





School Board's Proposed Budget

Fiscal Year 2027

March 26, 2026

Sustaining Our Investment in Students, Staff and Schools

Recognizing Unmet Funding Needs

FY 2027 School Board Budget Direction

The budget should:

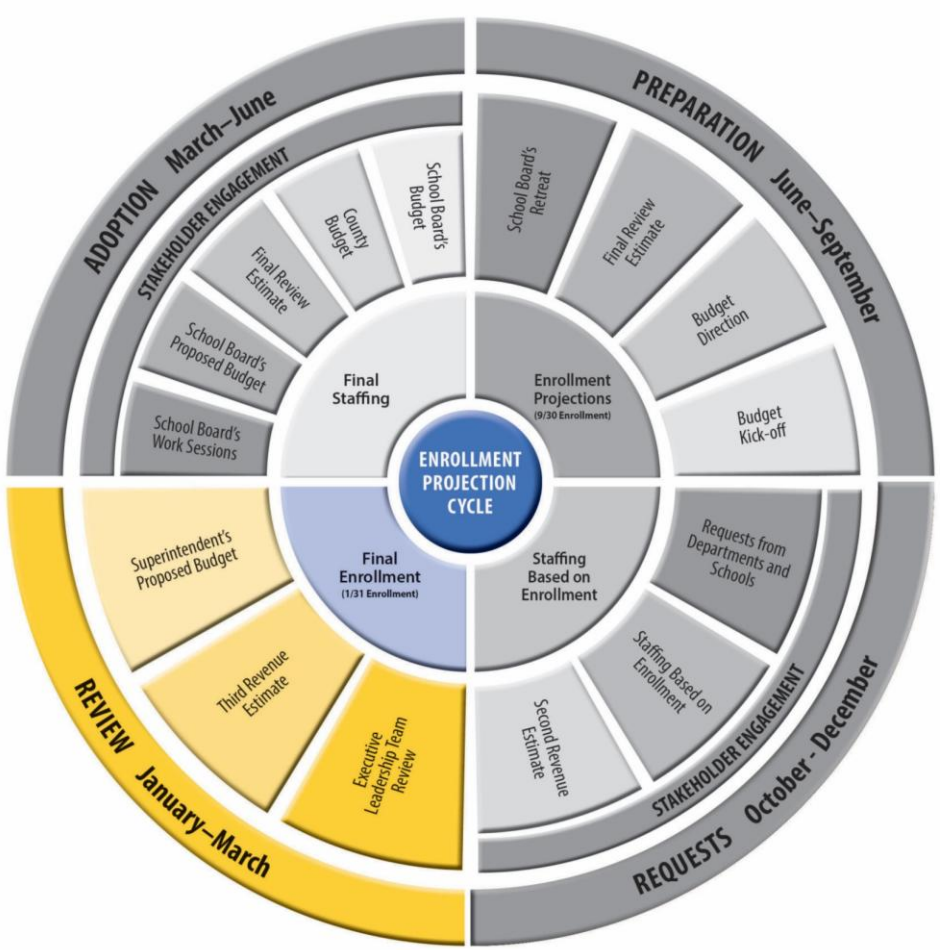
- **Align to the 2024-2030 Strategic Plan** performance objectives and strategies.
- **Prioritize recruiting, supporting, and retaining a high-quality and diverse workforce**, with a focus on competitive salaries and benefits in comparison with similar roles in the region.
- **Limit new funding requests to items specifically delineated to advance the performance objectives**, including changes to planning factors that address the urgency of improving educational outcomes for students with disabilities, English learners, and economically disadvantaged students
- **Identify opportunities for cost savings** via equity-based reductions, efficiencies, and realignment of funds whenever possible, rather than across-the-board percentage cuts.

The School Board further directs the Superintendent to:

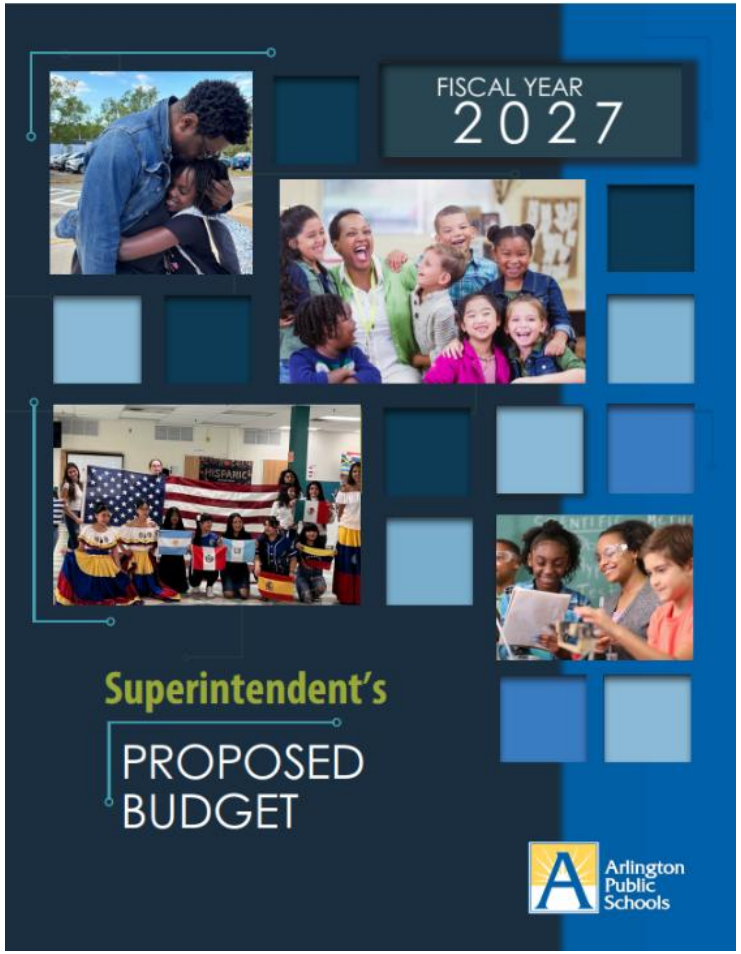
- **Provide detailed rationale for any budget investments, including anticipated outcomes**; alignment of outcomes with strategic performance objectives; how the outcomes will be measured and on what timeline.
- **Provide detailed rationale for any budget reductions**, including anticipated impact on students, staff, and/or schools; and how the reductions may inhibit progress on strategic performance objectives.
- **Minimize the use of general reserve funds for operating expenses,** consistent with the principle that one-time funds should be used only for one-time costs. For FY27, no more than 15% of the reserve funds used in the budget will go toward ongoing operating expenses, with the exception that the Compensation Reserve Funds may be used for compensation purposes.
- **Provide three-year forecasts of revenues and expenditures to gauge long-term financial sustainability.**

How We Built the Budget

- Compensation increase funded first
- Focus on funding for the School Board's Priorities
  - New budget requests limited to maintaining existing programs and services
  - Efficiencies in baseline budgets and increases aligned with the School Board's Priorities
- Limiting use of reserves in agreement with budget direction



FY 2027 Superintendent's Proposed Budget



Total FY 2027 budget

$855.69 million

Budget increases

1.3% over FY 2026

Federal Reserve estimates 2.4%-2.8% inflation by the end of 2026

Budget Highlights

Compensation, Baseline Adjustments, & Reductions/Efficiencies by Strategic Goal

Arlington Public Schools 2024-30 Strategic Plan



PERFORMANCE OBJECTIVES

Student Academic Growth and Success

- SOL Proficiency
- Growth in Reading and Math
- Inclusion
- College, Career, and Civic Readiness

Student Well-Being

- School Climate and Mental Health
- Chronic Absenteeism
- Suspensions
- LGBTQ+
- Student Safety

Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

Operational Excellence

- Facility Conditions
- Free Meals
- On-Time Bus Arrival
- Technology Systems
- Environmental Sustainability

Student, Family, and Community Partnerships

- Student Partnerships
- Family Partnerships
- Community Partnerships

Investing in Compensation



Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

Compensation Adjustment for All Employees

- **$9.95M** Step Increase for Eligible Employees
- **$14.89M** Variable cost of living adjustment based on bargaining units
- **$1.26M** Increase to hourly salary accounts by 2.8%

4.45% average annual increase

Total Compensation Investment: $26.1 million

- **Additionally, adding $0.45M** Baseline Adjustments for Substitute Teachers & Overtime

Collective Bargaining Unit Agreements



Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

- The Cost of Compensation by Bargaining Unit
  - All Bargaining Units include a Step Increase
  - See below summary of COLA and Step Increase agreement:

AEA Licensed

- COLA: 2.8%
- $18.27M increase to salary and benefits

AEA Support*

- COLA: 2.8%
- $5.39M increase to salary and benefits

ASA Unit

- COLA: 1.5%
- 3% Between Steps
- $0.79M increase to salary and benefits

Confidential

- COLA: 2.8%
- $0.39M increase to salary and benefits

Hourly Salaries: Increased by 2.8% $1.26M

Total Salary and Benefit Increases Including Step Increase and COLA = $26.1 Million

*AEA Support tentative agreement

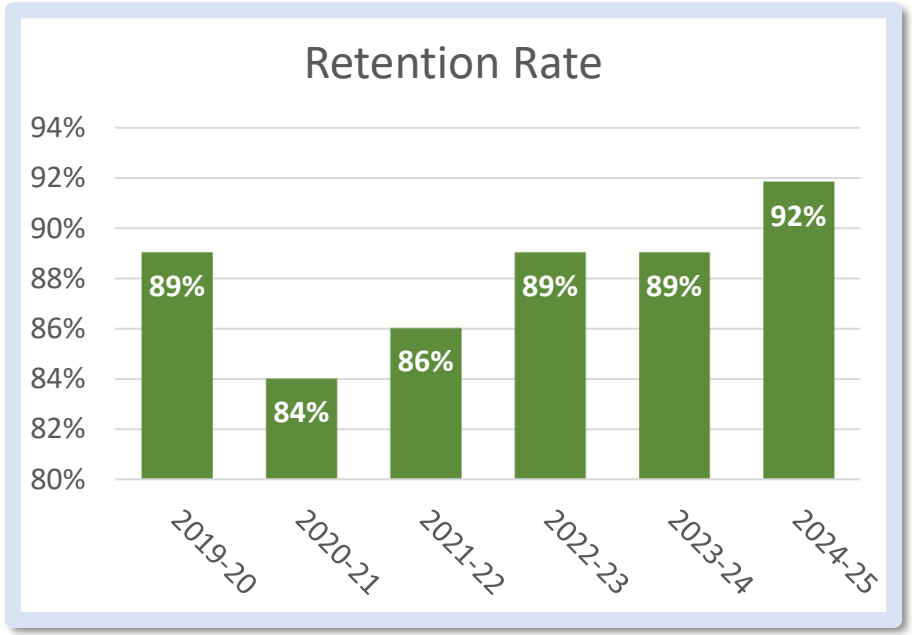
Employee Retention Rate

Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

91.8% Retention Rate for 2024-25

2.8% increase compared to 2023-24





Compensation History



Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

In the last 5 years, average employee compensation has **increased by 26.96%.** APS must invest annually towards the goal of APS being in the **top three** among neighboring jurisdictions.

Fiscal Year	Step Increase	COLA	Other Changes	Average Increase for All Staff
2026-27	Yes	Variable by BU	Additional changes based on negotiations with Bargaining Units	4.45%
2025-26	Yes	2%	$1,000 bonus on June 1, 2025	4.26%
2024-25	Yes	1.25%	None	3.25%
2023-24	Yes	3%	Additional 2% COLA effective January 1, 2024	6.30%
2022-23	Yes	0%	Up to $500 bonus (November 2022) New salary scales implemented One to four additional steps depending on steps missed over 10 years	8.70%
2021-22	Yes, mid-year	0%	Up to $2,000 bonus (December 2021, April 2022)	3.20%
2020-21	No	0%	None	0.00%
2019-20	Yes	0%	Salary scale adjustments for positions identified in the compensation study as being under market	2.60%
2018-19	Yes	0%	Salary scale adjustments for positions identified in the compensation study as being under market	2.60%
2017-18	Yes	0%	Salary scale adjustments for positions identified in the compensation study as being under market	2.90%
2016-17	Yes	0%	1.75% increase for eligible employees Increase in minimum wage to $14.40/hour for eligible employees with regularly scheduled work hours	2.90%

- **VA State minimum wage = $12.77**
- **APS minimum wage = $17.14**

Budget Highlights: Student Centered Workforce



Student-Centered Workforce

- Professional Learning
- Workplace Climate and Staff Engagement
- Employee Retention and Diversity
- Staff Safety

Investing in compensation, employee retention, and collective bargaining units





$188,615 Baseline adjustments to the budget for substitute teachers

$672,046 and 7.50 Vacant FTE

Reductions/efficiencies EL Teacher/Assistant FTEs no longer needed due to the implementation of FY26 EL Planning Factors



Budget Highlights: Student Academic Growth & Success



Student Academic Growth and Success

- SOL Proficiency
- Growth in Reading and Math
- Inclusion
- College, Career and Civic Readiness

$892,644 investment in SPED Planning Factor Phasing





$342,594 Baseline adjustments for ongoing instructional resources, support, and TJHSST tuition

$927,596 and 8.50 Vacant FTE
Reductions/efficiencies in translators, EL, Virtual Learning Teacher, and Summer Admin with minimal instructional impact



SPED Planning Factors Phase II



Student Academic Growth and Success

2026-27 Planning Factors Phase II

School	FTE for Teachers with Revised Planning Factors	Change in Teacher FTEs	Change in IA FTEs
Jefferson Middle	19.5	+5.3	-6.5
Kenmore Middle	24.0	+5.3	-10.0
Gunston Middle	16.0	+5.3	-0.5
Washington-Liberty High	40.5	+8.8	-12.5

Total Additional FTEs: **24.7**	Total Reduction in FTEs: **-(29.5)**
Total Cost: **$3,675,726.11**	Total Savings: **-($2,783,082.46)**
NET TOTAL	**$892,643.65**

Source: Planning Factor Work Group [APS Planning Factors Study Final Recommendations]
Note: Reduced IA staff will be eligible for vacant APS positions.

Budget Highlights: Student Well-Being

Student Well-Being

- School Climate and Mental Health
- Chronic Absenteeism
- Suspensions
- LGBTQ+
- Student Safety

Maintaining support for student needs



$944,012 Baseline Adjustments for ongoing resources to include various contracted services and threat assessment

$467,674 Reductions/Efficiencies in contracted services with minimal instructional impact



Budget Highlights: Operational Excellence

Operational Excellence

- Facility Conditions
- Free Meals
- On-Time Bus Arrival
- Technology Systems
- Environmental Sustainability

Sustaining operational efficiency and excellence



$331,139 Baseline Adjustments for ongoing and required facility and operational expenses, including a one-time credit from the county

$316,548 and 1.00 FTE Reductions/Efficiencies in Printing and contracted services with minimal instructional impact



How We Balanced The Budget

ADDITIONAL REVENUE

• Additional Federal Revenue	($159,939)
• Additional State Revenue	$2,570,824
• Additional County Transfer	$2,918,225
• Additional Local Revenue	$2,089,166
TOTAL:	**$7,418,276**

NEW BUDGET ITEMS

• Compensation	$26,117,667
• Health Insurance Increase	$6,306,113
• Baseline Adjustments*	$1,848,075
• Grace Hopper Center	$1,179,033
• Other Funds	($1,063,788)
• SPED Planning Factors	$892,644
TOTAL:	**$35,279,744**

REDUCTIONS / ADJUSTMENTS

• Central Office Reductions	($2,383,864)
• Enrollment Reductions	($3,001,000)
• Prior Year One Time Costs	($3,825,159)
• VRS and Lapse & Turnover	($15,009,072)
TOTAL:	**($24,219,095)**

Additional Revenue	$7,418,276
Additional Use of Reserves	$3,642,373
Reductions / Adjustments	$24,219,095
Available Resources	**$35,279,744**
New Budget Items	($35,279,744)

BALANCED BUDGET

*Includes County Rental Book Credit of ($2,458,000)

Central Office Reductions FY 2025-27

FY 25

$17.5M Total Central Office Operating Fund Expenditure Reductions (21.0 FTEs)

FY 26

$13.38M Total Central Office Operating Fund Expenditure Reductions (28.5 FTEs)

FY 27

$2.38M Total Central Office Operating Fund Expenditure Reductions (17.0 FTEs)

$33.2M & 66.5 FTEs Total Reductions to Central Office since FY 2025

Unfunded Needs

FY 27 Core Unfunded Needs

Total Core Unfunded Needs = **$18.81M+ and 140.80+ FTE**

Student Academic Growth and Success

- Support for Federally Identified Schools for Improvement **$2.83M / 21.00 FTE**
- Additional Funds for Core Supplemental Instructional Materials for Students with Disabilities **TBD**
- Inflation-based Adjustment to Instructional Materials and Supplemental Supplies for Teachers **$0.60M**
- Expand Continuum of Services for Special Education Students **TBD / TBD**
- Reduce Class Size by 2 **$8.70M / 83.10 FTE**

Student Well-Being

- Provide Deans at Remaining Secondary Schools **$0.71M / 6.00 FTE**
- Remove Barriers for Students to Attend or Participate in School-Sponsored Programs **TBD**
- Additional School Safety Coordinator – BCBA **$0.09M / 1.00 FTE**
- Expand Deans at High School Level **$0.36M / 3.00 FTE**

Operational Excellence

- Reconstruct Custodial Planning Factors **$1.60M / 22.00 FTE**

- FY 2027 New Budget Requests **$0.63M / 3.70 FTE**
- Reserve Funding for Federal Losses **$3.00M**



FY 2027 New Budget Requests

Student Academic Growth and Success

- Athletics Assistant Director **$176K // 1.50 FTE**
- AP Coordinator **$60K // 0.50 FTE**
- CTE Testing Coordinator **$24K // 0.20 FTE**

Student Well-Being

- Elementary School Safety Coordinators **$92K // 1.00 FTE**
- BTAM Database/Raptor (SSEM) **$55K**
- Boys Varsity Volleyball **$50K**
- SSEM Administrative Assistant **$44K // 0.50 FTE**
- Girls Flag Football **$24K**
- Everbridge Mass Notification Cost Share **$20K**
- CRG Digital School Maps **$20K**

Student-Centered Workforce

- SSEM Materials & Supplies **$62K**

Total New Budget Requests: $627K and 3.70 FTE contingent on receiving additional revenue

Support for Federally Identified Schools in Improvement

#	School(s) / Program	Federal Status	Request Description	FTE	One-Time / Ongoing	FY 2027 Cost
1	Office of Special Education (Elementary TSI Schools)	TSI (10 ES)	Add Specially Designed Instruction (SDI) Specialists to provide intensive coaching and professional learning in SDI and co-teaching	6.00	Ongoing	$705,668
2	Long Branch ES (2.0), Alice West Fleet ES (2.0)	TSI	Add Special Education teachers to support co-teaching at every grade level	4.00	Ongoing	$470,445
3	Elementary TSI Schools	TSI	Supplemental instructional materials and professional learning for students with disabilities (primarily ELA/literacy)	—	One-Time	$100,000
4	Elementary TSI Schools	TSI	Behavioral Crisis Response Team to support high behavioral needs, crisis response, and staff capacity	6.00	Ongoing	$705,668
5	Districtwide (Grow Your Own Programs)	TSI	Expand Grow Your Own programs with priority for Special Education certification	—	Ongoing	$50,000
6	Elementary TSI Schools	TSI	Add administrators to provide dedicated special education and instructional leadership support	2.00	Ongoing	$339,879
7	Arlington Community High School	CSI	Add Career & Technical Education (CTE) teachers to expand career pathways and improve Ready for Life indicator	2.00	Ongoing	$235,222
8	Arlington Community High School → Arlington Career Center	CSI	Transportation to support access to CTE courses at ACC (bus or contracted service)	—	Ongoing*	$100,000*
9	Arlington Community High School	CSI	Add Counselor to support individualized academic planning and graduation improvement	1.00	Ongoing	$117,611

Total School in Improvement Support: $2.83M and 21.00 FTE contingent on receiving additional revenue

Future Years Planning Factors Adjustments

Total Cost = **$27.41M and 250.20 FTE**

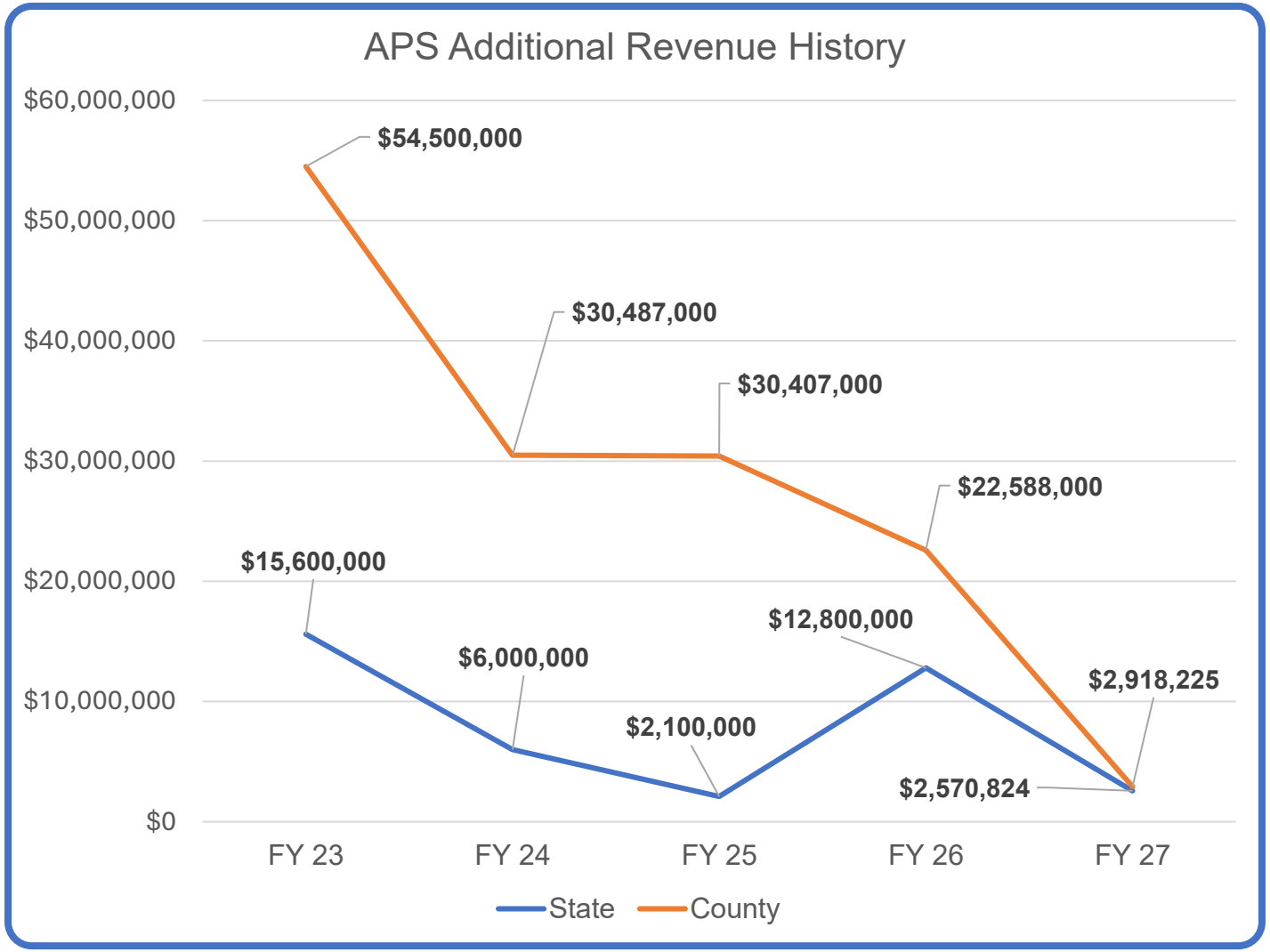
Priority	Title	Amount	FTE
1	SPED Teachers & Instructional Assistants – Elementary	$5.60M	60.50
2	SPED Teachers & Instructional Assistants – High School	$3.77M	18.70
3	SPED Teachers & Instructional Assistants – Middle School	$4.05M	37.20
4	Math Interventionists (ES/MS/HS)	$3.92M	36.50
5	Literacy Interventionists (ES/MS/HS)	$3.29M	30.50
6	Counselors, Psychologists, and Social Workers – Middle Schools	$1.51M	14.10
7	Counselors, Psychologists, and Social Workers – Elementary Schools	$1.64M	15.30
8	EL Social Workers – Middle & High Schools	$0.16M	1.50
9	Instructional Coaches (ES/MS/HS)	$3.47M	35.90
	TOTAL:	**$27.41M**	**250.20**

FY 2027 Budget by the Numbers

FY 2027 Budget Challenges

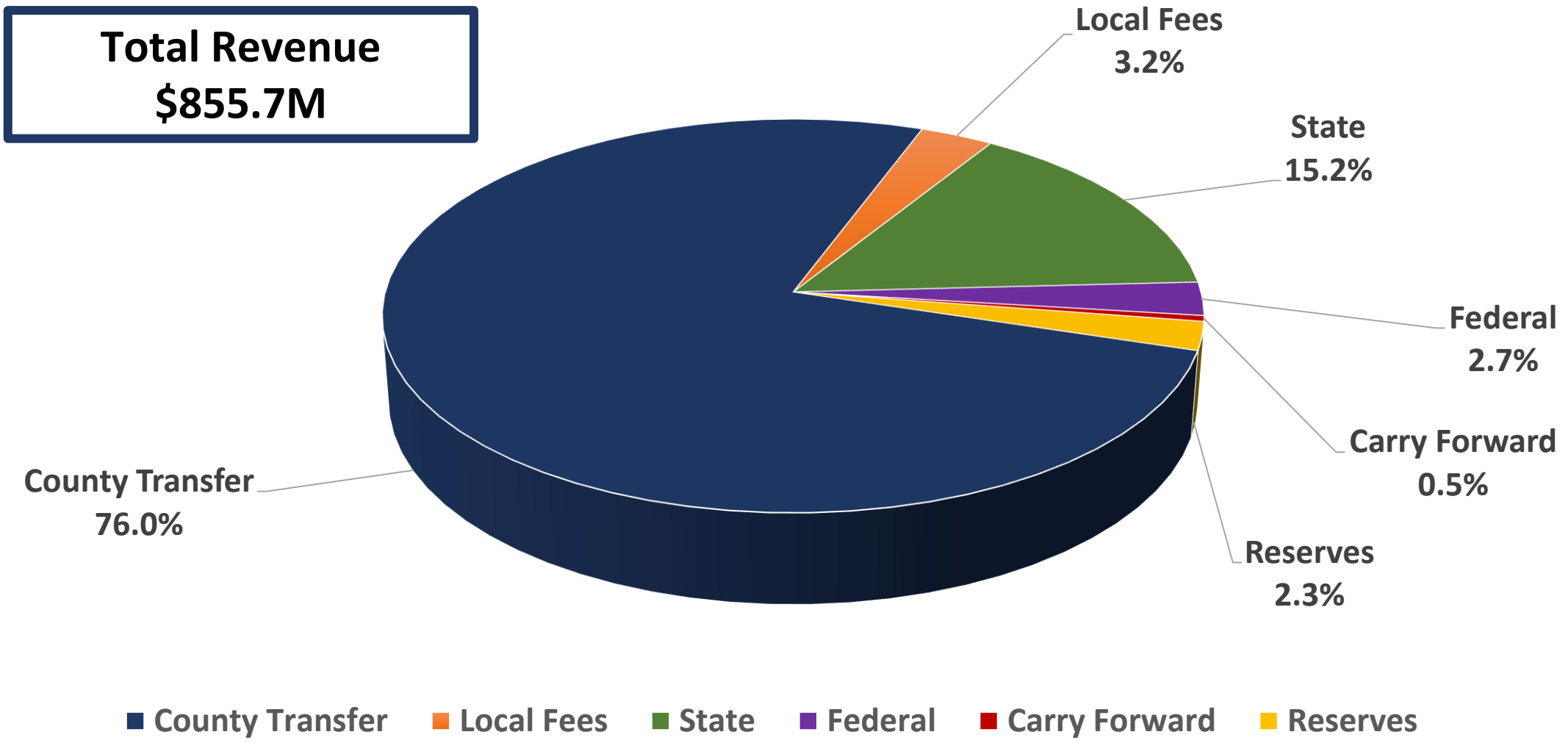
Year to Year Additional Revenues

- State, and County revenue continue to decline
- State: 78.1% decrease from prior year
- County: 87.2% decrease from prior year



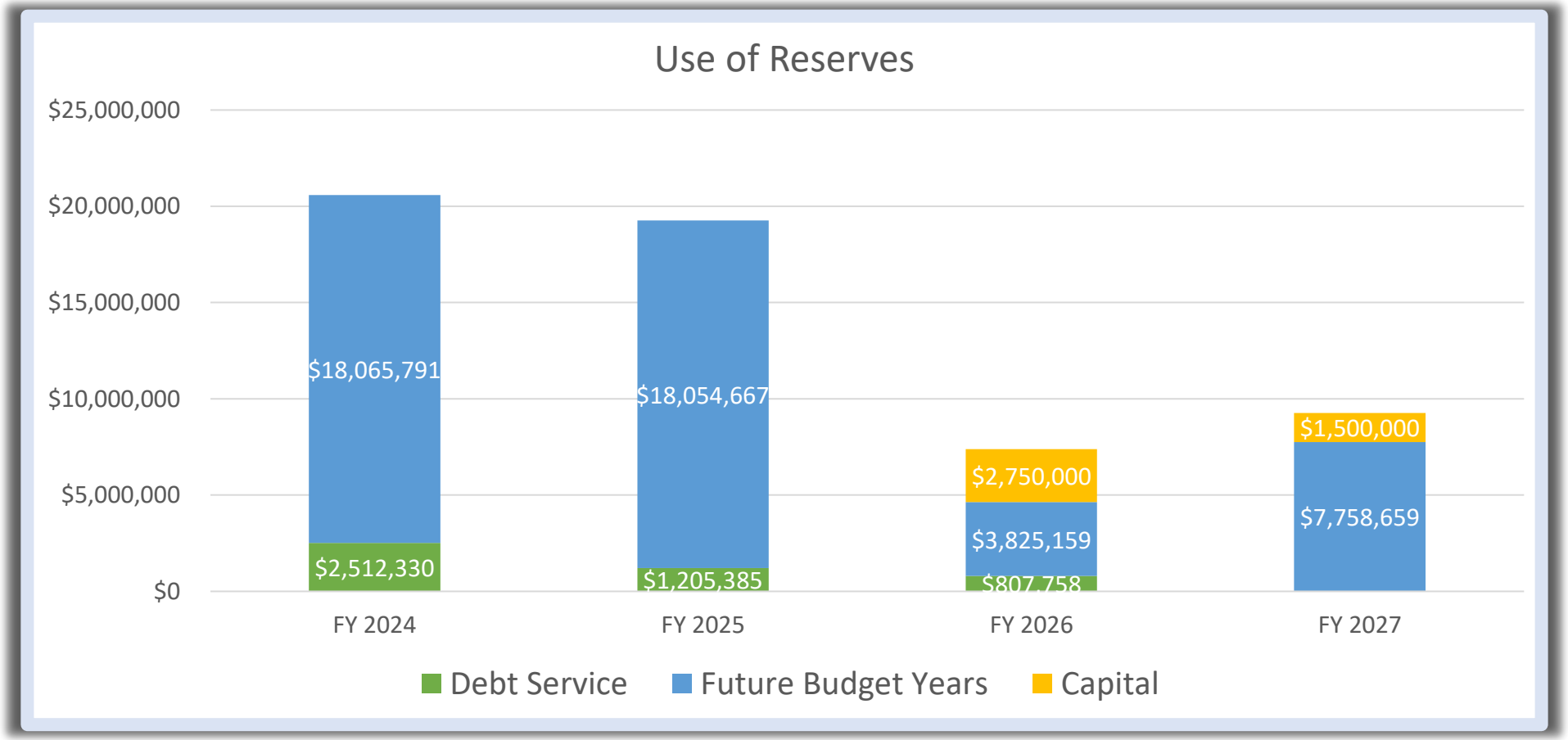
FY 2027 Total Revenue Summary – All Funds

Total Revenue
$855.7M



Use of Reserves

- The use of reserves in the FY 2027 Proposed Budget is in line with the School Board's Budget Direction



FY 2027 Projected Federal Government Revenue

FY 2027 Projections - Federal Funding	
School Operating Fund	
Federal - Medicaid - Medical Assistance	*$2.5M*
Food & Nutrition Services	
Federal - Including School Breakfast Program, Natl School Lunch Program & USDA Govt Donated Commodities	*$8.72M*
Grants and Restricted Programs	
Federal - Including Special Education IDEA, Title I Part A, Title II Part A, Title III Part A - Limited English, Title IV Part A - Student Support, and others	*$12.21M*
Total Federal	**23.43M**

FY 2026 Baseline - Federal Funding

County Revenue

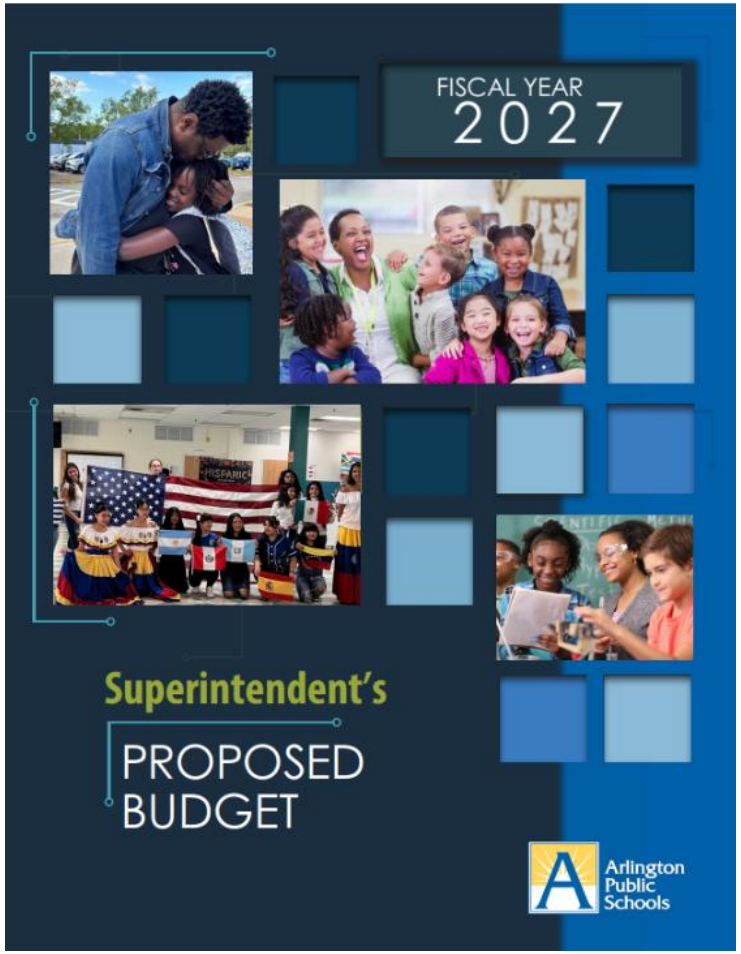
Expected County Revenue: $650.3M

	Revenue	Additional	Total
Proposed Budget	$647.4M	$2.9M	$650.3M

Note: In addition, we are receiving a $2.5M County Credit for Rental Book – Replacement of Buses



FY 2027 Superintendent's Proposed Budget



Total FY 2027 budget

$855.69 million

Budget increases

1.3% over FY 2026

Federal Reserve estimate 2.4-2.8% inflation by the end of 2026

Budget Timeline

For more: www.apsva.us/budget/

January 14	General Assembly Session Begins
February 26	Superintendent Proposed FY 2027 Budget Presentation
March 14	General Assembly Session Adjourns
March 24	Joint Budget Work Session with County Board 1:30pm Committee of the Whole on the Budget 5:30-7:30pm
March 26	School Board's Proposed FY 2027 Budget Presentation
April 13	Governor's Veto/Amendment Deadline
April 14	Budget Work Sessions 9:00am-4:15pm Public Hearing on the Proposed FY 2027 Budget 7:00pm
April 22	General Assembly Expected Reconvened Session
May 14	School Board FY 2027 Budget Adoption
May 25	Deadline for Governor to Sign Legislation/Budget & Issue Line-Item Vetoes
July 1	FY 2027 Budget Effective Date







School Board's Proposed Budget

Fiscal Year 2027

March 26, 2026

Sustaining Our Investment in Students, Staff and Schools

Recognizing Unmet Funding Needs

FY26 One-time Costs, Baseline Adjustments, and Reductions/Efficiencies Detail

Baseline Adjustments



Student-Centered Workforce

Department	Title	Description	Amount	FTE
Chief Academic Officer	Substitutes Professional Leave	Aligns substitute funding with multi-year trends; supports required test administration coverage, teacher PD, and classroom continuity.	$153,500	-
Adjustments < $100K			$35,115	-
		Total Baseline Adjustments:	**$188,615**	**-**

Reductions/Efficiencies



Student-Centered Workforce

Department	Title	Description	Amount	FTE
Chief Academic Officer	Eliminate 3 Vacant EL Teacher FTEs	Eliminates 3 vacant EL Teacher FTEs no longer needed due to the implementation of FY26 EL Planning Factors. These department-level positions are unused, create duplicative funding streams.	$361,896	3.00
Chief Academic Officer	Eliminate 4.5 Vacant EL IA FTEs	Eliminates 4.5 vacant EL IA FTEs now obsolete under updated planning factors that removed instructional assistant roles from EL staffing models. Schools already have full staffing based on their own allocations.	$310,150	4.50
		Total Reductions/Efficiencies:	**$672,046**	**7.50**

Baseline Adjustments



Student Academic Growth and Success

Department	Title	Description	Amount	FTE
Chief of School Support	Jefferson Science & Technology Tuition	APS's required annual tuition contribution for students enrolled at the regional Governor's School (TJHSST).	$205,870	-
Adjustments < $100K			$136,724	-
		Total Baseline Adjustments:	**$342,594**	**-**

Reductions/Efficiencies



Student Academic Growth and Success

Department	Title	Description	Amount	FTE
Chief DEI & Student Support	Eliminate Interpreter Vacancies	Eliminates 7.5 vacant interpreter positions. ASL Interpreters account for 4.0 FTE, CLT Interpreters account for 2.0 FTE, and HR Interpreters account for 1.5 FTE.	$710,845	7.50
Chief Academic Officer	Eliminate Summer School Admin Pay	Eliminates Summer School Admin Pay and the hiring of additional administrators for summer school at all levels. Instead, sitting assistant principals will be assigned to oversee summer school operations.	$161,143	-
Chief DEI & Student Support	Eliminate Virtual Learning Teacher	Eliminates 0.5 FTE virtual learning teacher due to reduced caseload. Services for the remaining student(s) will be provided by school-based staff, with minimal instructional impact.	$60,316	0.50
Chief Academic Officer	Repurpose Vacant EL Teacher into Supervisor of EL	Repurposes 1.5 vacant EL Teacher FTEs into a 1.0 Supervisor of EL Instruction by reclassifying FTEs no longer needed due to planning factor revisions. FTE reduction but slight dollar increase.	-$4,708	0.50
		Total Reductions/Efficiencies:	**$927,596**	**8.50**

Baseline Adjustments



Student Well-Being

- School Climate and Mental Health
- Chronic Absenteeism
- Suspensions
- LGBTQ+
- Student Safety

Department	Title	Description	Amount	FTE
Facilities & Operations	Summer ESY Transport Hourly Staff	Supports transportation staffing for Summer School and ESY, ensuring access to required instructional and SPED services.	$399,219	-
Chief Academic Office	Special Education Agencies Contract Services	Required to secure agency staff for hard-to-fill SPED roles (OT, vision, hearing, speech); contractor rates increasing 10–20% annually.	$200,000	-
Chief of School Support	Threat Assessment Specialist	Supports implementation of formal threat assessment processes, conducts case reviews, and provides training to school-based teams to support early intervention and student well-being.	120,632	1.00
Chief Academic Office	Out of State SPED Transportation	Provides mandated specialized transportation for students in out-of-state private placements whose needs exceed VDOE's 5% tuition cap.	$100,000	-
Adjustments < $100K			$124,161	-
		Total Baseline Adjustments:	**$944,012**	**1.00**

Reductions/Efficiencies

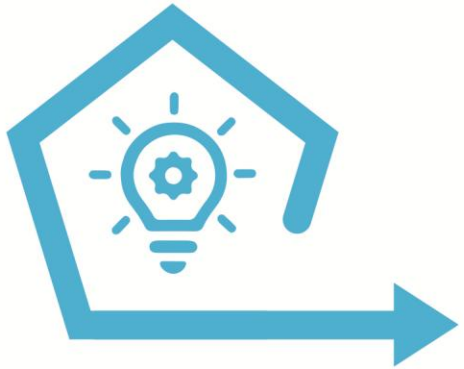


Student Well-Being

- School Climate and Mental Health
- Chronic Absenteeism
- Suspensions
- LGBTQ+
- Student Safety

Department	Title	Description	Amount	FTE
Chief DEI & Student Support	Reduce Hazel Health Contract	Reduces Hazel Health telehealth contract costs due to consistent availability of external grants that offset annual expenses. Student access remains fully intact.	$150,000	-
Chief DEI & Student Support	Reduce Virtual Learning	Reduces funding for virtual learning vendor contracts, mentor stipends, and materials as part of discontinuing full-time virtual services except where medically required.	$317,674	-
		Total Reductions/Efficiencies:	**$467,674**	**-**

Baseline Adjustments

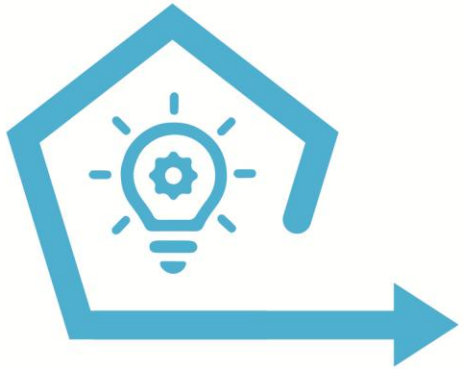


Operational Excellence

- Facility Conditions
- Free Meals
- On-Time Bus Arrival
- Technology Systems
- Environmental Sustainability

Department	Title	Description	Amount	FTE
Facilities & Operations	Utilities	Costs for required utility bills.	$818,619	-
Facilities & Operations	Joint Fields/Stormwater Contract Services	Costs for athletic field maintenance and mandated DEQ stormwater inspections across multiple school sites.	$327,530	-
Facilities & Operations	Lease Agreements	Leased facilities (parking, Syphax, ACHS); CPI adjustments.	$249,798	-
Facilities & Operations	Fire/Safety Inspections Contract Services	Required annual inspections and maintenance of fire alarms, sprinklers, hoods, extinguishers, and emergency safety systems.	$204,555	-
Facilities & Operations	Transportation Overtime	Supports after-school, weekend, athletics, and fine-arts travel; needed to meet VHSL schedules and student activities.	$157,119	-
Facilities & Operations	Custodial Overtime	Provides custodial coverage during weather closures, evening events, emergency clean-ups, and school-based staffing shortages.	$138,795	-
Adjustments < $100K			$892,724	-
Facilities & Operations	Replacement Buses and Depreciation (one-time credit)	One-time credit from the county.	-$2,458,000	-
		Total Baseline Adjustments:	**$331,139**	**-**

Reductions/Efficiencies



Operational Excellence

- Facility Conditions
- Free Meals
- On-Time Bus Arrival
- Technology Systems
- Environmental Sustainability

Department	Title	Description	Amount	FTE
Human Resources	Eliminate Unused International Teacher Contract Funds	Eliminates unused international teacher contracting funds and reduces professional service spending to reflect actual utilization. No negative impact to HR operations, staffing, or recruitment processes.	$213,500	-
School & Community Relations	Reduce Printing Services Staff	Reduces Printing Services staffing by 1.0 FTE and eliminates an unused copier contract due to extremely low print volumes (average 2–3 jobs per day). Schools will use onsite copiers or external vendors for complex print jobs. Self-service remains available.	$103,048	1.00
		Total Reductions/Efficiencies:	**$316,548**	**1.00**