



ATLANTA
PUBLIC
SCHOOLS



ATLANTA INDEPENDENT SCHOOL SYSTEM

ATLANTA, GEORGIA

FY2016 POPULAR ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED JUNE 30, 2016



ABC

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March 10, 2017

Dear Colleagues and Friends:

We are pleased to present the Atlanta Public Schools Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2016. This report is designed to make the financial operations of our school district more understandable in a printed format.

The PAFR summarizes the financial activities and operating results reported in the district's audited Comprehensive Annual Financial Report (CAFR). The PAFR is unaudited and presented on a non-GAAP (Generally Accepted Accounting Principles) basis, which primarily deals with full disclosure and segregated funds. The statements presented on pages 4-5 are the district-wide financial statements. These statements incorporate all of the district's financial activities into two statements. For more detailed financial information, a copy of the CAFR and PAFR is available at <http://www.atlanta.k12.ga.us/Page/72>

The PAFR should help community members understand how their tax dollars are being utilized to educate our students. Questions and comments regarding this report are encouraged and may be directed to the Finance Department at (404)-802-2400.

Respectfully,

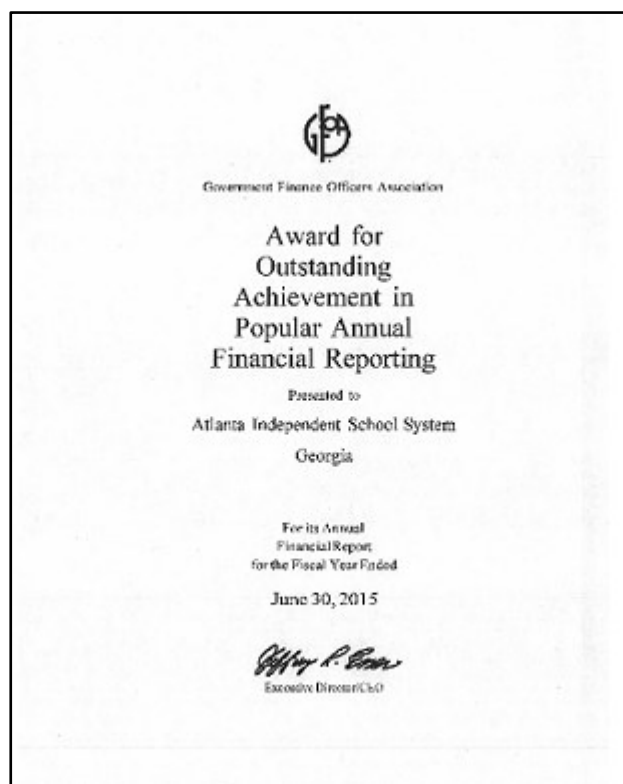


Robert Morales

Chief Financial Officer



Award for Outstanding Achievement Popular Annual Financial Reporting



The Government Finance Officers Association of the United States and Canada (GFOA) has given an award for Outstanding Achievement in Popular Annual Financial Reporting to Atlanta Independent School System for its Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2015. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of

one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.

Atlanta Independent School System Comprehensive Annual Financial Reports for the years ended 2012-2015, from which the information on pages 3-8 has been drawn, were awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded the Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe our CAFR continues to conform to the Certificate of Achievement program requirements and we are submitting our CAFR for the current year to the GFOA.

The background of the slide is a photograph showing a hand holding a yellow pencil with a pink eraser, positioned over a document. A blue calculator is visible in the upper right corner. The document has some text and a table, but it is out of focus. A semi-transparent orange banner is overlaid across the middle of the image.

FINANCIAL DATA



ATLANTA
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Summarized Financial Reports

Readers of the Financial Position Statement (Benefits over Detriments) and Financial Activity Statement (Resources over Services) should keep in mind that the numbers in both reports are taken from the district's CAFR, but are presented in a non-GAAP format.

Governmental-type activities consist of programs and services that include instruction, pupil services, improvement of instruction, educational media, federal grant administration, general administration, school administration, business services, maintenance/operation of facilities, student transportation, central support and capital construction.

The following financial highlights presents district-wide financial information for Governmental activities.

Financial Highlights

Please note that the fiscal year 2015 net position was restated due to a change in reporting entity. (See CAFR note R.)

Benefits over Detriments:

- ◆ Total net worth for the district increased from \$497.97 million in fiscal year 2015 to \$548.19 million in fiscal year 2016, an increase of approximately \$50.22 million, or 10.1% due to an increase in tax revenues. An increase in net worth reflects the differences between changes in assets (benefits) and changes in liabilities (detriments). (See page 4.)

Resources over Services:

- ◆ Total resources in fiscal year 2016 exceeded the total cost of services by \$50.22 million. (See page 4.)
- ◆ Total resources increased from \$863.15 million in fiscal year 2015 to \$905.51 million in fiscal year 2016, an increase of approximately \$42.36 million, or 4.9%. This change was due to an increase in the Beltline payment received as well as additional Title Ad Valorem Tax (TAVT) received.
- ◆ Total services increased by \$20.56 million, or 2.5% from \$834.73 million in fiscal year 2015 to \$855.29 million in fiscal year 2016. This increase was primarily due to the addition of the Atlanta Public Schools Police Department.



Benefits over Detriments (District-Wide)

The Financial Position Statement, reports the benefits (assets) available to provide services and the detriments (liabilities) for which the district is obligated to pay in the future (shown in millions). The difference between benefits and detriments equals the net worth of the district.



A glossary of the financial terminology is provided on page 9.

	2016	Restated 2015	Restated 2014
Financial Benefits			
Current and other assets	\$ 225.41	\$ 266.47	\$ 300.92
Net capital assets and net pension asset	1,423.45	1,366.41	1,323.52
Total benefits	\$ 1,648.86	\$ 1,632.88	\$ 1,624.44
Deferred outflows of resources	\$ 121.30	\$ 123.43	\$ 86.45
Financial Detriments			
Long-term debt outstanding	\$ 1,069.04	\$ 1,011.85	\$ 1,158.23
Other liabilities	94.65	100.92	83.11
Total detriments	\$ 1,163.69	\$ 1,112.77	\$ 1,241.34
Deferred inflows of resources	\$ 58.28	\$ 145.57	\$ -
Net position			
Net investment in capital assets	\$ 1,331.10	\$ 1,265.54	\$ 1,215.62
Restricted for debt services	3.11	1.73	0.96
Restricted for capital projects	18.13	67.30	99.47
Restricted for school nutrition program	9.08	8.40	-
Restricted for state and local programs	1.61	1.65	2.79
Unrestricted	(814.84)	(846.65)	(849.29)
Total net position	\$ 548.19	\$ 497.97	\$ 469.55

*Amounts shown in millions

Resources over Services (District-Wide)

The Financial Activity Statement provides summary of the resources (revenues) and services (expenses) of the district (shown in millions).

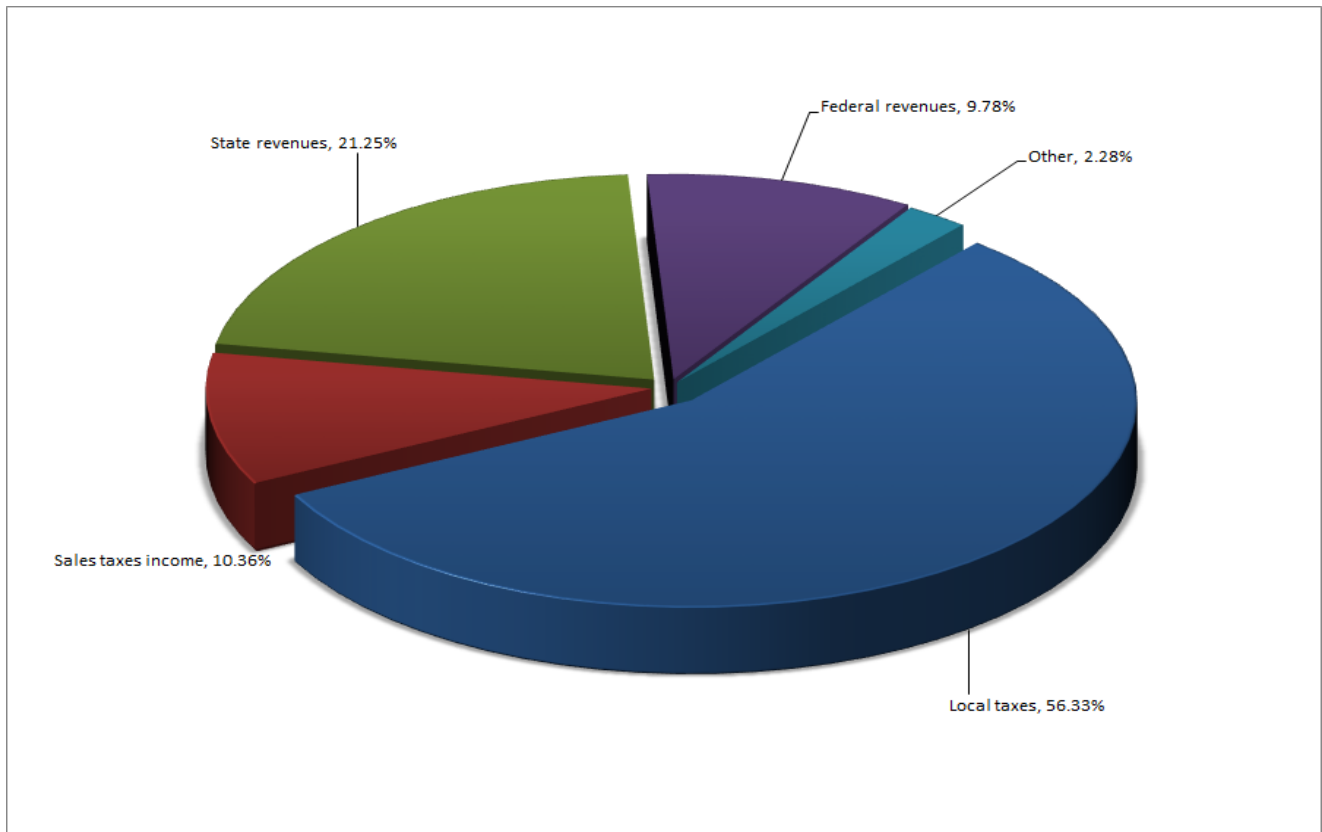
A glossary of financial terminology is provided on page 9.



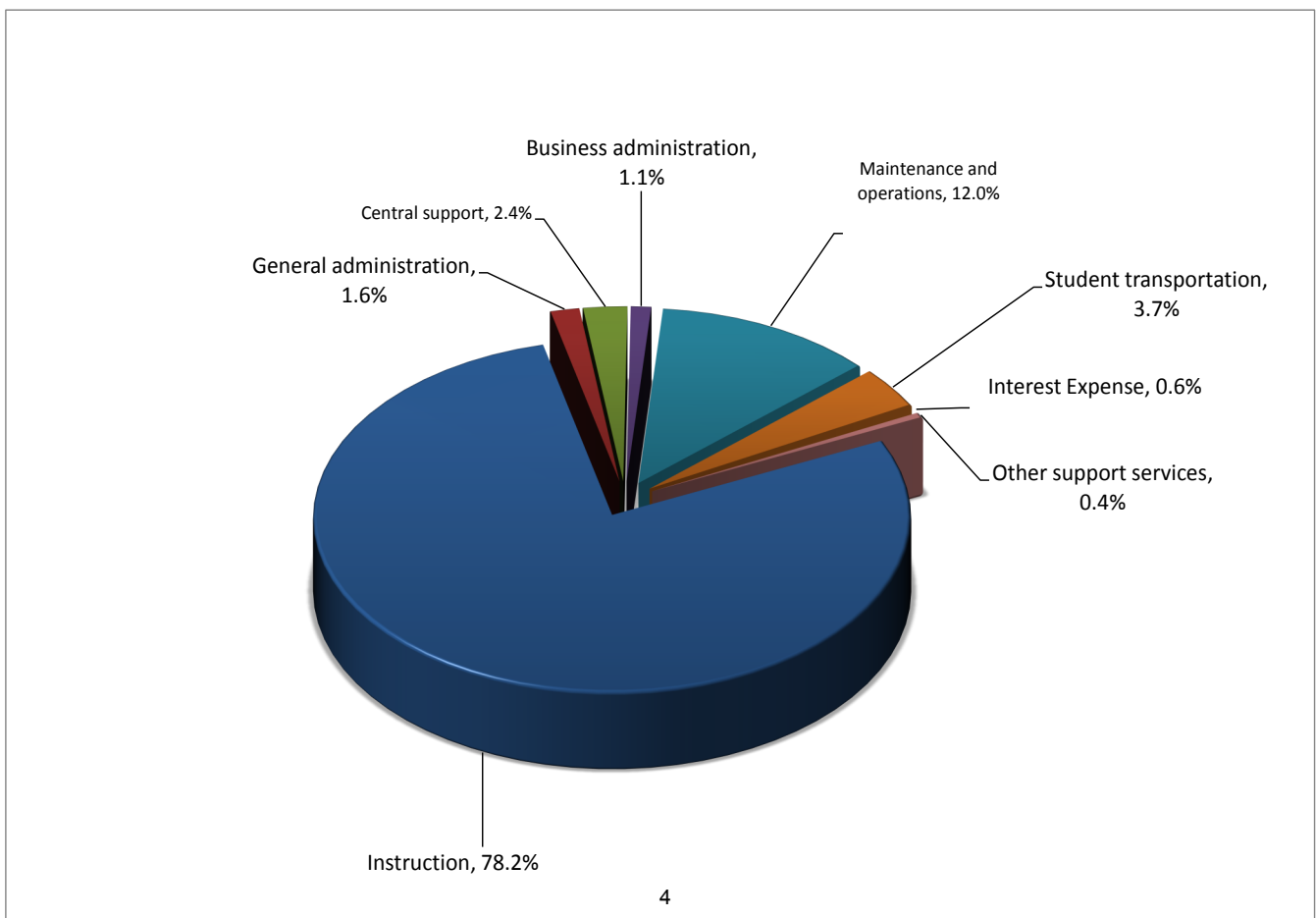
	2016		Restated 2015		Restated 2014	
Resources Taken In						
Local taxes	\$	510.05	\$	452.64	\$	431.83
Sales taxes income		93.79		92.66		88.60
State revenues		192.45		171.21		165.20
Federal revenues		88.56		113.34		103.43
Investment income		0.61		0.16		0.07
Facility rental fees		1.20		1.01		0.99
Tuition charges		0.02		0.01		0.03
Charges for services		4.95		4.60		4.20
Other		13.70		15.37		13.96
Gains on the sale of capital assets		0.18		2.87		-
Special Item -Principal Forgiveness of Debt		-		9.28		-
Total Revenues & Resources	\$	905.51	\$	863.15	\$	808.31
Services Provided						
Instruction	\$	509.80	\$	481.54	\$	463.07
Support services:						
Pupil services		35.20		30.76		27.83
Improvement of instructional services		39.68		48.05		40.34
Educational media		12.13		10.92		9.06
Federal grant administration		1.67		2.41		2.22
General administration		13.46		16.70		13.45
School administration		41.75		41.93		42.09
Business administration		9.45		12.35		12.48
Maintenance and operations		102.34		100.31		89.28
Student transportation		31.92		29.80		30.99
Central support		20.52		24.68		25.04
Food services		28.55		26.24		25.11
Other support services		3.80		3.56		13.93
Interest expense		5.00		5.48		5.60
Total Expenses & Service	\$	855.29	\$	834.73	\$	800.48
Revenues & Resources Over(Under) Expenses & Services	\$	50.22	\$	28.42	\$	7.83

*Amounts shown in millions

Our Resources: **Where Does the Money Come From?**



Our Services: **Where Does the Money Go?**

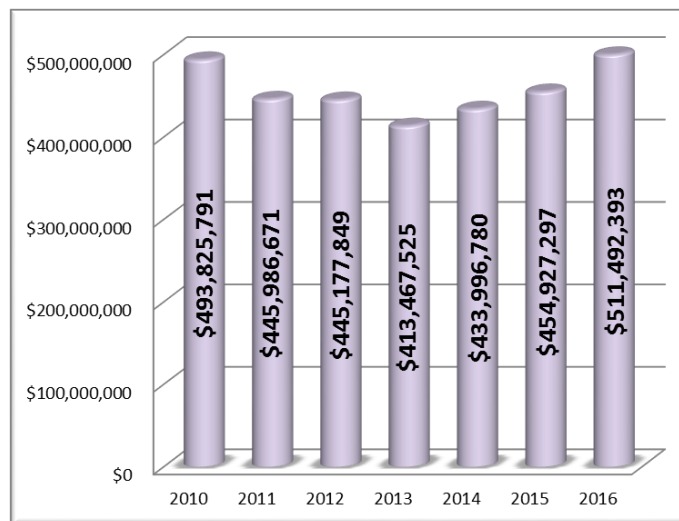


SOURCES OF FUNDING: Where Does the Money Come From?

(Governmental Funds Only)

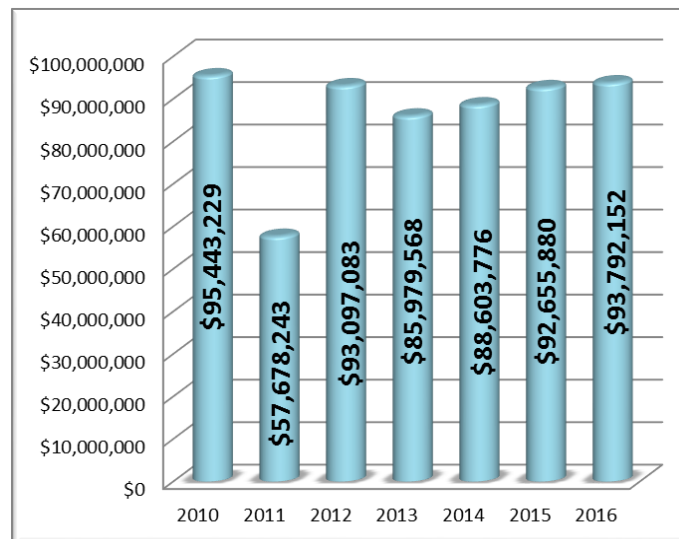
Local Taxes:

The Atlanta Public Schools district is financed through a combination of local, state and federal sources. During fiscal year 2016, Atlanta Public Schools resources totaled \$905.51 million. APS received 53.42% of its revenue from local taxes. Property taxes provide a majority of the local revenue to operate and maintain our schools. The graph to the right represents the amount of local taxes recognized by the District.



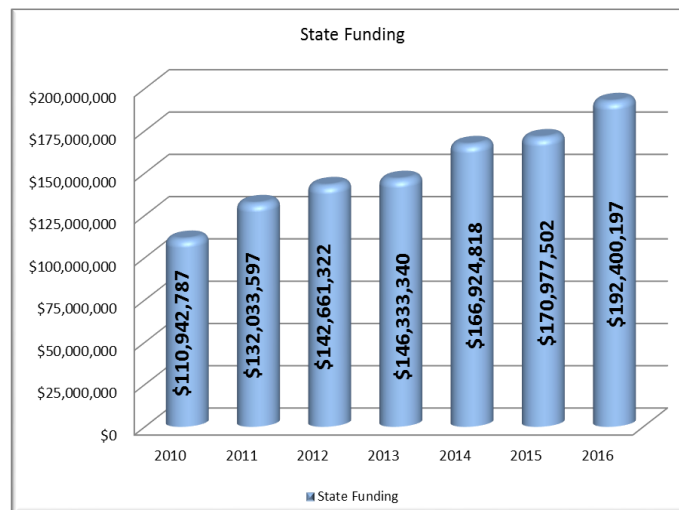
SPLOST (Special Purpose Local Option Sales Tax):

On May 24, 2016, the SPLOST V referendum was approved. It is estimated that SPLOST V will generate approximately \$525 million for APS that will fund numerous Capital Improvement projects and liquidate debt for the Certificates of Participation issued in 2011.



State Funding:

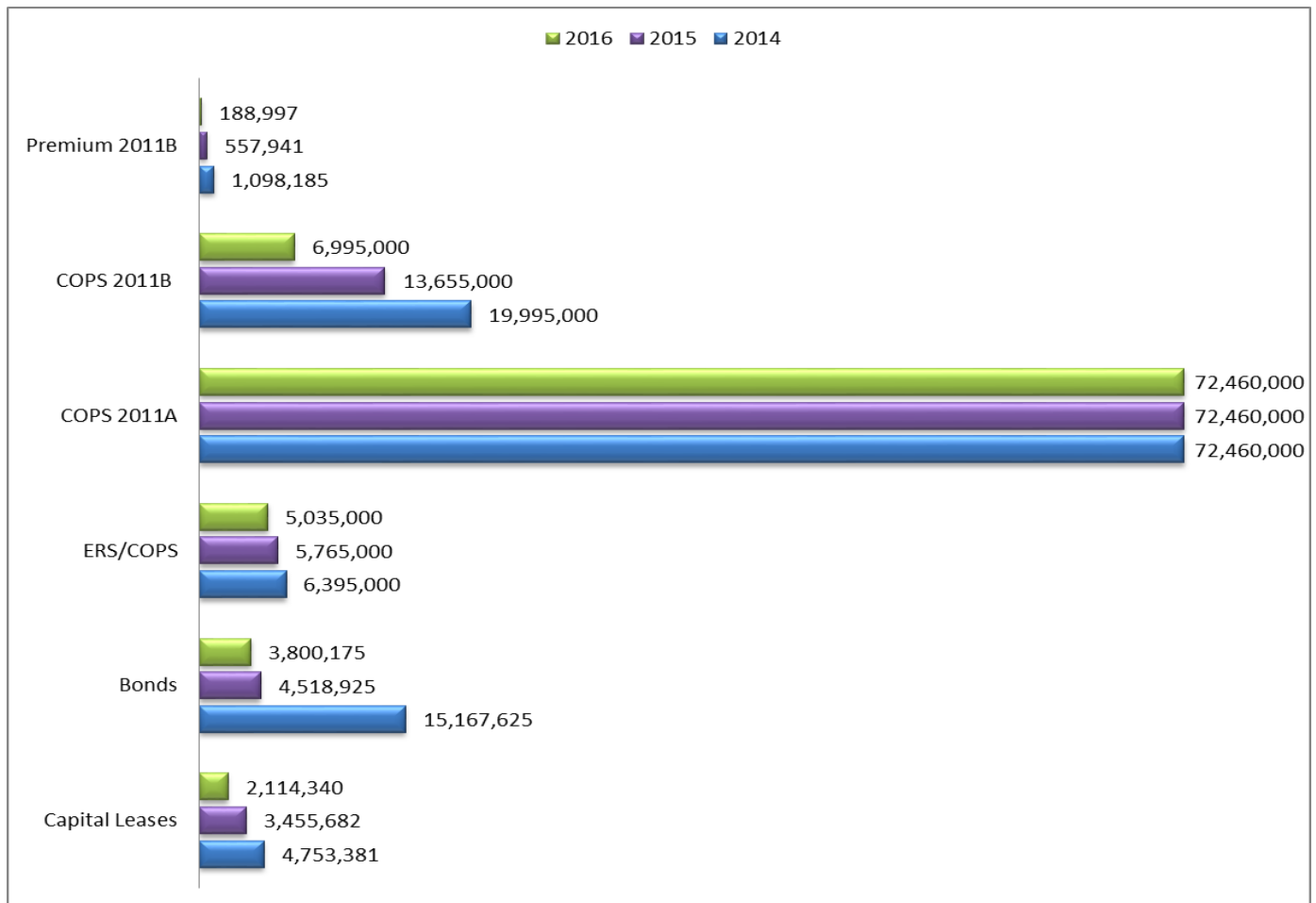
The chart to the right displays the District's Governmental Funds received from the State of Georgia. Funds received from the state are to ensure that all children in the state receive a quality basic educational experience.



Outstanding Debt at Year End: **What We Owe?**

The chart below captures the district's long-term debt obligations. Over the years, the City of Atlanta has issued various general obligation bonds and general obligation refunding bonds on behalf of the School System. In October 2006, Education Resource Services (ERS) issued certificates of participation (COPS) on behalf of the school system to finance renovations and improvements to the Instructional Service Center. COPS is different from a general obligation bond because in COPS, only the building associated with the project is pledged as collateral, not the full taxing authority of the government. In June 2011, ERS issued COPS to finance the construction and renovation of North Atlanta High School.

Outstanding Debt	2016	2015	2014
Long-term debt			
Capital leases	\$ 2,114,340	\$ 3,455,682	\$ 4,753,381
Intergovernmental agreement- City of Atlanta	3,800,175	4,518,925	15,167,625
ERS, Inc (COPS, Series 2006/2007)	5,035,000	5,765,000	6,395,000
ERS, Inc (COPS, Series 2011A)	72,460,000	72,460,000	72,460,000
ERS, Inc (COPS, Series 2011B)	6,995,000	13,655,000	19,995,000
Unamortized premium 2011B	188,997	557,941	1,098,185
Total long-term debt	\$ 90,593,512	\$ 100,412,548	\$ 119,869,191



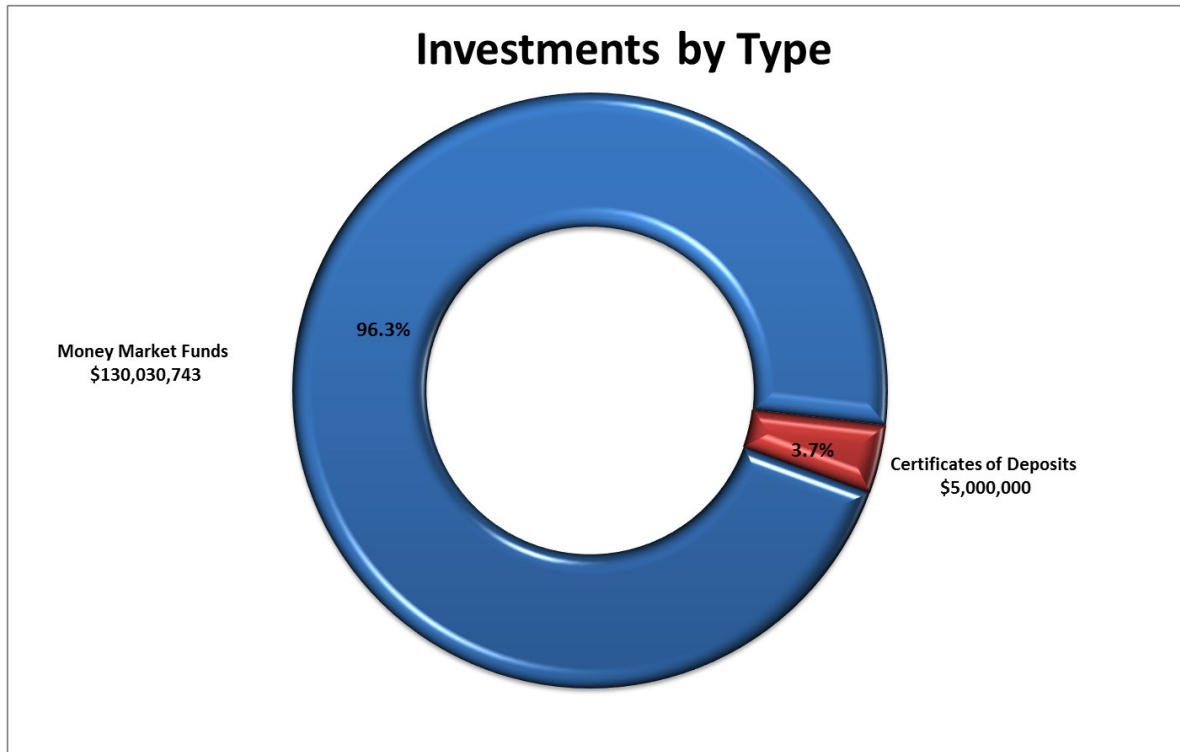
Investments: **How Safe is our Money?**

Investors who purchase municipal bonds use debt ratings as an indicator of the financial stability of an organization and consequently the safety and security of the debt sold by that organization. In general, higher credit ratings often result in lower borrowing costs via reduced interest rates paid on municipal bonds. Strong ratings also promote a wider market by attracting more buyers of municipal bonds.

There are three major rating agencies that assign ratings to municipal debt Standard & Poor, Moody's Investors Services and Fitch Ratings .

As of June 30, 2016, Atlanta Public Schools ratings were Aa2 and NR by Standard and Poor 's and Moody's Investor Service, respectively.

Credit Risk	Moody's	Fitch	S&P
Investment grade			
Highest grade credit	Aaa	AAA	AAA
Very high grade credit	AA1, Aa2, Aa3	AA+, AA, AA-	AA+, AA, AA-
High grade credit	A1, A2, A3	A+, A, A-	A+, A, A-
Good credit grade	Baa1, Baa2, Baa3, Baa4	BBB+, BBB, BBB-	BBB+, BBB, BBB-
Speculative grade credit	Ba1, Ba2, Ba3	BB+, BB, BB-	BB+, BB, BB-
Very speculative credit	B1, B2, B3	B+, B, B-	B+, B, B-
Substantial risks - In default	Caa1, Caa2, Caa3, Ca	CCC, CC, C, RD, D	CCC+, CCC, CCC-, CC, C, D



As of June 30, 2016, the district had \$135,030,743 in investments. Investments subject to credit quality risk are reflected below.

Investments subject to credit quality risk are reflected here:

Issuer	Investment Type	Amount	Percent	Quality Rating by Agency S&P	Moody's
US MONEY MARKET- Georgia Fund 1 Financial Institutions	Money Market Funds	\$130,030,743	96.30%	AAAF	N/R
	Certificates of Deposits	\$5,000,000	3.70%	N/R	N/R
		<u>\$ 135,030,743</u>	<u>100.00%</u>		

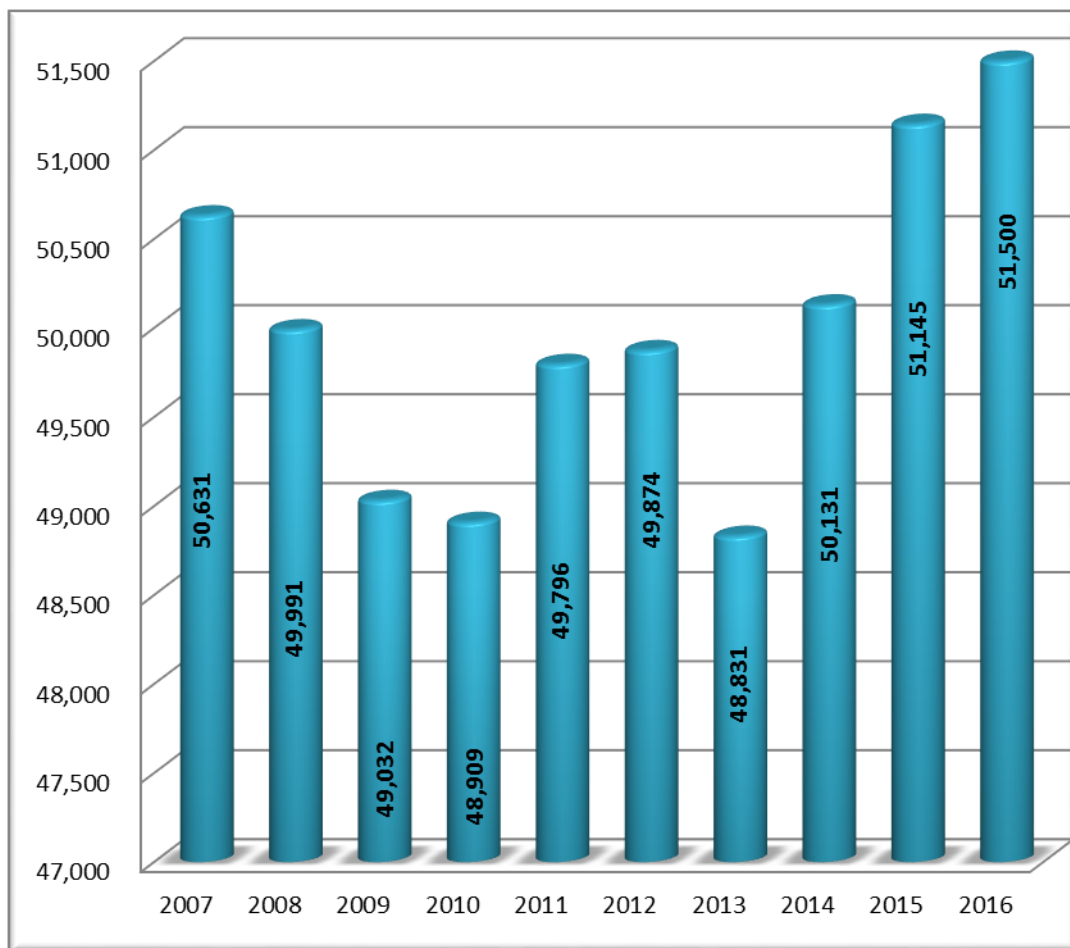
Student Enrollment

Student enrollment (including charter schools) in the district has declined over the last 10 years due in part to demographic changes. Those changes led to school closings in some cases and new schools or expansions in other areas. These changes constitute a high mobility rate for students in our district. Nearly one-third of APS students relocated within and outside the district during the shifts.



About 2,300 seniors graduated from APS high schools in 2016, earning more than \$120 million in college scholarships. Large numbers of APS students continue to earn awards for academic achievement on the state and national levels.

The district's budget provides funding for academic and special services that support our diverse student enrollment. APS students represent several ethnic, economic and special needs groups.



Glossary of Financial Terminology

INSTRUCTION is the largest expenditure category and relates directly to the classroom instruction of children, including teacher salaries.

PUPIL SERVICES comprise all guidance, counseling, testing, attendance, social work, and health services.

IMPROVEMENT OF INSTRUCTIONAL SERVICES consists of activities designed primarily for assisting instructional staff in planning, developing and evaluating the process of providing challenging learning experiences for students.

EDUCATIONAL MEDIA SERVICES costs are concerned with directing, managing, and operating educational media centers; included are school libraries and educational television.

FEDERAL GRANT ADMINISTRATION consists of activities concerned with the demands of the Federal Programs Grant Management.

GENERAL & SCHOOL ADMINISTRATION costs represent the Board of Education's operation of the District. Also included in this area are administrative support personnel, deputy, associate, or assistant superintendent, principals, assistant principals, and clerical staff.

BUSINESS ADMINISTRATION expenditures include business services such as budgeting and reporting, accounting, payroll, accounts payable, auditing, warehousing, purchasing, and office support.

MAINTENANCE AND PLANT OPERATION expenditures relate to the safe and efficient environment of the school, including building maintenance, energy, grounds and custodial services.

STUDENT TRANSPORTATION expenditures relate to providing transportation to students who live in the Atlanta Public Schools district.

CENTRAL SUPPORT costs include personnel services, information technology maintenance staff and computer network maintenance contracts and risk management.

OTHER SUPPORT & NUTRITION includes the preparation and serving of regular and incidental meals or snacks in connection with school activities.

CAPITAL ASSETS are assets used in operations with an initial useful life extending beyond one reporting period.

CAPITAL OUTLAYS includes acquisitions of land and buildings, renovating buildings, and construction of buildings.

DEBT SERVICE includes payments of principal and interest on capital leases and long-term debt.

NET INVESTMENT IN CAPITAL ASSETS: Total capital assets less accumulated depreciation less debt directly related to capital assets (i.e. bond issues or donations for capital assets).

RESTRICTED: Resources where use is restricted externally for specific purposes.

UNRESTRICTED: Assets with no external restriction as to use or purpose. They can be employed for any purpose designated by the governing board.

CERTIFICATES OF PARTICIPATION: Tax-exempt bonds that are issued by state entities usually secured with revenue from an equipment or facility lease.

About APS





Dear Students and Families of Atlanta Public Schools,

For the 2016-2017 school year, you join Atlanta Public Schools (APS) as we continue on the district's journey of transformation into a culture with a child-centered mission and vision.

Over this journey, APS is striving for equity and transparency.

APS is working towards autonomy and flexibility.

APS is focused on improving quality while increasing efficiency.

Most of all, APS is determined to provide students with choice-filled lives.

Because of this, you will experience this school year a heightened level of energy among teachers, principals and staff all focused on preparing every single student for college and career. Every APS employee – from bus drivers to cafeteria workers to educators – must strive for that mission, which starts with getting students to go to school on the first day and every day of the school year.

Therefore, as APS families, you play a critical part in the journey.

Every day is a day of instruction, an opportunity to learn. Research is clear that absences hurt achievement. One report traces students' struggles to master reading in the third grade to missed days in kindergarten. Another shows students' chances of graduating high school are severely limited by days missed in middle school. Simply put, every school day counts.

Behavior also matters on the journey. Many of our students don't come to school with the skills to set goals, overcome obstacles, develop healthy relationships and self-monitor behavior – abilities necessary for success in school, work and life. By focusing on development of the whole child – with a focus on social emotional learning skills – our kids will not only have the smarts, but the hearts, to be better people than we can ever be.

Most importantly, the education of our children matters as they get the academics they need to remain on course and grade level to graduate with their class and on time.

For the journey, we have made school-based decision-making, flexibility and engagement a priority especially as we work within our new charter system operating model. And as we continue on this journey together, I pledge to continue to do my part to work diligently to foster a transparent, collaborative environment for our families and stakeholders. I will continue to visit schools to hear from students, teachers, parents and the school communities directly about their experiences and what we all can do to make APS better. I look forward to being your partner in helping to fulfill the hopes and dreams of our children.

Welcome back and have a great school year!

Sincerely,

Meria J. Carstarphen, Ed.D
Superintendent, Atlanta Public Schools

Atlanta Board of Education | 404-802-2200

The Atlanta Board of Education establishes and approves the policies that govern the Atlanta Public School district. The Board comprises six district representatives and three at-large representatives, all of whom are elected for four-year terms. The day-to-day administration of the school district is the responsibility of the Superintendent, who is appointed by the Board. Board meetings are typically held the first Monday of each month and are broadcast in real time via LiveStream at livestream.com/k12aps and also air following the meeting on Comcast Cable Channel 22.

Leslie Grant
District 1
lgrant@atlanta.k12.ga.us

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District 4
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Courtney D. English, Chair
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Byron D. Amos
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Steven D. Lee
District 5
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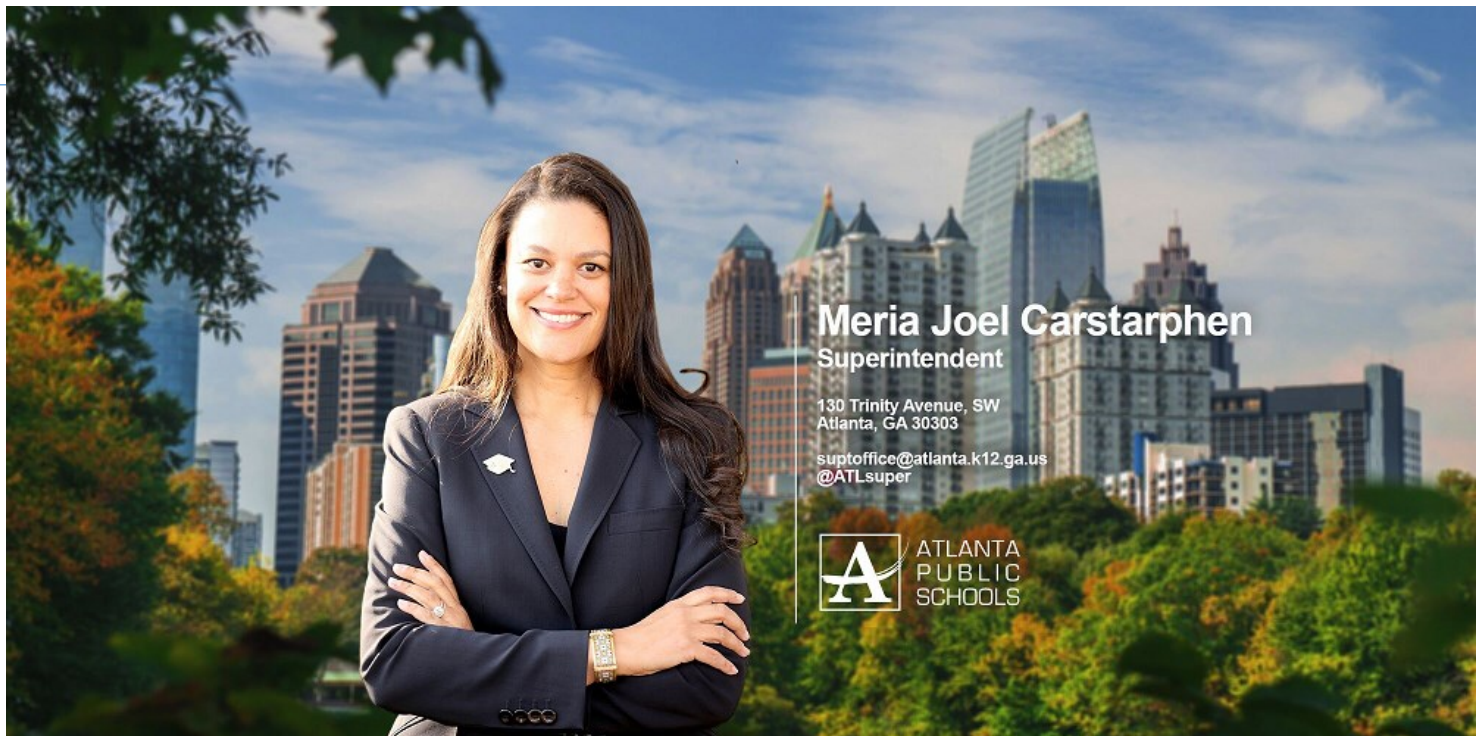
Cynthia Briscoe Brown
At-Large Seat 8, Districts 3 & 4
cbriscoe_brown@atlanta.k12.ga.us

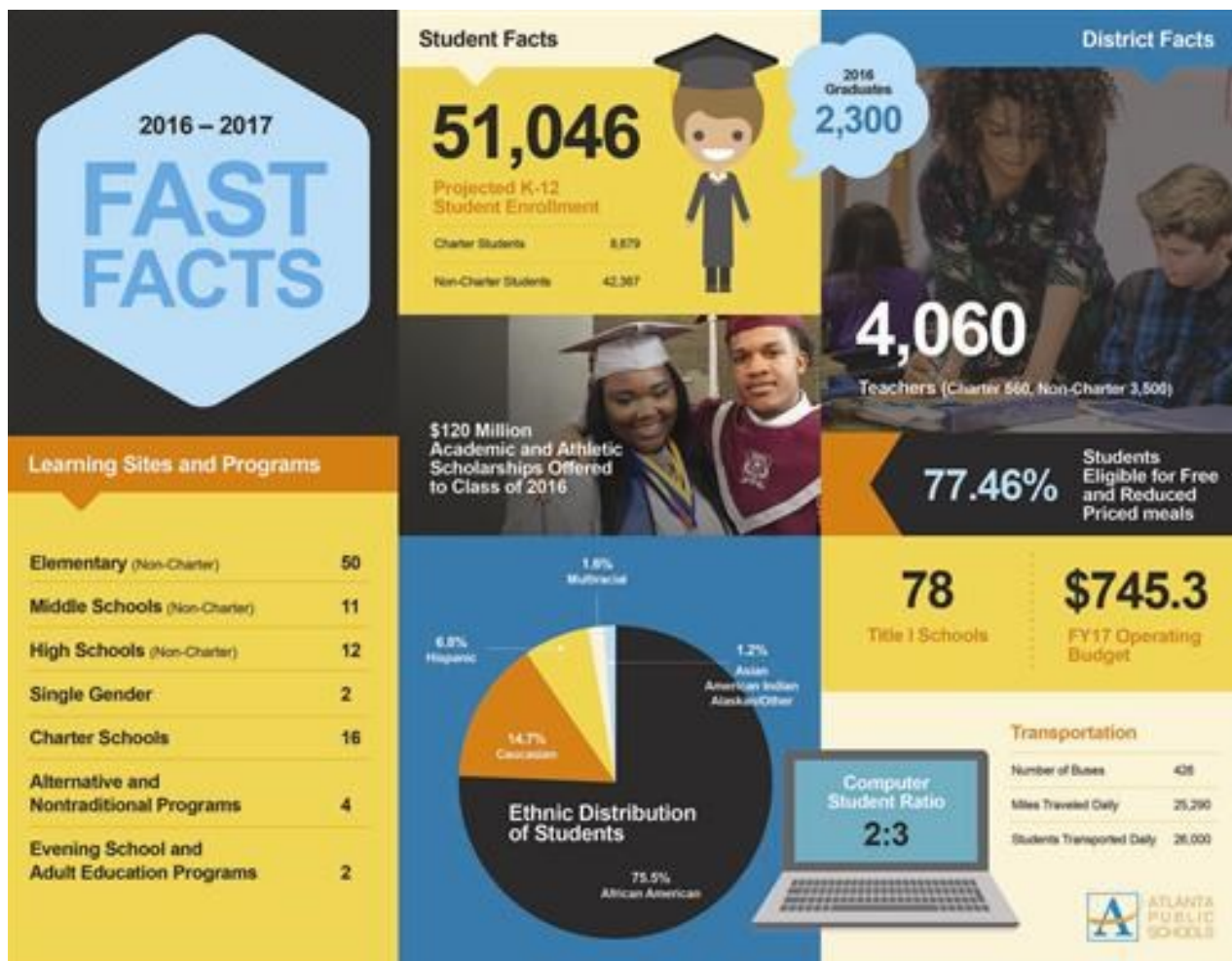


Matt Westmoreland
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Eshé P. Collins
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Jason F. Esteves
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Our Mission:

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

Our Vision:

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



Our Leadership:

Meria J. Carstarphen, Ed.D
Superintendent

David Jernigan Deputy Superintendent	Pamela Hall Chief Human Resources Officer
Glenn Brock General Counsel	Larry Hoskins Chief Operating Officer
Bill Carltj Chief Accountability & Information Officer	Robert Morales Chief Financial Officer
Donyall Dickey, Ed.D Chief Schools Officer	Ollvine Roberts, Ed.D Chief Academic Officer
Angela King Smith Special Assistant to the Superintendent	

APS Launches Search for New Safety and Security Team

ATLANTA—Atlanta Public Schools (APS) is seeking sworn police officers and other personnel for its new in-house Safety and Security Department. In the coming weeks, APS will hire 55 school resource officers (SRO) and fill several other law enforcement positions that include:

- Chief of Police
- Security Operations Director
- Emergency Compliance Manager
- Lieutenants
- Sergeants
- Investigators
- Dispatchers
- Alarm Response Officers
- Training Officers
- Part-time Officers

The Atlanta Public Schools Safety and Security Department wants to hire individuals who philosophically align with its social emotional learning approach, and a national model-TRIAD that involves law enforcement officers serving as informal counselors and educators.

The National Association of School Resource Officers is partnering with APS to facilitate SRO training. They will be trained in positive behavior support interventions and other student-centered services such as social emotional learning and conflict resolution consistency. Additionally, the SROs will have staffing assignments and focused training to foster a safe, orderly teaching and learning environment in Atlanta Public Schools.



Charter System and Cluster Planning

- As clusters develop and implement plans for their schools, flexibility from Georgia Board of Education mandates will be critical for removing impediments to student success.
- Cluster planning teams laid the ground work through the creation of cluster wide vision, mission, priorities, signature programming, and strategic plans.
- Cluster Advisory Teams (CATs) will continue this work and will consist of:
 - A GO Team representative from each school
 - A principal or principal's designee from each school
 - Additional community members



**Governance in a
Charter System**

Local Board of Education-Role Stays the Same

- Responsible for hiring and holding superintendent accountable, district policy and governance

Superintendent-Role Changes

- Distributes authority from central office to school-level decisions that will increase student improvement

Local School Governance Team (LSGT) - New Role

- Focus on governance
- Attention to school-level strategic planning, budgeting and school
- Improvement

What exactly is a Go Team (LSGT)?

Local School Governance Teams (Go Teams) are a requirement of Charter Systems and replace the Local School Councils required for traditional school districts. As a member of the Go Team, principals work to make decisions collaboratively about:

Personnel (input in principal selection)

Finance and resource allocations (school budget)

Curriculum, school improvement and operations (school strategic plan)

What will the Go Team structure look like?

There are nine voting members for elementary and middle schools. High School teams will have 10 voting members, including one student:

Three parents/guardians elected by parents/guardians

Three instructional staff members elected by staff members

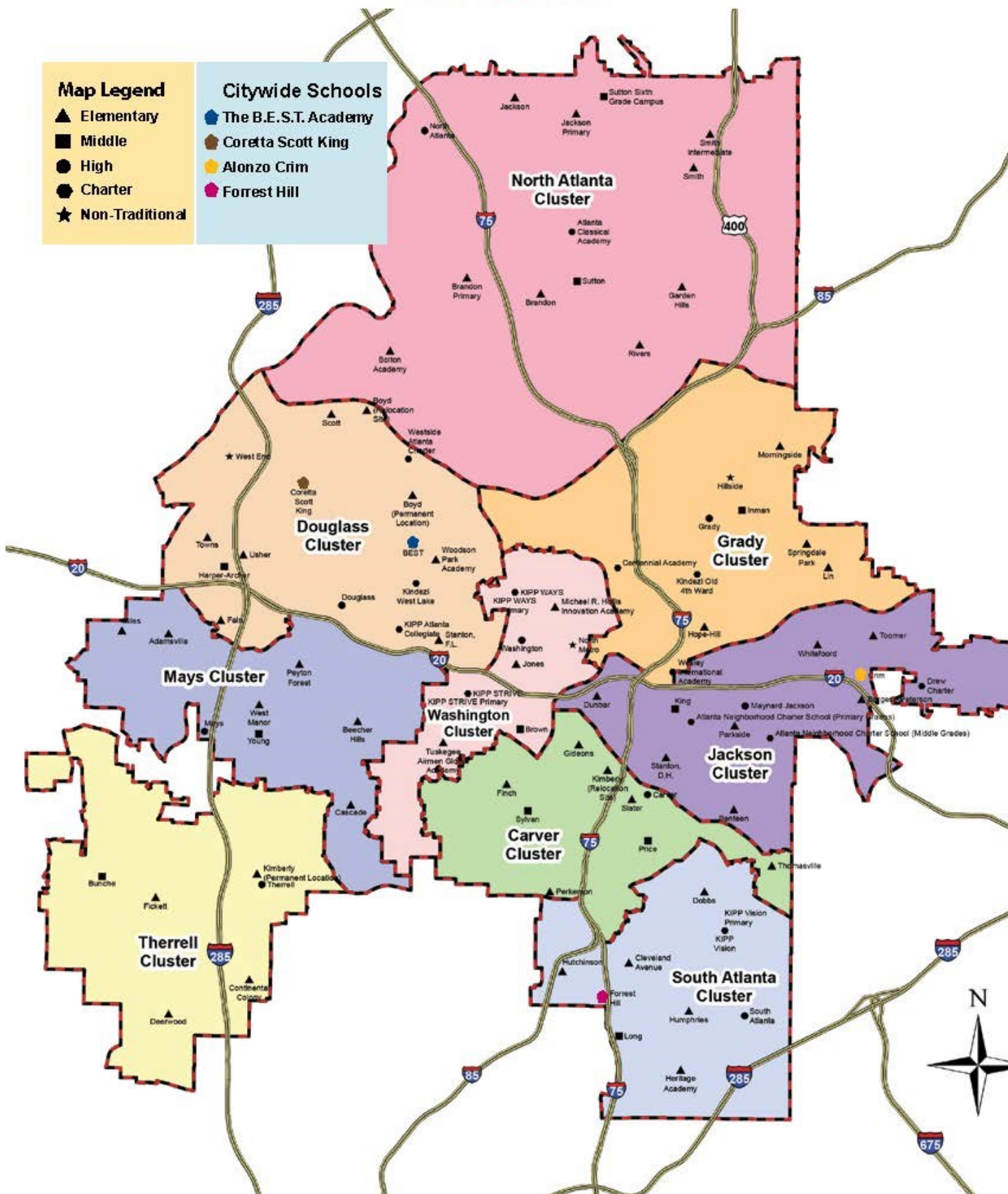
Two community members nominated by principal and ratified by Go Team

One swing seat recruited by principal/Go Team and ratified by Go Team

Principal (non-voting member)

One student (voting member) at high school level, nominated by Go Team

Map of Schools



APS High Schoolers Can Travel the Globe and Expand their College and Career Skills with France Foreign Exchange Program



In its second year, students from Atlanta Public Schools and their French counterparts will participate in a College and Career Exchange Enrichment Program. Interested students are invited to apply for the unique experience. Qualifying APS students will travel to France May 19 – June 9, 2017.

Designed to strengthen technical education and training, the exchange program provides hands-on experience, exposure and cultural awareness to students and teachers through an international experience.

“We are so excited to be able to offer the French exchange program again for our students,” said Dr. Michael Maze, director of CTAE. “This program will prepare our students to compete and succeed in a global workforce by giving them an opportunity to engage with international businesses and technical instructors, while experiencing training in a career pathway.”

The goal is educate students to be “well-rounded individuals who possess the necessary academic and technical skills and knowledge” to succeed in the 21st Century workplace.

The shared educational focus of the partnership provides the following benefits to students:

- Provide international educational experiences for students and teachers in the technical subject areas
- Expose students to international workforce trends in France and America
- Build cultural awareness in the areas of language acquisition, fine arts and economics
- Increase collaboration and develop relationships between professional institutions
- Provide international apprenticeship and internship opportunities to students support cooperative learning projects between partnering regions

Testing Complete: Water in All Occupied APS Buildings Meets EPA Standards

Atlanta Public Schools was first school district in Georgia to test its drinking water

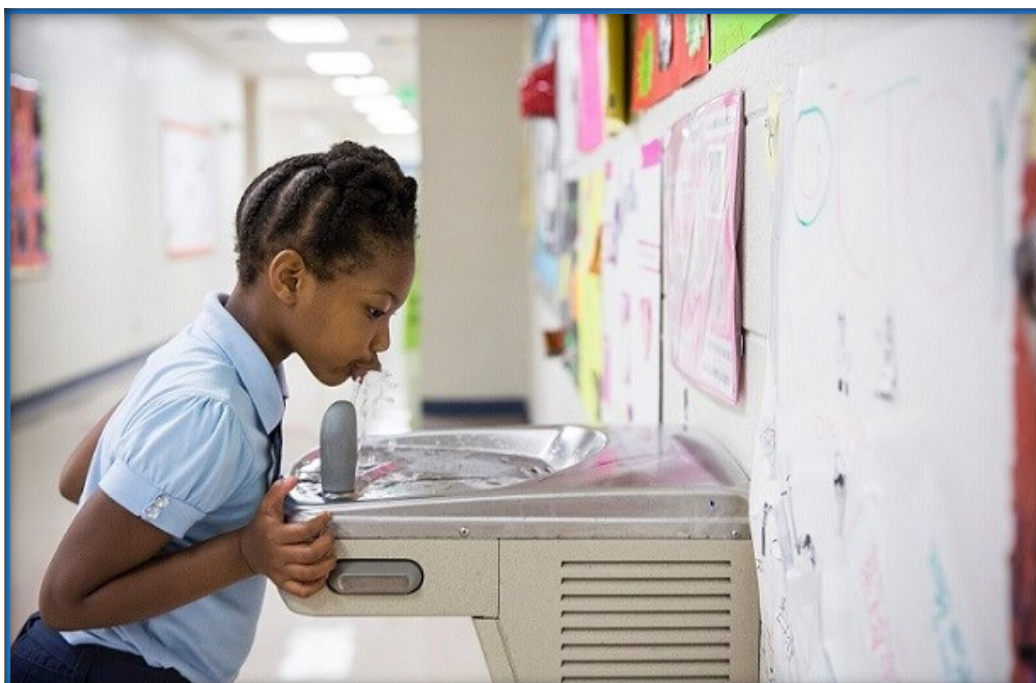
ATLANTA – All of the tested water sources in all Atlanta Public Schools which are currently occupied, have been cleared for usage, according to the results of the district's voluntary water testing initiative.

- APS began its water testing initiative last spring in response to reports of lead in the drinking water in a handful of cities nationally, such as Flint, Michigan and Washington, D.C. The district contracted with two independent environmental firms to conduct the tests, which involved taking samples from 25 water sources in all 113 APS-owned facilities.

This past July, at the halfway point of the testing process, APS reported that over 97 percent of the water sources tested district-wide met the EPA standard. Since then, the issues with the remaining three (3) percent have been resolved. Now, all of the water sources have been cleared and meet the federal standard of being below the United States Environmental Protection Agency's (EPA) action level of 15 parts per billion (ppb) for public water systems. This is even more stringent than the EPA's action level for schools, which is 20 ppb.

Moving forward, the district is establishing protocols and procedures for addressing the buildup of lead in the water systems of its facilities. This includes: closely following EPA-recommended guidelines for flushing all water sources in all school facilities that have been unoccupied by students and staff for longer than seven days.

- Development of a regular testing schedule, whereby water sources in district facilities are tested on an ongoing basis.
- Continuing to work with the City of Atlanta on any water testing initiatives.



Keeping You Informed

Bookmark your way to APS to get the latest news straight from the source.

APS District Web site: Visit www.atlantapublicschools.us.

School Web sites: Learn about school events and easily access your faculty and staff.

Talk Up APS: This continually updated blog serves as a digital newsletter with the latest news, links to media coverage, photo galleries, videos and more. Visit www.TalkUpAPS.com.

Television and Radio

WPBA TV30, WABE FM90..1 Radio and Cable Channel 22 are broadcast services of Atlanta Public Schools.

WPBA 30: View award-winning, educational programming.

APS 22: Comcast subscribers in Atlanta can access this station for around-the-clock educational programming.

WABE: Atlanta's National Public Radio (NPR) affiliate offers 24-hours of news, music and community affairs.

Social Media

Facebook: Follow Atlanta Public Schools. Visit: www.facebook.com/atlantapublicschools.us

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