



LOCAL SCHOOL GOVERNANCE TEAMS  
AT ATLANTA PUBLIC SCHOOLS

# Budget Development Process (Cascade Elementary)



# Norms

- This is a meeting of the GO Team. Only members of the team may participate in the discussion. Any members of the public present are here to quietly observe.
- We will follow the agenda as noticed to the public and stay on task.
- We invite and welcome contributions of every member and listen to each other.
- We will respect all ideas and assume good intentions.

# *GO Team Budget Development Process*

## **YOUR SCHOOL STRATEGIC PLAN...**

is your roadmap and your role. It is your direction, your priorities, your vision, your present, your future.



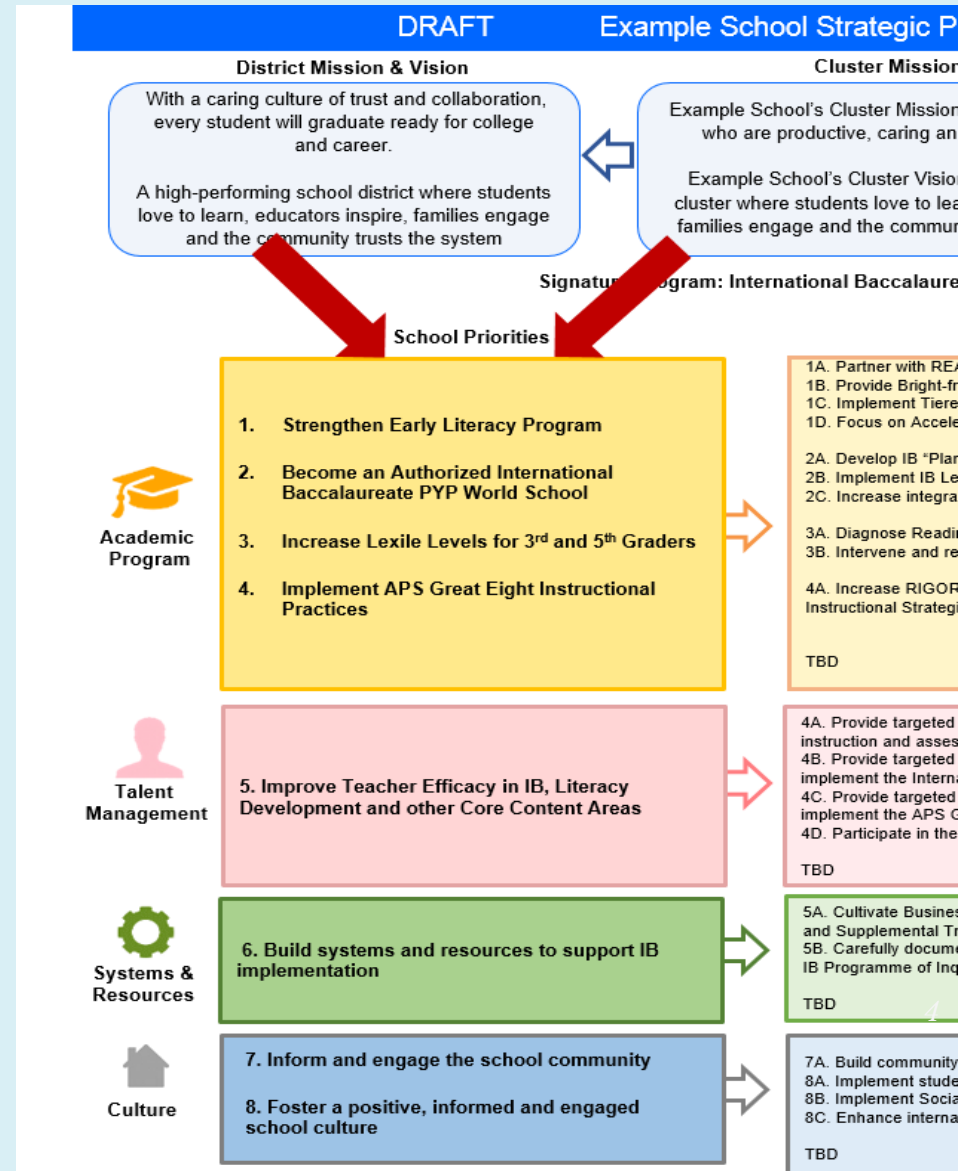
# FY22 Budget Development Process

## Principal's Role

- Design the budget and propose operational changes that can raise student achievement
- Flesh out strategies, implement and manage them at the school level
- Focus on the day-to-day operations
- Serve as the expert on the school
- Hire quality instructional and support personnel

## The GO Team's Role:

- Focus on the big picture (positions and resources, not people)
- Ensure that the budget is aligned to the school's mission and vision and that resources are allocated to support key strategic priorities



District Mission & Vision

With a caring culture of trust and collaboration, every student will graduate ready for college and career.

A high-performing school district where students love to learn, educators inspire, families engage and the community trusts the system

Cluster Mission & Vision

Provide instruction that is standards based, integrated and rigorous focusing on the whole child while collaborating with all constituents to prepare all students for graduation and beyond.

Vision: Prepare students to be come 21<sup>st</sup> century learners who are ready for college, career and beyond.

School Mission & Vision

**Mission Statement:** Cascade Elementary School will prepare students for Life, College and Careers by providing rigorous, equitable, culturally relevant, and real world learning experiences in order to become fully engaged and realized citizens of the global community.

**Vision Statement:** Our Vision is to become the premier elementary school within Southwest Atlanta that provides students with a broad and balanced education.

Signature Program: International Baccalaureate Primary Years Programme

School Priorities

1. Improve percent of students achieving at proficient and distinguished levels on the GA Milestones Assessment in ELA and Mathematics.
2. Improve Tier 1 instructional strategies in ELA and Mathematics
3. Improve early identification procedures for Tier 2 and above.
4. Become an Authorized International Baccalaureate PYP World School by 2021

School Strategies

- 1A. Provide early identification of student performance levels
  - 1B. Monitor and track students by performance bands throughout the school year
  - 1C. Conduct quarterly target update sessions with teacher and students
  - 1D. Adopt and implement comprehensive ELA and Math curriculums aligned to the GA Standards of Excellence
  - 1E. Provide adequate instructional coaching for teachers of high leverage instructional strategies
  - 2A. Implement professional development sessions aligned to the standards and curriculum resources
  - 2B. Assess target students monthly using STAR Assessment System
  - 2C. Provide frequent feedback to teachers on the implementation of strategies
  - 3A. Integrate early detection mechanisms for struggling students
  - 3B. Provide training opportunities for teachers to understand the RTI process
  - 4A. Plan, create, and implement at least two transdisciplinary IB units
  - 4B. Retain a school based IB specialist to oversee the authorization phases of the programme
- Uses of Flexibility/Innovation*

Key Performance Measures

- Increase ELA and Math performance in Proficient and Distinguished categories on GMAS by 12% in ELA and 15 in Math%.
- Increase Progress (percent of student meeting typical or high growth on STAR and Milestones EOGs) by more than 40 SGP.
- Results of student's perception surveys on School climate surveys.
- Feedback from classroom observations.
- Increase number of school partnerships.
- Maintain Student Attendance >94%
- Maintain Suspension Rate <2%
- Maintain CCRPI Climate rating >4 diamond and improve parent satisfaction rating
- Increased participation at parent workshops

5. Build teacher capacity using effective instructional coaching strategies

- 5A. Provide targeted and professional learning opportunities focused on the implementation of Standards based instruction
  - 5B. Provide collaborative/vertical planning time each week
  - 5C. Provide professional development opportunities led by teachers according to observable strengths
  - 5D. Participate in district/IB capacity building professional learning opportunities.
- Uses of Flexibility/Innovation*

6. Improve data tracking systems that include student goal setting opportunities

- 6A. Vet and determine data efficiency tracking system tools to monitor student progress .
  - 6B. Provide professional development sessions focused on student goal setting.
- Uses of Flexibility/Innovation*

7. Create a positive and healthy school environment where students thrive, teachers enjoy coming to work, and the community trusts

- 7A. Build community awareness, knowledge and support for school wide initiatives by removing barriers
  - 7B. Provide workshops to build parent capacity to understand student needs
  - 7C. Continue the implementation of Social Emotional Learning for students and school staff
  - 7D. Create engaging opportunities throughout the year for students and families to enjoy
- Uses of Flexibility/Innovation*

Strong System  
 Staff | Strong System  
 Academic Program  
 Talent Management  
 Strong Student | Strong Schools  
 Systems & Resources  
 Culture

# *FY22 Priorities & SMART Goals*

(From your Strategic Plan, insert your Top 2 Priorities & SMART Goals for FY21 here)

## School Priorities

Improve the percent of students achieving at the proficient and distinguished levels on the GA Milestone Assessment in ELA and Math



## SMART Goals

By June 2022, students in grades 3-5 will increase 12% points in ELA and 15% points in Mathematics on the GA Milestones Assessment from the previous school year.

Create a positive and healthy school environment where students thrive, teachers enjoy coming to work, and the community trusts



By June 2022, Cascade Elementary will retain its 5 Star Climate rating as determined on the GA State Climate Survey.

# *FY21 Budget Parameters*

FY21 School Priorities	Rationale
<b>Cultivate a literate community in which students read and write with clarity and fluency across the curriculum</b>	Students are showing success in Literacy as evidenced by increased Lexile scores, assessment data, and daily classwork in English Language Arts classes but all other core content areas are not showing evidence of success especially in students showing evidence of knowledge of standards in written explanations

**Example**

# Discussion of Budget Summary (Step 4: Budget Choices)



# *Executive Summary*

- This budget represents an investment plan for our school's students, employees and the community as a whole.
- The budget recommendations are tied directly to the school's strategic vision and direction.
- The proposed budget for the general operations of the school are reflected at \$4,837,149
- This investment plan for FY22 accommodates a student population that is projected to be 366 students, which is a increase/decrease of 33 students from FY21.

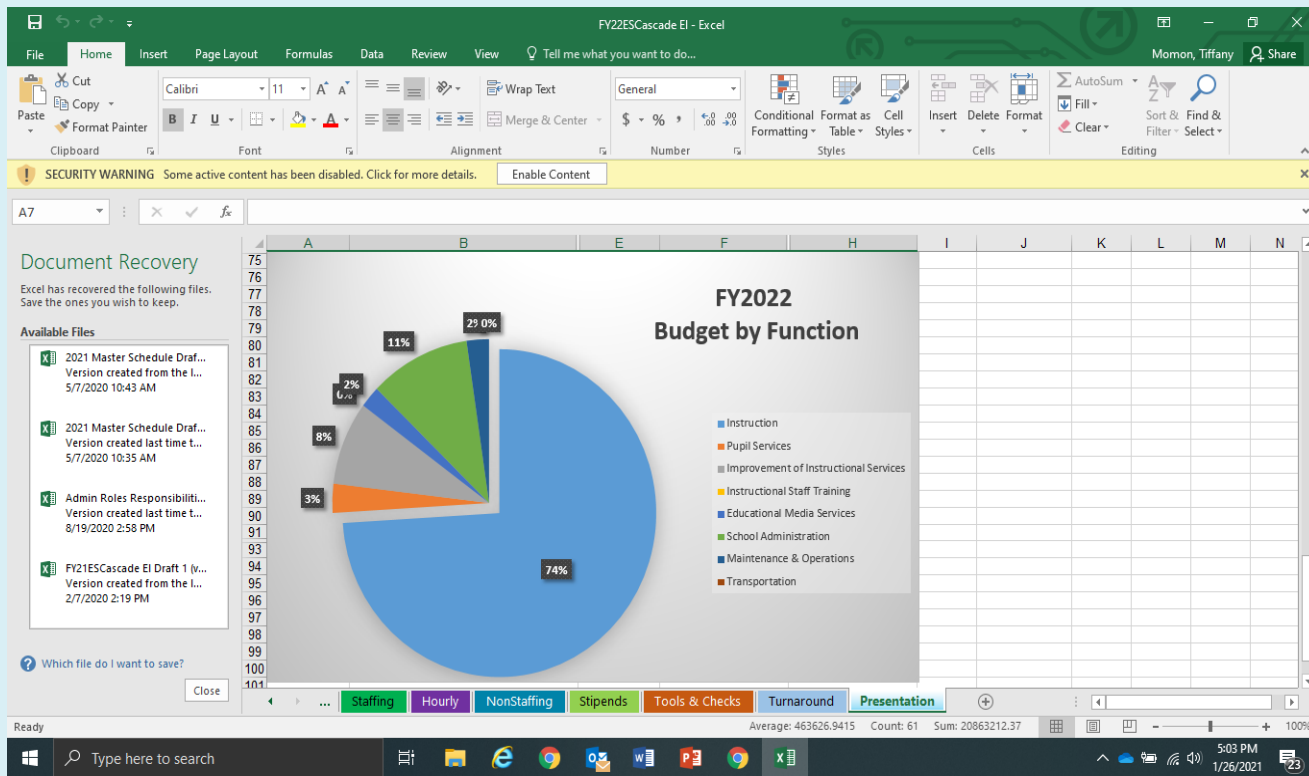
# School Allocation=\$4,837,149

SSF Category	Count	Weight	Allocation
Base Per Pupil	366	\$4,445	\$1,626,961
Grade Level			
Kindergarten	50	0.60	\$133,357
1st	49	0.25	\$54,454
2nd	56	0.25	\$62,233
3rd	67	0.25	\$74,458
4th	70	0.00	\$0
5th	74	0.00	\$0
Poverty	320	0.50	\$711,240
Concentration of Poverty		0.06	\$74,531
EIP/REP	101	1.05	\$471,419
Special Education	42	0.03	\$5,601
Gifted	6	0.60	\$16,003
Gifted Supplement	13	0.60	\$33,645
ELL	21	0.15	\$14,003
Small School Supplement	84	0.40	\$149,360
Incoming Performance	0	0.10	\$0
Baseline Supplement	No		\$0
Transition Policy Supplement	No		\$0
<b>Total SSF Allocation</b>			<b>\$3,427,265</b>

Additional Earnings			
Signature			\$232,000
Turnaround			\$101,413
Title I			\$231,525
Title I Holdback			-\$34,729
Title I Family Engagement			\$6,000
Title I School Improvement			\$20,000
Title IV Behavior			\$0
Summer Bridge			\$0
Field Trip Transportation			\$9,628
Dual Campus Supplement			\$0
District Funded Stipends			\$10,200
Reduction to School Budgets			\$0
<b>Total FTE Allotments</b>	<b>12.55</b>		<b>\$833,847</b>
<b>Total Additional Earnings</b>			<b>\$1,409,884</b>

# Budget by Function (Required)

Account	Account Description	FTE	Budget	Per Pupil
1000	Instruction	42.55	\$ 3,563,489	\$ 9,736
2100	Pupil Services	1.75	\$ 138,020	\$ 377
2210	Improvement of Instructional Services	4.00	\$ 396,681	\$ 1,084
2213	Instructional Staff Training	-	\$ -	\$ -
2220	Educational Media Services	1.00	\$ 102,765	\$ 281
2400	School Administration	5.00	\$ 501,316	\$ 1,370
2600	Maintenance & Operations	2.50	\$ 110,956	\$ 303
2700	Transportation	-	\$ -	\$ -
<b>Total</b>		<b>56.80</b>	<b>\$ 4,813,227</b>	<b>\$ 13,151</b>



# WHAT'S NEXT?

- *January:*
  - GO Team Initial Budget Session (Jan. 21<sup>st</sup>-31<sup>st</sup>)
- *February:*
  - One-on-one Associate Superintendent discussions
  - Cluster Planning Session (positions sharing, cluster alignment, etc.)
  - Program Manager discussions and approvals
  - GO Team Feedback Session
  - HR Staffing Conferences (February 23<sup>rd</sup> - March 5<sup>th</sup> )
- *March:*
  - Final GO Team Approval (March 5<sup>th</sup> - March 19<sup>th</sup>)

# Questions?



Thank you for your time and attention.

*Slides to Complete After Initial Meeting  
and Before You Meet with Associate Supt.  
And Program Managers*

# *Focus Area Descriptors*

Strategic Plan Categories	District Descriptions of Categories
Academic Program	Our students will be well-rounded individuals who possess the necessary academic skills and knowledge and are excited about learning.
Talent Management	We will retain an energized and inspired team of employees who are capable of advancing ever-increasing levels of achievement for students of all backgrounds.
Systems & Resources	We will improve efficiency (productivity, cost, etc.) while also making decisions (including resource allocations) that are grounded in a strategic academic direction and data.
Culture	We will build trust with the community, and we will have engaged stakeholders ( <i>employees, students, parents, community members, partners, etc.</i> ) who are invested in the mission and vision and who support the creation of student-centered learning communities.

# *Description of Strategy Categories*

- 1. Budget Parameters** – FY22 funding priorities from the school's 3-5 year strategic plan, ranked by the order of importance
- 2. Strategies** – Lays out specific objectives for schools improvement
- 3. Request** – “The Ask”. What needs to be funded in order to support the strategy?

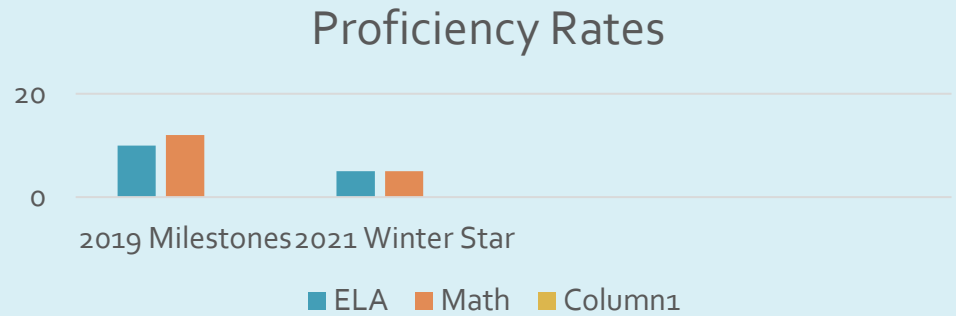


# *FY22 Budget Parameters*

<b>FY22 School Priorities</b>	<b>Rationale</b>
Improve the percent of students achieving at the proficient and distinguished levels on the Ga Milestone Assessment in ELA and Math	The majority of students at Cascade are not leaving the grade level performing on grade level in ELA and Math
Create a positive and healthy school environment where students thrive, teachers enjoy coming to work, and the community trusts	The future of Cascade Heights depends on the stability and success of the students matriculating through the Mays Cluster. Cascade must thrive in order to sustain and enhance the community.

# Progress Towards Priorities

## Academic



## Culture-Behavior Year to Year

Events	Student Count
2019-46	33
2020-27	21
2021-0	0

*2021-2022 Homerooms*  
*Reduction of 2 Teacher Positions due to Reduction in Enrollment*

**PRE-K-1 TEACHER/1 PARA**  
**KINDERGARTEN-3 TEACHERS/3 PARAS=50 STUDENTS**  
**1<sup>ST</sup> GRADE-3 TEACHERS/1 PARA=49 STUDENTS**  
**2<sup>ND</sup> GRADE-3 TEACHERS/1 PARA=52 STUDENTS**  
**3<sup>RD</sup> GRADE-4 TEACHERS=67 STUDENTS**  
**4<sup>TH</sup> GRADE-4 TEACHERS=70 STUDENTS**  
**5<sup>TH</sup> GRADE-4 TEACHERS=74 STUDENTS**

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# FY22 Strategic Plan Break-out

Priorities	Focus Area	Strategies	Requests	Amount
Improve the percent of students achieving at the proficient and distinguished levels on the GA Milestone Assessment in ELA and Math	Academics	Secure Curriculum Resources and Staff specializing in enhancing the overall performance of students in ELA & Math	Purchase ELA and Math Curriculum Replenishments and resources, Secure a Full Time Master Teacher Leader for Math	<b>\$60,000(replenishments and resources)</b> <b>\$86,074 (Math Master Teacher Leader)</b>
Create a positive and healthy school environment where students thrive, teachers enjoy coming to work, and the community trusts	Culture	Implement school wide initiatives that are centered around engagement for all stakeholders	Request to hire a Non-instructional Para that will support school climate/culture by supporting the CARE Room and administrators  Request to hire a band instructor shared with 3 other schools	<b>\$42,017(Non Instructional Aide Salary)</b>  <b>\$21,518.50 (1/4 of Band Instructor Salary)</b>

# FY 2022: Purpose of Reserve Funds

- To account for the district's overall revenue uncertainty & help to mitigate potential losses at leveling
- 2% of school's SSF allocation has been budgeted for NonStaffing
- Use of these funds is subject to District Approval

# Plan for FY22 Reserve = \$68,545

Priorities	Focus Area	Strategies	Requests	Amount
Improve the percent of students achieving at the proficient and distinguished levels on the GA Milestone Assessment in ELA and Math	Academics	Tutorial	<i>Purchase teacher tutors and/or pay stipends to school based staff to implement an additional tutorial program and secure additional resources (Sept-April)</i>	\$30,000
Improve the percent of students achieving at the proficient and distinguished levels on the GA Milestone Assessment in ELA and Math	Academics	Technology Replenishment	Replenish broken devices, replace non returned devices, and purchase hotspots for students that need internet access for virtual instruction	\$38,545

# Plan for FY22

## Title I Holdback and Family Engagement Funds

Priorities	Focus Area	Strategies	Requests	Amount
Create a positive and healthy school environment where students thrive, teachers enjoy coming to work, and the community trusts	Culture	Implement Removing Barrier Model to increase family engagement and conduct parent/community workshops focusing on school improvement	<i>Purchase Additional Materials and supplies to enhance the Family Engagement Center, Conduct Parent Workshops, Develop Parent Liaison Professionally</i>	\$6,000

# Questions to Consider

1. Are our school's priorities (from your strategic plan) reflected in this budget?
  - a. Are new positions and/or resources included in the budget to address our major priorities?
  - b. Do we know (as a team) the plan to support implementation of these priorities beyond the budget (ex. What strategies will be implemented)?
  - c. What tradeoffs are being made in order to support these priorities?
  
2. How are district and cluster priorities reflected in our budget?
  - a. Cluster priorities- what staff, materials, etc. are dedicated to supporting our cluster's priorities?
  - b. Signature programs- what staff, materials, etc. are dedicated to supporting our signature program?
  - c. Are there positions our school will share with another school, i.e. nurse, counselor?



# Principal's Report

- CARES II Funding
- Cascade Funding Allocation:
- **Total Allocation: \$206,134**
- **\$43,099 will be set aside to fund current hourly positions**
- **Determination about the remaining \$163,035 will be made no later than Friday, March 5, 2021**