness, and overall appearance factors of facilities.

Objective 4: Maintain equipment and infrastructure to support technology integration.

Action Step:

- a. Continue to update virtual servers, switches, bandwidth, wireless capacity, and storage to meet demand as needed.