

AGENDA
JAMES CITY COUNTY BOARD OF SUPERVISORS
JOINT MEETING WITH THE WJCC SCHOOL BOARD AND
THE WILLIAMSBURG CITY COUNCIL
STRYKER CENTER
412 N BOUNDARY ST, WILLIAMSBURG, VA 23185
February 6, 2026
8:30 AM

A. CALL TO ORDER

1. The Chair of the WJCC School Board calls the meeting to order.
2. The Chair of the James City County Board of Supervisors calls the meeting to order.
3. The Mayor of the Williamsburg City Council calls the meeting to order.

B. ROLL CALL

C. PRESENTATION(S)

1. Superintendent's Report
2. Fiscal Year 2027 Operating Budget

D. BOARD DISCUSSIONS / GUIDANCE

E. ADJOURNMENT

1. The WJCC School Board Adjourns.
2. The Board of Supervisors adjourns to 5 pm on February 10, 2026 for the Regular Meeting.
3. The Williamsburg City Council adjourns.



WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS
— EST. 1955 —

Superintendent's Report

February 6, 2026

Profile of a Graduate Snapshot

**2025 Federal Graduation Index
Compared to
Cohort Completion Rates**



	Cohort #	FGI	CCR
WJCC	985	91.2% (898)	96.9% (954)
Jamestown	307	92.8% (285)	97.4% (299)
Lafayette	327	89.3% (292)	96.6% (316)
Warhill	351	91.5% (321)	96.6% (339)



Profile of a Graduate Snapshot - 3 E's

Enrollment, Employment & Enlistment

Enrollment

- 209 students enrolled in Dual Enrollment
- 2,817 in AP Courses
- 33 in Governor's School
- 299 Early College Scholars



Profile of a Graduate Snapshot - 3 E's

Enrollment, Employment & Enlistment

Employment

- 390 CTE Completers
- 2,103 Industry Credentials earned
- 155 students in New Horizons
- 7 employment opportunity experiences



Profile of a Graduate Snapshot - 3 E's

Enrollment, Employment & Enlistment

Enlistment

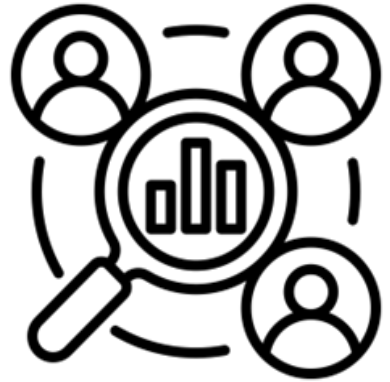
- 107 Students took the ASVAB
 - *Armed Services Vocational Aptitude Battery assessment*
- 29 students enlisted
- Increase ASVAB Testing 2026-2027



Addressing City/County Achievement Gaps

From Joint Meeting, October 10, 2025

1. Analyze and monitor quantitative data at the locality level.
 - Student Achievement
 - Student Demographics & Enrollment
 - Attendance
 - Behavior
2. Collect qualitative data to conduct root-cause analyses of achievement gaps.
3. Convene a Community of Practice, inclusive of school division and City of Williamsburg liaisons, to analyze and discuss data, and identify cross-functional and systemic recommendations for continuous improvement.
4. Examine and consider the need for additional staffing supports for schools serving a high percentage of students residing in the City of Williamsburg.



Addressing City/County Achievement Gaps

1. Enhanced Internal Data Dashboard (Locality Filter) & School Improvement Supports
2. Working with Consultant on Root-Cause Analysis Research
 - Conducting Resource Mapping & Evaluating Current Practices
 - Identifying Opportunities for Growth & Next Steps
3. Hosted "Supports for Students Experiencing Resource Instability" Professional Development
 - Project HOPE (Dr. Patricia Popp, William & Mary)
 - Social Workers (WJCCPS, City of Williamsburg, James City County)
 - Colonial Behavioral Health
4. Hired Temporary Behavior Support Position for Matthew Whaley ES
5. Scheduling a Community of Practice with City of Williamsburg



Instructional Focus on Literacy

Tiered Interventions & Supplemental Program

- 1,332 Elementary Student Reading Plans
- 586 Middle School Student Reading Plans

Family & Community Engagement

- New Resources for English Language Arts on Website
- Title 1 Parent & Family Engagement Workshop for Students in Grades 2 & 3 (122 participants)
 - Modeled strategies for skilled reading
 - Shared resources that align with curriculum
 - Distributed books to build their home libraries
- Elementary Literacy Volunteer Training (February 20)



Data Dashboard & KPI Infographic

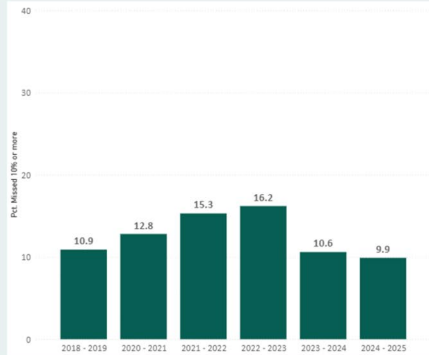
<https://wjccschools.org/elevate28/>



KPI Progress Monitoring Dashboard Williamsburg-James City County Schools

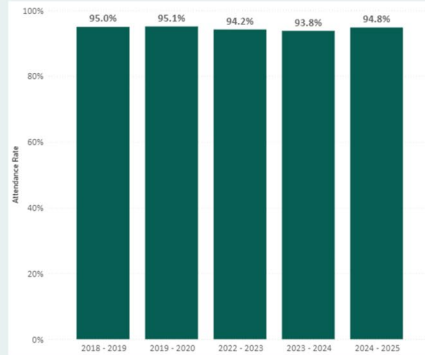
Chronic Absenteeism Summary by Year

Data below shows the yearly rate of **chronic absenteeism** in the district for all students. A student is considered chronically absent if he or she misses two or more instructional days per month (18 days, or 10 percent of a 180-day school year) regardless of whether the absences are excused or unexcused.



Daily Attendance Summary by Year

Data below shows the average rate of **daily attendance** per year for all students. Each student's attendance rate (percentage) for a given school year is calculated by dividing the number of instructional days present by the number of days enrolled.



KEY PERFORMANCE INDICATORS: PROGRESS TO GOAL 2025



HUMAN CAPITAL & POSITIVE CULTURE

Aim: Recruit and retain the division's exemplary workforce by creating an environment where transparency and trust are the norm.

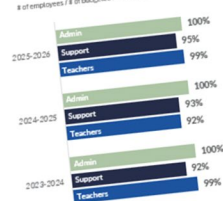
RECRUITMENT

Goal 3.1

Annually, 100% of personnel for all budgeted positions will be recruited and hired by the first day of the school year.

Progress to Goal

of employees / # of budgeted FTEs on the first day of school



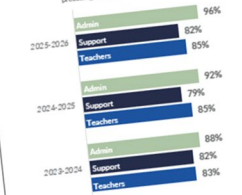
RETENTION

Goal 3.2

Annually, 90%+ of employees will be retained by focusing on employee engagement and talent development.

Progress to Goal

of employees who renewed their contract / total # of employees for the preceding school year (data pulled on 8/29/24)



COMPENSATION

Goal 3.3

By June 2028, WJCC will lead the region in salary for teachers, support staff, and administrators.

	Teachers	Admin	Support
2025-2026	4 out of 6	3 out of 6	2 out of 6
2024-2025	4 out of 6	No data	4 out of 6
2023-2024	3 out of 6	No data	5 out of 6



Kindergarten Orientation Model

2025-2026 Schools



D.J. Montague



Laurel Lane



Norge

2026-2027: Three additional schools



J. Blaine Blayton



James River

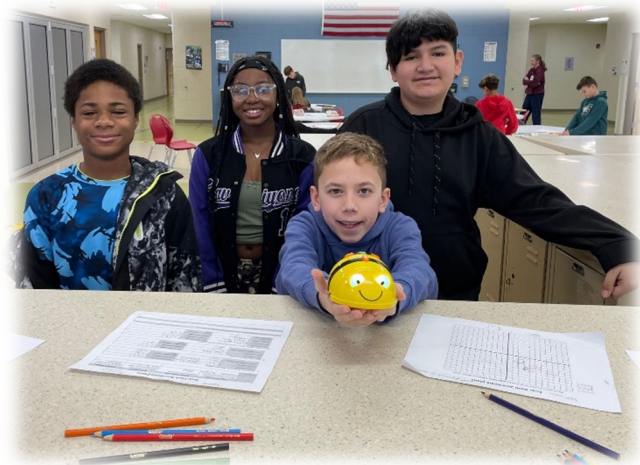


Matoaka



Math Grants

- K-12 Math Innovation Grant (\$250,000)
 - Innovative Practices for Developing Numeracy
 - Professional Learning for Teachers
- Middle School Math Acceleration Grant (\$60,000)
 - Summer Bridge Course for Newly-Identified Students Who Qualify for Acceleration



Community Screening (March 2)



Monday, March 2, 2026
Doors open at 5 p.m. • Program begins at 5:30 p.m.
Registration Required

MULTIPLE

C H O I C E

TED DINTERSMITH PRESENTS "MULTIPLE CHOICE"
EDITED BY TODD BLANKENSHIP MUSIC BY MIKE CASSEDY SOUND DESIGN BY CARLOS DEL CASTILLO
EXECUTIVE PRODUCER TED DINTERSMITH PRODUCED BY KIMBERLY DILTS CHARLES HAINE & MORGAN MILLER
DIRECTOR OF PHOTOGRAPHY TODD BLANKENSHIP DIRECTED BY CHARLES HAINE



Elevating Student Voices

- Superintendent's Student Advisory
- Student Speakers at School Board Meeting
- Student Voices Tour (February)
- Student-Led Professional Development for School Division Leaders (April)



Impact through Service Day (April 18)



- Connect community organizations with the next generation of leaders
- Expand youth volunteerism through hands-on service experiences
- Build sustainable partnerships between schools and community organizations



Students Shadow Civic Leaders

LEADERSHIP CONNECT



WJCC Public Schools
City of Williamsburg & James-City County

APRIL 23, 2026

EVENT SCHEDULE

8 AM – 9 AM

Opening Session

Join us at Legacy Hall to meet your student(s) and enjoy a light breakfast before brief remarks.

9 AM – 1 PM

Shadow Experience

Engage your student(s) with authentic learning as they shadow you for a “day in the life” of civic leaders.

1 PM – 2 PM

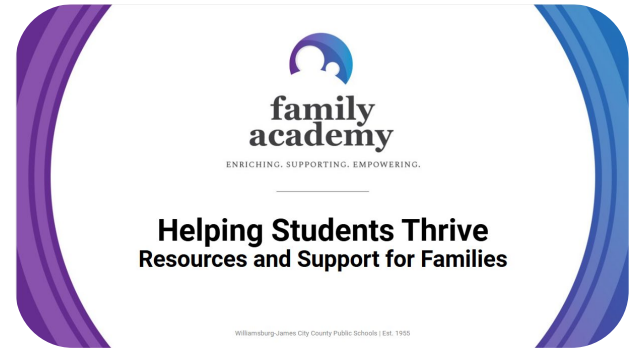
Lunch & Closing Session

Return to Legacy Hall for lunch and a debrief.



Enhanced Behavioral Supports

- Family Academy – Helping Students Thrive
- Early Intervention Behavior Specialists
- Elementary Behavior Teacher Assistants
- Continued Staff Support



Community Partnerships & Student Experiences

- Healthy Communities Action Team: Nutrition education through student internships
- Building Bridges: Disability support through community partnerships
- Education Day with William & Mary
- Walmart Read to Ride Challenge (144 bikes & helmets)



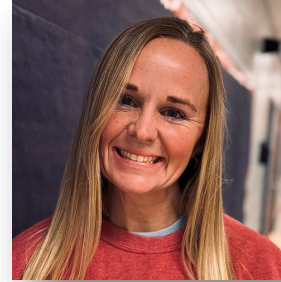
WJCC Employees of the Year



Catherine Harrison
Stonehouse ES
Division Teacher of the Year



Kayla Toliver
DJ Montague ES
Division Support Employee
of the Year



Kristen Boykin
Toano MS



Suzanne Sylvester
Lafayette HS



May 6, 2026
*The Art Museums of Colonial
Williamsburg*



VASSP Assistant Principal of the Year



Dr. Shantell Cook
Jamestown High School



Now Hiring for the 2026-27 School Year



WILLIAMSBURG-JAMES CITY COUNTY
PUBLIC SCHOOLS | EST. 1955

ALTERNATIVE PATHWAYS TO LICENSURE

FEBRUARY 19, 2026 • 6 PM
BERKELEY MIDDLE SCHOOL



JOIN WJCC SCHOOLS TODAY! #WEAREWJCC



JOB FAIR

ONSITE
INTERVIEWS
AVAILABLE!

MARCH 7, 2026 / 9 A.M. - NOON

JOIN OUR TEAM FOR THE
2026-27 SCHOOL YEAR!

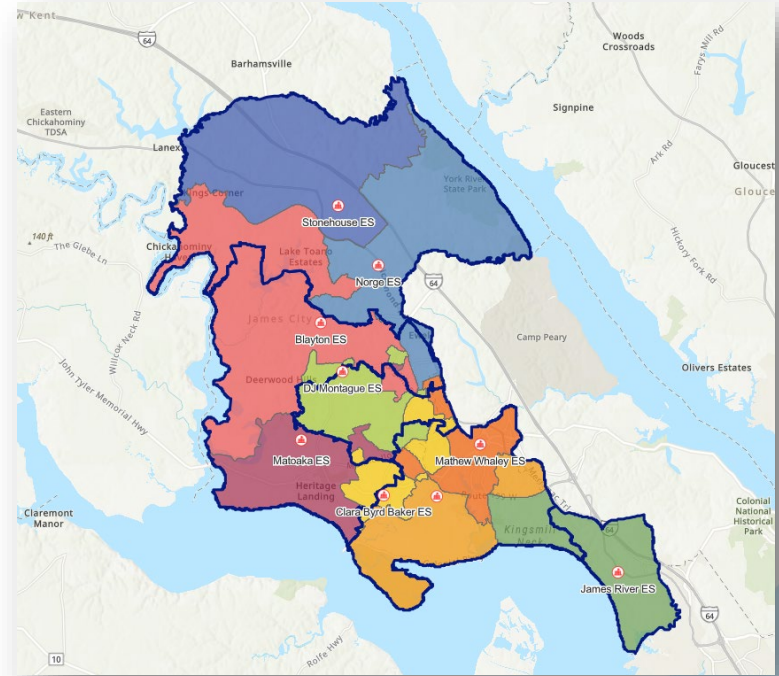
WARHILL HIGH SCHOOL
4615 OPPORTUNITY WAY // WILLIAMSBURG, VA



Redistricting Update

Timeline

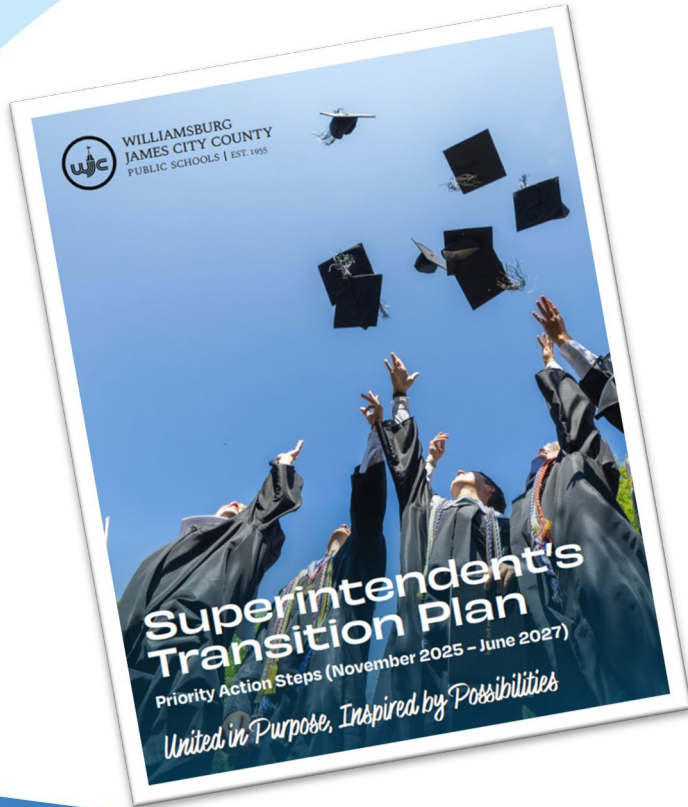
- Current: Steering committee work
- May: Community engagement
- Early Fall: Community engagement around refined attendance zones
- Late Fall: Final attendance zone recommendation made to School Board



Resource: <http://wjccschools.org/about-wjcc/redistricting>



Superintendent's Transition Plan Updates



Phase 1 Report – April 1, 2026

Phase 2 Report – July 7, 2026

Phase 3 Report – November 10, 2026

Phase 4 Report – April 2027 (exact date TBD)

Final Report – July 2027 (exact date TBD)





WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS
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Superintendent's Report

February 6, 2026



WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS
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Superintendent's Proposed FY27 Budget

Joint Meeting - February 6, 2026

Guiding Questions

- How do our financial investments most directly support student learning & well-being?
- How do we remain competitive in attracting and retaining the people that our students depend on every day?
- How do we steward public resources in a way that is transparent, strategic, and sustainable?



Agenda

- Background Information
- Enrollment
- Revenue Outlook
- Compensation
- Overview of Mandatory/Essential Operating Expenditure Increases
- Summary of Revenue and Expenditure Outlook



State Code Requirements

§ 22.1-92. Estimate of moneys needed for public schools

- It shall be the duty of each division superintendent to prepare, with the approval of the school board, the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division. The estimate shall set up the amount of money deemed to be needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.



FY27 Budget Process



- School Board established Budget Calendar



- Input from Cost Center Managers for Operating Budget requests received and reviewed. Local revenue information received from funding partners.



- Governor's Proposed Budget released



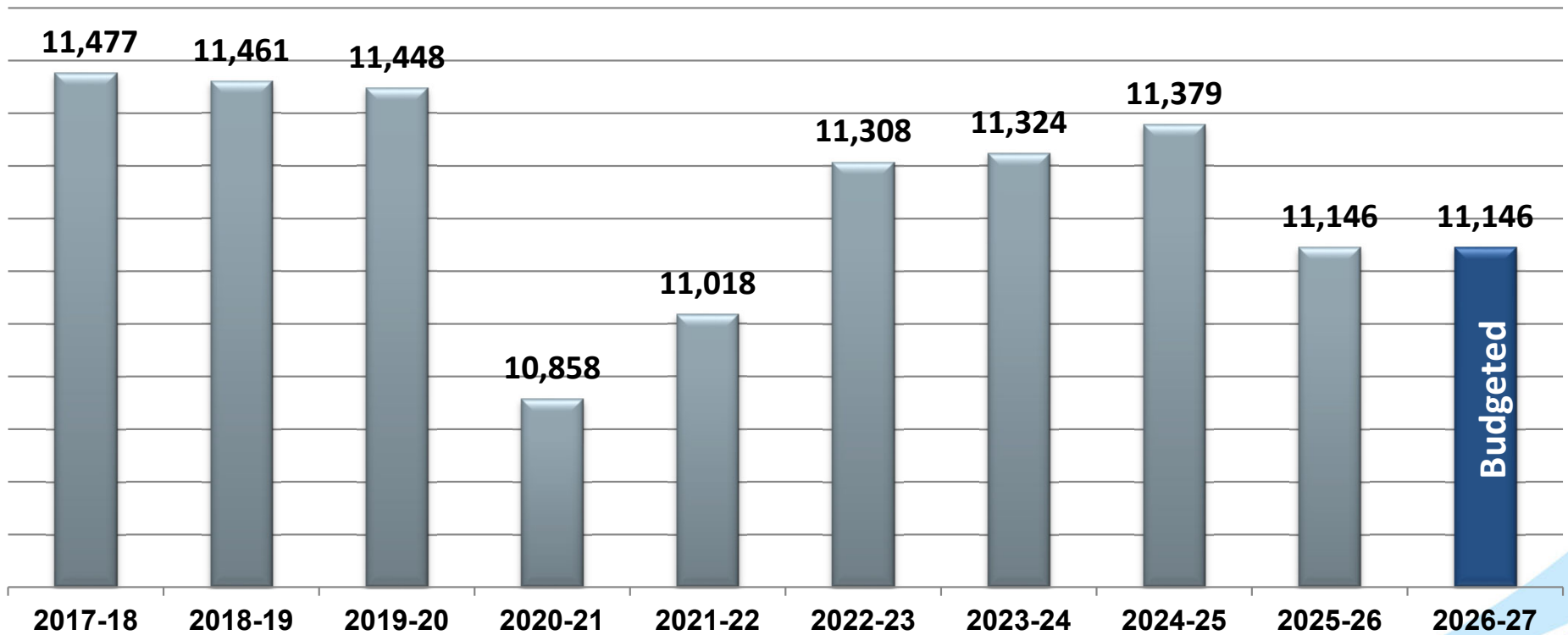
- School Board established Budget Priorities



- **Superintendent's Proposed Budget released**



Enrollment History K-12 (Sept. 30 count)



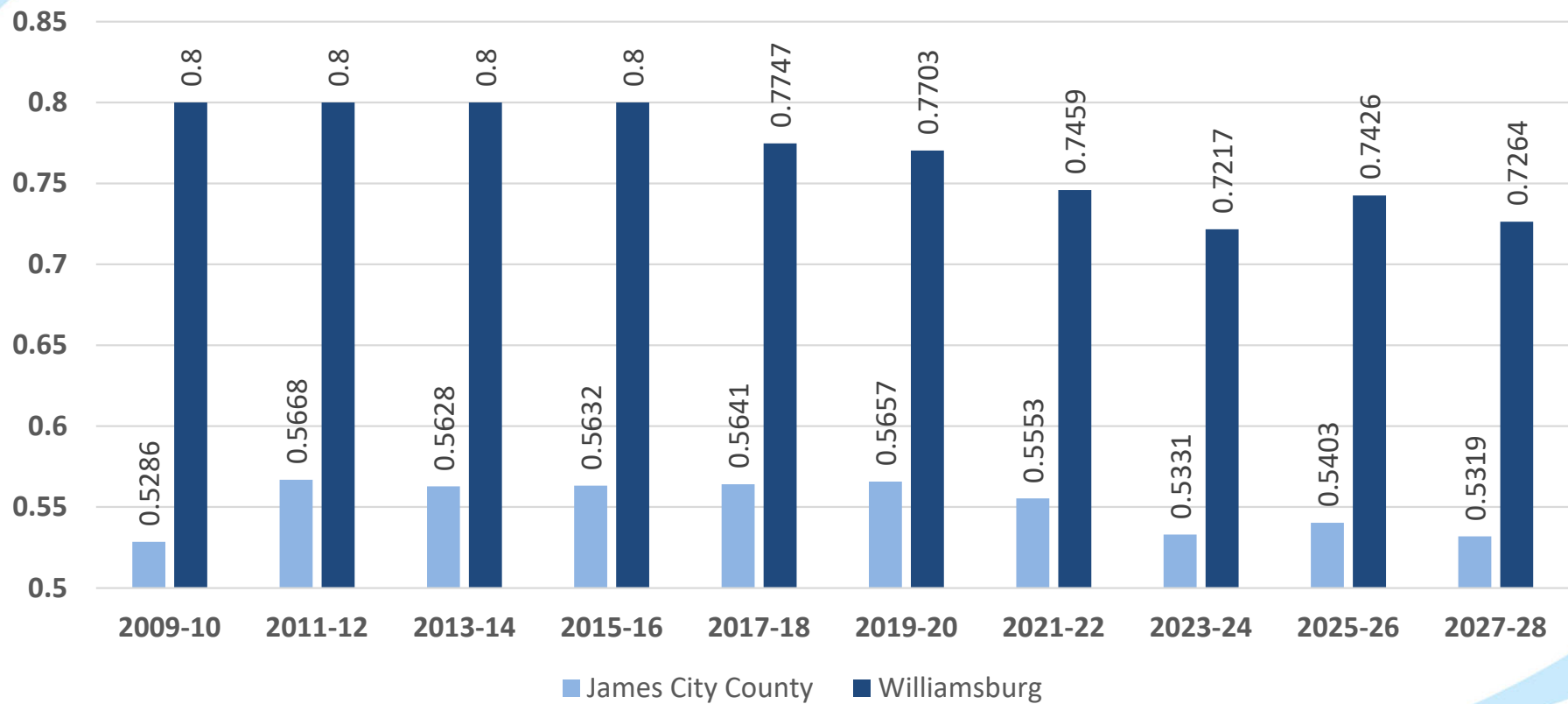
Local Composite Index (LCI)

- The composite index is a state formula that outlines the ability of each locality to pay for public education
- **As the LCI increases, State funding decreases**

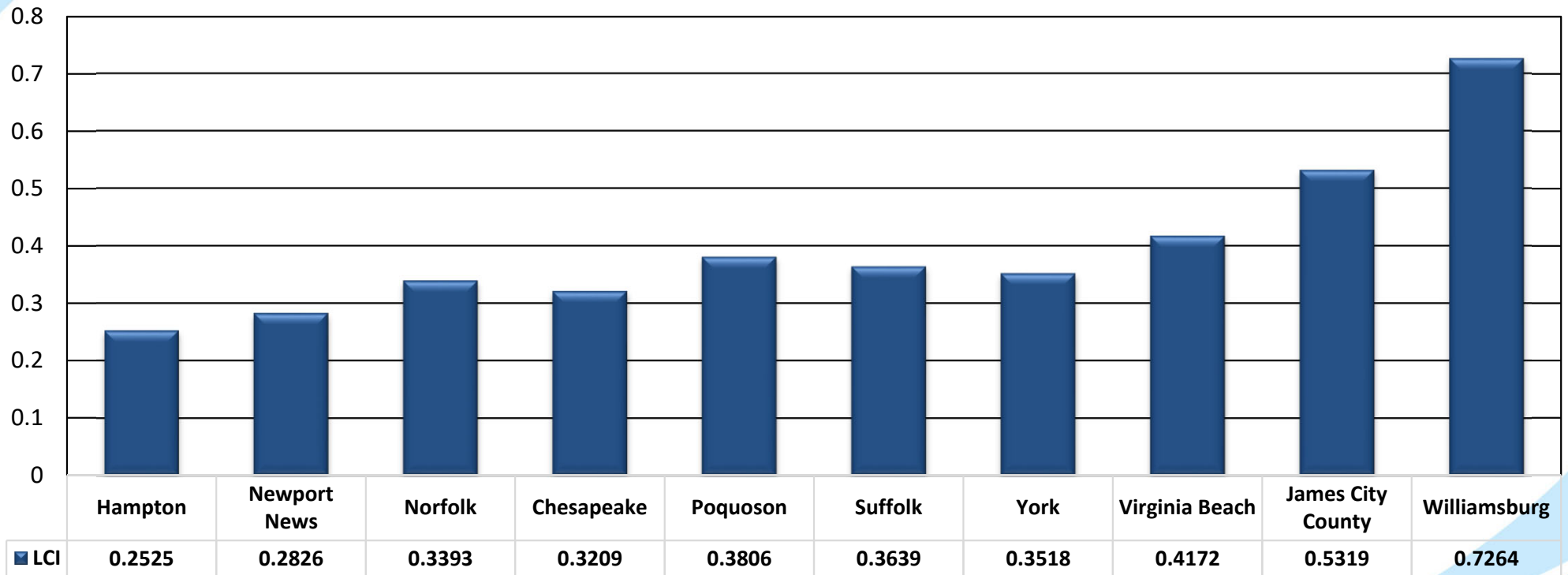
Locality	2022-24	2024-26	2026-28
Williamsburg	0.7217	0.7426	0.7264
James City County	0.5331	0.5403	0.5319



Changes in LCI: 2009-28



Local Composite Index (LCI) Comparison



State Revenue – Governor Youngkin’s Proposed Budget

	FY26 Adopted Budget	FY 27 Estimated	Change (\$)	Change (%)
State Revenue				
State Sales Tax	\$17,218,155	\$18,097,222	\$879,067	5.1%
Standards of Quality (SOQ)	49,108,867	54,386,871	5,278,004	10.7%
Incentive Programs	5,285,600	3,593,346	(1,692,254)	(32.0%)
Categorical Programs	47,484	49,698	2,214	4.7%
Lottery-Funded Programs	5,296,352	5,421,863	125,511	2.4%
Total	\$76,956,458	\$81,549,000	\$4,592,542	6.0%



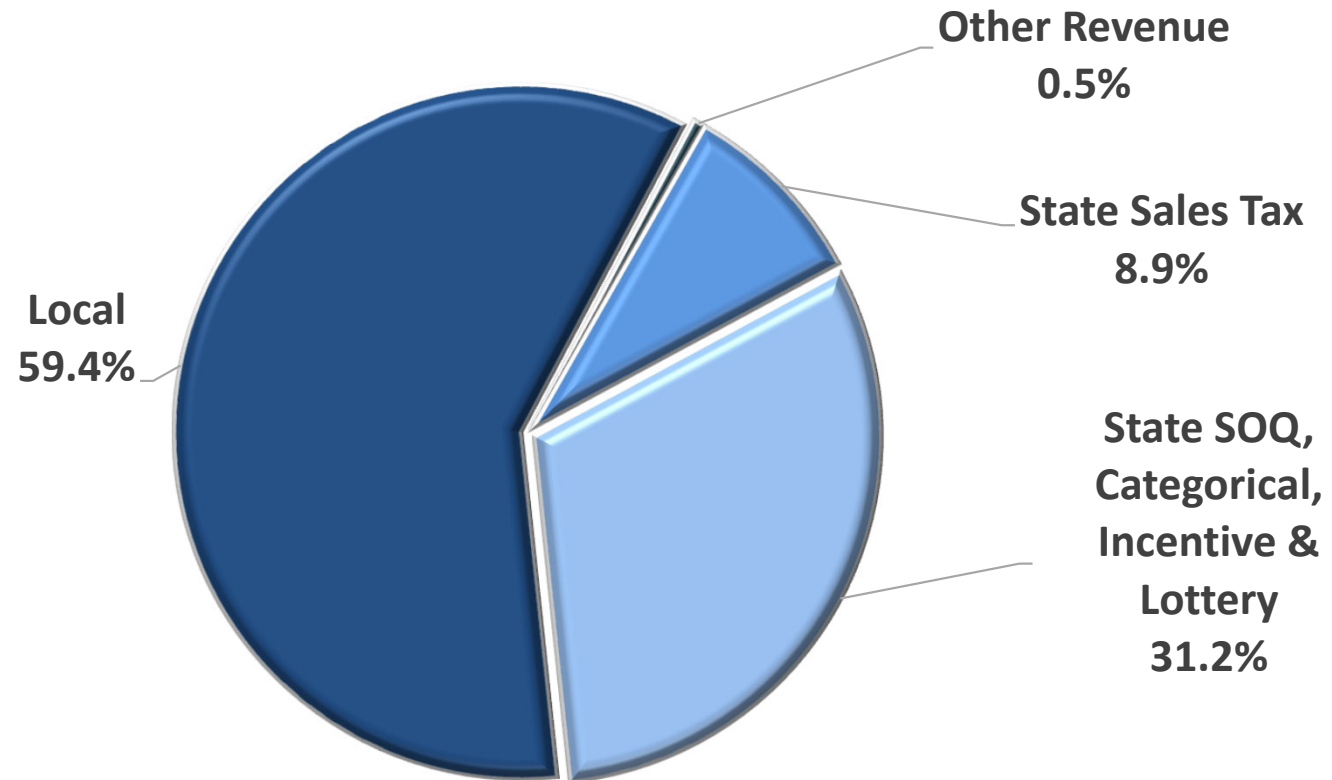
Local Revenue Overview

Locality	FY26	FY27*	Change
James City County	\$100,253,400	\$104,500,000	\$4,246,600
City of Williamsburg	12,651,142	14,450,000	1,798,858
Total	\$112,904,542	\$118,950,000	\$6,045,458

**Based on the joint agreement established October 2025. School Board may request an increase in writing beyond this amount.*



Operating Fund Revenue by Source



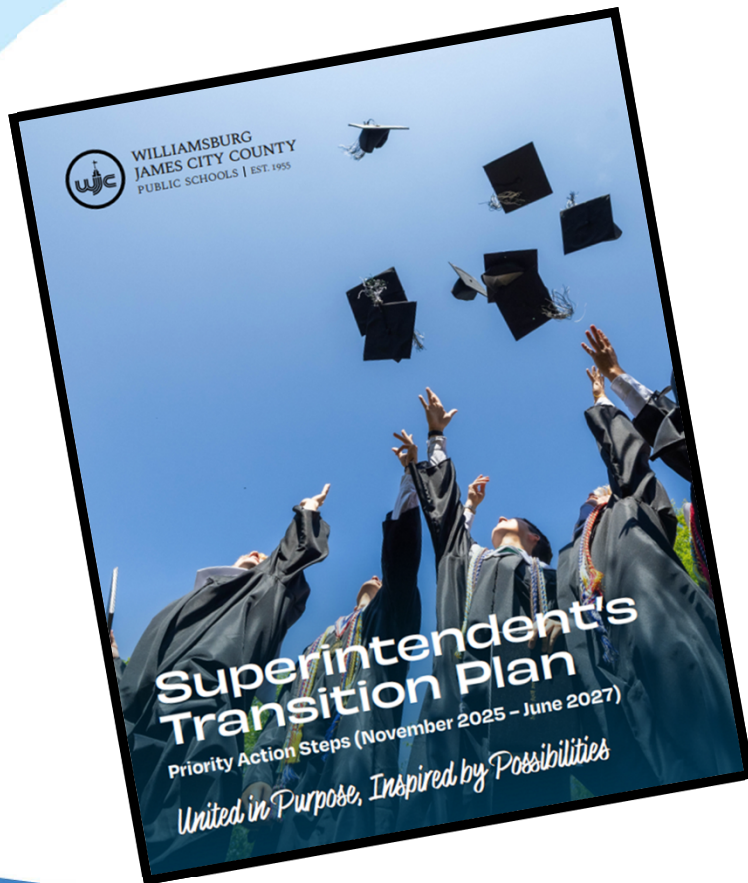
Budget Development Goal



Develop a budget that aligns with and supports the division's Strategic Plan
Elevate'28



Superintendent's Transition Plan



**32 Priority Action Steps
through June 2027**



Mandatory/Contractual Commitments

Description	Amount
New Horizons (★)	\$493,000
Insurance (worker's compensation, general liability, property, fleet) (P)	\$115,000
Instructional (Canvas learning management system & special education) (★)	\$235,000
Operational (Software service agreements, Raptor) (P)	\$123,000
James City County shared services (risk management, grounds, purchasing) (P)	\$255,000
Utilities (P)	\$200,000
TOTAL	\$1,421,000

Note: Icons represent alignment with strategic priorities in Elevate '28



Elevate '28: Human Capital & Positive Culture

Key Performance Indicators:

- Recruitment
- Retention
- Compensation
- Supportive Work Environment
- Professional Learning



State Budget – Proposed Compensation

- Each 1% average salary increase for eligible staff = approximately \$1.3m (includes fringe benefits)

	2%
Cost	\$2,600,000
State Revenue	915,522
Local Support	\$1,684,478

- The school division must also take into consideration compensation competitiveness for attracting & retaining staff



Compensation Study

Pay Structure	Grade Changes			Effective New Salary		
	# of EEs	Total Annual	Cost to Min	Total Annual	Difference	
					\$	%
General Ranges	922	\$38,492,241	\$89,922	\$40,240,963	\$1,748,722	4.5%
Teacher Steps	996	\$65,040,026	\$380,877	\$70,942,214	\$5,902,187	9.1%
Structure Totals	1,918	\$103,532,268	\$470,799	\$111,183,177	\$7,650,909	7.4%

Note: Cost estimates exclude benefits & assumes full implementation in a single year.



Compensation Study – Completed Actions

- **Pay adjustments were implemented in a phased approach, with year 1 in place for fiscal year 2026**
- **Select teacher lanes received above the 3% increase**
- **Implemented a unified scale, combined previous support and administrative pay scales**
- **Equity adjustments were provided as needed in support scale grades 5-11 (unified scale U01-U07)**



Compensation Study

Scale	Estimated Total Remaining	Estimated Year 2 Cost	Estimated Year 3 Cost
Instructional	\$5,200,000	\$2,600,000	\$2,600,000
Unified	1,600,000	800,000	800,000
Total	\$6,800,000	\$3,400,000	\$3,400,000



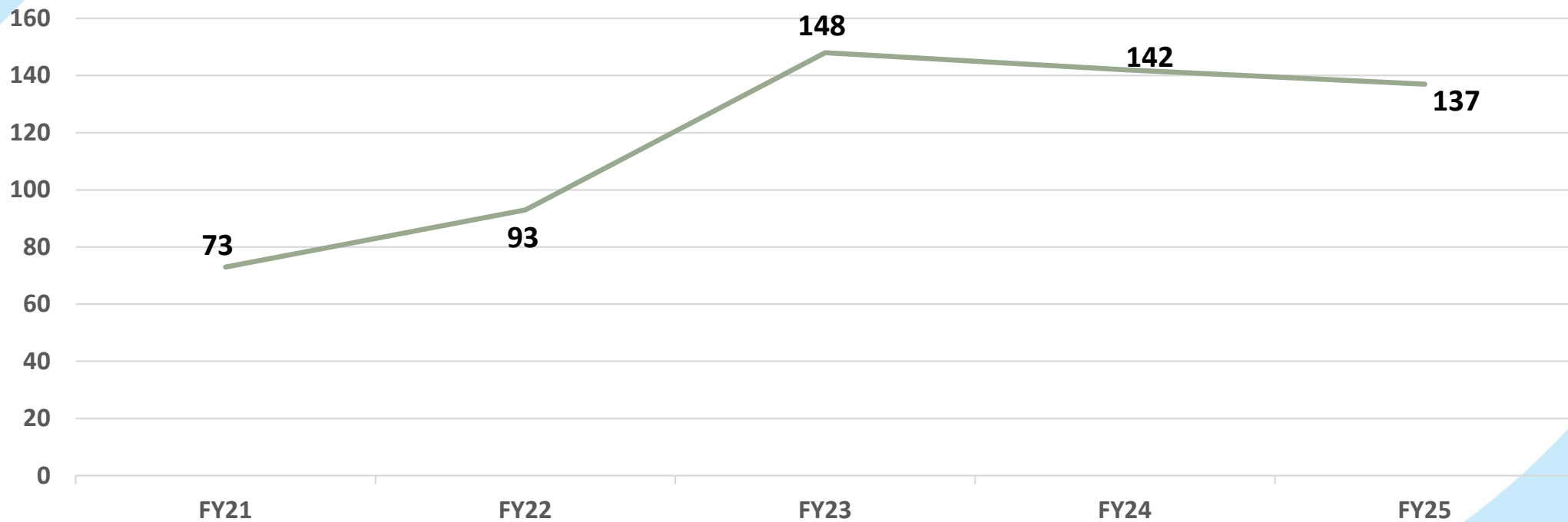
Market Benchmarking - Teachers

Teacher Scale Comparison to Peers - 50th Percentile							
	Entry	Step 5	Step 10	Step 15	Step 20	Step 25	Max
Bachelor's							
Peers	55,311	58,209	61,024	65,234	70,352	76,153	89,583
WJCC	54,000	56,646	59,500	62,222	65,846	71,004	82,377
	-2.4%	-2.7%	-2.5%	-4.6%	-6.4%	-6.8%	-8.0%
Master's							
Peers	58,625	61,724	64,717	69,050	74,326	80,317	94,134
WJCC	55,826	58,545	61,168	64,363	68,095	74,157	95,629
	-4.8%	-5.2%	-5.5%	-6.8%	-8.4%	-7.7%	1.6%
Doctorate							
Peers	62,327	65,761	68,923	73,179	78,414	84,602	96,930
WJCC	59,458	62,333	65,858	69,165	73,143	79,630	102,447
	-4.6%	-5.2%	-4.4%	-5.5%	-6.7%	-5.9%	5.7%

WJCC's current Teacher scale is below the 50th percentile by 4.6% when compared to peer data.



WJCC Teacher Turnover Trends



Teachers Leaving Workforce - WJCC

137 Instructional Staff departed in 2025

- The number was 142 in 2024**
- 20 retired (15%); 19 relocated (14%) and 12 left K-12 Education (9%)**
- 67 (49%) left in first 10 years of service**



Teacher Scales – Year 2

Bachelors	Masters	Masters Plus 30	Doctorate
Overall average increase of 4.43%	Overall average increase of 5.1%	Overall average increase of 5.0%	Overall average increase of 4.5%
Range 2.04%-6.73%	Range 2.02%-9.95%	Range 2.4%-9.75%	Range 2.0%-8.7%

- Progression between steps at least 1.25%
- Emphasis for additional increases beyond the 2% focus on the steps the study identified as under market



Teacher Scale – Bachelor's Regional Ranking

Step	2025-26 Bachelor's	2026-27 Bachelor's with 2.0%	2026-27 Bachelor's with 2% and Compensation Study
0 to 1	4 th	4 th	4 th
5 to 6	3 rd	3 rd	3 rd
10 to 11	4 th	4 th	3 rd
15 to 16	4 th	4 th	3 rd
20 to 21	4 th	4 th	4 th
25 to 26	4 th	4 th	4 th
30 to 31	4 th	4 th	4 th



Teacher Scale – Master’s Regional Ranking

Step	2025-26 Master’s	2026-27 Master’s with 2.0%	2026-27 Master’s with 2% and Compensation Study
0 to 1	3 rd	1 st	1 st
5 to 6	4 th	1 st	1 st
10 to 11	5 th	2 nd	1 st
15 to 16	4 th	3 rd	1 st
20 to 21	5 th	4 th	2 nd
25 to 26	5 th	4 th	2 nd
30 to 31	4 th	4 th	3 rd



Market Benchmarking – Unified

Non-Teacher Actual Pay Alignment

WJCC's overall compa-ratio on the recommended General Range structure is 86.4% .

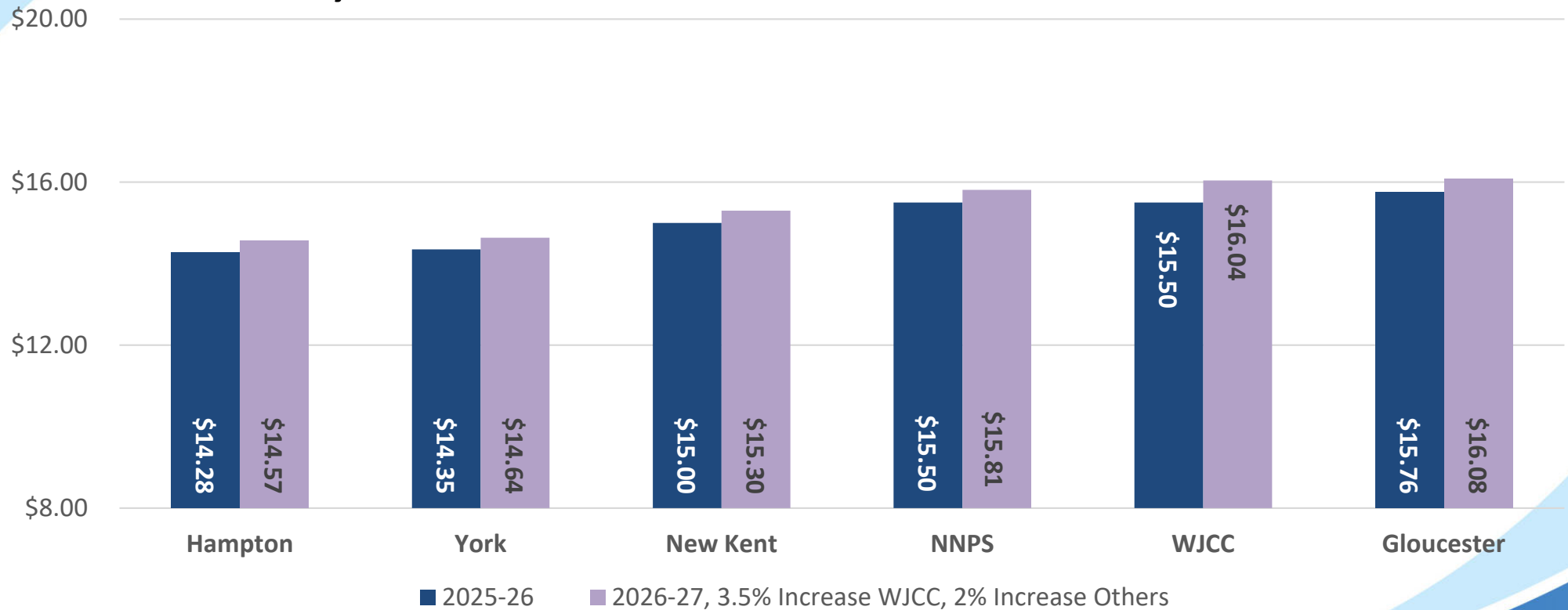
- ❑ This means that overall base pay trails market targets by 13.6%.
- ❑ There is also variance of actual base pay within pay ranges, with only 28.3% of pay rates within the competitive range.

Range Location (Compa-Ratio)	Competitive Posture	Employee Distribution		
		Avg Service	Number	% of Total
Below 80.0%	Less Than	2.9	332	36.0%
80.0% to 89.9%	Low End	5.4	260	28.2%
90.0% to 99.9%	Competitive Range	7.7	169	18.3%
100.0% to 109.9%		10.5	92	10.0%
110.0% to 120.0%	High End	15.7	61	6.6%
Above 120.0%	More than Competitive	0.0	8	0.9%
Total			922	100.0%

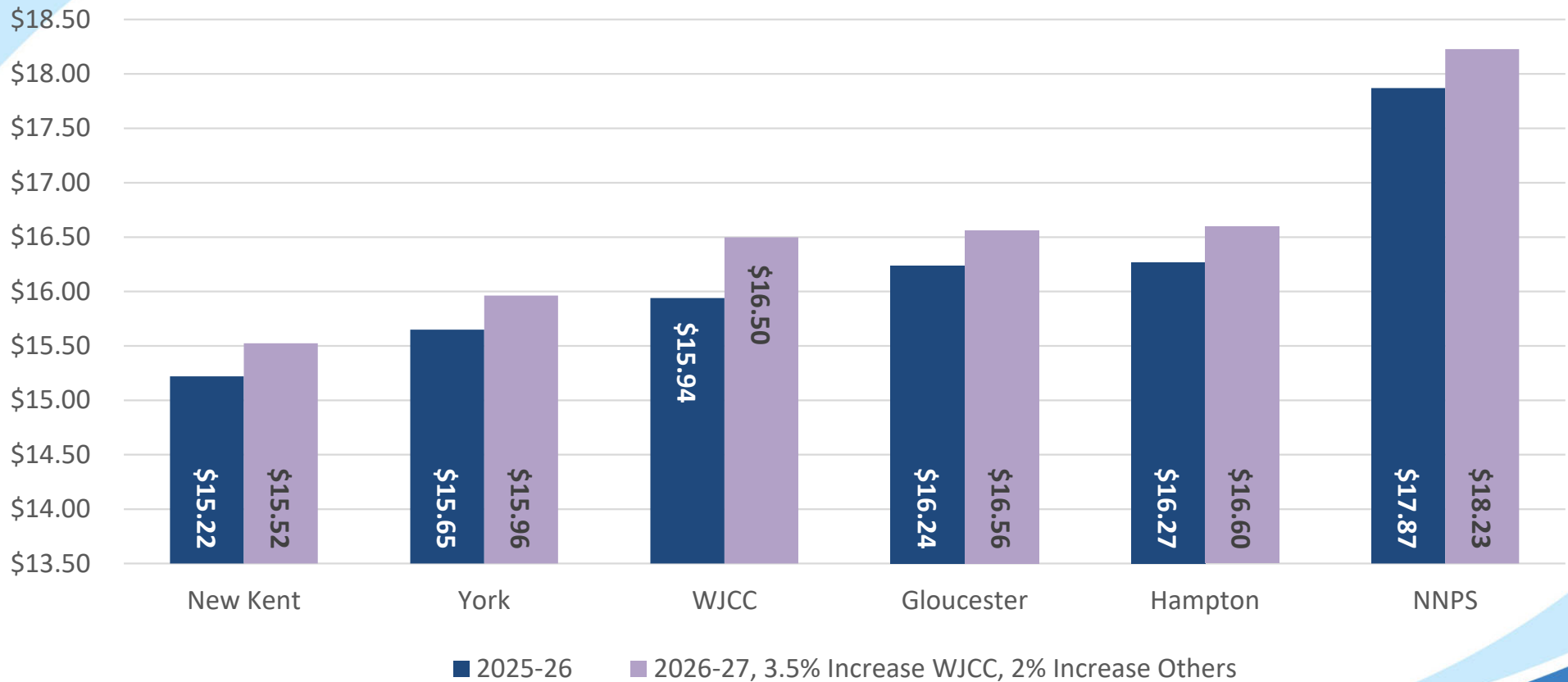
**Excludes superintendent, teachers, and temporary or grant-funded employees*



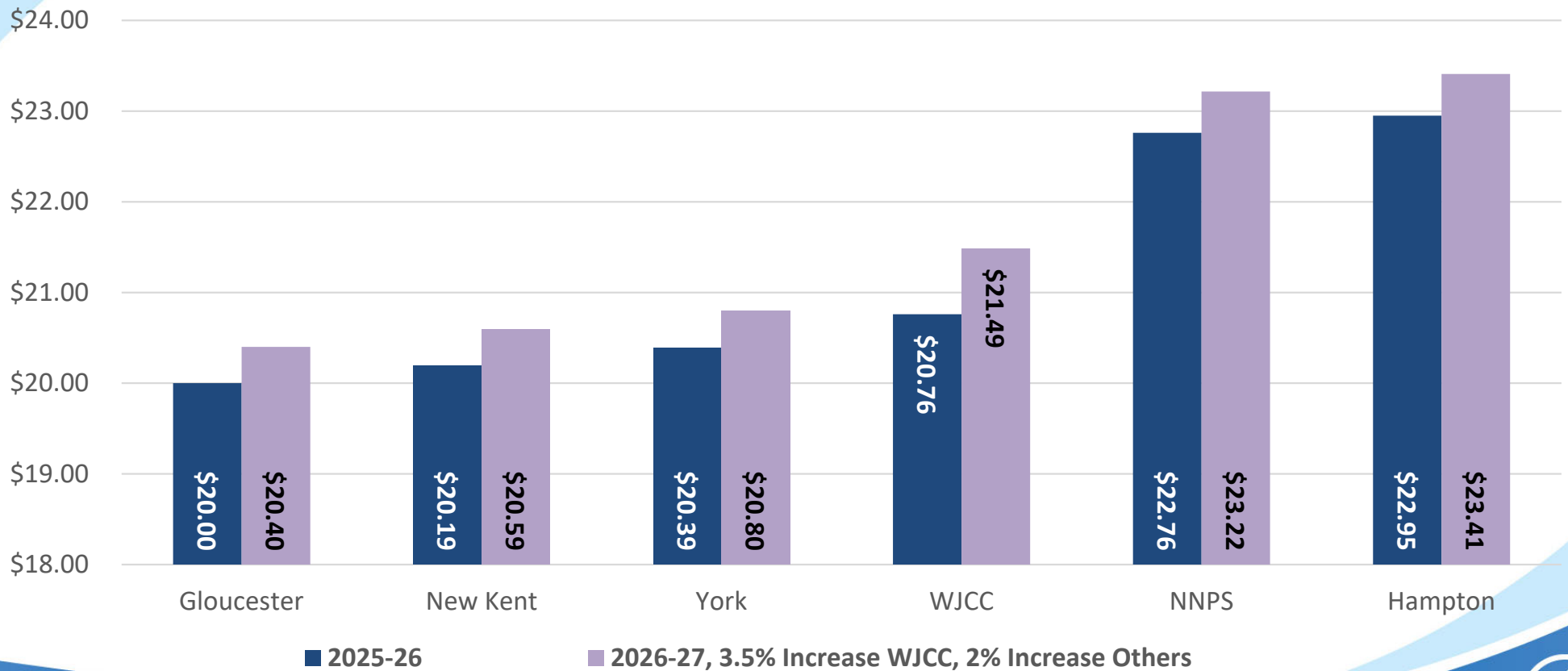
WJCC Regional Ranking, Grade U01 – Custodians, Cafeteria & Bus Aides



WJCC Regional Ranking – Teacher Assistants



WJCC Regional Ranking, Grade BUS – Bus Drivers



Compensation – Stipends

- **Adjust across the board to acknowledge additional duties & to be more competitive**
 - **increase \$380,000**
- **FY25 Stipend data**
 - **421 Employees received academic stipends**
 - **210 Employees received athletic stipends**

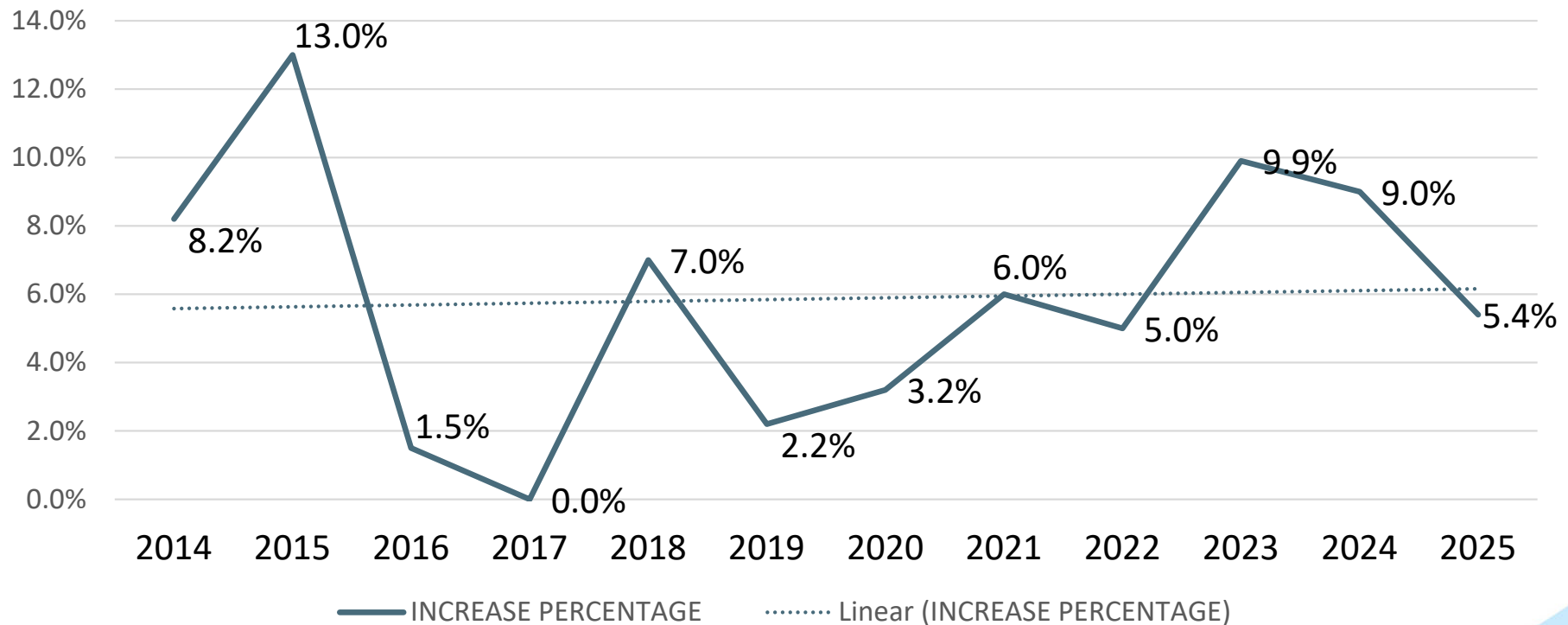


Support Adjustments—Special Education & Related Service

- **Consideration of pay supplements to key special education staff in self contained classrooms (instructional staff and teacher assistants)**
 - **Estimated cost \$601,000**
- **Increasing related services positions from 7 to 8 hours/day**
 - **Includes Speech Language Pathologists (SLP), Occupational Therapists (OT), Physical Therapist (PT), Psychologists, Social Workers – a total of 48 FTEs**
 - **Estimated Cost \$640,000**



WJCC Public Schools Health Insurance Rate Increases



Healthcare Cost Sharing Scenarios

2025-26 Cost	Estimated Increase (16%)	2026-27 Est. Total Cost
\$23,910,000	\$3,825,600	\$27,735,600

Distribution of <u>Increase</u> to Health Insurance	Impact on FY27 Budget @ 16% increase
WJCC/Employee - 60/40	\$2,295,360
WJCC/Employee – 70/30	\$2,677,920*

**Operating fund portion is approximately \$2.0 million*

- Total number of employees participating in 2025-2026: 1,280 (1,973 eligible) – 65%



Healthcare Cost Saving Possibilities

- **Eliminate GLP-1's prescription coverage for weight loss**
- **Incentivize health screening practices for early detection**
- **Increase spousal surcharge**
- **Continue to emphasize wellness initiatives through the wellness leadership committee**
- **Education and engagement on health care resources**



Compensation & Benefits

Description	Amount
Teacher/Instructional Scale Increase (Base 2%, Comp Study Average 4.5%-5%) (⊞)	\$4,428,000
Unified Scale Increase (Base 2%, Comp Study 1.5%) (⊞)	\$1,697,500
Unified Scale Adjustments (⊞)	\$167,000
Stipend Adjustments (⊞)	\$380,000
Contract Day Changes (Reading & Math Specialists, Athletic Directors) (⊞)	\$101,000
Special Education Self Contained Supplements (⊞)	\$601,000
Special Education Related Services Hours/Day Change (1 hr. inc.) (★ ⊞)	\$640,000
Tutoring Funds (ALL In funds expire June 30, 2026) (★)	\$245,000
Health Insurance Increase (16% increase shared 70%-WJCC/30% Employee) (⊞)	\$2,039,000
TOTAL	\$10,290,500

Positions – Transitioning from Grants & Bus Drivers

Description	Amount	FTE
School Based Staff:  	\$180,000	2.00
Special Education Teacher (2, transitioning from grant)		
School Support Staff:  	\$425,000	9.00
Bus Driver (7); Speech Language Pathologist (2, transitioning from grant)		
Central Support Staff:   	\$238,000	2.05
Director Elementary Education (0.30), transitioning from grant; Curriculum Coordinator (0.75) & Attendance Specialist (1) transitioning from grants		
Total	\$843,000	13.05



Emerging Themes from Transition Plan

- Real-World, Student-Centered Learning
- Employee Support & Retention
- Student Behavior & School Climate
- Mental Health & Well-Being
- Communication, Transparency & Voice
- Access & Diversity
- Operations, Logistics, & Facilities
- Connection to Elevate '28



Positions – New Requests

Description	Amount	FTE
School Based Staff:  	\$340,000	7.0
GTDRT Teacher (1); ES Teacher Assistant for Behavior Support (4); School Security Officer (2)		
School Support Staff:  	\$200,000	2.0
ES Math Coach (1); Social Worker (1)		
Central Support Staff:   	\$420,000	5.0
HR Coordinator (1); Finance Support (1); Maintenance Assistant (2); Coordinator for Student Support & Counseling (1)		
Total	\$960,000	14.0

Note: Does not include 2 FTE's for JROTC/Cadet Program



JROTC/Cadet Program

Branch	JROTC (cost share)	Cadet Option (locality funded)
Air Force	\$220,000	unknown
Army	\$225,000	\$415,000
Coast Guard	\$173,000	N/A
Marine Corps	\$133,000	\$247,000
Navy	\$138,000	\$351,000

Cost includes personnel & equipment



Lacrosse Program

- **Initial Year Investment**
 - **Estimated \$225,000**
 - Includes equipment, uniforms, coaching stipends, officials, VHSL fees
- **On-going Annual Costs**
 - **Estimated \$70,000**

**Neither option includes potential transportation costs*



Other Items

Description	Amount
JROTC/Cadet Program (2 FTEs) 	\$415,000
Lacrosse 	\$225,000
Teachers for Tomorrow Interns 	\$67,500
MS Athletic Trainers (2 additional) 	\$115,000
Safety & Security and Operations cost increases  	\$130,000
World Languages Program 	\$47,000
Talent Development Program 	\$40,000
Organizational Development 	\$122,000
Communications & Engagement 	\$50,000
TOTAL	\$1,211,500

Budget Reductions & Savings



Description	Estimated Savings
Attrition savings	(\$1,000,000)
VRS Rate decrease	(\$936,000)
Reduce teacher allocations (-1.0 FTE)	(\$90,000)
Department reductions	(\$142,000)
TOTAL	(\$2,168,000)



Budget Requests - Not Included in Proposal

Description	Amount
Additional FTE Requests (14, from FY26)	\$1,200,000
Additional Stipend Requests (13, from FY26)	\$315,000
Contractual Changes (from FY26)	\$107,000
Bolton Compensation Study (Year 3)	\$3,426,000
TOTAL	\$5,048,000



Revenue/Expenditure Summary

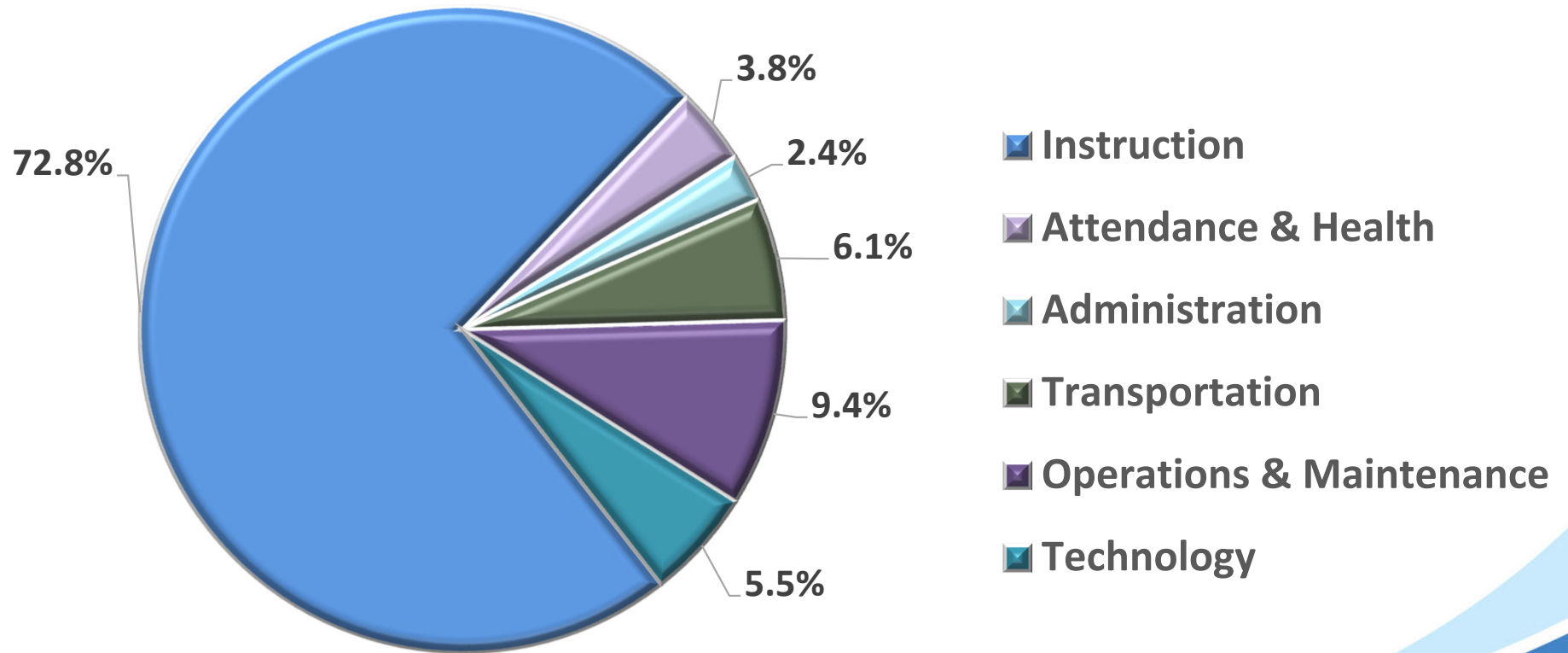
Description	Amount
State Revenue Increase – Based on Governor Youngkin’s Budget	\$4,592,542
Base Local Revenue Increase	\$6,045,458
Total Revenue Increase	\$10,638,000
Expenditure Increases:	
Mandatory/Contractual Commitments	\$1,421,000
Compensation & Benefits	\$10,290,500
Positions	\$1,803,000
Other Items	\$1,211,500
Savings & Reductions (attrition, department reductions, VRS rate decline)	(\$2,168,000)
Total Expenditure Increase	\$12,578,000
Additional funds Needed (Request from localities above base)	\$1,920,000

Potential Locality Above & Beyond Request

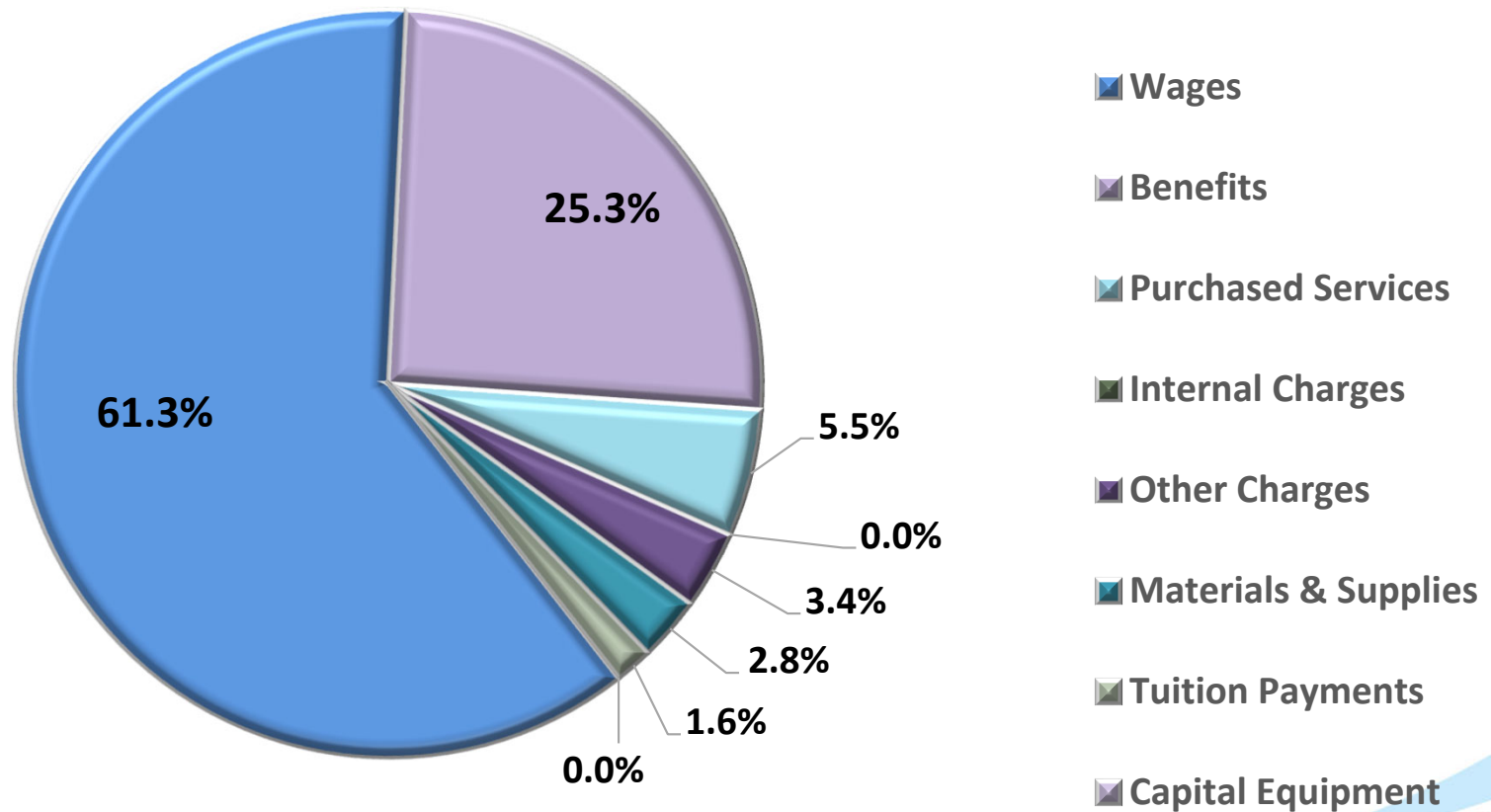
Description	Amount
<u>School Based Staff</u> : GTDRT Teacher (1); ES Teacher Assistant for Behavior Support (4); School Security Officer (2)	\$340,000
<u>School Support Staff</u> : ES Math Coach (1); Social Worker (1)	\$200,000
<u>Central Support Staff</u> : HR Coordinator (1); Finance Support (1); Maintenance Assistant (2); Coordinator Student Support/Counseling (1)	\$420,000
Special Education Related Services Hours/Day Change (.5 hour inc.)	\$320,000
JROTC/Cadet Program (2 FTEs & Equipment)	\$415,000
Lacrosse	\$225,000
TOTAL	\$1,920,000



Operating Expenditures by Function



Operating Expenditures by Object







WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS
— EST. 1955 —

Superintendent's Proposed FY27 Budget

Joint Meeting - February 6, 2026



WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

EST. 1955

FY27 Budget Overview

December 16, 2025

Revenue Overview

- **Local Contributions – increase of \$6 million**

Locality	FY26	FY27	Change
James City County	\$100,253,400	\$104,500,000	\$4,246,600
City of Williamsburg	12,651,142	14,450,000	1,798,858
Total	\$112,904,542	\$118,950,000	\$6,045,458

- **State Revenue – pending release of state budget projections**



Unfunded FTE Requests from FY26

Position Type	FTE	Estimated Cost
School Based	26.0	\$1,260,000
Central Support	5.0	410,000
Total	31.0	\$1,670,000



Budget Requests - Not Included in FY26 Proposal

Description	Amount
Additional FTE Requests (21)	\$1,755,300
Additional Stipend Requests	635,700
Contractual Changes	165,000
Total	\$2,556,000



New FTE Needs – PreK

- **PreK Centers opening FY2028**
 - Need for additional FTEs
 - Reviewing to determine number to include (if any) in FY27 budget



Compensation Study

Pay Structure	Grade Changes			Effective New Salary		
	# of EEs	Total Annual	Cost to Min	Total Annual	Difference	
					\$	%
General Ranges	922	\$38,492,241	\$89,922	\$40,240,963	\$1,748,722	4.5%
Teacher Steps	996	\$65,040,026	\$380,877	\$70,942,214	\$5,902,187	9.1%
Structure Totals	1,918	\$103,532,268	\$470,799	\$111,183,177	\$7,650,909	7.4%

Note: Cost estimates exclude benefits & assumes full implementation in a single year.



Compensation Study

Scale	Estimated Total Remaining	Estimated Year 2 Cost	Estimated Year 3 Cost
Instructional	\$5,200,000	\$2,600,000	\$2,600,000
Unified	1,600,000	800,000	800,000
Total	\$6,800,000	\$3,400,000	\$3,400,000



Compensation Study – Completed Actions

- **WJCC retained Bolton Rewards to review the compensation system during the 2024-25 school year**
- **Pay adjustments were implemented in a phased approach, with year 1 in place for fiscal year 2026**
- **Select teacher lanes received above the 3% increase**
- **Implemented a unified scale, combined previous support and administrative pay scales**
- **Equity adjustments were provided as needed in support scale grades 5-11 (unified scale U01-U07)**



Compensation Study – Teacher Scales Year 1 (FY26)

	Bachelors	Masters	Masters Plus 30	Doctorate
Minimum	3%	3%	3%	3%
Average	4.95%	4.92%	4.95%	4.95%
Max	9.28%	8.15%	7.98%	7.98%

- **Step 0 aligns with compensation study recommendation**
- **Progression between steps at least .50%**
- **Emphasis for additional increases beyond the 3% focus on the steps the study identified as under market**



Compensation Cost Considerations

- Salary Increase for all - \$1.3m per 1%
- Compensation Study (Years 2 & 3) - \$6.8m
- Teacher pay ranking with Newport News, Hampton, York, Gloucester & New Kent

Step	2025-26 Bachelor's	2024-25 Bachelor's	2025-26 Master's	2024-25 Master's
0	4th	4th	3rd	5th
5	3rd	4th	4th	6th
10	4th	4th	4th	6th
15	4th	4th	5th	6th
20	4th	4th	5th	5th
25	4th	4th	5th	5th
30	4th	4th	4th	5th



Compensation Study – Year 2 Actions

- **Improve step progression on teacher scale**
- **Update the job title structure on the unified scale to provide more clarity at each grade**
- **Targeted adjustments for select unified scale grades**
- **Address gaps in stipends and supplemental pay**



Compensation – Stipends

- **Adjust across the board to acknowledge additional duties & to be more competitive**
 - increase \$380,000
- **FY25 Stipend data**
 - 421 Employees received academic stipends
 - 210 Employees received athletic stipends



Compensation – Related Services

- Increasing related services positions from 7 to 8 hours/day
 - Includes Speech Language Pathologists (SLP), Occupational Therapists (OT), Physical Therapist (PT), Psychologists, Social Workers
 - 48 FTEs
 - Estimated Cost \$640,000



Grant Positions to Transition

- **All In, Title I, Title II, Title VI-B**
 - **6.05 FTE**
 - **Estimated cost \$600,000**



Health Insurance Cost Sharing Scenario

2025-2026 Cost	Estimated Increase	2026-2027 Est. Total Cost
\$23,910,000	15% - \$3,586,500	\$27,496,500

Distribution of <u>Increase</u> to Health Insurance	Impact on FY27 Budget @ 15% increase
WJCC/Employee - 60/40	\$2,151,900
WJCC/Employee – 70/30	\$2,510,550

- Total number of employees participating in 2025-2026: 1,280 (1,973 eligible) – 65%



JROTC: Student Interest (Grades 6-11)

Interest?	
Yes (n=919)	33%
No (n=1,838)	67%

Branch	JROTC (cost share)	Cadet Option (locality funded)
Air Force	\$220,000	unknown
Army	\$225,000	\$415,000
Coast Guard	\$173,000	N/A
Marine Corps	\$133,000	\$247,000
Navy	\$138,000	\$351,000

Cost includes personnel & equipment



Lacrosse Program

- **Initial Year Investment**
 - **Estimated \$225,000**
 - Includes equipment, uniforms, coaching stipends, officials, VHSL fees
- **On-going Annual Costs**
 - **Estimated \$70,000**

**Neither option includes potential transportation costs*



Other Expenditure Considerations

- **Grounds/Stormwater Management provided by James City County**
 - Increase of \$580,000
- **Utilities**
 - Increase of \$200,000
 - Portion for ½ year for PreK Centers



Summary

Description	Estimated Cost
Compensation Related	
-Compensation study year 2	\$3,400,000
-New stipends, stipends & supplemental pay adjustments	1,190,700
-Employee contract days & hours/day changes	805,000
Positions (includes ones transitioning from grants)	4,025,300
Healthcare	2,151,900-3,586,500
Subtotal: Compensation & Benefits, Positions	\$11,572,900-\$13,007,500

Subtotal reflected above does not include an amount for a general salary increase for all staff. Estimated cost for a 1% is \$1.3 million.



Summary

Description	Estimated Cost
New Programs (JROTC or Cadet, Lacrosse)	\$358,000-\$640,000
James City Grounds/Stormwater Management & Utilities	580,000
Utilities	200,000
Department Requests above current year level	3,200,000
Subtotal: Other	\$4,338,000-\$4,620,000
Total	\$15,310,900-\$17,027,500

Total reflected above does not include an amount for a general salary increase for all staff. Estimated cost for a 1% is \$1.3 million.





WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

EST. 1955

FY27 Budget Overview

December 16, 2025



WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

EST. 1955

FY27 Preliminary Budget Outlook

January 6, 2026

Background – State Code Requirements

§ 15.2-2503. Time for preparation and approval of budget; contents.

- All officers and heads of departments, offices, divisions, boards, commissions, and agencies of every locality shall, on or before the first day of April of each year, prepare and submit to the governing body an estimate of the amount of money needed during the ensuing fiscal year for his department, office, division, board, commission or agency.



Background – State Code Requirements

§ 22.1-92. Estimate of moneys needed for public schools

- It shall be the duty of each division superintendent to prepare, with the approval of the school board, the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division. The estimate shall set up the amount of money deemed to be needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.



Budget Development Goals

- **Develop a budget that aligns with and supports the division's Strategic Plan, *Elevate '28*, and focuses on identified outcomes in the plan's priority areas**
- **Develop a budget that supports the identified needs of the division**



Budget Development Process

- **October – November 2025:** Discussion of the needs of individual cost centers to begin development of the Superintendent's Proposed budget and joint meeting with funding partners
- **December 2025:** Evaluation of cost center requests by Superintendent's Senior Leadership Team to determine needs of the division
- **January 2026:** Presentation to School Board to review projected revenues and to prioritize operating costs



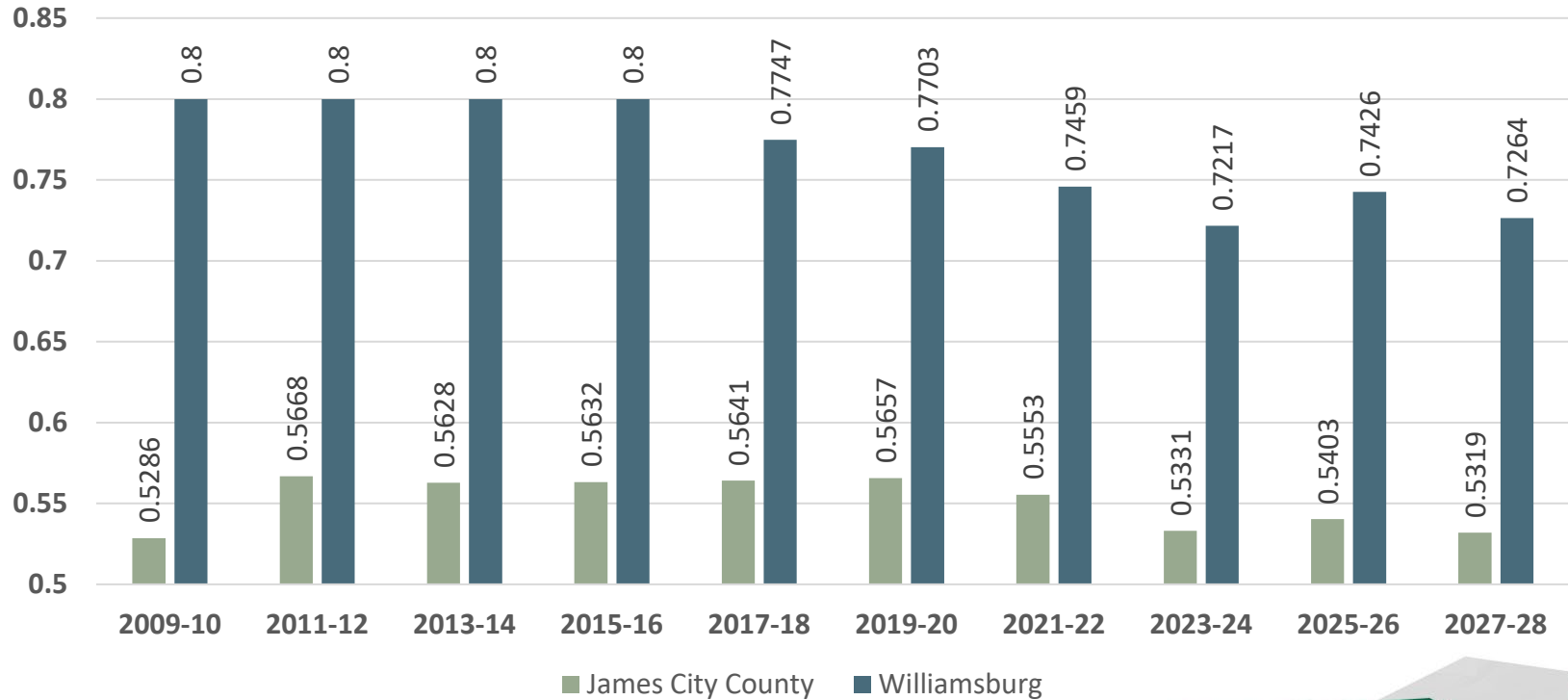
Local Composite Index (LCI)

- The composite index is a state formula that outlines the ability of each locality to pay for public education
- **As the LCI increases, State funding decreases**

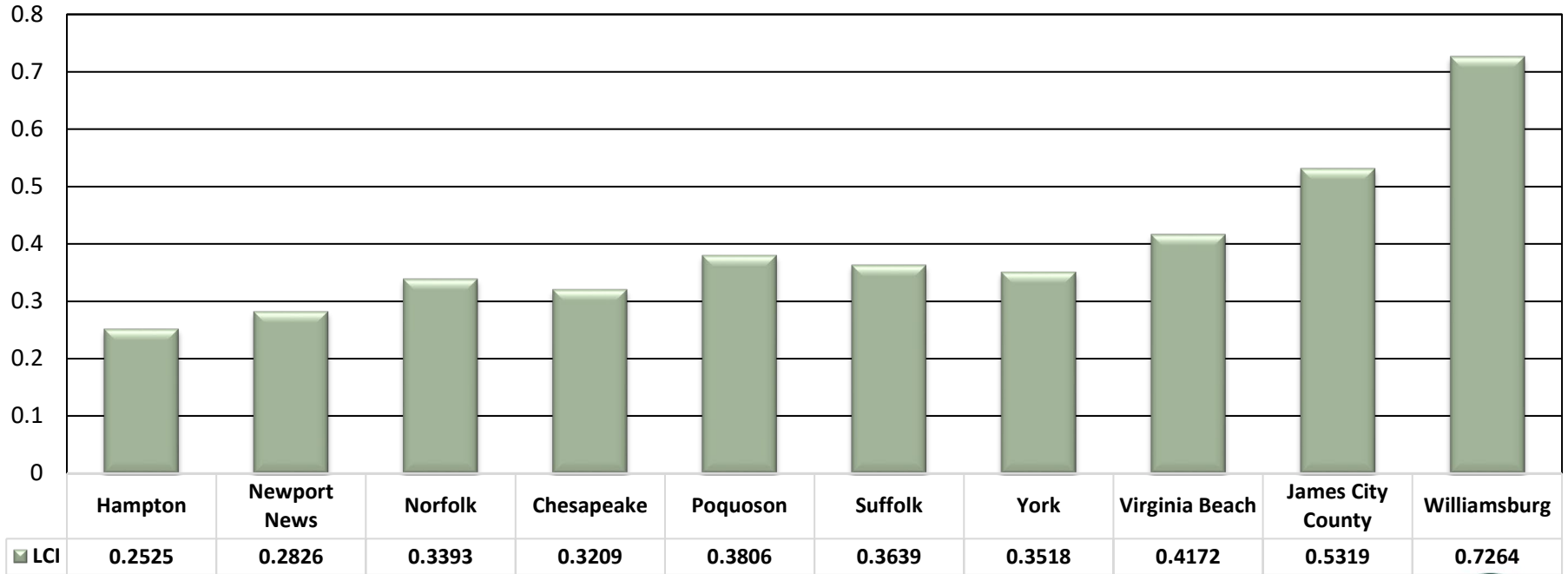
Locality	2022-24	2024-26	2026-28
Williamsburg	0.7217	0.7426	0.7264
James City County	0.5331	0.5403	0.5319



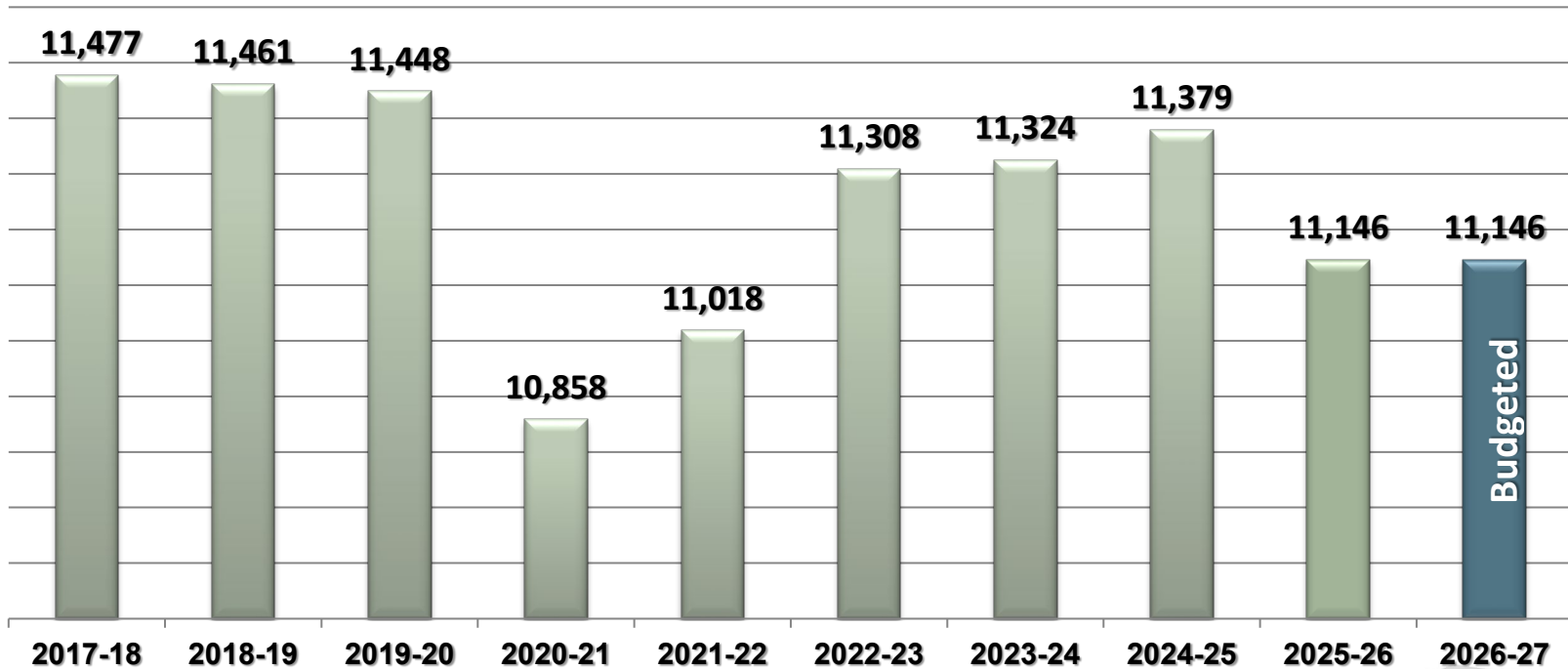
Changes in LCI: 2009-28



Local Composite Index (LCI) Comparison



Enrollment History K-12 (Sept. 30 count)



Local Revenue Overview

Locality	FY26	FY27*	Change
James City County	\$100,253,400	\$104,500,000	\$4,246,600
City of Williamsburg	12,651,142	14,450,000	1,798,858
Total	\$112,904,542	\$118,950,000	\$6,045,458

**Based on the joint agreement established October 2025. School Board may request an increase in writing beyond this amount.*



State Revenue – Governor's Proposed Budget

	FY26 Adopted Budget	FY 27 Estimated	Change (\$)	Change (%)
State Revenue				
State Sales Tax	\$17,218,155	\$18,097,222	\$879,067	5.1%
Standards of Quality (SOQ)	49,108,867	54,386,871	5,278,004	10.7%
Incentive Programs	5,285,600	3,593,346	(1,692,254)	(32.0%)
Categorical Programs	47,484	49,698	2,214	4.7%
Lottery-Funded Programs	5,296,352	5,421,863	125,511	2.4%
Total	\$76,956,458	\$81,549,000	\$4,592,542	6.0%



Compensation – Salary Increase

- Each 1% average salary increase for eligible staff = approximately \$1.3m (includes fringe benefits)

	2%
Cost	\$2,600,000
State Revenue	915,522
Local Support	\$1,684,478

- The school division must also take into consideration compensation competitiveness for attracting & retaining staff



Compensation Study – Completed Actions

- **WJCC retained Bolton Rewards to review the compensation system during the 2024-25 school year**
- **Pay adjustments were implemented in a phased approach, with year 1 in place for fiscal year 2026**
- **Select teacher lanes received above the 3% increase**
- **Implemented a unified scale, combined previous support and administrative pay scales**



Compensation Study – Teacher Scales Year 1 (FY26)

	Bachelors	Masters	Masters Plus 30	Doctorate
Minimum	3%	3%	3%	3%
Average	4.95%	4.92%	4.95%	4.95%
Max	9.28%	8.15%	7.98%	7.98%

- **Step 0 aligns with compensation study recommendation**
- **Progression between steps at least .50%**
- **Emphasis for additional increases beyond the 3% focus on the steps the study identified as under market**



Teacher Scale – Regional Ranking

- Teacher pay ranking with Newport News, Hampton, York, Gloucester & New Kent

Step	2025-26 Bachelor's	2024-25 Bachelor's	2025-26 Master's	2024-25 Master's
0	4th	4th	3rd	5th
5	3rd	4th	4th	6th
10	4th	4th	4th	6th
15	4th	4th	5th	6th
20	4th	4th	5th	5th
25	4th	4th	5th	5th
30	4th	4th	4th	5th



Compensation Study – Unified Scale

- **Minimum pay for WJCC now starts at \$15.50/hour**
- **Employees brought up to the minimum of Bolton's recommended pay scale**
- **Additional implementation focused on increased compensation for current grades 5-16**



Compensation Study – Year 2 Actions

- **Improve step progression on teacher scale**
- **Update the job title structure on the unified scale to provide more clarity at each grade**
- **Targeted adjustments for select unified scale grades**
- **Address gaps in stipends and supplemental pay**



FTEs Transitioning from Grants

Description	Amount
Director of Elementary Education & Curriculum Coordinators – 1.05 FTE <i>(transitioning from Title I & II)</i>	\$148,000
Attendance Specialist – 1 FTE <i>(transitioning from ALL IN funds and retitling)</i>	\$90,000
Speech Language Pathologists & Special Education Teachers – 4 FTEs <i>(transitioning from Title VI-B grant)</i>	\$360,000

**All costs presented for positions include salary and benefits*



ALL In Funds Expiring

Description	Amount
Tutoring (non-Title I elementary and Middle School)	\$90,000
Summer professional development (Camp GPS)	\$155,000



Mandatory Increases in Contractual Services

Description	Estimated Cost
<u>Instructional Resources/Programs:</u>	
New Horizons Tuition	\$560,000
Canvas Learning Management System (VDOE?)	\$100,000
Special Education	\$135,000
MS Athletic Trainers (coverage for all 4 schools)	\$115,000
<u>Other Areas:</u>	
Worker's Compensation/General Liability/Fleet/Property Ins.	\$115,000
Rick Management/Purchasing (shared services w/ JCC)	\$55,000



Mandatory Increases in Contractual Services

Description	Estimated Cost
<u>Operations:</u>	
Utility increases for PreK Centers (electrical, heating, water)	\$200,000
Radio maintenance agreement & Grounds/stormwater services (JCC); storage facility; preventative maintenance agreements	\$667,000
Safety & Security (visitor management, emergency management system)	\$13,000
Transportation (Transfinder & asset works)	\$23,000



Other Expenditure Increases

Description	Amount
<u>World Languages Program</u> – <i>field trips & guest speakers to provide authentic, real-world contexts</i>	\$47,000
<u>Talent Development Program</u> – <i>expansion of program to all elementary schools, cognitive coaching training in support of Local Plan</i>	\$40,000
<u>Career & Technical</u> - <i>Teachers for Tomorrow Interns</i>	\$67,500
<u>Organizational Development</u> - <i>strategic planning, leadership development, novice teacher academy</i>	\$122,000
<u>Communications & Engagement</u> – <i>Welcome events at each school and additional mailings once redistricting is finalized</i>	\$50,000



Next Steps

All dates in 2026

- School Board budget work sessions – **Jan. 13 & Jan. 20**
- Pre-Budget Public Hearing – **Jan. 20**
- Presentation of Superintendent's Proposed Budget – **Feb. 3**
- Joint budget work session with County and City – **Feb. 6**
- Public Hearing on budget – **Feb. 17**
- School Board Approval - **March 3 or March 24**





WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

EST. 1955

FY27 Preliminary Budget Outlook

January 6, 2026



WILLIAMSBURG
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PUBLIC SCHOOLS

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FY27 Preliminary Compensation Outlook

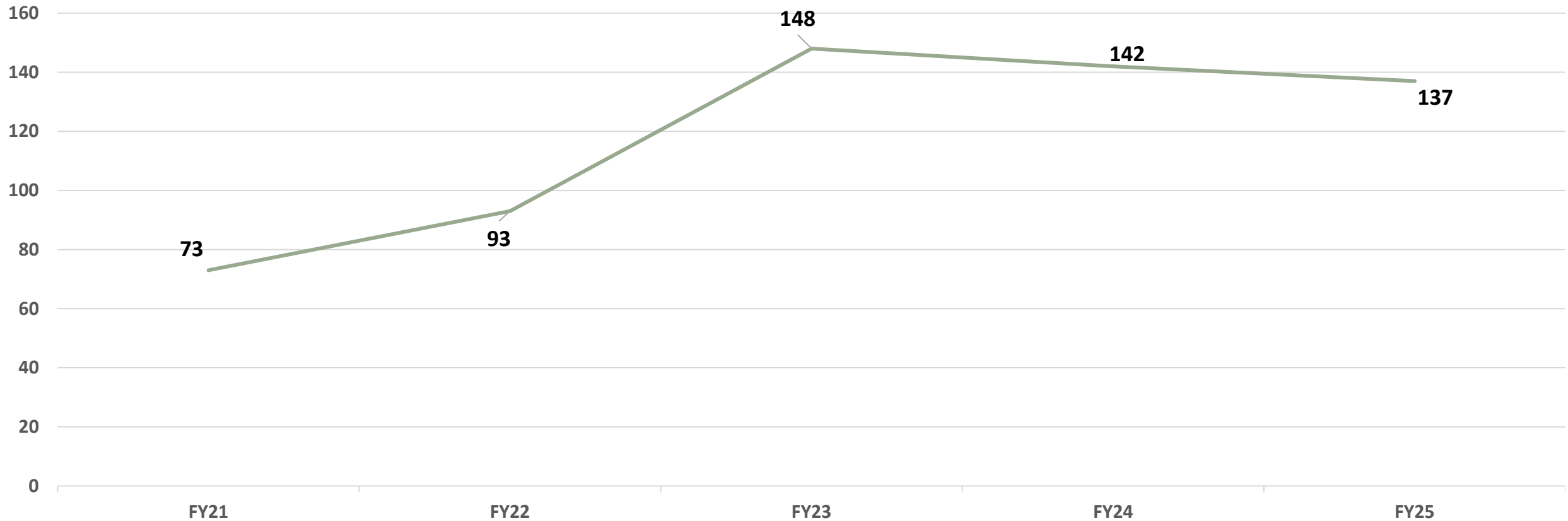
January 13, 2026

Pay Increase History

School Year	Base Increase
2021-22	4.0%
2022-23	7.0%
2023-24	7.0%
2024-25	4.5%
2025-26	3.0%



WJCC Teacher Turnover Trends



Teachers Leaving Workforce - WJCC

137 Instructional Staff departed in 2025

- The number was 142 in 2024
- 20 retired (15%); 19 relocated (14%) and 12 left K-12 Education (9%)
- 67 (49%) left in first 10 years of service



Teacher Scale – Bachelor's Regional Ranking

Step	2025-26 Bachelor's	2026-27 Bachelor's with 2.0%	2026-27 Bachelor's with 2% and Compensation Study
0 to 1	4 th	4 th	4 th
5 to 6	3 rd	3 rd	3 rd
10 to 11	4 th	4 th	3 rd
15 to 16	4 th	4 th	3 rd
20 to 21	4 th	4 th	4 th
25 to 26	4 th	4 th	4 th
30 to 31	4 th	4 th	4 th



Teacher Scale – Master's Regional Ranking

Step	2025-26 Master's	2026-27 Master's with 2.0%	2026-27 Master's with 2% and Compensation Study
0 to 1	3 rd	1 st	1 st
5 to 6	4 th	1 st	1 st
10 to 11	5 th	2 nd	1 st
15 to 16	4 th	3 rd	1 st
20 to 21	5 th	4 th	2 nd
25 to 26	5 th	4 th	2 nd
30 to 31	4 th	4 th	3 rd



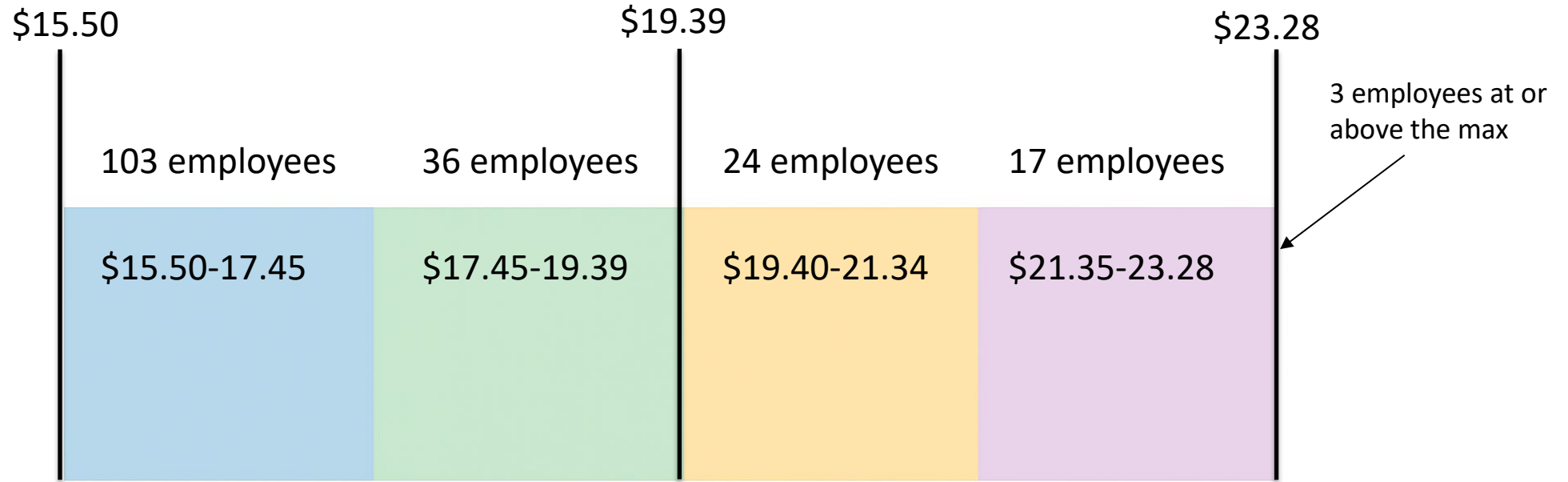
Teacher Scales – Year 2

Bachelors	Masters	Masters Plus 30	Doctorate
Overall average increase of 4.43%	Overall average increase of 5.1%	Overall average increase of 5.0%	Overall average increase of 4.5%
Range 2.04%-6.73%	Range 2.02%-9.95%	Range 2.4%-9.75%	Range 2.0%-8.7%

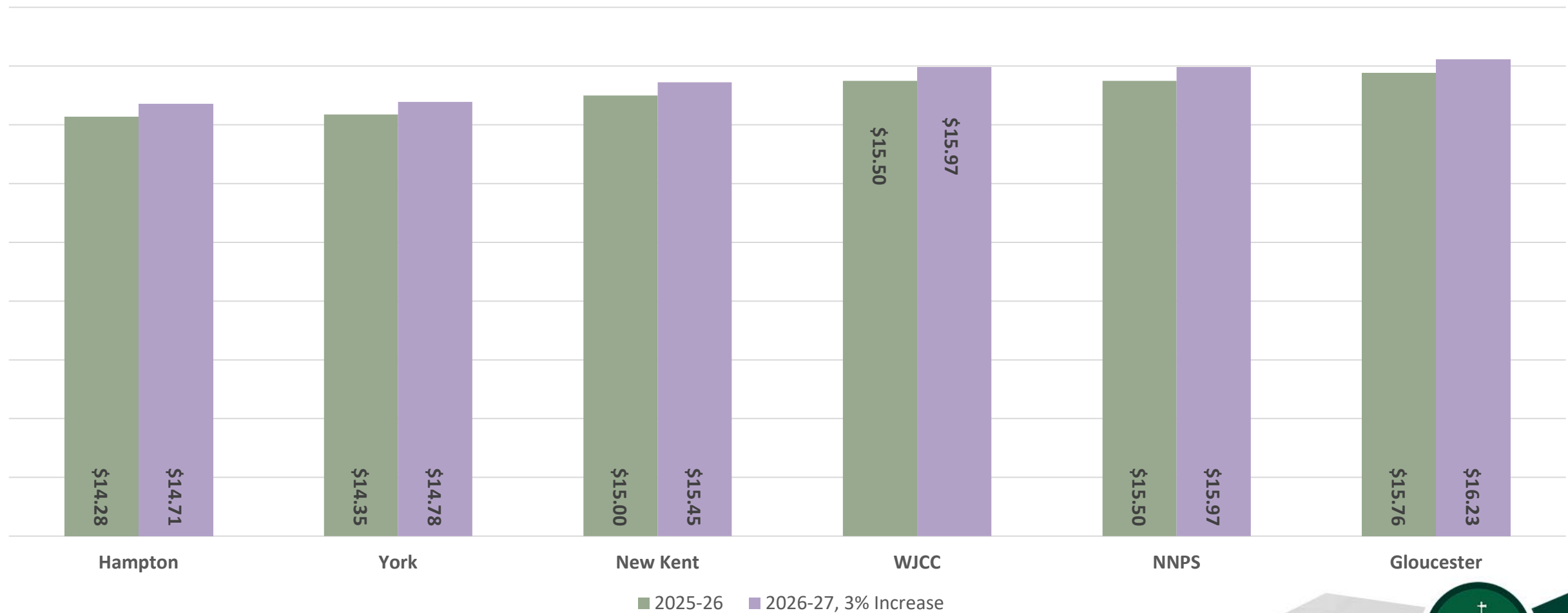
- Progression between steps at least 1.25%
- Emphasis for additional increases beyond the 2% focus on the steps the study identified as under market



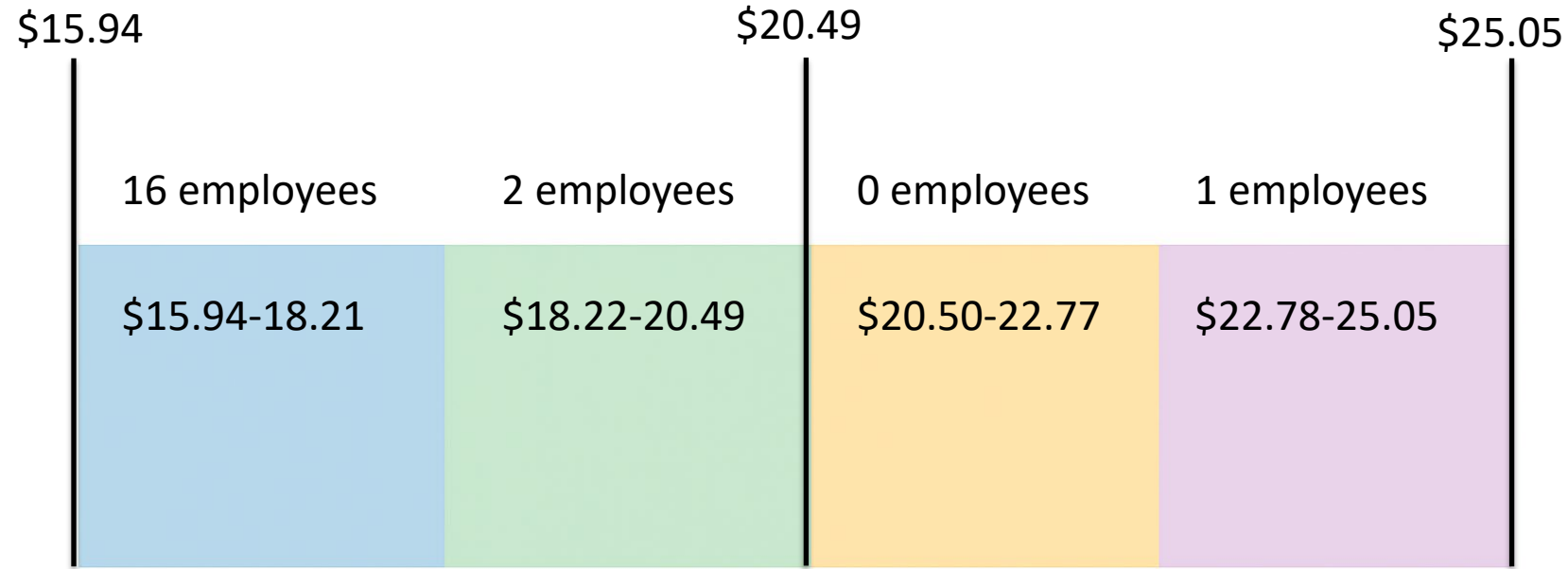
Grade U01 Salary Distribution – Bus Aides, Cafeteria Workers, Custodians



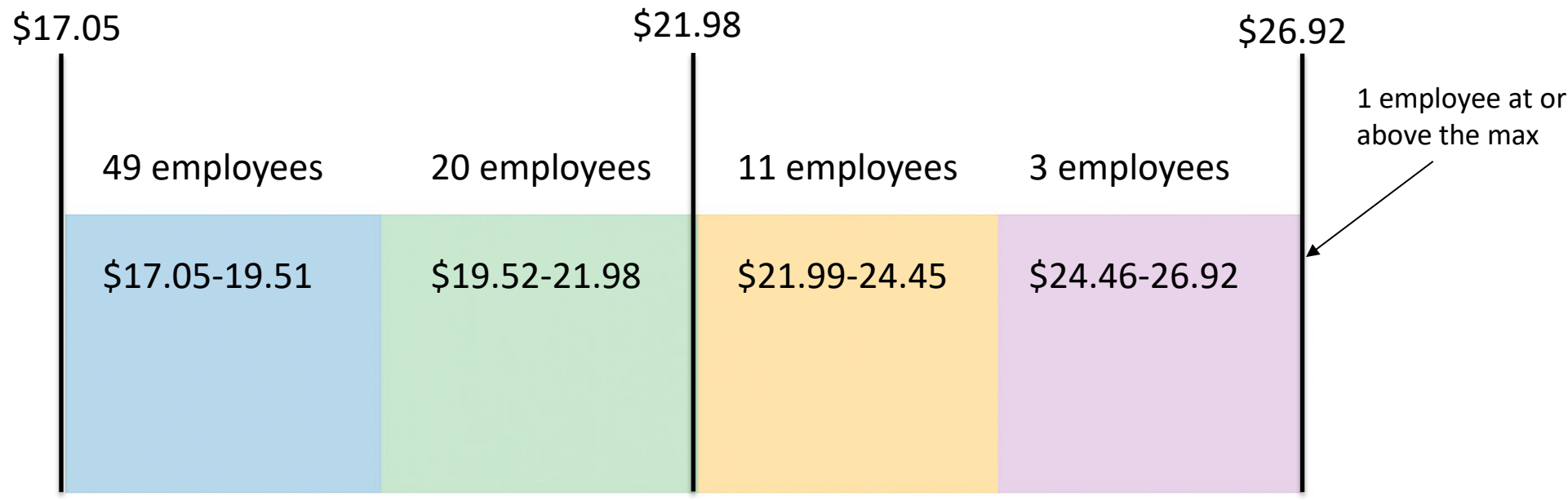
WJCC Regional Ranking, Grade U01 – Custodians, Cafeteria & Bus Aides



Grade U02 Salary Distribution – Teacher Assistants



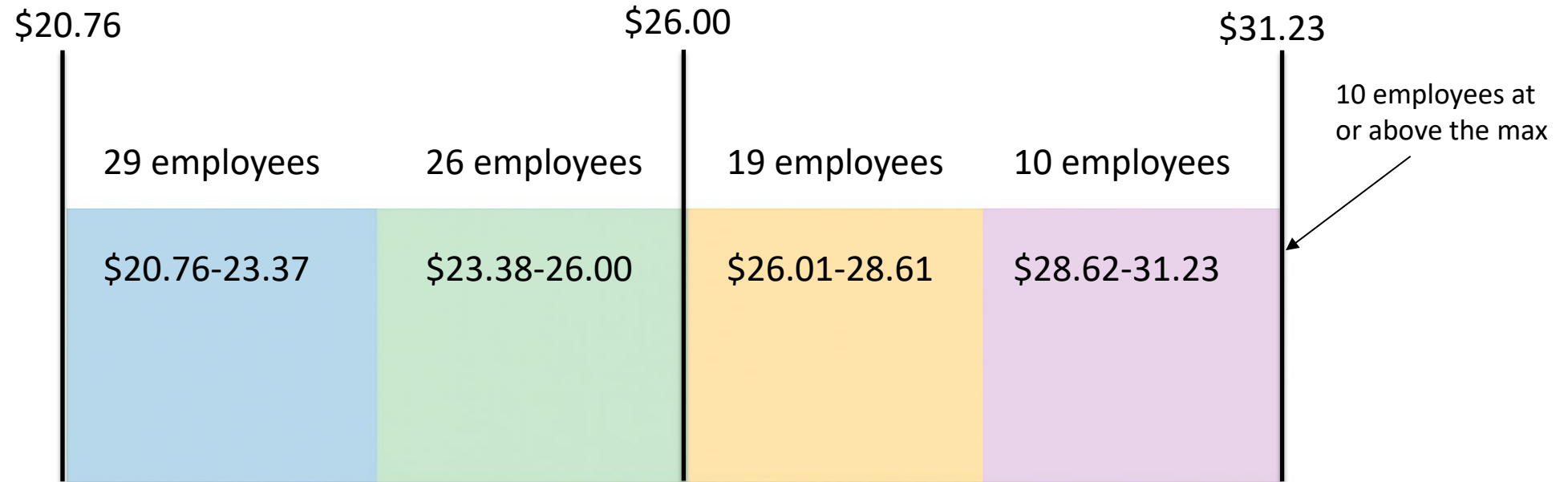
Grade U03 Salary Distribution – Teacher Assistant II, Office Support



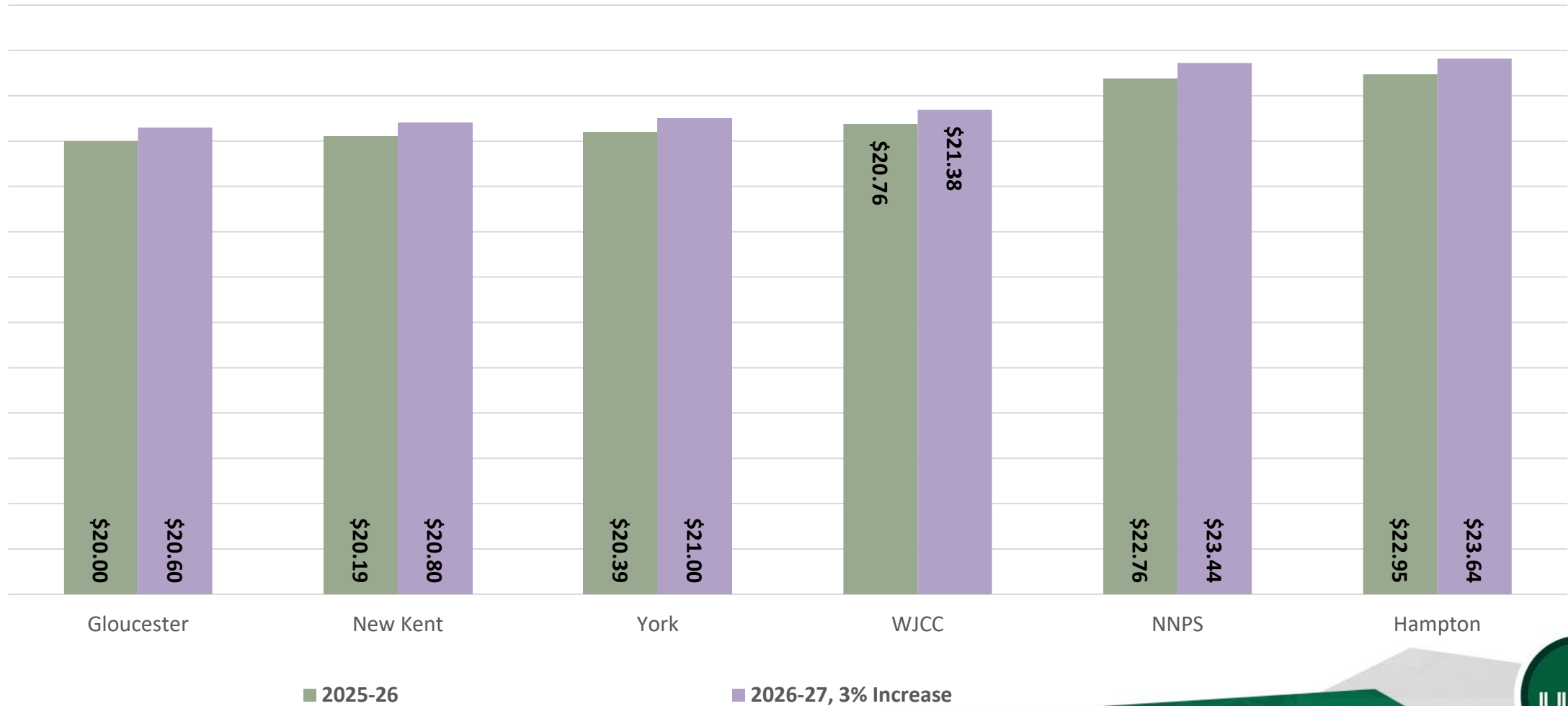
WJCC Regional Ranking – Teacher Assistants



Grade BUS Salary Distribution - Bus Drivers



WJCC Regional Ranking, Grade BUS – Bus Drivers



Compensation Study – Year 2

- **Update the job title structure on the unified scale to provide more clarity at each grade**
- **Targeted adjustments for select unified scale grades**
- **Address gaps in stipends and supplemental pay**



Compensation Study – Support Adjustments

Create career progression for the custodians:

- **Currently grades U01**
 - Custodian I – Grade U01
 - Custodian II – Grade U02
- **Estimated cost \$52,000**



Compensation Study – Support Adjustments

Recommend adjusting the following Transportation positions from Grade U05 to U06:

- Routing Specialist**
- Transportation Specialist**
- Trainer/Administrative Assistant**
- Estimated cost \$11,500**



Compensation Study – Support Adjustments

Create career progression for the mechanics:

- **Currently grades U07-U08 and U10**
 - **Mechanic I – Grade U07 to U08**
 - **Mechanic II – Grade U09**
 - **Lead Mechanic – Grade U08 to U10**
 - **Shop Foreman – Grade U10 to U11**
- **Estimated cost \$23,000**



Compensation Study – Support Adjustments

Create career progression for the trades:

- **Currently grades U07-U08 and U10**
 - Trades, Level I – Grade U07 to U08
 - Trades, Level II – Grade U08 to U09
 - Trades, Level III – Grade U10
 - Trades Foreman – Grade U10 to U11
- **Estimated cost \$19,000**



Compensation Study – Support Adjustments

- **Reclassify the high school Data Entry position to an Administrative Assistant, from Grade U03 to U05**
- **Estimated cost \$5,000**



Compensation Study – Support Adjustments

- **Add Teacher Assistant III, Building-Based Sub**
 - Estimated cost \$21,000
- **Consideration of pay supplements to key special education staff (instructional staff and teacher assistants)**
 - Estimated cost \$601,000



Compensation Study – Support Adjustments

- **Add funds for equity adjustments for School Psychologists**
 - **Estimated cost \$35,500**



Compensation – Related Services

- **Increasing related services positions from 7 to 8 hours/day**
 - **Includes Speech Language Pathologists (SLP), Occupational Therapists (OT), Physical Therapist (PT), Psychologists, Social Workers**
 - **48 FTEs**
 - **Estimated Cost \$640,000**



Compensation Study – Stipend Adjustments

- **Stipends were adjusted in 2013 after an internal review**
- **Stipends were adjusted in 2023 (2.5% for all)**
- **Planned adjustments since then have not continued**
- **Adjustments to stipends, estimated cost of \$380,000**



Contractual Day Changes

- **ES & MS Reading & Math Specialists**
 - From 208 to 213 days
 - Estimated Cost \$60,000
- **HS Athletic Directors**
 - From 233 to 260 days
 - Estimated Cost \$41,000



New Positions Under Consideration

Description	Amount	FTE
School Based Staff:	\$340,000	7.00
GTRT Teacher (1); ES Teacher Assistant for Behavior Support (4); School Security Officer (2)		
School Support Staff:	\$445,000	9.00
ES Math Coach (1); Social Worker (1); Bus Driver (7)		
Central Support Staff:	\$420,000	5.00
HR Coordinator (1); Finance Support (1); Maintenance Assistant (2); Coordinator for Student Support & Counseling (1)		
Total	\$1,205,000	21.00





WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

EST. 1955

FY27 Preliminary Compensation Outlook

January 13, 2026

A blurred background image of a business meeting. Two people are seated at a table, looking at documents and a tablet. The documents feature various charts, including pie charts and bar graphs, in shades of blue and white. The tablet also displays a chart. The overall scene is professional and focused on data analysis.

WILLIAMSBURG-JAMES CITY COUNTY PUBLIC SCHOOLS BENEFIT TRENDS JANUARY 2026

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Why is healthcare cost increasing?



Technology Improvements – The cost of new technology and therapeutic treatments.



Pharmacy – Research and development costs and increased usage of more specialty drugs.



Aging Workforce – As individuals are working at an older age than they have in the past, the increased utilization that accompanies aging has resulted in increased group health insurance utilization.



Administrative Cost – Staffing shortages for nurses has forced healthcare providers to pay more in wages to retain employees. In addition, the lack of workers combined with increased demand for services has put a strain on the healthcare system. Leads to higher reimbursement negotiations with carriers.



Consolidation Among Hospitals and Providers – The regional expansion of providers has limited competition and increased bargaining power when negotiating with insurance carriers.



Plan Design Leveraging

Federal Health Policy & Legislation

The State of Healthcare in America

Many employers have budgeted for a projected 9% or more increase in medical trend for 2026; however, some are seeing health plan renewals coming back much higher, ranging from 18% to 25%.¹ As health plan costs continue to rise, employers face unprecedented challenges in managing benefits budgets.

Reasons for Healthcare Inflation

- 1 High claim volume and increasing costs of large claims (e.g., higher rates of late-stage cancer diagnoses and complex health conditions)
- 2 Post-pandemic health care network contract negotiations and cost-shifting
- 3 Continued uncertainty about the impacts of tariffs on medical goods and unknown impacts of Federal cuts to Medicare, Medicaid, and ACA subsidies ²
- 4 Rising pharmacy costs, driven by the rapid adoption of GLP-1s and an expanding pipeline of costly specialty drugs
- 5 Increasing utilization of behavioral health, driven by longer treatment durations and higher per-episode costs ³

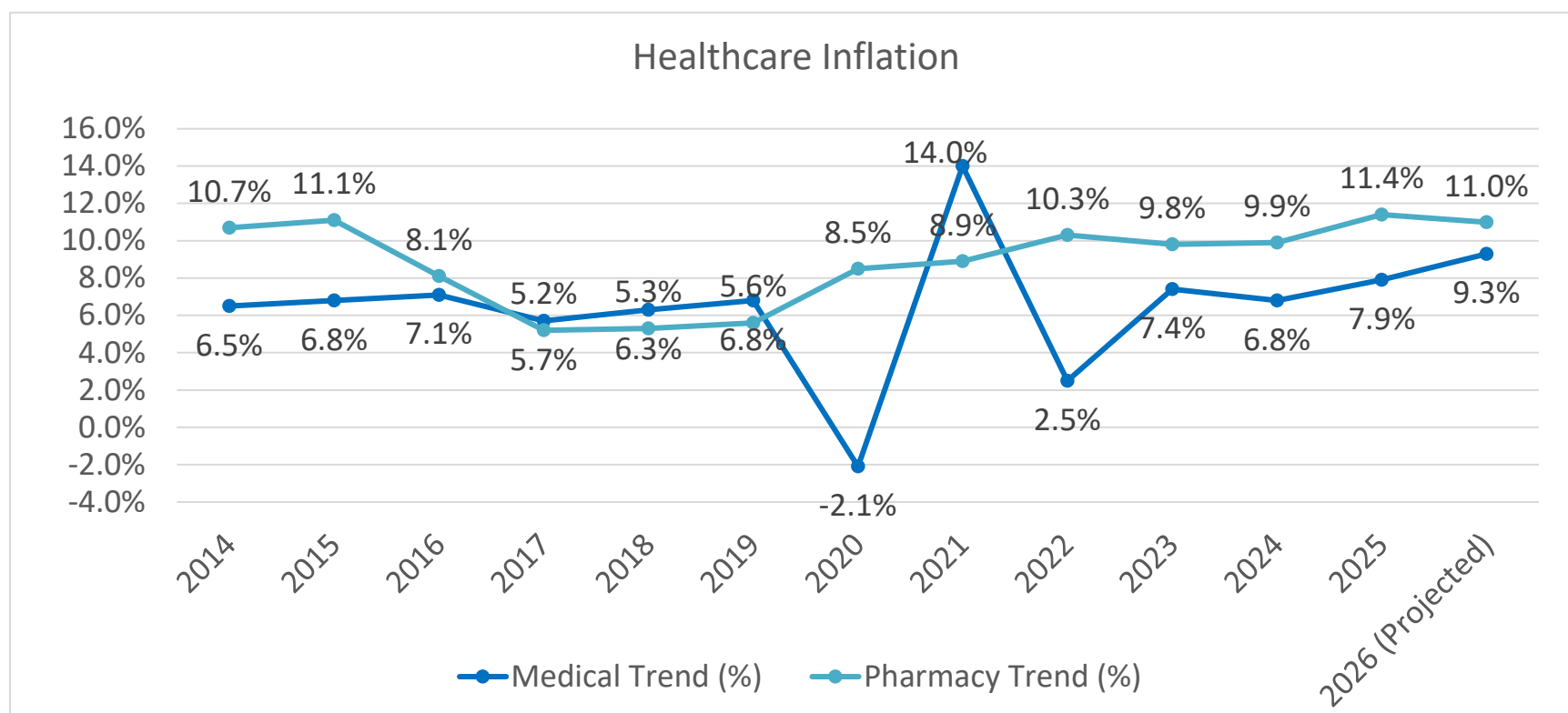
¹ <https://www.businessgrouphealth.org/resources/2026-employer-health-care-strategy-survey-executive-summary#b-employers-guide-with-view-all>

² <https://www.kff.org/quick-take/tariffs-are-driving-2026-health-insurance-premiums-up/>

³ PwC: "No let up in sight: 2026 medical cost trend set to grow at 8.5%"; accessed October 9, 2025, from <https://www.pwc.com/us/en/industries/health-industries/library/assets/pwc-behind-the-numbers-2026.pdf>

The State of Healthcare in America

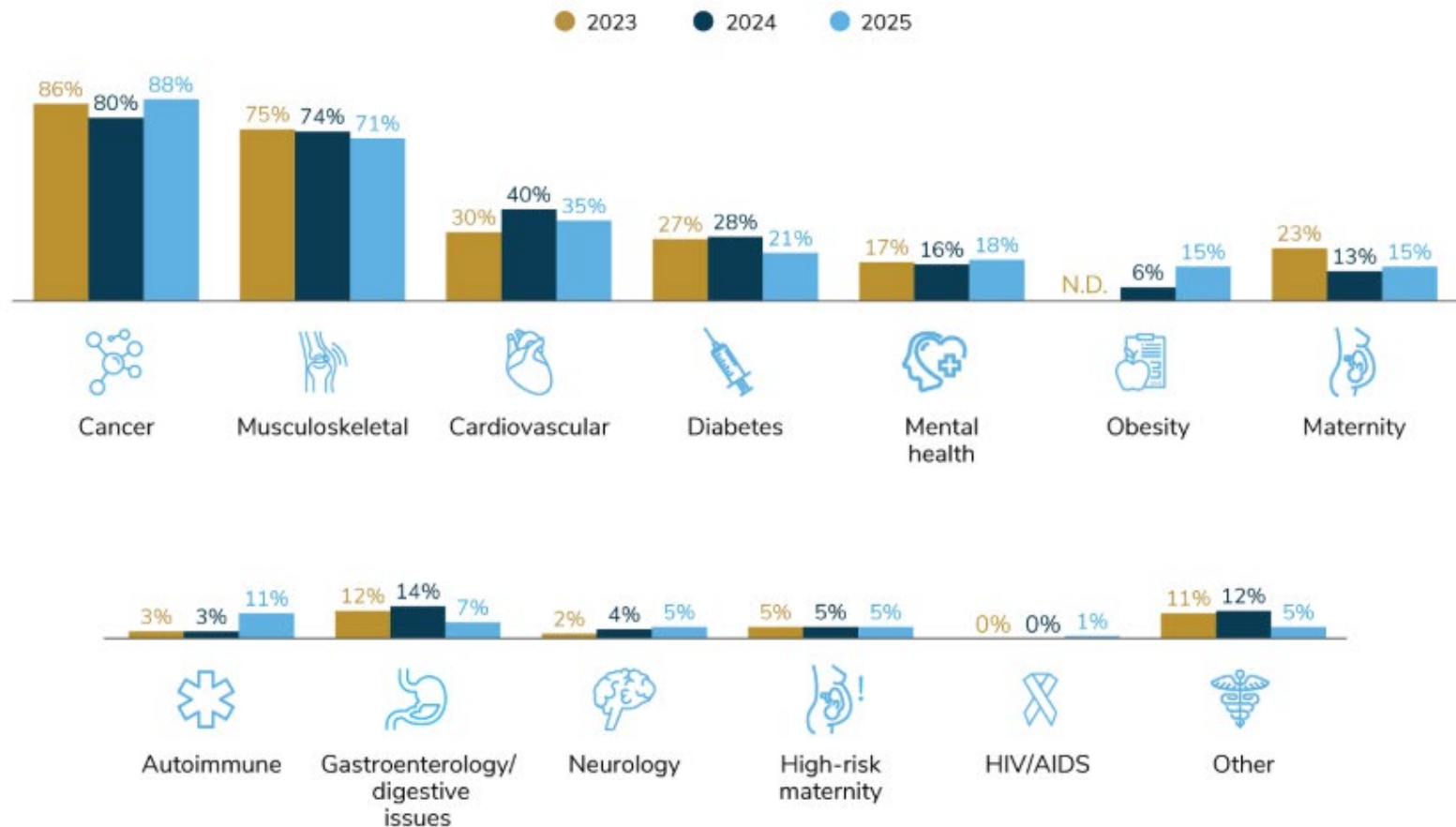
Many employers have budgeted for a projected 9% or more increase in medical trend for 2026; however, some are seeing health plan renewals coming back much higher, ranging from 18% to 25%.¹ As health plan costs continue to rise, employers face unprecedented challenges in managing benefits budgets.



Sources: 2024 Segal health Plan Cost Trend Survey Supplement. Fifteen-Year Summary of Selected Medical, Outpatient Rx Dental Trends. What Are the Projected Plan Cost Trends for 2026. Segal.

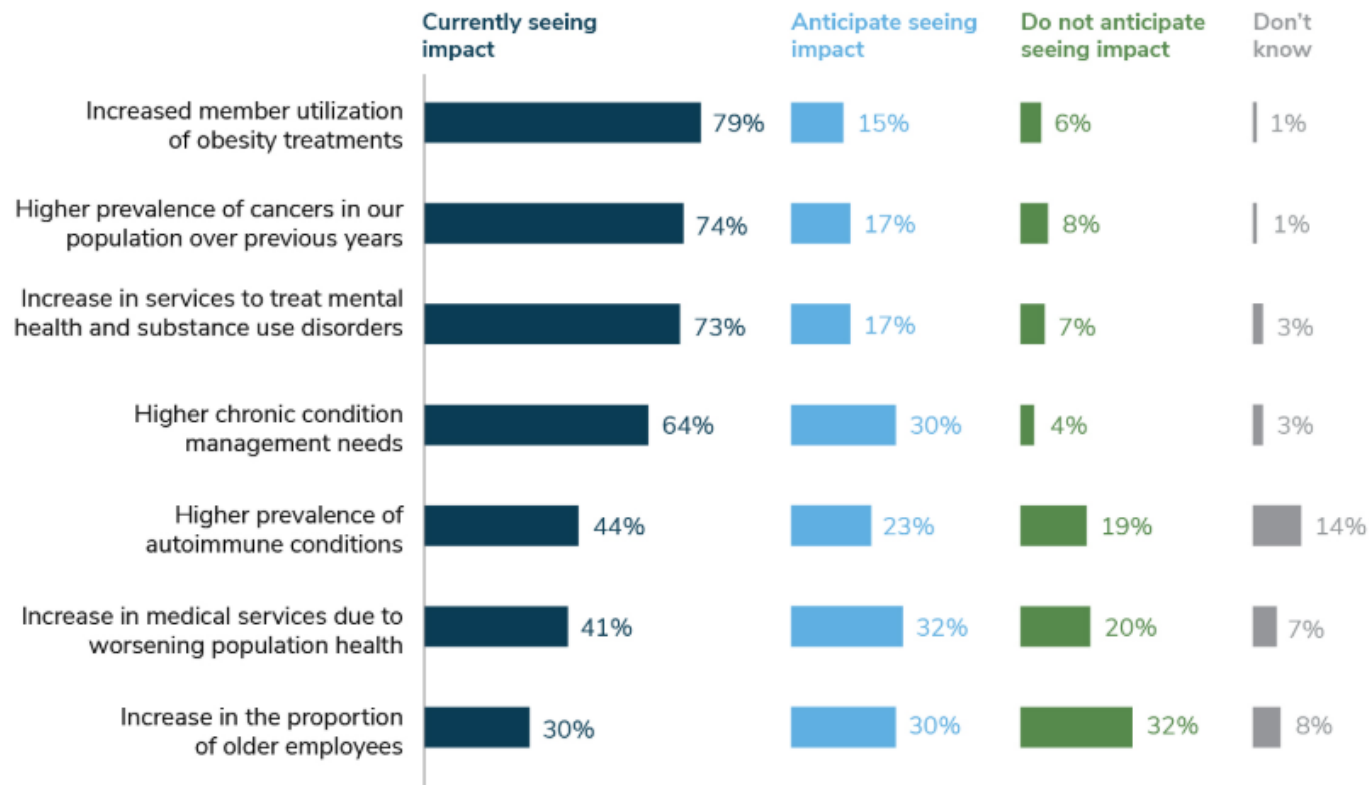
Health Condition Trends

What conditions are impacting employer's costs?



Health & Wellness Trends

Figure 2: Employer Experiences with Health and Well-being Trends, 2025



Early Detection Impact on Cost & Survivorship

CANCER TYPE & SCREENINGS		ESTIMATED IMPACT			
CANCER TYPE	RECOMMENDED SCREENINGS & COST OF SCREENING	AVG. COST TO TREAT CANCER		5-YR SURVIVAL RATES	
		Stage 1	Stage 4	Stage 1	Stage 4
Colorectal Cancer	Colorectal Screening: \$1,497	\$79,000	\$272,000	88%	16%
Prostate Cancer	Prostate-Specific Antigen (PSA): \$22	\$43,000	\$143,000	100%	32%
Cervical Cancer	Cervical Screening: \$33	\$49,000	\$197,000	92%	17%
Breast Cancer	Mammogram: \$340	\$69,000	\$260,000	98%	30%

References:

[Cancer Costs and Health Outcomes: Early vs. Late-Stage Diagnosis](#) (Color.com/Cancer)

Mental Health

Mental Health Issues are becoming more prevalent

Of the **2.8M** lives in USI's 3D Book of Business,
15.9% experience mental health issues



9%

of cancer patients have a depression diagnosis.

Among disease prevalence in the USI BOB, Major Depression is ranked

7th



\$4K

average paid per episode of depression

20%

of members are on an antidepressant at an employer paid amount of **\$137M.**



Avoid Major Depression Diagnosis

When depression is present with comorbid conditions, costs are compounded, and the severity of conditions exacerbated.

The Value of Early Treatment

- Depression is an expensive condition involving outpatient therapy, prescription drugs, and in some cases inpatient hospital stays.
- When a person has both depression and another major illness at the same time, the financial impact of each is compounded.
- Significant costs can be avoided by treating depression before another major illness sets in.
- The savings opportunity of helping treat depression before it progresses is estimated at 2% to 8% of total medical and drug claims.

Pharmacy Trend

Percentage of Health Care Spend on Pharmacy Overall (Median), 2024



24%

of health care
spend was on
pharmacy in 2024

What is driving pharmacy trend?

- Specialty Drugs & Biologics
- High Demand for new drugs (GLP-1s)
- Price Inflation on existing drugs
- Price Opacity/Transparency
- Chronic Disease & Aging population
- Market Factors (Regulatory, Patent, & Exclusivity)
- WJCCPS Rx costs are running 44% of total costs, which is very high!
- WJCCPS is paying an est. \$1.5M in GLP-1 drugs for weight loss. Approx. 138 members are taking these drugs.
- There are options to reduce WJCCPS' costs for weight loss GLP-1s by 75%.

Reinsurance Trends



86%

employers have a stop-loss claim in a given year ¹



Holds top two spots of our top 10 claim conditions

26

%

of stop-loss reimbursements ¹

2016



Number of members with claims \$3M+ ¹

DOUBLED

Present



Medicines and Vaccines in Development



362

Cell & Gene Therapies



421

Infectious Diseases



1,361

Various Cancers

Sources: 1. 2020 Sun Life Stop-loss Research Report: High-cost Claims and Injectable Drug Trends Analysis. (n.d.). Retrieved September 15, 2020, from <https://sunlife.showpad.com/share/oCJu5BJg1Gk5XUvqi2IZb>

2. Medicines in Development 2020 Report – Cell & Gene Therapies. America's Biopharmaceutical Companies.

3. Medicines in Development 2020 Report – Infectious Diseases. America's Biopharmaceutical Companies.

4. Medicines in Development 2020 Report – Cancer. America's Biopharmaceutical Companies.

Self-Funding

- Effective October 1, 2025 WJCCPS moved to a partially self-funded plan with Anthem.
- Reasons in moving to this funding method and terminating Local Choice were as follows:
 - ✓ Most large employers with 500+ enrolled are partially self-funded.
 - ✓ Partially self-funded eliminates carrier margins. WJCCPS participates in years of favorable claims experience.
 - ✓ Ability to negotiate w/ carriers. Better service from carriers.
 - ✓ New Anthem plan provide WJCCPS w/flexibility in plan design and contributions.
 - ✓ WJCCPS receives much better data reporting to determine cost drivers and gives insights to USI and WJCCPS to develop strategies to mitigate trend.
 - ✓ Enrollment and employee experience during Open Enrollment are significantly enhanced.

Options to Reduce Costs

- Plan Design Changes
- Contribution Changes
- Wellness and Disease Management Engagement
- Remove GLP-1s for weight loss and steer employees to “Direct-to-Consumer” GLP-1s
- Increase reinsurance limits



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FY27 Preliminary Benefits Outlook

January 20, 2026

WJCC Public Schools Health Insurance Rates 2025-26

Medical, Dental, & Vision Insurance Monthly Cost Healthkeepers 500



WJCC Public Schools Health Insurance Rates 2025-26

Medical Insurance Monthly Cost Healthkeepers 750

Employee Only – 481
Employee + 1 – 199
Family – 328



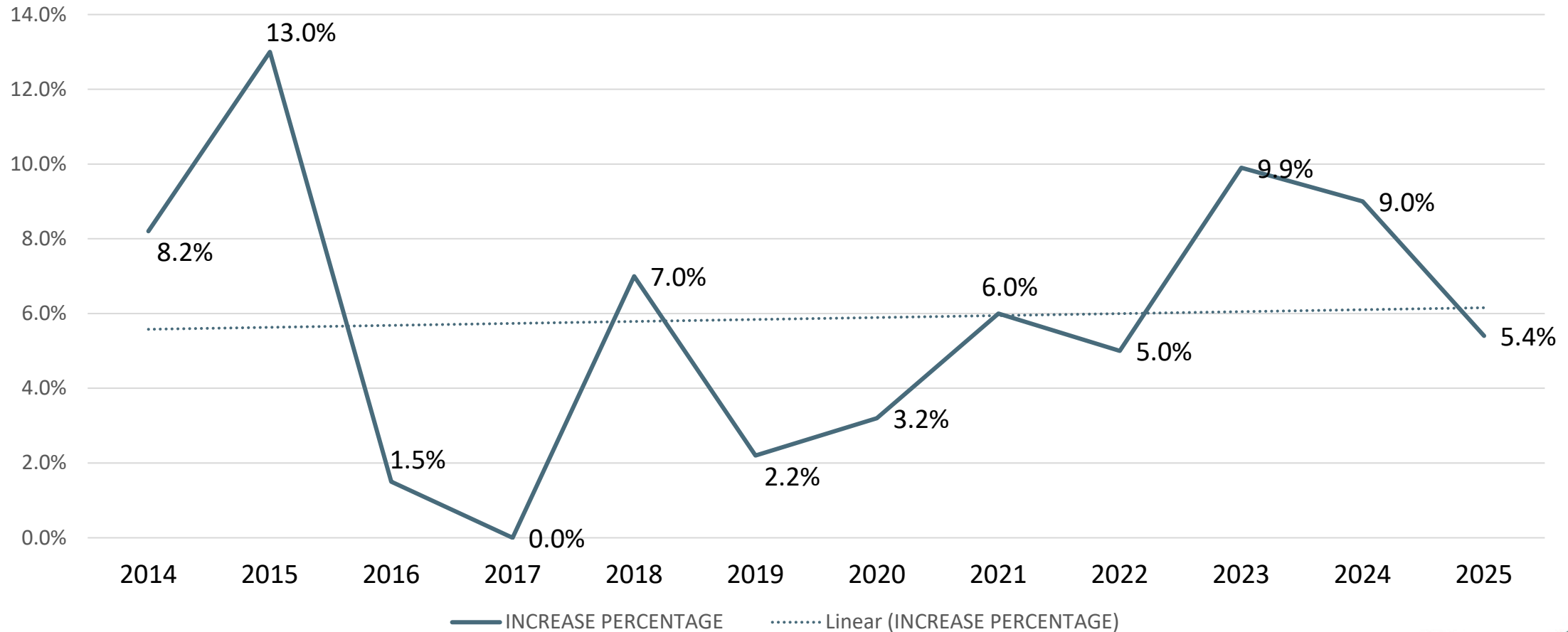
WJCC Public Schools Health Insurance Rates 2025-26

Medical Insurance Monthly Cost Healthkeepers HSA

Employee Only – 88
Employee + 1 – 20
Family – 25



WJCC Public Schools Health Insurance Rate Increases



Healthcare Cost Sharing Scenarios

2025-26 Cost	Estimated Increase (16%)	2026-27 Est. Total Cost
\$23,910,000	\$3,825,600	\$27,735,600

Distribution of <u>Increase</u> to Health Insurance	Impact on FY27 Budget @ 16% increase
WJCC/Employee - 60/40	\$2,295,360
WJCC/Employee – 70/30	\$2,677,920



Healthcare Cost Saving Possibilities

- **Eliminate GLP-1's prescription coverage for weight loss**
- **Incentivize health screening practices for early detection**
- **Increase spousal surcharge**
- **Continue to emphasize wellness initiatives through the wellness leadership committee**
- **Education and engagement on health care resources**





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FY27 Budget Summary

January 20, 2026

Local Revenue Overview

Locality	FY26	FY27*	Change
James City County	\$100,253,400	\$104,500,000	\$4,246,600
City of Williamsburg	12,651,142	14,450,000	1,798,858
Total	\$112,904,542	\$118,950,000	\$6,045,458

**Based on the joint agreement established October 2025. School Board may request an increase in writing beyond this amount.*



State Revenue – Governor’s Proposed Budget

	FY26 Adopted Budget	FY 27 Estimated	Change (\$)	Change (%)
State Revenue				
State Sales Tax	\$17,218,155	\$18,097,222	\$879,067	5.1%
Standards of Quality (SOQ)	49,108,867	54,386,871	5,278,004	10.7%
Incentive Programs	5,285,600	3,593,346	(1,692,254)	(32.0%)
Categorical Programs	47,484	49,698	2,214	4.7%
Lottery-Funded Programs	5,296,352	5,421,863	125,511	2.4%
Total	\$76,956,458	\$81,549,000	\$4,592,542	6.0%



Expenditure Summary

Description	Estimated Cost
Compensation Related	
-Teacher/Instructional Scale (min. 2%, average 4.5%-5%)	\$4,420,000
-Unified Scale, 3.5%	\$1,864,500
-Stipends & supplemental pay adjustments	\$981,000
-Employee contract days & hours/day changes	\$741,000
Positions (including those transitioning from grants) 27 FTEs	\$1,803,000
Healthcare (16% increase)	\$2,295,360-\$3,825,600
Subtotal: Compensation & Benefits, Positions	\$12,104,860-\$13,635,100



Expenditure Summary

Description	Estimated Cost
Contractual Commitments (New Horizons, Liability/Worker's Comp insurances, maintenance agreements, Canvas, etc.)	\$1,088,000
James City Grounds/Stormwater Management & Utilities	\$780,000
New Programs (JROTC or Cadet (2 FTEs), Lacrosse)	\$358,000-\$640,000
Department Requests (tutoring, MS athletic trainers, world languages, organizational development, communications & engagement)	\$816,500
Subtotal: Other	\$3,042,500-\$3,324,500
Total	\$15,147,360-\$16,959,600



Summary

Description	Amount
Revenue Increase (local & state)	\$10,638,000
Expenditure Increase	\$15,147,360-\$16,959,600
Expenditure Savings (attrition, department reductions)	(\$1,232,000)
Additional funds needed	\$3,277,360-\$5,089,600





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FY27 Budget

January 20, 2026